



CREATING MULTI-PURPOSE PLACES



COMPANY OVERVIEW &
PROJECT EXPERIENCE

LIVE WORK SHOP STAY PLAY
market-driven development strategies

company profile



MXD Development Strategists Ltd is a full service commercial development consulting firm with offices in Canada and the United Kingdom, specializing in the master planning and development of mixed-use, retail, urban, resort, transportation and commercial projects.

The MXD Team is made up of a dynamic group of Development Strategists, Land Economists, Urban Planners and Real Estate Experts that provide the necessary balance of Vision and Implementation. MXD has extensive experience and exposure to the latest commercial development trends and is known for the following areas of expertise:

- Market-Based Commercial Development
- Mixed-Use Town Centers & Villages
- Resort Master Planning
- Downtown Revitalization & Enhancement
- Shopping Centers & Entertainment Complexes
- Shopping Center Repositioning
- Due Diligence Acquisition Studies
- Port Land Use Master Planning
- Airport, Port, Rail Station and Transportation Retail
- International Commercial Development Trends
- Economic Development Branding & Identity Placement
- New Urbanist Planning Concepts
- Leading Edge Ideas and Elements of Place Creation



connecting the dots

MXD are experts in assessing, identifying and defining leading edge Mixed-Use, Transportation and Commercial Development projects.

The result is an "A to Z" approach to connecting the dots of the development process. This process starts with a solid foundation of Market and Financial Analysis, which leads to the optimal Program Definition and Layout Design. To implement the project vision then involves creating the Story, Brand and Identity for the place.

Together this platform of information is used to establish investment parameters, attract operators and promote the project.



LIVE WORK SHOP PLAY STAY

sharing world of ideas



MXD's participation in the industry allows us to think like a Planner, Designer, Developer, Investor, Retailer, Tenant and Consumer.

The MXD Team offers a range of international ideas, case study examples and project experiences to enhance your development strategy and provide the "market-driven" approach for determining and implementing the optimal Mixed-Use and Retail Development Strategy.

Our Team members are recognized leaders in the strategic planning of Mixed-Use, Retail and Leisure facilities and have worked in over 42 countries around the globe. Through the Team's international project experience and exposure, we have the ability to share global innovations and concepts. We utilize this edge to assist the world's leading shopping centre developers, owners, operators and designers, as well as mixed-use and resort developers, to adopt the most current ideas and strategies, to ensure optimal success in their retail projects.

Through the Team Members' International project exposure, they have the ability to share global innovations and concepts. The Team's greatest strength lies in its reputation in the commercial development industry to *assess, identify and define* optimal retail and mixed-use development programs, based on detailed research balanced together with best practices and leading edge ideas in place making and destination retail, restaurant and entertainment design.



casting a place

We create places the way motion picture directors produce films. This process starts with understanding the audience followed by preparing the script, casting the performance, setting the stage and performing the show.

As experienced in other destination retail, leisure, mixed-use and shopping resort projects, the key objective is to identify who the target "audiences" are, then "cast" the development mix, theme & character to accomplish the following:

- " Attract local residents and destination visitors;
- " Extend length of stay and dwell times;
- " Grow per capita retail, dining and entertainment spending;
- " Provide reasons to come back time-and-time again;
- " Become a social gathering place;
- " Become a known "place" that offers a memorable experience";
- " Encourage year-round activity;
- " Grow real estate revenues and sales over time;
- " Grow rental rates & project value over time;
- " Encourage a sense of discovery by celebrating the local history, culture and urban environment; and,
- " Identify the optimal layout and configuration of uses to maximize their potential synergies with other on-site functions.

