

OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION



2020 ANNUAL REPORT

**LEINTRIM ROAD
CONCEPT PLAN - ALIGNMENT 1**

ALBION ROAD INDUSTRIAL PARK
NEIGHBOURHOOD PARK 2.2 AC
NEIGHBOURHOOD PARK 4.3 AC
NEIGHBOURHOOD PARK OPTION

LOW DENSITY
MEDIUM DENSITY
EMPLOYMENT
OPEN SPACE
STORMWATER MANAGEMENT
GREEN BELT ADDITION

DRAFT PREPARED BY The Planning Partnership
SCALE 1:4000 / FEB. 28, 2018

4151 ALBION ROAD

1209 ST. LAURENT BLVD.

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 2020 to our members, the City of Ottawa.

Since its incorporation in 2009, the OCLDC has been very effective over the last eleven years in achieving the mandate of the Corporation. 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.

This annual report details the activities of the corporation for the calendar year 2020. Overall, and given the pandemic, it was a successful year for the OCLDC as it closed on two real estate transaction which generated \$7.48M in sale proceeds. Staff have also listed other properties which will move forward in this term of Council. Over the past eleven years since incorporation, the OCLDC has grossed over \$96M in sales of surplus properties.

I would like to take this opportunity to thank Jan Harder for her tenure as a Director. Jan had vast experiences on various committees and boards and had a strong knowledge of development.

I can report that we are already along the way in making 2021 financially successful. 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 2020. The report also supports the requirements of the Corporations Act (Ontario) for holding the 2020 Annual Members' Meeting of the Ottawa Community Lands Development Corporation (OCLDC) including receipt of Audited Financial Statements for 2020.

Mandate

On 10 October 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 purposes of:

- (a) promoting and undertaking community improvements 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 uses;
 - (ii) constructing, operating, maintaining, owning and/or providing facilities for amusement, culture, heritage, parking and public transportation;
 - (iii) acquiring, holding, selling, leasing or disposing of sites described in subparagraphs (i) and (ii) above;
 - (iv) undertaking or conducting studies, research and design work; and
 - (v) conducting public marketing and advertising for sale in connection with the activities set out in subparagraphs (i), (ii) and (iii) above;

- (b) improving, beautifying and maintaining municipally-owned land, buildings and structures in the City of Ottawa as designed and approved by the City of Ottawa for the benefit of the community; and
- (c) undertaking such other complementary activities not inconsistent with the above-noted objects.

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 in order 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 to determine if the parcels have corporate and or operational needs, before being declared surplus and transferred to the OCLDC. Properties that are no longer required for City programming or operating purposes are transferred to 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 OCLDC typically advertises properties for sale utilizing the City web site, signs on properties and mailing lists that include the home builders associations and other interested parties. Successful purchasers are typically selected through a Request for Offer (RFO) process. The OCLDC evaluation criteria are site specific and based on overall City of Ottawa Official Plan objectives and community input. To be eligible for selection, proposals must meet minimum requirements as established through the evaluation criteria. Successful proposals are selected 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 a number of benefits to the City of Ottawa. These benefits are documented below.

Community Benefits

Over the past 11 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;
- Development of a range of residential housing types catering to changing demographic, including the development of over 2,600 new residential units;
- Providing lands for the development of affordable housing units;
- OCLDC protecting over 17 hectares of Natural Environmental Area and parkland;

- Provision of parks and contribution to recreational facilities;
- Environmental benefits through progressive sustainable development measures;
- Job creation;
- Increasing municipal tax base;
- 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 land 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 Eleven Years of Incorporation

OCLDC has generated over \$96M in gross sales since its incorporation in 2009. Expenses included legal fees and disbursements, administrative costs and general costs for a development corporation such as: engineering services, appraisals, insurance, licenses and permits, sale signs and audit fees but does not include land acquisition costs.

Annual Highlights

Sales

In 2020, the OCLDC sold parcels 4151 Albion Road and 1209 St. Laurent Boulevard. These transactions generated \$7.48M in gross sales of which \$625,000 was directed to Affordable Housing (The Affordable Housing Land and Funding Policy) initiatives by the City of Ottawa.

