Amazon HQ2 Proposal
CITY OF CAMDEN, NJ

Amazon

CITY OF CAMDEN
NEW JERSEY

camden county
Making It Better, Together.

COOPER'S FERRY PARTNERSHIP
LIVE | WORK | INVEST | CAMDEN
Phase one of the Amazon HQ2 Campus will sit on the Camden, New Jersey waterfront amidst $2,000,000,000 of real estate development projects that have been completed, are currently under construction or are in the design phase.
Entrance to Wiggins Waterfront Park and Marina adjacent to proposed Amazon HQ2 campus
Renderings of Proposed Amazon HQ2 Campus
Distribution of Proposed Amazon HQ2 Campus Sites in Camden Looking North
Distribution of Proposed Amazon HQ2 Campus Sites in Camden Looking South
A. Phase 1
B. Plinth Buildings: garage and service on the first and second floor amenities and offices on third and fourth floors. Wild flower meadow on roofs
C. Towers
D. Garages with inhabited roofs
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Aerial View from West
First Phase Aerial
View of Development from West
View of Proposed Amazon HQ2 Campus Looking Towards Philadelphia
View of Proposed Amazon HQ2 Campus Looking North from Benjamin Franklin Bridge
View of Commercial Zone and Garage Looking Towards Campus Gateway
AMAZON’S PRESENCE IN ANY OTHER CITY WOULD BE IMPORTANT, BUT IN CAMDEN IT WILL BE TRANSFORMATIVE.
ANSWERS TO AMAZON HQ2 RFP - INFORMATION REQUESTED

Question 1: 100 acres of developable property

Answer 1: The City of Camden, New Jersey is offering 138.58 acres of developable property within a .75-mile radius that meets the criteria described by AMAZON for HQ2. 71% of the property offered is currently publicly held and can be transferred to Amazon in total or over time, subject to a redevelopment agreement. 29% of the proposed property is privately held with letter agreements indicating that the owners will sell the property at market rates. The sites fall under 4 different categories: Mixed Waterfront 1, Center City, University & Service, & Office Light Industrial. All of the proposed sites have access to significant fiber banks and cellular service by Verizon, AT&T, Sprint and T-Mobile. Electric and Gas is provided by PSE&G with 69Kv service. (See Section 02. b.) (See also Appendix 1, maps 1-4, 10).

Question 2: Existing and Proposed State and Local Incentives

Answer 2: Camden, through existing legislation, currently provides two major incentives that are available to any entity as a by-right application provided that certain criteria are met prior to selecting a final site.

First, Camden provides a by-right 20-year property tax abatement to any Garden State Growth Zone Entity that builds in the City of Camden. The property tax abatement is transferable to next purchasers. (See Section 04. b.)

The second program is the Economic Opportunity Act of 2013 (EOA) which identified Camden as a Garden State Growth Zone. This designation allows Camden to offer a transferable corporate tax credit equal to the value of the cost for all soft and hard costs associated with the acquisition, relocation, and development of any new or refurbished building in the City of Camden up to $350 million. The tax credit is provided in 10% increments over a 10-year period beginning one year after the project is certified as complete. The entity collecting the tax credit must create or move at least 250 jobs to Camden City, pass a net benefits test, and keep the jobs for a minimum of 15 years. The tax credits may be used to offset any Corporate Business Tax owed to the State of New Jersey or be sold on the open market. Credits are currently trading in NJ for approximately ninety-one cents on the dollar. The entity seeking this incentive must apply to the state of NJ by 2019 and certify the project as completed within three years of its approved application. (See Section 04. b.)
Camden City is also eligible for a variety of federal and other smaller local incentive programs that can enhance the two major incentives identified above. (See Section 03. a-c. & Section 04. c)

The State of NJ is also considering a new program modeled after the EOA, as described above, for the Amazon HQ2. This program is anticipated to provide tax credits up to $5 billion, with the first phase being authorized after 5000 jobs are created on site. Each job under the proposed legislation is valued at $10,000 each year for 10 years. Therefore, the first phase would yield a tax credit of $50 million each year for ten years. Up to $25 million of the first phase and each phase of the tax credits thereafter, up to a total of $1.25 Billion, would be transferable by sale to another entity provided that the proceeds of the transferred tax credits are invested into the infrastructure that supports the project and or the region. The balance of the tax credits up to $3.75 Billion must be used to offset the corporate entities taxes. It is anticipated that the legislation will allow any tax credit not used in the present year to carry forward for up to 50 years. (See Section 04. b.)

**Question 3: Existing and Proposed State and Local Incentives**

**Answer 3:** The proposed state program offering tax credits of up to $5 Billion will require legislative approval. The current legislative leadership in New Jersey and both gubernatorial candidates support the proposal. (See Section 04. b.)

The existing, already approved EOA program provides both an annual certification and a possible clawback. Once the project costs are certified, the total value of the credit is calculated and paid out in 10% increments over the next ten years. If the company fails to meet the jobs as promised and certified in any given year, the credit is reduced. If the company drops below 80% of the promised jobs, the credit in that year is entirely lost. At the end of 10 years the value of the credit is fully paid, therefore, the entity is now subject to a clawback for the next 5 years. The clawback is equal to 1/15 of the total credit value paid over the first 10 years for each year after the tenth year. (See Section 04. b.)

**Question 4: Existing and Proposed State and Local Incentives**

**Answer 4:** The existing EOA program requires an application and approval by New Jersey Economic Development Authority (NJ EDA) which can be accomplished as a by-right application within 30 to 60 days. The existing property tax abatement is by-right and is approved by the administration and then by city council at the filing of the building permits. (See Section 04. b.)
The proposed $5 Billion incentive by the State of New Jersey could be approved by January 2018 or June 2018 depending on when the legislature moves to take up the legislation.

**Question 5:** An Educated Workforce--Computer/Math Professionals

**Answer 5:** According to the Bureau of Labor Statistics, the Philadelphia Metropolitan Area currently employs approximately 95,000 individuals in computer and mathematical occupations, with a mean salary of $89,000. The region specifically employs approximately 18,000 software development engineers for application development, in a variety of employment sectors, with companies like Boeing, L3 Communications, Lockheed Martin, and Comcast. The Camden metro area specifically accounts for 14% of those software development jobs with a mean salary of $91,630. Moreover, Comcast continues to expand its national headquarters in the Philadelphia region, which creates demand for this skill set in addition to many other companies in the region that are utilizing software development engineers. Computer software engineers are further attracted to the area by the presence of 14 Fortune 500 companies, one in Camden, and 26 Fortune 1000 companies, one in Camden, that call the region home. Moreover, the area is also home to 16 international headquarters with one of those being in Camden, NJ. (SEE Section 05. a-c)

**Question 6:** University/Business-Tailored Engineered Programs

**Answer 6:** Rowan University and the Rowan School of Engineering developed an award-winning defense engineering program in partnership with Lockheed Martin. This program is only one example of the myriad opportunities that exist to develop a tailored engineering program to meet the specific needs of an industry leader in the region. Other universities in the region, in addition to Rowan University, that are currently conferring degrees in software development engineering and can work with a corporate partner include Princeton University, Drexel University, University of Pennsylvania, Temple, Stevens Institute, Villanova, University of Delaware, and The New Jersey Institute of Technology (NJIT) to name only a few. Collectively, the region conferred approximately 11,650 STEM degrees in 2013 of those degrees 6397 were degrees in technology. This represented a 30% increase in all STEM degrees between 2009 and 2013. In 2015 the region conferred 12,000 STEM degrees with 7,216 of those degrees in technology which is a 13% increase in technology degrees conferred between 2013 and 2015. Moreover, the region continues to focus on technology development in K-12 education. Specifically, Camden is in the process of creating a STEM focused vocational high school
program as part of the $139 million reconstruction of Camden High School. This again is only one example of a variety of opportunities in K-12 education that is being developed across the region. (SEE Section 05. d-f & Section 08. b)

Question 7: Accessible and Robust Multi-modal Transportation Network

Answer 7: The proposed site is within 1 mile of 2 major highways (I-676 & US Route 30); 2 miles of I-95 and I-76; 15 miles or 25 minutes during peak commute of the Philadelphia International Airport; 3 miles or a 20 minute commute during peak to Amtrak’s 30th Street Station; and immediate access from the proposed campus to 4 train station stops on NJ Transit Riverline, 2 train stops on the Philadelphia/NJ Hi Speed Rail PATCO system; 26 different NJ Transit Bus routes and 1 existing passenger ferry stop at the waterfront with direct connection to center city Philadelphia. Camden formerly provided employment for more than 50,000 RCA employees. All of the existing mass transit rail systems have significant excess capacity and can easily accommodate an additional 25,000 passengers without infrastructure upgrades. In addition, the State of New Jersey recently invested and started the design of an additional rail line that will serve the proposed HQ2 site with two additional light rail station stops. The entire site is connected to both Philadelphia and the NJ suburbs by a regional pedestrian and bike system, which includes free access across the Ben Franklin Bridge. Finally, although the Philadelphia/Camden area is the 7th most populous region of the country, it is ranked #25 on the TTI Traffic Index. The TTI for the region is 1.24. By comparison, the TTI for the nation is 1.22. (See Section 06. a-c)

Question 8: Community--Recreational Opportunities, Housing, Dining, Public Safety

Answer 8: Camden provides significant opportunities for outdoor passive and active recreation ranging from walking and biking to canoeing and baseball to ultimate frisbee and soccer to name just some of the options. The site is adjacent to the Rutgers University Community Fields, an active recreation park for organized games that is maintained by Rutgers, but used by both the community and the university. The site is also directly connected to a linear waterfront trail that connects the Ben Franklin Bridge via a bike trail as well as many other larger park spaces that exist in Camden. Opening in 2019, the linear trail will soon connect a new 62-acre public park built on the waterfront in the Cramer Hill Section of Camden. The beautiful new park will provide incredible views of the region while providing new running, biking and canoeing opportunities. Moreover, the park is adjacent to the Kroc Center, a 120,000-square foot, 24-acre community center for the City of Camden.
operated by the Salvation Army. These are just a highlight of some of the great recreational opportunities that exist and are developing in the City of Camden. (See Section 08. c)

Similarly, the proposed HQ2 site is within a developing area of Camden. Therefore, the current dining options are still somewhat limited but available, including a few coffee shops, several quick-serve eating establishments, and a couple of restaurants and bars. In the past year, several new options opened to meet the growing demand of the developing offices and growing university district, and several new options are planned as part of the new development on the waterfront in the area proposed for HQ2. The new options include a full-service restaurant, hotel, and retail stores. Nonetheless, it is the site’s proximity to center city Philadelphia that enables both residents and workers to easily access the culinary and cultural scene of Philadelphia by either taking the ferry, riding their bike to Philadelphia, or taking PATCO. Similarly, the adjacent borough of Collingswood is also a PATCO or bike ride away and is filled with a very walkable downtown complete with great dining choices. These options provide great alternatives while Center City Camden continues to develop its own dining scene. (See Section 08. a, c,d)

Camden’s neighborhoods are in the process of redevelopment. Camden’s intact neighborhoods exhibit various levels of vacant housing, 10% (Cramer Hill), 15% (Fairview) and 19% (Parkside) and have maintained housing prices well below the national average. There is significant opportunity for infill development surrounding the proposed Amazon HQ2. In fact, some of the first new market rate housing in Camden is already being built around the proposed Amazon campus because of the state’s incentive programs targeted at market rate housing development. (See Section 08. f)

Nonetheless, there are approximately 20,000 available housing units (9.6% of housing) within 15 miles in any direction from Camden where you will find yourself in one of the small, walkable Camden County towns, including Merchantville, Audubon, Westmont, Collingswood, Pitman, Riverton and Haddonfield. They are complete with small shops run by local artisans, restaurants, and the requisite local 24-hour diner. The municipalities that surround Camden are smaller towns that are connected to Camden by bike paths, rail lines, and bus routes in addition to the usual highways. (See Section 08. f)
These communities in Camden County have a median home value of $168,100. The median list price per square foot in the county is $100, which is lower than the Philadelphia Metro average of $135. Median rent in Camden County is $1495 which is again lower than the Philadelphia Metro area median of $1550. 17.8% of housing county-wide was constructed prior to 1939. Charming and historic housing options are thus widely available throughout the area while the opportunity to diversify options through new construction is ever present on available land inside Camden city proper, and in some of the surrounding communities like Collingswood and Westmount where recently built new units are near their PATCO stations that lead directly to Camden. Finally, Philadelphia currently has 70,000 vacant housing units (10.5% of overall housing stock) which is also easily accessed by PATCO. According to Sperling's Best Places to Live, Camden's metro area has a cost of living index of 85.5 compared to the State of New Jersey's cost of living index which is 126 or Philadelphia's which is 99.5. A cost of living index score of 100 is the United States average. Therefore, a score over 100 means an increased cost of living, while a lower score means the area is cheaper than the US average. (See Section 08. f)

The creation of the Camden County Police Department (CCPD) dramatically reduced Camden City's crime rates over the past five years. The Department is now nationally recognized for its work in community policing and de-escalation. Crime in Camden continues to trend down significantly with 39.7 percent drop in murders citywide with all violent crime dropping by 34.4 percent and non-violent crime dropping by 20.6 percent compared to 2012. In the area proposed for the Amazon HQ2 site in the same timeframe zero homicides occurred and only 34 total violent and non-violent crimes occurred each year, making this area not only one of the safest in the City of Camden, but one of the safer areas in the metropolitan region. (See Section 08. e)

**Question 9:**

**Answer 9:**

The Epi-center of Technology and Innovation

Camden is ready for Amazon, and Amazon can help accelerate the positive trajectory that Camden is already experiencing today. Historically, Camden was the epi-center of technology and innovation in the early to mid 20th century. The City’s current infrastructure capitalizes on this historic fact and allows the next era of innovation to take shape. The City is already an emerging market and its future will tell a great story of American ingenuity and perseverance.
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INTRODUCTION
1. INTRODUCTION

“A symbol of promise for the nation”

President Obama made the aforementioned declaration about the City of Camden, New Jersey during his visit in May 2015.

This statement was an affirmation of all the positive change occurring in Camden—a testament to the resilience and fortitude of our residents, the tenacity and tradition of strong bipartisan teamwork among the State of New Jersey’s Economic Development Authority (NJEDA), Camden City and Camden County governments to attract private business by pooling their respective resources, and the growing confidence and vision of the private sector as witnessed by the infusion of public-private investment into the city. The President’s words reaffirmed our optimism for the future of Camden.

A coordinated effort and a dedicated team of both private and public partners laid the groundwork for Camden’s turnaround. For the six years preceding the President’s observation and the past two years since, we
continue to foster a number of strong public-private collaborations that leverage resources to solve systemic problems, while maximizing the city’s economic growth and increased vibrancy. Important collaborations like the ones we enjoy with Lockheed Martin and Rowan University, who developed a specialized engineering program to meet the needs of the Defense Industry, or Holtec International and Camden County College, who partnered to train and develop specialized welders and operators for the recently completed advanced manufacturing center, or the Camden Coalition of HealthCare Providers (whose founder was named a MacArthur Genius in 2013), who are working to improve healthcare delivery while bending the cost curve, make Camden unique. These transformative collaborations, combined with a holistic approach to revitalization, are becoming the building blocks of Camden, spurring unprecedented economic activity, improving the quality of life for residents, and creating a vibrant community.

Located along the Delaware River, across from center city Philadelphia, Camden is the gateway to the 7th largest MSA (Philadelphia-Camden-Wilmington) in the country. A city of only 75,000 people, it is connected
to Philadelphia by water ferries, two vehicular bridges, a pedestrian and bike walkway, and a high speed rail system. Camden is closer to the center of Philadelphia, the MSA’s largest city, than are most of Philadelphia’s neighborhoods. From a transportation perspective, whether it is the Travel Time Index (TTI) that measures congestion levels or the Commuter STRESS Index (CSI) that measures commuter times at peak periods, Camden’s network already has the capacity and ability to accommodate Amazon in an efficient manner. The Philadelphia International Airport and the regional Amtrak Rail Stations are located within 15 and 3 miles of Camden’s Waterfront, respectively. Utilizing the local highway system, a driver can easily make the trip to the airport in 25 minutes or to the 30th Street Amtrak Train Station in 15 minutes during peak commute.

Camden’s location and proximity to Philadelphia’s core along with restored investor confidence, made possible by significant policy changes at the state level and further fueled by the incentives allocated in New Jersey’s Economic Opportunity Act (EOA) of 2013, resulted in increased business interest and noteworthy relocations to Camden. Categorized as one of the most competitive economic policies in the nation, the State of New Jersey and certain cities, like Camden, offer attractive tax credits and property tax exemptions for qualified projects, as defined under the EOA. In essence, the legislation currently provides that new companies relocating to Camden with at least 250 jobs would receive the construction and relocations costs associated with their project up to $350 million in transferable NJ Tax credits over ten years; provided the company applies to the state before 2019. In addition, Camden City provides a total property tax exemption on improvements built in the city, by-right, for the first ten years with a 10% phase in of the improvement’s valuation over the next 10 years. This is in addition to the many other federal incentive programs that are provided to Camden that Amazon may take advantage of during its construction and subsequent operation. The collective impact of these incentives with the changing public policy created an opportunity for forward thinking companies and entrepreneurs to consider Camden as home.

In September of 2014, Liberty Property Trust announced a $1 billion investment that is redefining the Camden Waterfront by creating valuable national corporate headquarter space for American Water Works Co., also known as American Water, National Freight Industries (NFI), The Michaels Organization, and Conner Strong & Buckelew. Infilling this development is a Hilton hotel, new retail space, and new residential housing. This expanded
neighborhood is the largest private sector investment witnessed in Camden City in decades. Together with the development of Holtec International, Contemporary Graphic Solutions, Webimax, Waterfront Ventures, Resin Tech, the Philadelphia 76ers, Lockheed Martin, and Subaru of North America the nine-square mile City of Camden, just 6% of the size of Philadelphia, attracted more than $2 billion in new private sector investment since 2015. Equally important, these new developments join the Campbell Soup Company, Cooper University Hospital, MD Anderson Cancer Center at Cooper, Coriell Institute, L-3 Communications, and others as our newest corporate citizens.

The influx of large corporate citizens that envision a new Camden creates both employment opportunities and growing neighborhood resources for our residents. It is not accidental that according to the Bureau of Labor Statistics, Camden, New Jersey is tied with Dallas, Texas for the nation’s highest percentage increase in jobs for 2017. Moreover, significant investments and advancements continue in the areas of public safety,
education, infrastructure improvements, and neighborhood development. Crime rates dramatically decreased as a result of the work of the Camden County Police Department, formed in 2013 after Mayor Dana L. Redd disbanded the challenged City force. The department is now recognized as a national model for community-based policing as heralded by Face the Nation and the New York Times, but its impact is most evident throughout the city’s neighborhoods as officers interact with residents, while children play freely in the parks and in front of their homes.

Neighborhood stabilization is occurring in the form of increased affordable housing, new quality market rate housing units, and innovative investments in green and gray infrastructure. Enhancements along commercial corridors and significant investments in our parks and public spaces are helping to make our neighborhoods safer, and offering residents a more stable place to live. Camden is focusing on improving quality of life issues by removing blight, highlighting our artistic talents, and reclaiming our public spaces. With Camden’s federal Promise Zone designation, the only community designated in the State of New Jersey, we are ushering in additional resources that are making our neighborhoods stronger and better.
By investing in Camden City’s social and cultural fabric, we embrace a creative community that is rich and vibrant in the arts. Camden will continue to utilize creative placemaking and public art as a means for residents, workers, and visitors to assemble in our civic spaces. Additionally, with the support of philanthropic organizations like the Kresge Foundation and William Penn Foundation, Camden annually hosts a mix of locally produced cultural exhibits and special events to attract those interested in supporting our ever-growing number of local artists.

Finally, great cities are known as premier destinations, and the Camden Waterfront is an exciting place to go for a variety of special events and attractions. We welcome more than two million visitors to the waterfront annually and know that by working cooperatively with Camden County and the City of Philadelphia to promote “Two Cities One Waterfront”, we will continue to deliver even more top-notch events and activities on both sides of the river, like RedBull Flugtag, Cirque Du Solei, or the numerous fun runs across the bridge that connect these two cities.

As we look toward the future of this great city, there are still many hopes and dreams that need to be realized. We invite Amazon and its partners to step forward and bring their own unique passion and commitment to our city. New ideas breed new opportunities that are certain to benefit our citizens and our regional economy.
Camden is coming into its own again. You feel it when you talk to residents or visit with business and civic leaders. You see a city whose people understand that the sum of these initiatives is greater than the impact of each one individually. You feel a city that is renewed by all the possibilities and opportunities that lie before it. You understand it is a city that is unafraid to try the impossible because it already understands failure.

Camden is a city rising—there is a bright and promising future ahead for us all. Working together, the City of Camden, and the Philadelphia region can build upon this strong foundation and provide the answer to the opportunity Amazon seeks. Moreover, Philadelphia and Camden are part of a shared vibrant economic, cultural, logistic and higher education ecosystem. As a result, they are well positioned to accommodate Amazon's HQ2 plan today and in the future. We understand that the two cities are responding separately to the RFP. However, should one of the city's responses not move forward for further consideration, each city is supportive of Amazon's interest or decision to incorporate its HQ2 plan as part of a consolidated region, if appropriate.
CAMDEN IS A CITY RISING.
THERE IS A BRIGHT AND PROMISING FUTURE AHEAD FOR US ALL.
LOCATION AND DEVELOPMENT

SECTION SUMMARY Camden’s location and real estate offerings meet and exceed the specifications documented in the Amazon HQ2 Request for Proposal in the following ways:

- Camden offers 138 acres of vacant or developable shovel-ready property located within a 0.75-mile radius of the proposed Phase 1 site.

- Phase 1 is a 4-acre site bound by the picturesque Delaware River and Wiggins Waterfront Promenade to the west and iconic Benjamin Franklin Bridge to the north. This shovel-ready site is primed for development and equipped to house Amazon HQ’s first 500,000 - 600,000 s.f. investment.

- The City of Camden and Camden County, in partnership with Liberty Property Trust, is prepared to deliver a minimum of 500,000 s.f. to 600,000 s.f. of new, LEED Platinum 4.0 office space completed by December of 2019, provided a decision is made by January 2018, as requested and outlined in Amazon’s RFP.

- The proposed campus is walkable, bikeable and accessible by four distinct modes of public transportation (River LINE, PATCO, RiverLink Ferry, NJ Transit Bus), with a fifth on the horizon, the Glassboro-Camden Light Rail Line.

- The City of Camden recently made significant investments in upgrading its utility and infrastructure systems to support development and protect our natural environment.
2. LOCATION & DEVELOPMENT

“In a Dream, I saw a City Invincible.”
_Walt Whitman’s Quote inscribed on Camden City Hall_

INTRODUCTION

Located along the Delaware River and set against the backdrop of Center City Philadelphia, Camden City is the gateway to Philadelphia and the southern New Jersey region. Encompassing only nine square miles of land, Camden is centrally located to the regional highway network, public rail, and bus transportation network, as well as several world class universities. The city sits less than five miles from Philadelphia City Hall, less than 100 miles from New York City, and less than 150 miles from the United States Capitol Building in Washington D.C. making it an easy commute to most of the major cities along the east coast.

Within the Northeast Corridor, Camden's proximity to its sister cities is even more apparent when mass transit options are taken into consideration. PATCO, the regional high speed rail system, connects Camden City to Center City Philadelphia in 10 minutes or less, while NJ Transit's River Line connects Camden to Trenton, NJ in 57 minutes and Amazon's new Florence, NJ distribution center in 50 minutes. Philadelphia's 30th Street Station, Amtrak's regional Northeast Corridor stop, is a 15 minute drive, 25 minute train ride, or 30 minute bike ride away. Additionally, NYC is only two hours away utilizing the River Line and NJ Transit rail.

30th Street Station enables a quick connection to major cities along the entire Northeast United States from Boston to Washington D.C. With a commute time to New York City and Washington D.C. of just over an hour and an hour and forty-five minutes respectively, the train can provide quicker connections through the Northeast Corridor than air travel. Still, Philadelphia International Airport, which serves as the hub for American Airlines, is only eleven miles from Camden. This proximity enables Camden to easily connect to every corner of the world, including direct flights to Washington D.C., New York, San Francisco, and Seattle. In short, Camden’s proximity to major metropolitan centers is seemingly unparalleled.

