



Canada Lands Company
Société immobilière du Canada

Canada Lands Company



Briefing Binder for The Honourable Anita Anand
Minister of Public Services and Procurement Canada

January 2020



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1. Profile and Applicable Legislation

Canada Lands Company Limited (“CLCL”) was incorporated under the Companies Act on March 7, 1956 and continued under Articles of Continuance dated September 19, 1977 under the Canada Business Corporations Act (“CBCA”). It was reactivated in 1995 under its current model. It is listed in Schedule III, Part 1 of the Financial Administration Act (“FAA”), and has the following three subsidiaries:

- Canada Lands Company CLC Limited (“CLC”) is a non-agent Crown corporation, which manages the company’s real estate interests as well as Canada’s National Tower in Toronto, Ontario (the “CN Tower”);
- Parc Downsview Park Inc. (“PDP”) is an agent Crown corporation, which manages a property known as “Downsview Park”. Downsview Park is a 523-acre site located in Toronto, Ontario, which is a former Canadian Forces Base that was declared surplus to Government needs in 1996. The site includes development lands and an urban park component that over time will become a new and innovative mixed-use community. PDP was incorporated on July 17, 1998 under the CBCA; and
- Old Port of Montréal Corporation Inc. (“OPMC”) is an agent Crown corporation that manages the development of the Old Port of Montreal’s territory (the “Old Port”), operates the Montréal Science Centre (the “Science Centre”) and administers, manages, and maintains the Old Port property as an urban recreational, tourism and cultural site.

Applicable Legislation

CLCL and its subsidiaries are subject to several pieces of legislation including the following:

- Access to Information Act
- Accessible Canada Act
- Canadian Human Rights Act
- Canada Anti-Spam Legislation
- Canada Business Corporations Act
- Financial Administration Act
- Library and Archives Act
- Official Languages Act
- Privacy Act
- Proceeds of Crime (Money Laundering) and Terrorist Financing Act
- Jobs and Growth Act



1.1 Mission, Vision and Guiding Principles

CLCL's vision, mission and value statements define its strategic direction. These tools were renewed in May 2018 by CLCL's Board of Director's as part of a strategic planning exercise.

Mission

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

Vision

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

Guiding Principles

Innovation

We respect the past and embrace the future by promoting innovative approaches in our real estate, tourism and attraction sectors, and in all our stakeholder relationships. We commit to meet or exceed expectations by integrating innovation in our projects, products and service offerings.

Value

We bring value to Canadians through our efforts and our activities to optimize both the financial and non-financial benefits of our business sectors. Canada Lands defines value as working to achieve the best possible outcomes for taxpayers, government, communities, municipalities and partners.

Legacy

We honour the legacy of every asset with which we work, and we highlight historical traditions in our projects.

Corporate social responsibility

We encourage a culture that embraces inclusion, diversity, and respect and strive to be representative of, and aligned with, the communities that we engage. We set the highest standards of ethical behaviour in what we do and how we do it, while considering non-financial benefits our projects can generate.



1.2 Mandate

The legal objects of CLCL, as contained in its Articles of Continuance, are broad and permit it to “acquire, purchase, lease, hold, improve, manage, exchange, sell, turn to account or otherwise deal in or dispose of real or personal property or any interest therein”¹. As CLCL holds no assets (other than shares in its subsidiaries) it fulfills its mandate and operates its real estate and tourism activities through its CLC, OPMC and PDP subsidiaries.

The mandate of CLCL, as approved by the Government in 1995 and renewed in 2001, is “to ensure the commercially oriented, orderly disposition of selected surplus real properties with best value to the Canadian taxpayer and the holding of certain properties”. In addition to financial considerations, CLCL’s mandate stipulates that other strategic considerations of the Government be taken into account as required, including “the views of affected communities and other levels of Government, and heritage and environmental issues”.

Through its commercially oriented non-agent CLC subsidiary, CLCL ensures the orderly disposition of surplus strategic properties, maintains ownership or management of certain properties which benefit from a federal presence and pursues the realization of both financial and community objectives. CLC’s role in the disposal of surplus properties is further defined by the Treasury Board’s Directive on the Sale or Transfer of Surplus Real Property, which permits custodians to sell to CLC only those specific surplus federal real properties or portfolios identified as strategic. Strategic surplus real properties are properties or portfolios of properties with the potential for significantly enhanced value, those that are highly sensitive, or are a combination of these factors.

Because of the complexity associated with these properties, they may require innovative efforts and a comprehensive management approach to be moved into the market. As such, CLC follows transparent processes and ensures that it remains sensitive to local real estate market conditions. CLC works regularly with federal, provincial and municipal stakeholders. CLC ensures it undertakes its work with broad market exposure and competitive bidding. It also remains committed to environmental sustainability in its projects and respects heritage considerations. It recognizes that the best value for the Government includes a commitment to optimize both community and financial value, enhancing the quality of life in the communities in which CLC operates across Canada.

Where there is a requirement to meet the interests of Indigenous communities, the Government often looks to CLC to implement business arrangements that fulfill these interests. One example is the successful conclusion of Joint Venture Agreements with the Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation in British Columbia. They provide the Nations a beneficial interest in three former Government of Canada properties CLC acquired in 2014. CLC sold one property to the Nations and acts as project manager and works with the three Nations on major decisions to develop the other two properties.

¹ Canada Business Corporations Act, September 22, 1995, Articles of Continuance – (Section 179).



2. Input Required from the Minister and Government

Canada Lands requires the support, recommendation and/or approval of its Minister as the shareholder's representative to conduct its business and carry on the responsibilities of the corporation. The Minister's role varies depending on the nature of the requirement, and some examples are as follows:

Corporate Plan: The Minister recommends a corporate plan to Treasury Board for approval.

Annual Report: The Minister tables Canada Lands' annual report before the House.

Board of Directors, Chair of the Board and President and CEO: The Minister makes recommendations for appointment by the Governor in Council and may renew Directors previously appointed.

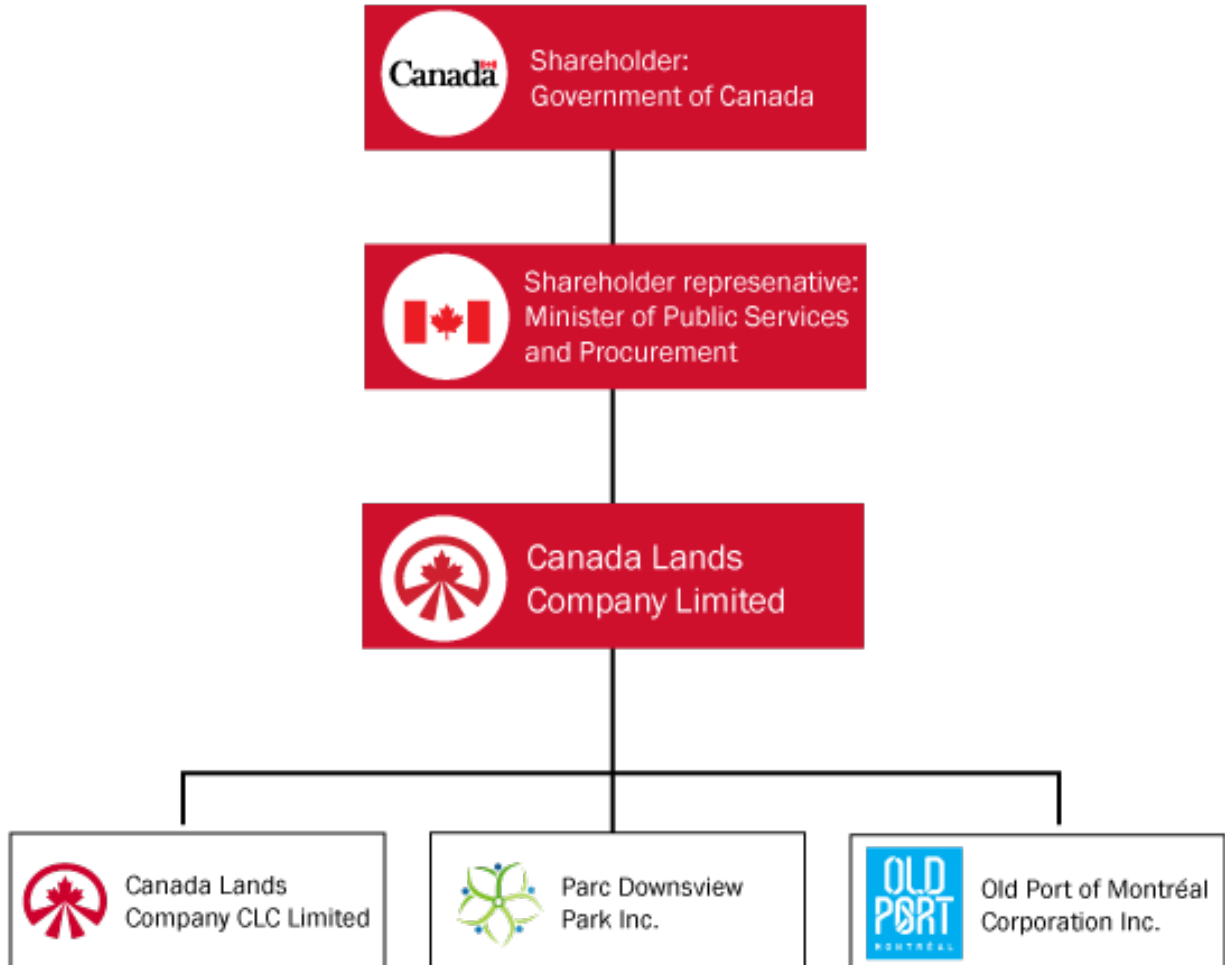
CEO Performance Agreement and Assessment: The Minister (i) considers for approval the performance agreement for the President and CEO; (ii) considers whether she agrees with the Board of Directors' performance rating for the President and CEO; and (iii) advises the Governor in Council of whether she agrees with the proposed performance rating.

Issuing Directives to the Corporation: Should the shareholder determine that it is in the public interest to issue a specific directive to the corporation, the *Financial Administration Act* provides the process by which to do so. The process includes the Minister formally consulting the Board of Directors of the corporation with respect to the content and effect of the contemplated directive, and then having the Minister lay the directive before the House once it has been approved by the Governor in Council.

Other forms of input and support:

- Tables the *Access to Information Act* and *Privacy Act* Annual Reports before the House
- Executes annual shareholder resolutions for CLCL
- Assists the corporation in obtaining its borrowing authorities from the Minister of Finance
- Sets annual letter of expectations and 'informal' preferences on key files

3. Corporate Structure



3.1 Board of Directors

CLCL, CLC, OPMC and PDP have a Board of Directors that hold regularly scheduled meetings. The membership for each Board is the same with the exception of the President and CEO of CLCL, who sits on the Board of CLC, PDP and OPMC but not of CLCL. The Directors of the parent company and subsidiary Boards (with the exception of the President and CEO) are independent of the business. The Board's committees are composed of no less than three Directors, who are neither officers, nor employees, of the corporation or any of its affiliates (except for the President and CEO where applicable).

CLCL's Directors are Governor-in-Council (GIC) appointees. The Chair of the Board and the President and CEO are also appointed by Governor-in-Council. CLCL's current Board of Directors and President and CEO are set out below:

Canada Lands Company Limited - GIC Appointees

Canada Lands Company Limited - Board of Directors					
Name	Role	Appointment Date	Term	Expiry Date	Home Province
Jocelyne Houle	Chair	10/04/14 (as director) 06/06/18 (reappointed) 19/06/19 (appointed as Chair)	4 years 2 years (reappointment) 2 years (as Chair)	18/06/21	Quebec
Victoria Bradbury	Director	22/06/18	2 years	21/06/20	Alberta
John Campbell	Director	06/06/18	2 years	05/06/20	Ontario
Margaret MacDonald	Director	19/06/19	4 years	18/06/23	Nova Scotia
Kaye Melliship	Director	06/06/18	4 years	05/06/22	British Columbia
Daniel Shindleman	Director	06/06/18	4 years	05/06/22	Manitoba
Toni Varone	Director	06/06/18	4 years	05/06/22	Ontario



Canada Lands Company Limited – President and CEO					
Name	Role	OIC Date	Term	Expiry Date	Home Province
John McBain	President & CEO	30/01/2014 <i>effective</i> 03/03/2014	5 years	02/09/2020	Ontario
		01/11/2018 <i>Effective</i> 03/03/2019 <i>(Renewal)</i>	18 months (Renewal)		



Board of Director Bios

NOTE: All CLCL board members also sit on the boards of CLC, PDP and OPMC.

JOCELYNE HOULE, CHAIR (Term: 18/06/21)

Jocelyne Houle has had a long career in the public sector. She was the Mayor of the City of Buckingham, Québec, from 1999 to 2001, and then became municipal councillor for the Buckingham District of the City of Gatineau, a post she held for eight years while also being Vice President of the Executive Committee.

In addition to her activities in the public sector, she has been owner of Houle Jewellers in Buckingham since 1981. She is very active in her community and is involved with several associations and community organizations, including President of the surplus allocation committee for the former City of Buckingham and President of the ad hoc committee for the construction of an indoor pool in Buckingham.



VICTORIA E. BRADBURY (Term: 21/06/20)

Victoria E. Bradbury is a Fellow Chartered Accountant of England & Wales, a Chartered Professional Accountant in Canada, a Certified Management Consultant and a member of the Institute of Corporate Directors with over 25 years combined international and Canadian experience with PwC and in industry. Fluently bilingual, Victoria has worked and lived in Europe as well as in several cities across Canada giving her a unique perspective and experience in innovative financial and management strategies.

Over her career as CFO, DFO and Controller, Victoria has managed the financial reporting, accounting, external and internal audit functions and the annual risk assessment process of a wide variety of corporations.





JOHN W. CAMPBELL (Term: 05/06/20)

John Campbell (P.Eng, MBA, ICD.D) is the principal of Renovo Advisory Services Ltd., a consulting firm focused on the revitalization of urban areas.

Until the fall of 2015 he was the Chief Executive Officer of Waterfront Toronto, responsible for leading the estimated \$35 billion revitalization of Toronto's waterfront.

Before joining Waterfront Toronto in 2003, he was a senior executive at Brookfield Properties and played a leadership role in the development of its flagship property, Brookfield Place.

He is Vice Chair of Artscape and on the Board of Directors of the Canadian Urban Institute. In 2012 he was awarded the Queen Elizabeth II Diamond Jubilee Medal in recognition of his contribution to Canada.



MARGARET MACDONALD (Term: 18/06/23)

Margaret MacDonald is a former deputy minister with the Province of Nova Scotia, holding positions as the deputy minister of Finance and Treasury Board, Labour and Workforce Development, Immigration and Intergovernmental Affairs. Prior to assuming these senior leadership roles, Margaret acted as financial counsel to the Province, as well as legal advisor in land and resource management transactions with extensive experience in Crown land legal matters. Margaret has been an active participant in public sector initiatives, including the development of public sector accounting standards and public sector audit engagement.





KAYE MELLISHIP (Term: 05/06/22)

Kaye has been involved in housing policy, governance and operations and land use planning for over 30 years.

She is currently Executive Director of Greater Victoria Housing Society and President of Ready to Rent BC. Kaye just completed a term as the BC representative of Canadian Housing and Renewal Association and is active on a number of community initiatives in Victoria.



DANIEL SHINDLEMAN (Term: 05/06/22)

Daniel Shindleman has been involved in public-private partnerships since 1992. He is Managing Director at Bridgemer, an alternative asset manager and advisor, focused on real estate, infrastructure and agriculture. Mr. Shindleman practised tax law at the Toronto office of an international firm and was a partner at ABB Financial Services with a globally active portfolio. He is Chair and member on Boards as well as on Investment, Risk and other Committees.

Mr. Shindleman has an MBA from the University of Chicago with a specialization in finance and has qualified as a lawyer in England & Wales, New York, Ontario and is registered at the Zurich law society. He is a member of the Institute of Corporate Directors.





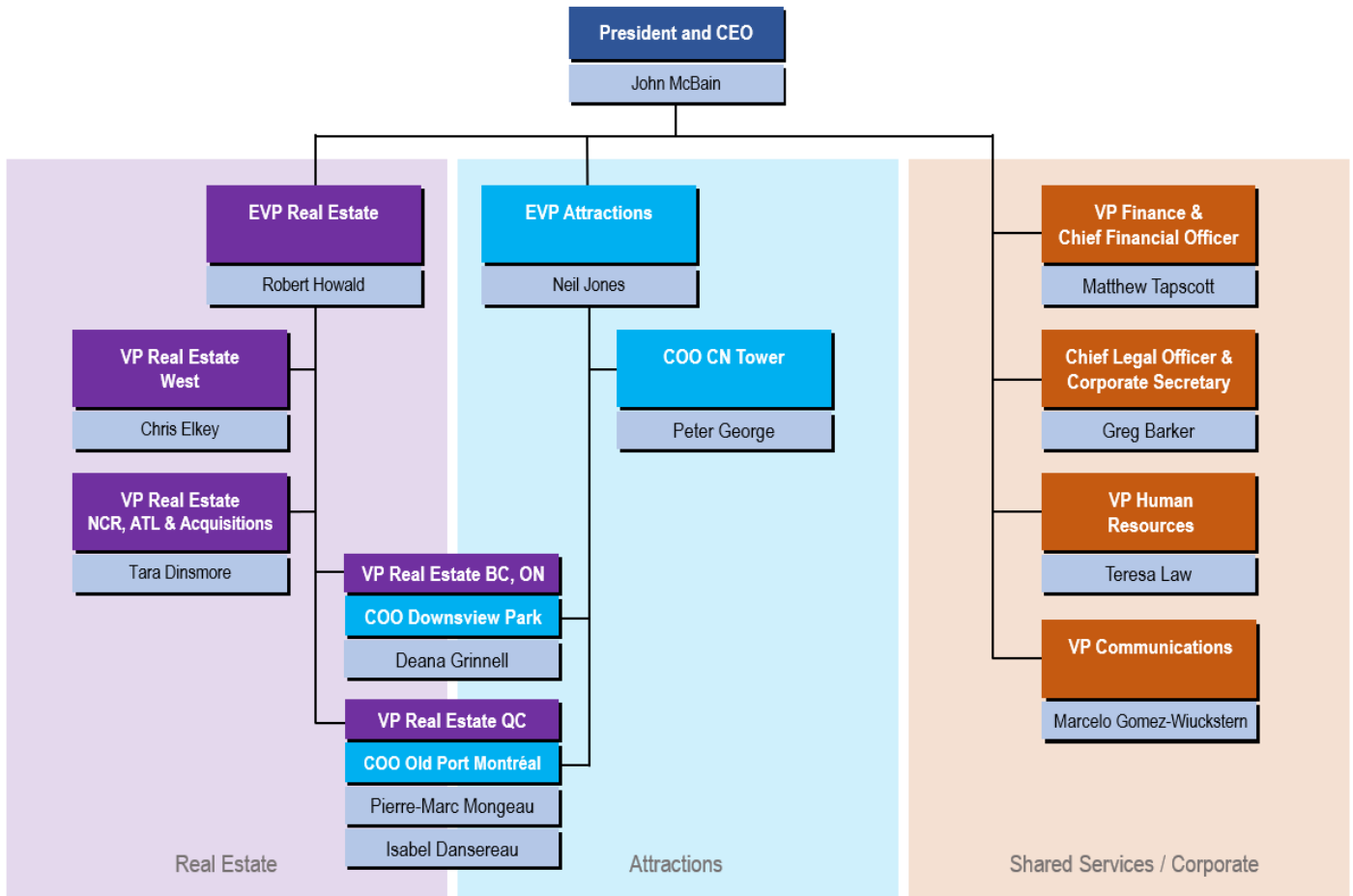
TONI VARONE (Term: 05/06/22)

Toni Varone is the president of Varone Group Inc., a family run group of companies involved in the hospitality, home building & development and property management sectors. Mr. Varone has served the community in numerous capacities and continues to serve as an active member of The Villa Charities Foundation Board. He is a past President of Villa Charities Inc. and Columbus Centre, as well as a past director of the Northwestern General Hospital, Parc Downsview Park and Mount Sinai Hospital Foundation. Currently, Mr. Varone serves as President of The Italian Earthquake Relief Fund as well as on the Peace Through Valour committee. Mr. Varone has received many awards and honours for his considerable philanthropy, and his incessant efforts and devotion to the progress of the social and cultural life of all communities in Toronto.