In defining the optimal positioning strategy for retail and multi-use projects, we consider not only the empirical analysis of demographics, market scope, competition for the merchandising categories, but also for the lifestyle categories which may include, but are not limited to, *Adventure, Adrenaline, Wellness, Discovery, Education, Luxury, Upscale Convenience, Multi-Media/Digital, Fashion and Entertainment.*

forward thinking



Seamless three-dimensional connection of the experience is the essence of Place Creation. The strength of Integrated Mixed-Use and Retail Development is to achieve harmony between the various components. Within this harmony, the street layer holds such places together and is the space enjoyed by all. Places our Team has created around the globe involve:

- " Shopping & Entertainment Complexes
- " Mixed-Use Developments
- " Urban & Suburban Shopping Resorts
- " Destination Leisure Resorts
- " Lifestyle Shopping Centers & Outlets Shops
- " Urban Main Streets
- " Retail Asset Repositioning Strategies
- " Downtown Revitalization & Enhancement Strategies
- " Master-Planned Communities & Developments
- " Sustainability Development Programs
- " Multi-Modal Transportation Nodes
- " Airport & Port Terminals and Rail Stations.

We have extensive experience and exposure to the latest European, North American, Middle Eastern, Asian and other International retail examples, formats and concepts to cater to, as well as round out the appeal of commercial developments, including:

- " Market-Based Planning & Development Strategies
- " Urban & Suburban Mixed-Use Planning & Development
- " Mixed-Use Financial Analysis
- " New Urbanism and Re-Urbanism Planning Concepts & Economic Development
- " Retail Tenant Mix Merchandise Strategies & Layout Plans
- " Tenant Requirements & Recruitment Strategies
- " Resort & Tourism Retail and Community Master Planning
- " Retail & Commercial Development Types, Trends and Industry Evolution
- " Leading Edge Ideas and Elements of Place Creation.



We are active members of organizations including the International Council of Shopping Centers (ICSC), Urban Land Institute (ULI), India Retail Forum, Middle East Council of Shopping Centers (MECSC) and Airport World, who recognize the MXD Team as leaders in mixed-use and retail development trend identification. We have prepared numerous journal articles published by these organizations and are asked to speak at, organize, facilitate and chair speaker panel sessions at their industry events around the world, including at the recent ULI Fall Convention 2008 in Miami, where Chris LeTourneur, President & CEO of MXD, spoke on the topic of *"Next Generation Global Trends in Retail & Mixed-Use Development"*.

Recognition of MXD's expertise is illustrated in the recent edition of the *"ULI Retail Development Handbook"*, whereby Chris LeTourneur was asked to prepare the text book section on *"Mixed-Use Resort Retailing"*. As well, Kieron Hunt, Vice President of MXD was interviewed for a centerpiece article on Shopping Center Development Trends in Central and Eastern Europe for the *"Poland Shopping Centers Magazine"*. Kieron also delivered a panel presentation at the ICSC Western Canada Business Forum 2008 on the topic of *"Mixed-Use Development"*.

market-driven strategy



MXD has earned the respect of international operators and developers, whereby the due diligence market assessment figures we prepare become the basis for their retail projects. The projected sales figures and retail program/mix strategies are the most valuable marketing tool for demonstrating the merits of a project for attracting retailers.

This information provides the justification for the scope of opportunity and illustrate to retailers the degree of consideration that has been invested into planning and implementing the optimal development mix to achieve success.

Our Team Members' "Market-Based Approach" and role as "Development Strategists" has been significant in assisting our clients and architectural design teams in rationalizing and defining development programs for evolving optimal development mixes, configurations and designs.

MXD's market-driven approach is increasingly necessary in these challenging economic times to ensure the "right size", "right development mix" and "right phasing" for projects to respond to their market audiences and establish the foundation for the leasing strategy. To this end, MXD has exposure and connections to leading edge concepts in Anchor Retail Tenants, Leisure Activity Generators, Culture, Recreation, Arts, Well-Being and Educational operators, which are increasingly becoming the anchor traffic catalysts for retail and mixed-use urban projects.

assess, identify & define



development strategy.....
.....not just numbers

clients



CANADA

Cameron Development
City of Spruce Grove
Delcon Development Corporation
Harvard Developments Ltd.
Hines Development
Predator Ridge
Sherrick Management Ltd.
Vancouver International Airport
Viger DMC Montreal
Windermere Commercial Lands Ltd.

