

We have omitted pages 13 – 24 as they are descriptions of individuals proposed to be involved.

We have omitted pages 98 to the end of the document as we feel that the information is either personal or financial.

We have redacted names and personal information of individuals in this document.



Regional Events Centre and Entertainment District

RFI No. QU2591



REGIONAL MUNICIPALITY
OF WOOD BUFFALO



April 27, 2011



ATTN: Ms. Tanya MacAulay
Senior Buyer
Fourth Floor
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4

Dear Ms. Tanya MacAulay

RE: Response to Request for Interest for Master Developer for Regional Events Centre and Entertainment District

Concert, Shelter, Bird, Kasian, Populous, Planning Alliance and Global Spectrum collectively "the Clearwater Consortium" are pleased to submit to the Regional Municipality of Wood Buffalo one (1) original copy, one (1) draft copy and one(1) electronic copy of our response to the Request for Interest RFI - QU2591 as set by the Municipality.

Clearwater Consortium is comprised of a group of industry leading proponents with a vast wealth of experience and complementary skill sets and abilities. The Team is committed to utilizing a fully-integrated and collaborative process to realize the goals and vision of the Municipality. An exceptionally qualified and diverse team of professionals, the Clearwater Consortium has the highest degree of planning, architectural and urban design, construction and operations and management capacity.

We are confident in our technical and financial capability to successfully complete and maintain the development(s) and we look forward to the establishing a long-term relationship with the Municipality.

A handwritten signature in black ink, appearing to read "Philpotts", written in a cursive style.

Tim Philpotts
Senior Vice President, Concert Infrastructure

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1 Experience of Master Development Team



1.0 Experience of Master Development Team

a) Team Organization and Responsibilities

Clearwater Consortium

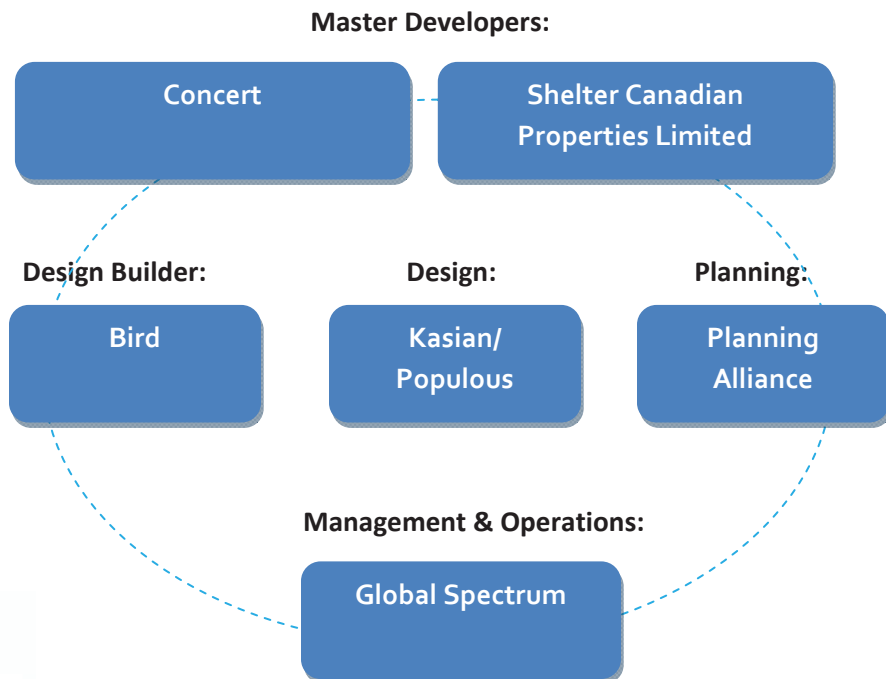
Clearwater Consortium (“CC” or “the Team.”) is proud to submit this response to the Request for Interest (“RFI”) in the procurement for a Master Developer for a Regional Events Centre and Entertainment District (“the Project”) in the Regional Municipality of Wood Buffalo (“the Municipality”), Fort McMurray, British Columbia.

CC has assembled an international team of award-winning professionals that combine the very best developers with an unmatched track record of planning, design and construction experience. Our goal is to partner with the Municipality to not only realize the near-term vision of a successful Project, but as importantly, to achieve the vision of the Municipality’s Economic Development Strategy.

The CC Master Development Partnership consists of Concert (Concert Properties Ltd., Concert Infrastructure Ltd.), and Shelter Canadian Properties Limited (“Shelter”). Bird Design-Build Construction Inc. (Bird) is the design-builder. The Design Team is led by Kasian Architecture Interior Design and Planning (“Kasian”), Populous and Planning Alliance (“pA”) to ensure a landmark project and legacy place making is achieved. Global Spectrum will be seamlessly integrated into the team, providing its vast experience of successfully operating and managing international scale public assembly venues.

A brief description of the overall team members and their defined roles and responsibilities is reflected in the chart below and the narratives that follow:

CLEARWATER CONSORTIUM



Concert is guided by an investment philosophy that emphasizes building value over the long-term.

Master Developer: Concert

Concert will serve as co-master developer and equity investor through both Concert Properties Ltd. and Concert Infrastructure Ltd. (collectively 'Concert').

Concert is a diversified real estate and Public Private Partnership ("P3") infrastructure development and investment group owned exclusively by Canadian union and management pension plans.

To date, Concert's real estate development and public private partnership experience includes the delivery of several large-scale, multi-phased master planned communities, more than 8,000 rental and condominium homes across Canada, owner and operator of over 2.6 million square feet of commercial space and 9 million square feet of income producing real estate, as well as the investment in two of Ontario's recent Alternative Finance Procurement projects. Concert is highly regarded as a co-venture partner of various municipalities, universities, non-profits and other private sector groups.

Concert has developed, constructed and secured the financing for several large-scale, multi-phased developments including:

- Collingwood Village a 33-acre, 3,000 home, \$445 million master planned community in East Vancouver, BC
- Arbutus Walk a 6 acre, 654 home, \$164 million residential community development in the west side of Vancouver, BC
- The company is currently developing Village Gate West a 3.7 acre, 947 home mixed use residential development of high-rise rental, condominium, ground level retail and a senior's lifestyle community in the Etobicoke community of Toronto, Ontario
- Prelude a 26 storey, 306 suite, \$48 million rental building in Toronto, Ontario
- Jazz a 28 storey, 388 suite, \$62 million rental building in downtown Toronto, Ontario

As a proven private sector partner of many successful public – private developments, Concert believes it can work collaboratively with the Municipality to determine an equitable and transparent business relationship for the Project. Such a business arrangement is, and has always been, Concert's preferred project delivery model.

Concert's track record of working with public partners stretches back to our foundation twenty-two years ago, when the City of Vancouver, Province of BC, Labour Pension Plans and our founders David Podmore and Jack Poole created Concert to deliver needed affordable rental homes on City of Vancouver leased land. Over the last twenty-one years the company has grown into a diverse group with a proven track record of diligent risk management and investment practices across Canada.

Concert is guided by an investment philosophy that emphasizes building value over the long-term and is committed to innovative developments, acquisitions and investments which are suited to the needs of the community. Concert believes its role as a community builder is extremely important and contributes on many levels, providing a variety of programs, services and facilities within the community. Concert is committed to expanding its real estate portfolio, creating quality developments, and building and operating lasting community infrastructure.

Master Developer: Shelter Canadian Properties Limited

Shelter will serve as co-master developer and equity investor.

Shelter was formed in 1991 after more than 15 years of operating as the National Property Management Division of Shelter Corporation of Canada Limited. Initially created to provide professional property management services to a growing portfolio of syndicated multi-unit residential and commercial properties in Canada, Shelter Canadian Properties Limited and its American equivalent, Shelter American Holdings, Inc., now manage a diversified portfolio of real estate developments throughout North America.

Shelter is a private Canadian corporation, which is beneficially owned by Arni C. Thorsteinson. The corporate head office is located in Winnipeg with an employee base in Canada of approximately 300 individuals, including Head Office, Regional Office and on-site project staff.

Backed by an energetic, innovative and experienced management team, Shelter has developed expertise in providing comprehensive property management services to the owners of rental properties, condominium complexes and retail and office developments. During the past thirty years, Shelter and its predecessor company, Shelter Corporation of Canada Limited, have managed a large and diverse portfolio and have been directly involved in every aspect of real estate development and property and asset management.

Shelter in conjunction with its U.S. equivalent, Shelter American Holdings Inc. is currently responsible for the management of:

- 53 rental apartment properties consisting of 6,500 suites
- 24 residential condominium complexes consisting of approximately 3,000 units
- 15 hotel properties consisting of 2160 rooms
- 4 senior care home facilities consisting of 512 rooms
- 1 non-profit retirement property consisting of 122 suites
- 24 commercial properties consisting of 2 million square feet.

Shelter co-manages four hotels attached to entertainment facilities. Three of the four hotels were developed by Shelter. Shelter recently acquired and is investing \$9.5million to redevelop the largest hotel, meeting and convention facility in Red Deer, Alberta.

The current portfolio of Canadian properties includes a large and significant presence in Fort McMurray, Alberta of 6 Hotels and 13 Apartment buildings. The balance of the portfolio are properties in Lake Louise, Calgary, Airdrie, Red Deer, Edmonton, Peace River, Lloydminster, Edson, Yellowknife, Saskatoon, Moose Jaw, Brandon, Portage La Prairie, Thompson, Winnipeg, Thunder Bay, Windsor, Port Elgin, Burlington, Mississauga, Toronto, Orillia, Ajax, Whitby, Bowmanville, Belleville, and Ottawa. Shelter Canadian Properties is responsible for the administration and management of two Real Estate Investment Trusts (“REITs”) and serves as Property Manager for the properties owned by the REITs, Lanesborough and Temple.

Lanesborough Real Estate Investment Trust (LREIT) is an unincorporated closed-end REIT created to invest primarily in a portfolio of retail, residential, industrial and office properties across Canada. As of March 1, 2010 the portfolio of LREIT in Fort McMurray, Alberta alone includes 13 multi-family residential projects with 1,167 residential units. These properties were acquired between October 2004 and September 2008 at a cost of approximately \$337million.

Temple Real Estate Investment Trust (TREIT) is an open-ended real estate investment trust created to acquire hotel properties in primary and secondary markets across Canada. At the present time, the portfolio of TREIT in

Fort McMurray alone includes six hotel properties. These properties were purchased between October 2004 and September 2008 at a total cost exceeding \$163 million.

Design-Build Team: Bird Design-Build Construction Inc.

Bird Design-Build Construction Inc. is the exclusive design-builder for the Clearwater Consortium.

Bird was founded in 1920, incorporated in 1930 and in 1934 the Company's name was registered as Bird Construction Company Limited. Today, Bird is a publicly traded with employees still forming the largest shareholder group. This ownership enhances the degree to which employees at all levels commit to their clients. A "hands-on" approach to the business has given Bird an edge in being able to make decisions quickly and to adapt to the requirements of clients.

As a design-builder, Bird brings to the project over 90 years of Canadian construction expertise. Bird has been a leader in the local Fort McMurray construction market for over 15 years. In addition to local experience Bird is a national leader as a design-builder on PPP projects and has the unique distinction of providing the only design-build Olympic venue for the 2010 Winter Olympics. Bird has delivered five projects and is currently constructing another four projects under a PPP delivery model. Bird will apply the knowledge gained and relevant experience from its prior work on The Doug Mitchell Thunderbird Sports Centre and Alberta Schools Alternative Procurements I and II.

Bird is actively involved with construction and design build projects in the Fort McMurray area and considers the Municipality as one of its key clients having completed close to \$300M of construction over the past five years for the Municipality.

As the Design-Build Contractor responsible for the overall design and construction of the Project, Bird will provide executive direction and supply design management and project management staff during the development phase. Bird's experience in providing cost certain, schedule certain solutions for complex PPP design-build projects will yield benefits in lower financing costs, more efficient building systems and envelope and experience in designing with facilities maintenance and life cycle costs as a component of the overall project cost. Bird's experience on PPP projects will ensure that the Event Centre's transition to the Operations Stage with Global Spectrum will address the multitude of considerations and issues typically not addressed where a design-builder is not part of an integrated project team.



Design-Build Team: Kasian

Kasian is the architect of record for the Clearwater Consortium and will be the lead designer for the retail and commercial components.

Kasian is an international planning and design firm, partnering with consulting experts and international clients throughout the world. Locally as trusted advisors, their team of nearly 300 professionals serves their clients with a global perspective.

The firm draws on over 60 LEED® Accredited Professionals on staff to lead projects through an integrated design process to meet the highest expectations for sustainable design.

Kasian brings a concentrated focus with a complete set of skills and experience to create success and design excellence. Their team is uniquely positioned to provide the best in value for because the Project due to their ability to successfully manage intricate and detailed projects, ensuring the projects are constructed on budget and within the agreed upon schedule, Their commitment to bridge architecture with the issues of their clients, that enhances experience and sustainability, is reflected in Kasian's work and recognitions and their previous work experience in the city of Fort McMurray.

Kasian's offices are located throughout Canada, India, the Middle East and China, they draw on talented designers from across the globe who cross-pollinate their practice areas to bring a unique and fresh perspective to each of their projects. Although their reach is broad their delivery teams are suited to be responsive and connected with their local clients.

Kasian offers a fully integrated team which provides architectural, interior design, and planning services. Their local project experience enables Kasian to continually share their thinking and broaden their understanding of human experience, cultural diversity, innovation, and sustainability balanced by a distinctively Canadian perspective.

Design-Build Team: Populous

Since inception in 1983, Populous has grown into the world's leading design firm dedicated exclusively to creating environments that draw people and communities together for unforgettable experiences. Populous will be the lead designer for the Event and Convention Centre.

The firm has completed more than 1,000 projects around the globe with construction value exceeding \$20 billion. Populous has worked with 24 Major League Baseball franchises, 30 NFL franchises, 80 professional and civic arena clients, 40 global soccer and rugby teams, 120 universities, 40 convention center clients, 29 equestrian clients and has planned more than 30 major worldwide events.

Their portfolio includes such icons as Yankee Stadium in New York; the 2012 London Summer Olympic Games main stadium; Nanjing Sports Park in China; ANZ Stadium in Australia; Phoenix Convention Center in Arizona; the new University of Minnesota football stadium and event planning for the Super Bowl and Major League Baseball All Star Game.

Populous has received nearly 200 design awards for our work, including three national American Institute of Architect awards and countless global design awards. In 2009, and again in 2010, Populous was named one of Fast Company magazine's ten most innovative companies in sports. Also In 2009, the firm was named the American Institute of Architects - Kansas City Chapter Firm of the Year.



Populous provides comprehensive design services, including sports architecture, conference and exhibition center architecture, interior design, environmental graphics and wayfinding, event planning and overlay, master planning, sustainable design consulting and facility operations and analysis consulting.

As their credo states Populous enthusiastically embraces the expertise they uniquely claim – drawing people together around teams, athletes, events, places, commerce, industry and ideas they wholeheartedly embrace and adore.

Arena Expertise

Populous’ tradition of innovation has transformed the way people experience sporting events and conventions. Their architects and event managers are the world’s finest and most experienced, drawing from the combined expertise of more than 850 projects with construction value exceeding \$20 billion. Arena project experience includes designing and/or planning over 80 arena projects ranging in size from small collegiate facilities to major NHL and NBA venues.

Populous understands that an arena can be more than a sports facility and more than an entertainment venue, it can also be a civic landmark and a symbol for an entire community.

