



LEASE, MANAGEMENT & DEVELOPMENT OF LAS OLAS MARINA LAS OLAS MARINA SOLICITATION 265-11729



SUBMITTED TO **CITY OF FORT LAUDERDALE
PROCUREMENT SERVICES**

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SUBMITTED BY **ISLAND GLOBAL YACHTING**

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SUBMITTED DATE

APRIL 14, 2016

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EXHIBIT 4
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Section 1: Executive Summary

Island Global Yachting Ltd. (“IGY”) is pleased to present this proposal in response to the ***Lease, Management and Development of Las Olas Marina, Las Olas Solicitation 265-11729*** (“RFP”) sponsored by the City of Fort Lauderdale (“City”) for the operations of the Las Olas Marina (“Marina”) as well as the redevelopment of the Marina (“Project”).

IGY was formed in 2005 by Island Capital Group LLC to acquire, develop, manage and operate world-class marinas and related nautical lifestyle facilities around the globe. IGY’s stated corporate mission is to consistently provide the ultimate waterfront lifestyle experience by establishing a world class level of quality with respect to locations, facilities, services and people.

IGY has assembled a world class team of consultants to support the project including Applied Technology and Management (“ATM”), Bellingham Marine Industries (“BMI”), Lochrie & Chakas, P.A., The Chappell Group, and Moss Construction, all of whom are locally based.

IGY is the largest international owner and operator of upscale marinas in the world, with 13 marinas across the Caribbean, United States, Mexico, and Central America. IGY Marinas currently services over 2,000 slips and 8,000 vessels across its network. IGY caters to all types of guests and vessel types, including sport-fish, sail boats and cruisers, as well as 20% of the global megayacht fleet (megayachts being classified as vessels over 80 feet). IGY’s marketing capabilities and brand are widely recognized throughout the industry, and is the largest marina exhibitor at the Fort Lauderdale International Boat Show (“FLIBS”).



IGY operates three (3) yachting “hubs” in the Caribbean (U.S. Virgin Islands, St. Maarten and St. Lucia) with additional Caribbean marinas including Turks & Caicos, Colombia and Panama. The IGY network also includes three (3) locations in the northeastern United States, as well as locations in southwest Florida and Mexico. ***In the two (2) markets where IGY and Suntex operate head-to-head (New York and St. Maarten), the IGY marinas are the market leaders, and command substantially higher rates than the Suntex facilities.*** There is no other company in the world that understands the key ingredients required to develop a world class marina in this elite destination and additionally has the ability to execute on the development of the Project better than IGY.

IGY proposes to invest significantly in the operations of the Marina in order to raise service levels and market awareness of the Marina. This investment will result in increased visitation, more satisfied guests, and greater brand awareness for the City of Fort Lauderdale. This will also result in increased local spending and employment, even prior to the redevelopment of the Marina. IGY is an experienced public-private

venture partner, and is accustomed to working cooperatively with local organizations with regard to destination marketing, community outreach, cross-marketing, and event coordination.

Additionally, IGY would seek to invest approximately **\$25,000,000** in the redevelopment of the Las Olas Marina in order to advance the City's stated economic and land planning objectives, including the development of "a modern high-quality facility that expands megayacht accessibility," "utilizes the available property to maximize its economic potential," and "increases the financial opportunities to the businesses within the City and County..." The redevelopment program includes industry leading docks and materials with products from Bellingham Marine, as well as necessary support facilities to provide berthing accommodations to the growing number of vessels in size as well as quantity, anticipated to call upon Fort Lauderdale once the Intracoastal Waterway ("ICW") project is completed. The Project was also conceived to integrate seamlessly into the Central Beach Master Plan. It is important to note that in order to achieve the City's financial objectives and meet the needs of the maritime community, the slip mix of the proposed Project will need to be oriented towards larger vessels in order to be financially viable.



The direct financial benefit to the City, in terms of rent payments and capital infrastructure cost savings, during the initial ten (10) year analysis period is estimated at over \$20,000,000, (\$16,321,460 in rental revenue and \$4,000,000 in capital expense savings). This is contingent on the final Project program approved by the City. While the City suggests that the current Las Olas Marina operation produces between \$1.2Million - 1.4Million annually, those figures do not include substantial cost allocations such as employment expenses, capital improvement expense, and insurance costs, which would likely make the true figure closer to \$1Million per year. Therefore, the IGY proposal would present an increase of over \$10,000,000 to the City in the first ten (10) years, with even greater long term financial benefits.

As suggested by the City of Fort Lauderdale Marine Advisory Board ("MAB") and supported by the opinions and works of Thomas J. Murray, the Marine Industry Association of South Florida ("MIASF"), Show Management, and other informed constituents and observers, the redevelopment of the Las Olas Marina will have a substantially positive economic impact on the City, FLIBS, the local marine trade industry, the local tourism sector, and the central beach community. The total economic impact of the Project's construction is calculated at over **\$78,552,750** and estimated to result in over **570** jobs. The total on-going annual economic impact of the redevelopment of the Marina is estimated at **\$21,606,887** per year and **210** jobs. The Project is also expected to generate over **\$2,814,295** in other local, state, and federal taxes annually¹.

IGY presents formal proposals for two (2) different redevelopment options. Alternative 1 strictly adheres to the 6,000 LF dockage requirement in the RFP. Because of that threshold limit, Alternative 1's creativity and flexibility in respect to the slip mix, configuration, and upland programming were limited. Alternative 2, which does not meet the 6,000 LF criteria, is IGY's preferred development plan, offering the City greater value and furtherance of its stated objectives. IGY also illustrates an Alternative 3 which contemplates the expansion of the submerged lands just north of the Marina. Because the concept was considered

¹ All economic impact data in this document is based on an analysis of the IGY proposal by Thomas J Murray

non-responsive within the confines of the RFP, it is not being formally proposed, however is included for consideration as an approach to further enhance the economic impact of the Project. Based on its operating experience, IGY believes these three (3) alternatives are financially and operationally superior to the previous layouts contemplated by the City and are wholly viable and financially feasible as outlined in this proposal.

Since its inception, IGY has financed over \$400,000,000 of marina related projects. IGY's most notable development projects include Yacht Haven Grande in St. Thomas, USVI, and Rodney Bay Marina in St. Lucia, both of which are recognized by the city in the RFP as world-class marinas. IGY's consultants have experience designing and constructing hundreds of marinas throughout the world. IGY is actively managing marinas and marina development projects in partnership with both governmental and private partners, with references from government organizations and private institutions such as Battery Park City Authority in New York City, Brookfield Office Properties, The Lefrak Organization, and The West Indian Company Ltd. (USVI).



IGY would propose to finance the Project through a combination of debt and equity, and does not currently anticipate requiring any credit support, subsidies, loans, or loan guarantees from the City. IGY expects to raise conventional debt financing equal to 60% of the project cost, and fund the remaining portion of the project with investor equity and (non-City) grant funds. It is noted that the feasibility of the Project is not predicated on the receipt of the grant funding, but the grant funding is necessary to achieve the City's stipulated financial objectives.

Immediately upon selection, IGY would seek to negotiate definitive documents with the City which would allow it to commence marina operations and begin its design and permitting efforts. It is estimated that the design and permitting efforts would last approximately two (2) years, and IGY would seek to construct the Project between the 2019 and 2020 FLIBS. As with any significant development undertaking, and as part of its pre-development phase, IGY would seek to secure the permits, approvals, and agreements necessary to allow the Project to proceed. IGY would assist the City[®] in the re-negotiation and extension of the State submerged lands lease, obtain all City, State, and Federal approvals, negotiate a long term agreement with FLIBS, and arrange the necessary project financing.



IGY
MARINAS

IGY is headquartered in Fort Lauderdale, Florida at 1 Financial Plaza, 100 South East 3rd Avenue Suite 802, Fort Lauderdale, FL 33394, and maintains additional corporate offices in New York, NY; Greenville, SC; and the United Kingdom. The point of contact is:

Eric Simonton
Island Global Yachting Ltd
Executive Vice President of Real Estate and Asset Management
1 Financial Plaza
100 SE 3rd Ave, Suite 802
Fort Lauderdale, FL 33394

T: 954.510.3310
E: esimonton@igymarinas.com



Section 2: Proposer's Organization

IGY is a vertically-integrated enterprise managing all facets of the acquisition, development, engineering, operation, management, marketing and financing activities of yachting destinations. In-house capabilities include:

- Property Acquisition
- Engineering and Design
- Development and Construction Management
- Finance and Capital Markets Advisory Services
- Marina and Upland Operations
- Branding and Marketing

To support its efforts with the Project, IGY has assembled a leading team of consultants, contractors, and vendors to execute the Project. The Project team currently includes:

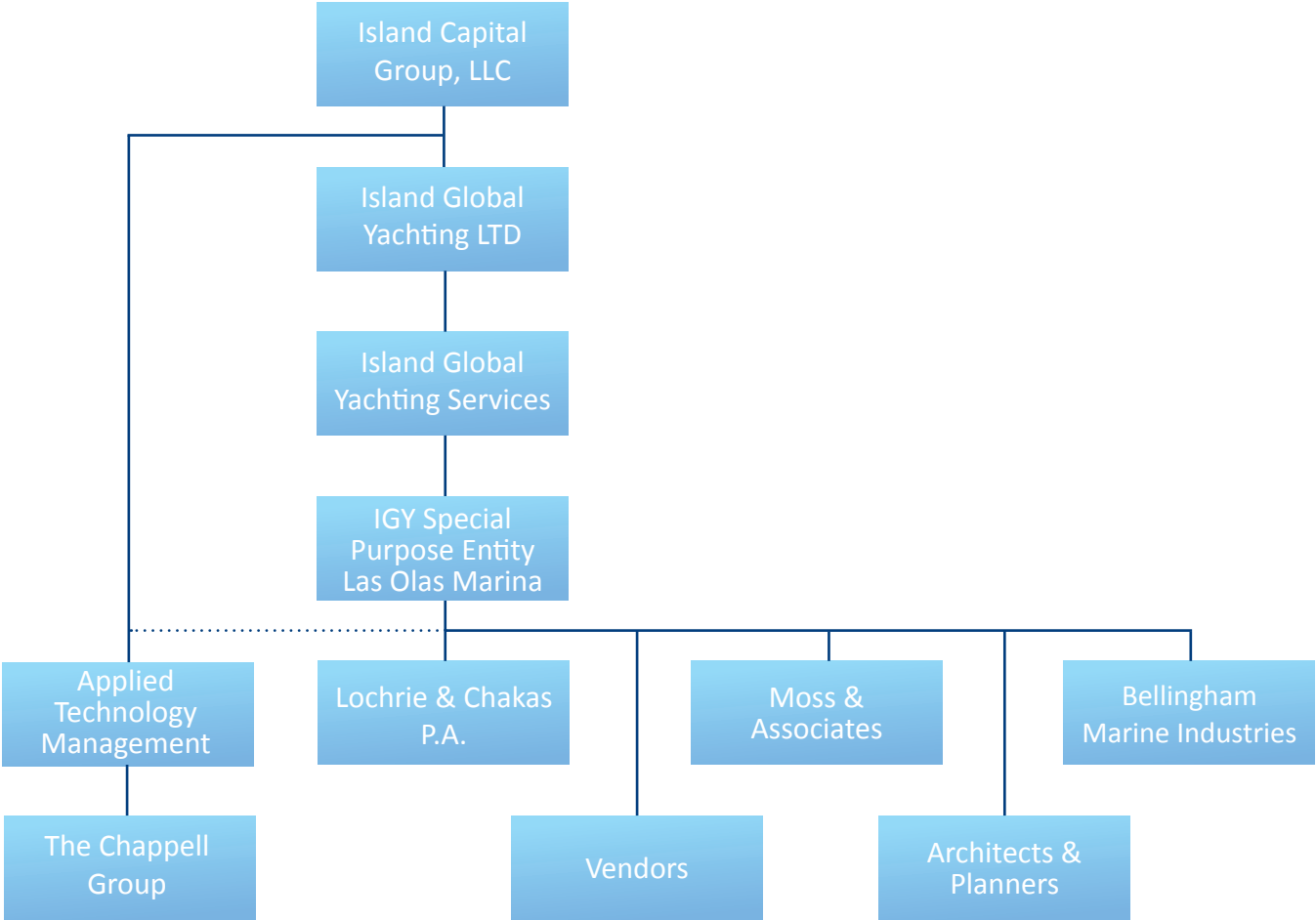
Project Team Responsibilities:

Proponent	Island Global Yachting Ltd. (954) 510 3307 www.igymarinas.com	100 South East 3rd Avenue Suite 802 Fort Lauderdale, FL 33394
Developer	Island Global Yachting Ltd. (954) 510 3307 www.igymarinas.com	100 South East 3rd Avenue Suite 802 Fort Lauderdale, FL 33394
Marina Management	Island Global Yachting Ltd. (954) 510 3307 www.igymarinas.com	100 South East 3rd Avenue Suite 802 Fort Lauderdale, FL 33394
Marine & Coastal Engineering	Applied Technology Management Inc. (ATM) (904) 249 8009 www.appliedtm.com	411 Pablo Avenue Jacksonville, FL 32250-5540
Regulatory & Environmental Engineering	The Chappell Group (954) 782 1908 www.thechappellgroup.com	714 East McNabb Road Pompano Beach, FL 33060
Real Estate Counsel	Lochrie & Chakas P.A. (954) 779 1119 www.lochrielaw.com	1401 East Broward Boulevard Suite 303 Fort Lauderdale, FL 33301
Construction Management	Moss & Associates (954) 524-5678 www.mosscm.com	2101 North Andrews Avenue Suite 300 Fort Lauderdale, FL 33311
Marine and Dock Construction	Bellingham Marine Industries (904) 358-3362 www.bellingham-marine.com	1813 Dennis Street Jacksonville, FL 32204

Depending on the specific development scheme chosen by the City and the resulting amount of upland that would remain part of the Project, IGY would engage a local land planner and a local architect to assist in the design of the upland portion of the project. IGY would be amenable to working directly with the City’s consultant, EDSA, to ensure seamless integration with the Central Beach Master Plan.

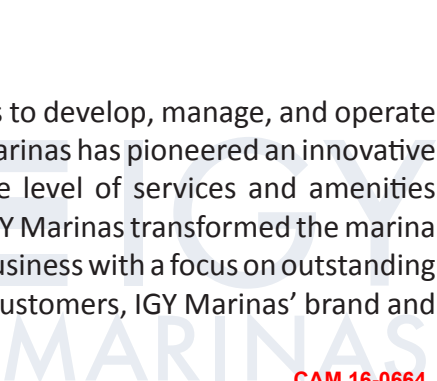
Project Organizational Chart

IGY would propose to either form a new special purpose entity or utilize one of its existing affiliates licensed to conduct business in the State of Florida and the City of Fort Lauderdale to undertake the project. Island Global Yachting Ltd. is controlled by Island Capital Group LLC, a real estate merchant banking firm. All consultants, contractors and vendors would be contracted directly with IGY through its special purpose affiliate.



Project Team Information

Island Global Yachting Ltd. (IGY) was formed in 2005 by Andrew Farkas to develop, manage, and operate world-class yachting oriented destinations. For the past 11 years, IGY Marinas has pioneered an innovative hospitality driven approach to the marina industry by redefining the level of services and amenities delivered to marina customers in a traditionally fragmented industry. IGY Marinas transformed the marina industry from a commodity into a value-added destination hospitality business with a focus on outstanding service while maximizing financial returns. With over 100,000 annual customers, IGY Marinas’ brand and



network create operational efficiencies providing a distinct and competitive advantage to its properties including seasoned global management expertise, advanced business management solutions, market intelligence and resources, and the power of a world-wide marina network. IGY Marinas is now the largest international superyacht marina network in the world and has a vertically integrated team which manages all facets of marina operations including development, engineering, management, information technology, marketing, and accounting.

Applied Technology & Management Inc. (ATM) was founded as a multi-disciplinary engineering firm in Gainesville, Florida in 1984. ATM is dedicated to providing innovative engineering and management services to create environmentally sensitive, sustainable and cost-effective solutions. Specialties, including environmental sciences, waterfront planning and design, coastal engineering, and sustainable infrastructure planning and design, have been provided for public and private projects worldwide. ATM provides a uniquely integrated interdisciplinary team of experts including civil and coastal engineers and designers, development professionals and environmental scientists, and has had the privilege of working globally with some of the finest planners, architects, hotel and development companies on international waterfront resort developments. Mixed-use developers benefit from ATM's experience in understanding the environmental setting and our ability to provide ecologically sensitive and sustainable solutions during the planning process. ATM provides expertise on projects throughout the world and delivers the diverse skills necessary to achieve the envisioned goals. ATM has undertaken dozens of projects for the state and various cities in Florida. *Please see Exhibit 1: ATM Experience and Capabilities for further details.*

The Chappell Group, Inc. (TCG) is a certified WBE/CDBE/SBE firm that covers the specialized fields of wetlands delineation, marina and wetland permitting, marina design, wetland mitigation, and monitoring; threatened and endangered species surveys and habitat management plans; environmental impact assessments; Phase I Environmental site assessments; benthic surveys; and all forms of environmental permitting and compliance for Federal, State, and local agencies. In this regard, TCG is unique because engineering, environmental, regulatory, scientific, and operational field of expertise are available for multidisciplinary projects. *Please see Exhibit 2: The Chappell Group Summary for further details.*

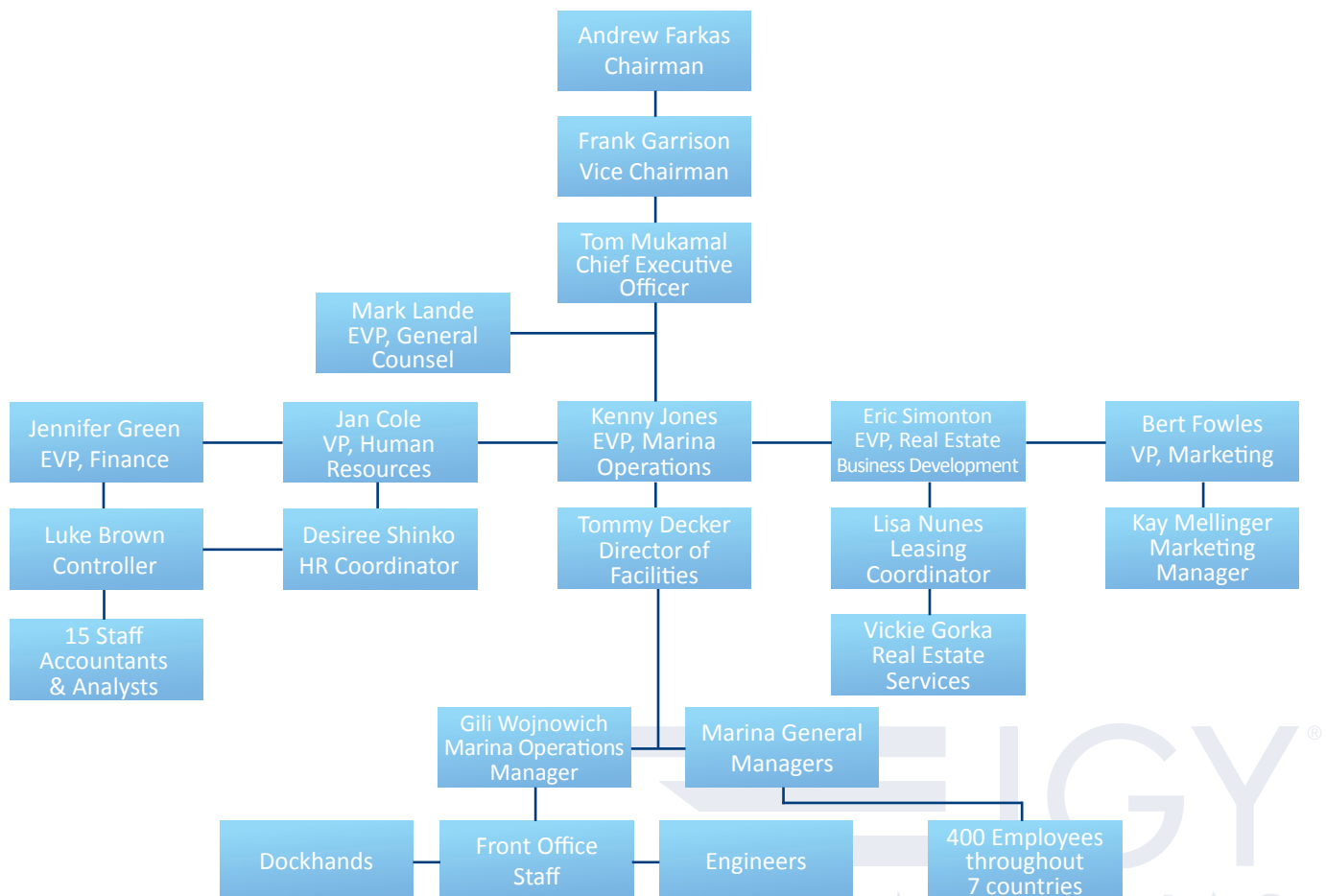
Lochrie & Chakas P.A. is a Florida law firm recognized for its experience and knowledge in land use, zoning, environmental, and government law. The firm represents property owners, developers, and lenders seeking a wide range of development entitlements and due diligence assessments. The firm has extensive experience representing clients in complex matters including development of regional impact, site plan approvals, due diligence, development agreements, rezoning, comprehensive planning, requests for proposals/procurement, tax increment financing, platting, litigation assistance, environmental permitting, development incentives, variances, annexation, land use support for real estate transactions and green building certifications.

Moss & Associates (MOSS) is an award winning privately-held construction firm headquartered in Fort Lauderdale, Florida with ten (10) regional offices throughout the US, including Hawaii and the U.S. Virgin Islands. As an innovative leader in utility-scale solar projects and justice facilities in the Western-Hemisphere, Moss focuses on construction management at-risk, general contracting, design-build and public-private partnerships throughout the United States. For nearly two (2) decades, Moss' diverse portfolio encompasses a growing range of sectors including luxury high-rise residential, landmark mixed-facilities, educational housing, manufacturing and distribution facilities, food processing and cold storage plants, and solar energy facility projects.

Bellingham Marine Industries (BMI) is the global leader in design, manufacturing, and construction of marinas and related products and services. BMI enjoys an unrivaled reputation within the industry and has installed over 20 million square feet of concrete floating docks throughout the world. BMI's reputation is directly attributable to the quality of its products and services in addition to the skill and dedication of its team, which is its most valuable asset. BMI operates nine (9) manufacturing plants and 12 offices throughout the US, Europe, Asia, and Australia. Each division is an established local company with regional expertise and key business and community connections. Strong local connections combined with the resources and strength of an international firm means no project is too large or small for BMI to succeed. Its portfolio encompasses megayacht centers, fishing harbors, city ports and residential dock systems. *Please see Exhibit 3: Bellingham Marine Industries Experience and Capabilities for further details.*

IGY Key Personnel & Qualifications

IGY is headquartered in Fort Lauderdale, Florida with corporate offices in New York, New York; Greenville, South Carolina and Southampton, United Kingdom. IGY has approximately 30 corporate staff and over 400 employees worldwide. IGY's corporate team has extensive multi-disciplinary experience in the development, financing, marketing, and operational management of world class marinas:



IGY Executive Biographies

Andrew L. Farkas

Founder and Chairman – 10 Years of Service

Andrew L. Farkas developed the vision, raised the capital, implemented the initial business plan and currently serves as the Chairman for Island Global Yachting (IGY). He is involved in virtually all of its capital-raising, acquisition and operating activities. In addition to IGY, Andrew Farkas is the founder and Chief Executive Officer of Island Capital Group LLC, a real estate merchant banking firm specializing in real estate, real estate securities, derivatives, servicing and management. Island Capital Group's portfolio companies presently own and/or manage approximately \$150 billion in assets, including CDOs, CMBS, whole assets, whole loans, and other real estate oriented assets and operating businesses. IGY is one (1) of Island Capital Group's portfolio companies, along with C- III Capital Partners, Island Funds and Anubis Advisors. Prior to IGY and Island Capital Group, Mr. Farkas founded and served as Chairman and Chief Executive Officer of Insignia Financial Group, Inc., a global real estate services company. By 1998, eight (8) years after Mr. Farkas founded Insignia with \$5 million in equity, Insignia had become the largest owner and operator of multi-family real estate and among the largest owners and operators of commercial space in the U.S. The portfolio had a gross capitalization in excess of \$10 billion. Andrew Farkas is involved in several health, education and welfare oriented charities, including The Fresh Air Fund, AMFAR, NARAL, and the ASPCA. He is an avid sailor and cook, and married with four (4) children.

Frank M. Garrison

Vice Chairman – 8 Years of Service

Frank M. Garrison serves as the Vice Chairman of Island Global Yachting (IGY). He also serves in the Office of the Chairman and as an Executive Managing Director of Island Capital Group (IGY's parent company), is President of C-III Capital Partners, and is also an Executive Management Director of Anubis Advisors. Prior to joining IGY, Mr. Garrison served as president of Courage Capital Management, a registered investment advisor with \$1 billion under management, with offices in Nashville, Tennessee; Los Angeles, California; Boston, Massachusetts; and Mumbai, India. Previously, Mr. Garrison served 12 years as President of Insignia Financial Services, the investment banking and principal investment arm of one (1) of the world's largest real estate services companies. There, he oversaw virtually all of Insignia's mergers and acquisition activities, real estate investments and key joint venture relationships. Mr. Garrison attended Vanderbilt University where he graduated in three (3) years while earning a double major in Business and Economics (B.A. '76). He earned his Juris Doctor from Vanderbilt School of Law in 1979 and is currently the President of the Vanderbilt University School of Law National Council. Additionally, he serves as a Commissioner of the Metropolitan Nashville Airport Authority and is a member of the Board of Trustees of the University School of Nashville, the First Center for the Visual Arts and Belcourt Yes!

Thomas Mukamal

CEO – 8 Years of Service

Tom Mukamal is the Chief Executive Officer of Island Global Yachting. In this role, Mr. Mukamal oversees all strategic initiatives and operations for the company. In addition, he has a dedicated focus on expanding IGY's global portfolio of owned and operated marinas and developing key strategic relationships and commercial partnerships. Prior to joining IGY, Mr. Mukamal was a managing director of a real estate/hospitality company where he structured and negotiated a variety of commercial real estate acquisitions and divestitures as well as construction, mezzanine and equity financings. Mr. Mukamal began his career as a corporate attorney at Sullivan & Cromwell LLP in New York. In his years of practice, Mr. Mukamal

represented numerous Fortune 100 Companies, private investment funds and other strategic investors in mergers and acquisitions, divestitures and joint ventures, as well as a variety of corporate finance activities. Mr. Mukamal earned a Bachelor of Arts degree from the University of Virginia and obtained his Juris Doctor from Columbia University School of Law where he was a Harlan Fiske Stone Scholar.

Mark P. Lande

EVP, General Counsel

Mark Lande is the Executive Vice President and General Counsel for IGY Marinas and serves as a Senior Managing Director of Island Capital Group and its counsel. Prior to joining Island Capital Group, Mr. Lande was an Associate at Allen and Overy LLP, a renowned banking and international capital markets practice based in New York. Over his professional career, Mr. Lande has been involved in hundreds of transactions involving cross border financings, joint ventures, property acquisitions, real estate development, derivative transactions and SEC registered debt and equity offerings. Mr. Lande has also overseen a number of litigations. Mr. Lande received a juris doctorate degree from the University of Pennsylvania Law School in 2000 and a Bachelor of Arts degree in International Relations from the University of Pennsylvania in 1992.

Jennifer Greene

CFO & EVP Finance – 7 Years of Service

Jennifer Greene serves as IGY's Chief Financial Officer and Executive Vice President of Finance. Her role encompasses all facets of the finance and accounting functions for the company. Prior to joining IGY, she was Senior Vice-President at The South Financial Group, where she was a Director in the Financial Planning and Analysis department. Her roles in earlier years centered around real estate finance and accounting. She held positions at Insignia Financial Group, one of the world's largest real estate services companies, in its Partnership Accounting and SEC Reporting departments. At Apartment Investment Management Company, a publicly-traded real estate investment trust, Ms. Greene was a Director of Service Company Accounting. She began her career in the public accounting arena as an auditor with Scott and Company, in Columbia, South Carolina. Greene received a Bachelor of Science degree in Accounting (cum laude) and a Masters of Professional Accountancy, with an emphasis in Taxation, from Clemson University. She is a licensed Certified Public Accountant in the state of South Carolina and a member of the AICPA. Ms. Greene's role with the Marina would be to provide continuous support for all accounting, financial, and payroll operations of the facility including the implementation and maintenance of IGY Marinas management software (Havenstar).

Kenny Jones

EVP, Island Global Yachting Operations – 7 Years of Service

Kenny Jones is the Executive Vice President of IGY Operations. Prior to joining IGY, he was the Operations Director for the largest Marina operator in Europe – Marina Developments Ltd. (MDL), where he was responsible for every facet of the group's operational portfolio and performance. He joined MDL as Marina Manager, where he excelled, culminating in being promoted to Operations Director in 2003. To date, Mr. Jones has managed over 30 marina focused facilities in over 18 different countries and cultures. Mr. Jones also served in the British Army as the Senior Marine Operations Officer as the advisor on marine operations worldwide to a network of over 300 servicemen. During his service in the British army, he was awarded the Member of the British Empire Medal (MBE) and other accolades. Mr. Jones' role with the Marina would be to provide oversight of the facilities operations, customer service as well as ensuring the highest achievable brand standards in all elements of the operations.

Eric Simonton

EVP Real Estate and Business Development – 9 Years of Service

Eric Simonton serves as the Executive Vice President of Real Estate and Business Development for IGY and is responsible for all facility, real estate, construction, and new business related matters for the company. **Mr. Simonton is currently overseeing over \$25MM in marina redevelopment projects across the world, and would lead the Las Olas Marina redevelopment project on behalf of the company.** Mr. Simonton joined IGY in October of 2006. In his previous role as Development Director, he oversaw several successful developments, renovations, and acquisitions in the United States and Caribbean. Prior to joining IGY, Mr. Simonton held the position of Project Manager with The Related Group, managing several hundred million dollars of luxury condominium developments throughout South Florida. His duties included leading the acquisition, entitlement, design, construction, and sales and marketing of several high end residential projects. Mr. Simonton's career began as an officer in the United States Navy Civil Engineer Corps, serving with the Naval Mobile Construction Battalion 74 stationed in Gulfport, Mississippi, and also managed construction contracts on military installations in San Diego, California. Mr. Simonton holds a BS degree in Civil Engineering from Clemson University (cum laude) and an MS degree in Real Estate Development from the Massachusetts Institute of Technology.

Bert Fowles

VP of Sales and Marketing – 8 Years of Service

Bert Fowles serves as the Vice President of Sales and Marketing and is focused on driving the IGY brand network and key attributes through direct media, advertising agencies and international business. Prior to IGY, Mr. Fowles was the Operations Manager for Prime Sports Ltd., one of the Caribbean's leading gaming and entertainment companies. He has also held key marketing management positions in the resort industry, including a number of years with SuperClubs Resorts. Early in his career, he worked in publishing at Creative Communications Inc., directly managing a client roster that included Air Jamaica and Sandals Resorts. His advertising background was spent at Lindo/FCB, where his role centered on account management and international client development. His focus at IGY also includes direction and support to IGY's third party clients with respect to marketing and sales. He serves on the board of directors as the Marketing Chairs for both the United States Superyacht Association (USSA) and the Marine Industries Association of South Florida (MIASF – owners of the Fort Lauderdale International Boat Show), helping to create measurable growth in the yachting industry. Mr. Fowles received his Bachelor of Science degree from the University of Central Florida, where he majored in Business Administration. Mr. Fowles would coordinate with the Marina Manager to execute the Marketing Plan and ensure that the Marina receives the highest possible level of media exposure, event promotion, community engagement, and participation at trade and boat shows.

