

# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION



## 2022 ANNUAL REPORT

180 Kanata Avenue



## Message from the Chair

On behalf of the Ottawa Community Lands Development Corporation (OCLDC) and its Board of Directors, we are pleased to share the Annual Report for 2022 to our members, the City of Ottawa.

This annual report details the performance of the OCLDC for 2022. Part of the mandate is to divest of the City of Ottawa's surplus properties that are no longer needed for program requirements. As part of the divesting of these properties, the OCLDC continued to improve communities by enhancing municipally owned land through the four pillars, which are financial, social, environmental and cultural sustainability. Thus, also eliminating carrying costs, increasing the tax base for the City of Ottawa, supporting affordable housing and enabling efficient infill development.


It was a successful year for the OCLDC as it closed on two major real estate transactions which generated \$10,999,900 in sale proceeds for 2022.

I would like to take this opportunity to thank the former board members for their service during the 2019-2022 City Council term and welcome the new board members.

I look forward to another term as Chair and working on the new mandate of providing more opportunities for affordable housing and fulfilling Council's objective of creating a more inclusive City of Ottawa.

We continue to achieve the mandate of the corporation and to serve this Council and the City of Ottawa.

Sincerely



Pamela Sweet  
Chair



# Report to the Members

This Annual Report provides context for the evaluation and review of the Corporation's activities and progress in 2022. The report also supports the requirements of the Corporations Act (Ontario) for holding the 2022 Annual Members' Meeting of the Ottawa Community Lands Development Corporation (OCLDC) including receipt of Audited Financial Statements for 2022.

## Mandate

On October 10, 2007, City Council approved the establishment of the Ottawa Community Lands Development Corporation (OCLDC) for implementation of the Longfields Subdivision and CentrepoinTE Town Centre projects (Report number ACS2007-BTS-RPM-0008). Staff undertook planning and engineering studies and held open house consultations with the community for the Longfields and CentrepoinTE Town Centre projects. An application for subdivision approval for the Longfields lands was initiated and draft subdivision approval was obtained for the establishment of a demonstration project.

In January 2009, City Council approved recommendations to proceed with the incorporation of the OCLDC to undertake City property development initiatives and transfer the control of the Longfields subdivision to the OCLDC (Report ACS2008-COS-RPM-0063).

In August 2009, the Letters of Patent were issued by the Ontario Ministry of Government Services establishing the Ottawa Community Lands Development Corporation/La Société d'Aménagement des Terrains Communautaires d'Ottawa for the purpose of promoting and undertaking community improvements in the City of Ottawa to improve, beautify and maintain municipally owned land, buildings and structures for the benefit of the community.

The objectives for which the corporation is incorporated include the following:

- (a) To promote and undertake community improvement in the City of Ottawa by:
  - i. planning, subdividing, and developing or redeveloping sites owned or held by the corporation for residential, industrial, commercial, institutional, public, recreational, religious, charitable or other use;
  - ii. acquiring, holding, selling, leasing or disposing of sites described in subparagraph (i) above;
  - iii. undertaking or conducting studies, research and design work; and
  - iv. conducting public marketing and advertising for sale in connection with the activities set out in subparagraphs (i), (ii) and (iii) above.
  
- (b) To improve, beautify and maintain municipally owned land, buildings and structures in the City of Ottawa as designated and approved by the City of Ottawa for the benefit of the community.

- (c) To undertake such other complementary activities not inconsistent with these objectives.

## **Strategic Directions**

Based on the preceding, the goal of City Council in January 2009, in creating a development corporation was to achieve the following objectives:

- Obtain “optimal value” pertaining to financial and non-financial community investment;
- Maximize financial, social, environmental and cultural sustainability;
- Initiate a single point of accountability;
- Balance municipal objectives and guiding principles;
- Segregate duties between the approval bodies and the project;
- Address business issues related to the development;
- Enter into subdivision agreements;
- Engage in community consultation;
- Maintain a focused delivery; and
- Build on community objectives.

In addition to the above directions, Ottawa City Council also identifies how the services of the Corporate Real Estate Office (CREO) will be utilized in achieving the above noted goals and objectives.

