



2022/23

REPORT

SOCIAL RESPONSIBILITY

CORPORATE



Canada Lands Company  
Société immobilière du Canada

WE ARE HELPING

TO SHAPE

THE CANADA

OF THE FUTURE





**7**

**WHAT WE DO AND WHY**

**8**

**HOW WE DO IT**

**10**

**MISSION, VISION AND  
STRATEGIC PRIORITIES**

**12**

**ABOUT THIS REPORT**

**12**

**OUR IMPACT**

**14**

**MESSAGES FROM THE  
CHAIR OF THE BOARD  
AND FROM THE CEO**

**16**

**2022/23 BALANCED  
SCORECARD TARGETS**

**30**

**2022/23 BALANCED  
SCORECARD RESULTS**

**32**

**LOOKING AHEAD**

# WE ARE CANADA LANDS COMPANY

Canada Lands Company Limited (CLCL) is a self-financing federal Crown corporation that reports to the Parliament of Canada through the Minister of Public Services and Procurement. CLCL is a *Canada Business Corporations Act* corporation listed in Schedule III, Part 1 of the *Financial Administration Act*, and an agent of His Majesty. CLCL has the following three wholly owned subsidiaries, which, along with CLCL, are collectively referred to as the “Company”:

- Canada Lands Company CLC Limited (CLC, Canada Lands or Canada Lands Company) is a non-agent Crown corporation that carries out the Company’s core real estate business in all regions of Canada, and owns and operates Canada’s National Tower (CN Tower) in Toronto, Ontario.
- Old Port of Montreal Corporation Inc. (OPMC) is responsible for managing the Old Port of Montréal (OPM) and the Montréal Science Centre (MSC).
- Parc Downsview Park Inc. (PDP) owns and manages Downsview Park and develops the Downsview Lands.

 Real Estate Properties\*

 Attractions\*

## BRITISH COLUMBIA

- 1 Heather Lands, Vancouver
- 2 Jericho Lands, Vancouver

## ALBERTA

- 3 Currie, Calgary
- 4 Village at Griesbach, Edmonton

## MANITOBA

- 5 Naawi-Oodena, Winnipeg

## ONTARIO

- 6 1 Port Street East, Mississauga
- 7 Arbo Downsview, Toronto
- 8 Allen District, Toronto
- 9 Downsview Park, Toronto
- 10 Downsview West District, Toronto
- 11 Downsview East District, Toronto
- 12 CN Tower, Toronto
- 13 CN Tower Precinct, Toronto
  - Navy Wharf Court Plaza
  - CN Tower Phase 2A Lands
  - Stadium Lands
  - Aquarium Lands
- 14 Booth Street, Ottawa
- 15 299 Carling Avenue, Ottawa
- 16 1495 Heron Road, Ottawa
- 17 Wateridge Village / Village des Riverains, Ottawa

## QUÉBEC

- 18 Montréal Science Centre, Montréal
- 19 Old Port of Montréal, Montréal
- 20 Pointe-du-Moulin, Montréal
- 21 3155 Côte-de-Liesse, Montréal
- 22 Bassin Wellington / Wellington Basin, Montréal
- 23 Pointe-de-Longueuil, Longueuil