4151 Albion Road - Closed in October 2020 for \$4,979,300

The purchaser, Tartan Homes will use the lands as an extension of their planned residential subdivision comprising a mix of singles, semi-detached and townhouses in the Findlay Creek neighbourhood.



Additional benefits from the OCLDC sale of 4151 Albion Road include:

- Provision of mixed housing types to accommodate housing demand in a growing and serviced community
- Implementation of Leitrim Community Design Plan vision.

- Greater control over how site development will interface with the adjacent core parkland and stormwater management pond.

1209 St. Laurent Boulevard – Closed in November 2020 for \$2,500,000

This site is located on the east side of St. Laurent Boulevard, immediately north of the transitway ramps that lead to the St. Laurent Boulevard transit station, in a Transit Oriented Development (TOD) Zone.

This half-acre parcel was sold in November 2020 to Chenier Development Corporation for a rental apartment building with a mix of unit types ranging from bachelor units to three bedroom units. The concept plan shows a building comprising 18 storeys, including a 3-storey podium. The zoning allows for up to 30 storeys in this location and the proponent will be examining the feasibility of using the zoning to maximize the provision of more affordable rental units. The OCLDC has entered into Density Participation Agreement, which will see the corporation share in the profits should the density be increased beyond what was proposed with the offer.



Marketing and Field Work

In 2020, in addition to the sale of 4151 Albion Road and 1209 St. Laurent Boulevard, OCLDC staff continued field work on many properties that have already been sold and properties that will be marketed in the future including the following:

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.

3380 Jockvale Road

- Prepared property for sale;
- Worked with Housing Partners to facilitate Rapid Housing Initiative in South Nepean Town Centre; and
- Negotiated with adjacent landowner on cost-sharing agreements

150, 180 Kanata Avenue and 1200 Canadian Shield Way- Kanata Town Centre:

- Prepared and successfully marketed the last three property parcels in the Kanata Town Centre;
- Negotiated with proponents to produce mixed use developments with a mix of rental and condominium units
- Continued to work with partners to expedite the construction of the last portion of Maritime Way

In order 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 2019-2022, there are a number of properties across the City wards that are being positioned for marketing.

OCLDC Successes Since 2009

- \$96M In Gross Sales
- 32 Properties Sold
- 14 Development Projects including residential, commercial, institutional and industrial
- Concluded agreements with 5 Different Entities
- Collaborated with Custom & Niche Builders
- Demonstration Projects that encompassed Mixed Use and TOD
- \$4.2M provided to fund Affordable Housing

Compatible Residential infill and Demonstration Community

- 25 Esquimault – Redevelopment of former private school
- 9 Leeming Ave – Redevelopment of Former St. Thomas School
- 1435 Randall Avenue – Infill redevelopment of former water tower site
- Longfields Subdivision – Demonstration project on 50 hectare site.

Parks, Community Centre & Affordable Housing

- 48 Nanaimo Community Centre and additional park
- Watershield Park and Stormwater Management Pond
- Protected 17 Hectares of Natural Environmental Area in Barrhaven
- Wellings of Stittsville 55+ Living, and Extendicare Seniors Housing on Hazeldean
- The Haven affordable housing in Longfields

Compatible Residential infill and Demonstration Community

Longfields Demonstration Community Before and After



Longfields Demonstration Community



Parks, Community Centre & Affordable Housing



The Haven - Longfields



Current Members of the Board of Directors

The OCLDC Board of Directors consists of the following voting Directors:



Pamela Sweet -Chair



Kathleen Willis - Vice-Chair



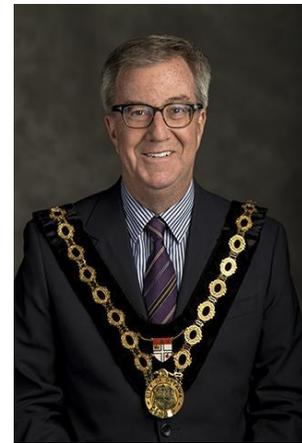
Laura Dudas - Director



Riley Brockington -
Director



Rawlson King - Director



Jim Watson - Director

Current *Ex Officio* Directors and Officers

The OCLDC consists of the following *Ex Officio* Directors and Officers:

Steve Kanellakos, *Ex Officio* Director, President and Chief Executive Officer

Wendy Stephanson, Treasurer and Chief Financial Officer

Derrick Moodie, Secretary and Chief Operating Officer

Audited Financial Statements

The 2020 Audited Financial Statements are attached as Appendix 1. The Corporation funds its cash requirements through the support of the City of Ottawa.

