



Canada Lands Company
Société immobilière du Canada

Quarterly Financial Statements



Canada Lands Company Limited
Q3 (1 October to 31 December 2019)



MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL RESULTS

For the period ended December 31, 2019

This Management's Discussion and Analysis ("MD&A") provides important information about Canada Lands Company Limited's ("CLCL" or the "corporation") business, its financial performance for the period ended December 31, 2019, and its assessment of factors that may affect future results. The MD&A should be read in conjunction with the corporation's unaudited consolidated financial statements and notes (collectively "the consolidated financial statements"). The MD&A and consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS").

The following MD&A is the responsibility of management and is current as at February 27, 2020. The Board of Directors of CLCL has approved this disclosure.

All dollar amounts, unless otherwise stated, are in millions of Canadian dollars.

CLCL's financial reporting publications are available on the corporation's website, www.clc.ca.

HIGHLIGHTS FOR THE THIRD QUARTER OF FISCAL 2019/2020 AND YEAR-TO-DATE 2019/2020

- For the period ended 31 December 2019, the corporation generated revenues of \$44.2 for the third quarter and \$162.7 year-to-date, respectively;
- During the period, the corporation generated after-tax profit of \$28.8 year-to-date;
- The corporation's operating profit margin of 27.8% for the third quarter and 43.4% year-to-date, respectively, were driven by the strong performance of its Attractions division;
- During the period, the corporation declared and paid a \$30.0 dividend payable to its shareholder;
- The corporation made promissory note repayments and profit-sharing payments to former property custodians of \$23.9 and \$78.2, respectively, during the period, financed by operating cash flows and cash and cash equivalents; and
- The corporation has invested year-to-date \$44.2 in its real estate and capital assets in communities across the country and its attractions.

ABOUT CLCL

CLCL is the parent company of Canada Lands Company CLC Limited ("CLC"), Parc Downsview Park Inc. ("PDP") and the Old Port of Montréal Corporation Inc. ("OPMC"), collectively referred to as the "CLCL Subsidiaries".

CLCL has two operating divisions:

- Real Estate; and
- Attractions.

The Real Estate operating division primarily includes development lands held in CLC and PDP's development lands (the "Downsview Lands").

The Attractions division is comprised of: Old Port ("OPM"); Montréal Science Centre ("MSC"); Downsview Park; and the CN Tower.

CLCL carries out its policy mandate "to ensure the commercially oriented, orderly disposition of selected surplus federal real properties with optimal value to the Canadian taxpayer and the holding of certain properties." This mandate was approved by the Government of Canada (the "Government") on reactivation in 1995. CLCL



optimizes the financial and community value of strategic properties no longer required for program purposes by the Government. Through CLC, it works to purchase properties from the federal government at fair market value, then holds and manages or improves and sells them, in order to produce the best possible benefit for both local communities and the corporation's sole shareholder, the Government.

CLC holds real estate across the country in various provinces and in various stages of development, with significant holdings in Vancouver, British Columbia; Calgary and Edmonton, Alberta; Ottawa and Toronto, Ontario; Montréal, Québec; Halifax, Nova Scotia; and St. John's, Newfoundland and Labrador.

PDP was originally comprised of 572 acres (231 hectares) of land at the former Canadian Forces Base in Toronto. The holdings at PDP are composed of active recreation, parkland and development real estate assets. PDP will be developed with a full range of uses in accordance with the approved City of Toronto Downsview Area secondary plan, which includes an area of 291 acres (118 hectares) permanently set aside as parkland.

The CN Tower is an iconic national landmark and tourist attraction located in downtown Toronto. The core business is managing the country's highest observation tower, restaurant operations and the EdgeWalk.

OPMC is located in the heart of historic Montréal along the St. Lawrence River. Its core business covers two main areas: OPM which manages and hosts activities on the 2.5 kilometre (1.2 mile) long urban recreational, tourist, and cultural site along the St. Lawrence River; and the MSC, which operates the Science Centre and IMAX theatre.

GOVERNANCE

CLCL's Board of Directors (the "Board") is composed of the Chair and six directors. For more details on CLCL's governance, see the "Corporate Governance" section included within the CLCL 2018/19 Annual Report.

The Board's total expenses for the period ended December 31, 2019 including meetings, travel expenses, conferences and seminars, liability insurance and annual retainers and per diems, totaled \$0.3 (December 31, 2018 - \$0.3).

The Board and senior management expenses are posted on CLC's website, <https://en.clc.ca/expenses>.

OBJECTIVES AND STRATEGIES

The corporation's goal in all transactions is to produce the best possible benefit for its stakeholders, local communities, itself and by extension its sole shareholder.

REAL ESTATE

The corporation optimizes the financial and community value from strategic properties that are no longer required by the Government. It purchases these properties at fair market value, then holds and manages them or improves and sells them.

In its development properties, the corporation follows a rigorous process to create strong, vibrant communities that add lasting value for future generations of Canadians. In all the work the corporation undertakes it strives to achieve its organizational goals to create value, legacy and innovation.

ATTRACTIONS

Through the CN Tower, MSC, Downsview Park and OPM, the corporation provides world-class entertainment and a wide range of unique attractions, exhibits and food and beverage offerings. The corporation also manages and hosts activities and events on urban recreational, tourism and cultural assets, and maintains the lands, buildings, equipment and facilities on those assets, including the MSC.

RESULTS OF OPERATIONS

A summary of the various components of the corporation's Consolidated Statement of Comprehensive Income follows. Discussion of the significant changes in each of these components for the period ended December 31, 2019 compared to the prior year's comparative period are provided on the following pages.

DECEMBER 31	FOR THREE MONTHS ENDED		FOR NINE MONTHS ENDED	
	2019	2018	2019	2018
Real estate sales	\$ 7.2	\$ 17.8	\$ 9.4	\$ 25.6
Attractions, food, beverage and other hospitality	21.5	22.0	100.7	99.7
Rental operations	11.7	10.8	40.2	35.5
Gain on sale of assets	-	-	-	34.7
Interest and other	3.8	3.5	12.4	11.0
Total Revenues	\$ 44.2	\$ 54.1	\$ 162.7	\$ 206.5
General and administrative expenses	8.0	7.1	22.8	21.7
Income before taxes	1.0	8.3	38.6	76.1
Net income and comprehensive income (after taxes)	1.1	5.2	28.8	55.3

By entity:

DECEMBER 31, 2019	FOR THREE MONTHS ENDED				FOR NINE MONTHS ENDED			
	Old Port	Downsview Park	Canada Lands	Total	Old Port	Downsview Park	Canada Lands	Total
Real estate sales	\$ -	\$ -	\$ 7.2	\$ 7.2	\$ -	\$ -	\$ 9.4	\$ 9.4
Attractions, food, beverage and other hospitality	1.7	0.1	19.7	21.5	7.9	0.8	92.0	100.7
Rental operations	1.7	3.6	6.4	11.7	9.0	10.5	20.7	40.2
Interest and other	1.4	0.1	2.3	3.8	3.3	0.1	9.0	12.4
Total Revenues	\$ 4.8	\$ 3.8	\$ 35.6	\$ 44.2	\$ 20.2	\$ 11.4	\$ 131.1	\$ 162.7
General and administrative expenses	1.5	0.4	6.1	8.0	3.7	0.7	18.4	22.8
Income (loss) before taxes	(4.7)	(0.4)	6.1	1.0	(6.9)	(0.3)	45.8	38.6
Comprehensive income (loss) after taxes	(2.8)	(0.2)	4.1	1.1	(3.5)	(0.1)	32.4	28.8

DECEMBER 31, 2018	FOR THREE MONTHS ENDED				FOR NINE MONTHS ENDED			
	Old Port	Downsview Park	Canada Lands	Total	Old Port	Downsview Park	Canada Lands	Total
Real estate sales	\$ -	\$ -	\$ 17.8	\$ 17.8	\$ -	\$ -	\$ 25.6	\$ 25.6
Attractions, food, beverage and other hospitality	1.7	0.2	20.1	22.0	7.8	0.9	91.0	99.7
Rental operations	1.4	3.0	6.4	10.8	6.9	9.0	19.6	35.5
Gain on sale of assets	-	-	-	-	-	34.7	-	34.7
Interest and other	0.7	-	2.8	3.5	2.1	0.1	8.8	11.0
Total Revenues	\$ 3.8	\$ 3.2	\$ 47.1	\$ 54.1	\$ 16.8	\$ 44.7	\$ 145.0	\$ 206.5
General and administrative expenses	1.0	0.2	5.9	7.1	3.5	0.5	17.7	21.7
Income (loss) before taxes	(3.8)	(0.7)	12.8	8.3	(7.2)	33.4	49.9	76.1
Comprehensive income (loss) after taxes	(2.6)	(1.3)	9.1	5.2	(4.7)	24.5	35.5	55.3



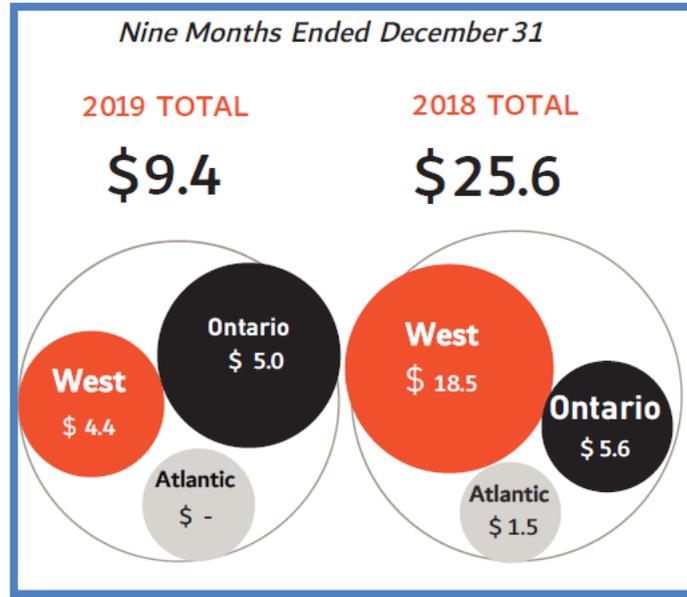
REVENUE

Total revenue generated for the period was \$162.7, comprised of four principal sources:

1) Real estate sales

Real estate sales of \$9.4 for the period comprise sales of property developed as building lots and sold to builders of single family homes, and developed land blocks. Revenue comprises sales in specific projects across Canada as the individual marketplaces dictate.

Real estate sales by region were as follows:



DECEMBER 31	FOR THREE MONTHS ENDED		FOR NINE MONTHS ENDED	
	2019	2018	2019	2018
West	\$ 2.2	\$ 17.8	\$ 4.4	\$ 18.5
Ontario	5.0	-	5.0	5.6
Quebec	-	-	-	-
Atlantic	-	-	-	1.5
Total	\$ 7.2	\$ 17.8	\$ 9.4	\$ 25.6

Real estate sales for the period generated gross profit of \$2.8 (30% gross margin) for year-to-date, excluding general and administrative expenses and income tax.

Real estate land sales are dependent on a number of factors, and the nature of the corporation's business does not necessarily allow for a consistent period-over-period volume of sales or geographical distribution.

Margins vary widely from project to project and are influenced by many factors, including market demand in the project's location, the proximity of competing developments, the mix of product within the project, the cost of land, and the length of time for a project to be sold, and as a result it is difficult to compare year-over-year results.



2) Attractions, food, beverage and other hospitality

Attractions, food, beverage and other hospitality represent revenue from the CN Tower operations including admissions, restaurants and related attractions, and OPM, MSC and Downsview Park operations including parking, concessions, programming, events, corporate rentals, and other hospitality revenues.

