

2016 Colvin Case Study Challenge

Redefining the Intersection of Downtown



Team 1



Executive Summary

ONE is a transformative multi-use project in the heart of downtown Greenville, South Carolina. On the site of an abandoned department store, parcels were assembled, partnerships were formed, and a community came together to create a lasting and defining legacy.

Both an investor group and the City assembled the land over time and brought a prolific local developer on board as a consultant. Ultimately, the developer would lead the project toward completion, working alongside the City to rejuvenate the intersection of Greenville's two main streets.

ONE is a true mixed-use complex, providing space for a business school, various office users, retail shops, and a restaurant. Its construction signaled the return of retail to downtown and also proved its viability to other landlords, sparking the bustling Main Street retail scene seen today.

"A good tradition of collaboration and culture plays out in the local economy and the revitalization of downtown," longtime mayor Knox White explained. "With ONE City Plaza, downtown Greenville really joins the big leagues of retail centers in our region."

Designed to be both modern and timeless, the ONE building also reflects the textile-based history of the city as its prominent glass is woven between brick, concrete, and steel. A LEED Gold building, ONE set the standard for both visual aesthetics and green construction in the state of South Carolina.

Even in its short history, ONE faced tremendous trials. Its land assemblage was notoriously difficult, fractured in numerous pieces with heirs spread across the country. It was conceived in the height of the recession. Its largest tenant, also one of its lead lenders, went out of business not long after their lease began. A testament to those involved in its creation, through it all, ONE persevered, achieving its financial objectives with low vacancy and high credit tenants.

ONE re-centered downtown Greenville, both defining North Main Street and empowering its growth.

Redefining the Intersection of Downtown



Project Summary

ONE is a multi-use, urban-infill development, consisting of two towers that stand nine and eleven stories tall. The complex houses 70,000 square feet of university space, 285,000 square feet of office, and 45,000 square feet of retail and restaurant tenants. The project was developed on approximately 1.25 acres of land on Main Street in downtown Greenville, South Carolina, formerly occupied by an abandoned FW Woolworth department store and an underserved city plaza. The development strategy involved working in partnership with the City to finance and construct a retail podium, two towers, and public plaza. The project's goal was to re-center Greenville at the intersection of Main Street and Washington Street, return retail to downtown, and set a new standard of design for the city.

Quick Facts

Project Address

1 North Main Street
Greenville, SC 29601

Completion Year

2013

Land Uses

Office, Retail, Restaurant,
University, and Public Space

Site Size

1.25 Acres

Project Size

400,000 Total Square Feet

“What about here?” twelve-year-old Robert Smith* asked his father, pointing toward the abandoned Woolworth’s store on the corner of Main and Washington. The distinctive signage had long been torn down, the storefront windows blanketed from within by tattered paper. Along with the rest of the country, shoppers moved from downtown to the suburbs, now littered by various malls.

The City of Greenville, South Carolina had hired noted landscape architect Lawrence Halprin to craft a streetscape plan to rejuvenate Main Street, installing diagonal on-street parking and sidewalks while reducing the amount of lanes for cars, planting numerous trees and landscaping as a natural barrier for pedestrians, and beautifying even lamp posts, traffic lights, and street signs to achieve a distinctive downtown.

“Way too hairy,” Bob Smith,* a prolific

local developer, replied. The total site consisted of eight parcels and was owned by what would turn out to be an astounding fifty-six groups and individuals. Yet as long as the FW Woolworth building stood vacant, so too was much of downtown.

Over the next two decades, the City of Greenville’s Main Street began to return to prominence, yet development was more focused on new sites further south of the heart of downtown. As mixed-use complexes bloomed along the river, the Woolworth building, planted at the crossroads of the city, remained empty.

What followed is a story of owners, developers, government officials, and innovative designers that joined together and created the most defining and distinctive creation in the city, a building and a complex aptly named ONE.



The famed Halprin streetscape bordering the long-abandoned Woolworth’s. Image by Urban Planet.

Project History and Land Assemblage

In December 2004, prominent local investor John Boyd purchased the Bank of America building, one of the tallest office buildings in downtown Greenville, setting in motion a major redevelopment of a tired and under-utilized section of downtown Greenville.

A community engagement process, led by Civitas, a Denver-based urban design firm, had revealed the potential for upscale retail and higher density. In its current form, the crossroads of Main Street and Washington Street contained various abandoned buildings and underutilized space.

The southwest corner of the city block was anchored by a long-abandoned FW Woolworth department store on the corner of Washington and Main. One of the original five and dime shops, Woolworth's was a staple of Greenville shoppers until the downtown retail model met its demise by the way of the suburban mall.

