



Core Values

Why American Companies are Moving Downtown



Table of Contents

Executive Summary	3
Introduction	5
Methodology	6
The kinds of companies moving downtown	7
Where companies are moving	9
Walkable places	10
Cities of all sizes	10
Why companies are moving	11
Attracting and retaining talented workers	11
Supporting creative collaboration	15
An asset to brand identity and corporate culture	16
Centralizing operations	17
Be closer to customers, businesses partners, and service providers	18
Triple-bottom line	19
What companies are looking for in a downtown	21
Walkable, live/work/play neighborhoods	21
Convenient access by a range of transportation options	22
The right office space	23
A welcome mat	24
Clean, safe streets	25
A note to cities	26
Conclusion	27
Appendix A: Company listings	28
Appendix B: Strategies for cities	39
Endnotes	42
Acknowledgements	43

Executive Summary

Hundreds of companies across the United States are moving to and investing in walkable downtown locations. As job migration shifts towards cities and as commercial real estate values climb in these places, a vanguard of American companies are building and expanding in walkable downtown neighborhoods.

Why are companies choosing these places? What are the competitive advantages they see in these locations? And what features do they look for when choosing a new location?

Core Values: Why American Companies are Moving Downtown examines the characteristics, motives, and preferences of companies that have either relocated, opened new offices, or expanded in walkable downtowns between 2010 and 2015. Smart Growth America partnered with global real estate advisors Cushman & Wakefield to identify nearly 500 companies that have made such a move in the past five years. Of those, we interviewed representatives from more than 40 companies to gain a better understanding of this emerging trend.

The research reveals **an enormous diversity of businesses** choosing to locate downtown. The companies included in our study represent over 170 specific industries, including 15 software developers and 29 information technology companies, 45 manufacturers, 11 universities and colleges, 7 food production companies, 6 advertising agencies, and 6 oil and gas companies. The group includes 52 companies on the Fortune 500, and 12 of Fortune's "100 Best Companies to Work For" from 2015. And these companies are of all sizes, from just a few employees to thousands.

Their investments have taken a variety of forms. Our study included relocations, consolidations, expansions, as well as the creation of new offices or companies. Of the nearly 500 companies included in our research, 245 relocated from a suburban location (either within the metro area or from a different region), 91 opened a new downtown location or branch, 76 relocated within downtown, 42 expanded existing downtown office space, 20 consolidated a suburban and downtown location, 10 moved from a different downtown, and 9 were brand new companies.

These companies' **new locations are dramatically more walkable than before.** The average Walk Score of companies' previous locations was 51; the average Walk Score of the companies' new locations is 88. Similarly, Transit Scores went from an average of 52 to 79 and Bike Scores went from an average of 66 to 78.

This trend is visible across the country, in big cities and small ones, in the middle of the country and the coasts, as well as in secondary markets within larger metropolitan areas. An online interactive map includes more information about where in the country these moves are happening.

We also explored the motivations for these companies' moves. Smart Growth America conducted interviews with senior-level employees at these companies to understand why they chose the location they did. In the course of our interviews six common themes emerged explaining why companies chose to locate downtown:

- **To attract and retain talented workers.** As companies compete for new hires and the best talent, being located in a vibrant neighborhood is considered a crucial selling point. The businesses in our study report that current and potential employees want neighborhoods with restaurants, cafes, cultural institutions, entertainment, and nightlife as well as easy access by public transportation.
- **To build brand identity and company culture:** A downtown location projects innovation, connectedness, uniqueness, and allows companies to literally be at the center of things. For many companies, moving downtown was a way to set themselves apart from their competitors and to inspire their employees to live up to related brand aspirations.
- **To support creative collaboration:** Many companies chose locations in dynamic, creative, engaging neighborhoods to help inspire their employees and encourage collaboration among co-workers as well as with employees at other companies or in other industries.

- **To be closer to customers and business partners:** Streamlining the process for employees who take in-person meetings with clients and partners downtown.
- **To centralize operations:** A central downtown location, because of its proximity to everything, was a natural choice for many companies when consolidating multiple locations, particularly if those locations were spread out over a single region.
- **To support triple-bottom line business outcomes:** For many companies, investing in a city's center was an opportunity for good corporate citizenship and a way to use their sizable investing power for good. Some reported that triple-bottom line business practices came with the ancillary benefit of making them more attractive as an employer.

Common themes also emerged about **what companies looked for when choosing a new location**. Many interviewees said they chose vibrant, walkable neighborhoods where people want to both live *and* work. Companies also wanted their new location to be accessible by a range of transportation options, emphasizing in particular commuting choices for their employees as well as convenient access to the rest of the city and the region. Great office space was another important factor for these companies, and many highlighted renovated warehouses or other unique and inspired architecture that dovetailed with a desire for similar neighborhood qualities. Companies noted that a warm welcome on the part of the city—whether through outreach, a personal welcome, help with permitting, or financial incentives—also factored in to their decision making process. And finally, companies noted that a clean, safe downtown was a fundamental requirement for their choice of where to move.

Cities, for their part, can learn from this. Understanding what companies look for and why should help local leaders understand how they can compete more effectively for these businesses. Smart Growth America is dedicated to helping communities across the United States create these kinds of places. Visit www.smartgrowthamerica.org/core-values to learn more about these strategies, and how your town or city could better compete for world-class companies by using a smart growth approach.

Introduction

In Cambridge, MA in 2010, global biotechnology company Biogen moved its headquarters to a large suburban campus in Weston, a town 25 minutes outside of Cambridge. After just a few years the company reversed its decision and in 2014, the company relocated again—to two new facilities totaling 500,000 square feet of space back in the heart of Cambridge.



Biotechnology company Biogen moved from downtown Cambridge, MA to Weston, a suburb 25 minutes away—and then back again. Photo courtesy of Biogen.

“Although the new facility in Weston was spectacular, Kendall Square was home to Biogen and we decided to move back,” said Chris Barr, Associate Director of Community Relations at Biogen. “Coming back to Cambridge allowed us to reunite with the rest of our campus, and there is so much going on here—it is such a vibrant place to live and work—that it’s been a great move back for us.”

In the past few years, hundreds of companies across the United States have moved to and invested in walkable, urban places. Nearly every day comes news of another company making a similar decision, and this trend represents a marked shift in the preferences of American companies.

In the late 1960s and ‘70s, companies across the country began leaving downtown cores for suburban office campuses.¹ By 1996, on average less than 16 percent of jobs in a metropolitan area were located within three miles of the traditional city center, down from 63 percent as recently as 1960.²

In recent years, however, this trend is showing signs of reversing. Between 2007 and 2011, job growth in city centers grew 0.5 percent annually on average, while the city peripheries lost jobs, shrinking 0.1 percent annually. By 2013, 23 percent of metropolitan area jobs were located within 3 miles of downtown on average.³ The majority of American jobs are still located outside of central business districts—but downtowns are gaining.

Some of today’s most innovative companies are part of this emerging trend, choosing to move to, invest in, or expand in America’s walkable, urban downtowns. These companies clearly see a competitive advantage to locating in neighborhoods with a mix of offices, restaurants, and shops, with a variety of housing options close by and accessible by a range of transportation choices.

To better understand the competitive advantages of these places, this study surveys companies that either relocated to, expanded or invested in walkable downtowns between 2010 and 2015. Our survey included data from global real estate services company Cushman & Wakefield, from local chambers of commerce, and a variety of news and other publicly available sources. Of the nearly 500 companies identified in this process, we conducted interviews with senior level staff at more than 40 to understand why they chose a downtown location.

For communities seeking to attract and retain businesses and to grow their economic base, understanding this trend—understanding what businesses are looking for and why—will be important to more effectively competing for these businesses. This study sheds light on these questions by drilling down to find out what kinds of companies have moved or made new investments in downtowns, and asking those businesses what motivated them and what they looked for in their decision-making.

“When we decided where we were going to move, I looked at Class A buildings everywhere. I didn’t really want to move downtown—I’d heard the commute was long, that it was expensive, that it was a hassle. But our real estate broker persuaded me to come downtown and look at just one space. So I came and saw it and I have to say, it was love at first sight. It was really something that we couldn’t get in the suburbs. After that it was sort of everything in the suburbs started dropping off and we began focusing on this.”

—**Brian MacKenzie**
President, Inforce Technologies,
Cleveland, OH

This report is also an opportunity for corporate leaders to think about their location in a new way, and to understand the competitive advantages walkable urban neighborhoods offer. Taken together, these ideas can help companies and the cities they work in thrive for decades to come.

Methodology

This study is not intended to be a comprehensive analysis. Other studies have used national data sets to analyze the net flow of jobs in metropolitan areas around the country.⁴ As mentioned briefly above, these studies have found that central business districts in net have stopped losing jobs and have instead been gaining jobs for several years. This study seeks to better describe and understand this trend.

Our research focused on walkable urban downtowns. It is worth noting however, that this trend is actually broader. Businesses are also moving to walkable transit-oriented suburban locations—or are spurring suburban areas to become denser and more walkable. Studies have shown the popularity of these locations by demonstrating significant price premiums over drivable suburban locations. This valuation premium has been increasing over the past decade and is showing no signs of leveling off.⁵ All this shows tremendous pent up demand and for office space in walkable locations, probably more than revealed in this study of just center city downtowns. Unfortunately, surveying all of these walkable suburban locations was beyond the scope of this study. While it is relatively easy to find examples of companies moving “downtown,” it is more difficult to find reporting on companies relocating to walkable, regional centers. This report focuses on downtowns as a result, but we believe many of the same findings apply to regional, walkable, transit-oriented centers.

This study seeks to better understand some of the details and motivations underlying the trend toward businesses locating downtown. To answer these questions we conducted extensive searches among news, trade publications, or other reports of businesses locating, relocating, or expanding in downtowns. In addition, we consulted data available from Cushman & Wakefield and conducted a limited amount of direct outreach to local chambers of commerce and economic development entities. Combined, our searching and outreach enabled us to identify the nearly 500 businesses listed in Appendix A on page 28. From this group we reached out to more than 85 businesses requesting interviews to discuss their move, resulting in 45 total interviews each of which lasted approximately 30 minutes.

The results are robust but not comprehensive. Geographically there are gaps where our list shows few downtown moves or investments. This may be because no companies moved to these places, or because moves happened but were not reported, or because moves happened but our search failed to identify them. Similarly, in communities where our list shows many moves or downtown investments, there is no reason to suppose that the list is complete: again, our searches may have missed others that occurred.

Our findings also may be affected by the size of the business moving and the size of place to which they moved. In small municipalities, a small company moving downtown might make big news and get extensive coverage in the paper—allowing us to find it through our search. This same company’s move might go unreported in a larger metropolitan area, however. The advantage of this is that for most of the firms reported on in this study, their moves were significant in the context of the community in which they were reported.

The definition of “downtown” is also localized by virtue of the methodology used. This study does not use a standard definition for “downtown.” Instead, we relied on local reporting to define downtown for their own community. However, we were able to provide some objective measure as well. For every company for which addresses were available, we have calculated the Walk Score of their previous location and their new location.

There is evidence businesses are interested in walkable locations within metropolitan areas—both downtowns and other regional centers. We are interested in knowing more about firms moving to walkable regional centers in general. However, from a methodological standpoint, the scope of this study did not allow the effort that would have been required to systematically identify firms moving to walkable, regional locations. In essence, either on the internet or in other queries it is relatively easy to search for companies moving downtown, but much more difficult to find reporting on businesses relocating to walkable, regional centers. As a result, this report focuses on downtowns but we believe many of the same findings apply to regional, walkable, transit-oriented centers.

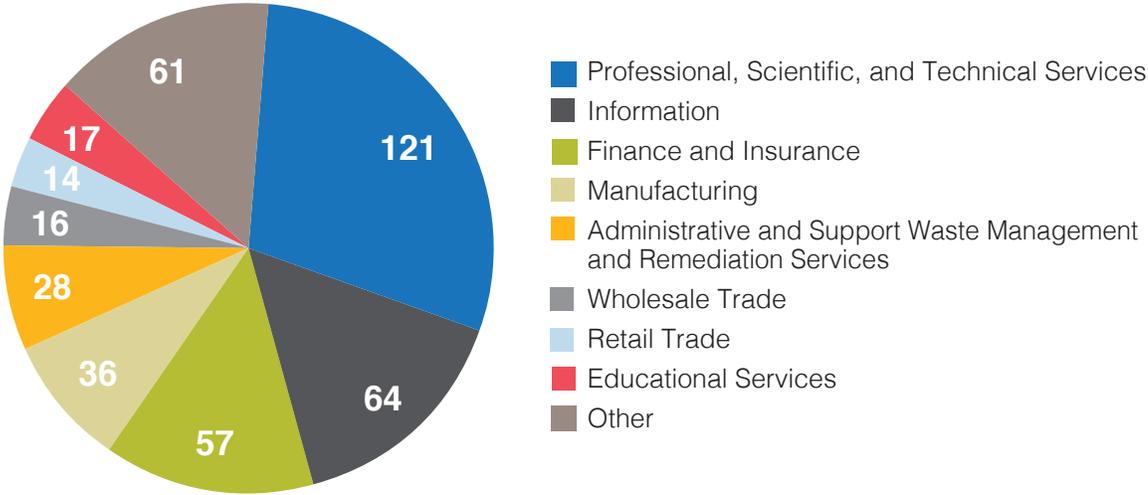
Our process is certain to have missed business moves. If you know of a company’s move that should be included in our database, tell us about it at www.smartgrowthamerica.org/core-values.

The kinds of companies moving downtown

The nearly 500 companies that have relocated to or expanded in walkable downtowns represent a diverse cross-section of the American economy. This group includes 52 companies on the Fortune 500⁶, and 12 of Fortune’s “100 Best Companies to Work For” from 2015.⁷ The following section provides more information about the types of companies included in our survey. For a full list of those companies, see Appendix A on page 28.

These companies represent over 170 different industries, including software development, manufacturing, education, and food production, to name just a few. Figure 1, below, summarizes the industries represented most prominently in our analysis.

FIGURE 1
Companies moving and expanding downtown, by industry⁸
Industries with fewer than 10 instances within the sample have been categorized as “Other.”

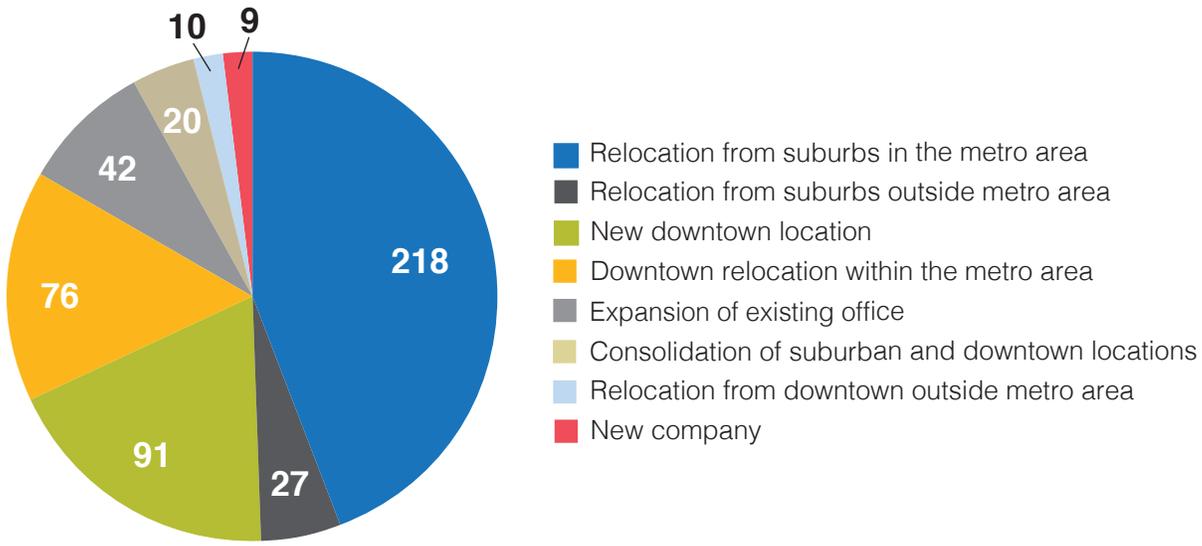


These companies are of all sizes, from just a few employees to several thousand. In downtown Conway, AR, Big Cloud Analytics opened an office of just two people (though they plan to grow in the next five years). In Tempe, AZ, State Farm Insurance’s new regional headquarters will be home to 4,500 employees—with the potential for 3,500 more.

And these companies are investing in walkable downtowns in a number of ways. Our survey included relocations, consolidations, expansions, as well as the creation of new offices or companies. Of the nearly 500 companies included in our survey, 247 relocated from a suburban location (either within the metro area or from a different region), 92 opened a new downtown location or branch, 74 relocated within downtown, 41 expanded existing downtown office space, 20 consolidated a suburban and downtown location, 10 moved from a different downtown, and 9 were brand new companies (see Figure 2).

FIGURE 2

Relocations, expansions, and new office creation



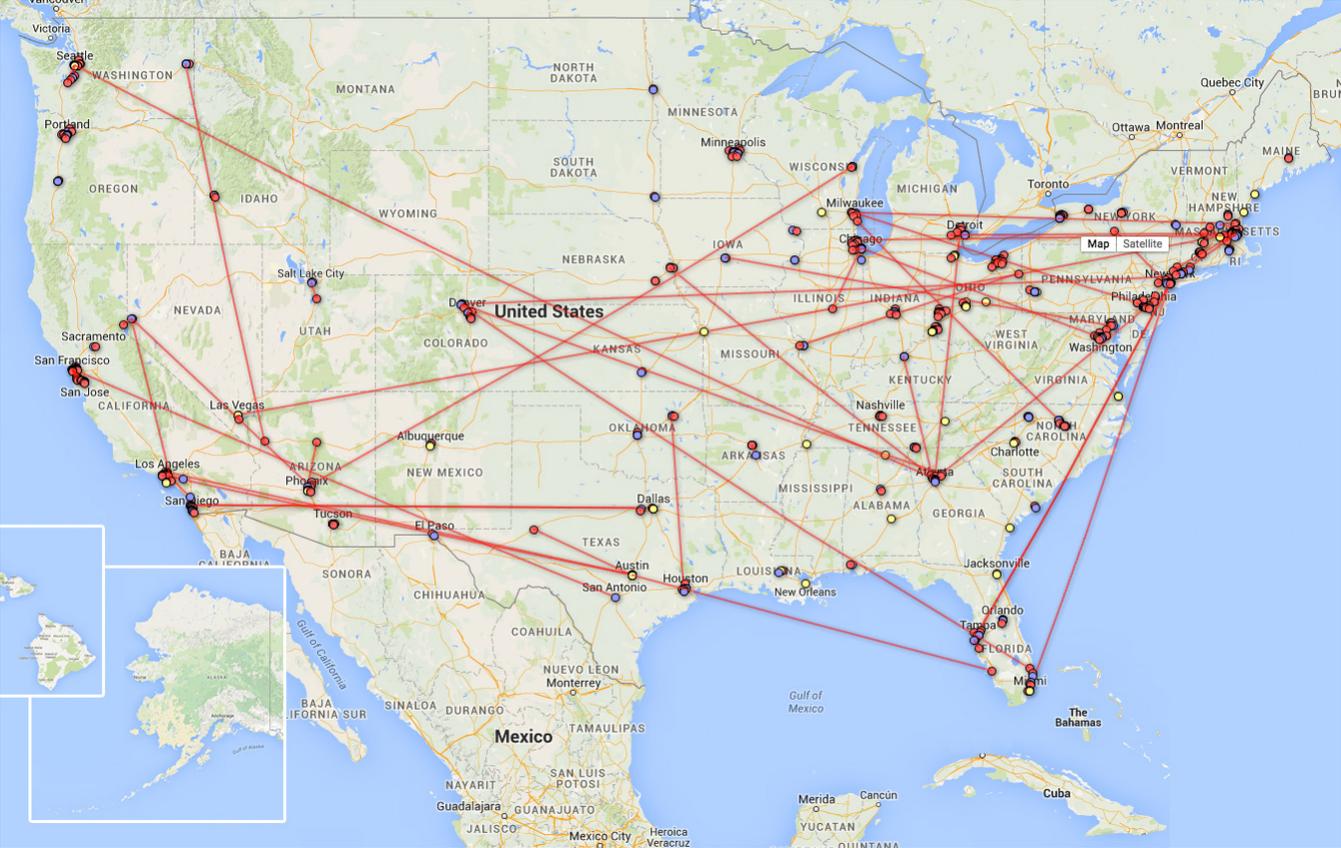
Collectively, the companies included in this survey now occupy more than 31 million square feet of commercial real estate in the United States.⁹ This number is likely much greater: of the 494 companies included in this survey, square footage was available for only 307.

