



BRIEFING BINDER

The Honourable Joël Lightbound

Minister of Government Transformation, Public Works and Procurement



Canada Lands Company
Société immobilière du Canada

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1 – Introduction

Introduction to Canada Lands Company Limited (CLCL)

Canada Lands Company Limited (CLCL) was incorporated under the Companies Act on March 7, 1956, and continued under Articles of Continuance dated September 19, 1977, under the *Canada Business Corporations Act* (CBCA). It was reactivated in 1995 under its current model. CLCL is listed in Schedule III, Part 1 of the *Financial Administration Act*, and has the following three subsidiaries:

- Canada Lands Company (CLC) is a non-agent Crown corporation which manages the Company's real estate interests as well as Canada's National Tower in Toronto, Ontario (the "CN Tower");
- Parc Downsview Park Inc. (PDP) is an agent Crown corporation which manages a property known as "Downsview Park". Downsview Park and the adjacent Downsview Lands is a 211 hectare/523-acre site located in Toronto, Ontario, which is a former Canadian Forces Base that was declared surplus to government needs in 1996. The site includes development lands and an urban park that over time will become a new and innovative mixed-use community. PDP was incorporated on July 17, 1998, under the CBCA;
- Old Port of Montreal Corporation Inc. (OPMC) is an agent Crown corporation that manages the Old Port of Montréal's territory (the "Old Port"), operates the Montréal Science Centre (the "Science Centre") and administers, manages, and maintains the Old Port property as an urban recreational, tourism and cultural site.

CLCL, CLC, PDP and OPMC are hereinafter collectively referred to as "CLCL"

CLCL operates in two separate but related business sectors to produce the optimal return on its work for the benefit of all Canadians and its shareholder, the Government of Canada.

Real Estate Division

Following the purchase of a development property from the Government of Canada, Canada Lands applies its expertise to identify the optimal repurposing for the property and will develop and sell or lease the property. For properties being redeveloped, CLC engages with the community and civic officials to collaborate on the new plan for the property. CLC then makes applications for planning approvals from the municipality. Typically, parks, roads and services are planned and installed, and the land is transferred to builders according to the approved plan, or it is held for long-term purposes. The Company seeks to expand the scope of its acquisitions and real estate portfolio to accelerate housing while continuing to meet local community needs and delivering lasting benefits to Canadians.

Attractions Division

The Company has an established track record of consistent financial success managing and operating some of Canada's most iconic and historically significant landmarks: Canada's National Tower and Downsview Park in Toronto, and the Montréal Science Centre and the Old Port of Montréal. The Company has particularly excelled in developing innovative programs, enhancements

and initiatives, which incorporate sustainability and accessibility enhancements, to attract millions of visitors and guests, both locally and internationally as well as years of experience enabling educational, inclusive and quintessentially Canadian experiences. Since 2015, close to \$450 million has been invested by Canada Lands Company across the Attractions Division, which welcomes approximately 10 million visitors and guests per year.

Housing Crisis

Canada is experiencing a historic housing crisis, and CLC is well suited to help address it.

Since 2016, CLC has enabled more than 15,000 homes including more than 3,000 affordable housing units. In 2024, we set out to enable at least 49,000 homes by 2031 using lands within our current portfolio. We look forward to boosting these numbers as several of our major projects move into next stages, and as CLC's portfolio of land grows. In the past year alone, CLC helped enable more than 4,100 new housing units—35% of which were affordable—representing a significant increase compared to previous years.

CLC is uniquely positioned to support or be the new Build Canada Homes (BCH) entity by:

- developing surplus and underutilized federal lands;
- strengthening partnerships with builders to construct housing;
- leveraging its relationships with municipalities (including Canada's largest);
- accessing funding and financing programs;
- offering strategic advisory services to support the program and deliver long-term affordable housing.

What sets CLC apart is its ability to operate with the agility and discipline of a private-sector developer, while delivering on government priorities. The Company assumes economic and reputational risk in development projects, streamlines the development process by working directly with municipalities and builders and acts as an economic driver in local communities while returning a dividend to the federal government. Its national team of professionals brings private-sector expertise to support a wide range of housing objectives, including supporting partnerships to enable affordable housing.

CLC's impact is further amplified through strong and enduring partnerships with Indigenous communities. The company currently maintains six agreements with 13 First Nations partners in five cities, many of which have been in place for over a decade, reinforcing its commitment to economic reconciliation and shared prosperity.



1.1 – Mission, Vision, Values

Mission

Ensure the innovative and commercially sound redevelopment and reintegration of surplus Government of Canada properties into local communities while developing, retaining, and managing certain real estate assets and uniquely Canadian attractions.

Vision

Be the Government of Canada's principal real property agency responsible for reintegrating surplus properties while being dedicated to developing great Canadian communities and acting as a premier owner and manager of select uniquely Canadian attractions.

Values

Canada Lands' values are the foundation of the Company and its work in communities: Financial Resilience, Environmental Sustainability and Social Impact.

The Company's strategic priorities flow from and amplify Canada Lands' values:

Real Estate: Transform surplus and underutilized federal properties

- accelerate housing (i.e. the development and offering of lands for housing) and support affordable housing;
- seek to engage actively with the Government of Canada to streamline and accelerate the process and scope of acquisitions;
- raise the bar in environmental, social, and other Canadian community and global objectives;
- seek to include greater employment generators with its work and within its communities.

Attractions: Create unique Canadian experiences

- with its capacity, know-how, and experience, the Company is well-positioned to develop more deeply the Canadian experience at its attractions: iconic, unique, inspiring, and quintessentially Canadian;
- appropriately promote itself as an option for other current and potential attractions.

Be a workplace of choice

- seek to address equity, diversity, inclusion, accessibility, and environmental sensitivity through its social impact policies and practices;
- embrace and embed a social, environmental, and financial responsibility culture as key elements of its business practices.

1.2 – Mandate

CLCL's permitted activities, as contained in its Articles of Continuance, are broad and include the ability to "acquire, purchase, lease, hold, improve, manage, exchange, sell, turn to account or otherwise deal in or dispose of real or personal property or any interest therein."¹ As CLCL holds no assets (other than shares in its subsidiaries), it fulfills its mandate and operates its real estate and attraction activities through its CLC, OPMC and PDP subsidiaries.

The mandate of CLCL, as approved by the government in 1995 and renewed in 2001, is "to ensure the commercially oriented, orderly disposition of surplus real properties with best value to the Canadian taxpayer and the holding of certain properties." In addition to financial considerations, CLCL's mandate stipulates that other strategic considerations of the government be taken into account as required. This includes "the views of affected communities and other levels of government, and heritage and environmental issues."

Through its commercially oriented non-agent CLC subsidiary, CLCL ensures the orderly disposition of surplus strategic properties, maintains ownership or management of certain properties and pursues the realization of both financial and community objectives. CLC's role in the disposal of surplus properties is further defined by the Treasury Board's Directive on the Sale or Transfer of Surplus Real Property, which permits custodians to sell to CLC specific surplus federal real properties or portfolios identified as strategic. Strategic surplus real properties are properties or portfolios of properties with the potential for significantly enhanced value, or those that are highly sensitive, or that have a combination of these factors.

Because of the complexity associated with some of these properties, they may require innovative approaches to be moved into the market. As such, CLC follows transparent processes while being sensitive to local real estate market conditions. CLC undertakes its work with broad market exposure and competitive bidding. It also remains committed to environmental sustainability in its projects and respects heritage considerations. The Company recognizes that the best value for the government includes a commitment to optimize both community and financial value, enhancing the quality of life in the communities in which CLC operates. The Company works regularly with federal, provincial, municipal and local community stakeholders.

Where there is a requirement to meet the interests of Indigenous communities in the disposal of federal properties, the government often looks to Canada Lands to work with Indigenous communities toward business arrangements that address mutual interests. One example was the successful execution of joint venture agreements with the Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation in British Columbia. The agreements provided the Nations with a beneficial interest in three former Government of Canada properties CLC acquired in 2014.

¹ Canada Business Corporations Act, September 22, 1995, Articles of Continuance – (Section 179).



Budget 2024

Budget 2024 granted Canada Lands new authorities to accelerate housing development and deliver on the government's ambitious housing goals. These new flexibilities include:

- **Transact with the federal government at below-market or book or nominal value:** CLCL can acquire properties at a lower cost, enabling more affordable housing development without affecting the financial balance sheet of the federal government and custodian departments.
- **Enable housing development on underutilized properties in active use that CLCL does not own:** This flexibility allows CLCL to develop housing on properties that are currently in use for government programs but are underutilized.
- **Acquire and redevelop surplus or underutilized active properties owned by Crown corporations without requiring an Order in Council:** This authority streamlines the process for CLCL to more readily acquire and develop Crown corporation properties, should they wish to sell to CLCL, without needing additional authorities.
- **Lease land for housing purposes, including temporary housing:** This authority supports the development of various housing types and tenures, including temporary housing.
- **Reinvest forecasted dividends into CLC real estate projects to support the government's social outcomes for housing:** This authority allows CLCL to use its dividends to further support affordable housing, greening, and accessibility objectives.

CLCL is waiting for confirmation of these new authorities and flexibilities to accelerate redevelopment of federal properties and facilitate collaboration with custodians and Crown corporations to redevelop their surplus and underutilized properties.



2 – Requirements between CLCL and the Government

CLCL requires the support, recommendation and/or approval of its Minister as the shareholder's representative to conduct its business and carry on the responsibilities of the corporation. These are outlined in the Financial Administration Act. The Minister's role varies depending on the nature of the requirement, and some examples are as follows:

Corporate plan

The Minister recommends a corporate plan prepared by the Company to Treasury Board for approval.

Annual report

The Minister tables Canada Lands' annual report before the House.

Board of Directors, Chair of the Board and President and CEO

The Minister makes recommendations for appointment by the Governor in Council.

CEO Performance Agreement and Assessment

The Minister (i) considers for approval the performance agreement of the President and CEO; (ii) considers whether they agree with the Board of Directors' performance rating of the President and CEO; and (iii) advises the Governor in Council whether they agree with the proposed performance rating.

Issuing Directives to the Company

Should the shareholder determine that it is in the public interest to issue a specific directive to the corporation, the *Financial Administration Act* provides the process by which to do so. The process includes the Minister formally consulting the Board of Directors of the Company with respect to the content and effect of the contemplated directive, and then having the Minister lay the directive before the House once it has been approved by the Governor in Council.

Other forms of input and support:

- Tables the *Access to Information Act* and *Privacy Act* Annual Reports before the House.
- Executes annual shareholder resolutions for CLCL.
- Assists the Company in obtaining its borrowing authorities from the Minister of Finance.
- Provides annual letter of expectations and, at times, expectations on key files.

3 – Reporting Structure



3.1 – Board of Directors

CLCL, CLC, OPMC and PDP have Boards of Directors that hold regularly scheduled meetings. The membership for each Board is the same except for the President and CEO of CLCL, who sits on the Board of CLC, PDP and OPMC but not of CLCL. The Directors of the parent company and subsidiary Boards are independent of the business (except for the President and CEO). The Board's committees are composed of no less than three Directors, who are neither officers, nor employees of the corporation or any of its affiliates (except for the President and CEO where applicable). Currently, all Directors are members of all the Board committees (except for President and CEO who is a member of the committees of the subsidiary committees, except the audit and risk committees).

CLCL's Directors are Governor in Council (GIC) appointees. The Chair of the Board and the President and CEO are also appointed by Governor in Council. CLCL's current Board of Directors and President and CEO are set out below:

Canada Lands Company Limited - GIC Appointees

Name	Role	OIC Date	Term	Expiry Date	Home Province
Kaye Melliship	Chair	06/06/18 (as director)	4 years	06/10/26	British Columbia
		29/04/22 (reappointed)	2 years (reappointment)		
		07/10/22 (appointed as Chair)	4 years (as Chair)		
Tareq Al-Zabet	Director	25/11/22	4 years	24/11/26	Ontario
Victoria Bradbury	Director	22/06/18	2 years	20/06/25	Alberta
		21/06/21 (reappointed)	2 years (reappointment)		
		31/05/23 (reappointed)	2 years (reappointment effective 21/06/23)		
Guy Harvey	Director	27/01/23	4 years	26/01/27	Quebec
Brenda Knights	Director	04/11/22	4 years	03/11/26	British Columbia
Margaret MacDonald	Director	19/06/19	4 years	18/06/26	Nova Scotia
		31/05/23 (reappointed)			


			3 years (reappointment effective 19/06/23)		
Vacant					

Canada Lands Company Limited – President and CEO

Name	Role	OIC Date	Term	Expiry Date	Home Province
Stéphan Déry	President & CEO	22/03/23	4 years (effective 12/04/23)	11/04/27	Quebec

Board of Directors' Bios

NOTE: All CLCL Board members also sit on the boards of CLC, PDP and OPMC.

<p>KAYE MELLISHIP, CHAIR (Term: 06/10/26)</p> <p>Kaye has over 35 years of experience in social policy, land use, and real estate development, holding executive roles in the private, public, and non-profit sectors, including BC Housing and Greater Victoria Housing Society. She has chaired boards like Ready to Rent BC and BC Housing Management Commission and currently serves on the Tofino Housing Corporation Board. In 2019, Kaye received the Denise LeBlond Lifetime Achievement Award for advancing affordable housing in British Columbia.</p>	
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DR. TAREQ AL-ZABET (Term: 24/11/26)

Dr. Tareq Al-Zabet has over 30 years of global and Canadian experience in executive management, strategic planning, health, safety, infrastructure, and environmental protection. He held senior positions in Ontario, Saskatchewan, and Alberta's public sectors and specializes in transformation and results-driven leadership. A former Deputy Minister, he is also a sessional lecturer and keynote speaker, with expertise in compliance and enforcement across various sectors, including construction, information technology, and land management.



VICTORIA BRADBURY (Term: 20/06/25)

Victoria Bradbury is a Fellow Chartered Accountant, CPA, Certified Management Consultant, and member of the Institute of Corporate Directors with over 25 years of international and Canadian experience, including roles at PwC. Bilingual and globally experienced, she has lived in Europe and across Canada, developing expertise in financial reporting, audits, risk assessment, and management strategies. As CFO, DFO, and Controller, Victoria has led diverse financial functions across industries, ensuring organizational effectiveness and innovation.



GUY HARVEY (Term: 26/01/27)

Guy Harvey has nearly 40 years of real estate experience, including 36 in the federal government. He specializes in real estate operations, program implementation, portfolio management, and heritage conservation. He has held senior director positions and earned recognition for his leadership and dedication, receiving awards from Deputy Ministers for his contributions to achieving government objectives. His involvement in heritage projects has further strengthened his expertise in heritage conservation and portfolio management.




BRENDA KNIGHTS (Term: 03/11/26)

Brenda Knights is CEO of Vancouver Native Housing Society and advocates for Indigenous social housing in Canada. She has held leadership roles with Kwantlen First Nation, Coast Mountain Bus Company, and serves on boards like the Canadian Council for Aboriginal Business and Metro Vancouver Zero Emissions Innovation Center. Guided by Kwantlen's seven traditional laws, Brenda is descended from Grand Chief Wattlekanium, who met the Simon Fraser expedition, and her daughter represents the seventh generation since his time.