Gili Wojnowich

Marina OM – 5 Years of Service

Gili Wojnowich would be appointed as the Las Olas Marina Operations Manager. Mr. Wojnowich served as the Marina General Manager for Yacht Haven Grande Marina in the US Virgin Islands, which is also known as the largest and most modern yachting and upland facility in IGY's portfolio of marinas. In addition, Mr. Wojnowich served as the Marina General Manager at Montauk Yacht Club & Marina[®] located in The Hamptons, New York. Mr. Wojnowich has participated in a variety of special assignments for IGY including efforts to standardize IGY's facility operations, achieve environmental certificates of excellence, and other strategic initiatives. His intimate knowledge of the yachting market and experience in operations allows the flexibility of cultivating new business opportunities for the marinas and industry.

Mr. Wojnowich grew up in Savannah, GA and attended Emory University (Atlanta, GA) where he received a dual degree in Business Administration and Spanish. He holds a U.S. Coast Guard Master's License (100GT) and is a member of the non-profit organization, Young Professionals in Yachting. ***As the potential Marina General Manager, Mr. Wojnowich would be responsible for day-to-day oversight of the facility.***

Project Team Biographies

Samuel Phlegar

Applied Technology & Management

President – 26 Years of Service

Samuel Phlegar serves as president of ATM, Principal Engineer, and Director of the Coastal-Marina Division and is responsible for all ATM coastal, waterfront and international development projects. Mr. Phlegar has significant experience in engineering design, feasibility studies, local, state and federal regulatory permit approvals, and successful construction programs. As director of the coastal-marina division, he structured ATM's due diligence program for marina facility acquisition. Primary fields of concentration include waterfront development, marina planning and design, coastal engineering, coastal construction, and regulatory permitting. Mr. Phlegar specializes in projects serving both public and private interests across the United States and internationally and has represented clients as an expert witness in administrative hearings where water quality, structural impacts, waterway capacity/safety and/or environmental concerns were at issue. Mr. Phlegar has led and/or participated in over 400 marine projects, new waterfront development as well as restoration initiatives. Mr. Phlegar frequently provides broad-based management of multidisciplinary engineering and environmental study teams required for comprehensive waterfront development programs.

Tim Mason

Applied Technology & Management

Project Manager – 21 Years of Service

Mr. Mason has extensive experience in coastal and waterfront engineering, development, and management projects, focusing on coastal and marina planning and feasibility evaluations, engineering, and environmental assessment. His experience includes all phases of project implementation: planning and feasibility, permitting, design, plans and specifications, tendering/bidding, construction, monitoring, and mitigation planning. Project experience and locations extend throughout the east coast, from Rhode Island to Florida, the Gulf of Mexico coast, Pacific coasts of Mexico, Central America, the Caribbean, Europe and Middle East. Mr. Mason has been a Project manager for over 18 years on projects ranging from community boat ramp/waterfront access projects to large-scale, multi-faceted resort destination development projects. He has been responsible for international field data collection and analysis in support of engineering design and environmental impact evaluations from small docking and marina facilities to large-scale resort developments; wave and oceanographic modeling for waterfront projects; beach nourishment and coastal structures design; market studies for small craft and megayacht facilities; and due diligence for waterfront facilities. Mr. Mason has significant experience in geotechnical evaluations for beach nourishment projects, docking system design and specification for fixed and floating structures, and shoreline stabilization structures for both public and private clients. Mr. Mason's coastal work includes development of comprehensive beach/shoreline management plans, tidal inlet studies and management planning, coastal flood hazard/risk evaluations, and dredging and reclamation projects. Mr. Mason also has experience providing affidavits, expert analysis/reporting and expert witness services.

Tyler Chappell
The Chappell Group

Vice President – 11 Years of Service

Mr. Chappell's capabilities include wetland jurisdictional determinations, environmental feasibility studies, Phase I ESAs, seagrass surveys, gopher tortoise surveys, environmental permitting, mitigation design, and mitigation monitoring. Mr. Chappell has performed a number of endangered and threatened species surveys, jurisdictional determinations, and environmental monitoring reports. He has prepared numerous Phase I ESAs and has over eight (8) years of experience in many types of environmental permitting, including residential docks, marinas and coastal development. Responsibilities include wetland jurisdictional determinations, environmental feasibility studies, Phase I ESAs, seagrass surveys, gopher tortoise surveys, environmental permitting with all agencies, mitigation design, and mitigation monitoring. Residential and commercial marina permitting and design including all aspects of sovereign submerged land regulations with the Division of State Lands.

Robert B. Lochrie III. Esq.
Lochrie and Chakas P.A.

Partner

Mr. Lochrie practices land use, zoning law, and government relations. Due to Mr. Lochrie's substantial experience and knowledge in urban redevelopment, he is able to successfully guide clients through a myriad of legal and practical issues associated with demanding urban development initiatives while managing the projects through all aspects of the government entitlement process. Mr. Lochrie also handles comprehensive plan amendments, rezoning, platting, and environmental permitting on a regular basis. In addition to traditional land use permitting issues, Mr. Lochrie has successfully assisted developers in obtaining contract awards from local governments through the Request for Proposal (RFP) process. Mr. Lochrie's clients have been awarded long-term leases and have secured properties from local governments in order to develop new projects on a consistent basis. Mr. Lochrie's firm also assists in effectively securing Tax Increment Financing ("TIF") which encourages growth within blighted areas by partnering with Community Redevelopment Agencies to provide financial assistance to developers.



Section 3: Experience, Qualifications, and References

Introduction

IGY has more than 11 years of experience in virtually all facets of marina and waterfront facilities including design, development, acquisition, financing, management, operations, marketing, and branding. IGY's current portfolio of 13 marinas spans across seven (7) unique countries and employs approximately 30 corporate staff with over 400 employees. IGY currently operates ten (10) marinas, seven (7) of which are owned by IGY, one (1) of which is leased from a third-party owner and two (2) of which are managed on behalf of third party owners. Additionally, IGY provides marketing and branding services to three (3) additional third party marinas. Across its current portfolio of marina facilities, IGY has approximately 2,000 berths under management, including 300 berths specifically designed for vessels over 80 feet. IGY also manages several marine fuel operations, five (5) restaurants, two (2) boat yards, a 107 room boutique hotel, and nearly 300,000 sq. ft. of waterfront commercial retail and office space.

Current IGY Destinations include:

- Yacht Haven Grande, St. Thomas, U.S. Virgin Islands**
- American Yacht Harbor, St. Thomas, U.S. Virgin Islands
- The Yacht Club at Isle de Sol, St. Maarten**
- Simpson Bay Marina, St. Maarten
- Rodney Bay Marina and Boatyard, St. Lucia**
- Blue Haven Marina, Turks & Caicos
- Marina Cabo San Lucas, Cabo San Lucas, Mexico**
- North Cove Marina, Manhattan, New York**
- Montauk Yacht Club Resort and Marina, Montauk, New York
- Newport Yacht Club and Marina, Jersey City, New Jersey**
- Maximo Marina, St. Petersburg, Florida**
- Red Frog Beach Resort and Marina, Bocas del Toro, Panama
- Marina Santa Marta, Santa Marta, Colombia

** indicates development or redevelopment project overseen and completed by IGY



Marina Operations Experience and Qualifications

IGY's unparalleled assembly of industry leading talent enables IGY to provide outstanding service and performance at each of its marinas. Collectively, its operations team has more than 100 years of experience at over 50 marinas across the globe. Competitive advantages include:

- 1. Seasoned, global, operation management expertise** – IGY is the proprietor of industry leading Standard Operating Procedures (SOPs) and Best Management Practices (BMPs) implemented across the IGY portfolio. A majority of our marina managers are Certified Marina Managers (CMMs), and are all trained to maximize customer service and efficiency. Each has global experience and maintains intimate customer relationships which solidifies customer loyalty across the network. The participation in IGY's network is a key advantage that affords Marina Managers the ability to refer vessels and share best management practices to further support and strengthen each facility.
- 2. Market intelligence** – IGY has also established invaluable relationships within the marine industry allowing it to penetrate further into the boating industry via co-branding and cross-marketing initiatives. Our rolodex of industry partners combined with the plethora of data from our 13 locations (combined annual visitors totaling over 100,000) allow us to actively track and analyze trends throughout the portfolio and consequently, throughout the industry.
- 3. Power of the network** – The IGY marina network and brand are able to influence marina traffic through brand affiliation, cross and shared marketing, trade show presence, and promotions. The network and its resources also allow for significant economies of scale with respect to advertising and marketing, vendor agreements, management, and the sourcing of supplies.
- 4. Advanced business management solutions** – From the implementation of marina management software to forecasting and yield management practices, the very best business practices are utilized in the development of our business to maximize financial returns.
- 5. Public-Private Venture Experience** – IGY has experience partnering with local and national governments, both in the United States and around the world, with regard to the development and management of marina projects as well as the development of the local marine industries.

Please refer to Exhibit 4: References (Marina Operations) for additional information pertaining to IGY's experience providing the scope of services identified in this RFP.

Please refer to Exhibit 5: Historical Marina Management Contracts for additional information pertaining to IGY's experience providing successful marina management services.



As a direct result of its diverse clientele and geographic locations, IGY has positioned itself to not only benefit from migratory travel patterns but also host some of the world's most popular nautical events including international fishing tournaments, educational symposiums, and transoceanic sailboat rallies. The IGY network is located within the typical yacht cruising pattern of North America, Central America, and the Caribbean. When a vessel visits an IGY location, every effort is made to influence the decision-maker (whether it is a captain, owner, or charter guest) to stay within the IGY network. The Marina's geographical location is ideally situated with respect to the IGY network and traditional transient cruising grounds to capitalize on this valuable market.

On an annual basis, IGY marinas hosts up to 900 of the approximately 5,000 vessels measuring over 100 feet in length that exist in the world, or approximately 20% of the global fleet. When one considers that approximately 70% of the world's megayachts permanently reside in the Mediterranean Region and only approximately 1,500 megayachts cruise in the Americas each year, ***IGY manages to touch nearly 60% of the megayacht vessels within the regions it operates.*** IGY's market penetration in the megayacht berthing market is unrivaled by any of its competitors, making it the leading luxury megayacht marina operator in the world. ***In order to support the substantial capital investment required to redevelop the Las Olas Marina as well as the City's rent requirements, any feasible redevelopment plan will require a substantial portion of the Marina to be capable of berthing large vessels. No other Proponent is able to rival IGY's experience and market penetration in the large vessel demographic, or provide the City the same level of certainty and assurances that it can attract large vessels and maximize revenues.***

Engagement of the Community and Industry:

In each of the distinct locations in which it operates, IGY has formed a close relationship with the community, its citizenry, and its government body. IGY recognizes and embraces its role and obligations as a member of the local community and economy, and works hard with its local partners to increase opportunity, economic benefit, and goodwill in the community. A few examples of IGY's commitment include:

- 1. Philanthropy:** The IGY Community Outreach Project, "Inspire Giving through You" is IGY's annual initiative of giving back to the local communities that surround our marinas. Our goal is simple - get people off the boats and into the communities where we operate to support local charities and nonprofit organizations. IGY Marinas, IGY Anchor Club Sponsors, boat owners, captains and crews will be the driving force behind participation by rolling up their sleeves and pitching in to help contribute at each of the chosen destinations.
- 2. Marine Trade Advancement:** In many locations, IGY has taken an active role in advancing the local marine trade industry by providing sponsorship, training, and opportunities for young people who wish to enter the maritime industry. Having a highly skilled local workforce benefits the marina and its guests leading to a closer connection with the community.
- 3. Youth Programs:** At several marinas, IGY sponsors opportunities for local children to learn about



career opportunities in the marine sector. As an example, at Yacht Haven Grande Marina in St. Thomas, USVI, IGY hosts the World Ocean School's historic schooner Roseway which teaches the island's youth about sailing and career opportunities within the marine industry. In St. Lucia, IGY sponsors ten (10) children per year from the local community to learn to sail through the St. Lucia Yacht Club.

4. Competitions, Trade Shows, and Festivals: IGY properties host some of the largest competitions and festivals throughout the Caribbean. These events attract business to the marina and provide incredible opportunities and economic benefit to local businesses. Representative examples include:

- **Atlantic Rally Cruisers ("ARC"):** Rodney Bay Marina in St. Lucia is the finish line for this cross-Atlantic race that includes over 300 vessels each year in the ARC and ARC plus.
- **Fishing Tournaments:** IGY hosts several of the world's leading fishing tournaments, with prizes exceeding \$3,000,000.
- **Boat Shows:** IGY facilities host several trade and boat shows that provide a forum for nautical suppliers, brokers, owners, and vendors to do business.
- **Festivals:** IGY supports numerous cultural events including music festivals and boating rendezvous groups for companies like Sea Ray, Viking Yachts, and Marine Max.

5. Trade Organization and Industry Participation: IGY participates in a wide variety of organizations seeking to advance nautical tourism, the marine industry, local initiatives, and related causes including:

- U.S. Superyacht Association (USSA)
- The Yacht Harbor Association (TYHA)
- International Game Fish Association (IGFA)
- Marine Industries Association of South Florida (MIASF)
- Atlantic Rally for Cruisers (ARC)



IGY employees are actively involved and hold leadership positions in a variety of industry associations and community organizations. The following individuals are just a few of the current IGY team members who represent not only IGY, but their respective facilities and local communities:

Tom Mukamal	U.S. Caribbean Chair	United States Superyacht Association (USSA)
Bert Fowles	Marketing Chair	United States Superyacht Association (USSA)
Bert Fowles	Board Member	The Marine Industries Association of South Florida
Kenny Jones	Exec. Board Member	The Yacht Harbor Association (TYHA)
Brian Deher	Board Member	St. Maarten Marine Trades Association
Simon Bryan	Board Member	St. Lucia Hotel and Tourism Association
Lee Hicks	Board Member	U.S. Virgin Islands Marine Economic Development
Andy Caballero	Board Member	St. Maarten Hospitality and Trade Association
Charlie Irons	Board Member	St. Thomas Hotel and Tourism Association

IGY executives have been invited to speak at events such as:

- The International Marina and Boatyard Conference
- Florida Yacht Broker's Association Destination Seminar
- United States Super Yacht Association Annual Summit
- Colombian Nautical Tourism Summit
- Fort Lauderdale International Boat Show Marine Economic Summit
- The Yacht Harbour Association Annual Meetings



IGY is deeply committed to its brand standards, recognizing them to be a key ingredient to upholding superior services and amenities for the guests. The success of these efforts are regularly measured and supported by market research data as well as, results obtained from IGY's surveying of captains, crew, and owners about their experience at each facility. The outcome of these surveys is incredibly valuable in assessing new directives, developments, renovations, and programs to elevate IGY's service offerings.

The IGY marketing department, through its ability to market marina facilities locally, domestically, and internationally, has established IGY as a respected and recognized international brand within the marina and yachting lifestyle destination segment. IGY's marketing initiatives involve a carefully budgeted and managed tactical marketing and media plan that is complimented by a strategic public relations initiative.

Marina guests will greatly benefit from IGY's unified online reservations system and the widely popular customer loyalty program, IGY Anchor Club. The online reservation system will allow visitors to the Marina to conveniently process dockage inquiries. The Anchor Club program rewards visitors for choosing to stay at IGY marinas.

The marketing team also organizes and conducts a range of high-quality branded events including trade shows, industry and property events, community outreach activities, yacht crew events, and more. The City of Fort Lauderdale can expect IGY to effectively market Las Olas Marina across a variety of platforms.

Examples of highlighted coverage include:

- IGY Websites and Online Marketing
- IGY Global Directory (distributed at each location and at all trade shows)
- Representation at all Boat and Trade Shows in which IGY participates
- Trade Publications (such as ShowBoats, Dockwalk, and yachting magazines)
- Email blasts to its 8,000 clients and over 1,000 industry contacts
- Social media campaigns (i.e. Facebook, Instagram, etc.)
- Participation in all IGY network promotions

IGY also has experience working with tourism ministries and organizations of local governments to market each of the locales in which it operates. IGY is also an advocate for certain legislation and programs to enhance the maritime industry and increase visitation. As an example, the St. Lucia Tourist Board



has participated with IGY in the Fort Lauderdale International Boat Show as a joint effort to improve the island nation's marine industry and promote tourism. IGY also advises the USVI Department of Tourism on marine related hospitality initiatives. IGY will seek to have the same level of interaction and cooperation with the tourism and marine advocates in the South Florida region and more specifically, the City of Fort Lauderdale. *Please refer to Exhibit 6: Las Olas Marina Marketing Plan for further details on IGY's marketing strategy for the Marina.*



Comparable Marina Management Engagements:

IGY provides marina operating services to several different clients, including governmental agencies and institutional clients. IGY routinely works closely with vested land and facility owners to enhance their asset and maximize the potential of their investment. The following are two (2) examples of comparable marina management arrangements in which IGY is currently engaged:

Newport Yacht Club & Marina - Jersey City, NJ

Situated in Jersey City, New Jersey on the Hudson River directly across from midtown Manhattan (New York, New York), Newport Yacht Club & Marina ("NYCM") boasts a 106 slip marina accompanied by clean and secure facilities including the NYCM Club Room, laundry, showers, and more. IGY has operated the marina since 2009 through a lease agreement with Newport Marine Holding, Inc., an affiliate of the LeFrak Organization, (a premier real estate organization and one of the largest landlords in the New York City metropolitan area). The marina services a wide array of clientele including small cruising vessels, local live-aboard residents, and large vessels over 80 feet in length. In 2011, IGY co-invested with the LeFrak Organization on the successful development of approximately 1,200 LF of new docks. In the aftermath of Super Storm Sandy in 2012, IGY worked closely with the landlord to mitigate damages and restore operations, all while supporting the local boating community. IGY is currently undertaking redevelopment planning for the entire marina at the request of the landlord, with permitting efforts slated to commence in early 2017. IGY's involvement in this marina is highlighted for its several similarities to the Las Olas Marina project: it entails a lease with a large institutional local stakeholder and involves both marina management services and on-going redevelopment of the marina itself.



North Cove Marina - New York, NY

IGY and its partner, Brookfield Office Properties, were recently selected by the Battery Park City Authority, a public benefit corporation created under the laws of the State of New York, to operate the North Cove Marina located in Manhattan, New York through 2025. North Cove Marina is a 30 slip super yacht marina located in the shadow of the Freedom Tower (aka One World Trade Center). As the management operator of the marina, IGY works with Brookfield and the Battery Park City Authority to promote community

access and involvement to the world-class facility. IGY has brought in a leading sailing school operator to offer community sailing programs and is actively building a calendar of community and industry events such as regattas, rendezvous, and boat shows. In 2016, North Cove Marina will be welcoming back the America's Cup qualifying round for the first time since 1920, and serves as the preeminent megayacht marina destination in greater New York City attracting vessels up to 170' from all over the world. IGY is overseeing the \$3 Million redevelopment of the marina dock improvements which are slated to be completed prior to the 2016 season. While Brookfield Office Properties is the party to the long term marina license from the governmental agency, day-to-day responsibilities for the operations and redevelopment of the marina have been substantively contracted to IGY.



Marina Development and Construction:

IGY has extensive experience in the underwriting, financing, and development of complex, mixed-use marina-centric projects throughout the United States and Caribbean. Completed projects include the \$150 Million development of Yacht Haven Grande, located in St. Thomas, U.S. Virgin Islands, and the \$40 Million redevelopment of Rodney Bay Marina, located in St. Lucia. Current projects include the \$12 Million redevelopment of the Marina Cabo San Lucas, located in Baja, Mexico, the \$15 Million redevelopment of the Maximo Marina located in St. Petersburg, Florida, and the \$3 Million redevelopment of North Cove Marina, in Manhattan, New York, New York. *Please refer to Exhibit 7: References (Marina Development) for additional information pertaining to IGY's experience providing the scope of services identified in this RFP and please also refer to Exhibit 8: Historical Marina Development Projects for additional information pertaining to IGY's experience providing successful marina development services.*



From developing entire facilities to managing capital investment projects and meeting financial reporting obligations, the team at IGY is highly focused and dedicated to responsibly executing tasks in a timely manner. Partnering with the best possible service providers and closely monitoring costs has allowed IGY to successfully execute numerous complex projects within sensitive time constraints and approved budget limitations. IGY's management team is accustomed to implementing sound financial and scheduling controls to ensure successful development project outcomes.

IGY and its team of consultants collectively have more than 100 years of experience in designing and constructing hundreds of millions of dollars of marine projects:

IGY's wholly owned subsidiary, *Applied Technology and Management* ("ATM"), is a multidisciplinary

engineering firm that provides civil, coastal, environmental, marine and water resource engineering design and serves public and private clients worldwide. As one of the world's leading marine and coastal design and engineering firms, ATM will participate directly with Las Olas Marina as a design and engineering consultant. Representative projects in which ATM has participated, include the Atlantis Resort, Bahamas; Charleston City Marina, Charleston, South Carolina; and New Port Cove Marine Center, Riviera Beach, Florida.

The Chappell Group, Inc. has been retained by IGY to assist the Las Olas Marina project with regard to the potential permit requirements, environmental protection initiatives, regulatory compliance, and overall project coordination. The Chappell Group, Inc., a Fort Lauderdale based company, will be working closely with IGY throughout the entire procurement process and each of the development phases as it relates to the future of Las Olas Marina.

Bellingham Marine Industries ("BMI") is presently the proposed partner for the design and manufacturing of the floating dock system to be incorporated with the redeveloped Las Olas Marina. BMI's experience with world-wide marina projects and qualifications in virtually all aspects of floating dock systems, has awarded them an impressive portfolio of over 1,200 successfully completed projects at some of today's most iconic waterfront facilities. BMI will be especially important for IGY due to their diverse background in constructing marinas specifically designed to accommodate vessels of varying types and sizes.

IGY has identified *Moss & Associates ("Moss")* as the proposed construction firm to assist with the design, contracting, and development of the future Las Olas Marina project. Moss, a Fort Lauderdale based company, provides an attractive partnership on this project due to their historically diverse array of completed projects that include high-rise residential buildings, mixed-use developments, and solar energy facility projects. IGY proposed to work with Moss on a variety of important design and construction elements that include both upland and waterside components of the overall project plans.

Representative Development Projects:

Yacht Haven Grande – St. Thomas, U.S. Virgin Islands

The Yacht Harbour Association 5 Gold Anchor Award Winner & 2016 Superyacht Marina of the Year

A 48-slip dedicated megayacht marina, Yacht Haven Grande ("YHG") also features 130,000 square feet of office and retail space accompanied by 12 luxury condominiums and several on-site restaurants. IGY acquired and developed the property which opened in 2006, and has overseen the design, development, permitting, marketing, operations, and construction of the facility. With 110% marina occupancy during the 2015 Caribbean season and its second consecutive 5 Gold Anchor Award from The Yacht Harbor Association, YHG has become recognized as the preeminent megayacht marina, awarded the 2016 Superyacht Marina of the Year, and services some of the largest yachts in the world. The marina at YHG offers fixed concrete docks with the capacity to accommodate vessels up to 500 feet[®] in length. The marina at YHG is outfitted with a variety of services which are highly desired by today's boating market including; in-slip pump-out systems, ISPS security, shore power, in-slip high-speed fueling capabilities, and a fleet of custom golf carts ready to transport both guests and provisions safely and efficiently. All visitors to the marina at YHG have access to an array of private amenities just steps from



their vessels including a state-of-the-art fitness center, tennis courts, swimming pool, sand volleyball court, and a full schedule of exercise classes with professional instructors. As the market continues to grow in terms of both overall size and new construction, the Marina at YHG remains at the forefront of the Caribbean's large vessel fleet by regularly enhancing its service offerings and available amenities to best meet the needs of today's impressive vessels. IGY is the owner, developer, and operator of YHG, which was designed by ATM.

Rodney Bay Marina – St. Lucia, West Indies

The Yacht Harbour Association - 5 Gold Anchor Award Winner

Rodney Bay Marina ("RBM"), located in St. Lucia, West Indies, is the premier luxury vessel marina in the Southern Caribbean. IGY acquired the property in 2006 and redeveloped the marina and boatyard. The property includes a 253-slip marina and a 100 space boatyard that accommodates the storage and repair of vessels of all sizes. RBM features state-of-the-art floating docks, as well as fixed docks, and infrastructure and utilities which provide the ability to accommodate luxury yachts up to 300 feet in length. The property also boasts 40,000 square feet



of marine and touristic oriented retail and service spaces including five (5) food and beverage outlets. The redevelopment scope of work included dredging, installation of new docks, new plumbing and electrical systems, new boatyard hardscape, equipment, and shelters, and various shore side amenities. IGY oversaw the design development, permitting, marketing, operations, and construction of the facility, and ATM designed the marina.

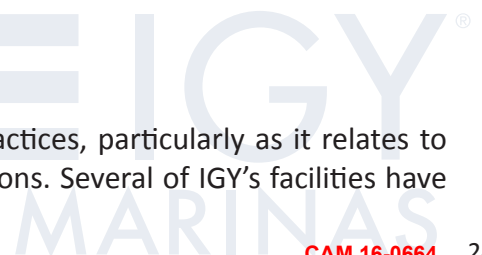
Maximo Marina - St. Petersburg, Florida

Maximo Marina is the largest covered marina on Florida's west coast. Nestled within a protected harbor, the facility provides covered berthing options for vessels up to 100 feet. Providing easy access to open water and the Intracoastal Waterway, the marina is centered within a fresh spring-fed water basin reducing barnacle accumulation and saltwater damage to paint and wood. Stores and restaurants are located within walking distance and a host of onsite amenities support a vibrant vessel community. IGY has been engaged by the property owner to oversee the \$15 Million redevelopment of the marina which is being designed by ATM, and expects construction to commence in summer 2016.



Sustainable Business Practices and Conservation:

IGY has a proven track record of stewarding environmental best practices, particularly as it relates to pollution control, recycling, and environmentally sustainable operations. Several of IGY's facilities have



received numerous accolades and certificates from the marine industry's foremost authorities and several hold "Clean Marina" or equivalent designations. IGY's Environmental Management Principles include:

- A strong reliance on clearly defined policies and procedures based upon internal IGY policies additionally drawing from other leading marina organizations.
- An education component is applied to help visitors understand the environmental impact of any human interaction with the sea (adults, teens and children), including marinas, canals and waterways. This will be done through posters, signage, events and well educated staff.
- Well trained staff, with the correct pollution management equipment, will be regularly exercised to ensure all emergencies can be dealt with efficiently and in a professional manner. This is laid out in the IGY policies and procedures.
- Internal environmental management protocols can be complemented with certification programs (many International organizations can assist with professional guidance and external audits).
- Building of strong relationships with local maritime officials. programs (many International organizations can assist with professional guidance and external audits).



Each IGY facility has standard operating procedures with respect to environmental best practices, disaster preparedness, pollution prevention, and spill response. In developing these measures, IGY has called upon the guidance of the world's leading organizations. These include:

- The Yacht Harbor Association (TYHA)
- Blue Flag Marinas (FEE)
- Clean Marina Programs (Federal and State sponsored)
- International Council of Marine Industry Associations (ICOMIA)

IGY understands that the Marina is currently a designated FDEP Clean Marina facility and plans to continue and enhance current practices throughout the design, redevelopment, and operational phases. Please refer to **Section 4: Approach to Scope of Work** for a more detailed description of sustainability initiatives that will be employed during the design and construction phase.

Section 4: Approach to Scope of Work

With hundreds of miles of waterways, and the greatest concentration of maritime service and product providers in the world, Fort Lauderdale's reputation as the "Yachting Capital of the World" has been well earned over the last 100 years. There are currently over 4,000 wet slips in Broward County, with over half of them located within Fort Lauderdale. Competitive nearby marinas include; Bahia Mar Yachting Center, Hyatt Pier 66, Lauderdale Marine Center, Marina Bay, Harbour Towne, and Sunrise Harbor, which all provide a range of services, facilities, and slip sizes.

The City of Fort Lauderdale controls over 200 berths, including 32 slips at Cooley's Landing, 70 slips along the New River, and 60 slips (plus 40 mooring balls) at the Marina. The Marina is attractively located just to the north of Las Olas Boulevard as it crosses the Intracoastal Waterway; the gateway to Fort Lauderdale Beach and the location of the Central Beach Master Plan. The Las Olas Marina is in central proximity to all that Fort Lauderdale has to offer which makes it an extremely attractive



place to dock for both long-term and seasonal boaters. With the beach and a wide array of restaurants, lodging, and retail offerings within walking or biking distance, location is the Marina's greatest attribute. The Marina currently has a healthy slip mix with berths for vessels from 25 feet to over 100 feet, which is consistent with the existing market and trends of the last 25 years since it was constructed.

In its approach to the Project, IGY would call upon many of the lessons it has learned along the way in the development of Yacht Haven Grande which has been acknowledged by the City in the RFP and by numerous publications and associations as one of the finest marinas in the world. With 110% occupancy during the 2014-15 Caribbean season, the marina at Yacht Haven Grande has become one of the preeminent large vessel marinas in the world, servicing the world's finest and most sophisticated yachts. Capital and infrastructure alone did not produce this result. A sustained program of investment and marketing, as well as the training of the local workforce, development of strong local and international commercial industry partnerships, meeting and/or exceeding customer demand, developing customer ties, and coordination with other IGY facilities, have all facilitated the emergence of Yacht Haven Grande as a premier global destination for cruising yachts. In designing and imagining the ongoing operations and redevelopment of the Marina, IGY would seek to build on its experiences and lessons learned at Yacht Haven Grande and its other facilities.

After substantial review of the operations and financials of the Marina, IGY has concluded that the marina currently underperforms in respect to its competitive set and there exists a great opportunity to improve the operations and financial performance of the marina. IGY has extensive experience re-positioning marinas through enhancements to service and facility standards, marketing, and operations. These changes require investment and take time to flourish, but are imperative to the long term growth and sustainability of the marina. A review of the Las Olas Marina financial information suggests that the facility is operated at levels below the industry or IGY standards in respect to marketing, staffing, and maintenance, resulting in sub-optimal market exposure, demand and service, and growing

levels of deferred maintenance that all contribute to occupancy and revenue levels being lower than what is possible. Immediately upon taking over operations of the Las Olas Marina, IGY would strive to raise the image and operational standards to the level that visitors would expect based on the reputation and standards of both IGY and the City of Fort Lauderdale.



WHAT IGY BRINGS TO A DESTINATION IN **FORT LAUDERDALE**

VALUE ADDED BENEFIT - STARTING FROM DAY ONE

As a marina owner/operator ourselves, we are keenly aware that building a client base, effecting change, and recognizing results in operating businesses takes time and commitment. We do not see ourselves as a temporary consultant, but hopefully as a long-term partner with aligned interests. We work hard at what we do, and with more opportunities than resources, we are very selective as to how and with whom we enter into relationships. If the parties do choose to enter into an agreement, we are confident that due to our market reach, dominant position in the market, existing infrastructure, and unrivaled experience in the sector, IGY will be able to provide benefit to the marina from day one at a fraction of the expense of what it would cost to achieve the same results independently and over a much longer period of time.

ACCELERATED STABILIZATION

So often in the industry recently, megayacht marina developers have thought it is simply a matter of "Build it and they will come." unfortunately, many of these developers have not understood the intricacies and nuances of developing niche market demand and servicing these sophisticated vessels and clients. IGY has earned the trust and loyalty of thousands of megayacht captains and crew throughout the world. While Las Olas Marina and Fort Lauderdale are a very desirable location, it will require a serious effort to alter the existing migratory and berthing habits of these vessels, and earn their clients' trust. With IGY's unrivaled reach into the market and stellar reputation for service, IGY is able to significantly reduce the period of time to stabilize the asset at a fraction of the cost.