CN Tower total revenue was \$19.9 for the third quarter and \$93.2 year-to-date, respectively. Year-to-date revenue was \$0.8 higher than the comparable prior period. The CN Tower's earnings before interest, taxes, depreciation and amortization ("EBITDA") was \$7.6 for the third quarter and \$51.8 year-to-date. Year-to-date EBITDA was \$2.0 higher than the comparable prior period.

Attendance during the third quarter was 337,000 visitors which was similar to the comparable prior period, whereas the year-to-date attendance of 1,713,000 visitors was a slight increase from comparable prior period. The average guest spending year-to-date is approximately \$53 per visitor which is consistent with the comparable prior period.

OPMC

During the third period, OPMC generated revenue of \$1.7 from the MSC and its parking, concessions, programs and events operations. The revenues were consistent with the comparable prior year third quarter. Year-to-date, OPMC has generated revenue of \$7.9, which is slightly higher than the comparable prior period.

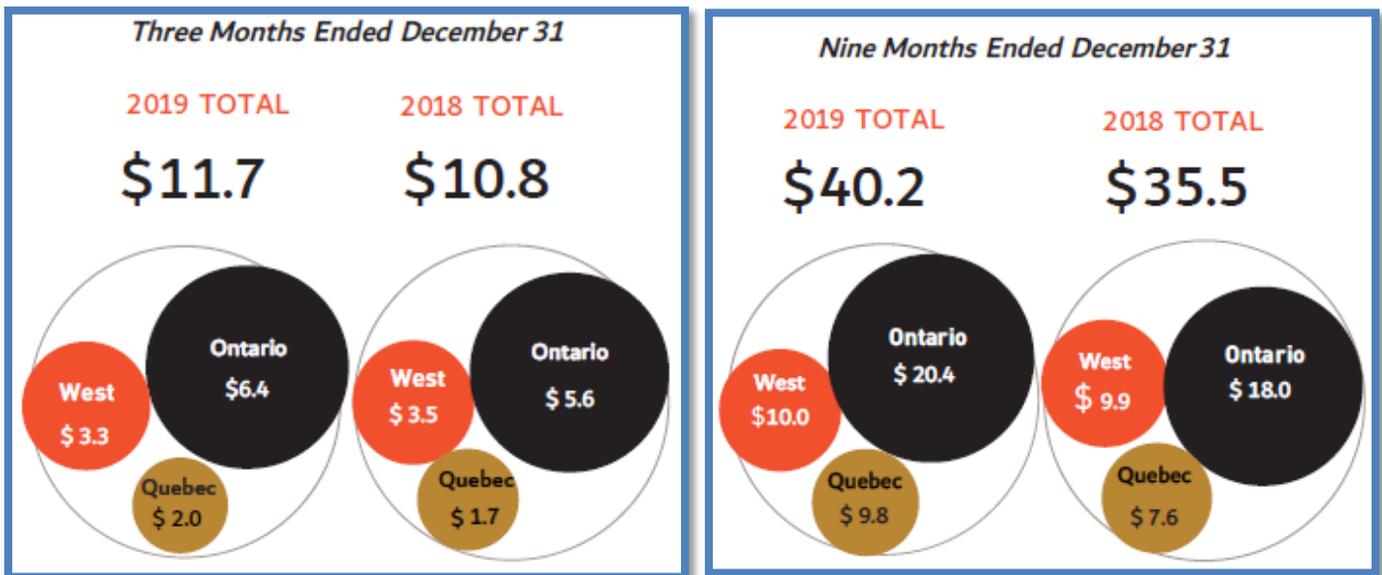
PDP

PDP revenue of \$0.1 for the third quarter and \$0.8 year-to-date, respectively, from its programs and events, was consistent with the comparable prior period.

3) Rental operations

Rental operations comprise revenue from commercial, industrial and residential properties held as investments as well as properties located on lands under development and held for future development across the country. Rental revenue of \$11.7 for the third quarter and \$40.2 year-to-date, respectively, was generated by investment properties, properties in inventory at various stages of development, and other properties across CLC, OPMC and PDP. The rental revenue for the third quarter was \$0.9 higher than the comparable prior year third quarter. Year-to-date rental revenue is \$4.6 higher than the comparable prior year period. The favourable variances for the third quarter and year-to-date were driven by strong rental rates and unbudgeted land leases.

Rental revenues by region were as follows:





DECEMBER 31	FOR THREE MONTHS ENDED		FOR NINE MONTHS ENDED	
	2019	2018	2019	2018
West	\$ 3.3	\$ 3.5	\$ 10.0	\$ 9.9
Ontario	6.4	5.6	20.4	18.0
Québec	2.0	1.7	9.8	7.6
Total	\$ 11.7	\$ 10.8	\$ 40.2	\$ 35.5

The rental gross profit for the quarter and year-to-date was \$1.7(14.3%) and \$10.2 (25.4%), respectively. The gross margin year-to-date is \$2.6 higher than the comparable prior period. The increase in rental profit from the comparable prior period is primarily a result of the stronger variable rent profits from certain leases, higher rental rates, and lower operating costs.

4) Interest and other revenues

Interest and other revenues of \$3.9 for the third quarter and \$12.5 year-to-date were comprised principally of interest on short-term investments, cash and cash equivalents, long-term receivables and donation and sponsorship revenues at OPMC. The year-to-date increase of \$1.5 from the comparable prior period is primarily due to the higher interest rates the corporation is able to obtain.

OTHER

General and administrative expenses

General and administrative (“G&A”) expenses of \$8.0 for the third quarter and \$22.8 year-to date, respectively, have increased from comparable prior periods. The higher G&A costs are to support the increase in rental operation revenues and budgeted corporate initiatives.

Taxes

The effective tax rate year-to-date of 25.3% is consistent with statutory rates.

FINANCIAL POSITION

ASSETS

At December 31, 2019 and March 31, 2019, the total carrying value of assets was \$1,148.3 and \$1,241.9, respectively. The following is a summary of the corporation's assets:

	December 31, 2019	March 31, 2019
Cash and cash equivalents	\$ 364.3	\$ 456.3
Inventories	413.7	386.4
Property, plant and equipment	141.2	142.4
Deferred tax asset recoverable	102.7	99.3
Long-term receivables	59.5	58.2
Investment properties	28.7	29.8
Trade and other assets	38.2	69.5
Total	\$ 1,148.3	\$ 1,241.9

Cash and cash equivalents

The corporation continues to maintain high levels of liquidity which will allow it to react to future potential opportunities that may require significant amounts of cash. At December 31, 2019, cash and cash-equivalents-balances held in major Canadian chartered banks and financial institutions were \$364.3, compared to \$456.3 at March 31, 2019. Year-to-date, the corporation paid a \$30.0 dividend to its shareholder, repaid promissory notes and profit-sharing obligations of \$23.9 and \$78.2, respectively, to former property custodians, and invested in its real estate development and attractions operations.

The corporation has current promissory notes of \$161.0 which are owing to the former property custodians and due on demand. The corporation will use its cash and cash equivalents to discharge these obligations as required.

The corporation's investment strategy is to optimize, not maximize, financial returns on its cash and cash equivalents. Given the nature of the corporation's liabilities, particularly its current liabilities, it is important that the investments of the corporation provide a high degree of liquidity and protect against principal erosion.

Inventories

The corporation's inventories comprise properties held for future development of \$105.6 (March 31, 2019 - \$128.4), properties under development of \$286.0 (March 31, 2019 - \$235.9) and properties held for sale of \$22.1 (March 31, 2019 - \$22.1).

Inventory is recorded at the lower of cost and net realizable value. During the period, there were no write-downs or reversals of write-downs recorded against inventories.

The corporation incurred expenditures of \$12.7 during the third quarter and \$34.3 year-to-date as compared to \$12.2 in the comparable prior period third quarter and \$26.7 in the comparative prior year-to-date. Spending on inventories varies period-over-period and year-over-year based on required and planned expenditures on those properties to prepare them for sale.

The corporation's investments in its real estate properties continue to be supported by profitable, forecasted returns, and also the corporation's objective to create value for the local communities in which its developments are located.

Property, plant and equipment

Property, plant and equipment consist principally of the CN Tower, Downsview Park, the MSC, and OPM. Capital expenditures are made to property, plant and equipment to maintain and enhance the high quality of the infrastructure, maintain life safety systems and enhance asset life cycles. There were capital additions of \$4.7 for the third quarter, compared with \$1.3 during the comparable prior year third quarter. Year-to-date

the corporation has invested \$9.3 compared to \$9.0 in the comparable prior period. Capital expenditures vary period over period based on required and planned expenditures on the property, plant and equipment. In the comparable prior period, the corporation was completing its \$16.0 investment in the observation level at the CN Tower.

There were non-cash depreciation charges of \$3.4 during the third quarter and \$9.6 year-to-date, compared to \$3.3 in the comparable prior period third quarter and \$9.5 during the comparable prior year-to-date. These expenditures exclude repairs and maintenance costs.

Deferred tax asset

The deferred tax asset amount of \$102.7 principally relates to the temporary differences between the carrying values of assets and liabilities for financial reporting purposes which are lower than the amounts used for taxation purposes for the Downsview Lands. The majority of the deferred tax asset is expected to be realized upon the sale of development lands in future years.

Long-term receivables

Long-term receivables of \$59.5 include amounts receivable from third-party partners from joint venture cash flows. The long-term receivables primarily represent the third-party partners proportionate share of the promissory note obligations for certain properties. Similar to the promissory notes, the long-term receivables are non-interest bearing and due based on the cash flows of the related projects.

Investment properties

Investment properties are principally comprised of land located in Toronto on which the Rogers Centre is built and surrounding the CN Tower Base, along with certain properties at PDP.

Trade and other assets

Trade and other assets include current income taxes recoverable, rent and other receivables, prepaid assets, and CN Tower inventory. The primary driver of the change from the March 31, 2019 balance is the collection of recoverable income taxes and sales taxes owing.

LIABILITIES AND SHAREHOLDER'S EQUITY

The corporation's assets are financed with a combination of debt and equity. The components of liabilities and equity are as follows:

	December 31, 2019	March 31, 2019
Credit facilities	\$ 34.3	\$ 15.1
Notes payable	404.3	421.2
Trade and other payables	24.1	35.0
Profit sharing payable	-	78.2
Provisions	23.5	27.1
Prepaid rents, deposits and others	9.7	9.3
Deferred revenue	5.5	6.1
Tax liabilities and other	9.4	11.3
Total liabilities	\$ 510.8	\$ 603.3
Contributed surplus	181.2	181.2
Retained earnings	456.3	457.4
	637.5	638.6
Total liabilities and shareholder's equity	\$ 1,148.3	\$ 1,241.9

Credit facilities

The corporation has two credit facilities.

PDP has an unsecured demand revolving credit facility for \$100.0. The credit facility can be used by way of loans, bankers' acceptances and letters of credit. PDP has utilized \$47.7 at December 31, 2019 (March 31,

2019 - \$28.5) of which \$13.4 (March 31, 2019 - \$13.4) has been used as collateral for letters of credit outstanding. The other proceeds from the credit facility have been used to finance the construction and development of PDP projects. The increase in borrowings by PDP against the credit facility was primarily to invest in its real estate developments, repayment of current promissory notes owing, and capital investments.

CLC has a senior, unsecured revolving credit facility in the amount of \$100.0. The credit facility can be used to secure outstanding letters of credit. CLC has utilized \$21.3 at December 31, 2019 (March 31, 2019 - \$23.7) as collateral for letters of credit outstanding.

