



Calgary Courts Centre: At a Glance

Situation: The City of Calgary and the Province of Alberta had waited nearly twenty years for a much-needed courts centre that would consolidate three court systems and create an accessible and efficient justice system

Type of P3: Leverage the P3 process to:

- Innovatively fund, build, design and operate the new centre
- Deliver the project quickly
- Transfer risk to the private sector
- Achieve Calgary's "Smart Growth" policy

Results:

- One of the largest public-private partnerships (P3) in the world
- Largest consolidated judicial complex in North America and the second largest in the world
- Consolidation of three distinct Canadian court systems into a single complex – Calgary Court of Appeal, Court of Queen's Bench and four divisions of the Provincial Court
- A spectacular, state-of-the-art court building with sustainable "green" design – the internationally recognized Leadership in Energy and Environmental Design (LEED) Silver standard
- Completion in Summer 2007

Partners:

- Government of Alberta
- GWL Realty Advisors Inc.
- CANA Management Ltd.
- Kasian Architecture Interior Design and Planning
- Spillis Candela - DMJM
- NORR Limited
- SNC-Lavalin ProFac Inc.
- RGO Office Furnishings
- Stantec Consulting
- Hemisphere Engineering
- Stebnicki Robertson and Associates
- AMEC

Architectural Drawings: Courtesy of Kasian Architecture Interior Design and Planning LTD.

800.256.8288
www.hdr-p3.com

CALGARY COURTS CENTRE

PROVINCE OF ALBERTA AND PRIVATE SECTOR COLLABORATE TO BUILD AND OPERATE AN INTERNATIONALLY RECOGNIZED, SUSTAINABLE COURTS CENTRE



ARCHITECTS

ENGINEERS

CONSULTANTS

HDR

ONE COMPANY | *Many Solutions*®

In 2003, the provincial government selected GCK Consortium, consisting of GWL Realty Advisors Inc., CANA Construction and Kasian Kennedy Architecture, Interior Design and Planning and its investment partner Borealis Capital Corporation, to fund and build the courts centre as a P3. In 2004, the government of Alberta decided to fully fund the project at \$300 million plus \$15 to \$20 million for furnishings, while the private sector is designing, building and operating the centre.

Designed by world-renowned architect Carlos Ott, the court centre, which consists of two towers each with 24 and 20 floors, features a spectacular atrium. Spanning the atrium, bridges connect the two towers. The centre will accommodate 500 people including 75 justices and judges, over 100 security staff and approximately 360 court, library and external agencies' personnel. It features underground parking area for 220 vehicles. A future site involves the demolition of the Court of Queen's Bench facility, and the building of a 450-stall underground parking site and an urban park. ■



HDR P3 Leadership Fosters Innovation and Rapid Completion

Located in the foothills of Canadian Rocky Mountains, Calgary is the largest city in the province of Alberta, which is the fourth largest of ten provinces in Canada. In 1988, Calgary hosted the Olympic Winter games and is now a well-known winter sports destination. With nearly a million ethnically diverse citizens, Calgary is growing rapidly as a result of an economic boom due, in part, to vast, nearby petroleum resources. The Calgary downtown area is characterized by a skyline of skyscrapers, many of them now well known city symbols such as Calgary Tower and the Pengrowth Saddledome. The city also features the world's most extensive skyway network of elevated indoor pedestrian bridges.

Alberta is one of the most beautiful of the Canadian provinces with 600 lakes, 245 rivers and 530 parks. Tourists flock to Jasper National Park and Banff National Park in every season. With a population of 3.3 million and abundant natural resources, Alberta also has a vibrant economy, increasing by 4.5 percent in 2005. As a result, the fiscally responsible government has no net debt.



CALGARY COURTS CENTRE CAPTURES A NUMBER OF INTERNATIONAL "FIRSTS"

In 2002, Alberta was ready to leverage its extensive assets to meet the pent-up demand for a large-scale courts centre. The city of Calgary had forged a "Smart Growth" mission with a goal of sustainability in the use of its resources, while Alberta officials wanted to explore new ways for funding, managing and delivering the centre including a public-private partnership approach.

Today Calgary Courts Centre is fast becoming a civic icon. Slated for completion in summer 2007, the centre consolidates the Calgary Courts of Appeal, the Court of the Queen's Bench and four divisions of the Provincial Court in one downtown Calgary location to create a justice system that is more accessible and efficient. The Calgary Courts Centre also is recognized for a number of international "firsts."

