

CKN.World

Spring 2026

Table of Contents

Executive Summary 6
Executive Overview 9
Macon Nexus Development Overview 9
Opportunity 17
Problem Worth Solving 17
Our Solution 18
Target Market 19
Competition 22
Execution 29
Marketing Plan 27
Revenue Stack 33
Sales Plan 36
Locations & Facilities 38
Technology 42
Equipment & Assets 45
Milestones 53
Key Metrics 49
Integrated Asset Intelligence Platform 53
Lot Absorption & Value Creation Strategy 61
Media Acquisition & Distribution Platform 62
Revenue Timing, Capital Deployment & Modeling Clarification 65
Company 67
Ownership & Structure 67
Development Team 71
Advisors 74
Vertical Integration 78
Master Plan Deployment 80
Capital Deployment 82
Ecosystem Flywheel Model 84
Growth Corridors & Market Dynamics 88
Comp - Vacation Rental Market 96
NOI + DSCR Flow 99
Luxury Mountain Home Sales 113
Walnut Hills 101
Walnut Hills & Cedar Knob 105
Hempcrete Cordwood Cottages 107
Hempcrete Earthships 110
Workshop Building Series 108
Cedar Knob Nexus 117
Cedar Knob Nexus, a Micro Resort 117
Geodesic Dome Glamping 122
Intimacy Based Resort 129
Bellavista Nexus Landing 132
Property Introduction 136
Setting the Scene — Franklin, North Carolina 137

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3. The property's stunning mountain views..... 138
4. What makes this property a prime commercial opportunity.....139
5. The current state of the property and its potential..... 140
6. Zoning and land-use regulations.....141
7. Bellavista Nexus Landing Resort, Franklin NC..... 141
8. Local economy and growth prospects..... 144
9. Demographic analysis of the surrounding area.....145
10. Key amenities and attractions nearby..... 148
11. Bellavista Bistro..... 149
12. Live Music Strategy and Touring Integration..... 152
13. Regional Positioning — Macon County and the Plateau Market.....155
14. Competitive Landscape and Market Gap..... 157
15. Craft Beer Program and On-Site Production Strategy..... 158
16. Van-life and Small RV Micro-Resort..... 156
Wellness & Spa Revenue Integration.....160
17. The Lodge.....166
18. Construction Strategy & Projections..... 169
19. Operations.....172
20. SWOT Analysis.....175
22. Market Viability Overview – AI Overview..... 178
22. Purchase and Funding..... 174
23. Exit..... 181
Valuations of current assets.....184
SOAV Review & Tiered Valuation..... 184
Cedar Knob Nexus - Spring 2026.....185
Cedar Knob Nexus Project Assets..... 188
Capital Structure & Asset Basis Statement.....191
Financial Plan..... 193
Modeling Constraint Clarification.....193
How to Read This Financial Model..... 194
Financial Modeling Note.....201
Revenue.....205
Expenses & Costs..... 210
Profitability..... 215
Use of Funds.....218
Sources of Funds..... 223
Assumptions..... 227
Risk & Mitigation Framework.....230
Revenue & Budgeting Notes..... 238
Revenue Model & Income Justification.....241
Investor Exit & Liquidity Alignment..... 245
Financial Model Overview & Interpretation.....247
Investor Q&A Summary..... 251
WebWeave Universe — Content Standard & Creative Ethos..... 258
WebWeave Universe..... 258
WebWeave Studios — Content Standard & Creative Ethos.....259

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WebWeave — Revenue Integrity & Asset Value....262
Carriage House Start-up Studio....263
AI Mobile Studio Bus....268
Lot 29 Lodge Studio....271
Guest Producer Creative Engagement....276
Feasibility Study — WebWeave Studio Concept (Western North Carolina)....280
The Total Value System....286
Amenities....290
Lot 7 Pond & Amenity Development....290
Integrated Trail & Disc Golf System....293
Lot 35 Summit Pool & Activity Hub....298
Nvnehi Trail System & Ganvuta Pass....301
Development Structure & Philosophy....302
Residential Design Philosophy — Modern Performance, Privacy-First Living....302
Homesite Development Economics....306
Resilient Living Space — Secure Basement Suite....310
Assessment of the Walnut Creek / Cedar Knob Easement....313
Cultural Overview....319
Platform Vision & Upside Alignment....322
Basically Done - Multi-AI Critical Consensus....325
AI Studio Feasibility....329
Production Cost Advantage vs Traditional Studio Model....334
Studio Platform....336
Residential Build Philosophy....341
Lot-By-Lot Activation Strategy....346
Lot Absorption & Value Creation Strategy....344
Hempcrete....349
Integrated Value Multiplier System....354
Florida Buyer Seeding Engine — Cedar Knob Nexus....359
Market Relationship Development....363
Execution Model — How This Gets Built and Delivered....368
Execution Timeline — From Day 1 to First Episode Live....372
Content Distribution & Monetization Model — WebWeave Studio....375
Book Tour & AI Studio....379
Florida–Western North Carolina Market Connection....384
Cultural Value & Long-Term Validity....387
Highest and Best Use....390
Global Positioning....387
Global Media & Cultural Positioning....394
Risk Mitigation....397
Risk Mitigation....397
Execution Strategy – AI Film Campus Development....401
Market Response & Demand Alignment....404
Pathway Creation and Plateau Demand Capture....408
Market Demand & Consumer Alignment....412
Consumer Market Response – Segment Analysis....417

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Mission & Vision..... 424
Mission, Vision & Strategic Thesis..... 424
Community Covenant..... 428
Prime Syndicate Investment Opportunity..... 431
Prime Syndicate Investment Opportunity..... 431
Marketing & Demand Engine — Multi-Channel Audience Strategy..... 435
Capital Stack + Waterfall..... 439
Financial Model — Cedar Knob Nexus..... 445
Financial Model Overview..... 445
Revenue Presentation Methodology — WebWeave Nexus..... 447
Developer Compensation Strategy..... 449
Amenity Access & Community Maintenance Structure..... 451
Direct Cost Methodology..... 453
Seasonal Marketing & Event Programming Strategy..... 456
Integrated Project Components..... 458
AI & Production Infrastructure..... 460
Grant Opportunities..... 463
Capital Investment & Investor Retirement Strategy..... 467
Projected Valuations..... 470
Cedar Knob Nexus..... 472
Sugarfork Legacy..... 473
Bellavista Nexus Landing..... 477
Macon Nexus Development Value Projection..... 472
Exit Strategy..... 479
Alternative Debt Retirement Strategy..... 487
Conclusion..... 490
Conclusion..... 493
Closing Statement..... 499
Strategic Acquisitions..... 500
Land Pricing & Market Dynamics..... 505
Walnut Hills Lot 18..... 507
Walnut Hills Lot 22..... 509
Strategic Tract 1..... 511
Strategic Tract 2..... 513
Strategic Tract 3..... 516
Strategic Tract 4..... 519
Strategic Tracts 5 & 6..... 521
Strategic Tract 7..... 522
Strategic Tract 8..... 524
Creative Village Live–Work District..... 526
Water Infrastructure Strategy..... 528
Wastewater Infrastructure Strategy..... 531
Sacred Wellness Village - Sugarfork Legacy | Foundational Launch Strategy..... 533
Mountain Music Lodge..... 538
Public Safety..... 542
Appendix..... 545

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Executive Summary

Macon Nexus Development | Franklin, North Carolina

Macon Nexus Development is an asset-backed mountain development platform in Franklin, North Carolina, built on 153 acres of infrastructure-ready land already owned and partially developed.

The platform integrates land development, hospitality operations, experiential programming, and media into a unified system designed to generate revenue, validate demand, and create long-term asset value.

The Vision

Cedar Knob Nexus is a scarcity-backed mountain development platform on 153 acres of infrastructure-ready land in Western North Carolina.

The project combines:

- Phased residential development
- Hospitality activation (lodging, restaurant, spa, events)
- Retreat and experiential programming
- Integrated media and content distribution

The system is designed to generate revenue during construction—not after completion—while continuously increasing land value and demand.

5-Year Financial Highlights

Year 1 Revenue

$6.9M
Year 2 Revenue

$24.3M
Year 2 Net Profit

$10.5M
Year 4 Revenue

$32.4M
5-Year Total Revenue

~$96.9M
5-Year Total Net Profit

~$34.6M

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Growth is driven by:

- Phased residential home sales (primary capital events)
- Hospitality operations (restaurant, lodging, events, spa)
- Short-term rental income across multiple unit types

The Year 2 revenue increase reflects the delivery and sale of residential assets following a 12–16 month construction cycle initiated in Year 1.

Peak revenue is driven by asset sales, with a planned transition toward stabilized, recurring income over time.

Capital Structure & Use of Funds

The project requires $7 million in initial capital, secured through a strategic refinance of the existing property.

Funds are deployed to:

- Activate infrastructure and summit positioning
- Launch Bellavista Nexus Landing (restaurant, microbrewery, spa, events, lodging)
- Deploy hospitality units for immediate revenue (domes, cottages, rentals)
- Initiate residential construction

Capital is deployed into income-producing and value-accretive assets—not held idle.

Liquidity & Investor Exit Pathways

The structure provides multiple pathways to liquidity:

- Refinancing upon stabilization of income-producing assets
- Residential home sales and selective parcel monetization
- Strategic sale to operators or portfolio buyers
- Recapitalization or partnership at scale

This approach reduces dependence on any single exit while maintaining flexibility across market conditions.

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Market Position

The project is located within the Highlands–Cashiers–Franklin corridor, a supply-constrained second-home market with sustained demand from affluent buyers seeking:

- Seasonal retreats
- Short-term rental investments
- Relocation to high-elevation environments

Limited inventory, high construction barriers, and strong in-migration trends support long-term pricing strength and absorption.

Investment Thesis

Base Case

Asset-backed land, existing infrastructure, hospitality revenue, and residential sales create a grounded, execution-driven path to returns.

Upside Case

Expansion, destination growth, and integrated media and content platforms increase demand, visibility, and long-term valuation.

The project is designed to perform on the base case alone, with upside layered on top.

Final Position

A controlled, asset-backed development platform that:

- Generates revenue during development
- Converts land into income-producing assets early
- Builds value through execution rather than speculation
- Integrates hospitality, real estate, and media into a unified system
- Provides multiple pathways to investor liquidity

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Executive Overview

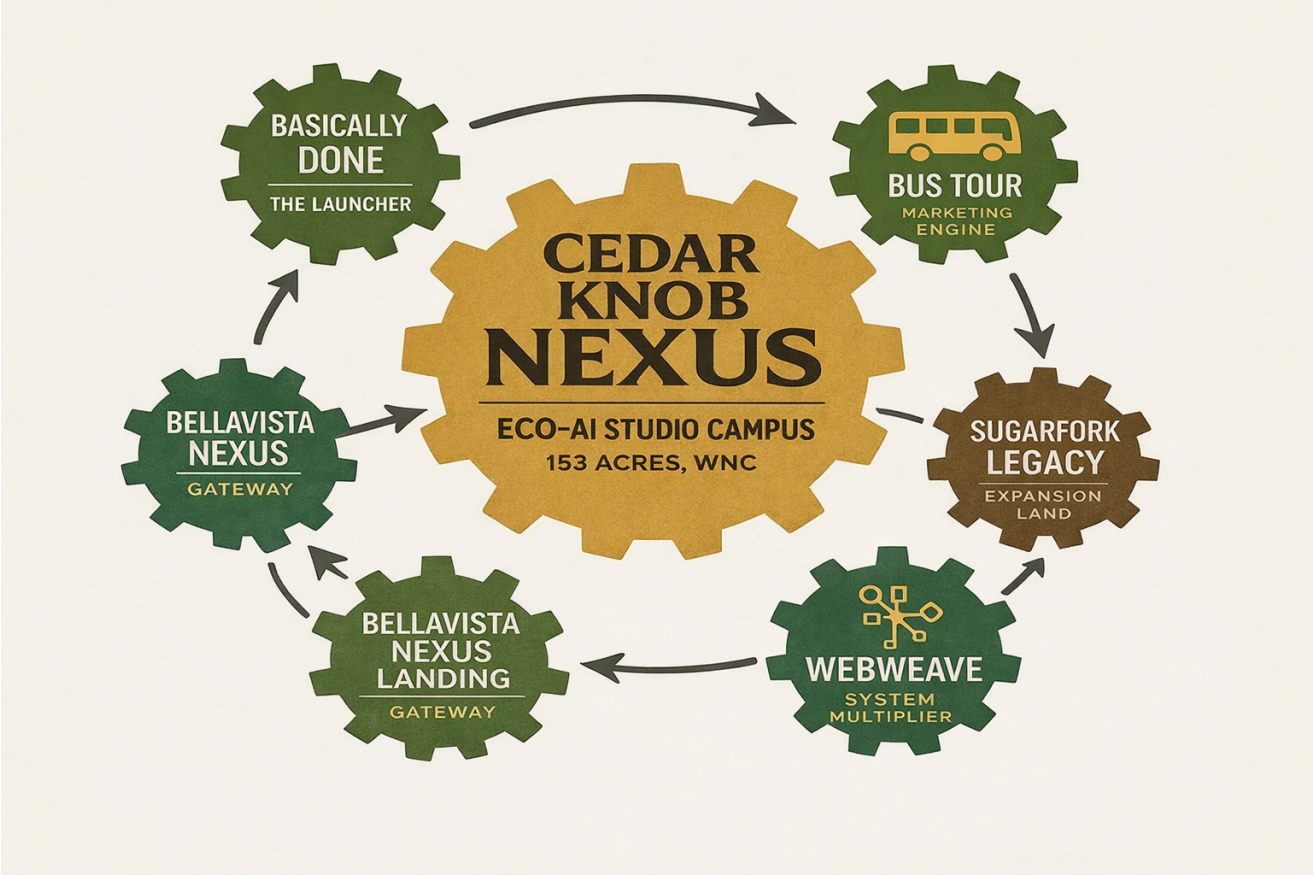
Macon Nexus Development Overview

Macon Nexus Ecosystem is an **asset-backed mountain development platform** built on land already owned and partially developed, with infrastructure and lot inventory in place.

Unlike speculative land positions or concept-stage resort proposals, this platform begins with a **real, build-ready asset base** that has already cleared the most difficult barriers to entry:

- Entitlement
- Access
- Infrastructure positioning

👉 This places the project in a **materially de-risked position** relative to typical mountain development opportunities.



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Phased Development Model

The project is executed through a **phased model that generates revenue during development—not after completion.**

This approach:

- Converts land into income-producing inventory
- Converts income into increased valuation
- Creates a **controlled and scalable growth model**

Result:

A development system that builds value while operating—not waiting for a terminal event.

PART ONE: THE ASSET BASE — SCARCITY & CONTROL

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1. Scarcity-Backed Mountain Platform

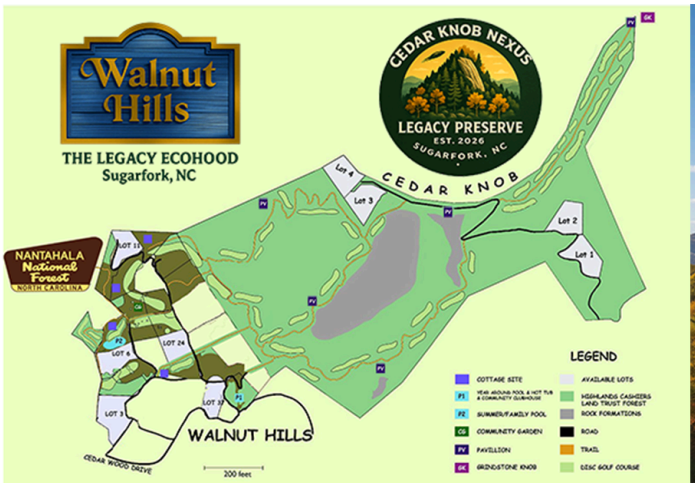
Cedar Knob Nexus is a **scarcity-driven mountain development platform** positioned within one of the most supply-constrained second-home corridors in the Southeastern United States.

Large, elevated, infrastructure-ready tracts in this region are:

- Increasingly rare
- Difficult to assemble
- Expensive to replicate

The Walnut Hills property represents **controlled inventory with embedded value**, including:

- Pre-platted homesites
- Protected land
- Premium long-range view positions





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2. Hard-Asset Foundation — Not Speculative

This is not speculative land banking.

It is:

153 acres of infrastructure-ready mountain property, including:

- Internal road systems
- Underground power
- Shared well systems
- Build-ready lot inventory

The investment begins with a real asset—not a concept.

PART TWO: THE DEVELOPMENT SYSTEM

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3. Self-Capitalizing Platform

Cedar Knob Nexus is structured as a **self-capitalizing development system**, not a static subdivision.

Value is created through a coordinated model:

- Hospitality-driven revenue activation
- Residential construction and sales
- Incremental vertical development
- Reinvestment into infrastructure and higher-value assets

Each phase funds the next.

---

4. Phased Capital Loop

The system progresses through layers:

Phase	Function	Outcome
Early Lodging	Revenue activation	Immediate cash flow
Residential Builds	Profit events	Capital generation
Lodges & Retreats	Long-term assets	Stabilized income
Long-Term Cadence	3–5 homes/year	10+ year build pipeline

This reduces early capital pressure while preserving long-term upside. After the Sugarfork Legacy village core is complete, the construction team transitions to 3–5 homes per year across the project's 40+ owned lots, creating a decade-long build pipeline.

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5. Hospitality-Activated Homesite Strategy

A key differentiator:

Homesites are temporarily activated as hospitality inventory.

Instead of idle land:

- Sites generate revenue
- Buyers experience the property
- Carrying costs are offset

Lifecycle:

Activate ↠ Generate Revenue ↠ Appreciate ↠ Monetize or Build

Every lot works.

PART THREE: BELLAVISTA NEXUS LANDING — DEMAND ENGINE

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6. Front Door & Market Engine

Bellavista Nexus Landing is the **public-facing entry point** to the ecosystem.

Located on a **3.63-acre in-town site**, it includes:

- 90-seat restaurant & bistro
- Microbrewery taproom
- Spa & wellness components
- Live entertainment venue

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7. Strategic Role

Bellavista is not a side project.

It functions as:

- Revenue generator
- Marketing engine
- Customer acquisition funnel
- Operational hub

It solves the biggest issue in mountain development:

Lack of early-stage demand.

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PART FOUR: INTEGRATED REVENUE MODEL

8. Multi-Channel Revenue System

Revenue is generated across:

- Hospitality (lodging, restaurant, events)
- Residential lot sales
- Vertical development
- Retreat and experiential programming
- Media / IP (upside layer only)

These are **interconnected—not isolated streams**

PART FIVE: TIERED INVESTMENT THESIS

9. Base Case vs Upside Case

Tier	Description
Base Case (Underwritten)	Land, infrastructure, hospitality activation, residential pipeline
Upside Case (Not Required)	Expansion, media amplification, destination-scale growth

The deal works without the upside.

10. Base Deployment — $7M Core Execution

Capital funds:

- Infrastructure & land development
- Bellavista activation
- Hospitality units (domes, lodging)
- Residential construction
- Studio and media integration

Outcome:

Fully functioning, revenue-generating platform with pathway to $20M+ near-term value and $50M+ long-term enterprise value

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11. Strategic Expansion (Optional)

Expansion is:

- Not required
- Not owned
- Not underwritten

But may unlock:

$40M–$50M+ platform value

PART SIX: CAPITAL STRUCTURE & LIQUIDITY STRATEGY

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12. Capital Philosophy

Investor capital is used as a **value creation engine**, not a holding structure.

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13. Liquidity Strategy

Liquidity is achieved through:

- Refinancing (primary)
- Strategic sale
- Selective asset monetization
- Recapitalization

Not dependent on a single pathway.

---

14. Flexible Capital Realization

The platform can shift between:

- Hold
- Monetize
- Hybrid

Based on **market timing—not necessity**

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15. Capital Recycling

Value Creation ↠ Liquidity ↠ Reinvestment ↠ Expanded Value

PART SEVEN: STRATEGIC IDENTITY

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16. Not a Subdivision — A Platform

This is:

- Real estate
- Hospitality
- Experience
- Brand

Combined into one system.

PART EIGHT: FINAL POSITION

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17. Investment Hierarchy

- Hard asset base
- Execution model
- Revenue system
- Optional upside

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18. Core Strength

The project stands on:

Real assets

Real execution
Real demand

---

19. Final Positioning

This is not:

speculative land

concept-stage resort

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20. What This Is

A phased, asset-backed development platform

With multiple revenue streams
And multiple value realization pathways

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21. Investor Takeaway

- Below-market basis
- Infrastructure in place
- Revenue during development
- Optionality in execution
- Upside without dependency

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22. Market Position

Located in a:

supply-constrained, high-demand second-home market

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23. Risk Framing

Risk is mitigated through:

- Asset base
- Phased execution
- Revenue activation
- Multiple liquidity pathways

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Opportunity

Problem Worth Solving

The Western North Carolina mountain market, particularly within the Highlands–Cashiers Plateau and surrounding Franklin corridor, continues to attract strong second-home and leisure demand. Yet despite the region's desirability, the current hospitality landscape remains structurally fragmented.



Existing supply generally falls into two categories: commoditized cabin rentals with limited differentiation, and high-end luxury developments that offer premium finishes but often lack identity, cultural depth, and experiential programming. Neither model consistently delivers a cohesive, place-based environment that integrates lodging, nature, and meaningful engagement into a unified guest experience.

At the same time, consumer demand is shifting toward more intentional forms of travel and living. Guests are increasingly seeking eco-conscious environments, wellness-oriented retreats, immersive experiences, creative spaces, and destinations with authentic identity. These preferences are already present in the market, but they are not being served through a coordinated, purpose-built platform.

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As a result, a clear structural problem exists. Hospitality offerings often lack distinct identity and experiential depth. Creative and retreat communities remain underserved by environments designed specifically for their use. Guests, organizers, and aligned communities are frequently forced to assemble their experience across multiple locations, vendors, and disconnected settings.

This fragmentation weakens the overall customer experience and constrains the economics of the market. It limits length of stay, reduces pricing power, suppresses ancillary revenue capture, and diminishes repeat visitation driven by emotional connection to place.

> ***The problem is the absence of an integrated, operational destination model capable of delivering these elements in a cohesive, identity-driven environment with aligned hospitality, programming, and demand generation.***

Cedar Knob Nexus is designed to fill this gap — integrating lodging, nature, creative programming, and authentic identity into a single, cohesive mountain destination platform.

Our Solution

Walnut Hills is structured as a phased, experience-driven mountain destination that integrates hospitality, residential development, and creative programming into a single operating platform. Rather than functioning as a conventional resort or a stand-alone real estate subdivision, the project is designed as a cohesive, identity-led environment in which lodging, place, and experience are developed together. This directly addresses the regional shortage of immersive, place-based destinations within the Western North Carolina mountain market.

1. Experience-Driven Accommodations

The hospitality model is built across a tiered lodging structure designed to create both early revenue and long-term pricing power:

- **Geodesic Domes** provide early-phase activation and immediate site monetization, creating revenue on homesite prior to build.
- **Eco-Cottages** create stabilized rental inventory and recurring income
- **Ridge-Top Lodges** establish the premium hospitality layer and long-duration value

Each accommodation type is intended to reinforce direct connection to the land, architectural distinctiveness, and a memorable guest experience. The objective is not simply to add lodging inventory, but to replace commoditized rental product with destination-specific accommodations that strengthen identity and premium positioning. Source Source

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2. Unified Destination Environment

Walnut Hills combines multiple complementary uses within a single operating ecosystem:

- short-term lodging
- retreats and group events
- wellness and outdoor experiences
- creative production and content development

This integrated structure reduces the fragmentation common in the regional market and allows guests, creators, retreat organizers, and aligned communities to operate within one purpose-built environment rather than across disconnected venues and vendors.

3. Phased, Cash-Flow-Oriented Development

The project is designed to advance through a staged, capital-efficient sequence:

- **Phase 1:** dome deployment activates the site and generates early revenue
- **Phase 2:** cottages expand recurring hospitality income
- **Phase 3:** residential home construction generates capital through sales, transitioning to a long-term cadence of 3–5 homes per year across the project's 40+ owned lots
- **Phase 4:** lodges and creative/studio components anchor long-term enterprise value

This sequencing is important because each phase is intended to support the next, creating a development model that builds momentum through internal value creation rather than relying entirely on continuous external capital. Source Source Source

4. Diversified Revenue Platform

Walnut Hills is structured as a multi-stream revenue model rather than a single-product hospitality concept. The platform can generate income through:

- hospitality operations across domes, cottages, and lodges
- residential home and homesite sales
- retreats, workshops, and events
- future creative, studio, and media-oriented programming

This diversified revenue base improves resilience, supports phased reinvestment, and reduces dependence on any one operating category.

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5. Identity-Driven Destination Strategy

A defining feature of the model is the integration of cultural and creative identity into the operating platform. Walnut Hills is not positioned as generic mountain lodging, but as a destination with its own narrative, programming logic, and brand character. This is supported through:

- story-driven brand development
- curated events and guest programming
- future media and content integration
- a stronger emotional connection between guest and place

That identity layer is what supports repeat visitation, greater loyalty, stronger differentiation, and long-term brand equity beyond the physical real estate itself. Source Source

Summary

Walnut Hills transforms conventional mountain development into an integrated destination model by combining experience-driven lodging, a unified guest environment, phased capital-efficient execution, and diversified revenue generation within one controlled platform. The result is a development strategy designed not only to create real estate value, but to build a scalable destination with operational depth, brand identity, and long-term growth potential.

Target Market

Walnut Hills | Customer Segmentation & Demand Profile

Walnut Hills is designed to serve a defined customer base seeking experience-driven, nature-based environments that integrate lodging, identity, and meaningful engagement. The platform is intentionally aligned with higher-value, lower-volume demand, prioritizing quality of stay, duration, and repeat visitation over mass-market occupancy. This positioning is consistent with both the project's phased hospitality model and the premium character of the surrounding mountain market.

1. Experience-Driven Travelers

The first core segment consists of individuals and couples seeking stays that extend beyond standard accommodation and into a more immersive destination experience. These guests are typically lifestyle-oriented travelers who value nature, wellness, design, and authenticity, and who select destinations based not only on geography but on the distinctiveness of the experience itself. For Walnut Hills, this segment forms the foundational occupancy base and supports year-round demand, direct brand exposure, and organic word-of-mouth growth.

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2. Retreat and Workshop Hosts

A second key segment includes retreat leaders, educators, facilitators, and small organizations seeking purpose-built environments for multi-day group programming. This includes wellness retreats, creative intensives, educational gatherings, and other small-format, high-engagement experiences. Typically serving groups of roughly 8 to 30 participants, this segment is attractive because it generates concentrated booking blocks, efficient multi-unit utilization, and repeat scheduling potential across annual or seasonal programming cycles.

3. Creative Professionals

Walnut Hills is also positioned to serve artists, musicians, writers, and content creators seeking immersive environments that support both inspiration and production. This segment values live-work flexibility, adaptable space, and settings with strong visual and emotional character. In addition to direct occupancy, creative professionals contribute to the broader destination thesis by strengthening cultural identity, generating authentic content, and reinforcing long-term brand positioning in ways that conventional lodging guests typically do not.

4. Event and Micro-Destination Guests

A fourth segment includes guests using the property for curated, small-scale gatherings such as intimate weddings, private celebrations, and destination-based milestone events. These bookings are typically short in duration but high in value, and they offer premium pricing potential, strong referral dynamics, and repeat business through affiliated guests and future event organizers. Within the Walnut Hills model, this segment adds an important layer of revenue density without requiring large-scale event volume.

Market Context

Walnut Hills benefits from its position within the Western North Carolina mountain corridor, drawing relevance from the broader Highlands-Cashiers, Franklin, and Asheville-access market. The underlying market is supported by a strong tourism economy and a premium second-home environment. North Carolina recorded **$36.7 billion** in visitor spending in 2024, while **Macon County generated $347.4 million** in tourism-related spending. In parallel, the Highlands-Cashiers market reported a **$1.2 million median sales price** in Q4 2025, reinforcing the area's strength as a discretionary lifestyle market with durable premium demand. *This established demand base supports the project's lease model for commercial assets (lodge, restaurant, music lodge, mixed-use), as qualified operators can enter a proven tourism market with built-in regional visitation.*

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Serviceable Market Strategy

The Walnut Hills model does not depend on large-scale volume to succeed. At stabilization, the platform is designed around a relatively limited lodging base combined with retreats, events, and complementary programming. Because the operating model emphasizes premium positioning, longer stays, and higher-value use cases, only a modest share of regional demand is required to support strong occupancy, pricing power, and sustained growth. This is a strategic advantage: the project is not underwriting success based on mass visitation, but on disciplined capture of a well-aligned customer base. Source Source

Summary

The Walnut Hills customer profile is intentionally designed to support higher-value bookings over high-volume turnover, deeper engagement over transactional occupancy, and repeat visitation over one-time demand capture. By aligning the platform with experience-driven travelers, retreat hosts, creative professionals, and micro-destination guests, Walnut Hills is positioned to generate value through quality of demand and strength of identity rather than scale alone

Competition

Walnut Hills | Competitive Landscape & Market Conditions

Western North Carolina's premium mountain hospitality market demonstrates sustained pricing power across multiple lodging categories. This confirms strong and durable regional demand for high-quality, experience-driven accommodations.

The current market supports luxury resorts, boutique inns, premium short-term rentals, and retreat-based destinations. Each serves a portion of demand, but none integrates the full experience. As a result, the market remains structurally fragmented.

Regional Market Benchmarks

Luxury Resorts

Examples include Old Edwards Inn & Spa and The Greystone Inn.

Typical nightly rates range from $300 to $900+, depending on season, room class, and package structure.
Strength: Established brand recognition, service quality, and premium positioning.

Limitation: Traditional formats tied to legacy hospitality models, often lacking immersive, place-based experience.

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Boutique Inns & Lifestyle Hospitality

Examples include Half-Mile Farm, Skyline Lodge, and Fire Mountain Inn.

Typical nightly rates range from $180 to $650+.
Strength: Atmosphere, character, and curated guest experience.

Limitation: Limited programming, reduced privacy, and minimal integration across experiences.

Premium Short-Term Rentals (Airbnb / VRBO)

Luxury cabins, mountain homes, and unique stays regularly command $250 to $1,200+ per night depending on design, size, and location.

Strength: Privacy, flexibility, and perceived value.

Limitation: Highly fragmented, inconsistent service levels, and limited long-term brand loyalty or destination cohesion.

Retreat & Specialty Venue Operators

Retreat centers and wellness-focused venues serve structured group experiences.

Strength: Program-driven demand and niche audience alignment.

Limitation: Use-case dependency and limited flexibility for broader leisure travel.

Market Reality: Fragmentation with Proven Demand

The Western North Carolina market clearly supports premium pricing across all hospitality categories. Guests are already spending at elevated levels for differentiated mountain experiences.

However, these experiences are disconnected. Customers are forced to assemble their stay across multiple properties and providers.

Typical trade-offs include:

- Privacy versus hospitality
- Nature versus walkability
- Boutique lodging versus structured programming
- Retreat functionality versus leisure flexibility

This fragmentation limits revenue capture, reduces length of stay, and weakens overall destination value.

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Competitive Positioning

Walnut Hills is not positioned within a single category. It is designed to operate between categories by integrating the strongest elements of each into a single environment.

The platform combines:

- Experiential lodging
- Boutique hospitality
- Retreat functionality
- Destination programming

This creates a unified, place-based experience rather than a standalone lodging product.

The development is structured as a forest-immersed, walkable hospitality village across a curated destination footprint. Value is not derived from proximity to downtown corridors, but from controlled placemaking, natural setting, and integrated experiences.

Rate Positioning & Revenue Validation

Regional benchmarks confirm broad pricing support across all categories:

- Luxury Resorts: $300 to $900+ per night
- Boutique Inns: $180 to $650+ per night
- Premium Short-Term Rentals: $250 to $1,200+ per night
- Experiential / Unique Stays: $150 to $500+ per night

Based on Walnut Hills' positioning, initial projected ADR targets range from approximately $225 to $450 per night, with higher realized rates achievable through premium accommodations and curated experiences.

The Walnut Hills Advantage

Walnut Hills does not compete directly with existing hospitality categories. Instead, it consolidates their strongest characteristics into a single, integrated destination platform.

This approach allows the project to:

- Capture multiple revenue streams from a single guest
- Increase length of stay and total spend per visit
- Improve pricing power through experience integration
- Drive repeat visitation through identity and programming

The model shifts from isolated transactions to a controlled destination ecosystem.

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Walnut Hills is not competing as a traditional resort, boutique inn, or cabin rental on a stand-alone basis; it is consolidating the strongest functions of each into a single forest-immersed boutique village destination platform.

Summary

Existing market options address lodging, luxury ownership, retreats, or events in isolation. Walnut Hills integrates these functions into a cohesive, identity-driven environment designed to reduce fragmentation and create a more durable market position within a proven premium travel and second-home corridor. The opportunity is not simply to outperform one existing category, but to reduce the need for customers to choose between them.

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Execution

Execution Structure ⤔ Simple Operations, Integrated Ecosystem

Macon Nexus Development is not operated as a single complex organization.

It is structured as a coordinated ecosystem of independent operating divisions, each responsible for a defined function within a larger, integrated platform.
At the highest level, Macon Nexus Development functions as the platform.

Within that platform:

- Bellavista Nexus Landing serves as the public-facing resort, primary revenue generator, and demand engine
- Walnut Hills / Cedar Knob Nexus serves as the core asset development layer and long-term value driver

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Independent Divisions ⤔ Simplicity at the Operational Level

The platform is organized into core operating divisions, including:

- Hospitality Operations
- Media and Production
- Development and Construction

Each division:

- Operates independently
- Maintains its own budget and performance accountability
- Is led by experienced operators within its discipline

This structure ensures operational simplicity at the unit level while maintaining professional execution across the broader system.

Bellavista Nexus Landing ⤔ Demand Engine and Revenue Stabilizer

Bellavista Nexus Landing functions as the public-facing entry point into the ecosystem.

Its role includes:

- Immediate revenue generation
- High-visibility market presence
- Customer acquisition into the broader platform

This allows the project to:

- Generate early cash flow
- Validate pricing and market demand
- Feed qualified guests and buyers into Walnut Hills

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Walnut Hills / Cedar Knob Nexus ↠ Core Value Engine

Walnut Hills / Cedar Knob Nexus represents the primary asset development layer.

It is responsible for:

- Land development and infrastructure execution
- Lodging and experiential hospitality
- Residential construction and home sales
- Long-term asset appreciation

The development strategy follows a structured progression:

Revenue generation ↠ Asset buildout ↠ Value expansion ↠ Monetization

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Centralized Leadership ↠ Strategic Alignment Without Operational Drag

At the platform level, centralized leadership provides:

- Capital allocation and financial oversight
- Strategic direction and long-term planning
- Brand consistency and design standards
- Cross-division coordination

This ensures each division operates efficiently without fragmentation, while remaining aligned with the overall vision and execution strategy.

Oversight and Accountability ↠ Built-In Risk Control

The platform is reinforced through structured oversight mechanisms, including:

- Independent third-party supervision
- Quarterly performance reviews
- Monthly on-site construction inspections
- Integrated reporting systems and investor visibility tools

This framework provides:

- Transparency across all operations
- Accountability at the division level
- Real-time performance insight for stakeholders

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Defined Leadership Roles ›› Focused Execution

Execution responsibilities are clearly separated:

- Dedicated General Managers oversee hospitality operations across Bellavista and future resort components
- Founder leadership remains focused on real estate development and media platform expansion

This separation prevents:

- Role overlap
- Decision bottlenecks
- Operational inefficiencies

Parallel Execution Model ›› Flywheel System

The platform operates as a coordinated system rather than a linear development sequence.

At the same time:

- Bellavista generates revenue and market visibility
- Walnut Hills develops assets and drives long-term value
- Media and experiential programming expand demand

Each component reinforces the others in real time, creating a self-sustaining operational flywheel while maintaining cost discipline and execution control.

Refined Positioning Statement

Macon Nexus Development operates as a unified platform where Bellavista Nexus Landing generates demand and cash flow, while Walnut Hills converts that demand into long-term asset value, creating a closed-loop system of revenue generation, development, and appreciation.

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Marketing Plan

Execution Structure ›› Simple Operations, Integrated Ecosystem (Forecast-Aligned)

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At the highest level, Macon Nexus Development functions as the platform.

Within that platform:

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- Walnut Hills / Cedar Knob Nexus serves as the core asset development layer and long-term value driver

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Forecast Integration ›› Platform Performance Backed by Data

The execution model is directly supported by the 2027–2031 financial forecast.

Total projected revenue scales as follows:

- 2027: **$6.9M**
- 2028: **$24.7M**
- 2029: **$11.6M**
- 2030: **$32.4M**
- 2031: **$21.3M**

This revenue is not driven by a single source. It is generated through multiple coordinated divisions operating simultaneously within the platform.

Independent Divisions ›› Revenue Alignment

Hospitality Operations (Bellavista + Lodging)

Bellavista Nexus Landing and lodging operations provide consistent, repeatable revenue streams:

- Restaurant scaling to **$3.6M+ annually by 2031**
- Geodesic domes generating **$1.3M+ annually**
- Spa, craft beverage, and ancillary services producing layered income

These form the **baseline operational cash flow layer** of the platform.

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Development & Construction (Walnut Hills / Cedar Knob)

The development division drives high-value capital events:

- Home sales reaching **$16M+ in peak years**
- Land and asset development feeding long-term appreciation
- Infrastructure investment converting raw land into premium assets

This creates **lumpy but high-margin revenue spikes**, aligned with your strategy:

Revenue ↠ Buildout ↠ Expansion ↠ Monetization

Media & Production (WebWeave Nexus)

WebWeave operates as both a revenue stream and a demand amplifier:

- Production revenue scaling toward **$1.7M+ annually**
- IP assets growing year-over-year
- Continuous content creation feeding the demand engine

This division strengthens acquisition efficiency and long-term brand value without carrying the core financial model.

Bellavista Nexus Landing ↠ Demand Engine + Revenue Stabilizer

Bellavista functions as the front door to the entire ecosystem.

Its role is validated in the forecast through:

- Early and consistent revenue generation beginning in Year 1
- High-frequency transactional income (food, lodging, experiences)
- Customer funneling into higher-value offerings

This supports:

- Immediate cash flow
- Market validation
- Demand conversion into Walnut Hills assets

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Walnut Hills / Cedar Knob Nexus ↠ Core Value Engine

Walnut Hills is the primary asset conversion layer of the platform.

Forecast data confirms its role in:

- Driving major revenue through home sales and lodging
- Expanding asset value through infrastructure and development
- Supporting long-term appreciation beyond operational income

This is where **demand becomes equity**.

Cost Structure Reality ↠ Built for Scale, Not Simplicity

The forecast reflects the reality of a development-driven platform:

- Direct costs scale to **$17.5M+ in peak build years**
- Personnel grows from ~37 to 112 team members
- Payroll reaches **$4.3M+ annually**

This is not inefficiency — it reflects:

- Active construction
- Multi-division operations
- Full-scale destination buildout

Centralized Leadership ↠ Strategic Control Without Operational Drag

Leadership remains centralized at the platform level, controlling:

- Capital allocation
- Strategic direction
- Brand consistency
- Cross-division coordination

This ensures alignment without overcomplicating day-to-day operations.

Oversight & Accountability ↠ Financial and Execution Control

The structure is reinforced through:

- Third-party oversight
- Monthly inspections
- Quarterly performance reviews
- Integrated reporting systems

These controls are critical given the scale of capital deployment and multi-division execution.

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Parallel Execution Model ↠ Forecast-Backed Flywheel

The financial model confirms that the platform operates as a flywheel:

Simultaneously:

- Bellavista generates recurring revenue
- Walnut Hills builds and monetizes assets
- WebWeave drives demand and visibility

This creates a system where:

- Revenue funds development
- Development increases asset value
- Media increases demand
- Demand feeds both revenue and sales

All components operate in parallel, not sequence.

Final Positioning (Now Fully Supported by Data)

Macon Nexus Development operates as a unified platform where Bellavista Nexus Landing generates demand and recurring cash flow, while Walnut Hills converts that demand into long-term asset value.

The financial forecast validates this structure as a closed-loop system of:

- Revenue generation
- Asset development
- Demand amplification
- Value appreciation

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Revenue Stack

Macon Nexus Development ↠ Stacked Revenue Platform (Updated)

Macon Nexus Development is not a single-income project.

It is a layered, multi-source revenue platform designed to generate recurring income, support asset development, and scale long-term value.

Layer 1 ↠ Stabilized Base Income (Predictable)

Lease-backed commercial components and select third-party operated verticals create long-term agreements across the platform.

This includes:

- Restaurant, bar, and hospitality master lease components
- Retail studios and mixed-use spaces
- Mountain Music Lodge integrated lease structure
- Select specialty operators such as spa and service providers

At stabilization, this layer targets approximately:

$85,000 to $90,000 per month

Approximately $1.0M to $1.1M annually
This reflects:

- Core lease income of approximately $75,000 per month
- Retail studios generating approximately $9,750 per month
- Mountain Music Lodge studio subleases generating approximately $5,000 per month

This layer:

- Covers baseline obligations
- Supports underwriting and DSCR
- Enables refinance confidence

Layer 2 ↠ Core Operations (Recurring Cash Flow)

The primary drivers of recurring operational revenue include:

- Bellavista Restaurant scaling to over $3,600,000 annually
- Geodesic domes generating over $1,300,000 annually
- Spa, craft beverage, and deli revenue creating layered per-guest spend
- Cottage and villa rentals forming a growing stabilized lodging base

This layer represents the primary cash engine of the platform, driven by high-frequency guest activity and repeat visitation.

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Layer 3 ↠ Experiential & Event Revenue (High-Margin)

The Mountain Music Lodge anchors this layer as a three-stage event platform integrated into the village core.

Revenue sources include:

- Ticketed live music events reaching up to $1,390,000 annually
- Workshops, retreats, and structured programming
- Studio-based creative experiences and rentals

This layer:

- Drives occupancy across lodging
- Increases per-guest spending
- Builds brand identity and repeat visitation

Layer 4 ↠ Media & IP (Scalable Upside)

WebWeave Nexus functions as the platform's media and intellectual property engine.

Revenue scales toward approximately $1,700,000 annually through:

- Production services
- Intellectual property creation
- Licensing and content distribution

This layer is not required to support the core model but expands reach, demand, and long-term valuation.

Layer 5 ↠ Development & Sales (Capital Events)

The development division generates high-value capital events through:

- Home sales peaking at over $16,000,000 annually
- Strategic land monetization
- Conversion of improved assets into premium inventory

This layer functions as the equity generator, creating large inflection points in value rather than recurring income.

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System Effect ↠ Closed-Loop Revenue Model

Most developments rely on a single income stream.

Macon Nexus Development is structured to:

- Capture multiple revenue streams per guest
- Convert visitors into long-term buyers and stakeholders
- Reinforce demand through integrated experiences
- Turn operating activity into long-term asset value

The result is a closed-loop system in which:

- Revenue drives development
- Development increases asset value
- Experiences increase demand
- Demand feeds both revenue and sales

Final Position

Macon Nexus Development operates as a multi-layered revenue platform where stabilized lease income supports the foundation, operations generate recurring cash flow, events and programming expand demand, and development converts that demand into long-term asset value.

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Sales Plan

Walnut Hills | Core Asset & Execution Model (UPDATED)

Walnut Hills is anchored by a 153-acre master-planned mountain property in Franklin, North Carolina, within the broader Highlands–Cashiers–Franklin corridor. It functions as both the core operating asset and the customer-facing destination.

This platform is supported by Bellavista Nexus Landing as the front-door access point and operational hub, extending customer acquisition, hospitality operations, and market visibility into a high-traffic in-town environment, while WebWeave Nexus operates as the integrated media and content platform that amplifies demand, brand identity, and long-term audience growth across the entire system.

The property is not simply where the business operates. It is the foundation of the platform's revenue generation, brand identity, and long-term asset appreciation.

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1. Primary Location — Core Asset

Walnut Hills / Cedar Knob Nexus is located in Franklin, North Carolina, positioned within a proven high-demand mountain corridor that includes Highlands, Cashiers, and the greater Western North Carolina tourism market.

The property benefits from:

- Established regional tourism demand
- Proximity to premium second-home markets
- Strong pricing support across lodging and residential categories
- Natural elevation, views, and environmental features that support destination positioning

While Walnut Hills serves as the primary physical asset, Bellavista Nexus Landing functions as the in-town operational extension of the platform, and WebWeave Nexus provides the digital and media infrastructure that connects, promotes, and scales the overall ecosystem.

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4. Operational Model

Walnut Hills operates as a destination-based platform, with the property itself serving as the primary product.

Rather than separating hospitality, real estate, and experiences into independent silos, the model integrates them into a single system where each component reinforces the others.

This model is extended through Bellavista Nexus Landing, which provides centralized guest services, hospitality operations, food and beverage, and marketing exposure, while WebWeave Nexus integrates content production, storytelling, and media distribution to support demand generation and brand expansion beyond the physical site.

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The operational structure is built around:

- Hospitality-driven engagement
- Experience-based programming
- Embedded real estate exposure
- Phased asset development

Each layer is designed to generate revenue while simultaneously increasing the value of the underlying asset base.

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6. Operational Flywheel (Updated)

The Walnut Hills platform operates as a continuous, self-reinforcing system rather than a linear development.

The cycle functions as follows:

Bellavista Nexus Landing generates visibility and initial customer engagement ↠

Guests are introduced to Walnut Hills through hospitality and experience-based stays ↠
On-site programming, including the Mountain Music Lodge, increases activity, engagement, and length of stay ↠
Increased engagement drives higher per-guest spending across lodging, food and beverage, and events ↠
WebWeave Nexus captures and amplifies these experiences through content, extending reach and reinforcing brand identity ↠
Expanded visibility drives new demand into Bellavista and Walnut Hills ↠
Sustained demand supports pricing power and occupancy ↠
Guests convert into buyers through direct exposure to homesites and development opportunities ↠
Real estate sales generate capital and increase asset value ↠
Reinvestment into infrastructure, programming, and media further strengthens the platform ↠
Brand strength and destination identity increase ↠
Demand continues to expand and compound

Final Position

Walnut Hills functions as the physical core of an integrated platform where hospitality, media, and real estate operate as a unified system.

Bellavista Nexus Landing extends the platform into a high-visibility, in-town environment that drives acquisition and operational efficiency, while WebWeave Nexus expands reach and demand through media, content, and audience growth.

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Together, these components create a closed-loop system in which:

- Demand is generated, captured, and expanded
- Revenue is produced across multiple layers
- Asset value is continuously increased
- Growth compounds across both physical and digital channels

This is not a static development. It is a continuously operating platform designed to generate revenue, scale demand, and build long-term enterprise value.

Locations & Facilities

Walnut Hills ›› Direct-to-Consumer + Embedded Real Estate Model

Walnut Hills converts demand into revenue through a direct-to-consumer system that integrates hospitality, experience-based booking, and embedded real estate exposure within a single platform.

Rather than separating lodging and residential development, the model uses hospitality as the initial point of engagement and real estate as the natural conversion path that follows. This aligns with the broader Cedar Knob strategy, where early hospitality activation, improved homesites, and residential development reinforce one another over time.

Core Objective

The system is designed to achieve three outcomes simultaneously:

- Maximize booking conversion
- Increase revenue per guest
- Create a continuous buyer pipeline from visitor traffic

Hospitality Activation ›› Revenue + Pre-Sales Engine

Homesites are activated through hospitality before vertical construction.

This allows each site to:

- Generate revenue immediately
- Function as a real-world product demonstration
- Create direct exposure for potential buyers

The result is a system where land is not idle — it is actively producing income and driving future sales.

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Centralized Intake ↠ Owned Customer Relationship

All demand is routed through controlled, first-party channels, including:

- Direct website bookings
- Partner-driven referrals
- Event and retreat inquiries

This ensures full visibility and control over the customer lifecycle, from first interaction through repeat visits and potential real estate conversion.

Booking Conversion ↠ Reduced Friction, Higher Yield

The booking system is structured for clarity and speed:

- Defined offerings
- Structured experience packages
- Simplified decision pathways

This reduces friction and increases the conversion rate from interest to reservation, improving overall revenue efficiency.

Experience-Based Revenue ↠ Premium Positioning

Walnut Hills does not sell commodity lodging.

It sells structured experiences that combine:

- Lodging
- Programming
- Environment
- Purpose

This approach:

- Supports premium pricing
- Reduces comparison-based competition
- Increases total revenue per guest

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Group Sales ↠ Concentrated Demand

Relationship-driven group sales represent a high-efficiency revenue channel.

This includes:

- Retreat leaders
- Workshop facilitators
- Event organizers

These relationships generate:

- Multi-unit bookings
- Multi-day stays
- Recurring annual demand

This increases occupancy while reducing customer acquisition cost.

Trust & Conversion ↠ Experience Before Purchase

Guests convert to buyers through direct exposure to the product.

The platform increases conversion by:

- Allowing guests to experience the property firsthand
- Demonstrating build quality and environment
- Providing real-world validation rather than speculative marketing

This builds confidence prior to purchase decisions.

Inventory Strategy ↠ Controlled Release

Inventory is released in phases to:

- Preserve pricing power
- Maintain demand tension
- Align supply with market absorption

This prevents oversupply and supports long-term valuation.

Channel Strategy ↠ Margin Protection

The platform prioritizes direct bookings as the highest-margin channel.

Third-party platforms are used selectively for visibility, but do not control pricing, customer relationships, or margins.

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Sales Infrastructure ↠ Scalable Execution

Early-stage sales are relationship-driven and founder-led.

As the platform grows:

- Offerings become standardized
- Processes become repeatable
- Execution can be delegated

This allows scaling without proportional increases in overhead.

System Loop ↠ Revenue + Sales Flywheel

The Walnut Hills system operates as a compounding loop:

- Hospitality demand drives bookings and on-site activity
- On-site activity increases spending across lodging, food, beverage, and events
- The Mountain Music Lodge and programming increase engagement and length of stay
- WebWeave amplifies these experiences and expands reach
- Increased demand drives occupancy and pricing power
- Guests convert into buyers through direct exposure
- Real estate sales generate capital and increase asset value
- Reinvestment strengthens infrastructure, programming, and brand
- Expanded brand presence drives additional demand

Each layer reinforces the next, creating a continuous, self-improving system.

Integration with Revenue Model

This system directly feeds the broader financial structure by:

- Driving monthly recurring revenue through lodging, events, and programming
- Supporting stabilized lease performance through consistent traffic and tenant demand
- Increasing per-guest spend across all operational divisions
- Converting demand into capital events through real estate sales

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Final Position

Walnut Hills does not separate hospitality from real estate.

It uses hospitality as the primary driver of demand, while real estate development converts that demand into long-term asset value.

The result is a self-reinforcing system that:

- Increases booking efficiency
- Maximizes revenue per guest
- Accelerates absorption of real estate inventory
- Compounds long-term enterprise value

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Technology

Technology & Systems Infrastructure ↠ AI-Driven Operating Platform

The platform operates on a lean, integrated, AI-driven technology stack designed to support booking, operations, customer management, and financial visibility across all components, including Walnut Hills, Sugar Fork Legacy, and Bellavista Nexus Landing.

This system is not static. It continuously evaluates, optimizes, and adapts in real time, functioning as an intelligent operational layer across the entire platform.

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1. Core Operating System ↠ AI-Enhanced Foundation

A centralized property management backbone serves as the system of record, enhanced by AI-driven monitoring and optimization.

Core capabilities include:

- Reservation and availability management
- Rate and inventory control
- Guest communication workflows
- Payment processing and reporting

AI-driven enhancements include:

- Real-time occupancy and pricing optimization
- Detection of anomalies in booking patterns and revenue flow
- Automated identification of operational inefficiencies

The system does not simply manage operations. It continuously improves performance across all assets.

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2. Direct Booking Infrastructure ↠ Conversion Optimization

The platform routes demand into owned booking channels, supported by AI-driven conversion tracking and optimization.

Core functions include:

- Analysis of user behavior and booking patterns
- Optimization of landing pages and booking flows
- Dynamic pricing adjustments based on demand signals and competitive positioning

The system learns what converts and continuously adjusts to improve booking efficiency and margin quality.

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3. Customer Relationship Management ›› Predictive Engagement

The CRM operates as a predictive and behavioral system rather than a static database.

Capabilities include:

- Guest segmentation based on behavior and spending patterns
- Identification of high-probability repeat guests
- Automated follow-up and retention workflows
- Lifetime value tracking

This allows the platform to prioritize high-value customers, optimize engagement timing, and increase repeat visitation and conversion into real estate buyers.

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4. Market Intelligence ›› Continuous External Awareness

An AI-driven layer evaluates external market conditions in real time.

Core functions include:

- Monitoring competitor pricing and occupancy
- Tracking regional demand trends
- Identifying emerging market shifts
- Evaluating innovation within hospitality and experiential sectors

This ensures the platform remains aligned with market conditions and can respond proactively rather than reactively.

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5. Financial & Operational Intelligence ›› Real-Time Visibility

Financial systems are enhanced with continuous performance monitoring and predictive analysis.

Capabilities include:

- Real-time tracking across all revenue streams and assets
- Forecasting of revenue, occupancy, and demand
- Cost analysis and efficiency recommendations
- Identification of underperforming assets or operations

The system provides early visibility into performance trends, allowing adjustments before inefficiencies compound.

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6. Risk Detection & Monitoring ↠ Early Warning System

A dedicated layer continuously monitors operational and financial risk.

Capabilities include:

- Detection of revenue inconsistencies
- Identification of operational bottlenecks
- Monitoring of customer satisfaction trends
- Analysis of staffing efficiency and workload distribution

This transforms the system into an early warning mechanism, reducing exposure to operational and financial disruptions.

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7. Strategic Decision Support ↠ Data-Driven Execution

The platform functions as a continuous decision-support system.

Capabilities include:

- Evaluation of which assets to expand, delay, or optimize
- Identification of highest-performing revenue channels
- Recommendations for pricing, marketing, and deployment adjustments
- Support for capital allocation decisions

This creates a structured, data-informed approach to growth and resource deployment.

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8. System Integration ↠ Closed-Loop Intelligence

All components operate within a unified architecture:

- Marketing generates demand
- AI evaluates demand quality and behavior
- Booking systems convert demand and adjust pricing
- CRM retains and re-engages customers
- Financial systems evaluate performance
- AI continuously optimizes across all layers

This creates a closed-loop system that improves efficiency, increases conversion, and compounds performance over time.

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9. Technology Strategy ↠ Scalable, Practical Deployment

The platform follows a phased and practical approach to technology:

- Begin with proven, reliable systems
- Layer AI-driven optimization and intelligence on top
- Transition toward a more unified internal system (CXSTER) as scale increases

Technology is deployed for measurable operational advantage, not speculative development.

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Strategic Position

This infrastructure transforms the platform into:

- A real-time optimized operating system
- A data-driven decision environment
- A self-improving asset platform

It aligns directly with the broader model, where demand, operations, revenue, and asset value are continuously measured, optimized, and scaled within a unified system.

Equipment & Assets

Walnut Hills | Equipment & Asset Base (Updated)

Walnut Hills utilizes a structured mix of construction equipment, operational tools, lodging infrastructure, event assets, and production systems to support in-house development, daily operations, and scalable revenue generation across the property.

The asset strategy is designed to do more than support construction. It establishes a controlled operating base that enables efficient buildout, consistent property maintenance, early revenue activation, and long-term expansion without over-reliance on outside contractors.

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1. Construction & Site Development Equipment ›› Internal Execution & Cost Control

Core equipment includes:

- Excavators and mini-excavators
- Skid steers with grading, trenching, and lifting attachments
- Dump trailers and hauling equipment
- Compaction equipment
- Concrete and material-handling tools

Function:

- Enables in-house infrastructure development and site preparation
- Reduces dependency on third-party contractors

Operating impact:

- Lowers overall development cost
- Improves scheduling control
- Increases speed across multiple active work zones

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2. Material Handling & Landscape Systems ↠ Workflow Efficiency

Core equipment includes:

- Forklifts and loaders
- Aggregate handling systems
- Bulk material storage and distribution

Function:

- Supports road construction, hardscaping, and lot preparation

Operating impact:

- Reduces material movement bottlenecks
- Improves workflow efficiency
- Strengthens control over site readiness and sequencing

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3. Lodging Infrastructure ↠ Revenue-Producing Asset Layer

Core assets include:

- Geodesic domes
- Eco-cottages (cordwood, hempcrete, timber frame)
- Furnishings and interior build-outs

Function:

- Activates hospitality inventory prior to full buildout
- Serves as real-world product demonstration for future development

Operating impact:

- Generates immediate recurring revenue
- Supports pricing validation and market demand
- Increases asset value through active utilization

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4. Property Operations & Maintenance ›› Asset Preservation

Core equipment includes:

- Utility vehicles and service trucks
- Landscaping and grounds equipment
- Trail maintenance systems
- Seasonal maintenance tools

Function:

- Maintains roads, trails, and shared infrastructure

Operating impact:

- Preserves guest experience quality
- Reduces deferred maintenance risk
- Supports lean, on-site operational control

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5. Event & Guest Experience Infrastructure ›› Revenue Expansion

Core assets include:

- Staging and seating systems
- Audio equipment for small to mid-scale events
- Workshop and programming tools

Function:

- Supports events, retreats, and experiential programming

Operating impact:

- Expands revenue beyond lodging
- Increases utilization of shared spaces
- Supports recurring event-driven income, including Mountain Music Lodge programming

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6. Studio & Production Systems ›› Media & Brand Infrastructure

Core equipment includes:

- Audio recording systems
- Video production tools
- Lighting and editing equipment

Function:

- Supports content production and storytelling across the platform

Operating impact:

- Strengthens brand identity and media presence
- Supports WebWeave Nexus content generation
- Increases long-term differentiation and demand reach

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7. Administrative & Operating Systems ›› Coordination Layer

Core systems include:

- Computers and networking infrastructure
- Booking and property management software
- Communication and payment systems

Function:

- Supports booking flow, operations, and financial coordination

Operating impact:

- Improves customer management and conversion
- Enhances operational alignment across divisions
- Enables scalable management as the platform grows

Integrated Asset Strategy ›› Execution + Revenue Alignment

The asset base is structured as an integrated system where each component supports both development and revenue generation:

- Construction equipment enables in-house development and cost control
- Material systems improve speed, sequencing, and efficiency
- Lodging infrastructure generates early and recurring revenue
- Maintenance systems preserve asset quality and guest experience
- Event infrastructure expands income through programming and activation
- Production systems strengthen brand, media, and demand generation

This structure allows Walnut Hills to transition from raw-site development to a fully operating, revenue-producing platform without reliance on fragmented external systems.

Final Position

The Walnut Hills asset base is not a passive collection of equipment. It is a deliberately structured operating system that reduces development cost, accelerates execution, generates early revenue, and supports long-term scalability across the entire platform.

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Milestones

Walnut Hills | Milestones & Development Timeline (Forecast-Aligned)

Walnut Hills follows a phased development timeline aligned directly with the financial model, sequencing execution, revenue activation, capital generation, and long-term asset stabilization.

The timeline is structured around **actual revenue inflection points**, not just construction milestones—moving from early activation into multi-layered revenue scale and ultimately into stabilized asset performance.

2026 | Pre-Activation & Infrastructure Positioning

This phase prepares the platform for revenue launch but is not yet a major financial driver.

Key Milestones

- Site preparation and infrastructure completion
- Initial dome deployment and setup
- Booking system and platform launch
- Bellavista Nexus Landing development and positioning
- Initial brand and demand seeding

Phase Objective

- Prepare for revenue activation
- Establish operational foundation
- Begin early demand generation

Milestone Goal

Position the platform for first meaningful revenue entry in 2027.

2027 | Revenue Activation (FIRST REAL INFLECTION)

This is the first true operating year reflected in the financial model.

Key Milestones

- Full activation of initial dome inventory
- Bellavista operations contributing revenue
- Initial events, retreats, and programming launched
- Early WebWeave and media activity begins
- Initial service revenue layers (spa, workshops, etc.)

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Financial Signal

👉 ~$6.9M total platform revenue

Phase Objective

- Establish real operating income
- Validate demand across multiple revenue streams
- Prove the model works in live conditions

Milestone Goal

Transition from development to **revenue-producing platform**

2028 | Stabilization & System Expansion

This phase strengthens consistency and begins layering scale.

Key Milestones

- Expansion of lodging inventory (domes + cottages)
- Increased occupancy and ADR stabilization
- Growth in retreat, event, and programming volume
- Expansion of Bellavista as demand engine
- Increased operational staffing and systems

Financial Signal

👉 ~$24M total revenue (driven by both operations + early capital events)

Phase Objective

- Improve consistency of monthly revenue
- Increase per-guest spend
- Strengthen multi-channel income

Milestone Goal

Establish a **reliable, multi-stream revenue system**

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2029 | Platform Integration & Revenue Layering

This phase transitions the platform into a fully integrated ecosystem.

Key Milestones

- Full integration of Mountain Music Lodge programming
- Increased event and festival cadence
- Expansion of WebWeave production and monetization
- Strengthening of direct booking and CRM systems
- Continued lodging and experience expansion

Financial Signal

👉 ~$11.6M revenue (shift toward operational layering vs capital spikes)

Phase Objective

- Strengthen recurring revenue layers
- Increase engagement and length of stay
- Deepen customer lifecycle (guest ↠ repeat ↠ buyer)

Milestone Goal

Operate as a **fully integrated revenue ecosystem**

2030 | Capital Event Peak & Asset Monetization

This is your **largest financial inflection point**

Key Milestones

- Full-scale residential construction and sales
- Peak home sale revenue
- Continued expansion of lodging and events
- Strong Music Lodge event performance
- High occupancy and pricing power

Financial Signal

👉 ~$32M+ total revenue

👉 **~$16M+ from home sales alone**

Phase Objective

- Convert demand into large-scale capital generation
- Maximize asset monetization
- Strengthen balance sheet and refinance position

Milestone Goal

Create **major capital liquidity event**

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2031 | Stabilization & Recurring Revenue Strength

This phase transitions away from heavy capital events into a stable operating platform.

Key Milestones

- Stabilized lease income (including Music Lodge + studios)
- Mature event and programming schedule
- Consistent lodging occupancy
- Fully operational Bellavista + Walnut Hills integration
- Expanded WebWeave contribution

Financial Signal

👉 ~$21M total revenue

👉 **Strong mix of recurring + reduced capital reliance**

Phase Objective

- Stabilize recurring income streams
- Reduce reliance on asset sales
- Strengthen NOI and refinance metrics

Milestone Goal

Operate as a **high-performing stabilized asset platform**

2032+ | Optimization & Long-Term Value Expansion

Beyond the current forecast window, the focus shifts to optimization and long-term positioning.

Key Milestones

- Continued residential buildout (controlled release)
- Expansion of media and IP revenue
- Optimization of operations and margins
- Potential expansion into additional assets or locations

Phase Objective

- Increase efficiency and margins
- Grow enterprise value
- Maintain flexibility for strategic expansion

Milestone Goal

Operate as a **self-sustaining, compounding platform**

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Final Position

This timeline is not construction-based.

It is **financially driven and performance-aligned**:

- 2026 ↠ Preparation
- 2027 ↠ Activation
- 2028 ↠ Scale
- 2029 ↠ Integration
- 2030 ↠ Capital Peak
- 2031 ↠ Stabilization

Key Metrics

Integrated Operational Intelligence Platform

Cedar Knob Nexus operates through a vertically integrated management and intelligence system designed to support simultaneous development, operations, and demand generation across a multi-division platform.

Rather than relying on a single centralized team, the project is structured into independent divisions—hospitality, development, and media—each operating with defined scope, budget accountability, and execution responsibility.

Centralized leadership directs capital allocation, strategic planning, and cross-functional alignment, ensuring efficiency without operational overlap.

Vertical Management Structure ↠ Controlled Execution at Scale

The platform is supported by specialized leadership across:

- Real estate development
- Hospitality operations
- Marketing and demand generation
- Production and media
- Brand development
- Construction and site development

Each division operates independently but within a coordinated system, allowing multiple phases of the project to advance in parallel.

This structure is what enables:

- Simultaneous construction, operations, and revenue generation
- Controlled scaling without operational breakdown
- Clear accountability at the unit level

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Accountability & Oversight ↠ Built-In Risk Control

The system is reinforced through structured oversight:

- Independent third-party monitoring (continuous)
- Quarterly performance reviews
- Monthly on-site construction inspections
- Real-time reporting through an integrated investor portal

This creates:

- Transparent operations
- Verifiable performance
- Institutional-grade reporting credibility

Operational Intelligence Platform ↠ Real-Time Control System

A proprietary operational intelligence platform—developed in partnership with ZacLab and DPI Web—is being deployed as core infrastructure across Walnut Hills and Cedar Knob Nexus.

This is not a reporting tool.

It is the central nervous system of the platform.

Core System Capabilities

Asset Intelligence & Valuation

- Real-time tracking of land, structures, and improvements
- Performance-based valuation visibility
- ROI tracking at the individual asset level

Financial & Performance Monitoring

- Revenue tracking by unit, asset, and category
- Capital deployment visibility
- Lifecycle cost tracking (maintenance, depreciation)
- Forward-looking performance indicators

Lifecycle & Maintenance Management

- Preventative maintenance scheduling
- Repair and refurbishment tracking
- Asset condition monitoring
- Cost-to-performance analysis

Risk & Incident Monitoring

- Structured incident reporting
- Liability and insurance tracking
- Historical risk data tied to assets

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Workforce & Operational Integration

- Labor tracking tied to asset output
- Task management across divisions
- Productivity and cost efficiency analysis

Infrastructure Mapping

- Unified view of all physical assets
- Mapping of infrastructure to revenue streams
- Full property-wide visibility

Strategic Function ⤔ From Development to Data System

This platform transforms Cedar Knob Nexus from a traditional development into a **data-driven asset system**.

It enables:

- Real-time visibility into performance
- Measurable operational efficiency
- Direct linkage between capital and output
- Continuous valuation awareness

Financial Alignment ⤔ Why This Matters

This system directly supports the financial model by:

- Tracking revenue performance across all layers (lodging, events, leases, sales)
- Supporting NOI visibility and lender reporting
- Improving capital deployment efficiency
- Reducing cost overruns and operational leakage

This is critical to sustaining:

- The 2027–2030 revenue ramp
- The 2030 capital event peak
- The 2031 stabilization phase

Execution Advantage ⤔ Enabling the Model

The platform solves the core challenges of a multi-layered development:

- Coordinating hospitality, construction, and media simultaneously
- Tracking asset value as it appreciates through development
- Managing distributed revenue streams across lodging and events
- Preventing maintenance backlog as assets scale
- Providing investor-grade reporting and transparency

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Growth Enablement ↠ Scalable by Design

This system is what allows the platform to scale from:

- Early-stage activation
- To 3–5 homes per year
- To full destination-level buildout

Without losing:

- Control
- Visibility
- Financial discipline

Final Position

Cedar Knob Nexus is not managed as a traditional development project.

It operates as a **fully integrated, intelligence-driven platform** where:

- Every asset is tracked
- Every dollar is tied to performance
- Every decision is data-informed

Investor Statement

Cedar Knob Nexus is executed through a vertically integrated, multi-division structure supported by a proprietary operational intelligence platform developed with ZacLab and DPI Web. This system provides real-time asset tracking, financial visibility, and performance monitoring across the entire ecosystem.

It is purpose-built for this project and designed to scale from early-stage activation to full destination operations while maintaining disciplined execution, transparency, and measurable results.

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Integrated Asset Intelligence Platform

Walnut Hills measures performance through a focused set of operational, financial, customer, and asset-level metrics designed to track utilization, revenue efficiency, profitability, capital generation, and long-term value creation.

The framework ensures the platform remains data-driven, disciplined, and scalable across all phases of development—from early activation to stabilized operations and long-term asset expansion.

Measurement Framework

Performance is tracked across four core dimensions:

- Demand and utilization
- Revenue efficiency
- Profitability and valuation
- Capital generation and long-term growth

These metrics provide a clear view of performance, value creation, and capital efficiency across the platform.

Core Operating Metrics

Occupancy Rate

Occupancy measures the percentage of available nights booked across all active lodging units.

Stabilized target:

50%–65% annual occupancy
This metric validates demand, measures asset utilization, and signals pricing strength.

Average Daily Rate (ADR)

ADR measures revenue earned per booked night and reflects pricing power.

Rates are dynamically managed based on:

- Seasonality
- Event demand
- Occupancy patterns
- Experience positioning

ADR directly impacts unit economics and overall revenue performance.

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Revenue per Unit

Revenue per unit tracks annual performance at the accommodation level.

Target annual revenue:

- Domes: $36,000–$46,000 per unit
- Cottages: $60,000–$70,000 per unit
- Lodges: $180,000–$200,000+ per unit

This metric validates scalability and supports capital allocation decisions.

Net Operating Income (NOI)

NOI measures revenue after operating expenses and is the primary indicator of financial performance.

Stabilized target:

- $750,000–$800,000+ NOI

Operating margin target:

- Approximately 55%–60%

NOI supports:

- Refinance qualification
- Debt service coverage
- Income-based valuation

Customer & Sales Metrics

Customer Acquisition Cost (CAC)

CAC measures the cost required to generate a booking.

Target benchmarks:

- Less than $150 per direct booking
- Less than 10% of booking revenue

This ensures efficient and scalable growth.

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Direct Booking Percentage

Tracks the share of bookings generated through owned channels.

Target:

- Majority of bookings direct over time

This protects margins and preserves customer relationships.

Customer Lifetime Value (LTV)

LTV measures cumulative value from repeat guests, referrals, and long-term engagement.

This reflects retention strength, brand value, and long-term revenue stability.

Growth & Expansion Metrics

Event & Retreat Utilization

Tracks volume and revenue from events, retreats, and programming.

Early baseline:

- Approximately $50,000+ annual event revenue in initial phase

This supports high-margin revenue and strengthens occupancy.

Residential Sales Performance

Measures:

- Number of homes sold
- Profit per unit
- Sales cycle duration

This tracks conversion of hospitality demand into capital generation and reinvestment.

Asset Value Growth

Measured through:

- NOI expansion
- Market positioning
- Valuation multiples
- Cap-rate-based valuation

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Projected outcomes:

- Early stabilized valuation: $10M–$13M
- Long-term progression: $15M–$20M+

This reflects total enterprise value growth.

Integrated Performance Model

The system operates as a connected structure:

- Occupancy drives revenue
- Pricing drives margin expansion
- Revenue drives NOI
- NOI drives valuation
- Capital events fund reinvestment and expansion

Summary

Walnut Hills tracks performance through a disciplined framework focused on:

- Occupancy and utilization
- Pricing and revenue efficiency
- NOI and profitability
- Customer acquisition and retention
- Capital generation and valuation growth

This framework ensures the platform converts demand into revenue, revenue into margin, and margin into long-term asset value.

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Lot Absorption & Value Creation Strategy

Controlled Lot Absorption Strategy

The project is intentionally structured around a controlled lot absorption strategy designed to maximize per-unit valuation rather than total unit volume.

Of the available homesites, only a portion are developed during early phases. By limiting the number of completed units, the project creates intentional scarcity within a defined micro-market, increasing demand pressure and supporting higher pricing on completed homes.

At the same time, remaining undeveloped lots benefit from ongoing infrastructure improvements, established access and utilities, and demonstrated market demand within the project.

This results in measurable appreciation of underlying land value across the entire development.

Vertical Build Arbitrage

Each home constructed within the project functions as both a revenue-generating asset and a value creation event.

By developing a limited number of homes within a larger inventory of entitled lots, the project establishes comparable sales, increases the value of remaining inventory, and captures the margin between construction cost and achieved market value.

This spread represents a significant portion of early-stage returns and is driven by execution, not market speculation.

Phase-Based Equity Extraction

Beginning in Year 2, the project initiates selective asset sales as part of a structured capital strategy.

These sales are not driven by necessity, but by design.

Proceeds from completed home sales provide:

- Immediate equity realization
- Reinvestment capital for continued development
- Reduction of project leverage where appropriate

These transactions generate substantial gains that are not reflected in operating income, but are realized through asset appreciation and disposition.

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Impact on Financial Reporting

Traditional operating metrics such as Net Operating Income do not fully capture financial performance during development phases.

While operating income may appear constrained due to ongoing investment in infrastructure and construction, total project value increases through:

- Land appreciation
- Completion of vertical assets
- Market-based pricing validation

As a result, early-stage performance should be evaluated based on total asset value growth and realized gains from sales, rather than operating income alone.

Transition to Stabilized Model

As the project matures, the strategy shifts from asset creation to income stabilization.

At that stage:

- Remaining assets are held for recurring rental income
- Operating margins normalize
- Valuation is driven by NOI and cap rate

This transition provides a clear pathway to refinancing or long-term hold, supported by stabilized cash flow and increased asset value.

Media Acquisition & Distribution Platform

Media Acquisition & Distribution Platform

Over the past several years, the project has developed a wholesale media acquisition strategy by securing advertising inventory directly from radio and television networks through bulk purchasing and strategic relationships.

This capability is now being formalized into a dedicated platform that both deploys media internally and repackages advertising inventory for external monetization through an integrated distribution system.

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Platform Structure

AdPros101 ↠ Media Acquisition Layer

AdPros101 functions as the acquisition engine for advertising inventory.

Core capabilities include:

- Direct-to-station bulk purchasing
- Access to inventory through association-based relationships
- Discounted CPM structures through volume buying
- Control over campaign timing, placement, and scheduling

This layer allows the platform to secure media at below-market rates while maintaining flexibility in deployment.

WebWeave Nexus ↠ Distribution Layer

WebWeave Nexus operates as the distribution and amplification system.

Core capabilities include:

- Content-driven amplification across owned channels
- Extended lifecycle for advertising campaigns beyond initial placement
- Audience development and retargeting infrastructure
- Integration of media with storytelling and brand positioning

This layer transforms traditional advertising into a longer-term demand and engagement asset.

Strategic Function

This platform converts traditional marketing spend into a controllable and scalable asset.

It enables:

- Reduced reliance on third-party agencies
- Direct control over media deployment and messaging
- Monetization of excess or unused advertising inventory
- Alignment of marketing spend with measurable revenue outcomes

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Revenue Model

The platform generates value through multiple channels:

- Internal deployment to drive demand across Walnut Hills, Bellavista Nexus Landing, and related assets
- Resale of advertising inventory to aligned partners and businesses
- Bundled media and content packages distributed through WebWeave Nexus

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Integration with Platform

This system operates as a demand-generation layer within the broader ecosystem:

- Supports direct booking growth and customer acquisition
- Increases visibility for events, programming, and real estate offerings
- Feeds the customer pipeline that drives both recurring revenue and capital events

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Final Position

The media acquisition and distribution platform transforms advertising from a cost center into a revenue-generating asset.

By combining bulk media acquisition with owned distribution and content amplification, the system creates a controlled, scalable channel for demand generation, brand expansion, and additional revenue.

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Revenue Timing, Capital Deployment & Modeling Clarification

The financial projections reflect a **phased development model**, not a stabilized operating business in its early years. Revenue variability across the forecast period is intentional and directly tied to construction cycles, asset delivery, and capital reinvestment strategy.

Development Phase Timing (2026–2028)

The project undergoes an initial **non-revenue-producing build period** beginning in 2026, during which:

- Residential units are constructed across Walnut Hills and Cedar Knob
- Infrastructure and site development are completed
- Capital is deployed into asset creation rather than income generation

This results in a temporary concentration of capital in **non-performing development assets**, which is expected and aligned with the project's strategy.

Beginning in 2027 and accelerating into 2028, completed residential units are introduced to market, generating **lump-sum sales revenue events**.

Capital Recycling Strategy

Proceeds from early home sales are not distributed—they are **recycled directly back into the project** to fund:

- Additional residential builds
- Expansion of infrastructure
- Development of core commercial assets

This includes the planned deployment of approximately **$10 million into vertical commercial development**, including:

- Destination restaurant
- Boutique hotel / lodge
- Mixed-use experiential and operational assets

These components are scheduled to come online between **2030 and 2032**, marking the transition from development-driven revenue to stabilized operational income.

Revenue Volatility Explained

The financial model shows periods of elevated revenue followed by normalization. This is not indicative of instability, but rather:

- **Bulk asset sales occurring in defined windows**
- Followed by reinvestment into new construction phases
- Resulting in temporary reductions in recognized revenue during build cycles

This pattern is consistent with a **capital recycling development model**, where value is created, realized, and redeployed in successive phases.

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Financial Modeling Constraint Disclosure

It is important to note that the projections are built using a platform that **does not support phased construction draw schedules**.

As a result:

- Construction costs are recorded as **lump-sum expenditures at project initiation**
- Rather than being distributed over the actual 6–12 month build timeline
- Revenue from completed assets is recognized at the point of sale

This creates **visible clustering in both cost and revenue lines**, which does not fully reflect the real-world timing of cash flows.

In practice:

- Capital is deployed incrementally throughout construction
- Work is completed in stages
- Revenue realization aligns with delivery, not initial expenditure

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Interpretation Guidance for Investors

When evaluating the model:

- Early-year volatility should be understood as **development-phase capital deployment**, not operational instability
- Peak revenue years represent **successful asset conversion events**, not one-time anomalies
- Long-term value is driven by the transition into **stabilized, recurring income assets post-2030**

By 2030–2032, the project shifts from a development-heavy structure to a **balanced ecosystem of recurring revenue, leased assets, and experiential income streams**, supported by infrastructure and brand presence established in earlier phases.

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Company

Ownership & Structure

Walnut Hills, LLC | Ownership, Structure & Governance

Cedar Knob Nexus is owned and operated through Walnut Hills, LLC, a limited liability company established to hold core real estate assets, oversee development execution, operate the hospitality platform, and manage long-term growth.

Walnut Hills, LLC functions as both the primary asset-holding entity and the operating platform for the broader development. Its structure unifies ownership, execution, and revenue generation within a single legal and financial framework designed to support phased growth over time.

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1. Entity Structure

Walnut Hills, LLC is organized to:

- Own and manage real estate assets
- Develop and operate hospitality components
- Manage event, studio, and experiential revenue streams
- Oversee development execution, operations, and asset appreciation

This structure allows the platform to operate through a centralized entity during core phases while preserving flexibility for future expansion, recapitalization, and subsidiary formation.

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2. Ownership Structure

The company is structured as a founder-led platform with centralized execution and minority investor participation.

Founder / Managing Member

Donald E. Pickett

- Controlling ownership interest
- Responsible for strategic direction and execution
- Oversight of development, operations, and capital deployment

Investors / Early Partners

- Minority equity participation
- Entry through phased capital raises
- Participation in income, appreciation, and liquidity events

This framework maintains decisive execution while aligning investors with the value created by the platform.

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2.1 Founder Compensation & Capital Preservation

The founder has contributed over 15 years of pre-development work with minimal compensation.

During the early phases:

- Founder compensation is supported through external revenue sources, not project capital
- No management salary is drawn from Walnut Hills, LLC until after revenue stabilization
- Compensation is weighted toward long-term success, not upfront extraction

This approach preserves project capital for development while aligning incentives with long-term performance.

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3. Ownership Allocation

Ownership is structured with:

- Founder holding a controlling majority position
- Investors holding minority equity interests as issued

The capitalization structure is designed to evolve over time through:

- Additional equity raises
- Recapitalization events
- Equity restructuring or partner transitions

This maintains control during execution while allowing flexibility as the platform scales.

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4. Legal Structure

Walnut Hills, LLC is organized as a Limited Liability Company.

Key structural advantages include:

- Limited liability protection for members
- Pass-through taxation, subject to elections and ownership structure
- Flexible governance and distribution frameworks

This structure is well-suited for phased real estate and hospitality investment.

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4.5 Intellectual Property Integration

The platform incorporates intellectual property owned by the founder and licensed to the LLC for exclusive use.

Key assets include:

- Narrative and storytelling systems
- Media and content platforms
- Music and creative production assets
- Brand and experiential frameworks

The LLC benefits from exclusive access to these assets, enhancing differentiation, marketing capability, and long-term value without direct ownership risk.

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5. Governance & Control

Governance is structured to balance efficient execution with investor oversight. Managing Member Responsibilities:

- Day-to-day operations
- Development scheduling and execution
- Capital allocation and deployment
- Strategic planning and long-term positioning

Investor Participation:

Investors may receive defined approval rights over major actions, including:

- Refinancing
- Asset sales
- Major capital expenditures
- Structural changes

This framework ensures operational efficiency while maintaining accountability and transparency.

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6. Capital Structure & Platform Flexibility

Walnut Hills, LLC is designed to support multiple phases of capital deployment and growth.

Expected capital pathways include:

- Initial equity capitalization
- Refinance events tied to operational stabilization
- Recapitalization for expansion phases
- Equity buyouts and partner transitions
- Formation of subsidiaries or special-purpose entities as needed

This flexibility supports long-term platform evolution rather than a single-stage development model.

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7. Capital Events & Liquidity Pathways

The structure provides multiple mechanisms for investor returns over time.

Potential pathways include:

- Preferred return distributions
- Refinance proceeds
- Equity buyouts and recapitalization
- Residential home and parcel sales
- Partial or full strategic asset sale

This creates optionality and allows value realization at multiple stages of development.

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8. Alignment Structure

The platform is structured to align management and investor interests around execution, performance, and long-term value creation.

Founder Alignment:

- Focused on disciplined execution
- Responsible for operational control
- Incentivized by long-term asset appreciation

Investor Alignment:

- Participation in income generation
- Exposure to asset appreciation
- Access to defined liquidity pathways

This ensures both parties benefit from sustained performance rather than short-term outcomes.

Summary

Walnut Hills, LLC is a founder-led investment and operating platform designed to support the full execution of Cedar Knob Nexus.

It provides:

- Centralized leadership and decision-making
- Minority investor participation with aligned incentives
- Flexible capital structuring across multiple phases
- Defined governance with operational efficiency
- Multiple return and liquidity pathways
- Exclusive access to proprietary intellectual property

The structure is designed to support disciplined execution, scalable growth, and long-term asset value creation within a framework that evolves as the platform matures.

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Development Team

Walnut Hills is led by a founder with more than four decades of hands-on business experience spanning real estate, development, operations, purchasing, logistics, customer acquisition, and project execution. The platform is supported by specialized design expertise and a scalable field network capable of advancing the project through multiple phases of development.

The management structure is intentionally practical: lean at the core, execution-oriented in the field, and supported by outside professionals and trade relationships as the platform expands.

Founder & Managing Member

Donald E. Pickett

Donald E. Pickett is the Founder and Managing Member of Walnut Hills, LLC, responsible for strategic direction, development execution, and full platform integration.

He brings over four decades of hands-on experience across:

- Real estate acquisition and asset management
- Construction, site development, and equipment operations
- Business development and customer acquisition
- Event production, logistics, and operations
- Marketing, promotions, and brand development

His approach combines strategic planning with direct operational oversight—aligning land development, hospitality, and revenue systems into a single, executable model.

He has consistently demonstrated the ability to build, scale, and operate revenue-generating systems while managing complex, multi-phase development projects across disciplines.

Operational Strength

This platform is built on execution—not layered management.

Core strengths include:

- Multi-phase project planning and delivery
- Contractor and vendor coordination
- Site logistics and infrastructure execution
- Equipment utilization and cost control
- Development of integrated revenue systems

This structure reduces reliance on external layers, increases cost efficiency, and accelerates project timelines.

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Event Production & Programming Experience

Donald E. Pickett has produced 17 music festivals across four states, featuring over 300 bands and nationally recognized artists.

His experience includes:

- Venue sourcing and contract negotiation
- Talent acquisition and scheduling
- Marketing and promotions
- On-site operations and staffing
- Full-cycle execution from setup through completion

This experience directly supports the development and operation of the Mountain Music Lodge and the broader event-driven revenue model.

Intellectual Property & Platform Integration

The platform is supported by integrated intellectual property assets that drive long-term demand and brand identity.

These include:

- A long-form narrative framework used for branding and experience design
- A proprietary storytelling system supporting scalable content creation and distribution
- A large-scale music catalog integrated into programming and production

These assets function as a built-in demand engine—supporting audience growth, content distribution, and sustained engagement across the platform.

Project Partner | Financial & Site Planning Oversight

Brian Morris

Brian Morris serves as a core project partner, providing financial oversight alongside professional landscape architecture and site planning expertise.

Experience includes:

- Over 30 years as a landscape architect in Western North Carolina
- Expertise in grading, drainage, and terrain-responsive development
- Coordination of large-scale land and infrastructure projects

Responsibilities include:

- Site planning aligned with topography and environmental conditions
- Grading, drainage, and access design

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- Integration of infrastructure with natural landscape features
- Internal project review and execution oversight

His role directly impacts build efficiency, cost control, and long-term asset value.

Operational & Build Network

Walnut Hills operates through an established network of:

- Contractors and skilled trades
- Equipment operators and site crews
- Material suppliers and logistics partners

This structure provides:

- Flexible labor deployment based on development phase
- Reduced fixed overhead during early stages
- Scalable build capacity without overcommitting resources
- Access to specialized expertise as needed

Scalable Operations Model

The operational structure expands in alignment with revenue and project complexity.

As the platform stabilizes, additional roles are introduced, including:

- Property and hospitality management
- Marketing and booking coordination
- Event and retreat operations
- Guest services and on-site experience management

This phased approach:

- Preserves capital during early development
- Avoids unnecessary overhead
- Allows operational depth to grow with demand

Management Philosophy

The Walnut Hills operating model is built on:

- Centralized leadership and accountability
- Targeted use of professional expertise
- Scalable execution through a network-based workforce

This structure ensures:

- Efficient decision-making
- Controlled cost structure
- Adaptability across development phases

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Summary

Walnut Hills combines:

- Founder-led leadership with deep operational experience
- Professional-grade site planning and land development expertise
- A scalable execution network of contractors, trades, and suppliers
- A disciplined, phase-aligned growth model

Final Position

Walnut Hills operates with a lean, execution-driven management structure designed to control cost, scale intelligently, and deliver a complex, multi-phase development with operational discipline and long-term value creation.

Advisors

Walnut Hills | Advisory Network

Walnut Hills is supported by a multidisciplinary advisory network providing specialized expertise across real estate, construction, engineering, sustainability, materials systems, technology, hospitality, and organizational development.

The purpose of this network is to strengthen decision-making, reduce execution risk, and expand access to domain-specific knowledge while maintaining a lean, centralized operating structure.

