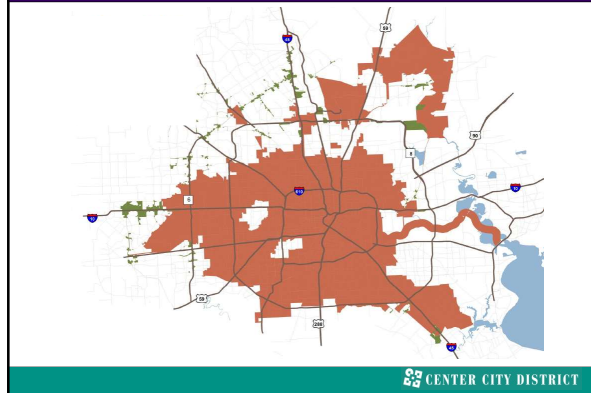


Job density of 2.9 jobs per acre



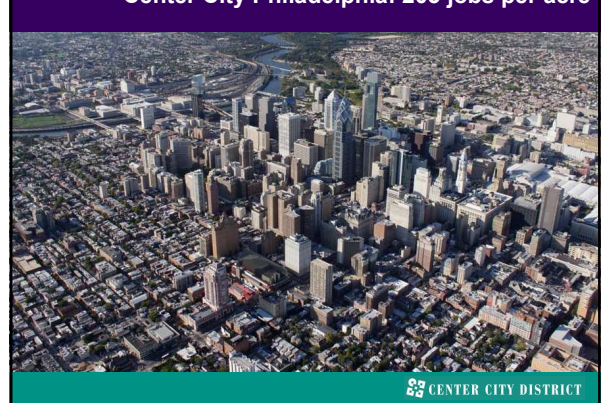
Has three high density downtowns



Downtown Houston: 156,000 jobs at 133 jobs/acre



Center City Philadelphia: 203 jobs per acre



Density has an economic value in-itself

The book cover for 'Triumph of the City' by Edward Glaeser. The title is 'TRIUMPH OF THE CITY' in large white letters. Below it, in smaller white text, is 'How Our Greatest Invention Makes Us Richer, Smarter, Greener, Healthier and Happier'. The author's name 'EDWARD GLAESER' is at the bottom. The background is a night view of a city skyline.

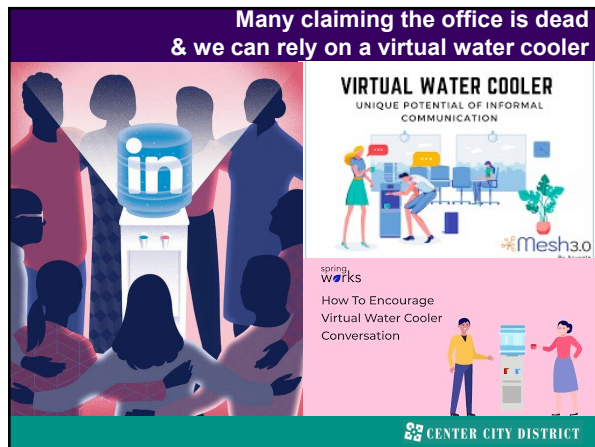
The essence of cities is “the absence of physical space between people & companies.

[Cities] are proximity, density, closeness. They enable us to work & play together, & their success depends on the demand for physical connection.”

The Center City District logo is in the bottom right corner.

Density creates economies of scale & robust labor markets; Competitors benefit from proximity; support services/labor





So not office buildings isolation



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Offices set in a thriving & mixed-use downtown
Conventions, hotels, restaurants, special events & housing



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But at what frequency is work in the office?

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Pre-pandemic conditions: office building job density



Formula used to be 250 sf per employee.

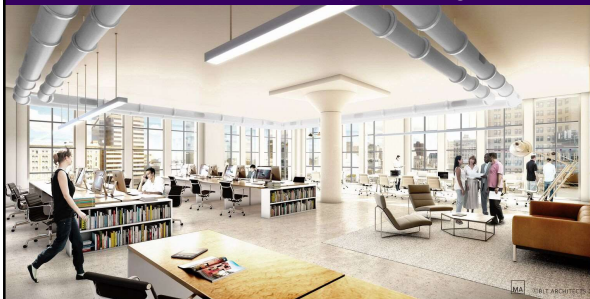
Offices of Mad Men

Technological innovation
(fewer private offices/secretaries)
"hoteling" & downsizing pressures =

175-150 sf/ employee

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Pre-pandemic, open office plans: space/employee
Was shrinking further
Computers eliminated secretaries, filing staff & cabinets
Law firms stopped needing law libraries



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Intimate scale in coworking spaces



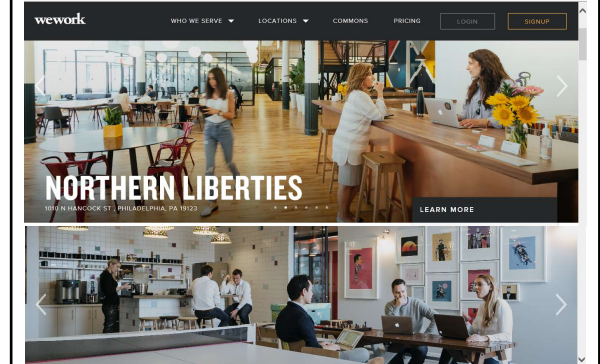
CENTER CITY DISTRICT

Both locally grown spaces.....



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National organizations entered the market



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Some were open & airy



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Return to factory conditions: Facebook



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Shared workspace, dedicated desks or dedicated offices space rented on short-term basis: Industrious



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Co-working was an easy way to test the market Without signing long-term leases (50 million)



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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.

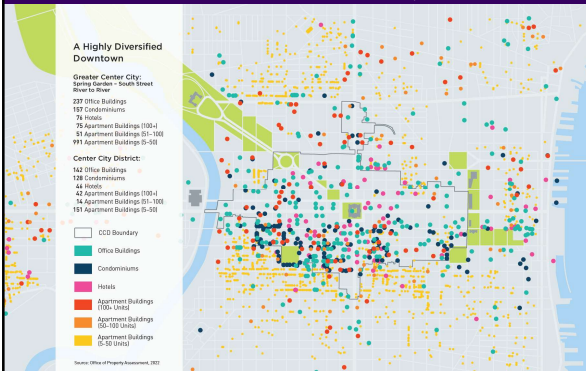
55% of business at convention center,
eds, meds & pharma

Diversification is key to success



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The more diversified the economic base, the more resilient



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Economic impact of office sector



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Amazon in Seattle is an exception



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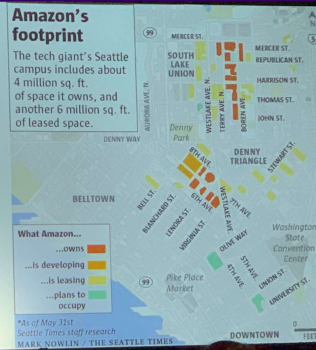
Very few cities have a dominant corporate entity



CENTER CITY DISTRICT

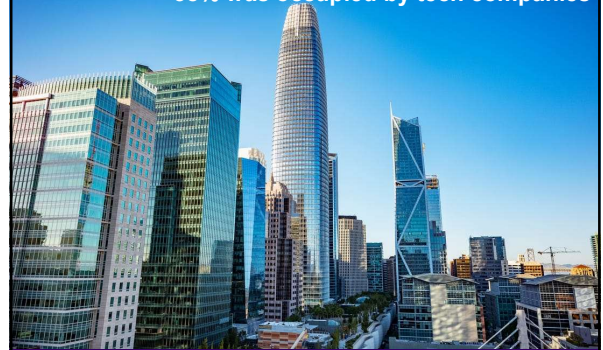
Amazon's impact in Seattle: 20% of occupancy

- a** Added 50,000 employees in 9 years
- a** Occupies 47 buildings in Downtown
- a** 11.5 million sq. ft.



