



5

WHAT WE DO AND WHY

6

HOW WE DO IT

7

MISSION, VISION AND
GUIDING PRINCIPLES

8

ABOUT THIS REPORT

9

OUR IMPACT

10

LETTER FROM THE
PRESIDENT AND CEO AND
THE CHAIR OF THE BOARD

12

2021/22 BALANCED
SCORECARD RESULTS

26

LOOKING AHEAD

28

2022/23 BALANCED
SCORECARD TARGETS

WE ARE CANADA LANDS COMPANY

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

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

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

● Real estate property or site*

◆ Attraction*

BRITISH COLUMBIA

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

ALBERTA

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

MANITOBA

- 5 Naawi-Oodena, Winnipeg

ONTARIO

- 6 1 Port Street East, Mississauga
- 7 Downsview Park, Toronto
- 8 Downsview Lands, Toronto
- 9 65 Navy Wharf Court, Toronto
- 10 CN Tower, Toronto
- 11 Booth Street Complex, Ottawa
- 12 299 Carling Avenue, Ottawa
- 13 Wateridge Village /
Village des Riverains, Ottawa
- 14 1495 Heron Road, Ottawa

QUÉBEC

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

NOVA SCOTIA

- 20 Shannon Park, Dartmouth

NEWFOUNDLAND AND LABRADOR

- 21 Pleasantville, St. John's

* Locations on map are approximations and not exact



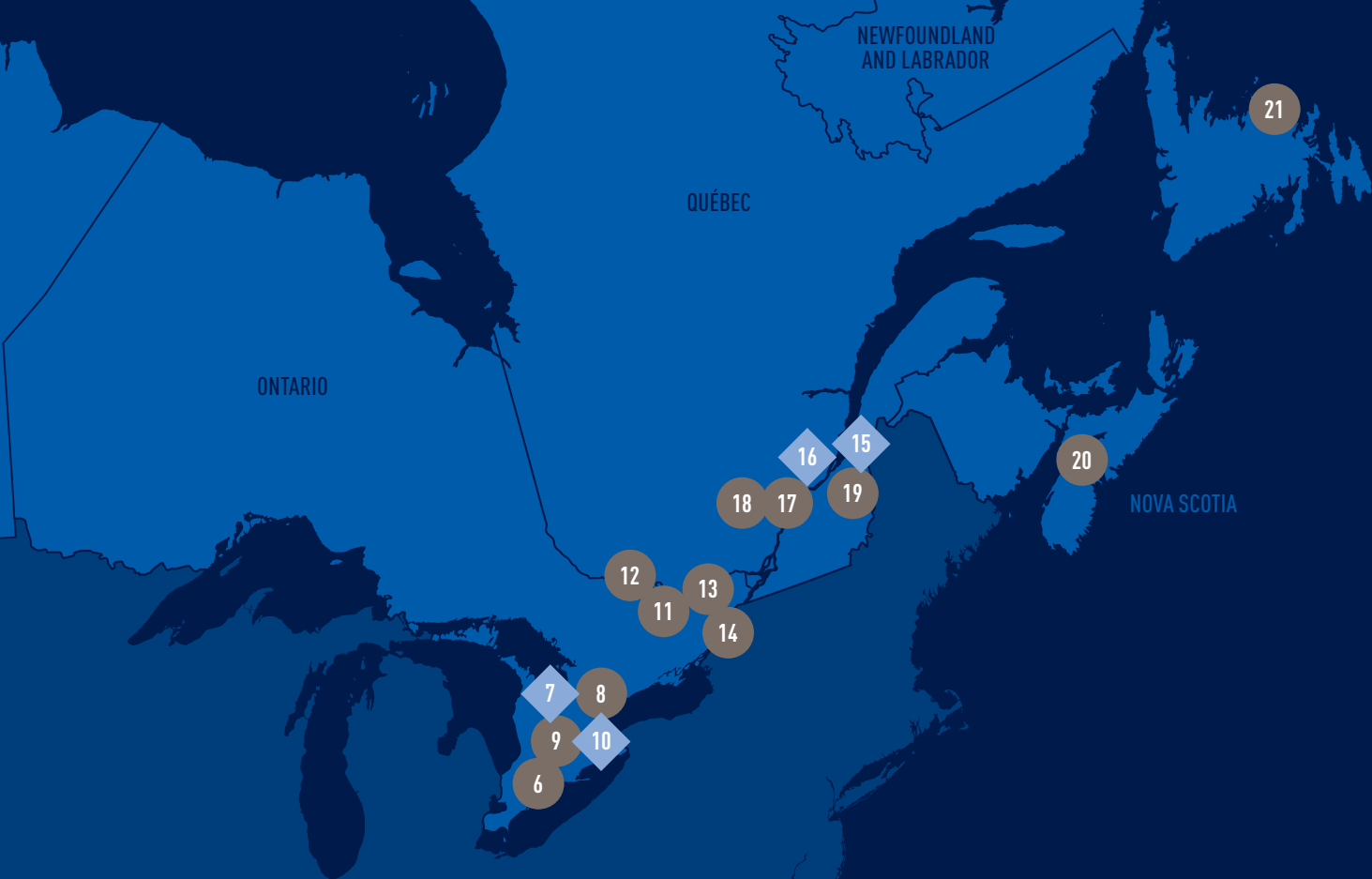
WHAT WE DO AND WHY

CLCL has the expertise, vision and passion to enhance how Canadians live, work, learn and play.

Leveraging its subsidiaries, the Company transforms former Government of Canada properties and reintegrates them into local communities while ensuring their sustainability and commercial viability. CLCL also holds, invests in and manages renowned Canadian attractions.

Throughout its operations, the Company strives to deliver the best value and financial return to Canadians. Since its reactivation in 1995, CLCL has contributed more than \$1 billion to the Government of Canada in the form of dividends declared, the payment of surplus lands purchased from the federal government and income taxes paid.

The Company's activities ensure that surplus government properties that are acquired are redeveloped or managed to their optimal value, both financial and non-financial.