Notes payable

Notes payable are issued in consideration for the acquisition of real estate properties and are due to the Government of Canada. These notes are repayable on the earlier of their due dates from 2020 to 2050 or the dates on which net proceeds become available from the sale by the corporation of the properties in respect of which the notes were issued, except in a limited number of instances where the terms of the note state when the issuer can demand payment and are not dependent on property cash flows. Of the notes payable, \$22.0 is due on demand by the former custodians. For all notes, the government can elect to defer amounts that are due and repayable. All notes are noninterest bearing. For accounting purposes, they are required to be fair valued at acquisition, and as a result may be discounted, depending on the specific characteristics of the notes payable (see "Critical Accounting Estimates" section), which could result in non-cash interest charge.

Year-to-date, the corporation repaid \$23.9 to former property custodians on current promissory notes payable.

Based on the anticipated timing of the sale of the real estate properties and the specific repayment requirements within the notes, principal repayments are estimated to be as follows:

YEARS ENDING MARCH 31 (REMAINDER OF YEAR)	2020	\$	156.0
	2021		5.0
	2022		10.2
	2023		7.2
	2024		23.8
	Subsequent years		229.7
Subtotal			431.9
Less: amounts representing imputed interest			27.6
			\$ 404.3

Trade and other payables

Trade and other payables are lower than the balance at March 31, 2019 primarily as a result of timing. All trade and other payables are trade payables and accrued liabilities incurred in the normal course of operations.

Profit-sharing payable

Under the terms of the corporation's acquisition agreement of purchase and sale for certain properties with the previous federal custodian, Public Services and Procurement Canada ("PSPC"), the corporation and PSPC shared equally in the net profit from the sales. During the third quarter, the corporation repaid the full liability of \$78.2, which had resulted from transactions in prior years.

Provisions

Provisions represent obligations of the corporation where the amount or timing of payment is uncertain and are comprised largely of costs to complete sold real estate projects and payment in lieu of taxes being contested by the corporation. Year-to-date, the corporation has spent \$5.9 on completing its servicing obligations on previously sold real estate projects.

Prepaid rents, deposits and others

Prepaid rents, deposits and others are largely comprised of real estate sales deposits by purchasers and



builder deposits, which are part of the normal course of operations.

Deferred revenue

Deferred revenue represents revenue from rental/leasing, programs and events, and development and other income which has not yet been earned by the corporation.

Tax liabilities and other

Tax liabilities represent the current taxes payable and the future tax liabilities of the corporation resulting from the temporary differences between the carrying values of assets and liabilities for financial reporting purposes which are higher than the amounts used for taxation purposes.

CAPITAL RESOURCES AND LIQUIDITY

At December 31, 2019, the corporation had approximately \$364.3 of cash on hand. Cash and cash equivalents used in operating and investing activities totaled \$76.4 for the third quarter and \$57.0 year-to-date. During the third quarter, the corporation has invested \$12.7 in inventory and \$5.0 in property, plant and equipment and investment properties, as well as making repayments on promissory notes of \$5.0 and profit-sharing payments of \$78.2. Year-to-date, the corporation has invested \$34.3 in inventory and \$9.9 in property, plant and equipment and investment properties, made the promissory note repayments of \$23.9, the profit-sharing payments mentioned above, and a \$30.0 dividend payment to the shareholder. The corporation funded these investments, expenditures, payments and repayments through net income from operations, existing cash and cash equivalent balances, and borrowings from credit facilities, if necessary.

The corporation's principal liquidity needs over the next twelve months are to:

- fund recurring expenses;
- manage current credit facilities;
- fund the continuing development of its inventory and investment properties;
- fund capital requirements to maintain and enhance its property, plant and equipment;
- fund investing activities, which may include:
 - property acquisitions;
 - note repayments;
 - discretionary capital expenditures;
- fund the operating deficit of OPMC;
- fund the profit-sharing payments to PSPC; and
- make distributions to its shareholder.

The corporation believes that its liquidity needs will be satisfied using cash and cash equivalents on hand, available unused credit facilities, and cash flows generated from operating and financing activities.

Beyond twelve months, the corporation's principal liquidity needs are credit facility repayments, note repayments, recurring and non-recurring capital expenditures, development costs, and potential property acquisitions. The corporation plans to meet these needs through one or more of the following:

- cash flow from operations;
- proceeds from sale of assets; and
- credit facilities and refinancing opportunities.

RISK MANAGEMENT

The corporation uses a practical approach to the management of risk. The objective of the corporation's risk management approach is not to completely eliminate risk but rather to optimize the balance between risk and the best possible benefit to the corporation, its shareholder and its local communities.

The Board of Directors has overall responsibility for risk governance and oversees management in identifying the key risks the corporation faces, and in implementing appropriate risk assessment processes to manage these risks. Senior management are accountable for identifying and assessing key risks, defining controls and actions to mitigate risks, while continuing to focus on the operational objectives of the corporation.

The corporation updates its enterprise risk assessment regularly to review, prioritize and mitigate against



the key risks identified. The assessment includes reviewing risk reports, Internal Audit reports, and industry information, and interviewing senior management across the corporation.

The corporation's Internal Audit assists in evaluating the design and operating effectiveness of internal controls and risk management. Through the annual Internal Audit plan, the risks and controls identified are considered and incorporated for review.

The corporation's financial results are affected by the performance of its operations and various external factors influencing the specific sectors and geographic locations in which it operates, as well as macroeconomic factors such as economic growth, inflation, interest rates, foreign exchange, regulatory requirements and initiatives, and litigation and claims that arise in the normal course of business.

RISKS AND UNCERTAINTIES

The following section describes factors that the corporation believes are material and that could adversely affect the corporation's business, financial condition and result of operations. The risks below are not the only risks that may impact the corporation. Additional risks not currently known or considered immaterial by the corporation may also have a material adverse effect on the corporation's future business and operations.

GENERAL MACROECONOMIC RISKS

The corporation's business segments, real estate and attractions, are affected by general economic conditions, including economic activity and economic uncertainty, along with employment rates and foreign exchange rates. According to the Bank of Canada's ("BoC") January 2020 Monetary Policy Report ("MPR"), Canada's real gross domestic product ("GDP") growth for 2020 is expected to be 1.6%, which is slight decrease from the BoC's October 2019 estimate of 1.7%. The BoC stated that the Canadian economy's growth in the fourth quarter of 2019 slowed due to weakened global economic activity, as well as softer consumption and housing activity compared to forecast. The BoC does anticipate that economic activity will improve in 2020 and 2021 driven by strengthening household spending, as well as increases in business investment and exports. In the same report, the BoC expects the Consumer Price Index ("CPI") to fluctuate narrowly around 2 per cent over the short-term, specifically forecasting CPI inflation of 1.9% in 2020 (up from 1.8% in the BoC's October 2019 MPR) and 2.0% in 2021.

Canada's unemployment rate in January 2020 was 5.5%, which was slightly lower than the previous month's 5.6%. Most forecasts have the rate increasing in 2020 to between 5.8% and 6.0%, followed by steady increases in the future years of 0.1% per year, with a projected rate of 6.5% in 2024.

Interest rates in Canada have been stable over the past year as the BoC's rate has remained at 1.75% since October 2018. There is mixed sentiment about 2020 and which direction the BoC's rate will move. Some economists are predicting the rate to remain unchanged, while others are predicting a modest drop in rate to 1.5%. Regardless of which direction the forecasters prediction, there seems to be a consistent feeling that any changes to the rate will be subtle, not dramatic. As interest rates rise, the cost of mortgages rises as well. With several real estate markets already stretched in terms of affordability, an increase in borrowing costs could impact the real estate market. Higher interest rates also impact the amount of disposable income households have for discretionary spending on items such as entertainment, meals, and attractions.

The corporation mitigates the general macroeconomic risks through constant assessment and monitoring of the various risk drivers and the potential impact of those drivers to the corporation's performance. The corporation will then take the actions to appropriate mitigate the impact of the risks.

REAL ESTATE DIVISION RELATED RISKS

Real estate is generally subject to risk given its nature, with each property being subject to risks depending on its specific nature, location and the development cycle timing. Certain significant expenditures, including property taxes, maintenance costs, insurance costs, and related charges, must be made regardless of the economic conditions surrounding the property, but the timing of other significant expenditures is discretionary and can be deferred. In the latest published version of the annual housing market outlook ("HMO") by Canada Mortgage and Housing Corporation ("CMHC") in the fall of 2019, CMHC forecasts that housing starts will decrease again in 2019 before stabilizing in 2020 and 2021 reflecting a balance



between economic and demographic conditions. CMHC anticipates that the average price will decrease in 2019 for a second consecutive year, however growth in pricing will occur in 2020 and 2021, which will more than offset the declines observed over the past two years.

Housing starts in the CMHC HMO are forecast to range from:

- 2019: 188,500 to 196,000;
- 2020: 194,000 to 204,300; and
- 2021: 192,900 to 206,300.

The actual amount of housing starts in 2016, 2017, and 2018 were 197,900, 219,800, and 212,800, respectively.

The outlook for the Canadian housing sector is one of variability across the country, and there are significant risks and uncertainties, particularly in certain local markets. Benchmark oil prices, currently trading around US\$51 per barrel, remain a significant risk and uncertainty limiting growth, particularly in Alberta. Canadian oil prices have been extremely volatile over the past year with prices ranging from \$55 per barrel to \$29 per barrel. Not only is the price per barrel important, so too is the difference between the benchmark global oil prices and Canadian oil prices. In late December 2018, Canadian oil prices were trading in around \$40/barrel less than the US, whereas in early February 2020, the discount for Canadian is closer to \$22/barrel. That discount has been relatively consistent over the past few months. There continues to be uncertainty over pipeline expansion that would provide additional transportation capacity and tidewater access. Oil prices, particularly the discount on Canadian oil prices, has a significant impact on the Newfoundland, Saskatchewan and particularly Alberta's economy, including its housing demand through effects on employment and household income.

In CMHC's most recent Housing Market Assessment published in Q4 2019 ("HMA"), CMHC maintained its overall assessment for the national housing market as indicating a moderate degree of vulnerability. CMHC continues to cite overvaluation as an indicator that there is a moderate degree of overall vulnerability in the Canadian market based on demand estimates, however CMHC did note that imbalances between housing prices and housing market fundamentals continue to narrow. The average price decreased in Q2 2019 as compared to Q2 2018 which helped CMHC support the better alignment between housing prices and fundamentals. CMHC noted that by their estimates, the average overvaluation has stayed close to zero for the past year indicating that prices are more in line with underlying housing market fundamentals.

The Toronto housing market's overall assessment decreased from high in the August 2019 to moderate in November 2019. The overall risk assessment for the other housing markets that the corporation currently has real estate developments in are unchanged since the previous CMHC HMA.

In Toronto, the decrease in the overall assessment to moderate was driven by evidence that overvaluation had eased as housing prices continue to align more with housing market fundamentals. CMHC's assessment of the Toronto housing market continues to have price acceleration and overheating as a moderate risk, however the declining prices alongside growth in incomes and population have helped reduce the overall assessment.

In Vancouver, the market continues to be assessed as showing a moderate degree of vulnerability. Over the past few years, house prices have outpaced levels supported by economic growth, however the imbalances between the two has narrowed. Vancouver housing prices have declined in most areas since the high point in June 2018, with the average decline in Vancouver being 10% since then. Despite the aforementioned lower trending on housing prices, they are still higher than CMHC's fundamental factors would suggest. CMHC continues to note in its Q4 2019 HMA that there is low evidence of overheating and overbuilding in Vancouver.

