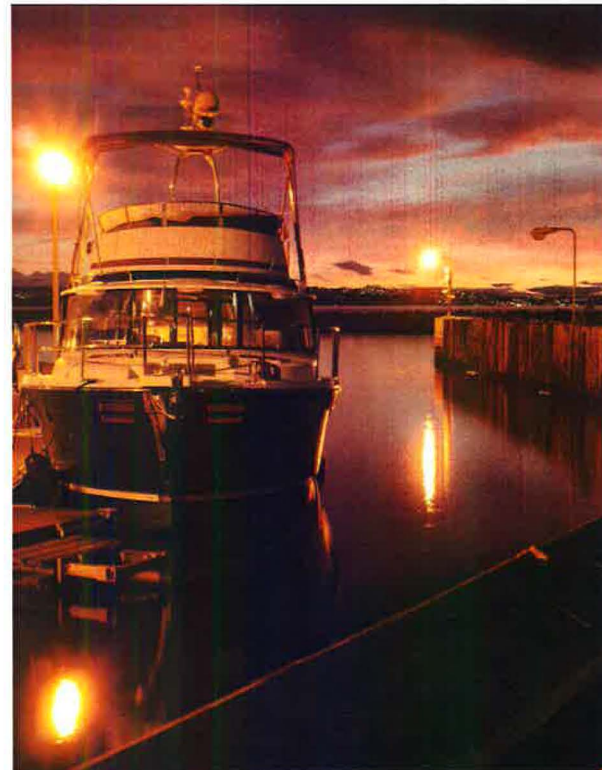




DEVELOPMENT OPPORTUNITY AT DES MOINES MARINA
EMBARCADERO HOSPITALITY GROUP – MCBRIDE-COHEN AND TEAM
RFQ - SUBMISSION

CONTENTS

■ Cover Letter	3
■ Business Contact	4
■ Team	5
■ Concept/Vision	11
■ Relevant Past Projects	24
■ References	38
■ Financial Capacity	39



COVER LETTER

Dear Mayor Pina, Des Moines City Council, City Manager Matthias and the Staff of the City of Des Moines and The Des Moines Marina,

We believe the development opportunity at the Des Moines Marina, featuring the Marina Steps and the proposed 223rd Street Urban Creek Bioswale is one of the most exciting public-private re-development projects in the Northwest.

Our team is drawn to Des Moines' vision of enhancing and transforming the Marina for the benefit of the community. With its rare, waterfront location adjacent to downtown as well as The Des Moines Beach Park and Events Center and the Des Moines Creek Trail, and with unobstructed views of the Olympic Mountains, The Des Moines Marina is a vital asset to the community and the surrounding area, and it presents transformative opportunities for pedestrian connectivity, green technology, and exceptional enhancements to the livability of Des Moines as well as being an outstanding economic driver.

We became aware of the City's efforts to redevelop this site four years ago, and we were immediately impressed with Des Moines' vision and strategic efforts to position the Marina for enhanced development. The City's success in attracting the new business park and connectivity via new light rail, shuttle and METRO bus, as well as progress on the passenger ferry and the marine mammal facility are impressive, and important to the viability of future development. We further appreciate the City's thoughtful approach to salmon habitat and water restoration and filtering features, and investments in Des Moines Beach Park, Overlook Park, and The Des Moines Creek Trail.

We have assembled a team of vision-driven, creative and accomplished developers, hoteliers and financial partners who know what it takes to deliver on big ideas and who deeply appreciate the importance of collaboration and community engagement to ensure our projects are of and for the community. Our team has delivered on complex public/private development projects of this scale and complexity, including working with cities and ports on transformative waterfront developments. Most importantly, we have a shared mission, a sense of responsibility and the enthusiasm, capacity and practical skills to transform Des Moines' vision into reality that fulfills its promise and matches the beauty of the site.

There is complexity to this site that will require creativity, collaboration and sustained effort, and we believe this is a once in a generation opportunity to help fulfill the potential of The Des Moines Marina.

Thank you for your consideration, and we look forward to the possibility of working with you on this incredible opportunity.

Sincerely,

Sondra Storm, Embarcadero
Hospitality Group

Tom LaTour, Tom LaTour Group

Loren M. Cohen, McBride Cohen
Management Group, LLC

Dale Scott, Scott Hospitality, LLC



BUSINESS NAME AND CONTACT INFORMATION

Sondra Storm

Principal

Embarcadero Hospitality Group

503-704-6776

Sondra@embarcaderohg.com

Loren McBride Cohen

Managing Director

McBride Cohen Management Group, LLC

253-752-2185

Loren@mcconstruction.com

DEVELOPMENT TEAM

Lead Developer/Construction

Loren McBride Cohen
Managing Director
McBride-Cohen Management Group, LLC
253-752-2185
Loren@mccconstruction.com

Garren Echols
Director of Construction
McBride-Cohen Management Group, LLC
Garren@mccconstruction.com

Hospitality Design/Operations

Tom LaTour
Principal
Tom LaTour Group
415-269-5400
tom@tomlatourgroup.com

Mark Keller
Principal
Embarcadero Hospitality Group
503-956-4141
Mark@embarcaderoHG.com

Sondra Storm
Principal
Embarcadero Hospitality Group
503-704-6776
Sondra@embarcaderoHG.com

David Millstein
Principal
Embarcadero Hospitality Group
415-306-1504
David@embarcaderoHG.com

Financial Partner/Vision

Dale Scott
Founder, CEO
Scott Hospitality, LLC
480-443-4903
Dale@scotthospitalityllc.com

