Downtown office sector
Changing Trends/Impacting location decisions

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We judge the vitality of cities: on-street activity

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Upper floor uses & density drives street level activity

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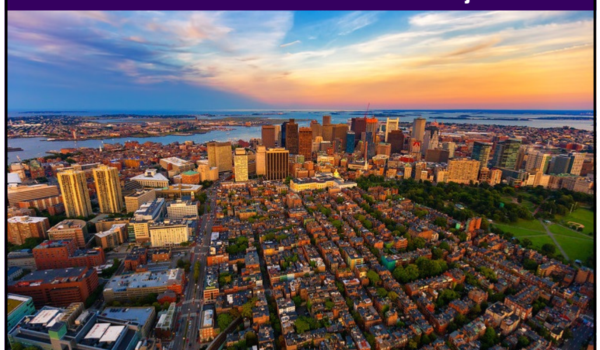
High-rise office buildings most dense development within cities & most job intense



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Downtown Houston

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Downtown Denver

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Office building job density

Formula used to be 250 sf per employee.

Offices of Mad Men

Technological innovation (fewer private offices/secretaries) “hotelling” and downsizing pressures =

175-150 sf/ employee

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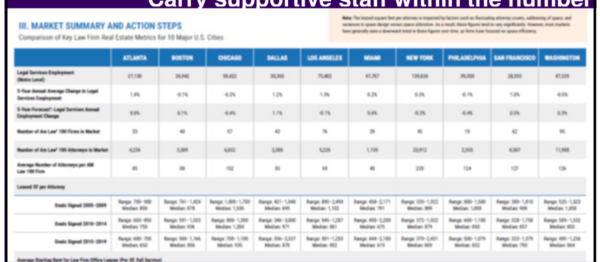
Higher priced workers take up more space
Carry supportive staff within the number



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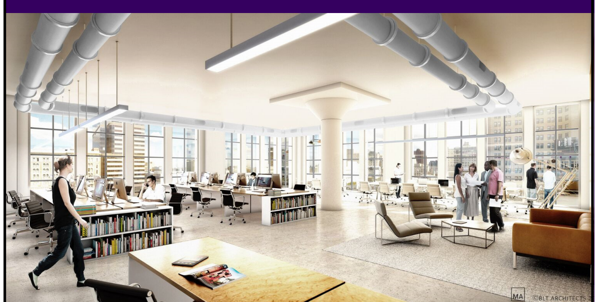
Open office plans: space per employee
Is shrinking further
Coworking space



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Comparative employment density

Average = 8 jobs for every 10 hotel rooms in banquet or convention hotel

600 rooms = 480 jobs

600,000 sf would hold 3,400 office jobs

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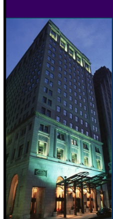
Sectors cross-fertilize: Diversification has
Changed the value proposition



Hotels, theaters & restaurants create an environment that attracts business and residents.

The hospitality industry & eds/meds creates work for accounting, architecture & law firms.

Office tenants attract both corporate meetings and business travelers that fill hotel rooms.

55% of business at convention center, eds, meds & pharma

Diversification is key to success

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Economic impact of office sector

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Amazon in Seattle is an exception
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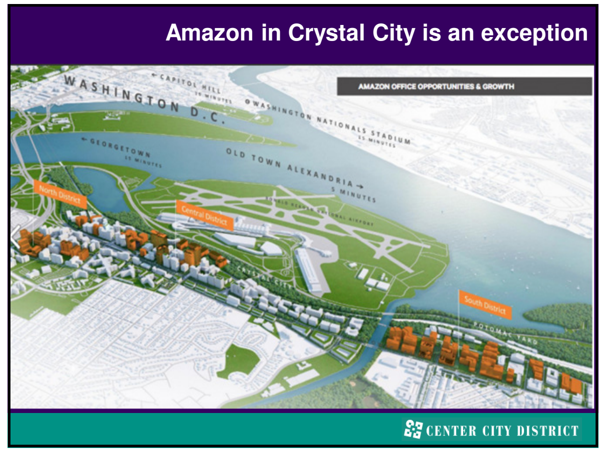
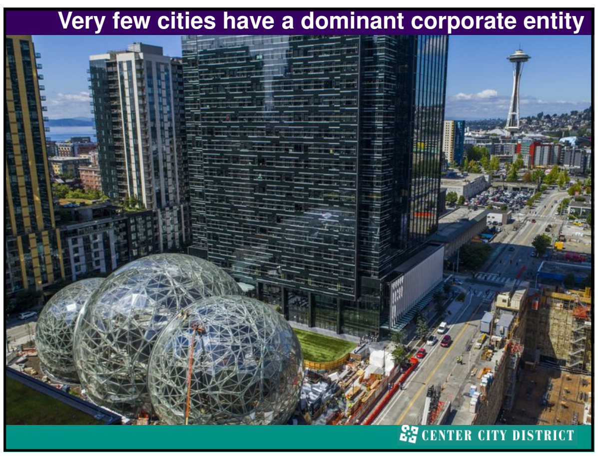

Amazon in Crystal City is an exception
AMAZON OFFICE OPPORTUNITIES & GROWTH
WASHINGTON D.C.
OLD TOWN ALEXANDRIA
CENTER CITY DISTRICT


Very few cities have a dominant corporate entity
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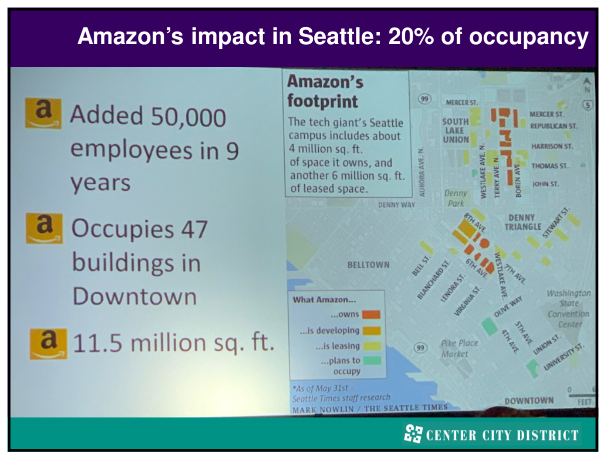
Amazon's impact in Seattle: 20% of occupancy
Added 50,000 employees in 9 years
Occupies 47 buildings in Downtown
11.5 million sq. ft.
Amazon's footprint
The tech giant's Seattle campus includes about 4 million sq. ft. of space it owns, and another 6 million sq. ft. of leased space.
SOUTH LAKE UNION
DENNY TRIANGLE
BELLTOWN
What Amazon...
...owns
...is developing
...is leasing
...plans to occupy
DOWNTOWN
CENTER CITY DISTRICT


Salesforce Tower in San Francisco: tech dominance
38% is occupied by tech companies
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Comcast Philadelphia: 5.5% of downtown inventory
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Energy sector in Houston

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Banks & financial services, Charlotte

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Typical private sector office sector tenants

NAICS = North American Industrial Classification System
At the 2-digit level, the Office Sector is roughly the following:

- 51: Information & communications
- 52: Finance & Insurance
- 54: Professional, Scientific, & Technical Services
  Law, accounting, engineering, architecture
- 53: Real Estate Rental & Leasing
- 55: Management of Companies & Enterprises
- Corporate headquarters: Energy in Houston,
  Technology in San Francisco, Amazon in Seattle
  Comcast & Aramark in Philadelphia (neither own)
  Banks in Charlotte

