

2019/20
CORPORATE SOCIAL
RESPONSIBILITY
REPORT

THINKING BIGGER



Canada Lands Company
Société immobilière du Canada



We develop communities with the future of Canadians in mind. Our neighbourhoods are designed for long-term viability, sustainability and enjoyment, while our attractions continually offer unforgettable experiences. We're not simply shaping a Canada for today; we're thinking bigger to shape Canada's tomorrow.

A young child with curly hair is swinging happily on a swing set at a park. The child is wearing a purple shirt, pink leggings, and brown shoes. The swing set is black with silver chains. The background shows a clear blue sky and green trees. The text "We are committed to making a difference." is overlaid in white on the image.

We are committed to making a difference.

A woman in athletic wear is jogging on a paved path in a modern residential development. The path is lined with greenery and a brick building with large windows is visible on the left. In the background, there are trees, a parking lot with cars, and utility poles with banners. The overall scene is bright and sunny.

We elevate how Canadians live, work and play.

WE ARE CANADA LANDS COMPANY

- Real Estate Properties*
- ◆ Attractions*

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 East, Mississauga
- 6 Downsview Park, Toronto
- 7 Downsview Lands, Toronto
- 8 CN Tower, Toronto
- 9 Booth Street Complex, Ottawa
- 10 299 [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

* locations on map are approximations and not exact



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

CLCL has the following three wholly owned subsidiaries, which, along with CLCL, are collectively referred to as the "Company":

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





12

WHAT WE DO AND WHY

13

HOW WE DO IT

14

MISSION, VISION AND
GUIDING PRINCIPLES

16

ABOUT THIS REPORT

18

OUR IMPACT

20

LETTER TO THE MINISTER OF PUBLIC
SERVICES AND PROCUREMENT

21

MESSAGE FROM
THE PRESIDENT AND CEO

22

2019/20 BALANCED
SCORECARD RESULTS

24

REAL ESTATE
AND CORPORATE

30

ATTRACTIONS

36

ENRICHING COMMUNITIES
FOR ALL CANADIANS

42

LOOKING AHEAD

44

2020/21 BALANCED
SCORECARD TARGETS

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. Throughout its operations, the Company aims to deliver the best value and financial return to Canadians.

Since its reactivation in 1995, the Company has contributed more than \$1 billion 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. The Company adheres to the highest standards of ethical behaviour in what it does and how it does it, while striving to enhance environmental, social and economic value for Canadians.



Village at Griesbach
Edmonton, Alberta

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 lines to produce the optimal return on its work to the benefit of all Canadians and its shareholder, the Government of Canada.

REAL ESTATE

Following the purchase of land at fair market value from the Government of Canada, Canada Lands applies its expertise to enhance the value of the properties that it develops. At the outset of the development process, CLC fully engages the community and civic officials to collaborate in preparing a consensus-based plan for the property, with connection to the surrounding area. CLC then makes applications for planning approvals from the municipality. Typically, CLC installs roads, parks and services, and the land is sold according to the approved plan.



ATTRACTIONS

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



MISSION

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

VISION

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

GUIDING PRINCIPLES

INNOVATION / VALUE / LEGACY / CORPORATE SOCIAL RESPONSIBILITY



CN Tower
Toronto, Ontario

ABOUT THIS REPORT

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

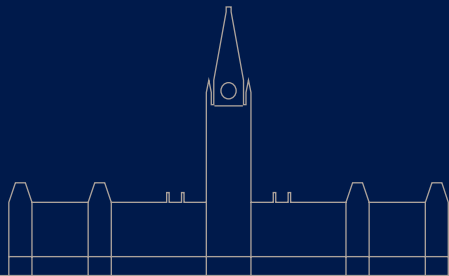
The Company, through its two business lines, strives to create a legacy for the communities in which it operates, while remaining a go-to developer of inclusive communities and a curator of memorable experiences. The Company's corporate social responsibility report highlights its contributions to the federal government and Canadians alike, beyond financial returns.

This report is based on the Company's balanced scorecard program and is intended to be a living and breathing process of reporting. The real estate metrics include community amenities, public green space, environmental management, non-profit partnerships, affordable housing, public satisfaction and workplace safety. Attractions metrics are focused on environmental initiatives and their impact, evaluating the Company's response times to guest complaints, and assessing the sites' total economic impact.

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

Pleasantville
St. John's,
Newfoundland
and Labrador

OUR IMPACT SINCE INCEPTION



\$1B

Returned to the shareholder, the Government of Canada



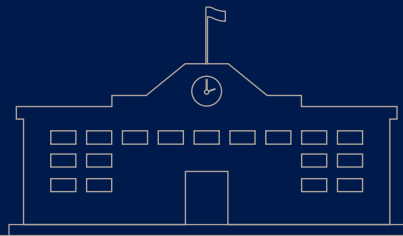
20

Number of playgrounds built*



MORE THAN
1,900

Affordable housing units provided



12

School sites on Canada Lands' properties

OUR IMPACT 2019/20



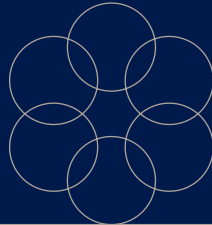
\$111.5M

Economic impact†



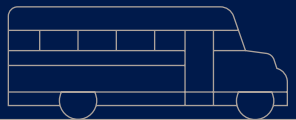
\$22M

Funding for Old Port of Montréal, Downsview Park and CN Tower



6

Active collaborations with First Nations



3,700

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



3.6M

Paid visitors to the CN Tower and Montréal Science Centre

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

† Investment in expenditures in inventory x economic multiplier supplied by a third party.

