



AGENDA
CITY OF GLENWOOD SPRINGS
SPECIAL CITY COUNCIL MEETING
JULY 8, 2019
101 W. 8TH STREET
1:30 PM

The agenda is subject to *change, including the addition of items 24 hours in advance or the deletion of items at any time.*

The order and times of agenda items listed are approximate and intended as a guideline for the City Council.

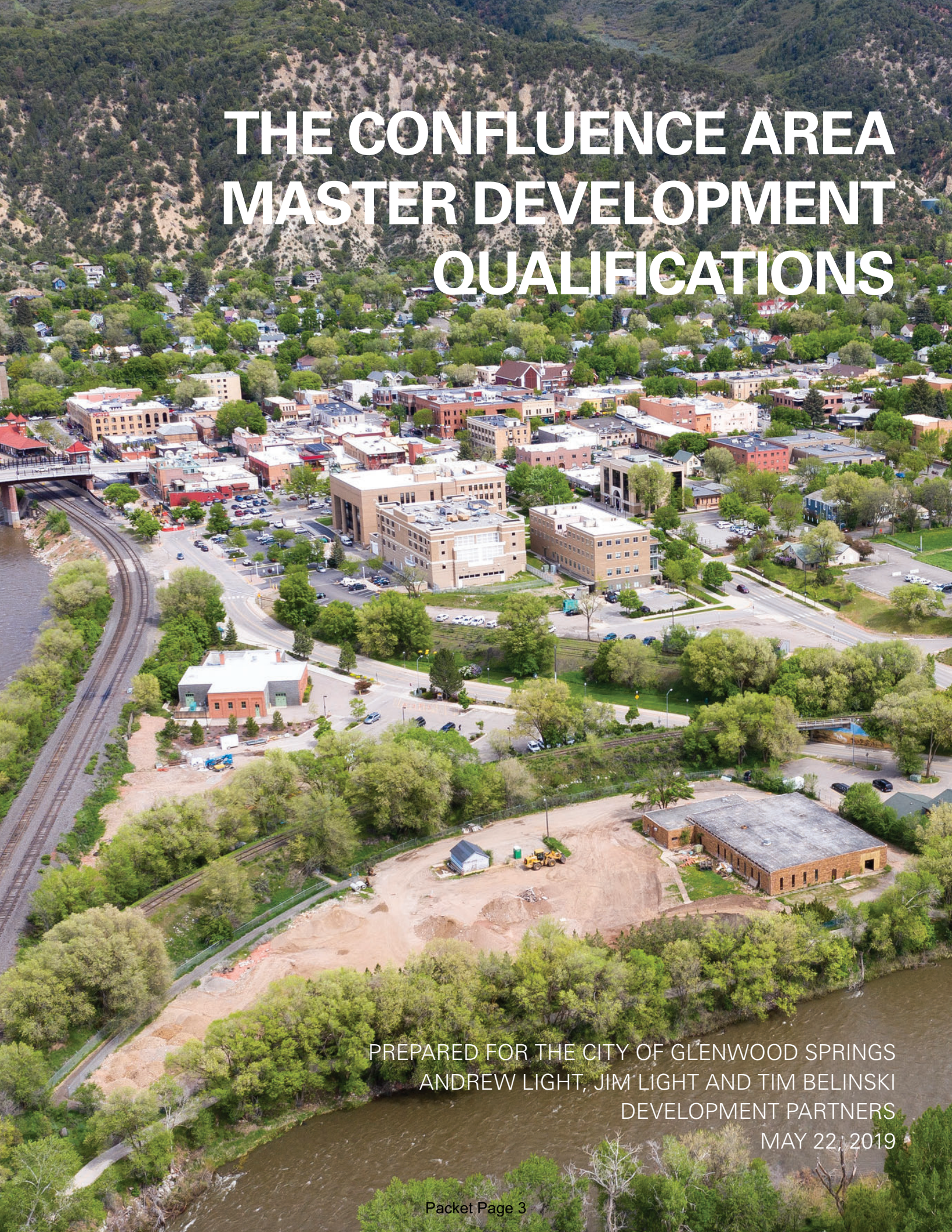
Special Council Meeting

- | | | |
|-------------------|--|--------------------------|
| 1:30pm-
1:45pm | 1. Walk-through of the Former Wastewater Treatment Site | |
| | 2. Confluence RFQ Interviews | Discussion and/or Action |
| 2:00pm-
3:15pm | A. Development Partners, Andrew and Jim Light and Tim Belinski | |
| 3:45pm-
5:00pm | B. Trail Break Partners, Douglas A Elenowitz | |
| 5:30pm-
6:45pm | C. The Confluence Development Group, Brian Marshack | |



City Council
STAFF REPORT
City of Glenwood Springs
July 8, 2019

Agenda Item:	Confluence RFQ Interviews
Action Requested:	Selection of a master developer team for the award of the Request for Qualification BD2019-013
Department:	Economic and Community Development
Presented By:	Jennifer Ooton, Assistant City Manager
Background Info:	The purpose of the Request for Qualifications is to find a qualified, visionary development partner to participate in the City of Glenwood Springs' efforts to develop approximately 12.2 acres of land located at the Confluence of the Colorado and Roaring Fork rivers. In all, the City received seven responses that were reviewed by a panel comprising representatives from the City's Community Development, Engineering, and Parks and Recreation Departments, and the Downtown Development Authority. Three teams were selected for an interview with City Council. Each interview is scheduled for 1 hour 15 minutes, consisting of a 45-minute presentation and 30 minutes of questions.
Issues:	Upon City Council selection of a development team, the City will negotiate a separate, formal agreement that incorporates the provisions of the RFQ and other material terms governing the parties' agreement. The formal award would then be placed on an upcoming agenda.
Staff Recommendation:	Staff defers to Council.

An aerial photograph of Glenwood Springs, Colorado. The town is nestled at the base of a steep, forested hillside. A river flows through the foreground, bordered by lush green trees. In the middle ground, there are several large, multi-story buildings, including what appears to be a hotel or conference center. To the left, a railway line runs parallel to the river. The overall scene is a mix of urban development and natural beauty.

THE CONFLUENCE AREA MASTER DEVELOPMENT QUALIFICATIONS

PREPARED FOR THE CITY OF GLENWOOD SPRINGS
ANDREW LIGHT, JIM LIGHT AND TIM BELINSKI
DEVELOPMENT PARTNERS
MAY 22, 2019

Contents

Team Profile	5
Project Experience	11
Work Plan	25

Andrew Light
andrew@twocreeksinvestments.com
970.948.2737

Jim Light
jlight@chaffinlight.com
970.948.7729

Tim Belinski
tbelinski@indventures.com
970.274.4711

May 22, 2019

Mayor & City Council
City of Glenwood Springs
Glenwood Springs, CO 80162

Re: RFQ - Master Developer for Confluence Area | BD# 2019-013

Greetings:

This RFQ response is submitted by our team of four local firms with extensive experience creating and developing residential and mixed-use communities in the Roaring Fork Valley and throughout the country. We have included illustrative land-use and other ideas but fully recognize the importance of working closely with the City as well as residents and businesses. We have also suggested ideas related to the design and approval process which reflect our experience with similar public/private projects, and have emphasized the importance of taking advantage of the current incentives under the Opportunity Zone legislation.

The quality of our projects can be seen first-hand. We have demonstrated over some decades our commitment to working with elected officials, municipal staff, and volunteers in RFV communities. Equity and debt financing of more than \$ 500 million has been secured from multiple financial institutions and private equity sources based on the requirements of each project.

- Chaffin Light Management has been involved with community and residential development in the RFV since 1978; starting with Snowmass Village and later Basalt, Aspen, and Garfield County. Principals James W. Light and Andrew Light will be the partners responsible for this venture with the City of Glenwood Springs. Our CV's are attached and our websites provide additional information. Chaffin Light has developed in excess of \$500 million in property. Our references include several current and former elected officials and financial sources.
- Independence Ventures is led by Tim Belinski and has been the lead project manager for the mixed-use Willits Town Center in Basalt, CO for the past eleven years and prior to that, Obermeyer Place in Aspen. Total development capital under management has exceeded \$150 million.
- Design Workshop is an international design studio integrating the fields of urban design, landscape architecture, urban design, planning, economics and community engagement. This international perspective has been applied to local projects in the RFV for 50 years. We recognize the importance of the Confluence Areas within the greater fabric of the City of Glenwood Springs and the opportunity to redevelop the land as an exceptional community asset. The 2017 Confluence Redevelopment and the Moving Forward Together Plans are sensible and clearly articulate the community goals for success. We will design the Confluence Area through this lens.
- Roaring Fork Engineering measures it's success by contributing to the achievements of our clients and making a positive difference in the communities we live. Many RFE employees call Glenwood Springs home, making implementation and success of this development significant both professionally and personally. RFE staff's design expertise and history of engineering projects in Glenwood Springs intensifies our unique ability to use local knowledge and engineering judgment while our familiarity with the project area, on-site utility infrastructure, development within the floodplain, and frequent work with the Union Pacific Railroad, RFTA and Public Utilities Commission eliminates delays and inefficient data collection.

We are committed to work with the City of Glenwood Springs officials and residents to create a vital community gathering place and desirable, authentic neighborhood that successfully engages the rivers and downtown. The design will respect the City's architectural and western history while anticipating the market demands and culture of its future residents. We are excited to be involved with such an important legacy opportunity for the City.

Cover Letter

This RFQ response is based on months of due diligence including:

- Review of the demand for rental apartments including: current inventory of apartments and townhouses in the Glenwood Springs market area, current and projected competition from the two projects underway and the approved Bell Rippy site; and market research through the Valley including our recently completed projects in Willits.
- Meetings with large employers as prospective tenants.
- Review of data on the for-sale market in Garfield County and the market area including Glenwood Springs and Carbondale.
- Recent activity in the commercial sector.
- Site tours with several equity capital sources for Opportunity Zones.
- Meetings with prospective construction and long-term lenders.
- Meetings with the Colorado Housing Finance Authority.
- Preliminary cost estimates from prospective general contractors.

KEY REDEVELOPMENT GOALS/ISSUES

We have outlined a process to work with the City and residents to define a multi-year development program that will address each of the City's Goals in the 2017 Confluence Redevelopment Plan including: "Connect to the River", "Create Connections", "Prioritize the Pedestrian", "Promote Catalytic Development", "Create Community Spaces", "Complement the Downtown" and "Expand Housing Choices". While not explicitly addressed in the City's document, a development program must be financially feasible for both the City and the developer/investors.

Placemaking and Community Spaces | Place-making is an essential ingredient to achieve the overall goals. The Confluence must be appealing to the current Glenwood Spring residents, new residents, visitors who live in the Valley, and those who visit the City and area as tourists. A new park, for example, will be a gathering place for all users. The pedestrian area could include art as well as a walking history tour similar to one we built in our Idarado Legacy pedestrian park in Telluride and one in Basalt. Place-making must take advantage of the spectacular river front natural environment, be authentic by being true to the City's traditions, create opportunities for shared experiences and education, offer innovative food and beverage opportunities, inspire visitors from the Valley to come often and enjoy a break from their day-to-day lives, and encourage participation. Excellent planning will balance the needs of each property type and creative design will create enduring appeal.

Activate the Neighborhood | The Vogelaar property is suited for innovative residential development which, along with some civic uses, will begin to activate the neighborhood and drive demand for current local services and those planned on the Confluence. Rental apartments (and possibly some for-sale) will be designed to attract mixed incomes and different age groups. We will review the feasibility of a hotel.

Attract Businesses of the Future | Parcels along 7th Street and toward the intersection with 8th Street will complement the existing commercial and the City and Garfield County offices. We envision shared office spaces and incubator space for the emerging tech-minded workforce and other non-traditional flex work spaces. Our team will also seek employers to become part of the new office opportunities in the Confluence.

Create a Community Gathering Place | The Confluence Property along the Roaring Fork River provides an opportunity for a unique Park which will be both a gathering spot for residents and an educational/ special events attraction for visitors. Destination food and beverage may include a brew pub and an entertainment district with event space and occasional pop-up venues for special events in a farmers market style setting.

Mix of Housing Products | Affordable and multi-generational housing may include a mix of product within some projects e.g. the Vogelaar property or purpose-built projects to secure tax-benefits including the designation by the Colorado Housing Finance Agency for tax credits. We will also evaluate for-sale units.

Create Connections to River | Pedestrian and bike trails will connect the existing retail along 7th and 8th street to the River and others will be added to connect the new residential properties.

Transit-Oriented Development and Parking Program | We recognize that current parking patterns that depend on the automobile are changing and may change dramatically in the future. While additional parking will be needed, we will work with the City, the County and RFTA to formulate a program to address both the current needs and those anticipated in future. Our experience in Willits will be critical to helping find the right balance.

Take Advantage of the Opportunity Zone | The planning and approval process must be defined and followed on a timely basis to take advantage of the current tax benefits of the Opportunity Zone legislation which will decline quickly after 2020.

Longer-term Opportunities | Working with RFTA may allow new opportunities to integrate the existing rail lines into the redevelopment and improve pedestrian access to the river.

CONCEPTUAL SITE PLAN

We have included a list of Successful Land Attributes of a Conceptual Master Development Plan. The site reuse plans from the "Moving Forward Together Plan" are great starting points for conversation. A more detailed plan would require input from the City and other stakeholders through a design review and market evaluation process.

RELEVANT DEVELOPMENT PROJECTS

The attached RFP response includes a summary of project experience but a few notable projects include:

Willits Town Center

- The Willits plan is appealing to pedestrians and hosts community events that activate the neighboring areas beyond the project itself.
- The mix of civic, commercial and residential use is illustrative for the Confluence.
- Tim Belinski and Andrew Light are currently partnering on a block in Willits and this involvement provides us with accurate financial information including costs, and rental rates for both commercial and residential.
- Capital investment was \$80 million.

Snowmass Village

- Chaffin Light worked with the Town of Snowmass to create a livable community which we felt was essential for the successful expansion of the resort.
- We developed several affordable housing projects including for-sale and rental.
- We developed the Snowmass Club and a variety of innovative resort and residential projects which have withstood their values over decades.
- We donated several parcels of land for public amenities and civic uses including the Anderson Ranch Art Center.
- We were active in many community non-profits.
- The development was profitable over a multiple-year program.
- Capital investment exceeded \$200 million.

Roaring Fork Club

- We pioneered in the mid-1990's the development of high quality amenities and unique residential products in a market that had not yet been seen as an attractive residential address.
- Through development leadership, we proposed the Roaring Fork Conservancy -- and co-founded it with the Town of Basalt -- which has become a very important non-profit for the protection of the entire Roaring Fork Watershed. Funding has included a real estate transfer assessment and continuing efforts to raise private donations.
- Capital investment included more than \$50 million for Club assets and more than \$200 million of residential development.

OUTLINE OF A DEVELOPMENT APPROACH

Our team is prepared to enter into agreements with the City of Glenwood Springs to purchase the Vogelaar Park property and some or all of the Phase II Confluence parcels. If desired, we will act as a development manager for the confluence properties which are more civic in nature. The quality, design, and economic feasibility of the development on the Parcel A will be critical since it will be the first phase of the overall Confluence Redevelopment and will establish vitality and demand for uses on the remaining parcels. In addition, community engagement will be an essential component of the master plan process. We recommend a professional public relations firm of the City's choice be included. We see project phasing as follows:

Phase I | Vogelaar Property. We propose to purchase and develop the Vogelaar property with multi-income and multi-generational residential and, if appropriate, some civic uses. This approach will provide funds to City, activate the neighborhood, benefit existing businesses, and provide momentum and credibility for the balance of the development.

Phase II | Plan for Confluence. This phase will begin concurrently with the start of Phase I and will continue until the City approves the overall development program. We will either purchase additional sites or serve, if requested, as the agent for the City e.g., for joint use and ownership of structured parking or the City Park.

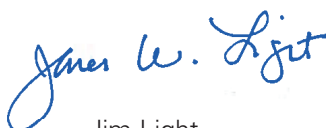
Schedule | Timing will be critical, particularly for the Vogelaar property, to take advantage of the Opportunity Zone legislation as well as the current access to reasonably cost financing.

Thank you very much for your consideration, and please contact us with any questions.

Sincerely,



Andrew Light
Development Partners



Jim Light
Packet Page 7



Tim Belinski



Who We Are

The master development team will be led by Jim Light, Tim Belinski and Andrew Light in partnership with Design Workshop and Roaring Fork Engineering. Collectively the team brings decades of experience in residential, retail and mixed use projects, with an emphasis on creative placemaking, environmental stewardship, and collaborative, long term relationships. Based in the Roaring Fork Valley, the team offers a local presence with national expertise and a network of leading capital sources, including Opportunity Zone focused capital.

Sources of Funding

Our team has investment relationships with institutional capital partners and high net worth individuals, and maintains lending relationships with First Bank, Vectra Bank, ANB Bank, Bank of Colorado and MidFirst Bank, among others.

In addition, we have toured the property with several Opportunity Zone funds that specialize in areas that are Opportunity Zones. We capitalize each project separately, matching the capital with the risk profile, project type and expected duration of the venture.



Tim Belinski

DEVELOPMENT PARTNER

Tim Belinski brings extensive solutions-minded local real estate development expertise, interacting with local communities, municipalities, agencies, and lenders, especially in complex, politically sensitive realms. In particular, two projects have remarkably changed their towns and neighborhoods, Willits Town Center in Basalt and Aspen's Obermeyer Place.

Education

Bachelor of Accounting,
University of Denver

Licensure

CPA (not practicing)

Professional Affiliations

International Council of
Shopping Centers



Andrew Light

DEVELOPMENT PARTNER

Andrew Light focuses on residential and commercial real estate and debt investments in the Aspen/Snowmass regional market. His development experience includes office, for sale residential, multifamily and retail. He is also a co-owner of Aspen Snowmass Sotheby's International Realty, the leading brokerage firm in the Aspen/Snowmass market with annual sales of over \$1.2 billion. From 2006 to 2011 Light was focused on resort projects in Colorado and Mexico.

Education

Master of Business
Administration, Stanford
University

Bachelor of Economics
Magna Cum Laude, Duke
University

Professional Affiliations

Snowmass Village Rotary
Urban Land Institute



Jim Light

DEVELOPMENT PARTNER

Jim Light is nationally recognized for his skill in general management, community planning and development, careful design and structuring of project financing. As a young man, he was put in charge of the planning and execution for Harbour Town at Sea Pines Plantation on Hilton Head Island, the most ambitious private harbor development ever built on the East Coast.

Education

Master of Business
Administration, Harvard
Business School

Bachelor of Economics
& English, University of
North Carolina

Professional Affiliations

Urban Land Institute

Roaring Fork
Conservancy Founding
Board Member

Since 1978 Light and his 50/50 partner Jim Chaffin have led Chaffin/Light Associates from Snowmass Village, Colorado, a single venture in a 3,000-acre ski resort community, into recreation community development ventures in Colorado, Washington State, Florida, South Carolina, and North Carolina. As part of a cooperative process with the newly incorporated Town of Snowmass Village, they provided significant community benefits including: development of more than 150 units of affordable housing; dedication of land for Anderson Ranch Art Center, the Snowmass Chapel, the Conference Center; and miles of trails and other recreation facilities. They have co-founded with their partners four environmental non-profit organizations. The CLA Mission Statement is "to create authentic, natural and livable communities, clubs and neighborhoods that provide rewarding life experiences for the clients who become part of them and the teams that helped to develop them."



Education

Master of Business Administration; University of Colorado, Denver

Bachelors of Communications/Journalism and Business Administration; Trinity University, San Antonio

Licensure and Certifications

American Institute of Certified Planners

Professional Affiliations

Urban Land Institute, YPO- Gold, American Planning Association

Becky Zimmermann

DESIGN WORKSHOP: URBAN DESIGN

Becky has devoted her career to solving complex issues in the areas of community planning, market and economics, and resorts and tourism. She is recognized for her work in leading communities, companies and organizations in strategic and business planning, market definition and strategy, development entitlements, real estate economics, facilitation and advisory services. She has also been integrally involved in leading community participation processes and facilitation for projects.

Selected Project Experience

City of Steamboat Springs Downtown Plan - Steamboat Springs, Colorado

Comprehensive, long-range planning services for Old Town, improving community core areas, mobility and parking, mixed-use and event space, in addition to developing affordable housing and preserving historic resources.

Town of Avon Properties + Development Strategies - Avon, Colorado

Plan that transformed the Town Center into a vibrant enhancement of the overall character, circulation, community services, and economic viability of Avon.

Crested Butte Mountain Village Market Study - Crested Butte, Colorado

Land planning and building programming services that developed a preliminary proforma and instituted development strategies for the Prospect Homestead Affordable Housing development.

Pikes Peak Multi-Use Plan - Colorado Springs, Colorado

Analysis of 200-square-mile area allowed the master plan to synchronize land use needs with appropriate landscape types.



Darla Callaway

DESIGN WORKSHOP: URBAN DESIGN

A manager of Design Workshop's real estate-related projects, Darla leads complex urban redevelopment projects, mountain resort master plans, site design, community visioning plans and facilitates public engagement. Her clients trust her with the responsibility of moving a project successfully through complex land use approvals because she always represents their best interests, anticipates road blocks well in advance and adapts to unexpected challenges. The aspect she enjoys most is leading her teams and clients through project implementation within the physical constraints of mountain site development; including political and public processes. She addresses these with patience, determination and a constant awareness of the need to adapt to new ideas.

Selected Project Experience

City of Steamboat Springs Downtown Plan - Steamboat Springs, Colorado

Comprehensive, long-range planning services for Old Town, improving community core areas, mobility and parking, mixed-use and event space, in addition to developing affordable housing and preserving historic resources.

