



Altus Group

Request for Qualifications Owner's Representative Services for City Hall Improvements

CITY OF ROLLINGWOOD, TEXAS

June 4, 2026

Submitted to

City of Rollingwood
City Secretary
Alun Thomas | City Administrator
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Rollingwood, Texas 78746
e. athomas@rollingwoodtx.gov

Prepared by

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1. Introduction/Cover Letter

June 4, 2026

P383021

City of Rollingwood

403 Nixon Drive
Rollingwood, Texas 78746

Attn: City Secretary & Alun Thomas | City Administrator

Re: **REQUEST FOR QUALIFICATIONS OWNER'S REPRESENTATIVE SERVICES FOR CITY HALL IMPROVEMENTS**

Please find enclosed Altus Group Limited's (hereafter, "Altus Group" or "Altus") proposal for the above noted project. We have put together a team of Altus Group specialists that together boast the following:

- Altus' extensive experience on over 500+ infrastructure projects across North America;
- A team with extensive experience in the P3 sector, especially with respect to P3 projects in North America including the Suffolk County Police Department Headquarters, Miami-Dade County P3 Advisory Pool, and Garden Grove Civic Centre;
- Proposed Project Manager with over 15 years of experience in the industry, local knowledge and contacts, and an assortment of experience with infrastructure projects;
- Our commitment to not only meet but exceed expectations of the services provided, bringing enhanced value to this opportunity;
- Experience delivering large-scale capital projects for government clients in Canada and the U.S. in various delivery models, including Alliance, Design-Build, Design-Build-Finance, Design-Build-Finance-Maintain, and Progressive Design-Build;
- Over 20 years of experience and an extensive portfolio of projects working with Infrastructure Ontario, as well as the Ministry of Transportation, and other major Government entities;
- Austin-based key team members with relevant technical, risk, financial, costing, scheduling, maintenance, LTA (Lender Technical Advisor) and P3 experience; and
- 40+ offices in North America, including an office in Houston, Texas.

Thank you for the opportunity to submit our proposal for this mandate; we trust that it meets with your approval. Should you require any further elaboration or clarification please do not hesitate to contact Hossam Ahmed directly (250.448.7970 | Hossam.Ahmed@altusgroup.com).

Yours truly,

ALTUS GROUP LIMITED



Hossam Ahmed

Director
Development Advisory

2. Firm Description

2.1 Firm Profile

Altus Group is a publicly traded company with a board of directors, senior executives, heads of departments, and regional senior leadership. We have a worldwide presence with 1,800 employees and our Houston office is located at **11700 Katy Freeway, Energy Tower I, Suite 260, Houston, Texas 77079**. We have been in business since 2005.

Our Development Advisory Department has approximately 210 client servicing staff working across Canada on over 1,000 projects a year that vary in size, scope, and complexity. With five divisions, Altus Group's diversity in expertise enables us to administer projects from concept to completion and has a depth of specialized in-house cost planning and technical resources in our Toronto headquarters, including Professional Quantity Surveyors (PQS & PQS(F)), Professional Engineers (P.Eng), LEED® AP and Royal Institution of Chartered Surveyors (RICS & FRICS), in addition to high-level executive and junior consultants, analysts and support staff.

Our professionals bring leadership, discipline, and extensive real-world acumen to real estate, institutional and infrastructure development projects. We routinely provide value-added suggestions to generate efficiencies and savings. The scope of our services includes cost management (including estimating), developer & lender services, contract solutions (including scheduling), project & development management (including Risk Management) and property condition assessment & reserve fund studies (including Life Cycle Studies), and infrastructure advisory (AFP/P3).

Infrastructure projects are complex and require significant planning, management, and oversight by experienced professionals. From roadworks to healthcare, education, public health engineering, power, as well as data and communications facilities, we support rigorous cost control measures while maximizing the use of your asset to minimize risks across the board. Our Infrastructure Advisory group includes staff with many decades of experience in both the public and private sectors. This team has experience on over 500 P3 projects, including some of the most ground-breaking and successful P3 projects throughout North America. We have provided services to both public and private organizations and entities with objective advice on all technical, commercial, contractual, financial, and operational aspects of infrastructure projects; and have supported infrastructure projects with a value in excess of \$140B.

WE PROVIDE

- ✓ Value Management/Engineering Sessions
- ✓ Independent Estimates
- ✓ Sustainability Design, Strategy, & Analysis
- ✓ Options Analysis
- ✓ Due Diligence reviews
- ✓ Peer Review Change Order Support & Analysis
- ✓ Project Pro formas & Order of Magnitude Estimates
- ✓ Construction Management/General Contractor Selection and Assistance
- ✓ Sustainable Design, Strategy & Analysis
- ✓ Independent Tender Reviews
- ✓ Change Order Management
- ✓ Contractor Bid Reconciliations

Altus Group has had consulting experience on the following selected infrastructure projects. Services on these projects vary from procurement and P3 advisory, lender technical advisor, owner advisor, independent certifier, contract and claims management, risk management, scheduling, cost consulting, negotiations, and asset and facilities management. Please note this list does not include every single infrastructure assignment we have worked on:

- **Bridges**
 - GORDIE HOWE INTERNATIONAL BRIDGE
Detroit, MI
 - GEORGE MASSEY TUNNEL REPLACEMENT
Vancouver, BC
 - CHAMPLAIN BRIDGE (NEW BRIDGE FOR THE ST. LAWRENCE) Montreal, QC
 - QEW CREDIT RIVER BRIDGE PROJECT
Mississauga, ON
 - ILE-AUX-TOURTES BRIDGE RECONSTRUCTION
Montreal, QC
 - I-10 CALCASIEU RIVER BRIDGE Louisiana, U.S.
 - PENNDOT MAJOR BRIDGES P3 BUNDLE
Pennsylvania, U.S.
 - GOETHALS BRIDGE PROJECT New York City, NY
- **Healthcare**
 - SWIFT CURRENT LONG-TERM CARE CENTRE
Swift Current, SK
 - CORNER BROOK ACUTE CARE HOSPITAL St. John's, NL
 - OROMOCTO NURSING HOME BEDS Oromocto, NB



- CENTRAL LONG-TERM CARE CENTRE Grander-Grand Falls, NL
- NORTH BATTLEFORD HOSPITAL PROJECT North Battleford, SK
- STANTON TERRITORIAL HOSPITAL Yellowknife, NT
- OAKVILLE TRAFALGAR MEMORIAL HOSPITAL Oakville, ON
- HUMBER RIVER REGIONAL HOSPITAL Toronto, ON
- CENTRE HOSPITALIER DE L'UNIVERSITÉ DE MONTRÉAL Montreal, QC
- WEST LINCOLN MEMORIAL HOSPITAL Grimsby, ON
- BURNABY HOSPITAL REDEVELOPMENT Burnaby, BC
- WOMEN'S COLLEGE HOSPITAL Toronto, ON
- SOUTH NIAGARA HOSPITAL Niagara Falls, ON
- WEENEEBAYKO AREA HEALTH AUTHORITY (WAHA) REDEVELOPMENT Moosonee & Moose Factory, ON
- MOUNT SINAI HOSPITAL PHASE 3A REDEVELOPMENT PROJECT Toronto, ON
- COWICHAN DISTRICT HOSPITAL REPLACEMENT Duncan, BC
- CENTRE FOR ADDICTION AND MENTAL HEALTH (CAMH) Toronto, ON
- NEW ADULT MENTAL HEALTH AND ADDICTIONS FACILITY St. John's, NL
- CORNER BROOK CARE HOME St. John's, NL

➤ Transportation

- I-70 DENVER Denver, CO
- I-75 MODERNIZATION PROJECT Detroit, MI
- HIGHWAY 427 EXPANSION Ontario, Canada
- HIGHWAY 401 EXPANSION Ontario, Canada
- I-66 (TRANSFORM 66) Fairfax, VA
- CAPITAL BELTWAY HOT LANES/I-495 Virginia, U.S.

- REGINA BYPASS Regina, SK
- GILCREASE EXPRESSWAY WEST Tulsa, OK
- GEORGIA SR400 EXPRESS LANES Georgia, U.S.
- HIGHWAY 407 EAST EXTENSION Toronto, ON
- HIGHWAY 3 WIDENING Essex to Leamington, ON
- NORTHERN VIRGINIA MEGA PROJECTS ENGINEERING SUPPORT SERVICES Fairfax County, VA
- PROJECT NEXT I-495 EXPRESS LANES NORTHERN EXTENSION Virginia, U.S.
- MARYLAND DEPARTMENT OF TRANSPORTATION (MDOT) CHART Maryland, U.S.
- VIRGINIA'S OFFICE OF PUBLIC-PRIVATE PARTNERSHIPS (VAP3) Virginia, U.S.
- MARYLAND I-495/I-270 OP LANES, PHASE 1 SOUTH Maryland, U.S.
- NY THRUWAY SERVICE PLAZAS New York, U.S.
- COMMERCIAL REST STATION AREAS Alberta, Canada

➤ Energy & Power

- ESAP ENERGY MODERNIZATION Ottawa, ON
- OHIO STATE UNIVERSITY DISTRICT ENERGY (PROJECT PINTA) Columbus, OH
- JOHN HART GENERATING STATION Campbell River, BC
- FORT MCMURRAY WEST 500 KV TRANSMISSION LINE Fort McMurray, AB
- SABINE JUNCTION 500KV TRANSMISSION Texas, U.S.
- DARTMOUTH COLLEGE DISTRICT ENERGY Dartmouth, NH
- SMART STREET LIGHTING PROJECT Washington, DC
- PROJECT NEXUS Texas and Nevada, U.S.
- UNIVERSITY OF LOUISVILLE ENERGY SYSTEM Louisville, KY

- HENRY FORD MEDICAL CENTER CENTRAL PLANT Detroit, MI
- THE UNIVERSITY OF FLORIDA – CENTRAL ENERGY PLANT Gainesville, FL

➤ Transit

- EDMONTON VALLEY LINE LRT Edmonton, AB
- OTTAWA LRT Ottawa, ON
- LAX AUTOMATED PEOPLE MOVER Los Angeles, CA
- WATERLOO REGION STAGE 1 LIGHT RAIL Waterloo, ON
- EGLINTON CROSSTOWN LIGHT RAIL TRANSIT Toronto, ON
- OTTAWA TRILLIUM LINE EXTENSION Ottawa, ON
- HAZEL MCCALLION LRT (FORMERLY HURONTARIO LRT) Ontario
- MILLENNIUM LINE BROADWAY EXTENSION Vancouver, BC
- SURREY LANGLEY SKYTRAIN Surrey, BC
- YONGE NORTH SUBWAY EXTENSION Toronto, ON
- SCARBOROUGH SUBWAY EXTENSION Toronto, ON
- ONTARIO LINE SUBWAY RSSOM Toronto, ON
- MBTA AUTOMATED FARE COLLECTIONS 2.0 Massachusetts, U.S.
- 401 RER TUNNEL Ontario, Canada
- LAKESHORE WEST CORRIDOR IMPROVEMENTS Greater Toronto Area, ON

➤ Maintenance Facilities

- POINTE-SAINTE-CHARLES MAINTENANCE FACILITY Montreal, QC
- EAST RAIL MAINTENANCE FACILITY Whitby, ON
- CALGARY BUS STORAGE AND TRANSIT FACILITY Calgary, AB
- POTRERO BUS YARD MODERNIZATION San Francisco, CA