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 + DEVELOPMENT

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



ATTRACTIONS

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



MISSION

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

VISION

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

GUIDING PRINCIPLES

INNOVATION

VALUE

LEGACY

CORPORATE SOCIAL RESPONSIBILITY

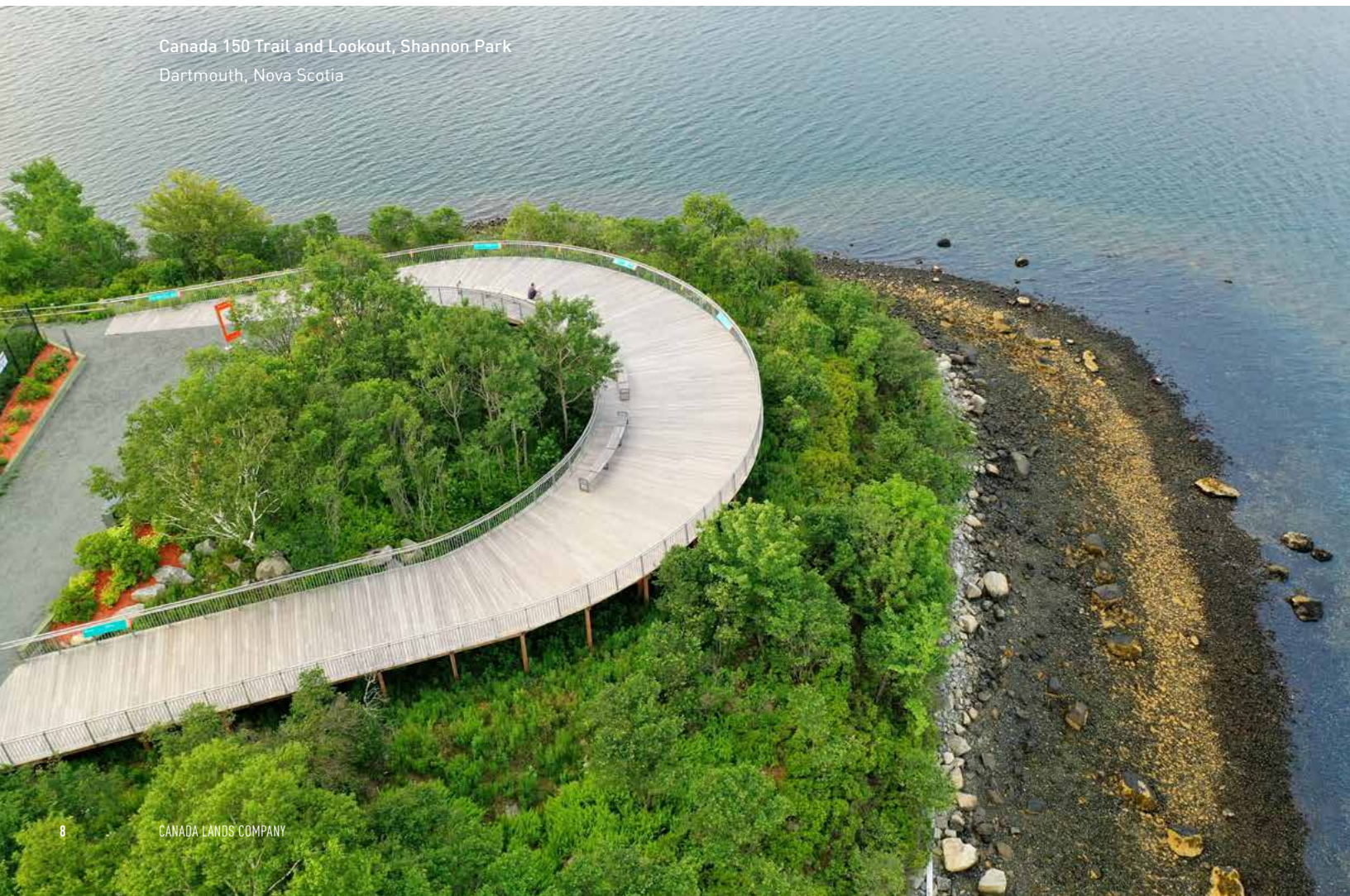
ABOUT THIS REPORT

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

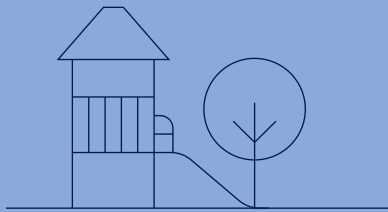
This corporate social responsibility report highlights these efforts and summarizes many of the Company's non-financial returns to the federal government and Canadians.

The report includes balanced scorecard reporting. While real estate development metrics include a provision of community amenities, public green space, environmental management