Real Estate Advisory

John Bynum

Berkshire Hathaway HomeServices Mountain Meadow Realty
Highlands, North Carolina
Marty Kimsey

RE/MAX Elite
Franklin, North Carolina
Advisory scope:

- Regional market intelligence
- Property positioning and pricing strategy
- Residential sales planning
- Absorption and buyer-demand insight

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This advisory support ensures alignment between product, pricing, and real market demand across the Franklin and Highlands–Cashiers corridor.

Construction Advisory

Frank Montgomery

General Contractor
Otto, North Carolina
Advisory scope:

- Construction sequencing and oversight
- Cost evaluation and budgeting input
- Multi-phase build execution guidance

This role supports disciplined execution across infrastructure, lodging, and residential development phases.

Mechanical Engineering

Alan Ridgeway

Ridgeway Mechanical
Atlanta, Georgia
Advisory scope:

- Mechanical system design input
- Infrastructure planning and integration
- Scalable system support across development phases

This ensures infrastructure is designed for efficiency, flexibility, and long-term performance.

Sustainability & Development

Jyll Pickett Laws

LEED Specialist & Sustainable Development Advisor
Atlanta, Georgia
Advisory scope:

- Sustainable building strategies
- Environmental design integration
- Long-term development planning aligned with efficiency

This supports practical, market-aligned sustainability integrated into long-term asset performance.

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Hempcrete Materials & Systems

Cameron McIntosh

Americhanvre Cast Hemp
Advisory scope:

- Hempcrete material systems and applications
- Integration of alternative construction methods
- Execution guidance for sustainable building systems

This enables differentiated construction approaches while maintaining practical build execution.

Technology & Systems

Saurabh Gusain

ZacLab
Dehradun, India
Advisory scope:

- Software development support
- Platform integration and systems design
- Technology infrastructure aligned with operations and growth

This supports the development of scalable, integrated systems across booking, operations, and performance tracking.

Development & Organizational Advisory

David E. Morris

Advisory scope:

- Development structuring and execution strategy
- Organizational planning and scalability
- Long-range strategic input

Experience:

- Over 40 years of professional experience

This role supports the transition from early-stage development to a structured, scalable operating platform.

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Hospitality Advisory

William J. Duke

Advisory scope:

- Hospitality operations and guest experience
- Service design and delivery strategy
- Operational input across lodging and destination quality

Experience:

- Over 40 years of professional experience

This supports the refinement of guest experience and operational quality as the platform expands.

Role of the Advisory Network

The advisory network provides targeted expertise across the areas most critical to execution:

- Real estate and absorption strategy
- Construction and engineering guidance
- Sustainability and materials systems
- Technology and operational infrastructure
- Hospitality and guest experience

The network supplements operating leadership without replacing it, ensuring that key decisions are informed by relevant expertise across disciplines.

Strategic Impact

This structure enables Walnut Hills to:

- Access specialized expertise without fixed overhead
- Validate decisions across multiple disciplines
- Reduce execution risk during development
- Maintain flexibility while scaling
- Strengthen planning without slowing execution

Summary

Walnut Hills is supported by a coordinated advisory network that enhances development planning, construction execution, operational strategy, sustainability integration, systems design, and long-term scalability.

The result is a support structure that adds depth of expertise across key disciplines while preserving a lean, execution-focused operating model.

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Vertical Integration

The Cedar Knob Nexus platform is executed through a coordinated master deployment strategy designed to activate multiple asset classes simultaneously, creating a vertically integrated ecosystem that compounds revenue, demand, and long-term asset value.

Rather than developing components in isolation, each element is deployed to serve a dual function—producing immediate utility while reinforcing the performance of the broader system. This establishes a self-sustaining operational flywheel where each completed component accelerates the next phase of growth.

Phase 1 — Land Control, Site Activation, and Revenue Initiation

Initial deployment focuses on securing and stabilizing the core land position while activating the property with revenue-generating uses.

Select homesites are improved and immediately utilized as high-quality geodome glamping sites, allowing the project to generate income while showcasing the future residential product.

Supporting infrastructure—including access, utilities, and foundational site enhancements—is developed in parallel, ensuring that each activated site transitions efficiently from temporary use into permanent residential or hospitality assets.

This approach:

- Eliminates idle land
- Initiates early cash flow
- Establishes the property as an operating destination from the outset

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Phase 2 — Front Door Establishment and Market Capture

Bellavista Nexus Landing is deployed as the in-town operational hub and primary public-facing entry point.

This component:

- Captures traffic within a high-visibility corridor
- Establishes brand presence and customer familiarity
- Centralizes guest intake, dining, retail, and short-stay activity

As the front door to the platform, it functions as a demand engine, directing visitors, guests, and prospective buyers into the mountain property.

This reduces reliance on external marketing channels while increasing conversion from visitor to repeat guest and long-term customer.

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Phase 3 — Vertical Integration of Revenue Streams

With land activation and demand capture established, the platform expands into a fully integrated revenue system.

Core components include:

- Short-term rentals (geodomes and cottages)
- Residential home development and sales
- Experiential amenities and programming
- Workshops, retreats, and events
- Integrated media and content distribution

Each revenue stream is interconnected:

- Guests become repeat visitors through programming and experience
- Visitors convert into buyers through exposure to finished homesites
- Buyers become long-term participants within the ecosystem
- Media and content extend reach beyond the physical property

This transforms the development into a continuously operating platform with layered income sources.

Phase 4 — Asset Expansion and Value Compounding

As revenue stabilizes and demand strengthens, the platform expands through additional home construction, premium lodging assets, and strategic acquisitions.

New assets are integrated into the existing system, immediately benefiting from:

- Established demand
- Existing infrastructure
- Brand recognition and positioning

Each expansion phase launches at a higher baseline value, accelerating overall equity growth and improving return on capital.

Phase 5 — Flywheel Acceleration and Long-Term Positioning

Once activated, the platform operates as a self-reinforcing system:

- Activated land generates guest traffic
- Guest traffic produces recurring revenue
- Revenue funds continued development and expansion
- Expansion increases scarcity and asset value
- Increased value attracts higher-quality buyers and guests
- Media and content amplify reach and demand

This cycle compounds over time, strengthening both operating income and long-term valuation while reducing dependence on external capital.

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System Outcome

The result is a vertically integrated mountain ecosystem in which real estate development, hospitality operations, experiential programming, and media distribution function as a unified system.

Each component supports the others. Each phase builds on the previous one. The platform is designed to become more efficient, more valuable, and more self-sustaining with each cycle of execution.

Master Plan Deployment

Macon One is the operational backbone of Cedar Knob Nexus, providing vertically integrated control over materials, equipment, and site execution.

It is not a subcontractor. It is a core operating platform that enables the project to execute development at a fundamentally different cost structure than conventional mountain developments.

Through direct material sourcing, owned equipment, retail infrastructure, and in-house design expertise, Macon One delivers full-stack integration across the most capital-intensive elements of development.

The result is a system that builds at wholesale cost and delivers retail-level value.

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1. Direct Material Sourcing & Supply Control

Macon One maintains established relationships with material suppliers and quarries, enabling direct procurement without intermediary markup.

This provides:

- Access to materials at below-market pricing
- Reliable supply during peak development phases
- Reduced exposure to pricing volatility and shortages

This approach significantly lowers the cost basis of hardscape and landscape development.

2. Retail Infrastructure Integration

The acquisition of a landscape supply operation provides internal distribution and cost control across the project.

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This structure allows:

- Bulk purchasing at wholesale pricing tiers
- Internal allocation of materials across development phases
- Potential resale of surplus materials as supplemental revenue

Material cost, typically a major expense category, becomes a controlled and partially monetized component of the project.

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3. Equipment Ownership & Deployment

Macon One operates with owned equipment sourced through dealer relationships, auctions, and trade channels.

The operational cycle includes:

- Acquiring equipment below market value
- Deploying equipment directly into site development
- Reselling or trading equipment after use

This results in:

- Reduced dependency on contractors
- Lower overall equipment cost
- Greater control over scheduling and execution
- Potential recovery of capital through resale

Equipment becomes a managed asset rather than a sunk cost.

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4. In-House Design & Execution

The platform incorporates professional landscape architecture and site planning directly into the development process.

This ensures:

- Efficient integration with mountain terrain and environmental conditions
- Consistent design standards across all lots and infrastructure
- Reduced reliance on outsourced design services

Design, materials, and execution are aligned within a single system, improving both efficiency and final asset quality.

5. Hardscape Value Creation

With control over materials, equipment, and execution, the project can construct premium site improvements at significantly reduced cost.

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This creates a measurable spread between:

- Development cost (wholesale input)
- Market value (retail perception)

This spread enhances:

- Lot valuation
- Buyer appeal
- Pricing strength across the development

Hardscape improvements function as a direct driver of asset value rather than a passive cost.

---

6. Revenue Activation During Development

Developed and improved lots are not held idle prior to vertical construction.

They are activated through:

- Temporary lodging (domes and cottages)
- Experiential outdoor use
- Event and programming integration

This allows each lot to:

- Generate revenue during the holding period
- Demonstrate real-world usability
- Support higher eventual sale pricing

Development phases generate both income and valuation simultaneously.

Integrated Advantage

The Macon One model provides:

- Lower per-unit development cost
- Faster execution timelines
- Reduced dependency on third-party contractors
- Increased margin on asset sales
- Revenue generation during development
- Greater control over project sequencing and quality

This structure transforms development from a cost-heavy process into a controlled, margin-driven system.

Final Position

Macon One is the cost-control and execution engine behind Cedar Knob Nexus.

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It enables the project to operate at a fundamentally different cost basis by combining direct material sourcing, owned equipment, and in-house execution within a single integrated system.

This allows the platform to create retail-level asset value at wholesale-level cost, strengthening margins, accelerating timelines, and supporting long-term scalability.

Capital Deployment

First-year capital is deployed to establish immediate revenue, build high-margin assets, and create a fully integrated operational platform while deferring large-scale expansion until performance is validated.

Total Capital Allocation: $7,000,000

Deployed over approximately 14 months

Capital Allocation Overview

Cedar Knob Nexus Refinance

Approximately $800,000
Stabilizes the core asset and secures control of the primary land base
Residential Home Construction

Approximately $3,000,000
Development of initial high-margin residential inventory driving primary equity creation
Bellavista Nexus Landing

Approximately $1,800,000
Revenue-generating front-door asset providing operations, hospitality, and brand presence
Geodome Deployment

Approximately $500,000
Rapid deployment short-term rental units generating early-stage cash flow
Eco-Cottages

Approximately $200,000
Low-cost, income-producing lodging assets supporting early revenue stabilization
Trail System and Disc Golf

Approximately $80,000
Amenity layer increasing occupancy, guest experience, and pricing power
Carriage House (Lot 32)

Approximately $350,000

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Multi-use asset supporting construction, operations, and early-stage studio capability
Mobile Studio, Book Tour, and WebWeave Development

Approximately $250,000
Revenue-generating media and marketing platform supporting demand creation and brand growth
Contingency and Strategic Reserve

$100,000
Execution flexibility and risk mitigation

Deployment Strategy

Capital deployment prioritizes immediate conversion into income-producing and value-accretive assets.

Geodome and cottage rentals are brought online first, establishing early revenue by Fall 2026. This initial income layer scales through winter and stabilizes by Spring 2027, supporting operations, infrastructure expansion, and marketing without excessive reliance on reserves.

Bellavista Nexus Landing functions as both a revenue generator and operational hub, integrating hospitality, food service, guest management, and marketing into a centralized system that supports the broader platform.

Residential construction operates in parallel as the primary equity driver, with projected resale values exceeding construction cost and phased to align with market absorption.

Additional components—including the Carriage House, trail system, and media platform—provide integrated functionality across operations, marketing, and customer engagement, reinforcing a vertically aligned system.

Revenue Activation Timeline

Revenue begins in Year 1 through rapid deployment of short-term rental units.

Initial geodome and cottage units are projected to come online by October, establishing the first phase of operational income. These units are prioritized due to speed of construction, lower capital intensity, and strong regional demand.

Revenue scales progressively through late fall and winter as additional units come online and occupancy increases. Spring 2027 represents the first stabilized operating period, with consistent performance across the short-term rental portfolio.

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This early revenue layer:

- Supports operating expenses and ongoing development
- Reduces reliance on reserve capital
- Establishes validated income history for refinancing and valuation
- Funds continued expansion of lodging and amenities

In parallel, residential home sales begin mid to late 2027, introducing a second revenue layer and enabling capital recycling.

Capital Efficiency & Liquidity Structure

The $100,000 contingency reserve does not represent total liquidity.

The $3,000,000 allocated to residential construction is deployed over an extended period, maintaining significant capital availability during early and mid-stage execution.

This phased deployment:

- Preserves working capital
- Reduces idle capital exposure
- Aligns funding with construction progress and revenue milestones

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Residential Build Strategy | Phase 1

Initial construction is structured as a 12-month deployment focused on five flagship homes.

Primary build lots include:

- Lot 3
- Lot 6
- Lot 24
- Lot 37 (paired with Carriage House on Lot 32)

Lot 18 is acquired and incorporated as a low-cost, high-margin addition.

All homes are positioned as custom sustainable residences, designed to showcase construction methods, design standards, and overall project quality.

This multi-home approach strengthens market presence, improves absorption, and builds immediate pricing credibility.

Expansion Pipeline

Lot 11 is designated as the first revenue-recycled build, funded through early operational cash flow.

Lot 22 is identified as a priority acquisition to secure pricing and maintain margin as development activity increases.

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Capital Deployment Timing

Capital is deployed rapidly to minimize carry costs and maximize productivity.

Priorities include:

- Immediate deployment into revenue-generating assets
- Acceleration of construction timelines
- Alignment of capital use with value creation milestones

This reduces interest drag while accelerating revenue stabilization and asset appreciation.

Bellavista Nexus Landing | Operational Hub & Demand Engine

Bellavista Nexus Landing functions as the front-door asset and operational hub.

Located approximately 9.5 miles from the core property, it provides:

- High-visibility market presence
- Centralized guest services and operations
- Food, beverage, and hospitality integration
- A demand funnel into Cedar Knob Nexus

It generates immediate revenue through lodging, dining, and spa services while building a customer base ahead of full mountain activation.

Cross-utilization between Bellavista and Cedar Knob increases total guest value and conversion.

A dedicated on-site digital billboard provides continuous, controlled marketing exposure, reducing reliance on third-party advertising while increasing visibility across the region.

Lodging Cost Advantage | Geodome Strategy

Geodome units are delivered at approximately $30,000 per unit on a turnkey basis, with projected execution costs between $24,000 and $27,000.

Comparable market delivery typically ranges from $45,000 to $65,000 per unit.

This cost advantage is achieved through:

- Vertical integration
- Direct material sourcing
- In-house construction and coordination

The result is:

- Lower capital per unit
- Faster deployment
- Higher margin on both rental income and asset value

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Eco-Cottages | Sustainable Build Strategy

Cottages are constructed using a hybrid cordwood and hempcrete method.

Each unit:

- Approximately 1,200 square feet
- Two-bedroom, two-bath configuration
- Delivered under $100,000 per unit

This approach reduces material cost while creating a differentiated, high-value product aligned with regional demand.

Each unit includes integrated outdoor living features, increasing perceived value and market positioning.

Trail System & Disc Golf | Amenity Layer

The trail network and integrated disc golf course enhance the property as a destination.

This low-cost amenity:

- Increases guest engagement and length of stay
- Expands market reach into recreation-focused visitors
- Enhances overall property value

Carriage House | Multi-Phase Asset

The Carriage House functions as:

Phase 1

Construction support, workshop, and early-stage production space
Phase 2

Studio backlot integration supporting media production
Phase 3

Bundled resale asset with Lot 37, contributing to capital recovery
This structure converts a functional necessity into a revenue-generating and value-accretive component.

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Mobile Studio & WebWeave Nexus | Media & Demand Engine

The media platform integrates:

- Mobile production capabilities
- Book tour revenue and audience development
- In-town WebWeave Nexus Studio at Bellavista

This creates:

- Direct revenue from content and media
- A self-sustaining marketing engine
- A pipeline converting audience into guests and buyers

Strategic Outcome

Year 1 capital deployment establishes:

- Immediate revenue through lodging and hospitality
- High-margin equity creation through residential builds
- A centralized operational hub through Bellavista
- A vertically integrated development system
- A media-driven demand engine

The result is a platform that generates income, builds asset value, and compounds demand from the earliest stage of execution.

Ecosystem Flywheel Model

Integrated Capital Deployment & Flywheel Activation

Capital deployment is executed as a synchronized, multi-channel activation strategy designed to convert land, infrastructure, and media into a unified, revenue-generating ecosystem.

Rather than operating as independent verticals, each component performs multiple roles—producing immediate revenue, reinforcing demand, and accelerating the performance of adjacent assets.

This creates a closed-loop system where deployed capital continuously cycles through revenue generation, asset appreciation, and reinvestment.

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Core Flywheel Mechanism

1. Land to Activation

The refinance secures control of the core asset.

Homesites are improved and activated through geodomes, cottages, and initial infrastructure.

Land does not remain idle. Each parcel either produces income or functions as a live demonstration of future development.

This converts land into both a revenue source and a marketing asset from the outset.

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2. Activation to Traffic

Bellavista Nexus Landing captures high-visibility traffic and serves as the primary entry point.

Glamping, dining, and on-site experiences create consistent reasons for visitation.

Media, content, and direct outreach generate inbound awareness.

Traffic is generated and captured within the platform rather than purchased externally.

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3. Traffic to Revenue

Multiple revenue streams are activated immediately:

- Restaurant and hospitality operations provide daily cash flow
- Glamping and cottages generate recurring income
- Media, content, and direct sales create additional revenue layers

Revenue begins in the first operating phase and expands across multiple channels simultaneously.

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4. Revenue to Validation

Operating performance provides measurable validation:

- Occupancy confirms demand
- Booking activity establishes pricing support
- Revenue history strengthens financial credibility

This validation supports refinancing strength, investor confidence, and access to expansion capital.

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5. Validation to Equity Creation

Residential construction is introduced into an active, proven market.

Homes are delivered into an ecosystem with established demand, supporting pricing and absorption.

Value is created through execution, not speculation.

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6. Equity to Redeployment

Proceeds from residential sales and operating performance are reinvested into:

- Additional home construction
- Expanded lodging inventory
- Strategic acquisitions

Capital is recycled within the system, increasing efficiency and compounding returns.

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7. Redeployment to Scale

Each reinvestment cycle expands the platform:

- Additional units increase guest capacity
- Increased guest volume drives higher revenue
- Revenue supports continued development

Growth accelerates as each layer reinforces the next.

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8. Media Amplification

The media platform functions as a continuous demand amplifier.

Through mobile production, WebWeave Nexus, and content distribution:

- Every activity is captured and repurposed as content
- Content extends reach beyond the physical property
- Media drives ongoing traffic into the system

This creates a self-sustaining marketing engine that reduces reliance on external advertising.

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System Loop

The platform operates as a continuous cycle:

Land becomes experience

Experience drives traffic
Traffic generates revenue
Revenue provides validation
Validation supports sales
Sales generate capital
Capital is reinvested
Reinvestment drives scale
Media amplifies demand
The cycle repeats, increasing efficiency, revenue, and asset value with each iteration.

Final Position

The Cedar Knob Nexus platform is not a linear development.

It is a vertically integrated system designed to convert capital into a continuously compounding cycle of revenue, demand, and asset appreciation.

Each phase strengthens the next. Each cycle increases efficiency. The system is built to scale through execution, not dependency.

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Growth Corridors & Market Dynamics

Walnut Hills | Sugarfork Plateau Position, Demand Migration & Corridor Advantage

Walnut Hills is not a Franklin story. It is a Sugarfork story.

Sugarfork represents the core location thesis behind Cedar Knob Nexus: a plateau township at approximately 3,300 feet, positioned directly within the long-term growth band of Western North Carolina. If Franklin serves as the valley-based commercial and service hub, Sugarfork represents the elevated position where long-term value is captured.

This distinction is fundamental to the investment narrative.

Sugarfork sits close enough to benefit from the strength of Franklin, Highlands, Cashiers, Asheville, and Atlanta, while still offering the elevation, land flexibility, identity, and pricing advantage that legacy premium markets no longer provide at scale.

This is not a speculative location. It is the next logical extension of a regional growth pattern that is already established and continuing to expand.

Plateau Position vs. Valley Position

Walnut Hills should be understood as a plateau asset rather than a valley asset.

Franklin functions as the service and commercial base of the region. Sugarfork occupies a fundamentally different position—an elevated plateau environment offering:

- Cooler climate and elevation advantage
- Stronger viewsheds and topographic character
- Increased privacy and separation
- A more defined mountain identity

These attributes directly influence buyer perception, demand quality, and long-term pricing power.

In functional terms:

Franklin supports the platform

Sugarfork defines the product

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Positioned Within the Active Growth Band

The growth band moving through Western North Carolina has already expanded beyond legacy nodes and continues to push outward as pricing increases and supply tightens.

Sugarfork sits directly within this expansion.

It is no longer peripheral. It is now part of the active demand zone—positioned to benefit from:

- Expanding regional tourism
- In-migration into Western North Carolina
- Spillover from constrained premium markets

This positioning places Walnut Hills in a phase of market repricing rather than post-peak entry.

First Plateau Community Advantage

Sugarfork's role as the first community on the plateau creates both functional and psychological value.

It marks the transition from valley access to elevated mountain living, offering:

- Accessibility combined with elevation
- Identity associated with plateau living
- Scarcity relative to lower-elevation land

Plateau locations historically maintain stronger long-term value due to their combination of usability and environmental appeal.

Walnut Hills benefits from this positioning at a stage where land remains comparatively undervalued.

Regional Demand Drivers

Asheville Expansion

Asheville continues to drive regional demand but is increasingly constrained by:

- Limited land availability
- Pricing escalation
- Infrastructure pressure

This pushes demand outward into surrounding areas that can deliver similar lifestyle benefits with greater flexibility.

Sugarfork captures this outward movement while maintaining a more open and scalable development environment.

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Atlanta Growth & Buyer Demand

Atlanta remains a primary feeder market for Western North Carolina.

Continued population growth and wealth expansion in Atlanta are increasing demand for:

- Second homes
- Seasonal residences
- Long-weekend and short-term travel destinations

This demand is shifting toward locations that offer:

- Elevation and identity
- Privacy and land availability
- Access without density

Sugarfork is directly aligned with these preferences.

Highlands–Cashiers Pricing Pressure

Highlands and Cashiers have established the upper bound of market pricing in the region.

These markets now exhibit:

- High entry pricing
- Limited inventory
- Reduced development flexibility

As a result, demand shifts toward nearby locations that offer:

- Comparable environmental qualities
- Greater development opportunity
- Lower cost basis

Sugarfork functions as the value gap opportunity beneath these premium markets.

Long-Term Demand Base

The region is supported by multiple durable demand segments:

- Retirees seeking long-term lifestyle relocation
- Second-home buyers from the Southeast and beyond
- Remote-capable professionals transitioning into flexible residency

All three groups prioritize:

- Environment and elevation
- Identity and place-based experience
- Accessibility without density
- Long-term value retention

Sugarfork aligns with these preferences while remaining earlier in its pricing cycle.

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Route Access & Connectivity

Sugarfork benefits from strong regional connectivity.

It sits within a practical travel network linking:

- Franklin (service base)
- Highlands and Cashiers (premium markets)
- Asheville (regional driver)
- Atlanta (primary demand source)

This provides:

- Efficient access for guests and owners
- Logistical practicality for development and operations
- Viability for events, retreats, and recurring visitation

The location is elevated without being isolated.

Franklin as Supporting Infrastructure

Franklin strengthens the Sugarfork thesis by functioning as the regional service and commercial engine.

Ongoing commercial expansion reflects:

- Increasing population stability
- Growing year-round demand
- Strengthening economic base

This allows Sugarfork to deliver:

- Plateau identity and scarcity
- Supported by valley-level infrastructure and services

The relationship between the two enhances overall viability and value.

Market Timing & Entry Position

The investment opportunity is defined by timing.

In regional development cycles:

- Premium markets reprice first
- Service hubs expand second
- Adjacent elevated areas follow as demand seeks value

Sugarfork appears to be entering this third phase.

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It offers:

- Established demand proximity
- Plateau positioning
- Remaining pricing inefficiency

This combination indicates a market that is actively repricing rather than fully matured.

Conclusion

Walnut Hills should be framed around Sugarfork because Sugarfork represents the true positional advantage.

It is:

- The first community on the plateau
- An elevated location within an active growth corridor
- A beneficiary of regional demand expansion
- A lower-basis entry point beneath established premium markets

Franklin remains essential as the service and operational base. Sugarfork is the value-capture location where elevation, access, scarcity, and demand converge.

This defines the investment thesis: entry into a plateau market positioned within an active growth band, with remaining upside as regional demand continues to expand.

Comp - Vacation Rental Market

Vacation Home & Rental Market

Market Position

The Highlands–Cashiers–Glenville Plateau represents one of the most established high-end mountain vacation corridors in the Southeast.

This market is:

- Anchored by Highlands, Cashiers, and Lake Glenville
- Defined by long-standing second-home demand
- Supported by affluent buyers from Atlanta, Charlotte, and Florida

Demand is destination-driven and consistently tied to lifestyle, not short-term trends.

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Home & Rental Profile

Inventory across the corridor is predominantly luxury-oriented.

Key characteristics include:

- Custom mountain homes and cabins
- High-end finishes and design standards
- View-driven, privacy-focused site planning

Limited hotel development has resulted in a strong reliance on short-term rentals, with properties functioning as both second homes and income-producing assets.

Rental Performance

The market operates within a premium pricing environment supported by consistent demand.

Typical performance metrics include:

- Average Daily Rate: $300 to $700+ per night
- Peak Season Rates: $800+ for premium homes
- Stabilized Occupancy: 50% to 70% annually

These metrics reflect both seasonal peaks and sustained year-round visitation.

Demand Drivers

The strength of this corridor is supported by durable, long-term demand factors:

- Elevated terrain and cooler summer climate
- Access to outdoor recreation including hiking, waterfalls, and lake activity
- Established dining, retail, and service infrastructure
- Increasing demand for wellness, retreats, and experiential travel

This is a structurally supported destination market, not a trend-driven environment.

Supply Constraints

Supply across the corridor remains constrained due to:

- Terrain and permitting limitations
- Scarcity of large, developable parcels
- High construction and infrastructure costs

These constraints limit new inventory and support long-term pricing strength and asset appreciation.

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Strategic Positioning for Cedar Knob Nexus

Cedar Knob Nexus is positioned to benefit from this corridor while entering at a lower cost basis.

Key advantages include:

- Entry below Highlands and Cashiers pricing levels
- Proximity to the established premium market without premium acquisition cost
- Experience-driven model versus traditional cabin rental formats
- Scalable lodging mix including domes, cottages, and lodge-based assets

This positioning allows the project to capture demand while maintaining pricing flexibility and differentiation.

Market Alignment with Project Assumptions

Average Daily Rate — Luxury Homes

Market Range: $300 to $700+
Project Position: Conservative relative to market
Average Daily Rate — Unique Stays

Market Range: $175 to $350
Project Position: In line with market
Occupancy

Market Range: 50% to 70%
Project Position: Realistic and supported by regional demand
Demand Profile

Market: High-income, destination-driven
Project Position: Fully aligned

Conclusion

The Highlands–Cashiers–Glenville Plateau establishes the upper benchmark for pricing, demand, and positioning within Western North Carolina.

Cedar Knob Nexus is structured to operate within this demand environment while entering at a lower basis, allowing it to capture proven market demand with greater flexibility, scalability, and long-term upside.

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NOI + DSCR Flow

Market Position & Financial Alignment

Market Position

The Highlands–Cashiers–Lake Glenville corridor represents one of the most established high-end second-home and vacation rental markets in the Southeast.

The market is defined by:

- An affluent buyer base from Atlanta, Charlotte, and Florida
- Long-standing destination demand, not trend-driven
- Limited hotel inventory, resulting in strong reliance on short-term rentals

This creates a supply-constrained, premium-demand environment with consistent long-term performance.

Property & Rental Profile

The market is characterized by:

- Luxury mountain homes and custom-built cabins
- Experience-driven stays centered on views, privacy, and design
- Properties functioning as both second homes and income-producing assets

Short-term rentals dominate the lodging ecosystem due to the absence of large-scale hotel development.

Rental Performance

Market-supported operating ranges include:

- Average Daily Rate (Luxury Homes): $300 to $700+ per night
- Average Daily Rate (Experience-Based Stays): $175 to $350 per night
- Stabilized Occupancy: 50% to 70% annually

These ranges are consistent across seasons, with premium pricing achieved during peak demand periods.

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Demand Drivers

Demand is supported by multiple structural factors:

- Elevated terrain and cooler summer climate
- Outdoor recreation including hiking, waterfalls, and lake access
- Established dining and boutique retail environment
- Growing demand for wellness, retreat, and experiential travel

This is a destination market supported by both seasonal peaks and year-round visitation.

Supply Constraints

Supply growth is naturally limited by:

- Terrain and development challenges
- Scarcity of large, contiguous parcels
- Regulatory and permitting considerations
- High construction costs

These constraints support long-term pricing stability and continued asset appreciation.

Strategic Positioning — Cedar Knob Nexus

Cedar Knob Nexus is positioned to operate within this demand environment while entering at a lower cost basis.

Key advantages include:

- Proximity to the established Highlands–Cashiers corridor
- Lower acquisition and development basis relative to premium markets
- Experience-driven model rather than standard cabin rental inventory
- Phased deployment enabling early income generation

This positioning allows the project to capture premium demand with greater flexibility and scalability.

Alignment with Market Conditions

Project assumptions align with current market realities:

- Dome Average Daily Rate at approximately $200 remains below comparable experience-based pricing
- Stabilized occupancy target of approximately 50% aligns with regional performance
- Cottage and lodge pricing fall within established market benchmarks

The model reflects conservative assumptions with measurable upside potential.

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Income & Valuation Profile

At stabilization, the project supports:

- Net Operating Income of approximately $713,890
- Estimated valuation of approximately $8.9 million based on an 8% capitalization rate

This represents the transition from development-phase valuation to income-based asset valuation.

Refinance Position

Projected refinance structure:

- Loan amount: approximately $6.0 million
- Annual debt service: approximately $503,000
- Debt Service Coverage Ratio: approximately 1.42

This exceeds typical lender thresholds for stabilized short-term rental assets.

Downside Protection

The platform incorporates multiple layers of risk mitigation:

- Diversified revenue streams across lodging, events, and media
- Revenue generation initiated prior to full buildout
- Market-supported pricing and occupancy assumptions
- Stress-tested scenarios remaining within acceptable coverage levels

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Capital Outcome

The financial structure supports:

- Early-stage income reducing capital carry pressure
- Stabilized NOI supporting refinancing and capital recovery
- Multiple exit pathways including refinance, partial sale, or long-term hold
- Continued optionality as asset value increases

Final Position

A supply-constrained, high-income destination market supports a diversified, income-producing platform capable of stabilizing into an income-based valuation with multiple pathways to liquidity and long-term value creation.

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Luxury Mountain Home Sales

Highlands • Cashiers • Lake Glenville Corridor

Residential Pricing, Land Value & Development Positioning

Residential Pricing

Recent market ranges for finished homes:

- $1.5M to $4.5M+ typical
- $5M+ for premium estate properties

Primary pricing drivers include:

- Elevation and long-range views
- Proximity to Highlands and Cashiers
- Privacy and acreage
- Build quality and finish level

High-end inventory in this corridor consistently commands premium pricing due to limited supply and sustained demand.

Price Per Square Foot

Typical pricing levels:

- $400 to $900+ per square foot
- $1,000+ per square foot for ultra-premium product

These ranges support strong margins for new construction and provide clear resale upside when executed at market-aligned quality levels.

Lot & Land Value

Typical buildable lots:

- $75,000 to $300,000+

Premium view or estate lots:

- $300,000 to $1,000,000+

Large acreage or assemblage opportunities:

- Command significant premiums due to scarcity

Limited availability of large, contiguous parcels supports long-term land appreciation across the corridor.

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Absorption & Buyer Profile

The market is driven by:

- High-net-worth second-home buyers
- Strong cash or low-leverage transactions
- Lifestyle-based purchasing decisions rather than speculative activity

Absorption accelerates when:

- Amenities and infrastructure are in place
- The property is positioned as a destination rather than a standalone asset

---

New Construction Positioning

Finished home pricing within the corridor:

- $2M to $6M+ depending on product tier

Buyers consistently pay premiums for:

- Turnkey delivery
- Experience-driven environments
- Proven or potential rental capability

This supports a strategy of building into an activated, income-producing setting rather than speculative standalone development.

Strategic Income Overlay — Glamping Activation

Select homesites are activated through temporary lodging prior to vertical construction.

This approach:

- Generates immediate revenue from otherwise idle land
- Creates exposure and traffic to individual sites
- Establishes booking history and demand data
- Reduces holding cost pressure during development

At the same time:

- Market supply continues to tighten
- Scarcity increases underlying land value
- Pricing power improves over time

This allows the project to capture appreciation while generating income during the development cycle.

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Market Creation Effect — Cedar Knob Nexus

The platform operates not only within the market but also contributes to shaping it.

Through integrated development:

- A destination environment is established rather than isolated inventory
- Demand is generated internally through programming, experience, and brand
- Surrounding homesite values increase through activation and visibility
- Absorption and pricing are supported by an active ecosystem

Value is driven by both external market benchmarks and internal system performance.

Alignment with Project Strategy

Home Pricing

Market: $2M to $6M+
Project Position: Aligned
Lot Values

Market: $75K to $1M+
Project Position: Strong entry basis
Price Per Square Foot

Market: $400 to $900+
Project Position: Supports build margins
Buyer Profile

Market: High-net-worth, cash-driven
Project Position: Directly aligned

Final Position

The Highlands–Cashiers–Lake Glenville corridor represents a high-value, supply-constrained luxury market.

Cedar Knob Nexus is positioned to:

- Enter below peak pricing levels
- Capture appreciation through controlled development
- Generate interim income through phased activation
- Enhance value through a destination-driven ecosystem

The result is a development model that combines market alignment, income generation, and long-term value creation within a proven demand environment.

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Walnut Hills

Walnut Hills & Cedar Knob

Integrated Mountain Development Platform

Cedar Knob Nexus and Walnut Hills together form a 153-acre, infrastructure-ready mountain development platform in Western North Carolina, positioned at the intersection of land scarcity, cultural depth, and next-generation development strategy.

Walnut Hills provides the operational backbone, including platted homesites, internal roads, underground power, and build-ready infrastructure. Cedar Knob anchors the project with over 100 acres of protected ridgeline, preserving elevation, long-range views, and the natural landscape that drives premium value across the entire property.

Conservation-Driven Land Strategy

This is not a conventional real estate development. It is a conservation-forward mountain ecosystem.

The protected land component:

- Preserves long-term environmental integrity
- Maintains viewsheds and elevation-based value
- Enhances surrounding property pricing and desirability

Trails, summit access, and integrated outdoor programming are foundational elements of the development, directly contributing to identity, experience, and long-term value.

Cultural & Educational Integration

The platform incorporates a forward-thinking cultural and educational layer, including the vision for a K–12 Native American–inspired learning environment.

This component is designed around:

- Land stewardship and environmental awareness
- Traditional knowledge systems
- Experiential, place-based education

It reinforces the historical and cultural relevance of the region while introducing a purpose-driven dimension that extends beyond traditional development models.

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Creative & Production Infrastructure

Cedar Knob Nexus introduces a creative campus model that integrates residential, production, and experiential environments.

This includes:

- Content creation and media production infrastructure
- Workshop and collaborative programming spaces
- Integrated storytelling and cultural expression

This transforms the property from a passive destination into an active platform where creativity, community, and commerce intersect.

Integrated Value System

The platform operates as a multi-layered system in which each component contributes to overall performance:

- Residential development supports capital generation and asset value
- Hospitality activation drives recurring income and guest engagement
- Conservation land preserves long-term pricing strength
- Educational programming enhances identity and purpose
- Creative production expands reach and demand

These elements are interconnected, creating a unified system rather than isolated verticals.

Platform Outcome

The result is a phased land and revenue platform that:

- Generates early and recurring income
- Builds long-term asset appreciation
- Reinforces demand through experience and identity
- Supports scalable expansion into future phases and acquisitions

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Final Position

Cedar Knob Nexus is not simply developing land.

It is establishing a place-based ecosystem where conservation, culture, creativity, and capital operate together to define a new model for mountain development in Western North Carolina.

The platform is designed to produce both immediate performance and long-term value while setting a higher standard for integrated, experience-driven development.

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Hempcrete Cordwood Cottages

Scalable Flagship Build

The Cedar Knob Nexus cottage program is built around a standardized cordwood and hempcrete construction system designed for repeatability, cost efficiency, and long-term durability.

These cottages are not experimental units. They represent a core product line engineered for deployment across multiple homesites with consistent execution while allowing for controlled architectural variation.

Structural Framework & Design Flexibility

The system is anchored in a 30' x 40' structural framework, creating a repeatable template that simplifies construction while maintaining flexibility.

This framework supports:

- Baseline layouts of approximately 1,200 square feet
- Expanded configurations approaching 2,200 square feet through lofts or basements

The design adapts to terrain:

- Sloped lots allow for daylight or full basement integration
- Flat sites support slab-on-grade construction for reduced cost and simplified execution

This flexibility ensures efficient deployment across varied topography without redesigning the core system.

Construction System & Performance

The wall system combines cordwood masonry with hempcrete infill, creating a hybrid assembly that delivers both structure and insulation performance.

Key characteristics include:

- Strong thermal regulation
- Fire resistance suitable for wooded environments
- Breathable wall system reducing moisture and mold risk
- Long-term structural durability in mountain conditions

This results in a high-performance building envelope aligned with both environmental and operational requirements.

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Material Strategy

The material approach prioritizes local sourcing and resource efficiency.

This includes:

- Locally sourced timber for cordwood construction
- Use of recycled and reclaimed materials where practical

Benefits include:

- Reduced material cost
- Lower dependency on external supply chains
- Decreased environmental impact

This approach maintains performance while improving cost control and sustainability.

Construction Model

Construction is supported through a workshop-driven build model combined with skilled oversight.

The process includes:

- Guided, hands-on training programs
- Targeted subcontracting for specialized systems such as plumbing and electrical

This model:

- Reduces labor cost
- Generates supplemental revenue through paid workshop participation
- Builds community engagement and on-site capability

Construction becomes both a cost-control mechanism and a revenue-supporting function.

Cost Structure & Efficiency

The system is designed to achieve a target build cost of under $100,000 per unit for single-level cottages without loft expansion.

This efficiency is driven by:

- Standardized design
- Simplified structural system
- Workshop-supported labor model
- Strategic material sourcing

The result is a product with strong market perception delivered at a significantly reduced cost basis.

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Role Within the Platform

Within the Cedar Knob Nexus ecosystem, the cottages serve multiple functions:

- Early-phase rental assets generating recurring income
- Demonstration of scalable, sustainable construction
- Repeatable units converting low-cost builds into high-value assets
- Support for broader land valuation and pricing strategy

They operate as both income-producing units and long-term value drivers.

Architectural Variation

While the structural system is standardized, each cottage is designed to maintain visual diversity.

Variation is introduced through:

- Porch configurations
- Window placement
- Exterior finishes
- Landscaping integration

This approach avoids uniformity while preserving construction efficiency and cohesive community design.

Longevity & Durability

These cottages are designed as permanent structures with multi-generational lifespan potential.

With proper execution, the system provides:

- Long-term structural integrity
- Low maintenance requirements
- Strong environmental resilience

They are built to endure both functionally and architecturally within the landscape.

Positioning

The Cedar Knob Nexus cordwood cottage system represents a scalable, low-cost, high-durability housing platform that combines traditional building methods with modern sustainable materials.

Built on a repeatable 30' x 40' framework and supported by a workshop-driven construction model, these cottages deliver immediate revenue potential, long-term asset value, and a distinct architectural identity designed for long-term performance.

I prefer this response

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Hempcrete Earthships

Flagship Hybrid Eco-Residence & Scalable Mountain Development Model

Lot 3 | Prototype Asset

The Lot 3 residence represents a Western North Carolina–adapted hybrid of Earthship-inspired design, engineered specifically for mountain terrain, climate conditions, and regional building requirements.

This is not a direct Earthship replication. It is a refined, code-compliant, high-elevation mountain residence that integrates passive systems with conventional structural practices to create a resilient, market-ready asset.



Structure & System Design

The residence is a three-level structure of approximately 3,100 square feet, designed to function as both a livable home and a performance-driven asset.

Key design components include:

- Passive solar orientation aligned to the south-facing slope
- Earth-integrated lower levels providing thermal mass
- Cordwood and hempcrete wall systems for insulation and durability
- Rooftop atrium greenhouse for light capture and environmental regulation
- Reinforced lower-level space for storage, resilience, or infrastructure

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These systems are supported by:

- Radiant heating
- Ventilation strategies
- Solar-ready integration

The result is a residence that balances efficiency, durability, and adaptability within a mountain environment.

Market Positioning

This build establishes a new product class within the regional market:

- Eco-luxury mountain housing
- Resilient, low-dependency residential design
- Architecturally distinct properties without direct local comparables

Projected valuation aligns within the $775,000 to $925,000 range, based on comparable high-performance and sustainable housing.

The residence is positioned as a flagship model demonstrating demand, feasibility, and scalability under real-world conditions.

Scalable Mountain Build Typology

The Lot 3 residence establishes a repeatable building typology designed for deployment across Walnut Hills and future Cedar Knob Nexus properties.

The model is engineered for:

- Sloped terrain and elevation-driven sites
- Long-range view optimization
- Minimal grading through terrain-integrated design

Core principles include:

- Multi-level layouts following natural elevation
- South- and southeast-facing orientation for light and efficiency
- Thermal mass and high-performance building envelopes
- Integrated greenhouse or atrium systems
- Flexible lower-level space for utility or adaptive use

This enables replication with site-specific variation while maintaining architectural consistency and construction efficiency.

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Development Model

Each build operates as part of a controlled asset cycle rather than speculative construction.

The process includes:

- Construction of a finished, high-quality residence
- Activation as a revenue-producing asset through short-term rental or experiential use
- Use as a demonstration property for buyers and investors
- Positioning for sale, retention, or conversion based on market conditions

This approach generates income while simultaneously increasing land and asset value.

Revenue Profile

The Lot 3 residence functions as a premium short-term rental asset.

Projected performance includes:

- Average nightly rate of approximately $475
- Stabilized occupancy consistent with regional benchmarks

In addition to direct rental income, the property supports:

- Buyer acquisition through real-world demonstration
- Increased visibility through media and content integration
- Workshop and training utilization to reduce future build costs

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Strategic Outcome

Each build functions as a dual-purpose asset:

- Income-producing during the hold period
- Value-enhancing at the point of sale or transition

This structure:

- Eliminates reliance on speculative absorption
- Generates continuous operational performance
- Builds measurable value across the broader property

Each completed asset strengthens the next, creating a compounding effect across the platform.

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Final Position

The Lot 3 residence is not a standalone home. It is a prototype for a scalable mountain development system.

It demonstrates how Cedar Knob Nexus:

- Integrates construction with terrain
- Generates income prior to asset exit
- Increases land value through activation
- Scales through repeatable design and execution

This model defines the framework for Walnut Hills and all future properties within the Cedar Knob Nexus ecosystem.

Workshop Building Series

Integrated Construction, Revenue & Acquisition Engine

Core Concept

The Walnut Hills and Cedar Knob Nexus platform integrates hands-on sustainable building workshops as a core operational and financial component.

This program is not an amenity. It is embedded directly into the construction and revenue model.

Led through structured instruction, participants are trained in hempcrete, cordwood, and Earthship-inspired construction through active, on-site builds.

Participants contribute directly to real structures, generating immediate economic value while gaining practical, in-demand skills.

Revenue Model

The workshop system operates through a tiered experiential structure:

- Weekend intensive programs
- Multi-week construction cycles
- Extended immersive training formats

Each workshop is tied directly to active construction phases across cottages, lodges, and hybrid Earthship-style residences.

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Annual Revenue Projection

Based on participation volume, pricing tiers, and scheduling cadence:

- Estimated annual revenue: $300,000 to $500,000+

This projection reflects:

- 300 to 500 participants annually
- Market-aligned pricing
- Multi-phase workshop scheduling

Labor Offset & Cost Reduction

Each workshop cycle contributes meaningful labor value to active construction.

Per cycle contribution:

- Approximately 480 labor hours
- Equivalent to $20,000 to $25,000 in labor cost reduction

Annualized impact:

- Estimated cost savings: $120,000 to $250,000+

Total Economic Impact

Combined system performance:

Revenue: $300,000 to $500,000+

Cost Savings: $120,000 to $250,000+

Total Annual Impact:

$420,000 to $750,000+

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Buyer Acquisition Engine

The workshop platform functions as a direct, high-efficiency acquisition channel.

Participant base:

- Approximately 300 to 500 individuals annually

Conversion rate:

- Estimated 2% to 5%

Resulting demand:

- Approximately 6 to 25 qualified buyers per year

These participants convert into:

- Lot purchases
- Custom home builds
- Long-term residency within the development

Marketing & Exposure

The system generates continuous organic exposure.

Participants function as:

- Content creators
- Brand advocates
- Referral sources

This reduces reliance on traditional marketing spend while expanding reach through direct experience.

Integrated System Function

The workshop platform operates as a multi-function system:

- Generates direct revenue through paid participation
- Reduces construction cost through labor contribution
- Expands visibility through experience-based engagement
- Creates a direct sales pipeline through participant conversion

Participants become integrated into the ecosystem, contributing to both construction and demand.

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Strategic Impact

The workshop system strengthens the platform by:

- Lowering overall capital requirements
- Accelerating lot absorption through internal demand
- Supporting premium pricing through differentiated positioning
- Establishing national visibility in sustainable development

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Market Positioning

This model transitions the project beyond traditional development.

It establishes Cedar Knob Nexus as:

- A destination for sustainable construction and education
- A platform for experiential learning and ownership pathways
- A differentiated development model within the regional market

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Financial Summary

- $300,000 to $500,000+ annual revenue
- $120,000 to $250,000+ annual cost savings
- 6 to 25 buyers annually from internal pipeline

Final Position

The workshop system transforms construction into a revenue-generating, demand-driving, and value-enhancing component of the platform.

It aligns execution, education, and acquisition into a single system that produces income, reduces cost, and creates a continuous pipeline of engaged buyers.

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Cedar Knob Nexus

Cedar Knob Nexus, a Micro Resort

A Controlled Land Monetization Ecosystem

Cedar Knob Nexus is not a subdivision, campground, or traditional resort. It is a sequenced land monetization system where each phase generates income, increases asset value, and enables the next stage of development.

This is not a build-and-wait model. It is a phased value-creation platform designed to:

- Generate cash flow from early activation
- Capture equity through premium home sales
- Scale into long-term operating income
- Preserve over 130 acres of value-driving green space

The property is continuously active. Every asset is either producing income or increasing in value.

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1. High-Value Residential Exit Layer

Primary Equity Harvest

Premium homes are delivered as finished, amenity-supported assets within an active destination environment.

Program structure:

- Initial release: 5 premium homesites
- Product: custom homes or studio lodges (dual-use residential + income)
- Projected sellout: $7M to $8M
- Expanded scenario: $10M+ across 7 homes

These are not raw land sales. Buyers are entering a completed, operating environment supported by:

- 130+ acres of preserved green space
- Trails, water features, and recreation
- Hospitality and programming infrastructure
- Brand identity and cultural positioning

This layer generates the primary equity harvest, with proceeds recycled into income-producing assets and investor returns.

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2. Income-Producing Core

The Operational Engine

Cottages — Phase 1 Stabilization

- 4 eco-cottages (~1,200 sq ft each)
- Target rate: ~$2,000 per week
- Annual potential: $160,000 to $200,000

This is the first stable, low-risk revenue layer with strong regional comparables.

Glamping Dome System — Transitional Revenue

- 3 initial glamping clusters
- Purpose: immediate revenue at low capital cost
- Transition plan:
  - 2 sites convert to premium homesites
  - 1 site converts to permanent green space

This is a temporary income layer that transitions into higher-value land uses.

Summit Studio Lodges — Luxury Tier

- 4 ridge-top estate locations
- ~5,000 sq ft eco-lodges
- Annual revenue potential: $400,000 to $550,000 per lodge

These assets anchor long-term operating income and premium positioning.

Lot 29 Studio — Anchor Asset

- Production studio and experience hub
- Revenue sources:
  - Studio rental
  - Guest producer experiences
  - Premium hospitality upsells

This asset integrates media, hospitality, and experiential revenue into a single platform.

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3. Land & Amenity System

The Pricing Engine

Over 130 acres of preserved green space functions as the core value driver.

Components include:

- 111-acre protected mountain core
- Integrated trail system
- Summit features and recreation
- Community garden and shared spaces
- Preserved ridgelines and natural terrain

This land is not idle. It creates the scarcity, environment, and identity that support premium pricing across all assets.

Amenity Nodes

Targeted, high-impact features include:

- Pool and clubhouse (Lot 35)
- Natural swimming pond and outdoor kitchen (Lot 7)
- Event and gathering spaces

These create a resort-level experience without full resort overhead.

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4. Development Strategy

Sequenced Value Creation

Selling at Peak Value

Homesites are positioned as finished lifestyle assets within a functioning environment, supported by:

- Preserved green space
- Active amenities and programming
- Hospitality and media infrastructure

This elevates land value beyond raw or intermediate pricing.

Operating During Absorption

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While assets are held or marketed:

- Domes, cottages, and lodges generate revenue
- Real-world demand is validated through bookings
- On-site activity supports sales conversion

The property generates income while proving its market.

Converting Temporary Uses

Temporary assets transition into higher-value uses:

- Glamping ↠ premium homesites
- Lower-value uses ↠ permanent infrastructure or green space

Revenue is captured first, then value is elevated through conversion.

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5. Phased Value Creation Model

Phase 1 — Activation

- Domes and cottages generate immediate income
- Low capital deployment
- Demand validation established

Phase 2 — Harvest & Build

- Sell 5 homes: $7M to $8M
- Build initial studio lodges
- Expand amenities and infrastructure

Phase 3 — Scale & Stabilize

- Replace temporary uses with permanent assets
- Expand luxury lodging
- Stabilize operating income

Each phase produces income, increases value, and funds the next stage.

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6. Revenue Profile

Baseline Weekly Gross Potential

- Cottages: ~$8,000
- Lodges: ~$20,000+
- Studio: ~$8,400+
- Domes: variable

Total baseline:

- $40,000+ per week
- $2M+ annual gross potential

This represents baseline performance before additional revenue layers.

Additional Revenue Layers

- Studio rental premiums
- Events and retreats
- Guest experience programs
- Premium packages
- Media and content monetization

Baseline revenue establishes stability. Additional layers provide upside.

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7. Market Position

The platform serves multiple demand segments:

- Eco-conscious buyers seeking premium homes
- Short-term experiential travelers
- High-end group rental markets
- Destination-based niche recreation
- Creative and media professionals

These are established, active demand segments within the region.

Investor Position

The structure creates multiple advantages:

- Immediate revenue through early activation
- Capital recycling through residential sales
- No idle land — all assets perform or appreciate
- Demand validation prior to major capital deployment
- Flexible exit pathways across asset types
- Compounding value through integrated systems

The physical layout reflects a financial strategy designed to maximize return and flexibility.

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Final Position

Cedar Knob Nexus is a controlled ecosystem where:

- Land generates income
- Income supports development
- Development increases value
- Value funds expansion
- And each phase strengthens the next

The system is designed to generate cash flow, capture equity, scale operations, and preserve long-term asset value within a single integrated platform.

Geodesic Dome Glamping

Dome Lodging System

Early Revenue Engine & Land Activation Strategy

Core Concept

The dome lodging system converts undeveloped homesites into immediate revenue-producing assets while preserving future development flexibility.

Domes are permanent or semi-permanent, insulated structures that deliver a high-comfort, nature-based lodging experience without the capital intensity of full residential construction.

They occupy a critical middle position between camping and traditional lodging:

- Higher nightly rates than camping or RV
- Lower capital cost than cottages or homes
- Rapid deployment and immediate revenue activation

This makes them the first operational layer within the Cedar Knob Nexus platform.



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Strategic Function

The dome system is not simply lodging. It is a phased development tool designed to eliminate idle capital.

It enables the project to:

- Generate income from raw land immediately
- Produce cash flow prior to vertical construction
- Establish a destination presence early
- Validate demand through real occupancy and pricing data

The development sequence becomes:

Land ↠ Experience ↠ Destination ↠ Built Community

Each phase generates income, validates the market, and supports the next stage.

Homesite Integration Model

Domes are intentionally deployed on future residential homesites.

Step 1 — Site Preparation

- Roads, utilities, and grading are installed to residential standards
- Infrastructure is permanent, not temporary

Step 2 — Revenue Activation

- Dome units are installed as short-term rental assets
- Sites generate income immediately
- Guests experience the property and specific locations

Step 3 — Transition

- Domes are relocated as sites convert to homes or higher-value uses
- Infrastructure remains in place
- No capital is stranded

This approach transforms each homesite into a revenue-generating micro-asset from the beginning.

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Phase 1 — Walnut Hills Activation

Deployment

- 13 dome units
- Positioned within the primary guest experience zone
- Integrated into early operations and branding

Cost Structure

Per unit:

- $16,000 to $28,000 all-in

Total Phase 1 investment:

- $210,000 to $365,000

Revenue Potential

Annual lodging revenue:

- 40% occupancy: ~$379,600
- 50% occupancy: ~$475,800
- 60% occupancy: ~$569,400

Event layer:

- $48,000 to $66,000 annually

Total Phase 1 revenue:

- $430,000 to $620,000+

Phase 1 Outcome

- Payback period under 12 to 18 months
- Immediate operational presence
- Market demand validated prior to permanent builds

Phase 2 — Expansion System

Deployment

- Additional 9 domes (22 total system-wide)
- Mixed placement tiers
- Addition of event and group-use structures

Cost Structure

- $15,000 to $26,000 per unit
- $135,000 to $235,000 Phase 2 investment
- $345,000 to $600,000 total system investment

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Revenue Potential (Full System)

Blended ADR approximately $185:

- 40% occupancy: $675,000 to $745,000
- 50% occupancy: $825,000 to $895,000
- 60% occupancy: $970,000 to $1,040,000

System Economics

Investment vs Return

Phase 1:

- Investment: $210K to $365K
- Revenue: ~$525K base

Full system:

- Investment: $345K to $600K
- Revenue: ~$860K base to $1M+ stabilized

Payback period:

- Under 12 to 18 months

Revenue-to-investment ratio:

- Approximately 1.5× to 2.9× annually

Strategic Advantages

Speed to Revenue

Units deploy in weeks to months, not years.

Low Capital Risk

Per-unit cost is a fraction of traditional lodging or residential builds.

Flexibility

Units can be relocated as development phases evolve.

Market Alignment

Strong demand for experiential, nature-based accommodations across Western North Carolina.

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Scalability

System can expand incrementally without large capital commitments.

Homesite Conversion

Dome sites transition into premium homesites over time, converting early revenue into long-term asset value.

Investor Position

The dome system directly addresses early-stage development risk:

- Eliminates idle land carrying cost
- Generates early cash flow
- Validates pricing and demand
- Reduces risk before major capital deployment
- Supports investor return obligations
- Creates a direct buyer experience pipeline

This is the first financial layer of the broader development system.

Role Within the Platform

The dome system functions as:

- The initial revenue layer
- The guest entry point into the ecosystem
- A bridge between raw land and permanent structures

It supports and leads into:

- Cottage development
- Lodge construction
- Wellness and retreat programming
- Creative and media infrastructure
- Premium residential sales

Final Position

The dome lodging system converts undeveloped land into immediate revenue, then transitions that same land into higher-value uses over time.

It is a capital-efficient activation strategy that generates income, validates demand, and accelerates development while preserving flexibility.

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Cordwood Hempcrete Cottage System

Sustainable Build Strategy & Value Creation

The cottage program is built using a hybrid cordwood and hempcrete construction method, combining traditional structure with modern sustainable materials.

Each unit is a 1,200 square foot, two-bedroom, two-bath residence positioned within dedicated green space, designed for both residential use and rental performance.

Construction Approach

- Cordwood structural wall system
- Hempcrete insulation for thermal efficiency
- Regionally appropriate natural materials

Construction is supported through a structured workshop-based model with professional oversight, enabling:

- Controlled labor costs
- Efficient build sequencing
- Integration of sustainable practices

Cost Positioning

Target delivery cost:

- Under $100,000 per unit

This is achieved through:

- Alternative building systems
- Reduced reliance on high-cost materials
- Workshop-supported labor
- Vertical integration across materials and site work

Design & Experience

Each cottage includes:

- Integrated outdoor living space
- In-ground hot tub
- Outdoor kitchen and fire area
- Seamless indoor-outdoor access

Interior features:

- Two-bedroom, two-bath layout
- Masonry fireplace
- Passive airflow and seasonal comfort design

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Strategic Role

These cottages function as:

- Early-stage revenue assets
- Scalable residential product
- Differentiated sustainable housing
- Value drivers within the broader development

Value Positioning

The cottage system delivers:

- Low-cost construction
- High perceived market value
- Strong alignment with regional demand

This is supported by:

- Limited supply of sustainable housing
- Integration within a destination environment
- Demand for experiential living

Final Position

The cottage program converts efficient construction into high-value residential assets, supporting both revenue generation and long-term appreciation within the Cedar Knob Nexus ecosystem.

Closing Statement

The dome and cottage systems work together as a unified development strategy.

Domes generate immediate income and validate demand.

Cottages establish scalable, long-term asset value. Together, they form a capital-efficient pathway from raw land to stabilized, income-producing development.

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Intimacy Based Resort

Intimacy Over Scale | A Low-Density, High-Value Cultural and Creative Destination

Cedar Knob Nexus is guided by a clear principle: **intimacy over scale**.

This is not a mass-market resort, a high-density subdivision, or a volume-driven hospitality model. It is a **deliberately constrained, high-quality eco–AI studio village**, where cultural legacy, creative production, and environmental stewardship are integrated into a single place-based experience.

The objective is not maximum throughput. It is **depth, experience quality, pricing power, and long-term asset value**.

Residential & Lodging Framework

Limited Footprint, Higher Experience Quality

The physical program is intentionally constrained to preserve privacy, cohesion, and long-term brand integrity.

Core framework:

- Eight boutique rental units designed for couples, families, and small groups
- Five single-family homes integrated into the community fabric
- Optional capacity for up to nine additional homesites as long-term flexibility

This limited footprint supports:

- Walkability
- Privacy
- A cohesive community environment
- Higher guest quality with lower operational strain

Capacity is intentionally capped to **protect experience over occupancy**.

Cultural & Visitor Programming - Programming That Reinforces the Land

Cedar Knob Nexus is designed as a **living cultural environment**, not simply a lodging destination.

Programming includes:

- Amphitheater events (approximately 500-seat capacity)
- Managed daily trail access
- AI-assisted film production
- Artist residencies
- Music and storytelling rooted in Cherokee and Appalachian heritage

Each element is aligned with the land and setting, reinforcing identity rather than introducing external spectacle.

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Guiding Principles

The Framework That Defines the Platform

Intimacy Over Scale

Success is measured by experience quality, brand integrity, and long-term value—not volume.
Cultural Legacy & Expression

Music, film, and storytelling are embedded into the environment and contribute to identity and continuity.
Eco-Conservation First

Development remains intentionally limited, with the land treated as a primary asset to be preserved.
Technology as a Creative Tool

AI enhances creative production and operational capability without dominating the guest experience.

Target Guest & Community Profile

Curated Audience Strategy

Cedar Knob Nexus is designed for individuals who:

- Value conservation over consumption
- Seek authentic, place-based experiences
- Are drawn to creative environments and emerging technologies
- Prefer privacy, intimacy, and meaning over scale

This is not a broad-market approach. It is a **selective positioning strategy** that strengthens:

- Brand clarity
- Pricing power
- Experience integrity

Strategic Positioning

A Low-Density, High-Value Destination by Design

Cedar Knob Nexus is intentionally positioned as:

- A low-density, high-value destination
- A creative and cultural retreat environment
- A premium, experience-driven asset

By limiting scale, the project is able to:

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- Protect pricing power
- Enhance exclusivity
- Preserve long-term brand integrity
- Avoid quality erosion associated with overexpansion

Constraint is not a limitation. It is a **core component of the business model**.

Investor Read-Through

Why Constraint Strengthens Value

From an investment perspective, a controlled footprint enables:

- Premium pricing per unit
- Reduced operational complexity
- Preservation of underlying land value
- Stronger brand coherence
- Long-term defensibility

The model prioritizes **value per unit and identity per acre**, rather than volume-based growth.

Bottom Line

Cedar Knob Nexus is not designed to serve the mass market.

It is built for a **curated audience seeking depth, privacy, creativity, and connection** within a setting where nature, culture, and production converge.

The constraint is intentional.

The constraint is the advantage.

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Bellavista Nexus Landing

Bellavista Nexus Landing

Front Door & Conversion Platform

Bellavista Nexus Landing is a strategically positioned, in-town operating asset designed to generate early-stage revenue while functioning as the primary entry point into the broader Macon Nexus development platform.

Located on a 3.63-acre site along a high-visibility corridor in Franklin, North Carolina, the project serves a dual role: **immediate cash-flow generation and long-term demand conversion into higher-value assets at Cedar Knob and Walnut Hills.**

Strategic Role Within the Platform

Bellavista Nexus Landing is not a standalone hospitality concept. It is an **integrated front-end acquisition and conversion system** that:

- Captures regional traffic and destination-driven visitors
- Establishes brand presence within the local and regional market
- Converts short-term guests into long-term customers, buyers, and participants within the broader ecosystem

It is the **first point of contact** between the market and the full development platform.



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Site Program & Revenue Composition

The site is organized around a **high-efficiency, revenue-first layout**, designed to maximize yield per acre while maintaining operational simplicity.

Core components include:

- View-oriented destination restaurant
- 14 geodesic glamping domes
- 20 van and sub-30-foot RV accommodations
- Wellness dome and recovery facilities
- Craft beverage and food service operations

Each component is designed to operate independently while contributing to overall guest capture, dwell time, and revenue per visitor.

Revenue Function Within the Larger Model

Bellavista Nexus Landing is structured to generate **early and consistent operating revenue**, in contrast to the development-driven revenue cycles occurring across the broader project.

Primary revenue streams include:

- Food and beverage operations (restaurant, craft beverage program)
- Short-term lodging (domes and van/RV accommodations)
- Wellness services and experiential offerings
- Event-based and seasonal programming

This provides a **stabilizing income layer** during periods where capital is deployed into non-performing development assets elsewhere in the project.

Restaurant Anchor

The restaurant serves as the primary traffic driver and brand anchor for the site.

Positioned around panoramic mountain views, it functions as:

- A destination dining location within the Franklin market
- A consistent, year-round revenue generator
- A central gathering space supporting all other on-site uses

At scale, it is modeled to contribute a significant portion of recurring operational revenue, reinforcing the site's role as a cash-flow engine.

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Lodging Strategy: High-Efficiency, Short-Stay Model

The lodging mix is intentionally structured for **high turnover and operational efficiency**, rather than extended stays.

Geodesic Domes

- Designed for short-term, experience-driven stays
- High visual appeal and strong booking performance
- Low build cost relative to revenue potential

Van & Small RV Accommodations

- Limited to vehicles under 30 feet
- Simplifies circulation, infrastructure, and site planning
- Targets a growing segment of mobile, experience-focused travelers

This configuration maximizes occupancy and revenue per night while minimizing infrastructure complexity.

Craft Beverage Program

The on-site craft beverage component is designed as a **controlled, high-margin operational layer**, not a large-scale production facility.

It supports:

- Small-batch production and direct-to-consumer sales
- Menu integration within the restaurant
- Incremental revenue with minimal distribution overhead

Its primary function is to increase guest spend, extend dwell time, and enhance the overall experience.

Wellness & Experiential Component

A dedicated wellness facility is integrated into the site through a 15-meter geodesic dome (approximately 1,800–2,000 square feet).

This component includes:

- Sauna and thermal therapy
- Cold plunge and soaking areas
- Private treatment and recovery spaces

It expands revenue beyond lodging and dining while aligning with demand for wellness-focused travel experiences.

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Operational Training & Workforce Development

Due to its accessible, in-town location, Bellavista Nexus Landing functions as the **primary operational training environment** for the broader platform.

It enables:

- Staff recruitment, onboarding, and evaluation
- Cross-training across hospitality, food service, and guest experience
- Development of standardized operating procedures before scaling to larger assets

This reduces execution risk as additional phases come online.

Conversion Engine: Guest to Owner Pipeline

Bellavista Nexus Landing is designed to **convert short-term engagement into long-term value**.

Captured demand is directed into:

- Residential opportunities within Walnut Hills and Cedar Knob
- Retreats, workshops, and extended-stay experiences
- Future high-value lodging and ownership products

This creates a **lifetime value model**, where a single guest interaction can evolve into multiple revenue streams over time.

Role in Phased Development Strategy

Within the broader project timeline:

- Early phases: generates immediate operating revenue and market visibility
- Mid phases: supports demand for residential and development-driven sales
- Later phases: integrates with stabilized hospitality and experiential assets

It acts as a **bridge between development-phase volatility and long-term operational stability.**

Final Position

Bellavista Nexus Landing is not simply a micro-resort.

It is a **revenue-generating front-end system, operational foundation, and demand conversion engine** that supports and accelerates the entire Macon Nexus development platform.

It captures traffic, produces income, trains operations, and feeds long-term value into higher-margin assets across Walnut Hills and Cedar Knob.

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Property Introduction

Nestled in the rolling hills of Franklin, North Carolina, along the scenic Highway 64 corridor leading to Highlands, Bellavista Nexus Landing represents a rare and highly strategic 3.63-acre property positioned for both immediate activation and long-term development.



Prime Site for Micro-Resort on major highway in Franklin

"Bellavista," Italian for "beautiful view," accurately reflects the defining characteristic of the site. The property offers unobstructed westward-facing mountain vistas, capturing sunset views over the Appalachian range and creating a natural draw for both local patrons and destination visitors. This visual asset is not incidental—it is the core experiential driver of the property. The site features a highly valuable and uncommon attribute for this terrain: multiple usable, level building areas. In a region where steep topography typically limits development efficiency, these level sections provide a distinct advantage for phased construction, operational flow, and revenue-generating uses.

Located approximately 9.5 miles from the Cedar Knob development, Bellavista Nexus Landing is intentionally positioned as the in-town operational anchor within a broader, vertically integrated hospitality ecosystem. Its accessibility, visibility, and usability allow it to function as both a standalone destination and a supporting hub for future expansion.

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The initial development plan focuses on activating the property through a combination of a view-driven restaurant, a boutique microbrewery, and a curated van and small RV accommodation offering designed specifically for units under 30 feet. The rear acreage will be utilized to create an intimate, efficiently designed campground environment that emphasizes ease of access, controlled density, and a refined guest experience.

This approach allows the property to generate immediate cash flow while simultaneously establishing brand identity, operational systems, and customer demand. Bellavista Nexus Landing is not a speculative concept—it is a practical, phased-use property designed to evolve from a high-performing local destination into a critical component of a larger resort network.

As a vibrant social hub, it will serve exceptional cuisine and entertainment in a welcoming atmosphere, perfect for people to gather and socialize. When paired with a high-end hotel, it will attract business travelers and visitors seeking upscale accommodations, allowing us to command a premium for our product and showcasing our social and entertainment offerings.

Setting the Scene — Franklin, North Carolina

Franklin, North Carolina is strategically positioned within the Blue Ridge Mountains as an accessible gateway to some of the most visited natural destinations in the Southeast. Located along the Highway 64 corridor between Cashiers and Highlands, the town benefits from consistent through-traffic driven by tourism, seasonal residents, and regional travel patterns.

Surrounded by the Nantahala National Forest, the Appalachian Trail, and within proximity to the Great Smoky Mountains National Park, Franklin serves as a basecamp for outdoor recreation including hiking, fishing, and scenic travel. This steady flow of visitors is complemented by a growing population of second-home owners and retirees seeking a quieter alternative to the higher-priced Highlands and Cashiers markets.

Downtown Franklin maintains a strong local identity, with independently owned shops, restaurants, and galleries contributing to a walkable, community-oriented environment. Regular festivals and seasonal events sustain consistent visitor engagement throughout the year, reinforcing the town's appeal as both a destination and a recurring stop for regional travelers.

Importantly, Franklin occupies a value position within the broader plateau market. While nearby Highlands and Cashiers command premium pricing, Franklin offers accessibility, affordability, and increasing visibility as development and traffic patterns continue to shift along the corridor.

This combination of natural draw, steady tourism flow, and evolving market dynamics positions Franklin as an ideal location for a hospitality-driven commercial concept that captures both destination visitors and pass-through traffic. Bellavista Nexus Landing is specifically designed to leverage this intersection of accessibility, demand, and underutilized opportunity.

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3. The property's stunning mountain views

The hilltop setting of Bellavista Nexus Landing is defined by its elevated vantage point, delivering a commanding visual presence over one of the most traveled corridors in Western North Carolina. The property's westward orientation provides uninterrupted views of the Appalachian ridgeline, creating a consistent and highly marketable sunset experience that serves as a daily draw for guests.



From this position, the site captures a wide panoramic field that includes the Macon County fairgrounds, the flow of Highway 64 into Franklin, and layered mountain ranges extending for miles into the distance. This combination of visibility and depth of view is rare within the region and positions the property as both a scenic destination and a highly exposed commercial location.

The visual experience is not simply aesthetic—it is a functional asset. The sunset-facing orientation, combined with elevation and open sightlines, creates a natural gathering point for dining, social activity, and extended guest dwell time. This directly supports higher customer retention, increased per-visit spending, and repeat visitation.

In a market where many properties are constrained by topography and limited visibility, Bellavista Nexus Landing stands apart as a site where the view itself becomes a core component of the business model, driving both initial attraction and sustained engagement.

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4. What makes this property a prime commercial opportunity

Bellavista Nexus Landing represents a rare convergence of natural advantage and commercial positioning. While the property's mountain views create an immediate emotional draw, its underlying value is driven by a combination of accessibility, visibility, and usable terrain—three factors that are seldom aligned in this region.



The site is located along the Highway 64 corridor, one of the primary travel routes connecting Franklin to Highlands and Cashiers. This position provides consistent exposure to both local traffic and destination-bound visitors, creating a built-in flow of potential customers. Unlike many mountain properties that are visually appealing but difficult to access, this site benefits from direct, practical connectivity while still maintaining an elevated vantage point.

Equally important is the presence of multiple level building areas across the 3.63-acre tract. In a landscape typically defined by steep grades and limited buildable space, this characteristic significantly reduces development complexity and cost while enabling flexible site planning. The property supports phased implementation, allowing for immediate activation with food, beverage, and lodging components while preserving capacity for future expansion.

The surrounding environment reinforces this positioning. Proximity to downtown Franklin provides access to a stable local customer base, while the broader region attracts a steady stream of outdoor recreation visitors traveling through the corridor. The nearby fairgrounds and regional events further contribute to periodic surges in traffic and visibility.

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Together, these elements create a property that is not only visually compelling but operationally practical. Bellavista Nexus Landing is uniquely suited for a hospitality-driven commercial concept that relies on both destination appeal and pass-through traffic, making it an ideal location for the Bellavista Carolina Bistro, integrated microbrewery, and boutique van and small RV accommodations.

This is not simply a scenic parcel—it is a strategically positioned commercial asset with the capacity to generate immediate revenue and support long-term, phased development within a larger ecosystem.

5. The current state of the property and its potential

Bellavista Nexus Landing is not a ground-up development—it is an already acquired, stabilized, and partially renovated property positioned for immediate activation. The existing structure has been secured, improved, and prepared for occupancy, with key upgrades including new windows, site clearing, and general restoration work completed. The building remains structurally sound and suitable for adaptive reuse.



The initial phase of development is focused on converting the property into a fully operational, view-driven restaurant supported by light site improvements for short-term guest accommodations. Remaining work is targeted and efficient, consisting primarily of commercial kitchen installation, final utility upgrades, and exterior site preparation.

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The restaurant will be centered around a large, covered outdoor dining area designed to maximize the property's defining asset—its panoramic west-facing mountain views. This open-air concept allows for a flexible, high-capacity layout while maintaining a relaxed, elevated dining experience. The design supports seasonal adaptability, with enclosure options that preserve visibility while providing comfort during cooler months.

Interior space will be utilized efficiently, with the lower level adapted for restrooms and support functions, and limited indoor seating available as needed. The operational focus remains on the outdoor dining environment, where the visual experience drives customer engagement and dwell time.

In parallel with the restaurant activation, the rear portion of the property will be developed into a curated short-term stay area for vans and RVs under 30 feet. This offering is intentionally designed for short-duration visits, typically one to two nights, catering to travelers passing through the region. The site will provide essential amenities, including power access and designated parking areas, without the complexity of full sewer infrastructure. This streamlined approach reduces development cost while aligning with the needs of the target customer base.

This model supports a high-turnover, low-friction lodging experience. Guests are expected to utilize the property as a comfortable overnight base while spending the majority of their time exploring Franklin and the surrounding region, returning in the evening for dining, rest, and social activity.

Importantly, this phase is designed to be both immediately revenue-generating and strategically flexible. The current structure serves as an efficient launch platform for operations, allowing the business to establish brand presence, refine service models, and generate cash flow. Future decisions regarding long-term structural use or redevelopment will be made based on performance and broader expansion of the Nexus ecosystem.

Bellavista Nexus Landing is therefore positioned not as a speculative build, but as an operationally ready asset requiring focused final improvements to transition into a fully functioning hospitality destination.

Bellavista Nexus Landing has already demonstrated near-term value appreciation through light rehabilitation. The property was previously acquired at $550,000 and, following targeted improvements and stabilization, is now positioned at approximately $665,000.
This pricing movement reflects the underlying strength of the asset and its ability to respond quickly to modest capital investment. Importantly, the improvements required to bring the property into operational readiness are limited in scope, allowing for a transition into revenue-generating use without the risks typically associated with full-scale development.

This history supports the broader investment thesis: the property is not speculative in nature, but rather an underutilized asset that has already begun to realize its intrinsic value through practical improvements and repositioning.

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6. Zoning and land-use regulations

While the visual appeal of Bellavista Nexus Landing is a defining feature, its underlying value is reinforced by favorable zoning and land-use positioning that supports immediate commercial activation.

The 3.63-acre property is located within a designated commercial zoning district in Franklin, North Carolina, allowing for a broad range of hospitality and business uses. This classification supports the planned combination of restaurant, microbrewery, and short-term lodging accommodations, providing a clear regulatory path for development without the need for rezoning.

Local land-use regulations establish parameters for setbacks, density, and structural placement; however, the site's multiple level building areas and existing improvements provide flexibility within these guidelines. This reduces design constraints and allows for efficient layout of both primary structures and supporting uses such as outdoor dining and short-term vehicle accommodations.

Importantly, the intended use of the property aligns with the surrounding corridor's commercial character, minimizing friction in the approval process and supporting a streamlined transition into operation. The absence of complex infrastructure requirements—such as full sewer connections for the short-term lodging component—further simplifies site development while remaining consistent with the proposed use case.

This combination of commercial zoning, adaptable terrain, and aligned use creates a low-barrier entry point for development. Bellavista Nexus Landing is not dependent on speculative approvals or regulatory changes; it is positioned to move directly into implementation within an established framework.

As a result, the property offers not only aesthetic and locational advantages, but also a practical and efficient path to execution, making it well-suited for a phased, revenue-first development approach.

7. Bellavista Nexus Landing Resort, Franklin NC

Bellavista Nexus Landing is designed as a phased, revenue-first hospitality concept that prioritizes immediate activation, controlled growth, and long-term optionality. The development strategy is intentionally structured to generate income early, validate demand, and expand only as performance supports additional investment.

Phase 1 — Restaurant, Brewery, and Short-Stay Activation

The initial phase centers on activating the existing structure as a view-driven bistro and social hub, supported by a small-scale microbrewery and a curated short-term accommodation offering for vans and RVs under 30 feet.

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This phase leverages the existing building and level terrain to minimize upfront capital requirements while establishing the property as a destination. The lodging component is designed for short-duration stays, typically one to two nights, with essential infrastructure including power and designated parking areas. Full sewer connections are intentionally excluded at this stage to reduce development cost and maintain operational flexibility.

The primary objective of Phase 1 is to create immediate cash flow, build brand identity, and establish consistent traffic through food, beverage, and overnight stays.

Phase 2 — Site Optimization and Revenue Expansion

Following successful activation, the site will be optimized through expansion of the short-stay accommodation layout and enhancement of guest amenities. This may include refined site circulation, additional designated pads, and selective amenity additions such as outdoor gathering areas or a pool, introduced only when justified by demand.

Occupancy projections are based on stabilized performance rather than peak assumptions. While the property has the physical capacity to support a higher density of units, the operating model prioritizes spacing, ease of access, and guest experience over maximum site count. This approach supports stronger pricing, higher-quality clientele, and more consistent turnover.

Phase 3 — Long-Term Development Optionality

The property retains the flexibility to support larger-scale development, including a lodge or boutique hotel component, subject to market conditions and performance metrics established during earlier phases. Existing zoning allowances provide a clear path for expanded construction without immediate regulatory barriers.

Importantly, this phase is not required for the project to succeed. The property is designed to perform as a standalone, income-producing hospitality asset, with future expansion treated as an option rather than a dependency.

Land Use and Capacity Overview

The 3.63-acre site (approximately 158,000 square feet) provides sufficient space to accommodate a balanced mix of restaurant operations, parking, and short-term lodging while maintaining efficient circulation and usable open areas. Rather than maximizing density, the plan emphasizes functional layout, visibility, and guest experience.

Development Philosophy

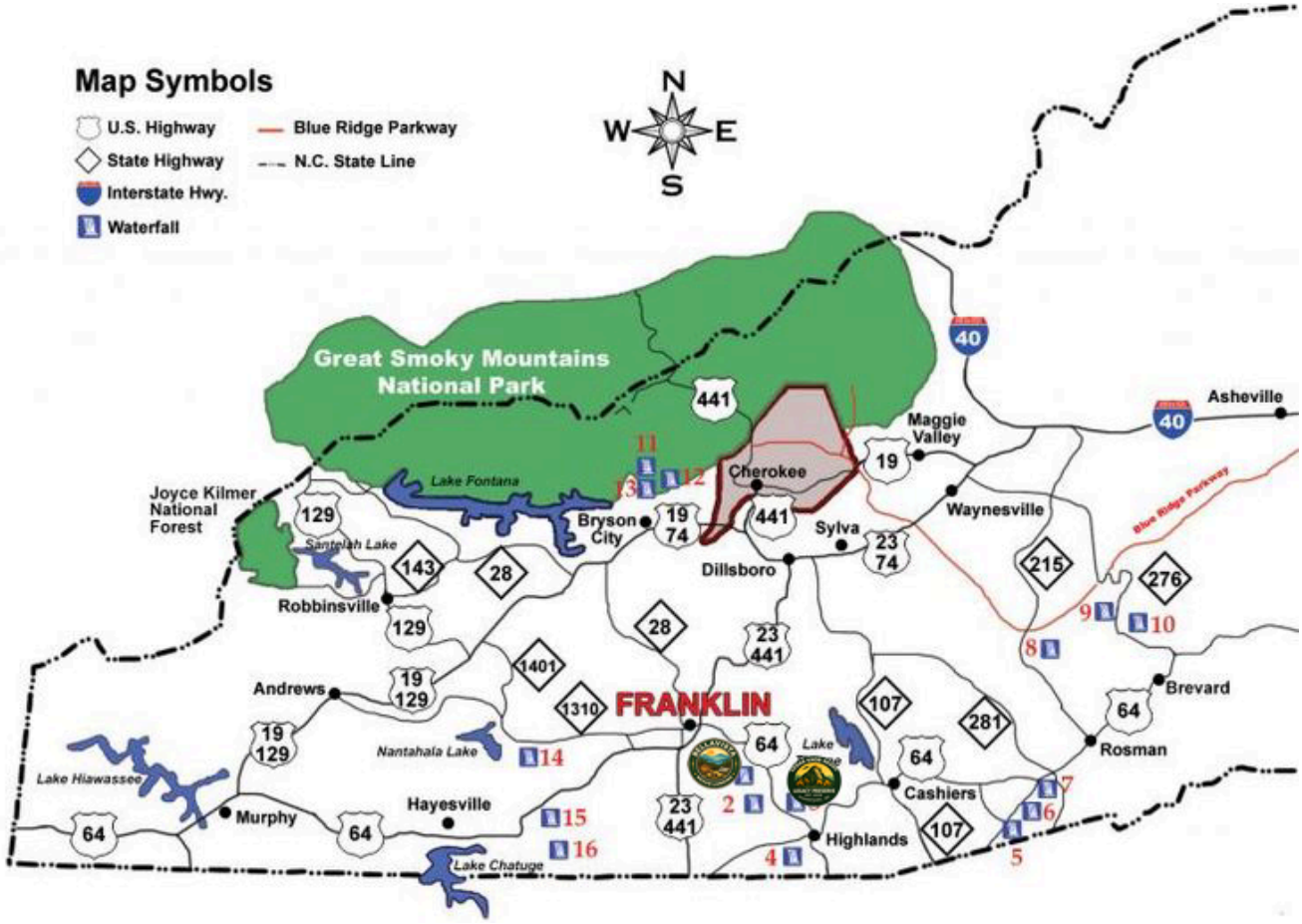
The guiding principle of Bellavista Nexus Landing is to prioritize quality, efficiency, and adaptability over scale. The project is not positioned as a high-density resort, but as a refined, high-performing hospitality destination that can grow in response to proven demand.

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By structuring the development in phases, the project reduces upfront risk, accelerates time to revenue, and preserves the ability to scale intelligently. This approach allows the property to evolve from a high-margin, in-town destination into a more expansive component of a broader hospitality network, without overextending capital or operational complexity.

8. Local economy and growth prospects

The Western North Carolina mountains are experiencing sustained growth driven by shifting lifestyle and work patterns, particularly among remote workers, retirees, and experience-oriented travelers. These groups are not only relocating to the region but also increasing visitation frequency, creating a broader and more consistent demand base for hospitality-driven businesses.



The expansion of remote work has removed geographic constraints for a growing segment of professionals, allowing them to choose locations based on quality of life rather than proximity to traditional employment centers. This has led to increased migration into mountain communities that offer natural beauty, lower density, and a more balanced pace of living. In parallel, a rising population of short-term travelers and mobile professionals are seeking flexible destinations where they can combine work, recreation, and travel.

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Franklin is positioned to benefit directly from these trends. Located along the Highway 64 corridor between Highlands and Cashiers, the town captures both destination-driven visitors and pass-through traffic. As surrounding markets continue to command premium pricing, Franklin remains a more accessible alternative, attracting individuals and families seeking similar experiences at a lower cost.

Recent commercial expansion—including the introduction of national retailers and service providers—signals increasing confidence in Franklin's growth trajectory. This momentum supports both population stability and visitor demand, reinforcing the town's role as an emerging hub within the region.

For Bellavista Nexus Landing, these trends translate into a diversified and resilient customer base. The property is designed to serve:

- Local residents seeking a consistent dining and social environment
- Regional travelers moving through the corridor
- Short-term van and small RV guests utilizing overnight accommodations
- Remote and flexible professionals seeking short, experience-driven stays

This diversity reduces reliance on any single segment and supports year-round activity. Unlike destination resorts that depend heavily on peak seasons, Bellavista Nexus Landing is positioned to capture steady traffic driven by both lifestyle migration and regional travel patterns.

As the region continues to evolve, Franklin—and specifically Bellavista Nexus Landing—sits at the front edge of this growth cycle, positioned to benefit from increasing demand before full market saturation occurs.

9. Demographic analysis of the surrounding area

Market Expansion & Demand Drivers

Sustained Regional Growth

Western North Carolina continues to experience sustained population and visitation growth driven by long-term shifts in lifestyle preferences and work patterns.

Primary demand drivers include:

- **Remote and location-independent professionals**
- **Retirees and second-home buyers**
- **Experience-driven travelers and short-stay visitors**

These groups are not only relocating to the region but also increasing visitation frequency, expanding the total addressable market for both residential and hospitality-based assets.

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Remote Work & Migration Trends

The expansion of remote work has removed geographic constraints for a growing segment of the workforce.

As a result, individuals are prioritizing:

- **Quality of life and environmental setting**
- **Access to outdoor recreation and natural landscapes**
- **Lower-density living environments**

This has led to sustained migration into mountain communities that offer a balance of accessibility, lifestyle, and cost efficiency relative to larger metropolitan areas.

Growth of Flexible Travel & Mobile Lifestyles

There has been a measurable increase in:

- **Short-term, experience-driven travel**
- **Mobile professionals and remote workers**
- **Van and small RV-based travel**

These segments seek destinations that allow them to combine:

- **Work**
- **Recreation**
- **Short-duration travel**

This trend supports demand for **high-turnover, short-stay accommodations** in scenic and accessible environments.

Franklin's Strategic Position

Franklin is positioned within the Western North Carolina corridor to capture both destination and pass-through demand.

Key advantages include:

- **Direct access via the Highway 64 corridor**
- **Proximity to Highlands, Cashiers, and Lake Glenville**
- **Connectivity to regional feeder markets including Atlanta, Asheville, and Charlotte**

This positioning allows Franklin to function as both a **destination** and a **capture point for regional traffic**.

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Value Positioning Relative to Surrounding Markets

Adjacent markets such as Highlands and Cashiers command premium pricing across residential and hospitality segments.

Franklin provides:

- **Lower entry price points for real estate and development**
- **Comparable access to natural amenities and mountain environments**
- **Increasing visibility as a secondary alternative to premium destinations**

This dynamic is driving continued growth in both visitation and long-term residency.

Economic Expansion & Market Validation

Recent commercial expansion within the Franklin area, including the introduction of national retailers and service providers, reflects:

- **Increasing investor confidence**
- **Strengthening economic fundamentals**
- **Continued population and visitation growth**

These indicators support the long-term viability of hospitality, residential, and mixed-use development in the region.

Demand Profile: Bellavista Nexus Landing

Bellavista Nexus Landing is positioned to serve a diversified customer base, including:

- **Local residents seeking consistent dining and social environments**
- **Regional travelers moving through the corridor**
- **Short-term van and RV guests**
- **Remote professionals seeking short-duration stays**

This diversified demand profile reduces reliance on any single segment.

