UNSOLICITED PROPOSAL FOR A

Public-Private Partnership

City of Cape Coral, Florida

CAPE CORAL YACHT CLUB RESORT & MARINA REDEVELOPMENT

May 2026

Updated August 24, 2026.

Presented by

KMB MARINE

& YACHT CLUBS OF THE AMERICAS

9541 Cypress Lake Drive | Fort Myers, Florida 33919

www.kmb-marine.com

Disclaimer

This Proposal outlines a collaborative pathway to redevelop and operate the marina facilities at the Cape Coral Yacht Club. This Proposal and any related materials contained herein have been prepared by KMB Marine and Yacht Clubs of the Americas (YCOA) exclusively for the purposes of proposing a public-private partnership with the City of Cape Coral (the "Project").

This Proposal contains descriptions of the proposed terms, conditions, workplans, key staff, schedules, budgets, and other details of the proposed Project. However, this Proposal is subject in all respects to the negotiation, execution, and delivery of definitive legal agreements, and no obligations or liabilities will arise unless and until such definitive agreements are executed and delivered by all applicable parties. This Proposal may contain forward-looking statements, forecasts, and other projections that are based on certain assumptions and expectations which may or may not materialize. KMB Marine makes no representation or warranty, express or implied, as to the accuracy, completeness, or reliability of such forward-looking statements, forecasts or other projections contained herein.

Any pricing or financial terms included in this Proposal are valid for a period of one hundred eighty (180) days from the date of submission, unless otherwise extended in writing by KMB Marine. This Proposal is exempt from public records disclosure as set forth in Fla. Stat. § 119.071(1)(b).

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Letter of Interest

May 2026

Honorable Mayor and City Council Members
City of Cape Coral
1015 Cultural Park Boulevard
Cape Coral, FL 33990

Re: Unsolicited Proposal – Public-Private Partnership – Cape Coral Yacht Club Resort & Marina Redevelopment

Dear Honorable Mayor and Council Members,

KMB Marine and its operating affiliate, Yacht Clubs of the Americas (YCOA), are pleased to submit this unsolicited Public-Private Partnership (P3) proposal to the City of Cape Coral for the redevelopment and operation of the marina facilities at the Cape Coral Yacht Club. Since Hurricane Ian devastated the Yacht Club in 2022, the Cape Coral community has awaited the restoration of this cherished public asset. We believe our team is uniquely positioned to deliver a world-class marina that honors the Yacht Club's legacy while bringing it into the modern era.

This project represents a unique opportunity to restore critical public waterfront infrastructure through private-sector investment and operational expertise, at no upfront capital cost to the City. KMB Marine and YCOA bring decades of experience in designing, constructing, and operating state-of-the-art marina facilities across Florida and the Southeast. Our team has successfully developed and managed marinas in Fort Myers, Naples, Key West, Tampa, and Jacksonville, and we understand the unique demands of Southwest Florida's boating community.

Our proposed redevelopment will reconstruct the slip harbor in accordance with the Kimley-Horn Master Plan, rebuild all boardwalks and floating docks, construct a new fueling station within our concession area, build a 685-space parking garage, and build a new administration building with harbormaster offices, leasing offices, law enforcement facility, and ship store. All construction costs — estimated at $30 to $33 million — will be funded entirely by KMB Marine and our capital partners, with no financial obligation from the City for the marina components.

In return, we propose a long-term concession lease that provides the City with a reliable and growing revenue stream through percentage-based lease payments on all marina revenue, including slip leasing, parking garage, fuel sales, and ship store operations. We project annual revenue to the City of approximately $176,000 per year at stabilized occupancy from the marina and parking components, growing to approximately $416,000 per year with the addition of the hotel revenue share — totaling approximately $41.2 million over the life of the agreement — with zero maintenance costs to the City for the duration of the 99-year lease term.

We welcome the opportunity to meet with you and your staff to discuss this proposal and explore how KMB Marine and YCOA can help Cape Coral restore its beloved Yacht Club to a first-class waterfront destination. Thank you for your time and consideration. We look forward to partnering with the City of Cape Coral to bring this transformative project to life.

Sincerely,

Steeven Knight
Chief Executive Officer
KMB Marine & Yacht Clubs of the Americas
9541 Cypress Lake Drive | Fort Myers, FL 33919
www.kmb-marine.com

Statement of Experience

Experience That Sets Us Apart

MARINA DEVELOPMENT & OPERATIONS EXPERIENCE

KMB Marine and Yacht Clubs of the Americas (YCOA) have been at the forefront of world-class marina development and operations for over two decades. Under the leadership of CEO Steeven Knight, the team has designed, financed, constructed, and operated five major marina facilities across Florida, representing more than $280 million in total development value. Our portfolio includes Sanibel Harbour Yacht Club, Naples Harbour Yacht Club, Key West Harbour Yacht Club, Tampa Harbour Yacht Club, and Jacksonville Harbour Yacht Club.

Each facility was developed to the highest standards, featuring hurricane-rated structures, state-of-the-art floating dock systems, fueling stations, ship stores, and concierge-level service. Our operational expertise spans all aspects of marina management, including slip leasing, fuel operations, and maintenance. Leased slip occupancy across our facilities has consistently achieved 90% or greater.

CONSTRUCTION CAPABILITIES

KMB Marine, through its construction arm KMB Sea Wall and Dock Construction, LLC, brings comprehensive marine construction capabilities including development budgeting, preconstruction services, construction management, general contracting, dredging, site work, rainwater management systems, fixed docks, floating docks, seawalls, and boat ramps. The firm currently has over $60 million in active contracts and maintains an average annual construction volume of approximately $12 million. KMB Marine is currently performing significant reconstruction work at Pointe Santo de Sanibel, demonstrating our capabilities in post-hurricane recovery projects directly comparable to the Cape Coral Yacht Club redevelopment.

COMPLIANCE WITH FLORIDA P3 STATUTE

This proposal is fully consistent with the requirements of Section 255.065, Florida Statutes, which governs public-private partnerships for public facilities and infrastructure projects. KMB Marine acknowledges the statutory obligations related to project transparency, evaluation criteria, public notification, and procurement processes. Our team is prepared to collaborate closely with the City to ensure all statutory compliance steps are met, including the development of a detailed business case, adherence to public review procedures, and coordination with the City's legal and procurement departments to execute a qualifying comprehensive agreement.

The KMB Marine Advantage

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ZERO UPFRONT COST TO THE CITY

KMB Marine and its capital partners will fund 100% of the marina construction costs, estimated at $30-$33 million. The City bears no capital expenditure for the marina build-out, eliminating the need for municipal bond issuances or budget appropriations for this component of the Yacht Club redevelopment. Additionally, the City incurs zero maintenance costs for the marina facilities over the entire 99-year lease term, representing significant long-term savings.

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PROVEN MARINA EXPERTISE

With five marina developments and over $280 million in project value, KMB Marine and YCOA have the deepest bench of marina-specific development and operations experience in Southwest Florida. Our team understands every aspect of marina construction, from dock engineering to fueling systems to slip leasing operations.

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IMMEDIATE REVENUE GENERATION

Our aggressive pre-leasing program targets 40% slip occupancy before opening day, with full stabilization at 90% within 12 months. The City begins receiving percentage lease revenue from day one of operations, with projected annual payments of approximately $176,000 from marina and parking operations at stabilized occupancy, rising to approximately $416,000 once the hotel revenue share commences, and growing over the 99-year term.

⚙ TURNKEY CONSTRUCTION AND OPERATIONS

KMB Marine serves as both the general contractor and, through YCOA, the operating entity. This single-source accountability eliminates coordination conflicts between builders and operators, ensures seamless transition from construction to operations, and provides the City with one point of contact throughout the project lifecycle.

