



**Financial Advisory Board
Wednesday, August 9, 2023
9:00 AM
130 Kearns Road
Small Conference Room
Agenda**

- 1. CALL TO ORDER**
- 2. APPROVAL OF MINUTES**
 - 2.a. Approval of Minutes from July 12, 2023**
[FAB 7-12-23 Minutes.docx](#)
[FAB -Reso 2022 Financial Statement.doc](#)
- 3. ITEMS FOR DISCUSSION**
 - 3.a. Draw Site Review - Betsy Crum**
[Memo to FAB 8-9-2023.docx](#)
[Attachment A - TOSV Draw Site with Options A and B.pdf](#)
[Attachment B Town Hall Draw Financial Analysis.pdf](#)
 - 3.b. Special Events Review - Rose Abello**
[FAB august 2023.pdf](#)
- 4. NEXT MEETING**
- 5. ADJOURNMENT**

TOWN OF SNOWMASS VILLAGE
FINANCIAL ADVISORY BOARD
July 12, 2023

Item No. 1: ROLL CALL

FAB MEMBERS PRESENT: Phil Sirianni Jr, Andrew Light, Scott Hanson, Jim Shallcross, Shawn Gleason, David Rachofsky and Brooks Tanner

FAB MEMBERS ABSENT: None

STAFF MEMBERS PRESENT: Marianne Rakowski, Finance Director; Brandi Lindt, Assistant Finance Director; Maria Largaespada, Financial Analyst II; Clint Kinney, Town Manager

OTHERS PRESENT: Jeff Burch, Eide Bailly

Item No. 2: APPROVAL SEPTEMBER 28,2022 MINUTES

Light motioned to approve the minutes Shallcross seconded and all members were in favor.

Item No. 3: REVIEW OF 2022 FINANCIAL STATEMENTS

Jeff Burch, Audit Senior Manager from Eide Bailly presented the audit letter, financial statements, and single audit to the Financial Advisory Board. Burch explained that Kimberly Higgins the audit partner had retired.

Burch stated that the Town's statements were presented fairly in all material respects and the Town received a clean unmodified opinion which is the best you can receive on the financial statements. He explained each section of the statements and which part the auditors give an opinion on.

Burch reviewed some charts in the management's discussion and analysis with the board. He explained that the MD&A is comparative and shows two years, but the financial statements only show one year. He noted that the net position has increased over the previous year and that is a healthy indication.

Burch reviewed the basic financials and the major funds with the board explaining that the major funds can change year by year. He explained the enterprise funds and how they each act like their own business at the Town. He noted that footnotes give more information in detail. The required supplemental information gives the budget detail. The supplemental information includes the non-major funds.

Eide Bailey also performed the single audit for the federal grant funds received. Burch continued by reviewing the single audit. A single audit is required if you receive more \$750,000 in federal funds in a

year. He noted the Schedule of Expenditures of Federal Awards was fairly stated and there were no findings for the federal grant that was audited. This also received a clean unmodified opinion.

Burch explained that they review for compliance requirements. They review the costs charged to the grant to make sure they are allowed by selecting a sample of expenditures. The covid grant was tested this year. They tested the expenditures to make sure they were allowable and properly approved.

Burch then reviewed the letter of governance, which is the audit wrap up letter. This stated that there was an uncorrected misstatement for the A/R balance. Some accounts had prepayments for planning projects that created a negative balance, and the auditors recommend reclassing the negative balances to a liability account instead of netting against A/R. This amount was not above the audit threshold so no adjustment was made. The FAB felt this was a minor issue.

The FAB did not see any reason that they shouldn't accept the audit and approved the attached resolution to send to the Town Council.

Item No. 4: Next Meeting

The next meeting will be August 9th to review the Draw site proforma and Special Events strategy to measure the success.

Item No. 5: ADJOURNMENT

Gleason motioned to adjourn. All members were in favor.

**TOWN OF SNOWMASS VILLAGE
FINANCIAL ADVISORY BOARD**

**RESOLUTION NO. 1
SERIES OF 2023**

**RECOMMENDATION TO TOWN COUNCIL REGARDING THE TOWN'S 2022
FINANCIAL STATEMENTS AND AUDITOR'S REPORT**

WHEREAS, at the direction of Town Council, members of The Financial Advisory Board at its meeting on July 12, 2023, met with Town staff and Jeff Burch, Eide Bailly's senior audit manager for the Town's audit engagement, to review the 2022 Financial Statements, Federal Awards Reports, and Auditor's Report; and

WHEREAS, the Auditors found the Town's financial statements were presented fairly in all material respects and therefore, were able to render a "clean unmodified" opinion, which is the best opinion the Town can get; and

NOW, THEREFORE BE IT RESOLVED:

That based upon their limited review of the financial statements and the audit process, the FAB members present did not identify any reason to believe that the financial statements or the auditor's opinion thereon cannot be relied upon; and

The Town Council, or at the Council's direction the FAB, should review the Town's financial statements annually with the Town's auditor.

INTRODUCED, READ AND ADOPTED unanimously by the members present of the Financial Advisory Board of the Town of Snowmass Village, Colorado, on the 12th day of July 2023.

TOWN OF SNOWMASS VILLAGE

Phil Sirianni, FAB Chairman

Marianne Rakowski, Finance Director

Town of Snowmass Village

Financial Advisory Board

DATE OF MEETING:

August 9.2024

AGENDA ITEM:

Draw Site Conceptual Plan

PRESENTED BY:

Betsy Crum, Housing Director

BACKGROUND:

There has probably never been a time when the shortage of workforce housing in the Village and Valley has been more critical and the need more acute. Except for locally built deed-restricted and government-subsidized units, there are functionally no units in the upper Valley that are affordable to its own workforce. There is an unlimited demand for private market housing, which has driven the median sale price in the upper Valley to over \$10 million. One-bedroom condominiums in Snowmass Village sell for \$1 million or more, with monthly HOA fees of more than \$1,000. Apartments and homes that were previously rented have mostly been converted into Short Term Rentals, while others have seen rents double and triple over the past two years. Businesses are unable to recruit and retain their workforce due to lack of housing and are forced to reduce their hours and cut back on services. Market imbalances throughout the region have resulted in extremely long commutes, which in turn impacts the valley's roads, quality of life, and the environment as affordability creeps into the Colorado River Valley. Even if we were okay with two-hour commutes, the once-affordable Rifle has a median sale price of over \$500,000. That mortgage would require an annual income of \$140,000, well above what our local businesses pay their employees. We are in an affordable housing crisis.

In response to the need for workforce housing in our community, the Town developed a Workforce Housing Master Plan that was unanimously adopted by the Snowmass Village Town Council in October 2021. Working with local consultants, we undertook extensive site and schematic analyses to narrow our focus to five (5) sites for potential future housing development. We looked to maximize each site for housing, develop within the existing topography, create a mix of housing sizes (one-, two- and three-bedroom units), and take advantage of existing transit. We also sought to identify developments that would fit within the character and environment of the surrounding neighborhood(s) and the Town of Snowmass Village as a whole and would be

attractive, sustainable, homes that are cost-effective, well-designed, and blend seamlessly into the community.

At the direction of the Council and consistent with the Housing Master Plan, we have been developing conceptual plans for rental housing at the Draw Site, located directly behind the Town Hall. The site was selected because it has the greatest potential for unit development, is well-located, and has historically been identified for future housing development. Our early research indicated that the site is tighter and steeper than the Master Plan indicated, but is still capable of being developed into attractive, high quality workforce housing.

DRAW SITE CONCEPTUAL PLAN:

Our design team, led by the architecture firm of 2757, looked at many options for this site and developed two further. Option A proposes three (3) buildings stepping back from the Town Hall into the Draw. The three structures are mid-rise and consistent with the scale of Town Hall, with two parking levels below and three apartment stories. The road grade is at 10% or less to avoid the expense and environmental impact of snowmelt. The site development also minimizes the need to cut into the contours of the Draw, which is both expensive and impacts the natural landscape. We estimate the buildings could support 78 rental units consisting of one-, two- and three-bedroom apartments. Option B differs by removing the center building and replacing it with above and below ground parking. The remaining two buildings would be one story higher, for a total of six stories including parking. The site layout and number of units are unchanged. Both options are included in Attachment A for your reference.

The team has had multiple meetings with the Town Council to discuss this development plan, including a “pre-sketch” meeting that included the Planning Commission. It is quite early in the design process, and the architect and engineers are looking for ways to reduce the scale and visual impact of the development while preserving the unit count and natural contours of the site. The next step in the process for review and approval of the Draw Site will be through the Town’s Planned Unit Development (PUD) process. That process consists of three phases: sketch plan review, preliminary approval, and final approval. Both sketch plan and preliminary approvals are lengthy processes that consist of review, comment, recommendations, consideration of options, and recommendations by both the Planning Commission and the Town Council. Both stages require two sets of public hearings for each regulatory body.

FINANCIAL IMPACT:

It is too early in the design process to obtain reliable cost estimates, but we have secured a professional cost estimate based on the anticipated project costs. I have developed a simple pro forma financial analysis based on the rough numbers we currently have.

The estimated total cost for the project (site work, construction, design & engineering, utilities, legal expenses, contingencies) is \$76,582,601, or \$945,464/unit. This is a substantial number but is in line with what we are seeing throughout the Valley and a bit lower than some. For example, the Lumberyard project in Aspen is at \$1.4 million/unit. The contribution of the land and absence of any developer fees are major reasons for the cost savings.

Attachment B has details about how the project is expected to operate and sustain itself under the current assumptions. This has been projected to be fully self-supporting upon completion, with operations and debt service paid from rental income. At this time, we expect both design Options (2-building and 3-building) to have similar costs.

Total Development Costs:	\$76,582,601
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Development Sources:

Financing loan – payment from annual lodging revenues	\$18,876,722
Federal LIHTC Tax Equity/State Financing	\$13,050,000
Permanent (20 year term) First Mortgage	\$14,655,879
Local Partner Capital	\$30,000,000

Total Development Sources:	\$76,582,601
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It should be underscored that this plan anticipates fully funding this development without using any TOSV general funds. The plan requires several financing components to work together. First, the projected net operating income (rental revenue minus operating expenses) will support a mortgage of \$14,655,879 at present assumptions. Second, approximately \$2 million in annual revenue from the lodging tax could be pledged to pay the debt service on a loan of \$18,876,722. The federal Low Income Housing Tax Credit (LIHTC) Program, which generates equity from private investors in exchange for 10-year tax credits, can raise approximately \$13,000,000 in cash. That leaves a gap of approximately \$30,000,000, which we believe can be raised from local partners. We have had governmental entities and local businesses express interest in participating in this way in exchange for the right of first refusal to house their employees.

ATTACHMENTS:

- Attachment A: Schematic Architectural Design Options
- Attachment B: Financial Pro Forma Financial Analysis

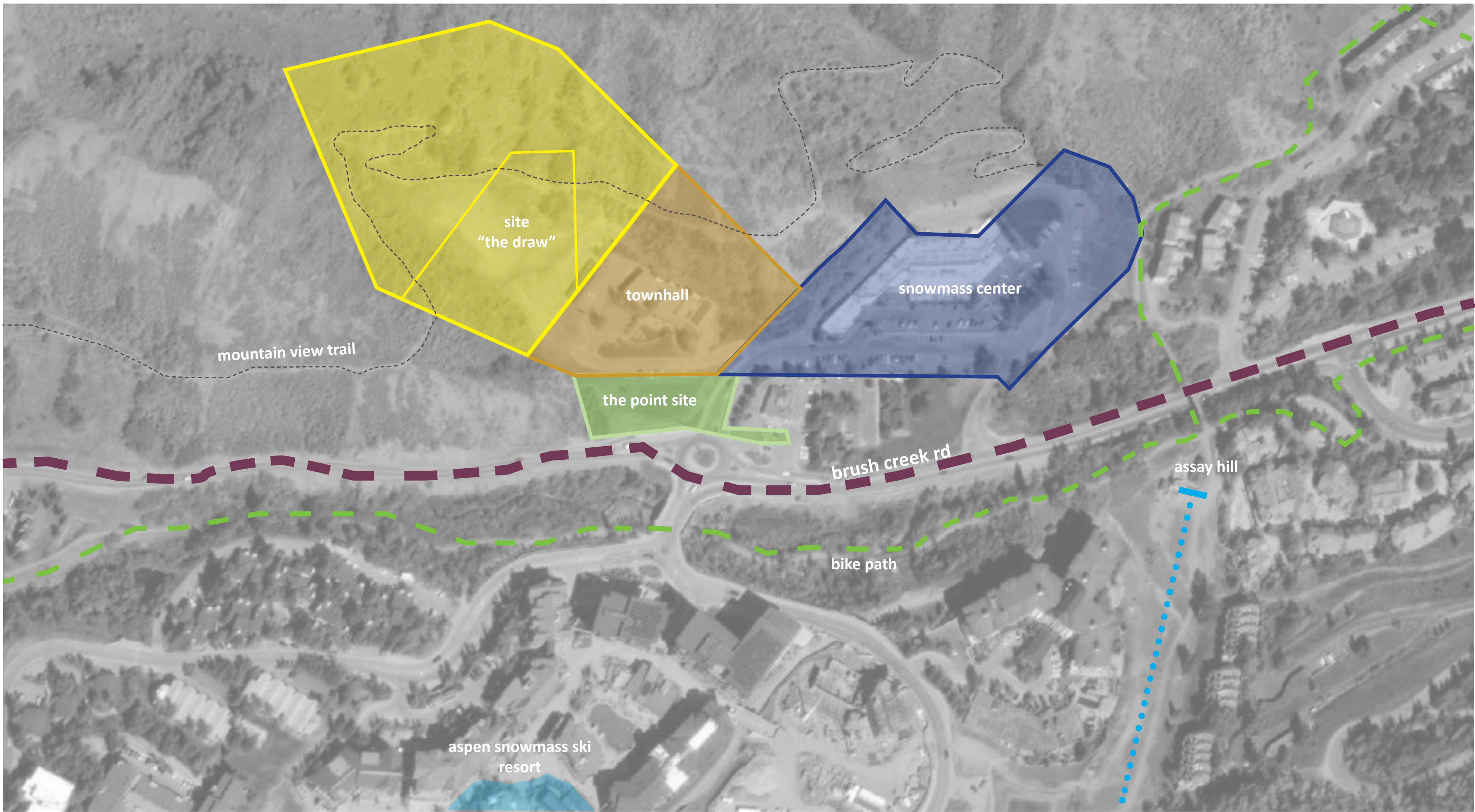
master plan - site selection

The Housing Department currently owns and manages some 300 rental units and oversees another 200 “deed-restricted” units that are owned by qualified employees of Snowmass Village and Pitkin County. Workforce housing is one of our highest local priorities and is fundamental to our ongoing economic and community viability. Our Comprehensive Plan prioritizes workforce and affordable housing in multiple ways, noting that “diversification of the economy will hinge upon the availability, type, and range of housing alternatives for employees in the community...” The Town Council has echoed this focus with its recent goals to “a near-term strategy that will actively identify opportunities, creative approaches, and partnerships to address housing needs, and incentivize the development of an additional 185 units.”

In response to these goals, we developed a Workforce Housing Master Plan that was unanimously adopted by the Snowmass Village Town Council in October 2021. Working with local consultants, we undertook extensive site and schematic analyses to narrow our focus to five (5) sites for potential future housing development. We looked to maximize each site for housing, develop within the existing topographies, create a mix of housing sizes (one-, two- and three-bed-room units), and take advantage of existing transit. We also sought to identify developments that would fit within the character and environment of the surrounding neighborhood(s) and the Town of Snowmass Village as a whole and would be attractive, sustainable, homes that are cost-effective, well-designed, and blend seamlessly into the community.