3.2 Functional Senior Management Team Structure



3.3 Senior Management Team

The company's Senior Management Team is made up of the following employees:

NAME	TITLE	OFFICE LOCATION
John McBain	President and CEO	Toronto
Greg Barker	Chief Legal Officer and Corporate Secretary	Toronto
Isabel Dansereau	Sr. Director, Old Port of Montreal	Montreal
Tara Dinsmore	Vice President, Real Estate (National Capital Region/Atlantic and Acquisitions)	Ottawa
Chris Elkey	Vice President, Real Estate (West)	Calgary
Marcelo Gomez-Wiuckstern	Vice President, Corporate Communications	Toronto
Peter George	Chief Operating Officer, CN Tower	Toronto
Deana Grinnell	Vice President, Real Estate, British Columbia and Ontario	Vancouver
Robert A. Howald	Executive Vice President, Real Estate and Old Port of Montreal	Toronto
Neil Jones	Executive Vice President, Attractions	Toronto
Teresa Law	Vice President, Human Resources	Toronto
Pierre-Marc Mongeau	Vice President, Real Estate (Québec) and Old Port of Montréal	Montréal
Matthew Tapscott	Vice President, Finance and Chief Financial Officer	Toronto



Senior Management Team Bios

JOHN MCBAIN

As President and CEO of Canada Lands Company Limited and its subsidiaries, John McBain leads an organization of 800 staff with offices in 8 cities, managing real estate holdings comprising 1125 acres of development property and special assets as diverse as the Old Port of Montreal and the CN Tower. Since his appointment in 2014, John has led the company to an increase of 39% asset growth, 40% in shareholder equity growth and contributions of \$193 M to Canada, while further defining the company's values of community engagement, sustainability, collaboration and stewardship. John's career spans private and public sectors, with more than thirty years' experience in the federal public service, serving as Assistant Deputy Minister, Real Property Branch, Public Works from 2008 to 2013.

John served as the inaugural Champion of the Real Property Institute of Canada and is a proud recipient of the Queen's Diamond Jubilee medal in recognition of his service to Canada.



GREG BARKER

Greg Barker is Chief Legal Officer and Corporate Secretary for Canada Lands Company. He advises the company's Board and senior management team on corporate governance matters and is responsible for legal and regulatory affairs. He previously practiced corporate and commercial real estate law at two national law firms. He holds a Bachelor of Commerce (Hons) degree from Queen's University and a Law degree from the University of Toronto.





ISABEL DANSEREAU

Isabel Dansereau is the Senior Director of the Old Port of Montréal Corporation Inc. Over the last 14 years she has served in a variety of leadership roles, notably overseeing the opening of Québec's first IMAX@TELUS laser theatre and the creation of the award-winning interactive exhibition Indigenous Ingenuity. Isabel is also Executive Director member of the Science Centre Foundation and served as Vice-chair of the Montréal Museums Society's Board of Directors. She is a graduate of McGill University's economics and political science programs, and the Université de Québec à Montréal's business administration program. Isabel also holds an executive MBA and double degrees from the McGill and HEC Montréal program.



TARA DINSMORE

Tara Dinsmore is Vice President, Real Estate (National Capital Region/Atlantic and Acquisitions). Tara has been with the company in progressive roles in acquisitions leading to her current role as Vice-President, Real Estate, NCA/Atlantic and Acquisitions. She previously worked as a policy advisor with the Government of Canada. She graduated from Wilfred Laurier University.





CHRIS ELKEY

Chris Elkey is Vice President, Real Estate (West) and leads on all aspects of CLC's real estate activities in Alberta, Saskatchewan and Manitoba. In his career, Chris has worked on a variety of residential and non-residential development projects with roles in the development industry and as a municipal planner. Chris brings passion and interest in the areas of sustainable community development and community engagement in his role with CLC. Chris also spent 6 years as a Sessional Instructor developing and delivering courses in urban planning at the University of Calgary and the University of Alberta. Chris holds a bachelor's degree in Geography from UBC and a master's degree in Environmental Design from the University of Calgary.



PETER GEORGE

Peter George is Chief Operating Officer of the CN Tower. Since joining the Tower in 1995, he has served in a variety of roles and led a diverse range of teams. During his tenure, Peter has worked to foster a culture of innovation, spearheading a refreshed and uniquely Canadian focus for the Tower's food and beverage program that emphasizes sustainability through local sourcing and waste reduction. Under his leadership, the CN Tower's restaurants have earned countless prestigious awards and certifications including Leaf, Feast On® and Ocean Wise. Peter is a graduate of George Brown College in Toronto and has previously held positions at various distinguished restaurants and establishments in Ontario.





MARCELO GOMEZ-WIUCKSTERN

Marcelo Gomez-Wiuckstern is Vice President, Corporate Communications. Marcelo has more than 20 years of experience in corporate communications, reputation management, public affairs and marketing in the private and public sectors. Prior to CLC, Marcelo worked at Scotiabank as Director of Communications, International Banking and Digital Transformation. Marcelo holds a bachelor's degree in Business Administration (HEC Montreal), a Masters in Corporate Communications (UQAM) and completed Harvard Business School's Program for Leadership Development.



DEANA GRINNELL

Deana Grinnell is Vice President, Real Estate, British Columbia and Ontario, responsible for optimizing community and financial value from current and emerging real estate holdings. Deana has been instrumental in operationalizing CLC's partnerships with First Nations in BC. Deana brings professional experience from both the public sector and private sector in urban planning and award-winning real estate development. She is a Registered Professional Planner and holds a master's degree in Community and Regional Planning from the University of British Columbia.





ROBERT A. HOWALD

Robert A. Howald is Executive Vice President, Real Estate, and has been with the company for over twenty years. He ensures that the company continues to carefully and successfully manage the acquisition and development of its portfolio of real estate assets across Canada.



NEIL JONES

Neil Jones is Executive Vice President, Attractions. He has 20 years of experience working with the CN Tower in myriad roles, including Chief Operating Officer, Food and Beverage Director and Director, Operations. Neil has over 30 years of experience in the hospitality business and worked for various hotel groups in locations such as Bermuda, England and Scotland.





TERESA LAW

Teresa Law is Vice President, Human Resources of Canada Lands Company. Teresa has been employed by Canada Lands Company since January 2007; holding a variety of progressive Human Resources positions throughout her career. She is a Certified Human Resources Leader (CHRL) and graduated with honours from Durham College Human Resources Graduate Certificate Program in 2006. She also holds a Law & Security Administration Diploma from Georgian College.



PIERRE-MARC MONGEAU

Pierre-Marc Mongeau is Vice President, Real Estate (Québec) and Old Port of Montréal. Pierre-Marc holds a bachelor's degree in architecture from Université de Montréal and is a member of Ordre des architectes du Québec. His most recent position was with Transport Canada as Assistant Deputy Minister, Programs Branch. Pierre-Marc also has previous experience with Développement économique Canada pour les régions du Québec as Vice President, Operations, and held Assistant Deputy Minister positions with Public Services and Procurement Canada leading Real Property Services and the Parliamentary Precinct Branch.





MATTHEW TAPSCOTT

Matthew Tapscott is the Vice President, Finance and Chief Financial Officer for Canada Lands Company. He is accountable for the financial reporting and planning, treasury, risk management and information technology functions of the company. He is a CPA, CA, and alongside his experience in the real estate/new home builder industry, he has worked in the audit and assurance practice at PwC (PricewaterhouseCoopers).



3.4 Human Resources Overview

The Human Resources department operates as a shared service across CLCL and its subsidiaries.

All employees (full time, part time, seasonal, temporary, union and non-union):

As at March 31, 2019, number of employees			
Real Estate and Corporate (REC)	CN Tower (CNT)	Old Port of Montreal Corporation (OPMC)	All Employees
88	548	306	942

As at March 31, 2019, number of employees		
	Unionized employees	Non-unionized employees
REC	0	88
CN Tower	247	301
OPMC	233	73
Total	480	374

As at March 31, 2019, number of employees by province					
	AB	BC	ON	QC	NS
REC	14	5	63	5	1
CNT			548		
OPMC				306	
Total	14	5	611	311	1

**Please note that these figures represent all employees at a point in time, and not rolling averages of FTE for the 12-month period ending March 31, 2019.*

4. Financial Overview

The table below provides a snapshot of CLCL's financial results from operations and its investment over the past three years, and five-year budget included in CLCL's latest approved Corporate Plan.

Financial Performance

(\$millions, except profit margin)	Year ended 31 March 2019	Three years ended 31 March 2019	Five years ended 31 March 2025
	Actual	Actual	Budget
Total revenue	269.4	1,061.9	1,923.0
Total operating profit ²	113.9	362.0	739.6
Total operating profit margin	42.3%	34.1%	38.5%
Total net income	55.2	181.3	540.1
Acquisitions	-	159.9	55.0
Investments	57.7	268.7	488.0
Cash profited by operating activities	33.0	373.2	412.5
Total taxes paid	22.3	93.1	136.0
Dividends to the shareholder	10.0	16.5	300.0
Upfront/note payments to the shareholder	13.5	45.7	413.0

Investment in Real Estate and Attractions

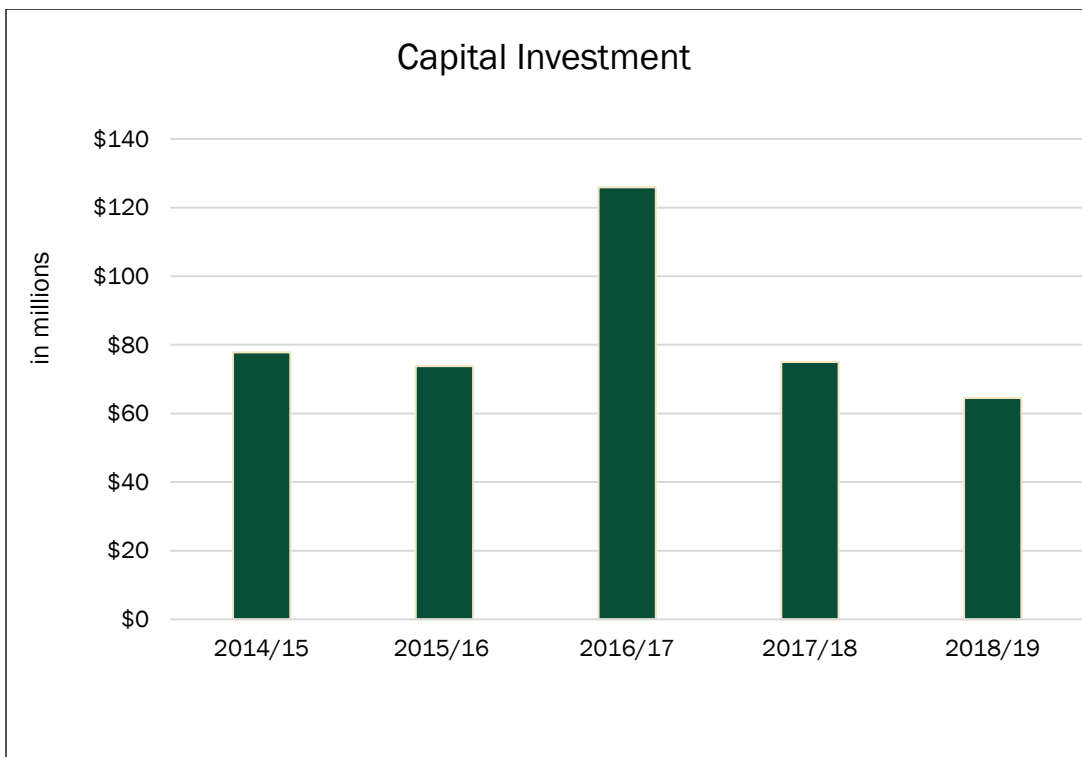
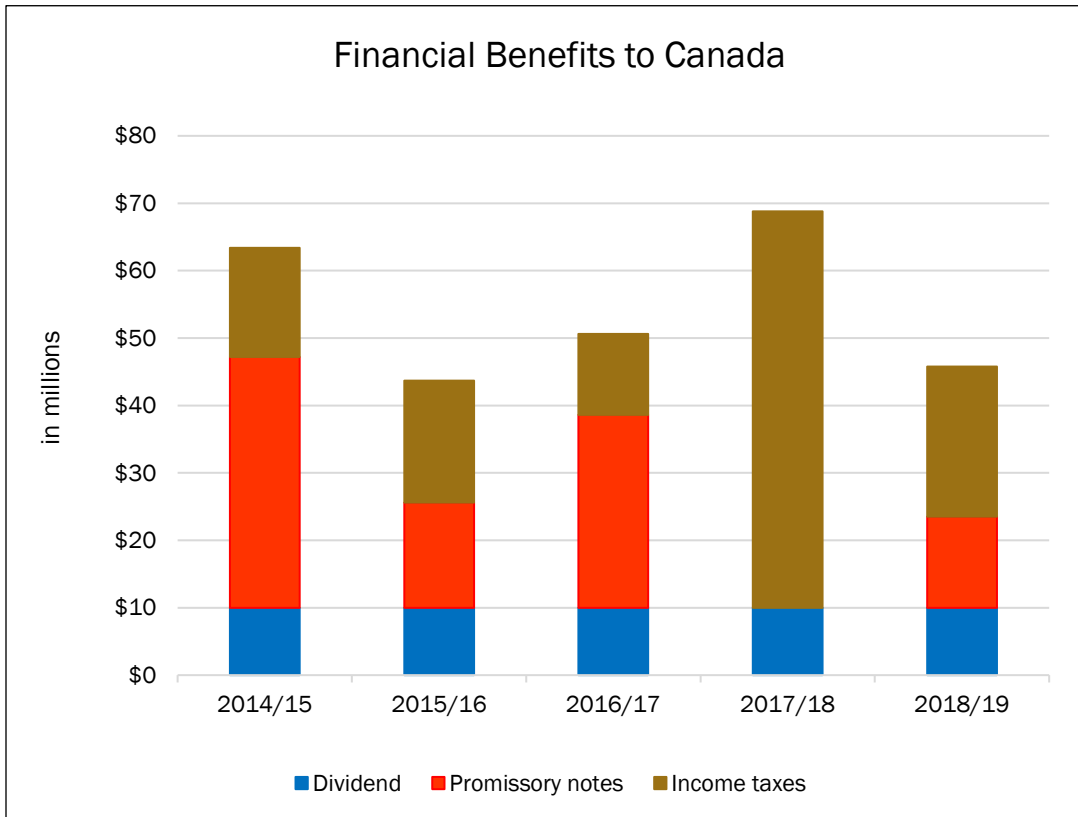
(\$millions)	Year ended 31 March 2019	Three years ended 31 March 2019	Five years ended 31 March 2025
	Actual	Actual	Budget
Real Estate inventory ³	36.9	209.7	418.0
Property, plant and equipment ⁴	18.6	53.6	44.0
Investment properties ⁵	2.2	5.4	26.0
Total	57.7	268.7	488.0

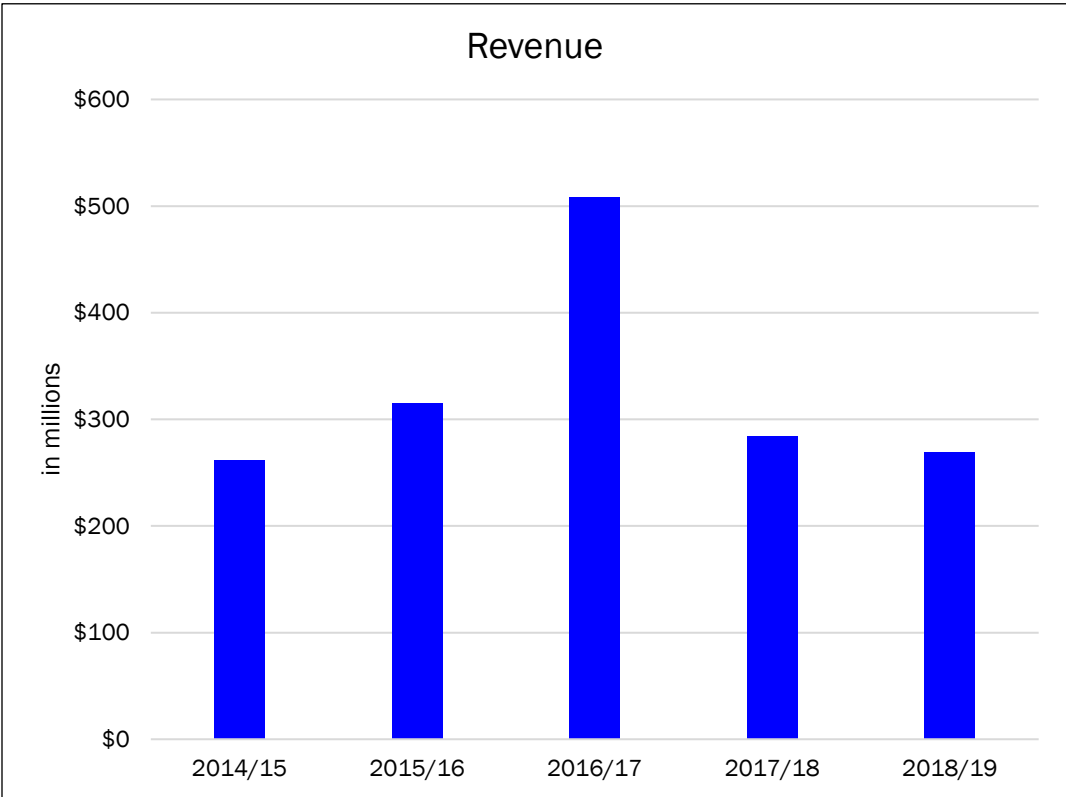
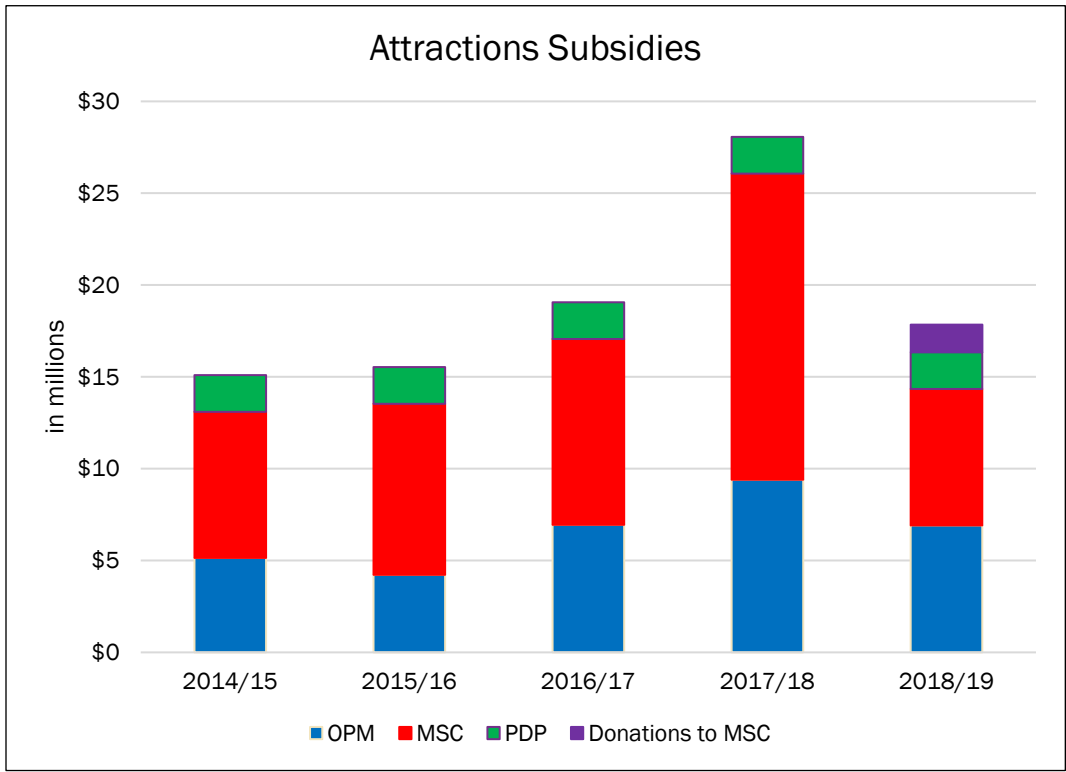
² Operating profit = total net income before income taxes, interest and other expenses, impairment, pre-acquisition costs and write-offs and general and administrative costs.

