



NORTH AMERICA CAPABILITY STATEMENT

2022

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OUR EXPERTISE

WT IS ONE OF THE FASTEST GROWING ADVISORY FIRMS IN NORTH AMERICA. FOUNDED IN AUSTRALIA BACK IN 1949, WT HAS BEEN A FORCE IN NORTH AMERICA SINCE 2010. A TRUSTED ADVISOR TO OWNERS, DEVELOPERS, GOVERNMENT AND PRIVATE SECTOR CLIENTS, WT CURRENTLY MANAGES BILLIONS OF DOLLARS OF ACTIVE MEGA PROJECTS ACROSS NORTH AMERICA. WHEN YOU WORK WITH WT, YOU ARE WORKING WITH THE COLLECTIVE THINKING OF OVER 1,700 OF THE PROFESSION'S LEADING PEOPLE.

OUR EXPERTISE covers the building, construction, and infrastructure sectors, as well as the management of facilities and the provision of consultancy services. WT provides integrated project services throughout the property / asset lifecycle.

OUR CLIENTS can draw on expertise from our cost consulting, project delivery, and P3 advisory consultancy services to ensure project goals are realized.

OUR GOAL is the achievement of our client's ultimate commercial objectives through optimized solutions.

WT is a global firm with over 70 years of history supporting owners, developers, and lenders deliver major infrastructure projects. We currently employ over 1,700 staff across the globe and have been sustainably growing across North America since 2010 with offices in the US, Canada, and Mexico.

[IF YOU WOULD LIKE TO FIND OUT MORE ABOUT WT...](#)



WHO WE ARE

CORPORATE

- FOUNDED IN 1949
- 2,000 STAFF GLOBALLY
- 13 LOCATIONS ACROSS THE UNITED STATES, MEXICO & CANADA
- OPERATING IN NORTH AMERICA SINCE 2010

NORTH AMERICAN TEAM

- OVER 200 YEARS COMBINED INDUSTRY EXPERIENCE
- COMBINED PORTFOLIO OF OVER \$62 BILLION IN MAJOR PROJECT, PROGRAM, AND INVESTMENT ADVISORY
- RECOGNIZED AND PUBLISHED SUBJECT MATTER EXPERTS IN MAJOR PROJECT STRUCTURING, PROJECT DELIVERY, GOVERNANCE & PROJECT AUDIT, ENERGY AND SUSTAINABILITY MANAGEMENT, CAPITAL, AND OPERATIONAL COST MODELING

SERVICE DIVERSITY

- INDUSTRY LEADING PORTFOLIO
- \$20.3 BILLION OF COST CONSULTING SERVICES
- \$18.4 BILLION OF LENDER'S DUE DILIGENCE SERVICES
- \$18.3 BILLION OF CONSTRUCTION PHASE AUDIT SERVICES
- \$7.5 BILLION OF GRANTOR / OWNERS ADVISORY SERVICES

PREMIUM CLIENT EXPERTISE

OUR TEAM HAS EXPERTLY ASSISTED THE FOLLOWING ORGANIZATIONS:



OUR FOOTPRINT

13

NORTH AMERICAN OFFICES

UNITED STATES

- Austin, TX
- Boston, MA
- Cincinnati, OH
- Honolulu, HI
- Los Angeles, CA
- New York, NY
- Phoenix, AZ
- Raleigh, NC
- San Francisco, CA
- Seattle, WA

CANADA

- Toronto, ON
- Calgary, AB

MEXICO

- Mexico City



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GLOBAL OFFICE LOCATIONS

OCEANIA

AUSTRALIA

- Adelaide
- Brisbane
- Cairns
- Canberra
- Geelong
- Gold coast
- Hobart
- Melbourne
- Perth
- Sydney

NEW ZEALAND

- Auckland
- Wellington
- Christchurch

ASIA

CHINA

- Beijing & Tianjin
- Shanghai & Hangzhou
- Guangzhou & Shenzhen
- Chongqing & Wuhan
- Suzhou
- Chengdu

HONG KONG

- INDONESIA
- Jakarta
- Jogjakarta
- Bali

MACAU

- MALAYSIA**
- Kuala Lumpur

SINGAPORE

- THAILAND**
- Bangkok

VIETNAM

- Ho Chi Minh City
- Hanoi

UK & EUROPE

UK & CHANNEL ISLANDS

- Belfast
- Birmingham
- Cambridge
- Exeter
- Guernsey
- Leeds
- London
- Manchester
- Nottingham
- Sheffield
- Southampton
- Swansea

GERMANY

- Stuttgart

ITALY

- Milan

SPAIN

- Madrid

SWEDEN

- Stockholm

INDIA

- Bangalore
- Chennai
- Delhi
- Hyderabad
- Mumbai
- Pune

MIDDLE EAST

- Abu Dhabi



OUR HISTORY

FROM 2015 TO HERE IN 2022, WE'VE SECURED SOME INCREDIBLE PROJECTS AND CLIENTS ACROSS NORTH AMERICA, RANGING FROM HAWAII IN THE WEST, TO NEWFOUNDLAND IN ATLANTIC CANADA.

WT was founded in 1949 by two men who met during WWII, sharing the same initials of WT and the profession of construction cost management. They established WT in Adelaide, Australia and London, England simultaneously, so we've been a global business from the outset.

The North American business began in 2010 with the establishment of our presence in Mexico City, focused predominately on high-end residential and hospitality projects, for several of our global clients. In 2015, the opportunity arose to leverage our experience with the opening of the US P3 market and the inception of the UC Merced 2020 project transaction. Thus, WT North America's first US based project was a \$1.3 B 'never been done before' P3 project for the University of California—that, we've taken in our stride. A deal was struck, and the project was delivered on-schedule and on-budget.

“OVER 70 YEARS OF TRADING, WE'VE NEVER SEEN GREATER DEMAND FOR OUR SERVICES THAN TODAY. WE HAVE GROWN MORE IN THE PAST 10 YEARS THAN THE PRECEDING 60 YEARS COMBINED.”



OUR OFFERING

MANY KNOW US AS 'P3' PEOPLE, BUT WE'RE A LOT MORE THAN THAT.

We know how to manage the complex upfront process by working with you to distill your vision and turn that into an actionable strategy. We have demonstrable experience translating a bold vision into tangible development plans that satisfy stakeholders and garner leadership support. Our service offering is summarized in the table below.

P3 PLANNING, DEVELOPMENT & TRANSACTION ADVISORY	REAL ESTATE ADVISORY	PROJECT DELIVERY	COST CONSULTING
<ul style="list-style-type: none"> ▪ Vision and Strategy Creation; ▪ PMO Establishment and Governance Analysis; ▪ Procurement Analysis and Management; ▪ Project Delivery & Business Case Analysis; ▪ Industry / Market Soundings; ▪ Procurement Development; ▪ (RFI, RFQ, RFP, Technical Requirements & Project Agreements); ▪ Technical Risk Assessments; ▪ Availability Payment; Structures/Payment Mechanisms; ▪ Collaborative Dialog Meetings; ▪ Technical Submittal and Evaluation; ▪ Space Planning; ▪ Programming; and ▪ Education / P-16 Expertise 	<ul style="list-style-type: none"> ▪ Strategic Real Estate Planning ▪ Market Fundamental Analysis ▪ Pre-entitlement and Due Diligence Services ▪ Monetization and Value-Capture Strategies and Implementation ▪ Full Procurement Services (RFI, RFQ, RFP) ▪ Developer Selection and Negotiations ▪ Public/Private Transaction Structuring ▪ Development/Economic Incentive Negotiations ▪ Community Benefits Agreements/Packages ▪ Reuse Strategies ▪ Site Development Strategies ▪ Downtown/Corridor Strategies ▪ Housing/TOD ▪ Sustainability Advisory ▪ Land Use Planning ▪ Tax increment financing districts ▪ Public/Business Improvement District ▪ Community Facility Districts 	<ul style="list-style-type: none"> ▪ Design Review; ▪ Project Management; ▪ Construction Management; ▪ Contract Management; ▪ Real Estate Development Strategy; ▪ Design Management / Review; ▪ Document Management; ▪ Project Controls; ▪ Schedule Review and Analytics; ▪ Stakeholder Management; ▪ Permitting, 3rd Party Approvals and Inspections; ▪ Schedule Management; ▪ Change Order Management; ▪ Technical Conflict Management; ▪ Communication Management and Website maintenance; ▪ Dispute Resolution; and ▪ Claims Management 	<ul style="list-style-type: none"> ▪ Cost Estimating; ▪ Budget Establishment and Management; ▪ Cost Planning and Management; ▪ Operations and Maintenance Phase Cost Planning and Analysis; ▪ Lifecycle Cost Planning and Analysis; ▪ Change Order Pricing, Negotiation and Settlement; ▪ Capital Budget / Financing Strategies; ▪ Cost Reporting; ▪ Drawdown Management; ▪ Cashflow Analysis (S-Curve); ▪ Bidder Price Analytics; and ▪ Value Management / Engineering and Initial Financing Options

THE DETAIL

P3 ADVISORY

We work with conventionally funded capital projects every day of the year. We also work with existing assets and have advised clients on a variety of strategies to support their objectives. Public Private Partnerships (P3) is one approach that can be very effective – or very dangerous, without good advice and guidance. That’s where WT comes in.

With a focus on strong client relationships, we’ve developed our service offering into the more peripheral areas of quantity surveying, assisting clients in achieving the best commercial outcome. Our technical advisory benefits are rewarded with a significant source of repeat business, as clients know they’re in safe hands.

WT PARTNERSHIP IS PROUD TO BE RANKED #2 IN THE GLOBAL P3 TECHNICAL ADVISOR LEAGUE TABLES, (TECHNICAL ADVISOR, PPP TRANSACTIONS, BY TOTAL VALUE) RANKED BY INFRAMATION – AN ACURIS COMPANY

WT has successfully supported clients through each phase of the project development lifecycle. From developing the commercial foundations of a robust and bankable bid, through management of construction, operational commencement and even asset disposal, our highly experienced team comprehensively guide clients to their best commercial outcome.