With average building area per employee ranging from 175 to 225 square feet, these companies have room for between 138,000 and 177,000 employees at a minimum. As with their square footage, the number of employees located downtown is also likely much higher. Taken together, these figures demonstrate the collective real estate and employment power these companies represent.

Where companies are moving

Where are these companies choosing to go? Figure 3, below, provides an overview of where in the country these moves occurred. An interactive version of this map is available on our website at www.smartgrowthamerica.org/core-values. Visit the interactive version to explore more information about where each company moved from and where they moved to.

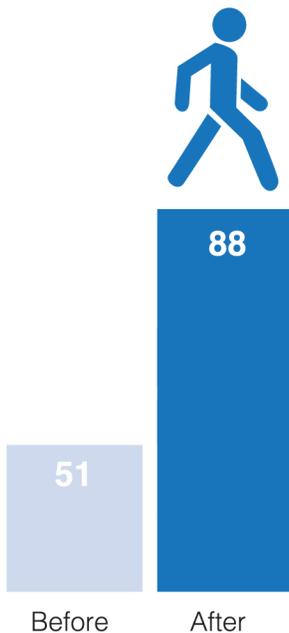
FIGURE 3
Map of where companies are moving



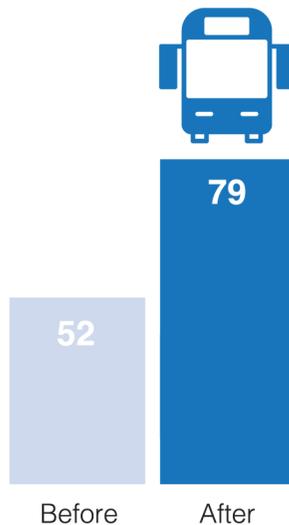
Walkable places

These companies chose neighborhoods that are significantly more walkable than their previous locations. We calculated Walk Scores, Transit Scores, and Bike Scores for each company both before and after their moves (where sufficient address data were available). The average Walk Score of these companies' previous locations was 51; the average Walk Score of the new locations is 88. Similarly, Transit Scores went from an average of 52 to 79. Bike Scores went from an average of 66 to 78.¹⁰

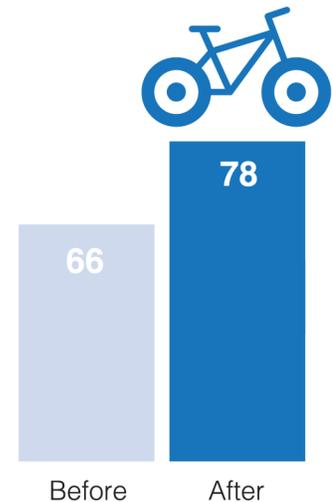
WALK SCORE



TRANSIT SCORE



BIKE SCORE



Cities of all sizes

Our survey focused primarily on the country's major metropolitan areas. As we noted in the introduction, there are likely many more moves not included in this survey that have happened in small towns, secondary markets within a given metro area, or in suburbs that are becoming more walkable.

Despite these limitations, it is clear that companies are moving not just to the country's five or ten largest cities. Our survey found that companies are also attracted to smaller and mid-size cities. Far from being limited to Boston or San Francisco, this trend is happening in over 100 cities in more than 85 metropolitan areas and in every region of the country. Appendix A on page 28 includes a full list of the cities to which companies moved.

Why companies are moving

To gain a better understanding of companies' motives for moving downtown, Smart Growth America conducted interviews with 45 businesses from the nearly 500 identified through this project. Several themes emerged explaining why they are choosing walkable downtown locations.

Attracting and retaining talented workers

By far the most prominent reason companies cited for their move downtown was to help recruit and retain talented workers. In interview after interview, company representatives explained that a downtown location is considered a valuable recruiting asset, and has helped them attract top talent in a fiercely competitive environment. Below is a sample of what we typically heard from the businesses.

"We considered 65 different locations for our new headquarters. In making the final decision, we asked ourselves, 'Five to ten years from now, what's going to allow us to attract and retain a really mission-driven workforce?' We knew the answer to that was a neighborhood with lots of restaurants and other amenities, and better public transportation. Eventually we decided on a location right on the edge of downtown Minneapolis in a neighborhood called The North Loop. That location already has a lot of what we're looking for and more of those amenities are in the works. We're excited to grow our company as the neighborhood grows, too."

—*Dr. Jeff Chell, President, Be the Match Bone Marrow Center, Minneapolis, MN*



Bumble Bee Seafoods' headquarters in the former Showley Bros. Candy Factory in San Diego, CA. Photo courtesy of Bumble Bee.

"I can tell you 100 percent that when we are trying to attract new talent, being downtown and having a new open office feel, and being in a much more vibrant location is a differentiator."

—*Kent McNeil, Executive Vice President and Chief Financial Officer, Bumble Bee Seafoods, San Diego, CA*

"We wanted to be in an amenity-rich environment where our employees could walk to get a cup of coffee and participate in arts, music, and the excitement of downtown. We're able to show potential employees a cool office in the middle of downtown and that has definitely helped us recruit people."

—*Adam Klein, Chief Strategist, American Underground, Durham, NC*

"We are intentionally designing workplaces of the future – live/work/play environments that have an accessible orientation for employees and the neighboring community. We recognize that future generations of employees may have different expectations of their employer and their workplace, and we are taking this into consideration as we make facilities and business plans. We know that many of our new hires prefer multiple transportation options, the ability to live near where they work and to have a more live-work-play lifestyle. We already have a number of employees using public transit to get to work. We believe this number will grow if communities such as Phoenix/Tempe continue to support public transportation."

—*Victor Hugo Rodriguez, Spokesperson, State Farm, Phoenix, AZ*

Millennials

Company spokespeople explained that downtown locations are particularly attractive to Millennials, who in 2015 are between 18 and 34 years old. This generation's preference for walkable, urban neighborhoods has been clearly documented in other studies. According to Vishaan Chakrabarti's *A Country of Cities*, 62 percent of Millennials prefer to live in the type of mixed-use neighborhoods found in urban centers where they live in close proximity to a mix of shopping, restaurants and offices.¹¹ Millennials are much more likely to choose to locate in close in, urban neighborhoods than are other Americans in the aggregate, and they currently live in urban areas at a higher rate than any other generation.¹²

Millennials also behave differently when it comes to transportation. This generation is more likely to commute by biking, walking or public transportation. Millennials automobile ownership rates and overall driving are lower too. For instance, in 1995 20.8 percent of autos were driven by 21-30 year olds. According to the 2010 Federal Highway Administration Household Travel Survey, by 2009 that number had dropped to 13.7 percent.

Millennials value walkable, urban neighborhoods so highly that location has become a major factor in their job considerations. Pricewaterhouse Coopers' survey of Millennials lists "location" as the fifth most important factor for Millennials when considering a job—behind personal opportunities for growth, company reputation, the job role, and pay.¹³

Why is this demographic so important? Millennials are now the largest generational segment of the American workforce, with 53.5 million people making up 34 percent of all workers—more than either Gen Xers or Baby Boomers.¹⁴ And their numbers are projected to only increase over the next several years as the youngest members graduate and enter the workforce.

Companies are positioning themselves to take advantage of this by moving to the neighborhoods where these workers want to be.

"Our younger employees don't want to go to a suburban office park. It's boring as all get out out there. Here they walk outside and see cool stuff and it's fun. I wanted to be where they wanted to be."

—Reg Shiverick, *President, Dakota Software, Cleveland, OH*

"We are actively working to hire younger people and we picked our new location with that in mind. It's a really cool, modern space and we're right next to a university, which helps a lot. Since we moved we've been able to recruit four new people and for a company of twenty-five, that's a huge step forward."

—Brian MacKenzie, *President and CEO, Inforce Technologies, Cleveland, OH*

"If cost was the highest priority for us, attracting new employees was the co-highest priority. Those were our two biggest motivators. We're in a creative industry, so being in the center of the creative culture downtown is hugely important to us. It's the kind of energy and environment that Millennials and now the Generation Z want to be in, and it's just something that we can't offer out in the suburbs. We know our move downtown will make us a more attractive employer for our next generation of employees."

—Eric Pehle, *Executive Vice President and General Manager in Minneapolis, Weber Shandwick, Minneapolis, MN*

Mid-career workers

Mid-career and senior employees are less likely than Millennials to desire walkable, downtown neighborhoods. However, a move downtown was rarely a dealbreaker for these workers and in many cases, companies were surprised by how much these more senior employees liked the new location.

"Our younger employees fresh out of school are very excited to work downtown. But we also have more experienced employees who are settled down, have a family, and are living in the suburbs, and they've also been supportive of the downtown location."

—Chris Livingston, *Managing Director, Avison Young, Cleveland, OH*



PNC Bank's Tampa headquarters at One Tampa City Center. Photo courtesy of Cushman & Wakefield.

“When we initially announced the move, we had resistance. People complained and didn’t see the value. Now people love it. We have downtown locations in numerous locations including Denver, San Diego, Los Angeles, Oakland, and Cambridge and in all of those locations, I would say the vast majority of people support it. Once they get to know downtown and get used to having transit options, get used to having coffee shops and restaurants nearby, they absolutely, positively love it. But it was a real education getting people to stay calm enough to give it a try.”

—*Bill Siegel, President and CEO, Kleinfelder, San Diego, CA*

“Initially there was some hesitation from employees about our move to One Tampa City Center. There was some concern about commute time and parking, but the benefits of being centrally located downtown, within minutes of many major businesses, restaurants and entertainment, quickly gave everyone a pretty good sense that being in the middle of the action is a good thing. Now, we’re all thrilled to be part of this vibrant, thriving community.”

—*Dianne Jacob, Senior Vice President of Corporate Communications, PNC Bank, Tampa, FL*

“The biggest objection our employees have had to the new location was that there won’t be free parking. When we began considering new locations a few years ago, that was the number one reason complaint people had, the number one reason why people said, ‘Well, maybe I won’t make the transition.’ But now people are seeing the inexpensive alternatives to parking downtown and all the ways they can get to work that don’t involve parking downtown, we’re hearing nothing but good things.”

—*Dr. Jeff Chell, President, Be the Match Bone Marrow Center, Minneapolis, MN*

Employees in cutting edge industries

A downtown location also helped companies recruit employees from specific industries, particularly industries with fierce competition for talent like engineering, software development, and biotechnology.

“Our old headquarters was a liability in recruitment. No one wanted to work at an office building that was built in the 1940s. It is a calling card now in our recruitment efforts, our proximity to downtown. A lot of students coming out of engineering school, they’re not looking for suburbia. They’re looking for the downtown living environment.”

—*Joel Reuter, Vice President of Communications, Rolls Royce, Indianapolis, IN*

“I’m an advisor to students at San Diego State University and I was there one day talking to a young guy and he said, “I hear you all just moved to a new office space.” And I said, “We did. How do you know?” And he answered, “Well, I’m an engineer and a friend of mine, who’s also an engineer, just went to work for you all. And he posted a whole bunch of pictures on Facebook of the new office and all the windows, and he said ‘Look where I get to work.’” When you have young people straight out of engineering school who are bragging about how cool it is to work at your office, you’ve hit a home run.”

—*Bill Siegel, President and CEO, Kleinfelder, San Diego, CA*

“We chose Austin in part because of its dynamic and growing labor pool of young computer scientists and developers.”

—*Bridger McGaw, Director of athenaEnvironment, athenahealth, Austin, TX*



Kleinfelder's global headquarters in downtown San Diego's vibrant business district. Photo courtesy of Kleinfelder.

“The old model, of going out to the suburbs and buying 100 acres and putting a fence around it, building nice lab space and having people drive in every day and talk to no one but themselves doesn't make sense any more. The way science works today is that you have to be interactive, you have to be collaborating, you have to have access to smart people and being in the epicenter gives us access to that right outside our door. Not only for day-to-day collaboration but also for recruiting and for longer-term collaboration.”

—*Jeff Lockwood, Global Head of Communications, Novartis Institutes for BioMedical Research, Cambridge, MA*

“We looked at moving to Research Triangle Park and suburban North Raleigh, but part of the reason to relocate was to grow our company and attract engaged, creative talent. When we put the models all together and looked at the cost of renovating a space downtown and what we could get out of it in terms of talent and value, downtown was by far the best option.”

—*Ashton Smith, Community & Employee Engagement Project Manager, Operations, Citrix, Raleigh, NC*

“Our previous East Bay location was very suburban and bringing in top design talent was a challenge. But now the number of resumes we're getting and the type of talent that's coming to our door is amazing. They're excited about Oakland and they believe in the growth in the East Bay. Being close to Cal has also been a huge benefit.”

—*Matin Zargari, Managing Director and Principal, Gensler, Oakland, CA*

“Any time you said ‘Let's move downtown,’ the energy and the enthusiasm from the people who made up the bulk of the workforce really kind of fascinated us. We came to the conclusion that we would actually attract more people with a downtown location. We're an entrepreneurial company. It's technology and it's marketing. And there's an energy about a company like ours and there's an energy downtown brings that the suburbs does not, especially a downtown going through a renaissance. There are new restaurants coming up every day and new apartment buildings, and the city's empty warehouses are being redeveloped into amazing spaces. It's exciting and if that's what you want your company to be—vibrant, energetic, and appealing to younger people who want to work in that kind of an environment—the urban, downtown areas are definitely more appealing.”

—*Philip Alexander, Chief Executive Officer, Brandmuscle, Cleveland, OH*

“As we were looking for a new office location we hired several people. The fact that we were going to move downtown was very appealing. Even before moving we found that it was a helpful selling point when looking for potential employees.”

—*Jennifer Klie, Director of Operations, BrownFlynn, Cleveland, OH*

Supporting creative collaboration

Several companies saw being downtown as a strategy for inspiring creativity and innovation among their employees. Being able to go out into a lively neighborhood and meet people from other departments, other companies, or other industries was considered an important part of staying innovative.

Several companies explained that it was easier to attract good talent if there was a community of companies working together to attract people from across the country. This would create a pool of talent they could all continue to draw on for years. Below is a sample of what we typically heard from the businesses.

“We believe that most innovation comes from outside your industry and that being in the downtown area would help that.”

—*Jamie Naughton, Chief of Staff, Zappos, Las Vegas, NV*

“A lot people want to come to Cambridge because there’s just so much activity going on. People I know who work at other tech companies outside the area, come visit Cambridge and say, ‘There is so much going on here. It’s such a vibrant place to live and work.’ And I think that’s what’s really attractive to the biotech and technology community.”

—*Chris Barr, Associate Director of Community Relations, Biogen, Cambridge, MA*

“The investment here is 100 percent in research and scientists thrive on being able to interact and collaborate with colleagues, from the clinical space, the biotech space, the academic space. In order to have that kind of interchange you need to be in an area where those ideas are thriving constantly. And you can’t find a better place on the planet than Kendall/Central Square.”

—*Jeff Lockwood, Global Head of Communications, Novartis Institutes for BioMedical Research, Cambridge, MA*



American Underground moved to the campus of the former American Tobacco factory in Durham, NC. Photo by Scott Faber Photography courtesy of American Tobacco.

“In the suburbs you drive into the parking lot and you get in the elevator and go up to your office. You have to go out for lunch because there isn’t anything anywhere near there to walk to, so you go back and get in your car. You have no connection whatsoever to a neighborhood or even to who else might be in the building.”

—*Reg Shiverick, President, Dakota Software, Cleveland, OH*

“There are probably 20 or 25 startups just within a few blocks of our office. That sort of collaborative environment—where you’re bumping into people that you know and getting together after work or to socialize—just doesn’t happen in places that are more spread out. That kind of camaraderie doesn’t happen in places where your closest colleagues are a 15 minute drive away.”

—*Steven Cox, Founder and CEO, TakeLessons, San Diego, CA*

“Business networking was definitely one of the key reasons we moved. Our business is all about connecting with other business leaders, and to do that effectively you’ve got to be walking the town. Most of the businesses in our industry have been downtown for many, many years. So the ability to walk out the front door of our building and go right or left and be in the absolute heart of the city is key for what we do.”

—*Chris Livingston, Managing Director, Avison Young, Cleveland, OH*

An asset to brand identity and corporate culture

Many businesses said they see downtown location as an asset to their brand identity, a way to distinguish themselves from their competition. In interviews company representatives associated downtown locations with fresh energy, innovation, creativity, authenticity, and being at the center of things. Companies also sought to have their office spaces reflect those values. Many boasted about being located in converted manufacturing spaces, lofts, and other buildings with a unique history and inspiring architecture, transformed for a modern economy.

For many companies, these brand aspirations are also part of the corporate culture, bringing energy and excitement inside the office and providing more opportunities for people to socialize. Below is a sample of what we typically heard from the businesses.



Inforce Technologies moved to Cleveland's Idea Center, located in the heart of Playhouse Square. Photo courtesy of The Downtown Cleveland Alliance

“We were originally located in a very corporate office space—our address was actually on a street called ‘Corporate Circle.’ And when you drove up, there was no evidence that anything unique lived in that building and we didn’t want that to be our corporate identity. We wanted to create a space that felt uniquely like ‘us’ and downtown had a thriving energy that just wasn’t available in the suburbs. When we found out that Las Vegas’ city government was leaving City Hall we started asking questions and ended up securing it as our new headquarters. The move was really about maintaining and growing our culture as a company.”

—*Jamie Naughton, Chief of Staff, Zappos, Las Vegas, NV*

“As a part of our brand and our culture, we wanted to be in a downtown scene. There are a lot of independent restaurants and bakeries, those kinds of things, that are all within walking distance. So it’s got that kind of neighborhood-on-the-rise vibe that I think aligns really well from a tech startup brand standpoint. Tech startups like to think we’re cool and hip, and the downtown scene in Durham really aligns with that brand.”