Over the next ten years, the State of New Jersey will invest more than $2.8 billion in transportation and infrastructure upgrades within Camden City and its regional connections. This commitment includes an extension of
Travel Distances from Camden

1. **Philadelphia, PA**
   - 5 min (3 miles)

2. **Princeton, Trenton**
   - 40 min drive (34 miles)
   - 1 hr train

3. **Atlantic City, NJ Beaches**
   - 1 hr drive (59 miles)
   - 1 hr 15 min train

4. **Poconos, Skiing, Hiking**
   - 2 hr (106 miles)

5. **New York City, NY**
   - 2 hr drive (96 miles)
   - 1 hr 15 min train

6. **Baltimore, MD**
   - 1 hr 45 min drive (106 miles)
   - 1 hr train

7. **Washington DC**
   - 2 hr 30 min drive (138 miles)
   - 1 hr 45 min train
56 Currently Available Development Sites : 138 Total Acres for Development

- Total Development Area
- Available City-Owned Lots
- Available Private Lots
- Park and Green Spaces

Amazon HQ2 Total Potential Development Area
New Jersey Transit’s light rail service from Camden to Rowan University in Glassboro, New Jersey. The design build process will begin in 2018, and is expected to be operational by 2027. In addition, New Jersey Transit is rebuilding the main mass transit terminal in Camden, the Walter Rand Transportation Center, and upgrading the access points to every major highway connection in the City. These upgrades coupled with the local investments to the street grid and traffic lights made by Camden City through federal and state grants will enable Camden to not only handle the proposed traffic for the Amazon campus, but provide it with valuable existing capacity. (See Appendix 1, maps 5 and 6).

Campbell Soup Corporation has called Camden City home for over 140 years, and Cooper University Hospital traces its roots in Camden back to 1887. Camden is home to Cooper Medical School at Rowan University, Rutgers University Law School, and the satellite campuses of Rutgers University, Rowan University, and Camden County College. In addition, Camden is less than an hour’s drive from several of the nation’s top institutions of higher education including, Princeton University, University of Pennsylvania, Drexel University, Rutgers University, Temple University, The College of New Jersey, NJ Institute of Technology, Stevens Institute of Technology, Villanova University, St. Joseph’s University, University of Delaware, and Rowan University. Moreover, a majority of these institutions are connected to Camden and the Philadelphia region by passenger rail service.

PROPOSED CAMPUS OVERVIEW: HQ2 PHASES 1-4

The City of Camden offers 138 acres of vacant or developable shovel-ready property located within a 0.75-mile radius of the proposed Phase 1 location see Exhibit 1 & 2 on pages 30 and 31. Located on the Delaware River waterfront directly across from center city Philadelphia and adjacent to the Ben Franklin Bridge, the Phase 1 location is prime waterfront real estate owned by development partner Liberty Property Trust. The remaining 134 acres of land is owned by both public and private organizations that all expressed an interest to sell the identified land at a market rate price based on a pre-Amazon selection. The government currently owns approximately 71% percent or 98 acres, while the private sector owns 29% percent or 40 acres. As a result, Amazon has the option to both select its own developers for each of its future sites and avoid privately held property if any of the owners later become difficult partners. This unique situation further provides Amazon the option to radiate its HQ2 expansion either east,
Exhibit 1: Amazon HQ2 All Potential Development Sites
### AMAZON HQ2 - ALL POTENTIAL CAMPUS LOTS

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<tr>
<th>LOT</th>
<th>ACRES</th>
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</table>

**TOTAL ACRES**: 138.58

- 98.75 Acres Publicly Owned = 71%
- 39.83 Acres Privately Owned = 29%

Exhibit 2: Legend for map on page 30
north, or south from its nucleus on the Delaware River waterfront, thereby 
incorporating shovel-ready redevelopment sites through the Waterfront and 
Downtown sections of Camden as it sees fit.

Moreover, we recommend a proposed campus plan that includes 
approximately 80 of the 138 acres. The proposed campus includes four 
zoning designations: MV-1 Mixed Waterfront Zone, CC Center City Zone, US 
University and Support Zone, and OLI Office Light Industrial Zone. Each 
designation allows office building construction, with a 30 floor maximum 
height (except for the OLI zone which allows for 4 stories maximum). 
Maximum lot building coverage is 80%, and maximum lot impervious 
coverage is 90-100%. (See Appendix 1, map 7).

THE PROPOSED CAMPUS DOES NOT 
REQUIRE ANY DEMOLITION 
OF EXISTING RESIDENTIAL 
STRUCTURES OR DISPLACEMENT 
OF EXISTING RESIDENTS.

The proposed campus does not require any demolition of existing 
residential structures or displacement of existing residents. In fact, 
the targeted infill area was the former office and manufacturing world 
headquarters for RCA. City plans and code allow for and encourage the 
development of new residential and commercial space in this area to 
connect it with the existing nearby residential areas.

The proposed HQ2 campus is currently serviced by four existing NJ Transit 
River LINE station stops, thereby serving as a defacto internal rail system for 
the campus. In addition, the PATCO Speedline provides two station stops in 
Downtown Camden with a direct connection to the NJ Transit's River LINE
Amazon HQ2 Proposed Growth Scenario and Phasing Plan

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>Square Feet</th>
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<tr>
<td>Phase 1</td>
<td>“Shovel-Ready”</td>
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<tr>
<td>Phase 2</td>
<td>“Waterfront”</td>
<td>2,400,000</td>
</tr>
<tr>
<td>Phase 3</td>
<td>“Downtown”</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Phase 4</td>
<td>“City Hall”</td>
<td>2,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>8,000,000</strong></td>
</tr>
</tbody>
</table>
system. The PATCO Speedline provides a direct connection to the population nucleus in center city Philadelphia and the Camden suburbs extending along the US Route 30 corridor.

More importantly, both the NJT Riverline system and the PATCO system have existing capacity to move new employees from both the City of Philadelphia and the suburbs of New Jersey to Camden. In fact, PATCO’s existing capacity can transport approximately 13,000 new riders during peak commute times from Philadelphia to Camden and more than 9,000 new riders from the suburbs of New Jersey to Camden. Similarly, the NJT Riverline’s existing capacity will comfortably allow for new riders during peak commute into Camden from the Route 130 corridor. Once completed, the southern Glassboro light rail extension is designed to carry a maximum of 30,000 riders/day.

The campus is also accessible by a growing inventory of bicycle infrastructure, including a bicycle and pedestrian walkway across the Ben Franklin Bridge to Philadelphia as well as a network of separated on-street bicycle lanes, off-street multi-purpose trails, and sharrows located in Philadelphia, Camden, and the extended NJ suburbs.

**Phase 1 Snaphsot**

The Phase 1 location is a shovel-ready 6-acre area bounded by the picturesque Delaware River and Wiggins Waterfront Promenade to the west and iconic Benjamin Franklin Bridge to the north, complete with jaw dropping views of the neighboring City of Philadelphia. Phase 1 is envisioned as a series of state-of-the-art, environmentally sustainable, world class waterfront buildings accommodating 500,000 s.f. to 600,000 s.f., constructed in two stages (Phases 1A and 1B). Site owner and developer Liberty Property Trust is prepared to deliver Phase 1, as outlined in Amazon’s RFP, by December 2019 provided a decision is made by January 2018. The site is zoned Mixed Waterfront 1 and the proposed development is allowable by-right.

The beautifully designed and smartly engineered buildings will be viewable from Center City Philadelphia, the Benjamin Franklin Bridge, as well as Interstates 95 and 676, thereby offering Amazon a significant marketing and branding opportunity. Designed to attain LEED 4.0 Platinum certification, the buildings will be sustainable and energy-efficient, while setting the stage for internal operational excellence. Sustainable design options
that may be incorporated include rooftop photovoltaic panels, building integrated photovoltaics on curtain wall spandrels, and radiant floors in tower skygardens. Some of these options may impact the building’s delivery schedule.

The site is adjacent to the American Water Works Company, Inc.’s new national headquarters, currently under construction by Liberty Property Trust. American Water is the nation’s largest publicly traded wastewater and water utility company. Its new 220,000 s.f., $165 million national headquarters, is slated to open its doors in late 2018. In addition to American Water, there are several large-scale projects underway within one block of the proposed Phase 1 site:

1. RCA Pier Park, an $8 million signature open space, is slated for construction in 2018 as part of a public-private partnership between Liberty Property Trust and Camden City and County of Camden.

2. Camden Tower, an 18-story, $245 million project, already under construction and will open in late 2018 or early 2019. The building will house the national headquarters of a trio of New Jersey-based businesses, The Michaels Organization, National Freight Incorporated (NFI), and Conner Strong & Buckelew.

3. Hilton Garden Inn, a 180-room hotel.

4. The Michaels Organization and partners are developing a $55 million, 184-unit apartment complex on a 3.4 acre site just a block away from the Phase 1 site. The complex includes 6,500 s.f. of retail and completion is expected in March of 2019.

**Phase 2 Snapshot:**

Phase 2 incorporates a 10-acre parcel directly east of Phase 1, which can easily accommodate an additional 1 million s.f. or more of development. From this adjacent site, Phase 2 can extend under the Ben Franklin Bridge into the North Camden neighborhood or south along the Central Waterfront.

The property north of the Ben Franklin Bridge is comprised of two lots totaling approximately 30 acres with two-thirds of the site under public control. This area offers Amazon the opportunity to easily develop an additional 1-1.5 million s.f. of office space along the North Camden Waterfront. The site is now shared with Cooper’s Poynt Waterfront
Park, a brand new park incorporating waterfront trails, Camden's newest playground, and incredible views of the Ben Franklin Bridge and Philadelphia. The community-driven 2008 North Camden Neighborhood and Waterfront Park Plans prioritizes the creation of a continuous waterfront greenway trail along the entire 1.5 mile North Camden waterfront, connecting under the Ben Franklin Bridge to the Central Waterfront promenade. The under-bridge connection will link Amazon's Phase 1 and Phase 2 developments via a continuous waterfront greenway trail while Delaware Avenue will connect the phase 2 sites that are straddling the Ben Franklin Bridge. Moreover, the Glassboro Camden light rail line, which is currently in design has stops planned for both of the phase two sites that straddle the Ben Franklin Bridge.

**Phases 3 & 4 Snapshot**

Phases 3 and 4 proposes to utilize adjacent development sites along the North Camden waterfront, and additional development at several pad sites on the Camden Waterfront and eastward into downtown Camden. In total, the city can offer approximately 100 acres of additional infill property, after Phases 1 and 2, to complete phases 3 and 4 depending on Amazon's preferred development density and configuration in the expansion of the campus. This eastward movement into the downtown allows for physical integration with several campuses of Camden's anchor institutions, including Rutgers and Rowan Universities, Cooper Medical Center, and the Headquarters of Campbell Soup Company and Subaru of North America.

**CAMPUS UTILITIES, INFRASTRUCTURE & SUSTAINABILITY**

Over the last few years, the City of Camden made significant investments in upgrading its utility systems to support new development, and the city will continue to do so over the next few years. At present, significant fiber infrastructure connects Camden directly to Philadelphia and is readily available across the Ben Franklin Bridge, Penn Street, and Market Street, which are all adjacent to the Phase 1 site (See Appendix 1, map 10). In addition to direct fiber, Camden maintains excellent cellular coverage by all major carriers throughout the entire city. (See Appendix 1, maps 1-4).

Gas and electric service is provided by PSE&G, a New Jersey-based publicly traded diversified energy company, which is one of the ten largest electric
Amazon HQ2 Campus Connectivity

- PATCO Rail to Philadelphia - City Hall Stop on Amazon Campus
- NJ Transit River Line Rail to Trenton - Multiple stops on Amazon Campus
- 8th Street PATCO stop to Septa/30th Street Station
- Glassboro/Camden Rail Line (Design Phase) - 3 Amazon Stops
- I-95 to Washington & NYC - 5 minutes (1 mile)
- I-676 on Amazon Campus
- I-295 6.25 miles, NJ Turnpike 8.5 miles
- Bike System: Camden, Philadelphia, Cooper River
- Existing River Link Ferry Stops

Regional Transit & Transportation
companies in the U.S. PSE&G is a strong and reliable partner to the City of Camden, and recently invested significantly in storm resiliency upgrades. Additionally, the site provides network redundant power from two different power grids if requested from PSE&G. Defense technology companies located on the Camden Waterfront, such as L3 Communications, take advantage of this unique offering to ensure a consistent power supply in the event of an outage.

Recent work by PSE&G include an upgraded Locust Street Substation (built in 2012), a half mile from the proposed site, to 69 kV supply. PSE&G is currently introducing a third 69 kV line to this substation for added reliability. The Delair Substation was just constructed at 69 kV, and PSE&G presented two projects to the Pennsylvania Jersey Maryland (PJM) Interconnection to rebuild our Camden and Gloucester 69 kV stations to a more reliable design by 2021. Additionally, by the end of 2017 we will have...
available 13 kV circuits in the vicinity of the proposed sites. There will be adequate capacity at both 69 kV and 13 kV supply voltages to support the Amazon development.

In an effort to proactively and positively impact Camden’s environmental legacy, in 2013 the City partnered with the New Jersey Department of Environmental Protection, United States Environmental Protection Agency, Camden County Municipal Utilities Authority and Camden-based community and economic development corporation Cooper’s Ferry Partnership to create the Camden Collaborative Initiative (CCI), a first-of-its-kind collaborative formed to plan and implement innovative strategies to improve the environment and the quality of life of Camden’s residents. In just four years, CCI grew to include a diverse partnership of seventy entities, facilitated the City of Camden’s Sustainable Jersey silver certification and re-certification, and is now replicated in other communities in New Jersey.

Over the last six years, the City of Camden, through a partnership called the Camden SMART (Stormwater Management and Resource Training) Initiative, invested in green and grey infrastructure projects and programs to reduce
the burden upon and improve the performance of the City’s combined sewer system. These efforts have included:

- Optimization of the operations and maintenance of the combined sewer system.
- $100 million in capital improvements to the combined sewer system.
- $15 million in upgrades to the Camden County’s wastewater treatment plant, located in the City of Camden.
- Construction of over 60 rain gardens and other green infrastructure projects throughout the City to capture stormwater and beautify neighborhoods. (See Appendix 1, map 8).

Camden-based entities such as the Camden County Municipal Utilities Authority are nationally-recognized as innovative sustainability leaders. The CCMUA is implementing green energy projects to remove the facility entirely off the grid by 2020. In this way, the treatment plant will reduce its vulnerability to power outages, severe storms and climate change. In addition, by utilizing 100% green energy, the CCMUA will reduce its own carbon footprint and thereby do its part toward slowing the pace of climate change. Specifically, the CCMUA 1) installed a solar panel array to provide 1.8 MW, 2) installed a sewage to heat facility to use the latent geothermal heat in sewage to heat the plant during winter, 3) is constructing a new combined heat and power facility to take the biogas from its digested sludge and convert it into 4 MW of electricity, and 4) is designing a sustainability loop with the neighboring trash to steam incinerator in which the incinerator will send green energy to the CCMUA’s wastewater treatment plant while the CCMUA will send clean effluent to the incinerator to use for cooling water, thereby eliminating a one million gallon per day withdrawal of groundwater from the nearby aquifer.

We anticipate offering similar innovation in sustainability for Amazon HQ2. The use of underground, geothermal wells and piping could be coordinated with the development of sites as part of a geo-exchange system which will permit highly efficient heating and cooling that can reduce annual emissions. This includes gaining zoning variances and utility easements to permit geothermal wells and piping distribution in public rights of way to maximize the size of geo-exchange fields. The river also offers a potential source of geothermal cooling and heating, which would be confirmed and coordinated with environmental regulations. The combination of these
well locations will be part of the cooling and heating sources for creating a “district” system for the Amazon campus.

The buildings are oriented and positioned to take advantage of passive solar principles with longer facade exposures facing north and south, and designs that will take advantage of solar shading and solar arrays on the southern exposures of the towers.

The roofs of the base or mid-rise plinth areas for the waterfront towers offer substantial areas for solar arrays with unobstructed southern orientation. In addition, the roofs of the mid-rise new buildings extending east along Market and Federal Street create additional roof top areas for solar arrays.

Zoning restrictions on adjacent properties would be introduced to limit shade cast on these solar arrays. Also, zoning variances would be provided to allow solar installations on higher than current zoned heights and to reduce clearance from property lines to enhance the size of solar arrays. Improved interconnection agreements with PSE&G will be negotiated to enhance return and benefit for solar installations. This will also be coordinated with utility and state sponsored sustainable incentives.

Buildings will be developed and designed to with goals for “net zero” energy, meeting or exceeding LEED Gold certification, by incorporating sustainable design strategies:

- Optimal site orientation to maximize solar energy production and day lighting
- Facade-mounted solar panels double as external shading devices to reduce heat gain
- A high performance envelope which exceeds the energy code by 25%
- An earth labyrinth to provide passive heating and cooling to atrium spaces
- Dynamic glazing that tints to prevent glare
- Operable windows that permit natural ventilation when outdoor air conditions permit
- Increased floor to floor heights to permit higher ceilings for greater day light penetration into the core and to facilitate natural ventilation
- LED lighting throughout to reduce lighting power density
- A centralized lighting control system to automatically shut off lights during unoccupied periods
- Day light harvesting controls to dim or turn off artificial lighting if adequate day light is available
- Task lighting at work stations to permit lower ambient lighting levels
- Careful selection of equipment used in the building to ensure plug loads do not exceed 1 watt/square foot
- A high efficiency HVAC system that used a thermal pool and ground source geothermal wells for heat rejection and absorption
- An active chilled beam system for HVAC conditioning to reduce fan energy and provide a high level of occupant control
- A centralized control system to control all aspects of system operation
- Extensive metering to provide feedback on the performance of all energy systems on digital dashboard displays
- Using the highest efficiency solar panels available (currently 20% efficient) to offset energy use

Example of biofiltration gardens with wetland pools and geothermal field located below landscape terraces.
PHASE 1 TIME TO OPERATIONS

Camden’s proposed Phase I site is part of an entirely new, mixed-use urban neighborhood currently being master developed by Liberty Property Trust (LPT). Successfully executed by Liberty, the master plan designed by Robert A.M. Stern Architects will transform more than twenty acres of parking lots on the Camden Waterfront into an energetic 21st century neighborhood consisting of:

- 1,100,000 RSF of corporate office space
- 176 residential units
- 180 unit Hilton Garden Inn
- Ground floor restaurants and retail
- High quality public spaces

The developer, Liberty Property Trust (NYSE: LPT), is a $9.5 billion real estate investment trust which owns 104 million square feet of industrial and office space throughout the U.S. and UK. Founded in 1972 and headquartered outside of Philadelphia, Liberty acquires, develops, leases and manages properties with the mission to enhance people’s lives through extraordinary work environments. Liberty’s Philadelphia office offers in-depth regional knowledge, comprehensive development expertise and a focus on customer service unique in the industry, all backed by the financial strength of a multi-billion dollar company. For more than 40 years, Liberty has built trusted relationships with clients to create and care for extraordinary work environments that enhance the business experience.

PRELIMINARY SCHEDULE

LPT is prepared to deliver a minimum of 500,000 s.f. to 600,000 s.f. of new office space completed by December 2019, provided a decision is made by January 2018, as requested and outlined in Amazon’s RFP. Please note, the schedules provided are contingent upon: availability of the development sites, Liberty’s sole approval of the base building design process, timely interior design, as well as LPT’s management and the construction of the interior improvements. The suggested preliminary Project Design and Construction Schedule for Phase 1A (230,000 square feet) is as follows:
DESIGN & CONSTRUCTION SCHEDULE FOR PHASE 1A

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<td>Base Building and Tenant Improvements Complete**</td>
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An accelerated Project Design and Construction Schedule for Phase 1B (270,000 square feet) is as follows:

ACCELERATED DESIGN & CONSTRUCTION SCHEDULE FOR PHASE 1B (270,000 SF)

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<tr>
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<tr>
<td>the structural design</td>
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<td>Documentation Complete</td>
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<td>Receipt of Foundation Permit/ Mobilization of the site</td>
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<td>100% Construction Documents</td>
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<td>Foundations Complete</td>
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If Amazon requires any immediate occupancy on the waterfront before the Phase 1 completion, there are several available office spaces within a few blocks from the proposed campus that could be offered. These spaces total approximately 300,000 sf.
CAPITAL AND OPERATING COSTS
CAPITAL AND OPERATING COSTS

SECTION SUMMARY Camden’s pro-business environment meets and exceeds the specifications documented in the Amazon HQ2 Request for Proposal in the following ways:

- Since 2010 the city’s central business district grew rapidly with significant financial commitments from local educational, medical, and corporate institutions.

- In 2015 Standard & Poor’s (S&P) assigned the City of Camden its first upgraded credit rating in 15 years with a BBB+ rating.

- In 2015, under the Obama Administration and in conjunction with U.S. Congressman Norcross and U.S. Senator Booker, Camden was named a federal “Promise Zone.”

- The State of New Jersey offers several “green” cost saving programs which can significantly reduce operating costs.
3. CAPITAL & OPERATING COSTS

CAMDEN’S BUSINESS FRIENDLY ENVIRONMENT

The City of Camden is being transformed by new commercial, residential, and institutional investments. Over the past five years, business owners and developers showed a commitment to making Camden “home,” by relocating, investing, and recognizing Camden as a safer and more financially stable community than its past. Although the city is still improving, Camden is fortunate to build on its already committed and continually cooperative anchor institutions, including Cooper University Hospital, Campbell Soup Company, and L3 Communications, as well as residents, faith and community-based organizations, county and state policymakers, and a robust community of small and large business investors. This committed community is combining with new investment opportunities and unwavering support from New Jersey and the nation’s elected leaders to create a city on the rise. These investments are the start of a long-term revitalization strategy to improve the quality of life for existing residents in Camden’s 19 unique and diverse neighborhoods,
while also attracting a residential base from the 20,000-plus students and employees who currently commute into Camden to study and work.

Much credit is due to the current administration’s “Mayor’s Economic Development Council” which consist of key city department directors, county administrators and key non-profit organizations such as Cooper’s Ferry Partnership. The primary focus of the council is to attract and assist corporations looking to grow and expand their businesses in the city with a streamlined review and municipal approval process. Through this process, prospective corporations receive critical feedback on site plans, zoning.
community outreach, and economic incentives to fast-track and support their projects. The Mayor’s Economic Development Council meets on a weekly basis and assists in expediting all development projects through the municipal review process.

**ECONOMIC STABILITY**

Much of Camden’s success is accredited to a coordinated effort and strong leadership in all city departments. Financial stability and fiscal accountability set the framework for much of Camden’s budding success to date. Beginning in 2015, Standard & Poor’s (S&P) assigned the City of Camden, its first credit rating in 15 years with a BBB+ rating. Mayor Redd was able to transform the city’s junk bond status into investment grade within three years of taking office, thereby enabling the city to lower its cost of borrowing. Mayor Redd has balanced the city’s budget and has received a clean audit for the past eight years. Analysts’ confidence proves that Camden is ready for business.

**FINANCIAL STABILITY AND FISCAL ACCOUNTABILITY HAS SET THE FRAMEWORK FOR MUCH OF CAMDEN’S BUDDING SUCCESS TO DATE.**

Camden, its first credit rating in 15 years with a BBB+ rating. Mayor Redd was able to transform the city’s junk bond status into investment grade within three years of taking office, thereby enabling the city to lower its cost of borrowing. Mayor Redd has balanced the city’s budget and has received a clean audit for the past eight years. Analysts’ confidence proves that Camden is ready for business.

**FEDERAL SUPPORT: PROMISE ZONE**

The City of Camden’s development strategy relies on coordinated development efforts at the City, County and State governments. In 2015, under the Obama Administration and in conjunction with U.S. Congressman Norcross and U.S. Senator Booker, Camden was named a federal “Promise
Zone.” The Promise Zone designation enables high-poverty areas to compete for federal aid and coordinate federal resources to boost economic activity, reduce crime and upgrade the quality of life for residents, workers, and visitors. Thus far, the entire City of Camden remains as the only entire city in the state designated as a federal Promise Zone.