and stakeholder engagement, among others, the attractions' metrics focus on environmental initiatives, an evaluation of the Company's response times to guest complaints, and an assessment of the tourist sites' collective economic impact.

Canada 150 Trail and Lookout, Shannon Park
Dartmouth, Nova Scotia

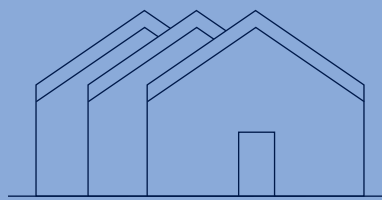


OUR IMPACT SINCE INCEPTION



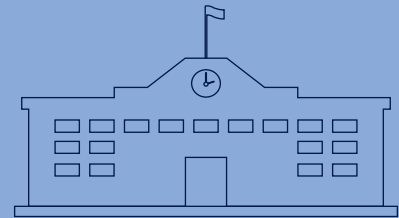
21

Number of
playgrounds built*



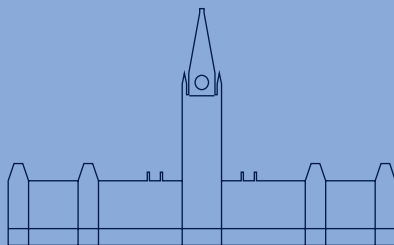
MORE THAN
2,000

Affordable housing
units provided



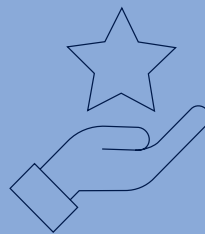
18

School sites provided for
Canada Lands' properties



\$1B

Returned to the shareholder,
the Government of Canada



\$13M

Invested in legacy and
commemoration initiatives

*Since inception, the Company has enabled the creation of approximately 21 playgrounds/play structures at Canada Lands' properties.