In its Q4 2019 HMA, CMHC continues to maintain that the problematic conditions in Calgary are moderate, citing overbuilding concerns. Inventory levels of completed but unsold units have increased for a second quarter, with single-detached units showing the largest increase in inventory, while overall absorption of new homes decreased year-over-year. Edmonton continues to be identified as having moderate evidence of problematic conditions due to overbuilding, as inventory levels of completed and unsold units remains at relatively high levels and outpaces absorption. In Edmonton, unemployment remains relatively high and the amount of inflation-adjusted disposable income declines. Ottawa's evidence of problematic conditions remains characterized as low. Sales-to-new listings activity has decreased Q2 2019 compared to the prior year, reducing the risk of overheating that had been gradually intensifying and appears to have peaked in Q1 2019. Home prices have increased close to 6% year over year, however the increased seems supported



by market fundamentals.

The corporation has a number of projects becoming more active in Halifax, Nova Scotia, over the next few years. In its Q4 2019 HMA, CMHC indicates that there is a low degree of vulnerability in Halifax, as resale demand is strong and job creation has been very strong.

The corporation mitigates its real estate sector risk through constant assessment and monitoring of local market conditions. The corporation may adjust the amount and/or timing of expenditures on properties or sales as a response to the market conditions.

ATTRACTIONS DIVISION RELATED RISKS

The CN Tower's and OPMC's operations have been directly linked to the performance of the tourism sector in Toronto and Montréal, respectively. The number of visitors to the CN Tower is also related to both the seasons and daily weather conditions.

Visitors from outside of the local market comprise a significant portion of CN Tower visitors. A significant number of visitors to Old Port and the CN Tower travel from the United States ("US"). In Destination Canada's ("DC") November 2019 Snapshot, it was reported that year-to-date overnight arrivals of visitors to Canada from DC's ten markets increased 4.8% from the prior year, with US being up 3.9% and the other nine markets being up 7%. Historically, US travelers travel less in election years, which is expected to be the case in 2020.

Foreign exchange rates may impact the number of international tourists that Canada, local markets and the Company's attractions can draw. The largest international market for the CN Tower and OPMC continues to be the United States. The exchange rate continues to hover around US\$1.00 = \$1.32. Analysts are mixed on whether they expect the Canadian dollar to strengthen or weaken against the US dollar in the next twelve months, but most are predicting that the foreign exchange rate will remain largely consistent during the time. Overall, a devalued Canadian dollar against other currencies, particularly the US dollar, does impact CN Tower revenues favourably due to stronger consumer buying power for US travelers. A devalued Canadian dollar may also discourage local visitors from travelling abroad, opting for "staycations" instead. Conversely, a strong Canadian dollar is likely to have the opposite impact on the CN Tower results.

Old Port draws more than 80% of its customers from its local market. To continue to draw visitors, Old Port, including the Montréal Science Centre, needs to continue to invest in its current attractions and exhibits, and partner with various organizations, while developing new exhibits and attractions, to refresh its offerings to visitors. In the local market, competition is expected to increase with the reopening of the Biodome and a new downtown public skating rink.

For the non-local market, the Québec market seems strong. In the DC November 2019 Snapshot, it was reported that year-over-year overnight arrivals to Québec had increased 5.6%, primarily driven by US non-automobile visitor volumes and residents from other countries.

CYBER SECURITY RISKS

Cyber security has ceased to be an emerging risk and is now a strategic risk that needs to be actively managed by businesses in Canada and around the world. Cyber-attacks, and the criminals that perpetrate them, are continually evolving the sophistication of how they target and who they target. It is critical that businesses protect against financial fraud, the loss of sensitive data, the disruption of business operations, and the protection, safety and security of its guests. Successful attacks could compromise the corporation's confidential information as well as the trust that stakeholders have in the corporation's ability to hold and secure sensitive data and information. Those attacks may result in negative consequences, including remediation costs, loss of revenue, litigation and reputational damage.

The corporation invests in technologies, as well as the education and training of its staff, to safeguard its information and continually reviews its mitigation strategies to align with industry best practices. As cyber risk and cybercrime continue to evolve, this may require shifts in strategies and investment. The corporation will continue to invest in new technologies, reinvest in its education and training of staff, and review, with the assistance of third-party experts, its cybersecurity maturity, risk assessment, disaster recovery, and prevention and detection techniques.



INTEREST RATE AND FINANCING RISKS

The corporation believes it has effectively managed its interest rate risk. The corporation's notes payable are non-interest bearing, and repayable on the earlier of their due dates between 2020 to 2050 or the dates which net proceeds become available from the sale by the corporation of the properties in respect of which the notes were issued, except in a limited number of instances where the terms of the note state when the issuer can demand payment and are not dependent on property cash flows.

The corporation is exposed to interest rate risk on its two credit facilities and cash and cash equivalents. Cash and cash equivalents earn interest at the prevailing market interest rates and have limited exposure to interest rate risk due to their short-term nature. Credit facility borrowings bear interest at fixed and variable interest rates. Variable interest borrowings are exposed to interest rate risk. The impact of a change in the interest rate of +/- 0.5% would not be significant to the corporation's earnings or cash flow.

The corporation believes that these financing instruments adequately mitigate its exposure to interest rate fluctuations. The corporation believes that the repayment terms of its notes, in conjunction with management's estimated cash flows from projects, will adequately provide it with proceeds to discharge the notes on their due dates and repay outstanding credit facilities.

If the corporation were not able to renew existing credit facilities at reasonable rates, then acquisition or development activities could be curtailed or asset sales accelerated. However, the corporation anticipates renewing existing credit facilities at reasonable rates based on the quality of its assets and strength of its financial position.

CREDIT RISK

Credit risk arises from the possibility that tenants and purchasers may experience financial difficulty and be unable to pay the amounts owing under their commitments.

The corporation has attempted to reduce the risk of credit loss by limiting its exposure to any one tenant or industry and performing credit assessments in respect of new leases and credit transactions. Also, this risk is further mitigated by signing long-term leases with varying lease expirations. Credit risk on land sale transactions is mitigated by strong minimum deposit requirements, cash land sales, and recourse to the underlying property until the purchaser has satisfied all financial conditions of the sale agreement.

The corporation's trade receivables are comprised almost exclusively of current balances owing. The corporation continues to monitor receivables frequently, and where necessary, establish an appropriate provision for doubtful accounts. At December 31, 2019, the balance of rent and other receivables was \$30.4 (March 31, 2019 - \$43.5).

The corporation has long-term receivables of \$59.5 due from its partners in Vancouver land acquisitions. The long-term receivables are non-interest bearing and payable out of cash flows from the joint ventures. The projected cash flows from the joint ventures are significantly higher than the amount of the long-term receivables at December 31, 2019.

ENVIRONMENTAL RISKS

As the owner of real property, the corporation is subject to various federal, provincial and municipal laws relating to environmental matters. Such laws provide that the corporation could be liable for the costs of removing certain hazardous substances and remediating certain hazardous locations. The failure to remove or remediate such substances or locations, if any, could adversely affect the corporation's ability to sell such real estate.

The corporation is not aware of any material non-compliance with environmental laws at any of its properties, nor is it aware of any investigations or actions pending or anticipated by environmental regulatory authorities in connection with any of its properties or any pending or anticipated claims related to environmental conditions at its properties.

The corporation will continue to make the capital and operating expenditures necessary to ensure that it is compliant with environmental laws and regulations.

OTHER KEY RISKS

Labour disruptions, particularly at the corporation's key attractions, are a financial and reputational risk. The corporation mitigates these risks through its labour relations strategies, which include active management and planning. During the year, the corporation and a union group completed their collective bargaining negotiations with a new three-year collective agreement.

Physical security at the corporation's properties, particularly its attraction sites, is extremely important, particularly given the current global climate and the visibility of the corporation's sites. The corporation mitigates the risk of business disruption and reputational risk by continually investing in its security technology and deterrents, engaging with third party experts to perform security and safety reviews, and reviewing, updating and performing tests of its security protocols.

Real estate developments adjacent to the corporation's projects may impact its financial results. The corporation mitigates the financial risks of through its product offerings and zoning approvals.

Other key risks, including litigation, communications, public relations, and fraud, are actively managed by the corporation using a variety of mitigation strategies.

The overall nature of real estate development projects and the corporation's attractions are that they are highly visible to the public. The corporation's strategy to mitigate the risk of adverse media is to pro-actively engage with its stakeholders, be responsive, and following established communications protocols.

GUARANTEES AND CONTINGENT LIABILITIES

The corporation may be contingently liable with respect to litigation and claims that arise in the normal course of business. The corporation's holdings and potential acquisition of properties from the government are impacted by Aboriginal land claims. The corporation continues to work with various government agencies and organizations to assist in establishing a process whereby such surplus lands could be transferred to the corporation. Disclosure of commitments and contingencies can be found in Notes 12 and 13 of the consolidated financial statements for the period ended December 31, 2019.

RELATED PARTIES

The corporation is wholly owned by the Government of Canada and is under common control with other governmental agencies and departments, and Crown corporations. The corporation enters into transactions with these entities in the normal course of business.

Significant transactions with related parties during the period were as follows:

DECEMBER 31	FOR THREE MONTHS ENDED		FOR NINE MONTHS ENDED	
	2019	2018	2019	2018
Rental, leasing and other revenues	\$ 0.3	\$ 0.4	\$ 1.1	\$ 1.3
Acquisition of property through non-interest bearing notes (principal amount)	-	-	1.8	-
Repayment of notes payable	5.0	13.5	23.9	13.5
Repayment of profit sharing payable	78.2	-	78.2	-
Dividend declared and paid to shareholder	-	-	30.0	10.0

The corporation's Consolidated Statement of Financial Position includes the following balances with related parties:

AS AT	DECEMBER 31, 2019	MARCH 31, 2019
Net trade receivable and other from federal agencies and departments, excluding Government funding payable	\$ 2.1	\$ 2.1
Accounts payable on profit sharing	-	78.2
Notes payable	404.3	421.2



CHANGES TO ACCOUNTING POLICIES AND DISCLOSURES

Effective April 1, 2018, the corporation adopted new accounting standards that are discussed in the Note 3 of the corporation's consolidated financial statements. The adoption of IFRS 15 *Revenue from contracts with customers*, did not impact the corporation's results during the year, but has resulted in a new accounting policy for revenue recognition. Similarly, the adoption of IFRS 9 *Financial Instruments*, ("IFRS 9") did not impact the corporation's results during the year. The adoption of IFRS 9 impacted the corporation's accounting policies for financial instruments.

The corporation early adopted IFRS 16 *Leases* ("IFRS 16") on April 1, 2018. The adoption of IFRS 16 impacted the accounting policy for property, plant and equipment as disclosed in note 2 of the corporation's consolidated financial statements. The impact to the Consolidated Statement of Comprehensive Income of the corporation was immaterial, but required the recognition of right-of-use assets and corresponding lease liabilities. As at December 31, 2019, the right-of-use assets and lease liabilities were \$3.3 and \$3.5 respectively.

CRITICAL ACCOUNTING ESTIMATES

The discussion and analysis of the financial condition and financial performance of the corporation is based on the consolidated financial statements, which are prepared in accordance with IFRS. The preparation of consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities and the reported amounts of revenues and expenses for the periods of the consolidated financial statements.

Judgments, estimates and assumptions are evaluated on an ongoing basis. Estimates are based on independent third-party opinion, historical experience and other assumptions that management believes are reasonable and appropriate in the circumstances. Actual results could differ materially from those assumptions and estimates.

Management believes the most critical accounting estimates are as follows:

I. Inventories and real estate cost of sales

In determining estimates of net realizable values for its properties, the corporation relies on assumptions regarding applicable industry performance and prospects, as well as general business and economic conditions that prevail and are expected to prevail. Assumptions underlying asset valuations are limited by the availability of reliable comparable data and the uncertainty of predictions concerning future events. Due to the assumptions made in arriving at estimates of net realizable value, such estimates, by nature, are subjective and do not necessarily result in an accurate determination of asset value.

