

# Embracing the hybrid workforce

The evolution of office design and cost for a flexible future

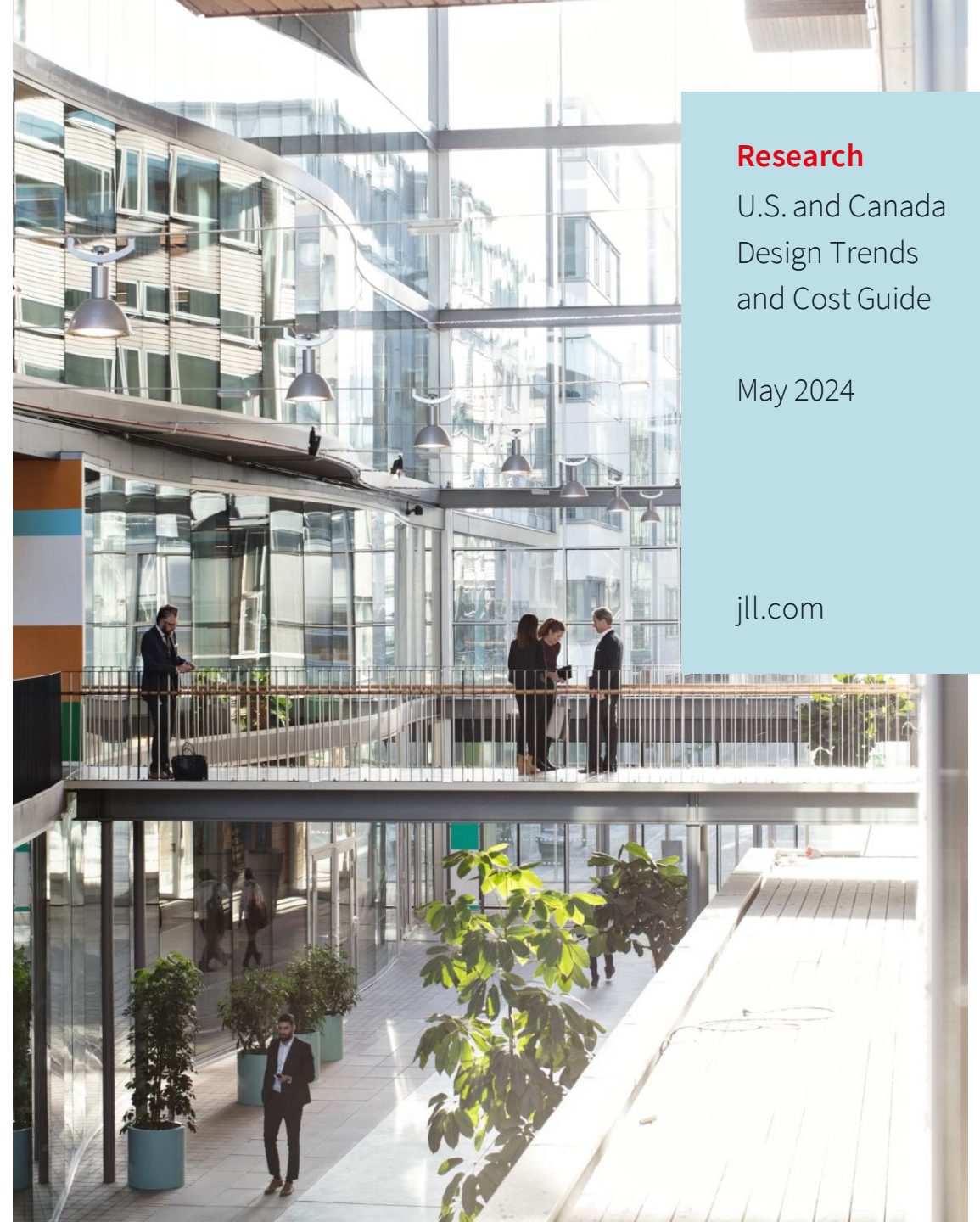


## Research

U.S. and Canada  
Design Trends  
and Cost Guide

May 2024

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# Table of contents

**03**

Executive summary

**04**

Office design

**10**

Key considerations  
for design

**11**

Fit-out cost guide

**17**

Construction  
cost outlook

**18**


Canadian cities  
cost appendix

**19**

U.S. cities  
cost appendix

This report is interactive!

Click on the topics to go straight to that section.

To come back to this page, use  located in the top right corner of each page.



# Executive summary

JLL's design trends and cost guide provides benchmark costs to build out a range of office builds in different styles and qualities across major markets in the United States and Canada. Based on an analysis of thousands of construction projects managed by JLL Project and Development Services (PDS) teams across North America, the guide showcases design trends as well as their associated costs.

A shift toward human-led design is reshaping workplaces, with an emphasis on creating spaces that support both remote and on-site collaboration and focus. However, the shift to hybrid work environments has additional design and cost considerations, with best practices continuing to evolve. Further, sustainability remains a top priority as more companies commit to net zero targets, incorporating eco-friendly practices and circular economy principles in office fit-outs.

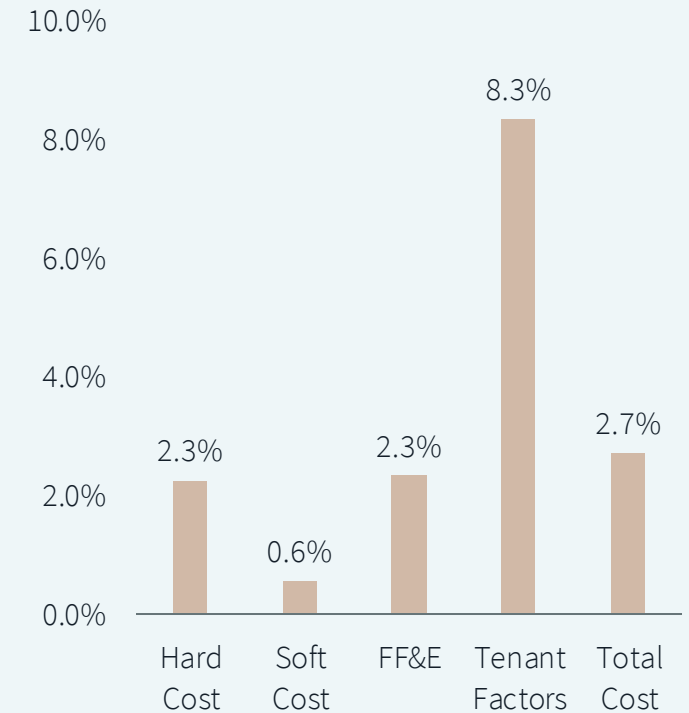
Following two years of double-digit cost growth,

average fit-out costs grew just 2.7% year-over-year for a moderate-style build out of medium-quality finishes. Of the major metro areas tracked, 96% saw growth under 6.0%, or roughly half of the prior year's increase.

Stabilizing material prices and contractors looking to build up backlogs kept hard and soft cost growth near pre-COVID historical ranges. Tenant factors still saw above average increases, however, growing 8.3% year-over-year. San Francisco and New York City retained the highest cost spots for office fit-outs but saw modest annual growth. Non-gateway city markets, including Austin, Columbus and Salt Lake City, saw the highest percentage increases but remain below the national average.

Stable price increases are expected again over the course of 2024, with areas of growth reflecting the continued evolution of the office around hybrid work and connected human experiences and the built environment to support it.

Year-over-year cost increases





# Office design is evolving to meet new workplace standards

Office fit-outs are evolving to meet the needs of new hybrid work models. Here are three trends to consider when developing office fit-outs in 2024:

## **Human-led design is reshaping workplaces**

There's a shift toward human-led design, influenced by the stabilization of hybrid working patterns. While hybrid work offers flexibility, the focus remains on creating spaces that support collaboration, focused work, sound privacy and the integration of technology to enhance the overall human experience. The JLL Human Experience (HX) survey highlights that a well-designed workplace layout, complete with the right mix of furniture, can reinforce employee satisfaction by striking the perfect balance between collaborative and focused work.

## **Sustainable space will be top of mind**

With more companies committing to net zero targets, there is an increased emphasis on incorporating eco-friendly practices in office fit-outs. This includes the adoption of lower embodied carbon targets and circular economy principles that aim to maximize resource use, minimize waste and regenerate products and materials. While there may be up-front cost premiums, green energy solutions and low-carbon materials offer long-term returns on investment. There is a rising demand for low-carbon offices, prompting efforts to improve the quality of existing office fit-outs.

## **Cost considerations grow more complex with hybrid**

The emergence of hybrid work environments has introduced unique cost considerations. Designing spaces with advanced technology that accommodates both in-person and virtual collaboration can be complex and require more capital. As a result, organizations are spending more on multifunctional rooms and virtual meeting technology to support their hybrid model. However, there are signs of stabilization in the post-pandemic period of price inflation for construction costs.

# 01

## Human-led design

As hybrid work patterns become the norm, they will continue to shape design trends and impact related fit-out expenses. Employers are focused on creating flexible spaces that prioritize the well-being of individuals and leverage integrated technology to support the human experience.

As office design adapts to the hybrid work approach, it's crucial to balance office-based focused workspaces with collaborative and flexible spaces in order to strike a balance.

