



Canada Lands Company

Corporate highlights and overview

January 2022



Canada Lands Company
Société immobilière du Canada

- Expertise in real estate development and attractions management
- Producing significant benefits for Canadians
- Special emphasis on community engagement at the outset and throughout the life of a project



Who we are

- Federal commercial Crown corporation, in operation since 1995
- Arm's length, self-funding **experts** in **real estate development** and **attractions management** (CN Tower, Old Port of Montréal, Montréal Science Centre, Downsview Park)
- Head office in Toronto with offices across Canada (Vancouver, Calgary, Edmonton, Toronto-D Downsview, Ottawa, Montréal and Halifax)
- Current land portfolio of 437 hectares/1,079 acres in six provinces



What we do

- Optimize **financial and community value** from surplus federal properties
- Provide **innovative solutions** to complex real estate challenges
- **Engage** municipalities and communities
- A Government of Canada **centre of excellence** for **real estate disposal and development expertise**
- Self-funded (receives no appropriation) and issues an annual **dividend** to the **shareholder**





Benefits for Canadians

- Benefits to Canada since 1995 exceeds **\$1 billion**
- Supported development of **more than 2,000 affordable housing units**
- 12 dedicated **school sites** (31 hectares/78 acres)
- 100% of active real estate developments meet or exceed **environmental** management requirements
- Meet or exceed municipal **sustainability** requirements



- Reduce federal operation and maintenance costs
- Award-winning developments
- Engine for local economies
- Partnerships with Indigenous communities
- Affordable housing
- Community engagement



Award-winning developments

Over the **last five years**, Canada Lands has won **more than 20 awards** for excellence in real estate development, planning and community engagement, including:

- Heather Lands, Vancouver BC
 - **National Award** for Planning Excellence - Planning for Reconciliation – Canadian Institute of Planners 2021
- Village at Griesbach, Edmonton AB
 - **Five awards** including the “Best New Community in Canada” - Canadian Home Builders' Association
- Currie, Calgary AB
 - **13 awards** including Congress for the New Urbanism’s *Merit Award* in 2016
- *For a complete list of awards please see Section 7 of the binder.*



- Focus on innovation
- Stewards of iconic landmarks
- Commemoration of legacy land uses
- Support Canada towards reconciliation with Indigenous Peoples
- Strong employee culture driving diversity, inclusion, equity and accessibility (IDEA)



Engine for local economies: impact and contributions

- **\$430 million** economic impact on local economies from activities in 2020/21
- Investments of over **\$400 million** in the last five years in real estate activities and attractions management
- Revenue of **\$137 million** in 2020/21
- Creates approximately **500 seasonal jobs per year** at its attractions



- Contributes to Canada's economic growth
- Annual contributor to the fiscal framework
- Positive impact on local employment and job growth

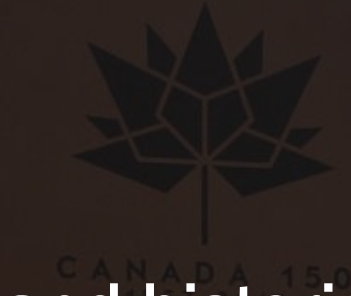


Contribution to fiscal framework in 2020/21

- **\$26 million total net benefits:**
 - **\$16 million** - income tax
 - **\$10 million** - dividend to Canada



- Forges innovative and historical partnerships
- Works towards a shared vision for the future
- Valuable resource of real estate and attractions' expertise to the shareholder



DESIGN NARRATIVE

The Intercommunal Trail commemorates both the 150-year anniversary of Confederation and the late meeting of Mississaugas, French and English-speaking peoples. The Park has joined into the Mississaugas' history, and the trail is a testament to the shared history of the region.

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As you travel along these trails, take note that the path taken by the Mississaugas appears to be more respectful to the environment and other on the land. The path taken by the settlers and by modern man is wider and more direct, symbolizing more respect made upon the land and the quest for more urbanization.

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DESCRIPTION DU DESIGN

Le Sentier célèbre le 150^e anniversaire de la Confédération ainsi que l'inter-jourage de la culture des Mississaugas et des cultures francophone et anglophone. Le parc Oromocto a pour but ses célébrations en rendant hommage à ces cultures et aux rôles qu'elles ont joué dans l'aménagement du pays que nous apprécions tous aujourd'hui. La configuration du sentier, les œuvres d'art et la vision conceptuelle de celui-ci reposent sur les contributions essentielles de ces cultures.