Civic Arena Projects

- Campbell University Convocation Center, Buies Creek, NC
- Colorado Springs World Arena, Colorado Springs, CO
- E Center, West Valley City, UT
- Eastern Maine Events Center, Bangor, ME
- Giant Center, Hershey, PA
- Intrust Bank Arena, Wichita, KS*
- Iowa Events Center, Wells Fargo Arena, Des Moines, IA
- Jacksonville Veteran’s Memorial Arena, Jacksonville, FL
- Kansas Coliseum, Wichita, KS
- Sprint Center, Kansas City, MO*
- Verizon Wireless Arena, Manchester, NH



Collegiate Arena Projects

- Clemson University Littlejohn Coliseum Improvements, Clemson, SC
- KFC Yum! Center, Louisville, KY
- University of Alabama Coleman Coliseum, Tuscaloosa, AL
- University of Connecticut Gampel Pavilion Renovations, Storrs, CT
- University of Florida O'Connell Center Renovations, Gainesville, FL
- University of Kentucky Rupp Arena Improvements, Lexington, KY
- University of Missouri Mizzou Arena, Columbia, MO
- University of Rhode Island Boss Arena, Kingston, RI
- University of Tulsa Donald W. Reynolds Center, Tulsa, OK
- Wichita State University Charles Koch Arena, Wichita, KS
- NHL/NBA Arnea Projects
- Jobing.com Arena, Glendale, AZ
- The O2 Arena, Berlin, Germany
- Pepsi Center, Denver, CO
- Consol Energy Center, Pittsburgh, PA
- Bridgestone Arena, Nashville, TN
- United Center, Chicago, IL
- George Mason University Patriot Center Improvements, Fairfax, VA
- New Mexico State University Pan American Center, Las Cruces, NM
- University of Central Florida Convocation Center, Orlando, FL
- University of Delaware Bob Carpenter Center, Newark, DE
- University of Kansas Allen Fieldhouse Improvements, Lawrence, KS
- University of Maine Alfond Arena, Orono, ME
- University of Minnesota Duluth (Amsoil) Arena, Duluth, MN
- University of Rhode Island Thomas M. Ryan Center, Kingston, RI
- University of Wisconsin Kohl Center, Madison, WI
- Wright State University Ervin J. Nutter Center, Dayton, OH
- Bradley Center, Milwaukee, WI
- Honda Center, Anaheim, CA
- Amway Center, Orlando, FL
- Philips Arena, Atlanta, GA
- Prudential Center, Newark, NJ
- Toyota Center, Houston, TX
- Xcel Energy Center, St. Paul, MN

* As part of the Downtown Arena Design Team

Design-Build Team: Planning Alliance

Planning Alliance is the lead planning and urban design consultant for the Clearwater Consortium.

pA is regarded as one of Canada's leading planning and urban design firms. Under the direction of John van Nostrand, pA and its predecessors have helped to shape the built environment in Ontario and Alberta, across Canada and around the world for close to 35 years.

pA prides itself on providing award-winning planning and design services to a wide range of public and private sector clients across Canada and in more than 40 countries. Its projects range from the preparation of local site plans and streetscapes to comprehensive development plans and bylaws for communities of all sizes in both developed and developing world settings, to reconstruction programs for communities devastated by natural disasters, through to regional development plans serving large geographic areas. In many cases, its work includes the implementation of approved plans and designs and, as a result, pA has developed a thorough understanding of the relationship of planning and design to what actually ends up being built or implemented.

The contributions of its team members have been recognized by the American Planning Association's Daniel Burnham Award, the Jane Jacobs Award for Ideas That Matter, the World Leadership Award for Town Planning and numerous awards from the Canadian Institute of Planners and the Ontario Professional Planners Institute.

pA has worked in a similar capacity with the Municipality over the last three years, while preparing the Lower Townsite Area Redevelopment Plan, (ARP), Riverfront Master Plan; Waterways ARP; Fort McMurray Urban Design Guidelines and Anzac Area Structure Plan (ASP). This body of knowledge and experience will benefit the Municipality through years of stakeholder exposure and an intimate understanding of the vision for the Entertainment District.

After five years of working in Alberta, pA opened a new Edmonton office to serve existing and new clients in Alberta and Saskatchewan. pA's main office is located in Toronto along with its two affiliated practices, regionalArchitects (rA) and rePlan Inc. (rP).

Currently, pA has a staff of over 60 people including registered planners, urban designers, architects, community development and engagement specialists, and project managers. pA is a registered corporation in Alberta under the legal name of Planning Alliance and is licensed to operate in the province. pA is also a registered member with the Alberta Professional Planners Institute and the Alberta Association of Architects and is able to practice in both disciplines in Alberta.

Event Centre Management: Global Spectrum

Global Spectrum is the event center manager for the Clearwater Consortium.

Global Spectrum began operations in 1994 as Globe Facility Services, of Tampa, FL. In January 2000, a majority interest in Globe Facility Services was acquired by Comcast-Spectacor, creating one of the leading and best financially resourced private management companies in the industry.

Comcast-Spectacor, is the Philadelphia-based sports and entertainment firm that owns the Philadelphia Flyers of the National Hockey League, the Philadelphia 76ers of the National Basketball Association, the Wells Fargo Center, and Comcast SportsNet, the 24-hour regional sports programming TV network.

Global Spectrum provides comprehensive management, marketing, operations, and event booking services for public assembly venues, including arenas, convention centers, stadiums, as well as multi-purpose civic centers, conference centers, theaters, ice rinks, and fairgrounds/equestrian venues. The most professional and experienced senior management staff in the industry leads Global Spectrum. In addition to providing a full scope-of-services for existing venues that decide to “privatize,” Global Spectrum also provides pre-opening design and construction consulting services for the development phase of venues under construction.

Global Spectrum Facility Management

Global Spectrum Facility Management, the Canadian arm of public assembly facility management firm Global Spectrum, is located in London, Ontario at the John Labatt Centre.

Since assuming management responsibilities for arenas, community ice facilities, and convention centres throughout Canada, Global Spectrum Facility Management has attracted world-class entertainment, sporting events, and conventions to its Canadian venues.

In the world of entertainment, major stars like Elton John, The Who, Dixie Chicks, Bob Dylan, Cher, Rod Stewart, and Billy Joel. Global Spectrum Facility Management is proud to have built important relationships with tour management companies like Live Nation, AEG Live, Feld Entertainment, Live Nation Motorsports, and many others. The company has also formed strong ties with such entities as the Canadian Hockey League, Ontario Hockey League, Skate Canada, Canadian Curling Association, Volleyball Canada, and more. Broadcast media consider Global Spectrum Facility Management a strong partner with such outlets as CBC, CTV, Global Television, Rogers Television, NBC and many others to provide live broadcasts to the world.

Many Canadian cities have selected Global Spectrum Facility Management because of the company’s proven ability to create a major-league persona for all sized venues. The company’s pride in management is reflected locally by its commitment to community involvement. It’s important to each venue General Manager and staff to be responsive, involved, and understanding of the people, needs, and culture of the community they serve. Global Spectrum Facility Management’s services will continue to provide the solutions for more and more current and planned public assembly venues through the Canadian Provinces.

Clients

Global Spectrum manages venues in the United States, Canada, Europe, Middle East, Southeast Asia, and an ever-increasing international presence, we have an unprecedented rate of growth in the industry. This is due, in part, to their unique business model.

Global Spectrum is a worldwide leader in venue management with 105 client venues that include:

- Thirty-seven (37) Arenas
- Twenty-nine (29) Convention Centers
- Fourteen (14) Stadiums
- Six (6) Ice Venues
- Five (5) Performing Arts Centers/Theaters
- Fourteen (14) Specialized Venues (Equestrian Centers/Fairgrounds, Amphitheatre, Retail and Entertainment Districts)

A World Leader in Venue Management

For our last completed fiscal year, Global Spectrum-managed venues collectively achieved the following results:

- Presented 11,137 events
- Achieved event attendance over 19.6 million
- Generated over \$313 million in gross ticket sales
- Generated over \$589 million in gross revenue

Global Spectrum works closely with other Comcast-Spectacor companies, including Ovations Food Services, Front Row Marketing Services, Paciolan, and New Era Tickets to best serve the interests of each of our clients. In a number of cases, clients have selected all of these companies to serve their venues.

Below is a brief description of Global Spectrum's affiliated companies.

Front Row Marketing Services (www.frontrow-marketing.com)

A subsidiary of Global Spectrum, Front Row Marketing Services is a full-service venue marketing company specializing in the development of new revenue streams for public assembly venues such as naming rights and sponsorships, advertising signage, branding, pouring rights, and event sponsorships.

Ovations Food Services (www.ovationsfoodservices.com)

Ovations Food Services provides a full range of food, beverage, and merchandise management services to create a memorable experience for each customer through attention to detail, exceptional quality, and mutually beneficial relationships.

Paciolan (www.paciolan.com)

Founded in 1980, Paciolan is a leading ticketing enabler, providing ticketing, fundraising and marketing technology solutions powering over 225 of the top venues across North America. Paciolan provides a wholly integrated infrastructure that puts venues in direct control of their customer relationships, brands and revenue potential. Primary markets include college athletics, professional sports, performing arts, arenas, and museums.



New Era Tickets (www.neweratickets.com)

New Era Tickets provides customized ticketing, database marketing, and access management functionality to sports and entertainment organizations, enabling them to sell and manage their own ticket sales.

The Comcast Corporation:

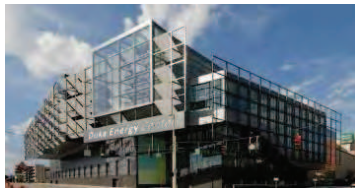
Global Spectrum's Ultimate Parent Company

Comcast Corporation (Nasdaq: CMCSA, CMCSK) (www.comcast.com) is one of the nation's leading providers of entertainment, information and communications products and services. Comcast is principally involved in the operation of cable systems through Comcast Cable and in the development, production and distribution of entertainment, news, sports and other content for global audiences through NBCUniversal. Comcast Cable is one of the nation's largest video, high-speed Internet and phone providers to residential and business customers. Comcast is the majority owner and manager of NBCUniversal, which owns and operates entertainment and news cable networks, the NBC and Telemundo broadcast networks, local television station groups, television production operations, a major motion picture company and theme parks.

- Xfinity
- E! Entertainment Television
- Four regional Comcast SportsNets
- Style Network
- G4
- TV One
- PBS KIDS Sprout
- The Golf Channel
- Fandango
- Comcast Interactive Media
- AZN Television
- VERSUS

Comcast-Spectacor Includes:

- Wells Fargo Center
- Philadelphia Flyers (NHL)
- Philadelphia 76ers (NBA)
- Flyers Skate Zone
- 3601 Creative Group
- Comcast SportsNet
- Global Spectrum
- Ovations Food Services
- Front Row Marketing Services
- Paciolan
- New Era Tickets
- Disson Skating



The Clearwater Consortium

Many of the CC partners have worked together in Fort McMurray and our approach is informed by these experiences and projects. The table below illustrates the previous working relationships of the CC Team members:

Prime Team Members	Concert	Shelter	Global Spectrum	Kasian/Populous	Planning Alliance	Bird
Concert				X		X
Shelter					X	X
Global Spectrum				X		
Kasian/Populous	X		X			X
Planning Alliance		X				X
Bird	X	X		X	X	

CC is a team of companies that have flourished on their proven ability to develop and sustain successful, long-term partnerships. Our track record in the development of public events venues, master planned communities, and successful place making across Canada is representative of CC’s ability to engage in complex stakeholder relations and partnerships, and is a validation of our superior experience and capacity for the Project.

The ability to establish long-term relationships is a critical factor in the success of the Municipality’s vision. CC will partner with the Municipality to achieve this vision, and will reinvent Fort McMurray’s downtown to be transformed into a city center of global stature.

Forming a strong relationship with the Municipality is essential and will be a key to the overall successful delivery of the Project. The CC team has the experience and the capacity to successfully transition the Municipality through the all the stages from due diligence, planning, financing, development and operation. The CC team partners are aligned by similar corporate philosophies and common values including integrity, innovation, sustainability, safety and excellence. A strong correlation exists between the shared values of the members of CC and those values important to the Municipality in delivering its mandate. This kind of values-based alignment underpins strong partnerships.

Coca Cola Centre
Grande Prairie, AB



Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$11.1 million
- Gross Floor Area: 11,600 meters square
- Construction Period: 2001 - 2002
- Contract Duration: 12.5 months



Project Description:

Bird was retained as the Construction Manager for the new Twin Arena Facility at the Community Knowledge Campus in Grande Prairie, Alberta. The Twin Arena project was Phase 2 of this multi phased project. The facility was officially named the “Coca-Cola Centre” just before final completion. The new Coca-Cola Centre was designed to meet the growing demand for minor hockey and recreational skating facilities in the Grande Prairie area. The complex contains 2 NHL size rinks with the main rink being designed to seat 1000 spectators with room to add an additional 500 seats. The second rink has a seating capacity of 350 spectators and is specifically designed to accommodate sledge hockey. There are 12 dressing rooms and 4 multipurpose dressing rooms in a central area between the two ice surfaces. The multipurpose dressing rooms are for referees and female hockey players.

The building has a very user friendly main level lobby. The main lobby houses a gathering area, pro shop and a concession. The second floor level contains a second concession. There are also meeting rooms and offices for use of the local recreation groups.

The electrical and mechanical systems were designed to maximize energy efficiency throughout the building.

Project Type:

Construction Management



South Fish Creek Recreation, Education and Library Complex Calgary, AB

BIRD

Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$43.3 million
- Gross Floor Area: 325,000 SF
- Construction Period: 2000 - 2002
- Contract Duration: 26 months



Project Description:

The 325,000 square foot. facility includes a senior Catholic high school, a public library, twin ice arenas, community gymnasium, public education space, and a full service YMCA. The YMCA includes the following highlights: a dedicated Youth Centre; a 25 metre pool, a children's leisure pool and on-deck whirlpool; full service locker rooms, gymnasium; climbing wall; childcare facilities; indoor walking and jogging track; a state-of-the-art strength and conditioning area and studio and multi-purpose meeting rooms.

Completion of the complex occurred in phases with the first are the twin ice arenas, being operational since January 2001. In September 2001, the doors opened at the Catholic Senior High School, the library, and the Calgary Board of Education space. The project was entirely completed early in 2002.

Project Type:

Firm Price

Doug Mitchell Thunderbird Winter Sports Centre
Vancouver, BC



Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$37.5 million
- Gross Floor Area: 150,600 SF
- Construction Period: 2006 - 2008
- Contract Duration: 22 months



Project Description:

The University of British Columbia’s Thunderbird Winter Sports Centre will be a year round sport and recreational facility. The Centre completed in 2008 and served as a Vancouver 2010 Olympic ice hockey venue for men’s and women’s hockey and the 2010 Paralympic Games.

The new UBC Winter Sports Centre contains three principal arenas: Arena A is a regional mid-sized spectator facility which includes a 5,500 permanent seat ice arena (with configurable space to accommodate up to 7,000 seats in either NHL or Olympic ice configurations); Arenas B and C comprise a more community focused recreational facility incorporating a refurbished 980 seat NHL sized rink and a new 200 seat Olympic ice surface.

The Centre is designed to LEED Silver requirements and will incorporate sustainable features to minimize environmental impact.

Project Type:

Design Build



Northern Rockies Regional Recreation Centre
Fort Nelson, BC



Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$42.7 million
- Gross Floor Area: 9,290 meters square
- Construction Period: Under Construction
- Contract Duration: 27 months

Project Description:

The Northern Rockies Regional Recreation Centre became a necessity following the collapse of the existing ice arena roof due to snow load. The community centre was badly damaged and only the curling rink remained operable. Bird Construction provided pre-construction and construction management services for the new 800-seat arena and community centre. The new facility includes two sets of dressing rooms, a new community centre, food service areas and an upper floor that provides increased public space and viewing for both ice sheets. A curlers lounge overlooks the existing curling arena.

Bird completed the demolition of the remaining structure prior to commencing construction on the new centre. The new building is a structural steel frame on concrete pile foundations. The piling, pouring and forming of concrete was expedited to ensure the foundation was completed before the onset of winter conditions. The exterior envelope is insulated metal panels, glazing and a SBS (Styrene-Butadiene-Styrene) roofing system.

Project Type:

Construction Management

Planning Alliance

pA offers a number of distinct advantages to the Municipality. Most notably, pA brings to the Municipality an unparalleled mix of local expertise and knowledge combined with an extensive diversity of experience.

pA's Local Expertise, Knowledge and Experience:

pA has been working in the Regional Municipality of Wood Buffalo for more than four years to prepare innovative and sustainable planning solutions to deal with the unprecedented growth resulting from the rapidly expanding Alberta oil sands.

Our initial project in the region was with the Fort McKay First Nations, assisting in preparing a preliminary development plan for a New Town in the Fort McKay area. Subsequently we were retained by the Municipality, at the beginning of 2008, to assist with the provision of planning support services for the Planning and Development Department. Four initial major projects have been completed – the Lower Townsite Area Redevelopment Plan (approved by Council, May 2009); the Riverfront Master Plan; the Waterways ARP; and the Fort McMurray Urban Design Guidelines. Work with the Planning staff on the Anzac ASP is currently ongoing.

pA has also been working in the Athabasca Oil Sands Region for the past 18 months as part of the Comprehensive Regional Infrastructure Sustainability Plan (CRISP) for the Government of Alberta's Oil Sands Secretariat. This work has involved projecting growth demands in the region under a variety of economic growth scenarios, and assessing the resulting impacts on communities and infrastructure.