Redevelopment of Downtown Historic Pedestrian Malls - Aspen, Colorado

A complex renovation design of the malls is currently underway to ensure historic integrity is maintained while planning for sustainable future infrastructure.

Parks, Urban Spaces and Streetscape Master Plan for CB - Alberta, Canada

A master plan of parks, urban spaces and streetscapes link together the redevelopment of an old air force base into a new mixed use community.

Education

Harvard Graduate School of Design, Advanced Management Development Program in Real Estate (expected July 2019)

Bachelor of Landscape Architecture, Oklahoma State University

Licensure and Certifications

Licensed Landscape Architect

LEED AP, BD+C

American Institute of Certified Planners



Education

Civil and Environmental Engineering, University College Cork

Master of Business Administration, University of Wyoming

Licensure and Certifications

Professional Engineer:
CO

Richard Goulding

ROARING FORK ENGINEERING: STRATEGIC INFRASTRUCTURE AND ENGINEERING

Richard's 20 years of experience in the Valley includes working for the City of Aspen Engineering Department, SGM in Glenwood, and establishing RFE in 2012. He has considerable experience in municipal work. While at the City of Aspen, his focus was capital improvement projects and right-of-way management. During his time at SGM, he was the Deputy Town Engineer for Palisade, Snowmass and Starwood. He also undertook and completed several important design projects for the Mid Valley Metro District, the City of Glenwood Springs, and Redstone's Water and Station District.

In his role as the founder and President of RFE Richard leads the design of, oversees construction of, and provides inspection oversight on multiple infrastructure projects for the City of Aspen Assets, Engineering & Water Departments, Pitkin County, Town of Carbondale, Aspen Consolidated Sanitation District and Aspen Skiing Company. He is currently the on-call engineer for the Town of Carbondale providing engineering for the Town's infrastructure. His areas of expertise include water, utility, storm water management design, street improvements and construction administration.

Selected Project Experience

City Offices and Rio Grande Place Infrastructure - Aspen, Colorado

Town of Carbondale, On-call Engineer – Carbondale, Colorado

Aspen Valley Polo Club Facilities – Carbondale, Colorado

Rubey Subdivision - Aspen, Colorado



Education

Bachelor of Science in Civil Engineering, Michigan State University

Licensure

Professional Engineer:
CO

Adam Racette

ROARING FORK ENGINEERING: STRATEGIC INFRASTRUCTURE AND ENGINEERING

Adam has 17 years of experience. He has considerable design experience in municipal work on projects for the City of Rifle, Town of Silt, Town of New Castle, City of Glenwood Springs, Roaring Fork Water and Sanitation District, Mid Valley Metropolitan District, Town of Carbondale, Basalt Sanitation District, City of Aspen, and many more. Adam's main focus is water and wastewater distribution, conveyance and treatment. He also has extensive background in construction administration and observation.

Adam's time at the City of Aspen and City of East Lansing gave him a greater understanding of the competing municipal challenges that face client's today. Not only are there shrinking budgets and constantly changing political climates, but also the need to balance the responsibility of maintaining existing infrastructure and effectively planning for the future. Adam's focus is meeting the current and future needs of a community within their budget.

Selected Project Experience

Basalt Sanitation District, District Engineer - Basalt, Colorado

Town of Carbondale Wastewater Treatment Facility - Carbondale, Colorado

City of Glenwood Springs Force Main and Conveyance - Glenwood, Colorado

Glenwood Springs Wastewater Treatment Facility - Glenwood, Colorado



Cherry Creek North and Fillmore Plaza: Denver, Colorado



RELEVANT EXPERIENCE

ECONOMIC GROWTH

**NEIGHBORHOOD
DEVELOPMENT**

INNOVATION

**ENVIRONMENTAL
PROTECTION**

PLACEMAKING

PARTNERSHIPS

Riverfront Park

Denver, Colorado

Design Workshop

Design Workshop led the master planning/entitlement effort and form-based code for Riverfront Park. To achieve this, we led a multi-disciplinary team of real estate economists, financing experts, business leaders, transportation planners, engineers and lawyers to create the master plan, urban design guidelines and streetscape plan that transformed the 65-acre railyard site into a 21-block mixed-use urban village. The planning of the project was intended to create measurable goals as a model for successful infill.

Why it matters

Since development began, there have been significant increases in land values and the tax base, and each year these continue to grow. Our team has experience in creating master plans driving economic growth.

Additionally, this project required extensive cooperation and collaboration with the City of Denver, whose investment in this redevelopment was critical to its success.

URBAN LAND INSTITUTE
*AWARD OF
EXCELLENCE*

RICHARD J. DRIEHAUS
*FORM-BASED
CODE AWARD*

2017 ASLA COLORADO
LANDMARK AWARD

CONGRESS FOR NEW URBANISM
CHARTER AWARD



ECONOMIC GROWTH





NEIGHBORHOOD DEVELOPMENT

Willits Town Center

Basalt, Colorado

Development Partners

Willits is a mixed-use neighborhood that includes residential and commercial properties. Built around a central town square with plenty of green space, parks and walking paths, Willits is the only sustainable community of its kind in the Roaring Fork Valley. The neighborhood is anchored by Whole Foods Market, Element Hotel by Westin and Starbucks, and is home to many locally owned shops, restaurants, health and spa services.

Why it matters

Willits Town Center is evidence of successful implementation of a mixed-use project in the Roaring Fork Valley. Through development leadership, the neighborhood vision was



maintained through various stakeholder input (CDOT, Town of Basalt, RFTA and merchants).

Public amenities include a RFTA Park N Ride with highway underpass and numerous neighborhood pocket parks.

Project Cost

The project cost was \$80 million and was financed by private equity funds.

discoverwillits.com



One Willits Place

Basalt, Colorado

Development Partners

One Willits Place is a collection of exceptional rental apartments, business spaces, and for-sale residences in the heart of the thriving Willits community. Through thoughtful design, contemporary design with a warm, mountain character was balanced with its urban context. Articulated roof-lines, a natural mix of materials and generous windows reflect the adjacent neighborhood character.

Why it matters

One Willits Place includes design and construction of infrastructure for the Art Center in Willits.

The project includes relevant cost and market information.



Project Cost

One Willits Place is being developed by Andrew Light and Tim Belinski. The project cost is \$20 million; financing is being provided by First Bank and individual capital partners.

onewillitsplace.com

Hurley Place

Denver, Colorado

Design Workshop

Hurley Place is a 6-acre mixed-use development in one of the most vibrant and exciting neighborhoods in Denver, River North Arts District (RiNo). Adjacent to the South Platte River, this project capitalizes on the strong connection to the City of Denver's greatest natural asset. Hurley Place is currently anchored by a historic brick building that is the new home of Blue Moon Brewery.

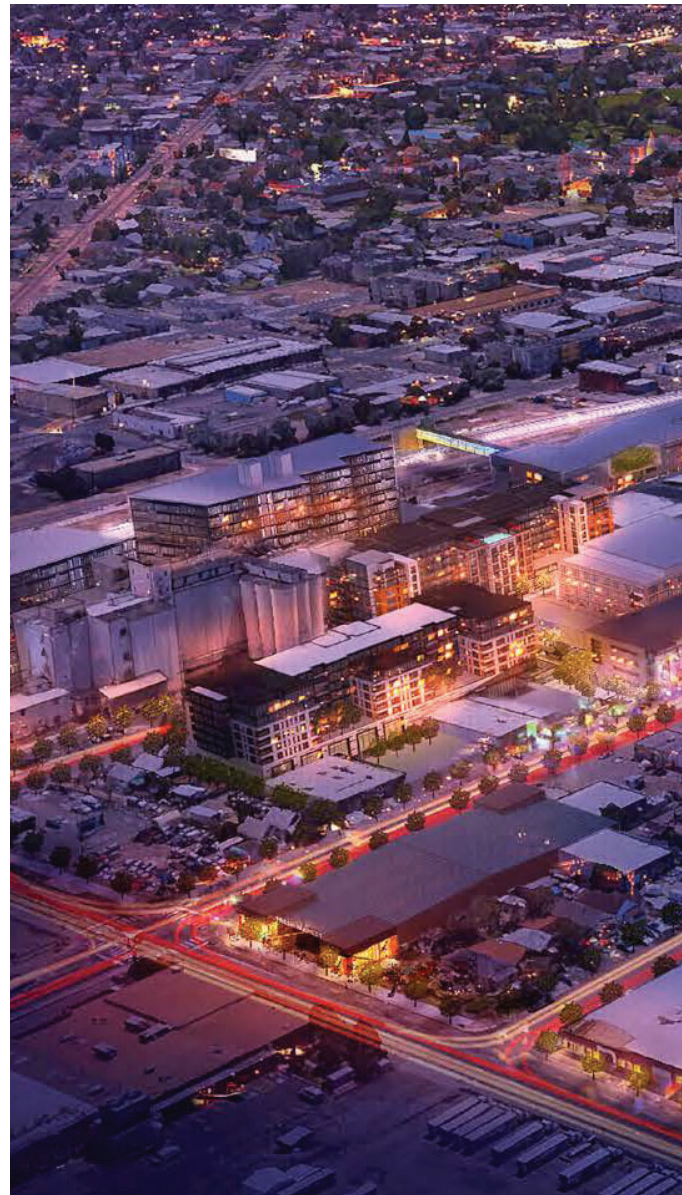
A main public plaza lies at the heart of this project and connects the development to the River and to the new brewery. The plan includes two plazas, residential, hotel, office, and multiple music venues, including a main stage adjacent to the South Platte River.

Hurley Place consisted of temporary pop-up programming during summer of 2016 at the designated "Hurley Field." Across from Blue Moon Brewery, this empty 1.8 acre lot hosted the RiNo Live Music Festival, food trucks, public art, and outdoor games. The intent of this phase was to create an energy and interest in Hurley Place before any project even breaks ground. Phases 1 through 3 will integrate office space, retail, residences, and a hotel.

Design Workshop developed site design criteria and is now leading the developer through the City of Denver review process.

Why it matters

Innovation is found in connecting to the historic and natural assets of adjacent neighborhood context.





Roaring Fork Conservancy Co-Founded by Roaring Fork Club

Basalt, Colorado

Development Partners

As an integral part of the plan for the Roaring Fork Club, the partners co-founded the Roaring Fork Conservancy.

One primary focus of the river front project was to create a sustainable neighborhood which reflected the natural context of the surrounding area.

The development program was sensitively integrated into the environment in a way that restores and enhances existing riparian areas. Important components of the restoration process are the bio-islands, or landscape zones that provide a transition between the highly manicured golf course and the ranchstead landscape that dominates the area. These unique and diverse natural environments and the sensitive development encourage a symbiosis among people, nature and wildlife.

Why it matters

As a result of managing partners' values, the development program was balanced with environmental protection and advocacy.

The development team has proven commitment to protect the natural features that allow our communities to thrive.



ENVIRONMENTAL PROTECTION





PLACEMAKING

Parks, Urban Spaces and Streetscape Master Plan for CB

Calgary, Alberta, Canada

Design Workshop

Currie Barracks (CB) is a new urbanism master plan for the second phase of development for the 176 acre Currie Barracks site, a decommissioned Air Force base southwest of downtown Calgary. As development patterns have evolved since the original Outline Plan was submitted in 2007, the proposed land uses, scale and character of the plan have been revised to reflect the ongoing urbanization occurring in and around the site.

Design Workshop's primary responsibility was the development of a robust network of public spaces within the mixed-use, master planned community, including streetscapes, urban parks and trails in addition to guiding best practices for stormwater management. Design Workshop worked with the City of Calgary and neighboring communities to develop a park and public space program that is responsive to the needs of both the existing and anticipated community members.

Why it matters

The development team has proved experience in design of public spaces to create a sense of plan and integrate infill development within the broader community fabric.

**ALBERTA
PROFESSIONAL
PLANNERS
INSTITUTE
AWARD OF
EXCELLENCE**

**CONGRESS FOR
THE NEW
URBANISM
MERIT
AWARD**

PARTNERSHIPS



Basalt Vista

Basalt, Colorado

Roaring Fork Engineering, Inc.

In 2016 RFE was engaged by Habitat for Humanity (HFH) to determine the feasibility of building teacher housing on the Roaring Fork School District's 6-acre site behind Basalt High School. The project was a partnership between the School District, Pitkin County, the Town of Basalt and HFH. RFE collaborated with the Owner and design team from conceptual to land use, permitting and final closeout of the infrastructure phase of the construction. RFE, with HFH staff, facilitated site visits to explain the project to Basalt Planning and Zoning and Town Council in the land use process.

The civil infrastructure phase of the project is complete and HFH is currently constructing



homes for the future residents. The project is the first Net Zero community in rural Colorado and is serving as a model for future energy projects across the state: they are solar powered to make long-term expenses practical for the qualifying homeowners. Basalt Vista enables affordable and sustainable homeownership.

Why it matters

Strategic partnerships are critical to success.

The development team understands strategic and complex infrastructure planning.

Other Notable Experience

Mixed Use/ Transit Oriented

Obermeyer Place, Aspen CO

Denargo Market, Denver CO

The Domain, Austin TX

Kendall Railyards Redevelopment, Spokane WA

Affordable Housing

Willits Affordable and School District Housing, Basalt CO

Ironbridge School District Housing, Glenwood Springs CO

Creekside Affordable Housing with Snowmass Village Housing Authority

505 Housing at the Aspen Police Station, Aspen CO

Brownfield and Strategic Infrastructure Planning

City of Ogden Rail Redevelopment, Ogden UT

Basalt Sanitation District On-call Services

Town of Carbondale Infrastructure On-call Services

Hardy Yards Redevelopment, Houston TX

Redevelopment of Aspen's Historic Downtown Pedestrian Malls, Aspen CO

Idarado Legacy Trail and Neighborhood, Telluride CO

Lodging, Hospitality & Entertainment

The Element Hotel, Basalt CO

A-Lift Neighborhood Boutique Hotel, Copper Mountain CO

Snowmass Club, Snowmass Village CO

Lift 1A: Public Private Partnership with City of Aspen

Park, Trail and Public Space Design

Heritage Park Master Plan, Idaho Falls ID

Daybreak Parks, Open Space and Trails Master Plan, South Jordan UT

Story Mill Community Park, Bozeman MT

References

Development Team	Design Workshop	Roaring Fork Engineers
Brendan Matthias FirstBank of Glenwood Spring 970.928.5982	Tyler Gibbs Former Commercial Development Director City of Steamboat Springs 303.912.0272	Scott Gilbert President for Habitat for Humanity 970.948.8264
Rob Stein Superintendent of RFSD 970.384.6000	Kathleen Wanatowicz PR Studio 970.618.5114	Dan Richardson Mayor for the Town of Carbondale 970.510.1345
Dan Blankenship RFTA Chief Executive Officer 970.384.4886	Brandon Cooper Deputy Director of Community & Economic Development, Ogden, Utah 801.629.8910	Tom Newland Newland Project Resources, Inc. 970.927.4645
Julie-Ann Woods Community Development Director Town of Snowmass Village 970.922.2235		
Ryan Mahoney Basalt Town Manager 970.927.4701		
Jody Edwards Klein Cote Edwards Citron 970.925.8700		







WORK PLAN

PHASE 1:
VOGELAAR PARK
SITE DEVELOPMENT

PHASE 2:
CONFLUENCE AREA
MASTER PLAN

Phase 1 Vogelaar Park Site Development

The Vogelaar Park Site presents an immediate opportunity to reactivate the neighborhood. Redevelopment of the site for mixed-income residential housing has been previously considered by members of this development team with the conclusion it is a viable catalyst to the overall Confluence Area.

Benefits of this Approach

- Timing is critical to take advantage of the Opportunity Zone legislation as well as the current access to reasonable priced financing.
- Vogelaar Park has been envisioned as a future housing site by the community. The ability to deliver a mixed-income neighborhood early in the process will demonstrate the effectiveness of the public/ private partnership to the community of Glenwood Springs, building trust for future redevelopment.
- It will contribute to the goal of expanding and diversifying local housing options.
- Redevelopment of the Vogelaar Park Site is an innovative strategy to fund the overall master planning process of the Confluence Area.
- Developing housing adds to downtown vibrancy and economic viability of future redevelopment.





Phase 2 Confluence Area Master Plan

Task One: Vetting Project Opportunities for the Confluence Area

Understanding Markets

Understanding current market conditions is a critical component to planning for economically supported land-uses. Successful development must be based on the residential and commercial markets as well as the City's goals. The team will assess the new market conditions to inform the master development plan.

Capitalizing on the Place

The physical opportunities and constraints for the site will inform a context sensitive approach to urban design. Proximity to the river, topography, site restoration, views, proximity to transit and parking, existing utility infrastructure, floodplain and zoning will shape physical design plan.

Measures for Success

How will we know we have created a successful master development plan? To achieve success, we believe the 2017 Confluence Plan Community Goals are the baselines for developing comprehensive metrics (measures of success). The team will develop specific, measurable and implementable metrics to the following goals.

- Connect to the River
- Create Connections
- Prioritize the Pedestrian
- Promote Catalytic Development
- Authentic Design
- Create Community Spaces
- Complement the Downtown
- Expand Housing Choices





Task Two:

Successful Attributes of a Development Plan

Development Strategy

1. Diverse inventory of housing types to support locals living in Downtown.
2. Neighborhood commercial to support the new residents.
3. Green connections and a new river park to connect the Confluence with Downtown.

Land Use Attributes

Vogelaar Park Site: Residential is a compatible land use adjacent to the school and can be implemented right away.

Multi-Family Residential: The shortfall of housing in Glenwood Springs is spread across every income level. The development plan will seek a variety of housing types to support a mixed-income and multi-generational approach.

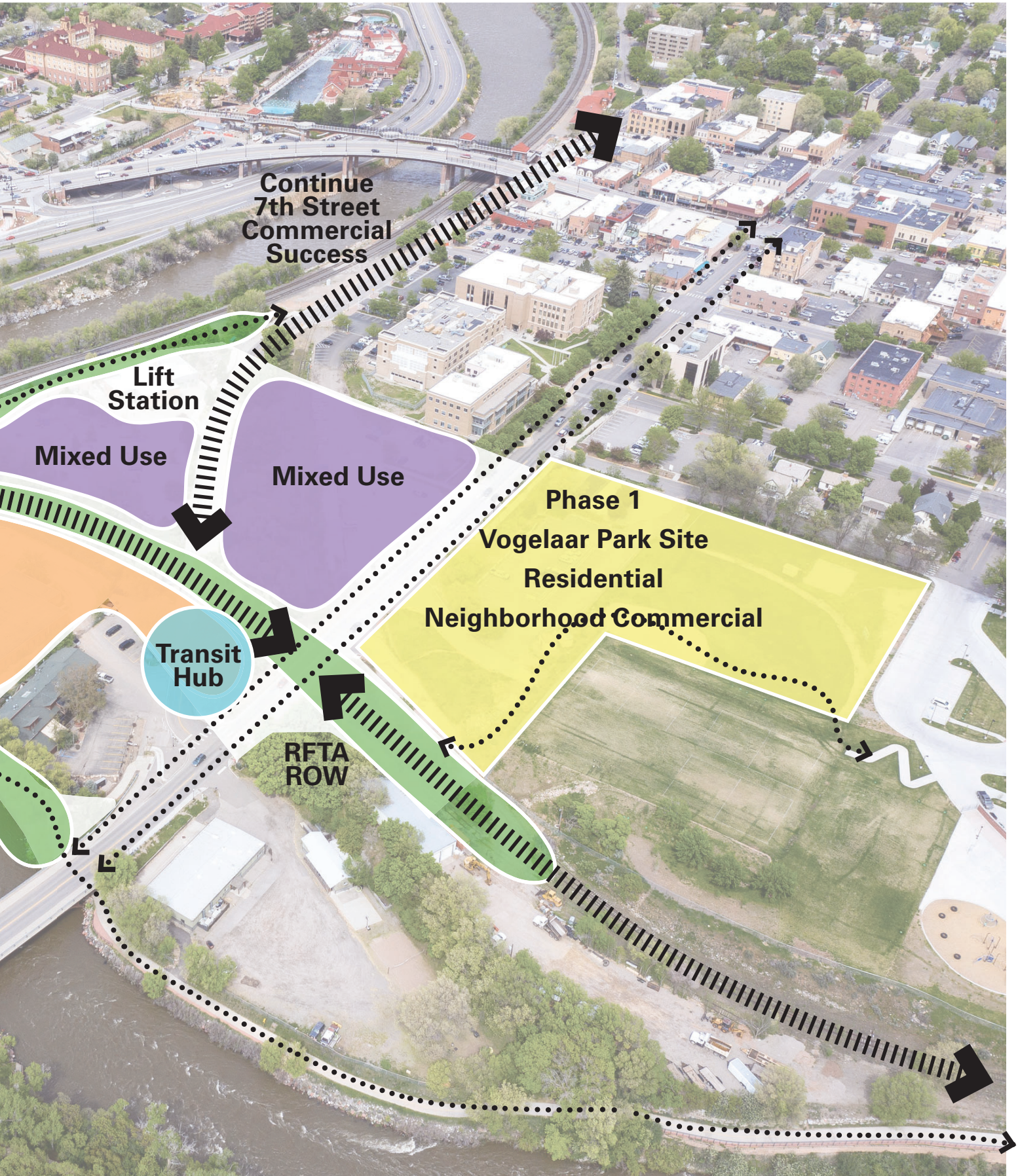
River Park: The river park is an opportunity to connect to the regional parks, open space and trails network.

Park Connection to Downtown: By extending a green buffer and trail towards Downtown, pedestrian connections are strengthened and the residential uses are buffered from the active rail line.

RFTA ROW: Our team sees this as an opportunity to weave the site's history into the development plan, contribute to a defined neighborhood character and offer an additional "green" mode of connectivity.

