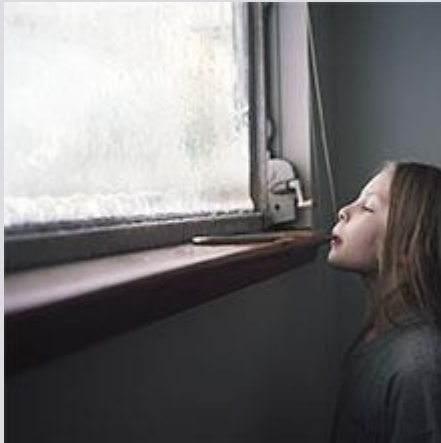




April 23-29, 2021

 [DowntownDayton](#)

Featured



Thru July 11 - Exhibit: Looking at Family: Photographs from the Collection

[Dayton Art Institute](#),
456 Belmonte Park North; call for times
11 a.m.-5 p.m. Fridays & Saturdays,
noon-5 p.m. Sundays

Artists often find inspiration close to home. This exhibition, pulled from the Dayton Art Institute's photography collection, presents a range of artworks in which artists analyze concepts of family, love and relationships, many of whom used family members and close friends as their muses and models. Artists included are Harry Callahan, Emmet Gowin, Sally Mann, Jane Reece, Edward Weston and a recent acquisition of an image by Dayton photographer Amy Powell, among others.

Also This Week

April 28-May 9 - Now & Then

Online

The Human Race Theatre Company, Dayton's premier professional theatre company, is excited to begin its new season with the romantic comedy/drama **Now and Then** by Sean Grennan. It will be available exclusively on the streaming platform *Broadway On Demand* starting April 28, 2021 - the 35th birthday of The Human Race. The play takes us to a neighborhood bar in 1981 where Jamie is closing up when a last-minute customer enters and offers Jamie and his girlfriend Abby \$2,000 to sit and have a drink with him. Who wouldn't take it? But the unusual conversation, and the appearance of a second customer, makes the unbelievable begin to look like it just might be true. [Tickets and info here.](#)



Get to know Grist Provisions in our OPEN* Business Spotlight!

In this series, we profile some of the small businesses that make downtown great! We ask a series of questions about each business, letting them tell you about themselves in their own words, including their background, what services they offer, how they're responding to the pandemic challenges, and more. It's a great way to learn more about your favorite businesses, or discover a new spot you may not be familiar with yet.

This week, Patrick Van Voorhis tells us how a couple who met in culinary school opened a downtown business providing fresh pasta, bread, provisions, and more to help people cook good meals at home.



[Click here to read about Grist](#)

Submit your events for inclusion in this e-newsletter and our online calendar!

We know that more and more of our downtown businesses have begun to reopen, expand hours, or find creative ways to host events in person or online in recent weeks.

If you are holding an event downtown that is open to the public, be sure to submit it to us for consideration to be included not only in these weekly emails, but also in our online calendar of downtown events! We're happy to help you promote it.

You can submit your event via our website with the simple online form [here](#).

DOWNTOWN EVENT HIGHLIGHTS

Spring & Summer - Out on 5th

Fifth Street in the Oregon District; Fridays 5-10 p.m., Saturdays & Sundays noon-10 p.m.

Out on 5th returns to the Oregon District! **Fifth Street will close to vehicular traffic between Patterson Boulevard and Wayne Avenue on weekends**, to create a pedestrian mall in the Oregon District with increased service areas for bars, restaurants, and retailers, and increased space for the public to enjoy. The weekend closures will feature entertainment, special sales events, and amenities to elevate the guest experience. **Out on 5th** will continue every Friday, Saturday, and Sunday through the spring and summer months. For more information, click [here](#).

Thru April 30 - Exhibit: Art & Soul 2021

[Dayton Metro Library - Main Library](#), 215 E. Third St.

One of Ohio's most inspirational fine art exhibits, "Art & Soul 2021" celebrates the creativity and talent of Ohio artists with developmental disabilities. The exhibit will be on display April 1 to April 30 on the second floor of the Dayton Metro Library. Free parking is available in the underground garage, with elevator or stair access. For more info, visit [ArtAndSoulOhio.com](#). For Library info, visit [DaytonMetroLibrary.org](#) or call 937-463-2665.

Thru May 16 - Exhibit: The Darker Sooner

[Front Street Galleries](#), 1001 E. Second St.

The Dana L. Wiley Gallery at Front Street presents "The Darker Sooner," featuring the work of Dayton and Denver artist **Karen Fisher**, who explores the impact of Alzheimer's and related dementias on people and society through fourteen mixed media pieces. Her exhibition takes its title from the poem by Catherine Wing. [Visit the website](#) to schedule an appointment.

Thru May 22 - Exhibit: Unite: Spring Juried Show

[The 48 High Street Gallery](#), 48 High St.

Unite is the Dayton Society of Artists' 2021 annual spring juried show. The call for art was open to all mediums, techniques, and styles. Work was encouraged to, but did not have to fit the theme, "unite." [Book an appointment to see the exhibition in person](#). The exhibition will also be able to be viewed online.

April 23 - Early Risers

Online; 8-9:30 a.m.

April 23 - Live Band Karaoke with The Big Wazu

[Yellow Cab Tavern](#), 700 E. Fourth St., 7:30 p.m.

As Yellow Cab transitions its weekly Karaoke night to Tuesday they wanted to give you one last opportunity to perform on Friday with Live Karaoke with The BIG Wazu! Made up of some of Dayton's hardest working musicians, The Big WAZU deliver classic rock hits in an unapologetically loud way. Relive your favorite songs live with an intensity and enthusiasm that will leave you clamoring for that encore. Signups are first come, first served and you have to be on site to sign up! Cover starts at 7:30pm with music starting at 8:30pm on April 23rd!. Tickets are \$7 presale and \$10 at the doors.

April 23 & 24 - Mike Merk, Terry McNeely, & Gary G. Garcia

[Wiley's Comedy Joint](#), 101 Pine St.; 8 p.m. Friday, 7:15 & 9:30 p.m. Saturday.

Wiley's welcomes three comedians to the stage this weekend. Find more information on the website [here](#).

April 23-25 - Cinderella

[Dayton Performing Arts Alliance; Victoria Theatre](#), 138 N. Main St. 7:30 p.m. Fri, 3 p.m. Sat & Sun.

Dayton Ballet dons its glass slipper and takes another giant step forward in reviving live dance with one of the most popular and most widely performed classical ballets of all time: *Cinderella!* Prokofiev's beautiful music has inspired the most acclaimed of choreographers to bring the fairytale character to life on stage, perhaps as Prokofiev himself envisioned her. Seating will be limited, and patrons will be seated in a socially-distanced configuration. Click [here](#) for details. This performance will be live-streamed as it is being performed live in theater so that audience members can enjoy this concert in real time from the comfort of home. The performance stream will be available for **on demand viewing through June 30, 2021**.

April 24 - UD Flyer Baseball vs. St. Louis

[Day Air Ballpark](#), 220 N. Patterson Blvd.; 10 a.m. and 1 p.m.