OCLDC continues to achieve its mandate, which is to enhance communities by improving and enhancing municipally owned land through the four pillars, which are financial, social, environmental and cultural sustainability. As well, CREO is continually working to improve processes to ensure that OCLDC is efficient and effective in working to achieve its mandate.

## **Transfer of Assets from City to OCLDC**

The core business of the OCLDC is unlocking value in the City of Ottawa’s real estate portfolio through strategic development. The focus of the OCLDC activities is to determine the development potential of these assets and to work with CREO on the due diligence and transfer processes to optimize that development potential. The OCLDC and CREO work collaboratively to identify opportunities within the City’s real estate portfolio for development and added value. To this end, the OCLDC has identified assets that have been earmarked for disposal or development and to market these assets to achieve the Corporations four pillars

The OCLDC and the City use a collaborative approach for the transfer of lands currently held by the City. This approach allows the OCLDC to pre-plan and implement development strategies for lands and proceed with actual transfers at a future date once

the City's disposal process is complete with respect to each parcel. This process entails circulation to relevant City Departments including the Housing Branch to determine if the parcels have corporate and or operational needs, before being declared surplus by City Council and transferred to the OCLDC. Properties that are no longer required for City programming or operating purposes are transferred to the OCLDC with development objectives approved by Council to achieve optimal value. The OCLDC also generates substantial community and financial value for the City of Ottawa through the sale of properties.

## **Sale Process for OCLDC Properties**

The sale of properties under OCLDC complies with OCLDC's Disposals Policy. Properties are advertised for sale on the City's web site, through signage on the properties and notices that are distributed through mailing lists that include the home builders' associations, developers, and other interested parties. Successful purchasers are selected through a Request for Offer (RFO) process. Evaluation criteria are developed for each with specific requirements and are based on overall City of Ottawa Official Plan objectives and community input. Eligible proposals must meet the minimum requirements as established through the evaluation criteria. Successful proposals are based on achieving the highest score, i.e., achieving "optimal value" under the OCLDC Disposal Policy.

In accordance with the mandate for the Corporation, the activities of OCLDC resulted in several benefits to the City of Ottawa. These benefits are documented below.

## **Community Benefits**

Over the past 14 years OCLDC projects have enhanced and provided significant benefits to the City of Ottawa and its communities as demonstrated below:

- Supporting the development of Institutional and community uses, such as providing sites for places of worship;
  - South Nepean Muslim Community Association (SNMC) Longfields; and
  - Qualicum Community Building – 48 Nanaimo Drive
- Development of a range of residential housing types catering to changing demographic, including the development of over 2,750 new residential units across the City;
- Providing lands for and supporting the development of affordable housing units;
  - Nepean Housing Corporation: Longfields
  - Multi-Faith Housing Initiative: Longfields
- Protecting over 17 hectares of Natural Environmental Area and parkland;
- Provision of parks and contribution to recreational facilities by reserving lands for these purposes prior to sale or requiring purchasers to contribute over and above the minimum statutory parkland dedication requirements;

- Environmental benefits through progressive sustainable development measures; like the Sustainability Checklist for new buildings;
- Job creation through spinoff opportunities in construction on these surplus sites and the businesses that occupy them;
- Increasing municipal tax base with the creation of additional residential and commercial units;
- Elimination of carrying costs for aging and surplus City assets;
- Promoting transit-oriented development;
- Promoting innovative transportation solutions like BRT stations, traffic roundabouts and traffic-calming; and,
- Supporting the construction of City infrastructure.

## **OCLDC Added Value**

Some of the advantages of selling City lands through OCLDC include:

- Separating the City's land ownership/real estate development role from its planning authority role under Municipal and Planning Acts;
- Entering into Agreements with third party developers and imposing additional development control to ensure City objectives are met;
- Imposing positive covenants i.e. steps a future owner must take (e.g. installing services that benefit someone else – park or road);
- Requiring additional community benefit without having to pay the purchase or discount the price (i.e. satisfy special condition imposed in agreement);
- Acting like a private developer and entering into development agreements under Sections 41 and 51 of the Planning Act;
- Attracting targeted development/industries;
- Stimulating desirable employment;
- Promoting regeneration of neighbourhoods by steering development in a different direction;
- Advancing development opportunities;
- Generating a higher rate of return from sales; and,
- Rezoning lands to target a specific density or housing form.