³ Investment in real estate development, which includes construction and consultant contracts, municipal taxes and PILT payments.

⁴ Investments in property, plant and equipment assets such as the CN Tower, the Park at Downsview, the Montreal Science Centre, and the Old Port quays maintain and enhance the assets.

⁵ Investment properties such as certain properties at Downsview Park and the area around the CN Tower do not have probable development opportunities, but rather are held to generate rental profits.







5. Risk Management Overview

The corporation uses a practical approach to the management of risk. The objective of the corporation's risk management approach is not to completely eliminate risk but rather to optimize the balance between risk and the best possible benefit to the corporation, its shareholder and its local communities.

The Board of Directors has overall responsibility for risk governance and oversees management in identifying the key risks the corporation faces, and in implementing appropriate risk assessment processes to manage these risks. Senior management are accountable for identifying and assessing key risks, defining controls and actions to mitigate risks, while continuing to focus on the operational objectives of the corporation.

The corporation updates its enterprise risk assessment regularly to review, prioritize and mitigate against the key risks identified. The assessment includes reviewing risk reports, Internal Audit reports, and industry information, and interviewing senior management across the corporation. The corporation's Internal Audit assists in evaluating the design and operating effectiveness of internal controls and risk management. Through the annual Internal Audit plan, the risks and controls identified are considered and incorporated for review.

The corporation's financial results are affected by the performance of its operations and various external factors influencing the specific sectors and geographic locations in which it operates, as well as macroeconomic factors such as economic growth, inflation, interest rates, foreign exchange, regulatory requirements and initiatives, and litigation and claims that arise in the normal course of business.

6. Canada Lands' Properties

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6.1.1 – 1 Port Street East (Mississauga, ON)



1 Port Street East is situated in the community of Port Credit (in the City of Mississauga) on the shores of Lake Ontario at the mouth of the Credit River. Canada Lands acquired the site from the Department of Fisheries and Oceans (DFO) in early 2011.

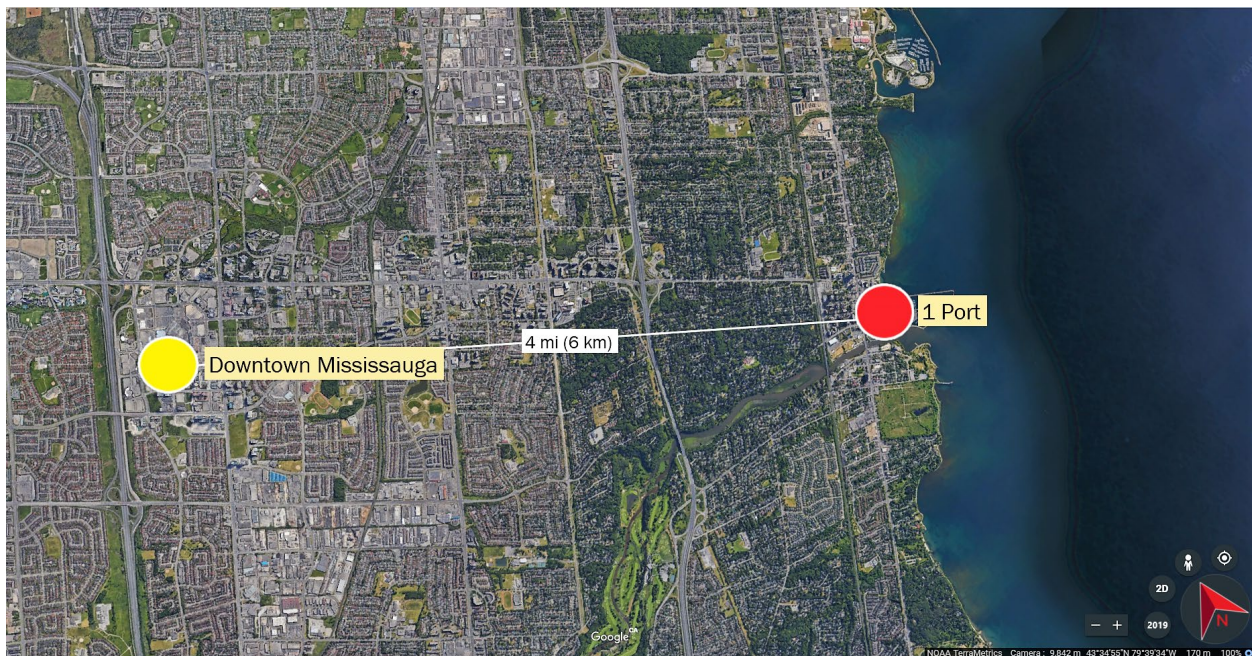
The site includes an approximately 49-acre (20.2-hectare) water lot and 18.3 acres (7.4 hectares) of tableland. The site also includes a wharf shed, an operating marina with ancillary businesses and slippage for approximately 500 boats. The site is currently under lease to Centre City Capital Ltd.

A master plan was approved for 1 Port by the City of Mississauga in 2016 following consultation with the community and the Town of Port Credit Community Association (TOPCA) through the Inspiration Port Credit process. The master plan provides a vision for the site and outlines numerous priorities for the future development, including mixed use, a new public marina, parks, a waterfront trail and public access to the waterfront, and other place-making opportunities. An Official Plan Amendment was approved in 2017, which provides a policy and development framework based on the approved master plan.

In January 2018, the City of Mississauga and Canada Lands announced a landmark agreement regarding shared objectives, including the long-term protection of the marina for public use, a key community and marina stakeholder objective identified during the community consultation process. This marina agreement includes the City acquiring ownership of the land at the base of the marina and the entire water lot over time. It allows for public access to the water (something the community does not currently have) and wonderful place-making opportunities including a new marina, parks, and open spaces.

In the summer of 2019, the City of Mississauga moved forward with the next step in delivering on the community's vision for a public marina, by kicking off its environmental assessment work for the proposed marina project. The environmental assessment is the next step to study additional waterfront parkland and examine marina options, design and phasing for the site.

Canada Lands encourages community and stakeholders to participate in the City of Mississauga's environmental assessment process by attending consultation events. Information is available on the City's project website.



Federal riding: Mississauga-Lakeshore
Member of Parliament: Sven Spengemann, Liberal Party

6.1.2 - 20 Goldenrod Driveway (Ottawa, ON)



20 Goldenrod Driveway is the former home of Atomic Energy of Canada Limited's (AECL) commercial products division, which was acquired by Canada Lands Company in the fall of 2000. This 4.9-acre (1.9-hectare) site is located in Tunney's Pasture, a large federal government node in the City of Ottawa.

At the time of acquisition, the property contained the former AECL Commercial Products Building, a 3-storey office and manufacturing facility which had been vacant since 1984. Canada Lands Company designed a demolition program which commenced on October 23, 2000 and was completed in October 2001.

In 2003, Canada Lands Company constructed a surface parking lot on the site, which currently is used on a daily basis by federal government employees.

The property will continue as a parking lot for the foreseeable future. However, the property is part of a collaboration initiative on underutilized properties between Canada Lands Company and Public Services and Procurement Canada and will be considered in that context.

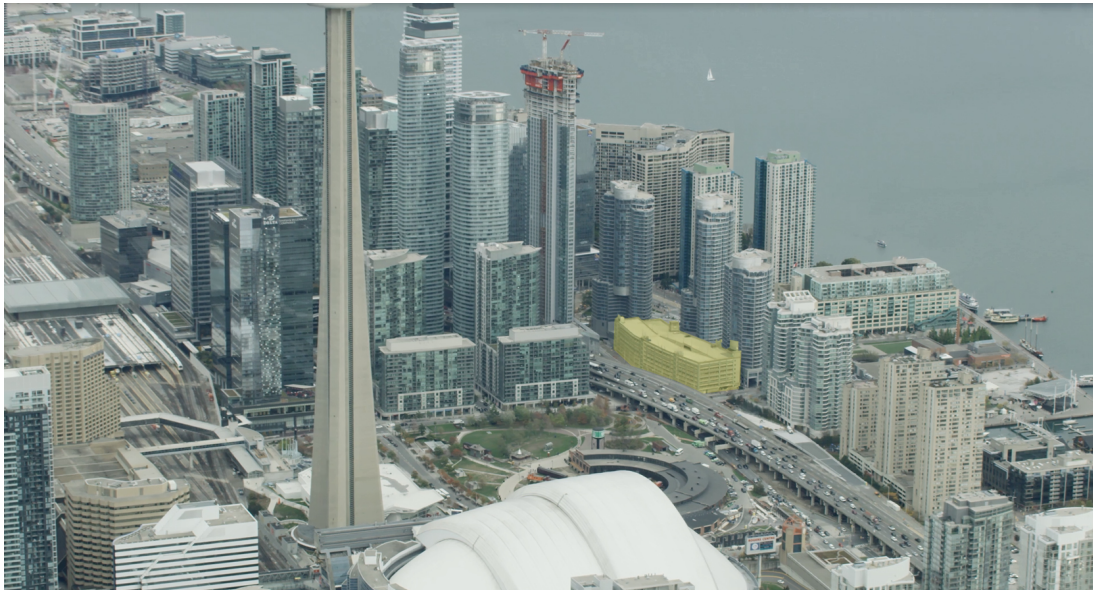


Federal riding: Ottawa Centre

Member of Parliament: Catherine McKenna, Liberal Party of Canada



6.1.3 - 200 Queens Quay (Toronto, ON)



200 Queens Quay West is a 1.2-acre (0.5 hectare) property located near York Street and Queens Quay West, in Toronto, Ontario. The property currently is the site of a parking structure operated by a third-party service provider.

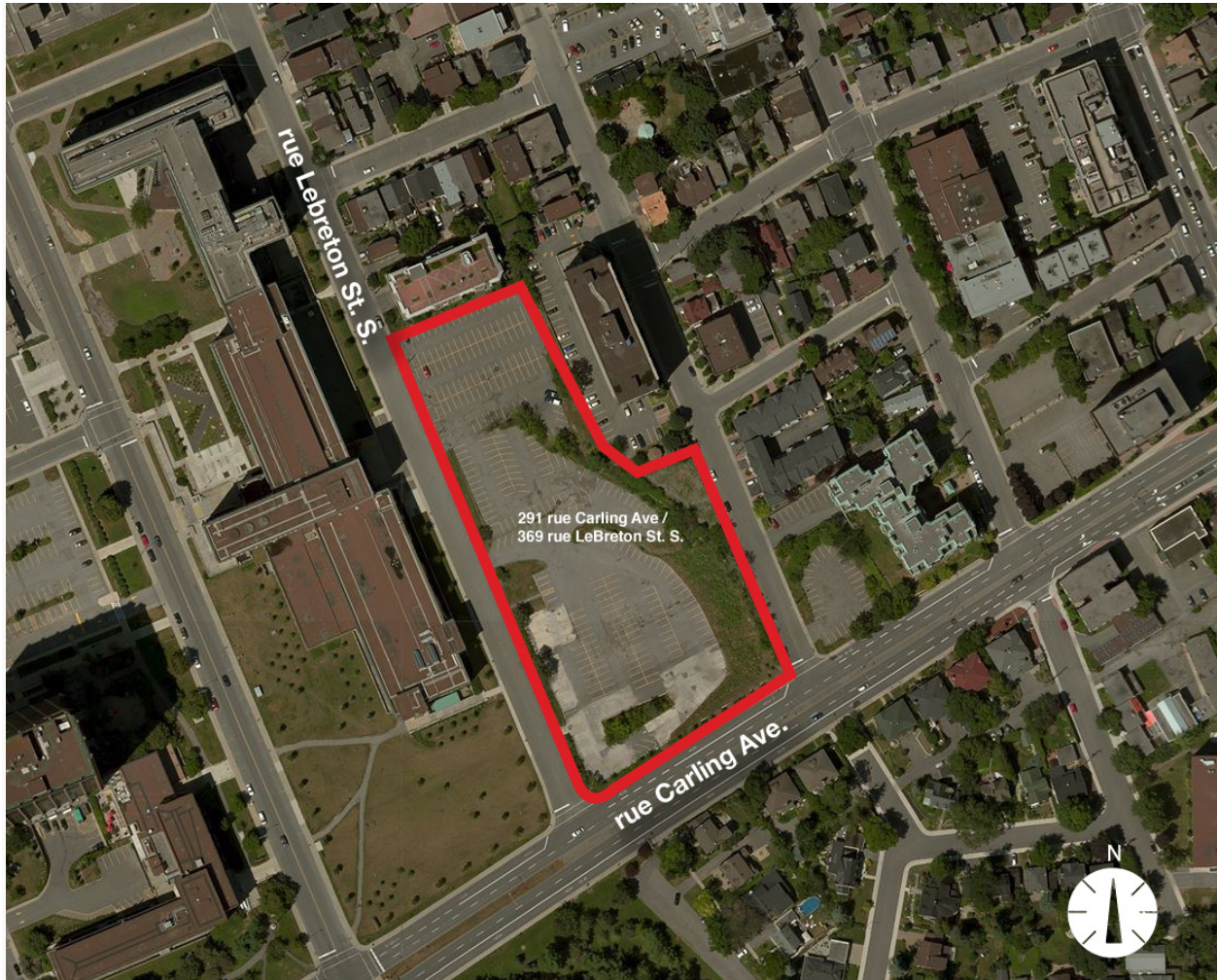
Canada Lands has retained TD Cornerstone Commercial Realty Inc. as its advisor to facilitate the marketing and sale of 200 Queens Quay West. The property was listed for sale in June 2019 and a purchase and sales agreement has been executed following a competitive and open process. The transaction is expected to close early 2020.



Federal riding: Spadina-Fort York

Member of Parliament: Adam Vaughan, Liberal Party of Canada

6.1.4 - 291 Carling Avenue (Ottawa, ON)



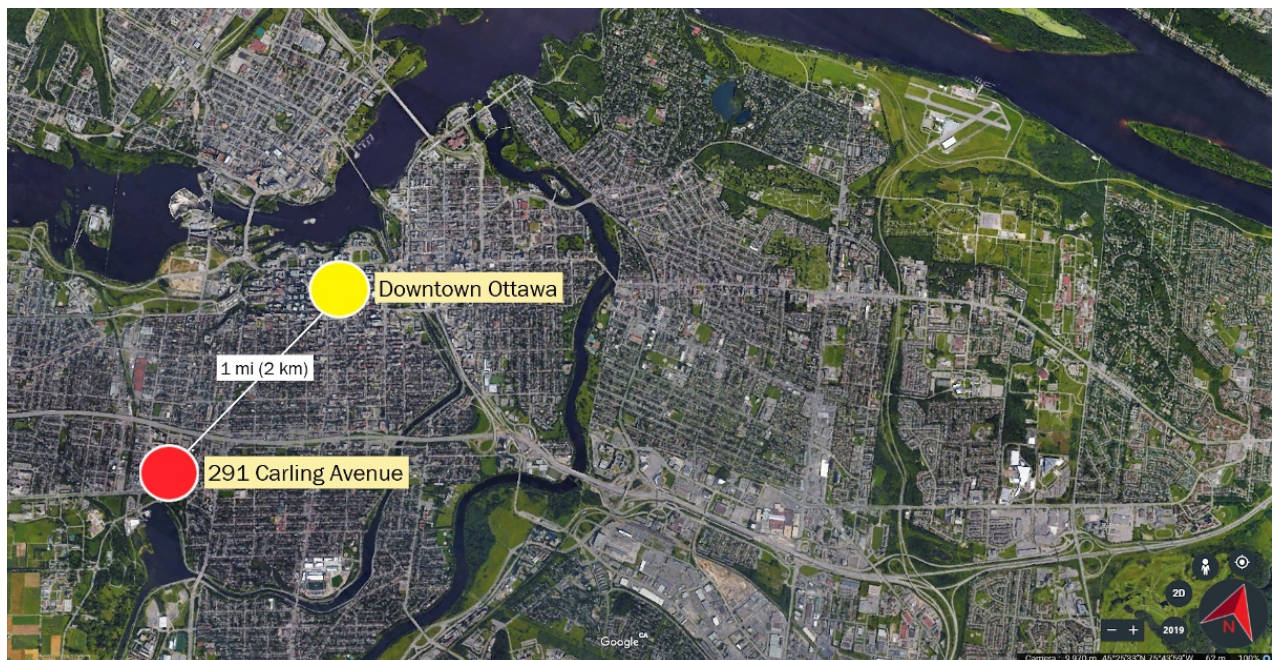
Located near Ottawa’s downtown core, 291 Carling Avenue is a 3.4-acre (1.4 hectares) parcel which was acquired by Canada Lands Company from Public Services and Procurement Canada in February 2017 as part of a joint venture with the Algonquins of Ontario (“A00”).

This joint venture builds upon an ongoing partnership between Canada Lands Company and the A00 at Wateridge Village (former Canadian Forces Base Rockcliffe). The Management Committee overseeing 291 Carling Avenue has equal representation from both organizations, with Canada Lands Company acting as the project manager. The site is vacant and currently acts as a parking lot with 300 fully occupied parking stalls.

Canada Lands Company is currently in the public consultation phase of the project and has been working with the City of Ottawa, the local community and other stakeholders, to create a preferred development concept plan in order to submit municipal applications for a rezoning of the site. This

process will also include the development of architectural and urban design guidelines for the site that will be applied to the sale of serviced lots or blocks to builders.