Eric Kildahl
eric1000@protonmail.com

DEVELOPMENT TEAM

MCBRIDE-COHEN MANAGEMENT GROUP, LLC

Loren McBride Cohen



Managing Partner

Loren M. Cohen is the Managing Director and Owner of McBride-Cohen Management Group, LLC (the "Company"), overseeing all aspects of the Company's affiliated development projects, including day-to-day executive management responsibilities related to Point Ruston - a \$1.4+ billion mixed-use project that is redeveloping a nearly 100-acre Superfund site situated along the waterfront in Tacoma, WA, and South Pier at Tempe Town Lake - a \$1.5+ billion mixed-use project in bustling Tempe, Arizona. Loren is a second-generation builder-developer, with the developments undertaken by the Cohen-family being renowned throughout their respective markets - having started in business in the 1970s in the greater Los Angeles-area and becoming a renowned custom home builder-developer throughout Southern California and earning a reputation for quality and excellence while completing numerous custom homes as a 'Builder to the Hollywood Stars'. The Company and its affiliates have a thirty+ year business history in the state of Washington and have become a market leader throughout the Puget Sound, receiving numerous awards including three-time Builder of the Year (Master Builders Association). As a noted family of real estate investors, the Company and its affiliates have brought dozens upon dozens of projects to fruition, including hospitality/hotels, casinos, golf courses, and residential (for-rent and for-sale) uses. Loren serves on the Boards of several non-profits and is a "Washington General" serving on the Washington State Leadership Board. Loren is also an attorney licensed to practice law in the state of Washington.

DEVELOPMENT TEAM TOM LATOUR GROUP

Tom LaTour



Principal

For over forty years, including over 24 years leading Kimpton Hotel and Restaurant Group before retiring as its Chairman and CEO, Tom LaTour has been an innovative leader in the travel and hospitality industry and as a result, has the insight and creative vision necessary for planning and executing the total guest experience, including project design, aesthetics, and management.

LaTour was a pioneer in the development of chef-focused boutique hotels and led the expansion of Kimpton from one hotel in San Francisco to forty-three boutique hotels and restaurants throughout seventeen cities in the United States and Canada. Over his almost twenty-five years with Kimpton, his dedication and visionary leadership led to tremendous economic success while inspiring the boutique/lifestyle hotel trend that is now a powerhouse hospitality segment throughout North America.

In addition to being a founding partner of Burke LaTour Dern, LaTour is a founding partner at LaTour Hotels and Resorts and is the developer, owner, and operator of LaTour Vineyards in Napa Valley.

DEVELOPMENT TEAM

EMBARCADERO HOSPITALITY GROUP



SONDRA STORM

PRINCIPAL

Sondra is co-founder of Embarcadero Hospitality Group and has a proven track record of building teams to meet their full potential and managing hospitality projects to achieve exceptional outcomes. Passionate about hospitality, Sondra draws people together and infuses groups with a relentless energy to achieve ambitious goals. Not easily deterred by obstacles, she is able to find creative pathways forward to make projects happen when most would give up.



MARK KELLER

PRINCIPAL

With over 30 years of experience in the hotel industry, Mark has overseen the development and management of more than 25 properties – ranging from independent boutique hotels to limited service and full-service branded hotels. Mark is a sought-after consultant for local governments, urban planning firms and private owners. Co-Founder of Embarcadero Hospitality Group, the properties Mark has directed have won numerous national and regional awards for customer service, profitability, and management excellence.



DAVID MILLSTEIN

PRINCIPAL

David Millstein is an attorney and founder of Millstein & Associates, a business law firm in San Francisco. He has many years of experience in real estate, commercial transactions and financing, working more than 30 years in both the private and public sectors. The many positions he has held include running the San Francisco District Attorney's office for the elected official while serving as the Chief Assistant. He earned his law degree at the University of California at Berkeley Boalt School of Law.

DEVELOPMENT TEAM SCOTT HOSPITALITY, LLC

Dale Scott



Founding Principal

Scott's career combines four decades of executive experience in large property general management, multi-unit chain management and new lodging product development. His diversified management background includes senior executive positions within Hilton Hotels, Hyatt Hotels, Hyatt International Hotels, President of Tucker Hotels and nine years as President of Glacier Park Inc, Hospitality Concessionaire for Glacier National Park, MT and Waterton Lakes National Park AB Canada.

Scott's accomplishments include establishing several successful companies, repositioning and revitalizing hotels, restaurants, retail stores and transportation companies as well negotiating entitlements and acquiring financing for numerous projects.

While president of Glacier Park Inc., the primary concessionaire in Glacier National Park and Waterton Lakes National Park, located in a culturally diverse, international setting, he successfully worked with the National Park Leaderships in both Canada and the USA for the extensive restructuring of the historic seven-lodge accommodations.

Scott established strong and meaningful relationships with the National Park Service, Parks Canada, the Blackfeet Nation, State and Federal agencies. He helped draft federal legislation to assist the rebuilding of the Glacier National Park service infrastructure.

A graduate from the British Columbia Institute of Technology, Hotel & Restaurant Administration, Scott has completed the following studies: Cornell University, Finance; Northwestern University, Sales & Marketing and the University of Colorado, Economics; The Disney Institute, Theme Park Studies, American Hotel & Lodging Assn, Certified Hotel Administrator (CHA).

Scott was the co-founder of the Glacier, Waterton Visitors Assn and the Glacier Fund and sat on the Boards of The American Indian Institute, Christian Ministry in the Parks, Indianapolis 500 Festival and President of Kiwanis Club of Indianapolis.