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Sector dominance in San Francisco: 38% was occupied by tech companies



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Comcast Philadelphia: 5.5% of downtown inventory



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Energy sector in Houston: 20% of occupancy



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



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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-orientation



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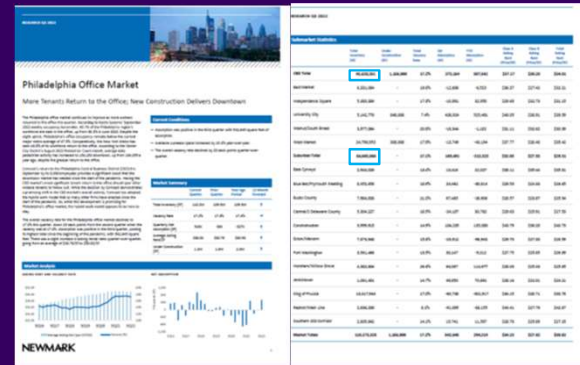
Regional distribution

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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Regional distribution: 41% with University City



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



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Philadelphia: Average Salary by Sector: 2021

	Jobs	Total Earnings (\$ in Billions)	Av. Earnings per Job
Private Industries			
Education and Health Services	218,698	\$15.007	\$68,618
Office Sector	140,319	\$16.538	\$117,858
Retail Trade	46,048	\$1.609	\$34,951
Food Services and Drinking	40,171	\$1.062	\$26,436
Transportation & Warehousing	24,379	\$1.296	\$53,167
Manufacturing	18,246	\$1.271	\$69,653
Hotels and Accommodation	5,158	\$0.229	\$44,430
Total Public Sector	101,897	\$7.804	\$76,591
Total Private Sector	549,580	\$41.190	\$74,948

Source: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages

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2015: Office sector jobs not only high wage Paying between \$20,000 & \$59,000 Both highest wage & most diverse



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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Local workforce participation

51%



60%



80%



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Impact of 500,000 sf of office space (Moretti)



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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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

RETAIL DEMAND IN CENTER CITY, 2019	
JOB MARKET	
Office Workers	156,000
Other Workers	164,700
Total Workers	320,700
RESIDENTIAL POPULATION MARKET	
Owner Occupied Households	10,812
Renter Occupied Households	27,455
Total Households	38,267
VISITOR MARKET	
Hotel Rooms	10,707
Overnight Visitors	2,497,000
RETAIL DEMAND (\$ IN MILLIONS)	
Office Workers	\$824
Residents	\$844
Overnight Visitors	\$454
TOTAL	\$1,826



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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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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 bldg



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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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United States: Actors

Developers/Owners

Ownership: REITs/Pension funds:
seeking return on investment

Management: day to day operations
operating maintenance contracts
tenant service & cost management

Commercial tenants: seeking access to talent;
peer organizations; transportation connectivity;
access to amenities; cost

Brokers: representing ownership & tenants
Invest in research & trend analysis



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WORKPLACE ECOSYSTEMS OF THE FUTURE

PHILADELPHIA CBD

RESEARCH 100 2020

PHILADELPHIA OFFICE MARKET

CBRE

Offices

With 500 offices on six continents, our team collaborates across borders and in every sector of real estate.

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

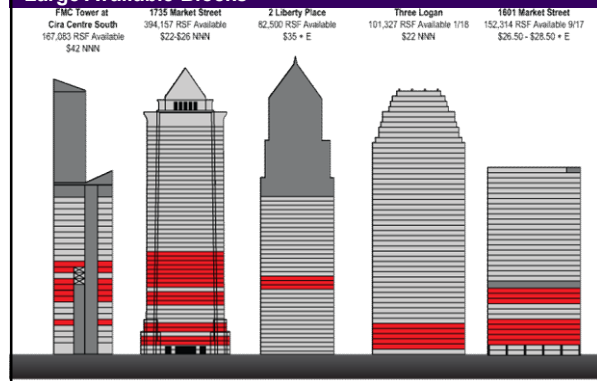
Asking Rent & effective rent (concessions) Fit-up \$
Investor - ROI

Occupancy/Vacancy Rates

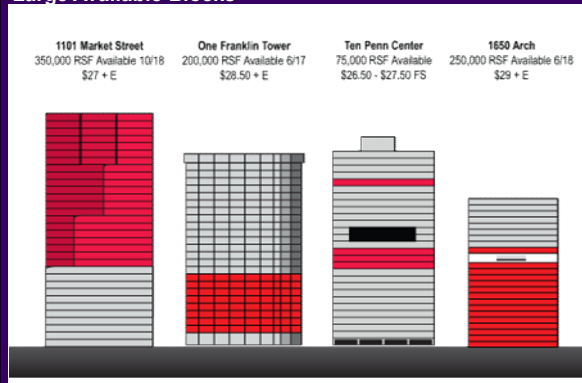
Absorption - Positive & negative



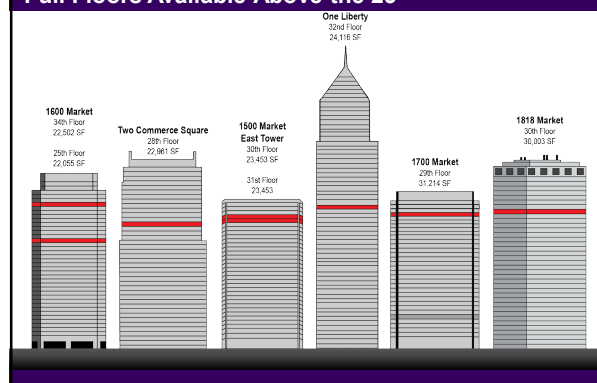
2016 – Philadelphia CBD Large Available Blocks



2016 – Philadelphia CBD Large Available Blocks



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



Office classification Trophy, A & B buildings:
Age, technological sophistication, flexibility of layout
Well tracked by commercial brokerage firms
“flight to quality”



Typical office occupant



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

Signed a 10 or 15 year lease; locks in rent; fit up allowance; pass-thrus (now 5 years)

May have offices elsewhere in region (suburbs)

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

Footloose

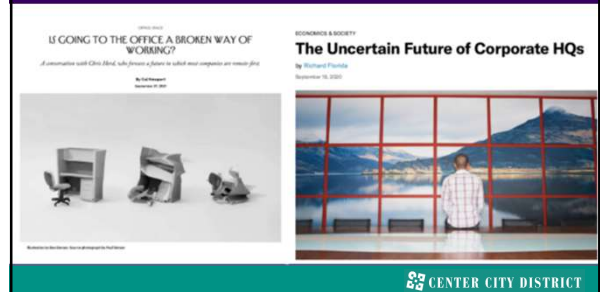


**Laptops and cell phones, office work in general
far more portable, flexible & footloose
More sensitive to cost**



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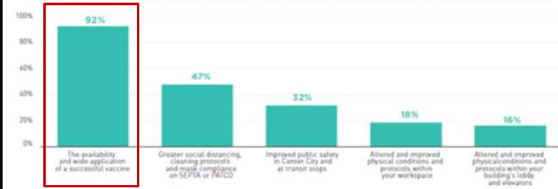
**COVID:
Open season on predictions about the future
Temporary or permanent disruption**



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**What will bring workers back to offices? Summer 2020
92% said: widely available vaccine
Delta variant was a setback**

Q3. What in your judgment are the most important factors that have not yet been addressed, but need to be addressed in order for the majority of your peers to return to their Philadelphia offices? (Select all that apply)



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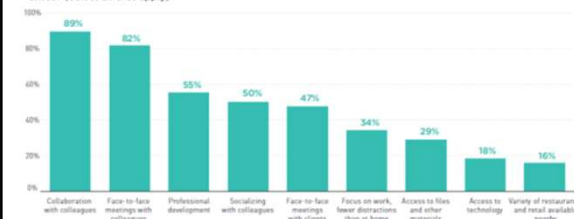
Management response: Interior plexiglass dividers & upgraded HVAC



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**Most important reasons to return:
Face to face collaboration & meetings
Mentoring & growth of younger employees**

Q4. What are the most important reason(s) for you and your coworkers to return to work in your Philadelphia office? (Select all that apply)

