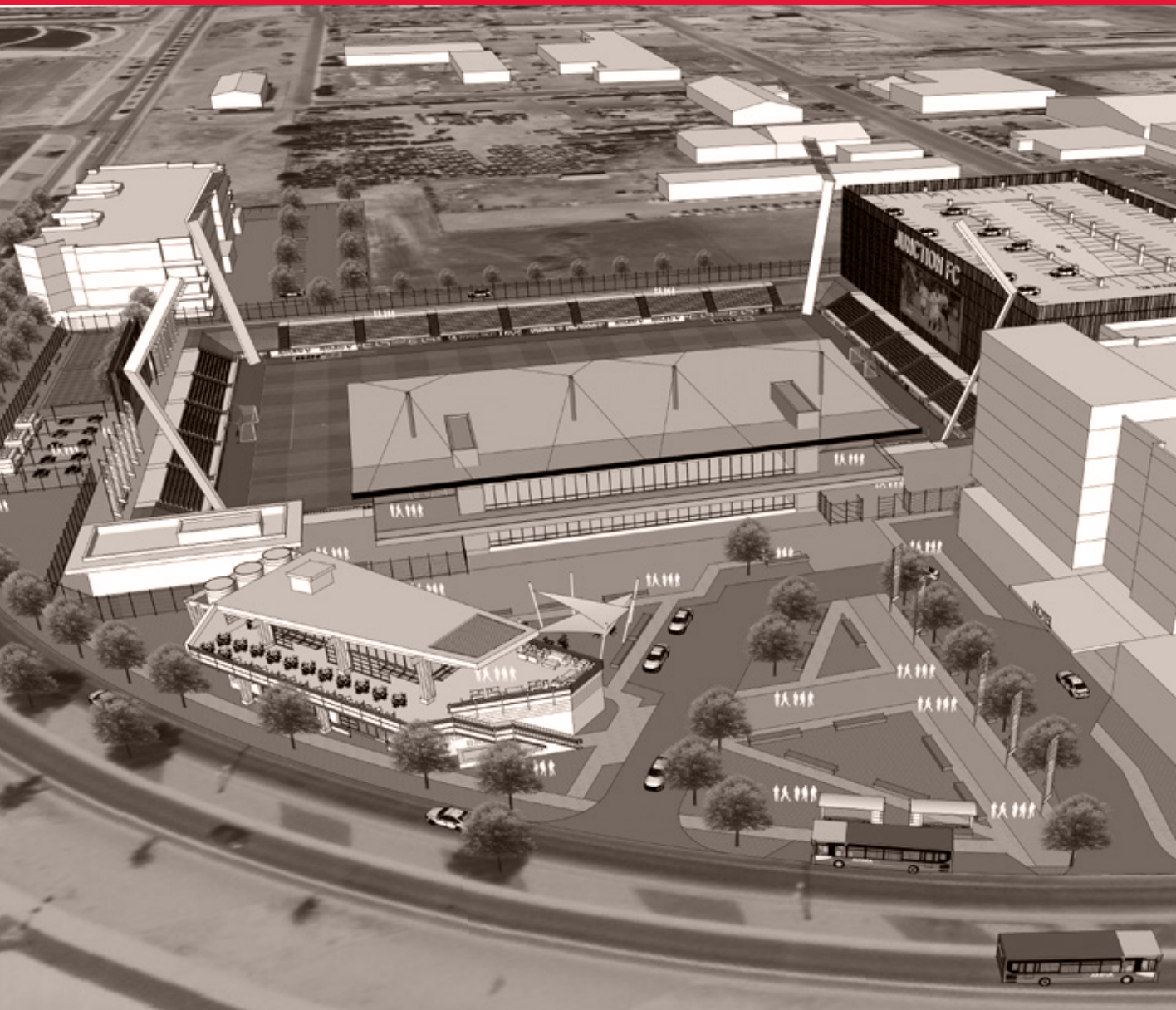


Proposal for

CITY OF GRAND JUNCTION

Redevelopment of the Sawmill Site

Request For Proposal: RFP-5513-24-KF



Contents

1

A. Cover Letter

2

B. Solicitation Response Form

4

C. Qualifications/Experience/
Credentials

22

Experience

35

D. Development Strategy &
Implementation Plan

44

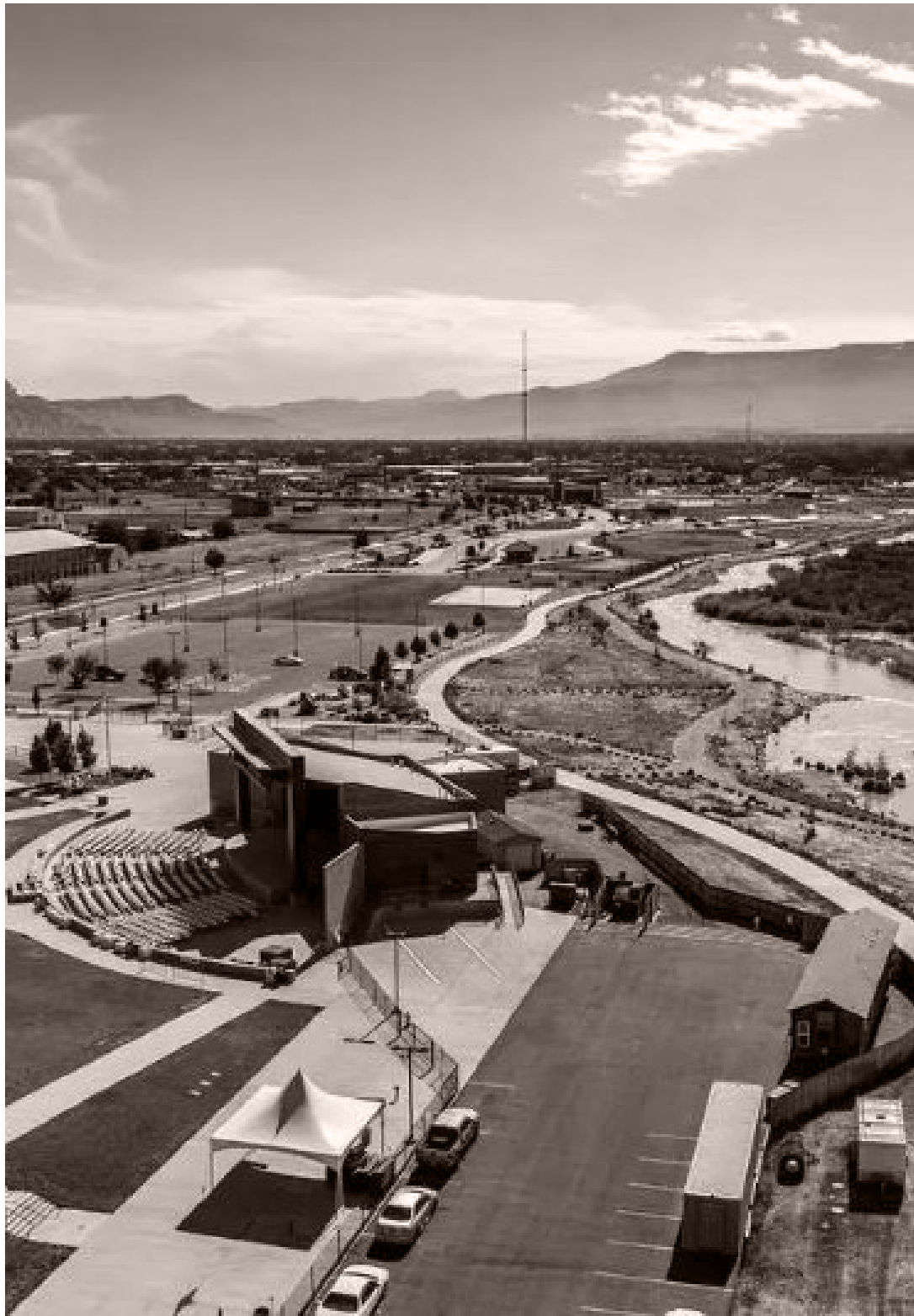
E. References

F. Financial Statements

G. Legal Proceedings/Lawsuits

45

H. Additional Data



Las Colinas Park, Grand Junction, Colorado

This site, directly adjacent to the Sawmill site, is critical to our thoughts ensuring cohesion and symbiotic relationship.

A. Cover Letter

21 January 2025

Kathleen Franklin
Kathleenf@gjcity.org
970-244-1513



RE: RFP-5513-24-KF - REDEVELOPMENT OF THE SAWMILL SITE

Ms. Franklin and fellow members of the selection committee,

Thank you for advancing our team to the final stage of the RFP process. We are honored by your confidence in our ability to contribute to the redevelopment of the Sawmill Site.

Sports-anchored developments have consistently proven to be transformative in communities of all sizes, creating vibrant gathering spaces and delivering significant economic impacts while fostering a sense of civic pride. The proposed multipurpose venue offers the opportunity to host a variety of events, including men’s and women’s USL matches, college and high school competitions, concerts, and other community-focused gatherings. We are confident this facility will drive tourism, enhance local engagement, and establish the Sawmill site, as well as Grand Junction, as a destination for both residents and visitors.

Situated alongside your recent and impressive investments, this project promises to further enrich the community and elevate the tourism experience. As the master developer, P3, in collaboration with USL, has successfully spearheaded similar initiatives, transforming them into cornerstone destinations. We are thrilled to bring that expertise to Grand Junction.

Housing diversity is another critical component of our vision, and we are proud to partner with Grand Peaks, whose extensive experience will ensure the development meets the evolving needs of the community. A residential component adjacent to the venue will provide USL players with convenient housing alongside residents who desire to live-work-play in Grand Junction. Additionally, inclusion of Executive Hospitality Partners, as our hotel development expert, will enhance the overall visitor experience, ensuring attendees can fully immerse themselves in all Grand Junction has to offer.

Our team is eager to collaborate with you and your stakeholders to bring this vision to life. We are confident the energy and excitement generated by this project will ripple throughout Grand Junction and the surrounding region.

Thank you for this incredible opportunity. We look forward to discussing our proposal further and working together to create a landmark development.

Kind Regards,

Shawn Temple
Managing Director
P3 Advisors, LLC

Justin Papadakis
Deputy CEO
USL Pro Soccer

Joe Lear, AIA, LEED AP
Principal
Davis Partnership Architects

P3 ADVISORS, LLC

115 Wilcox St, Suite 206
Castle Rock, CO 80104
TEL 720.428.2337
p3advisorsllc.com

PRINCIPAL CONTACT

Shawn Temple
Managing Director
P3 Advisors, LLC
720.428.2556
Shawn@p3advisorsllc.com

B. Solicitation Response Form

Section 7.0. Solicitation Response Form

RFP-5513-24-KF “Redevelopment of the Sawmill Site”

Proposer must submit the entire Form completed, dated, and signed.

The City reserves the right to accept any portion of the services to be performed at its discretion.

The undersigned has thoroughly examined the entire Statement of qualifications and therefore submits the proposal and schedule of fees and services attached hereto.

This Proposal is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Proposer accepts and agrees, under the *terms and conditions contained in this Statement of Qualifications*, that it is prepared, ready, and willing to perform and provide services as described in the attached Proposal if the same is accepted by the City.

The undersigned Proposer acknowledges the right of the City to reject any Proposal(s) submitted and to waive any informality(ies) and irregularity(ies) therein in the City's sole discretion.

By submission of the Proposal, each Proposer certifies, and in the case of a joint Proposal each party thereto certifies as to its capability, that the Offer has been arrived at independently, without collusion, consultation, communication, or agreement as to any matter relating to the Proposal with any other Proposer or with any competitor.

- No attempt has been made nor will be to induce any other person or Firm to submit a proposal to restrict competition.
- The individual signing the Proposal certifies that it is a legal agent of the Firm, authorized to represent the Firm, and is legally responsible for the offer concerning supporting documentation provided.
- Direct purchases by the City of Grand Junction are tax-exempt from Colorado Sales or Use Tax. Tax-exempt No. 98-903544. The undersigned certifies that no Federal, State, County, or Municipal tax will be added to any negotiated prices.
- The City of Grand Junction payment terms shall be Net 30 days.

RECEIPT OF ADDENDA: The undersigned Firm acknowledges receipt of the Addenda to the Solicitation, Specifications, and other Contract Documents.

State number of Addenda received: 4

It is the responsibility of the Proposer to ensure all Addenda has been received and acknowledged.

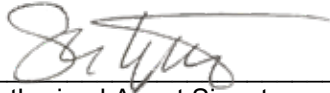
Submit a letter signed by the entity Owner or a Statement of Authority designating an individual authorized to act on behalf of the Proposer. Before Contract execution, the Proposer must provide a completed and current W-9 form.

P3 Advisors, LLC

Shawn Temple, Managing Director

Firm Name – (Typed or Printed)

Authorized Agent Name and Title –
(Typed or Printed)



(M) 708.805.9474

Authorized Agent Signature

Telephone Number

115 Wilcox St., Suite 206

Shawn@p3advisorsllc.com

Address of Proposer

E-mail Address of Authorized Agent

Castle Rock, CO 80104

21 January 2025

City, State, and Zip Code

Date

The undersigned Proposer proposes to subcontract the following portion of Services:

Name & address of Subcontractor (Name, City, State)	Description of Service(s) to be performed	Est. Value and % of Service(s)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

The undersigned Proposer acknowledges the right of the City to reject any and all Offers submitted and to waive informalities and irregularities therein in the City's sole discretion.

By submission of the Proposal, each Proposer certifies, and in the case of a joint Proposal each party thereto certifies as to its own organization, that this Offer has been arrived at independently, without collusion, consultation, communication, or agreement as to any matter relating to this Proposal with any other Proposer or with any competitor.

P3 Advisors will be the master developer and not subcontract for other development.

C. Qualifications/Experience/Credentials



P3 Advisors, LLC

General Partner

P3 Advisors, LLC (“P3”) is a real estate development and investment firm specializing in complex brownfield, mixed use and specialty snow sports projects that leverage public private partnerships to deliver superior returns for partners and communities. The firm shows a combined 40-plus years of experience turning sites with complex environmental issues into productive assets. The team carries significant technical experience, strong public-private partnerships, corporate real estate prowess and executive entertainment industry leadership. Over the course of the team members’ careers they have consistently structured redevelopment deals that merge practical strategy with insight to optimize use of the property and create win-win solutions.

Shawn Temple, Managing Director, is described by his P3 team as an inventive, forward-thinking real estate developer, adept at bringing a mixed-use vision to brownfield sites. His ability to ideate around a project, build relationships with end users and selectively package information into an executable plan has made him a leader in Public Private Partnership developments.



