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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 Her 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 or Canada Lands) 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, CNT or the Tower) in Toronto, Ontario.
- Old Port of Montreal Corporation Inc. (OPMC) is responsible for managing the Old Port of Montréal (OPM or the Old Port) and the Montréal Science Centre (MSC, the Science Centre or the Centre).
- Parc Downsview Park Inc. (PDP) owns and manages Downsview Park and develops the Downsview Lands.

WHAT WE DO

CLCL has the expertise, vision and passion to enhance how Canadians live, work, learn and play. Leveraging its subsidiaries, the Company transforms former Government of Canada properties and reintegrates them into local communities while ensuring their sustainability and commercial viability. CLCL also holds, invests in and manages renowned Canadian attractions.

Throughout its operations, the Company strives to deliver the best value and financial return to Canadians. Since its reactivation in 1995, CLCL has contributed more than \$1 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. The Company's activities ensure that surplus government properties that are acquired are redeveloped or managed to their optimal value, both financial and non-financial.

- Real estate property or site*
- ◆ Attraction*

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 Downsview Park, Toronto
- 8 Downsview Lands, Toronto
- 9 65 Navy Wharf Court, Toronto
- 10 CN Tower Precinct Lands, Toronto
- 11 CN Tower, Toronto
- 12 Booth Street Complex, Ottawa
- 13 299 Carling Avenue, Ottawa
- 14 Wateridge Village / Village des Riverains, Ottawa
- 15 470 Tremblay Road, Ottawa
- 16 1495 Heron Road, Ottawa

QUÉBEC

- 17 Montréal Science Centre
- 18 Old Port of Montréal
- 19 Pointe-du-Moulin, Montréal
- 20 Wellington Basin, Montréal
- 21 Pointe-de-Longueuil, Longueuil

NOVA SCOTIA

- 22 1557 Hollis Street, Halifax
- 23 Shannon Park, Halifax

NEWFOUNDLAND AND LABRADOR

- 24 Pleasantville, St. John's

* locations on map are approximations and not exact

BRITISH COLUMBIA

ALBERTA

MANITOBA

ONTARIO

QUÉBEC

NEWFOUNDLAND
AND LABRADOR

NOVA SCOTIA

INSPIRE JERICO



HOW WE DO IT

CLCL operates in two separate but related business sectors 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, CLC fully engages the community and civic officials to collaborate towards a consensus-based plan for the property, with connection to the surrounding area. CLC 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.



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 enhancements, to attract millions of visitors and guests, both locally and internationally.



MISSION

To ensure the innovative and commercially sound reintegration of former Government of Canada properties into communities, as well as holding and managing certain attractions while providing the best value to Canadians.

VISION

To be the Government of Canada's principal real estate disposal and development corporation dedicated to the development of great Canadian communities, and a premier manager of select attractions through a commitment to engagement, sustainability, superior advisory services, integrity, diversity and the highest standard of ethical behaviour.

GUIDING PRINCIPLES

INNOVATION

VALUE

LEGACY

CORPORATE SOCIAL RESPONSIBILITY

ABOUT THIS REPORT

Through its two business lines – real estate development and attractions management – Canada Lands Company is enriching Canadian communities and experiences.

This corporate social responsibility highlights these efforts and summarizes many of the Company's non-financial returns to the federal government and Canadians.

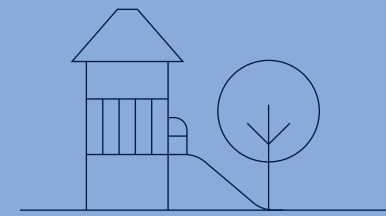
The foundation of this report is Canada Lands' balanced scorecard program. The annual initiative is intended to be a living and breathing process of reporting. While real estate development metrics include community amenities, public green space, environmental management and non-profit partnerships, among others, the attractions' metrics focus on environmental initiatives, an evaluation of the Company's response times to guest complaints, and an assessment of the tourist sites' collective economic impact.

Despite the unprecedented challenges caused by the COVID-19 pandemic, Canada Lands continued to support Canadians and their communities. This support – and its impact – are detailed in the following pages.