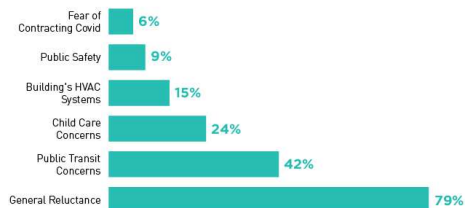


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**July 2021 survey: Pre-Delta variant
Leverage of employees is rising**

BOMA'S JULY SURVEY OF THE MANAGERS
OF 33 MAJOR CENTER CITY OFFICE BUILDINGS

**"What would you say are the top two concerns/
impediments to the return to office?"**



Source: BOMA, July 2021

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Different responses

- Shift to 100% remote, radically downsize office needs
- Adapt flexible position: 2-3 day work week; downsize 20% (but preserve dedicated work-stations or offices) – not much contraction
- Make no definitive decisions; short-term lease extensions Wait & see
- Set a goal of full return; top down or negotiated; “remote has enabled us to function adequately, but not perform to peak standards”
- But new employee perk has been offered, hard to withdraw

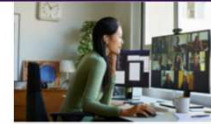
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Employee perspective

GALLUP

Returning to the Office: The Current, Preferred and Future State of Remote Work

BY BEN ROBERTS AND DANIELA ANDRADA



The endowment effect: Behavioral economics teaches us that people do not like to give up things they have acquired -- we're loss-averse by nature. Similarly, many employees working hybrid or fully remote have come to expect permanent remote flexibility.

- six in 10 exclusively remote employees are “extremely likely to change companies” if not offered remote flexibility
- three in 10 hybrid employees are “extremely likely to change companies” if not offered remote flexibility
- the demand for long-term remote flexibility has substantially increased since June 2021

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Work from Home (WFH) research <https://wfhresearch.com/>

SWAA August 2022 Updates

Jose Maria Barrero, Nicholas Bloom, and Steven J. Davis
26 August 2022



Latest survey wave included: July 2022

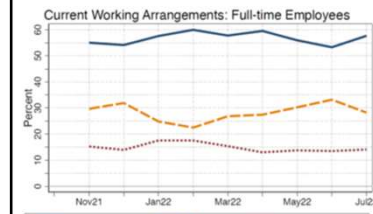
To sign up for regular results updates, please sign up [here](#).

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What are the actual numbers? <https://wfhresearch.com/>

As of June 2022: ~15% of Full-Time Employees are Fully Remote, ~55% are Full-Time on Site, ~30% are in a Hybrid Arrangement

WFH RESEARCH



Source: Responses to the questions:
- For each day last week, did you **work a full day (6 or more hours)** and if so **where?**

Notes: For each wave, we compute the percent of full-time (i.e. work 5+ days/week) wage and salary employees who either i) worked all their days on business premises; ii) worked some days on business premises and some days at home; or iii) worked all all days at home during the survey's reference week. Then we plot each percentage on the vertical axis. The sample covers the November 2021 to July 2022 waves of the SWAA. We re-weight the sample of US residents aged 20 to 64 earning \$10,000 or more in 2019 or 2021 to match CPS shares by age-sex-education-earnings cells.

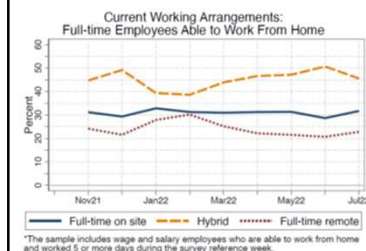
N = 26,045

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Some professions lend themselves to remote work <https://wfhresearch.com/>

But hybrid dominates when we zoom in on workers who able to work from home

WFH RESEARCH



Source: Responses to the questions:
- For each day last week, did you **work a full day (6 or more hours)** and if so **where?**

Notes: For each wave, we compute the percent of full-time (i.e. work 5+ days/week) wage and salary employees who either i) worked all their days on business premises; ii) worked some days on business premises and some days at home; or iii) worked all all days at home during the survey's reference week. This version of the chart focuses on respondents who are able to work from home. Then we plot each percentage on the vertical axis. The sample covers the November 2021 to July 2022 waves of the SWAA. We re-weight the sample of US residents aged 20 to 64 earning \$10,000 or more in 2019 or 2021 to match CPS shares by age-sex-education-earnings cells.

N = 19,274

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Information, financial & business services <https://wfhresearch.com/>

Current levels of working from home are highest for the information, finance, and professional and business services sectors

WFH RESEARCH

Current working from home: All wage and salary employees

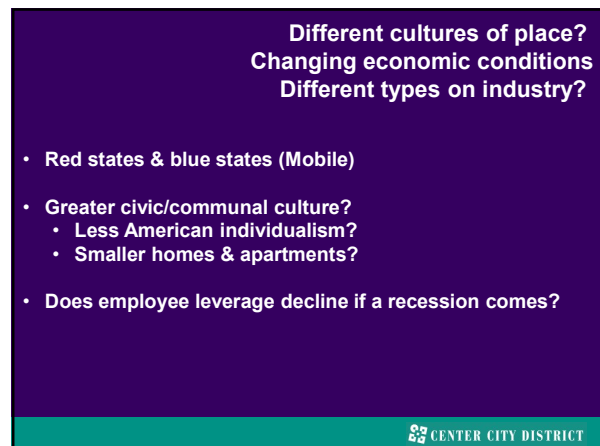
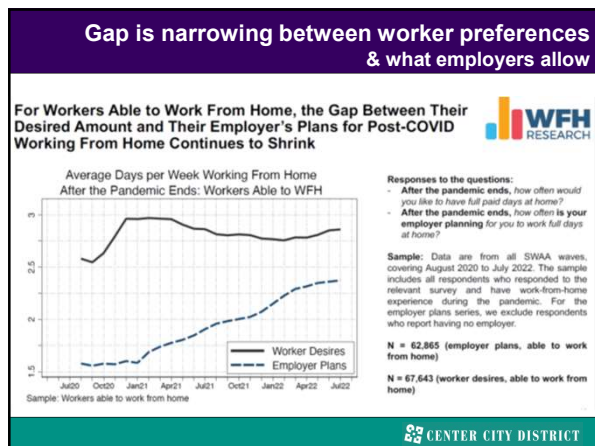
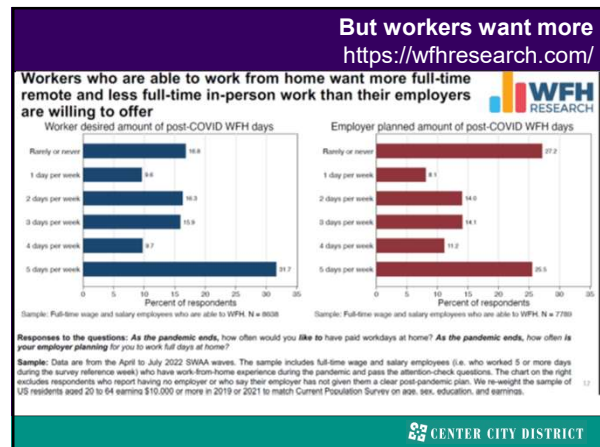
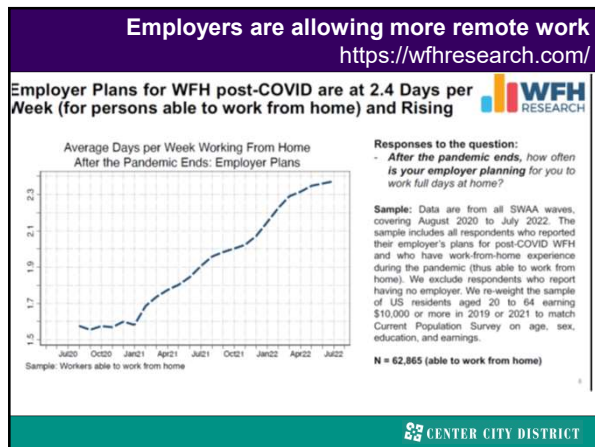
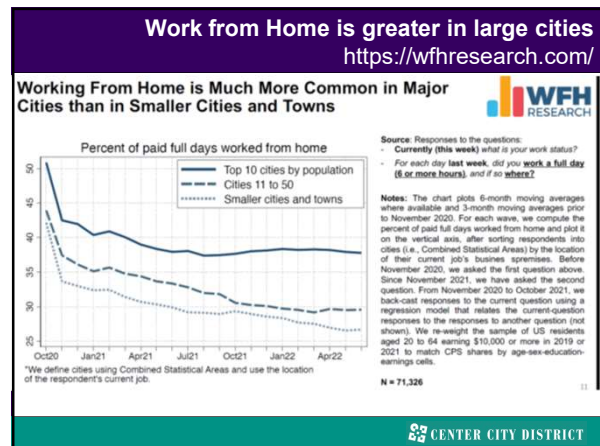
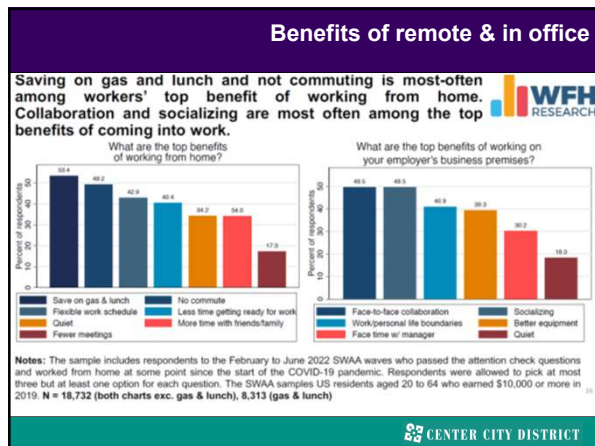


