welcome to unstoppable
Hamilton
Ontario, Canada
“A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well.”

Jeff Bezos

“Hamilton, a gritty former steel town, roughly 40 miles southwest of Toronto, is making a comeback.”

The New York Times

“Bold Millennials are Making Hamilton Canada’s Next Great City.”

The Huffington Post
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1-welcome to unstoppable
Amazon, who am I?

Home to generations from all over the world, I put people first. These people built me from the ground up, they spend their days here, creating, transforming, pushing boundaries, and thinking big. They’re proud, persistent, strong-willed, and steadfast.

Not to be boastful, I am beautiful. Home to a stunning Bayfront and the waterfall capital of the world. Take a walk along my spectacular natural escarpment, or a bike ride in my downtown core, enjoy a picnic at one of my historic parks, and you’ll see for yourself. I’m where people want to live, my cost of living is lower and quality of life is higher. And still I’m welcoming and diverse. Every year new families from across the province, the country, and the world join me. I’m progressive and agile. I attract international business and am home to a world-class pool of tech talent. I create and innovate as a leader in education, with a strong focus in engineering and science.

I have the ability to develop and deliver the talent you need. Progressive Canadian immigration laws, I can attract and retain foreign talent. Centrally located with globally recognized post-secondary institutions with a commitment by the Province of Ontario to invest strategically. I have a rich culture, deep roots as a pioneer. I’m modern and savvy, digital and connected. I’m a Smart City, committed to growth and technology. I’m a leader in fiber connectivity. Always moving forward. With a reputation for delivering, I have the largest cargo airport in Canada – a tried and true gateway to the world.

I’m always challenging the status quo. I don’t conform. I push boundaries and break down borders. I collaborate. I’m authentic and unpretentious. I’m achievement-focused and get the job done. I’m a strong partner with the industry references to back it up. I have the perfect spot for your second home Amazon. I can deliver the space you are looking for. It’s in the center of my vibrant downtown, alongside my picturesque waterfront. My partners in industry have validated my plan.

I have everything you want. It’s nice to meet you, Amazon. Let’s work together.

I am Hamilton. I am unstoppable.

Welcome to unstoppable.
The Numbers Add Up

HAMILTON, ONTARIO, CANADA

“Hamilton is the PERFECT location for HQ2. Your Vision. Our Reality. That’s our commitment to you.”

City of Hamilton
October 13, 2017

Dear Jeff:

There is no better place to do business than Canada. In an increasingly complex and uncertain world, Canadians have embraced change while staying true to their values. Canadians are bold innovators and good neighbours, bound together by a spirit of openness and hard work. Every day we demonstrate that these values are sources of strength, and that better is always possible. I can imagine no better place for Amazon to call its second home.

At the first country in the world to adopt a policy of multiculturalism, we have shown time and time again that a country can be strong not in spite of its differences, but because of them. Diversity is a fact, but inclusion is a choice. Canada has made its decision and our cities have become windows to the world.

We believe in building a clean-growth economy that is as inclusive as it is innovative. We have embraced technological change, while also helping our citizens adapt to the changing nature of work. That is why we have invested in skills and training and introduced an ambitious Innovation and Skills Plan to make Canada a world-leading centre for innovation.

This plan includes actions that will benefit everyone, from students looking to get work experience to adult workers hoping to improve their skills. It delivers simpler and more efficient support to entrepreneurs, while making it easier for both domestic and global companies to invest in Canada and Canadians. We've simplified our business support programs and designed strategic funds to spur innovation and support high-quality business investments. Our government is a ready and willing partner, with the tools already in place, to make bold and strategic investments to create high-quality jobs.

Mr. Jeff Bezos
Amazon
411 Terry Avenue
Seattle, Washington
98109
United States of America

Canada is also committed to reinforcing its strength in education. Our world-class colleges and universities have graduated the most highly educated workforce within the OECD. In the new economy, however, we recognize that we must also have access to the best talent in the world, wherever it is. We have therefore introduced dedicated immigration services, allowing companies to attract highly-skilled global talent through an expedited review process to quickly recruit for the skills they need.

Canadian cities are progressive, confident, and natural homes for forward-thinking, global leaders. They are consistently ranked as the best places to live, work, and play in the world. They are welcoming, walkable communities with vibrant arts and culture scenes, connected by ever-improving public transportation networks. Canadians enjoy a universal health care system and a robust public pension plan which help support our excellent quality of life and also mean lower costs for employers.

Our cities offer welcoming and predictable business environments, with the lowest overall business costs in the G7, underpinned by the soundest banking and legal systems in the world. They are great places to work, invest, and live – all with unmatched global market access and within a short flight of major American cities.

Throughout our history, it is in one another that Canada and the United States have found their closest friend and ally. We enjoy the longest, most peaceful, and mutually beneficial relationship of any two countries in the world. Canada is the largest foreign customer for goods and services made in the United States. We are the number one customer of the majority of American states, and among the top three customers of 48 states. Our economic integration and partnership are unparalleled.

As Amazon decides on the location for its second North American headquarters, I am certain that Canada will stand out. With all our advantages and a government that is willing to invest in the future, the business case is simple.

Amazon has already established roots in Canada, creating thousands of good jobs, and taking advantage of leading technologies in areas such as artificial intelligence and robotics. We are grateful for the confidence Amazon has placed in our cities and people. We look forward to growing this partnership.

The Government of Canada is committed to working closely with Canadian cities in providing Amazon a second home. The full support of our government stands behind them.

Please accept my warmest regards.

Sincerely,
October 11, 2017

Mr. Jeff Bezos
President, CEO and Chairman of the Board
Amazon
98109 USA

Dear Mr. Bezos:

I am very pleased to commit the full and enthusiastic support of the Government of Ontario to bring Amazon’s HQ2 to Ontario.

To support these commitments, our government has made several decisions that I am pleased to share with you. Though these decisions will be implemented regardless of whether or not the HQ2 comes to Ontario, we believe that these decisions provide the foundation for the HQ2’s success in Ontario.

1. Ontario will increase the number of postsecondary students graduating in the science, mathematics, engineering and technology disciplines by 25 per cent over the next five years, from 40,000 graduates to 50,000 graduates. Based on today’s numbers, this increase will make Ontario the number one producer of STEM graduates per capita in North America.

2. Ontario will increase the number of master’s students graduating in applied artificial intelligence disciplines to 1,000 within five years.

3. Ontario and the Government of Canada will work together to: (i) expedite the immigration process for temporary workers with required skills, and (ii) increase the number of international students required disciplines, and provide both groups with a path to permanent residency.

4. Ontario is in the fourth year of its 13-year US$154.5 billion infrastructure investment, the largest of its kind in North America. The province will consider ways to accelerate existing infrastructure projects that would service Amazon’s selected site.

5. Ontario’s Secretary of the Cabinet, the head of Ontario’s public service, will serve as Amazon’s point of contact, to ensure that Amazon’s engagement with all levels of government is seamless and successful.

6. Amazon will have access to all of Ontario's business support programs, through which our government has assisted many major international firms to make large investments in Ontario.

Our commitments and the decisions I outlined above are possible because of Ontario’s many structural advantages, including the most educated workforce in the OECD, a strongly funded education system and world-class postsecondary institutions. We are also making college and university more accessible by providing free tuition to hundreds of thousands of students who may not otherwise be able to afford a higher education.

Ontario already boasts a robust single-payer health care system that insures everyone. Starting in January, we are making the biggest expansion to Medicare in our province in a generation by making prescription medication free for everyone under the age of 25.

I look forward to working closely with you and your team to make Amazon’s HQ2 a success in Ontario. Please accept my best wishes.

Sincerely,

Kathleen Wynne
Premier

- 2 -

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Sincerely,

Kathleen Wynne
Premier
welcome to unstoppable
2-community & culture
Community & Culture
It’s here at HQ2.

**QUICK FACTS**

- Distinctive and dynamic arts, music scene and homegrown neighborhood festivals
- Burgeoning foodie scene, fresh food trucks and pop-up restaurants
- Livable, breathable and walkable city that moves
- Natural oasis with Canada’s largest botanical gardens, UNESCO World Biosphere Reserve and stunning Niagara Escarpment
- A safe city with friendly, distinct and welcoming neighborhoods
- Unrivaled, affordable housing opportunities within financial reach
- Heritage buildings juxtaposed with modern offices under a 100-year old tree canopy

**Hamilton is tenacious, spirited, ambitious, diverse and welcoming.**

The ‘fire’ inside Hamiltonians is unmatched. From our hip and funky restaurants to our fleet of food trucks, from our monthly art crawls to our music festivals of epic proportions – we put passion behind everything we do. We create. We collaborate. We open doors. Our culture is real, making us the coolest city in Canada. It’s all part of our continual transformation. Through our grit and determination comes growth. With HQ2 in Downtown Hamilton, our culture continues to a bright new frontier.

Welcome to unstoppable.
“We are a global firm with international and local clients. Diversity of our team is paramount for our business success. In Hamilton, I can find any language that I need. It’s at my doorstep. This benefit is essential to our company and our success.”

Cesare Angeretti,
Vice President – Operations, SUEZ
What does it mean when you say quality of life? Is it about income? Is it about tangible things like houses, cars and wealth? Or is it about a community that’s rich in spirit, opportunities and support? Hamilton is not just a city, it’s a home in every sense of the word. It will be home to HQ2. And it’s a home to people of all characteristics, religions, income levels and interests making it a rich mosaic of diversity. Our newcomers, no matter their point of origin, join us on the journey. You will enjoy all the city has to offer and be part of our continued transformation from day one. Be part of our unstoppable energy.

City of Lifestyle Opportunities

HQ2 employees will enjoy a higher quality of life in Hamilton that works for them. Your dollar goes much further. What you can buy in Hamilton is unmatched when compared to what you can buy in another city. For the price of an average home in Toronto, you can get more than double in value in terms of size, quality and amenities. It’s not about what your employees can afford like other big cities in Canada or in the United States. Where they live, how they live and the quality of their life is in their hands. Hamilton, by its very geographic make-up, lends itself to this success. With a short, 15-minute drive HQ2 families can experience a downtown vibe, a quieter suburban life, a rural farm setting or a vineyard among nature and fields. This unique diversity is renowned in the region.

Art + Music + Culture + Sense of Belonging

Ask Hamiltonians about their city and the answers will be as varied as the city they live in. Arts, music and a creative cultural center in the downtown speak volumes about the city’s transformation. HQ2 will be part of this transformation. We’re unstoppable. So is HQ2. Join the journey.

Seeing is Believing

Need to see proof? Experience Hamilton. Every second Friday each month, our streets are filled with art and music. No exception. Summer festivals, farmers markets and concerts stretch from neighborhood to neighborhood and a sense of creativity and community permeates from every angle. They say you can judge the wealth of a city by the sense of belonging of all its citizens. This inclusive culture is at the heart and soul of Hamilton. From newcomers to Canada, to those ‘born and bred’ in this city, the door is open.
“Home ownership was an important element to be considered when choosing a location for our company. It was necessary for us to find a city that had many housing options for our staff. Hamilton is a big city but has reasonable housing costs and selection. For our staff, and our business to succeed, this was a weighty issue. Hamilton, located in the Greater Toronto Area, was a clear winner.”

Teresa Schoonings,
Senior Director, Government Relations & Sustainability, GrupoBimboCanada Bread
Hamilton’s Vibe, Vitality & Essence

In Good Company
Look Who’s Talking About Hamilton’s Renaissance

“Hamilton, a gritty former steel town, roughly 40 miles southwest of Toronto, is making a comeback.” The New York Times

“Bold Millennials are Making Hamilton Canada’s Next Great City.” The Huffington Post

“Toronto’s New Hot Spot.” Toronto Life magazine (monthly lifestyle and political magazine with a circulation of nearly a million readers)

“Since moving to Hamilton, I’ve been amazed by the random acts of kindness I encounter on a daily basis: the strangers who routinely say hi on the street, the people who stop to hold a door open for you even if you’re 20 paces away, the multilingual ‘Hamilton Is for Everyone’ signs in local restaurants that were designed to welcome the city’s recent influx of Syrian refugees.” Toronto Life magazine

“Planners dream of communities where people can live, work and play. Gradually...vacated old central Hamilton is becoming something like that.” The Globe and Mail newspaper (Canada’s only daily national newspaper)

“Just 50 miles from Niagara Falls Lies the True Waterfall Capital of the World Niagara Falls has nothing on Hamilton, a Canadian city with more than 100 waterfalls.” Smithsonian Magazine

“Hamilton is having its moment...Toronto and Hamilton switch prince-and-pauper roles. While Toronto self-immolates, a re-urbanized Hamilton rises from its post-industrial ashes.” The Toronto Star newspaper (daily newspaper with the highest weekly circulation in Canada)

“Don’t look now Toronto, but Hamilton just topped $1 billion in new construction in record time.” The National Post (Financial Post, business section of the newspaper)
Rich in history, culture and surrounded by spectacular nature, Hamilton is a city like no other. It’s bounded by the picturesque southern shores of Lake Ontario, which is one of the five Great Lakes in North America. Our lush trails of the Niagara Escarpment run through Southern Ontario and Western New York. That’s our backyard. The city also offers access to striking conservation and recreation lands. It is a natural playground for cyclists, hikers, boaters and outdoor adventurers. Rounding it out are two waterfronts and more than 100 waterfalls earning Hamilton the title of the Waterfall Capital of the World. And for the truly adventurous, the trail systems will easily take you from Hamilton to the neighboring Niagara Region where a great number of wineries wait to be explored—many producing wines that rival the best from the Napa Valley, Tuscany and Bordeaux.
What is culture?

It’s a living breathing entity that is about the people, places and organizations that reflect Hamilton’s identity and support creative expression.

Our greatest strength is in the essence of our people.

They are the heart and soul of what defines our city. But we are also young, not just at heart, but in our people. Hamilton’s proportion of millennials is higher than the Provincial average. The rate of growth of young adults ages 20-29 is twice the growth rate of Toronto and five times the rate of growth in the Waterloo Region. This is surprising since Kitchener-Waterloo is a known as university city. Millennials are drawn to our city. To them we say, “welcome home.” Unmatched momentum.
A Foundation of Arts & Culture

Creative Occupations

- 7,000+ employed in arts, entertainment and recreation
- Most musicians per capita; Top 10 in North America for a city our size according to Richard Florida, Award-winning Professor of Urban Studies & Urban Studies Theorist

Community Organizations and Initiatives

- “Our Future Hamilton” – community engagement campaign ensures the diverse voices of residents shape strategic priorities
- Hamilton Arts Council – one of the Province of Ontario’s oldest councils
- McQuesten Urban Farm – first urban farm in Hamilton feeding the community and a community building project

Venues

- Entertainment Venues – a wealth of small to large venues and performance spaces from stadiums (Tim Hortons Field, 22,500-seat stadium) to intimate spaces (Mills Hardware)
- The FirstOntario Center – 19,000-seat entertainment venue; site for Canadian Country Music Awards in 2018; host venue of the Juno Awards in 2015 (Canadian equivalent of the Grammy Awards)
- The First Ontario Concert Hall – 2,200-seat acoustically renowned performing arts theater
- The Art Gallery of Hamilton – one of the oldest & largest art museums in southwestern Ontario dating back to 1914; collection of 10,000+ works of Canadian, international & contemporary art
- Theater – Theater Aquarius, attracting 100,000 visitors annually after 44 seasons in the community
- Creative Adaptive Building Reuses – former hardware stores, spice factories and cotton manufacturing facilities are transformed into collaborative office spaces
Cultural Heritage and Legacies

- **Dundurn Castle** – historic neoclassical built in the 1830s; former site of a fortified military encampment of the British in 1813
- **15 National Historic Sites** – including submerged merchant schooners

Natural Heritage and Culturally Significant Landscapes

- **100+ waterfalls** making it the urban waterfall capital of the world
- Hamilton is nestled in the Niagara Escarpment, a **UNESCO World Biosphere Reserve**
- **Royal Botanical Gardens (RBG)** is Canada’s largest botanical garden; 2,700 acres; 16+ miles nature trails
- **The Bruce Trail** – Canada’s oldest and longest footpath winds through Hamilton; accessed in 10 minutes walking from downtown
- **Eramosa Karst Conservation Area** – featuring underground caves, streams, meadows & forests

Festivals and Events That Celebrate Culture

- **Supercrawl** – downtown annual art and music festival attracting over 200,000 visitors annually to watch over 50 bands, making it one of the largest free music festivals in Ontario
- **Festival of Friends** – Canada’s largest free annual music festival of its kind. For over 40 years, the festival has showcased a variety of music, arts and crafts, foods of the world, many activities as well as local businesses and vendors
- **NOSH** – a home grown, week-long celebration of the city’s exciting culinary scene that in 2016 won an international marketing award for best event from the International Economic Developers Council in Washington, D.C.
- **“Because Beer” Festival** – one of Hamilton’s newest festivals featuring Ontario’s growing craft brewery and ciders industry
- **Dundas Cactus Festival** – Since 1975, this free family fun Festival runs for three days and includes four entertainment stages, event zones and more than 100 street vendors. The theme and name come from the internationally recognized cacti produced by a local vendor.

“Supercrawl developed from a one day celebration to a weekend long experience with attendance at over 200,000 people. The economic impact is $10 million annually. Showcasing great music alongside a dynamic line up of music, art, fashion, talks, craft and food, we have captured the imagination of culture lovers far beyond our city.”

– Tim Potocic, Founder of Supercrawl
Creative Industries in Arts and Culture

Foodies – Hamilton's strong culinary scene is making headlines (New York Times, Globe and Mail) and attracting top chef talent. Hamilton's downtown had over 50 new businesses in 2016, 27 were new restaurants.

Let the cameras roll – Hamilton is the second busiest film location in Ontario and processes 550 film permits each year.

We make music and then some – 20+ local recording studios.

Start-up synergy & support – Our Small Business Enterprise Center supports entrepreneurs and the start-up and growth of creative and cultural industries.

“Pop Up Start Program” – showcased at the Hamilton's Visitors Center to support entrepreneurs.

We’re in the Big Leagues – Hamilton attracts major events like the JUNOS (comparable to the Grammys), Canadian Country Music Week, Canadian Country Music awards, arts conferences like the Creative City Network of Canada, Heritage Canada, and national and local film festivals.

“Most of our organization is of the millennial generation. We rely on them to drive new ideas in our firm along with our seasoned professionals. We needed to be in a city that doesn’t “empty at night” like so many big urban centers. Hamilton has all the amenities to keep our millennials happy, engaged and staying in ‘Hamilton!’”

Matt Johnston, Co-founder, Collective Arts Brewing
A Welcoming City
A Depth of Diversity

Hamilton's strength is the diversity of its people.

We are diverse in country of origin, ethnicity, age, gender and expressions of faith. Hamilton welcomes newcomers, celebrates diversity and is a place everyone can call home. Newcomers are important to Hamilton because of their high levels of skills and education, contribution to the local economy, and enrichment of the city's cultural vitality.

Hamilton is a desirable new home. We have the third largest number of permanent residents arriving in Ontario – approximately 4,000 each year. And we have over 6,500 international students in our education system.

As a welcoming community, Hamilton offers many programs and initiatives for the successful integration of newcomers to the city and the creation of business opportunities including:

• **Global Hamilton** – an office dedicated to assisting newcomer entrepreneurs and business investors
• **Global Hamilton Connect** – an organization that enables international students and young newcomers to be fully aware of and have access to opportunities in order to live, work, and play in Hamilton
• Numerous other provincial and municipal organizations dedicated to provide newcomer employment, training and settlement support

1 IN 4 PEOPLE IN HAMILTON
BORN OUTSIDE OF CANADA

- **3,125** Permanent Residents moved to Hamilton in 2014
- **Over 2,000** International Students attending McMaster from over 79 countries
- **1,800** International Students attending Mohawk College in 2015
The Next Generation of Hamiltonians

Hamilton is also seeing a shift in its age profiles. At 28% of the population, millennials now outnumber baby-boomers in Hamilton. There is also a higher proportion of millennials in our population compared to the rest of Ontario.¹

Statistics Canada, Estimates of Population
1. Social Planning and Resource Council of Hamilton
Hamilton’s Entrepreneurs
Push the Boundaries of Innovation

We’re an economy that embraces invention, innovation and entrepreneurial ambition.

We have a thriving community of entrepreneurs and startups. HQ2 can tap into this resource for business development and support and be part of the city’s transformation.

Software Hamilton is a place to for our burgeoning technology sector to meet. This grassroots organization also provides opportunities for groups to create and market events and workshops to help community members learn key skills in science, technology, and computer programming.

Innovation Factory ignites ideas through workshops, programming, one-on-one mentoring and assists with access to funding. It helps startups commercialize their ideas and small/medium enterprises innovate within their organizations.

The Forge is Hamilton’s startup incubator and McMaster University’s on-campus entrepreneurship initiative. It supports new tech companies and students interested in entrepreneurship by providing co-working space, training, resources and a network of alumni and mentors.

Hamilton HIVE is the umbrella organization for young professionals, entrepreneurs, and leaders of the city. It provides an all-in-one, up-to-date resource for young professionals from across the economic landscape that are looking to start or advance their career and life in Hamilton. The Hamilton Hive is also one of the largest and most active young professional networks of any city in Canada.

Ties to the City of Waterloo’s innovation hubs where more than 1,800 new technology startups have formed in the past five years, raising over $650 million in investment.

Hamilton’s Public Library has spearheaded the creation “maker spaces” in 12 library branches across the city to provide community access to state of the art media equipment and software.
United We Stand – Our Partnership with Niagara Region and City of Burlington

The City of Hamilton collaborates with its neighboring city, Burlington and its nearby Region of Niagara to promote, collaborate and partner on initiatives and projects that mutually benefit our residents. Working closely with our local partners, we achieve success though shared goals and mandates that align well with our individual strategic plans and vision. Through this partnership, Hamilton, Burlington and the Region of Niagara offer HQ2 a strong backbone of support and the opportunity for future collaboration with an established relationship of trust and shared values.

CityLAB – An Innovation Hub

CityLAB Hamilton is a new social innovation pilot program between the City and local post-secondary institutions – McMaster University, Mohawk College and Redeemer University College. It is a center for creative exploration and imagination where ideas are boundless, collaboration is continual and ingenuity is at its foundation.

Working together with post-secondary students, City of Hamilton staff and faculty will collaborate to work on real projects that are co-created, designed and launched that support the City’s strategic priorities. The ultimate goal of CityLAB is to support Hamilton’s overall sustainability in terms of economic prosperity, environmental balance, social inclusion and cultural vitality.
‘Walkability’

Soars in Hamilton

Hamilton is a big city but ideal, in terms of human scale.

It's livable and safe. This is unstoppable. HQ2 will experience that from day one. The downtown is walkable, friendly and easy to navigate by foot. The streets are laid in a grid pattern that's simple to follow. Streets signs are prominent and there's always a friendly Hamiltonian who will help you out if you get turned around.

The city is conveniently located on major highways halfway between Toronto and Niagara Falls, less than an hour’s drive from each. You can reach the U.S. border in just over an hour. Situated in the cluster of highways, train lines and two international airports, Hamilton can be reached with ease by many different travel methods.

- The Hamilton International Airport is one of the easiest airports around to navigate, with ample and affordable parking, short walking distances and quick exit times
- Regional GO Train and GO Bus Services every 30 minutes from Toronto to Hamilton
- Hamilton is also easily accessed by car through the QEW and 400-series multi-lane highways

Getting around in Hamilton has never been easier. Average commute times are only 26 minutes.¹ And one third of all Hamilton commuter trip are within three miles.² HQ2 employees also can cycle to and from to work. The City of Hamilton, in partnership with Social Bicycles (SoBi), implemented a bike share program in 2014.

¹ Statistics Canada. Usual commuting time to work, census metropolitan areas, 2011
² City of Hamilton website – Cycling in the City
With year-round recreational and cultural activities, there’s nothing HQ2 and their families can’t do in this great city. Play sports? It’s here. Enjoy a walk on a trail? We have it for you. Picturesque waterfalls, music festivals and community gatherings – take your pick.

**Sports** – More than 200 baseball diamonds, 180 soccer fields, 60 community centers, 27 pools, 19 arenas and 5 football fields. For the sporting spectator, Hamilton offers the Tiger-Cats a Canadian Football League franchise, an Ontario Hockey League team (Hamilton Bulldogs) and hosts major sporting events e.g. Canadian Open (professional golf), Grey Cup (football), National and International Synchronized Skating and PanAm Games international soccer.

