



BALD MOUNTAIN LLC AND ALCION VENTURES  
RESPONSE TO ADAMS STREET RFP





BOYS & GIRLS CLUBS  
of ST. HELENA AND CALISTOGA



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# 1. RESPONDENT DESCRIPTION

Bald Mountain LLC and Alcion Ventures LP are pleased to provide the following background on their firms and how they propose to structure, capitalize, and execute the acquisition and development of a luxury resort on the Adams Street parcel owned by the City of St. Helena.

Bald Mountain and Alcion are long time partners in the resort development business. Bald Mountain and Alcion are developing a Four Seasons resort, winery, and residences in Calistoga, across from Solage. See [www.napaluxuryliving.com](http://www.napaluxuryliving.com) for details of that resort project. The business relationships among the principals of Bald Mountain and Alcion dates back to the 1990s when the founders of Alcion were principals at AEW, one of the premier real estate private equity investment advisers, based in Boston. Partners Martin Zieff and Mark Potter founded Alcion Ventures in 2005. In 2008, Eugene DeFavero joined as Partner. Kristopher Galletta, who joined the firm in 2005, was promoted to Partner in 2013. Alcion currently manages approximately \$1 billion of equity committed to three opportunistic real estate investment funds. Alcion's funds are managed on behalf of a diversified investor base, including major pension funds, endowments and foundations, family offices, funds of funds, and high net worth individuals. Alcion invests in and develops a wide range of real estate asset classes, with particular expertise and depth in the luxury resort and residential sector. Alcion developed the new flagship Four Seasons Hotel in Toronto, which opened in 2014, and is currently developing the Four Seasons Private Residences in Los Angeles, California.

Bald Mountain LLC is a boutique resort development firm headquartered in Aspen, Colorado. Principals David Parker and Kelly Foster and the Bald Mountain team manage a select number of high-end resort projects. Bald Mountain developed the Hyatt Grand Aspen in downtown Aspen, the Rosewood San Miguel de Allende in central Mexico, and led the successful turnaround of Chileno Bay, a 1,200 acre golf and ocean club community in Los Cabos, Mexico. Bald Mountain and Alcion have two active projects presently: the Four Seasons project in Calistoga, and the One Aspen project in downtown Aspen, which consists of fourteen luxury townhomes at the base of Aspen Mountain, as well as on-site and off-site affordable housing units.

Bald Mountain principal Kelly Foster has resided in St. Helena since 2012 with his wife Dulcy Freeman and their two young children. Mr. Foster is active in the community, and is an active member of the Board of Directors of the Boys & Girls Club of St. Helena & Calistoga. Mr. Foster was name co-Citizen of the Year in Calistoga in 2012, alongside accomplished winemaker Thomas Rivers Brown, who leads winery and vineyard operations at the Four Seasons project in Calistoga.

The partners' Four Seasons project in Calistoga is managed by Mr. Victor Cortes, an industry veteran who built and opened the Rosewood San Miguel, oversaw the initial years of Chileno Bay turnaround, and has been leading the Four Seasons project in Calistoga since 2013. Mr. Cortes and his architect wife Jennifer reside in St Helena with their son. They are active in the St. Helena community, particularly in youth sports.

Bald Mountain was founded in 2000 by David Parker. Mr. Parker was a Vice President at Hines, the largest privately held development company in the world. Hines is an international development firm headquartered in Houston, with six regional offices (Atlanta, Aspen, Chicago, Houston, New York, San Francisco) as well as offices in 11 foreign countries. In addition to large commercial projects, Mr. Parker's responsibilities involved Hines resort projects and included acquisitions, entitlements, planning, development, construction, marketing, and operations.

If selected to acquire and develop the City's Adams Street property, Alcion and Bald Mountain will form a joint venture, as they have on all previous resort projects, dedicated to the successful development of a luxury resort on Adams Street. All equity will be contributed by Alcion and Bald Mountain, with Alcion being the majority investor. Structural and financial details may be provided under NDA to City Council should Alcion and Bald Mountain be selected to acquire and develop Adams Street. We are confident in our demonstrated ability to fully capitalize, design, build, and operate a world class luxury resort on Adams Street, and that City staff and City Council will quickly become confident as well, following review under NDA of Alcion and Bald Mountain financials.

Bald Mountain and Alcion are committed to the communities of upper Napa Valley, and in particular to the causes which serve many of the families residing and working in the valley, most notably the Boys & Girls Club of St. Helena and Calistoga, and the UpValley Family Center.

Bald Mountain LLC is unique among resort development firms with respect to affordable housing. Bald Mountain principals have developed 214 affordable housing units through the course of their projects. An overview of Bald Mountain's affordable housing track record, including a few examples of the affordable housing communities designed and built by Bald Mountain are listed in Appendix B. Bald Mountain and Our Town St. Helena are keenly interested in expanding the affordable housing inventory in St. Helena in partnership with the City of St. Helena. Together we believe the hotel tax revenue generated by our execution of a luxury resort on Adams Street will enable decades of meaningful affordable housing projects in small infill opportunities throughout St. Helena.

There are no conflicts with any Bald Mountain or Alcion partners or employees which would preclude the team's ability to execute timely a world class resort development on Adams Street.

## 2. PROJECT DESCRIPTION AND BENEFITS

In light of the current economic and fiscal reality of the City of St. Helena, Bald Mountain Development LLC (“BMD”), is excited to put forth this proposal for the development of the entirety of the Adams Street parcel as a mixed-use luxury resort, which would enable the City to initiate a path to optimal fiscal health.

BMD is an established Napa Valley organization that has spent the last several years meeting with business leaders, stakeholders and citizens. As a result, BMD has developed a strong understanding of the needs of the community, the character defining elements of local design and the status of the City of St. Helena’s finances. In response, BMD is proposing a project which will benefit the community and significantly improve the long term financial sustainability of the City. The project consists of a mixed-use luxury resort hotel which would serve as a “Financial Engine” for the City, providing the single largest amount of transient occupancy taxes, property taxes, sales taxes, and impact fees. In addition, it would provide a significant increase in related recurring revenues to the City’s general fund, the affordable housing fund and the water & wastewater enterprises.

The lifetime value proposed by this project will enable the City to fund many capital improvement projects, including \$16M in projects identified by city staff in their report to the Ad-Hoc Revenue Task-Force on August 4, 2016 over the next five years. The project would also allow the City to fund affordable housing projects, including those identified as priorities by Our Town St. Helena and including the shovel-ready “Turley Flats” project on Pope Street. The project will also support all City departments, which have been underfunded for several years. Lastly, the project will provide a funding source allowing the City to rebuild city hall, city parks and aging infrastructure.

With over three million visitors to St. Helena each year and with only approximately 280 rooms in the city limits, this proposed project will fulfill a largely underserved demand. At the same time, this project will pay homage to the City’s standing as an international tourist destination surrounded by a historical rural agricultural preserve. A place where many of the best wines in the world are handcrafted in the vineyards and surrounding wineries, where olives, prunes, apples, figs, walnuts were grown, pressed and bottled or packaged by families from all over the world including Italy, Germany, Spain, Croatia, China and Russia. And where, for over a century travelers seeking respite from the urban life of the San Francisco Bay Area and beyond, have found a place that is so much more than a tourist destination – a true thriving community full of life, vibrancy and spirit so many interesting, accomplished, industrious and cultured people call home.

## Adams Street Resort Development Opportunity City of St. Helena Benefits Summary

Period	Total City Benefit	Land Proceeds	Impact Fees & Bldg Permits	(1) TOT to City 12.0%	(2) RE Tax to City 0.05%	(3) Sales Tax to City 0.88%
Pre-Opening	\$24,059,826	\$16,000,000	\$8,029,600		\$30,226	
2021	\$2,193,019			\$2,000,778	\$68,952	\$123,289
2022	\$2,763,819			\$2,553,242	\$69,642	\$140,935
2023	\$3,409,673			\$3,182,131	\$70,338	\$157,203
2024	\$3,807,434			\$3,568,938	\$71,042	\$167,454
2025	\$3,977,584			\$3,732,403	\$71,752	\$173,429
2026	\$4,105,037			\$3,853,709	\$72,470	\$178,858
2027	\$4,226,553			\$3,969,321	\$73,194	\$184,038
2028	\$4,351,698			\$4,088,400	\$73,926	\$189,372
2029	\$4,395,215			\$4,129,284	\$74,665	\$191,265
2030	\$4,439,167			\$4,170,577	\$75,412	\$193,178
2031	\$4,483,559			\$4,212,283	\$76,166	\$195,110
2032	\$4,528,394			\$4,254,406	\$76,928	\$197,061
2033	\$4,573,678			\$4,296,950	\$77,697	\$199,031
2034	\$4,619,415			\$4,339,919	\$78,474	\$201,022
2035	\$4,665,609			\$4,383,318	\$79,259	\$203,032
2036	\$4,712,265			\$4,427,152	\$80,052	\$205,062
2037	\$4,759,388			\$4,471,423	\$80,852	\$207,113
2038	\$4,806,982			\$4,516,137	\$81,661	\$209,184
2039	\$4,855,052			\$4,561,299	\$82,477	\$211,276
2040	\$4,903,602			\$4,606,912	\$83,302	\$213,389
<b>Totals</b>	<b>\$108,636,971</b>	<b>\$16,000,000</b>	<b>\$8,029,600</b>	<b>\$79,318,584</b>	<b>\$1,548,488</b>	<b>\$3,740,300</b>

Annual average	\$4,526,540.47			\$3,965,929	\$75,913	\$187,015
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### Notes

(1) Transient occupancy tax paid to City; 12% of gross hotel rooms revenue.

(2) Real estate taxes paid to City; includes the following St. Helena specific levies:

SH Fire Station 1996 Bond	0.002%	
SHUSD 1997 Series 2015 RF 05A BD	0.024%	
SHUSD Election 2012 Bond	0.020%	
<b>Total SH tax rate</b>	<b>0.046%</b>	<-- applied to assessed value

(3) City gets 11% of 8% overall sales tax. Excludes proposed 0.005% increase on November ballot.

### 3. DEVELOPMENT SUMMARY

The project has been thoughtfully designed as a mixed-use resort. The scope, scale and aesthetics of the project were carefully crafted to ensure a seamless integration into the community and to minimize that any potential infrastructure or environmental impacts.

In addition to guest rooms and for-sale condominiums the project proposes the following amenities:

- A small restaurant/bar with patio seating
- A tasting room envisioned to accommodate Appellation St. Helena member wineries on a rotating basis.
- A spa/wellness center which will be open to the public for membership.
- Relocate and repurpose the historic Signorelli Barn for use as an event center.
- Extensive water efficient landscaping including a formal 'Green' at the corner of Library Lane and Adams Street.

This mixed-use resort will be operated by a five-star luxury flag, and will include eighty-five guest rooms and twenty for-sale condominium residences. The resort will house a boutique wine tasting room – one that could be made available to the City of St. Helena for special events at a minimal cost (which could be comprised of Appellation St. Helena member wineries on a rotating basis). It will also include a proposed adaptive re-purpose and relocated reuse of the city-owned and dilapidated Signorelli Barn as a banquet and event space, a small on-site restaurant, bar and pool; and a full-service spa, fitness and wellness center that will be open to the local citizens of St. Helena for membership.

The Adams Street Hotel will house an important segment of the visiting population just two blocks from Main Street but with a relatively light footprint – well within walking distance to more than 20 restaurants and 50 retail stores in the Central Business District of downtown St. Helena. The project will not require additional roads or streets, and will not add additional surface parking. It will also have the maximum dollar of tax revenue generated (per-gallon-of-water consumed by guests) of any hospitality use in the entire city due to the target average daily rate of the hotel.