USL Soccer

General Partner

The United Soccer League (usl) is the largest and fastest-growing professional soccer organization in North America, possessing more than 15 years of experience in bringing the world’s game to communities across the United States and Canada. Overseeing three men’s leagues (usl Championship, usl League One, usl League Two), two women’s leagues (usl Super League, usl W League), one elite player development platform (usl Academy), and a national youth platform (usl Super Y League), the usl is built on a proven and recognized model in international football and counts more than 200 clubs in its membership.

Based in Tampa, FL, the usl has grown during the past decade into a model organization with strong corporate partnerships and stable organizational leadership. It features a dedicated staff of more than 90 professionals across 18 departments ranging from operations, digital, communications, club services and real estate, each of which provides unparalleled support to member clubs and outside partners. Sanctioned by the U.S. Soccer Federation, the usl is moving the game forward in North America.

The usl’s real estate department (the only sports league with such a division) includes five (5) full-time employees supported by all departments. Across the usl ecosystem, there are \$3+ billion in active sports-anchored development plus another \$2B expected to begin by the end of 2024. Recent usl projects in Colorado Springs, Louisville and Spokane highlight our experience and ability to deliver.



Miller's Landing



Indianapolis Eleven Stadium



Grand Peaks Housing Solutions

Housing Components

Grand Peaks can and want to build housing people can afford. Given the limited supply of land in the mountains, this is a unique opportunity to contribute our skills, experience, and passion to help solve a need that continues to grow over time. Additionally, our team consists entirely of Colorado natives who have witnessed this issue evolve over the years and deeply understand the critical nature of creating housing options that serve the entire housing continuum. We would be honored to have the opportunity to develop this location to its highest potential, benefiting both future residents and the community.

We have significant expertise working with CHFA, HUD, the Colorado Department of Housing, NHTF, PAB, DOLA, and long-term land leases. We know what it takes to bring these communities to the finish line.

Outlined below are the groups we have identified to date as an example of our relationships and how the team could be structured if we are selected:

- **Affordable Rental Developer:** Grand Peaks Housing Solutions (Exhibit A – see page 21)
- **Architect:** Davis Partnership, Joe Lear, Principal & Guadalupe Cantu, Associate
- **Tax Credit/Public Finance Consultant:** SB Clark
- **Property Management:** Ross-Involve, Brooke Parra, Principal

Understanding the critical nature of experience in mountain and western slope construction, we have already begun preliminary conversations with Haselden, a trusted general contractor with proven expertise in this area.

We are honored to be a part of P3 Advisor’s master development plan in conjunction with usL Soccer, Davis Partnership Architects, Matrix Engineering Group and Public Alignment Communication. We look forward to meeting you soon and learning more about how we can collaborate as partners.



Executive Hospitality Partners

Hotel Development

We are committed to elevating the hospitality industry through unmatched consulting and recruiting services. Our mission is to foster our clients’ success by delivering strategic insights and forward-thinking solutions that address the evolving challenges of the hospitality world.

EHP is built on the profound insights and experiences of our founder, a distinguished veteran with over 40 years in the hospitality industry. Having contributed to the success of more than 50 projects worldwide, his visionary leadership and deep understanding of the sector infuse EHP with unparalleled expertise and a legacy of excellence.

Our team members at Executive Hospitality Partners have a distinguished history of contributing to the success of some of the largest and most prestigious hotels and companies in the hospitality industry. Their collective experience encompasses a wide range of high-profile projects, demonstrating our capability to handle challenges of any scale.

Delivering premier consulting and recruiting solutions tailored to the unique needs of the global hospitality industry.



Public Alignment Communication

Community Development Education Campaigns

We launched Public Alignment Communication, a certified minority and women business enterprise, in 2016 with the goal of becoming trusted advisors to our clients and experts in their issues as we navigate complex projects with their constituents, together. Our approach is shaped by decades of experience using research and audience insights to inform messaging and issue-based education campaigns.

Whether it's community development, emergency services, education, infrastructure, health, or housing, you'd be hard-pressed to find an issue we haven't worked on.

Our well-rounded team has experience in the following sectors: special districts, local and state government, community nonprofits, foundations, member-based advocacy organizations, academia, and the private sector. And we have established relationships with professional designers, developers, and print/mail houses to ensure the highest quality production and delivery.



Davis Partnership Architects

Project Architect

Davis Partnership Architects was established in 1967 and provides comprehensive project planning, design and management services to institutional, corporate, governmental and private clients. As one of the largest, most prominent multi-disciplinary design firms in the Rocky Mountain West, our professional staff offers a full scope of architectural services as well as master planning, landscape architecture, interior design, lighting design and environmental graphics/signage. The firm's diverse skills attract commissions for a wide range of building types at a national level, with particular expertise in commercial, hospitality, residential, mixed-use, healthcare, higher education, and cultural facilities. An interdisciplinary approach drives our talented staff of 200+ architects, landscape architects, interior designers and graphics talent to work cooperatively as a single team. We sincerely strive to understand each client's unique needs, and then respond with design solutions that successfully integrate the building, its site and interiors into a singular, sustainable solution.



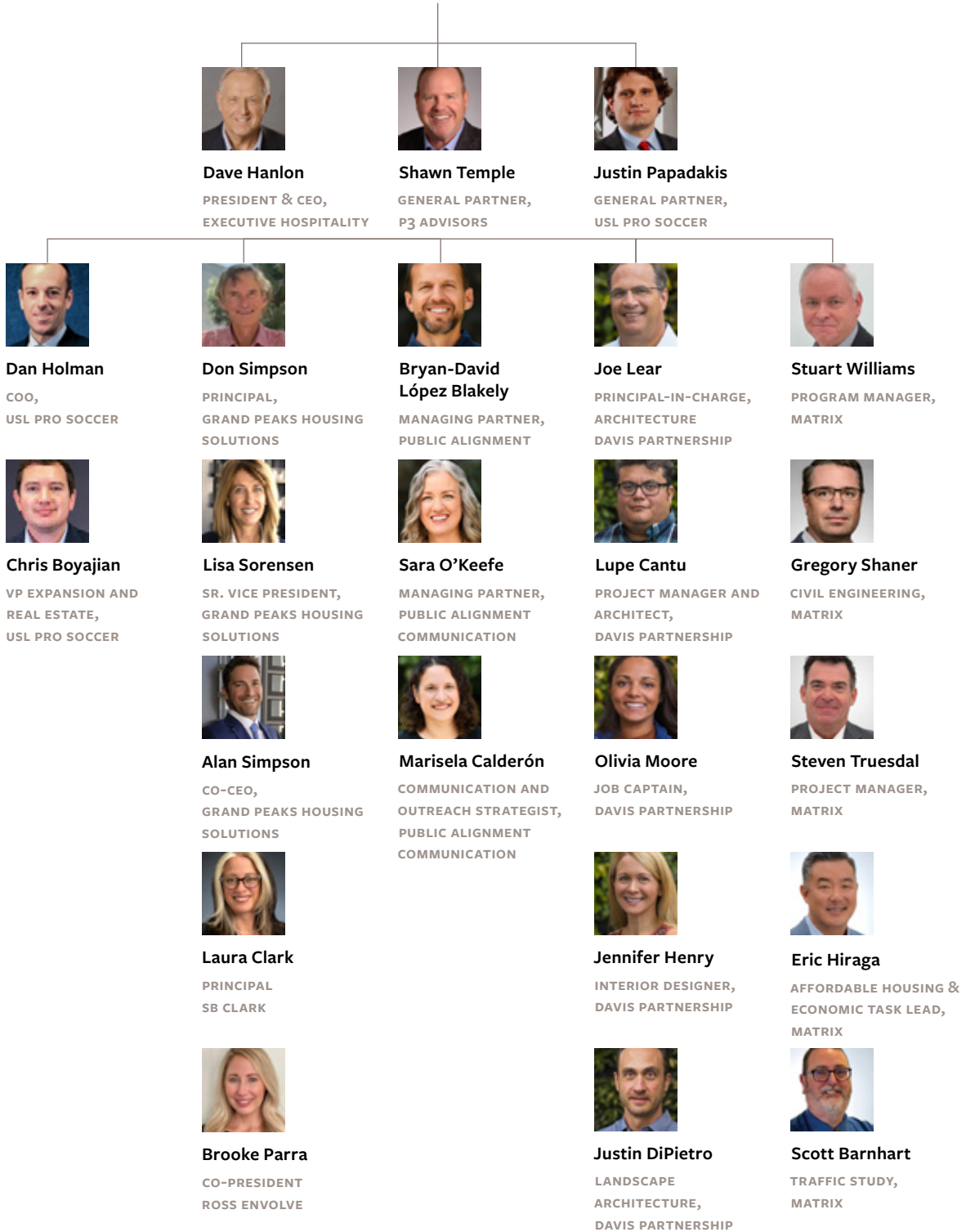
Matrix Engineering Group

Program mgmt, Affordable housing Traffic, and Environmental Impact

Matrix Design Group, Inc. (Matrix), founded in 1999 in Colorado, is a distinguished firm specializing in a wide array of services such as civil engineering, transportation, environmental consulting, construction cost estimating, construction management, and program management. It operates with an integrated approach, ensuring high expertise across various disciplines and tailored to each project. The firm prides itself on its team of 175 Colorado-based professionals who collaborate to deliver functional, attractive, and sustainable design solutions, meeting clients' expectations regarding schedule, vision, and budget. In addition, Matrix also provides housing market assessments and has deep insights into local economies, demographics, and mobility trends, enhancing its consultancy for affordable housing projects. Matrix has established robust partnerships across both private and public sectors in Colorado, contributing to significant projects with affordable housing requirements like the Denver Housing Authority Sun Valley Redevelopment, Fitzsimons Redevelopment, Stapleton Redevelopment, Broadway Station Redevelopment, and Aurora Highlands Development.

Team Organization

Grand Junction Sawmill Site Redevelopment



Shawn Temple

P3 Advisors
General Partner | Creative Lead |
Project Integration Lead



Shawn Temple is an inventive, forward-thinking real estate broker, consultant and developer, adept at determining the highest and best use for properties that are compromised or have complex and significant development issues. A true community rebuilder, Shawn's focus on urban infill redevelopment enables him to successfully target transit-oriented developments that can drive economic growth, create jobs and revitalize a community. His ability to ideate around a project, creatively explore all available options and selectively package information into an executable plan has made him a leader in the burgeoning Public Private Partnership field.

A self-styled entrepreneur, Shawn has always had a penchant for building and developing things. As a mortgage banker and mortgage broker, he learned commercial real estate from the finance side, honing his sales skills and maturing as a consultant before gravitating toward the redevelopment side. Realizing the importance of business relationships, Shawn has built a deep professional network of collaborators and market resources that guide his approach and ensure the success of each project.

Known for his creativity and negotiation prowess, Shawn has consistently structured redevelopment deals that merge practical strategy with insight to optimize use of the property and create win-win scenarios. He thrives in complex situations where he can play the role of integrator and unify development partners, elected leaders and stakeholders to rejuvenate an impaired property and inject life into an economically disadvantaged community. To help spur development, Shawn interfaces with the financial and investment banking sectors, collaborates with legal professionals to implement entitlements and serves as liaison between partners and civic leaders.

Affiliations

Urban Land Institute
ICSC International
Council of Shopping
Centers

Representative Work

Projects include
Public Private
Partnerships for:
Sheridan Crossing,
North Chicago
and New Village
Hall for Mundelein
Downtown TOD.

Millers Landing
in Castle Rock,
Colorado is a
65-acre mixed use
development located
next to a 270-acre
municipal park.

Dave Hanlon

Executive Hospitality Partners
President and CEO | Hotel Expert



Dave Hanlon is a senior executive in the casino and hospitality industry with a proven reputation for integrity, high energy, and an aggressive, hands-on style that turns creative ideas into business solutions. He has led several top hotel and casino companies to increased profitability and has been recognized for his ability to turn around struggling businesses. His strategic mindset and orientation towards action have also made him a valued board member in the technology sector and in not-for-profits where he has helped organizations grow and scale.

Over the course of his career, Mr. Hanlon has also been an active investor, advisor, and board member. Currently he is the CEO of Hanlon Investments where he develops and operates large scale entertainment, hotel, and casino properties and Founding Principal at Executive Hospitality Partners, a strategic advisory and asset management firm for the hospitality industry. As a board member for public companies and not-for-profits, Mr. Hanlon has played an active role in helping organizations implement structures and processes that lead to success. In his current position as Nominating Committee Chair and member of the Audit Committee at Rekor, Mr. Hanlon has oversight of company governance and has helped the company develop an optimal structure to drive shareholder value.

Mr. Hanlon played a central role in the launch and rapid growth of Caesars World in the 1970s and 80s. During this time, he strengthened the gaming and hospitality operation while divesting the parent company of underperforming subsidiaries. As President of Harrah's Atlantic City, he ran the company's major operations before taking on the successful restructuring and turnaround of Merv Griffin's Resorts International in Atlantic City and the Bahamas.

In Las Vegas, Mr. Hanlon was a key player in the casino industry, first as President and CEO of International Game Technology (IGT), the world's leading manufacturer of microprocessor gaming machines, and later as President, COO of Rio Hotel and Casino. At IGT, Mr. Hanlon broadened the company's international base by leading it into emerging markets in Europe, Africa, Latin America, and Asia. At Rio, he and his team executed a \$300 million expansion and total transformation, increased profits by 100% in two years, and established the Rio as the dominant player in the Las Vegas market.

Justin Papadakis

USL Pro Soccer
Deputy CEO, General Partner



Justin Papadakis leads the United Soccer League (USL), the largest, fastest growing professional soccer organization in the U.S. In this role, Justin oversees all aspects that are critical to the league's success, including expansion, stadium development, digital media, emerging technology, finance



and human resources. Papadakis holds a Juris Doctorate from Cleveland-Marshall College of Law and earned a dual degree in Public Policy and Economics at Duke University, where he served as goalkeeper for the Blue Devils collegiate soccer program.

“To me, leadership is about bringing together people with different interests to achieve a common goal.”

— JUSTIN PAPADAKIS

Chris Boyajian

USL Pro Soccer
VP, Expansion and Real Estate



Chris Boyajian leads USL professional expansion efforts across all men's and women's leagues. Boyajian specializes in public-private partnerships and project manages sports and entertainment developments on behalf of the USL across the country. Prior to joining the USL, he held



various leadership positions with Major League Soccer's Sporting Kansas City, focused on non-gameday revenue, facility management, programming and sports tourism.

Dan Holman

USL Pro Soccer
Deputy COO



With over two decades of business strategy and leadership in rapid-change global soccer and financial environments, Dan Holman currently serves as the Vice President of Club Expansion and Real Estate for the United Soccer League. He manages the day-to-day operations with a focus on expansion,

business intelligence, onboarding, and strategic operating processes. Prior to joining the USL, Holman spent over 15 years in investment banking, asset management and consulting, most recently spending five years as Chief Operating Officer and Partner of QS Investors, a \$20-billion institutional investment manager, which was acquired by Legg Mason. Prior to his time at QS, Holman held various roles across over a decade of work at Deutsche Bank in their London, Frankfurt and New York offices. A native of Watford, England, Holman holds a Masters in Football Business from Johan Cruyff Institute in partnership with FC Barcelona, a Masters in Sports Management & Leadership from Lasell College, Boston, and is a CFA Charterholder.