DEVELOPMENT TEAM

ERIC KILDAHL – PARTNER WITH DALE SCOTT

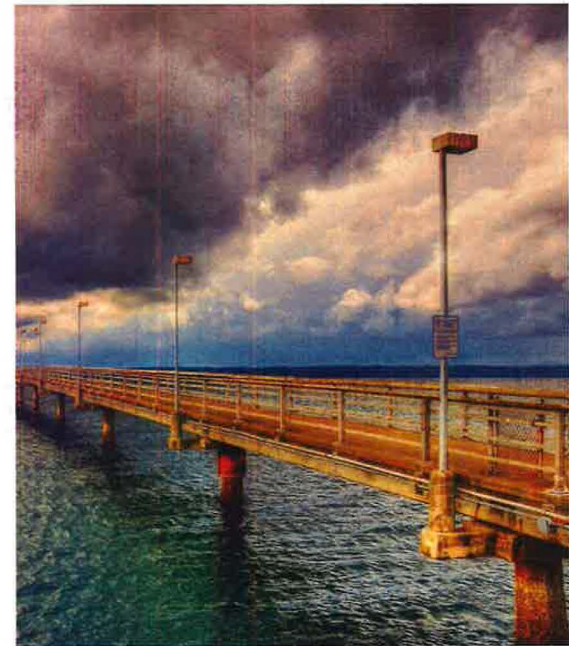
Eric has a BA in Secondary Education and Environmental Biology from the University of Montana, as well as a US Coast Guard Captains License and is a PADI Master Scuba Instructor. His professional career has been wide-ranging from teaching/certifying over 300 scuba divers, running Scuba Operations for Live Aboard Dive Boat in the British Virgin Islands and piloting vessels through the Intercoastal Waterways from Miami to Chicago, to the development and growth of multiple businesses including an international vacation company, a residential mortgage company, a wholesale fabric company that not only supplied major companies such as Patagonia, Tommy Bahamas, North Face and Under Armor but also provided multiple custom products for the Child Development Centers all Domestic and International United States Air Force Bases. In addition, Eric has also consulted with multiple companies including start-ups in evaluating and developing operational protocols and procedures, sales and marketing and expansion plans.

Eric has varied interests and experiences that have allowed him to be successful in the business, philanthropic, and the athletic worlds. His collective experience and abilities to learn from, work with, and lead people will continue to enable him to continue to develop and grow successful businesses and philanthropic ventures both domestically and internationally.

CONCEPT/VISION DES MOINES MARINA - THE BIG PICTURE

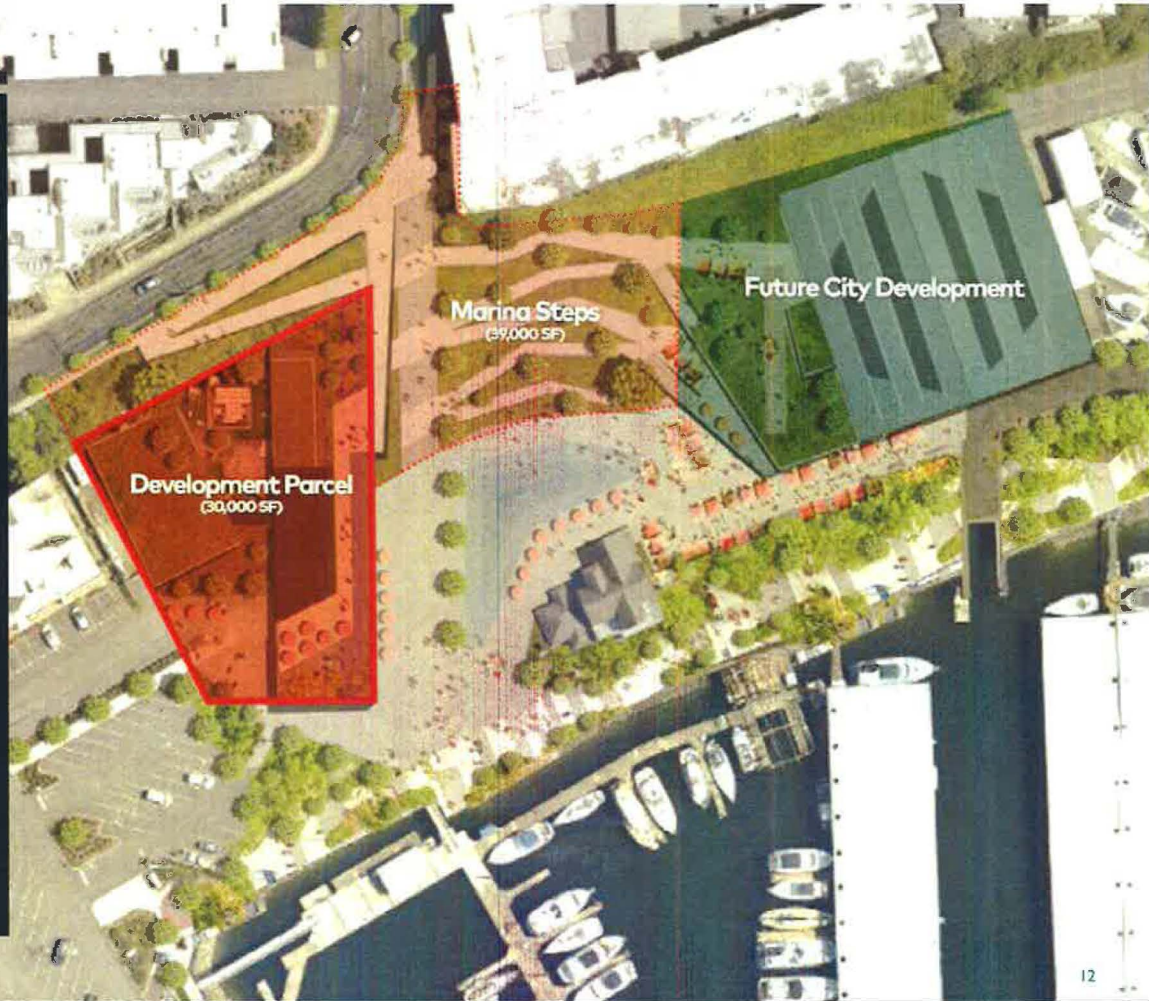
A vibrant, waterfront mixed-use marina development that enhances and showcases the natural beauty and character of Des Moines and will become both a catalytic economic driver for the city, as well as a legacy of environmental restoration and sustainability for current and future generations.