Day Air Ballpark and the Dragons are excited to announce they will welcome the University of Dayton Flyers to the stadium for Atlantic 10 Conference Games for the 2021 season. The Flyers will host the St. Louis Billikens on Saturday, April 24th for (2) 7-inning contests beginning at 10am. Gates will open to fans one-hour before first pitch each day. [Tickets](#) are \$5 for children and \$8 for adults.

April 24 - La Traviata: Essential Opera

[Dayton Performing Arts Alliance; Schuster Performing Arts Center](#), Second & Main sts.; 3 & 8 p.m.

In this tragic tale of love, like Alfredo, you will be swept away by Violetta's celebrated charm, even if you know in advance that she is "la traviata" - the woman who strayed. Though their love is doomed from the start, it's no less passionate. You'll be riveted by the compelling story of thwarted love set to Verdi's rich and evocative music. Bring a handkerchief for the end, when those who love her most gather around Violetta's bedside in a final, heartbreaking ending. [More info](#)

April 27 - Paella Tuesdays

[Salar Restaurant and Lounge](#), 410 E. Fifth St.; 4-9 p.m.

Pre-order Chef Margot's back-patio paella for dine-in or carryout every Tuesday! Chef Margot's back-patio Paella Valencianna is a rice cooked with shrimp, mussels, scallops, calamari, chicken, pork tenderloin, chorizo, onions, red peppers, saffron, jerez, lemon and garlic. Cost is \$29/per person. Place your order by calling 937-321-4384. A pick-up time for carryout orders will be given once your order is placed.

April 28 - Zensday Meditation with Kaye

Online

Join your favorite yoga teacher, Kaye, as she leads a virtual yoga session each ZENSDAY at 6 pm over Zoom. Make a donation and get a link to an hour-long class each week. More info on the [Dayton International Peace Museum Website](#).

Early Risers is a morning pitch series that connects entrepreneurs to the things they need most, like first customers, key employees, mentors, funding, and more. Each startup gets 10 minutes to pitch, then the audience gets 5 minutes for Q&A. In the last two years, 90% of startups have gotten their ask granted through a connection made at Early Risers. So grab a cup of coffee & a donut and find a place you can plug into Dayton's startup community! [More info](#)

April 23 - Animangacon

Online; 7-8:30 p.m.

Teen fans of anime and manga are invited to assemble online for Dayton Metro Library's virtual AniMangaCon, Friday, April 23, 7-8:30 pm. Geared toward grades 7-12, the free event features games, contests, trivia and opportunities to share original artwork and costumes. Advance registration is required. Registered participants will get details on how to join the day of the event. Register at DaytonMetroLibrary.org/Events, call 937-463-2665, or register in person at any Branch of the Dayton Metro Library.

April 23-25 - Gem City Ballet Spring Repertory

Online; 8 p.m. Fri, 5 p.m. Sat, 2 p.m. Sun.

GCB wraps up its 29th season with a diverse live-streamed Spring Rep, including the classical Don Quixote Act II and Sleeping Beauty Jewel Quartet, Prokofiev's Peter and the Wolf and new contemporary works by Barbara Pontecorvo and Orlando Canova. Join us from the comfort of your own home! [Tickets and info.](#)

April 23-May 29 - Azaman: A Mixed-Media Art Exhibit about Time

K12 Gallery for Young People & TEJAS, 341 S. Jefferson St.; call for times.

Azaman began with experimenting with mixed-media collage, paint, & Arabic script. The collection has grown, expanded, & somewhat shifted. Today, there are 12 full-sized pieces & 16 smaller pieces. The idea is to layer concepts, scripts, images and colors, all while reflecting on an aspect of time. Artist Reception: Thursday, April 29, 2021, 6-8pm.

April 24 - Outdoor Market

2nd Street Market, 600 E. Second St.; 9 a.m.-1 p.m.

Five Rivers MetroParks' 2nd Street Market will reopen its outdoor market so the public can buy fresh produce, meat, and dairy from local farmers. The Market will be open only on Saturdays from 9 AM to 1 PM, rain or shine. All shoppers will be required to wear face coverings that cover their mouth and nose to protect the health and safety of the Market's staff, vendors and volunteers, as well as their own health and safety. Those who would like to shop from local farmers but would prefer to do so online can access links to Market vendors' websites and social media pages at metroparks.org/localfood.

April 29 - PNC Tiny Thursdays at Home

Online.

Are you a toddler with an awesome parent/grandparent/caregiver who likes to take you to fun, creative weekday programs? Join The Dayton Art Institute on Thursdays for the popular child and caregiver preschool program, PNC Tiny Thursdays. Ages 2-5 and a caregiver (baby siblings welcome) are invited for story time, a gallery visit and a make-and-take art project. Every month features a different theme, and each week investigates new stories and DAI collection artworks. [More info.](#)

April 29 - Showcase Thursday

Yellow Cab Tavern, 700 E. Fourth St., 6:30 p.m.

Yellow Cab Tavern's weekly showcase returns! Come enjoy some free live music from local artists.

April 29 - Wheels & Reels: The Goonies

Top of the Market, 32 Webster St.; 7:30 p.m.

Come watch *The Goonies* on a huge 40ft inflatable movie screen at a drive-in theater experience presented by LiftOff Entertainment. \$30-40. Pricing is based on one parking space per carload. A carload consists of the same number of people that can legally ride in that car. Parking lot opens at 7:30pm. The movie will start approximately 15 min after sunset around 8:45pm. [More info and tickets.](#)

Support Our Local Small Businesses When They Need You the Most!

The pandemic has been hard on all of us. So much of what we consider normal has changed, and we've all had to find ways to adapt. In downtown Dayton, the pandemic has been especially difficult for our great collection of independent small businesses who provide the products and services we love. We encourage you to continue to support these local businesses during this difficult time in any way you can. They're the backbone of our community, and they need our support more than ever.

If you miss your favorite local, independent businesses, check out our lists of what's OPEN*. We've put together a list of downtown [restaurants](#) with **carry out**, **curbside pickup**, or **delivery** services, as well as those open **outdoor or indoor**. Many of our [retail and service businesses](#) also have found creative ways to continue doing what they do. Check out virtual experiences and other ways to stay busy and have fun with our [OPEN* - Things to Do](#) page!

Now, more than ever, it's a great time to support local businesses and Be Downtown.



*Downtown's OPEN**

is produced by the Downtown Dayton Partnership.

If you have questions about this email, reply to this message or call us at (937) 224-1518.

Information is accurate to the best of our knowledge at the time of publication. Call the listed venue for details

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Reminder: As a member of DRMA, each of your colleagues – from shop floor to senior management – is eligible to receive our DRMA Weekly Updates too! Forward this edition and have them [sign up](#) today

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April 20, 2021

News You Need

Support DRMA's workforce initiatives AND get a chance to win some BIG \$\$\$! Buy a **50/50 raffle ticket!** Sales kick off at the 4/21 Shoptalk event and will run through to our Annual Meeting on December 2. Tickets are only \$20 each and the winner takes home half of the purse! Sales go live online on 4/21; [click here](#) to buy your tickets!