Our work on the Lower Townsite ARP and the Riverfront Master Plan provides pA with a thorough understanding and appreciation of the planning goals and issues relating to the development of an Event Centre in Fort McMurray's downtown area. Their broader work in the region also provides pA a strong understanding of the unique growth conditions the Municipality faces, including the desire to build an active and exciting urban core that will create an attractive, sustainable living environment for workers and their families as well as visitors to the community. pA has also gained a strong understanding of the environmental and social contexts within the Municipality.

pA's work in the Municipality for both the municipality and the Province has involved working closely with municipal staff, other local authorities, residents, industry, business interests, and First Nations and Métis communities. As a result, pA understands the broad range of stakeholder interests that exist in the community, and the particular concerns and aspirations of these various groups. What's more, pA has built a strong reputation amongst all of these groups as a firm that brings an open mind and attentive ear to all of their planning work.

pA's Diversity of Experience:

With over 30 years of planning experience across Canada and around the world, pA offers a diversity of experience that can be applied to all types and scales of planning challenges that the Municipality will need to address in the coming years. This includes experience working in a wide range of planning contexts, and at all scales.

- Large, urban clients include the cities of Toronto, Calgary, Oshawa, and Amman, Jordan.
- Mid-sized municipal clients include Medicine Hat and Fort McMurray in Alberta, and Guelph, Whitby, Milton, Newmarket, Oshawa and Richmond Hill in Ontario.

pA's Diversity of Experience:

- Among the smaller, rural communities where pA has undertaken planning work are Anzac and Fort McKay in Alberta, the Saskatchewan communities of Sherwood, Meadow Lake, Beaver River, and Loon Lake, and the Ontario communities of Hearst, Bracebridge, Creemore and Cavan Monaghan.
- In the resource sector, pA has worked, or is working with Barrick Gold, Goldcorp, Shell, Chevron, Inmet, Gold Fields, Total, Newmont, Anglo-Gold/Ashanti, Kinross.
- pA's experience working in and for First Nations communities includes all five First Nations of the Athabasca Tribal Council and several other Treaty 8 communities, Kashechewan, Akwesasne Mohawk, Moose Deer Point, Spanish River, Mishkeegogamang, Sandy Lake, and Sheguiandah, as well as indigenous populations throughout Africa and Latin America.

The following table outlines pA's diversity of experience:

Planning Alliance Capability and Experience Matrix		
Urban + Regional Community Planning		
Ref	Service Sectors	Relevant Project Experience
1.1	Regional Scale Planning / Strategic Systems Planning	-Comprehensive Regional Infrastructure Sustainability Plan (CRISP) for the Athabasca Oil Sands Area -CRISP for the Cold Lake Oil Sands Area -North of Divide Community Association (8 Saskatchewan Municipalities) District Official Community Plan -Growth Plan for The Greater Golden Horseshoe -Northern Ontario Growth Plan -Greater Amman Jordan Master Plan
1.2	Municipal Development Planning (Long-term / broad planning / policy frameworks / strategic development planning)	-Medicine Hat Municipal Development Plan -R.M. of Sherwood Official Community Plan -Whitby Official Plan and Intensification Strategy -Milton Intensification Strategy
1.3	Municipal Sustainability Planning	-Port Whitby Sustainable Community Plan -County Court Sustainable Neighbourhood Retrofit Action Plan
1.4	Growth Management Studies and Planning	-Medicine Hat Growth Management Strategy -CRISPs for Athabasca and Cold Lake Oil Sands Areas -Growth Plan for The Greater Golden Horseshoe -Guelph Growth Management Strategy
1.5	Community Structure Planning (detailed land use planning (ASPs / ARPs / Local Area Improvement Plans)	-Fort McMurray Lower Townsite ARP -Waterways ARP -Anzac ASP -Fort McKay New Town -Cavan Monahan OPA 3 Study -Seaton Development Plan and Neighbourhood Plans -Pan-Am Athletes Village
1.6	Development Control / Zoning Regulation Development	-Amman Zoning Regime -R.M. of Sherwood Zoning Bylaw -Port Whitby Zoning Study

Planning Alliance Capability and Experience Matrix		
1.7	Visualization / Collaborative Planning Processes	-Fort McMurray Urban Design Guidelines -Urban Design Guidelines for Seaton -Lawrence Allan Revitalization Study -Greater Golden Horseshoe Intensification Visualizations
1.8	Community Engagement Process / Design Charrettes	-CRISP -Greater Golden Horseshoe Youth Engagement Charette -Fort McMurray Lower Townsite ARP
1.9	Document Production (drafting/writing/graphics/production)	-Various reports, presentations, public education materials, display materials, etc., associated with each of the above projects

Global Spectrum

Global Spectrum's Venue Management Experience:

Global Spectrum began operations in 1994 as Globe Facility Services, of Tampa, FL. In January 2000, a majority interest in Globe Facility Services was acquired by Comcast-Spectacor under the leadership of former Global Spectrum President and CEO, Mich Sauers, creating one of the leading and best financially resourced private management companies in the industry.

Since 2000 Global Spectrum's client list has grown from seven managed venues to 105. Global Spectrum's complete client list is provided below and on the following pages.

Arenas:	Location	Capacity
Abbotsford Entertainment & Sports Centre	Abbotsford, BC, Canada	8,500
Aiken Convocation Center, University of South Carolina	Aiken, SC	4,000
BankUnited Center, University of Miami	Coral Gables, FL	9,830
Budweiser Events Center at the Ranch	Loveland, CO	7,200
Central Pavilion Arena	Corpus Christi, TX	4,000
Chaifetz Arena, Saint Louis University	St. Louis, MO	10,600
Colonial Life Arena, University of South Carolina	Columbia, SC	18,000
Constant Convocation Center, Old Dominion University	Norfolk, VA	9,500
Comcast Arena at Everett	Everett, WA	10,000
Curry County Events Center	Clovis, NM	6,500
EnCana Events Centre	Dawson Creek, BC, Canada	6,500
Galen Center, University of Southern California*	Los Angeles, CA	10,258
General Motors Centre	Oshawa, ON, Canada	6,400

Arenas:	Location	Capacity
Glens Falls Civic Center	Glens Falls, NY	7,000
James Brown Arena	Augusta, GA	8,700
James L. Knight International Center	Miami, FL	5,000
John Labatt Centre	London, ON, Canada	10,000
Kovalchick Convention & Athletic Complex, Indiana Univ. of PA	Indiana, PA	5,000
Liacouras Center, Temple University	Philadelphia, PA	10,000
MassMutual Center	Springfield, MA	6,677
Mullins Center, University of Massachusetts Amherst	Amherst, MA	10,000
Penticton Memorial Arena	Penticton, BC, Canada	2,500
Roanoke Civic Center Coliseum	Roanoke, VA	10,500
Ryan Center, University of Rhode Island	Kingston, RI	7,700
Ryerson Athletic Centre at Maple Leaf Gardens*	Toronto, ON	3,600
Santa Ana Star Center	Rio Rancho, NM	8,000
Sears Centre Arena	Hoffman Estates, IL	11,800
Singapore Sports Hub MPIA	Singapore	3,000
South Okanagan Event Centre	Penticton, BC, Canada	6,500
Sun National Bank Center	Trenton, NJ	10,500
Tsongas Center at UMass Lowell, Univ. of Massachusetts Lowell	Lowell, MA	7,800
UCF Arena, University of Central Florida	Orlando, FL	10,000
Veterans Memorial Auditorium	Des Moines, IA	11,277
Wells Fargo Arena	Des Moines, IA	16,980
Wells Fargo Center	Philadelphia, PA	21,000
WFCU Centre	Windsor, ON, Canada	7,000
Wolstein Center, Cleveland State University	Cleveland, OH	14,000
Total Seats:		335,822

Conference, Convention & Exhibition Centers	Location	Actual SF /Exhibit Space
Century Center	South Bend, IN	61,600
Cherokee Strip Conference Center	Enid, OK	22,000
Clovis Civic Center	Clovis, NM	30,000
Conference and Event Center Niagara Falls	Niagara Falls, NY	42,700
Duke Energy Convention Center	Cincinnati, OH	298,672
Durham Convention Center*	Durham, NC	33,250
Edward D. Hansen Conference Center	Everett, WA	13,700
First National Bank Exhibition Building	Loveland, CO	36,000
Gerald H. Gordon Conference Pavilion, Cleveland State Univ.	Cleveland, OH	10,000
Greater Richmond Convention Center	Richmond, VA	260,550
Hy-Vee Hall	Des Moines, IA	223,098
Kovalchick Convention & Athletic Complex, Indiana Univ. of PA	Indiana, PA	37,000
Las Cruces Convention Center	Las Cruces, NM	30,000
MassMutual Convention Center	Springfield, MA	55,000
Miami Convention and Conference Center	Miami, FL	76,000
Miami Beach Convention Center	Miami Beach, FL	502,000
North West Georgia Trade and Convention Center	Dalton, GA	58,900
Ortiz International Center	Corpus Christi, TX	35,000
Overland Park Convention Center	Overland Park, KS	100,000
Palm Beach County Convention Center	West Palm Beach, FL	148,000
Penticton Trade & Convention Centre	Penticton, BC, Canada	60,000
Polk County Convention Complex	Des Moines, IA	60,422
Pueblo Convention Center	Pueblo, CO	22,000
Richard M. Borchard Exhibition Complex	Corpus Christi, TX	178,077
Roanoke Special Events Center	Roanoke, VA	46,000
Saint Charles Convention Center	St. Charles, MO	56,925
Sioux Falls Convention Center	Sioux Falls, SD	50,000

Conference, Convention & Exhibition Centers	Location	Actual SF /Exhibit Space
University of Phoenix Stadium Exhibit Hall	Glendale, AZ	160,000
Utah County Convention Center*	Provo, UT	47,000
Total Convention Centers Managed: 29	Total Exhibit Space Managed: 2,753,894	

Stadiums	Location:	Capacity
Abu Dhabi International Tennis Complex	Abu Dhabi, UAE	6,000
AutoZone Park	Memphis, TN	14,320
Citizens Bank Park	Philadelphia, PA	45,000
Fairgrounds Field	Corpus Christi, TX	4,500
FARGODOME	Fargo, ND	26,000
Foreman Field, Old Dominion University	Norfolk, VA	20,000
Liberty Bowl Memorial Stadium*	Memphis, TN	62,380
LIVESTRONG Sporting Park	Kansas City, KS	25,000
PPL Park	Chester, PA	18,500
Singapore New National Stadium	Singapore	55,000
Singapore Indoor Stadium	Singapore	13,000
University of Phoenix Stadium	Glendale, AZ	63,000
William-Brice Stadium, University of South Carolina**	Columbia, SC	80,000
Zayed Sports City Stadium	Abu Dhabi, UAE	45,000
** Non-football events		
Total Stadiums Managed: 14	Total Seats: 484,200	

Ice Facilities	Location	Capacity
Abu Dhabi Ice Rink	Abu Dhabi, UAE	2,000
Bradford R. Boss Arena, University of Rhode Island	Kingston, RI	2,500
Comcast Community Ice Rink	Everett, WA	n/a
General Motors Centre Community Ice Rink	Oshawa, ON, Canada	250
Mullins Ice Rink, University of Massachusetts Amherst	Amherst, MA	350
OHS Training Center	Penticton, BC, Canada	400
Total Ice Facilities Managed: 6		Total Seats: 5,500

Performing Arts Centers/Theaters	Location	Capacity
Colony Theatre	Miami Beach, FL	440
Roanoke Performing Arts Theatre	Roanoke, VA	2,151
Sandler Center for the Performing Arts	Virginia Beach, VA	1,300
The Venue at UCF, University of Central Florida	Orlando, FL	1,800
William B. Bell Auditorium	Augusta, GA	2,700
Total Performing Arts Centers/Theatres Managed: 5		Total Seats: 8,391



Specialized Venues	Location	Capacity
Curry County Fairgrounds	Clovis, NM	3,500-seat/71,656 sq. ft. Fairgrounds
Memphis Fairgrounds Complex*	Memphis, TN	168 acres/135,747 sq. ft. Fairgrounds
Mountain Winery (amphitheatre)	Saratoga, CA	2,500-seat Amphitheatre
Richard M. Borchard Fairgrounds	Corpus Christi, TX	1,000-seat/60,000 sq. ft. Fairgrounds
Old Falls Street at the Conf. Ctr. Niagara Falls	Niagara Falls, NY	Retail and Entertainment District
Philly Live! at the Wells Fargo Center	Philadelphia, PA	Retail and Entertainment District
Singapore Sports Hub:	Singapore	
Water Sports Centre and 500 Meter Regatta Race Track		
Aquatic Centre		6,000 seats, 2 Olympic Pools, Dive Tank
Flash Forum		5,000 amphitheater
Leisure Water Park		
Sports Museum & Exhibition Hall		
Sports Library		
Zayed Sports City Complex:	Abu Dhabi, UAE	
Zayed Sports City Training Fields		4 Soccer Fields
Khalifa International Bowling Centre		1,000 seats, 40 lanes
Total Specialized Venues Managed: 14		

c) Team Experience in Public Private Partnerships

This important Project represents one of the first projects to be issued by the Municipality, which may be delivered using the public, private partnership delivery method. It is therefore imperative that the Municipality selects a qualified, experienced private sector partner whom is committed to providing a competitive bid, which will deliver on all of the main goals and objectives of the Project. Goals and objectives, such as:

- Creation of a sport, culture and entertainment district
- Provide a positive economic impact, possibly resulting in income generation by attracting entertainment and hotel opportunities
- Creative design solutions that will set Fort McMurray apart
- Continuing to contribute to the Municipality’s long-term economic growth objective

With these goals in mind, the CC Team represents a first class consortium that possesses all of the necessary attributes required to fulfill the Municipality’s objectives for the Project. The CC Team offers comprehensive experience in delivering successful Public Private Partnership Projects.

Concert

Concert was originally created as a PPP between the City of Vancouver, the Provincial Government and private shareholders to provide affordable housing in Vancouver. From the beginning Concert has led many developments in partnership with public entities. In 2010 Concert established the Concert Infrastructure Fund (“The Fund”) and related entities. The Fund has been established with an initial capitalization of approximately \$105 million and will specifically invest in Canadian Infrastructure, Alternative Finance and Procurement and Public Private Partnership projects across Canada. To-date, the Fund has investment in the Forensic Science and Coroner’s Project and the Ontario Police Modernization Projects in the Province of Ontario.

Shelter

Shelter has developed the following private-public partnership with Bird as the design builder:

Project	Location	Value (million)
Sir William Stephenson Library	Winnipeg, MB	\$ 2
Cartier Water Treatment Plant	Elie, MB	\$ 5
Club Regent Casino Hotel	Winnipeg, MB	\$15
Keystone Center Hotel	Brandon, MB	\$20
East District Police Station	Winnipeg, MB	\$13



Bird is a design-build expert with exceptional local and regional experience and a proven track record of successfully delivering similar type sport centre projects. Bird has an extensive list of projects under the PPP delivery model.

Project	Location	Value (million)
Alberta Schools Project (ASAP I)	Calgary & Edmonton, AB	\$634
RCMP "E" Division	Surrey, BC	\$263
Alberta Schools Project (ASAP II)	Calgary & Edmonton, AB	\$253
OPP Modernization Project	Various Locations, ON	\$292.7
Surrey Outpatient Facility	Surrey, BC	\$239.1
Thunder Bay Consolidated Court House	Thunder Bay, ON	\$247.7
New Brunswick Schools Moncton & Rexton,	NB	\$39.3
East District Police Station	Winnipeg, MB	\$12
Nova Scotia Learning Centres	Various Locations, NS	\$100

Forensic Services and Coroners Complex Toronto, Ontario



Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$497 million
- Gross Floor Area: 550,000 SF
- Project Status: financial close June 2010, construction commenced
- Completion: scheduled for early 2013
- Construction Period: 2010 - 2013
- Operations Period: 2013 - 2043
- Contract Duration: 33 years



Project Description:

The Forensic Services and Coroners Complex (“FSCC”) is a 550,000 square foot five-storey concrete building, built on a 5.48 acre site within the existing neighbourhood of Downsview Toronto. Once complete, the project will accommodate the Centre of Forensic Services and the Office of the Chief Coroner. The project will be constructed to LEED gold building standards and will include forensic laboratories, coroner’s courts, autopsy facilities and office space. As a 50% equity participant Concert was responsible for providing its share (approximately \$20 million) of the equity, obtaining a letter of credit to support the equity, assisting in finalizing the financing for the project, and drafting and negotiating the financing documentation.

Project Type:

Design Build Finance and Maintain (DBFM) / Alternative Finance Procurement (AFP).