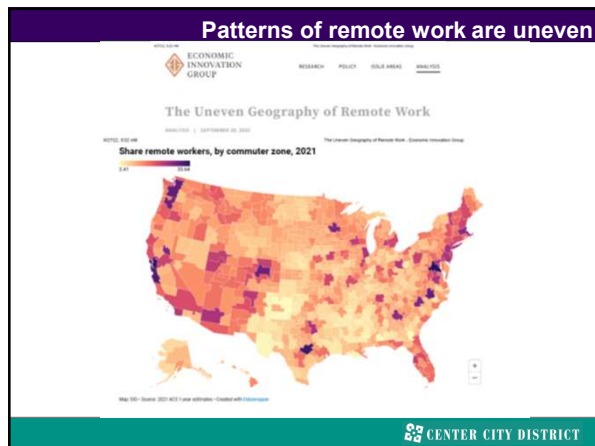
Responses to the question:
- For each day last week, did you **work a full day (6 or more hours)** and if so **where?**

Sample: Data are from the April to July 2022 SWAA waves. The sample includes all wage and salary employees who pass the attention-check questions. We exclude mining due to insufficient observations and agriculture to focus on non-farm jobs. We re-weight the sample of US residents aged 20 to 64 earning \$10,000 or more in 2019 or 2021 to match Current Population Survey on age, sex, education, and earnings.

N = 14,210

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Patterns of remote work are uneven

Table 1
Top 50 Commuting Zones by Telework Share

Search by table: Page 1 of 1

Commuting Zone	State	Population	Telework Share (%)
Washington DC	VA	5,005,700	34%
San Francisco	CA	5,282,704	33%
Austin	TX	2,143,046	32%
San Jose	CA	2,045,218	30%
Seattle	WA	4,761,402	29%
Birmingham	NC	2,140,046	29%
Portland	OR	2,007,004	29%
Denver	CO	3,270,001	28%
Charlotte	NC	2,110,074	27%
Phoenix	CA	25,280	27%
Minneapolis	MN	3,402,550	26%
Boston	MA	5,476,318	26%
Atlanta	GA	5,294,780	25%
Newark	NJ	4,767,133	24%
Phoenix	AZ	4,617,000	23%
Dallas	TX	4,046,134	22%
Richmond	VA	1,204,040	22%
Chicago	IL	8,633,032	22%
Philadelphia	PA	6,035,487	22%
New York City	NY	18,337,284	22%
Columbus	OH	2,064,145	22%
Baltimore	MD	2,747,000	22%
Wilmington	DE	404,402	22%
San Diego	CA	3,816,079	22%
Fredericksburg	VA	208,004	22%

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- ### Two major common sense variables
- structure of local industry is a major determinant: the more highly educated computer programmers & financial analysts - professions whose work can easily be done remotely - the more remote work.
 - Long pre-pandemic commutes also a factor; huge time savings from not commuting
- CENTER CITY DISTRICT**



An international perspective

Brookings Papers
ON ECONOMIC ACTIVITY

BPEA Conference Drafts, September 8-9, 2022

Working From Home Around the World

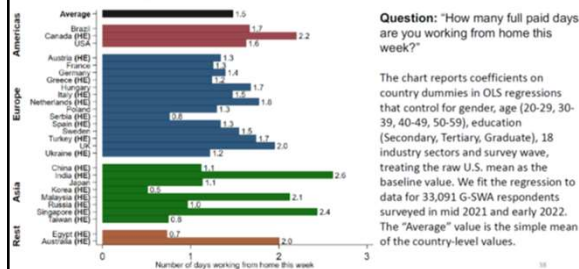
Cevat Giray Aksoy, European Bank for Reconstruction and Development and King's College London
 Jose Maria Barrero, Instituto Tecnológico Autónomo de México
 Nicholas Bloom, Stanford University
 Steven J. Davis, University of Chicago Booth School of Business and Hoover Institution
 Mathias Dolls, ifo Institute
 Pablo Zarate, Princeton University and Universidad de San Andrés

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WFH is a global phenomenon

Figure 1. Working from Home Is Now a Global Phenomenon

Paid Full Days Working from Home in the Survey Week, Country-Level Conditional Means



Question: "How many full paid days are you working from home this week?"

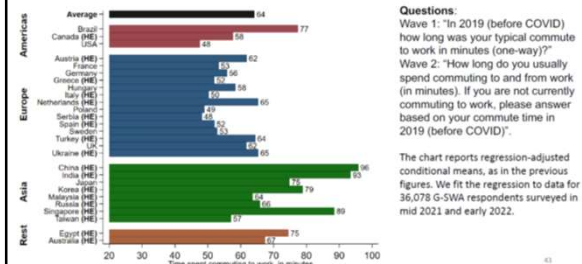
The chart reports coefficients on country dummies in OLS regressions that control for gender, age (20-29, 30-39, 40-49, 50-59), education (Secondary, Tertiary, Graduate), 18 industry sectors and survey wave, treating the raw U.S. mean as the baseline value. We fit the regression to data for 33,091 G-SWA respondents surveyed in mid 2021 and early 2022. The "Average" value is the simple mean of the country-level values.

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Average commute time

Figure 6. Daily Commute Times Average More than One Hour Per Day

Daily Round-Trip Commute Time, Minutes



Questions:
Wave 1: "In 2019 (before COVID) how long was your typical commute to work in minutes (one-way)?"
Wave 2: "How long do you usually spend commuting to and from work (in minutes). If you are not currently commuting to work, please answer based on your commute time in 2019 (before COVID)".

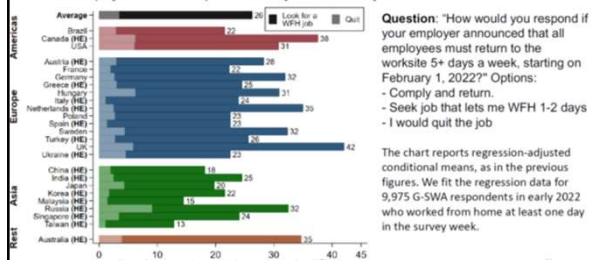
The chart reports regression-adjusted conditional means, as in the previous figures. We fit the regression to data for 36,078 G-SWA respondents surveyed in mid 2021 and early 2022.