—*Jessica Mitsch, Director of Global Campus Operations, The Iron Yard, Durham, NC*

“Our previous location was located in front of our industrial factories, and it just didn’t represent the direction we want to go in. We strive to be an innovative, forward-thinking company and a downtown location reflects that.”

—*Joel Reuter, Vice President of Communications, Rolls Royce, Indianapolis, IN*

“We’re in a premier location in Cleveland and it gave our business credibility. It said ‘We’ve made it.’”

—*Brian MacKenzie, President, Inforce Technologies, Cleveland, OH*

“The building we’re in is on the historic register and has this enormous, textured history. It really fits in well with our company culture and personality. And, the great views are the first thing people notice when they see our office for the first time.”

—*Jennifer Klie, Director of Operations, BrownFlynn, Cleveland, OH*

“We viewed our move as an opportunity to redefine the company and what our future is going to be in Southeast Michigan. Fifth Third’s tagline is “The Curious Bank”—we pride ourselves on being innovative and curious about the future. We wanted to become part of a community that embodies that spirit as well which influenced our decision to relocate downtown. The move is an intentional strategy to be in the thick of other innovative companies and business leaders, not watching from the sidelines.”

—*David F. Girodat, President and CEO, Fifth Third Bank, Detroit, MI*

Centralizing operations

For companies that were consolidating multiple locations, a new central location in the downtown core was a natural choice. This was particularly true if a company had multiple locations within one region. Businesses realized that when you have employees coming to work from different parts of the region, the downtown location was on the whole the easiest place for everyone to get to. Or, put another way, downtown provided the best access to the regional labor pool. Below is a sample of what we typically heard from the businesses.

“We had three different spaces around the Westshore business district when we originally moved to the Tampa/St. Pete region. We needed to consolidate, first of all, to be actively engaged, and to have a presence in the community that was undeniable. Today, our name is on top of the building at One Tampa City Center giving us name and brand recognition in the market. Having our headquarters for all of the Florida West market of PNC in downtown Tampa and being able to make ourselves known in the business community by being able to see people and bump into them as you’re going out to lunch or to a meeting is priceless. Downtown right now is where all the action is.”

—*Joe Meterchick, Regional President, Florida West Region, PNC Bank, Tampa, FL*

“We wanted to consolidate in a central location. We wanted to be a player, a more well-known entity in Indianapolis.”

—*Joel Reuter, Communications Vice President, Rolls Royce, Indianapolis, IN*

“We have offices in several states, our Board of Directors is scattered across the country, and we have banking relationships in different states, and when people would come to see us when we were located in the suburbs in Mentor, they would always fly in to Cleveland. So we were already holding meetings in downtown Cleveland, just to make things easier on our partners. Plus we have employees who live all around the city, so we figured moving to a central location would be good for our current employees and our future as a company.”

—*Jim Sprague, Chief Financial Officer, Gas Natural, Cleveland, OH*

“We wanted to bring all of our associates together. We wanted to bring everyone into the center city, bring them near one another, give them comparable amenities that being in the urban core can provide.”

—*Brian Ellis, President and CEO of Nationwide Realty Investors, Nationwide, Columbus, OH*



Panasonic's headquarters in downtown Newark N.J. Photo by Inhabitat via Flickr

“We were getting so big that we were spread out across three buildings. And for a company that really believes in collisions and that creative ideas comes from interacting with other people, we knew we needed to bring all of our employees to one location.”

—*Jaime Naughton, Chief of Staff, Zappos, Las Vegas, NV*

“Before Panasonic moved we were on a 50-acre site with buildings spread out all over creation and it took 15 minutes just to walk to a meeting. Plus, the company has an incredibly wide variety of operations, and being so spread out only made it harder for different divisions to work together. There are just innate disadvantages in that kind of situation. Now we're in a building where within a minute or two you can get to another floor and have a meeting with different divisions and different work teams. It's a much more collaborative and ultimately more productive working environment.”

—*Jim Reilly, Vice President of Corporate Communications, Panasonic, Newark, NJ*

Be closer to customers, businesses partners, and service providers

For many companies, moving downtown was about better serving their customers. A downtown location made it easier for these companies to meet with their clients, cutting down on travel time and even making things like going out to lunch easier. Other companies explained that they moved downtown to be closer to partners and other businesses their company relies on. Below is a sample of what we typically heard from the businesses.

“Our corporate attorney is across the street from us, our accountants are down the road, anybody we need to see is within walking distance. Our banker walks to our facility. So being downtown, you get a lot of great conveniences and you eliminate a lot of windshield time. There's a lot more efficiency down here.”

—*Anthony Vastardis, CEO, Dental Associates, Milwaukee, WI*

“In a city as large as Atlanta it's important for us to be accessible to our clients, and being downtown puts us near other large businesses where we have significant relationships.”

—*Mike Hurst, Regional Development Coordinator, SunTrust Bank, Atlanta, GA*

“Our old location was literally at the end of a cul-de-sac, and you had to get in a car to go everywhere. You couldn't walk to lunch. You couldn't walk to a park. You couldn't do anything, I mean, there was nothing around you. From a client and teaming partners perspective, downtown was by far the best place—especially when you combine that with the fact that it was actually pretty centrally located for our employees' commute pattern. We picked a building two blocks from the major downtown transit hub, one of the main downtown transit hubs on purpose.”

—*Bill Siegel, President and CEO, Kleinfelder, San Diego, CA*

Triple-bottom line

Several companies explained that they moved to downtown to become part of a groundswell of reinvestment in a city's center. Most saw this an act of good corporate citizenship, and an opportunity to use their sizable investing power to help a city recover and rebound.

There were some indirect perks associated with this strategy. Several companies said that responsible corporate practices help make them more attractive to Millennial workers—a crucial labor demographic, as we discussed on page 10. Millennials are more likely to care about corporate social responsibility than previous generations, and consider this a determining factor in choosing where to work. According to Deloitte Global's 2015 Millennials survey, six in ten Millennials cite a “sense of purpose” as part of the reason they chose to work for their current employers. This number is even higher—77 percent—among connected, digitally savvy Millennials.¹⁵ Below is a sample of what we typically heard from the businesses.



BrownFlynn is one of many companies located in Cleveland's Terminal Tower. Photo by David Grant via Flickr.

“When we came to tour some downtown office space we were welcomed in the lobby by the mayor of the city. That wasn't the deciding factor for us, obviously, but it made a big impression. We knew that moving downtown would be meaningful for the city. So we said: ‘You know what? This is the right thing to do.’”

—*Philip Alexander, Founder and CEO, Brandmuscle, Cleveland, OH*

“We are a corporate responsibility and sustainability consulting firm, so choosing where to locate our offices was an enormous opportunity for us to walk our talk. The fact that we chose a refurbished building in the center of a walkable, urban neighborhood was appealing to our employees but more importantly, it was in keeping with our mission to help companies use socially and environmentally responsible business practices.”

—*Jennifer Klie, Director of Operations, BrownFlynn, Cleveland, OH*

“We were founded in downtown Columbus and at one point we had an option to move to land we owned in the suburbs. We decided to stay in the city in part because we saw it as important to central Ohio. And that manifested itself in the construction of One Nationwide Plaza and from there we've continued to believe in the growth of downtown, that downtown is important.”

—*Brian Ellis, President and CEO of Nationwide Realty Investors, Nationwide, Columbus, OH*

“Our lease came up and we took a good look at what we had and where we wanted to go. We decided that we wanted to be a more sustainable company and a leader in innovation in the green electronics area. We found a site for our new building that's one block from public transit at Newark Penn Station, and we built a building there with a LEED Gold-certified core and shell and Platinum-certified interiors. Since we moved, 57 percent of our employees are now taking public transportation to work so basically we have taken around 500 cars off the road every day.”

—*Jim Reilly, Vice President of Corporate Communications, Panasonic, Newark, NJ*

“The City of Detroit was in the midst of financial turmoil when the decision was made, but that didn’t deter us. We started assessing what would it be like to be an integral part of the redevelopment as a contributor and a leader, versus being a spectator. After weighing the costs and opportunities we decided it would really be the best place for the long-term future of the company. We were the first financial institution to go back into the city when everyone else had migrating to the suburbs. We saw it as a chance to help drive the revitalization of a major American city.”

—*David F. Girodat, President and CEO, Fifth Third Bank, Detroit, MI*

“We had two goals: do good and do well. We need smart, young, tech savvy folks for our businesses. If you look at demographic trends that group is interested in being in urban areas across the country. To be able to compete we need to be where they want to be. We also felt like investing in the city makes good business sense. Downtown Detroit is undervalued from a real estate perspective and its available capacity allowed for large scale expansion. We recruited 6500 new team members. They are excited about being in an urban area, and being part of something bigger than the company itself.”

—*Matt Cullen, President and CEO, Rock Ventures LLC, Detroit, MI*

What companies are looking for in a downtown

Companies are choosing walkable downtowns because that's where talented workers want to be. These places reinforce companies' brand aspirations, allow them to be close to their customers and partners, support creativity among their employees, and help these companies live up to high standards of corporate responsibility.

Not all downtowns achieve these objectives equally, though. So what features do companies look for when deciding on a new location? Are there characteristics a downtown must have to be competitive for these companies' business and investment?

In our interviews, common themes emerged about what companies look for when selecting a new location. This section discusses those themes in more detail. The points below can almost be used as a competitiveness checklist for localities. And these are strategies that can be used by urban cores, small town main streets, and regional centers alike.

Walkable, live/work/play neighborhoods

A striking number of the companies we interviewed expressed desire for walkable, live/work/play neighborhoods. These places include a vibrant mix of restaurants, cafes, shops, entertainment venues, and cultural attractions all within easy walking distance of offices. Many of these neighborhoods also include homes, making them great places to live and work.

Companies consider these amenities essential for attracting employees, an approach closely connected to Millennials' preference to live in neighborhoods with these features.¹⁶

“Over the past 15 years as Central and Kendall have developed, Cambridge has done a great job to make sure that when companies or developers build new lab and office space, ground-floor retail is built in. At first, most people thought it was a big pain in the neck. But it has created a real sense of place in the city and a vibrancy both during the day and in the evening. Whereas before Kendall/Central was kind of a place people would leave at the end of the work day, now people stay because there's places to go and things to do. And as a result more people live here now, and that's all added to the vibrancy of the area. A tip of the hat to the city for making that part of their development plans because it really impacts our employees and the city benefits, too.”

—*Jeff Lockwood, Global Head of Communications, Novartis Institutes for BioMedical Research, Cambridge, MA*

“Pittsburgh's investment in its downtown has produced significant, real outcomes. More people are now living downtown, there are more restaurants, more cultural opportunities, more fun by an order of magnitude. These changes have really enhanced the city—changes that emerging leaders and companies representing a 21st century Pittsburgh need to personally stand behind and support—and that is why I moved my company to this area. It's where my people want to be and it helps to attract new employees.”

—*Thomas Donohoe, President, Level Interactive, Pittsburgh, PA*

“The City of Conway has a roadmap for where they see themselves in the next 20 years. They want to create a more walkable environment and become more attractive to younger folks, and ultimately that strategy is about attracting new businesses. The good news is that the city is taking the initiative to make infrastructure investments to support those goals.”

—*Josh Smith, Vice President of Product Strategy and Business Development, Metova, Conway, AR*

Convenient access by a range of transportation options

The companies we interviewed consistently emphasized convenient transportation as a priority in their decisions about where to locate. Companies want their employees to be able to travel easily to work each day, to daily meetings offsite, and to other cities.

Many of the companies we interviewed recognized the benefit of giving employees multiple transportation options for their daily travel. These companies are choosing locations that allow employees to walk, bike, and take transit as well as drive to work each day. A downtown location allowed these companies to provide more options for employees who live in the city, while also leaving many employees' driving commute times unchanged. In addition, it made these businesses more accessible to potential new employees in the region.

Though downtowns are usually near the center of a region—and thus relatively close to everything geographically—their accessibility varies. Some may have good regional access but poor local circulation. Others may have access diminished as a result of infrastructure and land use choices, by poor connectivity, low levels of transportation system redundancy, land uses spread all over the region, over-reliance on large facilities or single modes of transportation. The businesses interviewed clearly valued downtowns where accessibility has been maximized through good connectivity and the presence of a range of transportation choices—walking, biking, transit—reach local and regional destinations. Below is a sample of what we typically heard from the businesses.



Architecture firm Gensler opened a new office in downtown Oakland, CA in part for that location's proximity to public transit. Photo by Jasper Sanidad courtesy of Gensler.

“The access to public transit was a huge selling point for us.”

—*Jennifer Klie, Director of Operations, BrownFlynn, Cleveland, OH*

“Even in Texas, there's change afoot. People are becoming more and more excited about living and working downtown, and are structuring their lives to walk more. Dallas has been ahead of the curve, with our Dallas Area Rapid Transit (DART) system ... the longest light rail system in the United States. Now that DART provides service to DFW Airport, we have people coming in from all over the country and taking the train right to our front door. It's a huge asset to have so many different ways for people to reach us.”

—*Ralph Hawkins, HKS Architects, Dallas TX*

“Transit is the key thing that the city needs to move forward. Roads don’t pay for themselves and neither does transit, yet it needs the same level of attention and investment.”

—*Dianne Jacob, Senior Vice President of Corporate Communications, PNC Bank, Tampa, FL*

“Getting to downtown is just as easy as getting to the other areas. There’s regional transportation which allows many of our employees to come in on the train, and we wouldn’t have had those options if we were out in the suburbs. For many of our folks, moving downtown has made their commutes easier.”

—*Steven Cox, Founder and CEO, TakeLessons, San Diego, CA*

“Public transportation is a huge plus. Being so close to the 19th Street BART and many other city bus lines gives our staff the opportunity to get to work easier from all over the East Bay. Our employees like our new location and in addition, many of our clients and projects are within walking distance of our office. That’s been a game changer for us.”

—*Matin Zargari, Manager Director and Principal Oakland Office, Gensler, Oakland, CA*

If anything, most of the companies we spoke with want more and better transit services. In cities with robust public transportation, companies consider the service a crucial part of their daily operations. In cities with lower levels of transit service, many companies expressed desire to see it improve.

“Transportation is huge. We chose a location just three blocks from the Raleigh Amtrak station, in large part to help us stay connected to entrepreneurial communities in places like Durham and Chapel Hill. Effective transportation is definitely an area that we, as a region, have to work on improving. Ideally transit within the city and within the region would both be better.”

—*Ashton Smith, Community & Employee Engagement Project Manager, Operations, Citrix, Raleigh, NC*

“The Red Line that runs right through Cambridge requires updating to meet the needs of the current economy in Massachusetts. There is quite a bit of traffic congestion in the area, so the ability to reduce the amount of cars on the roads is very important and mass transit plays a major part. The MBTA is not just a transportation system but rather a catalyst for the local economy.”

—*Chris Barr, Associate Director of Community Relations, Biogen, Cambridge, MA*

“I wish we had more alternative modes of transportation because if we did, it would be a difference-maker for downtown. It would be another amenity we could offer to our employees. So I wish we had it.”

—*Brian Ellis, President and CEO of Nationwide Realty Investors, Nationwide, Columbus, OH*

“We have great options on public transportation, options that we simply did not have before. The real growth of bus rapid transit from the suburbs into downtown Minneapolis, the emergence of light rail transit, better bike routes, and more of our employee base living closer to downtown made it a really easy decision.”

—*Eric Pehle, Executive Vice President and General Manager in Minneapolis, Weber Shandwick, Minneapolis, MN*

The right office space

Another factor in companies’ decisions are office spaces that best fit their business. Our interviews revealed some commonalities among the companies: many reported a need for more open office space that would allow and encourage interactions among their employees. Several reported that a great space, along with a great neighborhood, went a long way in recruiting new employees. And like their choice of location, businesses wanted their office space to reflect an innovative and creative company culture. If the right type of office space wasn’t already available, many companies were willing to build new buildings or redevelop old ones to get it. Below is a sample of what we typically heard from the businesses.

“Our new building is going to be on a site that for 100 years was home to a printing company. People are pretty positive about the fact that we’re taking a 70+ year old building that had been used for industrial purposes and replacing it with a high tech healthcare company, and going from a building for 40 or 50 employees to one that’s now going to have 900. The city really helped make this new location possible.”

—*Dr. Jeff Chell, President, Be the Match Bone Marrow Center, Minneapolis, MN*

“We transformed an abandoned warehouse into a 170,000 square-foot new-generation workplace, and in a lot of ways it reflects our values as a company: it’s flexible, creative, collaborative, designed, and supports a healthy, balanced culture among our employees. In addition to being a world class facility for our employees, we also saw the redevelopment as a socially responsible investment in the community. Overall it’s been an invaluable tool in recruiting new hires and competing with other companies, but we also feel like we have played a role in expanding Raleigh’s presence in the tech business landscape.”

—*Ashton Smith, Community & Employee Engagement Project Manager, Operations, Citrix, Raleigh, NC*



Citrix redeveloped a formerly abandoned warehouse in downtown Raleigh into a 170,000 square foot modern workspace. Photo courtesy of Citrix.

“A modern office space goes hand in hand with the downtown lifestyle discussion. People are often resistant to change, but that doesn’t mean you shouldn’t grow and improve as a company.”

—*Eric Nordeen, Principal, Ascendant Holdings, Milwaukee, WI*

“Being downtown was an important aspect of our company’s brand and culture, and we wanted our offices to reflect that as well. We looked at a lot of different potential office spaces, and ultimately decided on a complex of old warehouse buildings that had been renovated. The new space met our needs and reflected our vision as a company.”

—*Jessica Mitsch, Director of Global Campus Operations, The Iron Yard, Durham, NC*

A welcome mat

Some of the companies we interviewed explained that help from the cities themselves was part of their decision to relocate or expand. This help included everything from financial incentives—like tax breaks or relocation assistance—to help with construction permitting and business licensing or small business incubation services. Even simple things like a personal welcome, a tour or orientation of a new city, or a proactive invitation to check out a new place made a difference for some companies.

Fewer than half of the companies we interviewed reported receiving direct financial assistance. And interestingly, local norms seemed to play a large role in this. Business incentives seemed to be grouped by state with localities in some states consistently providing incentives, while businesses in other states rarely received financial assistance. In addition, the companies had varying views on these incentives. Some said financial incentives were key, others said they were somewhat helpful, and many said they were unimportant—that the company would have moved downtown anyway. In some cases, companies didn’t know financial assistance was available until after they decided on a new location. Below is a sample of what we typically heard from the businesses.

“As a company, when you move you’re worried about your employees, all your data and operations being transferred correctly, and keeping businesses going in the midst of it all. The last thing you want is to have to fight through a bureaucratic process in your new city. We want to make our home here, and ideally the city wants the same.”

—*Anonymous*

“We wanted a place that would be conducive to getting the job done and also a place where our employees feel comfortable living their life. The Downtown Cleveland Alliance helped us feel like this was a place where our employees would be comfortable. And it wasn’t necessarily big gestures that achieved that. They gave us a packet of materials about things going on downtown—festivals, cultural events, even just yoga classes. It made us more confident that our employees would feel welcome here.”

—*Jim Sprague, Chief Financial Officer, Gas Natural, Cleveland, OH*

“The Conway Chamber of Commerce and the Arkansas Economic Development Corporation were both very supportive of our move. They went above and beyond to make the process easy. They guided us through everything and that made a world of difference to us. I don’t know if we would have pursued the move had they not been so supportive.”

