

Delivering global sports facilities

November 2010





Delivering global sports facilities

We live in a rapidly changing world. No more so than in the major sport event environment where the ever more demanding expectations of clients, athletes and spectators set a rising benchmark for the quality and safety of the venues they commission, perform in and occupy. The planning, design, procurement, delivery and operation of modern world class sporting facilities requires an integrated approach with an agility to respond to current market trends and standards.

Foreword

Mace can provide that approach: it ranks amongst the world's leading management companies in the construction and property sectors – and is a company with a reputation for innovation, reliability and best practice.

The Mace Group is delivering some of the most challenging management and construction projects around the world. In every role, from consultant, to manager, to contractor, to operator, and in every sector, from schools to airports, offices to railways, hotels to stadia, our dynamic teams are creating innovative solutions, every day of the year.

What makes Mace unique is the degree of integration that joins its many areas of construction-related expertise and its ability to deal simultaneously with the technical, planning, contractual, financial, stakeholder management and community engagement issues inherent in so many complex infrastructure and property schemes. We can provide either a 'one-stop-shop' to take your project from concept to operation or we can provide individual services for any stage of the process.

Working with Mace Group means that you are provided with a dynamic, strategic thinking, and truly integrated team that has a track record of achievement.

We pride ourselves in our ability to rise to any challenge, taking projects from a brownfield site to the starting pistol and beyond; to a valuable, long-lasting legacy of sustainable buildings and facilities for generations to enjoy.

We work closely with our clients to fully understand their aspirations and to deliver agreed expectations; we relish challenges and enjoy the journey.





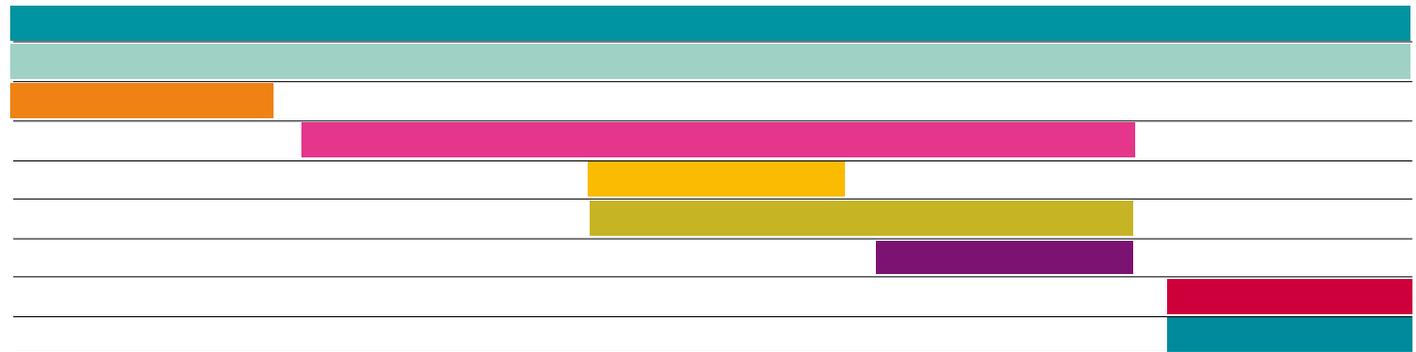
Sports facility projects have 5 key stages.

Mace can help you deliver any or all of them:



Mace services

- Project management **6**
- Cost management **8**
- Preconstruction **10**
- Design management **12**
- Procurement **14**
- Supply chain management **16**
- Construction Delivery **18**
- Consents and licenses **20**
- Facilities management **22**



- Projects** **24**
- Company snapshot** **38**
- Global reach & contact** **39**

- ✓ Planning
- ✓ Design
- ✓ Procurement
- ✓ Construction
- ✓ Operation



Project management

Project management is core business for Mace. What we offer is a flexible and highly bespoke service based upon an extremely robust and well-proven formula for delivery.

Mace works alongside clients to clarify, define and articulate business and project objectives, using a value-driven approach that results in an accurate understanding of project needs. We provide a full spectrum of project delivery services, ranging from business case preparation and the development of organisational frameworks and structures, to straightforward project delivery.

We bring an innovative, challenging approach and are skilled in the management and coordination of the most complex, multi-faceted, schemes using leading-edge techniques and processes.

As this document will demonstrate, Mace has significant experience in project managing the delivery of sporting venues and environments that inspire athletes to perform. We can help you to prepare, plan, design, construct and operate world-class sports facilities.



- ✓ Planning
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Cost management

At Mace, we drive efficiency at every stage of our projects, constantly striking the right balance between quality and savings. We recognise that effective management of cost is essential to this process, and as a result, we offer cost consultancy through our subsidiary Sense, which provides impartial, specialist advice on the diverse cost elements of construction projects.

Sense takes a modern approach to what is often viewed as an archaic profession. We engage with design teams and contractors to ensure the project realises the best value from the construction costs, and we market test to a minimum of 70% of the cost plan value at each stage.

We also work closely with other parts of Mace to provide cost planning advice for construction management, project management, fixed price schemes, retail roll out programmes and public sector frameworks. Services include:

- ➔ Feasibility studies
- ➔ Cost planning
- ➔ Benchmarking
- ➔ Risk and contingency management
- ➔ Strategic cost advice
- ➔ Engineering services and IT cost management
- ➔ Value engineering
- ➔ Procurement and contract advice
- ➔ Life cycle cost planning
- ➔ Cost and change management



➔ Benefits for our clients:

- ➔ **Depth and breath of expertise**
- ➔ **A partner in managing costs**
- ➔ **Proactive “optioneers” in reporting costs**
- ➔ **A wealth of information focused on client needs**

- ✓ Planning
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Preconstruction

In the pre-construction phase Mace can help you to make the most important long-term decisions about your project, clarifying goals, challenges and the true path to delivery.