➤ Education

- ALBERTA SCHOOLS ALTERNATIVE PROCUREMENT Alberta, Canada

- SASKATCHEWAN JOINT-USE SCHOOLS PROJECT Saskatchewan, Canada
- HUMBER COLLEGE LEARNING RESOURCE COMMONS Toronto, ON
- PRINCE GEORGES COUNTY PUBLIC SCHOOL Prince George's County, MD
- **Laboratories**
 - FORENSIC SERVICES & CORONER'S COMPLEX Toronto, ON
 - MARS CENTRE PH. 2 LABORATORY Toronto, ON
- **Justice Facilities**
 - MONCTON COURTHOUSE Moncton, NB
 - NEW TORONTO COURTHOUSE Toronto, ON
 - CONSOLIDATED JUSTICE FACILITY Indianapolis, Indiana
 - ABBOTSFORD COURTHOUSE Abbotsford, BC
 - QUINTE CONSOLIDATED COURTHOUSE Belleville, ON
 - WATERLOO REGION CONSOLIDATED COURTHOUSE Kitchener, ON
 - BRAMPTON COURTHOUSE PHASE II AND TORONTO REGIONAL BAIL CENTRE Brampton and Toronto, ON
 - NEW ADULT CORRECTIONS FACILITY St. John's, NL
 - SUFFOLK COUNTY POLICE DEPARTMENT HEADQUARTERS Suffolk County, NY
- **Water & Wastewater Treatment**
 - CITY OF SAINT JOHN SAFE CLEAN DRINKING WATER Saint John, NB
 - MCLOUGHLIN POINT WASTEWATER TREATMENT FACILITY Victoria, BC
 - FARGO-MOORHEAD FLOOD DIVERSION CHANNEL Fargo-Moorhead, ND
 - PORTAGE LA PRAIRIE WATER CONTROL POLLUTION FACILITY Portage la Prairie, MB
 - NORTH END SEWAGE TREATMENT PLANT UPGRADE Winnipeg, MB
 - SANTA CLARA VALLEY WATER DISTRICT Santa Clara County, CA
 - PORT MIAMI NORTH BULKHEAD BERTHS 1 - 6 REALIGNMENT PROJECT Miami, FL
- **Entertainment & Recreation Centres**
 - MONCTON DOWNTOWN CENTRE Moncton, NB
 - GARDEN GROVE CIVIC CENTRE Garden Grove, CA
 - REGINA STADIUM Regina, SK
 - PAN AM SOCCER, VELODROME AND ATHLETICS STADIUM Ontario, Canada
 - PAN AM AQUATICS CENTRE, FIELD HOUSE & CSIO Scarborough, ON
 - CALGARY STAMPEDE BMO CENTRE Calgary, AB
- **Office Buildings**
 - MACDONALD BLOCK COMPLEX RETROFIT Toronto, ON
- **Mixed-Use Projects**
 - BRUCE POWER TRAINING CENTRE Kincardine, ON
 - STATE STREET REDEVELOPMENT PROJECT West Lafayette, IN
 - TEXAS A&M UNIVERSITY HEALTH PLAZA Houston, TX
 - GATINEAU 2 BUILDING Gatineau, QC
 - PURDUE UNIVERSITY STUDENT HOUSING West Lafayette, Indiana
 - TEACHING & RESEARCH CONTINUING CARE CENTRE (TRCCC) Edmonton, AB
 - GEORGE STREET REVITALIZATION Toronto, ON
 - SRO RENEWAL INITIATIVE PROJECT VANCOUVER, BC
- **Airports**
 - IQALUIT INTERNATIONAL AIRPORT Iqaluit, NU
 - INNOTECH EXECAIRE AVIATION Various Locations, Canada
 - CONTRACTED FLYING TRAINING AND SUPPORT Southport, MB
 - THOMPSON REGIONAL AIRPORT TERMINAL REPLACEMENT Thompson, MB

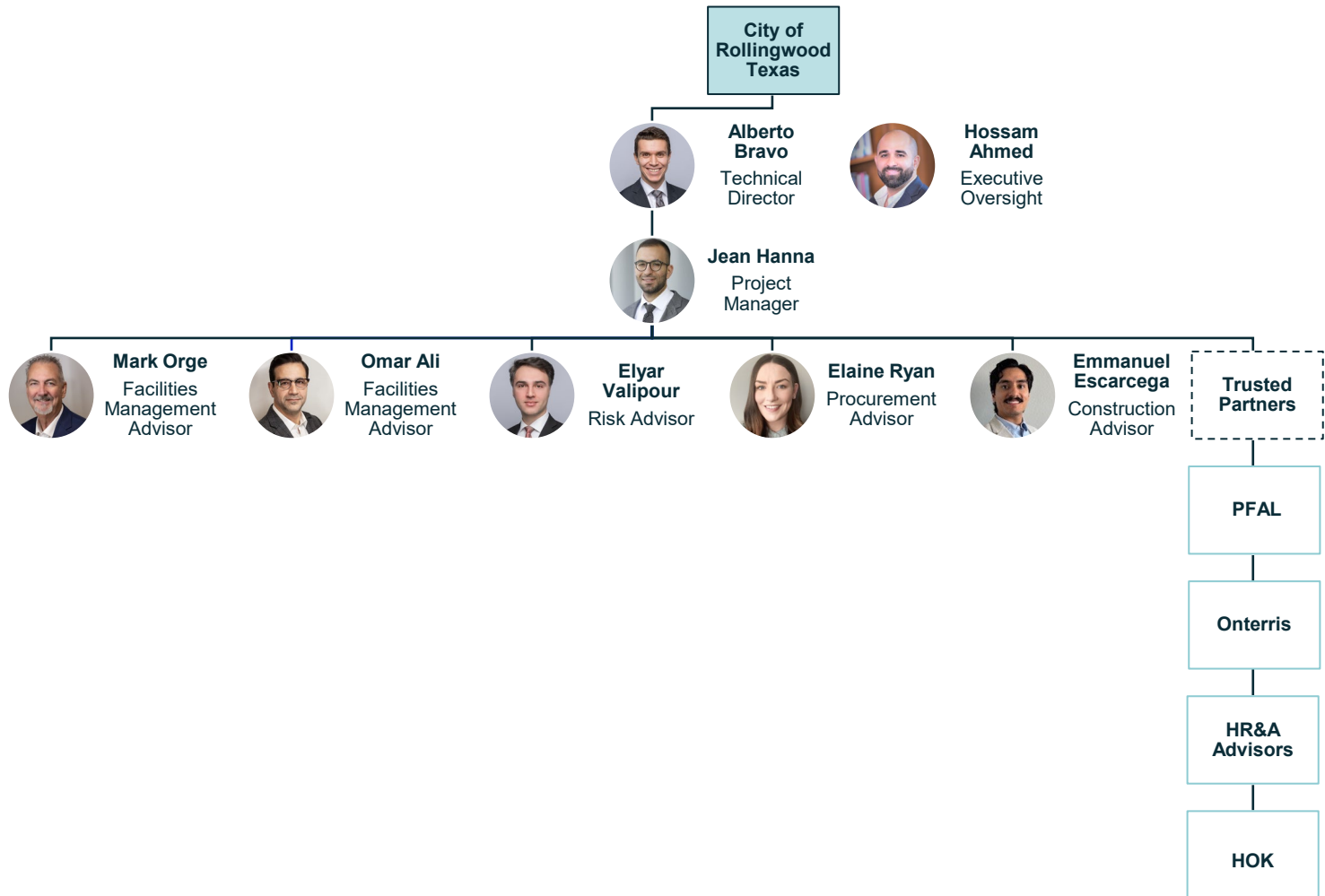
2.2 Organizational Chart

Altus outlines below our industry-leading team that will lead this mandate. In addition to the below noted team members, Altus will also be supported by an extensive team of consultants to ensure that we are equipped and able to handle all assignments that are part of this mandate.

Our team will be overseen by **Jean Hanna**, who will be the key point of contact and project manager. He has over 15 years of experience in the infrastructure industry, with a focus on project management. **Alberto Bravo** will oversee the team as Technical Director, along with support from **Hossam Ahmed** as Executive Oversight. **Altus also has trusted partners and direct relationships with specialized advisory firms when and if needed will be handled by Altus.**

Jean Hanna, alongside most of the team, will be working out of the Toronto headquarters office. **Hossam Ahmed**, **Alberto Bravo** and **Emmanuel Escarcega** will be working out of local offices in Texas and Georgia.

Resumes can be found attached to Appendix A.



3. Project Team and Qualifications

3.1 Key Personnel Profiles

JEAN HANNA, P.ENG., MREI, B.A.SC. | Project Manager. 15+ Years of Industry Experience. 1+ Years at Altus Group.



With over 15 years of experience across infrastructure planning, procurement, and delivery, Jean Hanna brings deep expertise in financial analysis, commercial structuring, and investment evaluation to support complex, multi-stakeholder projects. He has led the development of detailed financial and cost models, value-for-money assessments, and scenario analyses to inform procurement strategies, delivery model selection, and funding decisions. Jean's track record demonstrates strong capability in translating financial insights into practical recommendations, integrating risk analysis, sensitivity testing, and governance considerations

to optimize outcomes for clients.

His portfolio includes managing financial and contractual evaluations for Miami-Dade County's Sustainable Solid Waste Campus P3 initiative, providing Lender Technical Advisor services for wastewater and dairy processing facilities financed by the Canada Infrastructure Bank, and leading procurement development for the Inland Empire Utilities Agency in California. He has contributed to major transit projects such as the Eglinton Crosstown LRT and Union Station Enhancement Project, while also supporting net-zero pathway development and decarbonization strategies for Rio Tinto and BHP. Additionally, he has performed economic evaluations for carbon capture projects and developed business cases for municipal waste diversion initiatives, demonstrating expertise in business case development, procurement, risk analysis, financial modelling, and sustainability planning.

As the proposed Project Manager for this opportunity, he will be the main point of contact for the City of Rollingwood and will plan, execute, and complete projects on time and within budget.

Academic Qualifications: Master of Real Estate and Infrastructure; and Bachelor of Applied Science and Engineering, Civil Engineering.

Professional Certifications: Professional Engineer of Ontario (P.Eng.) from The Professional Engineers of Ontario (PEO); and Financial Modelling for Renewable Energy Projects, Mazars.

HOSSAM AHMED, MBA, PMP | Executive Oversight. 17+ Years of Industry Experience. 3+ Years at Altus Group.



With over 17 years of relevant experience, Hossam Ahmed has advanced knowledge of construction management, as well as constructing methods for large projects, contract management, and procurement. Hossam conducts his operations from Houston, Texas and is a well-rounded leader with diverse tactical management experience in multiple functions across different sectors in the construction industry. Hossam has extensive experience in budgeting, procurement, project controls, business development, and contracts management.

His recent work includes serving as Client Relationship Lead for Miami-Dade County's Sustainable Solid Waste Campus P3 evaluation, Project Manager for the Garden Grove Civic Center P3 procurement strategy, and Project Manager for the Henry Ford Medical Center Central Plant development in Detroit. He has acted as Bid Lead on the University of Maryland NextGen Power Plant Renewal project and the Beacon Wind 1 offshore wind development, while also leading feasibility and advisory assignments for the Suffolk County Police Headquarters and Florida International University Student Housing projects. His expertise encompasses construction management, procurement strategy, technical due diligence, project controls, contracts management, financing structures, and public-private partnerships.

As Executive Oversight, Hossam will monitor Altus Group's organization's performance, risk management, and strategic direction.

Academic Qualifications: Master of Business Administration, Rice University; and Bachelor of Science in Structural Engineering, Ain Shams University.

ALBERTO BRAVO, B.A.SC., P.E. P.ENG., PMP, INTPE. | Technical Director. 15+ Years of Industry Experience. 6+ Years at Altus Group.