**Financial Statements
Ottawa Community Lands
Development Corporation
December 31, 2020**

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, 2020, 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, 2020, 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.

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.

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.

Ottawa, Canada
October 4, 2021

Chartered Professional Accountants
Licensed Public Accountants

OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

STATEMENT OF FINANCIAL POSITION

As at December 31, 2020, with comparative information for 2019

Table 1: Statement of Financial Position - Assets

Assets	2020	2019
Financial assets		
Taxes recoverable	\$17,095	\$14,655
Due from the City of Ottawa [note 5]	913,440	1,196,970
Total financial assets	930,535	1,211,625

Table 2: Statement of Financial Position - Liabilities

Liabilities	2020	2019
Accounts payable and accrued liabilities	245,237	480,451
Deposit agreement for future sale [note 3 and schedule 1]	50,000	0
Performance securities [note 6]	857,500	857,500
Total liabilities	1,152,737	1,337,951
Net debt	(222,202)	(126,326)

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

Non-financial assets	2020	2019
Other assets [note 7]	222,202	126,326
Accumulated surplus	\$0	\$0

See accompanying notes

On behalf of the Board:

Director

Director

OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

STATEMENT OF OPERATIONS

For the year ended December 31, 2020, with comparative information for 2019

Table 4: Statement of Operations - Revenue

Revenue [schedule 3]	2020	2019
Land sales	\$7,474,836	\$5,769,666
Contribution from the City of Ottawa [note 5 and schedule 3]	475,213	443,083
Total revenue	7,950,049	6,212,749

Table 5: Statement of Operations - Expenses

Expenses (recoveries) [schedule 2]	2020	2019
Land acquisition	7,241,255	5,593,112
Development costs (recoveries)	62,562	(26,302)
Administrative expenses	418,601	435,721
Legal disbursements	227,631	210,218
Total expenses	7,950,049	6,212,749
Excess of revenue over expenses for the year	0	0
Accumulated surplus, beginning of year	0	0
Accumulated surplus, end of year	\$0	\$0

See accompanying notes

STATEMENT OF CHANGES IN NET DEBT

For the year ended December 31, 2020, with comparative information for 2019

Table 6: Statement of Changes in Net Debt

Statement of changes in net debt	2020	2019
Excess of revenue over expenses for the year	\$0	\$0
Increase in other assets	(95,876)	(17,795)
Net debt at beginning of year	(126,326)	(108,531)
Net debt at end of year	\$(222,202)	\$(126,326)

See accompanying notes

OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2020

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 cash, taxes recoverable, related party balances due from the City of Ottawa, accounts payable 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, 2020

Cash flow

The Corporation funds its cash requirements through the support of the City of Ottawa. The only cash transactions in fiscal 2020 were deposits totalling \$14,809 [2019 - \$5,745,821] representing land sale proceeds of \$0 [2019 - \$5,719,666], tax refund of \$14,655 [2019 - \$25,773], and other miscellaneous items totalling \$154 [2019 - \$382] 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 2020 or 2019.

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 AGREEMENT FOR FUTURE SALE

Deposit agreement for future sale represent deposit 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, 2020

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, 2020 and 2019 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

Related party transactions	2020	2019
Land acquisition	\$7,241,255	\$5,593,112
Legal and realty taxes disbursements	5,550	3,961
Administrative expenses	418,601	435,721
Contribution from the City of Ottawa	475,213	443,083

OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2020

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 \$7,241,255 [2019 - \$5,593,112] included in land acquisition costs on the statement of operations. Legal and realty taxes disbursements consist of \$4,320 [2019 - \$2,088] included in other assets on the statement of financial position and \$5,550 [2019 - \$3,961] included in legal disbursements on the statement of operations. Administrative expenses consist of \$418,601 [2019 - \$435,721] 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

Change in due from the City of Ottawa	2020	2019
Opening balance of due from the City of Ottawa	\$1,196,970	\$1,787,466
Increase in other assets	(95,876)	(17,795)
(Increase) Decrease in taxes recoverable	(2,440)	11,119
Decrease in accounts payable and accrued liabilities	(235,214)	(461,320)
Decrease in performance security	0	(122,500)
Increase in deposit on agreement for future sale	50,000	0
Net change	(283,530)	(590,496)
Closing balance of due from the City of Ottawa	\$913,440	\$1,196,970