Stanley Greene Park
Toronto, Ontario



OUR IMPACT SINCE INCEPTION



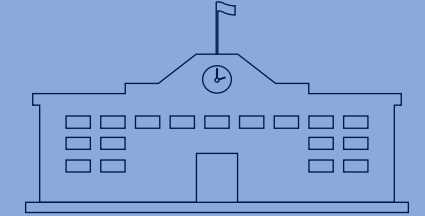
20

Number of playgrounds built*



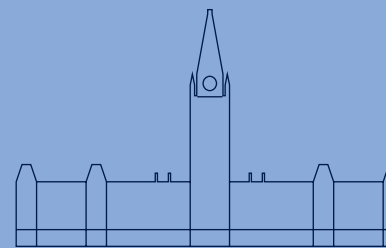
MORE THAN
2,000

Affordable housing units provided



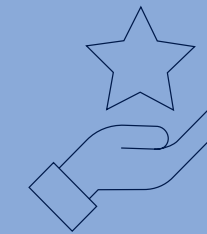
14

School sites on Canada Lands' properties



\$1B

Returned to the shareholder, the Government of Canada



\$13M

Invested in legacy and commemoration initiatives across the country

*Since inception, the Company has enabled the creation of approximately 20 playgrounds/play structures at Canada Lands' properties.



LETTER FROM THE CHAIR

I believe I speak for many when I say that this was a year unlikely to ever be forgotten. It was a year that brought challenges, heartbreak and loss. And yet, at the same time, it was a year that reminded us all of the power of community, hope and perseverance.

Public health officials around the world have sounded the alarm about the short- and long-term ramifications of the pandemic, and we are responding accordingly. Our COVID-19 Response Team—a committee comprised of senior leaders from across the Company—has been meeting on a regular basis since March 2020 to provide direction on how to adapt and manage these difficult times. One of the team’s ongoing priorities has been to ensure the mental health and well-being of our employees, as well as their safety.

Despite the unprecedented health, economic and social challenges caused by COVID-19, our teams continued to adapt and, at the same time, continued to deliver on their commitment to support and enrich Canadian communities. Though our real

estate activities were briefly paused in March 2020, they resumed shortly after, with all public engagements taking place online to ensure the voices of citizens continue to be heard and valued.

While our indoor attractions were closed for most of the year, the teams have remained engaged with would-be visitors through dynamic online programs and other activities. Our attractions’ employees also managed to support their local communities by providing much-needed food and personal protective equipment.

We remain inspired by the resilience that we continue to see exemplified by our employees and Canadians across the country. Together, we are holding on to cautious optimism that the year ahead will be the beginning of a long-awaited return to some normalcy.

Sincerely,

Jocelyne Houle
Chair



AN OPEN LETTER TO CANADIANS

The COVID-19 pandemic has upended our everyday lives and brought a significant portion of our business operations to a standstill. It changed the ways in which we as an organization engage with Canadians, and it impacted the way we operate and deliver on our priorities.

Like so many businesses across the country and around the world, our priority throughout the pandemic has been the health and safety of our employees, visitors, guests and communities. While we had to pause and defer some previously planned and in-progress initiatives, other objectives were immediately prioritized and acted upon.

Efforts to provide more affordable housing to Canadians moved forward. As part of our active involvement in the Federal Lands Initiative, led by the Canada Mortgage and Housing Corporation, we provided additional parcels at our Village at Griesbach community, in Edmonton, to the program.

In times such as these, green and recreational spaces are more vital than ever to Canadians’ mental and emotional health and well-being.

In concurrence with municipal guidelines, our parks and open spaces across the country have been available to residents and the surrounding communities. Moreover, we were pleased to open two new dog parks at Downsview Park in Toronto and at Alexandria Park in Calgary.






No doubt this was a year of additional stress on individuals, communities, businesses and families across the country. We encourage you to read more about how our Company supported its employees, tenants, guests and communities in the following pages of this report. Our strong belief is that these stories not only illustrate our commitment to Canadians, but that they also speak to our willingness to adapt our operations to the changing needs of our communities, stakeholders and employees.

As always, stay safe and stay strong.