—*Bryan Throckmorton, Chief Revenue Officer, Big Cloud Analytics, Conway, AR*

“The City of Indianapolis did a lot to make our move easier. Even things like helping us with permitting for signage, etc. to make the transition smoother. They also provided support through the ‘City Way’ project that is bringing development and amenities to the neighborhood around the Rolls Royce campus.” —*Joel Reuter, Communications Director, Rolls Royce, Indianapolis, IN*

Clean, safe streets

A few companies meant to be positive when describing their new location as “gritty,” but these companies were the exception, not the rule. Most interviewees said cleanliness and safety were important to them and for the most part, the downtowns they moved to were providing it. Some companies went out of their way to point out the differences between perception and reality in this regard, particularly among employees who hadn’t been downtown for many years. Leadership on these issues was found in both the public and private sector. Below is a sample of what we typically heard from the businesses.

“Cleveland had gone through a really tough period of disinvestment, especially in our downtown. In 2006, many of the property owners downtown decided to get proactive to protect their investments, and creating a cleaner, safer downtown was the first step in that effort. That’s how the Downtown Cleveland Alliance was started. Fast forward five years to 2011 and the streets of Cleveland were cleaner, felt safer, and so we did even more. We started putting on events, beautifying the green spaces, and we added a business development center. Now, our focus has shifted to attracting and retaining businesses downtown, and marketing Cleveland around the region and around the world.”

—*Ryan Manthey, Downtown Cleveland Alliance, Cleveland, OH*

“I never really came downtown because there wasn’t a whole lot of reason to. And when I came down to look at office spaces I was actually shocked at how much has gone on in the last few years. I think a lot of people really need to do that. Too many people have the perception of what downtown Cleveland was like 10 years ago, and it’s massively different—in all positive ways.”

—*Brian MacKenzie, President and CEO, Inforce Technologies, Cleveland, OH*

“Detroit’s city government is in a tough situation, to say the least. The companies downtown knew that if we wanted the area to be more inviting, we were going to have to do it ourselves. So we created a business improvement district (BID) and a tax assessment district. Now all the businesses in the BID contribute to the effort and it’s really done a lot to help make the neighborhood more welcoming. The second part now is changing people’s perceptions of downtown. We’ve done dinner tours on the People Mover, and one day I took 240 director-level company representatives and did a bus tour of the city’s gems. That’s a lot of what has driven a lot of the success in the city. We now have over 7,000 employees in this 3 block radius and they’re walking back and forth and spending money and going out at night, and that has helped create an amazing restaurant scene. It has really transformed the neighborhood.

—*Tricia Keith, Senior Vice President and Corporate Secretary, Blue Cross Blue Shield, Detroit, MI*

A note to cities

As the interviews in this study made clear, companies are looking for walkable, live/work/play neighborhoods with transportation choices, unique office spaces, and a clean, safe environment.

Any municipality can create the kinds of places these companies seek. Many towns and cities already have the kinds of neighborhoods these companies are looking for. Not all do. However, any municipality can create the kinds of places these companies seek. For cities that want to attract these kinds of companies, creating great, quality neighborhoods is an economic development strategy that cannot be ignored.

Better urban planning, zoning, design, housing, infrastructure investment, public arts, historic preservation, multi-modal transportation, BIDs, public-private partnerships, and community engagement are all part of this approach to economic development. Taken together, this is what we refer to as a smart growth approach, and cities across the country are already using these strategies to win the competition for new businesses, residents, and investment.

A smart growth approach to development can create a durable economic asset for a community: after all, a company that received tax breaks may move away but a great neighborhood will keep attracting businesses over and over. A smart growth approach can help municipalities create the places where companies of all sizes want to locate. Plenty of cities across the country already use these strategies, and they are helping those cities become more attractive to companies and the people those companies want to employ.

When considering where to move, the companies in this survey looked not for the lowest cost option but for the best value for their money. And they measured that value in how attractive a place is to their target workforce, how it fits with their brand and company culture, whether it has office spaces that suit their needs, whether it allows them to reach business partners easily, and whether it is an opportunity to contribute to greater social gains.

These companies are moving to locations that are great places to live, not just work—and any municipality can take steps to create these kinds of neighborhoods. Smart Growth America is dedicated to helping communities across the United States create these kinds of places. Appendix B on page 34 has several ideas to get you started. Visit www.smartgrowthamerica.org/core-values to learn more about these strategies, and how your town or city could better compete for world-class companies by using a smart growth approach.

Conclusion

Companies across the country want to be in walkable, downtown neighborhoods. This report highlights just some of the many companies at the forefront of this emerging trend.

This trend is happening with companies of all sizes—from just a few people to many thousand. They represent a diverse variety of industries, and include everything from startups to some of the most successful companies in the country. They are moving not just to big cities on the coasts, but to mid-size cities in nearly every state in the nation.

Companies' motivations for these moves are diverse. Many chose downtown to attract and retain talented workers. Some want to reinforce their brand identity or to create a dynamic company culture. Some want the creativity and opportunity for collaboration a downtown location provides. Some want to be closer to customers or partners or to centralize operations. And some want to use their sizable investing power to support a city's renaissance and other triple-bottom-line business outcomes. The companies included in our survey see competitive advantages in each of these. Other companies considering where to move would do well to consider these points when deciding on a new location.

Though their motives are diverse, common themes emerged about what these companies looked for when choosing a new location. Nearly all opted for vibrant, walkable neighborhoods where people want to both live *and* work. Some companies emphasized having a range of transportation options, with easy commutes for employees living in the suburbs as well as downtown. Great office space was another important factor, and many companies highlighted unique and inspired architecture that dovetailed with a broader company emphasis on creativity. A warm welcome from the city also factored in to many companies' decision making process. And finally, companies explained that a clean, safe downtown was a fundamental requirement for their choice of where to move.

Municipal leaders can learn important lessons from all of this. Many towns and cities already have walkable, downtown neighborhoods that are well-positioned to attract the companies discussed here. Those that do not can take proactive measures to create these kinds of places. As this research hopefully makes clear, creating great-quality neighborhoods is an economic development strategy that can attract jobs and new businesses—in fact, it already is.

Appendix A: Company listings

Table A-1, below, includes the full list of companies included in our survey. It also includes the year of these companies' moves or expansions, their previous addresses, their new addresses, the total square footage of their new offices, the companies' North American Industry Classification System (NAICS) code as well as that code's official description, and the Walk Score, Transit Score, and Bike Score for each company's previous and new address, where data were available.

Table A-1 also notes the nine types of move or investment included in our survey in column three. To keep the table concise, we have assigned each type of move a number key, which correspond to the following:

1. New downtown location of a suburb-based company;
2. New downtown location of a company based in another city;
3. Expansion of existing downtown offices;
4. New company;
5. Downtown relocation within the metro area;
6. Relocation from suburbs within the metro area;
7. Relocation from suburbs outside the metro area;
8. Consolidation of suburban and downtown locations;
9. Relocation from another city.

For some companies, previous addresses are not listed. This is either because it was a new company; a new location of an existing company; or because we were unable to find the information.

TABLE A-1

Full company information

Entries with an * indicate that address has been approximated.

Company	Year of move	Move category	Prev. street address	Prev. city	Prev. state	New street address	New city	New state	Square footage of new office	NAICS industry code	NAICS industry description	Previous Walk Score	Previous Transit Score	Previous Bike Score	New Walk Score	New Transit Score	New Bike Score
20/20 Research	2014	3		Reston	VA	161 Roca Paris Blvd.	Nashville	TN	31,000	541910	Marketing Research and Public Opinion Polling	78			91	100	66
Accenture	2012	6	11951 Freedom Dr.		VA	800 N. Glebe Rd.	Arlington	VA	100,000	541611	Administrative Management and General Management Consulting Services	47		44	80	100	77
Access America	2012	8	5600 Brainerd Rd.	Chattanooga	TN	1110 Market St.	Chattanooga	TN	35,000	488999	All Other Support Activities for Transportation	43			80	100	64
Acquia	2015	6	25 Corporate Dr.	Burlington	MA	53 State St.	Boston	MA	73,000	511210	Software Publishers	25	26	17	90	87	62
Active Network	2014	7	10182 Telesis Court	San Diego	CA	717 N Harwood St.	Dallas	TX	125,000	812990	All Other Personal Services	46	0		94	62	
AECOM	2012	6	448 Viking Dr.	Norfolk	VA	440 Monticello Ave.	Norfolk	VA	25,000	541330	Engineering Services				91	100	76
AEG	2014	8			VA	1040 S. Hope St.*	Los Angeles	CA	82,000	711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities	14			72		
Aerofarms	2015	7	1114 Hanshaw Rd.	Ithaca	NY	212 Rome St.	Newark	NJ	69,000	111419	Other Food Crops Grown Under Cover	12			96	69	80
Aeroflite	2014	7	4530 Flightline Dr	Kingman	AZ	999 W. Riverside Ave.	Spokane	WA				65	51	49	99	77	54
Aerotek	2014	6	3275 Koopack St.	Honolulu	HI	1132 Bishop St.	Honolulu	HI							65	77	54
Almia	2014	6	1405 Xenium Lane N	Plymouth	MN	100 N 6th St.	Minneapolis	MN	50,000	541820	Public Relations Agencies	14			97	100	93
Alabama Media Group	2013	2			AL	200 Westside Sq.	Huntsville	AL	12,000	517919	All Other Telecommunications				65	29	
Alabama Media Group	2012	2			AL	12 W. Jefferson St.	Montgomery	AL	5,000	561312	Executive Search Services				90	86	54
Alexander Mann Solutions	2012	2			OH	1301 E 9th St.	Cleveland	OH	5,000	541611	Administrative Management and General Management Consulting Services	28	30		85	75	58
Allegro Realty Advisors	2011	6	8111 Rockside Rd.	Cleveland	OH	1938 Euclid Ave.	Cleveland	OH	5,000						96	100	66
Amazon	2015	3			WA	2025 1st Ave.	Seattle	WA	800,000	454113	Mail-Order Houses	35			99	100	94
American Bible Society	2015	6	1550 Liberty Ridge Dr.	Chesterbrook	PA	401 Market St.	Philadelphia	PA	100,000	622310	Specialty (except Psychiatric and Substance Abuse) Hospitals	64		55	83	75	77
American Diabetes Association	2015	6	1701 N. Beauregard St.	Alexandria	VA	2451 Oyster Dr.	Arlington	VA	78,000						95	60	62
American International Group	2014	2			NC	200 S College St	Charlotte	NC	31,000	524126	Direct Property and Casualty Insurance Carriers				95	87	55
American Underground	2013	2			NC	213 Fayetteville St.	Raleigh	NC		541511	Custom Computer Programming Services				95	60	62
Amgen	2015	3			MA	360 Binney St.	Cambridge	MA		325414	Biological Product (except Diagnostic) Manufacturing				91	79	99
AmTrust Financial Services	2013	8	5800 Lombardo Center	Seven Hills	OH	800 Superior Ave.	Cleveland	OH	134,816	524126	Direct Property and Casualty Insurance Carriers	22			95	87	55
Anders OPAs & Advisors	2013	8	1600 S. Brentwood Blvd.	Brentwood	MO	800 Market St	St. Louis	MO		541211	Offices of Certified Public Accountants	75			92		61
Angie's List	2015	8			IN	1099 N. Meridian St.	Indianapolis	IN	100,000	813990	Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)				70	55	89
Arnhem Blue Cross and Blue Shield	2013	6	3000 Goffs Falls Rd	Manchester	NH	1155 Elm St.	Manchester	NH		424114	Direct Health and Medical Insurance Carriers	37			50	34	65
Argo	2013	6	260 Sheridan Ave	Palo Alto	CA	10 Almaden Blvd.	San Jose	CA	41,000	541512	Computer Systems Design Services	81	49		86	62	91
Aprilio	2015	2			IL	201 S Capitol Ave.	Indianapolis	IN	12,500	541511	Custom Computer Programming Services				65	62	89
Archer Daniels Midland		6	4666 E. Faries Pkwy.	Decatur	IL	77 W. Wacker Dr.	Chicago	IL		311221	Wet Corn Milling	11			98	100	85
Arden Mills	2014	4			CO	875 Lawrence St.	Denver	CO		311211	Flour Milling				93	90	87
Argent Energy Trust	2014	6	650 N. Sam Houston Pkwy East	Houston	TX	909 Fannin St.	Houston	TX	45,848	551112	Offices of Other Holding Companies	25	37	39	98	100	80
Arizona State University	2014	2			AZ	400 E Van Buren St.	Phoenix	AZ	33,522	611310	Colleges, Universities, and Professional Schools				92	62	77
Arnold Worldwide	2015	5	101 Huntington Ave.	Boston	MA	10 Summer St.	Boston	MA	125,000	541910	Advertising Agencies	95	99	87	96	100	81
Arup	2014	1	12777 W. Jefferson Blvd.	Los Angeles	CA	811 Wilshire Blvd.	Los Angeles	CA	2,500	541330	Engineering Services	53	40	60	98	100	65
Associated Banc-Corp	2013	6	1200 Hansen Rd.	Ashwaubenon	WI	333 Main St.	Green Bay	WI		522110	Commercial Banking	14			72	45	82
Athenahealth	2015	2			TX	800 Cesar Chavez St.	Austin	TX	103,000	522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities				87	57	95
Atlas Ventures	2010	6	890 Winter St.	Waltham	MA	25 First St.	Cambridge	MA		561110	Office Administrative Services	35			89	87	97
Autassan	2014	2			TX	303 Colorado St.	Austin	TX	24,411	511210	Software Publishers				98	72	97
Autodesk	2016	6	1560 Trapelo Rd.	Waltham	MA	23 Drydock Ave.	Boston	MA	67,000	511210	Software Publishers	21			56	60	57
AvidXchange	2016	5	1111 Metropolitan Ave.	Charlotte	NC	1000 North Carolina Music Factory Blvd.	Charlotte	NC	115,000	541511	Custom Computer Programming Services	76		80	52		50
Avison Young	2014	2			OH	600 Superior Ave. East	Cleveland	OH		531210	Offices of Real Estate Agents and Brokers				94	88	55
Baker Newman Noyes	2015	3			NH	650 Elm St.	Manchester	NH	14,705	541211	Offices of Certified Public Accountants				92		
Baker Newman Noyes	2015	3			ME	280 Fore St.	Portland	ME	33,000	541211	Offices of Certified Public Accountants				98		74
Baker Tilly	2012	6	115 S. 84th St.	Milwaukee	WI	777 E Wisconsin Ave.	Milwaukee	WI	68,000	541211	Offices of Certified Public Accountants	32	41		93	68	
Bangor Daily News	2015	6	491 Main St.	Bangor	ME	1 Merchants Plaza	Bangor	ME	12,000	511110	Newspaper Publishers	91			91		
Banner Health	2015	6	1441 N. 12th St.	Phoenix	AZ	Central Ave. and Thomas Rd.	Phoenix	AZ	220,000	622110	General Medical and Surgical Hospitals	58	44	78	72	55	89