Featuring signature public spaces -- including a waterfront esplanade, dramatic Marina Steps that will serve as a grand pedestrian connection from the Marina to downtown, and the 223rd Street Urban Creek Bioswale -- this stunning waterfront destination will further enhance the quality of life of the people of Des Moines and attract visitors from the greater Puget Sound area and beyond.



CONCEPT/VISION DEVELOPMENT SITE

We view the identified 30,000 sq ft parcel and the adjacent Marina Steps as necessary catalysts for additional development and for fulfilling the overall vision for Des Moines. Our concept focuses on this important parcel, but we recognize the connectivity of this site with the rest of the Marina and the City of Des Moines and we anticipate working closely with the city and community on phasing and timing to ensure both short- and long-term goals are integrated into our plans.



CONCEPT/VISION SHOWPIECE WATERFRONT HOTEL WITH ROOFTOP BAR



Rendering derived from [Place.la](#) from City of Des Moines and Skylab Architecture

- A highly customized, upscale hotel at the Marina Steps will be an iconic showpiece for Des Moines, attracting business travel from the nearby business parks, drawing recreational visitors to the waterfront, and serving as a gathering place for locals.
- We anticipate a 75 to 100 room, “all suites” hotel designed to capture both business and recreational overnight stays as well as longer stays from business travelers who are looking for a beautiful, engaging, and walkable alternative to the hotels along International Boulevard.

CONCEPT/VISION

SHOWPIECE WATERFRONT HOTEL WITH ROOFTOP BAR

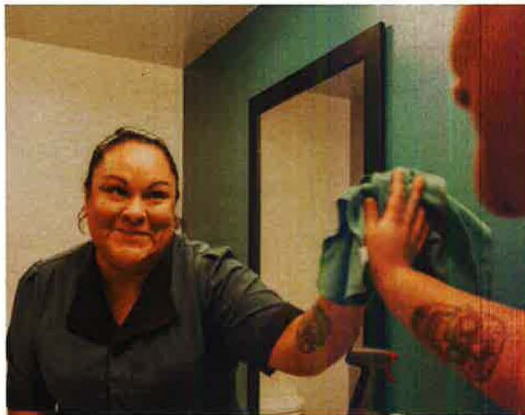


The rooftop at The Independence Hotel, designed specially to embrace the river views.

MCBRIDE-COHEN MANAGEMENT GROUP, LLC, EMBARCADERO HOSPITALITY GROUP, LLC

The hotel's design will honor the incredible natural beauty of the site, with special attention to maximizing views and capturing the energy and unique appeal of Des Moines, the Marina and the Puget Sound. We will work with local artists and makers to create an aesthetic that celebrates and tells the story of the region.

The hotel will include an inviting lobby and rooftop bar with incredible views, as well as special amenities for cyclists and boaters to maximize its appeal and connectivity to nearby outdoor recreation.



CONCEPT/VISION SHOWPIECE WATERFRONT HOTEL WITH ROOFTOP BAR

- The hotel will embrace state-of-the-art green energy and sustainability, a staff empowerment model, and robust community partnerships that will be the foundations of the project's spirit and success.
- The guests at the hotel will help to activate the other uses at the Marina and bring an economic boost in visitor spending and transient occupancy taxes to Des Moines.

CONCEPT/VISION SHOWPIECE WATERFRONT HOTEL WITH ROOFTOP BAR



MCBRIDE-COHEN MANAGEMENT GROUP, LLC, EMBARCADERO HOSPITALITY GROUP, LLC

- Our team of hotel operators has extensive experience with both branded and independent, boutique properties. We anticipate either an independent, or “soft branded” hotel to allow for maximal customization and to align with current trends in hospitality that place a premium on unique experiences.
- Going independent or with a “soft brand”, also has the benefit of not imposing a price ceiling on guests, allowing us to market to higher-income recreational travel as well as business class travelers.
- A “soft brand” choice would add the benefit of travelers who make decisions based on their loyalty points programs. Ultimately, the brand will be decided with further analysis, including in-depth conversations with the existing leisure and business customer bases, to ensure that the right choice and positioning is achieved.

CONCEPT/VISION SHOWPIECE WATERFRONT HOTEL WITH ROOFTOP BAR

- Its location on the waterfront in a stunning setting, with its beach, walkable trails, access to a fishing pier and boat moorage, and its connectivity to downtown Des Moines, the business parks and SeaTac, make it a highly desirable location for local business travelers.
- While also becoming an outstanding tourist and high-end recreation destination with boating, biking and other leisure focused drivers.



CONCEPT/VISION FOOD AND BEVERAGE



- Any great hotel must have strong food and beverage options either within the hotel or nearby.
- We anticipate a rooftop deck and bar with limited food options to be right-sized to the scope and sq ft. of the hotel. The rooftop will be a special place that draws locals and visitors and contributes to the overall experience at the hotel.
- A roof-top bar is essential for the site as it will drive up the value of the rooms and presents important revenue opportunities for the hotel.