Don Simpson

Grand Peaks Housing Solutions



Grand Peaks Housing Solutions, a division of Grand Peaks, will capitalize on Don Simpson's longstanding experience and leadership in the affordable housing industry and utilize his expertise as the foundation for this new division. Don was a pioneer in the LIHTC industry and, through

Simpson Housing Solutions, became one of the largest affordable housing developers and owners in the country. See Exhibit A for a complete listing of affordable properties developed by Don Simpson.

During his career, Don Simpson served as the **Master Developer** for the Revelstoke ski area and mountain resort in British Columbia. The development spanned over 1,000 acres and included all ski operations infrastructure, housing, hotels, and restaurants. Don and his team managed the development from start to finish. The **master development** required solving various challenges, including a situation similar to the Lake Hill development, where he needed to provide increased utility capacity for water and sewer systems.

The Simpson family, owners of Grand Peaks, has demonstrated their passion for housing solutions through initiatives like the current partnership with the **Denver Public Schools Foundation**, which provides free housing to local teachers, and the **University of Denver**, where they fund the **Affordable Housing Certification Program**.

Grand Peaks Housing Solutions is now carrying forward the mission of Simpson Housing Solutions and is dedicated to addressing the critical need for multi-family affordable and workforce housing.

Our goal is to develop and acquire diverse communities nationwide and provide innovative and sustainable housing opportunities for our residents. We are more determined than ever to foster inclusive, affordable living options for all. Join us on our journey to make a positive impact on affordable housing across the nation

Lisa Sorensen

Grand Peaks Housing Solutions



Lisa M. Sorensen is a seasoned real estate development and finance professional with extensive experience in affordable housing. With a career spanning over 30 years, she has a strong background in managing complex development projects, securing financing, and fostering strategic

relationships with key stakeholders, including governmental and non-profit boards, investors, and business partners. Lisa has a proven track record of delivering large-scale housing projects, securing tax credits and other funding sources, and managing all aspects of development from site selection to project completion. She has held leadership roles at prominent organizations such as Cohen-Esrey Development Group and the Denver Housing Authority, where she led teams in the successful development of hundreds of housing units.

Her expertise includes financial oversight, project management, and navigating complex regulatory frameworks, including Low-Income Housing Tax Credits (LIHTC) and New Market Tax Credits (NMTC). She has also been instrumental in pioneering affordable housing projects, including securing the first Tax Increment Financing (TIF) for affordable housing in Colorado Springs. Lisa has worked with the Colorado Division of Housing, CDHS, and non-profit partners and was awarded 9% tax credits in the first round for a community designed to serve at-risk youth. She has extensive experience with HUD vouchers, HUD regulations, and layering various sources of financing to successfully fund developments.

Throughout her career, Lisa has demonstrated strong leadership skills, strategic decision-making, and a collaborative approach to problem-solving.

Alan Simpson

Grand Peaks Housing Solutions



Alan began his career in real estate by working on the global marketing and sales strategy for Revelstoke Mountain Resort. He launched sales offices in partnership with Sotheby's and Knight Frank, creating and delivering sales presentations to investors and roadshow attendees across Canada,

Europe, and the United States.

During a foray into the entertainment industry, Alan balanced creative flair with demonstrated leadership abilities, forming production partnerships with NBC, FOX, Sky TV, and the BBC. He also produced and oversaw international market sales for films such as *The Last 5 Years* (starring Anna Kendrick), *Swelter* (starring Jean-Claude Van Damme), and *Just Getting Started* (starring Morgan Freeman, Rene Russo, and Tommy Lee Jones).

Returning to the housing industry, Alan set out to build a comprehensive foundation in the apartment sector, with the goal of developing more affordable housing solutions for hardworking individuals impacted by rising rents and interest rates in a tightening market. After leasing and managing multiple stabilized and new-build communities, he gained experience in asset management and operations.

In 2021, Alan joined Grand Peaks' development department, where he secured land sites in Arizona and contributed to the acquisition, rehabilitation, and ground-up development of over 1,400 units across five Colorado properties. Additionally, Alan is passionate about leveraging technology to create a more sustainable and prosperous future. Over the past four years, he has collaborated extensively with the Colorado Energy Office, Winn-Marion, and Xcel Energy to provide vehicle charging and energy use optimization services to Grand Peaks communities.

Bryan-David López Blakely

Public Alignment Communications



Bryan-David has over 22 years of experience in strategic advocacy, local government, and public engagement. He has managed campaigns, organized coalitions, and developed strategies for clients leading to successful ballot initiatives, policy changes, increased public support, and approvals

for community development and infrastructure projects. He loves providing effective strategies, creative ideas, and community engagement support to make positive change! Bryan-David holds a master's degree in international affairs with an emphasis on conflict resolution and development from the George Washington University.

**Davis Partnership
Architects**

Joe Lear AIA, LEED AP

Principal In Charge | Architecture



Education

The Colorado College, '88

University of Michigan
Bachelor of
Architecture, 1988

University of Michigan
Master of Architecture
with honors 1995

University of Michigan
Master of Urban
Planning, 1996

Residential Contractor
1989 through 1993

Registrations

Licensed Architect
in Colorado, Kansas,
Wyoming, Montana,
Washington, Nevada,
New Mexico

Affiliations

American Institute
of Architects

(AIA)

LEED Accredited
Professional

USGBC

Mentor: ACE Program

Joe Lear, AIA, LEED AP, is a Principal at Davis Partnership, a Colorado native and is one of the region's most talented design architects. As a co-leader of design for the office he has been involved in many of our notable projects. He has an excellent sensibility for architectural and urban design, and is especially skilled at creating design solutions that marry the art of architecture with the practicalities of construction. A former carpenter himself, he is one of those rare talents who designs like an architect and thinks like a contractor at the same time. Joe is highly engaged in the entire continuum of the design process: from user group meetings through design and construction. His vast experience informs his approach to architecture and he enjoys developing ideas and solving problems while pushing the boundaries. Joe's understanding of how people live, how citizens are transported, and the construction methods and materials that make up our built environment help him deliver practical solutions that embrace new technologies, innovation and sustainability. Joe's creativity, pragmatism, technical prowess and communication skills all contribute to his reputation for delivering sophisticated, graceful solutions that clients can be proud of. He is highly respected by clients and peers alike.

Representative Work

HOSPITALITY

The ART Hotel & Office
Denver, Colorado

REFERENCE George Thorn
Mile High Development, LLC
100 Jackson St. #102
Denver, CO 80206
303-808-4500
gthorn@milehighdevelopment.com
SCOPE 176,230 gsf building (123,727
hotel and 50,388 sf office)
BUDGET \$32.0M
CONSTRUCTION COST \$32.0M
DURATION 30 Months
COMPLETED June 2015

EVEN Hotel
Denver, Colorado
– 8-story, 150 room hotel
with parking garage

Hotel Maverick

Grand Junction, Colorado
– 48,421 sf, 60 room boutique hotel

Train Denver

Denver, Colorado
– 1M+ sf of multi-family housing,
office, retail, hotel and parking

The Point at Nine Mile Station

Aurora, Colorado
– 500,000 sf of office, multi-
family, hotel and retail

**Cherry Hills Country Club
Clubhouse Renovations**

Cherry Hills Village, Colorado

**Country Club at Castle Pines
Clubhouse Renovations**

Castle Pines, Colorado

RESIDENTIAL/MIXED-USE

The Mae Apartments

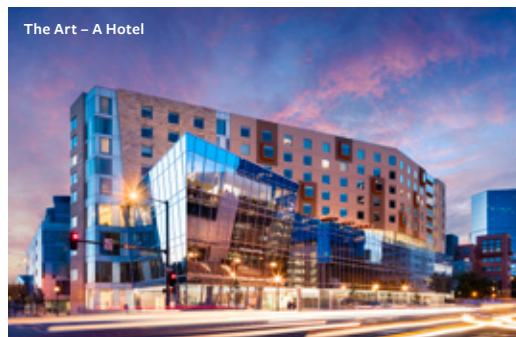
Colorado Springs, Colorado
– 182 high end rental units
– 200 car parking structure

ECO 333 Apartments

Colorado Springs, Colorado
– 170 high end rental units
– 180 car parking structure

Bromwell Residences

Denver, Colorado
– 8-story, 360 ksf residential
with below-grade parking
– 171 luxury apartments including
29 penthouse mezzanine units
– 12k sf amenity space with 7th
floor pool deck and fitness room



**Davis Partnership
Architects**

Guadalupe Cantu AIA, LEED AP

Associate Principal | Project Manager and Project Architect



Lupe Cantu brings to Davis Partnership a unique pedigree of high-design global project experiences from both design and construction perspectives that uphold his commitment to design excellence throughout all aspects of project completion. He values each project's unique qualities, balancing complexities with design and costs, and simplifies communication to effectively coordinate a cohesive project vision. His interests in efficiently utilizing Building Information Technology (BIM) as an indispensable tool to envision client goals, articulate project constraints and enhance construction collaboration greatly enhance his abilities to successfully design and deliver a shared vision.

His background includes extensive project analysis, conceptualization, and design and construction coordination throughout Europe, the United Arab Emirates, and the United States.

Education

Bachelor of Science in Design,
Arizona State University
Tempe, Arizona, 2000

Registration

Licensed Architect
in Colorado

Awards

2007 AIA Colorado
Innovative Practices Award
Using innovative technology
to bring a vision to life:
BIM and the Denver
Art Museum Frederic
C. Hamilton Building

2006 AIA Creating Stellar
Architecture Using BIM
(Submitted by General
Contractor M.A. Mortenson)

2005 American Architect
Award
for the Danish
Jewish Museum

Representative Work

HOSPITALITY

The ART, a hotel
Denver, CO

REFERENCE George Thorn
Mile High Development, LLC
100 Jackson St. #102
Denver, CO 80206
303-808-4500
gthorn@milehighdevelopment.com

SCOPE 176,230 gsf building (123,727
hotel and 50,388 sf office)

BUDGET \$32.0M

CONSTRUCTION COST \$32.0M

DURATION 30 Months

COMPLETED June 2015

EVEN Hotel

Denver, Colorado
– 8-story, 150 room hotel including:
marketplace, game room,
foodservice area with bar, kitchen,
fitness, and support spaces

Maverick Hotel

Grand Junction, Colorado
– 48,421 sf, 60 room boutique
hotel with 3 custom suites
– Cafe, pool, spa, fitness,
conference space and upper
level restaurant and patio

**Four Seasons Hotel and
Private Residences Concept**
Nashville, Tennessee

The Point at Nine Mile Station

Aurora, Colorado
– 500,000 sf of office, multi-
family, hotel and retail
– Master plan

Denver Art Museum Expansion*

Denver, Colorado
– 146 ksf, \$75M, new building
– \$14M, 1,000-car garage

MIXED-USE & RESIDENTIAL

Ash Street Apartments

Denver, Colorado
– 112 affordable workforce units,
93 car parking structure

ECO Apartments

Colorado Springs, Colorado
– 173 unit, 207 parking spaces

The Mae Apartments

Colorado Springs, Colorado
– 182 high end rental units
– 200 car parking structure

The Trails at Lehow Apartments

Denver, Colorado
– 82 affordable workforce
units, 138 parking spaces

195 West Rushton Apartments

Ogden, Utah
– 349 affordable workforce
units, 368 parking spaces

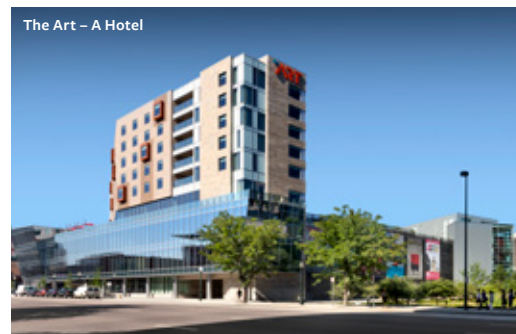
Panorama Heights

Colorado Springs, Colorado
– 133 affordable workforce
units, 181 parking spaces

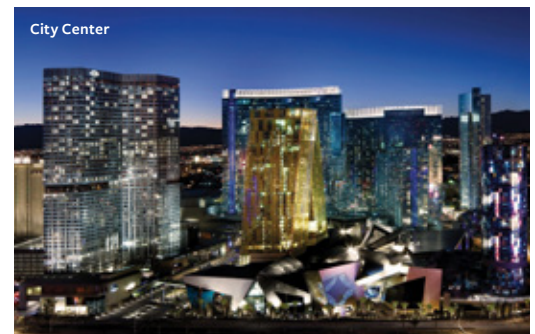
PREVIOUS EXPERIENCE

City Center*

Las Vegas, Nevada
– 18M sf, \$11B, 76-acres



The Art - A Hotel



City Center

Olivia Moore

Design Professional | Job Captain



At Davis Partnership, Olivia's dedication to "raising the bar" in all she does, is evident in her behavior, as she tackles every new task with a focus on quality, professionalism and most importantly curiosity. She is dedicated to achieving a level of quality in all that she does, challenging the norms and traditions in a manner that ensures outcomes that exceed expectations. She brings a collaborative spirit, eagerness to learn, and the ability to ask critical questions along the way, that inspire those around her to achieve extraordinary outcomes. Her dedication to detail ensures that no stone is left unturned, in a process that fosters discovery and solutions that elevate our clients goals.

