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ANNUAL REPORT 1979

HOWARD ROSS LIBRARY  
OF MANAGEMENT  
JUN 18 1980  
McGILL UNIVERSITY



## WEBB & KNAPP (CANADA) LIMITED

### DIRECTORS

James Tutton  
George R. Waterfall  
Walter J. Webb

### OFFICERS

James Tutton, Chairman  
Walter J. Webb, President  
Gordon C. Cameron, Vice-President  
Patrick J. Doyle, Vice-President  
George R. Waterfall, Secretary

### TRANSFER AGENT AND REGISTRAR

Montreal Trust Company - Vancouver,  
Toronto, Montreal, Winnipeg and Halifax

### AUDITORS

Deloitte, Haskins & Sells  
Chartered Accountants  
Vancouver, B.C.

### STOCK EXCHANGE LISTINGS

Vancouver and Montreal

### HEAD OFFICE

317 Columbia Street  
New Westminster, B.C.  
V3L 3V6



## CHAIRMAN'S REPORT

On February 28th, 1980 the current officers and directors assumed operating control of the company. We have undertaken a re-organization that includes the consolidation of a number of subsidiaries, acquisition of an established development company, Wolstencroft Agencies Ltd., and the initiation of several major development projects.

The acquisition of Wolstencroft includes a substantial interest in Wolstencroft Realty Corporation, a highly successful real estate brokerage company operating in the Lower Mainland of British Columbia. These initiatives, undertaken within the framework of a comprehensive financial restructuring, have given the company immediate access to residential retail and commercial markets and complement the present strong position in the development and management of industrial properties.

A review of our investment in Northern Thunderbird Air Ltd., is currently underway. The directors appreciate the excellent performance of management and the significant contribution to profit by this division, but the airline does compete in terms of priorities and resources with the primary objective of Webb & Knapp as a development company.

The officers and management of the company are committed to a program that will generate competitive and consistent levels of revenue, profit and eventual dividends.

We wish to express our thanks to the previous board and to our present employees for the effort extended in completing the transition to a multi-faceted investment, development and brokerage company.

James Tutton  
Chairman of the Board



## PRESIDENT'S PERSPECTIVE

As the Chairman has indicated, the company has initiated an aggressive development and marketing program. It is intended to bring the substantial land resources of the company into production on an accelerating basis. The Wolstencroft operations will facilitate the expansion by increasing the range and scope of the company's activities. We have also secured management resources with an established record in construction, property management, hotel operations, land development and marketing.

The immediate benefits of the recent re-organization and proposed consolidation will include the rationalization of management costs, reduction of overhead and elimination of duplicate activities. In addition, operating and investment lines of credit have been arranged at reduced rates of interest to ensure adequate financing for an expanded operation.

In the short run, emphasis will be placed on the production and sale of residential serviced lots to meet the demand of established markets. Feasibility, planning and technical studies have been initiated that will bring the large parcels held for many years by Webb & Knapp to the development stage.

Corporate strategy, therefore, is to promote programs already underway by Wolstencroft in retail, commercial and residential developments to meet immediate cash flow requirements. Over the longer period, the land resources held by Webb & Knapp will provide a base for the development of a substantial inventory of revenue producing properties to ensure satisfactory levels of annual income.

The management and staff, in keeping with the philosophy that has been established by the Board of Directors, intend to move Webb & Knapp into an active, highly productive program. The process of consolidation and re-organization is well underway. The task, now, is to respond quickly and aggressively to market opportunities that will optimize the significant land holdings accumulated by the company over the years.

W.J. Webb  
President

# WEBB & KNAPP (CANADA) LIMITED

(Under the Canada Corporations Act)  
AND SUBSIDIARY COMPANIES



## CONSOLIDATED FINANCIAL STATEMENTS

### AUDITOR'S REPORT

To the Shareholders of  
Webb & Knapp (Canada) Limited:

We have examined the consolidated balance sheet of Webb & Knapp (Canada) Limited as at December 31, 1979 and the consolidated statements of income, deficit and of changes in financial position for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these consolidated financial statements present fairly the financial position of the company as at December 31, 1979 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles which have been applied, except for the change in the basis of accounting for certain expenses referred to in Note 2 to the consolidated financial statements, on a basis consistent with that of the preceding year.