The Mace team has considerable knowledge and skills of managing the construction of large and complex projects. Important decisions need to be made at the outset regarding the location, capacity, design and environmental impact of a sports facility. By early engagement during the feasibility design stage we can ensure that your project starts off on the right track.

Design reviews, construction advice, buildability reviews and utilising market knowledge without committing to any specific design solution, procurement route or constructor are at the forefront of the skills that our experts can provide at this stage.

Many clients consider that the pre-construction service offered by Mace represents one of the most value adding aspects of our service offer.



➔ **Pre-construction:**
What does it include?

- ➔ Value management to determine client value hierarchy
- ➔ 'Optioneering' to review feasibility stage design proposals and maximise alignment with client value hierarchy
- ➔ Pre-construction studies to confirm deliverability of proposals within cost and time parameters
- ➔ Brief management to clarify and make explicit client requirements
- ➔ Scheduling

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- Operation



Design management

We make sure your project is beautifully efficient, not just visually impressive. Our highly effective design management offer ensures the strategic requirements of cost, time and quality are satisfied in your sports project.

Great design management is at the heart of maximising the opportunities that lie within the design stage. Mace has provided design management services on all of the sports facilities where we have been engaged as project or construction manager and this has helped to ensure that these projects have met or exceeded client satisfaction criteria.

We work collaboratively with a scheme's designers to apply dynamic project management techniques ensuring the design stays true to the project's real strategic goals. Our design managers are the link between the design team and the procurement and delivery team on the ground. They have experience of every relevant design and construction process – this means you benefit from new thinking, flexibility and the chance to bake-in some great ideas early on in the project.



➔ In a market where the expectations of athletes, spectators and media are becoming increasingly demanding, Mace's experience in delivering sports facilities has made us familiar with the issues that are important in the design of successful venues, enabling us to ask relevant questions at key stages in the design development, such as:

- ➔ Location
- ➔ Usage
- ➔ Safety
- ➔ Sightlines
- ➔ Spectator comfort
- ➔ Field of play
- ➔ Accommodation
- ➔ Media facilities
- ➔ Lighting

- Planning
- Design
- ✓ Procurement
- Construction
- Operation



Procurement



**The appropriate procurement route.
The right contractual form.
The best contractors.**

They are essential if your project is to be a success and every goal achieved.

In recommending the routes and options that are available to the client, a number of key criteria must be considered:

- **What are the client's objectives and how are they best achieved?**
- **What is the nature and scope of the project?**
- **Time: how critical is time as a constraint?**
- **Cost: How critical is cost certainty and how early in the process does the client require cost certainty?**
- **Quality: How much control over design and quality issues does the client wish to retain?**
- **Risk: What is the project risk profile and the client's approach to risk?**

Mace discusses each of these issues with its clients, independently identifying the procurement option that most satisfies the overall objectives and the client's approach to risk.

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- ✓ Construction
- Operation



Supply chain management

In complex construction projects, supplier relationships are critical to the success of a project. But you're in good hands. Mace has won many industry awards for its supply chain management unit, which actively develops relationships with the suppliers we value most – improving the service to our clients.

In fact we take our supply chain so seriously we set up the Mace Business School to promote a shared-learning, shared improvement culture across all Mace projects. It provides a premier management and organisation training service to the Mace supply chain, creating a more integrated and consistent approach to key management tasks and functions to improve their project performance and capabilities to world class standards.

We have developed excellent relationships with specialist suppliers in the global sport industry for both permanent venues and temporary one-off events. These include:

- ➔ Temporary building suppliers
- ➔ Seating suppliers
- ➔ Field of play/sports surface suppliers
- ➔ Technology suppliers

Find out more at:

www.macegroup.com/mbs



- Planning
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Construction Delivery

The choice of the most appropriate form of contract for construction delivery is a complex issue related to cost, programme, risk and quality. Mace recognises the tensions created by these different drivers and has in-house capability to provide construction delivery through the most appropriate contractual route.

The Mace business was established in 1990 to break the mould of the UK construction industry by delivering projects using construction management; a form of contract aimed to improve reliability of project performance and break down the then existing poor relationship between clients and contractors. Since our inception we have built an enviable reputation for satisfied clients and the successful delivery of complex, high profile projects across all sectors in the UK and worldwide using this approach.

As economic conditions have changed, our business offer has evolved to embrace the changing values of our clients. We now provide traditional contracting and fixed price services to complement the construction management offer, whilst maintaining the highly professional relationships with clients and supply chain. The contracting arm of our

business is currently delivering projects from £10M to £425M.

Recognising the specific demands of our clients and the industry, the Mace Group has developed specialist contracting and construction support services which can be offered as standalone services or as an integral part of our main offer.

Main Services

- Construction Management
- Contracting
- Fixed Price

Subsidiary Services

- Fit-Out
- Logistics
- Mechanical and Electrical Contracting



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Consents and licenses

Staying within ever-changing regulations and achieving compliance takes knowledge and dedication.

Mace employs specialist project managers with experience of leading projects through the complex process of obtaining the consents and licenses necessary for our clients to be able to operate their venues.



Our experience in the following areas enables us to support project teams through negotiations with the relevant authorities in:

- ➔ Obtaining the necessary consents and licences to allow work to start on site
- ➔ Providing advice on the standards and guidance to be followed in design to support the grant of operational licences
- ➔ Securing Completion Certificates and other consents to support completion
- ➔ Obtaining operational licences such as safety certification (for outdoor sport venues) and premises licences (for the sale of alcohol and provision of regulated entertainment such as music and indoor sport)

We are also able to provide advice to our clients/operators on the drafting of safety certificates and premises licences and their conditions to satisfy local authority requirements.