Alberto is a Director of Infrastructure with over 15 years of civil engineering experience with a focus on transit, transportation, and project management. Alberto leads the Owner's Advisory team across the United States and Canada consisting of professional engineers, urban planners, project coordinators, and site inspectors. Alberto has worked on over 150 infrastructure and development projects across North America, in all phases of development (from pre-development to operations and maintenance). He has led technical teams on infrastructure projects with contract values ranging from \$500M to \$10B. Alberto is a trusted advisor for Public

Agencies, Engineering Consultants, and Construction Partners. Alberto specializes in contract writing, risk management, value for money, dispute resolution, contract administration, stakeholder engagement, design of transit stations, change management, civil and utility design, partnering with consultants and contractors, implementation of quality assurance and quality control practices, detailed and preliminary design of roadways, environmental assessments, and development of tailored project management best practices.

His experience includes serving as Project Director for the Miami-Dade County Sustainable Solid Waste Campus P3 evaluation, Project Manager and Reference Concept Design Lead for the Yonge North Subway Extension, Project Manager for the Highway 401 West Widening project, and Integration Manager for the \$9 billion Ontario Line RSSOM project. He previously held senior leadership roles on the \$2.1 billion Confederation Line Extension pursuit in Ottawa, where he managed multidisciplinary engineering teams, risk management initiatives, and design services procurement.

As Technical Director, Alberto will support Jean to oversee technical infrastructure, manage specialized teams, and ensure complex projects are delivered safely, on time, and within budget.

Academic Qualifications: Bachelor of Science in Civil Engineering, University of Toronto, Toronto, Ontario.

Professional Certifications: Professional Engineer – Civil (P.E.) from the State of Nevada Board of Professional Engineers and Land Surveyors (NVBELS); Professional Engineer (P.Eng.) from The Professional Engineers of Ontario (PEO); and Project Management Professional (PMP) from The Project Management Institute (PMI).

MARK ORGE, PMP, CFM, MBA | Facilities Management Advisor. 30+ Years of Industry Experience. 4+ Years at Altus Group.



Mark Orge brings over 30 years of experience in asset and facilities management, with a strong background in P3 advisory services for large-scale infrastructure and energy projects. His expertise includes lifecycle costing, operations and maintenance cost analysis, output specification development, technical advisory and audits, and asset management strategy. He has provided building condition assessments, reserve fund studies, operations & maintenance (O&M) planning, and lifecycle modelling, helping clients make data-driven asset management decisions.

His project experience includes asset management and feasibility advisory services for the Suffolk County Police Department Headquarters and Garden Grove Civic Centre developments, operations and lifecycle modelling for Purdue University Student Housing and Project Nexus transmission assets and building condition assessment leadership for Ontario's ONroute Service Centres. He has also led operations and maintenance forecasting for the Yonge North and Scarborough Subway Extensions and conducted annual lender technical reviews for the Fort McMurray West 500 kV Transmission Line project.

As Facilities Management Advisor, Mark will provide strategic and operational guidance to optimize an organization's physical workspaces.

Academic Qualifications: Master's degree in business administration (MBA) Haskayne School of Business; University of Calgary, Calgary, Alberta.

Professional Certifications: Project Management Professional (PMP) from the Project Management Institute (PMI); and Certified in Facility Management (CFM) International Facility Management Association (IFMA).

OMAR ALI, P.ENG., LEED AP BD&C | Facilities Management Advisor. 25+ Years of Industry Experience. 5+ Years at Altus Group.



Omar Ali is an industry professional with over 25 years of experience in Capital Planning and Asset Management, Energy Conservation Measures, and engineering and project management including major infrastructure initiatives such as international airports and large commercial centres. Omar has delivered numerous Building Condition Assessments (BCA), Reserve Fund Studies (RFS), Operations and Maintenance monitoring, Joint Technical Reviews (JTR) lifecycle auditing and modelling, and across virtually every industry sector.

His project portfolio includes lifecycle modelling and maintenance analysis for Purdue University Student Housing, lender technical advisory services for Oakville Trafalgar Memorial Hospital, and joint technical reviews for Saskatchewan Schools Phase 1 and 2. He has also supported condition assessments and facilities management reviews for the Iqaluit International Airport, Woodstock General Hospital, North Bay Regional Health Centre, and Waterloo Regional Courthouse. Across these assignments, Omar has delivered building condition assessments, lifecycle audits, maintenance planning reviews, and compliance evaluations, providing technical expertise for complex public infrastructure and P3 facilities.

As Facilities Management Advisor, Omar will provide strategic and operational guidance to optimize an organization's physical workspaces.

Academic Qualifications: Bachelor of Science in Electrical Engineering.

Professional Certifications: Professional Engineer of Ontario (P.Eng.) from The Professional Engineers of Ontario (PEO); and LEED Accredited Professional (LEED APBD+C): GBCI.

ELYAR VALIPOUR, M.ENG., B.CIVIL ENG., B.SC., PMI-RMP | Risk Advisor. 15+ Years of Industry Experience. 11+ Years at Altus Group.



Elyar Valipour has over 15 years of experience in cost estimating, engineering, project management, risk management, and engineering consulting. He is currently holding various Lenders Technical Advisory responsibilities in several high profile P3 projects. Elyar's role involves assisting the preparation of LTA Reports, payment mechanism, geotechnical and environmental reports, and monitoring the progress of the projects during the construction.

His experience includes serving as Commercial Advisor for Miami-Dade County's Sustainable Solid Waste Campus initiative, Lenders' Technical Advisor for the Fargo-Moorhead Flood Diversion Channel and the New Toronto Courthouse, and Project Manager for Prince George's County Public Schools in Maryland. He is also supporting infrastructure financing and development initiatives such as the Cowichan Tribes enabling infrastructure project in British Columbia and Alberta School Bundle #5. His expertise includes construction cost evaluation, schedule analysis, payment mechanisms, lifecycle risk assessment, project monitoring, and commercial advisory services for major infrastructure procurements.

As Risk Advisor, Elyar will assist in identifying, assessing, and managing potential threats to financial, operational, and strategic success.

Academic Qualifications: Master of Engineering (M.Eng.) University of Toronto, Toronto, ON; Bachelor of Civil Engineering (B. Civil Eng), The University of British Columbia, Vancouver, BC; and Bachelor of Sciences (B.Sc.), The University of British Columbia, Vancouver, BC.

Professional Certifications: Professional Engineer of Ontario (P.Eng.) from The Professional Engineers of Ontario (PEO); and Risk Management Professional (RMP) from Project Management Institute (PMI).

ELAINE RYAN, BA (HONS) | Procurement Advisor. 10+ Years of Industry Experience. 11+ Years at Altus Group.



Elaine Ryan is an experienced professional with 10 years of experience in development advisory. Elaine obtained a Certificate in Project Management in 2023 and has a variation of experience within the public and private infrastructure sectors and specializes in Project Management in Alternative Delivery and Procurement projects. Elaine specializes in project management, project planning (defining scope, deliverables, milestones, and resource planning), contract writing and development of procurement documentation, alternative financing procurements, risk management, project coordination, stakeholder engagement and

management, commercial advisory, contract administration, project monitoring, implementation of quality assurance and quality control practices.

Her experience includes project management roles on the Port Lands Flood Protection and Enabling Infrastructure Project, the Yonge North Subway Extension Advance Tunnel package, and the Stations, Rail and Systems package. She also supported the Scarborough Subway Extension as Reference Concept Design and Project Specification Coordinator and contributed to the Highway 401 Expansion Project as Project Coordinator during both procurement and implementation phases.

As Procurement Advisor, Elaine will manage the purchasing, contracting, and vendor selection for the project.

Academic Qualifications: Bachelor of Arts in Voice & Dance, University of Limerick, Ireland.

Professional Certifications: Certificate in Project Management, University of Toronto, School of Continuing Studies, Toronto, ON.

EMMANUEL ESCARCEGA, EIT | Construction Advisor. 6+ Years of Industry Experience. 1+ Years at Altus Group.



Emmanuel Escarcega is a Project Engineer with experience supporting advisory and construction oversight activities across multiple public infrastructure projects. At Altus Group, he assists with project cost and schedule reviews, supports construction monitoring through site visits, and contributes to the preparation of clear reporting for project stakeholders.

Previously, as a Transportation Engineer with Stantec, he contributed to major roadway and interstate corridor projects including US80, IH35, FM1385, and SL340, focusing on traffic infrastructure design and implementation. His land development experience includes engineering support for the Samsung Semiconductor headquarters, Bastrop ISD facilities, renewable energy storage developments, and waste management projects. Earlier internship roles provided experience in water infrastructure, ADA improvements, project controls, cost estimating, construction coordination, and municipal transportation projects, giving him a well-rounded background in infrastructure development and project delivery.

As Construction Advisor, Emmanuel will support strategic advocate and expert guide. He will oversee feasibility, mitigate risk, and optimize budgets and schedules.

Academic Qualifications: Bachelor of Science, Civil Engineering, The University of Texas at San Antonio, Texas.

Professional Certifications: (EIT) Texas Board of Professional Engineers - Civil Engineer in Training (No. 79510); and Procure Certified: Project Manager (Project Management), Procure Technologies.

3.2 Firm's Staffing Plan

It is recognized in the industry that there is significant demand for resources. Altus is well experienced in resourcing for assignments. On projects, our team produces an annual task/work plan in collaboration with our partner organizations and with the client team, for client approval prior to commencing work. Each task plan is reviewed monthly and describes the project, tasks, deliverables, schedule, and proposed staff. Altus leadership will predict the services and resourcing plan and will validate with the client to ensure resource availability. To allow for flexibility in resources, changes to the task plans can be amended with a task order. Altus will conduct monthly resource forecasting with a 12-month outlook.

Altus has staff located in Austin and Houston, who will directly support the City of Rollingwood on this endeavor. Altus will supplement specific tasks with staff on an as-needed basis to optimize delivery.

Altus can leverage our combined experience on similar programs and our availability of diverse personnel with industry-leading expertise and collaborative experience. We can quickly resource any unforeseen surges requiring additional skilled resources. Altus is also well versed with the challenges of managing unplanned surges. The Yonge North Subway Extension (YNSE) project, where Altus is providing technical advisory services, was divided into an Advance Tunnel (AT) contract and a Station, Rail and Systems (SRS) contract. Due to unavoidable delays in the project schedule, our team had to quickly establish an effective solution to ensure that the overlapping project schedules would not affect our ability to meet the demands of both contracts and continue to exceed client expectations. By leveraging our resource pool, utilizing digital tools, and prioritizing efficient onboarding of resources, we were successful in mobilizing a team of skilled diverse personnel for the kick-off of the YNSE SRS scope, while also continuing to thoroughly support and deliver innovative solutions for our client on the AT contract.

Altus will use advanced project management and reporting tools, such as Primavera P6, Microsoft Project, and Power BI, to generate dynamic, data-driven dashboards that provide real-time insights into project progress.

3.3 Knowledge of Relevant Regulations

Altus team is well-versed in the regulatory environment governing construction and development within the City of Rollingwood and the broader Travis County region. Knowledge and ground-level awareness that comes from navigating these requirements on similar projects. For the City Hall Improvements project, that familiarity translates into early identification of the constraints most likely to drive cost, influence design decisions, or introduce schedule risk. The four areas of greatest regulatory significance for this project are summarized below.

3.3.1 Building Codes, Permitting & Accessibility (ADA)

Rollingwood enforces the 2015 International Building Code (IBC) with local amendments, and all permits are processed through the City's Planning and Development Department via the MyGovernmentOnline platform. A Certificate of Occupancy is required before any portion of the facility can be occupied; a milestone that directly governs the project closeout schedule and will factor into interim space planning for City staff during construction.