Over time, the site had fallen into disrepair. Ownership of the store had been fractured over time, and by now thirty-two different owners, some delinquent on their property taxes, laid claim to the site. Short-term tenants paid rent with little consistency, and by the start of the new millennium the store had sat empty for decades.

The site became an eye sore to the community, not only succumbing to urban blight, but failing to reverse course as the city around it recovered. A significant land assemblage would be required to make



Woolworth's in its prime. Image by City-Data.

the land developable.

Throughout the mid to late 2000's, Boyd methodically executed a series of acquisitions to assemble the land surrounding the Bank of America building.

The City of Greenville was actively engaged as well. Urban retail sites across the country suffered from neglect and deferred maintenance, cities nationwide were forced to step in and assume ownership if a property was no longer in compliance with local building codes and delinquent on real estate taxes.

By the spring of 2005, the city had been deeded twenty-six of the thirty-two parcels. The twenty-six deeds were then sold to Pavilion Real Estate Group from Charlotte, North Carolina with a reversion clause. The contract stated that Pavilion must acquire the remaining ownership interest within a twelve-month period, otherwise the fractional



*The full ONE assemblage, framed in red, with the Bank of America building in the background.
Original Image by John Boyd.*

ownership would revert back to the city.

Pavilion had attempted to assemble the land in order to develop additional office space for Bank of America, but their efforts to assemble the land came slower than expected. By now, John Boyd had acquired numerous buildings adjacent to the abandoned Woolworth's site, including a sky bridge built on air rights leased from the city and a parking lot that extended toward main street.

Next, Boyd acquired the parcels Pavilion had struggled to assemble, tracking down long lost heirs throughout the world, including one in a religious temple in Canada, and negotiating deals with each. As their twelve-month period neared its end, Pavilion sold their stake in the city's assemblage to Boyd, giving

his investor group control over the site.

Merging Business and Education

As demolition ensued throughout 2009 and the complex was set to redefine Main Street, it became clear that its development was the perfect opportunity to also bring a collegial environment to downtown. Greenville was one of the largest metropolitan statistical areas in the country without a public four-year university, and Greenville Mayor Knox White knew that the presence of a strong business school would form a symbiotic relationship with the growing business community.

Securing a university as an anchor tenant to occupy a large portion of the space became of paramount importance.

A local university was already leasing space in the Bowater Building, an older office building, on the edge of downtown. The university housed its graduate business programs there, having moved them in from main campus in 2010 on a 5-year lease with annual options to terminate in order to better allow for interaction with businesses, opportunities for internships, and enable more adjunct professors from various industries to teach classes.

Less than a year later, John Boyd began to meet with the university about bringing the business school to his new complex. University officials quickly saw that the project offered better space and a higher profile. After agreeing with Boyd on the terms, the university indicated to the Bowater owners that they were going to exercise the option to terminate the lease and began planning a move into John Boyd's proposed complex in the Spring of 2014.

Developing a Partnership

Despite John Boyd's efforts, he still faced numerous difficulties. Adept at investment and assemblage, Boyd had been seeking a development partner to help with the creation of the complex. Developers, however, were still reeling from the recession and institutional equity was still scarce.

Boyd's lender, People's Bank, was also growing impatient with the progress of his development. The city's economic development department had been working closely with Boyd in negotiating a development agreement and suggested

he take on Bob Smith, head of Smith Development,* as a consultant.

Smith Development had recently completed RiverPlace, a stunning new mixed-use development that transformed a blighted section along the river in the southern part of the city. Construction on RiverPlace was winding down roughly the same time Boyd was finalizing the scope of his project.

Reviewing the plan, Smith gave recommendations on phasing, including tax credits and working in partnership with the city. However, it soon became clear that if the partnership were to be effective, Smith Development would need to serve as the master developer on the project, not merely as a consultant. John Boyd had assembled the land and secured the complex's first tenant. Now it was up to Bob Smith to make it work.

John Boyd and Bob Smith agreed to negotiate a deal that was beneficial for both parties. This brought Smith on board to develop a conceptual design and leasing strategy that would be acceptable to city while maximizing the site for its highest and best use. Boyd agreed to a joint venture by contributing the land to development in the form of equity to the deal and Smith Development would assume the role of master developer. Ultimately, this partnership would prove to be mutually beneficial for the joint venture and the City of Greenville. The project was named ONE, both for its address of 1 North Main Street and for its stature in the city.

