

**Snowmass Mountain Condominium Home Owners Association**

**Strategic Plan for Capital Investment 2018**  
**Summary of Owner Feedback on the Discussion Document and**  
**the Board's Proposed Plan of Action**

**Prepared by the SMC Board of Directors**  
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## Introduction

In 2017-2018, The Board developed a Discussion Document on Strategic Capital Investments that may be needed within the complex in the next 10 to 15 years. The SMC Board of Directors prepared this document with two primary objectives:

- a. To make Owners aware of potential capital investments that the Board and Owners need to consider and plan for in the coming years
- b. to provide a systematic framework for gathering Owners views and opinions on these potential capital investments

The proposal was in the form of a questionnaire that sought Owners opinions on the need and timing for such investments. The investments considered covered the following areas:

- **Roofs:** Replacement of all roofs
- **Windows and doors:** Replacement of all of these throughout the complex
- **Building Exteriors:** Replacement with a more functional exterior and modern appearance in keeping with the mountain environment
- **Lighting:** Improve the appearance and consistency of the lighting throughout the property
- **Pool:** Replacement of the pool and surrounding deck
- **Amenity Building:** Remodeling of the upper and middle floors of the Amenity Building
- **Landscaping and Grounds:** Continuation of Board efforts to introduce greenery into the property and break up its concrete appearance. Make more use of the grounds as an amenity for Owners and visitors

The Board was pleased with the level of Owner response to this Discussion Document. About 75-80% of Owners replied to the survey request, and some of those who did not reply may have been in the process of selling their Units and may not have felt it appropriate to respond.

This document briefly summarizes the background to each of the above investment proposals and provides a summary of Owner feedback and Board Proposals/Recommendations for each of the above elements. The opportunity to provide additional comments was offered for each set of questions. The Board has decided not to reproduce all the comments received in this document, but to provide an overview of the comments to give Owners a sense of the feedback that was received. The original Discussion Document, which contains a full summary of the Background to each of the investment topics, is available and will be posted on the Owner website along with this summary of the outcome of the survey.

## Executive Summary

The following table provides a summary of the main messages received by the board and their proposed plan of action as a result of this feedback. More detailed information can be found in the individual sections that follow this executive summary.

<b>Potential Capital Investment</b>	<b>Owner feedback</b>	<b>Board Proposed Plan of Action</b>
Roof	Owners preferred shingles to corrugated metal. The proposed charcoal grey color was acceptable to most Owners.	The Board proposes replacing roofs throughout the property in the summer of 2022
Windows and Doors	A majority of Owners accepted that wholesale replacement of windows and doors would be needed at some point in the future, but few thought this would be necessary within the next 5 years	A target date of 2025 is proposed for a further assessment of the condition of the windows and doors and the need for phased or wholesale replacement.
Building Exterior	Owners were split evenly regarding whether an external upgrade should ever be carried out. Neither example rendering was strongly endorsed by Owners. Few Owners were in favor this investment in the short term	No further action on upgrading the exterior of the Buildings will be undertaken in the short term. Instead, the Board will focus efforts on developing new color schemes for repainting the buildings. This repainting will be carried out in or before 2023.
Lighting	A majority of Owners were in favor of a lighting upgrade, and almost half of Owners supported doing this in the short term.	The Board proposes moving ahead with an upgrade in lighting fixtures for both upper and lower stairwells, landings, pool area, car ports and decks in 2019
Pool	A majority of Owners were in favor of retaining the pool. 75% of Owners were evenly split between a 5-10 year timeline for replacement and “at point of catastrophic failure”	In view of other higher priority expenditures in the next ten years of so, the current proposal is to wait for the pool to fail to the extent that it cannot be repaired in a cost-effective manner.
Building A upper and middle levels	A majority of Owners were against remodeling to the plans developed by the Board. Comments indicated that Owners thought the cost to be too high.	In view of this and previous feedback, the Board considers this a lower priority item, but will consider some more modest schemes for renovation.
Landscaping	A majority of Owners were not in favor of any additional development of the area behind the upper buildings or planting trees by the lower path to try to hide the back of Seasons 4 buildings.	The Board will continue its current path of exploring ways to introduce greenery around the property, but will not pursue any of the proposals presented in the Discussion Document further.
Financing	Owner’s opinions were divided between paying for capital investments in advance of the work, at the time of the work is done, or with an HOA loan.	The goal of the current Board will be to fund the new roof through the current Major Maintenance/Capital Investment Fund, and to continue to accumulate annual capital assessments to cover the cost of future replacement of doors and windows within the complex.

## **ROOF:**

### **Background**

All the roofs in the complex were replaced with “40 year” shingles in 1995, with the exception of Buildings D (1990) G (1991) and L (1993). The roofs for D, G and L were subsequently replaced with 30-year shingles in 2006. In 2012, a reserve study prepared for the Association by Aspen Reserve Specialties (ARS) projected a replacement date for the roofs of 2020 (the roofs were identified as having “30-year shingles” in this report, but the projected useful life was assigned as 20 years). In an update to the study in 2015 by ARS, the useful life remained the same.

During the deck replacement project in late 2016 it became clear that some parts of the roof were in very bad condition and nearing the end of their useful life. The Board invested approximately \$30,000 to address the short-term needs and extend the life of the roofs by 3-5 years. This short-term repair work, which included replacement of some shingles, flashing, ridge caps and storm collars, was completed in late 2017, which means that the roofs will need to be replaced in the 2020-2022 timeframe.

Asphalt and corrugated metal options were proposed for the new roofs, with the cost of corrugated metal being higher than asphalt and the choice of colors being more limited. The Board proposed a charcoal grey color for the roof to increase flexibility over future siding color and material options.

### **Survey results**

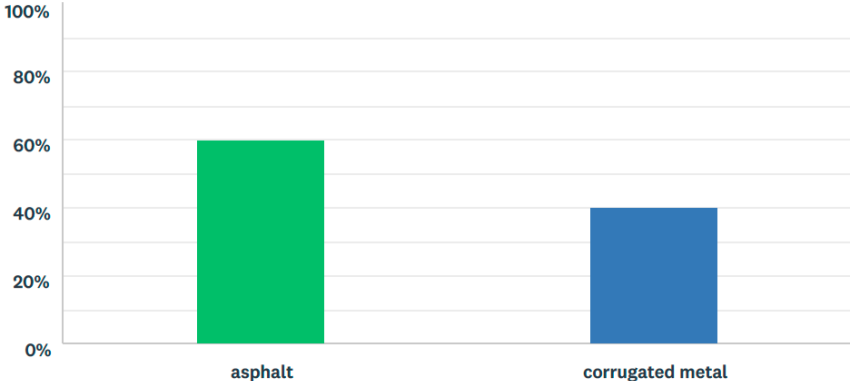
Owners were asked the following questions:

- Which material do you prefer for any roof replacement?
  - asphalt
  - corrugated metal?
- Is the proposed “charcoal grey” type color acceptable to you?
  - yes
  - no
- Any other comments?