Le Sentier du 150^e débute avec l'histoire des Mississaugas et des premiers colons, le pays des Mississaugas sur ce territoire et l'évolution des premiers colons, depuis la Confédération, du temps de l'exploration scientifique et agricole, jusqu'à la création d'une nouvelle nation de colons entourés d'un développement urbain sans cesse croissant. Le sentier a été conçu plus d'histoire la façon dont les cultures des Mississaugas et des premiers colons se sont gérées comme points de repère, avant de finalement se rencontrer et d'être du 150^e anniversaire de la Confédération.

Alors que vous marchez le long du sentier, remarquez que le chemin emprunté par les Mississaugas semble plus respectueux de l'environnement et plus doux pour le pays. Le chemin emprunté par les colons et l'homme moderne est plus direct et plus large et fait un pas, symbolisant l'impact exercé sur le sol et la quête d'une urbanisation accrue.

Le Sentier compte à une multitude des cartes artistiques et chronologiques de la colonisation, et à l'avenir, une série de représentations. Des sculptures d'art contemporain sont dispersées tout au long, tandis qu'une terrasse d'observation est prévue à une échelle plus d'observer les moments de tranquillité, de repos et de méditation. L'utilisation de matériaux bruts comme le bois, l'acier galvanisé et le grès confère un aspect de simplicité plus respectueux, tandis que l'utilisation de briques d'acier galvanisé et le usage d'espaces durs la modernisation et l'exploration.

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Focus on innovation

Collaboration with Public Services and Procurement Canada

- New Government of Canada building in Toronto will house departments as part of the Government's accommodation strategy
- Three revitalized Government of Canada campuses in Ottawa will be part of mixed-use development plans
 - Tremblay Road
 - Tunney's Pasture
 - Confederation Heights



Partnerships with Indigenous Peoples


- **Six projects** in four cities:
 - Algonquins of Ontario (**Ottawa**) [2]
 - Musqueam / Squamish Nation / Tsleil-Waututh Nations (**Vancouver**) [2]
 - Millbrook First Nation (**Halifax**)
 - Treaty One First Nations: Brokenhead Ojibway / Long Plain / Peguis / Roseau River Anishinaabe / Sagkeeng / Sandy Bay Ojibway / Swan Lake Nations (**Winnipeg**)



Partnerships with Indigenous Peoples: a shared vision

- Supports a **positive future for Indigenous Peoples** through its multiple agreements
- Assists Canada with its commitments to **Indigenous Peoples** during the disposal of surplus real property
- Includes **employment, training, commemoration, procurement and mentorship** opportunities





More than 2,000 affordable housing units have been built or are committed to be built across the country

Partner in the Federal Lands Initiative

Affordable housing

- **Collaborates** with community groups to incorporate affordable housing in comprehensive developments
- **Meets or exceeds** all local and/or provincial development related requirements
- Partner with **Canada Mortgage and Housing Corporation, Public Services and Procurement Canada and Employment and Social Development Canada** in the **Federal Lands Initiative** (component of the National Housing Strategy)
 - To date, CLC has provided seven properties with a proposed or potential yield of 733 affordable housing units
- **Veterans House** at Wateridge Village/Village des Riverains supports the needs of homeless veterans
- **Habitat for Humanity** project at Wateridge Village/Village des Riverains



- Our hallmark: comprehensive community engagement
- Open and transparent dialogue with Canadians in the preparation of comprehensive development plans
- Enhancing Canadian communities



Community engagement - Our philosophy

- No predefined plans at the onset of a consultation process
- Aim to achieve a **consensus-built master plan** incorporating innovation and growth
- Seek a balance between **financial returns** and **community aspirations**
- Typical engagement process **in advance** of making application to the municipality for planning approval:

introductory meetings ► workshops/activities ► planning options ► refine plan ► present final plan



- Innovative solutions to complex real estate challenges
- A pioneer in developing sustainable communities
- Supporting government priorities



Supporting government priorities

- As well as **Indigenous relationships** and affordable housing, the Company also addresses the following priorities and commitments:
 - Took and continues to adapt its significant and decisive emergency actions in addressing the challenges arising from the **COVID-19 pandemic**. This has included instituting the Government’s **vaccination requirement**
 - Creates jobs and **prosperity for the middle class** through investments in local infrastructure
 - Defined as a “large Crown corporation” will report annually on its **climate-related financial** risks starting in 2022
 - Provides robust **procurement opportunities** and promotes **inclusive participation** in initiatives with Indigenous communities
 - Fosters **diversity and inclusion** through recruitment and employee-led initiatives while empowering a broad range of voices and views in governance and decision-making