- Calgary Courts Centre is the largest consolidated judicial complex in North America, occupying over 1 million square feet, and the second largest in the world.

"SMART GROWTH IS CALGARY'S ONGOING EFFORT TO INTEGRATE NEW AND EXISTING COMMUNITIES TO BE MORE SUSTAINABLE IN THEIR ACCESS AND USE OF PHYSICAL, ENVIRONMENTAL, AND SOCIAL RESOURCES."

- Its design should meet or exceed the internationally recognized Leadership in Energy and Environmental Design (LEED) Silver standard. The centre operations also will satisfy the BOMA Go Green standards, a national environmental recognition and certification program for existing commercial buildings in Canada. It also received the Award of Excellence from the Premier of Alberta, Canada.

- In addition, the Calgary Courts Centre is the one of the largest public-private partnerships (P3) in the world.

HDR ROLE/P3

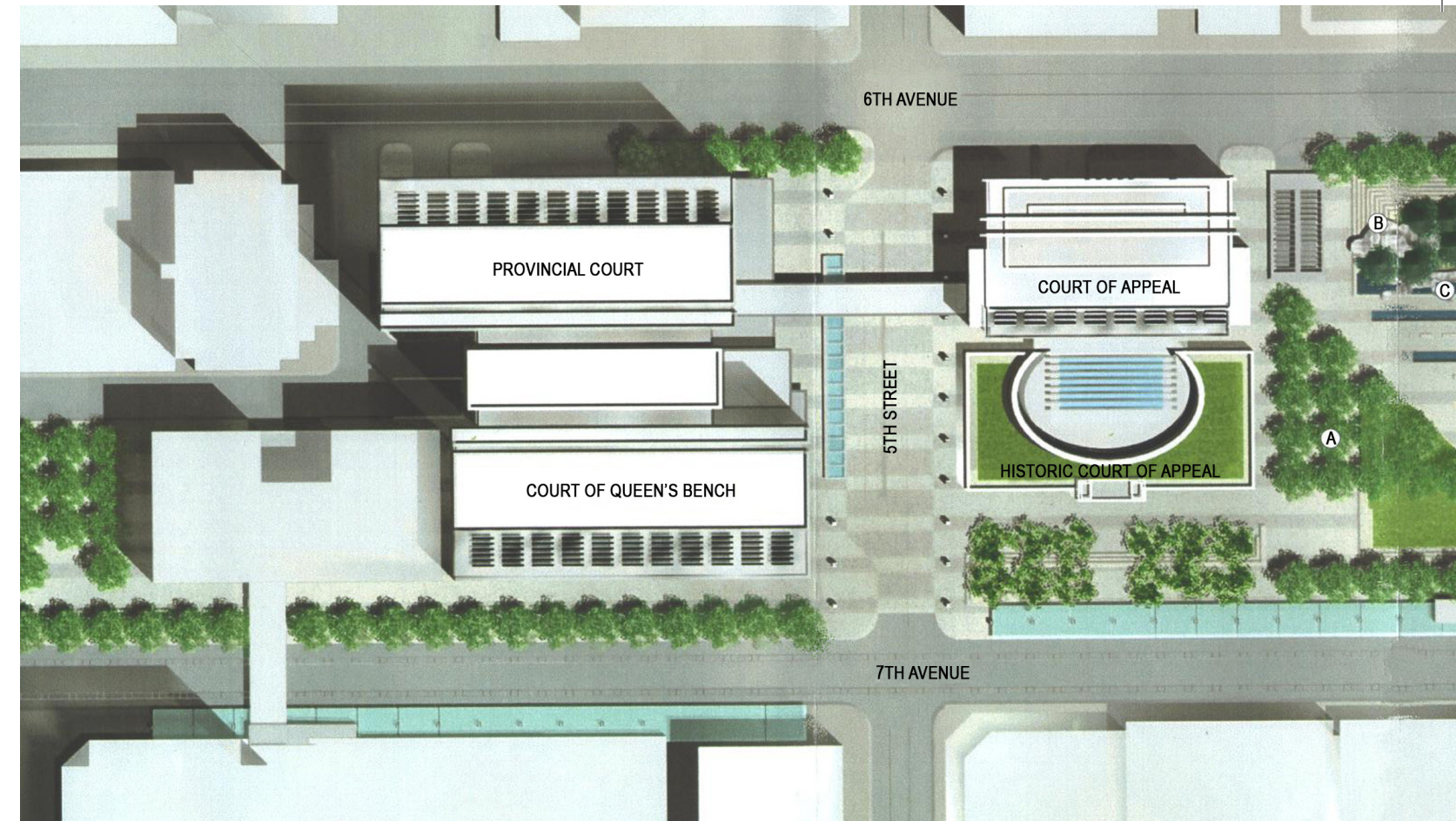
In 2002, Alberta officials selected HDR, one of the world's leading architecture, engineering, and consulting (AEC) firms and a public-private partnership (P3) specialist, to provide general and P3 consultant advisory services for the project. HDR worked closely with Alberta officials to craft the expression of interest letter, evaluated proposed sites, developed technical and contractual points for the request for proposal (RFP), designed the RFP advertisement, supported proprietary meetings, managed financial aspects of the RFP and engaged in an analysis of the Risk Transfer benefits of a P3. Parallel to the RFP's development, HDR also developed a "Shadow Project" that tested the RFP requirements and the viability of the government-selected site for the complex. HDR also provided a wide range of services in addition to P3 advising: Project Management, Courts Programming, Courts Consulting, Courts Master Planning and Compliance Monitoring, as well as assisting the government in negotiations with firms. HDR leveraged its P3PM® – a proven approach to P3 projects – that fosters better communications, optimizes efficiency, helps manage costs and enables people to effectively address issues as they develop.