CONCEPT/VISION FOOD AND BEVERAGE

- The rooftop bar alone will not meet all the food and beverage needs of the Marina and the hotel and Marina would benefit greatly from additional food and beverage nearby, this could include flexible, creative concept like a food truck hub that involves multiple self-contained food trucks with shared seating as well as the possibility of the recruitment of an inviting, sit-down restaurant.
- We have worked on projects where a food truck pod was envisioned and can see potential applications for this site.



CONCEPT/VISION MARINA STEPS

- We applaud the city's vision for the Marina Steps and its recognition of the Steps as the anchor to the Marina's redevelopment. In addition to the innovative salmon and water restoration and filtering features and reconnection of natural drainage, the steps will dramatically connect downtown to the waterfront, encourage pedestrian activity, and quickly become an iconic community gathering space.
- We also view the simultaneous development of the Marina Steps as crucial for the development of the hotel and all future phases. We have experience working with cities and ports in public, private partnerships where a public amenity is involved, and we look forward to creative collaboration on maximizing the benefit of this important centerpiece element.



Rendering derived from Place.la from City of Des Moines and Skylab Architecture

CONCEPT/VISION

THE BIG PICTURE – FUTURE COMMERCIAL, OFFICE AND RESIDENTIAL

- In recognition of the larger vision, beyond the 30,000 sq ft. development site, we see great potential for additional commercial/retail, office and residential.
- The RFQ details adjacent sites for the city's priorities for additional Marina development.
- We see that enhanced waterfront pedestrian esplanades and plazas, office or retail for outdoor recreation, bike and kayak rentals and boating services, and right-sized residential could be excellent complementary assets as well – of course, within the context of the view and height restrictions as well as the other uses of the Marina.



CONCEPT/VISION THE BIG PICTURE – PARKING

- There is currently ample surface parking on the site for public access and for boat owners. Much of this parking is required under regulations that stipulate 1 parking space for every 2 slips.
- This surface parking presents an opportunity, given the often-prohibitive expense of one-to-one structured parking. A Hotel in this type of setting will house a substantial number of customers without cars, given the proximity to Sea-Tac airport, the light rail stations, shuttles to the business park(s) and bus transportation – as well as the people arriving by private boats and the possibility of high-speed ferry service and teams of business-persons that will share one vehicle, or take their vehicles off-site during work hours.
- There is a great opportunity to discuss substantial shared parking with the Marina that provides night-time usage of some parking spaces that are currently mostly used during daytime hours



CONCEPT/VISION GUIDING PRINCIPLES

- **Enhanced Connectivity between downtown and the Marina**
- **Pedestrian access**
- **Economic activation**
- **Regional connectivity**
- **Environmental sustainability.**



RELEVANT PAST PROJECTS POINT RUSTON® – MCBRIDE-COHEN MANAGEMENT GROUP, LLC

■ MCMG is the construction and development manager for the Point Ruston® project, a mixed-use waterfront neighborhood developed on an exceptional 97-acre property within the Seattle-Tacoma metropolitan area. Through single purposes entities 100% owned and controlled by Loren M. Cohen, Point Ruston® has become the best performing mixed-use project in the entire Pacific Northwest, with a development budget exceeding \$1.4 Billion.

■ Situated along nearly one-mile of Puget Sound shoreline, Point Ruston® features the best in Pacific Northwest living, dining, shopping, recreation and entertainment. A vibrant mixed-use neighborhood, Point Ruston® is designed as a lifestyle center, with a focus on experiential retail and lifestyle amenities. With more than 900 units of housing and hospitality providing dwellings for more than 1,500 residents in approximately 2.5 million total sq. ft. of mixed-use real estate, Point Ruston features nearly 1.1 million sq. ft. of commercial and retail space, with 960 additional residential units and 78,000 square feet of commercial space in the pipeline.

■ The Shops at Point Ruston® feature the retail core of the Point Ruston® neighborhood, consisting of a 9-screen Century Theatre cinema, dozens of retail shops & restaurants, along with a full-service 194-key resort-quality Silver Cloud Hotel, all anchored by over 50-acres of open space and recreational amenities, including the mile long Waterwalk promenade.



RELEVANT PAST PROJECTS

POINT RUSTON®

MCBRIDE-COHEN
MANAGEMENT
GROUP, LLC

- As the 100% owner, manager, and general contractor of Point Ruston®, McBride-Cohen Management Group (MCMG) is perfectly situated to undertake this Des Moines Marina re-development project.
- With an emphasis on designing regional destinations, MCMG is one of the few developers in the region with a track record of this type of development, including developing waterfront properties of significant size. Indeed, MCMG and its nearby Point Ruston® project can help catalyze this Des Moines Marina re-development project.
- As the master developer of Point Ruston, MCMG, through Loren M. Cohen, merges design, construction and development management into one group - providing all facets of day-to-day design, development, construction, property management & administration.

RELEVANT PAST PROJECTS

SOUTH PIER AT TEMPE TOWN LAKE™

MCBRIDE-COHEN MANAGEMENT GROUP, LLC



South Pier at Tempe Town Lake™ is a resort-inspired, mixed-use neighborhood in Tempe, Arizona featuring a thriving entertainment destination with unparalleled waterfront connectivity, views, and recreational amenities, all located along the beautiful Tempe Town Lake waterfront. South Pier envisions over 2,800 residential units in high-rise style buildings, with more than 3,500,000 SF of commercial, retail space and office space, a robust offering of public recreational amenities – including a 95-meter over-water Observation Wheel and Pedestrian Pier – along with two signature hotels and significant structured parking. Situated in the heart of the vibrant and growing Greater Phoenix Metropolitan Area, South Pier™ is situated on more than 27 waterfront acres - in a desert climate – making it one of the most desirable and unique developments in the entire Southwestern United States. MCMG manages all facets of the design, development, construction, marketing, and sales of South Pier™, with Loren M. Cohen serving as Managing Director and 100% owner of the underlying development entities.