The **DRMA Golf Championship**, presented by Greenpoint Metals, is happening on 6/7 at Troy Country Club. Only a few spots left! The format is play your own ball and registration includes a ticket to the evening Happy Hour. Contact [Kayla](#) for more info.

You don't have to golf to come to the **DRMA Happy Hour on 6/7!** Join your DRMA peers for a drink and congratulate the winners of the Golf Championship! Cost is \$20, [register here](#).

Save the Date for our **Summer Golf Outing**, presented by Gosiger, on 8/23 at Walnut Grove Country Club! Sponsorship opportunities available! Contact [Kayla](#).

Does your business do any work for the Department of Defense? Do you work with Controlled Unclassified Information (CUI)? Attend our **Breakfast with DRMA: New Cybersecurity Rules for Businesses – Is yours affected?**, presented by Back to Business I.T., and hear from a panel of experts to see if your business is following the proper process and practices to protect this data. 5/25, 7:30 – 9 a.m. More information coming soon!

For those wanting to train employees in reading and interpreting blueprints, do not miss the **GD&T two-part workshop** on 6/4 and 6/11! [Register](#) your employees now!

The next **Lean Manufacturing Workshop**, Workplace Organization, is on 5/26, focusing on using 5S to arrange, order, clean, standardize, and sustain improvements on the shop floor. Only \$150 per person! [Click here](#) for more information or [contact Shay](#) to reserve your spot ASAP!

Our **Spring Cleaning Sale** is on May 4 and 5! We have a bunch of items for sale - first come, first serve! All proceeds benefit the DRMA Foundation. See what's for sale [here](#).

Connect with potential customers looking for manufacturing suppliers by tapping into DRMA **Business Leads Service**. Learn more [here](#).

Are you a manufacturer member? Do you have between 2-99 employees? Then you qualify for our **NAM Health Care** coverage program! Interested? Find out more [here](#).

Boost your sales with **DRMA's sales training** program called The Priority Sale. This program will teach you new ways to close the deal in these changing times.

Board Chairman John Bertsch, on location at Dysinger, dives into how DRMA strengthens our member companies.

[Take a look!](#)



Calendar

DRMA 101

4/20 Assoc. & Affil.
5/6 Manufacturers
5/18 Assoc. & Affil.

Meet Ups

4/27 Workforce/HR
5/18 Operations
5/25 Workforce/HR

Events

4/21 Shoptalk Series
5/25 Breakfast w/ DRMA
6/7 Spring Golf Outing



Members receive 60% off! [Click here](#) for more details.

Eager to speak to the DRMA audience? We are looking for topics presented by members in their area of expertise for our *Breakfast with DRMA* and *Shoptalk* events. Contact [Angelia](#), and let's talk!

DRMA President Angelia Erbaugh was recently featured as a guest contributor for USGLC to discuss **Global Engagement Day!** Read her article [here](#).

All About Workforce

The next round of **TechCred funding** is open! TechCred helps employers build a stronger workforce with the skills needed to succeed. Application deadline is 4/30. [Click here](#) for more info and to apply.

Want to inspire a new generation of young people to pursue careers in manufacturing? Host a **MFG Day** open house! Contact [Kayla](#) for more info.

Virtual Career Event volunteers needed! We have several virtual events coming up with **Butler Tech, Bethel, and Springboro** and need manufacturers to share their love for the industry! [Click here](#) for the full list of opportunities or contact [Kayla](#).

Greene County Career Center is looking for an instructor for their robotics and automation program. No teacher equals no program! Do you know someone recently retired or looking for a part-time gig? [Learn more.](#)

Government Relations

NAM released a new study analyzing the potential economic impact of **proposed tax increases**. [Read it here.](#)

Events

DRMA Events

Breakfast with DRMA: New Cybersecurity Rules for Businesses, 5/25, 7:30-9:00 a.m. at Back to Business IT. More info coming soon!

Golf Championship, 6/7 at Troy Country Club. Contact [Kayla](#) for more info.

Happy Hour after Golf Championship, 6/7, 5-7 p.m. at Troy Country Club. Cost is \$20. [Register here](#). If you're registered for golf you are automatically registered to attend this event!

Meet Ups - They are FREE and for members only. Join the conversation on these topics.

- **Workforce/HR**, 4/27 - Zoom Meeting, [register here](#)
- **Operations**, 5/18 - Zoom Meeting, [register here](#)
- **Workforce/HR**, 5/25, Zoom Meeting - [register here](#)

DRMA 101 - Whether you are a new member or a seasoned member, kick start your membership ROI and learn what DRMA does to help you strengthen your business. [Contact Shay](#) to sign up.

- **Associate/Affiliate Members**: 4 - 5 p.m., 4/20 and 5/18, Zoom Meeting
- **Manufacturer Members**: 8 - 9 a.m., 5/6, Zoom Meeting

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learn how.

Did you read the blurb above about **Greene County Career Center** looking for someone to teach robotics/automation? Why should you pay attention? Because without a teacher, GCCC won't be able to keep their program and produce the talent that we need. Case in point, there is another school in our region that is ready to go with a manufacturing program, but it's been put on hold until they can find an instructor. So please, spread the word to those you know who are recently retired from manufacturing. This is a great opportunity for a part-time gig that will impact the manufacturing workforce! [Click here](#) to learn more or contact [Kayla](#).



Angelia Erbaugh
DRMA President

Save money with your DRMA membership: Our **Legal Services Plan** offers members one FREE legal consultation per month with employment law attorney Bob Dunlevey at Taft Law. Simply identify yourself as a DRMA member when you call 937-641-1743.

You know that you can get a HUGE discount off your **workers' comp premium** by being part of a group. Do you know that you have to pay dues to the organization that sponsors the group? And since you already pay dues to DRMA, why not get a quote for the DRMA workers' comp group? Contact [Shay](#) who will connect you with Sedgwick (FKA CareWorks), the administrator of our group. They will get you a no-obligation quote.

Welcome new members!

- [Joyce/Dayton Corporation](#)
- [Vision Manufacturing Solutions, LLC](#)
- [Delta Dental of Ohio](#)
- [Equipment Depot](#)
- [Nexigen Communications, LLC](#)
- [Park National Bank](#)

Congratulations to DRMA Members:

- **Middletown Tube** for the feature in the Dayton Business Journal on current industry outlooks
- **Noble Tool** for the article in the Dayton Daily News on COVID-19 safety



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Immigrant & Refugee Employer Roundtable: Resources for Upskilling your Workforce

April 28, 2021 2:00 PM - 3:15 PM (EDT)

Description

Do you need to upskill or train your current immigrant and refugee workforce to meet the demands of changing technology? Did you know there are a variety of programs that can help reimburse or cover the cost of your investment training? The Dayton Area Chamber of Commerce, in partnership with the Miami Valley Career Technology Center's Aspire Program and Catholic Social Services of the Miami Valley, presents a virtual resource fair of local and state programs designed for employers.