MARKET REACH AND INFLUENCE

- 13 marinas operating across seven (7) countries
- 2,000 berths under management
- 300 dedicated megayachts berths
- 8,000 unique annual vessel clients

IGY has built a strong international market presence and is the largest single point of contact for transient megayachts in the Western hemisphere. IGY's marketing strategy is quite simple. Firstly, by bundling the collective financial and other resources of several marinas, IGY is able to provide individual marinas much

greater value in terms of publicity and targeted market penetration than a single marina could ever afford on its own. IGY leverages resources and expertise, to stretch marketing dollars, and amplify each marina's marketing message and attract vessels to the network of IGY Marinas. Once a new client is attracted to the network and visits an IGY marina, efforts are made to cross-sell other marinas, incentivize the visitor to stay within the network through directly managed promotional and sales programs, and ensure the visitor is provided an outstanding experience. Once a vessel visits an IGY location, every effort is made to influence the decision-maker (whether it is a captain, owner, or charter guest) to stay within the IGY network whenever possible. Due to its extensive client list and industry partnerships, IGY is able to target the traditionally difficult to reach market with a laser focus.

"CROSSROADS" OF THE IGY NETWORK AND MIGRATORY PATTERNS

IGY's network of marinas is currently located primarily in the Caribbean region and northeastern United States. a fairly typical megayacht cruising pattern calls for the vessel to visit the Caribbean during the winter months (December-April) and then transiting to the northeastern U.S. or the Mediterranean for the summer season (may through September). many of these vessels also spend a period of time in the shoulder seasons in South Florida for rest and refit. many other megayacht vessels homeport seasonally or year round out of South Florida. South Florida is at the crossroads of the IGY network and typical megayacht migratory patterns, and we believe the majority of our loyal following in the Caribbean and northeast would choose to stay with IGY in South Florida if an IGY branded facility were available.

BRAND STANDARDS

IGY is the most internationally recognized marina brand in the world, and is committed to industry leading service and amenities. Our partners trust that their marinas will be operated to the highest level of service and business acumen. marina owners rest assured that their marina is being operated in a manner consistent with the high standards and brands of their mixed-use resort property. the presence of the IGY brand provides intrinsic value recognized by hotel and retail brands as well as financiers.

If IGY is successful in its bid to lease the Las Olas Marina, IGY would immediately seek to enhance its position in the market, and plant the seeds that would lead to the marina achieving its economic potential.



Customer service is one of IGY's main pillars of success. At its core, IGY emphasizes the importance of servicing its customers, partners, and stakeholders with relentless zeal and integrity. At each of its 13 facilities, IGY's management team follows a series of standards and procedures that have been carefully designed to empower every employee with the ability to provide each guest with the unparalleled level of service for which IGY is internationally known. IGY is the first marina operator to introduce defined service standards to the industry.

From the moment our clients enter the approach to the marina, marina staff members strive to make guests feel valued and well cared for. Upon arrival of a vessel, IGY marina staff stand at attention, prepared to catch lines and assist with securing the vessel. The vessel captain or designated representative is personally greeted by the IGY marina manager to facilitate the registration of the vessel. The marina staff takes the opportunity to orient the captain, crew, and passengers to the marina and its surroundings, as well as review important safety and security information. Once checked in, the vessel passengers have access to the available on-site amenities. For service needs not directly provided by IGY, a marina concierge is on staff to coordinate rental vehicles, marine repairs, dining reservations, hotel accommodations, activity recommendations, and shipping services, etc. From the moment the vessel arrives until its lines are cast, captains, crew, owners, and passengers are well taken care of by IGY staff and encouraged to have the greatest possible experience both at the Marina, and in Fort Lauderdale. IGY's motto, "ARRIVING IS JUST THE BEGINNING," is engrained into each and every action we perform for our clients.

Due to its diverse collection of marina facilities, IGY is highly experienced in tailoring its services to effectively address the unique needs of a specific facility, location, and clientele. IGY has the distinct ability to deploy its best in class marina management and operations expertise in a manner that yields positive results for both facility owners and guests. Service also means ensuring that guests have access to all of the marine support services and vendors that the vessels require, and IGY goes to great lengths at each of its locations to ensure the availability and access to industry leading marine service providers.

IGY would bring its best practices in:

- Customer Service
- Maritime Safety and Security
- Environmental Sustainability
- Marina Operations and Protocols
- Staff Training and Education
- International Marketing
- Tourism and Destination Promotion
- Media and Public Relations
- Entertainment, Events, and Tournaments
- Budgeting, Planning and Investment
- Community / Neighborhood Outreach and Involvement



MARINAS

Immediately after entering into a definitive agreement with the City, IGY would quickly begin working with its consultants on further developing the redevelopment plans for the Marina. Substantial technical investigation, study, and design will need to be undertaken to address the myriad of land use, environmental, operational, and legal issues that are involved. IGY's multi-disciplinary team of executives bring extensive experience in the realms of marina operations, real estate development, construction, finance, human resources, information technology, accounting, and legal. IGY has also assembled a world class team of professionals including Applied Technology and Management, The Chappell Group, Lochrie and Chakas, P.A., and Bellingham Marine (See **Section 2 – Experience Qualifications, & References**). If and when appropriate, IGY would also add an architect and/or land planner to assist in any upland planning and design. Additionally, IGY would seek to consult with EDSA and the Central Beach Master Plan stakeholders, the board of the Marine Industry Association of South Florida (MIASF), representatives of Show Management, and stakeholders in the City of Fort Lauderdale to ensure that the most advantageous marina development project is conceived and delivered.

IGY has been headquartered in Fort Lauderdale since 2005, and would take great pride in participating in the operations and redevelopment of the Marina. As part of a partnership with the City, and as IGY's only marina under management in South Florida, the project would represent substantial strategic importance to IGY.

Marina Redevelopment Conceptual Design

With the planned dredging of the Intracoastal Waterway ("ICW") and the Marina seabed to 15 feet, there exists an opportunity to attract and service larger vessels than have traditionally berthed in Fort Lauderdale.

The redevelopment of the Marina has the potential to substantially increase yacht visitation to Fort Lauderdale, serving as a public-private partnership with numerous direct and indirect financial and economic benefits to the City.

These benefits include:

- **Enhanced revenues to the City through ground lease rent payments**
- **Opportunity for continued growth and expansion of the Fort Lauderdale International Boat Show with long-term certainty and stability**
- **Increased demand for, and access to, the local marine industry service providers and vendors**
- **Increased demand for local restaurants, hotels, and tourism through heightened visitation periods**
- **Elimination of City responsibility to maintain and upgrade existing facility as it approaches the end of its useful life**
- **Enhancement of the City of Fort Lauderdale's international reputation and status as a progressive player in the yachting and tourism markets**
- **Realization of the economic potential of an underutilized City asset**
- **Substantial indirect economic benefit in respect to heightened economic activity and governmental revenues**

IGY's initial design concepts were driven by both financial and physical factors. From a financial standpoint, it became quickly evident that the redevelopment of the Las Olas Marina would only be financially feasible

within the parameters set by the City if a large portion of the marina were dedicated to larger vessels. Larger vessels pay comparatively higher dockage rates than small vessels, and the projected revenue from larger vessels will be required to support the substantial up front capital investment and the mandated rent payments to the City. From a physical standpoint, the Project is limited by the boundaries of the existing submerged land lease and by the portion of the Intracoastal marina parking lot made available to the Project. Additionally, the requirement to provide 6,000 LF of dockage severely limits the flexibility to design to the market needs rather than simply maximizing linear footage.

These conditions left little room in the proforma or on the site plan to incorporate the types of upland uses and features that would typically be found at “iconic” and “world class” marinas around the world. Additionally, it should be noted that the Project design and underwriting will be influenced by the terms of the long term agreement with FLIBS. IGY also considered the plan developed by Bellingham Marine Industries for the City of Fort Lauderdale Marine Advisory Board in 2014 (“MAB Plan”) because of its influence on plans and discussions around Las Olas Marina to date.

Upon review of the MAB Plan layout, it is immediately apparent that this layout is starkly different than what one would find at most marinas in the world. Traditional marina design calls for vessels to be docked perpendicular to the access channel along main docks, with fingers or mooring piles alongside. There may be areas where transient or larger vessels are tied side-to, such as along a bulkhead or at a T-head, but the majority of the berthing is at defined slips. “Med moor” docking is another exception, but is not commonly found in this part of the world. In the MAB Plan, however, vessels are intended to navigate down one (1) of five (5) long channels between docks and berth parallel to the dock and the flow of traffic. The benefits of this design is that in concept, it outwardly appears extremely efficient and provides opportunity to pack many vessels of various dimensions into a small area. There are numerous drawbacks, however, that prevent this style of berthing from being widely adopted. Most importantly, the actual capacity of the marina would be significantly less than the total linear footage available because of the clearances needed between boats berthed next to one another which could be as much as 20% less than the total dockage length. So, this 6,000 LF dock design only has approximately 5,000 LF of usable berthing due to the need to provide space between berthed vessels to navigate in and out. This adjustment factor is not an issue in traditionally designed marinas that have finger piers.



*Fig 4.2: Bellingham Marine 6,000 LF Layout
for Marine Advisory Board (MAB Plan)*

This concept also presents tremendous operational challenges that would limit the facility’s ability to compete in the market. Firstly, with boats parked along the long docks, it would make the navigational

fairways extremely tight and uncomfortable for any but the most competent boaters. There is not sufficient width in the navigational channels for any but the smallest vessels to comfortably turn around in order to exit the fairway, forcing vessels to have to back out a substantial distance. Also, the navigational fairways do not appear to be wide enough to have vessels docked on each side and have vessels pass in both directions simultaneously, especially with the trend of beamier vessels. The MAB Plan would require vessels to “parallel park” which is extremely challenging for vessels without professional crews and bow thrusters. Given these navigational challenges, plus the complicating factors of the local wind and current conditions, IGY believes that this unproven approach to dockage would not be well received by the boating market and would result in lower occupancy and rates than the other marinas in the market that offered a more premium docking experience.

With the MAB Plan and all of these conditions and parameters in mind, IGY developed three (3) designs: two (2) designs (Alternative 1 and Alternative 2) that adhere to the existing boundaries of the Project as outlined by the RFP, as well as an additional design (Alternative 3) which presents additional substantial economic and financial benefit to the City and its various stakeholders, but requires expansion of the Project footprint. While Alternative 3 does not fully conform to the RFP, IGY provides the alternative in its proposal for consideration due to the potential overall benefit of the concept.

The conceptual layouts presented below are intended to illustrate the various options, opportunities and considerations. If selected, IGY would work with the City to further refine the alternative, or develop a new alternative, that substantially achieves the City’s objectives and feasibility requirements.



Perspective of Alternative 1

Alternative 1

The first alternative developed by IGY focuses on achievement of the 6,000 LF dockage as required per the RFP. In order to achieve that benchmark, the entire site, including the (dredged) Intracoastal Marina



Fig 4.2: Alternative 1 Site Plan

Parking Lot parcel, needed to be utilized for berthing due to the tight physical restraints. As a result, very little space remains available for upland development. All marina facilities would be located in the proposed City parking garage. Due to the currents within the ICW, orienting the slips parallel to the water current is a necessity. The slip mix in this configuration ranges from 40-foot slips all the way to 150-foot slips, with one (1) T-head capable of accommodating a 230-foot vessel. Marinas with primarily smaller sized slips are typically more efficient than marinas catering to larger vessels, because smaller vessels require smaller fairways, turning radii, and slip widths. Marinas oriented toward smaller vessels have greater density. In an effort to achieve the 6,000 LF requirement, Alternative 1 includes 43 slips measuring 40 feet in length simply in order to achieve the necessary density. Were it not for the 6,000 LF requirement, and based on industry and market projections, IGY would not recommend such a high allocation of slips for vessels under 40 feet.

Slip Size (ft)	No.	Slip-feet
40	43	1,720
80	15	1,200
90	13	1,170
150	10	1,500
Total Dedicated	81	5,590
Side-tie	-	572
Total Slip-Feet		6,162

Fig 4.3: Alternative 1 Slip Mix

The slip mix in Alternative 1 is very similar to what is available in the current market when compared to the competitive set; slips ranging from 40 feet to 150 feet and only one (1) slip for vessels up to 230 feet. IGY believes this slip mix does not differentiate itself from the current competitive set in the Fort Lauderdale market. Moreover, industry trends suggest that vessels are getting longer and beamier, and smaller vessels are increasingly choosing dry stack storage over wet slips. With these trends in mind, and the City's desire to maximize capacity and revenues, Alternative 1 would not be the preferred option.

Alternative 2

Should the City reconsider the minimum 6,000 LF requirement, IGY would recommend a layout more consistent with Alternative 2, which has a much greater potential to achieve the City's stated economic and land use objectives. Whereas Alternative 1 has only one (1) slip available to accommodate vessels over 200 feet, the layout of Alternative 2 provides the flexibility to accommodate several vessels over 200 feet, effectively doubling Fort Lauderdale's capacity to accommodate vessels over 100 feet.

As noted in Thomas J. Murray's "Megayacht Economic Analysis for the Las Olas Marina Expansion Feasibility Study" prepared for the City of Fort Lauderdale in 2013 ("Murray Report"), the dredging of the ICW will open up Fort Lauderdale to vessels with lengths up to 280 feet in length, whereas depth was a prohibitive factor for any vessel over 160 feet. The dredging of the ICW is a significant game changer for the marine industry of Fort Lauderdale, opening up its marinas and waterways to vessels that could never before access Fort Lauderdale's goods and services. Yet, without providing ample, state-of-the-art berthing and marine infrastructure, the dredging project will be for naught because these vessels will have nowhere to go. With the escalation of waterfront real estate prices and increasingly restrictive environmental policies, it is unlikely that the

Slip Size (ft)	No.	Slip-feet
80	4	320
90	2	180
100	13	1,300
120	2	240
130	3	390
140	1	140
200	4	800
240	1	240
250	1	250
Total Dedicated	31	3,860
Side-tie	-	500
Total Slip-Feet		4,360

Fig 4.4: Alternative 2 Slip Mix



Fig 4.5: Alternative 2 Site Plan

private sector will be able to react to the projected shortage in berthing for larger vessels, so it becomes even more imperative that municipalities, such as the City of Fort Lauderdale, embrace forward thinking with regard to the future market pertaining to the next 50 years.

As noted above, the slip mix illustrated in Alternative 2 does not otherwise exist in the local market. This layout would serve to attract and accommodate vessels that are not included in the current market and do not currently spend time in Fort Lauderdale. Whereas Alternative 1 would compete directly with existing marinas and likely adversely impact existing facilities, Alternative 2 seeks to occupy an emerging niche that is not currently represented or served in the present market for larger vessels.

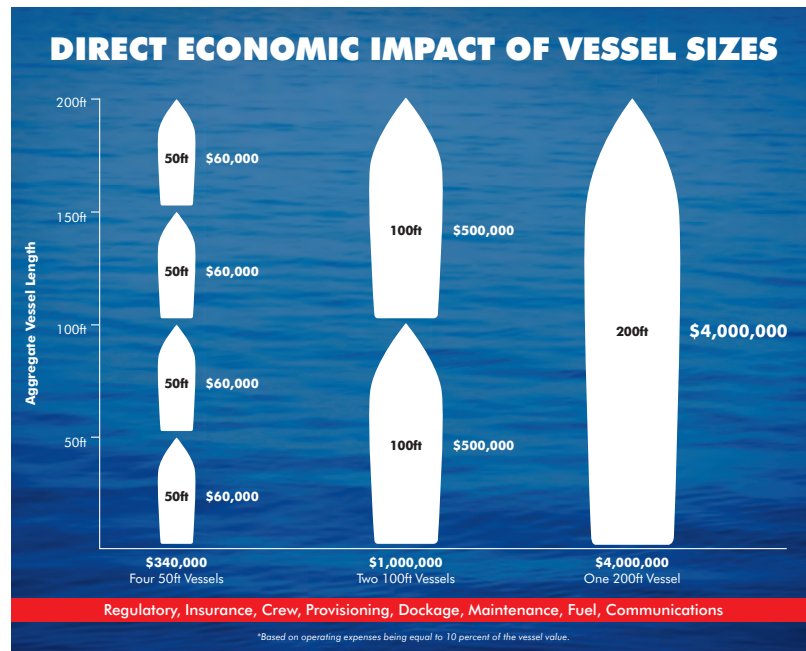


Fig 4.6: Direct Economic Impact of Vessel Sizes

While Alternative 2 has only 4,360 LF of dockage compared to 6,162 LF in Alternative 1, the economic potential of each LF of dock in Alternative 2 is much greater due to: a) the higher \$/LF dockage rates that large vessel berths command versus smaller ones (3-8x in the local market) and b) the greater economic impact that larger vessels have in the community versus an equivalent quantity of smaller vessels. Figure 4.6 illustrates the dramatic difference in terms of local economic impact that a 200 foot vessel has versus the equivalent aggregate length of smaller vessels. Without question, a slip mix oriented toward accommodating larger vessels will have a substantially larger economic impact to the local marine industry and the local economy.

In the planning of the Las Olas Marina redevelopment, it is also extremely important to consider that the market is moving away from wet slips for vessels under 50 feet over the next 50 years (“Murray Report”). Dry stack boat storage is becoming more and more popular with owners of vessels under 50 feet due to the finances, convenience, and lower maintenance costs. If trends continue, this type of storage could become predominant for vessels under 50 feet in the next few decades. Therefore, the future of the small boat wet slip market should be carefully considered in the redevelopment planning.

Because the quantity of total available dockage was not made a primary factor, portions of the existing upland Intracoastal municipal parking lot were preserved in Alternative 2.

This upland area could be used for:

- Observation and enjoyment of visitors and the marina
- Public events, gathering and staging areas
- Standalone marina reception and operations building consistent with other world class marinas
- Vendor and delivery access

In Alternative 2, the section of preserved land on the north side of the marina would serve as a breakwater, thus calming the waters on the internal basin and providing a buffer to the adjacent property. It could also serve as the continued location of a water taxi stop. Preservation of a portion of the upland area would allow the opportunity to provide the facilities and infrastructure of a truly world class marina. It is not imperative for the Marina to have a host of resort amenities and services because it sits at the heart of Fort Lauderdale Beach, however, the Marina does require a limited upland footprint to provide the basic necessary services and access that marina customers expect.

The primary benefit of Alternative 2, which cannot be stated enough, is that it provides a marina product that would allow Fort Lauderdale to attract and accommodate vessels that it currently cannot accommodate. Alternative 2 represents a design concept that would serve to protect and enhance both the local marine industry and the City's reputation as a leader in the global boating industry.

Alternative 3

Alternative 3 takes Alternative 2 and adds even greater berthing capacity by expanding the marina to the north. It is recognized that this alternative is not in conformance with the RFP, but is provided as an illustration for the potential of a larger scale and/or future development. In order to make this alternative feasible, IGY would propose to negotiate with the State and City to extend the boundaries of the existing submerged land lease, and address riparian rights issues with the adjacent landowner.

Alternative 3 is an attractive option because it adds greater scale to the project, substantially increasing the financial benefit to the City in addition to the potential economic development for the local marine industry, the community, and Fort Lauderdale International Boat Show. Due to its scale and size alone, the project would truly achieve "iconic" and "world class" status, with the ability to accommodate several of the world's largest vessels at one time.

The additional dockage on the expanded seabed in Alternative 3 could be developed at a later time as a second phase of the project.

Note: It was IGY's intent in developing this proposal to clearly illustrate and explain the various factors that should be considered as part of the Las Olas Marina redevelopment process. IGY is prepared to assist the City in evaluating the merits of all options, carefully weighing and prioritizing each of the City's economic and land use objectives, as well as the specific requirements of the RFP. The alternative layouts presented are conceptual in nature, and are not intended to be interpreted as the final or only possible redevelopment plans.

Sustainable Design

Sustainability is important in the planning and design, construction, and operational phases. IGY places

Slip Size (ft)	No.	Slip-feet
80	4	320
90	2	180
100	12	1,200
120	2	240
130	3	390
140	1	140
150	9	1,350
200	4	800
240	1	240
250	1	250
Total Dedicated	39	5,110
Side-tie	-	1,448
Total Slip-Feet		6,558

Fig 4.7: Alternative 3 Slip Mix



Fig 4.8: Alternative 3 Site Plan

a high emphasis on sustainable features and practices throughout all phases of the development process.

Planning/Design

While LEED® (Leadership in Energy and Environmental Design) certification by the U.S. Green Building Council (USGBC) is available for upland and building components, there is no such specific designation for marinas. Current local, state, and federal permitting requirements will also help guide environmental design to minimize potential negative impacts. During the planning and design stages, specific measures to incorporate sustainable elements include the following:



- Minimization of dredging to the extent necessary for the project needs
- Use of dredge material in beneficial ways that can include wetland creation, nearshore berms, living shoreline edges, etc.
- Energy saving materials and systems, including high-performance insulated glass for buildings
- Use of meters on shore power and water supply to the vessels; minimizes unnecessary usage and waste
- Use of modular, prefabricated floating dock systems of inert materials which are in contact with the water – including typically concrete, coated or stainless steel, marine aluminum alloy, and plastics; use of treated timber will be minimized
- Use of recycled plastic and wood materials where possible (e.g., decking, fencing, etc.)
- High-efficiency HVAC equipment and other utilities systems
- Consideration of recycled and regionally extracted and manufactured materials, such as concrete, steel, and other building materials
- Integration of system elements to collect, transfer and/or treat bilge water
- Finish materials, paints, adhesives, caulks and sealants that contain low or no volatile organic compounds to maximize healthy air quality
- Maximization of natural daylight in the operations building
- Recycled and recyclable building and landscape materials where practical
- Minimization of night sky pollution via lighting design
- Use of solar powered lighting for navigation lights, landscape lighting, and walkway and deck illumination

Construction

During construction, IGY and its contractor(s) will be bound by the eventual local, state, and federal permit conditions and requirements of the environmental protection project technical specifications.

Typical Best Management Practices would include:

- If the approved plan includes excavation of the upland to create a larger marina basin, excavation would be completed “in the dry” with land-based equipment before the existing bulkhead is removed to reduce potential turbidity impacts
- Dredged materials would be barged or hauled from the site and disposed of in a confined disposal facility

IGY
MARINAS

- During times of active demolition and dredging, the contractor will deploy floating turbidity curtains to contain any suspended sediments within the active work area. Turbidity curtains will not be removed until confirmation that water clarity has returned to pre-construction conditions
- Silt curtains or other upland controls will be employed to minimize potential for siltation and runoff of soil and debris from the upland into the coastal waters
- Turbidity monitoring will be conducted according to requirements of the project construction permits
- Operators of construction equipment and all other project workers shall not harass any marine mammals, waterfowl, or fish in the project area
- Barges and work vessels used during construction shall not anchor or ground on any critical benthic communities
- The contractor will keep a spill prevention, control and counter-measures (SPCC) plan on site and appropriate materials in the event any spills occur
- The contractor will dispose of all demolition and construction debris resulting from the proposed project at an appropriate location in a timely manner
- Manatee monitoring

The renovated marina would re-establish the Clean Marina designation operationally. Operational elements which would be continued, would include the following:

- No provision for fueling on site. This eliminates concerns for leaking storage tanks and/or dispensing operations
- Prohibition on vessel waste discharges and major vessel maintenance (interior and minor exterior typical upkeep and maintenance would be permitted) at the facility
- Provision of ample, covered trash collection locations
- Posting and clear requirements on slip lease agreements for solid waste streams, liquid waste streams, zero discharge requirement and recycling facilities
- Recycling stations placed at easily accessible and managed areas to include paper, plastic, and aluminum products, batteries, oil, etc.
- Use of green cleaning materials to limit potential pollutants and nutrients entering the waterway
- Promotion of energy and environmental education programs for boaters and community members

Section 5: Proposed Facilities and Amenities

As should be expected of a signature project in the yachting capital of the world, IGY would seek to incorporate industry leading technology, products, and methods into the marina redevelopment to the extent practical within the financial framework required by the City. With the stated objective of increasing large vessel accessibility, the marina will need to be planned accordingly. Larger vessels have much more significant demands on marina infrastructure than smaller vessels. Docks for large vessels must be more stable, reinforced, and sturdy in order to withstand the very significant lateral loads. The docks and marina must be designed accordingly to provide safe and convenient access to vendors and crew accessing the vessels. Larger vessels have substantially different electrical power requirements, often at voltages and amperages consistent with small office buildings. IGY will rely on its depth of experience in developing and operating marinas, as well as its consultant team, to properly identify and incorporate all of the specialized demands of these complex vessels.

Dredging

In order to achieve the scale necessary to financially justify the redevelopment of Las Olas Marina, all alternatives proposed by IGY include the dredging of the Intracoastal Municipal Parking Lot. Approximately 50,820 CY of material will be dredged from the existing submerged lands in order to achieve the mandated 15-foot draft, and approximately 145,200 CY of material will be excavated from the Intracoastal Municipal Parking Lot in order to make way for the expanded basin. The Intracoastal Municipal Parking Lot will be excavated in the dry to limit the potential for any degradation in the water quality of the waterway.



Bulkhead

As part of the project, and due to the establishment of a new waterline, all new steel sheet-piling and concrete bulk-heading will be installed in the project. Even if the marina is not expanded, the existing bulkhead would potentially require replacement due to the fact that it was not designed to accommodate the mandated 15 feet of depth in the existing submerged lands. The elevations of the bulkheads would be set only after careful consideration of data from FEMA flood maps and rising sea levels.

Docks

IGY would propose to utilize Bellingham Marine's industry leading floating concrete dock product or an equivalent. These concrete docks provide the longest life expectancy in the industry. Bellingham Marine and ATM have designed and constructed countless marina projects, including many projects dedicated to accommodating larger vessels. Both companies understand the challenging structural design requirements. Floating concrete docks, similar to the docks at competing marinas such as Bahia Mar, are preferred by guests because they rise and fall with the tidal range, making (dis)embarkation and fendering easier. The floating aspect also provides some flexibility in the design to accommodate the potential for rising sea levels. The docks for larger vessels would be designed to widths of 12 and 18 feet in order to provide the stability that larger vessels require, and to be able to accommodate golf cart traffic.



REDEVELOPMENT OF LAS OLAS MARINAS



IGY Marinas
Aerial Perspective of Alternative 1



Utilities

The utility infrastructure at Las Olas Marina will be designed to accommodate both the smallest and largest of vessels. There are a variety of utility pedestals on the market, many that are designed to provide a range of voltages, amperages, and receptacle combinations. These metered utility pedestals would also provide water connections to guests. One of the most important amenities to boaters these days is WIFI internet access. While there can be substantial interference to WIFI signals in marinas caused by active radio frequencies and the presence of masts and vessel superstructures,

IGY has significant experience providing the best possible WIFI signal in the most challenging conditions. The marina will also have sewage pump-out facilities –consistent with the requirements of Clean Marinas.

Lighting

IGY would propose to use solar powered light fixtures where possible. Lighting at the marina would be restricted to what is necessary for safety and ambiance, and would avoid unnecessary and overbearing lighting fixtures in order to adhere to all environmental and light pollution restrictions.

Upland Facilities and Amenities

Due to budgetary and spatial constraints, IGY proposes that the marina and guest support facilities would all be located within the City’s proposed parking garage. It is estimated that approximately 6,000 sq. ft. would be required to support the marina:

- Marina administration and reception: 2,000 sf
- Marina operations “back of house”: 2,000 sf
- Marina guest amenities (lounge, locker rooms): 2,000 sf



The garage plan developed by Arquitectonica and EDSA provides for 5,850 of gross area allocated to “Marina Offices/Police Substation” on the first floor. IGY would require that entire space, as well as several parking spaces for the marina’s golf carts, refuse and storage, and other back-of-house uses that are not able to be accommodated elsewhere.

Because the marina is located in such close proximity to a myriad of dining, shopping, marine services, lodging, and entertainment options, IGY is of the view that, in either option, substantial resort-style amenities for the patrons of the marina are not required in order for the marina to be successful. Fort Lauderdale is “home” to many of the patrons and vessel crew expected to visit the marina. Unlike a “destination” marina on a remote island, Fort Lauderdale is a homeport and the marina does not need to provide extensive amenities and entertainment options because they already exist. However, basic needs, such as bathrooms, showers, reception, and gathering areas should be contemplated and programmed. A necessary ingredient to create a world class marina destination is ambiance. The world’s greatest

marinas and destinations are visually stimulating and feature thoughtful design and scale. They also have a special energy, driven by the confluence of human activity, commerce, and leisure. IGY recognizes that people want to visit and spend time at marinas that are active and interesting. Moreover, the destination must be authentic and reflect the local culture and environment. The redevelopment of the Las Olas Marina may fall short of the RFP's Planning and Land Use objectives if the surrounding upland, including the parking garage, vehicular and pedestrian right of ways, and open space are not carefully planned and executed upon by the City and its contractors and consultants.



The upland area adjacent to the marina could be used to enhance the overall appeal and ambiance surrounding the waterfront area as viewing access for the public, space for public art display, or simply to serve as an area for visitors to gather and enjoy the surroundings. If selected, IGY would propose to work closely with the City and EDSA to carefully plan the approach to the surrounding upland area.

Public Access to the Marina

As part of IGY's redevelopment plan, IGY would seek to provide enhanced public access to the waterfront. Public access would be provided along the strip of land where the Water Taxi is located in Alternative 2. With the City's support, IGY would allocate an area for a kayak and paddle-board concession and/or launch, a community sailing program, fishing, photo opportunities, and other related activities allowing school children, tourists, and local patrons to enjoy an enhanced interaction with the Intracoastal waterfront. These facilities and activities would be designed to enhance community involvement in marine related activities and educational programs.

Section 6: Schedule

If selected, and upon the execution of the lease, it would be IGY's intent to transition operations of the Las Olas Marina from the City as soon as possible. IGY would also immediately begin to expedite the efforts necessary to gain the required approvals and permits for the marina redevelopment and execute the redevelopment plan as quickly as possible. There are several milestones that will largely be outside of IGY's control, however we have attempted to make reasonable estimates regarding:

1. Signing of the Lease with the City
2. Approval of the development plan by the City (including all necessary Planning and Zoning Approvals)
3. Approval of the redevelopment plan and any environmental remediation (if required) by the various regulatory agencies including:
 - a. Florida Department of Environmental Protection
 - b. US Army Corps of Civil Engineers in consultation with National Marine Fisheries Service
 - c. Broward County Environmental Protection and Growth Management Department
 - d. South Florida Water Management District.
4. Negotiation and execution of a long term cooperating agreement with the Fort Lauderdale International Boat Show
5. Securing of grant and debt funding commitments
6. Negotiation of an extension, and any necessary modifications, to the State pertaining to the submerged lands lease

IGY would seek to obtain development permits and approvals as quickly as possible after the City approves the development plan concept. If the approvals can be obtained by the summer of 2018, IGY would seek to commence construction immediately after the conclusion of the 2018 Fort Lauderdale International Boat Show. If the permits are not obtained, construction could potentially be delayed until after the 2019 Fort Lauderdale Boat Show (or later if there are significant delays). IGY would propose to complete all construction activities within the 11 months between Boat Shows; the redevelopment start date is completely dependent upon receiving the necessary regulatory approvals. The conceptual milestone schedule for the project is as follows:



Project Timeline

RFP Response Deadline	Apr 14, 2016
Lease signing with City	Oct 1, 2016
Commencement of marina operations	Nov 1, 2016
Commencement of Design and Permitting Efforts	Nov 1, 2016
City Approval of Design	Feb 1, 2017
Local, State & Federal Regulatory Approval of Redevelopment	July 1, 2018 Construction
Construction Commencement	Nov 15, 2018 (at conclusion of 2018 FLIBS)
Construction Substantial Completion	Oct 20, 2019 (prior to 2019 FLIBS)



Section 7: Economic Benefit and Financial Return to the City

If selected, IGY's proposal would result in substantial direct and indirect economic benefit to the City of Fort Lauderdale. The direct financial benefit to the City will largely be in the form of rent payments under the lease, property taxes, and capital improvement expense savings during the term of the lease. The indirect economic benefits of the solicitation are a bit more difficult to quantify, but are well-documented and supported in the research and publications of Thomas J. Murray & Associates, Inc., the Marine Industries Association of South Florida, the United States Super Yacht Association, and others. It is widely-accepted that the expansion of marine berthing facilities, particularly with regard to large vessel berthing, coupled with the dredging of the Intracoastal Waterway will have sizeable, immediate economic benefits to the City, local businesses, and to the general community. In order to best illustrate the economic potential of the Project, IGY sought the assistance of economist Thomas J. Murray who reviewed the IGY proposal and provided the economic projections outlined below.