In October of 2011, the City of Greenville and Greenville ONE, LLC entered into a development agreement for the redevelopment of the Woolworth Site. In this agreement, Greenville ONE, LLC agreed to develop the Woolworth site in exchange for the City redeveloping the adjacent plaza. Greenville ONE, LLC was to construct a mixed-use structure on the 1.25 acres that included approximately 135,000 square feet of office and institutional space, approximately 40,000 square feet of retail, with a private investment amount of \$25 million including land, improvements, and fixtures. In exchange, the City would commit a \$4 million investment into the surrounding plaza and public spaces.

The City was aware of the need of national, high credit tenants to return to the northern end of Main Street and saw this project as the opportunity to fulfill that desire. The Design Review Board encouraged facades with windows that are designed for maximum visual exposure of interior space. This promoted the interaction between public and private space on Main Street and the plaza level and allowed tenants to have large storefront windows to further create synergy between stores and shoppers.

The City understood that the type of tenants Greenville ONE, LLC would be pursuing had high expectations for the design and functionality of their space, so the City did its best to allow Greenville ONE, LLC to meet those expectations. To further support the retail component of this project, the City subsidized parking in nearby parking garages to



The ONE Plaza. Image by 4240 Architecture.

allow free garage access during nights and weekends.

In step with Greenville ONE, LLC's pursuit of LEED accreditation, the City made available parking permits to alternative fuel users in the parking garage adjacent to the site. The City also reconfigured the parking in the garage to make sure it was consistent and within the requirements of a LEED-certified project.

For their part, Greenville ONE, LLC entered into an agreement with the City to exchange a portion of their parcel in exchange for sidewalk space to allow the face of the building to become the property line between the private property owned by Greenville ONE, LLC and the City.



ONE. Image by 4240 Architecture.

Planning and Design

For ONE to be a cornerstone of the community, it required both distinct and elegant architecture. Smith Development held a national competition for architecture firms to submit their designs. The proposals were as wide ranging as the firms that submitted them, including some by firms Smith was very familiar with and had worked with in the past.

4240 Architecture, a Denver firm known for innovative design and graceful glasswork, quickly became the favorite. Their modern design tied into the fabric of Greenville, both culturally and aesthetically, as various textures and materials weave together throughout the exterior of the building in homage to Greenville's textile industry past. Steel, brick, glass, and concrete overlapped one another in a sophisticated tapestry. The complex's layout was even designed so that a top-down view of the buildings would be reminiscent of the old streetscape the complex was replacing.

"The design was true to its time, neither too forward nor too nostalgic," Robert Smith explained.

Smith Development worked closely with Greenville's Design Review Board and faced few problems getting the design through approvals. The company put a large emphasis on understanding the rationale behind city guidelines as well as the letter of the law.

One compromise centered on the city's scale requirements. Originally, Greenville wanted the complex to begin with one and two-story buildings fronting the sidewalks with smaller floor plate towers within. With smaller floor plates, however, the deal would be financially feasible. An arrangement between the developer and the city had to be reached. It was decided that slight first-floor setbacks and canopy overhangs would make the complex more human in scale while adding to the distinctive design.



“Their modern design tied into the fabric of Greenville, both culturally and aesthetically, as various textures and materials weave together throughout the exterior of the building in homage to Greenville’s textile industry past.” Image by Author.



*“Steel, brick, glass, and concrete overlap one another in a sophisticated tapestry.”
Images by Author.*

Smith Development also saw the benefit in exceeding obligations. The university required a minimum of LEED Silver space. LEED Silver standing is achieved when a project obtains between fifty and fifty-nine points through green initiatives. LEED Gold, a higher standard, is achieved when the total sustainability points of the project fall between sixty and seventy-nine. Bob Smith quickly realized that achieving LEED Gold standing would be easily achievable. With solar panels, automated and efficient energy systems, and green construction methods, ONE is the largest privately owned LEED Gold building in the state of South Carolina.



ONE's LEED Gold Plaque. Image by Author.

Project Financing

The ONE complex was financed independently through two main phases. A New Market Tax Credit loan arranged through the Tax Advantage Group and debt financed by TD Bank supported the first tower and retail components. Square Bank, also the second tower's anchor tenant, provided debt for the second phase. Debt to equity on the project was approximately an eighty to twenty split.

The joint venture between entities associated with John Boyd's investor group and Smith Development was split

equally and provided equity to the deal as Greenville ONE, LLC. Entities associated with Smith Development operated as the general partner in the project, with the prior investor group the limited partners. Greenville ONE, LLC saw the project as a long-term hold and deemphasized return ratios as a result.