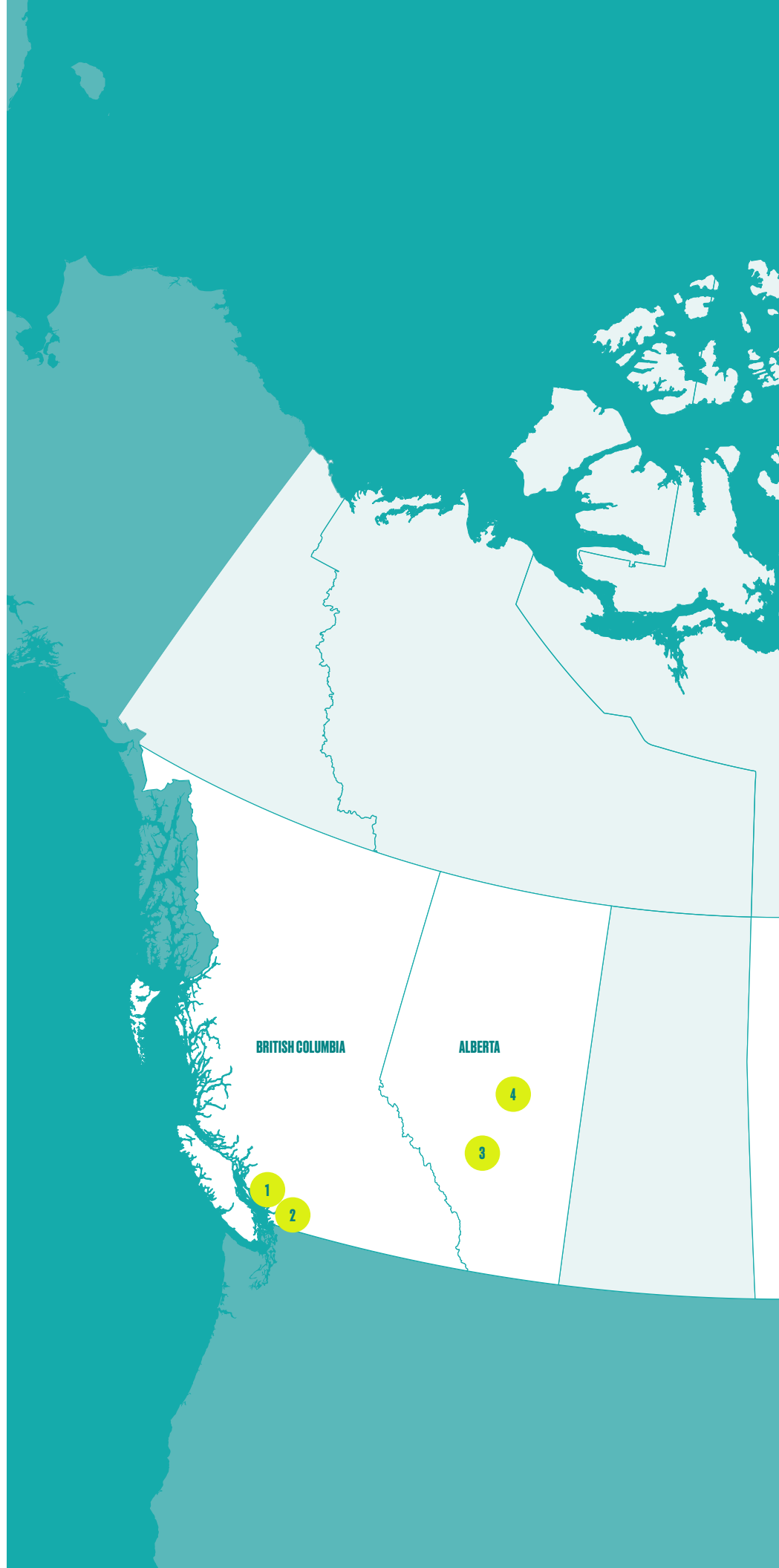
## NOVA SCOTIA

- 24 Shannon Park, Dartmouth

## NEWFOUNDLAND AND LABRADOR

- 25 Pleasantville, St. John's

\* locations on map are approximations and not exact



# WHAT WE DO AND WHY

We have a proven track record, having the necessary expertise to deliver for Canadians. Through our subsidiaries, CLCL transforms former Government of Canada properties through community-led engagement and strategically reintegrates them into communities while ensuring both their sustainability and commercial viability. CLCL also holds, invests in and oversees some of the most renowned attractions in Toronto and Montréal.

Since 1995, CLCL has contributed more than \$1.2 billion to the Government of Canada in the form of dividends declared, the payment of surplus lands purchased from the federal government and income taxes paid.

Our activities ensure that surplus government properties are acquired and redeveloped or managed to their optimal value, both financially and non-financially.



# HOW WE DO IT

The Company has the vision and passion to enhance how Canadians live, work and play. It operates in two separate but related business lines to produce the optimal return on its work to the benefit of all Canadians and its shareholder, the Government of Canada.

## REAL ESTATE + DEVELOPMENT

Following the purchase of a development property at fair market value from the Government of Canada, Canada Lands applies its expertise and will develop and sell a property. For properties being redeveloped, Canada Lands fully engages the community and civic officials to collaborate towards a broadly supported plan for the property, with connection to the surrounding area. Canada Lands then makes applications for planning approvals from the municipality. Typically, parks, roads and services are installed, and the land is sold to builders according to the approved plan, or held for long-term purposes.

ARBO

currie

VILLAGE AT/A  
GRIESBACH

INSPIRE JERICO

Wateridge  
Village  
Village  
des Riverains

Pleasantville  
VILLAGE OF DEVELOPERS  
IN COOPERATION WITH

## ATTRACTIONS

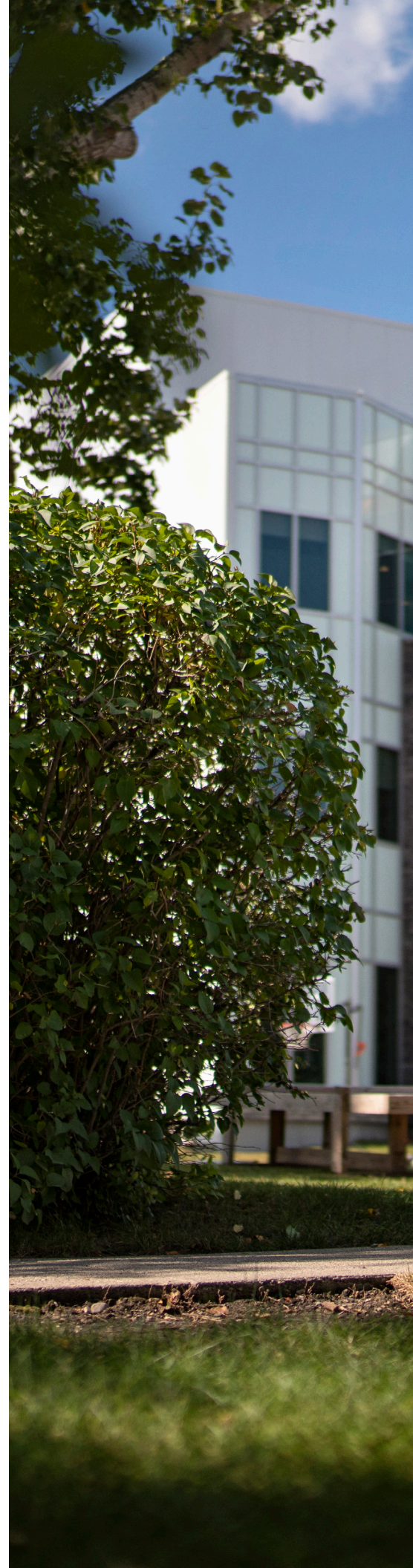
The Company has an established track record of consistent financial success managing and operating some of Canada's most iconic and historically significant landmarks: Canada's National Tower and Downsview Park in Toronto, and the Montréal Science Centre and the Old Port of Montréal. The Company has particularly excelled in developing innovative programs, enhancements and initiatives, which incorporate sustainability and accessibility improvements, to attract millions of visitors and guests, both locally and internationally.