**Trails** – Our diverse landscape includes more than 2,500 acres of parkland and hundreds of miles of walking, hiking, and biking trails, including the beautiful “Escarpment Rail Trail”, which follows an historic railroad up the face of the Niagara Escarpment.

**Cycling** – We provide a combination of off-road multi-use paths, on-street dedicated bike lanes and on-street signed bike routes. Hamilton has hundreds of miles of walking and biking trails to explore, many within ten minutes of downtown. In 2003, 800+ cyclists from 50 countries descended upon Hamilton for the UCI Road World Championships. At that time, it was the first world course to be held entirely within city limits.

**Greenspace and Gardens** – Hamilton is home to the nationally acclaimed Royal Botanical Gardens, Canada’s largest botanical garden, with nature sanctuaries, walking and hiking trails. The Hamilton Conservation Authority manages more than 15 square miles of environmentally significant land. Hamilton has 227,000 acres of prime agriculture land and its land mass is 70% rural and 30% urban.

**Waterfalls** – We are the waterfall capital of the world with more than 100 waterfalls in our backyard, from the scenic Webster’s Falls to powerful cascade of Albion Falls.

**Attractions** – The Canadian Warplane Heritage Museum, the largest museum in Canada dedicated to military flight and home to one of only two in the world airworthy Lancaster Bombers (circa WWII). Some other attractions within a short drive include Niagara Falls (one of the seven natural wonders of the world), African Lion Safari (740 acres with over 1000 exotic animals and birds), Royal Ontario Museum, and Ripley’s Aquarium.
Hamilton –
A Safe City for HQ2 & Your Families

Of all the major cities across Canada, Hamilton is one of the safest. With one of the lowest rates of violent activity among Canada’s largest cities, Hamilton’s rates are nearly 30% below the Canadian average. Hamilton’s rate of drug violations is 16% below the Canadian average.

Hamilton has some of the lowest number of violent crimes among Canada’s largest cities. Hamilton is tied for the second-lowest number of drug crimes among Canada’s largest cities.

1. Statistics Canada (see Crime Data: Rates)
2. Statistics Canada (see Crime Data: Numerical)
3. Statistics Canada (see Crime Data: Numerical)
The Hamilton Police Service is committed to innovation and improving policing services for the residents of the City of Hamilton. Many of our programs and initiatives are sought after by other policing agencies across the continent and contribute to making the City of Hamilton a healthy and safe community.”

Dan Kinsella,
Acting Chief of Police, City of Hamilton.
Hamilton’s Vision Statement

To Be the Best Place To Raise a Child & Age Successfully

Welcome to Canada – Where Healthcare is Free for All

HQ2 and their families will have peace of mind when thinking about their healthcare needs. They won’t have to worry about soaring medical costs and possible financial distress. If their families need to see a doctor, then it’s only a telephone call away. Through our universal healthcare system, all citizens and permanent residents are covered for the full cost of doctor examinations, medical testing, emergency and hospital care. Our healthcare system also means that HQ2 employees won’t have to negotiate healthcare packages when they are hired. And it’s always improving. Starting in 2018, children and youth under 24 will receive their prescriptions medications free of charge.

Hamilton’s health and social services are delivered at both the individual and community levels with an overarching goal for our City to have the healthiest population in the country.

Hamilton is a regional center for healthcare and is the only hospital system in Ontario that provides specialty care to people throughout the entire life cycle, from pre-birth to old age.

St. Joseph’s Healthcare (SJHH) is a premier academic and research healthcare organization, committed to improving the health of those it serves locally and globally, through its threefold mission of providing dynamic research, revolutionary methods in health sciences education and the highest standard of clinical care infused with commitment and innovation.

SJHH is home to specialized research and clinical institutes:

- The internationally recognized Firestone Institute for Respiratory Health is a regional Center for respiratory and thoracic care, lung cancer and oesophageal surgery, as well as research.
- The Center for Minimal Access Surgery (CMAS), a McMaster University affiliated program at SJHH, provides state-of-the-art, multi-disciplinary technological education and research.
- The Kidney Program, which includes dialysis, serves the region and is one of the largest in the country. SJHH performs more than 100 kidney transplants annually, with leading experts in living donor kidney transplants. SJHH is affiliated with the Hamilton Center for Kidney Research and the McMaster Institute of Urology.
- The Mental Health and Addiction Program cares for more than 24,000 patients annually, and has more than 300 beds. Research is an integral part of the mental health and addiction program and includes the Peter Boris Center for Addictions Research.
- Programs for Assessment of Technology in Health, based at SJHH and affiliated with McMaster University, conducts evidence-based evaluations of the effectiveness and efficiency of new and existing health care technologies in its mission to improve population health.
Hamilton Health Sciences is the top hospital system in Canada for private sector investment and second largest hospital group in Ontario. Hamilton Health Sciences, a family of seven distinctive hospitals, offers advanced treatments and employ some of the most talented medical professionals in Canada. Hamilton Health Sciences is the second largest hospital group in Ontario. It serves as a regional referral center for cardiac, stroke, burns, trauma, neurosurgery, pediatrics, digestive diseases, high-risk obstetrics, cancer, orthopedics and rehabilitation services.

It has also become an international leader in hospital-based research. More than 1,000 research staff at Hamilton Health Sciences work together to attract $200 million in research funding annually.

Hamilton Health Sciences Hospitals & Healthcare Facilities:
• McMaster Children’s Hospital
• McMaster University Medical Center
• Juravinski Hospital
• Hamilton General Hospital
• St. Peter’s Hospital
• West Lincoln Memorial Hospital
• Main Street West Urgent Care Center
• Ron Joyce Children’s Health Center
• Juravinski Cancer Center
• Regional Rehabilitation Center
• David Braley Research Institute

A Leader in Healthcare Research
Providing for Our Youngest Hamiltonians
Childcare and Education

Our vision is “To be the best place to raise a child and age successfully.” Hamilton is a community rich in resources and services for families. The Early Years Program supports parents and families and provides children with the best possible opportunities early in their lives. This will also be a valuable resource to HQ2 and their families.

The Core Programs of Hamilton Early Years include:

FREE – Hamilton Best Start – a community collaboration of early learning, education, health and social service organizations offering a broad range of information and services to families and children from prenatal to the age of 12.

FREE – Ontario Early Years Centers – a network that provides a range of free parenting, health and educational resources and supports for children from prenatal to six years.

FREE – Parenting and Family Literacy Centers – school-based programs for parents/caregivers and children aged birth to six years that run during the school day.

FREE “Check It Out, Drop In” – centers that provide an opportunity for families to drop in and speak with clinicians regarding their child’s growth and development. All parents and caregivers with children from birth to six years of age can attend.

Educational Programs – Technology & the Pre-teens

The Hamilton Code Club equips students with a foundation in software programming, math and sciences and encourages careers in Information, Communication and Technology (ICT sector).

Mathstronauts provides innovative and experiential learning opportunities for youth focused in Science, Technology, Engineering and Mathematics (STEM). Through after school programs, competitions, workshops and social events, they help youth develop a true understanding of STEM disciplines.
“Our relocation decision was easy — our employees wanted to be in Hamilton. Half of our knowledge workers are millennials, so we had to make sure we were in a city that afforded them a high quality of life with a vibrant arts and creative community. We now have a new LEED-Silver certified building in a community that our people love,”

Scott MacNair,
President, Stryker Canada Inc.
Hamilton is an Affordable Place to Live

Part of what makes Hamilton so competitive is its affordability.

It’s affordable for businesses, families and everyday needs including food, transportation and housing. Hamilton has the best of both worlds – it’s an affordable city, and a great place to start a business or raise a family, and is in close proximity to Ontario’s largest city, Toronto.

Home prices – Opening the Door to Home Ownership

While median family income is $70,000 in Hamilton and $62,000 in Toronto, the median price of single homes in Hamilton is $375,000 – 37% less expensive than homes in Toronto at $600,000.

The median rent of condos in Hamilton is $730 per month which is 22% less expensive than homes in Toronto at $945 per month.
Consumer reports have shown that compared to Toronto and Waterloo, Hamilton has a lower cost of living in terms of consumer prices, food and groceries, restaurants and transportation.
A Unique Blend of Old & New City

Hamilton is a unique blend of old and new city. It’s a city with a strong identity and sense of its history. It is authentic and resilient. It’s unstoppable. At its core are a rich industrial history and the people that have helped Hamilton grow and prosper. While we celebrate our heritage, we adapt, reuse and repurpose our assets, draw on our strengths and drive forward to our next great achievement.

Hamilton’s Proud Heritage

Hamilton was incorporated as a city in 1846, making it older than the country of Canada. A temperate climate, abundant transportation routes and access to water and resources has made Hamilton a popular settlement area for thousands of years, starting with the Indigenous peoples more than 12,000 years ago. Hamilton is a city of communities with vibrant historical areas in Ancaster, Dundas, Stoney Creek, Glanbrook and Waterdown. Hamilton is proud of its strong rural heritage and celebrates it through major annual events, including the Rockton World’s Fair, Winona Peach Festival and the Ancaster Fair.

There are more than 9,500 heritage properties across Hamilton’s urban, suburban and rural areas, including 15 national historic sites, seven heritage districts, 620 designated landmarks and over 30 dense and walkable historic neighborhoods built before 1950.

The design and style of our heritage buildings range from modest dwellings to elegant estate homes and from early commercial and industrial buildings to prominent public landmarks. Hamilton is successfully transforming heritage buildings such as the Empire Times Building, Stinson Lofts, Lister Building and LIUNA Station to new, modern, award winning uses.¹

Hamilton is defined by the same natural heritage landscapes first traversed by the Indigenous, such as the Niagara Escarpment (the “Mountain”), the Red Hill Valley, and the Iroquois Sand Bar. Today these natural landscapes provide Hamilton's residents and visitors with a healthy balance between the natural and built environment.

¹ City of Hamilton Website – Urban Design and Architecture Awards
Hamilton Waterworks – A civil and power engineering landmark. Now home to the Hamilton Museum of Steam and Technology, the complex was built in the 1850s to deliver large quantities of clean water for safe drinking and fire control to rapidly expanding Hamilton. The site preserves two 70 ton steam powered water pumping engines which are the oldest surviving Canadian-built engines.

Royal Botanical Gardens – Canada’s largest botanical garden comprised of 2,718 acres.

Griffin House – A rare surviving example of an early-19th century Upper Canada four-room house closely associated with the Black settlement in British North America and Underground Railroad.

Battlefield House, Park and Museum – The site of a British victory over the Americans that marked a turning point in the War of 1812.

CN Railway Station (LIUNA Station) – The former Canadian National Railway station is a rare surviving example of a Beaux-Arts interwar station and served as an important immigration gateway after World War Two.

Dundurn Castle – Built in the 1830’s, once home to Sir Allan Napier MacNab, railway magnate, lawyer and Premier of the United Canada.

HMCS Haida – The last of the World War Two Tribal-class destroyers, this ship is open to the public as a museum ship in the Hamilton Harbor.

Canadian Warplane Heritage Museum – For over 45 years the museum has celebrated the aircraft flown by the Canadian military. HQ2 and their families will enjoy a stellar collection of artifacts and historical memorabilia that honors, with Canadian pride, the sacrifice and dedication of our fine military.
5-connectivity
Connectivity. It’s here at HQ2.

From day one, we’ve got you covered.

The HQ2 campus is located in an exceptionally well-connected area with miles of networked cable and excellent broadband coverage. As an early adopter of broadband internet and one of the first municipalities in Ontario to invest in fiber connectivity, this is a strong benefit for Amazon. The city’s central location within the Golden Horseshoe means that HQ2 employees have 100 per cent LTE coverage on their mobile devices, and a wide range of residential broadband options. Staying connected with business, family, friends and colleagues is seamless.

The city sits at the nexus of several data superhighways, so HQ2 is tapped directly into the internet fiber backbone that connects Seattle, Chicago, London, Amsterdam, Toronto and every other major business center across the globe.

QUICK FACTS

- 100 per cent LTE coverage
- Five industry-leading data centers
- Robust and sustainable energy grid
- Close proximity to the lake for data center cooling
- High-tension connectivity to some of the largest nuclear plants in the world
Three of Canada’s largest publicly-traded telecom companies dominate the broadband industry in Hamilton: Rogers, Cogeco, and Bell Canada. Each owns substantial fiber infrastructure and is eager to build out more to support HQ2’s business needs. And even better, the City owns its own telecom company – HCE Telecom – delivering the latest locally-focused telecom, information communications and technology services to the city and local businesses.

Thanks to its strategic location at the heart of several data superhighways, HQ2 has fast, direct and secure connections to every business center in the world, instantly.

These superhighways make up the backbone of the internet, and that backbone – dark fiber long haul cables and interconnection points – runs throughout the city within our electricity corridors, under our railway tracks, through our streets, and directly through the HQ2 campus.

Many broadband long haul providers run directly through Hamilton on the way to Toronto/Montreal, Virginia/Ohio/New York, Chicago, and beyond.
There has been no shortage of investment in fiber infrastructure in Hamilton. With several companies laying miles of cable throughout the city, there is an incredibly strong, reliable and well-connected fiber foundation at HQ2. Plus, with ambitious plans to expand the city’s fiber optic network, HQ2 has a strong platform to grow and expand its business operations over the coming years.

**Fixed Broadband Infrastructure Near HQ2**

In the past decade, dozens of internet service providers have built and operated fiber networks in Hamilton. More recently, consolidation in this space has seen several of these networks unite under Rogers, providing internet users in and around HQ2 with multiple redundant pathways for connectivity.

Today, Hamilton has fiber available from Bell, Cogeco, Cogent, Hydro One Telecom, Rogers, Zayo, and HCE Telecom. HQ2 is already well-connected, with lots of interest from public and private companies to continue enhancing and improving the existing infrastructure. Bottom line? Amazon – we’re ready for you.
Cell Phone Service Providers Near HQ2

The wireless and LTE network near HQ2 is provided by four publicly-traded companies: BCE Inc., Rogers Communications, Telus Communications, and Shaw Communications.

Bell Canada Coverage
Bell Canada offers widespread LTE coverage through three brands or subsidiaries. These companies include Bell Mobility, Virgin Mobile and Bell MTS.

Rogers Communications Coverage
Rogers Communications offers widespread LTE coverage through four brands or subsidiaries. These companies include Rogers Wireless, Fido, Chatr and Cityfone.

Telus Communications Coverage
Telus Communications offers widespread 4G LTE advanced coverage through three brands or subsidiaries. These companies include Telus Mobility, Koodo Mobile and Public Mobile.

Shaw Communications Coverage
Shaw Communications offers a widespread LTE network through its subsidiary, Freedom Mobile.
Public Wi-Fi Zones

HQ2 is located in the largest public hotspot network in Ontario. With more than 400 free and open Wi-Fi hotspots, HQ2 employees can easily connect to the internet while on the go in the city. This amount of public internet access is excellent for a City of Hamilton’s size! Who doesn’t love free internet?

Public Wi-Fi Hotspots

City Network: HCE Telecom

HCE Telecom is a telecommunications carrier wholly-owned by the City of Hamilton. HCE provides high-speed data, voice, and internet solutions to the City of Hamilton, businesses and public sector companies based on a fiber network built and operated locally by HCE. The company is re-investing in the city’s digital infrastructure initiatives and ensuring Hamilton remains a leading-edge city with superior telecommunications and technology capabilities. HCE is a key partner for all City initiatives in helping support the journey to becoming a Smart City.
A Favorable (and Pretty Cool) Data Center Environment

HQ2 has some pretty great neighbors, including five industry-leading data centers and a cool water harbor. Cutting-edge research is happening just down the street at McMaster University, and a robust and sustainable energy grid encases the city.

Leveraging the lake to keep things cool

Since HQ2 is located at the west end of Lake Ontario, it has easy access to a deep water harbor with a year-round supply of water below 50°F. By tapping into this natural resource, HQ2 can eliminate the need for chillers or refrigeration equipment for its data center. Using natural water as a source of cooling power is well documented in forward-thinking data centers, such as Google’s Finland location and Microsoft’s submerged data center concept. Plus, it works! Water from Lake Ontario is currently being used to cool buildings in other parts of Ontario.

Apart from energy savings, using lake water for cooling is environmentally friendly. It eliminates the use of chemicals such as R410A, which is 500 times more potent as a greenhouse gas than CO2.
Robust and Sustainable Energy Grid

Hamilton's industrial areas are ideal locations for the brownfield development of data centers thanks to the abundant existing power supply in the local power grid. Facilities built in these areas will have enough power capacity for decades to come, even if the facility grows significantly in the first few years.

HQ2 has high-tension connectivity to some of the largest nuclear plants in the world, and the grid is connected to a total installed capacity of 36 gigawatts – that's enough to power more than 23 million homes.

Active Power Generation Plants

The power grid is supplied by a network of robust utility companies, such as Hydro One and Hamilton Utilities Corporation, which further ensures a reliable flow of power across the region.

In addition, more than 70 per cent of the energy connected to Ontario's power grid is from non-emission producing sources (i.e. solar, wind, hydro and nuclear).

Mix of Energy Sources in the Ontario Power Grid

<table>
<thead>
<tr>
<th>Energy Source</th>
<th>Capacity (MW)</th>
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<tr>
<td>Nuclear</td>
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</tr>
<tr>
<td>Solar</td>
<td>380</td>
</tr>
</tbody>
</table>

Mix of Energy Sources in the Ontario Power Grid

Source: International Energy System Operator
Another interesting neighbor to HQ2, McMaster University, is host to a world-leading research facility focused on data innovation. The Computing Infrastructure Research Center (CIRC) is Canada's only research facility concentrating on data centers. With a strong grip on market trends, CIRC takes pride in developing market-ready products. CIRC churns out graduates who are fluent in leading-edge data center technology, and can assume a variety of roles in data centers with minimal training – right here in Hamilton.

As a non-profit academic organization, CIRC is a great source of information and intelligence concerning the establishment of a large scale facility in Hamilton. CIRC provides technical and professional services to local data centers concerning establishment, operations, and maintenance, and the team is eager to support HQ2 here in Hamilton. The doors are open – interested in drones? Autonomous vehicles? Connected smart cities? We're ready to turn it up.
Hamilton is well on our way to becoming a smart city. We have a committed ecosystem of anchor institutions, community groups, and the enthusiasm to continue growing into a smart and intelligent community. We were recently awarded the Smart21 designation by the Intelligent Community Forum thanks to the successful public-private partnerships that have enabled a number of forward-thinking smart city initiatives.

As we continue preparing for the future and making investments that improve our digital infrastructure, we’re primed for future technology and the Internet of Things. We will use leading-edge digital technology to advance our public infrastructure and services, and to improve the quality of life for our residents. Ultimately, we are creating an environment that will support the next generation of business and commercial ventures in our city.

Hamilton’s Long-term Vision

“We believe we’re in the most exciting race in technology. We’re getting closer to the day when chat is the central hub for your everyday life, and we’re looking forward to building one of the leading chat platforms in the world [in Ontario].”

Rod McLeod, Senior Director
Kik Interactive

Smart City: We’re on Our Way
Becoming a Smart City is a key priority for City staff and our Council. Our Mayor leads an Intelligent Community Forum, a task force focused on advancing the city’s digital strategy in a unique partnership with McMaster University, Mohawk College, Hamilton Health Sciences, and leaders in the telecom industry. This partnership unlocks new potential for digital equity and community problem solving. HQ2 – there’s a seat at the table with your name on it!

To support our journey, we have developed a digital strategy that will propel our vision into reality. It’s centered around five principles that focus on residents, businesses and the community. Residents, businesses and the community will have enhanced access to City information, data and services that are supported by mature digital public-private partnerships.

We’re continuously improving our digital strategy. We’ve got a vision and we’re going for it. Ultimately, we’re going to make it easier for residents, businesses and the community to access city services. We’re improving the transparency of municipal government and we’re transforming the city for the digital age.
6-sustainability
Welcome home HQ2. You asked for a City that fits into your culture? Look no further. Your employees will work in cool, retrofitted modern workspaces. You want sustainable buildings with local district energy, open beams and original hardware? We have that. Lots of parks nearby? Check. From day one, your employees will work in an urban space surrounded by coffee shops, funky retail shops and “mom and pop” restaurants. We won’t stop until we get you the type of work space you need. We are driven to make sure HQ2 and your families are happy, comfortable and working in our bustling downtown. Welcome home.

QUICK FACTS

• HQ2 will be a sustainable master planned urban campus with custom purposed District Energy
• A focus on energy innovation with absorption chillers, deep lake water cooling and solar solutions
• Integration with industrial corridor to use wasted heat from industry
• Balanced mobility with bike lanes and pedestrian walkways

Putting a “green lens” on Hamilton’s Bricks and Mortar

Welcome home HQ2. You asked for a City that fits into your culture? Look no further. Your employees will work in cool, retrofitted modern workspaces. You want sustainable buildings with local district energy, open beams and original hardware? We have that. Lots of parks nearby? Check. From day one, your employees will work in an urban space surrounded by coffee shops, funky retail shops and “mom and pop” restaurants. We won’t stop until we get you the type of work space you need. We are driven to make sure HQ2 and your families are happy, comfortable and working in our bustling downtown. Welcome home.
The McMaster Innovation Park (MIP)
The Big Picture

Hamilton is a City of contrasts with architecturally beautiful 100-year old buildings nestled beside modern office towers. You will work in traditional buildings with loads of history, with wood, brick and open beam settings and unique facades that feature modern amenities.

The City is also in a revival period with new investment shaping our “bricks and mortar” landscape. We’ve put an efficiency and sustainability lens to all of our renovation and investments. Buildings like The Seedworks, The Cotton Factory, The Spice Factory and The Empire Times are prime examples of this and it continues to gather steam. HQ2 will be part of this journey from day one.

The McMaster Innovation Park (MIP) Atrium Building is an example of a century old building modernized with a sustainability twist.

Our McMaster Innovation Park was a 37-acre brownfield site, once home to Westinghouse Camco warehouse and plant facilities. You need to see the transformation to believe it. Today, it’s a place where scientists, researchers, engineers and entrepreneurs turn ideas into commercial opportunities. We are committed to environmental sustainability. All of the buildings on this site are required to meet LEED Silver (or higher) certification standards.
A Commitment to District Energy from Day One

MIP partnered with Hamilton Community Energy (HCE) Energy to create an on-site publicly-owned (municipal) district energy system that integrates geo-exchange and solar thermal energy resources. It was among the first systems in Ontario and is still among a very few in Canada that employ a hybrid of renewable and conventional technologies. HQ2 has full access to this.

Hamilton’s HCE Energy, a wholly owned subsidiary of Hamilton Utility Corporation, has been operating a clean-burning district energy system in Downtown Hamilton since 2002. The future HQ2 site will have its own district energy system with an opportunity to upgrade to an additional deep lake cooling system. You’ll get exactly what you asked for.

Hamilton & HQ2 in the Center of it All

Hamilton is also at the center of a highly developed commercial area known as the Golden Horseshoe. Specialty vendors, within a 50-mile radius, sell and install green building materials for the benefit of HQ2. HQ2 will have one of the greenest campuses in the world from day one.

We are also proud of the artisanal makers that are creating unique, green and sustainable products that would appeal to HQ2 designers. It’s that entrepreneurial spirit that’s again at the heart of Hamilton.
The Plan for HQ2

For HQ2, we know that district energy is a requirement. Currently, district energy systems are used by Mohawk College, Westbrook Greenhouses of Grimsby and the City of Hamilton’s own Central Utilities Plant (CUP).

The CUP is a City-owned physical asset located within Downtown Hamilton. CUP currently provides heating/cooling and electrical energy to many City facilities within the downtown core, and currently has underutilized capacity, such that an additional facility could be accommodated.

**HCE Energy**, a wholly owned subsidiary of Hamilton Utilities Corporation, which has the City of Hamilton as its sole shareholder, provides integrated community energy (ICE) / district energy (DE) at three campuses in Hamilton:

- The downtown core with 2.5 million square feet of commercial, institutional, and multi-residential facilities;
- McMaster Innovation Park with 0.5 million square feet of innovation, research (LEED Platinum certified CANMET) and lab facilities; and
- Hamilton Port Authority’s Pier 10 with multiple industrial customers employing steam (Integrated Industrial District Energy – IIDE)
Hamilton’s Monawk College is constructing Canada’s largest net zero institutional building

**Long Term Commitment**
All HCE Energy contracts for ICE / DE are long term twenty (20) to thirty (30) year contracts with the facility owners providing for low life cycle costs for their heating and cooling needs. The stability of HCE Energy allows these contracts to be entered with minimal risk to the customer.