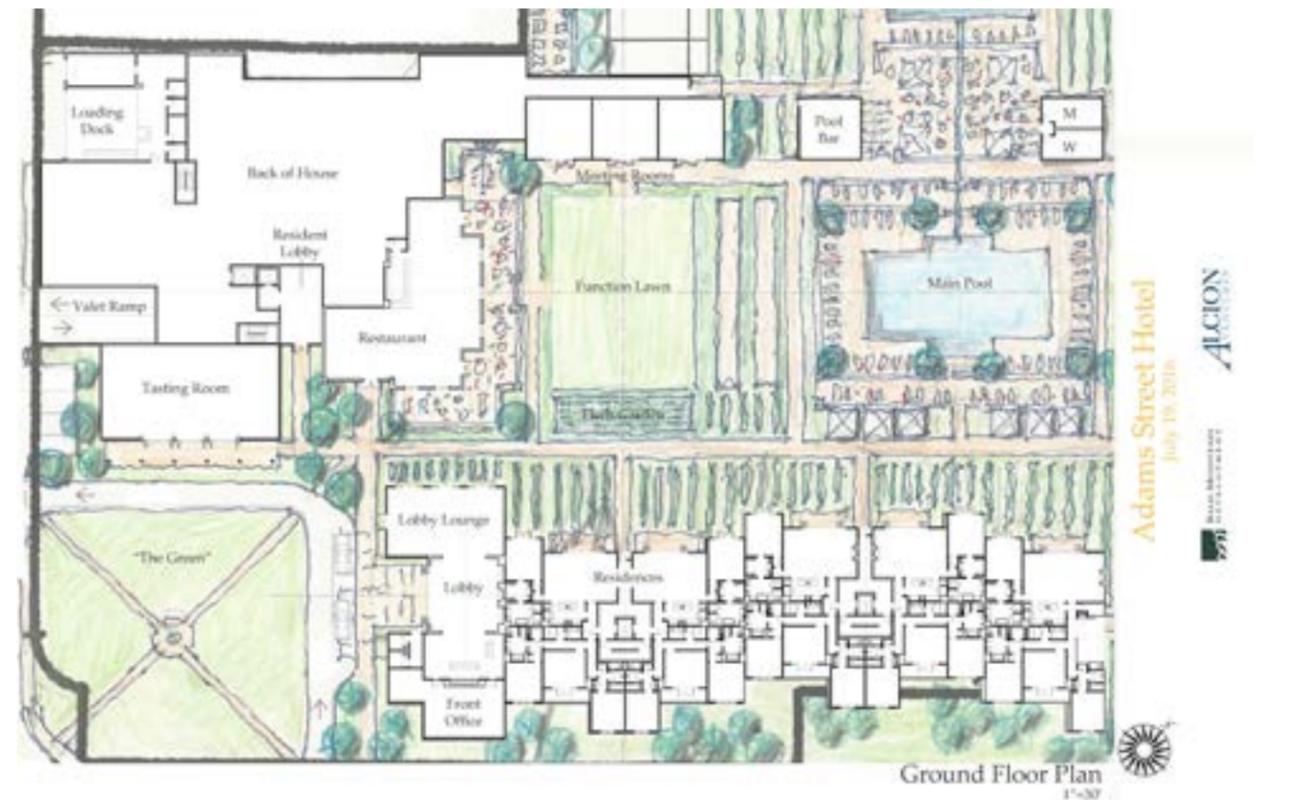
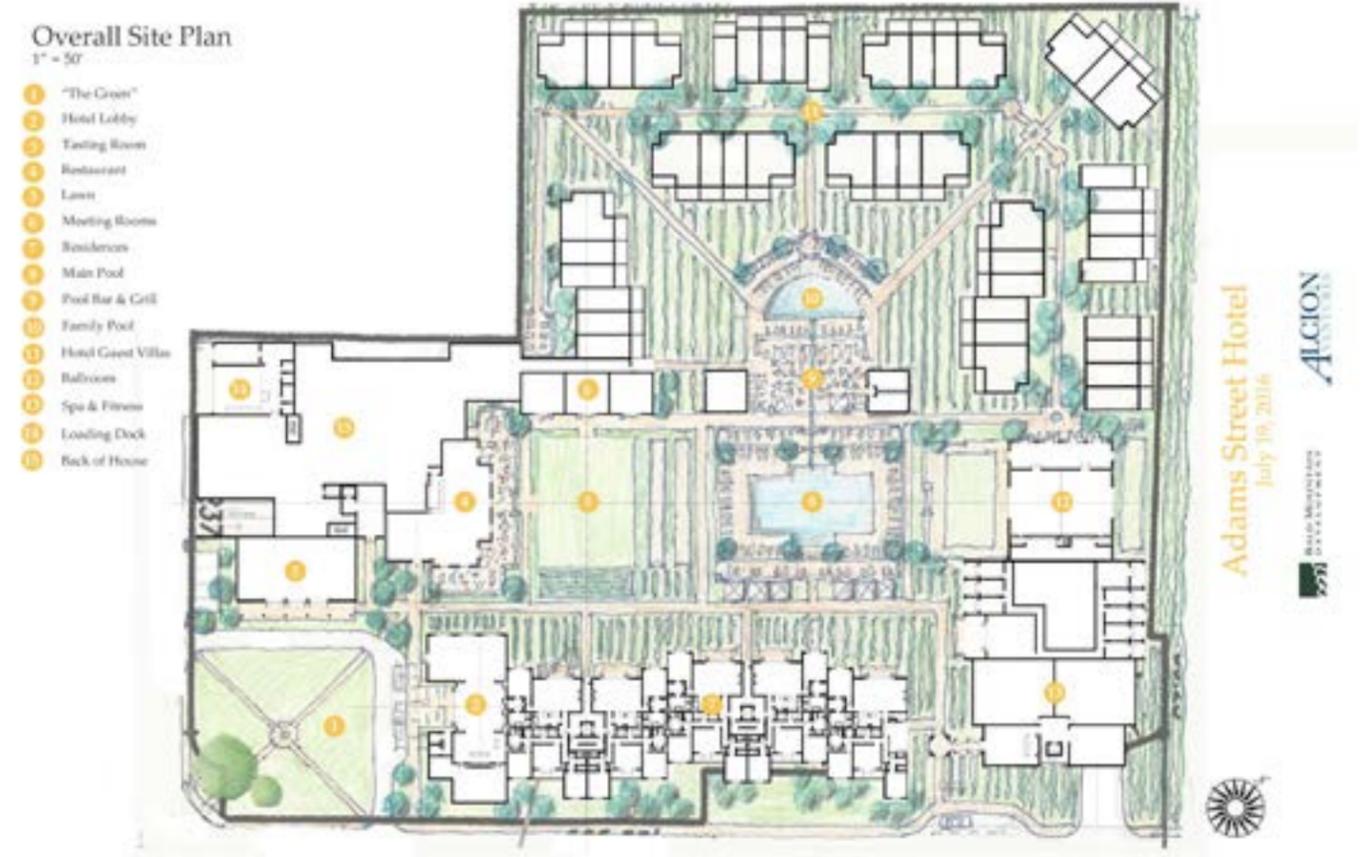
Beyond the fiscal benefits of The Adams Street Hotel, the project will also weave together the visitor and local population within the City limits without adding traffic and related impacts to any of St. Helena's private and quiet residential neighborhoods (on both the East and West sides of Highway 29). It will also pave the way to saving the beloved St. Helena Public Library and Barney's Backyard historic vineyard and the views of Mount St. Helena to the north from the library's main reading room.

Guests will park in the Hotel's underground parking garage and be able to leave their car there for the duration of their visit. They can walk, cycle or use resort-provided, alternative low-emissions vehicles to visit more than 15 of St. Helena's oldest and most historic wineries, as well as relatively new wineries including, Anomaly, Beringer, Charles Krug, Chase Family Cellars, Clif Family, Crocker & Starr, David Fulton, J. Davies, Long Meadow Ranch, Louis Martini, Merryvale, Prager, Salvestrin, Spottswoode, and Sutter Home, among others.

Further, this project would be designed to the latest LEED Silver or potentially Gold standards, incorporating sustainable practices such as, but not limited to: energy star appliances, ultra-low flow faucets and fixtures, green building materials, photovoltaic energy sources, limiting surface asphalt and concrete, and by encouraging the use of alternative means of transportation to and from the hotel as well as on the resort campus.

## 4. SITE PLAN AND ARCHITECTURAL DESIGN

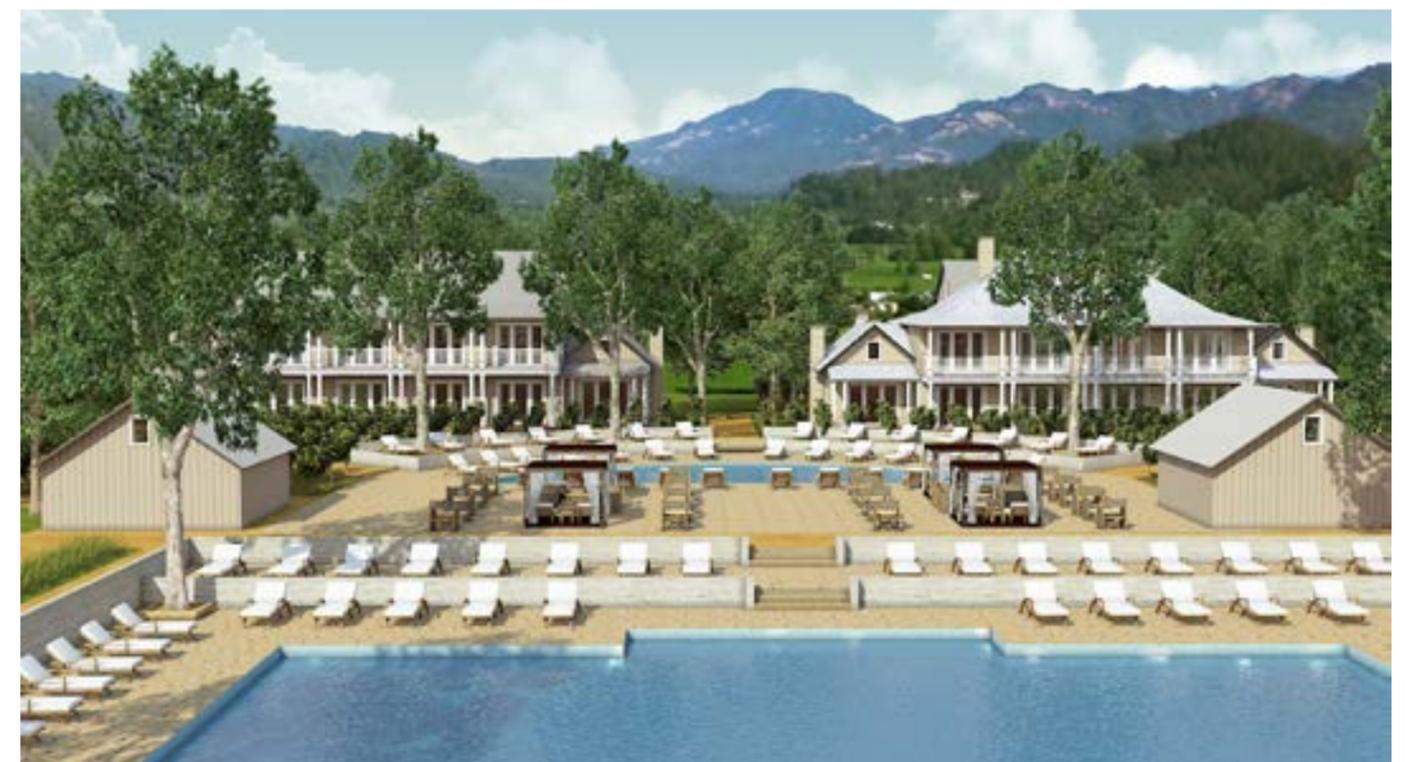
The proposed project would consist of a cluster of approximately twenty-five buildings combined into a campus, fitting within the character of adjacent and complimentary uses. Similar to the Napa Valley Vintners Building, located on nearby street Library Lane, the guest room buildings would have a farm-style barn architecture. This timeless style resembles many of the new homes in St. Helena, which blend beautifully with the historic vernacular of barns and farm houses throughout the Napa Valley (particularly a number of those found on nearby Fulton Lane, Pratt Ave and Madrona Ave). These cottages would look and feel similar in height and weight to single family detached homes - with board and batten siding, a mixture of standing seam, corrugated and composition shingle roofs and building finishes and materials.





A key highlight of the design, are the proposed low profile rooflines of the guest rooms. The current view from the north (sans project) is of tall office buildings along Adams Street. The guest rooms at the north and east of the project will be an improvement of this view, and will concurrently be partially obstructed by the neighboring vineyards, landscaping and screening proposed by the resort to improve the visual impacts to the neighbors.

The more impactful and public facing portions of the project will be located at the nexus of Adams Street and Library Lane. Visitors will be welcomed by a stunning front-entrance courtyard, which naturally transitions from pedestrian-friendly Adams Street. Vehicle traffic will seamlessly enter and exit through two subsurface parking garages at the intersection of this space, while maintaining the pedestrian walkways.





This courtyard and the surrounding buildings will do homage to what has been adjacent to the site for generations, maintaining the historical and cultural ambiance best exemplified by the old Jackse Barn remodel of the Napa Valley Vintners, the St. Helena Public Library and the Robert Louis Stevenson Silverado Museum. The more utilitarian Spa and back-of-house buildings bear resemblance to the commercial building found at 899 Adams.

The proposed resort-hotel will feature buildings complimenting all of these important structures and will breathe new life into a property, which for many years has been relatively neglected since the decision was made to no longer replant the missing vines of the head-trained Old Vine Zinfandel field.

To honor and commemorate the field of vines that has been on the site, BMD proposes to dedicate a portion of the Hotel's lobby and/or Tasting Room to a visual history of the field, of the families that have farmed the area (including the Fulton, Del Porto and Cooke families) and to offer historical exhibits that document the tradition of farming that has existed on the site. Further, wines made from the cuttings of this vineyard – which have been taken and replanted in more ideal growing environments all over the Napa Valley and California by renowned vintner Larry Turley – will be offered for tastings and for sale on the resort property.