★ HIGH-QUALITY SERVICE MODEL

YCOA is committed to providing a high level of service across all marina operations. Our experienced team delivers responsive, professional marina management that attracts and retains slip tenants, maximizes occupancy, and generates superior revenue per slip.

∞ LONG-TERM PARTNERSHIP WITH COMMUNITY ALIGNMENT

Our proposed 99-year lease structure ensures that KMB Marine is invested in the long-term success of the Cape Coral Yacht Club. Unlike short-term contractors, our interests are permanently aligned with the City's goal of maintaining a premier waterfront destination for generations of Cape Coral residents and visitors.

♦ RESILIENT, HURRICANE-RATED CONSTRUCTION

Having rebuilt marina facilities after Hurricane Ian and developed 150 mph wind-rated structures throughout our portfolio, KMB Marine understands Southwest Florida's storm environment. All dock systems and structures will be engineered for maximum resilience against future hurricanes and sea-level considerations.

Team Summary & Roles

ENTITY	ROLE	DESCRIPTION
KMB Marine Steeven Knight, CEO	General Contractor & Developer	Lead entity responsible for all construction, development budgeting, preconstruction services, marine construction including docks, seawalls, and site work. Over 22 years of marina development experience.
Yacht Clubs of the Americas (YCOA) Steeven Knight, Principal	Marina Operator	Operating entity responsible for all marina operations including slip leasing, fuel sales, and ship store. Proven 90%+ occupancy track record.
George Smith Partners Dan Gorczycki	Capital Markets Advisor	Nationally recognized real estate capital advisory firm responsible for structuring and arranging the debt and equity capital stack for the project.
Sculptor Capital Management, Inc.	Lender	$37 billion asset management company. Term sheet provided to KMB. To be finalized upon final review of 99-year lease.
Bowden Hospitality	Hotel Developer & Operator	Tampa-based hotel operator affiliated with both Hilton and Hyatt Hotels. Will provide the capital to construct and will operate the resort hotel and associated amenities.
Kenneth Wells	Program Manager	Licensed Certified General Contractor with 40+ years of experience in program/project management for large and mega projects. Published author on programme management in construction.
Travis Middleton	Senior Construction / Project Manager	Extensive background in waterfront and saltwater construction. Over 20 years experience in marine contracting including NAVFAC projects, municipal marina construction, and commercial waterfront development.
Steve Jones	Operations Director	Responsible for day-to-day marina operations oversight, staff management, and service delivery coordination across all marina facilities.
John A. Bodziak, AIA Bodziak/Hayes Architects	In-House Architect	Five decades of extensive practice across Multi-Family, Commercial, Marina, Hotel, and Healthcare projects, combined with major Real Estate Development experience throughout Florida.

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Project Description

Overview | Conceptual Plan | Services | Schedule

Project Overview

KMB Marine, in partnership with YCOA and its capital partners, proposes the comprehensive redevelopment and long-term operation of the marina facilities at the Cape Coral Yacht Club. The project will restore the marina to a world-class standard following the devastation caused by Hurricane Ian in September 2022, transforming it into a premier waterfront destination for the residents and visitors of Cape Coral.

Conceptual rendering of the Cape Coral Yacht Club Resort & Marina Redevelopment. Red section highlights proposed refueling location within KMB's concession area.

PROJECT BACKGROUND

The Cape Coral Yacht Club has been the centerpiece of community activities since the early 1960s when the Rosen Brothers developed Cape Coral as a planned residential community bisected by miles of canals. Today, Cape Coral is home to approximately 230,000 residents with projections reaching 375,000 by 2050. The Yacht Club remains one of the community's most cherished assets and a vital connection to the waterfront lifestyle that defines Cape Coral. Hurricane Ian's destruction of the facility in 2022 created an urgent need for redevelopment, and the City retained Kimley-Horn to develop a master plan completed in 2024. KMB Marine's proposal is designed to complement and execute the marina components of that master plan.

Scope of Work

The KMB Marine redevelopment scope encompasses all marina-related facilities and operations at the Cape Coral Yacht Club. The project will be constructed in accordance with the approved Kimley-Horn designs and all applicable Florida Building Code, DEP, and marine construction standards. The following elements are included in our proposed scope of work:

- **Inner Harbor:** 130 leasable wet slips with an average slip length of 45 feet, including 35 slips equipped with boat lifts
- **Parking Garage:** 685-space parking structure built in accordance with Kimley-Horn designs and specifications, including all utilities, lighting, safety features, fire suppression, elevators, and entrance/cash control systems
- **Boardwalks and Fixed Docks:** Complete reconstruction of all marina boardwalks and fixed dock systems
- **Floating Dock Systems:** Modern, hurricane-resistant floating docks with full utility service including metered electric and pump-out stations
- **Fueling Station:** New fuel dock within KMB's concession area with fuel storage tanks, pumps, monitoring systems, and ship store. Decorative screening will be installed to minimize visual impact to adjacent residential neighbors. All fuel station construction costs funded 100% by KMB Marine with no upfront cost to the City
- **Hotel:** Approximately 125-room resort hotel with convention center and community center component, delivered at no cost to the City
- **Administration Building:** New building housing harbormaster offices, leasing offices, marina operations center, ship store, law enforcement facility, and public restrooms
- **Law Enforcement Dockage:** Dedicated dockage and support facility for law enforcement vessels
- **Day-Use and Transient Slips:** Designated areas for public day-use and visiting vessels
- **Pool Complex:** Construction of the resort pool facility as part of the integrated redevelopment
- **Public Boat Ramps:** Maintained public access boat ramps. This element is anticipated to be constructed and funded by the City as part of the overall Yacht Club redevelopment.
- **North Canal Slips and Boardwalk:** Extension of marina services along the north canal
- **Staging Slips and Pump-Out Station:** Dedicated areas for vessel staging and waste management

Conceptual Plan

The marina redevelopment concept is designed to maximize operational efficiency, boater experience, and revenue generation while respecting the historic character of the Cape Coral Yacht Club and its role as a community gathering place. The design follows the Kimley-Horn Master Plan framework while incorporating KMB Marine's operational insights from managing five marina facilities across Florida.

MARINA DESIGN FEATURES

Feature	Specification	Details
Total Leasable Slips	130 slips	Varying sizes accommodating vessels from 25 to 65+ feet
Slips with Boat Lifts	35 slips	Premium slips with integrated lift systems for vessel protection
Average Slip Length	45 feet	Sized for the SWFL recreational boating market
Dock Systems	Floating	Modern floating dock systems with hurricane-resistant engineering
Utilities	Full Service	Metered electric, water, pump-out at every slip
Wind Rating	150 mph	Engineered for Category 5 hurricane conditions
Fuel Facility	Full Service	Gas and diesel with above-ground tanks, pumps, and monitoring

SERVICE MODEL

YCOA and KMB Marine are committed to providing a high level of service throughout all marina operations at the Cape Coral Yacht Club. Our experienced operations team will deliver responsive, professional marina management designed to attract and retain slip tenants, maximize occupancy, and ensure a positive experience for all marina users.

KMB also proposes to assume the role of principal property manager in a joint arrangement with the City of Cape Coral, providing on-site daily management of the property including all marina and hotel components, the parking garage, the boat launch, and the parking areas. This would assure continual oversight and accountability by an interested party. The structure of this arrangement would be subject to a detailed agreement to be negotiated and included in the lease.

Proposed Hotel and Resort Amenities

In addition to the marina and parking garage, KMB Marine and YCOA are actively developing a hotel and resort component for the Cape Coral Yacht Club Resort. This addition will transform the Yacht Club into a full-service waterfront resort destination, fulfilling the City's vision for a premier mixed-use community asset. All hotel and resort amenities will be delivered to the City at no cost, with the exception of the shared facilities described in the Shared Facilities Arrangements section below.