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Employee departure if employers ask too much

Figure 5. Many Workers Will Quit Or Seek a New Job If Required to Return to the Employer's Worksite 5+ days Per Week

Percent of employees that would quit immediately or seek a new job that allows WFH



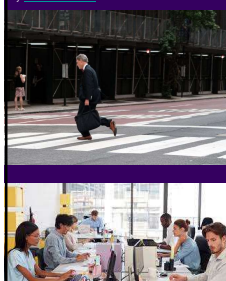
Question: "How would you respond if your employer announced that all employees must return to the worksite 5+ days a week, starting on February 1, 2022?" Options: - Comply and return. - Seek job that lets me WFH 1-2 days - I would quit the job

The chart reports regression-adjusted conditional means, as in the previous figures. We fit the regression to data for 9,975 G-SWA respondents in early 2022 who worked from home at least one day in the survey week.

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Flip side Market Watch: more than 1/2 of CEOs considering workforce reductions over next 6 months & remote workers may be the first to go

Published: Oct. 4, 2022 at 2:25 p.m. MARKET WATCH
By [Andrew Kishore](#)



KPMG: More than half of CEOs in U.S. say they're considering workforce reductions during the next 6 months..

"A caveat for people who like working from home: Remote workers may find it in their best interest to show their faces in the office as their job security becomes more uncertain."

A point of tension: employers & employees

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Advantages & disadvantages

Most workers value the opportunity to WFH part of the week. It's easy to see why. WFH saves on time & money costs of commuting & grooming, offers greater flexibility in time management & expands personal freedom.

That does not mean everyone benefits. Some people dislike remote work & miss the daily interactions with coworkers. Over time, people who feel that way will gravitate to organizations that stick with pre-pandemic working arrangements.

Another concern is that younger workers, in particular, will lose out on valuable mentoring, networking & on-the-job learning opportunities.

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Challenge for cities that are not well-managed

The implications for cities are more worrisome. The shift to WFH reduces the tax base in dense urban areas & raises the elasticity of the local tax base with respect to the quality of urban amenities & local governance.

On the hopeful side, this intensifies incentives for cities to offer an attractive mix of taxes & local public goods. Cities that respond with efficient management & sound policies will benefit – more so now than before the pandemic. (People now have more choice)

On the apprehensive side, the economic & social downsides of poor city-level governance are also greater now than before the pandemic.

For poorly governed cities (greater employee & firm flexibility) raises the risk of a downward spiral in tax revenues, urban amenities, workers & residents.

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Within cities with different industries Exacerbates two-class society: remote/ face to face



Job growth

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

Every 500,000 square feet of occupied office space:

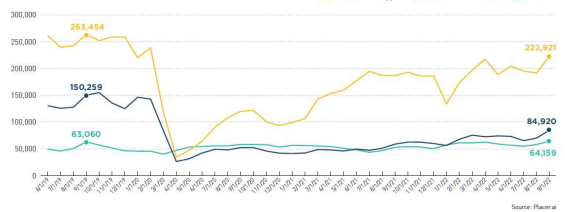
- Provides 3,333 office jobs, 5 building engineering, 18 cleaning and 12 security positions.
- Supports 11,000 hotel rooms filled with business travelers
- Generates \$2.8 million in retail demand
- Adds 2,333 riders to SEPTA

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Economic impact of missing 67,583 office worker

End of September: visitors, shoppers back at **85%**
Residents **102%**; Office workers = **57%**; Average = **75%**
Placer AI

Center City Average Daily Pedestrians: Residents, Workers, Shoppers and Visitors



Source: Placer AI

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Biggest losses: Leisure, hospitality & restaurants down 16%

CITY OF PHILADELPHIA EMPLOYMENT BY INDUSTRY (IN THOUSANDS)

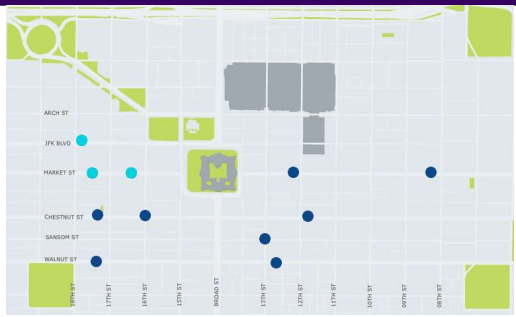
	FEB. 2020	APR. 2020	% CHANGE FEB. 2020- APR. 2020	APR. 2022	APR. 2022 2020-2022	% CHANGE APR. 2020- APR. 2022	FEB. 2020	APR. 2020	% CHANGE FEB. 2020- APR. 2020
All Industries	753.1	626.6	-17%	726.7	730.0	0.5%	-3%	97%	
Mining, Logging and Construction	11.4	6.9	-39%	12.5	12.4	-0.8%	9%	100%	
Manufacturing	18.9	14.5	-23%	18.7	18.7	0.0%	-1%	99%	
Wholesale Trade	14.5	12.4	-14%	15.4	15.5	0.6%	7%	107%	
Retail Trade	18.4	36.3	+96%	44.7	47.3	6.0%	-2%	98%	
Transportation, Warehousing and Utilities	30.4	25.4	-16%	28.5	28.3	-0.7%	-7%	93%	
Information	16.2	15.0	-7%	13.7	13.7	0.0%	-15%	85%	
Financial Activities	43.0	41.3	-4%	42.9	42.4	-1.2%	1%	101%	
Professional and Business Services	106.4	94.3	-11%	109.0	110.2	1.1%	-6%	102%	
Professional, Scientific and Technical Services	61.7	58.7	-5%	66.5	67.7	1.8%	10%	110%	
Educational Services	78.1	72.4	-7%	63.4	64.1	0.8%	-18%	82%	
Health Care and Social Assistance	172.5	158.8	-8%	173.2	173.8	0.3%	1%	101%	
Hospitals	58.7	57.4	-2%	58.2	58.4	0.3%	-1%	99%	
Leisure and Hospitality	74.5	29.1	-61%	65.1	67.6	-3%	9%	91%	
Accommodation and Food Services	61.9	21.0	-66%	52.2	57.8	10%	84%		
Other Services	29.0	15.1	-48%	27.8	28.0	0.7%	-3%	97%	
Government	107.1	105.6	-1%	101.4	99.8	-1.6%	-7%	93%	
Federal Government	31.0	31.1	0%	31.1	31.2	0.3%	1%	101%	
State Government	10.9	10.6	-3%	10.2	10.1	-1.0%	-7%	93%	
Local Government	65.2	63.9	-2%	60.3	58.5	-3.0%	-10%	90%	

Source: Bureau of Labor Statistics, Current Employment Statistics
Note: Total employment is seasonally adjusted, and industry employment is not seasonally adjusted.

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On-street sensors track recovery

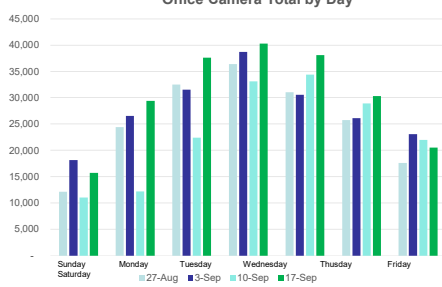
Three light blue locations in the office district



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Office peak on Tuesday, Wednesday, Thursday

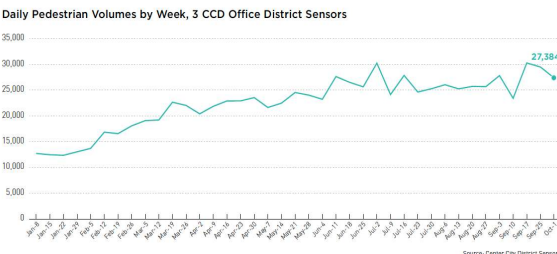
Office Camera Total by Day



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Office district volumes doubled since January

Daily Pedestrian Volumes by Week, 3 CCD Office District Sensors



Source: Center City District Sensors

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Impacting trends: drawing from past playbooks Economic development professionals