### Enhancing workplace experience

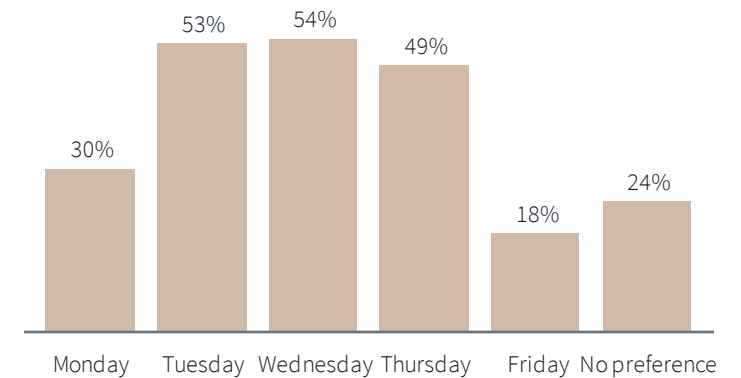
Workers in the U.S. and Canada are spending slightly more than three days per week in the office. Employer mandates are driving greater attendance, as many cite productivity gains as a key driver for bringing people back. Companies are evaluating their workplace experience to determine how their physical spaces can engage employees who are adapting to hybrid work and how office design can better support employee productivity.

#### Current WFO days

3.1 days



### % of employees working in the office on each day







Employers will continue to focus on designing for well-being and evidence-based design. Burnout rates globally are at an all-time high, with research from Gallup showing that “worker stress has remained at record high levels since the pandemic.” A recent consumer trends survey from McKinsey also highlights that the global wellness industry continues to grow as a reflection of employee expectations. Noted themes include sleep health, healthy aging and bio-monitoring, which can all be influenced by the design of workspaces.

Office policies will also heavily emphasize providing health- or well-being-focused amenities (i.e., wellness rooms, gyms, healthy food options) and design features that promote wellness such as quiet spaces, biophilic design, active design features, etc.

### Flex and focus: Hybrid workplace standards

Both employees and employers cite collaboration as a key factor for returning to the office, but while there, more than 56% of employees’ time is spent on focused work at individual workstations.

The JLL Human Experience (HX) survey assessed data from projects in the U.S. and Canada to identify the key HX factors influencing occupier and employee satisfaction.

Employees cite the lack of “sound privacy” as well as access to “focused workspaces” and “private workspaces” as key reasons for lower satisfaction rates.

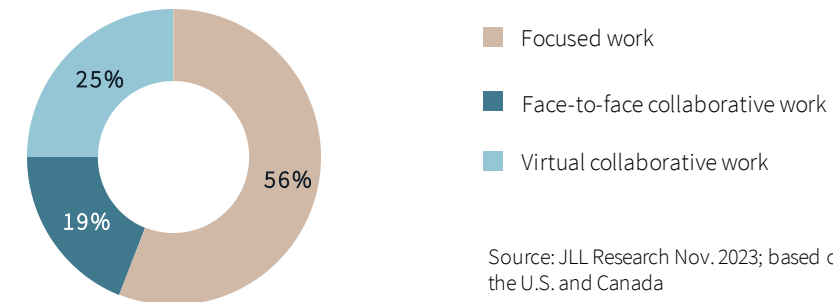
To balance the need for collaboration space with virtual and face-to-face meetings, employers should incorporate flexibility in both layout and furniture solutions.

## JLL Human Experience (HX) survey

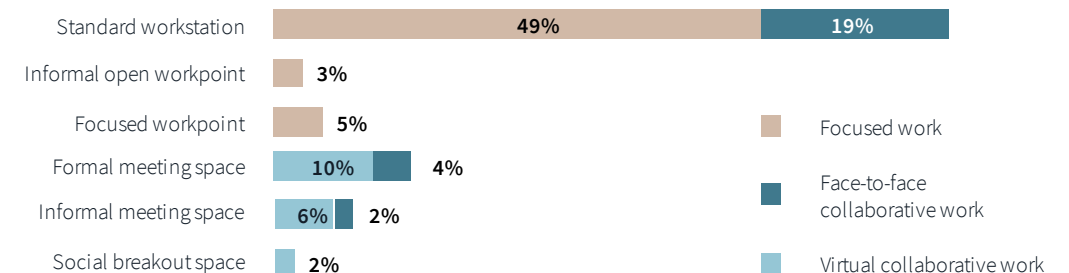
The JLL HX survey is carried out by our Global Benchmarking team to assess the performance of a workplace design on employee experience.

The survey asks employees about their experience of 60 workplace factors in the office, comparing reported satisfaction and importance to quantify how well the office is meeting their needs.

### Work activities breakdown overall



### Work activities by location within the office



# 02

## Sustainable mindset

Rising demand for sustainable buildings and spaces that support corporations' low-carbon goals and meet employees' rising expectations are setting a new standard for office fit-outs.

Sustainability features can help occupiers reach their net zero goals and create opportunities for cost savings, too. The circular economy, or simply the recycling of materials, represents an enormous opportunity for the built environment. In office fit-outs, this includes reusing furniture or using refurbished materials, use of low-carbon materials and use of modular design to maximize flexibility and reuse.

The principle of reuse has a much wider context than simply decarbonization — it's about being able to respond to changes in future work or social patterns. Through the smart application of circular practices, employers and/or property owners can realize significant carbon savings across the entire lifecycle of a building, as well as delivering cost benefits and providing opportunities to enhance social value.

CRE leaders should prioritize circularity as a key component to meeting net zero goals and achieving cost-saving opportunities where possible. While circular design may initially incur higher costs, once put in place, materials and programs can be maintained through multiple fit-outs.



## Case study

### Driving Sustainable Transformation

#### How JLL assisted a textile company in meeting wider environmental goals

##### Situation:

Instead of developing a new 70,000 s.f. headquarters, JLL helped a textile company fully renovate an existing 40,000 s.f. 1960s building, adding half a fourth floor and a full interior fit-out.

##### Results:



Total CO<sub>2</sub> emissions fell by just over 50%



Total waste diversion of 93%



Environmental impact 42% lower than a new building



# 03

## Human performance

Offices and workplaces designed to support hybrid often have more complex space and technology requirements, leading to costly, high-quality fit-outs. Still, the return on investment in productivity and employee satisfaction are tangible.

Creating hybrid-friendly offices and workplaces requires more space, better technology and higher fit-out quality to increase employee engagement. It costs more to create multifunctional rooms and adopt technology that supports virtual meetings and the dynamic management of offices spaces. It's important to balance the long-term costs of managing dynamic environments, as well as the benefits to employee productivity and well-being.

The JLL HX survey highlights factors that contribute to increased satisfaction and the importance of “human-led design.” Well-being features top the list in terms of greatest satisfaction in post-design surveys. The nature of work also brings about the need for more focus areas.

Requirements for a variety of spaces have become more complex, as designs need to balance different types of collaboration and focused workspaces. However, getting these right can greatly increase satisfaction. The demand for spatial variety is increasing; in the past three years 38% of companies have increased the number of focus rooms in their offices, and 42% have increased open collaboration areas.

Focused workspace and collaboration spaces are both increasing, reflecting new hybrid needs, and while these can be less expensive than traditional enclosed offices, they are often more expensive than desks.





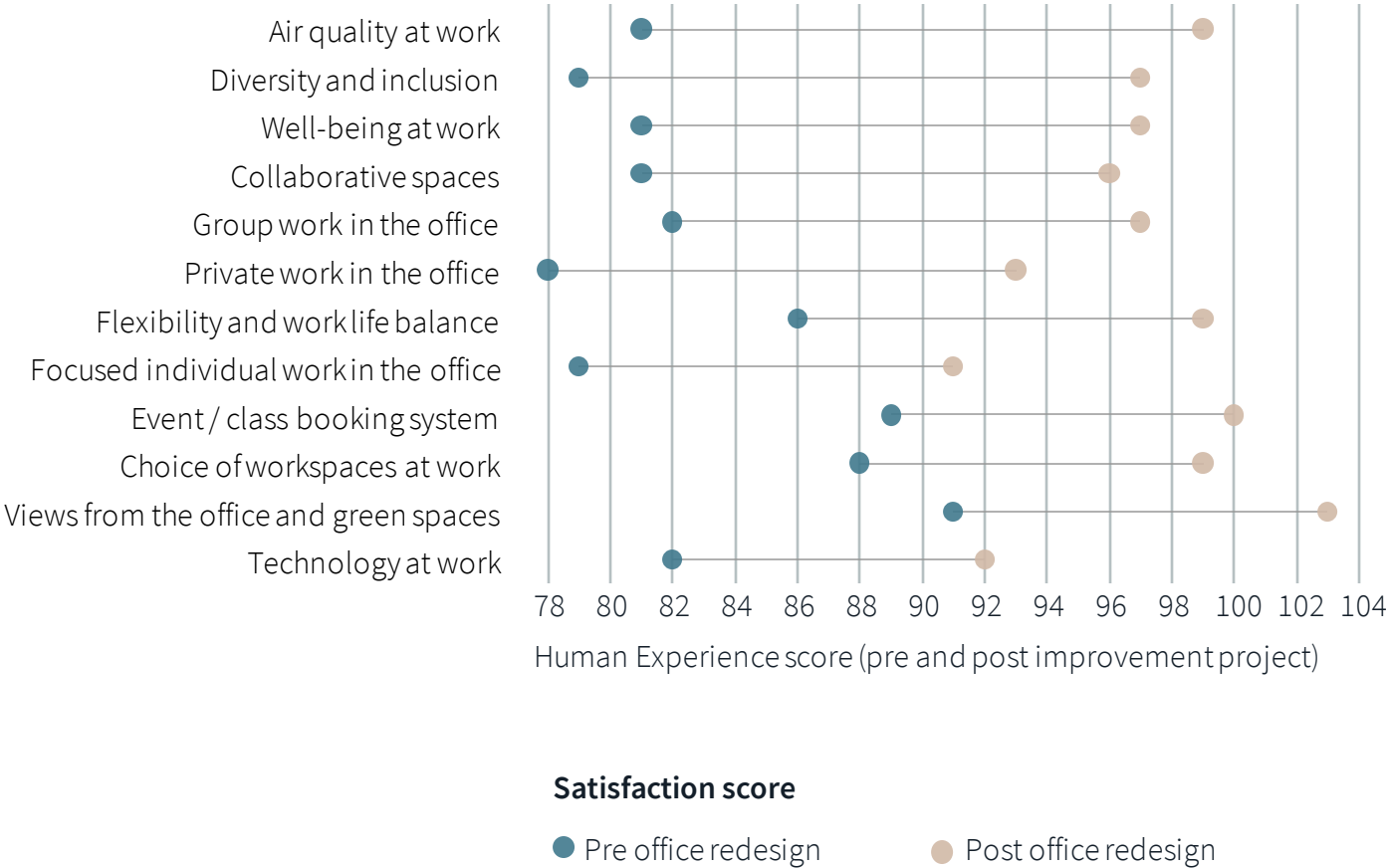


The definition of a workstation is now more broadly defined than ever before. Nearly 40% of companies count hoteling stations and 28% count touchdowns (non-reservable desks for drop-in employees) as a seat in planning schemes. In the last three years, 31% of companies increased the number of touchdown spaces, 29% increased open team settings and 18% increased bench seating.