LETTER TO THE MINISTER OF PUBLIC SERVICES AND PROCUREMENT

Allow me to say, on behalf of the Board of Directors of Canada Lands Company Limited, that it has been a sincere pleasure to work with you during this first year of your appointment and that we look forward to continuing in this service in the year ahead.

I am honoured to present the Company's 2019/20 corporate social responsibility report. This document is a proactive approach that we've undertaken to report on the Company's non-financial results. Built on our pillars and core values, it serves as a testament to our work to enrich Canadian communities and experiences.

I would like to acknowledge that this report, now in its second year, was inaugurated under the leadership of the Company's current President and CEO, John McBain. This fiscal year marks the end of Mr. McBain's tenure. On behalf of the Board and senior management, I would like to thank him for his service and invaluable contribution to the Company.

In recent years, corporate social responsibility has become a matter of increasing national importance. More than ever, organizations are regarded favourably when their actions align with the values of Canadians. As a self-financing federal Crown corporation, the responsibility to serve Canadians in this manner is at the core of what we do. It's what we embrace.

In our Real Estate division, for example, the impact of our work on local communities is always top of mind. It is for this very reason that we apply an engagement-based strategy to our redevelopment projects. This engagement doesn't simply end once shovels are in the ground. As seen this year at our active developments in Calgary, Edmonton and Ottawa, where we hosted several community events, Canada Lands is invested from beginning to end. In turn, we have been honoured to see these investments recognized by our industry peers. For example, our Village at Griesbach community in Edmonton was recently named "Alberta's Best Community" by the Building Industry Land Development Association Alberta (BILD Alberta).

Equally, we remain steadfast in our pledge to operate sustainably and reduce our environmental footprint. Across our business lines, we are proud of our sustainability efforts, which are continually validated through designations and recognitions. As a most recent example, this year, our CN Tower achieved gold-level certification from the Building Owners and Managers Association of Canada (BOMA Canada) in recognition of our adherence to the organization's prestigious standards.



We look forward to continuing our delivery of non-financial benefits to the federal government and Canadians. That said, like so many companies around the world, our business is not immune to the challenges and strains posed by the COVID-19 pandemic. While we recognize that our operations will be impacted by this public health crisis, we remain determined to serve our shareholder and Canadians while doing our part to protect the health and safety of Canadians.

Although this is only our second corporate social responsibility report, the following pages illustrate a historic commitment to producing non-financial benefits for Canadians. We are pleased to have delivered these results and sincerely hope they might bring a sense of pride to you and our shareholder, the Government of Canada.

Jocelyne Houle
Chair of the Board of Directors
September 1, 2020

MESSAGE FROM THE PRESIDENT AND CEO

At Canada Lands Company, we are guided by four core values: innovation, value, legacy and corporate social responsibility. As I reflect on these four principles, I am reminded that together they amount to a single purpose: to enrich and improve the communities we develop and the attractions we own and operate.

We believe in the importance of applying these values and purpose in support of the Government of Canada and Canadians. Over the years, we've seen first-hand how matters such as sustainability, diversity, community engagement, inclusiveness and service have become of increasing significance to Canadians, and we are proud to adapt our operations to serve these priorities.

We are continuing in our commitment to build inclusive communities that all Canadians can call "home." In 2019/20, we increased our total number of affordable housing units built across the country since inception to more than 1,900. Furthermore, as a partner in the Canada Mortgage and Housing Corporation's Federal Lands Initiative, we are making significant progress in our efforts to provide affordable housing options to Canadians. I encourage you to read more about this endeavour later in this report.

By investing in our attractions, we are supporting the important work they do to support Canadian values and to make education and fun accessible for all. At the Montréal Science Centre, we were exceptionally pleased this year to unveil *Explore*, a reimagined version of our former flagship exhibit, *Science 26*. The new exposition includes 50 interactive stations and teaches visitors

key principles of science and technology. Additionally, our travelling program, *Science Centre on the Road*, continued to bring the excitement and wonder of science to students who are unable to access the Centre due to distance or mobility issues. For its commitment to inclusivity and accessibility, the program was awarded the *Prix Télé-Québec – Coup de cœur du jury* by the *Société des musées du Québec*.

Our work to foster inclusion within our communities extends to our own workplace and people. In addition to ongoing training to identify and address unconscious biases, this year we formally established a company-wide diversity and inclusion committee. Led by the Company's corporate human resources team, the committee is taking tangible steps to ensure our internal culture is reflective of our country's great multicultural landscape.

As we look to the year ahead, and through a COVID-19 lens, we continue to assess how we can more effectively serve the interests of our shareholder and Canadians. In 2020/21, we will be introducing new metrics within our balanced scorecard program to reflect expanded environmental and sustainability initiatives, community partnerships and collaborations at our attraction sites.



This year's report offers the opportunity for a final comment before my retirement from Canada Lands this fall. It has been the privilege of my career to be President and CEO of this organization for the last six years. The Company's mandate is unique and inspiring; however, it is the people – and their dedication, teamwork and innovation – that make Canada Lands truly remarkable. I thank colleagues across the Company, the Board of Directors and our Ministers for their unwavering support and their confidence in my leadership. I know the Company has the knowledge, expertise and experience to ensure continued success and achieve even greater results in the years to come. I am truly excited about the opportunities that lie before the Company.

And to my successor, I say: this Company's best days are ahead. I know you'll enjoy every single one of them – with this great business and people, it would be impossible not to.