Of particular importance for this project is full compliance with the Texas Accessibility Standards (TAS), administered by the Texas Department of Licensing and Regulation (TDLR) under the Texas Architectural Barriers Act (TABAA). Because the current City Hall has lost its polling station designation due to ADA non-compliance, achieving full TAS/ADA conformance is not just a code requirement; it is a stated community need and a core project objective. All projects constructed or renovated using municipal funds are subject to TAS regardless of cost, and a Registered Accessibility Specialist (RAS) review will be required as part of the permitting process. Our team will ensure this is scoped into the architect's contract from day one.

3.3.2 Tree Canopy Ordinance (Tree Preservation)

Based on our understanding of the site, the mature trees behind the existing City Hall building represent one of the most consequential regulatory constraints on this project. Rollingwood's Tree Canopy Management Ordinance (effective 2019) protects a specific list of species; all Oaks, Bald Cypress, Pecans, Cedar Elms, and several others, when their trunk diameter at breast height (DBH) reaches 12 inches or greater. Given the visible calliper of the Live Oaks on site, virtually all of them will qualify as protected.

This creates real decision points that the design team will need to navigate early:

- **Removal within the buildable area:** requires a 1:1 replacement ratio per protected tree removed.
- **Removal within setbacks (green space):** triggers a 3:1 replacement ratio; a significant cost and space implication on a constrained urban site.
- **Oak trimming moratorium:** Oak wilt prevention rules prohibit trimming of oak trees from February 1 through June 30, with a \$500 fine for violations. Any site work involving canopy work near oaks must be scheduled outside this window.
- **Tree Protection Plan:** must be submitted alongside the building permit application, including root zone protection specifications during construction.

Our recommendation will be to engage an arborist during early pre-design to survey, tag, and DBH-document every tree on the site. This data should drive the site planning conversation; whether the project pursues renovation, a 2-story concept, or new construction, the tree layout will be a non-negotiable input to the site footprint.

3.3.3 Stormwater, Drainage & Aquifer Protection

Travis County regulations around stormwater, drainage and aquifer protection can significantly affect both project cost and design. Rollingwood sits within the Barton Springs segment of the Edwards Aquifer contributing watershed; one of the most environmentally sensitive and closely regulated development zones in Texas.

Key considerations for this project may include:

- **Drainage Analysis:** Any construction that increases impervious cover requires a drainage plan and hydraulic analysis prepared and sealed by a Professional Engineer licensed in Texas, per Rollingwood's Drainage Criteria Manual.
- **No net increase in runoff:** Post-development stormwater runoff cannot exceed pre-development conditions.
- **Impervious cover limits:** For commercial development over the Edwards Aquifer contributing zone, Travis County caps impervious cover at 45% of site area unless alternate standards apply.
- **Construction-phase erosion control:** Silt fencing and erosion control measures must be installed prior to ground disturbance. State TCEQ standards apply, and a Storm Water Pollution Prevention Plan (SW3P) will be required for disturbed areas.

We will recommend that a civil engineer with Travis County drainage and water quality experience be brought onto the design team early.

3.3.4 Construction Operations & Site Management

Rollingwood's construction restrictions will directly govern the contractor's operations and must be built into the project schedule and contract documents:

- **Authorized working hours:** Heavy construction is limited to weekdays, 7:00 a.m. to 7:00 p.m. No weekend or City holiday work is permitted. In a 12-month build, this can represent a meaningful schedule constraint and should be reflected in the contractor's baseline CPM schedule.
- **Site management:** Compliance will be monitored through our site visit reports.
- **Procurement compliance:** As a municipal project, all contractor and architect procurement must comply with Texas Government Code Chapter 2254 (professional services) and applicable competitive bidding statutes.

3.4 Proposed Sub-Contractors

For this opportunity, Altus Group is able to pull from a pool of trusted partners on an as-and-when needed basis. The proposed sub-contractors for this project include:

- **Project Finance Advisory Limited (“PFAL”):** An award-winning advisor that specializes in providing governments with strategic and tactical advice on how best to optimize, finance, and deliver large-scale infrastructure projects. PFAL's primary services are to identify optimal delivery structures and source innovative financing and funding to support infrastructure project delivery. We specialize in public private partnerships and innovative financing strategies.
- **Onterris:** A global environmental solutions company partnering with organizations to solve complex challenges where environmental pressures, regulatory expectations and operational risks intersect. They provide testing, analysis, remediation, and GIS consulting services to help organizations mitigate risk and achieve environmental compliance.
- **HR&A Advisors:** A real estate, economic development, and energy efficiency consulting firm. They specialize in advising public, private, and non-profit clients on turning complex urban visions into actionable plans, focusing on neighborhood revitalization, mixed-use development, and community equity.
- **HOK:** A global design, architecture, engineering, and planning firm. They provide integrated solutions to optimize real estate portfolios, design sustainable buildings, and create engaging physical spaces.

Altus has worked with PFAL, Onterris, HR&A Advisors, and HOK on similar assignments – including Suffolk County Police Headquarters and Garden Grove Civic Center.

4. Scope of Services

Altus Group's approach to Owner's Representative services begins with a foundational conviction: sound decisions in the planning, design, and construction of public facilities require thorough preparation long before a shovel breaks ground. For the City of Rollingwood, this means our engagement starts not with construction oversight, but with an honest, objective evaluation of the City's actual needs, and what it can realistically afford. Obtaining clear goals and objectives from the City's leadership, elected officials, and key stakeholders is our essential first step before any analysis, recommendation, or procurement action is undertaken.

Altus Group will serve as the City's trusted advisor and agent throughout this engagement by protecting the interests of Rollingwood taxpayers, ensuring fiscal discipline, and providing the experienced professional guidance that City staff has identified as critical to the success of this project. Our role is to be the steady hand that fills that experience gap; guiding Council, staff, and the ESD partnership through every phase of the process with clarity, transparency, and accountability.

4.1 Two-Phase Project Approach

Altus Group recommends structuring this engagement in two broad phases. This phased approach ensures that procurement and investment decisions rest on a solid analytical foundation, minimizing the risk of significant scope changes later in the process and providing the city with defensible, community-supported justification for whichever path forward is selected.

PHASE 1 — Feasibility & Options Development	PHASE 2 — Design & Construction Oversight
Project launch & stakeholder interviews	Architect selection & evaluation support
Needs assessment validation & space programming	General Contractor / CM at Risk RFP & procurement
Facility condition assessment of existing building	Milestone schedule creation & management
Dual feasibility study development (see below)	Design document review (constructability, cost, schedule)
Site analysis & test-fit scenarios	Value engineering & cost estimate validation
Delivery method evaluation (DBB / CM at Risk)	Construction phase monitoring & site observation
Budget validation & preliminary cost modelling	Change order review & negotiation support
Architect RFQ development & procurement support	Monthly progress reporting to City Council
Draft & Final Feasibility Report	Closeout, punch-list, warranty & O&M coordination

Phase 1 — Dual Feasibility Study Concept

A central feature of Altus Group's Phase 1 approach for the City of Rollingwood is our recommendation to develop two parallel, independent feasibility studies, each rigorously evaluated on its own merits, before the city commits to any single path:

Option A — Renovation & Code Compliance of the Existing Facility.

- This study will evaluate the full scope and cost of bringing the current City Hall building into modern compliance, including ADA accessibility, structural integrity, life-safety systems, mechanical and electrical upgrades, and assess what expansion or reconfiguration is feasible within the existing footprint and site constraints. Given the building's known conditions (active roof leak, mold history, outdated HVAC, non-sufficient restroom count, and parking deficiencies), this option will be analyzed candidly, with a clear-eyed assessment of whether renovation offers true long-term value or merely defers future capital investment.

Option B — New Construction on the Existing Site.

- This study will evaluate the feasibility of demolishing some or all of the existing structure and constructing a purpose-built facility to serve the City's combined City Hall, Police, and fire sub-station needs. Concept scenarios developed during the pre-bid walkthrough including: a two-story structure with covered parking on the lower level and administrative/council chambers above, and a facility expansion going all the way to the site boundaries to accommodate all needs, will be explored through test-fit analysis and preliminary cost modelling.
- Both feasibility studies will be evaluated against the City's budget, with transparent analysis of budget adequacy. If either or both options require budget adjustments, Altus Group will provide that guidance to Council well in advance of procurement; not after commitments are made. The dual-study structure ensures that Council and the community can make their decision with full information, and that whichever path is selected can withstand public scrutiny.

4.1.1 Phase 1 — Feasibility & Options Development: Key Activities

Phase 1 provides the analytical platform from which Phase 2 can proceed most efficiently and successfully. The scope of work in this phase is broad and iterative, encompassing the following core activities:

- **Project Launch & Stakeholder Alignment.** Altus Group will conduct a formal project kick-off meeting with City leadership and key council members to confirm project objectives, establish communication protocols, set up a project management and document sharing platform, and align on the definition of success for this engagement.
- **Needs Assessment Validation & Space Programming.** We will build upon the City's preliminary internal needs assessment, conducting structured interviews with all relevant department heads: City administration, finance, utility, public works, police, and ESD fire personnel. This with the goal to validate space requirements, develop an accurate headcount and operational programming model, and identify any needs not yet captured in the City's current thinking.
- **Facility Condition Assessment.** Altus Group will lead a facility condition assessment of the existing 1975 City Hall structure. Consistent with industry-standard practice, this assessment will review as-built documentation, conduct facility tours, and evaluate the building's condition across structural, mechanical, electrical, plumbing, life-safety, and ADA compliance dimensions. This forms the factual basis for Option A of the dual feasibility study.
- **Dual Feasibility Study Development.** As described above, Altus Group will develop independent feasibility analyses for renovation/code compliance and new construction, including preliminary construction cost modeling, site constraints analysis, and an evaluation of affordability against the City's bond budget.
- **Delivery Method Recommendation.** Altus Group will provide the City with a recommendation on the most appropriate project delivery method; whether Design-Bid-Build, Construction Manager at Risk, or another approach, based on project complexity, budget constraints, and the City's risk tolerance. This recommendation will be supported by objective analysis, not a default to any single method.
- **Architect RFQ Development & Procurement Support.** Upon the City's selection of a path forward, Altus Group will develop the Request for Qualifications documents for the procurement of the project architect, assist in evaluation and selection, and manage the procurement process in compliance with applicable Texas governmental purchasing requirements.

4.1.2 Phase 2 — Design & Construction Oversight: Overview

Phase 2 begins following selection of the project architect and continues through construction closeout. During this phase, Altus Group transitions from advisor and planner to active Owner's Representative, managing the design and construction process on the City's behalf. Key responsibilities include:

- Develop and manage a comprehensive milestone schedule for design and construction
- Review design documents at each phase for constructability, cost-effectiveness, and conformance with the approved program
- Manage all coordination and correspondence between the City's Architect, and General Contractor/CM at Risk
- Provide detailed cost estimates at key design milestones and notify the city of any budget concerns as they emerge
- Lead value engineering efforts as needed to maintain alignment with the approved budget
- Conduct regular site visits, document construction progress, and review contractor payment applications
- Manage RFI and submittal processes; review and recommend action on change orders

-
- Coordinate project closeout, punch-list completion, warranty submissions, and staff training on new building systems
 - Provide regular written reports to City Council throughout the construction phase

Our Commitment to Rollingwood

Altus Group understands that for a community like Rollingwood, this project represents a significant capital investment and an important level of trust placed in outside advisors. Our team brings deep experience in Owner's Advisory services on public facilities, and we bring to every engagement the same foundational principle that City Administrator articulated in the pre-bid meeting: there should be nothing shady, no contracts that don't serve the owner's interests, and no surprises that a good advisor should have caught earlier.

Altus Group will be Rollingwood's partner in this process; objective, experienced, and fully aligned with the interests of the City's residents and taxpayers.