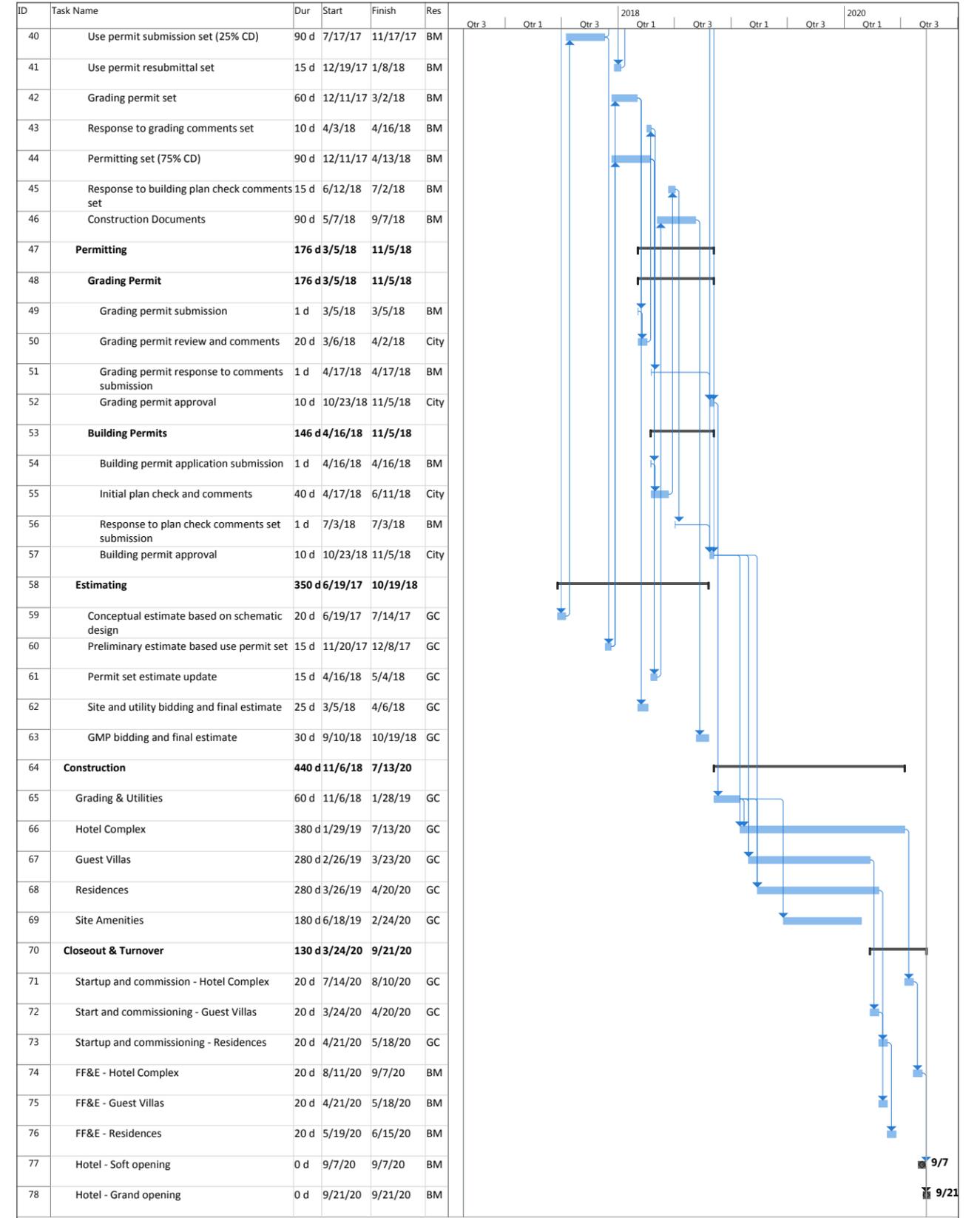
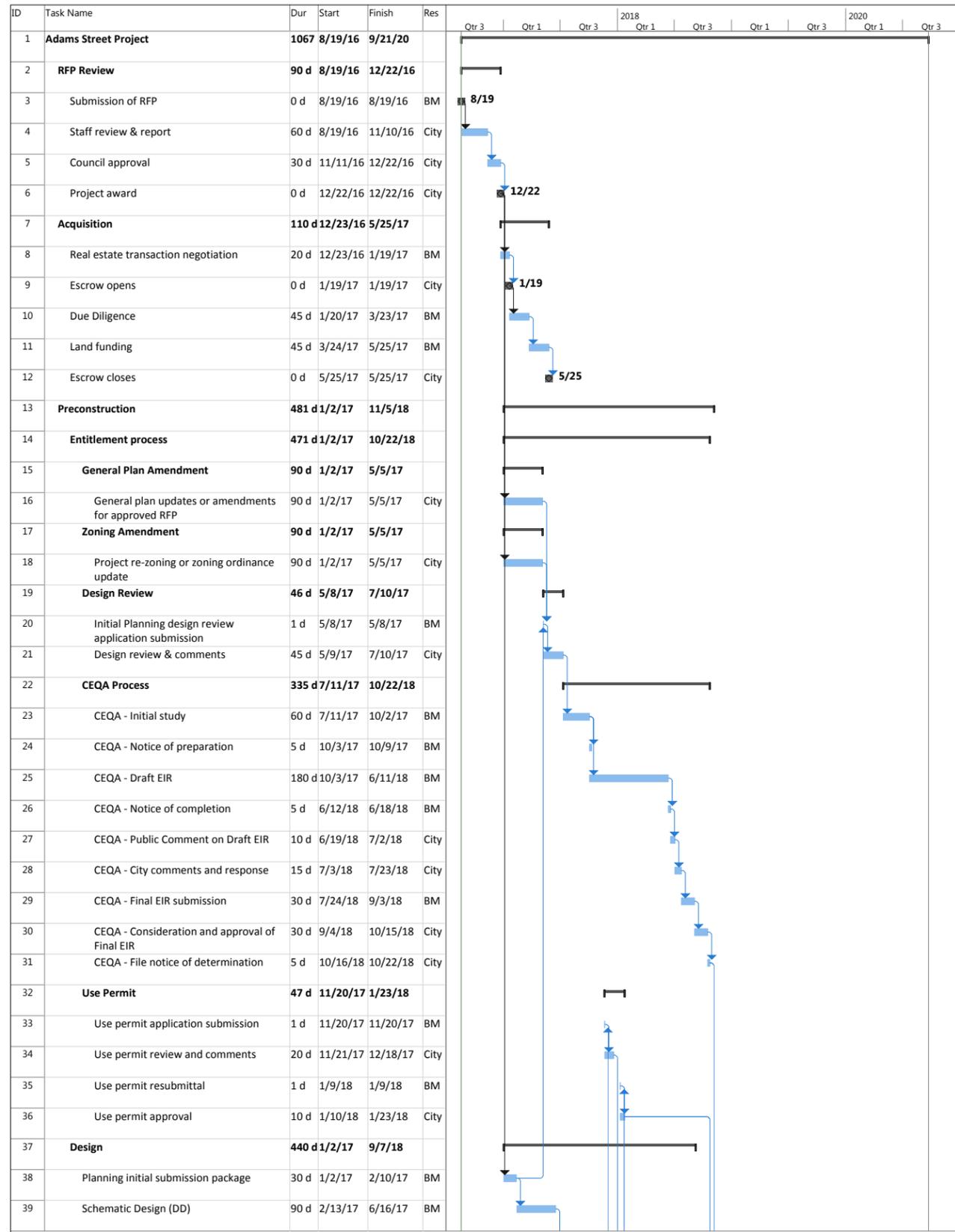
#### Entitlement Process

BMD understands that the project will require a number of planning entitlements and environmental review. The following is a list of planning applications required for this project:

- Development Agreement
- General Plan Amendment (if the general plan designation is not revised via the General Plan update process).
- Rezoning
- Planned Development Overlay
- Use Permit
- Design Review

*BMD does not propose to extend any streets or add additional offsite infrastructure beyond what will be required for the proposed development. BMD will work with the City of St. Helena in good faith through the CEQA process to determine if any additional offsite improvements are deemed required in order to complete this project.*

# 5. DEVELOPMENT TIMEFRAME



## 6. PROJECT PROFORMA FINANCIALS

### Adams Street Resort Development Opportunity

Project Annual Cash Flows	10yr Total	2017	2018	2019
<b>CASH SOURCES</b>				
Residential Revenue (Branded Condos)	85,000,000	0	0	0
Hotel Operational Revenue	62,599,850	0	0	0
General Store Operations	879,079	0	0	0
Memberships Revenue	7,157,500	0	0	0
Sale of Hotel, Net	0	0	0	0
Cost of Sales (commissions, branding fee)	(5,100,000)	0	0	0
Commissions	(1,700,000) 2.0%	0	0	0
Closing Costs	(850,000) 1.0%	0	0	0
Hotel Branding Fee	(2,550,000) 3.0%	0	0	0
<b>NET REVENUES</b>	<b>150,536,429</b>	<b>0</b>	<b>0</b>	<b>0</b>
Equity Contributions	37,640,272	22,525,053	7,130,708	4,344,239
Development Loan Advances	164,000,000	0	0	74,149,682
<b>TOTAL CASH SOURCES</b>	<b>352,176,701</b>	<b>22,525,053</b>	<b>7,130,708</b>	<b>78,493,920</b>
<b>CASH USES</b>				
Land Acquisition & Closing Costs	16,400,000	16,400,000	0	0
Hard Costs	122,321,250	0	0	54,823,000
Construction Costs	106,890,000	0	0	48,680,500
Hotel FF&E & Pre-Opening Expense	15,431,250	0	0	6,142,500
Soft Costs	45,483,680	5,825,053	7,130,708	17,745,423
Design Costs (incl. CA)	7,354,542	3,147,850	3,177,942	409,500
Entitlements & City Impact/Tap Fees	8,633,437	751,875	759,062	7,122,500
Indirect Costs (Permits, Insurance, Taxes)	2,779,209	206,075	732,833	1,192,678
Development, G&A	10,831,808	1,368,972	2,070,507	2,090,964
HOA Dues Subsidy & Working Capital	207,333	0	0	0
Legal Fees	656,733	62,875	63,476	64,103
Marketing	1,797,396	0	0	894,323
Contingency	13,223,222	287,406	326,889	5,971,355
<b>DEVELOPMENT COSTS</b>	<b>184,204,930</b>	<b>22,225,053</b>	<b>7,130,708</b>	<b>72,568,423</b>
Financing Costs	61,013,280	0	0	5,925,498
Loan Points & Fees	3,280,000	0	0	3,280,000
Loan Interest	57,733,280	0	0	2,645,498
<b>FINANCING COSTS</b>	<b>61,013,280</b>	<b>0</b>	<b>0</b>	<b>5,925,498</b>
<b>TOTAL PROJECT COSTS</b>	<b>245,218,210</b>	<b>22,225,053</b>	<b>7,130,708</b>	<b>78,493,920</b>
<b>Senior Constr Loan (converted to Perm)</b>				
Beginning Balance	0	0	0	0
Loan Advances	164,000,000	0	0	74,149,682
Loan Payoff	(79,900,000)	0	0	0
<b>Ending Loan Balance</b>	<b>84,100,000</b>	<b>0</b>	<b>0</b>	<b>74,149,682</b>
<b>NET CASH FLOWS</b>				
Beginning Cash	0	0	300,000	300,000
Cash Sources				
Revenues	150,536,429	0	0	0
Equity	37,640,272	22,525,053	7,130,708	4,344,239
Loan Draws	164,000,000	0	0	74,149,682
Total Cash Sources	352,176,701	22,525,053	7,130,708	78,493,920
Cash Uses				
Project Costs	(184,204,930)	(22,225,053)	(7,130,708)	(72,568,423)
Financing costs	(61,013,280)	0	0	(5,925,498)
Loan Repayment	(79,900,000)	0	0	0
Equity Distributions	(26,058,491)	0	0	0
Total Cash Uses	(351,176,701)	(22,225,053)	(7,130,708)	(78,493,920)
<b>Ending Cash</b>	<b>1,000,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>Net Cash Flow</b>	<b>(11,581,781)</b>	<b>(22,525,053)</b>	<b>(7,130,708)</b>	<b>(4,344,239)</b>
Cumulative Net Cash Flow	(11,581,781)	(22,525,053)	(29,655,761)	(34,000,000)

