



Canada Lands Company
Société immobilière du Canada

2018/19

CORPORATE SOCIAL RESPONSIBILITY REPORT



Canada Lands Company

CANADA LANDS COMPANY LIMITED

("The Company") is a self-financing federal Crown corporation that reports to the Parliament of Canada through the Minister of Public Services and Procurement and Accessibility. The Company is a *Canada Business Corporations Act* corporation listed in Schedule III, Part 1 of the *Financial Administration Act* and an agent of Her Majesty.

The Company has the following three wholly owned active subsidiaries, which are collectively referred to as the "Company:"

- Canada Lands Company CLC Limited (Canada Lands) is a non-agent Crown corporation that carries out the Company's core real estate business in all regions of Canada. Canada Lands also owns and operates the CN Tower ("The Tower") in Toronto, Ontario.
- Old Port of Montréal Corporation Inc. is responsible for managing the Old Port of Montréal ("Old Port" or "Old Port of Montréal") and the Montréal Science Centre ("Science Centre").
- Parc Downsview Park Inc. manages Downsview Park ("the Park") and redevelops the Downsview Lands.



BRITISH COLUMBIA

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

ALBERTA

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



ONTARIO

- 5 1 Port Street, Mississauga
- 6 Downsview Park, Toronto
- 7 Downsview Lands, Toronto
- 8 CN Tower, Toronto
- 9 Booth Street, Ottawa
- 10 291 Carling Avenue, Ottawa
- 11 Wateridge Village / Village des Riverains, Ottawa

QUÉBEC

- 12 Montréal Science Centre
- 13 Old Port of Montréal
- 14 Pointe-du-Moulin, Montréal
- 15 Wellington Basin, Montréal
- 16 Pointe-de-Longueuil, Longueuil

NOVA SCOTIA

- 17 Oxford Street, Halifax
- 18 1557 Hollis Street, Halifax
- 19 Shannon Park, Halifax

NEWFOUNDLAND AND LABRADOR

- 20 Pleasantville, St. John's

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What we do and why



The Company works to enrich the everyday lives of Canadians by embracing the places and spaces it owns and operates, while also curating memorable experiences. Leveraging its subsidiaries, the Company transforms former Government of Canada properties and reintegrates them into local communities, while ensuring their long-term sustainability and commercial viability. It also holds, invests in and manages world-renowned Canadian attractions. Through it all, the Company aims to deliver the best value and financial return to Canadians.

Since its reactivation in 1995, the Company has contributed more than \$905 million to the Government of Canada in the form of dividends issued, note repayments and income taxes paid.

The Company encourages a culture that embraces innovation, collaboration, inclusion, diversity and respect, and aims to be representative of, and aligned with, the communities that it engages. It adheres to the highest standards of ethical behaviour in what it does and how it does it, while striving to enhance economic, social and environmental value for Canadians.



How we do it

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

REAL ESTATE

Canada Lands is one of the country’s foremost developers of federal lands. In its operations, it implements innovative strategies to respond to local needs and opportunities, while demonstrating best practices in community engagement and land development. Following the purchase of a development property at fair market value from the Government of Canada, Canada Lands applies its expertise and may elect to develop, hold or sell a property. When developing, Canada Lands initiates an engagement process to collect input from the community to help create an appropriate plan for the property and surrounding area. Canada Lands then seeks relevant approvals from all levels of government as required.



ATTRACTIONS

The Company has an established track record of consistent financial success managing and operating some of Canada’s most iconic and historically significant landmarks: Canada’s National Tower in Toronto, the Montréal Science Centre, the Old Port of Montréal and Downsview Park, also in Toronto. The Company has particularly excelled in developing innovative marketing programs and new initiatives which incorporate sustainability and accessibility enhancements, to attract millions of visitors and guests to its attractions from all over the world.



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

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

**GUIDING
PRINCIPLES**

INNOVATION

VALUE

LEGACY

**CORPORATE
SOCIAL
RESPONSIBILITY**

About this report

For almost 25 years, the Company has been committed to producing the best possible benefit for Canadians and the Government of Canada.

Across the Company's lines of business, it strives to create a lasting legacy for the communities in which it operates, while remaining a staunch developer of inclusive communities and a curator of memorable experiences. The Company's Corporate Social Responsibility Report highlights its contributions to the Government of Canada and Canadians alike beyond its financial returns.

This report is based on the Company's recently implemented balanced scorecard program. The program is intended to be a dynamic process of reporting that reflects shifts in operational context and what is important to stakeholders. In 2018/19, the scorecard program focused on updates to the Company's real estate metrics regarding community amenities, public greenspace, environmental management, partnerships and affordable housing, as well as public satisfaction and workplace safety. Metrics to measure effective and innovative environmental initiatives at the Company's world-renowned attractions were also introduced.

As a pillar of the Company, corporate social responsibility is core to its operations. The following pages provide further details about its commitment to be a responsible corporate citizen.