LA TOUR  
CN  
TOWER

PARK  
DOWNSVIEW  
PARK

OLD  
PORT  
MONTRÉAL

MONTRÉAL  
SCIENCE  
CENTRE





The major tenet of our Strategic Plan is 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.



# OUR STRATEGIC PLAN

## 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. In all efforts, the Company will exhibit its commitment to engagement, sustainability, superior advisory services, integrity, and the highest standard of ethical behaviour while creating value for Canadians.

## VALUES

Canada Lands' values are the foundation of the Company's work in communities. These values are:



### FINANCIAL RESILIENCE

- Operate in a financially self-sustaining manner,
- Practise financial responsibility and optimization efforts in its work and activities,
- Strategically manage its assets to maximize financial and non-financial returns to Canadians, and
- Consider new approaches to generate revenues that diversify, stabilize, and enhance the resilience of the Company's financial performance.



### ENVIRONMENTAL SUSTAINABILITY

- Measure the Company's environmental footprint, and
- Establish plans, with meaningful targets and achievements, to address climate change, greening initiatives, carbon emissions, energy efficiency, wastewater management, and biodiversity.



### SOCIAL IMPACT

- Support the federal government's reconciliation efforts with Indigenous Peoples where the establishment of formalized relationships may be mutually beneficial,
- Engage and partner with Indigenous communities and their enterprises in its attractions and real estate projects,
- Prioritize affordable housing opportunities in its real estate projects, seek to exceed the statutory requirements of the local community, and respond to identified community needs and markets, and
- Broaden the diversity of engagement to better encompass under-represented groups in all efforts.

# STRATEGIC PRIORITIES

The following strategic priorities flow from and amplify the Company's values:



## REAL ESTATE: TRANSFORM SURPLUS AND UNDERUTILIZED FEDERAL PROPERTIES

- Seek to engage actively with the Government of Canada to streamline and accelerate the process and scope of acquisitions, and
- Raise the bar in environmental, social, and other Canadian community and global objectives, and
- 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, and
- 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, and
- Embrace and embed a social, environmental, and financial responsibility culture as key elements of its business practices.



# ABOUT THIS REPORT

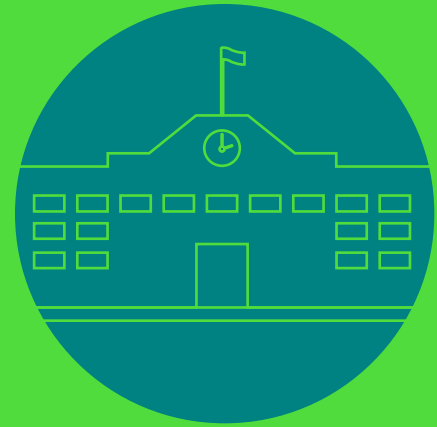
For decades, Canada Lands has worked towards enabling even more enriching experiences for Canadians in local communities through its business lines of real estate development and management of iconic attractions.

As this will be our final Corporate Social Responsibility (CSR) report, we've captured some of the many financial and non-financial contributions we've made to the federal government, to Canadians and to our own neighbouring communities.

Our CSR report also includes balanced scorecard reporting that describes some of our development metrics and outcomes. Our real estate development and attractions management metrics include notable outcomes on our financial sustainability, healthy workplace initiatives, engagement with municipalities and various communities, Indigenous Peoples' partnerships and stakeholders, inclusive communities and environmental sustainability.