Year-Round Demand Stability

The project benefits from:

- **Local traffic and repeat visitation**
- **Pass-through traveler capture**
- **Short-stay and flexible travel patterns**

This supports:

- **More consistent occupancy levels**
- **Reduced seasonal volatility**
- **Stable baseline revenue generation**

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Strategic Timing

The project is positioned within a regional growth cycle characterized by:

- **Continued inbound migration**
- **Expanding tourism demand**
- **Increasing market visibility**

This allows for:

- **Early market entry**
- **Brand establishment**
- **Participation in long-term appreciation trends**

Conclusion

The convergence of **remote work migration**, **flexible travel behavior**, and **regional affordability** creates a durable and expanding demand base.

Bellavista Nexus Landing is positioned to capture this demand through its **location**, **diversified customer base**, and **operational design**, supporting both **near-term performance** and **long-term scalability**.

10. Key amenities and attractions nearby

Macon County, located within the Blue Ridge Mountains of Western North Carolina, provides a strong regional foundation for hospitality-driven development. Known for its natural landscapes, outdoor recreation, and scenic travel routes, the county consistently attracts visitors seeking both short-term experiences and longer stays within a lower-density mountain environment.

The area is defined by access to major natural assets, including the Nantahala National Forest, the Appalachian Trail, and nearby Great Smoky Mountains National Park. These destinations generate steady tourism activity throughout the year, supporting a broad base of outdoor recreation such as hiking, fishing, kayaking, and scenic driving.

Highway 64, which directly serves Bellavista Nexus Landing, functions as a primary scenic corridor through the region. This route carries both destination travelers and pass-through traffic, offering consistent visibility and accessibility. The corridor connects Franklin to higher-priced markets such as Highlands and Cashiers, reinforcing the area's role as both a gateway and an alternative destination.

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Macon County also benefits from a mix of hospitality offerings, including bed and breakfast inns, golf courses, and boutique accommodations. However, much of the existing inventory is either traditional in format or oriented toward longer stays, leaving opportunity for more flexible, experience-driven concepts that cater to shorter visits and evolving travel patterns.

This regional context supports the positioning of Bellavista Nexus Landing as a high-visibility, experience-focused destination that captures both local and transient demand. By aligning with the county's natural draw while offering a more accessible, in-town hospitality model, the property is well-situated to benefit from continued tourism activity and shifting visitor preferences.

Rather than competing directly with large-scale resort developments, Bellavista Nexus Landing is designed to complement the existing landscape—serving as a convenient, visually compelling stop that integrates dining, lodging, and social experience within a single, efficiently operated site.

11. Bellavista Bistro

Integrated Experience-Driven Destination

Bellavista Nexus Landing is designed as a highly accessible, experience-driven hospitality destination, blending:

- **Dining**
- **Social interaction**
- **Short-term stays**

into a single, cohesive environment.

Natural Stopping Point & Corridor Capture

Positioned along a high-visibility corridor, the property functions as a natural stopping point where visitors:

- **Pause during travel**
- **Gather and socialize**
- **Engage with the setting and surrounding community**

View-Centered Environment

The elevated vantage point creates a consistent visual backdrop defined by:

- **Panoramic mountain views**
- **Daily sunset exposure**
- **Open, immersive sightlines**

This environment supports:

- **Extended dwell time**
- **Repeat visitation**
- **Integration into regular travel patterns**

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Bellavista Bistro — Core Experience

View-Driven Dining Concept

At the center of the property is Bellavista Bistro, a relaxed yet refined dining environment anchored by its defining feature:

- **Panoramic mountain views**

All-Day Flexibility

The space is designed to operate continuously throughout the day, supporting:

- **Morning coffee and casual visits**
- **Daytime work sessions with reliable connectivity**
- **Evening dining, drinks, and social activity**

Evening Activation & Social Energy

As the day transitions, the environment shifts to support increased social engagement through:

- **Live music programming**
- **Expanded outdoor seating capacity**
- **An open layout that encourages natural gathering**

The objective is to create a space where guests remain on-site longer, increasing both engagement and per-visit revenue.

Grounds & Social Environment

Multi-Dimensional Outdoor Space

The surrounding grounds extend the experience beyond the primary dining area through:

- **Open lawn areas**
- **Informal gathering zones**
- **Flexible space for group and family activity**

This layout supports:

- **Extended guest stays**
- **Organic interaction and movement across the property**
- **A layered, experience-based environment**

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Short-Term Lodging Integration

Curated Van & Small RV Stays

A boutique lodging component is integrated to support:

- **Vans and RVs under 30 feet**
- **Short-duration stays (typically 1–2 nights)**
- **Pass-through and flexible travelers**

Simple, Intentional Design

The lodging component is designed with operational clarity, providing:

- **Essential utility connections only**
- **Scenic, comfortable overnight accommodations**
- **Minimal infrastructure complexity**

This approach adds a lodging revenue layer without introducing the operational demands of a full-scale campground.

Focused Operating Model

Clarity Over Complexity

The concept is intentionally disciplined and defined by:

- **A focused hospitality offering**
- **A clear alignment with social, dining, and short-stay use cases**
- **Avoidance of overextended programming or mixed-use dilution**

Operational Efficiency & Brand Strength

This clarity supports:

- **Efficient staffing and operations**
- **Consistent guest experience delivery**
- **A strong, recognizable brand identity**

Final Position

Bellavista Nexus Landing is positioned as:

- **A high-visibility, experience-driven destination**
- **A social hub centered on view, atmosphere, and engagement**
- **A flexible, revenue-generating hospitality platform**

It is designed to capture attention, extend guest engagement, and drive repeat visitation through a focused and cohesive operating model.

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12. Live Music Strategy and Touring Integration

Live Music as a Demand Engine & Scaling Platform

Bellavista Nexus Landing integrates live music as a core demand driver within its hospitality platform, functioning as a structured system designed to generate traffic, extend guest stays, and increase per-visitor revenue.

Strategic Routing Position

Positioned between Atlanta and Asheville, the venue operates as a natural stop for touring artists moving through the region.

This positioning enables:

- **Access to high-quality touring talent without reliance on high-cost headline acts**
- **Consistent programming through route-based scheduling**
- **Improved cost efficiency and booking flexibility**

Consistent Programming Model

Live music is structured as a recurring, reliable offering rather than occasional entertainment.

This approach supports:

- **Nightly or high-frequency programming**
- **Ongoing relationships with booking agents and performers**
- **Recognition as a dependable venue within the regional touring circuit**

Consistency strengthens both audience expectations and artist participation.

Lodging Integration & Bundled Experience

Live music programming is directly integrated with on-site lodging to create bundled, multi-day experiences.

This allows:

- **Packaging of performances with overnight stays**
- **Extended guest engagement across multiple nights**
- **Increased occupancy tied to scheduled programming**

The result is a transition from single-event attendance to **experience-based visitation.**

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Captive Audience Advantage

The on-site lodging environment creates a contained audience with limited off-site dispersion.

This drives:

- **Longer dwell time per guest**
- **Higher per-guest spending across food, beverage, and services**
- **Increased overall revenue efficiency per visit**

Guests remain engaged within the property throughout the duration of their stay.

Artist-Friendly Infrastructure

The platform is designed to reduce friction for performers through:

- **On-site accommodations**
- **Integrated food and beverage service**
- **Centralized performance and lodging environment**

This structure improves the overall artist experience and supports:

- **Repeat bookings**
- **Stronger relationships with touring networks**
- **More consistent talent acquisition over time**

Compounding Growth Effect

As programming consistency increases, audience quality and engagement improve.

This creates a reinforcing cycle:

- **Stronger audiences attract higher-quality performers**
- **Improved talent increases visibility and reputation**
- **Expanded reach drives additional demand and attendance**

Over time, the venue strengthens its position within the regional and destination music landscape.

Phased Expansion Strategy

Phase 1 — Bellavista Nexus Landing

Initial implementation focuses on establishing the model through:

- **Consistent live music programming**
- **Development of artist and booking relationships**
- **Creation of a repeat, experience-driven audience base**
- **Validation of the lodging and music integration model**

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Phase 2 — Cedar Knob Nexus Integration

As demand increases, programming expands into Cedar Knob Nexus with a focus on:

- **Immersive, nature-integrated performances**
- **Smaller, curated cultural events**
- **Artist residencies and creative production**
- **Experience-driven gatherings aligned with the environment**

This phase strengthens brand identity and supports premium positioning.

Phase 3 — Sugar Fork Amphitheater Activation

With established demand and routing relationships, the platform scales into larger-format events, including:

- **Amphitheater programming (approximately 500 capacity)**
- **Regional draw performances**
- **Destination-level event scheduling**
- **Expanded media and content production opportunities**

This phase increases audience capacity and regional visibility.

Integrated Ecosystem Model

The live music platform operates within a broader system where each component reinforces the others:

- **Media and content production expand awareness and audience reach**
- **Bellavista Nexus Landing captures and converts initial demand**
- **On-site lodging supports extended engagement**
- **Cedar Knob Nexus deepens cultural and experiential programming**
- **Sugar Fork Amphitheater scales audience size and event capacity**

This structure creates a continuous feedback loop of demand generation, engagement, and expansion.

Final Position - Live music at Bellavista Nexus Landing functions as a foundational demand engine within a larger, phased development strategy.

It is designed to:

- **Drive consistent traffic and visitation**
- **Increase length of stay and per-guest revenue**
- **Build long-term relationships with artists and audiences**
- **Establish a scalable pathway to larger venues and expanded programming**

The platform evolves from a consistent, high-quality live music environment into a fully integrated destination model where hospitality, culture, and performance scale together.

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13. Regional Positioning — Macon County and the Plateau Market

Strategic Geographic Position

Macon County is located within a highly desirable mountain region in the Southeastern United States, defined by its natural landscape, recreational access, and proximity to established high-value markets including Highlands, Cashiers, and Lake Glenville.

Lifestyle & Environmental Appeal

Regional demand is supported by a combination of natural assets and lifestyle accessibility, including:

- **Forested ridgelines and mountain terrain**
- **Rivers, waterfalls, and protected lands**
- **Access to Nantahala National Forest and extensive trail systems**

These features support year-round recreational activity such as:

- **Hiking**
- **Fishing**
- **Kayaking**
- **Scenic driving routes**

High-traffic corridors, including Highway 64 through the Cullasaja Gorge, consistently draw both destination visitors and regional travel flow.

Proximity to Premium Markets

Highlands and Cashiers represent established, high-value destination markets characterized by:

- **Resort-level hospitality environments**
- **Strong second-home ownership presence**
- **Affluent seasonal and repeat visitor base**

These markets command premium pricing due to sustained demand and limited inventory.

Spillover Demand Effect

The concentration of high-income visitors and seasonal residents in adjacent markets creates measurable spillover demand into surrounding areas.

This includes:

- **Visitors seeking comparable experiences at more accessible price points**
- **Increased discretionary spending across dining, lodging, and recreation**
- **Demand extending beyond core luxury zones into nearby communities**

Layered Demand Profile

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The regional market is supported by a diversified mix of customer segments, including:

- **High-income seasonal residents**
- **Destination travelers**
- **Regional and pass-through visitors**
- **Outdoor recreation participants**

This layered demand structure supports consistent activity across multiple use cases.

Corridor Advantage — Highway 64

Highway 64 serves as a primary connector between Franklin, Highlands, and Cashiers, carrying consistent traffic flow throughout the year.

This provides:

- **High-visibility exposure**
- **Access to both destination and pass-through traffic**
- **Continuous demand flow across seasons**

Strategic Market Positioning

Bellavista Nexus Landing is positioned to complement, rather than compete with, nearby luxury resort markets.

The project is designed to provide:

- **More accessible price points**
- **A curated, experience-driven environment**
- **Integrated dining, social, and lodging components**

Value Capture Strategy

This positioning allows the property to:

- **Leverage regional demand generated by adjacent premium markets**
- **Capture overflow and unmet demand**
- **Serve both local and visiting customer segments**
- **Maintain operational flexibility across multiple revenue streams**

Final Position

Macon County operates within an active mountain corridor where lifestyle demand, tourism, and second-home ownership converge.

Bellavista Nexus Landing is positioned within this system to capture value through its accessibility, visibility, and proximity to premium markets, while delivering a differentiated, experience-driven hospitality platform.

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14. Competitive Landscape and Market Gap

Franklin's dining market is active, diverse, and locally supported, but remains underdeveloped in terms of cohesive, experience-driven dining environments. Existing establishments serve a wide range of cuisines, including country cooking, casual American fare, pizza, Mexican, and limited international offerings. While many of these restaurants perform well within their respective niches, the market lacks a unified destination that combines quality food, atmosphere, and gathering space.

Recent activity in the market reinforces this opportunity. New entrants such as Osaka have demonstrated strong demand for fresh concepts, consistently drawing high traffic and maintaining strong customer response. This indicates that the market is not saturated, but rather responsive to well-executed additions that offer something distinct from existing options.

Current dining options in Franklin can be broadly categorized as follows:

- **Casual and Traditional Dining:** Longstanding establishments offering country cooking, diner-style menus, and familiar comfort food. These locations provide consistency but are not positioned as destination experiences.
- **Ethnic and Specialty Cuisine:** Restaurants offering Mexican, Thai, Japanese, and Italian menus, generally focused on single-cuisine execution rather than broad appeal.
- **Casual Gathering Spaces:** Taverns, pizza shops, and grill concepts that provide social environments but typically operate with limited menus and minimal emphasis on elevated atmosphere.
- **Higher-End Attempts:** A small number of restaurants aim toward upscale dining; however, these are often constrained by either location, execution, or consistency, leaving room for improvement in both experience and reliability.

What is notably absent in the market is a location that successfully integrates:

- A high-quality, broadly appealing menu
- A strong visual and environmental experience
- A flexible, gathering-oriented layout
- Consistent execution across food, service, and atmosphere

Bellavista Nexus Landing is specifically designed to fill this gap. The property's elevated setting provides a built-in experiential advantage that no current competitor offers—panoramic views paired with accessible, in-town convenience. This allows the concept to function not just as a place to eat, but as a place to spend time.

The goal is not to compete directly with existing restaurants on menu alone, but to introduce a layered experience that combines dining, social interaction, and atmosphere into a single destination. By doing so, the property captures both existing demand and latent demand—customers who are currently underserved by the local market's fragmented offerings.

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In this context, Bellavista Nexus Landing is positioned to elevate the local dining landscape while remaining accessible to a broad audience. It represents an evolution of the existing market rather than a replacement, filling a clear and demonstrable gap between casual dining and true destination experience.

15. Craft Beer Program and On-Site Production Strategy

Craft Beer Program – Focused, High-Margin, Experience-Driven

Bellavista Nexus Landing implements a focused craft beer program designed to operate as a high-margin, experience-driven component within the broader hospitality platform.

Given the spatial and structural constraints of the existing facility, the program is intentionally structured as a small-batch, on-site system rather than a full-scale production brewery.

Right-Sized Production Strategy

The brewery operates as a compact, on-site craft system producing a limited selection of high-quality, approachable beers for direct consumption.

Key characteristics include:

- **Emphasis on freshness and consistency**
- **Real-time adaptation to customer preferences**
- **Production aligned with experience, not volume distribution**

High-Margin Revenue Model

The program is designed to capture the most profitable segment of the craft beer market through direct-to-consumer sales.

By focusing exclusively on on-site consumption, the model:

- **Maximizes per-unit margins**
- **Eliminates distribution and packaging costs**
- **Reduces operational complexity and capital requirements**

Efficient Use of Existing Infrastructure

The brewing system is optimized to operate within the existing 30 × 30 structure, utilizing:

- **Compact brewing equipment**
- **Streamlined production workflows**
- **Integration with restaurant service operations**

This approach allows the brewery to function as an extension of the dining experience without requiring significant additional buildout.

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Production Capacity & Revenue Potential

At full operational efficiency:

- **Annual Production Capacity:** approximately 24,000 gallons
- **Retail Pricing:** approximately $6.00 per pint
- **Equivalent Value:** approximately $48 per gallon

Maximum Annual Revenue Potential: approximately **$1.15 million** at full capacity.

This represents stabilized performance and does not reflect initial ramp periods.

Phased Ramp Strategy

Production scales in alignment with demand and operational maturity:

- **Early Stage:** controlled output with focus on consistency and quality
- **Growth Phase:** increased batch frequency and product rotation
- **Stabilized Phase:** optimized throughput and yield

This phased approach maintains product quality while supporting margin performance.

Product Strategy & Guest Engagement

The program is built around a balanced product mix, including:

- **Core lineup of approachable, repeatable offerings**
- **Rotating seasonal and specialty releases**

This structure supports:

- **Repeat visitation**
- **Increased customer engagement**
- **Development of a recognizable brand identity**

Ecosystem Contribution

Beyond direct revenue, the craft beer program enhances overall site performance by:

- **Increasing guest dwell time**
- **Strengthening the social and experiential environment**
- **Driving incremental food and beverage sales**
- **Supporting repeat visitation patterns**

It functions as a revenue amplifier across multiple operating components.

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Future Expansion Path

The initial program establishes a foundation for scalable growth through:

- **Validation of product demand**
- **Refinement of recipes and brand positioning**
- **Development of a consistent customer base**

As demand increases, the model can expand into a dedicated off-site production facility while maintaining on-site retail focus.

Final Position

The craft beer program is designed to:

- **Capture high-margin, on-site revenue**
- **Enhance the overall guest experience**
- **Operate efficiently within existing physical constraints**
- **Provide a scalable foundation for future expansion**

Its strength lies in disciplined execution, operational efficiency, and direct integration with the broader hospitality platform.

16. Van-life and Small RV Micro-Resort

Boutique, Experience-Driven Lodging Model

Bellavista Nexus Landing is designed as a boutique micro-resort focused on:

- **Van travelers**
- **Small RVs under 30 feet**

The model delivers a highly accessible, short-stay lodging environment integrated with on-site dining, social activity, and curated experiences.

Accessible Corridor Location

Located approximately 1.9 miles from downtown Franklin along the Highway 64 corridor, the property benefits from:

- **High visibility**
- **Direct accessibility**
- **Proximity to regional destinations**

This positioning supports both convenience and consistent traffic exposure.

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Efficient Site Utilization

The site layout and terrain are optimized for smaller vehicles, supporting:

- **Simple maneuverability and circulation**
- **Minimal infrastructure requirements**
- **Efficient pad layout and use of space**

This approach reduces development cost while maintaining functional capacity.

Short-Stay, High-Turnover Model

The lodging strategy is structured for:

- **1–3 night stays**
- **High guest turnover**
- **Consistent daily activity**

This model prioritizes occupancy frequency and revenue per night over extended stays.

Alignment with Modern Travel Behavior

The concept directly serves:

- **Van-life travelers**
- **Small RV owners**
- **Outdoor recreation participants**
- **Experience-driven visitors**

These segments prioritize flexibility, accessibility, and curated environments over traditional lodging formats.

Integrated Experience Platform

Multi-Component Guest Engagement

The lodging component is fully integrated with on-site offerings, including:

- **Bellavista Bistro**
- **Craft beer program**
- **Live music and social programming**

Revenue Amplification

This integration supports:

- **Increased guest dwell time**
- **Higher frequency of repeat visitation**

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- **Elevated per-guest spending across services**

The result is a multi-layered revenue environment where lodging drives engagement across other operating segments.

Role Within the Nexus Ecosystem

Primary Access Point for Mobile Travelers

Within the broader development platform, Bellavista Nexus Landing serves as:

- **An in-town entry point for mobile lodging segments**
- **A practical and accessible first interaction with the brand**
- **A hub for lodging types not suited to higher-elevation properties**

lexible Expansion Potential

Adaptive Lodging Configuration

The model allows for incremental expansion based on demand, including:

- **Car-based camping configurations**
- **Simplified overnight accommodations**
- **Additional short-term lodging formats**

Built-In Scalability

The site retains the ability to:

- **Adjust layout and circulation patterns over time**
- **Accommodate a broader range of vehicles if required**

This flexibility allows adaptation without reliance on expansion for baseline performance.

Focused Operating Strategy

Efficiency, Accessibility, and Experience

The micro-resort model is built around:

- **Operational simplicity**
- **High-efficiency guest turnover**
- **Consistent, experience-driven guest interaction**

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Final Position

Bellavista Nexus Landing delivers:

- **A scalable, high-turnover lodging solution**
- **A highly accessible micro-resort model**
- **An integrated hospitality experience tied to food, beverage, and entertainment**

The model is designed to maintain low operational complexity, strong margins, and long-term flexibility while supporting the broader ecosystem.

Wellness & Spa Revenue Integration

Wellness & Recovery Program – Integrated Spa Component

The wellness program is anchored within a 15-meter geodesic dome (approximately 1,800–2,000 square feet), delivering a mountain-integrated recovery experience that combines architecture, environment, and function.

Core Wellness Offerings

The program includes:

- **Therapeutic massage (deep tissue, relaxation, sports recovery)**
- **Sauna and heat therapy**
- **Cold plunge and recovery**
- **Relaxation and decompression environments**
- **Couples and shared-use experiences**

The offering is designed to serve both:

- **Short-term guests**
- **Local clientele**

Revenue Capacity & Performance

With capacity for two treatment rooms and integrated thermal amenities, the program is structured to generate:

- **Conservative Annual Revenue:** approximately $150,000
- **Stabilized Annual Revenue:** approximately $350,000

Revenue is driven through:

- **Core treatment services**
- **Premium add-on offerings**
- **Bundled wellness and lodging packages**

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Ecosystem Revenue Contribution

Property-Level Impact

The wellness component enhances overall site performance by:

- **Increasing achievable nightly lodging rates**
- **Improving booking conversion rates**
- **Expanding appeal to wellness-oriented travelers**

Expanded Revenue Channels

The platform supports additional revenue streams, including:

- **Retreat and group programming**
- **Package-based wellness experiences**
- **Recurring local usage and membership models**

These channels provide repeatable, high-margin revenue beyond individual service bookings.

Target Market Alignment

The wellness offering aligns directly with key demand segments, including:

- **Eco-conscious travelers**
- **Experience-driven guests**
- **Lifestyle and wellness-oriented consumers**

These segments prioritize integrated, destination-based experiences that combine relaxation, environment, and activity.

Strategic Market Positioning

The spa is positioned between:

- **Franklin, an underserved wellness market**
- **Highlands and Cashiers, premium resort-driven wellness markets**

This allows the program to:

- **Capture premium demand at a more accessible price point**
- **Maintain a boutique scale and controlled guest experience**
- **Deliver a differentiated alternative to larger resort offerings**

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Platform Expansion & Future Integration

Initial Deployment Role

The Bellavista wellness component is designed as the first phase of a broader, multi-site wellness platform.

This initial deployment establishes:

- **Operational experience and staffing models**
- **Brand positioning within the wellness segment**
- **Market validation for expanded programming**

Expansion Across the Ecosystem

The model supports future integration into:

- **Walnut Hills**
- **Cedar Knob Nexus**
- **Sugarfork Legacy**

On-Site Expansion Potential

Future development phases at Bellavista Nexus Landing, including the planned lodge, allow for:

- **Expanded spa facilities**
- **Additional treatment capacity**
- **Higher-volume wellness programming**

Final Position

The wellness component functions as a core operating segment within the Bellavista Nexus Landing platform.

It is designed to:

- **Diversify revenue streams**
- **Strengthen market positioning**
- **Enhance overall guest experience**
- **Support long-term asset value growth**

Bellavista Nexus Landing serves as both an active revenue-generating wellness asset and a foundational platform for scalable expansion across the broader development ecosystem.

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17. The Lodge

The Lodge — Signature Destination Anchor

Flagship Hospitality Asset

The Lodge is envisioned as a signature timber frame retreat within the Bellavista Nexus Landing platform, serving as the primary destination anchor for the property.

Key characteristics include:

- **Approximately 16,000 square feet**
- **Elevated mountain setting**
- **Fully integrated hospitality environment**

The design blends **Appalachian character** with **modern operational functionality**, establishing a high-impact, experience-driven lodging asset.

Sustainable Timber Frame Construction

The Lodge utilizes a timber frame hybrid construction approach incorporating:

- **Hempcrete insulation systems**
- **Natural stone materials**
- **Sustainably sourced structural components**

This reinforces alignment with environmentally conscious development while supporting long-term durability and efficiency.

Guest Accommodations

Premium Suite Configuration

The Lodge is designed to include:

- **30+ guest suites**
- **Average unit size of approximately 350 square feet**
- **Private balconies with integrated stonework detailing**

Suite sizing exceeds standard hotel room dimensions, extending the guest experience into the surrounding landscape.

Space Allocation

The internal layout is structured for balanced operational performance:

- **Approximately 12,000 sq ft — Guest accommodations**
- **Approximately 2,000 sq ft — Social and gathering spaces**
- **Approximately 2,000 sq ft — Operational and back-of-house support**

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Integrated Social & Entertainment Hub

Open-Air Lobby Concept

The Lodge is centered around a multi-functional social core integrating:

- **Front desk and guest services**
- **Restaurant and bar operations**
- **Lounge and gathering areas**

Live Performance Integration

The facility incorporates dedicated performance infrastructure, including:

- **Primary performance stage**
- **Secondary, smaller-format stage**

This supports both:

- **Larger scheduled programming**
- **Smaller, curated live experiences**

Expanded Outdoor Experience

The Lodge design extends beyond interior space through integrated exterior elements:

- **Large-format deck systems**
- **Outdoor dining and event areas**
- **Flexible space for entertainment and gatherings**

These features expand usable capacity while reducing reliance on interior square footage.

Wellness Integration

Planned Spa Component

A refined layout is being evaluated to incorporate a fully integrated spa and wellness facility within the Lodge.

Potential elements include:

- **Dedicated spa footprint within the structure**
- **Thermal and recovery amenities**
- **Expanded wellness programming for overnight guests**

This may involve a **modest reduction in total room count** to accommodate wellness infrastructure.

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Operational Structure Options

The spa component may be structured through:

- **Third-party lease agreements**
- **Franchise or branded operator partnerships**

This approach allows for:

- **Operational efficiency**
- **Specialized management expertise**
- **Consistent service quality and brand alignment**

Ecosystem Integration

Extension of Wellness Platform

The Lodge expands upon the wellness program established at Bellavista Nexus Landing by:

- **Extending services to overnight guests**
- **Supporting local and regional demand**
- **Enabling higher-value retreat and package offerings**

Strategic Positioning

Integrated Destination Environment

The Lodge represents a transition from standalone lodging to a fully integrated destination asset combining:

- **Premium accommodations**
- **Live entertainment programming**
- **Food and beverage operations**
- **Wellness and spa services**

Value Creation Drivers

The asset is structured to generate value through:

- **High-quality lodging inventory**
- **Experience-driven programming and events**
- **Integrated dining and beverage operations**
- **Wellness-based revenue streams**

This creates a multi-layered revenue platform within a single structure.

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Final Position

The Lodge is positioned as:

- **A flagship destination asset**
- **A central operating hub within the Nexus ecosystem**
- **A high-impact, experience-driven hospitality environment**

By integrating lodging, entertainment, dining, and wellness into a unified structure, The Lodge establishes a scalable model designed to support long-term revenue growth, brand development, and regional market presence.

18. Construction Strategy & Projections

Preliminary, Performance-Driven Budgeting

At this stage, development costs are presented as preliminary projections, with detailed budgeting to be finalized as plans are refined and current market conditions are incorporated.

Given rising material and labor costs across Western North Carolina, the project adopts a:

- **Flexible construction approach**
- **Efficiency-driven design strategy**
- **Value-focused capital deployment model**

This approach prioritizes return on investment and disciplined execution over unnecessary buildout costs.

Acquisition & Initial Capital Allocation

The initial capital structure is based on controlled acquisition and targeted improvement:

- **Estimated Property Value (post-renovation):** approximately $655,000
- **Initial Rehabilitation & Conversion Budget:** approximately $175,000+

Avoidance of Overbuilt Construction

A traditional high-end restaurant buildout in this market can exceed:

- **$1.5 million or more**

The project intentionally avoids this approach in favor of a more efficient, experience-driven model.

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Porch-Driven, Experience-First Design

Outdoor-Centric Dining Strategy

The design prioritizes a porch-driven, open-air dining environment that:

- **Reduces total construction cost**
- **Enhances guest experience through natural surroundings**
- **Maximizes utilization of mountain views**

Atmosphere Over Excess Buildout

The project emphasizes experiential value through:

- **Scenic positioning and views**
- **Appalachian architectural character**
- **High-quality food and beverage offerings**

This approach creates a premium environment without reliance on high-cost interior construction.

Core Improvement Scope

Planned upgrades include:

- **Electrical system rewiring and modernization**
- **Plumbing replacement and expansion**
- **Installation of additional restroom facilities**
- **Commercial kitchen buildout**
- **Integration of quality used equipment**
- **Structural modifications to support outdoor expansion**

Adaptive Reuse Strategy

Efficient Interior Utilization

The existing structure is leveraged to support operations:

- **Upper level:** administrative and operational functions
- **Lower level:** kitchen and limited indoor seating

The primary guest experience remains externally focused.

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Deck & Porch System — Core Feature

The exterior deck system serves as the central component of the venue, providing:

- **Multi-level outdoor seating**
- **Event and gathering space**
- **View-oriented guest environments**

Material & Construction Flexibility

Construction options include:

- **Traditional decking systems**
- **Poured surface installations**
- **Natural stone applications for durability and alignment with design intent**

Scalable Roofing Solutions

Roofing and coverage structures are designed for phased implementation, including:

- **Timber-framed structures with shingle systems**
- **Cost-efficient canopy solutions**

This allows capital deployment to align with performance and demand.

Outbuilding — Vertical Integration Opportunity

Craft Brewery Integration

The on-site outbuilding supports:

- **Small-scale brewery operations**
- **Estimated capacity of up to 24,000 gallons annually**

This provides an additional high-margin, on-site revenue stream.

AI Studio Integration

The upper level supports early-stage deployment of:

- **WebWeave Nexus production studio**
- **Content creation and streaming operations**
- **Digital media development**

This establishes a low-cost, in-town production hub within the broader ecosystem.

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Strategic Development Approach

The project is guided by three core principles:

- **Adaptive reuse over ground-up construction**
- **Controlled, phased capital deployment**
- **Integration of multiple revenue streams within a single asset**

Final Position

Bellavista Nexus Landing is structured around a disciplined, execution-focused development strategy designed to:

- **Minimize upfront capital requirements**
- **Accelerate time to revenue generation**
- **Maximize utilization of existing assets**

By combining adaptive reuse, outdoor-focused design, and integrated revenue components, the project establishes a cost-efficient development model with strong scalability and long-term flexibility.

19. Operations

Restaurant & Hospitality Hub

The operational framework for Bellavista Nexus Landing is centered on a restaurant-driven environment that functions as both a destination dining experience and a primary activity hub for motor coach travelers, van life guests, and regional visitors.

The restaurant anchors the property through:

- **Consistent daily traffic generation**
- **High-quality food and beverage offerings**
- **A central social environment supporting daytime and evening activity**

Live Music & Experience Integration

A covered stage and adjacent outdoor gathering areas introduce a curated live music component, featuring:

- **Full-stage performances**
- **Smaller acoustic and intimate sets**

This layered programming creates an environment that blends:

- **Music**
- **Dining**
- **Social interaction**

within an Appalachian-inspired setting designed to feel authentic and experience-driven.

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Beverage & Nightlife Activation

A freestanding outdoor bar operates as a dedicated, high-margin revenue component independent of core restaurant operations.

This element supports:

- **Extended service hours from daytime through late evening**
- **Increased guest dwell time**
- **Activation of the property as a nightlife and social destination**

The bar, combined with live music and outdoor seating, enables continuous engagement beyond traditional dining hours.

Integrated Guest Experience

The combined presence of:

- **Restaurant operations**
- **Outdoor bar service**
- **Live performance areas**
- **Open-air gathering spaces**

creates a unified, multi-use environment that encourages:

- **Longer guest stays**
- **Repeat visitation**
- **Cross-spending across food, beverage, and entertainment**

Initial Leadership & Team Structure

A foundational leadership team is in place to support development and early-stage operations, including:

- **Culinary leadership**
- **Operations management**
- **Business development oversight**
- **Talent booking and programming**

This structure provides the operational capacity to launch, stabilize, and maintain service quality across all functional areas.

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Cash Flow & Workforce Expansion

Early-stage activation of food and beverage operations establishes a reliable cash flow base that supports workforce growth.

As operations scale, staffing expands to include:

- **Kitchen and culinary personnel**
- **Front-of-house service staff**
- **Hospitality and guest experience roles**

This enables earlier team development compared to traditional phased development models.

Operational Development Platform

Bellavista Nexus Landing functions as a live operational platform where:

- **Service systems are developed and refined in real time**
- **Staffing structures are tested and optimized**
- **Operational standards are established prior to expansion**

This creates a trained and experienced workforce capable of supporting future phases.

Accelerated Development Advantage

By generating early revenue and building an operational team on-site, the project reduces the time required to establish a full hospitality and administrative structure.

This provides:

- **Proven operational systems**
- **Trained personnel ready for deployment**
- **Established performance benchmarks**

Final Position

Bellavista Nexus Landing operates as both a revenue-generating hospitality asset and an operational foundation for future development.

It is designed to:

- **Drive consistent food and beverage revenue**
- **Activate the property through music and social programming**
- **Build and train a scalable workforce**
- **Support accelerated expansion into Cedar Knob Nexus and future phases**

This structure enables both immediate performance and long-term operational scalability.

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20. SWOT Analysis

Strengths

- **Prime 3.63-acre location at the intersection of US Hwy 64 and US Hwy 23/441**
- **High visibility and direct accessibility within a major regional traffic corridor**
- **Chef-driven restaurant serving as the primary operational anchor**
- **Panoramic sunset views across the Appalachian ridgeline**
- **Outdoor patio and professional stage supporting live music programming**
- **Integrated van and small RV lodging with a curated, boutique-scale layout**
- **In-town positioning within a high-demand mountain tourism region**
- **Planned expansion into a boutique lodge with integrated wellness amenities**
- **Location within an established craft beer and tourism market**

This combination of location, experience, and integrated revenue streams supports strong asset positioning with multiple pathways for value creation and long-term return.

Weaknesses

- **Limited number of van and RV lodging spaces**
- **Venue scale does not support large-capacity events**
- **Smaller overall footprint compared to traditional resort developments**

The project operates at a controlled scale, prioritizing operational efficiency, consistency of experience, and targeted market positioning.

Opportunities

- **Development of a boutique lodge with integrated spa and wellness programming**
- **Expansion of amenities to attract higher-value guest segments**
- **Growth in revenue across lodging, food and beverage, and live programming**
- **Strategic proximity to Highlands, Cashiers, and surrounding tourism markets**
- **Creation of a multi-use destination combining dining, lodging, entertainment, and craft beverage operations**

Regional trends in tourism, migration, and experience-driven travel support continued demand expansion and long-term development potential.

Threats

- **Competition from established resort and hospitality properties**
- **Economic cycles affecting discretionary travel spending**
- **Evolving consumer preferences within hospitality and dining sectors**

The project addresses these factors through diversified revenue streams, in-town accessibility, and an operating model that integrates food, beverage, lodging, and live programming, allowing for flexibility and adaptation to changing market conditions.

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22. Market Viability Overview – AI Overview

Location Strength – Franklin, NC

Franklin, North Carolina provides a strong foundation for a destination-driven concept, supported by established tourism tied to the Appalachian Trail, outdoor recreation, and proximity to Highlands, Cashiers, and Asheville.

The location benefits from:

- **Drive-time access within 3–5 hours of major metro markets including Atlanta, Charlotte, Greenville, and Knoxville**
- **A strong weekend and short-stay travel base**
- **Growing demand from motorcoach and van-based travelers, including affluent retirees and remote professionals**

This positioning supports consistent accessibility and recurring visitation.

Target Market & Boutique Positioning

The project is structured as a boutique, experience-driven micro-resort targeting a curated customer segment rather than mass-market volume.

Key characteristics include:

- **Limited, high-quality lodging inventory**
- **Focus on privacy, experience, and environment**
- **Alignment with Class A motorcoach owners and experience-driven travelers**

This approach prioritizes quality and pricing power over density and scale.

Experience & Differentiation

Bellavista Nexus Landing is differentiated through a layered hospitality experience that extends beyond traditional lodging.

Core elements include:

- **View-oriented restaurant and dining environment**
- **Live music and performance programming**
- **Outdoor social and gathering spaces**
- **Planned wellness integration**

Additional features such as **sunset-facing gathering areas, water-integrated elements, and intimate performance settings** position the property as a destination rather than a transient stop.

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Multi-Revenue Model

The project is structured around diversified revenue streams, including:

- **Lodging and short-term accommodations**
- **Food and beverage operations**
- **Craft beer production and on-site sales**
- **Future expansion into lodging, spa, and retreat programming**

This integrated structure reduces reliance on a single income source while increasing overall guest spend and lifetime value.

Scalable Growth Strategy

The development is designed to launch at a controlled scale with a defined path for expansion.

Future phases include:

- **Boutique lodge development**
- **Expanded wellness and spa facilities**
- **Additional experiential and event-driven assets**

This phased approach allows growth alongside brand development, operational stability, and market validation.

Operational & Market Considerations

Key considerations include:

- **Limited accommodation count requiring premium pricing strategy**
- **Seasonal fluctuations in regional tourism demand**
- **Regulatory requirements across restaurant, brewery, and lodging operations**
- **Multi-layered operational structure requiring experienced management**

Resilience & Competitive Positioning

The project benefits from a diversified operating model and in-town location, supporting:

- **Revenue generation from both local and destination audiences**
- **Reduced dependence on overnight lodging alone**
- **Flexible response to market conditions and demand shifts**

The motorcoach and van travel segment provides an additional layer of resilience due to lower cost structures and flexible travel behavior.

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AI Integration & Nexus Alignment

Bellavista Nexus Landing functions as a component within the broader Cedar Knob Nexus platform through the integration of on-site content production and digital infrastructure.

This includes:

- **AI-enabled production and media capabilities**
- **Real-time content creation tied to on-site experiences**
- **Integration with the WebWeave Nexus network**

This structure enables:

- **Continuous brand development and audience engagement**
- **Expansion of digital and experiential assets**
- **Alignment between physical operations and media-driven growth**

The property operates as both a hospitality asset and an active node within a larger ecosystem that integrates real estate, media, and experience.

Success Outlook

Short-term performance is supported by immediate activation of food, beverage, and lodging components.

Long-term value is driven by:

- **Expansion into a fully integrated lodge and wellness platform**
- **Growth in brand recognition and market presence**
- **Refinement of operational systems and staffing infrastructure**

As the platform matures, Bellavista Nexus Landing is positioned to operate as a differentiated destination within the Western North Carolina market, supported by both physical and digital engagement.

22. Purchase and Funding

Liquidity Pathways & Strategic Position

Bellavista Nexus Landing is not designed as a standalone exit asset. It functions as a foundational component within the broader Cedar Knob Nexus ecosystem. However, multiple liquidity pathways are available depending on market conditions and strategic direction.

Ecosystem Refinance (Primary Path)

Following stabilization—typically achieved after 24–36 months of operating history—the property contributes to a broader ecosystem refinance event.

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At stabilization, projected Net Operating Income (NOI) supports valuation within a range based on a 4x to 6x multiple:

NOI	4x Valuation	6x Valuation
$370,000	$1.48M	$2.22M
$600,000	$2.40M	$3.60M
$800,000	$3.20M	$4.80M

This valuation contributes to the overall capitalization and refinancing of the Cedar Knob Nexus platform.

Selective Asset Sale (Secondary Path)

If monetized independently, Bellavista Nexus Landing may be positioned for sale to a strategic operator, including:

- **Restaurant groups**
- **Boutique hospitality operators**
- **Hospitality-focused investment funds**

Projected valuation components include:

- **Real estate value (land and improvements):** approximately $1.2M to $1.8M
- **Going-concern premium (operations and cash flow):** approximately $500K to $1.5M

This structure reflects both asset value and operational performance.

Strategic Operator Partnership (Tertiary Path)

The property may be structured through partnership or lease arrangements with an experienced operator.

Potential structures include:

- **Long-term lease agreements**
- **Joint venture operating partnerships**

This approach allows for:

- **Immediate capital recovery or yield generation**
- **Operational expertise from established operators**
- **Retention of long-term ownership and upside participation**

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Ecosystem Integration (Primary Intent)

The primary intent is to retain Bellavista Nexus Landing as an integrated asset within the Cedar Knob Nexus ecosystem.

In this role, the property functions as:

- **The primary entry point for customer acquisition**
- **A demand generation and conversion platform**
- **A brand-building and market validation asset**

Its value extends beyond standalone financial performance by:

- **Driving traffic into higher-value residential and resort assets**
- **Supporting ecosystem-wide revenue growth**
- **Enhancing overall platform visibility and positioning**

Within this context, value is realized as part of a broader ecosystem valuation projected in the range of **$60M to $100M**, where Bellavista Nexus Landing contributes both revenue and strategic leverage.

Capital Allocation Context

Bellavista Nexus Landing is funded within the broader capital structure of the project, including:

- **Total project raise:** approximately $7 million
- **Allocated capital for Bellavista activation:** approximately $1 million

This capital is deployed to establish the property as a revenue-generating and demand-creating asset.

Final Position

Bellavista Nexus Landing offers multiple liquidity pathways, including refinance, sale, or strategic partnership.

However, its highest and best use is as an integrated component of the Cedar Knob Nexus ecosystem, where it functions as:

- **A revenue-generating operating asset**
- **A customer acquisition and conversion platform**
- **A training and operational development hub**

In this role, its value compounds through cash flow generation, brand development, and its contribution to the performance and valuation of the broader platform.

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23. Exit

Primary Exit Pathway — Ecosystem Refinance

Bellavista Nexus Landing is structured as a core income-producing asset within the Cedar Knob Nexus ecosystem, with the primary liquidity event occurring through a refinance following stabilization.

At stabilization (typically 24–36 months), valuation is based on Net Operating Income (NOI) derived from diversified revenue streams including food and beverage, lodging, events, and experiential programming.

Stabilized Performance Framework

- **Monthly Gross Revenue:** $100,000+
- **Annual Gross Revenue:** $1.2M+

Assuming a **30%–45% NOI margin**:

- **NOI Range (Base Case):** $360,000 – $540,000
- **Upside NOI Potential:** $600,000 – $900,000+

Valuation Based on NOI

NOI	5x Valuation	7x Valuation	8x Valuation
$400,000	$2.0M	$2.8M	$3.2M
$600,000	$3.0M	$4.2M	$4.8M
$800,000	$4.0M	$5.6M	$6.4M
$1,000,000	$5.0M	$7.0M	$8.0M

Secondary Exit Pathway — Selective Asset Sale

If monetized independently, Bellavista Nexus Landing is positioned as a stabilized, income-producing destination asset.

Positioning to Buyers

- **Fully operational, revenue-generating platform**
- **Integrated lodging, restaurant, entertainment, and beverage model**
- **Established demand and repeat customer base**

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Expected Valuation Range

- **Stabilized Asset Value:** $3.5M – $7.5M+

This reflects:

- **Income performance**
- **Brand and destination positioning**
- **Diversified revenue structure**
- **Future growth potential**

Tertiary Exit Pathway — Strategic Operator Partnership

The asset may be structured through:

- **Sale-leaseback arrangements**
- **Joint venture partnerships with experienced operators**

This enables:

- **Partial or full capital recovery**
- **Ongoing yield through lease or preferred return structures**
- **Retention of long-term upside through equity participation**

Ecosystem Integration — Primary Intent

The primary intent is to retain Bellavista Nexus Landing as an integrated asset within the Cedar Knob Nexus ecosystem.

In this role, the property functions as:

- **A front-end demand engine**
- **A customer acquisition and conversion platform**
- **An operational and brand foundation**

Its value extends beyond standalone NOI by:

- **Driving traffic into higher-margin residential and resort assets**
- **Supporting ecosystem-wide revenue growth**
- **Enhancing overall platform valuation**

Ecosystem Valuation Context

- **Projected Platform Value:** $60M – $100M+

Within this structure, Bellavista Nexus Landing operates as:

- **A revenue-generating asset**
- **A marketing and demand-generation engine**
- **A system-building component for broader platform expansion**

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Final Position

Bellavista Nexus Landing is a **$2.4M capitalized asset** designed to generate:

- **$1.2M+ annual revenue**
- **Strong NOI with expansion potential**
- **Multiple integrated income streams**

It is structured as a controlled, income-producing platform with valuation anchored in:

- **Stabilized financial performance**
- **Scalable operating model**
- **Strategic role within the broader ecosystem**

While multiple liquidity pathways exist, independent liquidation is not the primary objective. The intended outcome is long-term operation under professional management, with investors and the founding team transitioning into a passive ownership position while maintaining participation in ongoing performance and upside.

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Valuations of current assets

SOAV Review & Tiered Valuation

Cedar Knob at Walnut Hills — SOAV Review and Tiered Valuation Overview

Cedar Knob at Walnut Hills should be positioned as a **layered mountain asset**, not a conventional subdivision or operating hospitality asset. Its value is supported by:

- **Recorded estate-lot inventory**
- **Installed infrastructure**
- **High-elevation land character**
- **Conservation alignment**
- **Strategic scarcity within Western North Carolina**

The updated SOAV review confirms that the asset has not weakened. With one lot sold, remaining inventory is more scarce, while infrastructure replacement costs and regional demand have increased. The property should therefore be framed as **more scarce today, not less**.

Correct Valuation Structure

Valuation Tier	Description	Estimated Range
Tier I	Base land, recorded lots, roads, wells, underground power, raw greenspace	**$3.8M – $4.7M**
Tier I + Tier II	Adds conservation, watershed, trail, easement, ecological value	**$5.1M – $6.9M**
Tier I + II + III	Adds cultural, legacy, scarcity, naming-rights, strategic buyer premium	**$9.0M – $12.7M**

Correct Final Position

Cedar Knob at Walnut Hills is not a commodity land position. It is a **defensible hard-asset platform** with a base valuation floor, conservation-enhanced midrange, and strategic legacy ceiling.

The highest and best use remains **preservation-led value creation with limited strategic development**, not maximum-density buildout.

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Cedar Knob Nexus - Spring 2026

SOAV REVIEW & TIERED VALUATION

Walnut Hills / Cedar Knob Nexus

Spring 2026 Update | Macon County, NC

S — SUITABILITY

Walnut Hills / Cedar Knob is highly suited for **conservation-led, low-density, high-value development**, supported by a rare combination of physical characteristics and existing infrastructure.

Physical Suitability

- **Elevation range:** 3,200–4,100 feet (premium mountain band)
- **~130 acres preserved greenspace** (expanded conservation footprint)
- **High-elevation granitic dome (S2/G2 classification — globally imperiled)**
- **Approximately 4,350 feet of trout-classified streams**
- **Documented presence of rare and watchlist species**

Infrastructure Suitability

- **Established internal road system and access points**
- **Power and well capability across multiple homesites**
- **25+ platted, development-ready homesites**

Conclusion:

The property supports controlled, high-value development without compromising ecological integrity, positioning it for a boutique eco-resort or legacy-scale holding, rather than traditional subdivision density.

O — OPPORTUNITY

The opportunity has evolved beyond a land position into a **multi-layered development and platform opportunity**.

Market Opportunity

- **Located between Highlands–Cashiers and the Asheville growth corridor**
- **Luxury construction in surrounding markets exceeding ~$1,500+/sq ft**
- **Increasing demand for:**
  - Experience-driven stays
  - Wellness retreats
  - Nature-integrated destinations

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Development Opportunity

- **Eco-cottages for early-stage cash flow**
- **Ridgetop lodges for premium events and hospitality revenue**
- **Trail systems and disc golf for low-cost destination activation**
- **Wellness programming and retreat integration**
- **Future village-scale expansion**

Strategic Opportunity

- **AI-integrated media production environment**
- **Scalable content and IP development systems**
- **Integration into a broader digital and experiential platform**

Conclusion:

This is no longer a land-only investment. It is a convergence opportunity across real estate, hospitality, media, and intellectual property.

A — ADVANTAGE

The asset benefits from a **stacked advantage profile** that is increasingly rare in the regional market.

Land-Based Advantages

- **Permanent conservation creating built-in scarcity**
- **Adjacency to Nantahala National Forest**
- **Presence of a rare high-elevation granitic formation**

Market Advantages

- **Positioned within one of the strongest mountain micro-markets in the Southeast**
- **High-elevation, view-driven pricing power**
- **Lack of competing integrated eco-resort platforms**

Structural Advantages

- **Low basis relative to current asset value**
- **Strong equity position**
- **Phased development model reducing capital risk**

Strategic Advantages

- **Integrated media and content production capability**
- **Ability to activate demand through owned platforms**
- **Multi-layer monetization across physical and digital assets**

Conclusion:

The advantage is not singular — it is the ability to extract multiple layers of value from the same underlying asset base.

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V — VALUE (TIERED VALUATION)

Valuation is structured across four tiers to reflect both **defensible asset value** and **strategic upside**.

Tier I — Base Land & Infrastructure Value

- **25+ homesites (bulk-adjusted):** $1.5M – $2.4M
- **Roads, access, and infrastructure:** $250K – $400K
- **Raw conservation acreage (~130 acres):** $350K – $500K

Tier I Total: $2.1M – $3.3M

Tier II — Conservation & Ecological Premium

- **Watershed and trout stream systems:** $300K – $600K
- **Granitic dome (S2/G2 rarity):** $750K – $1.25M
- **Rare species and habitat value:** $250K – $500K
- **Forest adjacency and protected corridor:** $300K – $600K

Tier II Total: $1.6M – $2.9M

Tier III — Development & Income Potential

- **Cottage and lodge NOI-based valuation lift:** $4M – $8M
- **Event and retreat revenue platform:** $1M – $2M
- **Trails and amenity-driven destination value:** $500K – $1M
- **Wellness and experiential programming:** $500K – $1.5M

Tier III Total: $6M – $12.5M

Tier IV — Platform & Enterprise Value

- **Integrated media and production infrastructure:** $3M – $8M
- **Scalable IP and content ecosystem:** $2M – $6M
- **Digital platform and distribution layer:** $3M – $10M
- **Brand and destination premium:** $2M – $5M

Tier IV Total: $10M – $29M

Total Stacked Valuation — Spring 2026

Tier	Value Range
Tier I	$3.8M – $5.0M
Tier II	$1.6M – $2.9M
Tier III	$6M – $12.5M
Tier IV	$10M – $29M

Total Project Value Range: $21M – $49M+

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Valuation Interpretation

Conservative Position

- **Hard-asset floor supported at approximately $3.8M – $5.0M**
- Downside protected by land and infrastructure value

Development Position

- Execution of eco-resort model supports **$10M – $20M+ valuation range**

Full Platform Position

- Integrated platform supports **$25M – $50M+ enterprise valuation**

Final SOAV Conclusion

Walnut Hills / Cedar Knob is:

- **A protected ecological asset**
- **A scarcity-driven mountain landholding**
- **A revenue-generating eco-resort platform**
- **An integrated media and content environment**
- **A scalable intellectual property and brand system**

Bottom Line:

This is not a conventional land deal, subdivision, or standalone resort.
It is a **layered asset platform where each valuation tier compounds the next**, which is why its valuation profile does not align with traditional real estate comparables.

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Cedar Knob Nexus Project Assets

Cedar Knob Nexus — Phased Asset Valuation (Aligned to Development Schedule)

Development Status (Through 2031)

- **Completed Lodges (4):**
  - Lot 29
  - Lot 2
  - Lot 3
  - Lot 4
- **In-Progress Asset:**
  - Lot 1 — **~33% complete (Work in Progress)**

Built & Core Assets (As Reflected in Plan)

Asset Class	Value
Cottages (4)	$1,680,000
Lot 29 Studio Lodge	$4,200,000
Lot 2 Studio Lodge	$4,200,000
Lot 3 Studio Lodge	$4,200,000
Lot 4 Studio Lodge	$5,000,000
Lot 1 (1/3 Complete – WIP)	$1,666,000 *(proportional to final build value)*
Amenity Core	$750,000
Green Space + Disc Golf	$500,000

Total Built Asset Value (Current State)

👉 **$22,196,000**

Future Lot Value (Land Only — Not Yet Built)

Lot	Value
Lot 33	$500,000
Lot 34	$500,000
Lot 2	$750,000
Lot 3	$600,000
Lot 1	$500,000

Note: Lots that have been converted into lodges (2, 3, 4, 29) are no longer counted as land inventory in this section to avoid double counting.

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Adjusted Remaining Land Value

$1,000,000 *(Lots 33 & 34 only, if others are built)*

Total Project Value (2031 Snapshot)

- **Built Assets:** $22,196,000
- **Remaining Land Inventory:** $1,000,000

👉 **Total Project Value: $23,196,000**

Stabilized Forward Value (Post Lot 1 Completion)

Once Lot 1 is fully completed:

- Add remaining **~$3.3M – $3.5M value lift**

👉 **Forward Stabilized Value:**

~$25.5M – $27M+

Positioning (Keep This Tight in the Plan)

- **Phased development model with vertical assets coming online sequentially**
- **Four stabilized lodges with one asset under construction**
- **Clear transition from development phase to income-producing platform**
- **No double counting between land and vertical improvements**

Bottom Line

This keeps you:

- **Aligned with the plan**
- **Clean on accounting**
- **Defensible in front of lenders and investors**

And most importantly:

It shows **real progression**, not projections

It shows value creation already happening, not hypothetical

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Capital Structure & Asset Basis Statement

Cedar Knob Nexus — Asset Valuation Framework (Standalone Model)

Scope of Valuation

The following asset valuation is based solely on the current ownership and development structure of the Cedar Knob Nexus property, a **154-acre tract** located in Macon County, North Carolina.

This analysis is presented as a **standalone asset model** and does not incorporate external projects, strategic acquisitions, or platform-level expansion beyond the defined Cedar Knob property.

Capital Deployment Framework

The project is structured around a **recycled capital development strategy**, whereby early-stage residential construction is used to finance long-term retained assets within the property.

The model operates as follows:

- **Five custom homes are constructed and sold within the community**
- **Proceeds from those sales are reinvested directly into ongoing development**
- **Reinvestment is directed into retained, income-producing and infrastructure assets**, including:
  - **Two primary lodge assets**
  - **Four vacation cottages**
  - **Amenity infrastructure**
  - **Creative production and hospitality components**

This structure converts short-term residential liquidity into **long-term owned assets**, supporting recurring revenue generation and strengthening the overall asset base.

Capital Allocation

- **$5,000,000** is allocated directly to the Cedar Knob Nexus development reflected in this valuation
  - Applied toward **construction, infrastructure, and retained asset creation**
- **$2,000,000** is separately allocated to **Bellavista Nexus Landing**
  - **Excluded from this valuation model**
  - **No impact on Cedar Knob asset valuation**

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Valuation Scope Clarification

Included in This Valuation

- **154-acre Cedar Knob Nexus land ownership**
- **Current development structure and retained asset plan**
- **Recycled capital model driven by five home sales**
- **Reinvestment into long-term, community-owned assets**

Excluded from This Valuation

- **Strategic land acquisitions outside the property**
- **Unrelated or future expansion projects**
- **Bellavista Nexus Landing**
- **Platform, media, or intellectual property valuation layers**

Strategic Positioning

This model demonstrates a **disciplined capital recycling strategy**, where early residential development funds the creation of retained, income-producing assets.

The structure is designed to:

- **Create value through vertical development**
- **Capture liquidity through residential home sales**
- **Reinvest proceeds into long-term owned assets**
- **Establish recurring income streams within the property**
- **Increase overall asset value without continuous external capital dependence**

Final Position

Cedar Knob Nexus is structured as a **self-reinforcing development model**, where:

- Initial capital deployment is leveraged through residential sales
- Proceeds are recycled into retained hospitality and amenity assets
- The asset base transitions from development-stage to income-producing platform

This approach supports both **capital efficiency and long-term value creation**, while maintaining a clean and clearly defined valuation scope tied strictly to the Cedar Knob property.

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Financial Plan

Modeling Constraint Clarification

Financial projections reflect a simplified modeling structure in which construction costs and asset sales are recorded as lump-sum entries due to software limitations.

In practice:

- Construction capital is deployed over a **12–16 month build cycle**
- Costs are incurred progressively based on **project milestones**
- Revenue realization occurs upon **completion and sale or stabilization**

As a result, the model may display:

- Concentrated expense periods
- Discrete revenue recognition events

These are **presentation artifacts**, not operational realities.

Actual execution follows a **staged capital deployment and revenue ramp**, resulting in:

- More consistent cash flow during construction
- Gradual income stabilization as assets come online

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How to Read This Financial Model

How to Read This Financial Model

Phased Development • Capital Recycling • Real Asset Backing

Model Overview

This financial model reflects a phased development platform, not a single-project build.

The strategy is structured around three core drivers:

Driver	Description
Cash Flow Activation (Hospitality & Lodging)	Glamping, domes, cottages — fast deployment, immediate revenue
Capital Events (Residential Builds & Sales)	Home sales fund expansion through capital recycling
Scalable Operations (Studio & Media Infrastructure)	Production studio, WebWeave Nexus, content creation

Each operates independently but is designed to reinforce the others, creating a capital-efficient growth system.

The Author-Led Advantage

This platform is not led by a traditional development team. It is led by the **author who owns the land** — a 728-page novel written over 25 years, set in the mountains of Western North Carolina.

Traditional Development	This Platform
Hires agencies to create a brand	The brand is built into a 25-year novel
Buys demand through paid advertising	Demand is created through a 50-city book tour
Competitors can replicate ad spend	No competitor can replicate 25 years of IP
No personal connection to buyers	The author personally meets every reader, building trust

The novel is not marketing collateral. It is the marketing engine. Every book sold is a permanent marketing asset. Every tour stop generates media, relationships, and demand at no cost to project capital.

For funders: This is not a real estate project with a book attached. It is a story-driven development platform with a competitive moat that cannot be bought or copied.

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Capital Recycling Model

The project is designed to deploy, recover, and redeploy capital:Here is the corrected table with the icons removed:

1 | Initial capital is deployed into construction and infrastructure |

|2| Select homes are built and sold (capital events) |

|3| Sales proceeds are reinvested into expansion |

|4| Stabilized assets support refinance |

This reduces reliance on continuous outside funding and accelerates growth through execution.

Phase 1 — Cash Flow First

Early-stage revenue is driven by:

- Geodesic dome glamping
- Cottage rentals

These assets are:

- Fast to deploy
- Revenue-generating within months
- Designed to create immediate operating cash flow

This establishes baseline income before full buildout.

Phase 1B — Demand Creation (The Book Tour)

In parallel with cash flow activation, the 50-city book tour builds audience, media reach, and downstream real estate demand.

Tour Element	Value to the Model
50 cities, 1,000–2,500 direct contacts	Personal relationships before sales conversations
1,000–1,000–1,500 per city in hard advertising	Roku, radio, digital, Facebook — broad multi-city campaign
100–200 media placements	Earned media across 50 markets
5,000 hardcover books (728 pages)	Permanent marketing assets that continue working after the tour

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The tour is self-funding — funded by the developer's book inventory, not project capital. The platform receives audience, leads, and demand at zero cost.

For funders: This is not a marketing expense. It is a self-sustaining demand generation system.

Phase 2 — Capital Creation

Construction teams are deployed early to:

- Build homes on select lots
- Generate resale proceeds
- Recycle capital into development

Early labor is not treated as pure expense — it is converted into assets and capital events.

Phase 2B — Broker Partnership Network

In each of the 50 tour markets, the platform partners with one luxury real estate broker. Florida/NC real estate reciprocity laws allow compliant referral fees.

Element	Value
50 local advocates	Brokers continue promoting the project after the tour leaves
Immediate access to high-net-worth clients	No waiting for organic audience to mature
Compliant referral fees	20–30% of cooperating broker commission
Distributed sales force	Brokers in every market have skin in the game

For funders: This provides a traditional sales pipeline while the organic media audience matures. The platform is not dependent on any single channel.

Phase 3 — Expansion & Asset Growth

Capital from operations and sales is reinvested into:

- Lodges
- Village infrastructure
- Additional residential units
- Studio and commercial assets

Growth is funded through execution, not dependency.

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Phase 3B — Unified Activation (2030)

Sugarfork Legacy Village is not opening piecemeal. It is building toward a **unified completion date in 2030** — over two years of construction — so that the village debuts as a complete, finished, storybook resort destination.

Component	Activation Date
Lodge	2030
Restaurant	2030
5 Retail Studios	2030
$2.1M Production Studio	2030
Banquet/Event Space	2030
Mixed-Use Building	2031 (final piece)

The alternative would be worse: Opening in phases would mean years of construction zones next to operating businesses, diluted guest experience, and a damaged brand. Unified activation ensures a finished village from Day 1.

For funders: The 2027-2029 financials show investment, not underperformance. Revenue begins at scale in 2030.

Studio & Media Infrastructure

AI and production infrastructure is developed in phases:

- Mobile production ↠ Carriage House ↠ Lot 29 ↠ Full Studio Campus

Revenue is structured across three layers:Layer

Service Revenue — Client production work (billable hours)

Facility Revenue — Studio leasing to external creators

Network Revenue — Content distribution — upside, not foundation

Core projections are based on service and facility use, not speculative media success.

🏢 Stabilized Operations — Leased to Qualified Operators (2032)

By 2032, Sugarfork Legacy Village reaches full stabilization. The core commercial assets are **not managed by the platform**. They are **leased to qualified operators** — experienced restaurant groups, hospitality management companies, and retail professionals.

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Asset	Monthly Rent	Annual Rent	Operator Type
Mixed-use building (30K sq ft)	$32,500	$390,000	Qualified commercial tenants
Inn Lodge	$32,500	$390,000	Hospitality management company
Restaurant	$6,750	$81,000	Experienced restaurant group
Total base rent roll	**$71,750**	**$861,000**	**Passive, predictable**

Why lease to operators instead of operating directly?

Direct Operation	Leased to Operators
Platform bears all operational risk	Operator bears operational risk
Platform must develop F&B and hospitality expertise	Operator brings existing expertise
Revenue is variable (based on performance)	Revenue is fixed (lease payments)
Higher potential upside	Lower risk, predictable income

The platform does not:

- Hire or manage lodge staff
- Run restaurant operations
- Manage retail tenants beyond standard landlord responsibilities

The platform does:

- Collect rent
- Maintain the property
- Ensure lease compliance
- Benefit from long-term, passive income

For funders: This is a lower-risk, predictable-income model. The platform owns the real estate. Operators pay to use it. The platform's returns are not tied to the success or failure of any single restaurant or hotel manager — only to the lease.

Labor Structure

Early labor costs reflect:

- Construction of initial homes
- Infrastructure development

These costs are **capital-generating**, not purely operational.

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As revenue stabilizes, labor transitions to:

- Hospitality operations
- Property management
- Production and media teams

Financing Structure

The capital stack is structured in two phases:

Phase 1 — Initial Capital ($7M)

- PIK structured (no early cash drain)
- Supports full deployment and buildout

Phase 2 — Refinance (~24–36 Months)

- ~$14M institutional loan
- Replaces initial capital
- Stabilizes long-term operations

Exit & Capital Return

Primary exit is refinance-based:

- Investor capital is returned through recapitalization
- Ownership and upside are retained

Additional optional exits:

- Selective asset liquidation
- Strategic operator acquisition

The model is not dependent on forced sales.

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Investment vs. Underperformance — Reading the Early Years

The 2027–2029 financials show significant construction costs and relatively low revenue. This is not underperformance. It is **investment**.

What the numbers show	What is actually happening
Low revenue before 2030	The village is not yet open. Revenue begins at unified activation.
Construction costs concentrated	The 2+ year build period is front-loaded so activation is clean
2031 net margin 3%	Final investment into the mixed-use building, which generates $32,500/month starting in 2032

The distinction:

"Non-Performing Asset"	Value-Accruing Asset
Idle land with carrying costs	Land under active construction or pre-promotion
No path to revenue	Clear activation date (2030) and revenue stream
Management failure	Deliberate phasing strategy

For funders: An asset that is not yet generating revenue is not a problem if it is appreciating in value and positioned for optimal activation. Every dollar deployed into construction is converted into an asset that will generate recurring income for decades.

Modeling Note

Due to financial platform limitations:

- Construction costs are shown as lump-sum allocations
- Rather than phased draws over build timelines

This can create the appearance of accelerated spend and return.

Actual deployment occurs progressively during construction cycles.

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Risk Positioning

Risk is mitigated through:

- Real asset backing (land, infrastructure, improvements)
- Multiple revenue streams (home sales, hospitality, rent roll, studio)
- Phased development approach
- Established regional industries (hospitality, construction)

No single component is required to succeed for the platform to remain viable.

The competitive moat:

Competitor Advantage	This Platform's Advantage
Can buy ads	Cannot buy 25 years of IP
Can hire agencies	Cannot hire the author's personal connection
Can build similar buildings	Cannot replicate a storybook village tied to a 728-page novel
Can lease to operators	Can also lease to operators — but with built-in demand from the tour

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Key Takeaway

This model is not designed as a linear project — it is a **capital-efficient development system** where cash flow, asset creation, and expansion operate together to drive long-term value.

Investors are participating in a platform that is designed to **scale through execution**, supported by:

- Real assets (land, infrastructure, improvements)
- Diversified income streams (home sales, hospitality, rent roll, studio)
- Structured capital deployment (phased, recycled, refinanced)
- A competitive moat (25-year novel, author-led tour, broker network)
- Unified activation (2030 village opening, not piecemeal)
- Passive income (leased to qualified operators starting 2032)

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Financial Modeling Note

Walnut Hills — Financial Model Interpretation & Capital Strategy

Model Framework Context

Walnut Hills financial projections are presented within a generalized business modeling framework that is not specifically designed for phased real estate development. As a result, certain outputs should be interpreted within the context of the project's **capital deployment strategy**, rather than as a literal representation of timing or sequencing.

Capital deployment, debt exposure, and expansion pacing are actively managed based on real-time performance, ensuring the project scales in alignment with **actual revenue generation**, not fixed or speculative timelines.

Platform Context

Walnut Hills operates under a **phased capital conversion model**, transitioning from land control to income-producing asset development.

- **Land acquisition and control established over a multi-year period**
- **Infrastructure installed and site prepared for vertical development**
- **Asset positioned for immediate activation and phased buildout**

The model reflects this progression as a **continuous system**, rather than a series of isolated financial events.

Debt & Capital Deployment

The projections show debt introduced at the beginning of the forecast period. This represents a **strategic refinance event**, not speculative borrowing against undeveloped land.

- **Refinance capital is introduced to activate development**
- **Funds are deployed directly into construction and infrastructure**
- **Residential builds and income-producing assets are initiated immediately**

Debt is therefore aligned with **asset creation and value generation**, not passive holding.

Interest & Revenue Alignment

Interest expense appears early in the model because capital is assumed to be deployed immediately into productive use.

- **Capital is actively funding construction and development**
- **Revenue begins through residential sales and lodging operations**
- **Income supports operating costs and debt service**

This reflects **productive leverage**, where capital is used to generate returns rather than incur idle carrying costs.

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Valuation Framework

Valuation ranges reflect different stages of the asset lifecycle and should be interpreted accordingly.

- **Early-stage / stabilization value:** $10M – $13M
- **Stabilized / expanded value:** $25M+

These ranges correspond to:

- **Initial income stabilization from early assets**
- **Expansion of income-producing structures and amenities**
- **Ongoing reinvestment and operational growth**

Capital Recycling Model

Walnut Hills is structured as a **self-reinforcing capital cycle**, where each phase funds the next.

Refinance Capital ↠ Construction ↠ Residential Sales ↠ Cash Flow ↠ Reinvestment ↠ Additional Assets ↠ Increased Valuation

- **Refinance capital funds vertical development**
- **Residential sales generate near-term liquidity**
- **Rental and hospitality assets generate recurring income**
- **Cash flow and proceeds are reinvested into additional assets**

This structure reduces dependence on continuous external capital while increasing both **income and asset value over time**.

Model Interpretation

Due to limitations of the modeling platform, certain elements are simplified:

- **Capital deployment timing is represented in aggregate rather than phased draws**
- **Revenue and expense timing are approximated for clarity**
- **Construction costs may appear as lump-sum entries rather than staged deployment**

The model is intended to illustrate **directional performance, capital efficiency, and scalability**, not rigid sequencing.

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Summary Position

Walnut Hills should be understood as a **dynamic capital deployment system**, not a static operating business.

- **Capital is deployed into productive, income-generating assets**
- **Assets generate both cash flow and resale proceeds**
- **Income supports operations and debt service**
- **Value increases through expansion, reinvestment, and stabilization**
- **Stabilized performance enables refinance and investor liquidity**

Closing Statement

The financial model demonstrates how positioned land is systematically converted into income-producing assets, income into increased valuation, and valuation into investor liquidity—through a disciplined, phased, and capital-efficient development strategy.

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Revenue

Cedar Knob Nexus — Revenue-Driven Expansion Model

Cedar Knob Nexus is structured as a **revenue-first development platform**, not a speculative land assembly strategy.

The model is built on a simple principle:

> **Revenue is generated first, used to control land, converted into income-producing assets, and ultimately monetized within a fully realized destination.**

Nothing sits idle. Every dollar is deployed with purpose and works multiple times within the system.

Platform Overview

Walnut Hills operates as the foundation of this model, generating early-stage revenue and enabling disciplined expansion through capital recycling and controlled development.

The platform progresses through a structured sequence where **operating performance drives growth**, not speculative acquisition.

Phase 1 — Revenue Activation

The project begins with assets already under control, eliminating reliance on future land acquisition for initial validation.

Revenue Sources

- Glamping on controlled or assignable sites
- Events and retreat programming
- Mobile production capabilities

Strategic Purpose

- Generate immediate cash flow
- Establish proof of concept
- Validate pricing and demand
- Create internally generated expansion capital

Result:

A clean underwriting position based on real performance, not assumptions.

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Phase 2 — Capital Conversion to Land Control

Operating revenue is partially reinvested into securing future expansion opportunities.

Execution Strategy

- Targeted option agreements
- Structured acquisitions and phased purchases
- Joint venture or partnership structures

Strategic Purpose

- Secure expansion pathways without overcapitalizing upfront
- Convert performance into land control
- Maintain flexibility while expanding footprint

Key Principle:

Expansion is earned through performance, not front-loaded through speculation.

Phase 3 — Infrastructure + Activation

Controlled land is incrementally developed into usable, income-producing property.

Development Actions

- Road access, grading, and site preparation
- Clustered village layouts
- Water and utility systems
- Residential-grade hardscape improvements

Simultaneous Activation

- Homesites operate as **revenue-producing glamping sites** during hold periods

Outcomes

- Income generation during development
- Real-time market validation of homesites
- Increased buyer engagement
- Elimination of idle land

Core Principle:

Value is created through use and income, not passive ownership.

Phase 4 — Capital Recycling into Destination Assets

Capital generated from early operations is deployed into long-term, retained infrastructure.

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Primary Assets

- Bellavista Nexus Landing (restaurant + brewery)
- Lodges and hospitality structures
- Music Lodge and gathering spaces
- Wellness and experience-driven environments

Strategic Impact

- Establishes destination identity
- Creates recurring revenue streams
- Drives underlying land value

Flywheel Effect:

Revenue builds assets ›› assets increase value ›› value generates more revenue.

Phase 5 — Residential Monetization

Once the destination is established, the model transitions into controlled residential development.

Execution Model

- 3–5 homes per year over ~10 years
- ~$10M annual sales target
- $100M+ long-term revenue potential

Buyer Advantage

Homes are sold into:

- Proven demand environment
- Completed infrastructure
- Established destination identity

Result:

Buyers are purchasing into a functioning ecosystem, not raw land.

Phase 6 — Stabilized Operating Base

The platform stabilizes around a diversified income structure.

Base Performance

- ~$1.4M annual revenue
- ~$750K–$800K NOI

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Supports

- Asset valuation
- Refinance capacity
- Expansion capital

Phase 7 — Expansion Through Execution

Growth is tied directly to performance.

Projected Trajectory

- ~$2.9M revenue by 2029
- $4.0M+ revenue by 2030

Key Principle:

Expansion occurs through successful reinvestment, not assumed scale.

Phase 8 — Production & Digital Ecosystem (Upside Layer)

Additional value layers are introduced without increasing core risk.

Components

- Mobile-to-fixed studio transition
- WebWeave Nexus content ecosystem
- Digital audience and demand funnel

Role

- Amplifies reach and brand
- Drives demand into physical assets
- Creates additional revenue streams

Positioning:

These are multipliers, not dependencies.

Phase 9 — Cultural Anchor: Music Lodge

The Music Lodge functions as the identity core of the destination.

Components

- Multi-stage music environment
- Integrated food, beverage, and retail
- Creative and gathering spaces

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Impact

- Creates destination gravity
- Drives foot traffic and engagement
- Establishes brand identity

Financial Discipline

The model maintains a controlled operating structure:

- ~40–45% operating expense ratio
- Lean staffing model
- Contractor-based execution
- Phased capital deployment

Outcomes

- Margin protection
- Flexibility during growth
- Reduced fixed risk

Integrated Expansion System

The platform operates as a continuous loop:

- Revenue generated from controlled assets
- Revenue converted into land control
- Land developed into usable infrastructure
- Sites produce income during hold
- Resort assets create recurring revenue
- Homes sold into a functioning destination
- Experiences expand margins
- Digital systems amplify reach

Result:

A self-reinforcing system where each phase funds the next.

Final Position

Cedar Knob Nexus is not a speculative development.

It is a **revenue-driven expansion platform** designed to:

- Activate income first
- Recycle capital into growth
- Convert land into income-producing assets
- Build a destination through disciplined execution
- Scale through performance, not assumption

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Bottom Line:

This structure aligns with how durable, high-value mountain destinations are actually built—through measured execution, capital efficiency, and layered value creation.

Expenses & Costs

Walnut Hills — Expense & Cost Structure

Walnut Hills is designed to operate under a **disciplined, lean, and revenue-aligned cost structure**, where spending scales with activation, occupancy, and phased development.

The model avoids heavy fixed overhead in early stages, preserves flexibility during buildout, and improves operating efficiency as the platform matures.

Platform Cost Philosophy

Initial land acquisition and infrastructure preparation were completed using equity over a multi-year period. A strategic refinance is introduced to accelerate deployment into **income-producing and resale-generating assets**, with interest aligned to active development—not idle land holding.

The system is structured so that:

- **Capital is deployed into productive assets**
- **Operating expense scales with real activity**
- **Expansion is driven by performance, not assumption**

---

1. Lean Operating Structure

Variable Cost Orientation

Operating expenses are intentionally structured to scale with use rather than remain fixed.

Core Characteristics

- Contractor-based operating model
- Labor scaled to occupancy, events, and activity
- Limited early-stage administrative overhead
- Flexible cost base tied to real operations

Strategic Outcome

- Preserves early-stage cash flow
- Reduces fixed-cost pressure
- Supports controlled, scalable growth

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2. Phased Spending Discipline

Execution-Based Cost Deployment

Spending is introduced in phases aligned with development progress.

Early-Phase Priorities

- Dome and lodging activation
- Minimal operational infrastructure
- Initial event and retreat capability
- Core booking and guest systems

Later-Phase Priorities

- Expanded lodging inventory
- Site infrastructure upgrades
- Destination-level assets
- Experience and programming expansion

Strategic Outcome

- Prevents capital from sitting idle
- Aligns cost with milestones
- Maintains financial discipline

---

3. Revenue-Funded Expansion Model

Growth Driven by Performance

Expansion is paced by actual operating results.

Model Characteristics

- Operating income recycled into growth
- Land control aligned with performance
- Capital deployed into proven demand
- Expansion follows validated revenue

Strategic Outcome

- Reduces speculative spending
- Strengthens capital efficiency
- Connects growth directly to performance

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4. Infrastructure Efficiency

Clustered Development Model

The site is designed to reduce redundancy and long-term cost burden.

Efficiency Drivers

- Reduced duplication of roads and utilities
- Gravity-fed water potential in key areas
- Localized or self-contained wastewater systems
- Efficient site layout and maintenance structure

Strategic Outcome

- Lower upfront infrastructure cost
- Reduced long-term operating complexity
- Improved scalability

---

5. Moderate Service-Level Hospitality Model

Premium Experience Without Full-Service Cost

The platform delivers a high-quality guest experience without the staffing intensity of a traditional resort.

Cost Advantages

- No large front-of-house staffing structure
- Limited early-stage food and beverage complexity
- Select-service hospitality model
- Experience driven by environment and programming

Strategic Outcome

- Stronger operating margins
- Lower labor dependency
- Scalable service model

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6. Marketing Efficiency

Demand Generation With Declining Cost Over Time

Marketing evolves toward lower-cost, higher-efficiency channels.

Drivers

- Direct booking emphasis
- Strategic partnerships and group demand
- Repeat visitation and referral behavior
- Reduced reliance on paid advertising
- Organic growth through content and platform integration

Strategic Outcome

- Lower customer acquisition cost
- Stronger brand-driven demand
- Improved revenue-to-marketing ratio

---

7. Maintenance & Operating Costs

Usage-Aligned Expense Model

Ongoing costs scale with actual activity levels.

Operating Characteristics

- Cleaning and turnover tied to occupancy
- Repairs aligned with active use
- Flexible groundskeeping and service contracts
- Seasonal adjustments based on demand

Strategic Outcome

- Cost responsiveness to revenue
- Improved margin control
- Reduced early-stage burden

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8. Financial Discipline & Coverage Logic

Conservative Operating Framework

The financial structure is designed to avoid early-stage pressure and maintain flexibility.

Core Principles

- Maintain disciplined overhead
- Avoid overcommitting to fixed expenses
- Ensure core operations support core costs
- Treat production and digital upside as additive, not required

Strategic Outcome

- Increased credibility with lenders and investors
- Stronger downside protection
- Sustainable operating profile

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9. Margin Progression

Efficiency Improves With Scale

The model is designed to become more efficient over time.

Progression

- Early phase: higher activation and setup costs
- Mid phase: improved utilization of infrastructure
- Stabilized phase: stronger margins and operating efficiency

Key Insight

The platform is not designed to start at peak efficiency—it is structured to **earn its efficiency through scale and execution**.

Cost Structure Logic

The system follows a clear progression:

Capital ↠ Activation ↠ Revenue ↠ Infrastructure ↠ Efficiency ↠ Margin Expansion ↠ Reinvestment

- Early capital activates revenue
- Revenue supports infrastructure and expansion
- Infrastructure improves operating efficiency
- Efficiency strengthens margins
- Margins support continued growth

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Final Position

Walnut Hills operates with a cost structure that is:

- **Lean in early phases**
- **Flexible under changing demand**
- **Disciplined in capital deployment**
- **Aligned with real revenue generation**
- **Increasingly efficient as it scales**

Bottom Line

This is not a model that spends ahead of reality.

It is structured to:

- **Activate first**
- **Validate through performance**
- **Stabilize operations**
- **Scale with discipline**

The result is a **financially controlled, execution-driven platform** designed for early survivability, mid-stage stability, and long-term margin expansion.

Profitability

Walnut Hills — Financial Projections Overview

Walnut Hills is structured as a **phased development and income platform**, where capital is deployed into revenue-producing assets while recurring income scales with inventory, occupancy, and pricing power.

The financial model follows a disciplined progression:

- **Activation of revenue-producing assets**
- **Stabilization of recurring operating income**
- **Reinvestment into higher-value improvements**
- **Expansion of long-term asset value and NOI**

This structure is designed to improve performance through **sequenced execution and capital discipline**, not speculative growth.

Capital Structure & Deployment

Initial land acquisition and infrastructure development were completed using equity capital over a multi-year period.

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A **strategic refinance of approximately $7M** is introduced, secured against:

- **Land value**
- **Installed infrastructure**
- **Development positioning**

This capital is not used to carry the asset. It is deployed directly into **income-producing and resale-generating development**, with interest aligned to active construction and revenue creation.

Use of Funds

Refinance proceeds are allocated across two primary categories:

Residential Construction (Resale)

- Development of approximately **five homes**
- Built and sold within a **12–16 month cycle**
- Generates **near-term liquidity**
- Supports **capital recovery and reinvestment**

Income-Producing Assets

- Development of **cottages and lodging units**
- Designed for **short-term rental income**
- Supports **recurring cash flow and DSCR-based financing**

Capital Flow Model

The project operates as a structured capital cycle:

- **Refinance capital ↠ deployed into construction**
- **Home sales ↠ generate near-term liquidity**
- **Rental assets ↠ generate recurring income**
- **Cash flow and proceeds ↠ reinvested into additional assets**

This model supports continued growth while reducing reliance on ongoing external capital.

Revenue & Profitability Progression

Walnut Hills follows a phased operating trajectory:

Year 1 — Activation

- Initial revenue from lodging, domes, and events
- Front-loaded activation and development costs
- **Near break-even to modest loss**

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Year 2 — Stabilization

- Recurring revenue streams become consistent
- **NOI: $750K – $800K**
- Supports initial income-based valuation benchmarks

Year 3 — Optimization

- Improved occupancy and pricing power
- **NOI: ~$900K+**

Years 4–5 — Maturity

- Stabilized operating platform
- **NOI exceeds $1M annually**, with continued upside

Valuation Framework

Early-stage valuation is supported by operating income:

- **$10M – $13M valuation range** based on stabilized Year 2 NOI

Long-term value reflects:

- Expansion of income-producing assets
- Continued reinvestment
- Full platform buildout and operational scale

Interest & Debt Alignment

Debt is introduced through a strategic refinance and is directly tied to active development:

- **Interest expense reflects capital deployed into productive assets**
- **No reliance on debt to carry undeveloped land**
- **Revenue scales to support operating costs and debt service**

Liquidity & Exit Pathways

The structure supports multiple investor outcomes:

- **Structured buyout within 28–36 months**
- **Target return profile: ~$2M + 10% APR**
- **Recapitalization or refinance at stabilization**
- **Potential portfolio-level sale to institutional buyers**

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Final Position

Walnut Hills is not a passive land hold or speculative build.

It is a **capital conversion platform** designed to:

- **Deploy capital into productive, income-generating assets**
- **Generate early and recurring revenue**
- **Recycle proceeds into higher-value improvements**
- **Scale into a stabilized, income-driven portfolio**

Bottom Line

The financial projections illustrate a disciplined progression:

Activation ↠ Stabilization ↠ Optimization ↠ Scaled NOI Growth

Capital deployment and revenue generation remain aligned at every stage, creating a model built on **execution, performance, and long-term value creation** rather than assumption.

Use of Funds

Cedar Knob Nexus — Capital Strategy Overview

Cedar Knob Nexus is funded through a **layered, sequenced capital structure** designed to support disciplined execution, early revenue activation, asset appreciation, and long-term financial flexibility.

The structure combines:

- **Founder-contributed assets**
- **A $7,000,000 primary equity raise**
- **Internally generated operating revenue**
- **WeFunder as a supplemental post-funding equity channel**
- **Strategic, income-supported debt introduced after stabilization**

This model is intentionally staged—each layer supports the next phase of growth rather than all sources being relied upon simultaneously.

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Strategic Capital Objectives

The capital strategy is designed to:

- **Stabilize the asset and reduce early-stage risk**
- **Activate immediate revenue-producing operations**
- **Fund development phases that create measurable value**
- **Recycle capital into higher-value assets over time**
- **Support DSCR-based refinance after stabilization**
- **Preserve flexibility without overcapitalizing upfront**

This is a **phased execution model**, not a speculative capital stack.

Primary Capital Sources

1. Founder Equity (Foundation Layer)

The project is anchored by significant founder-contributed value already embedded in the platform.

Includes:

- Ownership of the ~153-acre property
- Development rights and entitlement positioning
- Completed infrastructure and site work
- Planning, design, and development effort

Strategic Outcome:

- Immediate asset backing
- Reduced external capital requirement
- Strong alignment with long-term execution

---

2. Primary Equity Raise — $7,000,000 (Execution Layer)

The $7M raise is the **core external capital source** and funds first-phase execution.

Structure:

- Equity participation in Walnut Hills, LLC
- Preferred return (per offering terms)
- Participation in income and capital events

Deployment:

- Stabilize the asset
- Activate revenue-producing operations
- Fund initial vertical development
- Establish first layer of NOI

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What This Capital Creates:

- Operating proof of concept
- Measurable revenue generation
- Asset value creation
- Increased financeability

This is the **primary value-creation capital layer**.

Secondary Capital Sources

3. Revenue Reinvestment (Internal Growth Engine)

Once operational, Cedar Knob Nexus generates internal capital that is reinvested into future phases.

Sources:

- Short-term lodging (domes, cottages, lodges)
- Events, retreats, and experiences
- Residential home sales
- Supporting operating revenue

Reinvestment Targets:

- Infrastructure expansion
- Additional income-producing assets
- Amenity and destination development
- Lodge and hospitality enhancements

Strategic Outcome:

Revenue becomes both:

- **An outcome of the model**
- **A funding source for continued growth**

---

4. WeFunder (Supplemental Participation Layer)

WeFunder is introduced **after the initial $7M deployment**, once the project has created measurable value.

Not Required For:

- Initial execution
- Proof of concept
- Base-case viability

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Introduced After:

- Asset stabilization
- Revenue generation
- Increased visibility
- Reduced execution risk

Strategic Role:

- Broaden participation among aligned supporters
- Provide supplemental growth capital
- Strengthen community and brand alignment

Positioning:

> **WeFunder follows execution—it does not fund it.**

---

5. Strategic Debt Financing (Liquidity & Scale Layer)

Debt is introduced only after the platform reaches operating stability.

