



CHRIS CORPS

CHIEF EXECUTIVE OFFICER

Education & Professional:

Bachelor of Science Degree in Estate Management - BSc (Est. Man.). Emphasis on asset valuation, development, finance and management. Member, Lambda Alpha International, the Honorary Society for the Advancement of Land Economics. Past member, Royal Institution of Chartered Surveyors.

Executive Positions:

Co-founder and CEO, Pivotal IRM Inc., Chairman & Board Director, RICS Canada & RICS Americas, 2003-5. Past Chair, RICS BC Chapter, Member, RICS Public Sector Valuation Group, International Policy Group, Americas Environmental Faculty Representative, 2004-8. One of 12 members consulted in forming the RICS' International Strategy. Vice President and Board member, Light House Sustainable Building Centre. Advisory Board member, Green Building Finance Consortium. Strategic Advisor, Canada's National Executive Forum on Public Property. Special advisor on capital to Healthcare Leaders Association of BC. Chair, RICS Americas Sustainability Council. Member, RICS Valuation Sustainability Group.

Experience:

Current

Co-founder and CEO, Pivotal IRM Inc., providing strategic and tactical implementation for Integrated Resource Management. Chris' experience is primarily with economic management, real estate and business advisory services; concentrating on planning, development, financing and economics of infrastructure, real estate and business projects, including major infrastructure and core assets, law, healthcare and government projects. Primarily focused on business/program, development and investment viability engineering, sustainability, contracting and procurement management. Recent activities include:

- Initiated Integrated Resource Management, a system moving towards zero waste through resource recovery and energy generation with advice on structuring, systems assembly, procurement design/management etc. for projects including planning and recommendations covering twelve communities on waste-to-energy and maximizing resource recovery, estimated total savings exceeding \$5bn;
- One of ten expert advising BC's Premier and ministry executive across provincial government. Strategic consultation to Cabinet Committee on Climate Action, sustainable resource management & waste water project (created the province's Integrated Resource Recovery policy);
- Author: Commission for Environmental Cooperation finance paper; energy/policy advisory paper to Natural Resources Canada for a Government of Canada policy submission to the federal/provincial Council of Energy Ministers;
- Real estate structuring/strategy, procurement, acquisition, disposition and management advisory, for multinational companies including valuation, investment and development;
- Development management and viability enhancement, projects exceeding 2m sq ft and 3,000 units residential, including residential, office, commercial and retail components;
- Development advisory and management for development and investment projects throughout BC;
- Strategic planning, viability and risk review for Railyards project ("Dockside 3") and other associated major sites, City of Red Deer, Alberta. Viability review/planning; sustainability review; downtown core strategy; district energy and sustainable energy advisory and planning, procurement structuring, private sector engagement and procurement implementation/management;
- Teaching national course for Canada Green Building Council on life cycle valuation;
- South West False Creek structural and strategic advisory. Entire Island lease review and advisory, Granville Island (federal government); ground lease strategy team, 376 ground leases in south west False Creek (City of Vancouver);
- Created/led Vancouver Valuation Accord, an international initiative linking sustainability & value, inserting sustainability into international valuation standards, since published and in use in 132 countries;
- Strategic advisor to cross-ministry panel on integrating sustainability to provincial financial standards, procurement and policy;
- Lecturer on sustainability & value, Simon Fraser & Royal Roads Universities;
- Advisor to Mayors of Winnipeg, Surrey, and City of Vancouver on sustainability & energy.

1998-2004

British Columbia Buildings Corporation. Various responsibilities including Senior Advisor, Project Office Director and leading BC Buildings Corporations' Public-Private Partnership involvements:

- Development viability analysis for Belleville Terminal and Dockside lands in Victoria. Latter solved contaminated land and development issue unresolved for 20 years. Changed entire project direction resulting in and delivered Dockside Green. \$18m improvement in value for City of Victoria;
- Formation of partnership and vision for development and sale of Woodlands site (\$18m). Strategic real estate development advisory and risk management led to procurement and development of 60+ acre site (now "Victoria Hill"); similar strategic planning and risk management role, 127 acre Riverview development and mental health program pilot project;