The provincial goals for the courts centre project included:

- Value for money on a lifecycle basis
- Faster project delivery
- Innovation and competition for a range of delivered services
- An integrated approach
- Risk transfer.

The P3 concept allowed the Alberta government to share the risks and rewards of development with the private sector, as well to explore various approaches to funding a large-scale capital project.



A Closer Look

HDR assisted Alberta Infrastructure, representing the Province, in the development of the overall P3 court centre process and the "Request for Qualification" documents from various prospective development teams. The initial engagement was so successful that HDR was asked to continue as the design/build advisor until the project is completed. The development teams included developers, court design experts from the United States, Canadian architects, local engineers, facility operators, private finance as well as HDR as P3 advisors. HDR also resolved issues of dispute in its planning consultant role.

Producing five volumes of "bridging documents" for the project, HDR helped the government to fully and quickly articulate its requirements. HDR bridging documents integrated and facilitated the entire P3 process by:

- Providing a narrative that described in conceptual terms the requirements for the new courts facility
- Outlining general performance and prescriptive requirements, operations requirements, programmatic space requirements and room data sheets, space standards, adjacency requirements, conceptual blocking and stacking
- Defining business terms
- Proposing criteria for evaluation of submitted proposals.

One of HDR's key contributions was in the area of programming, that is, defining the space needs in every room of the building. HDR is known for its architectural specialty in court design with a number of courthouses around the world, such as the David L. Moss Criminal Justice Center in Tulsa, Oklahoma and U.S. Courthouse in Laredo, Texas, to its credit.

With only five months to complete the programming of 73 courtrooms, HDR worked closely with the court and government to describe and define every room in the

building down to the closets, as well as specifying technical requirements from electronics to lights. For example, HDR designed the requirements for a digitized calendar system that shows people what courtroom to go to. A technologically sophisticated building, the centre features a complete fiber optic backbone and total security planning.

The city's overall goal for sustainability did not impact project programming or costs. Instead, sustainability enhanced the building design. LEED, a point-based rating system, assesses how well a building performs in terms of environmental stewardship and energy use. The centre received 38 Silver LEEDS points for its "green" factors, including such innovations as atrium heat recovery, green roof and plaza gardens to minimize the heat island effect, recycled storm water and 40 percent energy reduction with over 73 percent in building efficiency. Within the building, triple glazing on windows improves thermal performance and energy efficient lighting and low flow plumbing keep energy and water consumption down, while fifty percent of the construction waste is being diverted from landfills.

As the project nears completion, officials feel that the LEED criteria produced a more responsive building and spurred creativity and innovation. In fact, the provincial government recently adopted the LEED Silver Standard as the design standard for all new government-funded buildings.

The P3 process allowed market forces to play out, with the opportunity for the province to decide later on funding options. And the project, delayed for some twenty years, was delivered quickly — in the less than five years. Competition on a wide variety of services was balanced by an integrated approach, while risk transfer from the public to private sector in the areas of pricing, compliance and operations benefited the citizens of Calgary and Alberta. Now Justice will be well served in the new Calgary Centre Courts.