Lenders gave Greenville ONE, LLC credit for their \$5 million ownership stake in the land and counted the development fee, relinquished by Greenville ONE, LLC, both as equity in the deal. This provided Greenville ONE, LLC, with significantly less cash risk and tax liability with a much higher cash-on-cash return.

A large portion of the project financing was the New Market Tax Credit program. Greenville ONE, LLC secured financing through Tax Credit Advantage Group in the amount of an \$18.5 million loan on a seven-year interest only term at 0% interest. Smith Development closed on the loan in 2011 for phase I of the project.

The first tower cost \$21,370,891 total to construct, including \$427,624 for site work, \$17,167,218 for the shell, and \$3,765,986 in tenant upfit. The second tower further increased the project's profitability through design efficiencies, specifically by using a standard-shaped building, but the total cost was higher due to its larger size, with a total price of \$31,848,963, including \$20,361,635 for the shell, \$11,224,716 for tenant upfit, and \$262,612 for the foundation. The retail shell added another \$4,470,599 and \$2,993,528 in tenant allowances.

National, Regional, and Local

The educational institution and Greenville ONE, LLC negotiated what is known as a charitable bargain sale for the university space. A bargain sale takes place when an owner sells property to an organization for a price below market value, or in this case cost. The delta between the market value and the cost is considered a charitable donation.

By selling floors five through eight to the university for \$5 million, Greenville ONE, LLC received both an \$8 million tax deduction and a large anchor tenant for their building. The total square footage that the university owns is over 71,000 square feet, including an eight hundred square foot showroom space on the ground level and a 1,500 square foot rooftop garden.

Greenville ONE, LLC was responsible for delivering a “cold shell,” so the university utilized architecture firm LS3P and general contractor Rogers Builders to create the interior space.

With the university signed, ONE now needed an office anchor for the first tower. In October of 2011, Haynsworth Sinkler Boyd, one of the largest law firms in South Carolina, proved to be a perfect fit by taking 40,000 square feet. Anchored by the law firm and the university, the first tower was now feasible and ready to build.

For the ground floor retail component, ONE Greenville, LLC sought a blend of national, regional, and local tenants in



*Anthropologie as seen by the plaza.
Image by 4240 Architecture.*

order to provide a comprehensive retail selection to the complex. ONE features five large retail spaces, with various-sized infill spaces throughout.

Owned by the aptly named URBN brands, women’s apparel and accessories retailer Anthropologie was the first to sign. With over two hundred stores worldwide, Anthropologie’s nine thousand square foot lease not only served as the catalyst for the complex, but also signified the return of national soft-goods retail to downtown Greenville.

URBN brands’ foresight into how their space would interact with the complex extended beyond their daring first-in-mentality too, creating a mutually beneficial scenario for both the retailers



Orvis, as seen by ONE City Plaza. Image by Author.

and the developers. Instead of taking the premier corner location at Main and Washington, Anthropologie opted for the space overlooking the public plaza, giving up street frontage entirely. The long, rectangular-shaped store gave Anthropologie ample display space onto the plaza while allowing Smith to keep the “main and main” frontage for future tenants.

Future tenants quickly followed suit, with Brooks Brothers, the oldest men’s clothier in the United States, taking the premier corner spot. Fly-fishing and outdoors-styled clothier Orvis signed onto the next corner as a result, following Brooks Brothers’ lead, giving Smith three high-end clothing brands that all targeted similar, yet unique, demographics that are ideal for an urban, southern city.

Food is essential for a fully mixed-use complex and so Smith signed Tupelo Honey, an Asheville, NC regional restaurant specializing in new approaches to southern classics.

Tupelo Honey’s lease included an innovative use of space through a detached bar, christened The Pickled Okra, that is both right across an internal hall from the restaurant yet accessible through a separate entrance.

Square Bank* took over seven thousand square feet of retail space facing Main Street for a bank branch, installing a floor to ceiling video screen and innovative iPad stations for personal banking.