Direct Financial Benefit to the City

The direct financial benefit to the City will be in the form of:

1. Base Revenue plus Percentage Revenue paid by IGY to the City under the lease agreement
2. The estimated capital investment savings over the term of the lease that the City will recognize due to the fact that there will no longer be an obligation by the City to maintain the Marina during the term of the lease.
3. Property taxes

Base Revenue:

Alternative 1: In evaluating the anticipated redevelopment costs, expected initial financial performance, and the requirements of the RFP, IGY would propose to pay the City a Base Revenue of \$525,000 per annum during pre-development years 1 thru 3, and \$1,000,000 per annum during operating years 4 thru 5 (post-development), increasing by 10% every five (5) years over the term of the Lease Agreement. The total Base Revenue paid to the City during the 10-year analysis period would total **\$9,075,000**.

Alternative 2: In evaluating the anticipated redevelopment costs, expected initial financial performance, and the requirements of the RFP, IGY would propose to pay the City a Base Revenue of \$525,000 per annum during pre-development years 1 thru 3, and \$1,050,000 per annum during operating years 4 thru 5 (post-development), increasing by 10% every five (5) years over the term of the Lease Agreement. The total Base Revenue paid to the City during the 10-year analysis period would total **\$9,450,000**.



Percentage Revenue:

Consistent with the requirement of the RFP, IGY would propose to pay the City a Percentage Revenue equal to 12% of total net revenues for the proposal of Alternative 1, or 14% for the proposal of Alternative 2. The Percentage revenue would be calculated based upon net revenues which would include revenues generated through dockage and special events such as the Fort Lauderdale International Boat Show.

The primary revenue source for the Marina is slip revenue. Utility revenue would be excluded from the Percentage Revenue calculation because there is no margin allowed on the resale of utility service in the State of Florida. There are no fuel facilities at the Marina. Miscellaneous/ Concierge related revenues would also be excluded as those services and products, if provided, represent very small revenue streams and are typically at very low margin income streams. IGY's proposal does not include a ship's store, and if a ship's store were included in the program, it is recommended that the operation be leased to a 3rd party. The total Percentage Revenue paid to the City during the 10-year analysis period would be \$5,666,925 for Alternative 1 or \$6,871,460 for Alternative 2.

City Revenues over 10 Year Projection	Alternative 1	Alternative 2
Base Revenue to City	\$9,075,000	\$9,450,000
Percentage Revenue to City	\$5,666,925	\$6,871,460
Total Rent Revenue to City	\$14,741,925	\$16,321,460
Average Minimum Base Revenue per Annum	\$907,500	\$945,000
Average Minimum Base + Percentage Revenues per Annum	\$1,474,192	\$1,632,146

Pre-Development Rent Abatement:

While the financial information provided by the City suggests that the Marina currently produces between \$1.2 Million and \$1.5 Million, it is important to note that those figures exclude some employee expenses, insurance, capital infrastructure expenses, and other cost allocations to the City budget that if incorporated, would likely bring the actual net income received by the City from the Marina down to \$1,000,000 or less. Furthermore, there are operating expenses that a 3rd party operator will incur that are not currently reflected in the annual financial statements provided by the City, such as property tax. In order to reposition the Marina for the future, IGY would also seek to raise the standards and level of service at the Marina which will require an increase in total operating expenditures.

Over time, the facility will stabilize and begin offsetting these higher expenses with increased revenues but this will not occur immediately. Considering these facts, a 3rd party operator such as IGY would not be able to operate the Marina to a higher standard and simultaneously satisfy the City's current income projections. Prior to, and during construction, IGY would be willing to pass on all Net Operating Income to the City after the payment of all operating expenses and the IGY management fee. The projected total rent payable to the City during Years 1-3 under Alternatives 1 and 2 are provided in the following table:

City Revenues During Years 1-3	Alternative 1	Alternative 2
Year 1	\$762,410	\$801,979
Year 2	\$745,071	\$781,750
Year 3	\$721,213	\$761,311
Total Rent Revenues Years 1-3	\$2,228,695	\$2,345,040



Fig 7.1: Total Direct Financial Benefit to the City in the First 10 Years:

	Alternative 1	Alternative 2
Base Revenue	\$9,075,000	\$9,450,000
Percentage Revenue	\$5,666,925	\$6,871,460
Capital Infrastructure Expense Savings	<u>\$4,000,000</u>	<u>\$4,000,000</u>
Total	\$18,741,925	\$20,321,460

Please see Exhibit 9: Consolidated Financial Analysis for Alternative 1 for further analytic details.

Please see Exhibit 10: Consolidated Financial Analysis for Alternative 2 for further analytic details.

Federal, State and Local Tax Benefit

According to the analysis undertaken by Thomas J. Murray of IGY's proposal, the Project would result in \$2,814,295 of annual Local, State and Federal taxes. Please see *Exhibit 11: State and Local Tax Impacts (Marina Operations Only)* for a specific breakdown of these revenue estimates.

Additionally, since the Marina is operated by the City, it is currently exempt from paying property tax. IGY's financial projections include the payment of **\$1,775,000** in property taxes over the 10-year analysis period in both Alternative 1 and Alternative 2.

Economic Benefit

The total economic benefit of this Project to the City of Fort Lauderdale, the community, and the local marine and tourism related industries should not be overlooked or underestimated. There have been numerous studies, including a 2013 study by Thomas J. Murray & Associates, Inc. that have analyzed the tremendous economic benefit that will be generated by increasing the large vessel accessibility to the waterways of Fort Lauderdale. The dredging of the Fort Lauderdale Intracoastal Waterway will have a sizeable impact but must be coupled with the development of appropriate berthing to accommodate the vessels that will soon be able to enter Fort Lauderdale's protected waters for the first time in some cases. The redevelopment of Las Olas Marina is one of the few opportunities in Broward County to expand and improve the inventory of properly designed docks capable of accommodating larger vessels.



The total economic impact of IGY's Project proposal was analyzed by Thomas J. Murray. Both the immediate impact from construction and the on-going impact of the enhanced and expanded marina operations were evaluated.

Capital Investment

Approximately \$25,000,000 in direct investment in the construction of the new marina is programmed.

The construction process will utilize various local and regional trades including architects, general contractors, barge and crane operators, dock builders, carpenters, masonry workers, painters, welders, electricians, accountants, attorneys, etc. and will further contribute added tax based dollars to the city. According to Thomas J. Murray, the total economic benefit of the construction of the Project would reach \$78,552,750, broken down as follows:

Fig 7.2: Total Economic Impacts by Effect and Type of Construction

Impact Effect/Type	Output	Employment (Jobs)	Value Added	Labor Income	Business Taxes
Direct	\$25,500,000	185	\$13,709,820	\$8,331,683	\$946,989
Indirect	\$14,300,743	92	\$8,060,657	\$4,738,207	\$507,062
Induced	\$38,752,007	293	\$20,462,623	\$12,595,860	\$1,463,149
Total Impact	\$78,552,750	570	\$42,233,100	\$25,665,750	\$2,917,200

When indirect and induced economic impact are considered, over **570** jobs have the potential to be created.

Marina Operations

IGY will bring a much more robust operating platform to the Las Olas Marina that will result in increased operational spending in Payroll and Benefits, Marketing, Repairs and Maintenance, Insurance, etc. IGY would plan to directly employ approximately eight (8) full time employees (with benefits) as well as one (1) additional seasonal employee to provide the level of service demanded and expected of an IGY destination. This is a significantly higher number of employed individuals than is currently supported by the City at the Marina. IGY's management of the marina will also provide Marina employees with the opportunity to participate in various training modules to enhance their skillset as well as the ability to cross train and visit other IGY facilities.

The community will benefit from the Project by capturing a large portion of the operating expenditures as well as the recreational expenditures of these vessels, their owners and their crews while they are in port. The economic impact of a single 200-foot-long megayacht is over **\$15,162,728 (see Exhibit 12: Economic Impact of a Single 200-Foot Megayacht)**. Repairs, supplies, fuel, insurance, employee expenses, dockage, food, and communications are all typical expenses of vessels that could be incurred locally while in port. Owners, guests and crew can be expected to spend locally on entertainment, accommodations, dining, and shopping.

IGY also firmly believes that the collective efforts to successfully deepen the Intracoastal Waterway and redevelop Las Olas Marina will immediately stimulate an increase in the South Florida's marine industries. As an example, a recent 2015 economic analysis report conducted by Thomas J. Murray & Associates, Inc. about the effects of the Dania Cutoff canal dredging project found that boatyards in the Dania area realized increased revenues of 59% and increased demand levels of 54% as a result of the accessibility the creation of 132 new jobs and an increase of \$23.4Million to Broward County's economic output. IGY sees this scenario as a shining example of the potential of the Project. ***It is estimated that once redeveloped, the Project will contribute \$21,606,887 on an annual basis to the local economy and sustain 210 jobs.***

Fig 7.3: Total Economic Impacts by Effect and Type of Impact - Marina Operation - TJM, Inc.

Impact Effect/Type	Output	Employment (Jobs)	Value Added	Labor Income	Business Taxes
Direct	\$5,700,000	87	\$2,370,436	\$1,990,372	\$380,065
Indirect	\$3,933,593	34	\$2,254,726	\$1,445,771	\$190,591
Induced	\$11,973,295	90	\$7,188,276	\$4,395,259	\$525,842
Total Impact	\$21,606,887	210	\$11,813,438	\$7,831,401	\$1,096,498

As discussed in **Section 4 - Approach to Scope of Work**, both Alternative 1 and Alternative 2 proposed in this document would help support the local marine industry and have a positive impact on the economy. Whereas the current Las Olas Marina only has approximately 545 LF of dockage available to accommodate larger vessels, both Alternatives 1 and 2 in this proposal have over 4,300 LF of dockage specifically designed to accommodate large vessels. After careful review and analysis, IGY has formed the view that Alternative 2 provides a much greater economic impact to the City, and more directly addresses the current shortage of large vessel berths available in Fort Lauderdale. Simply put, without supplying the proper infrastructure to accommodate the world's growing fleet of large vessels, the City would clearly be missing out on a unique competitive advantage that would produce recognizable returns to its economy and overall international appeal.

Total Economic Benefit

It is estimated that IGY's proposal will result in significant economic benefit to the City and the surrounding community during the initial 10-year analysis period including:

- Up to **\$20,300,000** in revenue and capital infrastructure cost savings to the City during the 10-year period
- A projected **\$1,775,000** in new property taxes during the 10-year period
- **\$2,814,595** annually in Federal, State, and Local tax revenue
- **\$78,552,750** in total economic impact and 570 jobs during the construction of the project
- **\$21,606,887** in total annual economic impact and 210 jobs post-redevelopment

This solicitation has the potential to be a shining example of public-private partnership at its best. With no capital investment required by the City of Fort Lauderdale, the City will receive a world class marina facility and operation that integrates seamlessly into its strategic vision with the Central Beach Master Plan, while also benefiting from increased revenues. The community benefits from the redevelopment of an underutilized public asset in a non-intensive manner consistent with its existing use. In contrast to current developments throughout the area and past redevelopment proposals for this site, IGY believes this development provides a positive unobtrusive enhancement to the community. The marine industry and private local businesses will benefit from increased visitation and access to clients and guests. And lastly, the residents of Fort Lauderdale will benefit from increased investment, spending, and jobs. The positive impact to the community, the economy, and the establishment of Fort Lauderdale as a world class destination will be substantial if properly supported and executed.

Section 8: Financial Feasibility and Cash Flow Analysis

IGY has prepared a detailed financial feasibility study and cash flow analysis for both of the marina redevelopment alternatives being submitted within this proposal. The following section explains IGY's set of assumptions and financial results based on carefully analyzed historical data provided by the City and general observations made in relation to comparable marina facilities and locations. *Please refer to Exhibit 9: Consolidated Financial Analysis for Alternative 1 for further analytic details. Please refer to Exhibit 10: Consolidated Financial Analysis for Alternative 2 for further analytic details.*

Notes to the Profit and Loss Statement

Slip Revenues

Projections were generated based on data and information provided by the City as part of this RFP process. In addition, IGY relied on its comprehensive understanding of current market trends and cross referenced key metrics from its internal databases in order to provide a competitive market analysis (see Exhibit 6: Las Olas Marina Marketing Plan). To provide detailed revenue projections, IGY applied varying dockage rates and occupancies to multiple categories of vessel sizes to accurately illustrate realistic performance levels. For both Alternative 1 and Alternative 2 scenarios, the dockage rates and occupancy levels are expected to gradually increase on an annual basis with the expectation that the redeveloped Marina will reach a stabilized operating environment within its first five (5) years of normal business operations. As illustrated in the following tables, the projected rate and occupancy amounts vary based on the type of vessel able to be accommodated in each scenario. For example, Alternative 2 is capable of berthing a greater volume of larger sized vessels than Alternative 1 and therefore commands higher realized rates but slightly lower occupancies due to the seasonality of this type of vessel. In either scenario, IGY expects to increase dockage rates at an average of 3% to 5% per annum while realizing total annual occupancy growth of 2.5% to 5%. Stabilized annual occupancy levels for Alternative 1 and Alternative 2 are projected to reach 77% and 71%, respectively.

Alternative 1	Pre-Redevelopment			Post Redevelopment						
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Available LF	1,149,050	994,700	246,496	2,064,404	2,064,404	2,064,404	2,064,404	2,064,404	2,064,404	2,064,404
Occupied LF	765,900	689,695	172,232	1,345,077	1,412,330	1,469,151	1,517,634	1,553,156	1,577,028	1,587,728
Occupancy %	67%	69%	70%	65%	68%	71%	74%	75%	76%	77%
Rev/Avail. LF	\$1.48	\$1.57	\$2.54	\$1.93	\$2.10	\$2.25	\$2.39	\$2.53	\$2.65	\$2.75
Rev/Occ. LF	\$2.22	\$2.26	\$3.63	\$2.96	\$3.07	\$3.16	\$3.25	\$3.36	\$3.47	\$3.57

Alternative 2	Pre-Redevelopment			Post Redevelopment						
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Available LF	1,149,050	994,700	174,400	1,460,600	1,460,600	1,460,600	1,460,600	1,460,600	1,460,600	1,460,600
Occupied LF	765,900	689,695	121,952	846,790	892,854	926,861	954,666	983,306	1,012,806	1,043,190
Occupancy %	67%	69%	70%	58%	61%	63%	65%	67%	69%	71%
Rev/Avail. LF	\$1.48	\$1.57	\$3.89	\$2.83	\$3.11	\$3.32	\$3.52	\$3.74	\$3.96	\$4.20
Rev/Occ. LF	\$2.22	\$2.26	\$5.56	\$4.88	\$5.08	\$5.23	\$5.39	\$5.55	\$5.71	\$5.89

In 2017, IGY's first year of operations of the Marina, the Marina is expected to achieve slip revenues of \$1,702,876, an increase of \$338,559 or a 24.8% increase from 2015 levels under City management. IGY

expects to realize a decrease in slip revenues in years 2018 and 2019 due to the planned redevelopment period that will significantly limit the amount of days available to conduct normal business at the Marina. ***In 2020, the first year after redevelopment of the Project, the Marina is projected to produce slip revenues in the range of \$4.13MM, an increase of approximately 203% over 2015 slip revenues, based on the Alternative 2 proposal.***

Boat Show Revenue

Assuming the successful execution of a long term contract with the appropriate parties involved with production of the annual Fort Lauderdale International Boat Show, revenue projections are based on an analysis of planned facility enhancements (i.e. slip count, slip size, amenities) and adjusted to be consistent with compensation amounts of other venue agreements. In 2015, FLIBS paid the City \$93,911 for use of the Marina. IGY has underwritten \$250,000 in annual revenue to be paid by FLIBS during the pre-development years (2017 thru 2018) and \$1,000,000 in annual revenue to be paid by FLIBS commencing in year 2019 when the Boat Show is expected to occupy the newly redeveloped Marina. The FLIBS revenue adjustments are a critical element of the plan to achieve the City's financial objectives.



Payroll and Benefits

Based on IGY's experience managing comparable marinas around the world and acknowledging the need to raise the current service standards, IGY is planning to strategically increase staffing levels both prior to and following the redevelopment of the Marina. By year 2020, IGY is estimating an increase to Payroll and Benefits of approximately 177% over the City's 2015 levels. Please note IGY's employment intentions for the Marina include the hiring of several critical full time positions including a General Manager, Dockmaster, and Maintenance Engineer.



IGY Management Fee

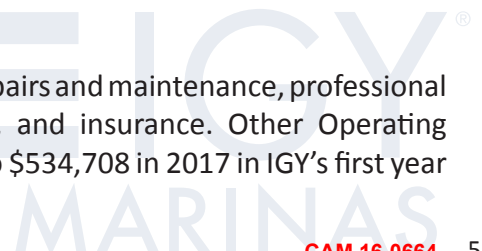
Based on normal industry compensation rates, IGY proposes a Management Fee equal to \$200,000 per year pre-development and 5% of gross profit post-redevelopment. The functions covered by the IGY Management Fee, includes operational, marketing, and financial oversight by persons not directly assigned to the Marina.

Rent Revenue to the City

The total annual amount of Base Revenue and Percentage Revenue rent paid to the City under the Lease Agreement. Please refer to **Section 15: Financial Returns & Non-Financial Returns to the City.**

Other Operating Expenses

Includes operating expenses associated with marketing, IT, supplies, repairs and maintenance, professional fees, telephone, credit card commissions, property taxes, utilities, and insurance. Other Operating Expenses in 2015 were \$365,294, and are projected to increase 46% to \$534,708 in 2017 in IGY's first year



of operation of Marina. This expense increase reflects the cost associated with privatizing the operations of the marina (such as property taxes), IGY's planned efforts to enhance service standards, and the fact that the Marina's current operating expenses may be underreported due to cost allocations in the City.

Notes to the Cash Flow Analysis

Net Operating Income

Gross Revenues, less all Operating Expenses (including annual Rent Revenue payable to the City under the Lease Agreement).

Capital Expense Reserve

Annual contribution of \$150,000 to the Capital Improvement Reserve Account as required by the RFP to fund future capital improvements.

Development Cost

Total development cost, including all hard and soft costs, for the redevelopment of the Marina.

Loan Proceeds

Expected loan amount that will be used to help finance the marina. The anticipated terms of the loan are described in **Section 12: Financing Plan and Capacity**.

Grant Proceeds

The grant proceeds that IGY would seek to secure to aid within financing the project. The grant funding is described in **Section 12: Financing Plan and Capacity**.

Debt Service and Loan Pay-down

The annual interest and principal payments associated with the loan obtained to finance the Project. The loan balance is included in Year 10 for analysis purposes only.

Reversion

The estimated value of the facility (and future cash flows) in Year 10, included for analysis purposes only.



Section 9: Financing Plan and Capacity

IGY has successfully managed both revenues and operating expenses across multiple marinas in several different diverse jurisdictions, yielding positive results and continuously exceeding industry benchmarks. IGY managed to navigate its entire portfolio of owned assets through the 2008 global financial crisis. Since 2010 its portfolio of owned assets has achieved significant top and bottom line growth and its balance sheet is sound. The following statistics illustrate IGY's successful track record managing its portfolio of marinas in the most recent five (5) year period (2009 – 2014) under its current executive team:

- Total Gross Revenues have increased by 95%
- Operating Expense Ratios have decreased (savings) by 7%
- Net Operating Income (NOI) has increased by 55%

Because it is a privately held company, IGY has elected not to disclose detailed financial information as part of this public process, under trade secret protections afforded by Florida Statutes 119.071(4)(c). Nonetheless, the company would provide assurances and references in a confidential manner based upon specific requests.

IGY's parent company and sponsor, Island Capital Group LLC, is a leading international real estate merchant bank headquartered in New York City, New York. Island Capital Group LLC controls a diverse group of real estate service companies engaged in a broad range of real estate related activities, including commercial mortgage servicing, principal investment, fund management, financial advisory, and consulting services. Island Capital Group's largest controlled affiliate, C-III Capital Partners, in turn controls C-III Asset Management. As the named special servicer for approximately \$130 billion and the primary servicer for over \$16 billion of commercial real estate loans, C-III Asset Management is one of the country's largest commercial loan servicers. Through another controlled affiliate, Island Capital Group LLC oversees several real estate related investment funds with assets of a net worth of more than \$3.7 billion under management. Investors in Island Capital Group LLC's controlled affiliates include high net worth families and some of the largest pension funds and insurance companies in the United States. For more information on Island Capital Group LLC, please visit www.islecap.com.



Since 2005, Island Capital Group and IGY have placed over \$400,000,000 in debt and equity financing for marina related properties and projects. The (re) development of Yacht Haven Grande and Rodney Bay Marina, projects highlighted in **Section 3: Experience, Qualifications, and References**, required nearly \$200,000,000 in debt and equity financing. IGY has most recently financed and/or refinanced over \$100,000,000 worth of marina-related properties in its portfolio.

IGY proposes to finance the approximately \$25,000,000 redevelopment of Las Olas Marina with a combination of both debt and equity. IGY is projecting approximately \$15,000,000 in debt based on a

60% loan-to-value ratio, 7% interest rate and 25 year amortization period. Capitalized interest during the construction period is included in the development cost. The debt financing would be secured by an interest in IGY's lease of the property from the City.

The project is expected to require approximately \$10,000,000 in equity financing. IGY's underwriting of the project is based upon the assumption that IGY, with the City's cooperation, will be able to secure \$5,000,000 in grant funding for the marina redevelopment project with the balance funded by IGY.



As part of its underwriting, IGY has assumed that given its track record and experience, it could qualify the marina for a grant under the United States Fish and Wildlife Service Boating Infrastructure Grant Program ("BIG-P Grant") of approximately \$3,000,000. The Wildlife & Sport Fish Restoration program grants between \$12Million -16Million annually nationwide. IGY's marine engineering consultant, ATM, is intimately familiar with the program and has secured over \$15 Million in funding for its clients in recent years. The purpose of the BIG-P Grant program is to improve and advance the availability of berthing for transient vessels which will be a key market demographic of the redeveloped Las Olas Marina.

Additionally, IGY would require the City's support in seeking grant funding for the marina redevelopment from the Florida Inland Navigation District ("FIND"). The redevelopment of Las Olas Marina furthers FIND's efforts to increase large vessel accessibility to Fort Lauderdale through the deepening of the Intracoastal Waterway. Informal inquiries suggest that FIND would view the project favorably and up to \$3,000,000 in grant funding could potentially be available to the project upon submission of a successful application.

No funding, guarantees, subsidies or credit enhancements will be required of the City of Fort Lauderdale in the financing of this project. The grant funding is only required in order to achieve the stated financial return requirements of the City, while still providing a reasonable return to the developer.



EXHIBIT DIVIDER HERE



EXHIBIT 1

Applied Technology Management Experience and Capabilities



EXPERIENCE AND CAPABILITIES

Applied Technology Management:

Providing more than 30 years of sustainable engineering & design services.



PROJECT NAME

Las Olas Marina

RFP #: 265-11729

PROPOSER:

Eric Simonton

EVP Real Estate and Asset Management

1 Main Financial Plaza

100 South East 3rd Avenue Suite 802

Fort Lauderdale, FL 33394

ATM CONTACT

Sam Phlegar

Jacksonville, FL

phone: 843-414-1040

sphlegar@appliedtm.com



appliedtm.com

Marina and Waterfront Development Services

Leading the Way in Marina and Waterfront Development

Capabilities

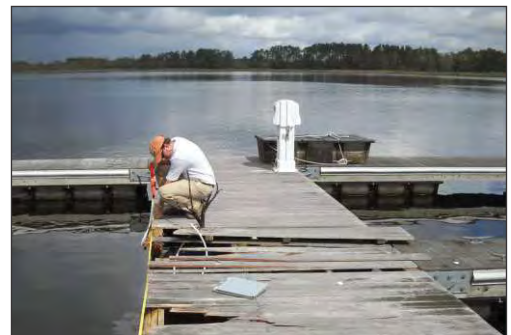
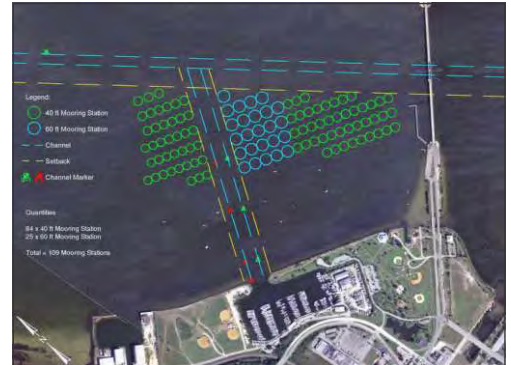
- Market Analysis
- Due Diligence and Business Audits
- Planning and Feasibility Studies
- Financial Analysis and Pro Forma Modeling
- Engineering Studies and Design
- Bidding and Construction Services
- Operation Consultancy Services
- Dredging and Dredged Material Management
- Environmental Impact Studies and Permitting
- Grant Funding Assistance

ATM has a full service marina team with comprehensive experience and expertise in all phases of waterfront development. Our staff has been involved in hundreds of marina and waterfront development projects worldwide. Our team of marina experts helps clients meet the most crucial needs of waterfront development: economics, engineering and operations.

As a result of our extensive experience, and in working on unique and challenging marina and waterfront development projects, ATM has a thorough understanding of the marina environment. Our areas of specialization include municipal waterfront revitalization, public and private marina development and redevelopment, and resort development.

Before engaging in the planning and design of a waterfront project, we research our client's objectives and budget requirements. This often includes a feasibility report that incorporates market analysis, business planning, pro forma analysis and conceptual designs for the early stages of project development. A complete analysis of site conditions, environmental and permitting requirements, and preliminary cost estimates are also completed for early review with our clients.

ATM's marina design process produces cost-effective development programs that optimize a client's opportunities for success. Our financial analyses and engineering assessments have been used to support project-financing packages from many prestigious lenders. Our knowledge of dock manufacturers and materials suppliers, and our relationship with marina financial providers and lending institutions, enables us to assist clients with all aspects of waterfront planning and marina development.



Yacht Haven Grande Megayacht Marina Restoration

Island Global Yachting
St. Thomas, U.S. Virgin Islands



Winner of the 5 Gold Anchors Certification
by The Yacht Harbour Association's (TYHA)
Gold Anchor Award Scheme

Services Rendered

- Market Evaluation of Megayacht Industry
- Site Evaluation
- Engineering and Economic Feasibility Assessment (Including Pro Forma)
- Utilities Design and Specification
- Marina Design and Construction Documents
- Construction Administration Services

Project Summary

Located next to the cruise terminals in St. Thomas Harbor, the Yacht Haven Grande facility was designed to become a world-class yachting destination. As the primary marine consultant for the harbor restoration project, ATM evaluated the market for the proposed facility, recommended a design layout based on market demand, and assessed the financial viability for the proposed restorations. ATM conducted a comprehensive market study in the vicinity of the Virgin Islands and Puerto Rico, as well as an investigation of megayacht cruising patterns in the Caribbean basin. Results of ATM's analyses included identification of the pertinent market factors and forces projected to drive the demand, absorption and physical features of the facility.

Engineering design and construction oversight were provided for the final marine facility that offers more than 16,000 LF of total berthing capacity and incorporates two distinct components: one targeted to megayacht demand and the other to traditional marina tenants. The megayacht basin provides flexibility for varying characteristics, including 48 slips that include dedicated slips for vessels between 80 and 175', docks that allow alongside-berthing of vessels of varying lengths (up to 350'), enhanced site security, in-slip fueling, waste oil recovery and pumpout service, high-capacity electrical supply (up to 600A) and segregated docking facilities to provide owners and guests with the level of exclusivity they demand.

Complete design and construction documents were developed for the demolition, dredging and revetment rehabilitation along the 1,500 LF of shoreline. ATM also completed detailed design of the marina electrical system and provided design criteria, review, and coordination of marina pier and plumbing utility design-build project components. Construction phase support was provided during all aspects of project construction





Luxury yachting in the Leeward Islands

Since 2008, the Christophe Harbour development on the southeast peninsula of St. Kitts has been steadily growing, adding world-class amenities and attracting international visitors to a quiet corner of the Caribbean. Earlier this year, the first phase of the development's centrepiece marina opened for business, marking the completion of one of the largest infrastructure projects undertaken in the region in years. Through targeted design and uncompromising attention to detail, the Marina at Christophe Harbour is redefining the standard for luxury yachting in the Leeward Islands. *Justin Davis* reports

St. Kitts is located in the centre of the popular West Indian cruising circuit that includes premier destinations such as St. Maarten, St. Barths and Antigua. With breathtaking vistas of volcanic hills and crystal clear blue water, the island offers a wide variety of natural, cultural, culinary and recreational experiences to rival any destination in the greater Caribbean basin.

Christophe Harbour is an exclusive residential resort community that covers more than 2,500 acres (1,011ha) on the southeast peninsula of St. Kitts. The development features luxury residential home sites, five-star restaurants, bars and an exclusive members-only club. The Caribbean's first Park Hyatt hotel is under construction within the development and will include an 18-hole Tom Fazio golf course, which is scheduled for construction in the near future.

The master developer of the resort is the Christophe Harbour Development Company (CHDC) and the founder of the company, Buddy Darby, is an avid yachtsman. His vision for the community has been greatly influenced by his love of the water, as witnessed through the realisation of the world-class megayacht marina and its place as a cornerstone of the entire development. "We like to say this is a 'superyacht marina built by a superyacht owner and managed by superyacht captains'," he says. "It's true, of course, as we approached the design, engineering and construction of the dock with superyachts in mind. Every detail has been considered and the end result

is a state-of-the-art facility for the boat and a seamless experience for owners, charter guests, captain and crew."

The Marina Village will be a core amenity and activity centre for the Christophe Harbour community. When constructed, it will feature unique dining opportunities, boutique shopping experiences and open public spaces hosting local events and concerts. The marina village is purposefully designed to attract boaters, non-boaters, visitors and residents alike by incorporating touches of local culture and architecture into the fully modernised facilities. By remaining true to the heritage of the island and taking cues from local architecture, the Marina Village at Christophe Harbour will offer an experience that is both novel and authentic. Phase 1 of the Marina Village will be under construction later this year.

Targeted design

Applied Technology & Management, Inc. (ATM), a renowned engineering firm based in Florida, USA, was responsible for leading the design of the first phase of the marina. ATM called upon its specialist experience in megayacht facility planning to ensure that the marina is properly outfitted to accommodate the particular needs of large luxury yachts.

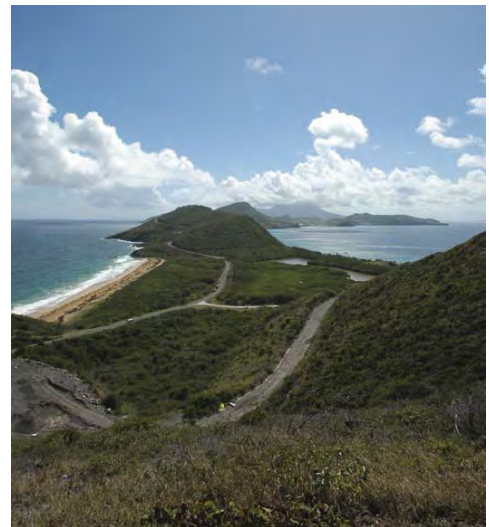
The 24 slips in the first phase of construction range from 150ft to 220ft (45.7m to 67m) with the capacity to berth vessels up to

300ft (91.4m) on the outer docks. A 32,000ft² (2,972m²) fixed concrete pier with 16ft (4.8m) wide main walkways and 12ft (3.65m) wide finger piers provide ample room for golf-cart and pedestrian traffic, while a deck that is located 5.5ft (1.67m) off the water easily accommodates the higher freeboard of larger yachts. Each slip is fitted with dedicated, state-of-the-art marina utilities including 200A or 400A shore



Justin Davis

Phase one slips installed at Christophe Harbour (above) on the beautiful southeast peninsula of St. Kitts (below).