Hotel Rendering — Conceptual View 1

Hotel Rendering — Conceptual View 2

Hotel Operations

- **Bowden Hospitality:** KMB has reached an agreement with Bowden Hospitality, a Tampa-based hotel operator affiliated with both Hilton and Hyatt Hotels, to build and operate a resort-style hotel on the property. The Hilton and Hyatt operations are both nationally recognized as top-of-the-line brands offering high standards, a global reservation system, and loyalty programs that will drive consistent occupancy rates and position the Cape Coral Yacht Club Resort as one of the premier waterfront destinations in Southwest Florida.
- **Hotel Scope:** The proposed hotel will consist of approximately 125 guest rooms and suites, designed to complement the marina and waterfront setting. The hotel will include a convention center and community center component, providing flexible meeting and event space for both resort guests and Cape Coral residents. The convention/community center will serve as a significant public amenity, available for civic events, conferences, and community gatherings.
- **Capital and Construction:** Bowden Hospitality will provide the capital to construct the hotel and associated amenities. Construction will be performed on a turnkey basis by the same general contractor responsible for the marina, parking garage, and ship store, ensuring consistent quality standards, coordinated scheduling, and cost efficiencies across all components of the resort.

Resort Building Program

The proposed resort development includes the following primary building components, as illustrated in the updated site plan:

- **1. Resort Hotel:** A 6–7 story hotel building with an assortment of suites and standard rooms (approximately 125 units). The first two floors will be dedicated to hotel operations and event space, providing a grand arrival experience and flexible function areas for conferences, banquets, and community events.
- **2. Event Annex:** A 2-story event annex adjacent to the hotel, featuring dedicated event space on both floors along with a full service component including restrooms serving the event space, the pool area, and the restaurant.
- **3. Kitchens:** A centralized commercial kitchen facility serving both the event spaces and the restaurant, including poolside food and beverage service capability.
- **4. Restaurant:** A 2-story waterfront restaurant with a rooftop deck bar on the upper level and a poolside bar at grade, providing multiple dining and entertainment venues for resort guests and the public.
- **5. Beach Restrooms:** Public restroom facilities located at the beachfront, as contemplated in the original site drawings, ensuring convenient access for beach and waterfront visitors. KMB proposes to provide construction services for the restrooms but not funding for this common area amenity.

Updated site plan showing proposed resort building program additions. Numbers correspond to: (1) Hotel/Convention Center, (2) Events Annex, (3) Kitchens, (4) Restaurant, (5) Poolside Bar, (6) Beachside Restrooms.

Shared Facilities Arrangements

- **Administration and Law Enforcement Building:** We anticipate the Administration Building will include harbormaster offices, leasing offices, a ship's store and public restrooms, plus accommodating a law enforcement sub-station. We understand that the law enforcement sub-station will occupy approximately half of the building. KMB proposes a joint venture to share design and construction ideas and also a joint funding arrangement wherein KMB furnishes half of the funding for design and construction. Each party would be responsible for its own fixtures, furnishings and equipment. With the exception of this Administration building, the main pool complex, the beach restrooms, the maintenance building and the dumpster enclosure, all of the structural buildings will be delivered and funded by KMB Marine and Bowden Hospitality.
- **Parking Garage:** The parking garage will serve all components of the resort, including the marina, the hotel, the event center, and the Boathouse, and will provide public parking for all visitors to the resort. Parking will also be reserved in the garage for employees of all of the tenants at a negotiated cost, ensuring coordinated access and shared utilization across the entire property.
- **Integrated Resort Concept:** The combination of the marina, hotel, convention center, event annex, parking garage, and administration building creates a true resort campus. KMB Marine and YCOA will manage the property as an integrated resort, with shared infrastructure, coordinated operations, and a unified guest and resident experience. The City's vision for the Cape Coral Yacht Club as a landmark waterfront destination is best realized through this comprehensive resort approach.

Provision of Services

KMB Marine will lead the delivery of the Cape Coral Yacht Club Resort & Marina Redevelopment through a streamlined Public-Private Partnership structure designed to minimize risk, accelerate delivery, and ensure long-term value to the City. Acting as both the general contractor (through KMB Marine) and the operating entity (through YCOA), our integrated approach eliminates the typical coordination challenges between construction and operations teams.

Organizational Structure

- **Developer/General Contractor: KMB Marine** — Lead entity responsible for all construction, development budgeting, and project management. KMB Marine will self-perform marine construction including docks and boardwalks, and will subcontract specialized trades as needed.
- **Marina Operator: Yacht Clubs of the Americas (YCOA)** — Operating entity responsible for all marina operations post-construction, including slip leasing, fuel operations, ship store, maintenance, and customer service.
- **Hotel Developer/Operator: Bowden Hospitality** — Tampa-based hotel operator affiliated with Hilton and Hyatt, responsible for funding, constructing, and operating the resort hotel and associated amenities.
- **Program Manager: Kenneth Wells** — Licensed Certified General Contractor with 40+ years of program and project management experience on large and mega projects across the United States, the Caribbean, and the Middle East. Published author on programme management in construction.
- **Capital Markets Advisor: George Smith Partners** — Nationally recognized capital advisory firm responsible for structuring and placing the debt and equity financing for the project.

The development team will be responsible for securing all necessary permits and approvals, managing construction staging to minimize disruption to Yacht Club operations and public access, and delivering a fully operational marina facility. All construction will comply with the Florida Building Code, Florida Department of Environmental Protection requirements, and applicable marine construction standards. Upon completion, YCOA will coordinate all turnover procedures including systems testing, training, and delivery of warranties, manuals, and maintenance documentation.

Project Schedule

KMB Marine is prepared to begin project activities immediately upon acceptance of this proposal and execution of a comprehensive agreement with the City. Our integrated team has the capacity and readiness to advance the project through permitting, construction, and commissioning in an expedited manner.

Based on our experience constructing similar marina facilities, we estimate a total project duration of approximately 12 to 18 months from notice to proceed to substantial completion for the marina, parking garage, and administration building components. This timeline includes final engineering, environmental permitting, marine construction, building construction, systems installation, and commissioning. The hotel component is anticipated to require approximately three years of construction.

Phase	Activity	Duration
Phase 1 Pre-Development	Comprehensive Agreement execution, final design, permitting, environmental review	Months 1-6
Phase 2 Site Preparation	Site mobilization, demolition of damaged structures, coordination with City seawall and dredging contractors	Months 3-6
Phase 3 Marine Construction	Fixed dock installation, floating dock systems, utility infrastructure, fuel station, parking garage	Months 5-14
Phase 4 Building Construction	Administration building with ship store and law enforcement facility	Months 8-16
Phase 5 Commissioning	Systems testing, inspections, staff hiring/training, pre-leasing ramp-up	Months 14-18
Phase 6 Operations	Grand opening, ongoing marina operations under YCOA management	Month 18+

As seawall construction is currently ongoing, upon execution of the lease agreement KMB Marine and YCOA will immediately work in coordination with the City's seawall and dredging contractors to ensure that all work progresses in harmony, accelerating the overall project timeline toward an earlier completion date.

Note: A six-month pre-leasing period will be conducted on-site by YCOA concurrently with the final stages of construction, targeting 40% slip occupancy (approximately 52 slips) prior to grand opening. Based on a projected absorption rate of six slips per month, the marina is expected to reach stabilized occupancy of 90% (118 slips) within approximately 12 months of opening.