PROJECT DELIVERY

WE PROVIDE LEADERSHIP AND INDEPENDENT REPRESENTATION FULFILLING ROLES SUCH AS OWNER’S REPRESENTATIVE, INDEPENDENT CERTIFIER, AND CM FOR FEE.

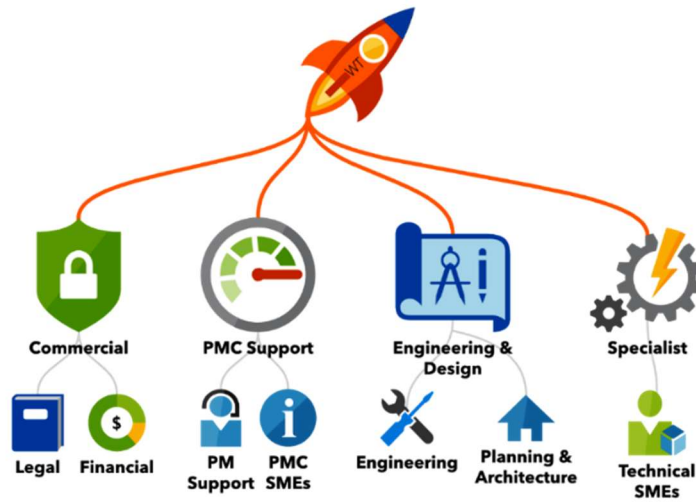


Our project delivery team supports clients during the construction phase to help deliver projects which meet their corporate objectives. We provide leadership and independent representation fulfilling roles such as Project Manager, Superintendent, Independent Assessor, Independent Certifier, and Owners Representative.

DELIVERING PROJECTS TO MEET YOUR OBJECTIVES

Current market conditions, evolving procurement methods and dynamic client requirements are placing greater emphasis on the need for agile, multi-skilled managers and cost control professionals on projects, rather than traditional reactive management and cost reporting. To meet this need, we provide a flexible, innovative, and highly professional service with a bench of qualified Project and Cost Managers. We pride ourselves on our ability to deliver excellence across the board and, in order to achieve this, the services we offer are both diverse and flexible. Our Project Delivery services can be deployed either individually or collectively with another WT advisor service, allowing us to tailor our approach perfectly to suit our client’s requirements, delivering a truly bespoke approach to each client’s needs.

PROJECT MANAGEMENT OFFICE WORKSTREAMS



PROJECT & QUALITY CONTROLS

We have actively leveraged our team’s combined experience from working on major client portfolios to streamline our processes and maximize efficiencies across capital development programs, master services agreements and indefinite delivery indefinite quantity (IDIQ) commissions.

COLLABORATION

- Monthly Client Account Team Sync Meetings
- Workflow Management Software
- Cloud Based 24/7 Mobile Communication Technology

STANDARDS

- Fully Developed Client Account On-Boarding
- Account Specific Service Training – PSRs & Key Processes
- Account Service Delivery Guidance, Documents & Templates

OVERSIGHT

- QA Oversight by National Executive Team
- One Unified Account Team, Regardless of Location
- Cost Benchmarking Data & Design Analytics



REAL ESTATE ADVISORY

WE PROVIDE LEADERSHIP AND INDEPENDENT REPRESENTATION FULFILLING ROLES SUCH AS OWNER’S REPRESENTATIVE, INDEPENDENT CERTIFIER, AND CM FOR FEE.

Working in close conjunction with the more technical and performance based P3 offerings, WT’s Real Estate Advisory Services offers public and private clients a wide range of analytics, due diligence and pre-entitlement, market outreach, and procurement options to help clients maximize the value of real estate holdings. An integral part of any real estate strategy, our Real Estate Advisory team identifies and develops ‘best value’ monetization strategies for our clients through detailed real estate market analyses. We assist our clients with strategic real estate and site development planning, pre-entitlement and due diligence services, monetization, and value-capture strategies all the way through procurement, developer selection, and negotiation.

WT's unique service provision in the project delivery, P3, and cost consulting markets offers our Real Estate Advisory team direct access to senior level subject matter experts, allowing us to provide a more robust set of recommendations and market-driven options to position real estate opportunities for the greatest chance of development. Our Real Estate Advisory Team offers public-private transaction structuring, development/economic incentive negotiations, and community benefits agreements/packages. Having worked in the real estate market from both public and private perspectives, our Real Estate Advisory team is highly versed in the full spectrum of real estate consulting ranging from land use planning and pre-entitlement analyses through selecting a developer for new ground-up projects or redevelopment of existing assets. Given these experiences, our team of experts employs innovative methods in approaching, evaluating, and tailoring real estate advice customized to our clients' goals and objectives.

MAXIMIZING MONETIZATION OPPORTUNITIES

Our Real Estate Advisory team is constantly evaluating trends, zoning, and relevant factors influencing the current and forecasted landscape of the real estate market. Our Real Estate Advisory practice supports and guides clients to leverage market shifts and exploit economically advantageous real estate opportunities. From conception to market outreach and through procurement and developer selection, WT takes great pride in assisting our clients in optimizing the value of their real estate holdings through careful due diligence, market studies, trends, reports, and extensive strategic planning and market positioning.

INFRASTRUCTURE COST MANAGEMENT

Given our diverse and unique breadth of skills and training, we can deliver formidable cost management benefits to our clients. We provide cost management offerings, which assist both public and private sector clients in achieving optimum project outcomes. Our input is invaluable from the earliest stage of the project, and our detailed understanding of costs for civil and infrastructure works provides invaluable information when assessing feasibility.

Cost management should be an integral part of any robust risk management process. Our team provides the benefit in identifying and defining areas of potential exposure, and implementing strategies, minimizing downstream costs without sacrificing value. We optimize the capital works budget rather than solely minimizing cost. This methodology ensures unnecessary costs are eliminated and delivers the best value within agreed budget parameters.

FLEXIBLE, INNOVATIVE AND HIGHLY PROFESSIONAL

We provide realistic and comprehensive cost advice on all aspects of the project - from the earliest feasibility stages, strategic, concept and detailed design phases, through to construction completion. Our cost reporting methodology is specifically designed to assist clients in making decisions on an informed basis.

BUILDING & ENGINEERING COST MANAGEMENT

At WT, we are a multi-disciplinary team that understand the sophistication of building and engineering benefits required to meet client needs. We can help you understand all implications on any proposed design changes – an essential tool in optimizing the project budget outcome.

Complex technologies and the need for sustainable solutions have led to more sophisticated building and engineering management. We have an important edge in that our team has proven ability in providing early cost estimates prior to the design being developed. Drawing from our

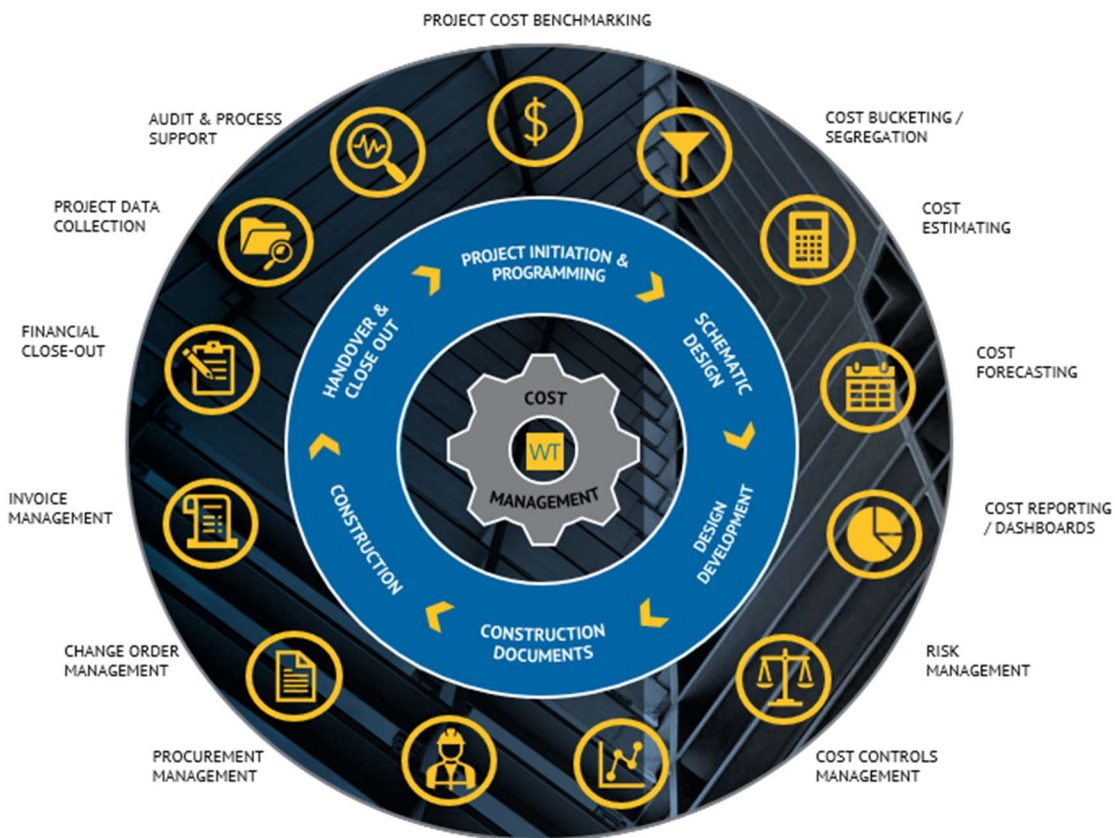
extensive database using benchmark costs, we ensure things are moving in the right direction from the outset.

BUILDING ENGINEERING OFFERINGS CAN ACCOUNT FOR UP TO 50% OF TOTAL CONSTRUCTION COSTS

The production of building and engineering construction designs is often a slow process and can account for up to 50% of total construction costs. Our cost plans follow a recognized structure throughout, making it possible to review the design and cost plan holistically, and understand all the implications if any changes are suggested. We recognize the importance of ensuring building and engineering plans are cost and value managed to the same degree as the architectural and civil structural engineering elements.