Transit Hub: Our team agrees transit service is critical infrastructure for the success of the neighborhood. An appropriate solution will be vetted through the partnership with the City and RFTA.





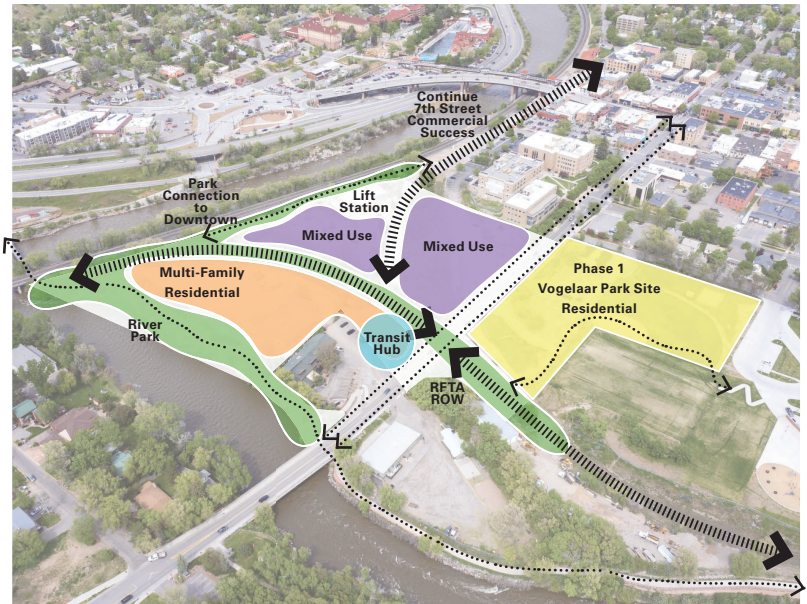
Task Three: Development Evaluation

Implementation and Prioritization Analysis

In addition to the physical planning of the Confluence Area, the development plan's costs and potential for sequencing will be evaluated. This information will be used to prioritize elements of the development plan and determine phasing.

Refined Master Development Plan and Land Use Approvals

From the implementation + prioritization analysis and community input, a refined master development plan will be prepared. It is anticipated this plan would be entitled through the City's land use approval process.



Development
Evaluation

- Infrastructure Costs
- Public Improvements
- Public Amenities
- Project Revenues
- Financing Options
- Ability of Plan to Meet Community Goals
- Phasing and Sequencing

Past community input has informed the goals for the Confluence Area. Our team is prepared to continue the process of community involvement. We believe community engagement is important to each phase of the project; beginning with defining the measurable metrics for successful achievement of the Confluence goals.

Design Workshop's understanding of community involvement techniques stems from years of design and land use planning charrettes, workshops, meetings, digital media, social outreach and program surveys.

When effectively and creatively implemented, a combination of outreach tools can encourage stakeholders to get involved and help clients and project teams reach out to groups that may traditionally not be involved in planning conversations.

We take community involvement very seriously on all projects by offering the following four important benefits to our clients:

- We ensure all stakeholders have a voice in the public conversation by identifying the geographic, demographic, and interest groups that make up the fabric of the community.
- We provide clear and timely communication to all interested citizens by understanding outreach issues and design approaches that meet the community's needs.
- We ensure that public involvement is truly meaningful to the community by understanding and focusing on the key issues it faces.
- We create implementable actions by carefully navigating the community to a consensus position.





The development team is committed to a collaborative public/ private partnership. We will deliver a creative and innovative infill development to connect the City's Downtown to the Roaring Fork River, celebrate the area's natural surroundings and create a mixed-use neighborhood that is compatible with the surrounding neighborhoods.

ADDENDUM NUMBER ONE FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

Relevant documents for the Confluence Area can be found at:

<https://www.gwsco.gov/DocumentCenter/Index/345>

The master folder in the Document Center has separate subfolders with documents.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company:	Design Workshop, Inc.	Fax:	
Address:	120 East Main Street	City/State:	Aspen, CO
		Zip:	81611
Contact Person:	Darla Callaway	Title:	Principal
		Phone:	970.399.1417
Authorized Representative's Signature:	<i>Darla Callaway</i>	Phone:	970.399.1417
Printed Name:	Darla Callaway	Title:	Principal
		Date:	5/22/19

**ADDENDUM NUMBER TWO FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013**

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

The land exchange between the City and the Roaring Fork School District to convert Vogelaar Park 6F's designation to another equivalent property has been delayed with an unknown completion date. This does not affect other developable land.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company:	<u>Design Workshop, Inc.</u>	Fax:	<u></u>
Address:	<u>120 East Main Street</u>	City/State:	<u>Aspen, CO</u>
		Zip:	<u>81611</u>
Contact Person:	<u>Darla Callaway</u>	Title:	<u>Principal</u>
		Phone:	<u>970.399.1417</u>
Authorized Representative's Signature:	<u><i>Darla Callaway</i></u>	Phone:	<u>970.399.1417</u>
Printed Name:	<u>Darla Callaway</u>	Title:	<u>Principal</u>
		Date:	<u>5/22/19</u>

3/22/19

ADDENDUM NUMBER THREE FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

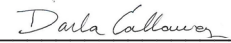
Phase I and Phase II Environmental Site Assessments for the City's decommissioned
Wastewater Treatment Plant and the as-built documents for the Lift Station can be found at:

<https://www.gwsco.gov/DocumentCenter/Index/345>

This addendum must be acknowledged.

This Addendum may be emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company:	Design Workshop, Inc.	Fax:	
Address:	120 East Main Street	City/State:	Aspen
		Zip:	81611
Contact Person:	Darla Callaway	Title:	Principal
		Phone:	970.399.1417
Authorized Representative's Signature:		Phone:	970.399.1417
Printed Name:	Darla Callaway	Title:	Principal
		Date:	5/22/19

May 22, 2019



City of Glenwood Springs
Procurement Department, First Floor
101 W. 8th Street
Glenwood Springs, CO 81601

**RE: Request for Master Developer Qualifications for the Confluence Area
#BD2019-013**

To Whom It May Concern,

What an exciting opportunity! The redevelopment of the Confluence Area offers the City of Glenwood Springs and its residents an amazing opportunity to imagine a great place and catalyze its downtown with a new inspired identity that creates a sustainable community and economic development base for the City while respecting and preserving the town's distinct historic character.

With an irreplaceable location adjacent to the confluence of the mighty Roaring Fork and Colorado Rivers, the City's vibrant and historic downtown, and the Rio Grande Trail, the Confluence Area is truly unique in its ability to connect downtown to the riverfront. Trailbreak Partners commits to providing a signature project with inspiring design, based on detailed market analysis and careful study of the priorities of Glenwood Springs residents and businesses while being environmentally conscious and providing long lasting economic vitality.

This project was made for US! We have assembled a highly experienced team of real estate development professionals with national experience and local presence that share in the vision of Glenwood Springs for the Confluence Area redevelopment project. Our team includes Trailbreak Partners (Master Developer), Van Meter Williams Pollack (Urban Planning and Design) and NV5 (Program Management and Engineering Resources). The Trailbreak Partners team offers to the City of Glenwood Springs a thoughtful and reliable "partner" with demonstrable experience as master developers navigating the complexities of infill master planning and infrastructure, (TOD) transit-oriented development, (PPP) public private partnerships, community engagement, federal, state and local public finance, and brownfield redevelopment; all critical factors

in the success of the Confluence Area. Entrepreneurs at heart, Trailbreak Partners is not a “widget maker.” Rather, our approach is to identify the unique needs of each project we undertake and build best in class teams to deliver the right product while managing risk. Our current development portfolio is a reflection of this approach and includes master development of sites including for-sale attainable housing, (LIHTC) low income housing tax credit apartments, market rate townhomes and apartments, retail/commercial spaces, and industrial.

Our project team’s composition is intentionally constructed to meet the long term demands that this project will require. Specific attributes that provide value to the City include Trailbreak Partners and Van Meter Williams Pollack historical working relationship recently completing a mixed-use, mixed-income master planned and public financed development in Denver, Van Meter William Pollack’s experience as the design firm of the 2017 Confluence Redevelopment Plan, and NV5’s local presence and expertise and the ability to call upon its global network of company resources. The Trailbreak Partners team has also made arrangements to add supplemental local resources available, including Haselden Construction as a resource for live cost estimating to ensure accuracy of pricing and feasibility early in the planning process, and Community Builders to assist as appropriate in community outreach and engagement.

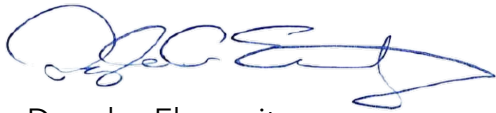
Our projects represent a track record of excellence in designing, financing, and creating vibrant and engaging buildings and sustainable communities. As a team, we are dedicated to the ideals of collaboration working with the City of Glenwood Springs and its constituents as a means to shepherd this project from vision to reality. This approach is grounded in the practice of working together to endow real estate assets with tangible physical characteristics that elevate the resulting project above the typical and expected. We strive not simply to achieve a series of built products, but to create places of lasting value.

We plan to create a place of vibrancy driven from a mix of uses including residential, neighborhood retail, hospitality and creative office – a sustainable, quality mixed use development that meets the needs of the residents of the City of Glenwood Springs. We believe that if planned well, the Confluence Area should catalyze and complement, rather than compete with, current downtown businesses. Every aspect of our plan will be thoroughly justified, based on a market and income analysis, and a master plan that balances highest and best use with an optimized density for the site. We plan to build homes and commercial buildings with architecturally significant design, community amenities, engage with the river assets, and provide environmental design creating a

place of refuge in the community for all ages. The true value created by this project will ultimately be measured by both asset appreciation and the enhancement in quality of life of Glenwood Springs residents.

To realize this outcome, Glenwood Springs needs a team that can create and execute such a vision. Our team would like to be the master developer of the Confluence Area. We offer the best combination of vision, experience and resources to reduce project execution risk and create an inspired new place that will set Glenwood Springs apart both now and into the future; a place where people truly want to be. On behalf of the entire development team, thank you for the opportunity to submit our qualifications.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Elenowitz", with a stylized flourish at the end.

Douglas Elenowitz
Principal
Trailbreak Partners, LLC



RELEVANT QUALIFICATIONS OF TEAM'S COMPOSITION

Development Team

Trailbreak Partners, Master Developer

Trailbreak Partners is a Denver-based private equity firm focused on real estate and middle market operating companies in Colorado. At Trailbreak, we leave no stone unturned. We are meticulous in our approach to investing, constantly monitoring the market for projects that fit our diverse array of expertise and personal interests. From project inception through completion we execute with strategic oversight and methodical control in order to capture value for all stakeholders, every step of the way.

Development is one of our core capabilities. Our experience as master developers allows us to skillfully oversee and execute compelling urban development projects. We bring resources in planning, development, finance and public-private partnerships to create a tailored, comprehensive development program for each project we pursue. Through the process of site selection, design and entitlement we utilize a wide array of sophisticated tools that naturally align our projects for future performance. We seek to develop projects that create a sense of place in the infill environment, benefiting our communities, partners, and investors alike.

Brownfield redevelopment is an important subset within our real estate development capabilities. Trailbreak has unrivaled experience in managing the regulatory clean-up process and coordinating remediation, demolition and development in order to isolate liability and manage financial risk of environmentally distressed properties. Our expertise provides unique visibility in determining the optimal path to extract value that can otherwise be difficult to identify.

Trailbreak Partners has completed and is currently working on nearly \$300 million worth of real estate development volume. Our investment and syndication platform harbor a wide array of capital sources that span hundreds of high net worth individual investors to family office and institutional capital sources. *(Representative projects noted in more detail Trailbreak Partners Development Capacity & Experience).*



Trailbreak Partners Contact Information

Address: 802 E. 19th Avenue, Denver, CO 80218
 Phone: (720) 263-6255

Van Meter Williams Pollack, Planning and Architecture

Van Meter Williams Pollack is an award-winning Architecture and Urban Design firm based in San Francisco and Denver. Since 1989 VMWP has provided a full range of comprehensive design and planning services for a variety of project types, scales and clients. The partners and staff bring their knowledge and expertise to all aspects and phases of our projects. VMWP's comprehensive and innovative design approach considers environmental, social, economic, and client needs to create buildings and communities that resonate with people. From small towns grappling with pressures of sprawl, to major urban centers requiring infill and redevelopment, one of our strengths is the ability to work in the variety of communities that make up diverse, growing regions. *(Representative projects noted in more detail in Exhibit B).*



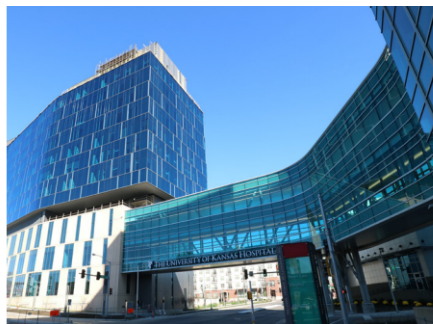
Van Meter Williams Pollack Contact Information

Address: 1738 Wynkoop St, Ste. 203 Denver, CO 80202
Phone: (303) 298-1480
Email: tim@vmwp.com



NV5, Program Management and Engineering Resource

NV5 is a leading provider of professional and technical engineering and consulting solutions for public and private sector clients in the infrastructure, construction, real estate, and environmental markets. The company primarily focuses on five business verticals: Construction Quality Assurance (Materials Testing and Inspection), Energy, Environmental, Infrastructure and Program Management. With a staff of more than 2,000 and more than 100 offices nationwide and abroad, NV5 is able to provide services supporting all aspects of a project’s life cycle from conceptual or preliminary design through facility operations. Our clients trust us to provide integrated engineering, consulting, and management solutions that enable success regardless of project size and complexity. NV5 has full-time staff that resides in Glenwood Springs that will be utilized for the Confluence Area redevelopment project. *(Representative projects noted in more detail in Exhibit B).*



NV5 Contact Information

Address: 2650 18th Street, Suite 202 | Denver, CO 80211
Phone: (720) 936-8787
Email: nate.torres@nv5.com

Team Resources:

Haselden Construction, Preconstruction and Cost Estimating



For more than four decades, Haselden Construction has provided exceptional client-centric construction services to customers in Colorado. These services include general contracting, construction management, design/build, turnkey development and a comprehensive range of preconstruction services. Municipal and institutional, commercial, and private clients have entrusted Haselden to deliver enduring value, outstanding customer service and our legacy of achievement and quality in their building projects. Since our first project in the Valley in 1989, Haselden has maintained a strong presence building where we live and raise our families. We opened our Glenwood Springs office in 2015 to better service the clients who call the Roaring Fork Valley or Greater Western Slope their home.

Brian Hunt, Regional Director
6950 South Potomac Street, Centennial, CO 80112
Office: (303) 728-3764
BrianHunt@haselden.com

Community Builders, Community Outreach and Engagement



Many communities throughout the American West are working to become more prosperous, sustainable places to live—and they're finding creative ways to do it. Simply put, they are working to become more livable. Livable communities are those that respond strategically to the needs of their people, their environment and their economy. Livable places are equitable places. Our work focuses on four key pillars of community livability: Housing, Transportation, Economy, and Land Use. Working in partnership with local leaders, business, and community members, Community Builders is there to assist a community or region, and creatively engage the public and build the strategic partnerships and leadership necessary for creating lasting change.

Clark Anderson, Executive Director
817 Colorado Ave. #200, Glenwood Springs, CO 81601
Office: (970) 928-3410
Email: clark@communitybuilders.org

TRAILBREAK PARTNERS DEVELOPMENT CAPACITY & EXPERIENCE

General

Trailbreak Partners has an exceptional track record of performance in leading in a collaborative manner challenging infill and master development projects throughout Colorado. Our team brings together a diverse array of expertise that has allowed us to capture value and execute projects with precision using a well-balanced skill set. Our team's core capabilities include the acquisition and development of all major asset classes, with specialty experience in the niche subset of brownfield real estate. Our vertical development expertise is complemented with integration into master planning and site design that seamlessly blends the horizontal and vertical development worlds together.

Our Process

Vision, Strategy & Initial Verification

When we first engage in a master development project, verification of a strategic vision and guiding principles are paramount to the overall success of the program. It is valuable at this early stage to gather critical path information and hone the direction of the project through an exercise that we call "collaborative verification."

With support of the City leadership and technical staff, we will complete a high level investigation of key aspects of the project including: policy objectives, site design and circulation, connectivity to the existing environment, architectural aesthetic, density and allocation of use, zoning constraints, and a meticulous understanding of financial feasibility in program elements as they relate to all market factors at play. This baseline "nuts and bolts" information gathering, much of which the City has prepared in prior studies, will enable the team to quickly get up to speed and be in a position to facilitate the master development process and provide informed insights and recommendations to the City and community.

During this stage, in a unified effort open to all stakeholders, together we establish and verify a set of guiding principles for the project to serve as a reference tool against which future project decision can be measured. We have found that taking the time to do this at the beginning of the project pays dividends because it creates the framework for efficient project team decision making at later stages and starts early the process of building stakeholder trust through transparency.

Given the significant planning and outreach work the City of Glenwood Springs has completed, we do not see this phase as a “restart”; rather the opportunity to present back elements of the City’s work and synthesize them into a more specific road map. We view ourselves as stewards of the work that has been completed before our involvement, and want to ensure that we have fully captured the visions before taking it forward into an executable plan.

We align our projects for success at this early stage which allows future performance to fall into place.

Pre-Development

The transition into Pre-Development is a continuation down the funnel toward project execution. At this stage, we will identify and prioritize data collection needs, secure proposals to establish an investigation budget and schedule, and complete those investigations necessary to develop the property consistent with the goals set forth through initial confirmation.

Completion of this work will require the engagement of additional resources likely to include landscape architecture as well as civil, transportation, geotechnical, environmental, and natural resource engineering professionals. Having worked in PPP and public finance environments, we are sensitive to policy goals and procurement requirements of our public agency partners. While we have specific additional technical team members we can bring to the table, we have intentionally limited the members of our initial Master Development Team, leaving open the ability to collaborate with the City on the method to secure additional project team members and vendors.

This period of discovery is a naturally iterative process of site planning and data evaluation to determine overall feasibility. All of the physical factors of site design are integrated with our deep understanding of financial feasibility. Detailed assessments of the development program will be rigorously tested in both the physical realm of design and construction and the financial realm of project cost, capital structuring, and cash flow analysis that brings the real estate to life. Proprietary financial models are used to understand development outcomes so that micro adjustments can be made as we move through the process. A financing plan is modeled and established that satisfies investor requirements unique to each project contemplated within the master development. During this time physical phasing of the master project is also quantified and adjusted to meet existing and future conditions of the market.

The ultimate goal will be to refine the development to establish a financially viable preferred plan for execution. With a preferred plan defined, project entitlement will commence during which we will work in partnership with the City to obtain the required zoning, site plan, and engineering approvals supportive of the preferred plan. In parallel we will execute upon the plan of finance to secure required debt, equity and, if applicable, the sources of public finance necessary to execute the project.

Development & Project Execution

When the time comes for execution, we are ready. We are experienced in executing public procurements to engage the local business community and overseeing compliance and reporting programs that accompany PPP's. With a team in place, our meticulous attention to detail from project inception acts as a catalyst for streamlined development. Our development team and consultants work together, guiding the project to a successful delivery that meets or exceeds underwriting projections and expectations. Once delivered, our hands-on asset management capabilities guide existing portfolio projects through their operational lifecycle and investment horizon.

REPRESENTATIVE MASTER DEVELOPMENT PROJECTS & REFERENCES

West Line Village, Lakewood Colorado

West Line Village is an assemblage of eight acres of land adjacent to the Sheridan Station light rail station in Lakewood, Colorado. Leveraging the region's investment in light rail, Trailbreak Partners has carried forward to reality the concepts of enhanced and diversified housing and thoughtfully increased density identified in a multi-year Station Area planning effort led by the City of Lakewood. Nearly 50% complete, West Line Village is a transit-oriented development (TOD) that consists of 184 units of for-sale rowhomes within the urban ring of Denver. This master planned micro-neighborhood provides high quality and high design attainable homeownership to metro Denver residents in a convenient bus and rail served location, 10 minutes from downtown Denver.

As a continuation of the master development project, Trailbreak Partners has acquired an additional two acres of land adjacent to the east. Currently under development, the \$65 million West Line Village Apartments will be a 281-unit class "A" apartment community that continues to provide a diverse array of attainable housing options just west of downtown Denver, next to the Sheridan Station light rail station. Our ultimate goal as the rowhome project commenced was to profitably deliver market rate yet attainable housing that targeted a segment of the market we refer to as "the missing middle": those who cannot afford higher priced luxury homes and also do not qualify

for truly deed restricted affordable housing. This was accomplished through careful attention to cost control with product design, innovative density, and the use of a metropolitan district that allowed us to pass through cost saving from our infrastructure project to residents by selling homes at lower prices than would otherwise be possible.

West Line Village Apartments had similar goals in mind. The creative capital structure and physical design of the building will allow us to deliver market rate apartments at a discount to the high prices being demanded in Denver's urban core while retaining a highly competitive amenity package and in-unit finishes. Amenities include resort style plunge pools, a modern clubhouse, a state-of-the-art fitness center, coworking offices and a roof deck with unimpeded views of downtown Denver and the Front Range.

Additionally, West Line Village Apartments is located in a US Department of the Treasury designated Opportunity Zone census tract and will afford investors several federal tax benefits including the deferral and reduction of capital gains tax on gains associated with invested capital as well as the avoidance of capital gains tax generated upon the sale of the Project. The organizational structure and equitization of the West Line Village Apartments was executed in compliance with Opportunity Zone legislation. Trailbreak Partners intends to capitalize on the full benefit of the Opportunity Zone program for our investors.



