

MIXED USE

MANULIFE CENTRE, TORONTO, CANADA



MANULIFE FINANCIAL, THE MANULIFE CENTRE, TORONTO, CANADA.

The ManuLife Centre is located at the centre of Canada's most prestigious shopping district and had the potential to become Canada's premium commercial & residential address. However it has historically been plagued with design and vacancy problems. In 1999 we were retained by Manulife Financial to provide them with recommendations as to how The Manulife Centre should be re-positioned, re-designed and re-merchandised.

Three surveys were conducted. One in-mall exit survey with the shoppers and two self-administered surveys with the residential and office tower tenants. An extensive analysis was also carried out on the competition and the demographics in the surrounding trade area. The study concluded that the retail component of The Manulife Centre should be re-positioned as a “casual lifestyle

entertainment retail” shopping centre. Based on this new positioning we then provided redevelopment, redesign and remerchandising recommendations including a suggested tenant “hit-list”.



Over the next five years our recommendations were implemented then, in 2004, we were retained again to conduct an update study to gauge the impact of the previous study and to make recommendations for the next five years. The three surveys were repeated and it was discovered that Manulife was now not only attracting the target demographics but that the number of

shoppers had increased from 26% to 45%. As a result we have recommended that the strategies contained in our 1999 “Retail Action Plan” be maintained and, in this regard, have provided a “hit-list” of recommended new tenants.



THE BOW, CALGARY, CANADA



H&R REIT SIGNS THE LARGEST SINGLE TENANT LEASE IN CANADIAN HISTORY **H&R REIT TO DEVELOP THE BOW** **A 1.9 MILLION SQUARE FOOT HEAD OFFICE COMPLEX IN CALGARY**

TORONTO, Feb. 9 /CNW/ - H&R Real Estate Investment Trust announced that it has entered into agreements for the development of "The Bow" - EnCana Corporation's future head office of approximately 1.9 million square feet, to be constructed in the heart of downtown Calgary. A subsidiary of H&R, Centre Street Trust, has completed the acquisition of the lands from affiliates of EnCana Corporation for a price of approximately \$70 million. The Project will be located on a high profile site comprising the better part of two city blocks in downtown Calgary. The north block of the Project will contain The Bow, a class AAA, state-of-the-art, office and retail complex which will be the tallest office building in western Canada and will dramatically transform Calgary's skyline upon its completion, expected by fall 2011. In addition to The Bow, the south block of the Project will include retail, additional office and cultural facilities of approximately 200,000 square feet, to be developed on adjoining lands.

EnCana Corporation, the sole tenant for 100% of the office space and 700 parking stalls in The Bow, is a North American industry leader in unconventional natural gas and integrated oilsands development, and is one of Canada's largest companies with a current enterprise value of approximately CDN\$53 billion. EnCana enjoys strong investment grade ratings. The Bow is designed to fully meet EnCana's current and future office needs and to serve as its headquarters for at least the next 25 years.

The north block of the Project will be developed with a 59-storey office tower containing approximately 1.84 million square feet of class AAA office space, approximately 20,000

square feet of retail space and a 700-vehicle below-grade parking garage. The striking architecture of the steel and glass, crescent-shaped, office tower will include a full height interior atrium, which is designed to provide the tower with spectacular mountain views, an abundance of natural light and three "sky-gardens" that will provide the tower's occupants with unique meeting and amenity space. Construction of the Project is expected to commence this summer and has a current budgeted cost of approximately \$1.1 billion for the north block.

The south block of the Project will be a multi-level, mixed-use building containing approximately 100,000 square feet of high-quality retail space, and up to 100,000 square feet of additional office and cultural arts space, as well as up to an additional 700 vehicle below-grade parking garage. EnCana Corporation has agreed to be responsible for the reimbursement of the cost of the 100,000 square foot office and cultural component of the south block development. This facility is expected to feature first class retailers and cultural users and will be designed with a quality and finish substantially equivalent to The Bow, so as to create a fully integrated world class mixed-use development.