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Property Acquisition

Lease Structure | Property Interests

Property Acquisition Method

LEASE STRUCTURE

KMB Marine does not propose to acquire any real property in connection with this project. Instead, KMB Marine proposes to enter into a long-term concession lease with the City of Cape Coral for the exclusive right to construct and operate the marina facilities at the Cape Coral Yacht Club. Under this structure, the City retains full ownership of all land and improvements at all times.

The proposed lease would be for a term of ninety-nine (99) years, consistent with the long-term capital investment required by KMB Marine and its financial partners. The extended lease term is essential to secure competitive financing, amortize the substantial construction investment, and ensure KMB Marine's long-term commitment to maintaining the facility at the highest standards. The 99-year term also aligns KMB Marine's interests with the City's goal of preserving the Yacht Club as a generational asset for the Cape Coral community.

PROPERTY INTERESTS

The property interests necessary for this project are limited to the following:

- **Leasehold Interest:** A long-term ground lease from the City of Cape Coral granting KMB Marine the exclusive right to construct, operate, and maintain the marina facilities described in this proposal.
- **Operational Rights:** Exclusive concession rights for marina slip leasing, parking garage, ship store operations, and fuel sales within KMB's concession area (as defined by legal description).
- **Access Easements:** Appropriate waterway access and easements necessary for marina operations, vessel navigation, and maintenance activities.
- **Utility Connections:** Rights to connect to and utilize existing water, sewer, electric, and data infrastructure serving the Yacht Club property.
- **Hotel and Resort Amenities:** KMB Marine and YCOA, together with Bowden Hospitality, are developing a resort hotel (approximately 125 units) with a convention center/community center as part of the Cape Coral Yacht Club Resort. See the Proposed Hotel and Resort Amenities section for full details.

KMB Marine will not own any real property or be responsible for property tax payments. All improvements constructed by KMB Marine will become the property of the City of Cape Coral upon the termination or expiration of the lease. During the lease term, KMB Marine will be responsible for all maintenance, repair, and capital improvements necessary to maintain the marina facilities in first-class condition.

In accordance with Section 255.065(3)(f)(3) and Section 255.065(7)(a)(7), Florida Statutes, KMB Marine acknowledges that the comprehensive agreement must include adequate safeguards to ensure that additional costs or service disruptions are not imposed on the public in the event of material default or cancellation. KMB Marine proposes the following protective provisions for incorporation into the comprehensive agreement:

- **Continuity of Operations:** In the event of a material default by KMB Marine, the comprehensive agreement shall provide for an orderly transition of marina operations to the City or its designee, ensuring uninterrupted service to slip holders and the public. KMB Marine will maintain detailed operational manuals and records to facilitate any such transition.
- **City Step-In Rights:** The City of Cape Coral shall have the right to assume operational control of the marina facilities upon a material default by KMB Marine, including the right to engage a replacement operator. All improvements and infrastructure constructed by KMB Marine shall remain the property of the City.
- **Lender Cure Rights:** The comprehensive agreement shall include provisions granting cure rights to KMB Marine's lenders and equity partners, allowing them the opportunity to remedy any default before termination, thereby protecting the City's interest in the continued operation and maintenance of the facility.
- **Financial Safeguards:** KMB Marine will establish an operating reserve fund during the initial years of operation. In the event of termination, any compensation otherwise due to KMB Marine shall first be applied to satisfy obligations to investors and lenders, with operating and maintenance costs paid in the normal course, consistent with Section 255.065(11).
- **Termination Procedures:** The comprehensive agreement shall define clear procedures governing the rights and responsibilities of both parties in the event of termination, including conditions for the transfer or purchase of KMB Marine's property interests by the City.

CAPACITY EXPANSION PROVISIONS

In accordance with Section 255.065(3)(f)(4), Florida Statutes, the comprehensive agreement shall include provisions ensuring that both the City and KMB Marine have the opportunity to add capacity to the marina or to develop other facilities serving similar public purposes. KMB Marine proposes the following framework:

- **Expansion by KMB Marine:** KMB Marine shall have the right, subject to City approval, to propose additions or expansions to the marina facilities, including additional slips, amenities, or services, provided such expansion is consistent with applicable permits and the Kimley-Horn Master Plan.
- **City-Initiated Expansion:** The City shall retain the right to develop additional public facilities or infrastructure within the Yacht Club property that serve similar public purposes, provided such development does not materially interfere with KMB Marine's concession operations.
- **Good Faith Negotiation:** Any proposed expansion by either party shall be subject to good faith negotiation regarding revised lease terms, revenue sharing, and construction coordination to ensure the continued success of the overall Yacht Club redevelopment.

COORDINATION WITH CITY REDEVELOPMENT

KMB Marine's scope includes the marina facilities, parking garage, hotel and resort amenities, and administration building as described herein. The City of Cape Coral will retain responsibility for funding and constructing the upland areas, roadways, seawalls, and beach reconstruction. KMB Marine will coordinate construction schedules and activities with the City's contractors to ensure seamless integration of the marina and upland improvements and to minimize disruption during the construction period. The pool and aquatics facility buildout has not yet been assigned. It is anticipated that the pool/aquatics component will be funded and constructed by either the City, the hotel operator, or KMB Marine as part of the resort development. This determination will be finalized during comprehensive agreement negotiations.

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Project Financing

Financing Overview | Capital Markets | Sources

Project Financing

FINANCING OVERVIEW

KMB Marine proposes to privately finance 100% of the marina construction costs, estimated at $30,000,000 to $33,000,000. This represents a significant private-sector investment in Cape Coral's public waterfront infrastructure at no upfront capital cost to the City. The financing structure has been developed in consultation with George Smith Partners, a nationally recognized real estate capital advisory firm. The hotel component will be separately capitalized and funded by Bowden Hospitality.

CAPITAL MARKETS CONFIDENCE

George Smith Partners has provided a formal confidence letter confirming the availability of sufficient debt and equity capital to fund the redevelopment of the Cape Coral Yacht Club. George Smith Partners maintains longstanding relationships with a broad and diverse network of capital providers, including commercial banks, insurance companies, private credit funds, institutional investors, family offices, and real estate private equity firms. Based on their preliminary review of the proposed redevelopment program, George Smith Partners has confirmed their confidence that they can structure and arrange a competitive and executable capital stack for the project. The full confidence letter is included in Appendix A of this proposal.

SOURCES OF FUNDS

The capital stack for the project is anticipated to include the following components, subject to final underwriting and prevailing market conditions at the time of financial closing:

Source	Type	Description
Senior Construction Loan	Debt	Commercial bank or institutional lender providing senior secured construction financing, converting to a permanent loan upon project stabilization.
Equity Investment	Equity	KMB Marine principal equity contribution supplemented by institutional equity partners. KMB Marine has existing relationships with capital groups including George Smith Partners and Sculptor Capital Management.
Hotel Capital	Equity / Debt	Bowden Hospitality will provide the capital to construct the hotel and associated amenities.
Operating Revenue	Revenue	Upon stabilization, project operating revenues from slip leasing, fuel sales, and ship store are projected to provide strong debt service coverage.

KMB Marine has a proven track record of securing project financing for marina developments. Mr. Knight previously secured $280 million in funding from institutional sources including iStar Financial, a publicly traded REIT, to develop four marina facilities simultaneously. The current project's more modest capital requirement of $30-$33 million, combined with the project's compelling waterfront location and strong projected cash flows, positions it favorably within the current lending environment.

Any pricing or financial terms included in this proposal are valid for a period of one hundred eighty (180) days from the date of submission, unless otherwise extended in writing by KMB Marine.