2020	2021	2022	2023	2024	2025	2026
0	85,000,000	0	0	0	0	0
0	4,141,000	7,585,000	11,057,000	12,780,000	13,445,000	13,591,850
(75,000)	60,000	112,500	187,500	191,406	197,308	205,365
0	1,005,000	1,206,500	1,218,500	1,230,500	1,242,500	1,254,500
0	0	0	0	0	0	0
0	(5,100,000)	0	0	0	0	0
0	(1,700,000)	0	0	0	0	0
0	(850,000)	0	0	0	0	0
0	(2,550,000)	0	0	0	0	0
(75,000)	85,106,000	8,904,000	12,463,000	14,201,906	14,884,808	15,051,715
2,588,909	1,051,364	0	0	0	0	0
85,463,153	4,387,165	0	0	0	0	0
<b>87,977,062</b>	<b>90,544,529</b>	<b>8,904,000</b>	<b>12,463,000</b>	<b>14,201,906</b>	<b>14,884,808</b>	<b>15,051,715</b>
0	0	0	0	0	0	0
67,498,250	0	0	0	0	0	0
58,209,500	0	0	0	0	0	0
9,288,750	0	0	0	0	0	0
10,911,475	2,304,697	446,944	275,948	278,546	281,144	283,743
619,250	0	0	0	0	0	0
0	0	0	0	0	0	0
455,548	31,262	31,562	31,862	32,162	32,462	32,762
2,111,422	2,131,880	347,187	175,244	176,894	178,544	180,194
138,167	69,167	0	0	0	0	0
64,730	65,357	65,984	66,611	67,239	67,866	68,493
903,073	0	0	0	0	0	0
6,619,285	7,030	2,209	2,230	2,251	2,272	2,293
<b>78,409,725</b>	<b>2,304,697</b>	<b>446,944</b>	<b>275,948</b>	<b>278,546</b>	<b>281,144</b>	<b>283,743</b>
9,567,337	7,639,832	7,380,887	7,494,305	7,587,254	7,664,481	7,753,686
0	0	0	0	0	0	0
9,567,337	7,639,832	7,380,887	7,494,305	7,587,254	7,664,481	7,753,686
<b>9,567,337</b>	<b>7,639,832</b>	<b>7,380,887</b>	<b>7,494,305</b>	<b>7,587,254</b>	<b>7,664,481</b>	<b>7,753,686</b>
<b>87,977,062</b>	<b>9,944,529</b>	<b>7,827,831</b>	<b>7,770,253</b>	<b>7,865,800</b>	<b>7,945,625</b>	<b>8,037,428</b>
74,149,682	159,612,835	84,100,000	84,100,000	84,100,000	84,100,000	84,100,000
85,463,153	4,387,165	0	0	0	0	0
0	(79,900,000)	0	0	0	0	0
<b>159,612,835</b>	<b>84,100,000</b>	<b>84,100,000</b>	<b>84,100,000</b>	<b>84,100,000</b>	<b>84,100,000</b>	<b>84,100,000</b>
300,000	300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
(75,000)	85,106,000	8,904,000	12,463,000	14,201,906	14,884,808	15,051,715
2,588,909	1,051,364	0	0	0	0	0
85,463,153	4,387,165	0	0	0	0	0
87,977,062	90,544,529	8,904,000	12,463,000	14,201,906	14,884,808	15,051,715
(78,409,725)	(2,304,697)	(446,944)	(275,948)	(278,546)	(281,144)	(283,743)
(9,567,337)	(7,639,832)	(7,380,887)	(7,494,305)	(7,587,254)	(7,664,481)	(7,753,686)
0	(79,900,000)	0	0	0	0	0
0	0	(1,076,169)	(4,692,747)	(6,336,106)	(6,939,183)	(7,014,286)
(87,977,062)	(89,844,529)	(8,904,000)	(12,463,000)	(14,201,906)	(14,884,808)	(15,051,715)
<b>300,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>(2,588,909)</b>	<b>(1,051,364)</b>	<b>1,076,169</b>	<b>4,692,747</b>	<b>6,336,106</b>	<b>6,939,183</b>	<b>7,014,286</b>
(36,588,909)	(37,640,272)	(36,564,103)	(31,871,356)	(25,535,250)	(18,596,068)	(11,581,781)

## 7. TEAM MEMBER QUALIFICATIONS

### Bald Mountain LLC

Bald Mountain LLC is a boutique resort development firm based in Aspen, Colorado and Napa Valley, California. Principals David Parker and Kelly Foster have developed several luxury resort properties through the US and Mexico, including the Hyatt Grand Aspen in downtown Aspen, and the Rosewood San Miguel de Allende in central Mexico. In early 2012, Bald Mountain became the developer of the Chileno Bay Resort in Los Cabos, Mexico, and is exploring other wine country destination resort projects. Bald Mountain led the acquisition and entitlement of the Calistoga Resort project, and manages day-to-day design and construction of the Resort. Bald Mountain was founded by David Parker following his successful career at Hines Interests, culminating in a leadership role managing Hines' resort division. Prior to joining Bald Mountain ten years ago, Mr. Foster enjoyed a twenty year career in Silicon Valley, initially as a software developer, followed by a decade in sales, contributing to several IPO's and public acquisitions. Mr. Parker and Mr. Foster are graduates of Stanford University, where they met in 1977.

### Alcion Ventures

Based in Boston, Alcion Ventures, Limited Partnership is a real estate private equity firm that seeks to create value through the repositioning, redevelopment or development of real estate assets. Alcion utilizes a thesis-driven opportunistic real estate investment strategy and focuses on select North American markets. Alcion currently manages approximately \$1 billion of equity committed to three opportunistic real estate investment funds. Alcion's funds are managed on behalf of a diversified investor base, including major pension funds, endowments and foundations, family offices, funds of funds, and high net worth individuals. Alcion was the capital partner in the development of the flagship Four Seasons Hotel Toronto which opened in October 2012. Alcion is also the capital partner in the development of the Four Seasons Private Residences in Los Angeles.

### John C. Hill A.I.A., LEED AP

#### Kara C. Hanson A.I.A.

John C. Hill is an independent Architectural consultant providing hospitality consulting services. With over 35 years of Hospitality design experience, he has specialized in the design and programming of sophisticated urban hotels, world-class destination resorts, conference and meeting facilities and state-of-the-art recreational amenities. After employment with Edward Durrell Stone and Welton Becket & Associates, Mr. Hill co-founded Hill Glazier Architects in San Francisco California in 1980. In 2007, the firm merged with HKS Architects to become HKS-Hill Glazier Studio. In 2012, Mr. Hill retired from HKS, but continues to provide architectural consulting services. Over the course of his career, his projects have achieved national and international recognition for unique and creative solutions carefully planned to respect both local architectural traditions and natural site features. He has completed numerous

hospitality projects throughout the United States, Central America, Europe, and the Middle East. Mr. Hill's clients include many of the worlds leading Hotel Developers and Operators such as Four Seasons, Ritz Carlton, Montage, Rosewood, St. Regis, Hyatt, Westin, Marriott and other Boutique Marques. Many of his projects are consistently listed as category leaders in international travel publications and three of his projects have been awarded the ULI Award of excellence. Mr. Hill has been a guest speaker at the Urban Land Institute and Cornell University. He co-authored or contributed to several books on Hospitality design including Building Types Basics for Hospitality Design (New York, 2001), Hotel Design, Planning and Development (New York, 2001) and Time Saver Standards for Building Types - Hospitality Chapters (New York, 2001).

### Erin Martin Design

Erin Martin. Balance of art, engineering, aesthetics & personality. Martin girls and boys. Capture the rhythm & energy of space. Creating lifestyle. A life surrounded by fundamentals of design. Experienced not learned. Formulas of thought. World journeys. Elements of design in their truest form: architecture symbolic of culture & motifs representative of time. One of a kind pieces. Designed and created from the ground up. Home. Consistent & classic, yet absolutely unique.

### EDG

Headquartered in Hamilton Landing with offices in Dallas and Singapore, EDG has developed dynamic design solutions in the restaurant and hospitality industry for over 25 years. With expertise in branding, strategy and design excellence, EDG presents authentic stories with the power to transform spaces while creating value for owners and operators. EDG is currently engaged with independent hotels, resorts, and destination restaurants both locally and internationally.

### Lynn Curry

Lynn Curry, CMC®, has been a Spa Consultant since 1997. Prior to her current position as Principal of Curry Spa Consulting LLC, founded in 2011, she was the Senior Vice President at Natural Resources Spa Consulting, Inc., working with the company for 14 years. Lynn is a Certified Management Consultant™ (CMC®) with the Institute of Management Consultants. A CMC® is awarded by IMC USA, which is an ISO/IEC 17024 Certifying Body. Providing financial feasibility, design development, creative concept, and pre-opening consulting services to dozens of upscale and luxury resort and hotel spas is Lynn's predominant focus. In addition to designing and developing spas, Lynn provides ongoing consulting services to hotel developers, architects, designers, spa owners, casinos, and real estate investment companies that request her financial and operational expertise on a continuous basis for existing facilities and new development potential. Residential communities, luxury golf communities, community centers, and spa vendor partners (skin care and fitness equipment vendors) needing spa/hospitality industry and sales knowledge have also relied on Lynn's experience and proficiency.

## Ryan Eames, Construction Cost Advisor

Ryan obtained a degree in Construction Management from Cal Poly San Luis Obispo in 2002 and joined a major biotechnology and data center General Contractor in the SF Bay Area. Part of the project management team, he managed projects that included a new campus and laboratories for Scios, Inc, a ground up FDA certified biotechnology center for Cell Genesys, Inc, and a cGMP manufacturing facility for Genentech, Inc. Ryan founded Eames Construction, Inc. in 2004 in the Lake Tahoe area, then teamed up with another Napa Contractor in 2006 to handle all aspects of project management of the Silver Oak Winery project in Oakville. Eames Construction relocated to Petaluma in 2008 and has focused on estate homes and private commercial projects in wine country since.

## Greg Desmond, Consultant

Greg Desmond is a Napa Valley based planning consultant and has practiced as a land use planner for the past 20 years. Mr. Desmond's experience includes over a decade of private sector urban design work focused on hospitality, estate development and pedestrian-focused in-fill development. In addition to private sector work, Mr. Desmond served as a planner for the City of St Helena from 2006 to 2014. During his tenure with the City of St Helena, Mr. Desmond was involved in a number of hospitality projects including the Vineland Station and Las Alcobas resort projects. Mr. Desmond is a graduate of the University of California, Davis with a degree in landscape architecture.

## Matthew Heil, Consultant

Matthew P. Heil has worked in non-profit fundraising and development for the past 14 years. Mr. Heil was most recently the Director of Development at the St. Helena Montessori School where he has led the effort to fund, finance and develop approximately 25,000 square feet of new construction on a 20 acre campus on College Ave. Born and raised in St. Helena, Mr. Heil served on the Planning Commission from 2011 to 2015 and was elected Chair from 2012 to 2014. Prior to moving back to St. Helena, he played a key role in a capital campaign and 40,000 sf construction project as Business Manager of The Heights School in Potomac, MD from 2003 to 2008. Matthew graduated cum laude from the University of California, Los Angeles and has done graduate work at the University of Notre Dame and at the University of Granada in Spain where he developed fluency in Castilian Spanish.

## Four Seasons



Pool Complex at Bald Mountain's + Alcion's Four Seasons Project in Calistoga



Presidential Suite at Bald Mountain's + Alcion's Four Seasons Project in Calistoga

# JOHN C. HILL A.I.A., LEED AP



Rosewood Sand Hill



Montage Laguna Beach



The Ritz Carlton, Half Moon Bay



Four Seasons Resort Hualālai at Historic Ka'ūpūlehu



KARA HANSON, A.I.A., LEED AP BD+C

## WORK EXPERIENCE

### HKS Hill Glazier Studio: Palo Alto, CA (2007-Present)

*Vice President & Senior Project Designer*

Kara leads the programming, conceptual and schematic design of hotel, resort, and branded residential projects. As a senior project designer, she transforms the client's vision and the unique characteristics of each site into landmark projects that provide an incomparable travel experience, while balancing design aesthetics with operational needs and project budget constraints.

*Relevant Projects:*

#### **Four Seasons Resort and Residences**

*Calistoga, CA*

Senior Designer

84-key resort with vineyards, winery production facilities and tasting room, restaurant, ballroom and meeting facilities, 7,500 SF spa, and 21 branded residences

#### **Four Seasons Tel Aviv**

*Tel Aviv, Israel*

Senior Designer

165-key contemporary urban hotel with 9,000 SM of branded residential overlooking the Mediterranean Sea

#### **Four Seasons at Walt Disney World Resort**

*Lake Buena Vista, FL*

Senior Designer

560,000 SF 445-room luxury hotel within Walt Disney World Resort

#### **The Clement Palo Alto**

*Palo Alto, CA*

Senior Designer

23-suite boutique hotel in downtown Palo Alto

#### **Four Seasons Resort Umbria**

*Antognolla, Italy*

Senior Designer

130 key resort on the 2,300 acre estate of Villa Antognolla. Project includes two restaurants, a wine bar, full service spa and fitness facilities, banquet and meeting rooms, and a golf and tennis club.

tel: 408-440-6276 email: kara.k.hanson@gmail.com



## WORK EXPERIENCE, continued

### Smith-Miller + Hawkinson Architects: New York, NY (2004-2007)

*Architectural Designer*

*Relevant Projects:*

#### **Champlain Land Port of Entry**

*Champlain, NY*

*McGraw Hill Construction Best of 2007 Award of Merit*

Designer, Project lead for construction administration  
172,000 SF land port of entry located at one of the northern border's busiest crossings provides an iconic gateway to the United States while enhancing operational efficiency, public safety and staff security.