LETTER FROM THE PRESIDENT AND CEO

As we enter another year of the pandemic, for perhaps the first time, it is with more than merely cautious optimism. With vaccination rates high in Canada and steadily rising around the globe, easing international public health measures and decreasing hospitalizations, we are beginning to see the long-awaited signs of a downward trend. We know, however, that the pandemic's effects will be with us for some time, and we are committed to continue supporting Canadians and their communities.

This period in history has served as a reminder to many organizations, including our own, of the need to do more and to be better. In our continuing effort, this year we rolled out several workshops to employees focused on relationship-building with Indigenous Peoples, understanding and combatting anti-Black racism, fostering diversity and equity in real estate and development, and gender awareness and allyship.

While these initiatives proved valuable educational opportunities, we know that there is still work to do. We know that unconscious and implicit biases exist and that, despite our best efforts, they create barriers to inclusion. As detailed in this report, as an organization, we are committed to doing our part to create more diverse and equitable spaces in which our people can be their authentic selves.

Externally, we continue to deliver on our pledge to enrich the everyday lives of Canadians. At our Montréal Science Centre, we launched the first edition of Peaceful Mornings, a three-part event created exclusively for children with special needs and their families. Meanwhile, in Toronto, our program that manages licensing of the CN Tower brand and imagery continues to secure donations to United Way Centraide Canada.

In response to growing calls across Canada and around the world to take bold action against climate change, we are taking measurable action to reduce

AND THE CHAIR OF THE BOARD



our environmental footprint. This year, we have begun adopting many of the recommendations made by the Task Force on Climate-related Financial Disclosures, as required of all Crown corporations with more than \$1 billion in assets. Our initial actions include partnering with industry experts and focusing on disclosures in the areas of governance, strategy and risk management, in alignment with measurable targets. Climate-related financial disclosure is a rapidly growing area of reporting at Canada Lands Company, and we look forward to providing further updates on this developing initiative.

Similarly, enhanced accessibility is another evolving area of our business. In the year ahead, we will continue to review our digital accessibility practices while also evaluating our procurement and engagement operations through an accessible lens. Post-pandemic, we anticipate our public engagement processes will employ a hybrid model, with public meetings and workshops offered both in person and virtually. This model will enable us to

reach communities that traditionally face barriers to participation due to geographical location, language and varying socio-economic factors. We know that public engagement and discourse are only as strong as the diversity of voices that are heard. We are seeing the results of this inclusive method of engagement in our ongoing projects in Ottawa, Toronto and Vancouver.

We are proud of the contributions we have made in communities across Canada and the work that we continue to do in alignment with our guiding principles of innovation, value, legacy and corporate social responsibility. We invite you to read more about these initiatives in the pages that follow and encourage you to visit our digital newsroom to learn more about our work.

Sincerely,

Jocelyne Houle
Chair of the Board of Directors

Robert Howald
President and CEO

2021/22 BALANCED SCORECARD RESULTS

REAL ESTATE AND CORPORATE



FINANCIAL SUSTAINABILITY

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

Financial returns available to the federal government

\$159M

Economic impact of activities

\$305M



HEALTHY WORKPLACE

We lead our business with integrity and provide a healthy workplace

Company-initiated group training programs provided to employees

41

New diversity and inclusion initiatives launched

10



ENGAGEMENT

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

Community associations CLCL is a member of/supports

92

Participants identified as satisfied with engagement opportunities for active projects

100%



ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations

Active developments exceeding municipal environmental management requirements

100%

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

100%



INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities

Active developments to meet/exceed municipal requirements for community amenities