PERFORMANCE AND PAYMENT BONDS

It is KMB Marine's position that the bond qualification enumerated by Section 255.065(5)(b), Florida Statutes, and the requirements of Section 255.05, do not apply in this circumstance given that the developer is providing all the capital, therefore no bond is needed.

INSURANCE REQUIREMENTS

In accordance with Section 255.065(7)(a)(4), Florida Statutes, KMB Marine will maintain comprehensive public liability insurance throughout the term of the concession lease, in form and amount satisfactory to the City of Cape Coral. Insurance coverage will include:

- **Commercial General Liability:** Coverage sufficient to ensure protection against tort liability to the public, employees, and third parties during both construction and ongoing operations.
- **Builder's Risk Insurance:** Coverage for the full replacement value of the project during the construction period, protecting against fire, theft, vandalism, and natural disasters.
- **Workers' Compensation:** Coverage as required by Florida law for all employees and subcontractor personnel working on the project.
- **Professional Liability:** Errors and omissions coverage for all licensed professionals involved in the design and engineering of the project.

Copies of all insurance policies will be filed with the City of Cape Coral prior to the commencement of construction, accompanied by certificates of insurance and proofs of coverage. KMB Marine will maintain all required insurance throughout the term of the comprehensive agreement and will provide the City with advance notice of any material changes to coverage.

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Fees & Payments

Revenue Share | Projections

Fees and Payment Schedule

REVENUE SHARE STRUCTURE

KMB Marine proposes a percentage-based lease structure in which the City of Cape Coral receives a share of all gross revenues generated by hotel and marina operations. This structure ensures that the City's financial return grows proportionally with the success of the resort, aligning the interests of both parties. The proposed revenue share rates are as follows:

Revenue Stream	Lease Rate to City	Adjustment Methodology
Slip Leasing Revenue	2% of pre-tax sales	Periodic increases to a capped ceiling to be determined through negotiation
Fuel Sales	5% of gross sales	Fixed percentage; volume growth drives increased City revenue
Ship Store Sales	5% of pre-tax sales	Fixed percentage; revenue grows with marina occupancy
Parking Garage	2% of pre-tax sales	Periodic increases to a capped ceiling to be determined through negotiation
Hotel	2% of pre-tax sales	Fixed percentage; revenue grows with hotel revenue increases

LEASE PAYMENT METHODOLOGY

All lease payments will be calculated and remitted on a monthly basis, with annual reconciliation. KMB/YCOA will provide the City with transparent financial reporting including monthly revenue summaries, quarterly occupancy reports, and annual audited financial statements for all operations conducted under the lease agreement. The City will retain the right to audit all financial records related to the lease at any time upon reasonable notice.

The methodology for adjusting lease rates over time will be established through negotiation as part of the comprehensive agreement. The hotel leasing percentage is proposed to be fixed at 2%. The slip leasing percentage rate starts at 2% and the parking garage percentage rate starts at 2%, both with periodic increases to a capped ceiling to be determined by mutual agreement. All other percentage lease rates (fuel, ship store) are proposed to remain fixed at 5% throughout the lease term, with any adjustments subject to mutual agreement.

PROJECTED ANNUAL REVENUE TO THE CITY OF CAPE CORAL

Metric	80% Occupancy	90% Occupancy	100% Occupancy
Combined Marina	$119,000	$133,000	$148,000
Parking	$43,000	$43,000	$43,000
Hotel	$220,000	$240,000	$260,000
Total Annual Revenue to City	**$382,000**	**$416,000**	**$451,000**
99-Year Total Revenue to City	**$37,818,000**	**$41,184,000**	**$44,649,000**

Note: 99-year totals are stabilized annual revenue share extended over the 99-year lease term; see the Summary Cash-Flow Analysis in this section for the same revenue share adjusted for the construction period. Revenue shares are subject to negotiated increases over time. Projections are based on an average slip leasing rate of $25/ft for standard slips and $65/ft for slips with lifts, resulting in a blended average of approximately $31/ft or $1,600/month. Detailed assumptions and projections are included in Appendix B.

Financial Projections

The following projections represent stabilized annual operating performance at three occupancy scenarios. These projections are based on KMB Marine's historical operating experience, current SWFL marina market conditions, and the specific assumptions detailed in the appendices.

PROJECTED COMBINED ANNUAL REVENUE

Revenue Stream	80% Occupancy	90% Occupancy	100% Occupancy
Combined Marina	$3,620,000	$3,935,000	$4,250,000
Parking	$2,145,000	$2,145,000	$2,145,000
Hotel	$11,000,000	$12,000,000	$13,000,000
Total Revenue	**$16,765,000**	**$18,080,000**	**$19,395,000**

Parking: Projected annual revenue of $2,145,000 with estimated annual net of $2,012,000. See Parking Garage Addendum (Appendix E) for detailed financial assumptions.

STABILIZED ANNUAL REVENUE BY SOURCE

The following table presents projected annual revenue by each distinct source at stabilized occupancy (90%), along with the corresponding revenue share to the City of Cape Coral. Due to construction timelines, stabilized revenues are expected in year 2 of combined marina operations and year 5 of hotel operations. The anticipated construction period for the marina, parking, and administration components is approximately one year; the hotel is expected to take three years of construction to complete.

Revenue Source	Share Rate	Annual Revenue	Annual City Share
Slip Leasing	2%	$2,200,000	$44,000
Fuel Sales	5%	$1,600,000	$80,000
Ship Store	5%	$135,000	$6,750
Parking Garage	2%	$2,145,000	$43,000
Hotel	2%	$12,000,000	$240,000
Total	**—**	**$18,080,000**	**$416,000**

Revenue share rates are subject to periodic increases to a negotiated ceiling as detailed in the adjustment methodology above. Revenue shares are subject to negotiated increases over time.

SUMMARY CASH-FLOW ANALYSIS — COMBINED MARINA REVENUES

In accordance with Section 255.065(3)(g), Florida Statutes, the following summary presents the projected cash-flow analysis for the qualifying project from implementation through the term of the comprehensive agreement. All figures are in current dollars and do not account for inflation or price escalation; actual results are expected to exceed these projections over time.

These projections are presented in two charts given the differing construction times for each component of the resort.

Period	Gross Revenue	Operating Costs	Net Operating Income	City Revenue Share
Year 1 (Construction)	$0	$0	$0	$0
Year 2 (Lease-Up / 60%)	$4,057,000	$2,270,000	$1,787,000	$117,000
Year 3 (Stabilized / 90%)	$6,080,000	$2,250,000	$3,830,000	$176,000
Year 5	$6,080,000	$2,250,000	$3,830,000	$176,000
Year 10	$6,080,000	$2,250,000	$3,830,000	$176,000
Years 1-99 Cumulative	**$593,817,000**	**$222,750,000**	**$371,067,000**	**$17,424,000**

Note: Year 2 assumes 60% average occupancy during lease-up. Years 3+ assume 90% stabilized occupancy. Operating costs include all marina and parking garage operating expenses. City revenue share increases periodically per the adjustment methodology. Cumulative figures are based on stabilized annual projections extended over the 99-year lease term and do not reflect inflation-driven growth. Detailed quarterly projections for Years 1-3 are provided in Appendix B.

SUMMARY CASH FLOW — COMBINED HOTEL AND EVENT REVENUES

Period	Revenue	Operating Cost	Net Operating Income	City Revenue Share
Years 1-3 (Construction)	—	—	—	—
Year 4	$10,000,000	$7,000,000	$3,000,000	$200,000
Year 5 (Stabilized)	$12,000,000	$8,400,000	$3,600,000	$240,000
Years 6-10	$60,000,000	$42,000,000	$18,000,000	$1,200,000
99-Year Cumulative	**$1,150,000,000**	**$805,000,000**	**$345,000,000**	**$23,000,000**

99-YEAR COMBINED MARINA AND HOTEL REVENUE SHARE TO THE CITY (PER CHARTS ABOVE)	**$40,424,000**

Note: These estimates are in 2028 dollars and do not account for inflation or negotiated revenue share escalators in marina operations. The figure above is drawn directly from the two cash-flow charts, in which hotel revenues begin only after the three-year hotel construction period. The $41,184,000 shown in Section 5 and Appendix E is the same revenue share expressed on a stabilized-annual basis ($416,000 x 99 years), before that construction-period adjustment.