Education

**Masters in Architecture,
Wentworth College,
Boston, MA**

Representative Work

Dairy Block

Denver, CO

- Exterior improvements to wayfinding/placemaking for existing design of primary pedestrian corridor
- Architectural Design, production, presentation graphics

Locale Market

St. Petersburg, FL

- Renovations (interior and exterior) to existing 250,000 SF market food hall
- Exterior innovations to help enhance existing entry sequence/ overall space feel
- Project design, production, presentation graphics, as built drawings, on-site visit documentation

Grey Star-Multi Family

Denver, CO

- Design/ Master Planning for new 350,000 SF Multi Family building
- Unit layout/ sizing analysis to meet client needs
- Adaptation to new building form for better efficiency
- Architectural Skin studies
- Parking garage studies

14th + Speer

Denver, CO

- Design for multifamily project
- Unit layout analysis to meet client needs
- Parking garage studies

Wells Concrete - Precast Concrete Plant & Admin Facility

Brighton, Colorado

- Ground up office space for large scale precast company
- Space Planning, interior architecture, exterior design, production, presentation materials

CMU Maverick Hotel

Denver, CO

- Ground up hotel at CMU campus
- Production, design, space planning, production and interior/exterior detailing

75 Hancock Street Residence*

Boston, MA

- Interior/Partial Exterior renovation project of a existing 4 story boarding house to a single family residence located in a historic Beacon Hill neighborhood.
- Project Designer, assistant interior designer, production, construction administration, interior detailing

Triple Decker Reno- Zeitgeist Design*

Boston, MA

- Renovations to an existing apartment working directly with property management and builder
- Provide designed floor plans, elevations/sections, as-built documentation
- Schematic Design, Architectural Design, Interior Design, Millwork Design, Production, Project Management, Lighting Design, Construction Administration, Project Lead, Proposal/Contract Writing



**Davis Partnership
Architects**

Jennifer Henry IIDA, EDAC, LEED AP

Associate Principal | Interior Designer



Jennifer Henry has a passion for beautiful, sustainable yet appropriate interior design. She focuses on the details, regardless of size or sector, until it's right. A collaborator at heart, her belief that working and communicating with a diversity of people is the best way to explore new ideas and approaches. Jennifer's reality-based approach and "up-to-the-minute" awareness of the design industry are only a few of the traits responsible for her status as a highly skilled interior design professional.

Education

East Carolina University
Bachelor of Science in
Interior Design, 2004

Queensland University of
Technology
Brisbane, Australia
Studies of Sustainable
Design on a Global Level

Affiliations

NCIDQ Certified

LEED Accredited
Professional

Evidence-based Design
Accreditation and
Certification (EDAC)

Member of Denver
Art League

Member of International
Interior Design Association

Experience

20 Years Experience (2004)

18 Years with Davis
Partnership (2006)

Representative Work

MIXED-USE / RESIDENTIAL

**Sanderson Apartments –
Permanent Supportive Housing**
Denver, Colorado

- 50,400 sf, 60 unit
- In association with Mental Health Center of Denver
- LEED Platinum and Green Community
- Interior Design

**Sheridan Apartments –
Permanent Supportive Housing**
Denver, Colorado

- Interior Design

**Solid Ground –
Permanent Supportive Housing**
Denver, Colorado

- Interior Design

One City Block

- Denver, Colorado
- Interior Design
- Full city block residential development
- Four buildings, shared courtyard, retail podium, underground parking
- Five stories, 302 units
- LEED Silver x4 buildings

ECO Apartments

- Colorado Springs, Colorado
- Interior Design
- 170 high end rental units
- 180 car parking structure
- LEED Silver

RiNo Rise Condos

Denver, Colorado

Ascent Apartments

Westminster, Colorado

- Interior Design
- Space planning, FFE selection

Aspire Apartments

Westminster, Colorado

- Interior Design
- Space planning, FFE selection

AMLI Broadway Park

Denver, Colorado

- Interior Design

Evans and Bannock

Denver, Colorado

- Interior Design

Fitsimmons Broadleaf

Aurora, Colorado

- Interior Design

HOSPITALITY

**Castle Pines Country
Club Renovation**

Castle Pines, Colorado

- Interior Design
- FFE selection, construction documents

**Sanders Restaurant
Englewood, Colorado**

- Interior Design
- Lighting Design
- FF&E

Great Frontier Brewery

Lakewood, Colorado

- Interior Design
- Furniture Specification
- Construction Administration

Colorado Plus Brewpub

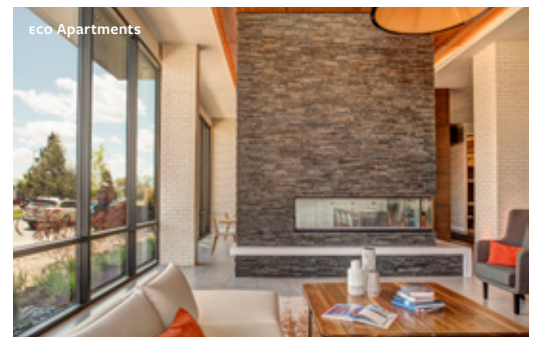
Denver, Colorado

- Redesign and refresh of an existing brewery
- Area: 2,500 sf

Indulge Bistro & Wine Bar

Golden, Colorado

- Interior Design
- Furniture Specification



**Davis Partnership
Architects**

Justin DiPietro IPLA, ASLA

Director | Landscape Architecture



Justin DiPietro brings deep experience and a broad portfolio of market sectors including civic and community focused work. His collaborative style works to extend purposeful space from the building into the landscape, providing a seamless user experience. His approach to site design is rooted in local context and influences, taking an environmentally sensitive approach that stitches projects into the surrounding landscape. He believes that the design process starts with the client and stakeholders, evolves through the visioning and documentation phases, and continues through construction. His fulfillment comes from genuine collaboration with the greater team and thoughtful design solutions.

Workload

15% availability currently

35% availability at project start

Education

Temple University, Bachelor of Science of Landscape Architecture, 2001

Registration

Licensed Landscape Architect – Colorado, Delaware, Pennsylvania

Affiliations

American Society of Landscape Architects (ASLA)

Urban Land Institute

Experience

23 Years Experience(2001)

1 Year with Davis Partnership (2024)

Awards

2024 ASLA Award (PA/DE) for Sora West: A Community Vision for a multi-use development

2023 ASLA Award (CO/WY) for Soda Springs Park: A Revitalized Beginning

2023 ASLA Award (CO/WY) for Aims Community College: Campus Transformation

Representative Work

RESORT/HOSPITALITY

SugarHouse Casino*

- Philadelphia, PA
- Planning, vehicular and pedestrian circulation, outdoor dining and amenity spaces, public waterfront promenade, and landscape improvements associated with \$275M gaming and hotel program on 22-acre site along the Delaware River.
- Complete: Phase 1 - 2010
- Role: Design collaborator and project manager for site scope

Water Club Hotel & Spa*

- Atlantic City, NJ
- Pool and spa amenity terrace, and landscape improvements associated with \$400M multi-phased development of Borgata Hotel Casino & Spa.
- Complete: 2013
- Role: Design collaborator and production for site scope

COMMERCIAL/MIXED-USE

Sora West*

- Conshohocken, PA
- \$325MIL mixed-use development (retail/office) organized around a central green and public plaza at the gateway to the surrounding community
- Complete: 2021
- Role: Design lead and project manager for site scope
- Montgomery Award, ASLA Award

Midtown Crossing at Turner Park*

- Omaha, NE
- \$320MIL, 15.5-acre mixed-use development (retail/residential) for 6 underutilized city blocks with 7.5-acre revitalized park/open space
- Complete: 2009
- Role: Project designer and project manager for site scope
- 2010 ASLA Merit Award (PA/DE Chapter), 1st LEED Certified project in Nebraska for Neighborhood Development category

PARKS / RECREATION / TRAILS

Aurora Southeast Recreation Center*

- Aurora, CO
- Outdoor gathering space, plazas, group exercise terrace and landscape improvements associated with \$42MIL, 77,000 SF recreation center on 600 acre open-space site
- Complete: 2023
- Role: Design lead and project manager for site scope

Lovett Library Park*

- Mt. Airy, PA
- 3.5 acres of community space in conjunction with Library addition and renovation
- Complete: October 2017
- Role: Design lead and project manager for site scope

Soda Springs Park*

- Manitou Springs, CO
- Phase 1 renovation to beloved park space at heart of Manitou Springs
- Complete: September 2022
- Role: Design collaborator and Project Manager
- ASLA Award





Stuart Williams

Matrix Design Group
Sr. VP, Program Manager



Stu has amassed over 40 years of expertise in the realms of design, program/project management,



and construction management, covering an extensive portfolio of projects. This portfolio includes airports, civic facilities, and infrastructure such as roads, highways, drainage systems, water distribution networks, and municipal engineering solutions tailored for both sprawling metropolises and quaint towns. His expertise extends beyond his notable technical capabilities; he has a true talent for steering large, intricate projects and programs that demand the seamless integration of diverse disciplinary teams. Stu's skill set is comprehensive, incorporating program development, precise cost estimating, meticulous budgeting, strategic phasing, and effective project scheduling.

Education

B.S. Civil Engineering, Colorado State University 1982

Gregory Shaner ^{PE}

Matrix Design Group, Sr. Vice President, Civil/site engineering



Gregory is a Senior Vice President with Matrix specializing in Civil Engineering Services for Colorado, Arizona,



and Texas. He is a licensed professional engineer in Colorado and has 28 years of experience in the civil engineering and development industry. His experience includes overseeing procurement, entitlement, technical design, and construction management for private and public projects. For 15 years Gregory worked within the Glenwood Springs, Western Slope, communities providing Civil Engineering services along the Roaring Fork Valley and I-70 corridor. Gregory provides a solid broad-based platform for his clients that allows him to give perspective and offer solutions that encompass all specialties within Matrix. His technical experience includes program management and owner's representation, federal and state project development, project site assessment, urban planning, and infrastructure design.

Education

B.S. Civil Engineering, Colorado State University

Registration

Colorado Professional Engineer, License No. 36307

American Society of Civil Engineers (ASCE)

Urban Land Institute (ULI)

Society of American Military Engineers (SAME)

Board of Director (current) Housing and Building Association of Colorado Springs

Steven Truesdal ^{PG, CABI}

Environmental Impact Study - Matrix Design Group, Proj. Manager



Steven is an environmental geologist and senior project manager with over 29 years of



experience providing due diligence environmental assessment, site investigation and remediation services, and geological support for development projects for Federal, State, and municipal clients, civic redevelopment agencies, attorneys, school districts, financial institutions, non-profit agencies, and commercial and private individuals. He has extensive experience in evaluating potential environmental risks at commercial, industrial, and agricultural properties, including over 700 Phase I Environmental Site Assessments.

Education

B.S. Geological Sciences, emphasis in Hydrogeology and Geophysics, San Diego State University

Registration

Professional Geologist: California #7141, Texas #13359

National Radon Proficiency Program, Certified Radon Measurement Provider #110649, Colorado #000053

Certified Asbestos Building Inspector (CABI), Colorado #11759

Eric Hiraga

Matrix Design Group, Affordable Housing and Economic Task Lead



Eric brings more than 25 years of experience and relationships in both public and private sectors, adeptly



addressing complex challenges, facilitating mutual agreements among diverse groups, and developing innovative solutions. His work spans economic development, real estate development, affordable housing, aviation/transportation, government affairs, business development, finance, and public-private partnerships, demonstrating his versatile expertise.

Education

International Affairs, B.S. University of Colorado (1997)

Senior Executive in State and Local Government, Kennedy School – Harvard University (2011)

German Marshall Memorial Fund, Marshall Memorial Fellow (2005)

Registration

Downtown Denver Partnership, Board Member

Central Park Development Corporation, Board of Directors

Metro Denver Chamber of Commerce, Board of Governors

Mayor-elect Johnston transition team, Co-Chair

Denver Metro MLB Stadium District, Board of Directors, Gov. Appointed

Japan America Society of Colorado, Board Member/Past President

Denver Urban Renewal Authority, Former Board of Commissioner, Mayor Appointed

State of Colorado, DOLA, Private Activity Bond Commission, Former Board of Commissioner, Gov. Appointed

Scott Barnhart PE, PTOE

Traffic Study - Matrix Design Group, Proj. Manager



Scott has 30 years of experience as a transportation engineer. He has successfully managed projects



ranging from roadway designs and traffic analyses to interchange, corridor, and master plan studies. Scott's experience working as a public agency employee gives him an informed perspective on how much public agencies need to accomplish with diminishing resources. This experience allows Scott to develop short-term and long-term solutions that are cost-effective and practical.

Education

B.S. Civil Engineering, University of California at Berkeley, 1992

Registration

Professional Engineer: Colorado #37447, California #57117, Arizona #71411

Professional Traffic Operations Engineer (PTOE), Certification #527

Traffic Engineer: California #2079

Institute of Transportation Engineers (ITE)

American Society of Civil Engineers (ASCE)

Relevant Projects: Grand Peaks Housing Solutions

Please see Exhibit A (page 21) for the full listing of Grand Peaks Housing Solutions properties. The listing in Exhibit A includes **affordable, workforce, and attainable housing developments with Area Median Incomes (AMIs)** ranging from 30% to 80% AMI. In many communities, 80% AMI is quite close to market rate. Grand Peaks Properties, our parent company, focuses on market-rate development nationwide. If it is determined that market-rate properties are needed at AMIs greater than 160%, we would engage Grand Peaks Properties for these buildings. We would also consider combining market-rate units (AMI greater than 160%) with affordable units to create mixed-income buildings. If this path is selected, GPHS has the experience to execute this approach, and the scenario would remain under GPHS for development.

The properties listed in Exhibit A demonstrate the **financial strength and proven track record of GPHS in financing projects similar to the Sawmill site**. All of the projects below were guaranteed for construction and acquisition by Simpson Housing Solutions, where Don Simpson provided financial backing. Don has an extensive resume in accessing capital markets and a proven track record of financing projects with 800+ units. In the late 1990s, Don raised over \$190 million through the acquisition of a property portfolio with pension financing. He also grew Simpson Housing Solutions into one of the largest affordable housing developers in the early 2000s through an acquisition and development strategy. As the Managing Member of GPHS, Don Simpson is able to provide all guarantees required by Section 42 financing and by equity and debt partners to ensure the completion of developments.

Management of the affordable rental properties will be handled by Ross-Evolve Management. Our approach is to hire specialists who are well-versed in Section 42 regulations, understand the residents, and have a proven record of success. Ross-Evolve will work with us hand-in-hand from the design phase onward, providing input based on their experience with resident patterns and preferences to ensure our designers hear their feedback firsthand. See their resume in Exhibit E.

Prior to joining the privately held side of development, Lisa Sorensen worked with the Denver Housing Authority for seven years, gaining extensive experience with **Public-Private Partnerships (PPPs)**. Lisa collaborated with the City of Denver on the D3 initiative, where the city issued bonds to fund affordable

housing developments. She also worked on Tax-Increment Financing (TIF) projects and managed special limited partnerships for the housing authority. Her **successes include** optimizing the financing of 4%/9% Low-Income Housing Tax Credits (LIHTC) and New Market Tax Credits (NMTC) in a single building to deliver a senior community with medical services on the first floor. A key **lesson learned** was that HUD rules are complex and require significant time and coordination to align financing partners.

While at Cohen-Esrey, Lisa initiated and managed several **PPPs**. She led the first Tax Increment Financing for affordable housing in Colorado Springs and successfully presented and negotiated Private Activity Bond financing with the El Paso County Commissioners to build a 133-unit community in southeast Colorado Springs. **Successes include** securing the first TIF for affordable housing, while **lessons learned** highlight the importance of communication in aligning expectations due to differing perceptions of affordable housing.