In arriving at such estimates of net realizable value of the properties, management is required to make assumptions and estimates as to future costs which could be incurred in order to comply with statutory and other requirements. Also, estimates of future development costs are used to allocate current development costs across project phases. Such estimates are, however, subject to change based on agreements with regulatory authorities, changes in laws and regulations, the ultimate use of the property, and as new information becomes available.

The corporation produces a yearly corporate plan that includes a proforma analysis of the projects, including expected revenues and projected costs. This analysis is used to determine the cost of sales recorded and net realizable value. This proforma analysis is reviewed periodically, and when events or circumstances change, and is then updated to reflect current information.

II. Measurement of Fair Values

Where the fair values of financial assets, investment properties and financial liabilities as disclosed in the notes to the consolidated financial statements cannot be derived from active markets, they are determined using valuation techniques, including discounted cash flow models. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include consideration of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the



reported fair value. The corporation's assessments of fair values of investment properties are regularly reviewed by management with the use of independent property appraisals and internal management information.

The fair value of all financial instruments and investment properties must be classified in fair value hierarchy levels, which are as follows:

Level 1 (L1) – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets or liabilities.

Level 2 (L2) – Financial instruments are considered Level 2 when valued using quoted prices for similar assets or liabilities, quoted prices in markets that are not active, or models using inputs that are observable.

Level 3 (L3) – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

The critical estimate and assumptions underlying the valuation of financial assets, investment properties and financial liabilities are set out in the financial statements in notes 5 and 23 of the financial statements.

III. Significant Components and Useful Lives

The useful lives and residual values of the corporation's assets are determined by management at the time the asset is acquired and reviewed annually for appropriateness. The useful lives are based on historical experience with similar assets, as well as anticipation of future events.

Management also makes judgments in determining significant components. A component or part of an item of property, plant and equipment or an investment property is considered significant if its allocated cost is material in relation to the total cost of the item. Also, in determining the parts of an item, the corporation identifies parts that have varying useful lives or consumption patterns.

IV. Interest Rate on Notes Payable to the Government of Canada

Notes payable are issued in consideration of the acquisition of real estate properties and are due to the Government of Canada. These notes are repayable on the earlier of their due dates or the dates on which net proceeds become available from the sale by the corporation of the properties in respect of which the notes were issued, except in a limited number of instances where the terms of the note state when the issuer can demand payment and are not dependent on property cash flows. For those notes that do not state when the issuer can demand payment, the repayment schedule is based on estimates of the time period and cash flows of the property. The notes are noninterest bearing. The non-interest bearing notes are discounted using an imputed fixed interest rate. The imputed interest is accrued and capitalized to properties or expensed, as appropriate.

V. Impairments and Write-Downs

Management reviews assets annually, as part of the corporate planning process, and when events or circumstances change.

For inventories, a write-down is recorded when the net realizable value of anticipated net sales revenue is less than the sum of the book value of the property and its anticipated costs to complete. The net realizable value is based on projections of future cash flows, which take into account the specific development plans for each project and management's best estimate supported by independent appraisal of the most probable set of economic conditions anticipated to prevail in the market.

For other assets, such as investment properties and property, plant and equipment, impairment estimates are made based on analysis of cash-generating units as described in note 2h)ii) of the consolidated financial statements and are recorded if the recoverable amount of the property is less than the book value. The recoverable amount is the higher of an asset's (or cash-generating unit's) fair value less costs of disposal and its value in use. The corporation estimates the fair value less costs of disposal using the best information available to estimate the amount it could obtain from disposing of the assets in an arm's-length transaction, less the estimated cost of disposal. The corporation estimates value in use by discounting estimated future cash flows to their present value using a pre-tax rate that reflects current market assessments of the time value of money and



the specific risks of the asset. The determination of the present value of estimated cash flows requires significant estimates, such as future cash flows and the discount rate applied.

VI. Income Taxes

The corporation relies on estimates and assumptions when determining the amount of current and deferred tax and takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due.

ACQUISITIONS AND PROSPECTS

On September 30, 2014, the corporation entered into three joint venture agreements (West Vancouver, Jericho Lands, and Heather Street Lands) with the same third-party partner for three separate land parcels in Vancouver (the Vancouver Lands) totaling approximately 80 acres (32 hectares). At the time of acquisition, the fair value of the Vancouver Lands was approximately \$307 which was funded through non-interest bearing notes payable with principal amounts totaling \$221 and contributed capital by the partner. The corporation is obligated to repay the entire note's payable balance, of which a portion will be partially funded by long-term receivables from the partners. The long-term receivables from the partners will be repaid from cash flows from the joint ventures. The Vancouver Lands are accounted for using joint operations accounting and as a result the corporation has consolidated their share of the assets, liabilities, revenues and expenses.

In December 2018, the corporation sold its ownership interest in West Vancouver to its third-party partners. The Jericho Lands and Heather Street Lands continue to be jointly controlled by the corporation and its partner, with each having a 50% interest in the property area.

In February 2017, as part of the acquisition of 291 Carling Avenue, the corporation entered into a joint venture agreement with the Algonquins of Ontario Opportunities ("A00") for 291 Carling Avenue. The structure of the joint venture is similar to that described for the Vancouver Lands above. The joint venture is jointly controlled by the corporation and the third-party partner based on the terms of the joint venture agreement. The property interest is shared two-thirds by the corporation and one-third by the third-party partner. The fair value of the property is approximately \$9.3 which was funded through a non-interest bearing notes payable for the entire amount. The corporation is obligated to repay the entire notes payable balance, of which \$3.1 (one-third) will be funded by long-term receivables from the partner. Similar to the Vancouver Lands, 291 Carling Avenue is accounted for using joint operations accounting and as a result the corporation has consolidated their share of the assets, liabilities, revenues and expenses.

In June 2018, the corporation, through PDP, acquired five acres of property adjacent to its existing PDP lands as part of the series of transactions with a neighbouring landowner.

The corporation has a land bank of approximately 1,121 acres (453 hectares) at December 31, 2019.

The corporation is currently in negotiations with government departments and agencies regarding a further acquisition of 5,313 acres (2,151 hectares). As many of the properties and portfolios potentially available for acquisition are substantial in size, planning, development and reintegration of these properties into local communities will take place over a number of years. Although the corporation is vulnerable to adverse changes in local real estate market conditions which can affect demand, the corporation's geographic diversity mitigates the risk of an adverse impact of a downturn in a single market.

The corporation's major residential developments are in St. John's, Halifax, Montréal, Toronto, Ottawa, Edmonton, Calgary, and Vancouver. In most of these projects, the corporation has interim rental operations which between them generate revenue in excess of any holding costs.

The corporation's recent sales activities demonstrate that there is ongoing demand for its land holdings, and it can continue to create significant benefits and/or value from its property portfolio, which is diverse as to location, value, size and current or potential uses.

The corporation has estimated income before tax of \$540.1 for the five years ending March 31, 2024 based on the latest approved Annual Corporate Plan. The corporation expects to continue to be financially self-sufficient, while providing both financial benefits, in the form of a reliable dividend stream, and non-financial benefits to the Government of Canada.



DECLARATION

We, John McBain, President and Chief Executive Officer, and Matthew Tapscott, Vice President Finance and Chief Financial Officer, certify that:

We have reviewed the condensed consolidated interim financial statements of Canada Lands Company Limited for the period ended December 31, 2019.

Based on our knowledge, the condensed consolidated interim financial statements do not contain any untrue statement of a material fact or omit to state a material fact required to be stated or that is necessary to make a statement not misleading in light of the circumstances under which it was made, with respect to the fiscal period covered by this report; and

Based on our knowledge, the condensed consolidated interim financial statements together with the other financial information included in this report fairly present in all material respects the financial position, financial performance and cash flows of Canada Lands Company Limited, as of the date and for the periods presented in this report.

Original signed by:

John McBain
President and Chief Executive Officer
Ottawa, Canada
February 27, 2020

Original signed by:

Matthew Tapscott
Vice President Finance and Chief Financial Officer



MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The condensed consolidated interim financial statements of Canada Lands Company Limited (the "Corporation") have been prepared by management of the Corporation in accordance with International Financial Reporting Standards.

Management maintains financial and management reporting systems which include appropriate controls to provide reasonable assurance that the Corporation's assets are safeguarded, to facilitate the preparation of relevant, reliable and timely financial information, and to ensure that transactions are in accordance with Part X of the *Financial Administration Act* and regulations, the *Canada Business Corporations Act*, and the articles and by-laws of the Corporation.

Based on our knowledge, these condensed consolidated interim financial statements present fairly, in all material respects, the Corporation's financial position as at December 31, 2019 and March 31, 2019 and its financial performance and cash flows for the periods ended December 31, 2019 and 2018.

Where necessary, management uses judgment to make estimates required to ensure fair and consistent presentation of this information.

The Board of Directors of Canada Lands Company Limited is composed of seven directors, none of whom are employees of the Corporation. The Board of Directors has the responsibility to review the financial statements, as well as overseeing management's performance of its financial reporting responsibilities. An Audit and Risk Committee appointed by the Board of Directors of the Corporation has reviewed these consolidated financial statements with management, and has reported to the Board of Directors. The Board of Directors has approved the condensed consolidated interim financial statements.

All other financial and operating data included in the report are consistent, where appropriate, with information contained in the condensed consolidated interim financial statements.

Original signed by:

John McBain
President and Chief Executive Officer
Ottawa, Canada
February 27, 2020

Original signed by:

Matthew Tapscott
Vice President Finance and Chief Financial Officer

CANADA LANDS COMPANY LIMITED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME (UNAUDITED)

For the	Three months ended December 31		Nine months ended December 31	
Expressed in Thousands of Canadian Dollars NOTE	2019	2018	2019	2018
REVENUES				
Real estate sales	\$ 7,192	\$ 17,755	\$ 9,365	\$ 25,620
Attractions, food, beverage and other hospitality	21,485	22,030	100,656	99,684
Rental operations	11,683	10,783	40,161	35,535
Gain on sale of assets 14	-	-	-	34,750
Interest and other	3,874	3,533	12,508	10,963
	44,234	54,101	162,690	206,552
EXPENSES				
Real estate development costs	5,042	11,592	6,563	17,993
Attractions, food, beverage and other hospitality costs	16,809	17,130	55,439	57,100
Rental operating costs	10,009	8,678	29,966	27,953
General and administrative	8,000	7,094	22,837	21,706
Impairment, pre-acquisition costs and write-offs 4,6	1,838	(47)	4,753	1,328
Interest and other	1,527	1,353	4,529	4,383
	43,225	45,800	124,087	130,463
INCOME BEFORE INCOME TAXES	\$ 1,009	\$ 8,301	\$ 38,603	\$ 76,089
Deferred income tax expense (recovery) 18	(1,982)	(505)	(3,527)	4,307
Current income tax expense 18	1,909	3,625	13,291	16,440
	(73)	3,120	9,764	20,747
NET INCOME AND COMPREHENSIVE INCOME	\$ 1,082	\$ 5,181	\$ 28,839	\$ 55,342

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

CANADA LANDS COMPANY LIMITED CONSOLIDATED STATEMENT OF FINANCIAL POSITION (UNAUDITED)

As at

Expressed in Thousands of Canadian Dollars	NOTE	December 31, 2019	March 31, 2019
ASSETS			
Non-Current			
Investment properties	5	\$ 28,711	\$ 29,791
Inventories	6	316,662	318,178
Property, plant and equipment	4	141,201	142,389
Trade receivables and other	9	17,214	15,021
Long-term receivables	7	59,507	58,209
Deferred taxes	18	102,742	99,303
		666,037	662,891
Current			
Inventories	6	97,063	68,235
Cash and cash equivalents	8	364,274	456,329
Trade receivables and other	9	17,679	34,141
Current portion of long-term receivables	7	-	-
Current income tax recoverable and other tax assets		3,203	20,343
		482,219	579,048
		\$ 1,148,256	\$ 1,241,939