This remarkable Project has been designed by Foster + Partners of London, England - an international studio for architecture, planning and design that currently has projects in 22 countries and has worked in as many as 55 countries. The retail consultants were Canada's leading retail consulting firm, Talbot Consultants International Inc. of Toronto.



NORTH AMERICAN CENTRE, TORONTO, CANADA



NORTH AMERICAN CENTRE, TORONTO, CANADA.

The North American Centre is located at 5650 & 5700 Yonge Street, Toronto. Although it is a major presence on Yonge Street the majority of its retail is located below street level with restricted access from the street and limited access from the Finch Subway Station. Talbot Consultants International Inc. was commissioned by Manulife Financial to analyse the Retail Re-Positioning and Re-merchandising of North American Centre. Our goal was to enhance the image and profitability of The North American Centre by creating an attractive, exciting and vibrant retail destination for the tenants of The North American Centre and the surrounding office workers and residents.



Three surveys were conducted; one in-mall exit survey with the shoppers and two self-administered surveys with the residential and office tower tenants. The final step, we balanced the current market information with the identified market potential. The results were a re-positioning and re-merchandising “Retail Action Plan” for The North American Centre, both in the short and long terms.

We then recommended competitive positioning for the retail component and identified, by brand name, the sizing, clustering and the recommended target tenants that resulted in The North American Centre achieving its identified short and long term goals.



PLACE BONAVENTURE, MONTRÉAL, QUEBEC, CANADA



PLACE BONAVENTURE, QC, CANADA.

Place Bonaventure is one of the largest commercial buildings in Montreal, with over 3.2 million square feet of floor space. It is located in the heart of the downtown business district between de la Gauchetière Ouest, St-Antoine, University and Mansfield. It is a mixed-use building consisting of office, exhibition, hotel and retail. Cini•Little International, Inc. and Talbot Consultants International Inc. were retained by Gestion D'Immeubles WPBI Inc. to provide a Phase 1 Preliminary Assessment as to the potential sizing and feasibility of the a retail, food & beverage and services component for the proposed redevelopment of Levels 99 and 89 of Place Bonaventure in Montreal, Quebec.

Our initial Phase I tasking included an analysis of the data gathered during the site and trade area visit and reviewed the 1999 Zins Beaudesne report and prepared a preliminary assessment as to the potential sizing and feasibility of the retail, food & beverage and service components of the amenities portion of the project.



MACDONALD BLOCK, TORONTO, CANADA



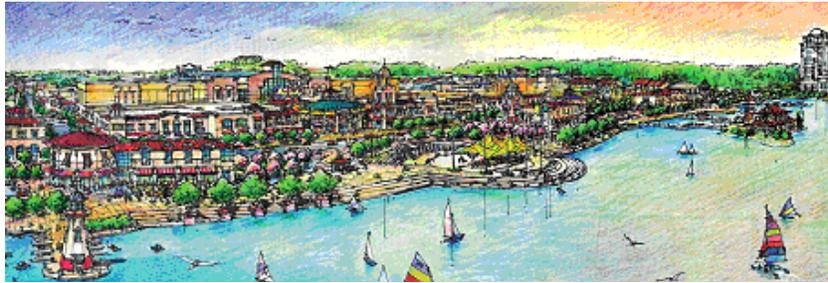
PROFAC FACILITIES MANAGEMENT SERVICES INC., THE MACDONALD BLOCK, QUEEN'S PARK, TORONTO, CANADA.