# OUR IMPACT

## SINCE INCEPTION



**20**

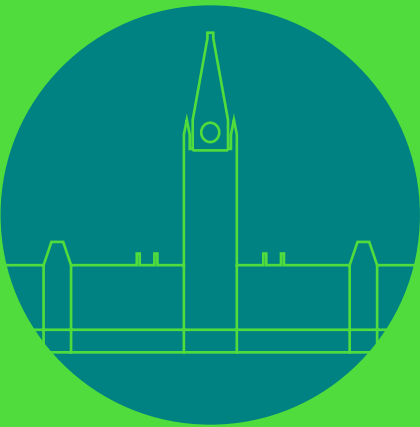
Number of  
playgrounds built

**MORE THAN  
2,400**

Affordable housing  
units provided

**14**

Sites identified for schools



**\$1.2B**

Returned to the shareholder,  
the Government of Canada

**\$13M**

Invested in legacy and  
commemoration initiatives

# MESSAGE FROM THE CHAIR OF THE BOARD



Canada Lands Company is continuously looking for ways to innovate, adapt and evolve while enhancing the communities in which it does business and the services its attractions offer – all of which have been recurring narratives for us over the past few years, and 2022/23 was no exception. During this time, the Company saw changes in leadership, including my appointment as Chair of the Board, the retirement of our former President and CEO Robert Howald, the appointment of Stéphan Déry as our new President and CEO and, finally, the appointment of three Directors to our Board.

Our 2022/23 Corporate Social Responsibility (CSR) report proudly highlights some of our many successes and instances of non-financial returns to Canadians and the Government of Canada. CSR has been a significant and effective part of the work we do here at Canada Lands since the inception of the Company. Although this will be our final CSR report, we remain committed to the foundations that we've built since our report was introduced in 2018, and we hope to expand our reach as our reporting direction and intent evolve.

Aligned with the federal government, we will begin to engage a set of priorities related to our new Environmental, Social and Governance (ESG) strategy. This ESG reporting will be an opportunity for Canada Lands to nurture different areas of focus as described in our 2022 Strategic Plan – including diversity, equity and inclusion; decarbonization; climate resilience; our Indigenous relationships and partnerships; affordable housing; and the psychological health and safety of our employees. Our Strategic Plan is

ambitious in its commitments and, as such, our ESG strategy will be a foundational tool in assisting us in realizing our goals throughout our operations.

A new chapter lies before us, guided by the positive change captured in our Strategic Plan's core values of financial resilience, environmental sustainability and social impact. These values will guide our mission to ensure the innovative and commercially sound redevelopment and reintegration of surplus Government of Canada properties into communities while developing, retaining and managing real estate assets and iconic Canadian attractions.

We take great pride in the lasting positive outcomes that our work has had in our various communities, and we're fortunate to have the ongoing dedication and resilience of our Attractions and Real Estate teams across the country, who have demonstrated continued commitment, despite the effects of the pandemic. It's together – side by side – that we're able to achieve our shared goals of fostering environments where all Canadians are welcomed, celebrated and offered spaces to thrive.

We proudly share with you these inspiring highlights from 2022/23 that capture the invaluable returns our investments have made towards positive change and enriching the everyday lives of Canadians from coast to coast.

Thank you,

**Kaye Melliship**  
Chair of the Board of Directors

# MESSAGE FROM THE CEO



CLCL has always prioritized the importance of openness and the spirit of continuous improvement. This past year, the Company completed a great deal of work in creating a measurement framework that will focus on environmental, social and governance (ESG) objectives. While the CSR report outlined many social impact initiatives over the years, the Company is expanding its transparency to Canadians by also including important environmental and governance outcomes.

Canadians are seeking a better understanding as to how companies contribute to communities' well-being while responding to our climate crisis. Companies use ESG reporting as a tool to disclose information and results, and to track progress on their climate resilience efforts, sustainability practices and social equity initiatives, among others.

Prior to arriving at its ESG priorities, CLCL updated its Strategic Plan to guide the Company's operations for the next few years. Through extensive engagement among the Board, management and employees – informed by the Strategic Plan's values and directions – the Company reviewed its areas for impact and selected an ESG framework that prioritizes five key areas of focus:

- Equity, diversity and inclusion (EDI)
- Climate
- Indigenous Peoples' collaboration (IPC)
- Affordable housing
- Psychological health and safety

Given its role in enabling the progress of other strategic priorities – in particular, EDI and IPC – diverse procurement was prioritized as well.

Aligned with the federal government, this ESG reporting will be an opportunity for CLCL to nurture different areas of focus as described in our 2022 Strategic Plan – including diversity, equity and inclusion; decarbonization; climate resilience; our Indigenous relationships and partnerships; affordable housing; and the psychological health and safety of our employees. Although these areas of focus have been part of the Company's DNA for many years, we look forward to providing more robust reporting on our outcomes.

Overall, our Strategic Plan is ambitious in its commitments and, as such, our ESG strategy will be a foundational tool in assisting us in realizing our goals throughout our operations, and we look forward to our first ESG report in 2024. In the meantime, our social impact efforts have continued and can be reviewed in this farewell 2022/23 CSR report.

Enjoy!