The requirement for ramp-up or test events as an integral part of achieving operational licences. These can be advised on and will be incorporated into our schedules for any stadium or leisure venue project.

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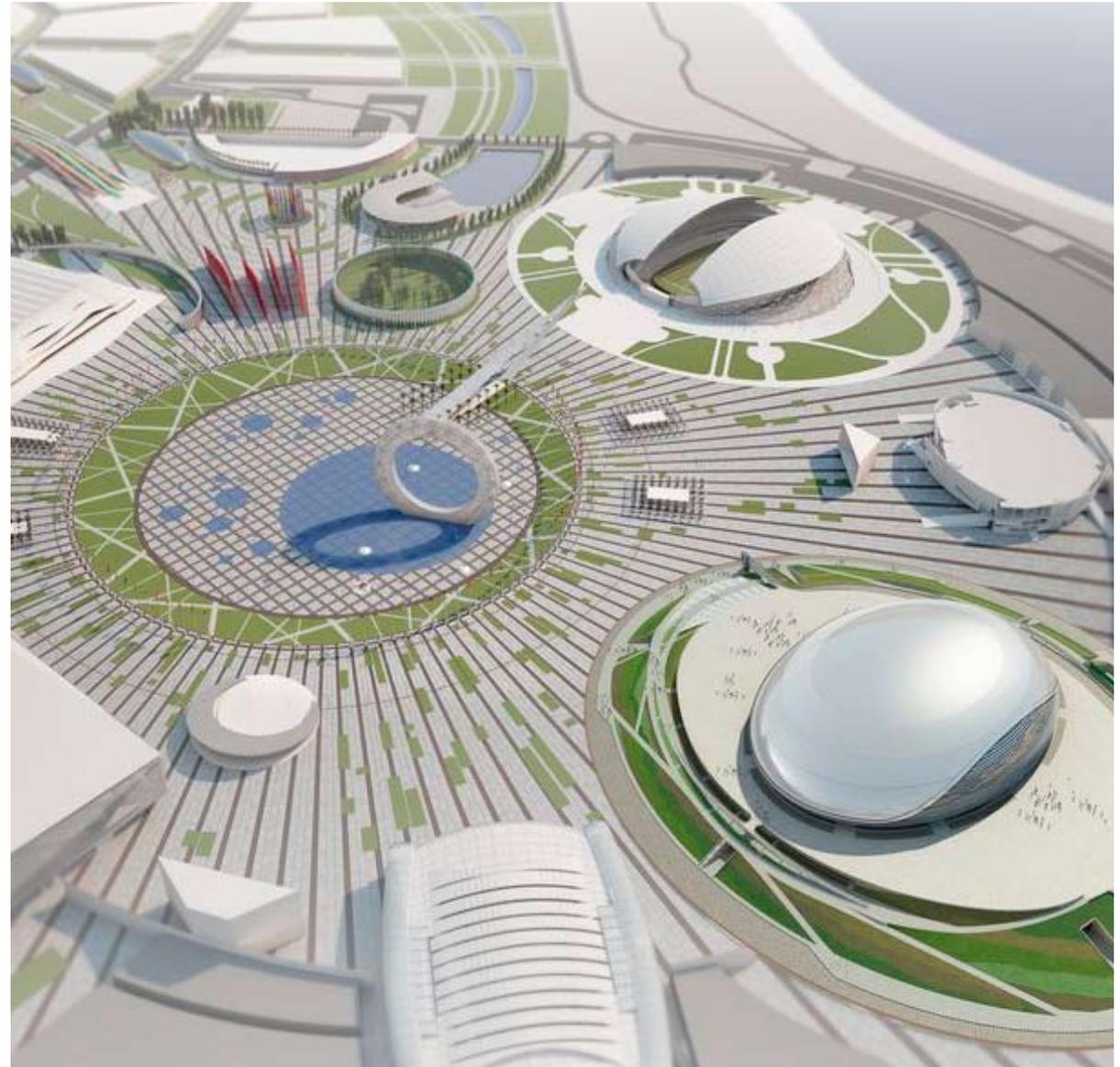


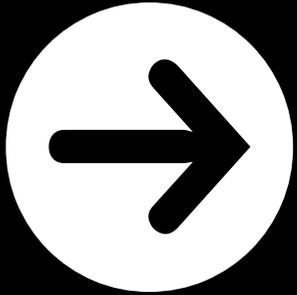
Facilities management

Mace offers award winning facilities management and property consultancy through its dedicated Macro subsidiary. Its services span the entire property life-cycle from strategic advice on designing for operational efficiency, to day-to-day operational management of the completed sports facilities.

With expertise in workplace design, and independence from any particular suppliers, Macro is expert at creating environments that function optimally and efficiently. For sports facilities we offer the following services:

- ➔ **Venue management**
- ➔ **Event management**
- ➔ **Access control**
- ➔ **Safety and security**
- ➔ **Merchandising**
- ➔ **Catering**





Projects

LONDON 2012 OLYMPIC AND PARALYMPIC GAMES

CLM is a joint venture between Mace, Laing O'Rourke and CH2M HILL, a consortium set up exclusively to provide professional services as delivery partner to the Olympic Delivery Authority (ODA).

The London 2012 Olympic and Paralympic Games will be the stage for world-class competition in 26 sports. The majority of the events will take place in a 500-acre purpose-built Olympic Park in East London which will incorporate an 80,000 seat stadium, aquatics centre, velopark, hockey centre and Olympic village.