Vancouver, B. C.  
March 14, 1980

DELOITTE HASKINS & SELLS  
Chartered Accountants



# CONSOLIDATED BALANCE SHEET

AS AT DECEMBER 31, 1979  
(with prior year's figures for comparison)

	1979	1978
<b>ASSETS:</b>		
Cash .....	\$ 73,742	\$ 21,713
Accounts receivable and other (Note 3) .....	333,504	366,316
Inventories .....	186,004	164,874
Land held for future development (Note 4) .....	1,593,140	1,484,280
Revenue-producing properties (Note 5) .....	5,350,923	5,498,432
Aircraft (Note 5) .....	1,964,133	2,087,298
Other fixed assets (Note 5) .....	283,831	331,479
Deferred income taxes .....	26,804	52,575
<b>TOTAL .....</b>	<b>\$ 9,812,081</b>	<b>\$10,006,967</b>
<b>LIABILITIES:</b>		
Bank loans (Note 6) .....	\$ 485,000	\$ 625,000
Accounts payable and accrued charges .....	448,054	352,341
Estimated income taxes payable (Note 7) .....	318,721	299,909
Long-term debt on (Note 6 and 8):		
Revenue-producing properties .....	5,174,293	5,279,331
Aircraft .....	1,053,623	1,354,660
Advances from minority shareholder .....	7,214	6,398
Deferred income .....	85,733	90,580
<b>Total liabilities .....</b>	<b>7,572,638</b>	<b>8,008,219</b>
<b>MINORITY INTEREST .....</b>	<b>154,570</b>	<b>89,551</b>
<b>SHAREHOLDERS' EQUITY:</b>		
Capital stock (Notes 9, 15(b), and 15(d)):		
Preferred shares .....	1,000,000	1,000,000
Common shares .....	2,765,300	2,765,300
	<u>3,765,300</u>	<u>3,765,300</u>
Premium on issue of common shares .....	20,600	20,600
	<u>3,785,900</u>	<u>3,785,900</u>
Deficit .....	(1,701,027)	(1,876,703)
<b>Net shareholders' equity .....</b>	<b>2,084,873</b>	<b>1,909,197</b>
<b>TOTAL .....</b>	<b>\$ 9,812,081</b>	<b>\$10,006,967</b>

Approved by the Board:

 Director  
 Director

The accompanying notes are an integral part of the consolidated financial statements.

# CONSOLIDATED STATEMENT OF INCOME



FOR THE YEAR ENDED DECEMBER 31, 1979  
(with prior year's figures for comparison)

	1979	1978
REVENUE:		
Rental income .....	\$1,256,176	\$1,089,568
Airline revenues .....	2,657,911	2,364,721
Interest on agreements for sale and other .....	1,491	1,133
	<u>3,915,578</u>	<u>3,455,422</u>
COSTS AND EXPENSES:		
Direct operating before the undernoted:		
Rental operations .....	160,708	138,452
Airline operations .....	1,414,623	1,317,938
General and administrative:		
Rental operations .....	362,218	320,657
Airline operations .....	403,625	398,983
Interest on long-term debt:		
Rental operations .....	531,163	501,423
Airline operations .....	175,335	168,620
Other interest:		
Rental operations .....	62,888	44,128
Airline operations .....	25,370	40,446
Unpaid income taxes .....	18,813	16,723
Depreciation and amortization:		
Rental operations .....	159,851	146,194
Airline operations (including provision for engine overhaul) .....	364,085	380,885
	<u>3,678,679</u>	<u>3,474,449</u>
INCOME (LOSS) FROM OPERATIONS .....	236,899	(19,027)
GAIN ON DISPOSAL OF FIXED ASSETS .....	29,569	35,178
INCOME BEFORE THE UNDERNOTED .....	<u>266,468</u>	<u>16,151</u>
PROVISION FOR INCOME TAXES:		
Current .....	9,001	12,546
Deferred .....	135,806	15,259
	<u>144,807</u>	<u>27,805</u>
INCOME (LOSS) BEFORE MINORITY INTEREST AND EXTRAORDINARY INCOME .....	121,661	(11,654)
MINORITY INTEREST .....	33,109	13,623
INCOME (LOSS) BEFORE EXTRAORDINARY INCOME .....	88,552	(25,277)
EXTRAORDINARY INCOME (Note 10) .....	87,124	55,164
NET INCOME FOR THE YEAR (Note 2) .....	<u>\$ 175,676</u>	<u>\$ 29,887</u>
EARNINGS (LOSS) PER COMMON SHARE (Notes 2 and 11):		
Earnings (loss) before extraordinary income .....	\$ .01	\$ (.03)
Earnings (loss) for the year .....	<u>\$ .04</u>	<u>\$ (.01)</u>

The accompanying notes are an integral part of the consolidated financial statements.