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Constructing an office building and hotel of comparable size will both generate about 1200 construction jobs

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Source: BLS, QCEW 2014

Philadelphia: Average Salary by Sector: 2015

Industry	Jobs	Avg Pay
Educational & Health Services	214,520	$60,554
Office Sector	140,249	$100,743
Retail Trade	49,253	$28,018
Food Service & Drinking Places	52,473	$21,177
Transportation and Warehousing	23,839	$54,418
Manufacturing	20,207	$63,055
Construction	11,384	$78,108
Hotels & Accommodation	7,486	$39,639

Public Sector	101,260	$69,012
Private Sector	571,788	$63,502

91% of al jobs

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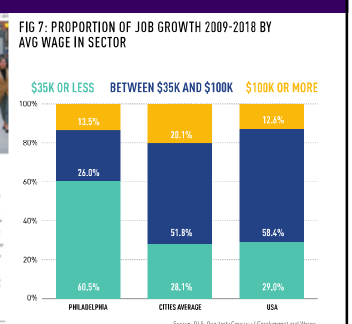
2019 Jobs report



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SUBSECTOR (3 DIGIT)	PHILA EMP CHANGE	PHILA AVG WAGE	CITIES AVG WAGE	USA AVG WAGE
NAICS 624 Social assistance	20,560	$31,657	$25,168	$25,706
NAICS 722 Food services and drinking places	14,451	$21,955	$23,340	$20,822
NAICS 621 Ambulatory health care services	9,996	$64,547	$61,088	$65,806
NAICS 541 Professional and technical services	9,210	$112,091	$112,736	$102,358
NAICS 561 Administrative and support services	7,773	$35,552	$46,153	$42,167
NAICS 812 Personal and laundry services	2,872	$25,105	$30,296	$29,698
NAICS 713 Amusements, gambling, and recreation	2,331	$29,714	$24,964	$24,082
NAICS 424 Merchant wholesalers, nondurable goods	1,698	$73,388	$74,983	$75,536
NAICS 452 General merchandise stores	1,596	$20,499	$27,665	$26,245
NAICS 445 Food and beverage stores	1,486	$23,523	$27,576	$26,384
NAICS 611 Educational services	1,184	$80,358	$59,463	$53,985
NAICS 622 Hospitals	1,128	$71,778	$73,015	$67,717
NAICS 238 Specialty trade contractors	1,126	$76,524	$63,612	$61,042
NAICS 485 Transit and ground passenger transportation	981	$28,010	$45,426	$36,287
NAICS 492 Couriers and messengers	966	$40,392	$52,646	$48,638
NAICS 531 Real estate	881	$67,715	$73,746	$63,576
NAICS 454 Nonstore retailers	857	$71,342	$110,125	$74,043
NAICS 523 Securities, commodity contracts, investments	633	$221,841	$272,568	$241,070
NAICS 236 Construction of buildings	620	$83,527	$80,350	$72,014
NAICS 237 Heavy and civil engineering construction	563	$82,086	$85,232	$79,459
NAICS 519 Other information services	540	$110,436	$211,050	$217,836
NAICS 447 Gasoline stations	536	$19,898	$26,057	$23,708
NAICS 446 Health and personal care stores	490	$36,855	$41,696	$41,454
NAICS 712 Museums, historical sites, zoos, and parks	483	$44,621	$42,515	$37,660
NAICS 481 Air transportation	434	$81,652	$89,217	$93,504

FIG 6: TOP 25 FASTEST GROWING SECTORS (TOP 5 IN TERMS OF GROWTH BOLDED), SORTED BY AVG WAGE HIGH TO LOW

SUBSECTOR (3 DIGIT)	AVG WAGE	JOBS 2009	JOBS 2018	CHANGE 09-18	PCT CHANGE	AVG ANN PCT
523 Securities, commodity contracts, investments	$221,841	4,787	5,415	633	13%	1.40%
541 Professional and technical services	**$112,091**	**42,796**	**52,006**	**9,210**	**22%**	**2.20%**
519 Other information services	$110,436	509	1,049	540	106%	8.40%
236 Construction of buildings	$83,527	2,723	3,343	620	23%	2.30%
237 Heavy and civil engineering construction	$82,086	1,130	1,693	563	50%	4.60%
481 Air transportation	$81,652	8,588	9,022	434	5%	0.50%
611 Educational services	$80,358	57,477	58,661	1,184	2%	0.20%
238 Specialty trade contractors	$76,524	5,834	6,960	1,126	19%	2.00%
424 Merchant wholesalers, nondurable goods	$73,388	6,821	8,519	1,698	25%	2.50%
622 Hospitals	$71,778	59,055	60,183	1,128	2%	0.20%
454 Nonstore retailers	$71,342	681	1,538	857	126%	9.50%
531 Real estate	$67,715	6,854	7,735	881	13%	1.40%
621 Ambulatory health care services	**$64,547**	**29,869**	**39,865**	**9,996**	**33%**	**3.30%**
712 Museums, historical sites, zoos, and parks	$44,621	2,067	2,550	483	23%	2.40%
492 Couriers and messengers	$40,392	1,892	2,858	966	51%	4.70%
446 Health and personal care stores	$36,855	5,633	6,123	490	9%	0.90%
561 Administrative and support services	**$35,552**	**18,974**	**26,747**	**7,773**	**41%**	**3.90%**
624 Social assistance	**$31,657**	**26,233**	**46,793**	**20,560**	**78%**	**6.60%**
713 Amusements, gambling, and recreation	$29,714	2,345	4,676	2,331	99%	8.00%
485 Transit and ground passenger transportation	$28,010	2,615	3,596	981	38%	3.60%
812 Personal and laundry services	$25,105	6,742	9,614	2,872	43%	4.00%
445 Food and beverage stores	$23,523	12,309	13,795	1,486	12%	1.30%
722 Food services and drinking places	**$21,955**	**39,448**	**53,899**	**14,451**	**37%**	**3.50%**
452 General merchandise stores	$20,499	6,532	8,128	1,596	24%	2.50%
447 Gasoline stations	$19,898	1,244	1,780	536	43%	4.10%
Total Top 25	$61,339	353,153	436,548	83,395	24%	2.40%
All Other Sectors	*$72,844*	*165,151*	*148,569*	*-16,582*	*-10%*	*-1.17%*
Total Private Sectors Jobs	*$65,005*	*518,304*	*585,117*	*66,813*	*13%*	*1.36%*

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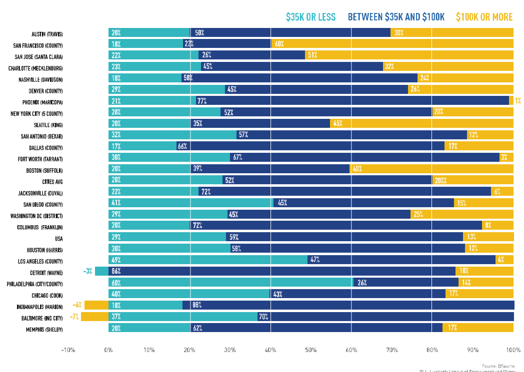

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Local workforce participation

51% 60% 80%

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Impact of 500,000 sf of office space

Job growth

strengthens the demand for construction jobs, retail services and hotel rooms.