WATERFRONT DEVELOPMENTS



As this CGI shows, with boats in place and the shoreside development completed, Christophe Harbour will be stunning by night. Phase one of the marina village will be under construction later this year.

power, high-speed in-slip fuelling (up to 150 gallons/min), high-pressure potable water, in-slip pump-out and modern high-speed communications (cable and Wi-Fi).

In addition to this advanced infrastructure, all of the marina elements adhere to very specific aesthetic requirements. The marina is inspired by classic Mediterranean ports, modernised through the use of monolithic elements, smooth lines and a minimalistic approach to the design of dock accessories. The fuel, pump-out and potable water hydrants are located below the deck in flush-mounted, custom-built stainless steel hatches. The power pedestals, designed and fabricated by Marina Electrical Equipment, are also custom-built to maintain a low profile, standing only 32in (0.8m) above the deck. This allows lines of sight across the marina to remain unbroken, drawing focus to the yachts rather than the utilities and other fixtures on the dock.

The upland marina offerings and services have been tailored specifically to megayacht owners and crew as well. The marina staff are uniformed and professionally trained, and complimentary concierge service ensures that patrons' needs are met, vessels are easily provisioned and crew are properly accommodated. The marina also has an advanced security system and 24/7 onsite security personnel and is pending certification by the International Ship and Port Facility Security Code (ISPS). It will be one of the only ISPS certified facilities in the region, providing a designated port of entry with streamlined Customs

and Immigration services. This will allow guests to spend more time enjoying the island and less time dealing with cumbersome customs procedures.

Serious challenges

The marina's first phase of development faced formidable challenges. One of the greatest trials that had to be overcome was the onset of the global economic recession in 2007/2008. Prior to the recession, the marina was to include over 300 slips of various sizes in a single phase. Due to the financial downturn, the plans for the marina had to be revamped to include phasing in line with the new economic climate.

CHDC also took specific measures to ensure that construction could begin immediately when the timing was right. Throughout the recession, ATM and CHDC worked to maintain dredging and land reclamation operations, modify and finalise marina plans and specifications, and keep potential contractors abreast of the project's status. In late 2013, when the economy was on the rise and the construction of the marina was justified, the project was competitively bid to a host of marine contractors from around the world. Construction began in early 2014 and the marina was opened with great fanfare in February of this year.

To ensure that the demanding technical and aesthetic requirements were met, detailed specifications and design parameters were established by ATM and the other members of the design team during the bidding process. Numerous bids were received and assessed based upon qualifications

and cost. Once the evaluation process was completed, a US contractor, American Bridge (AB), was selected to construct the marina. AB had the equipment, personnel and experience required to meet the demanding quality standards while maintaining an aggressive project schedule.

The remote location of the project posed logistical challenges as well. AB utilised its global network of suppliers to ensure that materials arrived on time at an efficient cost. Precast structural elements were manufactured in Virginia, USA and shipped over 2,000 miles (3,218km) to St. Kitts; steel pipe piles were fabricated in China and procured through a US-based supplier; and basic construction equipment, such as cranes and pile drivers, had to be mobilised from abroad due to the limited availability of equipment on the island. AB also brought in experienced expatriates to complement the local workforce, ensuring that the work was completed on time while adhering to the highest quality standards.

Realising a vision

The Marina at Christophe Harbour has been designed to be the heart and soul of the Christophe Harbour community. It is a manifestation of CHDC's vision for the yachting-oriented development, and hints at the scale and grandeur of that vision. Through dedicated efforts by all of the project team members and an unwavering commitment to maintaining the highest standards for all aspects of the project, the Marina at Christophe Harbour is redefining the standards by which Caribbean megayacht facilities are judged and has paved the way for the continued rise of St. Kitts as a premier destination in the Caribbean.

Justin Davis, PE, MBA is a project engineer and marina development specialist for Applied Technology & Management, Inc., Florida, USA. He can be reached via e-mail at jdavis@appliedtm.com.

Christophe Harbour Marine Construction and Earthwork

Christophe Harbour Development Company, Limited

St. Kitts, West Indies

Services Rendered

- Marina Feasibility
- Marina Planning, Design and Construction Phase Services
- Coastal Engineering
- Water Quality Modeling
- Flood Assessment
- Marine Earthwork Planning
- Bulkhead Design
- Entrance Channel Jetty Design
- Marina Harbor Conceptual Design
- Marina Phase I Construction Documents
- Earthwork Construction Phase Services

Project Summary

Christophe Harbour Development Company, Limited, began planning for the Christophe Harbour resort development on the Southeastern Peninsula (SEP) of St. Kitts in 2007. The project involves the creation of a harbor, lagoon, and islands from the Little Salt Pond and Great Salt Pond that currently occupy much of the SEP. When completed, Christophe Harbour will feature a state-of-the-art megayacht marina capable of accommodating vessels up to 300 ft LOA, a Mediterranean-inspired marina village, several 5-star hotels, various upscale residential products, as well as a Fazio signature golf course.

The evolution of the project-wide earthwork effort has required close coordination between Design Works (land planning consultant), S&ME (geotechnical consulting), Thomas & Hutton (site civil consultant) and ATM. Development of the marina plan has required several numeric modeling tasks to determine appropriate flood elevations, size and orientation of entrance jetties and evaluation of harbor and lagoon water quality. The Marine Construction and Earthwork project at Christophe Harbour consists of approximately 180-acres of reclaimed/improved land, a marina harbor featuring more than 200 dedicated slips, over 3,500 LF of side-tie berthing, and over 3,700 LF of vertical bulkhead. The harbor and lagoon shoreline plans include sloped rock revetment and littoral shelves planted with native, salt-tolerant vegetation as well as two large rock jetties with armor units of up to 25 tons.



REFERENCES

It is encouraged to reach out to our previous clients for each of their experience working with Applied Technology Management. Below, you will find five (5) references related to marina and coastal engineering projects in which ATM has been directly involved.

Project: Oil Nut Bay – YCCS Virgin Gorda

Mark Moore, Vice President,
Director of Purchasing and Logistics
Victor International – Oil Nut Bay
P.O. Box 134
North Sound, Virgin Gorda, BG 1150
British Virgin Islands
284-393-1000
info@oilnutbay.com

Project: Christophe Harbour

Newell Shanklin, Director of Construction
Christophe Harbour Development Co.
PO Box 2131
Bldg 5, Unit RS 201, First Floor
Basseterre, St. Kitts, West Indies
869-466-4557
Newell_shanklin@christopheharbour.com

Project: Charleston City Marina

Robert Freeman, Managing Partner
City Marina Company
P.O. Box 759
Charleston, SC 29402
843-577-7702
rfreeman@megadock.us

Project: Cypress Landing Marina

Bruce Jarvah
Cypress Landing Marina
100 Marina Road
Chocowinity, NC 27817
252-975-3955
manager@cypresslandingmarina.com

Project: Fernandina Harbour Marina

Lynn Williams
Fernandina Harbour Marina
3 South Front Street
Fernandina Beach, FL 32034
847-922-1598
lynwil3@gmail.com

Project: Blue Haven Marina

Adam Foster, Marina General Manager
Blue Haven Resort & Marina
1 Marina Road
Providenciales, TKCA 1ZZ, Turks & Caicos
Turks & Caicos Islands
649-332-7676
afoster@bluehaventci.com

EXHIBIT 2

The Chappell Group Experience and Capabilities



EXPERIENCE AND CAPABILITIES

The Chappell Group:

Certified WBE/CDBE/SBE firm specializing in a wide array of environmental permitting and compliance for Federal State and Local agencies and provides expertise for multi-disciplinary projects.



PROJECT NAME

Las Olas Marina

RFP #: 265-11729

PROPOSER:

Eric Simonton

EVP Real Estate and Asset Management

1 Main Financial Plaza

100 South East 3rd Avenue Suite 802

Fort Lauderdale, FL 33394



thechappellgroup.com

The Chappell Group Contact:

Tyler Chappell

Pompano Beach, FL 33060

phone: 954.782.1908

tyler@thechappellgroup.com

CAM 16-0664
EXHIBIT 4
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Firm Overview

The Chappell Group, Inc. (TCG) was founded in 2005 and provides environmental consulting services to both the public and private sectors serving the South Florida area and the Caribbean. TCG is headquartered Pompano Beach and has an office in Miami Shores.

Environmental Permitting

For over 11 years, TCG has provided environmental permitting services for various projects, project phases and permit compliance. TCG coordinates with various local, State, and Federal agencies during the pre-application process, the permitting processes, and the compliance phase. We have experience with agencies such as United States Army Corps of Engineers, South Florida Water Management District, Florida Department of Environmental Protection, Florida Game and Freshwater Fish Commission, and United States Fish and Wildlife Service.

Coastal Engineering & Design

TCG specializes in the structural design and permitting of mid to large scale commercial and residential marinas, single family docks, seawalls, breakwaters, wave attenuation devices, and all types of dredging projects. TCG has provided numerous clients with value engineering based on the needs of the client and the limitations of the project parameters. TCG is an industry leader in the facilitation of permitting of docks and marinas throughout the State of Florida and is capable of providing all services required by regulatory agencies for approval. TCG provides our clients with a complete project management style that includes design, benthic and analytical surveys, permitting, construction inspection, and final completion certifications for coastal and marine projects.



Wetlands Delineation, Permitting, Mitigation, and Monitoring

Various Federal, State, and local agencies have requirements for the protection of wetlands, wetland permitting, mitigation design, and monitoring. TCG conducts jurisdictional wetland determinations and delineations; wetland permitting; wetland restoration, creation, or enhancement projects in association with mitigation sites; and monitoring of wetland mitigation sites to meet wetland permit success criteria. TCG identifies and provides mortality assessment/counts of plants, oversight of maintenance and exotic removal, and assessment of general health and progress of sites.

Typical wetland assessments consist of a field assessment using a combination of the Routine On-Site Determination Method as defined in the 1987 Corps of Engineers Wetlands Delineation Manual and the State's Unified Mitigation Assessment Method as described in FAC 62-345 and research utilizing reviews of historic aerial photography, soil and topographic surveys, and wetland inventory maps.

Endangered Species Surveys

TCG conducts threatened and endangered species surveys according to agency and scientific protocols. TCG has the capability of locating fixed features such as nests and burrows through the use of sub-meter accurate GPS. TCG utilizes regulatory and scientific methods for appropriate relocation or preservation measures. Permitting and coordinating through applicable agencies may be sought and a habitat management plan devised if warranted.

Environmental Impact Statements

TCG has performed various Environmental Impact Assessments in accordance with N.E.P.A. requirements. These studies involve a wide range of issues including social, economic, cultural, historical, natural, and physical impact evaluations. Some issues considered during these studies are contamination, wetlands, water quality, air quality, noise, endangered species, archeological, and historical sites.

Phase I Environmental Site Assessments

TCG performs a large number of Phase I Environmental Site Assessments (ESAs) yearly for public and private sector clients throughout Florida. TCG site assessment personnel have extensive experience in determining the potential environmental liabilities of a wide variety of sites throughout the U.S., ranging from vacant land and small residential sites to major industrial facilities. Our assessment staff has considerable experience in assessing site contamination on numerous petroleum and hazardous materials contaminated sites, including U.S. Environmental Protection Agency (EPA) CERCLA/"Superfund" sites, Florida Department of Environmental Protection (FDEP) State-funded action sites, and related facilities. We perform Phase I ESAs in accordance with the standards of practice and guidance as set forth by the American Society of Testing and Materials (ASTM) Standard E-1527-05.

In addition, TCG's assessment personnel have extensive observations and findings experience in conducting Phase I ESAs. In particular, we have a thorough understanding of EPA, FDEP, and county agency regulations concerning issues that may be a potential environmental concern on a subject site, as well Florida's unique hydrogeology, water supply, soils, and natural ecological systems.



Benthic Surveys

TCG also performs benthic resource surveys (seagrass, corals etc.) via agency and scientific protocols for use with impact assessments, permitting, and mitigation requirements. TCG has experience in providing input to design and construction activities which might minimize impacts and costs for projects which involve sensitive features.



Mitigation Design & Monitoring

TCG provides earthwork and planting design for small to large scale mitigation projects associated with residential, commercial, industrial, and marina projects. TCG provides our clients with detailed engineered drawings which include grading, planting schemes, maintenance and monitoring plans, and cost estimates for all types of mitigation projects. TCG designs freshwater, tidal, benthic, and stormwater improvement mitigation projects for various clients to offset the unavoidable impacts that projects can require for a proposed development to succeed in the regulatory process.



Chemical & Physical Analysis

TCG performs water quality sampling based on the required field parameters and analytical results required for marina projects in the State of Florida. TCG uses state of the art Quanta sampling equipment to determine the pH, dissolved oxygen, temperature, salinity, conductivity, and turbidity of the tidal or freshwater system. TCG also provides water quality and sediment sampling for heavy metals, hydrocarbons, nutrients, and microbiological levels specific to the needs of the project.



Specialized Experience

TCG has performed environmental assessment, planning, design, and construction services including coastal and marina design and permitting services for clients in the public and private sectors below budget and within construction time constraints. TCG extensive experience in permitting for small and large public capital projects makes it one of the most qualified firms in Florida for this project. The following is a partial list of projects performed by TCG:

Project Name	Client	Location	Task(s)
Port Everglades Turning Notch Extension	Broward County Seaport Construction	Port Everglades, FL	Environmental Design, Permitting, Construction Observation, Mitigation Design & Permitting, Mitigation Monitoring
Pompano Fishing Fleet	City of Pompano Beach	Pompano Beach, FL	Environmental Permitting, Benthic Survey
Port Everglades Environmental Inventory	Broward County Seaport Construction	Port Everglades, FL	Environmental Assessment
Las Olas Marina/ Hall of Fame Marina	City of Fort Lauderdale	Fort Lauderdale, FL	Benthic Survey, Bathymetric Survey
The Ocean Hotel	City of Deerfield Beach	Deerfield Beach, FL	Marine Turtle Lighting Review, Coastal Construction Line Permitting
Daytona Beach Marina	Bluewater VI	Daytona Beach, FL	Marina Design, Regulatory Permitting, Environmental Site Assessment
Deerfield Beach Pier	City of Deerfield Beach	Deerfield Beach, FL	Marine Turtle Lighting Review, Coastal Construction Line Permitting
FDEP State Parks Coastal Engineering Continuing Services	Florida Department of Environmental Protection	State of Florida	Design & Permitting of Recreational Amenities & Infrastructure
Harbour Towne Marina	City of Dania Beach	Dania Beach, FL	Environmental Permitting, Benthic Survey, DRC Assistance, Marina Design

Our involvement with these projects and many others has allowed our staff to be on a first name basis with clients, staff and with the regulatory agencies. We believe that open communication lines are important to a successful project and these have already been established within the clients we provide services for.

TCG provides consulting services for other agencies on a continuing basis such as the School Board of Broward County, Broward County Office of Waste & Recycling Service, Port Everglades, South Florida Water Management District, City of Sunrise, City of Miramar, Town of Davie, South Broward Drainage

District, City of Tampa, City of Daytona Beach, City of Dania Beach, and many others. These projects have ranged from small environmental and dock design projects to 5 million dollar waste to energy wetland mitigation projects.

The experience gained in these contracts has allowed us to better tailor our service to the needs of a public agency. We understand the requirements and sometimes restrictions that the public staff must adhere to.



governmental agencies including Florida Department of Environmental Protection, Army Corps of Engineers, South Florida Water Management District, Florida Fish and Wildlife Conservation Commission, U.S. Fish and Wildlife Service, and many County Environmental Regulatory agencies throughout the State of Florida for a wide variety of projects. TCG has numerous projects ongoing with municipalities around the State of Florida and has successfully coordinated projects through the permitting, design, and implementation stages of their respective capital projects.

Additional Relevant Experience

Environmental/Construction Coordination:

TCG is a certified DBE/MBE/CBE/SBE firm that covers the specialized fields of wetlands delineation, marina and wetland permitting, marina design, wetland mitigation, and monitoring; threatened and endangered species surveys and habitat management plans; environmental impact assessments; Phase I environmental site assessments; benthic surveys; and all forms of environmental permitting and compliance for Federal, State, and local agencies. In this regard, **TCG** is unique because engineering, environmental, regulatory, scientific, and operational field expertise are available for multi-disciplinary projects.

TCG has successfully developed plans and obtain permits from the appropriate



Professional Staff

Sarah Chappell

Ms. Sarah Chappell is President of the Chappell Group, Inc. In 2005, Mrs. Chappell founded The Chappell Group, Inc. a women-owned and operated, environmental consulting firm serving the South Florida area and the Caribbean. Her responsibilities include oversight of all corporate

operations, financial administration, staff management, proposal development, presentations as well as performing wetland jurisdictional determinations, environmental feasibility studies, Phase I ESA's, seagrass surveys, environmental permitting, mitigation design and monitoring, and marina design and permitting.

Tyler Chappell

Mr. Tyler Chappell is Vice President/Principal Biologist of the Chappell Group, Inc. and his capabilities include wetland jurisdictional determinations, environmental feasibility studies, Phase I ESA's, seagrass surveys, gopher tortoise surveys, environmental permitting with all agencies, mitigation design, mitigation monitoring, and coastal engineering. Mr. Chappell has performed a number of endangered and threatened species surveys, jurisdictional determinations, and environmental monitoring reports. Mr. Chappell has over 18 years of experience in many types of environmental permitting, including residential/commercial docks and marina permitting. Mr. Chappell serves on various community service boards and is the past president of the South Florida Association of Environmental Professionals, the current Broward Commissioner of the Florida Inland Navigation District and the Hillsboro Inlet District. Mr. Chappell is also an ISA Certified Arborist.

Nick Zweber

Mr. Nick Zweber is a Senior Project Biologist and Compliance Inspector with The Chappell Group, Inc. and his capabilities include wetland jurisdictional determinations, environmental assessment, seagrass surveys, environmental permitting, mitigation design, and mitigation

monitoring. Mr. Zweber also serves as compliance inspector, providing construction observation and oversight for compliance with permits.

Kathryn Bongarzone

Ms. Kathryn Bongarzone is a Senior Project Biologist with the Chappell Group, Inc. and her capabilities include wetland jurisdictional determinations, environmental assessment, seagrass surveys, environmental permitting, mitigation design, and mitigation monitoring. Ms. Bongarzone also provides environmental permitting services, with experience in the processing of regulatory permits for docks, marinas and wetlands.



Las Olas Mooring Field Ft. Lauderdale, Florida

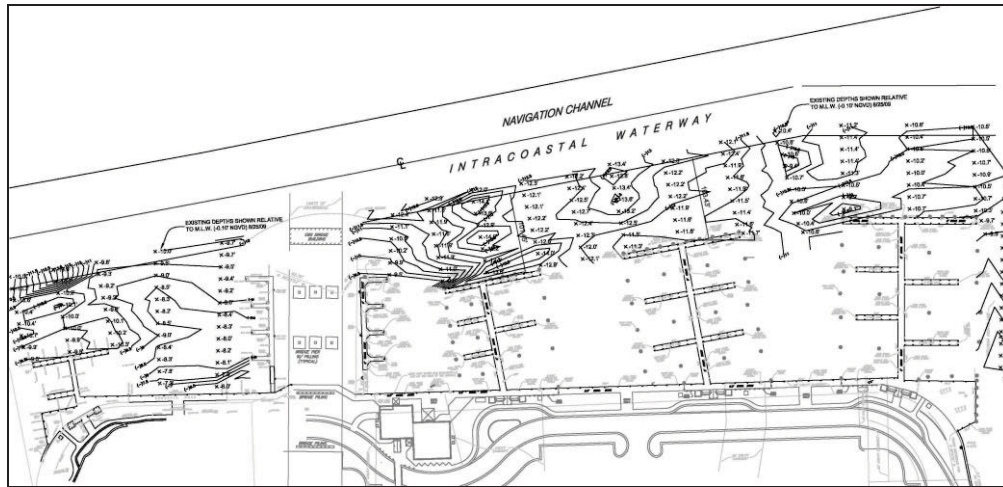
Contact: Mr. Jamie Hart
Supervisor of Marine Facilities
The City of Fort Lauderdale
2 South New River Dr. East
Fort Lauderdale, FL 33301
Phone: (954) 746-3270



Estimated Construction Cost: \$50,000.00

The Las Olas Mooring Field is located in the City of Fort Lauderdale, south of the Las Olas Bridge and within the Intracoastal Waterway (ICW). The City of Fort Lauderdale is proposing to install information buoys within the existing mooring field.

The Chappell Group, Inc. is contracted to permit the installation of the informational buoys through the U.S. Coast Guard, Florida Fish and Wildlife Conservation Commission, Florida Department of Environmental Protection, United States Army Corps of Engineers, and Broward County Environmental Protection & Growth Management Department.



Las Olas & Hall of Fame Marinas

Fort Lauderdale, Broward County, Florida

Client:

Mr. Jamie Hart
Supervisor of Marine Facilities
The City of Fort Lauderdale
2 South New River Dr. East
Fort Lauderdale, FL 33301
Phone: (954) 746-3270

Services:

- Benthic Survey
- Bathymetric Survey

Construction Cost:
\$3,500,000.00

The Las Olas & Hall of Fame Marinas are located in the City of Fort Lauderdale bordering Sunbreeze Boulevard and the Atlantic Intracoastal Waterway (AIWW). Both marinas are City owned and operated marinas which provide dockage for over 100 boats and is an integral part of the Annual Fort Lauderdale Boat Show. The City of Fort Lauderdale is proposing to dredge the marinas and construct a new marina at the Hall of Fame Aquatic Complex.

The Chappell Group, Inc. conducted a benthic survey of the entire project site using SCUBA equipment and underwater photography to document regulated resources on the submerged bottom. In addition, The Chappell Group, Inc. obtained bathymetry of the both marinas using boat transects and provided the City of Fort Lauderdale with bathymetric surveys including contours.





Dania Beach Marina

Dania Beach, Broward County, Florida

Client:

Craven Thompson & Associates, Inc.
Mr. Chad Edwards
3563 NW 53rd Street
Fort Lauderdale, FL 33309-6311
Phone: (954)-739-6400 Ext. 307

Services:

- Marina Design & Site Plan
- Environmental Permitting
- Benthic Survey
- Construction Observation
- Water Quality Analysis
- Sediment Quality Analysis

Construction Cost:
\$5,000,000.00



The proposed project consists of the redesign of the existing municipal marina facility. Included in the redesign is the repair & replacement of the existing seawall and seawall cap, the dredging of submerged bottom to (-) 7.0' NAVD, and the replacement of the existing fixed and floating docks with concrete floating docks. In addition, the marina will also have a new Dock Master's Office and new entry kiosks at each entrance point.

The Chappell Group, Inc. (TCG) provided all environmental services for the marina development, including the necessary approvals with U.S. Army Corps of Engineers (ACOE), Florida Department of Environmental Protection (FDEP), Broward County Environmental Protection & Growth Management Department (EPGMD), Florida Fish and Wildlife Conservation Commission (FFWCC), and US Fish and Wildlife Service (FWS). TCG provided all applicable environmental services for the marina, including preliminary environmental assessments, required water and sediment analysis, and complete regulatory permitting services.



EXHIBIT 3

Bellingham Marine Industries Experience and Capabilities



EXPERIENCE & CAPABILITIES

Bellingham Marine, world marina builder



THE WORLD'S MOST
COMPREHENSIVE
MARINA BUILDER

bellingham-marine.com

PROJECT NAME

Las Olas Marina

RFP #: 265-11729

BID RECIPIENT:

Eric Simonton

Executive Vice President of Real
Estate and Business Development, IGY
717 5th Avenue, 18th Floor
New York, NY 10022

BMI CONTACT:

Steve Ryder

Jacksonville, Florida

phone: 904-358-3362

sryder@bellingham-marine.com

CAM 16-0664
EXHIBIT 4
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Yacht Club Costa Smeralda (YCCS)

VIRGIN GORDA, BRITISH VIRGIN ISLANDS

CLIENT/OPERATOR

Victor International

TIMELINE

2010-2011

PROJECT DELIVERY

Design/Build

PROJECT TYPE

New Construction

This upscale yacht facility caters to the biggest and most luxurious vessels cruising the Caribbean. Located in the beautiful, pristine waters of the Caribbean, in a natural deep water basin, Yacht Club Costa Smeralda provides an alternative to open-water mooring for large vessels requiring deep water. The facility also features the latest in dock technology and the best of amenities.

Roman clay colored concrete floats, designed and manufactured by Bellingham Marine, are the cornerstone of this high end facility. LED lights cast into the float decks, underwater lighting, stainless steel bollards, dual functioning service outlets offering up to 600amp service for yachts and 30 amp service for support vessels, 6 meter (20 foot) wide walkways for vehicle access, and 900 mm (36 inch) freeboard to accommodate easy vessel access are just a few of the many features that set YCCS apart from others.

The massive floats at Yacht Club Costa Smeralda feature 178 mm by 483 mm (7 inch by 19 inch) glu-lam beam structural walers and 508 mm (20 inch) diameter steel pile - all designed to handle the extreme loads placed on the system by the large vessels and wave action in the sound from hurricanes and other weather events. Pilings are fitted with HDPE sleeves to eliminate maintenance.

Under normal operations YCCS accommodates 12 - 20 vessels with an LOA of 30 - 100 meters (98 - 328 feet). However, designed with a flexible mooring configuration for special events, YCCS's 762 linear meters (2,500 linear feet) of dockage has the capacity to handle up to 50 yachts.

Nothing was overlooked in the design for YCCS including the environment. The developer wrote an environmental policy plan that guided the project since its inception. Everything from the materials the marina was constructed of to the positioning of the docks was done with the intent of minimizing the impact of the facility on the surrounding environment.



Bahia Mar Yachting Center

FORT LAUDERDALE, FLORIDA, USA

CLIENT/OPERATOR

Luxury Resorts
& Hotels

TIMELINE

2003

PROJECT DELIVERY

Design/Build

PROJECT TYPE

Rebuild

In 2003, Bellingham Marine was awarded the turn-key contract to replace the existing 360 fixed, concrete and wood berths with 235 Unifloat® concrete floating berths. The company provided both the standard 457mm (18 inch) freeboard Unifloat® and 762mm (30 inch) high-freeboard megayacht Unifloat® systems to better accommodate larger boats. The berths range in size from 14 meters (46 feet) to 37 meters (120 feet). Side-tie slips handle superyachts over 61 meters (200 feet).

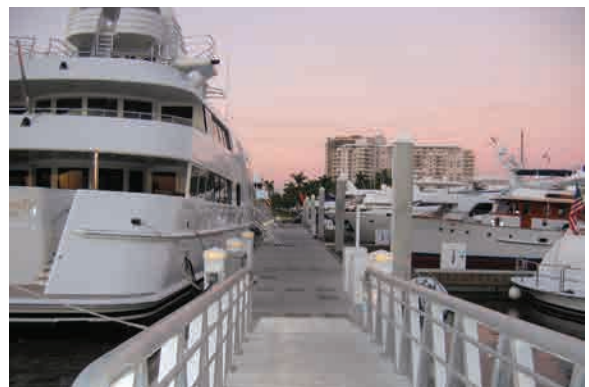
Bellingham's contract included the manufacture and installation of the float system, furnishing and driving piling, and supplying utilities, including electrical, plumbing, marina sanitation and fire suppression systems, telephone and fiber-optic computer wiring. The utility system provides additional power and water for the Fort Lauderdale International Boat Show, as well as the day-to-day operation of the marina. Larger berths offer a choice between single- and three-phase electrical services. Electrical usage is read remotely by the marina staff to facilitate arrivals and departures of the guests.

All berths provide three telephone lines and a fiber optic, high-speed digital line for computer equipment, sewage pump-out, and a fire protection system.

Bahia Mar is a relaxed beachside resort that offers an array of leisure pursuits, including a premier yachting center, a charter fishing fleet, and championship golf at Grande Oaks Golf Club.



Every October, Bahia Mar hosts one of the industry's largest international boat shows - The Fort Lauderdale International Boat Show.



One of the U.S.'s original megayacht marinas, Bahia Mar's marina was designed to meet the unique needs of the world's largest boats.

REFERENCES

We encourage clients to call our listed references to hear directly from them about their experience working with Bellingham Marine. Below are six individuals we have had the pleasure to work with on the design and construction of their superyacht facilities.

David Johnson, Owner
Victor International
YCCS Marina
2601 Cambridge Court, Suite 310
Auburn Hills, MI 48326
Phone: 248.364.2400
Email: dvj@victorintl.com

Carlos E. Vidueira, Executive Vice President
Huizenga Holdings
Rybovich
450 East Las Olas Boulevard, Suite 1500
Fort Lauderdale, FL 33301
Phone: 954.627.5013
Email: cvidueira@huizenga.com

Robert Soran, President
Marina Jacks
#2 Marina Plaza
Sarasota, FL 34236
Phone: 941.955.9488
bsoran@marinajacks.com

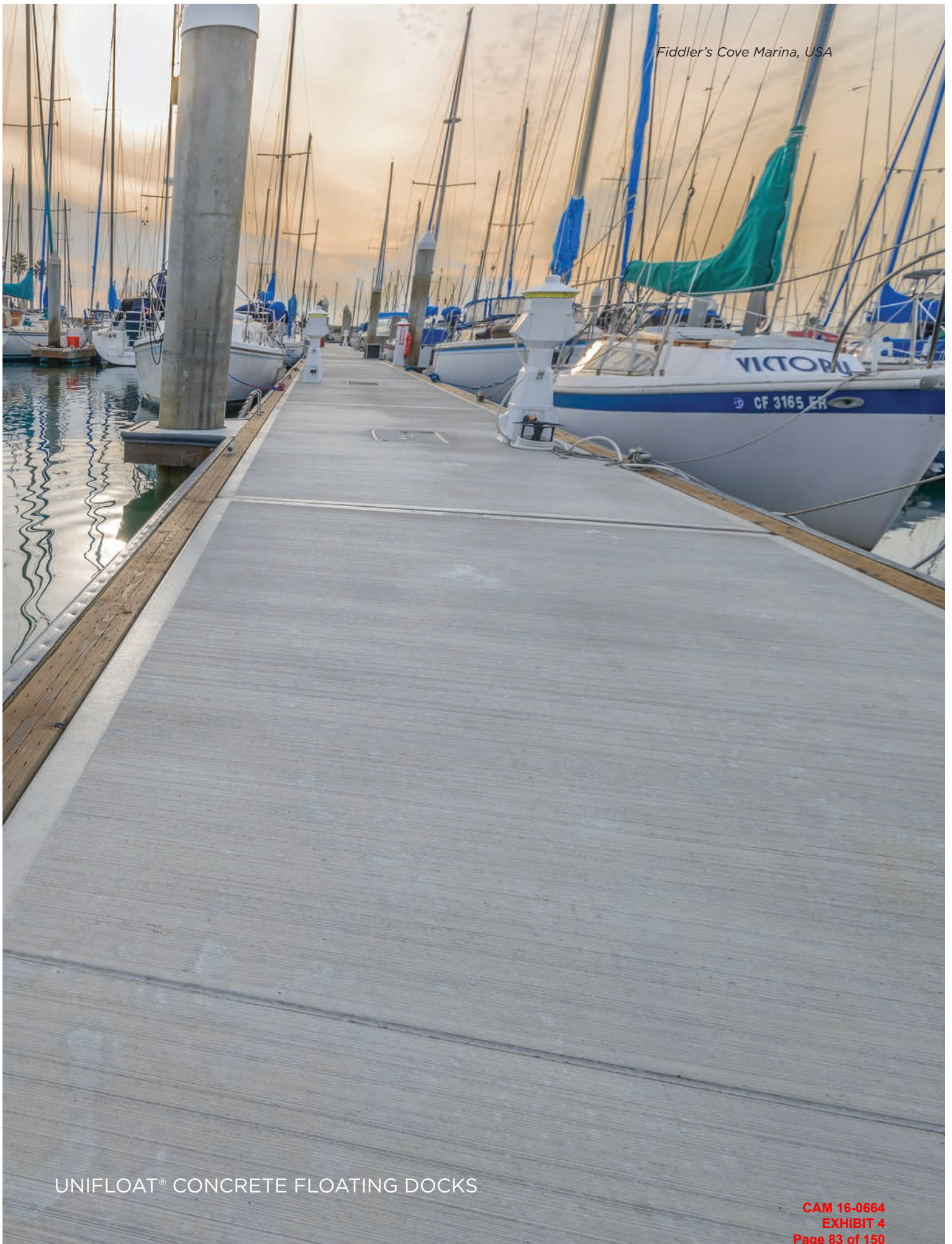
Ed Seissiger, Engineering Project Coordinator
City of Fort Pierce
Fort Pierce City Marina
100 North US 1
Fort Pierce, FL 34950
Phone: 772-467-3780
eseissiger@city-ftpierce.com

Derek Roderick, Dockmaster
Albany
South Ocean Boulevard
PO Box SP-63158
Nassau, the Bahamas
Phone: 242.676/6020
Email: droderick@albanybahamas.com

John Grunow, Jr.,
Ocean Reef Club, Dock F, Condo President
Bimini Bay, President of Slip Owners Association
24 Dockside Lane #459
Key Largo, FL 33037
Phone: 305.522.1660
Email: grunowkeylargo@gmail.com

Matthew Strunk, Owner
Stock Island Village Marina
6801 Shrimp Road
Key West, FL 33040
Phone: 305.294.2288
mstrunk@staockislandmarina.com

Fiddler's Cove Marina, USA



UNIFLOAT® CONCRETE FLOATING DOCKS

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EXHIBIT 4

References (Marina Operations)



References (Marina Operations)

REFERENCE #	1	2	3
ENTITY NAME	Battery Park City Authority	Brookfield Office Properties	Newport Marine Holding, Inc. (Affiliate of the LeFrak Organization)
CONTACT NAME	Shari Hyman (President)	David Cheikin (Senior Vice President)	Marsilia Boyle (Senior Vice President)
ADDRESS	Battery Park City Authority 200 Liberty Street, 24th Floor	Brookfield Office Properties Brookfield Place 250 Vesey Street, 15th Floor	The LeFrak Organization 40 W. 57th Street, 23rd Fl.
CITY / STATE / ZIP	New York / New York / 10281	New York / New York / 10281	New York / New York / 10019
PHONE	212-417-2000	212-417-7102	212-708-6652
EMAIL	Shari.Hyman@bpca.ny.gov	David.Cheikin@brookfield.com	mboyle@lefrak.com
ADDITIONAL NOTES	IGY is the manager overseeing the operations and redevelopment of the North Cove Marina, on behalf of this State agency.	IGY was retained by the client to provide marina management and marketing services to North Cove Marina at Brookfield Place. IGY is overseeing the operations and redevelopment of the marina.	IGY leases and operates the Newport Yacht Club & Marina from an affiliate of The LeFrak Organization, one of the largest landlords in greater New York.