While the five sites identified could be developed in any order, we identified the Town Hall Draw site for our next development project. The reasons for this were several: the site has the greatest potential unit development; the Draw has historically been identified for future housing development, and; it is well-located, with close proximity to Snowmass Center, transit, and existing infrastructure. The Town Council endorsed this recommendation at its November 21, 2022, meeting.

draw site adjacencies diagram



draw site diagram



draw site aerial



TOSV Draw Site - Option A



2757
design
co

strategy: "site first"

- 78 units, meeting parking counts, storage
- best fit for height and density on site
- utilizes existing town hall road orientation
- fire turnaround serves as a possible bus and utility truck turn around
- pedestrian connectivity
- transportation connectivity
- on site amenities
- PV panels relocated to a visible location

possible constraints:

- ~62' tall buildings
- 10% and under road grades
- removal of existing PV panels
- removal of existing debris flow basin
- parking mostly limited to building footprints
- sun/shade between buildings
 - removal of debris basin
- space between buildings limited to reduce retaining wall heights as road attempts to "keep up with existing grade"

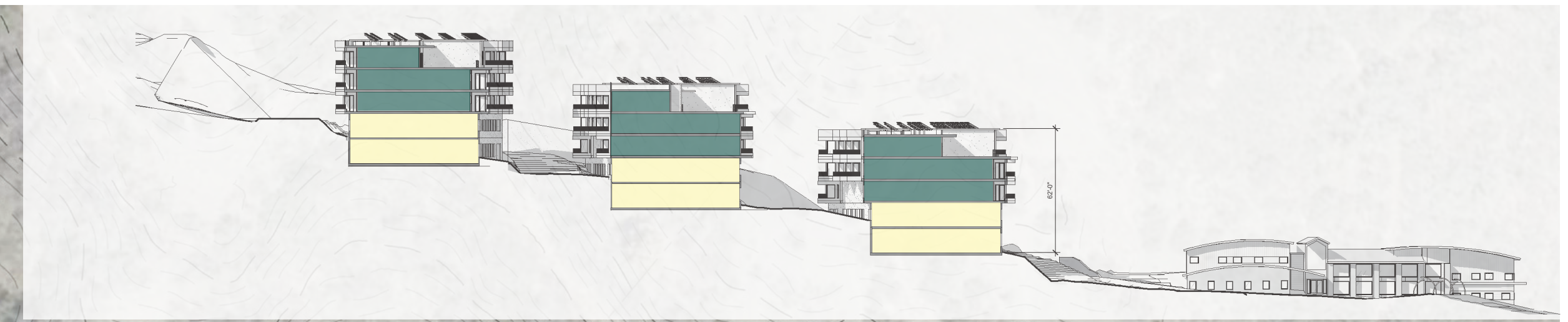
site legend

- 1 vegetated geomodular wall system
 - 2 shotcrete retaining wall mimics local geology
 - 3 debris flow basin
 - 4 pull off or overlook seating
 - 5 "sunrise/sunset" park with "flexible use lawn, seating, natural play features"
 - 6 potential relocation of solar panels
 - 7 reconfigured entry drive
 - 8 direct pedestrian pathway w/ stairs
- ↕ parking garage entry/exit

site plan



site section



TOSV Draw Site - Option B



2757
design
co

strategy: "site first"

- 78 units, meeting parking counts, storage
- utilizes existing town hall road orientation
- fire turnaround serves as a possible bus and utility truck turn around
- pedestrian connectivity
- transportation connectivity
- on site amenities
- more area for PV panels over surface parking
- more sunlight between buildings
- more flexibility in parking counts
- more flexibility for storage locations

possible constraints:

- ~72' tall buildings
- 10% and under road grades
- removal of existing PV panels
- removal of existing debris flow basin
- parking mostly limited to building footprints
- storage units located in parking structure
- space between buildings limited to reduce retaining wall heights as road attempts to "keep up with existing grade"
- construction type may become more restrictive

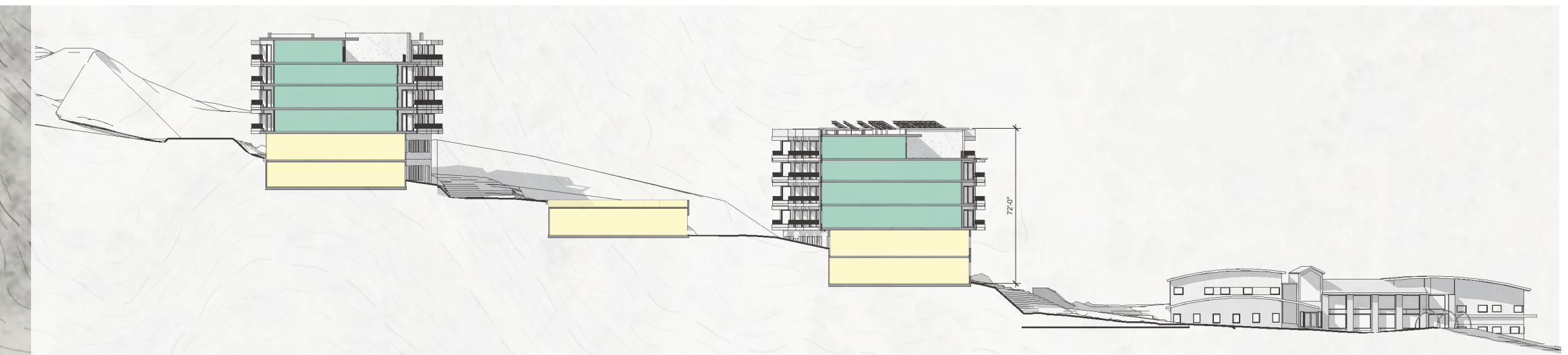
site legend

- 1 vegetated geomodular wall system
 - 2 shotcrete retaining wall mimics local geology
 - 3 debris flow basin
 - 4 pull off or overlook seating
 - 5 "sunrise/sunset" park with "flexible use lawn, seating, natural play features"
 - 6 potential relocation of solar panels
 - 7 reconfigured entry drive
 - 8 direct pedestrian pathway w/ stairs
- ↕ parking garage entry/exit

site plan



site views

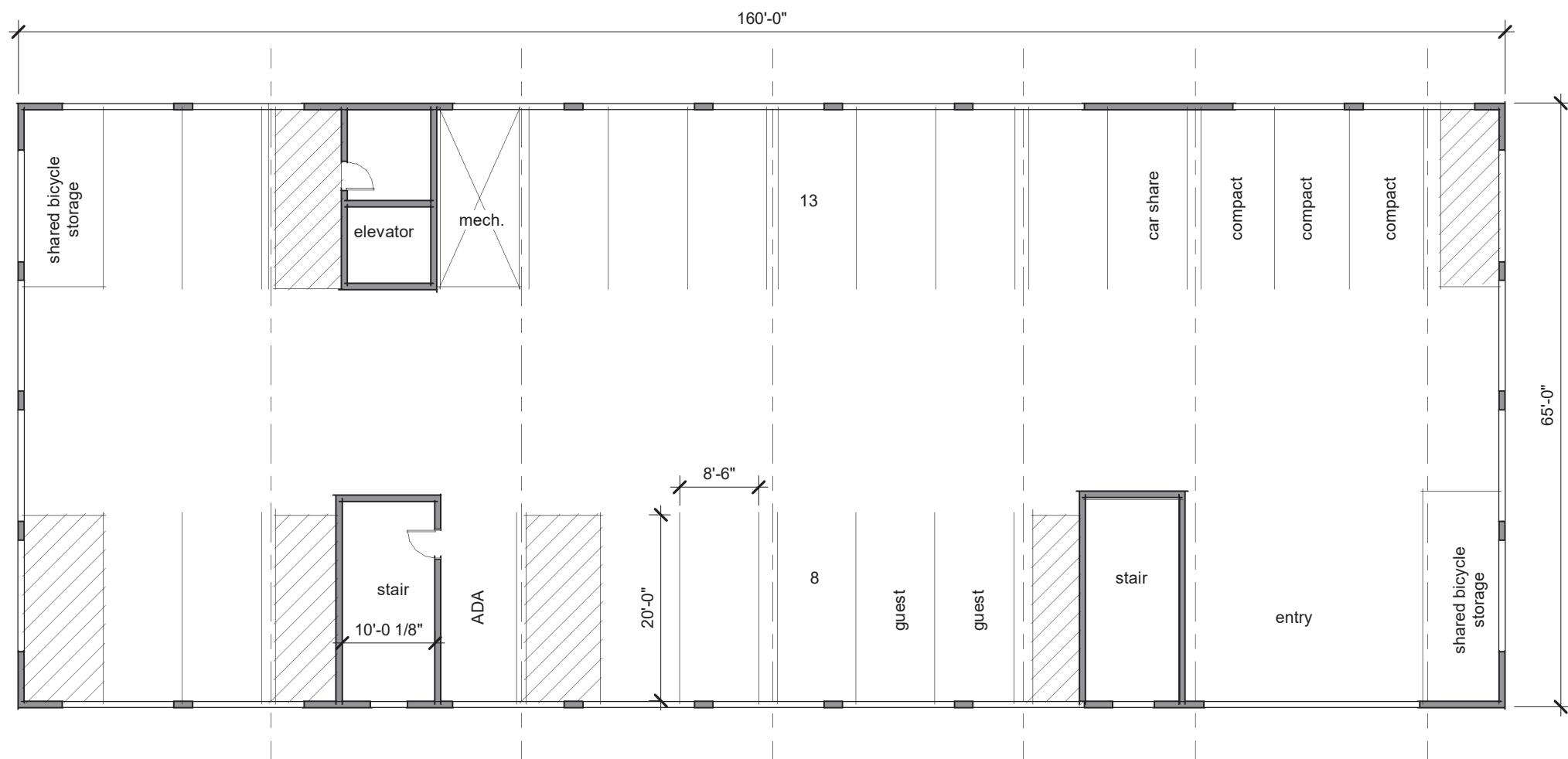


TOSV Draw Site - Building Layout Option A

strategy: "site first"

- stack + maximize parking under buildings to minimize site disturbance
- double loaded corridors to balance density and building widths to work with topography
- provide community space both on natural areas of the site (shared w/ community) + on the rooftops (for resident use)
- provide storage space + functional unit layouts to support mountain lifestyles
- PV panels + mechanical equipment to be located on roofs to minimize building footprints and maximize energy efficiency

building plans



level 1+2
(42) parking spaces per bldg

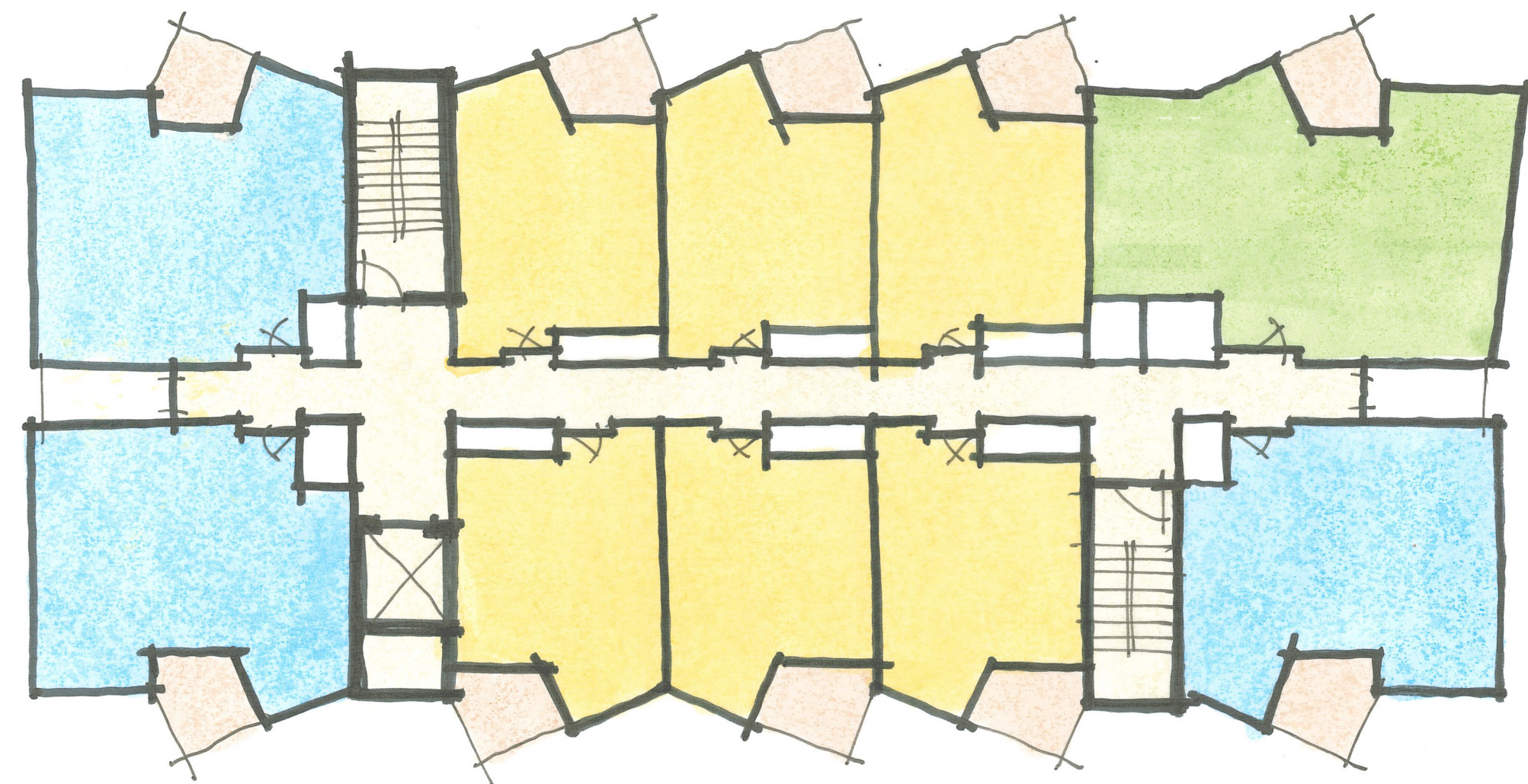
other parking amenities:

- shared car program
- shared bicycle program
- ADA parking spaces
- guest parking spaces



level 3
(3) 1 bedroom units
(3) 2 bedroom units
(1) 3 bedroom units

unit storage space



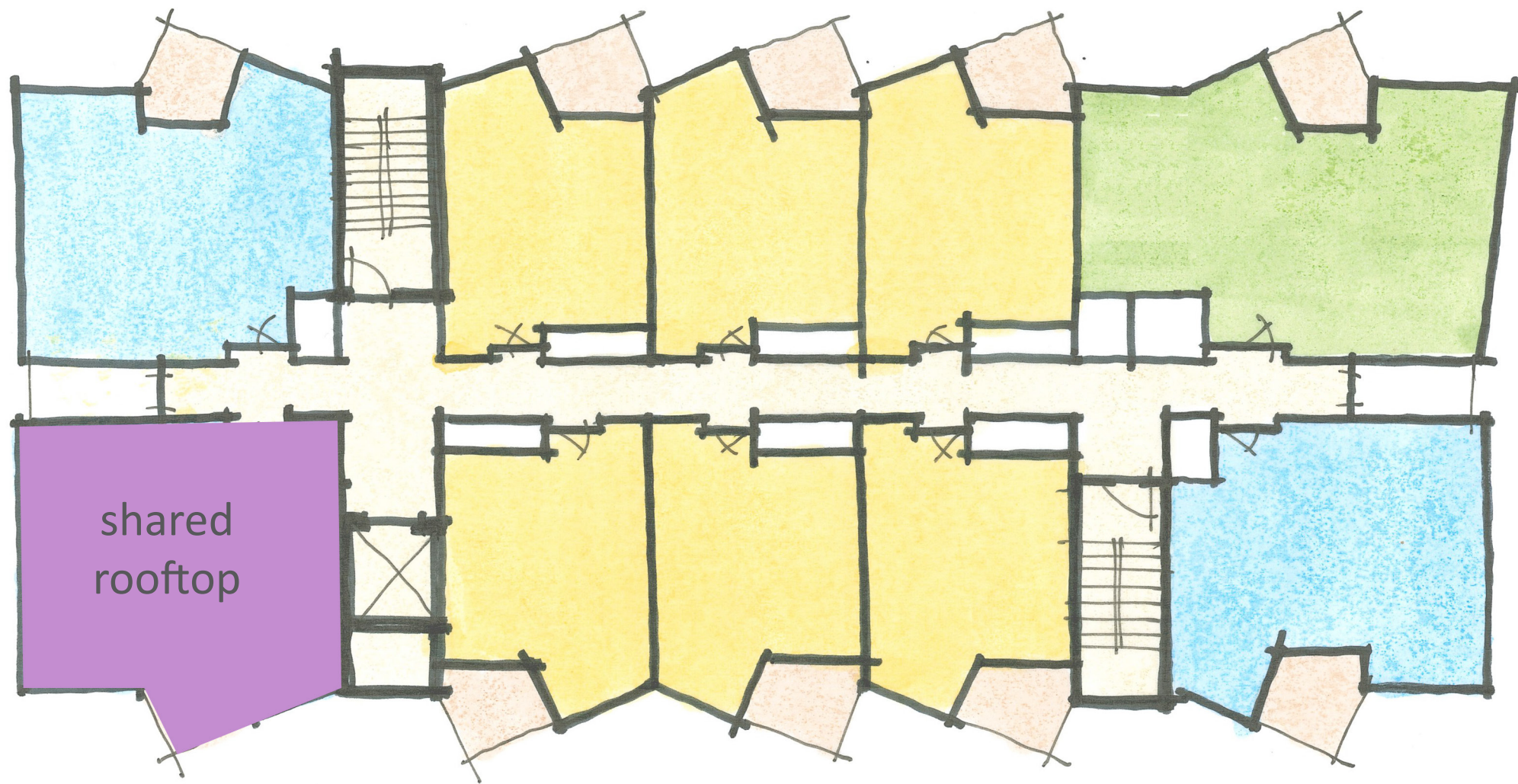
level 4
(6) 1 bedroom units
(3) 2 bedroom units
(1) 3 bedroom units

buildings 1 + 2 + 3

building unit mix and parking counts (*parking counts based on proposed code amendments):

(1) bedroom units = 15 units per building	= 45 total, 1 parking space ea.*	= 45 req'd parking
(2) bedroom units = 8 units per building	= 24 total, 2 parking spaces ea.*	= 48 req'd parking
(3) bedroom units = 3 units per building	= 9 total, 2 parking spaces ea.*	= 18 req'd parking
	= 78 total units	= 111 req'd parking
		126 parking spaces provided

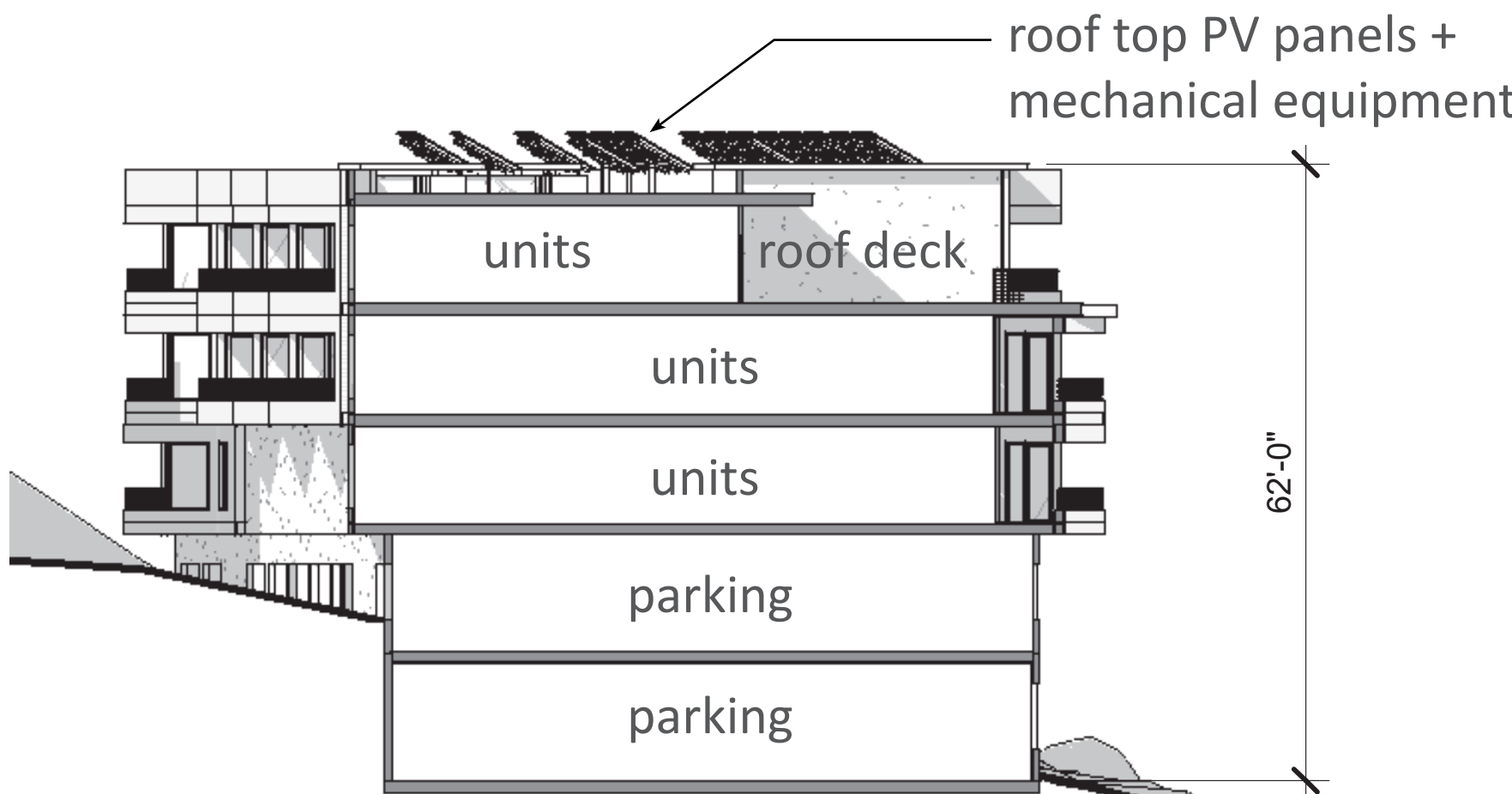
building plans



level 5
(6) 1 bedroom units
(2) 2 bedroom units
(1) 3 bedroom units

dedicated shared rooftop patio

building section



unit plans



1 bedroom - 574 sqft
35 sqft storage adjacent
+ 20 - 30 sqft unit storage



2 bedroom - 953 sqft
35 sqft storage adjacent
+ 30 sqft unit storage



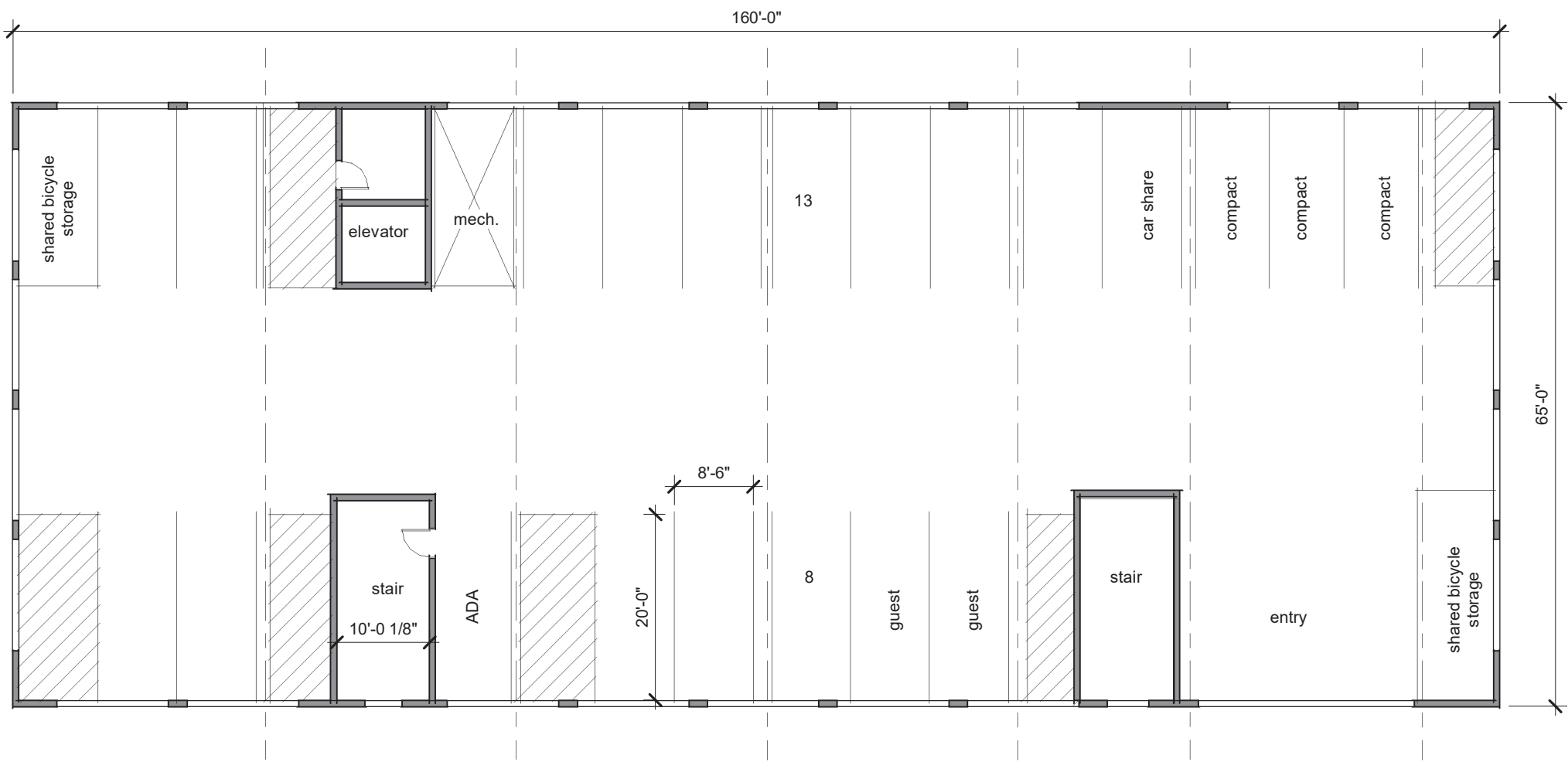
3 bedroom - 1180 sqft
55 sqft storage adjacent
+ 30-50 sqft unit storage

TOSV Draw Site - Building Layout Option B

strategy: "site first"

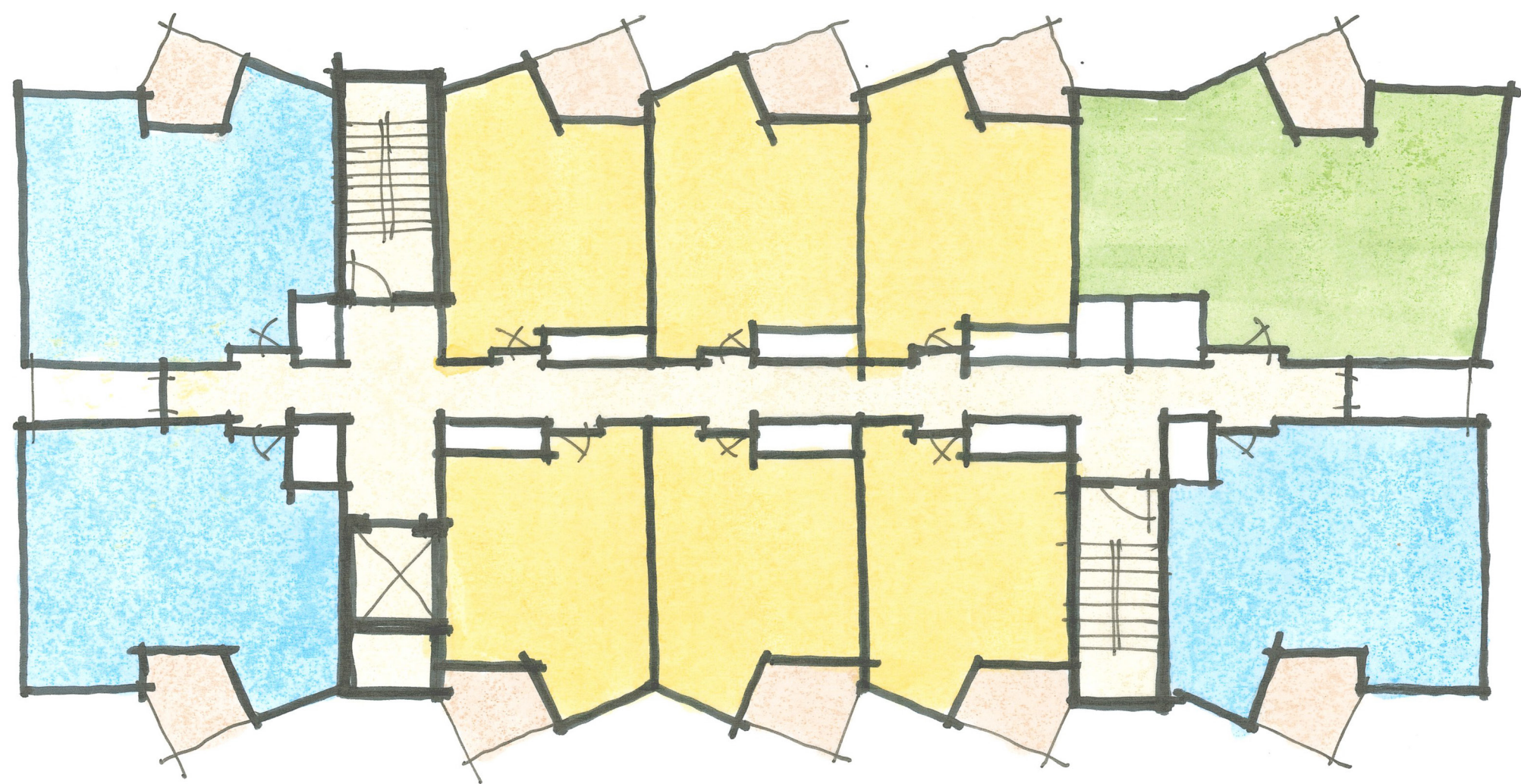
- stack + maximize parking under buildings to minimize site disturbance
- double loaded corridors to balance density and building widths to work with topography
- provide community space both on natural areas of the site (shared w/ community) + on the rooftops (for resident use)
- provide storage space + functional unit layouts to support mountain lifestyles