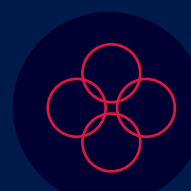
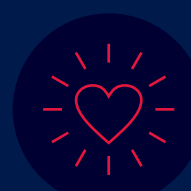
John McBain
President and CEO
September 1, 2020

2019/20 BALANCED SCORECARD RESULTS REAL ESTATE AND CORPORATE

 <p>FINANCIAL SUSTAINABILITY</p> <p>We optimize rather than maximize profit for the Government of Canada and Canadians</p>	<p>Financial returns available to the federal government</p> <p>\$222M Target was exceeded by 5%</p>	<p>Economic impact of activities</p> <p>\$404M Target was exceeded by 6%</p>
 <p>ENGAGEMENT</p> <p>We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work</p>	<p>Community associations CLCL is a member of/supports</p> <p>128 Target was exceeded by 12%</p>	<p>Participants identified as satisfied in completed survey for active project</p> <p>98% Target was achieved by 98%</p>
 <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>We apply effective and innovative environmental attributes to our operations</p>	<p>Active developments exceeding environmental management requirements</p> <p>100% Target was achieved</p>	<p>Active developments with three or more LEED-ND metrics/ third-party equivalency</p> <p>100% Target was achieved</p>
 <p>INCLUSIVE COMMUNITIES</p> <p>We contribute to inclusive and livable communities</p>	<p>Active developments to meet/exceed municipal requirement for community amenities</p> <p>100% Target was achieved</p>	<p>Active developments to meet/exceed municipal requirements and/or provide min. 10% affordable housing</p> <p>100% Target was achieved</p>
 <p>HEALTHY WORKPLACE</p> <p>We lead our business with integrity and provide a healthy workplace</p>	<p>Training modules provided (participants)</p> <p>56 (758 participants) Target was exceeded by 24%</p>	<p>Diversity and inclusion outreach engagements for recruitment programs¹</p> <p>3 Target was achieved</p>

¹ This target was published incorrectly in 2018/19. The target should have been three, not two.

2019/20 BALANCED SCORECARD RESULTS ATTRACTIONS

 <p>FINANCIAL SUSTAINABILITY</p> <p>We optimize rather than maximize profit for the Government of Canada and Canadians</p>	<p>Paid guests on-site: CN Tower and Old Port of Montréal</p> <p>3.6M Target was exceeded by 13%</p>	<p>Annual maintenance and development investments²</p> <p>\$22M Target was achieved by 76%</p>	<p>Economic impact: CN Tower</p> <p>\$111.5M Target was achieved by 98%</p>
 <p>ENGAGEMENT</p> <p>We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work</p>	<p>Average resolution time of complaints: CN Tower</p> <p>< 24 hours response time 3,333 complaints Target was achieved</p>	<p>Average resolution time of complaints: Old Port of Montréal</p> <p>5 days response time 110 complaints Target was not achieved</p>	<p>Community and non-profit partnerships</p> <p>258 Target was exceeded by 15%</p>
 <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>We apply effective and innovative environmental attributes to our operations</p>	<p>Reduction in greenhouse gas emissions and other environmental initiatives: CN Tower</p> <p>5.1%³ Target was exceeded by 122%</p>		
 <p>INCLUSIVE COMMUNITIES</p> <p>We contribute to inclusive and livable communities</p>	<p>Visitors: Old Port of Montréal⁴</p> <p>6.6M Target was exceeded by 2%</p>	<p>Community programs delivered: Downsview Park</p> <p>177 Target was exceeded by 25%</p>	<p>School groups attending education programs</p> <p>3,983 Target was exceeded by 21%</p>
 <p>HEALTHY WORKPLACE</p> <p>We lead our business with integrity and provide a healthy workplace</p>	<p>Training modules provided (participants)</p> <p>69 (2,395 participants) Target was exceeded by 14%</p>	<p>Diversity and inclusion: outreach engagements for recruitment programs</p> <p>19 Target was exceeded by 145%</p>	

² This target was published incorrectly in 2018/19. The target should have been \$29.1M, not \$18M.

³ Reporting period is January to December 2019.

⁴ This metric was published incorrectly in 2018/19. The target should have been 6.5M, not 7.1M.

REAL ESTATE AND CORPORATE



Currie
Calgary, Alberta



REAL ESTATE AND CORPORATE

FINANCIAL SUSTAINABILITY

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



Since its most recent reactivation in 1995, Canada Lands has contributed more than \$1 billion to the Government of Canada through dividends, promissory notes and income tax payments. In 2019/20, the Company made a payment of more than \$78 million to the Government of Canada as a result of profit from the sales of three properties in Toronto and Ottawa. The sites' sales were made possible by innovative collaborations between the Company and each of the properties' former custodians. Together, all parties involved were able to align their interests to maximize – and optimize – the properties' respective values.

\$222M

Financial returns available to the federal government
Target: \$212M



REAL ESTATE AND CORPORATE

ENGAGEMENT

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

STRENGTHENING OUR PARTNERSHIP WITH THE ALGONQUINS OF ONTARIO

Canada Lands' Wateridge Village/Village des Riverains, a former Canadian Forces base in Ottawa, is quickly proving itself a landmark community in which past, present and future are celebrated. Located on the traditional territory of the Algonquins, the ongoing redevelopment features several heritage elements that commemorate the land's military and Indigenous history. The Company is looking to further these legacy initiatives through the creation of a formal commemoration strategy, designed in collaboration with the Algonquins of Ontario. The strategy, which will include a toolkit highlighting the profound history of the Canadian military and the Algonquin people, will serve as a guide for all stakeholders who are involved in future landscaping, building design and marketing efforts at Wateridge Village/Village des Riverains. The commemoration strategy is currently in its early stages.