Representatives from the following programs will explain how your immigrant and refugee workforce can take advantage of:



- **TechCred**
 - Reimburses Ohio employers when they invest in their employees by sponsoring them to earn tech-focused credentials
- **Individual Microcredential Assistance Program (IMAP)**
 - IMAP helps Ohioans who are low income, partially unemployed, or totally unemployed participate in a training program to receive a credential at no cost
- **Incumbent Worker Program**
 - Reimburse at least 50 percent of the costs of certain eligible training programs.
- **Project Hire**
 - Grant-funded On-the-Job Training (OJT) wage reimbursement program that provides training for new WIOA-eligible workers
- **Office of Opportunities for New Americans**
 - Coordinates existing programs and initiatives to support new Ohioans and employers who want to hire them.

This event is complimentary, but registration is required.

[Click Here to Register](#)



About the Event

Over the last year, mental health has become one of the most talked about challenges for American workers and their employers. Even with brighter days ahead, the mental health crisis is here to stay and how employers support their employees will become an employee retention and attraction issue as the economy recovers.

In partnership with the American Psychological Association, we are hosting a national conversation on why employers need to support their employees' mental health and how employers can create a supportive culture.

**THURSDAY
April 29**



2PM | ET



**Register early to receive
25% off your ticket**

LEARN MORE & REGISTER



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We can't wait to see you in person!

Tickets are now on sale for the 2021 Riverway Summit on April 30th. Hosted by the City of Hamilton, the event will be held outdoors and under cover. [Buy yours now!](#)

If you are a community leader, real estate developer, marketer, tourism professional, or business owner; if you are interested in the Great Miami River, our region's economic development, and creating regional partnerships, we look forward to seeing you at the 2021 Great Miami Riverway Summit. Our agenda will feature the story of Spooky Nook Sports, opening its largest US location in the City of Hamilton in 2021. Social distancing and masks will be required.

What's on the agenda?

- **Sam Beiler, Founder and Owner of Spooky Nook Sports**
- **Updates on the City of Hamilton's Downtown Revitalization and Future Plans**
- **Showcase of the Riverway's 2020 achievements and 2021 programs**
- **Guided and Self-Guided Tours featuring downtown revitalization, murals and sculpture, DORA district and more**
- **Riverway video featuring each community**
- **Box lunches and refreshments by Two Women in a Kitchen**
- **STAY TUNED - more to be announced soon!**

THANKS TO OUR MAJOR SPONSORS:

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Dayton Convention & Visitor's Bureau

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Butler County Visitor's Bureau

General Admission payments must be submitted through Eventbrite. No payments will be taken at the door. Contact Sarah, shippensteel@mcdwater.org if you require an invoice.

BUY TICKETS

Connecting community, culture, and innovation along 99 miles of river, paved trails, and opportunity in Southwest Ohio.

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MAY 25TH
HYBRID
EVENT
(virtual and in-person)

2021 Symposium on
Sustainability
in **HEALTH**
CARE
HEAPY **ACHE**
of Greater Ohio

You are cordially invited to attend the 10th annual Symposium on Sustainability in Health Care, with a special focus on design as a determinant of health, as well as new and emerging healthcare technology. Join fellow healthcare professionals, facility managers, designers, architects and engineers for a full day of expert insights, education opportunities, and a keynote address from Diana C. Anderson, MD, M.Arch.

Co-hosted by HEAPY and the American College of Healthcare Executives (ACHE), this year's symposium will be a hybrid event, offering both virtual and in-person learning opportunities at Sharonville Convention Center in Sharonville, Ohio.

[REGISTER HERE](#)

Clean Air Event sponsor is Camfil.

Thank you to the Clean Air Event Sponsor for providing Camfil CityM HEPA Air Purifiers throughout the high traffic areas of the event.

The Symposium will follow all CDC guidelines and State of Ohio mandates to protect the health and safety of in-person attendees. The number of attendees will be limited and max attendance will be set based on State of Ohio guidelines.

AM EDUCATION SESSIONS

Managing for Morale— Effective Management Techniques to Retain Your Staff

Staff retention continues to be a top priority for healthcare executives. This panel will engage senior-level managers to discuss best practices in staff retention and how to build team morale. The panel will be comprised of individuals from various backgrounds and management levels. *(Pending ACHE Face-to-Face Education Credits*, AIA LUs, GBCI CEs, PDHs) *You must attend in person to receive ACHE F2F Education Credits*

Kettering Health Network: A Case Study in Campus-Wide Facility Optimization to Ensure Performance for Life

Without proactive and continuous management, building systems can drift over time and diverge significantly from original design intent, wasting resources and overwhelming facility management personnel. Join HEAPY and Kettering Health Network for a case study examination of a campus-wide energy audit and retro-commissioning project and learn how a comprehensive and strategic approach to managing your facilities can lead to improved patient comfort and reduced overhead costs.

This presentation will outline a step-by-step process for how to tackle these big issues at your organization, including how to evaluate current facility performance, benchmarking against appropriate targets, prioritizing implementation, and ensuring performance for life.

(Pending AIA LUs, GBCI CEs, ACHE Qualified Credits, PDHs)

KEYNOTE PRESENTATION / LUNCH

Architectural Design as a Determinant of Health

Our understanding of the role the environment plays in shaping health has expanded immensely over the last few decades. A growing body of empirical data and evidence-based design research demonstrates that architecture impacts care delivery as well as health outcomes.

This talk explores built space as an important determinant of health and questions whether the built environment itself should be considered alongside other parameters of care, analogous to our medical interventions. Historical examples of the convergence of hospital architecture and medical practice exist. The design of the tuberculosis sanatorium during the early 20th century illustrates this infrequent intersection; the healthy building emphasizing contact with nature, developed to prevent the spread of contagions. In the context of the COVID-19 global pandemic, we can revisit past models and consider new and sustainable innovations to emphasize infection prevention and control.

It is imperative that we consider a convergence of the healthcare and design disciplines in order to promote novel solutions to augment built environment resilience and subsequently support equitable, safe and efficient care delivery.

(Pending AIA LUs, GBCI CEs, ACHE Qualified Credits, PDHs)

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PM EDUCATION SESSIONS

Crisis Management: Strategies to Effectively Manage a Healthcare Organization

Preparing for an unplanned or unexpected event, such as a natural disaster, pandemic, civil disturbances, medical error or labor disputes (e.g., union labor) causes physical, psychological and emotional stresses that can overwhelm employees, medical staff, patients and communities. In the event of a crisis, the quality and efficiency of care delivery may be challenged, taking a toll on every part of the organization including the facilities. Dealing with the unknown or uncertainty is also a challenge that healthcare leaders face in times of crisis. Healthcare leaders must understand how to prepare their organization for unforeseen circumstances, which includes developing a communication plan, managing organizational resources (e.g., medical supplies), ensuring appropriate levels of patient care, and leveraging local and state resources or funding.

This panel discussion will provide insight and perspectives on ways to manage an unforeseen crisis within the healthcare organization and its community. The topic will include how healthcare leaders can better prepare and respond to a community or healthcare crisis, and prepare for a health surge event or unanticipated facility and resource demands.

(Pending ACHE Face to Face Education Credits, AIA LUs, GBCI CEs, PDHs) *You must attend in person to receive ACHE F2F Education Credits*

Power to the Patients: How New Technology is Transforming Healthcare Delivery

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The future of work is hybrid

Here's what that will look like

Executive summary

The overall goal of a hybrid model is to meet the wide range of needs that employees may experience in any given workweek or workday—from the need to focus or collaborate, to the need to balance work with family commitments.