The Province of Ontario is the owner of a group of buildings that surround its parliament building. These buildings are known as the “Queens Park Complex” and comprise four high-rise office towers and a 2-storey podium, known as the Macdonald Block, which connects the towers. The entire Queen's Park complex itself totals approximately 1.66 million square feet and additional surrounding government buildings (some connected) add another 0.8 million square feet of space. The MacDonal Block is a +/- 30 years old building providing office and service space for the adjacent Ontario Legislative Building (to which it is connected by tunnel). The building comprises of +/- 300,000 sq. ft. of GLA on two floors around a central courtyard. The top floor provides a mixture of offices and meeting rooms and the ground floor consists of offices, a cafeteria, a day-care centre and an art gallery. Although its primary function (as an essential government building) is unlikely to change the overall property needed to be reassessed to determine its highest and best

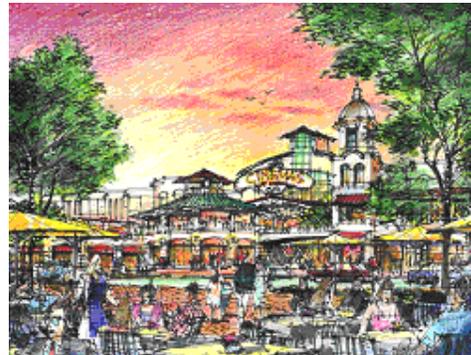
use and the potential for its redevelopment and revitalisation so as to maximise its investment potential. Talbot Consultants was retained to conduct a detailed analysis of the building and its redevelopment potential. As part of our tasking we were required to retain an architectural firm and a food & beverage design firm as sub-consultants. Our resultant study recommended that the large open atrium, in the centre of the building, be roofed over to provide a modern central food court combined with retail space to provide better services to the tenants of the MacDonal Block and the tenants of adjacent parliamentary buildings.



CORNELL TOWN CENTRE, TORONTO, ONTARIO, CANADA



CORNELL TOWN CENTRE MARKHAM



CORNELL TOWN CENTRE, TORONTO, CANADA

The Town of Cornell is a new town with a projected population of 30,000 people. It is currently under construction on a 1,275 acre parcel of land located in the north east corner of Toronto and is to be served by Highway 407, Canada's first privatised toll highway. The Town's overall "new urbanism" design concept has been described as "the mother of all orthodox neo-traditional communities in Canada". It also has the distinction of being master planned by town planners and architects Duany and Plater-Zyberk (DPZ). Ultimately the town will contain 11 neighbourhoods, each with parks and open spaces. The approved plan also calls for a 90 acre mixed-use town centre consisting of approximately 1 million sq. ft of commercial development which has to be designed to be compatible with the design concepts of new urbanism. Talbot Consultants International Inc. was retained as the retail planning consultants for not only the Cornell Town Centre but also the neighbourhood facilities scattered throughout Cornell. Our initial tasking was to prepare a market feasibility study to determine the optimum positioning, merchandising and sizing of such a town centre. Our next task was to seek out international architectural and design firms who had demonstrated the vision and experience to create a new urbanism town centre and recommend a preliminary list of 12 to the developer. We were then instructed to reduce these to a short list of 3 and set up half-day workshops with each of the short listed firms. At the conclusion of this process Development Design Group of Baltimore was selected. Our next task was to co-ordinate a thorough site and trade area tour and briefing for the Design Group and then set up a series of interactive workshops, in both Toronto and Baltimore, to translate our market driven recommendations into macro and micro design concepts. This process eventually resulted in the selected concept for the Cornell Town Centre being a 1 million sq. ft. Entertainment Focused Centre (EFC) anchored by a 100,000 sq. ft multiplex theatre and complemented by approximately 900,000 sq. ft of other entertainment venues, retail, food & beverage and services. The requirement to preserve the uniqueness of Cornell's new urbanism design was achieved by configuring the Cornell Town Centre as a series of traditional streetscapes all focused on a huge man made water feature. The construction of the residential portion of Cornell is proceeding quickly and sales have been extremely strong. The Cornell Town Centre project is now regarded as a prime example of new-urbanism retail planning and has recently been selected as a feature project in the updated version of the international development industry's preferred reference text "The Shopping Center Development Handbook" which is to be published by the Urban Land Institute (ULI) in 2005.



TEXAS MEDICAL CENTER, HOUSTON, U.S.A.



