

We have omitted pages 82 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 Municipality of Wood Buffalo

Response to Request for Interest
for Master Developer for Regional Events Centre and Entertainment District
QU2591

April 29, 2011

Prepared by:
The Global-WAM Consortium





April 29, 2011

Tanya MacAulay, Senior Buyer
Regional Municipality of Wood Buffalo
Procurement Services Branch
Fourth Floor, 9909 Franklin Avenue
Fort McMurray, AB T9H 2K4

Dear Tanya:

Re: Request for Interest #QU2591
Master Developer for a Regional Events Centre and Entertainment District

We are pleased to submit to the Regional Municipality of Wood Buffalo our response to the Request for Interest (#QU2591) for a Master Developer for a Regional Events Centre and Entertainment District in Fort McMurray, Alberta, Canada.

This submission is being made jointly by Global Entertainment Corporation (“Global”) and Western Asset Management (“WAM”). Financing for the Entertainment Arena portion of the project will be coordinated by Macquarie Capital Markets Canada Ltd. (“Macquarie”). The entities of Global and WAM will be referred to hereafter as “the Consortium”.

Macquarie’s role is to provide financing for the Entertainment Arena portion of the work. With 1,100 staff employed in Canada, the company focuses on providing a full range of investment banking services to Canadian clients including developing and arranging financing for infrastructure projects. The company is part of Macquarie Group Limited, a global provider of banking, financial, advisory, and investment and funds management services, headquartered in Australia with more than 70 offices in 28 countries and over 14,000 staff globally.

WAM’s role is to develop the potential retail, restaurant, residential, hotel, and other commercial aspects of the project. The company was established in 1987 (acting as WAM Development Group since 2001). Since then, the company has been involved in a wide range of real estate activities including development of retail, office, residential, entertainment, and industrial projects. In addition, WAM has extensive assets that would allow the company to add value to the project through the application of capital and management. Through its various types of development, WAM has a very broad and far reaching client base, with strong relationships in the retail, commercial, office, and industrial markets.

The company is active in Western Canada and the United States and has developed to date over 12 million square feet of real estate space. New development opportunities are sought by WAM in markets where economic conditions favour expansion and risk can be managed through pre-leasing strategies. Staying current with technological advances and industry trends ensures that WAM managed projects have a vision that is focused on the future, on emerging opportunities, and on meeting new challenges.

Whether creating plans for its own proposals or working in a design-build capacity for a client, WAM completes all tasks with a hands-on approach to development; creating imaginative solutions by applying the company's extensive experience. WAM typically assembles a team of professionals for a project that are appropriate for the needs of that particular project. Working with architects and builders, financial institutions, national and international tenants, municipal agencies, and regulating authorities, the project's long term success is always maintained as the top priority.

Global's role is to develop the Entertainment Arena portion of the project, including the convention centre which is seen a synergetic to the arena. Global is an integrated event and entertainment company that is engaged, through its wholly-owned subsidiaries, in sports management, multipurpose events centre development, facility and venue management and marketing, and venue ticketing.

Global was founded in 1995 by Boston Pizza executives [REDACTED] and [REDACTED] as a franchised professional hockey league operating in the southwestern region of the United States. Global currently operates the Central Hockey League in eighteen markets. Founding partners of the company included [REDACTED], current President of the Edmonton Oilers of the NHL; [REDACTED] former NHL standout and current owner of the BCHL's Coquitlam Express; [REDACTED] current President and CEO; along with Vancouver businessmen, [REDACTED]. It is Global's deep relationships within the professional hockey community that will allow the Consortium to negotiate the establishment of a WHL (Western Hockey League) team in Fort McMurray.

Since its founding, the company has grown and evolved to include numerous other business entities, including Global Properties I, providing the development of multipurpose events centres and related real estate; Global Entertainment Ticketing, which provides ticketing services for the multipurpose events centres developed by Global; Encore Facility Management, which provides a full complement of multipurpose events centre operational services; and GEC Food Service, which manages facility food service operations in all of Global's developed and Encore managed event centres.

The Consortium's major team members of the proposed facility will include the design consulting firms of Cannon Design, DIALOG, and EIDOS, as well as Stuart Olson Dominion Construction as the construction company.

- Stuart Olson Dominion Construction is a leader in Construction/Construction Management in Canada, having completed several \$100 million plus projects, including the Suncore Community Leisure Centre on MacDonalad Island. Stuart Olson Dominion Construction's projects also include the Richmond Olympic Oval (with Cannon Design) and the Edmonton International Airport Expansion (with DIALOG).
- Cannon Design, which operates one of the largest recreation and sport architecture studios in North America, has extensive experience in long-span entertainment and sport facilities, including the multiple-award winning Richmond Olympic Oval.
- DIALOG (formerly Cohos Evamy) is one of the largest integrated architectural and engineering firms in Canada and has acted as the primary architect for WAM's retail, residential, restaurant, and commercial projects.
- EIDOS, an award winning landscape architecture and urban design firm, has key experience in open space master planning and downtown revitalization projects, including the Lower Townsite Area Redevelopment Plan and the Community Placemaking Initiative in Fort McMurray.

The Consortium's processes will be engaging, responsive, and cooperative with our Municipal partner and the stakeholders the Municipality wishes to bring to the table. We will ensure that there will be strong local content on both the design and construction teams to strengthen the overall benefits that this project brings to the community. Our goal will be to create an Entertainment Arena and District that will meet the needs and serve the community of Fort McMurray and the Regional Municipality of Wood Buffalo for generations to come. Our aim will be to pursue a similar vision as the K-Rock Centre in Kingston, but ensuring that we create an iconic entertainment facility unique to Fort McMurray and a facility that will allow the Municipality to showcase its civic leadership in Northern Alberta and beyond. Our master plan vision is to create a truly unique destination location.

This response to the RFI acknowledges that, incumbent on the final negotiations with the Municipality, the Consortium will meet all of the conditions of the RFI, including the requested facilities, the creation of an entertainment district, and the defined programs for those facilities (i.e. meeting LEED® Silver requirements as requested). In the following documentation, we will provide information on our team, our experience, and how we propose to work cooperatively with the Municipality to develop a facility and a district that will both serve the community with residential and commercial developments and host entertainment, sporting, concert, and trade show events. We look forward to having the opportunity to work with the Regional Municipality of Wood Buffalo on this important civic project.

Sincerely,



Richard Kozuback
President
Global Entertainment Corporation



Darren Durstling
Partner
WAM Development Group

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01 THE CONSORTIUM'S PROFILE



TEAM PROFILE

Global has now completed ten public assembly/entertainment facilities similar in size and scope to the proposed Entertainment Arena that are located in similar mid-size communities. Global's business and technical reputation, capabilities, and experience, have been proven out over and over again through our successful track record of designing, building, financing, and operating large spectator facilities from the Budweiser Events Center in Loveland, Colorado to the United Wireless Arena in Dodge City, Kansas. Simply put, Global is an integrated event and entertainment company that is engaged, through its wholly-owned subsidiaries, in sports management, multipurpose events centre development, facility and venue management and marketing, and venue ticketing.

Our subsidiaries include:

- Global Properties I ("GPI") provides services in targeted mid-sized communities related to the development of multipurpose events centres.
- International Coliseums Company, Inc. ("ICC") manages the construction of these multipurpose events centres for GPI.



- Global Entertainment Marketing Systems, Inc. (“GEMS”), promotes, markets, and sells various services related to these multipurpose entertainment facilities, including all contractually obligated income (COI) sources such as facility naming rights, luxury suite sales, premium seat license sales, and facility sponsorship agreements.
- Global Entertainment Ticketing (“GetTix.NET”) provides ticketing services for the multipurpose events centres developed by GPI and various other entertainment venues, theatres, concert halls, as well as other facilities and event coordinators. GetTix.NET provides a full ticketing solution by way of box office, outlets, phone, internet, and print-at-home service that utilizes distribution outlets in each market. GetTix.NET uses third-party, state-of-the-art software to deliver ticketing capabilities that include database flexibility, easy season and group options, financial reporting, and marketing resources.
- Encore Facility Management (Encore) provides a full complement of multipurpose events centre operational services. These services include providing administrative oversight in the areas of facility/property management and finance, event bookings, and food and beverage. Encore is currently involved with facility management of multipurpose events centres developed by GPI. Facility management operations are conducted under separate limited liability companies.
- GEC Food Service, LLC, formed in fiscal 2009, manages facility food service operations in all GPI developed and Encore managed event centres.

Global has a very specialized understanding of this facility type and an outstanding history of developing and delivering facilities within very tight schedules and budgets. The company prides itself in developing and creating facilities that meet the vision of municipalities and consistently exceed expectations.

The Consortium will ensure this project meets the civic aspirations that reflect the municipality’s emerging leadership role in Northern Alberta, and most importantly, ensure that this project will be financially viable and successful over the long term. The Consortium’s goal is to make this facility and district a financial engine for the Regional Municipality of Wood Buffalo. Our success will be Fort McMurray’s success.

WAM has been involved in a wide range of real estate activities including development of retail, office, residential, entertainment, and industrial projects. Current developments underway by WAM include the following:

Project Type	City	Size	Details	Lender/Partner
<i>Mixed-use</i>				
Stampede Station	Calgary	1,900,000 sf	Development occupies 2 city blocks, and will ultimately comprise a 300 room hotel, 94,000 sf retail, 1,000 condo units, and 650,000 sf office space	bcIMC
StoneGate Landing	Calgary	1,100 acre	Commercial site. \$3 billion project adjacent to Deerfoot Trail in NE Calgary, development will include 2.5 million sf of office and hotel space, plus 10 million+ sf of industrial, and a 1.5 million sf retail power centre	AIMCo
<i>Retail</i>				
Emerald Hills	Sherwood Park	600,000 sf	Retail centre, to be anchored by internationally recognized tenants	Greystone Capital
WestWind Centre	Spruce Grove	300,000 sf	100 acre site, with 35 acres of highway commercial plus retail centre.	RBC
Meadowlark	Edmonton	301,000 sf	Mixed-use facility including Zellers and Safeway plus office component	CIBC
Westgate Centre	Grande Prairie	270,000 sf	Lowes anchored retail centre	Greystone Capital
StoneGate Landing	Calgary	1,300,000 sf	WalMart, Canadian Tire anchored retail centre	AIMCo
<i>Condo/Residential</i>				
Clifton Place	Edmonton	250 units	Planning stage	Canadian Western Bank
Quail Ridge	Sturgeon County	350 Single Family	First 90 lots to market	RBC
Illuminada	Edmonton	105 High Rise Luxury Condominium	Last units being sold	Canadian Western Bank

Lenders/Partners

WAM has had the benefit of working with the country's largest financial institutions over the last 15 years. Most recently, WAM's lenders/partners include:

- Alberta Investment Management (AIMCo)
- Greystone Capital (Greystone)
- British Columbia Investment Corporation (bcIMC)
- Canadian Real Estate Investment Trust (CREIT)
- Canadian Western Bank (CWB)
- Royal Bank of Canada (RBC)

In addition to the above, WAM has worked closely with Caisse de dépôt , Sunlife, Bank of America, and others. Letters of reference can be provided.

WAM has extensive assets. The company could add value through the application of capital and management. The company has been active in Western Canada and the United States. To date, the company has developed over 12 million square feet of real estate space. Through its various types of development, WAM has a very broad and far reaching client base, with strong relationships in the retail, commercial, office, and industrial markets. The Consortium will be able to provide the residential, retail, hotel, and other commercial requirements that the Entertainment Arena and District will need to be a complete success.