- Resort Municipality of Whistler, strategic planning for all municipal assets/portfolio in preparation for 2010 Olympics;
- Evaluated, negotiated and restructured ground lease gearing and dilapidations obligations for BC House, the province's representative location in London;
- Team lead and business case, Chilliwack Courthouse P3: Gold award, Canadian Council for P3s;
- Creation of demand/supply model, Treasury Board submission and approval for new system for home & community care across BC, projected to achieve \$7bn savings through outsource management and whole-program procurement (completed/achieved);
- Creation of vision for new mental health system, now being adopted and developed across BC and projected to save a maximum one third of mental health budget;
- Responsible for half the Health Authorities in the province in planning and implementation of the first cabinet-approved, multi-year whole-system P3 in BC;
- Lead and developer of P3 system for RFPs. Independently reviewed by legal education group as best practice in Canada, used for teaching procurement.

1991-1998

Partner in a real estate consulting practice providing sophisticated real estate analysis and advice on economic development viability and valuation. Experience including:

- Audit of several P3s including creation of valuation mechanism for BCBC Selkirk Waterfront project, the province's first audited and approved off-book P3;
- Value engineering some of the largest development projects in BC including Victoria Accord projects, Coal Harbour etc.;
- Viability analysis of development projects totaling more than 3,000 homes;
- Sussex Hotel development tender economic evaluation & reconciliation;
- Victoria Art Gallery viability & P3 study;
- Portfolio evaluations throughout North America for VSE, NASDAQ listings;
- Strategic reports on ground leases and investment yields;
- Rights of way analyses and appraisals for government and private companies;
- Strategic analysis of communities in more than one third of BC;
- Analysis and advice on complex right of way negotiations and value projection;
- Expropriation/acquisition services and audit for the Ministry of Transportation.

1988-1991

Burgess, Austin & Associates, Vancouver, Canada. Senior appraiser, responsibilities included:

- Appraisal of development on north and south shores of False Creek, including complex analysis and restructuring recommendation, 376 ground leases;
- Consulting advice and appraisal of Marathon Coal Harbour project (several times). Included audit review for major offshore financing structuring;
- Appraisal & feasibility studies including care facilities, single- and multi-family subdivisions, high and low rise developments, agricultural and leisure development;
- Strategic co-ordination and development analysis for London Stock Exchange defence, Laing Properties' subsidiary, Polygon;
- Highest & best use studies, litigation advice, lease negotiation, valuations etc. for major corporations and government;
- Key responsibility for discounted cash flow analysis, leasehold and economic studies.

1980-1988

Sinclair Goldsmith plc. Head of development department, City of London office. Advice on all aspects of development and financing projects in the City and Docklands including long-leasehold, for both private and public sectors.

Hillier Parker (now CBRE). Senior surveyor involved in acquisition, disposal, valuation, appraisal and consultancy in the City of London and for a time headed HP's City office London Docklands agency, with well over 17m square feet of developments, including Canary Wharf (12.8m sq ft), Heron Quays (2.2m square feet), North Quay (1m sq ft). Leading roles in multiple development projects. Responsibility for clients including Swiss Bank Corporation International (180,000 sq ft Three Keys House development & acquisition, opposite St. Paul's Cathedral), Citicorp Insurance Brokers, Sea Containers Group (owners of the Orient Express – 600,000sq ft development and leasing), London & Edinburgh Trust plc, The City of London Corporation and London Docklands Development Corporation (advice on multiple sites on the Isle of Dogs including Canary Wharf).

J. Trevor & Sons. Surveyor handling rent reviews, lease renewals, planning and property tax. Clients including First Bank Minneapolis, National Westminster Bank plc, Midland Bank plc, Lloyds Bank plc. Included acquisition of 85,000 sq ft and pre-development advice and leasing for National Westminster Bank plc etc.

Carter Jonas. Trainee surveyor handling leasing, rent reviews, lease renewals, building structural and mortgage inspections, property tax and planning appeals. Included sale of the UK's largest working Maltings and several bank valuations.