## CONSOLIDATED STATEMENT OF DEFICIT

FOR THE YEAR ENDED DECEMBER 31, 1979  
(with prior year's figures for comparison)

	1979	1978
BALANCE AT BEGINNING OF THE YEAR .....	\$1,876,703	\$1,906,590
NET INCOME FOR THE YEAR (Note 2) .....	175,676	29,887
BALANCE AT END OF THE YEAR .....	<u>\$1,701,027</u>	<u>\$1,876,703</u>



## CONSOLIDATED STATEMENT OF CHANGES IN FINANCIAL POSITION

FOR THE YEAR ENDED DECEMBER 31, 1979  
(with prior year's figures for comparison)

	1979	1978
SOURCE OF FUNDS:		
From operations — representing income or loss before extraordinary income after adjusting for charges and credits which do not involve a flow of funds .....	\$732,845	\$ 499,926
From extraordinary income .....	9,001	28,198
Increase in bank loans .....	—	30,673
Increase in accounts payable and accrued charges .....	95,713	—
Increase in estimated income taxes payable .....	18,812	—
Increase in long-term debt for revenue-producing properties .....	—	775,000
Increase in advances from minority shareholder .....	816	—
Decrease in accounts receivable and other .....	32,812	1,296
Insurance and sale proceeds on aircraft (net of related income taxes) .....	—	93,850
Proceeds from disposal of other fixed assets .....	82,891	—
Decrease in cash .....	—	10,363
	<u>\$972,890</u>	<u>\$1,439,306</u>
USE OF FUNDS:		
Increase in inventories .....	\$ 21,130	\$ 19,603
Additions to land held for future development .....	108,860	92,113
Additions to:		
Revenue-producing properties .....	1,214	314,006
Aircraft (including expenditures on engine overhaul) .....	222,988	153,326
Other fixed assets .....	20,594	8,565
Repayment of bank loans .....	140,000	270,000
Decrease in accounts payable and accrued charges .....	—	191,431
Decrease in estimated income taxes payable .....	—	1,834
Repayment of long-term debt .....	406,075	388,428
Increase in cash .....	52,029	—
	<u>\$972,890</u>	<u>\$1,439,306</u>

The accompanying notes are an integral part of the consolidated financial statements.





# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 1979

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

### Basis of consolidation:

The consolidated financial statements include the accounts of the company and all of its subsidiaries, all of which are wholly-owned except for Northern Thunderbird Air (N.T. Air), of which the company owns 66% of the issued common shares and 71% of the issued preferred shares.

### Inventories:

Inventories of aircraft parts and fuel are valued principally at first-in, first-out cost.

### Land held for future development:

Land is recorded at its original cost plus property taxes (\$152,100 and \$142,173 in property taxes were capitalized in 1979 and 1978 respectively).

### Revenue-producing properties:

All interim financing charges and the cost of supervisors' salaries incurred up to the date of structural completion of a project are capitalized as part of the cost of buildings (\$nil and \$14,381 were capitalized in 1979 and 1978 respectively).

### Aircraft:

Used aircraft acquired which have a lapsed engine life are capitalized at original cost plus an estimate of the cost of engine overhaul.

### Depreciation, amortization, and provision for engine overhaul:

Depreciation and amortization are provided principally on a straight-line basis at the rates shown in Note 5, except for construction in progress, where no depreciation is provided until occupancy reaches the 50% level.

The Ministry of Transport regulations require that aircraft engines be overhauled within prescribed flying hour limits. A provision is made based on an estimated cost per hour. Actual expenditures made for overhaul are charged to the allowance. The accumulated allowance is accounted for as a reduction of the carrying value of the aircraft.

### Deferred income:

Deferred income, which consists principally of prepaid rentals, is being credited to income on a straight-line basis over the terms of the leases.

### Deferred income taxes:

Income taxes are accounted for using the tax-allocation basis, under which income taxes are provided in the year transactions affect net income, regardless of when such transactions are recognized for income tax purposes. Timing differences giving rise to deferred income taxes relate primarily to claiming capital cost allowance for income tax purposes in excess of depreciation charged in the financial statements.

