

# SUCCESS &

2011 ANNUAL REPORT

# Creating better places to inspire life

Lifestyle. Innovation. Design.  
Sustainability. Quality. Value.

These are the principles that have driven Minto since 1955. They are the foundation of our reputation for excellence—and they continue to inspire us today in everything we do.

beinspired

# SUCCESSION

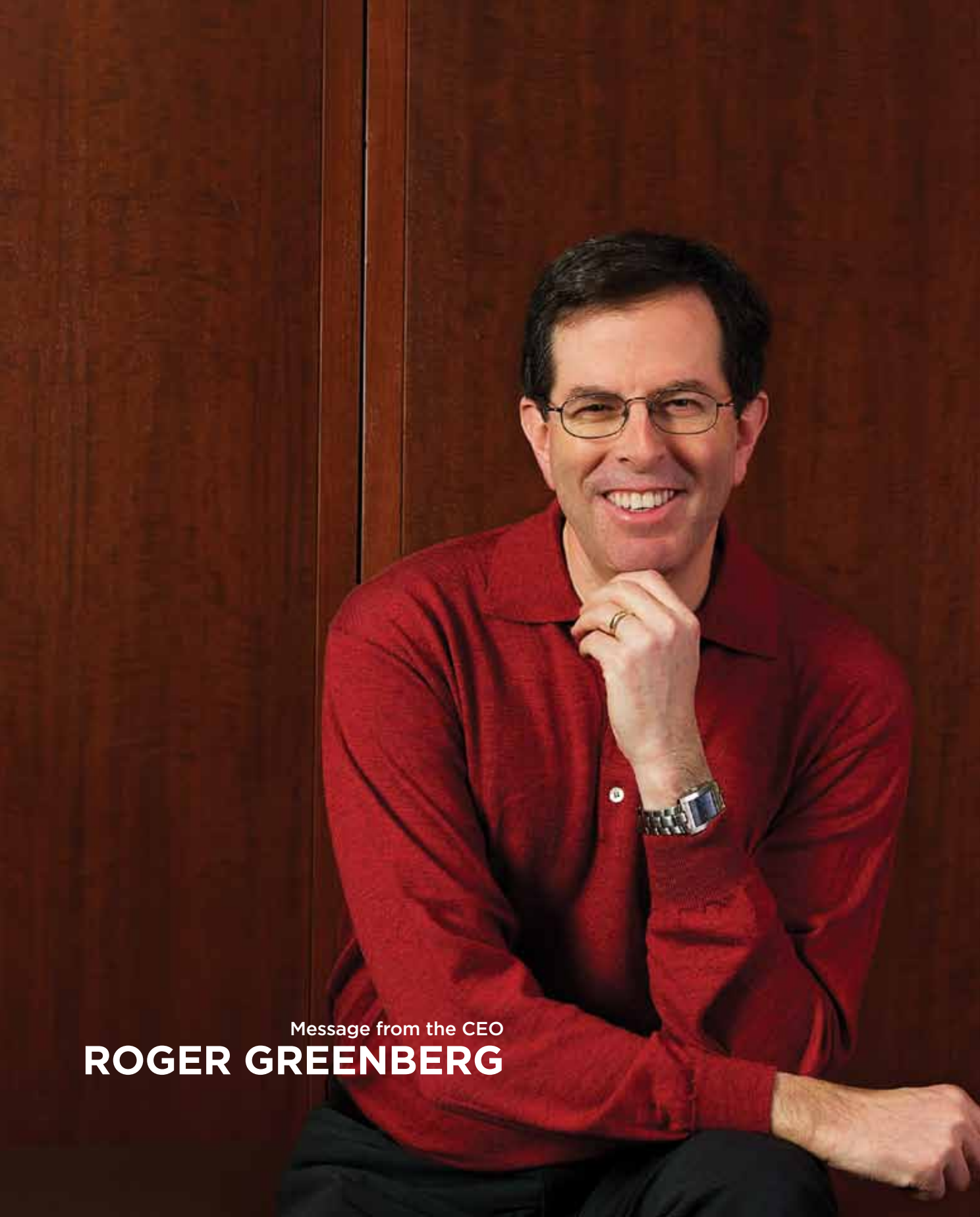


beinspired

When I look back on  
2011, all I can say is:

*what a year!*

In my view, our most impressive achievement was the massive organizational restructuring we carried out. Despite the months of preparation and planning leading up to it, I'm still in awe of the fact that, in less than 12 months, we completed the realignment of Minto. Five distinct operating groups became three: Minto Properties, Minto Communities - Ontario, and Minto Communities - Florida; all supported by Minto Corporate Finance and Minto Corporate Services.