It's been over a year since the COVID-19 pandemic began, forcing millions of people around the globe to work from home and creating a new normal that has permanently upended the world of work. Many employees have enjoyed the benefits of remote work, including more time with family and less time spent commuting or preparing for the workday. However, workers have experienced drawbacks as well—distractions at home, a lack of face time with colleagues, diminished work-life balance, and a tendency to work more hours.

As more people get vaccinated and we begin to round the corner on the pandemic, employees and companies are looking ahead at what will come next. And this is where a hybrid model comes in. In a hybrid workplace model, employees have the ability to work in different spaces, including corporate offices, coworking spaces, public spaces, and from home. The approach will vary from company to company, but the overall goal of a hybrid model is to meet the wide range of needs that employees may experience in any given workweek or workday—from the need to focus or collaborate, to the need to balance work with family commitments.

To learn more about how the future of work will be shaped by a hybrid approach, WeWork partnered with independent research firm Workplace Intelligence to conduct a blind survey of 1,000 C-suite and 1,000 non-C-suite employees. The survey examined the benefits, drawbacks, and requirements of the hybrid model, its financial implications, how it relates to corporate real estate strategy, and employee and C-suite perceptions of it.

The results revealed that most workers expect to continue working from home at least a few days a week, and businesses intend to support this arrangement because productivity has generally not declined due to remote working. However, people also desperately want to have spaces outside of their home to work from, and companies recognize this need.

The survey revealed that while employers recognize the benefits of a hybrid model, they'll have to adapt for it to be effective in the long run. The shift to hybrid will require companies to rethink their corporate real estate portfolio and office space design. They'll also have to reconsider their expectations about when employees are getting their work done, since employees want schedule flexibility and have long found the traditional 9-to-5 workday to be outdated and counterproductive to their overall quality of life.

Perhaps most importantly, we learned that when employees gain the flexibility they yearn for, their companies benefit from higher productivity, engagement, and loyalty. Employees’ desire for greater control, flexibility, and freedom in where and when they work is at the very core of hybrid. It may have taken a pandemic to reveal that giving workers what they want is actually beneficial for the bottom line—but now that companies have taken the leap, the future of work is bright. And the future is hybrid.

Methodology

Research findings are based on a blind survey conducted by Workplace Intelligence and Savanta, Inc. between February 11–February 19, 2021. Survey respondents were not aware that WeWork was the research sponsor. The survey audience included 1,000 C-suite and 1,000 non-C-suite employees who were working full-time, at least 18 years of age, and living in the U.S. Respondents were recruited through a number of different mechanisms and sources, and had completed on average 300 profiling data points prior to taking part in this survey. Results of any sample are subject to sampling variation.

Demographics

In order to get a comprehensive understanding of this topic, survey respondents were well-represented across multiple domains: gender, age group, income and education level, household size, geographic location, company size, job role/type, and industry.

Key findings

64%

Of employees would pay out of their own pocket for access to an office space

75%

Of employees would give up at least one workplace benefit or perk for the freedom to choose their work environment

79%

Of the C-suite plan to let their employees split their time between corporate offices and remote working, if their job allows for it

76%

Of the C-suite say they’re likely to give their employees a stipend to work from home or a coworking space

1 out of 2

Employees would prefer to spend 3 days a week or fewer in the office, and when they do go in, they want to be there 5 hours a day or less

2X

After COVID-19, employees who are more satisfied and engaged want to spend 2X as much time in locations other than their home or corporate office than their less-engaged colleagues

The “new normal” is hybrid

Here’s what that will look like

In the new hybrid workplace model, employees will have the ability to work from multiple environments in any given week, and they may also split each workday between different locations. An employee might start their day working from home, then go into an office or coworking space to meet with colleagues. In fact, over half (53%) of the employees we surveyed say they want to work in an office 3 days per week or fewer after COVID-19. When they do go into a physical workplace, 50% of employees say less than 5 hours per day is ideal.

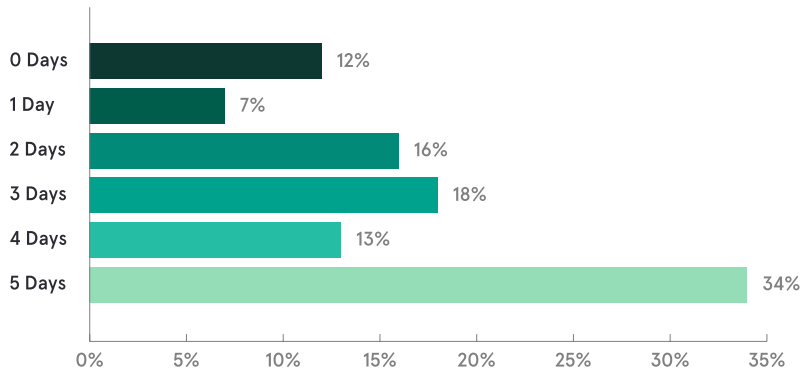
53%

of employees want to work in an office 3 days per week or fewer

EMPLOYEES

If given the option, how many days each week would you work in an office?

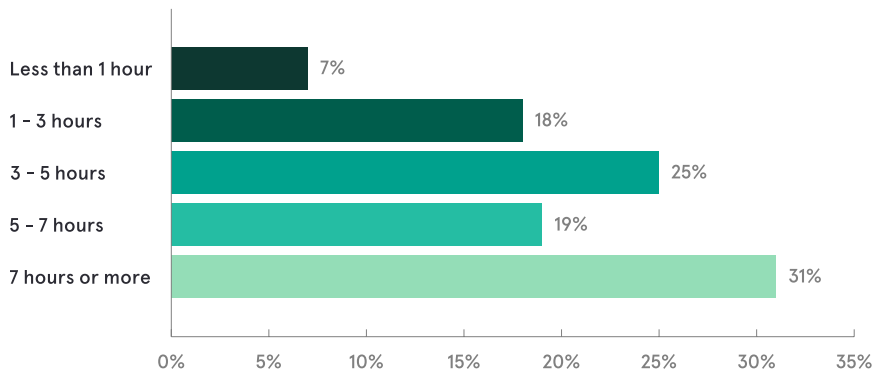
TOTAL RESPONDENTS = 1000



EMPLOYEES

On days when you go into an office, what is the ideal number of hours in a day that you would benefit from working there?

TOTAL RESPONDENTS = 1000



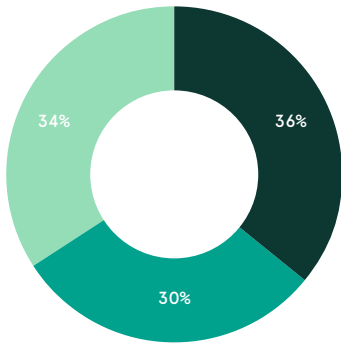
50%

of employees say less than 5 hours per day is ideal, when they do go into an office

EMPLOYEES

After COVID-19, what percentage of your work time would you prefer to spend in the following environments?

