

LANDMARK

CN TOWER, TORONTO, CANADA



CANADA LANDS COMPANY, CN TOWER & MILLENNIUM PLACE, TORONTO, ONTARIO.

The CN Tower, which is the world's tallest completed free-standing structure, is considered to be one of the seven wonders of the modern world. It attracts 2.1 million visitors per year. The project is directly connected to Toronto's main cross-Canada and commuter railway station as well as Toronto's main subway station. Adjacent to the tower to the west is another international landmark Toronto's SkyDome, which attracts 5 million visitors annually. Adjacent to the east is Toronto's Convention Centre with a further 2.1 visitors per year and the recently completed hockey and basketball mecca The Air Canada Centre (replacing the Maple Leaf Gardens). At the time of our study the CN Tower offered a small selection of entertainment attractions, retail and food & beverage at its base. However given the large number of annual visitations in the area Canada Lands (a federal crown corporation) felt that the property was not maximising its potential and

decided to retain Talbot Consultants International to conduct a detailed market analysis and feasibility study in order to determine the highest and best use. Our recommendation was for a 500,000 sq. ft. Entertainment Focused Centre (EFC) that would appeal to not only the tourists but the residents of Toronto by featuring "leading edge" entertainment attractions, theme restaurants and destination retailers. The project was subsequently re-structured as a public-private partnership between Canada Lands and Trizec Hahn Corporation with Canada Lands retaining the rights to the land in perpetuity. Our recommendations were implemented by Trizec Hahn who committed an initial investment of \$30 million and a further \$100 million over the next five years.

For further information visit www.cntower.ca



CANADA LANDS COMPANY
SOCIÉTÉ IMMOBILIÈRE DU CANADA

Talbot
onsultants
International Inc.

UNION STATION, TORONTO, CANADA



CITY OF TORONTO, UNION STATION REDEVELOPMENT

The building of Union Station was ordered by the Board of Railway Commissioners in 1905. The ground under Union Station was owned by the City of Toronto, which leased it to the Grand Trunk Railway in 1905, then later to the Toronto Terminals Railway Company (jointly owned by Canadian National and Canadian Pacific) to build Union Station. Union Station was designed in the grand manner of the Ecole des Beaux-Arts in Paris. It was built by Canadian Pacific Railway and Grand Trunk Railway at a time when a railway station was viewed as the gateway to a city, Union Station was the largest and most opulent train station erected in Canada during the last great phase in railway station construction. Construction began in 1913 but was delayed for several years because of the First World War. Since the opening in 1927, Union Station has been one of the most significant hubs in Canada's transportation network. In the last 35 years, the station has taken on added importance in the Toronto area as the terminal for commuter rail services and as a vital link in the Toronto subway system. Union Station is the most important focus of commuter and inter-city rail facilities within the downtown core of the City, as well as being the most important point of interchange to other transportation modes within the City. The Station provides the opportunity for interchange between

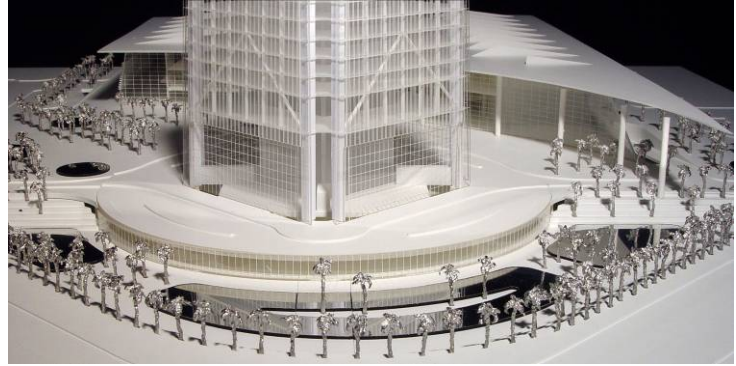
different modes of transit including rail, GO buses and the TTC's bus, LRT and subway facilities as well as the planned air-rail link to Pearson Airport. In 2001 the City took back the ownership of the station and then issued an RFP to major international developers for the redevelopment of the property with two objectives:-

- 1: To recommend a repositioning, re-merchandising and redevelopment plan to optimise concession revenues in the existing facility.
- 2: To recommend the highest and best use of the entire property without regard to potential use but within the specified operational and Heritage constraints.