## **OCLDC Sales in Fourteen Years of Incorporation**

OCLDC has generated over \$110M in gross sales since its incorporation in 2009. Minimal expenses are realized through the Corporation. Disbursement expenses include legal fees, administrative costs, and general costs for a development corporation such as: engineering services, appraisals, insurance, licenses and permits, sale signs and audit fees. These do not include land acquisition costs.

## 2022 Annual Highlights

### Sales

In 2022, the OCLDC sold 180 Kanata Avenue, 150 Kanata Avenue, and 1200 Canadian Shield Way resulting in gross revenues of \$10,999,900. As per the City's Affordable Housing Land and Funding policy, 25% of net revenues are transferred to the City's Affordable Housing Reserve Fund. For 2022, the transfer amount was \$1,875,160. The other 75% of net revenues were transferred to the City's surplus land account to meet the 2022 budget requirements.

#### **180 Kanata Avenue - Closed in May 2022 for \$1,924,900**

The purchaser, Theberge Holdings Limited & Jay Patry Enterprises LLC, proposes to construct a six-storey mixed-use building comprised of 304 residential dwelling units as well as approximately 1,562 square metres of retail, café restaurant and public gym uses along Kanata Avenue and wrapping around the corner of a future public laneway. Shared amenity areas are proposed on the ground floor and open onto the interior courtyard which features a pool and landscaping elements. At the top of the building, a rooftop terrace overlooks the rear yard which features a community garden and south facing solar panels. Along the eastern portion of the building, a privately-owned public space (POPS) will animate the laneway, with street furniture and landscaping elements.

#### **150 Kanata Avenue & 1200 Canadian Shield Way – Closed in July 2022 for \$9,075,000**

The purchaser, Batimo Inc., proposes to develop a seven, nine and 11 storey building comprised of 351 residential units and retail space at grade facing Kanata Avenue.

Additional benefits from this OCLDC sale include:

- Provision of a mix of unit types to meet the Kanata Town Centre density goals and respond to housing demand in a growing and serviced community
- Implementation of revised Kanata Town Centre Concept Plan
- Greater control over how the development will address the Kanata Avenue frontage and interface with Bill Teron Park
- Final development of all City lands that make up the Kanata Town Centre

### Marketing and Field Work

In 2022, in addition to the sale of 180 Kanata Avenue and 150 Kanata Avenue and 1200 Canadian Shield Way, OCLDC staff continued due diligence and field work on many properties that are on its long-range work plan and earmarked for future sale, including the following:

### **3169 Conroy Road:**

- Explored potential for residential development with Planning staff
- Resolved issues with respect to berm abutting existing residential development
- Explored opportunity for joint marketing and development with lands to the north
- Assemble material in preparation for marketing in 2023

### **4160 Riverside Drive:**

- Collaborated with Ottawa Airport Authority/Transport Canada.
- Commissioned servicing studies and resolve Official Plan and Zoning; and
- Negotiated with upstream landowners for access to servicing.

### **3071 Riverside Drive (Canoe Bay)**

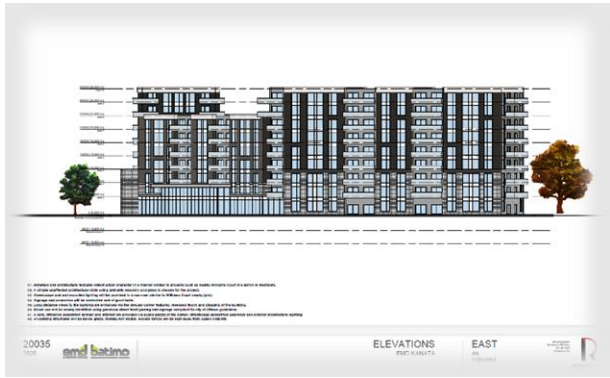
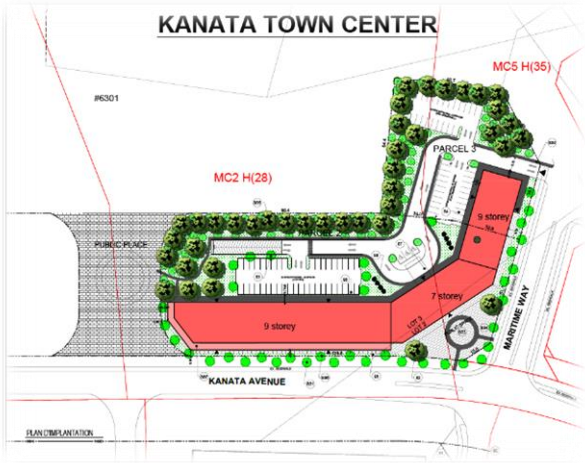
- Responded to purchasers request for modifications to Option to Repurchase Agreement due to restructuring plans approved by Courts
- Extensive consultations with legal counsel to ensure OCLDC interests are protected while Canoe Bay sought new partners to complete the development
- Liaise with Trustee overseeing restructuring and marketing plans to identify OCLDC requirements