NJ OPERATIONAL COST SAVING PROGRAMS

The Garden State offers several “green” cost saving programs offered by state utility authorities. These programs can offer Amazon an opportunity to save on overall building utilities in addition to creating a sustainable corporate campus. These operational savings programs are available in addition to the incentives described later. These incentives include: NJ SmartStart Buildings, Pay for Performance, NJ Clean Energy for Large Energy Users, PSE&G Solar Loan Program, and the Combined Heat and Power Program among others. These programs incentivize users to either build energy efficient buildings or utilize alternative energy sources. The impact of these incentives will vary based on the development program ultimately chosen by Amazon.
4 INCENTIVES
INCENTIVES

SECTION SUMMARY Camden’s available incentives meet and exceed the specifications documented in the Amazon HQ2 Request for Proposal in the following ways:

- The Grow New Jersey Assistance Program (Grow NJ) provides tax credits ranging from $500 to $5,000 per job, per year, with bonus credits ranging from $250 to $3,000 per job, per year if the project meets certain requirements, such as location in an urban area or high employment levels. Projects can receive up to a maximum of $15,000 per job, per year, for up to 10 years.

- The Economic Redevelopment and Growth (ERG) Program provides incentive grants to developers who prioritize development and job creation in smart growth locations such as Camden. The ERG will provide reimbursement of up to 20% of total project cost, with additional grant funding possible based on project type and/or location.

- A property tax exemption allows that for the first 10 years immediately subsequent to the issuance of a Certificate of Occupancy, the developer shall be exempt from the payment of taxes on the improvements to the eligible property. Thereafter, the developer shall pay to the municipality in lieu of full property tax payments at a graduated rate of 10% increments per year until year 20.

- The New Market Tax Credits (NMTC) program is a federal incentive program that offers investors/developers a tax credit equal to 39% of any investment made to a certified Community Development Entity.

- Proposed New Legislation that will allow a tax credit up to $5 billion over a 50 year period.
4. INCENTIVES

INTRODUCTION

In an effort to strengthen Camden’s competitive edge in the global economy, the State of New Jersey enacted legislation that consolidated all of the economic development programs into two programs: Grow New Jersey Assistance Program (Grow NJ) and the Economic Redevelopment and Growth Program (ERG). Collectively these two programs are referred to as the Economic Opportunity Act of 2013 or EOA.

The EOA outlines the incentives provided to all communities in the state of New Jersey, however four communities were identified for special treatment under this Act in an effort to promote development in those specific communities. Camden as one of the Garden State Growth Zones (GSGZ), provides unparalleled economic incentives for companies choosing to relocate to the city.

The Grow New Jersey Assistance Program (Grow NJ) as part of the Garden State Growth Zone, in Camden provides tax credits ranging from $500 to $5,000 per job, per year, with bonus credits ranging from $250 to $3,000 per job, per year if the project meets certain requirements, such as location in an urban area or high employment levels. Projects can receive up to a maximum of $15,000 per job, per year, for up to 10 years. The threshold for the investment size a company needs to make to qualify for tax breaks has been reduced to 10 full-time jobs for technology start-ups and 25 new jobs in targeted industries, including transportation, manufacturing, defense, energy, logistics, life sciences, technology, health and finance.

The Economic Redevelopment and Growth (ERG) Program as part of the Garden State Growth Zone, in Camden provides incentive grants to developers and companies owning or leasing property who prioritize development and job creation.

The Grow NJ program in Camden offers a transferable corporate tax credit equal to the value of the cost for all soft and hard costs associated with the acquisition, relocation, and development of any new or refurbished building in the City of Camden up to $350 million. The tax credit is provided in 10% increments over a 10 year period beginning one year after the project is certified as complete. The entity collecting the tax credit must create or
move at least 250 full-time jobs in Camden City, pass a net benefits test based on a 35 year period, and keep the jobs for a minimum of 15 years. The tax credits may be used to offset any Corporate Business Tax owed to the State of New Jersey or they may sell them on the open market. The credits are currently trading in New Jersey for approximately ninety-one cents on the dollar.

Credits are currently provided at the end of each calendar year after the project cost and job count is certified. Each year thereafter, the company must certify their job count to prove they maintained the jobs required in their original application to NJ EDA. Please note that a company may certify for the minimum amount of jobs necessary to secure the credit and not the actual number of jobs created at the site. If a company fails to meet the required job count, the tax credit for that year is reduced by the percentage of the employees below the number certified in the application. If the employment percentage falls below 80% of the certified jobs, then the tax credit is eliminated in its entirety for that year.

After evaluating several other sites, including the Navy Yard in Philadelphia, the 76ers ultimately chose to make Camden their new home.

Philadelphia 76ers Corporate and Basketball Facilities adjacent to the proposed Amazon HQ2 campus.
At the end of ten years, the credit is fully paid to the company, but the company must continue to employee its certified employee count for another 5 years or be subject to a clawback. The clawback is determined by dividing the total amount of the credit awarded over 15 years. The company will owe 1/15th of the awarded amount for each year after the tenth year that the company does not meet the certified number of employees.

An example of an NJEOA project in Camden City is the relocation of the main office and practice facility for the National Basketball Association’s (NBA) Philadelphia 76ers. The basketball team was formerly sharing facilities at the Philadelphia College of Osteopathic Medicine, along with offices in Newark, the Philadelphia Navy Yard, and other sites scattered throughout the region. The team evaluated several other sites, including the Navy Yard in Philadelphia for its new campus, but ultimately chose to make Camden its home. In working together with the City and State, NJEDA approved $82 million in tax credits for the new facility approximately two months after the team submitted its application. The $82 million of tax credits equaled the acquisition, design, construction and relocation costs for the entire facility. The team receives a transferable $8.2 million tax credit each year for the next ten years provided it maintains 250 full-time employees at the site.

PROPERTY TAX EXEMPTIONS

The NJEOA authorized the municipality to adopt a very unique and attractive property tax exemption in GSGZ under certain situations. A property owner that creates a Garden State Growth Zone Entity to hold the development can receive property tax exemptions for new construction, improvements, or substantial rehabilitation of structures on real property for a period of up to 20 years. The property tax exemption allows that for the first 10 years immediately subsequent to the issuance of a Certificate of Occupancy, the GSGZ Development Entity shall be exempt from the payment of taxes on the improvements to the eligible property. Property tax is still paid on the value of the land. These property tax exemptions are fully transferable upon the sale of real property. Thereafter, the developer shall pay to the municipality in lieu of full property tax payments at a graduated rate of 10% increments per year after year 10, an amount equal to a percentage of taxes otherwise due.
NEW MARKET TAX CREDITS

The New Market Tax Credits (NMTC) program is a federal tax incentive authorized by Congress in 2000 to help spur the investment of capital in communities of need. The NMTCs are administered by Community Development Financial Institutions Fund (CDFI Fund). Qualified Community Development Entities (CDE) apply to the CDFI Fund for an allocation of new markets tax credits. The CDE will then seek taxpayers to make Qualifying Equity Investments in the CDE. The CDE will in turn be required to use substantially all of the qualifying equity investments to make qualified low-income community investments (QLICI) in/to qualified active low-income businesses (QALICBs) located in low-income communities. The taxpayer will be eligible to claim a tax credit equal to 5 percent of its equity investment in the CDE for each of the first three years and a 6 percent credit for each of the next four years (39 percent total). Essentially, the credit equals 39% of the investment paid out (5% in each of the first three years, then 6% in the final four years, for a total of 39%) over seven years (more accurately, six years and one day of the seventh year). There are three primary types of businesses eligible for the New Markets Tax Credit Program including high-impact real estate development (such as redevelopment projects, mixed-use and transit-oriented developments, and neighborhood-serving retail developments). The proposed HQ2 campus is anticipated to qualify for NMTC in addition to the existing EOA program or any other State Program that will enhance the EOA legislation.

PROPOSED NJ LEGISLATION

The State of NJ is also considering a new program for the Amazon HQ2 modeled after the EOA, as described above. This program is anticipated to provide tax credits up to $5 billion, with the first phase being authorized after 5000 jobs are created on site. Each job under the proposed legislation is valued at $10,000 each year for 10 years. Therefore, the first phase would yield a tax credit of $50 million each year for ten years. Up to $25 million of the first phase and each phase of the tax credits thereafter, up to a total of $1.25 billion, would be transferable by sale to another entity provided that the proceeds of the transferred tax credits are invested into the infrastructure that supports the project and or the region. The balance of the tax credits up to $3.75 billion must be used to offset the corporate entities taxes. It is anticipated that the legislation will allow any tax credit not used in the present year to carry forward for up to 50 years. This proposed state program will require legislative approval and is currently supported by both gubernatorial candidates.
Llabor Force
LABOR FORCE

SECTION SUMMARY Camden and the surrounding region is well positioned to provide Amazon with the workforce it needs to succeed in its new headquarters in the following ways:

- The MSA’s $430 billion economy employs nearly 2.9 million people, and is supported by a well-developed business infrastructure, led by over 100 colleges and universities serving over 400,000 students and graduating 90,000 students per year.

- Camden is ideally located to draw from the MSA’s talent pool, with easy access to the region’s labor force and the highly educated student population from not only Philadelphia, but Princeton and the New York and Washington D.C. metropolitan regions.

- In 2016, Camden was recognized for its significant job growth, ranking first in the country for the percent change in employment.

- The MSA’s concentration in business and financial operations, computer and mathematical occupations, legal occupations, and office and administrative support occupations are above the national average.

- Between 2005 and 2015, the MSA led the country in the proportional growth of its millennial population—growing by nearly 42 percent in that timespan.

- Once here, talented workers tend to stay. They enjoy our affordable housing and cost of living, our natural beauty and outdoor activities, our high quality of life and cultural attractions, and our location in the center of the exciting mid-Atlantic corridor.
5. LABOR FORCE

OVERVIEW: GREATER PHILADELPHIA/CAMDEN METRO AREA LABOR FACTS

The region, including the cities of Philadelphia, PA; Camden, NJ; and Wilmington, DE; and their surrounding counties, has the depth and quality of labor force needed to meet the needs of Amazon’s proposed HQ2 and the supporting enterprises that are likely to join Amazon when they choose to locate in the region. As the seventh largest metro region in the country, with a population of over 6 million people, the region has the size and capacity to readily accept and absorb a new corporate headquarters, even one of the size and scale of the proposed Amazon HQ2. The region’s $430 billion economy employs nearly 2.9 million people, and is supported by a well-developed business infrastructure. The region is home to over 100 colleges and universities: serving over 400,000 students and graduating 90,000 students per year. Those colleges, plus the region’s unparalleled health care community, serve as the stimulus for an innovation region that has been recognized by the Brookings Institute and others for its multiple innovation districts.
Within the region itself, Camden has the benefit of being just a short train ride away from all the amenities that Philadelphia has to offer, including one of the most prestigious Ivy League schools in the country, the University of Pennsylvania. Camden is less than an hour away from Princeton University, one of the most influential technology colleges in the nation. Camden is easily accessible to four major mass transit lines – SEPTA, NJ Transit, PATCO and Amtrak. That makes the City an ideal hub for Amazon’s needed talent pool, with easy access to the region’s labor force and the highly educated student population from not only Philadelphia, but Princeton and the New York and Washington DC metropolitan regions.

The region has a high concentration of educational and medical institutions, and much more. The region is host to an internationally recognized legal and accounting community and an emerging business technology cluster anchored by Comcast/Universal, SAP’s American headquarters, and a thriving startup community. The region is also home to a diverse set of international, national, and regional corporate headquarters representing a wide range of industries. Those companies have found the region to be a great place to attract talented leaders. Once they are here, those leaders and their employees find the region’s affordable, high-quality of life to be a great place to live, work, and play.

In the following sections, this analysis will demonstrate the Greater Philadelphia region’s ability to meet the initial and future workforce needs of a diverse, dynamic company like Amazon. The analysis will describe the Philadelphia region’s economic power, its current workforce makeup and its pipeline for future employees, the ways the region is working to constantly increase the skills and capacity of current and future workers, and why this region can provide Amazon with the talent necessary to succeed in a competitive global economy.

**GREATER PHILADELPHIA’S ECONOMY**

The region has the nation’s 8th largest economy, with a 2016 GDP of over $431 billion, driven by over 140,000 business enterprises, including nearly 25,000 with over 500 employees. The region has a diverse and well-developed business community. With real GDP growth of 1.6% in 2016, the largest contributors to that growth were the information (.51%) and FIRE sectors (.55%), followed by education and health services (.2%) and business services (.16%).

Led by its powerful education and medical sectors, the region also has private sector industry strengths in logistics and utilities, professional and business services, hospitality and finance.
**Employment by Sector**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Annual Employment Avg. 2016 (in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Non-Farm Employment</td>
<td>2870.3</td>
</tr>
<tr>
<td>Educational &amp; Health Services</td>
<td>622.7</td>
</tr>
<tr>
<td>Trade, Transportation &amp; Utilities</td>
<td>523.2</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>460.4</td>
</tr>
<tr>
<td>Government</td>
<td>335.1</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>259.2</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>212.0</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>178.6</td>
</tr>
<tr>
<td>Other Services</td>
<td>119.2</td>
</tr>
<tr>
<td>Mining, Logging &amp; Construction</td>
<td>113.6</td>
</tr>
<tr>
<td>Information</td>
<td>46.4</td>
</tr>
</tbody>
</table>

**Source: BLS, Current Employment Statistics Program**

Nearly 25,000 business establishments with employee sizes of more than 500 employees call the metropolitan region home. The region ranks 6th nationally for its total number of businesses¹ of this size and ranks 6th for overall number of businesses. Fourteen Fortune 500 companies and 26 Fortune 1000 companies are headquartered in the region, including Comcast, Amerisource Bergen, Airgas, DowDuPont, Chemours, and Campbell’s Soup.

The region is also a center for international business, with significant US headquarters of foreign companies located across the region.

In the last year, Camden was recognized for its significant job growth, ranking first in the country for the percent change in employment between February 2016 and 2017. Nearly 19,000 jobs were added to the Camden area, particularly thanks to the companies listed above. The city of Philadelphia ranked third.

**GREATER PHILADELPHIA’S WORKFORCE**

The region’s large employment base means that it has sizable cohorts across most major occupational classes. In particular, Philadelphia’s concentration in business and financial operations, computer and mathematical occupations, legal occupations, and office and administrative

¹. US Census 2014 Business Tracking Information Series
support occupations are above the national average (location quotient above 1), meaning that the region is rich in just the type of employees that a new headquarters operations would need. Moreover, according to the Bureau of Labor Statistics, the region specifically employs approximately 18,000 Software Development Engineers for application development in a variety of employment sectors. The Camden metro area specifically accounts for 14% of those Software Development Jobs. Companies like L3 Communications, Boeing, and Lockheed Martin to name a few continue to

**Fortune 1000 Companies in the Philadelphia Region**

<table>
<thead>
<tr>
<th>Company</th>
<th>Fortune 1000 Rank</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>AmerisourceBergen Corp.</td>
<td>12</td>
<td>Chesterbrook</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Comcast Corporation</td>
<td>37</td>
<td>Philadelphia</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>E.I. du Pont de Nemours and Company</td>
<td>101</td>
<td>Wilmington</td>
<td>Delaware</td>
</tr>
<tr>
<td>Aramark</td>
<td>199</td>
<td>Philadelphia</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Lincoln National Corporation</td>
<td>205</td>
<td>Radnor</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Air Products &amp; Chemicals</td>
<td>288</td>
<td>Allentown</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Universal Health Services</td>
<td>290</td>
<td>King of Prussia</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Crown Holdings</td>
<td>321</td>
<td>Philadelphia</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Campbell Soup Company</td>
<td>337</td>
<td>Camden</td>
<td>New Jersey</td>
</tr>
<tr>
<td>PPL Corporation</td>
<td>350</td>
<td>Allentown</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>UGI Corporation</td>
<td>384</td>
<td>King of Prussia</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Genesis Healthcare</td>
<td>457</td>
<td>Kennett Square</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Airgas</td>
<td>484</td>
<td>Radnor</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Navient Corporation</td>
<td>494</td>
<td>Wilmington</td>
<td>Delaware</td>
</tr>
<tr>
<td>Burlington Stores</td>
<td>500</td>
<td>Burlington</td>
<td>New Jersey</td>
</tr>
<tr>
<td>Talen Energy Corporation</td>
<td>548</td>
<td>Allentown</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>VWR Corporation</td>
<td>564</td>
<td>Radnor</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Toll Brothers</td>
<td>576</td>
<td>Horsham</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>AMETEK</td>
<td>594</td>
<td>Berwyn</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Triumph Group</td>
<td>605</td>
<td>Berwyn</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>FMC Corporation</td>
<td>654</td>
<td>Philadelphia</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Urban Outfitters</td>
<td>657</td>
<td>Philadelphia</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>American Water Works Company</td>
<td>696</td>
<td>Voorhees</td>
<td>New Jersey</td>
</tr>
<tr>
<td>Unisys Corporation</td>
<td>725</td>
<td>Blue Bell</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Vishay Intertechnology</td>
<td>891</td>
<td>Malvern</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Penn Mutual Life Insurance Co.</td>
<td>897</td>
<td>Horsham</td>
<td>Pennsylvania</td>
</tr>
</tbody>
</table>

Source: Fortune Magazine 2016
International Headquarters in the Philadelphia Region

<table>
<thead>
<tr>
<th>Name</th>
<th>City</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACE Ltd.</td>
<td>Philadelphia</td>
<td>Insurance</td>
</tr>
<tr>
<td>AgustaWestland</td>
<td>Philadelphia</td>
<td>Aviation</td>
</tr>
<tr>
<td>Arkema</td>
<td>Philadelphia</td>
<td>Chemicals</td>
</tr>
<tr>
<td>AstraZeneca</td>
<td>Wilmington, DE</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Bachmann Industries</td>
<td>Philadelphia</td>
<td>Hobby</td>
</tr>
<tr>
<td>Bimbo Bakeries USA</td>
<td>Horsham, PA</td>
<td>Food Processing</td>
</tr>
<tr>
<td>GlaxoSmithKline</td>
<td>Philadelphia, PA</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>HSBC Bank USA</td>
<td>Wilmington, DE</td>
<td>Financial</td>
</tr>
<tr>
<td>ING Direct</td>
<td>Wilmington, DE</td>
<td>Financial</td>
</tr>
<tr>
<td>Ricoh Americas Corporation</td>
<td>Malvern, PA</td>
<td>Business Services</td>
</tr>
<tr>
<td>SAP America</td>
<td>Newtown Square, PA</td>
<td>Software</td>
</tr>
<tr>
<td>Shire Pharmaceuticals</td>
<td>Wayne, PA</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Siemens Healthcare</td>
<td>Malvern, PA</td>
<td>Medical</td>
</tr>
<tr>
<td>Subaru of America</td>
<td>Cherry Hill, NJ</td>
<td>Automotive</td>
</tr>
<tr>
<td>TD Bank, N.A.</td>
<td>Cherry Hill, NJ</td>
<td>Financial</td>
</tr>
<tr>
<td>Teva Pharmaceuticals</td>
<td>North Wales, PA</td>
<td>Pharmaceuticals</td>
</tr>
</tbody>
</table>

Source: Fortune Magazine 2016

expand their operations while Comcast is growing its national headquarters in the Philadelphia region. All of these companies seek individuals with this skill set in addition to the many other companies in the region that are employing software development engineers. At the same time, the region’s mean salaries are middle of the pack for the largest metro areas, reflecting the region’s comparatively moderate cost of living. In Camden, the software development jobs specifically have a mean salary of $91,630 while in Philadelphia and the surrounding counties of Philadelphia they have a mean salary of approximately $104,000.

GREATER PHILADELPHIA’S COLLEGES AND UNIVERSITIES: FILLING THE TALENT PIPELINE AND FUELING INNOVATION

The region is home to over 100 colleges and universities who enroll over 400,000 students annually and graduate over 90,000 students in a wide variety of disciplines per year. Our wealth of higher education institutions provides regional employers with both a steady pipeline of future employees and a set of research and innovation partners to help improve their business products and processes. No matter what you are looking for...
Employment by Occupation

<table>
<thead>
<tr>
<th>Occupation Title</th>
<th>Tot Occ Employment (000s)</th>
<th>Industry</th>
<th>Annual Mean salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Occupations</td>
<td>2,778</td>
<td>1.00</td>
<td>53,450</td>
</tr>
<tr>
<td>Office and Administrative Support Occupations</td>
<td>466</td>
<td>1.07</td>
<td>39,320</td>
</tr>
<tr>
<td>Sales and Related Occupations</td>
<td>281</td>
<td>0.98</td>
<td>45,310</td>
</tr>
<tr>
<td>Food Preparation and Serving Related Occupations</td>
<td>225</td>
<td>0.88</td>
<td>24,080</td>
</tr>
<tr>
<td>Education, Training, and Library Occupations</td>
<td>189</td>
<td>1.10</td>
<td>57,940</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>188</td>
<td>1.14</td>
<td>81,380</td>
</tr>
<tr>
<td>Transportation and Material Moving Occupations</td>
<td>179</td>
<td>0.93</td>
<td>36,200</td>
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<tr>
<td>Business and Financial Operations Occupations</td>
<td>169</td>
<td>1.17</td>
<td>78,540</td>
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<tr>
<td>Management Occupations</td>
<td>125</td>
<td>0.89</td>
<td>137,530</td>
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<tr>
<td>Production Occupations</td>
<td>123</td>
<td>0.68</td>
<td>40,880</td>
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<tr>
<td>Personal Care and Service Occupations</td>
<td>113</td>
<td>1.26</td>
<td>26,910</td>
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<tr>
<td>Healthcare Support Occupations</td>
<td>100</td>
<td>1.25</td>
<td>30,490</td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair Occupations</td>
<td>96</td>
<td>0.89</td>
<td>50,420</td>
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<tr>
<td>Computer and Mathematical Occupations</td>
<td>95</td>
<td>1.16</td>
<td>89,120</td>
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<tr>
<td>Construction and Extraction Occupations</td>
<td>85</td>
<td>0.77</td>
<td>56,960</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance Occupations</td>
<td>82</td>
<td>0.93</td>
<td>29,900</td>
</tr>
<tr>
<td>Protective Service Occupations</td>
<td>68</td>
<td>1.02</td>
<td>45,490</td>
</tr>
<tr>
<td>Community and Social Service Occupations</td>
<td>54</td>
<td>1.36</td>
<td>46,150</td>
</tr>
<tr>
<td>Architecture and Engineering Occupinations</td>
<td>46</td>
<td>0.93</td>
<td>86,330</td>
</tr>
<tr>
<td>Legal Occupations</td>
<td>31</td>
<td>1.47</td>
<td>109,630</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports, and Media Occupations</td>
<td>31</td>
<td>0.81</td>
<td>55,580</td>
</tr>
<tr>
<td>Life, Physical, and Social Science Occupations</td>
<td>30</td>
<td>1.30</td>
<td>75,490</td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry Occupinations</td>
<td>2</td>
<td>0.24</td>
<td>30,310</td>
</tr>
</tbody>
</table>

Source: Bureau of Labor Statistics

- doctoral candidates focused on cutting edge research, business school or law school grads ready to make their mark, undergrads ready to apply their liberal arts or STEM degrees to associates or certificate recipients focused on specific skill sets needed by employers - the Philadelphia region will be able to provide it. From Ivy’s to technical colleges, small liberal arts to large, state research institutions, the Philadelphia region has a diversity and depth of higher education that is fueling increased education attainment (the region has over 1.5 million individuals with at least a Bachelor’s degree, or 36 percent of the regional population over age 25) and a millennial population boom. At the professional level, the region has 31 business
schools, 12 engineering schools or programs and 6 law schools. Within our business schools, the region has programs in logistics, food marketing and international business.