Every 500,000 square feet of occupied office space:

- Provides 3,333 office jobs, 5 building engineering, 18 cleaning and 12 security positions.
- Supports 11,000 hotel rooms filled with business travelers
- Generates $2.8 million in retail demand
- Adds 2,333 riders to SEPTA

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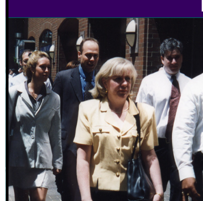
2015: Office sector jobs Paying between $20,000 & $59,000



Administrators, Administrative Assistants, Architects, Accountants, Collections Business Analysts, Clerical/Secretarial/Receptionist, Customer Service Representatives, Computer Programmers & Technicians, Data Analysts,Facilities Managers, Financial Analysts, Law Clerks, Marketing professionals, Paralegals, Quality Advisors, Sales representatives, Security personnel, Telecommunications Analysts

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The fiscal impact of office jobs
Inside box

The average office job generates **2.5 times** as much
In salaries as the average hotel job

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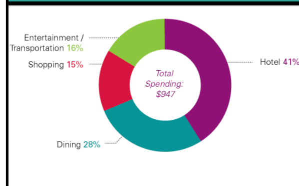
Out of box: 59% of expenditures of hotel guests
Made outside hotel on shopping & dining

DOLLARS OF DEMAND OF SHOPPERS' GOODS		
Office Workers	$152,230,473	$164,620,93
Other Workers	$58,986,276	$76,119,43
Residents	$126,378,240	$365,598,72
Overnight Visitors	$417,772,256	$417,772,25
TOTAL	$755,367,245	$1,024,111,34



Source: 2006-2012 VisitPhilly.com Hotel Guest Bookings, Provided by Greater Philadelphia Tourism Marketing Corporation

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Diverse downtown sectors reinforce each other

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Dominance of office employment in CBD's

With a handful of exceptions, Las Vegas, San Antonio, office employment is the largest sector of jobs in American downtowns

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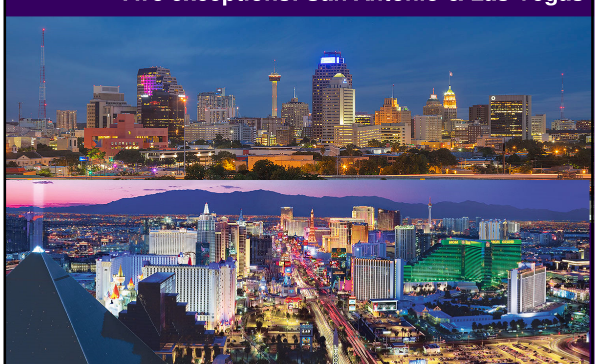
Two exceptions: San Antonio & Las Vegas



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Midtown Manhattan most dense employment center in US
With 902,306 jobs; 920 jobs per acre

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Downtown Chicago: 294 jobs per acre

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LA - Downtown: 285 jobs per acre

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San Francisco 217 jobs per acre

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Center City Philadelphia, 203 jobs/acre

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Office, largest sector, 40% downtown jobs

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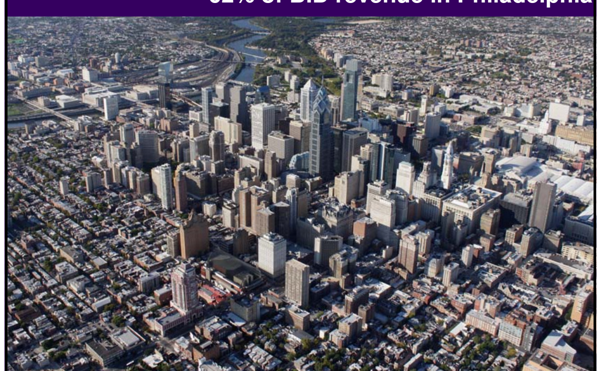
62% of BID revenue in Philadelphia



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80% of BID revenue Houston

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85% of BID revenue: Charlotte

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Typical office occupant

Tenant; most buildings multi-tenanted
(some corporate headquarters are owned)

Signs a 10 or 15 year lease; locks in rent; fit up allowance; pass-thrus

May have offices elsewhere in region (suburbs)

With digital technology the cost of moving is no longer major cost; plug in & function

Footloose

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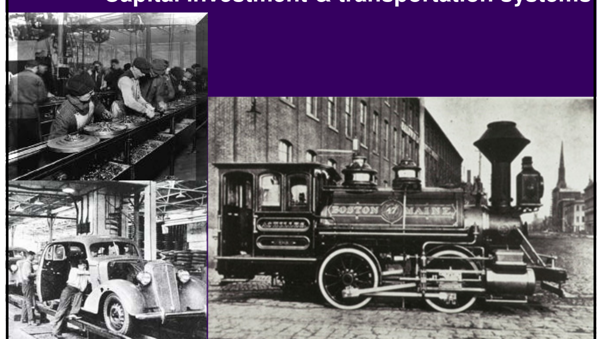
Manufacturing jobs tied to place by significant Capital investment & transportation systems



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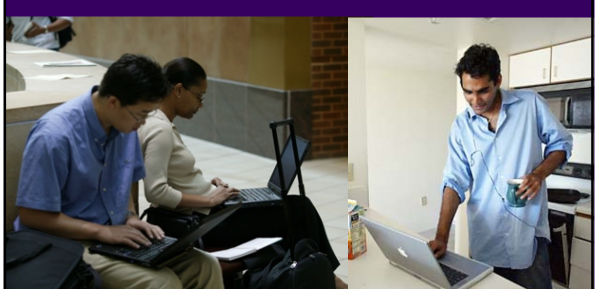
Laptops and cell phones, office work in general is far more portable, flexible & footloose



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Health care & education

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More tied to fixed assets; labs, beds, technology, classrooms

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European path
Historic center of Paris; Height controls

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Most European city centers historic: Copenhagen

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Amsterdam

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Amsterdam, corporate headquarters in historic bdlg

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Amsterdam: modern office outside the core

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Office park at Schiphol Airport, outside Amsterdam

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La Defense in Paris

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Dimly visible in the distance

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Canary Wharf in London

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Rotterdam, Netherlands
North American style CBD; historic city was blitzed in WW 2

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Rotterdam, Netherlands South side: across river

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Shanghai

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The path of American "downtowns"
Single use office district in the core 1880-1920

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1948: high density commercial *no residential*
100% of commercial office space in CBDs

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Sequence of suburbanization

Residential: 1946-47,
accelerates through 1950s
1960: 31% population suburbs
2010: 51% population suburbs

Regional shopping centers,
15,000 - 1955-1977

Office parks

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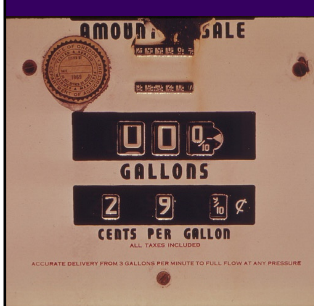
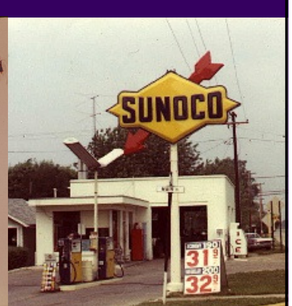
Gas prices: 1950's; 1968; 1970
1973: Arab Oil Embargo