OUR IMPACT SINCE INCEPTION



\$942 M

Returned to the
Government of Canada



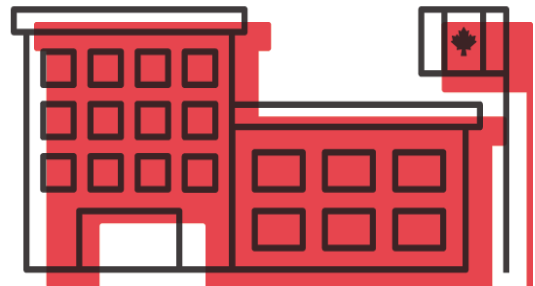
1,703

Affordable housing
units provided



28%

Of sites dedicated
to greenspace (approx.)



12

School sites on
Canada Lands properties

OUR IMPACT

2018/19



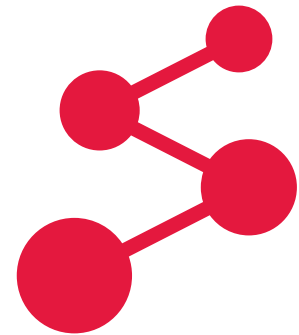
\$363 M

Economic impact



\$17 M

Funding for
Old Port of Montréal
and Downsview Park



Active collaborations
with First Nations



3,653

School groups that
attended programming at
Downsview Park and
Montréal Science Centre

+



3.2 M

Paid visitors to the Montréal
Science Centre and CN Tower



MESSAGE FROM THE CHAIR

It is my pleasure to introduce the Company's inaugural Corporate Social Responsibility Report, outlining the organization's steadfast commitment to bring both financial and non-financial value to our shareholder and Canadians.



The following report is based on the Company's balanced scorecard program, implemented in 2017/18. Intended to serve as a living and breathing process of reporting, the scorecard is based on core pillars of the Company's business operations. These pillars are shared between the Company's real estate and attractions divisions, and feature metrics which are updated annually to create a baseline for its performance over time.

Since implementing this scorecard program, the Board of Directors, alongside management, identified the creation of a Corporate Social Responsibility Report as an additional opportunity to highlight the Company's achievements and performance to its stakeholders.

And many achievements there have been.

Over the course of my first term, it has been a pleasure to witness firsthand the remarkable difference the Company is making. Through continued partnerships with First Nations, ongoing inclusivity and accessibility efforts, collaborations with municipal governments and organizations, and unrivalled guest experiences, in 2018/19 the Company continued to deliver on its commitment to create benefits for Canadians.

We're proud of the contributions we've made to Canadians, their communities and our shareholder while maintaining our status as a self-financing Crown corporation. Looking ahead, this objective will remain a key Company objective as we continue to focus on sustainability, innovation and most importantly, delivering value for Canadians across the country.

JOCELYNE HOULE
Chair of the Board

MESSAGE FROM THE PRESIDENT AND CEO

At Canada Lands, we recognize the importance of giving back, being socially responsible, and improving the regions and communities where we work.

We believe in making a difference.



Over the course of our history, we have remained committed to producing the best possible benefits for Canadians and our shareholder. Throughout our national operations, we have remained firm in our pledge to deliver non-financial benefits as well as sound fiscal returns. While the value and impact of our work is often viewed through a lens of financial results, there is much to be said of our efforts for sustainability and contributions to innovative and livable communities coast to coast.

Through ongoing collaborations with municipal governments and our involvement with the National Housing Strategy, we remained diligent in our efforts to develop inclusive communities for all Canadians. As a partner in the government's Federal Lands Initiative announced in Budget 2018, we were pleased to designate building lots in our Wateridge Village/Village des Riverains community in Ottawa and Pleasantville property in St. John's for the creation of affordable housing.



A defining hallmark of the Company's commitment to communities is its engagement processes. With most of its projects, Canada Lands undertakes comprehensive planning exercises that can include meetings with community organizations, open houses, workshops and establishing advisory committees to obtain local input on potential plans for a property. In 2018/19, Canada Lands continued its tradition of engagement in cities like Vancouver, Calgary, Halifax and Toronto. The community's support has been invaluable in assisting us in developing design concepts for these sites.

The Company's Downsview Park, one of the largest urban greenspaces in Toronto, continued to serve as a valuable educational and recreational resource in the community. This fiscal year saw thousands of people join the Park to participate in various educational programs, each focused on sustainability and stewardship. We are particularly pleased to have welcomed nearly 2,400 school groups and delivered more than 55 community programs.

Education and empowerment remain pillars of our Montréal Science Centre, where interactive exhibits provide young people with exciting hands-on learning opportunities. In addition to the Company's ongoing financial support for operations, we were particularly pleased this year to present the Science Centre Foundation with a donation of \$1.5 million to help with the renewal of the Science Centre's most popular exhibit.

At the CN Tower, we continue to implement innovative and forward-thinking "green" solutions that allow us to reduce our environmental footprint while maintaining a positive visitor experience. This fiscal year we once again reduced our greenhouse gas emissions, contributing to a more than 85 per cent reduction since 2006. Inside the Tower, our multi-award-winning 360 Restaurant was named "Toronto's Greenest Choice Feast On® Restaurant" in recognition of its commitment to sourcing Ontario-grown and made food and drink.