TEXAS MEDICAL CENTER, JOHN P. MCGOVERN TMC COMMONS, HOUSTON, U.S.A.

The Texas Medical Center (TMC) occupies approximately 675 acres of land. It owns/operates over 100 permanent buildings with a GLA of +/- 20 million sq. ft. The centre has approximately 60,000 employees, 20,000 regular students, 70,000 part-time students, 9,000 volunteers and 4.5 million patient visits per year. Since no commercial facilities had been permitted "on campus" (as a result of outdated land covenants) this huge consumer base was having to travel "off campus" to meet even their basic consumer needs. As a result TMC requested the team of Cini-Little International Inc. & Talbot Consultants International Inc. to advise on the feasibility of constructing a "Town Center" building that would provide a +/- 500 car parkade and "campus services" for the employees, students, volunteers, patient families and visitors. Talbot Consultants was retained as the retail-planning consultant to advise on the feasibility, positioning & merchandising of the "campus services" component. The project was conducted in two phases. Phase 1 involved a site visit, a preliminary competitive inventory, an analysis of existing employee data and a brief intercept survey. Based on that data we determined that the development of a food & beverage, retail & services "hub" on this site was not only feasible but had the potential to be extremely successful. As a result we were retained to conduct a detailed due diligence analysis. Phase 2 involved a detailed consumer intercept survey conducted amongst employees, students, volunteers, patient families and visitors. In addition a "mail-back" survey was conducted with all the employees of the buildings within a five-minute "walk-time" from the site and interviews were conducted with a random sample of TMC's existing food & beverage, retail and services operators. The project also required a review of the retail trends in hospital complexes nationally & internationally and interviews with likely non-TMC retailers throughout Houston. Phase 2 included a detailed financial feasibility study detailing projected sales, rents, expenses, CAMs, TIs and capital costs. Based on our feasibility analysis we recommended that the project proceed and, in conclusion, provided a pre-qualified tenant "hit-list" by "banner" (and contact name) that not only met consumer "wants & needs" but also met the financial requirements that we had identified. The project has been named "The John P. McGovern TMC Commons" and is now completed and fully leased.



WATERVIEW – HUMBER BAY SHORES, ETOBICOKE



WATERVIEW – HUMBER BAY SHORES, ETOBICOKE, CANADA.

Monarch is currently constructing the first phase of Waterview, a mixed-use neighbourhood in the heart of the Humber Bay Shores community (formerly Motel Strip) along the western waterfront of City of Toronto (formerly Etobicoke). Monarch is proposing to develop up to 1,500 new condominium units in eight mixed-use buildings.

New public streets will extend through Waterview from the intersection of the Gardiner Expressway and Lake Shore Boulevard to Marine Parade Drive, now built along the water's edge. A new landscaped open space, the Village Court, accessible to the public year-round, will provide a gateway to the waterfront and community focal point.

The Official Plan currently proposes a maximum retail area of 150,000 square feet. Monarch's plans currently anticipate approximately 20,000 square feet of commercial space primarily focused at grade along the new public street and Village Court. Monarch requires the preparation of a commercial market report by a consultant with expertise in retail planning and leasing in major urban, mixed use, waterfront communities.

The main objectives of the study were:

1. To test the market in the area to establish what scale of retail development is appropriate for this development..
2. To analyse and evaluate appropriate commercial market opportunities for the Waterview in the context of (1) the objectives and policies of the Humber Bay Shores Secondary Plan (2) existing and planned development in Humber Bay Shores (3) recent and planned commercial activity in south Etobicoke and (4) experience from other waterfront communities in Toronto (e.g. Harbourfront, The Beaches) and other North American cities.
3. To assess and justify how much and what type of commercial space and businesses would likely be attracted and supportable both in the near term and ultimate build-out of Waterview and the Humber Bay Shore community.
4. To provide specific recommendations with respect to design, management and leasing of the recommended commercial space within Waterview working closely with Monarch and its other development advisors.

