

Phil Richardson, CD, BA, CSM

Senior Vice President, Retail & Investments
Foreign Investment & Strategic Advisory

Career highlights:

Phil Richardson is a well rounded and successful property development, operations and capital markets senior executive and consultant.

With thirty years of Canadian and international experience, Phil Richardson has a proven track record of success measured in real dollars, through delivering double-digit gains in revenue and income. He provides strong strategic leadership and decisive tactical management combined with potent business development.

His extensive career includes the profitable acquisition, entitling, development, operation and disposition of small to very large-scale retail, hospitality, leisure and residential mixed-use projects in Asia, the Middle East, and North America.

His comprehensive experience includes the following key areas critical for success:

- Master Planning and Entitling**
- Consumer Research and Strategy**
- Design and Delivery**
- Leasing and Marketing**
- Operations & Facility Management**
- Transaction and Representation Management**
- Business Development**



Contact

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Phil Richardson

Title:

Senior Vice President, Retail & Investments--
Foreign Investment & Strategic Consultancy
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Globalize To Double Your Income"

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Phil Richardson, CD, BA, CSM

Senior Vice President, Retail & Investments
Practice Lead, Foreign Investment & Strategic Consultancy

Successful Past Assignments:

✓ Led the development & expansion of Northgate Shopping Center, North Bay, Ontario, a regional shopping centre of 500,000 sf, value \$80 Million; managed capital budget of \$50 Million. Negotiated major leases including Sears and Wal-Mart; and oversaw asset management during and after the expansion, including renovations to existing common area and shops while they continued to operate. Managed \$10 Million annual operating budget; assisted sale and transition year to Morguard Investments on behalf of Hospitals of Ontario Pension Plan.

Led the development and operation of two self-owned hotel-anchored hospitality centres in North Bay and Sudbury, Ontario containing hotels, food and beverage shops and gasoline outlets, of 60,000 sf each.

- ✓ Led the acquisition of six high-rise multi-residential projects containing 800 units as a co-investor/managing director, operated them for 15 years and sold them profitably.
- ✓ Directed organizational set up and provided Jing Dian Development Co. of Kunming, China, with preliminary Master Planning, Retail Strategy and Financial Analysis, Leasing, Marketing and Operational Management set up for the Twin Cities Mixed Use Project containing 19,800,000 sf of retail, office, hospitality and residential elements
- ✓ Conducted a Retail & Leisure feasibility study on behalf of Sahara Star for Amby Valley, a new private city of 10,000 Hectares in Maharashtra State, India.



- ✓ Developed Online to Offline marketing strategy on behalf of Paragon Partners for a newly built regional Lifestyle shopping centre of 1,700,000 sf in Guangzhou, China
- ✓ Led the development of a major retail and hospitality mixed use project at Yas Island, Abu Dhabi, UAE comprised of:
 - Super-regional shopping centre of 3,300,000 sf with 500 stores (master plan, infrastructure & car parks delivered, opened in 2014)
 - Ferrari World theme park, largest indoor park in the world, of 2,000,000 sf (delivered and open)
 - Warner Brothers theme park of 1,000,000 sf (master plan completed & WB license agreed)
 - 16 hectare water-park. (master plan and final design, since opened)
- ✓ Secured an exclusive mandate to represent the sale of a Canadian shopping center portfolio valued at \$100 M.
- ✓ Secured an exclusive off-market mandate to represent a high profile hotel valued at \$30 M intended for redevelopment as ultra-luxury residential condominiums in Toronto
- ✓ Provided the business development of a \$1 Billion new hospital in North Bay, Ontario with the responsibility of identifying and planning all non-medical revenue producing initiatives for the facility. Produced a complete feasibility study, which was accepted by the Board and implemented.
- ✓ Consulted for Equus Development Corporation, Scottsdale, Arizona, feasibility evaluation for a 1,000,000 sf mixed use commercial, hospitality and residential development in Phoenix, Arizona.
- ✓ Led a group of international property consultants providing advisory to large developers, banks and retailers for research, strategy and project management in Asia and the Middle East.

A Seasoned Commercial Property Development & Operations Executive



CEO, Springbank Property Group,
Executive Consultant,
Investment,
Development & Operations.
Northgate Shopping Centre

In North America, Phil developed, redeveloped and managed three regional shopping centres, three hotel anchored hospitality centres, and six high-rise apartment buildings, over twenty five years.