The preferred development concept plan was presented to the public on June 25, 2019. Canada Lands Company is continuing its work to finalize the development concept plan to determine what, if any, adjustments may be made to address suggestions and concerns raised in addition to how the development concept plan will integrate into the rezoning application. The company is working closely with the councilor's office and is reaching out to additional stakeholders. Canada Lands Company hopes to submit a rezoning application for municipal approval in the near future.



Federal riding: Ottawa Centre
Member of Parliament: Catherine McKenna, Liberal Party of Canada



6.1.5 - 530 Tremblay Road (Ottawa, ON)

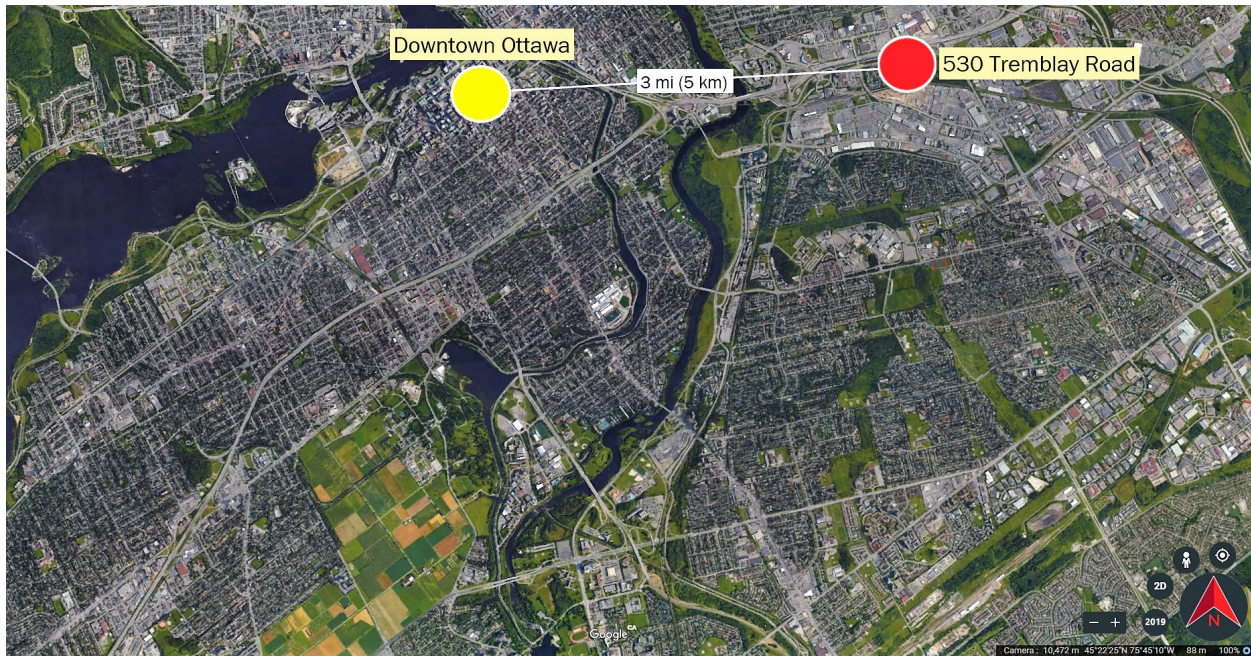


The 530 Tremblay Road site is currently vacant. It is located south of Highway 417 and the St. Laurent Shopping Centre, across the highway from a new light rail transit station. It was acquired by the Department of Public Services and Procurement Canada (PSPC) in February 2009 from the Province of Ontario, with the intent to build a federal employment node east of the downtown core business district.

The property is zoned Transit Oriented Development (TOD) as a result of Official Plan policies that were developed and approved in 2014 as part of a City of Ottawa-led omnibus official plan amendment and rezoning of lands. PSPC undertook, at the time, a development options analysis to demonstrate how the property could become a transit-oriented, mixed-use community supported by the approved Official Plan Designation and Zoning.

The government asked that Canada Lands work collaboratively with PSPC on finding innovative ways to address underutilized sites. 530 Tremblay is a great example of where Canada Lands can lend its expertise in the redevelopment of this site by completing a subdivision and site development plan in accordance with the existing Secondary Plan for the area. PSPC will retain ownership of a portion of the property in order to accommodate the need for new office space. PSPC and Canada Lands will work together during the site development planning process to determine the ideal size and location for this office space as well as access and site servicing to ensure it is appropriately integrated in the larger development.

Canada Lands Company's role is to lead a public engagement process to gather community input and implement the existing Secondary Plan. The plan includes a mix of uses, including a variety of residential and other amenities, municipal infrastructure needs associated with the Tremblay Road re-alignment; upgraded sewer main; a new pedestrian bridge over Highway 417; stormwater management facility; and the incorporation of open areas and landscaping, and a new park.



Federal riding: Ottawa South
Member of Parliament: David McGuinty, Liberal Party of Canada



6.1.6 - 1557 Hollis Street (Halifax, NS)



The 1.3 acres (0.5 hectare) Ralston Building site was acquired by Canada Lands Company in 2017, formerly owned by Public Services and Procurement Canada (PSPC).

The Ralston Building was previously occupied by the Canada Revenue Agency. CRA vacated the property in 2015 and relocated outside of the downtown area.

The property is strategically located in the central business district and has frontage on three major streets. The property is close to the waterfront and in an area that is experiencing significant development.

The property contains a 10-storey structure, constructed in 1955. The building, now vacant, contains a floor area of approximately 13, 935 m² (150,000 sq. ft) and has parking for approximately 60 vehicles.

The consultation process for redevelopment of this site began in September 2018 and was completed in May 2019. Several public meetings took place where input from the public was provided to inform a preferred development concept. The demolition of the current aging structure began in July 2019 and will be completed prior to the sale of the property. The transaction is anticipated to close in March 2020.



Federal riding: Halifax
Member of Parliament: Andy Fillmore, Liberal Party of Canada



6.1.7 - Booth Street (Ottawa, ON)



The Booth Street campus is located between Orangeville, Rochester and Norman Streets in Ottawa, Ontario, and occupies an entire city block 15 minutes southwest from Parliament Hill. The property is close to transit, the highway and has good pedestrian and cycling connections.

Canada Lands Company acquired the 6.5-acre (2.5 hectares) site from Natural Resources Canada (NRCan) in October 2015.

The site is fully developed with seven vacant buildings that range in height from two-to-four storeys with a surface parking lot which includes approximately 327 leased parking spaces.

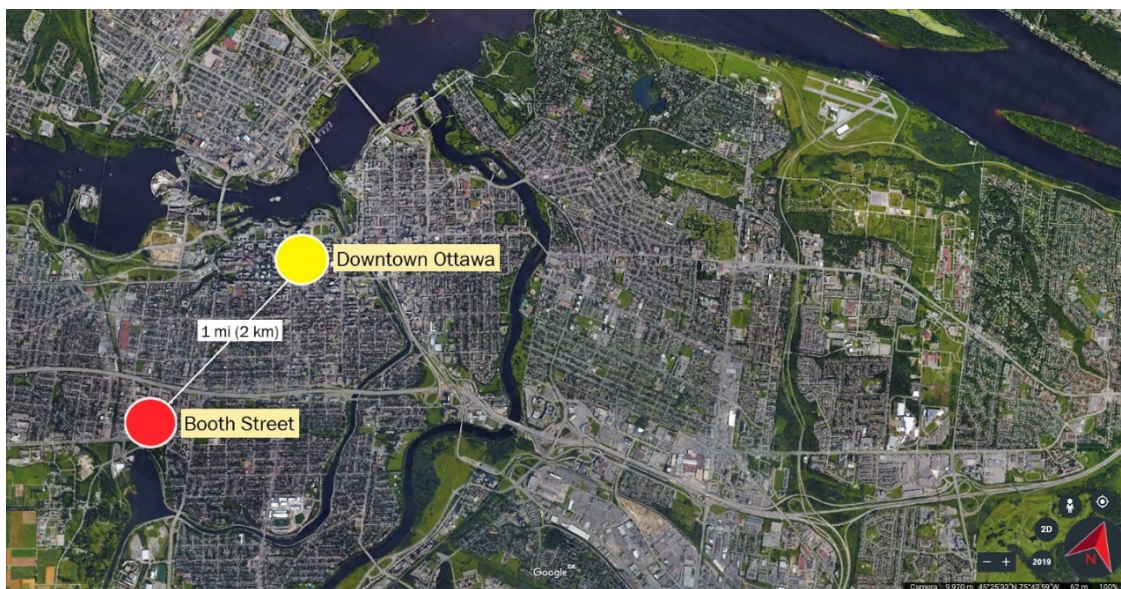
Five of the seven buildings have a ‘recognized’ designation from the Federal Heritage Buildings Review Office (“FHBRO”) (Appendix 2). These five buildings also appear on the City of Ottawa’s Heritage Reference List. The rationale for heritage designation of these buildings is their relevance to the development of Canada’s mining and energy industries, through the research and development performed by the former Department of Mines and Energy. The site has a large collection of buildings designed by Werner Ernst Noffke, a local renowned architect of the past century.

Canada Lands Company envisions a vibrant mixed-use community hub that carries forward the historic significance of the site to define its future and prioritizes walkability, sustainable design and

a diversity of uses. Seven buildings will be preserved, including the central heating plant and smokestack which are not federally or municipally designated, but were seen as an important landmark by the local community. The development concept plan was unanimously approved by Ottawa City Council in February 2019. In fact, the City praised Canada Lands Company for its thoughtful approach to public consultation.

Canada Lands Company has begun its remediation program for the buildings and land as well as its demolition program for the buildings not being retained.

Parking operations at Booth Street were ceased at the end of August 2019.



Federal riding: Ottawa Centre
Member of Parliament: Catherine McKenna, Liberal Party of Canada

6.1.8 - Chapais Farm (Lévis, QC)



Canada Lands Company (CLC) is undertaking a consultation process to assess the future of the former Chapais Farm.

Agriculture and Agri-Food Canada had operated the agricultural research site to develop new products for the Canadian agri-food industry. When this activity was relocated to Saint-Augustin in 2014, Agriculture and Agri-Food Canada designated CLC to reclassify the site.

Covering 40 hectares (108 acres) of land, the site is divided into three major geological terraces on the river. It is effectively isolated and enclosed from neighbouring urban districts and functions. The site is accessible only via boulevard Guillaume-Couture, which is a main roadway in the Saint-Romuald sector. To the northeast, the Valero oil pipeline delineates it from the surrounding area. The cliff, although it provides an unobstructed view of the river and Quebec City, completely separates the site from St. Lawrence Street. On the site, two distinct areas are identified: the wooded area on the southwest side on a steep terrain adjacent to the Rivière à la Scie and an open area, on which 17 buildings have been built.

During the reclassification process, CLC met with the City of Lévis on several occasions and indicated its intention to consult the population of Lévis before any possible planning. On November 13, 2019, at the Complexe 2 glaces Honco in Lévis, residents and several organizations expressed their views

on the site's purpose. CLC is current reviewing this feedback.



Federal riding: Bellechasse–Les Etchemins–Lévis
Member of Parliament: Steven Blaney, Conservative Party of Canada



6.1.9 - Currie (Calgary, AB)



Currie, the third and final phase of the redevelopment and reintegration of the former Canadian Forces Base Calgary, continues to evolve as one of the most progressive communities in Calgary. The roughly 200-acre (80.9 hectare) development combines a unique mix of housing, parks and heritage sites with a walkable urban design that is just minutes from the downtown core. Located in the heart of southwest Calgary, Currie will be a contemporary urban core where work and play rest in perfect balance, with vibrant amenity spaces just steps from your door. Following on the success of Garrison Woods and Garrison Green, Currie is a showpiece community for the latest in urban living.

Currie's history dates to the mid-1930s when then Prime Minister Richard Bennett, whose riding included the Currie property, spearheaded the construction of Canadian Forces Base Currie. At the time, it was the largest public works project in Canada and provided employment for thousands of Calgarians.

The Currie base was a mainstay of Canadian's military history for more than six decades, training thousands of soldiers for wartime and peacekeeping duties.

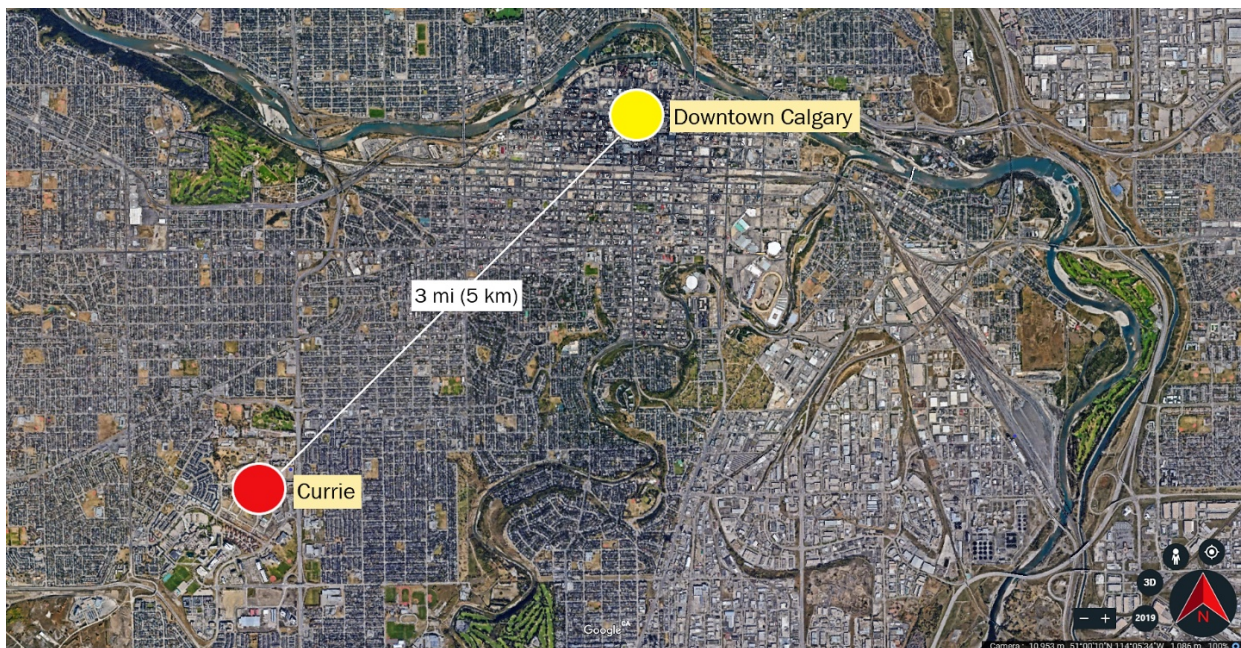
In recognition of its important role in Canadian history, Currie has eight designated heritage buildings, along with three designated spaces which have been or will be repurposed as Currie's development proceeds.

The new community at the 200-acre (80.9-hectare) site is based on the principles of smart growth and sustainable community design. The vision for Currie will build on the successful designs at Garrison Woods and Garrison Green to create an even more dense community with a richer mix of land uses, housing types, and servicing innovations to achieve a more complete and integrated neighbourhood. Currie was designed to set a new standard in sustainable development. This includes traffic-calmed streets and pedestrian networks that bring most residents within a five-minute walk of shops, parks, and public transportation.

Canada Lands Company has entered into a joint venture agreement with the highly respected Embassy Bosa Inc. for the development of 23 acres of mixed-use retail and multi-family residential development in the heart of the community.

As part of its commitment to memorializing the historical legacy of its sites, Canada Lands Company held a special ceremony in 2010 to formally dedicate two special commemorative parks: Valour Park and Victoria Cross Park. These linear parks pay tribute to Canada's military and to those who served their country during the Second World War. This was followed in 2017 with the construction of the Officers' Mess Gardens which Canada Lands Company renovated and opened as a new City of Calgary park.

At full development, Currie is expected to include approximately 5,700 housing units of various types, 250,000 square feet (23,226 square metres) of retail space, roughly 615,000 square feet (57,135 square metres) of office space and 23 acres (9.3 hectares) of parks and open, accessible public areas.



Federal riding: Calgary Centre
Member of Parliament: Greg McLean, Conservative Party of Canada



6.1.10 - Downsview Lands (Toronto, ON)



The Downsview Lands in north Toronto surround Downsview Park, one of Toronto's largest urban greenspaces. Its five neighbourhoods will develop over time and will be interconnected, incorporating excellent transit, walking and cycling networks. These park-centered neighbourhoods will feature innovative design and provide places to live, learn, work and play.

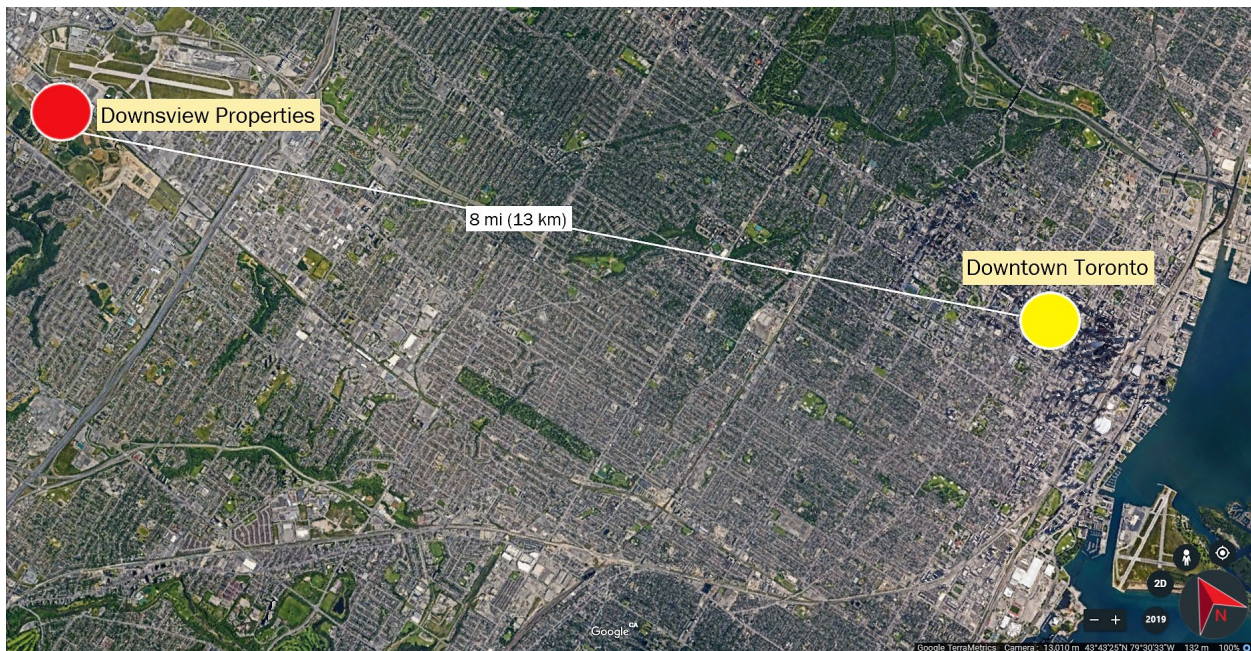
The Downsview Lands are comprised of a former military base of approximately 572 acres (231.5 hectares) and sit on one of the highest elevations in the City of Toronto. Canada Lands' interests in this site are twofold.