### **1209 St. Laurent Boulevard**

- Negotiated with purchaser of the property and new partners to ensure OCLDC profit-sharing and density participation obligations were protected
- Worked with legal counsel to prepare amendments to all agreements and secure future development concept

To further its social, cultural, environmental, and financial goals for the City of Ottawa, the OLCDC is continually examining strategic City properties that can be added to its portfolio. For the term of Council from 2023-2026, the OCLDC expects to successfully surpass its goals on all levels.





# 2022 Members of the Board of Directors

The OCLDC consists of the following members:



Pamela Sweet -  
Chair



Kathleen Willis -  
Vice-Chair



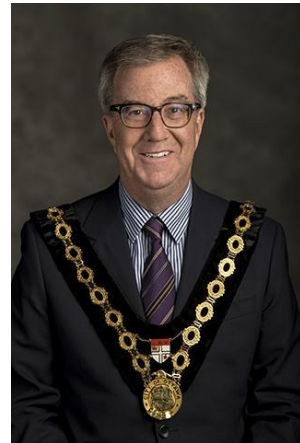
Laura Dudas -  
Director



Riley Brockington -  
Director



Rawlson King -  
Director



Jim Watson -  
Director

## 2022 Officers

The OCLDC consists of the following Officers:

Wendy Stephanson, President and Chief Executive Officer

Cyril Rogers, Treasurer and Chief Financial Officer

Peter Radke, Secretary and Chief Operating Officer

**Financial Statements**  
**Ottawa Community Lands**  
**Development Corporation**  
**December 31, 2022**

# Independent auditor's report

To the Board Members, Mayor and Members of Council of the  
**Ottawa Community Lands Development Corporation**

## Opinion

We have audited the financial statements of the Ottawa Community Lands Development Corporation [the "Corporation"], which comprise the statement of financial position as at December 31, 2021, and the statement of operations and statement of changes in net debt for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2021, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Other information

Management is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.



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## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Ernst & Young LLP*

Ottawa, Canada  
September 14, 2023

Chartered Professional Accountants  
Licensed Public Accountants



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# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

## STATEMENT OF FINANCIAL POSITION

As at December 31, 2022, with comparative information for 2021

Table 1: Statement of Financial Position - Assets

### Assets

Financial assets	2022	2021
Accounts receivable	\$9,142	30,962
Taxes recoverable	6,578	17,510
Due from the City of Ottawa [note 5]	3,946,243	1,463,781
<b>Total financial assets</b>	<b>3,961,963</b>	<b>1,512,253</b>

Table 2: Statement of Financial Position - Liabilities

Liabilities	2022	2021
Accounts payable and accrued liabilities	2,923,959	243,853
Deposit agreements for future sales [note 3 and schedule 1]	0	550,000
Performance securities [note 6]	1,175,000	857,500
<b>Total liabilities</b>	<b>4,098,959</b>	<b>1,651,353</b>
<b>Net debt</b>	<b>(136,996)</b>	<b>(139,100)</b>

Table 3: Statement of Financial Position - Non-Financial Assets

Non-financial assets	2022	2021
Other assets [note 7]	136,996	139,100
<b>Accumulated surplus</b>	<b>\$0</b>	<b>\$0</b>

See accompanying notes

On behalf of the Board:

Director

Director

# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

## STATEMENT OF OPERATIONS

For the year ended December 31, 2022, with comparative information for 2021

Table 4: Statement of Operations - Revenue

Revenue [schedule 3]	2022	2021
Land sales	\$10,999,900	\$675,000
Contribution from the City of Ottawa [note 5 and schedule 3]	3,221,640	407,235
Total revenue	14,221,540	1,082,235

Table 5: Statement of Operations - Expenses

Expenses [schedule 2]	2022	2021
Land acquisition [note 4 and 5]	10,719,487	365,555
Development costs	2,720,045	179,203
Administrative expenses	483,297	353,985
Legal disbursements	298,711	183,492
Total expenses	14,221,540	1,082,235
<b>Excess of revenue over expenses for the year</b>	<b>0</b>	<b>0</b>
Accumulated surplus, beginning of year	0	0
<b>Accumulated surplus, end of year</b>	<b>\$0</b>	<b>\$0</b>

See accompanying notes

## STATEMENT OF CHANGES IN NET DEBT

For the year ended December 31, 2022, with comparative information for 2021

Table 6: Statement of Changes in Net Debt

Statement of changes in net debt	2022	2021
<b>Excess of revenue over expenses for the year</b>	<b>\$0</b>	<b>\$0</b>
Decrease (increase) in other assets	2,104	83,102
Net debt at beginning of year	(139,100)	(222,202)
<b>Net debt at end of year</b>	<b>\$(136,996)</b>	<b>\$(139,100)</b>

See accompanying notes

# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

## *NOTES TO THE FINANCIAL STATEMENTS*

*DECEMBER 31, 2022*

### **1. NATURE OF BUSINESS**

The Ottawa Community Lands Development Corporation [the "Corporation"] was incorporated on August 6, 2009 under the laws of the Province of Ontario as a corporation without share capital for the purpose of promoting and undertaking community improvements in the City of Ottawa by managing real property. The Corporation is controlled by the City of Ottawa.

### **2. BASIS OF PRESENTATION**

The financial statements of the Corporation are prepared by management in accordance with accounting policies prescribed by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

Since a precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates, which have been made using careful judgment. Budget figures are not presented on the statements of operations and changes in net debt as no budget is prepared at the Corporation level.

#### **Basis of accounting**

Revenue and expenses are reported on the accrual basis of accounting. Revenue is recorded when earned and expenses are recorded when incurred.

#### **Financial instruments**

The Corporation's financial instruments consist of accounts receivable, taxes recoverable, related party balances due from the City of Ottawa, accounts payable, performance securities and accrued liabilities and deposit agreement for future sale. Amounts recorded on the financial statements approximate the financial instruments' fair value given the short-term nature of the balances.



# **OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION**

## ***NOTES TO THE FINANCIAL STATEMENTS***

***DECEMBER 31, 2022***

### **Cash flow**

The Corporation funds its cash requirements through the support of the City of Ottawa. The only cash transactions in fiscal 2022 were deposits totalling \$35,153 [2021 - \$17,250] representing land sale proceeds of \$0 [2021 - \$0], tax refund of \$17,535 [2021 - \$17,095], Accounts Receivable invoice \$17,445 [2021 - \$0] and other miscellaneous items totalling \$173 [2021 - \$155] that were subsequently transferred to the City of Ottawa. All other cash transactions from operating activities, including funds received for land sales, were processed through the City of Ottawa. The Corporation did not have cash movement from financing or investing activities during 2022 or 2021.

### **Use of estimates**

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the amounts of assets and liabilities, the disclosure of contingent assets and liabilities and the amounts of revenue and expenses reported in the financial statements. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the period in which they become known. The most significant estimates used in preparing these financial statements are the amounts of accrued liabilities related to properties sold. Actual results could differ from those estimates by a material amount. The extent of measurement uncertainty cannot be reasonably estimated at this time.

### **3. *DEPOSIT AGREEMENTS FOR FUTURE SALES***

Deposit agreements for future sales represent deposits received pursuant to purchase and sale agreements. Sales revenue is recognized upon title of the property passing to the purchaser. The cash related to these deposits is held by the City of Ottawa and is reported on the statement of financial position as due from the City of Ottawa. For sales agreements terminated by the purchaser, non-refundable deposits are recorded as revenue and presented in other revenue.

# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

### 4. LAND

Land inventory held for resale represents land held for future development. Capitalized costs include the purchase of land and development costs incurred related to unsold parcels. Land is accounted for at the lower of actual cost and net realizable value. The purchase price of land is the fair market value as at the projected date of sale. Fair value is the amount of the consideration that would be agreed upon in an arm's-length transaction between knowledgeable, willing parties who are under no compulsion to act. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Land inventory held for resale as at December 31, 2022 and 2021 was nil.

### 5. RELATED PARTY TRANSACTIONS

The City of Ottawa controls the Corporation and administers the cash disbursements on behalf of the Corporation. Any balance owing to the City of Ottawa is interest free and has no specified terms of repayment.

Related party transactions between the Corporation and the City of Ottawa include:

Table 7: Related Party Transactions

<b>Related party transactions</b>	<b>2022</b>	<b>2021</b>
Land acquisition	<b>\$10,719,487</b>	\$365,555
Legal and realty taxes disbursements	<b>5,959</b>	3,626
Administrative expenses	<b>483,297</b>	353,985
Contribution from the City of Ottawa	<b>3,221,640</b>	407,235

# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2022

The contribution from the City of Ottawa represents funding revenue from the City of Ottawa to reimburse the Corporation for any excess expenses over land sale revenue.

Net purchase price of lands consists of \$10,719,487 [2021 - \$365,555] included in land acquisition costs on the statement of operations. Legal and realty taxes disbursements consist of \$799 [2021 - \$3,773] included in other assets on the statement of financial position and \$5,959 [2021 - \$3,626] included in legal disbursements on the statement of operations. Administrative expenses consist of \$483,297 [2021 - \$353,985] included in the administrative expenses on the statement of operations.

Change in due from the City of Ottawa comprises the following:

Table 8: Change in Due from the City of Ottawa

<b>Change in due from the City of Ottawa</b>	<b>2022</b>	<b>2021</b>
<b>Opening balance of due from the City of Ottawa</b>	<b>\$1,463,781</b>	<b>\$913,440</b>
Decrease in other assets	2,104	83,102
Decrease (increase) in accounts receivable	21,820	(30,962)
Decrease (increase) in taxes recoverable	10,932	(415)
Increase (decrease) in accounts payable and accrued liabilities	2,680,106	(1,384)
(Decrease) increase in deposit agreements for future sales	(550,000)	500,000
Increase in performance security	317,500	0
<b>Net change</b>	<b>2,482,462</b>	<b>550,341</b>
<b>Closing balance of due from the City of Ottawa</b>	<b>\$3,946,243</b>	<b>\$1,463,781</b>

## 6. PERFORMANCE SECURITIES

Performance securities are composed of refundable security deposits provided to the Corporation by purchasers of the properties. The amounts ensure development of the lands sold by the Corporation is in accordance with the Development Agreement. Reductions and releases are provided when directed by the Corporate Real Estate Office on behalf of the Corporation. As of December 31, 2022, the Corporation has \$1,175,000 [2021 - \$857,500] in performance and construction securities and \$2,781,000 [2021 - \$1,729,000] in letters of credit in the Corporation's favour for those properties sold in current and prior years.

# **OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION**

## ***NOTES TO THE FINANCIAL STATEMENTS***

***DECEMBER 31, 2022***

### **7. OTHER ASSETS**

Other non-financial assets consist of project development costs, other costs incurred to make a property ready to be listed for sale, and legal costs, which are stated at cost. Project development costs consist of direct costs relating to the commercial development of land by the Corporation as approved by City Council. These costs will be transferred to land inventory held- for-resale once the related property has been transferred to the Corporation. For projects that are abandoned, costs are immediately expensed.

### **8. CONTRACTUAL OBLIGATIONS**

In accordance with the Cost Sharing Agreement signed on December 17, 2020, the Corporation is liable for completed and future works incurred by the contracting party upon the disposal of related properties. As of December 31, 2022, the Corporation has contractual obligations of \$300,733 [2021 - \$629,148] which will become payable upon the sale of the remaining property.