5. References

Altus Group describes below in detail three projects we have completed that are relevant to this opportunity.

SUFFOLK COUNTY POLICE DEPARTMENT HEADQUARTERS Suffolk County, New York



The Project

This project includes technical advisory services for the Suffolk County Police Department in New York to provide feasibility studies for the purpose of evaluating the existing Suffolk County Police Department Headquarters and establish the feasibility of maintaining the existing location as the Headquarters Building. As part of a larger consulting team, Altus Group shall analyze and report on the existing operations, existing conditions, and spatial needs. Stage two of the Project includes evaluating the feasibility of a new Head Quarters building. The Suffolk County Office of Central Procurement has selected Altus Group as part of a larger highly qualified team of consulting firms that have specific and demonstrable experience in the Public Private Partnership (P3) arena, particularly the hybrid DBFOM procurement process for municipal government buildings (including public safety facilities) within a Civic Center campus and related private development.

Our Role

Altus Group is a member of the PFAL Team providing complete feasibility analysis for the County to evaluate different procurement options. Altus brings to the team experience in the preparation of RFQs and RFPs for Social infrastructure, particularly in DBFOM and P3 procurements for similar Civic Center projects incorporating a combination of elements that include public safety facilities, community parks and expanded open space, and/or affordable housing.

Team Members Involved

Hossam Ahmed, Project Manager – Responsible for delivering Altus scope of the feasibility analysis.

Our Services	P3 Procurement Advisor
Current Status	Completed
Contract Dates	2023 – 2025
Client Details	<p>Paul J. Clinton, R.A., LEED A.P. Assistant County Architect at Suffolk County Department of Public Works</p> <p>t. 631.852.4692</p> <p>e. PaulJ.ClintonR.A@suffolkcountyny.gov</p>

MIAMI-DADE COUNTY P3 ADVISORY POOL Miami, Florida



The Project

For this assignment, Altus Group provided Public-Private partnership (P3) and financial advisory services to Miami-Dade County's Solid Waste Department in support of its Sustainable Solid Waste Campus initiative. Miami-Dade County received competing proposals from two private developers and required independent commercial and financial evaluation to support its decision-making process.

Our Role

Altus was engaged to review and analyze the financial and contractual components of both developer submissions. Our work included detailed evaluation of capital and operating cost structures, financing approaches, projected payment streams,

risk allocation frameworks, and long-term fiscal implications for the County. We prepared side-by-side financial summaries, assessed value for money, identified material commercial risks, and evaluated the credibility of financial assumptions and funding structures, including potential debt instruments and escalation treatments. Altus also reviewed key contractual provisions to identify risk exposure, performance obligations, and long-term operational considerations. We presented our findings to senior County leadership and supported briefings to the Mayor and Board of County Commissioners, providing clear, evidence-based analysis to inform selection decisions.

Team Members Involved

Jean Hanna, Project Manager – Led detailed financial model review, cost analysis, and value assessment.

Alberto Bravo, Project Director – Led overall financial and commercial evaluation and senior stakeholder engagement.

Hossam Ahmed, Client Relationship Lead – Provided senior oversight and served as primary client relationship lead.

Elyar Valipour, Commercial Advisor – Led contract and risk allocation review and comparative analysis.

Our Services	P3 Advisor
Current Status	Ongoing
Contract Dates	2025 – Ongoing
Client Details	<p>Daniel Diaz Assistant Director of Administration at Miami-Dade County Solid Waste Department t. 305.514.6333 e. Danny.diaz@miamidade.gov</p>

GARDEN GROVE CIVIC CENTRE Garden Grove, California



The Project

This project includes advisory services for the City of Garden Grove in California from highly qualified consulting firms that have specific and demonstrable experience in the Public Private Partnership (P3) arena, particularly the hybrid DBFOM procurement process for municipal government buildings (including public safety facilities) within a Civic Center campus and related private development. Their intent is to formulate a procurement strategy and be responsible for Project Management support activities including development of a Project Schedule and Implementation, preparation, and issuance of a detailed Request for Qualifications (RFQ) for a P3 Project, and preparation and issuance of a Request for Proposals (RFP) for a P3 Project.

Our Role

Altus Group is a member of the PFAL Team providing procurement and financial Advisor services in support of this major P3 project. Altus brings to the team experience in the preparation of RFQs and RFPs for DBFOM and P3 procurements for similar civic center campus projects incorporating a combination of elements that include public safety facilities, community parks and expanded open space, and/or affordable housing. Other elements of the scope of work include delivery method identification, market sounding and stakeholder engagement, affordability analysis, value-for-money analysis, risk analysis/workshops, procurement

approach, procurement and project documentation, funding, and schedule management, bid evaluation and transaction execution (financial close).

Team Members Involved

Hossam Ahmed, Project Manager – Responsible for developing the Technical Requirements and Performance Specifications for inclusion in the P3 RFPs.

Our Services	P3 Advisor
Current Status	Completed
Contract Dates	2023 – 2025
Client Details	<p>Craig Beck Director, Community & Economic Development at City of Garden Grove e. craigb@ggcity.org</p>

6. Quality Control

The Altus Group team will be led by **Jean Hanna** as Project Manager and **Alberto Bravo** as Technical Director and is committed to providing all necessary materials to support meetings, including agendas, presentation materials, handouts, attendance sheets, notes, action items, and meeting minutes. Of these items, we see the documented action items as critically important. Maintaining a log of follow-up actions and assigned responsibilities is a key methodology to ensure that progress continues on the project, issues are resolved in a timely manner, and appropriate documentation is maintained regarding decisions and accomplishments.

To have effective contract management on any project decision making, empowerment and timely response is vital to avoiding disputes and maintaining a positive project culture. Altus has gained insight into how to build effective forums and teams to achieve a lean and efficient decision-making process. Conversely, delayed identification of issues and decision making will lead to souring relationships and eventually lead to execution challenges.

Altus applies a structured QA/QC process for cost estimating and advisory deliverables, supported by formal review stages, defined roles, and lessons-learned feedback loops. For major assignments (e.g., Scarborough Subway Extension Class 3 estimates), estimates follow a documented multi-step workflow from receipt and review of design packages through element-based take-off, pricing, preamble development, report compilation, and final sign-off. At each stage, multi-level checks are carried out (Take-off Lead, Elemental Lead, Project Lead, Project Director), with clear segregation of duties to minimize mathematical errors, scope duplication, and omissions.

In general, our team's approach will be to emphasize flexibility, and act as an extension of staff, in order to fully support the City of Rollingwood and ensure the success of the projects and services.



Altus Group

Appendix A

Resumes

Please find our team member's resume attached below



Jean Hanna is experienced across multiple phases of infrastructure projects, from planning to procurement and delivery. Jean's expertise extends to evaluating and conducting feasibility and economic studies for engineering solutions, providing invaluable insights to project stakeholders. Furthermore, Jean is skilled in delivering risk and business case workshops, leveraging this expertise to inform decision-making and drive project outcomes. Jean joined Altus Group's Infrastructure Advisory group as an Associate Director in January 2025.


Selected project experience

Miami-Dade County P3 Advisory Pool, Miami, FL

 **Role:** Project Manager

Altus Group provided P3 and financial advisory services to Miami-Dade County's Solid Waste Department in support of its Sustainable Solid Waste Campus initiative. Miami-Dade County received competing proposals from two private developers and required independent commercial and financial evaluation to support its decision-making process. Altus was engaged to review and analyze the financial and contractual components of both developer submissions. Our work included detailed evaluation of capital and operating cost structures, financing approaches, projected payment streams, risk allocation frameworks, and long-term fiscal implications for the County. As Project Manager, Jean led detailed financial model review, cost analysis, and value assessment.

Lender Technical Advisor, Canada Infrastructure Bank, Canada

 **Role:** Consultant


LTA for CIB on two projects 1) a wastewater treatment plant in BC, Canada 2) a dairy manufacturing facility in BC, Canada. Jean led a team of consultants to perform project due diligence including outlining key risks to the transaction undertaken by CIB. The team also supported CIB throughout the construction and O&M phases of the projects by certifying draw requests made by the sponsor.

Land Lease RFP Development, Inland Empire Utilities Agency (IEUA), Chino, CA

 **Role:** Consultant


Led the development and drafting of the RP-5 SHF Request for Proposal (RFP) document. Jean also provided procurement support after the release of the RFP including responding to RFIs and assistance with evaluation of submissions.

Eglinton Crosstown LRT, Toronto, ON

 **Role:** Consultant


The Crosstown is a 19km light rail transit (LRT) line that includes 15 LRT underground stations and 10 LRT at-grade stops. The Crosstown project is the largest transit expansion in the history of Toronto. Jean reviewed alignment and plans to assess potential impact to existing and future utilities and performed related utility research and coordination to ensure efficient progression of construction activities. He prepared bid inquiry, analysis and recommendation documents to procure qualified subcontractors, and developed risk register and risk management plan to mitigate potential complications during construction.

Net Zero Pathway Development, RIO Tinto, Atlantic Region

 **Role:** Consultant


Assisted RIO Tinto in developing and assessing pathways for decarbonizing operations across RIO's Aluminum Atlantic Sites. Jean worked on completing a risk framework and financial analysis of all the identified projects, the result of these analyses will be used to develop potential net-zero pathway scenarios that will be presented to the client.

Net Zero Pathway Development, BHP, Saskatchewan

 **Role:** Consultant


Developed and assessed pathways for decarbonizing through elimination of natural gas in the heat users at the Jansen Stage 1 project located in Saskatchewan, Canada. Jean completed a risk framework and financial analysis of all the identified projects, the result of these analyses was used to develop potential net-zero pathway scenarios presented to the client.

East Texas CCUS Economic Evaluation, Texas

 **Role:** Consultant


Provided an assessment to determine the potential value of the property to MIMC and an initial order of magnitude view to inform the discussions around a Letter of Intent with a potential buyer. Jean developed several scenarios to provide a high-level commercial valuation for potential CCUS revenue models.

Diversion of Food Waste, Ontario, CA

 **Role:** Consultant

Assisted in developing a business case that provided alternatives analysis for the planned diversion of food waste going into the proposed City of Ontario Transfer Station. Jean conducted client workshop to identify key drivers and ensure alignment with the City on expectations of the outcome. Jean developed a strategic business case report outlining the process, alternatives, and evaluation approach.

Union Station Enhancing Project 1 (USEP1) – PPP/Alliance Procurement, Toronto, ON

 **Role:** Consultant

USEP 1 Alternative Financing Procurement project included service upgrade enabling works and accommodations for greater train capacity initiatives under development for Regional Express Rail (RER). Jean conducted and coordinated technical advisors, stakeholders, and RFIs meetings to develop project agreement and output specifications documents shared with proponents' part of the RFP process.

Committee Professional Qualifications and Memberships

Professional Engineer of Ontario (P.Eng.) from The Professional Engineers of Ontario (PEO)

Financial Modelling for Renewable Energy Projects, Mazars

Education

Master of Real Estate and Infrastructure, 2020

Bachelor of Applied Science and Engineering, Civil Engineering, 2012



Hossam Ahmed has more than 17 years of experience in construction management. He has advanced knowledge of construction management methods for large-scale projects.

Hossam is a well-rounded leader with diverse tactical experience in multiple functions across different sectors in the construction industry (e.g., Energy, heavy industrial, chemical plants and transportation) with extensive experience in budgeting, procurement, project controls, business development, and contracts management along with a strong business strategy skillset and hands-on experience in multi-billion-dollar EPC (engineering, procurement, and construction) complex projects.