**Flexible**
- A key component of ICE / DE is the flexibility associated with the systems
- Centralized heating and cooling plants associated with ICE / DE allows energy sources to be changed and reflect current economics and attitudes that would be impossible with conventional building sourced heating systems
- High efficiency natural gas combined heat and power improves cost and resiliency Solar PV is now being added to system to reflect the need for renewable generation
- High efficiency combined heat and power is being added for resiliency and improved economics

The ability to integrate the energy needs of the community is being explored with McMaster University in a Canadian NSERC / Ontario Centers of Excellence research project with HCE Energy as the lead industrial partner. This project will provide system analysis and tools to evaluate sharing energy amongst customers and geographic areas.

The Pier 10 Industrial District Energy system opens the door to the industrial heartland of Canada where the heat wasted on a daily basis would heat and cool the entire City on an ongoing basis.

**Economical**
Economical provision of energy is driven by scale and efficiency; centralizing the energy sources allows scale to be achieved. Heating costs are a function of natural gas which is procured in the most preferred rate class in Ontario. Natural gas is bought at the wellhead and pipeline capacity is purchased independently allowing for maximum flexibility. Short, medium and long term gas pricing is available as are medium term purchases of pipeline capacity.

Gas prices can effectively be fixed or risk managed to ensure predicted outcomes are achieved.

Cooling costs are a function of electricity, where electricity is procured as an Ontario Class ‘A’ Customer participating in the Industrial Conservation Initiative (ICI). This procurement method combined with the internal capabilities of electricity generation associated with the installed combined heat and power (CHP) systems to shave demand during Provincial peaks gives the most advantageous electricity pricing in Ontario.

Connection to the ICE / DE system provides low life cycle costs to customers.
Efficient
The key to the success of an ICE / DE system is its operating efficiency – each of HCE Energy’s campuses combines high efficiency combined heat and power (CHP) with other forms of hot water generation. Waste heat from the CHP is used to offset purchased energy resulting in CHP efficiencies in the high 80s, and where waste heat quantities exceed hot water requirements, absorption chillers have been added to use this waste heat to produce cooling. All HCE Energy’s ICE / DE systems are integrated systems employing both conventional and non-conventional technologies to maximize system efficiency and optimize customer experience. Systems are maintained and operated properly by a dedicated highly skilled and qualified operations team, resulting in low cost reliable heating, cooling and electricity for HCE Energy customers.

Renewable
HCE Energy is certified as an Ecologo Endorsed supplier. HCE Energy’s solar PV portfolio electrical capacity will soon match its highly efficient combined heat and power capacity. Renewable energy in the form of waste water treatment plant biogas is also an HCE Energy strength with the provision of operating and maintenance services to the City of Hamilton’s 1.6 MW, biogas fueled combined heat and power plant as well as its Renewable Natural Gas (RNG) biogas purification unit. Hamilton’s proximity to Lake Ontario allows for the incorporation of deep lake water cooling technology to meet large scale cooling requirements in an economical and environmentally friendly manner.

Resilient
Resiliency is demonstrated with high levels of availability, and HCE Energy has provided in excess of 99 per cent uptime to its customer base year over year. Resiliency is a function of equipment redundancy (n+1), self-generation of electricity at all campuses and the ability to island systems from the Ontario electricity grid as well as operational excellence with a highly skilled and dedicated team. Of particular note is the ability to island the campus from the electrical grid and continue the supply of heating, cooling and electricity to customers in the event of electrical outages.

HCE Energy embodies the City of Hamilton’s vision of a sustainable community that balances equally economic, environmental, social and health concerns in all decision-making.
Using lake water to cool buildings near Lake Ontario

Hamilton is surrounded by a deep water harbor with a year-round supply of water below 50°F. A number of interesting opportunities are available thanks to this natural resource. In addition being an environmentally friendly way to cool data centers, the cool water is also being used as an alternative to conventional air conditioning in buildings in Ontario. Using cool water eliminates the use of chemicals such as R410A, which is 500 times more potent as a greenhouse gas than CO₂. Cooling buildings using water from the harbor also uses 90 per cent less electricity. It reduces thermal discharge from power plants to the lake, decreases air pollution and minimizes CO₂ emissions. Additionally, it eliminates ozone depleting CFCs, doesn’t require cooling towers and improves water efficiency.

Hamilton is connected to a robust grid that has an installed capacity exceeding 36 GW, which is coal-free and 70+ per cent non-emission generating – Hamilton’s industrial areas, which now house many previously used parcels of land, are ideal for brownfield development of data centers. There is high tension (230KV) connectivity to multiple generation plants, including some of the largest nuclear plants in the world. The grid is connected to a total installed capacity of 36 GW.
Visibly Sustainable
HQ2 + Hamilton

We get that sustainability is important to HQ2 and our sustainable initiatives are already underway. HQ2 will join us on the environmental path. Communities that use fewer resources to create products and provide services are more efficient and productive, which is key to continued improvements in standard of living. Many, if not most sustainability measures, improve local quality of life, from cleaner air and water to improved public transportation and greater “livability.” Communities that make sustainability a shared goal typically engage organizations, community groups and neighborhoods in sustainability programs and activities. These contribute to civic pride, local identity and mutual understanding. For HQ2, you’re in good hands.

We are doing our part to support the Provincial move towards clean energy through an initiative at the City level. HQ2 will be part of this transformation.

Clean & Green Hamilton Program
The goal of the Clean & Green Hamilton Program is for Hamilton to be recognized as a sustainable, clean and green community where everyone takes responsibility for, and has pride in, the environments in which they live, work and play. HQ2 will be part of this. We welcome the partnering opportunity this will give us.

The purpose of the program is to provide context and guidance for the development of policies, programs and initiatives that promote and enhance cleanliness, aesthetics and environmental stewardship across Hamilton neighborhoods. This includes, but is not restricted to, changing litter and illegal dumping behaviors, managing graffiti, encouraging native plant life, tree planting and other methods of maintaining and improving ecological integrity. HQ2 – jump in and be part of this program.
Snapshot of Hamilton Sustainability Metrics

- Annual Average Air Quality Reading listed as ‘Very Good’
- Approximately 1,279 pounds of City waste per household, per year in Hamilton compared to an average of 1,466 pounds in Ontario
- 10.48 square miles of municipal public parks and greenspace – this is about ten acres for every 1,000 residents
- One box for paper and cardboard fibers and the other for containers
- The City of Hamilton provides recycling collection to approximately 228,930 dwellings (single family, apartments, commercial and schools). 43,342 tons of residential recyclables were diverted from landfill
- Total residential material managed was 96,775 tons with a diversion rate of 45 per cent.

We are doing our part to support the Provincial move towards clean energy through an initiative at the City level. HQ2 will be part of this transformation.
A Sustainable Urban Campus
In order to establish a visibly sustainable HQ2, a campus-style Energy Infrastructure solution to provide clean and economical heating, cooling and electricity will be constructed from day one.

The project will include:
- Absorption chillers to utilize excess heat
- Deep lake water cooling (from nearby Lake Ontario)
- Solar solutions
- Integration with industrial corridor to utilize wasted heat from industry
- Balanced mobility: Bike trails and lanes that are already surrounding the site will be embedded into plan
- Storm water (retention pond and water cleansing facility)
- Green roofs
- Solar panels
- Urban agriculture
- Vacuum waste in residential quarter

Sustainable Hamilton Initiatives
LEEDing the Way Community Improvement Plan – An HQ2 Opportunity
The first of its kind in Canada, this program is designed to encourage and promote sustainable building and sustainable land development practices within the urban area of the City of Hamilton. The intent of the LEED Grant Program is to provide an economic catalyst to the construction and/or redevelopment of sustainable industrial, commercial, mixed-use and multi-unit residential buildings in the urban area. HQ2 could be an opportunity for build a LEED-certified building.

The purpose of the LEED Grant program is to offset the additional costs of a LEED certified project against future taxes payable on the site that result from development and/or redevelopment.

LEED: Leadership in Energy and Environmental Design (LEED) is a rating system that evaluates the environmental performance of a building and encourages market transformation towards sustainable design.

As a world-leader in Horticulture, RBG’s cultivated garden areas draw thousands of tourists to the area every year. The Arboretum not only serves as a starting point to 27km of nature trails, but is home to the world’s most diverse lilac collection. RBG received an award for being one of the Top Five Gardens in North America. A regional hub for entertainment, exhibitions, festivals, the arts, a major wedding and corporate event destination; RBG is a world-class tourist attraction, a leader in horticultural expertise and a global leader in environmental achievement, helping to protect our community’s backyard and ecosystems around the world.

Mark Runciman, CEO, Royal Botanical Gardens
We're in this Together

We have opportunities that will address the incremental construction cost (to a maximum), consultation, energy modeling and certification fees with HQ2 to achieve LEED certification.

Environmental Remediation and Site Enhancement (‘ERASE’) Community Improvement Plan – A set of programs designed to encourage and promote brownfield redevelopment in the City of Hamilton. The plan provides financial incentives to help clean up and replace brownfields with productive economic land uses, which will improve the environmental conditions of the City. The following has been achieved to-date:

• 96 per cent of the 25 sites where remediation has been completed have been redeveloped
• 1170 new residential units have been created through the 16 residential ERASE Redevelopment Grant approvals
• $1,411,750 Total Grant Commitment on 145 applications

Clean Harbor Program

For more than 100 years, Hamilton Harbor has been home to the heavy steel and iron industry. Prior to modern pollution laws, industrial waste was dumped into the Harbor, contaminating fish and wildlife populations, threatening public health, and restricting the use of the waterfront. In 1987, Hamilton Harbor was designated as an Area of Concern under the Great Lakes Water Quality Agreement, shared by Canada and the United States.

Over the past 25 years, the City of Hamilton has been working with Provincial and Federal governments, community and industry partners and neighboring cities to restore the health and natural heritage of the harbor. To date, City Council has made significant investments in the harbor restoration project and has attracted significant support and investments from project partners. Creating a healthy and sustainable Hamilton Harbor is about more than building a vital ecosystem, it is about developing an irreplaceable resource that meets a variety of community needs. Upon completion, the harbor will continue as a central element of Hamilton's ecological, social, economic and recreational future. We have seen significant progress in delisting the harbor as an Area of Concern – the transformation to date has been nothing short of incredible.

The LEED program is the first of its kind in Canada. Designed to encourage and promote sustainable building and sustainable land development practices within the urban area of the City of Hamilton.

There are several ongoing, large-scale projects that will significantly influence water quality, help protect natural habitat and enhance the harbor experience for local residents and visitors. Each project brings the community closer to delisting Hamilton Harbor as an Area of Concern.

• Woodward Wastewater Treatment Plant Upgrades – $265 million in upgrades to the wastewater treatment plant using cutting-edge water treatment technology will add greater capacity to Hamilton’s highest-volume wastewater treatment plant.

• Randle Reef Contaminated Sediment Remediation – Building an engineered containment facility that will isolate contaminated sediment from the harbor ecosystem. The container will ultimately become new port space to support the shipping industry.

We’re also restoring a 32 acre wetland ecosystem in our industrial waterfront area, building wastewater control devices to protect people and their property during storms, and constructing a LEED certified environmental laboratory. We also have plans to upgrade our smaller wastewater treatment plant that will ultimately play a pivotal role in the rejuvenation of the Hamilton Harbor.
Solar Electricity on the Rooftops
The City of Hamilton is partnering with Alectra Utilities on a pilot project to design and install solar photovoltaic (PV) systems on the rooftops of several City-owned facilities, which is expected to yield significant energy production, cleaner air and environmental benefits.

Hamilton Renewable Power Inc.
Hamilton was the first municipality in Ontario to be accepted by the Ontario Energy Financial Corporation to build a generator for sustainable green energy, which has enabled the generation of renewable electricity and significant reduction of greenhouse gas emissions.

Green Fleet Plan
Hamilton has been recognized as a leader in the use of advanced vehicle technology that reduces fuel consumption and greenhouse gas emissions that cause climate change. Since the first phase was approved in 2005, Hamilton has operated the second-largest municipal fleet of hybrid and other clean and efficient vehicles in Ontario and has reduced greenhouse gas emissions by 546 metric tons over the three-year time frame of Phase One.

City Housing Hamilton Corporation
CityHousing Hamilton Corporation (CHHC), Hamilton's largest social housing provider, is embarking on a new project to rehabilitate a 17-storey apartment tower using the ultra-low energy Passive House standard. The Ken Soble Tower transformation will convert this aging social housing building into state-of-the-art housing using an ultra-low energy retrofit approach, creating a replicable model for other buildings within the City.

City of Hamilton Business Waste, Recycling and Composting
The City of Hamilton offers several programs for businesses and residential homes for waste disposal, recycling and composting. Businesses, like HQ2, may be eligible for free City collection services.
Creating a Sustainable Hamilton

Our Projects

McMaster Innovation Park

Property was purchased in early 2005. Three buildings currently sit on the site with opportunities for more buildings. The Atrium, the former Westinghouse Camco Warehouse was renovated and opened with a LEED Silver Certification on the building. The second building, the CanmetMATERIALS research center is a world-class materials research and development facility with the mandate of developing and deploying technologies to improve all aspects of producing and using value-added products derived from metals and minerals.

The CanmetMATERIALS building is a LEED Platinum building. The third building is the McMaster Automotive Resource Center – a leading research facility in electric and hybrid vehicles that is labelled LEED Silver.

- A geo-exchange field of 81,500-foot-deep boreholes integrated with four multi-stack heat pumps, located in the central plant in the Atrium building basement, with a 137 kW capacity in heating mode and a 50-ton capacity in cooling mode
- 12,000 square feet of solar wall at the CanmetMATERIALS building that acts as a huge air duct, heating the air drawn through it via convection
- 208 solar thermal collection panels on the roof of CanmetMATERIALS used for supplying domestic hot water and hot water for space heating, with excess heat used to replenish the geo-exchange fields
- Three 360 kW natural gas-fired hot water boilers and an additional 500 kW condensing boiler, all located at the Atrium plant, to provide conventional backup to the heating loop
- One 300-ton and a 285-ton centrifugal chiller, located at the Atrium plant, to supplement the buildings’ cooling needs

NetZeroMohawk

Hamilton’s Mohawk College is currently constructing Canada’s largest net zero institutional building, NetZeroMohawk, at a cost of $54 million and spanning 96,000 square feet. The center is also the first net zero institutional building in the Hamilton region and is serving as a pilot site for the Canada Green Building Council’s Zero Carbon Buildings Framework.

The 96,000 square foot Joyce Center for Partnership & Innovation incorporates leading-edge environmental technologies, including:

- High-performance building envelope to maximize heating and cooling while maximizing natural light
- Green roof with extensive planted areas
- Solar panel array generating 2,500 kW
- 28 geothermal wells
- Variable refrigerant flow heat pump system
- Storm water harvesting of up to 90,347 gallons
- Sensor-controlled LED lighting
- High-efficiency plumbing fixtures
The Province of Ontario Moves Towards Clean Energy

As of 2014, Ontario is officially coal-free, making the province the first jurisdiction in North America to fully eliminate coal as a source of electricity generation. Ontario is replacing coal-fired electricity generation with a mix of emission-free energy sources like nuclear, hydroelectricity and renewables, along with lower-emission energy sources like natural gas and biomass. A coal-free energy mix will lead to a significant reduction in harmful emissions, cleaner air and a healthier environment.

The Province of Ontario’s Long-Term Energy Plan

Originally created in 2010 and updated in 2013, the Ontario Energy Plan was designed to balance the following five principles:

• Cost-effectiveness
• Reliability
• Clean energy
• Community engagement
• Emphasis on conservation and demand management before building new generation

Key highlights of the Plan include:

• By 2025, 20,000 MW of renewable energy will be online, representing about half of Ontario’s installed capacity.
• Wind, solar and bioenergy will be phased in, with 10,700 MW online by 2021.
• Ontario will add to the hydroelectricity target, increasing the province’s portfolio to 9,300 MW by 2025.

Canadian provinces have a distinctly cleaner energy supply mix in comparison to U.S. states; moreover, Ontario’s clean energy supply mix is the most diversified even within Canadian provinces. This trend is expected to continue as renewables are projected to grow to 46 per cent of Ontario’s generating capability by 2025.

Source: 10.15 Ontario Long-Term Energy Plan 2013
Variety in Weather

What’s in store for your HQ2 team?
Hamilton experiences four distinct seasons during the course of the year – Spring, Summer, Fall and Winter with average daily temperatures ranging from approximately 23 degrees Fahrenheit (lower with the wind-chill factor) to 79 degrees Fahrenheit (higher with the humidity).

However, climate change continues to affect average temperatures for each season, resulting in a changing trend for future temperatures. In order to combat the negative effects of climate change, the province of Ontario has established a specific strategy, depicted below.

Ontario’s Climate Change Strategy
Climate change is a global priority, and Ontario is at the forefront of initiatives to tackle climate change. Ontario succeeded in the goal of reducing Provincial greenhouse gas emissions by six per cent below 1990 levels by 2014 through increasing emission-free renewable energy, smart growth planning and support for electric and plug-in hybrid vehicles. The most critical element, the closure of all Ontario coal-fired electricity-generating stations, remains the largest greenhouse gas reduction actions implemented to-date in North America.

Through the following initiative depicted below, Ontario has a goal of reaching 15 per cent below 1990 levels by 2020, and reaching 37 per cent below 1990 levels in 2030.

Hamilton’s Climate Change Achievements
The City of Hamilton offers in-depth local experience and expertise in sustainability and climate change issues. We have addressed the challenges posed by our industrial heritage by developing world class approaches to environmental sustainability and an exceptional capacity for collaboration in addressing community sustainability. We are a member of the Canadian Federation of Municipalities Partnership for Climate Protection, and have been recognized for the completion of Milestone 5. We are also a member of the Compact of Mayors and report our climate change progress through the Carbon Disclosure Program platform. Our partnership with Mohawk College and neighboring City, Burlington, will foster the creation of a regional climate change governance program, which will be located in Hamilton’s first Net Zero building at Mohawk College in 2018.
Most of the energy (>70%) connected to Ontario's power grid is from sources that do not produce emissions.

Image Source: Independent Electricity System Operator (IESO)
7-logistics
Logistics.

**QUICK FACTS**

- Public transit bus routes going through and to HQ2. Site is accessible from every corner of the city, east to west, north to south, including direct bus access from neighboring city, Burlington
- Site-direct access to all major population centers in the Greater Toronto-Hamilton Area (GTHA)
- One mile distance from major Highway system 403 Toronto leading to Greater Toronto Area as well as 403 Brantford/Waterloo Region
- 39 miles to Pearson International Airport, Canada’s largest Airport, nine miles to Hamilton’s John C Munro International Airport and 45 miles to Buffalo Niagara International Airport

Seamless. A powerful word that describes the new Amazon HQ2 in Hamilton

It’s a “people place” first and foremost, a site that is inextricably connected to the city’s core, easily connects to other parts of the city, and provides quick travel times to other parts of the Province and the world.
Hamilton’s HQ2 site represents big thinking in a number of ways. Although the site can be easily accessible by vehicle (including UBER), HQ2 is experienced best outside of the car. HQ2 is also maximized for ease of movement from phase to phase because of the positioning of each phase. Amazon employees will be able to walk, ride a bike, take a bus/trolley, or other modes of personal transportation across the campus.

The bike paths surrounding HQ2 are in grid pattern and are either specifically designated or existing, and many are shared with multiple pedestrian walkways and paved multi-use trails. This makes it tremendously easy to maneuver. From end to end of HQ2, walking takes 10-15 minutes and biking approximately four minutes. And, no bike? No problem. Hamilton has one of the most active bike sharing programs in Canada through the SoBi program with stations in adjacent spots throughout HQ2.

Getting staff from HQ2 to other major centers is also seamless. Boasting the lowest travel time index in the Greater Toronto/Hamilton Area, the HQ2 site will be located on an arterial road that is only 1.5 miles from the provincial highway system that will quickly move employees to meetings in Waterloo or Toronto.

As well, Ontario is undertaking a $21.3 billion transformation of the GO network, which is the largest commuter rail project in Canada, of which Hamilton will greatly benefit through expanded routes and more frequent services to cities including Waterloo and Toronto.

With daily direct flights across the globe, the HQ2 site is only 39 miles from Canada’s busiest airport, Pearson International. This includes daily direct flights to Seattle, with Hamilton’s John C. Munro Hamilton International Airport providing direct (ground) shuttle service between Hamilton International and Pearson International.

Over the past few decades, significant investments in public transportation and civic improvements have produced a superior HQ2 site that is centralized, allows ease of movement and easily connects HQ2 to Seattle and the world beyond.
HQ2 will afford employees efficient transportation routes during peak hours and thereby a quality of life that will support the attraction and retention of a vibrant workforce.

With one third of Canada’s population in this corridor, the fact that Hamilton has one of the lowest congestion rates differentiates it from other potential site options, mainly Toronto. The TomTom Traffic Index 2017 ranks Toronto as the most congested city in Canada, with most traffic flowing into the city in the morning and out of the city at night. With HQ2, employees would be traveling against, or completely outside of, that severe traffic congestion.

<table>
<thead>
<tr>
<th>City</th>
<th>AM Peak</th>
<th>PM Peak</th>
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<tr>
<td>Toronto</td>
<td>35.0</td>
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<td>Hamilton</td>
<td>10.0</td>
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<td>Montreal</td>
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Source: CPCS analysis of data provided by HERE and provincial/local departments of transportation.
HQ2 is also situated in one of the least congested cities in Southern Ontario. The City of Hamilton’s arterial road capacity and intersection operations met or exceeded expectations in 2017. The city only scored 3.1 (vs. 17.4 for New York and 8.4 for Toronto) and on the Inrix Congestion Index, with only 8 per cent (vs. 13 per cent for New York and 12 per cent for Toronto) driving time spent in congestion.

Congestion has an immense impact on both the employer and the employee, but Hamilton is amongst the lowest in Canada. For example, Toronto wastes 51.6 million hours a year in congestion whereas Hamilton wastes only 5.2 million hours. Imagine what could be accomplished when Amazon employees are focused on work at HQ2, rather than on the traffic in front of them.
HQ2 has immediate access to a series of multi-lane, interstate-like highways and arterial roads linking the city and its surrounding region with Southern and Eastern Ontario, Toronto, the Niagara Peninsula and New York State as well as the world’s first all-electronic, barrier-free toll highway stretching 67.1 miles. Although a toll road, the traffic volumes are significantly lower, thereby cutting travel times into and from the Greater Toronto Area by up to a third.
Highway Systems / Access

Getting to/from Hamilton

Travel Distances

- Waterloo: 60 mins
- Hamilton: 80 mins
- Niagara Falls: 45 mins

Greater Toronto Area

Amazon Locations

Waterloo, ON

BRAMPTON

VAUGHAN

MISSISSAUGA

QEW

Toronto, ON

BHAMPTON

VAUGHAN

MISSISSAUGA

QEW

Buffalo, NY

GETTING TO/FROM HAMILTON

TRAVEL DISTANCES

- Waterloo
- Hamilton
- Niagara Falls
GO Transit

GO Transit is the regional public transit service for the Greater Toronto and Hamilton Area, with routes extending to communities across the Greater Golden Horseshoe and carrying over 65 million passengers a year. GO Transit also employs the reloadable PRESTO card system. This allows the commuter to seamlessly pay fares and use various transit systems by the simple tap of a card which is accepted across the entire GO Transit network at all GO Train stations and on all GO Buses. It only costs just over $19 (U.S.) for a same-day return GO Transit ticket to Toronto from Hamilton.

As significant growth is expected over the next few decades in this particular area of Southern Ontario, from Toronto to Hamilton, to Waterloo and to Niagara, the Province of Ontario has committed $11.5 billion to begin the implementation of "The Big Move", Ontario's common vision for transportation for one of the largest and fastest-growing urban regions in North America. Through this plan, Hamilton has been identified as a major urban center that will receive billions in transit funding over the next few decades. Investments from the Province in Hamilton include increased GO Train service, a $1 Billion Light Rail Transit line and greater route choices to link with other parts of Waterloo and the Niagara/U.S. border.

GO Transit options for HQ2 are efficient and available without the concern of congestion.