The first is Downsview Park, which includes recreational and greenspace that occupies in excess of 50 per cent of the entire site; namely, 291 acres of parkland, with passive and natural areas, as well as active uses. Canada Lands Company is serving in an ongoing stewardship role with Downsview Park and is committed to maintaining, improving, evolving and connecting the park with the neighbourhoods that will surround it.

The second is the planning and development of these emerging neighbourhoods, designed as complementary to the Park and currently identified in the City of Toronto's Secondary Plan for residential, employment and commercial development. Presently designated as the Stanley Greene, William Baker, Sheppard, Chesswood and Allen neighbourhoods, these five neighbourhoods together represent one of the region's most exciting community-building initiatives.

Incorporating input from local residents, community groups and city officials, the transition of these neighbourhoods is already underway. Stanley Greene, the first of the five neighbourhoods started welcoming new residents in 2017 and is near complete.

In 2019 the William Baker neighbourhood district plan process was initiated. Public consultations with the community are playing a vital role in this process.



Federal riding: York Centre
Member of Parliament: Michael Levitt, Liberal Party of Canada

6.1.11 - Heather Street Lands (Vancouver, BC)



The Heather Street Lands are former properties of Public Services and Procurement Canada that are 21 acres (8.5 hectares) in size located on Heather Street, between West 33rd Avenue and West 37th Avenue in Vancouver, British Columbia.

The RCMP “E” Division Headquarters was located on the site; however, it was determined that the site no longer met the needs of the RCMP. The construction of a new Government of Canada Building for the RCMP is complete and in September 2019, the RCMP completed the relocation of all of its operations off-site.

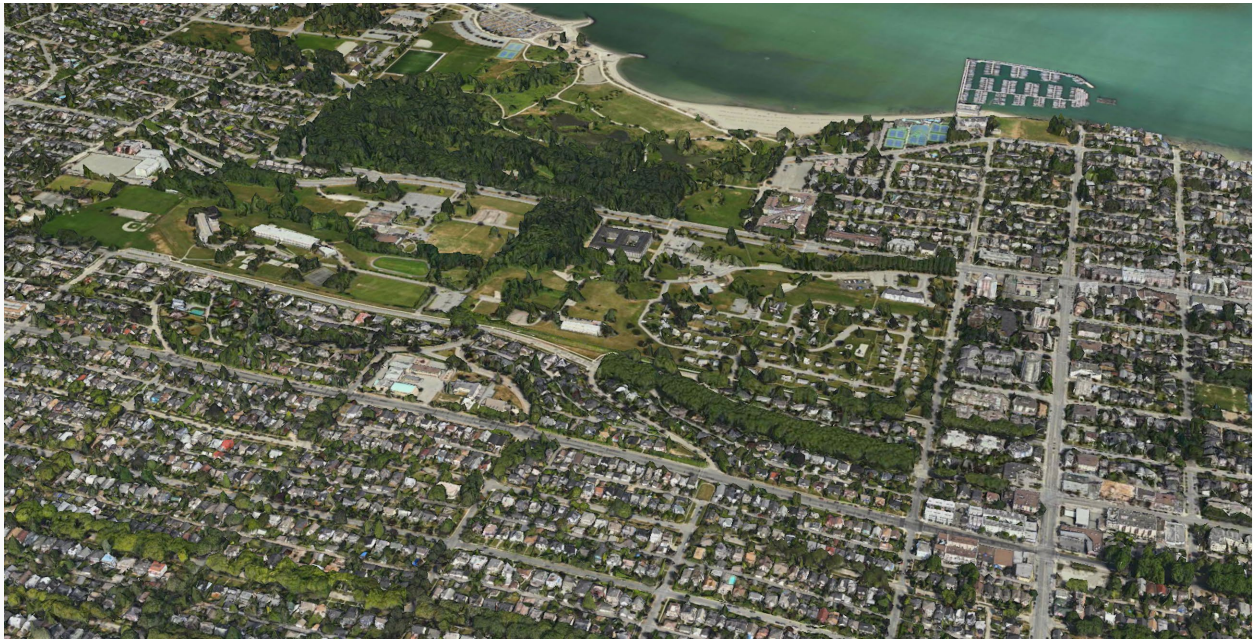
This property was acquired on October 1, 2014 by the Musqueam, Squamish, and Tsleil-Waututh Nations Partnership and Canada Lands Company in an historic joint venture. The joint venture partners have worked side-by-side since 2014 with local communities, stakeholders and the City of Vancouver to establish a new vision for this site.

Following an extensive consultation process prepared in conjunction with the City of Vancouver that provided local communities and the general public a forum to discuss ideas and views about the future of this site, City of Vancouver Council unanimously approved the Policy Statement for the Heather Street Lands in May 2018 which includes a provision for affordable housing, a French language elementary school site intertwined within a vibrant mixed-use development. The partners have now procured the consulting team to assist with the preparation of the applications for rezoning and subdivision. The approvals process is anticipated to be completed in 2021.



Federal riding: Vancouver Granville
Member of Parliament: Jody Wilson-Raybould, Independent

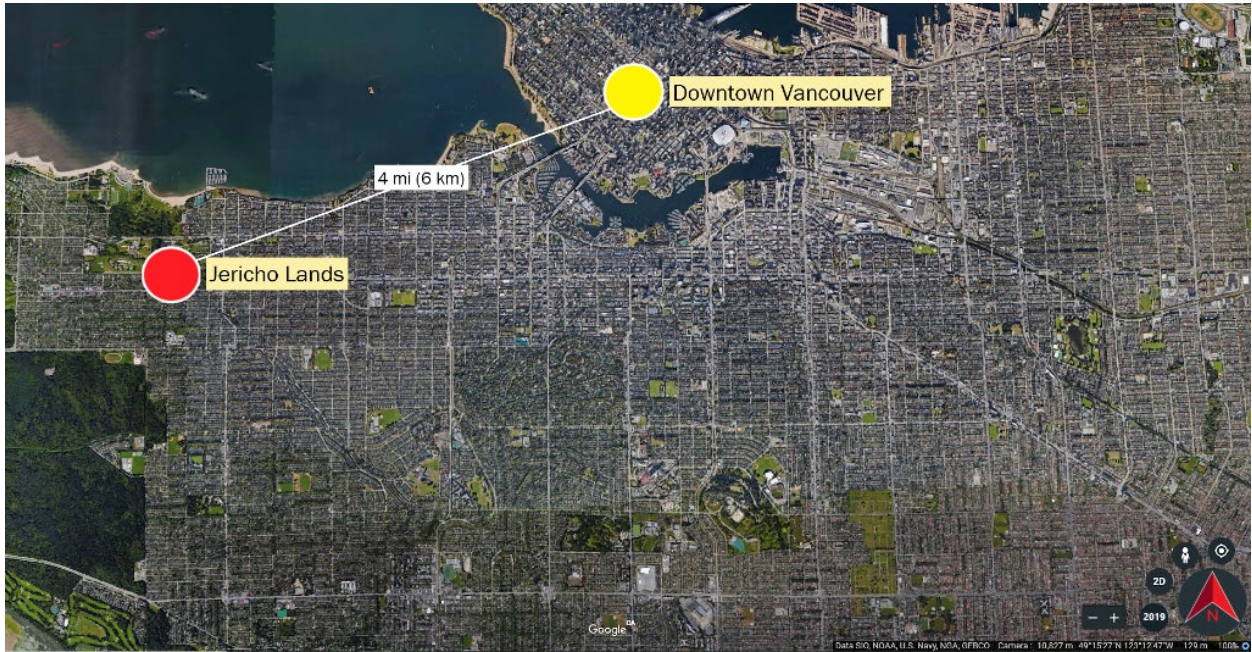
6.1.12 - Jericho Lands (Vancouver, BC)



The Jericho Lands property, formerly owned by the Department of National Defence, is approximately 52 acres (21 hectares) and located in the West Point Grey neighbourhood of Vancouver. The property is bounded on the north by 4th Avenue, Highbury Street to the east, 8th Avenue to the south.

This property was acquired on October 1, 2014 by the Musqueam, Squamish, and Tsleil-Waututh Nations and Canada Lands Company in an historic joint venture. The agreement will see the joint venture partners working side-by-side with local communities and municipalities to establish a new vision for this site.

As an initial step, the community engagement program launched in March 2019. This engagement is co-hosted by City of Vancouver in partnership with Canada Lands and MST partners. A series of activities were hosted over the spring and summer 2019 to introduce the planning project including the project launch open houses, four events in the Inspire Jericho Talks speaker series, community outreach at public events, and visioning workshops with the general public and members of the Musqueam, Squamish and Tsleil-Waututh Nations. Feedback from the community and stakeholders will inform a new vision for site.



Federal riding: Vancouver Quadra
Member of Parliament: Joyce Murray, Liberal Party of Canada

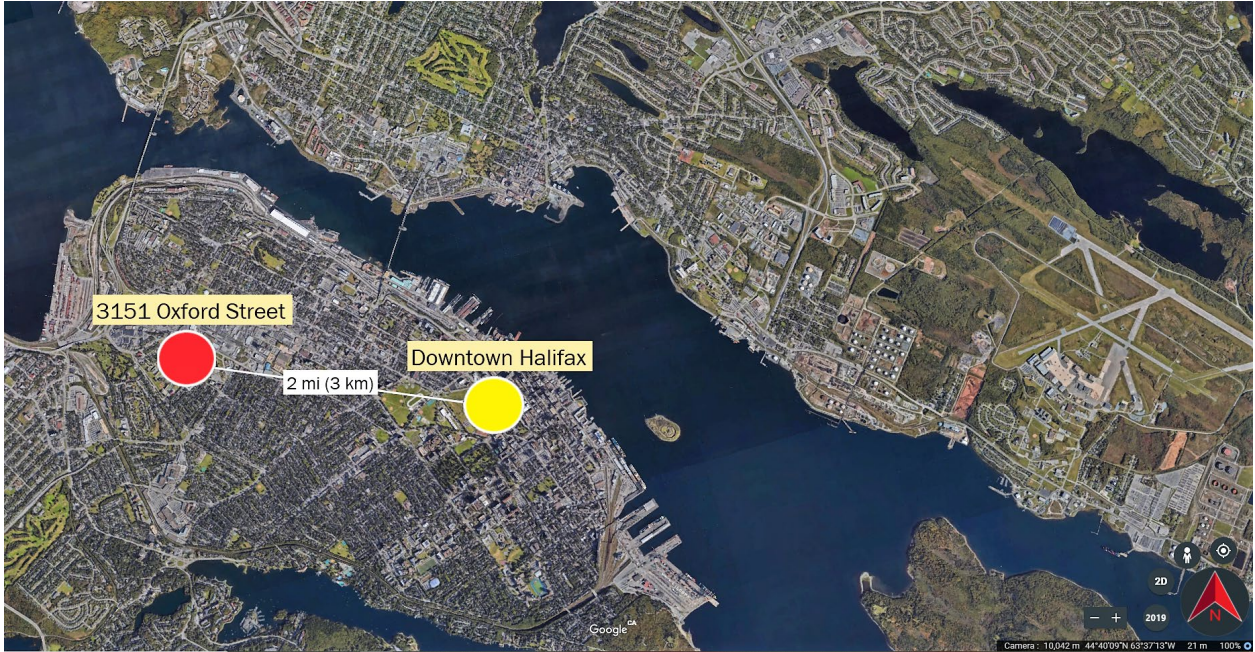
6.1.13 - Oxford Street (Halifax, NS)



Canada Lands Company acquired the two-acre (0.8 hectare) former RCMP site located at 3151 Oxford Street in December 2016. Another building located at the adjacent 3139 Oxford Street was occupied by Canada Border Services Agency (CBSA) until June 2019 and now that the building is vacant, the property is anticipated to be acquired by Canada Lands Company in July/August 2019. The Oxford Street properties are bound to the north by the Department of National Defence's Windsor Park site and to the southeast and southwest by existing residential area.

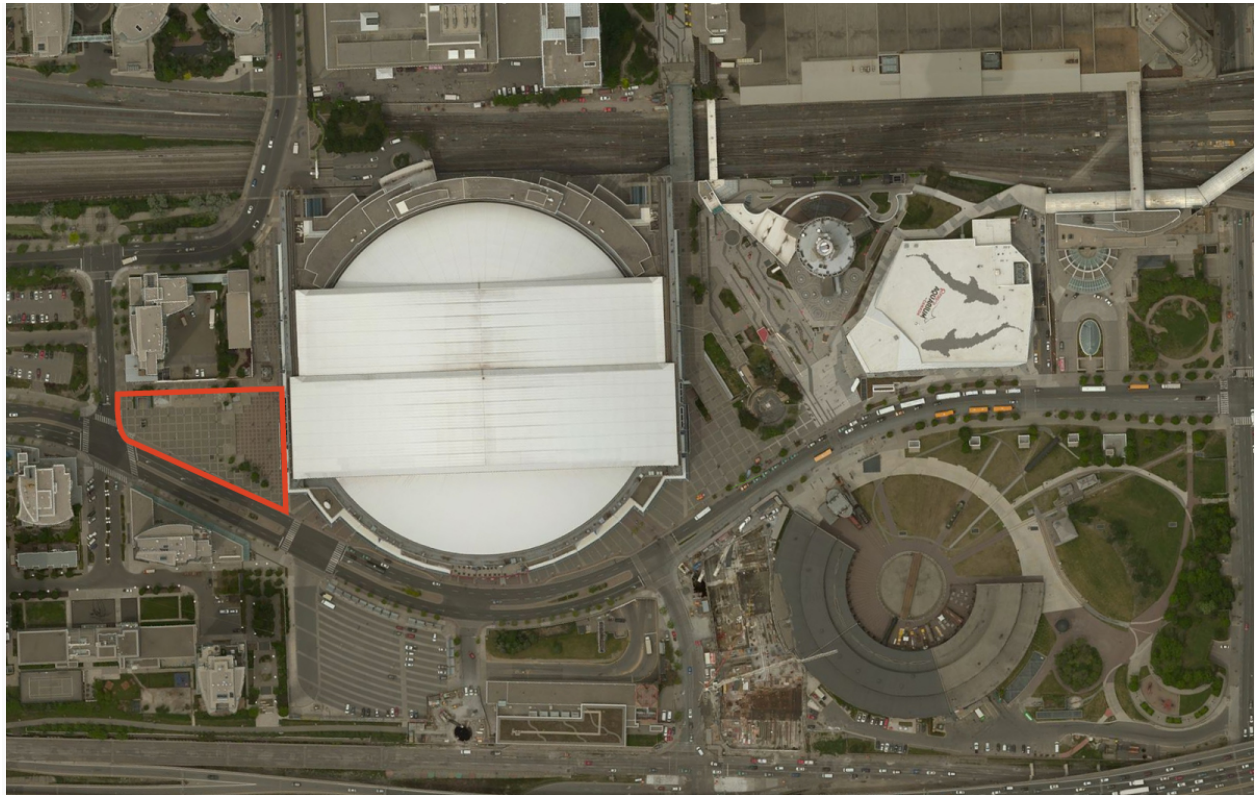
Located on the 3151 Oxford Street property was the former RCMP Forensics Laboratory, which consisted of two buildings. Both structures have been demolished. The main building was two storeys tall and was built in 1977. A secondary one-storey, pre-fabricated structure was used as office and storage space.

3139 Oxford Street was the former site of RCMP headquarters in the Atlantic region. The property contains a four-storey office building constructed in 1974 that is slated for demolition in late 2019. Canada Lands Company launched a broad-based community consultation process in 2018. A series of public meetings were held that year and the following year with a preferred development concept, presented to the community in July 2019. Based on the feedback received, Canada Lands Company will refine and finalize the preferred development concept. Demolition work on the site will begin in November 2019 and be completed prior to the sale of the property, which is anticipated for spring 2020.



Federal riding: Halifax
Member of Parliament: Andy Fillmore, Liberal Party of Canada

6.1.14 - Plaza Garage (Toronto, ON)



The Plaza Garage in Toronto, Ontario is a 150,000-square-foot (19,935-square-metre) four-level underground parking facility with 422 parking stalls located on Navy Wharf Court adjacent to the stadium. The garage is currently operated by a third-party service provider on behalf of Canada Lands Company. The parking facility utilizes an automated revenue collection system.

The roof surface of the garage is a public plaza providing event space and access to the stadium.



Federal riding: Spadina-Fort York

Member of Parliament: Adam Vaughan, Liberal Party of Canada

6.1.15 - Pleasantville (St. John's, NL)



In January 2006, Canada Lands Company acquired approximately 64 acres (25.9 hectares) located in the east end of the city of St. John's at Pleasantville from the Department of National Defence (DND).

Pleasantville is the site of a former U.S. and Canadian military base in St. John's, Newfoundland & Labrador that was constructed during the Second World War. Following the departure of the U.S. Armed Forces' presence in the early 1950's, the property was occupied by DND until its sale to Canada Lands Company.

At acquisition, the property contained a wide variety of buildings and facilities including administration buildings, officers' mess, drill hall, garages and barracks.

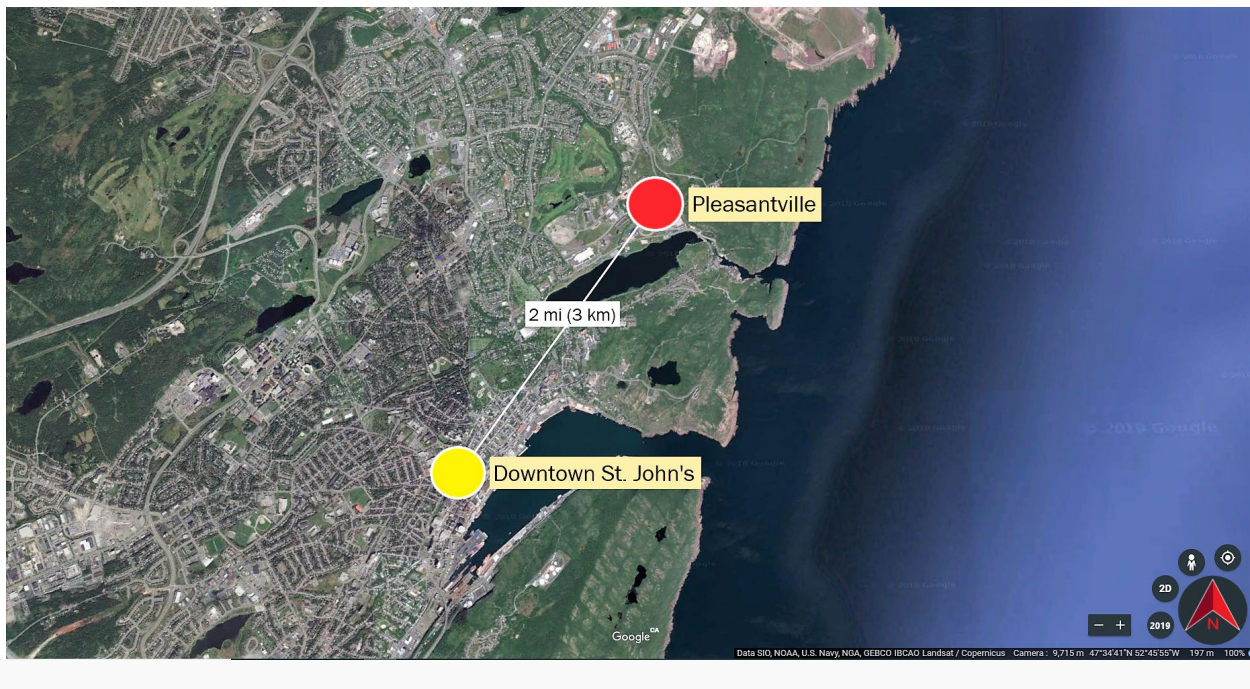
DND acquired approximately 20 acres (8.1 hectares) from Canada Lands Company for the construction of a new armory and administration building which opened in 2014. Prior to completion of the new facility, DND leased a number of facilities from Canada Lands Company to support its ongoing operations.