Primary Strategy:

- DSCR-based refinance within ~24–30 months
- Underwritten on asset income, not personal guarantees

Uses:

- Provide liquidity
- Return or reposition investor capital
- Support expansion
- Optimize capital structure

Strategic Principle:

> **Debt follows income. It does not precede it.**

Capital Sequencing Model

The capital plan follows a five-stage progression:

Phase 1 — Foundation & Deployment

- Founder equity establishes the base
- $7M raise funds activation
- Initial assets and infrastructure deployed

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Phase 2 — Revenue Activation

- Lodging, events, and experiences generate cash flow
- Operating proof of concept established
- Market validation achieved

Phase 3 — Stabilization & Value Creation

- NOI strengthens
- Asset quality improves
- Platform becomes financeable
- Internal revenue supports reinvestment

Phase 4 — Supplemental Capital Layer

- WeFunder introduced (if utilized)
- Broader participation from a validated position
- Supplemental equity supports expansion

Phase 5 — Refinance & Expansion

- DSCR refinance provides liquidity
- Investor capital may be returned or repositioned
- Expansion funded through refinance + reinvestment

Strategic Advantages

This capital structure delivers:

- **Strong asset backing from day one**
- **Clear, single-source execution capital (no confusion)**
- **Early revenue generation during development**
- **Self-funded growth through reinvestment**
- **Crowdfunding introduced from a position of strength**
- **Debt only used when supported by income**

Capital Positioning Logic

The structure is best understood as:

- **Founder equity ↠ establishes the asset base**
- **$7M raise ↠ funds execution and creates value**
- **Revenue ↠ compounds value internally**
- **WeFunder ↠ expands participation after validation**
- **Refinance ↠ provides liquidity and scaling capacity**

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Final Position

Cedar Knob Nexus is funded through a **disciplined, layered capital system** designed to:

- Fund execution first
- Validate value through performance
- Expand participation from a stronger position
- Scale through income-backed capital

Bottom Line

This is not a capital stack built on assumption.

It is a **sequenced capital model** where:

- Execution creates value
- Value supports expansion
- Expansion increases income
- Income enables liquidity

👉 A structure built to move from **control** ↠ **execution** ↠ **validation** ↠ **scale**, with capital aligned at every stage.

Sources of Funds

Cedar Knob Nexus — Capital Structure & Cost Discipline

Founder Equity

Founder equity establishes:

- **Control of the 153-acre Walnut Hills asset**
- **Development rights and completed site work**
- **Embedded pre-development value**

This provides:

- **Hard-asset backing from day one**
- **Reduced reliance on external capital**
- **Aligned long-term ownership and execution**

Primary Equity Raise — $7,000,000

This is the central funding event and the only capital required to execute the base development plan.

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Deployed to:

- **Stabilize the asset and balance sheet**
- **Activate hospitality and early revenue streams**
- **Fund initial construction and infrastructure**
- **Establish the first layer of operating income**

This represents the transition from:

Land Position ›› Operating Platform

Revenue Reinvestment

Once operations are activated:

- **Cash flow is recycled into expansion**
- **Funds additional units, infrastructure, and assets**

This creates:

- **A self-funding growth model**
- **Reduced dependence on repeated equity raises**
- **Direct alignment between performance and expansion**

WeFunder (Optional, Post-Validation Layer)

- **Introduced only after operating performance is proven**
- **Not required for launch or stabilization**

Used to:

- **Expand the investor base**
- **Fund later-stage growth initiatives**
- **Leverage improved valuation and reduced risk profile**

This layer follows execution—it does not support it.

DSCR Refinance (Final Layer)

- **Introduced only after stabilized income is achieved**
- **Target timing: approximately 24–30 months**

Used for:

- **Capital return or repositioning**
- **Capital structure optimization**
- **Selective expansion funding**

This is the transition point from:

Development Risk ›› Income-Backed Asset

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Uses of Funds — Deployment Priorities

The $7M raise is deployed across:

- **Property stabilization**
- **Revenue activation (hospitality)**
- **Income-producing development**
- **Infrastructure and site work**
- **Marketing and brand positioning**
- **Working capital and reserves**

Execution Order

1. **Stabilize the asset**
2. **Activate revenue**
3. **Build income-producing units**
4. **Expand only after traction is established**

This sequencing ensures capital is applied to **performance-first outcomes**.

Cost Structure — Operating Discipline

Lean, Variable Cost Model

- **Contractor-based labor structure**
- **Staffing scaled to occupancy and activity**
- **Limited fixed overhead in early phases**

Costs scale **with revenue**, not ahead of it.

Phased Spending Discipline

- **No front-loaded infrastructure beyond operational need**
- **No idle capital deployment**
- **No oversized early staffing model**

Capital is deployed only when tied to **activation or expansion milestones**.

Revenue-Funded Growth

- **Early operating income is reinvested into expansion**
- **Growth is supported by performance, not assumption**

This improves:

- **Capital efficiency**
- **Investor confidence**
- **Long-term scalability**

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Capital Logic — Clean Structure

The model operates as a clear, sequential system:

- **Founder equity establishes the asset base**
- **$7M raise activates revenue and development**
- **Revenue funds continued growth**
- **WeFunder expands participation (optional, post-validation)**
- **Refinance monetizes stabilized income**

There are:

- **No gaps in capital flow**
- **No dependency on speculative funding layers**
- **No overlap between capital sources and operational costs**

Final Position

Cedar Knob Nexus is not structured as a traditional development.

It is built to:

- **Anchor in hard assets**
- **Generate early revenue**
- **Recycle capital internally**
- **Expand based on proven performance**
- **Transition into income-backed financing**

Bottom Line

This is a **disciplined, execution-driven capital system** where:

- **Capital activates assets**
- **Assets generate income**
- **Income funds growth**
- **Growth increases value**
- **Value enables liquidity**

Capital follows execution—not the other way around.

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Assumptions

Walnut Hills / Sugarfork Legacy / Cedar Knob Nexus

I. Market & Location Fundamentals

The project is positioned within the Highlands–Cashiers–Lake Glenville corridor, one of the strongest lifestyle-driven real estate markets in the Southeastern United States.

Core assumptions include:

- **Sustained demand driven by migration, second-home ownership, and lifestyle buyers**
- **Spillover growth into the Franklin / Sugarfork edge due to pricing pressure in core luxury markets**
- **Limited supply of large, elevated, developable tracts with infrastructure potential**
- **Premium pricing supported by elevation (~4,000 ft), views, and ridge-top positioning**
- **Balanced access profile—secluded but reachable, supporting both ownership and rental demand**

👉 This positions the asset within a **scarcity-driven, high-demand regional system**, not a secondary market.

II. Product Positioning & Development Philosophy

The project is not structured as a traditional subdivision. It is positioned as a **low-density, experience-driven destination environment**.

Key assumptions:

- **Nature-integrated design enhances privacy and perceived value**
- **Selective clustering increases usable green space and reduces long-term cost burden**
- **Premium construction methods (including alternative materials) are accepted when performance-driven**
- **Large-format, multi-use properties (STR + retreat + ownership) increase demand flexibility**

👉 Value is driven by **experience, not density**.

III. Hospitality & Revenue Assumptions

Revenue projections are based on conservative entry pricing with expansion through performance and brand development.

- **Initial pricing:** ~$5,000/week (absorption-driven)
- **Stabilized pricing:** $8,000–$12,000/week
- **Premium/event pricing:** $12,000+/week
- **Occupancy assumption:** 180–220 nights annually (stabilized)
- **Large-format homes command premium rates vs. local comparables**

👉 The model assumes **pricing power grows with validation**, not speculation.

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IV. Value Creation Model

The project follows a **phased capital and development strategy**:

- **Capital recycling through lot sales (~$10M–$15M+)**
- **Reinvestment into infrastructure and income-producing assets**
- **Phased expansion tied to market validation**
- **Infrastructure as a primary value unlock (roads, utilities, access)**
- **Controlled inventory release to maintain scarcity and pricing discipline**

Stabilization Assumption

- **Core lodge + primary assets:** $5M–$6M+ valuation
- **Total project value target:** ~$50M+ at maturity

Value is built through **execution and reinvestment**, not front-loaded projection.

V. Amenities & Experience Layer

Amenities are not treated as standalone valuation drivers, but as **pricing and demand amplifiers**.

- Trails, disc golf, green space, and recreation enhance **stay duration and engagement**
- Preserved land reinforces **exclusivity and premium positioning**
- Experience is assumed to outweigh traditional metrics (sq ft, density, etc.)

The model is built on **experience premium**, not amenity monetization.

VI. Land Control & Expansion Strategy

- Additional tracts (90–180 acres potential) may be acquired to expand footprint
- Strategic parcels may require **above-market pricing**
- Opportunities are **time-sensitive and execution-driven**

Expansion is **opportunistic and strategic**, not assumed.

VII. Capital & Partnership Assumptions

- Flexible capital structure (equity, JV, structured financing)
- Strategic partnerships may be required to accelerate growth
- Access to capital is assumed to support execution pacing

Capital is treated as a **tool for execution**, not a dependency for viability.

VIII. Buyer Strategy

- **Curated buyer selection** to maintain long-term integrity and alignment
- Targeting **experience-driven, lifestyle-oriented buyers**
- Use of **developer or flexible financing structures** to expand participation
- Controlled inventory + access creates **urgency and demand expansion**

The buyer pool is **selected, not broad-market driven**.

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IX. Community & Identity Formation

- Organic community formation may occur but is not required for success
- Likely attraction of creatives, entrepreneurs, and independent buyers
- Potential for respectful regional cultural collaboration where appropriate

Community is an **outcome—not a dependency**.

X. Wellness & Destination Positioning

- Assumes demand for curated wellness and nature-based experiences
- Provider ecosystem develops alongside customer base
- Spillover from Highlands/Cashiers supports engagement if differentiated

Wellness is a **supporting demand layer**, not a standalone driver.

XI. Demand Creation Assumptions

- Project may generate **net-new visitation**, not just capture existing demand
- Assumes expansion of regional market reach
- Potential to establish a **new destination node within the plateau ecosystem**

This is a **market-expanding project**, not a zero-sum competitor.

XII. Brand & Scale Potential

- National audience achievable through positioning and marketing
- International demand considered long-term upside
- Media, music, and storytelling enhance visibility but are not core valuation drivers

Brand is a **multiplier—not a requirement for base performance**.

XIII. Execution & Risk Considerations

- Regional labor availability is sufficient, with variability
- Construction costs assumed manageable but subject to fluctuation
- Regulatory environment assumed stable (zoning, STR)
- Macroeconomic conditions assumed to support discretionary travel and second-home demand

Risks are acknowledged, but **not outside normal development parameters**.

Final Position

This assumptions framework establishes Cedar Knob Nexus as:

- A **scarcity-driven mountain asset**
- A **phased development platform**
- A **revenue-first hospitality model**
- A **capital-efficient expansion system**

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Bottom Line

The model is built on one core principle:

> **Value is created through disciplined execution, validated demand, and controlled expansion—not assumption.**

Everything in this framework supports that.

Risk & Mitigation Framework

RISK & MITIGATION FRAMEWORK

Walnut Hills / Sugarfork Legacy / Cedar Knob Nexus

I. MARKET & LOCATION RISKS

Risk 1: Regional Demand Softens

Impact: Slower sales, reduced rental rates

Mitigation:

- Conservative entry pricing ($5K/week baseline)
- Phased development (no overbuild)
- Diversified revenue (sales + rentals + experiences)

Risk 2: Franklin Perception Discount

Impact: Buyers undervalue vs Highlands/Cashiers

Mitigation:

- Position as “Glenville-adjacent ridge-top destination”
- Product quality exceeding local comps
- Targeted marketing to non-local buyers

Risk 3: Access Challenges

Impact: Reduced buyer pool, lower occupancy

Mitigation:

- Invest early in road quality and access
- Clear, simple wayfinding
- Ensure year-round accessibility

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II. PRODUCT & EXECUTION RISKS

Risk 4: Product Misses Market Expectations

Impact: Pricing compression

Mitigation:

- Design to **premium standards, not experimental feel**
- Benchmark against top-tier regional lodges
- Focus on usability (groups, flow, views)

Risk 5: Overdesign / Misaligned Features

Impact: Increased costs without return

Mitigation:

- Tie every feature to revenue or pricing impact
- Avoid “concept-only” elements
- Build for clear use cases (retreat / STR / ownership)

Risk 6: Studio Space Underperforms

Impact: Lost $1M+ potential value

Mitigation:

- Ensure natural light, access, and defined use
- Position as revenue-capable space
- Maintain finish level equal to main structure

III. HOSPITALITY & REVENUE RISKS

Risk 7: Pricing Does Not Ramp

Impact: Stuck at $5K/week ↠ lower valuation

Mitigation:

- Phase pricing strategy (entry ↠ stabilized ↠ premium)
- Build reviews early
- Professional listing + branding from day one

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Risk 8: Occupancy Below Target

Impact: Revenue shortfall

Mitigation:

- Multi-channel marketing (Airbnb, direct, retreats)
- Group-focused positioning (10BR advantage)
- Off-season packages (wellness, corporate, creative)

Risk 9: Competition Increases

Impact: Pricing pressure

Mitigation:

- Establish early brand leadership
- Maintain quality and differentiation
- Control inventory release timing

IV. VALUE CREATION & FINANCIAL RISKS

Risk 10: Lot Sales Underperform

Impact: Reduced capital recycling

Mitigation:

- Price early lots to move
- Create experiential exposure (domes, stays, tours)
- Allow flexible purchase structures

Risk 11: Capital Recycling Inefficiency

Impact: Slower development scaling

Mitigation:

- Prioritize highest ROI reinvestment
- Sequence infrastructure with demand
- Maintain cash reserves

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Risk 12: Overstated Total Valuation

Impact: Loss of investor confidence

Mitigation:

- Separate **sold vs retained value clearly**
- Anchor valuation in income, not projections
- Present phased valuation, not single endpoint

V. AMENITY & EXPERIENCE RISKS

Risk 13: Amenities Do Not Convert to Revenue

Impact: Cost without return

Mitigation:

- Tie amenities to pricing power
- Measure impact on occupancy and rates
- Phase amenities based on demand

Risk 14: Overinvestment in Non-Producing Features

Impact: Margin erosion

Mitigation:

- Treat amenities as **value multipliers, not assets**
- Prioritize revenue-producing builds first

VI. LAND & EXPANSION RISKS

Risk 15: Failure to Acquire Strategic Parcels

Impact: Reduced control and scale

Mitigation:

- Identify priority parcels early
- Maintain acquisition flexibility
- Use partnerships when needed

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Risk 16: Overpaying for Land

Impact: Reduced margins

Mitigation:

- Only overpay for **strategic control points**
- Evaluate ROI impact before acquisition
- Structure deals creatively (JV, partial interest)

VII. CAPITAL & PARTNERSHIP RISKS

Risk 17: Capital Constraints

Impact: Slowed development

Mitigation:

- Diversify capital sources
- Phase expenditures
- Maintain optionality in scaling

Risk 18: Misaligned Partnerships

Impact: Control conflicts

Mitigation:

- Define roles and exit structures clearly
- Retain control over core assets
- Align incentives upfront

VIII. BUYER & COMMUNITY RISKS

Risk 19: Poor Buyer Quality (Defaults / Misfit)

Impact: Operational disruption

Mitigation:

- Jury-based buyer selection
- Financial vetting
- Structured developer financing terms

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Risk 20: Jury Process Slows Sales

Impact: Reduced absorption

Mitigation:

- Clear criteria
- Efficient approval process
- Balance selectivity with velocity

IX. WELLNESS & PROVIDER RISKS

Risk 21: Wellness Demand Overestimated

Impact: Underutilized facilities

Mitigation:

- Start with scalable offerings
- Validate demand before expansion
- Integrate with lodging experience

Risk 22: Provider Participation Fails

Impact: Empty commercial space

Mitigation:

- Ensure built-in customer base
- Offer flexible lease structures
- Phase provider integration

X. CULTURAL & IDENTITY RISKS

Risk 23: Cultural Misalignment / Sensitivity Issues

Impact: Reputational risk

Mitigation:

- Approach Native relationships with respect and invitation
- Avoid assumption of participation
- Focus on authenticity, not positioning

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Risk 24: Brand Fails to Resonate

Impact: Weak demand generation

Mitigation:

- Lead with product and experience first
- Support with storytelling, not rely on it
- Maintain consistency in identity

XI. DEMAND CREATION RISKS

Risk 25: No Net-New Demand Generated

Impact: Competing for existing market

Mitigation:

- Ensure true differentiation
- Market beyond local region
- Focus on unique experiences

Risk 26: Overestimating National / International Reach

Impact: Unrealistic projections

Mitigation:

- Treat global demand as long-term upside
- Focus first on regional and national markets

XII. EXECUTION RISKS

Risk 27: Labor Constraints

Impact: Delays, cost overruns

Mitigation:

- Hybrid construction models
- Pre-planning and scheduling
- Flexible build sequencing

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Risk 28: Cost Overruns

Impact: Margin compression

Mitigation:

- Contingency budgeting
- Phased builds
- Tight scope control

Risk 29: Regulatory Changes (STR / Zoning)

Impact: Reduced income potential

Mitigation:

- Monitor policy environment
- Maintain compliance flexibility
- Diversify use cases

Risk 30: Economic Downturn

Impact: Reduced travel and buying

Mitigation:

- Maintain pricing flexibility
- Diversify revenue streams
- Focus on higher-end, less price-sensitive buyer

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Revenue & Budgeting Notes

Bella Vista Nexus Landing

Revenue growth within Cedar Knob Nexus is significantly accelerated through the integration of **Bella Vista Nexus Landing**, an in-town hospitality and operations hub designed to function as the primary promotional, intake, and support layer for the Walnut Hills micro-resort.

Bella Vista Nexus Landing includes:

- A full-service restaurant and gathering space
- In-town glamping and short-stay accommodations
- A centralized guest intake and experience management point

This component is not a separate venture—it operates as a **revenue and marketing amplifier** for the forest-based resort.

Strategic Function

Bella Vista Nexus Landing expands the platform in three critical ways:

1. Market Expansion & Visibility

- Captures high-traffic, in-town exposure
- Introduces the brand to a broader audience beyond destination travelers
- Serves as the first point of contact for guests entering the ecosystem

This significantly reduces reliance on traditional marketing channels by creating a **physical, revenue-producing marketing presence**.

---

2. Operational Integration

- Centralized booking, guest management, and coordination
- Supports overflow and diversified lodging options
- Provides a controlled environment for onboarding guests before transitioning them to the mountain property

This creates a **seamless customer journey** between in-town and destination experiences.

---

3. Product Line Expansion

Rather than marketing a single product, the platform operates as a **layered hospitality offering**:

- In-town experience (Bella Vista)
- Destination eco-resort experience (Walnut Hills)
- Workshop and experiential programming

This expands total addressable market and increases per-customer lifetime value.

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Revenue Acceleration Model

Sugar Fork Development Integration

Revenue ramp-up is further driven through the phased development of the Walnut Hills property:

- Roads and infrastructure are developed incrementally
- Individual homesites are activated early as **glamping or experiential stays**
- Each activated site begins generating income prior to vertical construction

As development progresses:

- Revenue scales with each additional activated site
- Land value increases simultaneously through infrastructure improvements
- Sites transition from temporary use (glamping) to permanent residential builds

This creates a **dual-track value system**:

- Immediate income from activated sites
- Long-term value from improved and build-ready homesites

Strategic Outcome

The integration of Bella Vista Nexus Landing with Walnut Hills transforms the project from a single-location resort into a **multi-node operating platform**.

- In-town hub drives visibility, traffic, and guest acquisition
- Mountain property delivers premium experience and long-term value
- Incremental site activation generates continuous revenue during development

👉 The result is a **more cohesive product ecosystem, stronger market reach, and accelerated revenue ramp without waiting for full buildout**.

Glamping Revenue — Transitional Activation Strategy
Glamping revenue represents a short-term, income-generating activation strategy designed to produce early cash flow during initial development. Each site is positioned on a future residential homesite and includes permanent hardscape and infrastructure improvements that will be retained as part of the final home build.

This approach enables early land monetization, offsets development costs, and allows prospective buyers to experience individual homesites prior to construction.

Operations are deployed on a rolling basis, typically for 12–36 months per site (with select extensions based on development timing), after which each site transitions into residential construction or sale.

While not part of the long-term asset mix, glamping serves as a critical bridge between raw land and finished residential assets—supporting early revenue, validating market demand, and accelerating capital recovery.

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Studio Revenue — AI Production Platform

Studio revenue represents income generated from Walnut Hills' AI-driven production platform, designed to scale alongside infrastructure development.

Phase One operations begin with a mobile AI studio and the Lot 32 carriage house studio, establishing initial external revenue through small-scale client production. The carriage house studio provides a contained, efficient production environment, including an integrated ~18' × 12' green screen system for rapid content creation and early commercial work.

Internal production (including development of the *Basically Done* series) utilizes these systems; however, no internal revenue is included in projections. All modeled revenue reflects external, third-party production only, providing a conservative financial baseline.

Upon completion of the Lot 29 boutique lodge studio, production capacity expands into a permanent, higher-capacity facility capable of supporting larger and more complex projects. The mobile studio remains active as a flexible unit for remote production, touring, and promotional deployment.

Studio revenue is modeled conservatively and scales with infrastructure completion and operational maturity. Additional upside from increased demand, expanded services, and content licensing is not included in current projections.

Revenue Assumption:

$300/hour studio billing rate (production + studio time)
Merchandise Revenue — Supplemental Brand Extension

Merchandise revenue represents sales of branded goods associated with Cedar Knob Nexus and the WebWeave ecosystem, including disc golf equipment (discs and related gear), apparel, posters, caps, and other promotional products.

Products are offered both on-site and through online channels, functioning primarily as a brand extension and guest engagement tool rather than a core revenue driver. Merchandise supports on-property experiences and reinforces brand identity across the broader platform.

The WebWeave ecosystem—including WebWeave Studios and the WebWeave Nexus channel—provides ongoing visibility and audience development, supporting product relevance and long-term merchandising potential.

Revenue projections are intentionally conservative and modeled as a supplemental income stream. No assumptions are made for viral growth, large-scale adoption, or audience monetization.

Additionally, no revenue from crowdfunding campaigns, sponsorships, or promotional initiatives is included, maintaining a disciplined and grounded financial baseline.

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AI Mobile Studio Revenue — Transitional Production Platform

AI Mobile Studio revenue represents income generated from a mobile, AI-driven production unit, designed to activate early-stage production capability prior to completion of permanent studio infrastructure.

During the initial six months of operation, the mobile studio is utilized exclusively for internal production (including development of the *Basically Done* series), with no internal revenue included in projections.

Beginning in month seven, the mobile studio transitions into external, revenue-generating operations, supporting both third-party production work and billable internal projects. The unit operates as a flexible production platform for on-site content, remote shoots, events, and promotional deployment.

Revenue is modeled conservatively at a billing rate of approximately $300 per hour, despite expected market rates of $350–$400 per hour and up to $2,000 per day.

Modeled utilization reflects approximately 33 billable hours per month (less than one day per week), providing a deliberately understated baseline. Additional upside from increased utilization, event-based production, and expanded booking demand is not included in current projections.

Revenue Model & Income Justification

Cedar Knob Nexus is not built on projected demand or assumed market capture. The revenue model is constructed from **physical assets, defined pricing, and phased deployment**, where each increase in revenue is directly tied to additional units, infrastructure, or operational capacity coming online.

The system follows a structured progression:

- **Glamping (early activation and cash flow)**
- **Lodging (stabilized recurring income)**
- **Studio production (scalable, high-margin revenue)**
- **Digital distribution (long-term demand and audience expansion)**

Each layer contributes independently while reinforcing the others, creating a **multi-source income system built on execution, not speculation**.

Glamping Revenue — Early-Stage Engine

Glamping serves as the initial and most important revenue driver in the early phase.

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Each site is a **fully developed residential homesite**, including utilities, grading, and permanent outdoor infrastructure. As a result, every unit functions as:

- A short-term rental
- A completed homesite
- A marketing and sales tool for future residential development

Revenue begins immediately upon deployment.

- Initial deployment: ~13 units ›› **~$500,000 annually**
- Expanded system: 20+ units ›› **~$900,000 – $1,015,000 annually**

Growth is driven by **unit expansion**, not performance assumptions.

As vertical construction progresses, domes are removed and redeployed while infrastructure remains, allowing the project to:

- Offset development costs
- Increase land value
- Maintain continuous revenue

Lodging Revenue — Stabilized Core Income

Lodging becomes the primary income stream as permanent assets are completed.

This includes:

- Cottages
- Ridge-top lodges

These are **long-term rental assets**, not transitional units.

Revenue increases reflect **asset deployment**, not performance spikes:

- 2029: ~**$1.3M annual revenue**
- 2030: ~**$1.8M annual revenue**

Assumptions are based on:

- Defined unit count
- Market-supported rates
- Moderate occupancy (55%–60%)

Studio Revenue — Scalable Production Platform

Studio revenue develops in phases:

- Mobile production unit
- Carriage house studio
- Full production facility (Lot 29)

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Revenue grows to approximately **$795,000 annually**.

Key characteristics:

- Daily production rates: ~$1,500 – $2,000
- Utilization modeled at **20%–30% capacity**
- Growth tied to **capability expansion**, not assumed demand

The studio serves as both:

- A direct revenue generator
- A content engine supporting the broader platform

Events & Retreats — Supplemental Revenue Layer

Events provide additional income through structured programming:

- Workshops
- Retreats
- Seasonal experiences

Revenue grows from approximately:

- **$10,000 ↠ $78,000 annually**

This category:

- Increases occupancy
- Enhances guest experience
- Improves overall yield

Mobile AI Studio Bus — Independent Asset

The mobile studio operates as a standalone revenue unit:

- Daily rates: up to ~$2,000
- Limited utilization

Revenue scales from:

- **$12,000 ↠ $120,000 annually**

It adds flexibility and extends production capability without requiring fixed infrastructure.

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Merchandise — Brand-Driven Revenue

Merchandise scales with occupancy and brand growth:

- **$2,500 ↠ $57,000 annually**

Products include:

- Apparel
- Collectibles
- Branded goods

This is a **non-core but reinforcing revenue stream** tied to audience expansion.

Staff Housing — Transitional Income

The Ramirez and Gonzalez properties provide:

- Short-term rental income
- Housing for construction and operational staff

This:

- Supports early operations
- Reduces labor friction

It is not a long-term revenue component.

WebWeave Nexus — Digital Revenue Layer

WebWeave Nexus represents long-term digital monetization. Revenue grows from:

- **$20,000 ↠ $186,000 annually**

Driven by:

- Content production
- Distribution and audience growth
- Platform monetization (subscriptions, advertising)

While modest initially, this layer acts as a **demand engine**, driving traffic and visibility back into the physical assets.

Final Position

The Cedar Knob Nexus revenue model is built on **asset deployment, not demand speculation**.

Each increase in revenue corresponds directly to:

- Additional units coming online
- Expanded infrastructure
- Increased operational capacity

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Bottom Line

- **Glamping generates early cash flow while developing residential assets**
- **Lodging delivers stabilized, long-term income**
- **Studio operations introduce scalable, high-margin revenue**
- **Digital systems expand audience and long-term demand**

This structure allows the project to:

- Generate income at every stage of development
- Offset capital deployment through operations
- Continuously increase underlying asset value

Revenue follows execution. Not assumption.

Investor Exit & Liquidity Alignment

Primary Liquidity Event — Stabilization & Refinance

The projected **$25M+ stabilized asset position** is not presented as distant upside. It represents the **planned liquidity event** for early-stage investors.

As Cedar Knob Nexus transitions from development into a stabilized operating platform:

- Capital is deployed into **income-producing assets (lodges, cottages, studio)**
- Net Operating Income (NOI) expands through asset activation—not speculation
- Stabilized NOI supports **market-based valuation and refinance capacity**

This creates a **financeable, income-backed asset base**, enabling capital restructuring.

Valuation to Refinance Logic

At stabilization:

- **NOI:** ~$900K – $1.2M+
- **Valuation:** ~$20M – $25M+
- **Debt Capacity (65%–75% LTV):** ~$13M – $18M

The refinance is supported by **existing income and assets**, not projected demand.

Use of Refinance Proceeds

Refinance capital is deployed in a defined priority sequence:

1. **Retire initial $7M facility and accrued interest**
2. **Close construction obligations and stabilize the balance sheet**
3. **Allocate remaining capital toward liquidity and reserves**

This step transitions the project from **development risk to stabilized income asset**.

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Investor Outcome Structure

Early-stage investors exit through a structured liquidity pathway tied directly to stabilization.

- **Timeline:** 28–36 months
- **Target Return:** $2M total return pool
- **Return Profile:** 10% annualized

Buyback Structure (Post-Refinance Execution)

Following refinance:

- The capital structure is stabilized
- Debt is aligned with income
- Operations are cash-flow positive

Investor repayment is then driven by **operating cash flow**, not development capital.

Monthly Distribution

- **$100,000 per month**
- **20-month payout period**
- **Total Distribution:** $2,000,000

Revenue Support for Buyback

The buyback structure is supported by a diversified income base:

- Stabilized lodging revenue (primary driver)
- Studio and production revenue (margin enhancement)
- Events and experiential programming (yield optimization)

This is a **multi-source income system**, not dependent on a single revenue stream.

Structural Strength

This model balances two critical components:

- **Refinance provides capital restructuring and risk reduction**
- **Operating cash flow provides investor liquidity and ongoing distributions**

Risk-Control Position

- No dependency on asset sale for liquidity
- No reliance on future capital raises post-refinance
- No exposure to a single revenue stream

The system is **asset-backed, income-supported, and phased for execution**.

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Final Position

Cedar Knob Nexus is structured to convert:

- Land into income-producing assets
- Income into stabilized NOI
- NOI into refinance capacity
- Refinance and cash flow into investor liquidity

The **$25M+ stabilized valuation is not the objective—it is the mechanism that enables investor exit.**

Financial Model Overview & Interpretation

Cedar Knob Nexus — Financial Model Interpretation (Final, Clean)

Overview — How to Read This Model

The Walnut Hills and Cedar Knob Nexus financial model reflects a **development-driven platform**, where capital is deployed to create long-term assets while generating early-stage revenue.

This is not a traditional operating business. It integrates:

- **Real estate development** — phased home and commercial builds
- **Multi-channel revenue generation** — home sales, hospitality, studio, events
- **Capital recycling** — proceeds reinvested into expansion
- **Asset value creation** — land and infrastructure appreciation

As a result, margin volatility and expense timing should be interpreted within a **development context**, not a standard operating model.

Why Net Profit Fluctuates

Net margins vary year to year due to **timing of capital events**, not instability.

- High-margin years reflect **home and commercial sales**
- Lower-margin years reflect **reinvestment into new assets**
- Transition years show reduced margins due to **active development cycles**

This is expected in a model where:

- Revenue events are **lumpy by nature**
- Capital is **intentionally redeployed**
- Early years prioritize **asset creation over margin consistency**

Lender focus is on **stabilized NOI**, not short-term fluctuations. By stabilization, recurring hospitality revenue provides the base for **DSCR-supported financing**.

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Capitalized Labor — Cost Converted to Equity

A key feature of the model is **capitalized labor**.

During development:

- Construction labor is added to the **asset base**
- Project management contributes to **property value**
- Infrastructure work becomes **capitalized improvements**

This means:

- Labor builds **equity, not just expense**
- Early-stage costs do not fully reduce operating income
- Asset value increases during construction

Revenue Model — Phased Activation

Revenue is generated across integrated channels:

- **Lot sales and residential builds** — primary capital engine
- **Lodging (glamping, cottages, lodges)** — recurring income
- **Workshops and experiential programs** — revenue + cost reduction
- **Events and venue activity** — high-margin supplemental income
- **Media and production** — self-funding upside layer

Early phases emphasize **cash flow and deployment**, while later phases reflect **stabilized operations**.

Capital Deployment Strategy

The system follows a targeted cycle:

- Construct homes on priority lots
- Sell completed homes
- Reinvest proceeds into additional development

Build ↠ Sell ↠ Reinvest ↠ Expand

This structure allows capital to be **reused multiple times**, increasing efficiency.

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Early Cash Flow Activation

During construction, the project activates:

- Glamping units on future homesites
- Short-term lodging

This provides:

- Immediate cash flow
- Operational support
- Reduced reliance on external capital
- Real-world validation of homesites

28–36 Month Ramp

Within the first 28–36 months:

- Lodging produces consistent revenue
- Home sales generate capital returns
- Reinvestment funds expansion

Cash flow begins supporting growth internally.

Workshop System — Integrated Economic Driver

The workshop program contributes across three areas:

- **Revenue:** ~$300K–$500K annually
- **Cost reduction (labor savings):** ~$120K–$250K
- **Buyer pipeline:** 6–25 qualified buyers per year functions as:
- A revenue stream
- A labor cost offset
- A demand generation channel

Model Limitation — Timing Representation

The model accurately reflects total value but simplifies timing.

In reality:

- Costs are deployed over multi-month build cycles
- Capital is released in stages

In the model:

- Costs may appear as lump-sum entries
- Sales may appear as single-point events

This is a **modeling constraint**, not an operational issue.

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Integrated System (Not Linear Development)

This platform operates as a continuous system:

- Revenue is generated during construction
- Costs are partially converted into assets
- Capital is continuously recycled
- Demand is internally generated

Strategic Advantage

Compared to traditional development:

- Revenue begins early instead of after completion
- Capital burden is reduced through internal generation
- Demand is created internally rather than purchased
- Value increases throughout development phases

Investor Takeaways

- Capital is **recycled, not consumed**
- Costs are **converted into equity**
- Growth begins early and scales continuously
- Asset value increases at each phase of development

Bottom Line

This model represents a system where:

- Construction generates revenue
- Labor builds equity
- Sales fund expansion
- Operations scale over time

It is not a static development. It is a **capital-efficient platform where development, revenue, and demand operate simultaneously**, supporting faster growth, stronger margins, and increasing long-term asset value.

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Investor Q&A Summary

SECTION 1 — CORE PROJECT Q&A

What is the core business, and what is being funded?

The platform is a **hybrid development and operating system** combining:

- Hospitality (lodging, restaurant, spa, events)
- Real estate development (residential and commercial)
- Lease-backed commercial assets
- Production and media infrastructure (WebWeave)

The $7M capital is deployed into:

- Income-producing assets
- Infrastructure and vertical construction
- Demand-generating components

This is not a single-line operating business.

It is a multi-phase asset build transitioning into a stabilized operating platform.

Why do margins move from ~47% down to ~7%?

Margins reflect **timing of asset monetization vs full operational load**.

- Higher-margin years include development sales and asset realization
- Lower-margin years reflect:
  - Full staffing
  - Operating expenses fully loaded
  - Debt service
  - Infrastructure carry

2031 is not a failure year.

It is a fully loaded operational transition year.
Lenders underwrite:

- Stabilized NOI
- DSCR
- Asset backing

Not blended development-year margins.

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Is this business cash flow positive?

During development:

- No — by design

The model intentionally:

- Reinvests capital into asset creation
- Converts land into income-producing infrastructure

Cash flow becomes stable when:

- Core assets are operational
- Lease structures are active
- Hospitality is stabilized

This is a **capital conversion model**, not an early cash-harvest model.

Is profitability dependent on real estate sales?

No — but real estate sales accelerate returns.

- Development sales fund buildout
- Reduce external capital dependence
- Increase equity value

At stabilization:

- Lease-backed income exceeds $1M annually
- Hospitality and events layer on top

The platform operates independently of asset sales once built.

What happens if real estate sales slow down?

The system continues to operate because:

- Hospitality generates revenue
- Bellavista drives external demand
- Lease-backed assets provide baseline income

Sales affect:

- Speed of return

Not:

- Operational viability

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Why does net profit not match cash flow?

Because net profit includes:

- Non-cash gains from asset sales
- Capitalized development value

Cash flow reflects:

- Actual capital deployment
- Financing structure
- Reinvestment cycles

This is expected in a **development-driven model**.

Is the operating business viable on its own?

At early stages:

- No — it is intentionally suppressed by buildout

At stabilization:

- Yes — supported by:
  - Lease-backed income
  - Hospitality operations
  - Events and programming

The model is designed to **build into viability**, not start there.

What secures investor capital?

Capital is secured by:

- Land
- Infrastructure
- Built assets
- Income-producing components

This is not speculative —

capital is deployed into recoverable, tangible assets.

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What is the liquidity risk?

Liquidity is tight during development because:

- Capital is actively deployed
- Assets are being built, not harvested

Risk is mitigated by:

- Asset-backed value
- Refinance potential
- Multiple monetization paths

This is a **controlled capital deployment cycle**, not uncontrolled burn.

What is the actual investment thesis?

The thesis is:

- Convert land into income-producing assets
- Use development to fund buildout
- Transition into a stabilized operating platform
- Retain high-value income-producing components

This is a **closed-loop value creation system**, not a single exit.

SECTION 2 — WEBWEAVE Q&A

How does WebWeave fit into the project?

WebWeave serves three roles:

1. Demand Generation Engine

- Continuous content output
- Direct audience engagement
- Reduced reliance on paid marketing

Result:

Lower acquisition cost and sustained exposure

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2. Brand Positioning Layer

- Positions Cedar Knob as a creative destination
- Differentiates from standard resorts
- Attracts higher-value, experience-driven audience

Result:

Stronger pricing power and identity

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3. Revenue & Asset Expansion

- Production services
- Content licensing
- Creator retreats and events

Also introduces:

- Intellectual property as a secondary asset class

Why this works in this location

Western North Carolina provides:

- High-value natural filming environments
- Tourism infrastructure
- Creative culture (music, arts, festivals)
- Lower cost base than major production markets

The gap:

- Strong location demand
- Limited boutique production infrastructure

WebWeave fills that gap.

Is WebWeave real revenue or accounting inflation?

WebWeave has three components:

1. Production revenue (services)
2. Content revenue (distribution/licensing)
3. IP creation (capitalized asset)

These must be separated:

- Revenue = cash-generating activity
- IP = long-term asset

The model uses **net performance only**, not inflated gross projections.

Why are WebWeave costs not shown in detail?

The model is structured on:

- Net positive revenue only
- Expenses assumed absorbed within each revenue stream

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This avoids:

- Speculative cost modeling
- Inflated projections

Focus is on:

- Realized performance

Is WebWeave required for the project to succeed?

No.

The core project stands on:

- Real estate
- Hospitality
- Lease-backed income

WebWeave:

- Enhances demand
- Expands brand reach
- Adds revenue and IP upside

What about the concern that WebWeave revenue is small vs cost?

Early-stage WebWeave revenue is intentionally small because:

- Infrastructure is being built
- Content pipeline is developing
- Monetization lags creation

This follows a standard media curve:

- Build ↠ Output ↠ Distribution ↠ Monetization

It is not structured as an immediate profit center.

What is the real value of WebWeave?

WebWeave creates value in four ways:

1. Marketing replacement (content = exposure)
2. Brand amplification (destination identity)
3. IP asset creation (long-term upside)
4. High Value Platform with Patient Pending

The largest value is not short-term revenue —

it is compounding audience and intellectual property.

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What is the risk of WebWeave?

Primary risks:

- Execution quality
- Content consistency
- Slow audience growth

Mitigation:

- Not required for base model
- Supported by physical asset platform
- Scalable in phases

Final Position

WebWeave is:

- Not a speculative media bet
- Not required for baseline performance

It is:

- A demand engine
- A brand amplifier
- A secondary asset class with asymmetric upside

Bottom Line

The project is not dependent on any single revenue stream.

- Real estate builds value
- Hospitality generates income
- Lease assets create stability
- WebWeave expands reach and long-term upside

This structure creates:

- Downside protection
- Multiple revenue layers
- Scalable long-term growth

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WebWeave Universe — Content Standard & Creative Ethos

WebWeave Universe

The WebWeave Universe is the origin layer of the system. It establishes the intellectual property, narrative structure, and creative direction that all production and platform activity is built upon.

It is not a single storyline or project. It is a structured content ecosystem designed for continuous development and expansion across multiple formats.

What It Represents

- A growing library of original intellectual property
- A multi-format storytelling system (film, series, music, digital content)
- A long-term content engine designed to produce and scale creative output

The system is built to evolve over time, allowing stories, characters, and environments to expand into multiple independent and interconnected narratives.

Creative Structure

- Character-driven storytelling
- Interconnected narratives
- Recurring environments and cultural settings
- Integrated music and artistic expression

This structure supports:

- Parallel story development
- Expansion into new formats without rebuilding content foundations
- Long-term compounding value through continuous content creation

---

Strategic Role

The WebWeave Universe functions as:

- The source of all original content
- The foundation for audience engagement
- The basis for long-term intellectual property development

It establishes the identity of the platform before any physical production or distribution occurs.

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WebWeave Studios — Content Standard & Creative Ethos

WebWeave Studios — Creative Standard & Strategic Position

Overview

WebWeave Studios is built on a clear principle: clean, ethical, and responsible storytelling.

This standard does not limit creativity—it defines it.

The objective is to produce content that is:

- Compelling
- Meaningful
- Broadly accessible
- Durable over time

The focus is not on shock or excess.

It is on substance, trust, and long-term value.
This is a deliberate positioning choice in a media environment that increasingly relies on escalation, controversy, and short-term attention cycles. WebWeave Studios is designed to operate outside of that cycle.

Creative Positioning

Substance Over Sensationalism

WebWeave Studios develops work that engages through:

- Emotional depth
- Narrative quality
- Human complexity

The studio avoids reliance on:

- Gratuitous violence
- Explicit or excessive sexual content
- Exploitation of individuals or cultures
- Shock value as a substitute for story

This is not a limitation on bold storytelling.

It is a commitment to intentional storytelling.
The goal is not to dilute intensity or realism, but to ensure that every creative decision serves the story rather than replaces it. Conflict, tension, and emotional weight remain present—but they are earned, not manufactured.

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Audience Alignment

Broad, Multi-Generational Reach

Content is designed to function across:

- Families
- Communities
- Educational environments
- Cultural and public settings

The goal is to create stories that:

- Encourage shared viewing
- Invite discussion and reflection
- Connect across age groups and perspectives

Accessibility is not a compromise—it is a strategic advantage.

A story that can be experienced across multiple demographics carries greater longevity, stronger distribution potential, and deeper cultural relevance than one limited to a narrow audience segment.

Industry Position

A Values-Driven Alternative

WebWeave Studios is positioned as:

- A values-based entertainment platform
- A creative environment rooted in purpose
- A system where technology supports storytelling—not replaces it

In a market driven by escalation and attention capture, the studio operates differently:

- Trust replaces provocation
- Craft replaces excess
- Meaning replaces spectacle

This defines a distinct competitive lane.

Rather than competing for attention through intensity, the studio competes through consistency, clarity of identity, and long-term audience trust.

Strategic Advantage

Clean Positioning as Market Strength

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The studio's standard supports:

- Broader audience reach
- Stronger brand trust
- Long-term audience loyalty
- Suitability for family, education, and institutional markets
- Expanded global distribution potential
- Reduced reputational risk

A trusted brand:

- Travels farther
- Lasts longer
- Monetizes across more channels

This positioning allows the content to move into environments where more volatile or controversial media cannot—schools, community programming, institutional partnerships, and international markets with stricter content standards.

Content Standard

Innovation with Integrity

WebWeave Studios commits to:

- Respectful storytelling
- Avoidance of unnecessary sensationalism
- Balance between innovation and responsibility
- Creative work with cultural and emotional value

AI and production technology are used to:

- Enhance efficiency
- Expand capability
- Support experimentation

But the governing standard remains:

Does the work carry meaning, responsibility, and artistic honesty?

Technology is a tool within the system—not the driver of it.

Strategic Role Within Cedar Knob Nexus

WebWeave Studios functions as:

- A content engine
- A brand amplifier
- A demand-generation system

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It extends the platform beyond physical boundaries by:

- Building audience before visitation
- Creating narrative connection to place
- Generating ongoing media output tied to the environment

This allows Cedar Knob Nexus to exist not only as a destination, but as an ongoing presence in the audience's awareness through consistent content output.

Summary

WebWeave Studios is structured to produce:

- High-integrity content
- Broadly accessible storytelling
- Long-term cultural and brand value

It is not designed to compete on extremes.

It is designed to compete on quality, trust, and durability.

Final Position

WebWeave Studios is not trend-driven.

It is standard-driven.

- Trust over controversy
- Depth over noise
- Accessibility over exclusion
- Integrity over excess

In a saturated media landscape, that clarity is not restrictive—it is defining.

This is not just content production.

It is long-term brand construction through disciplined storytelling.

WebWeave — Revenue Integrity & Asset Value

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Carriage House Start-up Studio

Lot 32 Carriage House — First Operational Studio & Activation Hub

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Overview

The Lot 32 Carriage House is the **first operational foothold of Cedar Knob Nexus**—where production, fabrication, sales, and on-site activation begin in real form.

It is not a secondary structure.

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It is the initial working node of the platform's creative and operational system.
Positioned along the primary access corridor, it reflects the core philosophy:

- Work with the land
- Build with restraint
- Create value through execution

Site Strategy

Turning Constraint Into Functional Value

The structure is integrated into steep terrain through:

- Controlled excavation
- Terraced design
- Layered use of vertical space

Configuration:

- Lower level: garage and workshop
- Upper level: studio and office
- Integrated courtyard carved into slope

This converts difficult topography into a **productive, design-driven asset**.

First Studio — Immediate Production Capability

The upper level (~1,200 sq ft) serves as the **project's first on-site production studio**.

Core features:

- Open, flexible layout
- 12' x 16' green screen wall

Capabilities:

- AI-assisted content production
- Digital storytelling
- On-site filming
- Workflow development

Production begins here—not in a future phase, but **immediately within the development itself**.

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Early Activation Advantage

The carriage house allows the system to start **before full infrastructure is complete**.

This enables:

- System testing
- Workflow refinement
- Content creation
- Operational learning
- Visible proof of execution

By the time the Lot 29 studio is complete:

- Production is already active
- Systems are already refined
- The platform is already functioning

Workshop & Fabrication Backbone

The lower level (~1,200 sq ft + 3-car garage) functions as a **construction and fabrication support hub**.

Supports:

- Material storage
- Set-piece construction
- Custom fabrication
- Interior build components
- Hospitality and residential staging

This makes the carriage house part of both:

- The **creative system**
- The **construction and operations system**

Sales & Engagement Environment

The carriage house serves as the **first on-site engagement space**.

- Buyers and partners experience a working environment
- Not a temporary office or conceptual pitch
- A real, functional representation of the project

This creates:

- Stronger credibility
- Immediate understanding of the platform
- Experiential first impressions

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Mobile Studio Integration

The carriage house solves a key operational constraint:

- The mobile studio bus cannot operate effectively deep on-site

With Lot 32:

- Fixed production continues on the mountain
- Mobile unit remains externally deployed
- Functions are separated and optimized

Result:

- Continuous on-site production
- Expanded external reach
- More efficient system design

Bridge Between Phases

The carriage house connects:

- Early execution ↠ long-term buildout
- Mobile production ↠ fixed infrastructure
- Concept ↠ operational reality

It's both:

- A **temporary phase asset**
- A **foundational system component**

Long-Term Role

After the Lot 29 studio is complete, the carriage house continues as:

- Secondary production space
- Fabrication and workshop hub
- Operational support structure
- Value-enhancing asset tied to Lot 37

It remains relevant beyond its initial role.

Strategic Importance

Building this structure early:

- Accelerates production
- Supports sales momentum
- Improves operational readiness
- Establishes on-site credibility
- Enables system learning before scale

It creates forward motion **without requiring full capital deployment upfront**.

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Disposition Strategy

Upon transition to the Lot 29 Lodge Studio:

- The carriage house is planned to be **sold with the home build on Lot 37**

This converts:

- Early infrastructure ↠ realized asset value

Summary

The Lot 32 Carriage House is:

- The first working studio
- The first fabrication hub
- The first sales environment
- The first operational proof point

Final Position

The carriage house is where Cedar Knob Nexus becomes real.

- Not conceptual
- Not future-phase
- Not dependent on full buildout

It establishes:

- Immediate production capability
- Operational momentum
- Tangible execution

It is the first visible signal that the platform is active, functioning, and moving forward.

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AI Mobile Studio Bus

Mobile AI Studio Bus — Revenue, Strategy & Platform Role

Overview

The Mobile AI Studio Bus is underwritten with a **deliberately conservative utilization model**, reflecting:

- Limited early deployment
- Selective bookings
- Gradual operational ramp

Projected usage assumes **~1 day per week or less**, resulting in:

- **Annual Revenue:** ~$95,000 – $120,000

This is intentional. The model avoids overstatement while preserving upside.

Strategic Role

More Than a Revenue Line Item

The mobile unit is not just an income source—it is a **multi-functional platform asset**.

Core functions:

- On-site content production
- AI-driven guest experiences and media creation
- Event production for retreats and private groups
- External bookings (brand activations, trade shows, touring)

It operates across:

- Revenue generation
- Marketing
- Production
- Brand development

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Phased Production Strategy

Mobile First ›› Fixed Studio Next

The mobile unit enables **immediate production capability**, followed by expansion into the **Lot 32 Carriage House studio**.

This sequence provides:

- Early activation of production
- Continuous workflow development
- Seamless transition into fixed infrastructure
- No downtime between phases

By the time larger studio assets come online:

- Production is already active
- Systems are already functioning

System Design — Complementary Assets

The mobile studio and fixed studio are **not substitutes**.

They serve different roles:

Mobile Unit:

- External-facing
- Revenue-generating
- Touring and promotional
- Flexible deployment

Fixed Studio (Lot 32 / Lot 29):

- On-site production
- Stable infrastructure
- Scaled capacity

Together, they create a **dual-channel production system**.

Long-Term Value

Even after fixed studio expansion, the mobile unit remains critical:

- Off-site production capability
- Touring and audience development
- Book tours and promotional campaigns
- Overflow production capacity
- Ongoing marketing engine

It extends the platform beyond the physical property.

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Value Positioning

Underwritten Conservatively — Worth More Strategically

While modeled at ~$95K–$120K annually, the real value includes:

- Incremental multi-channel revenue
- Expanded audience reach
- Increased brand visibility
- Improved marketing efficiency
- Strengthened credibility of the studio platform

This creates **optionality**, not dependency.

Investor Perspective

Why the Conservative Model Matters

- Prevents overstating early performance
- Maintains credibility in projections
- Leaves room for upside through expanded usage

The asset is positioned as:

- **Low utilization in underwriting**
- **High potential in reality**

It is not required to carry the model—but can outperform it.

Summary

The Mobile AI Studio Bus provides:

- Modest, reliable base revenue
- Immediate production capability
- External market reach
- Marketing and audience growth
- Long-term platform utility

Final Position

The mobile studio is:

- A production tool
- A revenue asset
- A marketing engine
- A system extender

Modeled conservatively. Operating strategically. Valuable well beyond its line item.

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Lot 29 Lodge Studio

Lot 29 Boutique Lodge Studio — Revenue Architecture & Strategic Value

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Overview

The Lot 29 Boutique Lodge Studio is designed as a **layered, multi-channel revenue asset** integrating:

- Premium lodging
- Embedded production capability
- Experience-based monetization

Current projections reflect **only baseline lodging and limited studio use**, leaving meaningful upside unmodeled by design.

Core Asset Structure

Three Components | One Integrated Property

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1. Main Lodge | 8 Bed / 8 Bath

Function: Premium, large-format lodging

Designed for:

- Families
- Retreat groups
- Private events
- Production teams

This is the **base revenue engine** and supports:

- High weekly rates
- Flexible guest profiles
- Multi-purpose use without additional assets

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2. Private Apartment | 2 Bed / 2 Bath

Function: Operational housing layer

Provides:

- On-site staff and production housing
- Separation between guest and operational use
- Simultaneous studio + lodging capability

This increases **efficiency without affecting guest experience**.

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3. Studio Level | ~4,000 SF

Function: Production + experience environment

Includes:

- Open-format production space
- Green screen capability
- Stadium-style viewing room
- Future wine cellar activation

This creates a **second identity**:

- Not just lodging
- A working creative environment

Revenue Layers

Layer 1 — Lodging (Base Case)

- ~$5,000 per week baseline
- Primary modeled revenue

This alone supports the **core underwriting case**.

Layer 2 — Studio Access

Light Use:

- ~$1,000 – $2,000

Full Use:

- ~$3,000 – $7,500

Partially modeled, but still conservative.

Layer 3 — Experience Add-Ons

- Wine tasting (future): $500 – $2,000
- Event enhancements: $1,000 – $3,000

High-margin, **non-essential revenue layers**.

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Layer 4 — AI Media & Production (Unmodeled Upside)

The Differentiator

Guests can commission:

- Short-form teaser content (~$1,000)
- Narrative short films ($5K–$15K)
- High-end custom productions ($25K–$100K+)

This category is:

- **Not included in baseline projections**
- Treated as **discovery-stage upside**

WebWeave Integration — The Flywheel Layer

Guests may optionally distribute content via WebWeave.

This creates:

- Guest-funded content creation
- Platform-owned media assets
- Expanded content library without internal cost

Dynamic:

Guest pays ↠ Content created ↠ Platform gains asset ↠ Distribution generates value

This is structurally different from traditional hospitality.

Revenue Per Stay Scenarios

Baseline Guest:

- ~$5,000

Enhanced Stay:

- ~$7,500

Creative Experience:

- ~$9,000

Production Group:

- ~$13,000

High-End Experience:

- $35,000+

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Blended Underwriting Approach

To stay disciplined:

- 70–80% baseline usage
- 20–30% enhanced usage

Resulting blended range:

- ~$6,500 – $8,500 per stay

Annual Revenue Illustration

At ~40 bookings/year:

- **Conservative:** ~$260,000
- **Moderate:** ~$340,000
- **Upside (unmodeled):** $500,000+

Strategic Positioning

Three Assets in One

Lot 29 functions as:

1. Premium lodging asset
2. Production studio
3. Experience platform

This combination is:

- Rare in the market
- Difficult to replicate
- Aligned with high-value segments

Investor Read-Through

Why This Structure Works

- Base case stands on lodging alone
- Studio adds incremental revenue
- Experiences create high-margin upside
- Media integration creates long-term value

Key point:

Upside exists **without being required**.

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Summary

Lot 29 is structured to:

- Generate stable lodging income
- Expand revenue through studio use
- Increase per-stay value through experiences
- Feed a broader media ecosystem

Final Position

Lot 29 is not just a rental.

It is:

- A hospitality asset
- A production environment
- A content-generation platform

Underwritten conservatively.

Designed to earn beyond the model.

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Guest Producer Creative Engagement

Guest Producer Experience — Hospitality Meets Media Platform

Overview

Cedar Knob Nexus introduces a new category:

Hospitality-integrated media production with built-in distribution.

This is the **Guest Producer Experience** — a system where:

- Guests stay
- Guests create
- Guests own their work
- Guests can distribute it

It is not a novelty add-on.

It is a structured, professional-grade offering embedded into the platform.

Core Concept

Create, Own, Distribute

The model operates on a simple but powerful structure:

- Stay on-site
- Access full production infrastructure
- Create original media
- Retain ownership
- Optionally distribute through WebWeave Nexus

This removes traditional barriers:

- No need to source a studio
- No need to assemble a full crew
- No need to secure distribution separately

Everything exists within one system.

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Production Infrastructure

Guests and creators have access to:

- AI-assisted production tools (editing, effects, scene generation)
- Green-screen studio environments
- Professional production support (tiered)
- Cedar Knob music catalog for scoring
- 130+ acre natural backlot

This creates a **complete, on-site production ecosystem**.

Production Tiers

Tier 1 — Quick Content

- 1–2 minute teaser or promo
- Fast turnaround
- Entry-level access

Starting ~ $1,00

Tier 2 — Short-Form Narrative

- Story-driven short film
- Personalized scripting
- Higher production value

~ $5,000 – $15,000

Tier 3 — Full Production

- Feature-length or premium project
- Full scripting, multiple scenes
- Cinematic output

~ $25,000 – $100,000+

Distribution Layer — WebWeave Nexus

From Private Creation to Public Media

Every creator has the option to:

- Distribute their content through WebWeave Nexus
- Reach an existing audience
- Participate in monetization

Structure:

- Creator funds and owns the content
- Platform distributes and catalogs it
- Revenue is shared

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Open Distribution Model

Available to Every Creator

Any creator using the system receives:

- A direct path to distribution
- No need for separate deals
- Immediate access to a platform

This creates:

- Lower friction for creators
- Higher participation rates
- Continuous content inflow

Value Exchange

Creator	Cedar Knob Nexus
Owns their work	Gains content library
Access to production	Gains platform growth
Distribution opportunity	Gains scalable media assets
Audience exposure	Gains diversified programming

The Flywheel

This system creates a compounding loop:

Guest ↠ Creator ↠ Content ↠ Audience ↠ New Guests ↠ Repeat

- Guests fund content creation
- Content feeds the platform
- Platform drives new demand
- Demand brings new guests

Each cycle strengthens:

- Brand
- Audience
- Revenue potential

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Strategic Positioning

This is not:

- Just a lodge
- Just a studio
- Just a media company

It is a **hybrid system** combining all three.

Very few platforms offer:

- Destination + production + distribution in one environment

Investor Read-Through

Why This Matters

This layer creates:

- Additional production revenue
- Guest-funded content creation
- Expansion of media library at low cost
- Strong creator retention and loyalty
- Increased brand differentiation

Most importantly:

Content growth does not require proportional internal spend.

What Makes This Different

Traditional model:

- Studio funds production
- Platform carries cost
- Distribution is separate

Cedar Knob model:

- Guest funds production
- Platform gains content
- Distribution is built-in

That is a **structural advantage**.

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Summary

The Guest Producer Experience:

- Adds a premium revenue layer
- Expands the content ecosystem
- Builds long-term audience assets
- Turns guests into contributors

Final Position

This is not just a service.

It is a system where:

- Guests become creators
- Creators become partners
- Content becomes a platform asset

Create here.

Own it.
Distribute it.
Stay connected.
That loop is where the long-term value lives.

Feasibility Study — WebWeave Studio Concept (Western North Carolina)

Feasibility Study — WebWeave Studio Concept (Western North Carolina)

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1. Executive Assessment

A boutique, AI-assisted production campus integrated into a resort environment in Western North Carolina is **feasible**, but not as a traditional film studio.

It works as:

- A **hybrid production** + **hospitality** + **retreat model**
- Focused on **small-to-mid scale creators and productions**
- Anchored by **location, cost advantage, and integrated experience**

It does **not** work if positioned as:

- A competitor to Atlanta or Wilmington studio infrastructure
- A high-volume soundstage production hub

2. Market Environment

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Regional Production Landscape

North Carolina has an active but uneven production ecosystem:

- Wilmington ›› established film hub (large productions)
- Charlotte ›› commercial and corporate production
- Asheville / WNC ›› location-heavy, low-infrastructure

Western North Carolina specifically has:

- Strong demand for filming locations
- Limited production infrastructure
- High tourism traffic
- Existing creative community (music, art, festivals)

Conclusion:

There is location demand without corresponding infrastructure supply

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3. Target Market Fit

This concept is not for major studios.

It is well-aligned with:

Primary Segments

- Independent filmmakers
- AI-assisted creators
- YouTube / streaming creators
- Music video production
- Podcast / media production
- Documentary crews
- Brand content teams

Secondary Segments

- Retreat-based creators
- Educational workshops
- Artist residencies
- Small production teams needing full-stack environment

Key Insight

The fastest-growing segment in media is:

low-cost, high-output, small team production
This concept fits that segment directly.

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4. Competitive Positioning

What Exists

- Large studios (Atlanta, Wilmington)
- Urban production houses
- Rental studios (fragmented)

What Does NOT Exist

- Boutique production campus + lodging
- Integrated studio + nature + retreat
- AI-assisted creative environment
- Destination-based production model

Positioning

This concept sits in a **white space**:

> **Production + place + experience + cost efficiency**

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5. Location Advantages (WNC)

Strengths

- Scenic diversity (mountains, forests, water)
- Four-season visual variability
- Tourism infrastructure already exists
- Lower cost base than major markets
- Strong cultural identity (music, Appalachian heritage)

Constraints

- Distance from major production hubs
- Limited local crew depth at high levels
- Weather variability
- Infrastructure limitations (power, transport in remote zones)

Net Effect

Strong for:

- Content creation
- Mid-scale production
- Retreat-based work

Not ideal for:

- Large-scale film production logistics

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6. Revenue Model Feasibility

Viable Revenue Streams

- Studio rental (small productions)
- Production services (editing, AI workflows)
- Creator retreats
- Music / content production packages
- Event-based production (live content)
- Workshops / education
- Brand content creation
- Licensing (secondary)

Important Reality

Revenue will likely be:

- Moderate individually
- Strong when layered together

This is a **stacked revenue model**, not a single high-margin stream.

---

7. Integration Advantage (Critical)

The biggest strength is not the studio alone.

It is integration with:

- Lodging
- Restaurant
- Event space
- Natural environment
- Existing land asset

This creates:

A **closed-loop production ecosystem**

Where creators:

- Stay on-site
- Produce on-site
- Distribute from on-site

That is rare — and valuable.

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8. Operational Feasibility

Strengths

- Scalable in phases
- Can start small (mobile + carriage house)
- Low initial capital compared to full studio builds
- Flexible usage (studio + event + retreat)

Risks

- Requires consistent bookings to justify staffing
- Needs strong coordination (production + hospitality)
- Content pipeline must stay active
- Talent acquisition (producers, editors) is critical

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9. Risk Analysis

Primary Risks

- Demand overestimation in early years
- Underutilization of studio space
- Execution complexity across divisions
- Market awareness lag

Secondary Risks

- Competition from remote/at-home production setups
- AI commoditization reducing perceived value
- Economic cycles affecting creative spending

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10. Mitigation Factors

The concept is de-risked by:

- Not relying on studio revenue alone
- Being supported by hospitality and real estate
- Ability to pivot usage (events, retreats, rentals)
- Phased development approach

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11. Financial Viability Position

As a standalone studio:

- Moderate viability
- Requires strong utilization

As an integrated resort component:

- High strategic value
- Strong multiplier effect on core business

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12. Strategic Conclusion

This concept is:

- Not a volume-driven studio play
- Not dependent on Hollywood-level production

It is:

A **boutique production ecosystem designed for the next generation of creators**

It works because it combines:

- Location (WNC)
- Cost advantage
- Integrated experience
- Growing creator economy
- AI-assisted production shift

Final Feasibility Position

Feasible with strong upside — if positioned correctly

- High probability of success as an integrated component
- Moderate probability if treated as a standalone studio
- Strong long-term value through differentiation and brand

Bottom Line

This is not competing with existing studios.

It is creating a different category **A destination-based, AI-assisted, boutique production campus integrated into a live resort environment.**

That category does not currently exist in Western North Carolina. And that is where the opportunity is.

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The Total Value System

Cedar Knob Nexus is structured as an integrated value system—not a single revenue model. Each component of the platform generates value independently while reinforcing the others, creating a compounding effect over time.

This system converts:

- Land into income-producing assets
- Infrastructure into usable inventory
- Operations into recurring cash flow
- Demand into pricing power and absorption

The result is a platform that builds value during development and continues to perform after stabilization.

Core Value Layers

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1. Hard Asset Base (Foundation Value)

The platform begins with a controlled, infrastructure-ready land position:

- ~153 acres of mountain property
- Internal road systems and utilities
- Pre-developed and build-ready inventory

This provides:

- Tangible collateral
- Downside protection
- Long-term land appreciation

This is not speculative land holding.
It is a **real, controlled asset base with embedded value**.

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2. Revenue Activation Layer (Cash Flow Engine)

Early-stage assets convert land into immediate income:

- Geodesic domes
- Cottage rentals
- Short-term hospitality units

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These assets are:

- Low-cost relative to output
- Rapidly deployable
- Capable of generating revenue within months

This layer provides:

- Early cash flow
- Reduced development burn
- Operational proof of concept

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3. Capital Creation Layer (Recycling Engine)

Residential development is used to generate and recycle capital:

- Homes are constructed and sold
- Capital is recovered and redeployed
- Profits are reinvested into expansion

This creates a continuous cycle:

Build ↠ Monetize ↠ Reinvest ↠ Expand

This reduces reliance on external funding and accelerates development through execution.

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4. Stabilized Operations Layer (Income Base)

At maturity, the platform is anchored by recurring income:

- Hotel and lodging operations
- Restaurant and food service
- Music lodge and event venue
- Spa and wellness components
- Mixed-use and retail studio space

These assets operate as:

- Lease-backed or operator-driven revenue streams
- Predictable, recurring income

This establishes:

- Stable NOI
- Long-term income visibility
- Support for refinancing and valuation

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5. Demand Engine Layer (Market Capture System)

The platform includes a built-in demand engine:

- Bellavista Nexus Landing
- Public-facing commercial and hospitality entry point
- Event and gathering infrastructure

This layer functions as:

- Customer acquisition system
- Marketing and exposure platform
- Conversion funnel into the broader development

It addresses the primary challenge in mountain development: generating consistent demand.

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6. Media & Content Layer (WebWeave System)

WebWeave introduces a parallel value layer:

- Production and studio infrastructure
- Content creation and distribution
- Audience building and engagement
- Intellectual property development

It contributes through:

- Demand generation
- Brand amplification
- Additional revenue streams
- Long-term IP asset creation

This layer enhances the system but is not required for baseline performance.

System Integration

Each layer is interconnected and mutually reinforcing:

- Land is activated into revenue-producing assets
- Revenue funds development and expansion
- Development creates capital events
- Capital is reinvested into larger assets
- Stabilized assets generate recurring income
- Demand systems amplify visibility and absorption

This creates a closed-loop system where value is continuously built, realized, and expanded.

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Investment Structure

The system is designed so that:

- The base case is supported by real assets and operations
- Revenue is generated during development—not after
- Capital is recycled rather than consumed
- Multiple revenue streams reduce dependence on any single source

This provides:

- Downside protection through asset backing
- Upside potential through layered growth
- Multiple liquidity and exit pathways

Final Position

The Total Value System is:

- A phased, asset-backed development platform
- Built on multiple reinforcing value layers
- Designed to generate income during development and stabilize over time

It is not dependent on a single outcome.

It creates value through:

- Execution
- Capital efficiency
- Demand generation
- Long-term asset development

Bottom Line

The system works because:

- Each layer creates value independently
- Each layer strengthens the others
- Capital is deployed into assets, not overhead
- Demand is generated internally
- Income becomes stable at scale

The result is a platform that:

- Builds value during development
- Generates income at stabilization
- Continues to expand through disciplined execution

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Amenities

Lot 7 Pond & Amenity Development

Staged Capital Deployment — Incremental Value Creation Aligned With Project Growth

The Lot 7 Pond and Amenity Zone is developed through a **staged capital deployment model** to align construction progress with overall project growth, cash flow availability, and increasing site utilization.

Total projected investment across all phases: approximately **$400,000**, distributed over multiple years to minimize upfront capital strain while maximizing incremental value creation.

Capital Deployment by Year

2026 | Initial Activation Phase

Total Investment: $50,000

Month	Amount
November	$25,000
December	$25,000

Use of Funds:

- Initial excavation mobilization
- Site clearing and early earthwork
- Preliminary pond shaping and layout

Objective: Begin physical transformation of the site and initiate visible progress with minimal capital exposure.

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2028 | Core Pond Construction

Total Investment: $50,000

Month	Amount
January	$12,500
February	$12,500
November	$12,500
December	$12,500

Use of Funds:

- Full excavation of pond footprint
- Water retention system installation (liner or clay base)
- Drainage and overflow control
- Structural grading and stabilization

Objective: Complete full pond infrastructure and establish a functional water feature, creating immediate visual and experiential impact.

2029 | Experience & Feature Enhancement

Total Investment: $60,000

Month	Amount
January	$15,000
February	$15,000
November	$15,000
December	$15,000

Use of Funds:

- Waterfall construction (multi-tier feature)
- Stone shoreline and edge work
- Hardscape development (patios, walkways, seating zones)
- Lighting installation

Objective: Transform the pond into a fully realized destination feature, increasing guest engagement and strengthening the property's visual identity.

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2030 | Finalization & Monetization Layer

Total Investment: $225,000

Month	Amount
November	$40,000
December	$40,000

Use of Funds:

- Pavilion construction
- Outdoor kitchen installation
- Final hardscape expansion and integration
- Utility connections (water, power, drainage)

Objective: Complete the amenity zone as a functional, revenue-generating asset capable of supporting events, retreats, and premium guest experiences.

Total Investment Summary

Year	Investment
2026	$50,000
2027	$40,000
2028	$65,000
2029	$30,000
2030	$225,000
Total	**$400,000**

Strategic Rationale

This phased funding model allows for:

- **Controlled capital deployment** aligned with project growth
- **Immediate value creation** beginning in Year 1
- **Avoidance of costly rework** through early completion of core excavation
- **Progressive enhancement** of the asset to match increasing demand

Each phase independently increases both the functional utility and perceived value of the property, culminating in a fully developed amenity capable of supporting long-term revenue generation.

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Investor Perspective

By staging development:

- **Risk is reduced** through incremental investment
- **Capital efficiency is maximized**
- **The asset begins contributing** to branding and market positioning early
- **Final buildout aligns** with stabilized operations and higher utilization rates

This approach ensures the Lot 7 Amenity Zone evolves from a foundational land improvement into a **fully integrated hospitality asset** without requiring excessive upfront capital.

Integrated Trail & Disc Golf System

Cedar Knob Summit Connection — Guided Movement, Progressive Experience, Destination Endpoint

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Overview

The Cedar Knob Nexus trail system and disc golf course are designed as a **unified recreational network** that connects the lower property, amenity zones, and natural features to the **summit pavilion at the top of Cedar Knob**.

Rather than operating as separate amenities, the trail system and disc golf course are integrated into a **single continuous experience** that guides guests through the property, culminating at a primary destination node.

Concept Design

The system functions as a **guided movement corridor**, combining:

- **Walking and hiking trails**
- **Disc golf fairways and tee placements**
- **Scenic rest points and overlooks**
- **Access to key amenities** (pond, lodging areas, ridge lines)

The course and trails are co-aligned where appropriate, allowing guests to:

- Walk the property casually
- Engage in disc golf as an activity
- Experience progressive elevation and scenery
- Arrive at the summit pavilion as a final destination

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Guest Experience Flow

Entry Point | Cove / Lower Property

- Trailhead and initial access
- Introduction to course and walking paths

Mid-Level Experience | Pond & Amenity Zone

- Signature disc golf hole(s) near water
- Gathering and rest area
- Visual anchor within the system

Ascending Trail & Course Integration

- Progressive elevation gain
- Mixed wooded and open fairways
- Scenic viewpoints and rest nodes

Summit Destination | Cedar Knob Pavilion

- Final gathering point
- Event and social space
- Completion of trail and course loop

System Design Elements

- **Primary Loop Trail** — connects all major nodes
- **Disc Golf Integration** — 9–18 holes distributed along the trail network
- **Shared Corridors** — select overlap between trail and fairway paths
- **Dedicated Fairways** — separated where safety or playability requires
- **Wayfinding System** — signage guiding both hikers and players

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Phased Development

Phase 1 | Core Trail & Initial Course

- Establish main trail loop
- Install initial 9 disc golf holes
- Connect lower property to mid-level zones

Budget: $15,000 – $35,000

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Phase 2 | Expansion to Summit & Feature Integration

- Extend trail system to Cedar Knob summit
- Add additional holes (12–18 total)
- Integrate pond and scenic features into play
- Install rest areas and overlook points

Budget: $20,000 – $50,000

Phase 3 | Final Experience & Event Integration

- Complete connection to pavilion
- Install full signage and branding system
- Enhance course features and tee pads
- Prepare for organized events and group use

Budget: $20,000 – $45,000

Total Investment

$55,000 – $130,000

Why Disc Golf — And Why Now

One of the Fastest-Growing Outdoor Activities in the World

The disc golf market has experienced sustained, accelerating growth that directly supports Cedar Knob's positioning as a destination amenity.

Industry Data (2026 UDisc Growth Report)

Metric	Value
Courses worldwide	**17,287 across 99 countries**
Growth rate	**1,100+ new courses per year for 6 consecutive years**
Daily openings	**3 new courses per day** (2025)
Rounds played (2025)	**21.2 million** (UDisc-tracked)
Free courses	**89%**
9-hole install cost	**$9,000 – $18,000**
Travel for disc golf	**90%** traveled 20+ miles to play in past year
Destination trips	**58%** took a trip specifically to play disc golf

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UDisc 2026 Disc Golf Growth Report

Mountain Resort Alignment

Disc golf is particularly well-suited to mountain resort environments. According to *Ski Area Management*, mountain resorts are **tailor-made for disc golf**: abundant land, existing infrastructure, outdoor-enthusiast customer base, and modest capital requirements. Courses can be designed across flat or mountainous terrain, open or wooded settings.

Key advantages for resort-integrated disc golf:

- **Minimal investment** relative to other recreational amenities
- **Attracts destination travelers** — 58% of players take trips specifically to play
- **Generates non-winter room nights and on-site revenue**
- **Supports leagues, tournaments, and group events**
- **Appeals to a younger demographic** — 61% of PDGA members are age 20–39
- **Multi-generational** — families, casual players, and competitive athletes all participate

Disc Area Management

Economic Impact

Disc golf tournaments alone can generate significant economic activity. The PDGA Professional World Championships and College Disc Golf National Championship generated **over $4.5 million in economic activity** in York County from just two events — flowing into hotels, restaurants, shops, and local services. Innova

Smugglers' Notch Resort in Vermont — one of the premier disc golf destination resorts — now records **10,000+ rounds per year** at $15/day greens fees, contributing meaningful non-winter revenue and room-night generation. Their operation grew from a modest initial investment into two 18-hole championship courses, a pro shop, and a regular stop on professional disc golf tours — including hosting the **2018 PDGA World Championships**. Ski Area Management

Cedar Knob Advantage - Cedar Knob Nexus has several natural advantages for disc golf:

- **Elevation changes** from cove to summit (3,281 ft to 4,109 ft) create dramatic, memorable hole designs
- **Mixed terrain** — wooded corridors, open ridgelines, water features, rock outcrops
- **Existing trail infrastructure** reduces course development cost
- **Integration with the hospitality platform** — players stay in domes, cottages, or lodges
- **Event capability** — the amphitheater, pavilion, and amenity nodes support tournament hosting
- **Content opportunity** — tournaments & play generate media, social content, & brand visibility for WebWeave Nexus

At $55K–$130K total investment, the disc golf system is one of the highest-return amenities in the entire development — low cost, high engagement, strong destination draw, and alignment with a rapidly growing sport.

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Strategic Impact

This integrated system:

- **Creates a structured flow of movement** across the property
- **Encourages full-site exploration** rather than isolated use
- **Connects all major amenities** into a single experience
- **Establishes the summit pavilion** as a natural destination endpoint
- **Enhances perceived scale and value** of the development
- **Positions Cedar Knob as a disc golf destination** within the WNC corridor

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Revenue & Value Contribution

- **Increases guest engagement and length of stay**
- **Supports retreat programming and guided activities**
- **Enables small tournaments, leagues, and group events**
- **Strengthens marketing through experiential storytelling**
- **Improves lot desirability** through proximity to trail and course network
- **Generates potential greens-fee revenue** as the course matures
- **Attracts a younger, active demographic** that complements existing guest segments

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Investor Perspective

The integrated trail and disc golf system represents:

- **A low-cost infrastructure investment** ($55K–$130K)
- **A high experiential return** — one of the strongest engagement-per-dollar amenities available
- **A scalable and expandable asset** — grows from 9 to 18 holes as demand warrants
- **A strategic connector** between revenue-generating nodes across the property
- **A destination draw** — 58% of disc golfers travel specifically to play, creating incremental visitation

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Lot 35 Summit Pool & Activity Hub

The Defining Destination Amenity at the Highest Point of Cedar Knob Nexus

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Site Positioning & Terrain Strategy

Lot 35 represents one of the **premier homesites within the Cedar Knob Nexus development** — defined by its elevated position, long-range mountain views, and natural ridge-line contours. The site offers a rare combination of visual exposure and structural opportunity.

Rather than flattening the peak, the design positions the structure **slightly off the high point along the slope**, allowing for:

- **Reduced excavation and foundation costs**
- **Natural integration with the terrain**
- **Optimal alignment for infinity-edge pool placement**
- **Preservation of long-range sightlines**

The pool and primary gathering spaces are oriented toward the **fall line of the mountain**, creating a dramatic visual drop and maximizing the perceived scale of the view.

Integrated Facility Layout

Clubhouse & Activity Hub | 20' × 50' — 1,000 sq ft

A flexible, open-format indoor-outdoor environment divided into two primary zones:

Main Room | ~32' × 20'

- Open gathering space with **fireplace as central anchor**
- Configurable layout for meetings, events, and group use (**20+ people**)
- Indoor bar connection aligned with outdoor kitchen
- **Large opening door system** creating seamless transition to covered outdoor living space

Fitness Room | ~18'–20' × 20'

- **View-oriented workout space** overlooking pool and mountain range
- Equipped for trainer-led sessions and small group use
- Essential equipment: multi-functional trainer, treadmill, bike, rower, free weights
- Designed as a **boutique wellness space** rather than a full gym

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Central Core | ~8' × 20'

- Restroom and utility zone serving both spaces
- Consolidated plumbing and mechanical systems
- Storage and operational support

Outdoor Living & Covered Environment

Extending from the clubhouse, a **continuous roof system** creates a fully integrated covered outdoor living space:

- **Outdoor kitchen and service area**
- **Juice bar and refreshment station**
- **Covered seating and gathering zones**
- **Direct connection to pool deck**

This design prioritizes outdoor living while providing necessary protection from the frequent rainfall conditions typical of Western North Carolina.

Seasonal Adaptability

The covered outdoor areas are designed for **year-round usability**:

- **Removable side panel enclosures** (vinyl or similar materials)
- **Supplemental heating** (radiant floor zones and overhead heaters)
- **Flexible transition** between open-air and enclosed configurations

The space remains active across all seasons without requiring permanent enclosure.

Pool & Amenity Integration

- **~20,000-gallon infinity-edge pool** positioned along the slope
- **Infinity edge aligned with the natural fall of the land** for maximum visual impact
- **Integrated hot tub/spa** for year-round use
- **Automatic pool cover** for heat retention and operational efficiency
- **Pool deck** designed for both leisure and event use

The pool serves as the **central visual anchor** of the site, with all circulation and activity flowing toward it

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Programmed Use & Activation

A Multi-Use Asset — Not a Passive Amenity

The Lot 35 amenity is designed as an **active, multi-use asset** supporting a wide range of guest experiences and programmed activities:

- **Guest recreation and relaxation**
- **Boutique weddings and private events** (30–75 guests)
- **Retreat programming and group gatherings**
- **Trainer-led fitness sessions and wellness activities**
- **Instructional use**, including swimming lessons
- **Curated evening events and themed gatherings** — guest-requested experiences such as jazz nights, disco-themed events, and other seasonal or custom programming

This is the clubhouse.

Diversified use ensures **consistent activation** across different times of day and throughout the year — supporting both guest experience and revenue-generating opportunities while maintaining a controlled, boutique atmosphere.

Phase 1 Development Budget | Controlled Build

Component	Estimated Range
Infinity Pool & Systems	$120,000 – $170,000
Hot Tub / Spa	$8,000 – $15,000
Clubhouse (1,000 sq ft — structural build)	$70,000 – $120,000
Outdoor Kitchen & Covered Roof System	$25,000 – $50,000
Pool Deck & Initial Hardscape	$25,000 – $45,000
Total Phase 1 Investment	**$250,000 – $400,000**

Target Build: ~$250,000 (controlled initial phase)

Development Strategy

Phase 1 focuses on establishing a **fully functional and visually impactful summit amenity** while maintaining disciplined capital deployment.

The design allows for future upgrades — enhanced finishes, expanded event infrastructure, additional outdoor features — **without requiring rework of core systems**.

Adaptive Reuse & Exit Strategy

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Built-In Flexibility for Long-Term Repositioning

Lot 35 is intentionally designed to **preserve long-term flexibility**. While the primary objective is to operate the site as a premium shared amenity, the layout also supports **future conversion into a residential homesite**.

In a residential scenario:

- **The clubhouse transitions into a pool house**
- **The pool integrates directly** with a signature three-level sustainable home built along the descending slope
- **The amenity becomes a private, high-end residential feature**

This approach ensures the **underlying land value is preserved** and provides a clear repositioning pathway, protecting the investment from underutilization risk.

Strategic Impact

The Lot 35 Summit Pool & Activity Hub:

- **Establishes a defining destination** at the highest-value location within the development
- **Integrates terrain, views, and structure** into a cohesive experience
- **Supports premium positioning** for lodging, retreats, and events
- **Enhances overall project valuation** and market appeal
- **Functions as both a lifestyle amenity and a scalable revenue-supporting asset**

Investment Perspective

This development represents a disciplined, high-impact capital deployment that balances:

- **Immediate experiential value**
- **Controlled construction cost**
- **Long-term flexibility**
- **Multiple revenue pathways**

The combination of prime lot positioning, integrated design, and adaptive use potential ensures **Lot 35 remains one of the most valuable and strategically important components** of the Cedar Knob Nexus development.

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Nvnehi Trail System & Ganvuta Pass

Signature Experiential Infrastructure

Concept Overview

A curated network of ridge-line and forest immersion trails designed to transform the property into a **destination experience**.

- Reflective, low-impact trail design
- Rooted in Appalachian place identity
- Built for immersion, not traffic
- Creates emotional connection to land

Ganvuta Pass — Anchor Feature

The primary corridor and defining guest experience.

- Central trail spine connecting key zones
- Elevated scenic passage with long-range views
- Transition space (arrival → immersion)
- Future activation: overlook / fire circle / gathering node

Guest Experience Layer

Transforms passive land into active engagement.

- Forest immersion trails
- Ridge overlooks & photo points
- Rest / reflection stations
- Walkable loop system (repeat use)
- Clean, minimal wayfinding

Value Creation

Revenue Impact

- Higher nightly rates
- Increased length of stay
- Stronger repeat visitation

Market Differentiation

- Moves beyond “cabins + views”
- Positions as **destination, not rental**
- Story-driven brand identity

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Cost Efficiency

- Low capital vs built amenities
- Minimal maintenance
- Environmentally aligned

Brand & IP Value

- Creates a **walkable narrative system**
- Integrates with music, storytelling, and media
- Supports long-term brand expansion

Investor Takeaway

> **The Nvnehi Trail System and Ganvuta Pass create a high-impact, low-cost experiential layer that increases revenue potential, strengthens market positioning, and establishes the project as a destination-driven asset rather than a standard development.**

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Development Structure & Philosophy

Residential Design Philosophy — Modern Performance, Privacy-First Living

Walnut Hills | Residential Product and Technology Philosophy

The homes at Walnut Hills are designed to combine modern construction performance with long-term durability, privacy-conscious living, and practical owner control. The residential product is not based on novelty-driven technology or heavy dependence on rapidly changing smart-home ecosystems. Instead, the design philosophy emphasizes permanence, reliability, and selective integration of systems that improve comfort and function without creating unnecessary complexity.

This approach is intended to produce a differentiated housing product within the mountain market. Rather than delivering homes built around short-cycle consumer technology, Walnut Hills focuses on durable construction, integrated core systems, and future-ready infrastructure that preserves homeowner flexibility. The result is a residential offering that aligns modern performance with long-term usability and reduced obsolescence risk.

1. Residential Product Philosophy | Performance, Durability, and Owner Control

The residential philosophy at Walnut Hills is centered on building homes that perform well over time, remain functional without excessive technological dependence, and preserve owner choice. The goal is not to reject technology, but to use it selectively and intelligently.

This creates a product that prioritizes performance over novelty, permanence over rapid obsolescence, and owner control over default automation. In practical terms, the homes are intended to feel modern and high-quality without becoming dependent on systems that may age poorly, require continuous third-party support, or reduce long-term flexibility.

2. High-Performance Construction | Sustainable Materials and Long-Term Efficiency

The homes are designed to use advanced and sustainable construction methods, including hempcrete and other natural building materials that support both energy performance and long-term durability. These systems are intended to provide strong thermal mass, effective insulation, and a more stable interior environment across changing seasons.

This construction approach contributes to several strategic advantages. It improves energy efficiency, reduces long-term maintenance exposure, and supports a more durable building envelope than conventional light-construction approaches. It also aligns the residential product with the broader identity of Walnut Hills as a conservation-based, environmentally differentiated mountain community.

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3. Built-In Functionality | Integrated Systems Without Smart-Home Dependency

Rather than relying on app-driven or cloud-dependent smart-home packages, the homes are designed with durable, built-in functionality. This includes features such as whole-home audio through in-wall speaker systems, radiant floor heating for efficient and consistent comfort, and pre-wired infrastructure for lighting, media, and control systems.

The importance of this approach is that functionality is embedded into the home itself rather than outsourced to fragile or rapidly changing digital ecosystems. Mechanical and electrical systems are selected for reliability and permanence, reducing failure points and minimizing dependence on third-party platforms, subscriptions, or software ecosystems that may become obsolete.

4. Privacy and Owner Control | Selective Technology, Not Always-On Automation

A central element of the Walnut Hills residential model is privacy-conscious design. The homes are not intended to come preloaded with always-on listening devices, mandatory cloud-based control systems, or default smart-home ecosystems that collect unnecessary user data.

Instead, owners retain control over what connectivity and automation they choose to adopt. The baseline product is designed to function well without requiring constant external integration. This gives homeowners greater privacy, clearer system ownership, and more direct control over how much technology is actually embedded in their living environment.

5. Future-Ready Design | Adaptable Infrastructure Without Vendor Lock-In

Although the homes do not depend on smart-home ecosystems, they are designed to remain adaptable to future technologies. Pre-wired systems, integrated infrastructure, and flexible design standards allow owners to add upgrades over time without being locked into a single vendor, platform, or proprietary technology environment.

This is strategically important because it protects long-term relevance. The homes can evolve with owner preferences and future innovations, but they do not require those upgrades to remain functional or desirable. That balance between adaptability and independence helps reduce obsolescence risk and improves the long-term value proposition of the residential product.

6. Buyer Value Proposition | Reliability, Lower Maintenance, and Differentiation

This residential design philosophy creates several buyer advantages. It supports greater long-term reliability, reduces maintenance and replacement costs associated with fast-aging consumer technology, improves privacy, and offers a differentiated alternative in a market increasingly saturated with app-dependent smart-home packages.

For many buyers, especially those seeking second homes, mountain residences, or long-duration ownership, this can be a meaningful advantage. A home that performs well, feels modern, , and remains easy to operate over time offers a stronger ownership proposition than one built around rapidly aging devices, software dependency, and unnecessary system complexity.

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7. Conclusion | Modern Homes Built for Longevity, Privacy, and Control

The Walnut Hills residential product is designed to deliver modern construction quality, integrated built-in systems, privacy-conscious living, and long-term durability without locking homeowners into fragile technology ecosystems.

This creates a distinct market offering: homes that are contemporary in performance, disciplined in design, and flexible over time. In practical terms, the result is a residential product that supports comfort, resilience, owner control, and long-term value within a mountain market increasingly defined by quality, differentiation, and permanence.

