

The Secret of Success at Canada Lands Company



CANADA LANDS COMPANY
SOCIÉTÉ IMMOBILIÈRE DU CANADA

Innovation • Value • Legacy
Innovation • Valeur • Héritage

About Canada Lands Company (CLC)

- Arm's length, federal commercial Crown corporation
- No reliance on government appropriations
- Mandated to optimize financial and community value of surplus strategic properties in the federal inventory





How CLC Operates

- **Purchases properties at fair market value**
- **Manages, improves and sells them**
- **Builds vibrant, sustainable communities across Canada**



Proof of CLC's Success

- \$286 million in distributions
- \$3.3 billion in private sector investment
- 14,000 housing units at all price levels
- 12 million sq. ft. of non-residential space
- 26,000 people years of construction employment
- \$36 million invested in remediation





**Quite simply, the secret of
CLC's success is...**

**Clearly communicating
corporate objectives
to stakeholders**



Some Important Corporate Objectives

- **CLC optimizes both financial and community value of its projects (these are not mutually exclusive)**
- **CLC is committed to corporate social responsibility – it remains sensitive to the needs of all its stakeholders**



Some Important Corporate Objectives (cont'd...)

- **CLC supports Government of Canada social policy objectives regarding:**
 - **The environment**
 - **Heritage commemoration**
 - **Affordable housing**
 - **Relations with First Nations**
 - **Official languages**



Some Important Corporate Objectives (cont'd...)

- As part of Official Languages program, CLC:
 - Ensures bilingual signage, service to the public and other materials in designated areas
 - Is a Treasury Board of Canada Official Languages Champion
 - Supports French language initiatives across Canada (French for the Future, French schools in developments)



CLC's Five Stakeholder Groups



CLC's Methods of Stakeholder Communication

- Physical presence in communities (people, offices and signs)
- Custom-tailored community consultation
- Annual report, corporate videos, project newsletters, project Web sites etc.
- Regular interaction with local media





Clear communication of corporate objectives leads to...

1. Business opportunities
2. Faster development approvals
3. Attracting suitable tenants
4. Successful sales



1. Business Opportunities

401 Burrard, Vancouver

- A 19-storey, 215,000 ft² Class “AAA” office building, located in downtown Vancouver.
- Owned by Public Works and Government Services Canada (PWGSC)
- Environment Canada is a major tenant



1. Business Opportunities (cont'd)...

401 Burrard, Vancouver

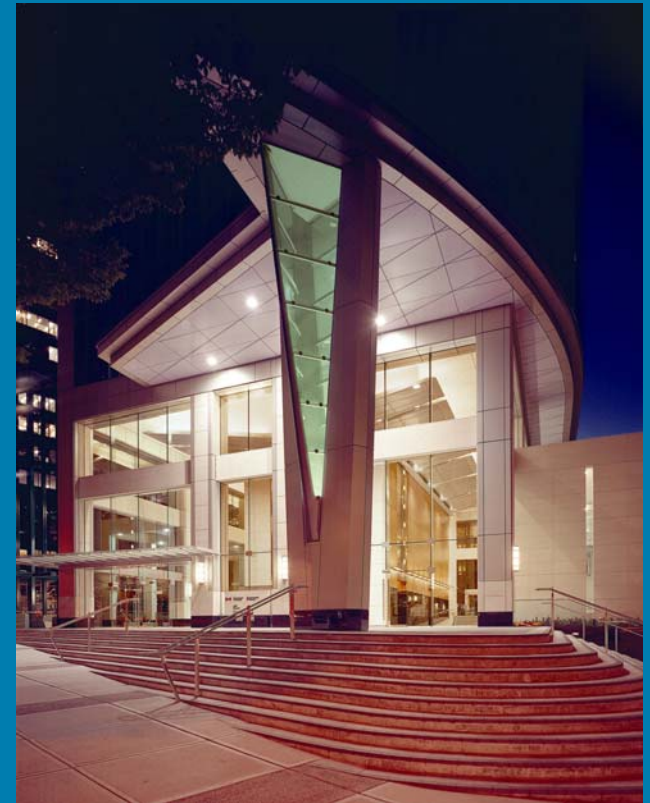
- PWGSC and Environment Canada were looking for a “green” builder
- CLC clearly communicated its environmental commitment to PWGSC and secured the business opportunity