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1970: 74% of commercial office space in CBD
2010: 65-70% commercial office space in suburbs
Push: urban decline; pull: auto-orientatation

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Landscaping; green amenities
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“Campus” Selling tranquility
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Close proximity to CEO residence
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Closely connected to suburban based workforce
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Families with children; public schools
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1950s urban renewal
Federally funded efforts to regain market share
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Resulted in new downtown office buildings
Offer state of the art options within downtowns

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West Market & JFK Boulevard Office District

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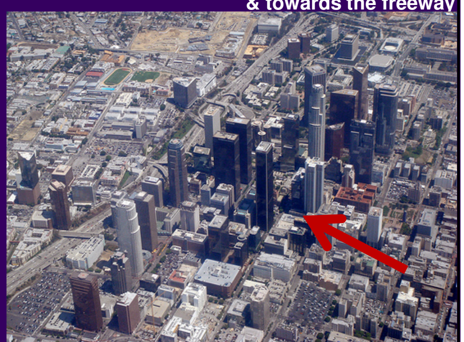
1960's- 1980 downtown renewal built new office buildings
Bunker Hill drew commercial life out of old downtown & towards the freeway



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Leaving 1920s downtown vacant, under-performing

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Regional distribution

Top Markets	1Q 2011 Total Inventory*	CBD Inventory	CBD as % of Total Inventory
1.Calgary, AB	57,581,709	42,248,220	73.4%
2.Manhattan NY	677,660,885	405,851,420	59.9%
3.Vancouver, BC	49,964,806	29,093,481	58.2%
4.Chicago, IL	214,485,349	121,070,599	56.4%
5.Toronto, ON	167,403,119	83,950,592	50.1%
6.Portland, OR	42,274,720	20,964,416	49.6%
7.Minneapolis, MN	80,506,894	35,759,222	44.4%
8.San Francisco, CA	170,182,771	62,165,730	36.5%
9.United States	3,191,549,753	1,162,578,995	36.4%
10 Washington, DC	351,308,890	117,597,552	33.5%
11 Boston	182,792,876	60,776,193	33.3%
12 Philadelphia, PA	131,459,119	43,716,633	33.3%
13 Miami	48,862,139	13,763,468	28.2%
14 Houston	166,867,198	37,022,646	22.2%
15 Los Angeles	191,896,798	27,300,591	14.2%

Cushman & Wakefield

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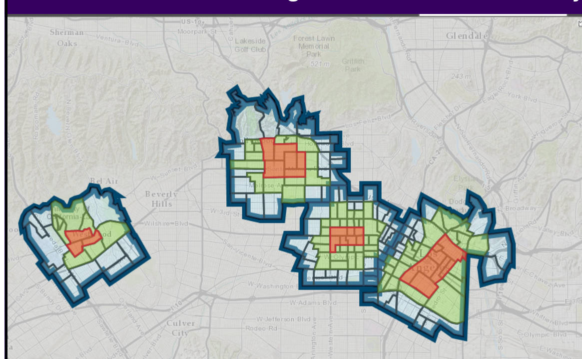
Los Angeles: a multi-centered city



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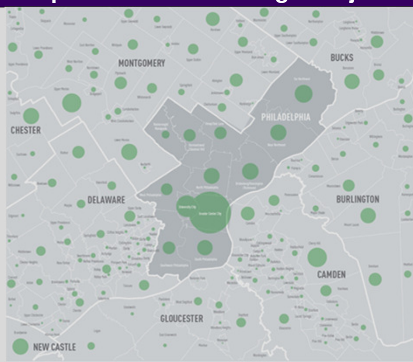
LEHD map of decentralized regional job clusters



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911 initially gave pause to urban high-rise

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Post-911 buildings have been engineered in response to World Trade Center terrorist attacks

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Office classification Trophy, A & B buildings:

Age, technological sophistication, flexibility of layout
Well tracked by commercial brokerage firms

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Leaving 1920s downtown vacant, under-performing

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B & C inventory empties out in 1970s & 1980s often converted to other uses:1990-2015

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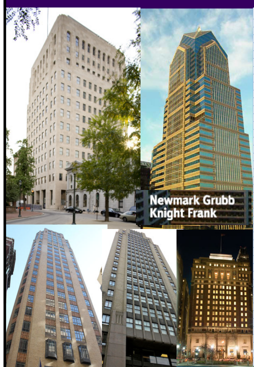
6.5 million square removed inventory



1997	220 S 16th St	220 S 16th St	185,000
1998	1600 Walnut	1600 Walnut St	86,658
1998	Empire Building	1231 Walnut St	27,680
1998	Exchange	1411 Walnut St	118,879
1999	1220 Sansom St	1220 Sansom St	41,000
1999	Avenue of the Arts Building	1338 Chestnut St	314,000
1999	Pennsylvania House (Now the Ellington)	1500 Chestnut St	241,000
2000	1700 Walnut	1700 Walnut St	72,000
2000	Phoenix	1600 Arch St	450,000
2000	PSFS	12 South 12th street	557,000
2001	1835 Arch St	1835 Arch St	176,000
2001	Chestnut View	1939 Chestnut St	29,912
2002	1920 Chestnut St	1920 Chestnut St	45,000
2002	311 S Juniper St	311 S Juniper St	75,000
2002	Green Tree	400 Walnut St	64,390
2002	Lofts at Liberty	1600 Chestnut St	38,016
2002	Society Hill Building	116 S 07th St	160,020
2003	Nippon Building	610 North Broad	225,000
2003	1930 Chestnut St	1930 Chestnut St	110,000
2003	415 S 19th St	415 S 19th St	30,000
2003	Grande	111 S 15th	241,291
2004	Victory Building	1001 Chestnut St	80,000
2004	The Bank	421 Chestnut St	55,430
2005	2043 Walnut St	2043 Walnut St	8,000
2005	Belgravia	1881 Chesnut	35,000
2006	Chelsea	1513 Locust St	55,851
2007	Ayer	210 W Washington Sq	151,435
2007	Western Union Building	1101 Locust St	162,893
2007	White Building Condominiums	1130 Chestnut St	55,000
2007	1401 Walnut	1401 Walnut St	125,450
2007	1530 Chestnut	1530 Chestnut St	75,177
2007	Aria	1419 Locust St	195,000
2007	Bank Building	421 Chestnut St	55,430
2007	Residences Two Liberty Place	1650 Chestnut St	263,000
2008	Robert Morris	100 N 17th Street	100,000
2008	Architects Building	100 South 17th	113,000
2010	Lafayette Building	441 Chestnut	144000
2011	1201 Chesnut	1201 Chesnut	101000
2011	2040 Market Street	2040 Market Street	128,000
2011	1616 Walnut	1616 Walnut	158,000
2011	former State Building	1400 Callowhill	240,000
2012	260 South Broad	260 South Broad	330000
2012	Inquirer Building	400 North Broad	450,000
2013	Three Franklin	1601 Race	225,000

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Basic measures of industry performance

Supply – expressed as square footage; Different brokerage firms count different geography & inventory

Rents – expressed as dollars per square foot; includes cost of occupancy + pass through of operating and maintenance costs (O&M) and municipal taxes, including BID assessments

