



Canada Lands Company

Meeting with the Honourable Joël Lightbound
Minister of Government Transformation, Public Works and
Procurement

June 11, 2025



Canada Lands Company
Société immobilière du Canada

About Canada Lands Company

- Self-financing Crown corporation in operation since 1995
- With a commercial mandate, Canada Lands Company Ltd (CLCL) specializes in real estate development and attractions management
- Head office in Toronto with eight regional offices
- National portfolio of 23 real estate properties, and four attractions for a total of 27 properties (440 hectares/1,090 acres in development)
- 978 employees (at March 31, 2025)
 - Real estate : 58
 - Attractions : 856
 - Corporate : 64

Our mission: To 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.

How we do it:

- Acquire surplus properties at market value. Properties are then retained, developed, leased or sold.
- All projects must be financially viable with the goal to enhance economic, social and environmental value
- Strong connections and partnerships with citizens, municipalities, housing providers and Indigenous communities to enable housing faster

Housing

- Respond to local needs by developing communities with a diversity of housing types
- Collaborate with community not-for-profits and municipalities to incorporate affordable housing
- Minimum of 20% affordable housing across the country

“This project should inspire new urban developments across Canada”

The Globe and Mail

Track Record

- Since 2016, CLCL has delivered more than 15,000 housing units, including 3,000 affordable units
- In 2024, we set a goal 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
- 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

Collaborating on the Disposal of Surplus Property to Accelerate Housing

- Partners with federal departments to create innovative solutions for government needs and complex real estate challenges
- Engages with custodians at an early stage to create efficiencies and optimization of federal property
- Works closely with PSPC Disposal Directorate to streamline the disposal of property to CLC

- Two sites in Ottawa are being transformed into sustainable, mixed-use communities while continuing to support the government's program needs: Tunney's Pasture and Confederation Heights planning processes are well underway. CLC is leading the charge in planning, roads/servicing and municipal approvals before acquisition.
- National Defence Medical Centre in Ottawa – MOU with DND signed (March 2025) to accelerate development by CLC doing planning work before acquisition.
- With more properties transferred to CLC, more housing will be enabled to reach the government's housing goals.

Economic Engine

- Canada Lands' capital investments in communities have a multiplier effect
- Generates employment opportunities in site servicing, construction, operations and improvements
- Contributes to Canada's economic growth
- Consistently delivers a financial return to the federal government

“ We have lumber yards, contractors, dry wall, bathtub shops and all of a sudden, this development started, and we had a boom in these industries, and we started to see families have a better way of life.”

Former Mayor Sharon Gaetz, City of Chilliwack

Impact on local communities

- Real estate projects have generated \$4 B in economic impact on local economies in the last 10 years
- Contributes to municipal and provincial governments through development charges, amenities, taxes and payments in lieu of taxes
- Investments and operation of public parks and green spaces in Montréal and Toronto

Benefits to Canada in 2024/25

- \$75 M: In real estate development investments in communities
- \$20 M: Dividend declared to Canada (\$11 M net)
- Surpassed \$1.3 B in total benefits to Canada since 1995

Climate Resilience

- Our goal is to align with the Greening Government Strategy and achieve net-zero by 2050
- Environmental, Social, Governance framework in place

“They wanted to engage. They listened actively to what the communities had to say. It was a refreshing change to see the input and the concerns reflected as the design and the plan were being developed.”

Andrew Wisniowski, community member, Ottawa
(Wateridge Village/Village des Riverains, 2015)

Environmental sustainability examples

- Pioneer in establishing the LEED-ND certification at Garrison Crossing, Currie, Village at Griesbach and Les Bassins projects
- CN Tower has achieved an 85% reduction in greenhouse gas emissions since 2006
- The Old Port has reduced carbon emissions by 66% since 2005
- A “greenstreet” in Chilliwack (BC) replaces a road, beautifies the community and provides storm water management

Indigenous Partnerships

- Forging innovative, precedent-setting partnerships
- Providing a vehicle to address Indigenous peoples' interest in surplus federal property
- Characterized by our partners as « reconciliation in action »

“Unlocking the potential of Jericho Lands is an Indigenous-led step toward solving our shared housing crisis.”