## 2. CHANGE IN ACCOUNTING PRACTICE:

In prior years, the companies accounted for certain expenses on a cash rather than an accrual basis. During the current year, the companies commenced to account for these expenses on an accrual basis. The effect of this change was to decrease net income for the year by approximately \$21,000 (\$.01 per share).

## 3. ACCOUNTS RECEIVABLE AND OTHER:

	1979	1978
Accounts and notes receivable:		
Trade .....	\$301,536	\$349,748
Officers and directors (\$12,070 repaid January 30, 1980) .....	12,444	11,456
	<u>313,980</u>	<u>361,204</u>
Mortgages and notes receivable .....	2,801	3,840
Prepaid expenses, deposits and other ....	16,723	1,272
	<u>\$333,504</u>	<u>\$366,316</u>

## 4. RAILWAY LEAD TRACK:

Included in the balance sheet caption, land held for future development, is an amount of \$89,442, representing construction costs of \$316,612 for a railway lead track which are recoverable from a railway company, less refundable amounts of \$227,170.

The costs are recoverable at a rate based on usage of the track. Repayment of the refundable amounts shall commence once such amounts equal the balance of the recoverable costs and at a rate based on the greater of future usage of the track or the rate at which the funds were loaned to a subsidiary. These amounts are non-interest-bearing.

## 5. REVENUE-PRODUCING PROPERTIES, AIRCRAFT, AND OTHER FIXED ASSETS:

	Depreciation and Amortization Rates	1979	1978
Revenue-producing properties:			
Land .....	—	\$ 374,158	\$ 374,158
Buildings .....	2-½%	5,786,785	5,788,672
Total cost .....		<u>\$6,160,943</u>	<u>\$6,162,830</u>
Less accumulated depreciation .....		810,020	664,398
		<u>\$5,350,923</u>	<u>\$5,498,432</u>
Aircraft and related equipment: 10% of 80% of cost		\$2,856,732	\$2,851,975
Less accumulated depreciation and allowance for engine overhaul .....		892,599	764,677
		<u>\$1,964,133</u>	<u>\$2,087,298</u>
Other fixed assets:			
Land .....	—	\$ 4,000	\$ 44,000
Buildings .....	4% - 10%	222,858	224,499
Ground radio equipment ....	20%-25%	66,608	63,270
Automotive equipment and trailers .....	10%-30%	75,040	64,189
Office and shop equipment ...	20%	37,115	38,578
Furniture and fixtures .....	20%	38,068	36,883
Railway lead track .....	6%	103,988	103,988
Leasehold improvements ....	20%	24,022	11,733
Total cost .....		<u>571,699</u>	<u>587,140</u>
Less accumulated depreciation and amortization .....		287,868	255,661
		<u>\$ 283,831</u>	<u>\$ 331,479</u>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Cont'd)

## 6. PLEDGED ASSETS:

- (a) The company and certain of its subsidiaries have made a general assignment of book debts as security for outstanding operating bank loans of \$485,000.
- (b) Long-term debt (Note 8) is secured by:

	Carrying Value of assets at December 31, 1979
Mortgages on revenue-producing properties — charges against respective revenue-producing properties .....	\$5,260,594
Mortgages and loans on aircraft — mortgage on certain owned and leased properties, debentures, and chattel mortgages with a first fixed and second floating charge on aircraft and certain other assets .....	2,661,178

Certain subsidiaries have assigned, or have agreed to assign, the leases on certain revenue-producing properties as additional collateral for the mortgages payable.

## 7. INCOME TAXES:

During 1976 the Tax Review Board dismissed the appeal of notices of reassessment issued in 1975 by Revenue Canada to certain active subsidiaries in respect of their 1971 and certain other prior taxation years. On February 11, 1977 the subsidiaries filed Notices of Appeal with the Federal Court, which have not yet been heard.

The subsidiaries have, however, provided for the estimated income tax liabilities resulting from these reassessments, together with interest thereon.

The liability at December 31, 1979 of \$318,721 represents a subsidiary's unpaid balance of 1972 income taxes, including interest accrued thereon to December 31, 1979. This amount has not been paid pending the appeal referred to above. The subsidiary has furnished Revenue Canada with a bank letter of credit in the amount of \$320,000 with respect to this liability.