Message from the CEO

**ROGER GREENBERG**



## A year of succession— for our team...

Successfully completing such a dramatic change can only happen if you have the right people. We welcomed two new leaders to the company at the beginning of 2011: Rob Pike, President of Minto Properties; and Joel Bernardi, Executive Vice President of Minto Corporate Services. Later that spring we announced the promotion of Michael Waters as the new President of Minto Communities - Ontario, as well as two new Executive Vice Presidents, with Paul Rookwood leading our homebuilding activities in Ottawa and Dave Stewart heading up our Toronto operations. Bob Wener joined us in July to fill the Chief Financial Officer position left vacant by Michael's promotion.

Our succession planning also took a major step forward when Eric McKinney as well as my brothers Alan and Robert all stepped back from their day-to-day responsibilities. All three are active on the Investment Committee of the Board of Directors. Robert and Alan continue to lend their expertise to new projects.

With new leaders at the helm, Minto Communities - Ontario and Minto Properties finalized their reorganizations in October; both groups have now entered a stabilization period and are staffing vacant positions. The Corporate Finance team also underwent its own reorganization, creating a new Financial Shared Services department to handle all of Minto's business transactions.

## ...and our systems

In parallel with our realignment was the rollout of SAP, our world-class enterprise resource-planning (ERP) system. Minto Corporate Finance and Minto Corporate Services both went live with SAP at the start of 2011, and Minto Properties' Commercial team followed suit during the summer. The lessons learned during these initial implementations will make future SAP releases even more successful—and as more and more groups 'go live', we'll really start to see the benefits of creating a oneMinto foundation for enabling strategic growth.

## A year of success

It is a testament to everyone at Minto that despite the complexity and challenges of realignment, we never strayed from our mission of creating exceptional homes, communities and workplaces. One achievement that stands out in particular is being once again recognized as Ontario's greenest builder—the third time in four years we've received this prestigious honour!

In Florida, our homebuilding team ended the year on a high note—nearly 25 percent above its sales and closing targets. After five years of poor market conditions, we more than doubled our total sales from the previous year, showing that perseverance through tough times really does pay off.

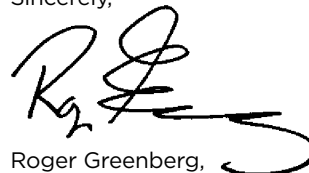
In support of these activities, Corporate Finance closed a record number of financings for acquisition and development projects, including our biggest acquisition of the year: Cherryhill Village in London, Ontario. Minto Corporate Services rolled out a number of key initiatives to support our growing and thriving workforce. Going forward, one of our main focuses will be to continue to build employee engagement—because an engaged employee leads to a satisfied customer.

## The framework for future success

By addressing the major priorities of realignment and oneMinto collaboration, we now have an impressive structure in place that will allow us to flourish. In the coming year we'll have the advantage of established leaders engaging their teams to execute on our vision of creating better places to inspire life. We'll be able to substantially grow our business, build more homes and condos, and manage more commercial and residential space.

I am so impressed with the dedication and energy brought forth by every employee who has chosen to build his or her career at Minto. On behalf of the Management Committee and the Board of Directors, I'd like thank you all for your contributions in 2011—and I look forward to watching the company's continued growth, innovation and success in the year ahead.

Sincerely,



Roger Greenberg,  
Chief Executive Officer

# SUCCESSION



President, Minto Communities - Ontario  
**MICHAEL WATERS**



# Minto Communities - Ontario



Q

How were the management teams able to create the new organizational structures and still achieve oneMinto?

A

In order to meet customer needs and identify opportunities in each of our markets, we focused on a set of key principles, pooled common resources for cost effectiveness and integrated with the other business units and Corporate Services to enhance efficiencies and collaboration.

- Michael Waters, President, Minto Communities - Ontario

OPERATIONS DIVISIONS GREEN METRIC Ottawa & Toronto; 470 employees  
New Homes / High-rise Condominiums / Minto Realty Inc. / Luxury Homes  
755 ENERGY STAR® enrolled homes in Ottawa; 180 units Certified LEED® for Homes, LEED Silver at Stonefield Flats in Chapman Mills

# MINTO COMMUNITIES – ONTARIO

## ONE PROVINCE, ONE APPROACH

### Working smarter

Developing a common operational and management approach across Ottawa and Toronto was—and continues to be—a major priority. Increasing the level of collaboration and ‘cross-pollination’ within MC-O, both between cities and between teams, is just one way that such an approach is being brought to life. For example, high-rise specialists in Toronto are sharing their expertise with counterparts in Ottawa as Minto prepares to re-enter the high-rise market in the nation’s capital. Conversely, the lessons learned during the development of the Ampersand community in Ottawa—such as those related to structural design and construction—are being applied to new projects for Toronto’s mid-rise market. We’re also collaborating more frequently across operating groups, by working closely with Minto Properties on the development of mixed-use sites like Bathurst & Front and 37 Yorkville.