Financing Summary:

The debt financing for the project was a combination of short term bank financing of \$115 million and a long term bond financing of \$190 million. The equity raised for the project was approximately \$40 million.

Ontario Provincial Police Modernization Project

Toronto, Ontario



Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$292.7 million (original)
- Gross Floor Area: greater than 300,000 SF.
- Project Status: reached financial close September 2010, construction commenced
- Completion: scheduled for late 2012
- Construction Period: 2010 to 2012
- Operations Period: 2012 to 2042
- Contract Duration: 32 years



Project Description:

The Ontario Provincial Police Modernization Project (“OPP”) will consist of 18 new facilities for the Ontario Provincial Police, including eight forensic identification units, seven detachments, two regional command centres and one regional command centre/Forensic Identification Unit. As a 50% equity participant Concert was responsible for providing its share (approximately \$18.2 million) of the equity, obtaining a letter of credit to support the equity, assisting in finalizing the financing for the project, drafting and negotiating the financing documentation.

Project Type:

Design Build Finance and Maintain (DBFM) / Alternative Finance Procurement (AFP).

Financing Summary:

The financing for the project was a combination of short term and long term bank financing provided by a club of European banks and equity contributed by Concert (50%) and its partner (50%). The long term debt amounted to \$109.6 million; short term debt amounted to \$53.2 million and equity of \$18.2 million.



Alberta Schools Project (ASAP)

Calgary & Edmonton, AB

BIRD

Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$634.0 million
- Gross Floor Area: 968,700 SF
- Construction Period: 2008 - 2010
- Contract Duration: 18 months



Project Description:

The use of the Public-Private Partnership process begins a new era in the delivery of educational building projects in Alberta. Bird in a joint venture arrangement constructed 18 schools within Calgary and Edmonton. These 18 LEED® Silver schools are based on a core school design which will utilize modular class room space to accommodate the ebb and flow of student capacity. Barr Ryder Architects & Interior Designers and Graham Edmunds Cartier Architects, part of the Brown & Babcock Public Partnerships (BBPP) Ltd. team, worked closely with Bird and our joint venture partner to design the schools for ultimate constructability.

Under the relatively short time frame and pressure to meet the June 2010 deadline, Bird and the balance of the consortium undertook a substantial redesign of the core schools. In an attempt to maximize constructability, decrease cost and improve on the construction schedule, a departure from typical school design was employed. Load bearing masonry was replaced with structural steel and infill block and the foundation work was substantially decreased by the use of piles and grade beams. Throughout the design process Bird Construction and the balance of the BBPP team used Life Cycle costing to ensure value for money and longevity of the products that would be used on this project.

Project Type:

Public, Private, Partnership



Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$350.0 million
- Gross Floor Area: 820,000 SF
- Construction Period: 2009 - 2013
- Contract Duration: 51 months



Project

Description:

Currently employees of RCMP “E” Division headquarters are working out of 25 separate locations many of which are reaching the end of their useful life. Due to the rapid and continued growth in “E” Division headquarters’ operations, Bird Construction, as part of the Green Timbers Accommodation Partners, is constructing a consolidated headquarters on a 35-acre site in the City of Surrey.

The headquarters will be the largest RCMP Division facility in Canada, accommodating the largest number of operational and integrated units personnel in the country. It is the first federally procured design, build, finance and maintain (PPP) project and one of the largest accommodation projects in Pacific Canada. The project will attain LEED® Gold certification. The high security requirements for many sectors of the building have complicated the natural daylighting options that serve as a fundamental for LEED Gold certification, the design/construction team have developed creative solutions that will ensure the maximizing of natural daylight penetration.

This project is on a fast-track schedule, requiring that construction proceed before design is complete; Bird has negotiated an expedited approval process for the various building permits with the City of Surrey. The Canadian Council for Public-Private Partnerships has recognized Bird’s efforts in their 2010 National Awards for Innovation and Excellence, honouring their innovation in project partnership and their

highly collaborative procurement process.

Project Type: Public, Private, Partnership



Surrey Outpatient Facility

Surrey, BC



Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$172.4 million
- Gross Floor Area: 323,000 SF
- Construction Period: 2008 - 2011
- Contract Duration: 29 months



Project Description:

At over 300,000 square feet, the new Surrey Outpatient Hospital delivers a sizeable healthcare addition to this growing Vancouver suburb. As part of the British Columbia Healthcare consortium, Bird established a Joint Venture with Bouygues Bâtiment International to procure this Public-Private Partnership project. This Outpatient and Day Surgery building provides a full range of scheduled services including day surgery, diagnostic imaging, express testing, medical clinic and rehabilitation.

Targeting LEED Gold certification, the Bird project team was able to achieve substantial completion five months ahead of schedule. Set with a highly experienced and determined team, Bird was able to instill our “Do It Now” attitude throughout the project group, ensuring the complex construction progressed. When faced with a design inconsistency early in the construction phase, Bird was quick to assemble all key team members and facilitate a timely resolution to the satisfaction of all parties. While the concentration of efforts was exhaustive, a solution was formulated within hours instead of days, allowing the trades on site to continue with construction.

Project Type:

Public, Private, Partnership

Thunder Bay Consolidated Courthouse

Thunder Bay, ON



Project Highlights:

- Project Capital Cost in Present Value Dollars: CAD \$146.9 million
- Gross Floor Area: 255,000 SF
- Construction Period: 2010 - 2013
- Contract Duration: .34 months



Project Description:

The courthouse will be delivered under the design, build, finance and maintain model to consolidate Thunder Bay's Superior Court of Justice and Ontario Court of Justice. The new seven-storey building will house 15 courtrooms; provide underground parking for judiciary and senior staff, facilitate a sally port to receive in-custody accused, segregated holdings cells and a space for regional and provincial police personnel. There will be 23 separate user groups occupying the facility that will improve access to justice.

Targeting LEED® Silver Certification, the Thunder Bay Consolidated Courthouse will incorporate the region's natural motifs into the facility. A unique feature of the facility is the Province's first Aboriginal Conference Settlement Room, specifically designed to allow First Nations people to enact traditional restorative justice in their communities.

Through Bird's engagement with the local tradespeople, the courthouse construction project will provide a boost to the regional economy by creating and supporting hundreds of jobs. At the peak of construction, it is estimated that 225 workers will be on site daily.

Project Type:

Public, Private, Partnerships

Global Spectrum:

The vast majority of Global Spectrum’s clients are governmental entities including cities, counties, state owned universities, as well as various public boards and commissions. Global Spectrum has experience in managing facilities owned by local governments, their relationships are extensive.

Municipal/City Government	
Abbotsford Entertainment & Sports Centre	Abbotsford, BC, Canada
Augusta Civic Center Complex	Augusta, GA
Century Center	South Bend, IN
Clovis Civic Center	Clovis, NM
Cherokee Strip Conference Center	Enid, OK
Conference Center Niagara Falls	Niagara Falls, NY
EnCana Events Centre	Dawson Creek, BC, Canada
Duke Energy Center	Cincinnati, OH
Comcast Arena at Everett	Everett, WA
FARGODOME	Fargo, ND
General Motors Centre	Oshawa, ON
Greater Richmond Convention Center	Richmond, VA
James Brown Arena & William B. Bell Auditorium	Augusta, GA
James L. Knight International Center & Miami Convention Center	Miami, FL
John Labatt Centre	London, Ontario, Canada
Las Cruces Center	Las Cruces, NM
Miami Beach Convention Center	Miami Beach, FL
North West Georgia Trade and Convention Center	Dalton, GA
Overland Park Convention Center	Overland Park, KS
Pueblo Convention Center	Pueblo, CO
Roanoke Civic Facilities	Roanoke, VA
Saint Charles Convention Center	Saint Charles, MO
Sandler Center for the Performing Arts	Virginia Beach, VA
Santa Ana Star Center	Rio Rancho, NM
Sioux Falls Convention Center	Sioux Falls, SD
South Okanagan Event Centre	Penticton, BC, Canada
WFCU Centre	Windsor, ON
County Government	
Budweiser Events Center at the Ranch	Larimer County, CO
Iowa Events Center	Polk County, Des Moines, IA

Palm Beach County Convention Center	Palm Beach County, FL
Richard M. Borchard Regional Fairgrounds	Nueces County, Corpus Christi, TX
Sun National Bank Center	Mercer County, Trenton, NJ
State Government Owned Universities	
BankUnited Center at the University of Miami	Miami, FL
Chaifetz Arena at Saint Louis University	Saint Louis, MO
Kovalchick Convention and Athletic Complex at Indiana University of Pennsylvania	Indiana, PA
Old Dominion University Constant Convocation Center & Forman Field	Norfolk, VA
Temple University Liacouras Center	Philadelphia, PA
University of Central Florida UCF Arena & The Venue	Orlando, FL
University of Massachusetts Mullins Center	Amherst, MA
University of Rhode Island Ryan Center & Bradford R. Boss Ice Arena	Kingston, RI
University of South Carolina Aiken Convocation Center	Aiken, SC
University of South Carolina Colonial Life Arena	Columbia, SC
University of Southern California Galen Center	Los Angeles, CA

2 Creativity and Innovation in Project Approach



2.0 Creativity and Innovation in Project Approach

a) Development Approach

The Clearwater Consortium provides Project with a highly experienced group of developers, financiers, planners, designers and builder who collectively have over fifteen PPP projects completed or under construction. The CC Team has the expertise and capacity to develop a vibrant successful project and to minimize the investment by the Municipality in the Event Centre facility.

In addition to the Event Centre, CC intends to initiate the development of an Entertainment District by developing a land parcel within the Lower Townsite that will include a multi-storey branded hotel, a multi-storey office building, a street oriented retail enclave and a residential development of both rental and for sale units. CC believes that the retail, commercial, hotel and residential components of the development will be self-sufficient and will be financed through conventional sources.

The site initially identified for the Event Centre and mixed-use complex is adjacent to the Snye River between Hardin Street and Main Street. As shown in the attached preliminary concept plan, the Event Centre and mixed-used Entertainment District will be clustered around an internal public plaza that is linked to larger public activity areas to be developed along the Snye River. The public plaza will have a summer water feature / winter outdoor skating rink as a focal point. Individual building activity areas and ground floor retail outlets will front the public streets surrounding the complex, animating and supporting pedestrian activity along these streets.

CC has had preliminary discussions with potential users and believes that there is significant support for the Event Centre in the private sector. We are confident that, once given the mandate, we will secure major funding from a naming sponsor for the Centre.

We propose to work with the Municipality to promote a “downtown first” policy for the three levels of government. As a catalyst for the district, these long term commitments will ensure the viability of the development and provide the impetus for the development of live, work, play centered buildings.

Development Premise

CC believes that the Wood Buffalo Region will be recognized as a great place to live, work and visit and that a well-planned Entertainment District will enhance the quality of life and will assist in attracting and retaining the best and the brightest in the Fort McMurray region. The Entertainment District and its key elements; an Entertainment Centre, Hotel, Commercial Office Tower, Retail Shops and multi-storey Residential will support Fort McMurray as it grows to be the third largest urban centre in Alberta. The Entertainment District will support larger and more diverse retail, commercial and professional services and facilities, making it a true destination for residents and visitors.

CC will work with the Municipality to consolidate a land assembly, primarily comprised of lands currently under the control of Municipality and the Fort McMurray Public School District that will form the basis for the Entertainment District in the Borealis Neighbourhood.

The Clearwater Consortium founds its development principles on those expressed in the March 2010 Economic Strategy Report.



Partnering and Partnerships:

CC believes that a Public Private Partnership will provide a multitude of solutions and opportunities that will address the needs, aspirations and interests of all communities and key stakeholders within the region. Working together in a PPP model, CC's experience and development expertise will ensure that the Municipality's financial and development resources are leveraged to meet the projected high growth demands.

Leadership:

CC brings strong leadership to the Project. Concert and Shelter are leaders in PPP and partnership developments across Canada and Global Spectrum is the leader in North America in managing event centres for medium size population centres. Bird is a top design-builder and one of the most experienced Canadian PPP builders. The Populous/Kasian design team has a distinguished record of successful event venues from across the world in addition to their impressive resume of office towers and residential projects. planningAlliance has a solid appreciation of the planning objectives and concerns for the downtown area and riverfront having led the preparation of the Lower Townsite ARP and Riverfront Master Plan.

CC team knows that leadership means commitment and conviction. Our group has significant commitment and investment in the City of Fort McMurray and is committed to the City's long term success and prosperity.

Creativity:

In the 2010 Economic Strategy Report it was stated that rapid technological, political, social and economic change demand new responses and new approaches. The Clearwater Team recognizes this and brings to the project unique experience in developing financial solutions for PPP initiatives and successful leveraging of real estate opportunities to provide important social services.

Bird was instrumental in creating a solution for the Children's Aid Society of Toronto (CAST); leveraging existing property that was rezoned for an increased density which enabled CAST to finance a new 7 storey Children's Support Centre and replaces their aging 50-year old facility. This creativity will also be evident in the multitude of opportunities the team brings to sourcing additional streams of funding for the project.

Global Spectrum brings its breadth of expertise in negotiating and securing naming rights, private suites, club seating, pouring rights and a host of advertising opportunities.

Concert in addition to bringing equity and development expertise to the Event Centre are one of the largest developers of residential properties in Canada. Their ability to draw on a myriad of residential developments ensures that the Riverfront will be a vibrant and active community.

Shelter is the largest provider of hotel space in Fort McMurray and has raised investment in Fort McMurray totaling over \$800 million. Shelter will provide the lead development expertise for the hotel, retail, and commercial complex. A key component of the Entertainment District the hotel and retail space will provide a vibrant space where shoppers come to explore, chat over coffee, and find everything from groceries to inspiration.

Attention to the Needs of Local Businesses:

CC believes that the commercial and retail elements of the development will make the local business environment more productive by providing state of the art office space including compliance with LEED Silver Standards. The retail component provides new opportunities for local growth and the inclusion of residential units will catalyze the creation of a wonderful place for people to live, work and shop in a people-friendly environment.

With mixed-use developments, it is important to make sure the pieces fit together comfortably. The lifeblood of any retail business is its customers. Without enough customers, the business will collapse. CC envisions that the Entertainment District will provide these opportunities for more people to live and work locally reducing the people and cars needed to be imported from other areas for local businesses to flourish.

Action Oriented:

CC is composed of companies who have an exemplary track record . All the team members have worked together on successful design -build and all the projects have been developed to get the best result for the client.

Flexible and Opportunistic:

CC recognizes that the objectives set before it today may change as the interactive process of design for the Entertainment District evolves. Success in business is characterized by adaptability. Each of the members of the Clearwater Team are leaders in their field and understand that developments such as the Event Centre will need to be flexible in its response to ensure that they capitalize on the most efficient solutions. CC will draw upon its extensive contacts in the oil and gas sector to source and secure private sector sponsorships and support for the Project.

Community Engagement:

One of the things CC understands is that we are helping to plan a place of destination. There will be projects in the new Entertainment District, the Event Centre, hotel, office, retail, residential and retail and we envision the District as an exciting, integrated place that will welcome individual projects.

The genesis for the development is a vision.. Our vision is of the riverfront as a wonderful place for people to live, work, shop, and play in a people-friendly environment that makes you want to linger and come back.

CC is committed to ensuring the process is inclusive, transparent and appropriate. We will solicit citizen and local stakeholder input.