“As our investment manager, your professional leadership in guiding the development and growth of our regional shopping center meant we were always assured you would make the best decisions on our behalf and that you would implement them smoothly. It is because of your vision and diligence that we were able to so profitably sell the Center in 2006. Since we acquired it in 1984 for \$16 million, you nurtured it to a final selling price of \$78 million, an average annual increase in value of over 17 percent over the 22 years we owned it!”

Howard Meyer, Managing Partner, Northgate Shopping Centre, North Bay, Ontario

“As one of Canada’s leading publicly traded commercial property development and management companies, Morguard naturally operates under the highest public expectations of quality, consequently, the demand for excellence we place on ourselves in everything we do is very high. I am pleased to say that in my experience you shared this commitment to quality.”

Mark Robinson, former Senior Vice President, Morguard Properties Ltd., purchaser of Northgate Shopping Centre.

An Ethical, Community-Minded Developer and Effective Public Representative



CEO & Co-owner All Seasons
Village —Hospitality Centre,
100 room hotel and F&B
campus
North Bay, Ontario

Phil has an exemplary track record of thorough and diligent planning and execution, with a wide assortment of successful commercial projects, ranging from small specialty developments to iconic mega projects.

“I have known Phil for over 3 decades. He came into my hometown of North Bay and took a small strip mall and created Northgate Square, a regional shopping centre. This was no small accomplishment and only someone of Phil's calibre could have made that happen. He has always put his heart into his community and has the respect and admiration of all his colleagues”

Victor Fedeli, MPP, Ontario, former Mayor, North Bay, Ontario

“Mr. Phil Richardson was Honorary Colonel for 22 Wing, Canadian Forces Base North Bay, Ontario, Canada during my tenure as Wing/Base Commander and Canadian Air Defence Sector Commander. He was an exceptional ambassador for military/civilian relations advancing many important initiatives that have immensely benefitted both communities. He is the civic-minded champion any organization would be blessed to have.”

General Rick Pitre, Former Director General, Space, Canadian Armed Forces

An Experienced Development Executive



*Director of Development—Retail
& Leisure Projects, Yas Island,
Abu Dhabi, UAE*

Skilled at on-time and on-budget delivery, and based on his successes in North America, Phil was selected to lead the \$12 Billion USD Yas Retail and Leisure Commercial Collection Project in Abu Dhabi, UAE. He and his team received exemplary performance ratings for the Ferrari World delivery, and overall Commercial Collection master planning. Argus Investment Analysis and Primavera P6 Systems are a part of his expertise.

“I had the pleasure of working with Phil Richardson while we were delivering leisure projects at Yas Island. Phil is by far one of the best leaders I have worked with. His style of communication and ability to step in to resolve difficult on- site situations, technical or administrative, are exceptional. He is a master in creating a ‘team’ spirit in the organization who works hand-in-hand with team members, internal or external to first define goals and then direct at all levels in accomplishing those goals.”

Vikram Chopra, Senior Project Manager, Ferrari World.

“You fulfilled your duties well in leading the substantial team of industry specialists to plan and build these very complex buildings. Your contribution in delivery of the Ferrari World structure and associated infrastructure to the required November 2009 delivery date involved I know a high level of personal commitment and many long days were critical to our success.”

J., Bullough, CEO, Aldar Properties PJSC.

An Accomplished International Market Analyst and Retail Strategist



*General Manager, Shenzhen
Enterprise Development
Company Limited, Shenzhen,
China*

Well versed in the latest techniques of consumer psychology and market analysis, he has trained corporate colleagues and masters level university Architectural and Urban Planning students in best international practices for designing, leasing and marketing retail and mixed use projects.

Working directly with top international brands in projects of various sizes and formats, has helped him to learn how to optimize retail mixes for their best trading effect.

“You formulated, organized and oversaw the delivery of the marketing strategy for the re-launch of the Wongtee Plaza, with a new international brand, supported by a world class website...You supervised, the preparation and delivery of the Soft Opening, Grand Opening and follow up marketing program...to produce the best trading results possible.”

B. Cheng, VP, Shenzhen International Enterprise Limited, owner of the 160,000 sm, Wongtee Plaza, CBD regional shopping centre, Shenzhen, China

A Culturally Sensitive Business Ambassador



*Executive Managing Director,
Chartwell Property Advisors,
Annual Meeting of 1,000 DGVI
employees, Shenzhen, China*

Knowledgeable about international retail customers and well connected with global clients, he led a team of seasoned international property consultants for Middle Eastern, Indian, Chinese and offshore developers and retailers.