building plans

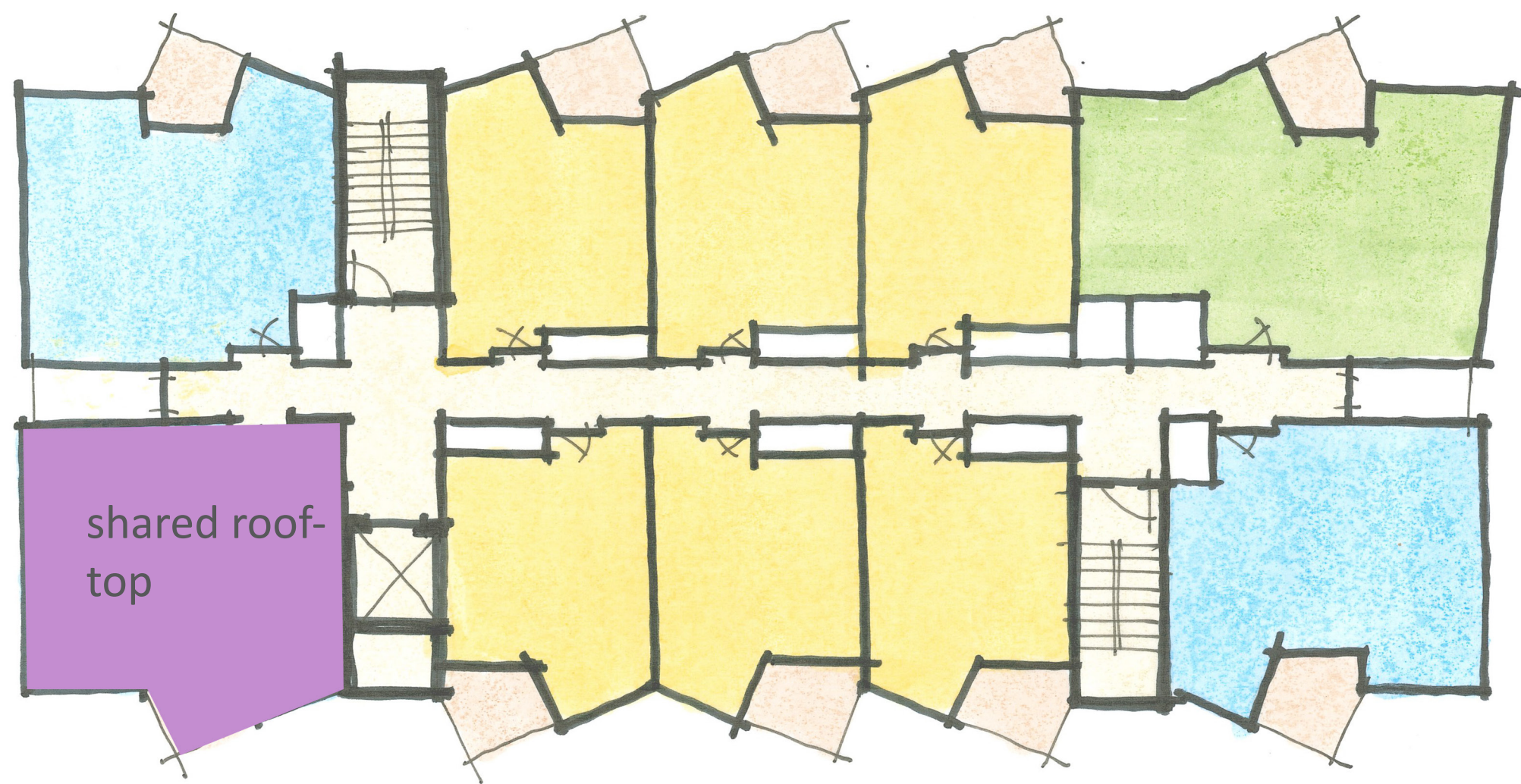


level 1+2 (42) parking spaces per bldg

- other parking amenities:
- shared car program
 - shared bicycle program
 - ADA parking spaces
 - guest parking spaces



level 3 + 4 + 5 (6) 1 bedroom units (3) 2 bedroom units (1) 3 bedroom units (units plans match option A)

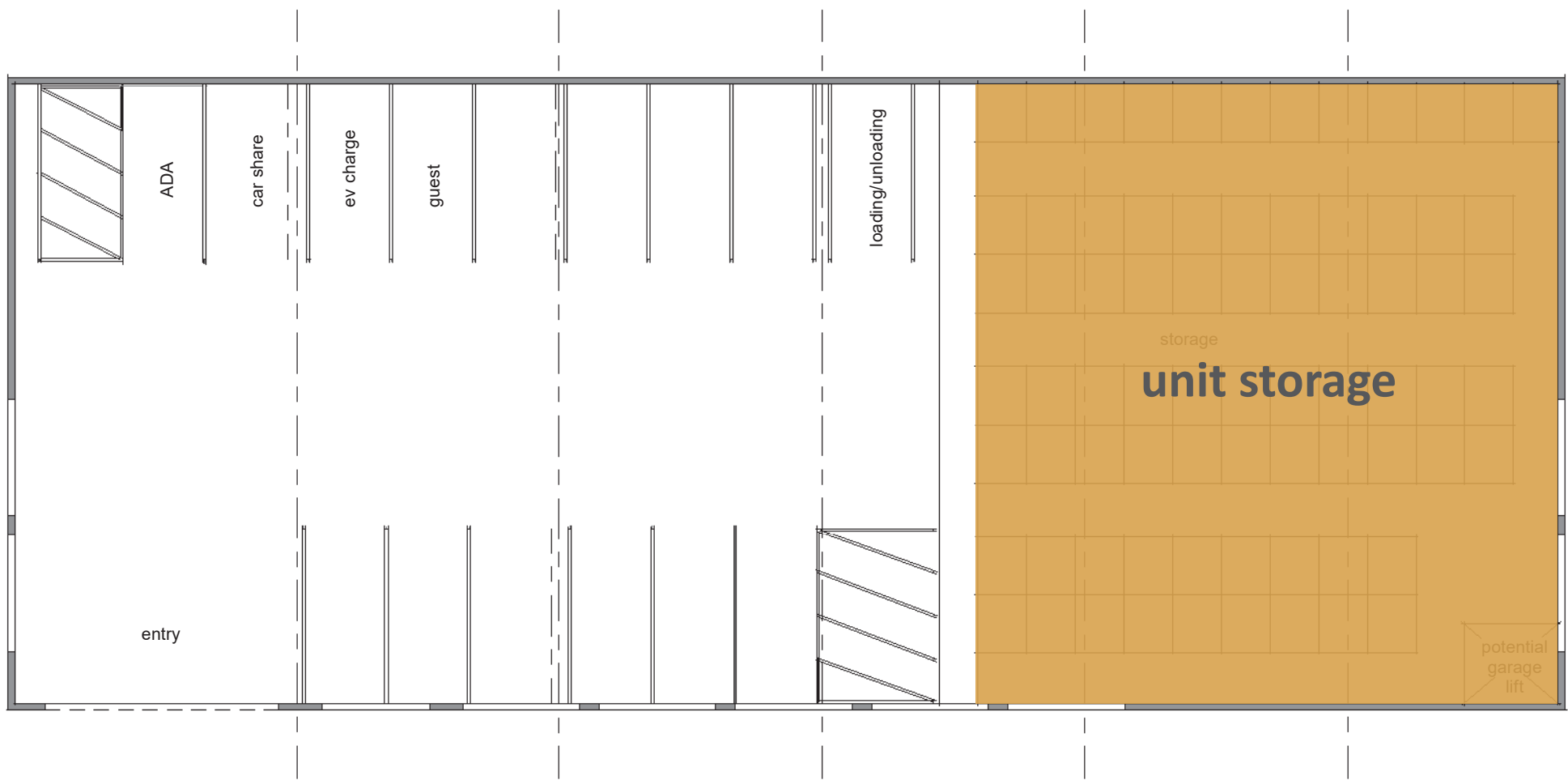


level 6 (6) 1 bedroom units (2) 2 bedroom units (1) 3 bedroom units dedicated shared rooftop patio (units plans match option A)

buildings 1 + 2

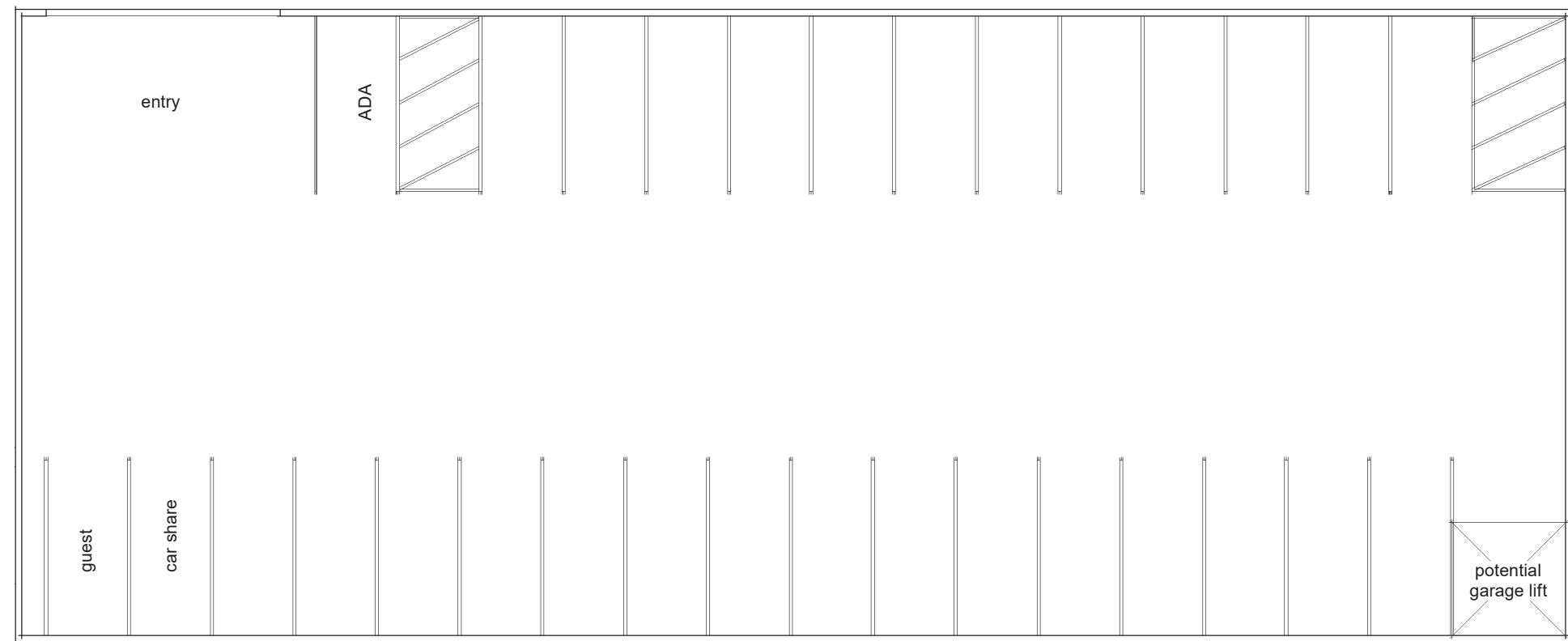
- building unit mix and parking counts (*parking counts based on proposed code amendments):
- | | | |
|---|-----------------------------------|-----------------------------|
| (1) bedroom units = 24 units per building | = 48 total, 1 parking space ea.* | = 48 total req'd parking |
| (2) bedroom units = 11 units per building | = 22 total, 2 parking spaces ea.* | = 44 total req'd parking |
| (3) bedroom units = 4 units per building | = 8 total, 2 parking spaces ea.* | = 16 total req'd parking |
| | = 78 total units | = 108 req'd parking |
| | | 129 parking spaces provided |

parking structure



level 1 - structured parking/storage (15) spaces

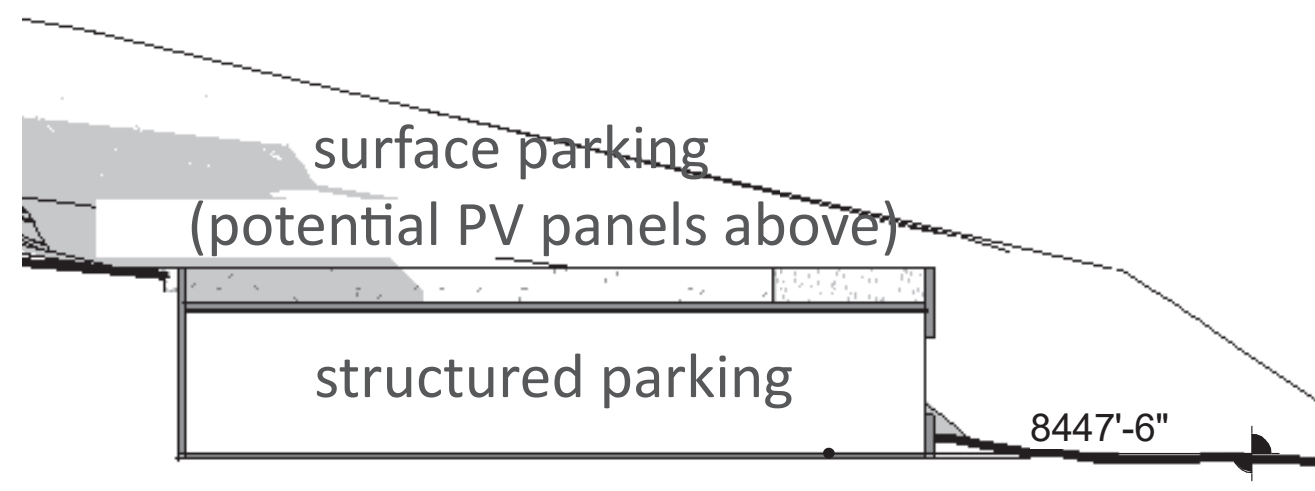
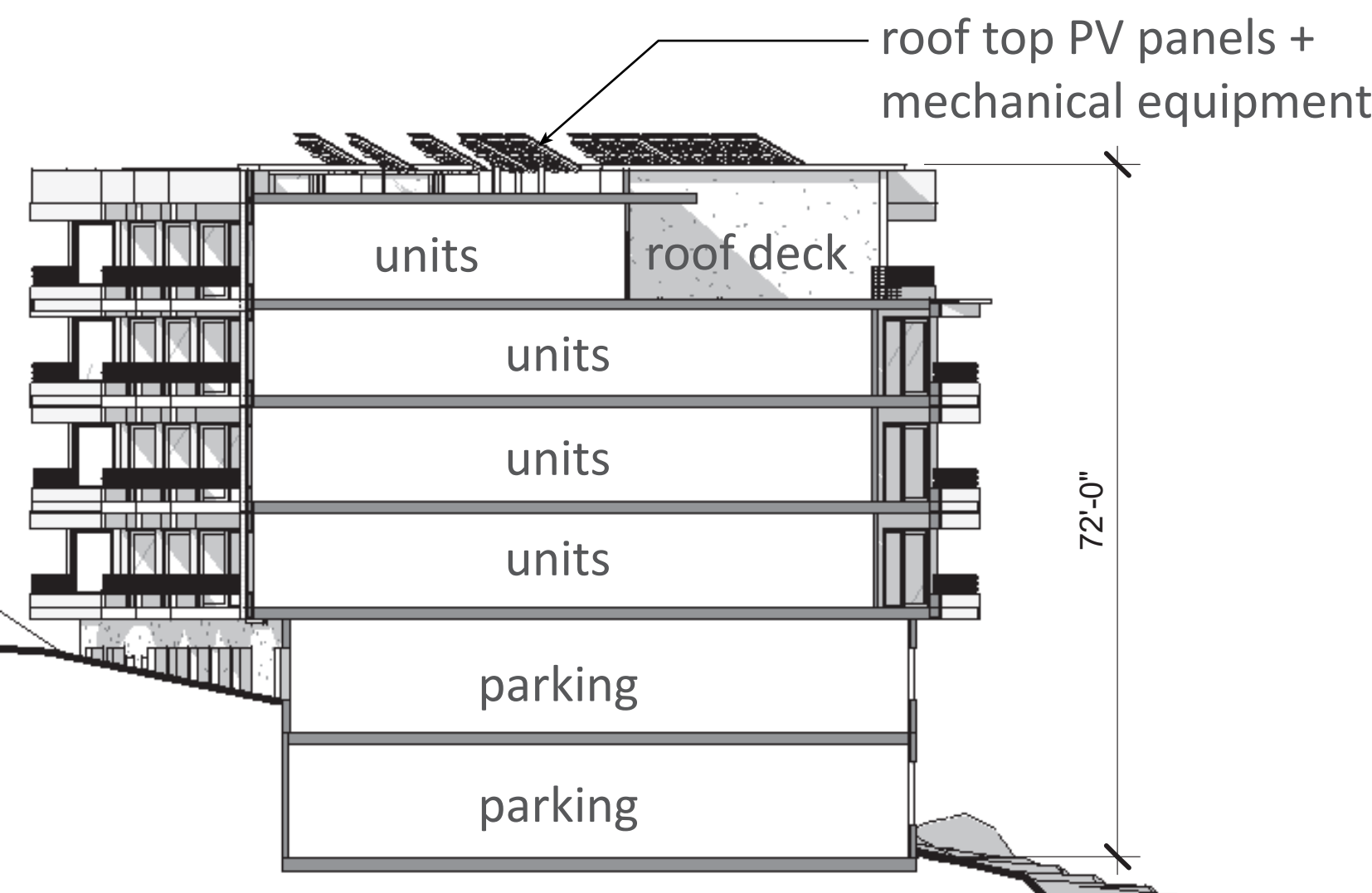
- other parking amenities:
- shared car program
 - shared bicycle program
 - ADA parking spaces
 - guest parking spaces
 - unit storage
 - garage lift for storage access