### **9. COMMITMENTS**

As at December 31, 2022, the Corporation has outstanding commitments amounting to \$151,354 [2021 - nil].

# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

## SCHEDULE 1

### SCHEDULE OF DEPOSIT AGREEMENTS FOR FUTURE SALES

As at December 31, 2022, with comparative information for 2021

Table 9: Schedule 1 - Schedule of Deposit Agreements for Future Sales

<b>Land description</b>	<b>2022</b>	<b>2021</b>
180 Kanata Avenue	\$0	\$50,000
150 Kanata Avenue 1200 Canadian Shield	0	500,000
<b>Total deposit agreements for future sales</b>	<b>\$0</b>	<b>\$550,000</b>

*See accompanying notes*

# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

## SCHEDULE 2

### SCHEDULE OF EXPENSES

For the year ended December 31, 2022, with comparative information for 2021

Table 10: Schedule 2 - Schedule of Expenses

<b>Expenses (recoveries)</b>	<b>2022</b>	<b>2021</b>
<b>Land acquisition [note 4 and note 5]</b>	<b>\$10,719,487</b>	<b>\$365,555</b>
<b>Development costs</b>		
Servicing	2,675,640	103,981
Engineering services	2,127	35,587
Insurance, licenses and permits	33,719	33,158
Corporation tax return preparation and financial statement audit	6,971	5,922
For sale signs	1,588	555
<b>Total development costs</b>	<b>2,720,045</b>	<b>179,203</b>
<b>Administrative expenses</b>	<b>483,297</b>	<b>353,985</b>
<b>Legal disbursements</b>		
Legal fees, registration fees, execution certificates and land transfer tax	298,711	183,492
<b>Total expenses</b>	<b>\$14,221,540</b>	<b>\$1,082,235</b>

See accompanying notes

# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

## SCHEDULE 3

### SCHEDULE OF OPERATIONS BY PROPERTY

For the year ended December 31, 2022

Table 11: Schedule 3 - 2022 Schedule of Operations by Property

Property Description	Land Acquisition	Development costs and administrative expenses	Total expenses	Revenue	Contribution from the City	Total revenue
Other properties sold in prior years	\$0	\$2,692,917	<b>\$2,692,917</b>	\$0	\$2,692,917	<b>\$2,692,917</b>
150 Kanata and Canadian Shield	8,863,238	211,762	<b>9,075,000</b>	9,075,000	0	<b>9,075,000</b>
180 Kanata	1,856,249	68,651	<b>1,924,900</b>	1,924,900	0	<b>1,924,900</b>
Sub-total land parcels						
Sold	10,719,487	2,973,331	<b>13,692,818</b>	10,999,900	2,692,918	<b>13,692,818</b>
Common expenses to all properties	0	528,723	<b>528,723</b>	0	528,723	<b>528,723</b>
<b>Total</b>	<b>\$10,719,487</b>	<b>\$3,502,053</b>	<b>\$14,221,540</b>	<b>\$10,999,900</b>	<b>\$3,221,640</b>	<b>\$14,221,540</b>

# OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

## SCHEDULE 3

### SCHEDULE OF OPERATIONS BY PROPERTY

For the year ended December 31, 2021

Table 12: Schedule 3 - 2021 Schedule of Operations by Property

Property Description	Land Acquisition	Development costs and administrative expenses	Total expenses	Revenue	Contribution from the City	Total revenue
Other properties sold in						
prior years	\$0	\$10,212	<b>\$10,212</b>	\$0	\$10,212	<b>\$10,212</b>
25 Khymer	125,395	74,605	<b>200,000</b>	200,000	0	<b>200,000</b>
3311 Greenbank	240,160	234,840	<b>475,000</b>	475,000	0	<b>475,000</b>
Sub-total land parcels Sold	365,555	319,657	<b>685,212</b>	675,000	10,212	<b>685,212</b>
Common expenses to all properties	0	397,023	<b>397,023</b>	0	397,023	<b>397,023</b>
<b>Total</b>	<b>\$365,555</b>	<b>\$716,680</b>	<b>\$1,082,235</b>	<b>\$675,000</b>	<b>\$407,235</b>	<b>\$1,082,235</b>

See accompanying notes