EXHIBIT 5

Historical Marina Development Projects



Historical Marina Management Contracts (Marina Operations)

REF. #	MARINA NAME & LOCATION	SIZE OF FACILITY NUMBER OF SLIPS (WET/DRY)	AMENITIES	OWNER CONTACT NAME	OWNER ADDRESS	OWNER CITY / STATE / ZIP	OWNER PHONE	OWNER EMAIL	SERVICES PROVIDED	ANNUAL FEE & HOW CALCULATED	CONTRACT PERIOD	OPERATION BUDGETS 3 MOST RECENT YEARS & OPERATION FINANCIAL RESULTS 3 MOST RECENT YEARS	ADDITIONAL NOTES
1	Yacht Haven Grande (St. Thomas, USVI)	48 mega-yacht berths (wet), 130,000 sq. feet of retail/office space, 12 residences	4 restaurants, swimming, tennis, in-slip fuel & pumpout showers, fitness center, wi-fi, satellite tv, shore power, water, parking, customs and immigration, ISPS security.	Yacht Haven USVI, LLC (Mark Lande, General Counsel)	Yacht Haven USVI, LLC c/o Island Global Yachting Ltd. 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Full Management Services	3% of Gross Receipts	2006 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	
2	Yacht Club at Isle del Sol (St. Maarten)	40 mega-yacht berths (wet)	1 restaurants, showers, wi-fi, satellite tv, shore power, water, tennis, fitness center, swimming, ships chandlery, parking, ISPS security.	Hop-Inn Enterprises (Mark Lande, General Counsel)	Hop-Inn Enterprises c/o Island Global Yachting Ltd. 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Full Management Services	7% of Gross Profit	2006 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	
3	The Montauk Yacht Club Resort & Marina (Montauk, NY)	232 berths (wet), 107 hotel rooms	2 restaurants, 3 swimming pools, tennis, fitness center, shore power, water, wi-fi, satellite tv, health spa, yacht sales, parking, security, showers, laundry.	MYC Owner LLC (Mark Lande, General Counsel)	MYC Owner LLC c/o Island Capital Group 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Full Management Services	4% of Gross revenues plus 5% of EBITDA	2008 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	
4	Newport Yacht Club & Marina (Jersey City, NJ)	154 berths (wet) 12 mega-yacht berths (wet)	1 restaurant, private club house, showers, laundry, wi-fi, satellite tv, shore power, water, parking, picnic area, 24/7 security.	Newport Marine Holding, Inc. (Meredith Jackness, Asst. Vice President)	Newport Marine Holding, Inc. 100 Town Square Place, 6th Floor	Jersey City / New Jersey / 07130	212-708-6655	mjackness@lefrak.com	Marina Lease	All Gross Revenues for the year, less a fixed rent and less a percentage rent over a certain gross revenue breakpoint.	2009 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	
5	American Yacht Harbor (St. Thomas, USVI)	134 berths (wet) 4 megayacht berths (wet)	8 restaurants, bars, shops, marine services, showers, laundry, in-slip fuel, shore power, water, chandlery, tackle store, wi-fi, satellite tv, 24/7 security.	IGY-AYH St. Thomas Hold- ings, LLC (Mark Lande, General Counsel)	IGY-AYH St. Thomas Holdings, LLC c/o Island Global Yachting Ltd. 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Full Management Services	5% of gross receipts	2008 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	
6	Simpson Bay Marina (St. Maarten)	122 berths (wet) 20 megayacht berths (wet)	1 restaurant, bar, shops, chandlery, pharmacy, customs and immigration, showers, wi-fi, satellite tv, crew facilities.	MOF Simpson Bay, L.P. (Mark Lande, General Counsel)	MOF Simpson Bay, L.P. c/o Island Global Yachting Ltd. 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Full Management Services	6% of Net Operating Income	2009 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	
7	Rodney Bay Marina (St. Lucia, WI)	253 berths (wet) 32 megayacht berths (wet) 100 spaces in boatyard (dry)	1 restaurant, bar, chandlery, bank, showers, laundry, in-slip fuel, wi-fi, full-service boat yard with Travelift, customs and immigration, 24/7 security.	Rodney Bay Marina Limited (Mark Lande, General Counsel)	Rodney Bay Marina Limited c/o Island Global Yachting Ltd. 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Full Management Services	4% of gross receipts (ex- cluding fuel)	2006 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	
8	Marina Cabo San Lucas (CSL, Mexico)	380 berths (wet) 33 megayacht berths (wet)	Restaurants, bars, full-service boat yard with Travelift, high-speed fuel and pump out, crew facilities, laundry, showers, wi-fi, satellite tv, 24/7 security.	IGY-Cabo Marina Manage- ment, S. De R.L. De. C.V. (Mark Lande, General Counsel)	IGY-Cabo Marina Management, S. De R.L. De. C.V. c/o Island Global Yachting Ltd. 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Full Management Services	4% of gross receipts (ex- cluding fuel)	2007 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	
9	La Amada Marina (Cancun, Mexico)	176 berths (wet) 8 megayacht berths (wet) Boatyard with Travelift	High-speed fuel, pumpout facilities, crew facilities, shower & bathroom, laundry, electrical and water service connections, wi-fi internet access, 24/7 security.	Puerto Mujeres, S.A. de C.V. (Mark Lande, General Counsel)	Puerto Mujeres, S.A. de C.V., Calle Validad Paseo Mujeres, Mza 1 Lote 1 5mza 3 Zona Continental	Isla Mujeres / Quin- tana Roo / Mexico 774	+52-998-872-88-00	mlande@igymarinas.com	Full Management Services	Fixed annual Management Fee plus Incentive Fee equal to 10% of Gross revenues over a certain breakpoint, plus 25% of incremental annual Gross Operating Profit	2012 - 2014	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	Terminated as a result of change in ownership
10	Maximo Marina (St. Petersburg, FL)	300 berths (wet)	Covered slips, laundry, security, pump out, fuel, parking, easy access to beaches, restaurants, and shopping, cable tv, shore power.	Bixby Bridge Capital, LLC (Steven Fass, Principal)	Bixby Bridge Capital, LLC 555 Skokie Boulevard, Suite 555	Northbrook / Illinois / 60062	847-313-6458	cclark@ebixby.com	Full Management Services	Fixed annual Manage- ment Fee plus Incentive Fee equal to 6% of gross receipts in excess of a certain breakpoint.	2015 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	
11	North Cove Marina at Brookfield Place (New York, NY)	18 berths (wet) 8 megayacht berths (wet)	Location in downtown Manhattan with shopping, restaurants, and museums, provisioning nearby, 24/7 security, customs & immigration nearby, crew facilities, wi-fi, pump-out, transportation access.	Brookfield Office Prop- erties (David Cheikin, Senior Vice President)	Brookfield Office Properties Brookfield Place 250 Vesey Street, 15th Floor	New York / New York / 10281	212-417-7102	David.Cheikin@brookfield.com	Full Management Services	Fixed annual Management Fee plus a share of NOI	2015 - present	TRADE SECRET - Exempt pursuant to Florida Statutes 119.071 (4)(c) Information Available Under Separate Cover Upon Request	

EXHIBIT 6

Las Olas Marina Marketing Plan





2016 MARKETING PLAN

LAS OLAS MARINA

FORT LAUDERDALE



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I. IGY Marketing Philosophy

IGY's goal is to deliver world-class service and global awareness for the Las Olas Marina to the international yachting market. Outlined in this marketing plan is an overview of strategically targeted message points, events, and activities that will be promoted in tandem with coordinated advertising, social media, and public relations initiatives. The Las Olas Marina will leverage its unique Fort Lauderdale location and supporting yachting environment to become one of the world's leading marina destinations.

IGY is the largest international owner and operator of destination marinas in the world, with 13 marinas operating across 7 countries (United States: St. Petersburg, New York, New Jersey and St. Thomas – USVI, St. Lucia, St. Maarten, Turks and Caicos, Mexico, Colombia and Panama. IGY Marinas currently services over 2,500 slips and 8,000 vessels annually across its network. IGY caters to all types of guests and vessel types, including sportfish, sail and cruise, as well as nearly 60% of the global megayacht fleet (megayachts being classified as vessels over 80') cruising Florida and Caribbean waters annually. The IGY network of marinas are able to influence marina traffic through cross and shared marketing, brand affiliation, trade show presence, and promotions, developing a loyal following that reaches well over 100,000 individual visitors per annum across our destinations.

Creating a truly indispensable marketing partnership with the City of Fort Lauderdale, IGY plans to build marina awareness through an unparalleled operational base supported by distinctly crafted destination activity. Per this marketing plan, IGY has prepared a target market analysis, next step direction, tactical initiatives, and monitoring platforms encompassing IGY's scope of resources, experience and expertise.

IGY leverages global network marketing resources for each destination and included within an IGY relationship are a host of support items and services. These items and services include graphic design, social media, database compilation/appendix, digital media, branded items, uniforms and collateral. As each facility is unique, the degree and level of support is tailored to deliver a proactively reinvigorated marina destination message. The marketing plan would also be implemented in alignment with phased activity, adjusting intensity and degree of action per a collectively agreed timeline.

Paramount to IGY's marketing success is the fostering of professional relationships, whether through business transactions, boat shows, associations, events, the IGY Anchor Club or via marina manager conference calls to share customer insight. As a result of our hard earned professional experiences, our reputation remains our strongest marketing tool.

IGY truly looks forward to working with the City of Fort Lauderdale to provide local, regional and international awareness to position the Las Olas Marina and Fort Lauderdale as one of the world's leading international premiere yachting destination communities.

GLOBAL MEGAYACHT FLEET OVERVIEW

5,071 total megayachts in the world*

→ **48%** home port in Europe

→ **40%** home port in the Americas

→ **12%** home port across the rest of the world

1,500 megayachts typically present in Florida
Caribbean regional waters**

IGY MARINAS' MEGAYACHT INDUSTRY IMPACT

2,000 berths under management across 7 countries

300 berths specifically designed for megayachts

900 total megayachts per annum

60% of the megayacht fleet within the Florida/
Caribbean region stays with IGY each year

42% of the megayachts in the world have stayed with
IGY during the past 5 years

20,000 unique vessels, including

2,200 megayachts are contained in IGY's customer
database

Source:

(*) Superyacht Intelligence Fleet Data - http://www.superyachtintelligence.com/fleetdata_advsearch.html

(*) Superyacht Intelligence – Economic Analysis of the Superyacht Industry February 2012

(**) Thomas J Murray and Associates– January 2013

II. Target Market Segments

Segment	Profile	Target
Captains	Captains of private vessels 35' – 200' ft.	Captains with experience in diverse ports of call - United States, Mediterranean, South America, and Caribbean.
Crews	Crews on private vessels 80'+ feet. Estimated number of professional 80'+ crew in the world 33,000.	Crews exposed to diverse ports – United States, Mediterranean, South America, and Caribbean.
Vessel Owners	Vessel owners of 35' – 200'	Vessel owners who regularly use their vessels across blue water – United States, Mediterranean, South America, and Caribbean.
Vessel Management Companies	Vessel management companies of vessels 80'+. Estimated number with a fleet over five (5) vessels ~150 companies.	Yacht management companies with vessel rosters that regularly transit diverse ports of call – United States, Mediterranean, South American, and Caribbean. Key headquarter areas - Fort Lauderdale and Monaco.
Charter Broker Companies	Global charter companies of vessels 80+ feet. Estimated number with key fleet databases ~ 30 companies.	Companies with client rosters that include globally migrating vessels – United States, Mediterranean, South American, and Caribbean. Key headquarter locations – Fort Lauderdale, East Coast United States and Europe.
Vessel Service and Product Companies	Estimated 6,000 companies servicing the global 80'+ vessel market ~\$32 billion industry.	Service providers, provisioning companies, boat builders, boat brokers, trade organizations and associations. Key headquarter locations – Fort Lauderdale, East Coast United States and Europe.
Walk by customer (Community)	Non vessel - Individuals, families and groups enjoying the waterside marina environment	Safe, appealing and picturesque marina environment an indirect draw for local and area residents to surrounding activity.

III. Las Olas Marina SWOT Analysis

<p>STRENGTHS:</p> <ul style="list-style-type: none">• Marina located at the world's most yachting conducive community and business environments• Fort Lauderdale International Boat Show• Proximity to destination activity – arts, education and entertainment• Pedestrian walk ways ideal for destination appeal	<p>WEAKNESSES:</p> <ul style="list-style-type: none">• Limited marina space• Timeline to project completion• Limited on-site amenities• Buy-in to overall economic benefit of a premiere world-class marina catering to a host of vessel markets
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none">• Partnerships with local businesses and shops• Participation in Community Events & Activities• Implement marina specific events• World class operations and customer service• Expose marina to IGY's regional and international clientele• Increased demand as overall area redevelopment continues• Launching project as part of an overall maritime vision• Cuba appeal• Inter-coastal dredging	<p>THREATS:</p> <ul style="list-style-type: none">• Severe weather events• Recurrence of recent economic downturn• Failure to capitalize on marina benefit to economy• Rise in global vessel destination competitiveness – home port and transient bases• Neighboring counties have new infrastructures – Miami and Palm Beach

Competitive Marina Overview

	Dockage: Linear Feet	Average Daily High Season Rate*	Dockage: Fixed Floating	Estimated Distance to Ocean	Number of Bridge Passings	Distance to International Airport	On-Site Repair Abilities	MAX Length	# of Slips	
Las Olas Marina (IGY Alt. 1)	6,162	\$4.76	Floating	2.82 nm	2	6 mi / 15 min	Minor	230'	88	Even mix of Slips
Las Olas Marina (IGY Alt. 2)	4,360	\$5.83	Floating	2.82 nm	2	6 mi / 15 min	Minor	310'	39	Focused Vessels >80'
Las Olas Marina (Current)	3,430	\$2.83	Mixed	2.82 nm	2	6 mi / 15 min	None	170'	60	
Bahia Mar Yachting Center	16,000	\$5.17	Floating	2.51 nm	1	5 mi / 15 min	Minor	300'	250	
Pier 66 Marina	5,830	\$5.42	Mixed	1.30 nm	1	4 mi / 10 min	Minor	350'	127	
Lauderdale Marine Center	7,000	\$6.50	Floating	5.73 nm	3	4 mi / 10 min	Major	210'	150	
Marina Bay	7,165	---	Fixed	6.10 nm	3	5 mi / 10 min	None	140'	168	
Harbour Towne (Westrec)	6,845	\$5.42	Fixed	3.15 nm	0	2.5 mi / 7 min	Minor	200'	165	
Sunrise Harbor (Westrec)	2,500	\$4.08	Floating	4.15 nm	3	7 mi / 20 min	Minor	200'	22	
Miami Beach Marina	18,400	\$6.50**	Mixed	1.35 nm	0	9 mi / 15 min	Minor	250'	400	
Island Gardens Deep Harbor	5,000**	Unknown	Floating	4 nm	1	8 mi / 15 min	None	550'	50	
*Calculation of Average Daily High Season Rate = Sum of all published daily rates divided by number of footage categories										
**Estimations based on research										

Electric Services						On-Site Amenities																				
30 amp	50 amp	100 amp SP	100 amp 3P	200 amp 3P	Gated Facility	Video Surveillance	24 Hour Security	In-Slip Pump-out	Golf Cart Assistance	Water Connections	Cable / Satellite TV	Wireless Internet	Laundry/Dry Cleaning	Parking	Fuel Services	Sundries Shop	Showers/Heads	Swimming Pool	Fitness Center	Spa / Spa Services	Restaurants	Tennis Courts	Business Center	Crew/Guest Lounge	Concierge	Accommodations
Las Olas Marina (IGY Alt. 1)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Las Olas Marina (IGY Alt. 2)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Las Olas Marina (Current)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Bahia Mar Yachting Center	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Pier 66 Marina	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Lauderdale Marine Center	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Marina Bay	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Harbour Towne (Westrec)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Sunrise Harbor (Westrec)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Miami Beach Marina	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Deep Harbour Marina	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

IV. Positioning Statement

With a well-known reputation supported by over 100,000 annual visitors, IGY Marinas is able to directly target and pinpoint marketing resources to drive business to its specific destinations. As a direct result of IGY's abilities, 13 marinas across ten (10) locations (Florida, New York, New Jersey, St. Thomas, St. Lucia, St. Maarten, Turks and Caicos, Mexico, Colombia and Panama) world-wide, have flourished and capitalized from the marketing strength of IGY.

As an international marina network annually servicing 60% (+900 vessels over 80 feet annually) of the global vessel fleet over 80' cruising Florida and Caribbean waters, IGY Marinas has the experience to build marketing platforms that drive awareness and align resources to suit the specific needs of this \$32 billion large vessel industry.

Ideally situated at the heart of the Fort Lauderdale yachting community, incorporating exciting dining and entertainment options as well as recreational amenities and hotels, Las Olas Marina is poised to become a leading activity catalyst for the area and wider nation. Rich in historical significance coupled with a variety of amenities, the destination is also the textbook foundation for exploring US and Caribbean waters.

The Fort Lauderdale marina environment is well positioned to grow aligned with IGY, which will add the service and operational expertise to leverage revenue streams and destination brand building efforts.

V. Marketing Objectives

The City of Fort Lauderdale aims to increase service and destination appeal for its Las Olas Marina. By implementing specific tactics supported by targeted awareness campaigns in alignment with an overall destination brand strategy, IGY plans to proactively establish a premiere, world-class Las Olas Marina brand that will welcome all vessels including being specifically designed to accommodate the world's largest yachts.

This growth will be accomplished by:

1. **International Yachting Community Involvement –**
Inclusive of marketing the marina to IGY's 20,000 client base, 8,000 annual vessel customers, 900 annual megayacht clients and 100,000 annual guests, IGY will directly promote Las Olas Marina to the international captain and crew community. Originating from across the Northern United States, Caribbean, Florida, Central America and Mexico, IGY will spread the word of this new iconic marina destination to the snowbird cruiser, the most avid fisherman, adventurous sailor and demanding yacht owner.
2. **Yachting Activity Agenda –**
Leverage the professional IGY service reputation to deliver unique selling points of information (location, service and environment) to international marina businesses.
3. **Fort Lauderdale Destination Awareness –**
Proactively focus and direct destination yacht messaging to exploit service, facility and area synergies to vessel owners, charter companies and associations.

VI. Marketing Strategy

1. **International Yachting Community Involvement –**
Directly promote Las Olas Marina to the international captain and crew community driving awareness of marina and vessel services to a cross section of vessel markets.
 - A. Create awareness of premiere, world-class marina to international yacht businesses and associations focusing on area amenities, activities and environment.
 - B. Connect with captains and crews detailing service and activity options developed specifically for the large vessel market segment.
 - C. Establish local buy-in with the Fort Lauderdale community through services and events.
 - D. Celebrate vessel ownership and build new relationships with international yacht owners increasing area vessel visitation.
2. **Yachting Activity Agenda –**
Leverage the professional IGY service reputation to deliver unique selling points of information (location, service and environment) to international marina businesses.
 - A. Introduce and educate targeted markets to the value and unique features and benefits of a Las Olas Marina yachting experience.
 - B. Brand Las Olas Marina as a world leading marina brand and establish facility as a premier first-choice yachting destination.
 - C. Bolster two-way communications across social media to promote an unparalleled service level and unique touch point to United States yachting.

3. **Fort Lauderdale Destination Awareness –**

Proactively focus and direct destination yacht messaging to exploit service, facility and area synergies to vessel owners, charter companies and associations.

- A. Increase Florida destination awareness to yacht owner and charter markets.
- B. Increase Fort Lauderdale yachting awareness through connecting yacht customers with targeted activity.
- C. Drive Las Olas Marina brand messaging with support of international associations and events to reinforce service, product and destination diversity.

VII. Marketing Tactics

1. **International Yachting Community Involvement –**

Directly promote Las Olas Marina to the international captain and crew community driving awareness of marina and vessel services to a cross section of vessel markets.

- A. Create awareness of premiere, world-class marina to international yacht businesses and associations focusing on area amenities, activities and environment.
 - i. Create a new image-based website highlighting services, amenities and area activity in order to drive a unique branding message for the marina.
 - ii. Craft SEO/SEM efforts to build Fort Lauderdale as a unique must stop yacht destination for both home port and transient vessels.
 - iii. Compile databases and geo-target customers with monthly e-blasts containing regularly updated imagery of the marina while highlighting local entertainment, activities and event driving readers to the marina website for additional information.
 - iv. Increase signage throughout area advising public regarding future marina activity.
 - v. Own a regularly held marina community event that celebrates the Fort Lauderdale maritime lifestyle. By building an overwhelming service platform at these events, inclusive of dock hands at the ready to assist entry and exit, making it the talk of downtown and a who's who event for the area. Carefully angled and marketed to be non-pretentious, but inclusive monthly community celebrations and ultimately an added reason to go boating.
 - vi. Construct a community oriented main entrance marquee to welcome guests and serve as a "not to be missed" photographic spot as part of the Fort Lauderdale community.
 - vii. Erect historical signage with short historical information concerning the area.
 - viii. Create a "fun" informative marina activity map with clearly marked areas of customer based functionality encompassing all aspects of the marina (parking, walkway, photo areas and historical information).
 - ix. Engage Las Olas Marina into IGY's Global Community Outreach Initiative – The project, "Inspire Giving through You" is IGY's annual initiative of giving back to the local communities that surround our marinas. Our goal is simple - get people off the boats and into the communities where we operate to support local charities and nonprofit organizations. IGY Marinas, IGY Anchor Club Sponsors, boat owners, captains and crews will be the driving force behind participation by rolling up their sleeves and pitching in to help contribute at each of the chosen destinations. This initiative is being pioneered by IGY and is a first in the industry with resources, time and effort invested to positively impact the cultural "DNA" of each of our marina destination.

- B. Connect with captains and crews detailing service and activity options developed specifically for the large vessel market segment.
 - i. Develop marketing occupancy forecasts and outreach program with marina team for events in order to build maximized occupancy and ROI.
 - ii. Enhance boater specific events and seasonal activity with t-shirts, promotional items and dockside barbecues
 - iii. New boats on display from manufactures
 - iv. Quarterly yacht rendezvous
 - v. Drive IGY Anchor Club Point Redemption Membership and Benefits
- C. Establish local buy-in with the Fort Lauderdale community through services and events.
 - i. Promote editorial opportunities in leading yachting publications
 - ii. Distribute cruising video across digital platforms – social media and websites
 - iii. Quarterly cruising update distributed to databases
 - iv. Participate with IGY at key market events to expand destination awareness:
 - Feb Miami Boat Show
 - Mar Palm Beach Boat Show
 - Mar USSA Superyacht Summit
 - Jun Newport Charter Yacht Show
 - Sep Monaco Yacht Show
 - Oct Florida Yacht Brokers Destination Seminar, Fort Lauderdale
 - Oct Fort Lauderdale Yachting Symposium
 - Nov Fort Lauderdale International Boat Show**
 - Oct United States Superyacht Association Annual Meeting
 - Dec Antigua Charter Yacht Show

****Fort Lauderdale Boat International Boat Show**

As a key catalyst of our plans, we view the Fort Lauderdale International Boat Show as a global event showcasing the best of Fort Lauderdale to the world's stage. Generating revenues over \$500,000,000 in positive economic impact, the Las Olas Marina will serve as a major event platform for the City of Fort Lauderdale. In addition to the overall benefits of the Fort Lauderdale Boat Show, many others will benefit as well. Visitors, captains, crew, resident families, local business owners, service providers, and marine tradesmen will benefit from enhanced Las Olas Marina water and upland staging areas that will provide new show opportunities to directly interact in both business and leisurely settings.

The world's greatest marinas and destinations are visually stimulating, featuring thoughtful design and scale. They also have a special energy, driven by human activity, commerce and appeal. IGY recognizes that people want to visit and spend time at marinas that are active and interesting. Moreover, the destination must be authentic, and reflect the local culture and environment.

IGY will promote the Las Olas Marina and Fort Lauderdale International Boat Show in close coordination with local, regional and national associations including the Marine Industries Association of South Florida, Marina Advisory Board and United States Superyacht Association to name a few. Similar to its strategy at other locations, IGY will capitalize upon its relationships and partnerships with existing associations, organizations, and service providers to rapidly elevate Las Olas Marina's reputation and positioning in the market.

IGY's network of marinas is currently located in the Caribbean, Central America, and the northeastern United States. Popular cruising paths for both owner-operated vessels as well as professionally crewed yachts that visit Florida or the Caribbean during the winter months (November through April) and

then transiting to the northeastern US for the summer season (May through September). A large number of the over 8,000 unique vessels that visit IGY marinas in the Caribbean head to Florida and the northeast region each spring.



Las Olas Marina is positioned in one of the most central maritime hubs of the world and will serve as an iconic vessel destination for the United States. IGY will work to promote the Marina as the premier haven of a yachting journey. IGY will also seek to create a series of specific marketing tactics and customer incentive programs aimed at driving transiting global IGY clients directly to the Fort Lauderdale International to showcase Las Olas Marina. We are confident that given the option of staying at an IGY facility in the Florida, a significant number of our loyal clients will be excited to call on Las Olas Marina as their next port of call.

- D. Celebrate vessel ownership and build new relationships with international yacht owners increasing area vessel visitation.
 - i. Drive social media communication through IGY network – Twitter, Facebook, Instagram, Pinterest, etc.
 - ii. Reach out through social media for guests to show photos of their Las Olas Marina nautical adventures, clothing – championing Fort Lauderdale Marina destination branding. Award prizes for the most outstanding photos.

2. **Yachting Activity Agenda –**

Leverage the professional IGY service reputation to deliver unique selling points of information (location, service and environment) to international marina businesses.

- A. Introduce and educate targeted markets to the value and unique features and benefits of a Las Olas Marina yachting experience.
 - i. Establish role as subject matter experts for United States large vessel activity and maritime tourism, compiling best practices, visitation data and trends, and fostering of yachting community relations.
 - ii. Actively pursue speaking engagements at marine events leveraging IGY network contacts and promote destination as a key part of the international yachting lifestyle.
 - iii. Host international marina clientele to semi-annual gatherings
- B. Brand Las Olas Marina as a world leading marina brand and establish facility as a premier first-choice yachting destination.
 - i. Establish patterns and behaviors that are key drivers behind inter-seasonal mobility and define measures to enhance product and services offered in tandem with event activity.
 - ii. Host educational programs, seminars and events to foster marina involvement in local community.
- C. Bolster two-way communications across social media to promote an unparalleled service level and unique touch point to United States yachting.
 - i. Intra-web of marina managers throughout the Caribbean, Northeastern United States, Florida, and Latin America
 - ii. Utilization of social media platforms to educate current IGY guests of Fort Lauderdale location
 - iii. Direct marketing tactics promoting Las Olas Marina as an IGY Marina

3. **Fort Lauderdale Destination Awareness –**

Proactively focus and direct destination yacht messaging to exploit service, facility and area synergies to vessel owners, charter companies and associations.

- A. Increase Florida destination awareness to yacht owner and charter markets.
 - i. Create destination itinerary image book to promote rendezvous offering
 - ii. E-blast IGY partners, tenants and key players promoting rendezvous

- B. Increase Fort Lauderdale yachting awareness through connecting yacht customers with targeted activity.
 - i. Establish and promote Fort Lauderdale Ambassador Program – targeting IGY yachts traveling the area.
 - ii. Build IGY Anchor Pass program platform - The IGY Anchor Pass program is exclusively offered to IGY customers, allowing vessels to roam the participating network for one upfront process.
- C. Drive Las Olas Marina brand messaging with support of international associations and events to reinforce service, product and destination diversity.
 - i. Social - Expand on signature event platforms – Holiday parties and events.
 - ii. Fitness – Build on and develop additional fitness events – Zumba, Yoga, Golf, etc.
 - iii. Career – Create and execute career development oriented training activity – quick training one hour refresher courses via video or conference call.
 - iv. Enhance and promote passive crew activities – games, courts, pool, lounge, etc.



IGY MARINAS PARTNERS WITH THE FOLLOWING COMPANIES TO CREATE
THE WORLD'S LEADING VESSEL SUPPORT NETWORK



Online Marketing Comparison

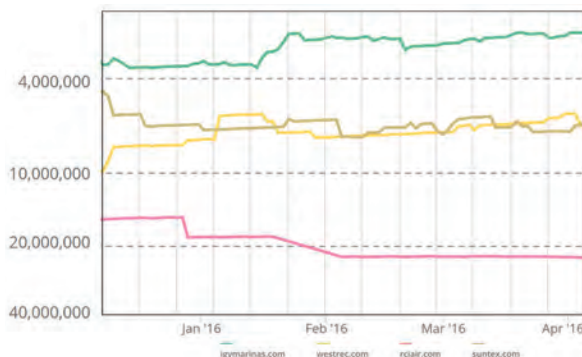
IGY Marinas Online Marketing Presence vs The Competition

IGY's industry leading market position is largely attributable to its sophisticated and dynamic marketing and branding efforts. For global companies in this age of technology, internet based marketing plays an increasingly vital role in customer engagement and business growth. IGY is proud to be at the forefront of online marketing and client engagement within the marina industry.