#### **Massena Land Port of Entry**

*Massena, NY*

*General Services Administration's 2010 Design Award for Architecture*

Designer for Main Administration Building and Secondary Inspection Facility

84,000 SF land port of entry integrated within native wetlands. The port of entry strives to present an open and welcoming facade while facilitating the myriad processes involved in commercial and private border traffic and enhancing staff security.

### Seiber Design, Inc: Atlanta, GA (2001-2002)

*Architectural Intern*

## EDUCATION

### The University of Virginia: Charlottesville, VA

Master of Architecture

May, 2004

Bachelor of Science in Architecture with Honors

Award for Design Excellence

May, 2001

tel: 408-440-6276 email: kara.k.hanson@gmail.com



**MARTIN DESIGN  
A SELECTION OF PROJECTS**

APPLE OF MY EYE / LOS ALTOS  
ARE YOU FEELING LUCKY? / LOS ANGELES  
ATHER-VEGAS / SILICON VALLEY  
AUSSIE FARMHOUSE / NAPA VALLEY  
BLUE LAGOON HIDEAWAY / MILL VALLEY  
CALISTOGA RETREAT / NAPA VALLEY  
CASA DE TORTUGA / MILL VALLEY  
CHUNK 'O LOVE / PARK CITY  
EXECUTIVE SWEET / NAPA VALLEY  
FARM HOUSE / NAPA VALLEY  
HEDRICK / SANTA BARBARA  
HIDEAWAY RESPITE / NAPA VALLEY  
HIP TO BE SQUARE / NAPA VALLEY  
HUPOMONE / SONOMA  
LAKE CHATEAU / NAPA VALLEY  
LOOSE LIPS SINK SHIPS / BOLINAS  
NORTH BLOCK HOTEL / NAPA VALLEY  
PARTY BARN / NAPA VALLEY  
SEE WEED / SONOMA  
TAHOE HOLD'EM / LAKE TAHOE  
THERE'S NO PLACE LIKE HOME / WASHINGTON  
TIN ROOF NOT RUSTED / NAPA VALLEY  
TRINCHERO HOUSE / NAPA VALLEY  
TRINCHERO PRIVATE TASTING / NAPA VALLEY  
TRULY GRATEFUL / NAPA VALLEY  
TWO OF A KIND / LAKE TAHOE  
WATER TOWER HIDEAWAY / NAPA VALLEY  
WE LOVE THIS WOMAN / SILICON VALLEY  
WOOD / NAPA VALLEY

MARTIN DESIGN  
1118 HUNT AVE  
SAINT HELENA, CA 94574  
707.963.4141  
WWW.ERINMARTINDESIGN.COM



WOOD  
NAPA VALLEY



**MARTIN DESIGN  
PUBLICATIONS**

HOUSE BEAUTIFUL / SPRING 2015  
CALIFORNIA HOME AND DESIGN / SPRING 2015  
CALIFORNIA HOME AND DESIGN BLOG / SPRING 2015  
TRADITIONAL HOME / WINTER 2014 - 2015  
SAN FRANCISCO COTTAGES AND GARDENS / FALL 2014  
SF GATE / SPRING 2014  
INTERIORS MAGAZINE / WINTER 2014  
SF GATE / FALL 2013  
C MAGAZINE / SPRING 2013  
ARCHITECTURAL DIGEST / SPRING 2013  
CALIFORNIA HOME AND DESIGN / SPRING 2013  
HOUSE / WINTER 2013  
LUXE / WINTER 2013  
AMERICAN BEAUTY / WINTER 2013  
HOUSE BEAUTIFUL / SUMMER 2012  
CALIFORNIA HOME AND DESIGN / SUMMER 2012  
ARCHITECTURAL DIGEST / SUMMER 2012  
C MAGAZINE / SPRING 2012  
ROUGH LUXE DESIGN / 2011  
NAPA SONOMA / FALL 2011  
CALIFORNIA HOME AND DESIGN / FALL 2011  
DECO ESTILO / SUMMER 2011  
HOUSE BEAUTIFUL / WINTER 2011  
MOUNTAIN LIVING / WINTER 2011  
CALIFORNIA HOME AND DESIGN / SPRING 2010  
FOOD AND WINE / SPRING 2010  
C MAGAZINE / SPRING 2010  
HOUSE BEAUTIFUL / SPRING 2010

HOUSE BEAUTIFUL / SPRING 2010  
SAN FRANCISCO CHRONICLE / WINTER 2010  
SAN FRANCISCO MAGAZINE / WINTER 2010  
NEW YORK TIMES / WINTER 2010  
HOUSE BEAUTIFUL / WINTER 2010  
C MAGAZINE / FALL 2009  
ELLE DECOR / FALL 2009  
METROPOLITAN HOME / FALL 2009  
HOUSE BEAUTIFUL / SUMMER 2009  
SAN FRANCISCO 'THE BEST' / SUMMER 2009  
METROPOLITAN HOME / SUMMER 2009  
SPACE MAGAZINE / SUMMER 2009  
SAN FRANCISCO CHRONICLE / SUMMER 2009  
WESTERN INTERIORS AND DESIGN / SPRING 2009  
METROPOLITAN HOME / WINTER 2009  
ELLE DECOR / FALL 2008  
WESTERN INTERIORS AND DESIGN / SPRING 2008  
CALIFORNIA HOME AND DESIGN / SPRING 2008  
HOUSE BEAUTIFUL / SPRING 2007  
WESTERN INTERIORS AND DESIGN / SPRING 2007  
C MAGAZINE / WINTER 2007  
ELLE DECOR / FALL 2006  
WESTERN INTERIORS AND DESIGN / SPRING 2006  
CALIFORNIA HOME AND DESIGN / SPRING 2006  
WESTERN INTERIORS AND DESIGN / SPRING 2006  
SAINT HELENA STAR / SUMMER 2005  
OPRAH AT HOME / SPRING 2005  
HOUSE BEAUTIFUL / FALL 2003







LOOSE LIPS SINK SHIPS  
BOLINAS





# EDG



## JENNIFER JOHANSON

AIA, IIDA, LEED® AP  
President and CEO

Jennifer Johanson inspires change – her balance of wit, partnership and design talent motivates EDG to think differently, bringing passion and innovation to every facet of our work. With over twenty-one years of experience in the development of award-winning innovative hospitality and restaurant design concepts, Jennifer's leadership extends beyond EDG to impact and drive success for our clients. A licensed Architect and sought-after speaker, Jennifer directs concept development for all of our projects.



## PATRICK O'HARE

AIA, IIDA  
VP Development, Partner

Patrick O'Hare brings creativity and innovation to his work with high profile restaurateurs and hospitality leaders. Having grown up in the United States, Europe, the Middle East and Australia, Patrick has a unique perspective on culture and a broad view on the relationships between design, people and places. With a Masters Degree in Architecture and a background in journalism and retail positioning, he brings concepts to life.



## DAVID BARTH

CFO, Partner

David Barth has over 30 years of experience in Leadership as a CFO with entrepreneurs and creative firms and a high level of business acumen. David provides EDG with a rigorous and accountable approach to our business practices and clear communications with our client teams.



## MICHAEL GOODMAN

Senior Director, Singapore

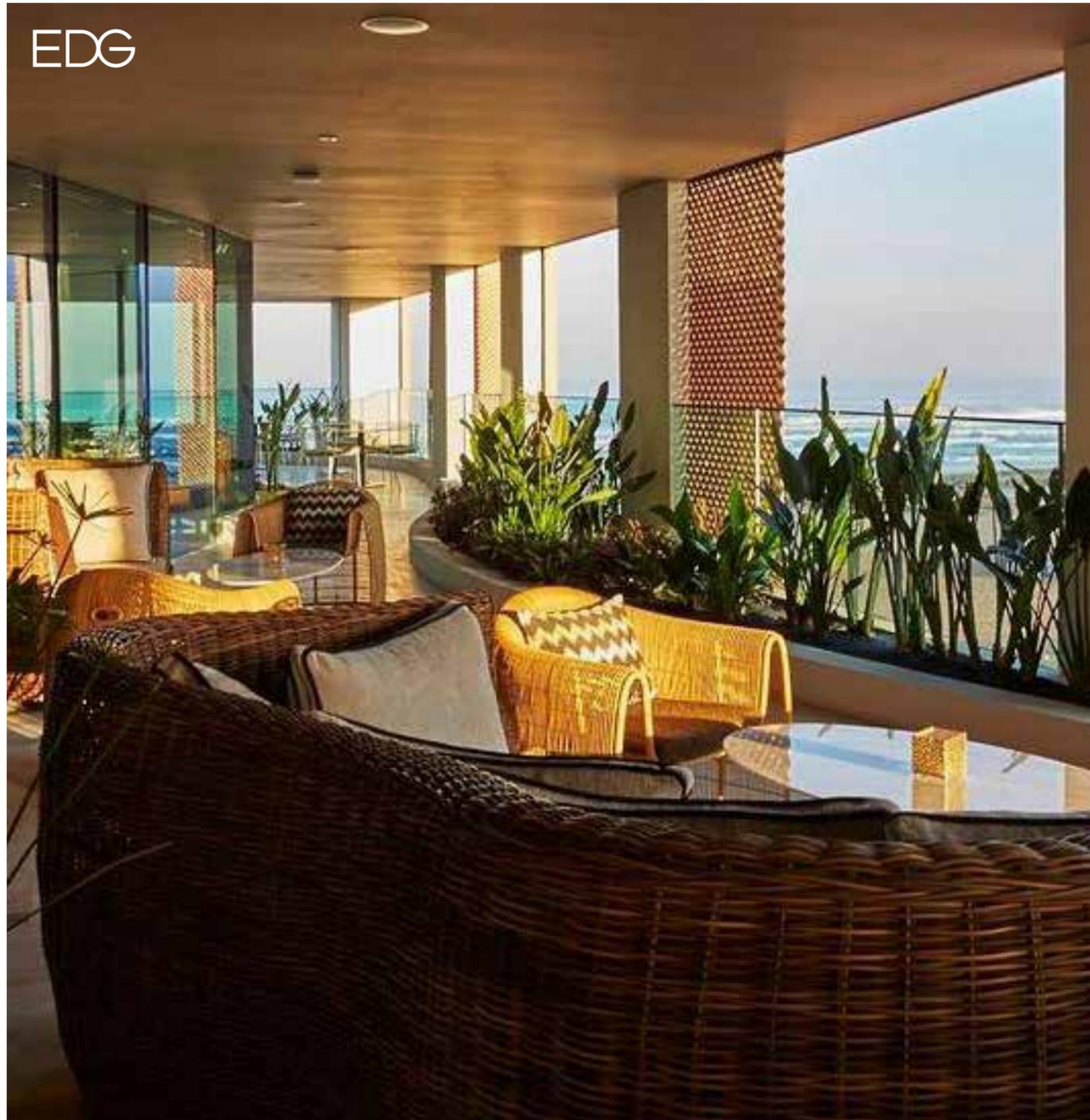
As Director of Restaurant Concepts, former Executive Chef, Michael has opened and led successful hotel restaurant concepts in Asia, the Middle East and in the United States. A native New Yorker, Michael has designed and developed innovative F&B concepts around the world and he currently leads our Singapore office. Michael brings design and food concepts together with passion, innovation and expertise.