### Exceeding our targets

Throughout Minto’s 2011 reorganization, MC-O remained focused on driving business results through quality and innovation. We successfully launched

three new condos/communities in Toronto (Minto WaterGarden, 88 Sheppard, The Estates of Credit Ridge) as well as two new communities in Ottawa (Klondike Crossing, Quarry Glen). Thanks to these projects, we surpassed our sales target for the year.

Not only did we have more sales, but we also had more satisfied customers. MC-O’s low-rise team scored 82% on the AVID 30-Day Homeowner Satisfaction Survey—an improvement of nearly 2% over 2010.

### What’s next:

In 2012, Minto Communities – Ontario will:

- **Bring 13 new projects to market:** With seven new projects in Ottawa and another six in Toronto, we are well on our way to meeting our growth goals.
- **Re-enter the Ottawa mid- and high-rise market:** Minto expects to acquire several mid- and high-rise development sites in Ottawa, with some launching in 2012.

In 2011, Minto's Suburban and Urban Development Services teams in Ottawa and Toronto merged into a single operating group: Minto Communities - Ontario (MC-O).

- **Continue to improve business processes:** The implementation of SAP later in 2012 will allow us to codify best practices across all MC-O teams.
- **Maintain strategic focus:** We will continue to invest and focus on our organizational brand by developing leaders and emerging talent, building our teams, and emphasizing community and product design consistent with Minto's brand and vision.



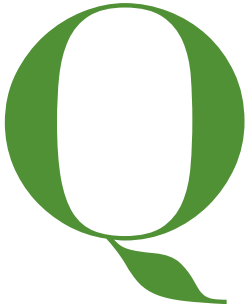
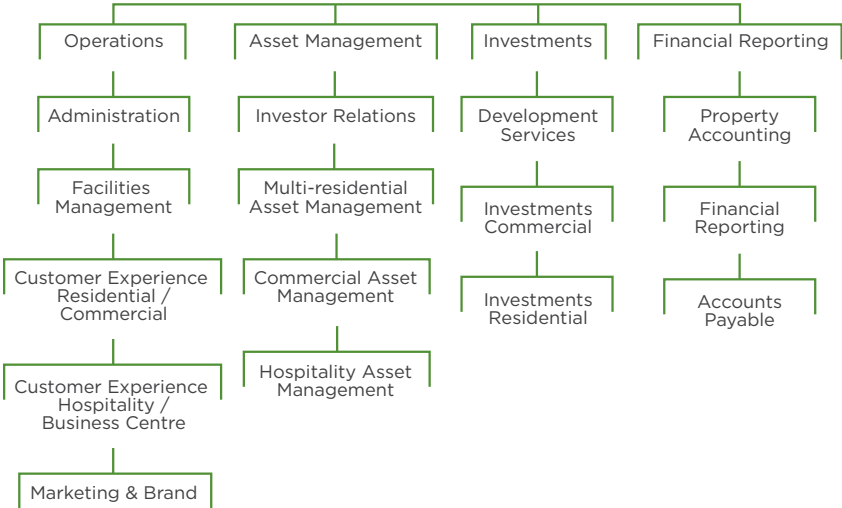
**Top to bottom:** 88 Sheppard, Tapestry model at Chapman Mills, Minto WaterGarden, Ampersand Gallery Suites.

# SUCCESSION



President, Minto Properties  
**ROBERT PIKE**

# Minto Properties



How are we working to improve our customer experience?



It’s something that touches every aspect of what we do. We’ve created dedicated operational customer experience teams. We’ve focused our hospitality offerings. We’ve added community operations managers to improve service. And we’re responding to the feedback we’re getting from customer satisfaction surveys in a meaningful way.

- Robert Pike, President, Minto Properties

<p>OPERATIONS DIVISIONS          MANAGED COMMERCIAL SPACE          MANAGED RENTAL UNITS          HOTEL SUITES          FURNISHED SUITES          GREEN METRIC</p>	<p>Ottawa, Toronto &amp; London; 681 employees          Asset Management / Financial Reporting / Investments / Operations          Ottawa: 2,711,070 sq. ft. + Toronto: 160,597 sq. ft. + London: 190,946 sq. ft. = 3,062,613 sq. ft.          Ottawa 8,833 + Toronto 6,606 + London 2,114 = 17,553          Ottawa 290          Ottawa 153 + Toronto 297 = 450          Residential: 810,141,000 litres of water conserved (324 Olympic-sized swimming pools)          Commercial: 1,500,000 sq. ft. of BOMA BEST certified space          Hospitality: 49,000,000 litres of water conserved (19 Olympic-sized swimming pools)</p>
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# MINTO PROPERTIES

## EVERYTHING WITH THE CUSTOMER IN MIND

Of particular significance was the merger of the Multi-residential, Commercial and Hospitality groups, which will allow Minto to leverage existing synergies in facilities management, administration, customer service and marketing. Our Commercial group was among the first in the company to go live with SAP, migrating to the new system in July after extensive planning and training.