RELEVANT PAST PROJECTS INDEPENDENCE, OR – EMBARCADERO HOSPITALITY GROUP



The Independence Hotel - A public, private partnership, EHG, and partner Tokola Properties were selected as the lead developer of the hotel portion of the 13-acre site through an RFQ process with the City of Independence. EHG is the management company, an owner and played a crucial role in the design of the hotel. On the west bank of the Willamette River, in the mid-Willamette Valley wine region, the boutique upscale hotel embraces the river with a highly customized design intended to serve the local university, wine tourism, cycling, and water sports friendly amenities including in-room room bike storage, a 24-hour bike work-room, outdoor bike-wash stations and full-service restaurant and bar. The hotel was developed simultaneously with the City's development of a waterfront trail system.



Highly customized design to embrace the river and bring the "outside in": rooftop deck, restaurant riverfront patio, suites with riverfront balconies, and a covered patio for year-round outdoor dining.





The hotel was developed simultaneously with a bike/pedestrian riverfront trail and park, the hotel rents bikes, and has a bike-work room for cyclists.

RELEVANT PAST PROJECTS DUNDEE, OR – EMBARCADERO HOSPITALITY GROUP



The Dundee Hotel - A Wine Country boutique hotel in the heart of the Willamette Valley, amidst the region's most acclaimed wineries. EHG and partners purchased the charming boutique hotel, located on Dundee's rapidly evolving Main Street, and while operating completed a renovation that has dramatically increased the hotel's revenues and valuation. The new property has state of the art, high design board room and a "squad room" with six bunks for group trips to wine country and features local artists and makers. EHG has served on the local tourism board and helped the city secure funding for a new city park and is assisting the City in funding major Main Street improvements and tourism campaigns and infrastructure.

RELEVANT PAST PROJECTS NORTHWEST PORTS, HOSPITALITY CONSULTING – EMBARCADERO HOSPITALITY GROUP

Port of Vancouver– Vancouver, Washington. Catalytic development in a prime riverfront location. The Port of Vancouver sought EHG as a consultant with the goal of attracting a hotel development to its waterfront parcel as an anchor tenant for the redevelopment of this crucial downtown parcel. EHG worked closely with the Port on-site plan analysis and site plan design, hospitality feasibility, and market segment analysis on prime, 12-acre downtown riverfront infill site. EHG developed an RFQ release and successfully recruited developers. EHG and the Port interviewed finalists and negotiated with the selected developer, resulting in the completion of a development agreement on a waterfront AC Hotel by Marriott. Located downtown Vancouver, on the Columbia River, the AC will feature 4,000 square feet of meeting space and structured parking. Construction on the AC is 60% complete and is scheduled to open in 2022.



RELEVANT PAST PROJECTS

NORTHWEST PORTS, HOSPITALITY CONSULTING – EMBARCADERO HOSPITALITY GROUP

Port of Everett – Everett, Washington. Anchor oceanfront redevelopment of former industrial site.

EHG was brought in to assist the Port of Everett in attracting a hotel development as part of a major redevelopment of the Port. EHG conducted feasibility analysis and site plan refinement with the full development team. EHG wrote an RFQ and successfully recruited a developer.

The final product selection is a Hotel Indigo that opened in 2020.



RELEVANT PAST PROJECTS

ARGONAUT HOTEL – KIMPTON HOTELS

As CEO and Chairman of Kimpton Hotels & Restaurants, Tom LaTour oversaw the development of the Argonaut Hotel, an adaptive reuse of the Haslett Warehouse, a historic building on San Francisco's iconic Fisherman's Wharf.

This showpiece San Francisco hotel was made possible through Kimpton's collaboration with the National Park Service, which owns the building and operates the Maritime National Historical Park. This public private partnership facilitated a win/win creating an exceptional tourist destination while supporting the Maritime National Park.

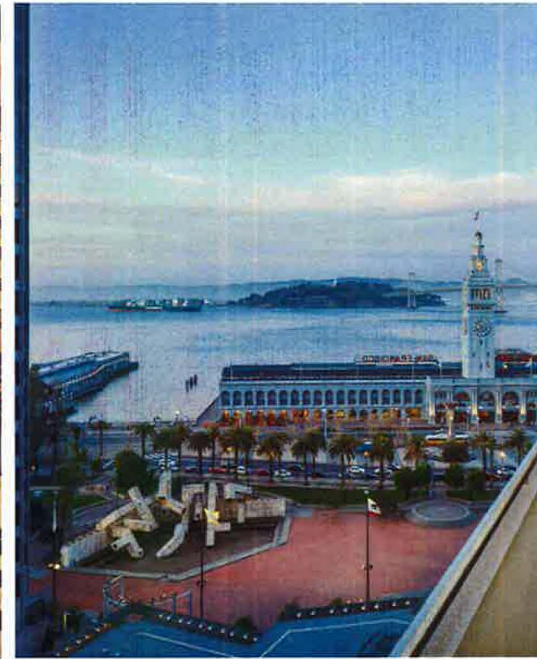
The adaptive reuse of a historic building along with the complexity of the site called for maximal creativity and tenacity, resulting in a successful and treasured property.



RELEVANT PAST PROJECTS HOSPITALITY MANAGEMENT - DALE SCOTT

■ Dale Scott is a practiced hotel manager with several decades experience as GM, Senior Positions and as a full-service hotel management company providing comprehensive hospitality services from opening properties to assisting lenders and owners in turning around non-performing assets.