CLM is providing technical, commercial, organisational and logistical support to the ODA throughout the six-year design, construction and commissioning program and will continue to provide services following the Games, when the infrastructure and venues in London and elsewhere will be modified to meet longer-term legacy needs.

The Olympic delivery program also provides a world showcase for the UK construction sector and a unique opportunity to raise the bar nationally and internationally, demonstrating best practice in workplace safety, design, construction and sustainability.

Information	Statistics
Client: Olympic Delivery Authority	500-acre Olympic Park in east London
Project completion: 2013	The Olympic Village will provide more than 17,000 beds and later 3,600 new homes in legacy phase
Forecast completion: January 2011	80,000 seat Olympic stadium
Value: £9.345bn	
Role: As part of CLM, Mace is delivery partner to the UK government's Olympic Delivery Authority	



LONDON 2012 STADIUM



Information	Statistics
Client: Olympic Delivery Authority	Four year programme from agreement of design concept to completion
Construction commencement: 2007	80,000 seat capacity in Games, 25,000 seat capacity in Legacy
Forecast completion: June 2011	5,380 piles
Value: £485m	800,000 tonnes material moved to form platform
Role: Project Management Cost Management Design Management	8,710 tonnes of structural steel

The Olympic Stadium is the flagship venue, which during the London 2012 Olympic and Paralympic Games will be the focus of the World's attention, hosting both opening and closing ceremonies together with the main track and field events.

The stadium is the most prominent architectural piece in the Olympic Park consisting of permanent and temporary structures to meet the 80,000 seat Olympic requirement and incorporating sustainable and intelligent responses to enable its conversion into a smaller venue of approximately 25,000 seats for legacy use. The stadium 'embraces the temporary' to create an innovative stage-set that reflects the significance of the moment.

The future sustainability of the stadium as a functional venue over the long term was paramount in the design development. The compact and efficient design minimises the use of materials,

making a significant contribution to the low level of embodied energy compared to other Olympic stadia, whilst retaining flexibility. The 55,000 temporary seats required for Games time use minimal structure designed and detailed to be fully demountable. The light weight cable net roof is an entirely separate structure to the upper seating tiers; this disconnection reduced programme risk but also enables the roof to be retained and reconfigured for a smaller capacity stadium whilst providing a lasting image of the Games.

The project is programmed to be completed to a very tight programme: 4 years from agreement of concept design to completion.

VELODROME

The Velodrome is considered one of the most iconic and high profile venues on the London 2012 Olympic Park. As a venue for Legacy use, the building has been designed so that there is minimal work required to enable the legacy funder and operator, to take over and start operating the building post-Games.

Mace, as part of the CLM Delivery Partner consortium, has provided project management services since early 2007.

The design of the Velodrome is based on the concept of mirroring the track geometry onto the structure of the building. This concept has resulted in the unique 'Pringle' shape of the roof. To achieve the purest form curves on the roof, the Velodrome will have the largest cable net roof completed in Britain for a sports stadium. The unique geometry of the building incorporates a 'roller coaster' of steelwork which provides support to the roof and also the external western red cedar cladding- some of which is installed at 47 degrees.

Sustainability has been one of the guiding design principles. The venue incorporates rain water harvesters, roof lights and minimal use of steel due to the use of cable net; all of which have contributed to exceeding Part L requirements by more than 15% and target BREEAM 'Excellent'.

Information	Statistics
Client: Olympic Delivery Authority	Largest cable net sports venue roof in UK
Construction commencement: February 2009	6,000 seat capacity in Games and Legacy
Forecast completion: January 2011	
Value: £90M	
Role: Project Management	



“The sleek but simple design will make the Velodrome in Games mode the most talked about iconic structure on the Olympic Park.”

Davendra Dabasia, Mace Project Manager.

HANDBALL ARENA – OLYMPIC PARK

Information

Client:
Olympic Delivery Authority

Duration: April 2009 - April 2011

Role:
Project Management
Design management

Value: £39m

The Handball Arena is one of the five permanent venues on the Olympic Park and has been designed to provide a world class sporting venue to host the handball, fencing and goalball during the 2012 Olympic and Paralympic games.

In legacy the purpose of the building is to provide a local community facility for a wide range of indoor sports, a venue which amateur and professional athletes can use for training and a destination venue for a variety of local, regional, national and international events.

The Handball Arena is a fully covered, 7000 seat stadium built around the architectural theme of a jewellery box. The construction includes 32 fin walls, an intricate steel structure to achieve a column free arena, pre-cast concrete terrace units, glazing, copper cladding (70% recycled material) and a roof containing sun pipes to maximise natural daylight and reduce energy consumption. The building includes media rooms, changing rooms, multi faith rooms and VIP seating.

The challenges for this project included the interfaces with other extensive works on site and maintaining a good relationship with the local community who neighbour the site.



“The Handball Arena will provide athletes the world over with a state of the art facility at Games-time and the local London community with a much needed flexible indoor sports arena in legacy...”

Lord Sebastian Coe, Chairman of London 2012 Organising Committee

TEMPORARY BASKETBALL ARENA

Project management for a 12,000 seat temporary indoor arena

The Basketball venue is a 12,000 seat temporary arena constructed specifically for the London 2012 Olympic and Paralympic Games.

During the Games the building will be home to Basketball preliminaries, the Handball finals, Wheelchair Basketball, Wheelchair Rugby and will also become a holding area for athletes for the Opening and Closing Ceremonies.

After the Games the arena will be dismantled with up to two thirds of the materials and elements of the arena available for reuse or recycle.