He is intrigued by the variety of motivational characteristics of different cultures and seeks to learn, respect and apply them commercially. At home with a multi-ethnic team, he believes a mixture of diverse talents and capabilities cross culturally can add extra power to the creativity of any group.

“Phil is a learner. He seems to always search out new experiences and new sources of knowledge and information that will simply make him a better person. He is also a very imaginative and creative thinker, never simply being content with the usual ways of doing things, always seeking out and sharing visions of ideas and alternate possibilities”

**David Marshall, Past President, Nipissing University,
North Bay, Ontario**

An Organizational Specialist



*Executive Consultant and
General Manager, Jing Dian
Development Company,
Kunming, PRC*

He was engaged to create a comprehensive strategic plan, including detailed organizational and training components, needed to deliver the \$30 Billion, 19,800,000 sf mixed use project in Kunming, China for the owners. He also provided the detailed plan of action that has since served as its road map.

The project consists of a 6,000,000 sf super regional mall, a 4,000,000 sf office complex, a 2,000,000 sf indoor theme park, and 6,000,000 sf of high rise residential condominiums.

“Phil is a very determined person who seeks to deliver results to the very best of his ability by being professional in his approach and applying self-imposed high standards. I was impressed with his passion to work with the design team, with joined effort to deliver a world class project with his dedicated professionalism and leadership.”

Pohkit Goh, Vice President, Jing Dian Development Company, Twin Cities owner

“You provided excellent master planning and organizational set up for our project”

Guang Dong, CEO, Jing Dian Development Company, Kunming, PRC

An Innovative Marketer



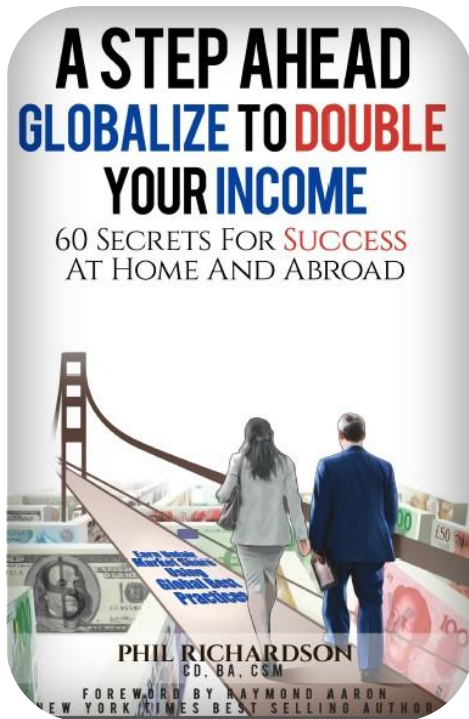
*Online to Offline Marketing
Executive Consultant, Paragon
Partners, Happy Valley
Shopping Centre, Guangzhou,
China*

He conducted advanced market research and prepared the sophisticated design for a highly innovative customer satisfaction interface centre to aggressively promote the transfer of online to offline trading for Happy Valley 1,500,000 sf regional shopping centre in Guangzhou, China. The first of its type in Asia, the Centre will be the “office” of the shopping centre’s marketing staff from which they will reach out to online customers to attract them to shop in person and onsite customers to enrich their experience. Through such methods, it is possible to conserve and enhance the trading and investment of retailers and shopping centre owners in traditional format projects.

“Phil has a number of skills and qualities-vision, focus, planning, determination and energy which he combines to make a very effective retail professional”

Stefan Breg, Chief Worrier, Tribe F&B Marketing Consultants—Yas Superregional Mall, Abu Dhabi, UAE

International Property Specialist & Award Winning Author



*A Step Ahead—Globalize To
Double Your Income*

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Phil believes passionately in the crucial need for North American businesses and employees to learn and apply global best practices to increase their prosperity. Many international companies are coming to share in our rich markets and are using global best practices to succeed. We must do the same in order to preserve and enhance our prosperity. Based on his extensive experience working in many international markets, he shares his lessons learned.

“Phil is one of those adventurous people who chose to work outside of his “box,” leading the development of world class property projects in the Middle East, India and China. There he learned greatly improved ways of conducting business from which we can now all benefit.”

Raymond Aaron, New York Times Best Selling Author—Chicken Soup For The Parents Soul