Sincerely,

Robert Howald
President and CEO

2020/21 BALANCED SCORECARD RESULTS REAL ESTATE AND CORPORATE

 <p>FINANCIAL SUSTAINABILITY</p> <p>We optimize rather than maximize profit for the Government of Canada and Canadians</p>	<p>Financial returns available to the federal government</p> <p>\$175M</p>	<p>Economic impact of activities</p> <p>\$430M</p>
 <p>HEALTHY WORKPLACE</p> <p>We lead our business with integrity and provide a healthy workplace</p>	<p>Training modules provided (participants)</p> <p>55 (1,496 participants)</p>	<p>Diversity and inclusion outreach engagements for recruitment programs</p> <p>7</p>
 <p>ENGAGEMENT</p> <p>We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work</p>	<p>Community associations CLCL is a member of/supports</p> <p>132</p>	<p>Participants identified as satisfied in completed survey for active project</p> <p>100%</p>
 <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>We apply effective and innovative environmental attributes to our operations</p>	<p>Active developments exceeding environmental management requirements</p> <p>100%</p>	<p>Active developments with three or more LEED-ND metrics/third-party equivalency</p> <p>100%</p>
 <p>INCLUSIVE COMMUNITIES</p> <p>We contribute to inclusive and livable communities</p>	<p>Active developments to meet/exceed municipal requirement for community amenities</p> <p>100%</p>	<p>Active developments to meet/exceed municipal requirements and/or provide min. 10% affordable housing</p> <p>100%</p>

2020/21 BALANCED SCORECARD RESULTS ATTRACTIONS

 <p>FINANCIAL SUSTAINABILITY</p> <p>We optimize rather than maximize profit for the Government of Canada and Canadians</p>	<p>Paid guests on-site: CN Tower and Old Port of Montréal</p> <p>113,150</p>	<p>Annual maintenance and development investments</p> <p>\$24.4M</p>
 <p>HEALTHY WORKPLACE</p> <p>We lead our business with integrity and provide a healthy workplace</p>	<p>Training modules provided (participants)</p> <p>78 (5,701 participants)</p>	<p>Diversity and inclusion: outreach engagements for recruitment programs</p> <p>7</p>
 <p>ENGAGEMENT</p> <p>We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work</p>	<p>Complaints based on annual attendance: CN Tower</p> <p>0.83%</p>	<p>Complaints based on annual attendance: Old Port of Montréal</p> <p>>1%</p> <p>Non-profit partnerships</p> <p>192</p>
 <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>We apply effective and innovative environmental attributes to our operations</p>	<p>Total number of new environmental and sustainability initiatives</p> <p>16</p>	
 <p>INCLUSIVE COMMUNITIES</p> <p>We contribute to inclusive and livable communities</p>	<p>Visitors: CN Tower, Downsview Park, Old Port of Montréal</p> <p>2.6M</p>	<p>Community programs delivered</p> <p>86</p> <p>School groups attending education programs</p> <p>85</p>



Old Port of Montréal
Québec
Image Credit: Miguel Legault

HELPING OUR TENANTS HIT HARDEST BY THE PANDEMIC

We have a long history with many of our commercial and residential tenants, and we've seen first-hand the financial challenges that they've faced as a result of the pandemic. In May 2020, on the heels of the launch of the Canada Emergency Commercial Rent Assistance (CECRA) program, we launched our own rent relief program for certain small tenants that met or exceeded what CECRA provided in terms of financial support. We worked with many of our commercial and residential tenants to provide various types of aid, including support with government program applications and individual rent arrangement solutions.

ADAPTING OUR PROGRAMS AND OFFERINGS

While our attractions usually engage with guests through in-person programming, events and activities, their closure has dramatically changed the way they connect with visitors from around the world. Fortunately, the flexibility and innovation of our teams have allowed the attractions to quickly pivot to virtual formats and provide a variety of online experiences. Throughout the year, the teams at the CN Tower and Downsview Park organized and delivered various educational programming initiatives, contests and virtual challenges, including Earth Day at Home, an outdoor winter photo contest and the #mycntower Building Challenge, to name a few.

The Montréal Science Centre also offered special online activities. "Is Your Grandparent a Scientist or Technologist?" provided opportunities for sharing and exchanges between grandchildren and their grandparents. To mark Black History Month, the writings of Afro-descendant Stephanie Bumba,

a nurse and blogger, were featured, and an original poster recognizing the Black community's contributions to science and technology was developed and made available to schools. Additionally, spring break activities were held online, with an original photo rally inspired by the centre's Explore exhibit.