UNITED STATES

Baxter Meadows Development
City of Duluth
EVO Properties
Jerde Partnership
Kemp Developments Inc.
Millennium Holdings LLC
Newland Communities
Northern Nevada Urban Development Co
Richfield Investments
SilverStar Destinations LLC
Suncadia
Tamarack Resort LLC
Teeny Development LLC
Triway Enterprises
Villages at Cascade Head LLC

INTERNATIONAL

AK Department Store (South Korea)
AMM Morgan Stanley (South Korea)
Comursa Mexico City (Mexico)
DIFC (United Arab Emirates)
EDSACO Inmobiliaria (Mexico)
Hermes Airports (Cyprus)
Iulius Management Center (Romania)
Jeddah Central District Development Corporation Saudi Arabia)
JCS Nest (Ukraine)
Pioneer Urban (India)
SODIC (Egypt)
Solidere (Lebanon, Egypt & Saudi Arabia)
Steem & Strom (Sweden)
Turner (United Arab Emirates)



LIVE

WORK

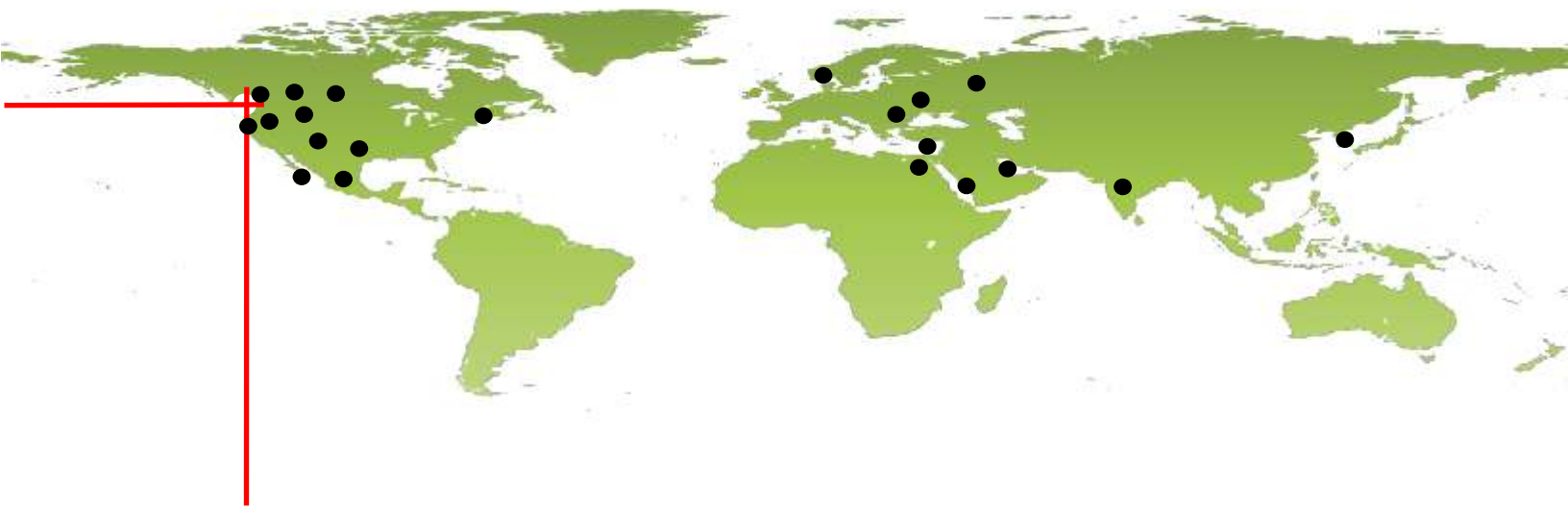
SHOP

PLAY

STAY



project profiles





JEDDAH CENTRAL DISTRICT

Jeddah, Kingdom of Saudi Arabia

MXD has been retained by Solidere International and the Urban Development Corporation to conduct a comprehensive market analysis and master planning assignment for one of the largest urban waterfront regeneration projects in the Arab World, working collectively with a group of international architects and designers.