As shown in the graphs below, a majority (60%) of Owners prefer asphalt, and over 90% thought that a charcoal grey color was acceptable.

### Q1 Which material do you prefer for any roof replacement?

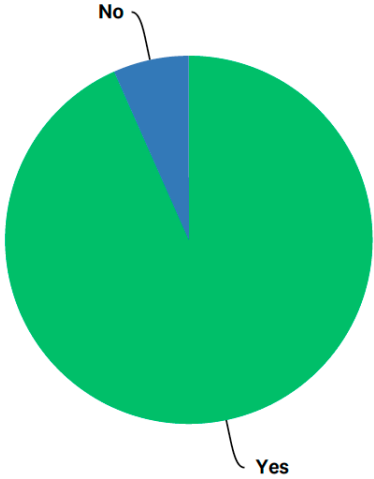
Answered: 45 Skipped: 3



ANSWER CHOICES	RESPONSES	
asphalt	60.00%	27
corrugated metal	40.00%	18
Total Respondents: 45		

### Q2 Is the proposed “charcoal grey” type color acceptable to you?

Answered: 45 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	93.33%	42
No	6.67%	3
TOTAL		45

Additional comments included one comment that we replace roofs as needed, rather than all at once, but other Owners were in favor of complete replacement at one time. One Owner preferred shingles due to their more residential appearance. Another Owner offered the comment that metal panels can fade, seams separate, and repairs/replacement to problems areas is more difficult. Some Owners would have liked to understand the roof color selection in the context of future color schemes for the complex. Another Owner proposed the installation of overhangs on the top of the lower buildings facing the road, to improve their aesthetic appearance.

### **Board Proposal/Recommendations**

The Board proposes replacing roofs throughout the property in the summer of 2022. During the intervening time, the Board will develop color schemes for the repainting of the property (see later) and ensure that the proposed roof color is in consistent with the longer-term plans for the appearance of the complex.

## **WINDOWS AND DOORS**

### **Background**

The windows and doors (frames and glass) throughout the complex were last replaced in 4Q1997. A reserve study prepared in 2012 and updated in 2015 for the Association by Aspen Reserve Specialties (ARS) projected a total life expectancy of 20-25 years, and windows/doors were assigned a projected replacement date of 2022.

A number of Owners had written to the Board in the first half of 2018 reporting their patio doors and windows to be in good condition. However, the Board is aware of examples where windows do not close easily or tightly due to distortions of the window frames, and other cases where windows have leaked and where the glass seal has broken leading to fogging. Hardware and weather stripping problems have also been reported. In general, the windows of most units still have a useful life, but some short-term maintenance will be required to address these problems.

At some point in the future, replacement of all windows and doors will be required. The intention is that the replacement windows would be similar to the existing ones, i.e. wood with exterior aluminum cladding, which is very common for our climate as the cladding offers better protection from UV, moisture, temperature fluctuations, etc. A quote for replacement of all windows and doors within the complex had been received from Pella Windows in 2018 and the projected cost was \$962,000, which includes materials, labor and interior trim. Even with the objective of removing a minimum of external building trim as part of this project, it is likely that an additional approximately \$200,000 would be required to ensure effective fitting and integration of the new windows and doors with the existing siding of the building.

### **Survey results**

Owners were asked the following questions:

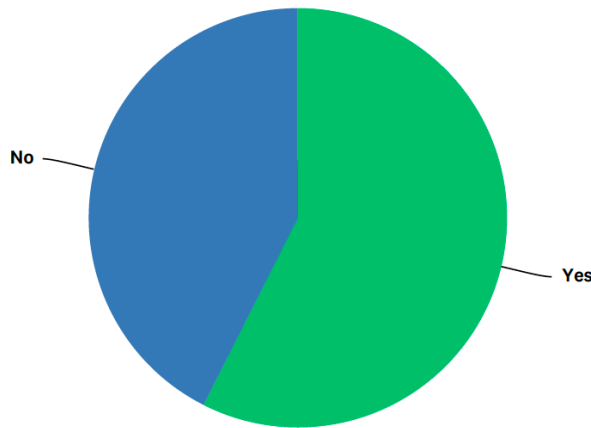
- Do you agree that wholesale replacement of windows and doors should be carried out by the HOA at some point in the future?
  - Yes

- No
- Timing: In the event that the Board decides to carry out wholesale replacement of the doors and windows, when do you think that this should be carried out?:
  - In the near term (within 5 years)
  - In the medium term (5-10 years)
  - At the point of failure
- Any other comments

As shown in the graphs below, a majority (57%) accepted that wholesale replacement should be carried out at some point in the future, but few people (13%) thought this should be done within the next 5 years. Of the remainder, Owners were almost equally split between the 5-10 year timeframe and “at the point of failure”.

#### Q4 Do you agree that wholesale replacement of windows and doors should be carried out by the HOA at some point in the future?

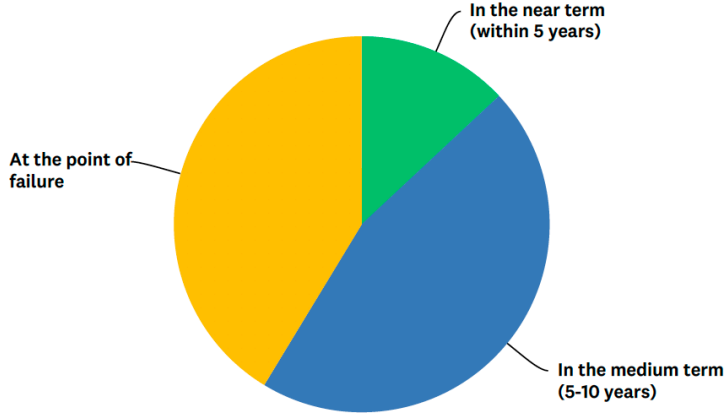
Answered: 47 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	57.45%	27
No	42.55%	20
TOTAL		47

**Q5 Timing: In the event that the Board decides to carry out wholesale replacement of the doors and windows, when do you think that this should be carried out?**

Answered: 46 Skipped: 2



ANSWER CHOICES	RESPONSES	
In the near term (within 5 years)	13.04%	6
In the medium term (5-10 years)	45.65%	21
At the point of failure	41.30%	19
TOTAL		46

Additional comments: Owner recommendations included continued repair as needed, replacement either on an “as needed” basis or building by building over a period of time, and delaying the replacement until the increasing cost of repair becomes cost ineffective. One Owner was concerned at the likely damage that would be incurred by waiting for windows to fail and the extra cost of replacement due to this damage.