The current development concept, approved by the City of St. John's in 2009, calls for a primarily residential development with a mix of housing types including townhomes, single family homes and apartment/condominium units. Recreation, open space and local commercial opportunities to complement the residential uses are also being integrated as components of the new 'community' approach at Pleasantville.

The new community also incorporates innovative infrastructure features, including a stormwater management system.

Phase 1 (eastern portion of the site) has had new services and roads installed and a number of the development blocks have been constructed upon, including an affordable housing project. Remaining lands in phase 1 have been exposed to the market and various opportunities are being pursued, including the sale of various lands through the Canada Mortgage and Housing Corporation-led Federal Lands Initiative in support of affordable housing.

The regional marketplace has been negatively impacted by the decline in oil and resources since 2013. Implementation of Phase 2 work to complete the balance of development concept is currently under evaluation.



Federal riding: St. John's East
Member of Parliament: Jack Harris, New Democratic Party

6.1.16 - Pointe-De-Longueuil (Longueuil, QC)



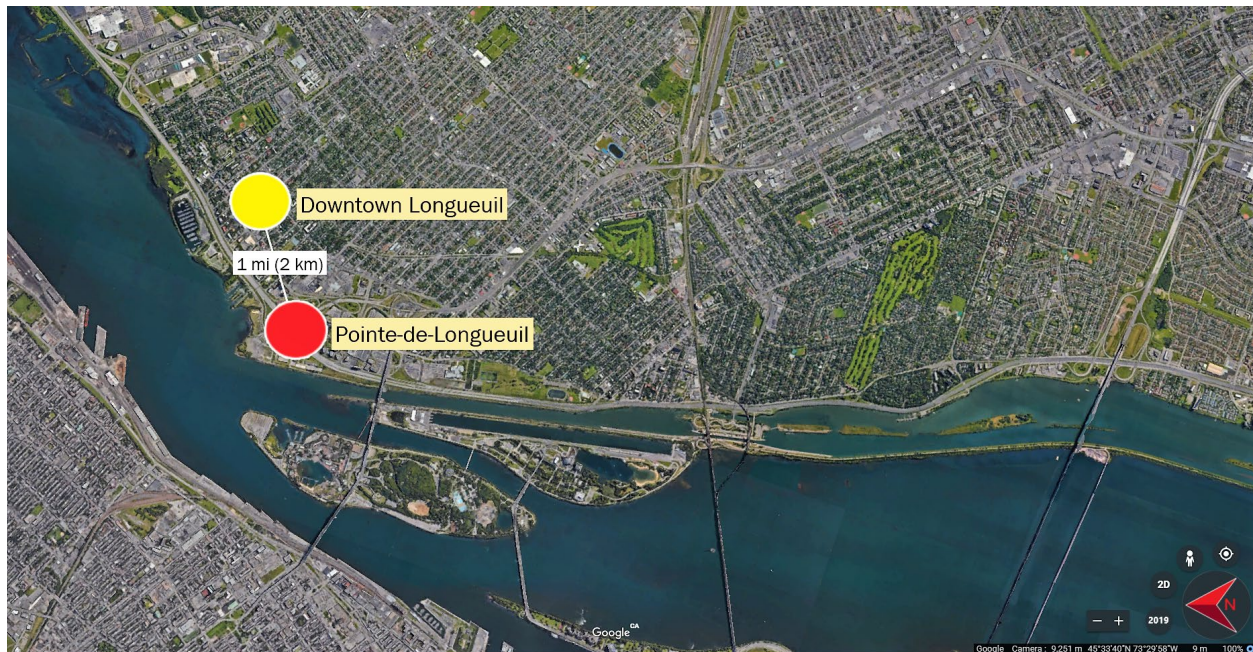
Pointe-de-Longueuil is a Canada Lands Company redevelopment project that promises to play a major role in the revitalization of the waterfront area of the City of Longueuil, located directly across the St. Lawrence River from Montréal.

This prestigious property features spectacular views and sits adjacent to the city's downtown core and subway node, making it an exciting development opportunity. The property totals just over 57 acres (23.1 hectares) and is zoned for both commercial and residential use.

The Pointe-de-Longueuil site has an industrial history. Four buildings existed on the site when the Company acquired the property. One of the buildings was declared unsafe and was demolished in 2013. The Canada Lands Company is responsible for the maintenance and management of the remaining three buildings, which are occupied by a total of eleven different tenants. The vacant land at the Pointe is coveted by several summer event organizers and local film producers. Spectators come in large numbers, filling the entire parking lot for evening fireworks displays.

Based on stakeholder feedback, Canada Lands Company has developed a vision for the site that balances residential and commercial uses, while also giving local residents access to new parks and recreational spaces.

Canada Lands Company, in collaboration with Ville de Longueuil, has completed a comprehensive consultation process and the plan is now before the City for final approval. CLC has partnered with the Ville de Longueuil in the process of developing the municipality's master plan, called "Longueuil Centre-Ville 2035." The overall plan includes 57 acres (23 hectares), of which 50% will be dedicated to greenspace. This collaborative effort will provide for a reinvigorated downtown, a new waterfront, and better access for vehicles, cyclists, and pedestrians within this formerly underutilized site. New public transportation will also play an important role in planning. The Company will explore social housing opportunities, working with local providers to offer a mix of social and affordable housing, as part of the municipal planning process.



Federal riding: Longueuil-Saint-Hubert
Member of Parliament: Denis Trudel, Bloc Québécois

6.1.17 - Pointe-Du-Moulin (Montréal, QC)



Pointe-du-Moulin, located in the heart of Montréal's waterfront, is part of the federal government Montréal New Harbourfront initiative announced in 2007. On November 1st, 2010, Canada Lands Company acquired the Pointe-du-Moulin site.

Pointe-du-Moulin pier is one of Montréal's most important sites, both for its historical significance and its urban presence. Dominating the Old Port of Montréal skyline with its considerable height and volume, Pointe-du-Moulin's structures are a visual reminder of the intense industrial activity that once characterized Montréal's waterfront. With its large silo, docks, spillways, marine towers and conveyors, the pier is a significant industrial heritage site for Montréal and Canada as a whole.

Located on the western boundary of l'Arrondissement historique de Montréal, the pier is visible from the Old Port of Montréal to the east and the Quartier International to the north, a short stroll away up McGill Street. The Pointe-du-Moulin area is a key link between the Old Port of Montréal and Parks Canada's Lachine Canal National Historic Site.

Canada Lands Company aims to undertake an innovative redevelopment of Pointe-du-Moulin that will contribute to Montréal's growth and reputation while also recognizing the heritage and importance of this historical site. The company is working closely with municipal officials and local stakeholders to determine the most appropriate use in the redevelopment of the Pointe-du-Moulin property and its noted landmark, Silo no 5.

Canada Lands Company aims to undertake an innovative redevelopment of Pointe-du-Moulin that will contribute to Montreal's growth and reputation while also recognizing the heritage and importance of this historical site.

On February 1, 2019, the Company announced the launch of a request for proposals process to revitalize the site and to transform it into an emblematic project for the city. That process is ongoing.



Federal riding: Ville-Marie—Le Sud-Ouest—Île-des-Sœurs
Member of Parliament : Marc Miller, Liberal Party of Canada



6.1.18 - Seaway-Np-999-B10 (Port Colborne, ON)



Seaway - NP-999-B10 is a .305-acre (.12-hectare) parcel of land located at the southwest corner of the intersection of Wilhelm Road and the east/west rail line just south of Forks Road in Port Colborne, Ontario.

The property is a long narrow shape, which abuts the south boundary of the rail line. It is zoned as agricultural. Currently vacant, the parcel is part of the adjacent agricultural field.



Federal riding: Niagara Centre
Member of Parliament: Vance Badawey, Liberal Party of Canada

6.1.19 - Shannon Park (Dartmouth, NS)



Canada Lands Company acquired approximately 87 acres (33 hectares), including a five-acre (two hectare) school site from the Department of National Defence in March 2014. The total area of the original DND property was approximately 96.5 acres (39 hectares). Large portions of the site have significant water frontage and offer a large, relatively flat area suitable for development. Steeper areas around the edge of the site offer views out over the harbour.

Approximately nine acres (3.6 hectares) were retained by the Federal Government to be transferred to the Millbrook First Nation as an addition to their reserve lands.

Shannon Park is a former Department of National Defence (DND) site dating back to 1949. The property is strategically located on the Halifax Harbour, in the North Dartmouth area of Halifax Regional Municipality (HRM).

Originally, the site housed a small community including 421 apartment units, a Canex, two schools, two churches, four storage facilities, an arena, swimming pool, community centre and a large sports field. The majority of these buildings were constructed in the 1950s and 1960s, while the Canex was built in 1987.

The site was fully occupied by DND personnel until the announcement of the realty rationalization plan in 2001. Upon that announcement, DND personnel started leaving the site and by 2003, all DND personnel were accommodated elsewhere and all buildings, with the exception of the arena, Canex, community centre and school, were vacated. All buildings have since been demolished except for the school and the Canex building, which is currently leased to and occupied by DND.

Canada Lands is the master land developer of the property and in this role has undertaken public consultation, prepared a redevelopment plan, and made application to gain municipal planning

approval. After receiving approval, Canada Lands will begin installing roads and services (in phases, as appropriate) and market and sell services lots or blocks to builders (in phases, as appropriate). This work will be included in the extension of infrastructure to enable development of the adjacent Millbrook First Nation lands.

In 2017, to celebrate the country's 150th anniversary, Canada Lands established the Canada 150 Trail, which includes a pedestrian pathway and boardwalk lookout. This seasonal trail provides visitors with access to the Halifax Harbour and its beautiful views before any development on the site begins.

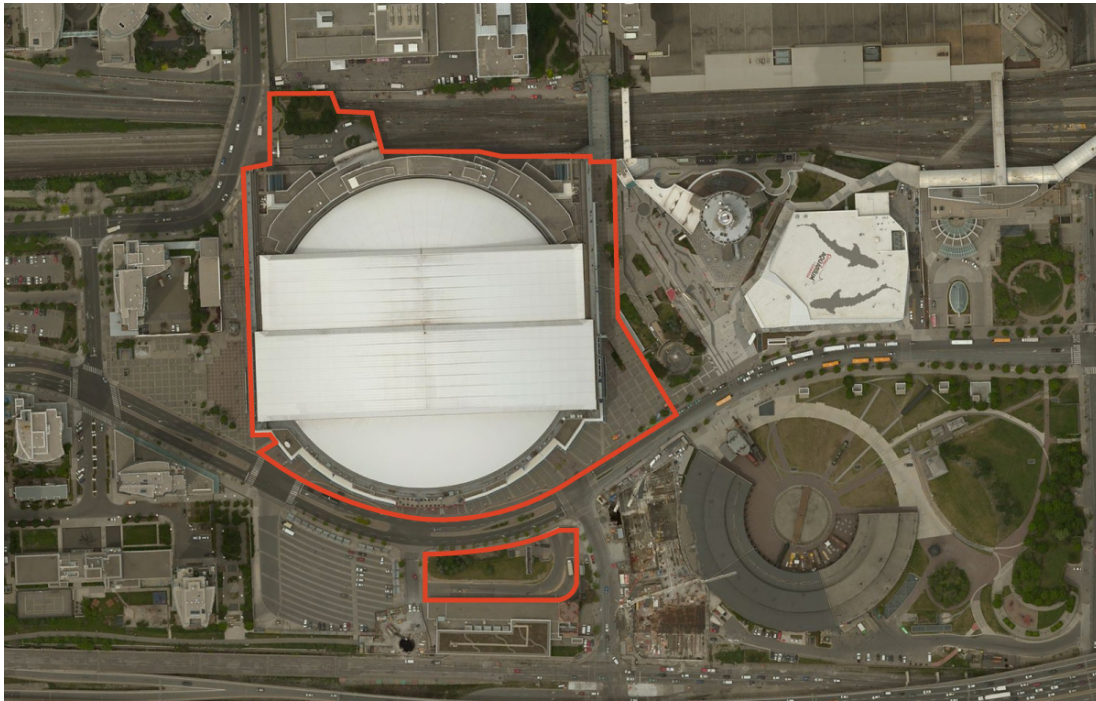
The Canada 150 Trail and Lookout is operated by Canada Lands. Unlike other public trails such as those that are operated by the Halifax Regional Municipality, Canada Lands does not provide year-round maintenance and security of the trail due to the site's location, typography and concurrent redevelopment.



Federal riding: Dartmouth-Cole Harbour
Member of Parliament: Darren Fisher, Liberal Party of Canada



6.1.20 - Toronto Stadium Lands (Toronto, ON)



The Toronto Stadium Lands are comprised of 4.4 acres (1.7 hectares) and are described as the lands under the stadium in Toronto. These lands are subject to a long-term lease for the purposes of enabling the stadium to operate.



Federal riding: Spadina-Fort York

Member of Parliament: Adam Vaughan, Liberal Party of Canada



6.1.21 - Village At Griesbach (Edmonton, AB)



Award-winning Village at Griesbach offers north Edmonton's most beautiful character homes. This new community features an innovative "urban village" design, ensuring places to live, work and play are all just minutes away.

Village at Griesbach in Edmonton, Alberta is built on the site of a former Canadian Forces Base. The property was purchased by Canada Lands Company in 2003 from the Department of National Defence. At that time, the 620-acre (251-hectare) site had more than 50 derelict commercial/ industrial buildings and 750 Permanent Married Quarters (PMQ) housing units.

Using innovative development practices and principles of smart growth and new urbanism, Village at Griesbach was master-planned to be a family-friendly sustainable neighbourhood, while maintaining a traditional community character and a profound respect for the land's military legacy.

A section of the Village at Griesbach is the recipient of a Stage 2 LEED ND (neighbourhood development) Gold certification – the first project in Edmonton to receive this prestigious international designation.

Asphalt, gravel and concrete were recycled and reused in the construction of roadways and sidewalks. Plans call for an extensive network of parks, trails and four stormwater lakes to provide

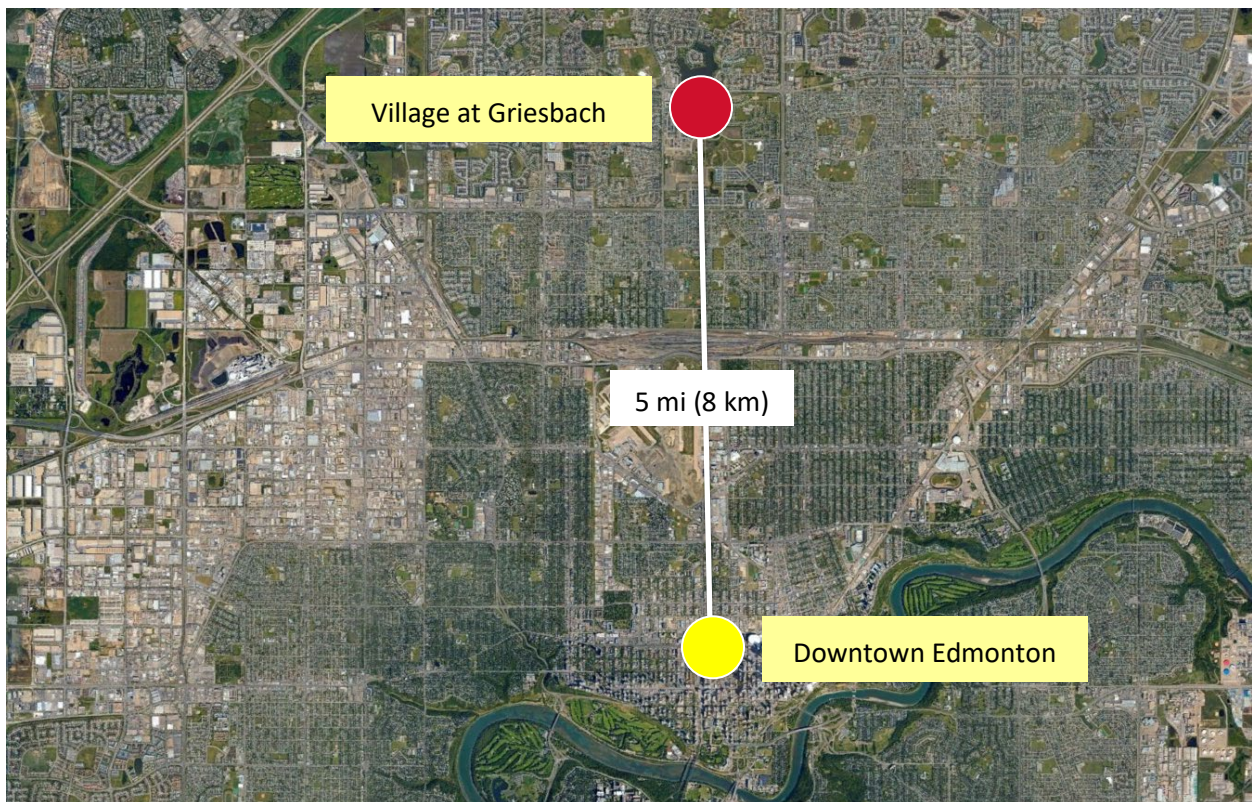


recreational opportunities for residents. A central park provides views of downtown, a community garden and a toboggan hill. When completed, the development will have 112 acres (44 hectares) of schools, parks and open spaces.

Canada Lands Company has also paid tribute to the property's military heritage. Streets and parks have been named after military heroes and battles in which local military units participated. As well, statues have been erected to commemorate the former base's namesake, Major-General William Griesbach and his wife, Janet.

When the project is completed, 4,700 homes are planned for housing of up to 13,000 people in a variety of housing forms. The development will also have 38 acres (15 hectares) of commercial and mixed-use land uses that will provide for employment and retail shopping opportunities.

Village at Griesbach is a testament to Canada Lands Company's leadership in promoting and implementing sustainable development principles.



Federal riding: Edmonton Griesbach

Member of Parliament: Kerry Diotte, Conservative Party of Canada

6.1.22 - Wateridge Village (Ottawa, ON)



This 310-acre site, close to Ottawa's downtown core, presents a once-in-a-life-time opportunity to address issues of urban reintegration, quality of life and factors important in designing the places where you live, work, learn and play.

Canada Lands Company purchased the site from the Department of National Defence on March 1, 2011.

The 2010 Algonquins of Ontario – Canada Lands Company Participation Agreement provides a framework for an ongoing relationship and the realization of mutual benefits as the Wateridge Village is developed.

Specifically, the Participation Agreement provides opportunities for cooperation between the Algonquins of Ontario and Canada Lands Company, including: commemoration of the history and connection of the Algonquin people with the site; AOO engagement is in all stages of concept development, land use planning and detailed design; and the opportunity for the AOO to acquire lots or blocks under the municipally approved plan, as development takes place.

Canada Lands Company will service phase 2B in the fall of 2019 and into the spring of 2020. Phase 2B will offer 80 townhomes, single detached and semi-detached dwellings along with more than 300 low-rise apartments/stacked townhomes. This phase includes Parc des Anciens Combattants / Veterans' Park, a 0.3-hectare park.