Total Capitalization: \$115 million

Sources of Capital: Private Equity, Bank Debt, Metropolitan District Bond Financing

Date Completed: Currently Under Construction

References:

Mayor Adam Paul, City of Lakewood Colorado, (303) 987-7040

Michael Martines, CEO, Martines Palmeiro Construction, (303) 926-4949

Paul Malone, President, DIRC Homes, (720) 642-7307

Saint Anthony Central Hospital Redevelopment, Denver, Colorado

When Saint Anthony's Hospital vacated the 19 acre 1.5 million square foot Denver site from which it provided health care services since 1892, it left a void in the fabric of the City and an opportunity to create an urban neighborhood of lasting value fronting Sloan's Lake, Denver's second largest urban park and 10 minutes from the central business district. As the Principal-in-Charge, Trailbreak Partners principal Doug Elenowitz had lead responsibility for all aspects of the purchase and redevelopment of the former St. Anthony's Hospital Campus. Mr. Elenowitz led purchase negotiations, completion of due diligence, selection of the project team, oversight of master planning, entitlement, community engagement, demolition, marketing and sale of the project. Upon completing the site development, Mr. Elenowitz structured transactions with multiple different builders to support the vision of an authentic neighborhood diversity of development styles. Today, SLOANS, the former hospital campus is a sustainable and vibrant urban mixed-use neighborhood and contains nearly 1,100 new residences both market rate and affordable as well as 150,000 square feet of commercial and retail space.

Total Capitalization: \$30 million

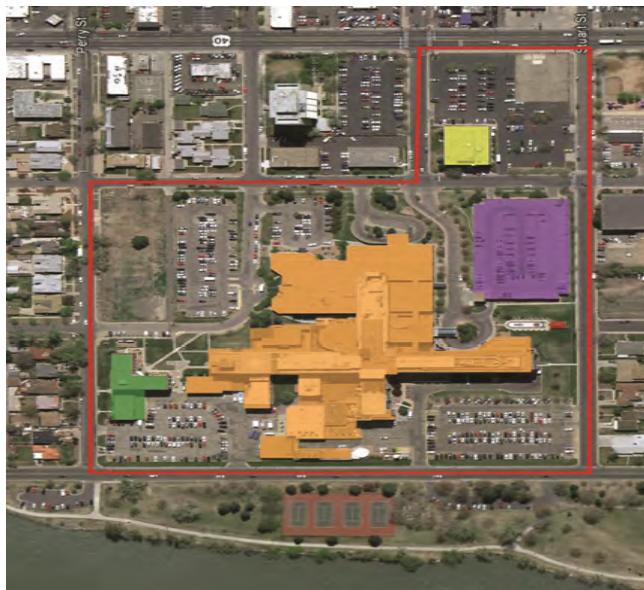
Sources of Capital: Private Equity and Metropolitan District Bond Financing

Date Completed: Purchased in January 2012. Completion expected in 2020.

References:

Tracy Huggins, Denver Urban Renewal Authority, (303) 606-4825

Cameron Bertron, Enviro Finance Group, (303) 996-0840



Sloan's Block 3, Denver, Colorado

After the acquisition of Saint Anthony's Hospital and subsequent to land improvement, Trailbreak Partners purchased Sloan's Block 3 as a standalone vertical project. Sloan's Block 3 consists of the redevelopment of a full city block born from the previous master planning and redevelopment of Saint Anthony's Hospital into a catalytic mixed use, mixed income development on the shores of Sloan's Lake. Trailbreak Partners originated the project and completed it in a joint venture structure with Koelbel & Company. The project includes the design, construction and adaptive reuse of the 6 story 1938 vintage Kuhlman Building into 49 multifamily affordable housing units (4% LIHTC) and a 5,200 square foot restaurant combined with a newly constructed 2,500 square foot roof deck. Additionally, the site contains a ground up 2,200 square foot single story restaurant, 27 luxury townhomes, and a 4,300 square foot public plaza for the enjoyment of the community.

Total Capitalization: \$41 million

Sources of Capital: Developer Equity, \$7 million Tax Increment Financing, \$4.6 million LIHTC, City Performance Loan, Bank Debt.

Date Completed: March 2019

References:

Carl Koelbel, Koelbel and Company, (303) 300-8785

Tracy Huggins, Denver Urban Renewal Authority, (303) 606-4825



TEAM'S KEY PERSONNEL

(Select full resumes attached in Exhibit A)

Trailbreak Partners LLC

Doug Elenowitz, Principal, Trailbreak Partners LLC. Doug is a co-founder and Principal of Trailbreak Partners where his focus is development of Colorado real estate. He is an expert in urban redevelopment, having managed the origination, structuring, and execution of urban infill and environmentally complex real estate developments across the United States for nearly two decades. Previously, Doug was Executive Vice President and Director of Development of EnviroFinance Group, a national brownfield development company he joined following its 2011 acquisition of Brownfield Partners, the company Doug co-founded in 2003. In Denver, Doug oversaw redevelopment of the former Saint Anthony Central Hospital, a 19-acre TOD urban mixed-use development. Doug also oversaw redevelopment of the ASARCO Globe Smelter/Crossroads Commerce Center, a challenging public private partnership and one of the nation's most significant remediation and urban redevelopment projects. He is an expert in public finance, having originated more than \$35 million in financings including establishing urban renewal areas, tax increment financing agreements, metropolitan districts, HUD loans, and federal and local grants. Doug holds a Bachelor of Science from the University of Georgia and an M.B.A. from the University of Colorado, Leeds School of Business.

Jordan Scharg, Principal, Trailbreak Partners LLC. Jordan is a co-founder and Principal of Trailbreak Partners where he brings finance, advisory, and private equity investing expertise to the organization. Previously, Jordan was a principal at Raindrop Partners where he focused on private equity investments. Prior to Raindrop, Jordan was a managing director at Braddock Capital Management where he was responsible for sourcing and executing deals and managing the firm's private equity investment portfolio. For the seven years before that, Jordan was a director at the Anschutz Investment Company, where he focused on private equity, distressed debt, and turnaround investments. Prior to joining the Anschutz Investment Company in 2002, Jordan was an investment banker in the Leveraged Finance Group at Credit Suisse First Boston in New York, where he focused on high yield financings and leveraged buyouts. Jordan received a B.B.A. degree with high distinction from the University of Michigan Business School.

Ethan Argov, Vice President, Trailbreak Partners LLC. Ethan is Vice President at Trailbreak Partners, where he brings an extensive background in real estate private equity investment and development. Ethan's expertise includes project sourcing, financial analysis, capital structuring, land use, project design and operational oversight. Previously, Ethan was Vice President of Acquisitions for Panther Residential, a Boston based real estate private equity firm that specializes in multifamily real estate investment and development. At Panther, he assisted in the oversight and execution of \$400 million worth of acquisition, development and disposition volume. Prior to joining Panther Residential, Ethan worked for Jamestown Properties, an international real estate investment firm headquartered in New York and Atlanta. During his tenure with Jamestown, Ethan assisted in asset management and acquisitions for the company's Boston portfolio consisting of over 1.5 million square feet and 175 commercial tenants. Ethan holds a B.A. from Eckerd College and an M.B.A. with a concentration in real estate finance and development from the University of Colorado at Boulder, Leeds School of Business.

Van Meter Williams Pollack

Tim Van Meter, Firm Partner and Founder. Tim is a leading architect and urban designer whose work has focused on green architecture and sustainable urban design. Tim heads the firm's Denver office, which he established in 1999. He has led the design team on many of the firm's complex and award-winning architecture and urban design projects in Colorado, Hawaii, Texas, New Mexico, and California. He is experienced in a wide range of architecture and urban design projects at various scales, focusing on transit-oriented development, neighborhood design, mixed-use urban infill, and affordable housing.

On the national level, Tim is the Urban Design Adviser for the U.S. Environmental Protection Agency's Smart Growth Program. He also was co-chair of CNU XVII, the 2009 national conference of the Congress for the New Urbanism. A graduate of the University of Colorado School of Environmental Design, Tim has traveled extensively worldwide, studying design, planning, and environmental issues and their effects on communities. He is a community design consultant for numerous communities and organizations, and has extensive experience achieving consensus through the public process. He lectures on issues of urban and sustainable design and development across Colorado's Front Range and throughout the West and Hawaii.

NV5

Nate Torres, PE , Senior Project Manager. A resident of Glenwood Springs, Nate has 13 years of experience as a Structural Engineer and Owner's Representative/Project Manager. Given his design experience as a licensed engineer, Nate excels at preconstruction and design team management and verification of design document coordination. Additionally, his strengths include managing multiple stakeholders, project team management, quality control, general contractor and sub-contractor management, and implementation of sustainable/environmental initiatives. With public and private development experience, Nate understands that every project has unique requirements and constraints and he can effectively manage the owner's risk while maximizing the project's value.

Haselden Construction

Brian Hunt, Regional Director. Brian boasts more than two decades of experience and is continuously exploring new ways to improve and enhance the services Haselden offers to its clients. The experience he brings to his leadership role provides a unique perspective and depth of experience that enables him to relate to clients and employees alike. Notable projects include: Colorado Mountain College Student Success Center, Valley View Hospital (multiple projects), Riverview School, One Snowmass Village, Aspen Valley Hospital, W Hotel, Hotel Jerome.

Community Builders

Clark Anderson, Executive Director. Clark Anderson is co-founder and Executive Director of Community Builders. For the past decade, Clark has helped communities throughout the Western US better align their local planning, transportation, economic development and natural resource management goals. Previously, Clark was the Rocky Mountain Regional Director for the Sonoran Institute and the Water and Land Use program manager for the Local Government Commission. A native of western Colorado, Clark currently lives in Glenwood Springs, Colorado with his wife Kayce, daughter Blu, and dog Truman. He holds a bachelor's degree in biology from the University of Colorado and a master's in geography from the University of California, Davis.

CONCEPTUAL SITE PLAN

Preliminary Thoughts Regarding the Confluence Area

Our approach will build off of the existing vision frameworks identified in the 2017 Confluence Area Plan and U.S. EPA Area-Wide Planning (AWP) project which we feel were well constructed. The overarching goal will be a project that thoughtfully addresses both public and private activities, creating highly desirable places for people. While presenting its own identity given the uniqueness of its location along the Roaring Fork, the Confluence Area should maintain a character that seamlessly ties to the established pattern of the City enhancing physical, functional, and social connections to the core of downtown.

For purposes of this RFQ, we present two (2) concept alternatives based on achieving the vision and goals determined through the planning process varying one key assumption – modification of the RFTA ROW berm. Top of mind in both plans is ensuring meaningful public realm, attention to building size, and overall density within the Confluence Area. While use of subsidies can inform this, generally, in today's market a series of smaller buildings are financially inefficient to construct and manage. Counterbalancing this, it is important to be sensitive to the physical context and market demand to ensure that buildings do not overwhelm the environment and that not more product than is called for is introduced. Therefore, both of these plans look to define larger building footprints that would be more cost effective to build and manage yet not be entirely out of proportion with the character of the surrounding area.

Concept #1- New Infrastructure is a variant of the AWP that explores reservation of the RFTA ROW but elimination of the berm. This approach may offer a “win-win” to stakeholders as berm material is used to raise the Confluence Area and mitigate flood plain constraint, visual and functional connectivity is enhanced between the downtown and river, and the potential for future transit along the RFTA ROW is maintained. The approach creates an efficient and organized pedestrian and transportation network, larger efficient building pads, a greatly enhanced and connected public realm, and enables a central transit station at 7th Avenue and Defiance Avenue serving regional transit needs and creating sustained activity in the area. The program includes up to 25,000 square feet of retail/restaurant space, 25,000 square feet of commercial office space in mixed-use buildings, and 410 residential units in the form of townhome, apartment, and condominiums. The project is parked with 614 parking spaces (498 covered) contained within both a district parking facility adjacent to the lift station and private parking within buildings. With the berm removed, tremendous value is created by opening connectivity at 7th Avenue and Defiance Avenue enhancing the area's

circulation. This program offers tremendous “place making” opportunities with a range of areas to congregate from quiet courtyards adjacent to buildings, large public plazas for events throughout the year, a restored landscape enhancing the natural features of the river’s edge, and a direct connection to the river to provide new recreation opportunities and complement activities at Two Rivers Park.



GLENWOOD SPRINGS CONFLUENCE | CONCEPT: NEW INFRASTRUCTURE

GLENWOOD SPRINGS, CO | MAY 2019 |



**VAN METER
 WILLIAMS
 POLLACK**

Concept #2 – Keep Infrastructure more closely aligns with Alternative C from the AWP maintaining the RFTA ROW and berm and upgrading the 7th Street underpass. As a result, the physical site constraints result in discrete but connected activity nodes generally aligned along 7th Avenue and west of the RFTA berm.



GLENWOOD SPRINGS CONFLUENCE | CONCEPT: KEEP INFRASTRUCTURE

GLENWOOD SPRINGS, CO | MAY 2019 |



**VAN METER
WILLIAMS
POLLACK**

As in Concept #1, we look to define larger building footprints that would be more cost effective to build and manage yet not be entirely out of proportion with the character of the surrounding area. This efficiency is created in a linear building fronting on the riverfront that is serviced by an access drive on the berm side of the development. Concept #2 includes up to 23,000 square feet of retail/restaurant space, 13,000 square feet of commercial office space in mixed-use buildings, and 340 residential units in the form of townhome, apartment, and condominiums. The project is parked with 461 parking spaces (244 covered) contained within both a district parking facility and private parking within buildings. While circulation is less organic and overall density is lower in Concept #2, reduced site development cost may ultimately outweigh the efficiency and placemaking benefits ascribed to Concept #1. While less connected, this plan does preserve the opportunity to create a large public plaza and event space adjacent to the river, a restored natural landscape along the river edge, and connections to the river to provide new recreation opportunities.

Addenda Acknowledgement

**ADDENDUM NUMBERS ONE THROUGH FOUR FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013**

PRINT OR TYPE YOUR INFORMATION

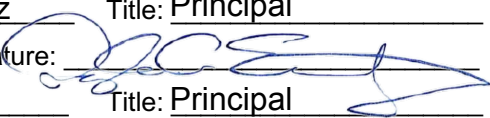
Name of Company:	<u>Doug Elenowitz</u>	Fax:	_____
Address:	<u>802 E 19th Ave, Suite 2B</u>	City/State:	<u>Denver, CO</u>
Contact Person:	<u>Doug Elenowitz</u>	Title:	<u>Principal</u>
Authorized Representative's Signature:		Phone:	<u>(720) 263-6255</u>
Printed Name:	<u>Doug Elenowitz</u>	Title:	<u>Principal</u>
		Date:	<u>5/20/19</u>

EXHIBIT A: SELECT TEAM RESUMES

DOUGLAS A. ELENOWITZ

CAREER SUMMARY

Real estate development executive and successful entrepreneur with 17 years' experience managing interdisciplinary teams of real estate, engineering, construction, financial, and legal professionals to acquire real estate and execute complex redevelopment projects in primary and secondary markets across the U.S. Specific expertise in:

PROFESSIONAL EXPERIENCE

TRAILBREAK PARTNERS, LLC, 2014 - Present

DENVER, COLORADO

Co-Founder and Principal

- Direct responsibility for establishing a real estate platform at private investment and advisory firm. Focus is on value-add income acquisitions and redevelopment projects in urban areas or mountain communities with high barriers to entry in Colorado.
- Current Projects include –Development of a \$65 million 280 unit Class-A TOD apartment building in Lakewood, Colorado, capitalized to maximize Opportunity Zone benefits; development of a \$50 million, 178 unit for-sale TOD townhome community in Lakewood, Colorado; \$30 million apartment, restaurant, and townhome mixed-use redevelopment of Block 3 at the former St. Anthony's Hospital, Denver, Colorado; 247 unit mixed use townhome community in Longmont, Colorado, Fee Developer/Owners Representative of Clear Creek Transit Village, a 21-acre mixed-use TOD site in Adams County, Colorado.

ENVIROFINANCE GROUP, LLC, 2011 - 2013

DENVER, COLORADO

Executive Vice President and Director of Development

- Primary responsibility to originate, negotiate, close and execute redevelopment projects undertaken by EFG. Duties included deal sourcing and negotiation, pre-acquisition due diligence, financial modeling, risk management, community and political outreach, entitlement, design, permitting, remediation, demolition, construction, and disposition of assets.
- Principal-in-Charge of the redevelopment of the former St. Anthony Central Hospital Campus, a \$30 million seven (7) block residential mixed-use TOD project in Denver, Colorado with direct responsibility project sourcing, underwriting, purchase negotiation, retention of consultants and contractors, entitlement, public finance, construction oversight, and land sales to master plan asset class builders.
- Principal-in-Charge of the former Asarco Globe Smelter, a \$25 million public/private partnership to remediate and master develop an 80 acre industrial park in Denver and Adams County, Colorado.

BROWNFIELD PARTNERS, LLC, 2004 - 2011

DENVER, COLORADO

Co-Founder and Partner

- Successfully started and managed growth of the company to complete \$50 million in redevelopment work, \$2.5 million in advisory services, and the successful sale of the company to EnviroFinance Group, LLC in January of 2011.
- Co-managed the evaluation of more than 100 General Motor's facilities to establish the Debtor-in-Possession (DIP) financing requirements related to legacy real estate holdings and environmental liabilities as court approved advisor to the General Motors bankruptcy proceedings.
- Partner-in-Charge of the Dahlia Square Shopping Center redevelopment, a \$9 million a public/private partnership with the Denver Urban Renewal Authority.

THE LANDBANK GROUP, INC., Real Estate Project Manager 2002 - 2004

DENVER, COLORADO

ZEBRA PROPERTY FUND LP., Associate 2001

NEW YORK, NEW YORK

ZURICH US, Environmental Underwriter 1997-2000

ATLANTA, GEORGIA

EDUCATION

- Master of Business Administration, Leeds School of Business, University of Colorado, Boulder, Colorado, 2002
- Bachelor of Science, Environmental Health Science, University of Georgia, Athens, Georgia, 1996

REPRESENTATIVE PRESENTATIONS

- Bisnow – Opportunity Zone Conference, March 2019
- Chair, ULI Building Healthy Places Workshop Quigg Newton Homes, September 2018.
- Public Private Partnerships and Public Finance, 2017 AICPA Construction & Real Estate Conference.
- Mineral Avenue Light Rail Station: ULI Technical Advisory Panel (TAP), Panel Member, Development and Public Finance, April 2014.
- West Market and St. Anthony Redevelopment – Presentation, ULI Colorado TOD Marketplace II: West Line Edition, Spring 2013.
- ASARCO Redevelopment: Straddling Communities, Politics and Vision, Colorado Brownfields Conference, Fall 2011.

PROFESSIONAL AFFILIATIONS, ACCOMPLISHMENTS, & AWARDS

- Board Member, Executive Committee, Foundation for Sustainable Urban Communities.
- Mentor, Real Estate Diversity Initiative, Urban Land Institute Colorado and the Denver Office of Economic Development, 2013- 2015.
- Member, 2013 Leadership Exchange (LEX), Denver Metro Chamber Leadership Foundation.
- Appointee, Denver Public Schools 2008 and 2012 Citizen's Bond and Mill Levy Oversight Committee.
- Leadership Denver Class of 2011, Denver Metro Chamber Leadership Foundation.
- Industry's Next Innovator Award, 2009 – University of Colorado Real Estate Center.

PARTNER RESUMÉ

Tim Van Meter

Architect, AIA / Urban Designer



PROFESSION

Architect, Licensed in the States of Colorado, California, Utah, Texas & Hawaii

TEACHING

Adjunct Professor of Sustainable Real Estate Development
University of Colorado Boulder - Leeds School of Business MBA Program

EDUCATION

- University of Colorado, Boulder; Bachelor of Environmental Design
- University of Colorado, Denver; Graduate Studies in Architecture & Planning
- Miami University, Europe; Graduate Studies in Urban Design

PERSONAL PROFILE

Tim Van Meter, a firm partner and founder, is a leading architect and urban designer whose work has focused on green architecture and sustainable urban design. Tim heads the firm's Denver office, which he established in 1999. He has led the design team on many of the firm's complex and award-winning architecture and urban design projects in Colorado, Hawaii, Texas, New Mexico, and California. He is experienced in a wide range of architecture and urban design projects at various scales, focusing on transit-oriented development, neighborhood design, mixed-use urban infill, and affordable housing.

On the national level, Tim is the Urban Design Adviser for the U.S. Environmental Protection Agency's Smart Growth Program. He also was co-chair of CNU XVII, the 2009 national conference of the Congress for the New Urbanism.

A graduate of the University of Colorado School of Environmental Design, Tim has traveled extensively worldwide, studying design, planning, and environmental issues and their effects on communities. He is a community design consultant for numerous communities and organizations, and has extensive experience achieving consensus through the public process. He lectures on issues of urban and sustainable design and development across Colorado's Front Range and throughout the West and Hawaii.

AWARDS

- ULI - Winner - Colorado Impact Award, Fire Clay Lofts, 2013
- ULI - Winner - Jack Kemp Award, Fire Clay Lofts, 2010
- APA Hawaii Chapter - Sustainability Award, Waipahu Neighborhood TOD
- AIA - Colorado Young Architect's Award, Railyard Lofts 2008
- National AIA/HUD Housing Secretary's Award, Valencia Gardens 2008
- AIASF - Special Commendation Award, Valencia Gardens 2007
- SF Business Times - Winner Affordable Housing, Valencia Gardens 2007
- Gold Nugget - Merit Award Best Affordable Housing, Valencia Gardens, 2007
- ULI - Award for Excellence, Belmar, 2006
- AIA - Colorado Architect's Choice Award, Railyard Lofts, 2006
- BSA - Boston Society of Architects First Prize, Westwood Square, 2005
- EPA - National Smart Growth Award, Belmar, 2005



NATE TORRES, PE

Senior Project Manager

Nate has 13 years of experience as a Structural Engineer and Owner's Representative/Project Manager. Given his design experience as a licensed engineer, Nate excels at preconstruction and design team management and verification of design document coordination. Additionally, his strengths include managing multiple stakeholders, project team management, quality control, general contractor and sub-contractor management, and implementation of sustainable/environmental initiatives. With public and private development experience, Nate understands every project has unique requirements and constraints and he can effectively manage the Owner's risk while maximizing the project's value.