Asking Rent & effective rent (concessions) Fit-up $

Occupancy/Vacancy Rates

Absorption - Positive & negative

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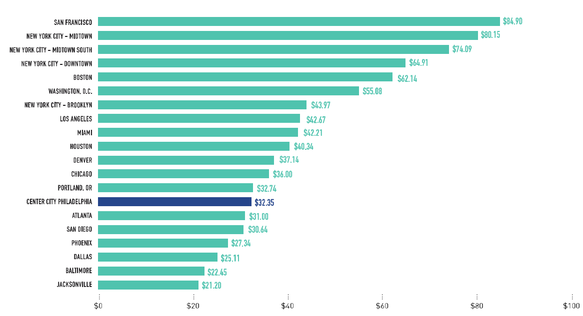
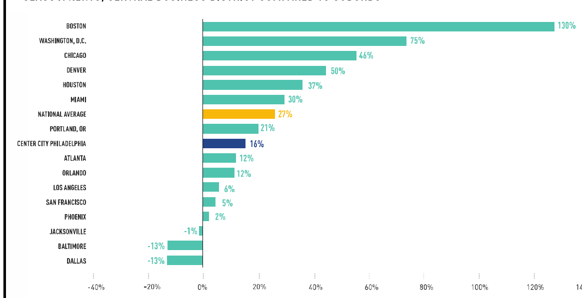
Rents vary dramatically by city
Good measure of office demand/job trends



CBD premium rent premium
National average = 27%



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But could also be result of local tax policy

CLASS A OFFICE COMPARISION

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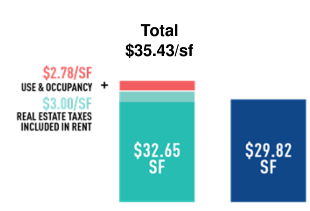
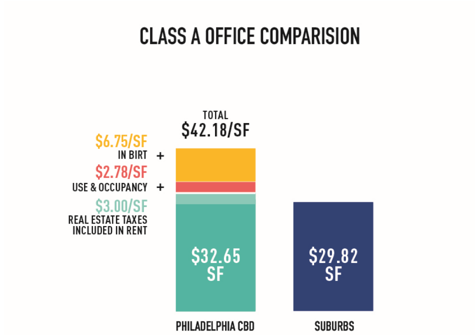
Additional tenant occupancy costs from U&O

CLASS A OFFICE COMPARISION



CENTER CITY DISTRICT

Additional tenant occupancy costs: BIRT



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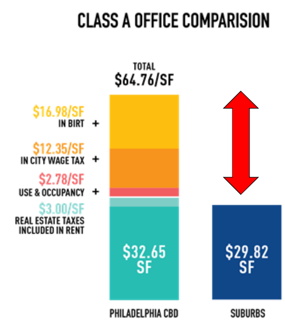
Bring suburban tenant into city & compensate for wage tax



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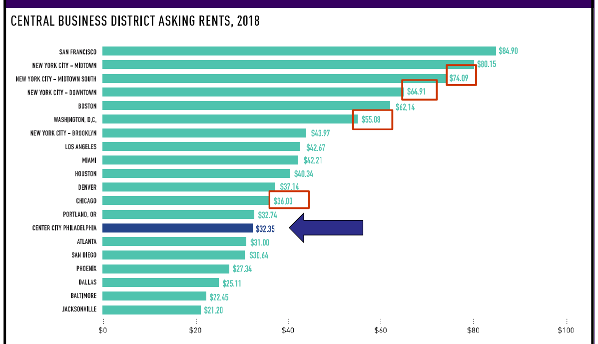
This is why rents are far below comparable cities



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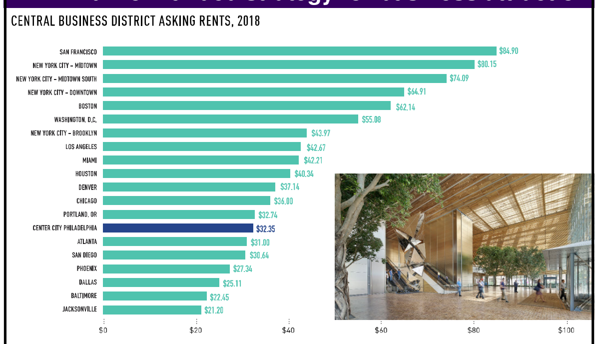
But comparatively low rents also make us ripe for a well-funded strategy for business attraction



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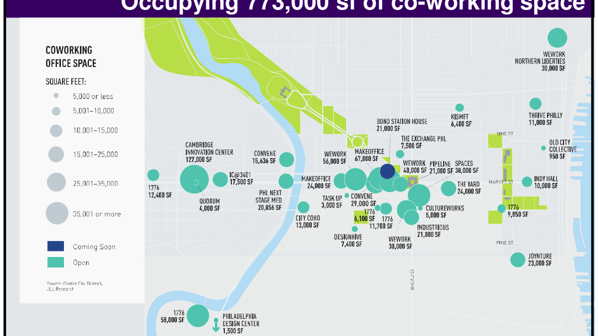
Potential for much stronger growth suggested by number of national & suburban firms testing waters Occupying 773,000 sf of co-working space



CENTER CITY DISTRICT

2Q16 CBD Snapshot — Prices vary by class

Class	Total SF	Vacant SF	Vacant %	YTD 2016 Absorption	Average Asking Rent (PSF/Yr., Full Service)
Trophy	10,065,718	948,518	9.4%	215,178	$38.81
A	14,133,550	1,735,318	12.3%	(86,013)	$28.96
B	14,779,639	2,161,446	14.6%	(229,159)	$26.69
C	4,879,422	819,067	16.8%	(230,719)	$24.00
CBD Total	43,858,329	5,664,349	12.9%	(330,713)	$29.18

Newmark Grubb Knight Frank

Prices vary by geography

MAJOR CENTER CITY OFFICE SUBMARKETS

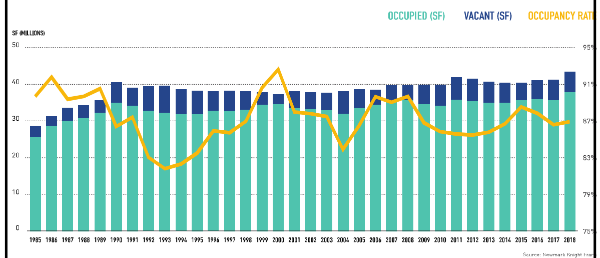
	TOTAL INVENTORY (SF)	VACANT (SF)	OCCUPANCY RATE	2017 ABSORPTION (SF)	AVERAGE ASKING RENT (PSF)
West Market	27,731,953	3,487,854	87.4%	-187,858	$33.84
East Market	6,531,084	816,579	87.5%	-199,046	$30.72
Independence Square	5,337,684	653,577	87.8%	226,716	$30.47
Walnut/South Broad	3,890,064	730,672	81.2%	225,239	$28.73
CENTER CITY TOTAL	43,490,785	5,688,682	86.9%	65,051	$32.35