Our Real Estate teams, while able to resume their operations, also sought opportunities for virtual and physically distanced initiatives within their communities. At our Village at Griesbach in Edmonton, the team held Lumière, a month-long event of fun and lights, while at Currie in Calgary, the team created downloadable colouring books for children in the community. Additionally, the team implemented online tools to support virtual engagements for several of its redevelopment projects, including William Baker, id8 Downsview, 299 Carling Avenue, Naawi-Oodena, Heather Lands and Jericho Lands, among others.

SUPPORTING OUR EMPLOYEES

Across the country, we have seen how the COVID-19 pandemic has directly impacted many sectors and industries, including ours. Since March 2020, our Attractions division has been disrupted, preventing many of our front-line employees from working.

For these employees and others who have had to adapt to new working conditions, the pandemic's unpredictable nature has caused significant stress and anxiety. To support employees, we remained committed to consistent and transparent communication, rolled out health and safety protocols, assessed health and safety plans against best practices outlined by a third-party expert, and transitioned employees to work remotely. Above all, we focused on employees' physical and mental health, well-being and safety.

REDISTRIBUTING FOOD TO THOSE WHO NEED IT MOST

Food insecurity, already a reality for an estimated 1.2 million Canadian households,* is expected to increase as a result of rising unemployment caused by COVID-19. Recognizing this growing need, throughout the pandemic the CN Tower has called on the Toronto-based not-for-profit organization Feed It Forward to rescue food that would otherwise go to waste due to the closure of the facility. With the organization's help and support, nearly 1 tonne of quality produce and ingredients from the CN Tower's restaurants and café has gone towards nutritious meals that are distributed via food and social agencies throughout the Greater Toronto Area.

*Source: Statistics Canada



DONATING PPE TO OTHERS IN NEED

Across Canada and around the globe, unfettered access to personal protective equipment (PPE) has been instrumental in slowing the spread of COVID-19. Growing demand for PPE in the early days of the pandemic resulted in disruptions in supply chains and created intermittent access challenges. In an effort to help mitigate these shortages, we donated more than 8,000 face masks and protective gloves to First Nations partners to have on hand to support their members. In addition, more than 200 masks and 40 boxes of gloves from the CN Tower were donated to Michael Garron Hospital in Toronto to support the public healthcare system and protect hospital staff and patients.



CREATING INCLUSIVE EXPERIENCES FOR ALL OUR VISITORS

As a federal Crown corporation, we endeavour to promote and support the Government of Canada's work to dismantle systemic inequalities.

Last year, our Montréal Science Centre followed the Government of Canada's example and applied the federal Gender-based Analysis Plus (GBA+) tool to the creation of our new permanent kids exhibit, Mini Mondo, as a pilot project. GBA+ is an analytical process used to assess systemic inequalities and how different groups of women, men and gender-diverse people experience policies, programs and initiatives.

The aim of the assessment was to remove elements from the exhibit that could potentially restrict or hinder the participation of immigrant families. Language, activities and props used within Mini Mondo were evaluated through the GBA+ lens, and adjustments were made to enhance cultural sensitivity and awareness, as well as overall inclusion.

In advance of the Science Centre's reopening, we held assessments with Mini Mondo's target audiences to determine to what extent the pilot project met its goals. The learnings and takeaways from this project will be used to support future diversity and inclusion initiatives – not only at this attraction, but also across the organization.

CN Tower
Toronto, Ontario



LIGHTING IN SOLIDARITY WITH ESSENTIAL WORKERS

Despite a more than nine-month shutdown at the height of the pandemic, Canada's National Tower remained a symbol of celebration and solidarity. In addition to lighting up this year in support of more than 200 charities and causes, since March 2020, at the top of every hour beginning at sunset, the CN Tower has lit up in blue in solidarity with essential workers who are working tirelessly to save lives and keep the public safe. Additionally, the Tower displays a rainbow-coloured show at the bottom of each hour as a symbol of strength, unity and hope.

Montréal Science Centre
Montréal, Québec





Downsview Park
Toronto, Ontario

IMPROVING THE SUSTAINABILITY AND RESILIENCY OF DOWNSVIEW PARK'S URBAN FOREST

Downsview Park's urban forest is an anchor for wildlife and natural spaces. The 45-acre/18-hectare green space contains a variety of native perennials, shrubs and plants, and the forest is central to the park's public recreation. We're focused on ensuring the forest's sustainability for generations to come, which is why we've started the Downsview Park Urban Forest Resilience Project. Supported by TD Ready Commitment, the project envisions an

ecological management plan to assess and better understand what is working well in the forest, what improvements are needed to increase sustainability and resiliency, and what programming can be developed for the forest and surrounding parklands.