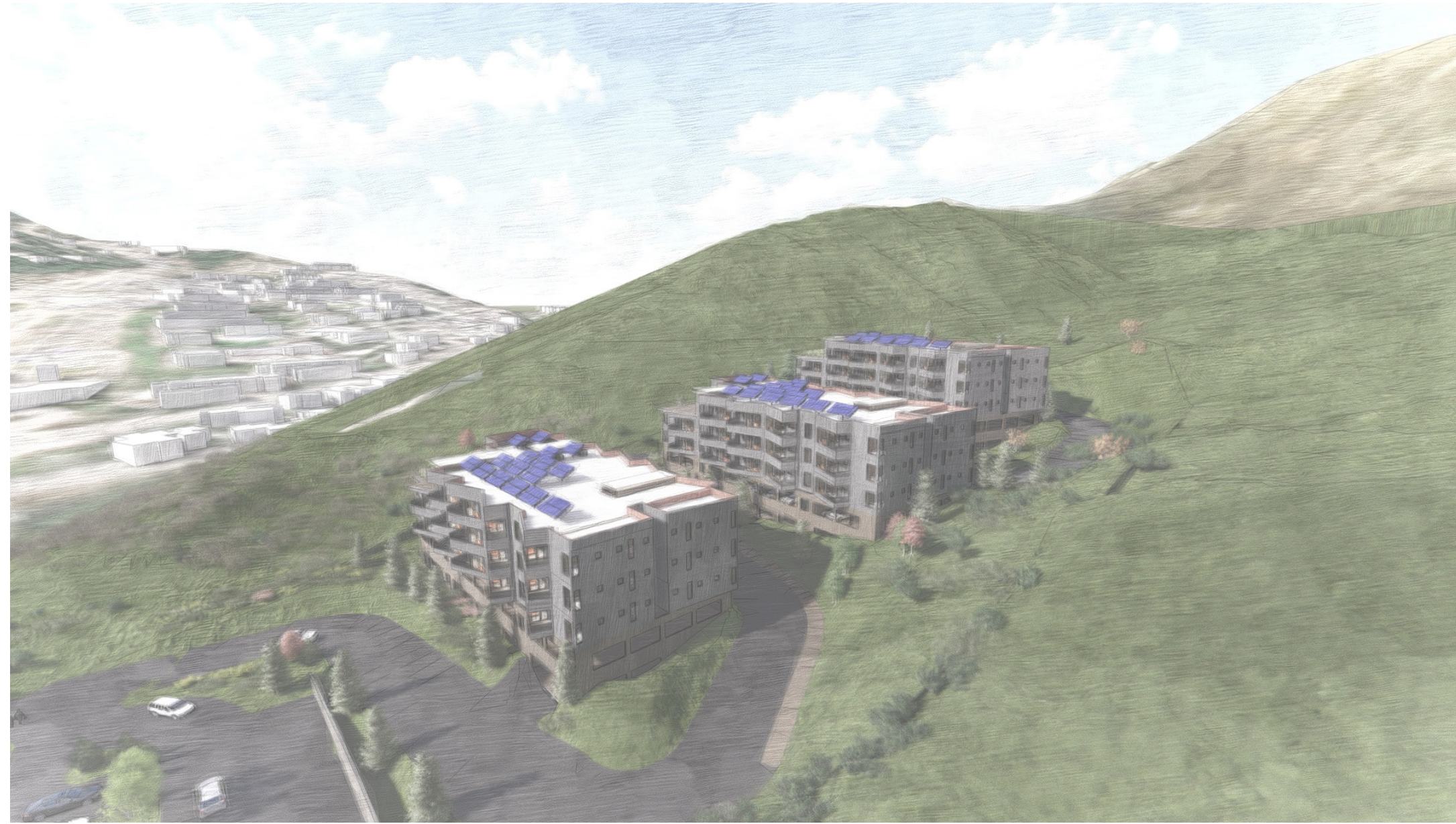
surface parking (30) spaces

- other parking amenities:
- shared car program
 - shared bicycle program
 - ADA parking spaces
 - guest parking spaces
 - garage lift for storage access
 - potential PV panels above

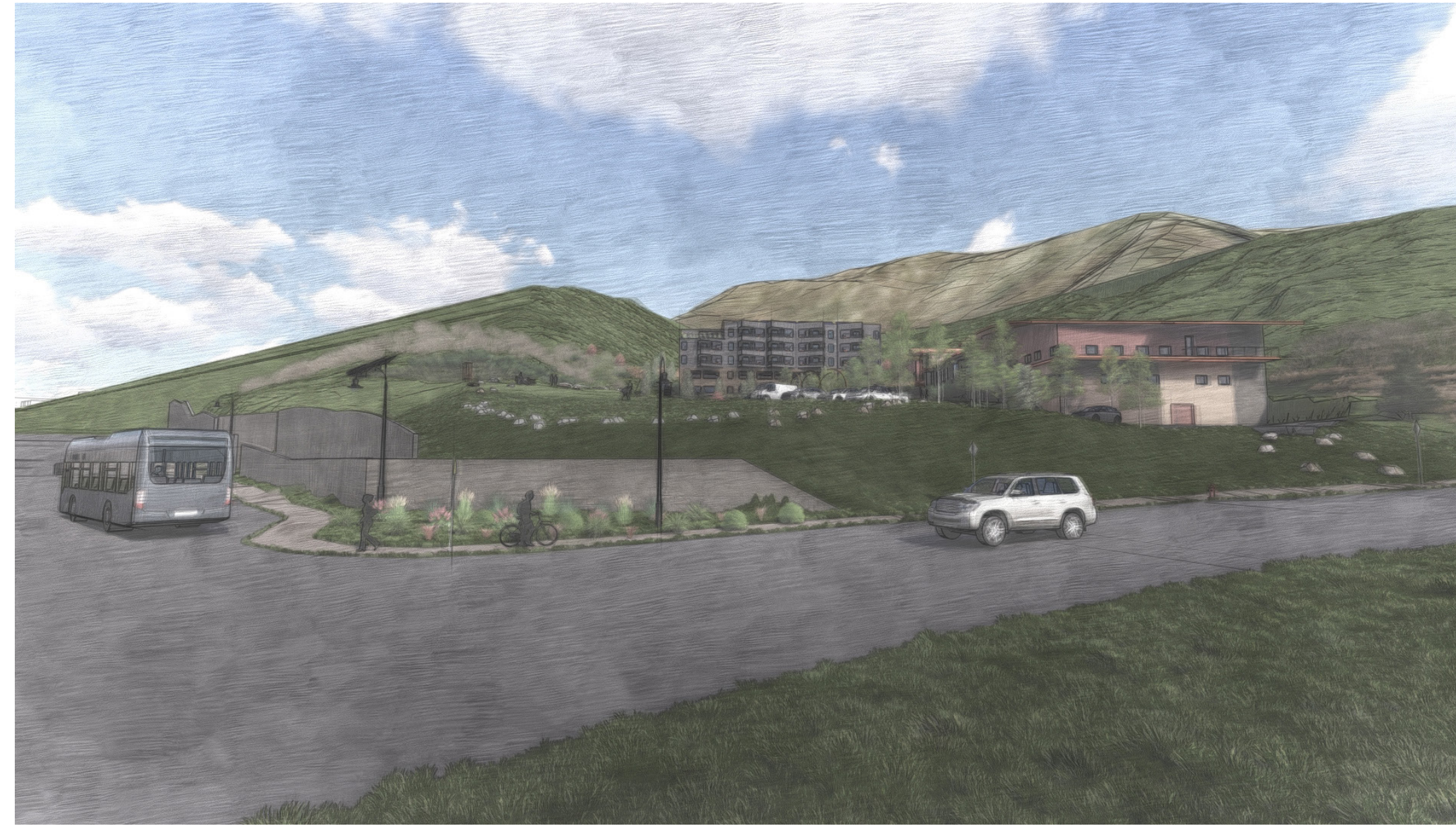
building sections



TOSV Draw Site - Option A Renderings



aerial view



view from round about



view from townhall



view from “sunset/sunrise park”



view at pedestrian path

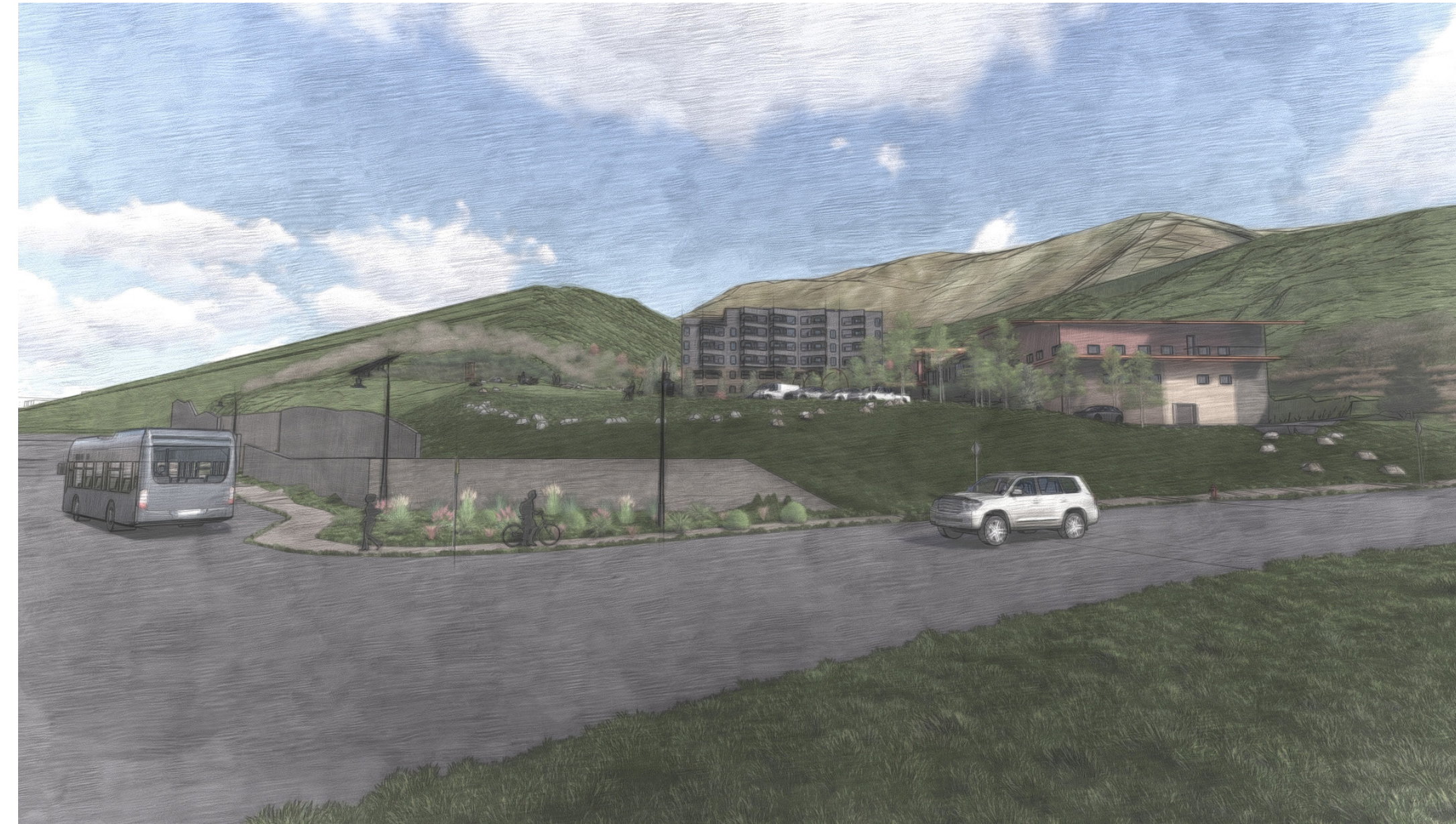


view between buildings

TOSV Draw Site - Option B Renderings



aerial view



view from round about



view from townhall



view from “sunset/sunrise park”