Investing in workplace factors that improve human performance will deliver greater satisfaction for the employees in the space. Factors with the highest improvement scores following an office redesign can be directly linked to improved performance and well-being. Health and wellness factors showed the greatest improvement in satisfaction. Employee retention, attraction and satisfaction can be influenced by office design.

Incorporating these factors requires investment, but the returns on employee satisfaction, productivity and retention are considerable.

12 factors with the highest improvement in satisfaction score





# Key considerations for design

1

**Develop a human-led design program to meet the needs of an evolving hybrid workforce**

Office design is shifting toward a human-led, hybrid work model that integrates technology throughout a balanced layout space. This approach emphasizes collaboration, privacy, flexibility and sustainability for a new and improved office fit-out. Although technological advancements facilitate these shifts, they may also introduce complex cost assessments related to capital expenditures.

2

**Prepare for a sustainable future through smart investments in green solutions**

The movement toward green, net zero offices is growing as companies balance sustainability targets with workspace design. Lower embodied carbon targets and circular economy policies are influencing the choice of materials, with a trend toward reuse and recycling. While there may be initial cost increases, green energy solutions and low-carbon materials will generate long-term returns.

3

**Invest in the right design factors to drive human performance, balancing a complex cost environment**

Construction costs are expected to increase in the U.S. and Canada due to various factors. These include labor shortages, material cost fluctuations, labor retention issues and economic factors such as interest rates. However, the benefits of employee retention, satisfaction and productivity from adopting hybrid workplace designs lead to strong incentives for companies to invest in office enhancements.

# Fit-out cost guide



# The fit-out cost guide at a glance

**This guide is...** a comprehensive data-driven reference that provides a comparison of average fit-out costs across major U.S. and Canadian markets.

**This guide is not...** a cost estimating or cost of occupancy tool. Fit-out costs can vary greatly based on the scope and requirements of the user. This guide provides a holistic picture of how various geographic constraints and fit-out decisions can affect your bottom line.

- 1. All costs are sourced from the real world.** This guide is based on the average cost of real JLL-managed projects across the United States and Canada.
- 2. All costs assume an office fit-out from a warm lit shell condition.** Different scopes will significantly alter costs from what is presented here.
- 3. Costs represent averages in their respective quality tiers.** “Base” and “High” quality are not the lowest or highest maximum spend possible, respectively.
- 4. Furniture, fixtures and equipment (FF&E) and tenant factor costs are held constant across markets.** As a result of wide variance in these costs based on tenant needs, we determined an appropriate average cost for each of the three levels of quality and complexity and have used them across all geographic markets.

## Real-world sources:

4,900+

Projects completed by JLL analyzed

700+

Clients representing a range of industries

58

Local markets represented



# 2024 National Average Costs

		Quality and Complexity		
		Base Designed on a simple budget. Space contains basic technology and aesthetic design.	Medium Increased project complexity, accounting for upgraded finishes and materials.	High Complex project design with emphasis placed on top-quality finishes and space improvements.
Office Style	<b>Progressive</b> Open office floor plan with 100% bench-style space and no enclosed offices. Overall 50/50 split (or less) between office/workstations seats and collaborative space	\$225	\$255	\$311
	<b>Moderate</b> Predominantly open office floor plan with small to medium-size workstations (6x6 or 6x8). Less than 20% offices. Overall 70/30 split between office/workstations seats and collaborative space	\$237	\$264	\$317
	<b>Traditional</b> Office heavy plan with larger workstations (8x8) and may have varying sizes based on role hierarchy. Often with varying office sizes. 1:1 seating for all employees with little amount of open collaboration space and lower conference room ratio	\$249	\$275	\$326





# Benchmarks in depth

Costs vary by geography and category, and average project lengths have changed as well. Here’s what our data is showing.

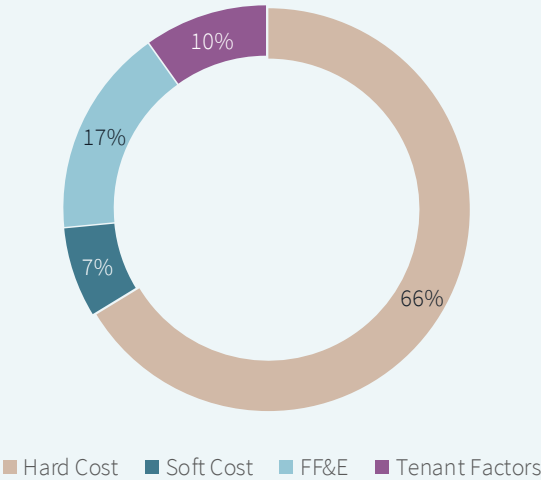
## Regional prices

Costs vary by region due to labor and, to a lesser extent, materials costs. The chart below shows the average cost of building a moderate-style, medium-quality office in each U.S. region.



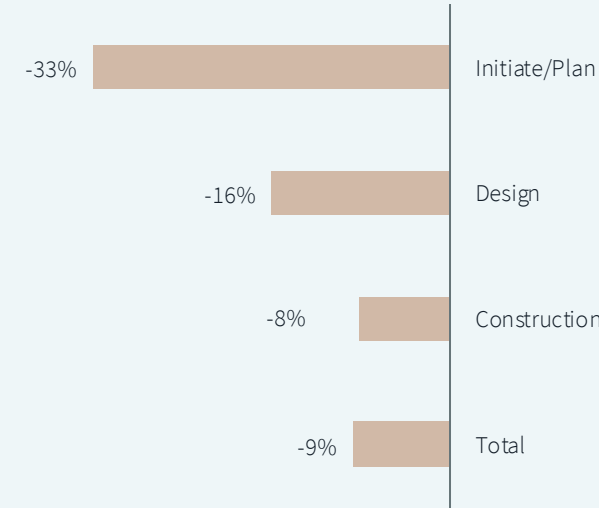
## Cost composition

Tenant factor growth outpaced hard costs slightly, constituting a modestly larger portion of spend for the year. Evolving design strategies around office use will keep upward pressure on the design and tenant factor segment of costs.



## Project duration

2023 project durations returned to near 2021 lengths after seeing significant increases across all phases in 2022. Average total duration in 2021 was 427 days, increased to 472 days in 2022, and returned to 430 days in 2023.