Finally, local entrepreneurs opened stores as well, including Southern

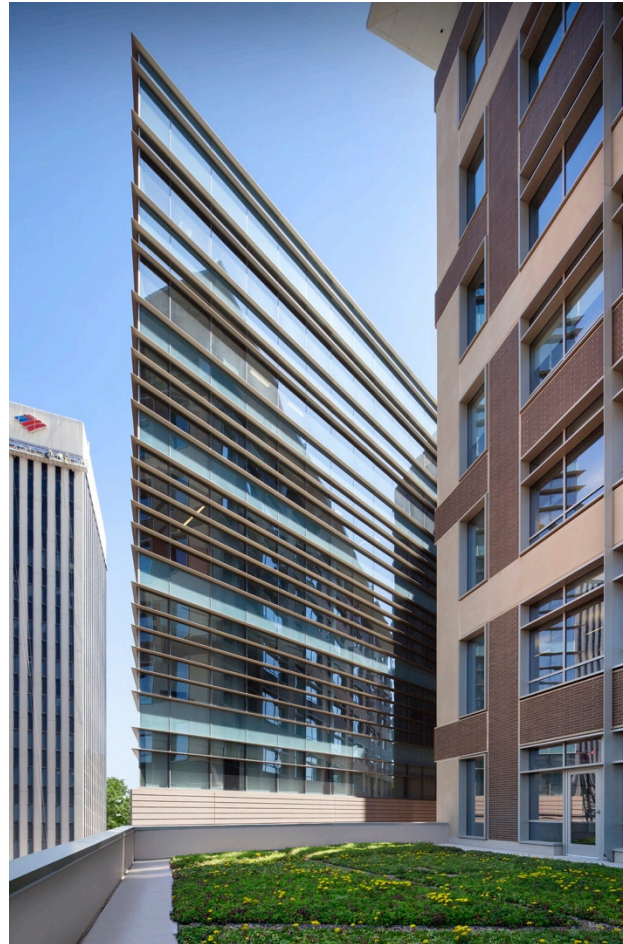
Pressed Juicery, a boutique juice bar, Vann & Liv, a fashion-forward clothier for newborns and young children, and Cone & Coleman, a high-end curator of women's fashion.

Signage and Management

Signage presented its own challenges. Various businesses, as well as the university, all wanted their name or logo on the side. ONE was adamant against it, however, preferring the building to be more understated in its design and known for more than its anchor tenant. Pointing out that numerous famous companies, such as Goldman Sachs, do not have their name on their global headquarters in New York City either, Smith was able to successfully negotiate with the companies involved to keep the building exterior clean.

Convincing the university was a more difficult sell. ONE valued the university's presence tremendously, but worried that branding the building a university building would substantially limit potential corporate tenants who did not wish to work out of a university complex. In place of massive signage and naming rights, Smith and the university negotiated a compromise. The university would not be able to brand the building as its own, but included in their space would be a first floor interactive showroom. The space was entirely enclosed in glass, allowing the university to project its image on the street level.