**Board Proposal/Recommendations**

The clear opinion of the majority of Owners is that they anticipate their windows and doors lasting for many years before requiring replacement. Windows and door repairs will continue to be addressed as needed for the foreseeable future, with a target date of 2025 for a further assessment of their condition and the need for phased or wholesale replacement.

**BUILDING EXTERIORS**

**Background**

The existing cedar siding that covers the majority of the buildings is likely to be the original material installed at the time of construction, with the exception of the cedar siding surrounding the chimney flues, which was replaced in 2015 as part of the flue project. The Board of Directors for SMC considered an external upgrade of the property in 2005/6, commissioning a concept study from Gustafson and Associates. Comments from this study at the time referred to a “first impression” that the property is



“bland and dated,” with “pervasive wood siding” showing “wear and tear.” The primary proposal for the external parts of the buildings included “the use of more traditional materials of stone and wood, coupled with the introduction of timber” to “create a more timeless appearance.” This project was ultimately not progressed.

The negative feedback on the appearance of the property has continued to be a consistent theme over the last several years, whether it be from Owners, Realtors or prospective buyers. It is the opinion of the current Board and many others that the exterior of the property is dull, bland and beige. The buildings themselves are architecturally interesting, but the Board feels current appearance does not capitalize on this. In addition to the bland appearance, functional problems are also visible in many buildings. Warpage and discoloration are visible at various transitions on the building exterior, such as interior and exterior corners, roof to siding transitions and fascia boards, and these provide gaps and areas for water infiltration. The siding was last painted in 2011-12, at the time of the wall project.

The proposal favored by the Board was to replace all the siding/cladding on the exterior of the buildings at some point in the future. About 50% of the condominium complexes in Snowmass Village have upgraded their exteriors and the Board anticipates this trend to continue. For illustrative purposes, the Board developed two example renderings of what the property could look like for Owners to review. No independent estimate of the cost of re-cladding the complex was obtained, but from the expertise within the Board, the following projections were made:

- B/C, D/E, F/G: \$700,000 per building
- H/I, J/K: \$900,000 per building
- A, L; \$450,000 per building

These figures **include** the cost of window and door replacement and are based on an estimated cost for F/G, extrapolated to the other buildings based on an approximate square footage.

### **Survey results**

Owners were asked the following questions:

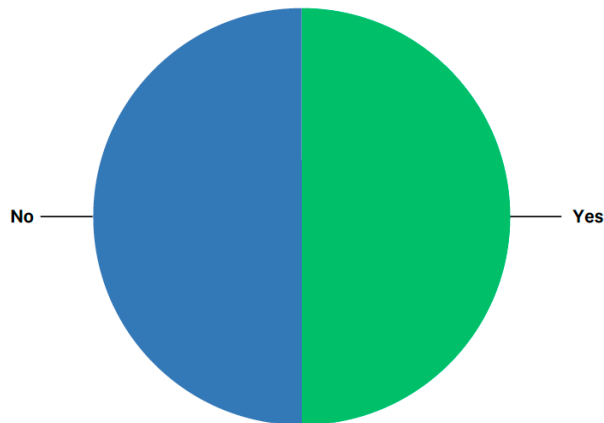
- Do you agree that the Board should plan for a substantial upgrade of the external appearance of the property at some point in the future?
  - Yes
  - No
- Do you like either of the conceptual renderings in Appendix 2?
  - Classical – Yes/No
  - Contemporary – Yes/No
- If a majority of Owners are in favor of upgrading the building exterior, which timing do you prefer?
  - Near term (when windows and doors are replaced): within 5 years
  - Medium term (when windows and doors are replaced): 5-10 years
  - At the point of failure - when either the windows and doors, or the exterior siding, fails
  - Never (i.e. the current siding should be retained for as long as it lasts, and any window and door replacement would merely “make good” on any disruption to the siding that this requires)
- Any other comments

As seen in the graphs below, Owners were split evenly regarding whether an external upgrade should ever be carried out. There was a small preference against the contemporary rendering and a slight preference for the classical one, but neither rendering was strongly endorsed by Owners. In terms of timing, the

majority of Owners were not in favor this investment in the short term, with about 30% preferring 5-10 years, a similar number wanting to do this at point of failure, and about a quarter if favor of “never”.

### Q7 Do you agree that the Board should plan for a substantial upgrade of the external appearance of the property at some point in the future?

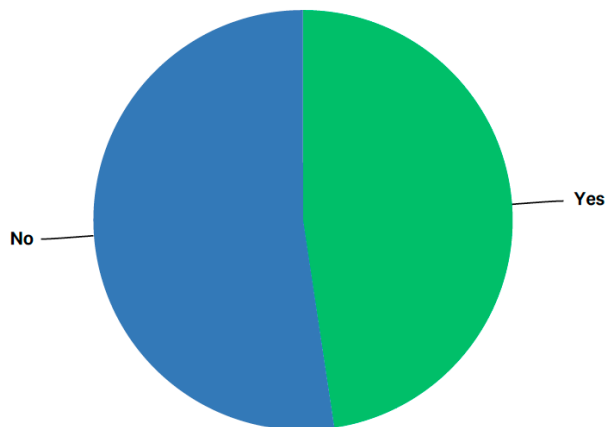
Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	50.00%	24
No	50.00%	24
TOTAL		48

### Q8 Do you like the conceptual rendering titled "modern"?

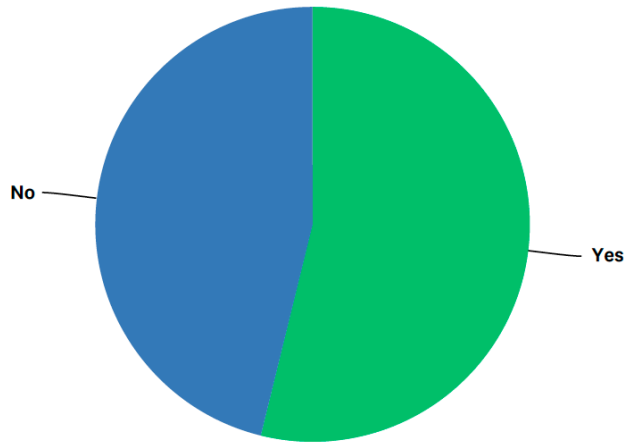
Answered: 42 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	47.62%	20
No	52.38%	22
TOTAL		42