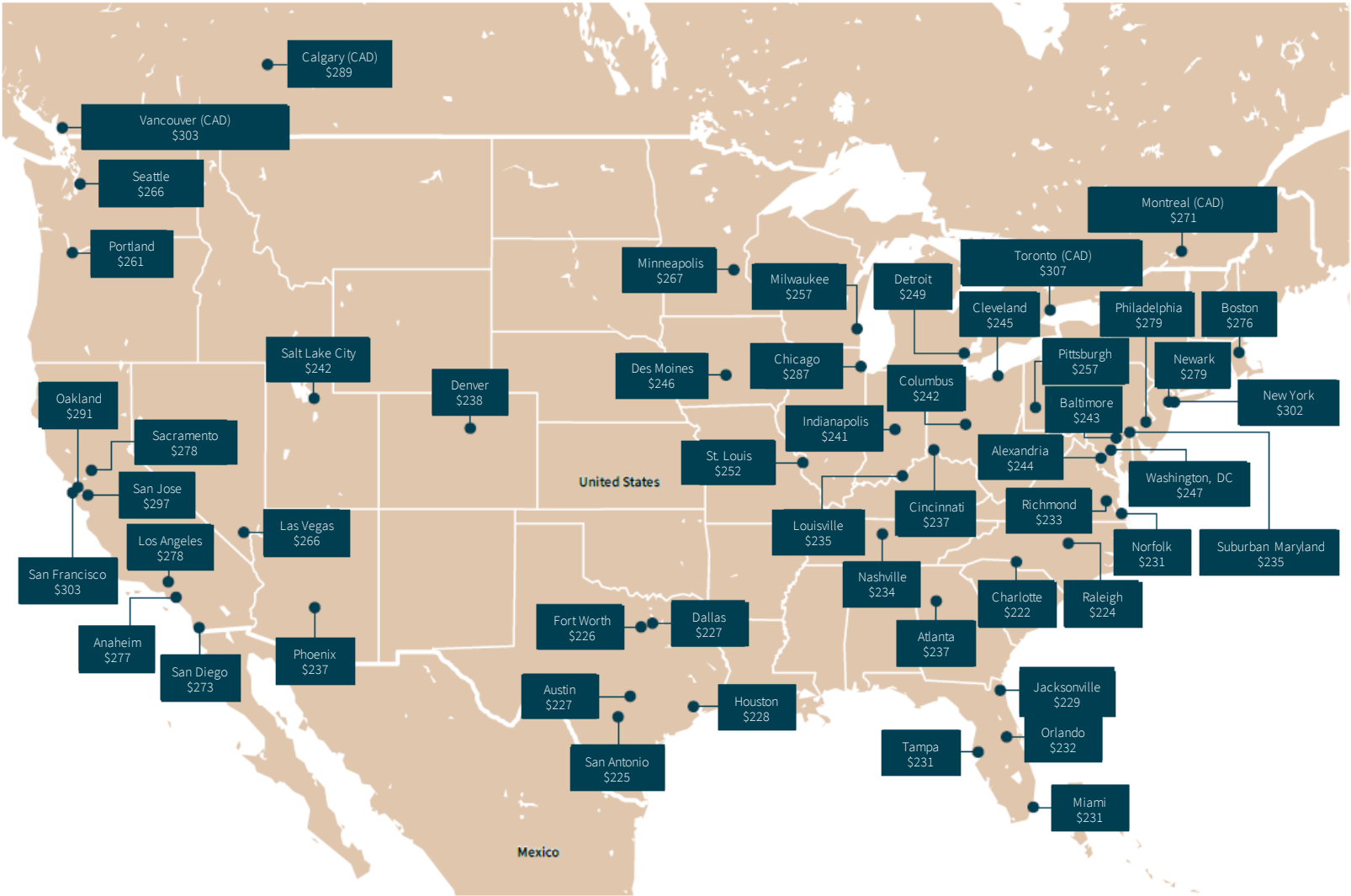




The facing map shows average fit-out costs per rentable square foot for a moderate-style, medium-quality office in each market.

Fit-out costs across the United States and Canada range widely from region to region and market to market. Labor accounts for most differences between U.S. cities, with materials playing a smaller role. Costs in Canadian cities are shown in Canadian dollars.

These costs again reflect an average of the style and quality build for the city from a warm white box; specific projects may vary widely from the numbers presented depending upon scope, design choices, materials and other factors. It is very possible to build an office for much more or much less than any of the costs listed here. These cost benchmarks should not be viewed as the lowest or highest achievable numbers within or between the style or quality guidelines described.



## U.S. regional costs

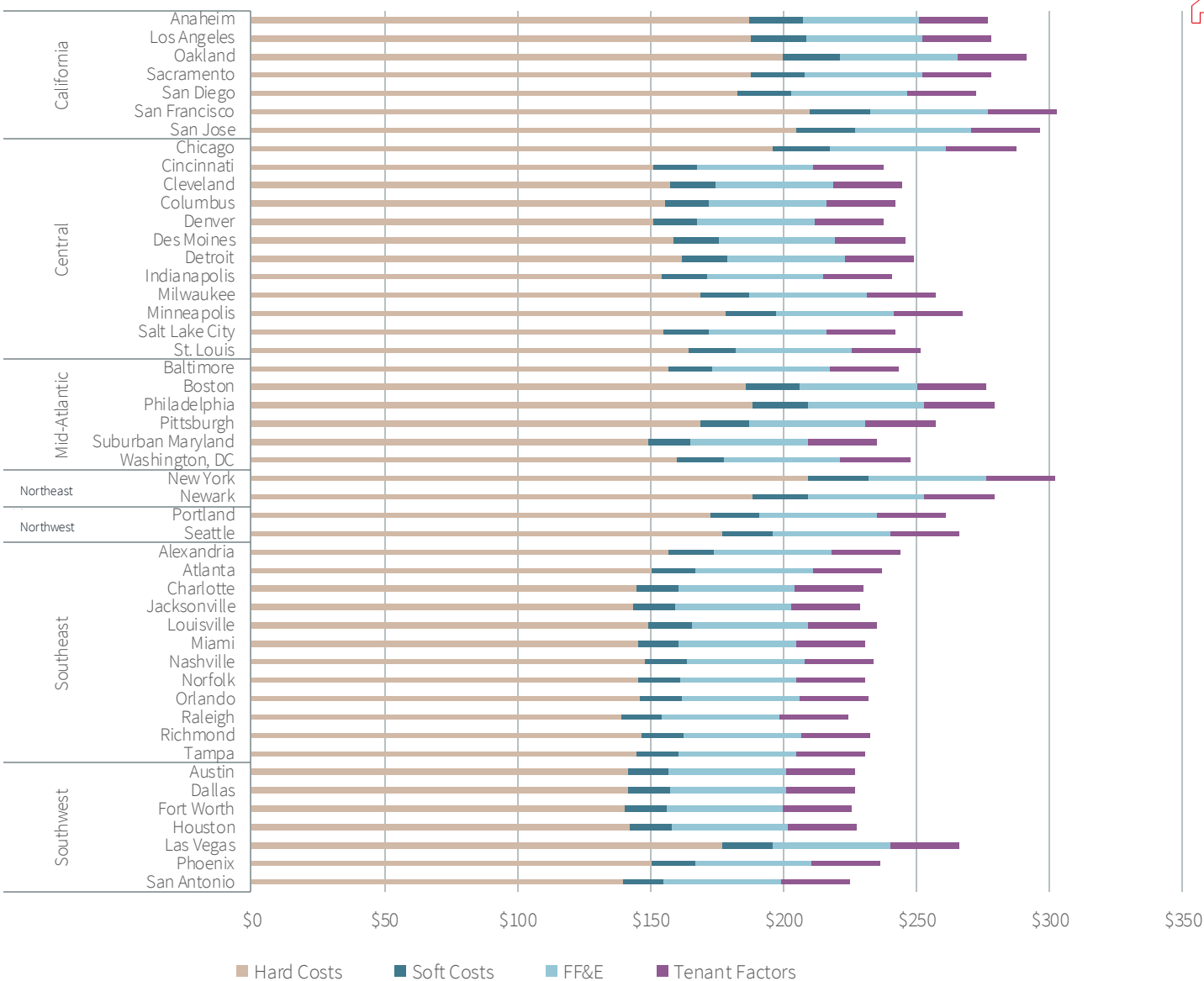
A regional, categorized cost breakdown for a moderate-style, medium-quality office in each U.S. market.

**Hard costs:** These are direct costs associated with the physical construction of the office space. They include labor, materials and equipment used in construction, such as drywall, flooring, electrical and plumbing installations.

**Soft costs:** These are indirect costs associated with the office fit-out project. They include professional fees for architects, engineers and managers, as well as permit fees and similar costs

**Furniture, Fixtures and Equipment (FF&E):** Items that are movable in a building but not considered a part of the permanent structure, like desks and chairs.

**Tenant factors:** This category includes costs determined by the unique preferences and demands of the tenant. These may include technological enhancements, specialized AV requirements, specific design elements and branded environments.





# U.S. and Canada construction cost outlook

The construction sector in the United States is bracing for a year of mixed outcomes in 2024. With contractors focusing on strengthening their backlogs and dealing with labor retention and productivity issues, margins are anticipated to come under some pressure. Furthermore, the construction industry is facing a shortage of labor, resulting in rising construction costs this year.

In Canada, rising interest rates have applied brakes to the momentum seen in 2022, slowing demand for real estate

and related projects. The heightened prime lending rate, critical for pricing construction loans, is likely to remain elevated, which may cause construction activity to slow over the forthcoming quarters. Developers, facing these headwinds, are expected to postpone project initiations.

There is, however, a silver lining, as the slowdown in activity has helped rein in price increases across the US and Canada. Material costs will remain generally stable, particularly for commodity goods. This stability, however,

is not universal as areas such as electrical and other finished goods facing evolving standards and heightened demand continue to face shortages. Furthermore, there is a potential for global events to cause additional disruptions and shocks to the supply chain.

As a result, cost increases in 2024 are expected to remain in the range of historical average growth but may move more in reaction to continued uncertainty.

Sources: JLL Research, U.S. Census, Bureau of Labor Statistics, StatCan

## +2%-4%

Expected annual increase in 2024 of  
U.S. total construction costs

## +3%-6%

Expected annual increase in 2024 of  
Canada total construction costs





# Appendix A: Fit-out cost breakdown—Canada

On this page, costs for the four major Canadian markets covered in this report are shown in CAD. This is intended to eliminate the need for Canada-based companies to convert the benchmarks to local currency and to simplify cost comparisons across Canadian markets. In the rest of this report, all costs are shown in USD to allow a direct comparison between different U.S. markets.