TOTAL RESPONDENTS = 1000



- Company HQ
- Working from my home
- Other locations

Other locations include a company satellite office, coworking/flexible shared office space, or a public third space like a library or cafe

With respect to their work location, employees intend to split their time almost evenly between their company HQ, home, and other locations such as satellite offices, coworking and flexible shared spaces, or public “third spaces” like a library or cafe. Company expectations align with employee preferences: the C-suite would like employees to spend about half (53%) of their time in an office (e.g., HQ or satellite office) and about half (47%) of their time working from home or another public space.

For employers, there will certainly be logistical challenges. These include challenges in integrating different work locations and accommodating hybrid workweeks, while maintaining a high level of security as well as a cohesive corporate culture. But as our survey revealed, the benefits of hybrid make it decidedly worth the effort.



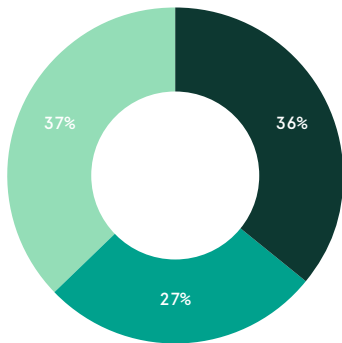
A hybrid approach is linked to better workplace outcomes

EMPLOYEES

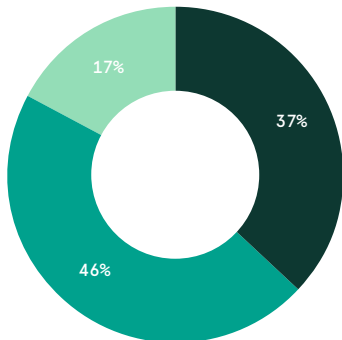
After the COVID-19 pandemic, what percentage of your work time would you prefer to spend in the following environments?

TOTAL RESPONDENTS = 1000

Employees who are satisfied, engaged, and likely to recommend their company:



Employees who are unsatisfied, disengaged, and unlikely to recommend their company:



- Company HQ
- Working from my home
- Other locations

Other locations include a company satellite office, coworking/flexible shared office space, or a public third space like a library or cafe

Before and during COVID-19, employees who are highly satisfied, engaged, and likely to recommend their company split their time differently than those who report low levels of workplace contentedness. Compared to their less satisfied and less engaged colleagues, they’ve spent 50% more time in locations like satellite offices, coworking spaces, or public “third spaces,” and about one-third less time at their company HQ.

After the pandemic, these differences are likely to become even more notable. Most employees say they want to work from home more often—but highly satisfied and engaged employees want to spend much more time at locations outside of their company HQ (37%), and much less time at home (27%) than their less-engaged peers. Workers with low satisfaction and engagement want to spend just 17% of their time at other locations and 46% of their time at home.

For employers, the message is clear: Employees who report high levels of positive work-related sentiments have had access to hybrid arrangements for some time. But after the pandemic, people’s desire for hybrid will increase—and employers who don’t offer hybrid options will be missing out on an opportunity to improve key business outcomes. For example, Gallup finds that companies with a high level of engagement report 22% higher profitability, 21% higher productivity, and up to 65% less turnover.

2X

After COVID-19, employees who are satisfied, engaged, and likely to recommend their company want to spend 2X as much time working in locations like satellite offices, coworking spaces, and public third spaces, than their less-engaged peers.

EMPLOYEES

What do you believe are the biggest benefits of a hybrid model?

TOTAL RESPONDENTS = 1000

SELECT TOP THREE

- 62% Better work-life balance
- 49% Control over my schedule
- 48% Save money on commuting costs
- 48% Less stressful work environment
- 45% More time with family
- 28% More socialization
- 6% There are no benefits

C-SUITE

SELECT TOP THREE

- 52% More flexibility
- 49% Higher levels of productivity
- 42% Higher employee engagement
- 37% Freedom of choice
- 32% Easier to manage employees
- 29% More socialization
- 24% Lower physical real estate costs
- 24% Attract/retain talent
- 4% There are no benefits

The benefits and drawbacks of hybrid

The vast majority of employees (94%) and the C-suite (96%) agree that there is at least one benefit to hybrid work arrangements. Among employees, better work-life balance is the number-one benefit by far, selected by nearly two-thirds of respondents. Other benefits include having more control, less stress, and more time with family, as well as lower commuting costs.

Among the C-suite, the top three benefits are more flexibility, higher productivity, and higher employee engagement. However, while it's evident that the C-suite recognizes the importance of a hybrid model for business success, the survey results suggest that leaders would benefit from learning more about the wide spectrum of benefits offered by hybrid.

Both employees and the C-suite noted several drawbacks of hybrid, mostly centered around the challenges of remote work. About half of employees say it can be difficult to manage their time and focus when working remotely, and they also find the lack of oversight to be an obstacle. The drawbacks mentioned by the C-suite echo these concerns. Over a third of the C-suite say it can be difficult to manage employees, they worry about decreased productivity due to distractions at home, and they feel there's less human interaction.

While these concerns are certainly valid, they're more reflective of the current state of work rather than the after COVID-19 reality. As employees transition back to spending a greater percentage of their time in an office, coworking space, or other location, it's likely they'll likely find the right balance that works for them and their employers.



Control and flexibility are at the core of hybrid

Our survey found that nearly all employees (95%) want some level of control over how, where, and when they work. While the desire for control is nothing new, the way in which COVID-19 delivered a high level of location and schedule control is certainly unique. Almost overnight, millions of people were forced to begin working from home. Businesses were also forced to accept the sudden shift to remote work, even if they were hesitant about the outcomes.

Fast-forward one year later, and most companies have done a complete 180. Research from PwC finds that 83% of employers now say the shift to remote work has been successful for their company (up from 73% in June 2020). In our survey, nearly all (96%) of the C-suite surveyed say they're willing to give their workers some level of control, having seen firsthand the benefits of remote work during the pandemic.

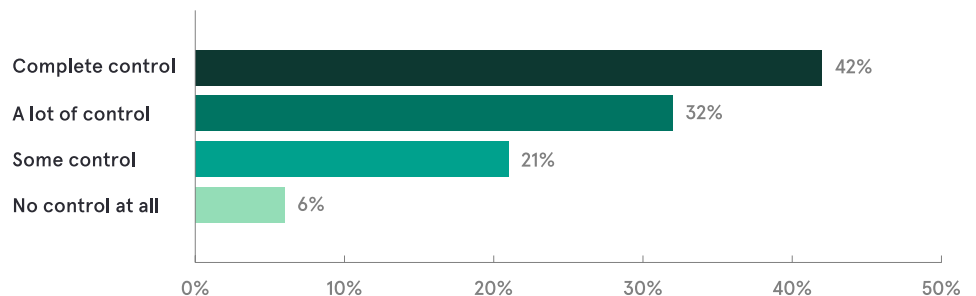
95%

of employees want some level of control over how, when and where they work

EMPLOYEES

How much control do you want to have over how, when and where you work?