100%

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

100%

2021/22 BALANCED SCORECARD RESULTS

ATTRACTIONS



FINANCIAL SUSTAINABILITY

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

Paid guests on-site

623,466

Annual maintenance and development investments

\$40.9M



HEALTHY WORKPLACE

We lead our business with integrity and provide a healthy workplace

Company-initiated group training programs provided to employees

62

New diversity and inclusion initiatives launched

8



ENGAGEMENT

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

Complaints based on annual attendance: CN Tower

0.34%

Complaints based on annual attendance: Old Port of Montréal

0.02%

Non-profit partnerships

293

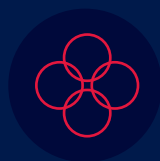


ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations

Total number of new environmental and sustainability initiatives

23



INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities

Visitors

4.5M

Community programs delivered

101

School groups attending education programs

22,252



GOING BEYOND A BARRIER-FREE ONTARIO

We support the Government of Ontario's efforts to eliminate barriers and make the province accessible to people with disabilities by 2025. In 2021/22, we brought all our Ontario-based websites to the standards set by the *Accessibility for Ontarians with Disabilities Act*, which is currently the most comprehensive accessibility legislation in the country. As an additional step, our Québec-based sites were also brought to this standard. In the year ahead, we will be rolling out national guidelines for public-facing digital communications that will align with Ontario's leading standards.

PEACEFUL MORNINGS: A NEW AND ACCESSIBLE PROGRAM AT THE MONTRÉAL SCIENCE CENTRE

At the Montréal Science Centre, we launched Peaceful Mornings. The three-part event was led by the Old Port of Montréal's accessibility committee and created exclusively for children with special needs. Peaceful Mornings ensures increased accessibility and inclusion for guests by offering visiting hours at reduced capacity and with reduced stimuli such as minimized lighting inside exhibitions along with free access to wheelchairs, noise-cancelling earmuffs, floor mats and a special visitors' guide adapted to those with special needs. The first two events were held in November and December 2021 (the third was postponed due to COVID-19 restrictions), and close to 270 guests were in attendance.







Downsview Park
Toronto, Ontario

CREATING EQUITABLE LEARNING OPPORTUNITIES

As the heart of its community, Downsview Park prides itself on offering equitable programming to the surrounding community. Further to providing low-cost field trips to schools, the park also offers subsidized educational and recreational programs that are aligned with the Ontario curriculum. Subsidies are offered each year to the top 150 elementary schools on the Toronto District School Board's Learning Opportunities Index, as well as to the top 30 high schools, with additional offerings

made on a case-by-case basis. In addition to traditional subsidies, Downsview Park offered free virtual field trips in the 2020–2021 school year to support classrooms who were remote learning, and unable to access field trip funds. The park subsidized 165 of its school programs, giving nearly 4,000 young people an opportunity to learn about nature, sustainability and the environment, all while experiencing the wonder and excitement of Downsview Park in person and virtually.

CANADA'S NATIONAL TOWER SETS THE BAR HIGH FOR ACCESSIBILITY

Since 2017, we have invested a total of \$42 million to enhance the CN Tower and improve accessibility for staff and guests alike. Over the years, our investments have enabled the installation of “window walls” (floor-to-ceiling glass panels that allow unobstructed views from the Main Observation Level), wheelchair access at EdgeWalk, universal washrooms and accessible table heights

at the tourist attraction’s VUE Bistros. As well, improvements have been made to signage, online communication, entrance ways and doors, handrails and elevators in an effort to eliminate barriers to access. In recognition of these enhancements, in March 2022, the CN Tower received gold-level certification, the highest level from the Rick Hansen Foundation Accessibility Certification™ program.

CN Tower
Toronto, Ontario



WORKING TOGETHER TO MAKE AFFORDABLE AND ACCESSIBLE HOUSING A REALITY

As a master planner and developer of award-winning neighbourhoods, we provide a range of housing types and price points for Canadians. In addition to providing market rental and ownership options, we also include affordable housing in many of our developments.

Over the years, we have supported government initiatives that address homelessness and affordability, most recently with its National Housing Strategy, particularly through our participation in the Federal Lands Initiative, led by the Canada Mortgage and Housing Corporation. The initiative identifies surplus government properties that can be developed or renovated into affordable and accessible housing. As an active partner, we contribute parcels of land from our various developments at a reduced value to create much-needed affordable housing. To

date, we have brought forward parcels of land from each of our properties to the Federal Lands Initiative, which will generate a minimum of 643 affordable units, with more in planning stages.

In 2021/22, we finalized the sale of lands at Currie in Calgary, Village at Griesbach in Edmonton and Pleasantville in St. John's. The lots, totalling 4.1 hectares (10.3 acres), are expected to facilitate the creation of at least 305 affordable housing units.