During her work on the Glenwood Gardens community, Lisa collaborated with the City's Housing Committee and presented the project to the Glenwood Springs City Council to secure funding from the City's affordable housing fund. **Successes included** overcoming obstacles in structuring funding to achieve a win-win outcome for all parties. A key **lesson learned** was the value of persistence, as our first request was denied but, by believing in the project and the community's need for it, we stuck with it, increased our efforts and communication, and got it approved on our second go-around.

These examples, along with others from Arapahoe County and Colorado Springs, demonstrate Lisa's expertise. In addition to **PPPs**, Lisa developed a Permanent Supportive Housing community in Colorado Springs to serve at-risk and homeless youth. She was selected through a competitive process to partner with the non-profit group The PLACE, working closely on site selection, design, community meetings, financing, and development. The **success** of this project is that we created a community to house over 400 at-risk youth, while a key **lesson learned** was that even with majority support, opposition from even a few folks can delay and complicate the process.

We believe that trust, teamwork, professionalism, respect, honoring commitments, transparency, and meeting deadlines are essential. If someone on the team does not embody these values, we will address the issue and determine what support they need to get back on track. Contracts will document agreements and preserve relationships, but trust and relationships remain our top priority.

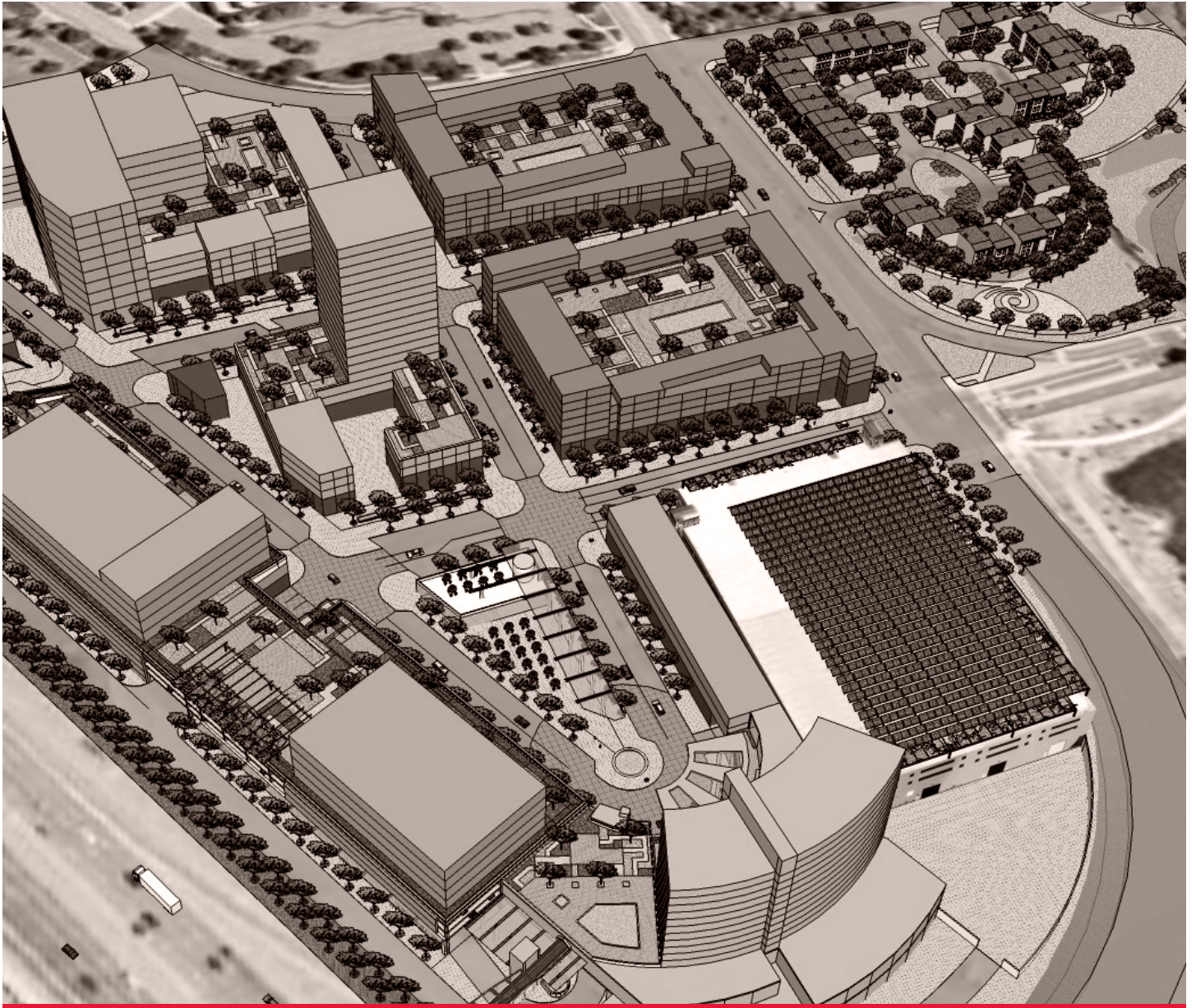
Our approach to maintaining professional relationships centers on communication, coordination, collaboration, team building, and integrity. If communication barriers arise, face-to-face meetings will be scheduled. In our experience, when a team member is deeply committed to the mission, it becomes the driving force for connection. This connection strengthens as the project progresses.

EXHIBIT A - Grand Peaks Housing Solutions Track Record						
Property Name	City	ST	Units	Type	Energy Rating	Completion
Previously Closed by Lisa Sorensen						
Trails at Lehow	Englewood	CO	82	4%	NGBS	2024
Panaorma Heights	Colorado Springs	CO	133	4%	NGBS	2024
The Launchpad-PSH Homeless Youth	Colorado Springs	CO	50	9%	NGBS	2024
Glenwood Gardens - Net Zero Building	Glenwood Springs	CO	80	4%/State	Net Zero	Awarded
Previously Developed by Don Simpson under Simpson Housing Solutions						
Gateway North	Denver	CO	135	4%	EGC	2019
1035 Osage	Denver	CO	Office	NMTC	EGC	2019
Gateway South	Denver	CO	86	4%/State	EGC	2018
Platte Valley Homes	Denver	CO	68	4% & Section 8	EGC	2017
Lincoln Place Lofts I & II	Englewood	CO	221	9% (LIHTC/HOME)		2006
Prentice Place	Greenwood Village	CO	104	9% (LIHTC/HOME/CDBG)		2003
Rancho Seneca Apartments	Victorville	CA	203	4%		2012
Oakwood Apts	Moreno Valley	CA	241	9%		2010
Breezewood Apartments	Suisun City	CA	81	4%		2008
Gateway Family Apartments	San Diego	CA	42	9%		2008
The Haven at Tapo Street	Simi Valley	CA	36	9%		2008
Almaden Apts	San Jose	CA	226	4%		2007
North Avenue Apartments	Sacramento	CA	80	9%		2007
Belmont Meadows Apts	Delano	CA	70	9%		2007
Sunny View Apartments	Merced	CA	113	9%		2007
El Paseo Family Apartments	San Pablo	CA	132	9%		2007
Oasis Village Apartments	Adelanto	CA	81	9%		2007
Mountain View Senior Apartments-Phase II	Ontario	CA	20	9%		2007
Egida de Santa Isabel	Santa Isabel	PR	120	9%		2007
Second Street Senior Apts	Dixon	CA	81	4%		2006
Orchard View Apartments	Holtville	CA	81	9%		2006
Sierra Village	Oroville	CA	61	9%		2006
Dorado Senior Apartments	Buena Park	CA	150	9%		2006
Sonterra Apartments	Brawley	CA	54	9%		2006
Kings Manor	Corcoran	CA	81	9%		2006
Los Arboles Family Apartments	Orange Cove	CA	81	9%		2006
Zaninovich Village Senior Apartments	Orange Cove	CA	81	9%		2006
Sonora Vista Apartments	Douglas	AZ	65	9%		2006
Riverview Apartments	Barstow	CA	81	9%		2006
Egida de Miraflores	Arecibo	PR	120	9%		2006
Egida Vistas del Rio	Coamo	PR	120	9%		2006
Security Building Lofts	Los Angeles	CA	153			2006

Property Name	City	ST	Units	Type	Completion
id Heights	Fairfield	CA	52	4%	2005
Square Apartments	Phoenix	AZ	116	4%	2005
ose Apartments	Selma	CA	53	9%	2005
y Heights	Huron	CA	61	9%	2005
ak Apts	McFarland	CA	61	9%	2005
y Family Apts	Lindsay	CA	61	9%	2005
est Apartments	Barstow	CA	81	9%	2004
tree Apartments	Banning	CA	81	9%	2004
ew Village	Porterville	CA	81	9%	2004
erde Apartments	Orange Cove	CA	73	9%	2004
it Ridge Apts	Banning	CA	81	9%	2004
Gardens	Adelanto	CA	81	9%	2004
stone Village	Avenal	CA	81	9%	2004
side Apartments	Merced	CA	121	9%	2004
one Village Apartments	Parlier	CA	81	9%	2004
aw Vista Apartments	Vallejo	CA	194	4%	2003
ercrest Villas	San Jose	CA	66	4%	2003
ista Senior Apartments	San Pablo	CA	82	9%	2003
res Coachella Apts	Coachella	CA	81	9%	2003
Santa Fe	Delano	CA	81	9%	2003
zy Place Senior Apartments	Anderson	CA	81	9%	2003
har Apartments	Avenal	CA	81	9%	2003
onterey Blythe Apartments	Blythe	CA	81	9%	2003
idge Heights Senior	Westminster	CA	22	9%	2003
Pointe Villas	Norwalk	CA	240	4%	2002
rey Park Senior Village	Monterey Park	CA	114	9%	2002
ive Senior Apts	Garden Grove	CA	82	9%	2002
gate Apts	Salt Lake City	UT	330	9%	2002
ud Moreno Senior Apartments	Calexico	CA	80	9%	2002
ain View Senior Apts	Ontario	CA	86	9%	2002
cto at Williams Ranch	Salinas	CA	132	4%	2001
Torrance	CA	187	4%	1996	
Buena Park	CA	59	9%	1996	
Valley Village	CA	188	9%	1995	
Fullerton	CA	108		1995	

Exhibit A

Property Name	City	ST	Units	Type	Completion
The following were developed by both Don Simpson & Lisa Sorensen: 1990-2000					
Meridian Pointe	Kalispell	MT	64	9%	1998
Churchill Downs	Denver	CO	168	9%	1998
Tualatin View	Tualatin	OR	210	9%	1998
Belleau Woods	Beaverton	OR	64	9%	
Jefferson Square	Denver	CO	64	9%	1997
Bayridge	Beaverton	OR	246	9%	1997
Durham Park	Tigard	OR	224	9%	
Orchard Park	Salem	OR	220	9%	
Meadow Ridge	Louisville	CO	180	9%	
Village Square	Broomfield	CO	108	9%	
LoneTree Village	Estes Park	CO	57	9% & HOME	
Coopers Crossing	Irving	TX	96	9%	
Highland Crossing	Denver	CO	108	9%	
Highland Square	Denver	CO	76	9%	
Autumn Creek	Aurora	CO	188	4%	
Glenbrook	Denver	CO	252	4%	
Quatama Crossing	Hillsboro	OR	711	4%	
Stonegate	Palm Harbor	FL	220	HUD 221d4	
East Park Village	Aurora	CO	60	Section 8	
Franconia	Denver	CO	54	Section 8	
Hawthorne East	Portland	OR	71	Section 8	
Woodland Park	Hillsboro	OR	111	Section 8	
Harbor Grove	Stuart	FL	324	Market + Workforce Housing	
Sullivan's Ridge	Portland	OR	168	Market + Inclusionary Housing	
Attwell Off Main	Tigard	OR	165	Vertical Housing	
Grand Estates at Kessler	Dallas	TX	338	Tax Abatement	
Urban House	Dallas	TX	336	Tax Abatement	
TOTAL			13,029		



Experience



Panorama Heights

Colorado Springs, Colorado

CO Springs Urban Renewal Authority
Jariah Walker, Executive Director
719.385.5714 / jariah.walker@coloradosprings.gov

El Paso County, Colorado Springs
Crystal LaTier, Executive Director
719.520.6484 / crystallatier@elpasoco.com

Fallon Miller
DOLA – DOH

Davis Partnership
Joe Lear and Guadalupe Cantu

1ST TIF FOR AFFORDABLE HOUSING

AWARDED PAB FOR PANORAMA HEIGHTS



RELEVANCE
4% LIHTC and PAB



Trail at Lehow

Englewood, Colorado

Innovative Housing Concepts
Lindsey Gorzalski-Hocking, Executive Director
303.317.6710 / lgorzalski@innovativehousingconcepts.org

Arapahoe County Commissioner
Carrie Warren-Gully
303.795.4285 / cwarrengully@arapahoegov.com

Kerry Babin, Assistant Building Official
City of Englewood
303.762.2354 / kbabin@englewoodco.gov

Wayne McClary,
DOLA - DOH

Davis Partnership
Joe Lear and Guadalupe Cantu

SPECIAL LIMITED PARTNERSHIP

HOME FUNDS

**COLLABORATION TO SOLVE
SITE CHALLENGES**



RELEVANCE

9% LIHTC and Permanent
Supportive Housing



The Launchpad

Colorado Springs, Colorado

Colorado Springs Housing Authority
Chad Wright, Executive Director
719.387.6741 / cew@csha.us

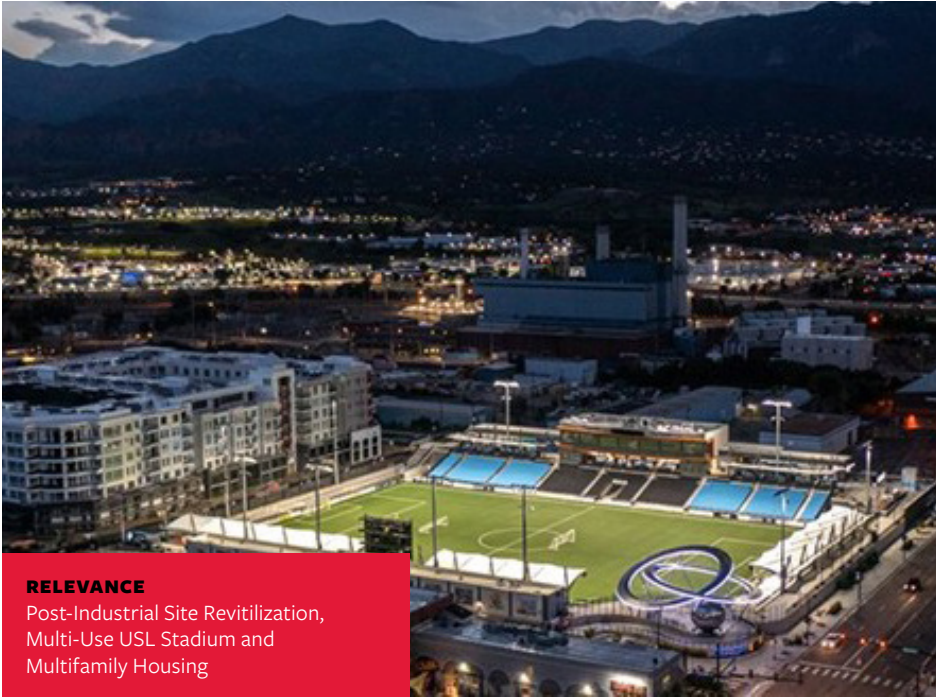
SPECIAL LIMITED PARTNERSHIP

The Place
Mimi Brown, Board Chair

City of Colorado Springs
Katie Sunderlein, Housing Solutions Manager

“We have worked with Lisa for several years and have found them to be highly collaborative, amazing partners! Throughout our project we’ve had an equal partnership to solve the problems and celebrate the wins. They’re very professional and personable to work with. We highly recommend them as a partner.”