Our green thinking also extends to our real estate developments such as our Booth Street project in Ottawa where Canada Lands will enable the preservation and repurposing of certain historical buildings on the site, while new buildings will employ green roof technologies and other environmental innovations.

As one of our core values, corporate social responsibility is in our DNA. For the past 25 years, it's been a big part of who we are and looking ahead, I assure you it will be a part of the legacy we leave behind.

I am exceptionally proud of our ongoing efforts and achievements realized to date, and pleased to share them with you now in the following pages of the Company's inaugural Corporate Social Responsibility Report.

JOHN McBAIN
President and CEO



2018/19 Balanced Scorecard Results Real Estate and Corporate



Financial Sustainability

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

Financial returns available to federal government

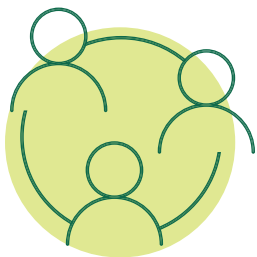
\$177 M

Target was achieved

Economic impact of activities

\$243 M

Target was achieved by 70%



Inclusive Communities

We contribute to inclusive and livable communities

Active developments to meet/exceed municipal amenity requirements

100%

Target was achieved

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

95%

Target was exceeded by 4%



Environmental Sustainability

We apply effective and innovative environmental attributes to our operations

Active developments exceeding environmental management requirements

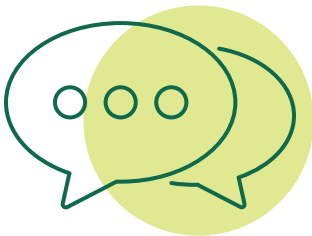
100%

Target was achieved

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

95%

Target was achieved by 95%



Engagement

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

Community associations CLCL is a member of/supports

57

Target was exceeded by 185%

Participants identified as satisfied in completed survey for active project

286

Newly introduced metric



Healthy Workplace

We lead our business with integrity and provide a healthy workplace

Training modules provided (participants)

46

(1,086 PARTICIPANTS)

Target was exceeded by 53%

Employee satisfaction score

SURVEY DEFERRED

2018/19 Balanced Scorecard Results Attractions



Financial Sustainability

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

Paid guests on site^{1,3}

3.2 M

Target was achieved

Annual maintenance and development investments

\$25 M

Target was achieved

Economic impact¹

\$120 M

Target was exceeded by 9%



Inclusive Communities

We contribute to inclusive and livable communities

Visitors³

6.5M

Target was achieved by 74%

Community programs delivered²

57

Target was exceeded by 27%

School groups attending education programs^{1,2,3}

3,653

Target was exceeded by 40%

Seasonal jobs created^{1,3}

502

Target was exceeded by 4%



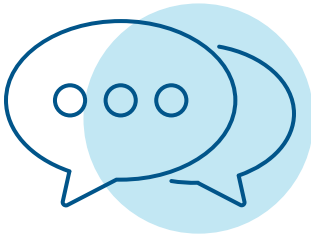
Environmental Sustainability

We apply effective and innovative environmental attributes to our operations

Reduction in greenhouse gas emissions¹ and other environmental initiatives

2.3%

Target was exceeded by 15%



Engagement

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

Complaints received

1,201

1,120¹
Complaints received and addressed
1.13 DAYS¹
Response time

Target was not achieved

81³
Complaints received and addressed
2.8 DAYS³
Response time

Community and non-profit partnerships^{1,2}

213

Target was exceeded by 40%



Healthy Workplace

We lead our business with integrity and provide a healthy workplace

Training modules provided (participants)

82

(2,652 PARTICIPANTS)

Target was exceeded by 310%

Y-O-Y duration change in lost time injuries

38%

Target was exceeded by 660%

Real Estate and Corporate



REAL ESTATE
AND CORPORATE

FINANCIAL SUSTAINABILITY

The Company aims to maintain financial responsibility and returns while also providing non-financial benefits to its stakeholders and shareholder. The Company's focus is not to maximize its financial returns but rather, to optimize them.



With most of its development projects, the Company undertakes a comprehensive public consultation process through which it meets with the community and appropriate stakeholders to gather input to inform the creation of a master development plan. In many of these consultations, the Company facilitates important discussions regarding planning matters, infrastructure, housing and heritage preservation and commemoration. Where possible, the Company aims to honour the history and legacy of the lands and sites that it develops.

Although the Company's consultation processes can be lengthy and resource-intensive in comparison to the typical approach taken by real estate developers, the Company believes its engagement with the local community to be invaluable and vital to optimizing the value of a property.

