

# Diversification And Dedication

Continually owned and operated by the Hill family since 1903, Harvard Developments Inc. offers a range of real estate services dedicated to creating value for assets. The company has adapted and diversified over the years, but its commitment to core family values has remained intact.

Range Of Real Estate Operations Has Led To More Than A Century Of Success

"One of the key competitive strengths is our personnel," says Steve Enns, Vice President and General Manager of Harvard Property Management. "We take great care to share those company values of honesty, trust, integrity and respect, and also seek the kind of people who are willing to learn. I have found that knowledge by itself provides little value; however, with the correct application of knowledge, our achievements are endless. We encourage our personnel to continue to learn while offering a workplace environment where accountability and sound judgment are rewarded."

Harvard Developments operates in residential, commercial, office, retail, industrial and investment markets, and has established an impressive track record of success.

"Our organizational ability allows us to put sometimes quite difficult deals together," Enns says. "We are also very results driven. Being a smaller organization, we can act quickly and act firmly when things need to be done. Another strength is our track record. People look at what we've done over the years and say, 'This Company can deliver.'"

# Harvard Developments Inc.

VICE PRESIDENT AND GENERAL MANAGER OF HARVARD PROPERTY MANAGEMENT Steve Fnns LOCATION Regina, Saskatchewan







#### PATH TO DIVERSIFICATION

The company got its start in residential land development. It does not build residential buildings, but instead purchases land near urban centers and arranges the engineering and development of the lots to sell to builders. In 1912, it built the first high-rise office structure for its own head office in Regina, Saskatchewan, the tallest structure west of Winnipeg at the time. Understanding the importance of diversification, Harvard Developments re-focused on the commercial office development market in the 1980s.

"It was over a period of the next 20 years or so

that we focused heavily on office developments. We have some of the top AAA addresses in the city of Regina, so that was our primary focus at the time. We just finished building Mosaic Tower, named for the lead tenant in the building. That is Regina's newest AAA address, and it was opened in 2012. We just awarded contracts to start a new \$50 million building of a new office tower directly adjacent to Mosaic Tower, which will start in November."

In the 1990s, office development slowed in Canada, and Harvard Developments branched out into retail. This side of the business is still strong today, and the company now has four large-format retail properties under development, with another four scheduled to break ground in the next few years.

"We have nine active retail developments in eight different communities presently, all the way from Edmonton in northern Alberta to Calgary and throughout Saskatchewan," Enns says. "We are actually looking to the east and hoping to secure a piece in Manitoba, as well."

By the end of 2013, Harvard Developments will have added 2.5 million square feet to its portfolio in the past decade. The new efforts include Preston Crossing in Saskatoon, Currents of Windermere in Edmonton, Grasslands in Regina, Eau Claire Market in Calgary and York Station in Yorkton.

"A few of those developments are large, lifestyle centers where we have a large-box format surrounding an urban lifestyle center, with the potential to also add some residential into those areas," Enns says.

Harvard Developments also has properties in the United States, with the U.S. branch located in Scottsdale, Arizona.

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"Our focus is primarily in the Midwestern states and the southwestern states, including Arizona and Texas," Enns says. "We focus on planned, residential communities with a number of them surrounding golf courses. That has been our primary focus for many years in the U.S. We have recently shifted in Texas, as there have been opportunities created with the economy in the U.S., where we are also considering industrial and office development."

#### PROPERTY MANAGEMENT DIVISION

In the mid-1980s, the company started Harvard Property Management, which exclusively oversees commercial, office and retail properties. Today, the property management division has offices in Regina, Calgary and Edmonton, and oversees a portfolio of approximately 5.7 million square feet valued at more than \$1.2 billion.

"The majority of that portfolio, about 60 percent, is in Saskatchewan," Enns says. "Of the entire portfolio, Harvard owns about 65 percent. We do a lot of development with partners, and we have many joint ventures within our portfolio. We also manage for third-party individuals who are like-minded investors as we are. Our President & CEO Paul J. Hill said on the occasion

of our company's centennial celebration, 'We don't measure our performance on the quarterly statement; we measure our performance on the quarter century.' We are in this business for the long term, and that is reflected in the fact that we've been in real estate continuously for nearly 115 years."

Harvard Property Management's portfolio has an occupancy rate of about 96.5 percent and receives more than \$130 million in annual revenues generated from commercial rentals and residential land sales. The company handles all aspects of commercial management, including accounting, marketing, administration, management, operations, repairs and maintenance. The company has long embraced the green building revolution and began its first energy management program back in 1989.

In addition, Harvard Property Management has gained enough experience in the industry to identify key priorities.

"On the property management side, I always like to say that real estate is not about the bricks and mortar, but [rather] it's about the people," Enns says. "We build commercial properties for a specific use by our customers,

#### MARQUARDT MECHANICAL

Since being founded in 1982, Marquardt Mechanical has grown to expand its operations across Saskatchewan and British Columbia by supplying and installing mechanical systems that exceed expectations. We are proud to have partnered with Harvard Developments over the years. We are grateful for their professionalism and extend our sincere wishes for their continued success.

#### JC KENYON ENGINEERING

JC Kenyon Engineering has been part of the Harvard Developments team since our inception in 1995. We have participated in many exciting developments with Harvard throughout that time including office, retail and residential developments as well as maintenance, upgrades and redevelopment of buildings. We have been honored to work with Harvard's first class group of development and building operations personnel. JCK provides consulting services and structural engineering design to major architectural firms, corporations, developers and contractors throughout Saskatchewan and beyond.



# Building lasting relationships

Deloitte is proud to serve and support Harvard Developments Inc. & Harvard Property Management Inc.

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### WE HAVE MANY DIFFERENT DIVISIONS.

and I think one of the reasons for us being around and successful for as long as we have is the fact that our organization is diversified."

-Steve Enns





and in property management, the focus we have is looking after those customers. In our Class A to AAA portfolio, our customers demand that type of attention."

#### WITHSTANDING CHANGE

Harvard Development's long and successful history has taught the company that adapting and changing are essential. The company also focuses on the core goal of achieving the highest customer satisfaction possible.

"We have many different divisions, and I think one of the reasons for us being around and successful for as long as we have is the fact that our organization is diversified," Enns says. "Real estate is just one aspect of some of the things that we do. From a real estate property management perspective, the aspiration I have and the team here has is to provide the best for an exceptional customer experience. Without being

able to lease these spaces to our customers, we cannot meet any of our investment objectives."

Looking ahead, Harvard Developments plans to follow up its busy 2013 with more growth, as the company recognizes opportunities available throughout Canada—specifically the western

"Our head office is situated in the one province of Canada that is probably the envy of the nation, if not a good part of the world right now," Enns says. "We've had excellent growth over the last five to seven years. Our economy is very strong. Within that context, my aspiration is trying to keep it all together. We have challenges of labor shortage, we have challenges of rising costs and we have challenges of demands that exceed supply. We are aspiring to ride that wave and keep the organization growing during the great opportunity presented to us right now."

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Shown: Hill Towers I & II Regina, Saskatchewan Completed in 1993



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