BTS | PROGRAM MANAGEMENT

Rifle, CO
Nate.Torres@NV5.com
720.936.8787

EDUCATION

B.S., Chemical Engineering & Petroleum Refining, Colorado School of Mines, Golden, CO

EXPERIENCE

13 years

REGISTRATIONS

Licensed Professional Engineer, CO #43380, NM #25475

Wilderness First Responder (WFR)

Outdoor Emergency Care (OEC)

Advanced CPR & First Aid

AFFILIATIONS

Member, International Code Council — Colorado Chapter

Member, American Society of Civil Engineers (ASCE)

Project Experience

MUNICIPAL PEDESTRIAN MALL IMPROVEMENTS
CITY OF ASPEN
Aspen, CO

NEW CASTLE WASTE WATERPLANT
CITY OF NEW CASTLE
New Castle, CO

GLENWOOD SPRINGS WASTE WATER FACILITY
CITY OF GLENWOOD
Glenwood, CO

DONEGAN AVENUE
CITY OF GLENWOOD SPRINGS
Glenwood Springs, CO

BLACK DIAMOND MINE ROAD
GARFIELD COUNTY
Glenwood Springs, CO

RIFLE WASTE WATER PLANT
CITY OF RIFLE
Rifle, CO

200 EAST REDS ROAD
PRIVATE OWNER
Aspen, CO

RFTA RIO GRANDE TRAIL BRIDGES QA/QC
RFTA
Roaring Form, CO

K-12 EDUCATION BASALT HIGH SCHOOL RENOVATION & EXPANSION
ROARING FORK SCHOOL DISTRICT
Basalt, CO

BRIDGES HIGH SCHOOL RENOVATION & EXPANSION
ROARING FORK SCHOOL DISTRICT
Carbondale, CO

SOPRIS ELEMENTARY PLAYGROUND ENHANCEMENTS & SITE GRADING UPGRADES
ROARING FORK SCHOOL DISTRICT
Glenwood Springs, CO

HOSPITALITY WESTIN RESORTS BASE LODGE EXPANSION
WESTIN
Snowmass, CO

MONARCH RESORT BASE LODGE EXPANSION
MONARCH SKI RESORT
Salida, CO

HOTEL JEROME RENOVATION & EXPANSION
AUBERGE RESORTS & FRIEDKIN GROUP
Aspen, CO

* Project under previous employment

EXHIBIT B:
ADDITIONAL RELEVANT EXPERIENCE & QUALIFICATIONS

Current Advisory: Clear Creek Transit Village



Located at the Gold Line Clear Creek/Federal commuter rail station, the Clear Creek Transit Village TOD site will incorporate a mix of residential and commercial uses and is designed to maximize accessibility to public transport and natural amenities. Only a 7 minute ride to Denver's Union Station, the sustainable transit village will offer a unique amenity rich lifestyle option and remarkable access to more than 400,000 jobs, entertainment, and services.

As a local representative on behalf of the New Orleans based ownership group, Trailbreak Partners Principal Doug Elenowitz is working with Adams County, and other stakeholders to finalize land use, plan and finance infrastructure, and with the brokerage community to identify builders, and to position the project's first phase to break ground shortly after the Gold Line opens for service in late 2018. Trailbreak Partners is facilitating an initial project with acclaimed Denver based developer Dana Crawford and in addition has the ability to develop portions of the property in conjunction with current ownership.

<http://clearcreektransitvillage.com/>



Prior Advisory: National Western Center/Denver Coliseum

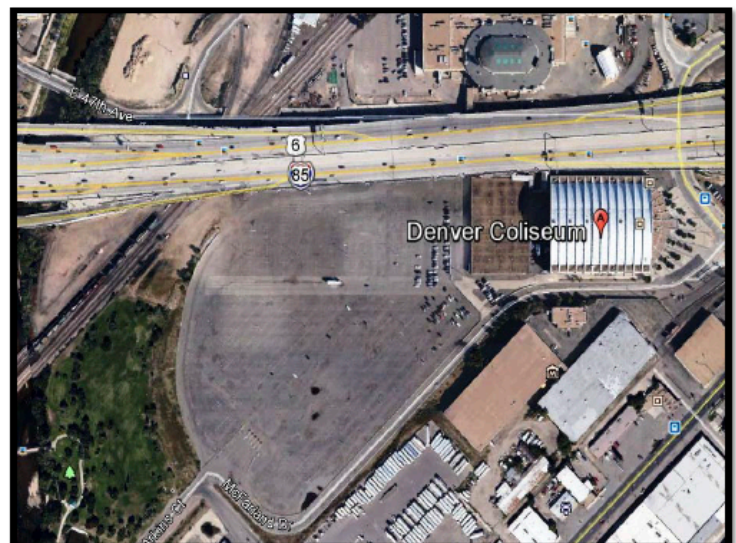


in 2015, the foundation was laid for the National Western Center Master Plan by the City & County of Denver, Colorado State University, Western Stock Show Association, Denver Museum of Nature & Science and History Colorado. The Plan established a long-range vision, guiding principles, and goals for the redevelopment of the National Western Complex and Denver Coliseum, and the revitalization of this historical region of Denver.

An Advisor on the team leading spearheading the Master Plan, Doug Elenowitz of Trailbreak Partners completed an analysis of the Denver Coliseum, a 30.4 acre property improved with a 170,000 square foot indoor arena with a focus on developing recommendations its future.

The study included an evaluation of current real estate market factors, the creation of several alternative land use concepts for a redeveloped Denver Coliseum property, an approximation of the market value for each alternative, and recommendations on the highest and best use.

Acknowledging the environmental impacts known to exist in the area, the study introduced strategies to support the efficient and timely remediation and development of the Coliseum property.



Environmentally intelligent building design and urban planning are crucial to the world's future.



Trailbreak Partners

Van Meter Williams Pollack is an award-winning Architecture and Urban Design firm based in San Francisco and Denver. Since 1989 we have provided a full range of comprehensive design and planning services for a variety of project types, scales and clients. The partners and staff bring their knowledge and expertise to all aspects and phases of our projects.

VMWP's comprehensive and innovative design approach considers environmental, social, economic, and client needs to create buildings and communities that resonate with people. From small towns grappling with pressures of sprawl, to major urban centers requiring infill and redevelopment, one of our strengths is the ability to work in the variety of communities that make up diverse, growing regions.

OUR PRINCIPLES

- **meet** the unique requirements of every client
- **engage** the communities in which we live and work
- **work** within the realities of economic constraints
- **create** the highest quality design and planning
- **commit** to sustainable design principles in all planning & design

Van Meter Williams Pollack's Architecture and Urban Design projects emphasize pedestrian and transit-oriented development patterns that serve a community's economic, social and cultural needs. Our success in master planning, community design, mixed-use developments, and revitalizing urban infill sites demonstrates that there are alternatives to the outward expansion of cities, towns and suburbs. High-density urban infill, transit-oriented development, and pedestrian-focused streetscapes support sustainable development.

We have advanced economically viable plans that address transportation and infrastructure, community development, population growth and diversity, historic preservation, and sustainable growth patterns to a wide range of clients throughout the United States. Our greatest assets are an understanding of land use patterns, development types, and appropriate pedestrian environments for each community; our commitment to an open, clear, and direct process; and our ability to implement a community vision.

MIXED-USE DEVELOPMENT

Mixed-use projects connect communities and create pedestrian-friendly neighborhoods where people can drive less and use resources more efficiently. The right mix, concentration and placement of uses can spark a neighborhood's identity. VMWP specializes in designing projects that combine living, working, shopping and leisure, within one shared environment. Access to local necessities invites people to walk more, drive less, brings life to the street, and supports both business and the environment.

INFILL DEVELOPMENT

Infill development presents an opportunity to transform underused urban areas into inviting public realms. Responsive infill gives a place new life, making it more functional, exciting, beautiful and sustainable, while at the same time preserving its character and history.

Confluence Redevelopment



Our aim is to create straightforward, comfortable spaces, using good design and intimate scale to evoke a unique sense of renewal. Projects as diverse as the Rail Yard Lofts in Denver and 55 Laguna in San Francisco highlight our approach to infill development.

AFFORDABLE HOUSING

We plan, design and build a wide variety of affordable housing from high-density urban communities to small-lot single-family housing. Our work has received numerous design awards in national and local design competitions. Most recently, our Valencia Gardens Hope VI project was awarded the 2008 National AIA/HUD Secretary's Housing and Community Design Award for Excellence in Affordable Housing. As cost and quality of life are primary concerns in our housing, we use simple elements of construction, building materials and scale to create beautiful spaces.

DEVELOPMENT FEASIBILITY

We specialize in quick, comprehensive studies to assess the layout and feasibility of development opportunities. Our practical understanding of the economic and implementation issues involved lays a firm foundation for all of our projects.

VMWP's architects and urban designers bring in-depth experience and knowledge of development prototypes, project phasing and implementation techniques to this process.

COMMUNITY PROCESS

Community involvement is essential to any project's success. As part of our commitment to community design, we promote the active participation of a variety of stakeholders in the planning process. We work with both market rate and non-profit, community-based developers and jurisdictions to ensure that this participation is an inclusive, efficient, effective and (most of all) fun process. VMWP has developed an engaging community participation model that effectively uncovers the needs and concerns of future residents and the surrounding neighborhood. This approach also elicits community-driven alternatives, which facilitate consensus on design and other community issues. Often, the most important discussions are not about technical issues, but instead revolve around "concern with change," or concern for creating a "sense of place."

TRANSIT-ORIENTED DEVELOPMENT

Our transit-oriented projects combine mixed-use and infill development with pedestrian-friendly streets close to public transportation. These comprehensive plans create lively villages that inspire people to buy locally, use more public transit and drive less. Our TOD projects have included land use plans and urban design guidelines, master plans for new mass transit station areas, and infill visions for park-and-ride lots. VMWP works with municipalities to develop implementation strategies as well as guidelines with which to evaluate development proposals.

MASTER PLANNING & SPECIFIC DESIGN

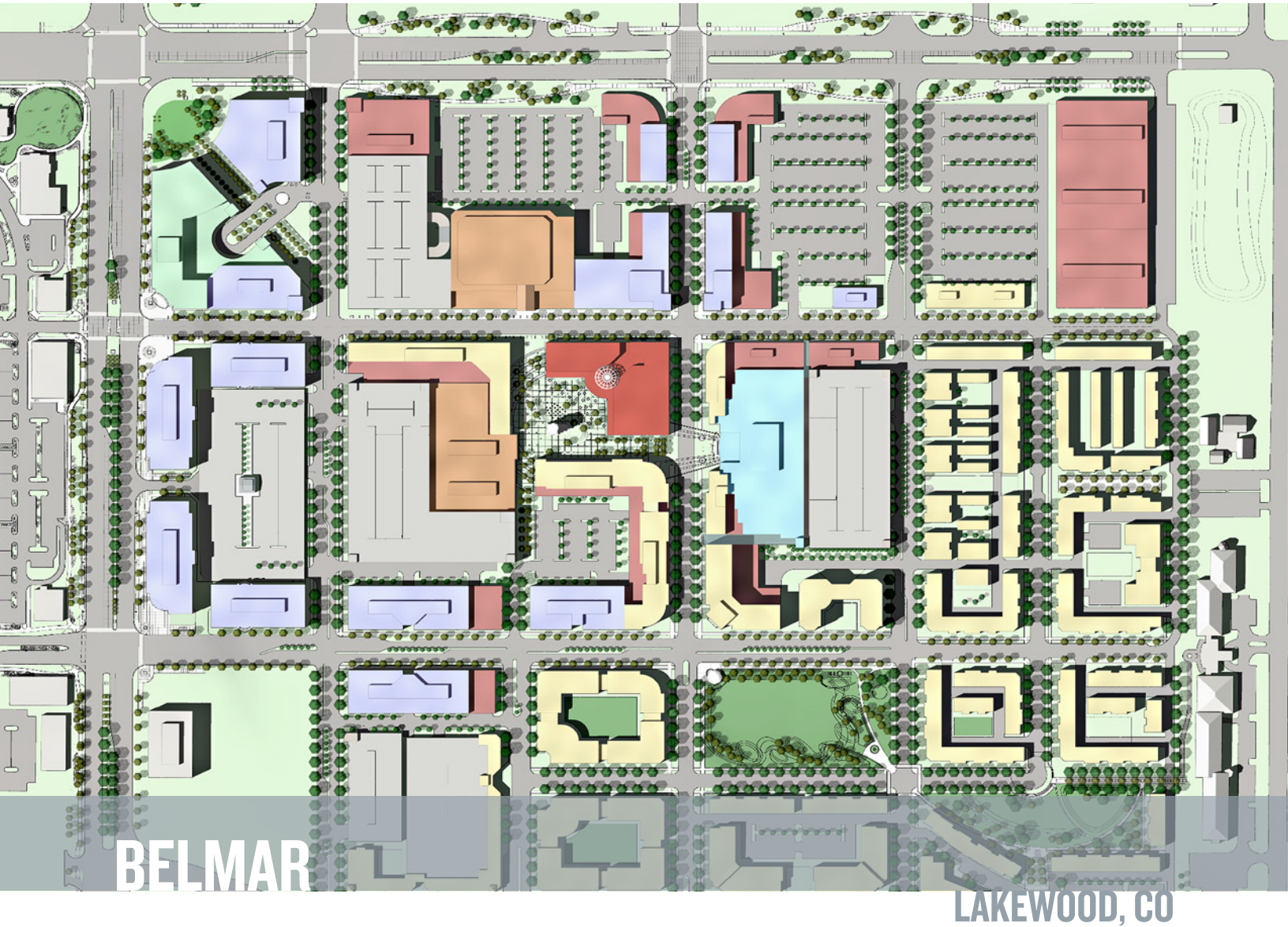
VMWP's master planning experience includes plans for new town centers, neighborhoods, mixed-use urban infill and redevelopment projects. Our pedestrian-oriented approach to master planning and urban design creates a dynamic urban environment. Corridor planning and streetscape projects range in scale from land use and design analysis along regional thoroughfares and local networks, to local commercial streetscape designs focused on improving the pedestrian experience and the commercial viability of districts and neighborhoods.

DESIGN GUIDELINES

We build on the best qualities of a place to strengthen and enhance the existing character of a neighborhood, a street corridor, or an entire city. The process of setting such standards is a crucial way for a community to transform its vision into a reality, while creating an invaluable tool to both shape and accommodate a city's future. VMWP has written guidelines and created development prototypes for single and multi-family residential development, neighborhood commercial centers, large-scale new development, and transit villages.

STREETSCAPE DESIGN

Great streets happen when pedestrians, cars and bicycles all get along. Our streetscape projects focus on making streets more comfortable to walk and gather, and better connected to a variety of retail districts and neighborhoods. When there are inviting places to sit, linger and enjoy private or social time, people feel more connected to their communities.



Multi-Purpose, Thoughtful Planning Creates Community

DESCRIPTION Belmar is the redevelopment of a failed 1960's 100 acre enclosed shopping mall into a vibrant urban village. The site is bordered by two high volume state highways adjacent to Lakewood's civic center, community park and single family neighborhoods. The urban design is organized as a traditional street grid that emphasizes pedestrian movement with shops oriented closely to the street. The program calls for: 777,000 sf. of retail; 868,000 sf of office space; a 75,000 sf cinema; a 190,000 sf hotel; 1,048 residential units in 8 prototypes; community parks and plazas. VMWP was the lead for the urban residential and assisted in urban design, mixed use and commercial design. VMWP was the Prime Architect on Belmar Urban Apartments and 7133 West Virginia at Belmar.

VISION Belmar was envisioned as a vibrant, mixed-use downtown with shopping, dining, cultural amenities, offices and a wide variety of rental and for sale housing options.

PROJECT REQUIREMENTS Build a downtown with a real sense of community, reconnect the site to the surrounding area, celebrate the public rather than the private realm, and create a diverse environment that is more pedestrian and transit rather than automobile oriented.



Client: Continuum Partners, LLC

Building size/acres:

104 acres

Number of units—density:

1300+ Residential units, 1.9 M

Sq. Ft. Commercial

Completion: Phase I completed

2004, Total build out 2012

Construction est.: Phase I

\$230M, Total build out \$750M

Contact:

Continuum Partners, LLC

1430 Wynkoop Street Suite 100

Denver, CO 80202



DESIGN FEATURES

- Great urban streets designed for maximum walkability
- 9 acres of plazas, parks, and public spaces
- Extensive public art program and a major cultural facility

AWARDS

- CNU Charter Award 2006
- ULI Award for Excellence 2006
- EPA Award for Smart Growth Achievement 2005



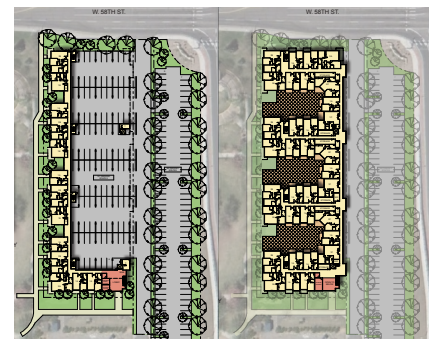


PARK PLACE OLDE TOWN

ARVADA, CO

Light Rail is Catalyst for High Density Housing in Olde Town

DESCRIPTION Development of the new light rail station in Olde Town is the catalyst for growth in the Town of Arvada. Park Place Olde Town is envisioned as the model of higher residential density to attract new residents to discover the dynamic Town. The five-story multifamily residential building will be the first, five-story building in town and will provide 152 dwelling units. The units will have views of the adjacent McIlvoy Park and most units will enjoy views of the Rockies to the west and downtown Denver to the southeast. The units are organized around three raised courtyards (each unique in character) which act as extensions of the park and open views from the courtyard units. The five-story building's mass takes it's cues from the idea of "Familiarity" with the nearby "Olde Town" feel of 2 story masonry buildings. The units at grade level with the park are scaled to feel like two story buildings that include walk-up entries and patios fronting the park. The building exceeds energy code requirements with high efficiency building envelope, appliances, and HVAC system. Certified green materials are incorporated into the framing as well as finish materials.



VAN METER WILLIAMS POLLACK ^{LLP}

PROGRAM MANAGEMENT OVERVIEW



La Peer Hotel
West Hollywood, CA

WHY NV5?

NV5 is a leading provider of professional and technical engineering and consulting solutions for public and private sector clients in the infrastructure, construction, real estate, and environmental markets. The company primarily focuses on five business verticals: Construction Quality Assurance (Materials Testing and Inspection), Energy, Environmental, Infrastructure and **Program Management**.

With a staff of more than 2,000 and more than 100 offices nationwide and abroad, NV5 is able to provide services supporting all aspects of a project's life cycle from conceptual or preliminary design through facility operations.

Our clients trust us to provide integrated engineering, consulting, and management solutions that enable success regardless of project size and complexity.

PROGRAM MANAGEMENT

Our services are based on the core principles of efficiency, transparency and client-centered services, in which innovation, creativity and entrepreneurial initiative are encouraged. We pride ourselves on maintaining the personal feel of working with a small company while having the stability and backbone of a national firm.

"The quality of work, the level of commitment to the project and our community, and the experience of working with our on-site team are all reasons that I would gladly work with NV5 again."