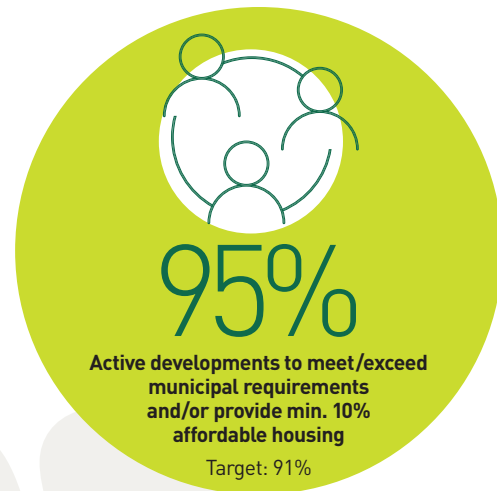




REAL ESTATE
AND CORPORATE

INCLUSIVE COMMUNITIES

Canada Lands believes healthy communities are built when Canadians and their families are at the heart of the development process. Through its land use planning process, Canada Lands strives to create communities that offer a diverse range of housing types and price points to suit the varying needs of Canadians at all stages of life. Since the company's inception in 1995, Canada Lands has developed communities that are now home to a range of ages and incomes, as well as more than 1,700 affordable housing units across the country.



As a master developer of surplus lands, Canada Lands is committed to supporting the Government of Canada's housing priorities. In 2018/19, Canada Lands became a proud partner in the Federal Lands Initiative (FLI), a program lead by the Canada Mortgage and Housing Corporation to identify surplus government properties that can be developed or renovated into affordable and accessible housing. The Company is supporting this program's agenda by including suitable lands at its existing developments and incorporating potential FLI projects into future planning exercises and assuring meaningful outcomes through participation in the overall governance of the program. As an initial offering, Canada Lands has made available development blocks at its Pleasantville property in St. John's and Wateridge Village/Village des Riverains in Ottawa. The Company looks forward to reporting on these initial projects in next year's report.

Another innovative Canada Lands project can be found in Vancouver at its Heather Street Lands development, a joint-venture partnership with the Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation (the MST Partnership). The partners have proposed a master plan concept that goes beyond the City's requirement of 20% affordable housing by also designating up to an additional 20% of units as attainable homeownership for Vancouver's essential workers, such as first responders, nurses and teachers. This progressive initiative would be a first for Vancouver.

Through initiatives such as these, Canada Lands is helping to make home ownership a reality for more Canadians.

REAL ESTATE AND CORPORATE

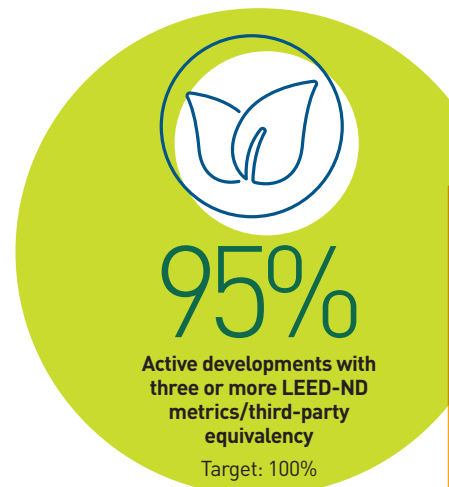
ENVIRONMENTAL SUSTAINABILITY

Environmental sustainability has many meanings. For some people, it's about developing products and services that are less harmful to the environment while for others, it's about reimagining how we live in general. For Company employees, when it comes to development and attractions management, environmental sustainability is about rejecting the status quo and thinking outside the box.



Over the years, the Company has espoused sound environmental practices that have contributed to a better quality of life for residents in its communities, and developed amenities that create memorable guest experiences at its world-class attractions. In Edmonton at the Village at Griesbach, Canada Lands was pleased to support the creation of a community garden that is operated by residents. The garden, which currently has 144 plots, has become a focal point of the community and a cherished gathering place where neighbours can socialize and grow their food.

Innovation and sustainability are at the forefront of many Canada Lands developments, many of which are designed according to LEED-ND (Leadership in Energy and Environmental Design – Neighbourhood Development) certification standards. In Montréal, the Company's Les Bassins du Nouveau Havre development project received LEED-ND gold certification in recognition of its construction methods that adhered to the criteria for green infrastructure buildings. Similarly, a section of Canada Lands' Village at Griesbach in Edmonton was awarded Stage 2 LEED-ND gold certification from the Green Building Council.



REAL ESTATE AND CORPORATE ENGAGEMENT



The Company's developments boast beautiful homes, public art and streetscapes that honour Canadian history. Perhaps most importantly, Canada Lands' communities are where residents can enjoy community fellowship. At its award-winning Currie community in Calgary, Canada Lands recently partnered with Québec-based beekeeping company Alvéole to establish two active hives within the community. Through this partnership, local schools and residents will receive educational and hands-on opportunities to experience the benefits of honey bees and their important role in our ecosystem.



Community engagement is an integral component of the Company's Jericho Lands redevelopment in Vancouver. As joint venture partners, Canada Lands and the MST Partnership have named the planning process "Inspire Jericho" to remind the community of the opportunities that lay ahead.