### Degrees Conferred

<table>
<thead>
<tr>
<th>Degrees</th>
<th>2013</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>19,350</td>
<td>20,755</td>
</tr>
<tr>
<td>Business, Management, Marketing, and other related Services</td>
<td>15,762</td>
<td>16,860</td>
</tr>
<tr>
<td>STEM Degrees</td>
<td>11,650</td>
<td>12,609</td>
</tr>
<tr>
<td>Basic Science Degrees</td>
<td>5,253</td>
<td>5,393</td>
</tr>
<tr>
<td>Technology Degrees</td>
<td>6,397</td>
<td>7,216</td>
</tr>
<tr>
<td>Liberal Arts and Humanities</td>
<td>11,704</td>
<td>10,521</td>
</tr>
<tr>
<td>Education</td>
<td>8,994</td>
<td>7,981</td>
</tr>
<tr>
<td>Legal Professions, Public Administration</td>
<td>6,375</td>
<td>6,454</td>
</tr>
<tr>
<td>Social Science</td>
<td>4,309</td>
<td>4,504</td>
</tr>
<tr>
<td>Visual and Performing Arts</td>
<td>3,787</td>
<td>3,537</td>
</tr>
<tr>
<td>Communications and Journalism</td>
<td>2,628</td>
<td>2,981</td>
</tr>
<tr>
<td>Interdisciplinary Studies</td>
<td>1,717</td>
<td>1,726</td>
</tr>
<tr>
<td>Personal Services</td>
<td>1,819</td>
<td>1,481</td>
</tr>
<tr>
<td>Agriculture and Conservation</td>
<td>694</td>
<td>718</td>
</tr>
<tr>
<td>Architecture</td>
<td>645</td>
<td>614</td>
</tr>
<tr>
<td>Manufacturing, Construction, and Transportation</td>
<td>451</td>
<td>319</td>
</tr>
<tr>
<td><strong>Total Degrees Conferred</strong></td>
<td><strong>89,885</strong></td>
<td><strong>91,060</strong></td>
</tr>
</tbody>
</table>

**Source:** IPEDS, Campus Philly

**Source:** IPEDS and includes all degrees associate level and higher (excludes certificates) (Campus Philly 2016 Annual Report)

The region’s higher education institutions are also centers of innovation. Annually, regional colleges and universities attract more than $1.6 billion in federal research, and increasingly are working to transfer technology developed in university labs and research centers into the private economy, either through the creation of start-ups or technology transfer licenses. Supported by an exceptional innovation ecosystem, the Philadelphia region is one of the leading innovation regions in the country.

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2. USPTO
Camden lies in the center of an academically rich corridor that includes more than 20 regional and national universities that offer Bachelors, Masters and PHD degrees in Computer Software Engineering and Computer Science.

Greater Camden and Regional Colleges and Universities
The region’s community of start-up incubators, venture capital firms, and makerspaces demonstrates a breadth of talented professionals with the technical skills and the creative drive that Amazon needs. More than 20 notable Philadelphia region start-ups have been acquired by major corporations in the last decade and another 48 successful start-ups, predominantly focused on healthcare and SaaS tools, are located in the region. Outside of university-supported entrepreneurship programs, Philadelphia’s regional innovation community is further supported by more than fifteen business incubator or accelerator programs and more than forty local venture capital firms. A recent report by the National Venture Capital Association identified 115 venture capital deals totalling $0.52 billion in 2016, placing the region 8th nationally.

In addition to nationally recognized innovation partnerships led by the University City Science Center and the Ben Franklin Technology Partners, the region has a wealth of University entrepreneurial programs & technology campuses, including:

- Drexel University Close School of Entrepreneurship and their Expressive and Creative Interaction Technologies (ExCITE) Center
- Philadelphia 76ers Innovation Lab, Camden NJ
- Rowan University’s South Jersey Technology Park
- St. Joseph’s University Family Business & Entrepreneurship program
- Temple University’s Fox School of Business’ Innovation & Entrepreneurship Institute
- University of the Arts, Music Business, Entrepreneurship + Technology program
- University of Delaware’s STAR Campus & JP Morgan Innovation Center
- University of Pennsylvania’s Penn Center for Innovation.
- Waterfront Ventures, Camden NJ

Even with this wealth of educational riches, the region has not taken its leadership position for granted. In the past decade, regional civic leadership has led efforts to increase educational attainment, creating three innovative education partnerships.

3. Philly Startup Leaders
- The Henry M. Rowan College of Engineering’s (HMRCOE) Electrical & Computer Engineering Department and Lockheed Martin developed a series of undergraduate and graduate programs that specialize in combat systems engineering. These programs bring together higher education and industry to ensure that programs and training yield relevant industry-related skills and promotes diverse educational opportunities for the state’s residents. Graduates of the programs obtain credentials that effectively, efficiently and quickly ensure that the state has a highly trained workforce that suits the hiring needs of Lockheed Martin - one of the state’s largest employers. The program was honored with the inaugural Innovative Partnership Award by the State of New Jersey. The award recognizes high-quality collaborations between higher education, business and industry.

- Campus Philly, originally created to support student recruitment and stem fears of “brain drain,” has emerged as a higher-ed/business partnership designed to connect Philadelphia area college students to community engagement opportunities and employment opportunities. Campus Philly has developed an online portal to connect employers and students for both internships and full-time positions – creating a one-stop shop for recruitment and retention.

- In an effort to broaden the impact of higher education in the region, Graduate!Philadelphia was founded to help “comebackers” - individuals who started college but failed to get a final credential - return to higher education and obtain a marketable credential. Working as a connector between higher educational institutions, businesses and individuals, Graduate!Philadelphia has become a national model and has inspired the creation of the Graduate Network across the country to increase educational attainment in metros across the country.

**SKILLS DEVELOPMENT FOR INCLUSIVE GROWTH**

Like many large regions, the region is working to increase opportunity for all of its citizens and provide skills development to meet the employment needs of its employer base. All three states in the region are working to increase early education opportunities, particularly for those most at risk. For K-12, there are a variety of regional efforts focused on increasing STEM education, with the largest effort led by the Philadelphia Education Fund. The region is well served in a variety of public and non-profit workforce development programs, with experience in partnerships with industry to meet both individual and employers. In particular, the region has 10 community colleges across three states ready to provide associate’s level degree programs, certificates and specialized training for skills development, and training programs tailored to the needs of employers.
NJ HONORS ROWAN-LOCKHEED PARTNERSHIP WITH THE INAUGURAL INNOVATIVE PARTNERSHIP AWARD

GLASSBORO, NJ, Oct. 4, 2017 – Rowan University and Lockheed Martin have been honored with the inaugural Innovative Partnership Award by the State of New Jersey during its “65 by ’25: Many Paths, One Future” campaign launch, which took place on September 19 at the Robert Wood Johnson Foundation Headquarters in Princeton. The award recognizes high-quality collaborations between higher education, business and industry.

The Henry M. Rowan College of Engineering’s (HMRCOE) Electrical & Computer Engineering Department and Lockheed Martin developed a series of undergraduate and graduate programs that specialize in combat systems engineering. These programs bring together higher education and industry to ensure that programs and training yield relevant industry-related skills and promotes diverse educational opportunities for the state’s residents. Graduates of the programs obtain credentials that effectively, efficiently and quickly ensure that the state has a highly trained workforce that suits the hiring needs of Lockheed Martin – one of the state’s largest employers.

“Partnering with Rowan has been critical to our success as we meet our workforce needs in an extremely competitive environment,” said Robert Regensburger, Project Principal NJ State Economic Development and Academia Programs for Lockheed Martin, “The leadership of the University has been helpful in removing barriers, the faculty were eager to collaborate and students are some of the brightest we have ever seen.”

Over the past 4 years, Lockheed Martin professionals have served as instructors in HMRCOE’s combat systems programs. Students partner with Lockheed Martin engineers to design, evaluate and understand combat systems in order to solve real-world, engineering problems. This helps streamline engineering students’ transitions from graduation to careers, helping the growing workforce needs in the prominent defense industry. As the college’s signature ‘Engineering Clinic’ program continues to expand, there will be additional internship and coop opportunities launched throughout the next year.

“Our partnership with Lockheed Martin is really about connecting the dots between the classroom and real-world experience to ensure our state has a highly-trained workforce and that our engineers are able to seamlessly transition from being students to productive employees at one of the
region’s largest, high technology companies,” said Anthony Lowman, Dean for the HMROCE. “Our programs with Lockheed have been very successful with the students as we’ve seen enrollment, participation and retention increase each year. I’m excited for the students because I believe this program helps prepare them for a promising career come graduation.”

Over the past several years, Lockheed Martin has hired more Rowan engineering graduates than any other company. Each year, as Lockheed Martin continues to sponsor a series of the college’s signature engineering clinics, the company often recruits students from these clinics to fulfill its workforce with talented young professionals who are equipped with a valuable academic and real-world experience. Rowan and Lockheed Martin have been involved in collaborations for over 10 years, which have proven fruitful as it advances students’ education while contributing to the economic development of our region.

The HMROCE-Lockheed partnership aligns with the ‘65 by ’25: Many Paths, One Future’ campaign, as its goal is to help New Jersey reach the higher level of education and training that will be needed in the next few years for residents to secure rewarding careers. The campaign is led collaboratively by the New Jersey Office of the Secretary of Higher Education, the Department of Labor and Workforce Development and the Department of Education.

About Lockheed Martin
Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 97,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services.
Community Colleges in the Philadelphia Region

<table>
<thead>
<tr>
<th>Community College</th>
<th>Enrollment</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community College of Philadelphia</td>
<td>18,966</td>
<td>Philadelphia, PA</td>
</tr>
<tr>
<td>Delaware County Community College</td>
<td>11,742</td>
<td>Media, PA</td>
</tr>
<tr>
<td>Montgomery County Community College Central Campus</td>
<td>12,372</td>
<td>Blue Bell, PA</td>
</tr>
<tr>
<td>Camden County College</td>
<td>11,263</td>
<td>Blackwood, NJ</td>
</tr>
<tr>
<td>Gloucester County College</td>
<td>6,836</td>
<td>Sewell, NJ</td>
</tr>
<tr>
<td>Bucks County Community College</td>
<td>8,611</td>
<td>Newtown, PA</td>
</tr>
<tr>
<td>Salem Community College</td>
<td>1,140</td>
<td>Carneys Point, NJ</td>
</tr>
<tr>
<td>Burlington County College</td>
<td>8,762</td>
<td>Pemberton, NJ</td>
</tr>
<tr>
<td>Delaware Technical and Community College Stanton Wilmington</td>
<td></td>
<td>Wilmington, DE</td>
</tr>
<tr>
<td>Mercer County Community College</td>
<td>7,979</td>
<td>West Windsor, NJ</td>
</tr>
</tbody>
</table>

Source: CollegeSimply

In addition, there are ongoing efforts to better prepare young people and adults for an increasingly technical work environment. After identifying that the 25,000 tech jobs created since 2002 represented 25 percent of all net job growth in the region (trailing only the San Francisco Bay Area for that measure), a recent effort led by the Economy League of Greater Philadelphia is designed to help the region prepare for an expected 2,600-4,000 annual tech openings over the next decade by expanding industry partnerships and increasing awareness of the variety of tech opportunities at all skill levels.

Keys to the success of this effort will be the continued growth and expansion of innovative tech skills development programs like those led by Hopeworks’N Works, in Camden and TechImpact in Philadelphia and Wilmington. These non-profit partnerships lead innovative training programs that combine tech skills development with employment opportunities and lead to long-term successful outcomes for regional young people. The business partnerships that are at the heart of these efforts (and countless others in the region) are both good for the businesses and provide development opportunities for their employees.
### Greater Philadelphia Tech Training Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Location</th>
<th>Target Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>ChickTech</td>
<td>National, Chapter in Philadelphia</td>
<td>K-12</td>
</tr>
<tr>
<td>Code Day</td>
<td>National, 24 cities including Philadelphia</td>
<td>All</td>
</tr>
<tr>
<td>Code for Philly</td>
<td>Philadelphia</td>
<td>High School and College Students</td>
</tr>
<tr>
<td>Coded by Kids</td>
<td>Philadelphia</td>
<td>K-12</td>
</tr>
<tr>
<td>Coded by U</td>
<td>Philadelphia</td>
<td>All</td>
</tr>
<tr>
<td>Creating IT Futures</td>
<td>National</td>
<td>All</td>
</tr>
<tr>
<td>FemmeHacks</td>
<td>Philadelphia</td>
<td>All</td>
</tr>
<tr>
<td>Girl Develop It</td>
<td>National, 53 chapters</td>
<td>Adults</td>
</tr>
<tr>
<td>Girls Who Code</td>
<td>National</td>
<td>High School Girls</td>
</tr>
<tr>
<td>Hack GFS</td>
<td>Philadelphia</td>
<td>College Students</td>
</tr>
<tr>
<td>Hopeworks 'N Camden</td>
<td>Camden</td>
<td>Ages 14-24</td>
</tr>
<tr>
<td>Horizons School for Technology</td>
<td>Camden</td>
<td>Ages 14-24</td>
</tr>
<tr>
<td>Horizons School for Technology</td>
<td>National</td>
<td>College Students</td>
</tr>
<tr>
<td>Mogulette</td>
<td>Philadelphia</td>
<td>High School Students</td>
</tr>
<tr>
<td>New York Code + Design Academy</td>
<td>Global</td>
<td>All</td>
</tr>
<tr>
<td>PennApps</td>
<td>Philadelphia</td>
<td>All</td>
</tr>
<tr>
<td>Philadelphia OIC</td>
<td>Philadelphia</td>
<td>All</td>
</tr>
<tr>
<td>Philly Code Fest</td>
<td>Philadelphia</td>
<td>College Students</td>
</tr>
<tr>
<td>Philly Pilot</td>
<td>National</td>
<td>College Students</td>
</tr>
<tr>
<td>STEM Philly</td>
<td>Philadelphia</td>
<td>High School Students</td>
</tr>
<tr>
<td>Tech Impact</td>
<td>National, but based in Philadelphia</td>
<td>High School Graduates, 18-26</td>
</tr>
<tr>
<td>TechGirlz</td>
<td>Global, but based in Philadelphia</td>
<td>Middle School Girls</td>
</tr>
<tr>
<td>Urban Technology Project</td>
<td>Philadelphia</td>
<td>High School Graduates, 18-26</td>
</tr>
<tr>
<td>Zip Code Wilmington</td>
<td>Wilmington, DE</td>
<td>All</td>
</tr>
</tbody>
</table>

**Source:** Economy League of Greater Philadelphia
MILLENNIAL GROWTH

Excitement and development in the region’s urban centers are being driven by a surge in the millennial population growth. According to a Pew Charitable Trust report on Millennials in Philadelphia, the city’s overall population started rebounding in 2006, growing by more than 59,000 by 2012. The underlying story to that growth, was that the millennial population grew by more than 100,000 people or more than 6% of the overall population, making Philadelphia one of the fastest growing millennial cities in the country. More importantly, the group of millennials staying in the region is also highly educated. According to Campus Philly, the percentage of individuals holding a bachelor’s degree or higher living in Philadelphia grew by 30% since 2010. The driving factors for this change was an immigration of highly educated professionals and increased retention of the talent produced locally by the strong university systems.

Growth in millennial population, select Gateway and Secondary cities

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>New York City</td>
<td>592,465</td>
<td>4,279,784</td>
</tr>
<tr>
<td>Washington D.C.</td>
<td>245,196</td>
<td>1,327,204</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>178,526</td>
<td>1,258,643</td>
</tr>
<tr>
<td>Boston</td>
<td>131,353</td>
<td>1,026,879</td>
</tr>
<tr>
<td>Denver</td>
<td>88,343</td>
<td>611,445</td>
</tr>
<tr>
<td>Austin</td>
<td>74,461</td>
<td>483,881</td>
</tr>
<tr>
<td>Atlanta</td>
<td>66,563</td>
<td>1,161,649</td>
</tr>
<tr>
<td>Chicago</td>
<td>63,873</td>
<td>2,015,854</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>50,292</td>
<td>452,346</td>
</tr>
<tr>
<td>Raleigh-Durham</td>
<td>41,251</td>
<td>378,933</td>
</tr>
</tbody>
</table>

Source: US Census

That growth has fueled capital investment in the region, highlighted by the development of the Circuit, a 750 mile multi-state bicycle trail network that connects the region’s cities and towns in new ways, the City of Philadelphia’s Rebuild initiative, a half billion dollar effort to rebuild parks and recreation centers across the city’s communities and neighborhoods, and the ongoing redevelopment and revitalization efforts being undertaken by public-private partnerships in Camden and Wilmington.
INCREASINGLY DIVERSE WORKFORCE

As the region has increased its attractiveness for young people, it also embraced diversity. Just as Philadelphia’s millennial population grew significantly so did the percentage of females. Philadelphia’s millennial population is now 52% female. It is also estimated that 676,000 residents in the Philadelphia region are immigrants, demonstrating a 25% increase in the foreign-born population in the region in the last ten years. Philadelphia’s immigrant population represents a significant portion of the region’s overall population growth. The region has embraced this growing population and offers numerous special services and workforce development programs to support this community. Many of these programs, like the Welcoming Center and the Nationalities Service Center, help connect the region’s immigrant population to resources, employment opportunities, and tools to become business owners.

Students changing classes at Rutgers University, Camden, NJ

6
LOGISTICS
LOGISTICS

SECTION SUMMARY Camden is home to a vibrant multi-modal transportation network that connects to the greater Philadelphia region, New York, Washington D.C. and beyond. Camden’s strategic location and logistical offerings meet and exceed the specifications documented in the Amazon HQ2 Request for Proposal in the following ways:

- The Camden Waterfront provides close access to the Ben Franklin and Walt Whitman Bridges connecting Camden to Philadelphia; a comprehensive roadway system including I-95, I-76 and the New Jersey Turnpike; miles of completed bicycle and pedestrian trails; high-speed rail line; a light-rail line, bus service and ferry service.

- Access to I-95 is 1.5 miles away (6-minute drive) and I-676 is 1 mile away (3-minute drive)

- Philadelphia International Airport (PHL) is 10 miles and a 20-minute drive away, with direct daily flights to Seattle, New York, San Francisco/Bay Area, and Washington D.C.

- 30th Street Station in Philadelphia (Amtrak station) is 3 miles away (15-minute drive, 30 minute rail), with regular service to New York City and Washington D.C.

- A PATCO Highspeed Line ride from the Camden City Hall station to the 8th Street station in Center City Philadelphia is just five minutes long, with trains departing every 5-10 minutes.

- PATCO can accommodate an additional 13,625 eastbound riders and 9,236 riders westbound during AM peak before reaching capacity.

- The River LINE light rail system, connecting Camden to Trenton, has two stops on Delaware Avenue adjacent to HQ2.

- The Ben Franklin Bridge bike and pedestrian walkway into Philadelphia is a 5-minute bike ride away.

- The State of New Jersey is spearheading a $2.8 billion investment in mass transit improvements in Camden County and South Jersey, including a new transit hub center and a 30-mile Cross Camden County trail which will traverse Camden County from the Delaware River to the Atlantic County line.
6. LOGISTICS

INTRODUCTION

The Camden waterfront meets and exceeds all personnel travel and logistic needs of Amazon's HQ2. We understand that transportation is critical to preserving the quality of life of Amazon's employees by ensuring that their movements to and from work are facilitated safely and efficiently. From end to end in any direction, the HQ2 campus is a 20-minute walk, or 5 to 10-minute bike ride. The site is serviced by bus lines, a light rail line, buffered bike lane, ferry service and sidewalks designed with pedestrians in mind. Numerous connections to minor arterials leading out of the city include I-676 (5-minutes); US-30 (5-minutes); Broadway(CR551); Federal Street (CR 537); Market Street (CR 537 spur); Haddon Avenue (CR 561); Cooper Street and Martin Luther King Jr. Boulevard.

Camden is home to a vibrant multi-modal transportation network that connects to the greater Philadelphia region, New York, Washington D.C. and beyond. Regionally, HQ2's location provides close access to the Ben Franklin and Walt Whitman Bridges connecting Camden to Philadelphia; a comprehensive roadway system including I-95, I-76 and the New Jersey Turnpike; over 300 miles of completed bicycle/pedestrian trails; the Philadelphia International Airport; a high-speed rail line; light-rail line and ferry service.

This regional access is minutes away: a 5-minute drive to the Ben Franklin Bridge to Philadelphia and I-95 access; a 10-minute drive to the Walt Whitman Bridge/I-76 to Philadelphia and the Philadelphia International Airport; 10-minutes to Routes 70/38 and the Camden suburbs and 10-minutes to I-676 leading to the Philadelphia suburbs. Center City Philadelphia is a 10-minute drive or an 8-minute PATCO high speed line ride.

Five major highway corridors can be accessed within 6-23 minutes:

- I-95: (1.5 miles, 6 minutes)
- NJ Turnpike: (9.6 miles, 23 minutes)
- I-95: (6.25 miles, 15 minutes)
- I-76: (4.7 miles, 10 minutes)
- I-676: (0.6 miles, 5 minutes)
Amazon HQ2 Campus Connectivity

- PATCO Rail to Philadelphia - City Hall Stop on Amazon Campus
- NJ Transit River Line Rail to Trenton - Multiple stops on Amazon Campus
- 8th Street PATCO stop to Septa/30th Street Station
- Glassboro/Camden Rail Line (Design Phase) - 3 Amazon Stops
- I-95 to Washington & NYC - 5 minutes (1 mile)
- I-676 on Amazon Campus
- I-295 6.25 miles, NJ Turnpike 8.5 miles
- Bike System: Camden, Philadelphia, Cooper River
- Existing River Link Ferry Stops

Regional Transit & Transportation.
PATCO high speed rail connecting Camden to Philadelphia

NJ transit light rail connecting Camden to Trenton
TRANSPORTATION

Travel Time Index (TTI) is used to determine congestion levels in the region. TTI measures congestion by comparing the average travel time for a segment of road during the peak hour to the free-flow travel time for the same segment. A TTI of 1.5 indicates that the travel time is, on average, 50 percent longer, during the peak hour. For example, a trip that would take 20 minutes under free-flow conditions would take 30 minutes during the peak hour. It is normal and appropriate for TTI to increase during peak hours.

Nationally, the Texas A&M Transportation Institute (TAMTI) issues an annual Urban Mobility Scorecard, which looks at congestion in each of the nation’s 101 major metro areas. Although the Camden/Philadelphia Metro Area has the 7th highest population of metro areas in the US, it ranked 22nd in congestion in the country, with 48 hours of congested time annually per auto commuter. TAMTI’s analysis determined that the TTI for the Philadelphia region was 25th worst at 1.24. The average for the nation was 1.22. To put these rankings in context, the Greater Philadelphia region has the seventh highest population of metro areas in the United States.

The highway corridors provide direct access to significant population centers with eligible employment pools:

- Philadelphia, PA - 10 minutes/1.5 miles via US-30 or I-676
- Trenton, NJ - 40 minutes/34 miles via I-95N or 295-N
- Atlantic City, NJ - 1 hour/59 miles via I-676 and Atlantic City Expressway
- New York City, NY - 1 hour, 10 minutes/91 miles via I-95N or NJ Turnpike
- Baltimore, MD - 2 hours/100 miles via I-95S
- Washington, DC - 2 hours, 40 minutes/138 miles via I-95S

Volume-to-capacity (V/C) ratios are a key planning indicator of arterial roadway capacity. The maximum volume-to-capacity ration equals 1.00. Beyond 1.00, breakdown and unstable and unpredictable traffic operations are to be expected. A ratio of 0.85 is used as an indicator of a roadway segment’s approach to capacity and degree of congestion.
The analysis of all County Routes 534, 544, 561, 605, 644, and 689 (base year 2011) showed a ratio of 0.59. The anticipated 2040 Long-Range Plan ratio for all county routes is 0.63, demonstrating sufficient capacity to handle additional traffic volumes on arterial roadways.

**Philadelphia International Airport:** The HQ2 campus is easily accessible to the Philadelphia International Airport (PHL) with daily direct flights to Seattle, New York, San Francisco/Bay Area and Washington D.C. PHL is a major US travel hub for domestic and international flights, serving more than 30 million passengers annually, including 4 million international passengers, and nearly 500,000 aircraft each year. Twenty-five airlines offer nearly 600 daily departures to 120 cities, including 36 international destinations. Located just 10 miles from downtown Camden (20 minutes), the airport is easily accessible from I-676 to I-76; I-95 and I-295, and by train service through connections in Center City Philadelphia. In 2017, PHL was approved to undertake $900 million in investments to upgrade the runways and customer facilities at the airport. These improvements are aimed at not only ensuring that the 82,000 plus daily passengers have a better experience, but to accommodate future growth. In addition to passenger activity, PHL moves more than 420,000 tons of freight and nearly 24,000 tons of air mail.
on an annual basis. PHL serves as the east coast hub for UPS, which alone handles nearly 245,000 tons of freight annually through its facility\(^5\). The State of New Jersey, through a direct capital investment, is willing to consider expanding the current Philadelphia-Camden ferry service to include a direct connection to the Philadelphia Airport. Wings Air Helicopter Charter is located at Penn's Landing, Philadelphia (1.5 miles from proposed Amazon campus).