RFI Section 5 Requirements - Company Information

Global

5.1 Company Profile

- A) Company legal name: Global Entertainment Corporation
- B) Address: Suite 301 - 1600 North Desert Drive, Tempe, AZ, 85281
- C) Subsidiary of: N/A
- D) Name of North American affiliated companies: Global Properties I (“GPI”), International Coliseums Company, Inc. (“ICC”), Global Entertainment Marketing Systems, Inc. (“GEMS”), Global Entertainment Ticketing (“GetTix.NET”), Encore Facility Management (Encore), GEC Food Service, LLC
- E) Province or State/County of incorporation and date: Nevada
- F) Provinces and States where company is licensed to work: N/A
- G) license to work in Alberta, Canada, and where: N/A
- H) Number of full time employees: 151
- I) Name of company president and contact information: Rick Kozuback, President and CEO, 480.994.0643, rkozuback@globalentertainment2000.com
- J) Total revenues and list of four major company clients and what percentage these clients make up of total revenues over the past three years: Confidential
- K) List of prime sub-contractors the company has been involved with in the past three years: Confidential
- L) List company involvement in any arbitration or litigation related to past projects: Confidential

5.2 Performance Monitoring Description

Global, as part of its RFI submission Consortium with WAM, will ensure that the Consortium’s performance can be monitored by the Municipality to verify compliance to a Master Agreement made with the Consortium regarding this proposed project. The monitoring can be done by verifying the Consortium’s performance against the project program, the project budget, the project schedule, and the project finance agreement – all of which will be contained in the Master Agreement for the project. Bi-weekly meetings through the design process, the procurement processes, and the construction process will allow the Municipality to monitor in real time the progress of the work and its conformance to the Master Agreement. We will provide monthly reports that will cover all the key aspects of the project: design, budget, safety, schedule, and quality as part of our processes. Our Quality Assurance/Quality Control (QA/QC) program and dedication of our team will be the foundation for our performance. The Consortium will maintain absolute transparency in its contractual dealings regarding the project.

5.3 Satisfaction Monitoring Description

Global, as part of its RFI submission Consortium with WAM, will ensure that the Municipality's satisfaction with the project is maintained by providing a Master Agreement document made with the Consortium that sets out binding obligations to provide the Municipality with decision making authority within the design, procurement, and construction processes. We will monitor the satisfaction of our clients through regular scheduled meetings as outlined on item 5.2. We are also open to implement other procedures that will ensure the Municipality of Wood Buffalo is getting the best value on this project for design, budget, schedule and quality. This will provide the Municipality with absolute transparency regarding all contractual dealings within the scope of the project and the ability to make decisions that affect the quality of the work and the cost of the work. Ensuring that we are providing the highest level of service to our customers is a core part of our business.

5.4 Interest in Participating in a Request for Proposals

Global, as part of its RFI submission Consortium with WAM, requests to participate in any Request for Proposal that the Municipality might issue in regard to this proposed project.

5.5 Alternatives:

N/A





WAM

5.1 Company Profile

- A) Company legal name: WAM Development Management Corp.
- B) Address: 10213 - 111 Street, Edmonton, Alberta, T5K 2V6
- C) Subsidiary of: N/A
- D) Name of North American affiliated companies: N/A
- E) Province or State/County of incorporation and date: Alberta (1987)
- F) Provinces and States where company is licensed to work: Alberta, British Columbia, Arizona
- G) License to work in Alberta, Canada, and where: As noted in F above
- H) Number of full time employees: 45
- I) Name of company president and contact information: Darren Durstling - Partner, 780.423.5525, darrend@wamdevelopment.com
- J) Total revenues and list of four major company clients and what percentage these clients make up of total revenues over the past three years: N/A
- K) List of prime sub-contractors the company has been involved with in the past three years: N/A
- L) List company involvement in any arbitration or litigation related to past projects: N/A

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5.5 Alternatives:

N/A



Macquarie

Headquartered in Australia, the Macquarie Group Limited is a global provider of banking, financial, advisory, and investment and funds management services. Founded in 1969, Macquarie Group Limited operates in more than 70 office locations in 28 countries and employs more than 1,100 people in Canada. Macquarie-managed businesses employ more than 68,500 individuals worldwide. As an owner and manager of important community assets, Macquarie works closely with governments around the world to deliver vital services, including transport, roads, airports, utilities, hospitals, schools, stadia, shopping centres and secure facilities. Macquarie Capital Group Limited (“Macquarie Capital”) is a wholly-owned subsidiary of Macquarie Group Limited and, together with its direct and indirect subsidiaries and funds owned or managed by the foregoing, Macquarie Capital manages assets of approximately \$315 billion as of September 30, 2010. As a pioneer in infrastructure investment and Public-Private-Partnerships (“P3”), Macquarie Capital has worked with governments, private sector companies, and consortia all over the world, working effectively across a wide variety of disciplines.

Macquarie Capital in Canada

Macquarie Capital Markets Canada Ltd. (“MCMCL”) is a wholly owned subsidiary of Macquarie Capital and represents Macquarie Capital in Canada. MCMCL has been actively involved in the Canadian market since 1998. Over the last decade, MCMCL has established one of the largest financial advisory and funds management teams dedicated to the Canadian infrastructure sector, with over 30 professionals in offices in Vancouver and Toronto. MCMCL has also frequently been appointed by government entities to act as their financial and process consultant on P3s. This has been provided by MCMCL with strong insight into the needs of public sector agencies and contributing to a successful partnership. For example, MCMCL has advised the Province of British Columbia on the W.R. Bennett Bridge and the Kicking Horse Canyon Project Phase II projects. MCMCL’s closest permanent infrastructure advisory practice is the Vancouver office and, if required, resources can be drawn from the worldwide expertise of the Macquarie Group, including resources in Toronto, New York, London and Sydney.

Ability to Raise Financing

Macquarie Capital is highly experienced in sourcing competitively priced capital and implementing innovative financing structures. Macquarie Capital has an established track record of arranging optimal debt funding solutions on infrastructure projects, including use of bond and bank financings, export/import bank financing, and credit enhancing structures designed to provide optimum value for money to public sector clients.

Macquarie Capital has unrivalled expertise in structuring debt for infrastructure projects and tapping global banking markets. Macquarie Capital and Macquarie-led consortia are collectively one of the largest, private-sector debt-issuers in the world, providing us with deep relationships with lenders and capital markets. Macquarie Capital has continued to successfully arrange and secure debt in challenging markets, raising over C\$216 billion in debt financing since January 2007.

Macquarie Capital has been involved in over 100 P3 projects. Macquarie Capital's expertise in managing bidding consortia, mitigating project risks, and structuring financing helps ensure project execution risk and cost are minimized and the objectives of its public sector partners are fully satisfied. As a result, Macquarie Capital has become a leader in the infrastructure and P3 sectors, with a world-class portfolio of assets in countries all over the globe. Macquarie Capital's commitment to infrastructure and P3s in North America is demonstrated in a diverse portfolio of infrastructure assets throughout the continent and brings experience gained on these transactions to each individual project. These form part of Macquarie Capital's global portfolio of investments in over 110 major community assets with over \$38 billion of equity invested.

Macquarie Capital recognizes the essential nature of the assets it owns and manages on behalf of the communities they serve. Macquarie Capital takes its community responsibilities very seriously and has a long track record of making appropriate investments to ensure the long term lifecycle performance of its assets.



02 EXPERIENCE AND QUALIFICATIONS



REFERENCES

Global

Reference #1 - Town of Prescott Valley, "Tim's Toyota Center"

Name of referenced organization:	Town of Prescott Valley, Arizona
Name of contact, including title, address, phone number and e-mail:	<p>[REDACTED]</p> <p>Town Manager Tim's Toyota Center [REDACTED] [REDACTED] [REDACTED]</p>
Nature of referenced organization's business:	Town of Prescott Valley, through a state approved Community Facilities District, is owner of the events centre known as "Tim's Toyota Center"
Period of time dealing with referenced organization:	Since 2003
Description of project, including timing, duration, size, and specific work performed:	ICC/Global Entertainment was the developer of the project, Project Manager of construction, management company, and supplied the major tenant - the Central Hockey League's Arizona Sundogs.

Reference #2 - City of Independence, Independence Events Center

Name of referenced organization:	City of Independence, Missouri
Name of contact, including title, address, phone number and e-mail:	<p>██████████</p> <p>City Manager</p> <p>██████████</p> <p>████████████████████</p> <p>██████████</p> <p>██████████</p>
Nature of referenced organization’s business:	City of Independence is the owner of the Independence Events Center developed by Global Properties I and managed through construction by ICC.
Period of time dealing with referenced organization:	Five year project period
Description of project, including timing, duration, size, and specific work performed:	The project is a multipurpose events centre with a second ice surfaced attached and all within one complex developed by Global Properties I and managed through construction by ICC.. The large arena has fixed seating for 5,800 with a maximum capacity of 7,200. The community ice rink facility seats 500. Global Entertainment also provided a Central Hockey League major tenant, the Missouri Mavericks, to the facility.



Reference #3 - City of Hidalgo, State Farm Arena

Name of referenced organization:	City of Hidalgo, Texas
Name of contact, including title, address, phone number and e-mail:	<p>██████████</p> <p>City Manager</p> <p>██</p> <p>████████████████████</p> <p>██</p> <p>████████████████████</p>
Nature of referenced organization's business:	City owned State Farm Arena developed by ICC
Period of time dealing with referenced organization:	Since 1998
Description of project, including timing, duration, size, and specific work performed:	Multipurpose Events Center which opened on time and within budget in October 2003. ICC was the developer and Project Manager of this events centre, worked with the City on its financing plan, and placed a Central Hockey League team in the facility as its primary tenant. The facility has fixed seating of 5,500 and a maximum capacity of 7,000.

WAM

Reference #1 - Stonegate Landing

Name of referenced organization:	Alberta Investment Management Corporation (AIMCo)
Name of contact, including title, address, phone number and e-mail:	<p>██</p> <p>██</p> <p>██</p> <p>████████████████████</p> <p>██</p>
Nature of referenced organization's business:	Alberta Pension Fund Manager
Period of time dealing with referenced organization:	A period of five years
Description of project, including timing, duration, size, and specific work performed:	Stonegate Landing See www.stonegate.com

Reference #2 - City West Business Park

Name of referenced organization:	Greystone Capital Management Inc.
Name of contact, including title, address, phone number and e-mail:	<p>[REDACTED]</p> <p>Realty Services</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Nature of referenced organization’s business:	Saskatchewan Pension Fund Manager
Period of time dealing with referenced organization:	A period of twelve years
Description of project, including timing, duration, size, and specific work performed:	Border Business Park and City West Business Park, amongst others

Reference #3 - Stampede Station

Name of referenced organization:	Bank of America
Name of contact, including title, address, phone number and e-mail:	<p>[REDACTED]</p> <p>Commercial Real Estate Banking</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Nature of referenced organization’s business:	Lender
Period of time dealing with referenced organization:	A period of ten years
Description of project, including timing, duration, size, and specific work performed:	Stampede Station

Please review Section 07, Representative Projects and Key Personnel, for more images of the above referenced projects.

03 PROJECT APPROACH



TEAM MEMBERS RESPONSIBLE TO THE CONSORTIUM

Architectural and Urban Design

The Consortium believes that design excellence is fundamentally important to this project. Our architectural design partners of Cannon Design Architecture Inc. (“Cannon Design”) and DIALOG, as well as our landscape architecture and urban design partner EIDOS, have been chosen because they know very well how to deliver excellence. With them, the Consortium will deliver brilliant results that will be meaningful, practical, and beautiful. Our design team will guide the consultative processes with the Municipality and its selected stakeholders. The resulting excellence will be a product of having highly experienced design practitioners working in concert with the Consortium’s highly experienced facility developers/operators. Our design responses will not be a willful imposition of inspired but inappropriate forms and materials onto the site. Our design responses will be accountable, program-driven, and responsive to all project parameters and stakeholders.



Cannon Design

Role: Entertainment Arena and Convention Centre

Cannon Design was founded over 60 years ago and now has over 1,000 personnel in 17 offices worldwide. We are an ideas based practice and are continually seeking to grow our knowledge base from which innovative but practical solutions can be developed. Cannon Design has nurtured and grown within its overall practice a highly respected public assembly and recreation and sport architectural studio. It is now one of the largest such studio in Canada with ongoing projects in almost every Province. The architects in this practice understand public assembly facilities, recreational buildings, and buildings of sport. They are masters of their craft, and a rare combination of expertise and creativity enables them to stretch and shape the parameters of the various facility typologies to create not only functional facilities, but buildings of uncommon beauty and grace – presenting an unexpected level of design for buildings of this genre. This mastery of public assembly, recreational, and sport facility design allows our architects to find innovative means of meeting the needs of the community and stakeholders, while also meeting the needs of the project budget. Tight budgets can still allow comprehensive building programs if there is design experience extensive enough to allow the solution to be found. Cannon Design has that experience.