## Q9 Do you like the conceptual rendering titled "Classic"?

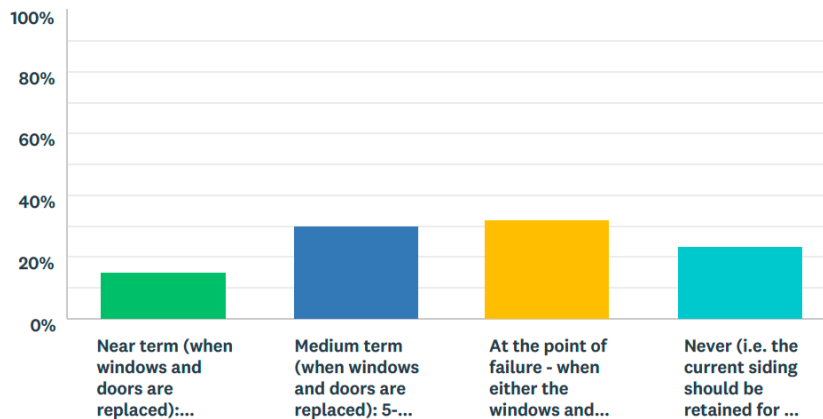
Answered: 39 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes	53.85%	21
No	46.15%	18
TOTAL		39

## Q10 If a majority of Owners are in favor of upgrading the building exterior, which timing do you prefer?

Answered: 47 Skipped: 1



ANSWER CHOICES	RESPONSES	
Near term (when windows and doors are replaced): within 5 years	14.89%	7
Medium term (when windows and doors are replaced): 5-10 years	29.79%	14
At the point of failure - when either the windows and doors, or the exterior siding, fails	31.91%	15
Never (i.e. the current siding should be retained for as long as it lasts, and any window and door replacement would merely "make good" on any disruption to the siding that this requires)	23.40%	11
TOTAL		47

Additional Comments: Some Owners were concerned about the cost. One Owner thought that the investment would not be recovered in property valuation increases, while another felt that Owners money would be better spent on the inside of the Units, not the exterior. Some Owners advocated painting the buildings with a new color scheme to address the concerns over appearance.

## **Board Recommendations**

No further action on upgrading the exterior of the Buildings will be undertaken in the short term. Instead, the Board will focus efforts on developing new color schemes for repainting the buildings. This repainting will be carried out in or before 2023. The Board continues to be concerned about the effectiveness of the existing siding to protect the fabric of the Building beneath it, and will continue to monitor the condition of the siding annually.

It may be prudent for an assessment of the condition of the siding to be made at the same time that the condition of the windows and doors are re-evaluated (target date 2025), but this is a decision left for a future Board to consider.

## **LIGHTING**

### **Background**

New lights were installed along the driveway and the stairways to the lower buildings in 2011 as part of the Wall Project. Recent work on the driveway lights has addressed Owners concerns regarding these lights by both lowering the intensity of the lights and directing them towards the driveway and away from the lower Units. The stairway lights to the lower buildings are effective. In contrast, the lighting for the stairwells leading to the upper buildings is poor, as is the lighting under the carports. Similarly, the stairwells on the lower buildings are poorly lit, making the whole stairwell seem rather dark and gloomy. The lighting in the stairwells is omnidirectional and is a poor lighting source for the area. Finally, the lighting on individual Unit decks is not very bright or attractive and uses a mix of fittings.

The proposed upgrade of lighting throughout the complex is designed to improve the visibility and appearance of both upper and lower building stairwells plus the car ports and the pool/spa areas. Improved (dimmable) lighting for the decks is also proposed. In general, these fixtures will be LED lights, reducing the operational costs, and wall mounted lights will be “up/down” lights to improve the appearance of the area being lit.

### **Survey results**

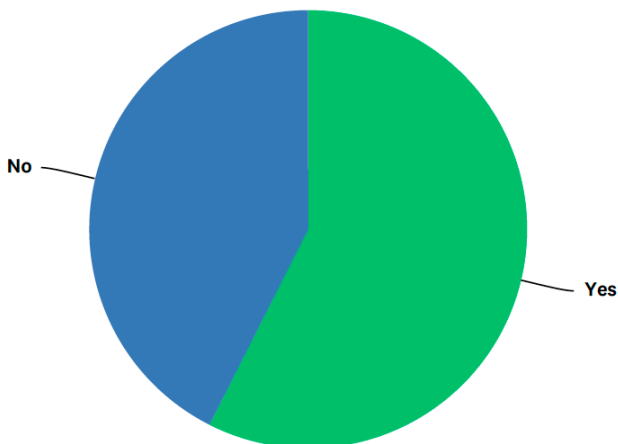
Owners were asked the following questions:

- Are you in favor of the proposed lighting upgrades to stairwells, landings, decks, pool and carport lights?
  - Yes
  - No
- If a majority of Owners are in favor of a lighting upgrade, what is your preferred timeframe?
  - Short Term (0-5 years)
  - Medium term (5-10 years)
  - Never (keep existing fittings and replace on an as needed basis)
- Any other comments

As can be seen from the graphs below, a majority (57%) were in favor of a lighting upgrade, and almost half of Owners (45%) supported doing this in the short term.

### Q12 Are you in favor of the proposed lighting upgrades to stairwells, landings, pool and car port lights?

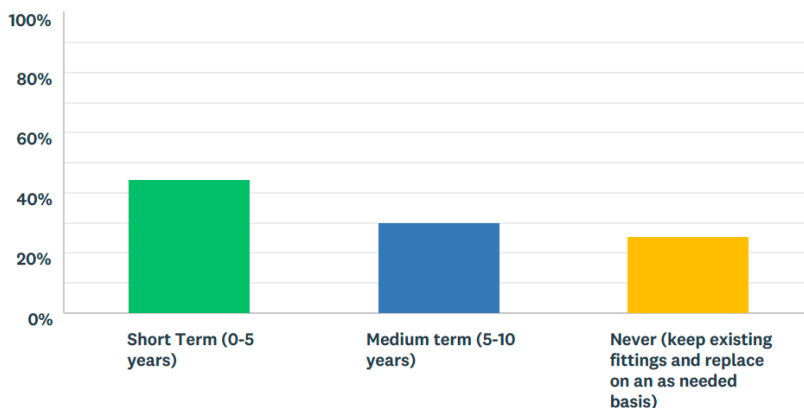
Answered: 47 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	57.45%	27
No	42.55%	20
TOTAL		47

### Q13 If a majority of Owners are in favor of a lighting upgrade, what is your preferred timeframe?

Answered: 47 Skipped: 1



ANSWER CHOICES	RESPONSES	
Short Term (0-5 years)	44.68%	21
Medium term (5-10 years)	29.79%	14
Never (keep existing fittings and replace on an as needed basis)	25.53%	12
TOTAL		47

Additional Comments: Some Owners thought that a lighting upgrade should be done soon and would be a good benefit to the property. Others felt the upgrade should be part of an overall external upgrade. Two Owners were concerned that any upgrade did not add to light pollution.