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BerryStaff	2016	5	22 Jefferson St.	Dayton	OH	699 E Monument Ave.	Dayton	OH	13,000	561320	Temporary/Help Services	91	72	84	52	85	85
Battle Rippe Kingston/McGladrey	2014	5	1077 Celestial St.	Cincinnati	OH	255 E. Fifth St.	Cincinnati	OH	541219	541219	Other Accounting Services	68	72	38	94	80	57
Battery Ventures	2013	6	930 Winter St.	Waltham	MA	1 Marina Park Dr.	Boston	MA	27,000	523910	Miscellaneous Intermediation	15			80	92	89
Bauerfriend USA		6	3005 Chastain Meadows Pkwy.	Marietta	GA	1230 Peachtree St. NE	Atlanta	GA	7,000	423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	26			79	65	76
Baxter	2015	2				650 East Kendall St.	Cambridge	MA	200,000	325412	Pharmaceutical Preparation Manufacturing				90	84	99
Boyer AG	2011	2				465 Mission Bay Blvd. S	San Francisco	CA	49,000	325412	Pharmaceutical Preparation Manufacturing				75	86	97
BGV/Compass	2014	6	321 Bel Air Blvd.	Mobile	AL	101 Dauphin St.	Mobile	AL	11,200	522110	Commercial Banking	53			66		
Be the Match Bone Marrow Center	2014	6	3001 Broadway St. NE	Minneapolis	MN	524 N 5th St	Minneapolis	MN	46,000	561990	All Other Support Services	25	44	63	83	100	96
Becker & Poliakoff	2014	5	311 Sirling Rd.	Hollywood	FL	1 E Broward Blvd.	Fort Lauderdale	FL	46,000	541618	Other Management Consulting Services	87			80	61	84
Behllops	2014	5	800 Market St.	Chattanooga	TN	1110 Market St.	Chattanooga	TN		523910	Miscellaneous Intermediation	31			99	100	96
Benchmark Capital		6	2965 Woodside Rd.	Woodside	CA	982 Market St.	San Francisco	CA		213112	Support Activities for Oil and Gas Operations	71	53	59	97	100	82
BGS Group	2011	6	5444 Westheimer	Houston	TX	811 Main St.	Houston	TX	164,000	511210	Software Publishers				49		
Big Cloud Analytics	2015	2				915 Oak St.	Conway	AR		813410	Civic and Social Organizations				94	85	82
Bill & Melinda Gates Foundation	2011	5				500 5th Ave. N	Seattle	WA	900,000	424210	Drugs and Druggists' Sundries Merchant Wholesalers	9			91		99
Blogen	2013	6	133 Boston Post Rd.	Weston	MA	225 Binney St.	Cambridge	MA	305,000	541110	Offices of Lawyers	83	100	83	94	100	85
Blank Rome	2014	5	700 Louisiana St.	Houston	TX	717 Texas Ave.	Houston	TX	27,144	522220	Financial Transactions Processing, Reserve, and Clearinghouse Activities	82			91	72	55
Blue Bridge Financial	2014	8	5500 Main St.	Williamsville	NY	535 Washington St.	Buffalo	NY		524114	Direct Health and Medical Insurance Carriers	38			95		
Blue Cross Blue Shield of Michigan		6	27000 W. 11 Mile Rd.	Southfield	MI	500 Renaissance Center	Detroit	MI		517110	Wired Telecommunications Carriers				98	100	88
Bluebox	2011	5				119 Pine St.	Seattle	WA		311919	Other Snack Food Manufacturing	91	61	73	96	100	75
BOCA Group	2011	5	10780 Santa Monica Blvd.	LA	CA	810 S. Flowers St.	LA	CA	43,000	519190	All Other Information Services	35			99	72	94
Boulder Brands	2011	7	115 West Century Rd.	Paramus	NJ	1600 Pearl St.	Boulder	CO		541512	Computer Systems Design Services	22			82		77
Box	2014	2				600 Congress Ave.	Austin	TX	15,000	326211	Computer Systems Design Services	86	68	84	70	73	74
Brand Networks	2013	5	250 South Ave.	Rochester	NY	61 Commercial St.	Rochester	NY	40,000	326211	Computer Systems Design Services	39			95	86	54
BrandMuscle	2012	6	3750 Park East Dr.	Beechwood	OH	1100 Superior Ave.	Cleveland	OH		NA	Insurance Agencies and Brokerages	51			94	87	54
Bridgestone	2015	6	535 Marriott Dr.	Nashville	TN	150 3rd Ave. South	Nashville	TN		NA	Insurance Agencies and Brokerages	32	36		84	59	92
Bridj	2016	5	1 Broadway	Cambridge	MA	283 Newbury St.	Boston	MA	5,400	236220	Commercial and Institutional Building Construction	35			93	89	58
Britton Gallagher	2012	6	6240 Som Center Rd.	Soon	OH	1376 E 9th St.	Cleveland	OH	26,000	541110	Offices of Lawyers	46	0	61	93	81	81
Brooks Sports	2011	6	19910 N. Creek Pkwy.	Bothell	WA	3400 Stone Way N	Seattle	WA	80,000	424340	Footwear Merchant Wholesalers	52	28	49	94	80	73
BrownFlynn	2014	6	5603 Wilson Mills Rd.	Highland Heights	OH	50 Public Square	Cleveland	OH	7,000	NA	Commercial and Institutional Building Construction	35			93	89	58
Buchanan, Ingersoll & Rooney	2013	6	12230 El Camino Real	San Diego	CA	600 W Broadway	San Diego	CA	28,000	541110	Offices of Lawyers	46	0	61	93	81	81
Bumble Bee Foods	2014	6	9655 Granite Ridge Dr.	San Diego	CA	280 10th Ave.	San Diego	CA		311710	Seafood Preparation and Packaging	42	28	49	94	80	73
Buro Happold	2014	6	9601 Jefferson Blvd.	Culver City	CA	800 Wilshire Blvd.	LA	CA	12,500	541330	Engineering Services	59			98	100	65
C.M. Smith Agency	2013	6	100 Western Blvd.	Glastonbury	CT	100 Pearl St.	Hartford	CT	8,300	524210	Insurance Agencies and Brokerages	26			95	79	91
C1 Bank	2012	6	2025 Lakewood Ranch Blvd.	Braedon	FL	100 5th St. S	St Petersburg	FL		522110	Commercial Banking	21	0		95	95	58
Cablevision	2012	2				494 Broad St.	Newark	NJ	73,000	515210	Cable and Other Subscription Programming				92		58
CaStar Products Inc.	2014	7	2825 4 Mile Rd.	Racine	WI	105 S. Mangum St.	Durham	NC		611310	Colleges, Universities, and Professional Schools	35			80	56	56
Cambridge College	2013	6	570 Cottage St.	Springfield	MA	1500 Main St.	Springfield	MA	18,000	523110	Investment Banking and Securities Dealing	61	37		91	60	
Candlewood Partners	2012	6	10 E Washington St.	Chagrin Falls	OH	526 Superior Ave.	Cleveland	OH	7,000	541512	Computer Systems Design Services	80	91	83	97	100	82
Cagipini	2011	2				201 South College St.	Charlotte	NC		524114	Direct Health and Medical Insurance Carriers	3			94		80
Carbonite	2014	5	177 Huntington Ave.	Boston	MA	2 Ave. de Lafayette	Boston	MA	50,000	511210	Software Publishers				74		89
CareSource	2014	6	175 Powder Forest Way	Simsbury	CT	10 State House Square	Hartford	CT	15,000	541110	Offices of Lawyers	3			94		80
Carlton Fields Jordan Burt	2014	6	2780 Delaware Ave.	Kennore	NY	144 Genesee St.	Buffalo	NY	139,000	561110	Office Administrative Services	80			88	71	53
Catholic Health	2014	5	189 South Orange Ave.	Orlando	FL	200 South Orange Ave.	Orlando	FL	15,000	531210	Offices of Real Estate Agents and Brokers	95	67	69	92	67	69
CBRE	2014	6	4200 Parliament Pl.	Lanham	MD	1015 Half St. SE	Washington, DC	DC	33,042	515111	Radio broadcasting stations	33			82	76	92
CBS Radio	2014	7	200 First Stamford Pl.	Stamford	CT	20 Channel Center St.	Boston	MA	30,350	541511	Custom Computer Programming Services	64			90	83	86
Cengage Learning	2014	2				501 San Marcos St.	Austin	TX		523910	Miscellaneous Intermediation	20			90	81	99
ChalOne	2011	6	1000 Winter St.	Waltham	MA	1 Broadway	Cambridge	MA	220,000	517911	Telecommunications Resellers	86	38		91	80	59
Charles River Ventures	2014	8	4600 Montgomery Rd.	Cincinnati	OH	221 E. 4th St.	Cincinnati	OH	110,000	334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing				71	84	97
Cincinnati Bell	2012	3				500 Terry A Francis Blvd.	San Francisco	CA		523920	Portfolio Management				92		68
Cisco/Meraki Networks	2010	2				201 S College St	Charlotte	NC									

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Citizens Property Insurance	2015	8				301 West Bay St.	Jacksonville	FL	211,000	524113	Direct Life Insurance Carriers				77		72
Clear Capital	2014	6	4140 ParkLake Ave.	Raleigh	NC	120 S West St.	Raleigh	NC	170,000	511210	Software Publisher	42	33	43	59	65	85
CLEAResult	2014	3	10875 Pioneer Trail	Truckee	CA	300 E. Second St.	Reno	NV			Other Management Consulting Services	32	0		97	93	96
Cleaver Analytics	2016	5	950 W. Barnock St.	Boise	ID	745 W. Main St.*	Boise	ID	101,848	541618	Other Management Consulting Services	88		96	85		100
Cohn Reznick	2014	8	180 Glastonbury Blvd.	Glastonbury	CT	350 Church St.	Hartford	CT	50,000	541211	Offices of Certified Public Accountants	40			92		73
ColdCrossing	2014	6	8195 Sheridan Dr.	Williamsville	NY	325 Delaware Ave.	Buffalo	NY	9,000	517110	Wired Telecommunications Carriers	21			94	72	57
Comcast	2014	2				1800 Arch St.	Philadelphia	PA	957,000	515210	Cable and Other Subscription Programming	100	100	82	99	100	89
CompuShare	2015	2				462 South 4th St.	Louisville	KY			Software Publishers	27	38		93	59	52
Concur	2012	6	19400 NE Union Hill Rd.	Redmond	WA	601 108th Ave.	Bellevue	WA	103,000	511210	Software Publishers	37			95	69	
ConserTEX	2015	7	300 Brickstone Sq.	North Andover	MA	1000 N. Water St.	Milwaukee	WI			Footwear Merchant Wholesalers	59			96	100	82
Converse	2012	6	1 High St.	North Andover	MA	160 N Washington St.	Boston	MA	186,000	424340	Footwear Merchant Wholesalers	60	44	82	80	100	78
Copano Energy	2015	6	2727 Allen Pkwy.	Houston	TX	1200 Smith St.	Houston	TX	56,700	486210	Pipeline Transportation of Natural Gas	49		38	83		77
COR Clearing	2013	6	9300 Underwood Ave.	Omaha	NE	1299 Farnham St.	Omaha	NE	20,000		Other Management Consulting Services	23			97	100	81
Così	2014	7	1751 W. Lake Cook Rd.	Deerfield	IL	294 Washington St.	Boston	MA			Custom Computer Programming Services	87	50		95		100
Cradlepoint	2015	5	805 W. Franklin St.	Boise	ID	1111 W. Jefferson St.	Boise	ID	23,800	551112	Offices of Other Holding Companies	61		79	85		89
Cruis Energy	2012	6	64 North Main St.	Northwalk	CT	1055 Washington Blvd	Stamford	CT			Offices of Certified Public Accountants	96			96		95
Crowe Horwath	2014	2				1395 Brickell Ave.	Miami	FL		541211	Offices of Certified Public Accountants				99	81	50
Cummins	2016	5				300 East Market St.	Indianapolis	IN		333618	Other Engine Equipment Manufacturing				93	83	77
Cypress Insurance	2014	6				525 B St.	San Diego	CA		524126	Direct Property and Casualty Insurance Carriers	32			91	100	55
Dakota Software	2013	6	23240 Chagrin Blvd.	Beechwood	OH	1375 Euclid Ave.	Cleveland	OH	13,200	541618	Other Management Consulting Services	91			91		79
Daqri	2013	5				1201 W 5th St.	LA	CA	18,000	541511	Custom Computer Programming Services	61		79	85		89
Datto	2014	2				40 Franklin St.	Rochester	NY	12,000		Civic and Social Organizations	96			96		95
Dayton Education Association	2014	5	1013 N Main St.	Dayton	OH	111 W First St	Dayton	OH		813410	Civic and Social Organizations	61		79	85		89
Delaware North	2015	5	40 Fountain Plaza	Buffalo	NY	250 Delaware Ave.	Buffalo	NY		445291	Baked Goods Stores	96	72	56	96	72	58
Deffin LNG	2015	2				TBD	Houston	TX		486210	Natural Gas				74		89
Deloitte	2010	8	3155 Research Blvd.	Dayton	OH	220 E. Monument Ave.	Dayton	OH	30,000	541611	Administrative Management and General Management Consulting Services	3			85		
Deloitte	2015	6	1 Star Point	Stamford	CT	695 E. Main St.	Stamford	CT	120,000	541611	Administrative Management and General Management Consulting Services	64			85		
Dental Associates	2012	6	11711 W Burleigh St.	Wauwatosa	WI	205 E Wisconsin Ave.	Milwaukee	WI	6,500	621210	Offices of Dentists	44			98	71	
Discomin Rewards	2013	6				10 W 2nd St.	Dayton	OH	16,000	519190	All Other Support Services	30	37		93		90
Dica.com		6	2804 Misson College Blvd.	Santa Clara	CA	225 W Santa Clara St.	San Jose	CA	16,000	519190	All Other Information Services	30			94	80	73
Digitalia		4				350 10th Ave.	San Diego	CA		541430	Graphic Design Services	7			98	100	85
Discover	2014	1	2500 Lake Cook Rd.	Riverwoods	IL	350 N Orleans St.	Chicago	IL	27,000	522110	Commercial Banking	42			81		
DiscoverOrg	2015	6	12518 N.E. 95th St.	Vancouver	WA	805 Broadway	Vancouver	WA		541611	Administrative Management and General Management Consulting Services	15		30	88		82
DocuTAP	2014	6	4701 W. Research Dr.	Sioux Falls	SD	101 S. Phillips Ave.	Sioux Falls	SD	15,000	541511	Custom Computer Programming Services	45			96	83	55
Dwellworks	2012	6	4700 Richmond Rd.	Cleveland	OH	1317 Euclid Ave.	Cleveland	OH	15,000	561990	All Other Support Services	75	51		92	100	86
E.L. Robinson	2011	2				1468 W 9th St.	Cleveland	OH		541330	Engineering Services	75	51		91	88	62
eBay	2013	6	8385 158th Ave. NE	Redmond	WA	411 108th Ave. NE	Bellevue	WA	53,000	454113	Mail-Order Houses	75	51		93	59	48
Education First	2014	3				199 Fremont St.	San Francisco	CA	140,000	454113	Mail-Order Houses	61			76	90	89
Electric Cloud	2014	6	676 West Maude Ave.	Sunnyvale	CA	2 Education Circle	San Jose	CA	18,600	423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	61			96		90
Elemental Technologies		3				721 SW Oak St	Portland	OR	34,629	541512	Computer Systems Design Services				100	93	97
EnerVest	2010	3				1001 Fannin St.	Houston	TX	117,316	211111	Crude Petroleum and Natural Gas Extraction	86			98	100	78
Enviage Information Systems LLC	2015	5	50 Presidential Ct.	Syracuse	NY	443 N Franklin St.	Syracuse	NY	9,000		Commercial real estate agencies	38		61	75		80
Equity Inc	2012	6	9240 Marketplace Dr.	Dayton	OH	11 W Monument Ave.	Dayton	OH		531210	Commercial real estate agencies	17	32		93	68	89
Eric Mower and Associates	2012	6	7 Southwoods Blvd.	Albany	NY	30 S Pearl St.	Albany	NY	5,000		Marketing Research and Public Opinion Polling				92	60	63
Evaluense	2014	2				421 Fayetteville St	Raleigh	NC		5419190	Marketing Research and Public Opinion Polling				94	64	95
ExactTarget	2010	2				36 S. Pennsylvania St.	Indianapolis	IN	737,000	7372000	Software Publishers	76	50	46	47	53	68
Expedia	2018	5	333 108th Ave. NW	Bellevue	WA	1201 Amgen Ct. W	Seattle	WA	750,000	561510	Travel Agencies	56	42	59	94	80	61
Eyes Lips Face Cosmetics	2014	2				570 10th St	Oakland	CA	9,933	352620	Toilet Preparation Manufacturing	56			98		
Fab Lab San Diego	2014	6	4685 Conroy St.	San Diego	CA	847 14th St.	San Diego	CA	6,400	611699	All Other Miscellaneous Schools and Instruction	99	100	56	95	100	65
Facebook	2014	5	335 Madison Ave.	New York City	NY	770 Broadway	New York City	NY	100,000	519190	All Other Information Services	99	100	56	95	100	65

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Facebook	2015	3				1730 Minor Ave.	Seattle	WA	95,000	519190	All Other Information Services	99	100	78	100	100	87
FHJ 360	2013	6	2224 East NC Highway 54	Durham	NC	359 Blackwell St. Suite 200	Durham	NC		541720	Research and Development in the Social Sciences and Humanities	46	30	46	78	56	64
Fidelity & Guaranty Life	2013	9	1001 Fleet St.	Baltimore	MD	601 Locust St.	Des Moines	IA			Commercial Banking	94	60	82	89		90
Fifth Third Bank Eastern Michigan	2014	6	1000 Town Center	Southfield	MI	1 Woodward Ave.	Detroit	MI		522110	Commercial Banking	32			98	64	
First National Bank	2013	2				55 Public Square	Cleveland	OH	6,000	522110	Commercial Banking	95	100	82	94	89	59
Fish & Richardson	2010	5	225 Franklin St.	Boston	MA	1 Marina Park Dr.	Boston	MA	124,000	541110	Offices of Lawyers	95			80	92	89
Fletcher Thompson	2014	6	3 Corporate Dr.	Shelton	CT	930 Main St.	Bridgport	CT	25,000	541310	Architectural Services	30			88		
Fox Sports Ohio	2012	6	11311 Cornell Park Dr.	Blue Ash	OH	600 Vine St.	Cincinnati	OH	14,000	515120	Television Broadcasting	37	9		96	80	55
Fusion Contact Centers	2014	7	11333 N. Scottsdale Rd.	Scottsdale	AZ	300 E. Second St.	Reno	NV	4,400	561613	Armored Car Services	67	34		90	65	85
GAS	2013	6	3725 E Southport Rd.	Indianapolis	IN	233 McCrea St.	Indianapolis	IN		423920	Toy and Hobby Goods and Supplies Merchant Wholesalers	24	0	34	78	63	94
Game Colab	2015	6	1801 S. Jentilly Ln.	Tempe	AZ	802 E Dunlap Ave.	Phoenix	AZ			Toy and Hobby Goods and Supplies Merchant Wholesalers	58	54	81	85	48	76
Gangplank	2013	6	5120 S. Julian Dr.	Tucson	AZ	100 N. Stone Ave.	Tucson	AZ	8,000	561990	All Other Support Services	16			77		99
Gardner Denver	2015	7	1500 Liberty Ridge Dr.	Wayne	PA	222 E Erie St.	Milwaukee	WI	30,000	333912	Air and Gas Compressor Manufacturing	35			92	68	
Gas Natural, Inc.	2014	6	8500 Station St.	Mentor	OH	1376 E 9th St.	Cleveland	OH	6,000	221210	Natural Gas Distribution	27			94	87	54
Gaslight LLC	2015	6	11126 Kenwood Rd.	Cincinnati	OH	708 Walnut St.	Cincinnati	OH	9,000	511210	Software Publishers	43	9		98	79	54
General Electric	2015	2				10th & Walnut streets	Oklahoma City	OK	95,000		Sales Financing				68	63	69
General Electric	2017	2				132 Rosa Parks St.	Cincinnati	OH	340,000	522220	Sales Financing				57	77	68
Gensler	2011	5	2500 Broadway	Santa Monica	CA	500 S Figueroa St.	LA	CA	45,000	541310	Architectural Services	83	63	82	97	78	94
Gensler	2014	3				2101 Webster St.	Oakland	CA		541310	Architectural Services	84	63	82	99	100	65
Gentiva Health Services Inc.	2014	7	3350 Riverwood Pkwy.	Atlanta	GA	680 S. 4th St.	Louisville	KY			Sales Financing	61	32		87	64	76
Giftcard Zen	2015	9	104 N. Agassiz St.	Flagstaff	AZ	11 W. Jefferson St.	Phoenix	AZ	3,300	561499	All other business support services	80			96	63	74
Gogo Inc.	2013	6	1250 N. Arlington Heights Rd. & 300 N. Arlington Heights Rd.	Itasca	IL	111 N. Canal St.	Chicago	IL	259,000	517210	Wireless internet service providers, except satellite	49			98	100	87
Goldberg Segalla LLP	2015	3				665 Main St.	Buffalo	NY	50,000	541110	Offices of Lawyers				96	72	55
Goodwin Procter	2016	5	53 State St.	Boston	MA	100 Northern Ave.	Boston	MA	375,000	541110	Offices of Lawyers	98	100	82	54		84
Google	2014	3				6425 Penn Ave.	Pittsburgh	PA	66,000	519190	All Other Information Services				82	74	
Google	2014	2				85 10th Ave.	New York City	NY	180,000	519190	All Other Information Services				97		88
Google	2011	3				309 S.W. Sixth Ave	Portland	OR		519190	All Other Information Services				100	93	98
Gonilla Logic	2011	6	11800 Ridge Pkwy.	Broomfield	CO	1500 Pearl St.	Boulder	CO	3,095	541511	Custom Computer Programming Services	0			97	63	100
Gould Evans Architecture	2015	6	3136 N 3rd Ave.	Phoenix	AZ	521 S. Third St.	Phoenix	AZ		541310	Architectural Services	64	55	75	75		68
Grainster	2015	4				1109 West Oak St.*	Conway	AR		N/A	N/A				79		
Grant Thornton	2015	6	124 Hebron Ave.	Glastonbury	CT		Hartford	CT		541219	Other Accounting Services	65					
Grow Interactive	2010	3				427 Granby St.	Norfolk	VA		541512	Computer Systems Design Services				92	61	
GSN Games	2014	6	21 Hickory Dr.	Walham	MA	100 Summer St.	Boston	MA	37,800	561990	All Other Support Services	35			96	100	82
GZA GeoEnvironmental	2010	6	296 N. Main St.	East Longmeadow	MA	1350 Main St.	Springfield	MA	7,106	541330	Engineering Services	56			93	60	
Hanover Research	2013	6				4401 Wilson Blvd.	Arlington	VA		541611	Administrative Management and General Management Consulting Services				96	74	80
Hastro	2013	1	1027 Newport Ave.	Pawtucket	RI	1 Hasbro Pl.	Providence	RI		339930	Toyl, Toy, and Game Manufacturing	69	27		97	76	87
HBO	2015	5	1730 Minor Ave.	Seattle	WA	1844 Boren Ave.	Seattle	WA	112,000	515210	Cable and Other Subscription Programming	95	100	65	98	100	74
HCA Holdings	2014	6	1 Park Plaza	Nashville	TN	1100 Charlotte Ave.	Nashville	TN		622210	Psychiatric and Substance Abuse Hospitals	51			67	62	75
HDR	2014	6	5285 E. Williams Cir.	Tucson	AZ	1 S Church Ave.	Tucson	AZ	9,659	541330	Engineering Services	67			93	79	99
HealthScope Benefits	2015	6	7430 Remcon Cir.	El Paso	TX	221 N Kansas St.	El Paso	TX		561110	Office Administrative Services	50			97		
HemCon	2011	6	10575 S.W. Cascade Ave.	Tigard	OR	720 SW Washington St.	Portland	OR	7,483	339113	Surgical Appliance and Supplies Manufacturing	47			100	94	95
Hennes Paynter	2011	2				50 Public Square	Cleveland	OH	3,100	541820	Public Relations Agencies				93	89	58
Hess	2011	5	500 Dallas St.	Houston	TX	1501 McKinney St.	Houston	TX		211111	Crude Petroleum and Natural Gas Extraction	81	100	78	88	98	78
Hill International		6	303 Lippincott Dr.	Marlton	NJ	2005 Market St.	Philadelphia	PA	60,000	541611	Administrative Management and General Management Consulting Services	46			100	100	97
Hillshire	2012	6	3500 Lacey Rd.	Downers Grove	IL	400 S Jefferson St.	Chicago	IL		311612	Meat Processed from Carcasses	17			88	100	87
Hirschbach Motor Lines	2015	6	18355 US Highway 20	East Dubuque	IL	955 Washington St.*	Dubuque	IA			Architectural Services	0			84		
HKS	2013	5	1919 McKinney Ave.	Dallas	TX	350 N Paul St.	Dallas	TX	142,500	541310	Architectural Services	87	73	52	92	87	68
Hogen Assessments	2015	6	2622 E. 21st St.	Tulsa	OK	164 S. Greenwood Ave.*	Tulsa	OK	35,000		Custom Computer Programming Services	32	30	40	58	45	62
Hubzz	2015	2				350 10th Ave.	San Diego	CA		541511	Custom Computer Programming Services				94	80	73
HubSpot	2015	2				Bow Street, near Prescott Park	Portsmouth	NH		511210	Software Publishers				90		