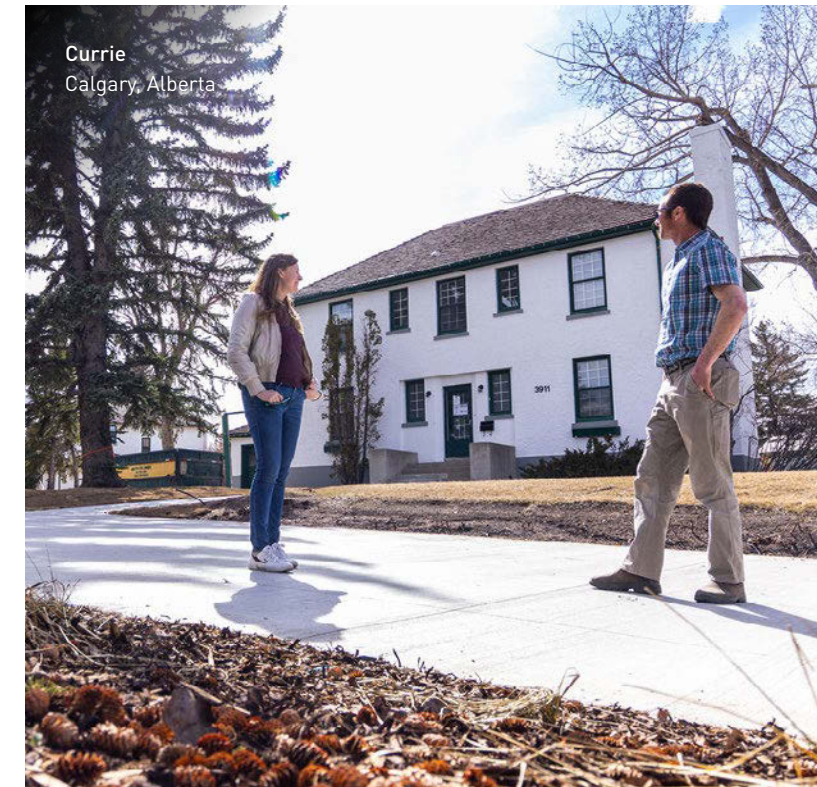
We look forward to providing updates on the Urban Forest Resilience Project in future reports.

HONOURING THE STORIED LEGACIES OF CANADIANS AND THEIR COMMUNITIES

Across the country, we strive to ensure that the proud legacies of the sites that we redevelop are preserved and celebrated. In 2020, we embarked on a special project at Currie, in Calgary, to commemorate four ordinary heroes who served in the Canadian Armed Forces in conflicts from the First World War to the war in Afghanistan. Called Letters Home, the project shares the stories of veterans through their written letters to loved ones in Canada. The project included the permanent installation of commemorative plaques and a short documentary. To view the video, please visit currielife.ca/letters-home/.

In Ottawa, at our Wateridge Village/Village des Riverains community, we are pursuing a commemoration project of great significance to us and our partners, the Algonquins of Ontario. The 310-acre/125-hectare community is built on a former Canadian Forces base, which is on Algonquin traditional territory. The site's rich legacy has been celebrated in many ways throughout our redevelopment of the property; however, in early 2021 we furthered our legacy efforts by taking the first step towards the creation of a formal commemoration program. An official handbook will be created that will guide how Algonquin, Indigenous, Francophone and military histories are to be represented throughout the site's redevelopment. The handbook will include design principles, precedents and guidelines to assist us and our development partners with the implementation of commemorative features within the site's emerging public realm.

The commemoration project is made possible by our Participation Agreement with the Algonquins of Ontario, which addresses recognition of Algonquin heritage, engagement of First Nations businesses, input into site design and planning, and economic participation. In September 2020, we celebrated the agreement's 10-year anniversary.