Our team evaluates all items, both technically and commercially, and our presence will provide total proactive cost and value management through all phases of the project life cycle.

WT COST MANAGEMENT SERVICE WHEEL



Our role does not end once a contractor has been appointed. We maintain the same integrity while agreement of valuations, variations, and final accounts are settled. This final information is a key component of our service.

ASSET & FACILITIES MANAGEMENT

Asset and Facilities Management has always been an important element of property development, ownership, and occupancy. We focus on improving overall asset performance by developing and achieving client objectives, operational performance targets, and measures.

FUNDS SPENT ON BUILDING MAINTENANCE MUST RETURN THE BEST POSSIBLE VALUE

The main objectives of our Asset and Facilities management service offering are to:

- Optimize whole of life costs of building assets and facilities management operations including budget planning, forecasting annual and programed expenditure, and financial reporting;
- Align core business strategies with the asset operational environment to enhance overall business performance;
- Maximize development opportunities and long-term operational effectiveness through strategic sourcing, specifications and contract documentation, and critical value engineering of design and development options;
- Enhance transparency of process and eliminate wasteful practices to drive continuous improvement in the management of assets;
- Respond to the increased exposure to environmental and statutory compliance;
- Identify funding gaps and improve long term operational funding and performance; and
- Monitor in-house and outsourced operations in terms of contract and financial performance.

We adopt a systematic and robust process to ensure significant value is provided to your business.

SUSTAINABILITY

COMMERCIAL SOLUTIONS TO 'GREEN' CHALLENGES

Our sustainability team provides independent, commercial solutions to our clients 'Green' challenges. We offer a comprehensive suite of benefits tailored to requests and requirements and work collaboratively to integrate our services with other WT offerings to ensure desired project outcomes are reached.

CERTIFICATIONS



As an add service, WT provides indicative cost benefit and sustainability analyses. Our approach is to balance upfront investment, with long term financial performance, community, and social benefit. Our assessment evaluates qualitative and quantitative short and long-term economic, environmental, and social impacts associated with implementing a green forward project. This empowers our clients to make informed decisions to maximize return on their investment. We have staff members with Leadership in Energy and Environmental Design (LEED) and WELLS certifications.

ASSET & BUILDING CONSULTING

Our team provides advice on the condition of assets and facilities and the approach to efficient management. We adopt a commercial lens to ensure that our client's imperatives are our focus.

ENABLING INFORMED ASSET DECISIONS

This is attained by overlaying the commercial practicalities of asset ownership throughout the property lifecycle to ensure our clients are aware of the commercial impediments, rectifiable issues, forecast capital expenditure, and actual/forecast operational efficiency of the property/asset.

INDEPENDENT COMMISSIONING MANAGEMENT

Our experienced commissioning management team provide independent verification that the building services have been commissioned as per the design intent and give the client comfort knowing they have mitigated their risk of building services failure.

EFFICIENCY AND PERFORMANCE

Commissioning management not only occurs at completion, but also across the project, through all phases from concept to hand over and through to building tuning. We are focused on the end result to reduce building services risk and achieve maximum performance and efficiency.

DELAY ANALYSIS & PROGRAM SCHEDULING

In the ever-evolving construction and infrastructure landscape, effective programming and planning techniques are fundamental to the successful delivery of major projects. WT has extensive experience delivering programming services including detailed status and delay analysis for our clients, adding value, and providing surety. Our demonstrated expertise encompasses planning and scheduling, claims and disputes, and cost management for specialist project related disciplines in all major industry sectors, including P3s.

STAYING ONE STEP AHEAD OF POTENTIAL DELAYS TO MITIGATE INCREASED RISK AND COST

We understand the potential risks and knock-on effects delay can have on a project; one day of delay at an early stage can translate to much more down the track. We have an inherent appreciation of the cause, effect and costs involved, every step of the way. We offer the following:

- Independent monitoring and reporting of programs;
- Program risk and issue management;
- Program analysis - critical path method (CPM);
- Extension of time (EOT) preparation or defense;
- Advice on delay mitigation strategies and corrective actions;
- Analysis of delay, disruption, and acceleration claims / analysis;
- Analysis of the cost of delays and damages assessment;
- Management of contractual claims;
- Forensic Analysis and Expert Witness reporting; and
- Comparison of contract works programs against updated programs.

OUR EXPERIENCE

SPECIALISTS IN COMMERCIAL PORTFOLIOS

Our Advisory and Commercial Portfolio Group's dexterous consulting services are focused on being a preferred vendor and long-term partner with our clients, with whom we can deliver best-in-class approach to cost management and project delivery. In the past, consultant services such as cost management have been very deliverable-focused and this has meant that firms drive their performance around metrics like cost of service (fees), estimate accuracy to market bid price, and timeliness of turning around an estimate. Frankly, we believe those metrics are the bare minimum that you should expect as a client. Our estimates must be accurate, we must be responsive and deliver our services in line with the needs of the project.

WE START BY LISTENING...

In answering key questions, we know we can develop a custom-fit approach to delivering assurance to your project. On budget, schedule and the experience of getting there, we are the team that can do what it takes to deliver the outcome.

KEY QUESTIONS	KEY SERVICES
▪ What are the project / program objectives?	→ Project Feasibility and Structuring
▪ What are the constraints?	→ Strategic Advisory
▪ How far have you gone so far?	→ Project and Program Management
▪ Do you have a team?	→ Stakeholder Engagement / Management
▪ Where are the gaps?	→ Project Definition
▪ What are the known risks?	→ Real Estate Strategy
▪ What does success look like?	→ Market Fundamental Analytics
	→ Delivery Scenario Analysis
	→ Technical Advisory
	→ Market Engagement
	→ Estimating and cost planning
	→ Construction cost management
	→ Value Management
	→ Risk Analysis
	→ Elemental and functional analysis
	→ Expenditure forecasting
	→ Contract Administration
	→ Progress claim calculations analysis
	→ Contract variations
	→ Sustainability Advisory
	→ Final account settlement, cost audits
	→ Contract Documentation and advice
	→ Bid evaluation
	→ Contract negotiations

SPECIALISTS IN SOCIAL INFRASTRUCTURE DEVELOPMENT

Our Advisory and Civic Development Group bring expertise from professionals who understand the issues impacting local government and are well-versed in the nuances of traditional public and alternative capital delivery methods. Additionally, our experts understand that the future prosperity of municipalities and their constituencies will be shaped, in part, by leadership’s ability to demonstrate that high quality service can be provided in a cost-effective manner. Our clients partner with WT because of our acutely attuned focus on procurement, implementation and programming choices that can capture the full potential of new development projects that appeal to stakeholders, as well as the private development market. WT has experience representing and advising public agencies and supporting private bid teams on complex social infrastructure developments. With WT, our clients receive the right complement of commercial, financial and technical skills, from a group with a deep understanding of various policy implications.

CIVIC

- Governmental Buildings & Campuses
- Parks & Recreation Spaces
- Museums and Cultural
- Convention & Meeting Centers
- Utilities
- Public Housing

JUSTICE

- Courts
- Policing Stations
- Justice Centers
- Prisons & Detention Center

WHAT WE DO



EARLY COST ADVICE AT CONCEPT STAGE TO INFORM BUDGET



MILESTONE ESTIMATES TO ENSURE DESIGN IS TRACKING TO BUDGET



VALUE ENGINEERING OPTIONS THAT ARE ALIGNED WITH THE DESIGN INTENT



INDEPENDENT REPRESENTATION AS OWNER’S REPRESENTATIVE, INDEPENDENT CERTIFIER AND CM FOR FEE



PROJECT DELIVERY INCLUDING ON SITE INSPECTION AND PROGRAM OVERSIGHT



REAL ESTATE MARKET ANALYSIS & ASSET MANAGEMENT ADVISORY SERVICES



ONGOING COST MANAGEMENT ACROSS DELIVERY PHASE & CHANGE ORDER ASSESSMENT & VALIDATION



P3 TECHNICAL ADVISORY ACROSS EVERY PHASE OF THE PROJECT DEVELOPMENT LIFECYCLE

SEE WHAT OUR CLIENTS SAY ABOUT US

“WT... are proving to be one of the most experienced advisors.”

STATE OF HAWAII

“...One of the most knowledgeable, thoughtful and creative technical advisors.”

PLENARY GROUP USA

“...A trusted advisor to the campus and within the University of California system.”

UNIVERSITY OF CALIFORNIA

“...One of the most experienced advisors in the North American P3 delivery space.”

UNIVERSITY OF TEXAS

CIVIC & JUSTICE



Toronto South Detention, ON

PROJECT SUMMARY: WT was selected to conduct a Joint Technical Review for the facility. The project is part of the Ministry of Community Safety and Correctional Services' strategy to combat health and safety issues. The Project will modernize the outdated facilities – addressing the current inefficiencies of design. The Project will also focus on incorporating new technology and maximizing space by replacing older facilities. The current facilities fail to meet the operational requirements/expectations and as pressure mounted, it was time for a new facility.



CLACKAMAS COUNTY COURTHOUSE REPLACEMENT OREGON CITY, OREGON

COST CONSULTING | PROGRAM ADVISORY



Ontario Provincial Police Phase 2, ON

PROJECT SUMMARY: Infrastructure Ontario is diligently working to ameliorate Ontario's community safety through updated policing operations by streamlining Ontario Provincial Police (OPP) facilities across the great Canadian province. Each of the facilities are targeting a minimum LEED Silver standard. The project will bring about nine (9) new detachments, which will effectively replace the existing buildings towards the tail-end of the end of their effectiveness as facilities. to meet modern accessibility standards.