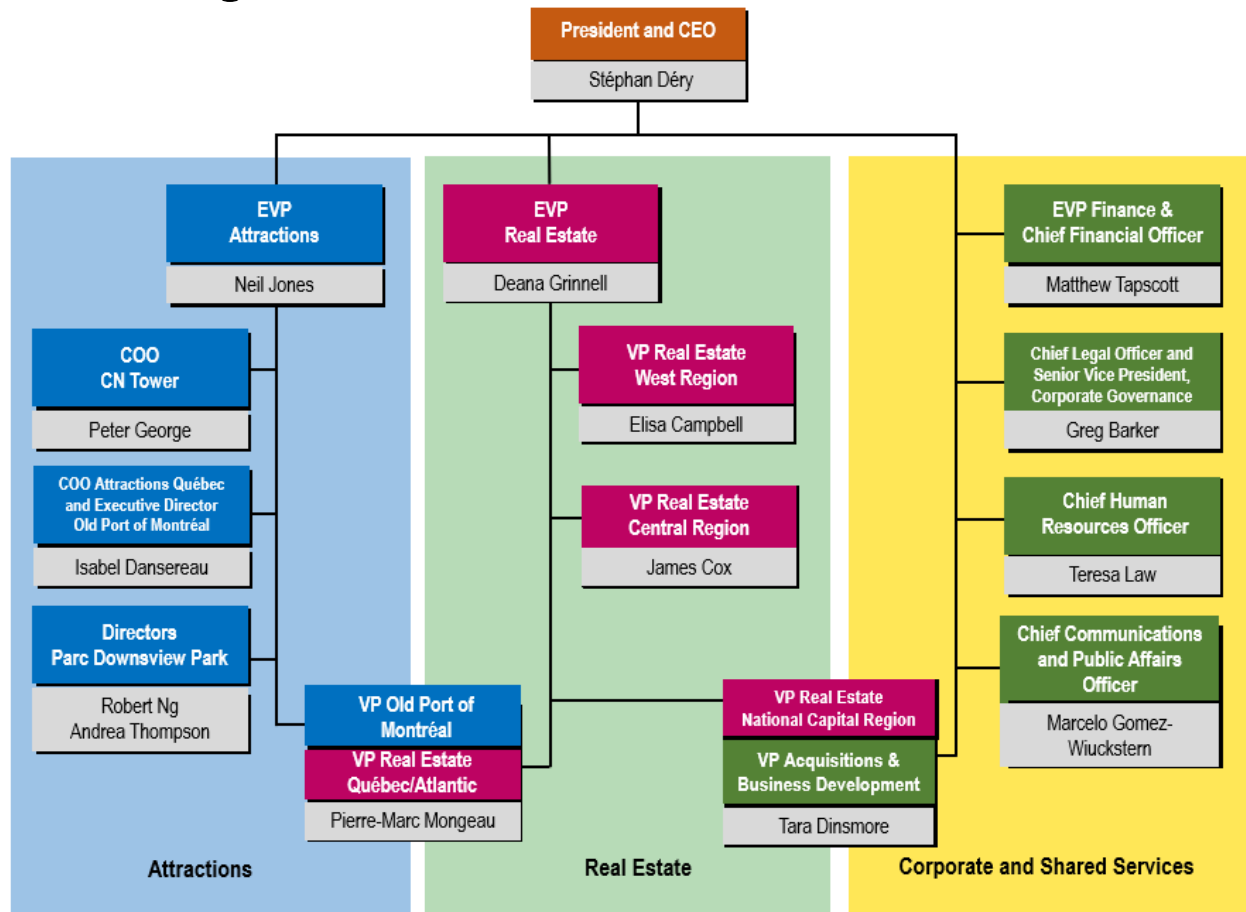




<p>MARGARET MACDONALD (Term: 18/06/26)</p> <p>Margaret MacDonald, former deputy minister of Nova Scotia, held roles in Finance and Treasury Board, Labour and Workforce Development, Immigration, and Intergovernmental Affairs. She served as financial counsel and legal advisor on Crown land and resource management. Margaret contributed to public sector initiatives, including accounting standards and audit engagements, bringing extensive leadership and legal expertise.</p>	
<p>VACANCY</p>	



3.2 – Management Structure



3.3 – Executive Committee

The Company's Executive Team is made up of the following employees:

Name	Title	Office Location
Stéphan Déry	President and Chief Executive Officer	Toronto
Greg Barker	Chief Legal Officer and Senior Vice President, Corporate Governance	Toronto
Tara Dinsmore	VP, Acquisitions & Business Development	Ottawa
Marcelo Gomez-Wiuckstern	Chief Communications and Public Affairs Officer	Montréal
Deana Grinnell	Executive Vice President, Real Estate	Vancouver
Neil Jones	Executive Vice President, Attractions	Toronto
Teresa Law	Chief Human Resources Officer	Toronto
Matthew Tapscott	Executive Vice President, Finance and Chief Financial Officer	Toronto

Executive Team Bios

STÉPHAN DÉRY

Stéphan Déry, President and CEO of Canada Lands Company, oversees major real estate developments and iconic attractions management like the CN Tower and Montreal Science Centre. Previously, he served as Assistant Deputy Minister of Real Property Services at Public Services and Procurement Canada, managing services for federal departments. A seasoned professional with over 30 years in public service, Stéphan is a chartered professional accountant and holds a master's degree in public administration.



GREG BARKER

Greg Barker is Chief Legal Officer and Senior Vice President, Corporate Governance for Canada Lands Company. He advises the company's Board and senior management team on corporate governance matters and is responsible for legal and regulatory affairs. He previously practiced corporate and commercial real estate law at two national law firms. He holds a Bachelor of Commerce (Hons) degree from Queen's University and a Law degree from the University of Toronto.





TARA DINSMORE

Tara Dinsmore is Vice President, Acquisitions & Business Development. Tara leads Canada Lands' acquisition of surplus federal sites across the country as well as business development activities with the federal government. Tara has been with the Company for 25 years. Tara is also CLC's lead on building relationships with Indigenous groups. Tara holds leadership roles with the Real Property Institute of Canada and the National Executive Forum on Public Property.



MARCELO GOMEZ-WIUCKSTERN

Marcelo Gomez-Wiuckstern is Chief Communications and Public Affairs Officer. He brings more than 25 years of experience in corporate communications, reputation management, public affairs and marketing across both the private and public sectors. In his current role, Marcelo is responsible for leading the Company's communications strategies, managing its reputation and serving as the primary liaison with the federal government at the national level. He holds a Bachelor's degree in Business Administration from HEC Montréal, a Master's degree in Corporate Communications from UQAM, and holds a Leadership Program certification from Harvard Business School.



DEANA GRINNELL

Deana Grinnell is Executive Vice President, Real Estate, responsible for leading the successful management of the portfolio of real estate and development properties across the country and has a key role in advancing housing solutions and fostering CLC's partnerships with Indigenous Nations. Deana draws from her background in award-winning real estate development, advancing sustainability, and public sector policy and planning. Deana is a Registered Professional Planner and completed her Masters in Community and Regional Planning at UBC.



NEIL JONES

Neil Jones is Executive Vice President, Attractions. He has over 25 years of experience working with the CN Tower in a myriad of roles, including VP and Chief Operating Officer, Director Operations and Food and Beverage Director. Neil has over 30 years' experience in the hospitality business and has worked for various hotel groups in locations such as Canada, Bermuda, England and Scotland.



TERESA LAW

Teresa Law is Chief Human Resources Officer of Canada Lands Company. Teresa has been employed by Canada Lands Company since January 2007; holding a variety of progressive Human Resources positions throughout her career. She is a Certified Human Resources Leader (CHRL) and graduated with honours from Durham College Human Resources Graduate Certificate Program in 2006. She also holds a Law & Security Administration Diploma from Georgian College.



MATTHEW TAPSCOTT

Matthew Tapscott is the Executive Vice President, Finance and Chief Financial Officer for Canada Lands Company. He is accountable for the financial reporting and planning, treasury, risk management and information technology functions of the company. He is a CPA, CA, and alongside his experience in the real estate/new home builder industry, he has worked in the audit and assurance practice at a Big 4 firm.



3.4 – Human Resources Overview

All employees (full-time, part-time, seasonal, temporary, union and non-union) are included in the numbers outlined below:

As at March 31, 2025, number of employees			
Real Estate, Corporate & PDP	CN Tower	OPMC	All Employees
144	568	266	978

As at March 31, 2025, number of employees		
	Unionized employees	Non-unionized employees
Real Estate, Corporate & PDP	0	144
CN Tower	255	313
OPMC	193	73
Total	448	530

As at March 31, 2025, number of employees by province						
	BC	AB	ON	QC	NS	MB
Real Estate, Corporate & PDP	5	18	101	14	4	2
CNT			568			
OPMC				266		
Total	5	18	669	280	4	2

**Please note that these figures represent all employees at a point in time, and not a rolling average of FTE for the 12-month period ending March 31, 2025.*

4 – Financial Overview

The table below provides a snapshot of the Company's financial results from operations and its investment over the past year and three years, the latest forecast for the fiscal year recently ended on March 31, 2025, along with the five-year budget included in the Company's latest approved corporate plan.

Financial Performance

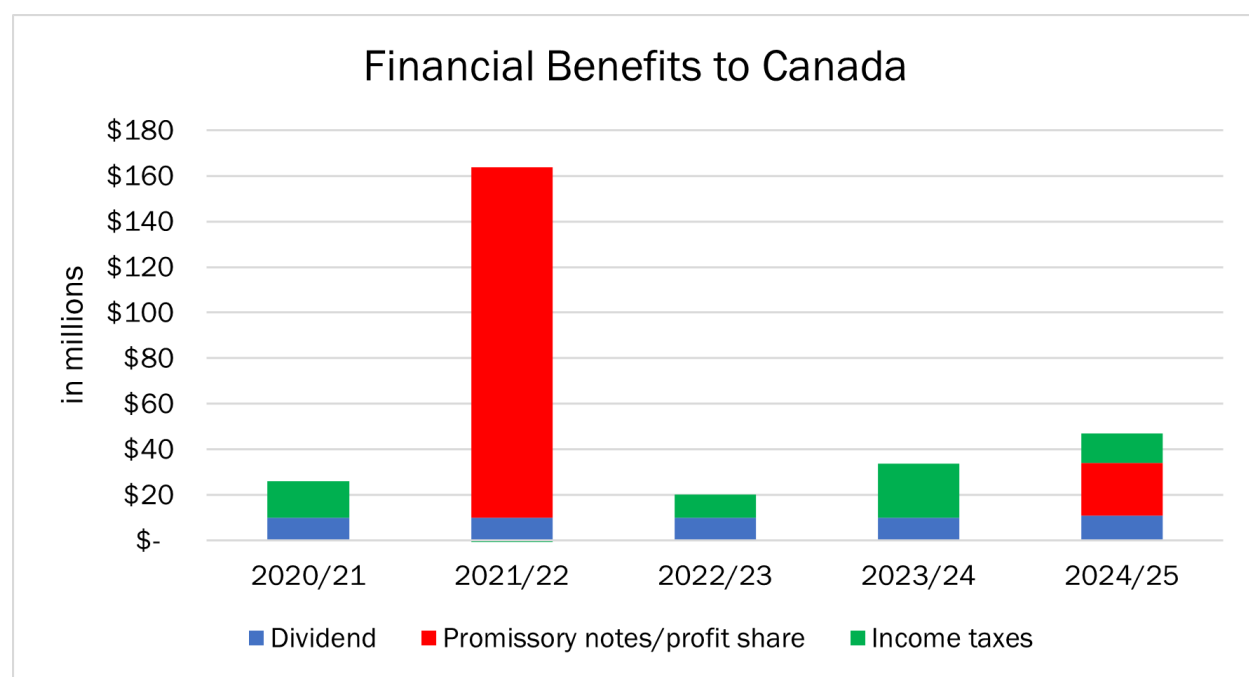
(\$millions, except profit margin)	Year ended March 31, 2025	Three years ended March 31, 2025	Five years ending March 31, 2029
	Actual	Actual	Budget ²
Total revenue	362.4	844.8	2,512.6
Total operating profit ³	186.0	352.9	1,141.8
Total operating profit margin	51.3%	41.8%	45.4%
Total net income before tax	130.5	195.8	801.9
Acquisitions	25.3	52.4	102.2
Investments	102.2	271.2	874.4
Cash provided by operating activities	151.3	174.3	802.2
Total taxes paid	13.0	46.8	222.7
Dividends to the Shareholder	11.0	31.0	400.0
Upfront, profit-sharing and note payments to the Shareholder	22.9	22.9	212.0

² Amounts contained in the approved 2024/25 to 2028/29 Corporate Plan, as amended

³ Operating profit = total net income before income taxes, interest and other expenses, impairment, pre-acquisition costs and write-offs and general and administrative costs.

Investment in Real Estate and Attractions

(\$millions)	Year ended March 31, 2025	Three years ended March 31, 2025	Five years ending March 31, 2029
	Actual	Actual	Budget
Real Estate inventory ⁴	74.8	192.9	679.4
Property, plant and equipment ⁵	23.5	69.7	156.0
Investment properties ⁶	3.8	8.6	39.0
Total	102.1	271.2	874.4



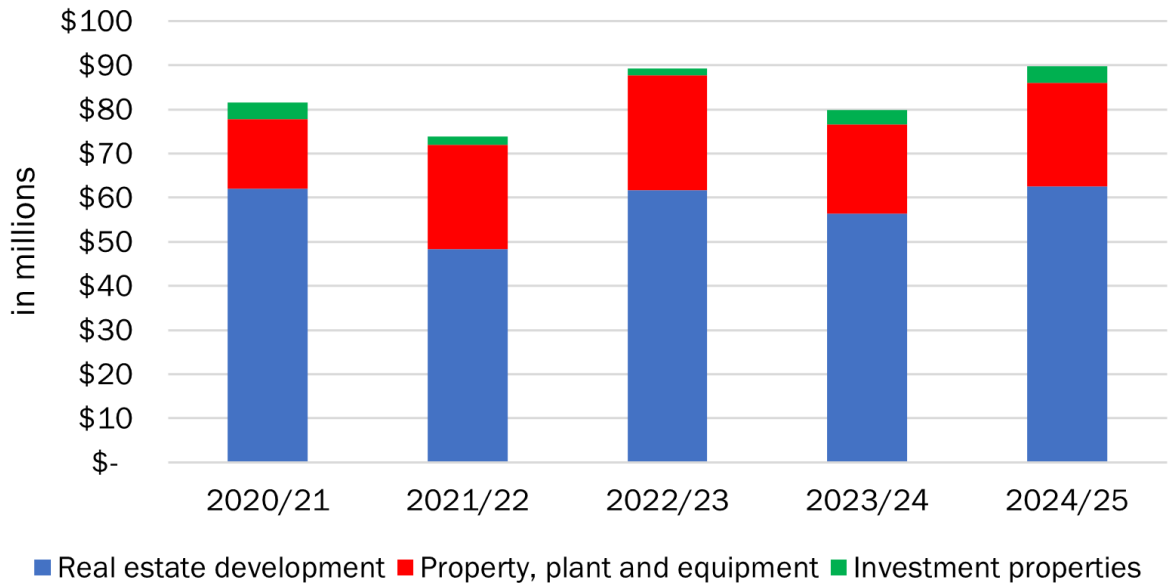
⁴ Investment in real estate development, which includes construction and consultant contracts, municipal taxes and PILT payments.

⁵ Investments in property, plant and equipment assets such as the CN Tower, the Downsview Park, the Montréal Science Centre, and the Old Port quays maintain and enhance the assets.