- Flights to Seattle: American Airlines (non-stop daily) and Alaska Airlines (non-stop daily) as well as 100 other daily flight options to Seattle
- Flights to San Francisco/Bay Area: American Airlines (non-stop daily); United Airlines (non-stop daily); Alaska Airlines (non-stop daily) and Virgin America (non-stop daily)
- Flights to New York (JFK and LGA): Delta (daily non-stop to JFK and LGA) and American Airlines (daily non-stop to LGA)
- Flights to Washington DC (DCA, BWI, IAD): American Airlines (daily non-stop to BWI, DCA) and United Airlines (daily non-stop to IAD)

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5. Regional Economic Impact Of Philadelphia International Airport, Econsult March, 2017
- The Northeast Philadelphia Airport (PNE) provides additional flight access. PNE averages 215-based aircraft, dominated by single engine aircraft, plus twins, jets, turboprops and helicopters. The airport can accommodate corporate jets and charters.

Wings Air Helicopter Charter is located at Penn’s Landing, Philadelphia (1.5 miles from proposed Amazon campus).

In addition to the comprehensive highway network detailed above, Amazon HQ2 employees will have numerous transit and transportation options for commuting. The Walter Rand Transportation Center (WRTC) is the regional transit hub for rail and bus service in South Jersey, located in downtown Camden at Broadway and MLK Boulevard next to the Cooper Medical School of Rowan University. WRTC services 25,000 riders per day on the Port Authority Transit Corporation (PATCO) high speed line, NJ Transit River LINE and proposed Glassboro-Camden Line (GCL), serving as the hub for 24 regional NJ Transit bus lines that connect to various locations within New Jersey and directly to Philadelphia and New York. The transit hub is slated to undergo a $150 million renovation over the next few years, focused on modernizing the facility, creating a public realm, and preserving air rights for a large mixed-use development.

PORT Authority Transit Corporation (PATCO) High Speed Line: The 10-mile PATCO commuter line runs between Center City, Philadelphia and Lindenwold, New Jersey, carrying 38,000 riders daily. The system has capacity to grow as the demand rises. There are three PATCO stations in downtown Camden: City Hall station (.4 mile, a 9-minute walk from HQ2) and Broadway station adjacent to Cooper Hospital (.8 miles, an 18-minute walk from HQ2) and Ferry Avenue. Center City Philadelphia is a 5-minute ride from the City Hall station. There is available capacity on PATCO from Philadelphia (1,375 riders a day travel east in the morning and 13,764 travel west from NJ). Trains operate at 3-12 minute headways during peak times and 12-20 minute headways during non-peak times.

Full capacity will accommodate an additional 13,625 eastbound riders during AM peak and an additional 9,236 riders westbound during AM peak. This is based on the maximum availability of 120 cars and maximum schedule that can be run based on the signaling system and train spacing.
River LINE: River LINE is a tram-train light rail system that connects the cities of Trenton and Camden, through the HQ2 campus, and extends north to Trenton. There are 21 stations along the 34-mile line, 7 within the County and 4 within the City. The River LINE stops at the PATCO Commuter Rail Line’s Broadway Station (Walter Rand Transportation Center) and the NJ Transit Atlantic City Line’s Transit Center in Pennsauken, allowing passengers to transfer to and from these connections to Philadelphia, Pennsylvania. The River LINE stops at the Trenton Transit Center, where passengers can transfer to NJ Transit’s Northeast Corridor Line which provides direct connection to New York City and to Amtrak’s Northeast Corridor line for direct connection to Washington D.C.

There is an existing River LINE stop currently at Amazon’s Florence, NJ warehouse, which is a 40-minute commute on the train.
The River LINE has a significant ability to increase capacity. It currently runs 98 trains per weekday with 15 minute headways during rush hour periods, 9,500 riders per day which is 60% of capacity. With current fleet configurations, the line can support 13,000 riders/day, with a minimum headway of 15 minutes. A northern spur to service new development sites on Delaware Avenue in Camden is under consideration.

Gloucester Camden Line (GCL): The planned $2 billion GCL extension is an 18-mile light-rail line that will connect Camden to Glassboro. This line will connect two of the largest state funded university systems in the state and provide ample access to residential communities outside of Camden. The line will run through 12 established South Jersey communities making stops at 14 new stations and will offer quick, reliable frequent service, with the ability to make connections at Camden's Walter Rand Transportation Center Camden to Trenton, and Philadelphia.

The GCL has completed the environmental process and will begin design/build in 2018. Maximum capacity is currently estimated at 30,000 riders/day. This figure can be increased as the project is in planning stages. At this capacity, the headways would be 6 minutes during peak hours. The GCL will be complete in 7-8 years.

**Amtrak: 30th Street Station, Philadelphia – distance: 3 miles, 20 minutes**
- NYC via Acela high speed (1 hour, 13 minutes)
- Newark, NJ via Acela (56 minutes)
- Princeton, NJ (34 minutes)
- Trenton, NJ (27 minutes)
- New Brunswick, NJ (46 minutes)
- Iselin (Metropark) via Acela (43 minutes)
- Boston via Acela high speed (5 hours, 8 minutes)

**Amtrak South Access**
- Washington DC via Acela (1 hour, 40 minutes)
- Wilmington, DE (18 minutes)
- Baltimore, MD via Acela (1 hour, 1 minute)
- BWI Airport, MD via Acela (1 hour, 14 minutes)
- New Carrollton, MD (1 hour, 33 minutes)
**NJ Transit (NJT) Bus Routes:** 24 bus routes provide service to Camden, from municipalities in Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Mercer and Salem counties to the Walter Rand Transportation Center. Local routes service Broadway, Mt. Ephraim Avenue, Haddon Avenue, Federal Street and River Road. Weekday median ridership for the 24 lines is 25,417 one way trips with approximately 10,000 one way trips starting or finishing in Camden. There is room for growth on all 24 lines. There is room for a 25% ridership increase throughout the system.

**South Jersey Bus Rapid Transit:** The 23-mile South Jersey Bus Rapid Transit (SJBRT) System will extend from the Avondale Park and Ride lot in Winslow Township and travel on the Atlantic City Expressway, Route 42, I-76 and I-676 to Camden and Philadelphia. The SJBRT System will provide express service to the Walter Rand Transportation Center in Camden and new stops along West Market Street in Philadelphia. SJBRT System includes three major park-and-ride lots with approximately 1,600 new parking spaces.

*RiverLink Ferry Service between Camden and Philadelphia.*
RiverLink Ferry Service: The ferry connects Philadelphia and Camden's Adventure Aquarium (1/2 block from proposed Amazon campus) between May and September. It provides daily transportation for visitors and employees and can be expanded to accommodate demand.

Camden GreenWay/The Circuit Trails: Camden has a vibrant bicycle network throughout the downtown and extending outward through the neighborhoods and into greater Camden County, Philadelphia and South Jersey. The trail network is part of the Circuit, a planned 750-mile network that connects nine counties of Pennsylvania and New Jersey via a vast arteria array of roadways, footpaths and trails. To date, more than 300 miles have been built.

The Delaware River Port Authority (DRPA) recently authorized a construction contract for the south walkway ramp on the Ben Franklin
Bridge. Construction will begin Fall 2017 and be completed Spring 2019. The ramp will greatly enhance the bicycle/pedestrian experience for users. Currently, there are 88 annual average daily bicycle users and 738 annual average daily pedestrians utilizing the Ben Franklin Bridge walkway. These statistics are anticipated to increase significantly after construction of the new ramp.

Camden County is undertaking the ambitious goal of constructing a bicycle and pedestrian trail across the length of the county, beginning at the Delaware River waterfront and extending to the southeastern county line, a distance of approximately 33 miles. The Cross Camden County Trail will provide a continuous route for pedestrians and bicyclists to commute and recreate.

Pedestrian Amenities/Complete Streets: In 2013, the City of Camden passed a Resolution requiring the implementation of Complete Streets measures to safely accommodate all users. The City of Camden policy supports traffic calming measures, road diets, ADA compliant sidewalks, pedestrian countdown timers, bike lanes and share the road markings, roundabouts, wide sidewalks wherever feasible. Downtown Camden is highly pedestrian oriented, with wide sidewalks, crosswalks and signage providing multiple routes to access centers of activity.

Commuter Stress Index (CSI): Commuters to the HQ2 campus will enjoy a relatively easy commute, as evidenced by the Commuter Stress Index. Compiled by Texas A&M Transportation Institute, the Urban Mobility Scorecard, Commuter Stress Index (CSI) is the ratio of travel time during the peak direction of travel to the time required to make the same trip at free-flow times.
Philadelphia/Camden Metro Area Commuter Stress Index: 1.28, ranked 31st in the country, despite being the 7th highest population metro area. In contrast, Seattle’s CSI is 1.46, ranked 6th highest in the country, despite being the 15th largest population area.

**Proposed Camden Transportation Improvements:** As part of the 2018-2027 Statewide Transportation Improvement Plan, $2.3 billion has been allocated within the immediate region, including over $500 million worth of vehicular transportation to improve the movement of goods and people within the vicinity of the City of Camden. These infrastructure improvements range from installing Dynamic Messaging and wayfinding signs along existing routes to complete reconstruction of the roadway network to increase the mobility, safety and access to the City. A new Traffic Operations Center is also included that will provide traffic surveillance, traffic management and incident management capabilities through the City.

**SUMMARY OF BENEFITS:**
Based upon logistics and connectivity to regional transportation systems, Amazon could not choose a better location for HQ2 that the Camden waterfront. The City of Camden, and the waterfront site in particular, benefits from a robust transit system served by nearly every mode of public transit: high-speed rail, light rail, international airport, regional airport, a comprehensive arterial roadway system, bus lines, a multi-modal network, ferry system and extensive bicycle and pedestrian accessibility. More importantly, the transportation networks have the capacity to accommodate the additional 50,000 employees in an efficient manner. The extensive network is a significant asset to the region and a great benefit to companies, employees and visitors.

Moreover, the State of New Jersey is spearheading a **$2.8 billion investment in mass transit improvements** in Camden County and South Jersey, including a new transit hub center and a 33-mile Cross Camden County trail which will traverse Camden County from the Delaware River to the Atlantic County line. This investment will further enhance the multi-modal transportation network in Camden.
Wiggins Waterfront Park Marina adjacent to the proposed Amazon HQ2 campus
7

CULTURAL COMMUNITY FIT
CULTURAL COMMUNITY FIT

SECTION SUMMARY Camden’s cultural community fit meets and exceeds the specifications documented in the Amazon HQ2 Request for Proposal in the following ways:

- Camden is a pro-business city with a history of leadership in innovation, spanning over one hundred years.
- Strong, diverse and unique public-private partnerships are critical to Camden’s recent and continued success.
7. CULTURAL COMMUNITY FIT

CAMDEN BUSINESS CLIMATE

The business climate in Camden is representative of a diverse mix of anchor educational and medical institutions, defense and technology companies, entertainment attractions, and the government sector. All within the walking distance of the downtown and waterfront, major corporations have fully invested in the community and are working collaboratively with the public sector agencies on Camden's renaissance. The large corporations and employers include:

Cooper University Health Care

Cooper University Health Care is a leading health system in South Jersey and operates an academic, tertiary care hospital, a leading cancer center, a children's hospital, three urgent care centers, and more than 100 outpatient offices. Cooper employs more than 6,500 key personnel, 1,250 nurses, 750 physicians, and 75 specialists all to continue the focus of delivering comprehensive, quality care. Cooper University Health Care is one of the most trusted health systems in the region and continues to serve a growing number of patients.

Cooper Medical School of Rowan University

Cooper Medical School of Rowan University (CMSRU) first opened as a partnership between the university and Cooper University Health Care in 2012. As the first new medical school in New Jersey in more than 35 years and the only 4-year medical school in South Jersey, CMSRU is a mission-driven school that focuses on developing highly skilled and socially conscious physicians. CMSRU provides a four-year curriculum focusing on a seamless continuum that integrates knowledge of basic scientific concepts, early clinical experience and patient care, self-directed learning, teamwork, and medical and nonmedical activities for the benefit of the greater community.

MD Anderson Cancer Center at Cooper University Hospital

The MD Anderson Cancer Center at Cooper provides world-renowned cancer care. Opened in 2013, the state-of-the-art, $100 million, 103,050-square-foot, facility is a leader in cancer treatment. The center offers expanded programs and services such as: medical oncology, radiation oncology, surgical oncology, gynecologic oncology, and urology. MD Anderson Cooper is also home to the most advanced diagnostic and
imaging technology available, including two linear accelerators, high-dose-rate brachytherapy, PET/CT imaging, exam and procedure rooms, treatment areas, and a bright, modern chemotherapy infusion suite.

Campbell Soup Corporation

Campbell Soup Corporation is a global food company headquartered in Camden, NJ (for over 140 years), with annual sales of approximately $8 billion. Campbell’s is responsible for making a range of high-quality soups and simple meals, beverages, snacks, and packaged fresh foods. Campbell's has been trusted for generations to provide authentic, flavorful, and readily available foods and beverages. Campbell's Soup Corporation has a vested interest in driving sustainable growth and enhancing shareholder value by implementing a dual mandate to strengthen core business and expand into higher-growth spaces.
Subaru of America

Subaru of America is the United States Sales and Marketing subsidiary of the Japanese Subaru Corporation. Subaru operates five warehouses, three regional offices, and 12 zone offices in the United States. With a brand-new headquarters facility under construction in Camden, NJ; Subaru continues their *Love Promise* to make the world a better place, show love and respect to all people, and extend commitment to customers and communities who share in their mission.

Rutgers University-Camden:

Rutgers University-Camden is the southernmost campus of Rutgers, New Jersey's flagship public research university. Its 40-acre Camden campus enrolls more than 6,400 students (a 19 percent increase in the past decade) in 36 undergraduate and 28 graduate programs, including three doctoral programs and South Jersey's only law school. Located in the heart of the University District on the Camden Waterfront, it is a rapidly emerging national model for the civically engaged urban university. Its recent strategic plan states that a primary objective of the institution is “playing a leadership role in revitalizing Camden.” Earlier this fall, Rutgers Camden was awarded new funding ($450,000) from the U.S. Department of Health and Human Services National Institute of General Medical Services to help expand student medical research. The award will be used to fund biological research that aims at improving the diagnosis, prevention, and treatment of diseases.
Rowan University

Rowan University is a state-designated public research institution with campuses in Glassboro, Camden, and Stratford. In the past three years, Rowan University has opened the Camden-based Cooper Medical School of Rowan University and incorporated the School of Osteopathic Medicine, making it only the second university in the nation to grant both M.D. and D.O. medical degrees. Rowan offers bachelor’s through doctoral programs to 16,100 students. Enrollment is up 68 percent in the past decade. In 2014, Rowan’s School of Engineering worked with the City, County, and Cooper’s Ferry Partnership (CFP) to use its virtual simulation technology (called the CAVE) for a stormwater management and flooding mitigation project at Von Nieda Park in Camden’s Cramer Hill Neighborhood. Rowan engaged the local elementary school to teach students about their 3-D modeling and the impacts of rainwater into the city’s aging underground infrastructure.
The U.S. News 2018 Best Colleges ranking placed Rowan at #90 among the public institutions ranked and the Henry M. Rowan College of Engineering was ranked #19 in the nation among the best undergraduate engineering schools.

**Camden County College**

Camden County College is one of the largest, most comprehensive community colleges in New Jersey and the surrounding region and is a vital resource for transfer education, workforce training and cultural event. Recent studies of federal Department of Education data have shown that in addition to ranking among the nation’s top 100 community colleges for overall associate’s degree completion and among the nation’s top 10 for associate’s degree completion in education, the College also ranks among the top 50 for associate’s degrees completed in registered nursing, nursing administration, nursing research and clinical nursing; health professions and related programs; and science technologies/technicians.

**Conner Strong & Buckelew**

Conner Strong & Buckelew is one of America’s largest insurance brokerage firms and, an industry leader in providing high-risk businesses with comprehensive solutions to prevent losses, manage claims, and drive bottom line growth. The customer base for the firm reaches a variety of industries such as aviation, construction, education, health care, hospitality, technology, and real estate.

**American Water**

American Water (NYSE: AWK) is the largest and most geographically diverse publicly traded U.S. water and wastewater utility company. The company employs 6,800 dedicated professionals who provide regulated and market-based drinking water, wastewater and other related services to an estimated 15 million people in 47 states and Ontario, Canada. They are building their new corporate headquarters adjacent to the proposed Phase 1 site.
Philadelphia 76ers

Philadelphia 76ers relocated its corporate offices and practices facilities into a new $82 million state of the art facility (for 250 employees) next to the BB&T Pavilion on the Camden waterfront, about four blocks south of the proposed Amazon phase one site. Previously, the team practiced at the Philadelphia College of Osteopathic Medicine, along with offices scattered throughout the region. The team considered expanding in the Philadelphia Navy Yard, but ultimately, used the state NJEOA tax credit program to move to Camden.

Lockheed Martin

Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 97,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. Currently in New Jersey, Lockheed Martin has several facilities including in the South New Jersey suburbs. In the past year, business operations were consolidated from the suburbs and the company relocated 250 employees into Camden’s downtown waterfront as part of a $146 million investment.
Live Nation (BB&T Pavillon)

Live Nation (BB&T Pavillon)

Set on the south end of the waterfront, the BB&T Pavilion, operated by Live Nation, is a 25,000-seat, award-winning, outdoor amphitheater.

Virtua Health System

Virtua Health System, one of the largest non-profit health systems in New Jersey, provides comprehensive health care services with more than 450 clinicians and 1,500 providers at its urgent care centers, hospitals, ambulatory surgery centers, health and wellness centers, fitness centers, home health services, long-term care and rehabilitation centers, and paramedic programs. As a leader in maternal and child health services, Virtua delivers approximately 8,000 babies each year. Additionally, Virtua is affiliated with Penn Medicine for cancer and neuroscience and the Children’s Hospital of Philadelphia (CHOP) for pediatrics.

Herschend Family Entertainment (Adventure Aquarium)

Herschend Family Entertainment’s Adventure Aquarium features one-of-a-kind exhibits with more than 8,500 aquatic species throughout 2 million gallons of water. The Aquarium is home to the largest collection of sharks on the East Coast and attracts approximately 900,000 annual visitors.
Delaware River Port Authority

Delaware River Port Authority (DRPA) is a regional transportation agency that serves as steward of four bridges that cross the Delaware River between Pennsylvania and New Jersey. The four bridges are the Benjamin Franklin Bridge, the Walt Whitman Bridge, the Commodore Barry Bridge, and the Betsy Ross Bridge. In addition to the bridges, the DRPA operates the Port Authority Transit Corporation (PATCO) which is a light rail transit line connecting Camden County with Center City.

Unlike the city of Philadelphia, which has a wage tax of 3.8907 for Philly city residents and 3.4654 for non-residents, there is no wage tax in Camden City.

Specifically, the educational and medical institutions in Camden serve a significant economic engine that have been laying the foundation for growth in the past ten to fifteen years. According to a recently released economic impact report, “The Camden Higher Education and Healthcare Task Force”, the eds and meds sector accounted for over $2 billion in economic impact in 2014. Of the 30,000 jobs in Camden City, over 12,000 or almost 40% represents the eds and meds institutions.

In 2014, a strong bipartisan effort between New Jersey Governor Chris Christie and the legislative leadership led to the creation of the Rowan University/Rutgers-Camden Board of Governors (RURCBOG), a unique collaboration between the anchor institutions in the city. Both universities (Rutgers and Rowan) are an important economic catalyst for Camden and the New Jersey region. It is increasingly understood that universities, health systems, and research institutions, are important providers of educational
offerings, medical services, and breakthrough research. As such, they are essential participants in any state’s aim to compete for economic growth and for the knowledge workforce and innovation activity that drives that growth in today’s modern economy.

The primary purpose of the RURCBOG is to facilitate joint development of curricular offerings, produce significant positive economic development outcomes, and engage the Camden community on health-related issues. The fulfillment of its mission will be evidenced by the development of health sciences programming and the creation of a vibrant health sciences corridor anchored by and in partnership with Rowan University, Rutgers-Camden, Cooper University Health Care, Cooper MD Anderson Cancer Center, Coriell Institute for Medical Research, and Camden County College. A key project spearheaded by the RURCBOG will be the new $70 million 100,000 square foot joint health science and research building on MLK Boulevard in the downtown across the street from the Walter Rand Transportation Center. It will be the first facility of its kind open to multiple colleges in New Jersey and will provide an education ladder between two- and four-year universities. Foundation work on the building started earlier this summer and it is expected to open in early 2019.

DOWNTOWN INSTITUTIONAL PLAN (DIP)

The Downtown Institutional Plan (DIP) is a perfect example of the public private partnership and collaborative business climate in Camden City. In 2012, New Jersey voters authorized the $750 million Building Our Future Bond issue for the construction of higher education facilities statewide. Locally, these bonds helped fuel and fund the expansion efforts of several anchor institutions in downtown Camden. To maximize these state resources, the city and county convened the private sector and anchor institutions in downtown Camden together. The goal was to task the Camden team to lay out a strategic economic development plan to geographically connect the campuses of Rutgers-Camden, Rowan University, Cooper Hospital, Camden County College, and the Campbell Soup Company, across the Downtown, and to create a unified campus in the heart of the central business district. This unified downtown would build on the Downtown’s existing assets—transit infrastructure, open space, cultural and entertainment venues, government offices, and retail. The planning effort culminated in a holistic strategic investment and economic development plan to leverage future investments to build out a vibrant downtown district and city. Highlights include the $139 million Cooper Medical School of Rowan University,
MD Anderson Cancer Center at Cooper, new Rutgers dormitory, adaptive reuse of a historic bank building by Rowan University, and the Rutgers Nursing School (which just opened and welcomed its first nursing students this fall semester).

**National Freight Industries (NFI)**

National Freight Industries (NFI) is a fully integrated supply chain solutions provider. Privately held by the Brown family since its inception in 1932, NFI generates more than $1.2 billion in annual revenue and employs more than 8,000 associates. NFI owns facilities globally and operates 27.5 million square feet of warehouse and distribution space. Its company-owned fleet consists of over 2,000 tractors and 8,200 trailers, operated by more than 2,600 company drivers and 250 owner operators. Its business lines include dedicated transportation, warehousing, intermodal, brokerage, transportation management, global, and real estate services.

**Coriell Institute**

Coriell Institute is a leader in medical innovation in Camden since 1953. An independent, nonprofit research center dedicated to the study of the human genome, Coriell is pioneering programs in the fields of personalized medicine, cell biology,
cytogenetics, genotyping, and biobanking.

Holtec International

Holtec International is a diversified energy technology company with its newly built Krishna P. Singh Technology Campus in Camden, New Jersey. This project is aimed to help revitalize Camden, a former bastion of technology and manufacturing excellence. The new 50-acre Camden Campus will house a technology center, a large manufacturing facility and a reactor test loop and several auxiliary buildings to support the ongoing development of Holtec’s small modular reactor, SMR-160. The company expects to train and employ over a thousand workers from Camden and vicinity, including war veterans, in the first two years of operation to rejuvenate the manufacturing base in the South Jersey region. The Company’s corporate credo, “A Generation Ahead by Design” has guided Holtec’s business initiatives since the company’s founding in the mid-eighties. In practical terms, it means meeting the emerging needs of the industry through innovation.

Michaels Organization

The Michaels Organization is a national leader in residential real estate, creating award-winning affordable, mixed-income, military, and student housing that enhance the lives of our residents and enriches communities. From small scale properties to massive neighborhood transformations, Michaels has created high-quality, environmentally conscious and financially successful communities that offer affordable housing opportunities to more than 100,000 residents.
L-3 Communications
L-3 Communications is a leading provider of a broad range of
communication and electronic systems and products used for military,
homeland security, and commercial platform systems. As a prime contractor
for aerospace systems, L-3 delivers outstanding performance, value, and
innovation to government and commercial customers. L-3 has had its
campus on the Camden waterfront for several decades.

South Jersey Port Corporation
South Jersey Port Corporation (SJPC) was created in 1968 to operate marine
shipping terminals in the South Jersey Port District which consists of seven
counties: Burlington, Camden, Gloucester, Salem, Cumberland, Mercer and
Cape May. SJPC set a new import steel record with nearly 1 million tons
crossing its wharves in 2014. SJPC also works with its sister port called Holt
to import various foods, including bananas.

