a. Major Participants

<table>
<thead>
<tr>
<th>Company/Multi-line</th>
<th>Role</th>
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</thead>
<tbody>
<tr>
<td>Macquarie Financial Holdings Pty Limited</td>
<td>Infrastructure Equity Entity</td>
</tr>
<tr>
<td>Oakview Facilities</td>
<td>Lead Facilities Operator and Lead</td>
</tr>
<tr>
<td>Live Nation</td>
<td>Lead Campus Operator; Lead Facilities Programme</td>
</tr>
<tr>
<td>Hensel Phelps</td>
<td>Lead Contractor</td>
</tr>
<tr>
<td>Fentress Architects</td>
<td>Lead Architect</td>
</tr>
<tr>
<td>Perkins+Will</td>
<td>Lead Architect</td>
</tr>
<tr>
<td>MIG, Inc.</td>
<td>Lead Urban Designer and Lead Engineer (Horizontal)</td>
</tr>
<tr>
<td>Thornton Tomasetti, Inc.</td>
<td>Lead Engineer (Vertical)</td>
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<tr>
<td>Hoehn Architects PC</td>
<td>Historic Rehabilitation Consultant</td>
</tr>
</tbody>
</table>

b. Triangle Collective Vision

(A) Vision and Conceptual Approach to the Public Elements

The Arena

Triangle Collective will develop an Arena that becomes an optimal venue for the City, the National Western Center, the local neighborhood, and the operators. The design will compliment surroundings, provide extensive space for public access, and support area activation with flexibility for rodeo events, concerts, and sporting events.

The Expo Hall

Triangle Collective will develop the Expo Hall as a state-of-the-art facility that harmonizes and promotes area activation, while providing a sense of human scale to promote pedestrian activity. It will have the flexibility to host events of various scales and compliment other expo hall spaces on the campus.

The 1909 Stadium Arena

The 1909 Stadium Arena remains standing today as a significant contributor to the history of the National Western Stock Show. Its designation as a Denver Landmark reinforces its importance to the Triangle development where it will serve as the focal point of the proposed development.

(B) Vision for Private Development

While the Arena and Expo Hall will bring event-based activity to the campus, private development will be critical in supporting everyday activity at the 1909 Building, the rest of the Triangle development, and the greater National Western Center campus. Envisioned as a public market, the 1909 Building will be complemented with retail spaces to create a core regional retail destination. Office space centered around the 1909 Building will also bring daily activity to this dynamic hub.

Closer
to Brighton Boulevard and the Elyria and Swansea neighborhoods, the remaining cultural buildings, complemented with additional retail, allow for a lower density and a more locally serving transition to the campus.

(C) How the Proposer’s approach furthers the vision for the NWC

Phases 3-8 of the National Western Center Master Plan (the “Project”) represent the beginning of a new era for Colorado, the City and County of Denver (the “City”). For nearly 113 years, the existing National Western Stock Show has been a treasure of Denver and served as a landmark destination, hosting significant agricultural, western heritage and cultural events. Unfortunately, the Stock Show and other programming have outgrown the existing facilities and require new facilities to meet current and future needs. Triangle Collective is committed to working with the City to deliver new, iconic venues that will not only preserve historical and cultural roots but also propel the campus into a year-round, world-class destination of which Denver and the surrounding community can be proud.

c. Relevant Experience

Macquarie is a global provider of banking, financial, advisory, investment and funds management services. Macquarie Group is the largest infrastructure fund manager globally, with more than $118 billion of infrastructure assets under management, and has been successfully involved with 87 P3 projects.

Oakview Facilities, together with affiliated companies, Silver Lake and The Azoff Company, are national and global leaders in the entertainment facility management space. Together, their principals and affiliated companies are leading the arena development space, with over 11 arenas currently in various stages of development.

Live Nation is the largest producer of live music concerts in the world, connecting 93 million fans to almost 35,000 events for over 4,500 artists in 2018. Live Nation owns, operates, has exclusive booking rights for or has an equity interest in 237 venues globally ranging from clubs, theaters, amphitheaters to arenas and festival sites.

Hensel Phelps, one of the nation’s largest construction companies and headquartered in Colorado, builds commercial, institutional, industrial, defense, and other specialty projects. Hensel Phelps has delivered more than 160 projects, totaling more than $6B, for the City and County of Denver. They have extensive experience with the City’s M/WBE program and routinely exceed projects requirements, as well as provide mentoring and outreach to numerous firms.
Fentress Architects, established in 1980 in Denver, Colorado, is an internationally recognized architecture firm and is an industry leader in the design of exposition halls. They have completed 14.4 million square feet and $4.4 billion worth of convention, conference, and expo halls.

Perkins+Will, founded in 1935, has created innovative and award-winning designs for the world’s most forward-thinking clients. In 2017, Sink Combs Dethlefs, a nationally recognized sports architecture firm headquartered in Denver, joined Perkins+Will, one of the nation’s most prominent and influential design practices. The leaders of Sink Combs Dethlefs are now the leaders of Perkins+Will’s Sports + Recreation + Entertainment Practice.

MIG, Inc. has focused on planning and designing sustainable environments that support human development and active lifestyles since founding in 1982. The team of over 260 professionals has assisted private and public agencies locally and across the nation on projects that enhance community liveability, support revitalization and connect people with places.

Thornton Tomasetti optimizes the design and performance of structures, materials and systems for projects of every size and level of complexity. Dating back to 1949, today they are an employee-owned organization of 1,500 engineers, scientists, architects and other professionals collaborating from offices worldwide supporting clients by drawing on the diverse expertise of their integrated practices.

Hoehn Architects PC, a local woman-owned business, was founded in 1999 with an emphasis on historic preservation. Services range from historic structure assessments to design and construction documentation. The firm has extensive experience with History Colorado, the State Historical Fund, and SOI Standards for the Treatment of Historic Properties.
d. Approach to MWBE, Small Business, Workforce & Community Partnering and Outreach

Triangle Collective has extensive experience and knowledge of the City and County of Denver’s M/WBE program. We have worked with hundreds of the certified firms and will create opportunities on this project through past partnerships with these firms and developing relationships with new firms. Triangle Collective’s diversity and inclusion philosophy is to create lasting partnerships with our M/WBE community on ALL projects to support learning and growth from gaining experience on all types of projects whether they are public or private, complex or simple, large or small. We have an established, innovative, and proven process for the integration of small and local business’, with education and guidance programs enabling success for partners and projects. Triangle Collective’s Community Engagement and Outreach Manager will establish communication objectives and initiatives that engage the local community and support existing outreach avenues such as the National Western Center – Citizen Advisory Committee. Proactive outreach, clear objectives, and community participation will deliver extraordinary results.

e. Why Triangle Collective has submitted the SOQ

The extraordinary vision of the National Western Center and City is simply inspirational. That inspiration drives the Triangle Collective’s passionate and humble Statement of Qualifications submission. As long-time supporters of the National Western Stock Show, with an incredibly strong local presence and deep roots in the community, our team members and their families have grown up attending the Stock Show and events at the National Western Center. The opportunity for Triangle Collective, the team and individuals, to contribute to the continued success and historical importance of the project would be an honor and privilege for everyone involved.