



INTEGRATED INFRASTRUCTURE SERVICES

Building on a solid foundation of experience in traditional government infrastructure projects, Altus Group has emerged as the industry leader in providing independent and unbiased analysis for public-private initiatives, particularly those funded through alternative financing and procurement methods.



FOCUS ON

Integrated Infrastructure Services

Altus Group's Infrastructure Services team provides unrivalled independent advice and solutions. We have developed a proven track record with an expanding client base demonstrating confidence in our ability to provide reliable and impartial expert advice. We provide services to a broad range of public and private sector clients as they relate to infrastructure in the following areas:

- Lender's Technical Advisor:** The technical advisor's objective is to identify planning, design, construction, facilities management, life-cycle, and payment mechanism risks for the lenders, determine that mitigation strategies are appropriate and/or recommend alternate solutions. We provide technical input and an independent analysis of the risks by reviewing agreements, contracts, background reports, schedules and pricing at the bid and construction stages, through interactive collaboration with the project team and their lenders.



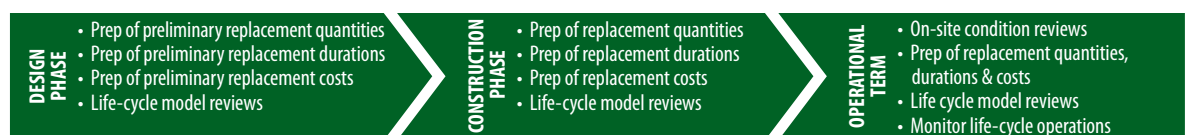
- Independent Certifier:** Jointly commissioned by the sponsor and proponent, the Independent Certifier provides critical expertise during the construction phase of a project to ensure compliance with the output specifications, and provide dispute resolution services. The skill sets within Altus Group make us the logical choice to carry out the role of Independent Certifier as required in P3/PFI agreements. We are able to provide informed, unbiased, independent, third-party technical advice to the project proponent and project sponsors.



- Risk Management:** Altus Group's comprehensive risk assessment and management services forecast the financial implications of project risks and recommend responses throughout the life of the project. Our proactive approach to risk management includes risk identification and assessment, control and mitigation, and continuous communication with all stakeholders.



- Life-Cycle Costing:** Altus Group is focused on developing solutions to assist organizations to manage their capital spending in real estate and infrastructure assets. Our services include on-site assessments and condition reviews, preparation of budgets for annual and periodic repairs, and life-cycle model reviews. Proactive preconstruction advice with appropriately planned maintenance and repairs can significantly improve the replacement duration of elements, and therefore impact life-cycle costs.



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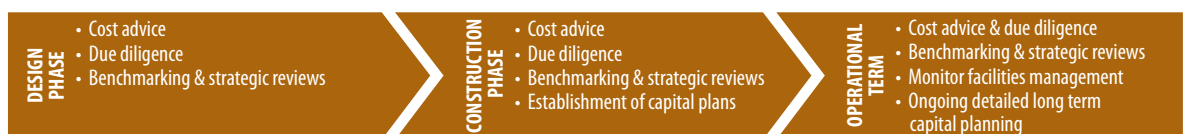
- Cost Estimating and Planning:** Preconstruction cost planning and budget control objectives include maintaining the client's budget, achieving value for money and exploring life-cycle costing and design expectations. We provide a broad range of services at the preconstruction stage to achieve these objectives. Our cost planning services include construction estimating, soft cost budgeting, value management, building efficiency studies, procurement strategy advice, contract reviews, feasibility studies, tender analysis and contract negotiation. Proactive cost estimating and planning will assist the client and design team in appropriate decision making.



- Project Loan Monitoring:** Our project loan monitoring services provide our clients with an objective critique of the construction and development budgets, thus assessing a project's financial feasibility and enabling the client to make informed decisions. We continue to review and verify project-related documentation and contracts on an ongoing basis to allow accurate cost-to-date and cost-to-complete reporting. These services include progress draw approval, cash flow projections, negotiation of change orders, lease reviews, advance margin calculations, payment certification and reviews of all relevant financial project documentation.