HOWARD COUNTY CIRCUIT COURTHOUSE
MARYLAND

Howard County Circuit Courthouse, Howard County, MD

PROJECT SUMMARY: Howard County has chosen a DBFOM P3 to deliver a new contemporary courthouse to accommodate the mounting requirements of an expanding and diverse population. This project includes the design, construction, financing, maintenance and management of the new Howard County Circuit Courthouse (“HCCC”) and associated parking structure. This facility will replace the existing 175-year-old building and consists of an estimated 238,000 gross square foot vertical New Courthouse and a separate 600+ stall Parking Structure with the capacity to develop an additional 1,100 parking spaces. WT provided a full suite of Lenders’ Technical Advisory (“LTA”) Services for one of the shortlisted bidders who pursued this Project. The LTA Services included: project data and document review, client meetings, project site assessment for suitability, existing site conditions assessment, investigation of the P3 development team, regulatory approvals and associated permit review, design and construction analysis, construction cost estimate, facilities management and operational review, lifecycle costing review, payment mechanism review, and equator principles.



Confidential Redevelopment North Miami, FL

PROJECT SUMMARY: WT is providing technical advisory services to a confidential municipal client on the proposed redevelopment of it’s downtown core. The city owns several sites that total 384,451 square feet and provide the opportunity for private development that will help create a walkable, mixed-use downtown.



WASHINGTON STATE CONVENTION CENTER EXPANSION

SEATTLE, WA



PROJECT DETAILS

CLIENT

LMN Architects

PROJECT VALUE

\$1 Billion

SERVICES

Cost Consulting, Feasibility
and Economic Impact Studies

COMPLETION DATE

2024

PROJECT SUMMARY

Members of WT's team provided cost consulting services for the expansion of the existing Washington State Convention Center. This 1.15-million SF addition marks a transformative moment in the history of downtown Seattle. The building's 8 levels encompass additional exhibit and meeting space and will include an additional ballroom. Additional building characteristics include green-roofing sustainable features, high-performance exterior cladding systems and 3 below grade stories. Occupying a full city block, the building will function as a connecting hub for multiple urban districts and redefine the long-anticipated mixed-use development zone north of the downtown retail core. A 530,000-gross SF office tower and a 385-unit residential tower will both rise over street-level podiums with retail opportunities. The convention center's congested downtown construction site lent itself to several building challenges including significant transit and vehicle impacts.



MELBOURNE CONVENTION CENTRE P3

VICTORIA, AUSTRALIA



PROJECT DETAILS

CLIENT

Major Projects Victoria

PROJECT VALUE

\$1.4 Billion

SERVICES

Cost Consulting, Independent Certifier, Lenders Technical Advisory, Project Delivery

COMPLETION DATE

2009

PROJECT SUMMARY

WT provided a range of services on the new Melbourne Convention Centre, which is fully integrated with the existing Melbourne Exhibition Centre, creating the most versatile and advanced facility of its kind in the Southern Hemisphere. Constructed under a P3 contract, the center is accredited with the first 6-star Green Star Environmental rating in Australia for a convention center, it offers visitors a mix of natural light and fresh air while using a range of power saving initiatives. In another first, the 5,000-seat Plenary Hall can be divided into three self-contained, acoustically separate halls, offering clients greater flexibility with their event planning. WT provided commercial advisory to two of the three consortia bidders, undertook the role of Independent Certifier for the project financier, provided due diligence and owners advisory on the development of Phase 2, which included Exhibition space expansion and commercial negotiations with Plenary Concessions.



MONCTON DOWNTOWN CENTRE

NEW BRUNSWICK, CANADA



PROJECT DETAILS

CLIENT

City of Moncton and Bird Capital
MDC Projects Co Inc.

PROJECT VALUE

\$71 Million

SERVICES

Independent Certifier, P3
Advisory, Project Delivery

COMPLETION DATE

2015-2020

PROJECT SUMMARY

The Moncton Downtown Centre project is a multi-use sport and entertainment facility which includes a single NHL-sized ice rink with permanent seating for 9,000 and additional seating available to accommodate other events. The center includes a range of hospitality and multi-purpose space, a club lounge, private boxes, and plaza. A DBF model was utilized on the project. WT Partnership (North America) was jointly appointed by the City and Project Co to provide Independent Certifier services during the construction phase of the project until Final Completion in 2018.



PHOENIX CONVENTION CENTER

PHOENIX, AS



PROJECT DETAILS

CLIENT

Office of the Auditor General,
State of Arizona

PROJECT VALUE

N/A

SERVICES

Economic Impact Consulting

COMPLETION DATE

2018

PROJECT SUMMARY

Members of WT's team were engaged by the State of Arizona's Office of the Auditor General to evaluate the methodology used by the City of Phoenix related to the convention center's economic impact estimates, and to recommend and develop an appropriate method of data collection and economic impact estimates for future analyses. Over the course of the study, a comprehensive analysis utilized a comparison of the methodology used by the City and methodologies used by similar cities related to various impact-related assumptions. We then provided detailed recommendations for the calculation of future estimates of convention center impacts, including variables such as the basis of attendance assumptions, the completion of surveys, inflation adjustments, and the inclusion of associate and exhibitor spending.



FARMERS FIELD

LOS ANGELES, CA



PROJECT DETAILS

CLIENT

NFL

PROJECT VALUE

N/A

SERVICES

Feasibility and Economic
Impact Studies

COMPLETION DATE

2018

PROJECT SUMMARY

Members of WT's team completed an evaluation and review of the planned Farmers Field in downtown Los Angeles, adjacent to the Los Angeles Convention Center. The analysis included a review of operating and financial forecasts, and independent projections of the stadium's future operations, which included joint usage with the convention center.



NEW ALOHA STADIUM ENTERTAINMENT DISTRICT

HONOLULU, HI

wtpartnership.co



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change Management,
Construction Cost & Schedule
Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

Located just south of Little Lake, Housing 1A/3B provides additional undergraduate residential housing to UC Merced. The building was delivered in two phases, with the northern phase opening in Fall 2018 and the southern portion opening in 2020, exceeding it's LEED Gold design target.

The residence hall stands four stories tall and edges Little Lake with a pedestrian boardwalk. Study rooms, lounge spaces, meeting spaces and sheltered bike storage are available within the hall. Ground floor public spaces include classrooms and student life space connected to the pedestrian circulation network.

The WT Team was engaged from Developer Proposals through to Operational Handover, including providing a full suite of cost management and construction schedule services across multiple phases, on 13 campus buildings and related infrastructure, including this 146-room, 100,000 GSF housing facility.

SPECIALISTS IN EDUCATION

WE GUIDE CLIENTS THROUGH EACH PHASE OF MAJOR ASSET LIFECYCLE THROUGH A “BEST-FOR-PROJECT” APPROACH, LEADERSHIP AND INSIGHT.

Our Advisory and Education Group’s primary role in every commission we do, is to be the ‘technical translator’ with impartial advice for project stakeholders. Our technical background allows us to review, analyze and opine upon all aspects of asset development, including project costs, utilizing the combined skills and training of quantity surveyors. We understand how strong bids are put together, we understand how robust assets are built, and we know how assets need to be managed to achieve their investment return.

We are the conduit that enables owners and other interested stakeholders to define their budget on their terms, not at the mercy of a general contractor. Our experience enables us to ask the right questions in a timely fashion, mitigating potentially challenging, unplanned costs to keep project delivery on time and budget. In doing so, this provides an independent point of reference and due diligence which significantly aids better decision making and prudent investment.

From an extensive suite of technical services, we create a bespoke formula of advisory services for each client which is tailored to their business, their sector and their development project. We achieve this through adopting an agile structure bringing together technical specialists and subject matter experts to each project, seamlessly combined by a continuity of client interface by our management team.

HIGHER EDUCATION

WT’s clients have benefitted from our exposure to various projects in the Education and Research sector, including one of the largest, most complex social infrastructure projects undertaken in the US to date. This specialist area requires experienced heads who understand the pedagogical and commercial aspirations that higher education institutions are working to realize in a globally competitive market.

From specialist research and acute teaching hospitals, through to student housing, WT has worked in hand with clients to drive value for money, maximize design quality and achieve the best commercial outcome.



K-12 EDUCATION

Our team is fully aware that accurate advisory is not only important for successful future capital development, but beyond that, we understand how providing value now, will impact a district’s ability to budget programming, staffing, supplies and infrastructure for staff and students. Staff and students who deserve the utmost quality in the resources and learning environment available to them to grow and prosper in neighborhood districts across the country. Additionally, school levies are of critical importance to maintaining healthy, thriving school districts and providing safe and efficient facilities to serve our communities. School district facilities departments depend on unbiased advice on market conditions and ensuring they receive value on their projects. WT understands the costs related to planning for capacity needs and master planning, in the development of capital construction projects, that can lead to a winning levy campaign.



UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA) INTEGRATED DELIVERY MANAGEMENT CAPITAL PROGRAM,

SAN ANTONIO, TEXAS



PROJECT DETAILS

CLIENT

University of Texas at San Antonio

PROJECT VALUE

\$Confidential

SERVICES

P3 Advisory, Cost Consulting, Project Delivery

COMPLETION DATE

2019 - Present

PROJECT SUMMARY

WT was engaged as the Integrated Program Delivery Program Manager on UTSA's most comprehensive capital investment expansion in the school's history. WT will support UTSA in delivering on their 10-year vision to transform and further position the City of San Antonio and the university as global leaders in cybersecurity, data science, artificial intelligence, and information management and technology.

Preliminary development plans encompass over one million square feet and at least a half-billion-dollar investment. WT worked closely with UTSA to leverage the development's scale to drive significant change in the procurement and delivery of physical assets, providing advisory on the assessment of organizational capacity and integrated delivery 'readiness,' processes and project delivery tools, budget, and market sounding.



UTSA INSTITUTE OF TEXAN CULTURES

SAN ANTONIO, TX



PROJECT DETAILS

CLIENT

University of Texas at San Antonio

PROJECT VALUE

\$TBD

SERVICES

Real Estate Advisory Services & Project Management

COMPLETION DATE

2021 - Present

PROJECT SUMMARY

WT provided real estate due diligence and market analytical services on behalf of UTSA to the Urban Land Institute on UTSA's Institute of Texan Cultures (ITC) campus. Services included analysis on historical background, vacant land, economics, demographics, housing, and private development opportunities. WT worked with UTSA on community and public engagement strategies and planning sessions.