With access via the GO Transit system, HQ2 is close to nearly eight million people.
Light Rail Transit (LRT)

Also adjacent to the HQ2 is the city’s new $1 billion Light Rail Transit (LRT) line that will connect the eastern edge of the lower city to the western edge. This project is now in the procurement stage and construction on this 8.7 mile-long system will commence in 2019 and be complete in 2024. In full partnership with the Province of Ontario and Metrolinx (Crown agency that manages and integrates road and public transport in the GTHA, Waterloo and Niagara Region), Hamilton’s LRT line will have 17 stops and will fully integrate with GO Transit (train/bus), the Hamilton Street Railway (public bus network), cycling routes and the SoBi bike share system. In all, an Amazon employee will have no shortage of public and personal transportation options to get to and from HQ2. And with extremely low congestion rates, getting around the city from end to end takes a matter of minutes, not hours, as in some neighboring cities.
Hamilton LRT Project

- B-LINE LRT - McMaster to Eastgate
- OMSF Site Run-In Track
- FRID Street Extension
- Pedestrian Connection

**HAMILTON LIGHT RAIL TRANSIT**
Hamilton Street Railway

The Hamilton Street Railway (HSR) is the public transit arm of the City of Hamilton. Today, the HSR operates bus and paratransit services, with a ridership of 21 million passengers per year, and uses the PRESTO card as its method of fare payment, connecting itself with the other public transit systems in the Greater Toronto and Hamilton Area and the City of Ottawa.

The first phase of Hamilton HQ2 is well-serviced by conventional bus and express bus services. Ten different crosstown routes and 64 buses operate in and out of the MacNab Terminal on a regular weekday. Additional service is also provided during peak times. It’s also within a few minutes walking distance from GO Transit (train and bus).
Smart Commute Hamilton works with local businesses and community organizations to provide programs and initiatives that encourage the use of active and sustainable transportation.

Smart Commute offers a wide array of services to make commuting easier in the Greater Toronto and Hamilton Area:

• Carpooling and vanpooling: exclusive ride-matching programs for employers
• Site assessments and surveys to understand employee commute behavior
• Shuttle programs
• Emergency Ride Home programs
• Employee work arrangement solutions – telework, compressed work weeks and flex hours, workshops, lunch and learns and seminars
• Incentives and promotions
Getting to and from HQ2

Hamilton and its surrounding region has the capacity to house the thousands of Amazon employees that are expected over the next several years. A mix of single family homes, condominiums and apartments at reasonable price points surrounds HQ2 allowing for ease of movement whether walking, by transit, bike or ride sharing services. For Amazon employees who choose to live outside of Hamilton, there is ready access to a variety of transportation options.

Hamilton benefits from the fact that it is one of the least congested cities in Ontario. HQ2 will afford employees efficient transportation routes during peak hours and thereby a quality of life that will support the attraction and retention of a vibrant workforce.

With one third of Canada's population in this corridor, the fact that Hamilton has one of the lowest congestion rates differentiates it from other potential site options, mainly Toronto. The TomTom Traffic Index 2017 ranks Toronto as the most congested city in Canada, with most traffic flowing into the city in the morning and out of the city at night. With HQ2 in Hamilton, employees would be traveling against, or completely outside of, that severe traffic congestion.
Getting around HQ2

Walkability
HQ2 is a “walk in the park” literally. Surrounded by tree-lined streets in character neighborhoods that are connected to major residential and commercial amenities, HQ2 seamlessly blends with its surroundings. Along very simple to navigate grid pattern streets and pedestrian paths, Amazon employees will move freely and easily from the heart of the core to the waterfront promenade in approximately ten minutes.

Bikeways and Pathways
HQ2 is serviced by a multitude of on-road and off-road bike routes that provide convenient and safe access to many points of interest and direct access to the waterfront including several high-order commuter style cycle-tracks.

The past decade has also seen an important expansion of cycling infrastructure in Hamilton. The city now has over 100 miles of on-street signed bicycle routes and over 120 miles of marked bike lanes. Multi-use trails also provide cycling mobility with approximately 75 miles of major multi-use trails across the city.

The City of Hamilton also has a successful bike share program (SoBi Hamilton) with many stations located throughout the downtown and directly adjacent to the proposed campus. Canada’s only equity bike sharing system is one of the largest in Ontario and utilizes fourth generation “smart bike” technology provided by New York-based Social Bicycles throughout the system of 825 bicycles and over 130 hubs.

Over 100 miles of on street signed bicycle routes and over 100 miles of marked bike lanes
Ontario is by far the Province driving Canada’s economic engine. With Southern Ontario, Hamilton serving as a hub, allowing business to move freely between Waterloo, Toronto and the Niagara/U.S. Border in under one hour. And it’s proximity to Buffalo International Airport and Pearson International Airport allows employees at HQ2 to move seamlessly to other parts of North America and the world.

HQ2 is within 50 minutes of Pearson International Airport located in Mississauga, Ontario (within the Greater Toronto/Hamilton Area). Pearson is Canada’s busiest airport and its catchment area is not only Mississauga and Toronto, but also the central international airport for Hamilton and surrounding cities including Niagara Falls, Waterloo, Barrie, Oshawa, Vaughn, Woodbridge and Buffalo. Pearson International is Ontario’s only major international airport, flying non-stop and same-plane service to more than 174 cities around the world with over 65 airline operators. Pearson’s reach includes daily direct flights to Seattle, New York, San Francisco/Bay Area and Washington, D.C. with numerous carriers such as Air Canada, United Airlines, American Airlines, Delta Airlines and WestJet Airlines.

Pearson Airport offers “pre-clearance” with customs and immigration implemented by U.S. Customs and Border Protection (CBP). It also offers the bi-national NEXUS program, which allows pre-screened travelers expedited processing when entering the United States and Canada. Program members use dedicated processing lanes at Pearson International’s port of entry for quick and efficient clearance.

The John C. Munro Hamilton International Airport (HIA) recently joined the Greater Toronto Airport Alliance’s “Southern Ontario Airport Network” (SOAN). The goal of the initiative is to work collaboratively and strategically with The Greater Toronto Airport Alliance to alleviate pressure and congestion levels experienced by Pearson Airport by increasing capacity through Hamilton. Hamilton International Airport has since announced direct airport shuttle service to and from Pearson International to assist and accommodate the tremendous growth of Pearson as a “mega-hub” airport.

The purpose of the SOAN is to help combat current and future capacity and congestion issues hindering Pearson Airport’s plan to become an international Mega Hub passenger airport. Pearson Airport’s passenger service has exceeded 45 million and is expected to grow to over 110 million by 2041. Realizing their physical limitations to expand, Pearson has recognized the need to utilize the closest surrounding airports to assist with the increased volumes of both passenger and cargo service. Partnering with HIA provides Pearson the opportunity to utilize HIA as an extension airport to Pearson International.

Due to Hamilton’s close proximity to Pearson, its direct shuttle service to and from our airports, as well as our existing infrastructure in place, HIA is the only airport that is capable to handle immediate capacity and volume for both passenger and cargo services within the GTHA.

As well, HIA has been steadily increasing its passenger service by maximizing a niche in the airline industry via “Ultra Low Cost Carriers (ULCC).” This significant segment in the aviation industry has recently celebrated its first year of operations at HIA and more flights are planned to be on stream in the coming months. Flair Air, one of the now leading ULCCs in Canada, chose HIA as their first regional airport specifically because of Hamilton’s capacity and close proximity to Pearson International.
John C. Munro Hamilton International Airport

The John C. Munro Hamilton International Airport is located nine miles (22 min) from downtown Hamilton and 39 miles from downtown Toronto. It is Canada’s largest freight carrier airport (nearly one billion pounds per year), operating 24/7, 365 days per year with no curfew or flight restrictions.

It is one of four airports serving the Greater Toronto Hamilton Area and is designed for use by large airplanes on overseas flights.

Hamilton International Airport has tremendously lower operating costs and fees than Toronto Pearson International Airport and offers a common use cargo facility and a bonded warehouse facility. And just in the past year, the City of Hamilton has initiated the development of a new 1,300 acre Airport Business Park that will directly abut the airport dedicated and zoned to be Ontario’s first Logistics and Distribution Business Park.

The primary passenger and cargo airlines operating at Hamilton International Airport are:

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<thead>
<tr>
<th>PASSENGER</th>
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<tr>
<td>Air Canada</td>
<td>Air Canada Cargo</td>
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<td>Air Transat</td>
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<td>Sunwing</td>
<td>Purolator</td>
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<tr>
<td>Flair Air</td>
<td>LOT</td>
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Billy Bishop Toronto City Airport

Billy Bishop Toronto City Airport (with a strict flight curfew between the hours of 11:00pm and 6:45am) is located 37 miles (60 min) from downtown Hamilton, on Toronto Island. The airport is Canada’s sixth-busiest airport with passenger service into the United States and welcomes 2.7 million business and leisure travelers each year.

Offering service to more than 20 cities in Canada and the U.S., with connection opportunities to more than 80 international destinations via the airlines’ networks, Billy Bishop Airport is another important alternative for passenger flights in addition to Hamilton International and Pearson International.

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<td>FedEx</td>
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<td>JetBlue</td>
<td>UPS</td>
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<tr>
<td>American Airlines</td>
<td>Southwest</td>
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<tr>
<td>United Airlines</td>
<td>Worldwide Freight Services</td>
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</table>

Buffalo Niagara International Airport

Buffalo Niagara International is located in the U.S., 75 miles (80 minutes) from downtown Hamilton. The airport has close to 100 non-stop flights per day serving 25 airport destinations and beyond.

The primary passenger and cargo airlines operating at Buffalo Niagara International airport are:

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<td>American Airlines</td>
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<td>Delta</td>
<td>Southwest</td>
</tr>
<tr>
<td>Frontier</td>
<td>Worldwide Freight Services</td>
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Niagara Falls International Airport

Niagara Falls International Airport is located in the U.S., 62 miles (45 min) from downtown Hamilton. It is an attractive alternative to currently congested major North American international airports.

Region of Waterloo International Airport

The Region of Waterloo International Airport is located 40 miles (55 min) from downtown Hamilton. The airport is only ten minutes from Ontario’s major interstate-like highway system and within a 20 minute drive from the cities of Cambridge, Kitchener and Waterloo.

At our Regional Tech Innovation Center in Hamilton, we like to talk about the benefits of “collisions”. Creating spaces that allow for the free flow of ideas, opportunities to “bump into” a colleague to discuss a technical issue and events that bring employees together to innovate. That’s HQ2 in Hamilton. Ours is a site that allows for those “collisions” on a daily basis because of the scale. Yes, we are absolutely confident we can provide the eight million square feet required, but we can do so through a campus that is maximized for alternative modes of transportation to get employees out of their personal vehicle and sharing the road, or a walking path, or a bike lane with others. And the bonus is that the campus will be nestled amongst century old tree lined streets, pedestrian friendly building heights, and character heritage buildings. It’s a site that will draw employees out to explore, enjoy, and engage.

And if the need arises that their work requires travel, we are at the epicentre of Southern Ontario, and enjoy a variety of ways to get around the region, nation, continent or even the world. By car, bus, train, or plane our HQ2 is highly connected and on par with any city in North America- with ample room to expand services to maximize efficiencies for Amazon.

HQ2 has all the little things in logistics that will result in big things for Amazon. A people place that will help keep the focus on the people Amazon serves. In all, it’s seamless.
8-cultural fit
What do all three have in common? We have an unstoppable and dynamic economy, a superior standard of living and a diverse population that creates the incredible mosaic that we proudly call home. All this will be at the ready for HQ2 and their families. We are a welcoming nation. We are stable, assured and have a quiet strength that has served us well for 150 years. With our natural resources and our strength in science, technology, engineering and mathematics, we are matched only by our passion for arts, music and culture – our G7 leadership status remains unyielding.

**QUICK FACTS**

- Hamilton's economy ranks as the most diversified in Canada
- Hamilton is at the center of this region's 23 research universities and technical colleges – the largest cluster in Canada
- Hamilton's Golden Horseshoe region will explode to more than 13.5 million people working in 6.3 million jobs by 2041
- Ontario is the largest economy in Canada
- Ontario has the second-largest technology cluster in the world next to Silicon Valley
- Canada has the highest standard of living in the G7
- Canada has the highest GDP growth amongst the G7 nations
- Canada currently has 11 Free Trade Agreements

**Our Fortune, Fortitude & Financial Stability**

**Hamilton, Ontario, Canada.** What do all three have in common? We have an unstoppable and dynamic economy, a superior standard of living and a diverse population that creates the incredible mosaic that we proudly call home. All this will be at the ready for HQ2 and their families. We are a welcoming nation. We are stable, assured and have a quiet strength that has served us well for 150 years. With our natural resources and our strength in science, technology, engineering and mathematics, we are matched only by our passion for arts, music and culture – our G7 leadership status remains unyielding.
Hamilton’s Powerful Economic Engine

Yes, Hamilton! We are unstoppable. We are focused. We are driven.

Located in the center of the Golden Horseshoe region, Hamilton is part of the most densely populated and industrialized region in Canada. In total, the Golden Horseshoe has a population of 6.7 million people and a labor force of 4.8 million people. This is a key benefit to HQ2. We are unstoppable.

The Golden Horseshoe’s labor force is rapidly expanding with high-caliber talent drawn from the region’s 23 research universities and technical colleges – the largest cluster in Canada.

Included in the region are the internationally renowned McMaster University (home to Canada’s leading industry-sponsored research program), the University of Toronto (ranked in the top 25 universities globally and the top 50 most innovative universities in the world), and the University of Waterloo (home to the world’s largest co-op education program and the top-ranked Canadian university for venture-capital-backed student businesses).
Hamilton has Momentum

So Does HQ2

As the Golden Horseshoe region continues to prosper and grow, so too does Hamilton. With its historical downtown core and varied housing stock, Hamilton presents itself as a popular option for households looking for affordable urban living as an alternative to Toronto.

Our Future + HQ2

The Golden Horseshoe is forecasted to grow by over four million people over the next 25 years and will be home to more than 13.5 million people, working in 6.3 million jobs by 2041. Approximately 238,000 these new residents are expected to choose to settle in Hamilton.

This growing population has given way to a large and talented workforce in Hamilton, which has increased by 10.4% in the past year to over 450,000 people.
“If you decide that you’re going to do only the things you know are going to work, you’re going to leave a lot of opportunity on the table.”

Jeff Bezos, CEO of Amazon

We couldn’t agree more. We’re all about opportunity. We search it out.

In fact, Hamilton’s economy has undergone an impressive transformation over the past several years from one largely focused on steel making and textile production to a diversified economy based on innovation, technology, advanced manufacturing, education, and health and life sciences. We seize opportunity.

“I think frugality drives innovation, just like other constraints do. One of the only ways to get out of a tight box is to invent your way out.”

Jeff Bezos, CEO of Amazon
“We were looking for an organization that had an affiliation with universities and colleges, and was in an environment conducive to the next generation of worker, where it was cost effective for people to live and build families ... [Hamilton] is where we wanted to do it.”

Dino Trevisani, President, IBM Canada

Second-largest Technology Cluster in the World

Ontario, Canada is one of the top locations for tech talent in the world. In fact, Ontario leads the way boasting the second-largest technology cluster in the world – next to Silicon Valley. As a major tech destination in the Greater Golden Horseshoe, Hamilton, along with Waterloo and Toronto, enjoy some of the top tech educational programs in the G7. That’s because of the more than 23 leading and award-winning post-secondary institutions in this area.

Thousands of world-leading researchers and top technical talent already call the Toronto–Hamilton–Waterloo Innovation Corridor home, with hundreds of companies growing their businesses in the corridor—many of them right in Hamilton.

In fact, Hamilton’s McMaster University is ranked as the 66th top university of the world (an increase of 234%) in enrolment in its computer science programs. As well, Hamilton has experienced a 2000% increase of local company hires in the Information, Communication and Technology (ICT) sector and more than 240% company growth in ICT from 2011 to 2014.

Diversified Economy = Substantial Business Strength

And we’re growing as a city. Hamilton’s economy is projected to advance at a steady pace of 2.0 per cent in both 2017 and 2018 and grow in line with the rest of Canada through 2021. This steady growth is driven across all industries, which is why the Conference Board of Canada has consistently ranked Hamilton as having the most diversified economy in the country.

Why did IBM choose Hamilton Health Sciences to partner with?

“We were looking for an organization that had an affiliation with universities and colleges, and was in an environment conducive to the next generation of worker, where it was cost effective for people to live and build families ... My team, we debated it, analyzed, and we said: Hamilton is the place. This is where we wanted to do it,” says Dino Trevisani, President, IBM Canada (The Hamilton Spectator, March 17, 2016).

Canada’s GDFP Outlook

And we’re growing as a city. Hamilton’s economy is projected to advance at a steady pace of 2.0 per cent in both 2017 and 2018 and grow in line with the rest of Canada through 2021. This steady growth is driven across all industries, which is why the Conference Board of Canada has consistently ranked Hamilton as having the most diversified economy in the country.
Hamilton has been inventing and innovating for generations – and we’re not done yet.

In fact, the downtown in recent years welcomed new investments from IBM and Fraunhofer, Europe’s largest application-oriented research facility. In particular, Fraunhofer is focused on biomedical engineering and advanced manufacturing and is working with McMaster University because of their international reputation in health research.

IBM chose Hamilton to create a partnership with Hamilton Health Sciences (HHS) which is one of the nation’s leading hospital systems. IBM is contributing access to an array of its Watson cognitive and analytics software, expertise in cloud computing and high-performance computing infrastructure and a network of global collaborators. HHS, with its team of more than 1,500 principal investigators and research staff, provide practical industry expertise and a “real-world” test environment.

Global Hamilton – Attracting Highly Skilled Immigrants

Global Hamilton, an initiative of the City’s Economic Development Office promotes our City abroad and through local ethnic networks to attract immigrants and international students. Among immigrants living in Hamilton in 2011 who came to Canada after 1995, 47 per cent came as secondary migrants, after living elsewhere in Canada.

Moreover, these secondary migrants were more likely to be economic class immigrants (admitted to Canada because of their skills, experience and language). These immigrants have higher levels of education, are more likely to be working, and have higher employment earnings compared with other immigrants. Since 1996, the proportion of immigrants to Hamilton with a diploma, bachelor’s degree, master’s degree or doctorate has increased indicating that employment opportunities are positively correlated with education, language and communication skills.

Supporting International Business with a Soft Landing

Global Hamilton also helps international companies make a soft landing in Canada. We connect international firms looking to land here in Hamilton to business resources, government agencies and industry associations. We are unstoppable in our support.

The business development officers introduce visiting international firms to Hamilton’s vibrant technology ecosystem, research labs, academic institutions and help international firms access government incentives that fuel innovation. The Soft Landing Program provides the latest data, information and tools available from the City and the Province.

Putting HQ2 Needs First

We will offer HQ2 custom programming for Amazon to learn about the Canadian business landscape while experiencing the culture and diversity of Hamilton. Whatever HQ2 needs are, we will figure out a way to lend a hand. It’s a Hamilton thing. It’s the way we do business around here. We will be part of your journey.
Construction, Commercial Real Estate, and Income Overview

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Total</td>
<td>1,324,645</td>
<td>985,978</td>
<td>1,480,892</td>
<td>1,224,185</td>
<td>1,977,851</td>
<td>1,431,044</td>
<td>1,421,578</td>
<td>1,657,274</td>
<td>1,566,787</td>
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<td>Residential</td>
<td>700,970</td>
<td>456,282</td>
<td>848,496</td>
<td>755,014</td>
<td>850,047</td>
<td>750,442</td>
<td>851,073</td>
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<td>Non-residential</td>
<td>623,675</td>
<td>529,696</td>
<td>632,396</td>
<td>469,171</td>
<td>1,127,804</td>
<td>680,602</td>
<td>570,505</td>
<td>650,541</td>
<td>480,641</td>
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<td>Industrial</td>
<td>92,146</td>
<td>47,268</td>
<td>129,226</td>
<td>49,592</td>
<td>234,665</td>
<td>145,906</td>
<td>67,524</td>
<td>87,095</td>
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<tr>
<td>Commercial</td>
<td>317,710</td>
<td>269,888</td>
<td>301,053</td>
<td>224,907</td>
<td>394,008</td>
<td>345,617</td>
<td>318,342</td>
<td>204,498</td>
<td>289,731</td>
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<td>Public admin. and non-comm.</td>
<td>213,819</td>
<td>212,540</td>
<td>202,117</td>
<td>194,672</td>
<td>189,079</td>
<td>184,639</td>
<td>358,948</td>
<td>153,813</td>
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Office sector*

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<tr>
<th>No. of square feet (000s)</th>
<th>n.a.</th>
<th>n.a.</th>
<th>n.a.</th>
<th>n.a.</th>
<th>n.a.</th>
<th>n.a.</th>
<th>n.a.</th>
<th>n.a.</th>
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<tr>
<td>Percentage change</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>Vacancy rate (%)</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
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<tr>
<td>Employment (000s)</td>
<td>85</td>
<td>82</td>
<td>82</td>
<td>87</td>
<td>89</td>
<td>92</td>
<td>95</td>
<td>99</td>
<td>94</td>
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<tr>
<td>Percentage change</td>
<td>–3.9</td>
<td>0.7</td>
<td>5.7</td>
<td>2.4</td>
<td>3.7</td>
<td>3.1</td>
<td>4.0</td>
<td>–5.2</td>
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Bankruptcies

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<tr>
<th>Consumer</th>
<th>2,093</th>
<th>2,737</th>
<th>1,973</th>
<th>1,519</th>
<th>1,283</th>
<th>1,136</th>
<th>956</th>
<th>847</th>
<th>841</th>
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<tr>
<td>Business</td>
<td>150</td>
<td>126</td>
<td>91</td>
<td>60</td>
<td>45</td>
<td>43</td>
<td>37</td>
<td>44</td>
<td>37</td>
</tr>
</tbody>
</table>

*Information and cultural services; finance, insurance, and real estate; business services; and public administration.

Sources: The Conference Board of Canada; Statistics Canada; Industry Canada; CBRE.

Personal Income Per Capita, 2016

(Thousands)

- **Canada**: 46.2
- **Ontario**: 46.3
- **Hamilton**: 46.1

Sources: Statistics Canada; The Conference Board of Canada

Real Estate

New housing market (2016)

- Single-detached absorptions: 846 (Growth – 25.9%)
- Average price of absorbed single-detached units: $552,712 (Growth – 3.0%)

Resale housing market (2016)

- Unit sales: 14,457
- Average price: $490,486 (Growth 11.5%)

Apartment market (October 2016)

- Two-bedroom vacancy rate: 3.8%
- Average two-bedroom rent: $1,040

Sources: CMHC Housing Time Series Database; Canadian Real Estate Association.

Economic Structure, 2016

- Highly diverse
- Not diverse

Sources: The Conference Board of Canada; Statistics Canada
Hamilton’s Exceptional Standard of Living & Investment Opportunity

Hamilton has been billed as the “best place to invest” in Ontario by Atlanta-based Site Selection Magazine. We’re also ranked in the top ten cities for the past number of years.

And it doesn’t stop there. Hamilton ranked 7th out of 150 cities globally in the Knight Frank Global Residential Cities Index Q1 2017 and the Real Estate Investment Network (based in Calgary, Alberta), Money Sense Magazine (a Canadian Publication) and FDI Magazine (a British publication) all rank Hamilton as a “top” investment location. We hit $1 billion in building permit values for six years running, outperforming many of our neighboring cities.

Investing in Higher Education

McMaster University is ranked 66th in the world and third in Canada in the 2017 Shanghai Jiao Tong Academic Ranking of World Universities (ARWU)- surging up 17 places this year from its 2016 ranking where it was 83rd in the world and fourth in Canada.

Six of the Top 10 Ranked Universities in Canada by Maclean’s Magazine (Canada’s national current affairs and news magazine since 1905) for this year are located in Ontario in very close proximity to Hamilton. The University of Waterloo is ranked 11th best computer science program in North America and the University of Toronto is ranked 7th in North America and 11th in the world for computer science.

Celebrating & Protecting Diversity – Hamilton Strong

Hamilton is an ethnically diverse city, keeping in line with the increase in immigration experienced by Canada particularly since the 1950s. We also have a very strong Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) community that have played a large role in ensuring Hamilton is a progressive, welcoming community.
“I invite Amazon to ‘discover’ Hamilton, as I did eight years ago upon my move from Washington, DC. It won’t take long for the company to realize that Hamilton is the best of all worlds in almost every aspect that makes a city a great place in which to live and do business.

And where we have room for continued growth, Amazon has the opportunity to help renew (and be absorbed within) an urban fabric that retains the vestiges of early-20th century industrial greatness.

Everyday I feel gratitude for having the best job, in the best community, in the best country in the world. I know Amazon employees would say the same.”