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Huckabee	2015	6	4521 S Hulen St.	Fort Worth	TX	801 Cherry St.	Fort Worth	TX		541310	Architectural Services	60	32	53	86	59	64
Hudl	2016	5	151 N 8th St.	Lincoln	NE	200 Canopy St.	Lincoln	NE				80		98	60		53
Huntington Bancshares	2015	3				519 Madison Ave.	Toledo	OH		522110	Commercial Banking				88		61
Huntington Bank	2015	8	3805 Edwards Rd.	Cincinnati	OH	525 Vine St.	Cincinnati	OH	50,000	561990	All Other Support Services	93	80	56	96	80	55
Hutchinson Cox Law	2013	5	777 High St	Eugene	OR	940 Willamette St.	Baton Rouge	LA	220,000	541110	Office of Lawyers	87	63	100	97	64	100
IBM (International Business Machines Corp.)	2015	2				525 Lafayette St.	Buffalo	NY		541512	Computer Systems Design Services				68		47
IBM International Business Machines Corp.)	2015	2				50 Fountain Plaza	Buffalo	NY		541512	Computer Systems Design Services				98	72	57
IBM International Business Machines Corp.)	2015	6	170 Tracer Ln.	Waltham	MA	1 Rogers St.	Cambridge	MA		541512	Computer Systems Design Services	22			84	91	96
IMA Financial	2013	5	1590 17th St.*	Denver	CO	1705 17th St.	Denver	CO	65,000	524210	Insurance Agencies and Brokerages	92	90	86	88	89	86
Independence Blue Cross	2015	6				1900 Market St.	Philadelphia	PA	112,000						100	100	97
Infinity Property and Casualty Corp.	2015	6	3700 Colomade Pkwy.	Birmingham	AL	2201 Fourth Ave. North	Birmingham	AL	120,000	524126	Direct Property and Casualty Insurance Carriers	31	20	24	92	57	56
Inforce Technologies	2014	5	5422 E 96th St.	Garfield Heights	OH	1376 Euclid Ave.	Cleveland	OH		541512	Computer Systems Design Services	33			93	83	54
InitiativeOne	2015	7	8585 E. Herford Dr.	Scottsdale	AZ	110 S Adams St.	Green Bay	WI	6,000	541611	Administrative Management and General Management Consulting Services	30	0		79	43	81
Inmar Inc.	2014	6	2601 Pilgrim Ct.	Winston Salem	NC	635 Vine St.	Winston Salem	NC		561499	All Other Business Support Services	29		43	66		77
InsideSales.com	2014	1	34 East 1700 South	Provo	UT	56 East Broadway	Salt Lake City	UT		54151	Computer Systems Design and Related Services	34	23		86	71	88
Inspired Marketing	2011	6				20 Maple St.	Springfield	MA		87420300	Marketing Consulting Services				92	59	
Institute for the Development of Enhanced Perceptual Awareness	2011	5				448 S Hill St.	LA	CA	10,000	512110	Motion Picture and Video Production				99	100	80
Integr8Chain	2015	6	100 Canal Pointe Blvd.	Princeton	NJ	8 Penn Center	Philadelphia	PA				45			100	100	83
Intel	2013	1	2900 Center Dr.	Dupont	WA	705 Union Station	Seattle	WA	50,000	334413	Semiconductor and Related Device Manufacturing	2			99	100	59
Inuvo and PrivacyStar	2013	5	1111 Main St.	Conway	AR	500 President Clinton Ave.	Little Rock	AR		541512	Computer Systems Design Services	77			81	52	
Ipreo	2013	2				421 Fayetteville St.	Raleigh	NC		541618	Other Management Consulting Services				92	60	63
Ipsen	2015	6	27 Maple St.	Milford	MA	650 East Kendall St.	Cambridge	MA		551112	Offices of Other Holding Companies	8			90	84	99
Ifor	2014	9	335 Madison Ave.	New York	NY	200 Central Ave.	St. Petersburg	FL	37,340			99	100	78	96		82
Irongate Home Finance	2014	4				128 S. Tryon St.	Charlotte	NC	21,000	522390	Other Activities Related to Credit Intermediation				93		66
Strategy Labs	2015	5	1630 Connecticut Ave. NW	Washington	DC	641 S. St. NW	Washington	DC	17,000			98	88	92	94	80	96
Jacobs Engineering	2013	8	7950 Elmwood Dr.	Dallas	TX	1999 Bryan St.	Dallas	TX	81,000	541330	Engineering Services	28	46	40	92	87	68
Jacobs Engineering	2015	6	18302 Highwoods Preserve Pkwy.	Tampa	FL	201 N. Franklin St.	Tampa	FL		541330	Engineering Services	26	0	44	81	56	49
Jama	2014	5	1060 N 9th Ave.	Portland	OR	135 SW Taylor St.	Portland	OR		541512	Computer Systems Design Services	94	84	98	96	92	98
JAMS	2013	5	1601 Cloverfield Blvd.	Santa Monica	CA	555 W 5th St.	LA	CA	32,000	561210	Facilities Support Services	90	60	78	99	100	68
Jedson Engineering	2013	6	100 Techne Center Dr.	Milford	OH	705 Central Ave.	Cincinnati	OH	75,544	541330	Engineering Services	13			91	76	53
Jones Global Sports	2014	7	1125 S. 103rd St.	Omaha	NE	3280 Peachtree Rd. NE	Atlanta	GA				53		69	82	57	73
Kabam	2014	6				795 Folsom St.	San Francisco	CA		541511	Custom Computer Programming Services				95	100	94
KACO	2014	9	38 Keyes Ave.	San Francisco	CA	112 E. Pecan St.	San Antonio	TX	60,000			52	0	71	95	95	82
Kaiser Permanente	2015	2				1376 Peachtree St. NE	Atlanta	GA	150,000	524114	Group hospitalization plans without providing health care services				81	61	74
Kanner & Pinballuga	2015	5	101 Pogliesso Way #1	Delray Beach	FL	925 S Federal Hwy	Boca Raton	FL	45,000			88			83		
Kao Corporation	2014	6				100 N Charles St.	Baltimore	MD	14,486	325620	Toilet Preparation Manufacturing				98	90	76
Kayak	2013	6	55 North Water St.	Norwalk	CT	7 Market St.	Stamford	CT	17,000	517110	Wired Telecommunications Carriers	83	48		83		
Kidney Architects	2014	6	200 John James Audubon Pkwy.	Amherst	NY	143 Genesee St.	Buffalo	NY	12,300	541310	Architectural Services	29	21		88	71	53
Kindred Healthcare	2017	3				680 S 4th St.	Louisville	KY	142,000						87	64	76
Kiama	2014	2				274 Marconi Blvd.	Columbus	OH		N/A	N/A				74	67	87
Kiener Perkins Caulfield & Byers	2012	6	2750 Sand Hill Rd.	Menlo Park	CA	27 South Park St.	San Francisco	CA		523910	Miscellaneous Intermediation	35			92	100	88
Kienfelder	2014	6	5015 Shoreham Pl.	San Diego	CA	550 West C St.	San Diego	CA		541330	Engineering Services	12	0	28	93	81	81
Kraft	2014	1	3 Three Lakes Dr.	Northfield	IL	401 N Michigan Ave.	Chicago	IL		311513	Cheese Manufacturing	44			96	100	83
Kum & Go	2016	6	6400 Westown Pkwy.	Des Moines	IA	1415 Grand Ave.	Des Moines	IA	120,000						77		85
Land's End	2011	1				222 W. Washington Ave.	Madison	WI	11,000	454113	Mail-Order Houses				96	61	95
Lathrop Company	2014	6	460 West Dussel Dr.	Maumee	OH		Toledo	OH		236220	Commercial and Institutional Building Construction	34					
Lattice Semiconductors	2010	4	5555 N.E. Moore Ct.	Hillsboro	OR	111 SW 5th Ave.	Portland	OR	23,680	334413	Semiconductor & Device Related Manufacturing	37			99	92	98
Level Interactive	2010	4				241 4th Ave.	Pittsburgh	PA		541519	Other Computer Related Services				99	100	80
Levitated	2014	4				700 Silver Ave. SW	Albuquerque	NM	6,000	N/A	N/A				91	56	78

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Liberty Global	2015	6	12300 Liberty Blvd.	Englewood	CO	1550 Wewatta St.	Denver	CO	70,000	515210	Cable and Other Subscription Programming	0			88	87	86	
Liberty Mutual	2013	3				157 Berkeley St.	Boston	MA	590,000	446110	Direct Property and Casualty Insurance Carriers				99	100	78	
Liberty Wealth Advisors	2014	6	666 Glenbrook Rd.	Stamford	CT	707 Summer St.	Boston	MA		523930	Investment Advice	65			92			
Linc Energy	2012	6	1330 Post Oak Blvd.	Houston	TX	1000 Louisiana St.	Houston	TX	25,100	213113	Support Activities for Coal Mining	64	37	57	81	100	80	
Linkedin	2012	6	2029 Slierin Ct.	Mountain View	CA	120 Kearny St.	San Francisco	CA		519190	All Other Information Services	19	25		99	100	88	
Local Motors	2013	2				515 Stewart Ave.	Las Vegas	NV		441228	Motorcycle, ATV and All Other Motor Vehicle Dealers				88	64	78	
LockerDome	2012	6	111 Westport Plaza Dr	Mayland Heights	MD	1221 Washington Ave.	St Louis	MO	6,800	511210	Software Publishers	33			96		63	
Lockheed Martin	2015	1	199 Borton Landing Rd.	Morestown	NJ		Camden	NJ				13						
LogMeIn	2013	6	500 Unicorn Park Dr.	Woburn	MA	320 Summer St.	Boston	MA	100,000	511210	Software Publishers	20	22		77	94	89	
Loring Ward	2014	5	3055 Olin Ave.	San Jose	CA	10 Almaden Blvd.	San Jose	CA	43,000	561110	Office Administrative Services	87	47	55	86		91	
Lower 48 Onshore	2014	4				1100 N. Broadway	Oklahoma City	OK							65		71	
Lucky Brand	2012	6	5235 Alcoa Ave.	Vernon	CA	540 S. Santa Fe Ave.	LA	CA	46,000	315220	Men's and Boys' Cut and Sew Apparel Manufacturing	39			70	62	56	
M Corp		6	Hove Ave. & Northrop Ave.	Sacramento	CA	1100 11th St.	Sacramento	CA		541512	Computer System Design Services	62	33		96	66	99	
Made in Nature	2013	7	12773 Forest Hill Blvd.	Wellington	FL	1708 13th St.	Boulder	CO	1,432	424490	Other Grocery and Related Products Merchant Wholesalers	48			95	64	100	
Management Recruiters	2014	6	2300 S. Edwin C. Moses Blvd.	Dayton	OH	15 4th St.	Dayton	OH		561312	Executive Search Services	31		52	88		86	
Mandaley Digital	2015	7	2811 Cahuenga Blvd. West	Los Angeles	CA	1300 Guadalupe St.	Austin	TX				17	32	8	85	73	95	
MassLive	2014	6	5445 DTC Pkwy.	Greenwood Village	CO	1350 Main St.	Springfield	MA	11,000	517110	Wired Telecommunications Carriers				93	60		
Mau Wai Hawaiian	2015	6				1509 York St.	Denver	CO		722513	Limited-Service Restaurants	56			82	54	98	
McDonald's	2015	1	2111 McDonald's Dr.	Dak Brook	IL	414 N. Orleans St.	Chicago	IL	12,000	722513	Limited-Service Restaurants	47			98	100	85	
McEnroy, Deutsch, Mulvaney & Carpenter	2015	1	1300 Mount Kemble Ave.	Morestown	NJ	570 Broad St.	Newark	NJ		238130	Framing Contractors	22			94		60	
MCPc	2011	6	21555 Drake Rd	Strongsville	OH	1801 Superior Ave.	Cleveland	OH	98,000	423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	13			88	79	55	
Mead Johnson	2017	6	2701 Patriot Blvd.	Glenview	IL	444 W. Lake St.	Chicago	IL	75,000	311999	All Other Miscellaneous Food Manufacturing	31	34		97	100	85	
Medical Imaging Northwest	2011	6	7424 Bridgeport Way	Lakewood	WA	1201 Pacific Ave.	Tacoma	WA	7,500	621111	Offices of Physicians (except Mental Health Specialists)	47			90		64	
Mellott and Mellott PLL	2014	6	312 Elm St.	Cincinnati	OH	312 Walnut St.	Cincinnati	OH	11,400	541211	Offices of Certified Public Accountants	93	79	57	81	80	62	
Melegoek	2014	5	350 North 9th St.	Boise	ID	1109 Main St.	Boise	ID				92			85		100	
Metova	2015	2				1125 Oak St.	Conway	AR	3,700	541511	Custom Computer Programming Services				49			
Michael Baker International	2014	6	100 Airstide Dr.	Moon Township	PA	500 Grant St.	Pittsburgh	PA	22,000	541330	Engineering Services	20			99	96	71	
Microsoft	2014	6	1065 La Avenida St.	Mountain View	CA	555 California St.	San Francisco	CA	50,000	511210	Software Publishers	20	33		100	100	76	
Midstates Petroleum	2015	7	4400 Post Oak Pkwy.	Houston	TX	321 S. Boston St.	Tulsa	OK	59,706			72	45	62	72	48	56	
Millennium Pharmaceuticals	2015	3				300 Massachusetts Ave.	Cambridge	MA	246,000	541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)				94	68	100	
Mindimer	2015	8				1735 Baltimore Ave.	Kansas City	MO		511210	Software Publishers				85	65	51	
Molina Health Care	2015	6	8801 Horizon Blvd.	Albuquerque, New Mexico, 87113	NM	400 Tijeras Ave. NW	Albuquerque	NM	137,000	524114	Direct Health and Medical Insurance Carriers	23		22	62	93	59	76
Molson Coors	2015	5	1225 17th St.	Denver	CO	1801 California St.	Denver	CO	54,000	312120	Breweries	94	90	87	96	88	93	
Moore Stevens Lonace	2015	6	1201 South Orlando Ave.	Winter Park	FL	255 S. Orange Ave.	Orlando	FL	11,000	541219	Other Accounting Services	72			91	65	69	
Morgan Stanley	2014	6				150 2nd Ave. N	St Petersburg	FL	187,000	523120	Securities Brokerage				95		88	
Morsekobe	2013	6	7900 International Dr.	Bloomington	IL	333 S 7th St.	Minneapolis	IL	8,500	541810	Advertising Agencies	23			93	100	92	
Motorola	2013	6	1303 East Algonquin Rd.	Schaumburg	IL	224 S Michigan Ave	Chicago	IL	600,000	334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	33			98	100	84	
Move Inc. /Move.com	2012	6	910 E Hamilton Ave.	Campbell	CA	10 Almaden Blvd.	San Jose	CA	32,405	531390	Other Activities Related to Real Estate	89			86		91	
Mu Sigma	2013	2				2222 Rio Grande St	Austin	TX		811212	Computer and Office Machine Repair and Maintenance				92	68	94	
Mutually Human LLC	2015	2				243 North 5th St.	Columbus	OH		541511	Custom Computer Programming Services				77	67	69	
Myriad Devices	2014	6	1801 23rd Ave. North	Fargo	ND	503 7th St. North	Fargo	ND		541511	Custom Computer Programming Services	32		79	92		95	
NAACP/Commercial Association of Realtors/Wisconsin	2013	6	12300 W Center St.	Milwaukee	WI	735 N Water St.	Milwaukee	WI		813910	Business Associations	48	37		99	71		
Nasty Gal	2013	3				523 W 6th St.	Los Angeles	CA	50,300	448120	Women's Clothing Stores				99	100	78	
National Processing Solutions	2013	6	333 Oakwood Ave.	Oakwood	OH	10 W 2nd St.	Dayton	OH	3,000	561990	All Other Support Services				89		90	
NationBuilder	2015	5	448 S Hill St.	LA	CA	520 S. Grand Ave.	LA	CA	55,000			99	100	80	99	100	68	
Nationwide	2014	6	5100 Rings Rd.	Dublin	OH	Grandview Yard	Columbus	OH	500,000	524126	Direct Property and Casualty Insurance Carriers	25			54			