UC SANTA CRUZ STUDENT HOUSING WEST

SANTA CRUZ, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Santa Cruz

PROJECT VALUE

\$Confidential

SERVICES

Facilities Management Consultancy, P3 Advisory, Project Delivery & Construction Cost Management

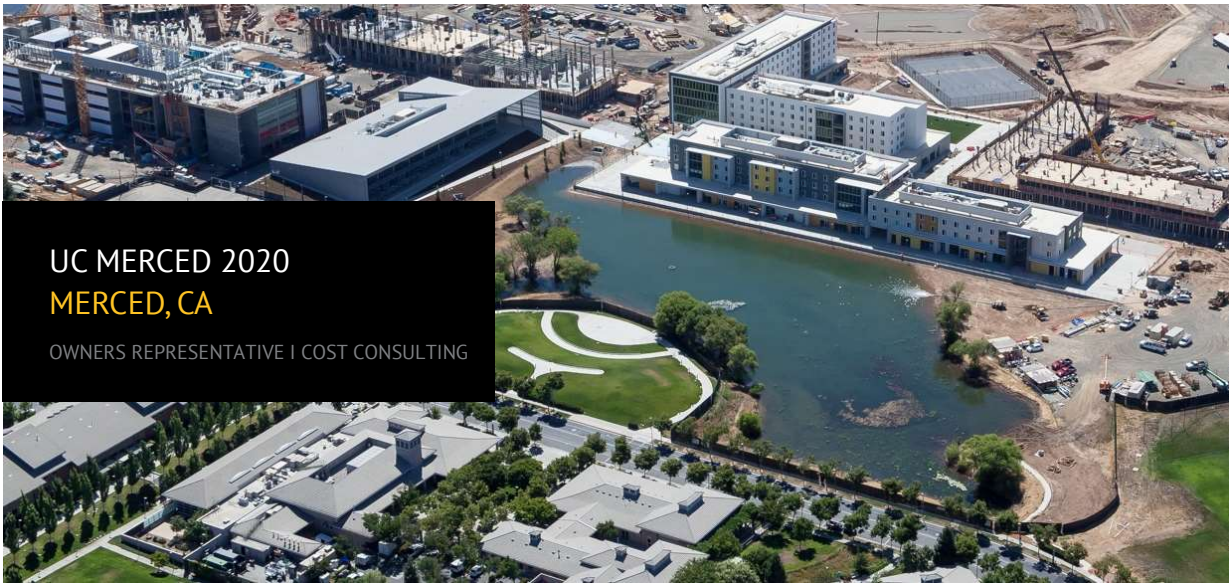
COMPLETION DATE

2017- Present

PROJECT SUMMARY

UC Santa Cruz is undertaking a major housing initiative. The Student Housing West project is part of President Napolitano's system-wide initiative to build 14,000 beds across the UC system by 2020. The new housing development builds upon prior studies and demand analyses conducted in 2014 and 2015. Units are being built for upper division undergraduates, graduate students, and students with families. The project will deliver 3,000 beds to campus by 2022.

WT is providing end-to-end project delivery and construction cost management services through the transaction management, contract negotiation and project delivery phases. WT's efforts navigating design, scope and financial structure changes have led to recent project approval by UC Regents.



UC MERCED 2020
MERCED, CA

OWNERS REPRESENTATIVE | COST CONSULTING



UC Merced 2020 (DBFM) Merced, CA

PROJECT SUMMARY: As one of the largest, most complex social infrastructure projects undertaken in the US to date (\$1.3 Billion), the UC Merced 2020 project saw the Merced campus expand to support a significant increase in student intake including enhancements to academic, administrative, research, recreational, student residence and student services buildings, utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping. The WT Team has been engaged from Developer Proposals through to Operational Handover, including providing a full suite of cost management and construction schedule services across multiple phases, on 13 campus buildings and related infrastructure. WT's efforts contributed to over \$130 million in cost savings, which ultimately facilitated the project achieving budget compliance, without undue compromise on quality or scope of design.





UNIVERSITY OF HOUSTON AT SUGAR LAND

SUGAR LAND, TEXAS



PROJECT DETAILS

CLIENT

University of Houston at Sugar Land

PROJECT VALUE

\$TBD

SERVICES

Real Estate Advisory, P3 Advisory, Feasibility

COMPLETION DATE

TBD

PROJECT SUMMARY

Members of WT's team are providing a comprehensive outline for the potential implementation of public private partnerships for a 40-acre parcel designated for Industry Partnerships. WT has performed multiple workstream analyses including Master Plan Analysis, Procurement and delivery model Analysis, Capital Budget / Funding Strategies, Stakeholder Mapping, a Communication Strategy, a Governance Analysis, Real Estate Advice, Initial Financing Options, and Industry Partner identification



UNIVERSITY OF HOUSTON

HOUSTON, TEXAS



PROJECT DETAILS

CLIENT

University of Houston

PROJECT VALUE

\$TBD

SERVICES

Real Estate Advisory, P3 Advisory, Feasibility

COMPLETION DATE

TBD

PROJECT SUMMARY

Members of WT's team are providing UH with support when identifying potential P3 opportunities (including creative monetization and concession arrangements in addition to conventional P3 structures). WT is tasked with evaluating market, commercial and financial feasibility for projects, assisting the University's programming and stakeholder engagement process, and delivering a robust understanding of the development potential of UH's assets in relation to the current market trends in the broader Houston market and individual sub-markets. This report will equip the University with data, market insights, and potential value-capture estimates to make more informed decisions on next steps and action items.



UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA) INTEGRATED DELIVERY MANAGEMENT CAPITAL PROGRAM

SAN ANTONIO, TEXAS



PROJECT DETAILS

CLIENT

University of Texas at San Antonio

PROJECT VALUE

\$91 Million

SERVICES

P3 Advisory, Cost Consulting, Project Delivery

COMPLETION DATE

2019 – 2022

ORIGINAL BUDGET

\$90m

FINAL BUDGET

\$91m

PROJECT SUMMARY

A first for the State, the SDS+NSCC will unify UTSA's talent and resources in cybersecurity, data science, data management, cloud computing, and machine learning/artificial intelligence into one cohesive and impactful business model for computational related academic and research programs.

WT provided upfront transactional services including engagement and management of stakeholders, program management and validation, procurement services, drafting technical specifications, cost estimation, RFQ and RFP drafting, and Design Review.



UTSA SOUTHWEST SCHOOL OF ART

SAN ANTONIO, TEXAS



wtpartnership.co



PROJECT DETAILS

CLIENT

University of Texas at San Antonio

PROJECT VALUE

\$Confidential

SERVICES

Project Management, Cost Consulting,
Project Delivery

COMPLETION DATE

2021 – Present

ORIGINAL BUDGET

\$2.5m for capital improvement projects

FINAL BUDGET

\$2.5m for capital improvement projects

PROJECT SUMMARY

WT are the lead Project Managers on behalf of UTSA for the total asset acquisition and real estate purchase of The Southwest School of Art (SSA). The University of Texas at San Antonio (UTSA) intends to bring SSA's arts programs, assets, and resources into an expanded new UTSA Southwest campus, focused on advancing the arts in San Antonio.

The new school will maintain SSA's historic and cherished downtown San Antonio campus, further establishing the university's presence in the heart of the City. SSA's named spaces will also remain, including galleries, studios, and buildings such as the Coates Chapel.

WT provided project management, cost advisory, budget establishment and management, and quality control and assurance.

SPECIALISTS IN INFRASTRUCTURE

Our Advisory and Infrastructure Group provides dexterous consulting services to both Public and Private Sector clients utilizing the combined skills and training of cost engineers and quantity surveyors to deliver technical due diligence, capex cost estimating and asset management planning services which help our clients optimize their commercial and operational project outcomes.

Our detailed understanding of procurement, contract and costs for civil and infrastructure works at the earliest point of origination provides our clients with invaluable information to assist with structuring their project. This coupled with robust commercial advice, cost planning and delivery phase services mitigates significant cost overruns and downside project risks.

MARINE, PORTS & AVIATION

We are trusted by port owners and managers around the globe to deliver programmatic management of capital plan delivery through all phases of the port development process from master planning through to remediation of wharves, jetties, marinas and land reclamation.

As a firm, we also have a long history in the aviation sector with substantial team of aviation specialists across capital and operational expenditure. This includes both greenfield and brownfield landside facilities and airside infrastructure including runways; taxiways; terminal buildings; aircraft hangars ancillary structures plus support services and specialist systems.



ROADS, RAIL & TRANSPORT

Our team have supported some of the largest and most technically and contractually complex transport projects in the U.S.A, Canada, India and throughout the Oceanic region.

We provide proactive commercial advice for all private and public transport infrastructure projects including road, rail, intermodal hubs, tunnels, bridges and grade separations.

Through a number of assignments with transport agencies we also have extensive experience in the management and control of procurement, cost and delivery across both light rail and major rail assets including rolling stock, traction power, stabling, logistics, network expansion, maintenance and operations.



UTILITIES & CRITICAL INFRASTRUCTURE

From multi-billion-dollar desalination plants to disaster data centers and distribution hubs, we leverage the expertise of our firm's brightest engineering minds to provide assurance on critical infrastructure including a number of program wide commissions with major owners/developers.

OIL & GAS

We support clients with commercial advice across the bulk mining; oil; gas and petroleum and petrochemical industries with experience in major process; pipeline; electrical and services projects and delivery of project controls.

MINING & RESOURCES

Our mining and resources capability spans all commodity types from iron ore to coal and base metals to mineral sands through all phases of the mining process from pit to port.

WE HAVE THE CAPABILITY AND EXPERIENCE TO PROVIDE THE SCOPE OF SERVICES REQUIRED. THE FOLLOWING ENGAGEMENTS DEMONSTRATE OUR EXPERIENCE ACROSS A BROAD RANGE OF PROJECTS.