	City	Base					Medium					High				
		Hard Cost	Soft Cost	FF&E	Tenant Factors	Total	Hard Cost	Soft Cost	FF&E	Tenant Factors	Total	Hard Cost	Soft Cost	FF&E	Tenant Factors	Total
Progressive	Calgary	\$170	\$17	\$36	\$23	\$246	\$192	\$20	\$40	\$27	\$279	\$236	\$24	\$48	\$32	\$340
	Montreal	\$156	\$16	\$36	\$23	\$231	\$177	\$18	\$40	\$27	\$262	\$217	\$22	\$48	\$32	\$319
	Toronto	\$184	\$19	\$36	\$23	\$261	\$208	\$21	\$40	\$27	\$296	\$255	\$26	\$48	\$32	\$361
	Vancouver	\$180	\$18	\$36	\$23	\$258	\$204	\$21	\$40	\$27	\$292	\$251	\$26	\$48	\$32	\$356
Moderate	Calgary	\$181	\$19	\$36	\$23	\$259	\$201	\$21	\$40	\$27	\$289	\$242	\$25	\$48	\$32	\$347
	Montreal	\$167	\$17	\$36	\$23	\$243	\$185	\$19	\$40	\$27	\$271	\$223	\$23	\$48	\$32	\$325
	Toronto	\$196	\$20	\$36	\$23	\$275	\$217	\$22	\$40	\$27	\$307	\$262	\$27	\$48	\$32	\$368
	Vancouver	\$193	\$20	\$36	\$23	\$272	\$214	\$22	\$40	\$27	\$303	\$257	\$26	\$48	\$32	\$364
Traditional	Calgary	\$189	\$19	\$36	\$23	\$268	\$209	\$21	\$40	\$27	\$297	\$246	\$25	\$48	\$32	\$351
	Montreal	\$174	\$18	\$36	\$23	\$251	\$192	\$20	\$40	\$27	\$279	\$226	\$23	\$48	\$32	\$329
	Toronto	\$205	\$21	\$36	\$23	\$285	\$226	\$23	\$40	\$27	\$316	\$266	\$27	\$48	\$32	\$373
	Vancouver	\$201	\$21	\$36	\$23	\$281	\$222	\$23	\$40	\$27	\$312	\$261	\$27	\$48	\$32	\$368





# Appendix B: Progressive office style fit-out costs in the U.S.

Location		Progressive Base					Progressive Medium					Progressive High				
City	State	Hard Cost	Soft Cost	FF&E	Tenant Factors	Total Cost	Hard Cost	Soft Cost	FF&E	Tenant Factors	Total Cost	Hard Cost	Soft Cost	FF&E	Tenant Factors	Total Cost
National Average		\$147.00	\$16.00	\$39.00	\$23.00	\$225.00	\$167.00	\$18.00	\$44.00	\$26.00	\$255.00	\$205.00	\$22.00	\$53.00	\$31.00	\$311.00
Phoenix	Arizona	\$126.31	\$13.75	\$39.00	\$23.00	\$202.06	\$143.50	\$15.47	\$44.00	\$26.00	\$228.97	\$176.15	\$18.90	\$53.00	\$31.00	\$279.05
Anaheim	California	\$156.96	\$17.08	\$39.00	\$23.00	\$236.04	\$178.31	\$19.22	\$44.00	\$26.00	\$267.53	\$218.88	\$23.49	\$53.00	\$31.00	\$326.37
Los Angeles	California	\$157.93	\$17.19	\$39.00	\$23.00	\$237.12	\$179.41	\$19.34	\$44.00	\$26.00	\$268.75	\$220.24	\$23.64	\$53.00	\$31.00	\$327.87
Oakland	California	\$167.77	\$18.26	\$39.00	\$23.00	\$248.03	\$190.60	\$20.54	\$44.00	\$26.00	\$281.14	\$233.97	\$25.11	\$53.00	\$31.00	\$343.07
Sacramento	California	\$157.65	\$17.16	\$39.00	\$23.00	\$236.81	\$179.10	\$19.30	\$44.00	\$26.00	\$268.40	\$219.85	\$23.59	\$53.00	\$31.00	\$327.44
San Diego	California	\$153.63	\$16.72	\$39.00	\$23.00	\$232.35	\$174.53	\$18.81	\$44.00	\$26.00	\$263.34	\$214.24	\$22.99	\$53.00	\$31.00	\$321.23
San Francisco	California	\$176.51	\$19.21	\$39.00	\$23.00	\$257.72	\$200.52	\$21.61	\$44.00	\$26.00	\$292.13	\$246.15	\$26.42	\$53.00	\$31.00	\$356.56
San Jose	California	\$171.79	\$18.70	\$39.00	\$23.00	\$252.49	\$195.16	\$21.04	\$44.00	\$26.00	\$286.20	\$239.57	\$25.71	\$53.00	\$31.00	\$349.28
Denver	Colorado	\$127.01	\$13.82	\$39.00	\$23.00	\$202.83	\$144.29	\$15.55	\$44.00	\$26.00	\$229.84	\$177.12	\$19.01	\$53.00	\$31.00	\$280.13
Washington, DC	District of Columbia	\$134.49	\$14.64	\$39.00	\$23.00	\$211.13	\$152.79	\$16.47	\$44.00	\$26.00	\$239.26	\$187.56	\$20.13	\$53.00	\$31.00	\$291.69
Jacksonville	Florida	\$120.49	\$13.11	\$39.00	\$23.00	\$195.60	\$136.88	\$14.75	\$44.00	\$26.00	\$221.64	\$168.03	\$18.03	\$53.00	\$31.00	\$270.06
Miami	Florida	\$121.88	\$13.27	\$39.00	\$23.00	\$197.14	\$138.46	\$14.92	\$44.00	\$26.00	\$223.38	\$169.96	\$18.24	\$53.00	\$31.00	\$272.20
Orlando	Florida	\$122.71	\$13.36	\$39.00	\$23.00	\$198.06	\$139.40	\$15.03	\$44.00	\$26.00	\$224.43	\$171.12	\$18.36	\$53.00	\$31.00	\$273.49
Tampa	Florida	\$121.74	\$13.25	\$39.00	\$23.00	\$196.99	\$138.30	\$14.91	\$44.00	\$26.00	\$223.21	\$169.77	\$18.22	\$53.00	\$31.00	\$271.99
Atlanta	Georgia	\$126.45	\$13.76	\$39.00	\$23.00	\$202.22	\$143.66	\$15.48	\$44.00	\$26.00	\$229.14	\$176.34	\$18.92	\$53.00	\$31.00	\$279.27
Chicago	Illinois	\$164.72	\$17.93	\$39.00	\$23.00	\$244.65	\$187.13	\$20.17	\$44.00	\$26.00	\$277.30	\$229.71	\$24.65	\$53.00	\$31.00	\$338.36
Indianapolis	Indiana	\$129.64	\$14.11	\$39.00	\$23.00	\$205.75	\$147.28	\$15.87	\$44.00	\$26.00	\$233.15	\$180.79	\$19.40	\$53.00	\$31.00	\$284.19
Des Moines	Iowa	\$133.11	\$14.49	\$39.00	\$23.00	\$209.59	\$151.22	\$16.30	\$44.00	\$26.00	\$237.52	\$185.63	\$19.92	\$53.00	\$31.00	\$289.55