Keanin Loomis, President & CEO, Hamilton Chamber of Commerce
Going the Extra Mile Protecting All Our Citizens

In Hamilton, we ensure dignity for all. Here’s how. The Ontario Human Rights Code was enacted by the Ontario Government to ensure that all people experience equal rights and opportunities without discrimination. But Hamilton goes the extra mile. That’s because we are the very first city in Ontario to develop transgender protocols. This ensures that the rights of all our people are protected. What this means is that transgender persons are able use facilities, such as washrooms and change rooms, based on their self-identified gender. Gender identity and gender expression rights are protected in Hamilton.

Our Citizens are Our Most Important Customers

We also have a City of Hamilton Equity and Inclusion Policy. This ensures that the principles of equity, inclusion, diversity and public engagement are part of all processes, practices, programs and services provided by City of Hamilton staff to its citizens and customers. Harassment, sexual harassment and discrimination are violations of the Ontario Human Rights Code and a breach of the City’s Harassment and Discrimination Prevention Policy. This also aligns with the City’s Harassment and Discrimination Prevention Policy.

“We know this too. Here’s what one CEO, from one of major employers, says about us. Need we say more?

“Our location in the Golden Horseshoe is strategic and gives us a multitude of benefits. The two international airports along with road, rail and port are a monumental advantage for us as proximity and access to the U.S. through a solid transportation infrastructure are critical to our success. We also require a talented pipeline of scientists, engineers and technologists and our partnership with the region’s post-secondary institutions that are ranked among the best in the world gives us a distinct advantage in our industry. Our location in Hamilton delivers a geographic and people advantage that continues to be a key ingredient to our success.”

Sean Donnelly,
President & CEO, ArcelorMittal Dofasco

“If you do build a great experience, customers tell each other about that. Word of mouth is very powerful.”

Jeff Bezos,
CEO of Amazon
Hamilton

Who We Are & How We Deliver

Our Structure of City Government

Here’s how our city government works. Hamilton’s Mayor is the ceremonial leader of Council with the other Councillors accepting the role of Deputy Mayor and Chair of Council on a rotating monthly basis. Every four years, Hamiltonians elect members to its Council independently of Federal and Provincial political parties. Presently, Hamilton City Council is composed of 15 Councillors, elected from each of the city’s wards and one mayor, elected in a citywide poll.

It was unanimous – We’re In!

When Council put forth the motion to respond to the Amazon RFP, it was a unanimous vote in favor to say “we’re in!” United, Council directed staff to put forth the strongest proposal possible to convey our full intention to be the new home of HQ2.

Councillors understand the transformational nature of the investment of HQ2. Our elected leaders empowered City of Hamilton leaders to do whatever it takes to ensure Hamilton capitalizes on this momentous opportunity.
Hamilton’s Most Important Strategic Goal + HQ2

The HQ2 investment itself aligns perfectly with Hamilton City Council’s top priority – which is to create living wage or better jobs for all Hamiltonians. This means that HQ2 will have the full support of Council. The Amazon expansion mandate for a second headquarters is already part of the transformation of the city. Welcome home.

“We’ve had three big ideas at Amazon that we’ve stuck with for 18 years, and they’re the reason we’re successful: Put the customer first. Invent. And be patient.”

Jeff Bezos, CEO of Amazon

Collaboration & Partnering is the “way we do business around here” – Enter “HAIL”

In terms of local institutional support, ours is the only major city in Canada that has key institutions meeting quarterly to advance a shared agenda. The Hamilton Anchor Institution Leadership, also known as HAIL, is a group of some of Hamilton’s largest public sector members including: St. Joseph’s Healthcare Hamilton, Hamilton Health Sciences, the local school boards, Hamilton Police Services, McMaster University and Mohawk College.

HAIL also includes the chamber of commerce, Hamilton’s largest private-sector employer ArcelorMittal Dofasco and the Hamilton Roundtable for Poverty Reduction. HAIL was conceptualized in October 2011 during a McMaster University health forum that focused on addressing the health and poverty issues at the neighborhood level. The group of leaders meets quarterly while projects are tackled on an ongoing basis. HAIL also decides on projects based on feedback they receive directly from the communities they serve.

A current HAIL project is focused on leveraging each other’s data to tackle some of the communication barriers that exist between institutions. We recognize that Hamilton’s hospital patients are often accessing both hospital and community services. So we need to collaborate and share data in order to better serve them. This is truly an innovative way to deliver services traditionally offered in separate entities. HAIL is 100% behind HQ2, and by the very nature of our work, is in place to support it fully.

“While we know this is an opportunity not to be taken lightly, we also know it is one not to be missed. The economic and creative transformation of our city aligns perfectly with Amazon’s expansion plans. We know we are going to be competing with cities from across North America. But we also know our worth. We are a city to be reckoned with.”

Fred Eisenberger, Mayor, City of Hamilton
Like Amazon – We “put the customer first”
And that’s HQ2.

We get that sustainability is important to HQ2 and our sustainable initiatives are already underway. HQ2 will join us on the environmental path. Communities that use fewer resources to create products and provide services that are more efficient and productive, which is key to continued improvements in standard of living. Many, if not most sustainability measures, improve local quality of life, from cleaner air and water to improved public transportation and greater “livability.” Communities that make sustainability a shared goal typically engage organizations, community groups and neighborhoods in sustainability programs and activities. These contribute to civic pride, local identity and mutual understanding. For HQ2, you’re in good hands.

Ontario by the Numbers: Our Strengths

- Population (2016): 13,448,494
- GDP (2016): $798,484M
- Land Area: 354,341 mi²
- Freshwater Area: 61,256 mi²

Source: Ontario Budget 2017

Ontario’s Economic Engine – Surging Forward

The Province of Ontario is one of the 13 provinces and territories of Canada. It is bordered by the province of Manitoba to the west, Quebec to the east, and American states Minnesota, Michigan, Ohio, Pennsylvania and New York to the south. It is home to Canada’s capital city, Ottawa, and Canada’s largest city, Toronto.

Here’s our history. People have lived in what is now Ontario for more than 12,000 years. Before the arrival of the European settlers, Algonquian and Iroquoian-speaking Aboriginals had settled on the land. Ontario was one of the founding members of Confederation, along with New Brunswick, Nova Scotia and Québec, in 1867.

With 13.4 million people, Ontario is Canada’s most populous province, accounting for 40% of Canada’s population. Ontario is Canada’s second largest province by land area, covering more than 386,102 square miles - an area larger than France and Spain combined.
Leading GDP Growth

Ontario is the largest economy in Canada and its GDP as a sub-national jurisdiction, $629 billion, is bigger than that of many industrialized countries, including the economies of Switzerland and Sweden.\(^1\)

Since 2014, Ontario has been an economic growth leader in Canada. Over the 2014-16 period, Ontario’s real GDP growth outpaced that of Canada and all other G7 countries.\(^2\)

Over the long-term, Ontario is projected to continue its strong economic performance. A growing U.S. economy, low oil prices and a competitive Canadian dollar provide a solid foundation for continued growth. Real GDP is projected to average 2% growth per year from 2017 to 2040, higher than the Canadian average of 1.8% per year.

\(^1\) Invest in Ontario; Data table available here: https://www.investinontario.com/why-ontario/\(workforce\)
\(^2\) Ontario Budget 2017
Ontario’s Substantial Job Growth

Ontario has had an impressive recovery since the 2009 global recession. In total, nearly 700,000 net new jobs have been added since the June 2009 recessionary low. In 2017, employment is forecast to increase by 94,000 net new jobs. The province’s unemployment rate declined from 9.6% during the global recession to 6.4% as of March 2017, its lowest point in the past ten years. Ontario’s unemployment rate has now been below the national average for over two years.¹

Ontario’s Strong Fiscal Performance:

In meeting the challenge of the 2009 recession, Ontario chose to lessen the impact of the recession through short-term stimulus investments that preserved and created jobs and helped to restore economic growth.

In so doing, Ontario, like other jurisdictions in Canada and across the world, ran a budget deficit. In 2017, the province returned to a balanced budget. The province is also projecting balanced budgets in both 2018-19 and 2019-20. While stimulus investments helped lift Ontario out of the economic recession, they also resulted in a rise to the net debt-to-GDP ratio starting in 2008-09. However, since peaking in 2014-15, the net debt-to-GDP ratio has been on a declining track as a result of Ontario’s economic growth and balanced budgets. Ontario has maintained a target of reducing the net debt-to-GDP ratio to its pre-recession level of 27%, with current projections showing that this will be achieved by 2029-30.¹

Ontario’s Diversified Economy:

Ontario’s economy thrives through its unique combination of resources, manufacturing expertise, exports and a drive for innovation. The diversity of sectors is one of Ontario’s economic strengths and provides the province with a solid footing for ongoing broad-based growth. Many key sectors have grown into leaders in Canada and North America, including:

Manufacturing: Ontario is part of the North American manufacturing heartland. Key manufacturing industries include autos, information and communications technologies, biotech, pharmaceuticals and medical devices. Ontario is the largest sub-national automotive assembly jurisdiction in North America. After California and Texas, Ontario has the most manufacturing employees of any jurisdiction in Canada and the United States.

Agriculture: Ontario has more than half of the highest quality (“Class 1”) farm land in Canada. With nearly 52,000 farms, they make up nearly one-quarter of all farm revenue in Canada. Ontario’s agricultural production includes fruit crops, such as grapes, apples, berries and other tender fruits, vegetables, cash crops, such as soybeans, corn, mixed grains, forage crops, wheat and barley commercial poultry, hog, dairy and beef cattle farms flowers and other ornamental plants.

Services: Although Ontario is a manufacturing powerhouse, the services sector is the largest part of Ontario’s economy. It employs approximately 5.3 million people in the province and makes up over 75% of the province’s economy. Examples of Ontario’s major services sector include business and financial services, professional and scientific technical services, and arts and culture.

¹. Ontario Budget 2017
# Ontario's Economic Diversity

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>KEY FACT</th>
<th>IMPORTANCE</th>
</tr>
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<tbody>
<tr>
<td>Creative Cluster</td>
<td>Largest creative cluster in Canada and one of the largest in North America</td>
<td>The creative cluster, which includes diverse industries such as publishing, film and music production, as well as amusement and recreation industries, employs over 320,000 workers and generates over 2 per cent of GDP</td>
</tr>
<tr>
<td>ICT</td>
<td>Second in formation and communications technology (ICT) established in North America</td>
<td>ICT manufacturing and diverse industries, such as software publishing, telecommunications and computer systems design, employs almost 231,000 workers and generates over 5 per cent of GDP</td>
</tr>
<tr>
<td>Agri-Food</td>
<td>One of North America's largest and most significant food and beverage processing sectors</td>
<td>The agri-food sector, including primary agriculture, food and beverage processing and services, supports over 600,000 workers and contributes over 6 per cent of GDP</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Toronto is second largest by employment in North America</td>
<td>Ontario's financial services sector employs over 400,000 workers and contributes almost 10 per cent of GDP</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>Largest life sciences sector in Canada</td>
<td>Life sciences, which includes pharmaceutical and medical devices manufacturing, accounted for almost a quarter of all venture capital investments in Ontario in 2016</td>
</tr>
<tr>
<td>Aerospace</td>
<td>Second largest aerospace sector in Canada</td>
<td>The aerospace products and parts manufacturing sector employs over 12,000 workers and contributes about 0.3 per cent of provincial GDP</td>
</tr>
<tr>
<td>Chemicals</td>
<td>Ontario has Canada's largest chemicals manufacturing cluster</td>
<td>Chemicals manufacturing, including the production of basic organic and inorganic chemicals, synthetic resins and fertilizers, as well as and emerging biochemical cluster, employs almost 45,000 workers and generates over 1 per cent of GDP</td>
</tr>
<tr>
<td>Auto</td>
<td>The Top North American subnational jurisdiction in vehicle assembly</td>
<td>Auto assembly and parts manufacturing employs almost 107,000 workers and generates over 2 per cent of GDP</td>
</tr>
<tr>
<td>Mining</td>
<td>Top-10 world producer of nickel and platinum group metals</td>
<td>Ontario's mining industry, the nation's largest producer of minerals employs about 25,000 workers and generates about 1 per cent of GDP</td>
</tr>
<tr>
<td>Forest Products</td>
<td>2016 forest products exports were almost $5.2 billion</td>
<td>Primary forestry and wood products and paper manufacturing employs over 38,000 workers and generates about 0.7 per cent of GDP</td>
</tr>
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</table>

Source: Statistics Canada and Ontario Ministry of Finance
Ontario Welcomes Business

Our Innovation Platform

The Government of Ontario is investing in an aggressive innovation agenda to ensure the province is one of the winning economies in the 21st century. Supported by close to $3 billion in spending over eight years and a focus on seizing global opportunities, this agenda builds on the strength of Ontario’s creative environment, diverse culture, highly skilled workforce, world-class educational system and internationally recognized research community.

The innovation agenda reflects the valuable insights of the Ontario Research and Innovation Council (ORIC), made up of business and research leaders. In particular, the council provided an understanding that successful innovation depends on people with the right talent, training and attitudes, working quickly and nimbly in a culture of commerce.

By acting on this, the innovation agenda is helping Ontario to achieve the greatest value from existing markets, create new companies and industries and address social problems. It is a key driver of the government’s five-point plan for Ontario’s economy that is investing in skills and education, accelerating provincial investments in infrastructure, lowering business costs and strengthening key partnerships to maximize Ontario’s potential, as well as supporting innovation.
Ontario is the Silicon Valley of the North

This continued investment has allowed Ontario to develop a reputation as the Silicon Valley of the north and become a leader in big data and cloud computing, data centers, microelectronics, digital media, security encryption, mobile gaming, mobile payments, wireless and telecom.

Ontario’s tree-lined Highway 401 stretches 71 miles between Toronto and Waterloo, also connecting small and large technology companies, students, innovators and venture capitalists. Last year, this Ontario corridor surpassed all other cities and regions and became the world’s second largest innovation corridor. Silicon Valley employs approximately 380,000 tech workers; the Toronto-Waterloo corridor has nearly 280,000. The Waterloo Region boasts nearly 1,000 companies, contributing more than $30-billion annually to the global economy. In 2013, Startup Genome ranked Waterloo as 16th among the world’s 20 global startup hubs.

The Ontario corridor is home to early stage companies, large multinationals, government agencies, academic institutions and technology incubators – all focused on innovation. In fact, almost 60% of Canada’s innovation activity occurs here and with access to a pool of talent added to the mix, the corridor offers the perfect landscape for entrepreneurs.

The province of Ontario offers a supportive environment where businesses can collaborate with universities and R&D facilities to drive innovation from lab to market. Ontario’s extensive network of incubators and accelerators ensures a steady stream of innovative concepts, ideas and products that strengthen the entire ecosystem.

Access to Key International Markets

Ontario is situated within a day’s drive of over 40% of North America’s population. This central location, along with its competitive business costs and highly skilled workforce, make it the perfect location for business expansion in North America.

Ontario’s transportation system includes highways, internationally connected railways with advanced traffic management systems, worldwide cargo aviation systems and extensive inland and international marine shipping facilities.

The Province’s extensive road infrastructure includes 155,342 miles of municipal roads, provincial highways, and resource and recreational roads. In addition, Ontario has five international airports, including Canada’s largest airport, Lester B. Pearson International Airport.
Ontario’s Logistics Strengths

Goods flow smoothly in and out of Ontario, thanks to marine lines that offer shipping options to ports throughout the Great Lakes and around the world. Ontario ports are served directly by the Great Lakes/St. Lawrence Seaway System (also known as Hwy H2O), a 2,300-mile marine highway that runs between Canada and the United States.

In total, international exports of goods and services account for 36% of Ontario’s GDP. Although destinations for Ontario’s exports have grown more diversified over the last decade, the U.S. remains the province’s primary destination for international merchandise exports, accounting for 81% of the total in 2016. In 2016, Ontario was the top export destination for 20 states and the second largest export destination for eight others.¹

¹ Ontario Budget 2017

Ontario Is a Key Export Market for the United States

In 2016, Ontario was the #1 export market for 20 U.S. states and the #2 export market for 8 U.S. states

Notes: Based on merchandise exports.
Markets include all countries (excluding Canada) and Canadian provinces/territories.
Sources: United States Census Bureau, Statistics Canada and Ontario Ministry of Finance.
Ontario’s High Standard of Living

A Great Place to Work and Live for HQ2 & Their Families

More than a great place to start and grow a business, Ontario is a wonderful place to live.

In 2017, leading business magazine Money Sense, evaluated Canada’s best places to live and found that 40% of the top 50 cities in Canada were in Ontario. The evaluation was made using a variety of factors including affordability, amenities, health care, culture and community, crime, weather, unemployment and more.

Ontario is home to some of North America’s safest cities, according to the Economist’s Safe Cities Index, and Ontario is bolstering the province’s world-class quality of life by continuing to strengthen its safe, healthy communities. In 2017, Ontario’s police services received $2 million in funding to carry out crime prevention and community safety and well-being initiatives. Ontario also provides funding towards anti-violence intervention, hate crime extremism investigations, protecting children from sexual abuse and exploitation, tip line operations and impaired driving reduction.

Celebrating Our Diversity in Ontario

Ontario is home to diverse, safe, affordable and welcoming communities, and a wealth of cultural and recreational activities. We are rich in the history of Aboriginal peoples and the cultural mosaic built by centuries of immigrants from the world’s four corners. We are also rich in the kinds of resources that inspire visitors:

• Ontario’s more than 250,000 lakes contain about one-fifth of the world’s fresh water. The combined shoreline of the Great Lakes – Lake Superior, Lake Michigan, Lake Huron, Lake Erie and Lake Ontario – is equal to about 45% of the earth’s circumference.

• Over 270,000 square miles – or 66% of Ontario’s land – is classified as forested land. By area, these forests represent about 18% of Canada’s forests and 2% of the world’s forests.
• Ontario’s varied climate and geography support habitat for more than 3,600 species of plants, 154 species of fish, 50 species of amphibians and reptiles, 483 species of birds, and more than 81 species of mammals. Ontario’s southernmost region is home to prickly pear cactus and sassafras trees, while polar bears roam the northern tundra.

• Algonquin Provincial Park, established in 1893, was Ontario’s first provincial park. Since then, Ontario’s provincial parks have stood for protection of the natural environment and enjoyment of the great outdoors. Today, Ontario’s vast system of parks and protected areas totals over nine million hectares, and includes areas of magnificent old-growth forest, woodland caribou ranges, Wilderness Rivers, wetlands and habitat for rare and endangered plants and animals.

• Most Ontario cities and towns have carefully preserved historic buildings. Accurately rebuilt forts and pioneer villages are exist throughout the province, including Upper Canada Village in Morrisburg and Fort Wellington in Prescott.

• Touring Ontario is easy by highway, boat or rail. There are plenty of attractions throughout the province, from country fairs and museums to zoos, floral gardens, theme parks and special events. Summer and winter, Ontario’s beautiful natural settings are home to all kinds of activities. Summertime brings swimming, boating, baseball, hiking, camping, fishing and tennis. Popular winter activities in Ontario include skating, skiing, tobogganing, curling and hockey.

• Ontario is committed to fighting climate change, reducing greenhouse gas pollution, and transitioning to a low-carbon economy. Through the Climate Change Action Plan, we’re helping families and businesses become more energy-efficient and accelerate our shift toward becoming a more sustainable province.

• In 2018, Ontario will join Quebec and California to create the world’s second largest carbon market.

• Ontario’s cap and trade program will further drive down emissions, setting aggressive greenhouse gas reduction targets and fund reinvestment in reduction programs.

• Ontario has eliminated all coal-fired electricity-generating stations.

• Ontario’s Green Investment Fund supports programs to help households and businesses install energy-efficient equipment, including windows and furnaces.

• Ontario is a global partner on climate change and participates in the United Nations Framework Convention on Climate Change and the Climate Summit of the Americas. We view climate change as an opportunity for collaboration and innovation.

In addition, Ontario’s publicly funded health system, founded over a half century ago, gives access to quality healthcare; while individuals enjoy greater peace of mind and improved outcomes, employers benefit from greater stability and certainty.

<table>
<thead>
<tr>
<th>ONTARIO</th>
<th>UNITED STATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>82 Years*</td>
<td>79.3 Years**</td>
</tr>
<tr>
<td>Life Expectancy</td>
<td>Life Expectancy</td>
</tr>
<tr>
<td>4.9/100,000*</td>
<td>6.5/100,000**</td>
</tr>
<tr>
<td>Infant Mortality</td>
<td>Infant Mortality</td>
</tr>
<tr>
<td>0%*</td>
<td>8.8%***</td>
</tr>
<tr>
<td>Uninsured</td>
<td>Uninsured</td>
</tr>
</tbody>
</table>

Ontario
Celebrating Our Diversity

Ontario is a multicultural society, comprised of people from all over the world. Nearly half of the 250,000 people who immigrate to Canada each year choose to live in Ontario. In total, there are over 3.6 million foreign-born individuals in Ontario, representing 28.5% of total population, the highest proportion among the Canadian provinces.

Ontario is home to people of many different ethnic origins. The majority of Canadians are of English or other European decent, including large Scottish, Irish, French, German and Italian communities. In total, Ontarians named more than 200 ethnic origins in the most recent census.

Most recent sources of newcomers with large and growing populations in Ontario include Asia and Europe. Immigration from Africa, Caribbean, Central and South America has also been increasing over the last several years.

Region of Origin of Recent Newcomers to Ontario
2011 NHS* = 501,060

- Asia 365,980 63.1%
- Africa 40,950 8.2%
- Caribbean 23,295 4.6%
- Central/South America 23,295 4.6%
- Europe 59,945 12.0%
- North America 20,675 4.1%
- Oceania/Other 2,005 0.4%

Source: Ontario Ministry of Finance
Ontario is committed to promoting diversity and reducing barriers to inclusion, and companies that locate here benefit from the province’s varying backgrounds, ideas and points of view.

- Over 200 languages are spoken in Ontario.
- Ontario’s capital is one of the most diverse cities in the world, with more than 50% foreign-born, while overall, more than one in four Ontarians were born outside of Canada.
- In 2017, Canada passed Bill C-16, which protects Canadians from discrimination based on gender identity or expression, establishing Canada as a global leader in advancing LGBTQ rights.

Ontario welcomes more than 355,000 immigrants per year to help ensure employers always have access to the highly-skilled workers they need through various immigration channels.

- The economic class is a category of permanent immigrants selected for their high skills and ability to contribute to Canada’s economy. Immigration of high-skilled workers is vital to our economic growth, and Amazon stands to benefit.
- Ontario is Canada’s top destination for international students for post-secondary education and the federal government makes it easy for them to stay and work after graduation through programs such as the Post-Graduate Work Permit Program.
- Ontario employers can hire temporary foreign workers through the Temporary Foreign Worker Program and the International Mobility Program to fill temporary local labor skills shortages and better compete on a global scale.

Ontario - Key Statistics

110,000 Permanent Resident landings of which 45,100 are Economic Class Immigrants

153,900 Temporary Foreign Workers

91,600 International Students

unstoppable | Hamilton
Our Supportive Government Programs

The Ontario and Canadian governments’ commitment to ensuring everyone has the opportunity to reach their full potential allows businesses to reap the benefits of a diverse talent pool. Here are some of the federal and provincial programs that work to bring equal opportunity to the people of Ontario:

- Employment Insurance (EI) – Provides temporary income support for parental leave, compassionate care leave or unexpected job loss or illness.
- Ontario Works – Helps people who are in temporary financial need, offering income support as well health benefits.
- Ontario Disability Support Program (ODSP) – Provides financial assistance to help with the costs of basic needs and assists with employment and career advancement.
- Employment Ontario – Access to training and employment services for both job seekers and employers, including services such as apprenticeship training and employer recruitment counseling.
- Ontario Basic Income Pilot Project – In March 2016, Ontario created the Basic Income Pilot Project that ensures eligible families and individuals receive a minimum income level, regardless of their employment status.

Our Public Infrastructure

Ontario has a large and diverse portfolio of public infrastructure. Building on Ontario’s solid infrastructure foundation, the province is in its 4th year of the 12-year Infrastructure Plan, started in 2014 / 2015, to invest $154.5 billion in public infrastructure, representing the largest infrastructure investment in Ontario’s history.

Province’s Infrastructure Plan by Sector

- Public Transit 34%
- Highways & Other Transportation 17%
- Health 19%
- Education 15%
- Other 12%
- Justice & Social 3%

Source: Province of Ontario
Canada’s Economic Engine

Canada by the Numbers

• 38th largest country in the world by population (2017): 36,624,199
• 10th largest economy in the world by GDP (2016): $1,530,760M
• Second largest country in the world by area: 6.6 Million mi²
• Longest coastline of any country in the world: 151,019 mi
• Most fresh water surface area of any country: 344,079 mi²

Getting the Big “Economic” Picture

Canada resembles the U.S. in its market-oriented economic system, pattern of production and high living standards. Since World War II, the impressive growth of the manufacturing, mining, and service sectors has transformed the nation from a largely rural economy into one primarily industrial and urban.