- Office tenant retention
- Physical improvements inside & outside offices
- Business attraction
- Real estate diversification



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



Tenant retention 2022



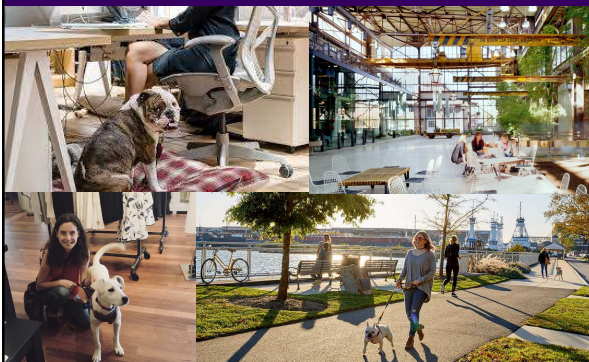
- worked with commercial brokers
- 18 leases over 25,000sf expire by end of 2022
- Commerce, PIDC, SEPTA & CCD



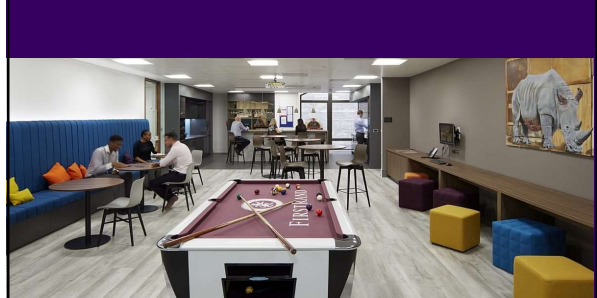
Employer response: Increasing amenities within offices Anthropology at the Navy Yard: dogs allowed



Urban outfitters



Office as playpen

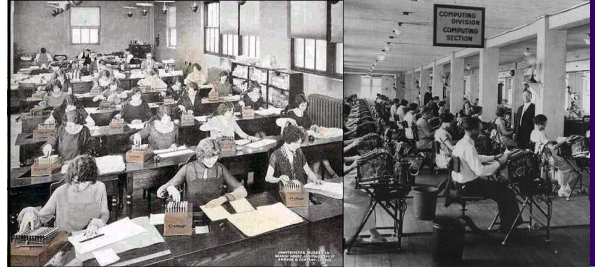


Dining rooms with Chefs; adding daycare



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Office no longer takes its design inspiration



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From the factory floor



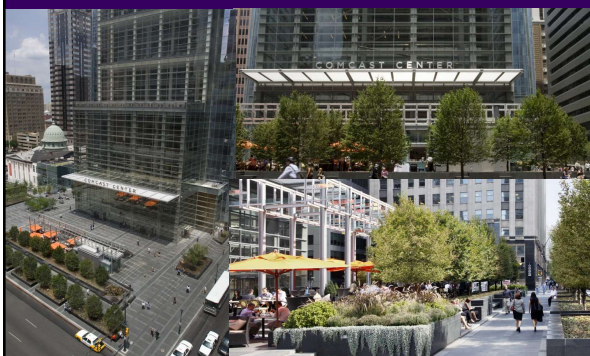
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Far more attention to quality space
Office as a place that people want to come to
A place for interaction; enriched with services



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The outside context



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Public amenities aimed at employees



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Open to public, though they don't read that way



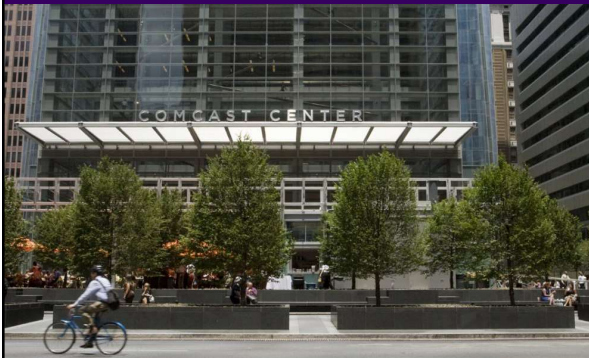
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Exercise classes for employees



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90 car parking spaces; 100 bike parking spaces



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
Commerce Square



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Renovated about 5-6 years ago

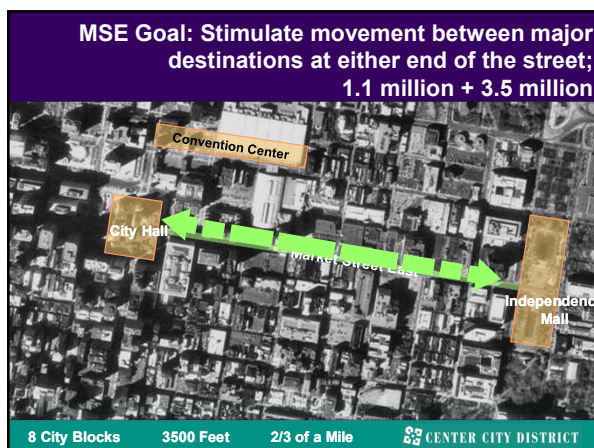
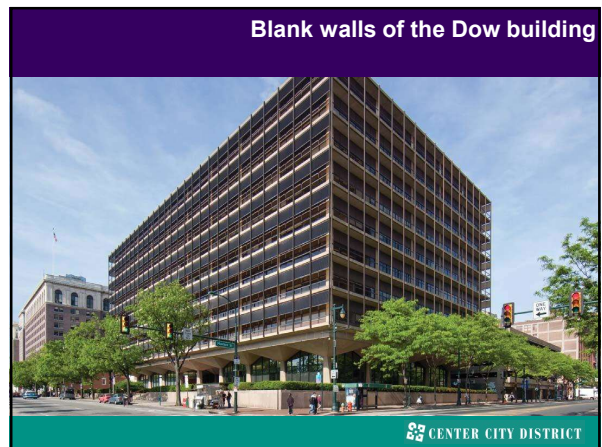
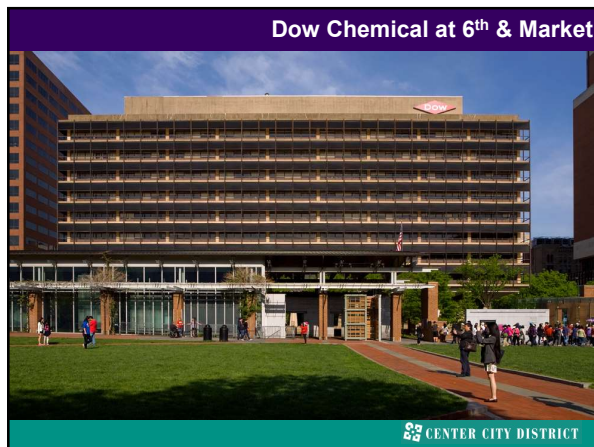
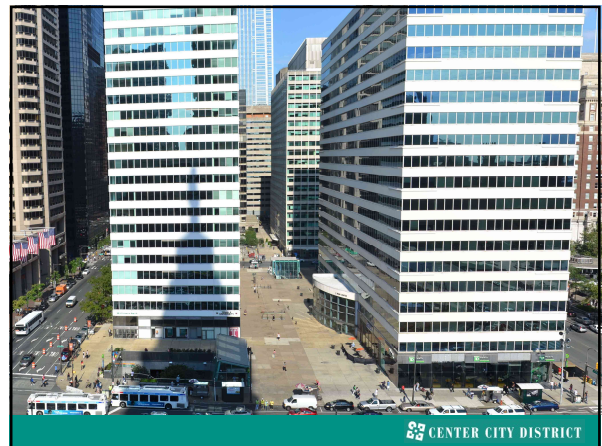