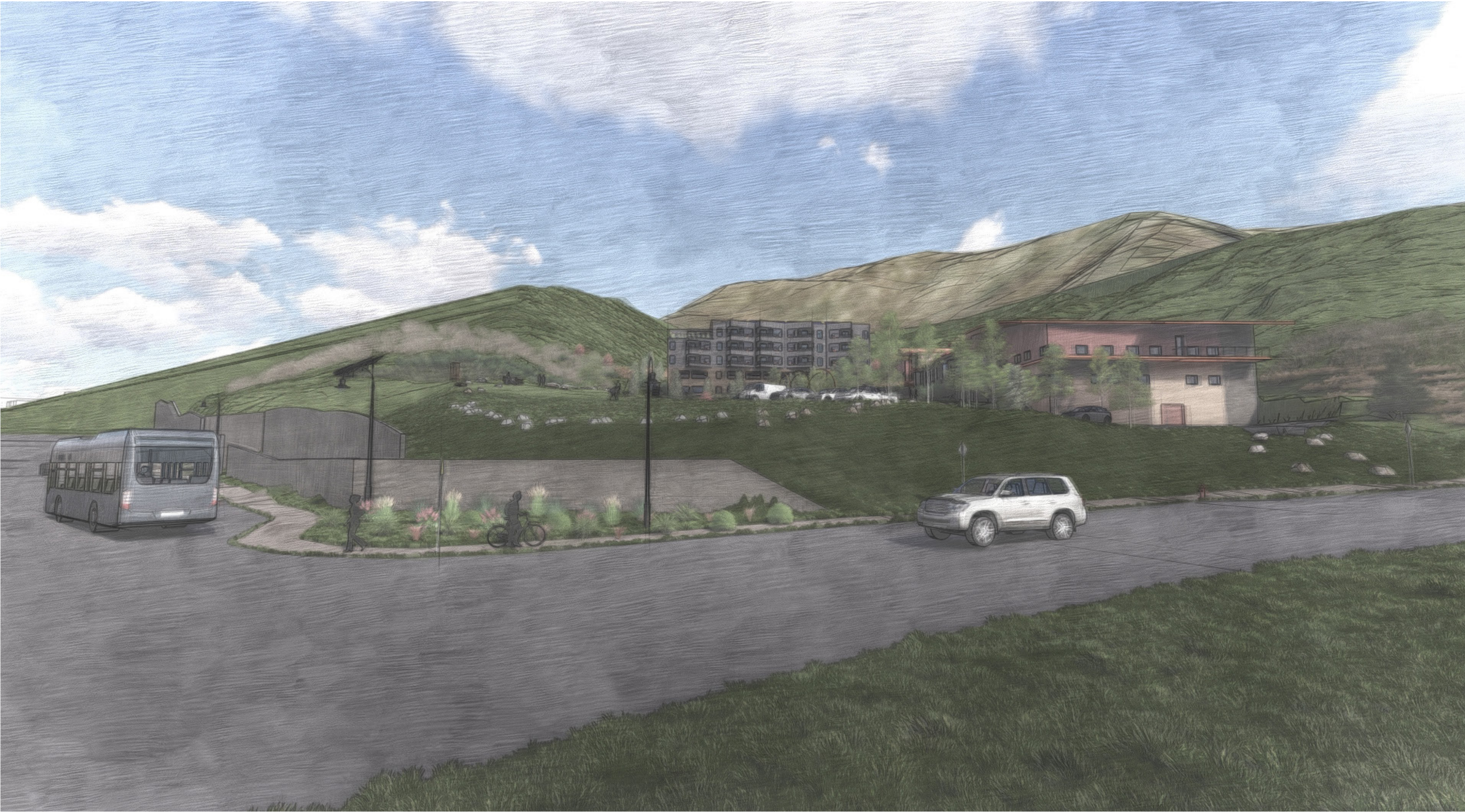
view at pedestrian path



view between buildings

TOSV Draw Site - Renderings Comparison

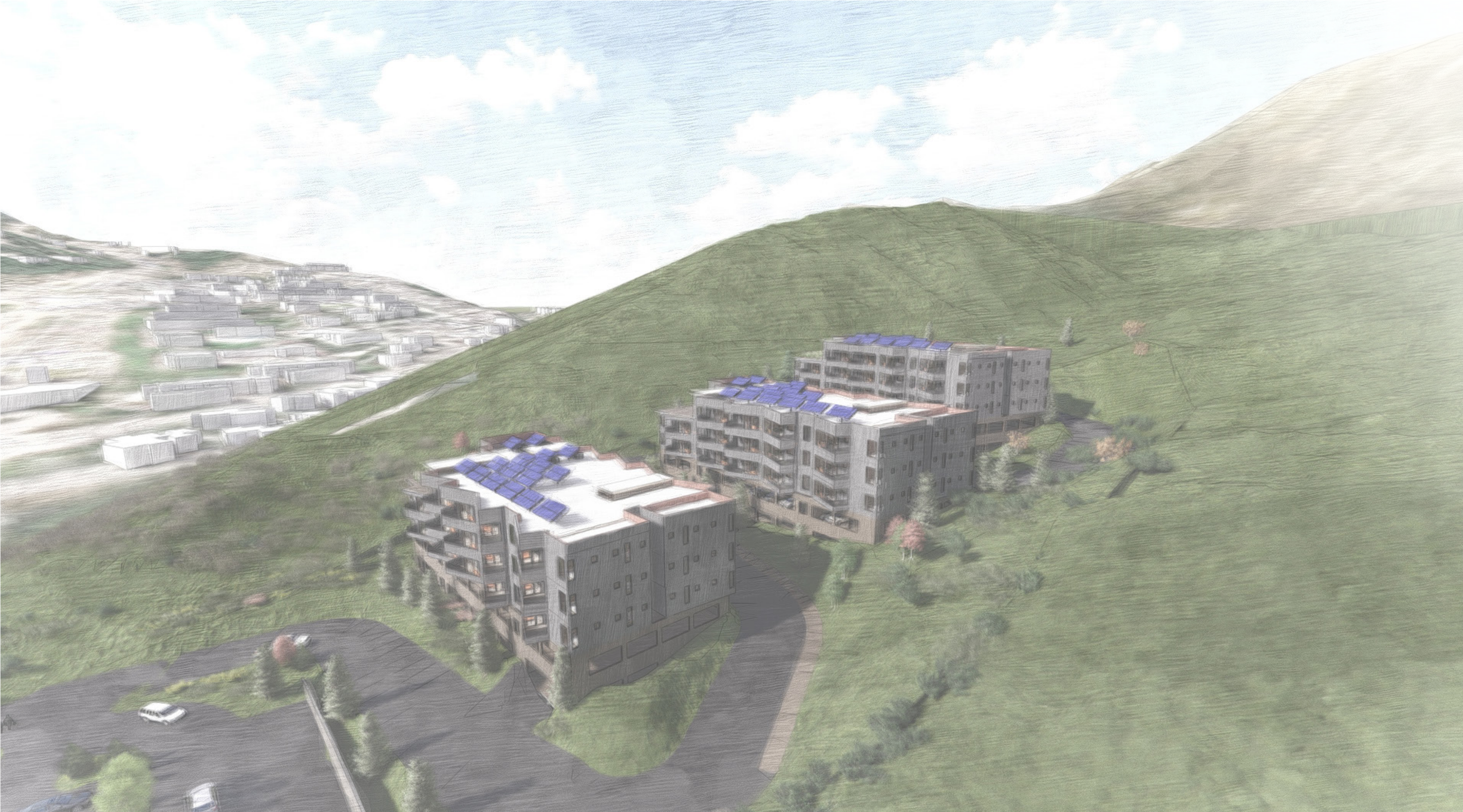
option A



option B



option A



option B



DRAW APARTMENTS

Snowmass Village CO

TOSV Housing Department

projected construction: 2024

Prepared:

PROJECT DATA				UNIT MIX				
Total Number of Units		84		Affordability	# of Units	% of Units	Bedrooms	# of Units
Residential Square Footage		104,025		25%	0	0%		0
Commercial Square Footage		-		50%	0	0%		0
Parcel Size		0		100%	90	107%		90
Number of Parking Spaces		120.00		Other	0	0%	0	0
Assessors Parcel Number		0		Total	90		Total	90
Number of Stories: 4		Zoning:		Project Based Subsidies:				
Acreage: 4.00		Density: 21.00		0				
DEVELOPMENT BUDGET				PROJECT INCOME				
Description	Per Unit	Estimate		Unit Size	Target Population	Number of Units	Net Rent	Annual Revenue
Land SF: 0	0	0	0	SRO		0	0	0
Acquisition Costs	0	0	0			0	0	0
Total Acquisition	0	0	0			0	0	0
Construction / Rehabilitation	733,713	61,631,872		Subtotal SRO Bedroom Units		0		0
Hard Cost Contingency	65,786	5,526,033		Efficiency/Studio		0	0	0
Architecture and Engineering	63,960	5,372,632				0	0	0
Survey & Permits	32,475	2,727,905				0	0	0
Financing Costs	0	0	0		workforce	0	0	0
General Development Costs	10,421	875,364		Subtotal Eff Bedroom Units		0		0
Other Costs	0	0	0	1 Bedroom		0	0	0
Soft Cost Contingency	5,343	448,795				57	1,250	855,000
Reserves	0	0	0			0	0	0
Developer Fee & Costs	0	0	0	Subtotal 1 Bedroom Units		57		855,000
Developer Overhead	0	0	0	2 Bedroom		0	0	0
Syndication Costs	0	0	0			21	1,500	378,000
Total Development Costs	911,698	76,582,601				21		378,000
FINANCING				3 Bedroom		0	0	0
Source	Per Unit	Total				6	2,000	144,000
TOSV Equity	223,538	18,777,225			Subtotal 3 Bedroom Units		6	
LIHTC 9% Equity	155,357	13,050,000		Other		0		0
Other: Local Partner	357,143	30,000,000				0	0	0
Perm First Mortgage	175,659	14,755,376			Subtotal Other Units		0	
Other	0	0	0	Manager's Unit		0	0	0
Other	0	0	0			84		1,377,000
Other	0	0	0		Subtotal Net Rentable Common / Commercial Area			
Total Sources	911,698	76,582,601		Circulation	0.25			
ADDITIONAL FUNDS REQUIRED 0				TOTAL 84 1,377,000				
OPERATING EXPENSES				PROJECTED CASH FLOW VARIABLES				
Item	Per Unit	Annual		Rent Increase Rate - Tenant		3.0%		
Administration	77	6,500		Rent Increase Rate - Operating Subsidy (N/A)		3.0%		
Utilities	1,282	107,722		Vacancy Rate		1.0%		
Operating & Maintenance	1,538	129,200		Operating Expense Increase		3.0%		
Taxes & Insurance	357	30,000						
Service Expenses	0	0	0					
Total Operating	3,255	273,422						
Per month	271	22,785						
Total Reserve Deposits	600	50,400						
CASH FLOW								
Year:		1	2	3	4	5	6	7
GROSS INCOME								
Gross Rental Income	16,392.86	1,377,000	1,418,310	1,460,859	1,504,685	1,549,826	1,596,320	1,644,210
Other Income	178.57	15,000	15,150	15,302	15,455	15,609	15,765	15,923
Operating Subsidy (HUD PRAC)	0.00	0	0	0	0	0	0	0
SCHEDULED GROSS INCOME	16,571.43	1,392,000	1,433,460	1,476,161	1,520,140	1,565,435	1,612,086	1,660,133
(Less) Vacancy Allowance (163.93)	(13,770)	(13,770)	(14,183)	(14,609)	(15,047)	(15,498)	(15,963)	(15,963)
EFFECTIVE GROSS INCOME	16,407.50	1,378,230	1,419,277	1,461,552	1,505,093	1,549,936	1,596,122	1,644,170
NET INCOME								
(Less) Operating Expenses	(3,255.02)	(273,422)	(281,625)	(290,073)	(298,776)	(307,739)	(316,971)	(326,480)
(Less) Reserves	(600.00)	(50,400)	(51,408)	(52,436)	(53,485)	(54,555)	(55,646)	(56,759)
NET OPERATING INCOME	12,552.48	1,054,408	1,086,244	1,119,043	1,152,832	1,187,643	1,223,506	1,260,931
DEBT SERVICE		1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408
NET CASH FLOW		(0)	31,836	64,635	98,424	133,235	169,098	206,523

SOURCES & USES
DRAW APARTMENTS

I PERMANENT SOURCES

Equity/Grants	Amount	Annual Credit	Total Credit	Price	% Interest	
TOSV Equity	18,777,225				10%	
LIHTC Tax Credit Equity	13,050,000	1,450,000	13,050,000	90.00	90.00%	Suggested Calc
State	0	0		0		
FHLB	0		-			
Sponsor Note	0		-			
CT State HTCC	0		-			
Other: Local Partner	30,000,000					
Other: Deferred Fee	0					Net Dev fee/Of
Total Equity	61,827,225					

Debt Financing	Amount	Rate	Term	Amort	Constant	Annual Payme
Perm First Mortgage	14,755,376	3.80%	20	20	7.146%	1054408
		4.51%	30	30	6.089%	0
Total Debt	14,755,376					

NOTES:

Soft Debt	Amount	Rate	Term	Amort
		0.00%	30	0
		0.00%	30	0
State - CHAMP - soft funds	0	1.00%	30	20000
State - HSF		2.50%	50	0
State - HOME		0.00%	30	0
State - AHT	0	0.00%	30	0
State - HPSTF		0.00%	50	0
Deferred Dev Fee	0	0		
Total Soft Debt	0			

Total Sources \$76,582,601
Total Uses \$76,582,601
Surplus (Gap) \$0

II CONSTRUCTION/PREDEVELOPMENT SOURCES

Construction Loan	Amount	Rate	Term (Months)	Avg % Outstanding
Lender: TBD	0	4.00%	14.00	50%
Total Const				

Predevelopment Loans	Amount	Rate	Term (Months)	Avg % Outstanding
Morse capital	0			
DOH Predevelopment	0			
Total Predevelopment	0			

ITEM		TOTAL PROJECT COST	Per Unit	% of Total
ACQUISITION				
Acquisition: Land		0.00	-	0%
Land Cost		0.00	-	0%
		0.00	-	0%
Acquisition: Building		0.00	-	0%
Total Acquisition Cost		0.00	-	0%
CONSTRUCTION / REHABILITATION				
Direct Construction Budget		61,631,872.00	733,713	80%
Site Improvements		6,371,545.00	75,852	8%
Site prep		6,371,545.00	75,852	8%
landscape		0.00	-	0%
Off-Site improvements		0.00	-	0%
Demolition			-	0%
Residential		55,260,327.00	657,861	72%
Residential Units	\$531	55,260,327.00	657,861	72%
Permit			-	0%
Pre construction services			-	0%
Parking		0.00	-	0%
Structure			-	0%
On-grade		0.00	-	0%
Environmental Remediation		0.00	-	0%
General Requirements			-	0%
Contractor Overhead			-	0%
Contractor Profit				
Construction Contingency		5,526,032.70	65,786	9%
Total Const. / Rehab. Costs		67,157,904.70	799,499	88%
ARCHITECTURE AND ENGINEERING				
Architecture		5,372,632.38	63,960	7%
Feasibility studies		0.00	-	0%
Design SD/DD/CD/Bid	8.0%	5,372,632.38	63,960	7%
Printing/Reimbursables			-	0%
Add'l services			-	0%
Total Architecture & Engineering		5,372,632.38	63,960	7%
PERMITS				
Permit Fees		336,678.00	4,008	0%
Govt - Zoning		0.00	-	0%
Govt - Building Permits		336,678.00	4,008	0%
Govt - Other (special fees such as TCO, sanitation, etc)		0.00	-	0%
Utility Hook Up Fees (Tap Fees)		2,391,227.00	28,467	3%
Total Permits and Feeds		2,727,905.00	32,475	4%
GENERAL DEVELOPMENT COSTS				
Bond Premium	\$616,319		-	0%
Legal		314,233.00	3,741	0%
Legal fees		314,233.00	3,741	0%
Escrow Fees & Title Endorsements		0.00	-	0%
Other (Acq Loan, Predev Loan, etc)		112,226.00	1,336	0%
Accounting & Cost Certification		0.00	-	0%
Audit & Tax Returns & Requisitions		0.00	-	0%
Cost Certification Costs		0.00	-	0%
Taxes			-	0%
Insurance		0.00	-	0%
Preconstruction		0.00	-	0%
Course of Construction		448,905.00	5,344	1%
Placed in Service			-	0%
Relocation Expenses		0.00	-	0%
Relocation - direct residential			-	0%
Relocation - direct commercial			-	0%
Relocation Consultant			-	0%
Appraisal Costs		0.00	-	0%
Appraisals		0.00	-	0%
Appraisal - Permanent			-	0%
Security (if not in const contract)		0.00	-	0%
Development Consultant			-	0%
Total General Development Costs		875,364.00	10,421	1%
Soft Cost Contingency	\$448,795	448,795.07	5,343	1%
TOTAL PROJECT COST		76,582,601.14	911,698	100%
SYNDICATION COSTS				
Legal - Syndication		0	-	0%
Other Syndication Costs				
Total Syndication Costs		\$0	-	0%
GRAND TOTAL - Construction / Syndication		\$76,582,601	911,698	100%