Cannon Design is recognized for its ability to plan and design functional, attractive and cost responsible facilities that are sustainable. The firm's strengths include:

- Identifying and determining program and activity needs
- Working effectively with clients and user groups
- Using plain language that is easy to understand
- Identifying and addressing root project issues
- Providing operational advice
- Developing innovative plans and design solutions
- Managing projects effectively and efficiently
- Delivering sustainable design – Cannon Design has over 110 LEED® Silver, Gold, and Platinum buildings and employs over 400 LEED® accredited professionals.

Projects of note that were completed by Cannon Design and its recreation and sport design personnel include the Richmond Olympic Oval, the Kamloops Hillside Fieldhouse, Boston University Agganis Arena, and the Talisman Centre in Calgary. Our goal is to apply our specific sport building knowledge base to create a solution that is right for Fort McMurray – a solution that will be a long term successful Entertainment Arena and Convention Centre.



DIALOG

Role: Residential, Retail, Restaurant, Hotel, and other Commercial facilities

DIALOG was launched in September 2010 as the new name for the merger of leading national design firms Cohos Evamy, Hotson Bakker Boniface Haden, Mole White Associates, and Office for Urbanism. Over 450 people now collaborate between studios in Toronto, Calgary, Edmonton, and Vancouver that encompasses architecture, engineering, interior design, planning, and urban design services. At DIALOG, our philosophy is to deliver outstanding solutions that leave a lasting, positive mark on the community. Our people are unabashedly client-focused and passionate about their work – and our culture embodies talent, energy, creativity, integrity, tenacity, problem-solving ability, teamwork and a sense of fun. In a world of increasing challenges in the way Canadians live, move, and work, DIALOG is a strong voice for innovative thinking and sustainable leadership – a discussion that benefits from the collaboration of people with unique perspectives and skills. This includes sustainable design, for which the firm employs over 120 LEED® accredited professionals in all disciplines.

Projects which mix uses, especially publicly oriented uses, succeed only if they create outstanding buildings and complimentary outstanding public spaces. The buildings must frame the public spaces to enhance the experiences of those visiting the sports venue and patronizing the commercial establishments. The Wood Buffalo project requires this dual mastery if it is to succeed initially and through time. The mix of recreational, entertainment and residential uses requires deft planning in order to facilitate functional relationships between those uses. Noise, crowds, and effective movement of people become critical to public spaces that also have to function well with little pedestrian traffic and changing seasons. These considerations for the design of the public spaces also have to create and enhance the commercial and residential experiences in order to function well and create financial value.

Within this overall design framework, design innovation is critical. Whether it is innovation that helps create protected winter spaces, or spaces where innovation helps provide for a multitude of functions, DIALOG has been successful at creating many of these. Examples include Granville Island in Vancouver, 12th Avenue in Regina, the centre space of the athletes village in Vancouver, and the public space around the Richmond Olympic Oval in Richmond. The Wood Buffalo project is an important potential civic centrepiece for Fort McMurray. DIALOG has the key experience required, balancing real world successes with innovative and practical solutions.



EIDOS Consultants Incorporated

Role: Landscape Design and Urban Planning

EIDOS Consultants Incorporated (“EIDOS”) is an award winning landscape architecture, urban design and environmental services firm, based in Edmonton, Alberta. Since its inception in 1985, the firm has been involved in a projects ranging from open space master planning to downtown revitalization to environmental reclamation. The firm is experienced in complex assignments in large urban centres, such as the Fort Road and Quarters redevelopment in Edmonton, and equally comfortable working in northern, resource based communities in Alberta and Northwest Territories.

The role EIDOS will complete on this project will be creating functional and imaginative landscapes that will enliven the district in both summer and winter. They will create an urban design concept for the site that will provide for both wayfinding and placemaking. Linking the site with the bordering districts (i.e., the downtown) will be a key objective.

EIDOS has extensive experience in Fort McMurray and the Wood Buffalo Region, having been involved in such projects as the Lower Townsite Area Redevelopment Plan, the Community Placemaking Initiative, as well as a number of park, open space and trail initiatives. Currently, the firm is designing the public realm as part of the East Loop Road and Saline Creek Drive, for the Regional Municipality of Wood Buffalo.

EIDOS Consultants has become a leader in the concept of placemaking – creating a vibrant public realm which is accessible, active, attractive and authentic, and at the same time inherently sustainable. The firm is a leader in placemaking because its partners operate at the intersection of architecture and urban design, landscape infrastructure, public art, visual communication and branding. Placemaking is an inherently collaborative process, and EIDOS has become a leader in consultation methodologies which are innovative, meaningful and fun.

The urban design team will be lead by EIDOS’ Principal [REDACTED] AALA, CSLA, who has extensive experience in strategic planning, urban design and placemaking in northern communities. In addition to developing the award-winning community placemaking initiative for the Regional Municipality of Wood Buffalo, Peter led a multi-disciplinary team of professionals in the development of a comprehensive urban design and placemaking strategy for the City of Yellowknife. Of note, Peter is currently Principal-in-Charge of the first phase of revitalization of Jasper Avenue, Edmonton’s historic main street.



Construction

Stuart Olson Dominion Construction

Role: Building Construction Company responsible for the Construction of all proposed facilities.

Stuart Olson Dominion Construction is one of the largest construction companies in Western Canada, reporting revenues of more than \$1.2 billion with net income above \$60 million.

Who we are

In 2011, Stuart Olson Dominion Construction will celebrate 100 years of building value. The company's success is founded on a valued-added approach to construction that creates customized teams work with clients, sub-contractors, and consultants in a collaborative manner. The result of this approach can be seen in the enduring quality of the buildings Stuart Olson Dominion Construction delivers, as well as the enduring quality of their relationships with the project team.

Stuart Olson Dominion Construction is a progressive builder and construction manager with an especially effective way of doing business. With offices in British Columbia, Alberta, Saskatchewan, Manitoba and northwestern Ontario, they have been entrusted to build many of the most exciting and recognized construction projects across Canada. Some of Stuart Olson Dominion Construction's projects include the Richmond Olympic Oval, an iconic venue created for the 2010 Vancouver Winter Olympics; GM Place, home to the Vancouver Canucks, and the new state-of-the-art Winnipeg Blue Bombers Stadium. Stuart Olson Dominion Construction is meeting the sustainability challenge as well, and the company is among the country's leading specialists in LEED® projects. Further specialties include P3 project work.

Building Value

Stuart Olson Dominion Construction stands apart because they are collaborative partners on every project they participate, leveraging their experience and expertise to offer valuable input from the earliest stages of construction. Quality performance is built into their entire business culture and operation. Their national network brings significant value in terms of shared knowledge and capabilities, procedures and standards for excellence. They take an integrated approach to their assignments and thrive as team players to deliver higher value for all their projects. This is the cornerstone of their corporate culture that has lead to a high degree of success for both Stuart Olson Dominion Construction and their project partners.

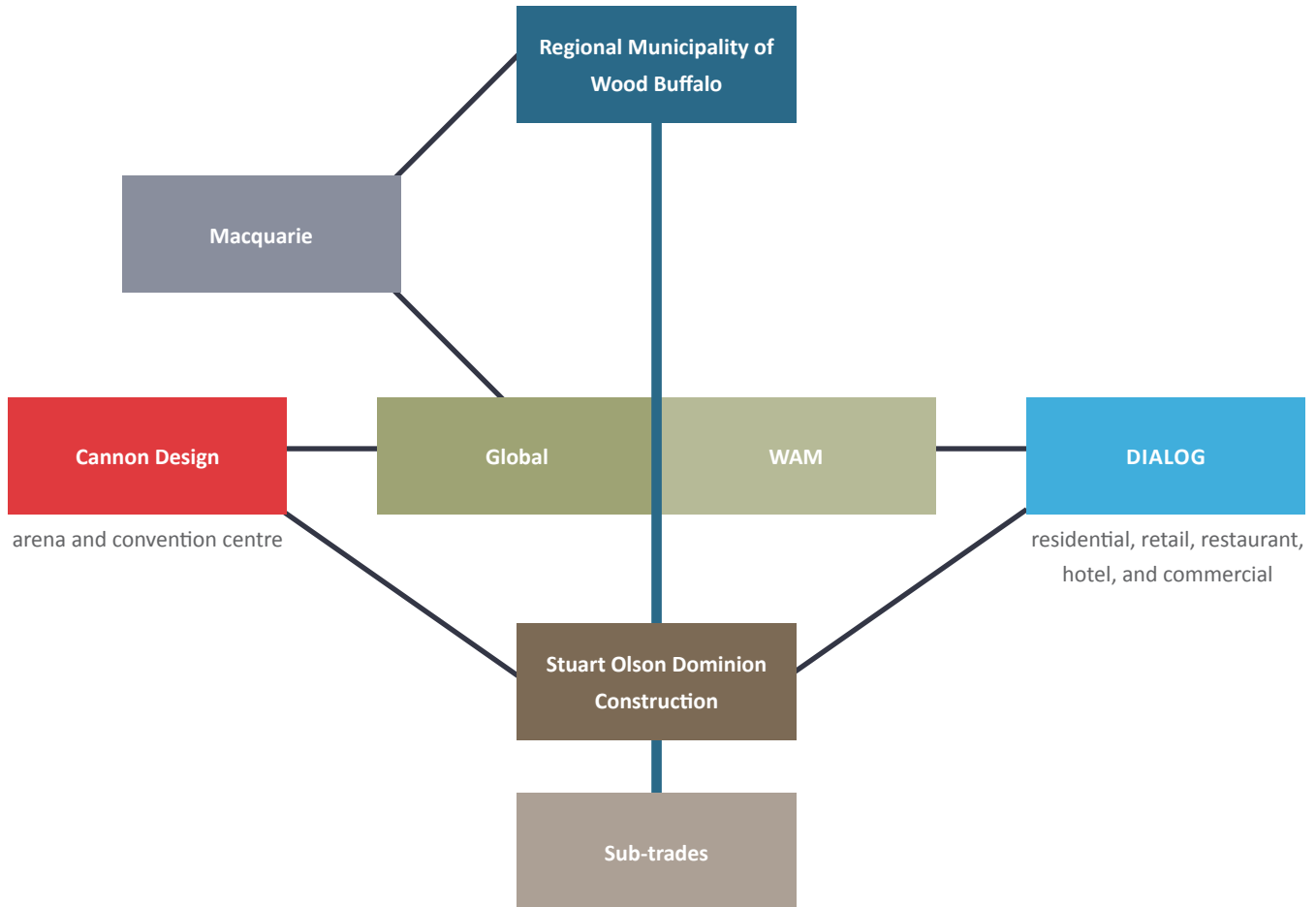
Services

Stuart Olson Dominion Construction has two primary areas of focus, complemented by distinct areas of specialization. The first area is Construction Management. Their approach has earned them an industry-wide reputation for providing incomparable pre-construction services. The second is Design-Build, for which Stuart Olson Dominion Construction is widely known as the pioneers that helped establish this value-added service methodology from concept to completion. Both forms of service benefit their clients by offering optimal project timelines, innovative solutions, and maximum value for the budget.

Stuart Olson Dominion Construction has already contributed to the fabric of Fort McMurray in the construction of the Suncore Community Leisure Centre on MacDonald Island. The company thus has the critical experience of constructing large scale buildings in the unique economy of this Oil Sands heated economy.

Organization Chart

The following organization chart provides an overview of the working relationships between all of the parties that will be involved on this project.





RESPONDENT'S VISION

The Consortium understands that the Municipality is establishing its credentials to become known for its liveability, sophistication, and community amenities that are unsurpassed elsewhere in Alberta and across Canada. Our vision is to work with the Regional Municipality of Wood Buffalo to establish a phased, accountable, and collaborative process launched on a foundation of public and civic consultation, business needs analysis, and best design practices that follow the overall planning concept for the chosen site.

The Consortium understands spectator, entertainment, and trade show venues. We understand not only the marketing and operational needs of the facilities within the scope of this project, but we also understand the marketplaces in which these facilities can thrive. We recognize what an entertainment arena and district can do to revitalize a downtown core. We also recognize what hosting major conventions and trade shows can do for a municipality. Nothing of this specific venue type exists in Fort McMurray. A trade show and convention centre in Fort McMurray would be located near the proposed commercial amenities (restaurants, shopping, and hotel) that we propose for the site. Our initial vision is to provide a facility that could provide for up to 700 booths in one or more (simultaneously run) trade shows events. A trade show and convention centre of this size would be able to enhance the municipality's national and international recognition.