CANADA LANDS COMPANY LIMITED CONSOLIDATED STATEMENT OF FINANCIAL POSITION (UNAUDITED)

As at

Expressed in Thousands of Canadian Dollars	NOTE	December 31, 2019	March 31, 2019
LIABILITIES AND SHAREHOLDER'S EQUITY			
LIABILITIES			
Non-Current			
Notes payable	11	\$ 243,323	\$ 237,214
Trade and other payables	12	3,360	3,357
Provisions	13	454	454
Deferred revenue		3,488	2,511
Prepaid rent, deposits and others		1,974	1,917
Deferred taxes		9,350	9,363
		261,949	254,816
Current			
Credit facilities	10	34,300	15,100
Current portion of notes payable	11	160,976	184,016
Trade and other payables	12	20,728	109,889
Provisions	13	23,034	26,664
Deferred revenue		1,975	3,568
Income taxes payable		-	1,900
Prepaid rent, deposits and others		7,827	7,358
		248,840	348,495
Shareholder's Equity			
Contributed surplus	16	181,170	181,170
Retained earnings	16	456,297	457,458
		637,467	638,628
		\$ 1,148,256	\$ 1,241,939
Contingencies and Commitments	12, 13		
Leases	17		

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

On behalf of the Board

Original signed by:

Jocelyne Houle
Chairperson of the Board of Directors

Original signed by:

Victoria Bradbury
Chairperson of the Audit and Risk Committee



CANADA LANDS COMPANY LIMITED CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDER'S EQUITY (UNAUDITED)

Expressed in Thousands of Canadian Dollars	CONTRIBUTED SURPLUS		RETAINED EARNINGS		TOTAL SHAREHOLDER'S EQUITY
Beginning balance, April 1, 2018	\$	181,170	\$	412,279	\$ 593,449
Change during the year					
Dividend declared and paid				(10,000)	(10,000)
Net income for the year		-		55,179	55,179
Ending balance, March 31, 2019	\$	181,170	\$	457,458	\$ 638,628
Change during the period					
Dividend declared and paid				(30,000)	(30,000)
Net income for the period		-		28,839	28,839
Ending balance, December 31, 2019	\$	181,170	\$	456,297	\$ 637,467

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

CANADA LANDS COMPANY LIMITED CONSOLIDATED STATEMENT OF CASHFLOWS (UNAUDITED)

For the	Three months ended		Nine months ended		
	December 31		December 31		
Expressed in Thousands of Canadian Dollars	NOTE	2019	2018	2019	2018
OPERATING ACTIVITIES					
Net income		\$ 1,082	\$ 5,181	\$ 28,839	\$ 55,342
Loss on disposal of property, plant & equipment		13	-	13	-
Interest expense		1,520	1,338	4,481	4,334
Interest paid		(257)	(87)	(522)	(365)
Interest income		(2,100)	(2,060)	(7,863)	(5,860)
Income tax (paid) received		314	(5,000)	2,023	(16,781)
Sales proceeds sharing liabilities		(78,216)	-	(78,216)	-
Gain on sale of assets	14	-	-	-	(34,750)
Recovery of costs on sales of real estate		5,042	11,592	6,563	17,993
Expenditures on real estate properties		(12,722)	(12,240)	(34,288)	(26,743)
Impairment, pre-acquisition costs and write-offs		1,838	(47)	4,753	1,328
Provisions		(1,107)	(2,455)	(5,967)	(5,585)
Income tax expense (recovery)		(73)	3,120	9,764	20,747
Depreciation		3,356	3,331	9,581	9,465
		(81,310)	2,673	(60,839)	19,125
Net change in non-cash working capital and other	19	8,354	3,384	7,619	(8,335)
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES		\$ (72,956)	\$ 6,057	\$ (53,220)	\$ 10,790
FINANCING ACTIVITIES					
Repayment of notes payable		(5,000)	(13,500)	(23,920)	(13,500)
Dividend paid		-	(10,000)	(30,000)	(10,000)
Proceeds from credit facilities		10,000	3,500	19,200	5,000
Repayment of credit facilities		-	-	-	(32,000)
Repayment of lease liabilities		(115)	-	(341)	-
CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES		\$ 4,885	\$ (20,000)	\$ (35,061)	\$ (50,500)
INVESTING ACTIVITIES					
Interest received		1,542	2,060	6,131	5,860
Expenditures on investment properties		(307)	(6)	(575)	(633)
Expenditures on property, plant & equipment		(4,714)	(1,330)	(9,330)	(9,050)
Proceeds from gain on sale of assets		-	-	-	33,000
CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		\$ (3,479)	\$ 724	\$ (3,774)	\$ 29,177
NET DECREASE IN CASH AND CASH EQUIVALENTS		(71,550)	(13,219)	(92,055)	(10,533)
Cash and cash equivalents, beginning of period		435,824	456,158	456,329	453,472
CASH AND CASH EQUIVALENTS, END OF PERIOD		\$ 364,274	\$ 442,939	\$ 364,274	\$ 442,939
Supplemental cash flows information	19				

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



NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS (UNAUDITED)

For the period ended December 31, 2019 (expressed in thousands of Canadian dollars)

1. AUTHORITY AND ACTIVITIES OF CLCL

Canada Lands Company Limited (“CLCL” or the “corporation”) is an agent Crown corporation and its sole shareholder is the Government of Canada. Originally named Public Works Lands Company Limited, CLCL was incorporated under the *Companies Act* in 1956 and was continued under the *Canada Business Corporations Act*. It is listed as a parent Crown corporation in Part I of Schedule III to the *Financial Administration Act* (“FAA”).

CLCL is the parent company of Canada Lands Company CLC Limited (“CLC”), Parc Downsview Park Inc. (“PDP”), and the Old Port of Montréal Corporation Inc. (“OPMC”), collectively referred to as the CLCL Subsidiaries.

CLCL conducts its real estate business operations through CLC and PDP’s development lands (“Downsview Lands”), two of its wholly-owned subsidiaries. CLCL’s objective is to carry out a commercially oriented and orderly disposal program of certain former real properties of the Government of Canada (“Government”) and the management of certain select properties. CLCL conducts its attractions business operations through Canada’s National Tower (“CN Tower”), the Montréal Science Centre (“MSC”), the park owned by PDP (“Downsview Park”) and OPMC.

In December 2014, CLCL, together with a number of other Crown corporations, was issued a directive (P.C. 2014-1379) pursuant to Section 89 of the FAA entitled “Order directing Canada Lands Company Limited to implement pension plan reforms”. This directive was intended to ensure that pension plans of Crown corporations that provide a 50:50 current service cost-sharing ratio between employees and employer for pension contributions had been phased in for all members by December 31, 2017. As at December 31, 2017, the corporation had fully implemented the requirements of the directive and has remained in compliance with the directive since that date.

In July 2015, CLCL was issued a directive (P.C. 2015-1113) pursuant to section 89 of the FAA. This directive was to align CLCL’s travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that was consistent with the corporation’s legal obligations and to report on the implementation of this directive in the corporation’s next Corporate Plan. As at March 31, 2016, the corporation had fully implemented the requirements of the directive and has remained in compliance with the directive since that date. The corporation continues to report on the implementation of this directive in its Corporate Plan.

The registered office of the corporation is 1 University Avenue, Suite 1700, Toronto, Ontario, M5J 2P1.

The consolidated financial statements were approved by the Board of Directors of the corporation on February 27, 2020.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A) STATEMENT OF COMPLIANCE

The consolidated financial statements of the corporation have been prepared in accordance with International Financial Reporting Standards (“IFRS”) as issued by the International Accounting Standards Board (“IASB”).

B) BASIS OF PRESENTATION

CLCL’s consolidated financial statements have been prepared on a historical cost basis, except where otherwise indicated. The consolidated financial statements are prepared on a going concern basis and have been presented in Canadian dollars, the corporation’s functional currency, rounded to the nearest thousand.



The accounting policies set out below have been applied consistently in all material respects to all years presented in these consolidated financial statements, unless otherwise stated.

C) BASIS OF CONSOLIDATION

The consolidated financial statements include the accounts of the corporation and its subsidiaries, which are the entities over which the corporation has control. Control exists if the investor possesses power over the investee, has exposure to the variable returns from its involvement with the investee and has the ability to use its power over the investee to affect its returns. The accounts of CLC, PDP and OPMC, wholly-owned subsidiaries of CLCL, are consolidated with CLCL's accounts.

The Montréal Science Centre Foundation ("MSCF") is a structured entity that is consolidated as the corporation has concluded that it controls it. The MSCF is a not-for-profit organization founded in 2000. It manages the funds and fund-raising activities for the sole benefit of the MSC. The MSCF must remit all funds to OPMC to be used for activities of the MSC. The Downsview Park Foundation ("DPF") was created to assist with the development of PDP by generating financial support and gifts from corporations and the public. DPF lost its charity status and was dissolved. The impact on CLCL's financial statements was immaterial as the DPF has been inactive for a number of years.

When the corporation has less than a majority of the voting or similar rights of an investee, the corporation considers all relevant facts and circumstances in assessing whether it controls the investee.

The corporation re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements that constitutes control. Consolidation of a subsidiary begins when the corporation obtains control over the subsidiary and ceases when the corporation loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the Consolidated Statement of Comprehensive Income from the date the corporation gains control until the date the corporation ceases to control the subsidiary.

When necessary, adjustments are made to subsidiaries to bring their accounting policies in line with the corporation's accounting policies.

All inter-company transactions, balances, unrealized losses and unrealized gains on transactions between CLCL, its subsidiaries and the two foundations noted above have been eliminated.

D) REVENUE RECOGNITION

The corporation recognizes revenue as follows:

I. Real estate sales

Real estate sales revenue is recognized at the point in time when control over the property has been transferred to the customer. The real estate sales typically only have a single performance obligation. Until this criterion is met, any proceeds received are accounted for as customer deposits. Revenue is measured based on the transaction price agreed to under the contract.

II. Rental

The corporation has retained control of its investment properties and therefore accounts for leases with its tenants as operating leases. The corporation also leases certain property classified as property, plant and equipment to tenants. Revenue recognition under a lease commences when the tenant has a right to use the leased asset. Generally, this occurs on the lease inception date or, where the corporation is required to make additions to the property in the form of tenant improvements which enhance the value of the property, upon substantial completion of those improvements. Tenant improvements provided in connection with a lease are recognized as an asset and expensed on a straight-line basis over the term of the lease. The total amount of contractual rent to be received from operating leases is recognized over time on a straight-line basis over the term of the non-cancellable portion of the leases and any further terms, at the lessee's option, that are reasonably certain to be exercised, for leases in place; a straight-line rent receivable, which is included in trade receivables and other, is recorded for the difference between the rental revenue recorded and the contractual amount received.

Rental operating revenue also includes percentage participating rents and recoveries of operating expenses, including property taxes. Rental operating expense recoveries are



recognized in the period that recoverable costs are chargeable to tenants.

III. Rental from incidental activities

In addition to earning rental revenues from leases associated with investment properties, the corporation also earns rental revenues from lease arrangements with tenants on certain commercial and residential development properties in inventory. These lease arrangements are generally short-term and renewable on an annual basis and considered incidental to the related land development activities. As described in note 2n)i), the corporation has applied judgment in determining that the commercial and residential development properties from which rental from incidental activities is derived are classified and carried as inventory instead of investment property. The revenue recognition policy for the related lease arrangements is consistent with the policy applied in lease arrangements of investment properties, as described in note 2d)ii).