Daily Hive

Current partnerships

Six real estate developments in four cities:

- Two developments in Vancouver with the Musqueam Indian Band, Squamish and Tsleil-Waututh Nations
- One development in Winnipeg with the Treaty One First Nations
- Two developments in Ottawa with the Algonquins of Ontario
- One development in Halifax with the Millbrook First Nation

A Memorandum of Understanding with the Mississaugas of Ontario in the Greater Toronto Area.

A shared vision

- Assist the government in meeting its duty to consult obligations with respect to the disposal of surplus real property
- Help shape a positive future through innovative agreements
- Include economic development, employment, training, mentorship and procurement opportunities

Stewards of Iconic Landmarks

- One of Canada's largest attractions operators with approximately 10 million guests and visitors a year
- Since 2015, approximately \$450 million invested across four attractions to help them thrive, supporting local economies
- Every attraction managed by Canada Lands is focused on delivering uniquely Canadian experiences

“The CN Tower has won many awards, including TripAdvisor's Travelers' Choice "Best of the Best" Award in 2022 and a “gold-level” Accessibility Certification by the Rick Hansen Foundation in the same year!”

CN Tower

- 1.8 M+ visitors in a typical year

Old Port of Montréal

- 6.5 M+ visitors in a typical year
- Québec's most-visited tourism site

Montréal Science Centre

- 500,000+ visitors annually
- Since 2000: 200,000+ students as part of school groups children and more than 15 M visitors
- 10,000 underprivileged youth and families provided free access
- Provides community support through an active foundation

Downsview Park

- 300,000+ total attendees to Park events in a typical year
- \$45 M allocated for capital improvements
- 8,000 children attend environmental program annually

Our Presence and Opportunities



Opportunity 1: Confirm Budget 2024 Authorities/Flexibilities

What: CLCL seeks confirmation of the new authorities and flexibilities outlined in Budget 2024 and subsequent Memorandum to Cabinet to accelerate redevelopment of federal properties.

Following Budget 2024 significant progress has been made to advance the government's housing targets.

Confirming these new flexibilities and authorities will further accelerate housing development projects, improve social outcomes and facilitate collaboration with Crown corporations such as Canada Post to redevelop their surplus and underutilized properties.

Authorities and flexibilities:

- Transact with the federal government at below-market or book value.
- Enable housing development on underutilized federal properties in active use that CLCL does not own.
- Acquire and redevelop surplus and/or underutilized active properties owned by Crown corporations.
- Reinvest CLCL's forecasted dividends to advance government's priorities for housing (affordability, greening, etc.).

Opportunity 2: Build Canada Homes

CLCL is uniquely positioned to support the new Build Canada Homes (BCH) entity given its experience and expertise in:

- developing surplus and underutilized federal lands
- strengthening partnerships with builders to construct housing
- leveraging its relationships with municipalities
- accessing funding and financing programs
- offering strategic advisory services to support the program and deliver long-term affordable housing

CLCL offers the federal government a ready vehicle to deliver policy into action, federal land into homes, and funding into outcomes.

With 30 years of experience in real estate development and management, CLCL can help the government unlock thousands of new homes on federal lands—efficiently, affordably, and in full alignment with national housing priorities.

Opportunity 3: Appoint Two Members to the Board of Directors

Cabinet Approval Required to Fill Board of Directors Vacancies

The Board of Directors of Canada Lands Company Limited comprises seven members. In collaboration with several government offices, we have identified two qualified candidates to fill current vacancies on the Board. One seat has remained vacant since late 2023, while the other will replace a Director whose term concludes this month.

The proposed candidates bring valuable expertise in real estate, financial management, and Indigenous partnerships.

The next step is Cabinet approval.



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