Stewards of iconic landmarks

- One of Canada's largest attractions operators
- Helping Canada's landmarks and iconic attractions thrive
- 190 awards and accolades received, including:
 - TripAdvisor 2019 Hall of Fame – CN Tower
 - LEAF (Leaders in Environmentally Accountable Foodservice) certification – CN Tower
 - CASCADE Award for “Best Exhibit or Show – Large Institution” – Montreal Science Centre



CN Tower

- 2 million visitors annually
- New floor to ceiling “window walls” on viewing level enhance accessibility and energy efficiency
- \$21-million investment announced by the Minister and CLC in July 2021 to continue the Tower’s modernization and accessibility efforts



Old Port of Montréal

- 2.5 km linear park on Montréal's historic waterfront, owned and operated by Canada Lands
- 6.5 million visitors annually
- Québec's most-visited tourism site
- \$50-million investment towards the site's master plan implementation announced by the Minister and CLC in August 2021



Montréal Science Centre

- 700,000+ visitors annually
- 200,000 children from school groups since inception
- 10,000 annual memberships provided to youth and families of lower socio-economic status



Downsview Park

- **291-acre (118-hectare)** urban park owned and operated by Canada Lands in the heart of Toronto
- **8,000+** children participate in the Park's education programs annually
- **300,000+** total attendees to Park events annually



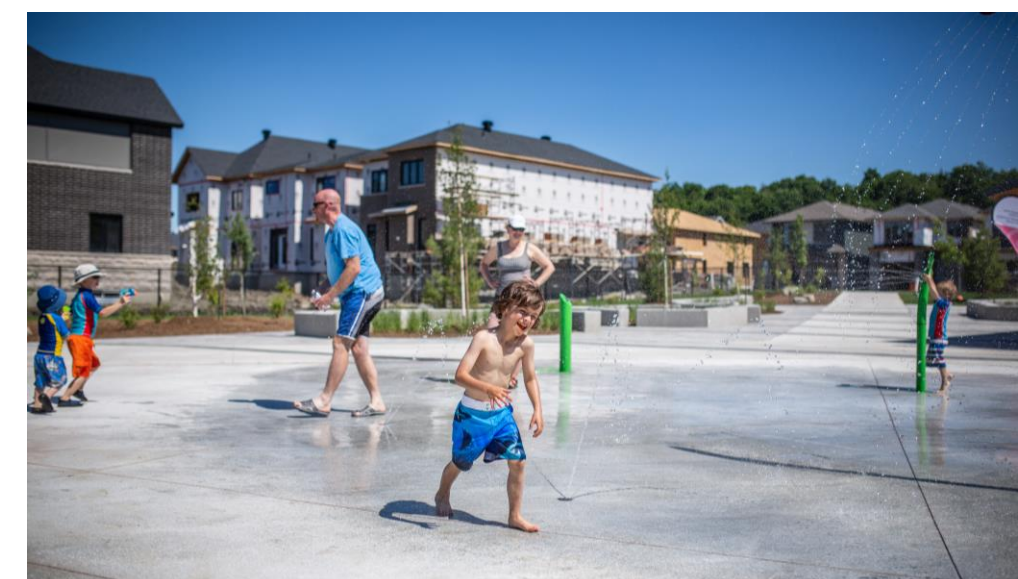
Commemoration and legacy

- **\$13+ M invested** in legacy initiatives in real estate projects since inception

Recent initiatives:

- **Canada 150 trail** in Halifax, an accessible walkway to a harbourfront boardwalk and lookout
- **Sesqui Trail** at Downsview Park in Toronto, a pedestrian trail commemorating the heritage of the site
- **Wing Officer Willa Walker Park** at Wateridge Village/Village des Riverains, Ottawa
- **Letters Home**, a commemorative walkway and tribute to veterans, Currie, Calgary





Commemoration and legacy

Celebrating Indigenous Peoples

- In Ottawa, Canada Lands **in concert with** the Algonquins of Ontario at Wateridge Village/Village des Riverains is creating:
 - **Three commemorative parks** (Mieshimin Park, Kishkabika Park, Tanakiwin Park)
 - **Street naming** including recognizing the valour of two Algonquin WWI veterans (Michael Stoqua Street, Moses Tennisco Street)
 - **Gateway or entrance** features incorporating art by Algonquin artists
 - Multilingual signage in parks highlighting **native plant species** significant to Algonquin culture





Learn more at clc-sic.ca