Canada has a large oil and natural gas sector. With the majority of crude oil production derived from oil sands in western provinces, especially Alberta. Canada now ranks third in the world in approved oil reserves behind Venezuela and Saudi Arabia and is the world’s sixth-largest oil producer.


Canada and the U.S. enjoy the world’s most comprehensive and highly balanced bilateral trade and investment relationship, with merchandise trade of $544 billion in 2016, services trade of over $80 billion, and two-way investment stocks of nearly $700 billion. Over three-fourths of Canada’s exports are destined for the U.S. each year. Canada is the largest foreign supplier of energy to the U.S., including oil, natural gas, and electric power, and a top source of U.S. uranium imports.
GDP Growth
Over the past decade, Canada's world-class economy has proven to be one of the most resilient in the world – Canada consistently ranks highly against its G7 peers in long-term economic growth and is forecasted to have the highest GDP growth (2.6%) from 2017 to 2018.

A Balanced & Diversified Economy
The Canadian economy is balanced and well diversified across industry groups. This diversity enables Canada to absorb external market shocks (e.g., financial crisis, the downturn in oil prices) with minimal effects on the overall well-being of the economy.

Steady as she goes – Canada's Employment Growth
Canada's employment performance since 2007 has been a strong second in the G7. Canada's economy has fully recouped more than all of the jobs lost during the global recession, with over 1.5 million full-time jobs created in the private sector (i.e., 8.0% growth; eight out of ten jobs are full-time) between June 2009 and January 2017.

Real GDP Growth Projections (%)

<table>
<thead>
<tr>
<th>2013-2016</th>
<th>2017-2018</th>
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</thead>
<tbody>
<tr>
<td>3.0</td>
<td>2.6</td>
</tr>
<tr>
<td>2.0</td>
<td>2.1</td>
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<tr>
<td>1.3</td>
<td>1.4</td>
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<td>0.9</td>
<td>1.0</td>
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<td>0.8</td>
<td>1.2</td>
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<tr>
<td>2.0</td>
<td>1.1</td>
</tr>
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<td>1.2</td>
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</tbody>
</table>

Source: OECD Economic Outlook, No. 101, June 2017.

Canadian GDP by Industry, June–July 2017

Source: Statistics Canada

Employment Growth (%), 2007-2016

Germany: 1.25
Canada: 0.99
U.K.: 0.88
France: 0.33
Japan: 0.12
Italy: 0.02

Leading Fiscal Performance among G7 Nations

Despite posting a deficit of 1.9% of its GDP in 2016, Canada’s fiscal position is still forecast to be better than most G7 countries during 2017-2018, with an overall deficit of 1.5% of GDP. Canada’s sound fiscal strength is also reflected by its AAA credit rating from Standard & Poor’s, Moody’s and Fitch.

In addition, Canada had the lowest net debt-to-GDP ratio in the G7 and the 2nd lowest in the G20 in 2016. The Canadian Government is committed to continue this trend through 2017-2018 and beyond.

Canada’s financial sector is safe, sound and resilient in the face of stress. Canada’s banking system continues to be ranked, by the World Economic Forum, as one of the soundest in the world for eight consecutive years. Global Finance magazine ranks six major Canadian banks among the ten safest banks in North America.

<table>
<thead>
<tr>
<th>Country of Origin</th>
<th>Rank</th>
<th>Financial Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>1</td>
<td>TF BANK GROUP</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>ROYAL BANK OF CANADA</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>BANK OF NOVA SCOTIA</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>AGRIBANK</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>CAISSE CENTRALE DESJARDINS</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>BANK OF MONTREAL</td>
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<tr>
<td></td>
<td>7</td>
<td>CIBC</td>
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<td></td>
<td>8</td>
<td>COBANK</td>
</tr>
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<td></td>
<td>9</td>
<td>AGFIRST</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>US BANCORP</td>
</tr>
</tbody>
</table>

Source: Global Finance Magazine, FDIC December 2016
Soundness of Banks (2017)

Finnland
Canada
New Zealand
Australia
Chile
Switzerland
Taiwan, China
Denmark
Sweden
United Arab...
Japan
United States
Costa Rica

Canada’s Consistent Inflation Rates

During the past five years, Canada has enjoyed relatively low inflation – averaging 1.4% compared to 1.3% for the U.S. and 1.1% for the G7 as a whole. The Bank of Canada will continue to target inflation at 2% for another five-year period. Canada’s consistent and low-inflation environment provides business certainty to investors.

World-Class Network of Universities + Research & Development Leadership

Canada offers a world-class education through more than 15,000 university programs, offered in both English and French at over 100 institutions. Canada's post-secondary institutions are consistently recognized in the top international rankings and our students repeatedly score high on international tests.

Canada is a world leader in post-secondary research, outpacing most G7 countries on overall investment in R&I in 2015. With cutting-edge technology and research labs, universities and colleges can perform highly innovative research in the fields of health, nanotechnology, biotechnology, high-performance computing, environmental technologies, nutraceuticals and renewable fuels.

Higher Education + Industry Partnership = Business Success

Canadian universities and colleges also work very closely with business and industry groups to ensure that their programs are relevant to the changing workplace and to the needs of employers. In fact, 95% of college graduates are employed and over 4/5 report their studies are directly related to the work they do.

R&D Investment in the Higher Education Sector

Source: OECD Education at a Glance 2015
Welcoming Business Environment Provides Access to Key International Markets

Canada is a key hub for both the distribution of imports and exports within North America and as a through point for international trade. Businesses based in Canada can enjoy world-class connectivity to international markets while operating in one of the safest and most economically stable countries in the world.

Canada currently has 11 Free Trade Agreements in force (e.g., Canada-EU Comprehensive Economic and Trade Agreement – CETA; and, the North American Free Trade Agreement – NAFTA), which provide preferential access to a significant and growing share of world GDP.

• In North America, Canada enjoys direct access to the NAFTA market (i.e., United States and Mexico), which includes ~480 million consumers and a combined GDP of over U.S. $21 trillion.

• CETA allows Canadian companies to do business across the EU, which includes 28 member states, 500 million consumers and almost $18 trillion worth of economic activity every year.

Canada's High Standard of Living Bar None

Canada's overall quality of life is one of the world's best. According to the OECD's Better Life Index, Canada ranks 1st in the G7 for its quality of life. This index is based on a variety of factors, including access to quality housing, average income, employment availability, the environment, and access to education and healthcare services.

2016 Better Life Index (i.e., Overall Living Conditions and Quality of Life)

<table>
<thead>
<tr>
<th>Country</th>
<th>Index Value</th>
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</thead>
<tbody>
<tr>
<td>Canada</td>
<td>7.84</td>
</tr>
<tr>
<td>U.S.</td>
<td>7.6</td>
</tr>
<tr>
<td>Germany</td>
<td>6.94</td>
</tr>
<tr>
<td>U.K.</td>
<td>6.93</td>
</tr>
<tr>
<td>France</td>
<td>5.76</td>
</tr>
<tr>
<td>Japan</td>
<td>5.51</td>
</tr>
<tr>
<td>Italy</td>
<td>5.51</td>
</tr>
</tbody>
</table>

Source: OECD
Canada’s Soars in Status of Personal Wellbeing

Canada ranks first in the G7, first in the G20 and fifth among 149 countries in terms of overall prosperity, based on material wealth and personal well being.

Prosperity Index 2016

G7 Ranking

<table>
<thead>
<tr>
<th>Rank</th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>4th</th>
<th>5th</th>
<th>6th</th>
<th>7th</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Canada</td>
<td>U.K.</td>
<td>Germany</td>
<td>U.S.</td>
<td>France</td>
<td>Japan</td>
<td>Italy</td>
</tr>
</tbody>
</table>

Source: Legatum

Canada’s Business Leadership

Canada is a G7 leader in terms of safe places to live and to conduct business under a fairly administered judicial system.

Justice Index

(i.e., Degree of fairness of the judicial system in society)

<table>
<thead>
<tr>
<th>Index</th>
<th>Germany</th>
<th>Canada</th>
<th>U.K.</th>
<th>Japan</th>
<th>U.S.</th>
<th>France</th>
<th>Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8.42</td>
<td>8.19</td>
<td>8.18</td>
<td>8.09</td>
<td>7.43</td>
<td>7.20</td>
<td>3.86</td>
</tr>
</tbody>
</table>

Source: 2017 World Competitiveness Yearbook

Security Index

(i.e., Confidence that person and property is protected)

<table>
<thead>
<tr>
<th>Index</th>
<th>Canada</th>
<th>Germany</th>
<th>U.S.</th>
<th>U.K.</th>
<th>Japan</th>
<th>France</th>
<th>Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8.79</td>
<td>8.37</td>
<td>8.30</td>
<td>8.02</td>
<td>7.93</td>
<td>7.79</td>
<td>6.19</td>
</tr>
</tbody>
</table>

Source: 2017 World Competitiveness Yearbook
Our Unparalleled Natural Wonders

Complementing our unrivaled quality of life is Canada’s unparalleled and unique combination of culture and landscape. With a geography spanning a land mass from the Pacific Ocean to the Atlantic Ocean and the Arctic Ocean in the north, Canada offers highly sought after natural attractions. This natural beauty is enjoyed by millions of visitors from around the globe every year.

Canada’s beautiful coasts, enchanting lakes, multitude of forests and mountain ranges sports events are meant to be enjoyed. Welcome HQ2 and your families. Welcome to our specular country. HQ2, it’s all at your fingertips. We are unstoppable.

Canadian Government Leader in G7

Canada values its democratic institutions and consistently ranks at or ties for 1st place in the G7 according to the Economist Intelligence Unit (EIU) on factors such as its electoral pluralism, civil liberties, the functioning of government, political participation and political culture.

Our Unparalleled Natural Wonders

This incredible natural geography is combined with the vibrancy of Canada’s multicultural communities and cities, which features premier arts, entertainment and cuisine.

These rankings speak to the environment that Canada provides to HQ2 and their families. We are a country that fosters personal security, life satisfaction and access to world-class services, so investors can base their business in a stable and prosperous nation that values a high standard of living and offers an unparalleled life experience.
Celebrating Our Diversity in Canada National Pride – HQ2 Join Us!

Today, immigrants and new Canadians represent more than 20 percent of the total Canadian population which is the highest proportion among G8 countries.

According to Statistics Canada, the majority of Canada’s foreign-born population resides in Ontario, British Columbia, Quebec and Alberta and most in the nation’s largest urban centers. More than 200 ethnic origins were reported in the 2011 National Household Survey and 13 of those had surpassed the one million population mark.

Although Canada has two official languages (English and French), more than 200 languages were reported in the 2011 Census of Population as a home language or mother tongue.

There has been an overall increase in the proportion of Canadians whose mother tongue is neither English nor French from 21.3% in 2011 to 22.9% in 2016.

The diversity of Canada’s population is expected to increase significantly in the next two decades, especially in the large metropolitan cities. Statistics Canada projects by 2031, between 25 to 28 percent of the population will be foreign-born and 29 to 32 percent of the population will belong to a visible minority group.

1 OUT OF 5 CANADIANS SPEAKS ONE OF OVER 200 LANGUAGES IN ADDITION TO ENGLISH AND/OR FRENCH

Source: Statistics Canada

Language Distribution in Canada Based on Mother Tongue

<table>
<thead>
<tr>
<th>Language</th>
<th>2011 Census</th>
<th>2016 Census</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>58.6%</td>
<td>58.1%</td>
</tr>
<tr>
<td>French</td>
<td>22.0%</td>
<td>21.4%</td>
</tr>
<tr>
<td>Other</td>
<td>21.3%</td>
<td>22.9%</td>
</tr>
</tbody>
</table>

Source: Statistics Canada
Our Social Supports

Employment Insurance for All
The Government of Canada's Employment Insurance (EI) program provides temporary income support to unemployed workers while they look for employment or to upgrade their skills. The EI program also provides special benefits to workers who take time off work due to specific life events (e.g., maternity benefits and parental benefits).

This is an important benefit to HQ2 families. Our country is here for you. Our safety social net is leading in the industrialized world. You support your HQ2 families. So do we.

Overall Benefits:

Maternity Benefits:
• Offered to biological mothers, including surrogate mothers, who cannot work because they are pregnant or have recently given birth.
• A maximum of 15 weeks of EI maternity benefits is available – the 15 weeks can start as early as eight weeks before the expected date of birth, and can end as late as 17 weeks after the actual date of birth.

Parental Benefits:
• Parental benefits are offered to parents who are caring for a newborn or newly adopted child.
• A maximum of 35 weeks of parental benefits is available to biological, adoptive, or legally recognized parents.

FREE Universal Health Care for All
The Canadian health care system is a single-payer health care system consisting of 13 provincial and territorial health insurance plans that provides universal health care coverage to Canadian citizens, permanent residents and certain temporary residents. It is administered on a provincial or territorial basis, within the guidelines set by the federal government.

How did it all start? With One Leader. With One Vision.

"We should never, never be afraid or ashamed about dreams. The dreams won’t all come true; we won’t always make it; but where there is no vision a people perish. Where people have no dreams and no hopes and aspirations, life becomes dull and a meaningless wilderness."

Tommy Douglas, Former Premier and reputed to be the “Father of Universal Healthcare” in Canada.
Douglas believed that every Canadian deserved the right to have quality health care, regardless of their economic or social situation. As our health care system evolved, increasing costs for hospital and medical services led Canadians, health professionals and some politicians to argue that health care was “a social good” and not merely another commodity to be purchased.

“I came to believe that health services ought not to have a price tag on them, and that people should be able to get whatever health services they required irrespective of their individual capacity to pay,” said Douglas.

Universal healthcare is built into the sheer fabric of who we are as Canadians. It’s who we are as a nation, what we believe in and what we value. We believe that regardless of your ability to pay, all Canadians, HQ2 and their families, deserve full access to high quality medical treatment.

You’re Covered! Regardless of the Province You Are In – It’s a Canadian Thing

Although this is a decentralized approach, the supports are in place regardless of the province you are in. These provincial agreements ensure the treatment of any Canadian citizen regardless of where the need occurs (i.e., any Canadian to go to any doctor or hospital in the country). This is significant for both HQ2 and their families. Traveling to the west coast of Canada? No worries. We have you covered. HQ2 families enjoy coverage regardless of what province they are in. It’s a Canadian thing – it’s a Canadian support. Count on it.

FREE Full Health Coverage for All

Under the health care system, individual citizens are provided preventative care and medical treatments from primary care physicians as well as access to hospitals and additional medical services. With a few exceptions, all citizens qualify for health coverage regardless of medical history, personal income, or standard of living.

The advantages of the Canadian system are multi-faceted. Universal Healthcare in Canada amounts to a savings of $6 billion over ten years for HQ2.

Providing preventive care to an entire population minimizes expensive care associated with undetected, untreated health problems and ensures Canadians live longer and healthier lives.
Business Development
Bank of Canada
Venture Capital & Financing

BDC Capital, a division of the Business Development Bank of Canada, exists to help turn great ideas into great companies and great companies into engines of jobs, growth and wealth creation. BDC Capital often co-invests with global corporates or financial institutions wishing to invest in, and get visibility into, Canada’s rich and diverse tech industry.

As a key player in Canada’s venture capital market, BDC Capital invests directly into companies and indirectly through funds. These investments support companies in commercializing new ideas and focusing on businesses and funds in the IT, clean tech and life science sectors.

A Benefit for HQ2

Global corporates seeking to gain insight into Canada’s vibrant technology sector turn to BDC for introductions and as a co-investment partner. Broad insight into the Canadian ICT, life sciences and clean energy sectors can be gained through our funds-of-funds investment approach or more targeted opportunities can be identified through syndicated investments with BDC’s three direct investment funds. In early 2018, BDC will also begin deploying a $400 million Venture Capital Catalyst Initiative.

Canada’s Support of Investors in our Country

For global corporate and other foreign investors establishing a physical presence in Canada to expand their production or to gain physical proximity to Canada’s rich technology and research ecosystem, BDC can also provide financing support for practically any project, including flexible repayment terms, longer amortization period and capital payment holidays, depending on needs.
Canada Infrastructure Bank

The Government of Canada is working to establish the Canada Infrastructure Bank (CIB), a new institution that will be responsible for investing at least $35 billion from the federal government over 11 years into large, transformative infrastructure projects such as regional transit plans, transportation networks and electricity grid interconnections.

The Canada Infrastructure Bank will make investments in infrastructure projects that have a public sponsor, generate revenue and are in the public interest. A key consideration for the CIB will be whether the project attracts or “crowds-in” private sector capital that would not have otherwise been invested in public infrastructure.

The CIB’s participation will be to structure its financial support in order to attract private sector capital and conclude project deals. The timing and design of the CIB’s support will seek to minimize the amount of financial exposure required to make the project financially viable.

The CIB will use a wide breadth of financial instruments, including debt and equity, in order to allocate risk appropriately between private and public partners.

Export Development Canada (EDC) Financing

Export Development Canada (EDC) is Canada’s export credit agency, tasked with supporting and developing Canada’s export trade by helping Canadian companies respond to business opportunities. EDC is a self-financing, Crown corporation operating at arm’s length from the Government.

EDC provides financing support to both Greenfield and Brownfield investments. These include investments in new facilities and projects in Canada, and investments in existing Canadian businesses with plans to expand or modernize production.

In these cases, EDC will assess whether the investment project will support or enhance Canadian export trade. Examples of investments eligible for EDC support include:

- The startup of a new Canadian business enterprise or facility that will export part of its production.
- The acquisition of an existing Canadian business enterprise with plans to increase production and export capacity. Subject to the particulars of the investment, EDC financing may be available in an amount up to the purchase price or the investment amount.

Subject to the particulars of the investment, EDC financing may be available in an amount up to the purchase price or the investment amount.

In addition to supporting new investments, EDC also provides financing to multinationals with significant existing business operations in Canada. Subject to the particulars of the investment, and the investor’s plans to maintain or grow its presence in Canada (e.g., by expanding production or increasing R&D in Canada), this financing may be available to support not only Canadian operations but also the investor’s global operations and international customers (i.e., buyer financing).

Canada’s Support of Investors in our Country

For global corporate and other foreign investors establishing a physical presence in Canada to expand their production or to gain physical proximity to Canada’s rich technology and research ecosystem, BDC can also provide financing support for practically any project, including flexible repayment terms, longer amortization period and capital payment holidays, depending on needs.
The Canadian Government offers many pension programs including Old Age Security and the Canada Pension Plan. The Old Age Security (OAS) program is the Government of Canada's largest pension program. It is funded out of the general revenues of the Government of Canada, which means that you do not pay into it directly. The OAS pension is a monthly payment available to seniors aged 65 and older who meet the Canadian legal status and residence requirements.

The Canada Pension Plan (CPP) is a mandatory payroll tax program designed to provide retirement income, survivor's benefits, and disability benefits to contributors and their families. The CPP can be used for the following scenarios:

- Retirement pension – an individual can apply for and receive a full CPP retirement pension at age 65 or receive a partial CPP retirement pension at age 60 with a reduction, or as late as age 70 with an increase.
- Post-retirement benefit – if an individual continues to work at any job disabled to the extent that you cannot work at any job and their earnings are less than the prescribed level.
- Disability benefits – if an individual becomes disabled while working and their earnings are less than the prescribed level.
- Survivors' pension – if the individual passes away, the pension may be paid to the surviving spouse.
- Child's benefit – provides a one-time payment of $1,000.

The CPP is funded through contributions from employees, employers, and the Government of Canada. The CPP contributions are used to provide retirement income, survivor's benefits, and disability benefits to contributors and their families.

Public Pensions

Another HQS Benefit
9-labor & education
HQ2 has access to thousands of highly-skilled potential employees in Hamilton. Thanks to our prime location at the epicenter of the Golden Horseshoe – Canada’s most densely populated and industrialized region – we are surrounded by one of the most highly educated, skilled and reliable workforces in the world. We have the ability to attract and retain strong technical talent, including thousands of software development engineers.

Your new employees are here, Amazon. Hamilton is the perfect landscape for HQ2.

Hamilton is also home to one of Canada’s leading universities – McMaster – and is within a one hour drive to the Universities of Waterloo, Toronto and Brock.

**QUICK FACTS**

Golden Horseshoe has:
- Second-largest tech cluster in the world, next to Silicon Valley
- One of the most highly educated, skilled and reliable workforces in the world
- 52,100 software developers and programmers
- 83,600 computer, support database and systems workers
- 26,000 computer and information systems managers
- 50,800 technology engineering-related workers
- Average annual compensation for tech talent is 58% per cent more competitive than most U.S. jurisdictions
- 23 world-leading universities and colleges (including McMaster University and Mohawk College) with edge research and innovation focus

- Average annual compensation for tech talent is 58% per cent more competitive than most U.S. jurisdictions
- 23 world-leading universities and colleges (including McMaster University and Mohawk College) with edge research and innovation focus
Access to Large and Talented Workforce

Hamilton has the labor force HQ2 needs. Our strategic location in the Golden Horseshoe means we’re at the heart of the most densely populated and industrialized region in Canada. This area is also one of the largest technology clusters in the world – second only to Silicon Valley – there’s no doubt that global leaders are gathering here.

Huffington Post recently named Hamilton as “boomtown”; the second best place in Canada to find a job.

HQ2 is surrounded by hundreds of cutting-edge, multi-national companies, government agencies, academic institutions and start-ups – all focused on innovation, research and discovery. In fact, nearly two-thirds of Canada’s innovation activity happens in the Golden Horseshoe.

The region has Canada’s largest collection of research universities and technical colleges, including institutes devoted to quantum computing, theoretical physics and artificial intelligence.

Ontario’s talent pool is diverse and recognized as one of the most well-educated in the world. Nearly 70 per cent of adults in Ontario have completed post-secondary education, more than in any other OECD country.

**Higher quality of life and lower cost to establish a business**

The central location of Hamilton in this large technology cluster and the strong transportation network linkages enable local companies to have a wide catchment area for talent. Hamilton’s proximity to downtown Toronto means a manageable daily commute, but has kept local real-estate relatively affordable, attracting Toronto based-workers and companies. Kitchener-Waterloo is also just a short drive or train ride from campus, meaning recent grads or researchers based in the region will have quick and convenient access to their new jobs at HQ2.

The relative affordability seen in Hamilton has provided a competitive advantage to businesses located in close proximity to Hamilton. This location provides greater opportunities for employees to own residences in the local market, for companies to further promote a healthy work-life balance for employees and their families, and for those companies to realize high employee retention levels.

» 4.5 million labor force
» 15,000+ technology companies including Google, Facebook and Microsoft
» 5,200+ start-ups
» 200,000+ technology workers and executives
The Golden Horseshoe region is a top employer in North America of technology-related talent, including software developers and programmers, computer, support database and systems personnel, computer and information systems managers and technology-engineer professionals.¹

1. CBRE (See Labor Force Data – CBRE Occupations)
Not only does Hamilton have world-class talent, but it’s available at highly competitive rates. Compared to the U.S., Canada’s wages are more competitive across all position classes, including executives, management, and administrative professionals. HQ2 has the opportunity to save millions each year in annual compensation costs.

Given HQ2’s need for specialized technical talent, competitive rates for wages are absolutely essential. Wages for tech talent are up to 58 per cent more competitive in the Golden Horseshoe compared to competing U.S. jurisdictions.

HQ2 Can Save Millions in Annual Compensation Costs

![Chart showing annual compensation by position class and median wage in United States and Canada.](chart)

Tech Talent Wages by Market, $USD

- Seattle: 13,906
- Boston: 103,979
- Denver: 100,383
- Austin: 91,443
- Chicago: 91,200
- Pittsburgh: 80,432
- Golden Horseshoe: 47,211

Tech Talent Wages, Annual, $USD

1. Mercer: See Data Labor — Mercer
2. Government of Ontario
Specifically for professional-level software jobs, median wages are up to 43% more competitive in the Golden Horseshoe region compared to competing U.S. jurisdictions.