Homesite Development Economics

Cedar Knob Nexus | Glamping-First Homesite Activation and Residential Conversion Model

Cedar Knob Nexus is built on a glamping-first homesite development strategy in which each site is intentionally developed as a high-end experiential environment prior to vertical residential construction. Rather than treating glamping as a temporary interim use, the model treats each activated site as a fully planned future homesite from the beginning, with access, grading, hardscaping, utilities, and outdoor living features designed to remain relevant to the eventual residence.

This approach changes the conventional sequence of mountain development. Instead of marketing raw lots and asking buyers to imagine future value, Cedar Knob Nexus creates improved, revenue-producing, and emotionally compelling homesites first. Hospitality validates the desirability of the site, permanent improvements establish embedded land value, and the eventual home is delivered on a homesite that has already been experienced, monetized, and market-tested.



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1. Homesite-First Development Strategy | Build the Site Before the Home

The core principle of the model is that the homesite itself is the first product. Each site is developed as a complete experiential setting before a residence is constructed, allowing the land to function immediately as both hospitality inventory and future residential product.

This strategy is actively deployed across core sites, including Lots 11, 32, 33, and 34, where development is focused on creating exceptional homesites with both immediate use value and long-term residential relevance. Each of these lots is being improved and activated prior to vertical construction, allowing them to function as income-producing geodome glamping sites while simultaneously being positioned for future residential development.

By improving the site first, Cedar Knob Nexus ensures that each future residential offering enters the market as a finished place rather than a speculative parcel. This approach establishes usability, enhances buyer confidence, and demonstrates real-world value before a home is ever built.

As a result, this strategy elevates the purchaser profile, attracting buyers aligned with the vision of the community, while also increasing the baseline value of each property within the development.

This model will serve as the standard approach moving forward for all future lots strategically acquired, strengthening the overall profile of the community and enhancing the value of any properties incorporated into the Cedar Knob Nexus plan. This forward-looking potential is further outlined within the Strategic Acquisitions section of this plan, with a defined runway of up to ten years built on a fully integrated ecosystem model—designed to continually attract and circulate guests, convert them into long-term seasonal participants, and ultimately transition a portion into future homeowners within the community.

2. Site Preparation and Permanent Improvements | Infrastructure That Carries Forward

Each activated homesite is developed with durable and permanent improvements intended to enhance the long-term residential outcome rather than interfere with it. This includes full site preparation and grading, utility integration, water and septic planning, power access, and outdoor living environments that remain part of the final homesite character.

These improvements may include fire pit and gathering areas, sauna and hot tub installations, integrated landscape design, and terraced hardscaping. Each site also includes a designated home build envelope, ensuring that the initial activation strengthens the ultimate residential plan and preserves a clear path to future construction.

3. Experiential Ownership Pathway | Let Buyers Experience the Homesite Before They Commit

One of the strongest advantages of this model is that prospective buyers are able to live within and experience their future homesite before construction begins. Through geodome activation, buyers can stay on a specific site, evaluate its views, privacy, and surroundings, and form a direct emotional connection to the location.

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This creates a more powerful ownership pathway than traditional lot sales. A buyer can identify a site, experience it firsthand, and move directly into contract to build a custom home while the homesite is still operating as a luxury glamping accommodation. The property itself becomes the most effective sales tool.

4. Hospitality as the Sales Platform | Guest Experience as Real Estate Conversion

Under this model, hospitality and sales are intentionally integrated. Geodomes function not only as revenue-generating accommodations, but also as active showcase environments for future homes. Buyers may book multi-night stays to evaluate a specific homesite, schedule midweek visits centered on property tours, or experience multiple locations across the development before selecting a preferred site.

This creates a hybrid model in which hospitality becomes the primary sales platform and each stay becomes a potential transaction opportunity. Rather than relying on traditional lot showings, Cedar Knob Nexus allows buyers to experience ownership conditions before committing, materially improving conversion potential and supporting premium pricing.

5. Impulse Ownership and Direct Contracting | Converting Peak Engagement into Sales

In addition to planned buyer visits, the model is designed to capture impulse ownership opportunities. High-end guests may discover the property organically through their stay, form an immediate attachment to a specific site, and be presented with a clear and direct pathway to secure that homesite.

This enables on-the-spot contracting directly from the guest experience, converting hospitality demand into real estate transactions without a conventional sales cycle. The emotional peak of the stay becomes the moment of highest sales leverage, creating a more dynamic and efficient ownership funnel than a traditional brokerage-driven model.

6. Geodome Placement and Transition Discipline | No Conflict with Future Construction

A critical component of the strategy is that geodomes are intentionally positioned outside the designated home build envelope. This ensures that the hospitality layer does not interfere with future construction and that early activation improves, rather than compromises, the residential plan.

When a site transitions to residential use, the geodome is removed, relocated to a new activation site, or, where appropriate, used temporarily during the home-build period. No geodomes remain once a home is completed, preserving the integrity, privacy, and long-term character of the residential environment.

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7. Standardized Expansion Model | Repeatable 12-Site Framework

For planning and underwriting purposes, the same glamping-first strategy is intended to extend to future acquisitions, including targeted tracts such as the **Harkin** and **Hunt** properties. Because these tracts are not yet subdivided into final lot configurations, the development plan identifies **12 equivalent homesites** for modeling purposes.

Each of these homesites is assumed to be developed as a glamping-activated site using the same approximate **$450,000 per site** improvement standard. This provides a repeatable financial and development framework regardless of the final parcel configuration and allows future expansion to be assessed through a consistent operational model.

8. Dual-Use Activation and Revenue Generation | Income Before Vertical Construction

Each homesite is initially activated as a high-end glamping accommodation, allowing it to generate value before a home is ever built. This creates immediate short-term rental income, ongoing site utilization, and repeated buyer exposure through lived experience.

That dual-use structure is strategically important because it allows each homesite to prove its desirability in the market before the capital intensity of full residential construction begins. Every activated site functions both as hospitality inventory and as future residential product, improving capital efficiency and reducing speculative risk.

9. Phased Residential Monetization | Build a Portion, Hold the Balance

Although the broader model contemplates a 12-site framework, only a portion of those homesites are expected to be built and sold in the initial cycle. The current plan assumes **five homes** will be constructed and sold in the first phase, while the remaining sites are retained either as income-producing glamping assets or as future residential inventory.

This preserves flexibility between build, sell, and hold decisions. Each completed home incorporates a fully developed homesite with an embedded site value of approximately **$925,000**, contributing to total home pricing in the **$1.8 million to $2.0 million**+ range. Site development is therefore not treated as sunk cost alone; it becomes part of the residential value structure and part of the eventual pricing logic.

10. Strategic Outcome | Pre-Validated Sites, Stronger Pricing, Repeatable Expansion

The strategic outcome of this model is that each homesite is validated before the home is built. Revenue begins before vertical construction. Buyers form emotional attachment before purchase. Hospitality functions as a direct sales channel. Site desirability is proven through actual guest demand rather than theoretical marketing. And the project retains flexibility to either build, sell, or continue operating each site depending on market timing.

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This creates a stronger and more defensible residential monetization model than conventional lot development. By developing homesites first and structures second, Cedar Knob Nexus ensures that each residential offering is pre-validated, fully improved, and positioned for maximum value at the time of sale.

11. Acquire, develop, recreate and release into Cedar Knob Nexus.

All properties acquired will provide the homesite development into revenue strategy, with potentially homesites for development over the next decade.

Offering dozens of high-end glamping sites, while building 3 to 5 high value home annually.
12. Conclusion | Hospitality-Led Residential Conversion with Embedded Site Value

Cedar Knob Nexus uses a glamping-first homesite activation model to turn raw land into revenue-producing, market-tested, and emotionally compelling residential inventory. Each site is improved as a future homesite from day one, allowing hospitality revenue, buyer engagement, and site enhancement to occur before the residence is built.

The result is a repeatable development framework in which glamping validates demand, hospitality accelerates sales conversion, site improvements carry forward into the residential product, and only a portion of the total inventory needs to be built in the initial cycle for the strategy to begin generating meaningful value. This approach allows the project to monetize land more intelligently, price homesites more credibly, and integrate hospitality and residential development into a single, scalable system.

Resilient Living Space — Secure Basement Suite

Walnut Hills | Reinforced Basement Suite and Residential Resilience Design

Each home at Walnut Hills is designed to include a reinforced, multi-use basement suite that combines everyday livability with built-in resilience. Rather than treating protected space as a separate or single-purpose bunker, the design integrates it directly into the home as functional square footage that adds value under normal conditions while also providing an added layer of security during severe weather or other emergency situations.

This approach reflects the broader residential philosophy of Walnut Hills: spaces should be durable, practical, and valuable in daily life while also supporting long-term owner confidence. The basement suite is therefore designed not as redundant space, but as a dual-purpose environment that enhances flexibility, usability, and resilience within a single integrated design.

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1. Configuration and Integration | Built into the Residential Plan

The reinforced basement suite is incorporated directly into the structural layout of each home rather than added as an afterthought. In typical configurations, it represents approximately **25 percent of the total basement footprint**, generally ranging from **400 to 500 square feet**, with a typical width of approximately **12 to 15 feet** depending on the final home design.

This proportion is significant because it allows the space to remain large enough for meaningful daily use while still functioning efficiently as a protected, enclosed environment when required. By integrating the suite into the overall floor plan from the outset, the design ensures that the space contributes to both the utility and marketability of the home.

2. Everyday Functionality | Flexible Space for Daily Living

Under normal living conditions, the suite is intended to function as fully usable interior space rather than dormant emergency infrastructure. Depending on owner preference and home layout, it may serve as a private suite or guest apartment, home theater or media room, office or studio workspace, or recreational and flex-use area.

The suite is designed to include a **full bathroom**, finished interior surfaces suitable for long-term occupancy, and a layout that can be adapted to the homeowner's needs. This everyday functionality is central to the value proposition. The space is useful whether or not it is ever needed for emergency conditions, ensuring that the additional square footage contributes to quality of life as well as long-term property value.

3. Structural and Safety Features | Reinforced, Controlled, and Durable

The basement suite is constructed with enhanced structural and protective features intended to provide a higher level of durability and environmental control than conventional finished basement space. These features include a **reinforced concrete enclosure**, a **sealed entry system** designed for controlled isolation, and an **independent ventilation system** that can support a more protected internal environment when necessary.

These design elements are important because they provide a meaningful resilience layer without compromising the livability of the space. The suite remains part of the home's normal interior program, but it is built with a level of protection and control that adds security, durability, and functional distinction.

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4. Resilience Capability | Everyday Space with Emergency Readiness

In the event of severe weather or other emergency conditions, the suite is capable of functioning as a protected shelter area. The reinforced enclosure provides structural protection, the controlled ventilation system supports a more secure air environment, and the enclosed layout creates a safe interior zone for occupants.

This resilience capability is intended to be practical rather than theatrical. The value of the space lies in the fact that it is already part of the home and already usable on a daily basis. As a result, emergency readiness is built into the residence without requiring a separate or visually disruptive shelter concept.

5. Design Philosophy | Dual-Purpose Utility Without Compromise

The design philosophy behind the suite is straightforward: the space should be useful every day, valuable in emergencies, & integrated seamlessly into the overall home. This distinguishes it from single-purpose bunker concepts that can add cost & complexity without improving daily living.

By contrast, the Walnut Hills approach treats resilience as an extension of good residential design. The suite is intended to enhance flexibility, strengthen the durability profile of the home, and provide an additional layer of owner confidence without sacrificing comfort, aesthetics, or practical use.

6. Buyer Value Proposition | Functional Space, Added Security, Stronger Differentiation

This feature creates multiple buyer advantages. It adds functional square footage and flexibility, increases both perceived and real property value, provides built-in resilience without sacrificing usability, and differentiates the home in a competitive housing market where most products do not meaningfully address long-term durability and emergency readiness.

For buyers seeking second homes, mountain residences, or long-duration ownership, this can be especially compelling. A home that offers both everyday comfort and integrated resilience represents a stronger ownership proposition than one that provides only standard living space without added security or structural foresight.

7. Conclusion | Livable Space with Built-In Resilience

The reinforced basement suite is designed to deliver everyday livable space, structural durability, and emergency readiness within a single integrated residential feature. By combining daily functionality with protected design, it strengthens both the usability and the long-term value of the home.

Within the broader Walnut Hills residential philosophy, this feature reflects a consistent approach: durable design, practical flexibility, and owner-focused resilience. The result is a more complete residential product — one that supports comfort in normal conditions and confidence in extraordinary ones.

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Assessment of the Walnut Creek / Cedar Knob Easement

Walnut Hills | Conservation Asset, Environmental Value, and Integrated Platform Overview

The Walnut Creek Conservation Easement is one of the defining assets within the Walnut Hills platform. Encompassing approximately 117 acres within the broader Cedar Knob landscape, it provides a permanent environmental foundation that strengthens the project's long-term positioning, land value stability, and development logic. Its significance is not limited to preservation. The easement contributes directly to the overall structure of the project by protecting a rare mountain landscape, reinforcing low-density premium use, and supporting the identity of Cedar Knob as both a destination setting and a branded landmark.

Within the larger Cedar Knob Nexus concept, the conservation asset serves several functions simultaneously. It preserves ecologically significant land, protects watershed and forest systems, supports the physical and experiential quality of the surrounding property, and establishes a durable natural backdrop for hospitality, residential, retreat, and media-related uses. In this way, the conservation easement is not peripheral to the project; it is part of the project's underlying value architecture.

1. Ecological and Conservation Significance | Rare and Verified Natural Asset

The easement contains a rare high-elevation ecological system within the Blue Ridge Mountains, including high-elevation granitic domes and one of the largest documented complexes of Montane Red Cedar-Hardwood Woodland in North Carolina. These features are significant because they represent rare natural communities with limited distribution, sensitive habitat conditions, and high long-term conservation value.

This level of ecological rarity gives the property unusual distinction within the regional market. Rather than relying on generalized claims of natural beauty, Walnut Hills is supported by a documented conservation asset with recognized environmental significance. That distinction strengthens both the credibility and defensibility of the broader platform.

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2. Water, Watershed, and Environmental Stability | Protected Headwaters and Resilience

The easement includes approximately 4,350 linear feet of perennial and intermittent streams that feed Ledford Branch, Walnut Creek, and ultimately the Cullasaja River watershed. These headwater resources contribute to riparian protection, watershed health, aquatic habitat support, and long-term landscape resilience.

From a project standpoint, these environmental features reinforce the long-duration quality of the land. Protected water systems improve ecological integrity, reduce the risk of landscape degradation, and help preserve the character that supports both premium use and long-term value retention.

3. Protected Landscape Context | Connected to a Larger Conservation System

The Walnut Creek easement benefits from strong surrounding landscape context. It lies within the Grindstone Knob Significant Natural Heritage Area, is located near additional recognized natural heritage areas, and sits close to the Nantahala National Forest and other conserved lands.

This protected context increases the strategic importance of the asset. The easement is part of a broader mountain conservation system rather than an isolated tract. That supports ecological continuity, limits incompatible surrounding pressure, and strengthens the long-term preservation value of the property. For Walnut Hills, it means that the environmental quality of the easement is reinforced by the larger landscape around it.

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4. Biodiversity, Habitat, and Landscape Quality | Ecological Depth and Identity

The property supports documented rare species and high-quality habitat conditions, including Granite Dome Goldenrod, Rockshag Lichen, Sullivant's Maned-Moss, and Round-Leaf Serviceberry, along with additional watch-list species and broader wildlife habitat value. The easement also provides high-quality forest interior conditions and refuge value for native wildlife, including black bear and wild turkey.



This biodiversity profile contributes to the project in two ways. First, it confirms the ecological depth of the land itself. Second, it supports a stronger project identity rooted in authenticity, stewardship, and preserved mountain character. In a market where many properties compete on views alone, documented habitat quality provides a more substantive form of differentiation.

5. Elevation, Terrain, and Physical Character | Scarcity and Natural Defensibility

The conservation area occupies a high-elevation setting ranging from approximately 3,400 to 4,100 feet. It includes ridge systems, steep slopes, major rock outcrops, native hardwood forest, pine-oak communities, and established access through existing roads and trails.

These physical attributes are important because they contribute directly to the land's scarcity, defensibility, and experiential quality. The terrain and elevation reinforce a sense of separation, mountain identity, and protected natural character. Those conditions support the long-term positioning of the property as a low-density, premium mountain environment rather than a conventional development tract.

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6. Forest Character and Long-Term Natural Value | Mature Mountain Landscape

The easement contains multiple mature forest types, including Chestnut Oak Forest, Montane Oak-Hickory Forest, Pine-Oak/Heath Forest, and rare Montane Red Cedar-Hardwood Woodland. Large-diameter trees and mature forest structure indicate long-duration ecological stability and reinforce the visual and environmental quality of the site.

This mature forest character adds value beyond conservation. It enhances the experience of place, supports habitat depth, and strengthens the distinction of the broader property. It also preserves a quality that would be difficult and time-consuming to recreate if lost.

7. Stewardship and Management Framework | Conservation-First Execution

The conservation easement is supported by a practical stewardship framework that emphasizes preservation of streams, buffers, sensitive habitats, rare plant communities, and major natural features. The management approach favors clustering use near existing access points, minimizing land disturbance, monitoring invasive threats, and working from a conservation-first model rather than a purely decorative environmental theme.

This framework is important because it demonstrates that the property is being treated as a managed natural asset. The conservation strategy supports long-term ecological integrity while also providing a disciplined structure for how selective use and adjacent development should be approached.

8. Relationship to the Micro Eco-Wellness Resort | Low-Density Premium Hospitality

The conservation setting directly supports the project's hospitality concept as a Micro Eco-Wellness Resort. The highest-value use of this type of landscape is not large-scale density, but low-density, high-quality hospitality integrated into a protected mountain environment.

Within that framework, domes, eco-cottages, retreat spaces, trails, gathering areas, and wellness-oriented amenities can be positioned to work with the land rather than against it. The easement and surrounding protected landscape preserve the privacy, quiet, ecological authenticity, and mountain identity that make this hospitality model credible. In practical terms, the conservation asset helps define the guest experience and supports premium positioning for wellness, retreat, and nature-based stays.

9. Relationship to the 130-Acre Backlot Campus | Natural Production Infrastructure

The broader Cedar Knob environment also supports the concept of a 130-acre backlot campus. In this context, the land functions not only as scenic background, but as usable environmental infrastructure for content creation, production, retreat programming, live sessions, and destination storytelling.

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The ridgelines, forest interior, rock outcrops, trails, and preserved mountain character provide a controlled natural setting that can serve visual, experiential, and production purposes. This makes the property more versatile than a standard hospitality site. It allows the same land base to support both guest use and media use while maintaining a consistent landscape identity.

10. Cedar Knob as Branded Icon and WebWeave Nexus Asset | Owned Identity and Media Value

Cedar Knob plays an important strategic role as the identifiable landmark within the broader platform. Its ridgeline, rock forms, and high-elevation setting give the project a distinct visual identity that can function as a recurring symbol across hospitality, residential, and media-related uses.

This is where WebWeave Nexus becomes relevant. Because Cedar Knob is part of the owned landscape, it can function as more than a name or marketing reference. It can operate as a branded icon tied to a real place: a mountain setting that anchors the visual identity, storytelling, and content strategy of the broader platform. This gives WebWeave Nexus a stronger foundation than a stand-alone media concept, because the brand is connected to controlled land, protected landscape, and a destination environment with physical continuity.

11. Studio-Campus-Resort Neighborhood Structure | Integrated Use and Compounding Value

Taken together, the conservation asset, eco-wellness hospitality concept, backlot campus logic, and Cedar Knob brand identity support a broader studio-campus-resort neighborhood framework. In this structure, the land is capable of supporting multiple integrated layers of use, including conservation, hospitality, retreats, selective residential value, and media-oriented activity.

This integration is important because each layer reinforces the others. The protected landscape strengthens the hospitality experience. The hospitality layer strengthens the destination identity. The destination identity supports WebWeave Nexus and related brand activity. The media and brand layer, in turn, increases visibility and strengthens the long-term premium position of the broader property.

12. Strategic Value to the Overall Project | Scarcity, Brand Strength, and Defensibility

The Walnut Creek Conservation Easement contributes strategic value across several dimensions. It creates documented environmental differentiation, reinforces scarcity, protects viewsheds and landscape quality, reduces overdevelopment risk, and supports a more credible premium positioning for the surrounding project.

It also acts as a stabilizing element within the overall Cedar Knob Nexus concept. By preserving an ecologically significant portion of the land base, it helps ensure that surrounding hospitality, residential, and brand-related uses are anchored by authentic environmental quality rather than manufactured character. This improves both the durability and the long-term defensibility of the broader platform.

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13. Conclusion | Permanent Conservation Anchor and Premium Value Layer

The Walnut Creek Conservation Easement is a rare, high-elevation ecological asset with verified environmental significance, mature forest character, protected water resources, and long-term strategic importance. It serves as a preservation anchor within Walnut Hills while also supporting the broader logic of the project as a low-density premium mountain platform.

Within Cedar Knob Nexus, the easement helps make possible a more integrated model: a protected mountain landscape supporting a Micro Eco-Wellness Resort, a 130-acre backlot campus, and a studio-campus-resort neighborhood anchored by Cedar Knob as a recognizable and ownable landmark. In that role, the conservation asset does more than protect land. It helps define the identity, quality, and long-term value structure of the entire project.



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Cultural Overview

Cedar Knob Nexus is positioned as more than a real-estate or hospitality development. It is conceived as a place-based cultural environment where land, conservation, hospitality, media, and creative production operate together within a unified identity. The cultural value of the project comes from the fact that the mountain itself carries meaning: ecological rarity, regional distinctiveness, and historical and cultural resonance combine to give the site a depth that conventional development cannot manufacture.

Within that framework, culture is not treated as decoration or afterthought. It is embedded in the land, expressed through design, reinforced through experience, and extended through media and storytelling. This creates a platform in which the property functions simultaneously as destination, setting, creative environment, and long-term brand asset.

1. Cultural and Place Significance | Landmark, Memory, and Regional Identity

Cedar Knob is presented as more than land alone. It is a rare high-elevation granitic dome landscape with distinctive ecological character and cultural resonance within the Appalachian region. Its significance extends beyond scenery because it carries the qualities of a landmark: elevation, rarity, physical recognizability, and a deeper sense of place.

The mountain is also associated with historical and cultural memory, including its connection to the seasonal homeland of the Keyiseti Cherokee. That combination of environmental distinction and cultural depth gives Cedar Knob a stronger identity than a typical mountain tract. It establishes a foundation rooted in place, memory, and regional meaning rather than in purely commercial positioning.

2. EcoHood and Conservation-Based Living | Preservation Integrated with Use

The Cedar Knob Nexus concept integrates residential and lodging environments with conservation principles rather than treating development and preservation as opposing forces. Sustainable building systems, including hempcrete and other low-impact approaches, are intended to align with the natural terrain, reduce unnecessary disturbance, and support long-term stewardship of the land.

This creates a conservation-based living model in which the built environment is shaped by the landscape rather than imposed upon it. The result is not only environmental sensitivity, but also a stronger market identity. Preservation becomes part of the experience of living, staying, and participating in the place.

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3. Trails and Experiential Landscape | The Land as Part of the Guest Experience

The property includes a network of trails, outdoor pathways, and landscape experiences designed to make the mountain itself part of the project's hospitality and cultural framework. These paths support recreation, exploration, environmental awareness, and both guided and self-directed engagement with the site.

In practical terms, this means the landscape is not merely viewed; it is experienced. The trails and experiential layers help translate the conservation value of the land into a guest-facing and community-facing asset. This strengthens the project's ability to function as a destination environment rather than simply a collection of structures on a mountain site.

4. Media as Cultural Anchor | Storytelling Connected to Place

Cedar Knob Nexus incorporates a creative and narrative layer that connects the physical property to a broader audience. Music, media, and storytelling tied directly to the location allow the project to build an identity that extends beyond physical visitation and beyond conventional hospitality marketing.

This cultural-media integration is important because it turns the site into a source of ongoing narrative value. Content produced on and about the property reinforces its meaning, deepens its audience connection, and allows the project to participate in regional culture rather than simply borrow from it. In this model, media becomes a cultural anchor that strengthens the land-based identity of the platform.

5. Technology and Asset Creation | Digital Extension of the Physical Landscape

The project also includes a technology and production layer focused on content creation, distribution, and digital asset development tied to the property. This allows Cedar Knob Nexus to operate in both physical and digital environments at the same time.

The significance of this layer is that it expands the reach of the property without diluting its place-based character. Intellectual property, digital media, and branded content can all emerge from the site itself, allowing the land to function not only as a physical asset, but also as a generator of scalable creative value. This broadens the economic and cultural role of the property beyond conventional real estate.

6. The Creative Campus | Hospitality, Production, and Community in One Environment

Cedar Knob Nexus is designed to support a range of creators and participants, including writers, musicians, visual artists, content creators, production teams, retreat guests, and workshop participants. In this sense, the project operates as a creative campus as well as a hospitality environment.

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This structure creates a place where work, retreat, production, and residence intersect. It allows the property to support not only temporary visitation, but also cultural activity and creative use that reinforce the broader identity of the site. The result is a more layered and functional environment than a standard resort or residential development.

7. Where Culture Meets Technology | Integrated Identity and Strategic Differentiation

The core strategic idea behind Cedar Knob Nexus is that land, conservation, culture, and modern production systems can be integrated into a single platform. The project brings together protected mountain landscape, sustainable development, experiential hospitality, storytelling, creative production, and digital asset creation in a way that allows each layer to support the others.

This integrated structure is what gives the project cultural and strategic differentiation. Rather than functioning as a conventional development with a marketing overlay, Cedar Knob Nexus is positioned as a place-based cultural system. The land provides authenticity, the experiences create engagement, the creative output extends visibility, and the technology layer allows that identity to circulate beyond the property itself.

8. Conclusion | Cultural Value as a Long-Term Platform Advantage

Cedar Knob Nexus is developed as a place-based cultural and experiential environment in which land provides identity and long-term value, sustainable development supports preservation and differentiation, experiences drive engagement and visitation, and creative output extends the brand beyond the property.

This integrated approach strengthens both market positioning and long-term value creation. By linking the physical landscape to cultural identity, hospitality, and creative production, Cedar Knob Nexus becomes more than a mountain development. It becomes a platform where place itself serves as the foundation for both experience and enterprise.



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Platform Vision & Upside Alignment

Walnut Hills | Platform Vision and Upside Alignment

Walnut Hills is not being developed as a standalone resort or a single-use real-estate project. It is conceived as the foundational layer of a broader platform that integrates real estate, hospitality, and creative production into a unified operating system designed for phased growth and long-term expansion.

The boutique community and micro-resort represent the first executable layer of that system. They establish early revenue, create a physical destination with identity and experience, and provide a controlled setting for brand development, content creation, and future platform extension. From that base, the project is intended to expand into a broader ecosystem that includes experience-driven hospitality, retreat programming, creative production, intellectual property development, and brand-led demand generation that extends beyond the physical site.

1. Foundational Platform Structure | Real Estate as the Base Layer

Walnut Hills begins with a hard-asset foundation. The land, lots, infrastructure, and phased development capacity provide the structural base from which the broader platform is built. This base layer creates immediate asset value while also supplying the physical setting for every later phase of hospitality, creative use, and brand expansion.

This is important because the project does not start with an abstract concept or a media strategy detached from real property. It starts with controlled land, tangible development potential, and a destination environment capable of supporting both near-term monetization and long-term platform growth.

2. Boutique Community and Micro-Resort | Initial Operating Backbone

The boutique community and micro-resort serve as the project's first operating engine. They establish early-stage revenue through lodging and residential development, create a destination with a defined sense of place, and provide the experiential layer that allows the property to function as more than a passive landholding.

In strategic terms, this operating backbone does three things at once. It generates cash flow, validates market demand, and creates the environment in which the project's broader brand and platform identity can begin to take shape. Rather than waiting for full buildout to become relevant, Walnut Hills begins creating value from the earliest phases of execution.

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3. Creative Production and Intellectual Property | Expansion Beyond Physical Real Estate

From its operating base, Walnut Hills extends into creative production and intellectual property development. This includes content creation, media production, storytelling, and platform-based brand assets tied directly to the property and its identity.

This layer matters because it gives the project an expansion path beyond physical occupancy alone. Real estate and hospitality create the setting; creative output extends that setting into a scalable cultural and media dimension. In this way, the property functions not only as a destination, but also as a source of ongoing intellectual and brand value.

4. Brand-Driven Demand | Extending Reach Beyond the Site

One of the defining features of the Walnut Hills model is that demand is not expected to come solely from external listing platforms, pass-through tourism, or traditional marketing channels. Over time, the platform is designed to generate a meaningful portion of its own demand through brand identity, storytelling, content, and community engagement.

This creates an important strategic advantage. As the project matures, the brand becomes more than a promotional tool; it becomes an operating asset. That asset can support repeat visitation, audience development, retreat and event demand, and broader awareness that strengthens the performance of the physical property itself.

5. Layered Value Creation | Independent Components, Integrated System

Each major component of Walnut Hills is designed to have standalone value while also contributing to the larger system. Real estate creates immediate and long-term asset value. Hospitality generates recurring income and customer flow. Experiences and events increase per-guest revenue and strengthen engagement. Creative output and content extend visibility and build long-term brand equity.

The strategic advantage lies in the interaction of these layers. Demand can be generated both internally and externally. Revenue is diversified across multiple functions rather than concentrated in a single use. Asset value can grow alongside operating performance rather than apart from it. The result is a more resilient structure than a conventional single-use development.

6. Asymmetric Opportunity | Hard-Asset Base with Layered Upside

The investment structure is designed to create alignment between capital deployed and long-term upside. Entry value is grounded in tangible land, development rights, and early-stage execution potential. Initial revenue streams begin prior to full buildout. Capital can be recycled into higher-value assets over time. Multiple liquidity and value-realization pathways can exist through income generation, refinance, asset appreciation, or sale.

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This creates an asymmetric profile. The downside is supported by real land and development value, while the upside is driven by stacked revenue streams, operational growth, and platform expansion. In practical terms, the project is not relying on one perfect outcome. It is structured so that the base case is supported by assets and the upside is amplified by integration.

7. Execution Philosophy | Phased Success, Not All-or-Nothing Success

The strategy is not dependent on reaching maximum scale in order to succeed. The project is intentionally phased so that early stages can stand on their own financially while later stages expand the upside rather than carrying the full burden of the investment thesis.

This is a critical point. Even partial execution can produce meaningful value if the land is activated correctly, hospitality is established, and the early operating model performs. Later phases are intended to compound results, not rescue the model. That disciplined sequencing improves flexibility, reduces execution pressure, and creates a more credible path to long-term growth.

8. Platform Positioning | From Micro-Resort to Broader Ecosystem

Walnut Hills should be understood as a platform-first project. The micro-resort is the point of entry, not the endpoint. Around that first layer, a broader ecosystem is intended to develop — one built on real estate, hospitality, experience programming, creative production, and brand-led demand.

That positioning is what distinguishes the project from a traditional boutique resort or mountain subdivision. The goal is not simply to open rooms or sell lots. The goal is to establish a proven operational base that can support a broader and more valuable system over time.

9. Conclusion | Base-Case Support with Long-Term Upside

Walnut Hills is not a single project dependent on one outcome. It is a phased platform in which the base case is supported by real assets, early revenue, and tangible development value, while the upside is driven by expansion, brand formation, creative output, and long-term system integration.

This structure creates a high-alignment opportunity. Real estate provides the foundation. Hospitality provides early cash flow. Experiences and events deepen monetization. Creative production and brand development expand the platform's reach. Even partial execution can produce meaningful value, while full execution creates a broader enterprise with significant long-term upside.

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Basically Done - Multi-AI Critical Consensus

Cedar Knob Nexus is not a conventional mountain development with branding added after the fact. It is a story-native real estate platform: fee-simple land, hospitality activation, homesite monetization, and original intellectual property are being built as one integrated system. That is the differentiator.

The hard-asset floor is already visible. Under the project's current internal valuation framework, Tier I land and infrastructure support an estimated base value of roughly **$3.8M-$4.7M** before assigning material value to the conservation layer, cultural scarcity, branded media engine, or long-term franchise potential. That matters because the creative upside is not carrying the deal; the land is. The IP sits above the floor as asymmetric upside, not as a speculative substitute for asset value.

1. Investment Thesis | Scarcity Below, Optionality Above

The project has two forms of scarcity working at the same time.

The first is physical scarcity: a large, elevated, utility-ready mountain asset in Sugar Fork Township with platted lots, existing infrastructure, and a constrained regional land supply. The second is narrative scarcity: an owned story world, music catalog, and branded media framework tied directly to the site rather than licensed from outside. Most developments can buy marketing. Very few can own mythology.

That combination creates unusually defensible value. If the project only executes as land, infrastructure, selective lot release, and hospitality activation, there is still a hard-asset case. If the broader system works, investors are not just holding mountain real estate; they are holding a real-estate-backed media and brand platform.

2. Scarcity and Floor Value | A Defensible Asset Before Media Upside

The key investor point is simple: this is not an "all-story, no-substance" proposition.

The project's internal valuation framework already supports a credible progression from **Tier I floor value** to **Tier II marketable development value** to **Tier III strategic scarcity value**. In that framework, the land, lots, and infrastructure create the floor; the conservation and ecological layer strengthens the middle; the cultural positioning, branded identity, and rarity create the premium tier. That means the core asset does not need full media success to justify its existence.

In investor terms, the development is underwritten first as controlled mountain inventory with infrastructure and selective release potential. The branded universe, creative IP, and media engine then expand the ceiling. That is a far more defensible posture than underwriting the project as pure hospitality, pure land speculation, or pure content.

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3. Real Estate Development Model | A Category-Different Development Concept

The real estate concept itself is unusually strong because it does not treat the site as a passive backdrop.

Cedar Knob Nexus is structured as a **story-native development**. The mountain is not merely where product sits; it is the physical setting of the brand, the experiential entry point for guests, the emotional context for buyers, and the production environment for future media. The micro-resort becomes a demand engine. Homesites become premium inventory. The studio-campus dimension converts the landscape into owned production infrastructure. The result is a development model where hospitality, residential absorption, and brand formation reinforce one another instead of operating as separate silos.

That is rare in real estate. Traditional developments sell lots, homes, or nights. This model sells access to a place, identity, narrative world, and owned cultural environment. That supports pricing power because the buyer is not evaluating a commodity mountain parcel; the buyer is evaluating entry into a branded ecosystem.

4. Brand / WebWeave | Why the Novel Matters Economically

Basically Done matters because it gives the project a root system.

Without a foundational narrative asset, most destination projects are forced to manufacture brand identity through design language, ad spend, and borrowed aesthetics. Here, the project starts with original story, original characters, original themes, and an owned emotional architecture. That makes the brand more coherent, more extensible, and harder to replicate.

Based on the five-platform review summary you provided, the manuscript is being read not as a one-off creative artifact but as a trunk asset capable of supporting sequels, episodic adaptation, character extensions, music-linked narrative expansion, and a wider studio-campus identity. For valuation purposes, that is important because it turns brand from a soft marketing function into a potential asset class.

5. Media / Production | The Press Hook Is Stronger Than the Book Alone

The media attention value is not only that an independent novel exists. The real story is that an outsider creator developed original long-form IP, edited and distributed it independently, and is using AI-assisted episodic adaptation to move from manuscript to series without waiting for studio permission, publisher approval, or legacy industry validation.

That narrative lands directly inside larger market shifts. Self-published titles with ISBNs topped **2.6 million** in 2023, up **7.2%** year over year, while traditionally published titles fell to **563,019**. Publishers Weekly reports that self-published authors now outpace traditional publishing by more than two million titles annually, with Kindle Direct Publishing authors having earned more than **$3.5 billion** in royalties over ten years. That is not fringe behavior anymore; it is structural disintermediation.

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The broader media environment is moving the same direction. Reuters Institute reported that declining trust and engagement are pushing public figures to bypass legacy gatekeepers through direct channels such as podcasts, YouTube, and social distribution. The same report found that **76%** of publishers expect staff to behave more like creators, **50%** plan to partner with creators, and **28%** are looking to build creator studios or joint ventures. In other words, the gatekeeper institutions themselves are reorganizing around the creator logic this project is already using.

6. Media / Production | Why the AI-Series Angle Has Real Attention Value

The strongest media angle is not "an author used AI." That is already becoming common. The stronger angle is that a founder is using AI to convert a proprietary novel into a chapter-by-chapter episodic universe while retaining control of the underlying IP, the distribution path, and the physical destination attached to the story.

That positioning aligns with emerging industry behavior. USC's analysis of Showrunner describes AI-powered TV creation as blurring the line between viewers and filmmakers, lowering production barriers and opening "work-from-home filmmaking," while one early AI-native series format reportedly generated more than **80 million views**. The significance is not that AI replaces writers; it is that AI compresses the path from story ownership to visual output and multiplies the surface area for audience capture.

Variety reported a forecast from Tencent Video's CEO that **10%–30%** of long-form film and animation could soon be "dominated by or deeply involving AI," with short-form already seeing major cost compression and AI-native companies taking substantial share in some segments. Whether or not the high end of that forecast materializes, the direction is clear: AI is reducing the capital barrier between independent IP ownership and visual media execution.

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The sharper and more credible line is this: **Hollywood's gatekeeping monopoly is what's becoming obsolete.**

Axios described AI and independent creators as "upending the way entertainment gets made and who gets paid," even framing the shift as an existential threat to Hollywood's traditional labor structure. That does not mean studios disappear. It means the old assumption—that story incubation, adaptation, audience building, and distribution must flow through the legacy system first—is breaking down.

So the provocation around *Basically Done* should be framed carefully. The project does not literally prove that Hollywood ceases to exist. What it can credibly demonstrate is something more useful: that a determined outsider with owned IP, AI-assisted production tools, direct distribution, and a physical branded destination can now perform functions that once required a publisher, a development executive, a studio buyer, and a traditional distribution stack.

That is a much stronger thesis because it is defensible.

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8. Brand / WebWeave | Why This Can Generate Earned Media

The press value sits in the collision of several narratives at once.

First, there is the outsider-founder narrative: a creator operating outside institutional pipelines. Second, there is the anti-gatekeeper narrative: independent writing, editing, release, and adaptation without permission from legacy tastemakers. Third, there is the AI-disruption narrative: chapter-by-chapter conversion of a proprietary story universe into a series format. Fourth, there is the real-estate-backed narrative: the IP is not floating online alone; it is tied to a mountain property, a resort concept, and a studio-campus vision.

Those elements are not individually rare. Their combination is. That is what gives the project earned-media potential. It can be covered as a publishing story, a creator-economy story, an AI-filmmaking story, a real-estate innovation story, or a broader "new model for building a world outside Hollywood" story.

9. Defensible Valuation | Why the Media Layer Can Matter Financially

The most important valuation point is that the media layer can amplify the real estate without needing to fully monetize like a conventional studio.

If the novel, music, and AI-series output increase attention, audience formation, and brand recognition, they can improve occupancy, increase direct booking efficiency, enhance homesite desirability, raise perceived uniqueness, and strengthen exit narratives. Deloitte's media research highlights that social media and creators increasingly drive viewers to shows, movies, and games, while fandom and creator ecosystems are becoming central to lifetime value. That is directly relevant here: the content engine does not have to become Netflix to create value; it only has to deepen demand and widen the funnel into the physical asset. Source Source

That is why the upside is strategic rather than speculative. The land can stand on its own. The media can increase the value of the land. And if the media scales independently, investors gain a second upside track that is not capped by lot count or ADR alone.

10. Conclusion | Hard Investor Takeaway

The strongest investor case is this: Cedar Knob Nexus has a **real asset floor**, a **scarcity-driven location thesis**, and a **category-different development model**. *Basically Done* strengthens that case by giving the project an owned narrative core that can be expanded through independent distribution, AI-assisted episodic media, music, and the WebWeave framework without surrendering control to traditional gatekeepers.

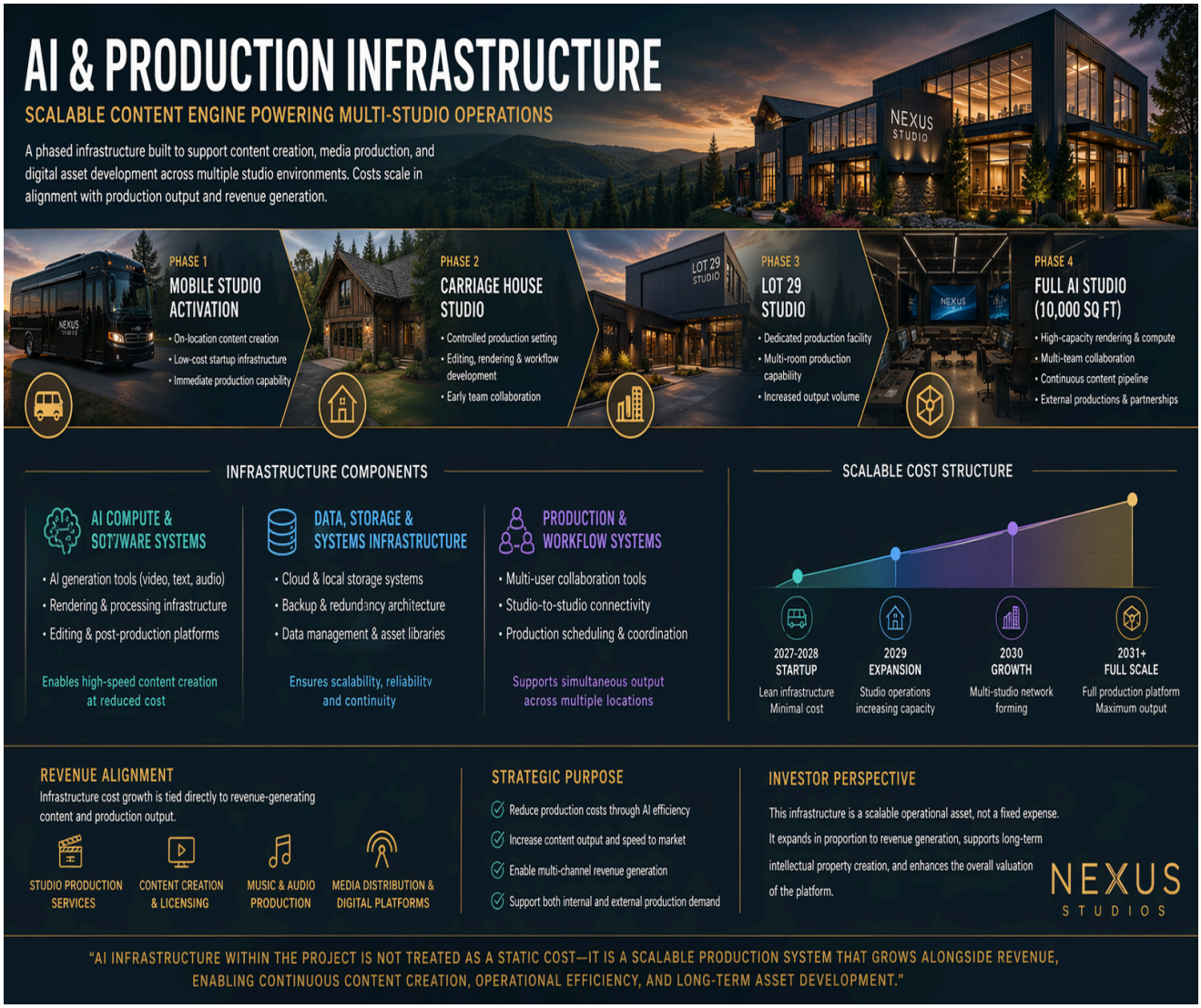
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AI Studio Feasibility

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Production Cost Advantage vs Traditional Studio Model

Walnut Hills | System-Based Content Production Model

Walnut Hills / Cedar Knob Nexus is designed to execute content production without reliance on traditional studio infrastructure, large crews, or conventional film-industry cost structures. The model combines technology-enabled production tools, repeatable systems, and scalable access to talent in a way that materially lowers cost, compresses timelines, and reduces execution risk.

This is not a smaller version of the old studio model. It is a different model: technology expands capability, structure reduces dependency on legacy experience, and phased execution replaces large upfront commitment.

1. Technology and Production Model | Traditional Barriers Have Been Removed

Historically, producing film or episodic content required large crews, specialized facilities, and multi-million-dollar budgets. That structure concentrated cost before audience demand was proven.

Walnut Hills is built on the opposite assumption: those barriers are no longer absolute. AI-assisted production tools and digital platforms now allow visual generation, editing, sequencing, sound integration, and rapid refinement within a much lighter infrastructure model. Work that once required a full studio environment can now be executed by a small, coordinated team with dramatically lower overhead.

2. System-Based Execution | Structure Replaces Legacy Dependency

Execution is not dependent on deep prior film-industry experience. It is based on a repeatable system.

That system includes structured narrative architecture, episodic formatting, defined visual and tonal direction, step-by-step production workflow, and controlled editing and assembly. The point is not to eliminate craft, but to replace guesswork with process. Structure becomes the operating discipline.

3. Internal Production Capability | The Platform Owns the Means of Production

Core production capability is internalized through the mobile AI studio, integrated software tools, and a controlled content pipeline.

That allows Walnut Hills to retain direct control over output, reduce outsourcing costs, and accelerate development cycles across owned media. Internal production does not just improve efficiency — it avoids a major layer of external production expense and allows the studio system to pay for itself repeatedly through avoided spend.

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4. Scalable Talent Access | Local Advantage Supports Growth

The platform benefits from close proximity to Western Carolina University, creating access to a relevant and scalable talent pool across film and digital media, music and audio production, communications, and marketing.

That talent can be utilized through internships, apprenticeships, project-based support, and early-career contributors building portfolios. This creates a flexible workforce pipeline without requiring the fixed overhead of a traditional studio staffing model.

5. Hybrid Team Structure | Professional Quality Without Full Studio Overhead

The model combines internal production systems, local emerging talent, and targeted professional input where precision matters most.

Professional support can be applied selectively for editing polish, sound mastering, and key production refinement. This preserves quality without absorbing the cost structure of a full conventional studio team. The result is a leaner and more capital-efficient production model with quality control at the right stages.

6. Iterative Production | Lower Risk, Better Output, Faster Refinement

Unlike traditional production models that require large commitments before market response is known, the Walnut Hills system is built for incremental production and continuous improvement.

Content can be created and released in stages. Audience response can be measured in real time. Quality can improve across releases as workflows mature and feedback becomes visible. This reduces upfront risk, allows midstream adjustment, and keeps production aligned with actual audience behavior rather than static early assumptions.

7. Distribution and Audience Layer | Content and Reach Build in Parallel

The content system does not operate in isolation. It runs alongside the broader Walnut Hills platform, including distribution, touring, audience development, and broader WebWeave-related brand expansion. That means production, release, audience growth, and identity formation can happen simultaneously. Content supports the platform, and the platform creates context and amplification for the content.

8. Strategic Value | A Realistic Alternative to Traditional Studio Economics

This model is achievable because several structural conditions now align: technology has lowered production barriers, a repeatable system reduces dependency on legacy experience, talent access is local and scalable, internalization controls cost, and execution is phased rather than all-or-nothing.

That combination creates a realistic pathway to producing professional, cohesive media output without the capital burden and organizational friction of a traditional studio model.

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9. Conclusion | Controlled Production, Scalable Capability

Walnut Hills / Cedar Knob Nexus is not pursuing a traditional film-production strategy with a smaller budget. It is pursuing a system-based execution model in which technology enables capability, structure replaces guesswork, local talent supports scale, internal production controls cost, and iterative release improves quality over time.

The result is a credible, executable pathway to producing professional content without traditional studio constraints, without traditional staffing burdens, and without traditional capital exposure.

Studio Platform

Absolutely — here is the **polished investor-memo rewrite** of that section, with tighter structure, stronger sequencing, and clearer separation between **baseline production revenue** and **upside from owned content/IP**.

Walnut Hills | Studio Platform and Phased Production Strategy

Immediate Capability, Early Revenue, and Demand-Driven Scale

The Walnut Hills studio platform is structured as a **phased, capital-efficient production system** designed to activate immediately through mobile capability and scale into a permanent, higher-capacity studio environment over time. The model prioritizes early revenue, operational validation, and disciplined capital deployment, ensuring continuous production capability from launch through full studio buildout.

This matters because the studio is not being approached as a large upfront infrastructure bet. It is being built in stages, with each phase designed to function independently, generate revenue, validate demand, and justify the next layer of expansion. The result is a production platform that grows through use rather than speculation.

I. Phase I | Mobile Production and Platform Launch (2026-2027)

The platform begins with a **mobile production unit**, which serves as the activation engine for both WebWeave Nexus and the *Basically Done* pilot. This phase establishes immediate production capability without waiting for permanent studio infrastructure to be completed.

From launch, the mobile unit enables:

- Immediate content creation for owned media
- Early audience development and distribution
- Establishment of internal production workflows and operating systems

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At the same time, the mobile platform operates as a revenue-generating service division through:

- On-location commercial and branded production
- Remote bookings across regional and national markets
- Off-site production independent of Walnut Hills infrastructure

That structure is strategically important. It ensures the platform is **revenue-active from inception**, while also building operational experience, market exposure, and pipeline demand ahead of physical studio completion.

II. Phase II | Carriage House Studio Operations (Projected Summer 2027-Summer 2029)

With completion of the **Carriage House**, production transitions into a centralized on-site studio environment that establishes Walnut Hills' first permanent production capability. This phase creates the bridge between mobile production and full studio-scale operations.

The Carriage House is designed to function as:

- Primary production studio and control center
- Editing and post-production hub
- Client intake and sales office
- Workshop and fabrication space

Most importantly, it introduces **early on-site studio functionality** well before full studio completion. Planned capability includes:

- Dedicated green screen production environment of approximately **12 ft x 16 ft**
- Controlled indoor shooting space for interviews, branded content, and digital media
- Entry-level studio services for boutique productions

This is a meaningful step because it allows Walnut Hills to begin offering on-site studio services roughly **two years before** completion of the larger Studio Lodge. That materially accelerates revenue potential and strengthens the case for later expansion.

III. Early Hybrid Model | Production Plus Accommodation

Before full lodge infrastructure is built, Walnut Hills can support production teams through its early lodging base, including **glamping domes and cottage units**. This creates a hybrid production-and-accommodation model during the middle phase of buildout.

That early structure enables:

- Multi-day production bookings on-site
- Bundled production and lodging packages
- Destination-style production experiences prior to full resort completion

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It also opens the door to additional studio-adjacent revenue opportunities tied to the green screen and controlled environment, including:

- Tourism-driven media experiences
- Memorabilia and branded content creation
- Visitor-facing production packages linked to the property

This positions Walnut Hills as a **boutique destination production environment** well before the final studio phase is delivered.

IV. Phase II Operating Structure | Mobile Acquisition, On-Site Fulfillment

During the Carriage House phase, the platform operates as a **hybrid system**.

The mobile unit continues to function as the front-end acquisition tool and external revenue channel, while the Carriage House becomes the primary hub for on-site execution, client hosting, editing, and production fulfillment. In simple terms:

Mobile production drives demand ›› Carriage House fulfills and hosts production on-site

That operating structure improves unit economics in several ways. It increases revenue per project, extends booking duration, raises client experience value, and creates stronger attachment between production work and the property itself.

V. Phase III | Studio Lodge Development (Lot 29) (Projected Summer 2029 Completion)

Once demand is established and platform logic is proven, production transitions into its final phase with completion of the **Lot 29 Studio Lodge**.

This facility is intended to provide:

- High-capacity, purpose-built production space
- Advanced filming, staging, and technical infrastructure
- Multi-project operational capability
- Full integration with lodging and experiential systems

At that stage, the operating model becomes more mature:

- Primary production operations shift to the Studio Lodge
- The Carriage House transitions into a support and secondary production role
- Mobile production continues as both pipeline generator and external revenue source

This final phase transforms the studio from a capable boutique system into a more substantial destination production platform with greater throughput, better technical capacity, and stronger integration with the broader Walnut Hills ecosystem.

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VI. Revenue Model | Conservative Baseline, Layered Upside

The revenue model is intentionally underwritten on a **conservative baseline**. Core projections assume only external client production revenue, including:

- Commercial and branded production
- Independent media projects
- Studio and green screen production services
- Mobile and off-site production work

Just as important is what is **excluded** from the baseline. The underwriting does **not** rely on:

- WebWeave Nexus monetization
- *Basically Done* content revenue
- Music catalog licensing
- Streaming or distribution income

That distinction is critical. It means the studio platform is being evaluated first as a stand-alone production business with external revenue logic. Owned content and IP remain upside — not a requirement for baseline performance.

VII. Strategic Advantages | Why the Phased Model Works

The studio platform carries several structural advantages.

First, **mobile launch eliminates downtime** and allows production revenue to begin immediately. Second, the **Carriage House creates early on-site studio functionality** years before full studio buildout. Third, the integration of **production plus lodging** allows Walnut Hills to operate as a destination production site in early phases, not just in the final buildout. Fourth, each phase scales based on **actual usage and booking demand**, which improves capital discipline. Fifth, owned content and media assets create long-term upside **without being required** to justify the studio platform economically.

That combination makes the model significantly stronger than a conventional all-at-once studio build. It is phased, revenue-aware, and demand-validated at each step.

VIII. System Integration | Studio Inside the Larger Platform

The studio platform is not a detached business line. It operates inside a broader **vertically integrated ecosystem**.

Lodging supports production teams and increases occupancy. Experiential offerings create hybrid production-and-tourism packages. The marketing layer can tie content directly to place and identity. WebWeave Nexus serves as a distribution and amplification layer. The result is a system in which the studio benefits from the property, and the property benefits from the studio.

That integration is strategically valuable because it allows each part of the platform to strengthen the others without forcing the studio business to carry the entire investment thesis on its own.

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IX. Bottom Line | Immediate Activation, Early Revenue, Scalable Capacity

The Walnut Hills studio platform is designed to:

- Launch immediately through mobile production
- Establish early on-site capability through the Carriage House
- Generate revenue before full infrastructure buildout
- Scale into a higher-capacity studio environment with demonstrated demand

This is the core strength of the model: it does not wait for perfection to begin operating, and it does not require full buildout to justify itself economically.

The platform activates through mobile production, establishes early on-site capability through the Carriage House, and scales into the Lot 29 Studio Lodge—ensuring continuous operation, early revenue, and demand-driven growth at every stage.

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Residential Build Philosophy

Modern Capability, Traditional Control

Walnut Hills Residential Strategy

Walnut Hills is not being designed as a conventional “smart home” development. The residential strategy takes the opposite position: **modern performance without digital dependence**. Homes are built around physical reliability, owner control, privacy-first infrastructure, and long-term resilience rather than cloud-connected devices, surveillance-enabled ecosystems, and third-party platform dependency.

This distinction is critical. Most new construction embeds convenience systems that increase exposure to data harvesting, remote compromise, forced obsolescence, and external control. Walnut Hills is positioned against that trend, delivering modern comfort and technical capability while preserving privacy, mechanical simplicity, and functional independence.

I. Core Design Principle | Modern Performance Without Digital Exposure

The philosophy is simple: **high capability, low dependency**.

Homes are designed to deliver strong environmental performance, modern comfort, and long-life durability **without forcing owners into app-driven or cloud-based systems**.

This creates a clear separation from standard inventory. Walnut Hills is not offering gadget-driven housing—it is offering **controlled, resilient luxury housing**.

II. Technology Strategy | What Is Deliberately Excluded

A key part of the product is what is intentionally not included. Excluded systems:

Technology	Rationale
Wi-Fi-dependent core infrastructure	Reduces vulnerability
Cloud-linked thermostats and locks	Maintains owner control
Surveillance-centered systems	Privacy-first design
Voice assistants	Eliminates data harvesting
Third-party remote access	Prevents external compromise
Platform-dependent ecosystems	Avoids long-term dependency

This is not anti-technology. It is **disciplined technology selection**, eliminating unnecessary exposure in critical systems.

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III. Built-In Systems | Controlled Technology

Walnut Hills is not low-tech—it is **controlled-tech**.

Systems prioritize hardwired, owner-controlled infrastructure:

- Whole-home hardwired audio
- Wired network capability
- Centralized mechanical controls independent of cloud systems

This improves reliability, reduces failure points, and allows future upgrades without locking the home into obsolete platforms.

IV. Mechanical & Environmental Performance

The homes rely on **building science, not apps**.

Key systems:

Feature	Benefit
Radiant floor heating (PEX)	Durable, efficient, no cloud reliance
Thermal mass integration	Passive temperature control
Passive solar orientation	Reduced mechanical load
Natural airflow design	Lower operating costs
Cooling-tube concepts	Reduced HVAC dependency

These systems are proven, long-life solutions that maintain performance over time.

V. Material Strategy | Long-Life Construction

Walnut Hills is built on **durable, high-performance materials**:

Material	Advantage
Hempcrete	Fire resistance, mold resistance, thermal stability
Cordwood	Natural insulation, unique aesthetic
Local timber	Regional sourcing, character
Stone	Durability, thermal mass
Reclaimed materials	Sustainability and design value

This is not surface-level sustainability. These materials create **long-life, low-maintenance structures** with real performance advantages.

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VI. Product Category | Resilient Private Luxury Housing

Walnut Hills defines a distinct category:

Resilient Private Luxury Housing

Aligned buyer segments:

Buyer Type	Alignment
Eco-conscious	Sustainable, high-performance materials
Second-home buyers	Low maintenance, durability
Privacy-focused	No surveillance infrastructure
Resilience-minded	Built-in security features
High-net-worth	Premium, differentiated product

This creates a rare offering: a home that is **premium, private, and operationally independent**.

VII. Secured Basement Suite | Functional Dual-Use Asset

A defining feature is the **secured lower-level suite**.

- Approximately **350–450 square feet**
- Integrated into the basement structure
- Designed for both **daily use and resilience**

Use cases:

Daily Function	Emergency Function
Guest suite	Secure shelter
Office / studio	Lockdown environment
Theater / living space	Long-duration habitation

This is not a bunker—it is a **functional extension of the home**.

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VIII. Secured Suite Specification

Built for real performance:

Component	Specification
Structure	Reinforced concrete
Entry	Sealed steel
Ventilation	Independent system
Plumbing	Dedicated support
Options	Backup power, filtration, secure storage

This is a **true integrated resilience system**, not a symbolic feature.

IX. Buyer & Pricing Impact

The secured suite is a major value driver:

- Adds **usable square footage**
- Expands functional versatility
- Appeals to multiple buyer segments

Estimated perceived value:

$300,000 – $400,000 per home
Comparable context:

Standalone systems (e.g., Atlas-style shelters) can exceed $400,000+ installed
Walnut Hills integrates this value directly into the home at a fraction of that cost.

X. Strategic System Integration

Walnut Hills is not building individual homes—it is building a **complete living system**:

Component	Role
Land	Protected asset base
Homes	High-performance residences
Materials	Durable, long-life construction
Systems	Owner-controlled infrastructure
Secure suite	Embedded resilience

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XI. Closing Position

Walnut Hills delivers a residential product that is materially different from standard market inventory.

It rejects:

- cloud dependence
- surveillance infrastructure
- fragile smart-home systems

It prioritizes:

- durability
- privacy
- control
- long-term performance

The result is a rare offering:

Luxury mountain homes built for independence, resilience, and long-term value.

This is not a design preference.

It is a competitive advantage.

Executive Summary (Verbal)

> **"We're not building smart homes—we're building controlled homes. High performance, no dependence, built to last, and designed for people who want privacy, durability, and real ownership."**

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Lot-By-Lot Activation Strategy

Market Range (Recent Typical):

- $1.5M – $4.5M+
- Premium estates: $5M+

Price Drivers:

- Elevation + long-range views
- Proximity to Highlands / Cashiers
- Privacy + acreage
- Build quality + finishes

High-end inventory consistently commands premium pricing in this corridor

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Price Per Square Foot

- Typical Range: **$400 – $900+ / SF**
- Ultra-premium: **$1,000+ / SF**

Strong per-foot pricing supports **new construction margin and resale upside**

Lot & Land Value

Buildable Lots (Typical):

- $75K – $300K+

Premium View / Estate Lots:

- $300K – $1M+

Large Acreage / Assemblage:

- Significant premium due to scarcity

Scarcity of large tracts creates **long-term appreciation pressure**

Absorption & Buyer Profile

- Buyers: High-net-worth second-home purchasers
- Strong cash and low-leverage transactions
- Demand driven by lifestyle, not speculation

Absorption accelerates when:

- Amenities are in place
- Property is positioned as a destination

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New Construction Positioning

Finished Home Pricing:

- $2M – $6M+ depending on product tier

Key Insight:

- Buyers pay a premium for:
  - Turnkey product
  - Experience-driven environments
  - Proven rental capability

Supports strategy of building into an **activated, income-producing environment**

Strategic Income Overlay — Glamping Activation

Select homesites are activated with **glamping (dome) installations prior to vertical construction**.

- Generates immediate revenue from otherwise idle land
- Creates exposure and traffic to individual sites
- Establishes booking history and demand data
- Reduces holding cost pressure during development

At the same time:

- The broader market continues to tighten supply
- Scarcity increases underlying land value
- Pricing power improves over time

This allows the project to **ride market appreciation while generating income**, rather than waiting passively for resale conditions.

Market Creation Effect — Cedar Knob Nexus

Beyond participating in the market, Cedar Knob Nexus contributes to **creating its own value layer**:

- Establishes a destination environment, not just inventory
- Drives internal demand through experience, programming, and brand
- Increases perceived value of surrounding homesites
- Enhances absorption and pricing through activation

Value is driven not only by external comps, but by **internal ecosystem development**

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Alignment with Project Strategy

Category	Market	Project Position
Home Pricing	$2M – $6M+	Aligned
Lot Values	$75K – $1M+	Strong Entry Basis
Price/SF	$400 – $900+	Supports Build Margins
Buyer Type	HNW / Cash	Target-Aligned

Bottom Line

A high-value, supply-constrained luxury market where Cedar Knob Nexus captures appreciation, generates interim income through glamping activation, and enhances value through its own destination-driven ecosystem.

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Hempcrete

HIGH-PERFORMANCE CONSTRUCTION, DIFFERENTIATION & MARKET POSITIONING

I. Overview

Walnut Hills is not a conventional residential development. It is a **high-performance, low-density, and vertically integrated construction platform** designed to deliver long-term asset durability, controlled cost structure, and differentiated market positioning.

At the core of this strategy is the use of **hempcrete as a primary building system**, implemented at a scale and level of integration rarely seen in the U.S. residential market.

This is not a material decision alone—it is a **development strategy**.

II. Hempcrete as a Building System

Hempcrete is a bio-composite material made from industrial hemp hurd, lime binder, and water. Once cured, it forms a **lightweight, breathable, mineralized wall system** used as insulation and structural infill.

It has been used in Europe for over 30 years, with thousands of buildings still performing as designed.

At Walnut Hills, hempcrete is specified for **measurable performance advantages**, not marketing.

Key Performance Benefits

- **Fire Resistance**
  Naturally non-combustible; does not sustain flame or release toxic gases
- **Mold & Moisture Resistance**
  Breathable and alkaline; prevents moisture buildup and biological growth
- **Thermal Stability**
  Provides both insulation and thermal mass, reducing energy demand
- **Durability**
  Mineralized structure resists rot, insects, and degradation
- **Carbon Profile**
  Carbon-negative over its lifecycle

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III. Vertical Integration & Installation Control

Walnut Hills will not rely on third-party installers. Through partnership with Americhanvre and adoption of a spray-applied system, the project establishes **in-house installation capability**.

Strategic Advantages

- Direct control over installation cost
- Standardized quality across all homes
- Increased construction speed and efficiency
- Ability to scale without subcontractor dependency
- Creation of a **regional installation service business**

This transforms hempcrete from a building material into a **controlled construction platform and revenue stream**.

IV. Cost Efficiency & Competitive Positioning

Through vertical integration and controlled execution:

- Estimated installed cost: **$45–$60 per sq ft (wall system)**
- Traditional comparable systems: **$60–$80 per sq ft**

When total wall assembly costs and long-term performance are considered, hempcrete is **cost-competitive with high-end conventional construction**, while delivering superior durability and lower lifetime maintenance.

V. Suitability for Mountain Environment

Western North Carolina presents specific environmental challenges:

- Humidity fluctuations
- Temperature swings
- Condensation risk
- Long periods of vacancy (second-home ownership)

Hempcrete directly addresses these risks through:

- Breathability (moisture release)
- Thermal mass (temperature stability)
- Mold resistance (alkaline composition)

This results in a **structural and environmental advantage over conventional wall systems** in this region.

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VI. Integration with Residential Strategy

Hempcrete supports the broader residential model:

- ~2,800 SF homes
- High-end finishes
- Integrated secure living space
- Low-density land positioning (130+ acres, limited homes)

The material enhances:

- Long-term asset durability
- Reduced maintenance burden
- Buyer confidence in construction quality

VII. Pricing Justification Support

Projected pricing of **$500–$600+ per square foot** is supported by:

- Regional market comparables (Cashiers / Highlands corridor)
- Low-density land model and scarcity
- High-performance construction system
- Integrated resilience features
- Differentiated buyer experience

Hempcrete contributes directly by:

- Extending building lifespan
- Reducing operational and maintenance costs
- Providing a premium, performance-based narrative

VIII. Market Differentiation

While hempcrete has been used in custom homes and boutique projects, **few developments apply it as a standardized system across multiple residences**.

Walnut Hills differentiates through:

- Community-scale implementation
- Repeatable construction model
- Vertical integration of installation
- Integration within a resort and creative ecosystem

This positions the project within a **limited and emerging category of development**.

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IX. Organic Visibility & Public Interest

Developments that introduce new building systems at scale tend to generate organic attention across multiple sectors.

Likely Areas of Coverage

- Architecture & building innovation
- Sustainable and carbon-conscious construction
- Real estate and development models
- Regional economic and community impact

This visibility is driven by:

- Novelty of application
- Relevance to industry trends
- Replicability of the model

Positioning Statement

Walnut Hills is positioned to become a **reference development** for high-performance, scalable residential construction.

X. Buyer Positioning

Hempcrete supports multiple buyer motivations:

- Health-conscious buyers ↠ non-toxic, mold-resistant
- Resilience-focused buyers ↠ fire-resistant, durable
- Luxury buyers ↠ differentiated, forward-thinking design
- Second-home buyers ↠ low maintenance, long lifespan

Market Narrative

This is not an “eco-home.”

It is:

> **A high-performance, long-life residence designed to outperform conventional construction in durability, comfort, and long-term ownership value.**

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XI. Strategic Outcome

The use of hempcrete at Walnut Hills achieves multiple objectives:

- Improves building performance and durability
- Reduces long-term risk and maintenance
- Supports premium pricing through differentiation
- Captures margin through vertical integration
- Creates a secondary revenue stream through installation services
- Positions the project for organic visibility and market awareness

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Final Positioning Statement

Walnut Hills is not simply adopting an alternative building material.

It is developing a **high-performance construction platform**, combining:

- Scalable hempcrete implementation
- In-house installation capability
- Low-density land strategy
- Integrated residential, hospitality, and creative environments

This combination creates a development model that is **rare, defensible, and positioned for both financial performance and market recognition**.

🎤 **Executive Verbal Summary**

> **"We're not using hempcrete as a feature—we're using it as a system. It gives us better-performing homes, longer-lasting assets, controlled construction costs, and a position in the market that naturally draws attention because very few developments are doing this at scale."**

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Integrated Value Multiplier System

Cedar Knob Nexus | Integrated Value Engine

A Five-Component System with Independent Viability and Compounding Upside

Walnut Hills / Cedar Knob Nexus is structured as a **five-component integrated platform** in which each element can operate independently, but all are designed to reinforce and multiply the value of the others. This is not a single-use project and not a collection of unrelated business lines. It is a **closed-loop value engine** built around land, hospitality, production capability, audience development, and proprietary intellectual property.

That distinction matters because the investment case is not dependent on one binary outcome. The land holds value on its own. The hospitality layer can generate revenue on its own. The studio can produce independently valuable output. The tour can build audience directly. The content can scale as IP. When integrated, however, these components create something much more powerful: a self-reinforcing system in which each layer lowers cost, expands demand, and increases the value of the others.

I. Core System Components | Five Engines, One Platform

1. Land | Asset Foundation

The land is the base layer of the system. Walnut Hills provides a **153-acre controlled mountain property** with existing infrastructure, development capacity, and conservation-backed scarcity. It is the hard-asset floor beneath the entire platform and the primary source of downside protection.

This matters strategically because the land is not merely a backdrop for the concept. It is a scarce, irreplaceable asset in its own right, capable of supporting appreciation, phased development, and multiple monetization pathways over time. Even without full platform integration, it remains a meaningful real estate asset with long-duration value.

2. Micro-Resort and Residential | Cash Flow Engine

The hospitality and residential layer converts land into productive income. Domes, cottages, and eco-homes create immediate and recurring monetization through bookings, premium stays, and residential sales. This is the first operating layer of the platform and the earliest validator of market demand.

That makes this component critical. It does not simply produce revenue; it proves desirability in real time. Bookings validate hospitality demand. Residential sales validate buyer appetite. Together, they transform the property from static land value into a functioning cash-flow engine.

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3. Mobile AI Studio | Production Engine

The mobile AI studio is the platform's internal production tool. With an estimated build cost of approximately **$108,000-$138,000** and early-stage market value projected around **$350,000-$400,000**, it creates fully self-contained production capability at a fraction of traditional media infrastructure cost.

Its strategic value is larger than its build cost suggests. It allows the platform to create professional-grade content internally rather than depending on outside studios, external production budgets, or conventional media pipelines. In practical terms, this significantly reduces production cost while accelerating the development of *Basically Done* and related media assets. The studio is not merely an accessory to the platform — it is a cost-compression tool that can effectively pay for itself multiple times over through avoided spend and internal content output.

4. Tour System | Audience Engine

The tour system is the audience-acquisition layer. Structured as a **105-stop national tour**, it is designed to capture live content, build direct audience relationships, and create repeated high-value points of contact across geographies.

This is strategically important because it replaces passive marketing with active audience formation. Rather than relying on conventional ad spend to create awareness, the platform builds its own audience through presence, performance, and engagement. That makes the tour more than promotion; it is an owned customer-acquisition system.

5. Content / IP — *Basically Done* | Scaling Engine

The proprietary content layer is the long-range scaling engine. Built around an approximately **40-chapter structured narrative** and a projected **50-60 one-hour episodic format**, *Basically Done* provides a franchise-ready IP framework capable of supporting brand growth, audience retention, and long-tail monetization.

This matters because IP gives the platform expansion beyond the physical site. The land can host guests. The content can travel. The audience can scale nationally or beyond. Together, they create a bridge between local asset value and broader enterprise value.

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II. Value Creation Logic | Sequential, Not Speculative

The system works because it is **sequential**. Each layer creates the conditions for the next.

The first step is land activation through rentals and hospitality use. That produces early revenue and validates demand in the real world. The second step adds the mobile studio, which enables the creation of high-quality content without the need for multi-million-dollar traditional production infrastructure. The third step executes the national tour, building direct audience relationships and expanding reach beyond the property itself. The fourth step deploys content into that audience, driving recurring engagement and brand recognition. The fifth step turns the property into a destination whose cultural value increases along with its physical and operating value.

This is the key distinction: the platform does not begin with speculative media valuation and hope the rest follows. It starts with land, uses real operations to validate demand, then layers production, audience, and IP on top of that base.

III. Revenue Integration | One Platform, Multiple Monetization Channels

Cedar Knob Nexus is designed as a **multi-layer revenue model**, not a single-line business.

Revenue can be generated across real estate, short-term rentals, retreats and events, subscription content, music and media distribution, studio services, production work, and premium experiences. That structure matters because it allows one audience to be monetized in multiple ways rather than limiting value to a one-time stay, one-time sale, or one-time transaction.

In traditional models, each vertical tends to operate separately. Here, the same customer may engage with the brand through content, visit the property, attend an event, purchase music or media, and participate in premium experiences over time. That increases customer lifetime value dramatically and gives the platform more resilience than a stand-alone real estate or tourism business.

IV. Multiplier Effect | Integrated System vs. Stand-Alone Components

The most important value proposition is the difference between **additive value** and **system value**.

In a stand-alone model, land, studio, tour, and content might each hold value independently, producing a combined outcome in a broad **$8M–$18M** range after Phase II. But in an integrated system, the interaction among those components changes the economics. The property becomes a destination. The studio becomes a revenue engine. The content becomes a demand driver. The tour becomes an audience flywheel.

Under that integrated model, potential enterprise value expands materially, with a broader range of approximately **$27M–$95M** based on full system reinforcement rather than isolated component valuation.

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That uplift occurs because each layer drives the next. Content increases tourism. Tourism increases land value. The studio reduces production cost. The tour builds the audience. The audience increases content value. This creates a compounding flywheel rather than a linear business stack.

V. Risk Structure | Downside Protection with Multiple Success Paths

From an investor standpoint, one of the strongest attributes of the platform is its **risk structure**.

Downside protection begins with the real estate base, which already represents a meaningful hard-asset foundation. The mobile studio also carries independent resale or operating value. Each major component of the system retains stand-alone utility, and each creates revenue or asset value through a different mechanism. This sharply reduces reliance on any single make-or-break outcome.

That means the platform has **multiple success pathways**. If the real estate performs, investors still benefit. If the studio produces independently valuable output, it has its own revenue logic. If the tour succeeds in building a monetizable audience, that creates value even before full content scaling. If the IP activates at a higher level, the multiplier expands. There is no single point of failure across the system.

VI. Customer Value Expansion | From Transaction to Lifetime Relationship

A conventional model monetizes each customer once. Cedar Knob Nexus is designed to monetize the relationship over time.

Instead of limiting value to a single $15-$50 transaction or a one-time booking, the integrated model allows a customer to subscribe to content, visit the property, attend events or retreats, purchase media, and engage in higher-value experiences across multiple channels. In that framework, customer lifetime value can expand into a **$400-$3,000+** range depending on engagement level.

This matters because it changes the business from transactional to cumulative. Audience development becomes an asset. Brand engagement becomes monetizable. Retention matters more than raw impressions.

VII. Market Advantage | Not Competing Within One Category

Most industries involved here operate independently: real estate, media, tourism, and music each have separate business models, separate customer funnels, and separate economics. Cedar Knob Nexus integrates all four.

That creates a strategic advantage. It increases retention, expands monetization layers, reduces direct category competition, and positions the platform to create a new category rather than simply participate in an existing one. The project is not just selling land, rooms, or content. It is building an ecosystem where each category strengthens the others.

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VIII. Execution Readiness | Actionable, Not Abstract

The system is not merely conceptual. It is structured around identifiable and actionable components:

- Mobile studio build with defined cost and specifications
- Content production built on existing material and narrative structure
- Tour deployment based on a defined 75-stop framework
- Property activation and phased physical expansion
- Revenue layering across real estate, hospitality, production, and audience channels

That matters because investors are not being asked to fund a vague vision. They are being shown a platform with defined components, clear sequencing, and multiple executable entry points.

IX. Bottom Line | Risk-Mitigated Base, High-Upside Integration

Walnut Hills / Cedar Knob Nexus is structured as a **risk-mitigated, high-upside integrated system**.

The hard assets provide stability. Early revenue validates execution. The studio reduces content-production cost while increasing output capacity. The tour builds audience directly. The IP expands the platform beyond the property. Each component has stand-alone utility, but the real value emerges when the system is allowed to operate as designed.

That is the core investment point: **even partial execution can produce meaningful returns; full integration creates a platform capable of materially larger enterprise value.**

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Florida Buyer Seeding Engine — Cedar Knob Nexus

Walnut Hills | Florida-to-Mountain Conversion Engine

Where Audience Formation Becomes Visitor Flow and Visitor Flow Becomes Ownership Demand

Florida should not be viewed merely as a geographic expansion market. For Walnut Hills / Cedar Knob Nexus, it represents the **primary second-home feeder market into Western North Carolina** and the earliest point in the conversion cycle where a future visitor — and potentially a future homeowner — first enters the ecosystem.

That distinction is strategically important. Most developers begin at the point of sale, marketing property to strangers after inventory is ready. Cedar Knob Nexus begins much earlier. It builds familiarity, curiosity, and emotional connection before a travel decision is made, before a stay is booked, and well before a purchase conversation begins. In that model, Florida is not simply where outreach happens. It is where the relationship starts.

1. Strategic Value / Institutional Logic | Florida Is the Primary Feeder Market

Florida already functions as one of the most important second-home and seasonal feeder markets for Western North Carolina. The pattern is established: Florida serves as a winter base, while the mountains serve as a summer retreat, lifestyle alternative, and second-home destination.

That means Cedar Knob Nexus is not trying to manufacture a new market behavior. It is intercepting an **existing flow of interest, migration, and ownership demand** earlier in the decision cycle. This is a much stronger position than traditional destination marketing because the audience is already behaviorally aligned with the product.

2. Brand / WebWeave | The Book Is the Emotional Entry Point

The first point of conversion is not a website, listing, or property brochure. It is the book.

When readers in Florida reach the final chapter, they do not feel like they are being sold a development. They experience Cedar Knob as a place first — emotionally, imaginatively, and personally. They feel the mountain before they ever see it. That matters because it changes the nature of demand formation. Interest begins as attachment, not as transaction.

In practical terms, the book functions as the emotional hook that makes the place real before a visit is ever planned.

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3. Brand / WebWeave | Curiosity Turns into Intent

Once that emotional connection is established, the next step happens naturally.

The reader asks:

- Is this place real?
- Where is it?
- Can I go there?

This is a critical shift. It is not marketing pressure and not a forced sales funnel. It is **organic curiosity turning into intent**. That is far more valuable than cold lead generation because the audience is self-motivated rather than externally pushed.

4. Brand / WebWeave | The Invitation Is Relationship-Based, Not Sales-Driven

The Florida tour is not structured as a direct sales pitch to prospective buyers. Its purpose is to invite people into the ecosystem.

The message is simple:

Follow the story. Stay connected to the project. Come experience the mountain.
That framing is important because it keeps the relationship open, human, and trust-based. The audience is not approached as inventory absorption. They are approached as future participants in a place, a story, and a developing platform.

In effect, the invitation is: **Come see what you just felt.**

5. Wellness / Hospitality | Florida Builds the Relationship, Cedar Knob Delivers the Experience

The bridge between Florida and Cedar Knob is built in stages.

Relationships begin in Florida through the tour. Trust is built face-to-face. The story becomes personal. Then those same individuals travel north, stay in the geo-domes, experience the land directly, and move from abstract interest into physical connection.

This is where the model becomes powerful. Florida does not need to close the sale. Its role is to prepare the relationship. Cedar Knob itself becomes the fulfillment point.

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6. Neighborhood / Residential Structure | The Conversion Happens on the Mountain

The actual conversion moment does not happen in Florida. It happens on the property.

It happens:

- on the ridge
- in the dome
- in the silence
- in the view

That is why the model is stronger than distance selling. The land does the final work. The mountain closes the emotional gap between curiosity and commitment. In this structure, the property is not being pushed; it is being experienced — and that experience is what creates buying intent.

7. Strategic Value / Institutional Logic | What the Florida Strategy Is Really Seeding

The Florida strategy is not directly seeding buyers. It is seeding the conditions from which buyers emerge.

It seeds:

- awareness
- emotional connection
- curiosity
- trust
- relationship

That distinction is essential. It makes the pipeline more durable and less transactional. Buyers are not being forced into existence through sales pressure; they are developing naturally out of repeated contact, familiarity, and place-based attachment.

8. Strategic Value / Institutional Logic | Why Florida Works So Well

Florida works because the target demographic is already aligned with the product.

These buyers already:

- understand mountain second homes
- already travel to Western North Carolina
- already seek seasonal escape
- already value privacy, nature, and lifestyle migration

That means Cedar Knob Nexus is not trying to teach a new behavior. It is reaching people **before** they make the decision they are already predisposed to make. This is a major strategic advantage.

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9. Strategic Value / Institutional Logic | Multi-Year Demand Pipeline

This is not a one-season push. It is a **multi-year seeding strategy**.

A rational investor timeline looks like this:

- **2026:** awareness formation and first visits
- **2027:** early conversions and initial home commitments
- **2028:** momentum, premium sales, and higher-value inventory absorption

That sequence matters because it allows demand to build ahead of inventory release. Instead of bringing finished product to a cold market, Cedar Knob Nexus can create familiarity and desire first, then release product into a warmer, more emotionally connected audience base.

10. Brand / WebWeave | Compounding Audience Effect

Each Florida reader can become more than a one-time customer.

That person may become:

- a follower
- a visitor
- a promoter
- a repeat guest
- a future buyer

And importantly, they may bring others with them. This creates compounding network effects over time. The initial relationship does not stay isolated to one person; it can expand through family, friends, referrals, and repeat travel behavior.

11. Conclusion / Takeaway | Florida Is Where the Relationship Starts

Florida is not where Cedar Knob Nexus sells homes. It is where the platform **plants the relationships that later become visitors, repeat guests, and ultimately buyers**.

That is what makes the strategy different from conventional developer marketing. Most developers market property to strangers. Cedar Knob Nexus builds the relationship first, lets the audience experience the story, and then lets the land close the deal.

They read it in Florida — but they make the decision on the mountain.

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Market Relationship Development

Basically Done Book Tour & Florida Delegate Strategy

Cedar Knob Cultural Landmark Activation & Market Entry Framework

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Overview

The *Basically Done* Book Tour is a narrative-driven market activation strategy designed to introduce and highlight **Cedar Knob as a future cultural landmark** within the Walnut Hills development.

This initiative blends:

- storytelling (book)
- place-making (Cedar Knob)
- and market engagement (live events)

to create early-stage awareness, credibility, and long-term interest in the project.

To support this effort, the program establishes **strategic relationships with respected real estate professionals in key Florida markets**, who serve as Local Delegates—facilitating entry into each market and strengthening audience engagement.

Strategic Purpose

The Book Tour is not positioned as a sales initiative, but as a **cultural and experiential introduction** to the vision behind Walnut Hills.

Its objectives are to:

- Establish Cedar Knob as a recognizable and meaningful destination
- Build early audience awareness and emotional connection
- Generate qualified, trackable interest for future opportunities
- Enter targeted feeder markets with immediate credibility

Florida is a primary focus due to its concentration of:

- second-home buyers
- relocation prospects
- lifestyle-driven investors

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Market Relationship Development

In each Florida market, we will form relationships with **respected, licensed real estate agents or brokers** who will act as Local Delegates.

These individuals are selected based on:

- their professional reputation
- strength of their network
- alignment with second-home and investment clientele

Their role is to serve as a **trusted local bridge into the marketplace**, introducing the event and engaging with prospective attendees.

Role of the Local Delegate

Local Delegates function as:

Market Connectors and Trusted Local Ambassadors

They are not acting as listing agents or sales representatives.

Responsibilities include:

- Promoting the book tour event within their network
- Sharing co-branded marketing content
- Inviting qualified prospects (clients, contacts, and local connections)
- Attending the event and engaging with attendees
- Facilitating introductions and early-stage conversations

At the event, the Delegate interacts with:

- prospects they personally invite
- attendees generated through developer-led advertising

This creates a unified, high-quality engagement environment.

Integrated Audience Engagement Model

Each event is supported by two coordinated audience channels:

1. Delegate-Sourced Audience

- Existing relationships and client networks
- Direct invitations and local outreach

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2. Developer-Sourced Audience

- Paid advertising campaigns
- Book promotion and digital marketing
- Regional targeting

The Delegate's presence ensures:

- local credibility
- stronger engagement
- enhanced trust within the audience

Cedar Knob Positioning

Cedar Knob serves as the symbolic and experiential centerpiece of the project.

> **The Book Tour introduces Cedar Knob not only as a physical location, but as a future cultural landmark where story, place, and community converge.**

Through narrative and in-person engagement, attendees are connected to:

- the meaning behind the project
- the environment in which it exists
- the long-term vision of its development

Compensation & Incentive Structure

The Delegate Program is structured as a **performance-aligned, low-cost acquisition model**.

Co-Branded Promotion Fee

- $300–$500 per market
- Paid for participation in the Delegate's marketing ecosystem

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Referral Compensation

- **1% of purchase price**
- Paid at closing
- Applies only to properly registered and attributed leads

This structure:

- minimizes upfront cost
- aligns incentives with outcomes
- rewards long-term engagement

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Eligibility Conditions

- Lead must be:
  - registered in the CRM system
  - attributed to the Delegate
  - connected to event or promotional activity
- Compensation is:
  - paid through licensed brokerage
  - triggered only upon successful closing

Conversion Window

- 28 month eligibility period
- Reflects long decision cycles typical of:
  - second-home buyers
  - lifestyle investors

Lead Tracking & Attribution

All prospects are captured through a centralized CRM system.

Key Controls:

- Mandatory registration at event or point of interaction
- Delegate tagging for each lead
- Timestamped data for verification

Attribution Rule:

> **First registered Delegate associated with the lead retains referral rights within the eligibility window**

This ensures:

- clarity
- accountability
- elimination of disputes

Strategic Value

For Walnut Hills

- Immediate local credibility in new markets
- Expanded audience reach through trusted networks
- Higher quality event attendance
- Long-term, trackable lead generation

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For the Delegate

- Increased visibility within their market
- Opportunity to engage new prospects
- Participation in a differentiated project narrative
- Long-term referral income potential

Positioning Summary

> **The *Basically Done* Book Tour, supported by Local Delegates, transforms a traditional promotional effort into a structured, relationship-driven market entry system—introducing Cedar Knob as a future cultural landmark while building a scalable pipeline of engaged, qualified prospects.**

Conclusion

This strategy integrates:

- narrative storytelling
- local professional credibility
- structured lead tracking

to create a repeatable framework for:

- audience growth
- market penetration
- long-term opportunity generation

The result is not simply a book tour, but:

> **a distributed, data-driven engagement system that connects story, place, and future development into a unified market presence.**

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Execution Model — How This Gets Built and Delivered

Immediate Capability, Early Revenue, and Demand-Driven Scale

The Walnut Hills studio platform is structured as a **phased, capital-efficient production system** designed to activate immediately through mobile capability and scale into a permanent, higher-capacity studio environment over time. The model prioritizes early revenue, operational validation, and disciplined capital deployment, ensuring continuous production capability from launch through full studio buildout.

This matters because the studio is not being approached as a large upfront infrastructure bet. It is being built in stages, with each phase designed to function independently, generate revenue, validate demand, and justify the next layer of expansion. The result is a production platform that grows through use rather than speculation.

1. Media / Production | Phase I — Mobile Production and Platform Launch (2026–2027)

The platform begins with a **mobile production unit**, which serves as the activation engine for both WebWeave Nexus and the *Basically Done* pilot. This phase establishes immediate production capability without waiting for permanent studio infrastructure to be completed.