IV. Attractions, food, beverage and other hospitality

Revenues from programming and parking, ticket sales, food and beverage sales, event and concessions sales, hospitality revenues, sports facilities, retail store sales and other revenues are recognized at point of sale or when services are provided, as appropriate.

V. Donations and sponsorships

The corporation, through its subsidiaries, has signed agreements with a number of sponsors that provide cash, products, advertising and other services in exchange for various benefits, including exclusive marketing rights and visibility. Donations and sponsorships are recognized in the period to which they relate in interest and other revenues in the Consolidated Statement of Comprehensive Income. Non-monetary transactions are recorded at fair value.

Donations and sponsorships restricted by the donor or sponsor for specific uses are initially recorded under deferred revenues and recognized as revenue at the point in time when the performance obligation is satisfied, or over time depending on the nature of the performance obligations.

E) PRE-ACQUISITION COSTS

Costs incurred on properties that the corporation has no title to or early use agreement for are expensed to the Consolidated Statement of Comprehensive Income as incurred.

F) PROPERTIES

I. Property, Plant and Equipment

Property, plant and equipment ("PPE") includes properties held for use in the supply of goods and services or administrative purposes. All PPE is stated at historical cost less depreciation and any impairment. Historical cost includes expenditures that are directly attributable to the acquisition of the items.

The corporation has lease obligations for various equipment and office space. The leases vary in length and range for periods of 1 year, up to 7 years. The lease contracts contain a wide range of different terms and conditions. Leases are recognized as a right-of-use asset and corresponding liability at the date of which the leased asset is available for use by the corporation. Each lease payment is allocated between the liability and finance cost. The right-of-use asset is depreciated over the lesser of the asset's useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be determined, or the corporation's incremental borrowing rate. The right-of-use assets are measured at cost, consisting of the amount of the initial measurement of the lease liability, plus any lease payments made to the lessor at or before the commencement date less any lease incentives received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee.

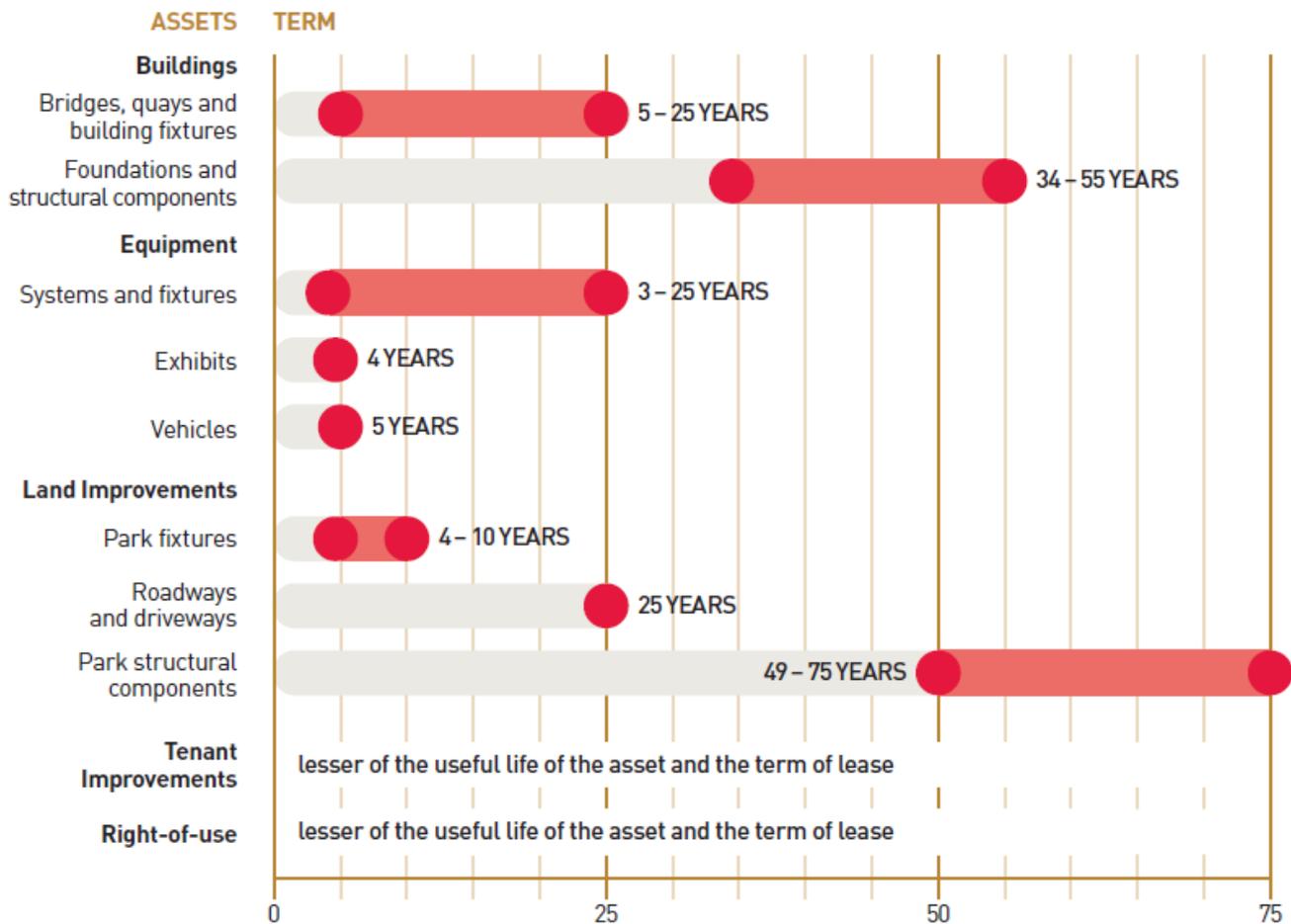
Borrowing costs incurred for the purpose of acquiring, constructing or producing a qualifying PPE



are capitalized. A qualifying PPE is an asset that necessarily takes a substantial period of time to get ready for its intended use. Borrowing costs are capitalized while acquisition, construction or production is actively underway. The amount of borrowing costs capitalized during the period was immaterial.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the corporation and the cost of the item can be measured reliably. The carrying amount of those parts that are replaced is derecognized. All other repairs and maintenance are charged to the Consolidated Statement of Comprehensive Income during the financial period in which they are incurred.

Depreciation, based on a component approach, is calculated using the straight-line method to allocate the cost over the assets' estimated useful lives, or lesser of the useful life of the asset and the term of the lease as follows:



The assets' residual values and useful lives are reviewed, and adjusted if appropriate, on an annual basis.

The corporation holds some buildings for dual purposes, where a portion is leased to tenants and the remainder is used by the corporation for administrative purposes. When a significant portion is owner-occupied, the corporation classifies the property as PPE.

II. Investment Properties

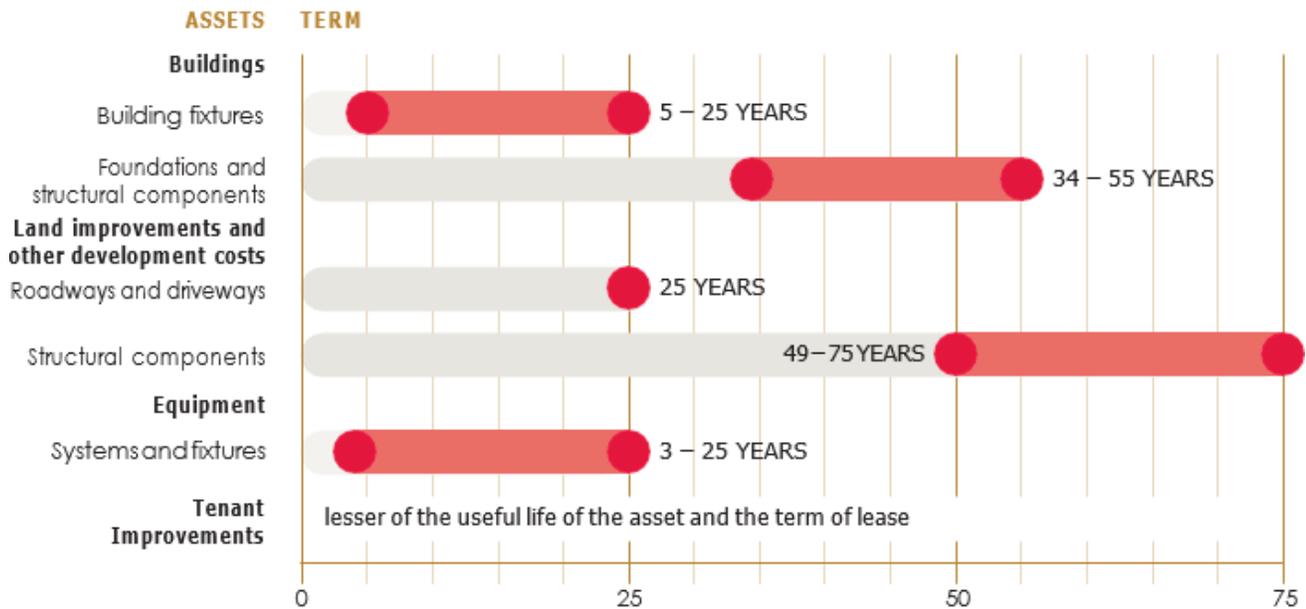
Investment properties are properties held by the corporation for the purpose of obtaining rental income or capital appreciation, or both, but not for the ordinary course of business. Investment properties also include properties that are being constructed or developed for future use as



investment properties.

The corporation applies the cost model in which investment properties are valued under the same basis as property, plant and equipment (note 2f)i), except where the asset meets the criteria to be classified as held for sale; then the asset is measured in accordance with IFRS 5 *Non-current assets held for sale and discontinued operations*.

Depreciation, based on a component approach, is calculated using the straight-line method to allocate the cost over the assets' estimated useful lives, or lesser of the useful life of the asset and the term of the lease as follows:



Other development costs include direct expenditures on investment properties. These could include amounts paid to contractors for construction, borrowing costs, planning and design costs, costs of site preparation, professional fees for legal services, property taxes, construction overheads and other related costs.

From commencement of commercial development until the date of completion, the corporation capitalizes direct development costs, realty taxes and borrowing costs that are directly attributable to the project. Also, initial direct leasing costs incurred by the corporation in negotiating and arranging tenant leases are added to the carrying amount of investment property. In management's view, completion occurs upon completion of construction and receipt of all necessary occupancy and other material permits. Depreciation commences upon completion of commercial development.

III. Inventories

Property acquired or being constructed for sale in the ordinary course of business, rather than held for rental or capital appreciation, is held as inventory and is measured at the lower of cost and net realizable value. Costs are allocated to the saleable acreage of each project or subdivision in proportion to the anticipated revenue or current average cost per acre. Inventories are written down to their net realizable value ("NRV") whenever events or changes in circumstances indicate that their carrying value exceeds their NRV. Write-downs are recognized in the Consolidated Statement of Comprehensive Income. NRV is based on projections of future cash flows, which take into account the specific development plans for each project and management's best estimate of the most probable set of economic conditions anticipated to prevail in the market.

The corporation capitalizes all direct expenditures incurred in connection with the acquisition, development and construction of inventory. These include: freehold and leasehold rights for land, amounts paid to contractors for construction, borrowing costs, planning and design costs, costs of site



preparation, professional fees for legal services, property transfer taxes, property taxes, construction overheads and other related costs. Selling costs such as commissions and marketing programs are expensed when incurred.