The structure is a 'lightweight' structural steel portal frame truss of 3.2m depth, with a clear span width of 96m, the building is 114m long and 35m tall. The cladding will be a membrane wrap stretched across curved steel members.

Basketball Arena Project Sponsor Paul Snoddy said: 'The Arena will be one of the largest temporary venues built for any Games and will provide a great experience for spectators and athletes.'

Information

Client:

Olympic Delivery Authority

Duration: June 2007 - April 2011

Role:

Project Management
Design Management

Value: n/a



OLYMPIC WATER POLO VENUE

The temporary Water Polo venue is being delivered in accordance with the key performance criteria “priority themes” of the Olympic Delivery Authority which have set new benchmarks for sustainability, access and inclusion, equality and diversity, security and to the agreed governmental objectives set out in the 2012 “Construction Commitments”.

The venue is constructed from standardised components from the temporary building supply chain to minimise base building costs and to ensure Value For Money. A rigorous design management value management and value engineering process has been embedded in the project delivery from the outset to ensure that the Client groups objectives are met and exceeded.

Mace, as part of the CLM Delivery Partner consortium, has provided project management and design management services since early 2007.

Information

Client:
Olympic Delivery Authority

Construction:
Jan 2011 - Jan 2012

Role:
Project Management
Design Management

Value: £17m

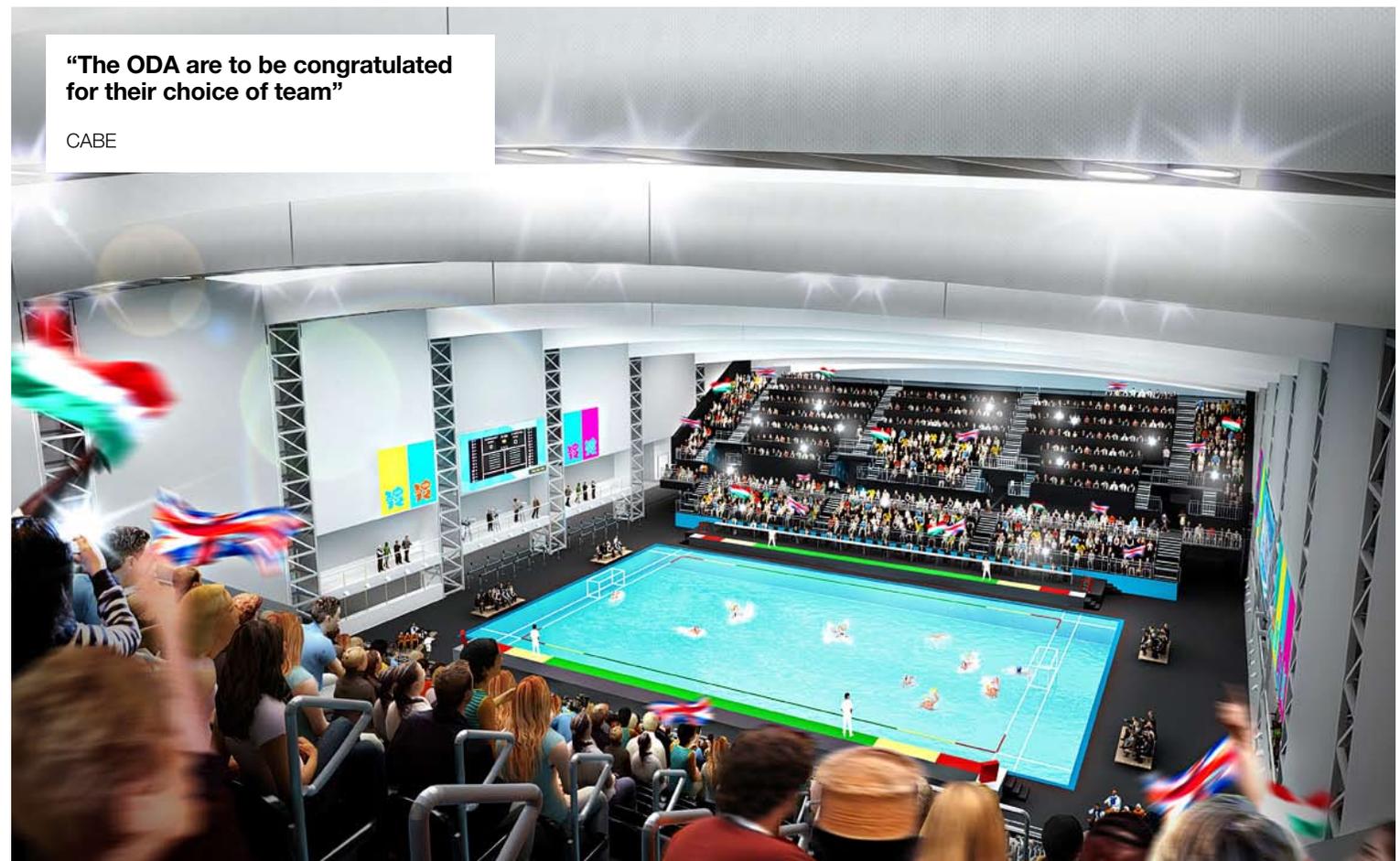
Statistics

A temporary facility which will be deconstructed after the Games

Incorporating two temporary segmental water polo pools

5,000 seat capacity in Games.

Reversion to development site post Games.



ETON MANOR PARALYMPIC TENNIS VENUE

Eton Manor accommodates a complex series of sports requirements to be held at the venue during Olympics, Paralympics and in legacy.

In Olympics mode the venue houses a temporary aquatics training facility comprising 3 Olympic size swimming pools, a water polo training pool and a synchronised swimming pool.