INCOME, RENTS & SQUARE FOOTAGE
DRAW APARTMENTS

RENT SCHEDULE									
Unit Type	Affordability Tier	Type of Rent (from Guide below)	# of Apts	Gross Rent (link to chart below)	Util Allow (pulls from below)	Effective Rent	Total Annual	Sq. Ft.	Sq Ft
								Per Apt	Total
SRO	30%		-	-	-	-	-		-
Studio	60%		-		-	-	-		-
Studio	50%				-	-	-		-
Studio	30%				-	-	-		-
1-Bedroom	60%				-	-	-	-	-
1-Bedroom	50%				-	-	-		-
1-Bedroom	30%				-	-	-		-
1-Bedroom	60%		57	1,250.00	-	1,250	855,000	750	42,750
2-Bedroom	30%				-	-	-		-
2-Bedroom	50%				-	-	-		-
2-Bedroom	60%		21	1,500.00	-	1,500	378,000	900	18,900
3-Bedroom	30%				-	-			-
3-Bedroom	50%				-	-			-
3-Bedroom	60%		6	2,000.00	-	2,000	144,000	1,320	7,920
4-Bedroom	30%				-	-			-
4-Bedroom	50%		-	-	-	-	-		-
4-Bedroom	60%		-		-	-	-		-
Manager			-		-	-	-		-
Rent-Free			-		-	-	-	20,802	20,802
					-	-			
					-	-			
TOTAL			84	\$0		\$0	\$1,377,000		90,372

OPERATING BUDGET

Project Name:

DRAW APARTMENTS

Number of Units:

84

6.00%

EXPENSES	ANNUAL	Monthly
ADMINISTRATIVE EXPENSES		
Management Fee	\$0	\$0
Manager Payroll		\$0
Taxes-Payroll (9.5% of payroll)		\$0
Legal	\$0	\$0
Audit	\$1,500	\$125
Advertising	\$0	\$0
Telephone, Answ. Service, Fax & Computer Lines		\$0
Office Supplies	\$500	\$42
Bookkeeping/Accounting	\$2,500	\$208
Misc. Administrative Expenses (specify)	\$2,000	\$167
TOTAL ADMINISTRATIVE EXPENSES	\$6,500	\$542
UTILITIES EXPENSES		
Electricity	\$45,000	\$3,750
Trash	\$15,000	\$1,250
Natural Gas	\$0	\$0
Water & Sewer	\$47,722	\$3,977
TOTAL UTILITIES EXPENSES	\$107,722	\$8,977
OPERATING & MAINT. EXPENSES		
Maintenance Payroll	\$40,000	\$3,333
Janitor/Cleaning Contract	\$0	\$0
Benefits	\$50,000	\$4,167
Janitor/Cleaning Supplies	\$0	\$0
Interior Paint/Decor contracts	\$0	\$0
Garbage/Rubbish Removal	\$0	\$0
Snow & Ice Removal	\$2,000	\$167
Grounds Contract	\$6,000	\$500
Maintenance Rent		\$0
Maintenance Supplies	\$20,000	\$1,667
Maintenance Contracts	\$5,000	\$417
HVAC Repairs & Contract		\$0
Pool Maintenance		\$0
Interior Paint/Decor Contract	\$1,200	\$100
Interior Paint/Decor Supplies	\$0	\$0
Miscellaneous Operating & Maintenance	\$5,000	\$417
TOTAL OPERATING & MAINT. EXPENSES	\$129,200	\$10,767
TAXES & INSURANCE		
Taxes-Personal Property	\$0	\$0
Taxes-Real Estate		\$0
Taxes-Other		\$0
Insurance/Property & Liability	\$30,000	\$2,500
Insurance/Fidelity Bond		\$0
Other Insurance		\$0
TOTAL TAXES & INSURANCE	\$30,000	\$2,500
SERVICE EXPENSES		
Resident Services Salary	\$0	\$0
Resident Services Supplies		\$0
Resident Services Misc. Expenses	\$0	\$0
TOTAL SERVICE EXPENSES	\$0	\$0
TOTAL EXPENSES	\$273,422	\$22,785

Operating Expense Per Unit: \$3,255

Replacement Reserve Deposits Per Unit: \$ 600.00

600

Other Reserve Deposits Per Unit: \$0

Total Op Exp Per Unit: \$3,855

OPERATING INCOME, EXPENSE & CASH FLOW PROJECTION

Project Name: DRAW APARTMENTS

Total Units 12

OPERATING INCOME	Inflation	Initial Year														
	Factor	Per Month	Per Unit	1	2	3	4	5	6	7	8	9	10	11	12	13
RENT																
Resident	3.00%	114,750	16,393	1,377,000	1,418,310	1,460,859	1,504,685	1,549,826	1,596,320	1,644,210	1,693,536	1,744,342	1,796,673	1,850,573	1,906,090	1,963,273
OTHER INCOME: Laundry	1.0%	1,250	179	15,000	15,150	15,302	15,455	15,609	15,765	15,923	16,082	16,243	16,405	16,569	16,735	16,902
OTHER INCOME																
GROSS INCOME		116,000	16,571	1,392,000	1,433,460	1,476,161	1,520,140	1,565,435	1,612,086	1,660,133	1,709,618	1,760,585	1,813,078	1,867,142	1,922,825	1,980,175
VACANCY LOSS																
Resident	1.00%	(1,148)	(164)	(13,770)	(14,183)	(14,609)	(15,047)	(15,498)	(15,963)	(16,442)	(16,935)	(17,443)	(17,967)	(18,506)	(19,061)	(19,633)
EFFECTIVE GROSS INCOME		114,853	16,408	1,378,230	1,419,277	1,461,552	1,505,093	1,549,936	1,596,122	1,644,170	1,692,683	1,743,142	1,795,111	1,848,636	1,903,764	1,960,542
OPERATING EXPENSES		Per Month	Per Unit													
Administration	3.0%	542	77	6,500	6,695	6,896	7,103	7,316	7,535	7,761	7,994	8,234	8,481	8,735	8,998	9,267
Utilities	3.0%	8,977	1,282	107,722	110,954	114,282	117,711	121,242	124,879	128,626	132,484	136,459	140,553	144,769	149,112	153,586
Operating & Maintenance	3.0%	10,767	1,538	129,200	133,076	137,068	141,180	145,416	149,778	154,272	158,900	163,667	168,577	173,634	178,843	184,208
Taxes & Insurance	3.0%	2,500	357	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143	40,317	41,527	42,773
Service Expenses	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES		22,785	3,255	273,422	281,625	290,073	298,776	307,739	316,971	326,480	336,275	346,363	356,754	367,456	378,480	389,834
RESERVES																
Replacement Reserve	2.0%	4,200	600	50,400	51,408	52,436	53,485	54,555	55,646	56,759	57,894	59,052	60,233	61,437	62,666	63,919
NET OPERATING INCOME		87,867	12,552	1,054,408	1,086,244	1,119,043	1,152,832	1,187,643	1,223,506	1,260,931	1,298,515	1,337,727	1,378,125	1,419,743	1,462,618	1,506,789
AVAILABLE FOR DEBT SERVICE W/DSC	1.00			1,054,408												
DEBT SERVICE																
Debt Service: First Mortgage		87,867	12,552	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408
Debt Service Coverage, First				1.00	1.03	1.06	1.09	1.13	1.16	1.20	1.23	1.27	1.31	1.35	1.39	1.43
NET CASH FLOW		(0)	(0)	(0)	31,836	64,635	98,424	133,235	169,098	206,523	244,107	283,319	323,717	365,335	408,210	452,381

OPERATING INCOME, EXPENSE & CASH FLOW PROJECTION
Project Name: DRAW APARTMENTS

Total Units 12

OPERATING INCOME	Inflation	Initial Year								
	Factor	Per Month	Per Unit	14	15	16	17	18	19	20
RENT										
Resident	3.00%	114,750	16,393	2,022,171	2,082,836	2,145,321	2,209,681	2,275,971	2,344,250	2,414,578
OTHER INCOME: Laundry	1.0%	1,250	179	17,071	17,242	17,415	17,589	17,765	17,942	18,122
OTHER INCOME										
GROSS INCOME		116,000	16,571	2,039,242	2,100,078	2,162,736	2,227,269	2,293,736	2,362,193	2,432,699
VACANCY LOSS										
Resident	1.00%	(1,148)	(164)	(20,222)	(20,828)	(21,453)	(22,097)	(22,760)	(23,443)	(24,146)
EFFECTIVE GROSS INCOME		114,853	16,408	2,019,021	2,079,250	2,141,282	2,205,173	2,270,976	2,338,750	2,408,554
OPERATING EXPENSES										
		Per Month	Per Unit							
Administration	3.0%	542	77	9,545	9,832	10,127	10,431	10,744	11,066	11,398
Utilities	3.0%	8,977	1,282	158,193	162,939	167,827	172,862	178,048	183,389	188,891
Operating & Maintenance	3.0%	10,767	1,538	189,735	195,427	201,289	207,328	213,548	219,954	226,553
Taxes & Insurance	3.0%	2,500	357	44,056	45,378	46,739	48,141	49,585	51,073	52,605
Service Expenses	2.0%	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES		22,785	3,255	401,529	413,575	425,983	438,762	451,925	465,483	479,447
RESERVES										
Replacement Reserve	2.0%	4,200	600	65,198	66,502	67,832	69,188	70,572	71,984	73,423
NET OPERATING INCOME		87,867	12,552	1,552,293	1,599,173	1,647,468	1,697,222	1,748,479	1,801,284	1,855,683
AVAILABLE FOR DEBT SERVICE W/DSC	1.00									
DEBT SERVICE										
Debt Service: First Mortgage		87,867	12,552	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408	1,054,408
Debt Service Coverage, First				1.47	1.52	1.56	1.61	1.66	1.71	1.76
NET CASH FLOW		(0)	(0)	497,885	544,765	593,060	642,814	694,071	746,876	801,275

Tourism Update on Special Events

Financial Advisory Board

August 2023

Special Events Strategy

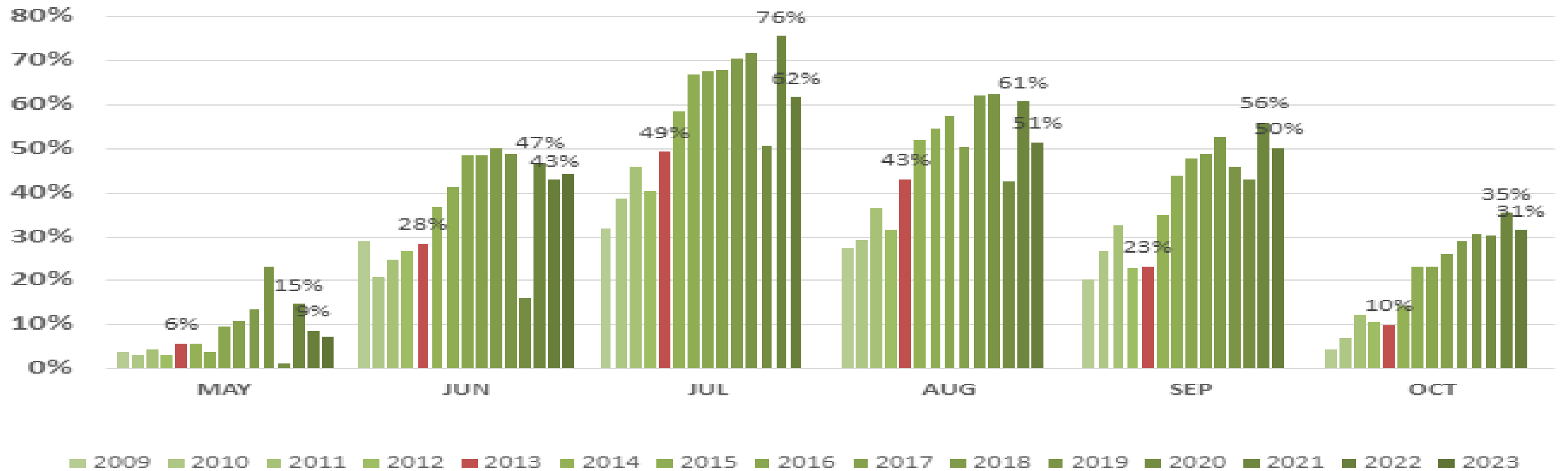
Winter

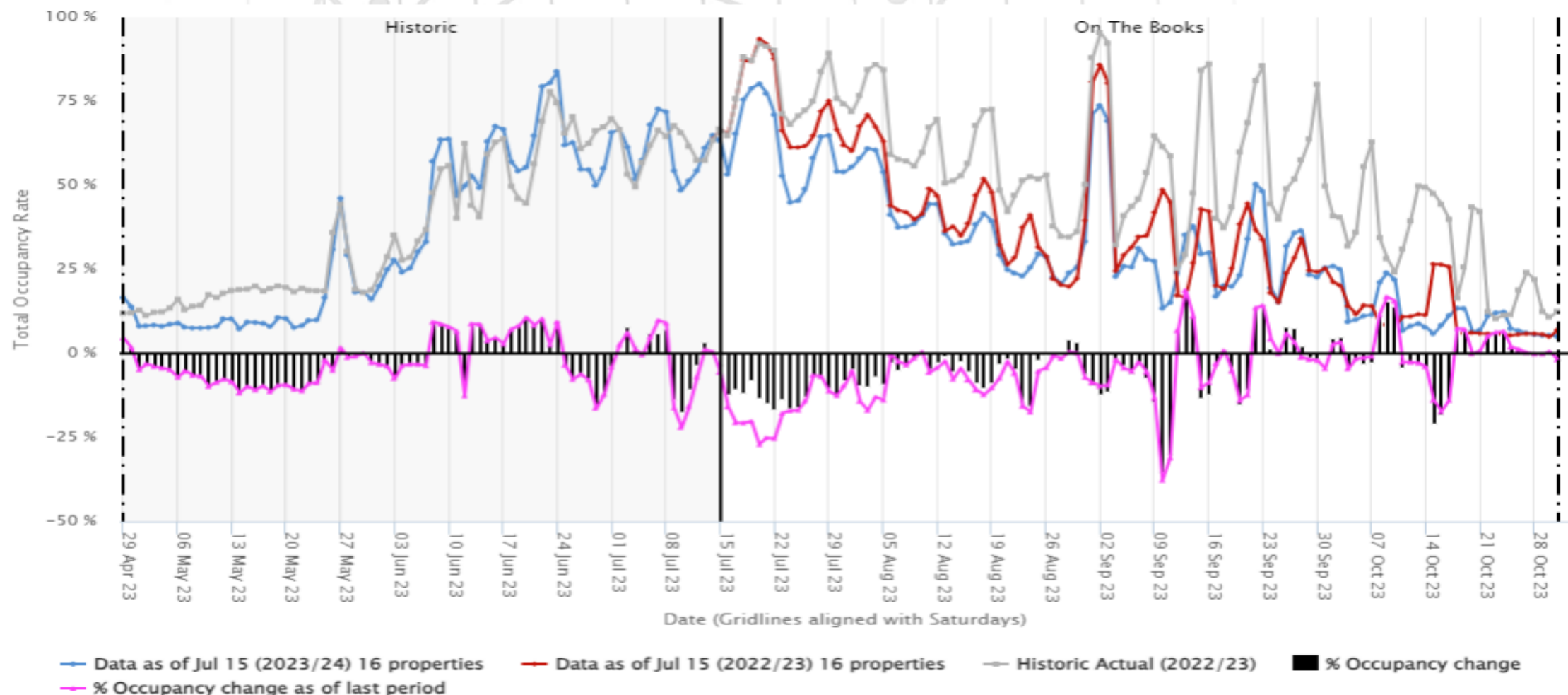
- Tourism-led events – Mardi Gras, Music on the Mall, S'mores
- Partner events: Mother of All Ascensions
- Co-op Events – X Games; World Cup, Collective
- Amenity events
 - NYE fireworks
 - Holidays
- Community Potluck
- Luminescence