In addition to the building program, the program for the site on which the Entertainment Arena and District sits will be equally diversified. It will enable the transformative re-use of required parking areas that are designed with a great deal of landscape amenities to also provide public gathering spaces. Most important, the site program will provide connections. Strong urban design connections will be developed through our design concept to integrate a hotel, commercial and retail interests, park space, MacDonald Island (and/or other recreational facilities), and the future market housing that will help transform the site into a vibrant community that is tied to the downtown core.

PERFORMANCE SATISFACTION

Quality is an embedded trait within all aspects of the business and projects of the Consortium members. Our commitment to quality is based on the belief of ownership by all the project stakeholders. We establish controls that outline the expectation and process; we check the controls to ensure that the process is working to our expectations. Additionally, we utilize third party and/or outside sources to further assure and verify our successes. We measure and improve our training, processes, and procedures by observing and tracking our successes.



Our team member responsible for construction, Stuart Olson Dominion Construction is committed to overall quality management, through company-based program and project-based systems. The company-based Quality Management Program (QMP) of Stuart Olson Dominion Construction establishes a process of continual improvement involving all aspects of construction. The QMP establishes guidelines and expectations to ensure consistency. This program further enables each sector to identify smart and balanced objectives that can be tracked and monitored.

QMP responsibilities include:

- review and confirm that the project planning meets the contractual requirements,
- observe and measure the processes and procedures for effectiveness and efficiencies, and
- verify and document that the project installations are in accordance with the drawings and specifications.

QMP adds value to the project partners by:

- reducing third party consultant service requirements and their associated cost,
- efficiently correcting non-conforming work package products and installations,
- increasing the efficiency of the work package installations resulting in project schedule savings, and
- expediting turnover, commissioning and closeout processes.



Stuart Olson Dominion Construction's project-specific Quality Management System (QMS) is the basis of the procedures, processes, and plans they will develop, implement, and improve throughout the life-cycle of a project. The QMS addresses:

- system hierarchy,
- process development,
- responsibility and expectations,
- plans and procedures, and
- document control.

Uniquely, Stuart Olson Dominion Construction has also created an interactive on-line collaboration space for its employees, allowing them the ability to post questions and answers dealing with both successes and failures. This collaborative space enables experience and information transfer across the expanse of their company.

The Consortium, along with its design and construction partners, will work successfully to achieve an end product that will meet or exceed the contractual requirements and the expectations of the Municipality by:

- outlining the quality management system to all involved,
- communicating our goals and vision to our subcontractor and related partners to achieve success and demonstrate value for all participants, and
- communicating our processes and procedures to ensure collaboration between all project stakeholders.

Our responsibilities to quality and client satisfaction are to:

- manage and implement project planning,
- understand the specified requirements and scheduling with overall productivity in mind,
- define the responsibilities and expectations of all staff,
- commit necessary resources to complete the work,
- resolve deficiencies early,
- use a proactive versus reactive approach to all issues, and
- enhance communication between all project participants and partners.

Peer Reviews

Peer review teams consist of senior staff with experience in projects of similar size, scope and complexity. They conduct management reviews at regular intervals during the life of the project. These teams review key decisions regarding project risks, tendering strategies, constructability issues, and ongoing value engineering initiatives.



Schedule

To ensure that we meet our schedule objectives, we concentrate on three areas:

- Quality of the master schedule,
- Look ahead effectiveness, and
- Stakeholder involvement and commitment.

We have a number of tools to help us achieve the project schedule. Our approach to scheduling begins with a post-it-note session, which is a tool to allow a better understanding of each individual project requirements, major milestones and how they are linked to the overall project schedule. These scheduling sessions allow the entire team to see the schedule unfold right before their eyes, demonstrating which activities and deadlines affect the project more than others. This also helps obtain the critical input from the key stakeholders as they are fully involved in the development of the schedule. Witnessing this allows key decision makers on the team to gain a full understanding of when decisions need to be made.

04 PROJECT COST MANAGEMENT



BUDGET CONTROL AND DESIGN/COST INTERPLAY

The Consortium values financial management just as much as the Municipality. Our budget and cost control philosophy is based on being proactive, not reactive. During design our in-house Quantity Surveyors are integrated into the design process and allow us to red flag any initiative or programming element that may cause a budget overrun. Our budget control process includes:

- Creating fiscal reality early in the process,
- Generating multiple cost reports,
- Reviewing and validating cost reports,
- Applying value analysis techniques early in the process,
- Producing quality construction documents, and
- Maintaining rigorous on-site controls during construction.



During construction, the actual cost of a project can vary as a result of cash and contingency allowances or changes to the scope of work; it is necessary to carefully monitor the work and the flow of finances. The Consortium will have in place processes to regularly track, monitor, and report cash and contingency allowances and project scope changes, and these processes will involve Municipality review and approval conditions. Stuart Olson Dominion will validate the sub-trade costs for changes in concert with the Municipality's project manager and will accept quotes only with the Municipality's approval.

The Consortium will build into the project a construction contingency to handle unforeseen changes to the work, and/or any other potential unknown cost. All cash allowances and contingency are immediately reconciled to ensure that the financial status is clear to all.

Throughout these processes, we will be actively engaging the Municipality to ensure the transparency of all financial transactions.

05 PROJECT FINANCING



FINANCIAL CAPABILITY

The size and depth of the Consortium offers the Municipality great comfort in the level of prior experience, professionalism, and specialized expertise in all aspects of the Entertainment Arena and District design, operation, and management. This same size and depth offered by the Consortium also brings with it the financial capability to complete the project according to the specifications set by the Municipality.

WAM has the experience of having developed/financed numerous retail and mixed use projects within Alberta. These have ranged in size from smaller projects such as Timberlea Landing in Fort McMurray (\$65 million) to larger mixed use developments such as Stampede Station in Calgary, Alberta (\$1.5 billion).



As a pioneer in infrastructure investments and Public-Private-Partnerships, Macquarie, is highly experienced in sourcing competitively priced capital and implementing innovative financing structures. Macquarie has raised over C\$213 billion in debt financing since 2007 and has over 50 dedicated debt financing professionals around the globe with direct relationships to over 300 financial institutions. Macquarie has over US\$315 billion in assets under management and has provided equity for infrastructure investments from the Macquarie balance sheet, Macquarie-managed funds or third parties such as global pension funds, sovereign funds, and infrastructure funds.

FINANCIAL STRATEGY

Macquarie and WAM have extensive experience funding projects in both the private and public sector. Together in the Consortium they will be able to propose and develop financing solutions that optimize the balance between public sector and private sector financing, achieving effective risk transfer to the private sector, while maximizing the benefit to the public sector.

WAM has extensive experience with private financing for retail and mix-use projects and the range of financing available to WAM can come from traditional lenders such as RBC and Bank of America who have financed numerous retail projects for WAM, to partnership with Canadian Pension Funds such as AIMCo (Stonegate Landing) Greystone (Emerald Hills) and others.

As one of the most active developers and financial advisors of Public-Private-Partnerships projects globally, Macquarie has experience in developing a variety of financing solutions acceptable to public sector partners and private sector investors. The financing structure for the facilities will depend on the size of the private financing requirement, the amount and certainty of available revenue streams, and the availability of government credit support structures. Macquarie has extensive experience structuring financings within the Canadian and International bank market, and the Canadian public and private bond placement market. Macquarie also has extensive experience implementing credit enhancing structures to fine tune the credit profile of a project and minimize financing costs.



FINANCIAL STRUCTURING APPROACH

The optimal financial structure will depend upon a number of factors and, due to the interrelated nature of all aspects of the project, will require iteration concurrent with the development of the project delivery proposal. Some of the key factors include:

- size, timing and robustness of revenue assumptions;
- availability and structure of public sector financing or revenue support;
- prevailing rates in the market (which may change from commencement of proposal development through to financial close);
- timing of the construction financing draws and length of construction period;
- strength of the construction completion support and performance security package provided by the contracting consortium partners;
- implementation of maintenance and debt service reserves and the ability to withstand reduced revenues or unexpected costs during the operational “ramp-up” period; and
- implementation of credit enhancement products and the credit rating strategy taken with rating agencies.

Macquarie, WAM, and the Consortium partners have extensive experience managing all of these factors and concurrently developing an integrated financing, construction and facility operation strategy. This integrated approach is essential to delivering optimal value to the Client.

FINANCIAL OPPORTUNITIES AND INNOVATION

The Consortium has extensive experience and relationships which we would bring to bear in developing innovative solutions to reduce project financing costs and increase the projects revenue potential. Some of the concepts we will develop include the following ideas.

All financing required for the development of the retail area will be arranged through traditional financing sources. The Municipality will not be required to provide any guarantees or security for the commercial/retail component of the Development.

The Consortium will propose a highly sophisticated revenue model to ensure all possible sources of revenue are captured and that flexibility in extracting marginal revenues is preserved while the needs of the community are still met. The revenue categories to consider would include; rental revenue (for profit and not for profit rates), box office charges, parking and facility fees, merchandise sales revenue and food and beverage revenue. Also included in revenue will be our projections for Contractually Obligated Income (“COI”) revenue. This refers to the expected revenue to be generated from the sale of commercial naming rights, marketing and advertising rights along with premium seat and luxury suite sales revenue. We expect the revenue generated from these areas to be substantial.



The Consortium brings with it unmatched experience in revenue generation. Conversations with Chuck Morris, Vice President of Anschutz Entertainment Group (AEG) have confirmed preliminary interest on the part of AEG to be actively involved in this project as either a building manager or preferred booking agent or both. In this most competitive industry, it would be a great benefit to have a company with the stature of AEG to become involved. Live Nation and AEG control a large portion of the touring entertainers. AEG becoming affiliated with this project would guarantee a steady stream of mainstream touring entertainers into the venue.

The building will be designed to include multiple electronic signs that will allow for a diverse range of advertisers. This allows for the marketing of these signs to specific advertisers for specific events. The event centre will create “partnerships” with local restaurants, hotels, retailers and media outlets to link web sites and events with those partners. These links offer value to the partners and alternative revenue streams for the centre through partnership fees.

The Consortium’s relationships with Northland Properties, RAMMP Hospitality Brands, and Boston Pizza International provide us with unique opportunities to develop the project into a true entertainment destination. A first class hotel tower complex, with adjoining restaurants and entertainment venues enhances the overall attraction of the site as a regional destination.

06 ADDITIONAL INFORMATION AND ALTERNATIVES



OPPORTUNITIES AND CHALLENGES

These projects are never easy to undertake and they are complex in their delivery. However, we believe that the Consortium's experience and the diversified experience of our project team makes our involvement a very viable one for the Municipality. We believe that we can incorporate all the key elements to create a true "Entertainment District" for Fort McMurray. We truly believe that the challenges that this project presents are, in fact, opportunities to make Fort McMurray an even better place to live, work, and play.

Site Selection

The Municipality has suggested that the City is best served by locating the project on lands in the westerly portion of the downtown. This would also enable a link to MacDonald Island and help revitalize the downtown core. We agree with this assessment and believe there is enough land available to achieve this.



However, due to the large number of individually owned properties in this portion of the City, it could take several years to negotiate the purchase of enough property to allow for the full development of the project. The need to negotiate with so many owners also would cause the property values to climb above market value as the need to acquire remaining properties to complete the land base required becomes obvious to certain owners. For this reason, and unless the Municipality wishes to invoke eminent domain, it may not be possible to deliver the project in the westerly portion of downtown within a feasible timeframe and cost.

Attempting to deliver the project on less land than required may drive the costs up beyond what is economically feasible. It may be that the envisioned Civic Centre and an Arts and Cultural Centre will necessarily become the catalyst for revitalizing the downtown and linking the downtown to MacDonald Island. However, the goal of creating an Entertainment District for the City can be achieved on other sites within the City.

However, the goal of creating an Entertainment District for the City can be achieved on other sites within the City. While the sites must remain confidential at this time, both are: 1) easily accessible, 2) large enough to contain all of the desired program, 3) single owner properties, and 4) located in areas that are eminently suitable for this development.