128

Community associations CLCL is a member of/supports
Target: 114

ENGAGING OUR COMMUNITIES AT A GRASSROOTS LEVEL

Across the country, Canada Lands takes great pride in sharing the profound history of its properties with locals. In spring 2019, employees in Edmonton, Toronto and Vancouver helped lead Jane's Walks through the Village at Griesbach, Downsview Park and the Jericho Lands. These citizen-led walks, inspired by the life and work of renowned urbanist and activist Jane Jacobs, are meant to encourage people to share stories about their neighbourhoods, discover unseen aspects of their communities and use walking as a means of connection.

Wateridge Village /
Village des Riverains
Ottawa, Ontario

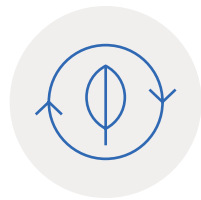


INTEGRATING INDIGENOUS CULTURE AND PERSPECTIVES

Through multiple collaborations and partnerships with Indigenous communities across Canada, the Company plays its part in supporting a positive future for First Nations. In Vancouver, as part of its ongoing joint venture partnership with the Musqueam, Squamish and Tsleil-Waututh (MST) Nations, Canada Lands is committed to integrating the Nations' knowledge and culture into the planning and design of the Heather Street Lands and the Jericho Lands projects.

To support this integration, in 2019, one member from each of the MST Nations was retained to serve as a cultural liaison to both real estate developments. As liaisons, the members are advising the CLC-MST project managers and design teams on various matters, including strategies to engage the MST communities and the incorporation of cultural expression and traditional teachings into content development. In particular, the liaisons are assisting with the creation of a cultural interpretive strategy, which will help build a public understanding of MST values and the unique stories associated with the Heather Street Lands and Jericho Lands sites.

The cultural liaisons' contributions are proving an invaluable asset to the projects and to growing Canada Lands' understanding and relationship with its MST partners. Moreover, this effort supports the Company's goal to build positive, respectful and mutually beneficial relationships with Indigenous Peoples across Canada. The liaisons' significant involvement in the redevelopment of the Heather Street Lands and Jericho Lands is groundbreaking in its demonstration of how First Nations' culture and values can be authentically integrated into modern urban design. This is a project the Company is particularly proud of, and looks forward to highlighting in future reports.



REAL ESTATE AND CORPORATE

ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations.

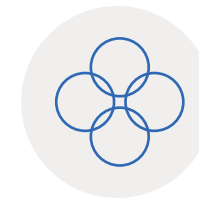


Village at Griesbach
Edmonton, Alberta

Both of Canada Lands' award-winning community developments in Alberta are champions of sustainability and environmentalism. In Calgary, Currie recently welcomed a solar-powered picnic table, which serves as a charging station, at its airport-themed playground. The eco-friendly and innovative table allows visitors to recharge their devices and enjoy the outdoors, all while reducing energy consumption. Meanwhile, in Edmonton, the Village at Griesbach community continues to gain recognition for its progressive building practices. In 2019, BILD Alberta named the development "Alberta's Best Community." The distinction was awarded in recognition of the visioning, planning, development, construction and marketing excellence that has gone into the community. With its integration of mature trees, water retention lakes, urban forests and vast green spaces, the Village at Griesbach proves that when beauty and sustainability come together, award-winning design can result.

100%

Active developments with three or more LEED-ND metrics/ third-party equivalency
Target: 100%



REAL ESTATE AND CORPORATE

INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities.



Currie
Calgary, Alberta

100%

Active developments to meet/ exceed municipal requirements and/or provide min. 10% affordable housing
Target: 100%

FURTHERING OUR CONTRIBUTION TO CANADA'S NATIONAL HOUSING STRATEGY

Since the start of its partnership in the Federal Lands Initiative, led by the Canada Mortgage and Housing Corporation (CMHC), Canada Lands has made significant contributions as part of its commitment to support the federal government's \$40 billion National Housing Strategy.

In November, the Company completed its sale of a three-acre parcel at Wateridge Village/Village des Riverains to the City of Ottawa. The parcel will make way for more than 270 new affordable housing units. Outside the nation's capital, Canada Lands has identified other opportunities for affordable housing units. In Newfoundland and Labrador, for example, the Company has brought forward two separate offerings at its Pleasantville site and is actively working to finalize these sales. The Company will be identifying additional opportunities across the country in the coming fiscal year.

EXPLORING THE POSSIBILITIES AT CURRIE

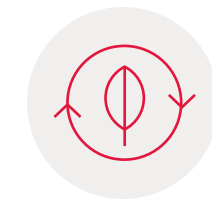
At Currie in Calgary, Canada Lands is continuing to build an incredible neighbourhood with endless possibilities. Following an extensive public engagement process with current residents and surrounding community members, construction of enhancements to Alexandria Park is now underway. Although the park already boasts above-average green space and an award-winning sustainable playground, once complete, the re-envisioned 13.5-acre (5.5-hectare) park will include an off-leash dog park, amphitheatre, skating rink, splash park, wooded trails and a breathtaking viewpoint overlooking Calgary's downtown to the northeast and the Rocky Mountains to the west. Fully constructed, the park will have something to offer for everyone. Through its ongoing commitment to this type of quality development, Canada Lands is doing its part to enrich communities for the long-term enjoyment and benefit of all Canadians.