## 8. LONG-TERM DEBT:

	Maturing In	1979	1978
Mortgages on revenue — producing properties:			
9.0% .....	1993	\$ 210,498	\$ 218,183
9.5% .....	1995	349,893	360,140
9.5% .....	1999	2,001,353	2,035,146
10.5% .....	1996	369,361	377,680
10.5% .....	1994	763,730	775,000
11.0% .....	1990	1,479,458	1,513,182
		<u>\$5,174,293</u>	<u>\$5,279,331</u>
Mortgages and loans on aircraft:			
10.1% .....	1981	\$ 179,862	\$ 292,078
Prime bank rate (15.0% at December 31, 1979):			
Plus 1.75% .....	1981	112,456	181,317
Plus 1.75% .....	1985	617,575	693,792
Plus 2.5% .....	1982	143,730	187,473
		<u>\$1,053,623</u>	<u>\$1,354,660</u>

In respect of a 9.5% and a 10.5% mortgage, a subsidiary is required to pay certain percentages of gross annual income (\$12,479 and \$11,095 were payable for 1979 and 1978).

The aggregate principal payments due in the next five years on long-term debt approximate:

1980 .....	\$446,000	1983 .....	282,000
1981 .....	369,000	1984 .....	320,000
1982 .....	241,000		

## 9. CAPITAL STOCK:

The authorized and outstanding capital stock of the company is as follows:

	1979	1978
Authorized:		
2,000,000 redeemable preferred shares of a par value of \$5 each, issuable in one or more series		
10,000,000 common shares of a par value of \$1 each		
Issued and fully paid:		
200,000 5% cumulative voting preferred shares, Series "A", redeemable at 105% of the par value .....	\$1,000,000	\$1,000,000
2,765,300 common shares .....	2,765,300	2,765,300
	<u>\$3,765,300</u>	<u>\$3,765,300</u>

As at December 31, 1979, the arrears of dividends on the outstanding preferred shares amounted to \$150,000 (1978 - \$100,000).

## 10. EXTRAORDINARY INCOME:

Extraordinary income consists of the following:

	1979	1978
The company:		
Realization of tax saving on application of loss carry-forwards .....	\$ 9,001	\$ —
Partially-owned subsidiary:		
Realization of unrecorded deferred income tax debit .....	110,033	34,464
Excess of insurance proceeds over net book value of aircraft (net of current income taxes of \$15,650) .....	—	15,036
Realization of tax saving on application of loss carry-forwards .....	—	28,196
	<u>110,033</u>	<u>77,696</u>
Less minority interest's share thereof .....	31,910	22,532
	<u>78,123</u>	<u>55,164</u>
	<u>\$ 87,124</u>	<u>\$55,164</u>

## 11. EARNINGS PER COMMON SHARE:

The earnings per common share has been calculated after adjustment for \$50,000, being the annual arrears of cumulative dividends on the outstanding preferred shares (Note 9).

## 12. LEASE COMMITMENTS AND OPTIONS:

Commitments under long-term leases, exclusive of any renewal periods, require the following approximate minimum annual payments:

Leases on revenue-producing properties:

1980 .....	\$121,000
1981 .....	103,000
1982 and 1983 .....	97,000
1984 to 1999 .....	19,000

Leases on office and other premises:

1980 .....	\$ 24,000
1981 to 1983 .....	12,000

One of the leases on revenue-producing properties requires the payment of additional annual rentals based on a specified amount of rentals received (\$15,585 and \$17,855 were payable for 1979 and 1978 respectively).

A subsidiary has options to lease certain other premises in 1982 and 1984 for periods up to ten years at aggregate annual rentals of approximately \$25,000. These option agreements provide that the subsidiary may sublet the premises and retain any rentals received in excess of the required rental payments.

## 13. CONTINGENT LIABILITY:

The company has guaranteed or is contingently liable for the performance of various obligations of another corporation of which the company was formerly a shareholder. Consequent upon the sale in 1964 of the company's investment in the other corporation, that corporation and certain of its other major shareholders have agreed to indemnify the company against any such liability.

## 14. REMUNERATION OF DIRECTORS AND OFFICERS:

The total remuneration of directors and officers, as defined in the Canada Corporations Act, for the year was as follows:

The company's three directors received no remuneration as directors of the company or its subsidiary companies.

The company's three officers received no remuneration as officers of the company.

The company's three officers received \$91,489 as officers of a subsidiary company.

Two of the company's officers are also directors.