Canada Lands and the MST Partnership are working with the City of Vancouver to co-host events that bring together the Nations' members and community members, professionals and stakeholder groups to envision a better future for Vancouver through the creation of a dynamic new neighbourhood. In March 2019, the partners launched a consultation process to share inspiration, spark ideas and explore the possibilities for the redevelopment. To date, thousands of participants have taken part in the process, proving that this type of engagement has resonated with Vancouverites. Building on this momentum, the joint venture partners are planning additional community engagement events, including speakers' series, artist-led visioning workshops, pop-up booths and an interactive design charrette.



Community associations
CLCL is a member
of/supports

Target: 20

Attractions



ATTRACTIONS

FINANCIAL SUSTAINABILITY

In 2018/19, the CN Tower unveiled a \$16-million renovation of its main observation level. Among the highlights are new floor-to-ceiling structured glass panels called “Window Walls.” Providing near seamless and unobstructed views, the windows allow children and people of all abilities to fully enjoy the breathtaking views of Toronto at the top of this iconic Canadian structure. The CN Tower also commissioned a comprehensive audit by the Rick Hansen Foundation to evaluate the Tower’s accessibility. The audit included a review of the building’s exterior approach and entrance, its interior facilities and environment, its wayfinding and signage and other factors. The evaluation led to the Tower’s accessibility certification, while also identifying opportunities for improvement, several of which are now underway. The Tower is currently working towards earning the Rick Hansen Foundation’s gold-level certification, reflecting Canada Lands’ commitment to providing an accessible and inclusive environment to visitors.



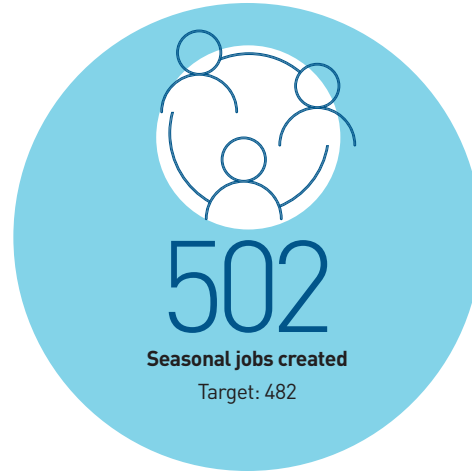
With a mission to help people discover science while having fun, the Montréal Science Centre creates memorable and interactive experiences. With the support of the Montréal Science Centre Foundation, the Centre is currently working on the renewal of its most popular exhibit, “Science 26.” This \$2-million project has many objectives: to create a memorable and engaging experience, to arouse curiosity, to make science accessible, and to highlight necessary skills of the 21st century, such as creativity and innovation, critical thinking and problem solving, collaboration and communication. With a focus on principles of science and technology, the exhibit will be divided into seven major areas: air, coding, matter, movement, geometry, light and water. The new exhibit is anticipated to be ready in late 2019 and is made possible by the financial support of the Montréal Science Centre Foundation.



ATTRACTIONS

INCLUSIVE COMMUNITIES

While many Canadians wind down during the summer months, the Company's attractions are in full swing. At the CN Tower, Old Port of Montréal, Montréal Science Centre and Downsview Park, summer is the busiest time of year, and employment opportunities are plentiful. The Company continually innovates the way it recruits seasonal staff by partnering with post-secondary institutions, community groups and local government agencies. It also capitalizes on the reach of social media. These recruitment strategies help to ensure the Company reaches a broad and diverse spectrum of potential candidates who will not only meet the needs of the business but who can benefit from a positive learning environment.



In many cases, seasonal and summer employment at the Company's attractions are a young person's first step into the workforce. Through hands-on training, direct supervision and a positive environment, the Company strives to create a meaningful employment experience, replete with valuable learning opportunities that help prepare younger workers for future careers. Summer employment provides numerous benefits, including a professional network, leadership skills, a peer-support group and, of course, a source of income. At many of its attractions, the Company sees its summer employees return for several seasons.



ATTRACTIONS

ENVIRONMENTAL SUSTAINABILITY

Local food sourcing is a priority at the CN Tower and is reflected in many of its 360 Restaurant offerings. Currently, 34% of foods and 70% of liquor, wine and beer that are served at the iconic establishment are sourced in Ontario, an achievement that's earned the restaurant Feast On® certification for its commitment to environmental stewardship.



2.3%

Reduction in greenhouse gas emissions

Target: 2%

ATTRACTIONS

ENGAGEMENT

Managing and providing meaningful programming to hundreds of community members is no easy feat, but with the support of Downsview Park's local partners, the Company enjoys an abundance of riches. Through strategic partnerships with organizations such as TD Friends of the Environment, Tallgrass Ontario, Heritage Toronto and Scouts Canada, to name a few, the Company offers community programs that not only showcase the beauty of the natural world through Downsview Park's unique urban setting, but also provide practical information and education to thousands of visitors every year. The Company is also proud to extend its engagement initiatives to the CN Tower and Montréal Science Centre, where they partner with organizations such as World Wildlife Fund Canada and Telus, respectively.