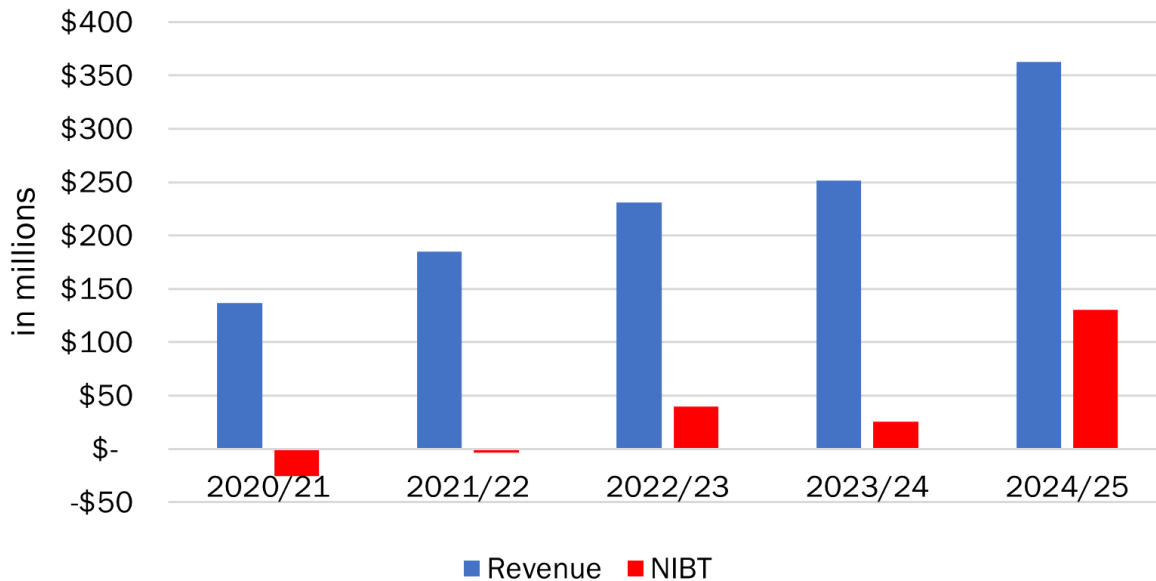
⁶ Investment properties such as certain properties at Downsview Park and the area around the CN Tower do not have probable development opportunities but rather are held to generate rental profits.



Capital Investment



Revenue and NIBT



5 – Risk Management Overview

The Company uses a practical approach to the management of risk. The objective of the Company's risk management approach is not necessarily to eliminate risk but rather to identify, quantify, monitor and mitigate risk to optimize the balance between risk and the best possible benefit to the Company, its shareholder and its local communities.

The Company's enterprise risk management program aspires to the following key objectives:

- An integrated, structured and disciplined approach to key risk identification and alignment; mitigation and management of key risks, and monitoring and reporting;
- the establishment of clear ownership and accountability for managing key risks;
- the embedding of a strong risk culture;
- enabling the Board of Directors (Board) and management to make risk-based decisions; and
- establishing appropriate risk reporting and oversight of the management of key risks.

The Company's risk structure follows the three lines of defence model assigning roles and responsibilities across the Company. The first line of defence is the business, led by Senior Management, who are charged with identifying and managing risks at the individual business unit level. The business is also responsible for, among other things, complying with risk management and Company policies, elevating and escalating risks, and implementing sufficient, appropriate controls to mitigate its risks.

The second line of defence is the Risk Management Function (RMF), who are responsible for operationalizing and managing the Enterprise Risk Management (ERM) program. The RMF ensures the Company complies with its ERM policies, manages risk reporting and updates, and provides an independent challenge function to the business.

The RMF facilitates risk reporting across the Company frequently, including to the Audit Risk Committee (ARC) of the Board. The RMF provides training and education to the business on ERM policies and ensures that ERM is embedded into Company's strategy and planning.

Annually, the Company performs an enterprise risk refresh, whereby the key risks are reviewed, assessed and updated, where applicable. The refresh starts with the identification of key risks at the business unit level and progresses through the Company's regions and divisions, to ultimately arrive at the enterprise's key risks. The results of the refresh are communicated to the ARC and the Board. In 2024/25, the Company continued its ERM maturation by adding risk appetite and risk metrics to its ERM program, which will continue to develop in support of effective, efficient risk management, and ultimately the Company's strategy.

The third line of defence is the Company's Internal Audit function, which provides independent and objective assurance to the ARC and Board by evaluating the design and operating effectiveness of internal controls and risk management. Through the annual Internal Audit plan, the risks and controls identified are considered and incorporated for review.

6 – Acquisitions and Business Development

In addition to managing the acquisition of current and potential surplus properties identified by federal departments for disposal, the Acquisitions and Business Development team is responsible for exploring innovative opportunities for the rationalization of underutilized federal lands. The team works closely with federal custodians and central agencies to identify and implement opportunities to optimize efficiencies, develop partnerships and collaborate with federal departments and Crown corporations including assisting, where invited, on engagement and duty to consult activities with Indigenous groups.

This mandate has resulted in ongoing efforts to work with Public Services and Procurement Canada (PSPC) to streamline and accelerate the federal property disposal process through regular governance, early CLC engagement, standardized processes and agreements, policy change and pilot projects to collaborate with PSPC on three redevelopments in the National Capital Region.

The team is responsible for establishing connections and acting as the liaison during the initial stages of relationship development with Indigenous communities (typically part of the acquisition process) and supporting the integration of the relationship with CLC's operational units in Real Estate and Attractions.

The Acquisitions and Business Development team is also the lead within the Company on the Canada Mortgage and Housing Corporation-led Federal Lands Initiative and acts as a resource on Indigenous Relations to the Company.

At any point in time CLC is actively working with federal departments to identify new surplus and underutilized properties and provides support as they progress through the disposal process. Current acquisitions consist of sites that have been declared surplus by a federal department. Potential acquisitions reflect sites that are being considered for disposal but have not yet been declared surplus. The list of current and potential acquisitions can be found in Appendix 3.

7 – Collaborations with Indigenous Peoples

- Canada Lands Company is proud of its work with Indigenous People across the country. Since 2014 many innovative partnerships have been formed.
- At this time, the Company has entered into different types of agreements with 13 First Nations covering 11 properties (nine real estate and two attractions) in Vancouver, Winnipeg, Ottawa, Toronto and Halifax.
- Each arrangement is a unique partnership tailored to the context of the properties, the Indigenous communities' interests and desires and the opportunities available.
- Through multiple joint-ventures, collaborations and partnerships with Indigenous communities, Canada Lands supports cultural, capacity-building and economic opportunities.
- The agreements with the Indigenous communities have included working together on initiatives around commemoration, employment and training, Indigenous-led procurement, and commercial land transactions.

Partnerships with Indigenous Peoples

Heather and Jericho Lands, Vancouver – Joint-Venture Agreements

In 2014, the MST Nations (a partnership of Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation) and Canada Lands Company announced an historic joint venture partnership that establishes an equal ownership interest in the three Vancouver-area properties with 50% collectively held by the MST Nations and the other half held by Canada Lands. The agreement also sees the joint venture partners working side-by-side with the local communities and municipalities to establish new visions for each of the sites. Canada Lands acts as project manager and oversees the redevelopment of the sites as well as the property management. As established in the joint venture, the parties are committed to integrating the MST Nations' knowledge and culture into the planning and design of the properties. As well, the partners have identified procurement and mentorship opportunities for Indigenous businesses and community members. Procurement to date shows that 65% of contracts that MST Nation businesses competed for have been awarded to First Nations businesses since 2014.

In 2018, the MST Nations acquired CLC's 50% interest in the smaller West Vancouver property to provide early support to the MST Nations in realizing their goal of becoming stewards of the property. The partners continue to work on the two properties, namely, Heather Lands, an 8-hectare (21-acre) site along the Cambie Corridor within the City of Vancouver and Jericho Lands (East), a 21-hectare (52-acre) parcel in the West Point Grey neighbourhood of Vancouver.

Naawi-Oodena, Winnipeg - Memorandum of Understanding

This 65-hectare (160-acre) site was occupied by a former military base (Kapyong Barracks) located in Winnipeg. In 2021, the property and project was named by Treaty One Nations Naawi-Oodena, which means "centre of the heart and community" in the Anishinaabe language.

Redevelopment of this site took a significant step forward in 2019 when the federal government and the seven Treaty One Nations – Brokenhead Ojibway, Long Plain, Peguis, Roseau River Anishinaabe, Sagkeeng, Sandy Bay Ojibway and Swan Lake Nations – signed a Comprehensive Settlement Agreement. The agreement outlines the land division, allocating 32 per cent to Canada Lands and the remaining 68 per cent to the establishment of an Urban Reserve held in common by the Treaty

One Nations. Subsequently, Canada Lands and the Nations' development corporation entered into a memorandum of understanding outlining how the partners would work together on the redevelopment of this site.

This landmark development will represent the largest mixed-use project in modern Winnipeg history and what is touted as the largest urban Indigenous economic zone in country.

299 Carling Avenue, Ottawa – Joint Venture Agreement

This site, located near Ottawa's downtown core is a 1-hectare (3-acre) property that is currently vacant. Together through a joint-venture agreement entered in 2017, Canada Lands and Algonquins of Ontario have collaborated to deliver a redevelopment project that celebrates Algonquin culture and traditions, while also providing much needed commercial and housing uses including affordable housing, and new greenspaces that will benefit existing and new residents. A joint management committee was struck with equal representation from both parties to oversee major decisions for the project, while Canada Lands acts as Project Manager.

The agreement also sees the partners working together to develop the design guidelines for the built form including a park that includes elements and building materials that celebrate and honour Algonquin culture and connection to the land.

Wateridge Village/Village des Riverains, Ottawa – Participation Agreement

The redevelopment of the 125-hectare (310-acre) Wateridge Village/Village des Riverains is well underway. As part of this project, Canada Lands entered into a participation agreement with the Algonquins of Ontario in 2010 that provides for a framework for an ongoing relationship and the realization of mutual benefits as the site is redeveloped.

Specifically, the participation agreement provides opportunities for cooperation between the Algonquins of Ontario and Canada Lands Company, including:

- Commemoration of the history and connection of the Algonquin people with the site;
- Algonquin of Ontario engagement in all stages of concept development, land use planning and detailed design;
- Opportunities for the Algonquins of Ontario to acquire lots or blocks in the municipally-approved plan, as development takes place.

The plan calls for three commemorative parks with multilingual signage, two streets named after Algonquin veterans and Indigenous public artwork incorporated into gateways and entrances.

Shannon Park, Halifax – Memorandum of Understanding

This 34-hectare (86-acre) former military site includes a public elementary school and water frontage with spectacular views of the Halifax Harbour.

Indigenous Services Canada retained approximately 4 hectares (9 acres) for transfer to the Millbrook First Nation as part of this disposal to Canada Lands. Although Canada Lands is Shannon Park's master developer, the Company is working collaboratively with the Millbrook First Nation to redevelop the property as a mixed-use community. The two parties signed a memorandum of understanding which outlines how the entities collaborate on planning, shared access and infrastructure projects as well as the purchase of additional lands.



The Millbrook First Nation will be accessed by way of public road across the CLC lands in order that they can fully realize their development plans.

Mississaugas of the Credit First Nation – Memorandum of Understanding

On November 10, 2023, Canada Lands signed a historic memorandum of understanding with the Mississaugas of the Credit First Nation which will govern Canada Lands' relationship and projects within MCFN's traditional territories, including the Downsview Lands, Downsview Park, CN Tower Precinct in Toronto, and 1 Port Street East in Port Credit, Mississauga.

The memorandum of understanding's priorities and initial efforts include: recognition, commemoration, and celebration of the Mississaugas of the Credit First Nation's history, culture, values, and traditions; place-keeping and cultural advice; economic prosperity, Mississaugas of the Credit First Nation stewardship; and community wellness.

8 – Affordable Housing Initiatives

CLC is committed to supporting the delivery of affordable housing and seeks to enable a portfolio target of minimum 20% of housing units as affordable or to achieve the municipal requirements for affordable housing for the project, whichever may be higher. Since 2016, CLC has enabled the creation of over 3,100 affordable housing units across Canada to date and continues to emphasize affordability in its projects.

Several considerations impact the determination of the amount of affordable housing that may be achieved on any given project. As a non-agent Crown corporation, CLC conforms to the planning, design and approval processes of each municipality where its projects are located across the country. More and more municipalities set minimum requirements for affordable housing to be included in the development plans for approval. Some municipalities require a payment in lieu of affordable housing to use for local initiatives. In such cases, CLC may do both, providing the required payment in lieu to the municipality while seeking to achieve affordable units within the project.

CLC enables affordable housing in a variety of ways:

- Obtains commitments for the affordable units from builders through the Agreement of Purchase and Sale.
- Makes land available to municipal or not-for-profit affordable housing agencies for affordable housing.
- Makes land available as part of federal programs for affordable housing.

In addition to the affordable housing that CLC provides for in its projects directly or via payments in lieu, CLC has been a significant contributor to federal affordable housing programs. CLC was one of the largest, if not the largest, purveyor of affordable housing units through the former Surplus Federal Real Property for Homelessness Initiative. CLC has been a partner with CMHC, PSPC and Employment and Social Development Canada from the inception of the Federal Lands Initiative (FLI) (within the Government's National Housing Strategy). In its first round, CLC provided eight properties across the country for this initiative, offered for sale through a competitive process with CMHC, the sites enabled 741 affordable housing units. These lots or blocks were offered into the program at land value reflecting the intended affordable housing use (approximately 30% less).

In the second round, also through the FLI program, CLC and CMHC offered 5 properties (6 parcels) for lease, and entered into four long-term land leases at three properties that will enable 700 units—half of which will be affordable units. The two additional leases to come will yield an additional 390 units. This was a very successful collaboration with CMHC to define a new long-term leasing program for housing, which accelerated the offering process and enabled the execution of lease agreements within one year. This initiative exceeded the original goal of enabling 800 homes on the five properties by delivering an additional 290 units.

Through its agent Crown corporation status, CLCL could invoke federal paramountcy to advance housing projects on federal lands, bypassing local approvals when necessary. However, this would be done while maintaining collaboration with municipalities to ensure access to servicing and community alignment.

9 – Federal Lands Initiative

The Federal Lands Initiative (FLI) is a \$316.9-million program led by Canada Mortgage and Housing Corporation (CMHC), with support from the FLI Committee, which includes:

- Public Services and Procurement Canada (PSPC);
- Employment and Social Development Canada (ESDC) / now Housing, Infrastructure and Communities Canada (HICC);
- Canada Lands Company (CLC).

The FLI program provides land at nominal cost to successful proponents. The discount varies from 70% to 90% of market value, with proponents benefitting from discounts provided by FLI depending on the level of social outcomes achieved by the approved proposal. Once transferred or leased, the properties will be developed or renovated into affordable, sustainable, accessible and socially inclusive housing.

To qualify for FLI, proponents must meet the following minimum criteria:

- **Affordability:** At least 30% of units must be less than 80% of Median Market Rent, for a minimum of 25 years.
- **Accessibility:** At least 20% of units must meet accessibility standards outlined in CSA B651:23/652:23 **OR** achieve Rick Hansen Foundation GOLD Accessibility Certification (for projects seeking Rick Hansen Foundation certification, a rating score of 5 points for feature 9.11.1 is required) **AND** all common areas must be barrier-free **OR** the entire project – including common areas and dwelling units – must follow full universal design standards.
- **Energy Efficiency:** Projects must achieve Tier 2 of the 2020 National Energy Code of Canada for Buildings or Tier 3 of the 2020 National Building Code.
- **Evidence of Community Need:** Proponents must provide a clear description of how their project will meet the needs of the community and at least a letter of support from the municipality, a market study or waiting lists for social or affordable housing in the community.
- **Experience:** Proponents, or their team, must indicate a minimum of 5 years of experience in the construction/renovation and operation of projects of similar size and scope.
- **Financial Viability:** Projects must meet the minimum debt coverage ratio (DCR) of 1.10.