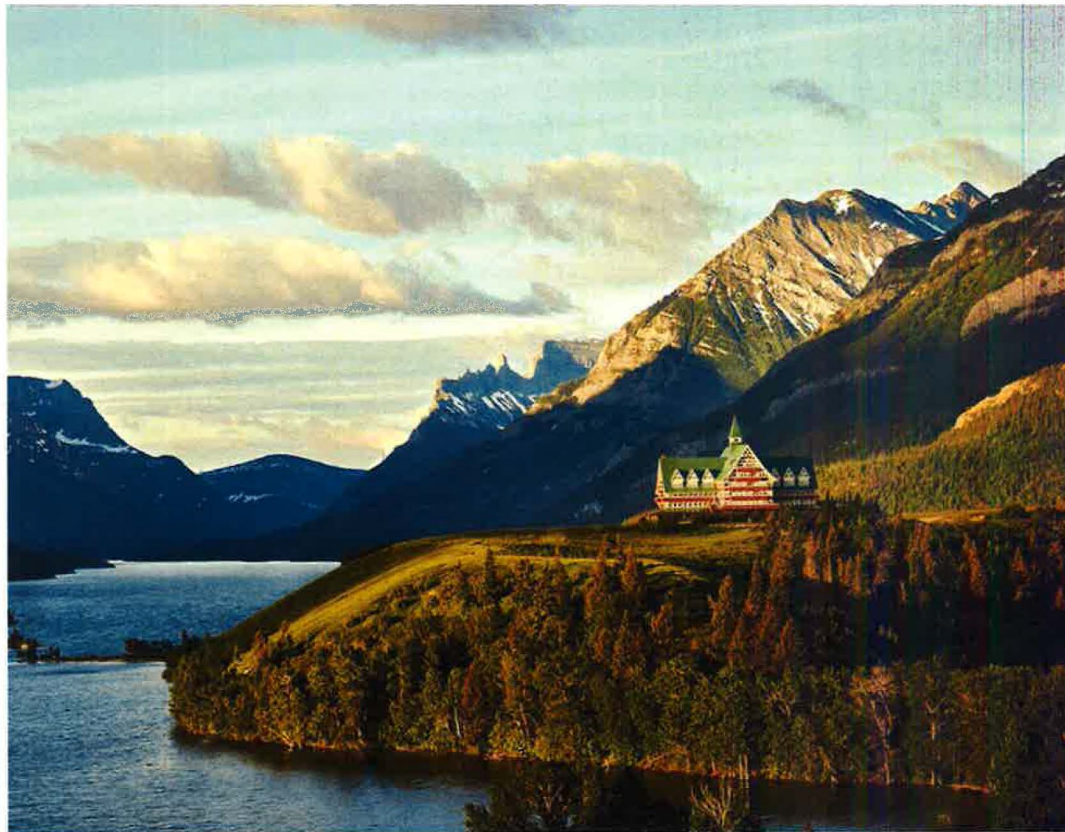
■ Scott's extensive resume includes being the General Manager at the Hyatt Recency on the Embarcadero in downtown San Francisco. It is a high-profile and complex property near the water that immediately became a San Francisco landmark.





RELEVANT PAST PROJECTS HOSPITALITY MANAGEMENT- DALE SCOTT

While president of Glacier Park Inc., the primary concessionaire in Glacier National Park and Waterton Lakes National Park, Scott worked with National Park Leaderships in both Canada and the USA for the extensive restructuring of the historic seven-lodge accommodations in the Park.



RELEVANT PAST PROJECTS

HOSPITALITY MANAGEMENT - DALE SCOTT

Prince of Wales Hotel, a unique waterfront resort located in Waterton Lakes National Park in Southern Alberta, in CA. Part of the greater Glacier area and one of the lodges Scott oversaw as president of Glacier Park Inc.

TEAM EXPERIENCE HIGHLIGHTS

Our team's principals have developed and managed over 70 Independence boutique hotels, branded properties and resorts

Tom LaTour, CEO of Kimpton Hotels for 24 years, grew the company to 45 properties, led Kimpton to be one of the most highly regarded hotel companies with preeminent service and financial performance

Embarcadero Hospitality Group principals co-developed and managed over 25 properties on the West Coast, including several top of the market waterfront locations.

McBride Cohen has 45 years of experience developing and building both residential and commercial projects. MC's executive team is comprised of approximately 100 dedicated real estate & construction professionals with a breadth of experience.

With more than two billion dollars of completed projects in their resume, MC is one of the most prolific builder-developers in the western United States.

Exceptional public private partnership collaborations and completed projects.

McBride Cohen and EHG are based in Washington and Oregon, with robust ties to northwest communities and hospitality networks

Multiple bottom lines, success is connected to a holistic approach that honors investors, staffs, guests and communities

REFERENCES

MCBRIDE-COHEN MANAGEMENT GROUP, LLC

Mayor Victoria Woodards

City of Tacoma
(253) 591-5000
victoria.woodards@cityoftacoma.org

Mayor Mark Mitchell (former)

City of Tempe
(480) 330-9332
azmarkmitchell@gmail.com

James R. Korbein, CEO

Silver Cloud Hotels
(425) 637-9800
jjimk@silvercloud.com

Adam LaSacco, Vice President

JP Morgan Chase Bank, N.A.
(480) 333-4469
adam.m.lasacco@jpmorgan.com

EMBARCADERO HOSPITALITY GROUP

Robert Holmes

The Holmes Group
(206) 999-2600
rholmes@thgadvisory.com

Mayor John McArdle

City of Independence Mayor
(508) 838-1212
mcardle.john@ci.independence.or.us

Shawn Irvine

City of Independence
Economic Development Director
(503) 837-1191
shawn@ci.independence.or.us

Jack Flug

Port of Vancouver
Senior Financial Analyst
(360) 823-5314
jflug@portvanusa.com

FINANCIAL CAPACITY - TEAM

- Our team has successfully financed and developed over 70 hotels, and we've designed and built numerous multi-family units and mixed-use projects.
- Our team members are sought after by both public and private landowners for feasibility, financial analysis and modeling and how elements of placemaking and design contribute to the bottom line.