### Closing the deals

As the realignment was taking place we successfully closed the acquisitions of Cherryhill Village in London, 1229 Marlborough in Oakville, and One Atlantic in Toronto. We also assumed property management of the Minto-built 620 Martin Grove, an affordable seniors apartment building in Etobicoke, and we beat projections on finalizing the lease-up of 180 Kent Street in Ottawa.

### Enhanced leadership, engaged employees

To address a need identified in our 2010 employee survey, we introduced community operations managers at many of our residential properties—a new layer of leadership that provides a higher degree of accountability and greater frontline support.

We also enhanced our commitment to employee engagement. Initiatives designed to improve communication, increase recognition and boost morale helped increase engagement scores over 2010. Customer service scores improved on our own internal surveys as well as those from JD Power & Associates.

### Recognition from peers

Minto Properties received two 2011 Marketing, Achievement and Construction (MAC) awards, including an Environmental Award of Excellence for the comprehensive environmental features at Richgrove Village and an award for the Best Corporate Website. We were also a finalist in five other categories—including Customer Service, Community Service and Rental Development of

Minto Properties realigned itself into four new divisions in 2011: Operations, Investments, Asset Management, and Financial Reporting.

the Year—giving Minto more representation at the MAC Awards than any other landlord in Ontario.

Once again, we received recognition from JD Power and Associates for our ForestView property in Ottawa, which was awarded the Property Management Service Excellence award. This year we passed our Certified Rental Building recertification program and received certification for our newly acquired Cherryhill and Leslie York Mills properties.

## All about the guest experience

Our hospitality portfolio was streamlined in 2011, first by converting nearly one third of Minto Suite Hotel from short-term to long-term furnished suites, then by reducing the number of properties we manage from three to two by converting The Carlisle into an unfurnished rental building. These changes helped Minto Suite Hotel outperform the Ottawa hotel market, while Minto Furnished Suites exceeded forecasts for both occupancy and average daily rates.



Top to bottom: 620 Martin Grove in Toronto, Cherryhill Village in London, Renovated Leslie York Mills property in Toronto.

## What's next:

In 2012, Minto Properties will:

- **Grow the business:** Continue expansion across all areas of the portfolio.
- **Ensure successful realignment:** Continue the stabilization process while identifying further synergies between the Hospitality, Multi-residential and Commercial groups.
- **Complete the rollout of Phase 2 of SAP:** Enhance reporting and functionality to support the Commercial group's SAP activities, followed by rollout to the Multi-residential team.
- **Leverage mixed-use investments:** Continue to look for opportunities to collaborate with Minto Communities on projects featuring both residential and retail space.

# SUCCESSION



President, Minto Communities - Florida

**MIKE BELMONT**



# Minto Communities - Florida



Q

What's making Minto stand out in the Florida market?

A

In all eight of our beautiful communities across Florida, we're offering buyers the lifestyle they dream of and the latest in home design and innovation, all at an affordable price—positioning us well above the competition.

*- Mike Belmont, President, Minto Communities - Florida*

OPERATIONS DIVISIONS  
GREEN 2011 METRIC

South Florida / West Central Florida; 80 employees  
New Homes  
All homes will be ENERGY STAR® Partners; all Island Coach homes at Harbour Isle will be LEED certified

# MINTO COMMUNITIES – FLORIDA

## EXCEPTIONAL SUCCESS IN A FRAGILE MARKET

### Better places to live and play

There's no one single way of delivering greater value to our customers. In TownPark, we accomplished this goal through lifestyle enhancements: adding amenities such as bocce ball courts, a multimedia room and a library, to name a few. At Harbour Isle, it was LEED certification of our unique Island Coach Homes, which combine resort-style beauty with the ultimate in energy efficiency.

We're sharing plans and designs between all of our communities to bring features like these to all of our customers throughout Florida. Last year, for example, we adapted plans proven successful at Sun City Center in Tampa for use at TownPark in Port St. Lucie. The end result? Amazing scores and comments from Eliant Customer Surveys, which ranked Minto's Florida communities in the top 10 percent across the United States in its year-end surveys.