CLEARWATER RIVER

THE SNYE

MORIMOTO DRIVE

FRASER AVENUE

FRANKLIN AVENUE

MEMORIAL DRIVE - HWY 63

JUBILEE CENTRE



PROPOSED EVENT / ENTERTAINMENT COMPLEX



ARENA FOOTPRINT



TOWER FOOTPRINT



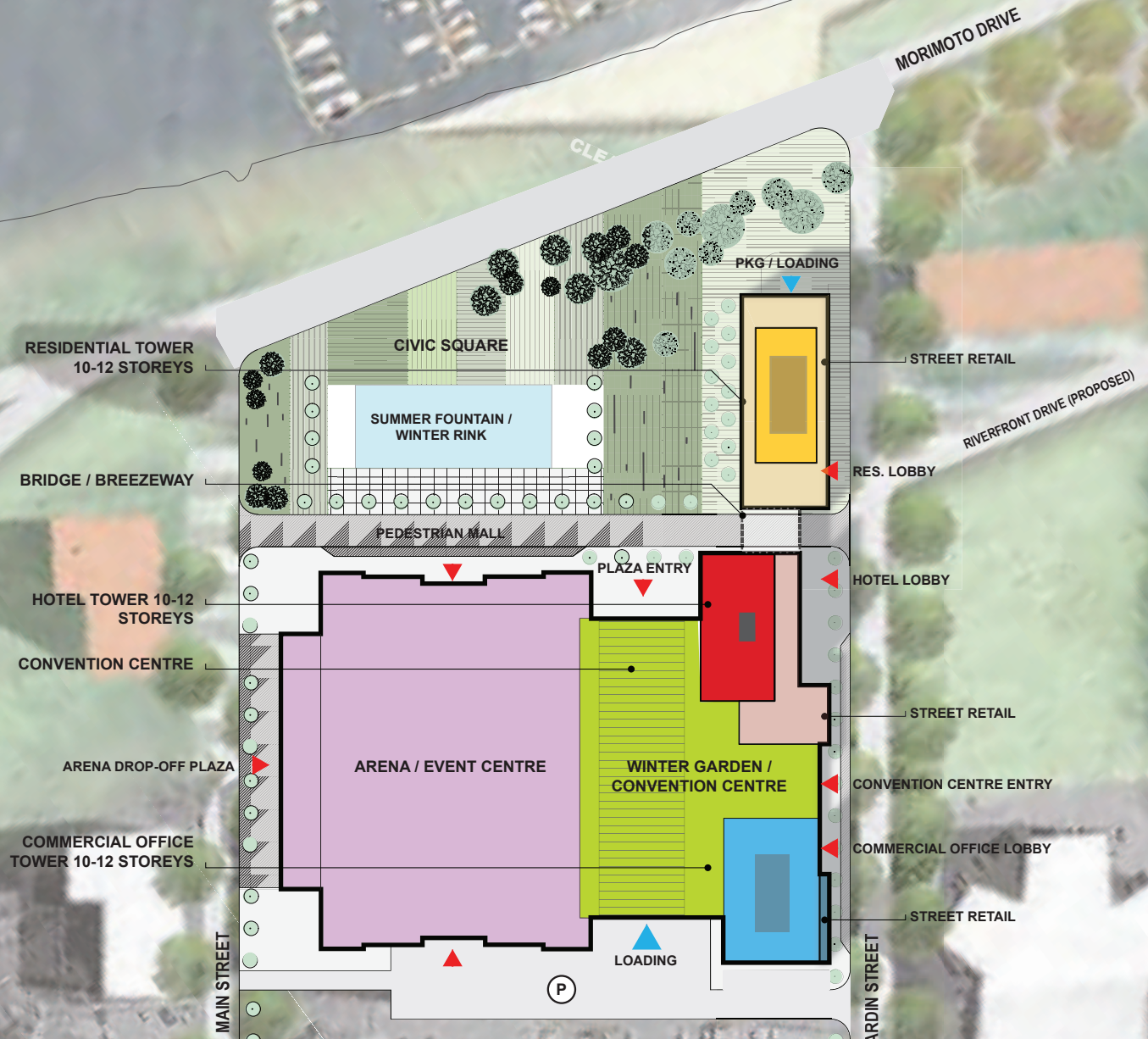
FOUNTAIN / RINK FOOTPRINT











RMWB EVENTS CENTRE | CONTEXT PLAN

1m = 10,000m

THE SNYE



	HOTEL
	COMMERCIAL OFFICE TOWER
	CONVENTION CENTRE
	ARENA / EVENT CENTRE
	RESIDENTIAL TOWER
	FOUNTAIN / RINK FOOTPRINT
	PLAZA / PUBLIC PARK

N


b) Approach to the Regional Municipality of Wood Buffalo Economic Growth Objectives

i) Urban Design and Planning

The CC Team brings the ability to provide urban design, planning and landscape architectural services for major public gathering facilities, as evidenced by our built work throughout the world. The integration of the facility with the urban context - public open spaces and mixed-use developments, has become important for successful downtown revitalization and stabilization initiatives. The proper planning and early design will allow these diverse and complex projects to be successful. Our design team will work collaboratively to provide:

Inspiration: to seek the unanticipated special character, feature, or system that takes the project beyond any of our individual expectations.

Facilitation: to understand and respond to diverse community goals and needs, expert meeting facilitation skills are required, including the ability to deal appropriately with emotional or hostile groups.

Stewardship: to efficiently organize the development pieces as a unified environment that wisely leverages available resources.

Critical issues that will be addressed during the urban design process for the Project's success will typically include:

- Need to anticipate future growth and unexpected market developments
- Manipulation of very large building footprints in dense urban environments
- Desire to activate the building perimeter and adjacent outdoor spaces, especially streets
- Need to provide entertainment and street life
- Need to provide convenient, easily understandable and non-threatening parking
- Desire to create memorable places that define the community
- Need to provide diverse public spaces for a diverse population
- Need to provide efficient service access for local and long haul delivery vehicles
- Desire to respond to people's human needs for such things as comfortable environments, safety, choices of activities, choices of spaces and convenience

Even though many urban design projects have similar issues, each client group and project brings its own set of facts, needs and goals. We will work with the key stakeholders to organize an urban design process best suited to the specific project and community. The process usually includes all or some of the following:

- Collection and documentation of facts
- Interviews and surveys to determine project needs
- Workshops to determine project goals
- Creation of concepts (graphically and in words) that illustrate a shared vision
- Evaluation of alternative concepts
- Creation of a development framework that provides a comprehensive understanding of both the interior and exterior environments as a single system

Future Development & Design Integrity

The Urban Design process will provide guidelines that will direct the quality and character of future development. The guidelines will respond to the existing context of the revitalized site, neighborhood and region. Existing design guidelines will be reviewed for appropriate input. The design team will establish through the guidelines, a vision for the general appearance, quality and character for the new development. Recommendations will include review and input processes that promote compliance, flexibility and also future development.

The Conceptual Site Design will identify the placement of the arena, hotel and other key elements within the redeveloped district along with the additional desired amenities to enable the district to become a premier destination. The location and orientation of the arena and hotel will have a significant impact on the Project's success. Broad site planning issues will be considered including:

- Quality of pedestrian experience
- Relationship to adjacent existing and future buildings
- Efficient infrastructure strategies
- Organization of parking, roadways and transit features
- Integration of arena with the site and neighborhood
- Security
- Access for services and media
- Availability of development parcels and impact of sequential demolition/relocation of existing features

The total site will be organized as a single, comprehensive system that can accommodate a wide range of crowd sizes, climatic conditions and activities.

ii) Residential and Commercial Opportunities

Shelter is a proud stakeholder in Fort McMurray and committed to its ongoing growth. Since 2005, Shelter has developed and/or purchased six hotels and thirteen apartment properties in Fort McMurray. The \$50 Billion of committed capital expansion for oil sands projects over the next 10 years creates an increasing demand for residential and commercial buildings.

Shelter is positioned and committed to providing hotels, residential and commercial buildings in response to this demand.

Shelter Canadian Properties Limited has identified the following initial opportunities related to the proposed Regional Events Center:

Hotel:- a 200 room Hotel connected to the Events Center

Office: a 150,000 square foot office building for lease to the three levels of government and the private sector.

Residential/Institutional - Shelter has had discussions with the Fort McMurray Public School District #2833 about a joint redevelopment of their property on Hardin Street, adjacent to the proposed Entertainment Center for 200 apartments, 20 townhouses and 30,000 square feet of administration offices.



iii) Facility Management and Operation

Global Spectrum

Global Spectrum will operate and manage the Project, providing a vast experience of successfully operating and managing a diverse array of international scale public assembly venues.

Global Spectrum was founded to meet the growing desire by counties, cities, state and private universities, public authorities, and even some private owners to have their venues operate more effectively and efficiently. Their mission statement emphasizes commitment to providing each of their clients with the customized service and complete attention that they deserve.

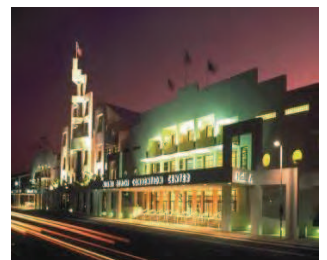
Global Spectrum is committed to worldwide growth and leadership in public assembly venues and event management. We continually strive to exceed the expectations of our clients, customers, and employees by implementing the highest degree of personal integrity, accountability, and fiscal responsibility. In the local communities we serve, we act as good corporate citizens.

Under full or contract management, the owner retains all of the rights and privileges of ownership while Global Spectrum performs assigned management functions. The owner sets policies, while Global Spectrum establishes procedures to implement the policies. Global Spectrum recognizes that no two venues, markets, or owners are identical. Instead of subscribing to a "one-size-fits-all" management philosophy, Global Spectrum customizes a unique management solution for each client. By adapting proven industry practices and instituting creative procedures, Global Spectrum-managed venues function at high levels of operational and fiscal performance and results.

As a full-service venue management firm, Global Spectrum is comprised of industry experts prepared to handle all aspects of management. The team has experienced specialists able to manage every facet of venue management including:

- Human resources
- Marketing, advertising, and promotion
- Sponsorship sales
- Event booking
- Maintenance including grounds keeping and custodial
- Security
- Financial and administrative services including:
 - Accounting
 - Purchasing
 - Risk management
 - Budgeting

A summary of the services Global Spectrum typically provides at managed venues is provided on the following pages. As mentioned throughout this Response, Global Spectrum customizes their services to fit the unique needs and objectives of every venue managed.



Services Offered by Global Spectrum:

Global Spectrum offers a complete and comprehensive scope-of-services that includes the following:

- Accounting
- Accounts payable/receivable
- Budgeting
- Capital improvement programming
- Cash management, rolling forecasts & flash (event) reports
- Event settlements
- General Administration
- Financial controls & reporting
- Human Resources
- Information Technology (IT)
- Internal audits
- Investments & banking relations
- Labour negotiations / relations
- Payroll
- Purchasing

Booking & Scheduling of Events:

- Tradeshow booth and cooperative participation by venues at industry shows
- Comprehensive national booking and routing services
- Bi-weekly booking calls
- Monthly Director of Sales calls with National Sales Director
- Monthly marketing calls
- Personal meetings with event producers and meeting organizers
- Aggressive event booking corporately and at each facility
- Attendance at national industry meetings to represent each facility
- Cooperative industry advertising and collateral pieces representing all venues
- Co-promotion and in-house promotion of events
- Creative event development
- Securing corporate and media event sponsors
- Aggressive event marketing and promotion

Ticketing Services & Box Office Management:

- Daily sales reports & controls
- Event information to the ticket buying public
- Management of material 3rd party contracts
- Management of Ancillary Services (includes supervision of 3rd party Contractors)
- Parking
- Services to disabled customers
- Event settlements
- Business services / rentals to tenants

Sales & Marketing:

- Advertising signage sales
- Barter/trade agreements
- Community & media relations/outreach
- Creation of brochures and collaterals
- Database marketing
- Development of key media relationships
- Electronic media production
- Event marketing and promotions
- Event sponsorships
- Facility advertising and marketing
- Generating on-going media interest
- Graphic services
- Grassroots marketing
- Marketing surveys & research
- Media buying
- Photo opportunities
- Planning of major client functions
- PR campaign development
- Print, radio & television production
- Revenue creation
- Sale of naming and beverage pouring rights, premium seats (suites and club seats), advertising signage, sponsorships, memorial gifts, branding relationships and other commercial rights
- Tenant relations
- Ticket sales
- Venue awareness & exposure
- Website development & management

Operations & Engineering (back-of-the-house):

- Building signage
- Capital improvement programs (FF&E)
- Changeovers
- Electro-mechanical maintenance (preventive & repairs)
- Events management
- Exterior landscaping
- Housekeeping and janitorial maintenance
- HVAC/utility management
- Labour management
- Green building (environmentally friendly, energy efficient)
- Parking
- Recycling & conservation
- Repairs & maintenance
- Security/emergency planning and evacuation procedures
- Snow & trash removal
- Stage, lighting, sound, technology
- Warranty management

Operations Manual:

Detailed information about Global Spectrum's Facility Management and Operations plans is provided in their Operations Manual. Within one hundred twenty (120) days after contract award, Global Spectrum will make available to new Clients their corporate Operations Manual, which will be customized for their venues.

Site Maintenance and Engineering:

Global Spectrum believes that the cleanliness and immaculate physical condition of a venue is just as important as the customer service level provided by the staff. The look and condition of the venue projects an immediate image to patrons attending events and the image can be positive or negative depending on the commitment of the custodial staff. Global Spectrum is committed to providing the highest level of custodial services, usually far exceeding industry standards. Their method and approach to custodial services at each venue customized for each specific situation. Standards of quality and cost of custodial maintenance are inevitably interwoven, yet each encompasses a number of different factors that can be considered separately. In any case, all necessary labor and maintenance shall be provided for routine cleaning, recycling and trash collection, room set-up, conversions, and related work needed to help keep the venue in a safe and like new condition.

The ultimate goal is to have a client walk into the venue, regardless of how many years it has been in operation, and say that it looks just as good as the day it opened. This will only happen if the staff is committed to a daily “look in the mirror” to determine how well the venue looks each morning before it opens. Most companies would agree with this view but will not commit the staff and resources to actually make it happen. Global Spectrum is committed to make it happen.

The following is a brief outline of some of the most important custodial maintenance areas which Global Spectrum managed venues focus on during operations:

The Master List - Each and every location in the venue is listed on a master checklist and prioritized in order of how often it needs to be cleaned or checked for possible cleaning. This assures the managers that every part of the venue is addressed in a timely manner and prevents areas from going an extended period of time without being reviewed. This information is input in their preventive maintenance system allows Global Spectrum to gauge the cost of maintaining each venue on a monthly basis.

Hard Floors and Carpets - One of the largest capital investment items in a venue is the flooring. It is imperative that a great deal of focus is dedicated to both hard floors and carpets. Extending the life of these surfaces can save the venue a great deal of money when it comes to capital replacement.

Exterior Maintenance and Landscaping - Special attention is placed on the exterior of the building as it can change on a daily basis due to outside factors such as weather conditions. Staff is trained to complete an early morning assessment of the exterior portion of the venue to correct defects, pickup trash, shovel snow, maintain the beauty and health of exterior landscaping, and whatever other areas need to be completed before the public starts to arrive. Exterior maintenance is also critical in extending the life of exterior equipment that is attached to the building.

Equipment - The cleaning and maintenance of the equipment that is used in the venue by our staff and clients must be maintained at all times. Frequently used items such as tables, chairs, pipe and drape, dance floors, and staging are checked and maintained continually to prevent permanent damage and avoid using an unacceptable piece of equipment on the floor during an event. The FF&E investment in these items can amount to millions of dollars. The goal of their custodial staff is to extend the life of these items, which will delay any need for additional capital dollars to buy replacement equipment.

Staff Training - The custodial staff in each Global Spectrum-managed building is trained to handle the majority of, if not all, the cleaning tasks internally. Training focuses on specific equipment cleaning and the chemicals needed to perform each task. This training allows our staff to address custodial issues immediately rather than waiting for a subcontractor to be called in. This immediate response technique saves time and money while reducing the possibility of minor custodial issues turning into major capital replacement expenses.

Maintenance - Maintaining the physical plant at managed venues is one of Global Spectrum’s most important responsibilities. The key to success in this regard is the Preventive Maintenance Plan: it protects the venue, ensures smooth operations of events, minimizes costly emergency repairs, and helps protect the safety of attendees, show related personnel and staff.

Global Spectrum will develop a comprehensive on-going maintenance database for the effective management of the Venue’s assets and mechanical systems. This database will serve five major functions. It will:

1. Serve as a valuable resource of information including contract numbers and warranty terms
2. Track inventory and assets (fixed and controlled) of the venue
3. House and monitor the preventive maintenance schedule and produce quarterly maintenance reports
4. Record a maintenance history on all assets and systems
5. Produce and track venue work orders and their costs

Global Spectrum’s system provides formalized maintenance management in a wide variety of areas that include, but are not limited to:

- Identifying and tracking any asset requiring maintenance
- Generating work orders automatically according to the manufacturers recommendation or manually from service requests
- Keeping and maintaining detailed records on all equipment and work procedures
- Supporting bar code and data input
- Tracks multiple warranty records and other service contracts



Preventive Maintenance

Preventive maintenance is essential to preventing breakdowns that are both costly and may interfere with the successful staging of an event. Preventive Maintenance (PM) focuses on cleaning, lubrication of moving parts, tightening loose parts, replacing parts, and other similar activities at certain intervals of time. It is done even before the equipment show any sign of deterioration. A PM program essentially consists of the following:

- A list of all the equipment to be maintained
- A list of all maintenance required/recommended
- A schedule for routine maintenance/servicing
- A record of completion/repair/follow-up
- Follow-up supervision work

More specifically, the main work that is scheduled to be performed in most buildings includes the following:

- Inspection and replacement, as necessary, of all drive belts on the air intake and air exhaust fans. This allows the air intake fans to provide sufficient fresh air into the building, and exhaust fans to remove stale air, providing a pleasant environment; and
- Replacement of all heating, ventilation, and air conditioning system air intake filters. The replacement filters are state-of-the-art material to assure that the air breathed is as clean as possible; and
- Inspection, cleaning, and repairs, as needed, of the heating boilers. The boilers provide hot water used to temper the outside air that is brought into the building; and
- Inspection, checking of refrigerant and oil levels, and repairs as needed, of the air conditioning chilling system. The chilling system is a part of the occupant comfort system, dehumidifying the incoming air to the building and cooling the building environment as needed; and
- Inspection, repairs as needed, and high-pressure water cleaning of the air conditioning system; and
- Inspection, oil and filter changes, and repairs as needed, of the emergency generator. The function of the emergency generator is to provide electrical power to the critical areas of the building during the occasional loss of power from the public utility provider.