Canada is also more competitive when it comes to the cost of employee benefits. The average annual cost of group benefits per employee is approximately half the cost in Canada compared to the U.S. Benefits include employee pension plans, employment insurance, extended healthcare, dental insurance, life insurance, short- and long-term disability and workers compensation.¹

¹ Mercer: See Data Labor – Mercer

Source: Mercer Wage Data
Overall, the estimated one-year wage and rent obligations for a sample U.S.-based technology firm are up to 47 per cent lower $USD (millions) in the Golden Horseshoe region compared to competing U.S. jurisdictions. This is based on the cost of a 75,000 square feet office plus wages for 500 tech employees.

One-Year Wage and Rent Obligations for Sample US-Based Tech Firm by Market

<table>
<thead>
<tr>
<th>Market</th>
<th>Total Obligation, One-Year, $USD (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seattle</td>
<td>49.3</td>
</tr>
<tr>
<td>Boston</td>
<td>49.0</td>
</tr>
<tr>
<td>Denver</td>
<td>45.8</td>
</tr>
<tr>
<td>Austin</td>
<td>43.7</td>
</tr>
<tr>
<td>Chicago</td>
<td>42.0</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>37.5</td>
</tr>
<tr>
<td>Golden Horseshoe</td>
<td>25.9</td>
</tr>
</tbody>
</table>

Source: Mercer Wage Data

1. CBRE: Calculated as (average rent cost x 75,000 sq ft. office) plus (average tech talent wages x 250 people) plus (average non-tech support wages x 213 people) plus (average management wages x 37 people)
“McMaster Innovation Park is on the cutting edge of power train and hybrid technology research for automobiles and, very shortly, we will be welcoming Fraunhofer – Europe’s largest application-oriented research organization. This is world class. This is Hamilton.”

Zach Douglas, President & CEO, McMaster Innovation Park
Canada has a long history of welcoming immigrants and temporary workers from around the globe. We have one of the world’s most efficient and user-friendly processes for foreign-entry, and offer residency to hundreds of thousands of immigrants and refugees each year. New Canadians are a vital piece of the energy in this country; they power us and they are an essential part of our incredible momentum.

Nearly half of those who immigrate to Canada each year choose to live in Ontario – more than any other province. In total, more than 3.6 million foreign-born individuals, speaking hundreds of languages, call this province home. Ontario has a number of forward-thinking programs to attract skilled immigrants. HQ2 will be able to tap into these programs from day one, benefiting from those already in Hamilton and attracting international talent without the red tape.

Canada’s Immigration Policies

As a world-leader in immigration policy, Canada has three main avenues for immigrants to come to Canada – economic, family reunification and refugee – through more than 60 programs. These programs will help international employees at HQ2 to establish themselves in their new country, and feel confident and certain about building and planning their futures here. Most of HQ2’s non-Canadian employees will come to Canada under the economic class, given their high levels of education, job experience and language skills. In 2016, Canada welcomed more than 45,000 immigrants under the economic category.

Dedicated Service Channel for Global Skills Strategy

The Dedicated Service Channel was launched in June 2017 as part of the Government of Canada’s Global Skills Strategy to help ensure that top talent could enter Canada quickly and with less red tape. It provides personalized service, making large, job-creating investments in Canada.

Companies that use the Dedicated Service Channel are linked to a dedicated account manager at Immigration, Refugees and Citizenship Canada who can provide information about available immigration program options and explain different processes. By offering timely and strategic immigration information, the Dedicated Service Channel makes it easier for businesses in Canada to attract the talent they need to succeed in the global marketplace.
Employer-driven immigration in Ontario

One of the most successful provincial immigration programs in the past decade is the Ontario Immigrant Nominee Program. HQ2 will love it! It's an employer-driven immigration policy that allows organizations to sponsor prospective skilled immigrants. Individuals in this program can be nominated by the employer for permanent residence in Canada.

IN PAST TEN YEARS: ¹

» Benefiting 260+ businesses
» 98% of nominees selected with a job offer remained in Ontario and were employed
» 91% of employers said they were satisfied with their nominee
» 86% of businesses said they saw tangible benefits from their nominees

Temporary Foreign Worker Program

Canada’s progressive temporary foreign worker program allows employers to hire foreign nationals to fill temporary labor and skill shortages when qualified Canadian citizens or permanent residents aren’t available. Through this program, HQ2 will be able to easily recruit for specialized positions from abroad as necessary.

Specially-trained immigrants in the Golden Horseshoe

The Golden Horseshoe is the most densely populated and industrialized area in Canada. There are thousands of highly-skilled immigrants here. In Hamilton, well over half of immigrants hold an apprenticeship, college or university degree.² They are ready to get powered up at HQ2!

1. Ontario Ministry of Citizenship and Immigration
2. Statistics Canada, 2011 National Household Survey
Higher Education:
HQ2’s Pipeline of Future Labor

Higher education in Canada is different than in the U.S. because it’s publicly funded. We have the flexibility and the innovative attitude to develop the programs, degrees and certificates to support HQ2 immediate and direct business requirements.

We know supporting Amazonian families is important to you, and a top-tier education system is essential. As Hamiltonians, we get this – 100 per cent. Your families will receive top quality post-secondary education at a fraction of the cost than in the U.S.

HQ2 is located in close proximity to many universities and colleges in the Province of Ontario. The City of Hamilton is also fortunate to have exceptional academic partners like McMaster University, Mohawk College, Brock University, University of Guelph and Niagara College that contribute to the growth and education of our community.

### The Competitive Advantage of Publicly Funded Higher Education

A good example of this is the collaboration between our local university and college. McMaster University and Mohawk College have several joint degree programs available for students, many of which work together to directly support the needs of industry within the city. This is a huge business advantage for HQ2. These tailored educational programs are a unique business support that the City of Hamilton can help shape and deliver for HQ2 and to further develop the skills of your Amazonians.

We will work with you continually to assist with your education and talent needs to ensure the ongoing requirement of a pipeline of top engineers and technology experts. We know that knowledge workers require technical and business skills from the academic sector that are substantial and ongoing. HQ2 will have this from day one.

### Innovation Partnerships = Low Cost Research & Development Costs for HQ2

Our academic partnerships are established and highly collaborative. Our universities and colleges have world class research centers and are built on strong industry and academic partnerships in Canada. Mohawk College iDeaWORKS is an exemplary and positive example of how Hamilton’s established partnerships can greatly assist HQ2. This collaborative center takes innovative ideas and then, through new knowledge and research, figures out how they can be applied for business. This allows HQ2 a relatively inexpensive platform to test and try out new initiatives and solve business and technical challenges.

### Average tuition costs (US$)

<table>
<thead>
<tr>
<th></th>
<th>Ontario Universities</th>
<th>American Public Universities</th>
<th>American Private Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Engineering</td>
<td>$9,200</td>
<td>$14,500</td>
<td>$38,200</td>
</tr>
<tr>
<td>Bachelor of Sciences</td>
<td>$5,400</td>
<td>$12,800</td>
<td>$38,200</td>
</tr>
<tr>
<td>Bachelor of Arts</td>
<td>$5,300</td>
<td>$13,100</td>
<td>$37,700</td>
</tr>
</tbody>
</table>
“In Hamilton, we have access to the exact talent we need. With world-class universities and colleges in the region, we know that we can access any type of skill set to build our team. This solid pipeline of exceptional talent allows us to concentrate on our core business.”

Joe Liburdi, Owner, Liburdi Engineering
With 23 technical universities and colleges in the Golden Horseshoe, the city has the top talent and world-class academic institutions to support your business. With innovative programs tailored to the emerging needs of the fast-paced digital industry, Hamilton draws talent from all academic disciplines as a result of the varied courses at the nearby universities and colleges. Amazon employees and their families have a huge choice in education options.

Top Schools at the HQ2 Doorstep

With 23 technical universities and colleges in the Golden Horseshoe, the city has the top talent and world-class academic institutions to support your business. With innovative programs tailored to the emerging needs of the fast-paced digital industry, Hamilton draws talent from all academic disciplines as a result of the varied courses at the nearby universities and colleges. Amazon employees and their families have a huge choice in education options.

Columbia International College

Next door to the HQ2 campus is one of Canada's top private boarding and university preparatory schools, Columbia International College. Nearly 2,000 students from more than 70 countries attend Columbia for schooling between grades seven and 12. While still young, these international students have great potential to be successful future Amazonians!

1. Hamilton: The Ambitious City (print pamphlet)
Spotlight on Educational Institutions in Hamilton and surrounding area

Mohawk College educates and serves 30,000 full-time, part-time and international students. Mohawk ranks among the top 15 colleges in Canada for applied research activity and has a long and successful track record of collaborating with industry leaders. We will have even greater capacity to work with college partners as we complete the largest renewal of labs and classrooms in Mohawk’s 50-year history, including construction of Canada’s largest, and the region’s first, net zero energy institutional building.

– Ron Mc Kerlie, President, Mohawk College

Maclean’s Magazine, Canada’s national current affairs and news magazine since 1905 publishes a ranking of the country’s post-secondary institutions each year. Ontario universities make up six of 2017’s Top 10 – speaking volumes for the quality of education in HQ2’s backyard.

POST-SECONDARY EDUCATION IS PUBLIC

» Public universities in Canada grant Bachelor’s, Masters and Doctoral degrees.

» Public colleges in Canada grant diplomas.
International Student Enrollment in 2017

McMaster University:
Undergraduate Programs = 1887
(640 in Engineering & 397 in Business)
Graduate Programs = 942
(403 in Engineering & 205 in Business)

Mohawk College
1515 (majority enrolled in International Business)

World-Class Network of Universities
Canada offers a world-class education through more than 15,000 university programs, offered in both English and French at more than 100 institutions. Canada’s post-secondary institutions are consistently recognized in the top international rankings and our students repeatedly score high on international tests. With cutting-edge technology and research labs, our universities and colleges perform highly innovative research in the fields of health, nanotechnology, quantum computing, biotechnology, high-performance computing, environmental technologies, nutraceuticals, and renewable fuels.

Provincial science, technology, engineering and math (STEM) programs
Ontario's colleges and universities produce nearly 40,000 skilled graduates in science, technology, engineering and mathematics (STEM) each year—the second most per capita among North American states and provinces, and a top-five producer in overall output. The Province has committed to increasing the number of STEM graduates by 1,000 annually with the goal of becoming the top producer in this category.

Comparison of Subnational STEM Graduates for 2014 per 1000 population

Source: Site Selection Group, 2015; Ontario Investment Office Analysis; U.S. Census Bureau
“We’re on a course to a transformation of the student learning experience which will be properly infused with the spirit of inquiry that we see demonstrated in the research mission of the university.”

Patrick Deane, President & Vice-Chancellor, McMaster University
Significant University and Industry Partnerships

Partnerships between industry and education are becoming more prevalent across North America. Ontario universities are at the forefront of these innovative partnerships and gaining momentum. HQ2 is hitting the ground running, beginning day one.

HQ2 University Recruitment Program – An unmatched pipeline of talent

McMaster Innovation Park – (MIP) This research park was created to transform ideas into commercial opportunities through collaboration with McMaster University.

1. The Atrium is a multi-tenant building that houses start-up companies, business accelerators and advanced research labs.

2. CanmetMATERIALS Research Center is a world-class materials research and development facility. It focuses on the transportation, energy, and metal manufacturing sectors as it relates to metals and materials fabrication.

3. McMaster Automotive Resource Center (MARC) is one of Canada’s leading research facilities in electric and hybrid vehicles where researchers, students and industry professionals are working on advancements in this particular automotive industry sector. Some initiatives out of MARC:
   • Center for Mechatronics and Hybrid Technologies
   • Center for Automotive Materials and Corrosion
   • Canadian Excellence Research Chair in Advance Powertrain and Electric Vehicles
   • Network on Engineering Complex Software Intensive Systems
   • Bachelor of Technology – Automotive and Vehicle Technology

Low Cost Research & Development for HQ2

Mohawk College iDeaWORKS – iDeaWORKS is devoted to turning innovative concepts into business reality through applied research projects that deliver practical solutions to real-world challenges. This is a huge benefit for HQ2 where you can invent, test and rework new concepts to support your business needs. iDeaWorks focuses on three main areas:
   • Additive Manufacturing Resource Center
   • The mHealth and eHealth Development and Innovation Center
   • Mohawk Energy Research Center

IBM – Hamilton Health Sciences – IBM and Hamilton Health Sciences (HHS) established a new center in downtown Hamilton called the HHS Innovation Exchange within the IBM Innovation Space. It provides to healthcare professionals, researchers, innovators and entrepreneurs the advanced technology tools and expertise to improve outcomes and position Hamilton as a leader in innovation. The benefit to HQ2 is that it will provide resources for HQ2 for artificial intelligence research.

Computing Infrastructure Research Center (CIRC) – CIRC was founded to bring transformative changes to the way data centers and other forms of computing infrastructure is designed, built, and operated. CIRC is the first data center research facility in Canada and boasts a pioneering model of university-industry collaboration. This research center is highly beneficial to HQ2 because of your business needs.

Innovation Factory (IF) – Innovation Factory, a not for profit, funded by the Province of Ontario to help technology and innovative companies start, grow, and succeed. It is Hamilton’s Regional Innovation Center and they deliver value through workshops, programming, one-on-one mentoring, and help startups commercialize ideas.

MaRS Innovation – MaRS Innovation specializes in extreme early-stage seed investing for companies and technology which emerges from partner organizations. MaRS Innovation has partnerships with Ryerson University, University of Toronto and York University.

Communitech – Communitech was founded in 1997 by a group of entrepreneurs in the Kitchener-Waterloo region of Ontario with a vision of raising the profile of the nearby Waterloo Region technology community. Today it is an industry-led innovation center that supports and promotes nearly 1,000 technology companies and helps students interested in business, entrepreneurship or science, technology, engineering and math.

Ontario Centers of Excellence – Ontario Centers of Excellence (OCE) drives the development of Ontario’s economy by helping create new jobs, products, services, technologies and businesses. In partnership with industry, OCE co-invests to commercialize innovation originating in the province’s publicly funded colleges, universities and research hospitals.

ArcelorMittal Dofasco – ArcelorMittal Dofasco, the region’s largest private employer, delivers Ontario’s largest apprenticeship program in partnership with Mohawk College and funds several research chairs at McMaster University in Engineering and Health Sciences. They also help in building capacity for STEM learning by providing financial support for STEM at both the elementary and secondary school levels.

ORION – ORION is a non-profit dedicated exclusively to supporting research, education and innovation in Ontario. They provide connectivity to community institutions, linking them to each other and to a global grid of research, education, and innovation networks. It is the only high-speed fiber-optic network specifically committed to supporting research, education and innovation in Ontario.

Advanced University Research Capabilities

Ontario universities are responsible for 37 per cent of all research undertaken in Ontario and are fundamental to all technological and social innovation undertaken in the country. HQ2 will now have this important resource. Located in Ontario are six of the Top 15 research universities in Canada, including McMaster University, University of Toronto, University of Ottawa, Queen’s University, University of Waterloo and Western University. They are all within an hour to a few hours’ drive of the HQ2.

McMaster Institute for Transportation & Logistics (MITL) – MITL is addressing challenges facing the industry and to bring together resources, expertise and experience with the goal of improving the efficiency of transportation systems and the competitiveness of the logistics/manufacturing sector.

Waterloo Center for Automotive Research (WatCAR) – WatCAR conducts advanced research to further automotive innovation and competitiveness. It’s the largest university-based automotive center in the country focusing on enhancing vehicles, components and materials with new approaches and integration of innovative technologies.

University of Waterloo Artificial Intelligence – The Artificial Intelligence Group conducts research in models of intelligent interaction, multi-agent systems, natural language understanding, constraint programming, computational vision, robotics, machine learning, and reasoning under uncertainty.

Research and Development Funding Programs

There are hundreds of research and development funding programs in Ontario. The programs are focused on advancing research and development of Canadian innovation. Here’s just a sampling that may be of interest to HQ2:

Ontario Centers of Excellence (OCE) connects industry associations, groups and companies with Ontario’s publicly funded academic research institutions to solve research and development challenges with global market potential.

Federal Economic Development Agency for Southern Ontario (FedDev Ontario) – is part of the Innovation, Science and Economic Development portfolio and one of six regional development agencies to help address key economic challenges by providing regionally tailored programs, services, knowledge and expertise. FedDev Ontario helps create and grow businesses, cultivate partnerships and build strong communities across the region through its programs and services. HQ2 will have this at the ready for all of their projects.

Natural Sciences and Engineering Research Council of Canada (NSERC) – aims to make Canada a country of discoverers and innovators for the benefit of all Canadians. The agency supports university students in their advanced studies, promotes and supports discovery research and fosters innovation.

Scientific Research and Experimental Development Tax Incentive Program (SR&ED) – This is the largest source of federal government support for research and development in Canada. It provides over $4 billion to over 18,000 claimants each year. This program provides tax credits (up to 46% of eligible expenditures) to Canadian businesses conducting R&D in Canada. It is administered by the Canada Revenue Agency and it encourages Canadian businesses to develop technologically advanced products and processes in Canada.

Government Commitment to Increase Funding for STEM Programs

The Federal and Provincial government demonstrate their dedication to science, technology, engineering and mathematics (STEM) education through the development of several initiatives in partnership with higher education institutions. The following programs are examples of the strong initiatives being carried out in Ontario:

STEM Camps – STEM Camps, in partnership with The University of Ontario Institute of Technology, Queen's, Waterloo and McMaster universities offer summer camp STEM programming to more than 1,000 children, with each program offering a dedicated all-girls week.

Hands-on Learning for Students – Ontario is expanding experiential learning opportunities for students, including robotics competitions, and working to increase participation in coding and computer programs for students in Grades 11 and 12. Ontario’s Specialist High Skills Major enables students to build a foundation of sector-focused knowledge and skills, including coding and computer systems, before graduating.

Hamilton Code Club – In 2015-16, 17 local middle (students in grades 6-8) schools in Hamilton were engaged in hands-on interactive introductions to software programming, with the goal of equipping students with introductory skills in software programming and to encourage further study in the field. This program has been so successful that they plan on rolling it out to the Kindergarten to Grade five schools in 2018.

Ontario Network of Women in Engineering (ONWie) – The Ontario Network of Women in Engineering (ONWie) was formed in 2005 between all schools and faculties of engineering across Ontario. The objective of this network is to work collaboratively to support current female engineers, students and encourage the next generation of women to pursue careers in engineering.

Canadian Youth STEM Conference – Organized by the Glen Forest Public Secondary School in Mississauga, Ontario (30 min from HQ2 campus), the Canadian Youth STEM Conference 2017 included presentations on STEM and hands-on workshops provided by STEM post-secondary programs. Glen Forest is a public high school with specialty programming in science and technology.

Hamilton-Wentworth District School Board – The Hamilton-Wentworth District School Boards have demonstrated strong investment in computer science programs, with approximately 3,523 students being enrolled in at least one computer science class during the 2015-16 school year.

A World in Motion – The ‘A World in Motion’ program encourages students at approximately 60 schools in the nearby Durham District (a one hour drive from the HQ2 campus) from grades K-8 to pursue STEM careers with hands-on engineering activities in the classroom.

Elementary School Teacher Professional Development Program – The Elementary School Teacher Professional Development Program, in partnership with the University of Ontario Institute of Technology (UOIT), helps promote STEM education in Durham’s elementary schools by ensuring that teachers have the knowledge, confidence and tools to integrate STEM into the classroom and educate their students.

Ontario Technology & Learning Fund – Ontario government investment in the Technology & Learning Fund continues to increase, with approximately $300M for 2017-18 being allocated towards various projects.

The increase in STEM-related initiatives created a positive effect on the number of STEM program graduates in Ontario. Between 2009-2014, the number of university graduates from STEM programs has grown by 5.4 per cent, whereas the number for College graduates has grown by 5.9 per cent.

Source: Government of Ontario
“As President and Vice-Chancellor of Brock University, I am pleased to provide this letter of support to the City of Hamilton for its bid to be the future location of Amazon’s second North American headquarters. Brock is committed to enhancing the economic, social, and cultural development of our community, as evidenced by the many partnerships and collaborative initiatives we have with the industry, for profit and not-for-profit organizations, in addition to municipalities and other post-secondary institutions, which is why we are pleased to support this regional initiative.”

Dr. Gervan Fearon, President & Vice-Chancellor
Brock University
Deep Experience and Success with Student Co-op Programs

Co-operative (co-op) programs are becoming increasingly important in the competitive job search market for young graduates. Canadian co-op programs are similar to their American counterparts, the internship. Students can apply for roles within a company where they may be paid or unpaid. The intent is for these programs to give students real world experience during their academic career. Although not all co-op programs are created equal, Ontario is home to some of the best co-op programs for university and college students. The Government of Canada has pledged to further improve these programs through a new student work placement program in 2017 that will see $73 million invested over the next four years, providing wage subsidies to eligible employers and creating 10,000 work placements over the period.

McMaster University has five faculties that currently offer Co-op placements; Engineering, Business, Social Sciences, Sciences, and Biomedical Discovery and Commercialization. All co-op areas are vital to HQ2 and the pipeline of talent.

Information Technology Association of Canada (ITAC)\(^1\) – ITAC is a leader in providing paid work-placement roles to post-secondary students in fields such as AI and computer science. Their funding allows nearly 1,000 students in fields such as AI and computer science. This money will allow nearly 1,000 students to participate in placements and offer advocacy, networking professional development services to thrive on both a national and global level. This is particularly compelling for partners of the program, including employers and recognized industry associations, as there is potential to receive up to 50 per cent of a student's wage cost, up to $5,000. HQ2 can be a partner.

\(^1\) Invest in Ontario, Tech Vibes
HQ2 can benefit greatly from the high number of co-op programs and strong availability of co-op students, particularly in STEM program fields.