While many developers outsource leasing and management to a third party,

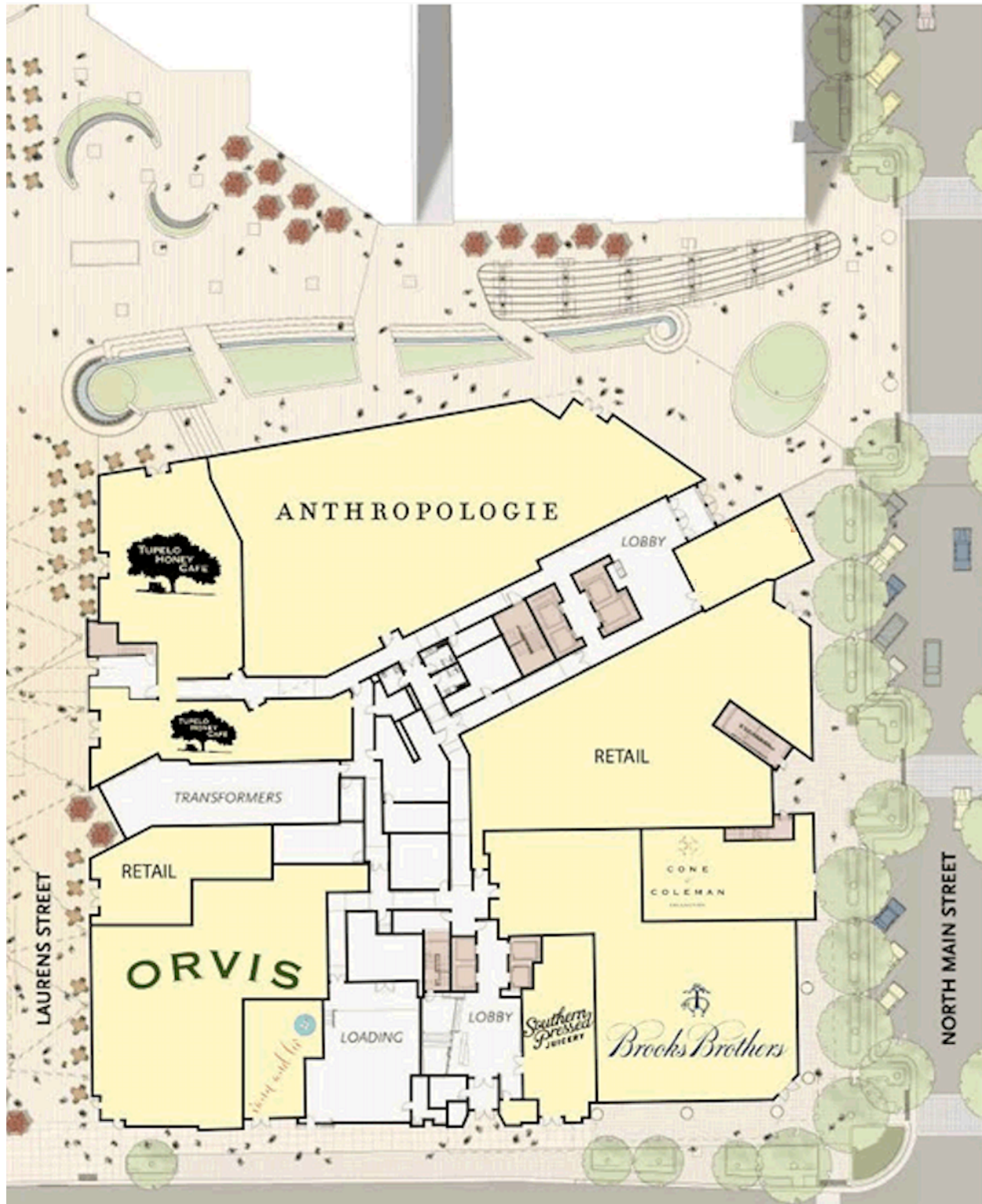


ONE. Picture by 4240 Architecture

Greenville ONE, LLC found after some time that it was more efficient to handle the leasing directly. Within the ONE complex, any office tenant generally occupying over 15,000 square foot is on a ten-year lease or more, while tenants under that size are on five- to seven-year leases.

“All tenants want exclusives and all tenants want expansion rights,” Robert Smith explained. A challenge in any multi-tenant building, navigating the various leases in ONE took a deft attention to detail.

ONE Retail Site Plan





Lessons Learned

Retail bank space. Image by Author.

ONE had accomplished its goals for the community and was exceeding income projections, yet the same could not be said for Smith Development's largest tenant. At their peak, Square Bank occupied 168,000 square feet of retail, office, and executive office space through the complex, including 70% of all office space in the second tower.

Only four years prior, Governor Nikki Haley hailed Square Bank's ONE headquarters as "a great example" of how downtown Greenville was attracting business and jobs. In 2015, however, Square lost \$33.5 million in the first quarter, could not meet new capital ratios required by the federal government, and had recently terminated three top executives due to concerns about runaway spending.

In announcing their plans to dissolve or

sell off all of their assets, Square posed a greater problem to Greenville ONE, LLC than publicly known. Beyond the dissolution's impact on ONE's rent roll, Square was also the lead lender for the second tower.

As a tenant, the bank informed Smith that they would no longer be able to pay rent. As a lender, however, the bank still expected debt payments to be made on time, even though the income that would be used to pay down the loan was the very income that the bank would no longer be providing.

Only through the strength of the other tenants and diligent negotiations with another bank to buy the loan, absorb some of the space, and restructure the debt did Greenville ONE, LLC survive. Negotiating cross-default provisions will be a priority for Smith in future deals.

When the project began, Smith Development projected tenant improvement numbers in line with the market. It soon became clear, however, that the TI allowances in the model were far lower than what tenants demanded. Nationally, both office and retail tenants were trending toward higher end build outs. Smith was confronted with the fact that some tenants would forego paying the higher rent in a premier building, instead choosing to pay less rent in a lesser building in order to get the build out they wanted for a lower price. Luckily for Smith, rising rents helped somewhat offset the costs of rising TI prices.

Another lesson Smith Development learned involved the storefronts for the retail spaces. Greenville's Design Review Board required a full set of plans before issuing the necessary permits. Because this step in the process came before the retail spaces were leased, it was impossible to know what the storefronts would ultimately look like, especially when national retailers often require storefronts specific to their brand. This required further negotiation with the City.