### Attracting more customers

Overcoming a still-sluggish American housing market required a focused effort on strategic, targeted marketing. This year we added interactive brochures and virtual tours to our website, created a Spanish version of the site to reach Hispanic homebuyers, and formed partnerships to help market our communities globally. We also launched the *Own Some Florida Warmth* campaign, which directly targets Minto customers in Canada through building signage and newsletter inserts, providing them with incentives to consider investing in a vacation or retirement home in Florida.

We've also been able to expand our customer base by introducing new products and models at all eight of our communities across Florida, including the grand opening of Mangrove Walk—the first community offered at Harbour Isle on Anna Maria Sound.

For Minto Communities - Florida, 2011 was focused on bringing to life our brand proposition of LIDS=QV (Lifestyle, Innovation, Design and Sustainability = Quality and Value).



As a result of these efforts, physical traffic to our communities substantially increased—a major factor in this year's success. In 2011, sales increased by more than double the previous year. In fact, business has been so brisk we've had a hard time keeping pace!



## What's next:

In 2012, Minto Communities - Florida will:

- **Pursue opportunities in existing markets:** We will actively research and acquire strategically located infill parcels in areas such as Broward, Palm Beach, Sarasota and Collier Counties.
- **Deliver Minto quality to new markets:** We will expand geographically into central Florida (for example, Naples and southeast Orlando).



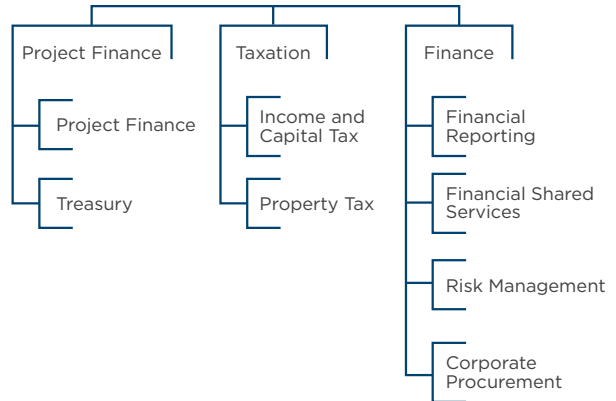
**Top to bottom:** Harbour Isle, Pebble Beach, Coral Reef, Artesia Torino.

# SUCCESSION



Chief Financial Officer,  
Minto Corporate Finance  
**BOB WENER**

# Minto Corporate Finance



Q

What's been the impact of SAP on Minto Corporate Finance?

A

As each operating group goes live with SAP, all repeatable and transactional 'back office' accounting will transition out of the groups and into our new, centralized Financial Shared Services department. We're playing a leading role to make sure accounting and reporting are consistent across the company—and with the oneMinto approach.

*- Bob Wener, Chief Financial Officer*

OPERATIONS  
DIVISIONS

Ottawa; 36 employees

Project Finance / Treasury / Risk Management / Property Tax / Income and Capital Tax / Financial Shared Services / Corporate Procurement / Financial Reporting

# MINTO CORPORATE FINANCE

## KEEPING IT ALL TOGETHER

The group also plays a significant role in the SAP implementation process. As team members become increasingly proficient with the system, they'll be called upon to train other Minto employees and assist with future rollouts.

### **A centralized system for greater efficiency**

Launched last July, the new Financial Shared Services department will help Minto become a high-performance, customer-focused organization by centralizing the processing of daily transactions for all operating groups—delivering results in a timely, reliable and consistent manner, and implementing quality service standards and performance measures. To date, Financial Shared Services has developed a structured month-end close process, defined key process documentation, and increased data integrity and security.

We also started work on converting our financial statements from the Canadian Accounting Standards to the International Financial Reporting Standards. This will provide consistency and comparability with our peers while providing Minto's shareholders with better financial information.

### **Improving the customer experience by mitigating risk**

In addition to its regular activities of insurance placement, renewals, claims handling and contract reviews, the Risk Management team coordinated a number of initiatives throughout 2011, including proactive property inspections and risk-control reports, site tours, and 'slip and fall' seminars with property managers to address winter weather risks.

Minto Corporate Finance is responsible for Minto's accounting systems and is the central resource for insurance, risk management, taxation and project financing.



## Supporting growth

The Project Financing group completed a number of significant financings in 2011. Taxation teams were also kept busy supporting Minto's growth strategy, and clearing up property tax and rebate issues—resolutions that resulted in savings for both the company and our customers.

## What's next:

In 2012, Corporate Finance will:

- **Ensure a smooth transition:** We will continue to support the operating groups with SAP implementation.