The project will transform the old centre of Jeddah into an economically vibrant area that connects the waterfront to a new CBD while preserving and restoring the culturally and socially significant Historic Jeddah District. A special feature of JCD will be the "Balad" Area, which is intended to become a traditional cultural extension of the City Center, comprised of an interwoven pattern of shopping arcades, streets, piazzas framed by low rise buildings. A major goal of the entire project is to maintain Jeddah's historic background.

YONGSAN INTERNATIONAL BUSINESS DISTRICT

Seoul, South Korea

MXD participated in a design competition as part of a collaborative International Design Team to merchandise and program a master plan for one of the largest waterfront redevelopment sites in South Korea occupying 145 acres along the Hon River.

The MXD work program entailed conducting a market overview and preparing a comprehensive development layout planning and positioning strategy report.

The objective of the Yongsan IBD is to create a new economic and cultural center for the City of Seoul, with a mix of high density residential, offices, hotel, cultural and retail offering.



International



DUBAI INTERNATIONAL FINANCE CENTER Dubai, United Arab Emirates

MXD Development Strategists have been working to create a new urban retail spine in central Dubai connecting the area between the famous Emirates Towers/Gate Building and the soon-to-open Burj Dubai/Dubai Mall. This major International Finance Center District will become THE official downtown core of Dubai that seamlessly blends all facets of international retail, civic and cultural amenities with offices and high density luxury residential living.

BURJALOULA

Al Khobar, Kingdom of Saudi Arabia

MXD participated in a series of envisioning workshops with SOM Architecture & RNL Design to establish a framework for the future development, programming and utilization of functions for this high profile waterfront development situated along the Dammam .

At completion the Burj al Oula waterfront development will be a 137,500 sm Mixed use development including an Office Tower, 5-Star Hotel, Luxury Retail and Apartments.





2014 WINTER OLYMPIC VILLAGE Sochi, Russia

MXD participated in a design workshop at the invitation of RTKL (Los Angeles) to provide strategic input on the masterplanning for the future 2014 Olympic Village located along the Black Sea coastline. Part of this exercise involved looking beyond the Olympics for optimal and compatible land uses after the Olympics.

A key challenge and opportunity for the proposed development will be to create long standing appeal for the residents of Sochi, while at the same time creating a destination for the increasing number of visitor volumes and international guests that will be drawn to the waterfront location of what has long been regarded as Russia's playground.

NORTH PORT Incheon, South Korea

MXD was retained by ARD/Morgan Stanley to conduct a Market Analysis and Development Strategy for a significant development parcel near the Cheongna Incheon Free Economic Zone. This strategy entailed an extensive evaluation of potential interim land uses to create value for the ultimate development of a major retail and leisure destination. The location of the project is central to the entire Incheon Metropolitan Region and will have direct highway access to the Incheon International Airport.





EASTTOWN & WESTTOWN CAIRO Cairo, Egypt

MXD Development Strategists has been retained by Solidere International to create two new Downtowns in the rapidly evolving New Cairo (East) and 6th October City (West) regions. MXD's work program entails assessing, identifying and defining the entire retail program for each new Downtown. Each project will have a series of districts and nodes positioned so that they complement one another, while providing opportunities to connect and stitch the downtown fabric together, which is also envisioned to have offices, hotels, cultural and residential land uses. At buildout, Easttown is forecast to have approximately 1.6 million sqm of built up area, while Westtown will have 2.4 million sqm.

VÄXJÖ Vaxjo, Sweden



BURJ AL OULA Al Khobar, Saudi Arabia



LARNACA AIRPORT MASTER PLAN Larnaca, Cyprus





PIONEER PARK Gurgaon, India

MXD was retained by Pioneer Urban to conduct a detailed mixed-use commercial development strategy for a major new commercial node in the rapidly growing high tech district of New Delhi. The project will feature over 1,500 residential units in conjunction with a 60,000 m² mixed-use program comprising a retail shopping street, entertainment complex, destination hotel and office park. Pioneer Park will become the new social gathering place for an aspirational and growing market in Gurgaon.