Selected project experience

Miami-Dade County P3 Advisory Pool, Miami, FL

 **Role:** Client Relationship Lead

Altus Group provided P3 and financial advisory services to Miami-Dade County's Solid Waste Department in support of its Sustainable Solid Waste Campus initiative. Miami-Dade County received competing proposals from two private developers and required independent commercial and financial evaluation to support its decision-making process. Altus was engaged to review and analyze the financial and contractual components of both developer submissions. Our work included detailed evaluation of capital and operating cost structures, financing approaches, projected payment streams, risk allocation frameworks, and long-term fiscal implications for the County. As Client Relationship Lead, Hossam provided senior oversight and served as primary client relationship lead.

Garden Grove Civic Center Project, Garden Grove, CA

 **Role:** Project Manager

This project includes advisory services for the City of Garden Grove in California with specific and demonstrable experience in the P3 arena, particularly the hybrid DBFOM procurement process for municipal government buildings (including public safety facilities) within a Civic Center campus and related private development. Their intent is to formulate a procurement strategy and be responsible for Project Management support activities including development of a Project Schedule and Implementation, preparation, and issuance of a detailed Request for Qualifications (RFQ) for a P3 Project, and preparation and issuance of a Request for Proposals (RFP) for a P3 Project. As subconsultants, Hossam is on the Altus Team providing Owners Advisory to bring a design/build, public/private partnership project including a Public Safety Facility, Government Offices and Public Space to market. Altus is developing the Technical Requirements and Performance Specifications for inclusion in the D/B Request for Proposals.


Henry Ford Medical Center Central Plant, Detroit, MI

 **Role:** Project Manager

Altus Group is providing pre-bid Lenders' Technical Advisory services to a Consortium of Kiewit Development Company and Veolia Energy to Design/Build/Finance/Operation/Maintain a new Central Utility Plant for the Detroit South Campus of the Henry Ford Medical Center. The Detroit South Campus Project is being developed in conjunction with the \$2.5 billion community development plan sponsored by HFH, the Detroit Pistons, and Michigan State University, and includes, among other facilities, a new

1,000,000+ square foot hospital facility and patient tower, and a specialty hospital that will be integrated into the Detroit South Campus. Services include the review of design, construction price, schedule, operations & maintenance, payment mechanism, as well as an overall review of project due diligence.

University of Maryland Power Plant Renewal (NextGen) P3, College Park, MD

 **Role:** Bid Lead

The University of Maryland's procurement for a project to expand, upgrade and modernize its existing power plant and to incorporate energy technology into the facility. The project will expand and modernize the current power plant, steam diffusion system and chill water plants as well as incorporate renewable energy technology to move away from steam-power on a mass scale. The project was completed as a "quasi-P3," with the private partner, College Park Energy, maintaining ownership and maintenance through August 2019. The university envisions a 30-year operations term for the private partner, though the term could be extended to up to 50 years or decreased to 20 years depending on the proposals that the school receives. As Bid Lead, Hossam acted as project bid lead for the general contractor in the pre-bid phase with one of the consortiums.

Suffolk County Police Department Headquarters, Suffolk County, NY

 **Role:** Project Manager

This project includes technical advisory services for the Suffolk County Police Department in New York to provide feasibility studies for the purpose of evaluating the existing Police Department Headquarters and establish the feasibility of maintaining the existing location as the Headquarters Building. As part of a larger consulting team, Altus Group shall analyze and report on the existing operations, existing conditions, and spatial needs. Stage two of the Project includes evaluating the feasibility of a new Head Quarters building. The Suffolk County Office of Central Procurement selected Altus Group as part of a larger highly qualified team of consulting firms that have specific and demonstrable experience in the P3 arena. As Project Manager, Hossam was responsible for delivering Altus scope of the feasibility analysis.

Florida International University Student Housing, Miami, FL

 **Role:** Project Director

The project involved a tax-exempt bond execution of an approximately 800 bed, new-build student housing project adjacent to Florida International University in Miami, Florida. For this assignment, Altus Group is providing full technical due diligence services on the transaction, starting from development and up until substantial completion.

Offshore Wind HVDC Project - Beacon Wind 1, Brooklyn, NY

 **Role:** Bid Lead – Contractor

This offshore wind project (60 miles offshore NY) will deliver 1,230 MW of power. Power generated from the wind farm will be delivered onshore using HVDC technology. GC scope will be the buildings that will house equipment to receive and convert this generated power and connect it to the grid (separate contract from the offshore work). Project CAPEX value is approximately \$750 million.

Education

Master of Business Administration, Rice University; and Bachelor of Science in Structural Engineering, Ain Shams University



Alberto is an experienced professional with over 15 years of relevant work experience and is a Registered Professional Engineer in Ontario, with a B.A.Sc. degree in Civil Engineering and a focus on Project Management and Major Projects in Transportation. Alberto is a Registered Project Management Professional, specializing in Alternative Delivery and Procurement Projects. Alberto has led technical teams on transit and highways projects with contract values above \$500M. Fluent in English and Spanish, Alberto has strong communication skills with an aptitude to convey technical concepts in reports, proposals, presentations and meetings.

Alberto specializes in project management, contract writing, risk management, project coordination, stakeholder engagement, design of transit stations, functional servicing reports, sanitary and storm sewer design, watermain design, complex earthworks calculations, input and coordination with cost estimators and schedulers, detailed grading of site plans, coordination with construction entities, contract administration, site inspections, implementation of quality assurance and quality control practices, detailed and preliminary design of roadways, environmental assessments, and utility coordination.

Selected project experience

Miami-Dade County P3 Advisory Pool, Miami, FL

 **Role:** Project Director

Altus Group provided P3 and financial advisory services to Miami-Dade County's Solid Waste Department in support of its Sustainable Solid Waste Campus initiative. Miami-Dade County received competing proposals from two private developers and required independent commercial and financial evaluation to support its decision-making process. Altus was engaged to review and analyze the financial and contractual components of both developer submissions. Our work included detailed evaluation of capital and operating cost structures, financing approaches, projected payment streams, risk allocation frameworks, and long-term fiscal implications for the County. As Project Director, Alberto led overall financial and commercial evaluation and senior stakeholder engagement.

Yonge North Subway Extension, Toronto, ON

 **Role:** Project Manager and Reference Concept Design Lead

This project involves the extension of TTC's line 1 Subway Line from the Line 1 Terminus at Finch Station, following Yonge Street North to Richmond Hill. Altus provides Technical Advisory Services to Metrolinx and Infrastructure Ontario including the development of PA/PSOS and RFP technical requirements, risk review, cost update, proposal evaluation, negotiations. Alberto is leading the development of the Reference Concept Design for the Advance Tunnel Package, and the Stations Rails and Systems Package. Alberto participated in the segregation of scope for Advanced Utilities works and enabling works for the launch shaft site. Alberto is responsible for cross-disciplinary coordination, stakeholder management, and identification of interface risks across engineering disciplines. Alberto provides key inputs to the risk register and liaises with the cost estimating team to develop appropriate contingencies for the project. Alberto monitors the discovery of technical risks through the design development process, ensures these risks are accounted for as part of the proof of concept, highlights gaps in the existing design, and creates risk mitigation options through reference concept design development.

Highway 401 West Widening, ON

 **Role:** Project Manager


This project involves approximately 18 km of highway and is located within the western part of the GTA, from the Credit River in Mississauga to Regional Road 25 in Milton. Altus is leading the implementation phase of the Project as the Technical Advisor to the Ministry of Transportation. Alberto attends Technical Working Group Meetings and liaises with multiple stakeholders, including clients, utility companies, subconsultants, and Design-Build Joint Venture counterparts. Alberto provided technical memoranda to Infrastructure Ontario, to support the evaluation of claims and variations, including independent contract language interpretation, quantity takeoffs, and assessment of validity of claims. Alberto coordinated the review of over 1,000 individual work submittals with multidisciplinary input from subject matter experts.

Ontario Line – Rolling Stock, Systems, Operations and Maintenance, Toronto, ON

 **Role:** Integration Manger

This DBFOM project with a contract value of \$9B (\$2.3B for capital costs and \$6.7B for short-term construction financing and transaction costs, train costs and 30-year operations and maintenance, lifecycle, and long-term financing). The Ontario Line will be a 15.6-kilometre new rapid transit line running between the Ontario Science Centre and Exhibition/Ontario Place in Toronto, with 15 stations, including six interchange stations. Altus is the Independent Certifier for the implementation phase of the Project. Alberto attends Works Committee Meetings, Integration Committee meetings, provides monthly IC reports, reviews the Risk Register and identifies any entries impacting Substantial Completion.

Confederation Line Extension Pursuit, Ottawa, ON

 **Role:** Project Manager and Assistant Design Manager

In a previous role, Alberto was the Project Manager and Assistant Design Manager for this \$2.1 billion project while working with WSP Canada Limited. His key achievements as P3 DBJV Design Team Project Manager on this project included leading the engineering team to the successful submission of 1800 engineering drawings and deliverables, on schedule and under the agreed pursuit budget and successfully negotiating a design services agreement with the Design-Build Joint Venture, with a contract value of \$250 million. Alberto was responsible for the development of the Design Team's Risk register, SWOT Analysis, identification of risk owners, and providing a quantitative assessment of each risk. The risk register was utilized by Senior Management to negotiate the final Design Contract, and for contingency allowances for the project term.

Committee Professional Qualifications and Memberships

Professional Engineer of Ontario (P.Eng.) from The Professional Engineers of Ontario (PEO)

Professional Engineer – Civil (P.E.) from the State of Nevada Board of Professional Engineers and Land Surveyors (NVBELS)

Project Management Professional (PMP) from The Project Management Institute (PMI)

Education

Bachelor of Science in Civil Engineering, University of Toronto, Toronto, ON



Mark is a highly effective Asset Management Strategist and experienced practitioner with more than 30 years of experience in every sector, including Healthcare, Airports, Education, Infrastructure, and Law Enforcement/Judicial. Mark's tenure spans public, private, and P3 operating models. Consulting services include output specification development, due diligence review, asset management strategies, technical advice and reviews, audits, and capital/life cycle forecasting. Mark is known across the industry for his ability to quickly forge positive and productive working relationships, drive creative change, and introduce new concepts and strategies to support the business goals with evidenced based data.

Selected project experience

Suffolk County Police Department Headquarters, Suffolk County, NY

 **Role:** Asset Management Consultant


This project includes technical advisory services for the Suffolk County Police Department in New York to provide feasibility studies for the purpose of evaluating the existing Suffolk County Police Department Headquarters and establish the feasibility of maintaining the existing location as the Headquarters Building. Altus Group is a member of the PFAL Team providing complete feasibility analysis for the County to evaluate different procurement options. Altus brings to the team experience in the preparation of RFQs and RFPs for Social infrastructure, particularly in DBFOM and P3 procurements for similar Civic Center projects incorporating a combination of elements that include public safety facilities, community parks and expanded open space, and/or affordable housing.

Garden Grove Civic Centre, Garden Grove, CA

 **Role:** Asset Management Consultant


Altus, working with the City and other advisory firms, will formulate a procurement strategy and be responsible for Project Management support activities including issuance of a detailed RFQ and RFP for a P3 Project. Altus AFM has been engaged to provide P3 Facility Management (FM) operations consulting and contract project specific output specification reviews and inputs through pre-design phase including all aspects of facility and asset management to ensure the best possible building and operational performance. Services include writing of FM management; guiding principles for space, use, and transportation requirements; guiding principles for HVAC, Electrical, plumbing, information Technology and physical security and access control; matrix for what equipment should be on emergency powers; consequences of allowing public to park in Garden Grove Police PD parking structure.