From launch, the mobile unit enables:

- Immediate content creation for owned media
- Early audience development and distribution
- Establishment of internal production workflows and operating systems

At the same time, the mobile platform operates as a revenue-generating service division through:

- On-location commercial and branded production
- Remote bookings across regional and national markets
- Off-site production independent of Walnut Hills infrastructure

This structure is strategically important because it ensures the platform is **revenue-active from inception**, while also building operational experience, market exposure, and pipeline demand ahead of physical studio completion.

2. Media / Production | Phase II — Carriage House Studio Operations (Projected Summer 2027–Summer 2029)

With completion of the **Carriage House**, production transitions into a centralized on-site studio environment that establishes Walnut Hills' first permanent production capability. This phase creates the bridge between mobile production and full studio-scale operations.

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The Carriage House is designed to function as:

- Primary production studio and control center
- Editing and post-production hub
- Client intake and sales office
- Workshop and fabrication space

Most importantly, it introduces **early on-site studio functionality** well before full studio completion. Planned capability includes:

- Dedicated green screen production environment of approximately **12 ft x 16 ft**
- Controlled indoor shooting space for interviews, branded content, and digital media
- Entry-level studio services for boutique productions

This phase materially accelerates revenue potential because it allows Walnut Hills to begin offering on-site studio services roughly **two years before** completion of the larger Studio Lodge.

3. Wellness / Hospitality | Early Hybrid Model — Production Plus Accommodation

Before full lodge infrastructure is built, Walnut Hills can support production teams through its early lodging base, including **glamping domes and cottage units**. This creates a hybrid production-and-accommodation model during the middle phase of buildout.

That early structure enables:

- Multi-day production bookings on-site
- Bundled production and lodging packages
- Destination-style production experiences prior to full resort completion

It also opens additional studio-adjacent opportunities tied to the green screen and controlled environment, including:

- Tourism-driven media experiences
- Memorabilia and branded content creation
- Visitor-facing production packages linked to the property

This positions Walnut Hills as a **boutique destination production environment** well before the final studio phase is delivered.

4. Media / Production | Phase II Operating Structure — Mobile Acquisition, On-Site Fulfillment

During the Carriage House phase, the platform operates as a **hybrid system**.

The mobile unit continues to function as the front-end acquisition tool and external revenue channel, while the Carriage House becomes the primary hub for on-site execution, client hosting, editing, and production fulfillment. In practical terms:

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Mobile production drives demand ›› Carriage House fulfills and hosts production on-site

That structure improves unit economics by increasing:

- Revenue per project
- Booking duration
- Client experience value
- Attachment between production work and the property itself

5. Media / Production | Phase III — Studio Lodge Development (Lot 29) (Projected Summer 2029 Completion)

Once demand is established and platform logic is proven, production transitions into its final phase with completion of the **Lot 29 Studio Lodge**.

This facility is intended to provide:

- High-capacity, purpose-built production space
- Advanced filming, staging, and technical infrastructure
- Multi-project operational capability
- Full integration with lodging and experiential systems

At that stage:

- Primary production operations shift to the Studio Lodge
- The Carriage House transitions into a support and secondary production role
- Mobile production continues as both pipeline generator and external revenue source

This final phase transforms the studio from a capable boutique system into a more substantial destination production platform with greater throughput, stronger technical capacity, and deeper integration with the broader Walnut Hills ecosystem.

6. Strategic Value / Institutional Logic | Revenue Model — Conservative Baseline, Layered Upside

The revenue model is intentionally underwritten on a **conservative baseline**. Core projections assume only external client production revenue, including:

- Commercial and branded production
- Independent media projects
- Studio and green screen production services
- Mobile and off-site production work

Just as important is what is **excluded** from the baseline. The underwriting does **not** rely on:

- WebWeave Nexus monetization
- *Basically Done* content revenue
- Music catalog licensing
- Streaming or distribution income

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That distinction is critical. It means the studio platform is evaluated first as a **stand-alone production business with external revenue logic**. Owned content and IP remain upside, not a requirement for baseline performance.

7. Strategic Value / Institutional Logic | Why the Phased Model Works

The studio platform carries several structural advantages.

First, **mobile launch eliminates downtime** and allows production revenue to begin immediately. Second, the **Carriage House creates early on-site studio functionality** years before full studio buildout. Third, the integration of **production plus lodging** allows Walnut Hills to operate as a destination production site in early phases, not only after full completion. Fourth, each phase scales based on **actual usage and booking demand**, which improves capital discipline. Fifth, owned content and media assets create long-term upside **without being required** to justify the studio platform economically.

That combination makes the model materially stronger than a conventional all-at-once studio build. It is phased, revenue-aware, and demand-validated at each step.

8. Brand / WebWeave | System Integration Inside the Larger Platform

The studio platform is not a detached business line. It operates inside a broader **vertically integrated ecosystem**.

Lodging supports production teams and increases occupancy. Experiential offerings create hybrid production-and-tourism packages. Content ties directly to place and identity. WebWeave Nexus acts as a distribution and amplification layer. The result is a system in which the studio benefits from the property, and the property benefits from the studio.

This integration is strategically valuable because it allows each part of the platform to strengthen the others without forcing the studio business to carry the entire investment thesis on its own.

9. Conclusion / Takeaway | Immediate Activation, Early Revenue, Scalable Capacity

The Walnut Hills studio platform is designed to:

- Launch immediately through mobile production
- Establish early on-site capability through the Carriage House
- Generate revenue before full infrastructure buildout
- Scale into a higher-capacity studio environment with demonstrated demand

This is the core strength of the model: it does not wait for perfection to begin operating, and it does not require full buildout to justify itself economically.

The platform activates through mobile production, establishes early on-site capability through the Carriage House, and scales into the Lot 29 Studio Lodge—ensuring continuous operation, early revenue, and demand-driven growth at every stage.

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Execution Timeline — From Day 1 to First Episode Live

Walnut Hills | Phased Content Deployment Strategy

Rapid Activation, Early Validation, and Continuous Scale

The Walnut Hills content and production system is structured for **controlled phased deployment**. Rather than waiting for a full-scale studio operation or a large production apparatus, the platform is designed to move quickly from setup to proof of concept, from proof of concept to live distribution, and from early traction to scalable audience and enterprise value.

This sequencing matters because it reduces execution risk while accelerating market entry. Each phase is designed to produce a usable asset, validate the next step, and improve the system through real-world deployment rather than abstract planning.

1. Media / Production | Phase 1 — System Setup (Weeks 1–4)

The first phase establishes the production foundation.

Key actions include:

- Finalizing the mobile AI studio build and configuration
- Setting up the core software stack, including AI tools, editing platforms, and workflow systems
- Defining visual style, tone, and production standards through a “style lock”
- Organizing the narrative structure into episodic format from the 40+ chapter base
- Pre-selecting the music catalog for integration across production

The objective of this phase is straightforward: create a **fully operational production environment** with locked creative direction and a ready-to-produce pipeline. At the end of this stage, production can begin immediately.

2. Media / Production | Phase 2 — Pilot Production (Weeks 5–8)

The second phase produces the first real asset: **Episode 1**.

This phase focuses on generating and assembling initial scenes, establishing character consistency and environmental continuity, integrating music and sound design, and completing final editing, pacing, and assembly. Quality control is built into the process through multiple generation passes per scene, manual selection and sequencing, and internal review and refinement.

The purpose of this phase is not experimentation for its own sake. It is to create a finished product and define the repeatable workflow for future episodes. By the end of this stage, the system has moved from setup into output.

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3. Brand / WebWeave | Phase 3 — Distribution Launch (Weeks 9–12)

The third phase takes the system live and begins audience capture.

Key actions include:

- Launching a dedicated Roku channel
- Using Episode 1 as continuous promotional content
- Deploying supporting clips and music-driven video assets
- Establishing Substack and Patreon conversion pathways

The distribution logic is designed as a funnel:

Roku for free exposure ›› Substack / Patreon for membership conversion

By the end of this phase, the platform has a live distribution channel, first audience exposure, and the foundation of an initial subscriber base. This is the point at which the system is no longer in preparation — it is in the market.

4. Media / Production | Phase 4 — Content Expansion (Months 3–6)

Once distribution is active, the focus shifts to building depth.

This phase centers on producing additional episodes through the refined workflow, releasing content on a consistent schedule, expanding the music and video library, and beginning audience engagement and feedback tracking. The objective is to move from a single proof point into an accumulating content base.

The result is a growing episode catalog, increasing viewer engagement, and the early formation of recurring membership revenue. This is where traction begins to compound because the platform is no longer dependent on one piece of content — it is building a library.

5. Brand / WebWeave | Phase 5 — Audience Growth and System Scaling (Months 6–12)

The fifth phase converts content traction into platform scale.

Key actions include:

- Executing the 75-stop tour for audience building and content capture
- Expanding the subscriber base across platforms
- Increasing production efficiency and output volume
- Introducing additional monetization layers such as advertising, partnerships, and premium tiers

At this stage, the output is broader than content alone. The platform begins to form an **audience ecosystem** with multiple revenue streams and recognizable brand presence. The operating shift here is important: the system is no longer functioning like a startup experiment; it is functioning like an active platform.

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6. Strategic Value / Institutional Logic | Phase 6 — Platform Expansion (Year 2+)

The sixth phase shifts the focus from content output to enterprise value expansion.

Key actions include:

- Expanding episodic content toward a broader multi-season structure
- Exploring licensing or distribution partnerships
- Increasing production quality and output sophistication
- Integrating content directly into the property experience, hospitality, and tourism systems

This phase is where the content platform matures into a broader strategic asset. The output is no longer just a media library. It becomes a more valuable brand engine, a larger audience system, and a platform with multiple exit or expansion pathways.

7. Strategic Value / Institutional Logic | Timeline Summary and Execution Logic

The timeline is intentionally compressed:

- **0–1 month:** system built
- **2 months:** first episode complete
- **3 months:** distribution live
- **6 months:** content library and early revenue forming
- **12 months:** audience scale and platform traction established

This timeline works because it avoids the constraints of traditional production. It does not depend on large teams, multi-year development cycles, or high-cost studio infrastructure. Early output validates the model, revenue begins before full scale, and each phase builds directly on the last.

This is not speculative acceleration. It is **controlled acceleration**.

8. Strategic Value / Institutional Logic | Why the Model Is Strong

The strength of the deployment model lies in its discipline.

It moves from concept to product quickly. It enters the market early. It improves through real-world feedback. It scales only after traction begins to form. That approach materially lowers risk compared with models that spend years building before testing.

Most projects spend years trying to launch. This system is designed to be live in under ninety days, with a finished product, a live channel, and the beginning of audience conversion already in motion.

9. Conclusion / Takeaway | Launch Fast, Validate Early, Scale with Proof

The Walnut Hills content system is designed to move from concept to market in a highly compressed timeframe without sacrificing control or coherence. Each phase creates a usable asset, validates the next step, and strengthens the broader platform. **The strategy is not to wait for perfection. It is to launch quickly, validate in the market, and improve in real time.**

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Content Distribution & Monetization Model — WebWeave Studio

Cedar Knob Nexus | Integrated Investment Overview

A Scarcity-Backed Asset with Income, Optionality, and Scalable Platform Value

Cedar Knob Nexus represents a rare convergence of **land, income, and strategic positioning**, structured to function both as a revenue-producing asset and as a scalable development platform. At its foundation is a **153-acre mountain property** in Western North Carolina, advanced through a disciplined phased model designed to activate revenue early, convert that revenue into permanent real estate value, strengthen long-term pricing power through scarcity and shared amenities, and expand demand through a broader content and media ecosystem.

This is not a single-use project dependent on one exit or one operating line. It is a layered system in which **real estate, hospitality, development, and audience growth** reinforce one another. The result is a platform designed to produce cash flow, support valuation growth, and preserve multiple pathways to liquidity and expansion over time.

1. Strategic Value / Institutional Logic | Investment Foundation

The underlying investment logic begins with the land itself. Cedar Knob Nexus is built on a scarce mountain asset with controlled acreage, existing infrastructure, development capacity, and limited competitive comparables. The project is structured to move through disciplined phases that activate near-term revenue without sacrificing long-term asset value.

The model is designed to:

- Activate revenue early through temporary and flexible-use structures
- Convert operating income into permanent real estate value
- Increase pricing power through limited supply and shared amenities
- Expand demand through broader media, music, and storytelling reach

This combination creates a platform that is both defensible at the asset level and expandable at the enterprise level.

2. Wellness / Hospitality | Established Operating Performance

The project has already demonstrated meaningful financial potential as an operating asset.

Current performance framing supports:

- Approximately **$1.4 million** in annual gross revenue potential
- Approximately **$750,000-$800,000** in stabilized NOI
- An income-based valuation range of approximately **$10 million-$13 million** based on operations alone

These figures are important because they reflect operating value **before** the inclusion of real estate sales, strategic expansion, or broader platform upside. In other words, the hospitality and operating layer already supports material valuation on its own.

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3. Neighborhood / Residential Structure | Drivers of Upside

The longer-term upside of Cedar Knob Nexus comes from layering development and monetization on top of the stabilized operating base.

Key drivers include:

- Capital recycling through refinance and recapitalization
- Home and parcel sales within an activated resort environment
- Amenity-driven value enhancement across the broader property base
- Expanded demand through music, film, storytelling, and audience growth

Together, these layers support a projected pathway toward **$15 million-$20 million**+ in total valuation, with additional upside if the broader platform is successfully expanded.

4. Strategic Value / Institutional Logic | Why the Structure Works

The structure works because it does not force investors to choose between income and upside. It is designed to provide both.

Income generation supports valuation and refinancing. Development is phased and capital-efficient. Multiple revenue streams reduce dependency on any single use case. Exit strategies remain layered and flexible rather than tied to a one-time disposition event.

That makes Cedar Knob Nexus stronger than a typical development or single-line hospitality asset. It can function as:

- A cash-flowing asset
- A real estate value-creation engine
- A scalable growth platform

5. Brand / WebWeave | Strategic Position

Cedar Knob Nexus is not a single-use development. It is a **boutique destination**, a revenue-producing system, a real estate value engine, and a content-driven demand platform operating inside one integrated framework.

That positioning matters because it expands the project beyond commodity real estate. The physical asset creates the base. The hospitality layer creates early revenue. The broader brand and content framework deepen demand and extend reach over time. This does not replace the hard-asset thesis — it enhances it.

6. Strategic Value / Institutional Logic | Grant and Public Funding Integration

The project is also well aligned with multiple federal, state, and private funding categories. Grant capital is treated as **non-dilutive supplemental upside**, not as a dependency in the core execution model.

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That distinction is critical. The development is not contingent on grant awards in order to proceed. Instead, public and private funding opportunities are pursued as targeted offsets for specific cost categories across the build timeline. This improves capital efficiency without introducing execution dependence on outside approvals.

7. Strategic Value / Institutional Logic | Phase-Based Grant Deployment

Grant strategy is aligned to the phased development schedule.

Phase 1 (Months 0–3) — Preparation and Infrastructure

Target categories include rural development and state commerce programs, supporting site preparation, well work, and utilities.
Potential offset: $50,000-$150,000
Phase 2 (Months 3–8) — Foundation and Structure

Target categories include rural development and sustainability-related programs, supporting core construction and infrastructure.
Potential offset: $75,000-$250,000
Phase 3–4 (Months 8–15) — Hempcrete and Workforce Activation

Target categories include workforce development and environmental programs, supporting workshops, apprenticeships, and hempcrete deployment.
Potential offset: $100,000-$400,000
Phase 5 (Months 13–18) — Mechanical Systems

Target categories include energy-related funding, supporting HVAC, electrical, and broader energy systems.
Potential offset: $50,000-$150,000
Phase 6–7 (Months 16–24) — Interior Buildout and Activation

Target categories include arts, culture, tourism, and event-support programs, helping fund studio activation, programming, and experiential uses.
Potential offset: $25,000-$100,000

8. Strategic Value / Institutional Logic | Total Grant Offset Potential and Execution Strategy

Across these categories, the total potential grant offset ranges from approximately **$300,000 to $1,050,000**.

Execution strategy remains disciplined:

- Grants are pursued in alignment with specific development phases
- Priority is given to higher-probability programs such as rural development and workforce funding
- Applications run parallel to construction without controlling the core timeline
- Funding is treated as supplemental upside, not as required capital

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This approach strengthens the project's financial profile without weakening execution certainty.

9. Conclusion / Takeaway | Income, Scarcity, Control, and Optionality

Cedar Knob Nexus is defined by four attributes: **scarcity, income, control, and optionality**.

Scarcity supports pricing power in a supply-constrained market. Income supports valuation and refinancing. Control supports disciplined phased execution. Optionality preserves multiple paths to liquidity, growth, and strategic expansion.

The project is not dependent on a single outcome. It is structured to:

- Generate income
- Increase in value
- Preserve multiple exit pathways
- Scale through disciplined expansion

Cedar Knob Nexus is a project where execution builds value, and value creates opportunity.

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Book Tour & AI Studio

Cedar Knob Nexus uses a tour-driven growth engine to convert a modest capital deployment into audience acquisition, media reach, and downstream real estate demand. The system is designed to be self-funding through product sales, preserving project capital for development.

Key function: The tour is not auxiliary marketing. It is a capital-efficient growth mechanism that funds founder sustainability, generates earned media, and creates a recurring pipeline of leads, visitors, and potential buyers.

Initial Capital Deployment ($200,000)

Component	Allocation
Mobile AI Studio Bus	$125,000
Book inventory (~15,000 units)	$50,000
AI systems, production tools, equipment	$25,000

This capital creates productive assets—not passive marketing spend.

Aligned Revenue Claim (Updated per Plan Review Feedback)

The book tour is projected to generate $80,000 in combined merchandise and mobile studio revenue during its first year of operation.

Note: The document references a wider range (100,000–100,000–300,000+). The $80,000 figure is the conservative, forecast-aligned anchor that eliminates a red flag for funders. Upside potential can be discussed qualitatively.

Founder Compensation Structure

Donald E. Pickett has worked 15 years in pre-development with little or no compensation. During the tour's early stage:

- Book sales fund founder compensation – This preserves project capital for property development.
- No management salary is drawn from project funds until after revenue stabilization.
- The majority of the developer's financial compensation comes after success, not upfront.

This structure aligns founder incentives with performance and demonstrates commitment beyond personal gain.

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The Intellectual Property Advantage

Most real estate developments rent their marketing. They buy ads, hire agencies, and create campaigns that vanish when the spending stops.

Cedar Knob Nexus owns its marketing.

The developer's 728-page novel, written over 25 years, is not a promotional brochure. It is a permanent intellectual property asset that functions as a self-funding, self-perpetuating marketing engine. Every book sold puts the story of this place into a reader's hands. Every reader becomes a potential visitor, advocate, or buyer. Every tour stop generates media, relationships, and demand that no competitor can replicate because no competitor owns this story.

This is not a marketing expense. It is a marketing asset that appreciates over time — and it is owned entirely by the project.

The Author Relationship Advantage

No development can hire this. No competitor can buy this.

The author personally meets every reader, signs every book, tells every story. In an era of automated marketing and AI-generated content, personal interaction with a living author is scarce — and it is priceless.

A developer sells a home site. An author invites you into his world.

When a buyer meets the person who wrote the 728-page novel that brought them to this place, the relationship is no longer transactional. It becomes personal. That buyer will tell their friends. That buyer will return. That buyer will become an advocate for life.

No marketing budget can buy that. No competitor can replicate it.

The Local Representative Advantage

Donald E. Pickett is not just another author traveling town to town selling his novel. In every tour market, he is creating a relationship and connecting with a local representative who will support the Macon Nexus Development.

By partnering with one luxury real estate broker in each of the 50 tour markets, the tour does not end when the author leaves. It leaves behind a **local advocate** — a licensed professional with existing client relationships, local credibility, and a financial incentive to promote the project.

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What this creates:

Element	Value
A local representative in every market	Someone who continues promoting the project long after the tour
Deepened local relationships	Not a transactional visit, but the beginning of an ongoing partnership
A distributed sales force	50 brokers across 50 markets, all aligned with the project
Grassroots credibility	Local brokers vouch for the project to their own clients

Why this is unique:

Most authors tour alone. Most developers do not tour at all. No one combines a 50-city author tour with a 50-market broker partnership network.

The author opens the door. The broker keeps it open. The relationship endures.

The result: A national network of local representatives, each with skin in the game, each promoting the Macon Nexus Development to their own high-net-worth clients — long after the author has moved to the next city.

Broker Partnership & Referral Fee Structure

The business will partner with established luxury real estate brokers in each tour market. This provides a traditional sales pipeline while the organic media audience matures.

How the Co-Op Works:

Element	Detail
Partnership structure	Co-op marketing agreement with one broker per tour market
Broker's role	Introduces qualified clients to the project; hosts or co-hosts tour events
Developer's role	Brings the story, the place, and the personal connection to the broker's clients
Benefit to broker	Access to a unique story-driven property in a premium mountain market
Benefit to project	Immediate access to the broker's existing high-net-worth client base

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The Legal Framework: Florida/NC Real Estate Reciprocity

Florida and North Carolina have real estate license reciprocity agreements. This allows:

- Florida brokers to receive a **referral fee** for sending qualified buyers to the project
- The project to compensate Florida brokers legally and transparently
- A compliant, professional sales pipeline that operates alongside the organic media strategy

Typical referral fee structure: 20–30% of the cooperating broker's commission (standard industry practice for out-of-state referrals)

Why This Matters:

Without Broker Partnerships	With Broker Partnerships
Waiting for organic audience to mature	Active sales pipeline from Day 1
No access to Florida buyer networks	Immediate access to high-net-worth Florida clients
Referral fees would be illegal or gray area	Fully compliant under FL/NC reciprocity
Sales depend entirely on media success	Sales have a traditional backup channel

Estimated Impact:

Market Type	Number of Markets	Potential Referral Sales (Year 1-2)
Major Florida markets (Miami, Orlando, Tampa, Jacksonville, Naples, Sarasota)	10–15	5–10 sales
Secondary Florida and Southeast markets	20–25	3–5 sales
Other tour markets with NC second-home interest	10–15	1–3 sales

This provides a traditional, compliant, low-cost sales pipeline that operates in parallel to the organic media strategy — and becomes stronger as the tour builds awareness in each market.

Operating Rhythm

- 7–14 days on tour ↠ ~7 days at base (Cedar Knob)
- Base time used for: development oversight, content production, audience conversion, system reset

Loop: Tour ↠ Capture ↠ Produce ↠ Convert ↠ Sustain ↠ Repeat

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Downstream Demand Impact (Walnut Hills)

From 1,000 engaged leads, the system may generate:

- 50–150 visitors
- 5–15 buyers

↠ Potential real estate demand creation: 500,000–500,000–2 million+ (depending on buyer quality and offer structure)

Why This Works for Funders

Principle	Application
Self-funding	Book sales cover travel, operations, marketing, and founder expenses
Capital preservation	Project capital not diverted to early-stage marketing or payroll
Measurable	$80,000 conservative revenue target; upside tied to performance
Asset-backed	Mobile studio and inventory hold hard value

Paid Marketing Backup

Of the 97,500totalfirst−yearmarketingbudget,97,500*totalfirst−yearmarketingbudget*,50,000 is allocated to targeted digital advertising to ensure a steady baseline of direct bookings.

Summary of What Was Added

Section Added	Content
The Intellectual Property Advantage	Permanent marketing asset (728-page novel, 25 years)
The Author Relationship Advantage	Personal, trust-based connections no competitor can replicate
The Local Representative Advantage	50 brokers across 50 markets, each a local advocate
Broker Partnership & Referral Fee Structure	Co-op agreements, FL/NC reciprocity, referral fee legal framework, estimated impact

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Florida–Western North Carolina Market Connection

Cedar Knob Nexus | Florida-to-Mountain Demand Corridor

A Proven Buyer Pipeline with Natural Alignment to Walnut Hills

A key advantage of the Walnut Hills / Cedar Knob Nexus strategy is its alignment with the long-established relationship between **Florida** and **Western North Carolina**, particularly within **Macon County** and the **Highlands–Cashiers Plateau**. This is not a speculative market assumption or an audience that must be created from scratch. It is an existing migration and second-home pattern that can be captured through more targeted positioning, direct audience-building, and a more differentiated product.

That matters because Cedar Knob Nexus is not trying to manufacture demand in an unknown market. It is positioning itself within a **proven seasonal, lifestyle, and ownership corridor** that already links Florida households to mountain property, summer occupancy, retreat travel, and long-duration second-home use.

1. Strategic Value / Institutional Logic | Proven Buyer and Visitor Base

Florida represents one of the most important feeder markets for Western North Carolina's second-home and seasonal-visitor economy. The relationship is already embedded in regional behavior: Florida functions as a winter base, while Western North Carolina functions as a summer retreat, second-home destination, and lifestyle alternative.

This is strategically important because Cedar Knob Nexus is not attempting to open a new market category. It is entering an **established buyer and visitor stream** with a product designed to stand out through scarcity, authenticity, and layered experience.

2. Brand / WebWeave | Direct Alignment with Tour Expansion

The tour strategy fits this demand corridor naturally.

As the tour expands into Florida markets, it can target the exact demographic already familiar with Western North Carolina and already predisposed toward mountain travel, seasonal ownership, and retreat-oriented lifestyle decisions. That turns the tour into more than a promotional vehicle. It becomes a **direct feeder system** into Cedar Knob.

By reaching people before they make travel, second-home, or seasonal-living decisions, the platform can build familiarity and affinity earlier in the decision cycle than traditional real estate marketing typically allows.

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3. Neighborhood / Residential Structure | From Audience to Ownership Pipeline

The value of the Florida connection is not limited to tourism. It supports a layered conversion path that can move people from awareness into deeper participation over time.

The progression is straightforward:

- readers become followers
- followers become visitors
- visitors become repeat guests
- repeat guests become buyers or long-term participants

That is a far stronger model than one-time transactional marketing. It creates a **lifecycle relationship** between the audience and the property, allowing Cedar Knob Nexus to build familiarity, trust, and emotional attachment before a purchase decision is made.

4. Wellness / Hospitality | Cultural and Lifestyle Fit

Cedar Knob Nexus is positioned around values that align strongly with the Florida-to-mountains buyer profile.

The project is eco-conscious, experience-driven, rooted in Appalachian identity, and oriented toward long-term value rather than disposable tourism. That positioning resonates with second-home buyers seeking authenticity, retreat and wellness participants looking for a deeper experience, and individuals drawn to meaningful connection rather than generic lodging.

This is important because the platform is not simply selling nights or square footage. It is offering a **sense of belonging, identity, and long-duration place attachment**.

5. Brand / WebWeave | Content and Location Reinforce Demand

The platform is also strengthened by the way its media and place layers work together.

The book introduces the story. The tour builds the relationship. The content expands the audience. The property fulfills the experience. Each layer reinforces the others, creating a stronger demand engine than either a stand-alone real estate campaign or a stand-alone media effort could produce on its own.

That integrated structure helps Cedar Knob Nexus build demand with more emotional depth than conventional destination marketing.

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6. Strategic Value / Institutional Logic | Compounding Ecosystem Growth

The Florida corridor becomes more valuable over time as the broader Cedar Knob ecosystem expands.

As additional books, media, and audience channels are developed, the addressable audience grows, the brand deepens, demand expands, and the property's pricing strength improves. This is not a single-cycle marketing effort. It is a **compounding ecosystem** in which each new layer of content and audience-building strengthens the long-term value of the physical destination.

That creates a strategic advantage over developments that must continuously repurchase attention through paid marketing without building durable audience equity.

7. Brand / WebWeave | Founder Presence as an Authenticity Anchor

A further differentiator is that the author is not separate from the project. He is based on the mountain and functions as part of the system itself.

That creates an unusual level of authenticity, continuity, and ongoing audience engagement. In both real estate and media, that is rare. Most projects separate the story from the place, or the creator from the product. Cedar Knob Nexus does not. The creator, the narrative, and the physical platform remain linked.

That linkage strengthens credibility and makes the audience relationship more durable.

8. Conclusion / Takeaway | A High-Value Demand Corridor Already in Motion

The Florida connection gives Cedar Knob Nexus something highly valuable: a **proven second-home market, a direct audience pipeline, a natural extension of the tour strategy, and a high-value demographic already aligned with the project's positioning**.

This is not a new market that must be invented. It is an existing corridor of movement, ownership, and lifestyle demand that Cedar Knob Nexus is well positioned to capture through stronger product differentiation, more authentic audience-building, and a more integrated platform.

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Cultural Value & Long-Term Validity

Walnut Hills | Cultural Value and Long-Term Validity

The Novel as an Asset Foundation, Demand Engine, and Legacy Anchor

Cedar Knob Nexus is not positioned as land with a story added for marketing effect. The story is part of the asset logic itself. *Basically Done* gives the property a cultural frame that extends its meaning beyond acreage, views, and development rights. In investor terms, that matters because it adds a layer of long-term differentiation that most real estate projects do not possess and cannot easily replicate later.

The importance of the novel is not literary alone. It functions as a narrative entry point, a durable discovery mechanism, and a long-horizon brand asset that reinforces the land's identity over time. Where most developments rely on advertising cycles that expire, Cedar Knob Nexus can continue to regenerate awareness, curiosity, and attachment through a story that remains in circulation.

1. Landscape / Regional Context | Narrative Anchoring of the Land

Basically Done does more than tell a story set near the mountain. It helps anchor Cedar Knob in a narrative that gives the land meaning beyond its physical attributes.

Through the closing movement of the story, readers experience the mountain not simply as scenery, but as a place of ecological, historical, and cultural weight. The land is presented as something to be understood, respected, and protected rather than merely consumed. That changes the frame through which the property is perceived. Cedar Knob becomes more than real estate; it becomes a place with identity, memory, and purpose.

2. Brand / WebWeave | Cultural Positioning Creates Durability

Most developments are valued through a familiar framework: location, product, square footage, amenities, and comparable sales. Cedar Knob Nexus adds a fourth layer that is far less common: **cultural significance tied to a living story**.

That layer creates real strategic durability. It deepens emotional connection, strengthens brand recognition, and increases long-term desirability in ways that conventional project branding rarely achieves. Culture extends value beyond the ordinary real estate lifecycle because it gives people a reason to remember the place, talk about the place, and return to the place.

3. Brand / WebWeave | The Novel as a Permanent Entry Point

The novel functions as more than content. It operates as:

- a gateway into the Cedar Knob ecosystem
- a repeatable discovery mechanism
- a long-term marketing asset that does not expire

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This is a meaningful distinction. Traditional campaigns decay as soon as spending stops. Ads end, impressions fade, and awareness drops. A novel behaves differently. It can continue to circulate, continue to be discovered, and continue to bring new people into the system over time.

That gives Cedar Knob Nexus an enduring inbound channel that does not rely on continuous paid spend to remain active.

4. Strategic Value / Institutional Logic | Alignment of Story and Place

The power of the model comes from alignment.

The story reflects the land. The land fulfills the story. The visitor experience reinforces both. That alignment creates authenticity, and authenticity is extremely difficult to manufacture after the fact.

This matters because many projects attempt to add narrative later through branding, design themes, or promotional language. Cedar Knob Nexus does not need to retrofit meaning onto the property. The meaning is already embedded in the relationship between the narrative, the place, and the experience of the site itself.

5. Media / Production | Cultural Ecosystem Expansion

The novel is not intended to stand alone. It functions as the first anchor point in a broader cultural system that can expand through:

- future novels
- the music catalog
- video and production content
- broader WebWeave narrative extensions

As additional content is released, Cedar Knob becomes more than the setting of one story. It becomes the physical center of an expanding narrative and cultural platform. That widens the value base of the property by linking the land to repeatable media, audience growth, and longer-term brand accumulation.

6. Strategic Value / Institutional Logic | Long-Term Value Implications

This structure has important implications for valuation and defensibility.

It supports:

- sustained demand beyond initial development cycles
- premium positioning through uniqueness and scarcity
- continued audience growth tied to content circulation
- greater resilience against purely cyclical real estate pressures

In effect, the asset is no longer dependent solely on real estate conditions at one point in time. It benefits from a secondary layer of demand formation tied to story, audience, and cultural identity.

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7. Stewardship / Governance | Legacy Positioning Through Limitation and Protection

The land's long-term value is also reinforced by the way it is being positioned physically.

Because the property is partially conserved, intentionally limited in its development intensity, and tied to a larger narrative of stewardship and meaning, it can be presented not as a consumable development but as a **legacy asset**. That distinction matters in higher-end markets. Assets that signal restraint, permanence, and identity often hold value differently from projects optimized only for short-term extraction.

The story strengthens that posture. It gives the land a reason to matter beyond its immediate utility.

8. Brand / WebWeave | Why the Novel Strengthens Investor Confidence

For investors, the novel matters because it strengthens three things simultaneously:

- the valuation narrative
- long-term brand defensibility
- confidence that the project has a differentiated identity not easily copied by competing developments

A property with a story attached is not automatically more valuable. But a property whose identity, cultural meaning, and audience discovery are all reinforced by an original narrative asset does gain something rare: a deeper and more defensible market position.

That is the real relevance of *Basically Done*. It does not replace the hard-asset case. It deepens it.

9. Conclusion / Takeaway | Real Estate Alone Has a Lifecycle. Real Estate Plus Culture Builds Legacy.

Most properties are sold once. Their value is realized through transaction, absorption, or operating yield, and then the story largely ends. Cedar Knob Nexus is positioned differently. The land can continue generating value because it lives inside a story that keeps bringing people back to it — emotionally, culturally, and eventually physically.

Cedar Knob is not just where the story takes place. It is what gives the story permanence — and the story gives the land lasting value.

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Highest and Best Use

Cedar Knob Nexus | 22 Strategic Advantages and Why the Platform Wins

Scarcity, Income, Integration, and Long-Term Upside in One System

Cedar Knob Nexus is not competing as a standard subdivision, a stand-alone resort, or a speculative media concept. Its advantage comes from **integration**: scarce mountain land, hospitality income, residential monetization, studio capability, and brand/IP all operating inside one platform. Each layer can hold value on its own, but together they create stronger economics, more resilience, and higher long-term upside than a conventional development model.

What follows are the core reasons the platform wins.

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1. Landscape / Regional Context | Scarce, Defensible Mountain Asset

The platform begins with a rare physical base: approximately **153 acres** of mountain property with protected character, elevated setting, and long-term scarcity. In a constrained regional market, that kind of asset is increasingly difficult to replicate or assemble.

2. Strategic Value / Institutional Logic | Hard-Asset Downside Protection

The land is not just scenery. It provides a real asset floor, long-duration value retention, and downside protection independent of the broader operating platform.

3. Wellness / Hospitality | Dual-Use Development Model

Cedar Knob Nexus is structured as both a **boutique eco-resort** and a future **AI-enabled production campus**. That allows the same property to generate value through hospitality, media production, and real estate.

4. Media / Production | Integrated Entertainment Platform

The platform anchors the *Basically Done* universe and converts the land from passive real estate into an active cultural and production asset.

5. Brand / WebWeave | Built-In Marketing Engine

Story, music, touring, and media are tied directly to the property itself. This reduces reliance on conventional paid advertising and gives the platform a more durable audience-acquisition system.

6. Wellness / Hospitality | Tourism and Experiential Destination Value

The project blends travel, storytelling, hospitality, and creative programming into a destination model that can pull demand from well beyond the immediate local market.

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7. Strategic Value / Institutional Logic | Superior Upside vs. Traditional Land Sales

A standard subdivision monetizes once through lot sales. Cedar Knob Nexus adds recurring cash flow, destination value, and brand equity on top of land value, materially expanding upside.

8. Brand / WebWeave | Authenticity and Identity

The project is rooted in a real mountain asset with actual physical presence, cultural framing, and story alignment — not a manufactured branding concept layered on after the fact.

9. Media / Production | Technology-Enabled Production Capability

AI-assisted production infrastructure lowers the cost of creating meaningful media output and makes the platform accessible to independent creators, lean teams, and project-based production users.

10. Strategic Value / Institutional Logic | Adaptive Value Creation

Because the platform includes resort, studio, residential, and media layers, it can adapt to multiple user types and monetization pathways over time rather than relying on a single business line.

11. Strategic Value / Institutional Logic | First-Mover Positioning

Very few projects combine mountain hospitality, residential product, AI-enabled production capability, and original IP inside one platform. That gives Cedar Knob Nexus a meaningful first-mover advantage.

12. Strategic Value / Institutional Logic | Value Compounds Over Time

As destination awareness grows, the brand deepens, and physical improvements mature, the value of the system can compound rather than flatten after initial sellout or stabilization.

13. Strategic Value / Institutional Logic | Multiple Exit Strategies

The platform preserves several potential exit paths: hold for cash flow, scale into a larger destination brand, recapitalize, partner strategically, or sell in whole or in part.

14. Strategic Value / Institutional Logic | Economic Resilience Through Diversification

Multiple revenue streams reduce exposure to any single market cycle. If one line slows, others can continue to support the platform.

15. Strategic Value / Institutional Logic | Full-Stack Vertical Integration

Cedar Knob Nexus controls more of the value chain than a typical development — from land to buildout to operations to promotion. That improves efficiency, compresses cost, and protects margin.

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16. Wellness / Hospitality | Boutique Resort, Not Hotel Complexity

The hospitality model is designed around a boutique destination rather than a management-heavy hotel structure. That allows premium positioning without the operational burden of large-scale hotel infrastructure.

17. Strategic Value / Institutional Logic | Operational Simplicity

Platform-based bookings, lean staffing, and phased activation support a lower-friction operating model than more conventional resort structures.

18. Strategic Value / Institutional Logic | Proven Management Alignment

The model benefits from practical experience in rental operations, land management, and on-site maintenance capability, which strengthens execution credibility.

19. Wellness / Hospitality | Early Revenue Foundation

Phase I revenue from cottages and early hospitality use provides the first operating base, helping support expansion without waiting for full buildout.

20. Neighborhood / Residential Structure | Residential Expansion Funds Higher-Value Assets

Home and parcel sales are not the end of the model; they are part of the capital engine. Residential monetization can help fund higher-end lodging, amenities, and later platform expansion.

21. Media / Production | Studio Rental Synergy

Studio capability adds another monetization layer beyond lodging, creating production revenue, longer-stay bookings, and stronger platform differentiation.

22. Strategic Value / Institutional Logic | Scalable, Sustainable Growth Model

The platform is designed to scale in phases, remain lean in operation, and expand based on real demand rather than overbuilt assumptions. That is what makes it both scalable and sustainable.

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Cedar Knob Nexus | Why the Platform Wins

The Advantage Over a Standard Subdivision

A standard subdivision typically offers:

- one-time lot sales
- no recurring revenue
- no meaningful brand equity
- limited long-term upside after sellout

Cedar Knob Nexus offers a different outcome:

- recurring cash flow from hospitality and experiences
- appreciating real estate value supported by scarcity
- residential profit realization through phased buildout
- studio and production revenue
- event, retreat, and destination-based monetization
- brand and IP value layered on top of the physical asset

That is the central distinction: **traditional development monetizes inventory once; Cedar Knob Nexus monetizes land, operations, audience, and identity over time.**

Strategic Value / Institutional Logic | Revenue and Execution Snapshot

The platform's revenue stack is layered across multiple phases:

- **Phase 1 cottages** create early rental revenue and operating validation
- **Domes and event expansion** increase visibility and booking volume
- **Ridge lodges and studio buildout** support premium pricing and platform maturity
- **Studio rental** adds production revenue beyond lodging
- **Retreat and event buyouts** create higher-value booking windows
- **Walnut Hills home sales** create capital recycling and profit realization

This phased structure matters because it lets the project build income early, expand deliberately, and layer higher-value uses over time rather than waiting for one final monetization event.

Conclusion / Takeaway | A Better Model Than Simple Development

Cedar Knob Nexus wins because it is **scarcity-backed, income-producing, vertically integrated, and structurally diversified**.

It does not rely on a single exit, a single revenue line, or a single story about value. It combines real estate, hospitality, production, and brand into one platform that can create value repeatedly rather than just once.

Traditional development sells land. Cedar Knob Nexus builds a system.

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Global Positioning

Global Media & Cultural Positioning

Cedar Knob Nexus | Songs of the Sacred Earth

Global Media & Cultural Positioning

Overview

Songs of the Sacred Earth positions Cedar Knob Nexus within a **global cultural and media framework** that extends beyond regional tourism or traditional destination branding.

It establishes a **place-based storytelling system** where music, film, narrative, and geography are interconnected—transforming Cedar Knob from a single location into part of a broader cultural network.

Global Songline Concept

The project is structured around a **continuous narrative pathway**—a "songline"—connecting culturally and ecologically significant landscapes across the world.

Within this system:

- Each location contributes cultural meaning and identity
- Music serves as the connective layer
- Story provides continuity
- Media enables distribution and reach

Cedar Knob is positioned as a **node within this network**, not an isolated destination.

Cedar Knob as the North American Anchor

Cedar Knob functions as the **North American anchor** within the Sacred Earth framework.

- ~153-acre mountain landscape
- Ecologically sensitive environment
- Rare granitic dome characteristics

It is conceptually aligned with other globally significant landscapes, placing it within an **international context rather than a purely regional one**.

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Ecology as Cultural Identity

The ecological characteristics of Cedar Knob are not treated separately from branding—they are foundational to it.

- Environmental sensitivity reinforces cultural significance
- Land is positioned as a narrative asset, not just developable acreage
- Conservation strengthens authenticity and long-term identity

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Media & Music Platform

The foundation of the system is a **curated music and media catalog**:

- 100+ total songs across the broader body of work
- 20+ tracks directly tied to Cedar Knob and Sugarfork
- Dedicated *Songs of the Sacred Earth* album

Each piece functions as:

- A standalone work
- A component of a larger narrative system

Cross-Media Integration

The platform is designed as a **scalable, multi-channel ecosystem** integrating:

- Narrative universes and storytelling systems
- AI-assisted film and episodic production
- Live performance and on-site programming
- Documentary and visual content tied to the land

This creates a reinforcing loop where:

- Media drives awareness
- Story builds connection
- Place delivers experience

Audience Expansion

This framework expands the project's reach beyond traditional tourism.

- Engages music, film, and cultural audiences
- Extends visibility across multiple geographies
- Builds recognition independent of physical visitation

Cedar Knob becomes:

- A destination to visit
- A narrative to follow
- A platform to engage with across media

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Strategic Position

Cedar Knob Nexus operates simultaneously as:

- A regional Appalachian sanctuary
- A node within a global cultural network
- A media-driven destination with international reach

This layered positioning increases **brand scale without requiring physical expansion**.

Long-Term Value

This structure supports:

- Strong differentiation from traditional developments
- Expanded audience reach and engagement
- Durable brand identity
- Additional pathways for media, licensing, and content-driven revenue

It creates a system where **cultural relevance reinforces asset value over time**.

Summary

Songs of the Sacred Earth transforms Cedar Knob Nexus from a single location into part of a **distributed global narrative platform**.

- The land remains local and authentic
- The meaning and reach become global

Final Position

Cedar Knob is positioned as:

- A physical destination
- A cultural anchor
- A media origin point

One mountain, positioned within a larger global system of land, story, music, and meaning.

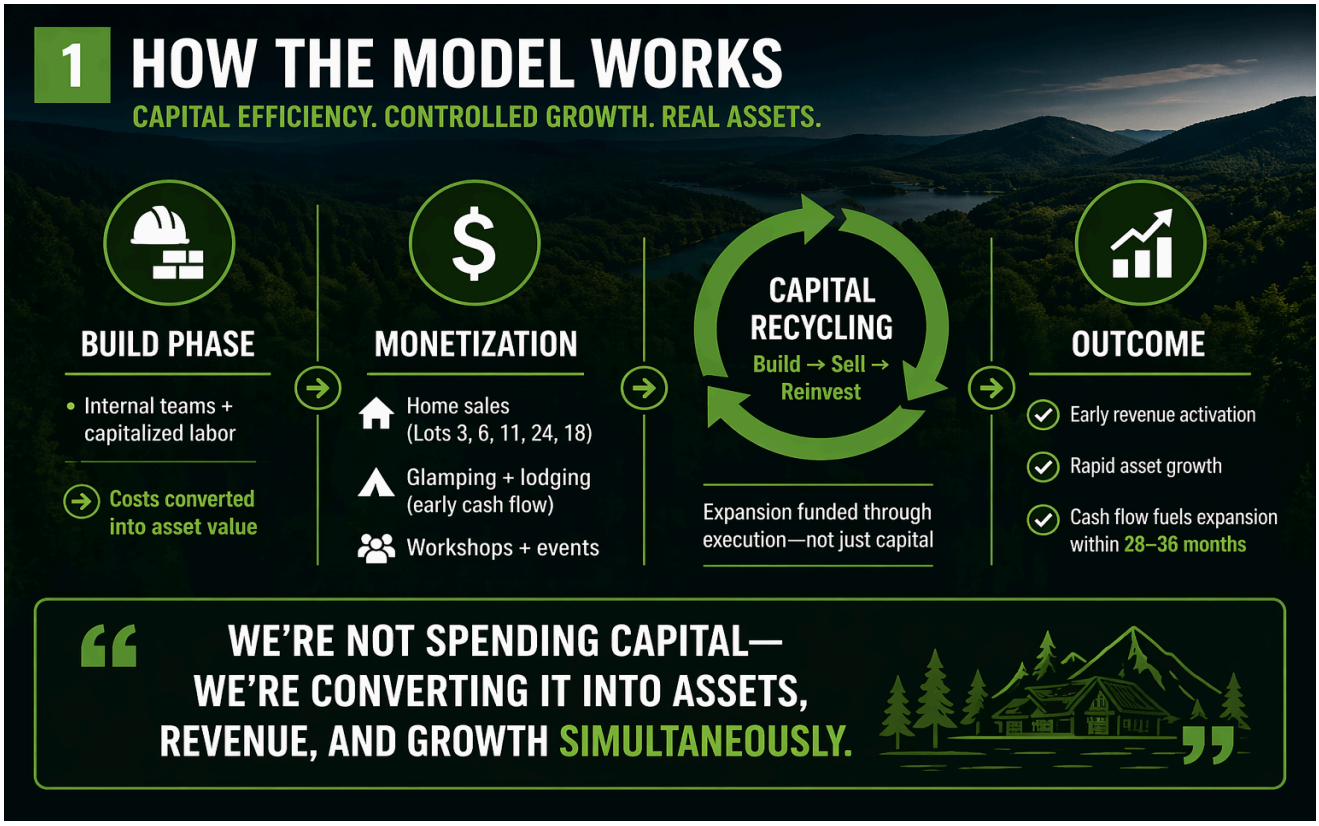
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Risk Mitigation

Risk Mitigation

Distributed Risk, Hard-Asset Support, and Controlled Execution

Cedar Knob Nexus is structured as a **multi-layered asset platform**, not a single-point development bet. That distinction is central to the risk profile. The project combines land, hospitality, residential monetization, studio capability, and intellectual property within one phased system, allowing risk to be distributed across asset classes, operating lines, and time horizons rather than concentrated in one binary outcome.



Risk Framework & Mitigation Strategy — Cedar Knob Nexus

Overview

Cedar Knob Nexus is structured as a **layered asset platform** where downside is supported by hard assets and phased execution, while upside is driven by multiple independent and reinforcing revenue channels.

This structure does not eliminate risk—but it **distributes and manages it**, avoiding dependence on a single capital event, revenue stream, or exit pathway.

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Financial Risk

Primary Risk

- Capital shortfall
- Delayed funding
- Slower-than-expected deployment

Mitigation

- **Hard-asset foundation:** ~153 acres provides baseline collateral value
- **Phased capital deployment:** limits upfront exposure
- **Diversified revenue streams:** lodging, residential, events, production, and IP
- **Regional demand support:** driven by scarcity, second-home ownership, and migration trends

The project begins with **real land value**, not a purely forward-looking operating thesis.

Construction Risk

Primary Risk

- Cost overruns
- Supply chain disruptions
- Scheduling delays

Mitigation

- **Vertical integration:** control over site work and coordination
- **Owned equipment:** reduces cost volatility and improves scheduling
- **Modular build strategy:** limits exposure to large single-phase overruns
- **Phased construction:** prioritizes revenue-generating assets early

This reduces the likelihood that a single delay disrupts the entire project.

Production & IP Risk

Primary Risk

- Delays in content creation
- Technology limitations
- Inconsistent output quality
- Weak audience response

Mitigation

- **Cost-efficient AI-assisted production**
- **Mobile studio capability** providing flexibility and redundancy
- **Existing content base** (music catalog, narrative assets)
- **Multi-channel distribution** across music, publishing, and on-site experiences

The platform controls both **source material and production tools**, reducing dependency risk.

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Market Risk

Primary Risk

- Slower adoption of hybrid destination models
- Uncertainty in eco-hospitality and experiential demand

Mitigation

- **Low-density positioning:** supports premium pricing
- **Flexible use model:** tourism, residential, retreats, and production
- **Alignment with macro trends:** eco-tourism, remote work, experiential travel
- **Strong geographic positioning:** access to multiple demand corridors

The project is not dependent on a single customer segment.

Hard-Asset Foundation

A defining strength is the **underlying land position**.

- Real property with intrinsic value
- Infrastructure and scarcity support baseline valuation
- Independent of full operational buildout

This provides **downside protection not present in purely conceptual ventures**.

Phased Execution Strategy

Development is structured in **sequential layers**:

- Early phases generate revenue
- Demand is validated before expansion
- Capital-intensive phases follow proven performance

This converts risk from a **single large exposure** into a series of controlled steps.

Revenue Diversification

The platform supports multiple income streams:

- Lodging and hospitality
- Retreats and events
- Residential sales
- Studio and production activity
- Music and IP-related revenue

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This diversification:

- Improves resilience
- Reduces reliance on any single revenue source
- Stabilizes long-term performance

Operational Control

Vertical integration improves predictability:

- Control over land, buildout, and operations
- Reduced reliance on third-party execution
- Greater alignment between strategy and implementation

Operational control is a key driver of **cost discipline and timeline reliability**.

System-Level Risk Position

Risk within Cedar Knob Nexus is **distributed, not concentrated**.

- Land retains value independent of operations
- Revenue streams operate independently
- Multiple liquidity pathways exist

If one component underperforms, others continue to support the platform.

Summary

Cedar Knob Nexus is structured to:

- Anchor downside in real assets
- Control exposure through phased execution
- Maintain resilience through diversification
- Preserve upside through multiple independent channels

Final Position

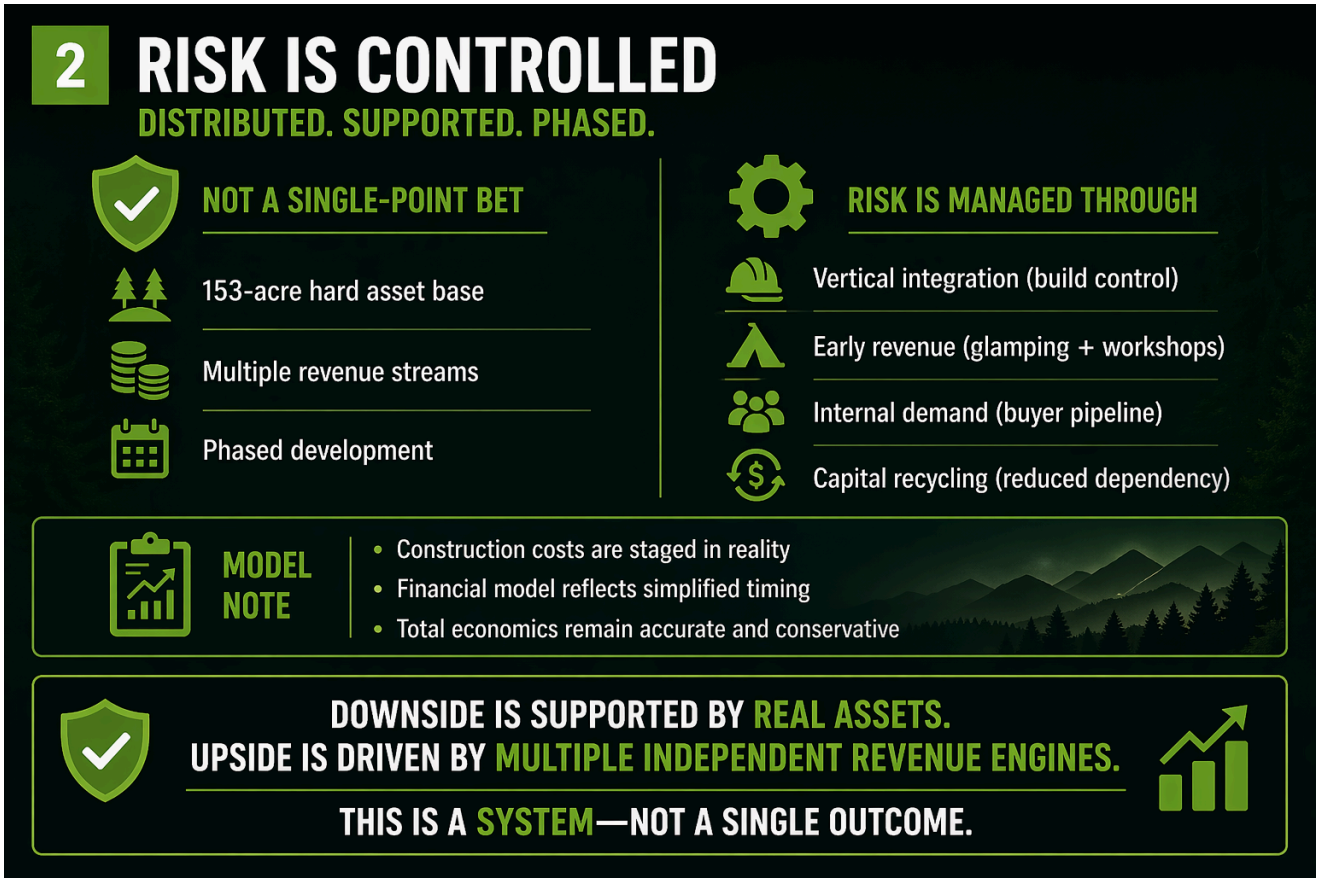
Cedar Knob Nexus is not a single-point investment.

It is a **multi-layered asset system** where:

- Hard assets support the downside
- Execution is staged and controlled
- Revenue is diversified
- Upside remains open across multiple paths

Risk is managed through structure, not assumption.

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Execution Strategy – AI Film Campus Development

Platform Overview — Cedar Knob Nexus

Core Concept

Cedar Knob Nexus is being developed as a **boutique, eco-based creative campus** integrating:

- A ~153-acre mountain environment
- Boutique hospitality infrastructure
- AI-assisted production capabilities

The platform is designed to function as both:

- A **revenue-generating destination**
- A **content production and IP development system**

Primary outputs include:

- Content production
- Experiential tourism
- Brand and intellectual property growth

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Phase 1 — Mobile Studio Platform (Launch Engine)

Purpose: Initial activation, content generation, and audience development

- **Estimated Build Cost:** ~$135,000

Functionality:

- Mobile production unit for film, music, and digital content
- Client-facing studio for creators and small productions
- Touring platform for national exposure and audience growth

Strategic Role:

- Produces initial content tied to core narrative assets
- Serves as marketing, production, and validation layer
- Builds audience prior to fixed-site completion

This phase represents the **lowest capital-risk entry point** and establishes early execution.

Phase 2 — Boutique Soundstage (On-Site Anchor)

- **Size:** ~7,500 sq. ft.
- **Estimated Cost:** $1.3M – $1.9M

Positioning:

A small-scale, high-quality, multi-use production facility integrated into the campus.

Use Cases:

- Film and digital production
- Retreat-based content creation
- Weddings, events, and experiential media
- Artist residencies and workshops

Experience Integration:

- Guests observe and engage with production environments
- Production becomes part of the on-site experience

This phase establishes the **identity anchor of the campus**.

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Phase 3 — Natural Backlot Integration

- **Land Area:** ~130+ acres within the 153-acre property

Features:

- Ridgelines
- Forest environments
- Water features
- Rock formations

Function:

- On-location filming environment
- Reduced need for constructed sets
- Supports internal and third-party productions

This creates a **built-in production advantage** not typically available to conventional studios.

Phase 4 — Scaled Production Expansion (Optional)

- Potential expansion into the Franklin commercial corridor
- Larger soundstages (~15,000–30,000 sq. ft.)
- Potential partnerships with regional institutions

Positioning:

- Sugarfork remains the boutique, experiential anchor
- Expansion supports larger-scale production capacity

This phase represents **scalable upside**, not a requirement for base platform success.

Strategic Position

The platform is structured to:

- Activate with low initial capital
- Build audience and content early
- Expand production capability in phases
- Integrate media and hospitality into a unified system

Summary

Cedar Knob Nexus combines:

- Physical destination value
- Production infrastructure
- Content and IP generation

Each phase builds upon the previous one, creating a **progressive system where production, experience, and brand development reinforce one another**.

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Final Position

Cedar Knob Nexus is structured as a **phased creative and hospitality platform** where:

- Early phases validate execution and generate content
- Mid phases establish identity and infrastructure
- Later phases expand scale and capacity

Production is not an add-on—it is integrated into the core value of the platform.

Market Response & Demand Alignment

Demand Positioning — Cedar Knob Nexus

Overview

Cedar Knob Nexus is positioned at the **intersection of multiple expanding consumer trends**, rather than relying on a single market thesis.

The platform aligns with:

- Growth in wellness tourism
- Expansion of experience-driven spending
- Increasing demand for culturally authentic, place-based destinations
- Rising curiosity around applied AI in creative environments

This convergence creates a **multi-layered demand base**, reducing dependence on any single audience or market cycle.

Converging Demand Drivers

The project benefits from alignment with four key behavioral shifts:

- Preference for **nature-based, restorative environments**
- Shift toward **experience over commodity**
- Demand for **authentic, place-driven identity**
- Interest in **technology applied within creative contexts**

Cedar Knob Nexus does not rely on all of these simultaneously.

It operates where enough overlap exists to sustain premium, limited-supply demand.

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Target Demand Segments

The platform is designed to attract multiple overlapping audiences:

- Wellness-oriented travelers
- Technology-curious visitors
- Luxury and experiential travelers
- Artists and creative professionals
- Corporate, retreat, and group markets

Each segment enters for different reasons, but engages across multiple layers once on-site.

Cultural Authenticity as a Demand Driver

Demand is strengthened by **authenticity tied to land and narrative**.

- Identity is derived from place, not applied branding
- Experience is grounded in environment, story, and cultural framing
- Differentiation comes from depth, not surface design

This supports stronger:

- Guest connection
- Brand memorability
- Long-term positioning

Wellness-Oriented Demand

This segment seeks:

- Lower-density environments
- Nature-based restoration
- Meaningful, non-commoditized experiences

Cedar Knob Nexus aligns with this demand through:

- Landscape-driven design
- Controlled capacity
- Experience-first programming

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Technology-Curious Demand

A secondary demand stream is driven by interest in **applied AI within creative environments**.

- Visitors are not seeking a technical facility
- They are interested in how technology intersects with storytelling, media, and place

The platform positions AI as:

- A supporting layer
- A point of curiosity and differentiation
- Integrated, not dominant

Luxury & Experiential Travelers

Higher-end travelers are evaluating:

- Uniqueness
- Privacy
- Emotional resonance
- Setting quality

Cedar Knob Nexus competes through:

- Limited supply
- Distinct identity
- Integrated experience

Creative & Retreat Markets

The platform supports:

- Artist residencies
- Workshops and retreats
- Collaborative production environments

This expands use beyond tourism into:

- Creative development
- Group programming
- Multi-day experiential stays

Key Demand Indicators

The project demonstrates several strong demand characteristics:

- High shareability due to visual and conceptual uniqueness
- Premium pricing supported by limited inventory
- Repeat visitation potential through evolving programming
- Cross-demographic appeal across lifestyle and professional segments

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Core Demand Drivers

Demand is driven by:

- **Differentiation:** limited inventory and unique identity
- **Narrative value:** integration with broader story systems
- **Multi-purpose appeal:** hospitality, creativity, and experience
- **Organic advocacy:** strong word-of-mouth and shareability

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Primary Market Risks

Perceived Authenticity Risk

Risk of appearing overly staged or branded.

Mitigation:

- Maintain alignment between narrative and actual experience
- Limit over-commercialization
- Preserve connection to land and culture

Technology Balance Risk

Risk of technology overshadowing the natural environment.

Mitigation:

- Position AI as a supporting layer
- Maintain nature-first guest experience
- Separate production intensity from guest zones where needed

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Market Position

Cedar Knob Nexus combines:

- Destination hospitality
- Creative production
- Cultural storytelling
- Selective technology integration

This creates:

- Broader appeal
- Stronger differentiation
- Multiple demand pathways
- Reduced reliance on a single segment

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Summary

Demand is not being created—it is being **captured at the intersection of existing trends**.

- Wellness
- Experience
- Authenticity
- Creative technology

Final Position

Cedar Knob Nexus is positioned to attract demand from **multiple expanding audiences simultaneously**.

The primary challenge is not demand generation.

It is execution at a level consistent with the positioning.
When delivered correctly, the platform aligns with where consumer behavior is already moving—rather than trying to redirect it.

Pathway Creation and Plateau Demand Capture

Demand Conversion Strategy — Creating a Pathway Into the Plateau

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Overview

Cedar Knob Nexus is designed to **capture demand that would otherwise bypass the plateau entirely**.

Traditional mountain development relies on:

- Existing buyer awareness
- Passive tourism flow
- Conventional brokerage and listing channels

Cedar Knob Nexus operates differently. It **engages audiences before they enter those channels**, creating a direct pathway into the market.

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Reaching Demand Before the Market Funnel

Instead of competing only for active buyers:

- The platform engages consumers upstream
- Builds familiarity before purchase intent exists
- Introduces the location before it is being actively considered

This allows the project to:

- Intercept demand earlier
- Reduce competition at the point of transaction
- Direct attention toward a specific place

Story as the Entry Point

Initial engagement occurs through:

- Narrative
- Music
- Media
- Cultural framing

For many participants, Cedar Knob is first encountered as a **story and concept**, not a listing or destination.

This creates:

- Emotional familiarity
- Conceptual understanding of place
- Early-stage connection

From Awareness to Experience

The platform then provides a progression:

1. Awareness through story and media
2. Curiosity and engagement
3. Physical visitation
4. Repeat experience
5. Ownership or long-term participation

This replaces traditional marketing with a **conversion pathway based on experience rather than exposure**.

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Converting Visitors Into Participants

The model is designed to move individuals from:

- Observer ↠ Guest ↠ Repeat Visitor ↠ Owner

This is particularly effective in a:

- Limited-supply
- Premium-positioned environment

Where purchase decisions are influenced by:

- Confidence
- familiarity
- emotional connection

Why This Matters for the Plateau

The plateau can be overlooked within traditional market flows:

- Established luxury corridors capture early attention
- Legacy destinations dominate awareness
- Secondary locations rely on passive discovery

Cedar Knob Nexus changes this by:

- Creating its own demand funnel
- Building awareness independent of geography
- Positioning the plateau as a destination, not a pass-through

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Media & Touring as Demand Infrastructure

Media and touring function as **access infrastructure for demand**:

- They reach audiences before travel decisions are made
- Build familiarity in advance
- Reduce friction between awareness and visitation

This mirrors physical infrastructure:

- Roads enable access to land
- Media enables access to the idea of the place

Earlier Engagement, Stronger Conversion

By entering earlier in the decision cycle:

- The project avoids competing only at the transaction stage
- Builds relationships before purchase intent

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- Converts warmer, more informed participants

This improves:

- Conversion rates
- Pricing resilience
- Long-term engagement

Relationship Before Transaction

The platform is designed to:

- Build connection before availability
- Establish trust before pricing is evaluated
- Create familiarity before decision-making

By the time a participant is ready to:

- Visit
- Stay
- Invest

Cedar Knob is already known and understood.

Strategic Position

Cedar Knob Nexus is not dependent on:

- Passive discovery
- Traditional listing exposure
- Existing tourism flow

It creates a **direct pathway into the market**, allowing the project to:

- Generate its own demand
- Control early engagement
- Convert at a higher level of certainty

Summary

The platform shifts demand dynamics from:

- Passive discovery ↠ Active attraction
- Transaction-first ↠ Relationship-first

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Final Position

Cedar Knob Nexus does not wait for the plateau to be discovered.

It:

- Engages audiences early
- Builds familiarity before visitation
- Converts experience into long-term participation

Demand is not captured at the end of the funnel—it is built at the beginning.

Market Demand & Consumer Alignment

Demand Foundation — Converging Market Drivers

Overview

Cedar Knob Nexus is positioned at the intersection of four expanding demand drivers:

- Wellness tourism
- Experience-driven travel
- Curiosity around applied AI
- Preference for culturally authentic, place-based destinations

This convergence creates a multi-channel demand base that supports **year-round occupancy, premium pricing, and diversified revenue generation**, reducing reliance on any single customer segment or market cycle.

The Western North Carolina mountain region represents a **$5.5B annual tourism market**, with approximately **$440M concentrated in boutique and experiential travel segments**, providing a substantial and growing demand pool aligned with the project's positioning.

Wellness & Restorative Travel

Demand for nature-based, low-density environments continues to expand.

Cedar Knob Nexus aligns with this through:

- Landscape-driven design
- Controlled capacity
- Emphasis on reflection, retreat, and atmosphere

The platform offers more than accommodation—it delivers a restorative, place-centered experience aligned with a broader shift toward wellness-focused travel and multi-day retreat engagement.

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Applied AI & Creative Technology

Interest in AI is growing, particularly in visible, creative applications.

The platform integrates AI as:

- A supporting production layer
- A tool for storytelling and media creation
- A point of curiosity for visitors and creators

Technology enhances the experience without becoming the primary attraction, supporting content creation, creative production, and differentiated guest engagement.

Experience Economy Alignment

Consumer behavior continues shifting toward:

- Unique, memorable experiences
- Story-rich environments
- Participation over passive consumption

Cedar Knob Nexus responds by offering:

- Multi-layered engagement
- Integration of place, narrative, and activity
- Experiences that extend beyond a standard stay

This approach aligns with the growing experiential travel segment, which prioritizes immersive environments and longer, higher-value stays.

Cultural Authenticity

Demand increasingly favors destinations that feel:

- Rooted in place
- Culturally meaningful
- Distinct from generic or over-packaged offerings

Cedar Knob Nexus is positioned around:

- Land-based identity
- Regional and narrative context
- Authentic environmental and cultural framing

This positioning supports stronger emotional connection, repeat visitation, and long-term brand differentiation.

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Multi-Segment Demand Structure

The platform attracts overlapping high-value segments:

- Wellness and experiential travelers
- Technology-curious audiences
- Luxury and destination-focused guests
- Artists, creators, and collaborators
- Corporate and retreat groups

These segments align with target buyer profiles including experience-driven travelers, creative professionals, and corporate retreat organizers seeking immersive, multi-day environments.

This creates diversified demand pathways, improving occupancy stability and reducing reliance on any single segment.

Key Demand Indicators

The model demonstrates strong demand characteristics:

- Premium pricing viability due to limited, differentiated supply
- High shareability from visual and conceptual distinctiveness
- Repeat visitation through evolving programming and seasonal variation
- Cross-segment appeal across lifestyle and professional audiences
- Alignment with corporate retreat and experiential travel growth trends

The corporate retreat market alone is projected to reach **$73.7B by 2034**, supporting sustained demand for group-based bookings and experiential destinations.

Demand Conversion to Revenue

The identified demand drivers translate directly into measurable revenue performance across both operating and capital segments.

Occupancy & Booking Behavior

- Multi-segment demand supports year-round occupancy
- Corporate retreats and group bookings increase mid-week utilization
- Experience-driven travelers extend average length of stay

Pricing Power

- Limited, differentiated inventory supports premium nightly rates
- Integrated experience allows pricing above standard short-term rental comparables
- Bundled offerings increase per-guest revenue

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Customer Lifetime Value

- Repeat visitation driven by evolving programming and seasonal variation
- Cross-utilization between lodging, dining, and creative services
- Conversion from guest to long-term participant and buyer

Capital Conversion

Demand extends beyond occupancy into ownership conversion.

The platform is designed to convert high-engagement visitors into:

- Residential buyers
- Long-term participants
- Community-aligned investors

This creates a direct pipeline from hospitality engagement to real estate monetization.

Revenue Impact Summary

- Recurring revenue is driven by sustained demand across multiple segments
- Capital event revenue is driven by conversion of experience into ownership
- The combined model increases revenue per visitor beyond traditional hospitality benchmarks

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Market Considerations

Authenticity

Risk: Perception of being staged or over-branded

Mitigation:

- Maintain alignment between narrative and real experience
- Limit over-commercialization
- Preserve connection to land and culture

Technology Balance

Risk: Technology overshadowing the environment

Mitigation:

- Keep AI as a supporting layer
- Maintain a nature-first experience
- Separate production intensity from guest experience where appropriate

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Market Position

Cedar Knob Nexus combines:

- Destination hospitality
- Creative production
- Cultural storytelling
- Selective technology integration

This creates:

- Strong differentiation
- Multiple demand channels
- Reduced dependence on a single market segment

The project operates within a market gap where existing competitors provide either luxury accommodations, boutique lodging, or commoditized rentals—but do not integrate experience, production, and community into a unified platform.

Summary

Demand is not being created—it is captured at the intersection of existing behavioral trends:

- Wellness
- Experience
- Authenticity
- Creative technology

The platform aligns with measurable demand within a **$440M experiential market segment**, supported by strong regional tourism fundamentals and increasing consumer preference for immersive, multi-purpose destinations.

Final Position

Cedar Knob Nexus is aligned with where consumer behavior is already moving.

Demand is established and measurable. The opportunity is to convert that demand into recurring revenue, capital events, and long-term asset value through disciplined execution.

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Consumer Market Response – Segment Analysis

Consumer Market Response — Segment Analysis

Overview

Cedar Knob Nexus is positioned to attract **multiple high-value customer segments simultaneously**, rather than relying on a single profile.

This creates:

- Premium pricing capability
- Strong repeat visitation
- Organic growth through advocacy
- Greater occupancy resilience

The result is **layered demand**, where different audiences enter for different reasons but engage across the platform.

Primary Demand Segments

Wellness & Experiential Seekers | ~30–35%

This is the **largest and most stable segment**.

Profile:

- Age: 35–80+
- Mid- to high-income
- Seeking restoration, privacy, and meaning

Primary Drivers:

- Nature-based environment
- Retreat-style programming
- Quiet, low-density setting
- Cultural and narrative depth

Behavior:

- 2–7 day stays
- Strong repeat visitation
- High referral value

Pricing Range:

- ~$400–$800 per night

Strategic Value:

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- Early occupancy foundation
- Strong review quality
- Alignment with low-density positioning

Tech & Creative Audiences | ~20–25%

This segment expands the platform beyond hospitality into **production and audience creation**.

Profile:

- Creators, filmmakers, musicians, digital professionals
- AI-curious and innovation-driven

Primary Drivers:

- Access to production tools
- Creative immersion
- Behind-the-scenes participation
- Shareable experiences

Behavior:

- Project-based or event-driven visits
- High content output
- Strong online amplification

Pricing Range:

- ~$300–$600 per night

Strategic Value:

- Drives awareness organically
- Multiplies reach through content
- Strengthens cultural positioning

Luxury & Destination Travelers | ~15–20%

Smaller segment, **highest per-guest spend**.

Profile:

- Age: 40–70
- High-income
- Seeking exclusivity and uniqueness

Primary Drivers:

- Premium natural setting
- Limited-supply environment
- Privacy and control

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- Distinctive experience

Behavior:

- 4–10 day stays
- High per-visit spend
- Low price sensitivity when quality is clear

Pricing Range:

- ~$600–$1,500+ per night

Strategic Value:

- Establishes pricing ceiling
- Supports premium inventory
- Enhances brand positioning

Artists & Creative Professionals | ~10–15%

Culturally aligned segment with **outsized ecosystem impact**.

Profile:

- Musicians, writers, designers, filmmakers
- Independent and collaborative creators

Primary Drivers:

- Creative immersion
- Access to tools and environment
- Collaboration and community

Behavior:

- 1–4 week stays
- High referral within networks
- Long-term engagement

Pricing Range:

- ~$200–$500 per night

Strategic Value:

- Strengthens identity
- Generates content and programming
- Builds long-tail brand equity

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Corporate & Educational Groups | ~5–10%

Smaller share, **high revenue concentration per booking**.

Profile:

- Executive retreats
- Innovation teams
- Academic and leadership groups

Primary Drivers:

- Unique, private environment
- Creative and strategic setting
- Departure from traditional venues

Behavior:

- Groups of 20–200
- 2–5 day stays
- Bundled bookings across lodging and programming

Pricing Range:

- ~$250–$400 per person per night

Strategic Value:

- Fills off-peak periods
- Drives large booking blocks
- Increases utilization efficiency

Adoption Curve

Phase 1 — Early Activation (Year 1)

Primary traction from:

- Creators
- Wellness leaders
- Artists
- Early adopters

These groups generate:

- Initial demand
- Social visibility
- Early validation

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Phase 2 — Growth (Years 1–3)

Expansion into:

- Luxury travelers
- Retreat organizers
- Corporate groups

Results:

- More consistent bookings
- Stronger revenue predictability
- Repeat visitation patterns

Phase 3 — Maturity (Years 3–5)

Platform evolves into:

- Recognized destination
- Stable premium asset
- Broader regional and potential international draw

Why Demand Converts

Conversion is driven by multiple reinforcing factors:

Scarcity + **Identity**

- Limited inventory increases urgency
- Clear positioning reduces substitution

Narrative Participation

- Guests engage with a broader story
- Emotional connection increases retention

Multi-Purpose Value

- One visit serves multiple motivations
- Expands appeal without diluting identity

Organic Advocacy

- High shareability
- Strong word-of-mouth growth

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Consumer Considerations

Authenticity vs. Commercialization

Risk: Over-produced or superficial experience

Mitigation:

- Maintain real connection to land
- Avoid over-branding
- Keep positioning disciplined

Technology vs. Nature Balance

Risk: Production overshadowing environment

Mitigation:

- Keep AI secondary
- Preserve nature-first design
- Separate guest and production zones where needed

Accessibility vs. Remoteness

Risk: Perceived inconvenience

Mitigation:

- Controlled, intentional arrival experience
- Clear communication and navigation

Pricing vs. Value Perception

Risk: Premium pricing without matching experience

Mitigation:

- Deliver distinction, not just quality
- Ensure experience feels rare and complete

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Investor Read-Through

This segmentation supports:

- Multiple booking channels
- Premium pricing power
- Repeat visitation cycles
- Reduced long-term marketing costs
- High-yield group bookings
- Demand resilience across cycles

Summary

Cedar Knob Nexus benefits from **converging demand across multiple high-value segments**, not reliance on a single audience.

- Wellness
- Creativity
- Luxury
- Cultural authenticity

Final Position

Demand is already present across these segments.

The advantage lies in **capturing overlapping motivations within a single platform**.

Execution—not demand creation—is the determining factor in performance.

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Mission & Vision

Mission, Vision & Strategic Thesis

Cedar Knob Nexus — Mission, Vision & Strategic Thesis

Platform Overview

Cedar Knob Nexus is designed as a **low-density, high-value eco–AI creative campus** where:

- Land stewardship
- Boutique hospitality
- Technology-enabled storytelling

operate as a **single integrated platform**.

It is not a scale-driven resort model.

It is a disciplined, experience-first system built to generate:

- Recurring revenue
- Long-term asset appreciation
- Durable brand value

Mission

Build a Place-Based Platform Where Conservation, Hospitality, and Creative Production Reinforce One Another

The mission is to develop a **conservation-led mountain destination** that integrates:

- Conservation-driven land stewardship
- Boutique hospitality
- Technology-enabled storytelling

into a unified operating system.

The objective is to create an asset that performs simultaneously as:

- Protected land
- Revenue-generating destination
- Cultural platform that strengthens identity and demand over time

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Vision

A Category-Defining Destination Built Through Discipline, Not Scale

Cedar Knob Nexus is intended to become a **category-defining destination** by protecting:

- Quality
- Identity
- Scarcity

rather than maximizing volume.

This positioning enables:

- Pricing power driven by limited supply
- Brand strength rooted in authenticity
- Multiple monetization layers across lodging, events, production, and IP
- Long-term appreciation of both land and experience

The model operates on a different equation:

- Fewer guests = higher value per guest
- Lower density = stronger long-term positioning
- Controlled growth = reduced operational and market risk

Constraint is not a limitation.

It is the core of the model.

Strategic Thesis

Three Systems That Reinforce Each Other

---

1. Land | Scarcity & Stability

- ~153 acres of constrained mountain terrain
- Conservation-first development approach
- Hard-asset foundation supporting long-term value preservation

The land is not just a backdrop—it is the **stabilizing base** of the platform.

---

2. Experience | Cash-Flow Engine

- Boutique lodging
- Retreats and cultural programming
- Premium pricing supported by limited capacity

This layer converts **place into recurring revenue**.

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3. Media & IP | Growth Multiplier

- Narrative assets and content platform
- Music and media catalog
- AI-assisted production system

This layer expands:

- Awareness
- Audience connection
- Demand beyond traditional hospitality channels

Compounding System

These three systems form a reinforcing cycle:

Audience ↠ Guests ↠ Advocates ↠ Increased Demand ↠ Higher Value

This transforms the project from a property into a **platform**.

Investment Position

A Multi-Layered Asset With Downside Protection and Multiple Upside Paths

Cedar Knob Nexus is structured to provide:

- Downside protection through underlying land value
- Current income potential through hospitality and programming
- Upside through brand, media, and expansion pathways

The model is not dependent on:

- A single exit
- A single revenue stream
- A single market assumption

Value is created through **multiple reinforcing channels**.

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Positioning Logic

Value Per Acre, Per Guest, and Per Experience

The platform is designed to maximize:

- Value per acre
- Value per guest
- Value per experience

rather than occupancy or volume.

This supports:

- Strong pricing discipline
- High brand integrity
- Superior experience quality
- Long-term defensibility

Summary

Cedar Knob Nexus operates on a disciplined framework:

- Limit scale
- Preserve the land
- Deepen the experience
- Increase value over time

Final Position

Cedar Knob Nexus is not designed to be the largest project in the market.

It is designed to be:

- More distinct
- More defensible
- More valuable

Discipline is the asset.

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Community Covenant

Cedar Knob Nexus

A Statement to Residents, Guests, and Creators

Cedar Knob Nexus exists as a place of intentional restraint.

It is not designed for crowds.

It is not built for spectacle.
It is not meant to be consumed quickly and forgotten.
It is a place where the land is respected, the experience is personal, and the community is asked to move with care.

This is a setting shaped by purpose. Its value comes not from volume, but from the quality of attention brought to it—and the quality of life it makes possible.

What We Value

The Principles That Define This Place

Intimacy Over Scale

We choose depth over volume.

A smaller community allows for stronger connection—to the land, to others, and to the experience itself. Meaning is strengthened when space is protected and presence is not diluted.

Stewardship of the Land

The mountain is not a backdrop. It is the foundation.

Every path, structure, gathering, and creative act begins with respect for what is already here. Development exists to live in relationship with the land—not to overpower it.

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Cultural Respect & Expression

This place honors the traditions, stories, and spirit of the region.

Music, storytelling, film, and creative work are expressions of that respect. They deepen identity rather than replace it or reduce it to performance without meaning.

Creation Over Consumption

Cedar Knob Nexus is not simply a place to stay. It is a place to participate.

Those who come here are invited to reflect, create, contribute, and engage. Guests, residents, and creators are all part of the living character of the place.

Technology in Balance

Technology is welcome only when it serves the deeper purpose of the place.

It is a tool for creativity and thoughtful utility. It does not replace nature, quiet, or human presence. It operates alongside the land—not above it.

What This Means

If You Are Here, You Are Part of Something Intentional

To be here is to enter a place that values:

- Quiet over noise
- Meaning over novelty
- Presence over distraction
- Care over convenience

This is not a place to pass through casually. It is a place to experience fully—to slow down, pay attention, and leave with more than you arrived with.

Whether staying briefly or engaging long-term, you are entering a setting built on respect, attention, and shared purpose.

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Shared Responsibility

The Future of This Place Depends on How It Is Held

The long-term integrity of Cedar Knob Nexus depends on the people who enter it.

All residents, guests, collaborators, and creators are expected to:

- Respect the land and its limits
- Respect the community and its purpose
- Contribute to an atmosphere of care and integrity
- Protect the quiet, beauty, and distinct character of the place

A place like this remains meaningful only if it is treated as something worth preserving.

Final Position

Not for Everyone—By Design

Cedar Knob Nexus is not for everyone.

That is intentional.

It is for those who:

- Seek connection
- Value authenticity
- Respect limits
- Understand that meaningful places are protected, not expanded without end

This place asks for attention, not extraction.

It asks for participation, not passive use.
It asks for care—because care is what allows a place to remain alive.
If that aligns, then it works.

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Prime Syndicate Investment Opportunity

Prime Syndicate Investment Opportunity

Capital Strategy — Multi-Phase Syndication Model

Overview

Cedar Knob Nexus is structured as a **phased capital deployment model** designed to:

- Reduce early execution risk
- Activate revenue quickly
- Preserve flexibility for future scale

Capital is introduced in stages aligned with **proof and performance**, not just vision.

Two primary phases:

- **Phase 1:** ~$5M
- **Phase 2:** ~$15M–$20M

This structure allows the project to **validate, revalue, and then scale**.

Phase 1 — Foundation Capital

~$5M | Proof, Activation, Early Cash Flow

Purpose

Phase 1 capital is deployed to:

- Refinance existing obligations
- Build initial revenue-producing assets
- Launch the operating and brand platform

This is the **activation phase**, not full buildout.

Deployment

Capital supports:

- Core infrastructure and site work
- Initial lodging units (cottages, early hospitality)
- Mobile studio and demand-generation platform
- Operating reserves and stabilization runway

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Expected Outcome

- Activated property
- Initial revenue generation
- Demonstrated demand
- Visible brand presence
- Improved credibility for future capital

Phase 1 converts the project from concept into operating proof.

Phase 2 — Expansion & Recapitalization

~$15M–$20M | Scale and Platform Growth

Trigger Conditions

Phase 2 is contingent on:

- Demonstrated revenue
- Validated demand
- Increased asset value
- Measurable operating performance

It is not assumed—it is **earned through execution**.

Purpose

Phase 2 capital is used to:

- Expand lodging and production infrastructure
- Scale programming and experiential offerings
- Increase long-term asset value
- Provide liquidity pathways for early investors

Strategic Advantage

- Entry occurs at a **higher valuation**
- The asset is **de-risked and operational**
- Early capital has already established proof

This transition shifts the project from:

Development concept ›› Operating platform

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Investor Pathways

Phase 1 Investors — Early Entry

Profile: Highest upside, higher execution exposure

Advantages:

- Lowest valuation entry
- Maximum revaluation potential
- Participation in early asset creation
- Optional exit or rollover at recapitalization

Options at Phase 2:

- Exit with profit
- Roll equity into expanded platform

Phase 2 Investors — Stabilized Entry

Profile: Lower risk, clearer asset visibility

Advantages:

- Entry into operating platform
- Proven demand and performance
- Participation in larger-scale asset
- Reduced execution uncertainty

Why This Structure Works

Capital Matched to Proof

The model avoids premature large-scale capitalization.

Instead:

- Early capital funds validation
- Later capital funds expansion

Key Benefits

- Reduced early capital exposure
- Valuation increases before scale capital enters
- Multiple liquidity pathways
- Greater flexibility for both investors and operators
- Alignment between performance and funding

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Strategic Transition

Development Capital ›› Platform Capital

- **Phase 1:** Creates operating proof
- **Phase 2:** Monetizes that proof and scales

At this point, the asset is valued as:

- Land
- Revenue
- Brand
- Experience
- Platform potential

Summary

Cedar Knob Nexus uses a **disciplined, staged capital model**:

- Phase 1 activates and validates
- Phase 2 scales and monetizes

This approach:

- Reduces risk
- Improves valuation timing
- Preserves investor flexibility

Final Position

This is not a single capital event funding a full speculative build.

It is a **structured progression**:

- Prove the asset
- Increase its value
- Scale from strength

Capital follows execution—not the other way around.

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Marketing & Demand Engine — Multi-Channel Audience Strategy

Content, Experience, and Ownership — One Integrated System

Core Positioning

Cedar Knob Nexus is not a single product.

It is a multi-channel demand platform built across three connected verticals:

- Intellectual Property (music, film, storytelling)
- Destination Experiences (lodging, retreats, events)
- Real Estate (homesites, ownership, investment)

Each vertical generates its own demand.

Together, they reinforce and compound value.

Global Demand Through Content

Entertainment as Infrastructure

Content is not used as advertising.

It functions as continuous, owned marketing infrastructure.

- Media circulates globally
- Each release introduces new audiences
- Discovery is ongoing, not campaign-based

This creates:

- Persistent visibility
- Expanding audience reach
- Reduced dependence on paid marketing

Content becomes the system that drives awareness.

Audience Funnel

From Viewer to Owner

The platform is structured as a **progressive conversion system**:

1. Content (Top of Funnel)

- Music, film, storytelling
- Global awareness and emotional connection

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2. Engagement (Mid Funnel)

- Social, touring, events
- Builds familiarity and trust

3. Conversion (Bottom Funnel)

- Bookings, retreats, visits
- Ownership interest

Flow:

Viewer ↠ Visitor ↠ Participant ↠ Owner
Each step reduces volume but increases value.

Marketing Flywheel

Self-Reinforcing System

- Content generates attention
- Attention drives visitation
- Visitation generates revenue
- Revenue funds more content

This creates a loop where:

- Marketing efficiency improves over time
- Owned audience replaces paid reach
- Growth compounds instead of resetting

Scarcity + Awareness

Why Pricing Power Holds

The platform is designed to:

- Expand global awareness
- Maintain limited physical supply

This imbalance is intentional.

It supports:

- Premium pricing
- High per-guest value
- Strong demand during peak periods
- Long-term brand exclusivity

Growth happens in awareness—not in density.

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Global-to-Local Conversion

Turning Attention Into Revenue

The system converts:

Global Audience ↠ Engagement ↠ Travel Intent ↠ On-Site Experience ↠ Repeat + Referral

This allows:

- International visibility
- Direct conversion into bookings
- Long-term relationship building

Demand is not limited to local traffic—it is imported.