The Consortium would be willing to discuss these sites, in conjunction with discussing the downtown site, with the Municipality to determine which site best meets the planning, sustainability, and financial criteria of this project.





Opportunities related to the Project Timing

Through Global’s professional hockey connections, the Consortium could negotiate the delivery of WHL hockey to Fort McMurray. Unfortunately, this window of opportunity is immediate and if the project’s construction must be delayed due to problems assembling land in the downtown core, then this opportunity will not be available. In the future, such opportunities may arise again – or not. What we do know is that there is an immediate opportunity to negotiate for a WHL franchise that could be taken advantage of if a site can be secured in the short term.

The Consortium is prepared to work with the Regional District of Wood Buffalo to determine the best site for this project within the economic and calendar restrictions that will affect the success of this venture. We see this project as a great opportunity and desire to make it happen – successfully.

Creativity and Innovation

The vast amount of experience that the Consortium’s members and the Consortium’s design and construction team brings to this project allows for the serious exploration of creative and innovative initiatives. All initiatives will be thoroughly discussed with the Municipality to determine if such initiatives align themselves with the civic goals of the Regional Municipality of Wood Buffalo with respect to the Urban Service Area of Fort McMurray.

The Consortium would be willing to explore the following initiatives with the Municipality.

- 1) **Light Rapid Transit (LRT).** The westerly downtown site could be designed to accept a future LRT line that would link the downtown core to MacDonald Island. Between these two points, the system would link the Entertainment District, the future Civic Centre, the future Arts and Cultural Centre, and the residential district. This line could be linked to a future line that traverses parallel to Highway 63. Having an LRT line as part of this project may prove to be less expensive than acquiring land for surface parking at the facilities.
- 2) **Merging the Entertainment Arena with the Convention Centre.** These two structures do not have to be independent structures or merely linked structures. They can be built as one structure by having one side of the arena seating completely removable. The refrigerated slab would only remain under the ice rink portion; however, the slab would be continuous into the convention centre portion of the merged facility. The convention centre portion of the facility could thus be smaller as the floor space, washrooms, food services, and office space of the arena could be double utilized. In addition, the ability to create larger open spaces and more adaptable seating arrangements would allow for greater flexibility of the space. Larger concerts, major rodeos, indoor motorcross, and other events that require more space than a conventional arena can be accommodated. This would also increase the revenue opportunities for the facility.

- 3) **Hotel-Office-Residential Tower.** Given the possible limitation on available land, the mixed-use model for a hotel-office-residential tower could be incorporated into the development. This type of development has office and retail spaces on the first two to three floors, hotel accommodation on the next eight to sixteen floors (dependent on market need for hotel space), and all remaining floors being residential units (both condominium and rental units).
- 4) **District Heating.** Achieving LEED® Silver is well within the abilities of the Consortium’s design and construction team. However, the project, being built as a district, could go beyond such labels and achieve true long term energy efficiency by creating a district heating system for the structures that will be built currently and in the future. A district heating system allows for maximizing the efficiencies of the mechanical systems delivering heating (and cooling) to the facilities linked to them.
- 5) **Geothermal Heating and Cooling.** MacDonald Island is contemplating synthetic turf playing fields. These field must have their base conditions protected from frost (either through insulating the ground or by installing a non-frost susceptible granular base). The laying of a geothermal glycol pipe bed under the field can deliver pre-heating or pre-cooling (at approximately 12°C) to the mechanical systems of buildings in the area. This is a proven technology already in use.
- 6) **Parking Garage.** Given the possible limitation on available land, the Consortium is willing to engage a parking structure provider (such as Impark) to explore the possibility of building a paid parking structure to accommodate as much of the required event parking as possible. The Municipality may be required to invest financially in such a structure, should the costs be in excess of revenues. However, this may prove to be less expensive than acquiring land for surface parking.



07 REPRESENTATIVE PROJECTS AND KEY PERSONNEL





ALLEN EVENT CENTER

ALLEN, TEXAS



PROJECT DATA

Client

The Village of Allen, Texas

Size

192,000 sf

Gross Value

\$72,000,000 US

Completion Date

November 2009

The new Allen Event Center is one component of a 3 million-square-foot mixed-use development in Dallas suburb, Allen, Texas.

This state-of-the-art facility is located within the mixed-use project called The Village at Allen and The Village at Fairview. It is considered one of the largest mixed-use project in Texas. Then combined development spans 400 acres and includes 2 million square feet of retail space and 1 million square feet of office, residential and hotel space.

It opened on November 9, 2009 with Reba McEntire performing as the grand opening artist. The Events Center is expected to host approximately 150 events each year, and have more than 1,000,000 visitors annually.

It features headline entertainers, professional sports and touring shows, trade shows, festivals, cultural and community events. The event centre has the capacity for approximately 8,500 seats, and 26 luxury and club suites.





SANTA ANA STAR CENTER

RIO RANCHO, NEW MEXICO



PROJECT DATA

Client

The City of Rio Rancho, New Mexico

Size

170,000 sf

Gross Value

\$45,000,000 US

Completion Date

November 2006

The Santa Ana Star Center relates to the vernacular of New Mexico architecture. The event centre was built into a hill allowing access to two entrances on separate levels: suite level and ground concourse level. The lower level plaza complements the downtown development.

A southeast facing balcony overlooks the plaza and faces the mountains. The entry plaza was designed to accommodate a high volume of activity. The Santa Ana Star Center offers a variety of food service options to the surrounding area as well as the arena patron. Included in the design are plans for a future restaurant with an adjacent entry.

1ST BANK CENTER

BROOMFIELD, COLORADO



PROJECT DATA

Client

1st Bank Center

Size

NA

Gross Value

\$46,000,000 US

Completion Date

November 2006

Global/ICC developed and built the 1st Bank Center in the Broomfield suburb north and west of Denver, Colorado. The venue, located just off U.S. Highway 36, seats up to 6,000 for hockey and opened November 9, 2006. The arena was completed under a CMGC process and opened only 14 months after design began.

The new arena will host more than 130 events per year, including concerts, trade shows, rodeos, amateur youth sports, family-oriented entertainment, community-sponsored events and sporting events.

From 2006-2009, the arena was home to the Central Hockey League, Rocky Mountain Rage and the NBA Development League the Colorado 14ers. In the Fall of 2009, Peak Entertainment, a joint venture of Kroenke Sports Enterprises and AEG Live, were hired to manage the facility.

The arena is part of a 200-acre mixed-use development.



“ The event centre will provide new entertainment opportunities for Broomfield residents and can provide a unique gathering space for large community and business events.”

Broomfield Mayor Karen Stuart

INDEPENDENCE EVENT CENTER

INDEPENDENCE, MISSOURI



PROJECT DATA

Client

City of Independence, Missouri

Size

192,000 sf

Gross Value

\$50,000,000 US

Completion Date

November 2009

A new arena for Independence, Missouri makes cutting edge technology in entertainment still look at home in a traditional American heartland landscape.

As the only events centre of its size in the region, the over 182,000-square-foot is suited to a variety of uses. Now, as many as 5,800 fans can come and enjoy pro hockey, concerts, trade shows, and even events like monster truck rallies and roller derby—in their own city.

The Suite level provides 25 suites, 2 large party suites, club seating and lounge for the higher-end patron. A unique addition to the centre will be a community ice building, pro shop, locker rooms, and a party room to be rented.

"We haven't even had anything along those lines, it's going to be a huge plus for the city."

Tom Scannell, Community Development Director for Independence

TIM'S TOYOTA CENTER

PRESCOTT, ARIZONA



PROJECT DATA

Client

Tim's Toyota Center

Size

160,000 sf

Gross Value

\$35,000,000 US

Completion Date

November 2006

Tim's Toyota Center is the only arena of its size between Las Vegas and Phoenix, and is Northern Arizona's sports and entertainment venue. While most event centres are recognized by their grand façade and bright lights, Tim's Toyota Center should be admired for what the design and construction team achieved without the big budget.

First and second floor windows let light in the concourses during the day and display fan interaction to those passing by in the evening. The two story, 137,000 square foot arena has a seating capacity of 5,100 for. Among its amenities are 24 luxury suites (including two party suites), 400 club seats, and parking for 3,000 vehicles. The facility is designed to host a variety of events including the Central Hockey League's Arizona Sundogs, concerts, ice shows, arena football, motor cross, rodeos, conventions and trade shows.

The completion of the centre marks an important addition to the creation of a new downtown/urban centre for the Town of Prescott Valley.



UNITED WIRELESS ARENA

DODGE CITY, KANSAS



PROJECT DATA

Client

City of Dodge City, Kansas

Size

137,000 sf

Gross Value

\$41,500,000 US

Completion Date

February 2011

Dodge City, situated in the centre of America’s Heartland, has a population of approximately 34,000 and boasts with pride its Western heritage. Dodge City and the surrounding area have experienced growth unequalled by any other Eastern Kansas City, which makes the feasibility and long term success of this project achievable.

The new \$33.7 million multi-purpose events centre will enhance nearby attractions and allow room for future development. The project will host a wide variety of sports and entertainment events. It will include exhibition floor space and community meeting rooms. It is built on a “pad ready” site with parking and road access provided by the casino or others. The centre has approximately 4,200 seats, with designated VIP seating and luxury suites as well.

The area is well known for historical and rodeo events, which the new centre will easily accommodate, with additional events to include concerts, trade shows, family shows, agricultural events and other civic functions. The closest major city is Wichita, roughly 150 miles east of Dodge City.



TOWN TOYOTA CENTER

WENATCHEE, WASHINGTON



PROJECT DATA

Client

Town Toyota Center

Gross Value

\$52,800,000 US

Completion Date

October 2008

The community was in need of a flexible and economical facility. To address the budgeting concerns, the design team looked at various configuration options.

The bowl of the arena has a U-shaped concert layout to maximize the seating capacity and revenue opportunities for the facility. Other revenue generating opportunities include a large meeting/conference facility, a club space, a team store, and specialty concessions.

An attached practice ice rink with separate lockers rooms is a key part of the complex.

It is the home of the Wenatchee Figure Skating Club, Wenatchee Curling Club, Wenatchee Wild NAHL team and the Wenatchee Valley Venom of the American Indoor Football Association.

TIMBERLEA LANDING

FORT MCMURRAY, ALBERTA



PROJECT DATA

Size

125,000 sf

Completion Date

Completed Summer 2009

Timberlea Landing is a mixed-use project located in the Timberlea subdivision of Ft. McMurray. 100,000 sf commercial and 34 residential units which includes underground parking.

CITADEL VILLAGE

EDMONTON, ALBERTA



PROJECT DATA

Size
50,000 sf

Completion Date
Ready for Occupancy



A new development along St. Albert Road at Boudreau Road adjacent to the Sturgeon Hospital is a strategic retail location. Major retailers in the area include Wal-Mart, Save-On-Foods, Totem and Home Depot along with many other national retailers.

EMERALD HILLS

EDMONTON, ALBERTA



PROJECT DATA

Size

Total project size (including anchors):
600,000 sf more or less Project size (exclud-
ing anchors): 350,000 sf more or less

Completion Date

Premises will be available for occupancy in
Spring, 2012

Emerald Hills is designed to be a landmark retail development, setting a new standard for shopping in Sherwood Park and Strathcona County. A uniquely walkable site plan orientated around public art and open space complements the mix of major international and national tenants.

Anchored by a major grocery and general merchandise retailer and by a home improvement tenant, Emerald Hills Centre is prominently located adjacent to Highway 16 and is served by one existing major intersection and one proposed intersection. In addition, Emerald Drive is designed to serve as a significant east-west corridor for north Sherwood Park. Directly south of the site, a new high school of 1,400 students will open in September 2012. The new Strathcona County Hospital is located immediately east of the site.

Opportunities exist for retail tenants in a range of categories including small bay CRU, restaurants, quick service food and fashion tenants. Retailers can look forward to joining a strong line up of major box tenants, in addition to the anchor tenants.

Emerald Hills Centre is located in the affluent community of Strathcona County. With the highest average household incomes in the Capital Region, the County's urban centre of Sherwood Park is well established as a retail hub.