Purdue University Student Housing, West Lafayette, IN

 **Role:** Operations & Lifecycle Modelling

This Project involves the purchasing of an existing student housing building at Purdue University in Indiana. It consists of two separate student housing facilities located on two different sites in the central core of the main campus. Altus prepared an Operations & Maintenance Cost Analysis for the Project, as well as prepared a cost model to include Annual Maintenance Cost and Lifecycle Cost covering a period of 61 years from anticipated date of transaction. In addition, Altus provided a narrative report describing our methodology, assumptions and analysis and findings.

Project Nexus, Texas and Nevada, U.S.

 **Role:** Operations & Lifecycle Modelling


This Project consists of two transmission assets: Cross Texas Transmission, LLC (“CTT”) and One Nevada Transmission Line (“ON Line”), each of which are around 250 miles long. Altus Group is providing transaction due diligence services, including the review of the independent engineer report, any maintenance and operating, and capital replacement costs. Altus Group will also be reviewing costs and project schedules for any new planned works as intended and required by existing assets.

ONroute Service Centres Project (Part 1), Various Locations, ON

 **Role:** Building Condition Assessment Lead

The ONroute Service Centres project included assessment work for seven sites per year in Ontario. Altus examined the condition and ongoing serviceability of improvements and their future life expectancy, as well as prepared a Site Condition Assessment Report for each of the sites. Altus also took into consideration the lifecycle maintenance activities for the improvements; the repairs and replacement of site components; and the overall condition of the improvements, noting any deficiencies and required corrective actions.

Yonge North Subway Extension (YNSE) and Scarborough Subway Extension (SSE), Toronto, ON

 **Role:** Operations & Maintenance Lead

The Yonge North Subway Extension is an approximately 7.4-kilometre extension of TTC's Line 1 (Yonge University) to Richmond Hill. The rapid transit link will include up to 6 stations and 2 intermodal terminals, a train storage and light maintenance facility and commuter parking facilities. The Scarborough Subway Extension will be a 7.8-kilometre extension of TTC's Line 2 Bloor-Danforth Subway, from the existing Kennedy Station northeast to McCowan Road/Sheppard Avenue. Altus Asset Management provides long term cost prediction to support evidence-based evaluation across design and construction options.

Fort McMurray West 500 KV Transmission Line, Fort McMurray, AB

 **Role:** Annual Lender's Technical Review

This DBFOM project features 500 kV Thickwood Hills substation, 100 km 500 kV AC single circuit transmission line from the new 500 kV Thickwood Hills substation to the new 500 kV Livock substation, 500 kV Livock substation, 400 km 500 kV AC single circuit transmission line from the new Livock 500 kV substation to the existing Sunnybrook substation near Edmonton, Alberta. Altus AFM provided reviews of construction price, schedule, operations & maintenance, lifecycle, and payment mechanism. Mark led the Asset Management team that provided an annual Lenders' Technical Review.

Committee Professional Qualifications and Memberships

Project Management Professional (PMP) from the Project Management Institute (PMI)

Certified in Facility Management (CFM)

International Facility Management Association (IFMA)

Education

Master's Degree in Business Administration (MBA); University of Calgary, Calgary, AB



Omar Ali is an industry professional with over 25 years of experience in Capital Planning and Asset Management, Energy Conservation Measures, and engineering and project management including major infrastructure initiatives such as international airports and large commercial centres. Omar has delivered numerous Building Condition Assessments (BCA), Reserve Fund Studies (RFS), Operations and Maintenance monitoring, Joint Technical Reviews (JTR) lifecycle auditing and modelling, and across virtually every industry sector. Omar has proven experience in leading mid to large scale projects within specified time frames and budget restrictions. Omar's professional knowledge spans building and fire codes, health and safety acts, AODA and other applicable standards and regulations across multiple jurisdictions.


Selected project experience

Purdue University Student Housing, West Lafayette, IN

 **Role:** Senior Engineering Consultant


This Project involves the purchase of an existing student housing building at Purdue University in Indiana. Altus prepared an Operations & Maintenance Cost Analysis for the Project, as well as prepared a cost model to include Annual Maintenance Cost and Lifecycle Cost covering a period of 61 years from anticipated date of transaction. In addition, Altus provided a narrative report describing our methodology, assumptions and analysis and findings.

Oakville Trafalgar Memorial Hospital, Oakville, ON

 **Role:** Senior Engineering Consultant


The Oakville Trafalgar Memorial Hospital is a 457-bed, full-service acute care community hospital. Altus also provided estimating for maintenance and lifecycle for the whole facility. These services as part of the P3 life cycle review as Lender's Technical Advisor. This included site assessment, review of findings, and verification of site performance against the contract. Omar was the Senior Engineering Consultant on this assignment.

Saskatchewan Schools Phase 1 and 2, Regina & Saskatoon, ON

 **Role:** Senior Engineering Consultant

Altus was selected by Johnson Controls Ltd. to conduct a Joint Technical Review for two Saskatchewan schools: Greens on Gardiner (Regina), and Stonebridge (Saskatoon). JTR included review of the completed Preventative Maintenance for effectiveness on for the 5-year period following Service Commencement; Commenting on the plans and the documentation that has been provided for the works within the CMMS System (QFM); Reviewing the Proposed Life Cycle works for the next 5-year period for effectiveness and to ensure that client has adequately covered the assets of the facility through their plan.


Iqaluit International Airport, Iqaluit, NU

 **Role:** Senior Engineering Consultant

This project includes work on the Iqaluit International Airport in Nunavut, one of the northern territories in Canada. The scope of work involves performing a detailed Condition Assessment of the Iqaluit International Airport facilities, including the site, buildings, systems, related structures, equipment, infrastructure,


supplies, utility connections, roads, taxiways, aprons, and runway, but excluding the old air terminal building. The project was initiated in August 2022 with site visits from participating staff. Omar is part of the AFM team that was leading the Facilities Management services (Joint Technical Review and Building Condition Assessment) for the project.

Woodstock General Hospital, Woodstock, ON

 **Role:** Senior Engineering Consultant


This Project includes a new 730,000 square foot hospital to replace the existing facility with 314 beds. The project also includes the demolition of three existing hospital buildings as well as the existing maintenance buildings. The project features landscaping for outdoor therapy, therapeutic gardens, walking paths and courtyards. Altus Group provided Lifecycle Technical Review and Lifecycle Audit services, P3 joint technical and life cycle reviews including site assessment, review of findings, and verification of site performance against the contract. Omar, as Senior Engineering Consultant, was part of the AFM team that was leading the Facilities Management services for the project.

North Bay Regional Health Centre, North Bay, ON

 **Role:** Senior Engineering Consultant

The North Bay Regional Health Centre's (NBRHC) new Health Centre will be a one-stop location offering an acute care hospital and a modern, long-term mental health facility, all housed in one health care campus. NBGH's will accommodate 275 acute care beds and support services, while NEMHC's will accommodate 113 longer term/specialized mental health and forensic mental health beds and associated outpatient services. Altus conducted a Joint Technical Review services for this Project. Omar, the Senior Engineering Consultant, was part of the AFM team that was leading the Facilities Management services (Lifecycle Review and Building Condition Assessment) for the project.

Waterloo Regional Courthouse, Waterloo, ON

 **Role:** Senior Engineering Consultant

The Waterloo Regional Consolidated Courthouse project consolidated Superior Court of Justice and Ontario Court of Justice services in one facility. Previously, the courts operated from three separate locations. Construction concluded in January of 2013, and the project entered the Maintenance phase of the DBFM contract. Altus has been retained by Fengate Asset Management to provide an Annual Lifecycle Review in 2022 and 2023 as part of the P3 life cycle review as Lender's Technical Advisor which includes site assessment, review of findings, and verification of site performance against the contract. Omar was part of the AFM team that was leading the Facilities Management services (Joint Technical Review and Building Condition Assessment in 2022) & (Lender Technical Advisor and BCA in 2023) for the project.

Committee Professional Qualifications and Memberships

Professional Engineer of Ontario (P.Eng.) from The Professional Engineers of Ontario (PEO)

LEED Accredited Professional (LEED APBD+C): GBCI

Education

Bachelor of Science in Electrical Engineering



With over 15 years of experience in Cost Estimating & Cost Engineering, Project Management, and Engineering Consulting, Elyar Valipour has cultivated extensive technical expertise from Canada's leading universities in project & construction management and structural engineering. Elyar has made substantial contributions to infrastructure projects exceeding \$75 billion, conducting comprehensive reviews of project agreements and technical specifications, and performing meticulous project analyses, resulting in detailed reports. Through the use of diverse inputs from financial models, agreements, and payment mechanisms, Elyar has undertaken sophisticated analyses to evaluate construction, scheduling, pricing, operations, maintenance, and lifecycle risks associated with various projects.

In this capacity, Elyar provides invaluable Technical Advisory services to both Owners and Lenders, encompassing design review, assessment of background reports (geotechnical and environmental), schedule, and cost evaluation within the context of risk allocation and mitigation.


Selected project experience

Miami-Dade County P3 Advisory Pool, Miami, FL

 **Role:** Commercial Advisor

Altus Group provided P3 and financial advisory services to Miami-Dade County's Solid Waste Department in support of its Sustainable Solid Waste Campus initiative. Miami-Dade County received competing proposals from two private developers and required independent commercial and financial evaluation to support its decision-making process. Altus was engaged to review and analyze the financial and contractual components of both developer submissions. Our work included detailed evaluation of capital and operating cost structures, financing approaches, projected payment streams, risk allocation frameworks, and long-term fiscal implications for the County. As Commercial Advisor, Elyar led contract and risk allocation review and comparative analysis.

Fargo-Moorhead Flood Diversion Channel, Fargo-Moorhead, ND

 **Role:** Lenders' Technical Advisor

This Project involves the construction of a 20,000 cubic feet per second, 30-mile long, 1,500-foot-wide flood diversion channel within the Fargo-Moorhead Metropolitan Area in North Dakota. Key scope items of this assignment include the flood diversion channel, a diversion channel outlet, two pairs of interstate highway bridges, 10 country road crossings, four railroad bridges, two aqueducts along with other associated structures. Altus provided Lenders' Technical Advisor services, including a due diligence review during the pre-bid phase, the review of construction price, schedule, operations and maintenance, life cycle and payment mechanism. Altus also provided project monitoring services throughout the construction phase.


Prince George's County Public Schools, Prince George's County, MD

 **Role:** Project Manager

The project includes the reconstruction of four middle schools and new construction of two middle schools in Prince Georges County, Maryland. Altus Group has been engaged by a shortlisted proponent to provide Lenders' Technical Advisor (LTA) services, which included the review of construction price and schedule, operations and maintenance, risk management, as well as life cycle and payment mechanism. As Project


Manager, Elyar was responsible for the delivery of Altus scope of work throughout the project development, construction and delivery.

New Toronto Courthouse, Toronto, ON

 **Role:** Lenders' Technical Advisor


Designed by Renzo Piano, this landmark project was developed to unify several of Toronto's courts currently operating out of several locations under one roof. The courthouse is designed to meet the LEED® silver standard with a focus on energy efficiency, healthy indoor environments and reduced greenhouse gas emissions. Altus provided pre-bid Lenders' Technical Advisory Services for this project, including due diligence, the review of the construction price, schedule, operations & maintenance, life cycle, and payment authorization.

222 Cowichan Way, Duncan, BC

 **Role:** Lenders' Technical Advisor

CIB is financing the implementation of new enabling infrastructure including earthworks, site preparation, and utility connections that will support the broader development of two new purpose-built rental residential buildings totaling 196 units on the Cowichan Tribes reserve land. The aggregate development is being led by Khowutzun Development Corporation ("KDC"), the borrower under the CIB facility will be a newly created limited partnership with KDC as its general partner. Altus is currently providing project due diligence, risk and schedule construction cost and schedule, as it relates to the site development, utilities, and infrastructure works only. Altus will also support the project during construction and project commissioning, as well during operations.