## **Board Recommendations**

The Board proposes moving ahead with an upgrade in lighting fixtures for both upper and lower stairwells, landings, pool area, car ports and decks in 2019. The Board anticipates that this expenditure will be relatively modest and will significantly improve the appearance of the property, especially at night.

## **POOL**

### **Background**

It is believed that the current pool was built around the time that the complex was originally constructed, which makes it about 40 years old. No details are available on its construction, but it is likely that there was limited foundation and drainage work installed beneath the pool, judging from the fact that the whole concrete shell has tilted over time so that the south corner is significantly lower than the east corner, which has caused a number of “knock on” problems, including uneven decking and challenges keeping the water at the correct fill height.

An upgrade to the pool was carried out in 2014, of which the key elements were:

- Replacement of the railroad ties with new ones to support the deck outside the gym
- Filling of the gaps between the concrete deck slabs and painting the deck with a non-slip paint.
- Repairs to the tiling around the inside of the pool and to the plaster surface of the pool
- Repairs to the pool plumbing systems

Following this upgrade, subsequent Board discussions have taken the position that minimal further investment will be made to the existing pool (beyond the maintenance required to ensure its continued operation) and to target pool replacement around 2026, or earlier if there is a structural failure of the existing pool shell.

### **Survey results**

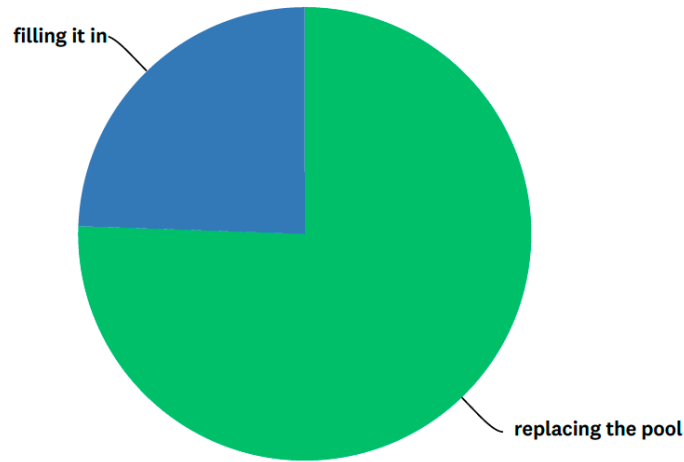
Owners were asked the following questions:

- Are you in favor of replacing the pool when needed, or filling it in?
  - replacing the pool
  - filling it in
- If a majority of Owners are in favor of replacing the pool, what is your preferred timing?
  - near term (0-5 years)
  - medium term (5-10 years)
  - at the point of catastrophic failure Pool no longer functional)
- Do you think we should take the opportunity to expand the size of the pool?
  - Yes
  - No
- Any other comments?

As can be seen from the graphs below, three quarters of the Owners were in favor of retaining the pool, but only a quarter were in favor of this investment in the short term, with the remainder evenly split between a 5-10 year timeline for replacement and “at point of catastrophic failure”. A majority of Owners (75%) were against expanding the size of the pool.

### Q15 Are you in favor of replacing the pool when needed, or filling it in?

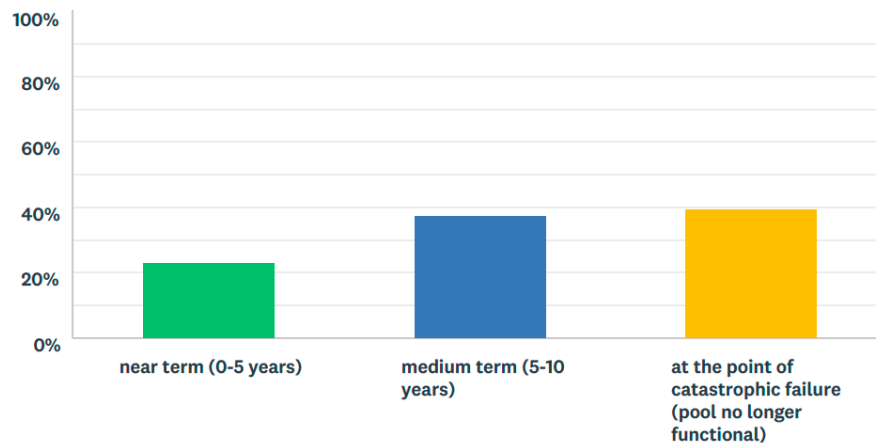
Answered: 45 Skipped: 3



ANSWER CHOICES	RESPONSES	
replacing the pool	75.56%	34
filling it in	24.44%	11
TOTAL		45

## Q16 If a majority of Owners are in favor of replacing the pool, what is your preferred timing?

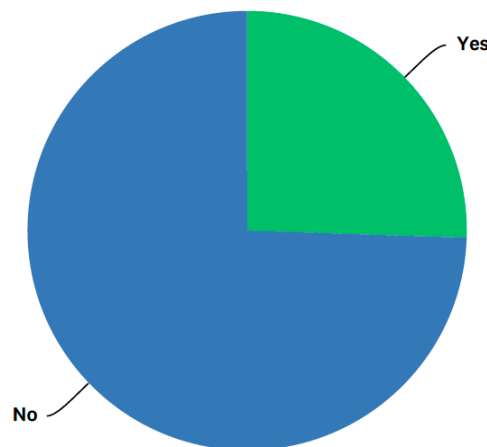
Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
near term (0-5 years)	22.92%	11
medium term (5-10 years)	37.50%	18
at the point of catastrophic failure (pool no longer functional)	39.58%	19
TOTAL		48

## Q17 Do you think we should take the opportunity to expand the size of the pool?

Answered: 47 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	25.53%	12
No	74.47%	35
TOTAL		47



Additional comments: Owner comments largely either reiterated the importance of the pool as an amenity or considered it under-utilized and as such should not be expanded and could be filled in to make a common area for residents or a summer play area for children. Some Owners felt that the surrounding deck area could be enlarged or enhanced. One Owner commented that the current pool is not “swimmable” and another that a resistance pool would be a better use of the space.