## 15. SUBSEQUENT EVENTS:

(a) On January 21, 1980, the company declared and paid the dividends in arrears of \$150,000 on its outstanding Series "A" preferred shares.

(b) On February 11, 1980, the company received a certificate of continuance under the Canada Business Corporations Act, which resulted in the company's authorized and outstanding capital stock being changed to no par value shares. In addition, the Series "A" preferred shares issued and outstanding are redeemable at \$5.25 per share and are cumulative with respect to dividends at a rate of \$.25 per share. The remaining authorized and unissued preferred shares are issuable in one or more series at a dividend rate not to exceed \$.40 per share and are redeemable at \$5.00 per share plus a premium not to exceed \$.40 per share.

(c) On February 28, 1980, the company subscribed for and acquired 100 Class "A" voting shares of Wolstencroft Agencies Ltd. (WAL) for \$100. WAL subsequently became a wholly-owned subsidiary of the company as a result of the following transactions which also occurred on February 28, 1980:

(i) WAL acquired 57% of the company's outstanding common shares for approximately \$5,200,000.

(ii) WAL purchased for cancellation all of its outstanding shares of all classes, except for the 100 Class "A" voting shares held by the company, in exchange for WAL's investment in the common shares of the company discussed in (i).

(d) On February 29, 1980, the company redeemed all of its outstanding Series "A" preferred shares for an aggregate consideration of \$1,050,000.

(e) Financing for the transactions discussed in (a), (c)(i) and (d) above was obtained from a Canadian Chartered Bank (the Bank). The company and two existing subsidiaries have furnished the Bank with a \$12,000,000 demand debenture to secure the company's borrowings from the Bank and a guarantee of WAL's \$5,200,000 loan from the Bank to acquire shares of the company as discussed in (c)(i) above. The debenture is secured by a fixed charge on certain land held for future development, a second charge on revenue-producing properties and a floating charge on all the remaining assets of the company and the two subsidiaries. The debenture also contains a restriction with respect to the payment of dividends without the Bank's prior approval.

(f) The acquisition of WAL will be accounted for by the purchase method. Based on the unaudited financial statements of WAL as at February 29, 1980, its liabilities (including the bank loan of \$5,200,000) approximated \$12,684,000 and the book value of its assets, exclusive of any appraisals to reflect fair market value thereof, approximated \$7,304,000. Management is of the opinion that the fair market value of WAL's assets as at February 29, 1980 exceeds its liabilities as at that date.



# LAND UNDER DEVELOPMENT AND REVENUE PROPERTIES OWNED, MANAGED OR OPERATED BY WEBB & KNAPP

## Revenue Properties

- Aldergrove, office building
- Coquitlam Building
- Surrey, Realty offices
- Langley, office building
- Hydro, office and storage facility, New Westminster
- Cartier House, health care facility, Coquitlam
- Fisher Building, Port Moody
- Glu Lam, office - warehouse structure, Coquitlam
- Hydro, offices, Haney
- Ward Street Apartments, New Westminster
- 344 Columbia Building, multi-tenant offices, New Westminster
- Wolstencroft Centre, office complex, New Westminster
- 3121 Production Way, office and warehousing
- 3103 Thunderbird Crescent, office and storage
- 3162 Thunderbird Crescent, office and warehousing
- 3171 Thunderbird Crescent, office and warehousing
- 7880 Venture Street, office and storage
- 7949 Enterprise Street, warehouse and storage
- Woodward's Furniture Fair, retail and distribution centre
- B.C. Telephone Complex, maintenance and operations facility
- 8051 Enterprise Street, office, warehouse and distribution
- 7850 Venture Street, office, warehouse and distribution
- 7851 Enterprise Street, office, warehouse and distribution