**Stéphan Déry**  
President and Chief Executive Officer

# 2022/23 BALANCED SCORECARD TARGETS

## REAL ESTATE AND CORPORATE



### FINANCIAL SUSTAINABILITY

We optimize rather than maximize profit for the Government of Canada and Canadians

Financial returns available to the federal government

**\$26M**

Economic impact of activities

**\$478M**



### HEALTHY WORKPLACE

We lead our business with integrity and provide a healthy workplace

Company-initiated group training programs provided to employees

**35**

New diversity and inclusion initiatives launched

**5**



### ENGAGEMENT

We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work

Community associations CLCL is a member of/supports

**104**

Participants identified as satisfied in completed survey for active project

**100%**



### ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations

Active developments exceeding municipal environmental management requirements

**100%**

Active developments with three or more LEED-ND metrics/ third-party equivalency

**100%**



### INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities

Active developments to meet/exceed municipal requirements for community amenities

**100%**

Active developments to meet/exceed municipal requirements and/or provide minimum 10% affordable housing

**100%**



# 2022/23 BALANCED SCORECARD TARGETS ATTRactions



## FINANCIAL SUSTAINABILITY

We optimize rather than maximize profit for the Government of Canada and Canadians

Paid guests on-site

**1.8M**

Annual maintenance and development investments

**\$55.8M**



## HEALTHY WORKPLACE

We lead our business with integrity and provide a healthy workplace

Company-initiated group training programs provided to employees

**45**

New diversity and inclusion initiatives launched

**5**



## ENGAGEMENT

We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work

Complaints based on annual attendance: CN Tower

**1%**

Complaints based on annual attendance: Old Port of Montréal

**LESS THAN 0.5%**

Non-profit partnerships

**272**



## ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations

Total number of new environmental and sustainability initiatives

**17**



## INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities

Visitors

**7.5M**

Community programs delivered

**75**

School groups attending education programs

**380\***

Students in attendance

**88,048\*\***

\* School groups for CN Tower & Downsview Park

\*\* Number of students in attendance at Old Port of Montréal / Montréal Science Centre

# GURDEEP PANDHER BRINGS BHANGRA TO NEW HEIGHTS AT THE CN TOWER

Building strong and healthy communities is at the core of the United Way's work. To support the charity's efforts, the CN Tower hosted North America's highest Bhangra class with Gurdeep Pandher of the Yukon at 346 metres (1,136 feet) above the city. Joined by dozens of dancers on the Main Observation Level overlooking Toronto, Gurdeep brought joy, hope, positivity and inclusivity as he led an early morning lesson of a traditional Punjabi folk dance to raise funds for the United Way of Greater Toronto's important work.





# ID8 DOWNSVIEW FRAMEWORK PLAN WINS AWARD FOR FUTURE PROJECT MASTER PLANNING

In collaboration with our neighbouring landowner Northcrest Developments, we are reimagining the 202 hectares (500 acres) at Downsview to create a connected, sustainable, resilient, vibrant, healthy and complete community. It will be a decades-long process and while still in its early stages, the Framework Plan for the area north of Toronto was recognized on the world stage. Described as one of the most significant city-building

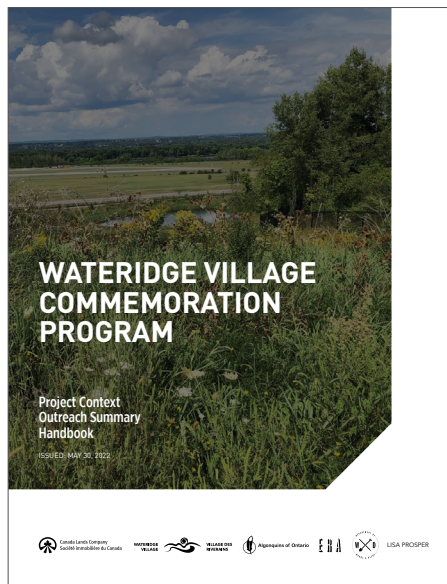
opportunities in North America, our planning process for the lands that surround Downsview Park won a WAFX award at the World Architecture Festival. The recognition acknowledges the world's most forward-looking architectural concepts for future projects that identify and address key challenges in the coming years, with priorities including food, urban agriculture, Indigenous placekeeping, biodiversity, housing and inclusion.

# HANDBOOK CELEBRATES INDIGENOUS AND OTHER HISTORIES

The site that is now our Wateridge Village has a rich and varied history based on the experiences of people who lived, worked, harvested, played and explored in the area. Beginning in 2019, we developed a program in partnership with the Algonquins of Ontario that led to the development of a handbook that documents how Algonquin, military, Francophonie and other histories are reflected in our Ottawa development.

The handbook contains stories, principles and approaches collected through stakeholder outreach, talking circles, conversations with Elders, research on Algonquin veterans and Indigenous military history in Canada. Ensuring that the stories of the past are meaningfully and respectfully brought into the present and future will support the ongoing commemoration work and

development of the site. The handbook which describes our commitment to learning from, reflecting on and celebrating the rich history of the lands, was recognized with an Award for Excellence at the Ottawa Heritage Awards presented by the City of Ottawa last year.