In Paralympics the venue accommodates 13 tennis courts, including a temporary 5000 seat arena around a centre court with adjacent courts of 3000 and 1500 seats and outer courts with capacities of 250.

The central tennis centre remains in legacy and a rapid transformation will convert the site into a regional tennis centre, a national hockey centre with a 3,000 seat arena capable of extension to house hockey world cups with a capacity of 14,000, a mountain bike circuit, 10 five-a-side pitches and a second hockey pitch will be constructed together with over a hectare of allotments.

The project has been delivered in accordance with the key performance criteria “priority themes” of the Olympic Delivery Authority which have set new benchmarks for sustainability, access and inclusion, equality and diversity, security and to the agreed governmental objectives set out in the 2012 “Construction Commitments”.

Information	Statistics
Client: Olympic Delivery Authority	Five temporary segmental swimming pools during Olympics
Construction commencement: June 2010	10,500 seat tennis venue in Paralympics.
Forecast completion: March 2012	Reversion to various sports functions post Games.
Value: £50m	
Role: Project Management Design Management	



SOCHI WINTER OLYMPICS 2014

Following Mace Group's strategic planning role in the selection of London for the 2012 summer Olympic and Paralympic Games, the Russian Olympic Authority commissioned our team to provide a similar deliverability report for presentation to the International Olympic Committee (IOC) as part of the Black Sea resort of Sochi's bid to be appointed Host City for the 22nd winter Olympic and Paralympic Games. The report considered a \$12bn programme of works consisting of 200 individual projects within the coastal and mountain competition regions and the interlinking transport and utilities corridors.

The Russian bid was successful and Sochi was appointed Host City for the 2014 Games.

Mace has subsequently been appointed by State Corporation Olympstroy to provide strategic management and planning advice and to support them in their presentations to the IOC. They have also appointed Mace on a framework agreement for programme management of the build programme in Sochi.

The Sochi 2014 Organising Committee commissioned our assistance in developing the Games Overall Master Plan (GOMP), borders of

competence drawings and roles and responsibilities matrices.

More recently, Mace was jointly appointed by the Sochi 2014 Organising Committee and the State Corporation Olympstroy to develop a Sochi 2014 Engagement Model. This programme included completion of legal regulations which governs interaction between all key stakeholders and culminated in a very successful presentation to the IOC in April 2010.



INFORMATION

Client: Russian Federation
Olympic Bid Committee
Sochi 2014 Organising
Committee
State Corporation Olympstroy

Project completion: ongoing

Value: US\$12bn

Role: Strategic Planning
Programme Management

STATISTICS

Mace Group's successful deliverability report considered 200 connected projects

NATIONAL JUDOKWAI CENTRE

Dartford Borough Council commissioned Mace to replace the Dartford Judo club's existing premises with a brand new £3.5m state of the art facility.

The two-mat Judokwai is the new National Centre of Excellence for the sport and will also be used as an Olympic training facility. As well as providing space for coaching, training and competition events at local, national and international level the Dojo also accommodates between three and four hundred spectators, a gym and a seminar room.

The building has almost no windows and is exceptionally thermally efficient. Glare-free daylighting is provided to the mat area through translucent composite GRP panels. These panels also provide a backdrop externally for projections onto the elevations which advertise forthcoming events.

The project was completed under a two stage design-and-build contract and was opened by Her Royal Highness Princess Anne in March 2006.

Environmental initiatives:

- Low energy building
- All site waste recycled
- Sustainable source materials used

Information

Client:
Dartford Borough Council

Completed: March 2006

Role: Design and Build Contractor

Value: £3.25m



COMMONWEALTH GAMES STADIUM, MANCHESTER

Mace played a pivotal role in the XVII Commonwealth Games – program managing and integrating the work of more than two hundred functional groups involved in every aspect of Games preparation, from construction to catering.

The construction project was named Sportscity and involved not only the construction of a new stadium but also The English Institute of Sport, a warm-up track, an indoor stadium and a National Tennis Centre.

Mace program managers worked closely with each of these groups to develop accurate and detailed baseline programmes, combining them within a master programme that became the focus for project planning throughout the lead-up to the Games.

Mace was also responsible for stakeholder coordination and consultation, liaising with public sector bodies such as the City Council and Greater Manchester Passenger Transport Executive (GMPTE) on issues ranging from transport to ‘dressing’ the city streetscape; with the general public; and with the

many professional and service organisations associated with the event.

Mace’s role was extended to address procurement by the many functional groups and to consolidate purchasing against a capital budget of more than £150million. The Mace team established more than three hundred separate packages, achieving considerable advantage in buying power and rationalising the approach to buying and leasing facilities, products and equipment for the event.

Mace was further engaged to provide operational support to the M2002 team across the 13 main venues used for the games.

Legacy leadership

After the Commonwealth Games, Mace remained involved to project manage the conversion of the stadium into its present form as the home of Manchester City Football Club, which was achieved in less than 12 months.



INFORMATION

Client: Manchester Commonwealth Games

Project completion: 2002

Value: £120m

Role: Project Management
Operational Management

KEY FEATURES

Stakeholder management role

Event management role

Legacy stadium conversion

TUNIS SPORTS CITY



Mace project managed the masterplanning stage of Tunis Sports City in Tunisia, helping to ensure the deliverability of this large scale Dubai-style development project.

Tunis Sports City is a 250 ha development near Tunis, on the banks of Lake North Tunis. This project encompasses a sports zone with stadium, training grounds, football academy, a golf zone with 9-hole golf course and associated villas and condominiums, and an urban zone with a mix of residential, commercial, leisure.

The clients demanded the appointment of an international project management organization with experience in the region and Mace, recognised as a big player in the Middle East construction market, was invited to join the project team utilizing experience previously gained across the region.