Sherwood Park's newest high school, Archbishop Jordan, will open directly south of Emerald Hills Centre in the fall of 2012 with 1,400 students expected to attend the school. The Centre is also next door to the Sherwood Park hospital which expects to open its first phase in 2013.

MEADOWLARK HEALTH & SHOPPING CENTRE

EDMONTON, ALBERTA



PROJECT DATA

Size

301,000 sf

Completion Date

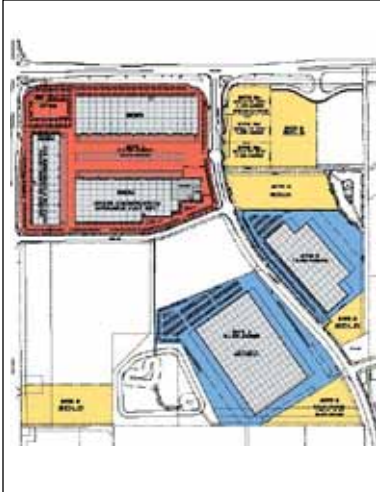
Ready for Occupancy



Mixed-use facility, with exterior retail tenancies and a fully developed multi discipline medical office in the interior space

NORTHWEST BUSINESS PARK

EDMONTON, ALBERTA



PROJECT DATA

Size

At completion, Northwest Business Park will provide more than 1.2 million sf of modern space.

Completion Date

Building 1 available for tenant occupancy in December, 2011.

Building 3 available for tenant occupancy in July, 2011.

Buildings 2, 4 and 5 will be built to suit market demand.

Ideally located at the intersection of 156 Street and 137 Avenue, Northwest Business Park provides the latest in modern business park space. Prominent visibility and opportunities for signage onto these two arterials make the Park suited to users with a showroom and high office component as well as distribution, advanced manufacturing and technology firms. With the opening of the north section of the Anthony Henday in fall 2011, users will have access to two all directional interchanges, each less than 2kms away, as well as onto Yellowhead Trail (Highway 16). Tenants will find the 28' clear height, abundant dock loading positions and available trailer storage provide the functionality they need for their business. Staff and customers will find numerous amenities available in the area.

SHOPS AT SUMMERSIDE
EDMONTON, ALBERTA



PROJECT DATA

Size

On completion, Shops at Summerside will provide almost 70,000 sf of commercial space.

Completion Date

Development will commence in spring 2011.

The Shops at Summerside is a neighborhood focused retail centre providing the amenities and services that the rapidly-growing Ellerslie residential and business community requires.

With average household incomes in a 3km ring from the site currently over \$110,000 per annum and projected to rise sharply to over \$130,000 in 2015, the area is well-suited to a range of retail and service users.

Population growth in the Ellerslie area is amongst the fastest in Edmonton and further residential development continues south of the Shops at Summerside. Traffic counts on Ellerslie Road already exceed 23,000 vehicles per day.

A variety of buildings are planned for the site. The development can accommodate a range of users from small retail users to a 20,000 sq ft office user.

SUMMERWOOD CENTRE

EDMONTON, ALBERTA



PROJECT DATA

Size

85,000 sf

Completion Date

Completed Fall 2009

Located at the intersection of Cloverbar Road and Lakeland Drive, this project is prominently in the heart of Sherwood Parks fastest growing residential area. Close proximity to Highway 16 and Baseline road and a short distance to the new hospital. Save On Foods anchored shopping centre which will include Shoppers Drug Mart, TD Bank and BMO.



PROJECT DATA

Client

City of Richmond

Size

507,152 sf

Gross Value

\$158,000,000

Completion Date

Games: December 2008

Legacy: September 2010

After serving as primary consultant to the city of Richmond and the Vancouver Organizing Committee during the preparation of a conceptual design study for the Richmond Olympic Oval, a potential venue for the 2010 Winter Olympic Games, Cannon Design was selected to provide complete design services for the speed-skating oval and associated venue features. Located minutes from the Vancouver International Airport and the Olympic Village, the waterfront facility was envisioned as a community and international gathering place as well as an Olympic legacy for the city of Richmond. In addition to the 400-meter speed-skating track - consisting of two four-meter competitive lanes, a five-meter warmup lane inside the inner competition lane, and seating for 8,000 spectators - the multiuse facility also includes a fitness centre, athlete testing area, cardiovascular rehabilitation centre, wellness centre, sports medicine centre, and concessions.

Since fulfilling its role as the venue for the 2010 Winter Olympic Games, the Richmond Olympic Oval has continued to be a highly flexible community asset, with multiple setups possible for the arena floor, including combined ice and field uses and an open, bare slab floor for meetings and conventions. All technical preparations, including foundations and structural connections, were designed to simplify the conversion to post-Games use. To achieve LEED® Silver certification despite the high energy consumption required for ice maintenance, the Cannon Design team employed an integrated design process involving all members of the consultant team, VANOC representatives, and Richmond’s key management staff and facilities operations and management personnel. Through this process, the team set goals, identified building system synergies, and developed a design solution that optimized energy use, environmental health, and aesthetic values within a triple-bottom-line definition of sustainability. The facility received LEED® Silver certification in January 2010.



PROJECT DATA

Client

City of Ottawa

Size

Gross Value

\$250,000,000

Completion Date

May 2010

Lansdowne Park is a historic sports, exhibition, and entertainment facility in Ottawa’s urban centre. An integral part of the city’s history, it features the aging 24,000-seat Frank Clair Stadium and other entertainment venues. Wishing to revitalize and transform the 47-acre park, the city of Ottawa embarked upon a major redevelopment, renovating the stadium and the heritage buildings on the site and adding 300,000 sf of new retail space. The redevelopment expands the range of activities the park can host. The renovated stadium can be temporarily expanded to 45,000 seats, enabling it to host major national and international events, and the new retail section, on the stadium’s north face, is accessible from both the park and the interior concourse and includes a ticket booth for Lansdowne Park events.

A porous, accessible stadium design encourages the intersection of people and built form. Newly built south stands are sheltered by a sinuous “veil” of Alaskan yellow cedar, a rhythmic array of wooden frames that defines both the stadium’s roof structure and a ground-level space behind the stands through which the public can flow. This public concourse, part of a larger path encircling the stadium, is open at all times for use by pedestrians and bicyclists. Openings in the veil allow people to pass through and simultaneously experience both park and stadium. Environmentally friendly features include stormwater management to protect the canal, conversion of significant expanses of asphalt to green space, and placement of service spaces and parking below grade to preserve green space.



PROJECT DATA

Client

BC Pavilion Corporation

Size

100,000sf

Gross Value

\$16,000,000

Completion Date

July 2011

BC Place, opened in 1983, is Canada’s largest indoor stadium and the venue for the opening, closing, and medal ceremonies for the 2010 Olympic and Paralympic Winter Games. An extensive course of renovations was undertaken to update the 60,000-seat stadium to reflect current best practices and prepare it for the Games. Cannon Design studied the feasibility of proposed upgrades and provided master planning and design development for the renovation of BC Place’s seating bowl and spectator amenities.

This renovation work included installation of a fabric retractable roof, corporate luxury suites, new club and premium seats, and concession stands; new graphic and way finding systems, redevelopment of private suites to enhance amenities and provide access for people with disabilities. The 52 luxury suites feature fully operable, all-glass window walls, lounge furnishes and private washrooms.

An integral part of the new hospitality level is the development a new club seating area with padded seats that are accessed via club seat lounges and new premium foodservice areas, including viewing areas for people with disabilities at this club level.

The entire seating bowl was also reconfigured with further integration of viewing platforms into the seating bowl for spectators with disabilities; and replacement of the movable seating with new portable seating sections that can easily be configured for trade and consumer show events portable; a new artificial-turf surface is design as a permanent for the CFL and the new MLS teams; this surface will be protected with a specialty floor covering system that will allow for multiple event types including trade and consumer shows.

AGGANIS ARENA

BOSTON, MASSACHUSETTS



PROJECT DATA

Client
Boston University

Size
843,000 sf

Gross Value
\$192,000,000 US

Completion Date
April 2005

Boston University’s hockey arena, built in 1971, had been so surpassed by newer facilities at schools nationwide that, despite the presence of renowned coach Jack Parker and a sterling reputation in the sport, the university could no longer attract top hockey talent. The university put Coach Parker in charge of the arena replacement effort, leveraging his intimate knowledge of BU hockey to identify the specific design characteristics that would lure the best hockey players to BU and maximize excitement for spectators. The result, Agganis Arena, is the product of a seven-year collaboration between Coach Parker, Boston University, and Cannon Design.

Agganis Arena achieves Parker’s vision with precision and elegance. All 6,300 seats are steeply raked and within 60 feet of the playing surface to bring fans close to the action. Seating options include 1,000 club seats and 29 premium suites, each equipped with wet bar. Capacity is expandable to 8,000, enabling the arena to host concerts and family entertainment as well as hockey and basketball games. Most important to recruitment, however, is a full spectrum of amenities for players, including a 6,500 sf weight room, a 27-seat theater-style video room with surround sound, a players’ lounge with couches and widescreen television, a hot-and-cold Jacuzzi, and lockers with ventilation systems that extract odors from skates and gloves. Even the width of the locker room is optimized to enable players to stretch on the floor while chatting with teammates across the room.

Agganis Arena has had the desired effect upon hockey recruitment and team performance - the Terriers subsequently attained national ranking - and enriched the campus as a whole. Agganis Arena is part of Boston University’s John Hancock Student Village, a campus environment designed by Cannon Design that also includes a fitness and recreation centre, retail, theaters, outdoor courtyards, parking, and residences for 2,300 students. The Student Village has unified BU’s urban campus while meeting the long-range needs of varsity athletics and creating dynamic new recreational opportunities for the university’s 30,000 students and 3,000 faculty members.



PROJECT DATA

Client
United States Olympic Committee

Size
210,000 sf

Gross Value
\$42,000,000 US

Completion Date
July 1996

The United States Olympic Committee maintains and operates three Olympic Training Centers (OTCs). In all, these centres service more than 25,000 athletes each year, with increased attendance during pre-Olympic years. Used primarily by athletes training for the Olympics and the Pan American Games, the centres are also used by coaches and trainers for seminars and conferences. The first warm-weather complex and also the first completely new training centre designed for the U.S. Olympic Committee, the ARCO Training Center in Chula Vista, a suburb of San Diego, opened its doors in April 1995. The site, which is located on 150 acres of land overlooking the Lower Otay Reservoir in southern San Diego County, was donated by a local developer.

The program developed by Cannon Design consisted of the integration of multiple indoor and outdoor facilities, including some 34 independent structures. Included in the program are a total of 210,000 sf of indoor athletic facilities and various support buildings consisting of 18 different outdoor sports competition and training venues and 15 indoor sports training venues for 24 Olympic sports; housing, dining, meeting and conference space; and recreational areas.

Facilities to support the athletes throughout their training process include short-term and long-term housing, dining facilities, team meeting areas, office space for coaches and trainers, recreation zones, a library, site-wide cable television and video networks, sports medicine and rehabilitation facilities, sports science research facilities, administrative offices, a visitor centre, and parking. The visitor centre contains an auditorium and exhibition and retail spaces. Cannon Design designers considered optimal sun orientations for each of the outdoor facilities and incorporated redwood trellises into many of the outdoor areas as screens from the constant southern California sun. As an architectural element, these trellises unify and connect the character of the Training Center’s structures.



PROJECT DATA

Client

Legacy Athletics

Size

142,000 sf

Gross Value

\$45,000,000

Completion Date

April 2012

After preparing the initial facility concept and rezoning application for the MultiSport Centre of Excellence, Cannon Design, in association with MCE, MHPM, and Dominion Fairmile Construction, is providing sport planning and design services for the signature, LEED® Silver certified, multisport training facility, strategically located in the heart of Burnaby.

Offering ready access to exceptional training facilities, programs, services, and interdisciplinary teams of world-class sports professionals, the Centre will groom Canada’s professional athletes for international competition and provide Burnaby residents with quality wellness and recreation programs. Featuring programs in injury prevention, primary care, rehabilitation, and performance enhancement, the Centre will encourage sharing and development of sports medicine expertise and referrals of athletes to key experts. Community educational outreach and collaborations with local schools will make the Centre a hub for grass-roots community development of sport, encouraging healthy lifestyles and promoting physical activity as a fundamental element of well-being.