Strategic Advantages

The platform structure creates:

- Multiple entry points (media, travel, ownership)
- Global reach without full reliance on advertising
- Higher customer lifetime value
- Cross-channel reinforcement
- Reduced single-point risk

Each layer strengthens the others.

System Strength

A user may:

- Discover through content
- Visit through hospitality
- Return through experience
- Invest through ownership

This progression increases:

- Engagement depth
- Revenue per user
- Long-term brand alignment

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Investor Read-Through

This model supports:

- Broader demand capture
- Improved marketing efficiency over time
- Stronger pricing discipline
- Higher repeat engagement
- Asset appreciation through brand growth

The content library itself becomes an appreciating asset.

Summary

Cedar Knob Nexus integrates:

- Global content distribution
- Experience-driven tourism
- Real estate participation

Into a single system that converts attention into value.

Final Position

Cedar Knob Nexus is not just a destination.

It is a **content-driven demand platform** where:

- Global awareness scales
- Physical supply remains limited
- Value compounds across multiple channels

Global reach.

Local scarcity.
Compounding demand.

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Capital Stack + Waterfall

1. Revenue Timing vs. Cost Deployment

The model is front-loaded with capital deployment in 2026–2027, with revenue activation beginning late 2026 (domes) and early 2027 (full operations).

This structure is acceptable **only if the following conditions are true in the model:**

- Geodome units begin generating revenue within 60–120 days of installation
- Bellavista restaurant and hospitality operations are active at or before lodging revenue begins
- Residential sales are staggered across multiple periods, not concentrated in a single payout event

If revenue is delayed beyond this window, the model will show a significant negative cash trough. If revenue is accelerated unrealistically, credibility is reduced. Timing must match real deployment.

---

2. Labor Classification (Critical Accounting Control)

The model must clearly separate:

Capitalized Costs (Balance Sheet Only):

- Home construction labor
- Site work labor
- Infrastructure labor

Operating Costs (Income Statement):

- Restaurant staff
- Hospitality staff
- Management and administrative payroll
- Marketing labor

If construction labor appears in both categories, the model will either:

- Overstate expenses (showing artificial losses), or
- Understate expenses (showing inflated profits)

This is one of the most important corrections to maintain financial integrity.

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3. Residential Build and Sales Engine

The residential component is the primary capital recovery mechanism and must be time-sequenced.

Instead of presenting total projected sales, the model must reflect:

- Year 1: 1–2 homes delivered and sold
- Year 2: 2–3 homes
- Year 3: 2–4 homes

Each home should reflect:

- Lump-sum cost at start (model limitation acknowledged)
- Lump-sum sale at completion (12–16 months later)

The timing of these events directly impacts:

- Cash flow
- Investor repayment capability
- Refinance readiness

---

4. Bellavista Nexus Landing — Standalone Performance Requirement

Bellavista must be financially viable as an independent operating asset.

The model should clearly show:

- Restaurant revenue
- Lodging (domes / RV) revenue
- Associated operating expenses
- Net operating income (NOI)

If Bellavista cannot support a standalone income profile, it will be discounted by lenders and equity partners.

---

5. Lodging Units (Domes and Cottages) — Early Cash Flow Layer

These units are critical for early-stage operating income and DSCR support.

The model should reflect:

- Occupancy: 55%–65% baseline (with seasonal variation)
- Expense ratio: approximately 30%–40% of gross revenue
- Clean separation of operating costs (no duplication with construction or admin categories)

These units serve as the bridge between construction and stabilized operations.

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6. Refinance Support — NOI Requirement

The refinance assumption must be supported by income.

If targeting a refinance in the range of $12M–$14M, the model must support:

- Annual debt service: approximately $1.0M–$1.2M
- Required NOI: approximately $1.3M–$1.5M (to maintain DSCR ≥ 1.25)

If the pro forma does not clearly show this level of NOI, the refinance assumption is not underwritable.

---

7. CapEx vs. Operating Treatment

Capital expenditures must not flow through the income statement.

Correct treatment:

- Capital expenditures reduce cash and increase asset value (balance sheet)
- Operating expenses impact profit and loss

Improper handling will distort:

- Cash position
- Net income
- Valuation assumptions

Use of Funds — Rebuilt and Aligned with Actual Allocation

Total Capital Raise: $7,000,000

The capital deployment strategy is structured to prioritize early revenue generation, capital recovery, and long-term asset creation while maintaining disciplined reserves.

Residential Development — $3,000,000 (42.9%)

Allocated to the construction of initial homes within the development.

Purpose:

- Generate high-margin capital events through resale
- Establish market comparables within the community
- Fund reinvestment into retained assets

This is the primary capital recovery engine in the first 24–36 months.

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Bellavista Nexus Landing — $1,420,000 (20.3%)

Allocated to the development of the in-town commercial hub.

Includes:

- Restaurant buildout
- Geodesic dome installations
- Site infrastructure and guest-facing improvements

Purpose:

- Generate immediate operational revenue
- Serve as the intake and conversion platform for the broader development

---

Geodome Revenue Units — $500,000 (7.1%)

Dedicated to rapid-deployment lodging units.

Purpose:

- Activate early-stage cash flow
- Support occupancy and revenue prior to full buildout
- Contribute to operating income for DSCR support

Cottage Development — $200,000 (2.9%)

Allocated to initial cottage units.

Purpose:

- Expand lodging mix
- Support longer-stay guests
- Provide mid-tier accommodation pricing

Debt Restructuring — $800,000 (11.4%)

Allocated to:

- Retire or restructure existing obligations
- Improve balance sheet position

Purpose:

- Reduce financial friction
- Position the project for refinance and investor liquidity

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Carriage House & Initial Studio Infrastructure — $350,000 (5.0%)

Allocated to a multi-use operational structure.

Functions:

- Construction support
- Sales and administrative operations
- Initial production and content space

AI Media & Mobile Studio Platform — $250,000 (3.6%)

Allocated to:

- Mobile production unit
- Initial content and media infrastructure

Purpose:

- Support brand visibility
- Supplement marketing efforts
- Provide optional secondary revenue stream

Trails & Recreational Infrastructure — $80,000 (1.1%)

Allocated to outdoor amenities.

Purpose:

- Enhance guest experience
- Improve property value and positioning

Contingency & Reserves — $400,000 (5.7%)

Maintained as a controlled reserve.

Purpose:

- Cover cost overruns
- Maintain timeline flexibility
- Provide strategic deployment capacity

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Final Position

The capital structure is now aligned with:

- Actual allocation percentages
- Pro forma deployment logic
- Revenue activation sequencing

The model reflects a disciplined approach where:

- Capital is deployed into revenue-producing assets
- Residential sales provide near-term liquidity
- Lodging and operations generate recurring income
- Financial structure supports refinance and investor repayment

This alignment removes internal inconsistencies and positions the project as a coherent, executable investment structure.

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Financial Model — Cedar Knob Nexus

Financial Model Overview

Numerical Audit — Stabilized Operating Base

Revenue

Lodging

- $3,996 × 365 = $1,458,540
- $1,458,540 × 0.55 = $802,197

Domes

- 13 × $36,000 = $468,000

Events

- $50,000

Domes + Events

- $468,000 + $50,000 = $518,000

Studio

- 8 × $1,200 × 12 = $115,200

Total Revenue

- $802,197 + $518,000 + $115,200 = $1,435,397

Expenses and NOI

Expenses (45%)

- $1,435,397 × 0.45 = $645,929

NOI

- $1,435,397 − $645,929 = $789,468

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Valuation

8% Cap

- $789,468 ÷ 0.08 = $9,868,350

7% Cap

- $789,468 ÷ 0.07 = $11,278,114

6% Cap

- $789,468 ÷ 0.06 = $13,157,800

Refinance Capacity

Loan Range

- 60%–70% of ~$10M = $6M–$7M

Estimated Debt Service

- ~$600K–$650K annually

DSCR

- $789,468 ÷ $650,000 ≈ 1.21

Downside Case

Revenue

- $1,250,000

Expenses (45%)

- $1,250,000 × 0.45 = $562,500

NOI

- $1,250,000 – $562,500 = $687,500

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Revenue Presentation Methodology — WebWeave Nexus

Numerical Audit — Stabilized Operating Base

Revenue

Lodging

- $3,996 × 365 = $1,458,540
- $1,458,540 × 0.55 = $802,197

Domes

- 13 × $36,000 = $468,000

Events

- $50,000

Domes + Events

- $468,000 + $50,000 = $518,000

Studio

- 8 × $1,200 × 12 = $115,200

Total Revenue

- $802,197 + $518,000 + $115,200 = $1,435,397

Expenses and NOI

Expenses (45%)

- $1,435,397 × 0.45 = $645,929

NOI

- $1,435,397 − $645,929 = $789,468

Valuation

8% Cap

- $789,468 ÷ 0.08 = $9,868,350

7% Cap

- $789,468 ÷ 0.07 = $11,278,114

6% Cap

- $789,468 ÷ 0.06 = $13,157,800

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Refinance Capacity

Loan Range

- 60%–70% of ~$10M = $6M–$7M

Estimated Debt Service

- ~$600K–$650K annually

DSCR

- $789,468 ÷ $650,000 ≈ 1.21

Downside Case

Revenue

- $1,250,000

Expenses (45%)

- $1,250,000 × 0.45 = $562,500

NOI

- $1,250,000 – $562,500 = $687,500

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Developer Compensation Strategy

Developer Compensation Structure — Aligned Model

No Early-Stage Compensation

The developer will not receive salary, payroll, or distributions during the initial development phase.

All available capital is directed toward:

- Asset creation
- Revenue-generating infrastructure
- Operational activation

No project funds are used for personal compensation during this period.

Independent Financial Support

The developer covers all personal expenses independently through external income sources.

Project capital is not used for:

- Living expenses
- Draws
- Advances

Back-End Compensation Structure

Compensation is introduced only after performance milestones are achieved.

Triggers include:

- Asset stabilization
- Revenue generation at scale
- Completion of primary development phases

Ownership-Based Incentive

The developer's primary participation is through equity ownership exceeding 50%.

Returns are realized through:

- Asset appreciation
- Operating performance
- Long-term valuation growth

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Stabilization-Based Activation

Compensation begins only after:

- Income-producing assets are operational
- The project demonstrates sustained cash flow
- Core infrastructure and development cycles are complete

Post-Stabilization Compensation Scaling

Compensation increases in later phases based on:

- Net operating income growth
- Asset valuation expansion
- Operational maturity

Even at full scale:

- Compensation remains below comparable executive benchmarks
- Cash flow preservation and reinvestment remain prioritized

Capital Alignment

This structure ensures:

- Investor capital is used for development, not overhead
- Early-stage cash flow is preserved
- Leadership incentives are tied to execution and performance

---

Summary

- No compensation during development
- No use of project capital for personal expenses
- Compensation begins only after stabilization
- Primary return is equity-based
- Scaling tied to performance, not position

Final Position

Compensation is deferred by design and activated only after the project produces measurable results.

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Amenity Access & Community Maintenance Structure

Access Participation

Eligible property owners are offered participation through a one-time access structure.

Amenity Access Fee

- $29,000 (one-time)

Rights Granted

- Deeded access to Cedar Knob mountain
- Infinity pool, hot tub, and clubhouse
- Shared community amenities

Ongoing Maintenance

HOA Maintenance Dues

- Estimated: low hundreds annually

Covers

- Common area upkeep
- Amenity maintenance
- General property management

Road System Participation

Property owners contribute to:

- Ongoing road maintenance
- Road improvements as needed

Non-Participation Provision

Property owners who do not participate in road maintenance:

- Subject to road improvement assessment fees when applicable

---

Cost Allocation

- Shared costs distributed among participating owners
- Assessment structure prevents non-participating owners from benefiting without contribution

---

Summary

- One-time access fee: $29,000

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- Annual HOA dues: low hundreds
- Road maintenance: shared participation or assessed as needed

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Final Position

The structure establishes:

- Defined access rights
- Ongoing maintenance funding
- Cost participation across property owners
- Preservation of infrastructure and shared amenities

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Direct Cost Methodology

Core Approach

Direct operating costs are modeled as a percentage of revenue to ensure scalability, consistency, and conservative forecasting across all lodging and experiential operations.

Expenses scale with:

- Occupancy
- Guest usage
- Seasonal demand

This approach maintains alignment between revenue generation and operational cost while avoiding underestimation.

Direct Cost Components

Cleaning & Turnover — 9% to 12%

Cleaning and turnover costs are modeled within a range based on unit type and operational complexity.

- **Bellavista Geodesic Domes:** ~9%
  - Smaller footprint
  - Simplified interiors
  - Faster turnover cycles
  - Lower labor and supply requirements
- **Walnut Hills Domes and Cottages:** 10%–12%
  - Larger interior spaces
  - Increased cleaning time
  - Higher guest standards
  - Expanded turnover scope

This structure ensures costs scale appropriately across the product mix while maintaining operational realism.

Guest Supplies & Replacement — 5%

Covers:

- Consumables
- Replacement of wear-related items

Applied as a percentage of revenue to ensure consistent scaling with occupancy.

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Booking & Platform Fees — 8%

Represents:

- Third-party booking commissions
- Payment processing

Modeled conservatively as a percentage of revenue, with the expectation that direct booking channels will reduce realized costs over time.

Contingency Reserve — 5%

Allocated to:

- Unexpected operational costs
- Temporary reliance on external services
- Market-driven adjustments

Serves as a built-in financial buffer within the operating model.

Maintenance, Grounds & Road Upkeep — Variable

Modeled separately from percentage-based costs.

Characteristics:

- Semi-fixed baseline throughout the year
- Seasonal increases during spring and late fall
- Incremental increases beginning in 2028 due to higher usage

---

Total Direct Cost Structure

Percentage-based costs:

- Cleaning & Turnover: 9%–12%
- Guest Supplies: 5%
- Booking Fees: 8%
- Contingency: 5%

Total Direct Cost Range:

- **27% to 30% of revenue**

Maintenance and grounds are modeled separately and are not included in this percentage range.

Total Expense Position

- Direct costs: ~27%–30% of revenue
- Total operating expenses (including labor, maintenance, and overhead): ~45% of revenue

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Summary

- Direct costs scale proportionally with revenue
- Product-specific cleaning costs are tiered and realistic
- Fixed and seasonal costs are separated for accuracy
- Contingency is embedded within the structure

Final Position

The model applies a disciplined percentage-based framework that:

- Aligns expenses directly with revenue
- Reflects operational differences across unit types
- Maintains conservative assumptions
- Preserves margin integrity while allowing for operational upside

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Seasonal Marketing & Event Programming Strategy

Cedar Knob Nexus — Year-Round Demand Engine

Core Principle

Cedar Knob Nexus is structured around a demand-driven model.

People do not travel for lodging. They travel for reasons.

Programming functions as the system that creates those reasons, driving occupancy, pricing strength, repeat visitation, and long-term ownership conversion.

Structured Event Calendar

The annual calendar is designed to stabilize occupancy and reduce seasonality.

Peak Periods

- Memorial Day, July 4th, Fall, Holidays
- Premium pricing with minimal programming overhead

Shoulder Seasons

- Spring, late summer, early winter
- Workshops, retreats, and targeted events

Off-Peak Periods

- January–February
- Wellness and small-format experiences

Low-Overhead Programming Model

Programming is structured around:

- Curated weekends
- Artist-led gatherings
- Workshop-based participation
- Nature-driven experiences

Campfire Jam System

- Small-group, artist-led sessions
- 20–40 guests per event
- Rotational across multiple locations

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Real Estate Conversion Mechanism

Guests experience:

- Multiple locations across the property
- Different elevations and environments
- Direct interaction with future homesites

Revenue Layering

- Lodging
- Event-driven pricing premiums
- Workshops and participation fees
- Add-on experiences
- Real estate conversion

Repeat Demand Structure

- Winter: retreats
- Spring: workshops
- Summer: peak programming
- Fall: foliage demand
- Holidays: destination stays

Financial Outcome

- Stabilized occupancy
- Premium pricing periods
- Reduced marketing dependence
- Higher retention
- Integrated real estate conversion

Final Position

- Programming drives occupancy
- Experience drives retention
- Exposure drives ownership conversion

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Integrated Project Components

Integrated Operating Model — Cedar Knob Nexus

Overview

Cedar Knob Nexus operates as a unified system where construction, hospitality, education, and media function together to increase efficiency, expand revenue, and reinforce overall asset value.

Self-Performed Construction

Construction is executed in-house using hempcrete and sustainable building methods.

This provides:

- Reduced per-unit build cost
- Direct control over quality and timelines
- Increasing efficiency across successive builds

Hempcrete Community Development

Residential builds are completed prior to major lodge development.

This sequence:

- Establishes a proven construction system
- Creates sellable inventory
- Generates capital for later phases
- Builds operational experience and consistency

Studio Production Facility

A production studio is integrated within the lodge structure.

This supports:

- On-site media production
- External studio bookings
- Guest-based production experiences
- Internal content creation

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Education and Workshop Programs

Workshops operate as both a revenue source and a support function for construction.

This provides:

- Paid participation-based revenue
- Supplemental labor for construction activities
- Ongoing engagement and repeat visitation

Event-Driven Hospitality

A structured calendar of events supports year-round occupancy.

This drives:

- Consistent booking demand
- Seasonal pricing adjustments
- Repeat guest behavior
- Exposure to residential components

System Integration

Each component contributes to and supports the others:

- Construction creates residential and operational assets
- Residential assets generate capital and validate the system
- Studio operations produce content and additional revenue
- Education contributes labor and engagement
- Hospitality generates occupancy and supports conversion

Summary

The model integrates:

- Construction
- Residential development
- Media production
- Education
- Hospitality

into a single operating system.

Final Position

Each component operates independently while contributing to a combined system that increases efficiency, diversifies revenue, and supports long-term asset growth.

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AI & Production Infrastructure

Scalable Content Engine — Multi-Studio Production System

Overview

Cedar Knob Nexus and Sugarfork Legacy incorporate a phased production and AI infrastructure system designed to support continuous content creation, media production, and digital asset development across multiple studio environments.

This infrastructure functions as an operational system supporting:

- Video and media production
- AI-assisted content generation
- Audio and post-production workflows
- Multi-location studio coordination
- Digital asset creation and distribution

Phased Infrastructure Development

Phase 1 — Mobile Studio

- On-location production capability
- Low initial cost
- Immediate activation

Phase 2 — Carriage House Studio

- Fixed production environment
- Editing and workflow development
- Small team coordination

Phase 3 — Lot 29 Studio

- Dedicated production facility
- Multi-room capability
- Increased output capacity

Phase 4 — Full AI Studio (~10,000 sq ft)

- High-capacity production environment
- Multi-team operations
- Continuous content pipeline
- External production capability

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Infrastructure Components

AI Compute & Software

- Video, text, and audio generation tools
- Rendering and processing systems
- Editing and post-production platforms

Data & Storage Systems

- Cloud and local storage
- Backup and redundancy
- Asset management systems

Production & Workflow Systems

- Multi-user collaboration tools
- Studio-to-studio connectivity
- Scheduling and coordination systems

Cost Structure

Infrastructure costs scale with production:

- Early stage: minimal cost
- Mid-stage: increased capacity and usage
- Full scale: multi-location production support

By Year 5, the system supports:

- Multiple active studios
- Continuous production workflows
- Ongoing media operations

Revenue Alignment

The infrastructure supports revenue generation through:

- Studio production services
- Content creation and licensing
- Music and audio production
- Media distribution

Cost expansion aligns with production output.

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Strategic Purpose

- Reduce production cost through automation and efficiency
- Increase output volume and speed
- Enable multiple revenue channels
- Support internal and external production

Investor Position

- Scalable operational system
- Cost aligned with revenue growth
- Supports intellectual property development
- Contributes to overall platform value

Summary

- Multi-phase studio development
- Integrated AI and production systems
- Scalable cost structure
- Revenue-aligned infrastructure

Final Position

The production system functions as a scalable operational layer that supports continuous content creation and multi-channel revenue generation while expanding in proportion to overall platform activity.

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Grant Opportunities

Non-Dilutive Capital Strategy — Targeted Cost Offsets

Strategic Positioning

Walnut Hills / Cedar Knob Nexus is aligned with multiple federal, state, and private funding programs across sustainability, workforce development, rural tourism, and cultural programming.

Grant funding is not required for execution. The project is fully underwritten without it.

Funding is pursued as:

- Cost offset
- Capital efficiency enhancement
- Phase accelerator

Grant capital is additive and does not define the project.

Targeted Funding Channels

USDA Rural Development

- Rural Business Development Grants
- Community Facilities Program

Alignment:

- Rural tourism infrastructure
- Lodge and community facility development
- Job creation

North Carolina Department of Commerce

- Rural Economic Development programs
- Building reuse and rural grants

Alignment:

- Economic activation in Macon County
- Construction and hospitality employment
- Destination-based tourism

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NCWorks

- Workforce training grants
- Apprenticeship support

Alignment:

- Construction training programs
- Apprenticeship-based labor pipeline
- On-site workforce development

U.S. Department of Energy — Building Innovation

- Energy efficiency programs
- Alternative material initiatives

Alignment:

- Hempcrete construction
- Energy-efficient systems
- Sustainable building practices

Private Foundations

- Climate and community-focused funding programs

Alignment:

- Sustainable development
- Regenerative construction
- Community-based economic impact

Arts & Cultural Programs

- National Endowment for the Arts
- North Carolina Arts Council

Alignment:

- Studio programming
- Music and performance events
- Cultural destination development

Targeted Application Areas

Construction & Sustainability

- Hempcrete implementation
- Energy-efficient systems
- Demonstration-based building programs

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Workforce Development

- Apprenticeships
- Training stipends
- Skill certification programs

Infrastructure & Tourism

- Lodge and community facilities
- Event and gathering spaces
- Trails and visitor infrastructure

Studio & Cultural Programming

- Production equipment
- Creative programming
- Music and media development

Potential Funding Impact

Category	Estimated Range
Workforce / Training	$50,000 – $250,000
Rural Development	$100,000 – $500,000
Sustainability / Innovation	$50,000 – $200,000
Arts / Cultural	$25,000 – $100,000

Total Potential Range:

$225,000 – $1,050,000+

Execution Framework

Phase Alignment

Applications match active development phases.

Priority Targeting

High-probability programs pursued first.

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Parallel Execution

Applications run alongside development activity.

Non-Dependency

No phase relies on grant approval.

Investor Position

- No equity dilution
- No additional debt
- Reduced cost basis
- Improved capital efficiency
- Independent of project execution

Summary

- Grant funding is supplemental
- Applied only to high-alignment categories
- Executed without affecting timeline or delivery
- Enhances financial performance without increasing risk

Final Position

The project is structured to operate without grant funding.

Any grant capital secured reduces costs, improves margins, and strengthens overall financial performance without altering execution.

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Capital Investment & Investor Retirement Strategy

Capital Structure, Liquidity & Reinvestment Strategy

Overview

Cedar Knob Nexus is structured to deploy investor capital as a value-creation engine with defined liquidity pathways and reinvestment capability.

The platform is designed to support multiple coordinated liquidity options, allowing value realization based on market conditions rather than reliance on a single exit event.

Initial Capital Structure

Approximately $7,000,000 is raised through a hybrid structure combining:

- Secured position
- Equity participation

Capital is deployed to:

- Stabilize and enhance the asset
- Activate revenue-generating operations
- Fund construction of income-producing improvements
- Establish operational and marketing infrastructure

Value Creation Phase (0–30 Months)

During the initial phase:

- Lodging inventory is developed and activated
- Revenue streams are established and diversified
- Brand presence and demand are expanded
- Property value increases through both income and development

This phase transitions the project into a stabilized operating platform.

Refinance — Primary Liquidity Path

Upon stabilization, the project targets a DSCR-based refinance supported by:

- Operating income
- Stabilized assets
- Demonstrated demand

The refinance is structured to:

- Return a significant portion or full investor capital
- Deliver realized gains
- Transition to long-term financing

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Flexible Capital Realization

The platform allows selective monetization of assets where advantageous.

This enables:

- Realization of development gains
- Conversion of asset value into liquidity
- Strategic capital repositioning

Operating Models

Long-Term Hold

- Retain assets
- Generate recurring income
- Build long-term value

Selective Monetization

- Sell assets where pricing supports premium outcomes

Hybrid Model

- Retain core assets
- Monetize selected components

Capital Efficiency

Value is created through:

- Development
- Infrastructure investment
- Revenue activation
- Market positioning

This enables:

- Multiple liquidity points
- Distributed profit realization
- Reduced reliance on a single exit

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Investor Buyout Structure

Target buyout range:

- $1,700,000 – $2,000,000

Represents:

- Return of initial capital
- Performance-based upside

Capital Recycling

Following stabilization:

- Long-term financing replaces development capital
- Capital is redeployed into:
  - Additional development
  - Land acquisition
  - Expansion of revenue-producing assets

Summary

- Capital deployed into asset development
- Value created through income and infrastructure
- Liquidity achieved through refinance and asset-level events
- Reinvestment supports continued growth

Final Position

The structure supports:

- Multiple liquidity pathways
- Capital recovery and reinvestment
- Long-term ownership of a stabilized, income-producing asset

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Projected Valuations

Value Creation Framework

Overview

The project applies a coordinated strategy of land acquisition, infrastructure deployment, and capital recycling to convert underutilized land into an income-aligned asset base.

This process transforms land into:

- Revenue-generating sites (glamping, RV, eco-units)
- Site-ready development pads
- Activated commercial nodes
- Future experiential and infrastructure layers

Capital Recycling Strategy

Initial capital is deployed to activate early-stage revenue through:

- Glamping units
- Bellavista operations
- Event programming

Revenue is reinvested into:

- Roads and utilities
- Site preparation
- Strategic land acquisitions

These improvements:

- Increase value per acre
- Expand usable inventory

Result:

- Higher land valuation
- Support for refinance and expansion

Asset Categories (Land-Only Valuation)

Valuation includes:

- Developed homesites used as revenue parcels
- Infrastructure (roads, utilities, grading)
- Village core pads
- Expansion acreage (including Hunt Tract)
- Bellavista as a commercial land asset

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Excludes:

- Vertical construction
- Operating income
- Media or intellectual property value

5-Year Land-Based Valuation

Conservative Case

- $25M – $35M

Target Case

- $40M – $50M

Upside Case

- $50M – $65M+

Valuation Drivers

- Infrastructure completion
- Increased per-lot pricing
- Controlled density
- Improved land usability
- Commercial activation through Bellavista

Security Profile

- Value based on land and infrastructure
- Capital deployed into tangible assets
- Improvements remain transferable

Upside Factors

- Location within a high-demand corridor
- Limited supply due to conservation positioning
- Controlled development density
- Increasing value per acre through reinvestment
- Commercial anchor driving demand

Summary

- Land converted into revenue-aligned assets
- Value increased through infrastructure and reinvestment
- Multiple pathways for liquidity and expansion

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Final Position

The framework supports a projected land-based valuation approaching $50M within five years, driven by phased execution and capital efficiency, with additional upside from development and operations beyond the land-only model.

Cedar Knob Nexus

> **As demonstrated in the previous section, the current development structure establishes an approximate $15 million asset base for the Cedar Knob Nexus project, derived from the existing land position, vertical development plan, and reinvestment strategy.**

With additional capital allocated toward the development of **Bella Vista Nexus Landing**, the project gains an opportunity for **strategic integration and value amplification**.

While Bella Vista is not included in the base valuation, its role as an **in-market entry point, promotional hub, and operational support component** is expected to enhance:

- market visibility
- brand positioning
- customer acquisition
- operational efficiency
- overall demand for the Cedar Knob Nexus experience

📊 **Projected Value Impact**

Through this integration, the combined platform is positioned to:

- strengthen revenue consistency
- improve utilization across assets
- enhance pricing power and occupancy
- support a higher overall valuation profile

Based on these factors, the development is **reasonably positioned to transition from an approximate $15 million asset base toward a valuation range approaching $18 million to $20 million**, subject to execution and market performance.

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Sugarfork Legacy

Sugar Fork Legacy Village is not modeled as a pad-site-only development.

The current pro forma shows Sugar Fork Legacy advancing into a built, operating village platform, with vertical assets completed and placed into service during the 2030–2032 operating window.

The prior version describing restaurant, inn, townhomes, and mixed-use components as “pads” is incorrect for this pro forma. The financial plan reflects completed and revenue-producing assets, not merely site-prepped land.

Development Structure

Sugar Fork Legacy Village is modeled as a phased, self-funded expansion supported by recycled capital, operating income, commercial sales, and strategic reinvestment.

The village includes:

- Built inn / lodge lodging component
- Restaurant operations
- Spa and wellness infrastructure
- Retail and professional mixed-use space
- Townhome / residential components
- AI production studio
- Music lodge component
- Public safety structure
- Water and sewer infrastructure
- Event and recreation components

Pro Forma Evidence of Vertical Development

The asset schedule shows multiple Sugar Fork Legacy improvements carried as built assets, including:

- Sugarfork Legacy Restaurant
- Sugarfork Legacy Spa Suite Lodge
- Spa Buildout
- Sugarfork Legacy Retail with Townhome
- Sugarfork Legacy Retail Professional Apartments
- Sugarfork Legacy AI Production Studio
- Sugarfork Legacy Villas
- Mountain Music Lodge
- Water System
- Sewer System

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The revenue schedule also includes active income lines for:

- Sugarfork Legacy Restaurant Lease
- Commercial Sales
- Sugarfork Legacy Craft Ales
- Sugarfork Legacy Spa
- Sugarfork Legacy Lodge Inn Suites Lease
- Lodging — Sugarfork Legacy Cottages
- Music Lodge Lease
- Sugarfork Retail Studio with Loft
- Public Safety

Corrected Valuation Interpretation

This valuation should not be presented as land-only pad value.

It should be presented as:

Sugar Fork Legacy Village — Built Asset and Operating Platform Value

The valuation reflects:

- Completed vertical construction
- Revenue-producing commercial assets
- Lodging and hospitality operations
- Mixed-use village components
- Supporting infrastructure
- Retained long-term income assets
- Select sold components where modeled in the pro forma

Capital Model

The project remains structured around recycled capital.

Capital is generated through:

- Commercial sales
- Home and townhome sales
- Hospitality revenue
- Lease income
- Spa revenue
- Beverage and restaurant activity
- Event and lodging operations

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That capital is reinvested into:

- Village infrastructure
- Income-producing assets
- Additional lodging inventory
- Wellness and hospitality expansion
- Long-term retained assets

Sugar Fork Legacy Village Components

Infrastructure

- Water system
- Sewer system
- Road and access improvements
- Site development

Hospitality

- Lodge inn suites
- Cottages
- Spa suite lodge
- Spa buildout
- Restaurant

Commercial

- Retail studio with loft
- Retail / professional apartments
- Restaurant lease structure
- Music lodge lease

Residential / Mixed Use

- Townhome components
- Villas
- Employee housing units

Media / Production

- AI production studio
- WebWeave-aligned creative infrastructure

Public Safety

- Public safety building
- Public safety assets

2030–2032 Operating Position

By the 2030–2032 period, Sugar Fork Legacy Village is positioned in the pro forma as an operating village environment, not a future entitlement concept.

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The plan shows:

- Built commercial structures
- Built lodging assets
- Built wellness assets
- Lease-producing components
- Commercial sales activity
- Hospitality income
- Village-level infrastructure in place

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Bellavista Nexus Landing

Bella Vista Nexus Landing — Asset Valuation (Reconciled)

Site

- ~3.63 acres

Valuation Basis

- Real assets and improvements
- No income multiple applied
- No speculative or inflated values

Asset Breakdown

Restaurant + Pavilion + Stage (Land Included)

- 1,800 SF restaurant
- Covered seating (~100 capacity)
- Stage and pavilion
- Land value included

Value: $900,000

Microbrewery

Value: $250,000

Network HQ + Studio

Value: $100,000

Glamping Domes (24 Units)

- Per unit range: $30,000 – $40,000
- Midpoint applied: ~$33,000–$35,000

Calculation:

- 24 × ~$33K–$35K ≈ $792,000 – $840,000

Modeled Value: $800,000

Van / RV Sites

Value: $100,000

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Spa Component

Value: $550,000

Total Asset Value

- Restaurant + Land: $900,000
- Microbrewery: $250,000
- Network HQ: $100,000
- Glamping Domes: $800,000
- Van Sites: $100,000
- Spa: $550,000

Total: $2,700,000

Valuation Range

- Low: $2,500,000
- Base: $2,700,000
- Upper: $3,250,000

Final Position

The Bella Vista asset base supports a conservative valuation range of $2.5M to $3.25M based on tangible improvements and land, excluding income-based valuation or forward performance assumptions.

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Macon Nexus Development Value Projection

Sugarfork Legacy Village & Cedar Knob Nexus

Final Stabilized Valuation Overview (Pro Forma Aligned)

Project Summary

A fully integrated, revenue-producing destination ecosystem in Western North Carolina combining:

- Boutique hospitality operations
- Built residential and mixed-use assets
- Experience-driven village environment
- Large-scale preserved green space

Positioned within the Cashiers–Highlands–Franklin corridor, the project is designed as a walkable, event-driven destination with operating income streams and completed vertical development.

This is a phased-built, income-producing platform as reflected in the pro forma.

Core Asset Components (Built and Operating)

Hospitality and Village Core

- 35-suite boutique lodge / inn
- 6,000 SF divisible event and banquet facility
- 2,250 SF spa facility
- Resort-style pool, jacuzzi, and deck infrastructure
- 240-seat restaurant and 50-seat bar
- Approximately 30,000 SF mixed-use village core
- 3,500 SF music lodge (stage, retail, instruction)
- Artist live/work studios

These are completed vertical assets contributing to operating income and/or lease revenue.

Residential and Lodging Inventory

Luxury Estate Lodges

- 5 units (~10,000 SF each)
- Value: $5M – $7M each
- Total: $25M – $35M

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Villas

- 4 units (~2,250 SF each)
- Total: $8M – $10M

Cottages

- 4 units
- Total: $2M

Townhome / Mixed-Use Residential

- Built and monetized within the village core
- Integrated into commercial and residential value

Land and Experience Layer

- Approximately 200 acres preserved green space
- Trail systems
- Disc golf course
- Cedar Knob summit

This land is fully activated and contributes to pricing power and demand.

Remaining Expansion Inventory

- Approximately 30 additional homesites
- Value: $250K – $500K per lot
- Total: $7.5M – $15M

This represents the remaining future development inventory.

Stabilized Financial Performance (Hospitality Core)

Assumptions

- ADR: $225 – $325
- Occupancy: 60% – 70%

Annual Revenue

- Rooms: $2.0M – $3.0M
- Food and Beverage: $1.2M – $2.0M
- Events and Weddings: $0.5M – $1.2M
- Spa and Miscellaneous: $0.2M – $0.5M

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Total Revenue: $4.0M – $6.5M

NOI (25%–35%)

- $1.2M – $2.2M

Hospitality Valuation (8%–10% Cap Rate)

- $12M – $27M

Residential Sell-Out Value

- Luxury Lodges: $25M – $35M
- Villas: $8M – $10M
- Cottages: $2M

Total Residential Value: $35M – $47M

Future Homesite Value

- 30 lots
- $250K – $500K per lot

Total: $7.5M – $15M

Land and Experience Premium

- Raw land baseline: $1M – $3M
- Activated destination value: $5M – $10M

Total Stabilized Project Valuation

- Hospitality Core: $12M – $27M
- Residential Sell-Out: $35M – $47M
- Future Homesites: $7.5M – $15M
- Land and Experience Layer: $5M – $10M

Total Project Value: $59.5M – $99M

Phased Value Creation

Phase 1

- Land control and infrastructure
- Early activation and branding

Phase 2

- Village core construction
- Hospitality and event activation

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Phase 3

- Residential buildout and sell-out
- Stabilized operations

Phase 4

- Expansion into remaining homesites
- Market consolidation and pricing lift

Final Position

Sugarfork Legacy Village is a fully built and operating destination platform combining hospitality, residential development, and experience-driven value creation.

The valuation reflects completed vertical assets, active revenue streams, and remaining inventory, supporting a stabilized value range between approximately $60M and $100M depending on execution and market conditions.

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Exit Strategy

Macon Nexus Development — Integrated Ecosystem

Walnut Hills, Franklin, North Carolina

Exit Strategy First: Multiple Pathways for Value Realization, Downside Support, and Strategic Operator Assembly

Confidential — Not for Distribution

Contact: Donald E. Pickett | Don@CKN.World

EXECUTIVE SUMMARY: The Exit Strategy Thesis

This is a resort operating company with a **multi-path value realization strategy**.

Cedar Knob Nexus is structured as a strategic land assembly and development platform designed to create value for a global operator—while maintaining a disciplined capital position throughout development.

The project benefits from:

- Entry at a **below-market land basis within an under-activated corridor**
- Location within the **Highlands–Cashiers–Franklin region**, one of the most supply-constrained and high-value mountain markets in the Southeastern United States
- A capital structure designed to maintain a **conservative loan-to-value (LTV) profile relative to underlying asset value**

👉 This positioning creates a structural advantage:

Value is created through execution, while capital is supported through basis, leverage discipline, and multiple liquidity pathways.

The investment thesis is simple:

> **Build the asset. Capture the value created in the marketplace. Deliver strong development profit. Position the project for acquisition, recapitalization, partnership, or selective monetization based on optimal timing.**

Cedar Knob Nexus — Exit Strategy & Asset-Level Value Framework (Pro Forma Aligned)

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Exit Strategy Framework

Cedar Knob Nexus is structured as a development-first platform where value realization is designed into the system from the beginning.

The operating model follows:

- Assemble
- Develop
- Capture Value
- Realize Value Strategically

This is not dependent on a single exit or timing event. It is structured to allow multiple independent liquidity pathways.

Primary Value Realization Pathways

Strategic Sale

- Sale to hospitality operators, private equity, or strategic buyers
- Full or partial disposition based on market timing

Asset-Level Monetization

- Sale of individual components
- Residential, hospitality, or commercial segmentation

Recapitalization

- NOI-based refinance
- Liquidity event with retained ownership

Each pathway can operate independently or in combination.

Asset-Level Value Support

Each major component maintains independent value based on:

- Location within a high-demand corridor
- Replacement cost
- Comparable asset positioning
- Functional utility

These values do not require full system stabilization to be realized.

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Asset-Level Value Ranges (Pro Forma Aligned)

- Cottages (24 Units): ~ $10M
- Bellavista Nexus Landing: ~ $3.5M – $4.8M
- Lodges (Aggregate): ~ $30M+
- Cedar Knob mountaintop and land: $1M – $7M
- Sugarfork Restaurant: ~ $3.5M
- Sugarfork Suite Lodge Inn: ~ $7M
- Music Lodge Venue: ~ $3M
- Sugarfork Villas: ~ $3.5M
- Retail / Professional / Residential Building (~30,000 SF): ~ $9M

Integrated System Valuation

- Core hospitality and residential components: $40M+
- Expanded system including Sugarfork and commercial: $50M – $60M+

Strategic Positioning

The platform is structured with asset-backed downside support, where land, infrastructure, and built components retain independent value and support multiple realization pathways.

Value is not dependent on a single buyer, timeline, or operating outcome.

Monetization Flexibility

The system allows:

- Individual asset sales
- Bundled asset packages
- Partial system exits
- Full system disposition

Execution is driven by timing and opportunity, not requirement.

Recapitalization Path

- NOI-driven valuation
- DSCR-based refinance
- Return of capital with retained ownership optional

Real Estate Monetization

- Residential units sold into an active destination environment
- Premium pricing supported by infrastructure and demand
- Continuous absorption tied to project activation

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Land Strategy and Value Creation

Land strategy is based on:

- Control of key parcels
- Protection of core positioning
- Expansion through targeted acquisition
- Long-term pricing leverage

Supporting mechanisms include:

- Expansion tracts for future value
- Land banking with staged appreciation
- Conservation positioning to enhance scarcity

Revenue Activation Model

Each land component follows:

- Activation
- Revenue generation
- Value appreciation
- Monetization or vertical development

No asset remains idle within the system.

Multi-Path Value Realization

The platform supports:

- Asset sales
- Structured financing
- Reinvestment into new phases
- Long-term hold with stabilized income

Investor Position

Investors are positioned with:

- Asset-backed capital structure
- Multiple liquidity pathways
- Exposure to residential, hospitality, and commercial value layers
- Participation in phased value creation

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Final Position

Cedar Knob Nexus operates as a multi-path value realization platform where:

- Value is created through development
- Value is supported by tangible assets
- Value is realized through timing and strategic execution

No single exit defines the outcome. The system is structured to allow capital to move through multiple independent pathways based on opportunity rather than necessity.

Alternative Debt Retirement Strategy

Debt Retirement Through Asset-Backed Note Creation

Phase I of the Sacred Wellness Village introduces a structured mechanism to retire construction debt through **asset-backed financial instruments**, rather than relying solely on traditional refinancing.

Income-producing assets are developed and sold through structured financing. The resulting **secured notes are transferred to the construction lender** in satisfaction of outstanding debt.

This converts development exposure into **stabilized, income-backed financial positions**, while allowing continued expansion without dependence on immediate refinance markets.

Asset Foundation

The Sacred Wellness Village occupies approximately **4 acres within a 7.84-acre tract**, forming a clustered environment of freestanding studios and cottages designed for ownership, professional use, and income generation.

International marketing is initiated **12–20 months prior to delivery**, establishing a qualified buyer pipeline ahead of construction completion.

Phase I Development Program

Phase I consists of multiple asset classes:

- Wellness studios with loft — approximately **1,850 sq ft**
- Artist studios with loft — approximately **2,250 sq ft**
- Select cottage units aligned with the micro-resort model

Each unit functions as:

- A standalone real estate asset
- A professional workspace
- A short-term rental or mixed-use income property

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Structured Sales & Note Creation

Units are sold using **developer-carried or hybrid financing structures**, producing secured notes backed by completed, income-capable assets.

These notes are:

- Secured by improved real estate
- Supported by an operating environment
- Tied to revenue-generating potential

They differ materially from raw land financing by being **backed by stabilized or near-stabilized assets**.

Debt Retirement Mechanism

Instead of refinancing:

- Secured notes are transferred to the construction lender
- The lender exchanges construction exposure for **performing, asset-backed notes**
- The developer satisfies debt obligations without triggering a refinance event

This results in:

- Conversion of development risk into secured yield
- Continued project momentum without stabilization constraints
- Preservation of capital flexibility

Notes may be transferred at a **discounted basis that produces a yield premium to the lender**.

Unit Pricing & Asset Value

Projected unit pricing:

Unit Type	Estimated Price
Wellness Studio (~1,850 sq ft)	$740,000
Artist Studio (~2,250 sq ft)	$900,000

Pricing reflects:

- Finished construction
- Integrated resort positioning
- Income-producing potential

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Buyer Financing Structure

Units are offered with **graduated-rate financing**:

- Year 1: 0%
- Increases 1% annually
- Maximum cap: 8%

This structure:

- Reduces initial payment burden
- Supports early-stage occupancy and business ramp
- Encourages refinance into conventional financing as value stabilizes

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Risk Mitigation & Asset Control

- Buyers are qualified prior to financing
- Lenders underwrite note quality
- All notes are secured by improved real estate
- Default results in **asset reversion to developer control**

Downside exposure is tied to **asset recovery**, not unsecured loss.

Strategic Advantages

- Reduces dependence on refinancing markets during early stabilization
- Accelerates capital recycling into future phases
- Creates a portfolio of performing notes
- Supports higher achievable sale pricing
- Aligns with long-term integrated resort and wellness model

Broader Project Impact

Successful execution establishes:

- A repeatable alternative to refinance-based debt exit
- Increased development capacity through internal financing structures
- Enhanced pricing supported by accessible buyer financing
- Expansion of the platform's capital flexibility

Conclusion

Phase I of the Sacred Wellness Village converts completed real estate assets into **secured financial instruments**, using those instruments to retire construction debt while maintaining forward development momentum.

This structure preserves control of the capital stack, supports continued expansion, and strengthens long-term asset value within the Cedar Knob Nexus system.

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Conclusion

Cedar Knob Nexus is not structured around a single exit event or fixed timeline. It is designed as a **multi-path liquidity platform**, where each phase of development creates its own return mechanism and multiple strategies can operate in parallel.

Primary Liquidity Strategy — Asset-Backed Note Conversion

The preferred pathway is the retirement of construction debt through **asset-backed note creation** within the Sacred Wellness Village.

- Completed units are sold using structured financing
- Each sale generates a **secured, income-backed note**
- Notes are transferred to the construction lender in satisfaction of debt

This structure:

- Eliminates reliance on traditional refinancing
- Converts development exposure into performing instruments
- Preserves forward development momentum
- Reduces dependency on external capital markets

Alternate Liquidity Strategy — Syndicated Recapitalization

A secondary pathway is a **syndicate raise in the 2028–2030 window**, aligned with a projected **$24M–$27M valuation range**.

- Clears early investor positions
- Recapitalizes the project at a higher valuation
- Funds Stage II expansion

This provides a defined recapitalization event tied to asset maturity and market positioning.

Conventional Liquidity — DSCR-Based Refinance

At stabilization, Cedar Knob Nexus supports a **DSCR-based refinance**.

- Estimated capacity: **$6M–$7M+**
- Based on stabilized NOI and operating performance

This enables:

- Return of investor capital
- Profit distribution
- Capital stack optimization

Equity Repricing & Partner Buyout

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Equity positions may be monetized through **partial ownership resale**.

- Example: resale of a 10% partner position
- Reflects market-based valuation
- Demonstrates realized value, not projected appreciation

Asset-Level Liquidity — Home & Parcel Sales

Residential and parcel sales generate **direct capital realization events**.

- Sales occur within an active, amenitized resort environment
- Pricing is supported by completed infrastructure and operating platform

This provides:

- Immediate liquidity
- Debt reduction or elimination
- Capital recycling into further development

Ancillary Capital Events — Amenity Access & HOA

Additional liquidity is generated through:

- **Amenity access sales** (~$319,000+ one-time)
- **Recurring HOA and maintenance contributions**

These are tied directly to the physical development and provide near-term capital inflow.

Long-Term Hold Option — Income Preservation

At any point, the project may transition into a **long-term hold strategy**.

- Stabilized NOI: **$750K–$800K annually**
- Debt-free, income-producing asset

This option provides flexibility when market conditions favor **cash flow over disposition**.

Strategic Disposition — Full Asset Sale

Post-stabilization, the project may be sold to:

- Boutique hospitality operators
- Experiential resort groups
- Media or platform-driven buyers
- Private equity

This pathway captures:

- Premium valuation based on performance

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- Unique positioning as an integrated asset

Parallel Value Layer — IP & Media

Media and intellectual property operate as an independent value layer.

- Music, film, licensing, and distribution
- Brand and audience expansion

This layer:

- Enhances overall valuation
- Creates additional revenue streams
- Is not required for any primary liquidity pathway

System Position

No single exit carries the model. Each pathway functions independently.

Collectively, they create a **stacked liquidity system** where capital can be accessed through:

- Debt instruments
- Equity events
- Asset sales
- Operating cash flow
- Strategic disposition

Final Position

Cedar Knob Nexus is structured to provide **early, mid-term, and long-term liquidity options**, allowing capital to move based on opportunity rather than being tied to a single event.

The model ensures:

- Flexibility in execution
- Multiple return pathways
- Reduced dependency on any single outcome

Liquidity is created through structure, not timing.

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Conclusion

Conclusion to Cedar Knob Nexus Opportunity

Cedar Knob Nexus — A Platform, Not Just a Property

What This Plan Represents

Cedar Knob Nexus is a **153-acre, infrastructure-ready mountain platform** in Western North Carolina designed as an integrated system—not a single-use development.

It combines six reinforcing components:

- **Land** — scarce, infrastructure-backed mountain property with independent asset value
- **Residential** — privacy-first homes designed for capital recovery and long-term positioning
- **Hospitality** — eco-lodging, cottages, and ridge lodges generating recurring income
- **Studio & Production** — a phased production system supporting content creation and revenue
- **Content & IP** — existing catalog and narrative assets functioning as embedded marketing infrastructure
- **Programming & Experience** — events, retreats, and experiential offerings that convert attention into occupancy and ownership

These are not separate businesses. They function as a **closed-loop system**, where each component supports demand, revenue, and long-term value.

Financial Position

The base case is grounded in **income and real estate performance**, not speculative upside.

- **Stabilized Gross Revenue:** ~$1.4M
- **Stabilized NOI:** ~$750K–$800K
- **Income-Based Valuation:** $10M–$13M
- **Total Platform Value (with real estate):** $15M–$20M+
- **Expanded Asset Position (with lodges/village):** $25M+

Additional upside from content, media, and IP is not required for the base case to perform.

System Advantage

Cedar Knob Nexus integrates multiple value drivers into one system:

Content ↠ Audience ↠ Visitation ↠ Revenue ↠ Property Value ↠ Repeat Demand

This structure enables:

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- Reduced reliance on paid marketing
- Higher guest lifetime value
- Internally generated demand
- Continuous brand expansion

The result is a platform that **generates its own traffic and reinforces its own growth**.

Downside Protection

The project maintains a strong downside position:

- **Hard asset base:** 153 acres with infrastructure and lot inventory
- **Real estate backing:** $7M+ in underlying asset value
- **Phased capital deployment:** tied to execution milestones
- **Diversified revenue streams:** lodging, sales, events, and operations
- **Flexible hold strategy:** ability to operate as a cash-flowing asset

Even under reduced performance, stabilized income supports **refinance capacity and asset retention**.

Capital Structure Outcome

The structure is designed to:

- Deploy capital into **income-producing assets**
- Recover capital through **home sales and operations**
- Support liquidity through **refinance or structured exit**
- Maintain flexibility across multiple timelines

Capital is not tied to a single exit event. It is supported by **multiple independent liquidity pathways**.

Market Alignment

Cedar Knob Nexus is positioned within:

- Established second-home and tourism demand in Western North Carolina
- A supply-constrained mountain real estate market
- Expanding demand for experiential travel and nature-based destinations

The project captures existing demand rather than relying on creating it.

What This Project Is

Cedar Knob Nexus is not:

- A subdivision

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- A single hospitality asset
- A standalone media concept

It is a **phased, revenue-driven platform** where:

- Land anchors value
- Homes recover capital
- Hospitality generates income
- Operations reinforce demand

Final Position

Cedar Knob Nexus is structured as a **controlled, asset-backed development platform** with:

- Verified land and infrastructure
- Defined revenue streams
- Phased execution strategy
- Multiple liquidity pathways

The base case stands on **real estate and operations alone**.

All additional layers—content, media, brand expansion—function as **upside, not dependency**.

Bottom Line

Cedar Knob Nexus delivers:

- Hard-asset security
- Early and recurring income
- Capital recycling through development
- Long-term value through stabilization

It is not a speculative concept.

It is a **disciplined, multi-layered platform built on execution, asset control, and aligned demand**.

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Macon Nexus Development — The Integrated Ecosystem

Macon Nexus Development is not a single project, a standalone resort, or a speculative land play.

It is a fully integrated, asset-backed ecosystem built on a 153-acre infrastructure-ready mountain platform in Western North Carolina—designed to generate revenue, build long-term value, and scale through multiple reinforcing channels.

What distinguishes this platform is not any one component, but how each component operates together as a unified system.

Land, residential development, hospitality operations, experiential programming, and media are not separate verticals—they are interconnected drivers of demand, revenue, and valuation.

This integration creates a structure where:

- Development is activated, not delayed
- Revenue begins during execution, not after completion
- Demand is generated internally, not dependent on external marketing cycles
- Asset value is continuously reinforced through use, exposure, and scarcity

At its core, this platform converts what are traditionally isolated real estate functions into a synchronized operating model.

A Platform, Not a Property

Cedar Knob Nexus represents a shift away from conventional development strategy.

This is not land waiting for improvement.
This is not capital waiting for deployment.

This is an **operational platform** where:

- Land holds intrinsic, scarcity-backed value
- Residential construction creates capital events and equity realization
- Hospitality generates immediate and recurring income
- Experiences and programming drive occupancy and engagement
- Media and content expand reach, awareness, and long-term demand

Each layer functions independently—but gains strength through integration.

No single component carries the model.
The system carries the model.

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Execution Over Concept

Most development projects begin with vision and move toward execution.

This platform is the opposite.

It is built on:

- Real-world experience in real estate acquisition, renovation, and asset repositioning
- Operational background in events, logistics, and revenue-generating environments
- Long-term narrative and media development designed to support audience growth
- A controlled land base with infrastructure already in place
- A phased strategy that prioritizes cash flow, not speculation

The integration of these disciplines—accelerated by modern tools and AI—has transformed separate capabilities into a single executable system.

This is not an idea being tested.
It is a system being deployed.

Revenue, Liquidity, and Control

The structure of Macon Nexus Development is designed to eliminate dependence on any single outcome.

Revenue is generated through:

- Residential home sales (capital events)
- Short-term and long-term rental income
- Hospitality operations (restaurant, lodging, events)
- Experiential programming and destination-based demand

Liquidity is achieved through:

- Asset sales
- Refinancing of stabilized income-producing properties
- Equity repositioning and recapitalization
- Long-term income retention strategies

No single exit defines success.
Liquidity is built into the structure itself.

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A Self-Reinforcing Flywheel

The system is designed to compound.

- Media and storytelling generate awareness
- Awareness drives visitation
- Visitation produces revenue
- Revenue funds expansion
- Expansion increases asset value
- Increased value strengthens market positioning

This is not linear growth.

It is a **flywheel**, where each cycle increases momentum, efficiency, and return.

Market Position and Timing

The project is positioned within one of the most supply-constrained and demand-driven second-home markets in the Southeast.

Western North Carolina continues to experience sustained demand from:

- High-net-worth second-home buyers
- Remote professionals
- Lifestyle-driven investors
- Experience-oriented travelers

At the same time, large-scale, infrastructure-ready tracts with elevation, privacy, and development flexibility are becoming increasingly scarce.

This creates a widening gap between available supply and market demand—directly strengthening the long-term value of the platform.

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Final Position

Macon Nexus Development represents a new category of real estate platform:

An integrated ecosystem where land, development, operations, and media function as a single coordinated system.

It is:

- Asset-backed
- Revenue-generating from early phases
- Structurally flexible
- Designed for multiple liquidity pathways
- Built for long-term value creation

This is not a speculative concept.
This is not a single-phase development.

This is a **controlled, scalable system** designed to perform across market cycles and expand over time.

Closing Statement

This platform exists because multiple disciplines—real estate, operations, development, storytelling, and media—have been built, tested, and unified into one structure.

At the center of that integration is a builder-operator mindset shaped by decades of experience across real estate, construction, asset management, and live-event production—combined with a long-term commitment to narrative development and audience creation.

What was once separate—land, business, and story—has been deliberately brought together into a single operating ecosystem.

This is not a concept assembled on paper.
It is the result of years of execution, iteration, and alignment.

What once required outside demand now generates its own.
What once depended on timing now operates through structure.

Macon Nexus Development is not waiting to be built.

It is already in motion.

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Strategic Acquisitions

Cedar Knob Nexus — Land Control, Expansion Capacity & Long-Term Value Creation

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Strategic Overview

Cedar Knob Nexus employs a **targeted land acquisition strategy** designed to support long-term value creation, operational efficiency, and premium positioning.

This is not a strategy of broad land accumulation. Each acquisition is evaluated based on its ability to:

- Strengthen development control
- Protect access and visual integrity
- Improve operational efficiency
- Preserve long-term pricing power
- Expand future development capacity
- Increase overall asset value

The objective is **control, coordination, and value capture**—not speculation.

Acquisition Framework

Acquisitions are organized into three functional tiers:

Control Assets

- Secure access
- Protect viewsheds and development integrity
- Preserve long-term pricing power

Support Assets

- Enable staff housing, staging, and infrastructure
- Improve operational efficiency

Future Development Assets

- Provide expansion capacity
- Capture long-term upside as the project matures

Each tract is acquired with a defined role tied to either **current system performance or future valuation**.

Expanded Land Position — System-Level Impact

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Targeted acquisitions (~90 additional acres potential) transform Cedar Knob Nexus from a single-site development into a **controlled destination ecosystem**.

Key parcels serve distinct functions:

- **Harkins Tracts (~50 acres):** Backbone for long-term expansion and large-scale development
- **Gonzalez Tract:** Village core and operational anchor
- **Ramirez Property:** Entrance control and brand alignment
- **Hunt Tract:** Access, circulation, and connectivity leverage

This structure enables coordinated control of access, layout, and long-term experience.

Strategic Land Banking (Unmodeled Upside)

An additional **$1.35M allocation (2027–2031)** is reserved for strategic land banking.

- No revenue is projected from these parcels within the model
- Use cases remain flexible (lodging, residential, conservation, or future expansion)

Projected Value (Post-Development)

- Investment: **$1.35M**
- Estimated asset value: **$5M**+
- Implied appreciation: **~3.7X–4X**
- Developed lot multiplier: **~3X**
- Total return potential: **12X**+

This upside is intentionally excluded from base projections to maintain **conservative underwriting**.

Zero-Lot-Line Strategy & Conservation Value

Strategic land control enables:

- Expanded greenspace and natural buffers
- Trail systems and passive recreation
- Preservation of viewsheds
- Improved guest experience and pricing power

Additional long-term benefits may include:

- Conservation easement tax advantages
- Reduced property tax exposure
- Grant eligibility for land and trail development

These benefits enhance value without requiring direct revenue assumptions.

From Core Asset to Destination Platform

The base Walnut Hills / Cedar Knob Nexus project is independently viable and income-producing.

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With strategic acquisitions, the project evolves into:

- A larger, coordinated land position
- A multi-layered development system
- A scalable destination platform

This transition supports long-term valuation expansion beyond the base case.

Harkins Tracts — Strategic Backbone

The Harkins parcels provide critical expansion advantages:

- Improved terrain and grading efficiency
- Expanded development capacity
- Phased growth flexibility
- Long-term control of circulation and land use

These parcels convert surrounding land from passive adjacency into **active strategic assets**.

Infrastructure Efficiency & Land Optimization

Adjacent land control enables:

- On-site relocation of excavation material
- Reduced off-site hauling costs
- Creation of additional usable land
- Improved infrastructure efficiency

This turns necessary site work into **long-term value creation**.

Land as a Strategic Asset

Held land positions provide:

- Balance sheet strength through appreciating assets
- Reserved pipeline for future development
- Scarcity-driven pricing advantages

These parcels are not idle—they are **positioned equity with strategic utility**.

Phased Revenue Activation — No Idle Land

Each homesite is activated immediately:

- Geodome deployment creates near-term income
- Minimal infrastructure required
- Revenue begins within weeks

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Lifecycle Model

Control Lot ↠ Deploy Revenue Unit ↠ Stabilize Cash Flow ↠ Build or Sell

This creates:

- Continuous income across the land base
- Flexible build timing
- Long-term development inventory

Execution Strategy

Acquisitions are executed through:

- Targeted pricing for priority parcels
- Flexible structures (including seller financing where appropriate)
- Repayment aligned with operating cash flow
- Incremental integration into the system

Expansion is **execution-driven**, not speculative.

Financial Treatment

Strategic land positions are treated conservatively:

- No speculative revenue included
- No unsupported projections
- Value recognized through appreciation, control, and future utility

This preserves credibility while maintaining embedded upside.

Risk Considerations

Not all acquisitions are guaranteed:

- Seller participation may vary
- Pricing may increase
- Timing may shift

However:

- The base project remains independently viable
- Each acquisition adds incremental upside
- Partial assembly still delivers meaningful value

Final Position

Cedar Knob Nexus is structured as:

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- A **controlled land position**
- A **phased development platform**
- A **revenue-generating system at every stage**

The expansion strategy enables:

- Land appreciation
- Development scalability
- Operational efficiency
- Long-term pricing power

Bottom Line

The model is built on a simple principle:

- **Activate land immediately**
- **Generate revenue early**
- **Develop selectively**
- **Capture appreciation continuously**

This creates a system where:

- No land sits idle
- No capital is stranded
- Value compounds across every phase

Cedar Knob Nexus evolves from a strong mountain development into a **fully integrated destination platform**, driven by controlled land, layered revenue, and disciplined execution.

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Land Pricing & Market Dynamics

Current Pricing Environment

Land within Walnut Hills is being acquired under **current-use valuation conditions**, where pricing reflects:

- Existing residential use
- Limited commercial integration
- Fragmented development patterns

At this stage, acquisition pricing is based on **present utility**, not future positioning.

Expected Market Shift

A meaningful change in land pricing is expected only after the project reaches **visible operational scale**.

This includes:

- Operational lodging and supporting infrastructure
- Active programming (events, retreats, experiences)
- Demonstrated demand and consistent traffic

Until these elements are established, surrounding land is not expected to fully reflect:

- Mixed-use potential
- Resort-scale development capability
- Destination-driven demand

Inflection Point

The market dynamic shifts when the project transitions from:

Concept ↠ Functioning Destination

At that point:

- Perceived use of surrounding land expands
- Comparable values begin to adjust
- Strategic parcels command premium positioning

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Strategic Implication

This creates a defined acquisition window where:

- Land can be secured at current-use pricing
- Value is created through execution rather than speculation
- Future upside is preserved through early positioning

Role of the Initial Resort Core

The first phase of development functions as the **catalyst for market revaluation**.

Establishment of:

- Lodging
- Village infrastructure
- Programming and visitor activity

drives a shift in how the broader Sugarfork area is perceived and valued.

Investor Interpretation

This structure reflects:

- Disciplined acquisition timing
- Clear understanding of local market behavior
- Controlled exposure to pricing escalation

Summary

Walnut Hills is being assembled under conditions where land pricing reflects **current use rather than future potential**.

Significant repricing is expected only after the project achieves **visible operational scale**.

This approach allows the development to:

- Capture value through execution
- Establish a destination prior to market escalation
- Preserve long-term upside within the assembled footprint

Value is created first. Market recognition follows.

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Walnut Hills Lot 18

Strategic Infill Acquisition — Lot 18 (Walnut Hills Core)

Priority Position

Lot 18 represents a **high-priority infill acquisition within the core footprint of Walnut Hills**.

It is a targeted control parcel that strengthens continuity, build sequencing, and overall development efficiency.

Acquisition Basis

- **Estimated acquisition price:** ~$25,000
- **Source:** foreclosure-driven resale environment
- **Positioning:** below typical replacement cost for infrastructure-ready land

The entry basis reflects **current market conditions**, not the parcel's role within the broader development.

Site Characteristics

- **Size:** ~1.23 acres
- **Topography:** rolling and usable
- **Buildability:** above average relative to surrounding lots

These characteristics support:

- Reduced grading requirements
- Lower site preparation costs
- Accelerated construction timelines

Infrastructure Access

- Located within the existing development footprint
- Direct access to established roads and utilities
- Minimal additional activation cost required

This enables a **faster path to vertical construction** compared to outlying parcels.

Strategic Positioning

- Situated within the active development area
- Integrated into the functional and visual core
- Enhances layout continuity and project cohesion

Control of this parcel improves **planning flexibility and sequencing efficiency**.

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Return Profile

- Low acquisition cost
- Controlled development cost
- Alignment with surrounding product and pricing

This supports:

- Efficient capital deployment
- Accelerated build-to-market timeline
- Competitive margin profile relative to adjacent lots

Project Impact

Acquiring Lot 18:

- Strengthens control within the core development area
- Improves execution efficiency
- Reduces fragmentation within the site plan

Summary

Lot 18 is a **high-leverage infill acquisition** that aligns with the broader Walnut Hills development strategy.

- Low basis relative to infrastructure-ready positioning
- Efficient path to development
- Strong integration within the existing footprint

It represents a **targeted control asset that supports both near-term execution and long-term project value**.

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Walnut Hills Lot 22

Strategic Infill Acquisition — Lot 22 (Walnut Hills Core)

Positioning

Lot 22 (~1.3 acres) is a **premium infill parcel** within Walnut Hills, located on an elevated knob with strong view potential and favorable residential siting.

Ownership & Acquisition Basis

- **Current ownership:** out-of-market investment entity (bulk portfolio hold)
- **Estimated acquisition:** ~$75,000
- **Context:** pricing reflects current market conditions, not future positioning within a developed community

---

Site Characteristics

- Elevated homesite with defined view corridors
- Favorable topography relative to surrounding terrain
- Supports higher-end residential design and siting

These characteristics align with **premium-tier product positioning**.

Infrastructure & Integration

- Within the established development footprint
- Access to planned roads and utility systems
- No incremental infrastructure burden

Enables **efficient activation within existing development phases**.

Timing Advantage

- Acquisition occurs prior to visible development lift
- Positioned ahead of branding, infrastructure, and amenity rollout
- Captures appreciation driven by project execution

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Return Profile

- Entry basis below forward positioning
- Development aligned with higher-end product
- Market-aligned exit supported by surrounding improvements

Supports:

- Margin expansion without added complexity
- Efficient capital deployment
- Appreciation tied to internal value creation

Strategic Role

Lot 22 functions as:

- A premium infill control point within the core
- A support asset for higher-end residential offerings
- A forward-positioned appreciation capture within the development plan

---

Summary

Lot 22 is a **targeted infill acquisition** that strengthens the Walnut Hills core footprint.

- Favorable entry basis relative to positioning
- Efficient integration into planned development
- Alignment with premium residential product

It represents a **controlled, high-quality addition** to the project's long-term value structure.

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Strategic Tract 1

Strategic Corridor Control — Entrance Parcel (230 Stiwinter Mountain Road)

Ramirez Property

Strategic Role

The Ramirez Property is a **key control parcel along the primary access corridor** to Cedar Knob Nexus.

Its position directly influences arrival experience, project perception, and overall value alignment.

Value Protection

Control of this parcel supports:

- Consistent visual presentation at entry
- Reinforced buyer confidence upon arrival
- Alignment with a managed, high-quality development environment

Uncontrolled frontage conditions can introduce **downward pressure on pricing and brand perception**.

Current Condition & Risk Consideration

- Existing condition presents visual inconsistency within the corridor
- May impact first impressions if left unaddressed
- Represents a manageable, localized risk to perceived project quality

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Stabilization Approach

Post-acquisition improvements are limited to **targeted, cost-controlled actions**:

- Site clean-up and debris removal
- Basic exterior rehabilitation
- Safety and functionality upgrades

The objective is **stabilization and presentation**, not overdevelopment.

Interim Use & Income

During early phases, the property is positioned for **operational support and interim income**:

- Rental or staff housing
- Supports construction and early operations

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Estimated income: ~$1,500 per month

This provides both:

- Modest cash flow
- Reduced operational friction during development

Phased Value Conversion

As the project advances and the Sugarfork Village component is established, the parcel transitions to a **higher-value residential use**.

Value drivers include:

- Direct proximity to village infrastructure
- Improved surrounding conditions
- Strengthened market perception

Strategic Outcome

The acquisition supports a three-stage value progression:

1. **Stabilization** — address corridor condition and perception risk
2. **Utility Phase** — generate interim income and operational support
3. **Conversion** — reposition as a premium residential homesite

---

Project Impact

Control of the entrance corridor:

- Improves consistency of arrival experience
- Reinforces development quality standards
- Supports pricing integrity across the project

Summary

The Ramirez Property is a **strategic corridor control asset** that:

- Protects project perception at entry
- Provides short-term operational utility and income
- Transitions into a higher-value residential position as development matures

It is a **targeted acquisition that supports both risk mitigation and long-term value creation within the Cedar Knob Nexus system**.

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Strategic Tract 2

Strategic Expansion — Harkins Tracts & Associated Parcels

Overview

The Harkins Tracts and associated parcels represent a **coordinated expansion package** designed to enhance the scale, functionality, and long-term value of Cedar Knob Nexus.

This package supports:

- Sacred Wellness Village
- 12 Villas
- 12 Homesites (initially activated with dome glamping)
- 24 Cottage sites (initially activated with dome glamping)
- 40+ acres of community greenspace

These parcels are **not required for base project execution**, but their control significantly expands development capacity and long-term positioning.

Package Composition

7.84-Acre Tract — Village Core Expansion

- Sacred Wellness Village (~36,000 SF on ~2.5 acres)
- 12 Villas on lower section
- Positioned adjacent to existing Village Core

19.63-Acre Tract — Upper Greenspace Development

- 8 estate homesites
- 10 cottage sites
- Under 3 acres cleared
- Majority preserved as natural greenspace

22.71-Acre Tract — Forest Cottage Integration

- 14 forest cottages
- 4 homesites
- Under 2 acres cleared
- Community waste system location

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Core Development Function

This expansion package enables a critical efficiency:

- On-site relocation of excavated material
- Reduction of off-site hauling costs
- Creation of 2–4+ acres of additional usable land

This converts required earthwork into **new development-ready surface area**.

Village Expansion Capability

Integrated control of these tracts allows:

- Expansion of the village footprint across both sides of Stiwinter Mountain Road
- Development of a walkable, multi-zone layout
- Increased capacity for events and programming
- Addition of retail, artisan, and community spaces

This shifts the project from a single-node layout to a **multi-layered destination environment**.

Greenspace & Low-Density Strategy

The 19.63-acre and 22.71-acre tracts support:

- Preservation of natural buffers and view corridors
- Low-density residential integration
- Trail systems and outdoor experiences
- Long-term land stewardship

Resulting in:

- 40+ acres of preserved community greenspace
- Enhanced privacy and premium positioning

Infrastructure & Connectivity

The combined tracts enable:

- Potential extension of Cedar Wood Drive
- Improved internal circulation
- Reduced congestion in the Village Core
- Scalable access for future phases

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Development Footprint

- ~50+ total acres
- ~232,000 SF (~5.33 acres) cleared for homesites
- Majority of land retained as greenspace

Phased Activation Strategy

- 36 dome glamping sites (initial activation layer)
- Weekly PGI: ~$18,000
- Used to generate early revenue prior to vertical buildout

These units:

- Activate land immediately
- Provide guest access and experience
- Transition out as permanent structures are built

Financial Positioning

- Not required for initial project viability
- Not included in base-case projections
- Acquired opportunistically
- Activated based on demand and capital availability

This maintains:

- Conservative underwriting
- Flexible expansion timing
- Controlled capital exposure

Strategic Position

These parcels provide three key functions:

- **Support** — infrastructure, circulation, and operational efficiency
- **Expansion** — increased development capacity
- **Optionality** — phased activation aligned with performance

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Final Position

The Harkins expansion package transforms Cedar Knob Nexus from:

- A single development site

into:

- A coordinated destination ecosystem with expanded scale and capacity

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Bottom Line

The core project performs independently.

With the Harkins Tracts:

- Scale increases
- Revenue channels expand
- Development flexibility improves
- Long-term value is significantly enhanced

This is an expansion multiplier—not a dependency.

Strategic Tract 3

Strategic Acquisition Profile — Hunt Tract

Overview

The Hunt Tract is a **ridgeline control asset** that directly influences access, connectivity, and long-term value within Cedar Knob Nexus and Walnut Hills.

It is not intended for conventional subdivision use.

Its primary function is to establish a controlled access and experiential corridor supporting phased development and long-term scalability.

Access Enhancement

The tract contains the primary route to the Cedar Knob ridgeline.

- Secures control of the access corridor
- Enables conversion of existing steep routing into a designed mountain road
- Supports phased installation of infrastructure (road, power, utilities)
- Reduces reliance on external or constrained access points

This provides:

- Certainty of access
- Improved build feasibility
- Reduced infrastructure risk

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Ridgeline Control & Connectivity

The parcel spans a continuous ridge connecting:

- Lower development areas
- Mid-level transition zones
- Upper Cedar Knob elevations

This allows:

- Unified vertical development planning
- Logical routing for infrastructure and circulation
- Flexibility in connecting future phases

Without this tract, connectivity remains fragmented.

With it, the system becomes fully integrated.

Natural Amphitheater Feature

Topography within the tract supports a natural amphitheater condition.

- Minimal grading required
- Suitable for low-impact gatherings and events
- Integrates with trail and ridgeline experiences

This enhances:

- Experiential programming capacity
- Destination identity
- Guest engagement

Experiential Transition Corridor

The Hunt Tract forms a transition between:

- Active village environments
- Elevated, private ridgeline areas

Planned elements include:

- Forest-based trail systems
- Scenic overlooks and pause points
- Light-touch gathering areas
- Optional retreat-oriented nodes

This establishes a progression from:

- Active environments
- Transitional natural space
- Remote, private settings

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Transitional Revenue Strategy

The tract is activated through phased use:

Phase 1 — Activation

- Glamping sites placed on future homesites
- Minimal infrastructure deployment
- Immediate short-term rental income

Phase 2 — Market Validation

- Sites marketed as improved, experience-proven homesites
- Buyers engage with a functioning environment

Phase 3 — Conversion

- Transition to custom homes, spec builds, or retreat residences

This structure:

- Offsets holding costs
- Builds demand organically
- Increases perceived and realized land value

Low-Density Development Approach

- Limited, high-value homesites
- Ridge-oriented and view-aligned placements
- Concentrated development nodes

The majority of the tract remains preserved, maintaining:

- Natural character
- Privacy
- Long-term environmental value

Long-Term Strategic Value

The Hunt Tract enables:

- Secured access to high-elevation zones
- Continuous development corridor
- Integration of experiential features (trails, amphitheater)
- Phased revenue activation
- Long-term scalability

Strategic Position Tract 3

A control asset that enables access, experience, and long-term scalability across the Cedar Knob Nexus system.

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Strategic Tract 4

Gonzalez Tract | ±5.91 Acres

Village Core — Central Activation Hub for Cedar Knob Nexus

Strategic Position

The Gonzalez Tract is the **central development site and primary activation hub** for Cedar Knob Nexus.

- Located along Stiwinter Mountain Road
- Direct proximity to Walnut Creek Road (state-maintained)
- Existing water and sewer access

This positioning provides:

- Reliable ingress and egress
- Reduced access risk
- Increased buyer and operator confidence
- Infrastructure capable of supporting mixed-use scale

It establishes the transition from a remote mountain property to a **functioning destination village**.

Planned Program

Layered Village Core — Mixed-Use Integration

The tract is designed as a **walkable, multi-use environment** combining hospitality, residential, retail, and cultural elements.

Core Program Elements

- **Employee Housing (Phase 1)**
  Temporary workforce housing supporting construction and early operations, with flexibility for future conversion
- **Lodge Inn — ~34 Suites**
  Boutique lodging supporting destination stays, retreats, and repeat visitation
- **Restaurant & Bar**
  Full-service dining and beverage program serving both on-site guests and regional visitors
- **Village Amphitheater**
  Outdoor venue supporting music, storytelling, and event programming
- **Retail & Professional Space**
  Curated storefronts and service-oriented businesses aligned with the village concept
- **Artist Studios & Wellness Spaces**
  Flexible environments supporting creative, therapeutic, and wellness-oriented uses

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- **~7,000 SF Dividable Event Space**
  Indoor venue supporting weddings, conferences, retreats, and multi-use programming

Terraced site planning supports efficient land use while maintaining natural character.

Strategic Function

Economic and Experiential Center

The Gonzalez Tract functions as the **primary hub of the entire development system**.

- All lodging, residential, and expansion components connect through this parcel
- Centralized infrastructure supports scalable operations
- Balances seclusion with functional accessibility

It serves as:

- Primary arrival point
- Core activity zone
- Operational and experiential anchor

Value Impact

Driver of System-Wide Appreciation

Activation of the Village Core:

- Enables multiple revenue streams (hospitality, events, retail, residential)
- Establishes a defined identity and point of arrival
- Increases value of surrounding properties through proximity and integration

It creates the **center of gravity** for Cedar Knob Nexus—where:

- Guests arrive
- Activity concentrates
- Brand identity is experienced

Summary

The Gonzalez Tract is a **foundational control asset** that:

- Anchors the development
- Supports infrastructure and access
- Enables mixed-use programming
- Drives revenue and long-term value

It is the **front door, village center, and economic engine** of the Cedar Knob Nexus system.

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Strategic Tracts 5 & 6

Walnut Hills — Lot 18 & Lot 22 (Infill Development Positioning)

Overview

Lots 18 and 22 represent **targeted infill opportunities within the Walnut Hills core**, supporting early-phase construction, value capture, and development continuity.

Both parcels are integrated into the **initial build sequencing**, with defined roles in Years 1 through 3 of the development plan.

Lot 18 — Early-Phase Activation

- Scheduled for **Year 1 construction**
- Positioned within the active development footprint
- Benefits from immediate access to existing infrastructure

Role within the plan:

- Supports early vertical construction
- Contributes to initial revenue and capital recycling
- Enhances continuity within the core layout

Lot 22 — Premium Infill Development

- Scheduled for **Year 2** / **Year 3 construction**
- Positioned as one of the **highest-quality homesites within Walnut Hills**
- Supports higher-end residential product

Role within the plan:

- Captures value following initial project activation
- Benefits from infrastructure, branding, and market lift created in Phase 1
- Contributes to premium pricing and margin expansion

Strategic Function

Together, Lots 18 and 22 provide:

- Early-stage activation (Lot 18)
- Mid-phase premium delivery (Lot 22)

This sequencing supports:

- Controlled capital deployment
- Progressive value realization
- Strengthened market positioning over time

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Reference

Detailed specifications, positioning, and development considerations for each parcel are outlined in the **earlier sections of this chapter**.

Summary

Lots 18 and 22 are **not standalone acquisitions**, but integral components of the Walnut Hills development sequence.

- Lot 18 drives early execution and momentum
- Lot 22 captures premium value as the project matures

Together, they reinforce **phased development, pricing progression, and long-term value creation within the core footprint**.

Strategic Tract 7

Strategic Expansion — Grindstone Knob Tract (±38.99 Acres)

Conditional High-Elevation Reserve (Not Included in Pro Forma)

Positioning

The Grindstone Knob Tract is a **high-elevation, long-term reserve asset** within the Cedar Knob Nexus framework.

- Elevation: 3,600+ feet
- Ridgeline positioning with long-range views
- Natural separation from core development areas

It represents a **distinct upper-tier land position**, above the primary Walnut Hills footprint.

Deferred by Design

This tract is intentionally excluded from early-phase execution due to:

- Limited existing access
- Terrain requiring coordinated infrastructure investment

Advancement is contingent upon:

- Extension of the Cedar Knob road system
- Alignment with broader infrastructure expansion

Until these conditions are met, the parcel remains a **deferred phase and non-essential component** of the plan.

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Conservation-First Framework

The development approach prioritizes preservation:

- Majority of acreage maintained in conservation
- Protection of ridgelines and view corridors
- Minimal environmental disturbance

This reinforces a **low-density, conservation-aligned development identity**.

Selective Development Strategy

- 1–2 premium ridge-top estate homesites
- Emphasis on privacy, elevation, and unobstructed views
- Direct adjacency to preserved land

This approach supports a **scarcity-driven, high-value offering**.

Projected positioning:

- ~$900K – $1.2M+ per homesite (subject to access and market conditions)

Infrastructure Alignment

Infrastructure is not developed independently for this tract.

- Road and utility extensions are coordinated with broader system expansion
- Costs are distributed across multiple phases and assets
- Improves overall capital efficiency

Strategic Function

The Grindstone Knob Tract serves as:

- A long-term valuation amplifier
- A conservation-backed premium asset
- A reserve for future high-end development

Summary

The Grindstone Knob Tract is a **non-dependent, opportunity-driven expansion asset**.

- No impact to base project if undeveloped
- No reliance in early financial performance
- Significant upside if access and infrastructure are established

If access is not secured, the core project remains unchanged. If access is secured, the tract delivers elevated positioning, exclusivity, and long-term value expansion.

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Final Position

Grindstone Knob is structured around:

- Preservation of natural character
- Limited, high-quality development
- Alignment with a low-density, high-value model

It is a **precision asset** within the Cedar Knob Nexus system—designed to enhance long-term value without introducing early-stage risk.

Strategic Tract 8

Strategic Expansion — Young Tract (±26.47 Acres)

Conditional Rear Tract (Not Included in Pro Forma)

Positioning

The Young Tract is a **conditional expansion parcel** located along the rear of Stiwinter Mountain.

It is not required for initial project execution and is excluded from early-phase financial projections.

Access Contingency

Advancement of this tract is fully dependent on establishing viable access through:

- Extension of the existing Cedar Knob road system, or
- A negotiated easement reaching a portion of the parcel

Until access is secured, the tract remains a **deferred phase within the master plan**, not an active development assumption.

Conservation-Led Approach

The development strategy prioritizes preservation:

- 20+ acres maintained in conservation
- Natural landscape protected
- Development intensity intentionally limited

This supports a **low-density, high-integrity extension** of the broader project.

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Selective Development Program

- 1–2 premium ridge-top homesites
- Designed for privacy, views, and exclusivity
- Positioned within the upper-tier residential offering

This approach aligns with a **high-value, limited-footprint development model**.

Secondary Experience Layer

Lower elevations may support:

- Low-impact glamping or rustic lodging
- Independent operational structure
- Brand-aligned experience without reliance on core amenities

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Infrastructure Efficiency (Conditional)

If access is established:

- Road and utility systems can serve multiple use areas
- Infrastructure costs are distributed across uses
- Capital efficiency improves relative to single-purpose development

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Strategic Function

The Young Tract serves as:

- Optional expansion capacity
- Long-term value extension
- Flexible planning reserve within the system

Summary

The Young Tract is a **non-essential, opportunity-driven asset** within the Cedar Knob Nexus plan.

- No dependency for base project success
- No impact if undeveloped
- Significant upside if access is secured

If access is not achieved, the core project remains unchanged.

If access is achieved, the tract provides meaningful long-term expansion and value creation.

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Creative Village Live–Work District

The Creative Village Live–Work District is designed as a **permanent artisan and maker community**, forming the cultural and economic backbone of Sugarfork Legacy Village.

This district is not a short-term rental environment. It is a **deed-restricted live–work community** intended for craftspeople, artists, and skilled makers who both **reside and operate their businesses on-site**, creating an authentic, daily-activated village environment.

By combining residential living with retail and production space, the district creates a **true working village**, not a seasonal or tourism-only destination.

Concept Overview

- Approximately **30 live–work units (family-capable)**
- Additional **artist lofts and studio spaces**
- Positioned along terraced streets overlooking the village green
- Designed as a **walkable artisan corridor**

Each unit:

- Ground level: **retail** / **studio** / **workshop**
- Upper levels: **residential living (2–5 bedroom configurations)**

Owners live above and operate below

Design Approach

- **Appalachian heavy timber** + **stone architecture**
- No uniform “apartment” feel
- Each unit designed with **individual character**
- Continuous village frontage with **subtle variation (Savile Row concept)**
- Terraced into hillside for:
  - visual appeal
  - structural efficiency
  - rear-access parking

Infrastructure Advantage

- Front-facing village experience (pedestrian-friendly)
- Rear access provides:
  - private parking for owners
  - service access
- Eliminates need for:
  - large surface parking lots
  - street congestion

Clean village aesthetic with functional logistics

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Development Efficiency

- Terraced construction reduces grading complexity
- Shared infrastructure (water, wastewater, access)
- Higher value per footprint due to mixed-use design

More revenue per structure vs single-use residential

Value Creation

This district creates:

- **Permanent economic activity** (not seasonal)
- **Built-in tenant base** (owners = operators)
- **Retail authenticity** (real makers, not resellers)
- **Experiential destination appeal**

Supports:

- tourism
- workshops + classes
- product sales
- cultural programming
- new option for those seeking to relocate to WNC

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Water Infrastructure Strategy

Water Infrastructure Strategy — Cedar Knob Nexus

Overview

The project's water system is designed as a **phased, multi-source, gravity-fed infrastructure**, beginning with the required Cedar Knob well installation and expanding in alignment with development.

The system is structured to:

- Scale with construction and occupancy
- Provide sufficient capacity for both active development and stabilized phases
- Avoid the need for full infrastructure buildout upfront

Initial Supply Node — Cedar Knob Ridge

Ridge-top homes require an initial well system, representing an estimated **$100K+ investment**.

This is not treated as an isolated cost.

It is established as the first supply node within a broader, integrated water system.
From this elevated position:

- Water is pumped into underground storage tanks
- Distribution occurs downhill through gravity

This creates the foundation for system-wide expansion.

System Design & Distribution

The system operates on a **pump-to-storage, gravity-to-use model**:

- Pumps move water into storage only
- Gravity distributes water to end users
- Pressure-reducing valves regulate flow and pressure

This eliminates the need for continuous pump-driven delivery to:

- Residential units
- Retail and commercial uses
- Hospitality and lodging components

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Phased System Structure

The system is organized into three tiers:

1. **Summit Supply & Storage**
   Initial well and primary storage tank
2. **Mid-Level Stabilization**
   Secondary storage and redundancy layer
3. **Upper Village Distribution**
   Expanded storage feeding full development footprint

Additional wells are introduced as demand increases, creating a **redundant and scalable network**.

Cost Efficiency

This approach reduces both upfront and long-term costs compared to conventional systems.

Estimated Buildout:

- Gravity-fed system: **$300K – $900K**
- Conventional pump-driven system: **$800K – $2M+**

Upfront Savings:

- **$500K – $1.5M+**

Operational Savings:

- Reduced pump usage lowers maintenance and energy costs
- Estimated long-term savings: **$200K – $800K+**

Development Impact

The water system is a critical enabling infrastructure.

Without it, the property is limited to:

- Low-density residential use

With it, the development supports:

- Residential clusters
- Retail and commercial operations
- Hospitality and lodging
- Event and programming activity

This system transforms the property into a **fully functional, income-producing development platform**.

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Strategic Position

The initial Cedar Knob well investment serves as:

- The starting point of the water system
- A contributing supply source within a multi-node network

It is not the sole source, but the **first phase of a scalable, multi-source utility system** that expands alongside the development.

Summary

The Cedar Knob Nexus water infrastructure is designed to:

- Scale with phased development
- Minimize upfront capital requirements
- Reduce long-term operating costs
- Support full mixed-use buildout

Infrastructure is deployed in alignment with demand—creating efficiency, redundancy, and long-term system resilience.

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Wastewater Infrastructure Strategy

Wastewater Infrastructure Strategy — Sugarfork Legacy Village

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Overview

The Sugarfork Legacy Village utilizes a **targeted, density-aligned wastewater strategy** designed to match infrastructure with actual use intensity.

- Centralized treatment is limited to the **village core**, where demand is highest
- Surrounding acre-plus homesites utilize **individual septic systems**

This approach avoids unnecessary overbuild while maintaining full functionality for mixed-use development.