This equipment is usually located on the roof and/or in the basement of the building, and most of the building occupants are unaware of its existence. However, every occupant relies on this equipment for daily comfort in the workplace. It is our intention, in the Preventive Maintenance program, to correct potential problems before they occur.

Non-Mechanical Equipment - PM

In addition to preventive maintenance on all mechanical equipment, Global Spectrum will provide a maintenance program for all non-mechanical equipment. This includes inspecting and repairing, as needed, video, sound, lighting, and telecommunications systems to ensure operation at maximum efficiency. Inspection, cleaning, and repairs, as needed, of all furniture, fixtures and equipment in inventory to include, but is not limited to, the following:

- Staging
- Seating & risers
- Cleaning equipment
- Lifting equipment
- Maintenance equipment
- Predictive Maintenance

Predictive Maintenance is based on condition monitoring. Machines are monitored for abnormalities in vibration, lubrication oil, hot spots, sound, insulation resistance, and others. These methods are based on the idea that the deterioration of the machines can be detected through monitoring and will allow any impending breakdown to be detected early. In a way, it can predict that a machine will break down within a certain period of time if no action is taken to preventive it. Some of the common predictive maintenance methods used include:

- Vibration monitoring
- Thermal imaging
- Lubricating oil analysis
- Insulation resistance monitoring
- Ultrasonic leak detection

A predictive maintenance program consists of the following:

- A list of all the equipment to be monitored
- A schedule of the activities to be accomplished
- A record of equipment monitoring data sheets
- Charts for all equipment outlining their performance history
- Follow-up supervision work
- Custodial Maintenance



Global Spectrum believes that the cleanliness and physical condition of a venue play an important role in the experience of patrons attending events at the venue. Global Spectrum is committed to providing custodial services at a level exceeding industry standards. As previously mentioned, all necessary labor and maintenance shall be provided for routine cleaning, recycling and trash collection, room set-up, conversions, and related work needed to help keep the venue in a safe and like new condition.

The following is a brief outline of topics covered in Global Spectrum’s “Cleaning Procedures” which is part of their Operations Manual:

- General cleaning (lobbies, concourses, restrooms)
- Soil/stain prevention
- Spot removal
- Shampoo/upholstery
- Floors
- Capital Improvement



c) Approach to Performance Monitoring

Approach to Development Performance Monitoring:

Project stakeholder relations are strongest when the private sector partners are known to be accountable and committed to the community. The CC Team places high value on the public's perception of each Prime Team Member's brand and reputation. Our proven track records of successful project delivery should provide a high level of assurance to the stakeholders of this Project.

● ● ●
CC places extreme importance on positive and communicative stakeholder relationships, as they are essential to properly develop a strongly supported project
● ● ●

Our team's experience demonstrates that the best way to gain the support of all stakeholders and to ensure stakeholder satisfaction is through active and early involvement. The CC Team proposes to establish a Project Committee with various representatives of the Team and stakeholders. The Committee would meet regularly to review and solve concerns and initiatives. This would ensure CC and all integral stakeholders communicate regularly.

The CC team will also actively integrate the design and delivery teams for the Project. Best practices from the developers' experience will be reviewed and incorporated into the early design. This combined with the local market knowledge of Shelter will enable the team to maximize the performance of the Team while ensuring that the project's marketability and sustainability remains paramount to drive optimal value for money.

The intent of the CC Team is to build upon the community's sense of ownership over this growing municipality, and ensures high level of planning and design excellence is achieved.

Approach to Construction Performance Monitoring:

- **Subcontractor Security:** This helps to ensure that the trade contractors working for the Bird can meet the obligations under their subcontracts, including the assumption of the contract risks for which they are responsible.
- **Trade Contractors Qualification:** Bird maintains strict procedures for review and qualifications of trade contractors with whom it is contemplating entering into a contractual relationship. This review includes a detailed analysis of the financial strength, as well as the quality of the relationships the trade contractors has maintained in their previous business dealings, safety record and program, QC / QA Manuals and project personnel team.
- **Competitive Pricing:** Bird is disciplined in the selection of projects to ensure that contracts are not undertaken in areas outside of its expertise. Bird is focused on construction industry segments where it possesses the expertise to achieve market leadership, to provide excellent service to its clients and trade contractors. Trade contractors are familiar with Bird's processes and have confidence in their project management skills. Bird is able to receive preferred pricing and attract trade contractor's best staff. They were **awarded numerous large** competitively tendered projects in Fort McMurray, including WWTP and WTP, and the ACFN Maintenance and Office Complex.

- **Cost Control:** Bird has developed and refined sophisticated systems to manage construction costs. Costs are monitored, projected and controlled on a daily, weekly or monthly basis, depending on their inherent volatility. Due to their extensive experience in Fort McMurray, Bird is able to accurately track and forecast productivity, project cost and progress. Unlike some competing firms, Bird performs its accounting function for its national operations from a central location. This has permitted Bird to maintain consistency and discipline in its procedures and has contributed to effective cash flow management.
- **Loyal Employees:** Bird believes that the critical resource to ensure both ongoing success and growth in the general contracting industry is the contractor’s professional staff. Bird has a long tradition of hiring new employees shortly following completion of their technical or engineering training so that they begin to understand and become personally invested in the business at an early stage. Bird has inducted over 160 members into its 25 year club, which management believes is unusual in an industry traditionally viewed as having a transient workforce.
- **Schedule:** All Bird’s Projects are to have a Master Project Schedule, built on the Critical Path Method (CPM). Bird's schedules are manpower loaded and progressed monthly. A copy of the schedule is issued to trade contractors prior to the weekly coordination/progress meeting. In addition to the Master Project Schedule, Bird conducts "short cycle planning" to expand on the information in the Master Schedule. Short Cycle Schedules shall break down a larger activity into smaller pieces that can be more precisely controlled over days. Bird will work closely with the Design Team and trade contractors by developing detailed schedules to ensure safe work procedures and project milestones are met.
- **Design Quality Management:** Prior to commencing any design work, a matrix of design deliverables and dates will be developed. This serves to identify the priorities facilitating pre-planning of design resources and for design to commence in the correct sequence. The Team’s primary strategy to ensure quality control is to insist on the involvement of senior level individuals – architecturally and from all sub-consultants – throughout the Project. Throughout the design and contract document development phases, regular Design Team coordination meetings will be mandatory for the entire consultant team including planned, regular interface opportunities with Municipality and client users. Key elements to ensuring quality control include utilization of a “technical peer review” process, utilization of proven standards with respect to contracts, procedures and specification, design audit and design reviews, and clear and comprehensive documentation.
- **Quality:** Bird’s corporate commitment to quality and the implementation of our established QA/QC management system will ensure that the specified quality of both materials and workmanship is achieved. Bird has successfully completed numerous events centre projects and has well established procedures, plans and documents already completed and fully reviewed which includes Inspection and Test plans for all the building divisions. Bird’s Quality Control Process shall be a series of activities which will enable the project team to meet quality standards set out in the specifications by maintaining strict governance over the quality of the work prior to and during its installation. A quality assurance plan will be developed and will describe, in detail, the proposed quality assurance practices which work in concert with Bird’s quality systems and procedures. This plan is well documented in Bird’s Quality Assurance and Quality control Manual.

- **Safety:** To be effective, a Health, Safety and Environmental program requires the participation and commitment of individuals that comprise the Project Team. This includes the highest levels of management, our clients, engineering companies, trade contractors and employees. Bird is jointly responsible for promoting a safe and healthy work environment. Key to our safety success on this project is:
 - Manage safety to zero incidents
 - Top down leadership in safety excellence
 - Participate and promote safety at every level of our work including engineering design
 - One Project Safety Plan for everyone
 - Recognize and reward excellent safety performance
 - Well planned job site and housekeeping excellence
 - Change behavior and attitudes regarding safety

- **Commissioning & Turnover:** The commissioning process is critical, especially in a PPP project, to the turnover of a fully operational which meets its original design intent. At the onset of the project a commissioning plan will be developed by Third Party Commissioning Agent with specific input from Bird, Kasian/Populous and Global Spectrum.

- **LEED Certification:** A specialist LEED® consultant will work with the a Team throughout the design development and construction planning process, confirming the facility achieves LEED® Silver certification. The LEED consultant will be an established consulting engineering firm providing sustainable building design with expertise in LEED® design and certification, mechanical and electrical design, building science, and commissioning and energy efficiency. In the evolution of LEED® projects, the CC Team will utilize a proven approach which will result in cost effective design that will achieve planned certification levels of this Project.

Approach to Operations & Maintenance Performance Monitoring:

Global Spectrum implements the following performance measures targeted at key indicators to evaluate our success in managing, marketing, and operating venues:

Economic Impact:

- Increased booking of room nights
- historical performance
- FAM Trips and joint sales calls
- Cooperative Relationships with stakeholders
- Lost business reports
- New business generated
- Established goals

Bottom Line Accountability:

- Revenue generation
- Expense control

Diversity and Inclusion:

- Diversity of staff
- Internship opportunities

Maintenance and Asset Management:

- Quarterly maintenance reports
- Third party inspection
- Annual inventory results

Client Satisfaction:

- Repeat bookings
- Client surveys
- Concierge guest services
- More traffic to local businesses

Sustainability:

- Waste reduction
- Energy conservation
- Sustainability plan

d) Approach to Satisfaction Monitoring

| *Quality assurance is a corner-stone of success*

Measuring Overall Satisfaction

CC's approach to quality assurance relies upon continuous improvement from the implementation of best practices from many complex projects. The Team's commitment to quality has been entrenched for decades and has allowed for continued growth and award winning projects. Given the breadth and depth of the CC, a key consideration for CC will be achieving consistency in its quality assurance program. The CC team is experienced and empowered to fulfill this objective. Customized key performance Indicators for measuring and controlling quality through the various stages of the Project will be applied.

CC will develop a project-specific Quality Control Management Plan ("QCMP") in cooperation with other project stakeholders and sponsors that will be implemented. The QCMP will be a set of standardized project reporting tools for the project's elements allowing effective and efficient communication on the Project to the CC Team and the Projects' pertinent stakeholders.

Under a Quality Control Management Plan, CC is committed to the following key guidelines:

- (1) Clear and concise objectives from the outset of the Project;
- (2) Continuous communication with stakeholders;
- (3) Monitor, update and manage the QCMP; and
- (4) Accept only results that meet or exceed the QCMP.

The builders will maintain rigorous Quality Assurance ("QA ") records for each stage of the project and QA issues will be captured in the monthly project reports to the stakeholders. These reports will track outstanding items and provide action plans to allow timely correction.

Measuring Customer Satisfaction

Global Spectrum is involved in multi-purpose event centers of all sizes and types across North America. Furthermore, their corporate headquarters (the Wells Fargo Center in Philadelphia, PA) is a thriving event center. Attention to customer service is pervasive at all Global Spectrum-managed facilities. In 2004 at the Wells Fargo Center, Global Spectrum implemented the "How You Doin'?" customer service philosophy which is now in place in all of their managed-venues.

"How You Doin'?" starts with a greeting, but really it is the culture that defines how they treat their customers, co-workers, promoters, and vendors. By asking the question, Global Spectrum can be proactive...but it is treating people well that really makes the statement. "How You Doin'?" is about going above and beyond the norm to exceed expectations, treat customers the way they wanted to be treated, build relationships that last, and ultimately give our customers the ultimate sports and entertainment experience. We take a fun and easy approach to customer service, which begins with a simple question – "How You Doin'?"

The three goals of the program are:

1. Maximize Client Retention
2. Raise Employee Morale
3. Increase Profitability

Global Spectrum's customer service philosophy encourages all of its employees to engage in conversation with customers to not only assist them and make their experience more enjoyable, but for the company to gauge its performance. Their employees are trained to report back to management any significant comments so they can be acted upon.

New staff members are given an orientation to the program, How You Doin'? buttons to wear on their uniforms, a How You Doin'? T-Shirt and cap, Top 10 Principles cards, brochures, and buttons with the slogan and their venue's mission statement.

Whenever a customer encounters a Global Spectrum employee, they will be greeted with a "How You Doin'?" and big smile. This simple greeting has become part of the culture and way of life at all Global Spectrum-managed venues. "How You Doin'?" is the complete package that offers a universal greeting, Top 10 Principles, employee incentives, training for full and part-time staffs, tools to measure company performance, and much more.

The "How You Doin'?" program is implemented in a way that best suits the character and nature of each new account. The Top 10 Principles of the program are the building blocks of the new culture that Global Spectrum will instill at the Venue. These principles are the blueprints to what expectations will be for all employees, including sub-contractors, when interacting with customers. To ensure understanding of the principles, and how to implement them into practice, Global Spectrum will conduct training sessions. which will focus on and reinforce the principals.

"Every one of our customers is our Most Valuable Player in our business, and we will do whatever it takes to make our guests have the best possible experience each and every time they come to our facilities or come in contact with our employees."

- Peter Luukko
President
Comcast-Spectacor

e) Approach to Sustainable Design, Construction and Operations

Sustainable building design and construction techniques are becoming an important theme across the spectrum of both public and private development. Buildings that incorporate design, construction and operational practices that combine healthy, high-quality and high-performance advantages with reduced environmental impacts are in demand. Sustainability is not merely a case of cash payback for improved building energy efficiency, but an integral approach to the design, operation and life cycle of the facility and its impact on the built environment of the facility itself.

To address the LEED® objectives for the Fort McMurray Regional Events Center Project, we have selected team members who are industry leaders in sustainability; champions of the “triple bottom line” – the measuring of project success based on its economic, environmental and social impacts.

Building on the LEED® experience and expertise of the whole CC Team, we will appoint an experienced LEED® consultant who will work with the Team throughout the development and construction planning process, confirming the project achieves LEED® Silver certification. LEED® documentation and evaluation will occur through all stages of the design process and will be incorporated into the construction planning to confirm compliance with identified LEED® Silver level certification requirements. This process will confirm that the facility is designed, planned and built with materials and systems that effectively blend energy and capital cost efficiencies.

Specific LEED® design strategies to be used by the Team will be founded on the Design Team’s proven best practice protocols. These internal developed practices have now become common practice in “green” facility planning and development. LEED® initiatives include the investigation, confirmation and inclusion of the all technologies, during design development.

Between Bird, Kasian and Populous there is a collective body of knowledge and experience gained on over 100 LEED projects. Bird recognizes that, as a design build contractor, it has a significant role to play in contributing to the overall sustainability of the environment.

High Performance

High Performance: Our Approach to Sustainable Design

High performance: the athletes, entertainers, speakers who will be showcased in the buildings strive for it. The CC Design Team does the same with its’ designs. High performance buildings unify entire communities; they are transformative, inspiring growth and a sense of cultural pride. Thus, the responsibility that comes with planning and designing these civic assets is enormous because the size of the facilities and the anticipated event day impact guarantees that massive amounts of resources, energy and labor will be consumed during the construction and ongoing operation. Yet high performance design is achievable: has been practicing sustainable architecture for more than 20 years, and through that knowledge, it has learned that achieving LEED Certification has added no more than two percent to the overall construction cost of the project.

Our team believes that high performance buildings go beyond considerations for the environment and must address the places, people and experiences that together form the foundation for buildings to be embraced and cherished by their communities. The combination of design, construction and community analysis highlights opportunities unique to each project, including careful consideration of the site selection, user experience, community engagement, operational efficiencies, life cycle costs and legacy impacts.

Populous has long been known for its tradition of innovation, and nowhere is that more apparent than its role in sustainable design having created numerous tools and resources to facilitate the integration of sustainability into every project. Project teams focus on incorporating sustainable design objectives from the initial design concept throughout the entire project.