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Summer 2016



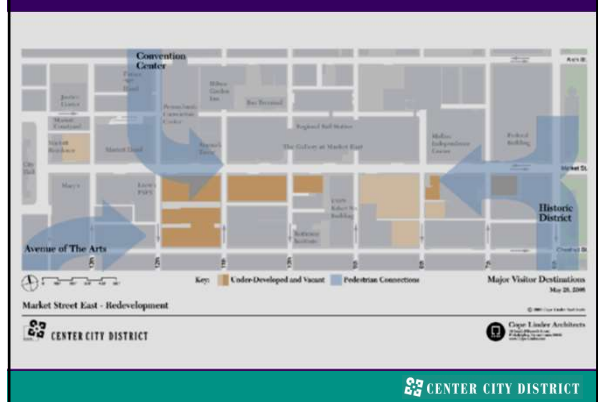
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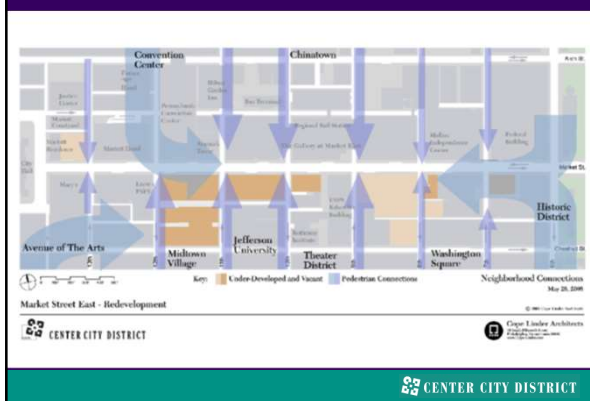
Historic area westward to City Hall



Goal: fill in the gaps & link Convention district to historic area



Draw foot traffic from north & south



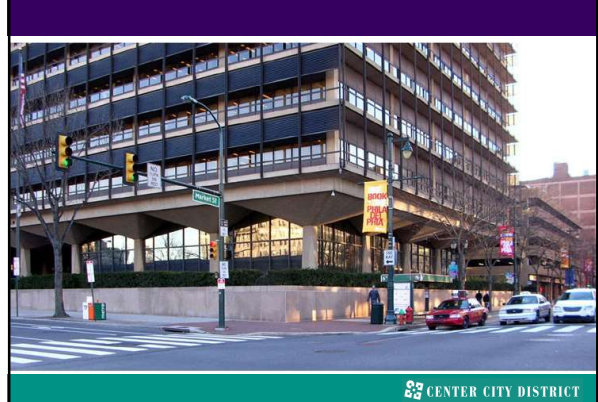
Draw visitors west from historic district



Blank walls of the Dow building



2005: Activate corner of Rohm & Haas



Take down wall; convert to retail use
2006



Cope Linder Architects

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Add an outdoor café
But nothing happened



Cope Linder Architects

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Ownership changes; Dow downsizes
Keystone Property needs to reposition & release



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Eager to provide worker amenities
& draw tourists across the street



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Groundswell: Independence Beer Garden

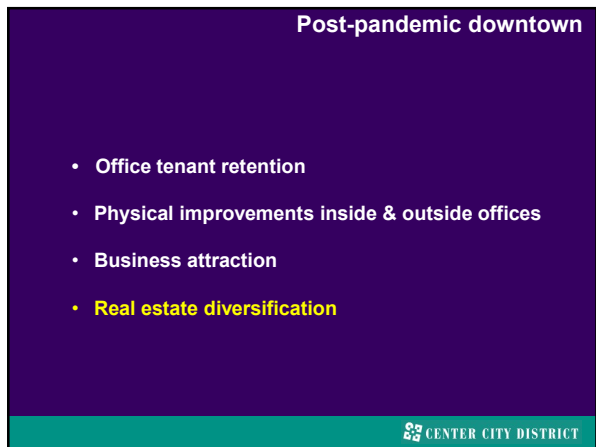


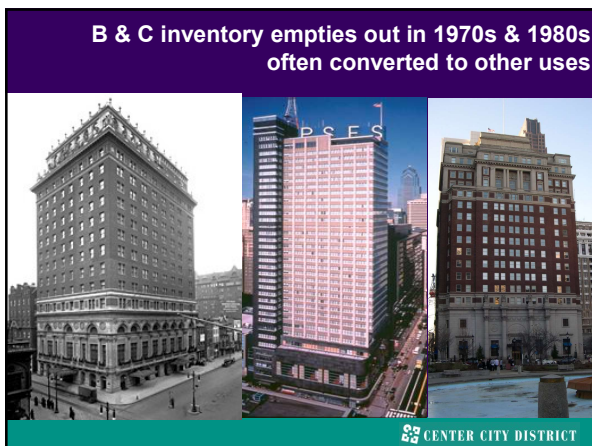
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Week night & weekend destination



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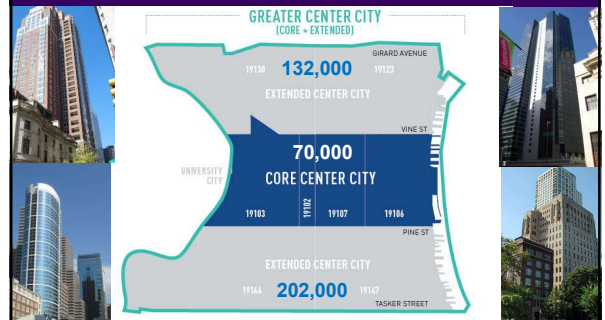


Between 1998 & 2021, 10-year abatement enabled
180 buildings to be converted to residential/hotel use
9 million sf of office/industrial space



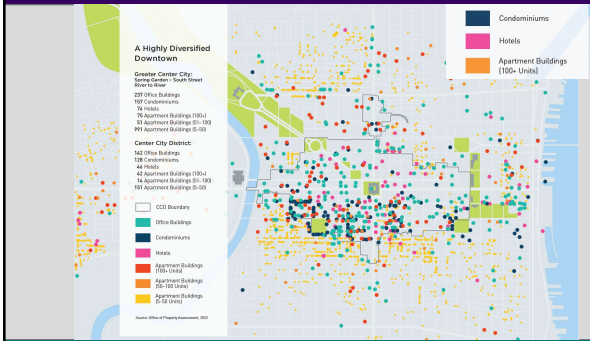
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70,000 residents in the core, up 55% since 2000



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Created a very diversified downtown



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New office building for Morgan Lewis law firm
2222 Market Street



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External cladding almost done

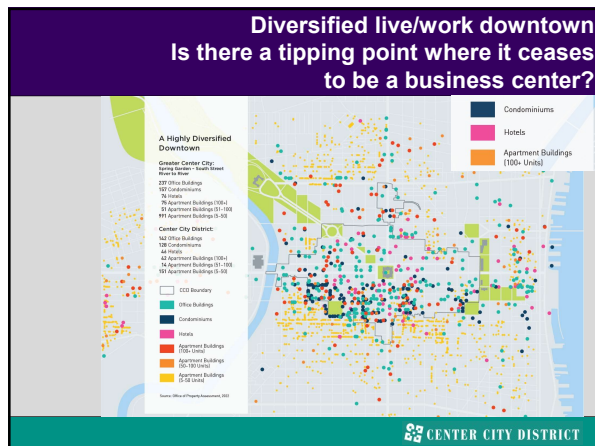


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Empty 1701 Market Street: conversion?