In the course of our 6-month involvement, Mace successfully set the wheels in motion with the newly created in-house project team, with the following course of actions:

- Produce an RFP and invite tenders from reputable and experienced masterplan Architects and engineers who would have the capacity to produce the deliverables expected on such a world-class project
- Procure local surveys (topographic and site boundaries, geotechnical, soil report, utility networks) initially on a simple brief to be refined in parallel as the masterplan design progressed
- Establish a map and summary table of all site constraints
- Agree on a masterplan design programme
- Establish draft budget, area by area
- Procure market studies to validate/adapt the type and quality of residential and commercial developments in line with targeted investors
- Hold workshops to review design for each zone and linkage between the zones

The project is now in its construction phase and the first occupations are expected to take place in 2011.

INFORMATION

Client: Sport Cities International

Project completion: 2007

Value: N/A

Role: Masterplanning
Strategic Planning

KEY FEATURES

Complex mixed use development

The project includes sports academies, a 20,000 capacity football stadium, a swimming centre with an olympic swimming pool

SHEIK ZAYED STADIUM, UAE



The Zayed Cricket Stadium project for the Abu Dhabi Cricket Council is a major step in the development of International sport in the Emirate of Abu Dhabi. Mace Group made the perfect project management partner to deliver the stunning and flexible new facility.

Under the patronage of His Excellency Sheikh Nahyan Al Nahyan, Abu Dhabi Cricket Council was granted funds to develop a stadium capable of staging major, televised, international cricketing events.



The project consisted of a 22,000 seat stadium, of which 9,000 seats are covered. This was achieved by the erection of concrete seating area, a grassed terraced area, and a South Stand area with a 140m long crescent roof.

The canopy roof, shaped like the peak of a cricket cap, is supported at the centre by three 45m towers symbolising cricket stumps. The South Stand includes VIP facilities, spectator boxes, press and media rooms, changing rooms, kitchen and restaurant areas and a separate circular clubhouse incorporating a gymnasium, two squash courts and other amenities.

INFORMATION

Client: Abu Dhabi Cricket Council

Project completion: 2002

Value: £18m

Role: Project Management

KEY FEATURES

Quality and flexibility required for this high profile stadium

140m long crescent roof

SKI DUBAI MALL OF THE EMIRATES

Take one desert, add 430 retail outlets, a 400 bed luxury hotel, a 500 bed business hotel and a snow centre using 'real snow' technology. The result is the Mall of the Emirates, a landmark development by Majid Al Futtaim Investments (MAFI), delivered by Mace. The £350m retail and leisure complex is located in the Al Barsha district of Dubai and was a development on a massive scale, 25% larger than Bluewater, Britain's largest shopping mall.

With its 2.7m square foot and 400m indoor ski slope, the complex was expected to attract 32 million visitors in the first year alone.

The completed mall contains three distinct districts offering leisure, fashion and convenience shopping over a total length of two kilometres.

Supporting infrastructure includes a 6,000 space multi-storey car park and connections to the adjacent motorway network with purpose built on/off ramps.

The project's critical success factors were established early in the design process. They centred on providing the widest possible choice of retail, entertainment and leisure facilities.

The indoor real snow ski facilities were the first of their kind in the Middle East and a major technical challenge given both the climate and busy urban site.

INFORMATION

Client: Majid Al Futtaim Investments

Project completion: 2006

Value: £360m

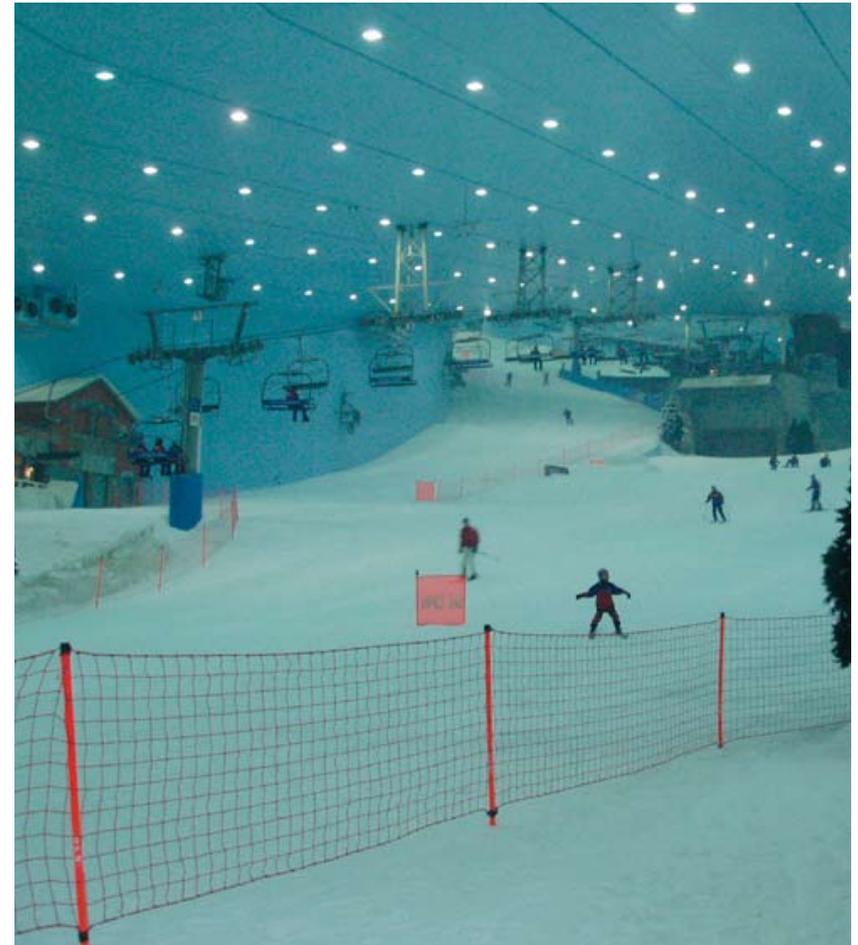
Role: Project Management

KEY FEATURES

Complex mixed use development

Includes two hotels, retail, and Ski Dubai, an indoor ski slope using real snow.