213

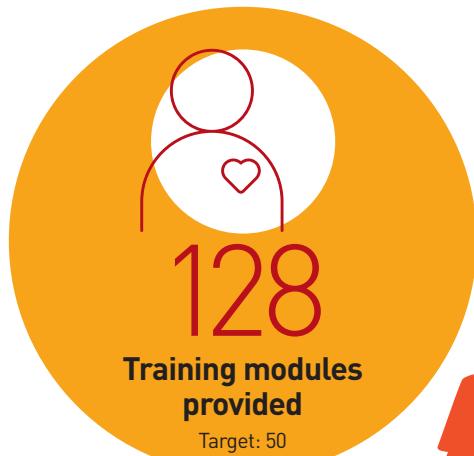
Community partnerships

Target: 152

REAL ESTATE
AND CORPORATE
ATTRACTIONS

HEALTHY WORKPLACE

The Company wholeheartedly believes that healthy work environments can improve employee engagement, productivity and happiness.



The Company has made concerted efforts to invest in workplace programs that support mental and physical health, accommodation and respect-in-the-workplace initiatives. In 2018/19, a dozen wellness initiatives were deployed and nearly 130 training modules were provided to employees. A current area of focus is the importance of an inclusive and diverse workforce that is representative of today's Canadian society. The Company partnered with the Canadian Centre for Diversity and Inclusion to put forward a training program for its senior management team and employees to explore this topic. Additionally, this year employees completed gender-based analysis (GBA+) training to ensure staff consider how diverse groups may experience the Company's projects and programs.





MAKING A DIFFERENCE IN COMMUNITIES

PARTNERING WITH INDIGENOUS PEOPLES

In Vancouver, Canada Lands has a unique joint-venture partnership with three First Nations: the Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation. The partners are working together on the redevelopment of the Heather Street lands and Jericho lands; two important city-building initiatives in Vancouver.

Creating opportunities for Nation members through these projects is one of the partners' priorities, and the joint venture's Employment, Training and Contracting Committee was established to support this goal. The committee meets quarterly and includes one member from each of the Nations and three members from Canada Lands. The committee's two main functions are to identify employment and contracting opportunities for members of the Nations and their businesses, and to ensure that qualified Nations Businesses are informed of contracting opportunities so that they may compete for the job. In addition, companies wishing to provide goods and services to the joint venture must identify how they can provide employment, training and contracting opportunities to Nations Businesses and members. To date, 84 contracts have been awarded to Nations Businesses.



INVESTING TODAY FOR TOMORROW

The Company believes in making the necessary financial investments in its properties and attractions today to ensure their long-term viability and enjoyment by Canadians for years to come. The Company often incorporates infrastructure investments such as roads, street lights and water mains, as well as greenspaces and parks, to increase the value of its properties prior to marketing them. In 2018/19, the Company invested a total of \$58 million in development expenditures,

\$3 million of which was spent on improvements at Downsview Park. The improvements included the design and installation of public art, ongoing park improvements, and maintenance and completion of the Sesqui Trail. The trail, which serves as a visually stunning new gateway to the Park, commemorates the 150th anniversary of Confederation and celebrates the history of Downsview Park and the Indigenous Peoples in the area.



PRESERVING OUR HERITAGE AND DIVERTING WASTE FROM LANDFILLS

In Ottawa, Canada Lands recently completed a comprehensive planning process for its Booth Street property that includes one of the largest heritage preservation initiatives in the Company's history. With the support of the City of Ottawa, Canada Lands heard loud and clear from the community through its engagement process that the heritage value of this site was important. Working with its engineers and other partners, the Company will enable the repurposing of several structures on the site. Many of these buildings have historical significance, dating back to the early 1900s when the National Research Council occupied them and conducted important research during World War II. Through the repurposing of these buildings, many tons of construction debris and other materials will be diverted from landfills and instead, the legacy of these buildings will live on through new and modern uses that will continue to meet the needs of the community.





SERVING SUSTAINABLY

In 2018/19, the CN Tower's Vue Bistro, Le Café and 360 Restaurant were each awarded LEAF (Leaders in Environmentally Accountable Foodservice) certification, in recognition of their continued commitment to serving sustainably. The restaurants were among just 14 Ontario establishments to have met LEAF's criteria.



REDUCING WASTE

This past year, the CN Tower joined the federal government's sweeping efforts to reduce plastic waste. In 2018/19, the Tower implemented its own "plastic ban" and moved to cups, lids, takeout containers and disposable cutlery made entirely of compostable materials, as well as paper straws.