Louisville	Kentucky	\$125.34	\$13.64	\$39.00	\$23.00	\$200.99	\$142.40	\$15.35	\$44.00	\$26.00	\$227.74	\$174.80	\$18.76	\$53.00	\$31.00	\$277.56
Baltimore	Maryland	\$131.44	\$14.31	\$39.00	\$23.00	\$207.75	\$149.33	\$16.10	\$44.00	\$26.00	\$235.42	\$183.31	\$19.67	\$53.00	\$31.00	\$286.98
Suburban Maryland	Maryland	\$125.20	\$13.63	\$39.00	\$23.00	\$200.83	\$142.24	\$15.33	\$44.00	\$26.00	\$227.57	\$174.60	\$18.74	\$53.00	\$31.00	\$277.34
Boston	Massachusetts	\$156.12	\$16.99	\$39.00	\$23.00	\$235.12	\$177.36	\$19.12	\$44.00	\$26.00	\$266.48	\$217.72	\$23.37	\$53.00	\$31.00	\$325.09
Detroit	Michigan	\$135.74	\$14.77	\$39.00	\$23.00	\$212.52	\$154.21	\$16.62	\$44.00	\$26.00	\$240.83	\$189.30	\$20.32	\$53.00	\$31.00	\$293.61
Minneapolis	Minnesota	\$149.61	\$16.28	\$39.00	\$23.00	\$227.89	\$169.96	\$18.32	\$44.00	\$26.00	\$258.28	\$208.64	\$22.39	\$53.00	\$31.00	\$315.03
St. Louis	Missouri	\$137.82	\$15.00	\$39.00	\$23.00	\$214.82	\$156.57	\$16.88	\$44.00	\$26.00	\$243.45	\$192.20	\$20.63	\$53.00	\$31.00	\$296.83
Las Vegas	Nevada	\$148.50	\$16.16	\$39.00	\$23.00	\$226.66	\$168.70	\$18.18	\$44.00	\$26.00	\$256.88	\$207.09	\$22.22	\$53.00	\$31.00	\$313.31
Newark	New Jersey	\$158.48	\$17.25	\$39.00	\$23.00	\$237.73	\$180.04	\$19.41	\$44.00	\$26.00	\$269.45	\$221.01	\$23.72	\$53.00	\$31.00	\$328.73
New York	New York	\$175.81	\$19.14	\$39.00	\$23.00	\$256.95	\$199.73	\$21.53	\$44.00	\$26.00	\$291.26	\$245.18	\$26.31	\$53.00	\$31.00	\$355.49
Charlotte	North Carolina	\$113.08	\$12.31	\$39.00	\$23.00	\$187.39	\$131.91	\$14.36	\$44.00	\$26.00	\$216.27	\$169.15	\$18.41	\$53.00	\$31.00	\$271.56
Raleigh	North Carolina	\$117.02	\$12.74	\$39.00	\$23.00	\$191.76	\$132.94	\$14.33	\$44.00	\$26.00	\$217.27	\$163.20	\$17.51	\$53.00	\$31.00	\$264.71
Cincinnati	Ohio	\$126.87	\$13.81	\$39.00	\$23.00	\$202.68	\$144.13	\$15.53	\$44.00	\$26.00	\$229.66	\$176.92	\$18.99	\$53.00	\$31.00	\$279.91
Cleveland	Ohio	\$132.28	\$14.40	\$39.00	\$23.00	\$208.67	\$150.27	\$16.20	\$44.00	\$26.00	\$236.47	\$184.47	\$19.80	\$53.00	\$31.00	\$288.26
Columbus	Ohio	\$130.47	\$14.20	\$39.00	\$23.00	\$206.67	\$148.22	\$15.98	\$44.00	\$26.00	\$234.20	\$181.95	\$19.53	\$53.00	\$31.00	\$285.48
Portland	Oregon	\$144.89	\$15.77	\$39.00	\$23.00	\$222.66	\$164.61	\$17.74	\$44.00	\$26.00	\$252.35	\$202.06	\$21.68	\$53.00	\$31.00	\$307.75
Philadelphia	Pennsylvania	\$158.48	\$17.25	\$39.00	\$23.00	\$237.73	\$180.04	\$19.41	\$44.00	\$26.00	\$269.45	\$221.01	\$23.72	\$53.00	\$31.00	\$328.73
Pittsburgh	Pennsylvania	\$141.70	\$15.42	\$39.00	\$23.00	\$219.13	\$160.98	\$17.35	\$44.00	\$26.00	\$248.33	\$197.61	\$21.21	\$53.00	\$31.00	\$302.82
Nashville	Tennessee	\$124.09	\$13.51	\$39.00	\$23.00	\$199.60	\$140.98	\$15.20	\$44.00	\$26.00	\$226.17	\$173.06	\$18.57	\$53.00	\$31.00	\$275.63
Austin	Texas	\$118.96	\$12.95	\$39.00	\$23.00	\$193.91	\$135.15	\$14.57	\$44.00	\$26.00	\$219.72	\$165.90	\$17.80	\$53.00	\$31.00	\$267.71
Dallas	Texas	\$119.10	\$12.96	\$39.00	\$23.00	\$194.07	\$135.31	\$14.58	\$44.00	\$26.00	\$219.89	\$166.10	\$17.82	\$53.00	\$31.00	\$267.92
Fort Worth	Texas	\$118.13	\$12.86	\$39.00	\$23.00	\$192.99	\$134.20	\$14.47	\$44.00	\$26.00	\$218.67	\$164.74	\$17.68	\$53.00	\$31.00	\$266.42
Houston	Texas	\$119.52	\$13.01	\$39.00	\$23.00	\$194.53	\$135.78	\$14.63	\$44.00	\$26.00	\$220.42	\$166.68	\$17.89	\$53.00	\$31.00	\$268.56
San Antonio	Texas	\$117.44	\$12.78	\$39.00	\$23.00	\$192.22	\$133.42	\$14.38	\$44.00	\$26.00	\$217.80	\$163.78	\$17.58	\$53.00	\$31.00	\$265.35
Salt Lake City	Utah	\$130.33	\$14.19	\$39.00	\$23.00	\$206.52	\$148.07	\$15.96	\$44.00	\$26.00	\$234.03	\$181.76	\$19.51	\$53.00	\$31.00	\$285.26
Alexandria	Virginia	\$131.72	\$14.34	\$39.00	\$23.00	\$208.06	\$149.64	\$16.13	\$44.00	\$26.00	\$235.77	\$183.69	\$19.71	\$53.00	\$31.00	\$287.41
Norfolk	Virginia	\$122.01	\$13.28	\$39.00	\$23.00	\$197.30	\$138.62	\$14.94	\$44.00	\$26.00	\$223.56	\$170.16	\$18.26	\$53.00	\$31.00	\$272.42
Richmond	Virginia	\$123.26	\$13.42	\$39.00	\$23.00	\$198.68	\$140.03	\$15.09	\$44.00	\$26.00	\$225.13	\$171.90	\$18.45	\$53.00	\$31.00	\$274.34
Seattle	Washington	\$148.50	\$16.16	\$39.00	\$23.00	\$226.66	\$168.70	\$18.18	\$44.00	\$26.00	\$256.88	\$207.09	\$22.22	\$53.00	\$31.00	\$313.31
Milwaukee	Wisconsin	\$141.98	\$15.45	\$39.00	\$23.00	\$219.43	\$161.30	\$17.39	\$44.00	\$26.00	\$248.68	\$198.00	\$21.25	\$53.00	\$31.00	\$303.25