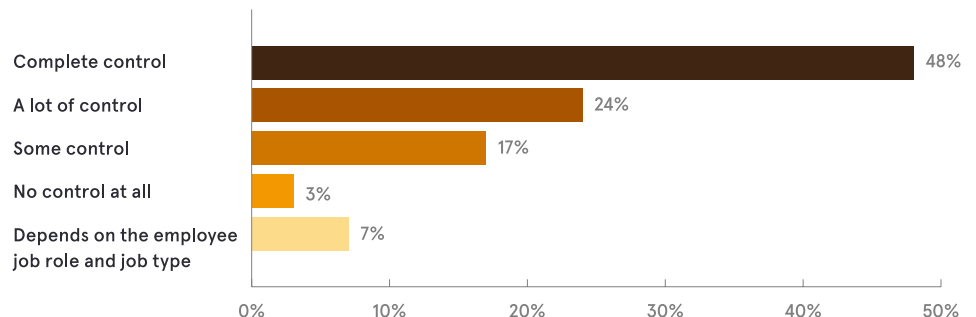
TOTAL RESPONDENTS = 1000



C-SUITE

How much control are you willing to give your employees over how, when and where they work?

TOTAL RESPONDENTS = 1000



96%

of the C-suite is willing to give their employees some level of control over how, when and where they work



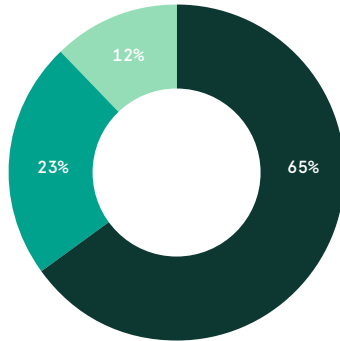
Respondents were also asked about splitting employees' work time between corporate offices and remote working after COVID-19. Nearly two-thirds (65%) of employees say they want their employer to allow them to split their time between different locations. However, an even greater percentage of the C-suite—79%—say they plan to let their employees split their time in this way.

Based on these findings, it appears that employees have nothing to fear when it comes to losing the freedom and flexibility that they've come to appreciate during the pandemic. And as we now know, this flexibility is beneficial for workers and companies alike.

EMPLOYEES

Do you want your employer to allow you to split your time working in your corporate offices and remote working after the COVID-19 pandemic?

TOTAL RESPONDENTS = 893
Includes only employees whose jobs can be done remotely

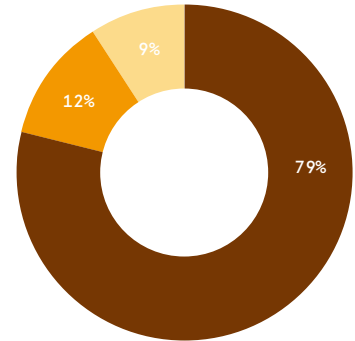


- Yes
- No
- Undecided

C-SUITE

Do you plan to let your employees split their time between your corporate offices and remote working after the COVID-19 pandemic?

TOTAL RESPONDENTS = 1000



- Yes
- No
- Undecided



EMPLOYEES

What employee benefits and perks would you give up for the freedom to choose your work environment?

TOTAL RESPONDENTS = 1000

SELECT ALL THAT APPLY

- 29% Flexible work schedule
- 27% Wellness programs
- 26% Cash bonuses
- 25% Learning & development opportunities
- 25% Healthcare coverage
- 24% Time spent working from home
- 23% Paid time off
- 20% Retirement benefits
- 25% I wouldn't give up anything

The value of flexibility

One of the most surprising findings from the survey is that employees want flexibility so much that they'd be willing to give up some of the most valuable benefits and perks they receive from their employer. In fact, 75% would give up at least one benefit or perk, including healthcare coverage, cash bonuses, and paid time off, for the freedom to choose their work environment.

75%

of employees would give up at least one benefit or perk for the freedom to choose their work environment

A closer look at the data reveals that between 20 to 25% of employees would be willing to sacrifice each individual benefit or perk. But when you consider that over 1 in 4 workers would give up cash bonuses or healthcare benefits—which are very real, tangible benefits—in exchange for the freedom to choose their work environment, it's apparent that these findings are in fact quite astounding. And they underscore the immense value that employees place on having flexibility in how and where they work.

But are employers willing to make comparable sacrifices for a hybrid model? The answer is a resounding yes, according to our survey. Over one-third of the C-suite say they're already providing employees with a stipend to use a flexible workspace or coworking space of their choice (39%), or a stipend to work from home (32%). And over three-quarters of the C-suite (76%) say that, in the future, they're likely to give their employees this type of stipend.

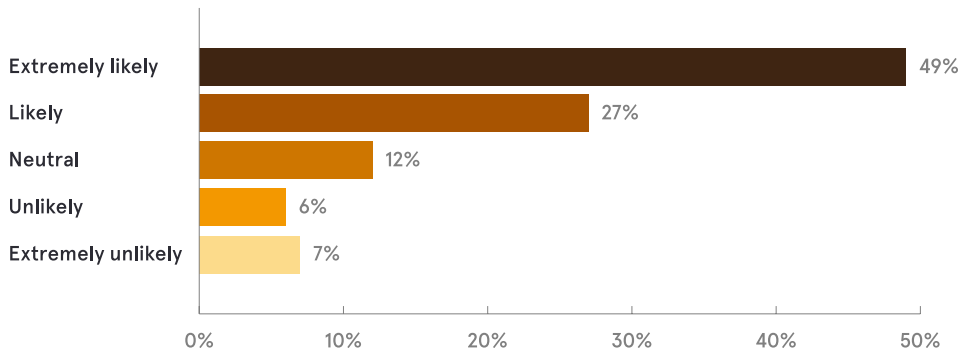
C-SUITE

How likely are you to give your employees a stipend to work from home or a coworking space?

TOTAL RESPONDENTS = 1000

76%

of the C-suite are likely to give their employees a stipend to work from home or a coworking space



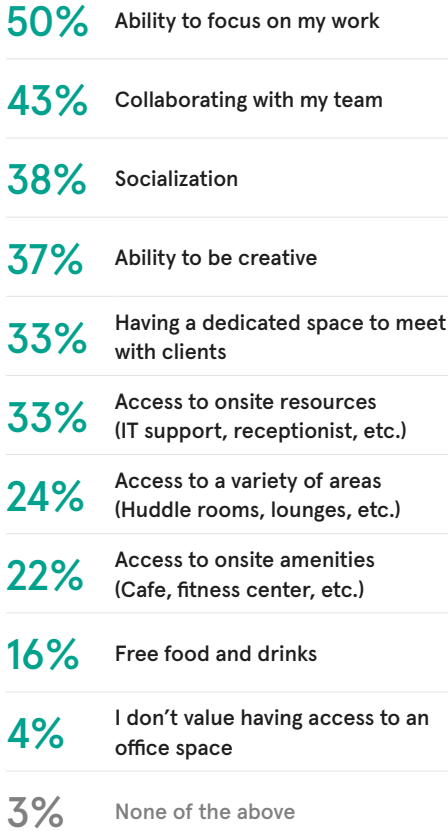
The value of office space

EMPLOYEES

What do you value most in going to an office space?