CLC's Role in the FLI Program

CLC has partnered with FLI since the inception of the program (within the National Housing Strategy), a key program to enable the delivery of affordable housing units across the country. CLC to date is the largest land supplier to date and purveyor of affordable housing units through the FLI.

CLC works with CMHC to identify available land parcels to contribute to the FLI program. These are generally serviced sites, that have secured or are close to securing all municipal entitlements. CLC real estate teams support the development of the property application with site specific information and building yield assumptions. CLC, through the FLI Committee, also provides guidance on program matters, site selection and evaluation through the FLI Committee. To date, CMHC is the lead in evaluation and proponent selection. A series of qualification and underwriting is entered into by CMHC. Most proponents are not for profit housing providers that have exceeded minimum requirements and that avail themselves of CMHC's full suite of funding and financing tools to make projects financially viable.



Program Delivery and Impact

Round One – Property Sales: In the first round, CLC contributed eight properties across Canada. These were offered for sale through a competitive process led by CMHC, with input from the FLI Committee (PSPC, ESDC/HICC, and CLC). The initiative enabled the creation of 741 affordable housing units. CLC's lots or blocks were acquired by CMHC for inclusion in the program at a land value reflecting the intended affordable housing use (approximately 30% below fair market value).

Round Two – Long-Term Leases: In the second round, CLC and CMHC offered five properties (six parcels) through long-term ground leases. Four leases were finalized at three sites, enabling the development of 700 housing units, half of which will be affordable. Two additional leases, scheduled for execution in FY2025/26 and FY2026/27, are expected to yield another 390 units. This round marked the first time CLC and CMHC developed a long-term lease program together. Through close collaboration and alignment of objectives, the program was successfully launched, and four leases were executed with selected proponents within 8–9 months during FY2024/25.



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Appendix 1 – Real Estate Properties

This appendix provides brief summaries of 18 of CLC's active real estate projects, including the Downsview Lands which is home to five neighbourhoods. CLC's real estate portfolio spans the country from British Columbia to Newfoundland. Given CLC is the government's real estate redevelopment arm tasked with acquiring and creating new solutions for surplus properties, its projects are diverse, and range in size from over 600 acres to less than an acre. Some CLC projects may include Indigenous partnerships, and while all are predominantly enabling housing, projects address every kind of land use and development opportunity, delivering strong financial results while providing benefits to communities and returning dividends to the shareholder.

1.1 – Jericho Lands (Vancouver, BC)



The ʔəyalməxw/lyálmexw/Jericho Lands property is in the West Point Grey neighbourhood of Vancouver on the traditional territories of the Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation (MST Nations). The property is located approximately 20 minutes from the downtown core along the route of a future rapid transit connection to the University of British Columbia.

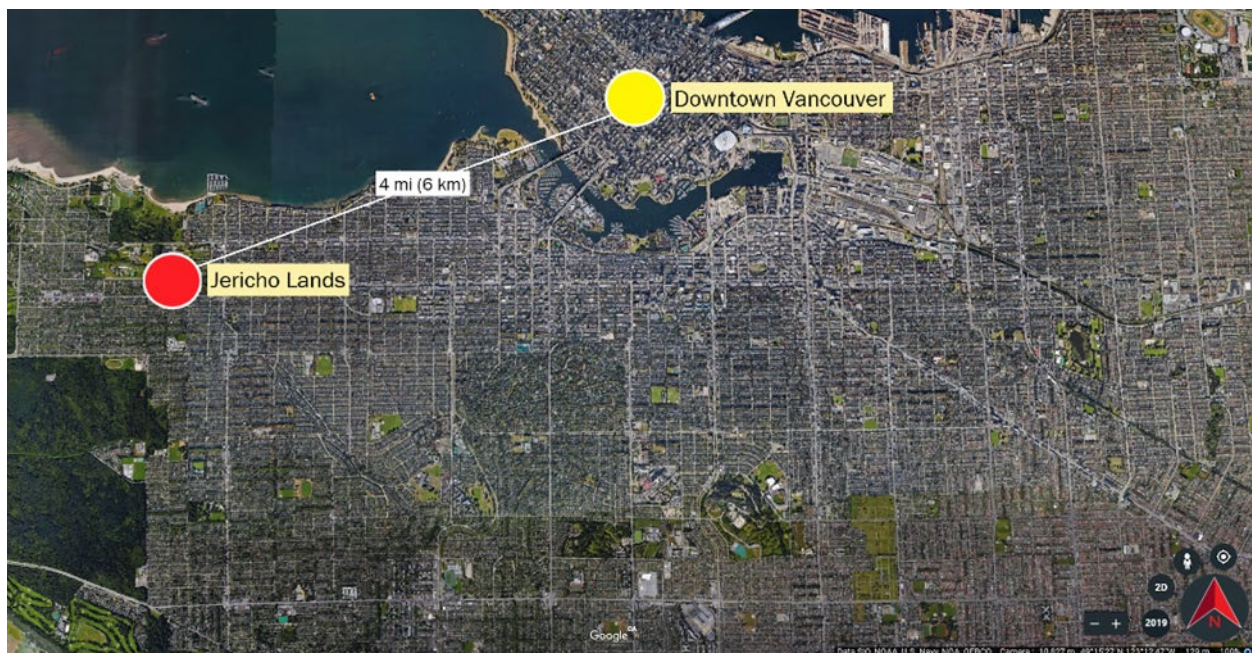
Formerly owned by the Department of National Defence, CLC acquired the site (21 hectares/52 acres) in October 2014 as part of an historic joint venture with a partnership of the MST Nations.

Since the acquisition, the partners have worked side-by-side with local communities, MST Nations communities and the City of Vancouver to establish a new vision for the lands.

The planning program, "Inspire Jericho," was launched to work collaboratively with an integrated City of Vancouver staff team to develop a framework plan to guide the site's redevelopment. The planning process has involved extensive engagement with MST Nations' communities and with the city-wide public to establish a vision for a new community that is sustainable, socially inclusive, highly livable, and one that reflects and integrates the MST Nations' cultures for Jericho's 36.4 hectares/90 acres, which is comprised of 21 hectares/52 acres co-owned by CLC and the MST Nations, and the adjacent 15.4 hectares/38 acres owned independently by the MST Nations.

In January 2024, the Vancouver City Council unanimously approved the Jericho Lands Policy Statement and in April 2025 Vancouver City Council unanimously approved the Jericho Lands Official Development Plan (ODP). The plan includes 13,000 new homes, including 30% affordable housing, and space for around 3,000 jobs. Significant community amenities, including 12 hectares (30 acres) of parks and open spaces, walking and cycling paths, a community centre, child day care facilities, cultural facilities, and space for a future elementary school, will ensure that ʔəyálməx^w/lyálməxw/Jericho Lands is welcoming and inclusive to all.

The next steps for the project include the phased rezoning of the lands.



Federal riding: Vancouver Quadra

Member of Parliament: Wade Grant, Liberal Party of Canada

1.2 – Heather Lands (Vancouver, BC)



The Heather Lands property (8.5 hectares/21 acres) is located 15 minutes from downtown Vancouver on the traditional territories of the Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation. (MST Nations). The site was previously the RCMP “E” Division Headquarters and was acquired by CLC in October 2014 as part of an historic joint venture with the MST Nations.

Following an extensive public engagement process, the Policy Statement for the Heather Lands redevelopment was unanimously approved in 2018. In May of 2022 Vancouver City Council unanimously approved a rezoning plan for the Heather Lands. The redevelopment plan includes a mixed-use residential community featuring approximately 2,600 new homes (including affordable housing), retail spaces, public amenities, significant parks, and an MST Cultural Centre. The neighbourhood will include childcare facilities, a new school for the Conseil Scolaire Francophone, and dedicated spaces celebrating Indigenous culture and heritage. These plans align with Vancouver's housing targets, emphasizing affordable housing and sustainable urban design.

The rezoning bylaw will be enacted in two phases, the first of which was finalized in February of 2025. Through an agreement of purchase and sale with the MST Nations, Canada Lands sold its 50% interest in the first phase of the property. The MST Nations will now undertake the construction of the first phase with a development partner. The Heather Lands redevelopment aims to connect people to the rich cultural heritage of the MST Nations while fostering social and economic benefits for all.



Federal riding: Vancouver Granville

Member of Parliament: Taleeb Noormohamed, Liberal Party of Canada

1.3 – Currie (Calgary, AB)

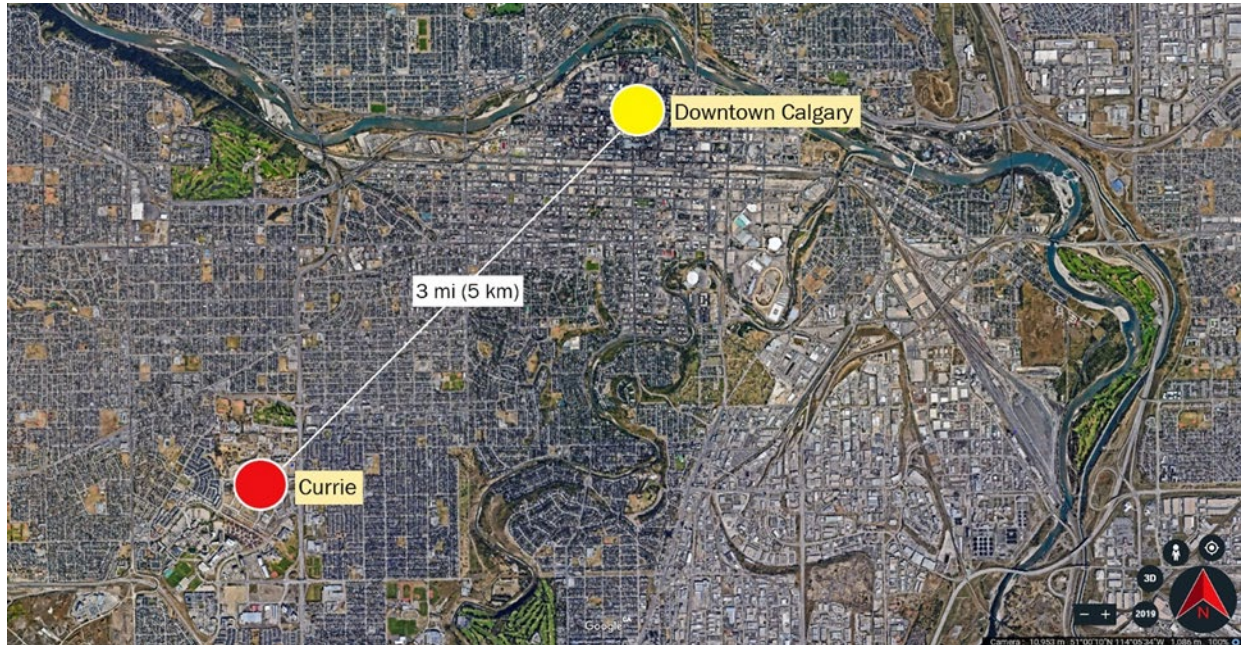


The Currie neighbourhood in Calgary is a vibrant and evolving community that spans 80.9 hectares (200 acres) and is ten minutes from the downtown core. The Currie neighbourhood offers a mix of single-family, townhouse and multi-family housing, commercial uses, educational facilities, open spaces and historic heritage / military buildings within a walkable community. that many proudly call home.

Currie's military history on the site dates to the mid-1930s when the federal government constructed the Canadian Forces Base Calgary, locally known as Currie Barracks. The base was a mainstay of Canada's military for more than six decades, where thousands of soldiers were trained for wartime and peacekeeping duties. In recognition of this important history, Currie has eight heritage designated buildings and three designated landscapes which have been, or will be, repurposed as the development proceeds.

Currie's redevelopment has integrated sustainability measures such as a transit-oriented design, bike lanes, and low-impact stormwater management. Currie's Alexandria Park, a 5.6-hectare (14-acre) green space also includes naturalized woodlands, rain gardens, an accessible play area, and an off-leash dog park. Currie also supports affordable housing, as well as freehold and market rental housing.

The Currie community continues to grow, with nine builders currently actively shaping its future. A new website launched in October 2023 that showcases Currie's rich history and evolving amenities, offering a glimpse into this dynamic and inclusive neighbourhood.



Federal riding: Calgary Signal Hill

Member of Parliament: David McKenzie, Conservative Party of Canada

1.4 – Village at Griesbach (Edmonton, AB)



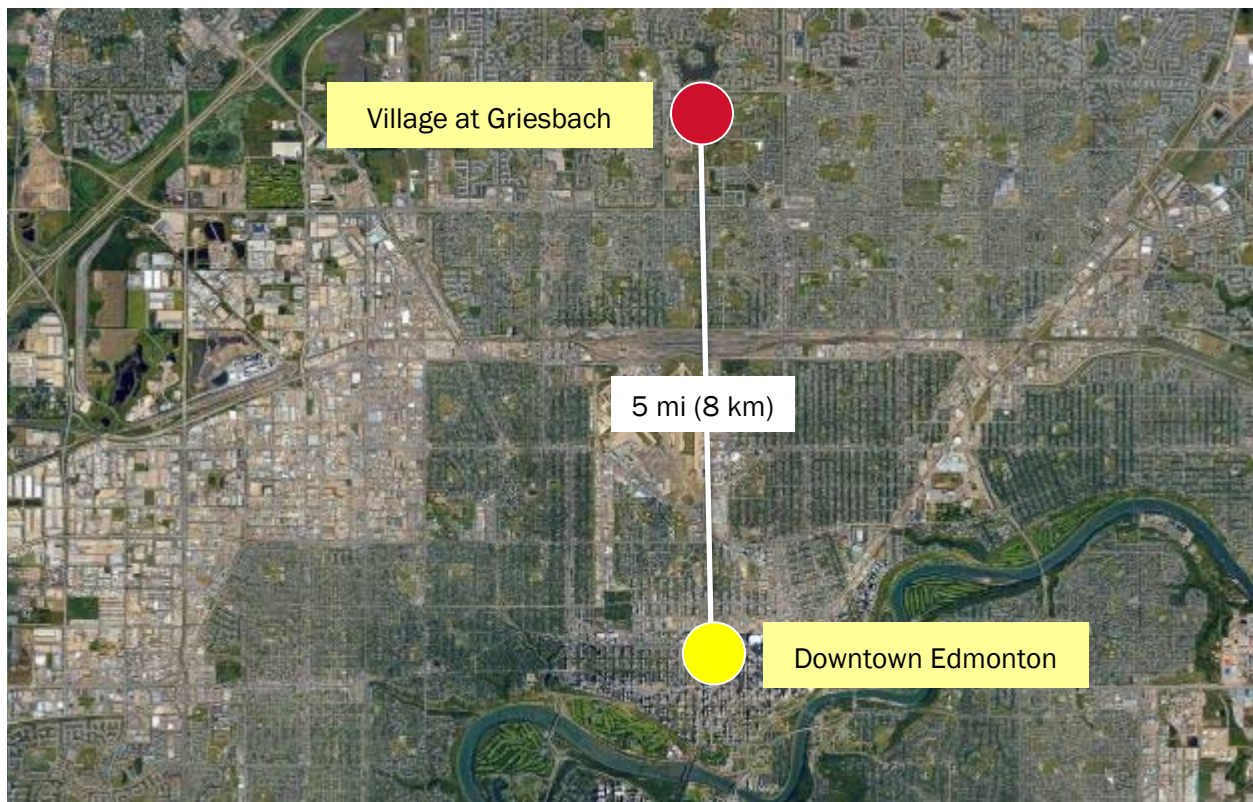
The Village at Griesbach is a master-planned community located on the site of the former Canadian Forces Base in the northwest area of Edmonton. The property was acquired from the Department of National Defence in 2003.