— MIMI BROWN, BOARD CHAIR, THE PLACE



RELEVANCE
Post-Industrial Site Revitalization,
Multi-Use USL Stadium and
Multifamily Housing



Colorado Springs Stadium – Anchored Mixed-Use Development

Colorado Springs, Colorado

Completed in 2023, this \$120 million downtown project includes over 400 apartments with commercial mixed-use adjacent to a brand new \$42 million 8,000-seat multi-purpose stadium, home to Colorado Switchbacks of the USL Championship.

The stadium was prioritized as a City for Champions (C4C) project through the 2013 Regional Tourism Act of the Colorado Office of Economic Development and International Trade. C4C was created to attract, construct, and operate large-scale tourism projects that help boost the economy.

Once the stadium opened in 2021, Weidner Apartment Homes (usl’s development partner on this project) committed to double their investment and increase its apartment building from 200 to 400 units. Since then, Weidner has purchased more land and has plans to build a second phase that would exceed 1,000 total units.

This project has been a successful public-private partnership with public investment from the state into the stadium alongside public incentives from the city and county into the apartments. Private investment by usl and its partners have exceeded \$100 million.

In addition to usl soccer events, the stadium hosts concerts, graduations, festivals, other sporting events and more.



RELEVANCE

Revitalized brownfield, Multi-Use USL Stadium, and future mixed-use retail and hospitality hub



Louisville Stadium – Anchored Mixed-Use Development

Louisville, Kentucky

AWARDS

2022 Phoenix Award for brownfield redevelopment

This 11,700-seat stadium has been open since 2020 and cost \$65 million. The public-private partnership on the stadium was a combination of team owner equity, stadium/team revenues, net city contribution and TIF contributions. In total, the capital provided was approx. 57% public and 43% private, with private funds coming from club investor's traditional bank financing.

In 2022, the club built and self-funded a \$15 million nearby soccer complex with a clubhouse and six fields. The facility is now the training home to the professional men's and women's team. It also serves as a home for local, regional and national events for both youth and adult sports.

The club is now preparing for phase two of its stadium-anchored development projected to be an additional investment of upwards of \$130 million to include adjacent hotels, office space, retail, entertainment and dining options. In the meantime, the surrounding neighborhood continues to experience increased traffic and boosted revenues.

“It’s really pulled people from all over the city to that neighborhood, and I think when people come they’re like, ‘Oh, this is amazing’. There’s great shopping there, there’s food and there’s lots more to come. There a lot of opportunity, and I think the neighborhood’s going to continue to grow.”

— FOUNDER OF TEN20 CRAFT BREWERY (LOCAL LOUISVILLE BREWERY).



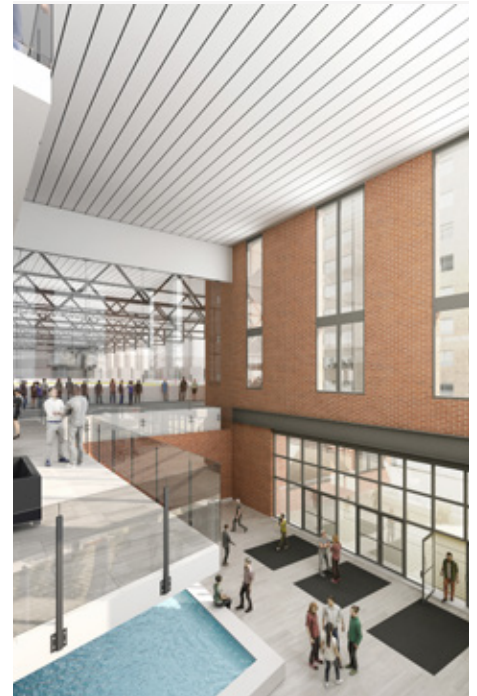
RELEVANCE
Revitalized brownfield site with mixed-use commercial & hospitality



Miller's Landing

Castle Rock, Colorado

P3 Advisors, LLC has a long history of participating in Public Private Partnerships both in the Denver and Chicago markets. Our focus since 2014 has been in the Colorado market and is highlighted by our large mixed-use project in Castle Rock by the name of Miller's Landing. P3 assembled over 65 acres of prime real estate adjacent to I-25, successfully completed all needed entitlements, and partnered with the Town of Castle Rock via a Development Agreement that created financial solutions to remove the Town's and County's municipal landfill from the property allowing for unrestricted development.



RELEVANCE

Re-envisioned sports destination, mixed-use retail and hospitality



King Sports – Denver Design Center Concept Design

Denver, Colorado

AT A GLANCE

SIZE 981,236 gsf
 BUDGET \$267,407,650
 CONSTRUCTION COST N/A
 DESIGN START August 2016

SERVICES PROVIDED

Architecture, Interior Design, Landscape Architecture, Lighting Design

REFERENCE

Mr. Blaine Longnecker
 Managing Principal
 Sphere Sports Management, LLC
 (303) 885-8120

King Sports Management’s new 980,000 square foot athletic facility, was designed to be a state-of-the art, sustainable, multi-sport facility in Denver, Colorado. The facility was designed to house two NHL sized hockey rinks, two lacrosse fields, indoor synthetic turf fields, and four multi-purpose hardwood courts. The roof of the facility utilizes a ‘green’ synthetic turf field, and is proposed to host concerts and rooftop event space. The rooftop features a concert stage and concessions/restrooms for patrons, for both day and nighttime use. Other program elements include an elite athlete training area, sports bar/restaurant, pro-shop and additional leasable sports management offices and sports related retail components at the ground floor.

The project design was based around a multi-story node, which provides an easy to navigate pathway for all visitors and athletes to access all fields and levels of the building. The node also serves as a method of bringing natural daylight further into the center of the building. A unique urban site location necessitates a stacked program and a 750 car structured parking garage, reducing the amount of footprint.

In lieu of a traditional heating and cooling system, this project was designed to utilize a geothermal system to save on monthly operating costs and reduce maintenance costs. The project focused on waste heat displacement methods to heat the building, make hot water, and melt snow on the roof.



RELEVANCE
 Re-envisioned sports destination,
 mixed-use retail and hospitality



Sphere Sports and Hotel at 'The District' Centennial, Colorado

AT A GLANCE

SIZE 1,161,412 sf
 BUDGET \$330M
 DESIGN START June 2021
 DESIGN COMPLETION Pending Funding
 CONSTRUCTION START Pending Funding
 COMPLETED Pending Funding
 DELIVERY MODE Design/Build

SERVICES PROVIDED

Architecture, Planning, Landscape
 Architecture, Interior Design

REFERENCE

Mr. Blaine Longnecker
 Managing Principal
 Sphere Sports Management, LLC
 (303) 885-8120

This transformative project compliments the master development vision of Centennial's developing urban core known as 'The District' and holds great promise as an amateur sports league tournament venue as well as a popular community destination for recreation, shopping and dining. The project includes a 4-5 star hotel venue located onsite, with direct access to the sports venue. The 170 key hotel includes a rooftop Restaurant, Outdoor Patio, and Executive Lounge space, all capitalizing on views towards the Front Range.

Sphere Sports Management's new 1,161,412 square foot athletic facility, will be a state-of-the-art, sustainable, multi-sport facility in Centennial, Colorado. The facility will house three NHL sized hockey rinks, two lacrosse fields, indoor synthetic turf fields, and three multi-purpose hardwood courts. The roof of the facility will house a commercial fully automated roof-top greenhouse used for growing, processing, and packaging of leafy lettuce. Owing to the site's adjacency to I-25 and its prominence as part of the urban core of The District the commercial rooftop greenhouse will be a highly visible symbol of innovation. Other program elements include an elite athlete training area, sports bar/restaurant, pro-shop and additional leasable sports management offices and sports related retail components at the ground floor.

The project design was based around a central spine, which provides an easy to navigate pathway for all visitors and athletes to access all fields and levels of the building. The central spine also serves as a method of bringing natural daylight further into the center of the building. A unique site location necessitates a stacked program and a 1,325 car below grade parking garage, reducing the amount of footprint.



RELEVANCE

Transformative destination resort and hospitality experience



Solaris

Vail, Colorado

AT A GLANCE

SIZE 531,633 sf
COST \$225M
DELIVERY CM/GC
COMPLETE August 2010
SITE AREA 2.64 acres
CONTRACTOR Weitz

SERVICES PROVIDED

Architecture, Interior Design,
Landscape Architecture

REFERENCE

Sharon Cohn
President
Solaris
t 303.550.4551
sharon@solarisvail.com

The \$240 million Solaris project, which involved the redevelopment of an existing mixed-use site in the heart of Vail Colorado, is a joint venture project designed in association with the Bridgehampton, NY-based residential architectural firm, Barnes Coy Architects. Davis Partnership was chosen as Architect of Record to bring our extensive experience with mountain architecture, large-scale buildings/building systems and a strong working knowledge of the Town of Vail approval process.

The project’s 79 condo units—half of which are designed as high-end hotel suites—share the complex’s concierge services, spa, pool and dining facilities. A movie theater, sports bar, bowling alley, skate shop/ice rink, multiple restaurants, sushi bar, exercise facility, 70,000 square feet of retail and a 300-plus car parking garage are connected with an elegantly designed central lobby and reception area.

This singular project, a direct reflection of a sophisticated client who desired a contemporary design set into this mountain environment, is unlike any other in the Vail Valley. Its design, respectful of a mountain architectural style, is not an imitation of the Bavarian style of architecture found in Europe and throughout most of Vail. Rather, the interior and exterior of Solaris have been designed to sensitively embrace the site’s stunning surroundings while defining contemporary modern life within the heart of this world-renown resort community. The building’s detailing and material pallet—consisting of wood, stone, and zinc—have also been elevated to a highly refined level, establishing a new design ethic for vacationers and residents drawn to the Vail Valley’s beauty and many amenities.



RELEVANCE
 Master Plan to help determine best course of action: Modernization vs. Replacement?



Train Denver

Denver, Colorado

The project sits in the heart of Denver’s River North Arts District more commonly known as “RiNo”. Train Denver is located one block from RiNo’s 38th & Blake Train Station providing an easy connection to Downtown Denver’s Union Station, Denver International Airport and all places in between.

AT A GLANCE

SIZE 1,080,300 sf
 OFFICE/RETAIL/RES. 693,000 sf
 PARKING 298,900 sf
 ACTIVATED ROOF 88,400 sf
 SITE 2.92 sf
 DESIGN START Spring 2019

REFERENCE

Jon Dwight
 Partner, President
 Invent Development Partners
 (970) 708-0691
 jon@inventdp.com

Train Denver will be the place to gather in RiNo whether it be to work, play or live. Located in Denver’s urban core, RiNo has evolved from a tired industrial area to one of Denver’s hottest neighborhoods. The project will be home to office, hotel, residential, restaurant, retail and entertainment uses. The majority of the restaurant, retail and entertainment venues are housed in the two-story base, influenced by the historic architecture in the area, with industrial elements of brick, steel and glass. The residential, office and hotel uses are found in modern 16-, 14-, 12- and 8-story towers. The project will keep with the roots of the RiNo Arts District by incorporating various forms of local art throughout the project.

Access to Train Denver is simple. RiNo is directly connected to downtown Denver by Larimer, Blake and Walnut Streets. There are two I-70 freeway interchanges just north of the project. Bike, drive, walk or hop on the train to downtown Denver.



RELEVANCE
Transit-oriented mixed-use
commercial office and retail center



Village Center Station

Greenwood Village, Colorado

AT A GLANCE

VILLAGE CENTER STATION I

SIZE 505,000 sf
 OFFICE 194,000 sf
 RETAIL 50,000 sf
 PARKING 261,000 sf, 787 spaces
 CONSTRUCTION COST \$54M
 COMPLETED June 2009
 DELIVERY MODE CMGC
 SUSTAINABILITY LEED Gold
 CONTRACTOR The Weitz Company

VILLAGE CENTER STATION II

SIZE 714,659 sf
 OFFICE 306,000 sf
 RETAIL 20,000 sf
 PARKING 388,659 sf, 1,221 spaces
 CONSTRUCTION COST \$61M
 COMPLETED March 2018
 DELIVERY MODE CMGC
 SUSTAINABILITY LEED Silver
 CONTRACTOR Adolfson & Peterson
 Construction

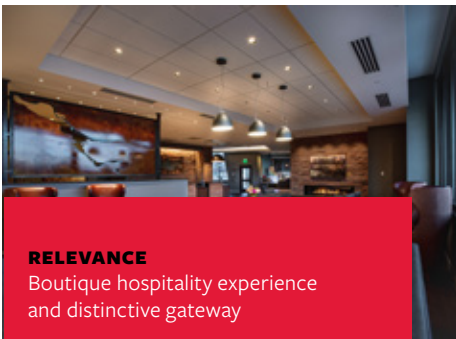
VILLAGE CENTER STATION III (COBANK HQ)

Village Center Station is a mixed-use, transit-oriented development that artfully integrates retail and office spaces. Designed to maximize site impact and attract nearby residents, the development includes three office buildings totaling over 800,000 square feet and 100,000 square feet of retail, creating a vibrant daytime atmosphere. A three-acre plaza, featuring shops, restaurants, outdoor seating, and landscaping along an 800-foot boulevard, enhances the city’s pedestrian-friendly strategy.

The first phase, vcs I, offers 225,000 square feet of office space, 50,000 square feet of retail, and a seven-story parking structure with 788 spaces. Office and retail areas are strategically positioned around and above the parking structure, optimizing land use near the light rail stop.

CoBank Headquarters (vcs III), an 11-story, 275,000-square-foot office building, was built specifically for CoBank. The tower’s geometric design optimizes views and solar orientation, and a 905-car garage is integrated into the building’s form. The two-story lobby creates a welcoming and impressive entrance.