As Canada's leading transit anchored concession revenues consultant Talbot Consultants was retained by the City of Toronto to conduct the due diligence review of the retail redevelopment components of the resultant RFP Responses. The redevelopment contract has now been awarded and redevelopment has commenced.



DOHA CONVENTION CENTRE AND TOWER DOHA, QATAR



DOHA CONVENTION CENTRE AND TOWER, DOHA, QATAR

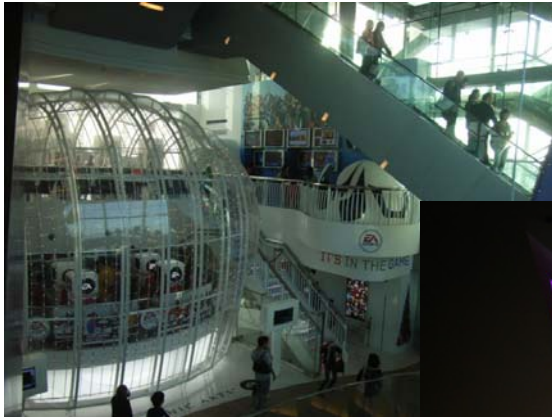
Qatari Diar Real Estate Investment and Development Company is the developer of the Doha Convention Centre and Tower which will bring a breathtaking aspect to the Doha skyline. Projected to cost US\$1.7 billion and covering 255,000 square metres of development, architects Murphy Jahn, famous for the Deutsche Post building in Bonn and Munich Airport, have produced a design which is innovative and inspirational. The Tower will soar 107 storeys into the sky and offer panoramic city views from its prestigious central location on the Corniche. It will be home to a hotel with 300 guest rooms, 80 serviced apartments and 300 residential apartments.

The Convention Centre, adjacent to the Tower, will consist of 90,000 square metres of convention space and is destined to become an important regional and international exhibition location.

Linking the tower and the convention centre will be 40,000 square metres of retail and food & beverage which is being planned by Talbot Consultants International Inc. of Toronto.



THE PEAK TOWER, HONG KONG



THE PEAK TOWER, HONG KONG

The Peak – Hong Kong “Tower, Entertainment, Tramways”, is owned by Peak Tramways Company, Limited a subsidiary of The Hong Kong and Shanghai Hotels, Limited. It features the city’s oldest and most reliable mode of public transport, The Peak Tram, in operation since 1888. A scenic ride up from the city centre to The Peak takes only 7 minutes.

Unfortunately, as a result of aging and “tired” concepts, The Peak Tower had lost its position as Hong Kong’s #1 tourist attraction well before the arrival of Hong Kong Disneyland. As a result Talbot Consultants International was retained to conduct a review of the existing food, beverage, retail and entertainment operations and to make recommendations as to how the facility could be improved. After a series of meetings in Hong Kong with the executives of The Peak Tower and Hong Kong and Shanghai Hotels, we made a series of recommendations to improve the “flow” through the facility and the relocation of various retail, food & beverage and entertainment units to maximize synergy. In addition, we made recommendations as to which retailers, food & beverage and entertainment operators should be improved or replaced to improve attendance and optimize profits.

Our recommendations have been put into place and The Peak Tower has now regained its position as Hong Kong’s #1 tourist (including Disneyland) by playing host to more than 7 million visitors each year. The Peak Tower now houses some of the best entertainment attractions in town including Ripley’s Believe It or Not® Odditorium, the exciting Peak Explorer Motion Simulator and Madame Tussauds – London’s famous wax museum. Occupying over 7,500 square feet with 11 uniquely themed galleries, the Hong Kong Museum is the largest in Asia. It features over 450 exhibits and artefacts collected from the farthest corners of the world. In addition there is great dining, as well as a wide range of shops offering souvenirs, Chinese arts & crafts, cosmetics, books, photo products and postal services. For further information please visit <http://www.thepeak.com.hk/full/en/index.php> .

