

Project Overview

In collaboration with the City Of Billings, The Downtown Business Alliance and the Big Sky Economic Development, MontDevCo, LLC has established a detailed footprint and plan to create a huge "spark" in various revitalization efforts with the Billings Downtown community. One Big Sky Center is a comprehensive mixed-use development project that includes parking, hotel, residential, retail and conference-based enhancements to the core downtown Billings marketplace. Also, the Center has been designed to meet existing and future needs of the at-large Billings community; this property will serve as a proud magnet to attract citizens and guests of this growing and popular city to enjoy a vibrant atmosphere and experience high-end amenities currently not available elsewhere within the central downtown location.

The MontDevCo, LLC team has extensive and relevant experience within the real estate development domain and has put the necessary machinery in place to identify and deploy additional financial partners which are critical to the execution of their Master Plan. The MontDevCo, LLC philosophy and practices rely heavily on broad and deep collaborations with local resources, including the city's administration & council, development agencies, architectural resources, construction services and other ancillary local resources to bring this project to completion within strict guidelines for timely and cost-effective deliverables.

Finally, our organization culture and values mandate superior teamwork, cooperation and communications with all key participants, including investors, partners, vendors and all other constituents affiliated with this project. Within this context, MontDevCo, LLC is pleased and proud to participate in this exciting new endeavor and looks forward to making the One Big Sky Center a reality in the near future.

ONE BIG SKY CENTER

Why Billings, MT

Shaped by the Yellowstone River and sheltered by the sandstone Rimrocks, Billings is a place of forever views and forever memories, where urban amenities and modern convenience meet the edge of the genuine frontier. Where the adventure of the untamed wilderness and history are out your front door.

Conveniently positioned in the region as the largest city between Calgary and Denver, Spokane and Minneapolis, Billings proudly serves a trade area of over 500,000 with diverse shopping, award-winning cuisine, arts and culture.

Warm genuine people take the time to welcome you and greet you with a smile. Unparalleled access to some of the most breathtaking and historic wonders in the United States including Yellowstone National Park, Beartooth Highway, Bighorn Canyon, Little Bighorn Battlefield, and Pompeys Pillar make Billings an idyllic destination for connecting to the best that Montana offers.

Tourism is woven into the fabric of Billings, Montana's Trailhead. The city is set in the heart of the region and on the outskirts of natural and historic wonders. As a destination, the community is vital to eastern Montana and northern Wyoming rural residents for essentials and entertainment, but Billings is also on the maps and the bucket lists of worldwide travelers. In Yellowstone County, non-Montana residents spent \$397 million dollars in 2014 (source: Institute for Tourism and Recreation Research).

ONE BIG SKY CENTER

Why Billings, MT – continued

Billings is the largest city in the state of Montana, and is the principal city of the Billings Metropolitan area with a population of 166,855 and occupies an area of 43,000 square miles. It is the county seat of Yellowstone County and has a trade area of over half a million people. The 2013 Census estimates put Billings population at 109,059 and is the only city in Montana to surpass 100,000 in population. The city has been experiencing rapid growth and a strong economy; it has had and is continuing to have the largest growth of any city in Montana. In fact, parts of the metro area are seeing hyper growth; for example, from 2000 to 2010, Lockwood, an eastern suburb of the city, saw growth of 57.8%, the largest growth rate of any community in all of Montana.

Billings has avoided the economic downturn that affected most of the nation 2008–2012 as well as avoiding the housing bust, largely because of the Bakken oil play in eastern Montana and western North Dakota; this is the largest oil discovery in U.S. history and it has set the stage for continued growth more broadly, and in the key areas of healthcare, tourism and mining in particular. To highlight the potential of this community, in 2009, Fortune Magazine rated Billings, Montana the number one small city in the United States to launch a business.

ONE BIG SKY CENTER

Financial Summary

- Total construction approximately \$120+/- million
- City of Billings will contribute funds for the construction of the parking facility, the conference center and all 29th Street closure costs
- The City through the Billings Downtown Alliance has acquired a key part of our land assemblage which closed in May

ONE BIG SKY CENTER

Project Capital Stack

- Traditional bank loan for 55% to 60% of the total project costs
- Layer EB-5 mezzanine piece of \$30 to \$32 Million
- Remaining pure equity of \$15 to \$25 Million

ONE BIG SKY CENTER

Development Team

MontDevCo, LLC

George I “Skip” Ahern, Jr. Partner

Skip is President and CEO of Charter Realty Group, a diversified real estate services company providing development, asset management, property management, and brokerage and consulting services. Charter Realty Group has developed retail, industrial and office properties throughout the State of Colorado. The largest was a portfolio of four office and mixed use buildings, consisting of approximately 400,000 square feet in the Denver metro area, where Ahern developed, managed and sold those properties providing the owners a substantial return on their investments.