ATTRACTIONS



CN Tower
Toronto, Ontario

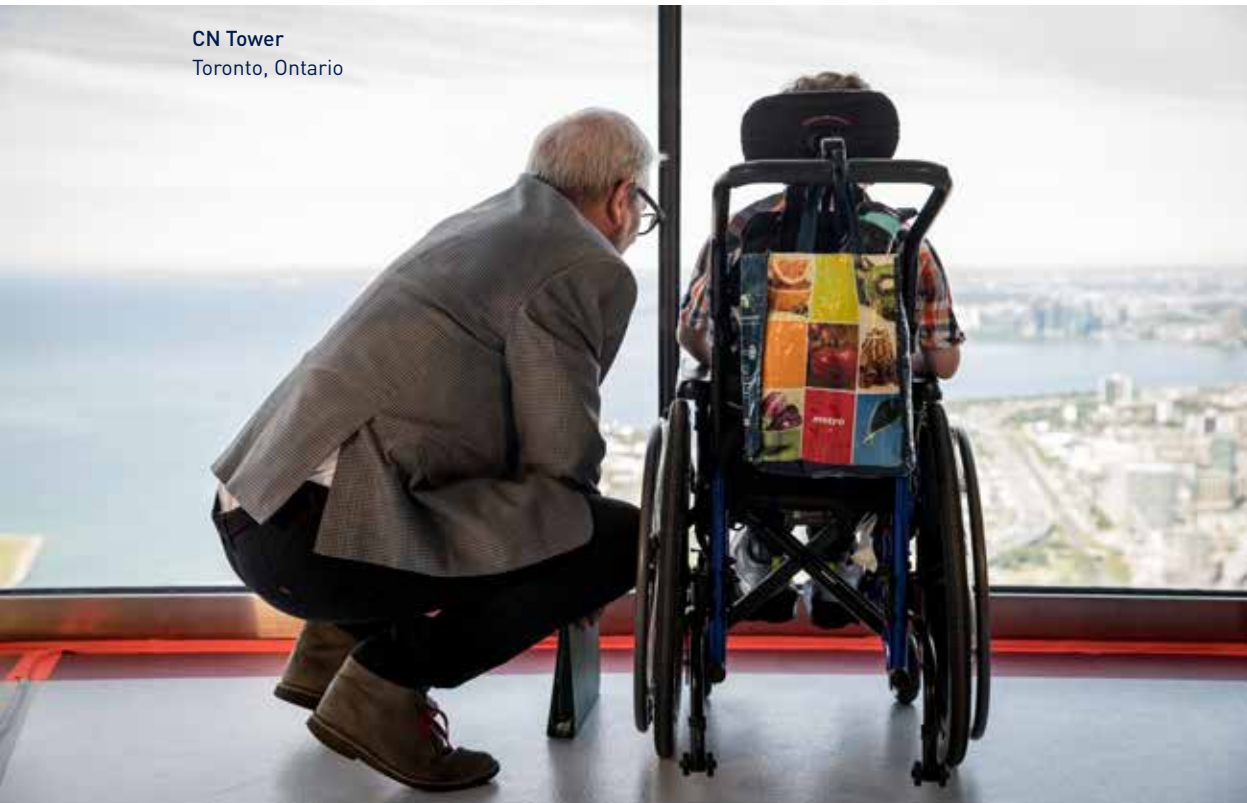
CN Tower
Toronto, Ontario



ATTRACTIONS

FINANCIAL SUSTAINABILITY

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



Canada's National Tower is much more than a nationally recognized landmark. With approximately 2 million visitors each year, it's a powerful economic engine within the Greater Toronto Area. Based on a 2017 study by CBRE Canada, guest spending at the CN Tower is estimated to contribute approximately \$1.4 billion annually to Toronto's tourism industry. Additionally, each year, the CN Tower contributes to the ancillary market through the procurement of locally sourced food and beverages.

\$111.5M

Economic impact
Target: \$114M



ATTRactions

ENGAGEMENT

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

WORLD-CLASS SCIENCE: A COLLECTIVE EFFORT

The Montréal Science Centre's diverse offering of innovative exhibits wouldn't be possible without the collaboration and support of science institutions around the world. Many of its featured expositions are obtained from other science centres; similarly, several of its own exhibits are created with the explicit intent to "travel" nationally and abroad.

This year, the Centre unveiled *Journey to Space*, an out-of-this-world experience designed for everyone – even the youngest of space enthusiasts. The exhibit was created originally by the Science Museum of Minnesota and the California Science Center, with the support of NASA, but has been modified slightly to highlight Canada's contribution to space exploration.

As a result of the rental agreement between the three centres, since its launch in February, many visitors have had the opportunity to experience *Journey to Space* at the Montréal Science Centre. Thanks to collaborations such as these, the Science Centre is taking measurable steps towards its goal to provide accessible science education for all.



Montréal Science Centre
Montréal, Québec

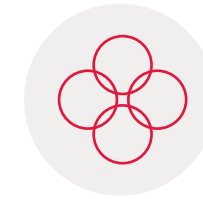
SPOTLIGHT TORONTO SHINES ITS LIGHT ON THE CN TOWER

Further to their benefit as economic engines in their communities, the Company's attractions are prominent in their communities. Each year, Canada Lands' sites attract nearly 4 million people through their robust programming, which spans education, entertainment, culture and recreation. This offering wouldn't be possible, however, without the support and contributions of the sites' many partners, collaborators, stakeholders and tenants.

The CN Tower's premium partnership with Tourism Toronto is one such example. While the long-term collaboration has yielded many memorable tourism opportunities, in 2019/20 the Tower featured prominently in "Spotlight Toronto," a unique campaign meant to promote the city as a top winter destination. The campaign highlighted many of Toronto's most recognizable attractions and, as part of its involvement, the CN Tower offered specially discounted rates, affording more tourists the opportunity to experience Canada's most iconic landmark.

258

Community and non-profit partnerships
Target: 224



ATTRactions

INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities.