## FARMSTEAD AT LONG MEADOW RANCH

*Farmstead Restaurant is the central feature of Long Meadow Ranch's new, three-acre sustainable wine, food and agricultural center near the southern entrance to St. Helena in Napa Valley. The restaurant space - envisioned as a social hub for locals and valley visitors - revolves around a central open kitchen and an inviting indoor outdoor patio. The massive granite wheels of LMR's olive oil press inspired the selection of rough, granite material for the bar top, while re-used redwood framing from the historic residence at the site provides interior paneling. With a focus on seasonal local produce, the new restaurant features a farm-to-fork philosophy that is showcased by the design.*





## FOUR SEASONS CASABLANCA - BLEU

*Light and open with flowing sculptural forms and textural contrasts, the Four Seasons Casablanca's new modern French Brasserie, Bleu, offers an approachable, romantic dining experience. Featuring a raw bar, unique grilling stations and open air dining, this signature restaurant invites guests to discover Morocco's vibrant, elegant culinary scene. With Moroccan touches and a relaxed style, Bleu embraces both the energy of the city and the refined elegance of the Four Seasons.*





## FOUR SEASONS DOHA - ELEMENTS AND SHISHA TERRACE

*Inspired by the four classical elements – earth, air, fire and water – Elements restaurant at Four Seasons Hotel Doha offers an innovative mix of Arabic, Asian, Indian and seafood flavors. Open in early 2016, the restaurant features breakfast and lunch buffets, live cooking stations and an elegant à la carte dining experience. Shisha Terrace provides an authentic Doha experience to residents and travelers alike. EDG designed the re-inspired lounge with a stylish, modern ambiance complemented by beautiful touches of Arabic influences. The premier waterfront location is punctuated by a controlled glass door and rooftop for a seamless indoor/outdoor space.*



ELENA RESTAURANT — FOUR SEASONS BUENOS AIRES

*Elena showcases the rich signature blend of Latin American and European influence found only in Buenos Aires. A central kitchen and courtyard inspired restaurant glows with the fire of an open kitchen. A dramatic black and white marble path passes through kitchen and pantry to link the restaurant with Pony Line.*

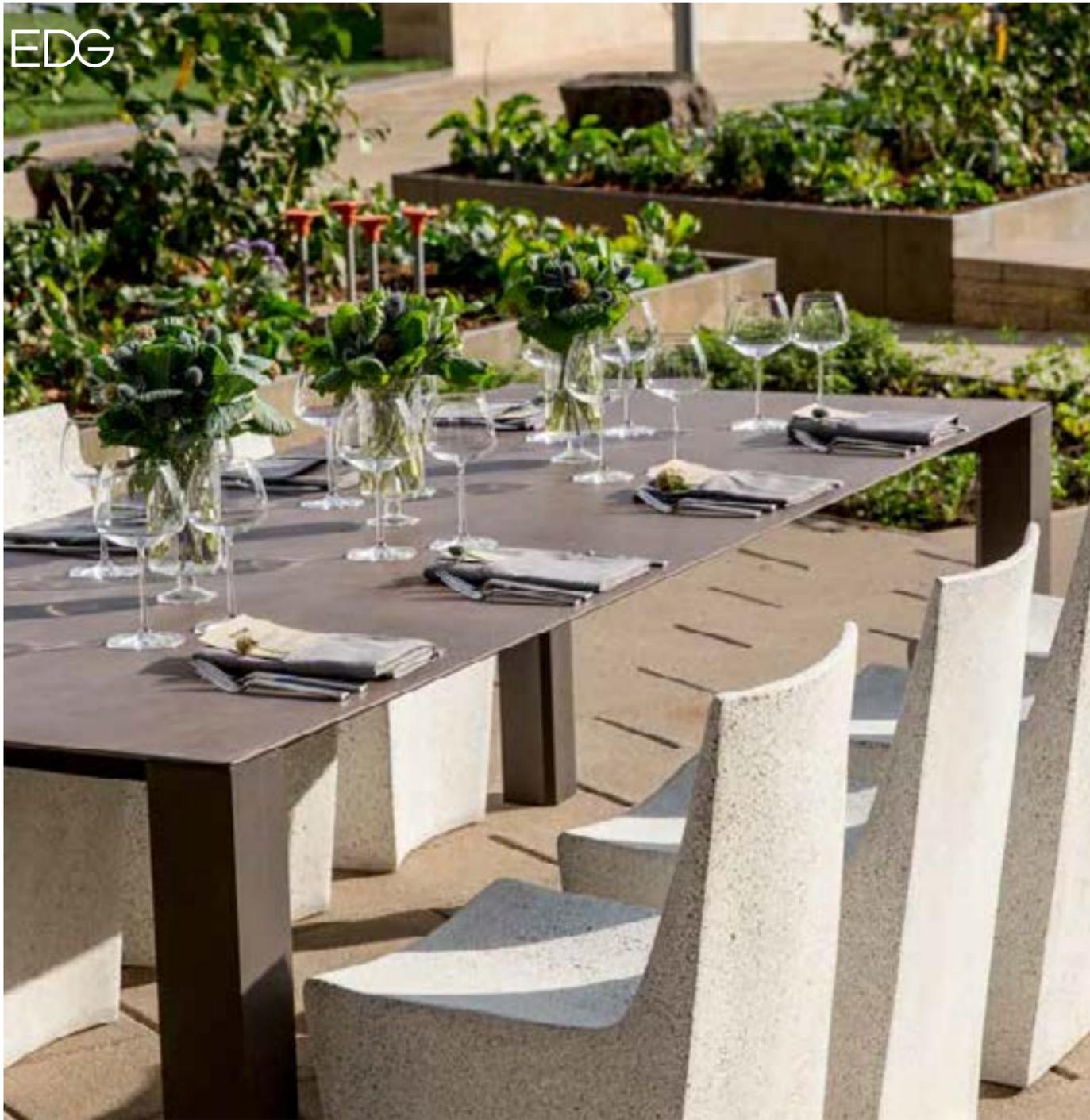




## WATERTABLE — HYATT HUNTINGTON BEACH

*Watertable showcases spectacular views of the Pacific Ocean and reflects the resort's Andalusian architecture in a thoroughly modern way with custom furniture pieces, hand painted tiles, farmhouse tables and intimate alcoves which adorn the expansive and airy dining space.*

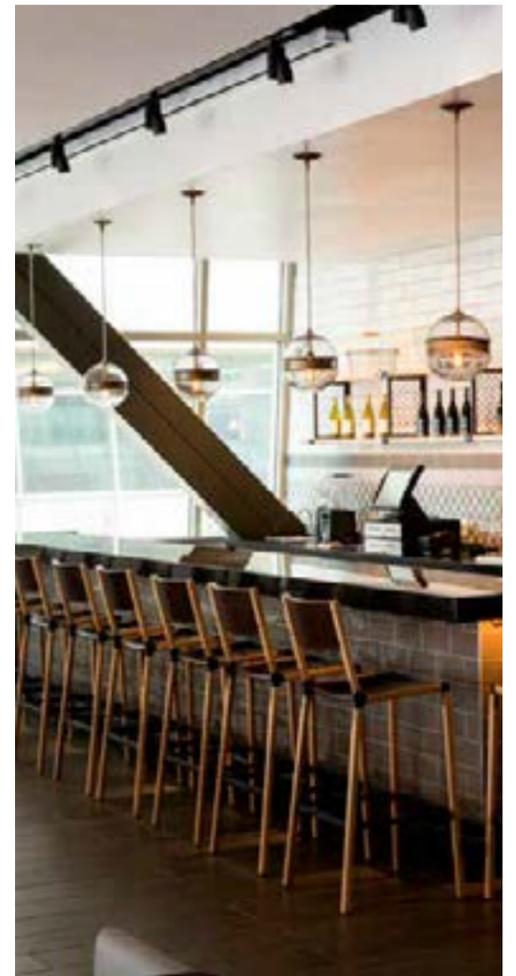
*The venue transition from day to night to achieve maximal activation of the spaces and successfully meets the wide variety of needs for this significant leisure and group hotel – Locals, Business travelers, Special events, and culinary and wine events conducted by the hotel. A key feature is the Watertable which serves water from a free-flowing contemporary 'well' infused with ever-changing herbs and spices.*

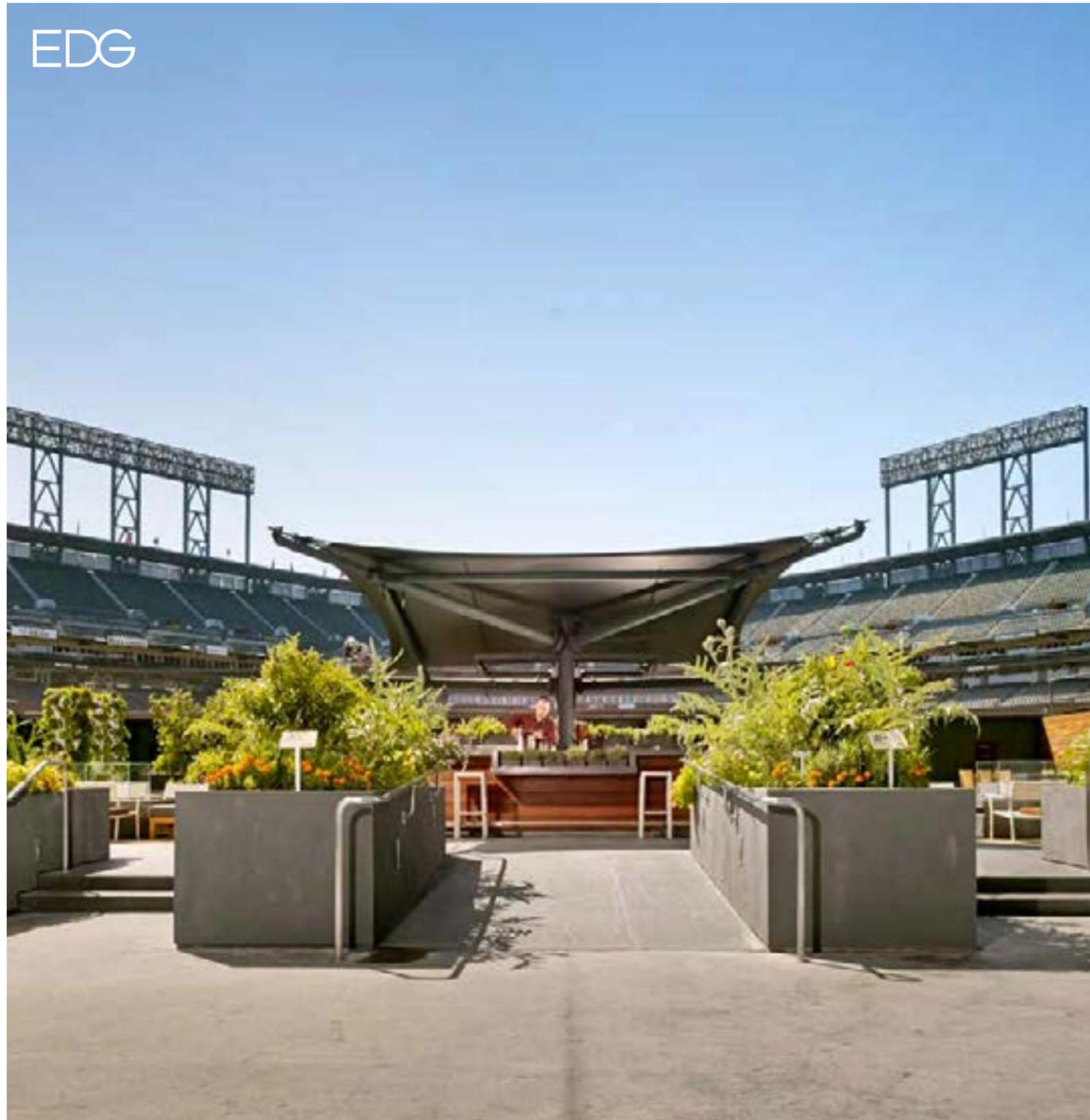


EDG

## STEM GARDEN & KITCHEN

*Stem Kitchen and Garden bridges the distinct worlds of tech office and farming. It is situated beyond the main lobby of the glass-and-steel 499 Illinois St in Mission Bay, a six-story building occupied primarily by biotech start-ups. This modern building will now include a vegetable garden, with expansive views of the San Francisco Bay. The design team played with the same set of contrasts, balancing sleek architectural elements and natural features to ground the diner's experience.*





## AT&T EDIBLE GARDEN

*The Edible Garden at AT&T Park is the first functional garden in a Major League Baseball venue. This project grew out of a desire to create something emblematic for San Francisco at the Giants' home field. An Edible Garden was a natural solution, and combined community outreach with culinary culture in a fun outdoor environment for fans. Located at field level, the garden accommodates aeroponic towers and traditional plant beds, as well as flowers and fruit trees to make the 3,000-sq-ft organic garden more welcoming. All of the vegetables and herbs grown at the garden are used in the food sold at the two food stations and center bar. The garden also provides an educational opportunity for fans and local school children to learn about hydroponic gardening and nutrition.*

# EDG

INTERIOR ARCHITECTURE + DESIGN  
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*Interior Designers*



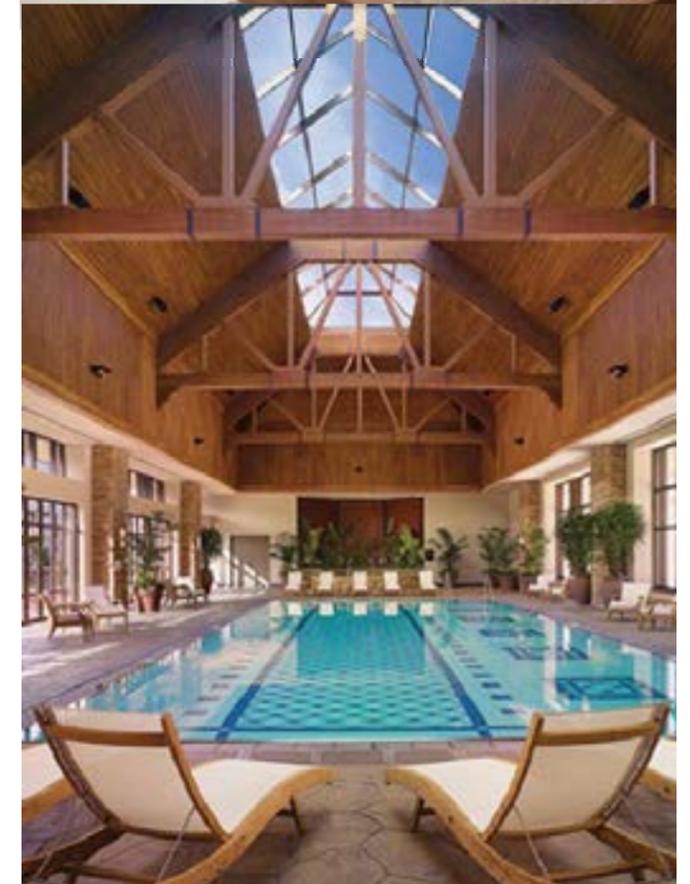
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  - Competition Differentiation
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    - Manufacturer recommendations
      - Treatment
      - Fitness
      - Pool
      - Finishes
- **Pre-Opening Services**
  - Critical Path
  - Menu Development
  - Product Procurement
    - Retail
    - Professional or Back Bar
  - Property Integration
  - Spa Operator Introductions
- **Business Assessments**
  - Existing Properties
    - Staffing, ROI, Retail, Menus
  - Renovation Potential
  - Competitive Advantage





*Lynn Curry, Principal*



*Teresa Flyger, Associate*

**LYNN CURRY, CMC®** has been a Spa Consultant since 1997. Lynn is a Certified Management Consultant™ (CMC®) with the Institute of Management Consultants. A CMC® is awarded by IMC USA which is an ISO/IEC 17024 Certifying Body.