Global Site Rank

Global site ranking provides the world wide popularity rank of a website at that particular point in time. As an example, Facebook.com and Google.com often take turns as number 1 and number 2 in global ranking.

With a ranking of approximately 2,700,000 of all websites throughout the world, IGY has the leading website presence in the marina industry. IGY leads its competitors including; Safe Harbor Marinas at 3,400,000, Westrec Marinas at about 5,900,000, and RCI Marinas at about 22,400,000. Suntex is ranked 6,700,000, nearly 4,000,000 positions behind IGY Marinas.



Direct 3rd Party Links help increase traffic to your site through hyperlinks, online advertising, editorials, referrals and associations. As shown in Figure 1.1, IGY's integration with partners and promoters far exceeds that of its competition.

MAIN WEBSITE	IGY Marinas	Suntex
GLOBAL SITE RANKING	2,700,000	6,700,000
DIRECT 3RD PARTY LINKS	95	6

Figure 1.1

Social Media

In addition to online presence with the IGY website and its Anchor Club Strategic Partners, IGY also maintains a daily connection with over 25,000 customers throughout its 14 associated Facebook pages. These Facebook Statistics as of 03/16/2016 below, show that IGY Marinas' Facebook page reaches 1,750% more people than Suntex's Facebook page (5,535 vs 299). Figure 1.2 also provides a comparison of the top six (6) individual marina Facebook pages for each company. A comparison of the main page plus the top six (6) most popular individual marina pages for IGY Marinas and Suntex, suggests that IGY connects with nearly double the amount of people compared to Suntex (20,560 vs 10,824). New page likes are achieved daily, and the likes and shares among the followers provide exponential awareness of the marina destinations and events. Of the Facebook users who follow our IGY Marinas page, 3,800 are from the United States, with approximately 13% (or 494) from South Florida, despite the fact IGY does not currently operate a marina in South Florida.

Twitter is another social medium utilized to maintain contact with our customers. IGY Marinas has 4,969 followers with our last posting March 22nd, 2016, while Suntex Marinas has only 83 followers with the most recent posting of December 18th, 2015.

Marina Page Likes	IGY MARINAS		SUNTEX	
	Main Company Likes	5,535	Main Company Likes	299
	Blue Haven Marina, Turks & Caicos	4,555	Canyon Lake Marina, TX	3,200
	Marina Santa Marta, Colombia	4,050	Sailorville Marina, IA	2,600
	Yacht Haven Grande, USVI	2,520	Crosswater Yacht Club, TX	1,300
	Rodney Bay Marina, St. Lucia	1,600	York River Yacht Haven, VA	1,275
	Newport Yacht Club & Marina, NJ	1,200	Cranes Mill Marina, TX	1,150
	Yacht Club as Isle de Sol, St. Maarten	1,100	Little River Marina, GA	1,000
	Combined Likes	20,560	Combined Likes	10,824

Figure 1.2

* Facebook Statistics as of 03/16/2016

Keys to Success

IGY is able to maintain an industry leading level of online marketing exposure and client engagement by way of the following:

1. Relevant Content – IGY continually updates its website and social media feeds with interesting and important content. IGY's recent "Inspired Giving through You" campaign attracted hundreds of views.
2. Who follows us – IGY followers are industry professionals, professional class boaters, captains and crew, multiple news outlets and periodicals, and of course, boating enthusiasts. It is estimated that approximately 48% of our Facebook followers are professional captains and/or Owner/Operators of vessels 60' or larger in size.
3. Active and Involved - As a community and industry leader, IGY is involved in a myriad of initiatives and events, and people "in the know" want to know what IGY is doing.

VIII. Unique Attributes

Status –

Currently Las Olas Marina appears to be disconnected from downtown Fort Lauderdale and Fort Lauderdale Beach, however, IGY Marinas has a dynamic vision that will build on the area's yachting environment. Las Olas Marina is poised to become a catalyst that will solidify Fort Lauderdale as one of the world's leading marina destinations. The marina will welcome all vessels including being specifically designed to accommodate the world's largest yachts. Combining a dynamic tourism environment coupled with one of the world's most dynamic array of vessel support companies, Las Olas Marina is the ideal port for short term stays or long term homeporting.

Architecture –

Locals and guest alike will be welcomed by the mesmerizing waterfront charm of Las Olas Marina and greeted by an iconic waterfront destination specifically designed to showcase to the world a purposely crafted marina environment. Supported by open pedestrian walkways, artist creations and green space the marina will serve as a landmark to a holistic community approach partnering City, community and business interests.

Convenience –

The Las Olas Marina is located on the eastern shore of the Las Olas drawbridge within walking distance of the liveliness of Fort Lauderdale Beach nightlife, shops and dining, and a short cab ride to the hub of high fashioned shopping, dining, and nightlife offered by Las Olas Boulevard and Downtown Fort Lauderdale. As a result, IGY Marina visitors will have an increased desire to berth with the Las Olas Marina due to the plethora of activity and options available. Due to the proximity of the Downtown area, Las Olas Marina will be chosen over its competitors once renovations are completed. With the IGY Marinas well-known brand and the convenience of location and amenities, vessel guests and crew will be able to enjoy a night out on the town. There are numerous options for laundry, provisioning, and replenishing necessities within a 10-minute radius. The Fort Lauderdale-Hollywood International Airport is less than a 20-minute drive from Las Olas Marina and approximately 20 minutes to the Port by water.

Location –

IGY Marinas will market the Las Olas Marina throughout its network (13 marinas across 7 countries) and internationally. With the projected slip inventory expansion, including the addition of a larger capacity matrix for vessels over 80', Las Olas Marina will be able to accommodate some of the world's largest vessels.

The approach is to enrich Fort Lauderdale's existing marketing infrastructure and work in alignment with the local maritime community to immediately strengthen the scope, depth and framework of Las Olas Marina's international marketing efforts. The marketing team plans to work closely with the existing IGY customer database to present Las Olas Marina as the United States' premier international marina destination experience.

IX. Monitors and Controls

- A. Annual Marketing Plan and Budget
- B. Scheduled marketing calls to review activity and ensure on course for positive year-end results
- C. Web-based marina customer survey platform with instant reporting, central tabulation and collective analysis
- D. Online vessel reservation request platform with direct information to onsite marina team
- E. Monthly P&L reports and supporting explanations
- F. Social media engagement measurement and tracking
- G. Brand Standards – marina brand audits:
 - i. Onsite - uniform, signage, branding, flags, collateral and mats
 - ii. IGY Marinas Customer Service standards training – Indoor & Outdoor Staff
 - iii. Communication procedures – telephone, website and in person



■ ■ ■ MARKETING COLLATERAL OVERVIEW

SETTING A NEW STANDARD
IN MARINA EXPERIENCES



WELCOME TO THE IGY MARINAS NETWORK COLLECTION OF MARKETING TOOLS -

where you will find our collateral on various platforms, each effectively communicating messaging to an array of vessel target markets – megayacht, cruise, sail and sportfish.

With yachting destinations spanning the globe, Island Global Yachting (IGY) has redefined the luxury marina experience. Founded in 2005, IGY focuses on acquiring, managing, and servicing luxury-yacht marinas and lifestyle destinations. Headquartered in Fort Lauderdale, Florida, IGY also has offices in New York, NY and St. Thomas, USVI. IGY marinas operate under the signature Yacht Haven Grande Collection and the IGY series brands, as well as several private labels.

IGY's network of award-winning properties is setting new standards for service and quality in nautical tourism throughout the world.

The company offers an unprecedented collection of 14 marinas in the Caribbean, Pacific and the Americas, all catering to a variety of vessel types including sportfishers, cruisers, sailing & motor yachts, as well as being exclusive home ports for some of the world's largest megayachts. IGY also participates in 10 of the world's biggest and best sportfishing tournaments, making its destinations in Cabo San Lucas, Cancun, St. Thomas USVI, Turks & Caicos, Panama, Bahamas and Puerto Rico highly sought-after angler destinations.

IGY has over 2,000 slips under management with approximately 400 berths catering to megayachts over 80 feet.

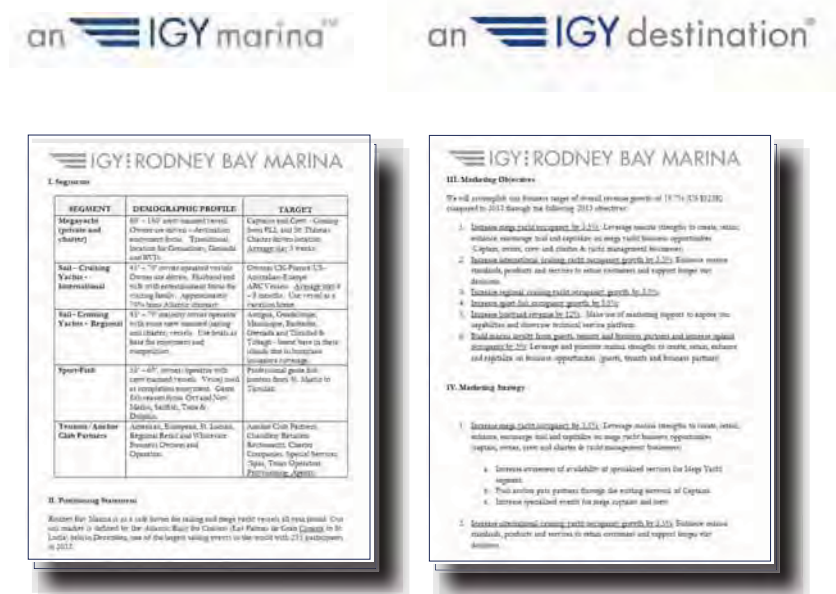
IGY is an affiliate of Island Capital Group LLC, a real estate merchant banking firm led and founded by Andrew Farkas, former chairman of Insignia Financial Group.

MARKETING PLANS

The IGY Marketing team creates complex, tactical marketing plans with actionable tasks detailed in each marina's individual document, including owned and managed properties. Beginning with an analysis of market segments, a positioning statement is created together with the General Manager of the property. Marketing objectives are decided upon, followed by strategy for those objectives and then those carried out by specific tactics for each objective.



The IGY Marketing team creates complex, tactical marketing plans with actionable tasks detailed in each marina's individual document, including owned and managed properties. Beginning with an analysis of market segments, a positioning statement is created together with the General Manager of the property. Marketing objectives are decided upon, followed by strategy for those objectives and then those carried out by specific tactics for each objective.



Together with the marketing manager and general manager of each property, The Marketing Team recommends a detailed budget to each marina, assigning cost to each line item in tandem with the tactical marketing plan. A comprehensive media plan is created that falls in line with seasonal needs.

2014

Newport Yacht Club & Marina

Sales & Marketing Budget

Updated: 12-Jul-11

Account # Advertising	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
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IGY ANCHOR CLUB LOYALTY PROGRAM

Created for IGY customers, this marina loyalty program is the only one of its kind, giving back to our marina patrons for choosing to stay at our destinations. Points are accumulated through dockage spend, and then can be redeemed through a state-of-the-art comprehensive website offering an array of products and services. Members also have the option to donate their points (in dollar amount) to the various charities offered on the site.



IGY ANCHOR CLUB-SPONSORS

Customizable marketing programs that access IGY's over 8,000 annual unique vessel customers via a multiplicity of platforms – print, digital, event, public relations and social media. Granting unprecedented access to active vessel owners, captains and crew.



GRAPHIC DESIGN & ARTWORK SERVICES

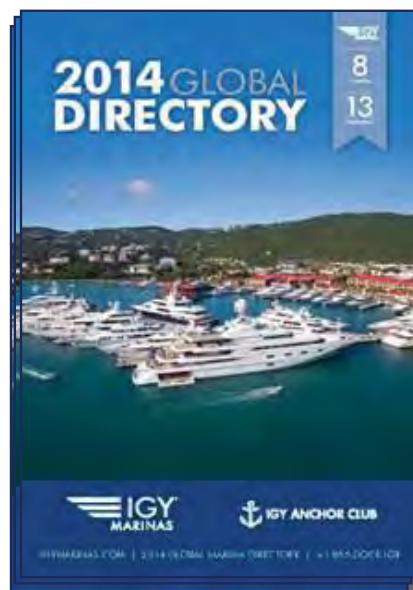
IGY Marinas offers its expertise in collateral and advertisement creation to all its destinations, including third party managed marinas. This is done at the expense of IGY, and typically maintains the desired branding of choice, either network or marina-specific.



GLOBAL DIRECTORY

A comprehensive collection of all IGY destinations, the Global Directory contains a wealth of information on all IGY marinas, including 5-day island destination itineraries and valuable insight into our Anchor Club partners.

The Global Directory is prominently displayed at all 14 IGY destinations, and is also conveniently available online for viewing or download.



MARINA ARRIVAL GUIDE

Each IGY marina is provided with its own Arrival & Information Guide, which incorporates detailed marina and destination information including customs and immigration specifications, a marina dockage map, an island itinerary and information on our valued Anchor Club partners. As well as being available in a digital version, each Arrival & Information Guide is displayed at all 14 global marina offices.



MARINA OFFICE RECEPTION VIDEO

Each marina office at the IGY destinations displays its own video, with descriptive information of the facilities, and dockage information through stunning imagery.



CUSTOMER SURVEY WEBSITE

Feedback is crucial to the growth and development of each marina, and what our customers have to say about us dictates whether or not we are satisfying their needs. All survey information is collated and collected digitally by each marina, and then fed back to the EVP of Operations and relevant management to ensure that we correct any wrongs or simply continue to provide our high level of service.

MARINA
MAPS

Created by Yachting Pages, the go-to guide for superyacht captains and crew, each map clearly indicates the dockage arrangement of each marina, as well details of the full facility. Maps are viewed online as well as in the Arrival & Information Guide of each marina.



NETWORK OFFERS

Together with Corporate Marketing, each destination creates promotional offers to incentivize and encourage new and recurring customers to visit our destinations. The collateral is created in house, by IGY and cost is incurred internally foregoing certain circumstances.



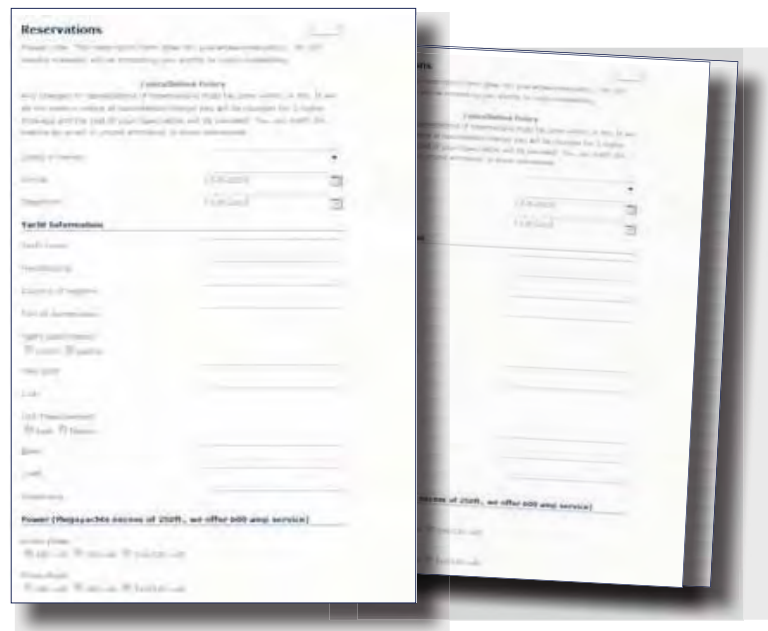
WEBSITE

The main IGY Marinas website as well as the individual marina websites were created to provide comprehensive information on the marina and the destination, and also contain a link to the Preferred Provider Directory. The website also houses the marina surveys, information on the Anchor Club and promotions and offers and moreover, contains an effective Reservation Referral System. It is meticulously maintained in house, and is also supported by a full SEO and SEM program to maintain high web ranking.



RESERVATION REFERRAL SYSTEM

Resting on the IGY Marinas website as well as all the individual marina sites, the Reservation Referral System is a convenient way for customers to begin the processes of reserving their berth. Once they enter their dates and marina of choice, an email immediately alerts marina staff to contact the customer and confirm the berth.



BOAT SHOWS

IGY Marinas is an active participant in the Fort Lauderdale International Boat Show, The Miami International Boat Show, The Palm Beach Boat Show, The Monaco Yacht Show and the Antigua Yacht Charter Show. Our participation includes booth spaces at most shows, enhanced by private events and sponsorships of other various events surrounding the shows.



SOCIAL MEDIA

As a layered approach to our marketing programs, social media presence for IGY Marinas is of utmost importance to maintain brand presence, and to communicate offers and news with our customers and media. We have a robust strategy that engages users with our marinas and keeps the destinations at the front of mind.



CREW EVENT PLANNER

Each season, the Yacht Haven Grande Collection of IGY Marinas schedule new and recurring events for captains and crews frequenting the destinations. Providing entertainment, educational programs and events keeps our customers engaged and happy to return the following season.



SPORT FISH TOURNAMENT CALENDAR

IGY Marinas host 10 of the top sportfishing tournaments in the world. Our calendar reflects the destination and month of each tournament and is displayed prominently at each relevant destination.



IGY MARINAS: SPORTFISH TOURNAMENT CALENDAR 2012-2013

CABO SAN LUCAS, MARINA CABO SAN LUCAS

Los Cabos Billfish Tournament October
Bisbee's Offshore Black and Blue Tournament October
Los Cabos Tuna Jackpot November

COSTA RICA, MARINA PAPAGAYO

Presidential Papagayo Cup June

ST LUCIA, RODNEY BAY MARINA

St. Lucia Billfish Tournament November

ST THOMAS, AMERICAN YACHT HARBOR

Dolphin Derby April

July Open Marlin Tournament July

AMBT "Boy Scout" Tournament August

Wahoo Wind-Up November

PUERTO RICO, PALMAS DEL MAR YACHT CLUB

International Grand Slam Tournament April

MONTAUK, THE MONTAUK YACHT CLUB RESORT & MARINA


The Celebrity Redbone Tournament September

www.igy.com

IGY
Corporate Member

RATE SHEETS

IGY marketing creates rate sheets for each marina, however they are not posted online, rather the marina distributes them on the basis of individual requests.



Resorts World
CASINO
BIMINI • BAHAMAS

© 2012 Resorts World Bimini & Bahamas

2014 SUMMER MARINA RATES
Effective: April 14 - September 15

Daily	\$3.50/Ft
Weekly	\$3.00/Ft
Monthly	\$2.25/Ft
Resort Fee	\$12.00/Day/Boat

Group and rendezvous rates are available.
A 40' minimum applies unless a cabin is rented as well as the boat slip.
Electricity and water is charged separately.

- Electricity is charged at a flat rate up to 70' line and measured above 70' line
- Water is charged per consumption at a rate of .45 per Gallon

HOLIDAY RATES:
MEMORIAL DAY:
(May 22 - May 25)

- 3 Day Minimum / 40' Minimum
- \$5.50 / Ft / Night

FOURTH OF JULY WEEKEND:
(July 3 - July 5)

- 3 Day Minimum / 40' Minimum
- \$5.50 / Ft / Night

LABOR DAY:
(August 29 - September 2)

- 3 Day Minimum / 40' Minimum
- \$5.00 / Ft / Night



YACHT HAVEN GRAND
on **IGY marina**

BERTHING RATES SUMMER 2013
Effective June 1, 2013 through October 31, 2013

	Nights	Under \$2K Rate	Over \$2K Rate
Daily	1-6	\$1.50	\$2.00
**Weekly	7-29	\$1.35	\$1.80
**Monthly	30-60	\$1.20	\$1.50
**Seasonal	90+	\$1.00	\$1.35

(All rates estimated one per foot per night)

*Discount is for consecutive day stays. Discount will be paid in advance for seasons reserved only and is non-transferable.
 *Discount is available between June 1, 2013 and October 31, 2013. Discount will be paid in advance for seasons reserved only and is non-transferable.

MARINA HIGHLIGHTS

- Extensive concrete dock with tiebacks for yachts 200m+
- Cruise boats and larger powerboats only appointment only
- Boats landing at all times; shore water pump-out
- Vessel Electric: 110v/220v (rates are subject to change without notice)
- 24-hour lift and slide TV
- Fitness Center
- 24-hour video surveillance and on-site security
- Fronteered with signature restaurants, bars, music and more
- 40 world-class designer and "fast lane" berths
- Swimming areas and cabana's on site
- Professional maintenance
- Access to golf

BERTHING

- 40 slip/46 moorage berths
- Maximum length: 65'68/200m +
- Maximum Draft: 18'6.5/5m
- Maximum beam: 34.4'



CALCULATION POLICY

Any change or cancellations of reservations must be done until 60 days in advance. If we do not receive notice of cancellations/ change you will be charged for 11 nights (change and the last 6 days) regardless of what you have actually used. You can notify us by email at reservations@yachthaven.com or by phone at 1-800-745-5500.

2324 Yacht Haven Grand, Suite 100 - St. Thomas, USVI 00002

1 340 784 9500 • 1 340 784 5045

LAIE: 111 2070 8678 • CLEVELAND: 645 25 12 00" W

YHCS@yachthaven.com

DESTINATION COLLATERAL

Each destination has its own unique attributes and activity focus. We take that focus, whether it be kite boarding, surfing, mega yacht services or even fishing and diving, and present them in an image-heavy digital flip book to distribute and post on social media.



DESTINATION CHARTER ITINERARIES

Through our island experts who are highly knowledgeable in the local activities, anchorages, hidden spots and top dining establishments of their respective island, we are able to create 5-day itineraries for our visiting vessels on charter. We also work together with top charter brokers to ensure an extraordinary experience for all on board.

[illegible][illegible][illegible]

PREFERRED PROVIDER DIRECTORY WEBSITE

Filled with valued and trusted partners of IGY Marinas, the Preferred Provider Directory Website is recommended as a resource to our customers for local and global businesses offering products and services that are relevant to the needs of our marina patrons.



IGY MARINAS EVENTS

IGY is transforming the marina industry with unique captain and crew focused events that maximize exposure for its partners targeting key decision makers.



ASSOCIATION MEMBERSHIP & REPRESENTATION

IGY Marinas is a proud member of several industry associations, sponsoring and participating in events, acting in speaking engagements and networking with like-minded industry professionals.



EXHIBIT 7

References (Marina Development)



References (Marina Development)

REFERENCE #	1	2	3
ENTITY NAME	The West Indian Company Limited	Brookfield Office Properties	Bixby Bridge Capital
CONTACT NAME	Joseph Boschulte (President & CEO)	David Cheikin (Senior Vice President)	Steven Fass (Principal)
ADDRESS	The West Indian Company Limited 9020 Havensight Mall	Brookfield Office Properties Brookfield Place 250 Vesey Street, 15th Floor	Bixby Bridge Capital 555 Skokie Boulevard, Suite 555
CITY / STATE / ZIP	St. Thomas / USVI / 00802	New York / New York / 10281	Northbrook / IL / 60062
PHONE	340-774-1780	212-417-7102	847-313-6454
EMAIL	jboschulte@wico-ltd.com	David.Cheikin@brookfield.com	sfass@ebixby.com
ADDITIONAL NOTES	IGY leases from WICO a portion of the land upon which Yacht Haven Grande's marina and mall were developed and operated. WICO is a governmental agency in the USVIs that controls certain strategic assets.	IGY was retained by the client to provide marina management and marketing services to North Cove Marina at Brookfield Place. IGY is overseeing the operations and redevelopment of the marina.	IGY was retained by the client to oversee the operations and redevelopment of the Maximo Marina located in St Petersburg, FL.

EXHIBIT 8

Historical Marina Development Projects



Historical Marina Development Projects (Marina Development)												
REF. #	MARINA NAME & LOCATION	SIZE OF FACILITY NUMBER OF SLIPS (WET/DRY)	AMENITIES	OWNER CONTACT NAME	OWNER ADDRESS	OWNER CITY / STATE / ZIP	OWNER PHONE	OWNER EMAIL	SERVICES PROVIDED	TOTAL CONSTRUCTION COSTS (HARD COSTS & SOFT COSTS)	CONSTRUCTION TIME FRAME (START DATE / END DATE)	ANY SCHEDULE DELAYS OR UNEXPECTED ISSUES
1	Yacht Haven Grande (St. Thomas, USVI)	48 mega-yacht berths (wet), 130,000 sq. feet of retail/office space, 12 residences	4 restaurants, swimming, tennis, in-slip fuel & pumpout showers, fit- ness center, wi-fi, satellite tv, shore power, water, parking, customs and immigration, ISPS security.	Yacht Haven USVI, LLC (Mark Lande, General Counsel)	Yacht Haven USVI, LCC c/o Island Global Yachting Ltd. 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Design, permitting, and construction management.	Approximately \$150 MM	2003-2006	None
2	Rodney Bay Marina (St. Lucia, WI)	253 berths (wet), 100 space boatyard, 40,000 sq. feet of retail space	5 food and beverage outlets, customs and immigration, showers, laundry, cable tv, wi-fi, high-speed fueling, parking, pump out, security, chandlery.	Rodney Bay Marina Ltd. (Mark Lande, General Counsel)	Rodney Bay Marina Ltd. c/o Island Global Yachting Ltd. 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Design, permitting, and construction management.	Approximately \$40 MM	2007-2009	General Contractor was significantly and negatively impacted by the financial crisis. IGY had to step in and closely manage the completion of the project with the subcontractors.
3	Maximo Marina (St. Petersburg, FL)	300 berths (wet)	Covered slips, laundry, security, pump out, fuel, parking, easy access to beaches, cable tv, shore power.	Bixby Bridge Capital, LLC (Steven Fass, Principal)	Bixby Bridge Capital, LLC 555 Skokie Boulevard, Suite 555	Northbrook / Illinois / 60062	847-313-6458	cclark@ebixby.com	Design, permitting, and construction management.	Approximately \$15 MM	2015-2017	Project is currently in design and permitting phase with construction anticipated to commence summer 2016 and continue for approximately 12 months.
4	Marina Cabo San Lucas (CSL, Mexico)	380 berths (wet) 33 mega-yacht berths (wet)	Restaurants, bars, full-service boat yard with Travelift, high-speed fuel and pump out, crew facilities, laundry, showers, wi-fi, satellite tv, 24/7 security.	IGY-Cabo Marina Management, S. De R.L. De. C.V. (Mark Lande, General Counsel)	IGY-Cabo Marina Management, S. De R.L. De. C.V. c/o Island Global Yachting Ltd. 717 Fifth Avenue, 18th Floor	New York / New York / 10022	212-705-5034	mlande@igymarinas.com	Design, permitting, and construction management.	Approximately \$12 MM	2015-2018	Phased redevelopment of the marina, currently in design and permitting phase.
5	North Cove Marina at Brookfield Place (New York, NY)	18 berths (wet) 8 megayacht berths (wet)	Location in downtown Manhattan with shopping, restaurants, and museums, provisioning nearby, 24/7 security, customs & immigration nearby, crew facilities, wi-fi, pump-out, transportation access.	Brookfield Office Properties (David Cheikin, Senior Vice President)	Brookfield Office Properties Brookfield Place 250 Vesey Street, 15th Floor	New York / New York / 10281	212-417-7102	David.Cheikin@brookfield.com	Design, permitting, and construction management.	Approximately \$2 MM	2015-2016	Construction to be completed in 2nd quarter of 2016.