Science Centre on the Road,
Montréal Science Centre
Montréal, Québec

SCIENCE CENTRE ON THE ROAD

The Company's investments in its attractions support the sites' efforts to entertain, engage and educate visitors from around the world. In Montréal, its financial contribution (alongside that of the Science Centre Foundation) helps make possible the Science Centre's travelling program *Science Centre on the Road*. This program, awarded the *Prix Télé-Québec – Coup de cœur du jury* by the *Société des musées du Québec* for its commitment to inclusion, brings the wonder of science to students who are unable to access the Centre due to distance or mobility challenges. To date, the program has reached more than 4,000 students throughout Québec and has even travelled as far as Kuujuaq in the province's Nunavik region.

ALL HANDS ON DECK FOR ENVIRONMENTAL STEWARDSHIP

In 2019/20, Downsview Park expanded its programming, meant to encourage a sense of environmental stewardship within the next generation, to include a first-ever volunteer initiative. Encouraged by requests from the community to get involved, the program began with a simple criterion in mind: a love of nature and a desire to get involved. The volunteer initiative attracted locals of all ages, backgrounds and abilities and was a great success. As a result, the Park has now implemented the initiative permanently. This volunteer program is just another example of how Downsview Park is remaining truly reflective and inclusive of its surrounding community.

177

Community programs delivered
Target: 142



ATTRACTIONS

ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations.

GROWING TORONTO'S URBAN AGRICULTURAL INDUSTRY

Alongside its tenants, the Company continues to cultivate land at Downsview Park to sustain its soon-to-be-relocated 10-acre (4-hectare) urban agricultural farm. The farm will offer amenities, market space and programming that will significantly benefit the Toronto community, including the addition of local garden plots. Currently, the Company is undertaking soil improvements while finalizing the design of the farm and pavilions in order to advance construction. The Company is eager to see cultivation begin at the permanent farm and to work with its partner, Fresh City Farms, to deliver community education and programs while harvesting local produce.



Downsview Park
Toronto, Ontario

ACHIEVING GOLD STANDARDS IN ENVIRONMENTALISM

With sustainability as a top priority, the CN Tower team continuously seeks ways to reduce waste and operate with optimal efficiency and according to nationally recognized standards. After more than 10 years of meeting BOMA BEST®* silver standards, in 2019 the CN Tower attained gold-level certification, reflecting improved environmental performance and management practices at the attraction.

*Building Owners and Managers Association of Canada (BOMA Canada)



REAL ESTATE AND CORPORATE, AND ATTRACTIONS

HEALTHY WORKPLACE

We lead our business with integrity and provide a healthy workplace.

After implementing more than a dozen health and wellness initiatives organized by its wellness committee, and deploying nearly 130 employee training modules, in 2019/20 the Company continued in its goal to be an employer of choice. Further to establishing its first-ever diversity and inclusion committee, the Company also launched its Rainbow Connection program. Available to all employees, the program serves as an employee resource group for members of the LGBTQ2S+ community and its allies. The Company also deployed a national accessibility committee focused on developing and executing strategies to address and remove barriers to ensure universal access for all.

69

Training modules provided
Target: 60

ENRICHING COMMUNITIES FOR ALL CANADIANS



CN Tower
Toronto, Ontario



LIGHTING CANADA'S NATIONAL TOWER FOR HOPE, AWARENESS AND SOLIDARITY

Further to adding another layer of beauty to the Toronto skyline, the CN Tower's architectural lighting system is also a valuable resource used to raise awareness of special events and causes.

When devastating bushfires raged in Australia, the CN Tower led fellow members of the World Federation of Great Towers and other landmarks in a united display of support for the Oceanic country. On the night of Australia Day, January 26, the global landmarks were lit with the country's colours of green and gold to raise awareness of the crisis. The global lighting display was accompanied by a call for donations to several not-for-profit organizations, including the Australian Red Cross.

This fiscal year, the CN Tower is using its lighting system as a powerful display of encouragement and gratitude to first responders and essential workers everywhere who are tirelessly working to keep their communities safe during the COVID-19 pandemic. The Company will be sharing more on this initiative in its 2020/21 corporate social responsibility report.

GIVING BACK TO OUR COMMUNITIES

Employees are at the heart of the Company’s corporate social responsibility strategy. Coast to coast and day after day, employees are leading in their communities and giving back to those who need it most. During the holiday season, staff in Edmonton used their Day of Caring (a Company policy that gives employees one day of paid leave to volunteer with a charitable organization of their choice) to volunteer at their local food bank. Together, the group packaged nearly 400 hampers that were donated to the community just in time for Christmas Day.

Similarly, last fall, employees at the Old Port of Montréal came together to participate in *The Leucan Journey, powered by Voiles en Voiles*. The highly competitive long-distance obstacle course doubles as a fundraiser for children and families affected by cancer. The Old Port of Montréal team successfully completed the physical challenge and, more importantly, exceeded its fundraising goal, contributing to the nearly \$100,000 raised by the event.