*Dr. Wendy Wyman, Superintendent
Lake County School District R-1*



Cleveland Clinic Cancer Center
Cleveland, OH



Aspen Police Department
Aspen, CO

ENR Engineering News-Record
#45
Top 500
DESIGN FIRMS
2018

2017 CSE
CX GIANTS
Top 25
#7

2017 CSE
MEP GIANTS
Top 100
#44

100 LOCATIONS
WORLDWIDE
2,000 EMPLOYEES
1,300 TECHNICALLY
LICENSED

Top Ranked
#1
2018 **HOT FIRM**
ZWEIG GROUP

FORTUNE
#13 Fastest Growing
Companies 2017

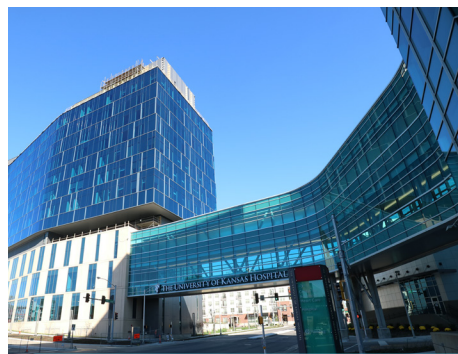
BD+C 2017
#1 Top 30 Hotel
Engineering Firms

#25
Top 100
Pure Designers
2018
ENR
Engineering News-Record

PROGRAM MANAGEMENT OVERVIEW



Brickell City Centre
Miami, FL



Cambridge Inpatient Tower & Vertical
Expansion | Kansas City, KS



Thurgood Marshall Middle School
Lynn, MA

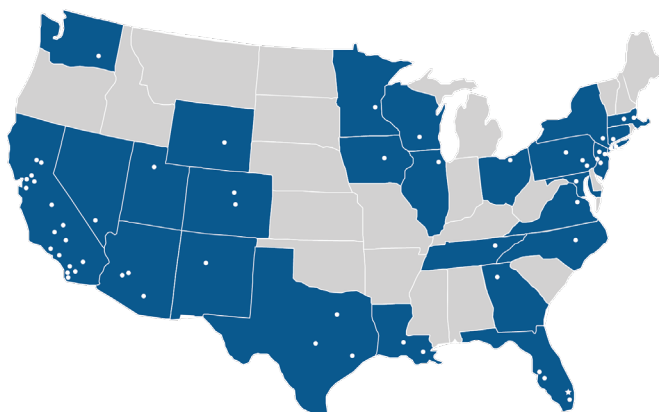
PROGRAM MANAGEMENT SERVICES

Project Initiation/ Pre-Design	Pre-Construction/ Design Management	Construction	Project Close-Out
• Property Condition Assessments • Facility Analysis • Project Scoping • Public Outreach • Pro-forma Support • Program/Need Assessments • Master Schedule & Budget Development	• Team Selection • Consultant Team Coordination • Constructability Reviews • On-site/Off-site Scope Coordination • Permitting • Sustainability • Project Cost Accounting • BIM Management • Cost Estimating	• Project Controls • Contract Administration • Procurement • Change Order Validation • Project Cost Accounting • Schedule Management • QA/QC Oversight • Submittal & RFI Coordination • FF&E Management • Status Reports • Media Relations	• Training • Transition Planning • End User Move-in • Accounting Close-Out • Punch List Oversight • Warranty Management • Expert Testimony • Litigation Support

MARKET SECTORS

- Education
- Healthcare
- Hospitality
- Industrial
- Mixed Use
- Municipal
- Office
- Residential
- Retail
- Senior Housing

NV5 OFFICES NATIONWIDE



CONTACT US

John Bills, LEED® AP
2650 18th Street, Suite 202
Denver, CO 80211

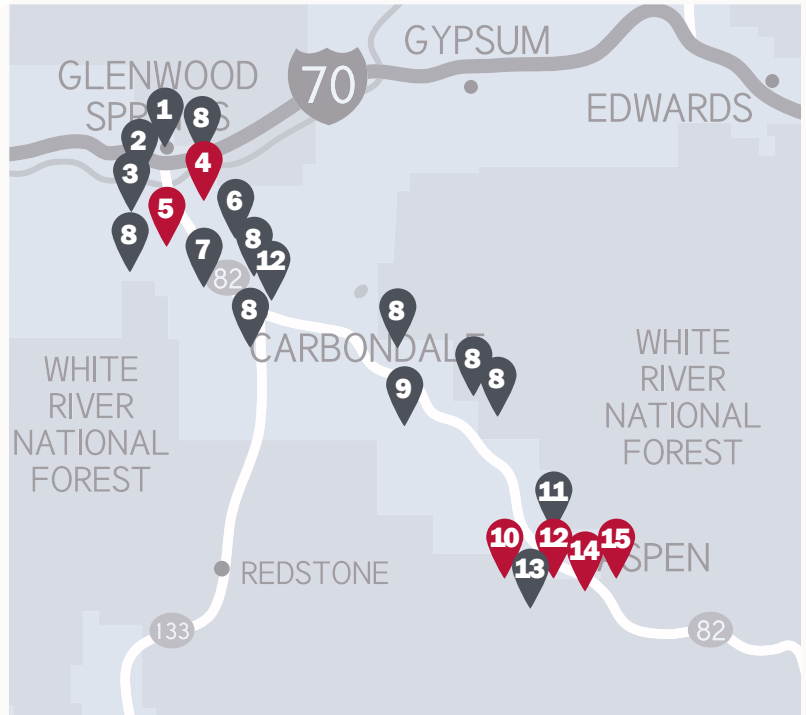
Office: 303.220.6400
Email: John.Bills@NV5.com



WE ARE PROUD OF OUR LEGACY OF SUCCESS BUILDING IN THE ROARING FORK VALLEY. SINCE OUR FIRST PROJECT IN THE VALLEY IN 1989, HASELDEN HAS MAINTAINED A STRONG PRESENCE BUILDING WHERE WE LIVE AND RAISE OUR FAMILIES. WE OPENED OUR OFFICE IN GLENWOOD SPRINGS IN 2015 TO BETTER SERVE THE CLIENTS WHO CALL THE ROARING FORK VALLEY OR GREATER WESTERN SLOPE THEIR HOME.

HASELDEN'S ROARING FORK VALLEY SUCCESSES

- 1: Haselden Western Regional Office
- 2: Garfield County Detention Center
- 3: Colorado Mountain College Student Success Center
- 4: Valley View Hospital (multiple projects)**
- 5: Riverview School**
- 6: St. Stephan's Catholic Church
- 7: Holy Cross Energy Administration Building
- 8: Roaring Fork School District Six Schools
- 9: Willits Medical Center
- 10: One Snowmass Village**
- 11: Burlingame Ranch Affordable Housing
- 12: Aspen Valley Hospital**
- 13: Aspen Elementary and Middle School
- 14: W Hotel**
- 15: Hotel Jerome**



4 VALLEY VIEW HOSPITAL

A client for life since 1994, Haselden has constructed multiple additions and renovations at Valley View Hospital, including but not limited to their Pharmacy, Catheterization Lab, 2nd Floor Kitchen, 3rd Floor Brain & Spine, 4th Floor Build Out, MRI, and Medical Office Building.

5 RIVERVIEW PK-8 SCHOOL

Another longtime partnership, since 1993, Haselden has built 7 different schools for the Roaring Fork School District. The most recent project, Riverview School, was completed in 2017, and is designed and built to accommodate 450 students, allowing for future community growth.

10 ONE SNOWMASS VILLAGE

One Snowmass includes 41 condominiums totaling approximately 80,000 SF of residential square footage, as well as four employee housing units. The project also includes significant amenity space, as well as a clinic to address minor to moderate ski and snowboard injuries.

12 ASPEN VALLEY HOSPITAL

Haselden has completed more than \$125M in construction for Aspen Valley Hospital since we initiated the relationship in 2009. In addition to two major expansions, renovations, and infrastructure, Haselden built affordable housing units on site for hospital employees.

14 W HOTEL

This 128,000 SF, 4-story building is located at the base of Aspen Mountain in the heart of downtown. The hotel will have 93 rooms, 11 of which will be fractional ownership units.

15 HOTEL JEROME

Haselden has completed two separate renovations to the historic Hotel Jerome, noted on the National Register of Historic Buildings. Renovations and additions address both rooms and amenity areas.

Master Developer Confluence Area Request for Qualifications



Submitted By The Confluence Development Group

#BD 2019-013

Master Developer for the Confluence Area

May 22, 2019

City of Glenwood Springs
Procurement Department, First Floor
101 W. 8th Street
Glenwood Springs, CO 81601

Contact

Brian Marshack
Confluence Development Group
PO Box 6327
Snowmass Village, CO 81615
(970) 274-0303
BMarshack@Gmail.com



May 21, 2019

City of Glenwood Springs
Procurement Department, First Floor
101 W. 8th Street
Glenwood Springs, CO 81601

Re: Master Developer for Confluence Area #BD 2019-013

To Whom it May Concern:

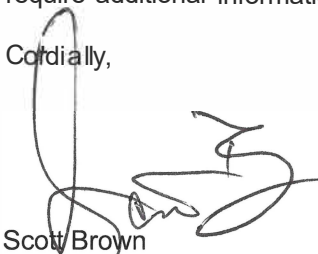
On behalf of the Confluence Development Group, I am excited to submit the following proposal for a Master Developer for the Confluence Area in Glenwood Springs, Colorado. The Confluence Development Group is a partnership between ABA Hospitality located in Snowmass Village, Colorado and Oak City Development out of Raleigh, North Carolina. Our combined group has completed over \$10 billion in real estate development and investments over a 30-year period, specializing in master planned communities, hospitality, residential, and mixed-use properties. We are a strong locally based group with several of our key team members residing in the Roaring Fork Valley for over 30 years. Our teams commitment to the Valley extends to numerous real estate investments, which include the Snowmass Club and recent acquisition of the Tree Farm property near Basalt, Colorado.

As a Master Developer of numerous projects and communities, our experience has led us to believe that the best development plans are the result of legitimate engagement and collaboration with community stakeholders and municipal officials. We have assembled a world class team of Colorado based design professionals, engineers, and consultants that have the unique skill set, relevant project experience, and qualifications to develop the right master plan for the site, with the development and investment team to execute that plan to the highest standards.

We are very optimistic about the opportunities that the Confluence area site presents on a local and regional level. Our proposal demonstrates our teams qualifications and financial capacity, with references and a history of successfully completed projects. The high level concept plan provides a foundational layer to explore and discuss some of our initial thoughts and ideals in regards to the development potential for the site.

Thank you for allowing us to submit this proposal to the City of Glenwood Springs. If you have any questions or require additional information, please feel free to contact me anytime.

Cordially,



Scott Brown
Chief Executive Officer
ABA Hospitality, LLC

ADDENDUM NUMBER FOUR FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

- 1) Where are the flood plain/FEMA locations for the Confluence area?
Attached is a tif file of the current flood plain for the downtown area, including the confluence. FEMA is currently reworking the maps based on new hydrology information for the Colorado River (water levels have gone down). They are also in the middle of a process to better define the small channel hydraulics in Glenwood, a Base Level Engineering study. The BLE is unlikely to affect the confluence area.
- 2) Which portions of the train tracks must remain and which are being removed?
What is described as the east leg of the "wye" has been abandoned and is fully owned by the City of Glenwood Springs and may be removed. The hatched railroad right of way that is shown on the map on page 3 of the RFQ, is not an active railroad. It is referred to as the Roaring Fork Transportation Authority (RFTA) right of way within the Area Wide Plan, and is under rail-banked status. Changes to this right of way would have to be negotiated with RFTA.
- 3) Should a river kayak park be a part of this development? Within the river itself, is that the City's responsibility or the Developer's or some type of collaboration?
The City anticipates the proposals to address the land area only.
- 4) Should we include the elementary school property in our conceptual design?
The only portion of the elementary school property that should be included in the conceptual design is within the yellow mapped area in the RFQ.
- 5) Should we include the mortuary and the church property in the design as well?
No. Those properties are not owned by the City.

This addendum must be acknowledged.

This Addendum may be emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: ABA Hospitality LLC Fax: _____
Address: PO Box 6327 City/State: Snowmass Village Zip: 81615
Contact Person: Brian Marshall Title: COO Phone: 970-274-0303
Authorized Representative's Signature: [Signature] Phone: _____
Printed Name: Brian Marshall Title: COO Date: 5-22-2019

4/24/19

ADDENDUM NUMBER THREE FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

Phase I and Phase II Environmental Site Assessments for the City's decommissioned
Wastewater Treatment Plant and the as-built documents for the Lift Station can be found at:

<https://www.gwsco.gov/DocumentCenter/Index/345>

This addendum must be acknowledged.

This Addendum may be emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: ABA Hospitality LLC Fax: _____
Address: PO Box 6327 City/State: Snowmass CO Zip: 81615
Contact Person: Brian Marshall Title: COO Phone: 970-274-0303
Authorized Representative's Signature: [Signature] Phone: _____
Printed Name: Brian Marshall Title: COO Date: 5-22-2019

ADDENDUM NUMBER TWO FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

The land exchange between the City and the Roaring Fork School District to convert Vogelaar Park 6F's designation to another equivalent property has been delayed with an unknown completion date. This does not affect other developable land.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: ABA HOSPITALITY, LLC Fax: _____
Address: PO BOX 6327 City/State: SNOWMASS VILLAGE, CO Zip: 81615
Contact Person: BRIAN MARSHACK Title: COO - CDG Phone: 970-274-0303
Authorized Representative's Signature: [Signature] Phone: _____
Printed Name: BRIAN MARSHACK Title: COO - CDG Date: _____

ADDENDUM NUMBER ONE FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

Relevant documents for the Confluence Area can be found at:

<https://www.gwsco.gov/DocumentCenter/Index/345>

The master folder in the Document Center has separate subfolders with documents.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: ABA Hospitality LLC Fax: _____
Address: PO BOX 6327 City/State: SNOW MASS DISTRICT CO Zip: 81615
Contact Person: Brian Marshak Title: COO - CDG Phone: 970-274-0303
Authorized Representative's Signature: [Signature] Phone: _____
Printed Name: Brian Marshak Title: COO - CDG Date: _____

Introduction

Confluence Development Group

Confluence Development Group is a partnership between ABA/Hospitality based in Snowmass Village, Colorado and Oak City Development, located in Raleigh, North Carolina. Combined the two firms have over 30 years of experience in real estate development and investment with over \$10 billion in completed projects throughout the United States. The firms have extensive real estate development experience with expertise in master-planned communities, hospitality, retail, residential, and mixed-use projects.

ABA Hospitality, LLC

[Snowmass Village, Colorado](#)

www.Abahospitalityllc.com

ABA Hospitality, LLC is a real estate investment management and development firm with offices in Snowmass Village, Colorado and Naples, Florida. ABA makes investments where there is a significant value add opportunity to its real estate transactions. History has proven time and time again that there are unique opportunities created in each of the real estate market cycles. The ABA team uses its extensive market knowledge and vast experience to generate high quality risk-adjusted and absolute returns. Our core focus is in mixed use developments, hotels, and luxury high-rise condominium projects. With over \$7 billion of completed projects and \$1 billion of hospitality projects alone, ABA adds value to its core investments through its in-house experience and industry relationships across all major hotel brands and hotel management companies. The ABA team leverages these relationships to identify unique acquisition opportunities and draws on its internal resources and industry expertise to complete the necessary due diligence, acquisitions, entitlements, financial planning and modeling, design, development, construction, construction management and asset management of its core investment properties.

Oak City Development

[Raleigh, North Carolina](#)

www.OakCityDev.com

The leadership team at Oak City Development has over 100 years of combined experience in real estate development. The founding partners have created and developed more than 65 master-planned communities, mixed use projects, resorts and commercial centers during their careers. Led by partners Steve Vining, Hampton Pitts, Pete Sullivan and Rachel Vradenburgh, Oak City Development was born from decades of experience and a strong commitment to achieving best in class communities. The team's vast knowledge encompasses all facets of real estate and land development. Our driving focus on sustainable design and technology, mixed with our passion for preservation, conservation and restoration, enable our developments to look to the future while preserving the past. Community engagement and incorporating philanthropy throughout each project develops roots within the local communities.

Finance

ABA Hospitality and Oak City Development are well capitalized companies with over 30 years of real estate development and investment experience. In addition to having strong financial balance sheets, the companies have equity investment relationships at the highest levels with multiple financial institutions. Primarily the two largest investment partners include Pacific Investment Management Company (PIMCO), which manages over \$1.6 trillion in assets, and the Baupost Group out of Boston, Massachusetts, presently the 10th largest private equity hedge fund in the world with over \$32 Billion in assets.

Local Connection and Commitment to the Community

The development team has strong ties with the Glenwood Springs community, as several key team members have resided full-time in the Roaring Fork Valley for over 30 years. ABA Hospitality owns and operates the Snowmass Club, and together with Oak City Development, have made several significant investments in properties throughout the Valley. Being locally based, the team understands the issues surrounding the Confluence Area and Downtown Glenwood Springs and are committed to working closely with the community to deliver a unique and sustainable legacy project that will endure for generations.

Relationships

Our commitment to Glenwood Springs and the Confluence Area Master Developer RFQ extends beyond the assembly of a highly qualified team and creation of a high-level concept plan. We believe that long term success is based on relationships and going beyond what is expected to deliver results that lead to success. This has led us to reach out to our network to assess the viability of developing the Confluence Area site. Our meetings with community stakeholders, business owners, and community leaders have resulted in a very in-depth understanding of the issues surrounding the planning and development of the site. This has assisted us in our design team and consultant selection, as well as providing preliminary insight on developing the framework for the high level conceptual plan. This process has also led to some unexpected positive results as noted below.

Farnum Holt Funeral Home

Our long-term optimism in the project has led us to having numerous meetings with Trey Holt, which is the family representative of the Farnum Holt Funeral Home. Based on our relationship with Mr. Holt, we are presently negotiating the purchase the Funeral Home property. Our team is confident that we can create a transaction that allows for the acquisition of the Funeral Home, while we assist the Holt family in finding a new location for their business in the community. We are looking forward to working collaboratively with Mr. Holt and his family in structuring a transaction that is in the best interest of all related parties.

Hyatt

In addition to our efforts in securing the Farnum Holt Funeral Home, the Confluence Development Group's relationship with the Hyatt corporation has resulted in receiving preliminary interest for the development of a hotel and conference center on the Confluence Area site. A conference hotel will provide a venue to attract meetings, conferences, events, and weddings to Glenwood Springs. This will not only benefit the immediate Downtown area, but benefits will extend throughout the entire community and existing hotel properties.

The Team

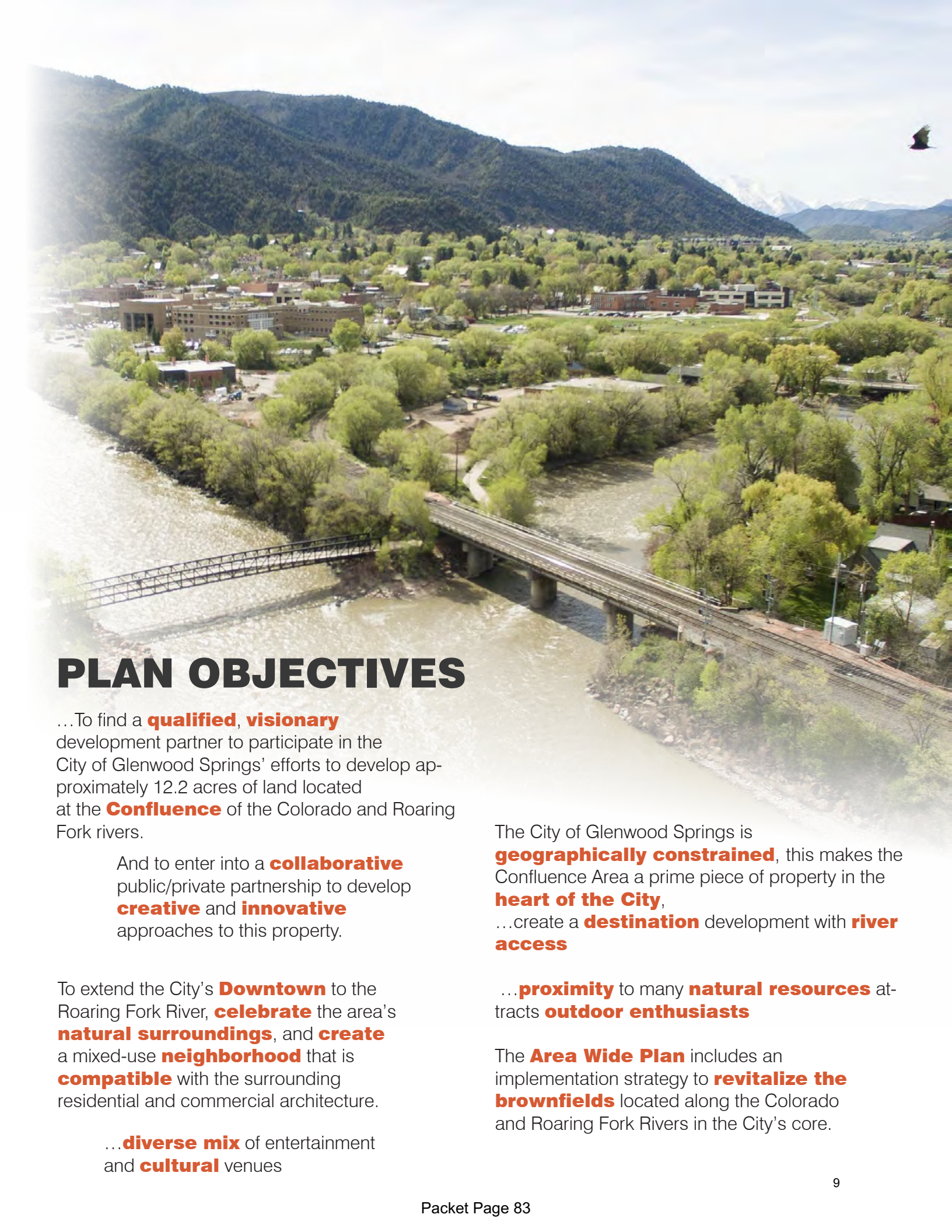
Our group has spent a considerable amount of time studying the Confluence Area site and surrounding Downtown Glenwood Springs properties. Taking direction from the goals in the RFQ and Confluence Area Plan, as well as talking with numerous members of the community, we set out to assemble a development team of design specialists and consultants with the requisite experience, skill set, and proven track record of work on this type of project. It is evident that the Confluence Area site is a very difficult and challenging property with multiple constraints and issues that need to be worked out before a viable and sustainable development plan can be developed. With that in mind, where others see difficulties, the Confluence Development Group and its team see opportunity.

Contact

The Primary Contact for the Confluence Development Group is as follows:

Brian Marshack
Chief Operating Officer
Confluence Development Group
PO Box 6327
Snowmass Village, CO 81615

(970) 274-0303
BMarshack@Gmail.com



PLAN OBJECTIVES

...To find a **qualified, visionary** development partner to participate in the City of Glenwood Springs' efforts to develop approximately 12.2 acres of land located at the **Confluence** of the Colorado and Roaring Fork rivers.

And to enter into a **collaborative** public/private partnership to develop **creative** and **innovative** approaches to this property.

To extend the City's **Downtown** to the Roaring Fork River, **celebrate** the area's **natural surroundings**, and **create** a mixed-use **neighborhood** that is **compatible** with the surrounding residential and commercial architecture.