- **Support business growth:** We will help the operating groups execute their growth plans by providing advice and raising both equity and debt capital for new acquisitions.
- **Enhance the culture of risk management:** We will continue work on establishing a Risk Management Committee within Minto, and on producing a risk management manual for use by the operating groups.

# SUCCESSION

Executive Vice President,  
Minto Corporate Services  
**JOEL BERNARDI**



# Minto Corporate Services



Q

What makes employee engagement so critical to Minto's success?

A

Engaged employees are the foundation for our strategic growth—they speak positively about Minto, have an intense desire to stay with the company, and strive to behave in ways that contribute to the achievement of our goals.

*- Joel Bernardi, Executive Vice President, Minto Corporate Services*

# MINTO CORPORATE SERVICES

## BUILDING THE ONEMINTO FOUNDATION

We do this by providing integrated expertise and resources that create cost efficiencies and synergies across the entire company.

### Human Resources

The Human Resources team played a key role this past year in rebuilding the Senior Management Team—and advising those new leaders on how to effectively sustain organizational change. Developing strong leadership was also propelled through ‘360 assessments’ conducted with Minto executives, and the delivery of the Disney Institute **beinspired** program to all areas of the company.

Employee engagement is the key to developing Minto’s future leaders. Our 2011 “quick pulse” employee survey showed an improvement of 4% over 2010—meaning we’re on track to reach our 2016 goal. To help hit this target, we finalized a new compensation strategy, providing consistency on how our people are rewarded.

### What’s next:

In 2012 we will continue to drive leadership development and change-management capabilities by conducting 360 assessments with all members of the Senior Management Team. We’re also offering ‘version 2.0’ of the Minto Learning Centre, with a brand new lineup of courses focused on developing skills and competencies through the use of customized learning paths.

### Corporate Marketing & Brand

With more touchpoints and more devices, technology is continually changing the way customers interact with our company. That’s why we created a oneMinto approach to marketing through the new centralized marketing department, which will provide company-wide brand oversight and marketing leadership. In doing so, Minto will be able to better respond to our customers’ increasing use of social media, improve the use of analytics and data mining, and strengthen project execution through a shared pool of skilled marketing resources.

Minto Corporate Services partners with the operating groups to develop and implement solutions and services that enable Minto to deliver customer value and business results.



A new search engine optimization (SEO) strategy for Minto.com was completed—and has already yielded impressive results. Keyword searches are up compared to 2010 and, overall, Minto.com saw a substantial increase in visits. Visits from mobile web browsers also surged dramatically.

## What's next:

Next year we will focus on creating a customer-centric organization by addressing three rapidly expanding needs: building a digital brand through a complete website redesign and improved social media presence; launching the new customer relationship module (CRM) within SAP, which is organized around customer segments to provide better data management and mining capabilities; and creating a relationship marketing program that aggressively grows our customer base.



## Information Technology

In 2011 the BP-IS and ERP teams were combined into a single unit under the name Information Technology (IT) and the leadership of Gary McElheron as Chief Information Officer. The process to combine the two teams went very smoothly, with virtually no impact on the company's IT services.

In addition to supporting the ongoing implementation of SAP, we also completed a major upgrade to the telephony infrastructure in Ontario and the IT infrastructure in Florida. As this was happening, we were able to evaluate new Virtual Desktop Infrastructure (VDI) software, which has the potential to provide a better experience for users accessing Minto's IT services—especially those at remote sites—at less cost and with less administrative effort.

### What's next:

The IT team will expand the use of VDI in Florida based on the successful trials in 2011. As we continue to integrate SAP, we will need to continually evolve to meet the changing needs of Minto's customers. As such, leadership will remain focused on mentoring and training staff to ensure capable, well-trained resources are in place.

## Green

Minto Green's team of Green Task Force members, Green Champions and our internal clients are working together to build better places for our customers while reducing our impact on the environment. To help define the homes of the future, Minto received \$1 million in government funding to explore energy-efficiency initiatives and the potential for net zero energy homes in Ottawa's Ampersand community. Today, every new low rise home we

build is ENERGY STAR® qualified while our high rise condominiums are LEED certified, with effective cost-saving and home comfort features like heat recovery ventilators, all-off switches, water saving toilets and energy efficient lighting, plus sensors to regulate temperature, lighting and water usage. As a result of our strong green culture, our green building practices and our exploration of the use of social media to share and promote environmental practices, Minto was named Green Builder of the Year by the Ontario Home Builders' Association, and Green Developer of the Year by the Greater Ottawa Home Builders' Association. Minto Place was also certified to BOMA BEST (Building Environmental Standards) Level 4—the first such certification in Ottawa — recognizing Minto's environmental excellence in building operations as well as design.