# THE OLD PORT OF MONTRÉAL CLOCK TOWER CELEBRATES 100 YEARS

Standing 45 metres (148 feet) high, the Clock Tower at the Old Port depicts a Beaux-Arts style with four clock faces, one on each side of the Tower, and a commemorative plaque that faces downstream on the St. Lawrence River. Once known as the Sailors' Memorial Tower, the Tower was built to honour the

courage and the memory of members of Canada's Merchant Navy and the British Merchant Navy who were killed in combat in World War I. Last summer, the cherished monument celebrated its 100th anniversary as an architectural gem. As part of its centennial celebration, we created a video that tells the story of the Clock

Tower's origin and development, along with its rich history. The emblematic structure remains as meaningful today as it did in the past, offering Montréal visitors and locals a sentinel over yoga sessions on the quay, fireworks shows and the white sand beach.

# PROUD OF OUR PRIDE

As part of its commitment to promote a positive culture and foster a healthy workplace, our Rainbow Connection employee resource group helps remove barriers, create awareness and provide support for members of the 2SLGBTQI+ community. The Rainbow Connection and teams across the country organized Pride initiatives at ten of our attractions and properties to celebrate gender and sexual diversity and to celebrate how far the 2SLGBTQI+ community has come. Throughout the summer, rainbow

colours were displayed on social media, signage was installed, and Pride flags were raised at our sites in Calgary, Edmonton, Ottawa, Toronto, Montréal and Dartmouth to recognize each city's Pride celebrations.

In our nation's capital, a painted mural was commissioned for our largest heritage designation project at Booth Street as part of its Pride celebrations. In Calgary, our Currie community took part in a fundraiser to support the Skipping Stone Foundation, a non-profit that supports trans and

gender-diverse youth through year-round programming. The CN Tower illuminated a rainbow lightshow and mounted Pride-themed window clings on its Main Observation Level, while rainbow-coloured windsocks were displayed at Downsview Park in Toronto. The urban park was also the location for Pride Toronto's inaugural Two-Spirit Pow Wow. Internally, employee socials took place in Montréal and Toronto to celebrate and reinforce that everyone is welcome in our spaces, whether it's the workplace, our communities or our attractions.





## WINTER NIGHTS MADE BRIGHTER IN CURRIE

Last winter, we celebrated the magic of winter, art, nature, Currie's military roots and Indigenous storytelling with 'Light the Night', which transformed the woodlands area of Alexandria Park into a series of stunning light installations at our Calgary property. Working with Dylan Toymaker, a local light design and installation artist, and contributing artist Adrian Stimson,

a member of the Siksika (Blackfoot) Nation in Southern Alberta, seven light installations consisting of more than 30 light pieces were created to illuminate the park's tree canopy and pathways. Five light instalments were designed to show connection to Currie, while two specialized instalments detailed narratives that honour Indigenous veterans and the

story of how the Thunder Pipe came to the Blackfoot people. 'Light the Night' encouraged the community to experience winter and public art during the evenings over the course of a month at the recently completed park. Guided tours were also offered by The Military Museums for an enhanced experience.



# ENABLING MORE AFFORDABLE HOUSING OPPORTUNITIES – FOR CANADIANS, BY CANADIANS

Canada Lands understands that housing and affordability is a universal concern among Canadians today, so we focus on creating inclusive and complete communities that include all types of housing for differing families. Delivering on these positive social outcomes aligns with our continued collaboration with the government and the Federal Lands Initiative led by the Canada Mortgage and Housing Corporation. This initiative seeks to support the transfer of surplus

federal lands and buildings to eligible proponents, to be developed into affordable, sustainable, accessible and socially inclusive housing. During 2022/23, Canada Lands contributed 202 affordable units at its Village at Griesbach site in Edmonton. We also work closely with builder partners across the country to ensure that affordable housing is incorporated into every development plan.



# INSPIRING THOUSANDS AT THE “WOMEN AND GIRLS OF SCIENCE” EVENT

The sixth edition of the Montréal Science Centre’s “Women and Girls of Science” event was an opportunity to highlight and celebrate some of the many inspiring and trail-blazing women with careers in science and technology. Nearly 3,600 visitors attended the event, which featured an inspirational speaker session with

Québec-born aerospace engineer Farah Alibay, and a unique presentation from Spot the Robot Dog (Boston Dynamics) by the Montréal-based company Osedea. Along with diverse and engaging workshops, a special careers space was available to visitors, with more than 15 different exhibitors in attendance offering networking

opportunities and career guidance in the fields of environmental science, programming, artificial intelligence and aerospace engineering. The event was a big success and allowed guests of all ages and career backgrounds to learn about the women and girls at the forefront of science and technology.



# SUPPORTING POLLINATORS AT OUR ATTRACTIONS

Pollinators and their habitats play a vital role in ecosystems and securing our food supply, which is why the teams at Downsview Park and the CN Tower have found creative ways to spread awareness on the issues pollinators face and to demonstrate ways we can all do our part to help. The CN Tower teams shined a light on these issues through unique window clings on their glass walls which included QR codes that shared information on the different species of pollinators native to Southern Ontario. Guests were invited to visit the pollinator garden at the base of the CN Tower for a chance to see some of the local species

in the area. Guests were also invited to visit and participate in the pollinator program at Downsview Park where our teams hosted educational sessions for thousands of students to promote sustainability, including addressing the ways in which students can collectively provide support to pollinators. In particular, the Downsview Park team created a hummingbird habitat using pollinator-friendly plants, and has also continued to plant native flowers and milkweed in and around the Park to encourage challenged ecosystems and other habitats to thrive once again and welcome more pollinators.