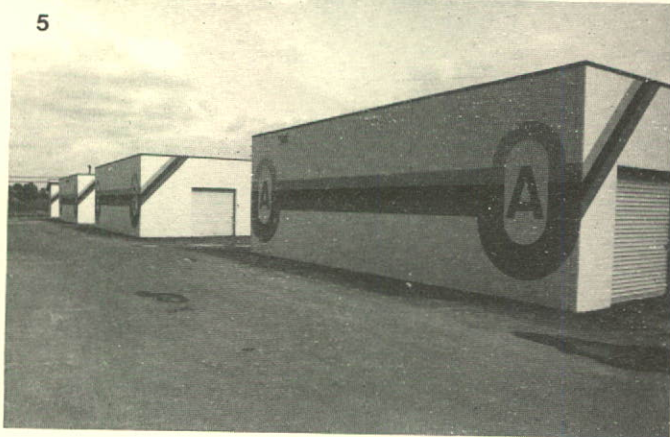
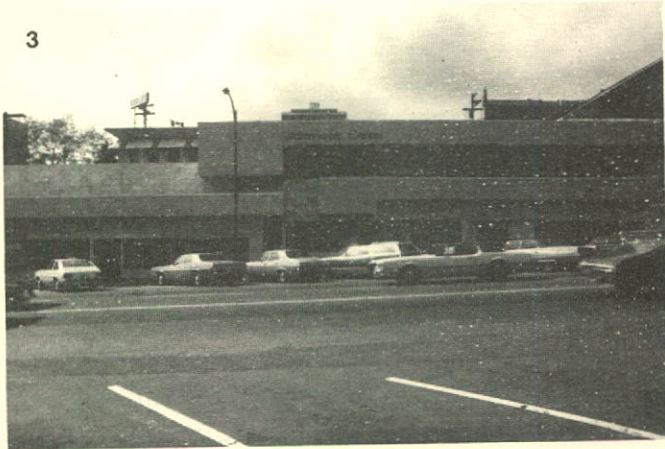
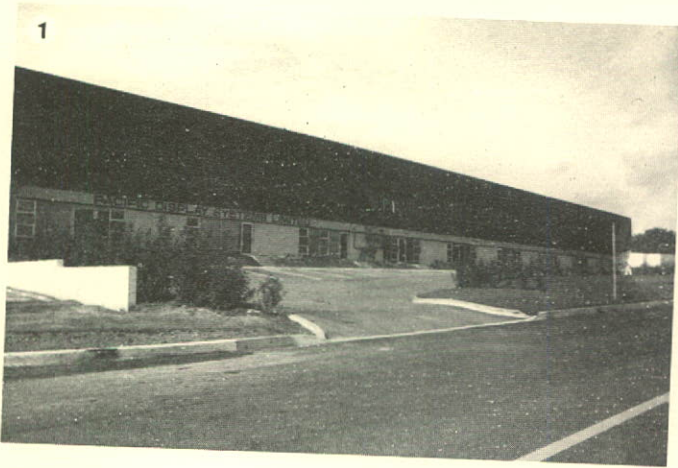
## Hotel Operations

- Yellowhead Inn, 100 room hotel, Prince George
- Kings Motor Inn, 100 room motel, Burnaby
- Boseman Ramada Inn, 104 room hotel, Boseman, Montana
- Best Western Bar 'X', 78 room hotel, Grand Junction, Colorado
- Inn of Amarillo, 136 room hotel, Amarillo, Texas
- Downtowner Ramada Inn, 180 room hotel, Winston-Salem, N. Carolina

## Current Development Projects

- Kanaka Creek, Estate properties in Regional Park setting
- Nichol Road, residential lot project in Surrey
- Commercial site, Haney
- Blaine project, large acreage lots near Blaine, Washington
- Royal Avenue site, holding property, New Westminster
- Bayridge development, residential project near Birch Bay, Washington
- Aldergrove, Townhouse site, held for future development
- Valleyview, residential project, Surrey
- Maldora property, commercial site, Bellingham, Washington
- Birch Point, recreational property, near Birch Bay, Washington
- Royal Avenue Centre, 38 bed health care and training facility
- Redwood Park, estate lots in Surrey
- Belmont Place, commercial, retail facility, Langley
- North Carolina, Townhouse project, Charlotte, North Carolina
- Bear Creek Storage Park, Surrey
- Walnut Park, residential development, Langley
- Cambie Automotive Centre, Vancouver
- Preston project, residential development, Langley
- Lake Washington, estate lots project, Bellingham, Washington
- Walnut Terrace, residential development, Langley
- Nordine project, residential lots, Langley
- Wolstencroft Centre, White Rock, office and commercial building

A number of new projects in the Lower Mainland of British Columbia



1. Warehouse Building, Lake City Industrial Park  
 4. Pacifica, 38 bed facility  
 7. Brookwood Centre, Office building

2. Cartier House, Health Care Facility  
 5. Bear Creek, Mini warehouse facility  
 8. Typical home in Redwood Park

3. Wolstencroft Centre Office complex  
 6. Walnut Park, Residential development