# Appendix C: Moderate office style fit-out costs in the U.S.

Location		Moderate Base					Moderate Medium					Moderate High				
City	State	Hard cost	Soft cost	FFE	Tenant factors	Total cost	Hard cost	Soft cost	FFE	Tenant factors	Total cost	Hard cost	Soft cost	FFE	Tenant factors	Total cost
National Average		\$158.00	\$17.00	\$39.00	\$23.00	\$237.00	\$175.00	\$19.00	\$44.00	\$26.00	\$264.00	\$210.00	\$23.00	\$53.00	\$31.00	\$317.00
Phoenix	Arizona	\$135.76	\$14.61	\$39.00	\$23.00	\$212.37	\$150.37	\$16.33	\$44.00	\$26.00	\$236.70	\$180.45	\$19.76	\$53.00	\$31.00	\$284.21
Anaheim	California	\$168.70	\$18.15	\$39.00	\$23.00	\$248.85	\$186.85	\$20.29	\$44.00	\$26.00	\$277.14	\$224.22	\$24.56	\$53.00	\$31.00	\$332.78
Los Angeles	California	\$169.74	\$18.26	\$39.00	\$23.00	\$250.01	\$188.01	\$20.41	\$44.00	\$26.00	\$278.42	\$225.61	\$24.71	\$53.00	\$31.00	\$334.32
Oakland	California	\$180.32	\$19.40	\$39.00	\$23.00	\$261.73	\$199.73	\$21.68	\$44.00	\$26.00	\$291.41	\$239.67	\$26.25	\$53.00	\$31.00	\$349.92
Sacramento	California	\$169.45	\$18.23	\$39.00	\$23.00	\$249.68	\$187.68	\$20.38	\$44.00	\$26.00	\$278.05	\$225.21	\$24.67	\$53.00	\$31.00	\$333.88
San Diego	California	\$165.12	\$17.77	\$39.00	\$23.00	\$244.89	\$182.89	\$19.86	\$44.00	\$26.00	\$272.75	\$219.47	\$24.04	\$53.00	\$31.00	\$327.50
San Francisco	California	\$189.71	\$20.41	\$39.00	\$23.00	\$272.13	\$210.13	\$22.81	\$44.00	\$26.00	\$302.94	\$252.15	\$27.62	\$53.00	\$31.00	\$363.77
San Jose	California	\$184.65	\$19.87	\$39.00	\$23.00	\$266.51	\$204.51	\$22.20	\$44.00	\$26.00	\$296.72	\$245.42	\$26.88	\$53.00	\$31.00	\$356.29
Denver	Colorado	\$136.51	\$14.69	\$39.00	\$23.00	\$213.20	\$151.20	\$16.42	\$44.00	\$26.00	\$237.61	\$181.44	\$19.87	\$53.00	\$31.00	\$285.31
Washington, DC	District of Columbia	\$144.56	\$15.55	\$39.00	\$23.00	\$222.11	\$160.11	\$17.38	\$44.00	\$26.00	\$247.49	\$192.13	\$21.04	\$53.00	\$31.00	\$297.18
Jacksonville	Florida	\$129.51	\$13.93	\$39.00	\$23.00	\$205.44	\$143.44	\$15.57	\$44.00	\$26.00	\$229.01	\$172.13	\$18.85	\$53.00	\$31.00	\$274.98
Miami	Florida	\$131.00	\$14.09	\$39.00	\$23.00	\$207.09	\$145.09	\$15.75	\$44.00	\$26.00	\$230.84	\$174.11	\$19.07	\$53.00	\$31.00	\$277.18
Orlando	Florida	\$131.89	\$14.19	\$39.00	\$23.00	\$208.08	\$146.08	\$15.86	\$44.00	\$26.00	\$231.94	\$175.30	\$19.20	\$53.00	\$31.00	\$278.50
Tampa	Florida	\$130.85	\$14.08	\$39.00	\$23.00	\$206.93	\$144.93	\$15.73	\$44.00	\$26.00	\$230.66	\$173.91	\$19.05	\$53.00	\$31.00	\$276.96
Atlanta	Georgia	\$135.91	\$14.62	\$39.00	\$23.00	\$212.54	\$150.54	\$16.34	\$44.00	\$26.00	\$236.88	\$180.65	\$19.78	\$53.00	\$31.00	\$284.43
Chicago	Illinois	\$177.05	\$19.05	\$39.00	\$23.00	\$258.10	\$196.10	\$21.29	\$44.00	\$26.00	\$287.39	\$235.31	\$25.77	\$53.00	\$31.00	\$345.09
Indianapolis	Indiana	\$139.34	\$14.99	\$39.00	\$23.00	\$216.33	\$154.33	\$16.76	\$44.00	\$26.00	\$241.09	\$185.20	\$20.28	\$53.00	\$31.00	\$289.48
Des Moines	Iowa	\$143.07	\$15.39	\$39.00	\$23.00	\$220.46	\$158.46	\$17.20	\$44.00	\$26.00	\$245.66	\$190.15	\$20.83	\$53.00	\$31.00	\$294.98
Louisville	Kentucky	\$134.72	\$14.50	\$39.00	\$23.00	\$211.22	\$149.22	\$16.20	\$44.00	\$26.00	\$235.42	\$179.06	\$19.61	\$53.00	\$31.00	\$282.67
Baltimore	Maryland	\$141.28	\$15.20	\$39.00	\$23.00	\$218.48	\$156.48	\$16.99	\$44.00	\$26.00	\$243.47	\$187.78	\$20.57	\$53.00	\$31.00	\$292.34
Suburban Maryland	Maryland	\$134.57	\$14.48	\$39.00	\$23.00	\$211.05	\$149.05	\$16.18	\$44.00	\$26.00	\$235.23	\$178.86	\$19.59	\$53.00	\$31.00	\$282.45
Boston	Massachusetts	\$167.81	\$18.06	\$39.00	\$23.00	\$247.86	\$185.86	\$20.18	\$44.00	\$26.00	\$276.04	\$223.03	\$24.43	\$53.00	\$31.00	\$331.46
Detroit	Michigan	\$145.90	\$15.70	\$39.00	\$23.00	\$223.60	\$161.60	\$17.54	\$44.00	\$26.00	\$249.14	\$193.92	\$21.24	\$53.00	\$31.00	\$299.15
Minneapolis	Minnesota	\$160.80	\$17.30	\$39.00	\$23.00	\$240.10	\$178.10	\$19.34	\$44.00	\$26.00	\$267.44	\$213.72	\$23.41	\$53.00	\$31.00	\$321.13
St. Louis	Missouri	\$148.13	\$15.94	\$39.00	\$23.00	\$226.07	\$164.07	\$17.81	\$44.00	\$26.00	\$251.89	\$196.89	\$21.56	\$53.00	\$31.00	\$302.45
Las Vegas	Nevada	\$159.61	\$17.17	\$39.00	\$23.00	\$238.78	\$176.78	\$19.19	\$44.00	\$26.00	\$265.98	\$212.14	\$23.23	\$53.00	\$31.00	\$319.37
Newark	New Jersey	\$170.34	\$18.33	\$39.00	\$23.00	\$250.67	\$188.67	\$20.48	\$44.00	\$26.00	\$279.15	\$226.40	\$24.80	\$53.00	\$31.00	\$335.20
New York	New York	\$188.97	\$20.33	\$39.00	\$23.00	\$271.30	\$209.30	\$22.72	\$44.00	\$26.00	\$302.02	\$251.16	\$27.51	\$53.00	\$31.00	\$362.67
Charlotte	North Carolina	\$120.01	\$13.06	\$39.00	\$23.00	\$195.07	\$137.51	\$14.97	\$44.00	\$26.00	\$222.47	\$173.62	\$18.90	\$53.00	\$31.00	\$276.52
Raleigh	North Carolina	\$125.78	\$13.53	\$39.00	\$23.00	\$201.31	\$139.31	\$15.13	\$44.00	\$26.00	\$224.44	\$167.18	\$18.31	\$53.00	\$31.00	\$269.49
Cincinnati	Ohio	\$136.36	\$14.67	\$39.00	\$23.00	\$213.03	\$151.03	\$16.40	\$44.00	\$26.00	\$237.43	\$181.24	\$19.85	\$53.00	\$31.00	\$285.09
Cleveland	Ohio	\$142.17	\$15.30	\$39.00	\$23.00	\$219.47	\$157.47	\$17.10	\$44.00	\$26.00	\$244.57	\$188.96	\$20.70	\$53.00	\$31.00	\$293.66
Columbus	Ohio	\$140.24	\$15.09	\$39.00	\$23.00	\$217.32	\$155.32	\$16.86	\$44.00	\$26.00	\$242.19	\$186.39	\$20.41	\$53.00	\$31.00	\$290.80
Portland	Oregon	\$155.73	\$16.76	\$39.00	\$23.00	\$234.49	\$172.49	\$18.73	\$44.00	\$26.00	\$261.22	\$206.99	\$22.67	\$53.00	\$31.00	\$313.66
Philadelphia	Pennsylvania	\$170.34	\$18.33	\$39.00	\$23.00	\$250.67	\$188.67	\$20.48	\$44.00	\$26.00	\$279.15	\$226.40	\$24.80	\$53.00	\$31.00	\$335.20
Pittsburgh	Pennsylvania	\$152.31	\$16.39	\$39.00	\$23.00	\$230.69	\$168.69	\$18.32	\$44.00	\$26.00	\$257.01	\$202.43	\$22.17	\$53.00	\$31.00	\$308.60
Nashville	Tennessee	\$133.38	\$14.35	\$39.00	\$23.00	\$209.73	\$147.73	\$16.04	\$44.00	\$26.00	\$233.77	\$177.28	\$19.42	\$53.00	\$31.00	\$280.69
Austin	Texas	\$127.87	\$13.76	\$39.00	\$23.00	\$203.62	\$141.62	\$15.38	\$44.00	\$26.00	\$227.00	\$169.95	\$18.61	\$53.00	\$31.00	\$272.56
Dallas	Texas	\$128.02	\$13.77	\$39.00	\$23.00	\$203.79	\$141.79	\$15.39	\$44.00	\$26.00	\$227.18	\$170.15	\$18.64	\$53.00	\$31.00	\$272.78
Fort Worth	Texas	\$126.97	\$13.66	\$39.00	\$23.00	\$202.63	\$140.63	\$15.27	\$44.00	\$26.00	\$225.90	\$168.76	\$18.48	\$53.00	\$31.00	\$271.24
Houston	Texas	\$128.46	\$13.82	\$39.00	\$23.00	\$204.28	\$142.28	\$15.45	\$44.00	\$26.00	\$227.73	\$170.74	\$18.70	\$53.00	\$31.00	\$273.44
San Antonio	Texas	\$126.23	\$13.58	\$39.00	\$23.00	\$201.81	\$139.81	\$15.18	\$44.00	\$26.00	\$224.99	\$167.77	\$18.37	\$53.00	\$31.00	\$270.15
Salt Lake City	Utah	\$140.09	\$15.07	\$39.00	\$23.00	\$217.16	\$155.16	\$16.85	\$44.00	\$26.00	\$242.01	\$186.19	\$20.39	\$53.00	\$31.00	\$290.58
Alexandria	Virginia	\$141.58	\$15.23	\$39.00	\$23.00	\$218.81	\$156.81	\$17.03	\$44.00	\$26.00	\$243.84	\$188.17	\$20.61	\$53.00	\$31.00	\$292.78
Norfolk	Virginia	\$131.15	\$14.11	\$39.00	\$23.00	\$207.26	\$145.26	\$15.77	\$44.00	\$26.00	\$231.03	\$174.31	\$19.09	\$53.00	\$31.00	\$277.40
Richmond	Virginia	\$132.49	\$14.25	\$39.00	\$23.00	\$208.74	\$146.74	\$15.93	\$44.00	\$26.00	\$232.67	\$176.09	\$19.29	\$53.00	\$31.00	\$279.38
Seattle	Washington	\$159.61	\$17.17	\$39.00	\$23.00	\$238.78	\$176.78	\$19.19	\$44.00	\$26.00	\$265.98	\$212.14	\$23.23	\$53.00	\$31.00	\$319.37
Milwaukee	Wisconsin	\$152.61	\$16.42	\$39.00	\$23.00	\$231.02	\$169.02	\$18.35	\$44.00	\$26.00	\$257.38	\$202.83	\$22.21	\$53.00	\$31.00	\$309.04