# ENGAGEMENT AND PARTNERSHIPS WITH INDIGENOUS PEOPLES

In November 2022, Canada Lands and the Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation (MST) were honoured with an award from the Real Property Institute of Canada (RPIC). The award for “Engagement and Partnerships with Indigenous Peoples” was given to the MST Nations and Canada Lands as part of our ongoing collaboration on

the Heather Lands and Jericho Lands developments. This distinguished RPIC award recognizes our valued partnership and captures an important aspect of the collaboration, which leads towards reconciliation aimed at enhancing the cultural, spiritual and community values of our shared environments.



# FIGHTING CLIMATE CHANGE AT THE MONTRÉAL SCIENCE CENTRE

The Montréal Science Centre, known for innovation in science education, found new and engaging ways to equip visitors with the know-how to do their part in protecting our environment and planet. The “Our Climate Quest” exhibit offered four uniquely themed and immersive zones, allowing visitors to engage, interact and learn more about science and Indigenous knowledge;

best practices in purchasing groceries and clothing; energy efficiency; and climate action. The different zones were a great opportunity to reconsider everyday habits that may have more of an impact than expected, and offered ways to reduce greenhouse gas emissions at home, in schools and throughout our communities.

# AN INDIGENOUS-LED TRANSFORMATION AWAITS AT HEATHER LANDS

Canada Lands entered into a historic partnership with the Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation (MST) that first began in 2014; through this unique collaboration, a progressive, inspiring and sustainable new community will emerge. The transformation of the Heather Lands neighbourhood will include a 74-space childcare facility, over 1.6 hectares (4 acres) of park and public open spaces, new commercial spaces, an Indigenous

cultural centre and a site for a French language school. The award-winning development will also see 540 units of social housing, 400 units of market and below-market rental housing, and 1,670 leasehold strata-titled units. We remain committed to our partnership with the MST Nations and look forward to seeing an Indigenous-led community come to life, offering people from all backgrounds an opportunity to learn more about the rich Indigenous history, culture and traditions.



# 2022/23 BALANCED SCORECARD RESULTS

## REAL ESTATE AND CORPORATE



### FINANCIAL SUSTAINABILITY

We optimize rather than maximize profit for the Government of Canada and Canadians

Financial returns available to the federal government

**\$33M**

Economic impact of activities

**\$407M**



### HEALTHY WORKPLACE

We lead our business with integrity and provide a healthy workplace

Company-initiated group training programs provided to employees

**46**

New diversity and inclusion initiatives launched

**9**



### ENGAGEMENT

We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work

Community associations CLCL is a member of/supports

**108**

Participants identified as satisfied in completed survey for active project

**100%**



### ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations

Active developments exceeding municipal environmental management requirements

**100%**

Active developments with three or more LEED-ND metrics/ third-party equivalency

**100%**



### INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities

Active developments to meet/exceed municipal requirements for community amenities

**100%**

Active developments to meet/exceed municipal requirements and/or provide minimum 10% affordable housing

**100%**

# 2022/23 BALANCED SCORECARD RESULTS

## ATTRACTIONS



### FINANCIAL SUSTAINABILITY

We optimize rather than maximize profit for the Government of Canada and Canadians

Paid guests on-site

**2.2M**

Annual maintenance and development investments

**\$42.3M**



### HEALTHY WORKPLACE

We lead our business with integrity and provide a healthy workplace

Company-initiated group training programs provided to employees

**66**

New diversity and inclusion initiatives launched

**9**



### ENGAGEMENT

We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work

Complaints based on annual attendance: CN Tower

**0%**

Complaints based on annual attendance: Old Port of Montréal

**0.01%**

Non-profit partnerships

**277**



### ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations

Total number of new environmental and sustainability initiatives

**30**



### INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities

Visitors

**7.5M**

Community programs delivered

**95**

School groups attending education programs

**761\***

Students in attendance

**171,684\*\***

\* School groups for CN Tower & Downsview Park

\*\* Number of students in attendance at Old Port of Montréal / Montréal Science Centre

# LOOKING AHEAD

The year 2022/23 was one of hard work to refocus on areas where Canada Lands can have a meaningful, positive impact on communities and Canadians.

The team worked with external experts to conduct extensive research and study trends, to analyze policy, and to conduct peer benchmarking and over 40 interviews and workshops with employees.

This year-long process resulted in creating the ESG framework, including the completion of a materiality assessment exercise that would help CLCL achieve the following:

- understand what topics are prioritized by the Company's peers – both in public and private sectors across Canada;
- reflect on what is important to our employees, our Board of Directors, our shareholder and the Canadian public at large; and
- identify ESG topics for the Company, in terms of impact on the business and importance to stakeholders.

The assessment was conducted through extensive internal consultations with many employees, informed by a detailed review of the Government of Canada's priorities, and supplemented by an analysis of our peers in the real estate, hospitality, entertainment industries and federal Crown corporations. Based on these inputs, the resulting 21 topics were grouped into three categories: strategic priorities, topics to monitor and table stakes. These topics are illustrated in the Materiality Matrix shown on the right.