TESTIMONIALS
The entire Camden business community is supportive of this Amazon proposal.
Enclosed with this proposal are letters of support from the chief executive
officers from all of the private sector companies and universities in Camden,
including Campbell Soup Corporation, Holtec International, Philadelphia
76ers, Subaru of America, New Jersey American Water, Cooper University
Health Care, Rutgers University-Camden, Rowan University, Camden County
College, National Freight Industries (NFI), Michaels Organization, Contemporary
Graphics Solutions, Lockheed Martin, Camden School District, Camden Mayor
Dana L. Redd, Camden City Council President Frank Moran, Camden County
Freeholder Director Louis Cappelli, and U.S. Congressman Donald Norcross.
(See Appendix 2).
Economic Development
New Business, Health Care and Education projects in Camden

1. American Water Headquarters
2. Rutgers Nursing School
3. Rutgers/Rowan Joint health Sciences Center
4. Subaru of America Headquarters
5. Holtec
6. Brandywine Realty Trust Knights Crossing
7. Camden Technology Campus (L3, Lockheed Martin)
8. Philadelphia 76ers Training Complex
9. Liberty Property Trust Camden Waterfront
10. Cooper Medical School of Rowan University
11. KIPP Cooper Norcross Academy
12. Rutgers University Business School Development
13. WebiMax
14. Kroc Community Center
15. Resin Tech
16. ACTEGA North America
17. Contemporary Graphics/Rondo-Pak
18. Plastics Consulting and Manufacturing
19. Rutgers Writer’s House
20. IPAK
21. Walt Whitman House
22. Camden Shipyard & Maritime Museum & Boat shop
23. Eastern Metal Recycling
25. Mastery Renaissance School
26. Ruby Match Factory
27. Mastery School – Molina
28. Volunteers of America
29. MD Anderson Cancer Center
30. KIPP Cooper Norcross Academy – Whittier School
31. Mastery Schools: East Camden Middle School
32. Mastery Schools: McGraw Elementary School
33. Gateway Office Park Transit Center
34. Our Lady of Lourdes Hospital
35. PSE&G
36. Uncommon: New School
37. Uncommon: Bonsall School Reconstruction
38. Camden Coalition of Healthcare Providers
39. Weeks Marine

Economic Development Legend
8 COMMUNITY/QUALITY OF LIFE
COMMUNITY/QUALITY OF LIFE

SECTION SUMMARY Camden and the surrounding MSA provides a strong sense of community and high quality of life for residents that meets and exceeds the specifications documented in the Amazon HQ2 Request for Proposal in the following ways:

- There is a rich and varied arts and culture scene as well as access to unlimited regional offerings, which offer opportunities every night and weekend.

- Ranking the 2nd best state for education in the U.S. overall, New Jersey has long been a leader in public education. Despite many historical challenges, the City of Camden’s high school graduation rate jumped from 49 percent in 2013 to 70 percent in 2016 due to curriculum changes, school choice and capital investments.

- Camden and the region provide bountiful opportunities for outdoor recreation, including both Camden and Philadelphia’s growing inventory of beautiful and unique parks and open spaces, bike riding on the Circuit (the regional 750-mile trail network), the Jersey Shore (one-hour drive), Pocono Mountains (90-minute drive), and the Delaware and Cooper Rivers.

- Camden has taken a multi-faceted approach to sustainability to tackle environmental issues tied to its industrial legacy, and has become a regional leader in urban environmental stewardship.

- There are a diverse range of affordable and accessible housing options in the Camden, South Jersey and metro Philadelphia region to satisfy any type of housing preference, ranging from city rowhomes, to high rise living, to the suburbs.

- As a result of the Camden County Police Department (CCPD), Camden City’s crime rates have decreased dramatically over the past five years. The Department is now nationally recognized for its work in community policing and de-escalation.
8. COMMUNITY/ QUALITY OF LIFE

As Camden's recent transformation takes shape, the City and a variety of partners are investing heavily in the building blocks of a strong and vibrant community: arts and culture, education, recreation, the environment, public safety, housing, and a high quality of life for residents. Camden is unique: it's a small city, with a rich history, a vibrant sense of place, and a community offering the benefits of a major metropolitan area located adjacent to Center City Philadelphia.

ARTS & CULTURE

The region offers a rich and varied arts and culture scene with access to unlimited regional offerings, every night and weekend. Anchored by waterfront destination attractions and a gorgeous vista of the Philadelphia skyline, the city offers fun-filled entertainment, vibrant arts and cultural amenities and family friendly activities throughout the year. Between waterfront concerts and fitness classes, the Camden Adventure Aquarium,
the Camden Children's Garden, a vibrant theater and concert scene, festivals and the Battleship New Jersey, there are endless options to explore and experience.

Camden is proud to have a vibrant, local grassroots cultural scene featuring its own repertory theater, a world-renowned dance and drill team, a public creative arts academy with a competitive high school jazz band, at least two dining/supper clubs, a downtown Arts Crawl, the SoBro Arts District, and the newly revived Victor Talking Machine Company.

Founded in Camden in 1896, the Victor Talking Machine Company was born when creativity met technology in a Camden warehouse. Much like the city itself, the Company is in the midst of a renaissance, under new ownership and producing recordings and live shows at “The Vault,” a restored bank building in Camden County, demonstrating the creativity and innovation of Camden City residents and entrepreneurs.

The Camden Repertory Theater, founded and directed by African American female playwright, Ms. Desi Shelton Seck is building community through theater with productions at Gordon Theater, Rutgers-Camden’s state of the art performance space. Productions are underscored by the original music of Camden’s African Drum and Dance Ensemble performed by a collection of the city’s youth and mentors from Camden’s Creative Arts Academy. The theater company is also bringing magic to Camden’s theater scene through a partnership with New York’s 3 Legged Dog theater company, creating

Live jazz at Wiggins Waterfront Park and Marina adjacent to Amazon campus.
productions that are at the cutting edge of technology and providing a technical theater training ground for local youth.

Camden Sophisticated Sisters and Distinguished Brothers dance and drill team is a recipient of CNN’s Top 10 Heroes award in 2013. It provides entertainment at events from local block parties, to the Miss America Pageant, to a 2013 appearance on Dancing with the Stars.

The Camden Supper Club and Latin American Economic Development Association (LAEDA) Dine Around are two ways in which Camden and area residents experience the distinct cultural flavors of the restaurant scene, which includes excellent soul food, authentic Vietnamese and Latin American dishes and cheesesteaks, a regional favorite. Supper Club and Dine Around introduce residents to cultural enclaves that might otherwise go undiscovered, while building a community around food in Camden. Downtown Camden even boasts its own distillery producing rum, rye whiskey and brandy at the Cooper River Distillers, started by a local entrepreneur.
Connect the Lots, Camden’s community-driven initiative to activate outdoor spaces, hosts outdoor festivals from the intergalactic Camden Night Gardens to the Camden Jam music festival and attracts crowds upwards of 7,000 people. These community events bring professional artists to the community and showcase the talents of extraordinary local artists on professional stages. Camden’s 3rd Thursday Arts Crawl is a monthly collaboration of artists and chefs who open their studios, restaurants and pop-up venues in Camden’s downtown Cooper Grant neighborhood. Visitors to the Arts Crawl can enjoy an art gallery at Rutgers Camden’s Stedman Gallery, historical art displays at the local Brass Rail diner and a free concert by Camden’s own Camdenpop Rock, whose repertoire changes weekly.

Camden’s SoBro (South of Broad) Arts district is the budding result of ongoing collaborative efforts among local artists in South Camden helping to facilitate the revival of the South Camden neighborhood. The district is anchored by the Camden Fireworks, an arts and social change organization that brings artists and neighborhoods together and serves as a sustainable model for cooperation.

An integral part of the business community and adjacent to the Phase One site on the waterfront is the city’s entertainment industry. Camden is also home to several million annual visitors. These visitors come to the Camden Waterfront for its waterfront linear park system, marina, and/or entertainment attractions, including the following

- Adventure Aquarium: Owned by Herschend Family Entertainment, the aquarium draws approximately 900,000 annual visitors
Battleship NJ Museum and Memorial

- BB&T Pavilion: Managed by Live Nation, the Pavilion has a 25,000 seat capacity and hosts over 30-40 indoor and outdoor concerts ranging from Jimmy Buffet, Dave Matthews Band, to family friendly performers like Dora the Explorer.
  - The Pavilion received the 2016 Top Amphitheater Award from Billboard Music.

- Battleship NJ Museum and Memorial: At the ship, not only do you see exhibits of artifacts from the ship’s past, but you become immersed in the exhibit. Sit in the chair from which Admiral Halsey commanded the fleet. Stretch out on the bunks where the sailors slept. Climb into the 16” gun turret and learn how the projectiles were loaded.

Public access to the Delaware River and views of the Philadelphia skyline are an integral component to the city’s waterfront and Amazon’s Phase One
site. The centerpiece of the waterfront is the 50-slip marina and 1.5 mile waterfront linear promenade that stretches from the Battleship New Jersey to the base of the Ben Franklin Bridge. Wiggins Waterfront Park is home to weekly summertime concerts as well as other seasonal festivals. In the past few years, the Camden Waterfront hosted several unique festivals, in collaboration with the City of Philadelphia, including Red Bull’s Flugtag and Tall Ships America. Camden was also home to Cirque du Soleil’s traveling TOTEM production.

South Jersey also presents endless entertainment options from culture to the great outdoors. The dining scene highlights Jersey Fresh ingredients, local wines, and micro brews. Philadelphia’s toughest restaurant reservation, Zeppoli, is actually in Collingswood, NJ. Six miles from downtown Camden and accessible via PATCO, Zeppoli was named Best Restaurant by Bon Appetit in 2012 and one of the 50 best Italian restaurants in the country by Time Out in 2015.

In the Garden State, agriculture is not just a business, it’s a family friendly way of life that is unique to a major metropolitan area. Within a 25-minute drive of Camden or Center City Philadelphia, families can visit local farms to pick their own seasonal fruits and veggies from blueberries to pumpkins. Microbreweries, wineries and distilleries make South Jersey’s the area’s premiere libation destination. Craft beer and micro-breweries have exploded in South Jersey in recent years ensuring something for everyone among beer lovers. There are currently 85 craft breweries and brewpubs state wide with another 20 awaiting approval with fan favorites “Double Nickel” and “Flying Fish” in Camden’s backyard. Not to be left behind, South Jersey features almost 30 local wineries open to the public within a 90-minute drive.

**EDUCATION (K-12)**

Ranking the 2nd best state for education in the U.S. overall, New Jersey has long been a leader in public education. Furthermore, the diverse cultural landscape of South Jersey has produced educational opportunities that are elite yet inclusive, STEM based and rife with options.

Despite some difficult circumstances, Camden City Public School district has recently made great strides towards the turnaround of the education system. The old Camden high school will shortly be demolished and a new $139 million state of the art campus will be constructed. The new facility will house four

smaller academies focusing in a certain type of education that focuses on the students’ needs and future job market, like technology and the arts.

Under the Urban Hope Act of 2012, the Camden City School District (CCSD) partnered with nonprofit organizations to create hybrid charter schools. The Renaissance School, together with public schools have leveraged $323 million in capital investments to provide more than half of the city’s 15,000 students with new and refurbished state-of-the-art learning centers, with the real renaissance happening inside.

A curriculum reboot emphasizes Computer Science, coding, critical thinking and problem-solving skills in a STEM based environment. All CCSD Computer Literacy and Science Teachers have received training from the National Integrated Cyber Education Research Center. Middle and high school students attend “Hackathons,” sponsored in conjunction with local non-profit Hopeworks N’ Camden. Participation in Digital Learning Day brings opportunities to engage in coding and practice digital research skills. Last year, Camden City School District participated in the Computer Science Education Week’s “Hour of Code”, expanding youth problem-solving and computational thinking skills.
This fall, CCSD is partnering with Hopeworks n’ Camden and AmeriCorps’ TechServ Scholars to further close the digital gap by facilitating coding clubs and programs during public school lunch and after school programs and participating in CCSD IT internships.

In addition to Renaissance schools and a technologically enhanced K-12, STEM based curriculum, Camden is also home to an Environmental Community Opportunity Charter, a public Medical Arts High school and Creative Arts Academy all created as part of a soon-to-be world-class school system.

In four short years, curriculum changes, school choice and capital investments have enabled an increase in high school graduation rates from 49 percent in 2013 to 70 percent in 2016. From pre-K to post-grad, academic success is essential to the growth of a well-educated and engaged citizenry. In the case of Camden, it’s also a key driver of urban renewal efforts and workforce development.

South Jersey’s public schools are buoyed by the high bar set by the state of New Jersey when it comes to education. Moorestown and Haddonfield ranked in the top 20 (10 and 7 miles from Camden respectively) school districts are both ranked in the top 20 statewide\(^\text{10}\). Lenape and Cherry Hill both ranked in the top 55 statewide. Cinnaminson, Rancocas Valley and Washington Township, Haddon Township and Delran all within 20 miles of Camden all ranked in the top 100 (out of approximately 500 districts).

**RECREATION**

Camden and South Jersey provide endless opportunities for outdoor recreation, including bike riding on the Circuit (the regional 750-mile trail network) to historic parks, seashore (one-hour drive), Pocono Mountains (90-minute drive), and the Delaware and Cooper Rivers.

Locally, Camden's North Camden Little League (NCLL) has grown from 16 to 780 players in just 5 years, creating the opportunity for city youth to build relationships and skills that come from the rigor of organized sports and the influence of committed volunteers. The NCLL plays at Pyne Poynt Park, one of the historic and beautiful parks in Camden City. Camden is fortunate to have several large, newly rehabilitated parks and open spaces, including Von Nieda Park in Cramer Hill, Cooper’s Poynt Waterfront Park (recently opened in June 2017), Roosevelt Plaza Park at City Hall, and the beautifully restored historic Johnson Park in the Cooper Street historic district.

\(^\text{10}\) [https://www.niche.com/k12/search/best-school-districts/s/new-jersey/]
As noted, Camden is a regional hub for a network of bicycle and multi-purpose trails, (the Circuit and Camden GreenWay). Encompassing more than 300 miles of completed trails of a planned 750-mile network, the Circuit Trails connects nine counties of Pennsylvania and New Jersey via a vast arterial array of roadways, footpaths and trails. It comprises the single biggest alternative transportation network in the region, a $250 million amenity-in-progress for the exploration of natural resources, connections with employment, recreation and non-vehicle travel. Opening in 2019, the linear trail will soon connect a new 62-acre public park built on the waterfront in the Cramer Hill Section of Camden. The beautiful new park will provide incredible views of the region while providing new running, biking and canoeing opportunities. Moreover, the park is adjacent to the Kroc Center a 120,000-square foot, 24-acre community center for the City of Camden operated by the Salvation Army. (See Appendix 1, map 9).

When the outdoors beckons, South Jersey beaches, affectionately known as “The Shore,” are the quintessential Delaware Valley summer escape plan. A dedicated express highway, NJ Transit rail line and bus routes connect Camden area residents to some of the most endearing shore towns on the east coast of the United States. From the nostalgia of Atlantic City to Wildwood’s famed boardwalk to the free Cape May Zoo, gingerbread houses and magnificent nature preserves of Cape May, access to the shore makes a hot summer weekend feel like a summer vacation.

For a daily dose of nature, Cooper River Park is 356-acres of green, athletic and entertainment space adjacent to the City of Camden and running through five neighboring municipalities. Cooper River Park generates countless benefits for area residents, businesses and the overall community every day and especially during regatta season. This 16-mile tributary of the Delaware River includes a 2,000 meter straightaway that runs directly through the park making it widely known as one of the nation’s best rowing venues. As a result, the Cooper River attracts regattas from around the country which run each year from April until August.

Camden is fortunate to have virtually unlimited recreational activities that are available within minutes of the city. Swim at the shore, play at the park, ski in the Pocono mountains, hike the Susquehanna Valley, go tubing in the Delaware Water Gap, cross the pedestrian walkway on the Ben Franklin Bridge to Philadelphia and bike to Valley Forge, walk the impeccable Grounds for Sculpture, throw pottery at Perkins Center for
the Arts, act in one of the area's many community theaters, soak in one of Philadelphia's 100+ murals, visit the zoo or be a part of the action at the Mann Music Center in Fairmount Park or any of the area's countless music festivals, art fairs, wine tours, or a professional football, baseball, basketball, hockey, soccer, or lacrosse game. Residents of the Delaware Valley enjoy an abundance of recreational, arts and culture offerings.

ENVIRONMENT

Camden has taken a multi-faceted approach to environmental sustainability. Using a community-based approach to tackling stormwater management problems in the city's neighborhoods. The Camden SMART (Stormwater Management And Resource Training) Initiative has resulted in the construction of over 50 green infrastructure projects throughout the city, including rain gardens and rainwater harvesting projects, designed to capture, treat, and infiltrate over 63 million gallons of stormwater each year. This program has received national accolades for its innovative approach. In 2012, Camden was designated a Tree City USA and received Sustainable Jersey-bronze certification. Parks, trails, and greenways are currently under renovation and creation, increasing the recreational opportunities.

Ocean City, NJ, and numerous other beachfront resorts are a one hour drive from Camden.
within city borders. Federal and State funds are being utilized to repair infrastructure, utilities, streets, and homes.

Building upon the success of environmental initiatives underway, made possible by the efforts and resources of multiple Partners, in 2013 the City of Camden, in partnership with Cooper’s Ferry Partnership (CFP), Camden County Municipal Utilities Authority (CCMUA), NJ Department of Environmental Protection (NJDEP), and the U.S. Environmental Protection Agency (USEPA), formed the Camden Collaborative Initiative (CCI). The CCI was formed to realize the many opportunities to maintain, restore, and enhance environmental resources in Camden to assist in developing a culture of health. The CCI facilitates and leverages partnerships for proactive, holistic, and innovative solutions to help Camden become a vibrant, healthy, sustainable city. Over 70 CCI stakeholders are working to identify and prioritize solutions through working groups focused on: Air, Water/Stormwater, Land/Brownfields, Environmental Education, Environmental Justice, Public Health, and Waste/Recycling.

PUBLIC SAFETY

As a result of the Camden County Police Department (CCPD), Camden City’s crime rates have decreased dramatically over the past five years. The Department is now nationally recognized for its work in community policing and de-escalation. This renowned model has been referenced by President Barack Obama who visited the city and the Department in 2015 to praise the progress and strategies being employed in the neighborhoods of Camden. This Department wide philosophy is rooted in the standards of the father of policing, Sir Robert Peel, i.e. a walking beat steeped in dialogue with residents and business owners in the 19th century. Applying this time-tested concept has created a strong bridge between police officers and residents built on human interaction and respect. Progress in the city has been earned by redefining the roles of police officers to be guardians and peacekeepers, not warriors, and creating a roadmap to addressing decades of social inequities. In Camden, community policing is not a department, but a core philosophical outlook that every officer from the Chief of Police to all rank-and-file members of the organization embody to make the city safer. While the Department leverages a variety of cutting edge technology to assist officers and solve crimes the most impactful operation is having police officers on walking beats talking to the community as the vanguard of their assigned neighborhood.
The results of the strategy by the Camden County Police Department (CCPD) dramatically reduced Camden City’s crime rates over the past five years. Crime in Camden continues to trend down significantly with a 39.7 percent drop in murders citywide and all violent crime dropping by 34.4 percent and non-violent crime dropping by 20.6 percent compared to 2012.

The Amazon sites fall within Camden's central waterfront and downtown. When looking at the public safety data, the Camden properties have less crime than the campuses of Harvard, Yale, and the University of Pennsylvania. Similarly, when comparing two densely populated centers in Philadelphia (the central waterfront called Penn's Landing and Rittenhouse Square in Center City), the data shows the Camden sites are safer. In fact the proposed area for the Amazon HQ2 site resulted in no homicides and only 34 total violent and non-violent crimes occurring annually since 2012, even though more than 2 million people annually visit this area for recreation or entertainment.

Featured below are the CCPD operational aspects to community policing:

**Reaching The Youth**

Working with children is paramount for the Department. By creating a dialogue with core themes like reading, eating and entertainment children are better able to empathize and relate to police officers. The CCPD Bookmates program trains members of law enforcement to read and interact with primary school age kids twice a week in our most challenged neighborhoods developing a strong relationship with the student body. In addition, kids are given regular K-9 demonstrations with our officers demystifying the dogs and creating a cute and cuddly partner children can attach too. Furthermore, officers work in a buddy system in the Centerville neighborhood to provide mentoring opportunities with kids and building partnerships with parents.

**Strategic Positioning**

In the hot summer months, starting on Mother’s Day, officers deploy Mr. Softee trucks into the neighborhoods to hand out ice cream. The proximity of these trucks is determined in regard to high crime areas, so officers can literally freeze out narcotics traffic and crime by giving away ice cream. Also, officers have identified high crime areas to host block parties throughout the spring and summer, by setting up a barbecue and a portable basketball court to take over a block and build good will. This process has been proven to reduce crime in these sectors and build partnerships in the community.
In contrast, in the cold winter months, starting on mischief night, prior to Halloween, police officers set up in public parks and gathering areas, for Blue Knight. This is an opportunity for law enforcement to give out hot chocolate and soft pretzels, while knighting or deputizing children throughout the city’s 21 neighborhoods. In addition, the Department hosts movie nights throughout the cold months in community centers in different police districts throughout the city to build consistency and direct contact with children and families.

**Project Guardian**

When the weather goes to extremes, officers, through strong community partnerships, have identified homes of the elderly, indigent and disabled. Based on this mapping they are able to check-in when the thermometer dips too low or goes too high ensuring that residents don’t suffer from a weather-related fatality or injury. Officers are looking for proper heating and air conditioning, and if an issue arises, can transport the resident or call a county agency to address it whether it is the County Division of Senior Services or the Health Department.
**Getting To Know You**

Getting to know your neighborhood officer is a prime catalyst to developing the dialogue and engagement that has been referenced above. First impressions and initial conversations are important and that continued human contact is vital to building bridges in the community. Based on that, the CCPD has initiated Meet the Officers events that are usually combined with other agencies and critical government services. The events are planned around a relaxed environment that includes officers participating in games like football and basketball and breaking bread together. Food is a common denominator and is a prime contributor to breaking existing barriers.

**Safe Corridors To School**

During the school year, students of all ages walk to their neighborhood school and during that trek see the same officers’ everyday providing a safe corridor to school. These officers get to know the children and have daily interactions that are comforting to students and create peace of mind for parents during the school day, eliminating bullying or any other illegal activity that may have taken place before the corridors were created. That said, students were surveyed by the school district and said they felt significantly safer outside of their schools which is directly attributed to the Department’s officers providing a guardian presence and the continued construction of a daily dialogue of the next generation of Camden residents.

**Intervention**

Working with its law enforcement partners, community stakeholders, and clergy, the CCPD detectives identify children and teenagers that might take the wrong path. Together, with social service providers at the table, officers intervene with these children before they join gangs and make irrevocably damaging decisions. This proactive measure has been successful at getting children and students on the right path and the professional help both kids and families need to stay out of the criminal justice system and be productive members of society.

Today, the culture of contact among Camden County Police Officers created a philosophical foundation in the organization to aspire to be the police officer featured in one of Norman Rockwell’s famous paintings. The painting features an officer at a diner handing a child an ice cream cone and solidifying an unbreakable bond as a member of the law enforcement community being the benevolent guardian of that young boy’s community.
This is the bedrock for continued progress into the future with the Camden County Police Department as the landscape of the city continues to improve.

**HOUSING**

There are a diverse range of housing options in Camden and the surrounding South Jersey and metro Philadelphia region to satisfy any type of housing preference, ranging from city rowhomes, to high rise living, to the suburbs. Transit accessible housing is becoming increasingly popular, with many municipalities, including the City of Camden, working to meet the demand of residents who want to live within a walkable distance of transit and amenities.

Downtown Camden features several existing housing options for immediate occupancy and future potential. The Victor Lofts apartments feature luxury loft living in 341 units in the repurposed Victor Talking Machine Company factory. Adjacent to Cooper University Hospital, the Cooper Foundation has completed the construction or rehabilitation of more than 115 homes in the Cooper Lanning neighborhoods, along with mixed-use development on the Broadway corridor. These new market-rate and affordable homes sold for upwards of $200,000 and represent the continued trend of housing rehabilitation near the Amazon HQ2 site. On historic Cooper Street, the long vacant Pierre Apartment building is being renovated into 29 spacious market rate apartments adjacent to the Rutgers University Camden campus and is scheduled to open in 2018. On the Camden Waterfront, a new mid-rise development, which will feature 150-180 residential units was recently approved and groundbreaking is expected by the end of 2017.

