

Canada Lands Company Limited (CLCL) Briefing

The Honourable Helena Jaczek
Minister of Public Services and Procurement

November 9, 2022



Canada Lands Company
Société immobilière du Canada

About Canada Lands Company

- Expertise in real estate and attractions management
- Producing significant non-financial and financial benefits for Canadians
- Unique emphasis on community engagement

“ [Currie] is the type of community people will study for decades. ”

- Former Chair, Calgary Planning Commission

Who we are:

- Federal Crown corporation with no appropriation
- Net proceeds returned to the fiscal framework
- Reports to Parliament through the Minister of Public Services and Procurement (*Financial Administration Act*)
- Head office in Toronto, six regional offices
- Total development land portfolio: 423 hectares (1,046 acres – as of June 2022)

What we do:

- Committed to being the Government of Canada’s best resource for real estate development and disposal expertise, and attractions management
- Optimize financial and community value from surplus federal properties
- Innovation is a core principle to address complex challenges
- Partner with citizens, municipalities, affordable housing providers and Indigenous communities



Employee Focus

- Committed to diversity, equity and inclusion
- Promoting mental health awareness and well-being of employees
- Advancing a fair, balanced approach to organized labour

Employee and labour engagement

- 844 employees (March 31, 2022): 424 represented by PSAC (Old Port of Montréal) and Unifor (CN Tower)
- Average tenure 12 years

Healthy Workplace

- Enhancing employee resources and assistance programs
- GBA+ based decision making introduced in 2018
- Mental health and unconscious bias training
- Introduced various programs to support psychological health and safety of staff
- Diversity strategy is in place to ensure a workforce that is representative of Canada

Economic Engine

- Canada Lands' capital investments in communities has a multiplier effect
- Employment for servicing, construction plus continuing operations and improvements
- Contributing to Canada's economic growth

“ We have lumber yards, contractors, dry wall, bath tub 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 and contributions

- Canada Lands' real estate projects had a \$305M economic impact on local economies in 2021/22
- Canada Lands contributes to municipal and provincial governments through development charges, taxes and payments in lieu of taxes
- Canada Lands funds and operates public parks and green spaces in Montréal and Toronto

Benefits to Canada in 2021/22

- \$74M: In real estate development investments in communities
- \$154M: remittance to shareholder
- \$10 M: dividend to Canada
- Surpassed \$1.2 B in total benefits to Canada since 1995

Supporting communities:

- Advancing efforts toward the inclusion of under-represented and equity-seeking groups into selected procurement process

Affordable Housing

- Meeting the needs of low and middle income Canadians
- Engaged in the National Housing Strategy with CMHC
- Developing communities with a diversity of housing types
- Responding to municipal needs

“Canada Lands Company gathered all the stakeholders around the table... and said “let us work together to imagine how this site could be turned into the best possible place to live”.”

Edith Cyr, Directrice, Bâtir son quartier, Montréal (Les Bassins du Nouveau Havre)

Homes for all Canadians

- Over 2,000 affordable housing units across Canada with more in the planning stages

National Housing Strategy

- Partner with CMHC, PSPC and ESDC in the National Housing Strategy (Federal Lands Initiative) to use former federal lands for affordable housing
- Collaborating with community not-for-profits and municipalities to incorporate affordable housing
- Canada Lands has provided eight properties across the country for this initiative with a proposed yield of over 640 affordable housing units as of November 2022.

Indigenous Partnerships

- Forging innovative, precedent-setting partnerships
- Providing a vehicle to address Indigenous peoples' interest in surplus property
- Characterized by our partners as “contributing to reconciliation”
- Project planning and development benefits for participating Nations

Current and future partnerships

Six projects in four cities:

- Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation (Vancouver, 2)
- Treaty One First Nations: Brokenhead Ojibway, Long Plain, Peguis, Roseau River Anishinaabe, Sagkeeng, Sandy Bay, Swan Lake (Winnipeg)
- Algonquins of Ontario (Ottawa, 2)
- Millbrook First Nation (Halifax)

A shared vision

- Supports a positive future for Indigenous peoples through innovative agreements
- Assists the Government of Canada in meeting its duty to consult with Indigenous peoples and the disposal of surplus real property
- Includes employment, training, procurement and mentorship provisions.

Innovation

- Innovative solutions to complex real estate challenges
- Partnering with federal departments to create solutions for government needs
- Establishing a robust Environmental, Social, Governance framework
- Supporting the government's environmental priorities such as net-zero by 2050

Collaboration with Public Services and Procurement Canada

- Three sites in Ottawa are being transformed into sustainable, mixed-use communities
- New initiative to streamline and accelerate disposals (Treasury Board)

Environmental sustainability

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

Community Engagement

- Our hallmark: comprehensive community engagement
- Multiple sessions, typically starting with “blue sky” approach
- Open and transparent dialogue with Canadians
- Virtual, on-line and in-person strategies

“ 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)

Engagement philosophy

- No pre-defined plans at the onset of the consultation process
- Achieve a consensus-built plan incorporating innovation and sustainable growth
- Balance between financial returns and community benefits

Wateridge Village/Village des Riverains, Ottawa

- 200+ meetings with stakeholders, 1,000+ attendees at public meetings
- Plan endorsed by the community and unanimously approved by Ottawa City Council

Currie, Calgary

- 1,268 attendees at public meetings and 230 hours of engagement
- Unanimous approval by the City of Calgary

Naawi-Oodena, Winnipeg

- 750 attendees at introductory meeting
- Community support for development plan

Stewards of Iconic Landmarks

- Trusted owner/manager of special Canadian places
- One of Canada's largest attractions operators; in 2020/21 we welcomed almost 3 million guests and visitors
- Investing in Canada's landmarks and iconic attractions to help them thrive and grow

CN Tower

- 2 M+ visitors in a typical year
- \$21 M investment announced in 2021 for improved accessibility and visitor experience

Old Port of Montréal

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

Montréal Science Centre

- 700,000+ visitors annually
- 200,000 school group children since 2000
- 10,000 underprivileged youth and families benefited from free access
- Community support through active Fondation

Downsview Park

- \$45 M for Park construction
- 8,000 children participate in the Park's education programs annually
- 300,000+ total attendees to Park events annually in a typical year

Commemoration and Legacy

- Promoting Canada and historic land uses
- Honouring military legacy
- Celebrating Indigenous peoples

“ This partnership is a shining example of what we mean by reconciliation; presenting opportunities for the commemoration of the history and connection of the Algonquin people to the site. ”

Robert Potts, Principal Negotiator & Sr. Legal Counsel, Algonquins of Ontario, Ottawa (Wateridge Village/Village des Riverains)

- \$13 M+ invested in legacy initiatives at real estate projects
- \$3 M for military commemoration in Edmonton (parks, lakes, monuments and street names)
- “Canada 150” trail in Halifax
- Citizenship ceremonies at the CN Tower

Celebrating Indigenous peoples

- Working with the Algonquins of Ontario at Wateridge Village/Village des Riverains (Ottawa) to create:
 - Three commemorative parks
 - Entrance and street naming features
- In Vancouver, working with the three Nations partners to develop an Indigenous interpretive strategy to inform project planning and development, as well as economic development opportunities



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Shaping places and spaces

Canada 