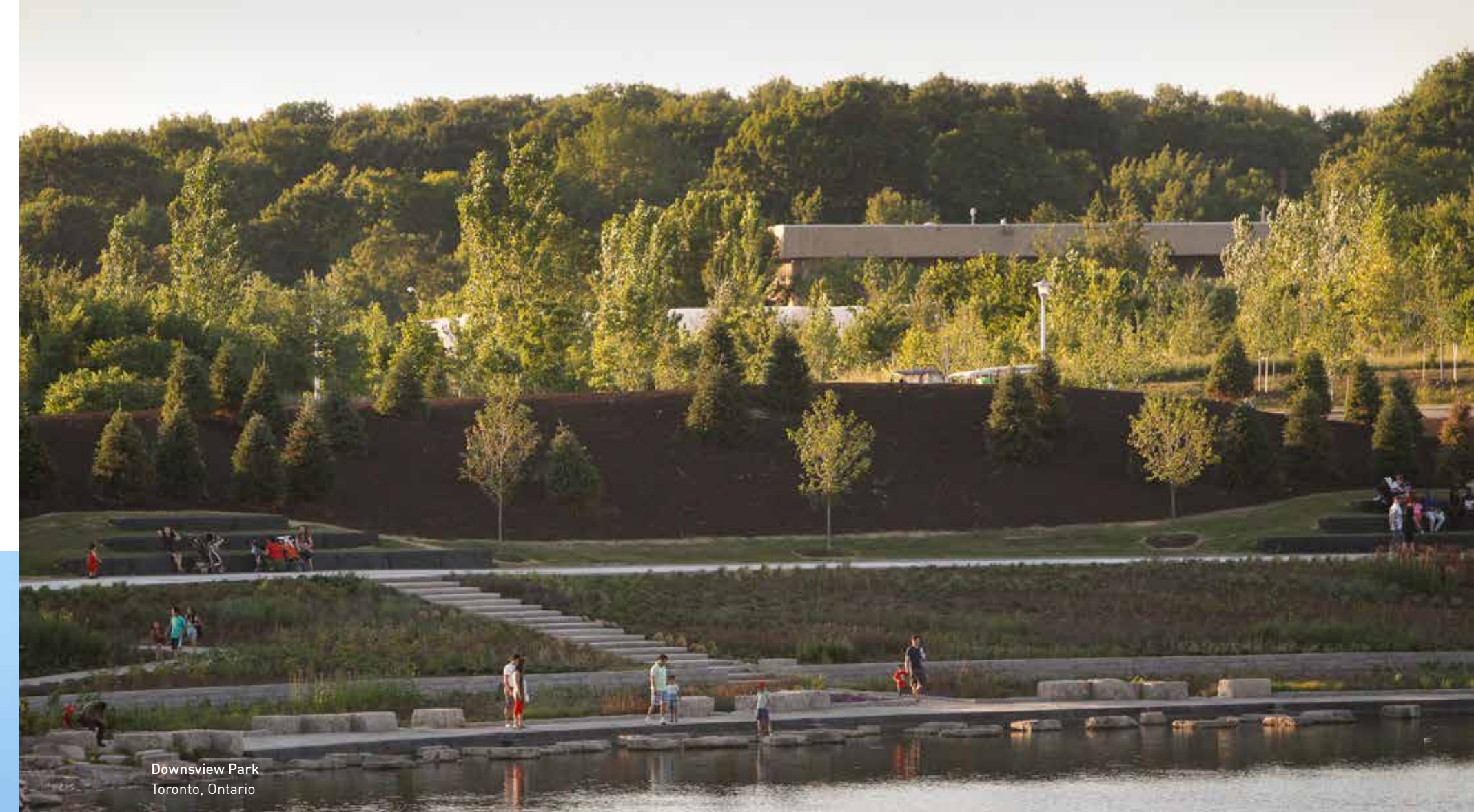


LENDING PEDAL POWER TO UNITED WAY CENTRAIDE

Each year, the Company joins hundreds of Canadian organizations to support the United Way Centraide Canada campaign. While funds are generally raised through pledge forms, cash donations and grassroots initiatives such as bake sales and draws, this year, the CN Tower took its fundraising efforts to new heights with its inaugural #spininthesky event. The initiative invited Company employees and CN Tower guests to

ride stationary bikes at the attraction for 24 hours, lending their pedal power to ignite a light show of spinning colours on the Tower’s radome. As a result of the daylong initiative, along with additional funds raised through Canada Lands’ fundraising activities, the Company was pleased to raise more than \$120,000 during the campaign.

CN Tower
Toronto, Ontario



Downsview Park
Toronto, Ontario

RECOGNIZING THE CONTRIBUTIONS OF OUR COMMUNITY MEMBERS

Canada Lands may be the master developer of its communities, but their long-term successes are a collective effort. Without local groups, city officials and volunteers, the communities built by the Company wouldn’t prosper and flourish to their full potential. The 2019/20 fiscal year saw renewed efforts to recognize these invaluable contributions. Downsview Park’s Park Champion Program is one such example. The initiative celebrates and recognizes community members who support the park and who dedicate their time and energy to improve it for everyone to enjoy.

MAINTAINING ENVIRONMENTAL HEALTH AT DOWNSVIEW PARK

The Company has taken a “best practices” approach to stormwater management within Downsview Park and the Stanley Greene neighbourhood. With a system that can handle a drainage area of more than 420 acres (170 hectares), Downsview’s stormwater management system filters and releases runoff water into the regional system. The system provides an enhanced level of treatment, meaning 80 per cent of total suspended solids will be removed from the runoff. This environmentally sustainable feature has been designed to serve the Park well over the long term.

BUILDING INCLUSIVE NEIGHBOURHOODS FROM THE GROUND UP

Canada Lands is committed to building communities for this generation and the next. As such, the Company recognizes the importance of expanding its consultation process to reach a wider and more diverse demographic – including children.

Shortly before the holiday season, Canada Lands organized a festive open house in Ottawa to gather input for the development of the future Veterans' Park in Wateridge Village/Village des Riverains. To encourage attendance among young families, the event included a colouring and cookie-decorating station for children.

While the craft stations certainly kept the youngest of attendees entertained, many parents encouraged their older children to share their thoughts about the proposed park plans with Canada Lands' project team. The difference in perspective was invaluable and a welcome reminder of the importance of facilitating public consultation and engagement processes that allow for all stakeholders – no matter the age – to be heard.