### **Board Recommendations**

The Board intends to continue with its current practice of carrying out minimal maintenance to keep the pool functional and continuing to monitor its condition. In view of other higher priority expenditures in the next ten years or so, the current proposal is to wait for the pool to fail to the extent that it cannot be repaired in a cost-effective manner.

## **BUILDING A**

### **Background**

Building A supports the communal amenities provided to the Complex, in addition to the five Owner Units that are contained within it. The lower floor changing/toilet areas and sauna were remodeled in 2013 and the two-bedroom “Property Manager” unit on the middle floor was upgraded/remodeled in 2014. The gym is generally in good condition. The hot tub was refurbished about 10 years ago. The pool replacement is the subject of a separate item in this strategic plan. The remaining items to be addressed to complete the refurbishment of the Building A amenities are the middle floor meeting room/function room and the upstairs floor of the building (Property Managers Office and “welcome Desk/Foyer”).

Conceptual plans for the redevelopment of this area were developed by Anne Grice and Associates (Interior Designer) and endorsed by the Board in May 2017. No detailed bids had been obtained but a budget figure of \$100,000 had been nominally assigned for the proposed work, based on the expertise of Anne Grice and members of the Board. At the Annual Meeting in August 2017 there was considerable negative feedback regarding the Board proposal to move ahead with this renovation in 2017-8, and reluctantly, the Board subsequently agreed not to move ahead with the renovation at this stage, but to include the proposal in this strategic plan.

### **Survey results**

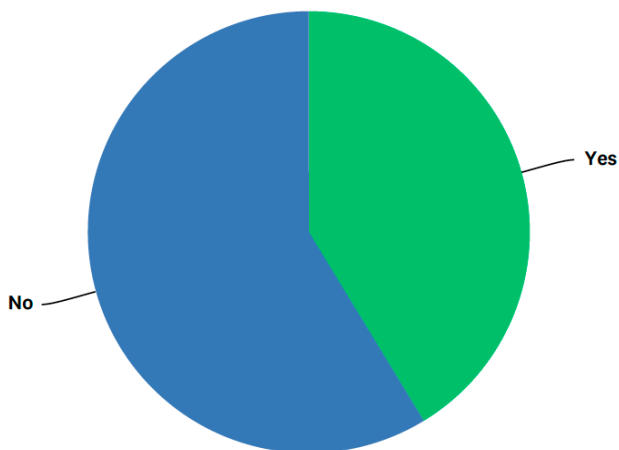
Owners were asked the following questions:

- Are you in favor of the proposed remodeling Building A areas according to the proposed designs:
  - Yes
  - No
- If a majority of Owners are in favor of such a remodel, what is your preferred timing:
  - Short term (within the next 5 years)
  - Medium Term (within the next 5-10 years)
  - At the point that windows and doors are replaced throughout the complex
  - Never
- Additional comments

As can be seen from the attached graphs, a majority of Owners (59%) were against remodeling to the plans developed by the Board. Furthermore, almost a third were in favor of never remodeling the room. Only 20% of Owners thought this ought to be done in the short term (0-5 years).

### Q19 Are you in favor of the proposed remodeling Building A areas according to the proposed designs?

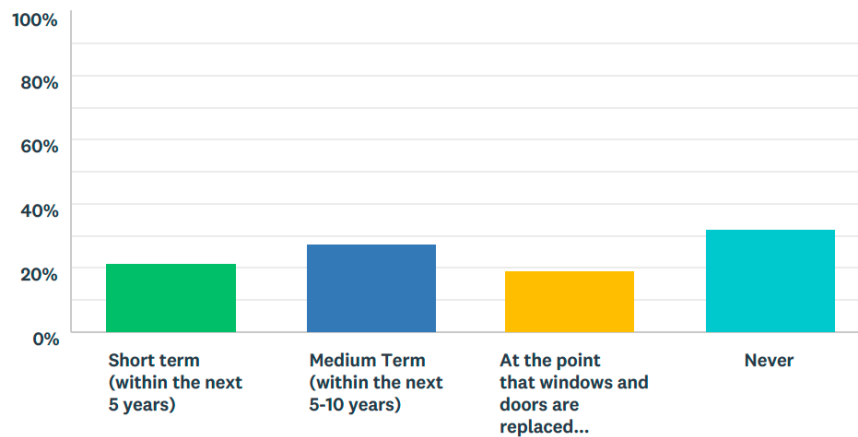
Answered: 46 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	41.30%	19
No	58.70%	27
TOTAL		46

## Q20 If a majority of Owners are in favor of such a remodel, what is your preferred timing?

Answered: 47 Skipped: 1



ANSWER CHOICES	RESPONSES	
Short term (within the next 5 years)	21.28%	10
Medium Term (within the next 5-10 years)	27.66%	13
At the point that windows and doors are replaced throughout the complex	19.15%	9
Never	31.91%	15
TOTAL		47

Additional Comments: A number of Owners commented on the poor appearance of the meeting room, and some commented favorably on the idea of making it more useable and friendly space. However, several Owners were concerned about the cost of the proposed renovation and indicated that something more modest and less expensive would be more appropriate. One Owner commented that the space would never be used regularly no matter how much money was thrown at it.

### Board Proposal/Recommendations

In view of this and previous feedback, the Board considers this a lower priority item, but will consider some more modest schemes for renovation.

## LANDSCAPING

### Background

The completion of the massive wall stabilization project in 2011 left the complex with a vast concrete driveway, underlain by a snowmelt system, running from the entrance of the complex at the L Building to the parking areas at the B and A Buildings. The expansive new stonewall stretched across the entire lower section of the complex, looming over all the lower buildings. Slopes behind the upper buildings and below the lower buildings were left steeper and largely barren because many trees, native grasses, and plantings were lost during the construction. At that time and with the advice of a landscape architect, the following steps were taken: the lawn areas adjacent to and behind upper buildings and on slopes below the lower buildings were sodded; small aspens and wild rose bushes were planted between the K-L and I-J

Buildings to camouflage the expanse of the retaining wall; and small aspens and cinquefoil shrubs were planted behind the upper buildings. Spruce trees and shrubs were planted at the entrance and elsewhere throughout the complex to fill in several places where mature trees had been removed. The sprinkler system was replaced and extended throughout the complex.