The Village at Griesbach has been planned and designed as a family-friendly, pedestrian-oriented and green neighbourhood that maintains traditional community character and a respect for the site's military history. In consultation with local military units, streets and parks have been named after military heroes and battles. Additionally, statues commemorate the former base's namesake, Major-General William Griesbach and his wife Janet Griesbach.

The community is home to a large central park, four lakes that function as both amenities and stormwater management facilities, numerous walking trails and paths, and a two-acre community garden. In recognition of its sustainable design principles, a section of the community received LEED-ND (Leadership in Energy and Environmental Design – Neighbourhood Design) Gold certification – the first project in Edmonton to receive this internationally recognized designation.

The development will also include new educational facilities, including a school for kindergarten to grade nine, with additional schools planned.

The project is now more than half complete. The northeast corner lands (62.7 hectares/155 acres) are the final portion of the neighbourhood to be developed. Development will include a range of housing types, including rental and affordable forms, connected by open spaces and pathways. The planning process for this area was launched in January of 2022 and public engagement informed the Northeast Corner Master Plan. This work culminated in the unanimous approval of the amended Neighbourhood Area Structure Plan in February 2024.



Federal riding: Edmonton Griesbach
Member of Parliament: Kerry Diotte, Conservative Party of Canada

1.5 – Naawi-Oodena (Winnipeg, MB)



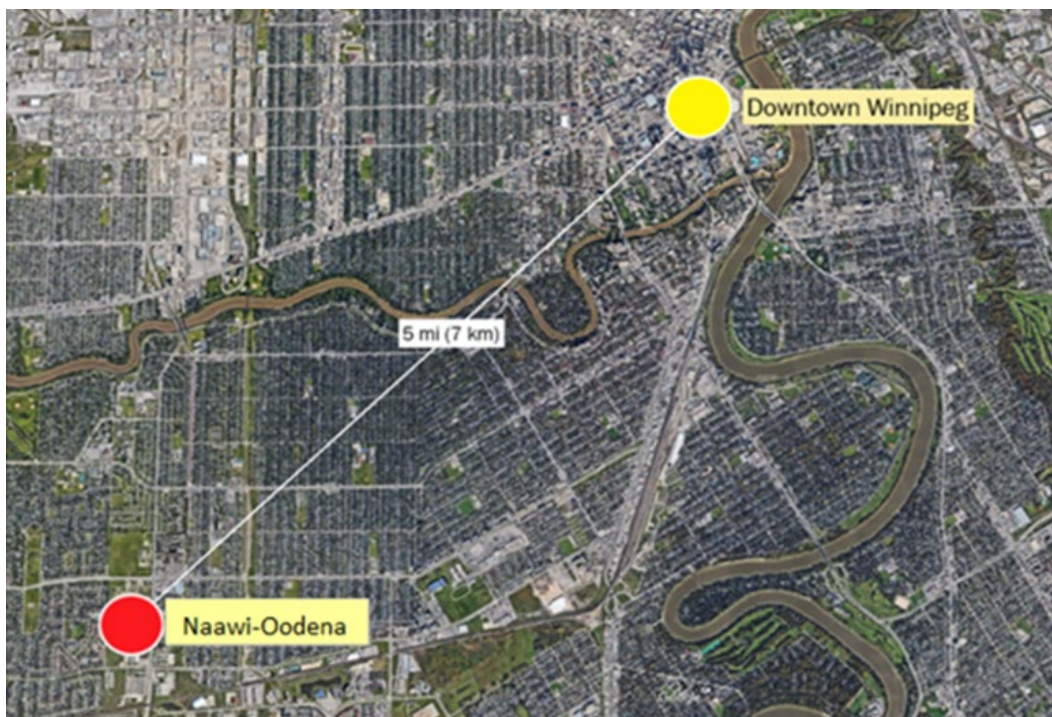
This transformative project, known previously as Kapyong Barracks, aspires to be the pride of Winnipeg and a leader in Canada, showcasing the best in Indigenous business, design, arts and culture. In 2021, the Treaty One Nations (T1N) named the project Naawi-Oodena, which means “centre of the heart and community” in the Anishinaabe language.

Development of Naawi-Oodena took a significant step forward in 2019 when the federal government and the T1N signed a Comprehensive Settlement Agreement. The agreement outlines the land division, allocating 32% to CLC and the remaining 68% to the establishment of an Urban Reserve held in common by the seven T1N. Canada Lands acquired its portion of the property in July 2022. T1N established their portion of the property as urban reserve in December 2022.

In March 2021, after nearly two years of joint planning and public engagement, the T1N and Canada Lands Company released their master plan for the 65-hectare (160-acre) site. The plan details all aspects of the development, ranging from green space and recreation facilities to a variety of housing, retail and commercial options. At full completion, the redevelopment of Naawi-Oodena could accommodate between 2,300 and 3,000 homes, and 915,000 to 1.2 million square feet of commercial space. The City of Winnipeg adopted the Naawi-Oodena Secondary Plan for the Canada Lands portion of the site in January 2024. Municipal approval of the rezoning and subdivision for CLC’s first phase of development is anticipated in Summer 2025.



The development will represent the largest multi-use project in modern Winnipeg history and the single largest, strategically located urban Indigenous economic zone in Canada - a monumental step toward integrating Indigenous culture and business into Winnipeg's urban fabric and providing opportunities for future generations.



Federal riding: Winnipeg West

Member of Parliament: Doug Eyolfson, Liberal Party of Canada

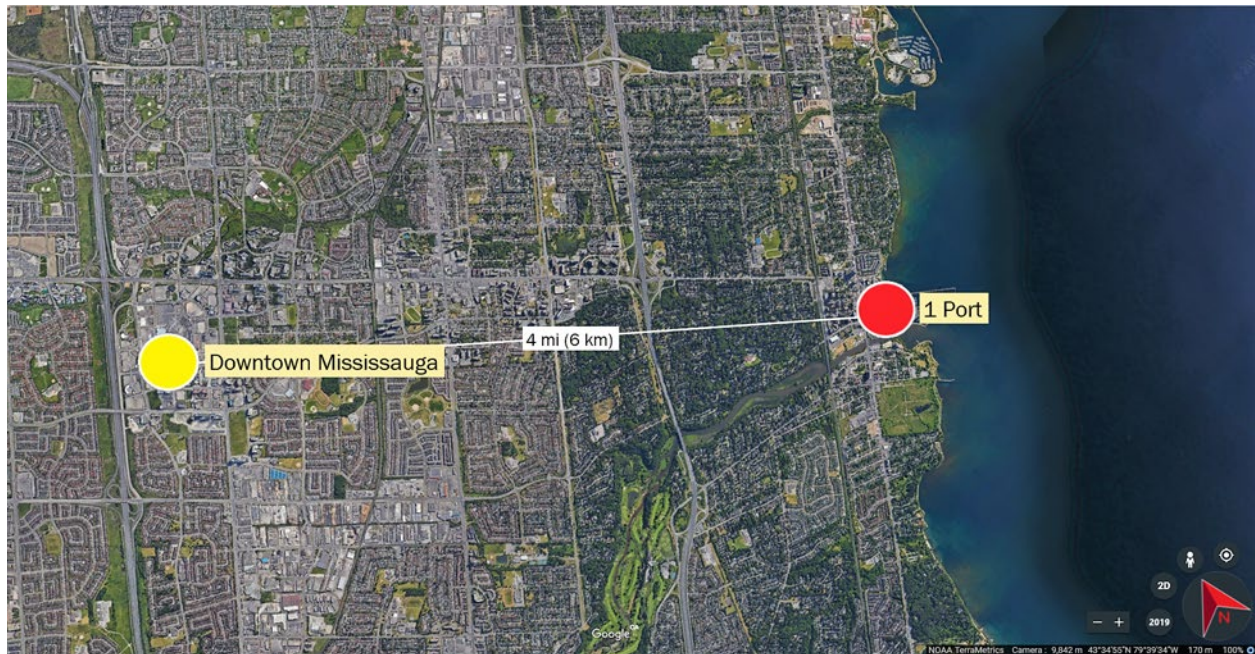
1.6 – 1 Port Street East (Mississauga, ON)



The site, located in the City of Mississauga includes 7.4 hectares (18.3 acres) of development land and a water lot of 20 hectares (49 acres). The site is currently subject to a head lease to a private tenant that operates the Port Credit Harbour Marina, occupying a wharf shed and slippage for up to 500 boats.

After extensive consultation with the community and the Town of Port Credit Community Association, the City of Mississauga approved a master plan for the site in 2016 and the related Official Plan Amendment in 2017. The plan outlines a vision for the site's redevelopment, including mixed-use residential and commercial space, a new public marina, parks, a waterfront trail and enhanced public access to the waterfront, and other place-making opportunities. There is an affordable housing component and a desire for creative industry workspaces. The City of Mississauga and CLC also entered into an agreement that will see the City take possession of the water lot, the breakwater and an upland parcel on which to establish a public marina by 2027. The City of Mississauga is currently undertaking an Environmental Assessment (EA) for its proposed public marina project and has initiated efforts to secure government funding.

CLC is in discussions with the Mississaugas of the Credit First Nation (MCFN) regarding a potential joint-venture of the 1 Port project that will see the MCFN take an ownership interest in the site. CLC and MCFN are currently negotiating a Letter of Intent. CLC and MCFN will look to jointly develop the lands.



Federal riding: Mississauga-Lakeshore
Member of Parliament: Charles Sousa, Liberal Party of Canada

1.7 – Downsview Lands (Toronto, ON)

The Downsview Lands were once part of the former Canadian Forces Base Toronto in North York, Toronto. Today, the area is emerging as one of Canada's largest transformative urban developments. The lands are shown in red and green below, centered around a 117-hectare (291-acre) park and Park Commons, the red areas are planned for five neighbourhoods, more than 25,000 new residential units in a mix of housing options, new employment focused on innovation, opportunities for new local business, access to parks, education, community recreation facilities and services, highly walkable and proximal to transit. It is a multi-year, multi-phase development that will unfold over decades. The Northcrest Developments lands (owned by Public Sector Pension Investment Board) are shown in blue. CLC and Northcrest collaborated on a comprehensive and integrated urban plan, and the blue lands are planned for similar urban transformation.

Each of the five neighbourhood districts has its own unique character and is in a different phase of the development cycle, as described below.



Stanley Greene

This district is immediately south of Downsview Park and was completed between 2016 and 2021. It is now a vibrant community of 1,356 low-rise and mid-rise homes, ten-percent of which are affordable housing. The district's 1.7 hectares (4.4 acre) municipal park includes a children's play area, splash pad, skate park, tennis court, basketball court and public washroom pavilion. Downsview Park Boulevard and Stanley Greene Boulevard are green streets featuring multi-use trails and bioswales. The bioswales increase biodiversity, reduce heat island effects, divert stormwater from the sewers, and improves stormwater quality through natural filtration. This integrated approach to street design was innovative for the City of Toronto at the time.

Arbo

This district is described on page 49.

Downsview West



Downsview West is to become the second largest transit-oriented development in the City of Toronto and will be developed over multiple phases. The district will include approximately 8,800 homes, including 20% affordable housing; retail and commercial uses; community facilities; parks; open spaces; and a new elementary school,



The district is ideally situated, with the intermodal Downsview Park TTC/GO transit station at its north end and Downsview Park to the south. Green infrastructure will manage stormwater within development parcels, streets, and parks, a concept called City-Nature that integrates these traditionally distinct elements. This will lead to a connected network of parks and open spaces that draw their inspiration from Anishnaabe teachings and will create an Indigenous overlay to the public realm. New streets will be augmented with generous plantings and will support safe, multi-modal travel and efficient block layouts.

The iconic Depot building, an approximately 870,000 square feet single-storey former military logistics and distribution facility, is a defining feature within the district and will be integrated into the plan and repurposed to provide new employment, community services, and social development opportunities.

The development is in the district planning process with the City of Toronto.

Downsview East

Downsview East comprises two distinct areas, the Development Lands and the Park Commons. The Development Lands are 19.3 hectares and are located to the east of the intermodal Downsview Park transit station (TTC and GO). The development lands will be transformed into a sustainable, low-carbon, transit-oriented mixed-use community for approximately 7,500 residential units, 20% of which will be affordable housing. Development is expected to begin following the development of Arbo and Downsview West. In the meantime, these lands will support interim uses.

The Park Commons is 28.2 hectares (69.68 acres) and home to many of the buildings that reflect Downsview's rich aviation history, including the former De Havilland Moth Hangar, company headquarters and manufacturing hangar. Today, the Park Commons has a significant sports & recreation component, including the Scotiabank Pond hockey facility, Toronto Football Club's training grounds, and "the Hangar" is home to many sport opportunities including basketball and climbing. In collaboration with Centennial College, the former De Havilland headquarters was redeveloped into the College's Downsview Campus Bombardier Centre for Aerospace and Aviation), the first phase of Downsview Aerospace Innovation & Research (DAIR)'s envisioned Technology & Innovation Hub focused on transportation, aerospace, sustainability, and Canadian advanced manufacturing.

Allen West

The Allen West District is bounded by the PSPC-owned lands to the north (acquired for the purposes of developing a state-of-the-art federal office building targeting occupancy in 2030), The lands will be transformed into a sustainable, low-carbon, transit-oriented mixed-use community with approximately 4,100 residential units, 20% of which will be affordable housing, and will benefit greatly from close proximity to the Sheppard West TTC station (subway + bus connections).



Federal riding: York Centre
Member of Parliament: Roman Baber, Conservative Party of Canada

1.8 – Arbo (Toronto, ON)

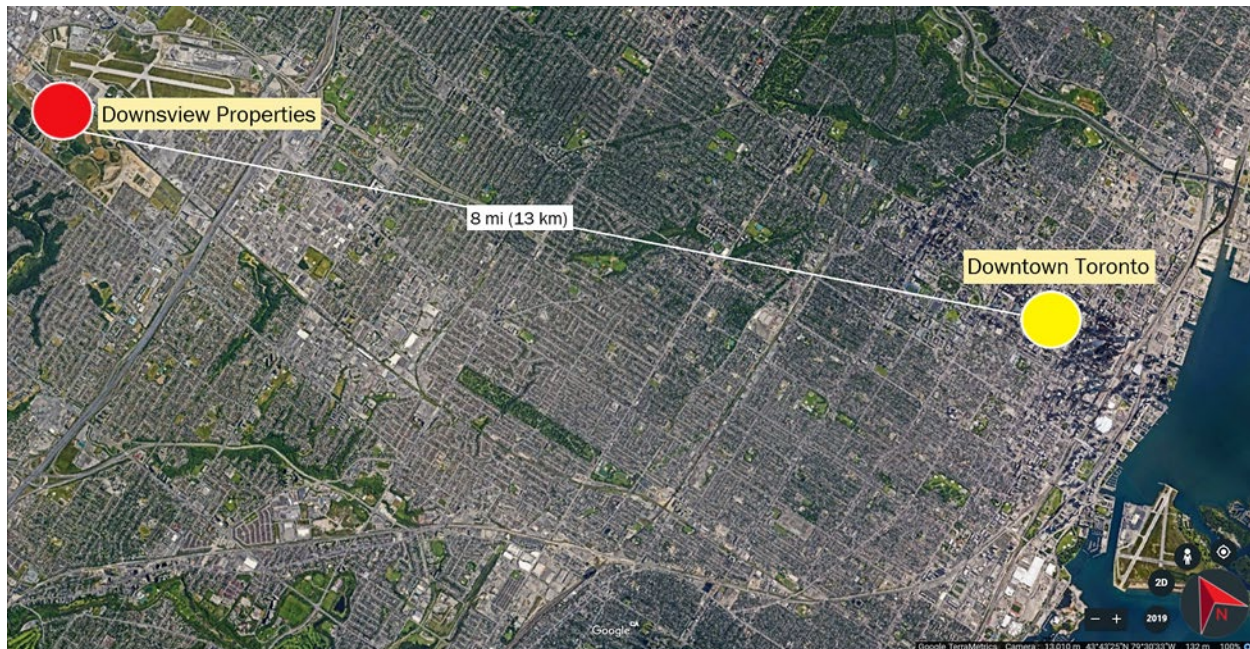


The Arbo neighbourhood is approximately 25 hectares (62 acres) and is one of five planned neighbourhoods surrounding Downsview Park in Toronto. A mature woodlot is at the heart of the neighbourhood, providing a quiet spot for people to enjoy nature in the city. The site was once part of the former Canadian Forces Base Toronto.