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Contact Information

Contact Information

For additional information concerning this proposal, please contact:

PRIMARY CONTACT	
Name:	**Steeven Knight**
Title:	**Chief Executive Officer**
Company:	**KMB Marine / Yacht Clubs of the Americas**
Address:	**9541 Cypress Lake Drive, Fort Myers, FL 33919**
Phone:	**(888) 581-6818**
Website:	**www.kmb-marine.com**

CAPITAL MARKETS ADVISOR	
Name:	**Dan Gorczycki**
Company:	**George Smith Partners**
Phone:	**(516) 816-5200**

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Qualifications

Key Personnel | Project Experience | References

Qualifications & Experience

STEEVEN KNIGHT

Chief Executive Officer

In the mid-2000s, Mr. Steeven Knight recognized an opportunity along the coastal United States and into the Caribbean. He understood that high-end waterfront residential development was consuming available coastal properties and that boaters would soon lose easy access to the ocean and gulf. Older marinas with good locations were being sold to residential developers, and these irreplaceable waterfront assets were vanishing.

Mr. Knight's vision was to create state-of-the-art marinas that provided world-class amenities and services while also offering wet and dry boat slips as fee simple real estate. These pioneering "dockominiums" featured 150 mph wind-rated secure barns for hurricane protection, floating docks for larger vessels, and full utility service including metered electric and pump-out at every slip.

In 2004, Mr. Knight realized his vision when Sanibel Harbour Yacht Club opened in Fort Myers, Florida. SHYC experienced brisk presales, with slips averaging $150,000 to $250,000 depending on size and configuration. The success of the concept led to $280 million in institutional funding to develop four additional facilities in Naples, Tampa, Key West, and Jacksonville. All four sites were constructed in 18 months under Mr. Knight's direction as the owner-developer, with the team placing over $100 million in presales with 20% non-refundable deposits.

In 2023, Mr. Knight formed KMB Marine, a Fort Myers-based company specializing in general contracting and marine construction services including shipyard building, seawalls, docks, design services, and consulting on marine projects. Today, KMB Marine and YCOA are actively working on several marina projects in South Florida damaged by Hurricane Ian, including the opening and servicing of shipyards and dry/wet slip storage facilities with Alliance Marine Group. Notably, resales at Mr. Knight's original Sanibel Harbour Yacht Club location are at or above original sale values, validating the long-term viability of the marina development model.

KENNETH WELLS

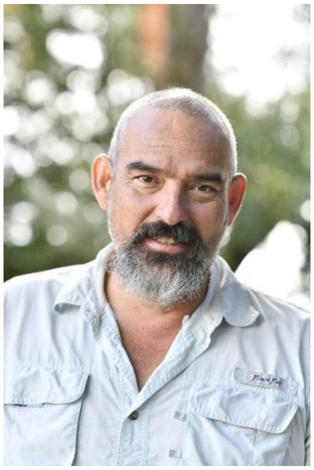
Program Manager

Kenneth Patrick Wells holds a bachelor's degree in Building Construction from the College of Architecture at the University of Florida and has held a Certified General Contractor's license since 1981 in the State of Florida. The State of Florida calls on Mr. Wells as a construction industry subject matter expert to validate questions used in testing for certified specialty contractors.

His experience in the construction industry spans over 40 years, largely in the design and implementation of program and project management for large and mega projects. He has worked across the United States, the Caribbean, and the Middle East. Mr. Wells is the author of *Programme Management in Construction*, published by the Institute of Civil Engineers (ICE) through Thomas Telford Publishing in 2015.

TRAVIS MIDDLETON

Senior Construction / Project Manager



Mr. Middleton brings over 20 years of experience in structural concrete, marine construction, and project management across the Florida Keys and the United States. Beginning his career in survey and civil construction, he advanced to project engineer roles on major institutional builds including the Key West High School and Key West Police Station reconstruction projects.

In 2006, Mr. Middleton founded Ralco Atlantic Inc., specializing in structural concrete and marine construction. His firm performed significant work for Yacht Clubs of the Americas in Key West, as well as federal contracts including the USACE Canton Dam reconstruction in Oklahoma, US Army coffer dam installation and lake drainage reroute at Fort Bragg, NC, US Army Special Forces Fleming Key boat ramp construction, and US Navy Mole Pier boat ramp and bulkhead replacement in Key West.

Mr. Middleton continued to grow his marine and residential construction practice through RDI-KW LLC, serving the Lower Keys market. He currently operates THM Construction in Patagonia, South America, where he develops and constructs custom homes and communities. Mr. Knight and Mr. Middleton have had a long and successful working relationship spanning multiple major projects.

STEVE JONES

Director of Operations

Mr. Jones has enjoyed a 45-year career in management, multi-unit management, recruiting, development, and consulting. After military service and college, he began his management career in the restaurant industry, eventually becoming the Operating Partner in First Edition Restaurants. He then served in corporate leadership roles with Kelly Johnston and Diversified Restaurants as Regional Director, Regional VP of Operations and Development, and Divisional President, working with concepts including TGI Fridays, Chi-Chi's, and others.

In 2007, Mr. Jones took a consulting contract with Yacht Clubs of the Americas to direct the operational startup of four major marinas. This turned into six years as Principal Operating Consultant for YCOA and its successor, Florida Marina Clubs. Mr. Jones had a significant role in developing all revenue streams including slip leasing, membership programs, fuel sales, and restaurant, bar, and ship store operations.

Currently, Mr. Jones works independently as the principal in Blackhawk Consulting Group, consulting on a wide range of hospitality and marina projects in Southwest Florida. Current and recent clients include Yacht Clubs of the Americas, Florida Marina Clubs, Connor Gaskin Development, KMB Marine, Key Atlantic Marinas, and Historic Tours of America.

SIMILAR PROJECT EXPERIENCE

Select marina developments by Steeven Knight and the KMB Marine / YCOA team

Sanibel Harbour Yacht Club
Fort Myers, FL

Naples Harbour Yacht Club
Naples, FL

Key West Harbour Yacht Club
Key West, FL

Project	Location	Scope	Value
Sanibel Harbour Yacht Club	Fort Myers, FL	Full marina development with dry/wet slips, restaurant, fuel, ship store	$50M+
Naples Harbour Yacht Club	Naples, FL	Full marina development with 150 mph rated barns, floating docks, full amenities	$65M+
Key West Harbour Yacht Club	Key West, FL	Marina development, hurricane-rated structures, restaurant, transient facilities	$55M+
Tampa Harbour Yacht Club	Tampa, FL	Full marina with dry rack storage, wet slips, fuel, restaurant operations	$60M+
Pointe Santo de Sanibel	Sanibel, FL	Post-Hurricane Ian reconstruction of common buildings and sitework	$8M+
Alliance Marine Projects	SW Florida	Shipyard construction, marina repairs, dry/wet slip storage facilities	$12M+

In accordance with Section 255.065(5)(a), Florida Statutes, KMB Marine and all members of its project team meet or exceed the minimum standards contained in the City of Cape Coral's guidelines for qualifying professional services and contracts. All licensed professionals engaged on this project, including the project architect, structural and civil engineers, and marine contractors, hold current and active licensure in the State of Florida.