More recently, to add greenery to the driveway area, large composite planters plus several sizeable porcelain planters with aspen or spruce trees and seasonal flowers have been placed around the driveway and the pool deck. These supplement the small built-in planters at the entrance to two of the upper buildings and a small flower garden between the A and B Buildings. A natural path behind Building F-G was installed in 2017, providing access to the wild area above the upper buildings. In 2018 the picnic table at the top of the path was refurbished.

The Board made it clear that it intends to continue its short-term efforts to expand the use of flowers and vegetation on both sides of the entranceway and in the lower building stairwells. Additional trees will be planted behind D-G Buildings, and trees will also be considered for the I-J “buttress” that juts out beyond the face of the lower wall. The use of hanging baskets along the driveway will also be examined. Owner opinions were sought about other possible investments.

### **Survey results**

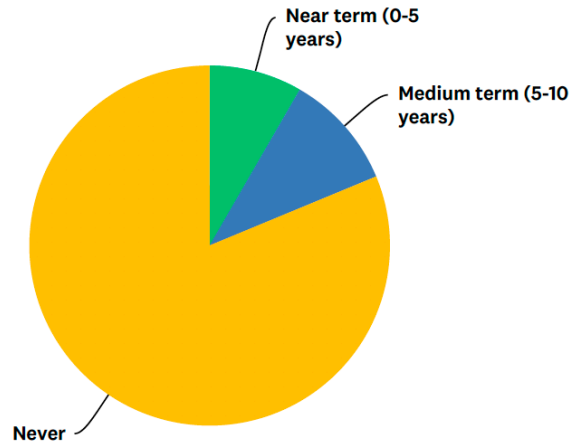
Owners were asked the following questions:

- Which of the proposed investments do you support and within what timeframe?
  - Develop land above upper buildings: swings
    - Near term (0-5 years)
    - Medium term (5-10 years)
    - Never
  - Develop land above upper buildings: tennis courts
    - Near term (0-5 years)
    - Medium term (5-10 years)
    - Never
  - Develop land above upper buildings: additional hiking trails
    - Near term (0-5 years)
    - Medium term (5-10 years)
    - Never
  - Add trees along bike path to shield the current view of Seasons 4
    - Near term (0-5 years)
    - Medium term (5-10 years)
    - Never
  - Plant sound barrier hedge on open space above upper buildings
    - Near term (0-5 years)
    - Never

As shown in the attached graphs, a majority of owners were not in favor of any additional development of the area behind the upper buildings (swings, tennis court, hiking trails, shrubs as a sound barrier), and a majority (56%) were also against planting trees by the lower path to try to hide the back of Seasons 4 buildings.

## Q22 Develop land above upper buildings: swings

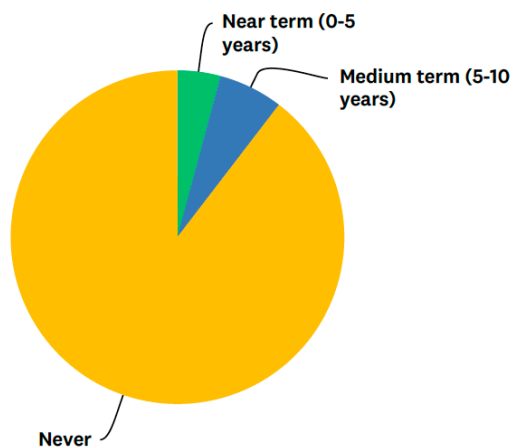
Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
Near term (0-5 years)	8.33%	4
Medium term (5-10 years)	10.42%	5
Never	81.25%	39
TOTAL		48

## Q23 Develop land above upper buildings: tennis courts

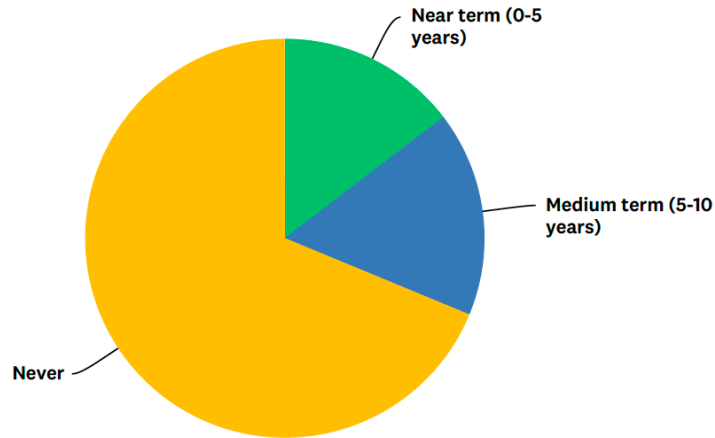
Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
Near term (0-5 years)	4.17%	2
Medium term (5-10 years)	6.25%	3
Never	89.58%	43
TOTAL		48

## Q24 Develop land above upper buildings: additional hiking trails

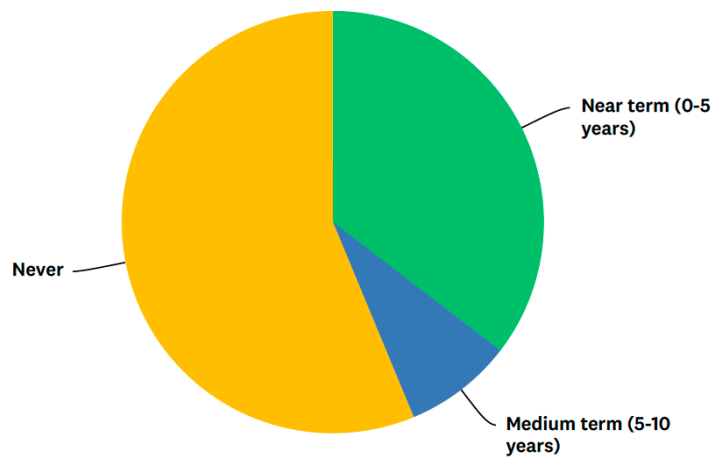
Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
Near term (0-5 years)	14.58%	7
Medium term (5-10 years)	16.67%	8
Never	68.75%	33
TOTAL		48