EXHIBIT 9

Consolidated Financial Analysis for Alternative 1



Alternative 1
Profit and Loss Projections

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Slip Revenues	\$ 1,866,282	\$ 1,708,072	\$ 672,313	\$ 4,334,988	\$ 4,711,177	\$ 5,023,115	\$ 5,337,652	\$ 5,632,253	\$ 5,900,994	\$ 6,096,549	\$ 41,283,395
Boat Show Revenues	\$ 250,000	\$ 250,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 8,500,000
Total Gross Revenues	\$ 2,116,282	\$ 1,958,072	\$ 1,672,313	\$ 5,334,988	\$ 5,711,177	\$ 6,023,115	\$ 6,337,652	\$ 6,632,253	\$ 6,900,994	\$ 7,096,549	\$ 49,783,395
Total Direct Costs	\$ 153,188	\$ 138,190	\$ 42,834	\$ 326,399	\$ 344,132	\$ 359,063	\$ 372,231	\$ 382,448	\$ 389,942	\$ 393,966	\$ 2,902,393
Gross Profit	\$ 1,963,094	\$ 1,819,882	\$ 1,629,480	\$ 5,008,589	\$ 5,367,045	\$ 5,664,052	\$ 5,965,421	\$ 6,249,805	\$ 6,511,053	\$ 6,702,582	\$ 46,881,003
Gross Profit %	93%	93%	97%	94%	94%	94%	94%	94%	94%	94%	94%
Payroll & Benefits	\$ 338,884	\$ 347,356	\$ 280,390	\$ 457,656	\$ 469,097	\$ 480,825	\$ 492,845	\$ 505,167	\$ 517,796	\$ 530,741	\$ 4,420,757
IGY Management Fee	\$ 200,000	\$ 200,000	\$ 200,000	\$ 250,429	\$ 268,352	\$ 283,203	\$ 298,271	\$ 312,490	\$ 325,553	\$ 335,129	\$ 2,673,427
Total Rent Revenue to City	\$ 762,410	\$ 745,071	\$ 721,213	\$ 1,605,334	\$ 1,648,734	\$ 1,784,693	\$ 1,821,181	\$ 1,855,613	\$ 1,887,243	\$ 1,910,432	\$ 14,741,925
Other Operating Expenses	\$ 534,708	\$ 534,663	\$ 481,037	\$ 848,268	\$ 875,761	\$ 900,917	\$ 926,569	\$ 951,791	\$ 976,337	\$ 998,221	\$ 8,028,271
Total Operating Expenses	\$ 1,836,002	\$ 1,827,090	\$ 1,682,641	\$ 3,161,687	\$ 3,261,944	\$ 3,449,638	\$ 3,538,867	\$ 3,625,060	\$ 3,706,928	\$ 3,774,523	\$ 29,864,380
Operating Expense %	87%	93%	101%	59%	57%	57%	56%	55%	54%	53%	60%
Net Operating Income	\$ 127,092	\$ (7,208)	\$ (53,161)	\$ 1,846,902	\$ 2,105,101	\$ 2,214,414	\$ 2,426,554	\$ 2,624,745	\$ 2,804,124	\$ 2,928,060	\$ 17,016,623
NOI %	6%	-0%	-3%	35%	37%	37%	38%	40%	41%	41%	34%

City Revenue

Base Revenue to City	\$ 525,000	\$ 525,000	\$ 525,000	\$ 1,000,000	\$ 1,000,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 9,075,000
Percentage Revenue to City	\$ 237,410	\$ 220,071	\$ 196,213	\$ 605,334	\$ 648,734	\$ 684,693	\$ 721,181	\$ 755,613	\$ 787,243	\$ 810,432	\$ 5,666,925
Total Rent Revenue to City	\$ 762,410	\$ 745,071	\$ 721,213	\$ 1,605,334	\$ 1,648,734	\$ 1,784,693	\$ 1,821,181	\$ 1,855,613	\$ 1,887,243	\$ 1,910,432	\$ 14,741,925

Average of 10 Year Projection (Minimum Base Revenue) per Annum \$ 907,500

Average of 10 Year Projection (Minimum Base + Percentage Revenues) per Annum \$ 1,474,192

Cash Flow Analysis

Net Operating Income	\$ 127,092	\$ (7,208)	\$ (53,161)	\$ 1,846,902	\$ 2,105,101	\$ 2,214,414	\$ 2,426,554	\$ 2,624,745	\$ 2,804,124	\$ 2,928,060	\$ 17,016,623
Capital Expense Reserve	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (1,500,000)
Development Cost	\$ (500,000)	\$ (500,000)	\$ (24,917,623)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,917,623)
Loan Proceeds	\$ -	\$ -	\$ 15,550,574	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,550,574
Grant Proceeds	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
Debt Service & Loan Paydown	\$ -	\$ -	\$ (329,725)	\$ (1,318,899)	\$ (1,318,899)	\$ (1,318,899)	\$ (1,318,899)	\$ (1,318,899)	\$ (1,318,899)	\$ (14,796,266)	\$ (23,039,382)
Reversion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,600,745	\$ 36,600,745
Cash Flow	\$ (522,908)	\$ (657,208)	\$ (4,899,935)	\$ 378,003	\$ 636,202	\$ 745,516	\$ 957,656	\$ 1,155,846	\$ 1,335,226	\$ 24,582,539	\$ 23,710,937



Alternative 1 Development Cost Estimate

Description	Qty	Unit	Unit Price (low)	Unit Price (high)	Item Cost (low)	Item Cost (high)
Dredging - New Basin	145,200	cy	\$30	\$40	\$4,356,000	\$5,808,000
Dredging - Existing Basin	50,820	cy	\$40	\$60	\$2,032,800	\$3,049,200
Mitigation, Mitigation Planning	unk.	ac	\$70,000	\$150,000	\$70,000	\$150,000
Demolition Existing	14,400	sf	\$20	\$40	\$288,000	\$576,000
Mobilization / Demobilization	1	ls	\$750,000	\$1,125,000	\$750,000	\$1,125,000
Docks	46,569	sf	\$100	\$150	\$4,656,900	\$6,985,350
Bulkhead	850	lf	\$2,000	\$3,500	\$1,700,000	\$2,975,000
Utilities (50A/100A Power, Water, Sewage)	45	slip	\$15,000	\$25,000	\$675,000	\$1,125,000
Utilities (200A Power, Water, Sewage)	43	slip	\$30,000	\$50,000	\$1,290,000	\$2,150,000
Utilities (400A Power, Water, Sewage)	0	slip	\$40,000	\$60,000	\$0	\$0
Performance Bond	1	ls	\$361,635	\$536,619	\$361,635	\$536,619
Upland Site Infrastructure	1	n/a	\$300,000	\$300,000	\$300,000	\$300,000
Operational Start-up	1	n/a	\$1,055,000	\$1,055,000	\$1,055,000	\$1,055,000
	Total Hard Costs				\$17,535,335	\$25,835,169
	Total Soft Costs				\$3,897,074	\$4,567,667
	Estimated Total Cost				\$25,917,623	
Cost per Slip				No. Slips	\$294,518	
				88		

EXHIBIT 10

Consolidated Financial Analysis for Alternative 2



Alternative 2
Profit and Loss Projections

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Slip Revenues	\$ 1,866,282	\$ 1,708,072	\$ 731,840	\$ 4,498,523	\$ 4,924,892	\$ 5,253,679	\$ 5,563,317	\$ 5,891,504	\$ 6,239,358	\$ 6,608,068	\$ 43,285,534
Boat Show Revenues	\$ 250,000	\$ 250,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 8,500,000
Total Gross Revenues	\$ 2,116,282	\$ 1,958,072	\$ 1,731,840	\$ 5,498,523	\$ 5,924,892	\$ 6,253,679	\$ 6,563,317	\$ 6,891,504	\$ 7,239,358	\$ 7,608,068	\$ 51,785,534
Total Direct Costs	\$ 153,188	\$ 138,190	\$ 50,003	\$ 342,030	\$ 362,246	\$ 377,296	\$ 389,962	\$ 403,091	\$ 416,701	\$ 430,812	\$ 3,063,519
Gross Profit	\$ 1,963,094	\$ 1,819,882	\$ 1,681,837	\$ 5,156,493	\$ 5,562,646	\$ 5,876,383	\$ 6,173,355	\$ 6,488,412	\$ 6,822,656	\$ 7,177,256	\$ 48,722,015
Gross Profit %	93%	93%	97%	94%	94%	94%	94%	94%	94%	94%	94%
Payroll & Benefits	\$ 338,884	\$ 347,356	\$ 280,390	\$ 457,656	\$ 469,097	\$ 480,825	\$ 492,845	\$ 505,167	\$ 517,796	\$ 530,741	\$ 4,420,757
IGY Management Fee	\$ 200,000	\$ 200,000	\$ 200,000	\$ 257,825	\$ 278,132	\$ 293,819	\$ 308,668	\$ 324,421	\$ 341,133	\$ 358,863	\$ 2,762,860
Total Rent Revenue to City	\$ 801,979	\$ 781,750	\$ 761,311	\$ 1,777,115	\$ 1,834,485	\$ 1,983,801	\$ 2,025,749	\$ 2,070,252	\$ 2,117,465	\$ 2,167,553	\$ 16,321,460
Other Operating Expenses	\$ 534,708	\$ 534,663	\$ 464,596	\$ 907,759	\$ 938,896	\$ 966,367	\$ 993,469	\$ 1,021,765	\$ 1,051,315	\$ 1,082,183	\$ 8,495,719
Total Operating Expenses	\$ 1,875,570	\$ 1,863,768	\$ 1,706,297	\$ 3,400,354	\$ 3,520,611	\$ 3,724,812	\$ 3,820,731	\$ 3,921,604	\$ 4,027,709	\$ 4,139,339	\$ 32,000,795
Operating Expense %	89%	95%	99%	62%	59%	60%	58%	57%	56%	54%	62%
Net Operating Income	\$ 87,524	\$ (43,886)	\$ (24,460)	\$ 1,756,139	\$ 2,042,035	\$ 2,151,571	\$ 2,352,624	\$ 2,566,808	\$ 2,794,948	\$ 3,037,917	\$ 16,721,220
NOI %	4%	-2%	-1%	32%	34%	34%	36%	37%	39%	40%	32%

City Revenue

Base Revenue to City	\$ 525,000	\$ 525,000	\$ 525,000	\$ 1,050,000	\$ 1,050,000	\$ 1,155,000	\$ 1,155,000	\$ 1,155,000	\$ 1,155,000	\$ 1,155,000	\$ 9,450,000
Percentage Revenue to City	\$ 276,979	\$ 256,750	\$ 236,311	\$ 727,115	\$ 784,485	\$ 828,801	\$ 870,749	\$ 915,252	\$ 962,465	\$ 1,012,553	\$ 6,871,460
Total Rent Revenue to City	\$ 801,979	\$ 781,750	\$ 761,311	\$ 1,777,115	\$ 1,834,485	\$ 1,983,801	\$ 2,025,749	\$ 2,070,252	\$ 2,117,465	\$ 2,167,553	\$ 16,321,460

Average of 10 Year Projection (Minimum Base Revenue) per Annum

\$ 945,000

Average of 10 Year Projection (Minimum Base + Percentage Revenues) per Annum

\$ 1,632,146

Cash Flow Analysis

Net Operating Income	\$ 87,524	\$ (43,886)	\$ (24,460)	\$ 1,756,139	\$ 2,042,035	\$ 2,151,571	\$ 2,352,624	\$ 2,566,808	\$ 2,794,948	\$ 3,037,917	\$ 16,721,220
Capital Expense Reserve	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (150,000)	\$ (1,500,000)
Development Cost	\$ (500,000)	\$ (500,000)	\$ (24,275,622)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,275,622)
Loan Proceeds	\$ -	\$ -	\$ 15,165,373	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,165,373
Grant Proceeds	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
Debt Service & Loan Paydown	\$ -	\$ -	\$ (321,557)	\$ (1,286,228)	\$ (1,286,228)	\$ (1,286,228)	\$ (1,286,228)	\$ (1,286,228)	\$ (1,286,228)	\$ (14,429,750)	\$ (22,468,677)
Reversion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,973,967	\$ 37,973,967
Cash Flow	\$ (562,476)	\$ (693,886)	\$ (4,606,266)	\$ 319,911	\$ 605,807	\$ 715,342	\$ 916,395	\$ 1,130,580	\$ 1,358,720	\$ 26,432,134	\$ 25,616,260



Alternative 2 Development Cost Estimate

Description	Qty	Unit	Unit Price (low)	Unit Price (high)	Item Cost (low)	Item Cost (high)
Dredging - New Basin	145,200	cy	\$30	\$40	\$4,356,000	\$5,808,000
Dredging - Existing Basin	50,820	cy	\$40	\$60	\$2,032,800	\$3,049,200
Mitigation, Mitigation Planning	unk.	ac	\$70,000	\$150,000	\$70,000	\$150,000
Demolition Existing	14,400	sf	\$20	\$40	\$288,000	\$576,000
Mobilization / Demobilization	1	ls	\$750,000	\$1,125,000	\$750,000	\$1,125,000
Docks	30,960	sf	\$125	\$175	\$3,870,000	\$5,418,000
Bulkhead	1,440	lf	\$2,000	\$3,500	\$2,880,000	\$5,040,000
Utilities (50A/100A Power, Water, Sewage)	0	slip	\$15,000	\$25,000	\$0	\$0
Utilities (200A Power, Water, Sewage)	25	slip	\$30,000	\$50,000	\$750,000	\$1,250,000
Utilities (400A Power, Water, Sewage)	8	slip	\$40,000	\$60,000	\$320,000	\$480,000
Performance Bond	1	ls	\$362,751	\$535,458	\$362,751	\$535,458
Upland Site Infrastructure	1	n/a	\$300,000	\$300,000	\$300,000	\$300,000
Operational Start-up	1	n/a	\$1,055,000	\$1,055,000	\$1,055,000	\$1,055,000
	Total Hard Costs				\$17,034,551	\$24,786,658
	Total Soft Costs				\$4,080,959	\$4,649,076
	Estimated Total Cost				\$25,275,622	
Cost per Slip				No. Slips	\$765,928	
				33		

EXHIBIT 11

State and Local Tax Impacts (Marina Operations Only)



State and Local Tax Impacts (Marina Operations Only)

Description	\$ Amount
Dividends	\$2,132
Social Ins Tax- Employee Contribution	\$3,032
Social Ins Tax- Employer Contribution	\$5,860
Tax on Production and Imports: Sales Tax	\$509,745
Tax on Production and Imports: Property Tax	\$381,529
Tax on Production and Imports: Motor Vehicle License	\$8,789
Tax on Production and Imports: Severance Tax	\$359
Tax on Production and Imports: Other Taxes	\$49,026
Tax on Production and Imports: S/L Non-Taxes	\$18,063
Corporate Profits Tax	\$21,386
Personal Tax: Income Tax	\$87,016
Personal Tax: Non-Taxes (Fines-Fees)	\$37,791
Personal Tax: Motor Vehicle License	\$7,285
Personal Tax: Property Taxes	\$2,992
Personal Tax: Other Tax (Fish/Hunt)	\$1,231
Total State and Local Tax	\$1,136,227

Federal Tax Impacts

Description	\$ Amount
Social Ins Tax- Employee Contribution	\$435,030
Social Ins Tax- Employer Contribution	\$352,608
Tax on Production and Imports: Excise Taxes	\$84,902
Tax on Production and Imports: Custom Duty	\$35,152
Tax on Production and Imports: Federal Non-Taxes	\$8,938
Corporate Profits Tax	\$206,101
Personal Tax: Income Tax	\$555,328
Total Federal Tax	\$1,678,057

Total Local, State & Federal Tax	\$2,814,295
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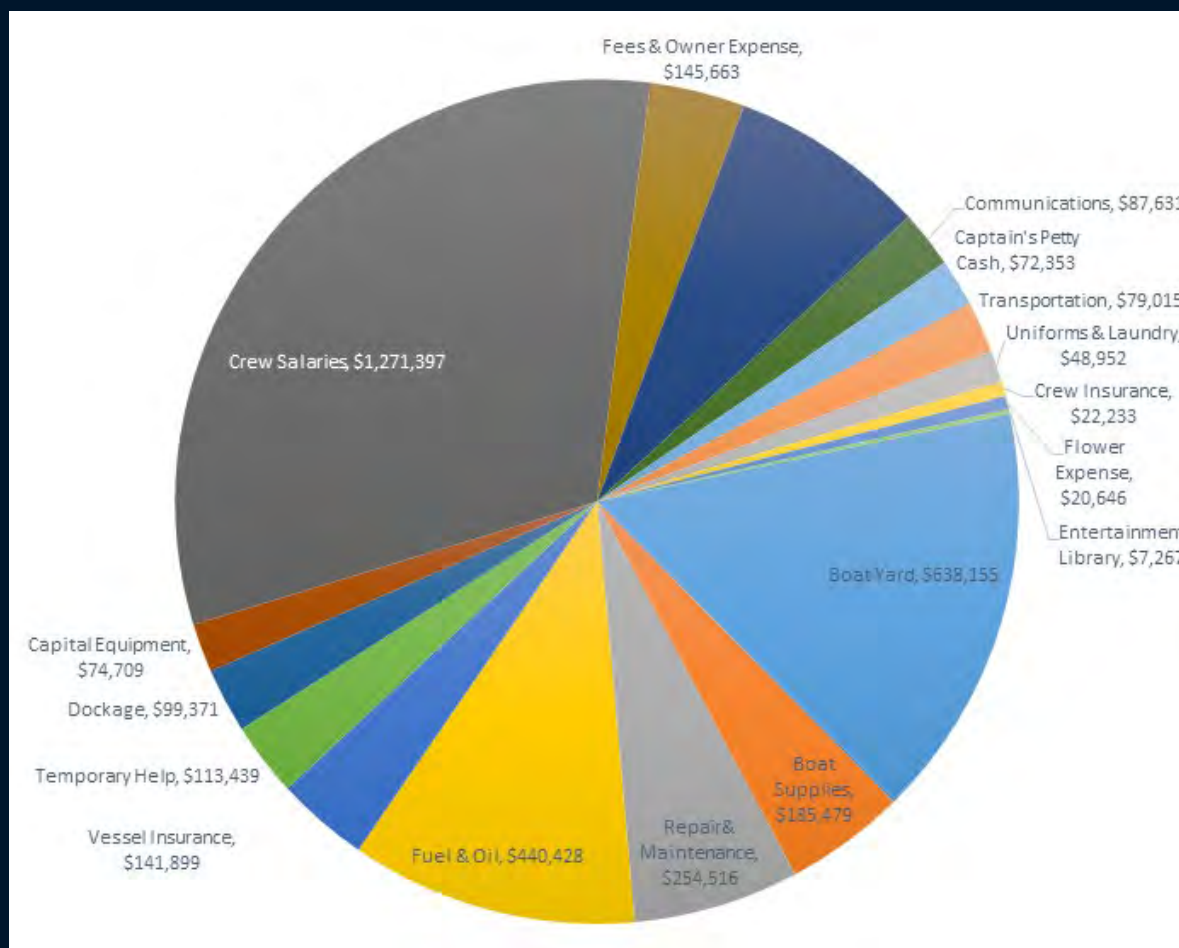
*Analysis by Thomas J. Murray

EXHIBIT 12

Economic Impact of a Single 200-Foot Megayacht



ANNUAL EXPENSE BREAKDOWN FOR A SINGLE 200' YACHT LAS OLAS 2016 \$4,000,000



TOTAL ANNUAL ECONOMIC IMPACT OF A SINGLE 200' YACHT LAS OLAS 2016

Impact Effect/ Type	Output	Employment (Jobs)	Value Added	Labor Income	Business Taxes
Direct	\$4,000,000	61	\$1,663,464	\$1,396,752	\$266,712
Indirect	\$2,760,416	24	\$1,582,264	\$1,014,576	\$133,748
Induced	\$8,402,312	63	\$5,044,404	\$3,084,392	\$369,012
Total Impact	\$15,162,728	148	\$8,290,132	\$5,495,720	\$769,472

EXHIBIT 13

Revenue and Capital Contributions for Alternatives 1 and 2



—LAS OLAS— MARINA

OFFERING MEMORANDUM

www.bidsync.com

www.cbremarketplace.com/lasolasmarina

RFP #265-11729

REVENUE AND CAPITAL CONTRIBUTION

(COMPLETE THIS FORM FOR PRIMARY AND EACH ALTERNATE PROPOSAL)

Please provide the following:

IGY Alternative 1

1) Calculation of annual revenue to the City

Year 1 - Base Revenue of \$ 525,000 per annum.
Year 2 - Base Revenue of \$ 525,000 per annum.
Year 3 - Base Revenue of \$ 525,000 per annum.
Year 4 - Minimum Base Revenue of \$ 1,000,000 per annum.

Average of 10 Year Projection (Minimum Base Revenue) 907,500 per annum.
Average of 10 Year Projection (Minimum Base Revenue + Percentage Revenues) 1,474,192 per annum.
(Minimum Average = \$1,250,000 per annum)

Revenue shall be payable in equal monthly installments, with increases of 10% every five years over the term of the Lease Agreement. Stated increase shall be 10% minimum.

Percentage Revenue, a minimum return to the City on the uses and Gross Revenues referenced below:

12% for the marina operations

0% for the ship's store or any other marine related sales

List any exclusions from Gross Revenues.

Utility, Miscellaneous and Concierge revenue; casualty insurance proceeds

2) Minimum Capital Contribution: \$ 25,000,000

3) Total linear feet of dockage: 6,162 lf.

4) Marina will be dredged to a controlling depth of 15' with a 2' overdredge within 60 months of the Effective Date of the Lease Agreement.

Please circle one: ☒ YES ☐ NO

5) Delineate any Special Conditions See Proposal

Submitted by:

Eric Simonton

Name (printed)

Signature

4-14-2016

Date

Executive Vice President

Title

CBRE

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— LAS OLAS — MARINA

OFFERING MEMORANDUM

www.bidsync.com

www.cbremarketplace.com/lasolasmarina

RFP #265-11729

REVENUE AND CAPITAL CONTRIBUTION

(COMPLETE THIS FORM FOR PRIMARY AND EACH ALTERNATE PROPOSAL)

IGY Alternative 2

Please provide the following:

1) Calculation of annual revenue to the City

Year 1 - Base Revenue of \$ 525,000 per annum.

Year 2 - Base Revenue of \$ 525,000 per annum.

Year 3 - Base Revenue of \$ 525,000 per annum.

Year 4 - Minimum Base Revenue of \$ 1,050,000 per annum.

Average of 10 Year Projection (Minimum Base Revenue) 945,000 per annum.

Average of 10 Year Projection (Minimum Base Revenue + Percentage Revenues) 1,632,146 per annum.

(Minimum Average = \$1,250,000 per annum)

Revenue shall be payable in equal monthly installments, with increases of 10% every five years over the term of the Lease Agreement. Stated increase shall be 10% minimum.

Percentage Revenue, a minimum return to the City on the uses and Gross Revenues referenced below:

14% for the marina operations

0 % for the ship's store or any other marine related sales

List any exclusions from Gross Revenues.

Utility, Miscellaneous, and Concierge revenue; casualty insurance proceeds

2) Minimum Capital Contribution: \$ 25,000,000

3) Total linear feet of dockage: 4,360 lf.

4) Marina will be dredged to a controlling depth of 15' with a 2' overdredge within 60 months of the Effective Date of the Lease Agreement.

Please circle one: ☒ YES ☐ NO

5) Delineate any Special Conditions See proposal

Submitted by:

Eric Simonton

Name (printed)


Signature

4-14-2016

Date

Executive Vice President

Title

CBRE

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EXHIBIT 14

Required Forms

Form A:	Bid/Proposal Certification
Form B:	Non-Collusion Statement
Form C:	Sample Insurance Certificate
Form D:	Broward County Local Business License 2015-2016
Form E:	Checklist
Form F:	City of Fort Lauderdale Business Tax Year 2015-2016
Form G:	Addendum No. 1 - Signed



BID/PROPOSAL CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Island Global Yachting

Address: 1 Financial Plaza, 100 SE 3rd Avenue, Suite 802

City: Fort Lauderdale State: Florida Zip: 33394

Telephone No. 954-510-3310 FAX No. N/A Email: esimonton@igymarinas.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): N/A

Payment Terms (section 1.04 of General Conditions): See Proposal

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE N/A WBE N/A

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>1</u>	<u>3-30-2016</u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNC you must also click the "Take Exception" button.**

See Proposal

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Eric Simonton

Name (printed)

4-14-2016

Date:


Signature

Executive Vice President

Title

FORM B

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

NAME**RELATIONSHIPS**

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

ACORDTM**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

12/23/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marsh & McLennan Agency LLC 521 Fifth Avenue New York, NY 10175	CONTACT NAME: PHONE (A/C, No, Ext): E-MAIL ADDRESS: FAX (A/C, No):														
INSURED IGY - Las Olas Marinas c/o Island Global Yachting Ltd. 717 Fifth Avenue New York, NY 10022	<table border="1"> <thead> <tr> <th data-bbox="816 426 1433 453">INSURER(S) AFFORDING COVERAGE</th> <th data-bbox="1433 426 1572 453">NAIC #</th> </tr> </thead> <tbody> <tr> <td data-bbox="816 453 1433 485">INSURER A : Lloyd's of London</td> <td data-bbox="1433 453 1572 485"></td> </tr> <tr> <td data-bbox="816 485 1433 516">INSURER B : Hartford Fire Insurance Company</td> <td data-bbox="1433 485 1572 516">19682</td> </tr> <tr> <td data-bbox="816 516 1433 548">INSURER C : Twin City Fire Insurance Co.</td> <td data-bbox="1433 516 1572 548">29459</td> </tr> <tr> <td data-bbox="816 548 1433 579">INSURER D : Houston Casualty Company</td> <td data-bbox="1433 548 1572 579">42374</td> </tr> <tr> <td data-bbox="816 579 1433 611">INSURER E :</td> <td data-bbox="1433 579 1572 611"></td> </tr> <tr> <td data-bbox="816 611 1433 634">INSURER F :</td> <td data-bbox="1433 611 1572 634"></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Lloyd's of London		INSURER B : Hartford Fire Insurance Company	19682	INSURER C : Twin City Fire Insurance Co.	29459	INSURER D : Houston Casualty Company	42374	INSURER E :		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #														
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INSURER D : Houston Casualty Company	42374														
INSURER E :															
INSURER F :															

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.


INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> BI/PD Ded: \$25,000 <input checked="" type="checkbox"/> Craft Ded: \$5,000 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			B0621M4KOR031501A	06/16/2015	06/16/2016	EACH OCCURRENCE \$5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$Excluded MED EXP (Any one person) \$Excluded PERSONAL & ADV INJURY \$5,000,000 GENERAL AGGREGATE \$Excluded PRODUCTS - COMP/OP AGG \$5,000,000 \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			10UUNHV1407	08/01/2015	08/01/2016	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	10WEAF6610	07/23/2015	07/23/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Professional Liab			H715106400	09/01/2015	09/01/2016	\$5,000,000/Ded \$50,000
A	Marina Operators Legal Liability			B0621M4KOR031501	06/16/2015	06/16/2016	\$5,000,000/Ded \$25,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Re: Las Olas Marinas, 240 Las Olas Cir, Fort Lauderdale, FL 33316

The certificate holder is included as an additional insured for General Liability.

CERTIFICATE HOLDER**CANCELLATION**

City of Fort Lauderdale Procurement Services Division 100 N. Andrews Avenue, Room 619 Fort Lauderdale, FL 33301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
--	--

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 - 954-831-4000
VALID OCTOBER 1, 2015 THROUGH SEPTEMBER 30, 2016

DBA: ISLAND GLOBAL YACHTING
Business Name: Receipt #: 379-14113 (REAL ESTATE)
Business Type: ALL OTHERS (DEVELOPMENT)

Owner Name: ISLAND GLOBAL YACHTING
Business Location: 100 SE 3 AVE STE 802
FT LAUDERDALE
Business Phone: 954-332-2417
Business Opened: 08/01/2006
State/County/Cert/Reg:
Exemption Code:

Rooms Seats Employees Machines Professionals

For Vending Business Only				Vending Type:		Total Paid
Number of Machines:				Prior Years	Collection Cost	
Tax Amount	Transfer Fee	NSF Fee	Penalty			
45.00	0.00	0.00	0.00	0.00	0.00	45.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT

WHEN VALIDATED

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:

ISLAND GLOBAL YACHTING
P O BOX 2268
GREENVILLE, SC 29602-2268


Receipt #1CP-14-00016929
Paid 07/21/2015 45.00

2015 - 2016

REQUEST FOR PROPOSALS: RFP # 265-11729
MARINA MANAGEMENT & CONSTRUCTION SERVICES FOR THE LAS OLAS MARINA

SUBMITTED (CHECK YES or NO)

- SUBMITTED BY:**

9) 
Signature

Executive Vice President
Title



CITY OF
FORT LAUDERDALE BUSINESS TAX YEAR 2015-2016

BUSINESS TAX DIVISION
100 N. ANDREWS AVENUE, 1ST FLOOR, FORT LAUDERDALE, FLORIDA 33301
(954) 828-5195

Business ID: 1302437 Business Name: ISLAND GLOBAL YACHTING
Business Address: 100 SE 3 AVE # 802
Tax Category: PROP MGMNT/DEVELOPMENT AGENTS Tax#: 722897

Fee:

ISLAND GLOBAL YACHTING

PO BOX 2268
GREENVILLE, SC 29602-2268

DETACH AND POST THIS RECEIPT IN A CONSPICUOUS PLACE

Business ID: 1302437
Tax Number: 722897
Business Name: ISLAND GLOBAL YACHTING
Business Address: 100 SE 3 AVE # 802
Business Owner: PAT POTTS

- This Receipt is issued for the period commencing October 1st and ending September 30th of the years shown above.
- If you have moved out of the city, please provide a written statement.
- A transfer of business location within the city limits is subject to zoning approval. Please complete a Business Tax Transfer Application and bring it to our office to obtain the necessary approval.
- A Transfer fee applies of 10% of the annual business tax fee. The fee shall not be less than \$3.00, nor greater than \$25.00.
- If you have sold your business, please provide us with a copy of the Bill of Sale.

Please be advised that this issuance of a Business Tax Receipt establishes that the business you intend to conduct is a use permitted by the City Zoning Code for the location at which you intend to operate. The issuance of a Business Tax Receipt in no way certifies that the property located at this address is in compliance with other provisions of the City Code of Ordinances.

BUSINESS TAX DIVISION
100 N. ANDREWS AVENUE, 1ST FLOOR, FORT LAUDERDALE, FLORIDA 33301
TEL (954)828-5195 FAX (954)828-5881
WWW.FORTLAUDERDALE.GOV



ADDENDUM NO. 1

RFP No. 265-11729

TITLE: Marina Management & Construction Services, Las Olas Marina (Re-Bid)

ISSUED: 3/30/16

This addendum is being issued to make the following changes and clarifications:

1.) Section VI – SUBMITTAL REQUIREMENTS – INSTRUCTIONS

RFP Page 47

The sealed bids must be accompanied by cash, cashier's check or certified check payable to the City of Fort Lauderdale in an amount equal to at least ten (10) percent of the ~~first year's~~ **annual average of the first 10 Year's Base Revenue** as indicated within the required Revenue and Capital Contribution Form (Reference Item #1 on Page 59). This deposit will be refundable and returned to the Unsuccessful Proposer within six (6) weeks after the Successful Proposer is selected. This deposit will be applied to the ~~first year's Base Revenue~~ **applicable first year's Base Revenue that exceeds the deposit amount** for the Successful Proposer.

2.) REVENUE AND CAPITAL CONTRIBUTION FORM

RFP Page 59 has been revised to include the following two Proposer input items.

Average of 10 Year Projection (Minimum Base Revenue) _____ per annum.

Average of 10 Year Projection (Minimum Base Revenue + Percentage Revenues) _____ per annum.
(Minimum Average = \$1,250,000 per annum)

3.) FORM E – CHECKLIST

Item #3 Deposit within the Form E Checklist has been revised to reflect the above revisions and now states:

DEPOSIT

The sealed bids must be accompanied by cash, cashier's check or certified check payable to the City of Fort Lauderdale in an amount equal to at least ten (10) percent of the annual average of the first 10 Year's Base Revenue as indicated within the required Revenue and Capital Contribution Form (Reference Item #1 on Page 59).

Please use the attached, revised Revenue and Capital Contribution Form (RFP Page 59) and revised Form E Checklist within your submittals .



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

This document , dated 3/30/16, is the official Addendum 1.

All other terms, conditions, and specifications remain unchanged.

James Hemphill
Sr. Procurement Specialist

Company Name: Island Global Yachting

(please print)

Bidder's Signature: 

Date: 4-14-2016

EXHIBIT 15

Minority-Women M-WBD Statement



MINORITY/WOMEN (M/WBE) PARTICIPATION STATEMENT

IGY is not a M/WBE certified business enterprise as defined by the Florida Small and Minority Business Assistance Act of 1985. While the majority of IGY's business is not government related and therefore without formal M/WBE standards, IGY is a staunch supporter of small and disadvantaged businesses, many of them minority owned, in all of the locations it operates. As an example, business enterprises controlled by IGY in St Thomas, USVI, voluntarily participates in the Virgin Islands Economic Development Commission program intended to help stimulate economic development. The program requires, among other things, local philanthropy, heightened employee and benefit standards, and an emphasis on procurement through local companies.

With respect to the redevelopment of the Project, IGY would undertake efforts to achieve the M/WBE goals outlined in Section 287.09451. Specifically, IGY would:

1. Contact the Small and Minority Business Advisory Council to identify potential M/WBE contractors and vendors.
2. Invite M/WBE to pre-solicitation and pre-bid meetings
3. Advertise in general circulation, trade association, or minority-focus media concerning the subcontracting opportunities.
4. Ensure that M/WBE are provided sufficient information and lead time to provide competitive proposals
5. Consider and negotiate in good faith with responsive, qualified M/WBEs

EXHIBIT 16

Bid Security and Deposit



017006

ISLAND GLOBAL YACHTING LTD

VENDOR ID	NAME	PAYMENT NUMBER	CHECK DATE	DISCOUNT	WRITE-OFF	NET
CITYOFFTLAUSD	City of Fort Lauderdale	00000000000052030	4/7/2016	\$0.00	\$0.00	\$100,000.00
OUR VOUCHER NUMBER	YOUR VOUCHER NUMBER	DATE	AMOUNT	AMOUNT PAID		
00000000000074914	040416_100K	4/4/2016	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00

COMMENT

THIS CHECK HAS A COLORED BACKGROUND AND CONTAINS MULTIPLE SECURITY FEATURES - SEE BACK FOR DETAILS

1

017006

IGY ISLAND GLOBAL YACHTING LTD
201 E. McBee Ave. Ste. 301
Greenville, SC 29601

Wells Fargo Bank, N.A.
11-24/1210

DATE 4/7/2016
AMOUNT \$100,000.00

PAY One Hundred Thousand Dollars and 00 Cents

TO THE ORDER OF City of Fort Lauderdale



[Signature]
AUTHORIZED SIGNATURE

MP

⑈017006⑈ ⑆21000248⑆ 20002781649⑈

017007

ISLAND GLOBAL YACHTING LTD

VENDOR ID	NAME	PAYMENT NUMBER	CHECK DATE	17007			
CITYOFFTLAUSD	City of Fort Lauderdale	00000000000052031	4/7/2016				
OUR VOUCHER NUMBER	YOUR VOUCHER NUMBER	DATE	AMOUNT	AMOUNT PAID	DISCOUNT	WRITE-OFF	NET
00000000000074915	040416_94.5K	4/4/2016	\$94,500.00	\$94,500.00	\$0.00	\$0.00	\$94,500.00
			\$94,500.00	\$94,500.00	\$0.00	\$0.00	\$94,500.00

COMMENT

THIS CHECK HAS A COLORED BACKGROUND AND CONTAINS MULTIPLE SECURITY FEATURES - SEE BACK FOR DETAILS

017007

IGY ISLAND GLOBAL YACHTING LTD
201 E. McBee Ave. Ste. 301
Greenville, SC 29601

Wells Fargo Bank, N.A.
11-24/1210

DATE 4/7/2016
AMOUNT \$94,500.00

PAY Ninety Four Thousand Five Hundred Dollars and 00 Cents

TO THE ORDER OF City of Fort Lauderdale



Justin Yeeve
AUTHORIZED SIGNATURE

MP

⑈017007⑈ ⑆21000248⑆ 200027811649⑈

EXHIBIT 17

Las Olas Project Plans and Renderings



IGY Marinas
Alternative 1 Site Plan



IGY Marinas
Alternative 2 Site Plan



IGY Marinas
Alternative 3 Site Plan