In 2021, following community consultation, Canada Lands submitted an application for a District Plan to the City of Toronto to provide for up to 4,000 units overall. A minimum of twenty percent of the housing units will be affordable, and the mixed-use neighbourhood will include commercial/retail space, a seniors' component, and new public parks, all surrounding the restored natural heritage woodlot.

The Arbo neighbourhood will be developed over several years through a phased approach. The District Plan and zoning for Phase 1 were approved by City Council in July 2022 and the Draft Plan of Subdivision for Phase 1 was approved in December 2024.

The first block is now being offered to the market on a long-term land lease through CMHC's Federal Lands Initiative (FLI) and is expected to support close to 300 housing units, at least 30% of which will be affordable housing. Applications from proponents are currently under review by CMHC and CLC.



Federal riding: York Centre

Member of Parliament: Roman Baber, Conservative Party of Canada

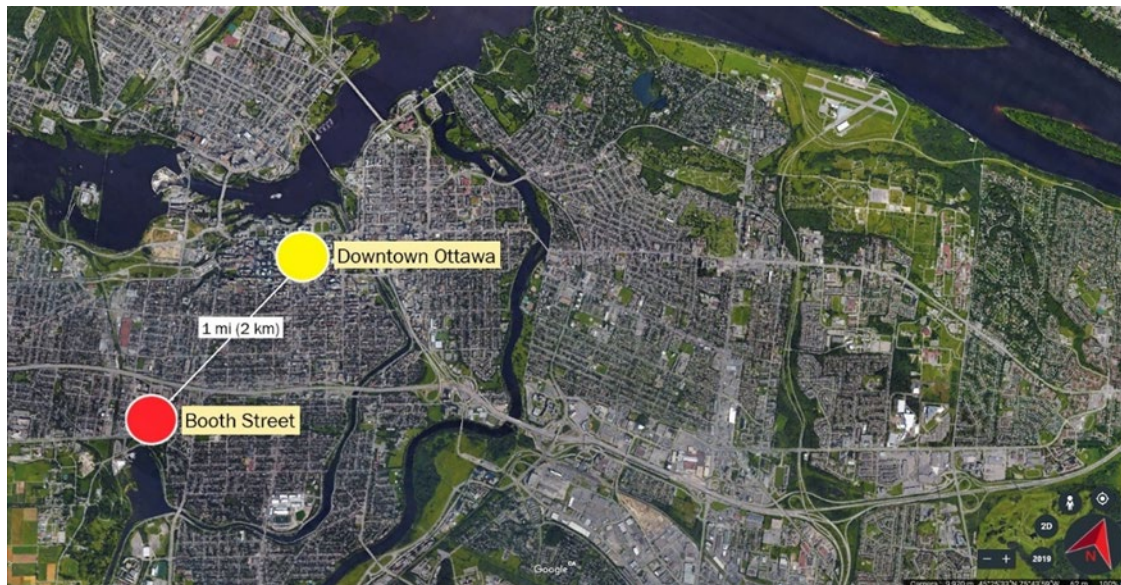
1.9 – Booth Street (Ottawa, ON)



The Booth Street Complex (2.5 hectares/6.5 acres) was acquired in 2015 from Natural Resources Canada. The site occupies an entire city block and is located 15 minutes southwest of Parliament Hill. The Booth Street property is conveniently connected to pedestrian and cycling paths and is close to transit and highway access.

The redevelopment is the largest heritage repurposing project in Canada Lands' history. Five of the seven on-site buildings have a heritage designation and appear on the City of Ottawa's Heritage Reference List due to their architectural style and their significance to the historical development of Canada's mining and energy industries. One building will be preserved for its smokestack, which is a valued community landmark.

The City of Ottawa unanimously approved Canada Lands' official plan, secondary plan and zoning by-law in 2019. The City recognized Canada Lands for its thoughtful approach to public engagement. The development concept envisions a vibrant mixed-use community that promotes and preserves the site's historic significance that will support approximately 1,000 new homes, with affordable housing, while prioritizing walkability and sustainability. The project continues to progress with park planning well underway and marketing to support the sale of the property.



Federal riding: Ottawa Centre
Member of Parliament: Yasir Naqvi, Liberal Party of Canada

1.10 – 299 Carling Avenue (Ottawa, ON)



Located 15 minutes southwest of Parliament Hill, 299 Carling Avenue is a 1.4-hectare (3.4 acres) vacant parcel acquired from Public Services and Procurement Canada in 2017. Canada Lands is developing the site through a joint venture with the Algonquins of Ontario (AOO). The management committee overseeing the joint venture has equal representation from both organizations, with Canada Lands acting as project manager.

In the fall of 2020, Canada Lands completed its public engagement process to inform the property's development concept. The by-law amendment was approved by the City of Ottawa in January 2022 and envisions 55,742 square meters (600,000 square feet) mixed-use residential and retail/commercial development with building heights ranging from 8 to 20 storeys. The site is planned for approximately 600 residential units, with a portion of affordable housing. A public park will be constructed and conveyed to the City by the partnership of CLC and AOO. Parks and open space design will follow design guidelines that respect the rich Algonquin history and culture.

Canada Lands is in negotiations to complete the sale of the property in 2025.



Federal riding: Ottawa Centre
Member of Parliament: Yasir Naqvi, Liberal Party of Canada

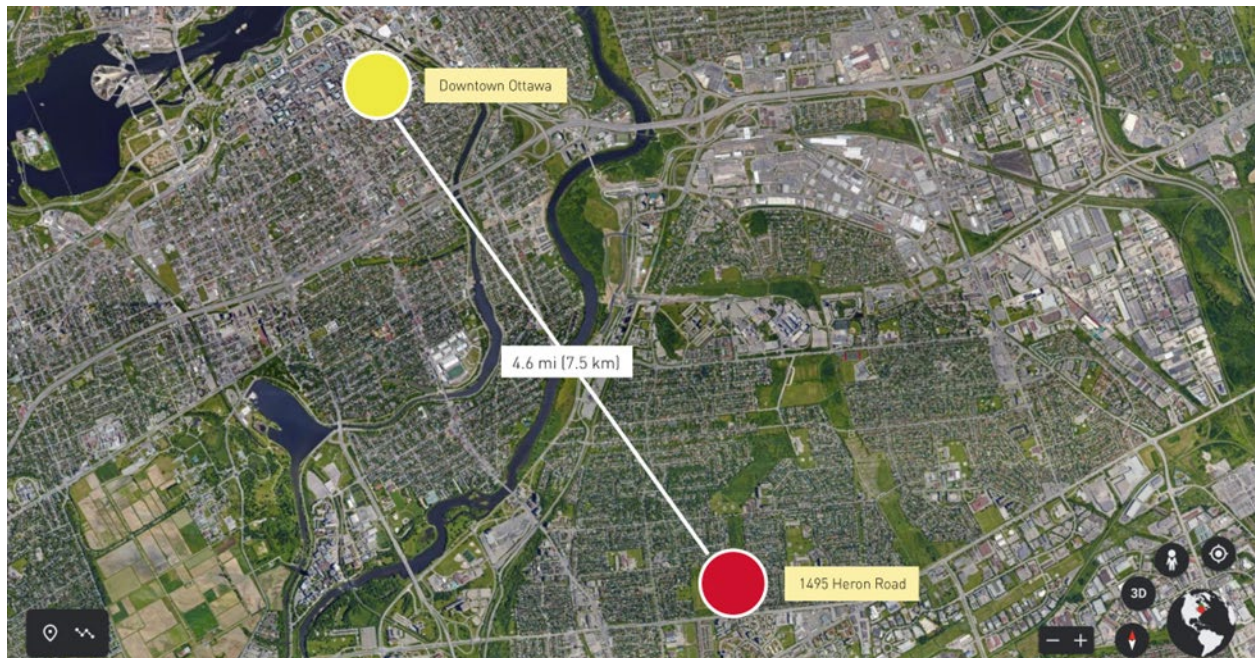
1.11 – 1495 Heron Road (Ottawa, ON)



The 7.3-hectare (18-acre) site was acquired from Public Services and Procurement Canada in 2020. The site is located in a primarily residential area within the Alta Vista Ward in Ottawa South, approximately 20 minutes from downtown.

The redevelopment is expected to enable approximately 1,100 housing units with 20% of units dedicated to affordable housing as well as new green space, a school and a range of commercial uses. It will repurpose parts of nine buildings to honour their historical value. The zoning by-law amendment was approved by the City of Ottawa in November 2024.

Demolition and abatement work is underway and will be completed by the end of summer 2025. The site will be marketed for sale in the coming months.



Federal riding: Ottawa South

Member of Parliament: David J. McGuinty, Liberal Party of Canada

1.12 – Wateridge Village/Village des Riverains (Ottawa, ON)



Wateridge Village is 125 hectares (310 acres) in size and was formerly the home of Canadian Forces Base Rockcliffe. Canada Lands acquired the site from the Department of National Defence in 2011.

Canada Lands and the Algonquins of Ontario (A00) entered into a participation agreement in 2010 that enables economic development as well as procurement, employment, training, commemoration, and engagement opportunities for the A00.

The site received City of Ottawa approval for its Community Design Plan in 2015. Wateridge Village is a master-planned community of approximately 5,300 homes, 9 parks, 3 school sites, and 6.1 hectares (15.0 acres) of designated employment lands. The community core will have over 13,936 square metres (150,000 square feet) of commercial/retail floor space.

Currently, there are four affordable housing projects that have created approximately 450 affordable housing units to date.

Development is in its fifth phase with planning, remediation, site-servicing, marketing and sales work underway. There are currently approximately 1,700 units in the community and a further eight-to-ten years of development is anticipated.



Federal riding: Ottawa-Vanier-Gloucester
Member of Parliament: Mona Fortier, Liberal Party of Canada

1.13 – Wellington Basin / Bassin Wellington (Montréal, QC)

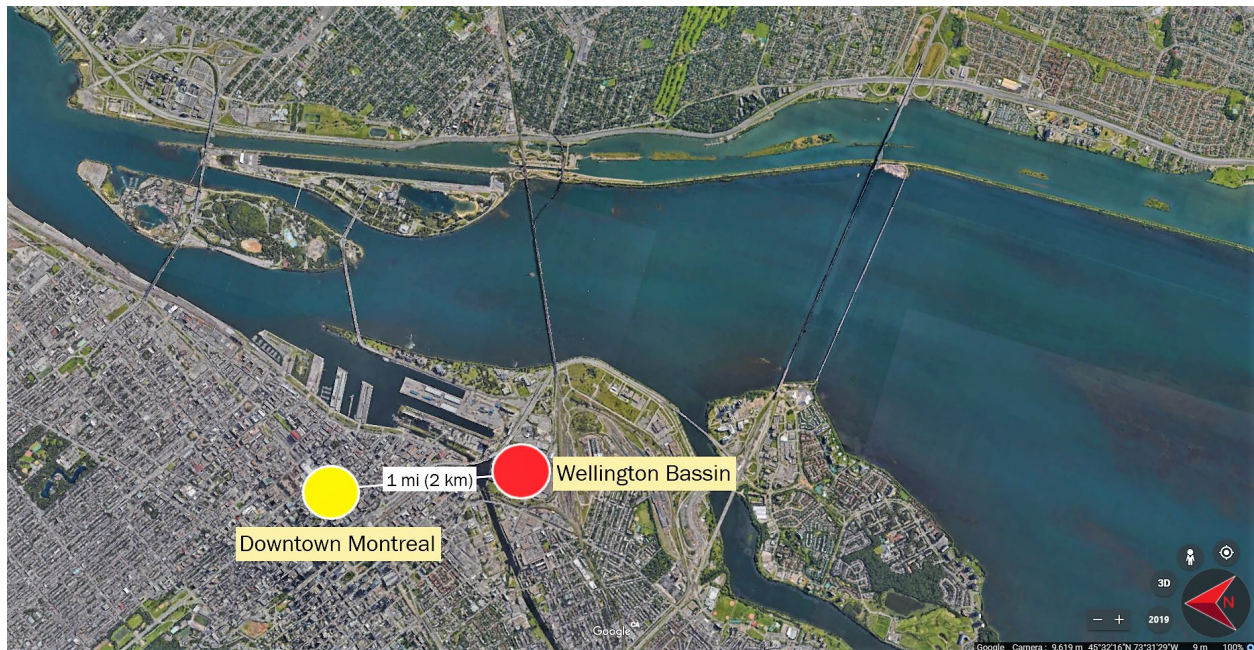


The Wellington Basin in Montréal was among the properties that CLC acquired from Transport Canada in 2010. The site covers 8 hectares (20 acres).

This industrial site has been used by shipbuilding-related industries since 1820. The only remaining use on the site is a flour mill.

In March 2023, the city released a “Plan directeur de mise en valeur” (PDMV), which envisions a high-density mixed-use, pedestrian-oriented development for the Wellington Basin sector. In March 2023 CLC commenced a public engagement process to inform the development of a detailed master plan for the Wellington Basin lands. The plan will support approximately 3000 housing units, along with commercial, employment, a new artisan district and innovation cluster, along with recreation including a new urban beach.

In March 2025, Canada Lands Company joined the mayor of Montréal to announce plans to enable up to 13,500 housing units for the Bridge-Bonaventure sector. The development area is located between the Lachine Canal, the Old Port of Montréal and the St. Lawrence River – which includes CLC's Wellington Basin property, among others.