The company is also making land available for an affordable housing project as part of the Canada Mortgage and Housing Corporation's Federal Lands Initiative.



Federal riding: Ottawa - Vanier
Member of Parliament: Mona Fortier, Liberal Party of Canada

6.1.23 - Wellington Basin (Montréal, QC)

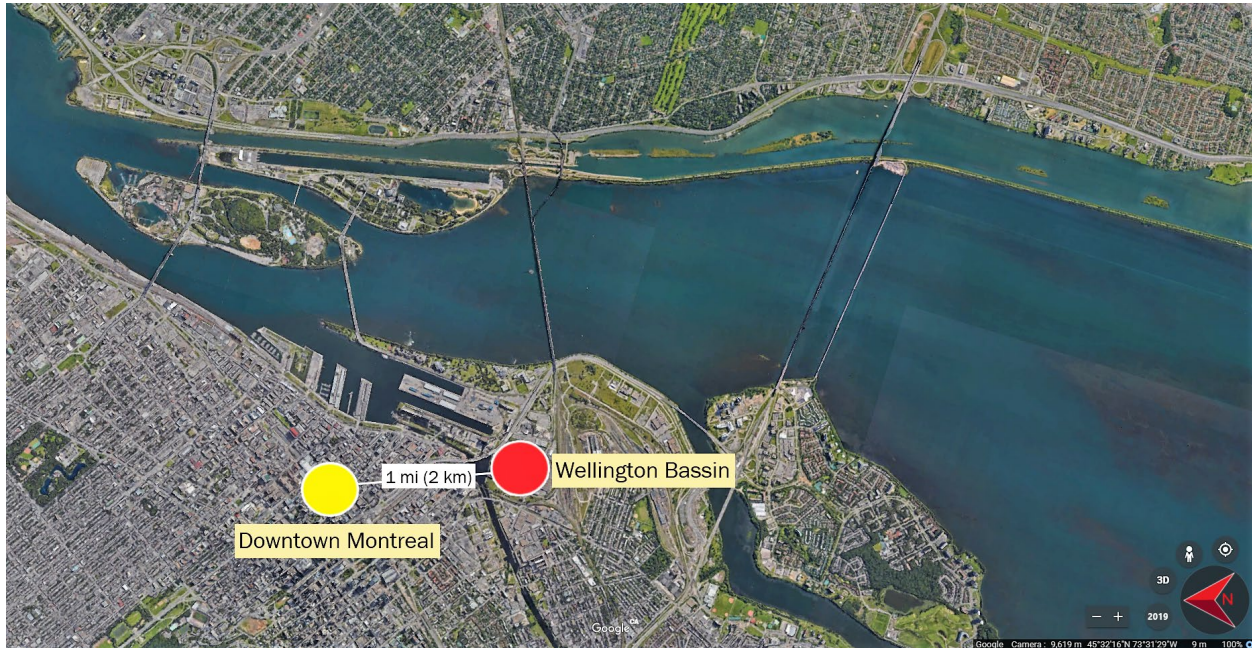


The Wellington Basin site (20.5 acres / 8.5 hectares) is part of the several properties that were sold to Canada Lands Company on November 1, 2010 as part of the “Montréal’s New Harbourfront” initiative, which was approved by the federal government in April 2007.

The city is currently engaged in a reflection process concerning the future and development plans for the Bridge-Bonaventure area, which includes the Wellington Basin. Canada Lands supports this endeavour.

The company is planning major dialogues in the coming months regarding its properties in this area. CLC is pleased to receive the recommendations that will come from the report submitted by the Public Consultation Office.

Canada Lands will honour the current lease on the site which expires in 2024.



Federal riding: LaSalle—Émard—Verdun
Member of Parliament: David Lametti, Liberal Party of Canada

6.1.24 - William Baker (Toronto, ON)

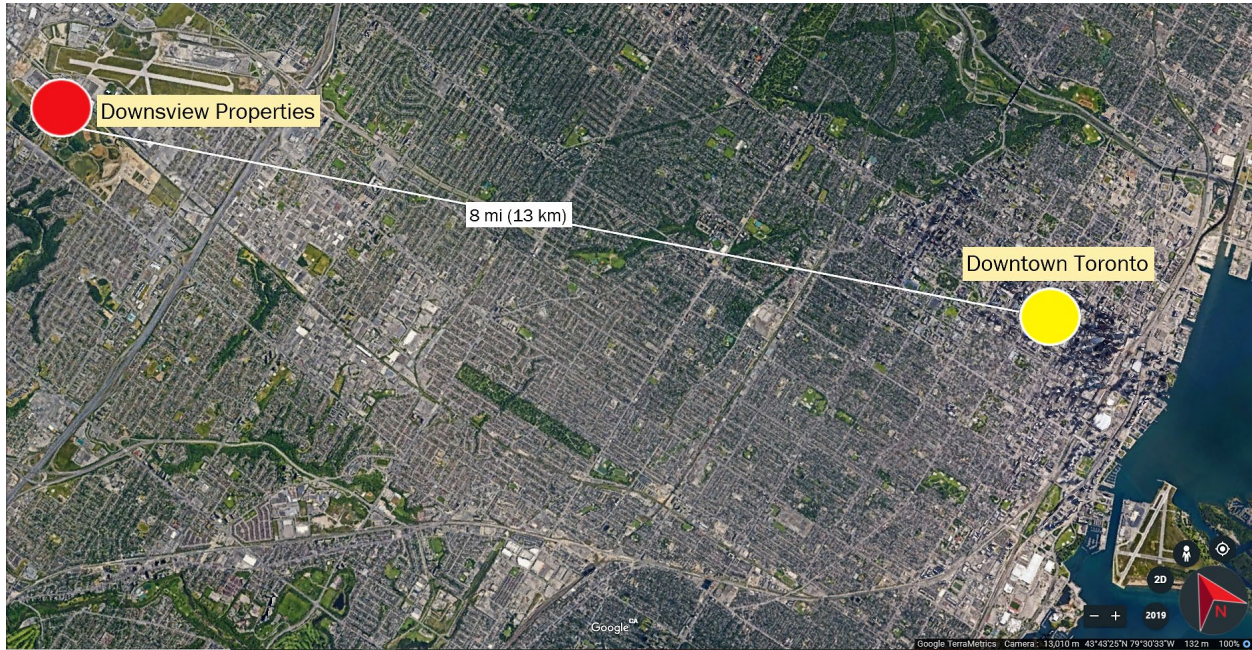


William Baker is one of five neighbourhoods surrounding Downsview Park in Toronto.

The mature woodlot is at the heart of the upcoming new neighbourhood, creating a quiet spot for people to enjoy nature in the City. The opportunities for the community include housing, services and a range of other uses to serve new residents as well as those who already live nearby.

The process for planning the William Baker neighbourhood is underway. In June 2019, a public consultation process was launched to share information and seek ideas, input and aspirations to inform the district plan. Canada Lands is eager to work with the community throughout the planning process. In addition, the Company will be working with a wide range of stakeholders, including the City of Toronto, ecologists, urban planners, engineers, transportation experts, social service providers and builders to ensure the neighbourhood is well designed and effectively meets the needs of the community.

Canada Lands anticipates it will take two to three years to prepare the plan and complete the approvals process with the City of Toronto to move forward with its implementation. Construction on the neighbourhood is expected to begin in 2022/23.



Federal riding: York Centre
Member of Parliament: Michael Levitt, Liberal Party of Canada



6.2 - Canada Lands' Attractions

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6.2.1 - Canada's National Tower (Toronto, ON)



Defining the Toronto skyline, the CN Tower is Canada's most recognizable and celebrated structure. As the proud owner and manager of one of the country's most popular tourism attractions, Canada Lands Company is constantly striving for innovative ways to share the CN Tower with visitors from across Canada and beyond.

Since its construction in 1976 the 553.33m tall tower has defined the Toronto skyline and been one of the city's most popular tourism attractions. The CN Tower was originally built by Canadian National and today is proudly owned and managed by Canada Lands Company.

Each year, approximately 2 million people visit Canada's National Tower to take in the breathtaking views and enjoy its many exciting offerings, including: the world's highest glass-floor paneled elevators, the beautiful nightly light shows, the world-famous Glass Floor and of course, EdgeWalk, the world's highest and Toronto's tallest most extreme urban adventure. From the LookOut level you will experience an eye-opening, mind-blowing new perspective on the most spectacular views in Toronto with floor-to-ceiling panoramic Window Walls and an all new Glass Floor, installed directly above the original, one level below.

360 Restaurant at the CN Tower offers a world-class fine dining experience that celebrates Canada's culinary excellence. 360 The Restaurant also boasts an award-winning wine selection from the world's highest wine cellar, as designated by Guinness World Records.

The CN Tower hosts more than 500 events each year – everything from receptions and dinners to products launches and themed events.

In addition to providing an unforgettable experience for visitors, the CN Tower is also an internationally renowned architectural triumph and modern engineering wonder. In 1995, the CN Tower was classified as one of the Seven Wonders of the Modern World by the American Society of Civil Engineers. Visual displays throughout the CN Tower share many fascinating stories about this unique Canadian icon.



Federal riding: Spadina-Fort York
Member of Parliament: Adam Vaughan, Liberal Party of Canada

6.2.2 - Downsview Park (Toronto, ON)



Downsview Park is a dynamic urban park that combines active and passive elements, reflecting the diverse nature of the surrounding Downsview community. Visitors from all over the Greater Toronto Area are attracted to the Park's various on-site uses, ranging from education, sports, nature, recreation and cultural events.

Downsview Park is an approximately 291-acre (118 hectares) combination greenspace and mixed-use parcel located in the City of Toronto. The Park, under the stewardship of Canada Lands Company, represents a majority of the Downsview Lands site, a former Department of National Defence property.

Canada Lands manages its own programs and services offered in the Discovery Centre. The space is Downsview Park's educational centre and place to engage with students, teachers, families and individuals through the organization of various educational offerings, free community events and school programming. As with all of the Park's educational programs, each relies on the rich natural and cultural heritage of the Park including contributions from our tenants such as Fresh City Farms and the Toronto Beekeepers Co-op. Downsview Park also engages the general public through year-round events such as cultural, athletics, community and music events. Downsview Hub, a community gathering space is free for use by community groups who need meeting space.



In addition to these community offerings, Downsview Park also offers active recreational uses; the Hangar, a 43,700-square-metre (470,000-square-foot) multi-purpose facility, continues successful sports programming with teams participating in numerous sports.

Scotia Pond, a 176,000-square-foot state-of-the-art four-pad arena, opened its doors in late 2013. The ice rinks are very active, with residents from all over the GTA enjoying league sports and ice time. The site is also home to Toronto FC's professional team training facility and youth academy.



Federal riding: York Centre
Member of Parliament: Michael Levitt, Liberal Party of Canada

6.2.3 - Montréal Science Centre (Montréal, QC)



The Montréal Science Centre is a symbol of discovery. Since 2000, this temple of science and technology has distinguished itself for its accessible interactive approach for all ages and by showcasing homegrown innovation and expertise.

The Montréal Science Centre features several permanent and temporary exhibitions, boasts the unique IMAX theatre experience (seven storeys high!) and hosts close to 750 corporate events and weddings every year. Not surprisingly, the centre is a big draw for more than 700,000 visitors of all ages annually. Since 2000, 13.2 million visitors have explored the centre's offerings, including 3 million students.

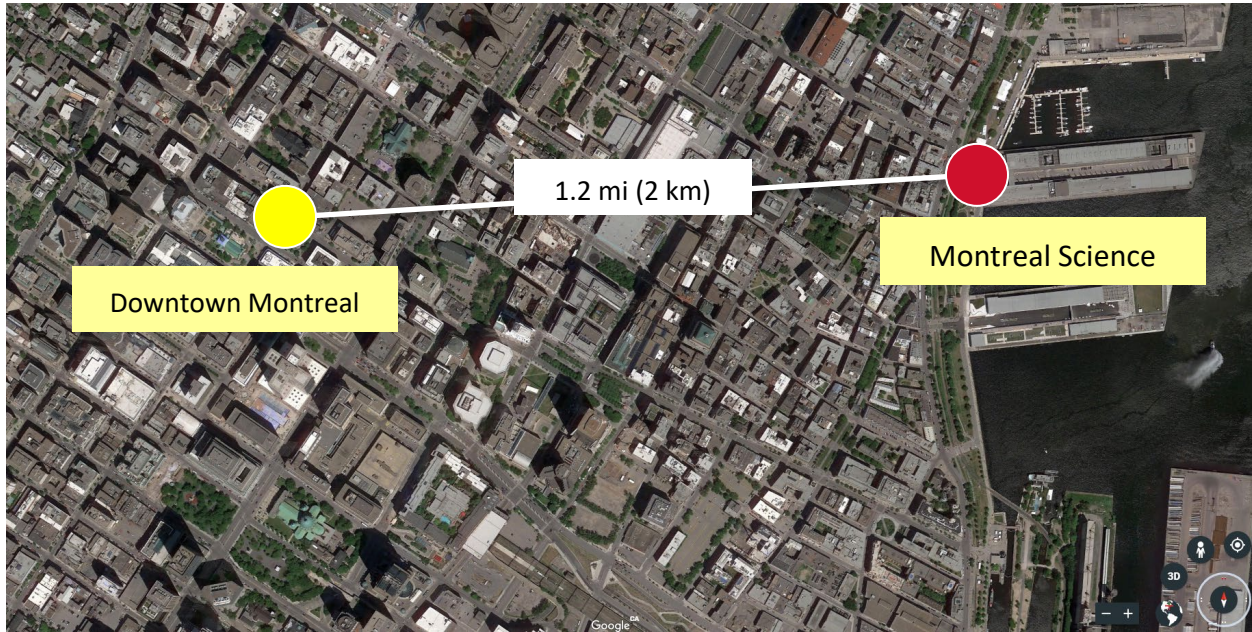
Experimentation, wonder and fun

The Montréal Science Centre differentiates its experience by taking a fresh and unique approach to science and technology. Through its numerous exhibitions, it is renowned in Canada and abroad for innovative methods that foster learning. In so doing, the centre exports local know-how and made-in-Quebec travelling exhibitions. One notable example: the Indigenous Ingenuity and Fabrik exhibitions, which have already been (or will soon be) presented internationally.

The Montréal Science Centre Foundation is the main instrument through which the centre finances the development of its new exhibitions and educational programs. To date, the foundation has raised



over \$15 million to design and develop new exhibitions and to give thousands of disadvantaged children the chance to visit the Montreal Science Centre.



Federal riding: Ville-Marie—Le Sud-Ouest—Île-des-Sœurs
Member of Parliament: Marc Miller, Liberal Party of Canada

6.2.4 - Old Port of Montréal (Montréal, QC)



The Old Port of Montréal offers something for everyone. The Old Port of Montréal is a premier tourism and event venue in Québec, attracting millions of visitors each year. The historic Old Port welcomes many types of cultural and entertainment activities, such as culinary, sports, music and outdoor festivals.

The Old Port of Montréal is the most visited recreational and tourist site in Canada, with more than 7 million visitors each year. Located on a 2.5-kilometre strip of land between Old Montréal and the St. Lawrence River, this historic site is a must-see for visitors, who enjoy its promenade, access to the harbourfront and lively activities.

The Old Port of Montréal is teeming with cultural and outdoor activities and entertainment of all kinds, along with an urban beach, skating rink and marina. The Old Port also hosts major events that include the Cirque du Soleil, Igloofest, and the Canada Day and New Year's Eve celebrations by the banks of the river.

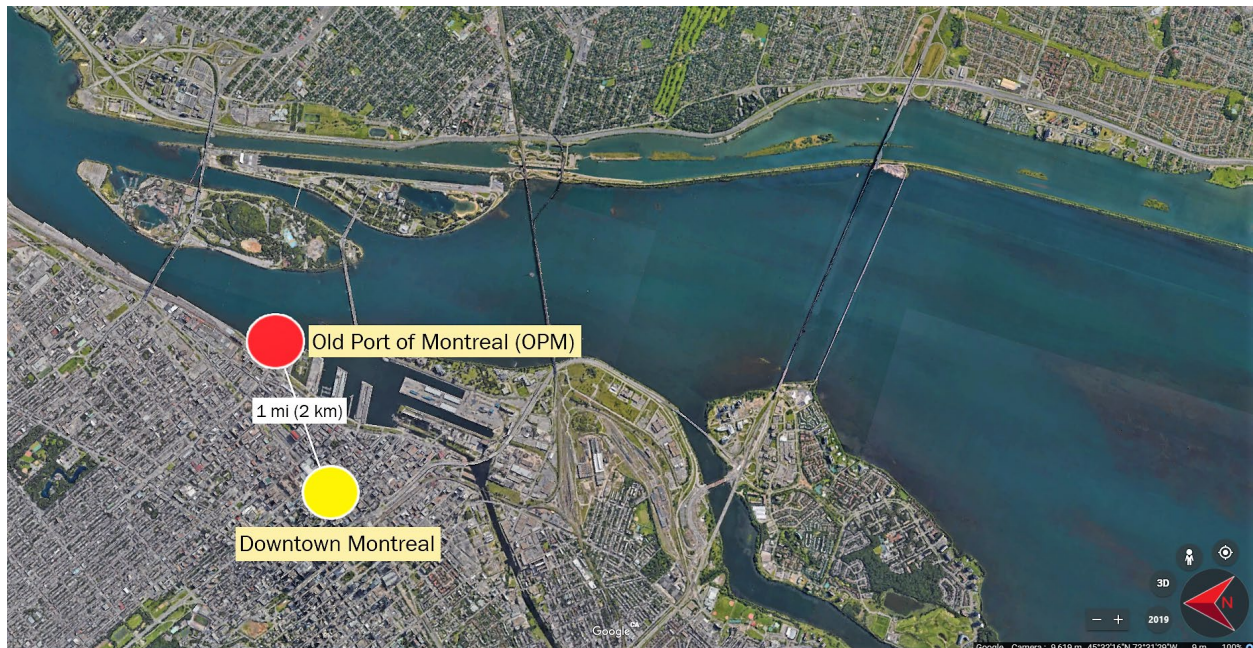
Whether for relaxing pursuits or fascinating discoveries, attractions, restaurants or shopping, the Old Port is a favourite iconic destination in Québec.

Yesterday and today... the Old Port of the future

The Old Port is adjacent to Place Royale, the very spot where the City of Montréal was founded. Proud of its rich heritage and industrial past, the Old Port strives to enhance these attributes for the edification of millions of visitors.

The port features many historic buildings, including the Clock Tower (constructed from 1919-1922) that marks the entrance to the port and is a monument to sailors lost at sea in the First World War.

Inaugurated in 1992 after investments of \$125 million by the Government of Canada, the Old Port continues to be developed and draw visitors closer to the harbourfront. An ambitious master plan was developed, after a robust consultation process, that will lead to the revitalization of this historic site. Along with highlighting the area's many green spaces and the promenade, the project will breathe new life into Silo 5 and the Pointe-du-Moulin waterfront district. Canada Lands Company wants to offer extended points of entry, privileged access to the water and new, unobstructed views of the St. Lawrence River. Silo 5, one of the harbour's most iconic structures, will soon be open to the public and offer visitors a spectacular view of the city.