Providing financial feasibility, design development, creative concept, and pre-opening consulting services to dozens of upscale and luxury resort, casino and hotel spas is Lynn’s predominant focus. In addition to designing and developing spas, Lynn provides ongoing consulting services to hotel developers, architects, designers, spa owners, casinos, and real estate investment companies that request her for financial and operational expertise on a continuous basis for existing facilities and new development potential. Clients needing spa and hospitality industry and sales knowledge, have also relied on Lynn’s experience and proficiency.

From the Manager of Tourism Development for The Anaheim Visitor and Convention Bureau, Lynn’s career led to Sales with Hyatt Resorts Hawaii as a Group Sales Manager, and then to Grand Wailea Resort and Spa Grande in Maui, where she was intimately involved with the opening of the renowned spa in both Hotel Sales and Spa Management. After her tenure in Hawaii, Lynn was the Spa Director at the Hyatt Regency, Pier 66 in Fort Lauderdale, a resort spa and membership club, during which time she consulted on various projects for the spa’s management company.

Lynn is currently an Educator with Gerson Lehrman Councils, currently serves on the Spa Consulting Task Force of the Global Wellness Summit, and in the past has served on several boards including the Sonoma Valley High School Boosters Board of Directors, the Governing Board of Sonoma Charter School, and the Glen Ivy Hot Springs Board. She contributes to industry publications, has been a featured speaker at various industry events, and has held licenses in personal training and aesthetics. She resides in the California Wine Country, enjoys local hikes, and holds a first degree black belt in the martial art of Taekwondo.



## Our Team (continued)



**TERESA FLYGER** has developed award-winning projects with talented, multi-cultural teams around the globe. She continually enjoys working with a team to create unique spaces in stunning locations by combining a sense of passion with an intelligent use of resources. Offering an innate ability to clearly envision client goals and expectations, Teresa insightfully incorporates these elements into conceptual development packages that are exclusive to each brand, project and environment. With over twelve years of project management experience on high-end resort spa projects in bustling urban cities, remote tropical islands, and desert landscapes, she is fortunate to have a breadth of knowledge that is rewarding to expand and share with others.

Graduating from Andrews University with a Bachelor of Science degree in Media Technology, Teresa focused on photography and graphic design and enjoyed working within Advertising Photography. Thereafter, her interests and professional direction turned to development and project management with a focus on destination wellness facilities. Working with consulting teams such as SPAd (AZ), Clodagh Design (NY), Natural Resources Inc. (NY), and ESPA International (UK), Teresa now is based in San Francisco, CA.

**LAURA DECLERCQ** is a communications professional with more than 13 years of experience editing, writing, researching, and fact-checking content for business publications, websites, newspapers, magazines, and more. She has been working with Curry Spa Consulting LLC with feasibility study, spa assessment overviews, and creative research. Over the years, Laura has worked both on staff and as a freelance contractor for a wide range of clients, which include a wine country lifestyle magazine, a radio station, food companies, management consulting firms, and nonprofit organizations. Laura has been an avid community volunteer since her college days, and she currently helps local nonprofit organizations with communications and fundraising.

Laura speaks French as a second language, is a voracious reader, and participates in ongoing industry education. In her free time she enjoys spending time outdoors with her family, traveling, and photography.

**CSC Work In Progress:**

- Edgewood Resort, Lake Tahoe, CA
- Europa Village, CA
- Four Seasons Napa Valley
- Four Seasons Punta Mita
- Historical Building Renovation, Raleigh, NC
- Luxury Resort Renovation, Nayarit, Mexico
- Luxury Casino Resorts, CA, FL, MD, TX
- Pechanga Casino Resort, CA
- The Ritz-Carlton Reserve, Bermuda
- The Ritz-Carlton, Paradise Valley
- River Spirit, Margaritaville, OK
- Seminole Gaming, Hard Rock Hotels, FL
- Vintner's Inn, Sonoma County
- Yellowstone Club, MT

**CSC Spas Opened:**

- Island Spa Catalina, CA 2014
- Choctaw Casino Spa, OK 2015
- Chumash Spa, CA 2016

**Spas Designed by Lynn Curry prior to founding CSC**

**Boutique Spas\*\***

- Casa Munras, Monterey, CA\*
- Wine and Roses Hotel, Lodi, CA\*
- Meritage, Napa (the Spa in the Wine Cave), CA\*
- Eagle Ridge, Galena, IL\*

**Casino Spas\*\***

- Ameristar St. Charles and Black Hawk
- Blue Chip, IN
- Gila - Wild Horse Pass, AZ

**Four Seasons Spas\*\***

- Westlake Village, CA
- Vail, CO

**Membership Club Spas\*\***

- Longboat Key Club, FL
- Eagle Ridge Country Club, IL

**Marriott Spas\*\***

- Marriott Starr Pass, AZ
- Marriott Napa Valley (franchise)
- Renaissance Lodge at Sonoma, Raindance Spa
- The Ritz-Carlton Bachelor Gulch, CO
- The Ritz-Carlton Dove Mountain, AZ
- The Ritz-Carlton Laguna Niguel, CA

**Rosewood Spas\*\***

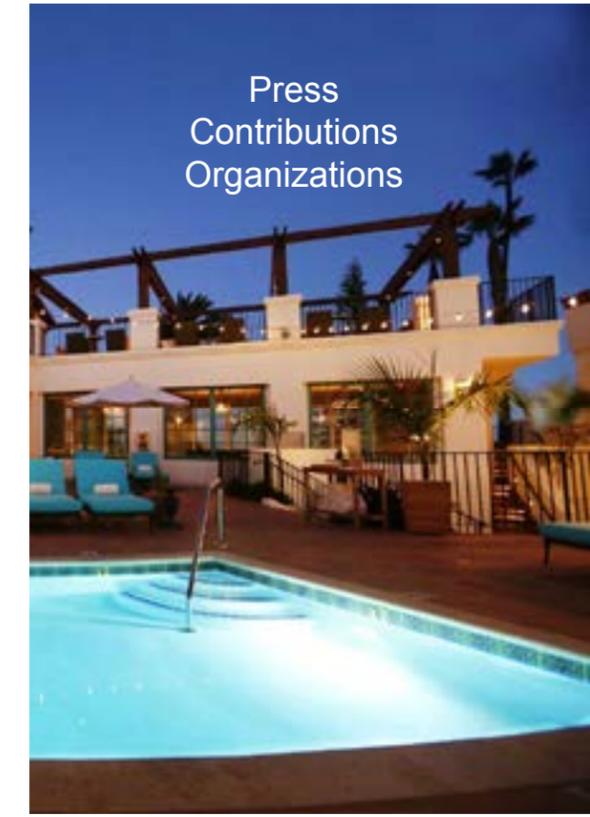
- Sand Hill, Silicon Valley, CA
- Mayakoba, Mexico

**Starwood Spa\*\***

- Sheraton Wild Horse Pass Resort, Spa Aji, AZ

# Projects by CSC

\*\*Spas project managed by Lynn Curry as Senior VP NRI prior to founding Curry Spa Consulting LLC. References available from all project teams.



## Press Contributions Organizations

- Lynn Curry Professional Contributions/Achievements/Designation**
- 2015-present Spa Consulting Task Force – Global Spa and Wellness Summit
  - 2014 Spa Superhero Designation – Spa Heroes
  - 2014 Hotel Interactive HI Connect Featured Designer Spa Vignette
  - 2013 American Spa Magazine “Favorite Spa Consultant” Runner Up
  - 2013 WBE Certification
  - 2012-2014 SVHS Boosters Board of Directors
  - 2011 Sonoma Charter School Volunteer “6” Award
  - 2010 1st Degree Black Belt Sonoma Taekwondo
  - 2010 Certified Management Consultant (CMC) by IMC
  - 2010 Marsha Walters Contributory Award Sonoma
  - 2009 -2011 Sonoma Charter School Governing Board
  - 2010 -2014 Certification Chair -Spa/Hospitality Chapter IMC
  - 1997-1999 Glen Ivy Hot Springs Board of Directors
  - 1991 Na Wahine O Ke Kai Molokai to Oahu finisher
  - 1993 Hyatt Manager of the Quarter
  - 1984 CSU, Long Beach, BA, Recreation/Leisure Studies

**Current Organizations**

- Boutique Lifestyle Lodging Association (BLLA)
- Gerson Lehrman Councils (GLC) – Educator
- Green Spa Network (GSN)
- International Health Racquet Sports Association (IHRSA)
- International Spa Association (ISPA)
- International Luxury Hotel Association (ILHA)
- Institute of Management Consultants (IMC)
- National Aesthetics and Spa Network (NASN)
- Network of the Hospitality Industry (NEWH)

**Articles by Lynn Curry**

- 2013 Les Nouvelles Esthetiques December Business Issue – *Guest Use Calculations*
- 2013 Les Nouvelles Esthetiques *May Spa of the Month* – ARA Spas at Ameristar Casinos
- 2013 Les Nouvelles Esthetiques *January Spa of the Month* – The Spa in the Wine Cave – Meritage Napa
- 2013 Live Love Spa Blog, Spring Break 2013
- 2010 Indian Country, *How Spas Can Attract Group Business To Your Casino*
- 2009 Indian Country, *How the Right Spa Can Push Revenue to the Bottom Line*
- 2009 NEWH Magazine, *More Than Meets The Eye*
- 2002 Club Insider, *Attracting Hotel Business To Your Club Spa*

**Quotes and Interviews**

- 2014 Les Nouvelles Esthetiques and Spa
- 2012 American Spa Magazine, Spa Trade Q&A with Spa Industry Insider
- 2012 Hotel Interactive, Bradford Creates Memorable Experiences
- 2012 Spa Equip Spotlight
- 2010 Pulse, How the Spa Pros Live
- 2010 Pulse, Look How Far We've Come
- 2009 She Knows
- 2005 Simon Fraser University Student Project
- 2004 Advantage Fitness Spotlight
- 2004 Club Industry
- 2004 Bacchus Caves
- 2002 Ritz Carlton Magazine, Earthly Escapes, Winter Edition

**Speaking Engagements**

- 2014 Boutique Lodging & Lifestyle Association – Executive Women in Travel Conference – Wellness Panel
- 2014 National Aesthetic Spa Network – Southern California event speaker
- 2013 Boutique Lodging & Lifestyle Association – Leadership Conference – Experience Panel
- 2013 International Congress of Esthetics and Spa - Dallas
- 2012 National Aesthetic Spa Network - Nashville
- 2012 SEBRAE Sao Paulo, BRAZIL – Micro Business Development, Manufacturing
- 2010 Spa Exec – “Social Responsibility” (moderator)
- 2009 Techno Gym Sales Training–“Understanding Industry for Sales Success”
- 2008 Spa Exec – “How Vendors Can Be Better Partners to Spas” (panelist)
- 2003 Hospitality Design - “Case Study Sheraton Wild Horse Pass” – Las Vegas
- 2003 Luxury Kitchen and Bath - “Spa Resort Trends” – Las Vegas
- 2002 Spa-Cifically - “Adding a Spa to a Resort Hotel” - Anaheim
- 2001 Spa-Cifically - “Attracting Meeting Business to Your Spa” (panelist)
- 1998 Meeting Planners International “Use Your Spa to Get Group Bookings”



## WHAT ARE THEY SAYING?

**Colgate Holmes**, President & Founder, [Sovereign Hotel Group](#)  
formerly:

Chairman, [Biltmore Hotel Company](#) and The [Grand Wailea Resort & Spa](#)  
Founding Partner, President and COO – [The Ritz-Carlton Hotel Company](#)  
President, COO and Director – [Hyatt International Company](#)

"It is a pleasure to provide the very best of references for Lynn Curry. Over a span of 15 years, I have had the opportunity to collaborate with Lynn Curry - initially in direct spa management at the Grand Wailea Resort & Spa in Maui and as later as consultant for a major spa project planned for Steamboat Springs CO.