Summer

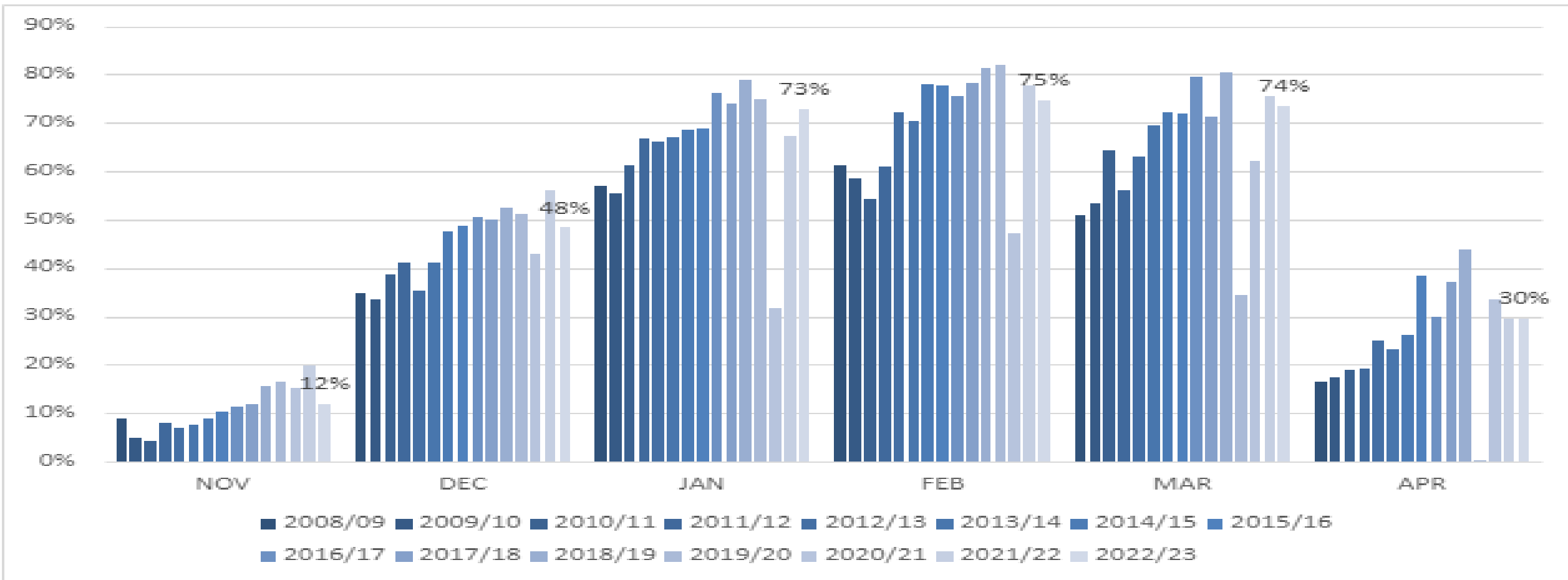
- Tourism-led events– Concerts, BalloonFest, July 4th
- Partner events: yoga, Ragnar, art fests, Heritage Fire, Rendezvous/déjà vu, Cidermass, Vida, Volleyball
- Co-op Events – JAS, Rodeo, Collective
- Amenity Events
 - Yarn bombing, ACES hikes, MOTM,
- Snowmass Ice Age Discovery

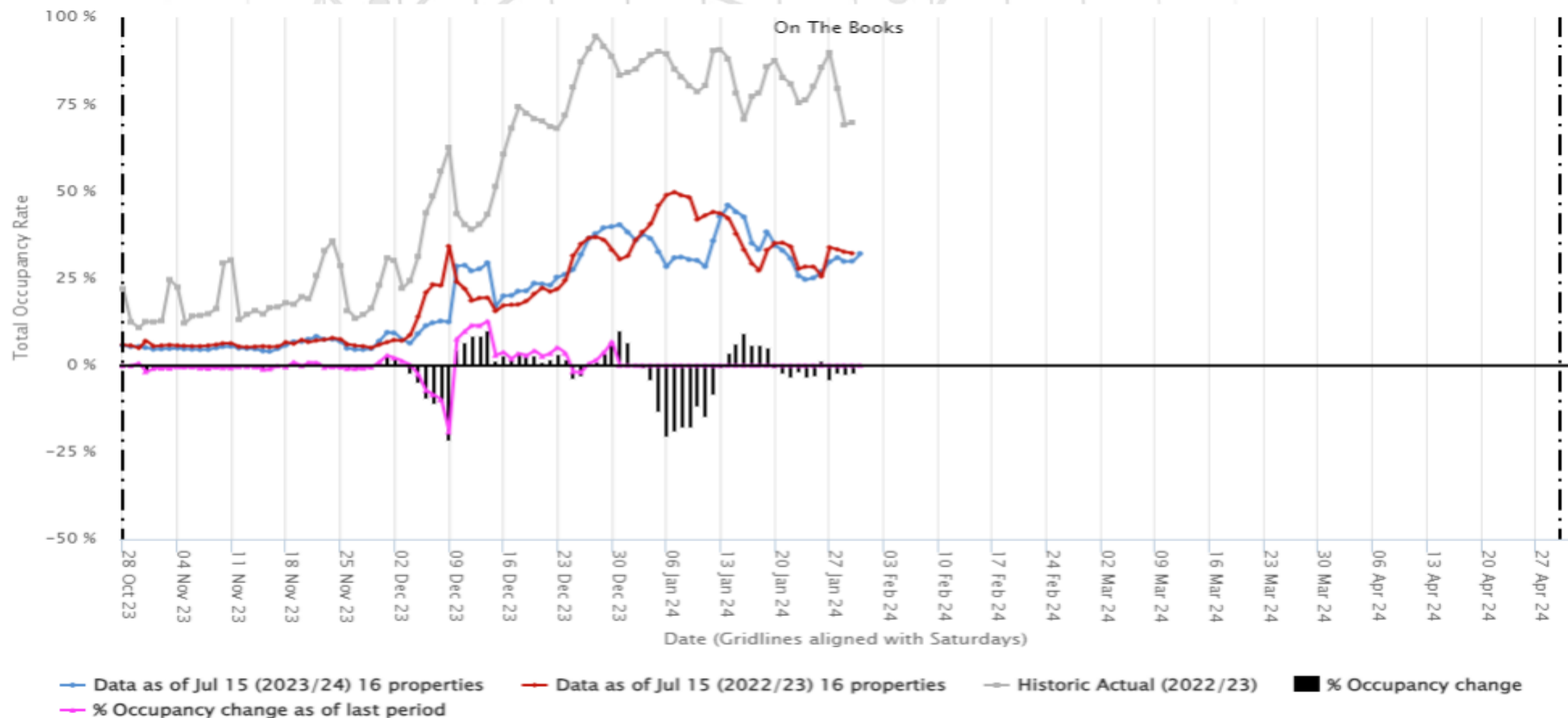
Summer Occupancy





Winter Occupancy



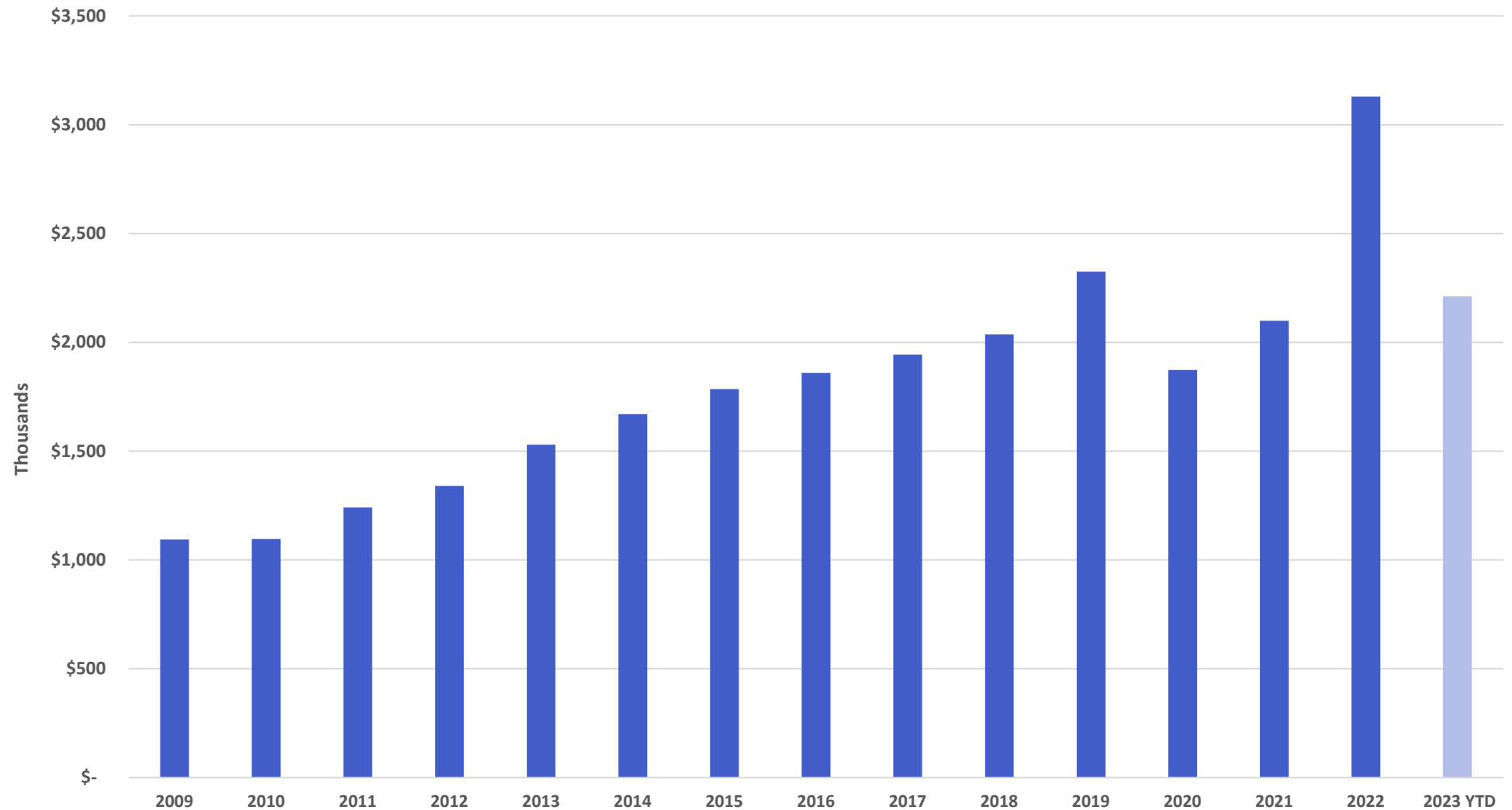


Room Nights Sold vs Occupancy

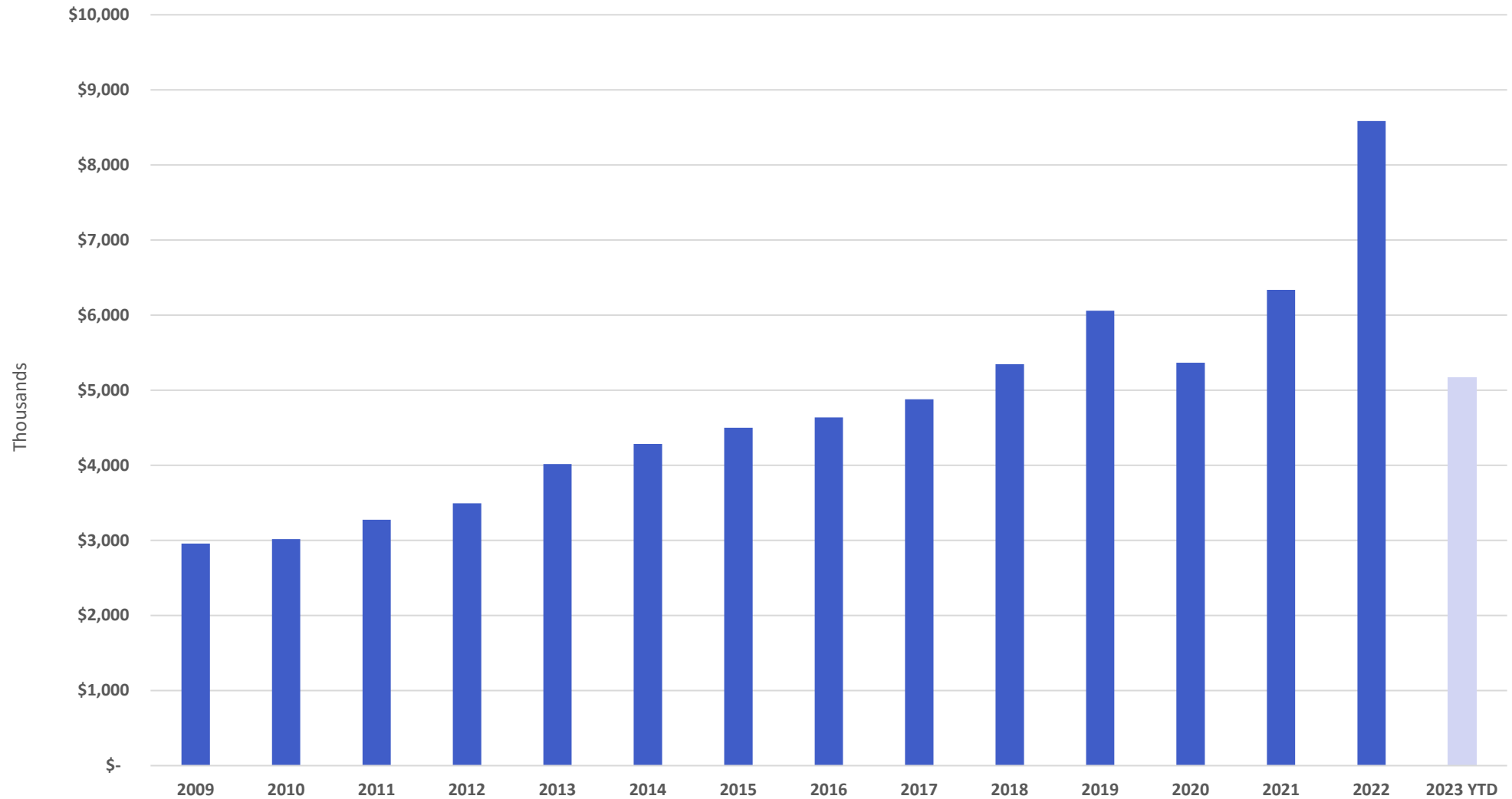
Month	Current Year Rooms Sold	Previous Year Rooms Sold	% Change
Dec 2021	16,249	15,239	6.63%
Jan 2022	24,689	11,301	118.47%
FEB 2022	28,541	15,424	85.04%
MARCH 2022	29,206	21,850	33.67%
APRIL 2022	8,925	7,389	20.79%
MAY 2022	1,960	1,904	2.94%
JUNE 2022	15,652	11,544	35.59%
JULY 2022	23,501	19,427	20.97%
AUGUST 2022	19,591	15,723	24.60%
SEPT 2022	18,932	14,420	31.29%
OCT 2022	10,020	7,500	33.60%
NOV 2022	3,242	3,187	1.73%
DEC 2022	18,150	16,249	11.70%
JAN 2023	29,003	24,689	17.47%
FEB 2023	27,409	28,418	-3.55%
MARCH 2023	31,341	31,578	-0.75%
APR 2023	9,835	8,812	11.61%
MAY 2023	1,937	2,087	-7.19%
JUNE 2023	16,937	16,848	0.53%
JULY 2023	15,850	19,378	-18.21%
AUGUST 2023	8,388	11,016	-23.86%
SEPT 2023	8,491	9,777	-13.15%
OCT 2023	2,474	2,344	5.55%
NOV 2023	513	486	5.56%
Dec 2023	6,201	5,417	14.47%

- Room nights sold varies from occupancy mostly based on denominator changes (i.e. property closed for renovations)
- Aug 23 and forward are YTD as of Jun 30th

Lodging Tax Revenues



Marketing Fund Revenues



Questions?