Société immobilière du Canada
Canada Lands Company

Payez à l'ordre de *Fondation du Centre*

La somme de *Un million cinq cent mille*

Memo _____ Sig _____

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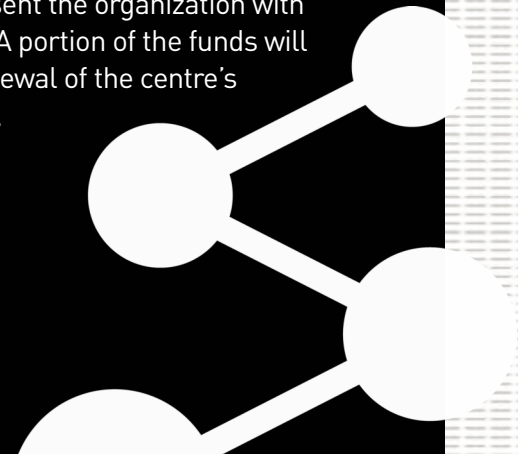
COMMUNITY LEADERS

Canada Lands isn't just a community developer — it's also a community leader. In 2018/19, across the country, people lent their expertise to important conversations affecting their communities.

On International Women's Day, a member of the real estate team joined urban developers in Edmonton for *Cities from Her Perspective*, a dynamic panel discussion focused on the unique perspective women bring to city building and planning.

At the Montréal Science Centre, the Company is maintaining its commitment to stimulating an interest in science and technology among young people. This year, one of the centre's largest projects was "The Intrepids – Presented by UQAM." Meant to inspire and promote women and girls' participation in science, the one-day event also marked the UN's International Day of Women and Girls in Science. As part of the event, the Company created mentorship opportunities for high school students with women who have chosen a career in science and technology at its partner organizations, such as Element AI, MDA, Pratt & Whitney and Ubisoft. In total, the event gave more than 450 young girls the opportunity to explore different career paths and visit the Science Centre's exhibits for free.

Much of the Science Centre's programming is made possible by the support of the Science Centre Foundation, which, in turn, Canada Lands is proud to invest in. After vowing to double donations collected at the Foundation's 2018 Celebration of Science gala, this year, Canada Lands was pleased to present the organization with a cheque for \$1.5 million. A portion of the funds will be used to support the renewal of the centre's largest exhibit, Science 26.



2019/20 Balanced Scorecard Targets Real Estate and Corporate



Financial Sustainability

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

Financial returns available to federal government

\$212 M

Economic impact of activities

\$380 M



Inclusive Communities

We contribute to inclusive and livable communities

Active developments to meet/exceed municipal amenity requirements

100%

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

100%



Environmental Sustainability

We apply effective and innovative environmental attributes to our operations

Active developments exceeding environmental management requirements

100%

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

100%



Engagement

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

Community associations CLCL is a member of/supports

114

Participants identified as satisfied in completed survey for active project

100%



Healthy Workplace

We lead our business with integrity and provide a healthy workplace

Training modules provided (participants)

45
(255 PARTICIPANTS)

Diversity and inclusion — outreach engagements for recruitment programs

2

2019/20 Balanced Scorecard Targets Attractions



Financial Sustainability

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

Paid guests on site^{1,3}

3.2 M
(3,224,523)

Annual maintenance and development investments

\$18 M

Economic impact¹

\$114 M



Inclusive Communities

We contribute to inclusive and livable communities

Visitors³

7.1 M

Community programs delivered²

142

School groups attending education programs^{1,2,3}

3,300

Seasonal jobs created^{1,3}

375

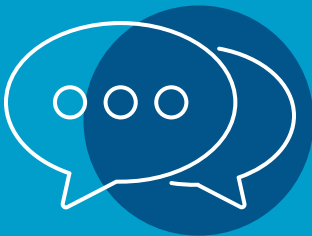


Environmental Sustainability

We apply effective and innovative environmental attributes to our operations

Reduction in greenhouse gas emissions¹ and other environmental initiatives

2.3%



Engagement

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

Total complaints

1,000

Community and non-profit partnerships^{1,2}

225

1,000¹
Complaints addressed
3 DAYS¹
Response time

NO TARGETS³
Complaints addressed
4 DAYS³
Response time



Healthy Workplace

We lead our business with integrity and provide a healthy workplace

Training modules provided (participants)

60
(1,500 PARTICIPANTS)

Diversity and inclusion — outreach engagements for recruitment programs

3

Looking ahead

With a new fiscal year underway, the Company has several new projects and initiatives in place to support its ongoing commitment to provide economic, social and environmental value for Canadians.

In 2019/20, the Company anticipates that the economic impact of its real estate operations and investments will be more than \$630 million. It will also continue to make the investments needed in its properties and attractions in order to ensure their long-term viability and enjoyment by Canadians for years to come. A few examples include the opening of a new park in Calgary at the Company's Currie development, the deconstruction of an aging building in downtown Halifax to make way for a new multi-use structure, and the anticipated announcement of the preferred proposal for the renewal of the historic Pointe-du-Moulin district of Montréal and its iconic Silo 5.

Everywhere in the country, Canada Lands is committed to meet or exceed municipal environmental management and community amenities requirements as well as dedicate a minimum of 10% of its developments be dedicated to affordable housing.

At its attractions, the Company continues to assess ways in which it can reduce its environmental footprint. In Montréal, the Science Centre will begin compost tracking. Similarly, the CN Tower is also exploring additional sustainability efforts, including the elimination of ozone-depleting refrigerants and energy efficient elevator technologies, such as regenerative power.