CABO SAN LUCAS Cabo San Lucas, Mexico

MXD was retained by Edsaco Inmobiliaria to conduct a comprehensive Retail Market Analysis and Positioning Strategy for a development site located at the high profile gateway to Cabo San Lucas. The 28,000 m² project, anchored by a Department Store and Cinema, is envisioned to become the new civic and social core for Cabo Residents as well as a destination for Seasonal Residents and Visitors.





IULIUS MALL TIMISOARA

Timisoara, Romania

MXD prepared a Retail Analysis and Merchandise Development Strategy for a 300,000 sf hypermarket-anchored expansion to the award-winning Iulius Mall, located in the City of Timisoara in Western Romania. The completed mall is envisioned to become the north anchor of a grand city vision for a central north south promenade connecting the historic Opera Plaza to the heart of the commercial district at the Iulius Mall Timisoara.

TIMISOARA CITYWALK

Timisoara, Romania

Working with the design architects, MXD devised a comprehensive mixed-use and multi-purpose development layout strategy comprising 20,000 m² of open-air street retail set amongst a series of major plazas. The project will also become the new home of the City Administration as well as providing 1,200 luxury multi-family residential units, an office tower, 5-star hotel with conference amenities and new train station. The entire project will be cohesively tied together with modern and cultural retail amenities.



North america



CURRENTS AT WINDERMERE Edmonton, Alberta

MXD has been actively involved in the merchandise layout planning and marketing of this significant 100-acre commercial development, located in the affluent suburban community of Windermere in Southwest Edmonton. The Currents is part of a total land assembly of over 650-acres with more than 500-acres of residential development now under construction. At completion, the mixed-use urban village component will comprise a total of 1.1 million sf of retail, with 100,000 sf of office space, 300 multi-family residential units and a boutique hotel.

ESTRELLA

Phoenix, Arizona

MXD was retained by Newland Communities to conduct a comprehensive market analysis and development strategy for the future mixed-use community 14 core and north community service core. Both of these commercial developments will service the affluent Estrella Residential "Resort" community as it grows towards a future buildout of up to 80,000 homes.



*n*orth america



DOWNTOWN RENO

Reno, Nevada

MXD was retained to provide strategic input on a Mixed-Use Retail, Commercial, Residential and Hotel development strategy in Downtown Reno, Nevada for Millennium Holdings LLC. The project will be anchored by 650,000 square feet of major entertainment facilities, destination restaurants and lifestyle fashion as well as up to 3,000 residential units and two hotels.

QUARTIER VIGER

Montreal, Quebec

Located in the Old Town Montreal Historic District, MXD was retained to conduct a retail merchandising strategy and programmatic casting for the various shopping and dining districts that will shape and hold together this authentic urban mixed-use village. Working alongside the design architects, an overall theme of the project is to blend the old with the new and to celebrate the best of Montreal as manifest through culinary discovery, unique specialty retail and International flare.



*n*orth america



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GRASSLANDS

Regina, Saskatchewan

MXD was retained to conduct a market analysis and merchandise layout strategy for a new 900,000 sf mixed-use lifestyle development in the emerging Southwest sector of Regina, along the Trans Canada Highway. This assignment also included conducting a Retail Impact Assessment to assess the magnitude of impact on the city-wide retail sector and to ensure that the project size would be supportable and economically feasible. A final stage of this comprehensive strategy was to provide statistical data in a Marketing Summary Document for use in promotional material at ICSC Conferences.

EAU CLAIRE MARKET REDEVELOPMENT

Calgary, Alberta

MXD was retained to provide strategic input outlining the market opportunity and feasibility for a major mixed-use redevelopment located in the heart of Downtown Calgary adjacent to the Bow River. The project will redevelop the existing single-purpose Eau Claire market and transform it into a vibrant multi-purpose, mixed-use project comprised of four residential towers, offices, and a hotel rising above a retail podium.