KMB Marine further commits to the following provisions for inclusion in the comprehensive agreement:

- **Periodic Financial Reporting:** In accordance with Section 255.065(7)(a)(6), KMB Marine will provide the City with annual audited financial statements pertaining to the qualifying project, including revenue reports by source, operating expense summaries, and capital improvement expenditures.
- **Comprehensive Plan Compliance:** In accordance with Section 255.065(10)(b), all facilities constructed as part of this project will comply with the requirements of applicable federal, state, and local laws; the City of Cape Coral Comprehensive Plan; the Lee County regional plans; and all applicable zoning, building, and environmental regulations. The project design follows the Kimley-Horn Master Plan for the Yacht Club property, which was developed in coordination with City planning objectives.
- **Regional Infrastructure Compatibility:** In accordance with Section 255.065(3)(c)(4), the proposed marina redevelopment is compatible with regional infrastructure plans for southwest Florida, including Lee County's transportation and waterway management plans, the Southwest Florida Regional Planning Council's strategic regional policy plan, and the City's capital improvement program for the Yacht Club district.
- **Design Review:** In accordance with Section 255.065(7)(a)(2), KMB Marine will submit all project designs to the City for review and approval prior to construction. This does not require the completion of final design prior to execution of the comprehensive agreement.
- **City Inspection Rights:** In accordance with Section 255.065(7)(a)(3), the City shall have the right to inspect the qualifying project at all stages to ensure KMB Marine's activities conform to the standards set forth in the comprehensive agreement.
- **Maintenance Monitoring:** In accordance with Section 255.065(7)(a)(5), the City shall have the right to monitor KMB Marine's maintenance practices to ensure the qualifying project is properly maintained throughout the term of the lease.

REFERENCES

Name	Organization	Phone
Scott W. Hester, P.E.	Board Member, Pointe Santo de Sanibel	(314) 496-7083
Brian McGraw	Pointe Santo de Sanibel	(248) 842-1030
Paul Drummond	Alliance Marine	(239) 860-1002
Barry Connor & Craig Gaskins	Connor Gaskins Unlimited, LLC	(239) 260-5068

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Statutory Compliance

Section 255.065 Florida Statutes

Statutory Compliance

This unsolicited proposal has been prepared in accordance with Section 255.065, Florida Statutes, which governs public-private partnerships for public facilities and infrastructure projects. The following table demonstrates how this proposal addresses each required element of the statute:

Statutory Requirement	Proposal Section	How Addressed
Project Description Conceptual design, plan for services, schedule	Section 2	Complete project description including 130-slip marina, hotel/resort, fuel station, parking garage, and administration building. Conceptual plan follows Kimley-Horn Master Plan. 12-18 month construction schedule provided for marina components.
Property Acquisition Method to secure property interests	Section 3	No property acquisition required. 99-year concession lease from City. City retains ownership of all land and improvements.
Financing Plans Sources of funds, debt/equity	Section 4	100% privately financed at $30-$33M for the marina components. Capital Markets Confidence Letter from George Smith Partners. Senior debt + equity structure. Hotel capitalized by Bowden Hospitality.
Contact Information Name and address for inquiries	Section 6	Steeven Knight, CEO, KMB Marine. 9541 Cypress Lake Drive, Fort Myers, FL 33919.
Fee & Payment Schedule User fees, lease payments, methodology	Section 5	Percentage-based lease structure: 2% slip leasing, 5% fuel/store, 2% parking garage, 2% hotel. Projected $416,000 annual revenue to City at 90% occupancy. Adjustment methodology detailed.
Pricing Expiration When pricing/terms expire	Sections 4 & 5	All pricing and financial terms valid for 180 days from date of submission.
Performance Bonds Surety for construction §255.065(5)(b)	Section 4	Developer is self-funding all capital; therefore performance and payment bonds per s. 255.05 are not applicable in this circumstance.
Default Safeguards Public protection §255.065(3)(f)(3)	Section 3	City step-in rights, lender cure rights, operating reserve fund, orderly transition procedures for continuity of service.

Statutory Requirement	Proposal Section	How Addressed
Capacity Expansion Future growth §255.065(3)(f)(4)	Section 3	Framework for expansion by either party with good faith negotiation of revised terms. Master plan adjusted to accommodate the hotel. Consistent with Kimley-Horn Master Plan.
Cash-Flow Analysis Full-term projections §255.065(3)(g)	Section 5	Summary cash-flow from construction through Year 99, presented separately for marina and hotel components. Revenue by source, operating costs, NOI, and City revenue share by period.
Insurance Public liability §255.065(7)(a)(4)	Section 4	Commercial general liability, builder's risk, workers' comp, and professional liability. Certificates filed with City.
Compliance & Reporting Ongoing obligations §255.065(7)(a)	Section 7	Annual financial statements, design review, City inspection rights, maintenance monitoring, comprehensive plan compliance, as adjusted for new hotel site.

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Appendices

Confidence Letter | Projections | Qualifications | References | Parking Garage

Appendix A: Capital Markets Confidence Letter

To Whom It May Concern,

George Smith Partners is pleased to provide this letter expressing our confidence in the availability of capital necessary to finance the redevelopment of the Cape Coral Yacht Club.

George Smith Partners is a nationally recognized real estate capital advisory firm specializing in the placement of debt and equity for complex real estate developments and redevelopments across the United States. Our firm maintains longstanding relationships with a broad and diverse network of capital providers, including commercial banks, insurance companies, private credit funds, institutional investors, family offices, and real estate private equity firms.

Based on our preliminary review of the proposed redevelopment program for the Cape Coral Yacht Club, as well as our experience arranging financing for hospitality, resort, marina, and mixed-use waterfront developments, we believe the project represents a compelling opportunity within the current capital markets. The property's premier waterfront location, the long-standing significance of the Yacht Club within the Cape Coral community, and the vision for its revitalization create a development profile that is well aligned with the investment objectives of numerous capital sources active in the market today.

Based on current capital markets conditions and our familiarity with active lending and equity sources, we are confident that sufficient debt and equity capital sources exist to fund the redevelopment of the Cape Coral Yacht Club. George Smith Partners believes we would be able to structure and arrange a competitive and executable capital stack for the project, including senior construction financing and appropriate equity capital, subject to customary underwriting, due diligence, final project scope, and prevailing market conditions at the time of financing.

We are working with KMB/YCOA on this capital stack and I have notably worked with KMB/YCOA on several other successful funding ventures (available upon request). Feel free to call at 516-816-5200 if additional information is needed.

Sincerely,

Dan Gorczycki
George Smith Partners

Appendix B: Financial Assumptions & Projections Detail

MARINA/FUEL/SHIP STORE ASSUMPTIONS

- 130 slips available for lease; 35 slips equipped with boat lifts
- Average slip length: 45 feet
- Standard slip leasing rate: $25 per linear foot ($1,100/month average)
- Lift-equipped slip rate: $65 per linear foot ($2,900/month average)
- Blended average: $31 per linear foot ($1,600/month average)
- Pre-leasing period: 6 months conducted on-site by YCOA
- Estimated pre-lease: 40% of inventory (52 slips)
- Monthly absorption rate: 6 slips per month (11 months to stabilization)
- Stabilized occupancy: 90% (118 slips)
- Fuel COGS: 80% of gross fuel sales
- Ship Store COGS: 50% of pre-tax sales
- Slip leasing expense (to City): 2% with periodic increases
- Fuel leasing expense (to City): 5% of gross sales
- Ship Store leasing expense (to City): 5% of pre-tax sales
- Hotel leasing expense (to City): 2% of pre-tax sales, fixed

SWFL MARINA MARKET CONTEXT

There are numerous comparable marinas operating in the immediate vicinity of the CCYC. These vary in quality, service standards, amenities, and lease rates. Current market rates range from $24 per linear foot up to $45 per foot and higher. The demand for slips — including annual leases, seasonal leases, and transient rentals — is extremely strong throughout Southwest Florida. A new state-of-the-art facility at the Cape Coral Yacht Club will be well received by the market and is expected to achieve stabilized occupancy within the first year of operations.