At Downsview Park, the Company will continue work to shift the urban agriculture farm to its permanent location at the south end of the Park. The farm, which was born of a pilot project announced in 2011, is operated by Fresh City Farms. Soil improvements for the new location are underway and are expected to continue until the end of 2019/20. Canada Lands' education programming will continue to thrive with a delivery target of 142 individual community programs.

The Old Port of Montréal is anticipated to continue being one of the most visited sites in Québec with an expected 7 million visitors in 2019/20.

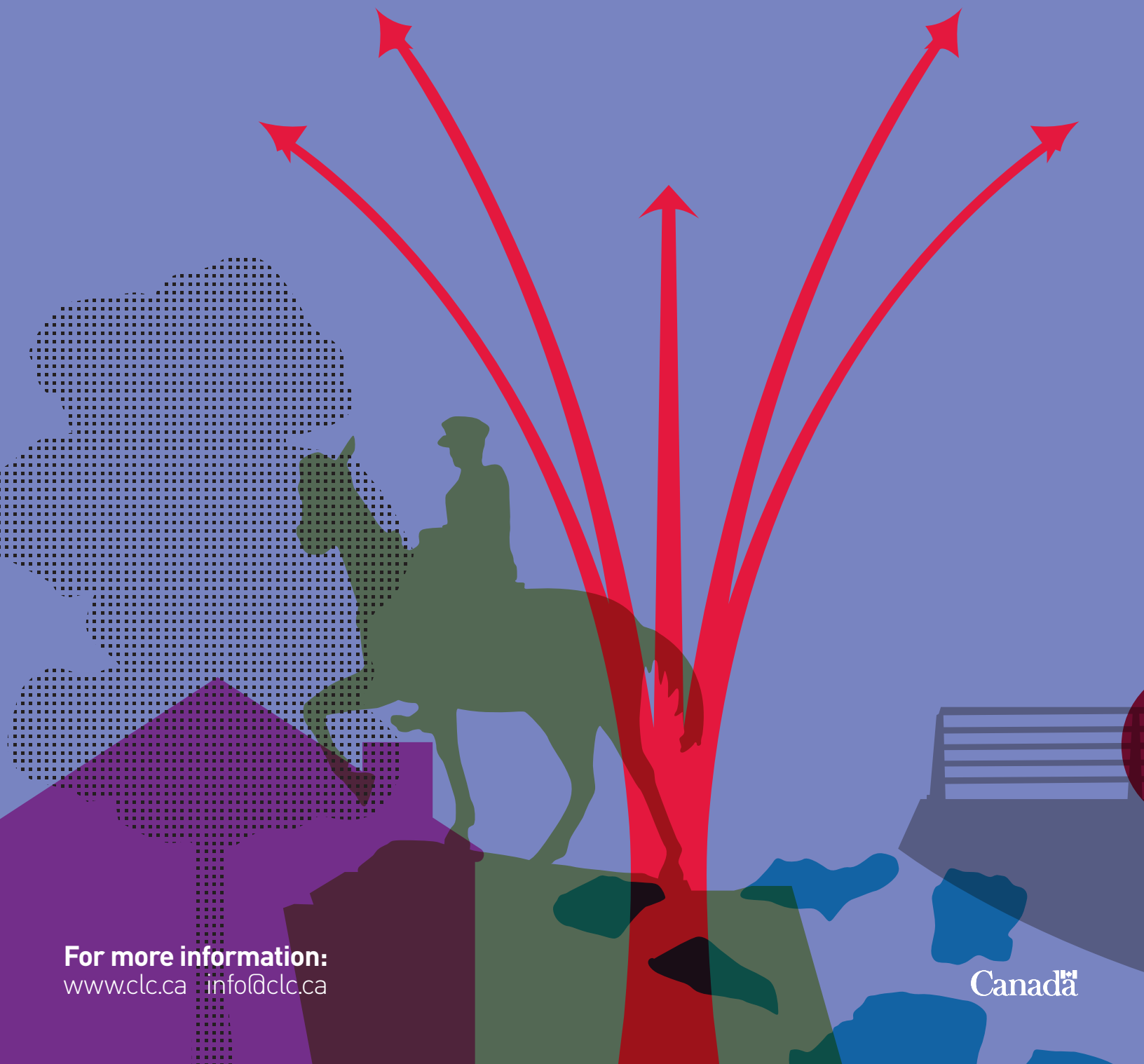
In recognizing the importance of giving back to the communities in which we live, work and play, the Company has put in place a company-wide employee volunteerism program. A growing corporate social responsibility initiative among many international organizations, employee volunteerism programs encourage employees to donate their time and skills to local organizations of their choice, often during company time. Such programs have been known to effectively improve employee morale and satisfaction, while also allowing employees to develop new skills.

Through initiatives such as these and many others, the Company continues to adhere to the highest standards of sustainability. We look forward to reporting progress on our corporate social responsibility and sustainability efforts in future reports.





Canada Lands Company
Société immobilière du Canada



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