1. Business Opportunities (cont'd)...

401 Burrard, Vancouver

- Mechanical systems designed to be “green” and sustainable
- Use of high efficiency lighting and equipment
- **Result:** The greenest high-rise office building in Public Works’ inventory



2. Faster Development Approvals

CFB Chilliwack – Parcel A

- This former military base closed in 1995
- 150 acres (Parcel A) purchased by CLC and re-zoned for development of residential housing



2. Faster Development Approvals (cont'd...)

CFB Chilliwack – Parcel A

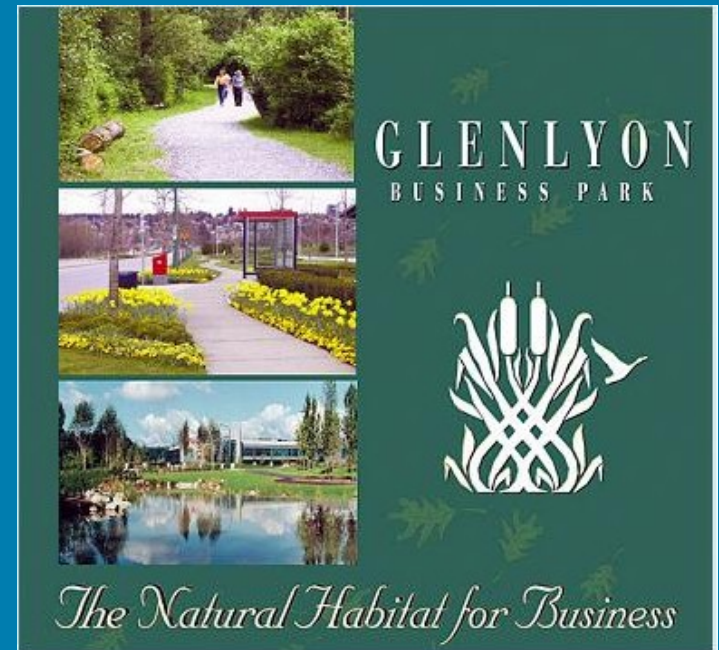
- CLC clearly communicated its corporate priorities through open and extensive community and municipal consultations
- An effort was made to incorporate heritage elements into the site
- City officials and the community as a whole were impressed by CLC's approach
- **Result:** Groundbreaking ceremony for residential development being held on October 31st 2003.



3. Attracting Suitable Tenants

Glenlyon Business Park, Burnaby

- “The Natural Habitat for Business”
- The premier suburban office park in Western Canada
- The site consists of 133 acres, of which 45 acres have been developed to date



3. Attracting Suitable Tenants (cont'd...)

Glenlyon Business Park, Burnaby

- CLC clearly communicated high standards of environmental stewardship up front to potential tenants
- Beautiful outdoor environment showcased throughout property
- CLC attracted high profile tenants suitable for this space
- **Result:** Construction to date of 480,000 ft², with 1,500 employees located on the site



3. Attracting Suitable Tenants (cont'd)...

Glenlyon's tenants include:

- Ballard Power Systems
- Nokia
- Future Shop/Best Buy
- INEX Pharmaceuticals
- Telus



4. Successful Sales

Brandt's Creek Crossing, Kelowna

- CLC purchased the property from CN in downtown Kelowna in 1995
- Remediated in 1997 to address environmental challenges
- Was subdivided and rezoned to create an exciting 20.75 acre mixed-use neighbourhood, focussing on a 4.4 acre stream protection corridor and Sunset Park.



4. Successful Sales (cont'd...)

Brandt's Creek Crossing, Kelowna

- CLC outlined clear priorities for development to potential developers
- Successfully attracted interested bidders capable of fulfilling these priorities
- **Result:** Developer recently selected for the residential lands; industrial parcels will be sold in November 2003



Conclusion

**Clearly communicating
corporate objectives
to stakeholders leads
to business success**



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