Currie
Calgary, Alberta

CONTINUING OUR PARTICIPATION IN CMHC'S FEDERAL LANDS INITIATIVE

In fiscal 2020/21, we continued to support the Government of Canada's commitment to create more affordable housing for Canadians. Through the Federal Lands Initiative, led by Canada Mortgage and Housing Corporation (CMHC), we are making parcels available for purchase by eligible proponents to create affordable housing units. In 2020/21, we provided lots at our Village at Griesbach community in Edmonton and in our Currie community in Calgary to the initiative. The lots are expected to facilitate the creation of up to 155 affordable housing units in these communities.

The Federal Lands Initiative is a \$200 million fund that supports the transfer of surplus federal lands to create affordable housing. Since 2018, we've enabled seven affordable housing projects through the initiative, and we look forward to more success.

ACHIEVING NEW MILESTONES WITH OUR PARTNERS, THE TREATY ONE DEVELOPMENT CORPORATION

In March 2021, alongside the Treaty One Development Corporation (T1DC), we were pleased to unveil the joint master plan for the redevelopment of Naawi-Oodena.

The 160-acre/65-hectare site in Winnipeg is of great historical significance to the Treaty One First Nations (comprised of the Long Plain First Nation, Brokenhead Ojibway Nation, Peguis First Nation, Roseau River Anishinaabe First Nation, Sagkeeng First Nation, Sandy Bay Ojibway First Nation and Swan Lake First Nation) and to Canada. We and T1DC have been working to re-envision the site as a model for Indigenous urban development and collaboration while showcasing exemplary community design.

The much-anticipated master plan is the result of two years of design development and robust public engagement. While calling for up to 3,000 homes and 1.2 million square feet/1 million square metres of commercial space, the plan details how the redevelopment will showcase the best in Indigenous business, design, arts and culture – for this generation and those to come. At completion, Naawi-Oodena's redevelopment will represent the largest mixed-use project in modern Winnipeg history, and the single-largest strategically located urban Indigenous economic zone in Canada.



Currie
Calgary, Alberta

EXPANDING GREEN AND OPEN SPACES AT OUR PROPERTIES

We strive to develop our properties and offerings in keeping with the diverse needs and interests of their surrounding communities. For example, we recently opened Currie Bark Park in Calgary after hearing clearly from residents that they wanted an outdoor gathering space that they could enjoy with their families, friends and pets. The open space, which is part of Currie's larger Alexandria Park, links to some of the neighbourhood's many pedestrian and cycling paths.

In November 2020 we opened Dogsvew Park at Downsvew Park in Toronto. The off-leash dog park includes a separate area for small and large pets, shaded areas, a water supply and dog-friendly landscaping. The space is fully accessible, making it an ideal destination for service dogs and their owners.

These parks, alongside our recreational spaces at the Old Port of Montréal, Shannon Park, Village at Griesbach and Wateridge Village/Village des Riverains, remained open throughout the year in accordance with municipal and provincial public health directives.

CREATING SAFE AND ACCESSIBLE SPACES FOR ALL

In recent years, the Old Port of Montreal Corporation has taken concrete measures to support on-site accessibility. One of its most recent initiatives was the renovation of the public washroom at the Montréal Science Centre, located on the property. The redesign focused on improved physical accessibility as well as gender neutrality to meet the diverse needs of guests. The newly renovated space includes two handwashing sinks at different heights, full-length mirrors, floor-to-ceiling stall doors for maximum privacy, and two private suites. Additionally, the washroom's entry door has been removed to improve access for people with mobility issues, and all doorknobs have been changed to handles for easier grasp. We are continuing to evaluate its operations against our goal to ensure that the attraction remains a safe and accessible space for all visitors.



Image Credit:
Treaty One Development Corporation

LOOKING AHEAD

In some ways, the disruption of our activities caused by the pandemic has allowed us a valuable opportunity to evaluate and review our efforts.

During the last year, our Old Port of Montréal undertook a robust assessment of its corporate social responsibility (CSR) strategy to identify areas of improvement and growth opportunities. After extensive review, in 2021 the attraction launched a new CSR strategy focused on three pillars: accessibility, diversity and inclusion, and sustainable development. The implementation of this strategy will be guided by committees tasked with creating measurable multi-year action plans and evaluating their results. The committees will be governed by the Old Port's overarching CSR committee. We look forward to reporting on this, as well as CSR initiatives at our other attractions.