MARINA	RATE	DETAILS	LOCATION
Gulf Harbour	$3.00 per ft per day	N/A	Ft Myers
Marine Max	Boat slips unavailable at this time	N/A	Ft Myers
Cape Harbour	Boat slips unavailable at this time	150 person waiting list	Cape Coral
Sanibel Marina	2 available	6-month settle; $45.00; Annual $30.00	Sanibel
Safe Harbour	1.5-year waiting list	App available; $22.00 per foot	Punta Gorda
Snook Bite	Awaiting pricing information	N/A	Ft Myers
Salty Sam's	Annual $30/boat/month + $30/month electric	Hookup plus power usage	Ft Myers Beach

Source: Direct inquiry to marina offices, May 2026. Rates shown are representative and may vary by slip size, season, and availability.

Appendix C: Reference Letter

April 8, 2025

Regarding: Steeven Knight – KMB Reference

To Whom It May Concern,

I would like to offer my highest recommendation to Mr. Steeven Knight, owner of KMB Marine, with whom I've had the pleasure of working alongside since 2023. During this period, I've worked closely with Steeven in the rebuilding efforts at Pointe Santo De Sanibel Condominium Association located in Sanibel, FL. Steeven has been responsible for a diverse range of rebuilding efforts including the reconstruction of common space buildings and their associated sitework.

I am an Owner at Pointe Santo and serve as a member of the Board of Directors, as well as a member of the Rebuild Committee. In my role as a member of the Rebuild Committee I've worked very closely with Steeven and KMB Marine, which has played an integral role in our rebuilding efforts post Hurricane Ian. In addition to my position on the Pointe Santo Board of Directors as well as member of the Rebuild Committee, I have spent 30 years in the design construction industry and as well as a business owner. During this time, I have communicated with hundreds of contractors and other business associates throughout North America and abroad.

Throughout the past 2 plus years Steeven has consistently demonstrated a high level of professionalism, attention to detail, and innovative thinking. He has continued to exceed the expectations of the Association by fulfilling all contractual obligations of KMB Marine which has significantly contributed to our rebuilding efforts. Steeven possesses an expansive level of technical expertise allowing him to find quick and innovative solutions to challenges that have arisen throughout our project. By doing so he has established a reputable and lasting relationships with the Association and the many members of the Rebuild Committee.

I have no doubt that KMB Marine will continue to thrive in any endeavor they pursue, and I strongly believe they would be an asset to any organization or business venture.

Sincerely,

Scott W. Hester, P.E.
Board Member, Pointe Santo De Sanibel Condominium Association
Founder & Managing Partner of HydroApps, LLC
Former Owner and President of Counsilman-Hunsaker and Associates
(314) 496-7083 | scotthester@hydroapps.com

Appendix D: Contractor Qualification Summary

The following is a summary of KMB Marine's contractor qualification statement (AIA Document A305-2020), as submitted to Alliance Marine in January 2026. The full qualification statement is available upon request.

Item	Detail
Legal Entity	KMB Sea Wall and Dock Construction, LLC
DBAs	KMB Marine; Yacht Clubs of Americas
Principal Office	9541 Cypress Lake Drive, Fort Myers, FL 33919
Registered Agent	Steeven Knight
Years in Business	2 years (current entity); 22 years (combined with DBAs)
Employees	43 full-time
Work Under Contract	Preconstruction: $14M; Construction: $43M
Average Annual Volume	$12,000,000 (5-year average)
Self-Performed Work	Development budgeting, preconstruction, CM, GC, dredging, site work, docks, seawalls, boat lift
Project Management	Procore and Buildertrend
Prior Marina Facilities	Sanibel Harbour YC, Naples Harbour YC, Key West Harbour YC, Tampa Harbour YC

Appendix E: Parking Garage Addendum

In addition to the marina component at Cape Coral Yacht Club, KMB Marine / YCOA proposes to build and operate the parking garage as part of the total scope of their work in the redevelopment of CCYC.

CONSTRUCTION ASSUMPTIONS

KMB Marine will build out the parking garage in accordance with the existing design and specifications furnished by Kimley-Horn. KMB will provide complete funding for the parking garage to include:

- The entire parking structure
- All utilities, lighting, and safety features
- Fire suppression and sprinkler systems
- Elevators
- Entrance mechanisms and cash control systems
- Interfacing software and systems for other tenants

OPERATING ASSUMPTIONS

KMB Marine / YCOA will operate the parking garage and assume responsibility for all operating costs and recurring expenses to include:

- General liability and other insurance
- Digital and on-site security
- General repair, maintenance, and replacements
- Elevator maintenance and warranties
- Fire suppression maintenance and warranties
- Maintenance of entrance and cash control mechanisms
- All miscellaneous operating costs

COMPS FOR FT. MYERS / CAPE CORAL PARKING GARAGES

Garage	# Spaces	1st Hr.	2nd Hr.	Add'l Hr.	Discounts	Max	Events
Palms	545	$1	—	$1	7 Hr. / $5	$15	$10
Denison	586	$1	—	$1	—	—	—
Luminary	160	$1	—	$1	—	—	—
Cape	125	$0	$2	$1	—	$15	$20

PARKING FINANCIAL ASSUMPTIONS

Item	Detail
Total Available Garage Parking Spaces (per Kimley-Horn)	685
Reserved Boutique Hotel Valet Parking Spaces	150
Average Daily Hotel Space Usage (80% occupancy)	120
Reserved Tenant Parking Spaces	50
Daily Available Public Parking Spaces	485
Estimated Daily Public Usage (80%)	388

PARKING REVENUE ASSUMPTIONS

Revenue Source	Detail	Daily Revenue
Hotel Revenue Share	120 spaces @ $10/space	$1,200
Leased Employee Parking	Employer paid	$165
Resort Public Spaces	$1.50/hr, $15 daily max	$4,500
Total Daily Parking Revenue		**$5,865**

ANNUAL FINANCIAL SUMMARY

Item	Amount
Estimated Annual Parking Revenue	$2,145,000
Operating Expense	($90,000)
Revenue to City (2%)	($43,000)
Total Annual Operating Costs	($133,000)
Estimated Annual Net	**$2,012,000**
99-Year Net	**$199,188,000**

COMBINED STABILIZED ASSUMPTIONS — 90% OCCUPANCY

Source	Annual Revenue
Marina Revenue	$3,935,000
Parking Revenue	$2,145,000
Hotel Revenue	$12,000,000
Total Annual Revenue	**$18,080,000**
Estimated 99-Year Revenue	$1,789,920,000
Estimated 99-Year NOI	**$724,170,000**

ESTIMATED ANNUAL REVENUE SHARE TO THE CITY OF CAPE CORAL

Metric	Amount
Annual Marina / Parking Revenue Share	$176,000
Annual Hotel Revenue Share	$240,000
Annual Combined Revenue Share	**$416,000**
Estimated 99-Year Revenue Share	**$41,184,000**

Note: The revenue share to the City will increase over time as the negotiated lease escalators take effect. No inflation increases are reflected in the revenue figures above. Figures on this page are stabilized annual amounts extended over the 99-year lease term; the Summary Cash-Flow Analysis in Section 5 presents the same revenue share adjusted for the construction period.