## Q25 Add trees along bike path to shield the current view of Seasons 4

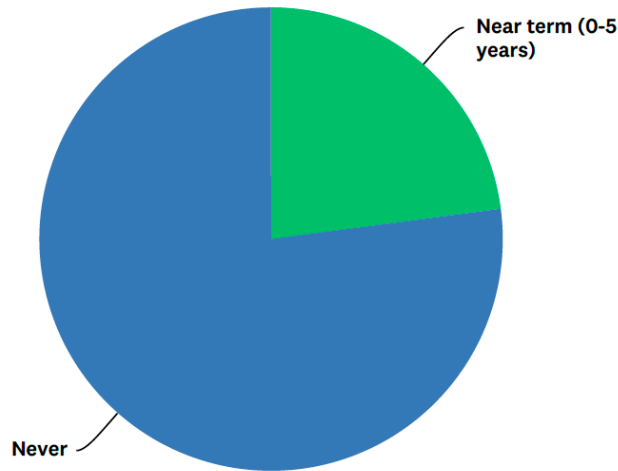
Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
Near term (0-5 years)	35.42%	17
Medium term (5-10 years)	8.33%	4
Never	56.25%	27
TOTAL		48

## Q26 Plant sound barrier hedge on open space above upper buildings

Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
Near term (0-5 years)	22.92%	11
Never	77.08%	37
TOTAL		48

### Board Proposal/ Recommendations

The Board will continue its current path of exploring ways to introduce greenery around the property, but will not pursue any of the above proposals further.

### FUNDING

#### Background

The Board recognized the need to increase major maintenance reserves in 2015, when it proposed three years of 15% increases in dues to the major maintenance fund. The last of these increases was put in place in September 2018. This means that the annual HOA income for Major Maintenance via the regularly scheduled Owner payments will bring in about \$175,000 per year from September 2018 onwards. This fund has to cover a number of expenditures (e.g. hot water heaters, boilers, repainting, etc.) in addition to the major items discussed in this document. Although the extent and timing of the various capital investments that were proposed in the Strategic Plan document and considered here also are still to be determined, the current reserves and annual major maintenance income between them may not be sufficient to cover the costs of future capital expenditures over the next 10-15 years. Owners were asked for feedback on various funding options.

## Survey results

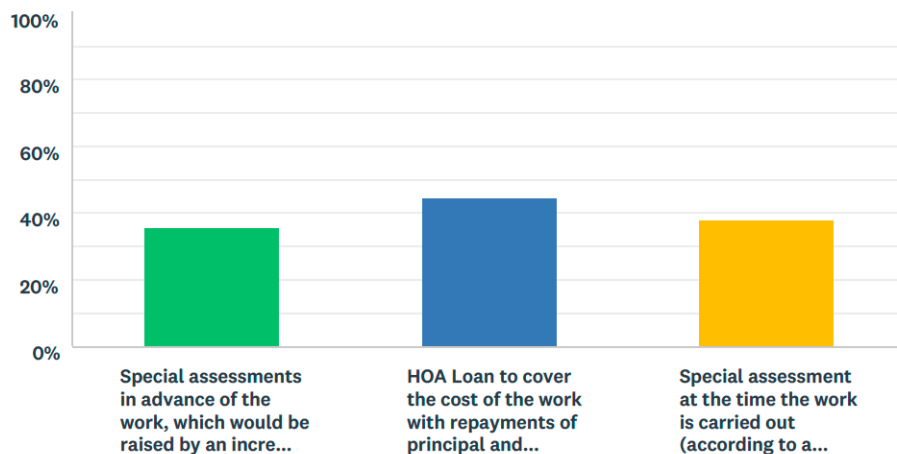
Owners were asked the following questions:

- In the event of the HOA needing to raise additional funds to support future capital expenditures, which of these approaches do you favor?
  - Special assessments in advance of the work, which would be raised by an increase in quarterly major maintenance assessments
  - HOA Loan to cover the cost of the work with repayments of principal and interest over time by Owners
  - Special assessment at the time the work is carried out (according to a defined investment schedule wherever possible)
- Additional comments?

As can be seen from the attached graph, about a third of Owners (36%) were in favor of paying for special assessments in advance of work being done on the complex, 45% were in favor of an HOA Loan, and another third (38%) were in favor of just paying a special assessment at the time the work was being done. Options 2 and 3 are not mutually exclusive – the intention would be that any HOA loan would include the provision for Owners to pay off the loan immediately if they are able to do so.

### Q27 In the event of the HOA needing to raise additional funds to support future capital expenditures, which of these approaches do you favor (tick all that apply)?

Answered: 45 Skipped: 3



ANSWER CHOICES	RESPONSES
Special assessments in advance of the work, which would be raised by an increase in quarterly major maintenance assessments	35.56% 16
HOA Loan to cover the cost of the work with repayments of principal and interest over time by Owners	44.44% 20
Special assessment at the time the work is carried out (according to a defined investment schedule wherever possible)	37.78% 17
Total Respondents: 45	



Additional comments: Some Owners were concerned about the high costs that they may face in the coming years, and thought that the Board should focus on required repairs rather than aesthetic upgrades and spread out capital investments to avoid special assessments. Other Owner comments included warnings over the challenges of the HOA obtaining a loan at a reasonable interest rate, the HOA liability were one or more Owners to default, and the importance of Owners being able to pay off any HOA loan immediately if they wished to do so. Other Owners recommended that the HOA to accumulate funds and avoid or minimize special assessments.

### **Board Proposal/Recommendations**

The Board will consider additional increases to the Quarterly Major Maintenance/Capital Investment fund in future years, with the goal of gradually building up additional funds for future capital investment in the property and minimizing the need for special assessments.

### **SUMMARY**

In preparing the discussion document, the Board wanted to make people aware of potential future investments and gather their opinions. In this respect, the Board considers this exercise to have been successful, and while the feedback was diverse and in some cases not particularly clear cut, the Board feels it has a better understanding of what items are important to Owners and what they consider to be of lower priority. This feedback is reflected in the Board Proposals and Recommendations at the end of each of the section in this document.

At this point, there are no plans to take out an HOA loan to support capital investment. The goal of the current Board will be to fund the new roof through the current Major Maintenance/Capital Investment Fund, and to continue to accumulate annual capital assessments to cover the cost of future replacement of doors and windows within the complex. The question of an external upgrade to the property will be revisited in due course, but in light of the equivocal feedback of Owners, the current Board does not intend to attempt to accumulate funds in the Major Maintenance/Capital Investment Fund to cover the costs that this would entail. If at some point in time an external upgrade is implemented, it is the opinion of the current Board that this would be the subject of a special assessment and/or HOA loan.