Skip was Vice-President for Oxford Properties, Inc. (later acquired by BCE Development) and was responsible for the complete range of operations in the Denver and Phoenix offices. The \$648 million portfolio consisted of large mixed-use urban developments mostly located in the Central Business District. The 56-story Republic Plaza is Denver’s tallest building and contains 1.2 million square feet of office space and 55,000 square feet of retail space. Ahern developed and managed the construction of this building, which opened in 1984 and directed the leasing efforts and achieved an 85% occupancy level in Denver’s worst real estate market. The twin 25-story Bank Western and Dome Towers contain approximately 750,000 square feet of space and have undergone major renovation and releasing. The 780,000 square foot Anaconda Tower adjacent to the 550 room Fairmont (now Hyatt) Hotel completed this full block development. Parking for 1900 + cars in four separate structures rounded out the Denver portfolio. Ahern was in charge in all aspects of this portfolio including development, construction, property and facility management, marketing and leasing, finance and project accounting and managed a staff of 375 employees. Total annual revenue was just under \$60 million.

In Phoenix, Skip developed the Great American Tower and was directly responsible for construction management and lease up. This 25-story tower contained 334,000 square feet and had an adjacent parking garage for approximately 1400 cars.

As a third generation Coloradan, Ahern attended the University of Colorado where he received a BA in Economics in 1967 and an MBA with an emphasis in Finance in 1972. Prior to launching his real estate career, he graduated from the U.S. Navy Officer Candidate School and the U.S. Navy Supply Corps School in Athens, Georgia; thereafter he served as a Supply Corp officer aboard the flagship U.S.S. Holland for the FBM Submarine Squadron 16 in Rota, Spain for two years.

ONE BIG SKY CENTER

Development Team

MontDevCo, LLC

M. Burke McHugh, CEO (Malbur, LLC) - Principal

Burke is a native Coloradan who was born and raised in the Denver metro area. After graduating from Fort Lewis College in Durango, Colorado, with a degree in Communications, he moved to Chicago for two years to work for the Maryville Academy as a social worker focusing on homeless children. Subsequently he returned to Colorado to become a part of his family's oil & gas business, Nassau Resources, Inc. For the next two years, Burke worked in the Farmington, NM field office to learn the business "from the ground up."

As Burke was promoted to VP of Gas Marketing for Nassau Resources and he moved back to Colorado to live in Evergreen, Colorado with his family until 1995 when he founded his own real estate firm, Malbur Properties, LLC which is highlighted in "MontDevCo, LLC" section above.

ONE BIG SKY CENTER

Development Team

MontDevCo, LLC

Greg Tatham, Partner

Greg is an experienced real estate professional with a 25 year array of credentials spanning all aspects of commercial real estate development, including: land planning and ground-up site development; analyses of mergers and acquisitions; extensive brokerage buyer and seller transactional expertise; expert in zoning, entitlements and permitting dynamics and tactics; identifying environmental challenges and remediation strategies; construction project management and oversight; and project team leadership and development of real estate talent, including mentoring and training of junior personnel.

Aside from his background of hands-on experiences and credentials, Greg started his academic career with a B. S. in geography from the College of Business (real estate) at Arizona State University. Since then, he has led numerous award-winning projects and received prestigious personal recognition as well. Currently he maintains a State of Arizona Real Estate Broker's license and is a Principal & Broker of GT Property Services.

ONE BIG SKY CENTER

Design Partners

CTA Architects Engineers

Ralph Cushing and Everett Terrell formed a partnership in 1938. Their vision was to forge one of the first integrated architecture and engineering firms, built on innovations, integrity and client service. Seventy-seven years later, with 17 offices, our culture still embodies their vision of entrepreneurial spirit, high performance, and providing the best client experience possible. At CTA, our 400+ team members *Pioneer Environments* for 6 vertical markets; Commercial, Education, Government, Healthcare, Living and Retail alongside our 20+ service sectors which equates to over \$450 million in construction annually. We are creative, resourceful and passionate. We focus on innovative architecture, engineering and designs that result in a transforming experience for our clients. We pride ourselves on *High Performance*. It is the product of uniting talent, passion, and expertise through our integrated teams. Our promise to our clients is the *Experience*, the essence of every point of contact and every nuance associated with CTA.

ONE BIG SKY CENTER

Design Partners (con't)

Walker Parking Consultants is the global leader in providing parking consulting and parking design services. Founded in 1965, we pioneered the field of parking consulting. Today the firm has over 250 employees delivering a wide range of parking planning, design, engineering, and restoration services.

The firm is based in the U.S. with 14 domestic offices and 2 in the United Arab Emirates, is ranked #263 in Engineering News Record's Top 500 Design Firms and #13 in Building Design + Construction's Giants 300 Engineering/Architecture Firms.

We serve a broad spectrum of markets including healthcare, education, government, aviation, residential, retail and commercial development, entertainment, hospitality and athletic venues. This diversity allows our staff the luxury of collaborating with a large cross section of client types and developing best practices for their specific parking issues, helping them unlock the potential of their projects.

ONE BIG SKY CENTER