The number of university and college graduates in Ontario participating in co-op programs has increased significantly from the early 1990s through to 2010, with STEM programs experiencing the highest number of students enrolled in co-op programs. Students who participated in either a university or college co-op program earn, on average, more than their peers who earned the same degrees without a co-op option.
Ontario has recognized the need for programs and initiatives to aid students in managing the cost of tuition. The Ontario Student Assistance Program (OSAP) provides free average tuition to more than 210,000 students starting this fall. By next year, it is estimated that some 230,000 students receiving OSAP will have less debt. Students in Ontario are eligible to apply for the OSAP to help cover the costs of their tuition. Funding comes either in the form of a student loan and/or a grant; students are automatically considered for both when they apply.
### Appendix – Post-Secondary Institution Profiles: Universities

<table>
<thead>
<tr>
<th>School</th>
<th>Location</th>
<th>Distance from Hamilton (in miles)</th>
<th>Student Population</th>
<th>School Rating</th>
<th>Co-Op Options</th>
<th>STEM Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Algoma University</td>
<td>Sault Ste. Marie</td>
<td>460</td>
<td>1,440, with a 10% aboriginal student population</td>
<td>#32 in Canada – Ranking Web of Universities #5442 Worldwide – Ranking Web of Universities</td>
<td>N/A</td>
<td>Science Computer Science</td>
</tr>
<tr>
<td>Brock University</td>
<td>St. Catharines</td>
<td>40</td>
<td>18,000</td>
<td>Rank 915 - Comprehensive University ranking (Maclean's Ranking)</td>
<td>Offers 39 co-op program options</td>
<td>Math Science</td>
</tr>
<tr>
<td>Carleton University</td>
<td>Ottawa</td>
<td>334</td>
<td>Total Students: 29,573 Full Time: 24,249 Part Time: 5,324</td>
<td>QS World University Rankings: 651-700 #20 in Canada – Ranking Web of Universities #350 worldwide – Ranking Web of Universities #33 in Canada – Maclean’s 2017 National Reputational Rankings</td>
<td>Most STEM programs include a co-op option</td>
<td>Science Technology Engineering Maths</td>
</tr>
<tr>
<td>Lakehead University</td>
<td>Thunder Bay</td>
<td>890</td>
<td>Over 1,450 students</td>
<td>#34 in Canada – Ranking Web of Universities #162 worldwide – Ranking Web of Universities #42 in Canada – Maclean’s 2017 National Reputational Rankings</td>
<td>Most STEM programs include a co-op option</td>
<td>Science Engineering Maths</td>
</tr>
<tr>
<td>Laurentian University</td>
<td>Sudbury</td>
<td>270</td>
<td>Bachelor’s, 6,583 full-time/9,824 part time Master’s Degree: 378 full-time/part time: 315 Doctoral Degree: 119 full-time/5 part time</td>
<td>#47 in Canada – Ranking Web of Universities #152 worldwide – Ranking Web of Universities #43 in Canada – Maclean’s 2017 National Reputational Ranking</td>
<td>STEM programs do not include co-op option</td>
<td>Science Engineering Maths</td>
</tr>
<tr>
<td>McMaster University</td>
<td>Hamilton</td>
<td>0</td>
<td>27,897</td>
<td>QS World University Rankings – #40 #8 in Canada’s Top 50 Research Universities 2016, bringing in $334.6 million in sponsored research income in 2015. #78 Times Higher Education’s influential World University Rankings 2016. #66th in the world and #3 in Canada in the 2017 Shanghai Jiao Tong Academy Ranking of World Universities</td>
<td>Most STEM programs include a co-op option</td>
<td>Science Technology Engineering Mathematics &amp; Statistics</td>
</tr>
<tr>
<td>Nipissing University</td>
<td>North Bay</td>
<td>250</td>
<td>5,679 (2011)</td>
<td>#57 in Canada – Ranking Web of Universities #2332 worldwide – Ranking Web of Universities #46 in Canada – Maclean’s 2017 National Reputational Rankings</td>
<td>N/A</td>
<td>Science Maths</td>
</tr>
<tr>
<td>OCAD University</td>
<td>Toronto</td>
<td>40</td>
<td>250 Graduate Students 4,346 Undergraduate Students</td>
<td>#78 in Canada – Ranking Web of Universities #4484 worldwide – Ranking Web of Universities</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Queen’s University</td>
<td>Kingston</td>
<td>218</td>
<td>24,582 (2013)</td>
<td>QS World University Rankings: 224 Ranks #25-300 – Times Higher Education World University Rankings 2018 Ranks #4 – Maclean’s University rankings Canada 2017: Medical Doctoral</td>
<td>Co-op programs open to domestic and international students in the Faculty of Engineering and Applied Science, Faculty of Arts and Science, and School of Computing.</td>
<td>Science Engineering Maths</td>
</tr>
<tr>
<td>Ryerson University</td>
<td>Toronto</td>
<td>45</td>
<td>Undergraduate: 39,529 (2016-17) Graduate: 2,072 (2016-17)</td>
<td>#11- Comprehensive University ranking (Maclean’s Ranking)</td>
<td>The college provides 23 co-op programs</td>
<td>Engineering Science</td>
</tr>
<tr>
<td>The University of Western Ontario</td>
<td>London</td>
<td>80</td>
<td>Total Full-time: 29,828 Undergraduates 23,139 Masters 3,431 PhDs 2,083</td>
<td>QS World University Rankings: 710 #5 in Canada – Maclean’s 2017 National Reputational Rankings #9 in Canada – Ranking Web of Universities #165 Worldwide – Ranking Web of Universities</td>
<td>MMASc program, Engineering Co-op Program (SECCOP)</td>
<td>Science Engineering Maths</td>
</tr>
<tr>
<td>School</td>
<td>Location</td>
<td>Distance from Hamilton (in miles)</td>
<td>Student Population</td>
<td>School Rating</td>
<td>Co-Op Options</td>
<td>STEM Programs</td>
</tr>
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<td>--------------------------------------</td>
</tr>
<tr>
<td>Trent University</td>
<td>Peterborough</td>
<td>130</td>
<td>8,940 students 7,413 undergraduate (Peterborough) 1,032 undergraduate (Durham) 699 graduate</td>
<td>#35 in Canada – Ranking Web of Universities #147 worldwide – Ranking Web of Universities #35 in Canada – Maclean’s 2017 National Reputational Rankings #1 in Undergraduate University in Ontario and #2 Undergraduate Research University in Canada</td>
<td>N/A</td>
<td>Science Engineering Maths</td>
</tr>
<tr>
<td>University of Waterloo</td>
<td>Waterloo</td>
<td>45</td>
<td>34,325</td>
<td>Q5 World University Rankings: 49-500 #351 Times Higher Educator’s Influential World University Rankings 2016-2017 #4 – Maclean’s University rankings Canada 2017</td>
<td>Most STEM programs include a co-op option</td>
<td>Science Engineering Math</td>
</tr>
<tr>
<td>Wilfrid Laurier University</td>
<td>Waterloo</td>
<td>45</td>
<td>20,771 Full-time 1,877 Part-time</td>
<td>QS World University Rankings: 491-500 #351 Times Higher Educator’s Influential World University Rankings 2016-2017 #4 – Maclean’s University rankings Canada 2017</td>
<td>#2 – Comprehensive University ranking (Maclean’s Ranking)</td>
<td>Most STEM programs include a co-op option</td>
</tr>
<tr>
<td>University of Guelph</td>
<td>Guelph</td>
<td>30</td>
<td>Guelph Campus 20,771 Full-time 1,877 Part-time Guelph-Humber Campus 4,677 Total</td>
<td>#223 in the World – Ranking Web of Universities #39 in Canada – Ranking Web of Universities #39 – Maclean’s 2017 National Reputational Rankings</td>
<td>UOIT offers 18 programs with Co-op option</td>
<td>Science Engineering Math</td>
</tr>
<tr>
<td>University of Ontario Institute of Technology (UOIT)</td>
<td>Oshawa</td>
<td>30</td>
<td>10,000+</td>
<td>Q5 World University Ranking: 289 #201-250 – Times Higher Educator’s Influential World University Rankings 2018</td>
<td>UOIT offers 18 programs with Co-op option</td>
<td>Science Engineering Math</td>
</tr>
<tr>
<td>University of Ottawa</td>
<td>Ottawa</td>
<td>330</td>
<td>Undergraduate: 35,490 Master: 4,244 Doctorate: 1,932 Other graduate: 234</td>
<td>Q5 World University Ranking: 289 #201-250 – Times Higher Educator’s Influential World University Rankings 2018</td>
<td>N/A</td>
<td>Science Engineering Math</td>
</tr>
<tr>
<td>York University</td>
<td>Toronto</td>
<td>55</td>
<td>53,000</td>
<td>Q5 World University Rankings: 491-500 #21 in Canada – Maclean’s 2017 National Reputational Rankings #141 in Canada – Ranking Web of Universities #132 Worldwide – Ranking Web of Universities</td>
<td>N/A</td>
<td>Science: Bachelor and Master Technology Bachelor and Master Engineering Master Bachelor, PhD</td>
</tr>
<tr>
<td>University of Toronto</td>
<td>Toronto</td>
<td>40</td>
<td>88,766</td>
<td>Q5 World University Rankings: 32 #4 in Global Employability University Ranking Times Higher Education Ranking #22 Overall Worldwide #9 Worldwide among public universities #1 Worldwide for Volume of Published Research in the Sciences – Times Higher Education World Universities Rankings</td>
<td>University of Toronto Scarborough has over 50 Co-op Programs in the arts, science and management disciplines.</td>
<td>Engineering Science Maths</td>
</tr>
</tbody>
</table>

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**Appendix – Post-Secondary Institution Profiles Universi**
## Appendix – Post-Secondary Institution Profiles Colleges

<table>
<thead>
<tr>
<th>School</th>
<th>Location</th>
<th>Distance from Hamilton (in miles)</th>
<th>Student Population</th>
<th>School Rating</th>
<th>Co-Op Options</th>
<th>STEM Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Algoma University College</td>
<td>Sault, ON</td>
<td>276</td>
<td>22,000</td>
<td>#2 – Research Infosource’s annual ranking of Canada’s top 50 research colleges</td>
<td>Computer Systems Technician Co-op program</td>
<td>Science</td>
</tr>
<tr>
<td>Cambrian College</td>
<td>Sudbury, ON</td>
<td>280</td>
<td>4,400</td>
<td>#4 – Research Infosource’s annual ranking of Canada’s top 50 research colleges</td>
<td>Chemical Engineering Technology co-op program</td>
<td>Science Engineering Technology</td>
</tr>
<tr>
<td>Canadore College</td>
<td>North Bay, ON</td>
<td>325</td>
<td>3,500</td>
<td>Full-time: 11,000</td>
<td>Science Engineering Technology</td>
<td>N/A</td>
</tr>
<tr>
<td>Centennial College</td>
<td>Toronto, ON</td>
<td>59</td>
<td>15,800</td>
<td>#2 – Research Infosource’s annual ranking of Canada’s top 50 research colleges</td>
<td>Automotive Service Technician Co-op program</td>
<td>Science Engineering Technology</td>
</tr>
<tr>
<td>College Boreal</td>
<td>Sudbury, ON</td>
<td>276</td>
<td>9,218</td>
<td>Full-time: 11,000</td>
<td>N/A</td>
<td>Science Engineering Technology</td>
</tr>
<tr>
<td>Conestoga College</td>
<td>Kitchener, ON</td>
<td>36</td>
<td>12,000 (2010)</td>
<td>University offers 55 co-op programs</td>
<td>Computer Engineering Technology</td>
<td>N/A</td>
</tr>
<tr>
<td>Durham College</td>
<td>Oshawa, ON</td>
<td>87</td>
<td>11,000</td>
<td>The majority of Durham College STEM programs offer a co-op program option.</td>
<td>Engineering Science Computer Technology</td>
<td>N/A</td>
</tr>
<tr>
<td>Fanshawe College</td>
<td>London, ON</td>
<td>150</td>
<td>20,000</td>
<td>The majority of Fanshawe College STEM programs offer a co-op program option.</td>
<td>Science Technology</td>
<td>N/A</td>
</tr>
<tr>
<td>Fleming College</td>
<td>Toronto, ON</td>
<td>122</td>
<td>16,000 (2011)</td>
<td>The majority of Fleming College STEM programs offer a co-op program option.</td>
<td>Science Technology</td>
<td>N/A</td>
</tr>
<tr>
<td>George Brown College</td>
<td>Toronto, ON</td>
<td>44</td>
<td>32,117</td>
<td>The majority of Georgian College STEM programs offer a co-op program option.</td>
<td>Science Engineering Technology</td>
<td>N/A</td>
</tr>
<tr>
<td>Georgian College</td>
<td>Barrie, ON</td>
<td>95</td>
<td>1,500</td>
<td>The majority of Georgian College STEM programs offer a co-op program option.</td>
<td>Science Engineering Computer Technology</td>
<td>N/A</td>
</tr>
<tr>
<td>Humber College</td>
<td>Toronto, ON</td>
<td>35</td>
<td>63,000 (2014)</td>
<td>The majority of Humber College STEM programs offer a co-op program option.</td>
<td>Science Engineering Technology</td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>School</th>
<th>Location</th>
<th>Distance from Hamilton (in miles)</th>
<th>Student Population</th>
<th>School Rating</th>
<th>Co-Op Options</th>
<th>STEM Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>La Cité collégiale</td>
<td>Ottawa, ON</td>
<td>325</td>
<td>4,700</td>
<td>The majority of La Cité collégiale programs offer a co-op program option.</td>
<td>Science Engineering Technology</td>
<td>Science Engineering Technology</td>
</tr>
<tr>
<td>Lambton College</td>
<td>Sarnia, ON</td>
<td>185</td>
<td>1,500</td>
<td>The majority of Lambton College programs offer a co-op program option.</td>
<td>Science Engineering Technology</td>
<td>N/A</td>
</tr>
<tr>
<td>Mohawk College</td>
<td>Hamilton, ON</td>
<td>185</td>
<td>3,000</td>
<td>The college has 24 Co-op programs among Ontario’s 24 public colleges.</td>
<td>Technology: 29 programs Engineering 17 programs Science: 8 programs</td>
<td>N/A</td>
</tr>
<tr>
<td>Northern College</td>
<td>Timmins, ON</td>
<td>265</td>
<td>1,700</td>
<td>The majority of Northern College STEM programs offer a co-op program option.</td>
<td>Engineering Technology</td>
<td>N/A</td>
</tr>
<tr>
<td>St. Clair College</td>
<td>Windsor, ON</td>
<td>186</td>
<td>6,500</td>
<td>N/A</td>
<td>Science Technology</td>
<td>Engineering Technology</td>
</tr>
<tr>
<td>St. Lawrence College</td>
<td>Kingston, ON</td>
<td>203</td>
<td>More than 7,000</td>
<td>N/A</td>
<td>Science Technology</td>
<td>Engineering Technology</td>
</tr>
<tr>
<td>St. Michael College</td>
<td>Sainte Marie, ON</td>
<td>458</td>
<td>2,400</td>
<td>N/A</td>
<td>Engineering Technology</td>
<td>Engineering Technology</td>
</tr>
<tr>
<td>Seneca College</td>
<td>North York, ON</td>
<td>63</td>
<td>97,500</td>
<td>The majority of Seneca College STEM programs offer a co-op program option.</td>
<td>Engineering Technology</td>
<td>Science</td>
</tr>
<tr>
<td>Sheridan College</td>
<td>Oakville, ON</td>
<td>20</td>
<td>21,000</td>
<td>The majority of Sheridan College STEM programs offer a co-op program option.</td>
<td>Engineering Technology</td>
<td>Science</td>
</tr>
</tbody>
</table>
Beyond HQ2.

QUICK FACTS

• Hamilton is the only Southern Ontario/Greater Toronto-Hamilton Area (GTHA) city that can offer every mode of transportation within its municipal boundary
• Hamilton International Airport Canada's largest inter-modal airport and is owned by the City of Hamilton
• Largest NO CURFEW 24/7 International airport in (GTHA); fly in and out when it fits your business model
• Preeminent location for same day/next day delivery
• New Logistics Business Park with direct airport/runway access; ideal for e-commerce and electronic fulfillment center
• 1,300 acres of industrial zoned land adjacent to the Hamilton International Airport
• Port of Hamilton busiest of all Canadian Great Lakes Ports
• Lowest congestion rates, compared to nearby cities allowing travel and goods to move efficiently – especially Waterloo to Toronto to the Niagara/U.S. Border
• Two international rail lines (Canadian Pacific / Canadian National) that run directly through the city – and, more importantly, our industrial parks

Hamilton – Canada’s Multi-Modal Goods Movement Giant

Hamilton is more than ready for HQ2. It is the top of the City corporate priorities. We are confident in our plan to make this investment a reality.

To put it simply our logistics are unstoppable in Hamilton. We are a goods movement giant and always have been due to our superior location. Business moves here.
We’ve Got What You Are Looking For

With the rise of e-commerce and Amazon’s strategy of building more distribution centers closer to customer bases, we know surface transportation is increasingly becoming a key component of all goods movement throughout Canada and the U.S. With a 90-minute catchment of 8.8 million people and a one day drive catchment of over 150 million people, Hamilton is a prime logistics/distribution location.

In the HQ2 Zone – Proven Results

There are a total of 5 distinct border crossings in the Southern Ontario region. Hamilton is 45-minutes to the U.S. border in Niagara (Queenston-Lewiston) and Fort Erie (Fort Erie-Buffalo) and just a few short hours away from the Windsor border (Sarnia-Port Huron, Windsor-Detroit).

All combined, these ports of entry handle approximately 60 per cent of Canada – U.S. trade; North America’s largest trade corridor with Hamilton at the center of it all.

We have built a logistics system that has the proven capacity to deliver results. We are unstoppable.
Hamilton International Airport (HIA)

Hamilton is home to Canada’s largest intermodal freighter airport. HIA services Amazon today. Some of the top international courier partners operating out of HIA are international cargo powerhouses such as DHL, UPS, Purolator, CargoJet, Canada Post, Air Canada Logistics, and Loomis.

A Business Strength for HQ2 – No Flight Curfews Means No Restrictions

Hamilton International Airport (HIA) is perfect for the fast pace of e-commerce and the electronic fulfillment business. Here’s why. There are absolutely no curfews (24/7, 365 days a year), no slot restrictions and substantially lower costs than Pearson International Airport.

This allows Amazon, the world’s leading e-commerce business, to deliver same day service at a lower cost. Simply put, our clients have up to a “one day advantage” to deliver product to the end user at a less expensive rate. It’s faster and it’s cheaper to move goods out of Hamilton airport. It’s simple math.

HIA Designed for HQ2

The airport is designed for use by large airplanes on overseas flights and includes a 10,006 ft x 200 ft asphalt runway with centerline lighting for low-visibility operations and a smaller 6,010 ft x 150 ft asphalt runway.

HIA also has Canada Border Services on the premises 24/7, a bonded, common use temperature controlled cargo facility, dual runways designed for long haul international flights and on-site airport and runway access. We’ve got it all for HQ2.
Hamilton is a city that is not only connected locally, but also by road, rail, air and water connections. We can get anywhere across Canada and the United States through a multitude of channels. The decision to locate in Hamilton was a deal-maker for us.

Ron Foxcroft, Founder & CEO, Fox 40 International Inc. and Fluke Transport Ltd.

Canada's largest inter-modal freighter airport

With Hamilton's proximity to all North American markets and HIA's cargo volume, both Canadian and U.S. destinations are deemed "Domestic Cargo Routes." As Canada's largest inter-modal freighter airport, major U.S. trade corridors such as Cincinnati/Northern Kentucky, Atlanta, Dallas/Fort Worth, Louisville, Akron/Canton Ohio and the Greater Rochester New York airports are all scheduled daily routes for HIA.

- 485,000 tons in total landed cargo aircraft billable weight in 2016
- Cargo partners include: Cargojet, Purolator, UPS, DHL, Canada Post
- Home to one of Canada's largest domestic cargo freighter distribution networks
- One day trucking catchment in excess of 150 million consumers

As shown in the domestic scheduled cargo service routes diagram on opposite page, HIA also covers the entire Canadian market from east to west.

Dedicated Cargo Airport – Servicing the South American market

HIA has also expanded its reach in the South American market with regular daily scheduled flights to Bogota, Colombia and Lima, Peru. HIA is the only dedicated logistics cargo airport in the GTHA dedicated to the South American market.

Since amplifying our reach, our existing cargo operators have seen a dramatic increase in business with expansions well underway as well as bringing on new partners such as Air Canada Cargo.

Tapping the European Markets - Cargo Service to Germany

In addition to the North American market, HIA has additional scheduled cargo service to Cologne/Bonn Airport (CGN) in Germany. CGN is Europe's only airport that offers infrastructure and all logistical services required between runway and warehouse, making them a preferred choice for the cargo industry and particularly for B2B and e-commerce clients.

Zoned for HQ2 – Airport Employment Growth District

Surrounding HIA is a new 1,200-acre business park is the Airport Employment Growth District (AEGD).

This business park is custom-made for multi-modal logistics and is ready to go from day one for a major logistics investment from Amazon.

AEGD is zoned and dedicated for logistics/distribution offering:
- direct access to the airport and runway
- immediate access to a major highway system 300 yards away
- 15 miles to the Port of Hamilton
- 15 miles to intermodal facilities
- 15 miles to CN/CP Rail lines
Scheduled Domestic Cargo Service Routes

International Airports:
- ATL Atlanta
- CVG Cincinnati/Northern Kentucky
- DFW Dallas/Fort Worth
- SDF Louisville
- YEG Edmonton
- YHM Hamilton
- YQR Regina
- YVR Vancouver
- YWG Winnipeg
- YXE Saskatoon

Scheduled International Cargo Service

International Airports:
- BOG Bogota
- CGN Cologne-Bonn
- LIM Lima
- MEX Mexico City
- YHM Hamilton
Southern Ontario
Airport Network (SOAN)

Business is Booming at the Hamilton International Airport (HIA)

HIA is experiencing substantial growth, increasing cargo business by 27 per cent over 2016 figures.

Hamilton’s passenger service is rising and is expected to see a more dramatic up tick in the passenger realm. There are two main reasons for this growth. Firstly, HIA has been chosen as Ontario’s first Regional Airport within the GTHA for the “Ultra Low Cost Carrier” sphere and “Business” traveler.

Secondly, airport congestion and capacity issues at Pearson Airport have resulted in national carriers, such as Air Canada and WestJet, drawing on HIA as a choice location to better service the needs of passengers looking to travel to nearby cities.

Southern Ontario Airport Network – SOAN

Most recently, Pearson International’s Greater Toronto Airport Authority (GTAA) invited HIA to join the “Southern Ontario Airport Network” (SOAN). The purpose of SOAN is to help combat current and future capacity and congestion issues hindering Pearson Airport’s plan to become an international mega hub passenger airport.

Pearson Airport’s passenger service has exceeded 45 million and is expected to grow to over 110 million by 2041. Realizing their physical limitations to expand, Pearson has recognized the need to utilize nearby surrounding airports to assist with the increased volumes of both passenger and cargo service.

HIA Partners with Pearson Airport

Partnering with HIA provides Pearson the opportunity to utilize HIA as an extension airport to Pearson International. HIA is the only airport that is capable of handling immediate capacity and volume for both passenger and cargo services within the area. That’s because of the direct shuttle service to and from our nearby airports and the existing infrastructure in place.

Port of Hamilton – Busiest Port on the Great Lakes

The Port of Hamilton is the largest port in Ontario and the busiest of all the Canadian Great Lake Ports. It provides an essential transportation infrastructure to HQ2 and other key Canadian businesses / industries. The port is within one mile to major highways, has inter-modal facilities with both CN and CP Rail lines running through port facilities and is within 15 miles of HIA.
The port provides access to 120 million North American customers and global markets via Highway H2O (a 2,300 mile marine highway with direct access to the commercial, industrial and agricultural heartland of North America).

For example, with Amazon’s acquisition of Whole Foods, shipping goods from overseas markets can run through the Port of Hamilton, be transported via our efficient highway system and flown to North American destinations via HIA.

The port also has highway connections, intermodal services and two Class-1 railways. In addition, the port has two expert stevedores, 2.5M square feet of warehouse space, 180 tons indoor crane capacity and 27,500 linear feet of seaway-draft dock walls.

Transcontinental Rail access – CN Rail / CP Railways

Canadian National Rail and Canadian Pacific Railway operate with intermodal facilities located in the City of Hamilton and along its port, offering transcontinental rail access through Canada and the U.S.

CN Rail has the only rail network that reaches three coasts in North America, accessing the Atlantic, Pacific and Gulf coasts. The company operates out of eight Canadian Ports, offers 20,000 miles of track with Intermodal Terminals providing easy access to over 75 per cent of the U.S. markets and all Canadian markets.

The Canadian Pacific Railway has intermodal facilities across Canada and the U.S. and runs throughout Canada and the U.S. with approximately 12,500 miles of track.
Hamilton’s Highway Systems
& Easy Access

Getting to the Highways

The City of Hamilton has access to number of major highways:

Queen Elizabeth Way (QEW) – a 400-series highway (part of a network of controlled-access provincial highways) in Ontario linking Toronto with the Niagara Peninsula and Buffalo, New York. The highway begins at the Peace Bridge in Fort Erie and travels 86.4 miles around the western shore of Lake Ontario, ending at Highway 427.

Highway 403 – a 400-series highway in Ontario that travels between Woodstock and Mississauga, branching off from and reuniting with Highway 401 at both ends and travelling south of it through Hamilton and Mississauga. It is concurrent with the Queen Elizabeth Way (QEW) for 14 miles from Burlington to Oakville.

Highway 407 – the world’s first all-electronic, barrier-free toll highway, stretching 67 miles from Burlington (in the west) to Pickering (in the east).

Highway 6 – a provincially maintained highway in Ontario crossing a distance of 300 miles between Port Dover, on the northern shore of Lake Erie, and Espanola, on the northern shore of Lake Huron, before ending at the Trans-Canada Highway (Highway 17) in McKerrow.

Highway 5 – a provincially maintained east-west highway in Ontario that travels a distance of 79 miles between Highway 8 at Peter’s Corners, north of Hamilton and Highway 6 at Clappison’s Corners.

Highway 8 – a provincially maintained highway in Ontario that travels a distance of 99.2 miles, connecting Hamilton and Cambridge, thereafter continuing through Southwestern Ontario to the community of Goderich on the shores of Lake Huron.

Lincoln Alexander Parkway – a city expressway in Hamilton, which connects Highway 403 with the Red Hill Valley Parkway, which continues north to the Queen Elizabeth Way.

Red Hill Valley Parkway – a city expressway in Hamilton connects the Lincoln M. Alexander Parkway to the Queen Elizabeth Way near Hamilton Harbor.
We are ready for HQ2 in a big way. Are you ready for Hamilton?

HQ2 in Hamilton. It makes perfect business sense.

And we know our key geographic position, leadership in Canadian multi-modal goods movement and far reaching expertise in logistics puts us in a class by ourselves. We'll save you money, we'll save you time and you'll easily reach new markets here. You will be our focus from day one. No gridlock, no curfews, no barriers – that's your Hamilton investment bonus.

Welcome to unstoppable.
Thank you for your consideration. We would be honored to join your team in delivering HQ2. We have the people, the talent, the dedication and the determination to get the job done. Hamilton is the perfect location for your employees and their families. Your vision. Our reality. That’s our commitment to you. **Together we’re unstoppable.**

For further information, please contact:
**Chris Murray, City Manager**

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