Alberta School Bundle #5, Alberta, Canada

 **Role:** Lenders' Technical Advisor

The Project comprises of six schools, ranging from kindergarten through to grade 12. Distributed across various locations, collectively these schools will initially accommodate 5,550 students – helping serve the educational needs of Alberta's expanding communities. Altus Group's role includes reviewing and reporting on a monthly basis, the status of schedule, construction progress, and costs, as well as reviewing the scope and procedures for quality control, testing, commissioning, quality assurance programs, and other issues. Altus will continue to provide LTA Services during the Construction and Operations and Maintenance (O&M) Phase following Service Commencement.

Committee Professional Qualifications and Memberships

Professional Engineer of Ontario (P.Eng.) from The Professional Engineers of Ontario (PEO)

Risk Management Professional (RMP) from Project Management Institute (PMI)

Education

Master of Engineering (M.Eng.) University of Toronto, Toronto, ON

Bachelor of Civil Engineering (B. Civil Eng), The University of British Columbia, Vancouver, BC

Bachelor of Sciences (B.Sc.), The University of British Columbia, Vancouver, BC



Elaine Ryan is an experienced professional with 10 years of experience in development advisory. Elaine obtained a Certificate in Project Management in 2023 and has a variation of experience within the public and private infrastructure sectors and specializes in Project Management in Alternative Delivery and Procurement projects. As a professional with a strong focus on effective communication, Elaine has consistently demonstrated her aptitude to convey technical concepts in reports, proposals, presentations and meetings. She is recognized for establishing strong rapport with contractors, clients and stakeholders to achieve project objectives and seamlessly collaborate with cross-functional teams. In 2024, Elaine was awarded the “Strive to Outperform” Altus Excellence Award for her outstanding contribution and commitment to the industry and playing a pivotal role in Altus’ continued success.

Elaine specializes in project management, project planning (defining scope, deliverables, milestones and resource planning), contract writing and development of procurement documentation, alternative financing procurements, risk management, project coordination, stakeholder engagement and management, commercial advisory, contract administration, project monitoring, implementation of quality assurance and quality control practices.

Selected project experience

Port Lands Flood Protection and Enabling Infrastructure Project, Toronto, ON

 **Role:** Project Manager

Waterfront Toronto's waterfront revitalization project is the largest urban renewal project currently underway in North America and one of the largest waterfront redevelopment initiatives ever undertaken in the world. The Port Lands redevelopment is being developed with an emphasis on sustainable development and plans to be a comprehensive solution to flood protection. This project includes the transformation of 400 hectares of brownfield lands on the waterfront into beautiful, sustainable, mixed-use communities including roads, bridges, and dynamic public spaces. Elaine was part of the cost planning and monitoring team reviewing monthly progress draws submitted by the General Contractor on behalf of the owner

Yonge North Subway Extension - Advance Tunnel (ATYNSE), Toronto, ON

 **Role:** Project Manager

The scope of the ATYNSE Contract is to deliver approx. 6.34km of twin bored tunnels, launch and extraction shafts and headwalls for future stations and EEBs to support the extension of TTC's Line 1 (Yonge-University) to Richmond Hill. Altus Group is working as part of the OneT+ JV Technical Advisor team for Metrolinx. During the planning phase, Elaine led a multi-disciplinary team of subject matter experts to support the development and delivery of the project Reference Concept Design and Project Agreement/Output Specifications. Specific responsibilities during RCD/PA/RFP development included project management, contract writing, risk management, stakeholder engagement and comment resolution, contract administration, commercial advisory, implementation of quality assurance and quality control practices. Elaine also played a key role during the procurement phase, providing commercial support and advisory to Metrolinx and Infrastructure Ontario including close-out of stakeholder requests and logs, management and coordination of technical submission compliance reviews, and supporting procurement close-out activities leading up to Financial Close.

Yonge North Subway Extension - Stations, Rail and Systems (SRS YNSE), Toronto, ON

 **Role:** Project Manager

The scope of the Stations, Rail and Systems for the Yonge North Subway Extension Project (SRS YNSE) includes the design and construction of three new underground Stations, two new above ground Stations and a Train Storage Facility. The project also includes six traction power substations, six EEBs, a bus terminal and bus loop at Steeles Station, a bus terminal at Bridge Station, as well as bus platforms at Clark Station. Altus Group is working as part of the OneT+ JV Technical Advisor team for Metrolinx. During the planning phase, Elaine is leading a multi-disciplinary team of subject matter experts to support the development and delivery of the project Reference Concept Design and Project Agreement/Technical Scope Documentation. Specific responsibilities during planning phase include project management, contract writing, risk management, stakeholder engagement and comment resolution, contract administration, commercial advisory, implementation of quality assurance and quality control practices.

Scarborough Subway Extension Project, Toronto, ON

 **Role:** Project Manger

The \$6 Billion Scarborough Subway Extension will be a 7.8-kilometre extension of TTC's Line 2 Bloor-Danforth Subway, from the existing Kennedy Station northeast to McCowan Road/Sheppard Avenue. The line will include three new stations at Lawrence Avenue and McCowan Road, Scarborough Centre and a terminal station at McCowan Road and Sheppard Avenue. Altus Group provided technical advisory to Infrastructure Ontario and Metrolinx as part of the OneT+ JV Technical Advisor Team. As RCD/PSOS Coordinator, Elaine supported and coordinated the development of the Reference Concept Design during the design development stage for the contract. Elaine supported the Metrolinx/IO Sponsor team as part of the OneT+ Joint Venture Technical Advisor of Subject Matter Experts to provide document control and project management support for the DBF procurement process including preparation and delivery of the Reference Concept Design.

Highway 401 Expansion Project, Ontario

 **Role:** Project Coordinator

The widening project is 18km long and is located within the western part of the GTA from Credit River in Mississauga to Regional Road 25 in Milton. Altus is Technical Advisor to the Ministry of Transportation for the Alternate Finance procurement (AFP). Altus Group's services spanned through the transaction and implementation phases of the Project. Specifically, Altus Group's responsibilities in the transaction phase include development and input to the RFQ, RFP/Project Agreement (PA)/ Output Specifications (OS), RFP In-Market, Evaluations, and Commercial/Financial Close support. Responsibilities in the implementation phase include design and construction submittals review, quality oversight, audits, environmental monitoring, site activity and schedule monitoring, commissioning, claim assistance, Dispute resolution process coordination, variations review, and IQAF Coordination. Elaine was responsible for conducting compliance reviews and monitoring during construction. Elaine managed monthly reviews of lane closure durations to assess potential non-conformances with the Project Agreement during construction.

Education

Certificate in Project Management, University of Toronto, School of Continuing Studies

Bachelor of Arts in Voice & Dance (BA Hons, First Class Honours), University of Limerick



Emmanuel Escarcega is a civil engineer with a strong background in both transportation and land development engineering. At Stantec Consulting Services, he served as a Transportation Engineer, where he played a key role in designing and implementing traffic-related infrastructure, including signs, signals, ITS, pavement markings, and lighting. He conducted field assessments to evaluate constructability and contributed to major interstate projects such as US80, IH35, FM1385, and SL340. Prior to this role, he worked in land development, preparing site design plans, drainage reports, and permitting documents for high-profile projects, including the Samsung Semiconductor headquarters in Taylor, Texas and several educational facilities for Bastrop ISD.

Emmanuel also brings extensive internship experience, having supported engineering teams at Mendez Engineering, EDICHISA, and the City of San Antonio. His tasks included creating As-Built plans, cost estimation, coordinating construction logistics, and documenting infrastructure conditions. He holds a Bachelor of Science in Civil Engineering from the University of Texas at San Antonio and is certified as an Engineer in Training (EIT) by the Texas Board of Professional Engineers. Emmanuel is proficient in a wide array of engineering software tools and is bilingual in Spanish and English.

Selected career experience

Altus Group Limited, May 2025 – Present

 **Role:** Cost Consultant


In this role, Emmanuel served as a Cost Analyst supporting infrastructure advisory services with a focus on financial modeling, cost analysis, and risk assessment. They developed and maintained detailed cost and cash flow models, contributed to the preparation of Lenders Technical Advisory (LTA) reports, and conducted site visits to verify construction progress.

Stantec Consulting Services, August 2023 – March 2025

 **Role:** Transportation - Engineer

Emmanuel served as a Transportation Engineer at Stantec Consulting Services in Austin, Texas, where he was involved in the preparation of technical drawings and the design, planning, and implementation of key traffic infrastructure components such as traffic signs, signals, Intelligent Transportation Systems (ITS), pavement markings, and roadway illumination. His role included conducting comprehensive field assessments to evaluate existing site conditions, ensuring project feasibility and constructability. Emmanuel contributed to the development and submittal of large-scale interstate corridor projects—including US80, IH35, FM1385, and SL340—addressing a broad spectrum of traffic engineering needs. He also worked closely with internal teams and external partners to ensure effective coordination and successful project execution.

Stantec Consulting Services, January 2022 – August 2023

 **Role:** Land Development - Engineer

As a Land Development Engineer at Stantec Consulting Services, Emmanuel was responsible for preparing technical drawings and contributing to the design, planning, and implementation of engineering

calculations. He created and processed drainage reports, SWPPP documents, grading plans, and hydrologic profiles. He performed detailed field assessments to evaluate existing site conditions, ensuring project feasibility and constructability. Emmanuel worked on a wide range of infrastructure development engineering projects, including Samsung Semiconductor headquarters, Bastrop ISD school infrastructure and athletic fields, Waste management facility, and some site plans for renewable energy storage facilities, applying his expertise across all facets of traffic-related disciplines. He also collaborated closely with internal transportation teams and third-party stakeholders to ensure smooth coordination and successful project delivery.

Mendez Engineering, January 2021 – July 2021

 **Role:** Civil Engineering Intern

During his internship at Mendez Engineering in San Antonio, Texas, Emmanuel supported civil engineering projects by preparing design files for a 4,000-foot HDPE Water Main installation and contributing to the City of San Antonio's ADA infrastructure improvements. He assisted in developing cost estimates for a major Water Main project using TxDOT bid data, helping ensure accurate budgeting and resource planning. Emmanuel also reviewed CCTV footage to assess and document pipe conditions for various municipal systems, identifying issues and maintenance needs. Additionally, he created and revised As-Built plans for CPS Energy substations using MicroStation and Civil 3D, contributing to the accuracy and completeness of project documentation.

EDICHISA, May 2020 – August 2020

 **Role:** Field Engineer Intern

As a Field Engineer Intern at EDICHISA in Ciudad Juarez, Mexico, Emmanuel played an integral role in supporting project controls by tracking costs, schedules, and material procurement to ensure on-time project delivery. He collaborated with various onsite teams to resolve constructability and design issues, facilitating effective coordination across multiple engineering disciplines. Emmanuel led daily team meetings to verify the availability of materials, equipment, and resources, helping maintain adherence to project timelines. He also analyzed production data, schedules, and budgets to monitor overall project performance and proactively identify potential challenges.

City of San Antonio - Transportation & Capital Improvements, June 2019 – August 2019

 **Role:** Civil Engineering Intern

During his internship with the City of San Antonio's Transportation & Capital Improvements department, Emmanuel contributed to sidewalk improvement projects by performing technical tasks such as data collection and conducting daily punch list walks to assess project progress and quality. He utilized advanced technology to accurately document field notes and served as a key liaison between citizens, consultants, and contractors, ensuring clear, timely, and effective communication throughout the project lifecycle.

Certifications

(EIT) Texas Board of Professional Engineers - Civil Engineer in Training (No. 79510), October 2023

Procore Certified: Project Manager (Project Management), Procore Technologies