Lynn is a delight to work with, combining comprehensive professional knowledge and experience with enthusiasm, hard work and positive teamwork with other project consultants and principals. Her work is timely and thorough. Response to enquiries is prompt. Documentation is comprehensive, well-organized and well presented. Lynn's operational background with high-end hotels and resorts enables her to contribute effectively in meetings to overall project issues as well as specifically to the spa."

**Mary Taylor**, Corporate Director of Operational Projects, [Ameristar Casinos Inc.](#)

"Since Ameristar Casinos had not built or operated a spa at any of its properties prior to building out our all suites AAA Four Diamond hotel and spa in St. Charles, Missouri, and our AAA Four Diamond 536-room hotel and spa in Black Hawk, Colorado, Lynn Curry was a tremendous asset. She prepared a detailed market analysis for each location to help determine what services and how much square footage we would need to be competitive in the area. The market analysis was followed by a detailed program and full set of spa equipment specifications and several meetings with the architect and interior designer as the drawings developed. Lynn also assisted with developing an RFP that was sent to several spa operators to find the right spa management company. Lynn's expertise and flexibility throughout this process from inception to the grand opening was invaluable. We highly recommend her to anyone who needs assistance in any aspect of building or operating a spa."

**Philippe Therene**, Founder, [SpaEquip, Inc. & SpaCare Group, Inc.](#)

"Working with Lynn Curry over the years has always been very satisfying; not only for us at SpaEquip but especially for the clients we served together. Lynn's professionalism and in-depth knowledge of the Spa Industry makes her the consultant of choice when selecting the right partner for your project. Lynn is very personable, easy to work with and always has her clients' best interest in mind when dealing with vendors, contractors and other parties involved in the project. I highly recommend her."

**Victoria Boscarino**, Spa Director, [The Meritage Resort Napa](#)

"Lynn Curry is professional, personable, and has an incredible business sense. She is a pleasure to work with, and her dedication and innate gifts, combined with the knowledge she brings into the spa industry, and/or any related business, makes her an asset to anyone looking for guidance and support."



## References from individuals at the following companies about listed projects are available:

**Anderson Miller**

*The Ritz -Carlton Laguna Niguel and a Four Seasons Resort in development*

**Bald Mountain Development**

*Four Seasons Napa Valley in development*

**Brayton Hughes Design**

*The Yellowstone Club, The Four Seasons Resort Vail*

**CLEO Design**

*Blue Chip Casino Resort and Spa, IN, Choctaw Casino Resort, OK, and two casino resorts in development*

**Delawie Architects**

*Europa Village, Pechanga Casino Resort, Chumash Casino Resort*

**Erin Martin Design**

*Four Seasons Napa Valley*

**Fairmont Hotels & Resorts**

*Scottsdale Princess*

**Four Seasons Hotels and Resorts**

*Vail, Westlake Village, Dubai, Napa Valley, Punta Mita*

**Hart Howerton**

*The Four Seasons Napa Valley, Yellowstone Club*

**HKS/Hill Glazier Studios**

*The Four Seasons Resort Vail, The Lodge at Sonoma, Montage Laguna, The Ritz-Carlton Dove Mountain, Rosewood Sand Hill*

**HBA**

*Edgewood Tahoe in Development, St. Cloud Resort, Ritz-Carlton in development*

**Pinnacle Entertainment**

*BlackHawk, CO, St. Charles, MO*

**Santa Catalina Island Company**

*Island Spa Catalina, Catalina Island, CA*

**SB Architects**

*The Ritz-Carlton Reserve, Caroline Bay, Bermuda*

**Sovereign Hotel Group, Colgate Holmes**

*Hyatt Resorts Hawaii, Nanjing Lake Resort, China, Steamboat Springs*

**Strategic Hotels and Resorts/Blackstone**

*The Ritz-Carlton Laguna Niguel and various projects in development/assessment*

**Trilogy Spa Holdings**

*Projects in development*

**Wilson Associates**

*Projects in development*

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TURNING WINE COUNTRY  
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707-781-0765

CSL 845521

Eames Construction, Inc. (ECI) is a full service General Contractor focused on estate homes and private commercial projects in the Napa and Sonoma Wine Country. Both principals bring large commercial project experience and management systems to the private construction setting. Often involved prior to project inception, ECI can take the lead as early as the real estate transaction due diligence phase of a project and see it through design and construction to the completion of furnishings.

**Principals:**

Ryan Eames

Ryan obtained a degree in Construction Management from Cal Poly San Luis Obispo in 2002 and joined a major biotechnology and data center General Contractor in the SF Bay Area. Part of the project management team, he managed projects that included a new campus and laboratories for Scios, Inc, a ground up FDA certified biotechnology center for Cell Genesys, Inc, and a cGMP manufacturing facility for Genentech, Inc. Ryan founded Eames Construction, Inc. in 2004 in the Lake Tahoe area, then teamed up with another Napa Contractor in 2006 to handle all aspects of project management of the Silver Oak Winery project in Oakville. Eames Construction relocated to Petaluma in 2008 and has focused on estate homes and private commercial projects in wine country since.



Paul Sorensen

Paul obtained a degree in Construction Management from Cal Poly San Luis Obispo in 2002 and joined a major commercial construction General Contractor in the SF Bay Area. After working on the project management team for a high rise remodel in San Francisco, Paul became the Chief Estimator for a western region General Contractor focusing on publicly bid projects across multiple states. Paul relocated to Sonoma and joined Eames Construction in 2009.



**Select Projects:**

St. Helena Montessori School

Phased ground up construction of a new campus on a twenty acre site in the City of St. Helena.



Calistoga Residence

Ground up construction of a 35 acre knoll top residence with a remote client and architect based in Chicago. ECI self performed grading, foundation, framing, and finish carpentry.



Sonoma Farmhouses

Sonoma Farmhouse Collaboration with Houseplans.com consisting of seven custom estate homesites that included due diligence, design review and conceptual budget feedback, value engineering, final design, construction, and sale.



Silver Oak Cellars

Ground up construction of a new winery facility. Included construction of tilt up concrete barrel building, pre-engineered metal production building, masonry and structural timber framed hospitality building and steel and wood framed administration building. The five acre main building site was raised an average of seven feet with a 23,000 cubic yard soil import to lift the project out of the AE flood zone. An existing corn mill was demolished in Kansas and relocated to provide the stone veneer. Project Duration after demolition of the existing facility was 14 months. Lead project management by Ryan Eames, project was contracted through C&M Construction.



## APPENDIX A PROPOSED CONCEPT DESIGN

See submitted 11" x 17" package

and:

[https://www.dropbox.com/sh/7a4ts5meci9qy6d/AAAAY\\_jyGrZAKy5eX-X2ExdHa?dl=0](https://www.dropbox.com/sh/7a4ts5meci9qy6d/AAAAY_jyGrZAKy5eX-X2ExdHa?dl=0)

## APPENDIX B SELECTED AFFORDABLE HOUSING PROJECTS

Bald Mountain principals have developed a number of quality affordable housing communities over the past fifteen years. Highlights include the following communities:

- Five Trees - thirty nine single family homes. Average 1400 sq. ft. each.
- Aspen Highlands Village - sixty seven units in a variety of configurations, condominiums, duplexes, and single-family homes.
- Top of Mill project - completed 2004, four 3 & 4 bedroom townhome units, approx. 1800 sq ft each, avg sale price \$142,000
- Bavarian Inn - completed 2005, nineteen 1-4 bedroom units, avg sale price \$168,500
- Thompson Corner - sixty single family units in a new urbanist neighborhood configuration.
- Grand Aspen - completed 2005, nine 1 bedroom rental units of approx. 800 sf, located on property at the Hyatt Grand Aspen
- South Aspen Street - under construction, sixteen 1-4 bedroom units totaling over 13,000 sf ft, avg sale price \$198,000

## FIVE TREES

Five Trees - thirty nine single family homes. Average 1400 sq. ft. each



## THOMPSON CORNER

Sixty single family units in a new urbanist neighborhood configuration



# TOP OF MILL PROJECT

Four 3 & 4 bedroom townhome units, approx.



# BAVARIAN INN

Nineteen 1-4 bedroom units, in single family and multifamily configurations



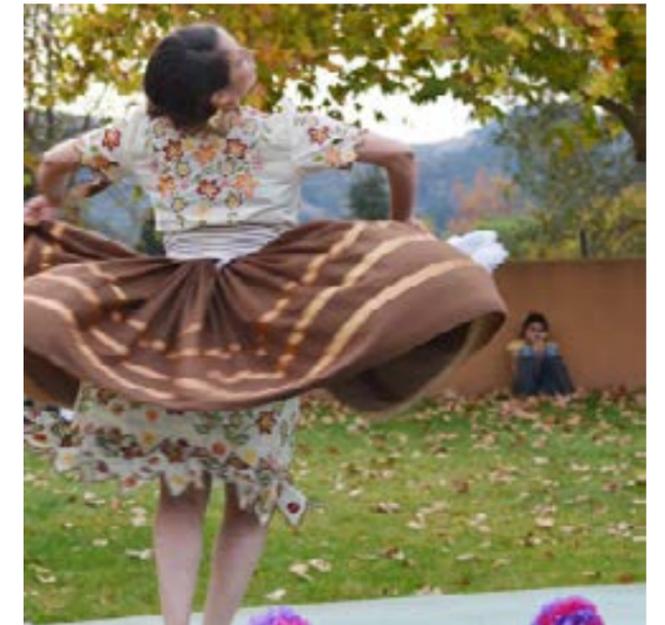
APPENDIX C  
COMMUNITY PARTNERS

BOYS & GIRLS CLUBS ST HELENA & CALISTOGA



New clubhouse now under construction in Calistoga as a result of a \$10MM capital campaign.

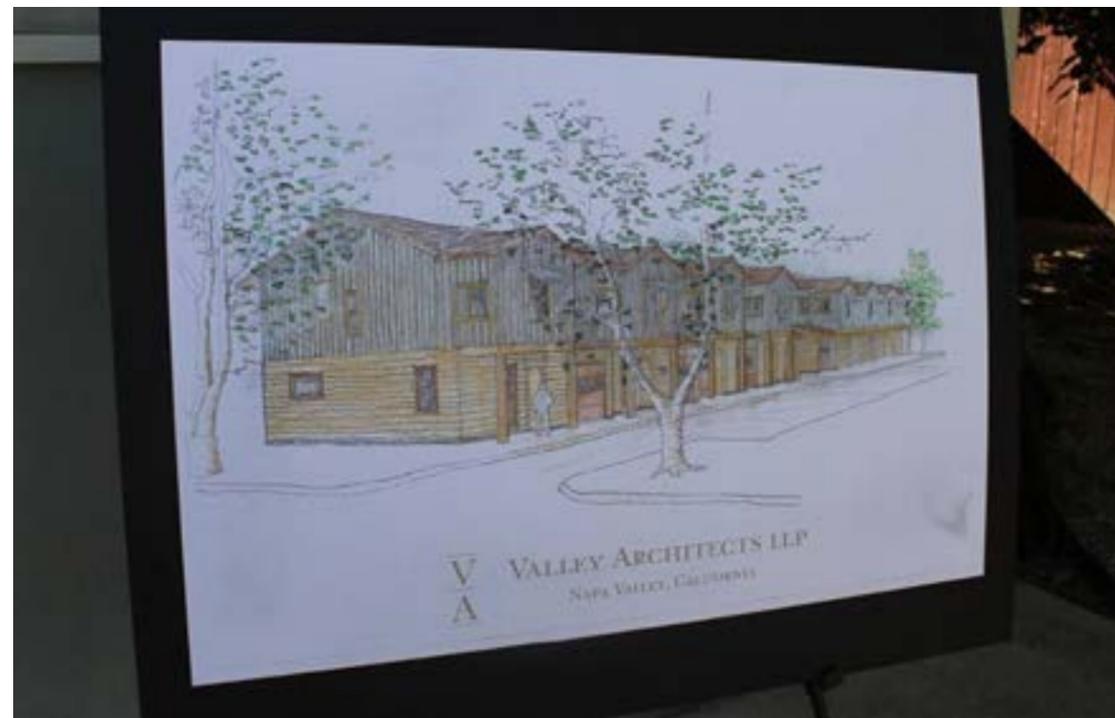
UP VALLEY FAMILY CENTER



OUR TOWN ST HELENA



ST HELENA CHAMBER OF COMMERCE



NAPA VALLEY VINE TRAIL