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NBC News	2013	6		Redmond	WA	701 5th Ave. N	Seattle	WA	23,000	515111	Radio Networks				93	81	67
NCAA	2012	3			IN	700 W. Washington St	Indianapolis	IN	130,000	813990	Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)				54	62	83
NCR Corp	2017	6	3097 Satellite Blvd	Duluth	GA	60 8th St. NW	Atlanta	GA	300,000	334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing				88	66	78
Nektar Therapeutics	2010	6	201 Industrial Rd.	San Carlos	CA	455 Mission Bay Blvd. S	San Francisco	CA				38			90	68	78
Netop	2015	6	15425 SW Koll Pkwy.	Beaverton	OR	220 N.W. Second Ave.	Portland	OR				56	41		96	91	99
New Balance	2013	3		Amherst	MA	20 Guest St.	Boston	MA	250,000	316210	Footwear Manufacturing				84	54	79
New England Public Radio	2014	6	131 County Dr.		MA	1525 Main St.	Springfield	MA	17,000	561990	All Other Support Services	47			90	60	
New Relic	2013	2			OR	111 SW 5th Ave.	Portland	OR	19,000						99	92	98
NUTV	2014	6	1 Normal Ave.	Montclair	NJ	2 Gateway Center	Newark	NJ	10,645	515120	Television Broadcasting	36			96		53
Nokia	2012	6	1 Pierce Pl.	Itasca	IL	425 W Randolph St.	Chicago	IL		541511	Custom Computer Programming Services	39			96	100	86
NOLA Media Group	2013	2			LA	365 Canal St.	New Orleans	LA	27,000						91		66
Northwest Community Credit Union	2013	6	3660 Gateway St.	Springfield	OR	545 E 8th St.	Eugene	OR		522130	Credit Unions	42			88	63	100
Novartis	2015	3			MA	250 Massachusetts Ave.	Cambridge	MA	39,4516	334516	Analytical Laboratory Instrument Manufacturing				94	67	100
Nuance Communications	tbd	3			WA	821 2nd Ave.	Seattle	WA	82,000	511210	Software Publishers				99	100	60
Oakland Tribune	2012	6	7677 Oakport St.	Oakland	CA	1970 Broadway	Oakland	CA		511110	Newspaper Publishers	25	59	47	99	81	93
Ohio Business Machines	2012	6	4523 Brookpark Rd.	Parma	OH	1111 Superior Ave.	Cleveland	OH	8,000	423420	Office Equipment Merchant Wholesalers	46		43	95	85	54
Oltanking Partners	2013	6			TX	3 Allen Center	Houston	TX	48,300	486110	Pipeline Transportation of Crude Oil				80	100	78
Oklahoma Gas and Electric	2014	5	251 Dean A. McGee Ave.	Oklahoma City	OK	444 W Sheridan Ave	Oklahoma City	OK				78			89	73	81
Oklahoma Publishing Company	2014	6	9071 Broadway Extension Service Rd.	Oklahoma City	OK	100 W Main St.	Oklahoma City	OK				24			34	51	
Omnitracs LLC	2014	7	10230 Campus Point Dr.	San Diego	CA	717 N. Harwood St.	Dallas	TX	123,314			17	33	46	90	87	62
One World Science	2014	7	10531 Humboldt St.	Los Alamitos	CA	255 Bell St.	Reno	NV				61			87	57	77
Oswald	2013	5	1360 E. 9th St.	Cleveland	OH	1100 Superior Ave.	Cleveland	OH		524298	Insurance advisory services	95	87	54	95	86	54
Otak	2013	6	17355 Bonnes Ferry Rd.	Lake Oswego	OR	808 SW Third Ave.	Portland	OR	18,000	541320	Landscape Architectural Services	59			98	93	98
Pacific Business News	2011	5	1833 Kalakaua Ave.	Honolulu	HI	737 Bishop St.	Honolulu	HI	6,900			93	73	58	96	76	54
Palañir	2014	6	1660 International Dr.	Tysons Corner	VA	1025 Thomas Jefferson St. NW	Washington, DC	DC	61,000	541511	Custom Computer Programming Services	66			94	79	94
Panasonic	2013	6	1 Panasonic Way	Seacacus	NJ	2 Riverfront Plaza	Newark	NJ	340,000	423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	4			90		53
PanAtlantic Energy Group	2012	6	3 Greenway Plaza	Houston	TX	1301 McKinney Ave.	Houston	TX	50,200	238910	Oil & Gas Field Services	80	53	65	97	100	78
Pandora	2014	3			CA	2100 Franklin St.	Oakland	CA	75,000	515111	Radio Networks				97	78	94
Pandora Jewelry	2015	6	8671 Robert Fulton Dr.	Columbia	MD	250 W. Pratt St.	Baltimore	MD	86,000	448310	Jewelry Stores	22			91	90	83
Paramerix	2014	5	411 108th Ave. NE	Belleue	WA	719 Second Ave.	Seattle	WA	17,000	541620	Environmental Consulting Services	93	59	48	99	100	60
Parsley Energy	2014	9	500 W. Texas Ave.	Midland	TX	303 Colorado St.	Austin	TX	73,843	211111	Crude Petroleum and Natural Gas Extraction	60			98	72	97
Partners Healthcare	2015	6			MA	100 Foley St.	Cambridge	MA	650,000	561110	Office Administrative Services				64	65	
Payette Brewing	2015	2			ID	733 S. Pioneer St.	Boise	ID	32,000						73		100
PeopletMatter	2011	6	1360 Truxton Ave.	North Charleston	SC	466 King St.	Charleston	SC		541611	Administrative Management and General Management Consulting Services	38			96		
PepsiCo	2013	1	1 Pepsi Way	Somers	NY	350 Hudson St.	New York City	NY	19,800	312111	Soft Drink Manufacturing	8			99	100	88
Pfizer	2014	8	200 Cambridgepark Dr.	Cambridge	MA	610 Main St.	Cambridge	MA	280,000	325412	Pharmaceutical Preparation Manufacturing	49			92	67	100
PLS	2012	2			TX	1201 Elm St.	Dallas	TX	75,000	561110	Office Administrative Services				92	89	70
Pinterest	2015	6	635 High St.	Palo Alto	CA	808 Brannan St	San Francisco	CA		519190	All Other Information Services	96	50		94	100	98
Piney Bowes	2014	6	1 Elmcroft Rd.	Stamford	CT	3001 Summer St.	Stamford	CT		333318	Other Commercial and Service Industry Machinery Manufacturing	73			78		
PLS Logistics	2015	2			MO	707 N 2nd St.	St. Louis	MO		488510	Freight Transportation Arrangement				82		71
Point Park University	2010	3			PA	201 Wood St.	Pittsburgh	PA		611310	Colleges, Universities, and Professional Schools				98	99	80
Polaris Venture Partners	2016	6	1000 Winter St.	Waltham	MA	1 Marina Park Dr.	Boston	MA	16,000	523930	Investment Advice	17			80	92	89
Poisinello	2015	5	1225 17th St.	Denver	CO	1801 Callornia St.	Denver	CO	53,872	541110	Offices of Lawyers	94	90	87	96	88	93
Prescient Edge	2015	7	7926 Jones Branch Dr.	McLean	VA	1 Prudential Plaza	Chicago	IL	24,000	541219	Other Accounting Services	41			99	100	88
PricewaterhouseCooper	2010	5	10 Almaden Blvd.	San Jose	CA	488 Almaden Blvd.	San Jose	CA	209,000	541211	Offices of Certified Public Accountants	86			91	82	95
PricewaterhouseCoopers	2014	5	720 E. Pete Rose Way	Cincinnati	OH	PNC Center 201 E. Fifth St.	Cincinnati	OH	29,400			95	100	82	78	89	90
PricewaterhouseCoopers	2015	5	125 High St.	Boston	MA	101 Seaport Blvd.	Boston	MA	333,000	541211	Offices of Certified Public Accountants	67	74	63	91	80	59
Prince Global Sports	2014	7	1 Advantage Ct.	Bordentown	NJ	3280 Peachtree Rd. NE	Atlanta	GA	15,000			9			82	57	73
Principal Financial Group	2014	3			IA	750 Park St.	Des Moines	IA							73		72
Probiotic	2013	5	1930 Harrison St.	Hollywood	FL	200 E Las Olas Blvd.	Fort Lauderdale	FL	35,000			91	44		91	59	83
Prologis	2016	6	4545 Airport Way	Denver	CO	1800 Wazee St.	Denver	CO		531110	Lessors of Residential Buildings and Dwellings	15	44	44	90	90	87

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ProMedica	2017	8	6025 Lee Hwy.	Chattanooga	TN	3 Seagate	Toledo	OH	30,000	622110	General Medical and Surgical Hospitals				73		75
Propex Global	2012	6	5524 E. Fourth St.	Tucson	AZ	1110 Market St.	Chattanooga	TN	30,000	313210	Brothoven Fabric Mills	24		39	80		84
Providence Service Corp.	2010	6	5524 E. Fourth St.	Tucson	AZ	64 E. Broadway	Tucson	AZ	7,400,000	624190	Other Individual and Family Services	63		89	81		100
Prudential	2015	5	1 Raymond Plaza W	Newark	NJ	920 Broad St.	Newark	NJ	7,400,000	524210	Insurance Agencies and Brokerages	97		52	98		52
PulteGroup	2014	7	100 Bloomfield Hills Pkwy.	Bloomfield Hills	MI	3350 Peachtree Rd.	Atlanta	GA		236117	New Housing Operative Builders	17			77	60	71
Puppet Labs	2014	5	161 Commerce Blvd.	Portland	OR	308 SW 2nd Ave.	Portland	OR			All Other Personal Service	28			98	93	99
Pure Romance	2014	6	9503 E. Montgomery Ave.	Loveland	OH	655 Plum St.	Cincinnati	OH	30,000	812890	Aluminum Foundries (except Die-Casting)	63			94	78	53
Pyrotek	2014	6	9503 E. Montgomery Ave.	Spokane Valley	WA	705 W. First Ave.	Spokane	WA	55,000	331524	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	63			98	69	90
Quantum Reserve	2011	6	20255 Victor Pkwy.	Livonia	MI	909 Fannin St.	Houston	TX	23,200	424720	Real Estate Credit	15			99	65	62
Quicken Loans	2010	6	20255 Victor Pkwy.	Livonia	MI	1 Campus Martius	Detroit	MI	240,000	522292	Junior Colleges	15			99	61	61
Quinsigamond Community College	2014	3	3010 Briarpark Dr.	Houston	TX	20 Franklin St.	Worcester	MA	72,409	611210	Computer software development and applications	48			82		97
Quirk Healthcare Solutions	2015	9	3010 Briarpark Dr.	Houston	TX	516 Droyton St.	Savannah	GA	20,000		Software Publishers	48		53	97	100	82
Quorum Business Solutions	2012	6	3010 Briarpark Dr.	Houston	TX	811 Main St.	Houston	TX	54,000	541511	Periodical Publishers	16			55	52	94
Rally Software	2013	3	5400 S 60th St.	Greendale	WI	3333 Walnut St.	Boulder	CO	89,000	511210	Software Publishers	16			78	61	61
Reader's Digest	2014	6	1801 Varsity Dr.	Raleigh	NC	1610 N Second St.	Milwaukee	WI	54,000	511210	Software Publishers	45		65	90	60	88
Red Hat	2013	6	1000 Darden Center Dr.	Orlando	FL	100 East Davie St.	Raleigh	NC	91,226	722511	Full-Service Restaurants	23		22	88	62	70
Red Lobster	2014	6	4810 White Bear Pkwy.	White Bear Lake	MINN	450 South Orange Ave.	Orlando	FL			Offices of Certified Public Accountants	25			96	76	69
Redpath and Co.	2014	2	701 Ocean Front Walk	Los Angeles	CA	55 E. Fifth St.	St. Paul	MINN			All Other Support Services				79		99
Resignation Media / The Chive	2013	9	701 Ocean Front Walk	Los Angeles	CA	1 S Church Ave.	Tucson	AZ	12,659	561990	Graphic Design Services	88		96	94	69	94
Resource	2015	8	205 S. High St.	Columbus	OH	98 San Jacinto Blvd.	Austin	TX	60,000	541430	Advertising Agencies				78	68	77
RingCentral	2014	2	205 Gateway Pl.	San Jose	CA	121 W. Trade St.	Charlotte	NC		541810	Telecommunications Resellers				93		66
Rise Smart	2014	6	150 Washington St.	Providence	RI	55 Almaden Blvd.	San Jose	CA	18,000	561312	Executive Search Services	41	51	70	84	84	92
Roger Williams University	2016	5	758 Columbia Rd.	Pleasantfield	IN	1 Empire St.	Providence	RI	465,000	611310	Colleges, Universities, and Professional Schools	98	76	88	97	75	86
Rolls-Royce	2012	8	4807 Rockside Rd	Independence	OH	450 S Meridian St.	Indianapolis	IN	72,000	336390	Other Motor Vehicle Parts Manufacturing	0			65	59	81
Rosetta	2015	7	345 Scarborough Rd.	Bracliff Manor	NY	629 Euclid Ave.	Cleveland	OH	50,000	541613	Marketing Consulting Services	31			98	88	56
Royal Philips	2011	6	740 Wright St.	Seattle	WA	2 Canal Park	Cambridge	MA			Architectural Services	5			89	88	97
SAA	2014	2	750 Ridder Park Dr.	San Jose	CA	515 S Flowers St.	LA	CA	4,000	541310	Software Publishers				99	100	65
Salesforce	2015	3	425 Pine St.	Green Bay	WI	415 Mission St.	San Francisco	CA	714,000	511210	Software Publishers	29	36	45	96	100	85
San Jose Mercury News	2013	5	425 Pine St.	Green Bay	WI	4 N 2nd St.	San Jose	CA	33,186	511110	Newspaper Publishers	80	45	82	79	44	83
Schreiber Foods	2013	5	101 Ash St.	San Diego	CA	320 N Adams St.	Green Bay	WI	260,000	311513	Cheese Manufacturing	97	81	57	96	81	69
Sempra Energy	2014	6	740 Wright St.	Yellow Springs	OH	488 8th Ave.	San Diego	CA	300,000	221210	Natural Gas Distribution	28			88		89
Shadowbox LLC	2010	6	740 Wright St.	Seattle	WA	120 W. Second St.	Dayton	OH	1,400	561311	Employment Placement Agencies				95	100	67
ShareBuilder	2011	4	12800 University Dr.	Fort Meyers	FL	83 S King St.	Seattle	WA	30,000	523120	Other Miscellaneous Durable Goods Merchant Wholesalers				87	47	86
Shinola	2010	1	6360 S. Federal Way	Boise	ID	485 West Milwaukee Ave.	Detroit	MI	2,300	423990	Offices of Real Estate Agents and Brokers	60	35	72	97	80	54
Sibcy Cline	2016	8	6360 S. Federal Way	Boise	ID	212 East 6th St.	Cincinnati	OH	300,000	531210	Administrative Management and General Management Consulting Services	28			84		100
Simplot	2015	2	1111 Westchester Ave.	White Plains	NY	403 W. Myrtle St.*	Boise	ID			Administrative Management and General Management Consulting Services				87		94
Sirota	2013	3	3601 Green Rd.	Beachwood	OH	333 W. San Carlos St.	San Jose	CA		541611	Custom Computer Programming Services				95		79
Stalom Consulting	2013	3	3601 Green Rd.	Beachwood	OH	100 Pearl St.	Hartford	CT		541611	Administrative Management and General Management Consulting Services				98		97
SoftServe	2014	7	530 Highland Station Dr.	Suwanee	GA	111 Congress Ave.	Austin	TX		541511	Warehouse Clubs and Supercenters	40			98	70	97
Solidfire	2014	3	530 Highland Station Dr.	Suwanee	GA	1620 Pearl St.	Boulder	CO			Book Publishers	48			97	63	100
Solovey	2013	5	65 Music Sq. W	Nashville	TN	800 N. Magnolia Ave.	Orlando	FL		531312	Nonresidential Property Managers	80		78	95	66	73
Sony/ATV	2015	9	116 W 23rd St.	New York	NY	424 Church St.	Nashville	TN	10,047	512220	Music Publishers	100	100	85	97	100	77
SpaFinder Wellness	2013	3	116 W 23rd St.	New York	NY	333 Avenue of the Americas	Miami	FL			Financial Investment advice services, customized, fees paid by client				99	71	94
Sparefoot	2014	3	4392 Marburg Ave.	Cincinnati	OH	720 Brazos St.	Austin	TX	7,500	452910	Warehouse Clubs and Supercenters	70	43	51	67	74	63
SparkPeople	2015	6	3601 Green Rd.	Beachwood	OH	310 Culvert St.	Cincinnati	OH		511130	Financial Investment advice services, customized, fees paid by client	32			93	89	58
Spero-Smith Investment Advisors	2015	6	3601 Green Rd.	Beachwood	OH	50 Public Square	Cleveland	OH		523930	Mens Clothing Stores	88	76	78	91	100	70
SplendidElla Moss	2013	5	3751 S. Hill St.	Los Angeles	CA	777 Alameda St.	Los Angeles	CA	82,000	448110	Software Publishers	97	100	96	98	100	99
Square	2014	1	901 Mission St.	Cincinnati	OH	1455 Market St.	San Francisco	CA	150,000	511210	Offices of Certified Public Accountants	16	0		91	80	59
SS&G	2015	6	11500 Northlake Dr.	St. Francis	WI	221 E 4th St.	Cincinnati	OH	9,300	541211	Securities Brokerage	22			99	71	
Stark Investments	2012	7	3600 South Lake Dr.	White Plains	NY	731 N Water St.	Milwaukee	WI	290,000	523120	Hotels (except Casino Hotels) and Motels	38			71		