Wateridge Village /
Village des Riverains
Ottawa, Ontario



Montréal Science Centre
Montréal, Québec

LOOKING AHEAD

The Company looks forward to resuming full operations and providing updates to the public on its 2020/21 balanced scorecard in the year ahead.

Like so many companies and organizations around the world, the Company's operations have been impacted by the unprecedented COVID-19 pandemic. In March 2020, the Company announced the temporary suspension of operations, in whole or in part, at the CN Tower, Downsview Park, Montréal Science Centre and Old Port of Montréal. Canada Lands Company will continue to adjust its operations in accordance with local public health guidelines. The Company looks forward to resuming full activities at its attractions when it is safe to do so.

As a result of these operational changes and the unpredictable nature of this time, the Company has chosen not to disclose targets for its 2020/21 balanced scorecard program at this time. Targets will be published at a later date, once the recovery time and measures are more specifically known.

The COVID-19 pandemic aside, in the year ahead, there is still much to be expected from the Company's corporate social responsibility efforts. First, Canada Lands expects to make further progress in its work as a Federal Lands Initiative partner, with completed land sales at its Pleasantville property in Newfoundland and Labrador, as well as new offerings at other properties. Second, the Company, in partnership with the Algonquins of Ontario, will be concluding its public engagement process for the redevelopment of 299 (291) Carling Avenue

in Ottawa. Together, the joint venture partners have proposed a development that celebrates Algonquin traditions of connection to community and place, incorporates design elements that reflect connections to Mother Earth, allows for affordable housing and family units, and includes pathways and green spaces. Canada Lands looks forward to the remainder of the engagement process and the future of this property.

Additionally, the Old Port of Montréal is exploring new ways to expand its existing recycling program for electronic devices. Currently, the site donates its outdated but functional devices to local organizations such as *Ordinateurs pour les écoles du Québec (OPEQ)* and MultiRecycle, but in the year ahead, the Old Port hopes to adopt certified recycling methods.

Within the Company's corporate division, the diversity and inclusion committee anticipates an exciting year ahead, with plans for several new employee-led initiatives, including quarterly potlucks to showcase cultural cuisine, and the creation of a formal community involvement program. In addition to these activities, the human resources department will continue to roll out unconscious bias training modules and work with the accessibility community to build awareness and reduce barriers.

These are undoubtedly difficult times, but the Company's commitment to serving Canadians and the Government of Canada is unwavering.



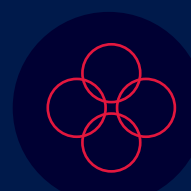
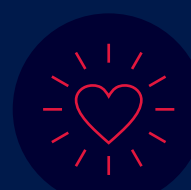


2020/21 BALANCED SCORECARD TARGETS* REAL ESTATE AND CORPORATE

 <p>FINANCIAL SUSTAINABILITY</p> <p>We optimize rather than maximize profit for the Government of Canada and Canadians</p>	<p>Financial returns available to the federal government</p> <p>\$182M</p>	<p>Economic impact of activities</p> <p>\$330M</p>
 <p>ENGAGEMENT</p> <p>We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work</p>	<p>Community associations CLCL is a member of/supports</p> <p>126</p>	<p>Participants identified as satisfied in completed survey for active project</p> <p>100%</p>
 <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>We apply effective and innovative environmental attributes to our operations</p>	<p>Active developments exceeding environmental management requirements</p> <p>100%</p>	<p>Active developments with three or more LEED-ND metrics/ third-party equivalency</p> <p>100%</p>
 <p>INCLUSIVE COMMUNITIES</p> <p>We contribute to inclusive and livable communities</p>	<p>Active developments to meet/exceed municipal requirement for community amenities</p> <p>100%</p>	<p>Active developments to meet/exceed municipal requirements and/or provide min. 10% affordable housing</p> <p>100%</p>
 <p>HEALTHY WORKPLACE</p> <p>We lead our business with integrity and provide a healthy workplace</p>	<p>Training modules provided (participants)</p> <p>55 (275 participants)</p>	<p>Diversity and inclusion outreach engagements for recruitment programs</p> <p>3</p>

*While Canada Lands Company believes these targets to be accurate at the time of publication, they may be materially impacted by the ongoing COVID-19 pandemic.

2020/21 BALANCED SCORECARD TARGETS* ATTRACTIONS

 <p>FINANCIAL SUSTAINABILITY</p> <p>We optimize rather than maximize profit for the Government of Canada and Canadians</p>	<p>Paid guests on-site</p> <p>123,244</p>	<p>Annual maintenance and development investments</p> <p>\$24.2M</p>
 <p>ENGAGEMENT</p> <p>We engage with municipalities, communities, Indigenous Peoples, partners and stakeholders in completing our work</p>	<p>Percentage of total number of complaints based on annual attendance CN Tower, Old Port of Montréal</p> <p>Less than 1%</p>	<p>Number of non-profit partnerships</p> <p>210</p>
 <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>We apply effective and innovative environmental attributes to our operations</p>	<p>Total number of new environmental and sustainability initiatives</p> <p>11</p>	
 <p>INCLUSIVE COMMUNITIES</p> <p>We contribute to inclusive and livable communities</p>	<p>Visitors</p> <p>2.3M</p>	<p>Community programs delivered</p> <p>28</p>
 <p>HEALTHY WORKPLACE</p> <p>We lead our business with integrity and provide a healthy workplace</p>	<p>Training modules provided (participants)</p> <p>65 (1,260 participants)</p>	<p>Diversity and inclusion outreach engagements for recruitment programs</p> <p>3</p>



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