The final phase, vcs II, completed in 2018, is an 11-story, 306,000-square-foot office tower with a detached 7-story parking garage containing 1,221 spaces. The garage also includes retail and office space on the plaza side. This phase connects with vcs I and CoBank Headquarters, completing the development’s vision with an expansive pedestrian plaza.



RELEVANCE

Boutique hospitality experience and distinctive gateway



Hotel Maverick

Grand Junction, Colorado

AT A GLANCE

- SIZE 48,421 GSF
- COST \$ 14.3 M
- DELIVERY CM/GC
- DESIGN May 2018
- COMPLETE February 2020
- SITE AREA 2.38 acres
- CONTRACTOR Shaw Construction

SERVICES PROVIDED

Architecture, Interior Design, Landscape Architecture, Lighting Design, Signage

REFERENCE

Dave Dewiler, CCM, LEED AP
Acting Dir. of Facilities
Colorado Mesa University
970-261-6360
detwiler@coloradomesa.edu

As a means of capturing an unfulfilled market niche, Colorado Mesa University’s new boutique hotel seeks to bring visitors and notoriety to their expanding campus. Overlooking a future campus green space to the north and future mixed-use campus developments to the south, the new hotel bridges the academic environment with campus life. Deliberately adopting a strikingly separate architectural aesthetic to contrast itself from other campus facilities, the hotel consists of 63 boutique hotel rooms, three of which are custom suites with expansive views of the Western Slope.

Guests are immediately welcomed by the modern western decor in the lobby with soft furnishings and a custom fireplace to warm the guests. A cozy cafe located off the lobby offering views to campus activity provides coffee, drinks, quick bites and an atmosphere indicative of the region. Amenities include a sun-drenched patio with hot tubs and outdoor grilles. The second floor provides a fitness room with expansive views of the surrounding vistas and a multipurpose classroom to host corporate meetings and educational classroom settings. The memorable feature of the hotel is the upper-level restaurant and outdoor patio. The new restaurant is touted as one of the finer restaurants in the city and the outdoor patio provides guests unobstructed views of the beautiful mountains and mesas to the east and southwest outskirts of the city.

D. Development Strategy & Implementation Plan



Proposer’s Ability to Successfully Deliver the Project

P3, and USL, has established relationships with numerous family offices and capital partners. USL-centric development has a proven track record and continues to improve, especially with recent developments in places like Colorado Springs and Rhode Island, with teams and stadiums that are larger and more costly than our current proposal. We believe in collaborating to create a unified vision, leveraging essential public financing tools to generate bond capacity for building the necessary infrastructure and stadium that will activate the site. Initially, we would seek to partner with the city or engage our own investment bank to kickstart the project.

1. Development Team Structure

P3 Advisors will serve as the master developer, leading the effort to create a shared vision with Grand Junction. P3 will collaborate with the city on entitlements, public finance agreements, and community engagement, working alongside our partners at United Soccer League (USL), Executive Hospitality Partners, Grand Peaks Properties, Public Alignment Communication, Davis Partnership Architects, and Matrix Design Group. USL will contribute its expertise to the project, including anchor tenancy in the stadium with both men’s and women’s teams, team ownership, stadium management, and programming. P3 and USL are currently involved in several projects at this stage throughout Colorado, as well as additional projects across the country.

2. Development Project Concept

The vision is to develop a vibrant, mixed-use entertainment district designed to be a dynamic place to live, work, and play. At its core, the venue will feature a USL club, including both men’s and women’s teams, each hosting approx. 20 home games annually. In addition to sports, the district will host live entertainment and community events to enrich the Grand Junction and River District areas. Ancillary development will include a mix of affordable and market rate housing options, a 150+ key hotel, and mixed-use commercial. In addition, our goal is to optimize the relationship with Las Colinas Park to enhance visitor tourism and economic impact for a greater ROI for the City of Grand Junction.

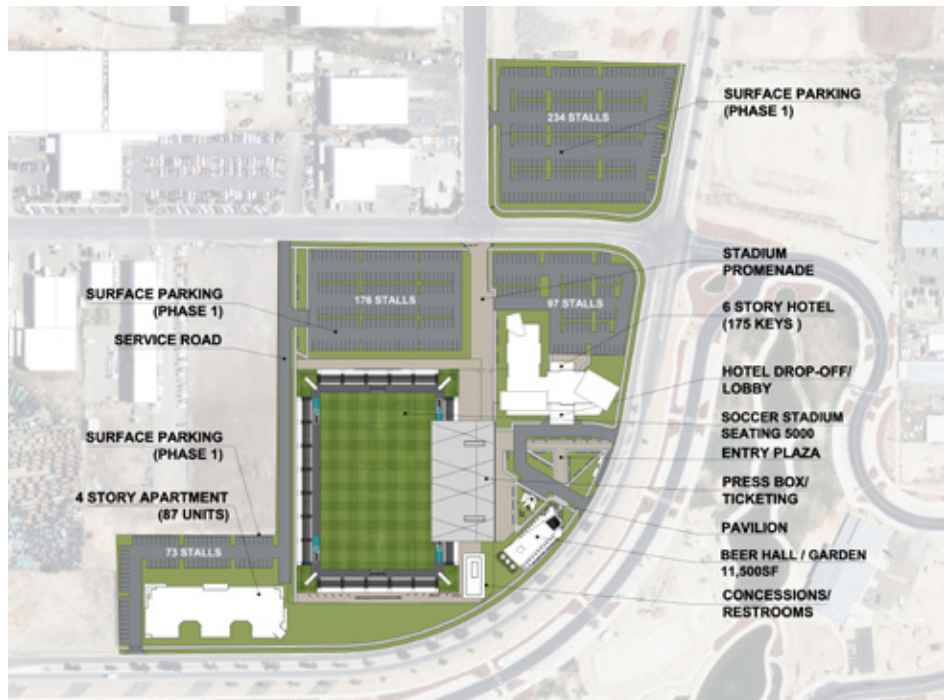
3. Architectural Concept



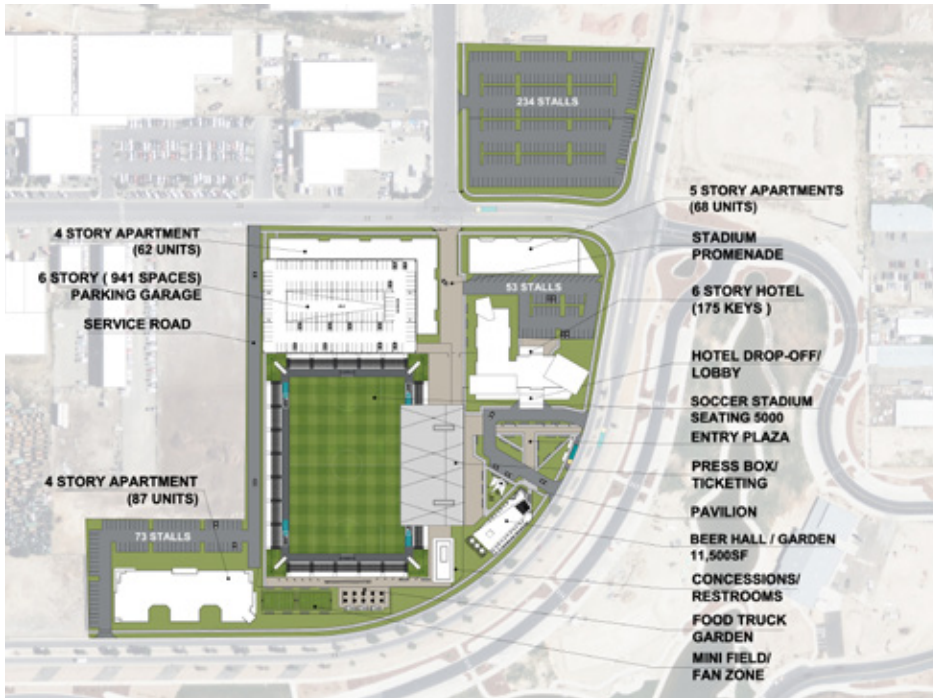
Site Plan – Existing

PHASE I

Phase I includes the 87 unit, 4 story apartment building (23% studios, 48% 1 bedroom and 29% 2 bedroom units), the 5000 seat soccer stadium with press box, suites and entry plaza, market/beer hall and the 6 story 175 key hotel. Surface parking accounts for the rest of the site area to provide parking for the various uses included in the phase I development.



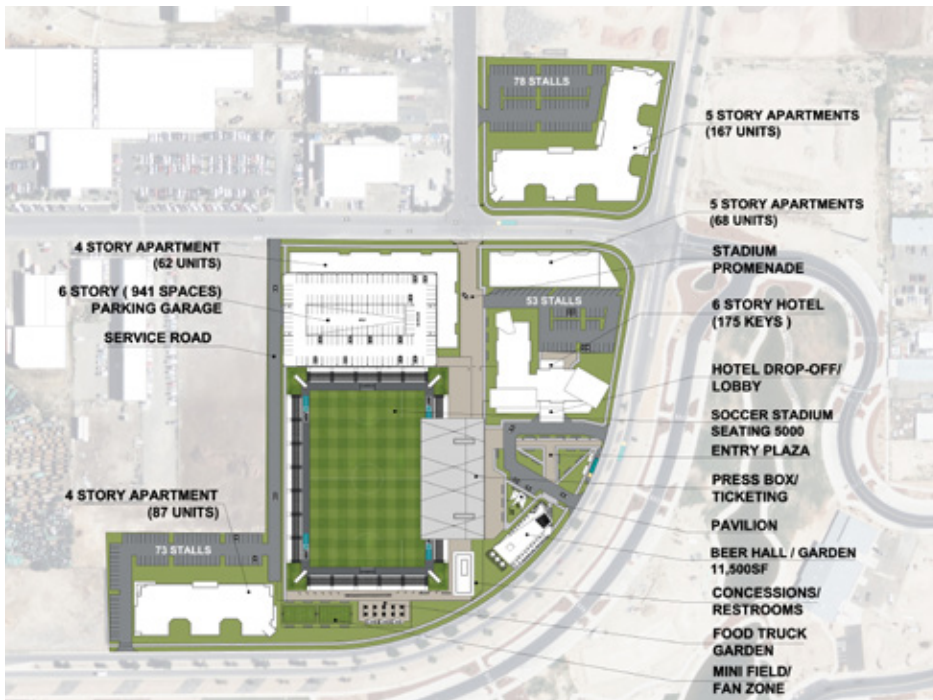
Site Plan – Phase I



PHASE II

Phase II adds another 130 for rent units and a 6 story (or more depending on need) parking garage with 941 spaces to replace the parking lost with inclusion of the new development. Additional amenities for the Soccer stadium are also included with the mini field/fan zone and food truck plaza to the south of the stadium.

Site Plan - Phase II



PHASE III

Phase III adds the large, 5 story 167 unit apartment building (15% studios, 52% 1 bedroom and 33% 2 bedroom units) to the development.

Site Plan - Phase III

CONCEPT NARRATIVE:

Our design team’s proposed redevelopment of the sawmill site includes a mix of Hospitality, Multifamily, and Commercial uses that are anchored by the 5000 seat usL Soccer stadium and broken up into three phases of development that creates a complimentary growth model for the site. The first phase includes the development of the 87 unit, 4 story apartment building, Market/Beer Hall, the 175 key Hotel and the main anchor in the usL Soccer stadium. The remaining area of the site is left to surface parking to serve the phase I developments. The second phase adds an additional 130 multifamily units and a 6 story, 941 space parking garage to supplement the lost surface parking. The third and final phase includes the large 5 story, 167 unit mixed use building along Riverside Parkway.



Perspective – Looking East



Perspective – Looking North



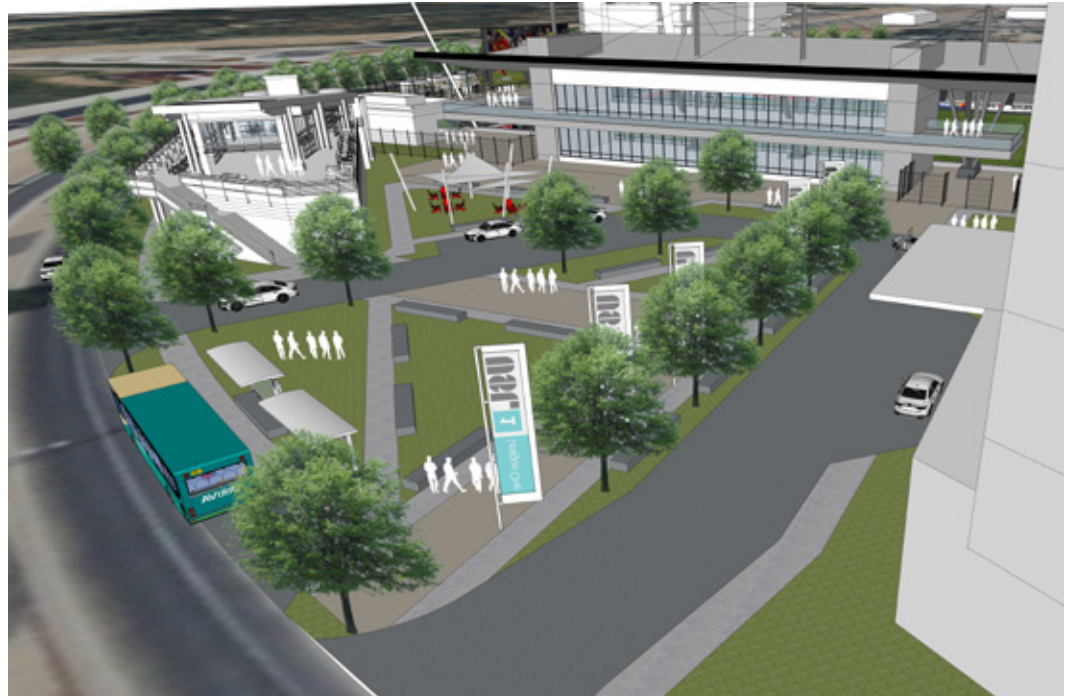
Perspective – Looking West



Perspective – Looking South

These proposed uses not only fit within the Zone guidelines of the MU-2 district, but also align with the city's One Grand Junction Comprehensive Plan in providing higher density residential and commercial developments in an area of the city that has seen significant growth over the last few years. The sites location near Las Colonias Park provides a unique connection between the residential/commercial developments and the Riverfront Trail which not only provides the residents of this development access to the trail system but also provides pedestrian/bike access to the Stadium and commercial developments from other parts of the city.

We believe the unique mix of commercial, residential and hospitality programming that we have provided in our site plans along with the inclusion of an appropriately scaled sports stadium creates a dynamic environment that compliments the effort and investment the city has put forward in this area to date.