LACEY GATEWAY TOWN CENTER

Lacey, Washington

MXD conducted a Retail Analysis and Master Plan Development for a 700 acre site south of Seattle, Washington featuring 1.2 million square feet of retail, food/beverage and entertainment functions. This open-air project will be oriented around a main street town square, which will be complemented by a performing arts center, library, health & wellness facilities, public market and community amenities. A 185,000 square foot Cabelas Outdoor Recreation World will be the feature anchor. MXD also prepared Marketing Documents for distribution at ICSC Las Vegas to prospective tenant interests and developers.

BAXTER MEADOWS

Bozeman, Montana

MXD was retained to perform a Commercial Town Center Master Plan and Retail Tenant Mix Strategy for a 450 acre site in the resort community of Bozeman, Montana at Yellowstone Park. The Master Plan incorporates residential neighborhoods and approximately 150 acres of open space with 130 acres zoned for commercial use. MXD also conducted a financial return analysis to establish a basis for potential joint venture investment.



*n*orth america



VILLAGE AT SUNRIVER

Sunriver, Oregon

MXD was retained to conduct a Retail Market Assessment, Traffic Impact Assessment and Masterplan for the redevelopment of the former Sunriver Village Mall into a comprehensive mixed-use destination resort, featuring 125,000 square feet of retail, fractional and full time residential units and a destination resort lodge hotel.



PREDATOR RIDGE GOLF RESORT

Vernon, British Columbia

MXD prepared an update to the masterplan vision and strategy for Predator Ridge in order to expand the resort from its origin as a golf community into a year round resort destination commensurate with increased project value. The MXD strategy examined the scale, magnitude and amount of residential, accommodation, amenity and resort core village retail allocation and layout/configuration required for the successful evolution of the resort in a highly competitive regional and international marketplace.



north america



VILLAGES AT CASCADE HEAD

Lincoln, Oregon

Set along the Oregon Pacific Coast, MXD conducted a comprehensive Retail Market Assessment and Masterplan Strategy for a 565-acre mixed-use resort community comprising a mix of multi-family and single-family housing set in proximity of the natural surroundings of a 270-acre UNESCO Biosphere Reserve and 11,890-acre US Forest Service Experimental Forest.

SNOQUALMIE PASS

Snoqualmie, Washington State

Located 1 hour from the Seattle Metropolitan Region, working together with Mithun Architecture, MXD prepared the masterplan vision and strategy for the Snoqualmie Pass Ski Resort in order to expand the resort from its origin as a ski resort into a year round resort destination commensurate with increased project value. The MXD strategy examines the scale, magnitude and amount of residential, accommodation, amenity and resort core village retail allocation and layout/configuration.





senior personnel

Creating Multi-Purpose Places

chris letourneur



MXD
DEVELOPMENT STRATEGISTS

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“Creating Multi-Purpose Places”

LIVE
SHOP
WORK
PLAY

A black business card with white text. The MXD logo is at the top left. Below it is the name and title of Chris Letourneur, followed by his email and phone number. A quote is at the bottom left. On the right side, there are four vertical labels: LIVE, SHOP, WORK, and PLAY.

In his twenty years of experience working in market driven planning, architecture, economics and engineering, Chris has established an appreciation for the multi-disciplinary skills that are necessary to assess, identify and define retail and mixed-use development strategies.

Chris' recent and current project portfolio spans over 42 different countries around the globe. He is at the leading edge of defining major mixed-use and commercial development projects throughout Canada, the USA, Mexico, Central & Eastern Europe, the Middle East, North Africa, India, South Korea, Hong Kong, China, India. Chris was recently a speaker on a Blockbuster Panel at the ULI Fall Convention in Miami, FL, where he spoke on the topic of *“Next Generation Global Trends in Retail and Mixed-Use Development”*.