A fourth problem Smith Development faced was out of their control entirely. For the City-owned plaza that accompanies the complex, the City tried to find the required materials at the cheapest rate possible. While they were able to successfully find the needed stone pavers at a cheaper rate abroad, the delivery of the pavers became a logistical nightmare and pushed the delivery date of the plaza a full year.



ONE City Plaza at night. Image by Author.

Downtown Redefined

In the short time since its completion, ONE has succeeded in re-centering downtown Greenville, both through its own successes and by proving a model for successful downtown retail. ONE renewed the north end of downtown Greenville, effectively spurring the redevelopment of a Hyatt Hotel, inspiring new retail and restaurants all along Main Street, and setting the standing for high-end, environmentally friendly design throughout the city while achieving its financial objectives.

Perhaps more impressive are the hurdles it had to overcome, from the tremendous difficulties in the land assemblage, to the historically poor economy at the time of its inception, to the failure of Square Bank, both its largest tenant and lender. The cooperation between owners, developers, city officials, university administrators, and innovative designers enabled ONE to not only thrive, but serve as the catalyst for the community.

Development Budget/Capital Requirements:

Land	\$3,859,748
City Land Purchase	\$153,343
RPM Land	\$1,000,000

TOWER I

Site Work	\$437,624
Phase I Shell	\$17,167,281
Office Build Out	\$3,765,986

TOWER II

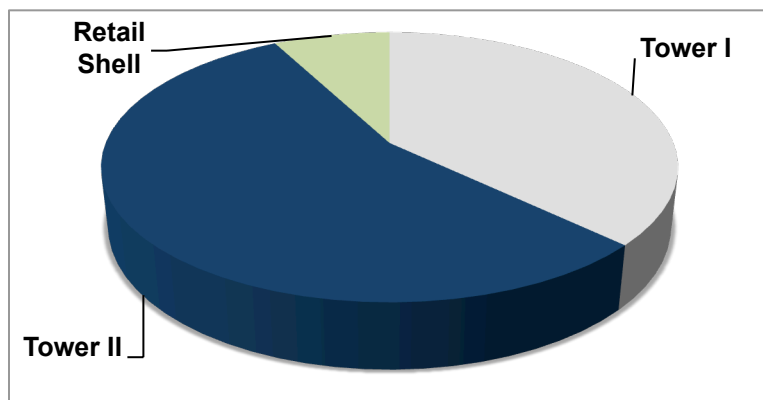
Phase II Tower	\$262,612
Phase II Shell	\$20,361,635
Office Build Out	\$11,224,716

Retail

Retail Shell	\$4,470,599
Tenant Allowances	\$2,993,528
Architects & Engineers	\$3,600,000
Commissions	\$3,676,781
Construction Period Interest	\$2,310,000
Loan Fee	\$334,920
Developer Fee / Cost	\$4,000,000
Legal/Misc.	\$750,000
Contingency	<u>\$500,000</u>

TOTAL **\$80,868,773**

Phasing Cost Comparison



An asterisk (*) indicates that an individual or company's name was changed to preserve anonymity.

Development Team

Ownership Group
Greenville ONE, LLC

Developer
Smith Development Corp.

Architect
4240 Architecture

Land Planner
Civitas

General Contractor
Brasfield & Gorrie

Civil Engineer
Site Design Group

Structural Engineer
Uzan + Case

MEP Engineer
Barrett, Woodyard, & Assoc.