These new residential developments reflect a positive change in Camden’s housing market. According to a new housing survey conducted by Camden’s Higher Education and Health Care Task Force, survey results indicate the city’s renaissance influenced employees and students’ perceptions of the city and their likelihood of living there, creating an increased demand for quality housing in Camden. The survey reported 42% of respondents would consider purchasing or renting a home in Camden, compared to 31% of respondents in 2009. More than 80% of all respondents believe that the city will either slightly or significantly improve over the next decade while 32% of those surveyed believed the city will be significantly better.
Within the City of Camden, available space represents an un-capitalized asset in pioneering affordable housing. Designating safe and affordable housing as a top priority, the city implements programs to rehabilitate existing homes and create new market-rate housing, while retaining the historical features and distinct qualities of each neighborhood. Accessible housing brings new vitality to the city. Camden has several neighborhoods that are in the process of redevelopment. Camden’s intact neighborhoods exhibit various levels of vacant housing, from 10% (Cramer Hill), 15% (Fairview) and 19% (Parkside) and have maintained housing prices well below the national average. There is significant opportunity for infill development with the recent addition of several thousand new employees in Camden through tax incentive programs. In 2016, Camden won a $13.2 million HUD Choice Neighborhoods Implementation Grant, which will build 176 new townhomes and a 50-unit senior facility. The grant will set the stage for redevelopment of the neighborhood in the Mt. Ephraim South section of Historic Cooper Grant neighborhood.
the city where the Camden City School District has planned two new state of the art Renaissance schools with an additional $50 million investment.

Two Camden neighborhoods directly south of downtown Camden, Waterfront South and the SoBro (South of Broad) Arts District have a significant number of available lots for redevelopment. With the help of the Neighborhood Revitalization Tax Credit Program, this burgeoning mixed-income neighborhood and a future stop on the Camden/Glassboro train line is benefiting from the collaborative efforts of non-profits and members of the community. Since 1984, the Heart of Camden has rehabilitated over 200 homes for low-income families, revitalized parks, created a mosaic mural, a waterfront greenhouse, the South Camden Theater Company, and a Shipyard and Maritime Museum.

The historic Fairview neighborhood in Camden City includes winding, tree-lined streets with charming and Yorkship Village at the center. Heavily
influenced by the “garden city” designs popular in Europe, Fairview has a 15% vacancy rate and median housing costs around $80,000 (98% less expensive than both the NJ and US Average). Similar availability exists in neighboring Morgan Village and the Centerville neighborhoods. Morgan Village is also home to Camden’s state of the art Creative Arts Morgan Village Academy public family school, which is an easy walk from Morgan Village, Fairview and Centerville neighborhoods.

These three neighborhoods, just 3.5 miles south of downtown, are accessible via public transit and would be station stops on the proposed Camden/Glassboro Line. The current influx of new industry is providing opportunities to renovate and re-build homes and vacant lots in the city presenting an opportunity for new construction in an area already rich with historic homes.

Camden is a transportation hub linked to major highways, arterial roadways and public transportation that connect to a host of small town suburbs with thriving main streets, impeccable aesthetics, enticing small businesses and active arts, culture and entertainment scenes. Easily the Main Street Capital of the World, South Jersey offers residents a host of options that allow for a high quality of life in tight-knit, contemporary urban and suburban communities.

A notable main street within a few miles of Amazon HQ2 is Haddon Avenue, the downtown retail district of neighboring in Collingswood. Known for its BYOB restaurants, Haddon Avenue was named one of the nation’s 10 Great Streets for 2009 by the American Planning Association. Collingswood also boasts one of the best shopping areas in South Jersey with everything from fine art and crafts to gifts and home fashions in our designer boutiques, high-end consignment shops, and antique galleries. Collingswood is easily accessible from Camden via the Collingswood PATCO commuter line. As an up-and-coming transit village, Collingswood has recently added 104 new upscale loft apartments and condos to its variety of housing options which include something for every taste, budget and lifestyle.

11. http://heartofcamden.org/housing
There are approximately 20,000 available housing units (9.6% of housing)\(^\text{13}\) within 15 miles in any direction from Camden where you will find yourself in any one of the small, walkable Camden County towns, including Merchantville, Audubon, Westmont, Pitman, Riverton and Haddonfield. Replete with small shops run by local artisans, restaurants, and the requisite local 24-hour diner, the municipalities that surround Camden are often tiny cities unto themselves. Providing the convenience of city life in quiet, walkable suburbs absent of sprawl, each small town is overflowing with its own brand of pride and community. Residential communities are frequently home to local theater companies, local arts and crafts festivals, craft breweries, summer music festivals and permanent attractions ranging from historic museums to thriving art centers and an active restaurant scene. These communities are located along several popular corridors with easy rail, bus, and vehicular access to Camden City.

Camden County has a median home value of $168,100. The median list price per square foot in the county is $100 which is lower than the Philadelphia Metro average of $135. Median rent in Camden County is $1495 which is again lower than the Philadelphia Metro area median of $1550\(^\text{14}\). 17.8% of housing county-wide was constructed prior to 1939\(^\text{15}\). Charming and historic housing options are thus widely available throughout the area, while the opportunity to diversify options through new construction is ever present on available land inside Camden city proper.

Sperling’s Best Places, annually ranks the nations cost of living by state and region. According to Sperling’s Best Places to Live, Camden’s metro area has a cost of living index of 85.5 compared to the State of New Jersey’s cost of living index which is 126 or Philadelphia’s which is 99.5. (A cost of living index score of 100, in this analysis is the United States average, therefore a score over 100 means an increased cost of living, while a lower score means the area is cheaper than the US average).

\(^{13}\) https://factfinder.census.gov/faces/pages/productview.xhtml?src=CF
\(^{14}\) https://www.zillow.com/camden-county-nj/home-values/
\(^{15}\) https://factfinder.census.gov/faces/pages/productview.xhtml?src=CF
Connect the Lots - yoga on the waterfront program
CONCLUSION
Proposal for Amazon HQ2
9. CONCLUSION/ADDITIONAL INFORMATION

In the early part of the 20th century, Camden City was the original Silicon Valley. Camden City was the industrial hub of innovation, technology, and commerce with corporate giants like RCA, Campbell Soup, and the New York Shipping Building Company. Camden's peak of industrialization was 1950, when the city had over 45,000 manufacturing jobs. RCA had 23 of its 25 manufacturing facilities in downtown Camden, totaling 20,000 employees in sales, manufacturing, and office. For RCA's national sales force competition, the top prize for sales was a free weekend trip to downtown Camden, New Jersey. In terms of pioneering industries, technology and innovation, Camden was the birthplace of the design and production of the following: first recording studio in 1907; first facsimile system for the US Navy in 1934; first factory installed automobile radio in 1936; first TV tube projection in 1938; first electron microscope in 1940; world's first commercial TV receiver in 1946 ($375); world's first baby monitor in 1953; world largest producer of flat disk records in 1946; communication of First NASA Space Shuttle development in 1958; first portable TV broadcast system in 1964; first communications on the moon in 1969; and famous Secure Terminal Equipment (STE) in the White House Situation Room (May 2011).
Camden City is undergoing an unprecedented $2 billion economic renaissance. This renaissance, rooted in a rich innovative history and strong collaborations with government, local community, and the private sector, is redefining the business climate and growth in the city.

Overall, Camden's natural assets and economic advantages perfectly fit with Amazon's corporate and community needs, including:

1. Attractive state tax credits, that have fueled approximately $2 billion of economic activity in the past five years, and available property tax exemptions.

2. Collaborative and innovative climate and culture among the city's anchor institutions, that have demonstrated unique partnerships with job training, stormwater management, and downtown urban design.

3. Streamlined public approval process between local and state agencies, including the Mayor's Economic Development Council, that have guided the $2 billion of development projects through the regulatory process.

4. Location along the Delaware River with tremendous views at the epicenter of a region with a cluster of over 100 higher education institutions, top millennial growth, and existing Amazon fulfillment centers along the New Jersey Turnpike.

5. Best logistics and connectivity to regional transportation system, along with $2.8 billion already committed to future upgrades and improvements.

6. Current mass transit into Camden City – PATCO’s full capacity will accommodate an additional 13,625 eastbound riders during AM peak and an additional 9,236 riders westbound during AM peak.

7. Using a Travel Time Index (TTI) and the Commuter STRESS Index (CSI), Camden’s network has the capacity and ability to accommodate Amazon in an efficient manner.

Camden is now a city in an unprecedented position to advance in terms of geography, economy, connectivity, sustainability, and demographics. Amazon's presence in Camden will be more than an economic catalyst, Amazon will shape Camden as a city for the future.
APPENDIX
1. SUPPORTING MAPS
2. TESTIMONIALS
APPENDIX 1. MAPS

Map 1. Verizon cellular coverage

Map 2. AT&T cellular coverage
Map 3, Sprint cellular coverage
Map 4, T-Mobile cellular coverage
Map 5, Transit and Infrastructure Improvements
Proposal for Amazon HQ2

Map 6. Glassboro-Camden rail line, in design phase
Proposal for Amazon HQ2

Map 7, Amazon HQ2 campus area zoning map
Map 8, Camden Smart Initiative, Green Infrastructure Projects
Map 10, Known major fiber installations (Verizon, Sprint, AT&T)
September 28, 2017

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

Re: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of the City of Camden, New Jersey, I am pleased and honored to submit this proposal for Amazon HQ2 in partnership with Camden County. Since 2010, innovative partnerships between city, state, and federal entities, private investors, regional and local non-profit corporations and Camden’s own residents have catalyzed a significant increase in economic opportunity, attracted investment, and improved the quality of life of Camden’s residents. Today, the City of Camden is a reinvigorated center of tremendous potential and opportunity, open for business and primed for once-in-a-lifetime opportunities like Amazon’s HQ2.

The City’s recent achievements include:

- The New Jersey Economic Opportunity Act of 2013, a transformative economic incentive program that attracts and retains companies in New Jersey, has attracted over 25 companies to commit to Camden, spurring new construction and bringing over 6,500 new jobs to the City. My administration has streamlined permitting and approval processes to lay the groundwork for an efficient, pro-business environment.
- In September of 2014, Liberty Property Trust announced a $1 billion investment that is redefining the Camden Waterfront by creating valuable national corporate headquarter space for American Water, currently under construction, NFI Industries, The Michaels Organization, and Conner Strong & Buckelew.
- A significant proportion of the roadways within and surrounding the proposed campus are in the midst of a $25 million overhaul and complete street transformation. Camden was the recipient of a $16.2 million FHWA TIGER Grant in 2016, the goal of which is to provide safe, pleasant, and equitable access to, from and within downtown Camden to all forms of users.
- In April 2015, the City of Camden was designated a federal Promise Zone by the US Department of Housing and Urban Development and the US Department of Agriculture, ushering in an important collaboration between the City and the federal government aimed at improving the quality of life for residents through achieving increased economic activity, reduced serious and violent crime, improved education outcomes, improved health and wellness, and increased affordable and safe housing.

DANA L. REDD
MAYOR

CITY OF CAMDEN
NEW JERSEY
- The Camden County Metro Police Division, now a national model of community policing, has worked to dramatically improve public safety in the City of Camden, providing a level of stability that is in turn attracting new residential, commercial and institutional growth in the downtown, along the waterfront, and in the neighborhoods.

- The Camden Construction Career Initiative, a collaboration between the City of Camden and several private and non-profit partners tasked with creating construction career opportunities for Camden residents. The initiative’s primary target is 20% representation by Camden residents per large-scale construction project.

- Camden’s educational and medical institutions are working with City government and other partners to create a regionally significant health care and education innovation zone in Camden, and to reverse educational outcomes for City youth. These institutions are expanding their research and training programs to prepare for the next generation of healthcare needs, and the public education system is improving student outcomes by overhauling the public and charter school systems. Currently, the downtown anchors are constructing over $50 million of new academic facilities around the Walter Rand Transportation Center in downtown Camden.

- Over the last five years, the City and a variety of partners have invested over $25 million in stormwater management and green infrastructure projects as part of the Camden Collaborative Initiative (CCI), a first-of-its-kind partnership formed to plan and implement innovative strategies to improve the environment and the quality of life of Camden’s residents. Since its inception, the CCI has grown to a diverse partnership of seventy entities, facilitated the City of Camden’s Sustainable Jersey silver certification and re-certification, and been replicated in other communities in New Jersey.

- Through partnerships between Camden residents, City government and arts, culture and economic development organizations and funding sources, Camden is re-emerging as a center of arts and culture, restoring residents’ civic pride and changing perceptions of the City.

- In late 2015, PSE&G, the electric and gas utility serving the City of Camden, announced a $55 million project to upgrade its electric and gas infrastructure to support the flurry of new development taking place in Camden.

This multi-pronged approach, anchored upon strong, innovative and unique collaborations between public, private and non-profit entities and Camden’s citizenry, is laying the foundation for a first-class city, a place of choice for residents and business owners new and old.

Today, it is clear that Camden’s public, private, and community partners are working together to move Camden forward. Our innovative partnerships are maximizing impact for sustainable citywide revitalization. On behalf of the City of Camden, I welcome Amazon to the City of Camden, and thank you for considering our City Invincible.

Sincerely,

[Signature]

Dana L. Redd
Mayor
City of Camden
September 20, 2017

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

RE: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of New Jersey American Water, I am happy to support the Camden City proposal submitted by the State of New Jersey and the New Jersey Economic Development Authority (NJEDA), along with its partners Camden City, Camden County, and Cooper’s Ferry Partnership for the Amazon HQ2.

New Jersey American Water is the largest investor-owned water utility in the state of New Jersey, supplying high-quality water and wastewater service to about 2.7 million people in 191 communities in 18 counties throughout the state. On an annual basis, we invest approximately $350 million to maintain and upgrade our water and wastewater systems to help ensure reliable service to customers. At the same time, the cost of tap water remains an exceptional value at less than a penny per gallon.

New Jersey American Water is a subsidiary of American Water (NYSE: AWK). With a history dating back to 1886, American Water is the largest and most geographically diverse publicly traded U.S. water and wastewater utility company. The company employs 6,800 dedicated professionals who provide regulated and market-based drinking water, wastewater and other related services to an estimated 15 million people in 47 states and Ontario, Canada. With a vision of “Clean Water for Life” and values of safety, trust, teamwork, environmental leadership, and high performance, American Water is well known to not only help deliver exceptional service but also to provide reliable access to clean water for all. American Water employees are engineers, environmental specialists, technology professionals, financial analysts, plant operators, distribution mechanics, and customer service representatives.

About a year ago, American Water held a groundbreaking ceremony for its new $164 million headquarters on the Camden Waterfront. Located at the center of the $1 billion redevelopment project undertaken by Liberty Property Trust on the city’s waterfront, the new development will relocate 700 employees from five southern N.J. offices into this new, 220,000 square foot headquarters facility. We
chose Camden City because of its central location in the overall Philadelphia region, the state’s tax credit incentives, connectivity to the area’s great transportation network, close proximity to higher education campuses, and because we wanted to be part of the city’s renaissance.

Additionally, Camden residents and businesses count on our company for their water and wastewater needs. New Jersey American Water provides water service to one-third of Camden residents, and American Water’s Contract Services Group provides water and wastewater services to about two-thirds of the city through an operations and maintenance contract. We are committed to ensuring safe, clean and reliable water and wastewater services to the city.

NJ American Water fully supports the Camden, NJ proposal to Amazon and welcomes Amazon to join us in the Camden renaissance.

Sincerely,

[Signature]

Robert G. MacLean
President, New Jersey American Water
September 20, 2017

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

RE: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of the Camden City School District, I am writing to strongly endorse the Camden City proposal submitted by the State of NJ along with its partners Camden City, Camden County, and Cooper’s Ferry Partnership for the Amazon HQ2. Serving Camden City’s children as Superintendent since 2013, I am proud of the progress that Camden is making in educating the next generation of leaders.

In 2016 the New Jersey School Development Authority approved funding for the construction of a brand new 242,000 square foot, $133 million-dollar high school that will replace the original, hundred-year-old Camden High building. The school will operate like a college campus with four independent academies housed in a single modern campus and will ultimately serve 1,200 students in grades nine through 12. This new building is representative of the massive and innovative changes that are taking place in our school system. Furthermore, I am pleased to share a few of the examples of how we have maintained an intensive focus on ensuring that all Camden students develop the technology and science skills critical to success in the 21st century economy:

- Last year Camden City School District participated in the Computer Science Education Week’s “Hour of Code”. There were several tools for grades K-12 to utilize. Our young coders enjoyed expanding their problem-solving & computational thinking skills. Students and staff look forward to the 2017 "Hour of Code".

- All CCSD Computer Literacy and Science Teachers have received training from National Integrated Cyber Education Research Center (NICERC), a nationally recognized source for Cyber Curriculum, STEM Curriculum and Computer Science Curriculum experts. All participants were trained on the STEM EDA: Coding curriculum and received a wealth of resources to utilize with Camden’ K-8 learners.

- CCSD middle and high school students, accompanied by their Career and Technical Education teachers, prepared for and attended Hopeworks ’N Camden regular student Hackathons.

- CCSD students took part in District-wide technology curriculum on Digital Learning Day (February 27, 2017). Students have the opportunity to engage in coding activities and practice digital research skills.

- CSSD’s K-8 Curriculum was designed to align with New Jersey Student Learning Standard 8.2: Technology Education, Engineering, Design, and Computational Thinking – Programming.
• To ensure exposure to STEM coursework and digital learning throughout the year, CCSD’s Summer Enrichment Programs use NICERC’s STEM: Explore, Discover, Apply (STEM EDA) curriculum to engage students through a series of hands-on projects that help improve their problem-solving and critical thinking skills. All STEM EDA projects seamlessly integrate the Engineering Design Process, which allows students to creatively explore STEM through design. All of the STEM EDA modules are mapped to applicable Next Generation Science and Common Core State Standards.

• This fall, CCSD is partnering with Hopeworks ‘N Camden to place TechServ Scholars (AmeriCorps) across the district to help close the digital gap. Our TechServ Scholars will facilitate coding clubs/programs during lunch and afterschool at some of our schools.

• This Spring CCSD will host its first District-wide STEM Celebration & Hackathon with our TechServ Scholars.

• Over the last two school years, a dozen Camden high school students completed internships with the CCSD Technology Department. Shadowing IT experts, the interns were exposed to many opportunities and new skills, and were trained to image and configure N-User computers.

I’m equally proud to share a few examples of our dedicated educators who have helped significantly expand opportunities for our students.

Douglas Leeds, for instance, is a Computer Teacher and Edtech Liaison at Wiggins School. Mr. Leeds has been very busy with the Wiggins pupils engaging them with virtual surgery for eighth graders as they gain exposure and develop a personal interest in the medical field (www.surgerysquad.com). Mr. Leeds students also participated in Code.org, which they problem-solve and tapped into their computational thinking skills. Mr. Leeds’ love for technology offers students the opportunity to take virtual tours through Google Arts & Culture, and make their own mix beats through BeatMaker.

Robert Atwell is a computer teacher at Davis School. He prepared his middle schoolers to attend two Camden Hopeworks Hackathons last year. Through CCSD-sponsored professional development, Mr. Atwell has increased his knowledge of the coding curriculum, and established a school-wide Hour of Code for grades 2-8. The Davis scholars were extremely competitive as they completed multiple levels and earned certificates. Throughout the year, Mr. Atwell has built on the basic coding skills his students learned, challenging them to continue to exercise their computation thinking and problem-solving skills during class projects, clubs, and in their free time. Many Davis Scholars are now eager coders thanks to Mr. Atwell.

I fully support the Camden, NJ Amazon proposal. Camden is a city on the rise, and we at The Camden City School District are excited and proud of its future. We welcome you to join us in Camden, NJ and be part of its renaissance. If you or your team has any questions about our experience growing and developing in Camden City, please contact me at 856-966-2040 with any questions.

Sincerely,

Paymon Rouhanifard
Superintendent of Schools
September 19, 2017

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

Dear Jeff,

Camden, NJ is one of the poorest cities in the USA and has been our Headquarters location for 149 years. Campbell has a robust Public/Private Partnership with the city, state, Cooper Hospital, Robert Woods Johnson Foundation, Rutgers University and others for kids to have a "Healthy Community" in Camden.

We are making progress but have more to do. Attracting business with the support of the State of New Jersey is an important part of this revitalization. For example, Subaru is building near us in Knight's Crossing (a Brandywine development project) in Camden as we speak. We are across the bridge from Philadelphia as a prime location for accessing talent from the Mid-Atlantic States. I would just ask you to consider Camden in your search for a Northeast location. It is a humble place and you could make a big difference. If we can be any help, let us know.

Thank you for your consideration.

Best,

Denise M. Morrison
President and CEO

DMM:Idr
September 20, 2017

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

RE: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of Subaru of America Inc., I am pleased to strongly endorse the Camden City proposal submitted by the State of NJ along with its partners Camden City, Camden County, and Cooper’s Ferry Partnership for the Amazon HQ2.

In April of 2013, I become president of Subaru of America Inc and head of the Japanese automaker’s sales and marketing U.S. arm. Our corporate headquarters use to be in the suburbs of South Jersey but we are currently in the process of finishing construction on a new $118 million expanded campus and corporate headquarters in Camden, New Jersey. Located right next door to the world headquarters of Campbell Soup Company, we will be consolidating several offices into one 250,000 square foot headquarters that will hold over 850 employees and also building a new 70,000 square foot training and engineering center.

We considered several locations in Pennsylvania (Philadelphia), Delaware, and Indiana, but ultimately chose to call Camden, New Jersey our home. This decision was based on several factors including central location, connectivity, convenience, affordability, highly skilled workforce, and also the cooperation from the local, county, and state government under the New Jersey Economic Opportunity Act (EOA). The generous tax credits offered by the state of New Jersey under the EOA program allowed our company to offset the cost of our new campus.

Camden City is an emerging market that is underdoing a transformative $2 billion economic renaissance and we are very proud to be part of its revitalization story. I support the Camden, NJ Amazon proposal. I welcome you to join us and become part of a business climate that is contributing to the rebirth of a city. Please contact me at (856) 488-8753 with any questions.

Sincerely,

Thomas J. Doll
President & COO

TJD/dh
September 18, 2017

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

RE: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of Camden County College, I am pleased to strongly endorse the Camden City proposal submitted by the State of New Jersey, along with its partners Camden City, Camden County, and Cooper’s Ferry Partnership for the Amazon HQ2.

Camden County College is one of the largest, most comprehensive community colleges in New Jersey and the surrounding region and is a vital resource for transfer education, workforce training and cultural events. Recent studies of federal Department of Education data have shown that in addition to ranking among the nation's top 100 community colleges for overall associate's degree completion and being ranked among the nation's top 10 for associate's degree completion in education, the College also ranks among the top 50 for associate's degrees completed in registered nursing, nursing administration, nursing research and clinical nursing; health professions and related programs; and science technologies/technicians. CCC also ranks among the top 100 in associate's degrees completed by African-American students, Asian-American students and non-minority students. The College also is recognized nationally as a leader in technology programs such as video game design/development and photonics.

With a strong presence in downtown Camden, along Cooper Street, next to Rutgers University Camden and Rowan University, the College expanded its footprint with additional academic, retail, and parking facilities known as the Camden Technology Center. As part of our Camden City curriculum, we have recently partnered with a new corporation moving into the city and investing over $260 million into a new advanced manufacturing and technology campus called Holtec International. This unique collaboration between Holtec and the College provides the required technical training for Holtec’s new workforce. We are very excited about this partnership because we are able to participate in the training and education of a new specialized workforce, one that is aggressively hiring hundreds of new students and individuals in the next few years.
Furthermore, in an effort to provide additional educational opportunities and employment pathways for citizens in the City, Camden County College has partnered with the Rowan University/Rutgers-Camden Board of Governors to construct a 16,250 square-foot health careers educational facility in Camden. This facility will enable CCC to provide certificate and associate degree health care career pathways that result in a job and/or will articulate to a bachelor’s degree program at Rutgers or Rowan Universities.

As you can see, Camden City is an emerging city with a tremendous concentration of growing educational and medical anchor institutions that are investing and proud to call Camden home. We are forging unique collaborations with our public and private sector partners to move Camden forward and expand its business community. We welcome you to join us in Camden, New Jersey and be part of Camden’s renaissance. Please contact me at (856) 374-4937 with any questions.

Sincerely,

Donald A. Borden

DAB/ir
September 20, 2017

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

RE: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of Cooper University Health Care ("Cooper"), I am pleased to strongly endorse the City of Camden proposal submitted by the State of New Jersey, along with its partners Camden City, Camden County and Cooper’s Ferry Partnership, for the Amazon HQ2.