DATA CENTERS



**CONFIDENTIAL HIGH TECH ONLINE
RETAILER**
VARIOUS, US & CANADA
COST CONSULTING

Confidential High Tech Online Retailer, Various US & Canada

PROJECT SUMMARY: WT is on an IDIQ contract with a confidential high tech online retail client across several data center facilities in North America. WT is providing a full suite of cost estimating and project controls services, utilizing benchmarkable data and industry best practices.



Ministry of Government Services New Data Centre, ON

PROJECT SUMMARY: The New Data Centre is a 230,000 ft², enterprise level, Tier IV highly redundant, and highly secure facility which is intended to support the information systems needs and requirements of the Government of Ontario. The primary objective of the facility is to improve overall data centre service quality, enabling the Ministry of Government Services to provide client-focused, integrated, accessible and cost-effective services. The New Data Centre is a green facility designed for resource efficiency and cost effectiveness. Indoor air quality, sustainability and energy efficiency were all key factors in the design of the facility. The facility has achieved LEED® Gold certification.

GLOBAL EXPERIENCE

ASIA

- **Shanghai International Financial Centre, PRC**

Data Centre area: 15,000m²

The project comprises three 5A grade office towers for three corporations, the Shanghai Stock Exchange, the China Financial Futures Exchange and the China Securities Depository and Clearing Corporation. The total CFA is 520,000m², above ground is 270,000m², below ground is 250,000m².

- **SBC China Headquarters at Shanghai IFC, Shanghai, PRC**

Data Centre area: 800m²

Corporate headquarter office fit out includes executive office, general office, data Centre, trading floors, staff canteen and prestige retail branch etc. Total construction area approx. 42,000m².

- **China Merchant Bank Support Centre, Chengdu, PRC**

Data Centre Area: 9,093m²

The Support Centre (Phase 1) for China Merchant Bank consists of R&D building (73,680m²), Staff Quarter (24,118m²) Canteen (9,564m²), Data Centre (9,093m²) and basement carpark/plant room etc. (59,260m²), with a total floor area of about 175,715m².

- **Baidu Data Centre Project, Shanxi, PRC**

Data Centre Area: 123,013m²

The project is located at Yangquan of Shanxi, with a CFA of approx. 123,013 m². The development comprises an office and a data Centre.

- **Lenovo Beijing Corporate Headquarter, Beijing, PRC**

Data Centre Area: 2,500m²

Lenovo Headquarters in Beijing is located at Zhong Guan Cun Area and it comprises four low-rise office buildings with associated facilities. The total GFA of the development is approximately 350,000 square meters.

- **Tencent Bao On Data Backup Centre (Phase I), Shenzhen , PRC**


This project comprise upgrading and renovation work for the M&E system and fitting out work for the existing factory building at G/F, 5/F & 6/F, etc. to a data back-up Centre. Total GFA is about 3,700m².

- **Tencent Seafront Tower, Shenzhen, PRC**

Data Centre Area: 2,430m²

It is located in Nanshan District at the junction of Binhai Road and Baishi Road, Shenzhen. The development comprises a twin office towers of 196 meters and 256 meters high. The development is targeted to deliver office towers with the highest quality and the most technologically advance, at the same time, to provide flexible, connected and caring work environment for tenants. The total CFA is approximately 340,000 square meters. When it completed, it will be the new Tencent corporate headquarters in China.





Baidu Office Building, Shenzhen, PRC

Data Centre Area: 960m²

East Tower: underground CFA 15,300m²; above ground CFA 74,800m² (with podium 12,500m²), total CFA is 90,100m². The Podium is 21m high and the tower is 177m high.

Global Switch

Global Switch New Data Centre at Tseung Kwan O Construction of a new data Centre which will reflect Global Switch's position at the forefront of the international Data Centre sector and will include approximately 40,000m² of space comprising technical space, M&E plant space, technology support areas and offices. Year of completion: 2018

Equinix Data Centre HK2-IV, in Tsuen Wan

The project comprises 900 IT racks over two floors with a data Centre area of 3,000m² and total fitout area of 10,000m². Year of completion: 2016

Equinix Data Centre HK2-III, Tsuen Wan HK2-III

New expansion of the existing facility and will be built out to meet Equinix's IBX (data Centre) standard for colocation requirement. The approximate area of the data Centre is about 3,000m² and the fit-out area is about 10,000m². Year of completion: 2015

Equinix Data Centre HK3-II, Tsuen Wan

A new expansion of the existing facility and will be built out to meet Equinix's IBX (data Centre) standard for colocation requirement. The build-up of this new IBX will be in one phase. It will consist of one colocation floor. The plant will be installed at the common area of the building; including the roof and loading bay area on ground floor. The approximate area of the proposed data Centre is about 33,000 ft².

Undisclosed Data Centre Tseung Kwan O

Pre-Contract cost estimating for current data Centre facility in Tseung Kwan O.

Pacnet EAC1 Data Centre Tseung Kwan

Conversion of existing industrial building in Tseung Kwan O for Pacnet into a data centre.

HKICL Data Centre at Kwun Tong

New data Centre at Kwun Tong with approx. 11,740 ft² floor area

Equinix Data Centre HK2-I & HK2-II, Tsuen Wan

Conversion of existing industrial building in Tsuen Wan for Equinix into a data Centre with gross floor area of 4,100m². Phase II will have a gross floor area of approximately 6,700m².

Relocation Project for Deutsche Bank, Hong Kong

Relocation of offices to the International Commerce Centre which included a 15,000 ft² Main Comms Room for 128 racks.

Equinix Data Centre, Tseung Kwan O

Due Diligence for Renovation of existing industrial building into a new data Centre

Relocation Project for Macquarie Bank, Hong Kong

Relocation of the Macquarie Bank office to One IFC which included a 2,000 ft² Main Comms Room for 18 racks.

Goldman Sachs New Data Centre in Hong Kong

Bid analysis for the process of procuring a new data Centre in Hong Kong

Relocation Project for Morgan Stanley, Hong Kong

Relocation of offices to the International Commerce Centre which included a 15,000 ft2 Main Comms Room for 220 racks.

Cable Landing Station at Tong Fuk, Hong Kong

A two storey building to receive transoceanic cable from Japan which forms part of a global telecommunication network.

KDD Data Centre In Warwick House - Phase I

Fitting out of about 16,000 ft2 of an existing industrial space for a data Centre including structural alterations and new M&E installations

AUSTRALIA

Euston Road Data Centre, Alexandria

Fujitsu Malaga Data Centre, WA

UBS Dealing Room and Data Centre, Chifley Tower, Sydney

Remediation of Westpac Data Centre, North Ryde

George Street, Tier 4 Bunker Data Centre

ANZ Mount Waverley Data Centre

IBM Cumberland Forest, Disaster Recovery Centre

IBM Command Centre, Pyrmont

ASX Bridge Street Data Centre, Sydney

ASX Data Recovery Centre, Bondi

Westpac, Ken Site Data Centre and Dealing Room.

EUROPE

Global Reach Switching Centre, Amsterdam

NatWest Group Property, Computer Data Centre, Stone, Staffordshire

Civil Aviation Authority, Scottish and Oceanic Air Traffic Control Centre

DISTRIBUTION CENTERS & LIGHT INDUSTRIAL



TOYOGO FACTORY SINGAPORE

COST CONSULTING



Giant Hypermart, Singapore

PROJECT SUMMARY: WT provided a full suite of cost estimating and quantity surveying services in for Giant Hypermart Distribution Centre, comprising of a GFA of over 367,000 sf. Facility features include 800 sheltered car parking lots at grade, Retail and Warehouse space from the 1st to 3rd stories and aluminum cladding and glass curtain wall. A conventional reinforced concrete frame comprising beams and post tension slabs with drop panel and structural steel roof trusses to support the metal roof expedited construction time.



GAC & Samudera Log DC, Indonesia

PROJECT SUMMARY: WT provided services for this Combined Logistic Distribution Centre situated in Cikarang, West Java, Indonesia. The development comprises over 18,000 sf distribution center and office facility built in two phases. The warehouse has a narrow aisle design with super-flat floor and a roof of 160 sf high.

HEAVY INDUSTRIAL



BHP Olympic Dam Expansion Project, South Australia
PROJECT SUMMARY: Located 560 km north of Adelaide, South Australia, Olympic Dam is a multi-mineral underground mine. It is the world's fourth largest remaining copper and gold deposit and the world's largest known uranium deposit. It also contains significant quantities of silver. BHP had planned a significant redevelopment of the mine to transform it from an underground mine to an open pit mine. The expansion would have been staged, requiring construction activity over a period of 11 years. During the feasibility and design phases WT staff provided cost planning and cost estimating covering all aspects of the project.



Victorian Freight Logistics Plan, VIC, Australia
PROJECT SUMMARY: WT recently worked with GHD to prepare cost estimates associated with three port development options for inclusion in the Victorian Freight Logistics Plan including Bay West and Hastings 1 and 2. The cost plans involved new wharf infrastructure, road and rail links to existing networks, terminal development and maritime infrastructure including vessel traffic control and navigation aids. The 2013 Plan details the long-term freight forecasts and freight network scenarios for Victoria to 2050.



RAIL & TRANSIT



OTTAWA CONFEDERATION LINE
 PHASE 3
 OTTAWA, ON
 P3 ADVISORY

Ottawa Confederation Line Phase 3, ON

PROJECT SUMMARY: The O-Train is a light rail transit system in Ottawa, Ontario, Canada, operated by OC Transpo. The O-Train system has two lines, the electrically operated Confederation Line (Line 1) and the diesel-operated Trillium Line (Line 2). WT staff provided P3 procurement advisory services across Phase 3 of the Confederation Line expansion project. • WT STAFF LEGACY EXPERIENCE



Infrastructure Ontario Cost Consulting RFSO, ON

PROJECT SUMMARY: WT is working across a broad portfolio of social and civil infrastructure and technology/systems projects, providing a full suite of cost consulting services to Infrastructure Ontario. Projects may be delivered using a variety of delivery models and range in value up to over \$100 M. Cost estimates from Class D to A will be developed as well as a variety of reporting measures presented to Infrastructure Ontario.