# Appendix D: Traditional office style fit-out costs in the U.S.

Location		Traditional Base					Traditional Medium					Traditional High				
City	State	Hard Cost	Soft Cost	FFE	Tenant Factors	Total Cost	Hard Cost	Soft Cost	FFE	Tenant Factors	Total Cost	Hard Cost	Soft Cost	FFE	Tenant Factors	Total Cost
National Average		\$168.00	\$19.00	\$39.00	\$23.00	\$249.00	\$185.00	\$20.00	\$44.00	\$26.00	\$275.00	\$218.00	\$24.00	\$53.00	\$31.00	\$326.00
Phoenix	Arizona	\$144.36	\$16.33	\$39.00	\$23.00	\$222.68	\$158.97	\$17.19	\$44.00	\$26.00	\$246.15	\$187.32	\$20.62	\$53.00	\$31.00	\$291.94
Anaheim	California	\$179.38	\$20.29	\$39.00	\$23.00	\$261.66	\$197.53	\$21.35	\$44.00	\$26.00	\$288.88	\$232.76	\$25.63	\$53.00	\$31.00	\$342.39
Los Angeles	California	\$180.49	\$20.41	\$39.00	\$23.00	\$262.90	\$198.75	\$21.49	\$44.00	\$26.00	\$290.24	\$234.20	\$25.78	\$53.00	\$31.00	\$343.99
Oakland	California	\$191.74	\$21.68	\$39.00	\$23.00	\$275.42	\$211.14	\$22.83	\$44.00	\$26.00	\$303.97	\$248.80	\$27.39	\$53.00	\$31.00	\$360.19
Sacramento	California	\$180.17	\$20.38	\$39.00	\$23.00	\$262.55	\$198.40	\$21.45	\$44.00	\$26.00	\$289.85	\$233.79	\$25.74	\$53.00	\$31.00	\$343.53
San Diego	California	\$175.57	\$19.86	\$39.00	\$23.00	\$257.43	\$193.34	\$20.90	\$44.00	\$26.00	\$284.24	\$227.83	\$25.08	\$53.00	\$31.00	\$336.91
San Francisco	California	\$201.72	\$22.81	\$39.00	\$23.00	\$286.53	\$222.13	\$24.01	\$44.00	\$26.00	\$316.15	\$261.76	\$28.82	\$53.00	\$31.00	\$374.57
San Jose	California	\$196.33	\$22.20	\$39.00	\$23.00	\$280.54	\$216.20	\$23.37	\$44.00	\$26.00	\$309.57	\$254.77	\$28.05	\$53.00	\$31.00	\$366.81
Denver	Colorado	\$145.15	\$16.42	\$39.00	\$23.00	\$223.57	\$159.84	\$17.28	\$44.00	\$26.00	\$247.12	\$188.35	\$20.74	\$53.00	\$31.00	\$293.09
Washington, DC	District of Columbia	\$153.71	\$17.38	\$39.00	\$23.00	\$233.09	\$169.26	\$18.30	\$44.00	\$26.00	\$257.56	\$199.45	\$21.96	\$53.00	\$31.00	\$305.41
Jacksonville	Florida	\$137.70	\$15.57	\$39.00	\$23.00	\$215.28	\$151.64	\$16.39	\$44.00	\$26.00	\$238.03	\$178.69	\$19.67	\$53.00	\$31.00	\$282.36
Miami	Florida	\$139.29	\$15.75	\$39.00	\$23.00	\$217.04	\$153.38	\$16.58	\$44.00	\$26.00	\$239.96	\$180.74	\$19.90	\$53.00	\$31.00	\$284.64
Orlando	Florida	\$140.24	\$15.86	\$39.00	\$23.00	\$218.10	\$154.43	\$16.69	\$44.00	\$26.00	\$241.12	\$181.98	\$20.03	\$53.00	\$31.00	\$286.01
Tampa	Florida	\$139.13	\$15.73	\$39.00	\$23.00	\$216.86	\$153.21	\$16.56	\$44.00	\$26.00	\$239.77	\$180.54	\$19.88	\$53.00	\$31.00	\$284.41
Atlanta	Georgia	\$144.52	\$16.34	\$39.00	\$23.00	\$222.86	\$159.14	\$17.20	\$44.00	\$26.00	\$246.34	\$187.53	\$20.65	\$53.00	\$31.00	\$292.17
Chicago	Illinois	\$188.25	\$21.29	\$39.00	\$23.00	\$271.54	\$207.30	\$22.41	\$44.00	\$26.00	\$299.71	\$244.28	\$26.89	\$53.00	\$31.00	\$355.17
Indianapolis	Indiana	\$148.16	\$16.76	\$39.00	\$23.00	\$226.92	\$163.15	\$17.64	\$44.00	\$26.00	\$250.79	\$192.26	\$21.17	\$53.00	\$31.00	\$297.42
Des Moines	Iowa	\$152.12	\$17.20	\$39.00	\$23.00	\$231.33	\$167.52	\$18.11	\$44.00	\$26.00	\$255.63	\$197.40	\$21.73	\$53.00	\$31.00	\$303.13
Louisville	Kentucky	\$143.25	\$16.20	\$39.00	\$23.00	\$221.45	\$157.74	\$17.05	\$44.00	\$26.00	\$244.80	\$185.88	\$20.46	\$53.00	\$31.00	\$290.35
Baltimore	Maryland	\$150.22	\$16.99	\$39.00	\$23.00	\$229.21	\$165.42	\$17.88	\$44.00	\$26.00	\$253.31	\$194.93	\$21.46	\$53.00	\$31.00	\$300.39
Suburban Maryland	Maryland	\$143.09	\$16.18	\$39.00	\$23.00	\$221.27	\$157.57	\$17.03	\$44.00	\$26.00	\$244.60	\$185.68	\$20.44	\$53.00	\$31.00	\$290.12
Boston	Massachusetts	\$178.43	\$20.18	\$39.00	\$23.00	\$260.61	\$196.48	\$21.24	\$44.00	\$26.00	\$287.72	\$231.53	\$25.49	\$53.00	\$31.00	\$341.02
Detroit	Michigan	\$155.13	\$17.54	\$39.00	\$23.00	\$234.68	\$170.83	\$18.47	\$44.00	\$26.00	\$259.30	\$201.30	\$22.16	\$53.00	\$31.00	\$307.47
Minneapolis	Minnesota	\$170.98	\$19.34	\$39.00	\$23.00	\$252.32	\$188.28	\$20.35	\$44.00	\$26.00	\$278.64	\$221.87	\$24.43	\$53.00	\$31.00	\$330.29
St. Louis	Missouri	\$157.51	\$17.81	\$39.00	\$23.00	\$237.32	\$173.45	\$18.75	\$44.00	\$26.00	\$262.20	\$204.39	\$22.50	\$53.00	\$31.00	\$310.89
Las Vegas	Nevada	\$169.71	\$19.19	\$39.00	\$23.00	\$250.90	\$186.88	\$20.20	\$44.00	\$26.00	\$277.09	\$220.22	\$24.24	\$53.00	\$31.00	\$328.47
Newark	New Jersey	\$181.12	\$20.48	\$39.00	\$23.00	\$263.60	\$199.45	\$21.56	\$44.00	\$26.00	\$291.01	\$235.03	\$25.87	\$53.00	\$31.00	\$344.90
New York	New York	\$200.93	\$22.72	\$39.00	\$23.00	\$285.65	\$221.26	\$23.92	\$44.00	\$26.00	\$315.18	\$260.73	\$28.70	\$53.00	\$31.00	\$373.43
Charlotte	North Carolina	\$125.95	\$13.71	\$39.00	\$23.00	\$201.66	\$145.36	\$15.82	\$44.00	\$26.00	\$231.18	\$180.33	\$19.63	\$53.00	\$31.00	\$283.95
Raleigh	North Carolina	\$133.74	\$15.13	\$39.00	\$23.00	\$210.87	\$147.27	\$15.92	\$44.00	\$26.00	\$233.20	\$173.54	\$19.11	\$53.00	\$31.00	\$276.65
Cincinnati	Ohio	\$144.99	\$16.40	\$39.00	\$23.00	\$223.39	\$159.66	\$17.26	\$44.00	\$26.00	\$246.92	\$188.14	\$20.71	\$53.00	\$31.00	\$292.86
Cleveland	Ohio	\$151.17	\$17.10	\$39.00	\$23.00	\$230.27	\$166.47	\$18.00	\$44.00	\$26.00	\$254.47	\$196.16	\$21.60	\$53.00	\$31.00	\$301.76
Columbus	Ohio	\$149.11	\$16.86	\$39.00	\$23.00	\$227.98	\$164.20	\$17.75	\$44.00	\$26.00	\$251.95	\$193.49	\$21.30	\$53.00	\$31.00	\$298.79
Portland	Oregon	\$165.59	\$18.73	\$39.00	\$23.00	\$246.32	\$182.35	\$19.71	\$44.00	\$26.00	\$272.06	\$214.87	\$23.66	\$53.00	\$31.00	\$322.53
Philadelphia	Pennsylvania	\$181.12	\$20.48	\$39.00	\$23.00	\$263.60	\$199.45	\$21.56	\$44.00	\$26.00	\$291.01	\$235.03	\$25.87	\$53.00	\$31.00	\$344.90
Pittsburgh	Pennsylvania	\$161.95	\$18.32	\$39.00	\$23.00	\$242.26	\$178.33	\$19.28	\$44.00	\$26.00	\$267.61	\$210.15	\$23.14	\$53.00	\$31.00	\$317.28
Nashville	Tennessee	\$141.82	\$16.04	\$39.00	\$23.00	\$219.86	\$156.17	\$16.88	\$44.00	\$26.00	\$243.06	\$184.03	\$20.26	\$53.00	\$31.00	\$288.29
Austin	Texas	\$135.96	\$15.38	\$39.00	\$23.00	\$213.34	\$149.72	\$16.19	\$44.00	\$26.00	\$235.90	\$176.42	\$19.42	\$53.00	\$31.00	\$279.85
Dallas	Texas	\$136.12	\$15.39	\$39.00	\$23.00	\$213.51	\$149.89	\$16.20	\$44.00	\$26.00	\$236.10	\$176.63	\$19.45	\$53.00	\$31.00	\$280.07
Fort Worth	Texas	\$135.01	\$15.27	\$39.00	\$23.00	\$212.28	\$148.67	\$16.07	\$44.00	\$26.00	\$234.74	\$175.19	\$19.29	\$53.00	\$31.00	\$278.48
Houston	Texas	\$136.59	\$15.45	\$39.00	\$23.00	\$214.04	\$150.42	\$16.26	\$44.00	\$26.00	\$236.68	\$177.25	\$19.51	\$53.00	\$31.00	\$280.76
San Antonio	Texas	\$134.22	\$15.18	\$39.00	\$23.00	\$211.40	\$147.80	\$15.98	\$44.00	\$26.00	\$233.78	\$174.16	\$19.17	\$53.00	\$31.00	\$277.34
Salt Lake City	Utah	\$148.95	\$16.85	\$39.00	\$23.00	\$227.80	\$164.03	\$17.73	\$44.00	\$26.00	\$251.76	\$193.28	\$21.28	\$53.00	\$31.00	\$298.56
Alexandria	Virginia	\$150.54	\$17.03	\$39.00	\$23.00	\$229.56	\$165.77	\$17.92	\$44.00	\$26.00	\$253.69	\$195.34	\$21.51	\$53.00	\$31.00	\$300.85
Norfolk	Virginia	\$139.45	\$15.77	\$39.00	\$23.00	\$217.22	\$153.56	\$16.60	\$44.00	\$26.00	\$240.16	\$180.95	\$19.92	\$53.00	\$31.00	\$284.87
Richmond	Virginia	\$140.87	\$15.93	\$39.00	\$23.00	\$218.80	\$155.13	\$16.77	\$44.00	\$26.00	\$241.90	\$182.80	\$20.12	\$53.00	\$31.00	\$286.92
Seattle	Washington	\$169.71	\$19.19	\$39.00	\$23.00	\$250.90	\$186.88	\$20.20	\$44.00	\$26.00	\$277.09	\$220.22	\$24.24	\$53.00	\$31.00	\$328.47
Milwaukee	Wisconsin	\$162.26	\$18.35	\$39.00	\$23.00	\$242.61	\$178.68	\$19.32	\$44.00	\$26.00	\$268.00	\$210.56	\$23.18	\$53.00	\$31.00	\$317.74

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