Chris is an active participant of ULI, ICSC, CIP and ACI (Airport Council International) and has acted as Conference Chairman and facilitator for numerous events with these organizations, as well as writing journal articles for publications such as Urban Land, Shopping Centers Today, India Shopping Center News, Global Airport Cities and Airport World Magazine.

Chris is a specialist in the areas of:

- Mixed-Use Development Planning
- Master Planned Community Development
- Financial Analysis & Development Proformas
- Leading Edge Commercial Development
- Resort Community Master Planning
- Airport, Rail & Transportation Terminal TOD Retail
- Airport Land Development & Master Planning
- Place Creation & Programming



martin anstey

A black business card for Martin Anstey, M.A., Senior Vice President at MXD Development Strategists. The card features the MXD logo, contact information, and a quote: "Creating Multi-Purpose Places". On the right side, there is a vertical stack of four white text elements: LIVE, SHOP, WORK, and PLAY.

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"Creating Multi-Purpose Places"

LIVE
SHOP
WORK
PLAY



In his twelve years of experience in quantitative urban analysis, commercial master planning and development, Martin has participated in over 300 development assignments involving large scale shopping centers, downtown revitalization, main street retail development, transit-oriented developments, mixed-use town center planning, entertainment centers and shopping center redevelopment and repositioning strategies.

Martin has worked extensively throughout Canada and the USA, as well as in diverse markets such as Eastern Europe, Egypt, Saudi Arabia, India, South Korea, Malaysia, China, Singapore, Thailand, India, Spain, Portugal, Costa Rica, Dominican Republic, Lebanon and Portugal. Martin was recently a special Diplomatic Guest in Chengdu with the Canadian Consulate of the Region, to poster land development relationships between China and Canada. In his consulting career, Martin has assisted major Canadian retail developers/operators including Cadillac Fairview and Morguard.

Martin is a specialist in the areas of:

- ❑ Quantitative Analysis & Sales Forecasting
- ❑ Financial Analysis & Development Proformas
- ❑ Geographic Information Systems (GIS)
- ❑ Waterfront & Resort Planning
- ❑ Mixed-Use Development Planning
- ❑ Retail Merchandising & Layout Planning
- ❑ International Retail Real Estate Development
- ❑ Global Retail Trends & Concepts

kieron hunt



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"Creating Multi-Purpose Places"

LIVE
SHOP
WORK
PLAY

A black business card for Kieron Hunt, B.A., Vice President at MXD Development Strategists. The card features the MXD logo at the top left, followed by his name and title. Below that is his email address and phone number. At the bottom left is a quote: "Creating Multi-Purpose Places". On the right side, there is a vertical stack of four white text elements: LIVE, SHOP, WORK, and PLAY.

In his twelve years in retail operations management and commercial development planning, Kieron has participated in numerous projects around the world. From his vast experience in economic development (currently as the Chair of his local government's Economic Development Commission), retail operations and urban planning, Kieron has extensive knowledge of the issues and complexities affecting commercial development around the world. He is also a frequent speaker at ICSC as well as other Industry conferences in Eastern Europe and Canada and has written for industry publications such as Urban Land, Poland Shopping Centers and Canada's Monday Report on Retailers.

Kieron has worked extensively throughout Canada for companies including Cadillac Fairview, Morguard, Cameron Developments, Delcon Development Corporation, Harvard Developments Ltd., Hines Development, Viger DMC Montreal, Predator Ridge, Sherrick Management Ltd., Vancouver International Airport, Edmonton International Airport, Whistler Resort Municipality and Windermere Commercial Lands Ltd. Edmonton. He is also active in the USA, Mexico, Eastern Europe, Russia, Ukraine, Romania, Egypt, Saudi Arabia, the United Arab Emirates, South Korea, Singapore and Hong Kong.

Kieron is a specialist in the areas of:

- Mixed-Use Development Planning
- Transit-Oriented Development
- Retail Merchandise Layout Planning
- Waterfront & Alpine Resort Planning
- Airport Land Development & Master Planning
- Retail Operations
- Revitalization & Adaptive Repositioning Strategies
- Branding & Identity Placement





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