In addition to our involvement in the Federal Lands Initiative, we also consider other means to help realize affordability at our developments, which includes requiring our builder partners to incorporate affordable housing units in their development plans. For example, 10 percent of our recently sold property in Halifax, 1557 Hollis Street, will be affordable housing.

Village at Griesbach
Edmonton, Alberta





Montréal Science Centre

MINI MENU: AN EVENT TO ADDRESS FOOD INSECURITY

Food insecurity, which is defined by Statistics Canada as the inability to access a sufficient quantity or a variety of food because of financial constraints, is a reality for many people in Canada. For people of immigrant background, however, the likelihood of experiencing food insecurity is even greater. Recognizing these circumstances, in October 2021, we partnered with three local organizations at the Montréal Science Centre to host a family-friendly event centred around food justice. The three organizations – *Cuisine et vie collectives Saint-Roch*, *SINGA Québec* and the *Centre de ressources et d'action communautaire de La Petite-Patrie* – each work to improve universal access to food within the community. The event, titled Mini

Menu, was an exclusive opportunity for families of immigrant background to visit the Montréal Science Centre's newly opened Mini Mondo exhibition and to participate in two food-focused workshops. The activities included locally grown produce and take-home bags from *Petites-Mains*, a Montréal-based not-for-profit with a mission to help immigrant women integrate into society.

Mini Mondo, a permanent exhibition centred around an eco-responsibility theme, was conceptualized in 2021 through a Gender-based Analysis Plus lens. The exhibition and all related activities are developed with cultural sensitivity, awareness and overall inclusion as primary objectives.

SUPPORTING EMPLOYEES WHO ARE TRANSITIONING

This fiscal year, we were pleased to roll out several workshops and training initiatives focused on diversity, equity and inclusion to employees company-wide. In November 2021, in support of Trans Awareness Week, we welcomed speakers from *Le Groupe de Recherche et d'Intervention Sociale de Montréal* for two lunch-and-learn sessions that explored gender expression, identity and coming out in the workplace. A third lunch-and-learn was held with Michael Cherny, a human rights advocate and active member of the 2SLGBTQ+ community, who shared his personal journey about coming out in the workplace, and provided gender pronoun training to employees.

GENDER EXPRESSION AND IDENTITY: PROMOTING AWARENESS AND EDUCATION

Since its launch in 2020, our Rainbow Connection has helped lead important dialogue and learning about the 2SLGBTQ+ community and what it means to be an ally. This fiscal year, the employee resource group published an internal toolkit to support employees who are transitioning or who have family members who are going through the process. The kit includes information and resources, and outlines roles and responsibilities while also providing guidelines on how we can all create an inclusive, affirming and welcoming environment.





ADVANCING INDIGENOUS PEOPLES' PROSPERITY

As a federal Crown corporation, we are committed to working with Indigenous Peoples, learning about their interests and supporting their prosperity. In January, Company staff participated in *Working Effectively With Indigenous Peoples®*. The one-day course lends insight into the history of Indigenous Peoples in Canada and the Canada-Indigenous relationship, along with how corporations can work with Indigenous communities. A large percentage of staff participated in the session. Additionally, we plan to host the workshop on an annual basis.

ADDRESSING ANTI-BLACK RACISM AND CHALLENGING THE STATUS QUO

We acknowledged Black History Month this year with a series of workshops that highlighted Black history and explored anti-Black racism in Canada. Additionally, Real Estate staff participated in an intensive workshop that challenged them – and the Company, as a whole – to rethink what it means to be fair, diverse and inclusive in the context of real estate development. Led by Monumental, an organization that works to advance fair, just and culturally competent city-building and development, the session looked at equity and inclusion through a real estate lens. The workshop touched on several areas of equitable development, including co-design, community benefits, workplace development and social procurement, and rights relations. Led by Canada Lands' real estate group, the collaboration with Monumental underscores our commitment to implementing more inclusive practices in our development work.



Booth Street Complex
Ottawa, Ontario

Artist rendering for illustrative purposes only.