Federal riding: Ville-Marie—Le Sud-Ouest—Île-des-Sœurs
Member of Parliament: Marc Miller, Liberal Party of Canada

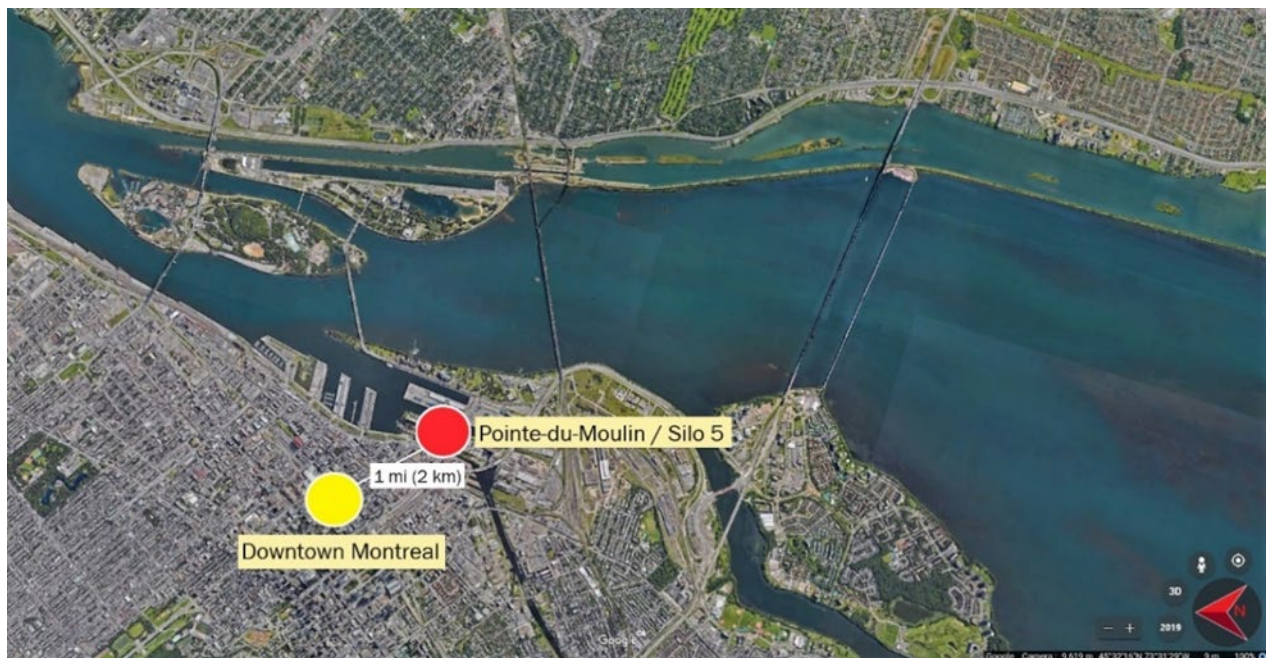
1.14 – Pointe-du-Moulin (Montréal, QC)



CLC acquired the Pointe-du-Moulin site from Transport Canada in 2010. The site includes Silo 5 and part of Rue Mill.

The Pointe-du-Moulin pier is one of Montréal's most prominent locations with a surface area of 8 hectares (19 acres). Towering over the Old Port of Montréal's skyline in both height and volume, the Pointe-du-Moulin structures bear witness to the intense industrial activity that once characterized the city's waterfront. With its huge Silo 5, docks, marine towers and conveyors, Pointe-du-Moulin constitutes a major industrial heritage site for both Montréal and Canada. The area also serves as a key link between the Old Port of Montréal and Parks Canada's Lachine Canal National Historic Site.

As part of its redevelopment plan for Pointe-du-Moulin, the Company's main objective is to contribute to Montréal's growth and reputation, while also honouring this historical site's heritage. In 2019, the Company launched a request for proposals process for a developer aimed at revitalizing and transforming Pointe-du-Moulin. CLC entered into an agreement of purchase and sale with the preferred proponent pending negotiations with the City. The vision for the lands is to transform the historic zone into a mixed use residential and commercial hub, with approximately 1200 homes, and concepts for hotel and cultural uses.



Federal riding: Laurier-Sainte-Marie

Member of Parliament: Steven Guilbeault, Liberal Party of Canada

1.15 – 3155 Côte-de-Liesse (Montréal, QC)



3155 Côte-de-Liesse, formerly the National Film Board head office, was acquired from Public Services and Procurement Canada (PSPC) in December 2022. The property is 4.9 hectares (12.1 acres) of land and six buildings. Located within the Borough of St. Laurent, the site is adjacent to autoroute 40 and is located 500 meters (1640 feet) from the new Côte-de-Liesse REM and EXO train station, due to open by 2025.

Several of the original buildings hold a “classified” designation by the Federal Heritage Buildings Review Office. CLC is obligated through the agreement of purchase and sale with PSPC to retain Building A and is actively exploring repurposing additional buildings for residential, commercial and institutional uses.

Canada Lands continues engage the public and work alongside the local borough and City of Montreal to create a master plan for the site. New construction will be added to create a vibrant new mixed-used community with approximately 1000 homes. CLC anticipates presenting its preferred master plan for site in 2025.



Federal riding: Saint-Laurent

Member of Parliament: Emmanuella Lambropoulos, Liberal Party of Canada

1.16 – Pointe-de-Longueuil (Longueuil, QC)



CLC acquired the Pointe-de-Longueuil site, covering 16 hectares (39.5 acres), in 2006 and 2013.

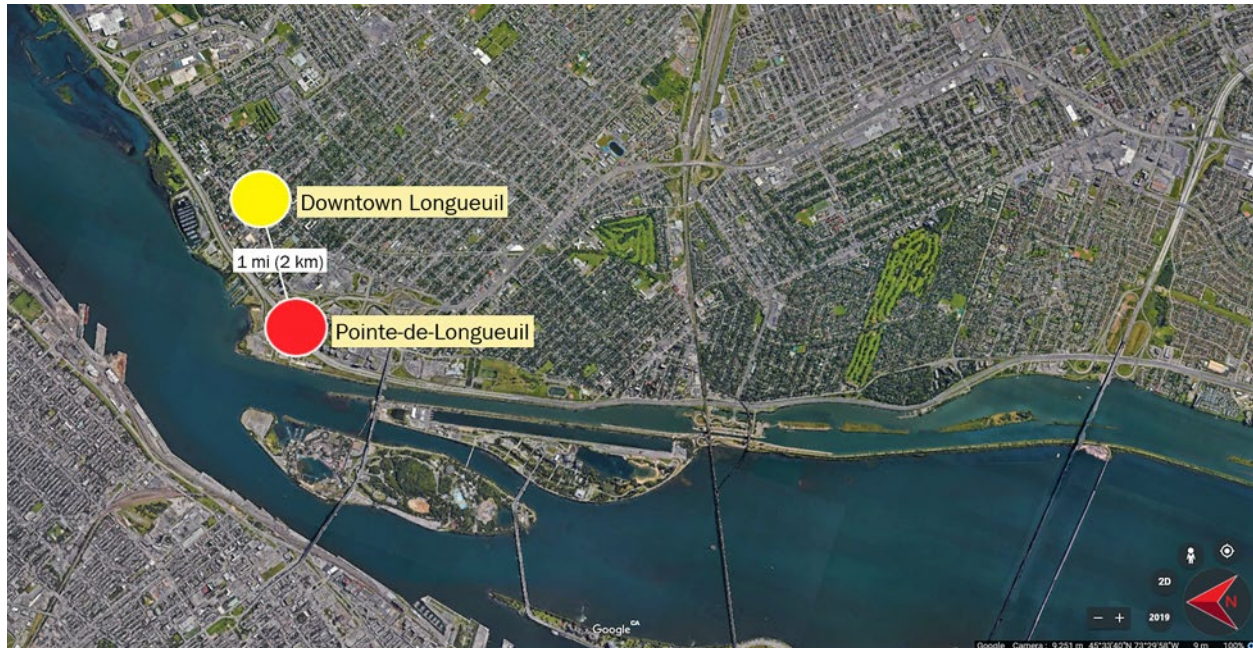
The site lies adjacent to the City of Longueuil's downtown core and is close to the subway node, providing excellent development opportunities. This plan will make the downtown core more vibrant with a new waterfront connection and improved access to the water by public transit and for cyclists.

The Pointe-de-Longueuil redevelopment project is key to the revitalization of Longueuil's waterfront area, which sits on the shoreline of the St. Lawrence River facing Montréal. Pointe-de-Longueuil boasts breathtaking views of the river and the Eastern Townships.

Following a memorandum of understanding signed with the City in February 2024, several design workshops were conducted that helped refine the vision for the Pointe de Longueuil development. The vision is for a primarily residential and mixed-use neighbourhood, with approximately 5000 homes, rich in waterfront parks and amenities.

A development agreement is expected to be concluded in the next few months to finalize plans and an aim to begin selling the first lots of land in 2026. The site will be developed over a period of 10-15 years using a progressive and sustainable approach that is aligned with the vision of creating a modern community in the heart of Greater Montréal. The development is also aligned with the

Special Urban Planning Program for downtown Longueuil (PPU) adopted in 2021, for which public consultations were held in collaboration with CLC.



Federal riding: Longueuil-Charles-Lemoyne
Member of Parliament: Sherry Romanado, Liberal Party of Canada

1.17 – Shannon Park (Halifax, NS)



CLC acquired this former military site in 2014 from the Department of National Defence. The property spans approximately 35 hectares (87 acres) adjacent to the Halifax Harbour on the Dartmouth side.

The Millbrook First Nation owns approximately 3.6 hectares (9.0 acres) of land adjacent to Shannon Park. A memorandum of understanding on cooperative development efforts was signed with them in 2018 which confirms commitments relating to joint master planning, an extension of infrastructure services, the conveyance of “shared development blocks” and the potential for Millbrook First Nation participation in streets and services construction.

Two buildings remain on site: the former CANEX building occupied by the Department of National Defence on a short-term lease which will be removed as part of Phase 1; and a school which is leased and will eventually be sold to the Halifax Regional Centre for Education which operates a French language school.

A 1.1-kilometre (0.7-mile) public trail and the lookout were opened in June 2018 to commemorate Canada’s 150th anniversary of confederation.

The development concept was approved by Halifax Regional Municipality in February 2023.

The Shannon Park development will provide approximately 3,000 units within a mix of housing options. A minimum of 20% of the units will be affordable housing. The proposed community development design includes strong pedestrian links throughout with connectivity to the future shoreline park and a future public ferry terminal. Future parks will provide both active and passive green spaces. Public transit and a connected active transportation network will be integral to creating a complete community at Shannon Park where residents can easily access daily living needs and amenities without the use of a private vehicle.

Canada Lands submitted its preliminary subdivision package to HRM for review in 2024. Detailed engineering and work on the urban design guidelines are underway. In 2025 the Province of Nova Scotia purchased the first two parcels that will accommodate about 600 units of affordable housing.



Federal riding: Dartmouth-Cole Harbour
Member of Parliament: Darren Fisher, Liberal Party of Canada

1.18 – Pleasantville (St. John's, NL)



In 2006, CLC acquired the Pleasantville property from Public Services and Procurement Canada. The property is in the east end of the City of St. John's approximately two kilometers from downtown.

The 26.3-hectare (65 acre) is a former U.S. and Canadian military base that was built during the Second World War.

The current development concept calls for a primarily residential development with a mix of housing types, including townhomes and single-family homes, apartment and condominium units, open space, local commercial and recreational opportunities, and a stormwater management system.

Phase 1 (eastern portion of the site) has new services and roads installed and several development blocks have been constructed, including affordable housing. A little over 100 affordable housing units were enabled under the former Surplus Federal Real Property for Homelessness Initiative and the current Canada Mortgage and Housing Corporation's Federal Lands Initiative.

Canada Lands is currently in the process of exploring options for development and marketing of the lands within Phase 2, which is approximately 10.7 hectares (26.5 acres).



Federal riding: St. John's East

Member of Parliament: Joanne Thompson, Liberal Party of Canada

Appendix 2 – Attractions

2.1 – Downsview Park (Toronto, ON)



A jewel in Toronto, Downsview Park has played various pivotal roles throughout Toronto’s history and continues to offer something for everyone to enjoy.

Following the closure of the Canadian Forces Base in 1995, the land was transitioned into two separate but complementary parcels: Downsview Park and Downsview Lands.

Downsview Park (118 hectares/291 acres) is one of the largest urban parks in Toronto and sits atop one of the city's highest elevations. Located in the heart of North York, it reflects the diverse nature of the surrounding Downsview community. The Park includes walking paths, an urban forest, a nine-acre stormwater management lake, an orchard, a children’s play zone, a dog park, public art installations, urban farms, and an interpretive trail known as the “Sesqui Trail” which commemorates the history of the lands and recognizes it as a part of the traditional territories of the Mississaugas of the Credit First Nation. As the largest outdoor event venue in Toronto, each year Downsview Park hosts more than 20 public events at its Festival Terrace, accommodating up to 40,000 people each time. The Park’s tenanted areas include a range of commercial, recreational

and educational institutions. Downsview Park welcomes over 1.8 million visitors and guests annually, while over 8,000 children participate in recurring education programs that are offered in French upon request. Programs are offered through the Park's Discovery Centre, which educate students on important "green" educational topics that explore the many unique ecosystems that call Downsview Park home – a strong example of Canada Lands' commitment to sustainability.

As owner, Canada Lands Company oversees Downsview Park's operations and continuous growth. Since the Park's official opening in 2012, it has become a vibrant urban green space in which active and passive elements are combined for the enjoyment of all visitors. The Park also has a 4 hectare/10-acre urban farm, which is one of the largest in the country.



Federal riding: York Centre
Member of Parliament: Roman Baber, Conservative Party of Canada

2.2 – Canada's National Tower (Toronto, ON)



An enduring symbol of innovation, Canada's National Tower (or simply, the CN Tower) inspires and connects Canadians. The CN Tower stands tall, elevates every occasion, and celebrates infinite possibilities as it welcomes visitors from around Canada and around the world.

Throughout its history, Canada's National Tower has earned many titles, including Wonder of the Modern World and the world's tallest freestanding structure – a title it held for 32 years from 1975 - 2007.

Standing at a height of 553 metres (1,816 feet), visitors to the CN Tower can enjoy its breathtaking views of the city and many exciting offerings. The CN Tower's world-famous Glass Floors and



EdgeWalk, the world's highest most extreme urban adventure, are a delight to even the biggest of thrill seekers, while its award-winning 360 Restaurant has been recognized as an industry leader in sustainability for its commitment to waste diversion and local sourcing. The elevated dining experience at 360 Restaurant celebrates Canadian cuisine and a wine selection from the world's highest wine cellar, as designated by Guinness World Records.

As its proud owner and manager, Canada Lands continually finds ways to innovate the CN Tower's timeless experience. In July 2021, alongside the Minister of Public Services and Procurement, the Company announced a \$21-million investment into the attraction to modernize its Lower Observation Level, which features an interactive, multimedia experience. This renovation is the latest in a series of projects aimed at modernizing the CN Tower's facilities to enhance accessibility and maintain its reputation as a world-class destination. It follows the 2018 renovations of the attraction's Main Observation Level, which introduced floor-to ceiling window walls, along with a 2020 renovation of the CN Tower's retail store. In 2022, the CN Tower earned Gold-level accessibility certification from the Rick Hansen Foundation. In 2025, the CN Tower completed the new renovation to the Lower Observation Level that now has a modernized space for guests that offers improved accessibility and maximized indoor observation year-round with a Glass Floor from 342 meters high, and an Outdoor Terrace.