Eglinton Crosstown West Extension, ON

PROJECT SUMMARY: A midtown connection between east and west Toronto will make the trip easier, thanks to the new Eglinton Crosstown LRT. With 25 stations The O-Train is a light rail transit system in Ottawa, Ontario, Canada, operated by OC Transpo. The O-Train system has two lines, the electrically-operated Confederation Line (Line 1) and the diesel-operated Trillium Line (Line 2). As of July 2021, Stage 2 construction has temporarily shut down Line 2, with replacement bus service being offered at all stations. will be up to 60% faster than before. It'll be easier than ever to live in Leaside and dine in the Upper Village, or shop in the Golden Mile and live in Forest Hill.



**HURONTARIO LRT
ONTARIO, CANADA**

COST CONSULTING

GO Transit Cooksville P3, ON

PROJECT SUMMARY: This project is inclusive of a new GO Station Parking Structure and Mobility Hub to accommodate GO service, GO and MiWay bus services and future connectivity to the proposed Hurontario LRT system, in addition to upgrades to existing rail platform access at the Cooksville GO Station and the Rail Corridor. As the scope of work is taking place within an active rail corridor, there is significant staging and sequencing to allow for uninterrupted operations. WT performed a full suite of Pre-Financial Close due diligence reporting for the successful proponent.



Kipling Bus Terminal Regional Express Rail, ON

PROJECT SUMMARY: The new Kipling Bus Terminal will form part of the Kipling GO station and the Toronto Transit Commission's Kipling subway station. Infrastructure Ontario has partnered with Ellis Don to revitalize the station by integrating the subway, GO regional rail and bus services into one transit hub. This hub will be an inter-regional station, allowing users to access multiple types of transit in one central location.



Scarborough Subway Extension, ON

PROJECT SUMMARY: The Province of Ontario's New Subway Transit Plan for the Greater Toronto and Hamilton Area contemplates CAD \$28.5 billion in new subway construction in the Toronto area along four priority subway projects, one of which is the Scarborough Subway Extension project ("SSE"), a fully underground extension of Toronto's 'Bloor-Danforth' subway Line 2, from the existing terminal at Kennedy Station northeast to the intersection of Owan Road, spanning approximately 7.8 kilometres.



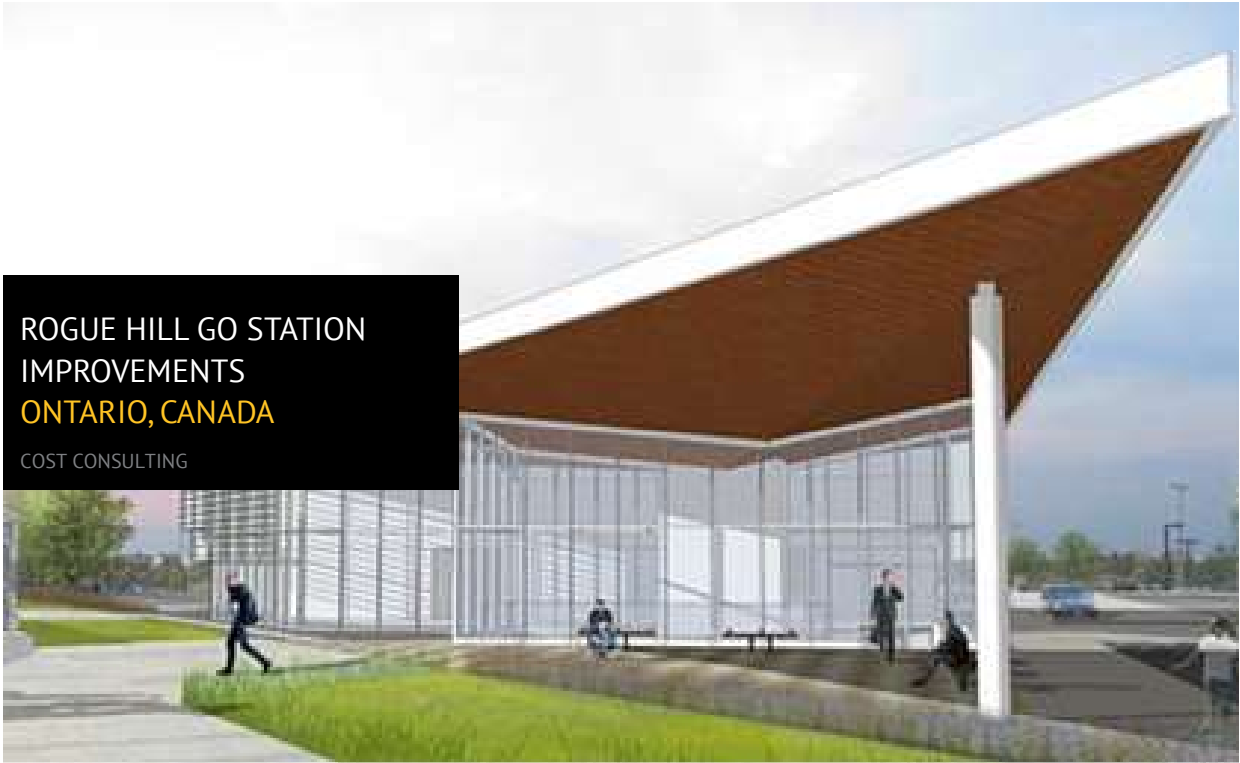
CONFEDERATION GO STATION ONTARIO, CANADA

COST CONSULTING

Confederation GO Station, ON

PROJECT SUMMARY: WT are currently engaged as cost consultant for the construction of a new-build GO Transit station in Hamilton, ON. The planned development will include a new station building with amenities to ease GO customers' commute, including large indoor waiting areas, retail services, expanded washrooms and an outdoor waiting plaza, as well as a connected ancillary building to house all equipment associated with facility services.

Additionally, there will be a south pavilion building which serves as an access point to an interconnecting pedestrian tunnel between the north and south sides of the tracks. New platforms will also be provided, including canopied accessible mini-platforms, heated shelters and a snow-melting system, as well as new parking facilities including Kiss and Ride routes as well as parking lot amenities on the north and south sides of the tracks to accommodate increased ridership at the station.



ROGUE HILL GO STATION
IMPROVEMENTS
ONTARIO, CANADA

COST CONSULTING

Rogue Hill GO Station Improvements, ON

PROJECT SUMMARY: The Rouge Hill GO Station Improvements project will facilitate GO services and modernize the Port of Union Waterfront Trail. The project's improvements will also accommodate new service planned for the Lakeshore East line.



PORT CREDIT GO STATION
ONTARIO, CANADA

COST CONSULTING

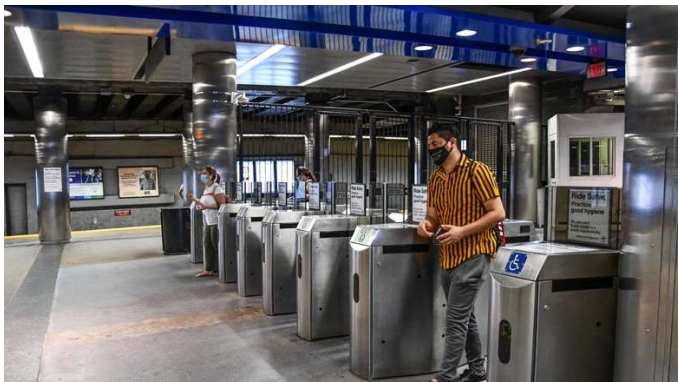


**SOUTHWEST RAPID TRANSITWAY
STAGE 2, PEMBINA HIGHWAY
UNDERPASS**
ONTARIO, CANADA

INDEPENDENT CERTIFIER

Southwest Rapid Transitway Stage 2, Pembina Highway Underpass, MB

PROJECT SUMMARY: A 7.6km expansion to the Winnipeg Southwest Transitway, which will link the existing line to the University of Manitoba and IGF Field, will help accommodate a staggering anticipated population growth in southwest Winnipeg that is expected to lead to a 40% increase traffic increase on Pembina Highway by 2030. Construction of the new alignment includes a number of new rail crossings and re-alignment work for CN Rail, in addition to the renewal of the existing Pembina highway underpass.



MBTA Automated Fare Collections Systems, MA

PROJECT SUMMARY: The Massachusetts Bay Transportation Authority Fare transformation will completely replace the current system to ensure equal access to a simplified fare payment system that works. Fare Transformation will roll out in phases over the next several years with upgrades to subway fare gates across MBTA's network of stations.

ROADS & BRIDGES



I-75 Segment 3 Modernization, MI

PROJECT SUMMARY: MDOT intends to utilize a Design-Build-Finance-Maintain (DBFM) contracting method to construct the third segment of the I-75 Modernization Project. Segment 3 is located north of 13 Mile Road and runs to 8 Mile Road in the Cities of Madison Heights, Royal Oak, Hazel Park, Oakland County (approximately 5.5 miles in length).



HWY 104 Sutherlands River to Antigonish Twinning Project, NS

PROJECT SUMMARY: The Highway 104 Sutherlands River to Antigonish Twinning Project consists of the construction of a four-lane divided highway corridor. The corridor begins at the end of the existing divided highway, east of New Glasgow near Exit 27 at Sutherlands River and runs for a distance of approximately 63 km, to the existing divided highway just west of the Addington Forks Interchange (Exit 31) at Antigonish.



SR400, GA

PROJECT SUMMARY: State Route 400's (SR400) project scope includes the construction of express lanes (EL) inside of the general purpose (GP) lanes of the existing SR400. The ELs will be tolled and priced by SRTA using congestion pricing, while the developer will assume maintenance responsibilities from fence to fence both in the construction period and the 35-year maintenance period to start following substantial completion.