- Facilities Management Review:** Altus Group provides strategic facilities management review services including defining, planning and analyzing long term activities and business targets for assets. Our services are designed to enable owners and managers of real estate to strategically focus and plan, and this includes facility surveys, condition reports, asset plans, and replacement strategies. Altus Group has the skills and technology to assist you with your facilities management requirements related to renewal of assets, increasing asset standards, upgrading to comply with legislation, or expanding your portfolio.



- Solar Energy:** Altus Group's team of dedicated solar energy professionals actively assist clients in this unique and complex market. With FIT (Feed In Tariffs) Programs now becoming more prevalent in Europe, Asia and North America, Altus is well positioned to provide essential consulting services in these evolving markets. Services include Building/Land Appraisals, Property Tax Consulting, Owner's Representative Services, Project Management, Market Intelligence, Site Selection and Asset Management. Given the long-term nature of many FIT Programs, our team provides hands-on advice – from the initial site selection stage, to beyond the commercial operation date – until the FIT contract's expiration with the governing body.



- **Earned Value Reporting:** Earned Value Management (EVM) is widely used in engineering or civil works projects, and is increasingly used as a project and program management tool for contract work across a variety of sectors. EVM's ability to act as an early warning system to control cost and schedule overruns makes it an effective tool in monitoring a project's cost and schedule performance. EVM is based on the concept that a project can be broken down into definable and measurable tasks. The progress of these tasks can be measured using earned value, actual cost and planned value. Altus professionals use EVM for various clients, employing a method of evaluating the status of a large project in a standardized and objective manner. This provides our professionals with a tool to manage cost and schedule issues within the project and across an entire program.
- **Project Route Planning and Site Assessment:** Supported by a large in-house staff, global positioning technologies, geographic information systems (GIS), digital mapping and remote sensing, provide our clients with a comprehensive package for project alignment review. Other capabilities include environmental phased reviews, environmental field reports, environmental assessments, forestry valuation and costing services, linear path augmentation with cadastral surveys, as well as construction layout and as-built services.