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 are 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, 2020, the Corporation has \$857,500 [2019 - \$857,500] in performance and construction securities and \$1,710,500 [2019 - \$1,866,750] 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, 2020

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. CONTRACT OBLIGATION

On December 17, 2020, the Corporation entered into a Cost Sharing Agreement with Minto Communities Inc. wherein a contractual obligation of \$98,874 was payable upon the sale of 3311 Greenbank Road.

9. SUBSEQUENT EVENTS

Subsequent to year-end, 3311 Greenbank Road and 25 Khymer Court were purchased by the Corporation from a related party and were subsequently sold to a third party for \$475,000 on January 21, 2021 and \$200,000 on February 24, 2021, respectively. As at December 31, 2020, the associated costs in the amounts of \$109,252 for 3311 Greenbank Road and \$57,709 for 25 Khymer Court are included in other assets on the statement of financial position.

The contractual obligation of \$98,874 was paid on the sale of 3311 Greenbank Road in January 2021.

OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

SCHEDULE 1 SCHEDULE OF DEPOSIT AGREEMENTS FOR FUTURE SALES

As at December 31, 2020, with comparative information for 2019

Table 9: Schedule 1 - Schedule of Deposit Agreement for Future Sale

Land description	2020	2019
3311 Greenbank Road	\$50,000	\$0
Total deposit agreement for future sale	\$50,000	\$0

See accompanying notes

OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

SCHEDULE 2 SCHEDULE OF EXPENSES

For the year ended December 31, 2020, with comparative information for 2019

Table 10: Schedule 2 - Schedule of Expenses

Expenses (recoveries)	2020	2019
Land acquisition [note 4]	\$7,241,255	\$5,593,112
Development costs (recoveries)		
Servicing	0	3,324
Cost recoveries	0	(116,287)
Engineering services	3,053	33,423
Insurance, licenses and permits	52,759	45,422
Corporation tax return preparation and financial statement audit	5,851	5,963
For sale signs	899	1,853
Total development costs (recoveries)	62,562	(26,302)
Administrative expenses	418,601	435,721
Legal disbursements		
Legal fees, registration fees, execution certificates and land transfer tax	227,631	210,218
Total expenses	\$7,950,049	\$6,212,749

See accompanying notes

OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

SCHEDULE 3 SCHEDULE OF OPERATIONS BY PROPERTY

For the year ended December 31, 2020

Table 11: Schedule 3 - 2020
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	\$30,145	\$30,145	\$0	\$30,145	\$30,145
4151 Albion	4,848,106	131,194	4,979,300	4,979,300	0	4,979,300
1209 St Laurent	2,393,149	102,387	2,495,536	2,495,536	0	2,495,536
Sub-total land parcels sold	7,241,255	263,726	7,504,981	7,474,836	30,145	7,504,981
Common expenses to all properties	0	445,068	445,068	0	445,068	445,068
Total	\$7,241,255	\$708,794	\$7,950,049	\$7,474,836	\$475,213	\$7,950,049

OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION

SCHEDULE 3 SCHEDULE OF OPERATIONS BY PROPERTY

For the year ended December 31, 2019

Table 12: Schedule 3 - 2019
Schedule of Operations by
Property

Property description	Land acquisition	Development costs and administrative expenses (recoveries)	Total expenses (recoveries)	Revenue	Contribution from (to) the City	Total revenue (expense)
Phase I & II	\$0	\$(86,071)	\$(86,071)	\$0	\$(86,071)	\$(86,071)
Other properties sold in prior years	0	32,485	32,485	0	32,485	32,485
6285 6295 Campeau	5,593,112	176,554	5,769,666	5,769,666	0	5,769,666
Sub-total land parcels sold	5,593,112	122,968	5,716,080	5,769,666	(53,586)	5,716,080
Common expenses to all properties	0	496,669	496,669	0	496,669	496,669
Total	\$5,593,112	\$619,637	\$6,212,749	\$5,769,666	\$443,083	\$6,212,749

See accompanying notes