Source: Newmark Knight Frank

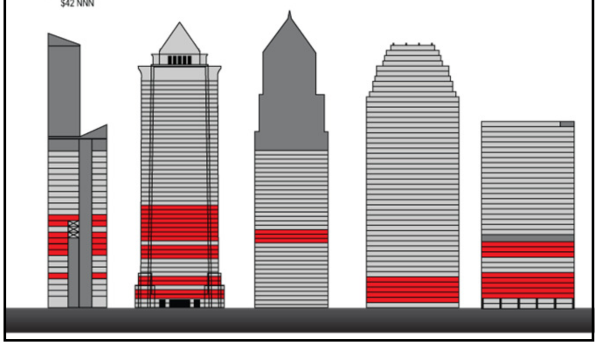
CENTRAL BUSINESS DISTRICT ASKING RENTS, 2018

Occupancy rates track economic trends Usually with 2-3 year lag

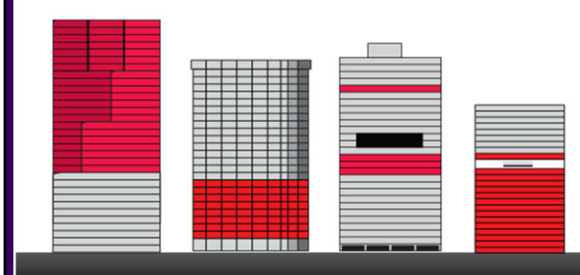
CENTER CITY PHILADELPHIA OFFICE MARKET, 1985–2018



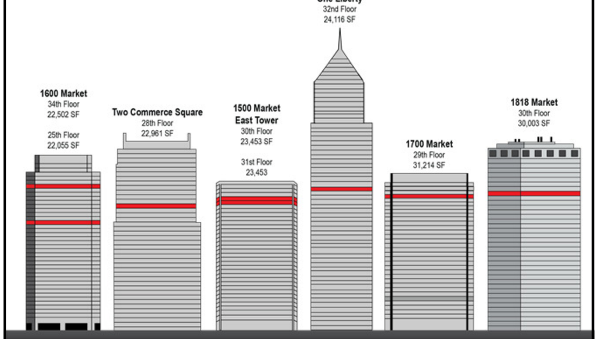
2016 – Philadelphia CBD Large Available Blocks



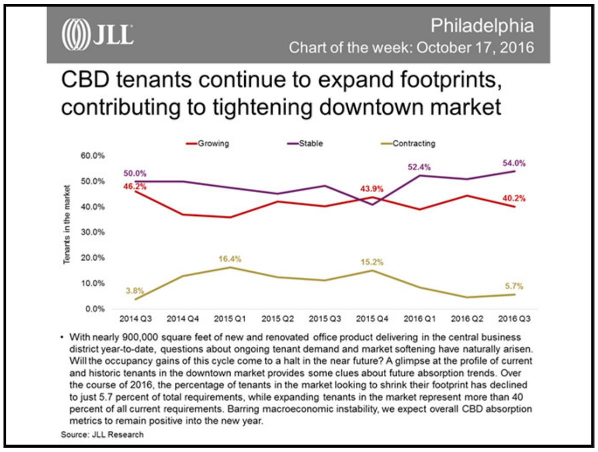
2016 – Philadelphia CBD Large Available Blocks

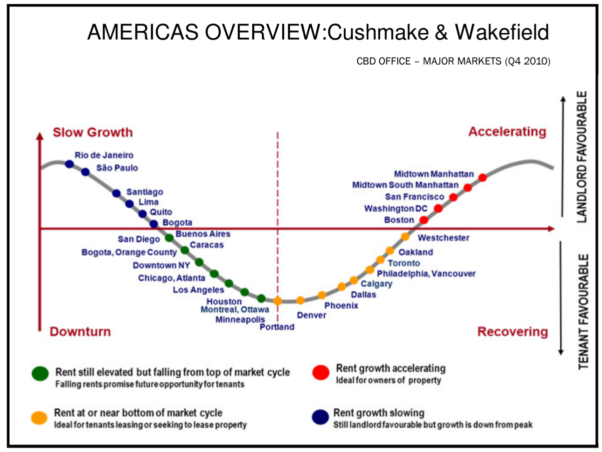


No Vacancy at the TOP Full Floors Available Above the 25th



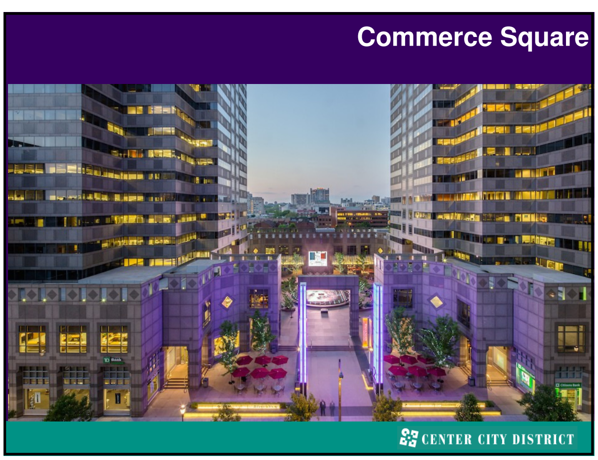
When does tightening space trigger demand for new supply?

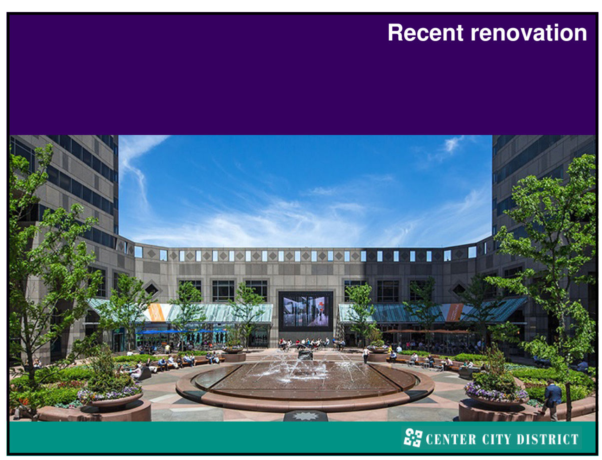

JLL
Philadelphia
Chart of the week: October 17, 2016
CBD tenants continue to expand footprints, contributing to tightening downtown market
Growing
Stable
Contracting
Tenants in the market
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
50.0%
46.2%
43.9%
52.4%
54.0%
40.2%
16.4%
15.2%
3.8%
5.7%
2014 Q3
2014 Q4
2015 Q1
2015 Q2
2015 Q3
2015 Q4
2016 Q1
2016 Q2
2016 Q3
• With nearly 900,000 square feet of new and renovated office product delivering in the central business district year-to-date, questions about ongoing tenant demand and market softening have naturally arisen. Will the occupancy gains of this cycle come to a halt in the near future? A glimpse at the profile of current and historic tenants in the downtown market provides some clues about future absorption trends. Over the course of 2016, the percentage of tenants in the market looking to shrink their footprint has declined to just 5.7 percent of total requirements, while expanding tenants in the market represent more than 40 percent of all current requirements. Barring macroeconomic instability, we expect overall CBD absorption metrics to remain positive into the new year.
Source: JLL Research


AMERICAS OVERVIEW:Cushmake & Wakefield
CBD OFFICE – MAJOR MARKETS (Q4 2010)
Slow Growth
Accelerating
Downturn
Recovering
LANDLORD FAVOURABLE
TENANT FAVOURABLE
Rio de Janeiro
São Paulo
Santiago
Lima
Quito
Bogota
Buenos Aires
San Diego
Caracas
Bogota, Orange County
Downtown NY
Chicago, Atlanta
Los Angeles
Houston
Montreal, Ottawa
Minneapolis
Portland
Denver
Phoenix
Dallas
Calgary
Philadelphia, Vancouver
Toronto
Oakland
Westchester
Boston
Washington DC
San Francisco
Midtown South Manhattan
Midtown Manhattan
Rent still elevated but falling from top of market cycle
Falling rents promise future opportunity for tenants
Rent growth accelerating
Ideal for owners of property
Rent at or near bottom of market cycle
Ideal for tenants leasing or seeking to lease property
Rent growth slowing
Still landlord favourable but growth is down from peak