Federal riding: Ville-Marie—Le Sud-Ouest—Île-des-Sœurs
Member of Parliament : Marc Miller, Liberal Party of Canada

7. Awards

For nearly two decades, Canada Lands Company's real estate properties and attractions have been recognized for their industry-leading design and innovation. Since inception, the Company has collectively received 190 awards, accolades and nominations.

Total awards, accolades and nominations (by division and type) since 1995:

Real Estate	
Environment	13
Design and planning	42
Other	7
Total	62
Attractions	
Environment	5
Design and planning	3
Exhibit/experience	102
Other	18
Total	128
Grand total	190

Total awards, accolades and nominations (by property/attraction and year):

277 Front St., Toronto ON	
2005	1
• Certificate of Excellence (Office Building), <i>Building Owners and Managers Association</i>	
2002	1
• Certificate of Excellence (Office Building), <i>Building Owners and Managers Association</i>	
Total	2
Benny Farm, Montréal QC	
2006	1
• Urban Leadership Award (City Renewal Category), <i>Canadian Urban Institute</i>	
2005	2
• Award of Excellence, <i>Urban Development Institute of Québec</i>	



<ul style="list-style-type: none"> • Award for Comprehensive Planning, Real Property Institute of Canada 	
2002	1
<ul style="list-style-type: none"> • Governor General's Medal for Architecture (won in conjunction with Saia, Barbarèse / Laverdière, Giguère Architects), Governor General of Canada 	
2001	1
<ul style="list-style-type: none"> • Regional Merit Award, Canadian Society of Landscape Architects 	
2000	1
<ul style="list-style-type: none"> • Award of Excellence, Residential architecture, multiple housing, Ordre des architectes du Québec 	
Total	6
Brandt's Creek Crossing, Kelowna BC	
2001	2
<ul style="list-style-type: none"> • Mayor's Environmental Achievement Award for Most Innovative Business Initiative, City of Kelowna • Environmental Stewardship Award, BC Landscape & Nursery Association 	
Total	2
Canada's National Tower, Toronto ON	
2018	2
<ul style="list-style-type: none"> • Gold – Good Food Innovation Awards, Food Day Canada • Toronto's Greenest Choice, FeastON Restaurant 	
2017	3
<ul style="list-style-type: none"> • Prix du XXe siècle, Royal Architecture Institute of Canada • Best Attraction in the World, Baxter Travel Media – Agents' Choice Award • Certificate of Excellence, TripAdvisor 	
2016	1
<ul style="list-style-type: none"> • Favourite Attraction, Baxter Travel Media – Agents' Choice Award 	
2015	10
<ul style="list-style-type: none"> • Travelers' Choice Award, TripAdvisor • Certificate of Excellence, TripAdvisor • Best GTA Tourist Attraction, City Parent • Best Ontario Attraction, Toronto Sun Reader's Choice Awards • Certificate of Excellence (EdgeWalk), TripAdvisor • Certificate of Excellence (360 Restaurant), TripAdvisor • Diners' Choice Award, OpenTable • Best Restaurant, Best Bar None • Best of Award of Excellence, Wine Spectator Magazine 	



<ul style="list-style-type: none"> • Readers' Choice Award – Best Restaurant with a View, Toronto Sun 	
2014	9
<ul style="list-style-type: none"> • Signature Experiences Collection, Canadian Tourism Commission • Certificate of Excellence, Trip Advisor • Top 100 Landmarks (#9), Google Earth • Interactive Marketing Award, Ontario Tourism Marketing Partnership Corporation Marketing Awards of Excellence • Certificate of Excellence, Trip Advisor • Best of Award of Excellence, Wine Spectator Magazine • DiRoNA Award for Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Best Restaurant (360 Restaurant), Best Bar None • Certificate of Excellence, TripAdvisor 	
2013	11
<ul style="list-style-type: none"> • Signature Experience Collection, Canadian Tourism Commission • Top Landmarks in Canada, TripAdvisor, Traveler's Choice Awards • Canada's Top Attraction, Festival & Events Canada • Innovator of the Year (finalist), Tourism Industry Association of Canada (TIAC) • #1 Attraction in Canada, Travel Agents' Choice Awards • Best in Digital Technology – EdgeWalk virtual reality app (finalist), Media Innovation Awards • Best of Award of Excellence (360 Restaurant), Wine Spectator Magazine • DiRoNA Award for Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Best Restaurant (360 Restaurant), Best Bar None • Diner's Choice (360 Restaurant), OpenTable • Best Ambiance (360 Restaurant), WHERE Magazine Eaters' Choice Awards 	
2012	12
<ul style="list-style-type: none"> • Signature Experience Collection, Canadian Tourism Commission • Tourism Innovator of the Year Award, Ontario Tourism Awards, Tourism Industry Association of Ontario (TIAO) • National Green Building Certification (BOMA Best Level 2), Building Owners and Managers Association • #1 Tour in Toronto, TripAdvisor • Canada's Strangest Destinations (EdgeWalk), Reader's Digest • One of the World's Top 6 Skywalks (EdgeWalk), Virtualtourist.com • Innovator of the Year, finalist (EdgeWalk), Tourism Industry Association of Canada (TIAC) • Best of Award of Excellence, Wine Spectator Magazine • DiRoNA Award for Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Certificate of Excellence (360 Restaurant), TripAdvisor • Most Romantic Restaurant (360 Restaurant), WHERE Magazine Culinary Tourism Experience, finalist (360 Restaurant), Ontario Culinary Tourism Alliance 	



2011	6
<ul style="list-style-type: none"> • Business of the Year, Tourism Industry of Association of Canada (TIAC) • Gold – Best Ontario Attraction, Toronto Sun Readers’ Choice • Canada’s Best New Attractions for Summer 2011, WHERE Magazine Canada • DiRoNA Award for Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Best of Award of Excellence, Wine Spectator Magazine • The VQA Award of Excellence (360 Restaurant), Wine Council of Ontario’s VQA Award of Excellence 	
2010	5
<ul style="list-style-type: none"> • Award of Excellence – Technical Innovation – Maple Leaf Cinema, World Federation of Great Towers • DiRoNA Award for Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Best of Award of Excellence, Wine Spectator Magazine • Most Romantic (360 Restaurant), WHERE Magazine Reader’s Poll • The VQA Award of Excellence (360 Restaurant), Wine Council of Ontario’s VQA Award of Excellence 	
2009	7
<ul style="list-style-type: none"> • National Green Building Certification (BOMA Best Level 1), Building Owners and Managers Association • Canada’s Most Visited Tourist Attractions, Forbes Traveler • Award of Excellence – Staffing, World Federation of Great Towers • DiRoNA Award of Excellence in Dining Experience (360 Restaurant), DiRoNA (Distinguished Restaurants of North America) • The VQA Award of Excellence (360 Restaurant), Wine Council of Ontario’s VQA Award of Excellence • Award of Unique Distinction (360 Restaurant), Wine Enthusiast Magazine • Award of Excellence, Plant Engineering and Maintenance 	
2008	6
<ul style="list-style-type: none"> • Award of Excellence – Environment, World Federation of Great Towers • Award for Excellence in Human Resource Development, Tourism Industry Association of Canada (TIAC) • DiRoNA Award for Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Best of Award of Excellence, Wine Spectator Magazine • The VQA Award of Excellence (360 Restaurant), Wine Council of Ontario’s VQA Award of Excellence • Award of Excellence – VINES Wine list award, VINES Magazine Wine List Awards 	
2007	8
<ul style="list-style-type: none"> • Business of the Year, Tourism Industry Association of Canada (TIAC) 	



<ul style="list-style-type: none"> • Spirit of Excellence Award – Best Employee Recognition Program, International Association of Amusement Parks and Attractions (IAAPA) • DiRoNA Award of Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Best of Award of Excellence (360 Restaurant), Wine Spectator Magazine • The VQA Award of Excellence (360 Restaurant), Wine Council of Ontario’s VQA Award of Excellence • Award of Excellence (360 Restaurant), Eat Smart – Ontario’s Healthy Restaurant Program • Award of Unique Distinction, Wine Enthusiast Magazine • Award of Excellence – Special Events – CN Tower’s 30th Anniversary, IABC Toronto Ovation Awards (International Association of Business Communicators) 	
2006	7
<ul style="list-style-type: none"> • DiRoNA Award of Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Best of Award of Excellence, Wine Spectator Magazine • Award of Excellence (360 Restaurant), Vines Magazine • The VQA Award of Excellence (360 Restaurant), Wine Council of Ontario’s VQA Award of Excellence • Award of Excellence (360 Restaurant), Eat Smart – Ontario’s Healthy Restaurant Program • Award of Unique Distinction, Wine Enthusiast Magazine • Canada’s Top 8 Wonders, Priceless Index (MasterCard Canada study among Canadians) 	
2005	6
<ul style="list-style-type: none"> • DiRoNA Award of Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Best of Award of Excellence (360 Restaurant), Wine Spectator Magazine • Award of Excellence (360 Restaurant), Eat Smart – Ontario’s Healthy Restaurant Program • The VQA Award of Excellence (360 Restaurant), Wine Council of Ontario’s VQA Award of Excellence • Award of Unique Distinction (360 Restaurant), Wine Enthusiast Magazine • Monumental Landmarks (#1), Ipsos Reid Canadian poll 	
2004	3
<ul style="list-style-type: none"> • DiRoNA Award of Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Best of Award of Excellence (360 Restaurant), Wine Spectator Magazine • Award of Excellence (360 Restaurant), Eat Smart – Ontario’s Healthy Restaurant Program 	
2003	3
<ul style="list-style-type: none"> • Best of Award of Excellence (360 Restaurant), Wine Spectator Magazine • DiRoNA Award of Excellence in Dining Experience, DiRoNA (Distinguished Restaurants of North America) • Award of Excellence (360 Restaurant), Eat Smart – Ontario’s Healthy Restaurant Program 	

2002	4
<ul style="list-style-type: none"> • Best of Award of Excellence (360 Restaurant), <i>Wine Spectator Magazine</i> • Award of Excellence (360 Restaurant), <i>Eat Smart – Ontario’s Healthy Restaurant Program</i> • DiRoNA Award of Excellence in Dining Experience, <i>DiRoNA (Distinguished Restaurants of North America)</i> • Best Guest Services Training program, <i>IAAPA (International Association of Amusement Parks and Attractions) Spirit of Excellence Awards</i> 	
2001	2
<ul style="list-style-type: none"> • DiRoNA Award of Excellence in Dining Experience, <i>DiRoNA (Distinguished Restaurants of North America)</i> • Best of Award of Excellence (360 Restaurant), <i>Wine Spectator Magazine</i> 	
2000	2
<ul style="list-style-type: none"> • Best of Award of Excellence (360 Restaurant), <i>Wine Spectator Magazine</i> • DiRoNA Award of Excellence in Dining Experience, <i>DiRoNA (Distinguished Restaurants of North America)</i> 	
1996	1
<ul style="list-style-type: none"> • Federal Energy Innovator Award, <i>Government of Canada</i> 	
1995	2
<ul style="list-style-type: none"> • Best Attraction, <i>Toronto Tourism Awards</i> • One of the Seven Wonders of the Modern World, <i>American Society of Civil Engineers</i> 	
Total	110
Corporate	
2006	1
<ul style="list-style-type: none"> • Urban Leadership Award (City Renewal category), <i>Canadian Urban Institute</i> 	
Total	1
Currie, Calgary AB	
2017	1
<ul style="list-style-type: none"> • Award of Excellence, <i>APPI Design Plan</i> 	
2016	3
<ul style="list-style-type: none"> • RPIC Real Property Award – Best Practices – Comprehensive Planning (Group), <i>Real Property Institute of Canada</i> • Award of Excellence for Planning, <i>Alberta Professional Planners Institute</i> • Charter Award, <i>Charter of the New Urbanism</i> 	
2014	1
<ul style="list-style-type: none"> • Best Sales & Information Centre, <i>Canadian Home Builders’ Association</i> 	



2011	3
<ul style="list-style-type: none"> • Community of the Year, <i>Canadian Home Builders' Association</i> • New Community of the Year, <i>Canadian Home Builders' Association</i> • Best Direct Mail Piece, <i>Canadian Home Builders' Association</i> 	
2008	1
<ul style="list-style-type: none"> • Gold Certification, <i>Green Building Council LEED-ND</i> 	
2001	1
<ul style="list-style-type: none"> • Planning Excellence, <i>Canadian Institute of Planners</i> 	
Total	10
Dunvegan Park, Edmonton AB	
1996	1
<ul style="list-style-type: none"> • Best Newspaper or Magazine Advertisement, <i>Greater Edmonton Home Builders' Association</i> 	
Total	1
Garrison Crossing, Chilliwack BC	
2007	3
<ul style="list-style-type: none"> • Business Citizen Award, <i>Chilliwack Chamber of Commerce Business Excellence Awards</i> • Master Planned Community, <i>Urban Design Institute (UDI)</i> • Branch Commendation, <i>Canadian Military</i> 	
2001	1
<ul style="list-style-type: none"> • Mayor's Environmental Achievement Awards, <i>Chilliwack Mayor's Office</i> 	
Total	4
Garrison Woods, Calgary AB	
2001	2
<ul style="list-style-type: none"> • Developer of the Year, <i>Canadian Home Builders' Association, Calgary Region</i> • Best Innovation, <i>Canadian Home Builders' Association, Calgary Region</i> 	
2000	2
<ul style="list-style-type: none"> • Best Overall Community, <i>Canadian Home Builders' Association, Calgary Region</i> • Best Practices, <i>Real Property Institute of Canada Group Awards</i> 	
1999	3
<ul style="list-style-type: none"> • Award of Excellence for Environmental Design, <i>Alberta Association of the Canadian Institute of Planners</i> • Best Sales Centre, <i>Canadian Home Builders' Association</i> • Award of Excellence for Environmental Design, <i>Alberta Association of the Canadian Institute of Planners</i> 	



Total	7
Glenlyon, Burnaby BC	
2009	1
<ul style="list-style-type: none"> • Environmental Award, City of Burnaby 	
2004	1
<ul style="list-style-type: none"> • Environmental Award for Community Stewardship, City of Burnaby 	
2000	1
<ul style="list-style-type: none"> • Award for Excellence in Urban Development, Urban Design Institute 	
1998	1
<ul style="list-style-type: none"> • Best Office Development, National Association of Industrial and Office Properties 	
1996	1
<ul style="list-style-type: none"> • Inaugural Award for Planning and Development, City of Burnaby 	
Total	5
Moncton Shops property, Moncton NB	
2004	1
<ul style="list-style-type: none"> • Environmental Excellence, Globe and Mail – Globe Foundation of Canada – Globe Awards 	
2003	1
<ul style="list-style-type: none"> • Phoenix Award, U.S. Environmental Protection Agency 	
2002	1
<ul style="list-style-type: none"> • Best Overall Project, Canadian Urban Institute Brownie Awards 	
1998	1
<ul style="list-style-type: none"> • Excellence Award (Environmental Category), Greater Moncton Economic Commission and Chamber of Commerce 	
Total	4
Montréal Science Centre, Montréal QC	
2019	1
<ul style="list-style-type: none"> • Best Exhibit or Show – Large Institution: Génie autochtone, Canadian Association of Science Centres 	
2011	2
<ul style="list-style-type: none"> • Prix excellence (SexL A Tell-all Exhibition), Société des musées québécois (SMQ) • Best Exhibition or Show - Large Institution: Sex: A Tell-all Exhibition, Canadian Association of Science Centres 	



2009	5
<ul style="list-style-type: none"> • Outstanding Achievement, Canadian Museum Association • Tourism Manager – Josée Duhaime, Québec Tourism Awards • Big Idea Award, Giant Screen Cinema Association's Film and Marketing Awards • Médias interactifs autre que le Web Mission Gaïa, Prix Boomerang • Merit Award, Society for Environmental Graphic Design 	
2008	3
<ul style="list-style-type: none"> • Outstanding Project Leadership (Carol Pauzé, Director), Canadian Association of Science Centres • Intégration urbaine/aménagement urbain' Award, Concours Créativité Montréal • Prix relève (Festival Eurêka), Association de la recherche industrielle du Québec 	
2006	2
<ul style="list-style-type: none"> • Prix excellence, Société des musées québécois • Grand prix – éducation, Prix Boomerang 	
2005	1
<ul style="list-style-type: none"> • Prix Équinoxe, Société des relationnistes du Québec 	
2002	1
<ul style="list-style-type: none"> • Coup d'éclat, Société des attractions touristiques d Québec 	
2001	1
<ul style="list-style-type: none"> • Lauréat d'or, Grand prix du tourisme québécois 	
Total	16
Old Port of Montréal, Montréal QC	
2008	1
<ul style="list-style-type: none"> • 9 of Québec's Must-see Attractions (#1), Société des attractions touristiques du Québec 	
2006	1
<ul style="list-style-type: none"> • Most Popular Tourist Destination in Montréal, Zagat survey 	
2005	1
<ul style="list-style-type: none"> • Tourism Worker of the year, Montréal Region - Chantale Moisan, Grand prix du tourisme québécois 	
Total	3
Oliver Village – Ashby apartment complex, Edmonton AB	
2001	1
<ul style="list-style-type: none"> • Downtown Development Award, Edmonton Downtown Development Corporation 	
Total	1



Village at Griesbach, Edmonton AB	
2019	3
<ul style="list-style-type: none"> • Best Existing Community, BILD Alberta Awards • Best Community, Canadian Home Builders' Association, Edmonton Region • Best Video / Commercial, Canadian Home Builders' Association, Edmonton Region 	
2018	1
<ul style="list-style-type: none"> • Best Community Development, finalist, Canadian Home Builders' Association, Edmonton Region 	
2017	1
<ul style="list-style-type: none"> • Best Community, Canadian Home Builders' Association, Edmonton Region 	
2016	2
<ul style="list-style-type: none"> • Best Community, Canadian Home Builders' Association, Edmonton Region • Best Community SAM Award, Canadian Home Builders' Association, Edmonton Region 	
2015	1
<ul style="list-style-type: none"> • Best Community, Canadian Home Builders' Association, Edmonton Region 	
2014	2
<ul style="list-style-type: none"> • Best Community SAM Award, Canadian Home Builders' Association, Edmonton Region • Environmental Sustainability Award – Real Property Institute of Canada 	
2013	1
<ul style="list-style-type: none"> • Best Subdivision SAM Award, Canadian Home Builders' Association, Edmonton Region 	
2011	1
<ul style="list-style-type: none"> • Best Subdivision SAM Award, Canadian Home Builders' Association, Edmonton Region 	
2008	1
<ul style="list-style-type: none"> • Best Subdivision SAM Award, Canadian Home Builders' Association, Edmonton Region 	
2007	1
<ul style="list-style-type: none"> • Showcase Award, Consulting Engineers of Alberta 	
2004	1
<ul style="list-style-type: none"> • Partnership in Education Award (Major General Griesbach School), City of Edmonton 	
Total	15
Wateridge Village, Ottawa ON	
2017	1
<ul style="list-style-type: none"> • Engineering Award of Merit (environment category), Consulting Engineers of Ontario 	
Total	1



River's Edge, Chilliwack BC	
2017	1
<ul style="list-style-type: none">• Developer Excellence Award, Chilliwack Chamber of Commerce	
2016	2
<ul style="list-style-type: none">• Award of Excellence in Urban Design for Multi-phase Developments, Urban Design Institute• Award of Excellence for Multi-family Development, Fraser Valley Commercial Realtor Association	
Total	3
Grand total:	190