...**diverse mix** of entertainment and **cultural** venues

The City of Glenwood Springs is **geographically constrained**, this makes the Confluence Area a prime piece of property in the **heart of the City**, ...create a **destination** development with **river access**

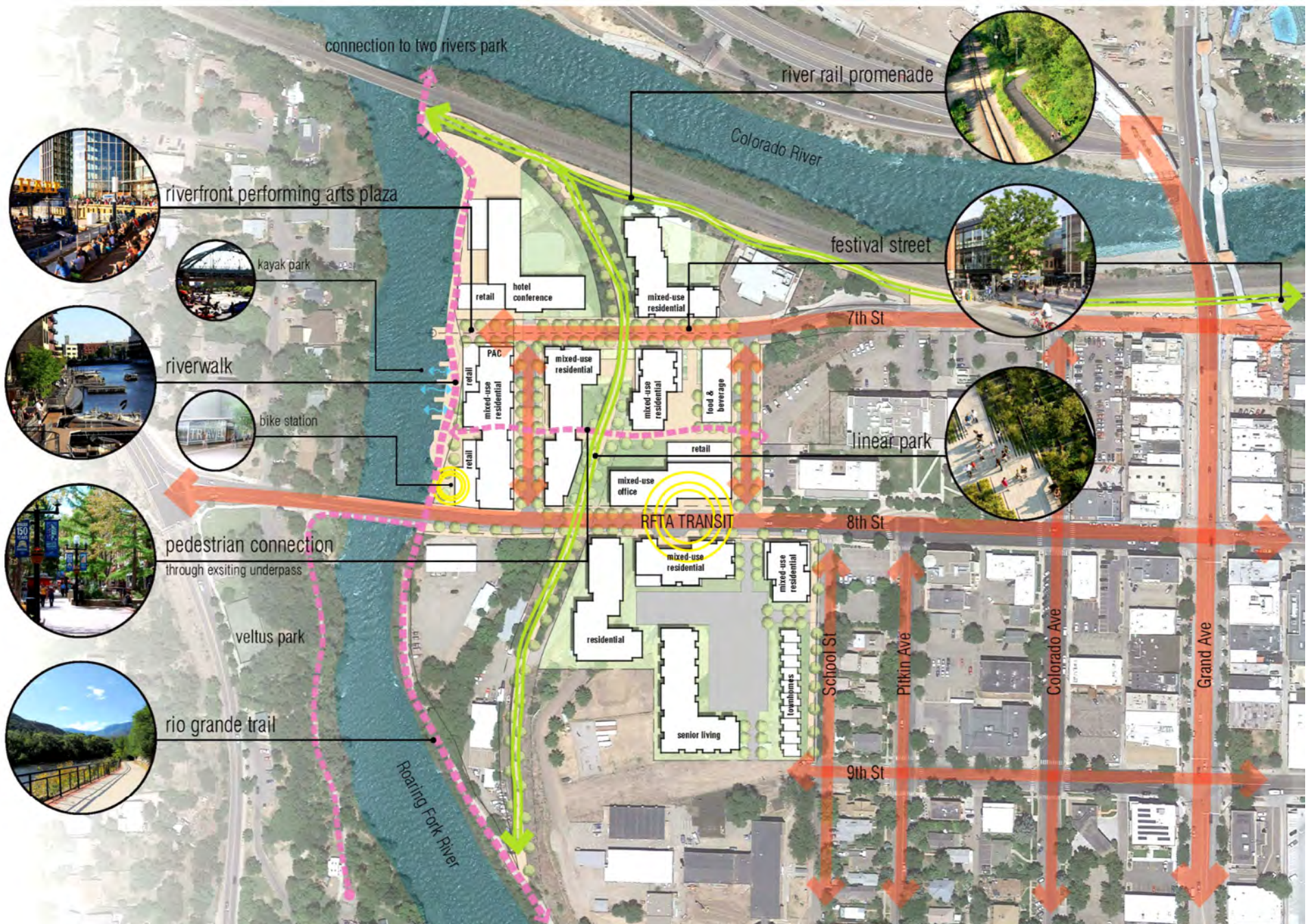
...**proximity** to many **natural resources** attracts **outdoor enthusiasts**

The **Area Wide Plan** includes an implementation strategy to **revitalize the brownfields** located along the Colorado and Roaring Fork Rivers in the City's core.

EXISTING CONDITIONS



Confluence Area Site Diagram



Confluence Area Site Plan





plaza

retail

hotel conference

mixed-use residential

retail

performing arts center

mixed-use residential

mixed-use residential

food and bev

mixed-use office

mixed-use residential

restaurant

mixed-use residential

mixed-use residential

retail

mixed-use office

8th Street

7th Street

linear park

pedestrian connection

RFTA

residential

mixed-use residential

mixed-use residential

senior housing

townhomes

School St

Pitkin Ave



Active Riverfront Promenade Images



7th Street Arts and Entertainment District

Pedestrian Friendly Living Street that connects the existing Grand Avenue Downtown Business District to the Roaring Fork River.

- Black Box Theatre/Performing Art Center
- Riverfront Performing Arts Plaza
- 4-6 Screen state-of-the-art Movie Cinema
- Bowling Alley and Entertainment Venue
- Art Galleries and Studios
- Live Music Venue/Restaurant/and Bar
- Microbreweries and Craft Distillers
- Public Market and Food Hall that features locally based tenants and Merchants
- Ice Cream, Coffee and Tea Houses
- Visitor Center, Railroad Museum, History Museum
- Fitness Studios



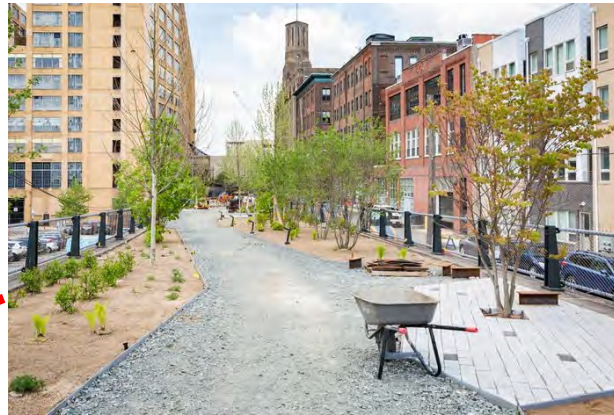
Neighborhood Housing

Provide a mix of housing options in a pedestrian friendly neighborhood..

- Senior Housing
- Affordable and Work Force Housing
- Live Work Lofts
- Townhomes
- For Sale Condominiums
- Market Rate & Affordable Apartments
- Transit Orientated Development with access to RFTA bis stop along 8th Avenue.
- Pedestrian and Bicycle Friendly Neighborhood
- Resident Clubhouse and Senior Center
- Parks, Promenades, and Plazas
- Family and Pet Friendly Design and Amenities



Linear Rail Line Park Precedent Images



Confluence Development Group Key Team Members

Scott Brown

[ABA Hospitality: Chief Executive Officer & Founder](#)
[Snowmass Village, Colorado](#)

Through his years working in the hospitality industry, Mr. Brown has established relationships with many leading U.S. hotel brands, hotel management companies and investment banks. In 2007, Mr. Brown raised over \$100 million of seed capital in a financing deal with a boutique U.S. private equity firm. Mr. Brown's hotel development experience includes partnering with the Hyatt group in his first two-hotel development projects and building a portfolio of hotels in California. Mr. Brown merged ABA with Connor & Gaskins, a general contractor specializing in full-service hotel, select service hotel and multi-family luxury residential developments. Prior to founding ABA, Mr. Brown was a Vice President in the Private Banking and Investment Group (PBIG) at Merrill Lynch, Pierce, Fenner & Smith. During Mr. Brown's nine-year career at Merrill Lynch, he raised over \$1.5 billion of new capital for his team and managed the investment direction of those assets. Prior to Merrill Lynch, Mr. Brown spent four years in Australia and New Zealand as the operations manager for Columbia Sportswear Australia. Mr. Brown is responsible for setting the vision for ABA, overseeing its operations, sourcing new development opportunities and managing investor relationships for the Partnership.

Hampton Pitts

[Oak City Development: Managing Partner](#)
[Raleigh, North Carolina](#)

As the Managing Partner in the firm, Hampton brings 30 years of real estate development, homebuilding, and operational leadership to our team. As an accomplished real estate development and home building executive, he most recently served in the capacity of Regional Executive Vice President – Texas and Carolinas markets, for Ashton Woods Homes, one of the nation's 5 largest private home builders. As both Executive Vice President and the founding Raleigh Division President, Hampton was responsible for managing over 250 employees and daily operations in the company's six North Carolina and Texas offices, as well as developing strategic plans for their future growth. Prior to that, he worked with national public builder Centex Homes for over 16 years as founding Division President in Myrtle Beach, SC and later as the company's Division President in Raleigh, NC. Hampton is a graduate of NC State University and is currently the Chair of the Poole College of Management Dean's Advisory Board. He is past Chair of the Deans Advisory Board for the College of Humanities and Social Sciences. Other current and past community leadership roles include involvement in the Home Builders Association of Raleigh-Wake County and the Home Builders Association of Durham, Orange and Chatham Counties, the Midtown Raleigh Alliance Advisory Board, the City of Raleigh's Environmental Advisory Board and leadership council for the Church of the Apostles in Raleigh.

Steven Vining

[Oak City Development: Managing Partner/General Counsel](#)
[Raleigh, North Carolina](#)

Steven Vining is Managing Partner and General Counsel for Oak City Development. Steve has overseen the acquisition of more than 65 developments, including more than 30,000 residential units and millions of square feet of commercial space over the last ten years. In addition to being responsible for all contract negotiations, environmental compliance, legal underwriting, risk management, and zoning review at Oak City Development, Steve also manages the accounting and risk management groups. Prior to co-founding Oak City Development, Steve spent more than twenty years in private law practice, with a focus on land use and real estate law, first in California then in North Carolina. He has broad expertise in permitting complex zoning and land use applications in onerous regulatory environments across Massachusetts, California and the Carolinas. As part of the senior management team, Steve has responsibility for all aspects of Oak City business, including the oversight of all planning, permitting, acquisition and operations management for Oak City's portfolio.

Confluence Development Group Key Team Members

Pete Sullivan

[Oak City Development: Partner & VP of Construction & Engineering](#)
[Raleigh, North Carolina](#)

Pete has 27 years of engineering, due diligence underwriting and construction management experience, including work on over forty-five projects with over 10,000 lots in the Southeast. As a licensed Professional Engineer (NC and SC), Pete provides valuable experience to the site design and engineering process. Prior to starting Oak City, Pete served as Vice President of Land for KB Home in the Raleigh-Durham Division. He was responsible for land development and site selection in Raleigh for the firm. Pete has overseen the design, permitting and development of over 5,400 units, including the management of engineering and development for the first Martha Stewart Community in the nation. Pete oversees civil engineering, permitting, and infrastructure construction for Oak City. His specific responsibilities include management of due diligence, oversight of the engineering design, construction cost estimating and bidding, and oversight of utility, pavement and lot construction. He is also instrumental in homebuilder underwriting and lot disposition. Pete works very closely with the acquisition team to underwrite each asset and to create disposition strategies. He also plays a key role in market analysis and assists with site selection.

Rachel Vradenburgh, SPHR, SHRM-SCP

[Oak City Development: Partner & VP of Human Resources & Risk Management](#)
[Raleigh, North Carolina](#)

As one of the founding members, Rachel assists with the design of the company's overall strategy and operations resulting in the development of more than 65 financially successful communities across 15 states. She is a senior executive, with over 30 years of experience in various disciplines including human resources, risk management among all assets, talent advancement, and is fondly dubbed the company's "culture keeper". Prior to Oak City, Rachel was Senior Vice President at a logistics company where she managed operations and human resources while guiding its US expansion efforts. As the firm continues to expand, Rachel's passion is to maintain a positive workplace that promotes innovation, acceptance and community involvement.

Brian Marshack

[Chief Operating Officer Confluence Development Group](#)
[Snowmass Village, Colorado](#)

Over the last 30 years Mr. Marshack has enjoyed a diverse career in the real estate development and investment industry, specializing in multifamily residential, urban infill/redevelopment, low-income housing, specialty retail, and mixed-use ventures. As the principal director of Cityview Properties, a commercial real estate brokerage, consulting, and development firm, he worked on complex development and redevelopment projects in San Diego, Los Angeles, and Denver, Colorado. Notable experience includes facilitating public private partnerships for several national retailers in California, working on acquisition, design, entitlements, and financing for over \$500 million of new property development including multifamily residential, specialty retail, and mixed-use commercial residential properties. In addition to working in the private sector, Mr. Marshack was the founding Director of Housing and Community Development for one of Denver's largest non-profit organizations, leading initiatives on low-income housing development, implementing a first-time home ownership program, and implementing several programs for neighborhood economic development and investment. On a more adventurous note, Mr. Marshack has spent time in Kampala, Uganda as a consultant for a proposed \$25 million children's hospital, as well as volunteered on the planning and construction of a children's home and medical clinic in Fort Portal, Uganda. A graduate from the University of California, San Diego with degrees in Urban Studies and Planning, and Economics, Mr. Marshack resides in Snowmass Village, Colorado and is presently a commissioner on the towns Planning Commission.

Confluence Development Group Key Team Members

Erik Cavarra

[Snowmass Village, Colorado](#)

Erik is a Licensed Partner and Managing Broker for Engel Völkers and has closed over 375+ transactions in his career with over \$475 million sold since 2005. Erik's resume includes the successful re-start and sell out of the Mountain Sage Townhomes in Carbondale and, the Shadowrock Townhomes in El Jebel. Erik is also the Preferred Broker for the Residences at Snowmass Club, and has been officially inducted into the luxury real estate company's Private Office network, successfully passing the company's ultra-competitive vetting and nomination process for inclusion. Out of more than 11,000 real estate professionals who represent the Engel & Völkers brand in more than 30 countries worldwide, Erik is among only 108 advisors selected to carry the title Private Office advisor in the Americas. Erik has extensive knowledge of the Roaring Fork Valley and Glenwood Springs market and has been involved with several local philanthropic groups since beginning his career as a golf professional at the Snowmass Club, and resides in Carbondale with his family.

Bill Maron, RA, NCARB, CSI

[Senior Project Manager, Entitlements Specialist](#)

[Basalt, Colorado](#)

Bill is a licensed Architect and has lived in the Roaring Fork Valley for 32 years. He has experience in project entitlements, design, project management and contract administration. Bill is knowledgeable in all phases of resort development having worked on projects in California, Washington, Montana, and New Mexico as well as throughout Colorado. He has an intimate knowledge of many different elements of the local built environment, from affordable housing, multi-family mixed use, hospitality, infrastructure delivery and structure parking facilities. As a member of the Construction Specification Institute (CSI) and the National Council of Architectural Registration Boards, he brings a vast range of experience and knowledge to development projects.

Having grown up in Colorado, Bill has seen the state through many transitions and is poised to help usher this portion of the state through the current challenges in front of our cities and towns. Bill has served as a planning and zoning commissioner in the town of Basalt for the last 22 years and as chairman for the last seven. He is spearheading the current Master Plan update as he has for the previous two plans.

Bill earned a master's degree in architecture from the University of Colorado and a Bachelor of Fine Art from the Minneapolis College of Art and Design.

ABA Hospitality Representative Developments

The Snowmass Club

[Snowmass Village, Colorado](#)

In 2018 ABA Hospitality acquired the Snowmass Club from Toll Brothers in an all cash purchase. Situated in the heart of Snowmass Village, the private member club features an 18-hole golf course, a 19,000 square foot athletic club, 13 tennis courts, 3 pools, 47 fractional hotel units, and two restaurants. Since its acquisition, ABA Hospitality is preparing to invest millions into upgrading the facilities as well as build a sizeable number of new employee housing units on site. ABA's management of the club and plans to upgrade has been positively received by its members as well as the Snowmass Village Community.



The Tree Farm

[Eagle, County Colorado](#)

The Tree Farm is a proposed 43-acre master planned community located between the communities of Basalt and El Jebel, Colorado. ABA Hospitality and Oak City Development have recently entered into a partnership with the existing owner, and will manage the design, financing, and development of the property. Proposed uses include a hotel, 340 residential units, and approximately 134,000 square feet of commercial space. The site is fully entitled and over 50% of the site will be set aside for open space.



The Ritz Carlton

[Napa, California](#)

Adjacent to the Napa Riverwalk and Central Downtown Napa, ABA Hospitality developed the site plan and design for a \$200 million Five Star Ritz Carlton Hotel, conference center, condominium, and fractional ownership property. The property design incorporates trails and parks situated along the Napa River that connect directly to Downtown Napa.



Oak City Development Representative Developments

Savannah Quarters®

Pooler, Georgia

<http://www.SavannahQuarters.com>

Voted as the Best New Home Community 2018, Savannah Quarters® is a premier new home community in the southeast located 10 miles west of the Savannah city center in Pooler, Georgia. The 2,588-acre master-plan community offers charm, relaxation, beauty and recreation. The fun and relaxed Club at Savannah Quarters® features resort-style amenities such as fitness, tennis, swimming, and a stunning clubhouse with year-round dining services. Residents can also enjoy the 18-hole Greg Norman Signature Golf Course woven throughout the community.



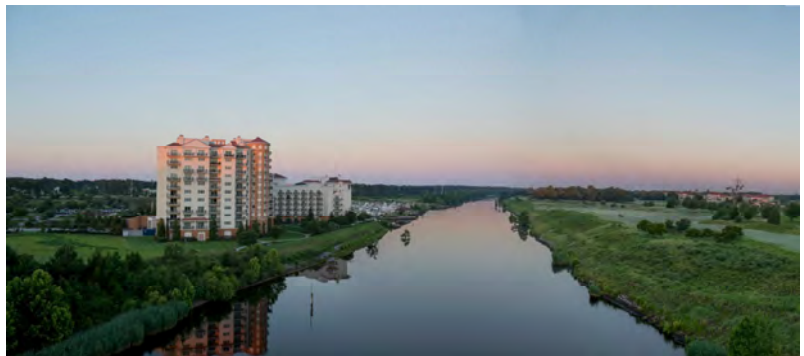
The Village at Savannah Quarters® is a 152-acre commercial destination featuring the best in shopping, dining, recreation and offices – all just minutes from historic Savannah. The Village is designed with pedestrian walkability and easy traffic access in mind. Anchored by leading grocery chain Publix, The Village is a neighborhood shopping area including Savannah Coffee Roasters, Taco Stache, Nail Boutique & Spa and several other tenants offering convenience to the local community. St. Joseph's/Candler's Pooler campus is a 170,000 square-foot, 18-acre facility that recently opened its doors by the entrance to the community. Plans are also underway to develop hotels, offices and additional retail opportunities. Easy access to I-95 and I-16 puts residents and visitors a short drive from the activities and culture in the heart of Georgia and South Carolina's coastal playground.

Grande Dunes

Myrtle Beach, South Carolina

<http://www.GrandeDunes.com>

Grande Dunes is a 2,200-acre master-planned community located in Myrtle Beach, SC. Upon completion, the community will have approximately 5,000 single-family homes, villas, home sites and 2 million square feet of retail and commercial properties. Grande Dunes stretches from the Atlantic Ocean to west of the Intracoastal Waterway, and from Water Tower Road to Grissom Parkway. Homes start from the low \$200,000 to more than a million dollars.



Adding to the value of the community are a range of private and public club amenities, including, the private Members Club and golf courses, including an 18-hole Nick Price/Craig Schreiner designed championship course. This private 25,000 square foot Ocean Club and resort style pool enjoys beach access to the Atlantic Ocean. Grande Dunes Tennis Center offers 10 Har-Tru clay courts that are nestled along the Intracoastal Waterway. Located on the Intracoastal Waterway is the 126-slip Marina at Grande Dunes and the popular Anchor Café. At the southern edge of the community is the Claire Chapin Epps Family YMCA. The development also features Marina Park, a large public amenity that offers events open to the public year round and a brand new trail along the waterway.

Sycamore Hills Claremont, California

<http://www.SycamoreHillsCA.com>

The 80,000 square foot shopping center, Sycamore Hills Plaza, is a new premier shopping center in Upland and Claremont, CA located in the master-planned community of Sycamore Hills. The shopping center serves the more than 1,000 new residents in Sycamore Hills, as well as the patrons in Claremont, Upland and Rancho Cucamonga. The list of retailers includes Whole Foods Market 365, its anchor store, CVS Pharmacy, Starbucks®, MOD Pizza, Orangetheory® Fitness, Supercuts Hair Salon, Jersey Mike's Subs, Spireworks Modern Doner, Organic Nails, Corky's Kitchen, Dog Haus Restaurant and Biergarten, and the UPS Store®.



The 42-acre community in Upland, CA features approximately 325 homes in distinct neighborhoods. Not only do residents have easy, walkable access to the plaza, they also enjoy a lifestyle that includes two pools and playgrounds, outdoor grilling areas, and multiple active open spaces. The location, just off highway 210, connects the cities of Upland and Claremont, and is convenient to Los Angeles and all points east. Convenient freeway access and great visibility contribute to the excellent location for both the community and shopping plaza.

Development Team References

The following references are provided for Oak City Development and ABA Hospitality with additional references available upon request.

Oak City Development

Mr. Jonathan Schube
Managing Director,
Man Group
jonathan.schube@man.com
(917) 853-2344

Mr. Steve Willis
County Administrator
Lancaster County, SC
swillis@lancastercountysc.net
(803) 416-9300

Mr. Jeff Wilson
Managing Partner
Saybrook Fund Advisors
jwilson@saybrookfundadvisors.com
(650) 632-4522

ABA Hospitality

Mr. Jim Chu
Global Head Development and Owner Relations
Hyatt Hotel Corporation
Jim.chu@hyatt.com
(312) 780-5891

Jim Butler
Chairman
Jeffer, Mangles, Butler, and Mitchell, llp
jbutler@jmbm.com
(310) 201-3526

Henry Bose
Managing Director
CBRE
Henry.Bose@cbre.com
(415) 772-0261

Confluence Development Group Design Team Members and Consultants Overview

The Confluence Development Group has assembled a world class team of highly qualified design professionals and consultants for the Confluence Area Site. The unique attributes associated with infill riverfront development sites requires a team of seasoned professionals that understand the relevant environmental constraints and regulatory issues, while delivering real world solutions and innovative designs.