System Design

Clustered Treatment — Village Core Only

The centralized system supports:

- Lodging and inn operations
- Restaurant and bar
- Retail and studio spaces
- Public restrooms and event activity

Treatment Process

- Biological processing
- Filtration
- UV disinfection (final stage)

System Characteristics

- Phased and scalable
- Expandable with development
- Centrally managed within the village footprint

Cost Efficiency

Estimated Costs:

- Initial village-core system: **$250K – $600K**
- Expanded full-capacity system: **$750K – $1.5M+**

By limiting centralized infrastructure to the core:

- Avoided cost of full-property system: **$250K – $1M+**

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Development Impact

This system enables:

- Higher-density village development
- Restaurant and hospitality operations
- Event and public gathering capacity
- Efficient land utilization without large drainfield requirements

At the same time, it preserves:

- Lower-cost development for outer homesites
- Flexibility in phasing and expansion
- Reduced overall infrastructure burden

Strategic Position

The wastewater strategy is designed to:

- Align infrastructure with actual demand
- Maintain capital efficiency during early phases
- Support scalable expansion as the village grows

Summary

The Sugarfork Legacy Village wastewater system is a **focused, scalable infrastructure solution** that:

- Supports full village activation
- Minimizes unnecessary capital deployment
- Preserves flexibility across the broader development

Infrastructure is concentrated where density requires it, allowing the remainder of the property to develop efficiently and independently.

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Sacred Wellness Village - Sugarfork Legacy | Foundational Launch Strategy

The **Sacred Wellness Village** is the initial development phase of Sugarfork Legacy, designed to function as a **self-contained economic engine** that activates the property, generates immediate revenue, and establishes brand identity.

This phase is intentionally structured to:

- **create its own market demand**
- **produce early cash flow through unit sales and leases**
- **establish a curated professional ecosystem**
- and **capitalize the next phase of resort development**

Rather than beginning with capital-intensive resort infrastructure, this approach builds **income-producing assets first**, allowing the broader vision to be funded through internally generated capital and structured financing.

Program Overview

Total Site

- ~2.5–3 acres within the 7.84-acre tract
- Fully integrated into the Sugarfork Legacy master plan

Built Program

14 Studio Residences

- ~1,850 sq ft ground-level workspace
- ~1,000 sq ft loft (residential/office)
- Designed for:
  - wellness practitioners
  - artists
  - creators
  - service-based professionals

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4 Trade Gallery Buildings

- ~2,500 sq ft ground-level gallery/showroom
- Loft above for residential or administrative use
- Target tenants:
  - art dealers
  - textile importers
  - antique curators
  - high-value artisan goods

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Central Gathering Space

- Greenspace for:
  - storytelling
  - workshops
  - acoustic performances
  - community events

Internal Infrastructure

- Winding private road system
- Parking nodes
- Utility-ready pads

Development Budget (Phase I — Site + Infrastructure)

Scope Includes

- 2-acre mass grading + leveling
- Internal road system (~400–600 ft initial)
- Septic (clustered system for full buildout capacity)
- Power + utility trenching
- Drainage + erosion control
- Pad preparation for all buildings

Owner-Built Cost Range

$400,000 – $600,000

(Excludes water system and vertical construction)

Vertical Construction

18 Total Structures

- 14 Studios
- 4 Galleries

Estimated Build Cost:

$6.0M – $7.5M total

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Timeline

2027

- Strategic acquisition
- Engineering + planning
- Initial clearing + rough cut

2028

- Full infrastructure installation:
  - roads
  - septic
  - utilities
- Sacred Village pad completion
- Begin first vertical builds

2029

Revenue Activation

- First 4–6 units completed
- Initial sales + leasing begin
- Expansion into full buildout

Revenue Strategy

Unit Sales (Primary Early Capital)

- Freestanding, sellable assets
- Introductory pricing prior to full resort completion
- High-demand niche product (live/work mountain units)

Lease Income (Stabilization Phase)

- Studios: wellness + creative professionals
- Galleries: high-value dealers

Structured Financing Strategy

The long-term objective is to:

Convert Unit Sales into Income-Producing Notes

Through lender negotiation and structured financing:

- buyers may be financed through project-backed instruments
- developer retains participation in note structures
- transitions from one-time sales ↠ **long-term recurring income**

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Value Creation

Immediate Value

- Transforms raw land into:
  - build-ready
  - income-producing
  - activated environment

Mid-Term Value

- Establishes:
  - occupancy
  - brand identity
  - operational proof

Long-Term Value

- Creates:
  - recurring income streams (notes + utilities)
  - stabilized asset base
  - increased valuation for entire project

Strategic Impact on Sugarfork Legacy

The Sacred Wellness Village directly enables:

Phase II Development

- Restaurant
- Amphitheater
- Lodge
- Three-story professional retail/apartment building

How:

- generates capital through early sales
- builds audience and traffic
- reduces financing risk
- provides lender confidence

Market Position

This development is positioned within:

- a **high-net-worth regional market**
- a **supply-constrained plateau environment**
- a **multi-town service radius (Franklin, Cashiers, Highlands, Glenville, Sylva, Cullowhee)**

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Demand Drivers:

- affluent retirees and second-home owners
- wellness and experiential living trends
- remote professionals and creators
- established artists with built-in audiences

Core Thesis

> **The Sacred Wellness Village is not dependent on future resort completion—it is designed to operate as a standalone, income-producing ecosystem that creates its own demand while simultaneously unlocking and funding the broader Sugarfork Legacy development.**

Closing Statement

This phase represents a **low-risk, high-control entry point** into a larger resort vision by:

- prioritizing sellable assets
- accelerating time to revenue
- leveraging in-house construction efficiencies
- and establishing a curated, high-value community from day one

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Bottom Line

👉 **Phase I builds the engine.**

👉 **Phase II scales the destination.**

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Mountain Music Lodge

🎼 THE MOUNTAIN MUSIC LODGE

A Cultural Anchor, Venue Driver, and Economic Force Multiplier Within Sugarfork Legacy

The **Mountain Music Lodge** is designed as the central cultural and economic anchor within Sugar Fork Legacy. It operates as a fully integrated platform for performance, instruction, retail, and guest experience.

It is not a standalone venue. It is an embedded, high-activity component of the village core—directly connected to the restaurant, bar, retail studios, and surrounding public spaces. Its role is to generate continuous daily and evening activation that drives revenue, tenant performance, and overall destination value.



Unified Lease Structure ↠ Aligned Operations & Full Revenue Capture

The Mountain Music Lodge operates under a unified master lease structure alongside the Restaurant and Bar.

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A single operator is responsible for:

- Venue programming and scheduling
- Food and beverage operations
- Event execution and staffing
- Overall guest experience

This structure ensures:

- Operational consistency across hospitality and entertainment
- Centralized control of programming and event cadence
- Full capture of bar, venue, and entertainment revenue
- A cohesive identity that strengthens the village brand

Lease rates are intentionally discounted during early activation to support operator onboarding and accelerate programming. Rates transition to full market levels as traffic, demand, and brand identity stabilize.

Program Structure ›› Continuous Activation Model

The Mountain Music Lodge is designed to remain active throughout the day and evening through layered programming.

Instructional Studios (Daytime Activation)

The upper level includes ten acoustically treated private studios, each approximately 150 square feet, leased to independent instructors.

At stabilization, these studios generate up to approximately $5,000 per month in sublease income while providing consistent daytime traffic that supports retail, food, and beverage activity across the village.uctured across three primary layers, each contributing to continuous activation:

Retail & Service Anchor

A 1,650 square foot retail space, supported by approximately 500 square feet of repair and service area, anchors the Lodge's commercial function.

This component provides:

- Instrument sales
- Repair and maintenance services
- Technical support for performers and instructors

It reinforces the Lodge as a functioning music ecosystem rather than a single-purpose venue.

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Performance & Venue Infrastructure (Primary Revenue Driver)

The Mountain Music Lodge integrates indoor and outdoor performance capabilities designed for flexible, year-round programming.

Interior features include:

- A 30' x 60' main venue floor
- A 16' x 28' stage with support areas
- Loft-level standing room with overlook

Exterior components include:

- Primary outdoor stage (16' x 28')
- Secondary porch stage (~14' x 20')
- Flat gathering area in front of the stage (~70' depth)

The site transitions into a natural terraced hillside rising approximately 50 feet, accommodating over 1,000 attendees in an organic, distributed seating environment.

This is not a traditional amphitheater. It is a natural performance landscape designed for flexibility, flow, and scale.

Event & Festival Capability ↠ Destination-Level Programming

The Mountain Music Lodge supports:

- Weekly and recurring live performances
- Multi-stage events utilizing indoor and outdoor venues
- Small-scale festivals using a three-stage configuration
- Pop-up tent events across approximately one acre of flexible space

This enables Sugar Fork Legacy to function as a regional entertainment destination for both local audiences and visitors.

Touring & Regional Integration

The Lodge is positioned as a routing stop for touring artists, offering:

- Integrated performance infrastructure
- On-site food and beverage
- Immediate access to lodging
- Efficient operational flow

This allows participation in regional touring circuits and supports progressive growth in performer quality and visibility.

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Revenue Framework ↠ Multi-Layered Income Model

At stabilization, the Mountain Music Lodge contributes across multiple coordinated revenue streams:

- Master lease payments (restaurant, bar, and venue operator)
- Studio subleases (~$5,000/month at stabilization)
- Retail lease component
- Event-driven revenue (ticketing, bar, and programming participation)

Early-stage revenue reflects discounted lease rates and ramping occupancy. Stabilized performance reflects full programming cadence, market-rate leases, and consistent event activity.

Value Multiplier Effect ↠ System-Wide Impact

The Mountain Music Lodge functions as a force multiplier across the entire development.

It:

- Drives foot traffic across retail and dining
- Increases tenant sales and retention
- Extends guest stays and boosts lodging occupancy
- Supports premium lease rates across the village
- Enhances overall property value and long-term returns

Three-Year Growth Trajectory

Year One – Activation

Discounted lease rates, partial studio occupancy, and early-stage programming focused on establishing consistent activity
Year Two – Stabilization

Increasing occupancy, regular event cadence, and growing food, beverage, and retail performance
Year Three – Optimization

Full programming schedule, stabilized leases, normalized pricing, and strong, predictable revenue performance

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Final Position

The Mountain Music Lodge is not a standalone venue. It is a fully integrated cultural and revenue platform that drives continuous activity, captures multi-layered income, and amplifies performance across the entire Sugar Fork Legacy ecosystem.

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Public Safety

Sugarfork Legacy will incorporate a **dedicated Private Public Safety Division**, designed to enhance security, reduce operational risk, and protect long-term property value across the community.

This division is structured as a **self-supporting infrastructure component**, integrating private security services, community patrols, and emergency readiness into the core of the development.

Phased Implementation Strategy

Phase 1 – Development Security (2027–2029)

- Establish on-site security presence during construction
- Overnight watchman + mobile patrol
- Initial deployment utilizing:
  - Used patrol vehicle
  - Basic communication and monitoring systems

Objective:

Protect assets, materials, and active construction zones

Phase 2 – Operational Activation (2030+)

- Transition to full-time, trained on-site security personnel
- Expand into:
  - Resident services
  - Event security
  - Community patrol operations

Objective:

Create continuous on-site presence and operational control

Service-Based Revenue Model

While not designed as a primary profit center, the Public Safety Division will partially offset costs through **tiered service offerings**:

Property Watch (Entry Tier)

- Annual visual inspections
- Periodic monitoring for part-time or vacant homes

Starting at ~$350/year

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Managed Presence (Mid-Tier)

- Scheduled visits
- Condition reporting
- Issue identification

$1,500 – $4,000/year

Full Estate Oversight (Premium Tier)

- Daily check-ins
- On-call response
- Maintenance coordination
- Guest readiness

~$12,000/year

Community Patrol (HOA-Based)

- Baseline patrol coverage across development
- Continuous visible presence

~$50/home/month

Event & Venue Security Integration

The Public Safety Division will support all on-site events, hospitality operations, and gatherings.

Benefits:

- Reduced reliance on third-party security vendors
- Lower event liability exposure
- Faster response times
- Consistent guest experience

Result:

Improved operational efficiency and cost control across revenue-generating activities

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On-Site Emergency Infrastructure

A purpose-built **Public Safety Facility** will be developed, featuring:

- **32’ × 80’ structure**
- Equipment storage and staging area
- Security operations office
- Upper-level accommodations for volunteer responders

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Strategic Function:

- Enable **forward-positioned emergency response** on the plateau
- Improve access for fire/EMS services
- Reduce response times to the community

Value Impact

While not a standalone profit center, this system delivers measurable financial and operational benefits:

Risk Reduction

- Lower exposure to theft, damage, and liability
- Increased control over on-site operations

Real Estate Value Enhancement

- Increased buyer confidence
- Differentiation from competing developments
- Supports premium pricing

Insurance & Cost Efficiency

- Potential reduction in insurance costs
- Reduced third-party security expenses

Operational Advantage

- Integrated event security
- Familiarity with site layout and guests
- Faster issue resolution

Strategic Positioning

> **The Public Safety Division is not an expense—it is a value-protecting infrastructure layer that enhances operations, supports revenue generation, and reinforces the premium nature of Sugarfork Legacy.**

Bottom Line

- Self-supported through service tiers and HOA participation
- Enhances both **hospitality operations and residential value**
- Strengthens long-term **asset stability and buyer confidence**

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Appendix

Projected Profit & Loss (2027)

	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Revenue	$352,386	$248,279	$314,580	$324,105	$351,210	$365,015	$476,340	$1,335,635	$358,785	$2,072,250	$250,835	$460,475	$6,909,895
Direct Costs	$251,588	$177,298	$214,043	$219,774	$240,921	$249,158	$311,707	$745,702	$245,658	$1,133,012	$184,125	$304,923	$4,277,907
Gross Profit	$100,798	$70,981	$100,537	$104,331	$110,290	$115,857	$164,633	$589,933	$113,127	$939,238	$66,710	$155,552	$2,631,988
In-Room Spa Service - Private Sessions at Glamping sites	$464	$464	$812	$812	$1,044	$1,276	$1,856	$1,624	$1,624	$2,320	$1,276	$1,740	$15,312
Services, Events & Retreats	$375	$375	$375	$375	$1,688	$1,688	$2,813	$2,063	$1,688	$3,188	$375	$938	$15,938
WebWeave Nexus	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000
Studio Production - Producti	$825	$825	$825	$825	$825	$1,650	$1,650	$1,650	$1,650	$1,650	$1,650	$1,650	$15,675

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
on Services Revenue													
IP Assets Created by WebWeave	$450	$450	$450	$450	$563	$630	$675	$743	$788	$833	$855	$878	$7,763
Village Utilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Mobile AT Studio Bus - Mobile Studio Revenue	$9,180	$1,530	$1,530	$1,836	$1,836	$2,142	$2,448	$2,142	$2,295	$3,060	$2,295	$2,295	$32,589
Merchandise	$500	$50	$50	$50	$50	$50	$50	$50	$50	$80	$50	$150	$1,180
Workshops	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$75,000	$75,000
Lodge Studio - Studio & Facility Rental Revenue	$0	$3,781	$3,781	$3,781	$3,781	$3,781	$3,781	$3,781	$3,781	$3,781	$3,781	$3,781	$41,594

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Walnut Hills - Geodesic Domes Rental	$8,991	$7,493	$13,125	$13,125	$15,000	$15,000	$28,275	$15,000	$15,000	$31,500	$7,493	$11,250	$181,251
CAPITAL – Home Sales	$0	$0	$0	$0	$0	$0	$0	$499,550	$0	$798,250	$0	$0	$1,297,800
Lodge Revenue	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cottage/ Villa Rentals	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$32,400
Lodging - Employee Cottages	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Bellavista NL - Restaurant	$58,438	$35,063	$39,738	$39,738	$42,075	$44,413	$53,763	$44,413	$42,075	$58,438	$30,388	$39,738	$528,275
Bellavista NL - Geodesic Domes Rental	$11,868	$11,329	$22,950	$22,950	$22,950	$25,650	$37,584	$25,650	$25,650	$45,360	$10,789	$14,850	$277,580
Bellavista NL - Spa	$3,413	$2,844	$4,420	$4,142	$7,521	$3,801	$2,981	$3,157	$3,157	$4,384	$2,280	$2,806	$44,907

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Bellavista NL – Craft Ales	$17,010	$16,065	$17,010	$17,010	$17,010	$17,010	$23,625	$17,010	$17,010	$23,625	$16,065	$17,010	$215,460
Bellavista NL – Deli	$2,500	$2,500	$2,950	$3,250	$3,250	$3,250	$4,000	$3,250	$3,250	$4,250	$2,500	$2,750	$37,700
Bellavista NC – Spirits	$2,700	$1,620	$1,800	$2,160	$2,160	$2,160	$2,700	$2,160	$2,160	$2,700	$2,160	$2,520	$27,000
Bellavista NL – WebWeave Nexus Studios	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$16,650
Bellavista NL – Van Camping	$844	$750	$1,875	$1,875	$1,875	$2,063	$2,344	$2,063	$1,875	$2,344	$750	$844	$19,500
Sugarfork Legacy – Restaurant Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
CAPITAL – Comme	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
rcial Sales													
Sugarfork Legacy - Craft Ales	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sugarfork Legacy - Spa	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Hunt Property - Event Space	$0	$0	$1,625	$0	$0	$1,625	$0	$0	$1,625	$1,625	$0	$0	$6,500
Harkins Property - Event Space	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Harkins Property - Lots 6 - 12 (Glamping Dome)	$2,438	$2,438	$6,013	$9,620	$9,620	$10,823	$19,500	$10,823	$10,823	$14,625	$4,713	$6,598	$108,030
Sugarfork Legacy - Lodge Inn	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Suites Lease													
Music Lodge - Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Pubic Safety	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ticketed Events - Live Music with Touring Artists	$900	$900	$1,350	$1,463	$2,025	$2,250	$2,700	$2,475	$2,475	$3,375	$2,700	$2,925	$25,538
Gross Margin	29%	29%	32%	32%	31%	32%	35%	44%	32%	45%	27%	34%	38%
In-Room Spa Service - Private Sessions at Glamping sites	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Services, Events & Retreats	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%
WebWeave Nexus	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Studio Production - Production Services Revenue	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%
IP Assets Created by WebWeave	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Village Utilities	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Mobile AT Studio Bus - Mobile Studio Revenue	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%
Merchandise	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Workshops	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%	50%
Lodge Studio - Studio & Facility	0%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Rental Revenue													
Walnut Hills - Geodesic Domes Rental	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
CAPITAL – Home Sales	0%	0%	0%	0%	0%	0%	0%	52%	0%	52%	0%	0%	52%
Lodge Revenue	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cottage/ Villa Rentals	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Lodging - Employee Cottages	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Bellavista NL - Restaurant	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%
Bellavista NL - Geodesic Domes Rental	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Bellavista NL - Spa	51%	51%	51%	45%	41%	37%	31%	31%	31%	31%	31%	31%	37%
Bellavista NL - Craft Ales	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - Deli	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Bellavista NC - Spirits	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - WebWeave Nexus Studios	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Bellavista NL - Van Camping	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Sugarfork Legacy - Restaurant Lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
CAPITAL – Commercial Sales	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sugarfork Legacy - Craft Ales	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sugarfork Legacy - Spa	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Hunt Property - Event Space	0%	0%	65%	0%	0%	65%	0%	0%	65%	65%	0%	0%	65%
Harkins Property - Event Space	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Harkins Property - Lots 6 - 12 (Glamping Dome)	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Sugarfork Legacy	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
- Lodge Inn Suites Lease													
Music Lodge - Lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Pubic Safety	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Ticketed Events - Live Music with Touring Artists	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%
Operating Income	($369,382)	($47,885)	($31,443)	($32,664)	($33,611)	($113,378)	($24,761)	$258,985	($66,009)	$474,094	($91,520)	($113,872)	($191,448)
Interest Expense	$0	$58,333	$58,819	$59,310	$59,804	$60,302	$60,805	$61,311	$61,822	$62,338	$62,857	$63,381	$669,082
Income Taxes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation and Amortization	$25,980	$26,129	$26,278	$26,427	$26,576	$27,319	$27,468	$27,632	$27,796	$27,960	$28,124	$30,905	$328,595
Gain or Loss	$0	$0	$0	$0	$0	$0	$0	$1,425,000	$0	$0	$0	$1,550,000	$2,975,000

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
from Sale of Assets													
Total Expenses	$747,748	$380,627	$431,121	$442,506	$471,201	$566,014	$589,373	($259,407)	$514,413	$1,688,454	$433,337	($881,367)	$5,124,020
Net Profit	($395,362)	($132,348)	($116,541)	($118,401)	($119,991)	($200,999)	($113,033)	$1,595,042	($155,628)	$383,796	($182,502)	$1,341,842	$1,785,875
Net Profit Margin	(112%)	(53%)	(37%)	(37%)	(34%)	(55%)	(24%)	119%	(43%)	19%	(73%)	291%	26%

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Projected Profit & Loss (2028)

	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Revenue	$396,855	$1,740,239	$2,453,828	$2,152,565	$2,179,520	$2,219,990	$2,367,417	$2,225,052	$2,206,050	$2,433,160	$1,169,271	$3,150,313	$24,694,257
Direct Costs	$272,373	$953,779	$1,314,955	$1,158,333	$1,177,480	$1,194,370	$1,274,460	$1,197,640	$1,191,605	$1,320,898	$663,720	$1,700,523	$13,420,137
Gross Profit	$124,482	$786,460	$1,138,873	$994,232	$1,002,040	$1,025,619	$1,092,957	$1,027,411	$1,014,445	$1,112,261	$505,551	$1,449,790	$11,274,120
In-Room Spa Service - Private Sessions at Glamping sites	$1,812	$1,691	$3,020	$3,020	$3,020	$3,020	$4,470	$3,745	$3,745	$5,738	$2,658	$3,480	$39,418
Services, Events & Retreats	$844	$844	$844	$844	$3,797	$3,797	$6,328	$4,641	$3,797	$7,172	$844	$2,109	$35,859
WebWeave Nexus	$313	$313	$338	$350	$350	$375	$438	$500	$563	$625	$688	$750	$5,600
Studio Production - Production	$4,379	$4,379	$8,758	$8,758	$8,758	$17,515	$17,515	$17,515	$17,515	$17,515	$17,515	$16,950	$157,070

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Services Revenue													
IP Assets Created by WebWeave	$900	$900	$900	$900	$1,125	$1,260	$1,350	$1,485	$1,575	$1,665	$1,710	$1,755	$15,525
Village Utilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$600	$600
Mobile AT Studio Bus - Mobile Studio Revenue	$4,590	$3,978	$5,355	$5,355	$765	$5,355	$6,120	$5,355	$5,661	$6,426	$4,284	$4,896	$58,140
Merchandise	$1,125	$113	$113	$113	$113	$113	$113	$113	$113	$180	$113	$338	$2,656
Workshops	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$150,000	$150,000
Lodge Studio - Studio & Facility Rental Revenue	$9,900	$9,900	$9,900	$9,900	$9,900	$9,900	$9,900	$9,900	$9,900	$9,900	$9,900	$9,900	$118,800
Walnut Hills -	$12,375	$9,900	$16,511	$16,511	$19,425	$19,425	$36,000	$19,425	$19,425	$38,888	$9,900	$14,569	$232,354

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Geodesic Domes Rental													
CAPITAL – Home Sales	$0	$708,125	$618,000	$0	$0	$0	$0	$0	$0	$0	$0	$1,210,250	$2,536,375
Lodge Revenue	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cottage/ Villa Rentals	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$32,400
Lodging - Employee Cottages	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Bellavista NL - Restaurant	$43,956	$41,209	$46,703	$46,703	$49,451	$52,198	$63,187	$52,198	$49,451	$68,681	$35,714	$46,703	$596,153
Bellavista NL - Geodesic Domes Rental	$26,082	$24,948	$50,350	$50,350	$50,350	$55,944	$74,520	$55,944	$55,944	$79,056	$23,814	$32,168	$579,469
Bellavista NL - Spa	$3,052	$2,560	$3,906	$4,157	$8,314	$4,695	$4,408	$4,695	$4,695	$6,487	$3,369	$4,157	$54,494

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Bellavista NL – Craft Ales	$27,000	$24,975	$27,000	$27,000	$27,000	$27,000	$33,750	$27,000	$27,000	$45,000	$27,000	$33,750	$353,475
Bellavista NL – Deli	$2,775	$2,775	$3,275	$3,608	$3,608	$3,608	$4,440	$3,608	$3,608	$4,718	$2,775	$3,053	$41,851
Bellavista NC – Spirits	$4,050	$3,647	$4,050	$4,860	$4,860	$4,860	$6,077	$4,860	$4,860	$6,077	$4,860	$5,670	$58,730
Bellavista NL – WebWeave Nexus Studios	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$16,650
Bellavista NL – Van Camping	$1,073	$956	$2,379	$2,379	$2,379	$2,613	$2,984	$2,613	$2,379	$2,984	$956	$1,073	$24,765
Sugarfork Legacy – Restaurant Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
CAPITAL – Comme	$0	$0	$406,875	$866,250	$866,250	$866,250	$866,250	$866,250	$866,250	$866,250	$406,875	$0	$6,877,500

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
rcial Sales													
Sugarfork Legacy - Craft Ales	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sugarfork Legacy - Spa	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Hunt Property - Event Space	$1,625	$0	$1,625	$1,625	$1,625	$1,625	$1,625	$1,625	$0	$3,250	$0	$0	$14,625
Harkins Property - Event Space	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Harkins Property - Lots 6 - 12 (Glamping Dome)	$3,250	$3,250	$7,215	$12,025	$12,025	$13,228	$24,375	$13,228	$13,228	$17,875	$5,655	$8,483	$133,835
Sugarfork Legacy - Lodge Inn	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Suites Lease													
Music Lodge - Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Pubic Safety	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ticketed Events - Live Music with Touring Artists	$2,700	$2,700	$2,925	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$48,825
Gross Margin	31%	45%	46%	46%	46%	46%	46%	46%	46%	46%	43%	46%	46%
In-Room Spa Service - Private Sessions at Glamping sites	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Services, Events & Retreats	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%
WebWeave Nexus	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Studio Production - Production Services Revenue	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%
IP Assets Created by WebWeave	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Village Utilities	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	5%
Mobile AT Studio Bus - Mobile Studio Revenue	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%
Merchandise	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Workshops	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%	50%
Lodge Studio - Studio & Facility	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Rental Revenue													
Walnut Hills - Geodesic Domes Rental	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
CAPITAL – Home Sales	0%	52%	52%	0%	0%	0%	0%	0%	0%	0%	0%	52%	52%
Lodge Revenue	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cottage/ Villa Rentals	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Lodging - Employee Cottages	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Bellavista NL - Restaurant	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%
Bellavista NL - Geodesic Domes Rental	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Bellavista NL - Spa	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%
Bellavista NL - Craft Ales	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - Deli	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Bellavista NC - Spirits	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - WebWeave Nexus Studios	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Bellavista NL - Van Camping	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Sugarfork Legacy - Restaurant Lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
CAPITAL – Commercial Sales	0%	0%	53%	53%	53%	53%	53%	53%	53%	53%	53%	0%	53%
Sugarfork Legacy - Craft Ales	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sugarfork Legacy - Spa	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Hunt Property - Event Space	65%	0%	65%	65%	65%	65%	65%	65%	0%	65%	0%	0%	65%
Harkins Property - Event Space	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Harkins Property - Lots 6 - 12 (Glamping Dome)	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Sugarfork Legacy	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
- Lodge Inn Suites Lease													
Music Lodge - Lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Pubic Safety	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Ticketed Events - Live Music with Touring Artists	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%
Operating Income	($95,922)	$356,868	$584,194	$478,185	$475,590	$489,178	$523,924	$477,932	$473,810	$519,601	$135,246	$854,883	**$5,273,488**
Interest Expense	$63,909	$64,442	$64,979	$65,520	$66,066	$66,617	$67,172	$67,732	$68,296	$68,865	$69,439	$70,018	**$803,053**
Income Taxes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
Depreciation and Amortization	$31,810	$31,983	$31,263	$31,966	$32,745	$34,130	$37,713	$38,871	$41,316	$45,063	$47,819	$51,061	**$455,740**
Gain or Loss	$150,000	$0	$353,636	$0	$0	$0	$0	$390,000	$1,010,000	$1,010,000	$1,630,000	$1,940,000	**$6,483,636**

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
from Sale of Assets													
Total Expenses	$438,496	$1,479,796	$1,612,238	$1,771,866	$1,802,741	$1,831,559	$1,948,377	$1,463,722	$831,852	$1,017,487	($478,717)	$476,509	$14,195,926
Net Profit	($41,641)	$260,443	$841,589	$380,699	$376,779	$388,431	$419,039	$761,329	$1,374,197	$1,415,673	$1,647,988	$2,673,804	$10,498,331
Net Profit Margin	(10%)	15%	34%	18%	17%	17%	18%	34%	62%	58%	141%	85%	43%

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Projected Profit & Loss (2029)

	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Revenue	$634,884	$591,930	$753,485	$780,151	$851,665	$1,770,421	$1,052,499	$879,591	$1,238,535	$1,188,611	$669,001	$1,227,401	$11,638,172
Direct Costs	$426,936	$399,931	$485,533	$514,814	$562,088	$1,018,768	$659,712	$562,801	$750,078	$728,450	$428,610	$748,661	$7,286,382
Gross Profit	$207,947	$191,999	$267,952	$265,337	$289,577	$751,653	$392,787	$316,790	$488,457	$460,160	$240,391	$478,739	$4,351,790
In-Room Spa Service - Private Sessions at Glamping sites	$3,672	$3,427	$6,120	$6,120	$6,120	$6,120	$9,058	$7,589	$7,589	$11,628	$5,386	$7,344	$80,172
Services, Events & Retreats	$1,266	$1,266	$1,266	$1,266	$5,696	$5,696	$9,492	$6,961	$5,696	$10,758	$1,266	$3,164	$53,790
WebWeave Nexus	$875	$1,000	$1,125	$1,250	$1,375	$1,500	$1,625	$1,875	$2,000	$2,125	$2,250	$2,375	$19,375
Studio Production - Production	$27,623	$25,781	$30,385	$32,226	$32,226	$34,068	$34,068	$36,830	$36,830	$36,830	$36,830	$36,830	$400,526

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Services Revenue													
IP Assets Created by WebWeave	$1,800	$1,800	$1,800	$1,800	$2,250	$2,520	$2,700	$2,970	$3,150	$3,330	$3,420	$3,510	$31,050
Village Utilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$750	$750
Mobile AT Studio Bus - Mobile Studio Revenue	$5,355	$4,896	$5,814	$5,814	$5,814	$5,814	$7,650	$5,814	$6,426	$8,415	$4,896	$5,355	$72,063
Merchandise	$1,856	$186	$186	$186	$186	$186	$186	$186	$186	$297	$186	$557	$4,382
Workshops	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$225,000	$225,000
Lodge Studio - Studio & Facility Rental Revenue	$19,800	$19,800	$19,800	$19,800	$19,800	$19,800	$19,800	$19,800	$19,800	$19,800	$19,800	$19,800	$237,600
Walnut Hills -	$15,375	$12,300	$23,288	$23,288	$27,338	$27,338	$51,600	$27,338	$27,338	$56,063	$12,300	$19,875	$323,438

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Geodesic Domes Rental													
CAPITAL – Home Sales	$0	$0	$0	$0	$0	$463,500	$0	$0	$193,125	$0	$0	$0	$656,625
Lodge Revenue	$2,100	$2,100	$4,500	$5,400	$5,400	$6,300	$7,800	$6,300	$6,600	$8,250	$3,300	$3,600	$61,650
Cottage/ Villa Rentals	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$159,120
Lodging – Employee Cottages	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$56,760
Bellavista NL - Restaurant	$56,924	$53,367	$60,482	$60,482	$64,039	$67,596	$81,826	$67,596	$64,039	$88,941	$46,252	$60,482	$772,025
Bellavista NL - Geodesic Domes Rental	$32,508	$30,767	$62,249	$62,249	$62,249	$67,257	$78,678	$62,964	$62,964	$82,685	$29,606	$40,068	$674,241
Bellavista NL - Spa	$5,161	$4,301	$6,588	($2,521)	($5,056)	($2,851)	($2,680)	($2,792)	($2,851)	($3,947)	($2,046)	($2,521)	($11,216)

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Bellavista NL – Craft Ales	$35,438	$34,256	$35,438	$35,438	$35,438	$35,438	$40,163	$35,438	$35,438	$53,156	$35,438	$37,800	$448,875
Bellavista NL – Deli	$3,108	$3,108	$3,668	$4,041	$4,041	$4,041	$4,973	$4,041	$4,041	$5,284	$3,108	$3,419	$46,873
Bellavista NC – Spirits	$9,112	$8,204	$9,112	$10,937	$10,937	$10,937	$13,673	$10,937	$10,937	$13,673	$10,937	$12,758	$132,152
Bellavista NL – WebWeave Nexus Studios	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$16,650
Bellavista NL – Van Camping	$1,382	$1,238	$3,073	$3,073	$3,073	$3,362	$3,857	$3,362	$3,073	$3,857	$1,238	$1,382	$31,969
Sugarfork Legacy – Restaurant Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
CAPITAL – Comme	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
rcial Sales													
Sugarfork Legacy - Craft Ales	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sugarfork Legacy - Spa	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Hunt Property - Event Space	$1,625	$0	$1,625	$0	$1,625	$1,625	$3,250	$1,625	$1,625	$3,250	$0	$0	$16,250
Harkins Property - Event Space	$0	$0	$0	$1,723	$1,723	$3,445	$4,875	$1,723	$1,723	$5,135	$0	$1,040	$21,385
Harkins Property - Lots 6 - 12 (Glamping Dome)	$4,875	$4,875	$9,620	$16,835	$16,835	$18,038	$34,125	$18,038	$18,038	$24,375	$7,540	$11,310	$184,503
Sugarfork Legacy - Lodge Inn	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Suites Lease													
Music Lodge - Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Pubic Safety	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ticketed Events - Live Music with Touring Artists	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$54,000
Gross Margin	33%	32%	36%	34%	34%	42%	37%	36%	39%	39%	36%	39%	37%
In-Room Spa Service - Private Sessions at Glamping sites	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Services, Events & Retreats	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%
WebWeave Nexus	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Studio Production - Production Services Revenue	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%
IP Assets Created by WebWeave	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Village Utilities	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	5%
Mobile AT Studio Bus - Mobile Studio Revenue	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%
Merchandise	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Workshops	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%	50%
Lodge Studio - Studio & Facility	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Rental Revenue													
Walnut Hills - Geodesic Domes Rental	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
CAPITAL – Home Sales	0%	0%	0%	0%	0%	52%	0%	0%	52%	0%	0%	0%	52%
Lodge Revenue	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Cottage/ Villa Rentals	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%
Lodging - Employee Cottages	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%
Bellavista NL - Restaurant	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%
Bellavista NL - Geodesic Domes Rental	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Bellavista NL - Spa	31%	31%	31%	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(4%)
Bellavista NL - Craft Ales	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - Deli	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Bellavista NC - Spirits	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - WebWeave Nexus Studios	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Bellavista NL - Van Camping	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Sugarfork Legacy - Restaurant Lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
CAPITAL – Commercial Sales	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sugarfork Legacy - Craft Ales	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sugarfork Legacy - Spa	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Hunt Property - Event Space	65%	0%	65%	0%	65%	65%	65%	65%	65%	65%	0%	0%	65%
Harkins Property - Event Space	0%	0%	0%	65%	65%	65%	65%	65%	65%	65%	0%	65%	65%
Harkins Property - Lots 6 - 12 (Glamping Dome)	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Sugarfork Legacy	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
- Lodge Inn Suites Lease													
Music Lodge - Lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Pubic Safety	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Ticketed Events - Live Music with Touring Artists	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%
Operating Income	($128,884)	($140,893)	($105,888)	($141,776)	($137,464)	$185,445	($79,341)	($125,065)	($5,667)	($42,380)	($134,080)	$732,075	($123,919)
Interest Expense	$70,601	$92,672	$92,396	$92,119	$91,840	$91,560	$91,277	$90,992	$90,706	$90,417	$90,127	$89,835	$1,074,543
Income Taxes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation and Amortization	$70,690	$74,503	$77,635	$79,441	$81,967	$83,614	$85,110	$86,303	$87,042	$87,705	$86,701	$87,864	$988,574
Gain or Loss	$1,470,000	$0	$1,470,000	$587,500	$0	$0	$0	$0	$206,364	$811,212	$2,188,182	$405,758	$7,139,015

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
from Sale of Assets													
Total Expenses	($564,942)	$899,998	($440,595)	$505,987	$1,162,936	$1,760,149	$1,308,227	$1,181,951	$1,215,586	$597,900	($1.2M)	$267,267	$6,686,192
Net Profit	$1,199,826	($308,068)	$1,194,080	$274,164	($311,271)	$10,272	($255,728)	($302,361)	$22,949	$590,710	$1,877,274	$960,134	$4,951,979
Net Profit Margin	189%	(52%)	158%	35%	(37%)	1%	(24%)	(34%)	2%	50%	281%	78%	43%

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Projected Profit & Loss (2030)

	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Revenue	$2,469,251	$2,423,960	$2,589,122	$3,296,981	$3,362,423	$1,717,127	$1,935,730	$1,745,152	$1,755,706	$3,289,673	$4,200,673	$3,672,987	$32,458,783
Direct Costs	$1,384,916	$1,352,822	$1,440,365	$1,820,587	$1,885,120	$1,031,222	$1,153,789	$1,060,167	$1,063,029	$1,866,943	$2,276,196	$1,996,096	$18,331,252
Gross Profit	$1,084,335	$1,071,138	$1,148,756	$1,476,394	$1,477,303	$685,904	$781,941	$684,985	$692,677	$1,422,730	$1,924,477	$1,676,891	$14,127,531
In-Room Spa Service - Private Sessions at Glamping sites	$7,440	$6,944	$12,400	$12,400	$12,400	$12,400	$12,400	$12,400	$12,400	$12,400	$10,912	$12,400	$136,896
Services, Events & Retreats	$1,899	$1,899	$1,899	$1,899	$8,543	$8,543	$14,239	$10,442	$8,543	$16,137	$1,899	$4,746	$80,687
WebWeave Nexus	$3,125	$3,125	$3,375	$3,375	$3,500	$3,625	$3,750	$3,875	$4,000	$4,125	$4,250	$4,375	$44,500
Studio Production - Production	$35,677	$33,298	$39,006	$41,861	$41,861	$44,715	$44,715	$47,569	$47,569	$47,569	$47,569	$47,569	$518,975

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Services Revenue													
IP Assets Created by WebWeave	$3,600	$3,600	$3,600	$3,600	$4,500	$5,040	$5,400	$5,940	$6,300	$6,660	$6,840	$7,020	$62,100
Village Utilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,050	$1,050
Mobile AT Studio Bus - Mobile Studio Revenue	$5,837	$5,337	$6,337	$6,337	$6,337	$6,337	$8,339	$6,337	$7,004	$9,172	$5,337	$5,837	$78,549
Merchandise	$2,487	$249	$249	$249	$249	$249	$249	$249	$249	$398	$249	$746	$5,873
Workshops	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$250,000	$250,000
Lodge Studio - Studio & Facility Rental Revenue	$35,750	$35,750	$35,750	$35,750	$35,750	$35,750	$35,750	$35,750	$35,750	$39,325	$39,325	$39,325	$439,725
Walnut Hills -	$18,150	$14,850	$26,325	$26,325	$30,375	$30,375	$59,400	$30,375	$30,375	$64,834	$14,850	$20,625	$366,859

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Geodesic Domes Rental													
CAPITAL – Home Sales	$849,750	$849,750	$849,750	$1,197,375	$1,199,435	$349,943	$357,925	$357,925	$373,375	$373,375	$1,107,250	$424,875	$8,290,728
Lodge Revenue	$3,600	$3,300	$5,400	$5,700	$5,700	$6,300	$10,500	$10,500	$9,600	$16,500	$9,000	$13,500	$99,600
Cottage/ Villa Rentals	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$159,120
Lodging - Employee Cottages	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$56,760
Bellavista NL - Restaurant	$66,193	$62,061	$70,331	$70,331	$74,469	$78,608	$95,154	$78,608	$74,469	$103,425	$53,785	$70,331	$897,766
Bellavista NL - Geodesic Domes Rental	$35,046	$33,264	$66,339	$66,339	$66,339	$67,068	$82,685	$67,068	$67,068	$85,536	$32,076	$43,011	$711,839
Bellavista NL - Spa	($2,561)	($2,138)	$9,264	($3,548)	($7,109)	($4,015)	($3,768)	($4,015)	($4,015)	($5,555)	($2,874)	($3,548)	($33,880)

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Bellavista NL – Craft Ales	$43,200	$43,200	$43,200	$43,200	$43,200	$43,200	$43,200	$43,200	$43,200	$43,200	$43,200	$43,200	$518,400
Bellavista NL – Deli	$3,574	$3,574	$4,218	$4,647	$4,647	$4,647	$5,719	$4,647	$4,647	$6,077	$3,574	$3,932	$53,903
Bellavista NC – Spirits	$11,390	$10,256	$11,390	$13,673	$13,673	$13,673	$17,093	$13,673	$13,673	$17,093	$13,673	$15,948	$165,208
Bellavista NL – WebWeave Nexus Studios	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$16,650
Bellavista NL – Van Camping	$1,784	$1,588	$3,959	$3,959	$3,959	$4,328	$4,959	$4,328	$3,959	$4,959	$1,588	$1,784	$41,151
Sugarfork Legacy – Restaurant Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$17,750	$17,750
CAPITAL – Comme	$0	$0	$0	$0	$0	$0	$0	$0	$0	$656,250	$656,250	$656,250	$1,968,750

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
rcial Sales													
Sugarfork Legacy - Craft Ales	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sugarfork Legacy - Spa	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Hunt Property - Event Space	$0	$1,625	$1,625	$1,625	$1,625	$1,625	$3,250	$1,625	$1,625	$3,250	$0	$0	$17,875
Harkins Property - Event Space	$842	$842	$842	$1,918	$1,918	$3,835	$5,135	$1,918	$3,835	$5,460	$842	$1,073	$28,457
Harkins Property - Lots 6 - 12 (Glamping Dome)	$9,620	$9,620	$12,025	$21,645	$21,645	$24,050	$45,500	$24,050	$24,050	$32,500	$12,025	$19,240	$255,970
Sugarfork Legacy - Lodge Inn	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$88,000	$88,000

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Suites Lease													
Music Lodge - Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,125	$4,125
Pubic Safety	$1,138	$1,138	$1,251	$455	$569	$683	$341	$796	$569	$683	$341	$455	$8,418
Ticketed Events - Live Music with Touring Artists	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$54,000
Gross Margin	44%	44%	44%	45%	44%	40%	40%	39%	39%	43%	46%	46%	44%
In-Room Spa Service - Private Sessions at Glamping sites	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Services, Events & Retreats	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%
WebWeave Nexus	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Studio Production - Production Services Revenue	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%
IP Assets Created by WebWeave	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Village Utilities	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	5%
Mobile AT Studio Bus - Mobile Studio Revenue	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%
Merchandise	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Workshops	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%	50%
Lodge Studio - Studio & Facility	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Rental Revenue													
Walnut Hills - Geodesic Domes Rental	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
CAPITAL – Home Sales	52%	52%	52%	52%	52%	52%	52%	52%	52%	52%	52%	52%	52%
Lodge Revenue	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Cottage/ Villa Rentals	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%
Lodging - Employee Cottages	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%
Bellavista NL - Restaurant	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%
Bellavista NL - Geodesic Domes Rental	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Bellavista NL - Spa	(11%)	(11%)	31%	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(8%)
Bellavista NL - Craft Ales	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - Deli	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Bellavista NC - Spirits	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - WebWeave Nexus Studios	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Bellavista NL - Van Camping	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Sugarfork Legacy - Restaurant Lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	71%	71%

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
CAPITAL – Commercial Sales	0%	0%	0%	0%	0%	0%	0%	0%	0%	53%	53%	53%	53%
Sugarfork Legacy - Craft Ales	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sugarfork Legacy - Spa	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Hunt Property - Event Space	0%	65%	65%	65%	65%	65%	65%	65%	65%	65%	0%	0%	65%
Harkins Property - Event Space	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Harkins Property - Lots 6 - 12 (Glamping Dome)	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Sugarfork Legacy	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	88%	88%

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
- Lodge Inn Suites Lease													
Music Lodge - Lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	55%	55%
Pubic Safety	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Ticketed Events - Live Music with Touring Artists	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%
Operating Income	$359,476	$354,471	$381,741	$574,530	$563,153	$10,993	$57,652	($7,492)	($6,602)	$478,578	$887,965	$1,769,340	$5,423,803
Interest Expense	$89,541	$89,244	$88,946	$88,646	$88,344	$88,040	$87,733	$87,425	$87,115	$86,802	$86,488	$86,171	$1,054,494
Income Taxes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation and Amortization	$92,723	$97,389	$100,934	$104,377	$107,972	$112,286	$116,767	$121,551	$126,630	$128,192	$133,676	$146,970	$1,389,465
Gain or Loss	$1,550,000	$1,000,000	$2,625,455	$2,165,568	$2,171,197	$359,386	$782,879	$376,932	$407,273	$1,284,205	$0	$0	$12,722,894

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
from Sale of Assets													
Total Expenses	$742,038	$1,256,122	($228,194)	$749,906	$824,389	$1,547,073	$1,299,699	$1,584,688	$1,568,781	$1,741,884	$3,532,872	$2,136,788	$16,756,045
Net Profit	$1,727,213	$1,167,837	$2,817,315	$2,547,075	$2,538,034	$170,054	$636,031	$160,464	$186,925	$1,547,789	$667,801	$1,536,199	$15,702,738
Net Profit Margin	70%	48%	109%	77%	75%	10%	33%	9%	11%	47%	16%	42%	48%

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Projected Profit & Loss (2031)

	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Revenue	$2,440,205	$2,346,205	$2,519,942	$1,394,634	$1,499,897	$1,534,023	$1,861,963	$1,519,998	$1,532,940	$2,009,029	$1,183,242	$1,642,481	$21,484,558
Direct Costs	$1,391,622	$1,320,593	$1,440,509	$901,570	$993,283	$1,000,557	$1,173,425	$987,985	$997,782	$1,299,244	$768,024	$1,037,049	$13,311,642
Gross Profit	$1,048,582	$1,025,612	$1,079,433	$493,064	$506,614	$533,466	$688,538	$532,013	$535,158	$709,785	$415,218	$605,432	$8,172,915
In-Room Spa Service - Private Sessions at Glamping sites	$8,918	$8,290	$12,560	$12,560	$12,560	$12,560	$12,560	$12,560	$12,560	$12,560	$12,560	$12,560	$142,807
Services, Events & Retreats	$11,320	$11,320	$11,320	$11,320	$11,320	$11,320	$11,320	$11,320	$11,320	$11,320	$11,320	$11,320	$135,842
WebWeave Nexus	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$60,000
Studio Production - Production	$79,544	$79,544	$83,521	$89,487	$89,487	$89,487	$89,487	$89,487	$89,487	$89,487	$89,487	$89,487	$1,047,992

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Services Revenue													
IP Assets Created by WebWeave	$7,200	$7,200	$7,200	$7,200	$9,000	$10,080	$10,800	$11,880	$12,600	$13,320	$13,680	$14,040	$124,200
Village Utilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,750	$1,750
Mobile AT Studio Bus - Mobile Studio Revenue	$6,888	$6,297	$7,479	$7,479	$7,479	$7,479	$9,839	$7,479	$8,265	$10,823	$6,297	$6,888	$92,692
Merchandise	$3,010	$301	$301	$301	$301	$301	$301	$301	$301	$482	$301	$903	$7,105
Workshops	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$125,000	$125,000
Lodge Studio - Studio & Facility Rental Revenue	$59,434	$59,434	$59,434	$62,178	$62,178	$62,178	$64,006	$64,006	$65,835	$65,835	$65,835	$65,835	$756,188
Walnut Hills -	$21,563	$17,813	$28,350	$28,350	$33,600	$33,600	$63,563	$33,600	$33,600	$72,698	$17,813	$21,563	$406,110

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Geodesic Domes Rental													
CAPITAL – Home Sales	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Lodge Revenue	$11,400	$12,300	$12,300	$13,500	$13,500	$19,500	$22,500	$19,500	$21,000	$27,000	$18,000	$19,500	$210,000
Cottage/ Villa Rentals	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$13,260	$159,120
Lodging - Employee Cottages	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$4,730	$56,760
Bellavista NL - Restaurant	$74,375	$69,736	$79,028	$79,028	$83,675	$88,328	$106,920	$88,328	$83,675	$116,213	$60,436	$79,028	$1,008,770
Bellavista NL - Geodesic Domes Rental	$36,450	$34,628	$66,542	$66,542	$66,542	$67,257	$87,869	$67,257	$67,257	$90,720	$33,413	$41,310	$725,784
Bellavista NL - Spa	($3,341)	($2,791)	($4,314)	($4,583)	($9,167)	($5,179)	($1,094)	($5,179)	($5,179)	($7,166)	($3,704)	($4,583)	($56,282)

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Bellavista NL – Craft Ales	$45,000	$45,000	$45,000	$45,000	$45,000	$45,000	$56,250	$45,000	$45,000	$67,500	$45,000	$49,219	$577,969
Bellavista NL – Deli	$3,967	$3,967	$4,682	$5,158	$5,158	$5,158	$6,348	$5,158	$5,158	$6,745	$3,967	$4,365	$59,831
Bellavista NC – Spirits	$14,238	$12,820	$14,238	$17,093	$17,093	$17,093	$21,366	$17,093	$17,093	$21,366	$17,093	$19,937	$206,521
Bellavista NL – WebWeave Nexus Studios	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$1,388	$16,650
Bellavista NL – Van Camping	$2,250	$2,003	$4,995	$4,995	$4,995	$5,468	$6,255	$5,468	$4,995	$6,255	$2,003	$2,250	$51,930
Sugarfork Legacy – Restaurant Lease	$4,438	$4,438	$4,438	$4,438	$4,438	$4,438	$4,438	$4,438	$4,438	$4,438	$4,438	$4,438	$53,250
CAPITAL – Comme	$656,250	$656,250	$656,250	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,968,750

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
rcial Sales													
Sugarfork Legacy - Craft Ales	$18,000	$17,000	$18,000	$18,000	$19,000	$19,000	$20,000	$18,000	$18,000	$28,000	$15,000	$18,000	$226,000
Sugarfork Legacy - Spa	$10,600	$10,600	$13,250	$15,900	$18,550	$21,200	$23,850	$21,200	$21,200	$23,850	$15,900	$23,850	$219,950
Hunt Property - Event Space	$1,625	$1,625	$1,625	$1,625	$1,625	$1,625	$3,250	$1,625	$1,625	$4,875	$0	$0	$21,125
Harkins Property - Event Space	$861	$861	$861	$3,965	$3,965	$3,965	$5,460	$3,965	$3,965	$5,720	$861	$861	$35,311
Harkins Property - Lots 6 - 12 (Glamping Dome)	$14,430	$14,430	$18,038	$31,265	$31,265	$34,873	$73,288	$34,873	$34,873	$51,838	$18,038	$27,658	$384,865
Sugarfork Legacy - Lodge Inn	$28,600	$28,600	$28,600	$28,600	$28,600	$28,600	$28,600	$28,600	$28,600	$28,600	$28,600	$28,600	$343,200

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Suites Lease													
Music Lodge - Lease	$1,623	$1,623	$1,623	$1,623	$1,623	$1,623	$1,623	$1,623	$1,623	$1,623	$1,623	$1,623	$19,470
Pubic Safety	$1,365	$1,365	$1,593	$569	$683	$796	$455	$1,024	$683	$796	$455	$569	$10,351
Ticketed Events - Live Music with Touring Artists	$15,750	$5,625	$8,100	$22,500	$29,250	$33,750	$54,000	$29,250	$33,750	$54,000	$11,250	$15,750	$312,975
Gross Margin	43%	44%	43%	35%	34%	35%	37%	35%	35%	35%	35%	37%	38%
In-Room Spa Service - Private Sessions at Glamping sites	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Services, Events & Retreats	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%
WebWeave Nexus	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Studio Production - Production Services Revenue	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%	61%
IP Assets Created by WebWeave	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Village Utilities	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	5%
Mobile AT Studio Bus - Mobile Studio Revenue	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%
Merchandise	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Workshops	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%	50%
Lodge Studio - Studio & Facility	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Rental Revenue													
Walnut Hills - Geodesic Domes Rental	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
CAPITAL – Home Sales	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Lodge Revenue	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Cottage/ Villa Rentals	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%	34%
Lodging - Employee Cottages	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%
Bellavista NL - Restaurant	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%
Bellavista NL - Geodesic Domes Rental	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Bellavista NL - Spa	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)	(11%)
Bellavista NL - Craft Ales	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - Deli	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Bellavista NC - Spirits	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Bellavista NL - WebWeave Nexus Studios	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Bellavista NL - Van Camping	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Sugarfork Legacy - Restaurant Lease	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
CAPITAL – Commercial Sales	53%	53%	53%	0%	0%	0%	0%	0%	0%	0%	0%	0%	53%
Sugarfork Legacy - Craft Ales	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Sugarfork Legacy - Spa	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Hunt Property - Event Space	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	0%	0%	65%
Harkins Property - Event Space	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Harkins Property - Lots 6 - 12 (Glamping Dome)	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Sugarfork Legacy	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
- Lodge Inn Suites Lease													
Music Lodge - Lease	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%
Pubic Safety	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Ticketed Events - Live Music with Touring Artists	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%
Operating Income	$138,334	$130,994	$138,737	($288,239)	($304,364)	($282,860)	($182,330)	($297,381)	($283,633)	($187,659)	($303,452)	$384,355	($1.3M)
Interest Expense	$85,852	$85,531	$85,208	$84,883	$84,555	$84,226	$83,894	$83,560	$83,224	$82,885	$82,544	$82,201	$1,008,564
Income Taxes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation and Amortization	$155,981	$149,841	$152,338	$154,721	$157,520	$160,319	$162,315	$164,167	$166,020	$167,266	$168,513	$169,759	$1,928,760
Gain or Loss	$0	$4,865,909	$510,000	$0	$0	$510,000	$0	$0	$0	$0	$0	$0	$5,885,909

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
from Sale of Assets													
Total Expenses	$2,543,704	($2.4M)	$2,108,751	$1,922,476	$2,046,337	$1,551,429	$2,290,502	$2,065,107	$2,065,817	$2,446,840	$1,737,751	$1,510,086	$19,873,472
Net Profit	($103,499)	$4,761,530	$411,191	($527,842)	($546,440)	($17,406)	($428,539)	($545,109)	($532,877)	($437,811)	($554,509)	$132,395	$1,611,086
Net Profit Margin	(4%)	203%	16%	(38%)	(36%)	(1%)	(23%)	(36%)	(35%)	(22%)	(47%)	8%	7%

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Projected Balance Sheet (2027)

	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Assets	$9,610,638	$9,541,623	$9,493,902	$9,444,811	$9,399,623	$9,277,426	$9,245,197	$10,926,551	$10,860,246	$11,336,379	$11,256,734	$12,711,957	$12,711,957
Current Assets	$1,871,368	$1,770,383	$1,690,840	$1,400,076	$1,193,365	$854,387	$341,525	$2,687,411	$2,250,801	$2,021,795	$692,175	$1,048,902	$1,048,902
Cash	$1,871,368	$1,770,383	$1,690,840	$1,400,076	$1,193,365	$854,387	$341,525	$2,687,411	$2,250,801	$2,021,795	$692,175	$1,048,902	$1,048,902
Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Assets	$7,739,270	$7,771,240	$7,803,062	$8,044,734	$8,206,258	$8,423,040	$8,903,672	$8,239,140	$8,609,444	$9,314,584	$10,564,560	$11,663,055	$11,663,055
Long-Term Assets	$7,765,250	$7,823,350	$7,881,450	$8,149,550	$8,337,650	$8,581,750	$9,089,850	$8,452,950	$8,851,050	$9,584,150	$10,862,250	$11,991,650	$11,991,650
Accumulated Depreciation	($25,980)	($52,110)	($78,388)	($104,816)	($131,392)	($158,710)	($186,178)	($213,810)	($241,606)	($269,566)	($297,690)	($328,595)	($328,595)
Liabilities & Equity	$9,610,638	$9,541,623	$9,493,902	$9,444,811	$9,399,623	$9,277,426	$9,245,197	$10,926,551	$10,860,246	$11,336,379	$11,256,734	$12,711,957	$12,711,957
Liabilities	$7,000,000	$7,058,333	$7,117,153	$7,176,462	$7,236,266	$7,296,568	$7,357,373	$7,418,685	$7,480,507	$7,542,845	$7,605,702	$7,669,082	$7,669,082

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Income Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Short-Term Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities	$7,000,000	$7,058,333	$7,117,153	$7,176,462	$7,236,266	$7,296,568	$7,357,373	$7,418,685	$7,480,507	$7,542,845	$7,605,702	$7,669,082	$7,669,082
Long-Term Debt	$7,000,000	$7,058,333	$7,117,153	$7,176,462	$7,236,266	$7,296,568	$7,357,373	$7,418,685	$7,480,507	$7,542,845	$7,605,702	$7,669,082	$7,669,082
Equity	$2,610,638	$2,483,290	$2,376,749	$2,268,348	$2,163,357	$1,980,858	$1,887,824	$3,507,866	$3,379,739	$3,793,535	$3,651,033	$5,042,875	$5,042,875
Paid-In Capital	$455,000	$460,000	$470,000	$480,000	$495,000	$513,500	$533,500	$558,500	$586,000	$616,000	$656,000	$706,000	$706,000
Retained Earnings	$2,551,000	$2,551,000	$2,551,000	$2,551,000	$2,551,000	$2,551,000	$2,551,000	$2,551,000	$2,551,000	$2,551,000	$2,551,000	$2,551,000	$2,551,000

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Earnings	($395,362)	($527,710)	($644,251)	($762,652)	($882,643)	($1.1M)	($1.2M)	$398,366	$242,739	$626,535	$444,033	$1,785,875	$1,785,875

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Projected Balance Sheet (2028)

	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Assets	$12,784,225	$13,159,110	$14,115,678	$14,611,897	$15,104,742	$15,609,789	$16,127,101	$16,987,262	$18,461,755	$19,978,293	$21,727,720	$24,503,541	$24,503,541
Current Assets	$379,688	$115,763	$379,164	$334,056	$598,853	$677,238	$46,469	$894,707	$2,239,724	$3,430,532	$4,271,985	$4,213,074	$4,213,074
Cash	$379,688	$115,763	$379,164	$334,056	$598,853	$677,238	$46,469	$894,707	$2,239,724	$3,430,532	$4,271,985	$4,213,074	$4,213,074
Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Assets	$12,404,538	$13,043,347	$13,736,514	$14,277,841	$14,505,889	$14,932,552	$16,080,632	$16,092,554	$16,222,031	$16,547,761	$17,455,735	$20,290,467	$20,290,467
Long-Term Assets	$12,764,943	$13,435,736	$14,156,529	$14,729,822	$14,990,615	$15,451,408	$16,637,201	$16,687,994	$16,858,787	$17,229,580	$18,185,373	$21,071,166	$21,071,166
Accumulated Depreciation	($360,405)	($392,389)	($420,015)	($451,981)	($484,726)	($518,856)	($556,569)	($595,440)	($636,756)	($681,819)	($729,638)	($780,699)	($780,699)
Liabilities & Equity	$12,784,225	$13,159,110	$14,115,678	$14,611,897	$15,104,742	$15,609,789	$16,127,101	$16,987,262	$18,461,755	$19,978,293	$21,727,720	$24,503,541	$24,503,541
Liabilities	$7,732,991	$7,797,433	$7,862,412	$7,927,932	$7,993,998	$8,060,615	$8,122,336	$8,184,618	$8,248,364	$8,312,679	$8,377,568	$8,443,036	$8,443,036

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Income Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Short-Term Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities	$7,732,991	$7,797,433	$7,862,412	$7,927,932	$7,993,998	$8,060,615	$8,122,336	$8,184,618	$8,248,364	$8,312,679	$8,377,568	$8,443,036	$8,443,036
Long-Term Debt	$7,732,991	$7,797,433	$7,862,412	$7,927,932	$7,993,998	$8,060,615	$8,122,336	$8,184,618	$8,248,364	$8,312,679	$8,377,568	$8,443,036	$8,443,036
Equity	$5,051,234	$5,361,677	$6,253,266	$6,683,965	$7,110,744	$7,549,175	$8,004,764	$8,802,644	$10,213,391	$11,665,614	$13,350,152	$16,060,506	$16,060,506
Paid-In Capital	$756,000	$806,000	$856,000	$906,000	$956,000	$1,006,000	$1,056,000	$1,106,000	$1,156,000	$1,206,000	$1,256,000	$1,306,000	$1,306,000
Retained Earnings	$4,336,875	$4,336,875	$4,336,875	$4,336,875	$4,336,875	$4,336,875	$4,323,425	$4,309,975	$4,296,525	$4,283,075	$4,269,625	$4,256,175	$4,256,175

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Earnings	($41,641)	$218,802	$1,060,392	$1,441,091	$1,817,869	$2,206,300	$2,625,340	$3,386,669	$4,760,866	$6,176,539	$7,824,527	$10,498,331	$10,498,331

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Projected Balance Sheet (2029)

	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Assets	$31,223,832	$30,946,644	$32,171,330	$32,475,822	$32,194,600	$32,234,641	$32,021,848	$31,762,139	$31,827,452	$32,460,239	$34,379,299	$35,380,927	$35,380,927
Current Assets	$5,342,910	$3,864,080	$5,070,256	$5,178,044	$4,065,144	$3,640,153	$2,998,826	$2,086,775	$1,969,121	$2,439,756	$4,793,690	$5,473,779	$5,473,779
Cash	$5,342,910	$3,864,080	$5,070,256	$5,178,044	$4,065,144	$3,640,153	$2,998,826	$2,086,775	$1,969,121	$2,439,756	$4,793,690	$5,473,779	$5,473,779
Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Assets	$25,880,922	$27,082,564	$27,101,074	$27,297,778	$28,129,456	$28,594,487	$29,023,022	$29,675,364	$29,858,331	$30,020,483	$29,585,609	$29,907,148	$29,907,148
Long-Term Assets	$26,732,311	$28,008,456	$28,104,601	$28,380,746	$29,294,391	$29,843,036	$30,356,681	$31,095,326	$31,358,971	$31,597,616	$31,211,261	$31,614,906	$31,614,906
Accumulated Depreciation	($851,389)	($925,892)	($1M)	($1.1M)	($1.2M)	($1.2M)	($1.3M)	($1.4M)	($1.5M)	($1.6M)	($1.6M)	($1.7M)	($1.7M)
Liabilities & Equity	$31,223,832	$30,946,644	$32,171,330	$32,475,822	$32,194,600	$32,234,641	$32,021,848	$31,762,139	$31,827,452	$32,460,239	$34,379,299	$35,380,927	$35,380,927
Liabilities	$13,886,951	$13,841,281	$13,795,337	$13,749,115	$13,702,615	$13,655,833	$13,608,769	$13,561,421	$13,513,785	$13,465,862	$13,417,648	$13,369,142	$13,369,142

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Current Liabilities	$503,695	$507,053	$510,433	$513,836	$517,262	$520,710	$524,182	$527,676	$531,194	$534,735	$538,300	$541,889	$541,889
Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Income Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Short-Term Debt	$503,695	$507,053	$510,433	$513,836	$517,262	$520,710	$524,182	$527,676	$531,194	$534,735	$538,300	$541,889	$541,889
Long-Term Liabilities	$13,383,256	$13,334,228	$13,284,904	$13,235,279	$13,185,353	$13,135,123	$13,084,588	$13,033,745	$12,982,592	$12,931,127	$12,879,348	$12,827,253	$12,827,253
Long-Term Debt	$13,383,256	$13,334,228	$13,284,904	$13,235,279	$13,185,353	$13,135,123	$13,084,588	$13,033,745	$12,982,592	$12,931,127	$12,879,348	$12,827,253	$12,827,253
Equity	$17,336,881	$17,105,363	$18,375,993	$18,726,707	$18,491,985	$18,578,807	$18,413,079	$18,200,718	$18,313,667	$18,994,377	$20,961,651	$22,011,785	$22,011,785
Paid-In Capital	$1,396,000	$1,486,000	$1,576,000	$1,666,000	$1,756,000	$1,846,000	$1,936,000	$2,026,000	$2,116,000	$2,206,000	$2,296,000	$2,386,000	$2,386,000
Retained Earnings	$14,741,056	$14,727,606	$14,714,156	$14,700,706	$14,687,256	$14,673,806	$14,673,806	$14,673,806	$14,673,806	$14,673,806	$14,673,806	$14,673,806	$14,673,806

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Earnings	$1,199,826	$891,757	$2,085,837	$2,360,001	$2,048,729	$2,059,001	$1,803,273	$1,500,912	$1,523,861	$2,114,571	$3,991,845	$4,951,979	$4,951,979

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Projected Balance Sheet (2030)

	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Assets	$37,049,339	$38,158,080	$40,821,557	$43,214,493	$45,598,086	$45,613,394	$46,094,373	$46,099,477	$46,130,732	$47,522,538	$48,034,042	$49,413,626	$49,413,626
Current Assets	$6,016,881	$6,232,479	$8,350,903	$9,844,617	$11,595,952	$10,108,128	$9,027,463	$7,381,654	$5,681,735	$6,364,495	$4,819,143	$3,730,165	$3,730,165
Cash	$6,016,881	$6,232,479	$8,350,903	$9,844,617	$11,595,952	$10,108,128	$9,027,463	$7,381,654	$5,681,735	$6,364,495	$4,819,143	$3,730,165	$3,730,165
Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Assets	$31,032,458	$31,925,601	$32,470,653	$33,369,876	$34,002,134	$35,505,266	$37,066,910	$38,717,823	$40,448,998	$41,158,043	$43,214,899	$45,683,461	$45,683,461
Long-Term Assets	$32,832,938	$33,823,470	$34,444,002	$35,419,534	$36,130,066	$37,728,098	$39,381,130	$41,134,162	$42,984,694	$43,762,726	$45,953,258	$48,568,790	$48,568,790
Accumulated Depreciation	($1.8M)	($1.9M)	($2M)	($2M)	($2.1M)	($2.2M)	($2.3M)	($2.4M)	($2.5M)	($2.6M)	($2.7M)	($2.9M)	($2.9M)
Liabilities & Equity	$37,049,339	$38,158,080	$40,821,557	$43,214,493	$45,598,086	$45,613,394	$46,094,373	$46,099,477	$46,130,732	$47,522,538	$48,034,042	$49,413,626	$49,413,626
Liabilities	$13,320,342	$13,271,245	$13,127,406	$12,983,267	$12,838,826	$12,694,081	$12,549,029	$12,403,669	$12,257,999	$12,112,016	$11,965,718	$11,819,103	$11,819,103

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Current Liabilities	$545,501	$549,138	$552,799	$556,484	$560,194	$563,929	$567,688	$571,473	$575,283	$579,118	$582,979	$586,865	$586,865
Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Income Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Short-Term Debt	$545,501	$549,138	$552,799	$556,484	$560,194	$563,929	$567,688	$571,473	$575,283	$579,118	$582,979	$586,865	$586,865
Long-Term Liabilities	$12,774,840	$12,722,107	$12,574,607	$12,426,783	$12,278,632	$12,130,152	$11,981,341	$11,832,196	$11,682,716	$11,532,898	$11,382,740	$11,232,238	$11,232,238
Long-Term Debt	$12,774,840	$12,722,107	$12,574,607	$12,426,783	$12,278,632	$12,130,152	$11,981,341	$11,832,196	$11,682,716	$11,532,898	$11,382,740	$11,232,238	$11,232,238
Equity	$23,728,998	$24,886,835	$27,694,150	$30,231,226	$32,759,260	$32,919,314	$33,545,344	$33,695,808	$33,872,734	$35,410,522	$36,068,323	$37,594,523	$37,594,523
Paid-In Capital	$2,476,000	$2,566,000	$2,656,000	$2,746,000	$2,836,000	$2,926,000	$3,016,000	$3,106,000	$3,196,000	$3,286,000	$3,376,000	$3,466,000	$3,466,000
Retained Earnings	$19,525,785	$19,425,785	$19,325,785	$19,225,785	$19,125,785	$19,025,785	$18,925,785	$18,825,785	$18,725,785	$18,625,785	$18,525,785	$18,425,785	$18,425,785

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Earnings	$1,727,213	$2,895,050	$5,712,365	$8,259,441	$10,797,475	$10,967,529	$11,603,559	$11,764,023	$11,950,949	$13,498,737	$14,166,538	$15,702,738	$15,702,738

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Projected Balance Sheet (2031)

	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Assets	$49,162,743	$53,776,568	$54,039,732	$53,363,536	$52,668,416	$52,502,000	$51,924,120	$51,229,335	$50,740,891	$50,347,174	$49,836,418	$50,012,224	$50,012,224
Current Assets	$2,449,796	$9,012,087	$8,907,121	$7,587,679	$6,217,112	$5,693,049	$4,642,516	$3,488,932	$2,543,540	$1,894,123	$1,128,913	$1,051,510	$1,051,510
Cash	$2,449,796	$9,012,087	$8,907,121	$7,587,679	$6,217,112	$5,693,049	$4,642,516	$3,488,932	$2,543,540	$1,894,123	$1,128,913	$1,051,510	$1,051,510
Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Assets	$46,712,947	$44,764,481	$45,132,611	$45,775,857	$46,451,304	$46,808,951	$47,281,604	$47,740,403	$48,197,351	$48,453,051	$48,707,506	$48,960,714	$48,960,714
Long-Term Assets	$49,754,257	$47,739,724	$48,260,191	$49,058,158	$49,891,125	$50,409,092	$51,044,059	$51,667,026	$52,289,993	$52,712,960	$53,135,927	$53,558,894	$53,558,894
Accumulated Depreciation	($3M)	($3M)	($3.1M)	($3.3M)	($3.4M)	($3.6M)	($3.8M)	($3.9M)	($4.1M)	($4.3M)	($4.4M)	($4.6M)	($4.6M)
Liabilities & Equity	$49,162,743	$53,776,568	$54,039,732	$53,363,536	$52,668,416	$52,502,000	$51,924,120	$51,229,335	$50,740,891	$50,347,174	$49,836,418	$50,012,224	$50,012,224
Liabilities	$11,676,720	$11,534,015	$11,390,987	$11,247,634	$11,103,953	$10,959,943	$10,815,601	$10,670,925	$10,620,358	$10,569,452	$10,518,205	$10,466,615	$10,466,615

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Current Liabilities	$590,778	$594,716	$598,681	$602,672	$606,690	$610,735	$614,806	$618,905	$623,031	$627,184	$631,366	$635,575	$635,575
Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Income Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Taxes Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Short-Term Debt	$590,778	$594,716	$598,681	$602,672	$606,690	$610,735	$614,806	$618,905	$623,031	$627,184	$631,366	$635,575	$635,575
Long-Term Liabilities	$11,085,942	$10,939,298	$10,792,306	$10,644,961	$10,497,263	$10,349,208	$10,200,795	$10,052,020	$9,997,327	$9,942,267	$9,886,839	$9,831,041	$9,831,041
Long-Term Debt	$11,085,942	$10,939,298	$10,792,306	$10,644,961	$10,497,263	$10,349,208	$10,200,795	$10,052,020	$9,997,327	$9,942,267	$9,886,839	$9,831,041	$9,831,041
Equity	$37,486,024	$42,242,554	$42,648,745	$42,115,903	$41,564,463	$41,542,057	$41,108,519	$40,558,410	$40,120,533	$39,777,723	$39,318,213	$39,545,608	$39,545,608
Paid-In Capital	$3,561,000	$3,656,000	$3,751,000	$3,846,000	$3,941,000	$4,036,000	$4,131,000	$4,226,000	$4,321,000	$4,416,000	$4,511,000	$4,606,000	$4,606,000
Retained Earnings	$34,028,523	$33,928,523	$33,828,523	$33,728,523	$33,628,523	$33,528,523	$33,428,523	$33,328,523	$33,328,523	$33,328,523	$33,328,523	$33,328,523	$33,328,523

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Earnings	($103,499)	$4,658,031	$5,069,222	$4,541,380	$3,994,940	$3,977,535	$3,548,996	$3,003,887	$2,471,010	$2,033,200	$1,478,690	$1,611,086	$1,611,086

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Projected Cash Flow (2027)

	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Net Cash from Operations	($369,382)	($106,218)	($90,263)	($91,973)	($93,415)	($173,681)	($85,566)	$197,674	($127,832)	$411,756	($154,377)	($177,253)	($860,530)
Net Profit	($395,362)	($132,348)	($116,541)	($118,401)	($119,991)	($200,999)	($113,033)	$1,595,042	($155,628)	$383,796	($182,502)	$1,341,842	$1,785,875
Gain or Loss from Sale of Assets	$0	$0	$0	$0	$0	$0	$0	($1.4M)	$0	$0	$0	($1.6M)	($3M)
Depreciation and Amortization	$25,980	$26,129	$26,278	$26,427	$26,576	$27,319	$27,468	$27,632	$27,796	$27,960	$28,124	$30,905	$328,595
Change in Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Change in Income Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Sales Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Cash from Investing	($4.8M)	($58,100)	($58,100)	($268,100)	($188,100)	($244,100)	($508,100)	$2,061,900	($398,100)	($733,100)	($1.3M)	$420,600	($6M)
Assets Purchased or Sold	($4.8M)	($58,100)	($58,100)	($268,100)	($188,100)	($244,100)	($508,100)	$2,061,900	($398,100)	($733,100)	($1.3M)	$420,600	($6M)
Net Cash from Financing	$7,005,000	$63,333	$68,819	$69,310	$74,804	$78,802	$80,805	$86,311	$89,322	$92,338	$102,857	$113,381	$7,925,082
Investments Received	$5,000	$5,000	$10,000	$10,000	$15,000	$18,500	$20,000	$25,000	$27,500	$30,000	$40,000	$50,000	$256,000
Dividends &	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '27	Feb '27	Mar '27	Apr '27	May '27	June '27	July '27	Aug '27	Sept '27	Oct '27	Nov '27	Dec '27	2027
Distributions													
Change in Short-Term Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Long-Term Debt	$7,000,000	$58,333	$58,819	$59,310	$59,804	$60,302	$60,805	$61,311	$61,822	$62,338	$62,857	$63,381	$7,669,082
Cash at Beginning of Period	$1,000	$1,871,368	$1,770,383	$1,690,840	$1,400,076	$1,193,365	$854,387	$341,525	$2,687,411	$2,250,801	$2,021,795	$692,175	$1,000
Net Change in Cash	$1,870,368	($100,985)	($79,543)	($290,764)	($206,711)	($338,978)	($512,861)	$2,345,885	($436,609)	($229,006)	($1.3M)	$356,728	$1,047,902
Cash at End of Period	$1,871,368	$1,770,383	$1,690,840	$1,400,076	$1,193,365	$854,387	$341,525	$2,687,411	$2,250,801	$2,021,795	$692,175	$1,048,902	$1,048,902

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Projected Cash Flow (2028)

	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Net Cash from Operations	($159,831)	$292,426	$519,216	$412,665	$409,524	$422,561	$456,752	$410,200	$405,514	$450,736	$65,807	$784,865	$4,470,435
Net Profit	($41,641)	$260,443	$841,589	$380,699	$376,779	$388,431	$419,039	$761,329	$1,374,197	$1,415,673	$1,647,988	$2,673,804	$10,498,331
Gain or Loss from Sale of Assets	($150,000)	$0	($353,636)	$0	$0	$0	$0	($390,000)	($1M)	($1M)	($1.6M)	($1.9M)	($6.5M)
Depreciation and Amortization	$31,810	$31,983	$31,263	$31,966	$32,745	$34,130	$37,713	$38,871	$41,316	$45,063	$47,819	$51,061	$455,740
Change in Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Change in Income Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Sales Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Cash from Investing	($623,293)	($670,793)	($370,793)	($573,293)	($260,793)	($460,793)	($1.2M)	$339,207	$839,207	$639,207	$674,207	($945,793)	($2.6M)
Assets Purchased or Sold	($623,293)	($670,793)	($370,793)	($573,293)	($260,793)	($460,793)	($1.2M)	$339,207	$839,207	$639,207	$674,207	($945,793)	($2.6M)
Net Cash from Financing	$113,909	$114,442	$114,979	$115,520	$116,066	$116,617	$98,272	$98,832	$100,296	$100,865	$101,439	$102,018	$1,293,253
Investments Received	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$600,000
Dividends &	$0	$0	$0	$0	$0	$0	($13,450)	($13,450)	($13,450)	($13,450)	($13,450)	($13,450)	($80,700)

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	Jan '28	Feb '28	Mar '28	Apr '28	May '28	June '28	July '28	Aug '28	Sept '28	Oct '28	Nov '28	Dec '28	2028
Distributions													
Change in Short-Term Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Long-Term Debt	$63,909	$64,442	$64,979	$65,520	$66,066	$66,617	$61,722	$62,282	$63,746	$64,315	$64,889	$65,468	$773,953
Cash at Beginning of Period	$1,048,902	$379,688	$115,763	$379,164	$334,056	$598,853	$677,238	$46,469	$894,707	$2,239,724	$3,430,532	$4,271,985	$1,048,902
Net Change in Cash	($669,215)	($263,925)	$263,401	($45,108)	$264,797	$78,385	($630,769)	$848,239	$1,345,017	$1,190,808	$841,453	($58,910)	$3,164,172
Cash at End of Period	$379,688	$115,763	$379,164	$334,056	$598,853	$677,238	$46,469	$894,707	$2,239,724	$3,430,532	$4,271,985	$4,213,074	$4,213,074

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Projected Cash Flow (2029)

	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Net Cash from Operations	($199,485)	($233,565)	($198,285)	($233,895)	($229,305)	$93,886	($170,618)	($216,057)	($96,373)	($132,797)	($224,207)	$642,240	($1.2M)
Net Profit	$1,199,826	($308,068)	$1,194,080	$274,164	($311,271)	$10,272	($255,728)	($302,361)	$22,949	$590,710	$1,877,274	$960,134	$4,951,979
Gain or Loss from Sale of Assets	($1.5M)	$0	($1.5M)	($587,500)	$0	$0	$0	$0	($206,364)	($811,212)	($2.2M)	($405,758)	($7.1M)
Depreciation and Amortization	$70,690	$74,503	$77,635	$79,441	$81,967	$83,614	$85,110	$86,303	$87,042	$87,705	$86,701	$87,864	$988,574
Change in Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Change in Income Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Sales Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Cash from Investing	($4.2M)	($1.3M)	$1,373,855	$311,355	($913,645)	($548,645)	($513,645)	($738,645)	($63,645)	$561,355	$2,536,355	($3,645)	($3.5M)
Assets Purchased or Sold	($4.2M)	($1.3M)	$1,373,855	$311,355	($913,645)	($548,645)	($513,645)	($738,645)	($63,645)	$561,355	$2,536,355	($3,645)	($3.5M)
Net Cash from Financing	$5,520,465	$30,881	$30,605	$30,328	$30,049	$29,769	$42,936	$42,651	$42,365	$42,076	$41,786	$41,494	$5,925,406
Investments Received	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$1,080,000
Dividends &	($13,450)	($13,450)	($13,450)	($13,450)	($13,450)	($13,450)	$0	$0	$0	$0	$0	$0	($80,700)

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	Jan '29	Feb '29	Mar '29	Apr '29	May '29	June '29	July '29	Aug '29	Sept '29	Oct '29	Nov '29	Dec '29	2029
Distributions													
Change in Short-Term Debt	$503,695	$3,358	$3,380	$3,403	$3,426	$3,448	$3,471	$3,495	$3,518	$3,541	$3,565	$3,589	$541,889
Change in Long-Term Debt	$4,940,220	($49,027)	($49,325)	($49,625)	($49,926)	($50,230)	($50,535)	($50,843)	($51,153)	($51,465)	($51,779)	($52,095)	$4,384,218
Cash at Beginning of Period	$4,213,074	$5,342,910	$3,864,080	$5,070,256	$5,178,044	$4,065,144	$3,640,153	$2,998,826	$2,086,775	$1,969,121	$2,439,756	$4,793,690	$4,213,074
Net Change in Cash	$1,129,835	($1.5M)	$1,206,176	$107,788	($1.1M)	($424,991)	($641,327)	($912,051)	($117,653)	$470,634	$2,353,934	$680,089	$1,260,704
Cash at End of Period	$5,342,910	$3,864,080	$5,070,256	$5,178,044	$4,065,144	$3,640,153	$2,998,826	$2,086,775	$1,969,121	$2,439,756	$4,793,690	$5,473,779	$5,473,779

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Projected Cash Flow (2030)

	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Net Cash from Operations	$269,935	$265,226	$292,795	$485,884	$474,809	($77,047)	($30,081)	($94,917)	($93,717)	$391,776	$801,477	$1,683,169	$4,369,309
Net Profit	$1,727,213	$1,167,837	$2,817,315	$2,547,075	$2,538,034	$170,054	$636,031	$160,464	$186,925	$1,547,789	$667,801	$1,536,199	$15,702,738
Gain or Loss from Sale of Assets	($1.6M)	($1M)	($2.6M)	($2.2M)	($2.2M)	($359,386)	($782,879)	($376,932)	($407,273)	($1.3M)	$0	$0	($12.7M)
Depreciation and Amortization	$92,723	$97,389	$100,934	$104,377	$107,972	$112,286	$116,767	$121,551	$126,630	$128,192	$133,676	$146,970	$1,389,465
Change in Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Change in Income Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Sales Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Cash from Investing	$331,968	$9,468	$1,979,468	$1,161,968	$1,430,968	($1.3M)	($895,532)	($1.4M)	($1.5M)	$446,968	($2.2M)	($2.6M)	($4.4M)
Assets Purchased or Sold	$331,968	$9,468	$1,979,468	$1,161,968	$1,430,968	($1.3M)	($895,532)	($1.4M)	($1.5M)	$446,968	($2.2M)	($2.6M)	($4.4M)
Net Cash from Financing	($58,800)	($59,097)	($153,839)	($154,139)	($154,441)	($154,745)	($155,052)	($155,360)	($155,670)	($155,983)	($156,297)	($156,615)	($1.7M)
Investments Received	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$1,080,000
Dividends &	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($1.2M)

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	Jan '30	Feb '30	Mar '30	Apr '30	May '30	June '30	July '30	Aug '30	Sept '30	Oct '30	Nov '30	Dec '30	2030
Distributions													
Change in Short-Term Debt	$3,613	$3,637	$3,661	$3,685	$3,710	$3,735	$3,760	$3,785	$3,810	$3,835	$3,861	$3,887	$44,977
Change in Long-Term Debt	($52,413)	($52,733)	($147,500)	($147,824)	($148,151)	($148,480)	($148,811)	($149,145)	($149,480)	($149,818)	($150,158)	($150,502)	($1.6M)
Cash at Beginning of Period	$5,473,779	$6,016,881	$6,232,479	$8,350,903	$9,844,617	$11,595,952	$10,108,128	$9,027,463	$7,381,654	$5,681,735	$6,364,495	$4,819,143	$5,473,779
Net Change in Cash	$543,103	$215,598	$2,118,424	$1,493,713	$1,751,336	($1.5M)	($1.1M)	($1.6M)	($1.7M)	$682,761	($1.5M)	($1.1M)	($1.7M)
Cash at End of Period	$6,016,881	$6,232,479	$8,350,903	$9,844,617	$11,595,952	$10,108,128	$9,027,463	$7,381,654	$5,681,735	$6,364,495	$4,819,143	$3,730,165	$3,730,165

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Projected Cash Flow (2031)

	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Net Cash from Operations	$52,482	$45,462	$53,529	($373,122)	($388,920)	($367,086)	($266,224)	($380,941)	($366,857)	($270,544)	($385,997)	$302,154	($2.3M)
Net Profit	($103,499)	$4,761,530	$411,191	($527,842)	($546,440)	($17,406)	($428,539)	($545,109)	($532,877)	($437,811)	($554,509)	$132,395	$1,611,086
Gain or Loss from Sale of Assets	$0	($4.9M)	($510,000)	$0	$0	($510,000)	$0	$0	$0	$0	$0	$0	($5.9M)
Depreciation and Amortization	$155,981	$149,841	$152,338	$154,721	$157,520	$160,319	$162,315	$164,167	$166,020	$167,266	$168,513	$169,759	$1,928,760
Change in Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Accounts Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Change in Income Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Sales Tax Payable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Cash from Investing	($1.2M)	$6,664,533	($10,467)	($797,967)	($832,967)	($7,967)	($634,967)	($622,967)	($622,967)	($422,967)	($422,967)	($422,967)	$679,896
Assets Purchased or Sold	($1.2M)	$6,664,533	($10,467)	($797,967)	($832,967)	($7,967)	($634,967)	($622,967)	($622,967)	($422,967)	($422,967)	($422,967)	$679,896
Net Cash from Financing	($147,384)	($147,705)	($148,028)	($148,353)	($148,681)	($149,010)	($149,342)	($149,676)	$44,433	$44,094	$43,753	$43,410	($1M)
Investments Received	$95,000	$95,000	$95,000	$95,000	$95,000	$95,000	$95,000	$95,000	$95,000	$95,000	$95,000	$95,000	$1,140,000
Dividends &	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	$0	$0	$0	$0	($800,000)

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	Jan '31	Feb '31	Mar '31	Apr '31	May '31	June '31	July '31	Aug '31	Sept '31	Oct '31	Nov '31	Dec '31	2031
Distributions													
Change in Short-Term Debt	$3,912	$3,939	$3,965	$3,991	$4,018	$4,045	$4,072	$4,099	$4,126	$4,154	$4,181	$4,209	$48,710
Change in Long-Term Debt	($146,296)	($146,643)	($146,993)	($147,344)	($147,698)	($148,055)	($148,414)	($148,775)	($54,693)	($55,059)	($55,428)	($55,799)	($1.4M)
Cash at Beginning of Period	$3,730,165	$2,449,796	$9,012,087	$8,907,121	$7,587,679	$6,217,112	$5,693,049	$4,642,516	$3,488,932	$2,543,540	$1,894,123	$1,128,913	$3,730,165
Net Change in Cash	($1.3M)	$6,562,291	($104,966)	($1.3M)	($1.4M)	($524,063)	($1.1M)	($1.2M)	($945,391)	($649,417)	($765,210)	($77,403)	($2.7M)
Cash at End of Period	$2,449,796	$9,012,087	$8,907,121	$7,587,679	$6,217,112	$5,693,049	$4,642,516	$3,488,932	$2,543,540	$1,894,123	$1,128,913	$1,051,510	$1,051,510

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