**Strategic priorities** are the topics that scored the highest overall for their strategic importance, urgency and/or high level of effort required by Canada Lands. They include:

- Equity, diversity and inclusion (EDI)
- Climate
- Indigenous Peoples collaboration (IPC)
- Affordable housing
- Psychological health and safety

Given its role in enabling the progress of other strategic priorities – in particular, EDI and IPC – diverse procurement was prioritized as well.

**Topics to monitor** are the ones that are highly important, but the urgency to address them is not as acute both from stakeholder expectations and impact on business perspectives. Many topics to monitor are already being actively explored by the Company.

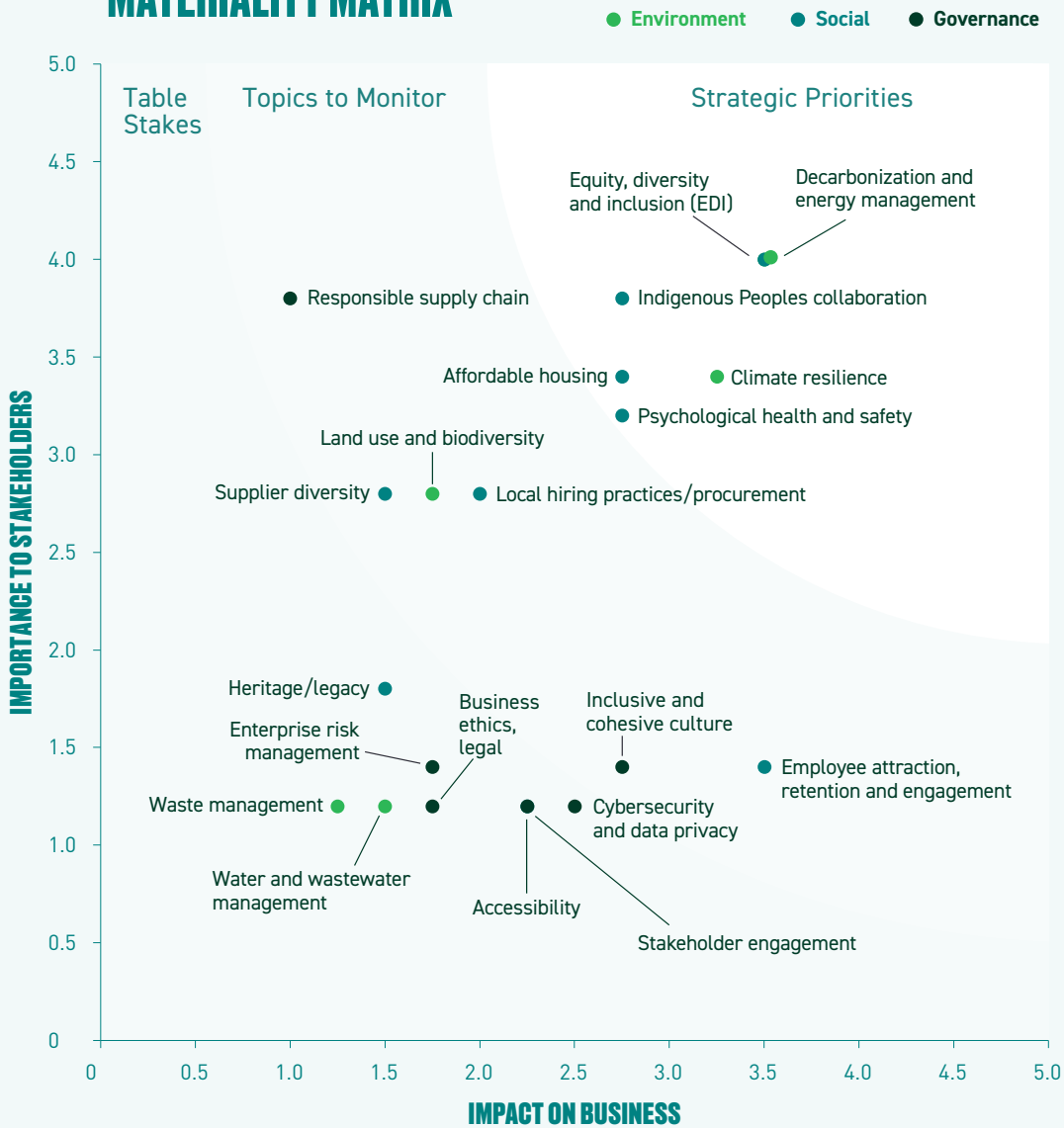
**Table stakes** are the topics that were identified as important and where the Company is currently performing well. These topics are maintained through established policies and processes.

While there are existing initiatives advancing these topics within the organization, the materiality assessment elevated the strategic priorities at the corporate level to drive a cohesive approach to ESG. Looking ahead, we will be refining our goals and performance tracking mechanisms, and we look forward to transitioning our CSR report into an ESG report over the next year. Look for our inaugural ESG report in 2024.



# MOVING TO AN ESG FRAMEWORK

## MATERIALITY MATRIX



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