- Our land use planning and architectural team from Shears Adkins and Rockmore have successfully master planned several riverfront sites which include the River Mile and Denargo Market properties in Denver. Their expertise and experience in designing projects in urban environments have led to many innovative and successful projects that have transformed their surrounding communities. Notable projects include the Dairy Block in Denver, 15th and Pearl, and Pearl West in Boulder, Colorado.
- Our landscape architect, Wenk Associates, have a long list of designing exciting projects in both urban and riverfront settings. This includes Confluence Park and River Mile in Denver, the Steamboat Base Area, and Town of Vail Streetscape.
- We have retained Matrix Design as our civil engineering team. Their Water Resources practice in Colorado provides our team with the expertise in river restoration, channel stabilization and floodplain permitting.
- Felsburg Holt & Ullevig expertise in the transportation planning and traffic engineering will be a major component to the overall success of any development on this site.
- Economic and Planning Systems expertise in public private partnerships, economic feasibility, and financial modeling are necessary to move the project forward on a fiscally responsible and transparent level.

Shears Adkins and Rockmore Architects [Land Use Planning and Architecture](#)

1550 Wynkoop Street, Suite 100
Denver, Colorado 80202
(303) 436-5991
www.sararch.com
Contact: Kevin Ernonymous

Felsburg Holt & Ullevig [Transportation Planning and Traffic Engineering](#)

6300 South Syracuse Way, Suite 600
Centennial, Colorado 80111
(303) 721-1440
www.fhueng.com
Contact: Paul Brown

Wenk Associates [Landscape Architecture & Urban Design](#)

1330 31st Street, Suite 101
Denver, CO 80205
(303) 628-0003
www.wenkla.com
Contact: Greg Dorolek

Economic & Planning Systems [Economic, & Public Private Partnership](#)

730 17th Street, Suite 630
Denver, Colorado 80202
(970) 623-3557
www.epsy.org
Contact: Andrew Knudtsen

Matrix Design Group [Civil & River Engineering](#)

1601 Blake Street, Suite 200
Denver, Colorado 80202
(303) 572-0200
www.matrixdesigngroup.com
Contact: Robert Krehbiel

Confluence Development Group Design Team Members and Consultants

Shears Adkins Rockmore Architects: SA+R

Land Use Planning and Architecture
Denver, Colorado

www.sararch.com

SHEARS ADKINS ROCKMORE specializes in the design of urban projects. Our work is based upon proven planning, urban design, and architectural principles. We approach each project as a new challenge with unique opportunities, constraints, client expectations, and contextual issues. We seek sustainable design concepts, with an environmentally logical and responsible approach to each of our projects. We believe that great buildings have integrity. That good design honestly expresses use, satisfies the client's program, contributes contextually and is sensitive to the spirit of place. Buildings should be of their time and distinguish themselves with characteristics that reflect the vision established by the client and the design team. Successful relationships are integral to the success of our work. We have a unity of purpose to imaginatively fulfill the needs of our clients, serve the community's interests, satisfy our professional objectives, and design and execute our work to the highest level of quality.

Key Team Members

Chris Shears

[Principal: FAIA](#)

In his decades of practice here in the Denver region, Chris has engaged with clients and has been an active participant in all phases of the master planning and architectural design processes. He has directed the design efforts for many of Denver's more substantial new projects, including many mixed-use parking structures, representing a construction value of over \$1.5 billion. As a weaver of urban fabric, Chris is recognized for his leadership in forming public policy and has helped to build a firm based on equality whose work is consistently catalytic - transforming cities and peoples' lives. Working with city officials for more than 30 years to expand established entitlements while engaging communities and stakeholders, Shears specializes in creative interpretation of zoning ordinances and design standards to achieve economically sound contextual solutions. His involvement in each project begins with programming and early concept generation and continues through to final material selections.

Kevin Eronymous

[Principal: AIA](#)

Kevin has a background in individual and collaborative design for residential, commercial, and mixed-use projects. A passionate supporter of creating sustainable built environments, his respect for the contributions of all members of a design team complement his pursuit for excellence in design. Today, Kevin serves as a senior advisor across the firm's project collection, applying both his design and construction experience in leading the team through project management improvements, guiding clients through project decision making processes, strengthening the quality control of individual projects, and exploring new sustainable design solutions to enhance firm projects. Kevin has worked on a number of the firm's most notable projects including PearlWest, Dairy Block, and most recently 1480 Wewatta - an aparthotel in Denver's LoDo district.

Ryan Meeks

[Senior Associate: AIA](#)

Ryan joined SA+R in 2014 and has brought to the team a remarkable passion for design. He works with a clear creative process and appreciation for the importance of smart, inspired design decision making. With a breadth of work experience from Seattle to New York, internationally, and 12 years in the Front Range market; he contributes big picture thinking and creative problem solving to all projects with intimate understanding of our clients' budgets and schedules. Ryan has a strong background in zoning, planning, neighborhood issues and construction feasibility from his work on dozens of infill sites in the Denver metro area. He also has a consistent eye for crafting high-quality design renderings, models, and conceptual tools to help investors, board members, stakeholders and donors all understand a project's design well before construction begins. Ryan was named the 2018 Colorado Young Architect of the Year as a result of his design leadership and will be an invaluable player on the team.

SA+R Representative Projects

The Dairy Block

Denver Colorado

www.sararch.com/projects/hospitality/dairyblock

The Dairy Block is located on a prominent city block within Denver's Lower Downtown Historical District. SA+R converted what was previously two historic buildings amid three-quarters of a block of surface parking into a mixed use commercial project that includes a 6 story, 200,000sf multi-tenant office building, a 120,000sf 8 story hotel (JNS), 60,000sf of ground level lobby and mixed use retail space, and 150,000sf of below grade parking on 3 levels. The building may be entered from main lobbies off Wazee or Blake Street while a pedestrian alleyway bisects the site between 18th and 19th Streets to provide access to retail shops and restaurants from the alley.



15th and Pearl

Boulder, Colorado

www.sararch.com/projects/office/15th-and-pearl/

The 15th and Pearl Mixed-Use Structure combines a parking structure with retail and office space. It has sparked renewal of a six-block section of Pearl Street, the primary shopping street in Boulder, not only by supplying much-needed parking, but by creating an active new retail block. Since 15th and Pearl was completed, other designers are following its lead creating a new architectural context with a strong sense of contemporary detail.



PearlWest

Boulder, Colorado

www.sararch.com/projects/office/pearl-west/

PearlWest is a new, mixed-use commercial development located at the Western edge of the Pearl Street Pedestrian Mall at the transition between Boulder's urban core and the trailheads of the Rocky Mountains. The 160,000sf site was created by the vacancy of a former surface parking lot and newspaper building that spanned from Pearl to Walnut Streets, creating one of the largest re-development parcels in the heart of the Downtown Historic District. An exciting mix of uses include retail, restaurants, office, and below grade parking.



River Mile Master Plan

Denver, Colorado

www.sararch.com/projects/in-progress/river-mile-master-plan

The River Mile is a new, urban mixed-use neighborhood to be built along a one mile stretch of the South Platte River between Speer Blvd. and Auraria Parkway in Downtown Denver. Adjacent to two transit stations and the birthplace of the city, the plan calls for a bike and pedestrian-oriented public realm, new waterfront parks and public spaces. Spanning across 60 acres, the site is currently home to the Elitch Gardens Theme Park as well as swaths of parking lots, a total of over 15 million square feet of vibrant mixed uses is planned for the development at completion.



9th & Colorado Master Plan

Boulder, Colorado

www.sararch.com/projects/planning/9th-and-colorado-master-plan

After the University of Colorado decided to close its Health Sciences Center campus at 9th Avenue and Colorado Boulevard in Denver's core, the 28-acre parcel was eyed as the future site of a mixed-use urban project. The master plan, completed in 2015, was designed to reintegrate the site into the surrounding neighborhood fabric and street grid by blending apartments and townhomes with retail, offices and new public green spaces. A creative mix of both residential and commercial structures, the plan also included the adaptive reuse of some of the historic, iconic buildings within the former health care campus.



The entire site is designed to be walkable and bike-friendly and is projected to see a 40% decrease in automobile traffic from its health campus days. The final program includes 1,000 residential units, 150,000 square feet of office space, 40-50 retail tenants, and multiple entertainment venues. Full build-out is expected to be a \$500 million economic investment.

Bellevue Station Master Plan

Denver, Colorado

www.sararch.com/projects/planning/bellevue-station

SA+R develop the overall masterplan for a new TOD Station along Denver's new E & F light rail lines along the I-25 corridor. The Bellevue Station master plan was driven by a critical opportunity – 17.5 acres with excellent access to the Denver Region via both public transportation and freeways. Seizing this opportunity required the implementation of urban design strategies that promote activity and interaction between people and their environment at an urban and pedestrian scale, an approach that was decidedly different from surrounding existing developments.



SA+R Representative Projects



Confluence Development Group

Design Team Members and Consultants

Wenk Associates

Landscape Design and Architecture

Denver, Colorado:

www.wenkla.com

Wenk Associates provides full-service site planning, urban design, and landscape architecture. Located at the foot of the Rocky Mountains in Denver, Colorado, we work with a broad range of communities and private, public, and institutional clients in cities across the U.S. The firm is known for creative solutions that incorporate urban infrastructure and water facilities into designs that consider recreation, habitat preservation, sustainability, and aesthetics. Wenk's use elemental resources of earth, water, and air to create enduring places that connect people to natural processes. We listen to our clients and to the land. We observe. We develop suitable possibilities — and only then do we begin to test ideas. We work with a broad range of collaborators including engineers, scientists, ecologists, and artists to develop simple and elegant design solutions that integrate social, technical, and design challenges, and add value to the site.

Key Team Members

Bill Wenk

[FASLA: President](#)

Bill Wenk is the Founder and President of Wenk Associates. For over 36 years, he has been influential in the restoration and redevelopment of urban river and stream corridors, the transformation of derelict urban land, and the design of public parks and open spaces. He is recognized nationally for utilizing stormwater as a resource. Bill is a Fellow of the American Society of Landscape Architects. He holds a Master of Landscape Architecture from the University of Oregon and a Bachelor of Science, Landscape Architecture from Michigan State University.

Greg Dorolek

[PLA, ASLA: Principal](#)

Greg is a principal at Wenk Associates with over 18 years of experience leading the firm's urban design and campus projects. Many of Greg's projects incorporate green infrastructure strategies that treat and manage stormwater runoff to enhance ecological, human, and economic value. As Lead Designer, Greg is invaluable in workshops and charrettes with his ability to communicate quickly and effectively in real time with hand sketches that bring ideas to life. Greg is a professional landscape architect in the state of Colorado. He holds a Master of Landscape Architecture from the Harvard Graduate School of Design and a Bachelor of Landscape Architecture from the University of Georgia.

Nicole Horst

[PLA, ASLA: Principal](#)

Nicole is a principal at Wenk Associates with over 18 years of experience guiding some of the firm's most complex recreation, park, open space, and greenway projects. She is skilled at managing and coordinating large multidisciplinary consultant teams and engaging multiple stakeholder groups to ensure project success from master planning through construction. Nicole is a professional landscape architect in the states of Colorado and Wyoming. She holds a Bachelor of Landscape Architecture from Iowa State University.

Wenk Associates Representative Projects

Confluence Park

Denver Colorado

www.wenkla.com/projects/confluence-park

Confluence Park, named for its location at the confluence of the South Platte River and Cherry Creek, marks the birthplace of Denver and is a place where people have been drawn to congregate for centuries. Wenk Associates was commissioned by the City to develop a master plan which envisioned the park's transformation into a new urban park and gathering place. The plan greatly expanded opportunities to access the river's edge, recommended additional recreational uses and leisure opportunities, and improved pedestrian and bicycle circulation and access.



River Mile

Denver, Colorado

www.wenkla.com/projects/river-mile

Parks and open spaces will be the heart of the future River Mile redevelopment near downtown Denver. Proposed to be located along a one mile stretch of South Platte River frontage, the design will provide a major opportunity for the city to connect with the river in new and meaningful ways. The River Mile plan provides a variety of open spaces for recreation and leisure along the South Platte River that are complemented by pocket parks, plazas, and playgrounds throughout the interior of the development. A Central Plaza, located along the river, is designed to be the primary urban gathering space for day-to-day activity and special events.



Steamboat Base Area Redevelopment

Steamboat Springs, Colorado

www.wenkla.com/projects/river-north-park

After decades of being constrained to a pipe underneath the ski slopes, Burgess Creek was daylighted and restored, and with a new adjacent promenade linking major base area destinations, brought renewed life and economic vitality back to the mountain village in the summer. Inspired by the forms, materials, and geological processes found in the surrounding mountain landscape, the creek now flows through pools, canyons, and riffles, providing safe water access for all in the summer.



Vail Village Streetscapes:

Vail, Colorado

www.wenkla.com/projects/vail-village-streetscape

Wenk Associates worked with the Town to oversee close to \$15 million in major streetscape and public space improvements in the heart of the Village, strengthening the retail environment and providing new opportunities for public gatherings and festivals. A distinctive identity for the Village was established through the development of a consistent vocabulary of furnishings and site treatments. Improvements expanded informal seating areas and extended pedestrian zones to enhance retail activity. The iconic Children's Fountain was renovated and is now one of the most popular gathering places in the community.



Wenk Associates Representative Projects



Confluence Development Group

Design Team Members and Consultants

Matrix Design Group

Civil Engineering
Denver, Colorado

www.matrixdesigngroup.com

Founded in 1999, Matrix Design Group, Inc. and Matrix Environmental Services, LLC, a wholly owned subsidiary of Matrix Design Group, Inc. (collectively, Matrix), is an award-winning, interdisciplinary firm that provides professional engineering, environmental, and land planning services for both the public and private sectors. Matrix currently have more than 150 employees in 12 offices nationwide that are fully integrated and work together regularly and seamlessly. Matrix provides a full spectrum of Engineering and Environmental Services ranging from infrastructure master planning and due diligence to the preparation of construction documents.

Water Resources: Matrix has a well-known Water Resources practice in Colorado with expertise in river restoration, channel stabilization and floodplain permitting. Matrix has an extensive portfolio of natural stream restoration projects and has completed 40 river projects for the Urban Drainage & Flood Control District. Matrix completed the *Roaring Fork River Stewardship Master Plan* for the Town of Basalt and designed the *Roaring Fork River Restoration* downstream of Midland Avenue. Matrix also completed the *Stormwater Assessment and Education Report* for the City of Glenwood Springs under the direction of the Roaring Fork Conservancy.

Environmental: Matrix offers expert qualifications and relevant experience completing Phase I and II Environmental Site Assessments (ESAs), as well as additional site investigation related services including materials management, waste handling and oversight needs, implementing risk-based remediation design, and coordinating between and negotiating with regulatory, jurisdictional, and public stakeholders. Matrix's capabilities range from environmental investigations to soil and groundwater remediation, and asbestos surveys. Matrix professionals have experience in conducting Phase I and Phase II ESAs; brownfield redevelopment, facilitating complex environmental issues with regulatory agencies and negotiating appropriate remedial alternatives; complying with regulatory agency requirements; and finding creative solutions to environmental remediation.

Key Team Members

Robert Krehbiel

PE, Vice President

Mr. Krehbiel is the Director of Water Resources and Co-Founder of Matrix Design Group, Inc. He is a licensed Professional Engineer in Colorado and has over 30 years of experience as a Civil Engineer with a Water Resource Engineering specialty. His experience includes watershed hydrology, hydraulic analysis, river mechanics, channel stabilization, floodplain analysis, MS4 Permitting, water rights investigation, water resource planning, utility design, storm drainage design and cost estimating. Mr. Krehbiel has worked with Denver Water on watershed master planning studies for the Urban Drainage & Flood Control District to protect waterlines under the channels. He has also designed waterlines under the creeks to protect them from channel erosion. He has also facilitated numerous community meetings and briefings with state and local officials, as well the general public.

RELEVANT EXPERIENCE

River Restoration: Mr. Krehbiel has developed many river restoration plans for channels in Colorado such as the South Platte River, Westerly Creek, Coal Creek, Sand Creek, Cherry Creek, Sanderson Gulch, and Lakewood Gulch. He was the Project Manager on a major river restoration project for the Town of Basalt on the Roaring Fork River, designated Gold Medal Waters, to reduce flood hazards and allow for new redevelopment opportunities for the Town. The river restoration improved channel stability, restored the natural ecological function of the river, and reduced flood hazards to the community. The Westerly Creek restoration project at the Stapleton Redevelopment area won the Grand Award for Engineering Excellence for comprehensive stormwater management.

Confluence Development Group Design Team Members and Consultants

Felsburg Holt & Ullevig

Transportation Planning and Traffic Engineering
Centennial, Colorado

www.fhueng.com

Felsburg Holt & Ullevig (FHU) is a multidisciplinary consulting firm specializing in multimodal transportation planning, traffic engineering, transportation operations and safety, environmental services, civil engineering (roadway, structures, water), and construction management services. Founded in 1984, FHU is a firm of 160+ technical professionals that collaborates with both public and private sector clients to achieve their goals in how to best service the interests of their communities and constituencies. We have broad geographic experience across Colorado, with a long project history working with mountain corridor communities, including Vail, Eagle County, Edwards, Breckenridge Copper Mountain, Snowmass, Estes Park, and Silverthorne, to name a few.

Our team has completed hundreds of residential and mixed-use traffic and transportation analyses in our 35-year history, and we continue to do so successfully, working with public agencies as well as private sector developers. These projects have ranged in size from several dwelling units on smaller residential parcels to mixed-use efforts on sites spanning several hundred acres. We bring a similarly accomplished team of multimodal planners, allows us to consider the transportation system from a variety of modal perspectives. Our bicycle/pedestrian planners have completed dozens of corridor- to system-level plans and infrastructure designs throughout Colorado. FHU has one of the state's leading transit planning teams, which is currently engaged on RTD's Regional BRT Plan, the SH 119 BRT NEPA and Preliminary Design, and recently concluded Denver's Speer/Leetsdale Corridor Study. FHU's sustained engagement with mountain corridor municipalities is the basis of our deep understanding of the challenges and aspirations for a proposed redevelopment area and its integration within the municipal network.

Key Team Members

Paul Brown

PE, POTE, Associate

Mr. Paul is a senior transportation engineer with 27 years of experience in a wide variety of civil engineering projects. His traffic engineering background includes project management, traffic analyses, parking studies, trip generation microsimulations, and construction traffic control. Paul's transit experience includes planning-level corridor demand analyses, station site evaluations, and design-build oversight for transit projects. He has participated in bus, light rail, and commuter rail efforts, and understands how these various modes relate to each other and the surrounding transportation network.

Paul works closely with project teams, coordinating efforts between clients, contractors, regulatory agencies, and consultants. He regularly presents information to stakeholders, including agency and public meetings, technical conferences, and expert witness testimony. Paul has demonstrated successful outcomes on projects ranging from small traffic studies to multi-billion-dollar capital programs.

Confluence Development Group

Design Team Members and Consultants

Economic and Planning Systems

Financial and Public Private Partnership Consulting
Denver, Colorado

www.epsys.com

Cities are complex systems, subject to cycles of growth, stability, decline, and regeneration. EPS has addressed real estate development and land use issues in all phases of the urban life cycle for public and private sector clients throughout the western United States for more than 30 years. EPS excels in collaborating with our clients to create and maintain places that are economically, socially, and ecologically sustainable. Every day, our assignments require us to creatively solve complex challenges in real estate development, land use policy, and local government finance. We offer a wealth of experience in all facets of real estate economics, a robust tool kit of technical expertise, and the ability to think creatively to address the challenges and opportunities of urban development.

EPS provides research and analysis to support the reuse of major public and private facilities into vibrant centers of business and civic activity. EPS's extensive experience with major reuse projects includes military bases, airports, rail yards, waterfronts, and other industrial areas. Our approach to redevelopment combines the use of market studies, project feasibility analyses, public-private partnership opportunities, and infrastructure financing strategies to deliver advisory services that are comprehensive, strategic, and implementable.

Key Team Members

Andrew Knudtsen

Managing Principal

Andrew is a planner and economist with 20 years of experience in the areas of real estate feasibility analysis, market assessment, public-private partnership formation, fiscal impact assessment, and affordable housing strategic planning and development. Andrew has expertise in evaluating project feasibility and has quantified economic viability using pro forma modeling to test a range of factors and assumptions about market conditions and risk tolerance. He has worked with numerous clients to provide data and findings that can be incorporated into their decision making processes, including projects sponsored by public sector entities that entail community involvement. Andrew has developed implementation strategies that leverage investment and externalize costs by incorporating public finance. His work involves a range of funding tools applied to a variety of projects across different states, including tax increment finance, special improvement districts, downtown development authorities, housing authorities, and urban renewal authorities. Affordable housing work spans from regional needs assessments to policy formation and implementation strategies.

Andrew's work is generally split between public and private sector clients. For public sector clients, he underpins public policy formation with data-driven processes that elevate the discussion and enable elected officials to find consensus around clearly defined implementation plans. He has advised a number of private sector clients on projects that have 'gone vertical'; he provides developers with alternatives grounded in market findings that identify an optimal development program based on projected returns and acceptable risk. Andrew brings a highly collaborative approach to each client and builds a sense of teamwork among client stakeholders and his EPS colleagues. Andrew holds a Bachelors of Environmental Design, Magna Cum Laude from the University of Colorado. When he's not in the office (or on a plane), he enjoys skiing, hiking, and hooking worms on his son's fishing line.