TOTAL RESPONDENTS = 1000

SELECT ALL THAT APPLY



At the core of a hybrid model is the ability for employees to combine working from home with working from an office or other location. The employees we surveyed cited a number of benefits of a physical office space, including the ability to focus and collaborate. Indeed, respondents highlighted multiple ways in which the office supports interactions with colleagues and clients—a key aspect of our day-to-day work lives that many people have missed during the pandemic.

What was most remarkable is that employees find office space so valuable that nearly two-thirds (64%) said they would be willing to pay for it out of their own pockets. Not surprisingly, this percentage is higher (80%) among employees in the highest income bracket (those earning more than \$200,000 per year). However, even among those in the lowest income bracket (earning \$30,000 to \$60,000 per year), 49% say they would pay some amount of their own money for access to office space.

64%

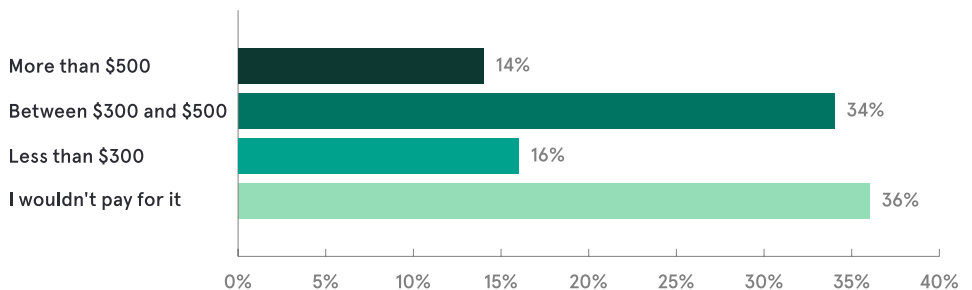
of employees would pay out of their own pocket for access to an office space

The takeaway here is clear: Employees are desperate to have a physical place to work, away from the stresses and distractions of home. They also miss all of the other perks of an office—from opportunities to socialize, to access to on-site resources and quiet spaces. As companies reopen their offices and start to bring the new hybrid model to life, it's critical that they consider the needs of their workforce and deliver spaces that meet (or exceed) employee expectations.

EMPLOYEES

If your employer doesn't provide you with access to office space in a location of your choice, how much would you personally pay for it per month?

TOTAL RESPONDENTS = 1000



What types of companies are using hybrid the most?

The C-suite is more likely to adopt a hybrid approach if they work for large urban companies.

Just like any workplace trend, the new hybrid model is likely to be adopted by the most forward-thinking companies before it makes its way into the broader world. Use of hybrid also hinges on certain factors which affect employees' ability to work remotely—for example, industry or occupation type.

Our survey revealed that the C-suite is more likely to consider hybrid beneficial and more likely to adopt a hybrid approach if they work for companies that are larger, in urban locations, in the pre-startup stage, and in industries like financial services and software & technology.



The hybrid model is already a widely accepted approach.

For example, overall, 87% of the C-suite considers flexible workspace options to be a benefit or perk for their employees. But when we compare the percentages among companies with the traits listed above with companies on the opposite end of the spectrum, the difference is notable.

Similar findings are reflected throughout the survey, in questions related to current and future use of hybrid strategies. However, it's important to note that even among companies with comparatively low use of these strategies, the perceptions around the benefits of hybrid are still quite positive. This points to the fact that while only some organizations are employing a hybrid model right now, it's already a widely accepted approach.

C-SUITE

Do you consider flexible workspace options a benefit or perk for your employees?

TOTAL RESPONDENTS = 1000

87%

Overall, 87% say "Yes"

Large companies 500+ EMPLOYEES	96%	vs.	Small companies < 200 EMPLOYEES	75%
Urban	93%	vs.	Rural	80%
Pre-startup	96%	vs.	Mature	79%
Financial services	94%	vs.	Travel & Hospitality	71%

C-SUITE

Do you plan to let your employees split their time between your corporate offices and remote working after COVID-19?

TOTAL RESPONDENTS = 1000

67%

Overall, 67% say "Yes"

Large companies 500+ EMPLOYEES	76%	vs.	Small companies < 200 EMPLOYEES	49%
Urban	76%	vs.	Rural	54%
Pre-startup	86%	vs.	Mature	50%
Financial services	79%	vs.	Travel & Hospitality	46%

What types of employees have gravitated toward hybrid?

Employees are more likely to want a hybrid arrangement if they are younger, highly educated, and well-compensated.

Similar to the C-suite, employees are more likely to use and desire a hybrid arrangement if they work for companies that are larger, located in urban locations, in early stages of development, and in certain industries. However, there are some notable demographic differences among employees who prefer a hybrid workstyle.

For example, 65% of all employees say they want to split their time between corporate offices and remote working after COVID-19. But employees are more likely to want this degree of flexibility if they are under 25 years old, have a master’s degree or higher, and make at least \$150,000 a year. Gender and household size also play a role in employee preferences, with men and those in larger households reporting a greater desire to split their time between different locations.

The survey did not uncover many notable differences between introverts and extroverts with respect to their overall desire for hybrid. This is because the hybrid model offers the best of both worlds: remote work, which may generally be more appealing for introverts, and in-person work, which offers opportunities for interaction that more closely align with extroversion.

However, having a place to work outside of your home isn’t just about socialization or collaboration. As previously highlighted, the employees we surveyed cited a wide range of benefits of an office space, including a greater ability to focus and enhanced creativity. And these are benefits that matter to all employees.

EMPLOYEES

Do you want your employer to allow you to split your time working in your corporate offices and remote working after COVID-19?

TOTAL RESPONDENTS = 1000

65%

Overall, 65% say “Yes”

18-24 years old	71%	vs.	55+ years old	46%
Master’s degree or higher	75%	vs.	High School degree	50%
\$150,000+ income	75%	vs.	< \$60,000 income	58%
Introverts	70%	vs.	Extroverts	67%

The future of work is hybrid

As we emerge from an unprecedented year of change and challenges, it's clear that work as we know it has been forever transformed. Remote work has proven to be overwhelmingly successful; however, there are numerous benefits provided by offices and other locations that simply can't be replicated in the home environment. There's no question that a hybrid approach will be the way forward for the vast majority of companies—it offers the flexibility and freedom that workers want, and benefits businesses too. Now it's up to companies to pave the way, by offering the right spaces, tools, and resources to help employees be successful.



About WeWork

WeWork was founded in 2010 with the vision to create environments where people and companies come together and do their best work. Since opening our first location in New York City, we've grown into a global workplace provider committed to delivering flexible solutions, inspiring, safety focused spaces, and unmatched community experiences. Today, we're constantly reimagining how the workplace can help everyone, from freelancers to Fortune 500s, be more motivated, productive, and happy because that's how tomorrow works.

If you're interested in learning more about WeWork's hybrid space solutions please visit [wework.com/contact-us](https://www.wework.com/contact-us) or call (646) 389-3922



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Workplace Intelligence, LLC is an HR research and advisory firm helping leaders adapt to trends, drive performance, and prepare for the future. Our mission is to create more intelligent workplaces using data based insights. For more information visit [workplaceintelligence.com](https://www.workplaceintelligence.com) and [linkedin.com/in/danschawbel](https://www.linkedin.com/in/danschawbel).