QEW Credit River Bridge, ON

PROJECT SUMMARY: The QEW/Credit River Improvement project is approximately 2.6 km long and is located in the City of Mississauga, Region of Peel. The project scope features construction of a new twin bridge north of the existing Credit River Bridge; rehabilitation of the existing Credit River Bridge; widening and improving the QEW; replacement of the Mississauga Road overpass; improvement/reconfiguring of the Mississauga Road interchange; and constructing active transportation crossings (and associated trail infrastructure) at the QEW and over the Credit River.

ADDITIONAL WT STAFF LEGACY EXPERIENCE

P3 INFRASTRUCTURE – TRANSIT, ROADS & BRIDGES	SERVICE OFFERING	LOCATION
Chicago Transit Authority (CTA) Red-Purple Modernization Program	P3 Feasibility Study	Chicago, IL
State of Michigan Freeway and Tunnel Lighting System P3	P3 Procurement Advisory	Various, MI
The Chicago Skyway Toll Road P3	P3 Technical Advisory	Chicago, IL
Lakefront Underground Parking Garage System P3	P3 Technical Advisory	Chicago, IL
On Street Parking System P3 and City-wide Bus Shelter and Street Furniture Advertising Program P3	P3 Technical Advisory	Chicago, IL
Pennsylvania DOT Rapid Bridge Replacement Program P3	P3 Technical Advisory	Various, PA
Michigan DOT Highway Lighting P3	P3 Procurement Advisory	Lansing, MI

**HWY 69 WT STAFF LEGACY EXPERIENCE*



PORT OF SEATTLE

SEATTLE, WA



PROJECT DETAILS

CLIENT - Port of Seattle

PROJECT VALUE - \$500 Million

SERVICES: Cost & Schedule Management

- Cost modeling to assist with master planning
- Cost estimating, control, and management during design with DB, DBB, and CMAR partners
- Cost management advocacy with design and contracting partners
- Milestone estimating, reconciliation with CN's and value engineering

ORIGINAL BUDGET

Sustainable Airport Master Plan \$3 Billion*

FINAL BUDGET

Current Sustainable Airport Master Plan \$11 Billion* - * there is no overall budget for work WT has performed this service is on an as required basis and requires us to be available and responsive as the need arises. Recent average monthly draw on our resources is more than 400 hours per month. Projects have ranged from a highly specialized, fully designed low voltage retrofit (\$140M) to a full renovation of a large section of the existing main terminal 9 (\$300M) to a \$20M renovation of an existing cargo building.

TIME TO COMPLETE

Indefinite Duration, Indefinite Quantity (IDIQ) cost management support services for Port of Seattle Aviation Project Management Group based at SeaTac Airport.

PROJECT SUMMARY

WT has been providing cost estimating support services on projects under the direction of Capital Development at the Port of Seattle. Initially conceived as a cost consulting role limited to MEP and Civil Engineering services, which grew to our team providing all aspects of cost estimating, control, and management services on all design disciplines for wide variety of construction projects. Based on-site at the SEA-TAC, WT has supported the following project elements: developed conceptual to detailed estimates using the Port's standard template; Utilization of Job Order Contracting; developed cost estimates using both rate and unit costs and performing mathematical calculations by applying standard factors; Performed material take-offs and reviewed design documents and modifications to determine scope of work and changes; performed detailed review of 3rd party construction cost estimates during various stages of design, including 15%, 30%, 60%, 90%, and 100% and Engineer's Estimate for bidding; synthesized historical cost data; and coordinated with existing project controls staff. WT has been engaged since 2019, and still works onsite with the Port of Seattle.

WT HAVE EMBEDDED EXPERTS WORKING ON-SITE, ALONGSIDE AVIATION / PORT AUTHORITY DEPARTMENT STAFF, ON LONG RANGE, MULTI-BILLION DOLLAR IDIQ'S AND SUSTAINABLE DEVELOPMENT PROGRAMS.

PORTS & AVIATION



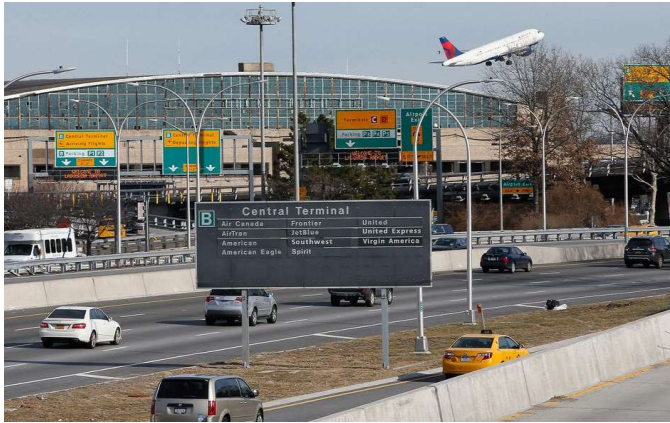
LAX MIDFIELD SATELLITE
CONCOURSE (MSC) SOUTH
LOS ANGELES, CA

COST CONSULTING



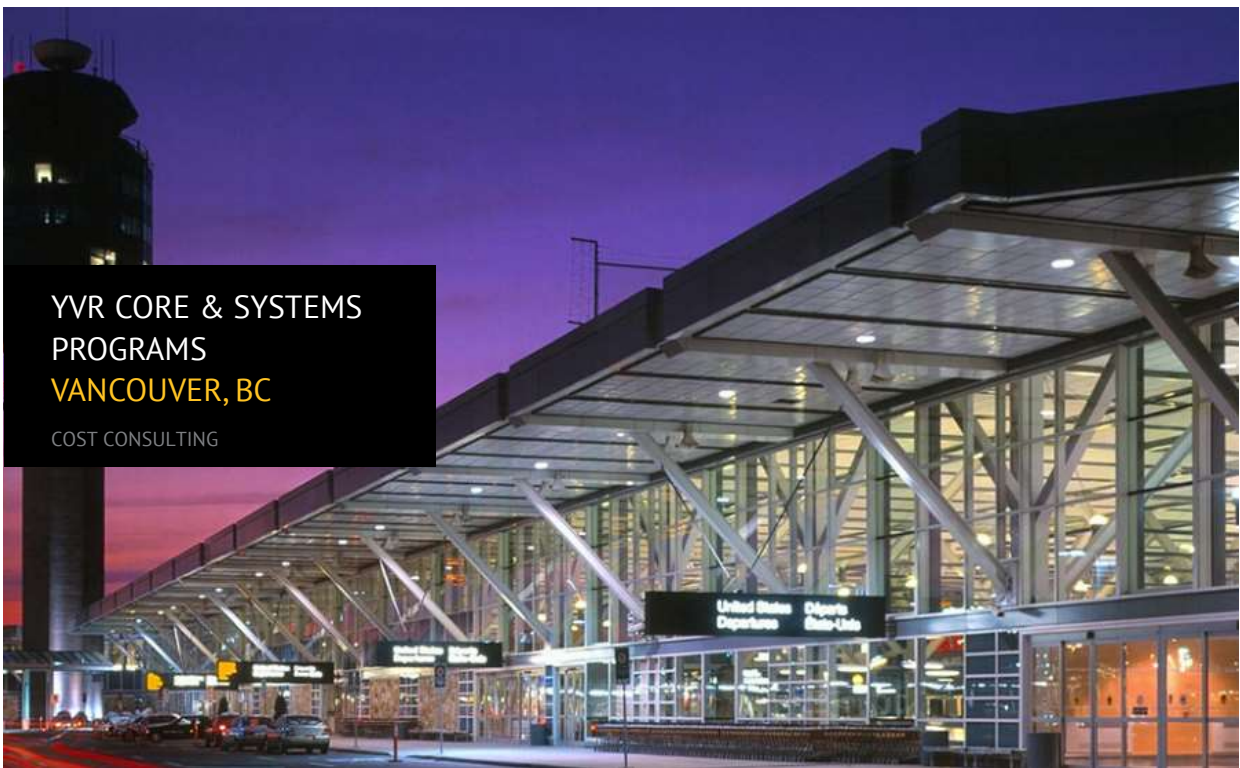
Landside Access Modernization Program Consolidated Rent-A-Car Facility (CONRAC), Los Angeles, CA

PROJECT SUMMARY: LAX's new Consolidated Rent-A-Car Center (CONRAC), scheduled to be completed by 2022 and open for use by 2023, will provide 18,000 stalls servicing 23 rental car agencies. The project will also consist of a multi-level ready/return facility, customer service building, idle storage facility, employee parking and a bus plaza capable of storing a minimum of 12 full size buses. The CONRAC will be located in the area known to many as Manchester Square and will consolidate the rental car facilities, freeing land for potential future developments.



La Guardia Airport (LGA) Central Terminal Building (CTB), NY

PROJECT SUMMARY: Procurement and technical advisory services included technical evaluation of submittal of qualification documents, technical evaluation criteria, procurement risk assessment and procurement support to the CTB Redevelopment Team. Beyond the successful delivery of this project, key achievements included the full integration of the Advisory and Program Management Team with PANYNJ personnel, which facilitated collaboration and exchange of information on this \$3.5 billion project. This project is currently under construction.



YVR CORE & SYSTEMS PROGRAMS
VANCOUVER, BC
COST CONSULTING

* LA GUARDIA AIRPORT CENTRAL TERMINAL BUILDING, YVR CORE & SYSTEMS PROGRAMS WT STAFF LEGACY EXPERIENCE

WT IS AN AWARD-WINNING INTERNATIONAL CONSULTANCY FIRM WHO SUPPORTS CLIENTS ACROSS THE INFRASTRUCTURE INVESTMENT, BUILDING, CONSTRUCTION AND ASSET MANAGEMENT SECTORS.

WT was founded in Australia back in 1949 and has been a force in North America since 2010. A trusted advisor to Owners, Developers, Government and Private sector clients, WT currently manages \$6.5 billion dollars of active mega projects across North America.

WT draws on the collective experience, knowledge and capability of our professional staff in locations across North America and globally to provide our clients with the right advice on all aspects of cost, value and risk to assist in achieving optimum commercial outcomes.

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