Website
www.onegreenville.com

Interviewees
Robert Smith
Smith Development

Chandler Thompson
Smith Development

John Boyd
TIC Properties

Tammy Propst
Tax Advantage Group

Laura Haselden
University Foundation

Project Information

Tenant Roster

Educational Institution

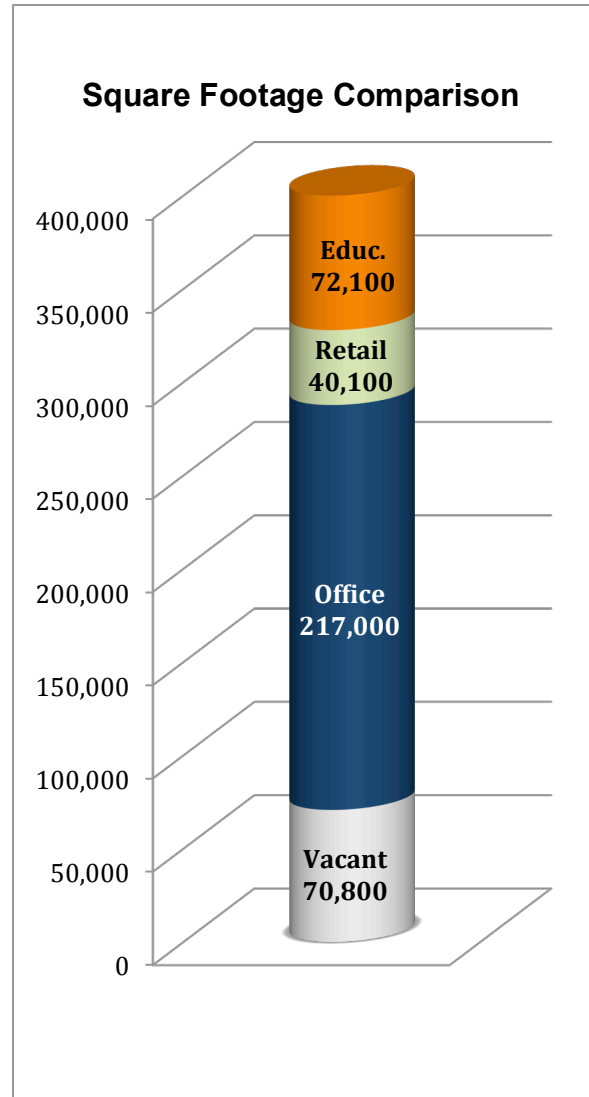
University Space	70,000
University Exhibit Space	800

Office

Wynit	55,000
Haynsworth Sinkler Boyd	40,000
Smith Moore Leatherwood	35,000
Endeavor	20,000
United Community Bank	20,000
Bank Prospect (<i>Pending</i>)	17,000
EY	15,000
Kent Wool	6,000
Brasfield & Gorrie	4,000
Smith Development	5,000

Retail Tenants

Anthropologie	9,000
Bank Prospect (<i>Pending</i>)	7,000
Brooks Brothers	6,000
Orvis	5,000
Tupelo Honey Café	5,000
Southern Pressed Juicery	5,000
Cone & Coleman	2,000
Vann & Liv	1,100



ONE Rent Prices

Current Occupants	Avg. Gr. Rent/SF	Avg. Exp./SF	Avg. Net Rent/SF
Office	\$24.16	\$6.50	\$17.66
Educational	\$4.00	\$4.00	\$0.00
Retail	\$27.42	\$0.68	\$26.74

To Be Leased	Asking Rent/SF	Exp./SF	Net Rent/SF
Office	\$30.00	\$6.50	\$23.50
Retail	\$30.00	\$0.00	\$30.00



Project Information

Original Projections	2016	2017	2018	2019	2020
Income					
Office	\$4,934,501	\$5,033,191	\$5,133,855	\$5,236,532	\$5,341,262
Retail	\$520,096	\$527,898	\$535,816	\$543,854	\$552,011
Vacancy					
Office	\$726,356	\$748,147	\$770,591	\$793,709	\$817,520
Retail	\$568,260	\$568,260	\$568,260	\$568,260	\$568,260
Expenses					
Office	(\$32,593)	(\$32,593)	(\$32,593)	(\$32,593)	(\$32,593)
Retail	(\$8,720)	(\$8,720)	(\$8,720)	(\$8,720)	(\$8,720)
NET OPERATING INCOME	\$6,751,229	\$6,879,512	\$7,010,540	\$7,144,373	\$7,281,074

Revised Projections	2016	2017	2018	2019	2020
Income					
Office	\$3,512,461	\$3,565,148	\$3,636,451	\$3,709,180	\$3,783,363
Retail	\$980,320	\$995,025	\$1,009,951	\$1,025,100	\$1,040,476
Vacancy					
Office	\$726,356	\$1,457,421	\$1,805,120	\$1,822,817	\$1,877,501
Retail	\$568,260	\$410,361	\$498,296	\$498,296	\$498,296
Expenses					
Office	(\$229,440)	(\$137,664)	(\$68,832)	(\$68,832)	(\$68,832)
Retail	(\$15,049)	(\$7,525)	(\$3,762)	(\$3,762)	(\$3,762)
NET OPERATING INCOME	\$4,248,292	\$6,282,766	\$6,877,222	\$6,982,797	\$7,127,042

Development Timeline

Summer 2006 – John Boyd assembled Woolworth Site
 Spring 2009 – Woolworth Demolition Begins
 Fall 2009 – Bob Smith gets involved in project
 Summer 2011 – Plans for ONE approved
 Fall 2011 – Phase I Breaks Ground
 Summer 2011 – Phase II Breaks Ground
 Winter 2012 – Phase I Completed
 Fall 2013 – Phase II Completed

