Enhancing Communities – Results of Canada Lands Company’s Balanced Scorecard

Presented by: Tony Druett

Canada Lands Company

- Self-financing, federal commercial Crown corporation, reactivated in 1995
- Redevelops and sells surplus federal property
- Optimizes financial and community value of surplus strategic properties
- Holds and manages certain real estate assets
- Owns and operates the CN Tower in Toronto
Real Estate/Land Disposal Organization

Real Estate Operating Divisions
- Small and entrepreneurial
- Approximately 60 real estate development staff
- Two regions – Eastern and Western
- 14 offices – operating in 20 municipalities
- Developing over 2,000 acres

Main Company Attributes
- Purchases property at fair market value
- Assumes all costs and risks upon transfer
- Pays all applicable taxes
- No appropriations
- Pays dividends to the government
- Respects government policies such as those concerning the environment, heritage and official languages
Core Competencies

- Property sales
- Property development
- Environmental remediation
- Build-to-suit construction
- Property management
- Tourism and hospitality

Strategies to Serve Canadian

- Commitment to corporate social responsibility
- Transparency of operations
- Extensive public and stakeholder consultations
- Partnering with private sector and all levels of government
“Results” of CLC’s Balanced Scorecard

- Implementation of sustainable development projects within urban boundaries
- Provision of opportunities to showcase federal initiatives
- Provision of affordable housing
- Close work with municipal governments
- Increased municipal tax bases

“Results” of CLC’s Balanced Scorecard (cont…)

- Environmental remediation of brownfield sites
- Development of infill sites to reduce demands on infrastructure by avoiding urban sprawl
- Creation of walkable communities with an emphasis on transit use
- Creation of green ways and storm water management initiatives
- Promotion of green building design
- Legacy initiatives celebrating the history and heritage of the redevelopment areas
Tangible and Financial “Results”

- $4.4 billion in stimulated development expenditures
- 35,600 person years of stimulated direct construction employment
- $61 million invested in environmental remediation
- 500 subsidized housing units built
- 18.2 million ft² (1.69 million m²) of stimulated non-residential construction
- Chilliwack, Edmonton and Calgary
  Redeveloped Property to date - 4,000 Residential Units
  - 170+ Ha (400+ Acres)

401 Burrard Street, Vancouver

Innovation  Legacy  Value
Garrison Crossing, Chilliwack

Innovation    Legacy    Value

Garrison Crossing, Chilliwack

Innovation    Legacy    Value
Brandt’s Creek Crossing, Kelowna

Garrison Woods, Calgary

Innovation  Legacy  Value
Garrison Woods, Calgary

Canada’s National Tower, Toronto

- World’s tallest building at 553 m (1,816 ft)
- Telecommunications hub and centre of tourism in Toronto
- CLC has been owner since 1995
- CLC reacquired management on January 26th, 2004
- Revenues obtained through elevation fees, food and beverage, retail and use as a communications hub
650 Lawrence Avenue, Toronto

Benny Farm, Montréal

Innovation  Legacy  Value

Innovation  Legacy  Value
Benny Farm, Montréal

Residents back Benny Farm Project

Former Moncton Shops
Former Moncton Shops

Innovation Legacy Value

- North Edmonton
- Located adjacent to two of Edmonton’s busiest arterial roadways
- Flat topography
- Limited sewer capacity
- Moderate tree cover
- 50+ derelict industrial buildings
- Continued military family occupation in 750 PMQ’s

Griesbach - Challenges
Results – 2003 to 2007 – Value

- Total Area Serviced: 97.2 ac / 39.2 ha
- Total Lots Sold to Builders: 236
- Total Units Serviced: 765
- Servicing Costs to Date: $32 M
- Revenue to Date: $27 M
- Inventory of Unsold Land (serviced):
  - 6.2 acres
  - $13 M

Results – Site Preparation

Demolition
- 39 buildings deconstructed / demolished: $2,655,000
- Roadway infrastructure recycled/demolished: $1,282,000
- Commercial Buildings by 2007:
  - Derelict: 5
  - Rented: 10

Environmental
- Hazardous material removals:
  - Asbestos
  - PCB’s
  - Hydrocarbons
  - Heavy Metals
- Cost: $1,000,000 +
- Land Farming
- Environmental waste to specialized disposal locations
Results – Site Preparation

Tree Retention
- 105 Heritage trees relocated on-site
- Tree Maintenance Program
- Low impact design
- Customized road cross sections
- Urban Forest / Sanctuary Wood

Recycling
- 110,000 Tonnes recycled aggregate processed on site – $600,000 + cost
- 98,371 Tonnes reclaimed gravel stored for future use – $232,893 cost
- 800 Tonnes recycled metals
- Gravel and clay donated for Castle Downs Skateboard Park

Storm Water Management
- First of four storm water management lakes
- 300,000m³ of excavation
- Naturalized edge treatment, transplanted native vegetation
- Improved water quality
- Sedimentation control
- Computerized “Real Time” control gates
Results – Sustainability

Community
• Integrated walkway system throughout neighbourhood
• Community Gardens
• K-9 School
• Connections to YMCA and surrounding neighbourhoods
• Excellent relationship with Castledowns Recreation Society
• Complete Streets

Award
• Active Edmonton Award for promoting community health

Innovation Legacy Value

Results – Sustainability

New Urbanism
• Grid pattern roads – multiple routes
• Rear lanes – no front drive garages
• Traffic calming
• Pedestrian friendly
• Housing mix
• Traditional architecture styles
• Network of green space
• Transit oriented design

“Edmonton’s only contemporary urban village that has fully embraced the concept of New Urbanism.”

Consulting Engineers of Alberta 2007 Showcase Award
Award of Excellence – Community Design

“As one of the largest Brownfield developments currently being constructed in the country, this project presented difficult challenges that were addressed with a variety of innovative and sustainable design solutions. Significant added value was provided, and the result is a distinctive and livable infill neighborhood.”

Innovation Legacy Value
Results – Sustainability

Housing Mix
- Refurbished heritage homes
  - 56 Duplex Units
  - 8 Single Units
- Single Family Homes – 180 units
- Garage Suites – 35 units
- Semi-Detached Homes – 56 units
- Row Houses – 65 units
- Multi Storey Condominium – 119 units
- Veteran's Housing – 120 units
- Assisted Living – 225 units

Innovation Legacy Value

Griesbach Road
- Reduced width
- Boulevard trees
- Pedestrian friendly
- Traffic calming
- Heritage lighting
- Increased pedestrian safety
- Enhanced crosswalks
- Traffic circle
- Bump-outs

Results – Sustainability

Facing West - Before

Facing East - After

Innovation Legacy Value
Results – Affordable Housing

Rental PMQ’s
• Military Use
  – Less than market rate
  – 550 Units in 2002
  – 69 Units in 2007
• Market Use
  – 501 Units in 2007

PMQ’s Moved Off Site
• 84 Units moved for re-use off-site in 2003-2006
• 16 Units scheduled to be moved in 2007
• Units “donated” for between zero and $1,000

Results – Legacy

Statues
• Major General Griesbach
• Mrs. Janet Griesbach

Street Names
• Colonel Stone
• Alex Decoteau
• Kapyong
• Ortona
• Perron-Berger
• Etc.
Results – Legacy

Legacy Features

• Bailey Bridge
• Engineer’s Viewpoint
• Airborne Plaza
• Informational Plaques
• Story Boards
• Street Blades

Results – Legacy

Events

• Grand Opening
• Statue Unveiling Janet Griesbach
• Statue Unveiling – Major General Griesbach
• Airborne Plaza