Cooper has been an anchor institution in the City of Camden since 1887, and we continue to affirm our commitment to the City with our on-going expansion of our Camden Health Sciences Campus. As Camden’s largest employer with more than 6,000 employees working in the City, Cooper has made significant investments in recent years on our Camden campus to support the health care needs of Camden, Camden County and the region. Cooper’s ongoing expansion includes the 10-story Roberts Patient Pavilion, MD Anderson Cancer Center at Cooper, Cooper Medical School of Rowan University, an expanded emergency department, new operating rooms, new in-patient facilities and other investments on our campus to serve the increased number of patients, families and visitors coming annually to Camden for health care. In addition to the clinical expansion on the health sciences campus, we have furthered our commitment to the City by moving several hundred administrative employees from suburban offices to Camden. We are also proud to offer training programs across a variety of fields for students, residents, fellows, nurses and allied health professionals, and provide community health education and outreach to City residents.
As a leader in the revitalization efforts of Camden, Cooper has made significant investments to help transform the Cooper Plaza neighborhood, including new or rehabilitated housing, new streetscapes and parks, a community garden, new green space, workforce development programs, and other community development initiatives to support the children and families in our community. Quality education is also vital to the revitalization of Camden. Accordingly, Cooper is a partner with the KIPP Cooper Norcross Academy (KCNA), a public renaissance school in the City of Camden, currently serving 1,200 students in grades pre-k to 8th grade, and expected to serve 2,800 students from kindergarten through 12th grade. The KIPP Cooper Norcross Academy at Lanning Square opened in 2014, right next to the Cooper Medical School of Rowan University, as New Jersey's first renaissance school that provides a new and innovative approach to local education. In August, KCNA opened its second middle school in the Bergen Square neighborhood that will ultimately serve more than 400 students in 5th through 6th grades, and we are planning our second elementary school and a new high school.

As a result of Cooper’s commitment and the recent private sector investments of more than $2 billion, Camden is a city on the rise. Major corporations, including Holtec International, American Water, Philadelphia Sixers, and Subaru, evaluated their choices and ultimately chose to call Camden their corporate homes. These private sector investments have spurred public sector partners at the local, county, and state to spend tens of millions of dollars on upgrading its infrastructure gateways. The downtown transportation center, which currently links the regional bus system to the light rail system between Camden and Trenton, and the regional subway system between Center City Philadelphia and the New Jersey suburbs, is slated for a substantial upgrade that will make travel to Camden even easier and create additional economic opportunities.

Cooper University Health Care wholeheartedly supports the proposal from the City of Camden to have Amazon become our newest corporate neighbor. We are proud that Cooper is part of an impressive list of corporations and higher education institutions that call Cooper home. We welcome you to join us in Camden and be part of its renaissance.

If you or your team have any questions about our experience growing and developing in the City of Camden, please contact me at (856) 342-2121. We would be excited to welcome Amazon to a City Invincible.

Sincerely,

Adrienne Kirby, PhD, FACHE
President and Chief Executive Officer
September 25, 2017

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

RE: Letter of Support for Camden City, New Jersey: Amazon HQ2

Dear Site Manager Golden:

On behalf of Camden County Board of Freeholders, I am pleased to offer this letter of support for the Camden City proposal submitted by the City, County, and Cooper’s Ferry Partnership to Amazon for the HQ2.

Camden City is the county seat in Camden County and strategically located at the epicenter of the Northeast corridor. This is not only one of the best areas in the United States, it’s also one of the best-connected locations on a global stage. With a combination of affordability, accessibility and locale, Camden has it all. The city offers all characteristics important to a growing, innovative and customer friendly company like Amazon including an extensive network of road, rail, air and seaport facilities. In fact, twenty percent of the United States population lives within a 500-mile radius of Camden City.

Along with the logistical advantages, one of the other superior assets is the people in this region. Your company would have access to a well-educated and highly skilled workforce. This diverse talent pool is trained and ready to support the needs of a cutting-edge company like Amazon. We have thousands of professionals who are trained in transportation, logistics, manufacturing, technology and several other qualified areas. Furthermore, we are very proud of our quality of life in the city and the county’s surrounding communities. These communities are thriving with outstanding neighborhoods, exciting development and public school systems that highly ranked in the State of New Jersey. In addition, there are several places for recreation and outdoor fun and we boast some of the best healthcare facilities in the U.S. We are rich in cultural and historical heritage. This region respects its past and is very excited about its future. As a result, major corporations have invested over $2 billion in the city and region because they are establishing Camden’s rebirth and transformation as a manufacturing titan on the Northeast corridor and around the globe.
Camden City has also made significant strides in improving public safety by adopting a community policing model led by the Camden County Police Department. This model has been praised by President Barack Obama and embraced by community leaders and more importantly its residents. This renowned model of policing has created a strong bond between police officers and residents out of respect and understanding of one another. Our progress in the city has been earned by redefining the roles of police officers to be guardians and peacekeepers, not warriors or adversaries, and creating a roadmap to addressing decades of social inequities.

Working together with our public and private sector partners from the business community and anchor institutions, we are committed to Camden City. We continue to build a strong network of industry leaders, educators, innovators, and community partners to carry forward the city's revival. I fully support and encourage Amazon to join us here in Camden City.

Sincerely,

[Signature]
Louis Caputo Jr.
Freeholder Director
County of Camden
September 18, 2017

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

RE: Letter of Support for Camden City, New Jersey: Amazon HQ2

Dear Site Manager Golden:

In 2014, I made the decision to expand my company called Holtec International, a global supplier of equipment and systems to the energy industry, and invest over $320 million of private capital into a new technology campus in Camden, New Jersey. The decision garnered headlines in the NY Times, Philadelphia Inquirer, and the Urban Land Institute for representing the largest private investment in this emerging city in over fifty years.

Last week, I was proud to open the 50-acre state-of-the-art technology and advanced manufacturing campus in Camden. The new facilities house a technology center and a large manufacturing facility to support production of our current product lines while developing Holtec’s small modular reactor – the future of the company. We are widely recognized as the foremost technology innovator in the field of carbon-free power generation, specifically commercial nuclear and solar energy. The company’s corporate credo, “A Generation Ahead by Design” has guided Holtec’s business initiatives since the company’s founding in the mid-eighties.

My decision to expand and invest over $320 million is a testament to the community, leadership, resilient spirit, and rich history in Camden City. It was a true collaboration and would not be possible without the tremendous cooperation from the local, county, and state leaders. The state’s aggressive economic development and tax credit policies, called the New Jersey Economic Opportunity Act represent one ingredient in why Camden is currently seeing a $2 billion economic renaissance.

We expect to train and employ over a thousand workers from Camden and the region in the first few years of operation to rejuvenate the manufacturing base of Camden and the South Jersey region. We cultivated unique partnerships with several educational anchors to help train the next generation of the workforce. These innovative partnerships include the local community college to help train welders and the county’s One Stop Career Center for labor, welding, machinist, and technician jobs.
In the 1940s and 1950s, Camden was the epicenter of commerce and industry with corporate titans like Campbell Soup, RCA Victor, and the NY Ship Building Company. These private corporations defined a city and its community. I chose Camden City because of its enterprising spirit, talent, and its position in this emerging market. I firmly believe in the city's renaissance and its future. I welcome you to join me in Camden. If you have any questions, please do not hesitate to contact me.

Very truly yours,

HOLTEC INTERNATIONAL

[Signature]

By: 

KRISHNA P. SINGH, Ph.D.
PRESIDENT & CEO
Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

September 21, 2017

Re: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of Lockheed Martin, I am happy to support the Camden City proposal submitted by the State of New Jersey and the New Jersey Economic Development Authority (NJ EDA), along with its partners Camden City, Camden County, and Cooper’s Ferry Partnership for the Amazon HQ2.

Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 97,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services.

Starting in 2015, we consolidated certain business operations from the suburbs and relocated 250 employees into Camden’s downtown waterfront. This decision allowed our Lockheed Martin team to fully integrate laboratory facilities focusing on our research and development while also initiating a new partnership with Rowan University and its Henry M. Rowan College of Engineering, which was recently ranked #19 in the nation among the best undergraduate engineering schools by U.S. News & World Report. Over the past few years, we have collaborated with Rowan University to form a partnership whereby we will work together on radar component prototyping and analysis, system performance test and evaluation, radar engineering curriculum and educational program development, and supportability and sustainable innovation models.

There were several important considerations that factored into our business relocation to Camden including access to talented workforce and world class universities (as well as innovative educational partnerships mentioned above), readily accessible public transportation to Philadelphia, Washington D.C. and New York City, affordability, and a welcoming business friendly climate. This business-friendly climate, at every level of government, was a strong selling point for us and made our decision to invest in Camden City very easy.
Lockheed Martin fully supports the Camden, NJ proposal to Amazon and welcomes Amazon to join us in the Camden renaissance.

Sincerely yours,

Carmen D. Valentino
Vice President
Naval Radar & Future Systems
September 21, 2017

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

RE: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of The Michaels Organization, I am pleased to strongly endorse the Camden City proposal submitted by the State of New Jersey, along with its partners Camden City, Camden County, and Cooper's Ferry Partnership for the Amazon HQ2.

The Michaels Organization is a national leader in residential real estate, creating award-winning housing that enhances the lives of our residents and enriches communities. From small scale properties to massive neighborhood transformations, Michaels has created high-quality, environmentally conscious and financially successful communities that provide housing to more than 130,000 residents.

The Michaels Organization is currently developing or preserving almost 600 units of high quality housing in Camden. We have worked in Camden for almost two decades, and our projects include building state-of-the-art housing for the Camden campus of Rutgers University.

Camden is a city that is once again poised for greatness. That's why earlier this year, The Michaels Organization announced that we will be moving our corporate headquarters from the South Jersey suburbs to an office tower we are developing on the Camden Waterfront. The new 18-story $245 million corporate tower that we will be sharing with two other major companies relocating to Camden is bringing over 850 new employees to the city.

We are excited to be to be part of the extraordinary rebirth under way not only on Camden's waterfront, but in all its neighborhoods. We encourage you to consider Camden as part of your future too.
We chose Camden for many reasons, including:

- Proximity to the wealth of world class universities,
- Transportation connectivity to light rail, ferry, and the subway,
- Access to a highly educated millennial population
- A world-class hospital system
- Exciting entertainment venues, and proximity to major sports teams and events,
- A rich history and culture, and
- Attractive state economic policies

You have the opportunity to be a part of a great’s city’s future, one that will benefit tremendously from a company of Amazon’s size and stature locating its headquarters there. We are proud of making a commitment to Camden, its citizens, and its future. We welcome you to join us.

Sincerely,

John J. O’Donnell
President
September 21, 2017

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

RE: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of NFI, I am pleased to strongly endorse the Camden City proposal submitted by the State of New Jersey, along with its partners Camden City, Camden County, and Cooper's Ferry Partnership for the Amazon HQ2.

NFI is one of the largest, fully integrated, third-party logistics providers in North America. We are in our third generation of family ownership and our history is rooted in Southern New Jersey. Our business lines include dedicated transportation, warehousing, intermodal, brokerage, transportation management, global, and real estate construction and development. We work with Fortune 500 and midsized companies to help fulfill goods to end consumers around the country. Over the past 10 years we have doubled in size and this year we will surpass 40 million square feet of warehouse and distribution space. In addition to our logistics business, in the past few years we have developed over 900,000 square feet of industrial real estate in New Jersey on behalf of customers such as Subaru and Five Below.

Earlier this year, we announced that we were relocating our corporate headquarters to Camden City. Due to our significant growth over the past few years, we felt it was time to consolidate our corporate offices into one location. We considered other locations in the region, but ultimately chose to call Camden, New Jersey as our home. The city is going through a renaissance and it is a great time for economic growth and investing. As NFI grows, the relocation of our corporate headquarters to Camden provides the opportunity to develop a strategic location with access to quality talent throughout Southern New Jersey and the Delaware Valley with amenities desired by today's workforce.

Camden has considerable natural assets that contributed to our decision, including its thriving educational and medical anchor institutions, regional transportation network, growing millennial population, and rich history as an industrial hub.

nfiindustries.com
NFI is committed to Camden City. Partnering with two other private corporations (The Michaels Organization and Connor Strong, & Buckelew), we will be owners and investors in a new 18-story $245 million corporate tower. All total, the tower will bring over 850 new employees to the city. Simultaneously, we have worked with our Camden partners to also invest and acquire additional properties in Camden’s downtown waterfront, including an existing office building.

Supported by strong leadership at every level of government (including local, county, and state levels), Camden is in the midst of an amazing $2 billion economic revitalization that is literally rebuilding a city. NFI is confident in our decision to call Camden home because of the support we have received from the State of New Jersey and the City of Camden. We will be proud when our new corporate headquarters opens and welcome you to join us in Camden, NJ.

Sincerely,

Sid Brown
CEO, NFI Industries
September 26, 2017

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

RE: Amazon HQ2

Dear Site Manager Golden:

As a member of the United States Congress and a resident of the City of Camden, I am writing to affirm my support for the proposal submitted by the City, County and Cooper’s Ferry Partnership to Amazon regarding the new HQ2.

The City of Camden is undergoing an unprecedented economic renaissance. Following a surge of partnerships involving every level of government and community organizations as well as the private sector, our shared vision for Camden’s future is becoming a reality. In the last few years, large manufacturing, defense and financial services companies have all put down roots in our city. These, along with significant investments made by the health care industry and higher education and research stakeholders, are resulting in true progress for the community.

In April of 2015, Camden City, New Jersey was designated a federal Promise Zone by the U.S. Department of Housing and Urban Development and the U.S. Department of Agriculture. This signaled the beginning of a strategic partnership between the City and the federal government aimed at improving the quality of life for residents.

The Promise Zone announcement was followed by a May 2015 visit to Camden from President Barack Obama, who commended the Camden County Metro Police Division as a national model of community policing. This law enforcement initiative has markedly reduced crime rates in the last few years and has dramatically improved public safety in the City of Camden, providing additional assurances to residents and investors alike.

Presently, the Federal Highway Administration, NJ Transit, and the NJ Department of Transportation plan to invest over $2 billion in transportation and transit improvements in Camden City and South Jersey. These investments in transportation will assist in redefining the City of Camden as the regional hub for South Jersey and further expand mass transit options and efficiencies.
Combined, the above mentioned efforts illustrate a robust commitment on behalf of the entire community to make Camden a destination for future investment and business growth. This will provide prospective organizations with the opportunity to take part in an unprecedented and transformative renaissance. I fully support and encourage the consideration for Amazon to join us here in Camden City, New Jersey.

Sincerely,

[Signature]

Donald Norcross
Member of Congress
September 20, 2017

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

RE: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of Rondo-Pak, I am pleased to support the Camden City proposal submitted by the State of New Jersey, along with its partners Camden City, Camden County, and Cooper’s Ferry Partnership for the Amazon HQ2.

Rondo-Pak is a global print and packaging supplier for customers in the Pharmaceutical, Medical Device, and Consumer Goods industries. We recently merged with Contemporary Graphic Solutions to broaden our service offerings and further strengthen our position to become the best-in-class packaging solutions provider in North and Central America, and Europe.

In 2015, we utilized incentives from the Economic Opportunity Act of 2013 to rehabilitate and custom fit an existing structure in Camden to accommodate our growth and specific operational needs. Since moving into our new home, we have been proud to employ and train many Camden City residents, and we’ve maintained a wonderful relationship with the City of Camden and are happy to support them in efforts to bring Amazon to Camden.

We can speak first hand about how Camden has positively impacted our company and this is undoubtedly an experience we would love to share with Amazon. We considered other locations in the region, but ultimately chose to call Camden, New Jersey our home. Camden has considerable natural assets that contributed to our decision, including its talented workforce, great transportation and highway access, and affordability.

Looking back, we are very appreciative of the tremendous guidance from the city and state during our application process and relocation from the South Jersey suburbs. The business-friendly climate displayed by all levels of government was welcoming and supportive. The city of Camden has been a major part of our recent success and we look forward to continued growth in our new home.

We fully support the city, county, and state’s efforts to attract Amazon to Camden City.

Sincerely,

[Signature]

Tim Moreton
CEO, Rondo-Pak
September 19, 2017

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

Dear Site Manager Golden,

Rowan University is pleased to partner with the City of Camden in recruiting Amazon to Southern New Jersey. The State’s newest public comprehensive Carnegie research institution has had a campus in Camden for over 60 years, opened the Cooper Medical School of Rowan University in Camden in 2012 and is currently creating new academic and research programs here in partnership with Rutgers, The State University.

Rowan University has been aggressive in seeking out creative partnerships with industry to help them solve problems including designing and developing prototypes, by bringing interdisciplinary teams together across the University. For example, in collaboration with Lockheed Martin Company, the Electrical and Computer Engineering department now offers a program in Combat Systems Engineering. This program is intended to streamline the transition of engineering students from graduation to roles in the world of defense and development. Students learn how to design, understand and evaluate combat systems and emerge prepared to solve real-world engineering problems. The program also helps develop the growing workforce needs of the area’s prominent defense industry. In fact, all classes are taught in cooperation with and by Lockheed Martin engineers. The program has been very successful and popular with the students since participation increases their chances of getting one of the highly sought-after and well-paying defense industry positions.

Similar partnerships are underway with other industries in the region, and Rowan University will commit to Amazon, should they choose to locate in the City of Camden, to create a curriculum and program that would enable the company to recruit and grow its future workforce right here.

The revitalization of Camden presents an abundance of opportunities for collaboration. Therefore, Rowan University is pleased to endorse the recruitment of Amazon and look forward to the incredible prospect of supporting and partnering with the City of Camden to further develop our academic and economic opportunities.

Best regards,

[Signature]

Dr. Ali A. Houshmand
President

Office of the President
Bole Hall
201 Mullica Hill Road
Glassboro, NJ 08028
856-256-4100
856-256-4442 fax
September 20, 2017

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

RE: Letter of Support for Camden City, New Jersey

Dear Site Manager Golden:

On behalf of Rutgers University—Camden, I am pleased to endorse strongly the Camden City proposal submitted by the State of New Jersey, along with its partners Camden City, Camden County, and Cooper’s Ferry Partnership, for the Amazon HQ2.

Camden is a smart investment. Holtec, Subaru, the Sixers, and Campbell’s already know that Camden has a unique and deep portfolio of opportunity to offer Amazon. Our city boasts exceptional and easy access to moving products by sea, by rail, and by highway. Our location provides a direct route to Philadelphia International Airport. Our workforce is motivated and our leadership is committed to nurturing partnerships that help Camden rise alongside our partners. Moreover, Camden’s rich diversity provides the chance for new residents to become part of a community that they can call home.

Better still, Camden is emerging rapidly as one of America’s hubs for innovation. As New Jersey’s premier research university, Rutgers is developing next-generation breakthroughs across a wide range of areas, including business, law, technology, and science. Our research faculty partner with businesses to define the best practices of tomorrow and Rutgers—Camden students are creative problem-solvers, thanks to the cutting-edge advantage provided by those new insights.

Rutgers University—Camden is recognized as a national leader among urban public research universities in research, teaching, and civic engagement, both local and global in scope, with a transformative impact on a diverse student body and on communities. We seek to grow while retaining our intimate and collaborative campus culture that nurtures the aspirations of our students, faculty, staff, alumni, and fellow citizens. As one of the nation’s highest-ranked public regional universities, Rutgers University—Camden offers a top-quality educational experience to a diverse population. Its size offers undergraduate and graduate students the opportunity to thrive in an intimate atmosphere of a liberal arts college at a preeminent public university.
During my tenure, we have focused on becoming a part of the city’s revitalization efforts by building new campus and community facilities outside of our campus and throughout the downtown Camden, including a new dormitory, nursing school, and a proposed business school. All of these building improvements are designed to reinforce connections with the downtown areas as well as with the other anchor institutions in the city. My administration has also focused on civic engagement, increasing our prominence as a community anchor with the ability to problem-solve and become a part of the growing “eds and meds” community that is contributing to the city’s renaissance. Rutgers—Camden is also among the five colleges and universities nationwide that received the 2015 Higher Education Civic Engagement Awards, presented by the Washington Center and the New York Life Foundation.

In 2015 Rutgers Camden introduced an innovative approach to providing access and affordability for our students. The new program, Bridging the Gap, allows income-eligible students to graduate from college with little or no debt. Through this program and others, we continue to build our commitment to this community along with other public and private sector partners.

In summary, with over 1,300 employees on campus, 6,600 students enrolled, and 46,000 alumni, Rutgers—Camden is one of the city’s economic engines working to change the physical landscape and educate the next generation’s workforce. Working together with our other anchor institutions in Camden, we are committed and invested in its future. We would be pleased to welcome you in Camden, NJ and for you to be part of Camden’s renaissance. Please contact me if you have any questions.

Sincerely,

Phoebe A. Haddon, J.D., LL.M.
Chancellor
September 27, 2017

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

RE: Letter of Support for Camden City, New Jersey: Amazon HQ2

Dear Site Manager Golden:

On behalf of Camden City Council, I am pleased to support the Camden City proposal submitted by the City, County, and Cooper’s Ferry Partnership to Amazon for its HQ2.

Working together with the private sector and all levels of government, Camden is a city on the rise. Our success is rooted in community engagement and innovative partnerships. At the county level, the city partners to invest millions of funds and resources to expand and improve the city’s park system. The Camden County Metro Police Division, now a national model of community policing, has worked to dramatically improve public safety in the City of Camden, providing a level of stability that is in turn attracting new residential, commercial, and institutional growth in the downtown area, along the waterfront, and in the neighborhoods.

At the State level, Camden City works with the NJ Economic Development Authority (NJEDA) on the marketing and implementation of the New Jersey Economic Opportunity Act (EOA) of 2013. The state’s economic development policies continue to attract new businesses and bring companies to Camden City that will continue to drive development, investment, and confidence. The dedication and engagement of partners like Subaru of America, American Water, Holtec International, and the Philadelphia 76ers show that we have been able to leverage the incentives of the EOA and that businesses want to engage with the local community and business sector.

Additionally, the City works very close with Rutgers-Camden, Rowan University, and Camden County Community College, and Camden's numerous public, charter and renaissance schools to ensure Camden's and the South Jersey region's students are work-ready for today's competitive business environment.
At the federal level, Camden City continues to invest in its infrastructure, housing, and communities. Utilizing innovation partnerships from the Federal Highway Administration, U. S. Environmental Protection Agency, and U.S. Housing & Urban Development, these federal resources are supporting the new businesses and growth of our neighborhoods.

This multi-pronged approach and these collaborative partnerships are laying the foundation for a first-class city. I fully support and encourage the consideration for Amazon to join us here in Camden City. The opportunity is unprecedented and incredibly rewarding. Come join me in Camden City.

Sincerely,

Francisco “Frank” Moran
City Council President
September 20, 2017

Amazon
Office of Economic Development
2121 7th Avenue
Seattle, WA 98121

Dear Site Manager Golden,

**Why you should care about moving to Camden.**

My name is Khai, I operate an online publication call [ownersmagazine.com](http://ownersmagazine.com) and a startup call Waterfront Ventures. We're originally from Philadelphia with offices in Northern Liberty PA and Wilmington DE. Working in the city is great, however recruiting talent was difficult and the culture was lacking. We considered moving to other cities hoping to find the right culture, resources, and talent. And that's when we discovered Camden. It was a young city with vast potential given the EDA tax credits, prime location for working/living/and entertainment, 4-5 University campuses in the city, and a city young startups and professionals are flooding to. This peaked our interest.

In 2015 we braved the move and relocate to Camden. In 2 years, we tripled in size because of how easy it was to hire and recruit directly from Rutgers, Rowan, Camden County, and surrounding schools. Our staff loves coming to work and there's always an event or concert every weekend. Camden became more than just a city with tax incentives, cheap rent, and an abundance of talents. It was a city we could see ourselves living and working, and growing in.

I'm not qualified to say whether Camden is a fit for Amazon or not. What I can say is that if you're looking for a city that's convenient, have talents, and also a great place to work/live/ and entertain, I couldn’t recommend a better city than Camden.

Sincerely yours,

Khai Tran (CEO/Founder)
PROJECT TEAM

City of Camden
County of Camden
Cooper's Ferry Partnership
EwingCole
City Invincible Architecture

Special thanks to the RURCBG, NJEDA, Choose NJ, Liberty Property Trust, and all of the other public and private-sector partners who contributed to the creation of this document. Special thanks to Mayor Dana L. Redd, Council President Frank Moran, Freeholder Director Louis Cappelli Jr. and Congressman Donald Norcross for their continued advocacy for Camden. In addition, thank you to all of the staff at Cooper's Ferry Partnership, EwingCole and City Invincible Architecture for their tireless efforts in preparing this document.