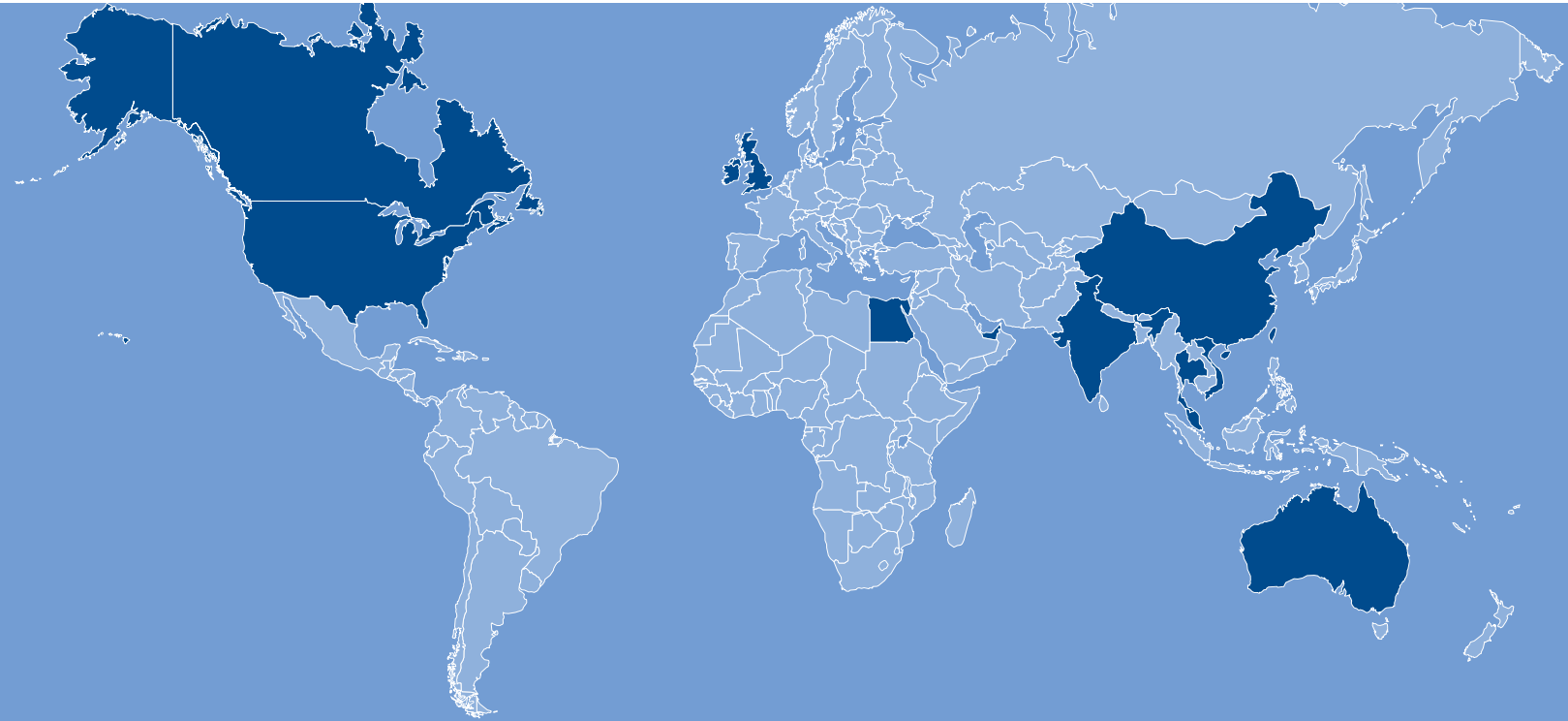


- **Land Management:** Services include analysis, research, valuation, realty tax consulting, due diligence, right-of-way and corridor property acquisitions for major infrastructure installations, land appraisal and valuation, site acquisition and procurement through expertise in expropriation, easements, licenses and utility agreements, as well as planning and regulatory approvals for municipal, provincial, federal and regulatory bodies. Altus also provides First Nations consultation, expert witness testimonials and legal support.
- **Capital Planning (Sustainable Asset Management Planning):** Leveraging life-cycle planning-based methodologies and professional performance assessment practices, Altus Group's solutions help clients consolidate capital planning and financial forecasting for facility renewal, functional building requirements, legislative compliance and strategic capital investment. The result is a comprehensive and realistic projection of portfolio capital cost requirements well into the future, with all of the underlying data and business analytics required to support strategic capital spending decisions.

Altus' linear asset solutions provide short and long-term capital needs forecasting for networks such as roads, sewers and water. The ability to simultaneously analyze multiple linear networks and optimize the timing of renewal activities results in lower overall costs, less disruption and increased life expectancies. We work with a variety of public and private-sector clients that own and manage large portfolios of facilities, equipment, and many other types of capital assets that depreciate and require strategic reinvestment over time to properly sustain them.



Our Network



Altus offers diversified services and unparalleled expertise to a broad range of clients, in various industries across Canada and internationally.

About Altus Group

Altus Group is the leading multidisciplinary provider of independent real estate consulting and professional advisory services worldwide. With a staff of over 1,600, Altus Group has a network of over 60 offices in 14 countries worldwide, including Canada, UK, Australia, Asia, USA and the Middle East. We operate four interrelated Business Units, bringing years of expertise together into one comprehensive platform: Research, Valuation and Advisory; Cost Consulting and Project Management; Realty Tax Consulting and Geomatics services. Our business units work independently or in cooperation to provide clients with the benefit of combined expertise. Our distinctive approach allows for decisions based on independent, carefully reviewed conclusions.

Altus Group provides services to some of the most prominent businesses, including banking institutions, pension funds, insurance companies, accounting firms, law firms, public real estate organizations (including REITs), industrial companies, private investors, asset and fund managers, real estate developers, governmental institutions, and oil and gas companies.



altusgroup.com info@altusgroup.com



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