SUSTAINABLE WASTE MANAGEMENT INITIATIVES

In Ottawa, we continue to work on our Booth Street Complex project. In addition to being the largest heritage designation project in Canada Lands Company's history, the redevelopment is also an example of our efforts to incorporate sustainability into our development work. In 2021/22, we achieved a 94 percent diversion rate, reflecting a near-total waste diversion of construction waste from the site without the use of landfills or incineration. We have put similar waste management initiatives in place at other developments, such as our recently sold property at 1557 Hollis Street in Halifax.

REDUCING "PANDEMIC PLASTIC"

While personal protective equipment (PPE) has proven crucial to slowing the spread of COVID-19, gloves, face masks and other safety items are generating millions of tonnes of plastic waste. In Montréal, proper mask recycling has become a topic of increasing importance. In an effort to reduce its "pandemic plastic," we recently partnered with Go Zero Recycle at the Old Port of Montréal. Unlike most recycling programs which rely on incineration that releases harmful chemicals and pollutants into the environment, Go Zero recycles all parts of face masks and transforms them into new products. The partnership also supports the Old Port of Montréal's ongoing efforts to support sustainable development.



Old Port of Montréal



A BRAND MANAGEMENT PROGRAM THAT GIVES BACK

In Toronto, our CN Tower licensing program continues to secure donations to United Way Centraide Canada. Since the CN Tower belongs to all Canadians, the program's objective is to use proceeds from the program to support the United Way Centraide Canada in its work to build strong and healthy communities across the country. This fiscal year, the licensing program generated more than \$18,000 for the charitable organization.

360 RESTAURANT SUPPORTS FARMS FOR CHANGE

In September, employees from the CN Tower's 360 Restaurant took part in Farms for Change, a partnership between The New Farm, an organic farm in Creemore, Ontario, and Community Food Centres Canada. During this annual event, hundreds of people gather at the farm for a day of food, music and community fun. Proceeds from ticket sales help The New Farm to make local organic food available to people in low-income areas as well as support sustainable family farms. As volunteers for this year's event, the 360 team prepared 600 plates of food while members of the culinary team served the meals to guests.





A NATIONAL AWARD FOR THE HEATHER LANDS

Since 2014, in partnership with the Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation (MST), we have led a collaborative planning and design engagement process to redevelop the Heather Lands in Vancouver. With our MST partners, we are transforming the 8.5-hectare (21-acre) property into an inspiring, progressive and sustainable new neighbourhood that welcomes and connects all people and cultures, shares the traditions and values of the MST Nations, and delivers benefits to the Nations, the community and all Canadians. These goals, and the efforts behind them, have been recognized by our industry

peers. In July 2021, along with our architecture and urban design consulting team led by DIALOG, Canada Lands Company and the MST Nations were honoured with the Canadian Institute of Planners' Award for Planning Excellence in the Planning for Reconciliation category. The accolade celebrates the extensive engagement with MST cultural liaisons and Nations community members, which has resulted in recognition of the model that Heather Lands offers as an inspiring example of co-creation between Indigenous and non-Indigenous communities and developers.

AMPLIFYING INDIGENOUS PERSPECTIVES AND INTERESTS AT ID8 DOWNSVIEW

In summer 2021, we and our partner in the id8 Downsview planning program in Toronto, Northcrest Developments, hosted an Indigenous Community Sharing Circle Meeting. The meeting brought together a range of Indigenous leaders, including from ENAGB Indigenous Youth Agency, Mississaugas of the Credit First Nation, Nishnawbe Homes, Toronto Council Fire Native Cultural Centre, Toronto & York Region Métis Council, and members of Indigenous communities who live in the Downsview area. The objective of the meeting was to discuss recent project updates and to continue a

dialogue on important community priorities. These included collaboration with Indigenous communities, the addition of 40.5 hectares (100 acres) of parks and open space in the development, incorporating Indigenous place-keeping in every area from architecture to landscape to commemoration, and celebrating Indigenous culture.

Future meetings will continue to explore ways to amplify diverse perspectives and interests from these Indigenous communities throughout this decades-long redevelopment process.

id8 Downsview
Toronto, Ontario



LOOKING AHEAD

As we turn over a new leaf and begin another fiscal year, significant efforts are already underway to meet the Company's ongoing corporate social responsibility objectives.