Green Champions in our Minto offices also spear-headed several successful green initiatives over the course of the year, including community clean-ups, green workplace assessments and office 'freecycle' events. Minto employees in Florida collected 311 pounds of garbage during their annual beach clean-up—an exceptional demonstration of community spirit.

### What's next:

To maintain Minto's environmental leadership position in our industry, both in the products we build and the way we operate, Green will work to establish specific, measurable and challenging environmental targets and support programs to ensure we continue to reduce our environmental impacts while delivering modern, innovative, comfortable and efficient homes and workplaces that our customers value. Green will achieve this by working with Minto's Green Task Force members, Green Champions, and internal clients to engage employees in our initiatives; deliver

innovative green plans for our communities; communicate the positive economic, social and environmental impacts of our work; and support the day to day aspects of achieving and maintaining Minto's environmental certification and performance goals.

## Emergency Services

Emergency Services is committed to providing a safe and secure environment for all employees, customers and visitors at Minto's properties and worksites. To ensure the safety of our people, we conducted a number of investigations, and responded to 7,557 calls for service last year. In addition, we had nine fewer Workplace Safety and Insurance Board (WSIB) claims and 10 fewer lost-time claims compared to 2010.

We created a new Constructor Trade Safety Committee to replace our eight-year-old WSIB Safety Group. The new committee will ensure Minto continues to abide by all of the rules and regulations of the Occupational Health and Safety Act, and help reduce our exposure to WSIB claims.

## What's next:

The Emergency Services team will continue to provide a cost-effective, safe and secure environment consistent with legislative requirements and company values. Doing so will involve acting as a liaison on security- and safety-related matters, and ensuring that security and safety services deliver exceptional value at a competitive price.

## Communications

The Communications team helps create a better understanding of the company's core beliefs and values among employees, partners and clients. In 2011 we launched the Greenberg Awards to formally recognize and celebrate the outstanding achievements of our own people. And to better communicate news on product launches and corporate initiatives to Minto employees, we reintroduced the *Developments* employee newsletter after a two-year hiatus—this time in digital format. We also provided communications support to Corporate Finance, Minto Properties and Minto Communities related to business realignment and SAP implementation.

## What's next:

We will continue to provide effective and timely communications guidance and development for all oneMinto programs, and conduct communications initiatives specific to each operating group. We will also be redesigning and introducing new interactive features to the Tree House, including an online **beinspired** board where people can celebrate the hard work of their colleagues.

# CELEBRATIONS

At Minto, we love to celebrate long-standing service by our employees and recognition by our peers and our industries.

## Milestones

### *55 years of service*

**Phil Joanisse**, Executive Office,  
Minto Communities – Florida

### *35 years of service*

**Dennis MacTavish**, Minto Place Operations,  
Minto Properties

**Evelyn Preston**, Rental Operations,  
Minto Properties

**Jerry Slack**, Accounts Payable,  
Minto Communities – Ontario

### *30 years of service*

**Victoria MacKinnon**, Administration,  
Minto Properties

**Daniel Belanger**, Construction,  
Minto Communities – Ontario

### *25 years of service*

**Marc Capelle**, Architecture,  
Minto Communities – Ontario

**Serge Desjardins**, Production,  
Minto Communities – Ontario

**Dan Gregoire**, MasterCare,  
Minto Communities – Ontario

**Anne Love**, Corporate Office

**Susan Patterson**, Minto Business Centre,  
Minto Properties

**Marc Robinson**, Design Centre,  
Minto Communities – Ontario

**Stephen Sowa**, Avalon MasterCare,  
Minto Communities – Ontario

## Retirements

**William Demick**, Minto Properties  
33 years of service

**David Switzer**, Minto Properties  
24 years of service

**Jennifer Caesar**, Minto Suite Hotel  
22 years of service

**Ron Chamberlain**, Minto Suite Hotel  
22 years of service

**William Salter**, Minto Suite Hotel  
21 years of service



35-Year Milestone Recipients with Roger Greenberg and Rob Pike.

## 2011 Greenberg Awards

### *Leadership:*

**Raymond Quesnel**, Director, Construction Operations, Minto Communities - Ontario

### *Community:*

**Linda Yonke**, Executive Assistant, Executive Office, Minto Communities - Florida

### *Innovation:*

**Mike Grainger**, Director, Application Development and Data Warehousing, Information Technology, Minto Corporate Services

### *CustomerFirst:*

**Nigel Harris**, MintoYorkville Concierge, Minto Properties

### *Collaboration:*

Spring Construction and MasterCare Teams  
(**Michael Barber, Dinesh Bhanushali, Jason Waters, Scott Yake, Serguei loudine, Chris Siddle, Azita Niaki, John Pileggi, Rajeev Jha, Konrad Ksiezopolski, Diane Fernandez, Rachel Hewitt, Hanna Peters, Jon Ingham**), Minto Communities - Ontario