When completed, the Centre will include two floors of core programming, including clinical offices, rehabilitation areas, strength and conditioning, offices, biomechanics, a tertiary support program, a double gymnasium, and three floors of additional athletes’ village and hotel space. The Centre’s location near other athletic facilities on Burnaby Lake enhances the precinct’s identity as a world-class sports destination.



PROJECT DATA

- Client**
Unibail Rodamco
- Size**
1,800,000 sf
- Gross Value**
\$1,800,000 US
- Completion Date**
December 2008

The European shopping centre management firm, Espace Expansion commissioned the design of Les Quatre Temps (translated “The Four Seasons”) retail complex through an international design competition. Located in the La Défense commercial district of Paris, the property was showing its age. The 1.8 million sf centre underwent a complete interior and exterior renovation/expansion making it France’s largest retail centre.

The expansion building, Le Dome, is sited above a railway and highway, thus restricting structural column placement for the new building. This challenge inspired the mall’s new icon-the mast, which, with a compression ring, supports the large skylight and roofload with a limited number of columns.

The mall’s entire exterior was reclad with a high-performance glass curtainwall system. At night, color-changing lights illuminate the skin, transforming the mall into a glowing beacon. Louvered cantilevers gracefully sweep out, shading al fresco dining and an open plaza, better activating the space to pedestrians walking along the Champs-Élysées and the adjacent La Grande Arche.

**PROJECT DATA****Client**

City of Greenville

Size

400,000 sf

Gross Value

NA

Completion Date

2009

Located on historic Main Street in Greenville, South Carolina, Cannon Design prepared a multi-phased master plan and urban design plan within this traditional and culturally rich high-tech region. Home to one of the nation's best-preserved Main Streets, the corner site location required a project program consisting of: a public plaza, retail shops, commercial office space, a major business school and residential condos and apartments.

Our design strategy was to enhance the urban environment with multiple urban pedestrian connectors and to provide a great outdoor plaza with a multi-phased building design that respected the historical scale of the Main Street fabric and advanced the evolving urban aesthetic.



PROJECT DATA

Client

Confidential

Size

1,000,000 sf

Completion Date

2009

Cannon Design provided master planning and concept design for a 1 million sf, high fashion open-air destination retail centre with residential, hotel and office space located adjacent to a newly approved master planned community and 5 star resort.

The design and planning organization was inspired by the rich array of seasonal environmental influences such as mountain views, endless blue skies, star struck nights and arid plantscape materials.

The complex sits atop a multi-leveled below grade parking structure. The vehicular entry sequence will provide valet or self serve parking. Walkways and via will be pedestrian only, and the detail to service will be inspired by the world's richest hospitality environments. The character of the design seeks to provide visitors with a series of timeless experiences that foster discovery of both the luxury retail line up and the amenities within each of those environments.



PROJECT DATA

Client

Laurel Commons

Size

660,000 sf

Completion Date

On Hold

The 1979-built mall is situated on Route 1 between Baltimore and Washington, D.C. Recently purchased by Somera Capital, the aging mall was drawing neither the tenants nor the visitors that its ideal location should attract. Cannon Design has been retained to work with the mall's third-party manager, General Growth Properties, to spearhead a major renovation and capitalize on the mall's full potential.

One of the most impactful components of the mall's repositioning will be the demolition of a multi-story parking structure that currently visually blocks the mall from view from those traveling Route 1. Parking will be relocated to a new structure, and that face of the mall will receive a pedestrian friendly streetscape treatment, including new out parcel shops and restaurants. An existing department store will also be relocated from that side of the building to create a new entry plaza.

Inside, the mall will receive all new furniture, finishes and lighting. A second-floor bridge that bisects the centre court will be removed to maximize the impact of the space's volume. The existing timber structure – currently covered under layers of paint or drywalled over completely – will be revealed and celebrated.

The elegant simplicity of the centre court's column and beam structure became a signature design element for the renovation and is echoed throughout, such as in the food court's columns and the columns supporting the canopies at the new mall entrances.

CROSSIRON MILLS

CALGARY, ALBERTA

**PROJECT DATA****Size**

200 acres

Completion Date

2010

Crossiron Mills is 1.3 million square foot, enclosed mall located on approximately 200 acres. Situated five minutes north of Calgary, the interior of the mall is divided into sky-lighted, colourful neighbourhoods that feature “Discover Alberta” themes and create interior courtyards and seating oases. DIALOG provided architectural services (with JPRA Architecture) and structural engineering service.

TIMBERLEA LANDING

FORT MCMURRAY, ALBERTA



PROJECT DATA

Gross Value
\$15,000,000

Completion Date
2010

This project is an extensive, mixed-use site including residential, retail, and office tenants. The program included shell buildings and an underground parkade.

SOUTHCENTRE MALL

CALGARY, ALBERTA

**PROJECT DATA****Gross Value**
\$85,000,000**Completion Date**
2009

This project was an expansion and renovation of an existing shopping centre in South Calgary. The expansion included relocation of the Food Court and creation of a new focal entrance to the Mall. The expansion also accommodates new-to-market retailers such as Crate & Barrel and Restoration Hardware. The renovation of the mall interiors incorporates new flooring, wood panels and specialty seating zones that reinforce the client's marketing brand of "comfort shopping".

LLOYDMINSTER RETAIL DEVELOPMENT**LLOYDMINSTER, ALBERTA****PROJECT DATA****Completion Date**
2009

The Lloydminster Retail Development includes a 6-tenant CRU, stand-alone tenants Scotia Bank and Shoppers Drug mart, and Future Shop and Sport Chek, major retail tenants sharing a box run building component. The final building on the site is a second, similar multi-tenant CRU building.

SUNRIDGE MALL

CALGARY, ALBERTA

**PROJECT DATA****Size**

60,000 acres

Gross Value

\$33,000,000

Completion Date

2006

This project is the renovation of all of Sunridge Mall's public spaces, including the construction of two new mall entrances and a 760-seat, 14 tenant food court. In addition to the renovation, 60,000 sf of new retail space was constructed to house new tenants.

ORCHARD PARK MALL

KELOWNA, BRITISH COLUMBIA

**PROJECT DATA****Gross Value**
\$14,000,000**Completion Date**
2006

Recognized in 2007 by the International Council of Shopping Centers (ICSC), the Orchard Park Mall renovation and expansion in Kelowna, BC, received the Maple Leaf award, top recognition in the renovation or expansion category. Orchard Park Shopping Centre is the largest enclosed shopping centre between the cities of Calgary and Vancouver. The Centre is market dominant and considered the leading fashion centre within the region.

MARKET MALL

CALGARY, ALBERTA

**PROJECT DATA****Size**

160,000 sf

Gross Value

\$55,000,000

Completion Date

2005

In this renovation and expansion, an adjacent parcel of land was purchased to allow for a complete refurbishment, a 160,000 square foot small shop retail expansion and the construction of a 630-stall underground parking garage. A strong merchandising mix was used for the small shop area. A racetrack floor plan and a renovation of the entire mall ensured that the line between old and new was eliminated encouraging the use of the entire mall.

WHYTE AVENUE REDEVELOPMENT

EDMONTON, ALBERTA

**PROJECT DATA****Gross Value**

\$5,000,000

Completion Date

2004

The Whyte Avenue Development project has become a retail focal point in Edmonton's Old Strathcona district. After fire destroyed a historical building on the site, the redevelopment project sought to replace the loss with a retail building that is both functional and very much in keeping with the historical flavour of the neighborhood. This project won an Alberta Masonry Design Awards 2007 Merit Award.

BARBER MILL HOTEL

GEORGETOWN, WASHINGTON, DC

**PROJECT DATA****Completion Date**
2012

The Barber Mill project is an excellent example of adaptive re-use. It features a complex of existing, historic structures dating back to 1854 that will be transformed from their present state as 'ruins' to an upscale dining and retail complex connected to a high quality 65-suite hotel. The new Barber Mill Complex Hotel, supporting parking structure and reconstructed retail component are designed to be complementary to the existing mill structures and at the same time project an image of quality and sophistication evidenced in the best premium boutique hotels.

**PROJECT DATA****Gross Value**

\$1,500,000

Completion Date

2008

This project included the renovation of the lobby and entrance exterior and the elevator modernization. Goals included maintaining existing aesthetics of the heritage Hotel dating back to 1908. During the design process it was important to keep mind the tight restrictions on light pollution that are in effect in Banff National Park. The team was also conscious of enhancing the green space around the entrance of the hotel using judicious seeding and planting.

RIVER CREE RESORT AND CASINO

EDMONTON, ALBERTA



PROJECT DATA

Gross Value
\$70,000,000

Completion Date
2006

The River Cree Resort and Casino is the largest casino facility in Alberta to date. The hotel component is a full service Four Star Marriott Hotel with 156 rooms inclusive of specialty suites, concierge lounge, lobby lounge and bar, Conference Facility of two large ballrooms divisible into 10 separate meeting areas. The Casino component is equipped with 1,200 slot machines, 32 table games, poker and high limit rooms, multiple food and beverage facilities including a sports bar, night club, chop house, and centre bar. The facility also includes a 300-seat Sports Complex with twin ice surface arenas with concession, pro shop, management offices, and dressing rooms.

This project won the 2006 Exterior Commercial Project of the Year Award - Illumination Engineering Society of North America.

HYATT REGENCY HOTEL**CALGARY, ALBERTA****PROJECT DATA****Gross Value**
\$70,000,000**Completion Date**
2001

The Hyatt Regency is a 350-room, 22-storey hotel located in the heart of downtown Calgary. The program includes banquet facilities, conference and meeting rooms, commercial space, restaurant and bars, swimming pool, health club, VIP rooms, and three levels of underground parking. The design also includes the restoration of historical buildings on Stephen Avenue and three-storey lobby.



REGIONAL MUNICIPALITY OF WOOD BUFFALO COMMUNITY PLACEMAKING INITIATIVE

FORT MCMURRAY, ALBERTA



PROJECT DATA

Client

The Regional Municipality of Wood Buffalo

Completion Date

2006 - On going



The Community Placemaking Initiative was originally undertaken by the Regional Municipality of Wood Buffalo in 2005 as a beautification project. The Project Team seized the opportunity to embrace the concept of placemaking, and develop a vision for the public realm that enhances the community, enriches civic life and the vitality of streets and open spaces, and strengthens the sense of place - capturing and celebrating the geography, history, culture and lifestyle - that make Fort McMurray unique. EIDOS developed an urban design 'kit-of-parts', including themed streetscaping, banners, wayfinding signs and information kiosks. The kit-of-parts was designed to be sustainable, durable, integrate with other capital projects, contribute to a safe and accessible environment, and embrace the northern winter city context of Fort McMurray.

EIDOS then developed an implementation strategy to realize the kit-of-parts within the community framework. In association with the Project Team, EIDOS identified five high priority 'quick start' projects which best reflected community needs and values, established synergies with major capital works, created opportunities for partnerships, integrated with operational works, and met multiple capital and operating objectives.

Since the completion of the master plan, EIDOS has been retained to undertake detailed design and construction of streetscape and open space improvements within a number of areas, including Thickwood Boulevard, Confederation Way, Franklin Avenue and the new Lower Townsite East Loop Road. These projects are currently in various stages of construction.



FORT ROAD OLD TOWN URBAN DESIGN PROJECT

EDMONTON, ALBERTA



PROJECT DATA

Client

City of Edmonton

Completion Date

2009

Award

Urban Design Institute Brownfield (Brown-
ie) Gold Medal - 2008

Revitalizing Fort Road involved a number of initiatives. EIDOS developed conceptual streetscape alternatives to redesign existing infrastructure, roadways, land use, boulevards and medians and parks. The purpose was to develop a long range master plan which compliments immediate road and utility reconstruction requirements.

Noteworthy urban design initiatives include: public art opportunities, architectural gateways, public plazas, site furnishing, enhanced lighting and themed way-finding elements to increase Fort Road's visual prominence and promote pedestrian friendly, urban environments for residents and visitors.

Later, Fort Road was widened from four to six lanes and a wide landscaped, central median added. Detail designed streetscape improvements were subsequently developed and implemented in spring 2008.