The whole CC design team ensures its planners and designers apprised of the latest methods in sustainable design. LEED Accreditation and training for our employees has become an important undertaking. Every project team has at least one dedicated LEED accredited person to ensure we incorporate sustainable design elements into every Project.

From the initial design concept throughout construction and ongoing operation of the building, our designers take a truly holistic approach to sustainable design. Our team's expertise includes knowledge of all requirements, the points rating system and the process for managing and achieving each level (Certification, Silver, Gold and Platinum). Over half of our staff project team members are LEED Accredited Professionals. This knowledge, along with our experience on past projects allows us to offer the leadership and expertise vital to the creation of a sustainable project and the experience and wisdom to find the right solutions for the Project.

Environmentally Conscious Operations

Global Spectrum, as operators of over 100 arenas, convention centers and stadiums, strives to manage facilities in an Environmentally Friendly way. Whether they are new buildings that achieve a LEED Certification from New Construction, or managing older facilities that were not designed to the higher environment standards of LEED, cleaning and maintenance is taken to the highest level of environmental standards possible.

When it works with architects and designers on new facility designs, it makes recommendations from its vast experience, which will help keep operating costs down, and increase the sustainability of the facility. As everyone understands, the less energy you use, the lower the operating costs are. From installing advanced metering systems that allow you to track every kilowatt of power, to installing variable speed drive pumps on the HVAC system to low flow water or waterless urinals, it is all part of a puzzle that will allow a facility such as an event centre type of building to operate in a LEED environment.

Once the building is turned over to the Operator, programs such as the STEP UP program (Global Spectrum's Total Environmental Plan) are enacted. Global Spectrum will integrate Single Stream Recycling, using minimal chemicals for cleaning (which are Green Seal Certified), by using electrified water systems in lieu of chemicals, and Demand Response programs that sell power back to the grid, which provide a safe, healthy and cost efficient building operation.

3 Approach to Financing



3.0 Approach to Financing

a) Development of Financial Solutions

The members of the CC Team have an exceptional collective track record of successfully delivering competitive and innovative financing solutions. Shelter has secured financing for over \$800 million of projects in Fort McMurray in the past five years. On past project finance and conventional real estate projects both within Canada and globally, the members of CC have introduced CMHC insurance products, tax structures, equity /mezzanine debt instruments, CPI swaps, and a variety of senior debt structures (bonds, private placements, and long-term amortizing loans) which have had a significant impact on reducing overall project costs. The Master Developers intend to draw on the full resources of its partners' respective parent organizations and global experiences as well as its recent domestic and international experience to deliver financing innovations on this Project.

The proposed development of CC will consist of a number of discrete elements. Each element will be funded on a different basis:

The residential, office, hotel and retail components will be self-financing with finance being provided by the Master Developers in the form of equity together with external senior debt. The Master Developers have experience in financing similar projects and have extensive contacts across a multitude of national and international financing sources that would be available to provide funding for the Project.

The ultimate financing solution for the Events Centre will be dependent on the final business model that is agreed between CC and the Municipality. CC brings a team with significant PPP experience that will work with the Municipality to minimize any investment by the Municipality necessary to ensure the success of this collaborative venture.

CC expects that the financing solution will comprise the following components:

- Sponsorship from major local companies for naming rights;
- Income from events and other operations that will provide support to cover the operations and maintenance costs together with some contribution toward the capital costs of the facility;
- Equity to be provided by the Master Developers where the return will be geared toward a successfully managed and operated facility;
- External senior debt that will be secured on the revenues from the facility; and
- Support from the Municipality / other levels of government to support the capital costs of the facility. CC believes that this component could be structured as a public private partnership to provide appropriate and effective risk transfer between the Municipality and CC.

b) Approach To Competitive Financing

The CC Team has very extensive experience of securing competitive financing for major capital projects of all types – residential, commercial and PPP's. This experience will be brought to bear and will directly benefit the Municipality and will ensure that the financing for the Project provides an optimal solution.

Through the development phase the CC Team will augment the consortium with an experienced financial advisor to bring additional resource and experience to the project and to assist in the development of the financing solution and financial model.

The CC Team has relevant, recent experience with Alberta Infrastructure, Partnerships BC, New Brunswick Supply and Services and Infrastructure Ontario similar to this project and would expect to follow a similar process that has been adopted on other projects. This would entail running a financing competition for each individual component of the Project. The financing competition would involve the financial advisor working with the Master Developers to develop a robust and flexible financial model that is able to assess the different financing options (bank versus bond versus CMHC insured debt).

The CC Team will contact multiple different potential providers of finance to determine the likely costs and terms / conditions of the different sources of financing to determine the optimal financing solution for the Project. This process has been adopted by the Master Developers on many projects and has been demonstrated to provide significant benefits to the projects in many different areas; reduced finance costs, relaxed terms and conditions and reduced timelines to reach financial close due to the highly competitive nature of the process.



c) Financial Capacity of Master Development Team Members

The equity partners and collectively the Master Development Team Members will provide 100% of the equity capital required for the Project. The exact proportion of equity that the Development Partners will put into the Project will depend on the ultimate structure of the Project.

The specific source of equity capital to be funded by the Development Partners is outlined below for each of the respective Development Partners.

Concert

Concert Properties Ltd.

The equity contribution of Concert Properties will be funded from cash on hand available from its parent company Concert Real Estate Corporation (“CREC”) and ongoing operations. Concert Properties is the management company for CREC, the equity capital funder for this Project. CREC is a tax-exempt real estate investment corporation owned by 19 Canadian union and management pension plans. CREC has a very strong financial position with low levels of debt and significant cash and short- term investments. CREC’s balance sheet confirms the company has the financial wherewithal to supply its element of the risk capital interest for the Project.

CREC recognized strong growth over recent years despite the company’s strategic decision to minimize exposure to all residential for-sale markets. During these years, the financial performance is indicative of Concert’s stable portfolio of investments.

Concert sought to diversify its portfolio across multiple geographic regions, industry sectors and asset types. The Concert portfolio of investment spans across Ontario, British Columbia and Alberta and includes residential rental, seniors and condominium homes, resort and hotel developments as well as commercial, industrial and infrastructure developments. As a policy, Concert holds no debt on its development lands, splits its investment activities so no more than 25% of the company’s equity is deployed in active development and 75% of the equity is invested in stable income producing properties and other long term investments.

The Company maintains a one to one, debt to equity ratio. To facilitate the continued growth of Concert, the Company retains 70% of each year’s earnings as retained capital for reinvestment. The remaining income is distributed as dividends to the company’s 19 union and management pension plan owners. Concert’s shareholders are significant sources of capital which continue to support Concert’s growth and evident by their contributions of CAD \$150M in 2007, CAD\$75M in 2008 and an additional CAD\$75M drawn down in October 2010.

For the purposes of the Municipality’s review, annual reports and financial statements are located in Appendix B.

Concert Infrastructure Fund

In addition to the financial strength of CREC, the Concert Board recently approved the establishment of Concert Infrastructure Fund (the “Fund”). The Fund was created to specifically invest in Canadian Infrastructure, AFP and Public-Private Partnerships (“PPP”) projects predominately in Ontario and British Columbia. The investments by the shareholders into the Fund are in addition to any of the existing shareholders investments in CREC. The Concert Infrastructure Fund reached financial close with commitments of over CAD\$105M from ten of the Concert Real Estate Corporation’s shareholders to subscribe for units in the Fund. Of the CAD\$105M approximately CAD\$30M is earmarked for the investments in the Forensic Services and Coroners Complex (“FSSC”) and Ontario Provincial Police Modernization (“OPP”) projects with the balance being available for investments in AFP and other infrastructure projects in Canada.

An overview of Concert Properties Ltd. recent financing information:

(C\$ millions)	09.30.2010	09.30.2009	09.30.2008	09.30.2007
Income Statement				
Revenue	156.6	165.8	299.5	188.2
Retained Earnings	170.1	160.1	151.0	116.0
Net Income	16.5	21.9	46	33.2
Balance Sheet				
Cash and Cash Equivalents	133.4	216.3	170.4	51.5
Total Assets	1,526	1,463.1	1,326.6	1,097.6
Total Shareholders’ Equity	711.6	701.6	618.5	482.5

Shelter Canadian Properties Limited

Shelter Canadian Properties Limited and 2668921 Manitoba Ltd. have a \$250 Million dollar portfolio of income producing properties and \$100 million dollars of term mortgage debt. The properties are primarily located in Manitoba and provide a substantial and stable cash flow. The equity base of \$150 million supports the financial capacity to fund the risk capital for the project. All income is retained in 2668921 Manitoba Ltd. and is not required for dividend payments to shareholders.

For the purposes of the Municipality’s review, annual reports and financial statements are located in Appendix B.

d) Financial Letters of Support

Financial letters of support have been provided for each member of the Master Development Team. Please see Appendix C.





4 Design and Construction Capacity and Experience



4.0 Design and Construction Capacity and Experience

a) Design and Construction Integration

CC is highly experienced in the delivery of complex projects. Bird provides design management coordination of major design disciplines in the early planning stages so that responsibilities and roles are well-defined and therefore clear throughout the later stages of development. During the design stage, consultants will produce working/construction drawings utilizing 3D AutoCAD and Building Information Modeling (BIM) which will reduce any conflict. Overall direction will be provided by Bird.

The entire team recognizes the importance of minimizing disruption to the existing community and the requirement to closely coordinate work. Our teams' world-class skill and experience will ensure high standards in both safety and quality.

Approach to implementing an effective quality assurance program:

CC's approach to quality assurance relies upon continuous improvement from the implementation of best practices from many complex projects.

To achieve design and construction integration, Bird will have responsibility for all design and construction activities. Bird will engage the Design Team led by Kasian Architects and Populous.

Global Spectrum will be represented within the design team to ensure that operational and maintenance issues are addressed from the genesis of the design solution. Benefits derived from a successful design, construction and operations integration include:

- Consistency between actual building performances and design criteria (e.g. energy efficiency, acoustic performance, etc.)
- Optimized design development process
- Facilities Management input
- Lifecycle considerations implemented within the design solution
- Optimized procurement and construction schedule
- Effective construction techniques
- Price certainty
- Schedule certainty
- Safe construction environment
- A seamless and smooth transition from construction to operation
- Adequate engineering system selection and resilience
- Consistency of the design with FM services delivery methods and service level specifications
- Optimization of the maintenance operation (downtime, disruption, etc.)
- Proper equipment installed for all types of entertainment possibilities
- Safety (for the FM staff, the users and the visitors)
- Feedback from projects now at operations stage to allow us to identify what works and what needs to be improved

One of the keys to fulfilling the objectives of this Project in a timely, cost effective manner will be the implementation of a focused and cooperative partnership or teaming process among prime team members. At the outset of the Project, team members will facilitate a visioning session that will be attended by all team members to identify all solutions that will result in lower cost, reduced time for construction, lowest net present value solution, reduced risk and safer construction methodology.

The Design Team will work with Bird and Global Spectrum to ensure the best design alternatives, procurement systems and construction methods are selected to provide a cost effective, sustainable solution, achieving the Municipality's requirements. The Design Team will participate in the Life-Cycle Working Group during the development phase to play a key role in making "value for money" decisions for the project. The extensive sport venue experience provided by Bird, Kasian, Populous and Global Spectrum will enable the team to create an integrated design and construction solution that will exceed expectations. Management of the Project will be centralized through Bird's Edmonton office.

Interaction with client/users is one of the most exciting and rewarding experiences during the design development process. This interaction is critical to understanding, the client/users vision, objectives and concerns. It is our Team's strategy to engage and interact with the client /users as much and as soon possible, as it has always proved beneficial for both.

Based on our previous experience, early interaction with the client/ users facilities:

- Precise understanding of the vision, needs and requirements of the client/ users
- Become familiar with the service delivery model of the client /users
- Test various design options at an early stage
- Identify variant solutions and areas for improvement
- Identify opportunities for flexibility, based on most probable evolution scenarios (soft spaces, adaptable areas, etc.)
- Check that the Facility Management strategy for service delivery is acceptable (in term of design impact, e.g. location of FM rooms, FM traffic flows, etc.)
- Agree on commercial opportunities strategy and design provisions

Bird and their design partner, Kasian, have worked extensively on design build and fixed price projects, such as The Doug Mitchell Thunderbird Sports Centre, The Sweetgrass Coutts International Border Crossing, the Maritime Helicopter Facility at 12 Wing Shearwater, the L.Col George Taylor Denison III Armoury and the St. Stephen Border Crossing. This experience will translate directly into successful implementation of proven construction techniques to complete the project on schedule and within budget. Our Team's experience is commitment to continual training in safety, quality control, and the latest advanced changes in the construction industry. This cohesive team is dedicated to the delivery of the highest quality project possible.

The following is a sample of design-build projects that our Team has been involved with:

Project Name	Project Delivery Method	Value (\$)
RCMP "E" Division	DBFM	350 Million
Surrey Outpatient Facility	DBFM	174 Million
The Doug Mitchell Thunderbird Sports Center	DB	37.5 Million
Pleasantville Consolidation Project	DB	118 Million
Kingsgate Border Crossing	DB	16 Million
Project Name	Project Delivery Method	Value (\$)
Sweetgrass / Coutts Border Crossing	DB	39 Million
St. Stephen Border Crossing	DB	18 Million
LCol George Taylor Denison III Armoury	DB	43 Million
DND Maritime Helicopter Facility	DB	98 Million
442 Search & Rescue Squadron - Helicopter Hangar	DB	11.6 Million
442 Search & Rescue Squadron - Fixed Wing Hanger Addition	DB	8.4 Million
West Mall Flex Building - University of British Columbia	CM	7.6 Million
QLT Phase 1 & 2	CM	30 Million

Design Coordination with Construction Techniques:

We continually explore and test ways to improve the design process for coordinating with the physical construction processes, resulting in higher design quality and consistency, increased delivery efficiency, less errors and conflicts and a more enjoyable and successful process overall. Certain universal truths and beliefs we have discovered are these.

1. We are more successful when the entire team understands and embraces project goals and expectations.

Technique: We include all team members in our initial meeting to confirm expectations and goals. These goals are revisited throughout the project. Our team is regularly updated on progress toward these goals so they can actively participate in their successful accomplishment.

2. Don't put off until tomorrow what you can do today. Thoughtful planning early in the project reaps great rewards in the end.

Technique: We develop a detailed work plan for each of our projects. All members know the plan, and the plan is regularly updated.

3. An integrated design/construction process, where all design disciplines are engaged at the start of the project, results in better design and more efficient project execution.

Technique: We involve all design and construction team members from the start of the project, so they can understand the goals, participate in the development of design concepts and are better equipped to execute their specific areas of expertise.

4. Important conversations need to occur early and in person. Great communication is common to all successful projects.

Technique: We emphasize face-to-face conversations between team members and a focus on solving problems together.

5. Strong relationships are the foundation for great projects. Relationships develop from shared goals, fairness, respect and great communication.

Technique: While contractors and Architects come to the project with different viewpoints, we share the same goals; happy client, successful outcome, profitable engagement. We focus on developing trust and relationships through frequent communication being honest and straightforward with one another and actively discussing differences.

6. Better designs are realized when many options are created and evaluated.

Technique: Early in the process we develop many design concepts, which we evaluate in relation to project goals. Our belief is that the more options we have to look at early in the process, the better solution we will ultimately deliver. And, the earlier we do it the better we can incorporate and develop it.

7. The best designs meet schedule and budget expectations. Period.

Technique: This is more of a philosophy, founded on many years of delivering great projects with complicated schedules and maintaining the projects budget.

8. Great ideas come from everyone. The design solution is better when everyone has a voice in the design process.

Technique: Everyone on the team participates in design reviews including the draft persons, superintendents and project engineers. Some of the best ideas come from those least expected to contribute.

9. Our designs don't matter if they don't achieve our client's goals.

Technique: Again, this is more of a philosophy reminding us continually who we serve and what we strive for. These truths and beliefs guide us in our work and serve to make the designs better for our clients and customers.



b) Design Team

i) Design Approach

The design team engaged by the Clearwater Consortium approach the design process as the opportunity to choreograph a process of building design from the occupant or spectator's perspective. The arrival must incite excitement and anticipation, drawing the public into the themed space. Each successful destination development has a centrally-located defining monument - a castle, a huge sphere, a mountain – that iconically defines the space and a story. That defining edifice is the Event Centre, anchoring the district and providing a venue for activities both inside and in the plaza surrounding the Centre.