Footloose tenants + employees with choice = Improving amenities for office district
COMCAST CENTER
CENTER CITY DISTRICT


90 car parking spaces; 100 bike parking spaces
COMCAST CENTER
CENTER CITY DISTRICT


Commerce Square
CENTER CITY DISTRICT


Recent renovation
CENTER CITY DISTRICT

That's what motivated changes at Dow

CENTER CITY DISTRICT

Independence Beer Garden

CENTER CITY DISTRICT

Traditional factors that drove office relocation

1. Changing Corporate Directions and Priorities
2. Increased Pressure to Reduce Operating Expenses
3. Shifting Staffing Levels
4. Space Utilization Issues Due to Reengineering
5. Profitability Drain From Under-Performing and Surplus Properties
6. Impact of Job Migration and Demographic Shifts on Facility Locations
7. Building Obsolescence/Technology
8. Increased Understanding of Off-Balance Sheet Transactions/Separation Strategies

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Comparing locational attributes

- Labor – costs and availability
- Business Climate – taxes, pro-growth attitude
- Workforce Trends – employees, educational attainment
- Real Estate – cost and availability
- Infrastructure – capacity and costs
- Telecommunication – capacity, costs, competitors
- Logistics – management travel, vendors, suppliers
- Incentives – abatements, exemptions, training, relocation, other
- Quality of Life – housing costs, cost of living, crime rates
- Environmental
- Technology infrastructure requirements (current and long-range)

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The New Emphasis in the 21st Century is on:

- The Educated Labor Force
- Proximity and access to educational resources
- Availability of real estate: land and buildings
- Coordination
- Cooperation
- Single point of focus
- Incentives "After-the-Fact"

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Why CBDs are regaining market share

- **Need for quality space and large blocks**
- **at the center of region & transit systems with rising fuel costs**
- **Investment returns higher in mixed use centers**
- **Need to be near competitors, clients, vendors, workforce**
- **Labor force demographics – Millennial Workers**
- **Population growth: growing preference for live work environments**
- **Government –Federal and State**
- **The "Address"**

Maria Sicola
Executive Managing Director
Americas Research
Cushman & Wakefield

CENTER CITY DISTRICT

Impacting trends: Office sector retention strategy
Partnership of Commerce, PIDC & CCD

- 2001-2008 visited over 100 decision makers whose leases were coming due
- **150 out of 155** major commercial leases renewed
  17 million square feet of space
- Paying attention
- Fixing little problems
- making firms aware of various public programs –training, low-interest loans
- tax and regulatory problems
- Public space & infrastructure

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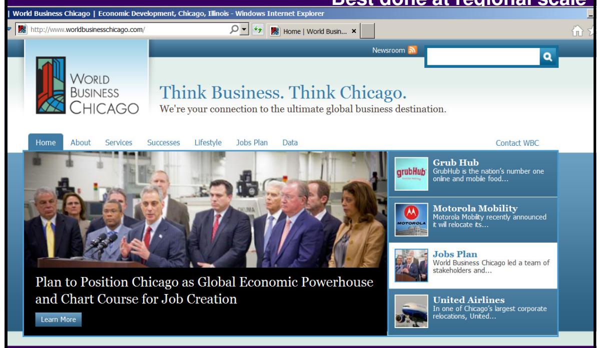
Business attraction: World Business Chicago
Best done at regional scale



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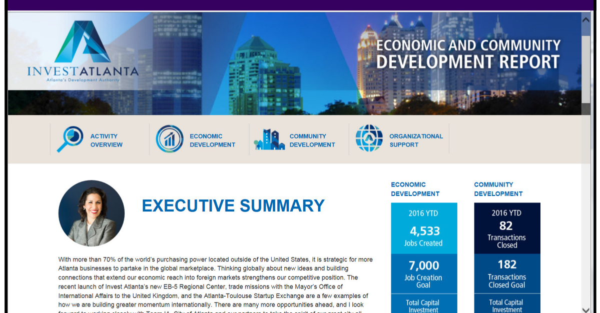
Market place & labor data

CENTER CITY DISTRICT

www.investatlanta.com



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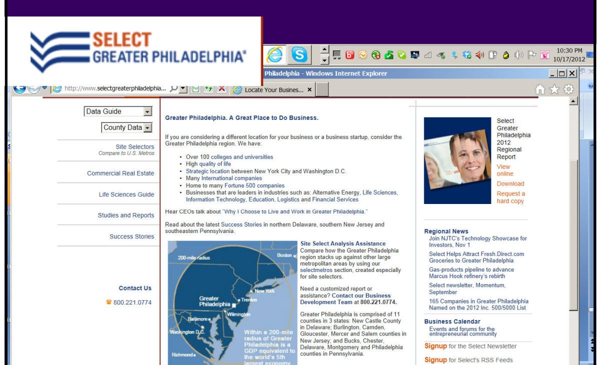
Regional business marketing