Winner of a number of international awards



Company snapshot

Mace Group is one of the world's best project management and construction companies. We have a reputation for finding the right solutions to complex property and real estate challenges. Mace employs the best people and empowers them to deliver the best projects safely and efficiently, whilst defining industry best practice.

Mace Group is currently delivering some of the most challenging management and construction projects around the world. In every role, from programme manager and consultant to contractor and facilities manager and in every sector, from schools and airports to offices and railways, our dynamic teams are creating innovative solutions, every day of the year.

Services:

Construction Delivery
Project & Programme Management
Facilities Management

A-Z of services:

Architectural Services / Asset Management / Business School / CDM Consultancy / Community Regeneration / Contracting / Cost Consultancy / Design Management / Development Management / Due Dilligence / ESH / Fit Out / ICT / Information Management / Logisitics Management / M+E / Planning / Preconstruction / Recruitment / Risk Management / Social Inclusion / Sustainability / Sustainable Procurement / Training & Development

Sectors:

Arts & Culture / Commercial Offices / Education / Health & Social Care / Hotels and Leisure / Infrastructure / Regeneration / Residential / Retail / Public Estates / Transport

Mace in numbers:

2,800 people

152 awards

50+ countries

21 services

17 sectors

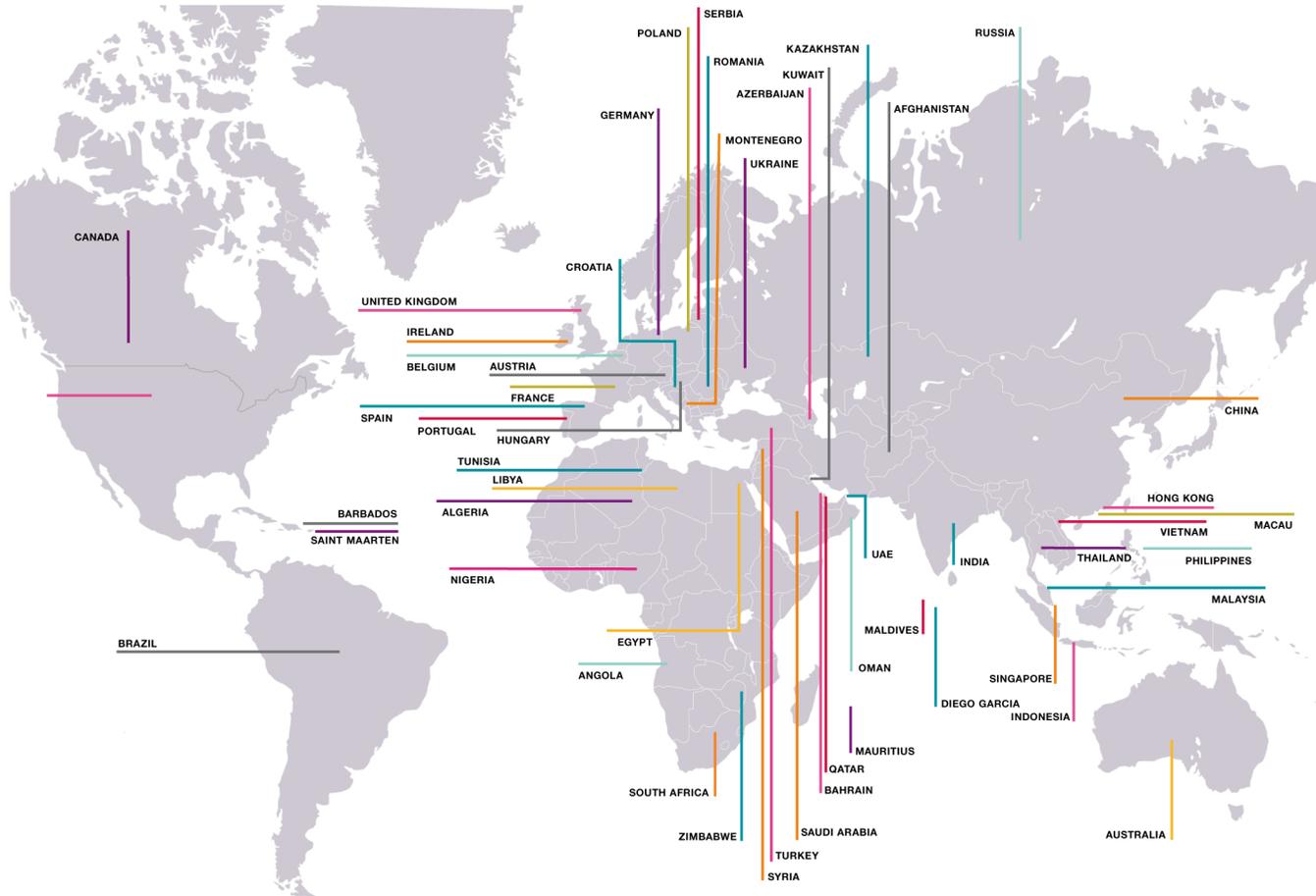
1 simple vision...

To be the best at what we do



Global reach

Mace Group currently operates in over 50 countries:



Contact

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