Federal riding: Spadina-Harbourfront
Member of Parliament: Chi Thuy Diem Nguyen, Liberal Party of Canada

2.3 – Old Port of Montréal (Montréal, QC)

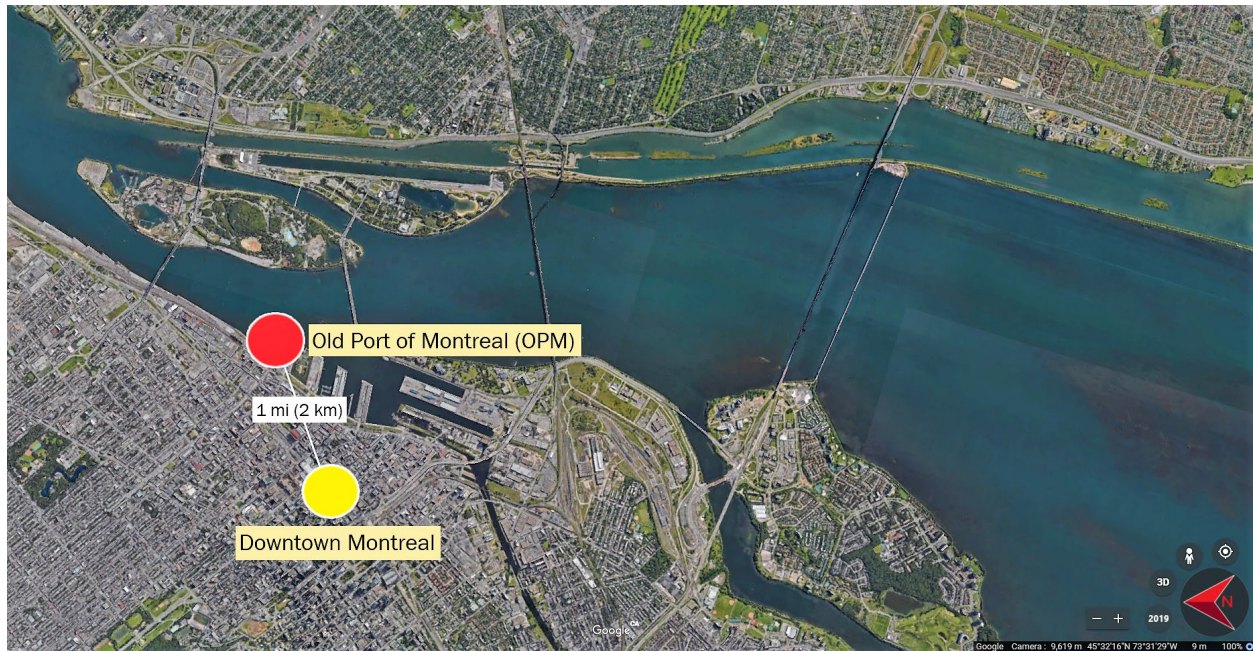


The Old Port of Montréal has something for everyone. Its mission is to develop, manage and host recreational and tourist activities on a large site that is a place of fun and discovery.

Owned and managed by Canada Lands Company, this iconic attraction tourist attraction and event venue draws more than six and a half million visitors each year. Bordering the St. Lawrence River for 2.5 kilometers, the Old Port of Montréal offers a wide array of family and water-sport activities, and an urban beach. It also has a diverse range of cultural, culinary, sports and musical events, and outdoor festivals, some of which are internationally renowned, such as Cirque du Soleil and Igloofest.

The Old Port of Montréal is also home to several very popular attractions, including the Montréal Observation Wheel (the tallest installation of its kind in Canada), Bota Bota spa-sur-l'eau (a high-end spa on a converted ferry), the Bateau-Mouche, with its music and light experience on the river, as well as 50 other activities, shops and restaurants. The Old Port of Montréal hosts approximately 25 events year-round organized by third-party, renewing interest and repeat visitation. This historic site

is a must-see spot for Montréalers and tourists, who can enjoy its esplanade, green spaces and lively programming. The Old Port that we know today was inaugurated in 1992 after an investment of \$125 million from the Government of Canada.



Federal riding: Laurier-Sainte-Marie
Member of Parliament: Steven Guilbeault, Liberal Party of Canada

2.4 – Montréal Science Centre (Montréal, QC)



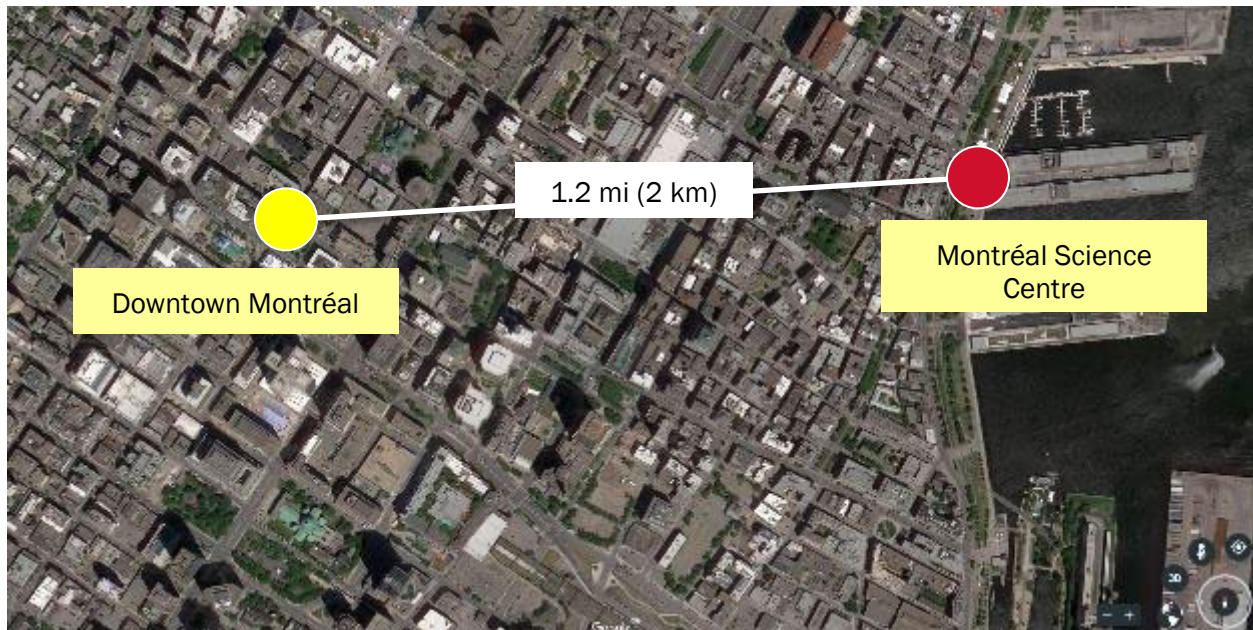
Since 2000, this site dedicated to science and technology has become known for its accessible and interactive approach, and for showcasing local innovation and know-how.

Also owned and operated by Canada Lands Company, the Montréal Science Centre is located in the Old Port of Montréal. It is one of Canada's most popular science centres and aims to provide each visitor with opportunities to have fun while learning how they can use science and technology to build their future.

The Science Centre has several permanent and temporary interactive exhibitions as well as a IMAX®TELUS theatre with a seven-storey high screen. The centre also hosts some 200 corporate events and weddings annually in elegant halls with breathtaking views of the river and city. It's no surprise, then, that each year the centre attracts more than 510,000 visitors. Since 2000, more than 15 million visitors have explored the Montréal Science Centre, including more than two million young students on school outings.

With the financial support of Canada Lands and the Montréal Science Centre Foundation, the Montréal Science Centre is known for its unique and interactive ways of exploring science and

technology, along with its innovative approach that fosters learning. The centre extends its know-how and award-winning, made-in-Québec exhibitions to the world; for example, its Fabrik, Musik and Indigenous Ingenuity exhibitions have already been presented across Canada and internationally.



Federal riding: Laurier-Sainte-Marie

Member of Parliament: Steven Guilbeault, Liberal Party of Canada

Appendix 3 – Current and Potential Acquisitions

Property Name	Custodian	Street Address	City	Acquisition Stage
New Glasgow Land	DND	Corner Park and Summer St.	New Glasgow, NS	Potential
New Glasgow Armoury	DND	10 Riverside Parkway	New Glasgow, NS	Potential
Site GC - New Glasgow	PSPC	340 East River Road	New Glasgow, NS	Potential
Naval Armament Depot	DND	Armament Road	Dartmouth, NS	Potential
Clements Park	DND	Portion of DFRP #02717 found South of Central Ave and West of Tremont Mountain Rd.	Greenwood, NS	Potential
GC Building - Tax Centre	PSPC	290 Empire Ave	St. John's, NL	Potential
White Hills Site	PSPC	80 and 100 East White Hills Road	St. John's, NL	Potential
The John Cabot Site	PSPC	10 Barters Hill	St. John's, NL	Potential
GC Land Site - Adjacent to BIO Property	PSPC	Baffin Boulevard	Dartmouth, NS	Current
Military Facility Site	DND	Wright's Cove	Dartmouth, NS	Potential
1420 Rue Sainte Catherine Ouest	PSPC	1420 Rue Sainte Catherine Ouest	Montreal, QC	Current
Cité du Havre	CMHC CDPQ	Cité du Havre	Montreal, QC	Current



Laval Penitentiary	CSC	400 Montee St Francois St.	Laval, QC	Current
Seaway Portfolio - HWY 132	TC	Hwy 132	Longueuil, QC	Current
Ferme Jean-Charles Chapais	AAFC	3595 Bd Guillaume-Couture	Levis, QC	Current
330 Gare du Palais	PSPC	330 Gare du Palais	Québec, QC	Potential
Rene-Nicolas Levasseur Bldg	PSPC	94 Dalhousie St	Québec, QC	Current
Louis-Pratt Bldg	PSPC	104 Dalhousie St	Québec, QC	Current
John-Munn Bldg	PSPC	112 Dalhousie St	Québec, QC	Current
Caserne St.Louis & Sewell House	DND	87 Saint Louis Street	Québec, QC	Current
Quebec Garrison Club	PC	97 Saint Louis Street	Québec, QC	Potential
Maillou House	PC	17 Rue Saint-Louis	Quebec, QC	Potential
250 Lanark Avenue	PSPC	250 Lanark Avenue	Ottawa, ON	Current
Tremblay Road	PSPC	470 & 599 Tremblay Road	Ottawa, ON	Current
Booth Street (Part 2)	PSPC NRCan		Ottawa, ON	Current
National Defence Medical Centre	DND	1745 Alta Vista Drive	Ottawa, ON	Current
Confederation Heights	PSPC		Ottawa, ON	Current



Tunney's Pasture	PSPC		Ottawa, ON	Current
Jackson Building	PSPC	122 Bank Street	Ottawa, ON	Current
Place du Portage Phase I & II	PSPC	50 Rue de Victoria & 165 Rue de l'Hotel de Ville	Gatineau, QC	Potential
Bisson Centre	PSPC	115 Rue Bisson	Gatineau, QC	Current
L'Esplanade Laurier	PSPC	300 Laurier Ave	Ottawa, ON	Current
Seaway Portfolio - Cornwall, ON	TC	Various	Cornwall, ON	Current
NS - 011	TC	1901 Welland Canals Parkway	St Catherines, ON	Current
555 Glendale	TC	555 Glendale Avenue	St Catherines, ON	Current
HMCS Hunter Armoury	DND	960 Ouellette Avenue	Windsor, ON	Current
Tecumseh	TC	13400 Tecumseh Road E	Windsor, ON	Current
Lipton Building	PSPC	120 Queens Ave	London, ON	Current
Highbury Complex	DND	840 Highbury Avenue	London, ON	Current
Pickering Airport Lands	TC	Click for map	Pickering, ON	Potential
Kingston Penitentiary	CSC	500 King St W	Kingston, ON	Current
4910 Tecumseh Road East	CPC	4910 Tecumseh Road East	Windsor, ON	Potential
208 Provencher Boulevard	CPC	208 Provencher Boulevard	Winnipeg, MB	Potential
128 1st Street NW	CPC	128 1st Street NW	Airdrie, AB	Potential



125 E 10th Ave	PSPC	125 E 10th Ave	Vancouver, BC	Current
Vernon Armoury	DND	1900-29th Street	Vernon, BC	Current
Vernon GC Site	PSPC	3101 32nd Ave	Vernon, BC	Current
Sinclair Centre	PSPC	757 W Hastings Street	Vancouver, BC	Current
ISED Cloverdale	ISED	3884 & 3948 192nd Street, 19233 & 19498 40th Avenue and 19305 36th Avenue	Surrey, BC	Current
Surrey Tax Centre	PSPC	Surrey Taxation Data Centre - Lot #1262	Surrey, BC	Potential
2405 Pine Street	CPC	2405 Pine Street	Vancouver, BC	Potential



Appendix 4 – Awards

2025
<ul style="list-style-type: none">• Jericho Lands – Canadian Award for Planning Excellence – Canadian Institute of Planners
2024
<ul style="list-style-type: none">• The Downsview Framework Plan - National Urban Design Award from the Royal Architectural Institute of Canada, the Canadian Institute of Planners, and the Canadian Society of Landscape Architects.• Montréal Science Centre - Distinction Award - Destination Marketing and Promotion - Best Marketing Communications Initiative / Budget under \$25,000• Montréal Science Centre - Prix Accessibilité universelle Monique Lefebvre for Les Matinées apaisées at the Montréal Science Centre Altergo Wateridge Village - Best New Community - The Grand SAMs - Greater Ottawa Home Builders' Association Wateridge Village - Best Community Marketing Impact - The Grand SAMs - - Greater Ottawa Home Builders' Association
2023
<ul style="list-style-type: none">• Downsview Framework Plan - Toronto Urban Design Award in the Vision and Masterplan category.• Wateridge Village – Award of Excellence for Commemoration Handbook – Ottawa Heritage Awards, City of Ottawa
2022
<ul style="list-style-type: none">• Heather Lands, Jericho Lands and the Musqueam, Squamish, and Tsleil-Waututh (MST) Nations - Award for Engagement and Partnerships with Indigenous Peoples - Real Property Institute of Canada (RPIC)
2021
<ul style="list-style-type: none">• CN Tower – Experts' Choice Awards – TripExpert• Heather Lands - Excellence in Planning Practice - City & Urban Areas Gold Award – Planning Institute of British Columbia• Heather Lands – National Award for Planning Excellence - Planning for Reconciliation – Canadian Institute of Planners• Montréal Science Centre – 14th édition Grands Prix du Design Awards – Gold – INT Design• Montréal Science Centre – Best Project Category 1: \$1M and over – CASCADE Awards Canadian Association of Science Centres (CASC)• Village at Griesbach – Best New Community in Canada - Canadian Home Builders' Association• Village at Griesbach – Best Show Home Parade - Canadian Home Builders' Association
2020
<ul style="list-style-type: none">• CN Tower – Best of Award of Excellence – Wine Spectator• CN Tower – Best of Award of Excellence – DIRONA (Distinguished Restaurants of North America)



- CN Tower – Gold certification - BOMA BEST
- CN Tower – Canada's Greenest Restaurants (Certification) – LEAF
- CN Tower – Travellers' Choice Award – TripAdvisor
- Village at Griesbach – Best Community - Canadian Home Builders' Association – Edmonton Region
- Village at Griesbach – Best Exhibition of Model Houses - Canadian Home Builders' Association - Edmonton Region

2019

- Booth Street – Award of Merit: Visions and Master Plans – City of Ottawa
- CN Tower – Accessibility Tourism Award (co-winner) – Tourism Industry Association of Ontario
- Montréal Science Centre - Best Exhibit or Large Show - Large Institution: Génie autochtone – CASCADE Awards Canadian Association of Science Centres (CASC)
- Montréal Science Centre - Prix Télé-Québec - Coup de cœur du jury - Société des Musées du Québec
- Village at Griesbach – Best Community – Canadian Home Builders' Association - Edmonton Region
- Village at Griesbach – Best Existing Community – Building Industry Land Development Association (Alberta)
- Village at Griesbach – Best Video, Commercial - Canadian Home Builders' Association - Edmonton Region

2018

- CN Tower – Good Food Innovation Award – Gold – Food Day Canada
- CN Tower – Toronto's Greenest Choice FeastON Restaurant – City of Toronto

2017

- CN Tower - Prix du XXe siècle – Royal Architecture Institute of Canada
- Wateridge Village – Engineering Award of Merit – Consulting Engineers of Ontario

2016

- Currie – Award of Excellence for Planning – Alberta Professional Planners Institute
- Currie – Best Practices – Comprehensive Planning (Group) – Real Property Institute of Canada
- Currie – Charter Award of Merit – Congress for the New Urbanism
- Village at Griesbach – Best Community - Canadian Home Builders' Association - Edmonton Region

To review the complete list of awards, visit <https://www.clc-sic.ca/about>