On the heels of receiving gold-level certification from the Rick Hansen Foundation Accessibility Certification™ program, the Company is preparing to make further enhancements to the CN Tower, as part of a large-scale renovation of its lower observation level, which will include an additional universal washroom, more seating, and the elimination of obstructions throughout the floor.

These improvements are in addition to the initiatives that the Company's national accessibility committee will lead in the year ahead as part of its company-wide plan.

Within our Real Estate division, the new fiscal year will see further and exciting progress on our redevelopment of the lands surrounding Downsview Park in Toronto. Titled id8 Downsview, this large-scale public engagement is generating a shared vision and framework for roughly 210.4 hectares (520 acres) at Downsview. The submitted framework plan envisions 40.5 hectares (100 acres) of new parks, open space and housing to help meet the city's growing need, the integration and celebration of Indigenous Peoples and their history, and the implementation of sustainable and resilient urban systems based on the concept of city nature. Community voices and robust public engagement will continue to be a critical driver of our efforts in the future to understand how the development of these lands can best respond to local priorities.

Internally, our Inclusion, Diversity, Equity and Access committee is expected to deliver on a

variety of initiatives that will further enhance corporate culture and foster a safe environment for all employees. Key programs currently under consideration include a formal internship program that will target underrepresented groups, employee resource groups and, post-COVID, a calendar of events to celebrate cultural holidays.

We are continuously seeking opportunities to innovate and to connect with Canadians. Over the last few years, we have seen a growing shift from corporate social responsibility to strengthening reporting on sustainability initiatives among public and private sector corporations. As an organization, we believe that this new direction in reporting better reflects Canadians' values and their expectations of corporations. As a result, we are currently exploring how our existing corporate scorecard program can be more aligned with the Company's strategic aspirations and objectives to advance sustainability.

As an initial step, we are working with a third-party consultant to assist us in our adoption of the recommendations made by the Task Force on Climate-related Financial Disclosures. Additionally, we will develop a sustainability program for Canada Lands and transition this existing report into a report reflecting the expectations of Canadians. We look forward to sharing more information about this significant project in the next fiscal year.

While the last few years have dealt overwhelming obstacles and challenges, our commitment to enrich the everyday lives of Canadians has not faltered. As we look to the year ahead, it is our sincere hope that we will be able to continue to meet and exceed the expectations of Canadians while enriching communities and experiences.



2022/23 BALANCED SCORECARD TARGETS

REAL ESTATE AND CORPORATE



FINANCIAL SUSTAINABILITY

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

Financial returns available to the federal government

\$26M

Economic impact of activities

\$478M



HEALTHY WORKPLACE

We lead our business with integrity and provide a healthy workplace

Company-initiated group training programs provided to employees

35

New diversity and inclusion initiatives launched

5



ENGAGEMENT

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

Community associations CLCL is a member of/supports

104

Participants identified as satisfied with engagement opportunities for active projects

100%



ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations

Active developments exceeding municipal environmental management requirements

100%

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

100%



INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities

Active developments to meet/exceed municipal requirements for community amenities

100%

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

100%

2022/23 BALANCED SCORECARD TARGETS

ATTRACTIONS



FINANCIAL SUSTAINABILITY

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

Paid guests on-site

1.8M

Annual maintenance and development investments

\$55.8M



HEALTHY WORKPLACE

We lead our business with integrity and provide a healthy workplace

Company-initiated group training programs provided to employees

45

New diversity and inclusion initiatives launched

5



ENGAGEMENT

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

Complaints based on annual attendance: CN Tower

1%

Complaints based on annual attendance: Old Port of Montréal

>0.5%

Non-profit partnerships

272

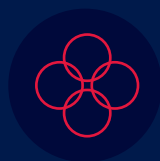


ENVIRONMENTAL SUSTAINABILITY

We apply effective and innovative environmental attributes to our operations

Total number of new environmental and sustainability initiatives

17



INCLUSIVE COMMUNITIES

We contribute to inclusive and livable communities

Visitors

7.5M

Community programs delivered

75

School groups attending education programs

88,428

Currie
Calgary, Alberta





FOR MORE INFORMATION:
WWW.CLC-SIC.CA
INFO@CLC.CA

Canada 