## External awards

### *Minto Suite Hotel:*

- Four Diamond Rating by CAA/AAA for 18<sup>th</sup> year in a row
- Four Green Key Eco-Rating by the Hotel Association of Canada

### *Minto Properties:*

- Property Management Website Award (Corporate Branding) by the Federation of Rental Housing Providers of Ontario
- BOMA BEST 4 Certificate - 180 Kent

### *Environmental Awards:*

- 2011 Green Builder of the Year by the Ontario Home Builders' Association
- Richgrove Village: Environmental Award of Excellence by the Federation of Rental Housing Providers of Ontario
- Green Developer of the Year by the Greater Ottawa Home Builders' Association
- Green 30 Ranking for Canadian Organizations by Aon Hewitt

# GIVING BACK

## CARING FOR OUR PEOPLE, INVESTING IN OUR COMMUNITIES



**Left to right:** 2011 CHEO Dream Home, Employee Volunteer Program supports local children's hockey.

Corporate integrity starts by putting our people—employees, customers and partners—first. We work hard to be an employer of choice, creating a positive and supportive work environment that inspires employees to deliver top-quality service and keep Minto's customers satisfied. By constantly monitoring the needs of our employees and customers specific to each community we manage, we not only provide a better quality of life for those who live there but also achieve greater success in the marketplace.

Minto takes great pride in the communities it calls home. We direct millions of dollars each year to charities that support children, education, health, the arts and the environment. Our Employee Volunteer Program has more than 350 people participating annually in dozens of local charity events and fundraisers, reflecting our strong community spirit and belief in making the world a better place.

In 2011, Minto donated in excess of \$2 million to more than 200 charities, including major gifts to:

- Mount Sinai Hospital Foundation
- Queensway Carleton Hospital Foundation
- Algonquin College - Centre for Construction Excellence
- Centre for Addiction and Mental Health
- Toronto Ronald McDonald House
- University of Waterloo - Environment 3 building and School of Environment, Enterprise and Development
- University of Ottawa - Minto Sports Complex
- Clarence Rockland Recreational and Cultural Complex



# MANAGEMENT

## *Board of Directors*

*Roger Greenberg, Chair*  
*Alan Greenberg*  
*Eric McKinney*  
*Peter Goring*  
*Jim Carreker*  
*David Galloway*  
*Paul Douglas*

## *Management Committee*

*Roger Greenberg*  
*Michael Waters*  
*Mike Belmont*  
*Robert Pike*  
*Joel Bernardi*  
*Bob Wener*

## *Minto Communities – Ontario*

*Michael Waters, President*  
*Paul Rookwood, Executive Vice President*  
*David Stewart, Executive Vice President*  
*Chris Sherriff-Scott, Senior Vice President*  
*Daniel Belanger, Vice President*  
*Jacques Brisson, Vice President*  
*Ram Dinary, Vice President*  
*Tom Giancos, Vice President*  
*Kelvin Gibson, Vice President*  
*Mark Kilfoyle, Vice President*  
*Julie Nyman, Vice President*  
*Vince Santino, Vice President*  
*Catherine Shea, Vice President*  
*Jack Stirling, Vice President*  
*Brent Strachan, Vice President*

## *Minto Properties*

*Robert Pike, President*  
*Greg Rogers, Executive Vice President*  
*John Stang, Senior Vice President*  
*Glen MacMullin, Senior Vice President*  
*Jaime McKenna, Vice President*  
*Regis Trudel, Senior Vice President*  
*Doug Brunsdon, Vice President*  
*John Loubser, Vice President*  
*Andre Mihelic, Vice President*  
*Steve Martin, Vice President*  
*Vicki MacKinnon, Vice President*  
*Martin Tovey, Vice President*  
*George Van Noten, Vice President*

## *Minto Communities – Florida*

*Mike Belmont, President*  
*Phil Joannis, Senior Vice President*  
*Jack Appleman, Vice President*  
*William Bullock, Vice President*  
*John Carter, Vice President*  
*Steve Svopa, Vice President*  
*Glen Trotta, Vice President*

## *Minto Corporate Finance*

*Bob Wener, Chief Financial Officer*  
*Dan Dixon, Vice President*  
*Vivian Karaikos, Vice President*  
*John Moss, Vice President*  
*Grant Smith, Vice President*

## *Minto Corporate Services*

*Joel Bernardi, Executive Vice President*  
*Gary McElheron, Vice President*  
*Gerry Meyer, Vice President*  
*Alison Minato, Vice President*

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