The precinct interaction of the Event Centre and surrounding hotel, office buildings and retail complexes will leave people with memorable, lasting, personal impressions of their entire experience. Our Design Team, working together with all key stakeholders on the master plan, forming the design opportunities to help shape the immediate context of downtown, will provide a design context and framework for us to work within. It is our philosophy to ultimately provide you with a facility that reflects all assets of Fort McMurray, to promote growth and development throughout the downtown district and surrounding neighborhoods. The new destination will be the gateway to the redeveloped river front creating a vibrant network of new experiences.

The arena will feature a design that upholds function and service to its spectators while incorporating the latest in sustainable and green components and systems for efficiency in maintenance. It is also our philosophy that great projects begin with a common understanding and respect for the Owner's goals and expectations by all team members, and where community and stakeholder involvement is important from inception throughout completion. This may also begin to develop community cohesion and strengthen the local vision. These project objectives will be established with the client and key stakeholders in the initial team meeting and revisited throughout the design process to measure implementation of your objectives. The project may also expand upon the growth of community and regional partnerships.

The Clearwater Consortium designers will guide the team with their proven management techniques for delivering services and ensuring the success of the project. This process has evolved over twenty-seven years through our experience with large, complex projects that demand tight control. Progression of the design, program compliance, budget and schedule are key elements for the project's success.

We will have regularly scheduled meetings to coordinate the development of construction documents with the overall schedule complying with budgets while meeting the goals and visions established by key stakeholders. These meetings will cover all aspects of the project, addressing specific needs to maintain the development of the design and project schedule and are key to the distribution of information and ongoing communication ensuring a successful project completion. Agendas will be distributed focusing on progress, coordination and key decisions required to maximize productivity.

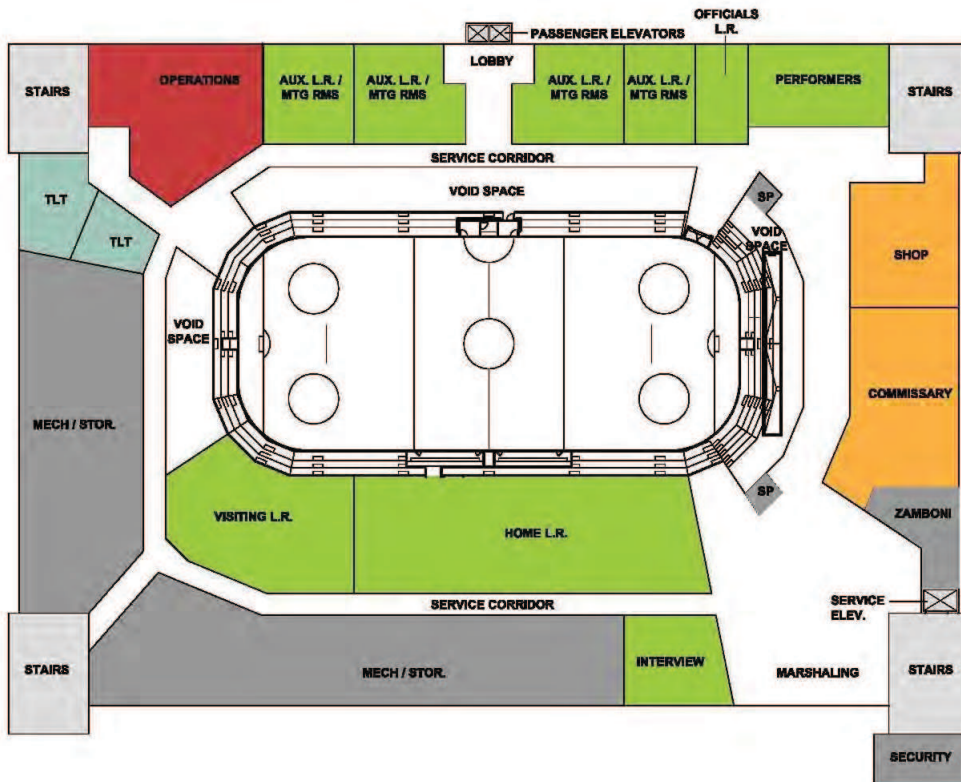
Throughout the design process we will incorporate value engineering discussions as a regular process. Value engineering is too often thought of as "cost cutting" however, we approach this process as the opportunity to evaluate and analyze potential cost savings of systems and materials during each phase of the project. The early concept/schematic design phase will focus on larger questions such as structural system options, mechanical and electrical system options, and building enclosure considerations.

The design development phase will present material options in the form of alternative materials or approaches working within the larger systems for consideration.

The Clearwater Consortium design team will be developing the documents utilizing the Building Information Modeling (BIM) process. The BIM model will begin at the design development phase and will continue through the construction of the project. The model will allow improved visualization of the project, enhanced productivity due to the dynamic linking of design information and increased coordination of construction documents between the architect, engineering consultants and the contractors. This model will also be advantageous to the eventual operator for improved facilities management processes and procedures.

Our philosophy for delivering the design through construction enables the completed facility to meet the early goals and visions established by the key stakeholders and fit within the contextual fabric of the community. Fort McMurray and its surrounding region will benefit by having a facility that attracts the best in sporting and entertainment events and acts as a catalyst for additional complementary development. This redevelopment will allow the Wood Buffalo region to be recognized as a great place to live, work and visit.

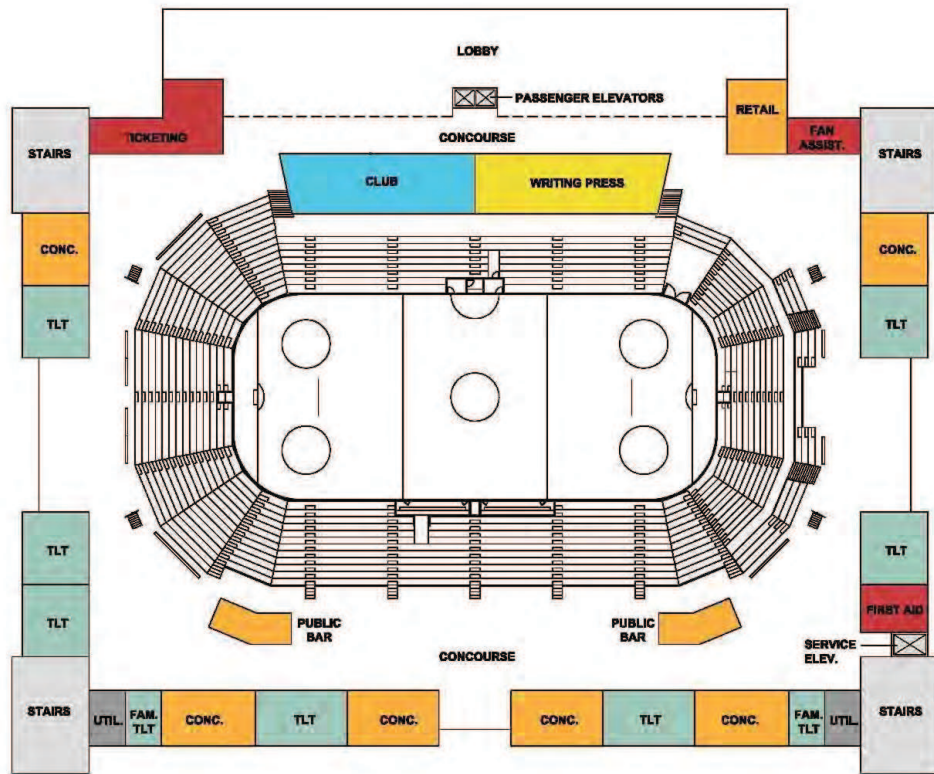




Event Level Plan

This level accommodates primarily back of house functions including the loading dock, central commissary/ kitchen, storage, MEP functions and open marshaling space. Hockey locker rooms are positioned under the seating on the team bench side with auxiliary locker rooms opposite. With convenient access via central elevators, auxiliary locker rooms have the ability to function as meeting rooms when required. A generous service corridor provides 360 degree circulation.

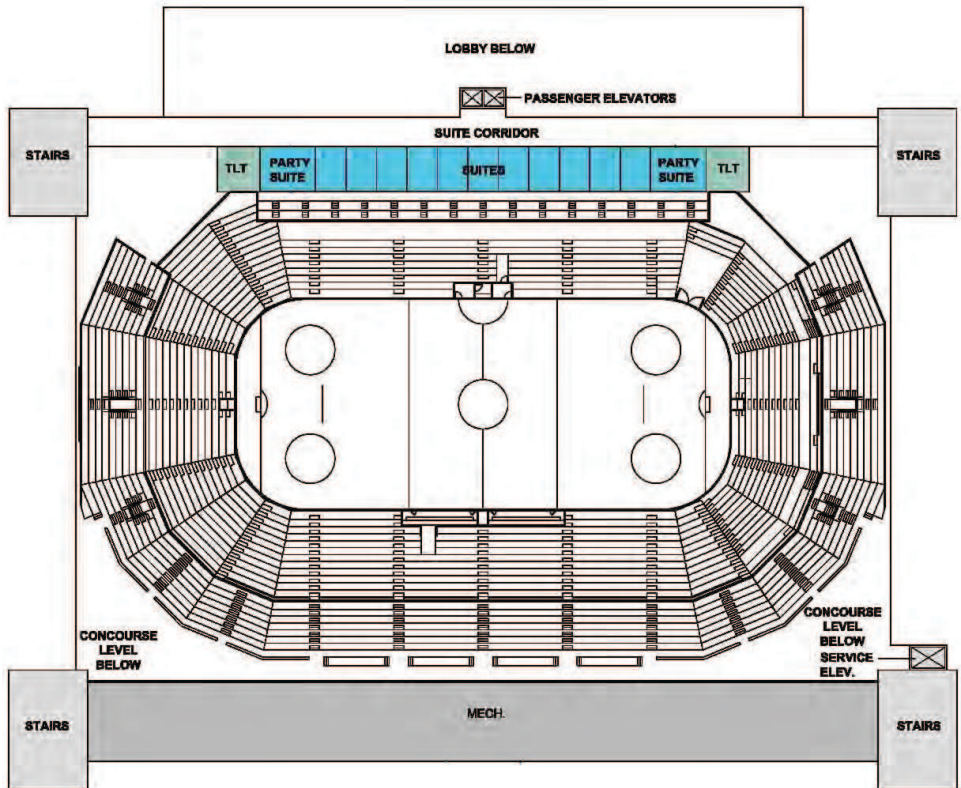
EVENT LEVEL



MAIN CONCOURSE LEVEL

Concourse Level Plan

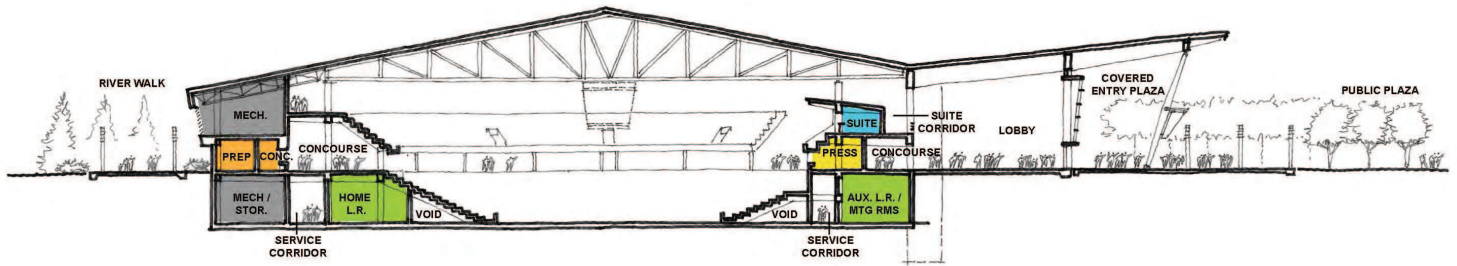
This level accommodates primary public functions and amenities - main entry, restrooms and concessions. The ticket office and merchandise store are prominently located within the entry lobby, while strategic outboard positioning of restrooms and concessions allow views from the concourse to the event on the floor. Concourses are intentionally wide to accommodate portable carts and the potential for exhibition space. Club seating is located at center ice with direct access to a private club with open views to the bowl. Writing press for hockey sits adjacent to the club and can be envisioned as flexible space for other uses during non-hockey events. Two bars positioned in the corners of the concourse are a welcome amenity for patrons in general seating. These too have visual access to the event.



- PLAYER FACILITIES
- OPERATIONS / OFFICES
- FOOD SERVICE / RETAIL
- TOILET
- PREMIUM SPACE
- PRESS
- VERTICAL CIRCULATION
- BACK OF HOUSE

Suite Level Plan

This exclusive level contains 11 suites and two flexible party suites as well as a private concourse and upscale restroom facilities. Access is achieved via centrally located passenger elevators and corner stairs. Bowl mechanical space is positioned on the opposite side of the arena.

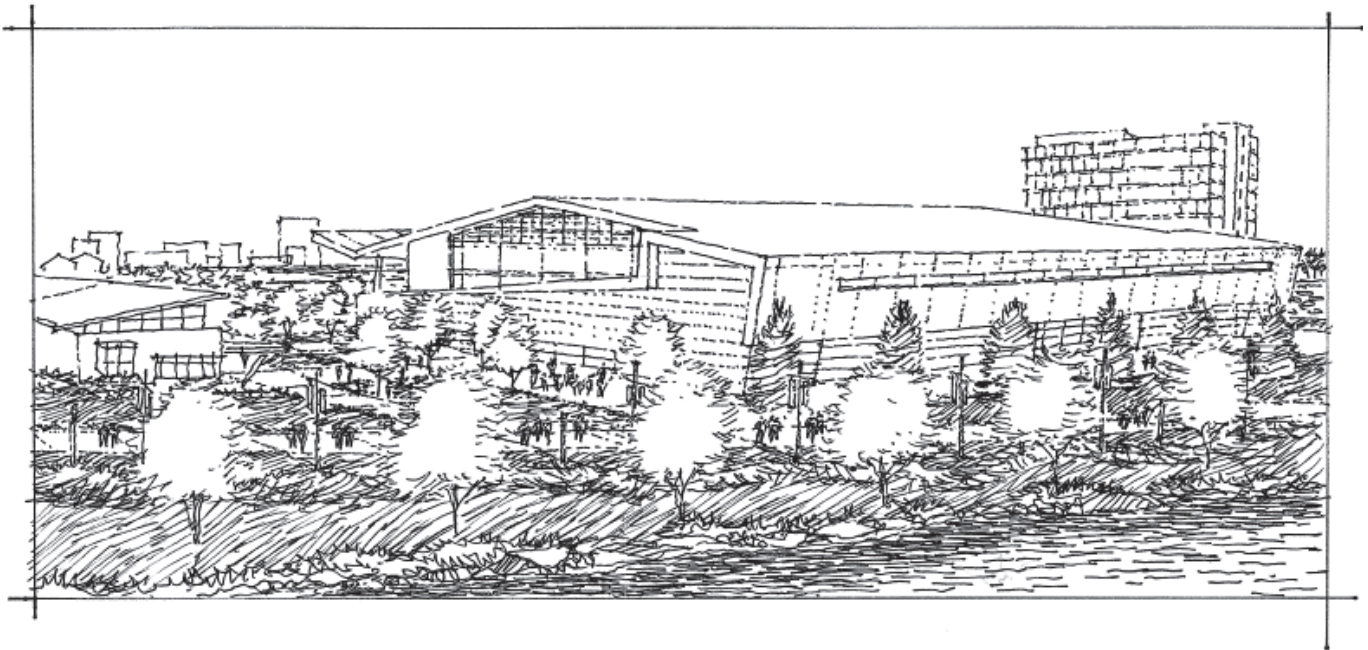


SECTION PLAN

Transverse Section

The 7,000 seat bowl is organized around the geometry of ice hockey and is divided into a two tier arrangement. The lower bowl represents approximately 2/3 of the total seating capacity and is set into the ground to allow the main public entry lobby and concourse to be at ground level. The partial upper bowl is arranged around the ends and one side of the ice. Private suites occur in the break of the upper bowl with a private suite concourse overlooking the grand, multi-story entry lobby. Bowl mechanical functions are located on an elevated level on the opposite side.





Exterior Image:

The simple exterior image is derived from its place, inspired by regional features of timber forests and the natural river valley that is home to Fort McMurray. A folded metal roof form reinterprets sloping valley topography, culminating in a generous covered porch on the south facing façade that is supported by tree-like laminated timber columns. A warm, slatted wood soffit further supports the timber reference while a transparent skin presents a welcoming entry and admits low angle winter sunlight. To the north, the roof wraps the edge and becomes a protective facade, deflecting winter winds and presenting more modest areas of transparency that offer framed views of the river.