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State Farm Mutual Automobile Insurance Co.	2013	2	909 A St.	Tacoma	WA	300,000	524210	INSURANCE AGENCIES				39	67	75			
State Farm Mutual Automobile Insurance Co.	2015	2	454 E Rio Salado Pkwy.	Tempe	AZ	1,900,000	524210	Insurance Agencies and Brokerages				22					
State Street Corp.	2014	5	1 Channel Center	Boston	MA		522110	Commercial Banking				82	82	81			
Subaru of America	2017	6	2235 Marlon Pike W. Blvd.	Camden	NJ				55			34					
Suffolk Construction	2014	6	701 Waterford Way	Miami	FL	15,000			60			48	48	100			
Sunera	2015	3	201 E Kennedy Blvd.	Tampa	FL							88	57	55			
SunGard AvantiGard	2013	2	701 San Marco Blvd.	Jacksonville	FL		511210	Software Publishers				59		68			
Surgecity	2010	5	816 Bancroft Way	Berkeley	CA	20,000	423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	87			92	99	76			
SunTrust Bank	2014	6	300 E. Joppa Rd.	Towson	MD		522110	Commercial Banking	68			97	90	81			
Superior Energy	2012	6	1001 Louisiana St.	Houston	TX	50,000	213112	Support Activities for Oil and Gas Operations				79	99	81			
SurveyMonkey	2013	5	1331 Northwest Lovejoy St.	Portland	OR	75,000	518210	Data Processing, Hosting, and Related Services	95			98	99	92			
Swiftpage	2013	6	383 Inverness Pkwy.	Englewood	CO	621 17th St.	561499	All Other Business Support Services	41			97	88	94			
Synergy Health	2014	6	12425 Race Track Rd.	Tampa	FL	401 East Jackson St.	423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	43			81	56	49			
Syracuse Media Group	2013	5	2 S Clinton St.	Syracuse	NY	27,000			91			92	76	73			
TakeLessons	2014	9	624 Broadway	San Diego	CA		611610	Fine Arts Schools	99			56	99	82			
Teavana	2014	5	3630 Peachtree Rd. NE	Atlanta	GA	600 Pine St.			74			36	55	98			
ten24 Digital Solutions	2014	6	300 W Main St.	Northborough	MA	20 Franklin St.	561990	All Other Support Services	47			93	61	79			
The Coca-Cola Company	2014	6	3200 Windy Hill Rd. SE	Smyrna	GA	303 Peachtree St. NE	312111	Soft Drink Manufacturing	42			96					
The Gavilon Group	2014	5	1 Con Agra Dr.	Omaha	NE	1331 Capitol Ave.			72			74	82	76			
The Goldman Sachs Group Inc.	2011	6	295 Chipeta Way	Salt Lake City	UT	222 S Main St.	523110	Investment Banking and Securities Dealing	48			48	50	86			
The Iron Yard	2014	2	334 Blackwell St. B017	Durham	NC		611699	All other schools and miscellaneous instruction				78	56	64			
The Northwestern Mutual Life Insurance Co.	2012	3	720 E Wisconsin Ave.	Milwaukee	WI	840,000	524113	Direct Life Insurance Carriers				94	68				
The PNC Financial Services Group Inc.	2014	5	310 Fifth Ave.	Pittsburgh	PA		522110	Commercial Banking				99	100	79			
The PNC Financial Services Group Inc.	2013	6	5422 Bay Center Dr.	Tampa	FL	201 N Franklin St.	522110	Commercial Banking	29			0	37	81			
The Variable	2015	6	823 Reynolds Rd.	Winston Salem	NC	545 Power Plant Circle	541810	Advertising Agencies	50			82	58	82			
theLab	2014	3		Seattle	WA	170,000	515120	Television Broadcasting				99	100	59			
Things5	2012	2	855 Grandview Ave.	Columbus	OH	5,500	541810	Advertising Agencies				53	27	61			
Thrasher, Dinmore & Dolan	2011	2	1350 Main St.	Springfield	MA		517911	Telecommunications Resellers				93	60				
Three Deep Marketing	2010	6	1400 W 6th St.	Cleveland	OH	3,000	541110	Offices of Lawyers				93	89	63			
TinderBox	2013	6	180 E. Fifth St.	St. Paul	MN	9,000	541613	Marketing Consulting Services	37			92	77	74			
Total Quality Logistics (TQL)	2015	2	54 Monument Circle	Indianapolis	IN	8,800						95	64	94			
Total Quality Logistics (TQL)	2015	2	800 S. Gay St.	Knoxville	TN		488510	Freight Transportation Arrangement				82					
Total Quality Logistics (TQL)	2015	2	100 Peabody Place	Memphis	TN		488510	Freight Transportation Arrangement				93		78			
TPC Group	2013	2	105 Broadway	Nashville	TN		488510	Freight Transportation Arrangement				85		74			
Transamerica	2015	6	1 Allen Center	Houston	TX	35,000	325199	All Other Basic Organic Chemical Manufacturing				80	100	78			
TruCom2B	2013	6	1801 California St.	Denver	CO	121,000	541611	Administrative Management and General Management Consulting Services	50			96	88	93			
Trindera Engineering	2014	3	109 N Main St.	Dayton	OH	18,000	541690	Other Scientific and Technical Consulting Services	5			90		90			
Trinity College	2015	2	221 W. Main	Spokane	WA	6,000	541330	Engineering Services				88	63	92			
Tufts Health Plan	2014	6	200 Constitution Plaza	Hartford	CT	135,000	611310	Colleges, Universities, and Professional Schools				79		74			
Turnitin	2015	3	1 Mercantile St.	Worcester	MA	4,000	524114	Direct Health and Medical Insurance Carriers	28			86	61				
Twinkl	2015	3	2101 Webster St	Oakland	CA	48,000	519130	Internet Publishing and Broadcasting and Web Search Portals				97	78	94			
Twinkl Consolidation Corp.	2015	9	360 Central Ave.	St. Petersburg	FL	30,600			100			100	87	97			
Twitter	2013	5	1355 Market St.	San Francisco	CA	295,000	519190	All Other Information Services	94			100	94	100			
UBS	2013	1	315 Deaderick St.	Nashville	TN		522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities				94		72			
UMass Center	2015	2	1500 Main St.	Springfield	MA	26,000	611310	Colleges, Universities, and Professional Schools				91		60			
UMB Fund Services	2014	5	235 W Galena St.	Milwaukee	WI	88,000	522110	Commercial Banking	88			82	61				
Uniqua Bank	2012	2	225 W Santa Clara St.	San Jose	CA	6,874	522110	Commercial Banking				93		90			
Underground Elephant	2011	5	600 B St.	San Diego	CA	19,000	541810	Advertising Agencies	99			81	50	80			
UnSource	2011	8	3400 E. Irvington Rd.	Tucson	AZ	232,000	221122	Electric Power Distribution	20			83		100			

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United Continental Holdings, Inc. (United Airlines)	2010	6	1200 E Algonquin Rd.	Elk Grove Village	IL	233 S Wacker Dr	Chicago	IL	481111	481111	Scheduled Passenger Air Transportation	43			98	100	88	
University of Arizona	2011	2		Scottsdale	AZ	44 N. Stone Ave.	Tucson	AZ	18,500	611310	Colleges, Universities, and Professional Schools	42	25		90	62	80	
University of Buffalo Medical School	2014	6	16425 N. Prima Rd.	Buffalo	AZ	550 E. Van Buren St.	Phoenix	AZ	611310	611310	Colleges, Universities, and Professional Schools	42	25		77		89	
University of Connecticut	2016	6	131 Biomedical Education Building	West Hartford	NY	963 Main St. *	Buffalo	NY	540,000	611310	Colleges, Universities, and Professional Schools	65	60	53	94		68	
University of Pittsburgh Medical Center	2017	6	85 Lawler Rd.	Pittsburgh	CT	10 Prospect St.	Hartford	CT	611310	611310	Colleges, Universities, and Professional Schools	27			93		78	
University of South Florida Medical School	2016	6	112 Washington Pl.	Tampa	PA	537 Sixth Ave.	Pittsburgh	PA	140,000	541310	Architectural Services	97	98	61	98	98	65	
UNT Dallas College of Law	2015	4	12901 Bruce B Downs Blvd.	Tampa	FL	Channelside Dr. and S Meridian Ave.	Tampa	FL	319,000			57	53	58	84		64	
USAgencies	2015	6	7163 Florida Blvd.	Baton Rouge	LA	106 S. Harwood St.	Dallas	TX	611300	611300	Colleges, Universities, and Professional Schools				95	86	73	
Van Aken Akins	2011	6	29325 Chagrin Blvd.	Beachwood	OH	1422 Euclid Ave.	Cleveland	OH	541310	541310	Architectural Services	55		56	34		56	
Verical Corporation	2014	7	24 Frank Lloyd Wright Dr.	Ann Arbor	MI	64 Sidney St.	Cambridge	MA				46			94	82	55	
Vertex	2014	5	200 Sidney St.	Cambridge	MA	50 Northern Ave.	Boston	MA	551112	551112	Offices of Other Holding Companies	21			96	69	100	
Vigilant	2013	6	712 El Cerrito Plaza	El Cerrito	CA	2001 Broadway	Oakland	CA	394512	394512	Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use	77	80	99	75	95	87	
Vineyard Vines	2014	6	37 Brown House Rd.	Stamford	CT	181 Harbor Dr.	Stamford	CT	448190	448190	Other Clothing Stores	53			17			
Visa		6	900 Metro Center Blvd.	Foster City	CA	1 Market St	San Francisco	CA	522320	522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities	62			95	100	84	
VSCO	2015	3		Vancouver	WA	1500 Broadway	Oakland	CA	541511	541511	Custom Computer Programming Services	49			99	84	85	
Wacom	2016	6	1311 SE Cardinal Ct.	Deerfield	IL	742 NW 14th St	Chicago	IL	446110	446110	Pharmacies and Drug Stores	17			99	100	86	
Walgreen	2010	1	200 Wilmet Rd.	Rockville	MD	1 S. State St.	Austin	TX	541110	541110	Offices of Lawyers				97	71	96	
Waller	2013	2		Bloomington	MN	100 Congress Ave.	Minneapolis	MN	531110	531110	Lessors of Residential Buildings and Dwellings	60			99	100	91	
Washington Real Estate Investment Trust	2014	6	6110 Executive Blvd.	Bloomington	MN	17751 St. NW	Minneapolis	MN	541820	541820	Public Relations Agencies	31			97	100	93	
Weber Shandwick	2016	6	8000 Norman Center Dr.	Mt. Laurel	NJ	510 S Marquette Ave.	Camden	NJ	541511	541511	Custom Computer Programming Services	29			58			
WebMax	2014	6	6000 Commerce Pkwy.	Portland	OR	2 Aquarium Dr.	Phoenix	AZ	541511	541511	Custom Computer Programming Services	99	94	94	63	59	64	
WebPT	2015	2		Davenport	IA	515 E. Grant St.	Portland	OR	522110	522110	Commercial Banking	84			78			
Webtrends	2016	5	851 SW 6th Ave.	Davenport	IA	111 SW 5th Ave.	Minneapolis	MN	522110	522110	Commercial Banking				96	100	93	
Wells Fargo	2016	8	203 W. 3rd St.	Eagan	MN	104 W. 2nd St.	St. Paul	MN	519190	519190	All Other Information Services	20			96		76	
Wells Fargo	2016	8		Peabody	MA	Corner of Portland Ave. S & S 4th St.	Worcester	MA	562119	562119	Other Waste Collection	23			92	60		
West Academic	2013	6	610 Opperman Dr.	Federal Way	WA	444 Cedar St.	Seattle	WA	531110	531110	Lessors of Residential Buildings and Dwellings	63			95		73	
Weston & Sampson	2014	6	5 Centennial Dr.	Hartford	CT	427 Main St.	Hartford	CT	541211	541211	Offices of Certified Public Accountants	74			95		73	
WeWork	2014	2		Lower Gwynedd	PA	811 W 7th St.	Philadelphia	PA	611310	611310	Colleges, Universities, and Professional Schools	49			100	100	97	
Weyerhaeuser	2016	6		Atlanta	GA	200 Occidental Ave. S	Columbus	OH	541511	541511	CUSTOM WEB & DESIGN SERVICES				87	65	87	
Whitelsey & Hadley	2014	6	147 Charter Oak Ave.	Hillsboro	OR	280 Trumbull St.	Las Vegas	NV	52320	52320	Credit card processing service	40	30		83	56	82	
Wichita State University	2015	6	1945 Fairmount St.	Jersey City	NJ	901 Mission St.	San Francisco	CA	541511	541511	Custom Computer Programming Services	93			85	85	94	
Wolters Kluwer Health	2013	6	323 Norristown Rd.	Lower Gwynedd	PA	1 Newark Center	Newark	NJ	541512	541512	Computer Systems Design Services				97	100	86	
Wondersauce, LLC	2015	2		Atlanta	GA	222 W. Merchandise Mart Plaza	Chicago	IL	483111	483111	Deep Sea Freight Transportation	88			90	90	54	
WorldPay	2015	6	600 Morgan Falls Rd.	Henderson	NV	400 Stewart Ave.	San Francisco	CA	519190	519190	All Other Information Services				98	100	84	
Xactly	2013	6	225 W Santa Clara St.	Hillsboro	OR	55 Hawthorne St.	San Francisco	CA	519190	519190	All Other Information Services				93	100	91	
Yahoo	2013	2		Hillsboro	OR	400 Stewart Ave.	Las Vegas	NV	448210	448210	Shoe Stores	52			87	64	78	
Yang Ming Global Transport Corporation	2015	5	525 Washington Blvd.	Boulder	CO	1414 NW Northrup St.	Portland	OR	423430	423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	60			95	78	98	
Yelp	2014	2		Boulder	CO	1805 29th St.	Boulder	CO	517911	517911	Telecommunications Resellers	70	55	100	70	55	100	
Yelp	2014	2		Boulder	CO	1500 Champa St.	Denver	CO	517911	517911	Telecommunications Resellers	70	55	100	96	89	91	
Zappos	2013	6	2280 Corporate Cir.	Cambridge	MA	3301 2nd Ave.	Seattle	WA	541511	541511	Custom Computer Programming Services	89	87	97	78	92	89	
Zapprowd	2015	6	19075 NW Tanasbourne Dr.	Glendale	CA	777 S Figueroa St.	LA	CA	524128	524128	Other Direct Insurance (except Life, Health, and Medical) Carriers	89	40		95	100	65	
Zayo Group	2013	2		San Francisco	CA	699 8th St.	San Francisco	CA	511210	511210	Software Publishers				95	99	99	
Zayo Group	2018	3		San Francisco	CA		San Francisco	CA										
Zillow	2013	5		San Francisco	CA		San Francisco	CA										
Zipcar	2011	6		San Francisco	CA		San Francisco	CA										
Zurich Financial Services	2011	6		San Francisco	CA		San Francisco	CA										
Zynqa	2011	6		San Francisco	CA		San Francisco	CA										

Appendix B: Strategies for cities

When deciding where to relocate, the companies included in this survey looked for things like walkable live/work/play neighborhoods, convenient access by a range of transportation options, the right office space, a welcome mat from the city, and a clean, safe neighborhood.

Towns and cities can proactively create the kinds of neighborhoods these companies want. Here are some specific policy and programmatic ways towns and cities can create these kinds of features.

Walkable live/work/play neighborhoods

- **Update zoning codes to facilitate a mix of uses.** Downtown neighborhoods thrive when people can live, work, shop, dine, and relax all in the same neighborhood. Many times, however, zoning codes can restrict mixed uses like these. Make sure your zoning codes do not prohibit this kind of approach.
- **Support diverse retail.** Neighborhoods should include a mix of retail options that both serves the needs of residents with things like dry cleaners, groceries, drugstores, and hardware stores, and attracts visitors with entertainment venues and destination retail.
- **Encourage more housing downtown.** Adding different types of housing downtown captures the growing demand for urban living and also supports the other amenities companies are looking for. Many of the uses that people seek out in walkable downtowns—restaurants, shopping, entertainment—are more likely to thrive if customers are available on evenings and weekends.
- **Plan for a mix of housing affordable to the workforce you anticipate.** Providing the right balance of jobs and housing, so that people can afford to live near their jobs, helps employers recruit and retain people. This is true of highly paid jobs as well as lower-wage retail and service jobs that are essential to live/work/play downtowns.
- **Invest in public spaces.** Landmark public spaces provide places for the different types of programming that are critical to bringing people downtown on evenings and weekends. Parks and plazas become critical open space for downtown workers and residents, but they also allow for farmers markets, and seasonal festivals. Arts venues, whether enclosed theatres or open-air auditoriums, can also draw people downtown to shop and dine.
- **Program public spaces.** Create reasons for people to come to downtown neighborhoods on evenings and weekends. Farmers markets have been one of the fastest-growing and most visible types of programming recently. Arts and crafts fairs, celebrations of local food and drink, and historical and cultural celebrations can all enliven the downtown while creating a sense of place.

Convenient access by a range of transportation options

- **Prioritize access within the downtown area instead of mobility through it.** Once people get downtown, the purpose of the transportation system should be to help them find their destinations and discover new places they want to visit. Wayfinding signs, slower speeds, parking management strategies, and circulator transit are all tools that facilitate access.
- **Manage parking.** Parking spaces are valuable resources that require strategic management to ensure the right mix of long-term (employee) parking with short-term (customer) parking in the right places and at the right times. Building new structured parking is expensive, but it may be a wise investment for communities seeking to improve walkability and increase vitality of the street by replacing surface lots with new structures. Parking management strategies include pricing policies that encourage employees to park in appropriate locations - for instance, in a structure or further away from a retail street - and help customers find their way to a convenient off-street space or to their destination from off-street parking spaces.

- **Use a Complete Streets approach to transportation planning and construction.** Walking is the primary way to get around a thriving live/work/play neighborhood, with biking and motorized transportation playing important supportive roles. By ensuring safety and access for all users, Complete Streets approaches support these neighborhoods.
- **Provide great transit service.** Convenient, safe, attractive transit choices are a deciding factor for many workers, and thus an important consideration for employers looking at downtown locations. This dynamic is why many communities treat transit as an economic development investment as much as a transportation program, devoting resources such as payroll taxes and tax increment financing to support it.
- **Encourage development near transit.** The land around transit stations is a critical asset that should be developed and marketed to meet community goals, including affordable housing.

The right office space

- **Understand redevelopment opportunities.** Inventory downtown properties that are ripe for redevelopment. For each property, compile information about condition, ownership, tax status, liens, zoning, and any other information that a new owner might need to understand costs of acquisition. Consider working with property owners to understand willingness to sell, ability to finance redevelopment, etc.
- **Provide information.** Make it easy to find information about required permits for different levels of retrofit. Some communities have fact sheets and brochures for new businesses that provide basic information about the process and contact information for planning officials.
- **Work with companies that wish to build, redevelop, or rehabilitate downtown.** Facilitate the company's interactions with the municipality by organizing meetings with multiple agencies at once to understand permitting requirements and processes. Help resolve issues if codes and ordinances are inadvertently blocking or delaying progress. Expedite permits, inspections, and other decisions wherever possible.

A welcome mat

- **Promote downtown.** Let businesses know what your community has to offer companies seeking downtown locations, including live/work/play neighborhoods, transportation choices, and support for new businesses. Issue quarterly reports of new downtown businesses and ribbon cuttings.
- **Create a culture of hospitality.** Welcoming prospective companies makes an impact. Assign staff to focus on outreach and follow-up, or work with a local Chamber of Commerce or other business development organization to provide personal contacts.
- **Organize events** and media buys to welcome new and prospective businesses to the community.
- **Proactively recruit new businesses.** Identify businesses in the suburbs that are expanding or whose leases are expiring, and discuss whether downtown may provide a good fit for their needs.
- **Coordinate on financial opportunities** with the state economic development agency. Understand what incentives may already be available to support relocation of existing businesses in the state.
- **Emphasize attractive loans over grants and tax credits.** Low-interest, long-term loans for start-up costs, including physical improvements to buildings and infrastructure, are better investments of public money that may be most appealing to smaller, less well-capitalized businesses.
- **Condition grants and tax credits on achievement of community goals.** For instance, one community provides a grant based on the size of a company's workforce, writing a check for \$5000 for every \$1 million in annual payroll.

A clean, safe neighborhood

- **Organize highly-visible teams to keep clean and monitor the downtown business area.** In many communities, Business Improvement Districts take on these duties, but in communities where that is not the case local municipalities can focus existing resources on targeted areas, using distinctive branding (uniforms, signage) to draw attention to the work going on and the municipality's focus on the business environment.
- **Invest in the streetscape.** The condition of the public spaces in front of buildings - streets, sidewalks, and building facades - signal what the city thinks is important and give passersby a clue about what is going on inside. Facade-improvement grants and streetscape improvement programs not only increase attractiveness of key business districts, but also safety as street activity increases.

Find out more ideas for how your city can use a smart growth approach to downtown development on our website, www.smartgrowthamerica.org.

Endnotes

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- ⁸ "100 Best Companies to Work For." (2015, February). Fortune. Retrieved June 1, 2015 from <http://fortune.com/best-companies/>. The companies from that list included in this survey: Autodesk; Cisco; Deloitte; Goldman Sachs Group; Google; Nationwide Mutual Insurance; PricewaterhouseCoopers; Quicken Loans; salesforce; Twitter; Zappos.com.
- ⁹ Industry designations are taken from the U.S. Census Bureau's North American Industry Classification System (two-digit classification). NAICS codes were available for a total of 414 companies included in our survey.
- ¹⁰ See Appendix A on page 23.
- ¹¹ Walk Scores, Transit Scores, and Bike Scores were calculated for every company with address data available. Walk Scores went from 51.85843373 to 87.6809816; Transit Scores went from 51.74468085 to 79.25706215; Bike Scores went from 66 to 78. Individual scores for all companies that had data available are listed in Appendix A on page 23.
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