CENTER CITY DISTRICT

Partnership of county economic development agencies



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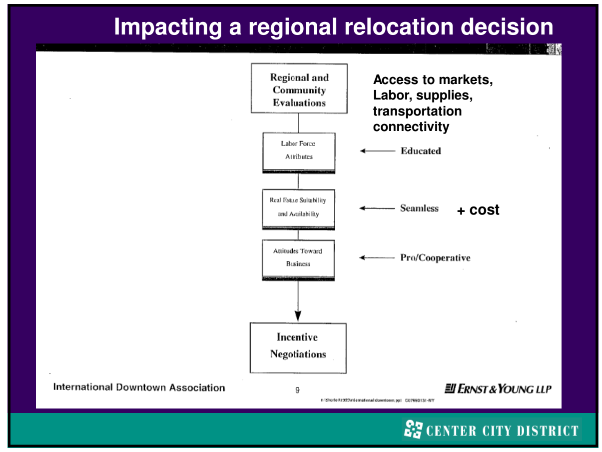
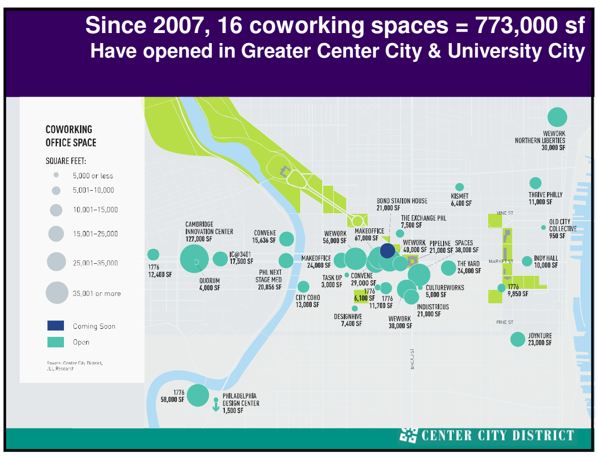
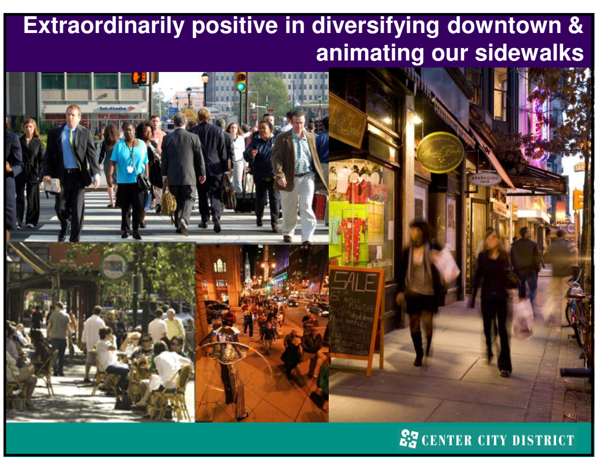
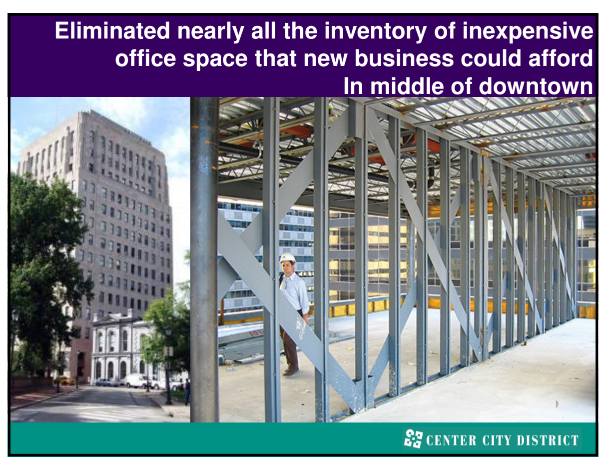
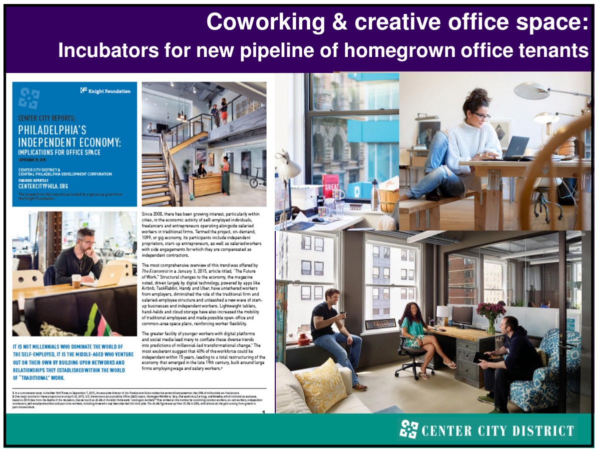


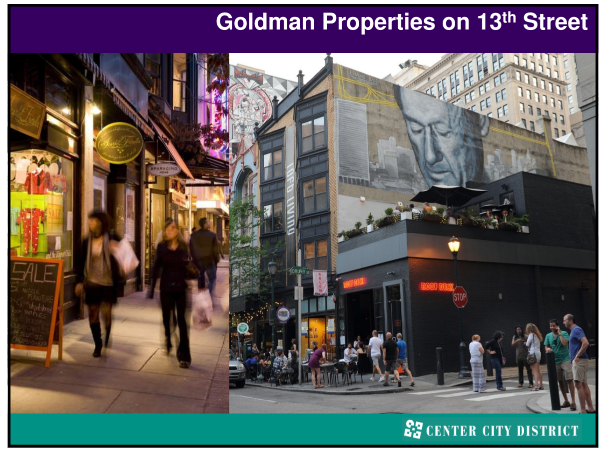


1997	220 S 16th St	220 S 16th St	185,000
1998	1600 Walnut	1600 Walnut St	86,658
1998	Empire Building	1231 Walnut St	27,680
1998	Exchange	1411 Walnut St	118,879
1999	1220 Sansom St	1220 Sansom St	41,000
1999	Avenue of the Arts Building	1338 Chestnut St	314,000
1999	Pennsylvania House (Now the Ellington)	1500 Chestnut St	241,000
2000	1700 Walnut	1700 Walnut St	72,000
2000	Phoenix	1600 Arch St	450,000
2000	PSFS	12 South 12th street	557,000
2001	1835 Arch St	1835 Arch St	176,000
2001	Chestnut View	1939 Chestnut St	29,912
2002	1920 Chestnut St	1920 Chestnut St	45,000
2002	311 S Juniper St	311 S Juniper St	75,000
2002	Green Tree	400 Walnut St	64,390
2002	Lofts at Liberty	1600 Chestnut St	38,016
2002	Society Hill Building	116 S 07th St	160,020
2003	Nippon Building	610 North Broad	225,000
2003	1930 Chestnut St	1930 Chestnut St	110,000
2003	415 S 19th St	415 S 19th St	30,000
2003	Grande	111 S 15th	241,291
2004	Victory Building	1001 Chestnut St	80,000
2004	The Bank	421 Chestnut St	55,430
2005	2043 Walnut St	2043 Walnut St	8,000
2005	Belgravia	1881 Chesnut	35,000
2006	Chelsea	1513 Locust St	55,851
2007	Ayer	210 W Washington Sq	151,435
2007	Western Union Building	1101 Locust St	162,893
2007	White Building Condominiums	1130 Chestnut St	55,000
2007	1401 Walnut	1401 Walnut St	125,450
2007	1530 Chestnut	1530 Chestnut St	75,177
2007	Aria	1419 Locust St	195,000
2007	Bank Building	421 Chestnut St	55,430
2007	Residences Two Liberty Place	1650 Chestnut St	263,000
2008	Robert Morris	100 N 17th Street	100,000
2008	Architects Building	100 South 17th	113,000
2010	Lafayette Building	441 Chestnut	144000
2011	1201 Chesnut	1201 Chesnut	101000
2011	2040 Market Street	2040 Market Street	128,000
2011	1616 Walnut	1616 Walnut	158,000
2011	former State Building	1400 Callowhill	240,000
2012	260 South Broad	260 South Broad	330000
2012	Inquirer Building	400 North Broad	450,000
2013	Three Franklin	1601 Race	225,000






Coworking & creative office space:
Incubators for new pipeline of homegrown office tenants
CENTER CITY REPORTS:
PHILADELPHIA'S
INDEPENDENT ECONOMY:
IMPLICATIONS FOR OFFICE SPACE
CENTERCITYPHILA.ORG
CENTER CITY DISTRICT


Goldman Properties on 13th Street
SALE
CENTER CITY DISTRICT


Culture works
BULOVA
WATCH TIME
CENTER CITY DISTRICT


Benjamin's Desk: 1701 Walnut
COACH
CENTER CITY DISTRICT


A flexible way for firms from outside
Philadelphia to enter the market
CENTER CITY REPORTS:
PHILADELPHIA'S
INDEPENDENT ECONOMY:
IMPLICATIONS FOR OFFICE SPACE
CENTERCITYPHILA.ORG
CENTER CITY DISTRICT


SSH Real Estate
A Full Service Real Estate Company
42 South 15th St.
1701 Arch St
125 S. 9th St.
1429 Walnut
1201 Chestnut St.
CENTER CITY DISTRICT


Industrious: 230 South Broad Street
CENTER CITY DISTRICT


Brandywine 1900 Market
CENTER CITY DISTRICT


We Work: incentive to pay down wage tax
CENTER CITY DISTRICT


Pennovation
PENNOVATION
CENTER CITY DISTRICT


Drexel/Brandywine Innovation District
CENTER CITY DISTRICT