Perspective – Park Closeup



Perspective – Looking at Stadium

4. Funding Sources

The General Partners and their team have a proven track record of securing funding for large, complex projects in collaboration with communities, utilizing their own capital, family office partners, and institutional investors. We believe that a strong public financing component will be essential in attracting private investment, enabling us to execute a shared vision with the City of Grand Junction.

5. Long-Term Management Strategies

Effective operations and management of mixed-use developments are crucial for ensuring tenant satisfaction, maintaining property value, and maximizing returns on investment. We will ensure the following operations and management standards throughout the project.

PROACTIVE MAINTENANCE AND REPAIRS:

- Implement a regular maintenance schedule to address both interior and exterior maintenance needs.
- Address maintenance requests promptly to prevent issues from escalating.
- Conduct routine inspections to identify and address potential problems before they become major repairs.

AMENITIES AND COMMON AREAS:

- Keep common areas, amenities, and shared spaces clean, well-maintained, and aesthetically pleasing.
- Monitor usage patterns to determine which amenities are most popular and allocate resources accordingly.

TENANT COMMUNICATION:

- Maintain open and transparent communication with tenants through various channels, such as emails, newsletters, and resident meetings.
- Provide clear guidelines for submitting maintenance requests and handling common issues.

SECURITY MEASURES:

- Implement security measures such as surveillance cameras, access control systems, and well-lit common areas to enhance safety.
- Have a protocol in place for handling security incidents and emergencies.

LEASE MANAGEMENT:

- Streamline lease administration, renewals, and rent collection processes using property management software.
- Clearly define lease terms, policies, and procedures to avoid misunderstandings.

BUDGETING AND FINANCIAL MANAGEMENT:

- Create a detailed budget that covers all operating expenses, including maintenance, utilities, insurance, and property management fees.
- Monitor financial performance regularly, and adjust budgets as needed.

VENDOR MANAGEMENT:

- Establish relationships with reputable vendors and contractors for maintenance, repairs, and other services.
- Negotiate contracts carefully to ensure cost-effectiveness and quality.

HOST EVENTS AND OPEN HOUSES:

- Organize events to showcase the property.
- Offer incentives or discounts for attendees who sign leases or make purchases.

COLLABORATE WITH LOCAL BUSINESSES:

- Partner with local businesses to offer discounts, services or amenities to tenants or buyers.
- Cross-promote each other to create a sense of community.

MONITOR AND ADJUST:

- Regularly track the performance of marketing efforts through analytics tools.
- Adjust strategies based on data insights and feedback from prospects and tenants.

PROVIDE EXCELLENT CUSTOMER SERVICE:

- Ensure staff is well-trained in customer service and responsive to inquiries.
- Maintain a positive online reputation by addressing reviews and feedback promptly and professionally

6. Economic Benefits

The economic impact of this project will be significant, encompassing sales taxes, ticket taxes, job creation, hotel taxes, and URA/DDA increments to support infrastructure and venue costs. In addition, the development will drive macro benefits such as increased housing demand, hotel room nights, and additional sales tax revenue throughout the business district, particularly on game and event nights. Beyond attracting local attendees, the venue will draw out-of-town visitors and day-trippers to Grand Junction.

The usL's multiple TV and media contracts will broadcast games locally and nationally, showcasing Grand Junction as a vibrant community, which will not only generate more visitors but also attract businesses and residents to the City. The presence of a multipurpose live entertainment venue enhances the City's ability to attract and retain talent.

The economic impact of a new usL club typically ranges from \$50 million to \$200 million annually, depending on the market and project specifics. These clubs also create hundreds of jobs, including positions for players and staff. Additionally, stadiums increase revenue for all stakeholders—City, County, State, and others—especially when hosting a full calendar of events, such as 150 annually

7. Financial risks and anticipated roadblocks

Given the multiple funding sources required for site development, the stadium/multipurpose venue, housing, and placemaking that connects the sawmill development with the river, third-party feasibility studies will be necessary. Additionally, all available financing tools will need to be considered as part of the public-private partnership.

P3 Advisors and the City of Grand Junction will collaborate on development modeling to assess whether any financial gaps exist within any components of the project. To ensure the project's financial feasibility, the City (or potentially the County or State) may need to provide incentives, such as Tax Increment Financing (TIF) bonds for public/private infrastructure, tax stabilization agreements, or discounted land values. Beyond equity capital, there are several ways to address any financial shortfalls that arise from high project expenses or insufficient revenues. These include reducing hard costs, lowering soft costs, offering the land at a reduced rate or at no cost, increasing the net operating income to positively impact the capitalization rate, or lowering overall financing costs through creative strategies. While this is not an exhaustive list, we are confident that, with the expertise and experience of our capital and development partners, we can effectively close any funding gaps and achieve the best outcomes for all parties involved.

We are presenting this proposal because we believe it is the right project for the community. We are committed to collaborating with all stakeholders and jurisdictional parties to successfully bring this vision to life

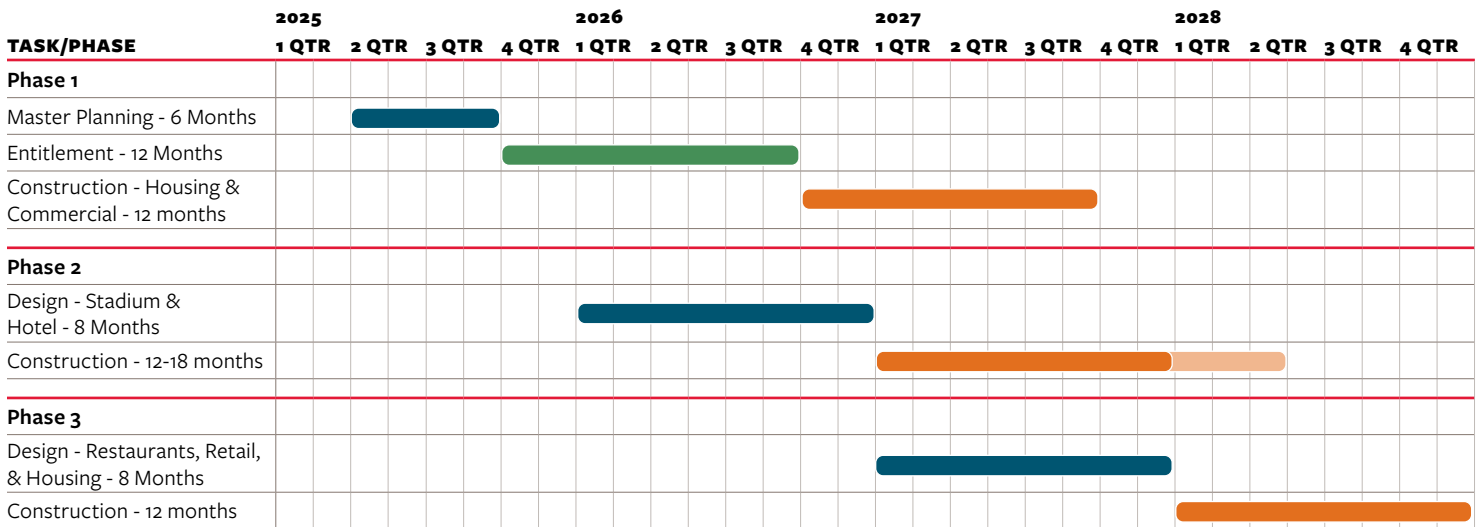
8. Partnership Expectationss

We aim to build a trusted partnership with the City and all stakeholders, working collaboratively to create a shared vision backed by data and the strengths of both the private and public sectors. We are committed to fostering resiliency within the City’s existing community investments. Our ultimate goal is to generate a strong return on investment for the partnership, both financially and otherwise.

9. Project Timeline

A schedule outlining the timeline for the completion of a future project is below.

Project Schedule



E. References

References for Related Projects

A.J. Krieger, ICMA-CM

Town Manager, Town of Firestone
D 303.531.6255 | F 303.833.4863
9950 Park Avenue, Firestone, CO 80504

Project: Firestone Central Park
Town of Firestone
9950 Park Avenue, Firestone, CO 80504

Project Dates: July 2022-Present
Project Description: P3 with mixed-use real estate development with youth sports/tourism park.

Original Project Budget: \$75M
Final Project Cost: TBD
Explanation of Difference: TBD

Frank Gray

CEO, Castle Rock Economic Development Committee
303.688.7488
Frank@CastleRockEDC.com

Project: 65 acre mixed-use development Miller's Landing adjacent to Philip S. Miller park, a 270 acre regional park.
Town of Castle Rock
Client Address: Plum Creek Blvd. & I25, Castle Rock, Colorado
Project Dates: Active

Project Description: Public-private partnership with the Town of Castle Rock.
Original Project Budget: \$300-350M
Final Project Cost: TBD
Explanation of Difference: TBD

Brett Johnson

Founder, Fortuitous Partners
brett@fortuitouspartners.com

Project: Tidewater Landing
City of Pawtucket, RI
Project Dates: 2020 – April 2025 (anticipated stadium opening), mixed-use ongoing

Project Description: Public-private partnership on stadium-anchored mixed-use development
Original Project Budget: \$335M
Final Project Cost: \$375M
Explanation of Difference: COVID and Inflation



F. Financial Statements

Not included with this proposal

G. Legal Proceedings/Lawsuits

Team Leader P3 Advisors does not have any current or past 5 year legal proceedings.

H. Additional Data

Approach to Rental Project Financing

As the need for Affordable Housing is growing so rapidly, Grand Peaks Housing Solutions’ sole mission is to ease renter’s burdens by creating quality communities where all people can live, regardless of their financial situation. GPHS’ senior members have and continue to employ multiple strategies to ensure these communities are successfully built. Our model for affordable rental housing utilized housing choice and project-based voucher programs, LIHTC 4% and 9% tax credit programs, as well as other local, state and federal grants or energy efficiency programs. Our intention for the Sawmill site is to build a mixed-income community in close consultation with the City of Grand Junction and Mesa County, aiming to serve populations in income categories from 30% AMI and upwards. While we acknowledge that serving lower AMI ranges may require a portion of market rate units to subsidize this path, every effort will be made to capitalize on our wide range of debt and equity sources, as well as the programs noted above, to maintain an average income across the project of 120% AMI.

Additionally, we intend to work with the resident user franchise and other large local employers to consider Master Leases to portions of the project to provide housing for the team players, coaches, and employees of the Samill site.

Upon being selected to provide Development Services with Mesa County, Grand Peaks will enter into a Development Agreement with the City and/or Grand Junction Housing Authority, which we anticipate will be updated and modified as necessary by all parties according to the needs of Grand Junction.

On homes serving residents below 80% AMI, development fees will follow the guidelines established in the CHFA QAP for LIHTC communities. For properties targeting 80% AMI and higher, fees will be based on market terms and agreed upon with the City and/or County. Developer fees can often be deferred and funded through cash flow. In this case, the deferred fees would be in a first priority position on cash flow, if required by equity investors.

Source and use ratios for two possible scenarios are listed below:

FINANCING TYPE:		SOURCES & USES			
NO TAX CREDITS		Perm Loan	48%		
		Impact Equity	8%		
		Local Equity	8%		
		GAP	36%		
WORKFORCE 80% AMI		Total Sources	100%		
					SUMMARY
		AMI		Unit Mix	
	Direct GMP	73%	80%	100.0%	Studio 8%
	Direct Owner	5%			1 Br/1 Ba 40%
	Indirect	12%			2 Br/2 Ba 39%
	Developer Fees	11%			3 Br/2 Ba 13%
	Total Uses	100%			

FINANCING TYPE:		SOURCES & USES			
4% LIHTC		Perm Loan	31%		
		4% LIHTC	34%		
		GAP	35%		
NON-COMPETITIVE		Total Sources	100%		
					SUMMARY
		AMI		Unit Mix	
	Direct GMP	71%	40%	9.2%	Studio 8%
	Direct Owner	4%	50%	19.5%	1 Br/1 Ba 40%
	Indirect	14%	60%	33.3%	2 Br/2 Ba 39%
	Developer Fees	11%	70%	37.9%	3 Br/2 Ba 13%
	Total Uses	100%			

To address funding gaps under these scenarios, we would rely on City and County support as well as a variety of sources we’ve successfully utilized in the past, including Tax Increment Financing, Housing Authority partnerships, Colorado Division of Housing, CDFI funders (e.g., Impact Development Fund), Colorado Health Foundation, Collective Clean Energy Fund, usDA/Rural, Solar Credits, 45L Credits, HOME, CDBG, and Proposition 123.



United Soccer League

Grand Junction City Hall
250 North 5th Street
Grand Junction, CO 81501

RE: United Soccer League in Grand Junction

Dear City of Grand Junction,

I am writing to you today to express our excitement in bringing United Soccer League (USL) soccer to the City of Grand Junction and the surrounding region through the establishment of a community-driven club with a professional men's and pre-professional women's team, competing in USL's League One and W League respectively. USL has received a resoundingly positive response since coming to the Colorado region, and new teams on both the men's and women's side will provide additional opportunities for Grand Junction and the Mesa County community to support a local club. We are very excited about the opportunity to bring USL soccer to Grand Junction and committed to building a new stadium-anchored, mixed-use development in your city, which would serve as the home to the USL club. As an organization, we would like to play a role in making this dream a reality for you and your community.

Soccer is the fastest growing sport in the United States and the USL is the largest professional soccer organization in North America with almost 50 professional clubs nationwide. As a league that prides itself on a community-first approach, we know that professional soccer can be a catalyst for such projects. With a wonderful and diverse community, a growing millennial & Gen Z population, as well as a strong appetite for youth and professional soccer, we feel that a professional soccer club in your community is a perfect fit. As a reflection of our optimism and commitment, I am pleased to inform you that our USL Expansion Committee has approved expansion into the market, pending approval of a stadium-anchored development project, stadium construction and final stadium lease terms to join the USL League One and W League community.

Our broadcast partnership with CBS & ESPN will put the new stadium and the development on the national stage as well as be an additional marketing tool for the city. Through two USL teams, the stadium would immediately have upwards of 30-plus dates locked in, driving foot traffic to nearby bars, restaurants, hotels, and other local establishments.

Lastly, a multi-use stadium, like the one being proposed, would position the City of Grand Junction for not only a soccer club with two USL teams, but also a multitude of other opportunities: attracting other events to the area such as international soccer exhibitions, other major sporting events, festivals, concerts, and community gatherings. As we have seen in several markets across the country, economic stadium developments drive traffic, increase awareness, and boost economic activity. The USL is eager to work and partner with the City of Grand Junction to bring this initiative to fruition. Simply put, we believe in Grand Junction, Mesa County, and its surrounding communities.

Please do not hesitate to contact me if you have any questions or to discuss this opportunity further.

Best,

A handwritten signature in black ink, appearing to read "JP", with a stylized flourish at the end.

Justin Papadakis
Deputy Chief Executive Officer and Chief Real Estate Officer,
United Soccer League



Train Denver Development



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