In a similar vein, in the year ahead, our corporate diversity and inclusion committee is expected to roll out several new initiatives. The committee has been meeting on a quarterly basis to draft a three-year action plan to guide our internal and external diversity and inclusion practices. At its core, the multi-faceted strategy aims to promote and celebrate diversity, inclusion and multiculturalism across Canada Lands Company, and works towards dismantling the systemic barriers that marginalized groups often face in the workplace. We look forward to sharing an update on this strategy in future reports.

On the real estate front, across the country, our teams are reflecting on lessons brought about by the pandemic and how those lessons can inform future initiatives and plans. For example: how can we leverage our newly shared experiences of the past year with virtual tools, and how can we deepen our engagement with communities to make them more inclusive and responsive to local needs? We will be exploring these ideas and similar notions as we move forward in our real estate projects.




Like most Canadians, our hope is that the year ahead will bring a long-awaited return to some sense of normalcy. We have been fortunate to continue our community engagements online, but we are nevertheless eager to meet with Canadians in person. Virtual consultations have given our engagements an even wider reach and allowed us to hear from a greater diversity of participants. The online engagement has been invaluable for its broad reach, and we will integrate this digital component into our processes moving forward, even when we can meet again in person.

At the attractions, we are eager to begin welcoming visitors from across the country and around the world. We know it will be some time before things return to normal, but we are committed to offering our guests the best possible experiences that they will remember for years to come.






Village at Griesbach
Edmonton, Alberta



2021/22 BALANCED SCORECARD TARGETS REAL ESTATE AND CORPORATE

 <p>FINANCIAL SUSTAINABILITY</p> <p>We optimize rather than maximize profit for the Government of Canada and Canadians</p>	<p>Financial returns available to the federal government</p> <p>\$11M</p>	<p>Economic impact of activities</p> <p>\$440M</p>
 <p>HEALTHY WORKPLACE</p> <p>We lead our business with integrity and provide a healthy workplace</p>	<p>Company-initiated group training programs provided to employees</p> <p>25</p>	<p>New diversity and inclusion initiatives launched</p> <p>5</p>
 <p>ENGAGEMENT</p> <p>We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work</p>	<p>Community associations CLCL is a member of/supports</p> <p>90</p>	<p>Participants identified as satisfied in completed survey for active project</p> <p>100%</p>
 <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>We apply effective and innovative environmental attributes to our operations</p>	<p>Active developments exceeding environmental management requirements</p> <p>100%</p>	<p>Active developments with three or more LEED-ND metrics/third-party equivalency</p> <p>100%</p>
 <p>INCLUSIVE COMMUNITIES</p> <p>We contribute to inclusive and livable communities</p>	<p>Active developments to meet/exceed municipal requirement for community amenities</p> <p>100%</p>	<p>Active developments to meet/exceed municipal requirements and/or provide min. 10% affordable housing</p> <p>100%</p>

2021/22 BALANCED SCORECARD TARGETS ATTRACTIONS

 <p>FINANCIAL SUSTAINABILITY</p> <p>We optimize rather than maximize profit for the Government of Canada and Canadians</p>	<p>Paid guests on-site: CN Tower and Old Port of Montréal</p> <p>418,989</p>	<p>Annual maintenance and development investments</p> <p>\$47.6 M</p>
 <p>HEALTHY WORKPLACE</p> <p>We lead our business with integrity and provide a healthy workplace</p>	<p>Company-initiated group training programs provided to employees</p> <p>25</p>	<p>New diversity and inclusion initiatives launched</p> <p>5</p>
 <p>ENGAGEMENT</p> <p>We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work</p>	<p>Complaints based on annual attendance: CN Tower</p> <p>0.7%</p>	<p>Complaints based on annual attendance: Old Port of Montréal</p> <p>>0.5%</p> <p>Non-profit partnerships</p> <p>195</p>
 <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>We apply effective and innovative environmental attributes to our operations</p>	<p>Total number of new environmental and sustainability initiatives</p> <p>17</p>	
 <p>INCLUSIVE COMMUNITIES</p> <p>We contribute to inclusive and livable communities</p>	<p>Visitors: CN Tower, Downsview Park, Old Port of Montréal</p> <p>4.1M</p>	<p>Community programs delivered</p> <p>84</p> <p>School groups attending education programs</p> <p>20,142</p>



FOR MORE INFORMATION:
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INFO@CLC.CA

Canada 