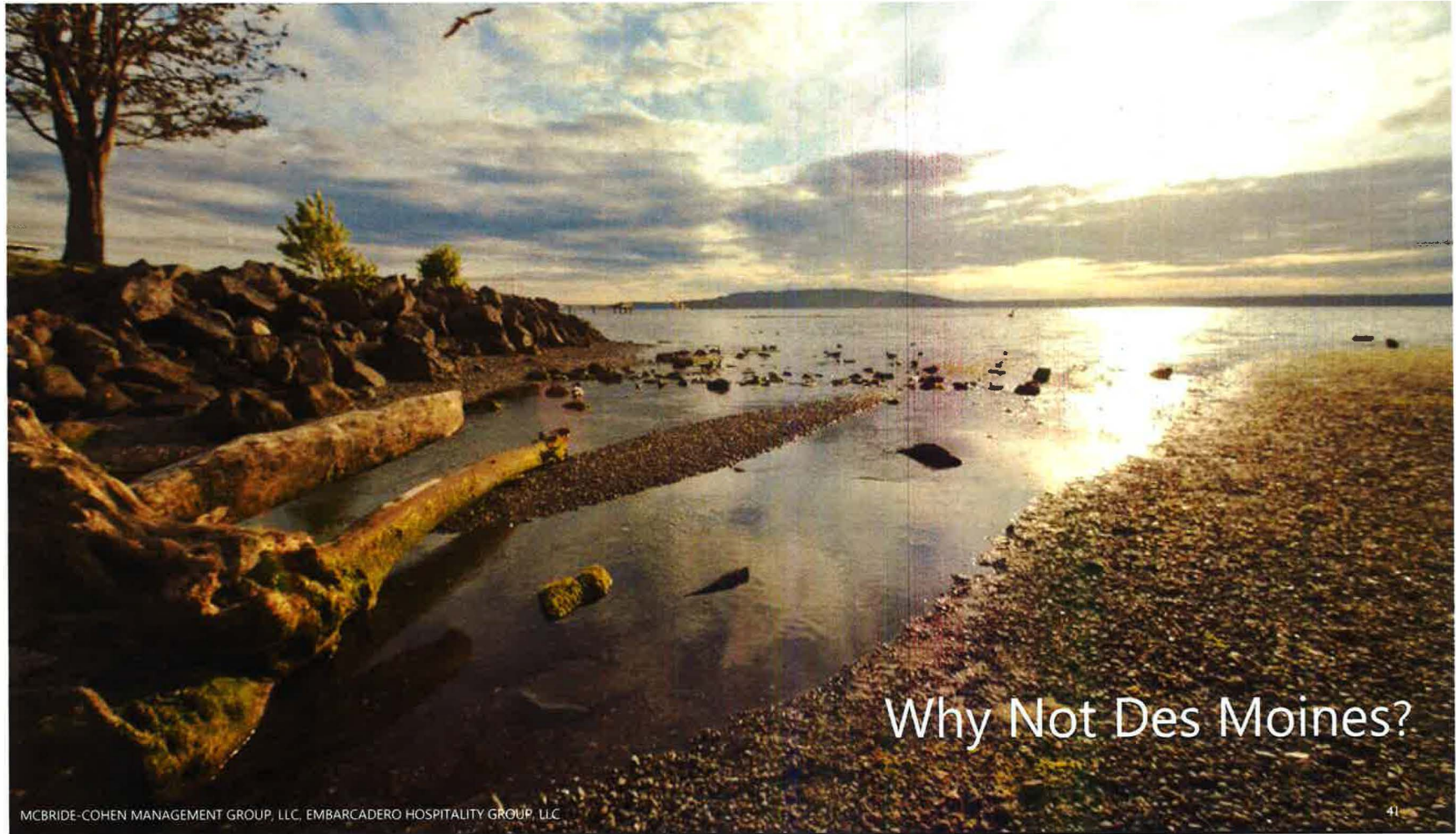


Kimpton's Hotel Monaco, a major public, private partnership and adaptive reuse of a National Historic Landmark in Washington DC, Developed by Team Member, Tom LaTour.

FINANCIAL CAPACITY

MCBRIDE-COHEN
MANAGEMENT
GROUP, LLC

- MCMG is a vertically integrated real estate development company providing development, financing, design, construction management, and operational services to various closely-held real estate developments through various subsidiaries and affiliates of MCMG, which collectively employ approximate 115 real estate professionals.
- Financing towards the overall development of the proposal will be provided through equity investments provided by its ownership, along with standard construction financing. MCMG has access to significant capital debt market resources. In the previous decade MCMG has successfully raised enormous amounts of construction financing, funding large scale real estate developments with total financings exceeding one and half billion dollars (\$1.5 Billion).
- In just the past 12 months MCMG has undertaken real estate transactions exceeding \$400,000,000 in value. Since Q4 2018 MCMG (through its affiliates) has total sales volumes exceeding \$300,000,000 and has more than \$160,000,000 in sales currently in escrow.
- MCMG currently has more than \$700 Million in active capital markets fundraisings and is slated to close nearly \$1 Billion dollars in project financings over the next 24 months.
- MCMG stands in unique company as one of the few developers in the nation with a successful track record taking on projects costing in excess of one billion dollars. MCMG maintains a balance sheet with the gross value of its holdings in excess of \$590,000,000, while its owner maintains a balance sheet exceeding \$200,000,000.



Why Not Des Moines?