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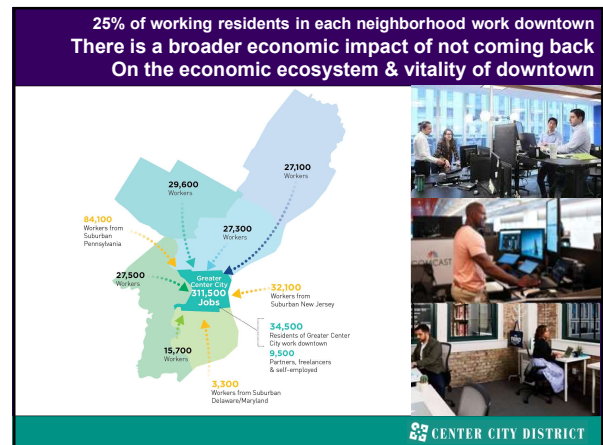
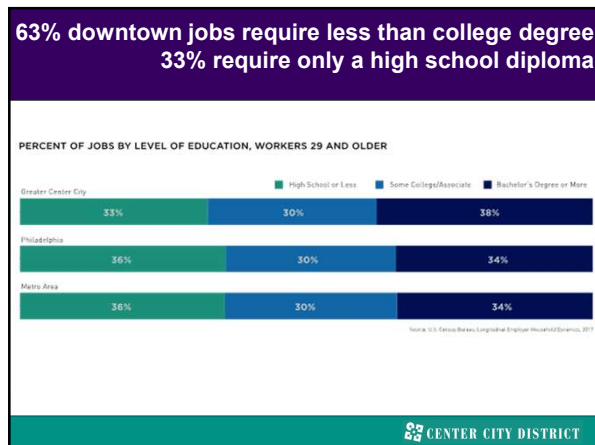
What other jobs are lost if office workers don't return?

Those who don't have the option to work remotely

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
- Hair & nail salons, shoemakers dry-cleaners, delis & restaurants

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- (1) Full return
 - (2) Hybrid: smaller enriched offices, more amenities inside & out; live-work downtowns with short, walking commutes; polycentric regions
 - (3) Housing values only rise; build in affordability?
 - (4) Vibrant economy – new firms fill in vacated space more smaller firms fill up more office space
- Midterm
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Tulsa remote

<https://tulsaremove.com/>

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Business attraction: World Business Chicago

Best done at regional scale

World Business Chicago | Economic Development, Chicago, Illinois | Windows Internet Explorer

http://www.worldbusinesschicago.com/

WORLD BUSINESS CHICAGO

Think Business. Think Chicago.
We're your connection to the ultimate global business destination.

Home About Services Successes Lifestyle Jobs Plan Data Contact WBC

Plan to Position Chicago as Global Economic Powerhouse and Chart Course for Job Creation

Grab Hub
GrabHub is the nation's number one online and mobile food...

Motorola Mobility
Motorola Mobility recently announced it will relocate its...

Jobs Plan
World Business Chicago led a team of stakeholders and...

United Airlines
Is one of Chicago's largest corporate relocations, United...

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Source: BLS, OECD, WPA

www.investatlanta.com

INVEST ATLANTA

ECONOMIC AND COMMUNITY DEVELOPMENT REPORT

ACTIVITY OVERVIEW ECONOMIC DEVELOPMENT COMMUNITY DEVELOPMENT ORGANIZATIONAL SUPPORT

EXECUTIVE SUMMARY

With more than 70% of the world's purchasing power located outside of the United States, it is strategic for more Atlanta businesses to partner in the global marketplace. Throwing globally aware new ideas and building connections that extend our economic reach into foreign markets strengthens our competitive position. The recent launch of Invest Atlanta's new EB-5 Regional Center, made possible with the Mayor's Office of International Affairs in the United Kingdom, and the Atlanta Business Startup Exchange are a few examples of how we are building greater momentum internationally. There are many more opportunities ahead, and I look forward to working closely with Team IA, City of Atlanta and our partners to take the spirit of our great city all over the world.

ECONOMIC DEVELOPMENT	COMMUNITY DEVELOPMENT
2016 YTD 4,533 Jobs Created	2016 YTD 82 Transactions Closed
7,000 Job Creation Goal	182 Transactions Closed Goal
Total Capital Investment	Total Capital Investment

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Regional business marketing

SELECT GREATER PHILADELPHIA
the place to prosper

1 Hour Metropolitan Areas in an Economic and Cultural Perspective

The Greater Philadelphia Story

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Partnership of county economic development agencies

SELECT GREATER PHILADELPHIA

Philadelphia - Windows Internet Explorer

http://www.selectgreaterphiladelphia.com/

Greater Philadelphia. A Great Place to Do Business.

If you are considering a different location for your business or a business startup, consider the Greater Philadelphia region. We have:

- Over 100 colleges and universities
- High quality of life
- Strategic location between New York City and Washington D.C.
- Many international companies
- Home to many Fortune 500 companies
- Businesses that are leaders in industries such as Alternative Energy, Life Sciences, Information Technology, Education, Logistics and Financial Services

New CEOs tell about "Why I Chose to Live and Work in Greater Philadelphia."

Read about the latest Success Stories in northern Delaware, southern New Jersey and southeastern Pennsylvania.

Site Select Analysis Assistance
Compare how the Greater Philadelphia region stacks up against other large metropolitan areas by using our site-select analysis tool, available especially for non-residents.

Need a customized report or assistance? Contact our Business Development Team at 800.221.9774.

Greater Philadelphia is comprised of 11 counties in Eastern New Castle County in Delaware, Burlington, Camden, Gloucester, Hants and Oxford counties in Hampshire, Wiltshire and Dorset counties in England, and Gloucestershire, Herefordshire and Shropshire counties in England.

Regional News
Just off the top of your head, what technology solutions for business have you seen in the Greater Philadelphia region? Select the top 10 technology solutions for business. For more information, visit www.selectgreaterphiladelphia.com.

Business Calendar
Events and forums for business development in Greater Philadelphia. Sign up for the Select Newsletter.

Sign up for the Select Newsletter

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Low key business attraction campaign

6 (b) Office attraction effort

PHILLY WORKS FOR OFFICE & CULTURE

Philadelphia has always been a city that puts in the work. That doesn't stop when it comes to business. With class & style for more professionals than Boston, D.C. or New York, it's easy to expand in a high-performance career-corridor surrounded by close-knit neighborhoods. Beers, work and life aren't just balanced. They're neighbors. When it comes to getting what you and your employees need from life and business, Philly works.

SEE HOW PHILLY CAN WORK FOR YOU AT PHILLYWORKS.COM

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Office attraction

Aimed at New York City metropolitan area; informing companies & individuals about everything downtown Philadelphia has to offer both as a place of business & a place to live.


Highlighting our region's much shorter commute times & the ability to achieve a far better life/work balance, the campaign emphasizes how Center City companies benefit from all the advantages of doing business in a dense, accessible downtown at a fraction of the cost of other peer cities.


From high-performance office & co-working space, to a creative and highly educated workforce, to a vibrant downtown & unparalleled connectivity to the region and the world, campaign emphasize how *Philly Works* for businesses & their employees.

The goal is not to get firms to leave New York City, but rather to consider Philadelphia as a location for a remote office or co-working space.

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Quality of workspace & amenities




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Better work/life balance



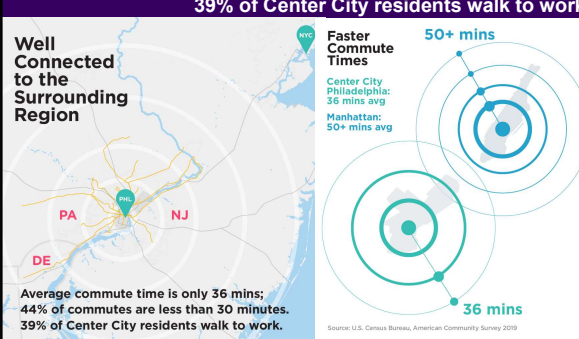
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Shorter commute times



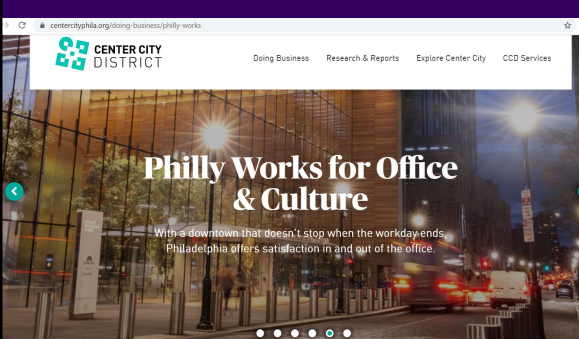
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Manhattan = 50 minutes; Philadelphia = 36 minutes
 44% commuting less than 30 minutes
 39% of Center City residents walk to work



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<http://phillyworks.com>



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