A village square was envisioned to serve both as a central civic park and community gathering place. A 3.0m wide, concrete multi-use trail will extend the entire length of the community, providing a functional travel corridor as well as a safe, pleasing environment for pedestrians and cyclists.



THE QUARTERS

EDMONTON, ALBERTA



PROJECT DATA

Client

City of Edmonton

Completion Date

2009

Award

IDA Downtown Special Achievement Award
- 2008

Revitalization of the Quarters – formerly known as Edmonton’s Downtown East - consists of 18 City blocks immediately east of the downtown core. The Quarters is also adjacent the Arts District, atop of the North Saskatchewan River Valley and is one of the original residential neighbourhoods of Edmonton.

The revitalization process for The Quarters involved three main phases:

- Creating a Vision;
- Working from Vision to Action; and,
- Taking Action to achieve the Vision.

EIDOS was part of an integrated design team that was selected to produce Phase 2 deliverables consisting of:

- A Public Involvement Plan;
- Overall Urban Design Plan and Guidelines;
- Schematic Streetscape Designs;
- Servicing Upgrading Plan; and,
- Statutory Amendments.

EIDOS was involved in the production of an extensive set of Urban Design Guidelines used to compliment an Overall Site Plan, and were responsible for schematic plans of prototypical streetscapes, a cantilevered, river front promenade dubbed “The Balcony” and a four city-block long public park called “The Armature”. An overarching streetscape design consideration was based on our corporate ‘sustainable’ design philosophy focusing on density, energy conservation, limited water use, reducing mobility and working in harmony with natural features and resources.



LAKESHORE DRIVE

SYLVAN LAKE, ALBERTA



PROJECT DATA

Client

Town of Sylvan Lake

Completion Date

On going

Award

AACIP 2009

Since the early 1900's the Town of Sylvan Lake has been a haven for residents and tourists alike. Initially developed for its natural forest resource, Sylvan Lake quickly became a tourist destination, known for its hotels, campgrounds, shopping, recreation and culture. Today, Sylvan Lake continues to grow as a community; with increased land values, year-round living, and tourism activity of in excess of 1.3 million visitors yearly. The jewel and key attraction in the community is Sylvan Lake and the lakeshore.

Working with a multi-disciplinary team consisting of Associated Engineering and Armin A. Preiksaitis & Associates, and a project steering committee consisting of representation from municipal, provincial and federal governments, and key community stakeholders, EIDOS was engaged as the prime consultant in the redevelopment of Lakeshore Drive and the development of a vibrant, diverse, attractive and well-planned environment for both residents and visitors.

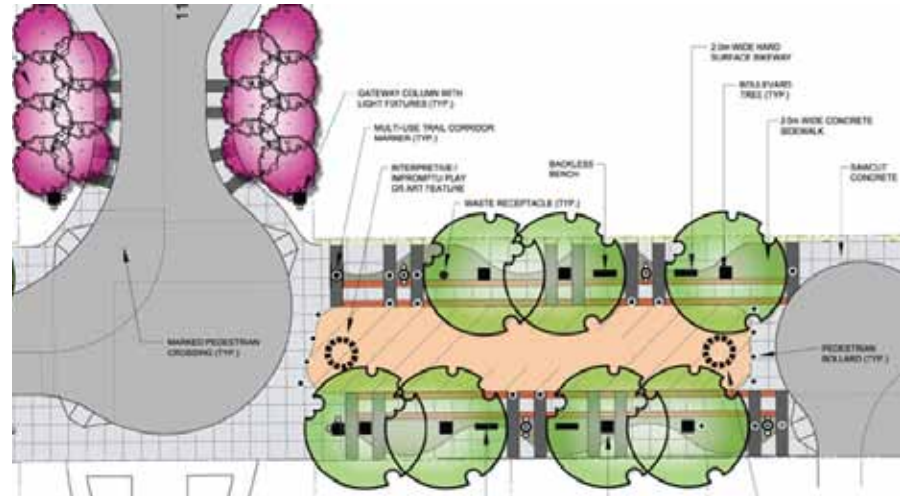
Lakeshore Drive is the main link that integrates the lake with the community. Based on the analysis of existing conditions, guiding principles were formed to redevelop and realign Lakeshore Drive as a 'Complete Street', with an integrated roadway, promenade and open space system that promotes safe, year-round pedestrian-oriented activity and movement; compatibility and with existing and future land use; a strong and authentic sense of place that celebrates the Town and regions history, culture and traditions; and an animated waterfront area with opportunities to shop, live, work, gather and do business.

This planning project has been recognized by all levels of government as a well developed and strategic development legacy for the Town of Sylvan Lake. It has created the vision and stimulated the required funding discussion and detailed requirements for moving the project forward and stimulating other local and regional planning and development project initiatives.



105 AVENUE TRAIL CORRIDOR PRELIMINARY DETAIL DESIGN STUDY

EDMONTON, ALBERTA



PROJECT DATA

Client
City of Edmonton

Completion Date
2006

The 105 Avenue Study was an initiative to establish a northern edge to Edmonton's Downtown and to provide the "missing urban link" required to connect a citywide multi-use trail system.

EIDOS prepared preliminary detail design of streetscape improvements in addition to developing highly vibrant, attractive, pedestrian-oriented neighbourhood amenities and open spaces for new residential development and commercial retail growth.

Streetscape improvements consisted of decorative pavement, coordinated site furniture, pedestrian-scaled lighting, public art, way-finding/ gateway features, street-tree plantings and ornamental planting beds.

EIDOS also participated in workshops and presentations to City Administration, special interest groups, local businessmen and the general public. The final plan accommodates existing private and public sector projects and interests, LRT and BRT transit initiatives, as well as orchestrating new public open-space and multi-use trail systems.





YELLOWKNIFE SMART GROWTH URBAN DESIGN INITIATIVE

YELLOWKNIFE, NORTHWEST TERRITORIES



PROJECT DATA

Client

The City of Yellowknife

Completion Date

2010

Since 2008 EIDOS Consultants Incorporated has been leading a multi-disciplinary team of architects, planners and graphic communications specialists to create a comprehensive urban design strategy for the City of Yellowknife.

This strategy is part of an overall Smart Growth strategy which seeks to set a sustainable direction for the community over the next 50 years. The work of the Urban Design Initiative is intended to provide design direction for streetscapes and open spaces to embrace sustainability and at the same time capture and celebrate the unique sense of place which is Yellowknife.

EIDOS has also been retained to develop detailed design drawings for the redevelopment of 50th street and Old Airport Road. Currently under construction, this assignment has provided an initial test for many of the concepts related to sustainability and placemaking which are being developed as part of the Urban Design Initiative.

MACDONALD ISLAND REDEVELOPMENT

FORT MCMURRAY, ALBERTA



PROJECT DATA

Client

Municipality of Wood Buffalo

Gross Value

\$135,000,000

Completion Date

September 2010

MacDonald Island officially opened its doors to the community in September 2010. The recreation centre includes the following components:

- NHL sized arena,
- Administration/common areas,
- Additional dressing rooms for mini- ice,
- Esthetically pleasing enhancements,
- Parking and landscaping,
- 50m swimming pool,
- Waterpark,
- 2 indoor soccer pitches, and
- Library.

The MacDonald Island Redevelopment in Fort McMurray is one of the most significant resident enrichment projects in the City's history.

This state-of-the-art facility encompasses many unique features including a wide range of sporting and recreational facilities, and the new Fort McMurray Public Library. With a primary emphasis on family and community-oriented programs and activities, the centre is affordable and accessible. MacDonald Island enhances a sense of pride and enriches the quality of life for all residents and visitors of the Regional Municipality of Wood Buffalo.

TERWILLEGAR COMMUNITY RECREATION CENTRE

EDMONTON, ALBERTA



PROJECT DATA

Client
City of Edmonton

Gross Value
\$135,000,000

Completion Date
January 2011

The Terwillegar Community Recreation Centre provided Stuart Olson Dominion with new and unique challenges for project coordination and management. Initially starting as a construction management recreation centre with a P3 arena component, it has evolved into a construction management recreation centre with a design-build arena component.

Engaging separate design teams for each component of the project, Stuart Olson Dominion was presented with the task of coordinating these two unique design team philosophies into one cohesive facility at completion.

Additional design and construction issues considered for this project have been the overall site planning, coordination and integration with all stakeholders. The overall site includes a high school, transit hub, future high school, future outdoor track and field facilities and an interconnecting roadway. All of these varying interests had to be coordinated and managed by Stuart Olson Dominion to conceive our final construction plan and begin construction.

Key components of this multi-use facility include:

- Multi-purpose flexihall gymnasium;
- Aquatic centre, complete with 50m lap pool, leisure pool with water slide, lazy river, teaching pool, hot tub, change rooms, sauna, steam room, administration and public viewing areas;
- Health and Wellness Centre with running track, entertainment equipment and dance/fitness studios;
- Social heart public areas that include an amphitheatre and CRU space for future vendors;
- Four hockey arenas with additional CRU space; and
- Child play and child minding areas.

RICHMOND OLYMPIC OVAL

RICHMOND, BRITISH COLUMBIA



PROJECT DATA

Client
VANOC

Gross Value
\$178,000,000

Completion Date
February 2009

Never is there a time when schedule and budget control is more vital, than on a project for the Olympic Games. But then again, there can be no greater point of pride than being the construction manager of an Olympic venue.

So when Stuart Olson Dominion was selected to build the new 2010 Olympic venue for long track speed skating in Richmond BC, we were more than happy to deliver.

The intricate, LEED® Gold structure may be concrete frame, but it is topped with a highly unique roof structure. Glulam/steel arches give the oval that “cabin-in the woods” feel, with innovative wood wave panels stretching in between. The design makes it a true member of the community, making its post-Olympic transition to a sport and fitness facility an easy one. The facility will give residents two NHL-sized hockey rinks, courts for basketball, volleyball and tennis, as well as a running track.

In addition to the aggressive 26-month schedule, Stuart Olson Dominion had to overcome the unexpected obstacle of a roof replacement during construction. Partway through the project, it was discovered that the roof structure had been infested with mold and had to be replaced. As a result, while continuing on with the construction of the facility, Stuart Olson Dominion undertook an extensive roof replacement for this iconic facility.

In the end, in spite of a volatile construction market and such a unique roof structure, the project came in on time and on budget.

DOW CENTENNIAL CENTRE

FORT SASKATCHEWAN, ALBERTA



PROJECT DATA

Client

City of Fort Saskatchewan

Gross Value

\$19,400,000

Completion Date

August 2004

A spectacular compilation of athletic, artistic and cultural amenities packaged in a breathtaking and visually alluring structure. The Dow Centennial Centre inspires simply by its presence and impresses with its exceptional features to become the heart of its community. The site is divided into two pavilions, each specializing in a particular focus. The Landrex Recreational Pavilion features a childcare centre; 1,100 sq.ft multipurpose room suitable for up to 30 people; an indoor soccer field with seating for 200 fans, four large change rooms with two fitted for handicap accessibility, in-slab heating, wheelchair accessibility to the spectator seating area, and a large convertible space for soccer, lacrosse, trade shows and other special events.

The gym is equipped with a sauna and steam rooms, while the indoor track offers 2 lanes for walkers, joggers or wheelchairs as well as offering a handrail for stability and safety. Six badminton courts, two full basketball and volley ball courts are surrounded by 200 folding-seat bleachers. A mondo rubber sports floor was installed in this area in addition to a retractable curtain and 2 scoreboards. There are two ice areas, a pond for recreation use and a NHL-sized pad with spectator seating for 200. The large rink offers protective spectator netting, wheelchair and handicap seating on the ground level as well as a score board for hockey and a second for lacrosse. Dow Centennial Centre was the first building to utilize the Eco-Chill® heat recovery system. This system reuses the excess heat from the ice plant and rather than release it to the atmosphere it is redistributed throughout the facility.

The Sherritt Pavilion houses the arts and cultural components of the centre. An art gallery, community pottery guild studio and multi-purpose banquet rooms with retractable dividers offer a multitude of options for groups up to 350. The 536-seat theatre is equipped with a hearing impaired sound system and a special lift to the balcony. Additional flexi-space boasts natural light and concrete flooring making it ideal for casual meetings, workshops, and educational programming. To minimize the operating costs, numerous retail areas allowed local businesses to lease space.