The development period commences when expenditures are being incurred and activities necessary to prepare the asset for its intended use are in progress. Capitalization ceases when the asset is ready for its intended use. During the development phase, any rental revenues and associated expenses related to the project are recognized in the Consolidated Statement of Comprehensive Income (note 2d)iii) during the period. Costs incurred on properties that the corporation has no title to or an early use agreement for are expensed to the Consolidated Statement of Comprehensive Income.

The corporation classifies its properties as properties under development, properties held for sale or properties held for future development. Properties undergoing active development are classified as “properties under development”, whereas properties that have been serviced and are ready for sale, or that the corporation intends to sell in their current state without any further significant costs to be incurred, are classified as “properties held for sale”. Properties classified as “properties held for future development” are properties that active development is yet to commence on. Costs incurred on properties classified as “properties held for future development” and “properties held for sale” are expensed to the Consolidated Statement of Comprehensive Income as incurred.

Inventories, regardless of the properties' classification, are considered current when they are expected to be sold in the next twelve months and realized as real estate development costs. Inventories that are not expected to be sold in the next twelve months are categorized as non-current. Non-property (i.e. operating) inventories are entirely held by the CN Tower and OPMC, and are included in trade receivables and other in the Consolidated Statement of Financial Position.

G) INTEREST IN JOINT ARRANGEMENTS

Investments in joint arrangements are classified as either joint operations or joint ventures, depending on the contractual rights and obligations of each investor. A joint operation is a joint arrangement whereby the parties that have joint control have rights to the assets and obligations for the liabilities relating to the arrangement, whereas a joint venture is a joint arrangement whereby the parties that have joint control only have rights to the net assets of the arrangement. When making this assessment, the corporation considers the structure of the arrangement, the legal form of any separate vehicles, the contractual terms of the arrangement and other facts and circumstances. The corporation evaluates its involvement in each of its joint arrangements individually to determine whether each should be accounted for using joint operation accounting or the equity method, depending on whether the investment is defined as a joint operation or a joint venture (see note 22).

H) IMPAIRMENT OF FINANCIAL AND NON-FINANCIAL ASSETS

I. Impairment of financial assets

The corporation applies an appropriate impairment model approach for financial assets depending on the category of financial assets or liabilities. The impairment models applicable to the corporation under IFRS 9 *Financial Instruments* (“IFRS 9”) include the general approach and the simplified approach. The corporation will use the simplified approach, which recognizes expected credit losses (“ECLs”) based on the lifetime ECLs for trade receivables and the general approach for other financial assets. The results of the general approach ECL model are used to reduce the carrying amount of the financial asset through an allowance account, and the changes in the measurement of the allowance account are recognized in the Consolidated Statement of Comprehensive Income. If a significant increase in credit risk occurs, IFRS 9 would require the estimate of default to be considered over the entire remaining life of the asset under the general approach ECL model.

II. Impairment of non-financial assets

The corporation assesses, at each reporting date, whether there is an indication that a non-financial asset may be impaired. If any indication exists, the corporation estimates the asset's recoverable amount (note 2f)). An asset's recoverable amount is the higher of an asset's fair value less costs of disposal and its value in use. When it is not possible to estimate the recoverable amount of an individual asset the corporation estimates the recoverable amount of the cash-generating unit to which the asset belongs. When the carrying amount of an asset (or cash-generating unit) exceeds its



recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

For non-financial assets, an assessment is made at each reporting date to determine whether there is an indication that previously recognized impairment losses no longer exist or have decreased. If such indication exists, the corporation estimates the recoverable amount of the asset (or cash-generating unit). A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the Impairment, pre-acquisition costs and write-offs line item of the Consolidated Statement of Comprehensive Income.

I) CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash and short-term, highly liquid investments, such as money market funds and term deposits, with original maturities at the date of purchase of three months or less, and deposit certificates which are redeemable at any time and mature less than 12 months from the transaction date.

J) INCOME TAXES

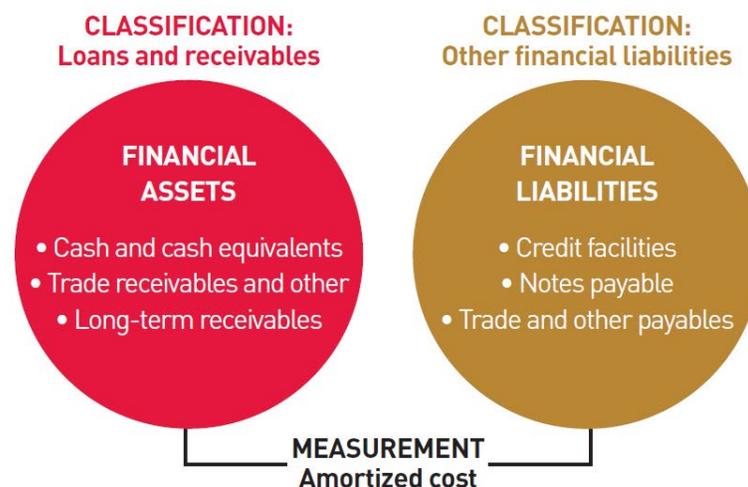
Income tax comprises current and deferred tax. Income tax is recognized in the Consolidated Statement of Comprehensive Income except to the extent that it relates to items recognized directly in equity, in which case it is recognized in equity.

Current tax is the expected tax payable on taxable income for the year, using tax rates enacted or substantively enacted at the Consolidated Statement of Financial Position dates, and any adjustment to tax payable in respect of previous years.

Deferred tax is reported using the balance sheet liability method, providing for temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax reported is based on the expected manner of realization or settlement of the carrying amounts of the assets and liabilities, using tax rates enacted or substantively enacted at the Consolidated Statement of Financial Position dates. A deferred tax asset is recognized only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

K) FINANCIAL INSTRUMENTS

The following summarizes the corporation's measurement of financial assets and liabilities under IFRS 9 (no measurement changes were noted from the previous standard, IAS 39):





I. Financial assets

Financial assets are classified, at initial recognition, as financial assets at fair value through profit and loss (“FVTPL”), fair value through other comprehensive income (“FVOCI”), or amortized cost. The classification depends on the corporation’s business model for managing the financial assets and the contractual terms of the cash flows.

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortized cost. Interest income from these financial assets is included in interest and other income using the effective interest rate (“EIR”) method. Any gain or loss arising on derecognition is recognized directly in the Consolidated Statement of Comprehensive Income. Impairment losses are presented as separate line item in the Consolidated Statement of Comprehensive Income.

II. Financial liabilities

Financial liabilities are measured at amortized cost or at fair value through profit or loss, as appropriate.

The financial liabilities measured at amortized cost are initially measured at fair value and after initial recognition, are subsequently measured at amortized cost using the EIR method.

L) PROVISIONS

A provision is a liability of uncertain timing or amount. Provisions are recognized when the corporation has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. If the effect of the time value of money is material, the provisions are measured at the present value. The provisions are determined by discounting the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognized in financing cost.

Decommissioning costs

A provision for decommissioning obligations in respect of buildings and land containing hazardous materials is recognized when the environment is disturbed; it is more likely than not that the corporation will be required to settle the obligation; an obligation is owed to another party; and a reasonable estimate of the future costs and discount rates can be made. These obligations are recognized in the period they are incurred at the present value of the best estimate of the expenditures required to settle the present obligation, discounted at a risk-free interest rate. Subsequently, at each reporting date, the obligation is adjusted through an unwinding of discount expense, and any changes in the estimated amounts required to settle the obligation and significant changes in the discount rate, inflation and risks. The associated costs are capitalized as part of the carrying value of the related assets.

The corporation assesses all of its activities and all of its sites and facilities involving risks to determine potential environmental risks. Sites and facilities considered to represent an environmental risk are examined in detail and corrective measures have been or will be taken, as necessary, to eliminate or mitigate these risks. The ongoing risk management process currently in place enables the corporation to examine its activities and property under normal operating conditions and to follow up on accidents that occur. Properties that may be contaminated, or any activities or property that may cause contamination, are taken charge of immediately as soon as contamination is noted, under an action plan developed to assess the nature and extent of the repercussions as well as the applicable requirements.

Payment in lieu of taxes and legal claims

A provision for payment in lieu of taxes (“PILT”) and legal claims are recognized when management believes there is a present obligation as a result of a past event; it is more likely than not that the corporation will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.



M) CRITICAL JUDGMENTS IN APPLYING ACCOUNTING POLICIES

In the process of applying the corporation's accounting policies, management has made the following critical judgments which have the most significant effect on the amounts recognized in the consolidated financial statements:

I. Inventories

The corporation's policies related to property inventories are described in note 2f)iii). In applying these policies, the corporation makes judgments with respect to the classification of certain inventory properties.

II. Investment properties

The corporation's accounting policies are described in note 2f)ii). In applying these policies, judgment is made for investment properties under development in determining when the property has reached completion.

III. Leases

The corporation's policy on revenue recognition is stated in note 2d)ii). With regards to this policy, the corporation must consider whether a tenant improvement provided in connection with a lease enhances the value of the leased property in order to determine whether such amounts are treated as additions to investment property. Tenant improvements provided in connection with a lease are recognized as an asset and expensed on a straight-line basis over the term of the lease.

The corporation also makes judgments in determining whether certain leases, especially long-term leases in which the tenant occupies all or a major part of the property, are operating or finance leases.

IV. Provisions

The corporation's policies related to provisions are described in note 2l). In applying these policies, the corporation makes judgments with respect to the best estimates of probability, timing and measurement of expected value of its outcome.

V. Income taxes

The corporation is subject to income taxes in numerous Canadian jurisdictions and significant judgment is required in determining the provision for income taxes. The corporation recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the corporation's income tax expense and current and deferred income tax assets and liabilities in the period in which such determinations are made. See note 18 for additional information.

The corporation makes significant judgments on the recoverability of deferred tax assets based on expectations of future profitability and tax planning strategies. Changes in the expectations or the inability to implement the tax planning strategies could result in derecognition of the deferred tax assets in future periods.

VI. Control over structured entities

The corporation's policy for consolidation is described in note 2c).

The corporation assessed whether or not it controlled the MSCF based on whether the corporation has the practical ability to direct the relevant activities of the MSCF. In making its judgment, the corporation considered the composition of the MSCF Trustees and the power held by the primary directors of the MSCF Trustees over the MSCF's relevant activities. After assessment, the corporation concluded that, based on the power held by the primary directors, who are officers or directors of CLCL, over the relevant activities of the MSCF, the corporation does have control over the MSCF.

VII. Joint arrangements

The corporation's policy for joint arrangements is described in note 2g). In applying this policy, the corporation makes judgments with respect to whether it has joint control and whether the arrangements are joint operations or joint ventures. In making its judgments, the corporation



considered the legal structure and whether or not joint control for decisions over relevant activities existed based on the contractual arrangements. Specifically for the Jericho Lands, Heather Street Lands (formerly Fairmont) and 291 Carling Avenue (formerly LeBreton) joint arrangements, the corporation considered that its third-party partners are only required to fund the projects' operations and note repayments from cash flows from the projects, and therefore any cash shortfalls are funded by the corporation. After assessment, the corporation has determined that joint control exists, as all decisions over relevant activities require the unanimous consent of both parties, and that all of its joint arrangements are joint operations, as they were not structured through a separate vehicle.

N) SIGNIFICANT ACCOUNTING ESTIMATES AND ASSUMPTIONS

The preparation of consolidated financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the period. The corporation includes in its liabilities future servicing costs to complete a project based on management's best estimates. Actual results could differ significantly from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. The estimates and assumptions that are critical to the determination of the amounts reported in the consolidated financial statements relate to the following:

I. Inventories and real estate development costs

In determining estimates of net realizable values for its properties, the corporation relies on assumptions regarding applicable industry performance and prospects, as well as general business and economic conditions that prevail and are expected to prevail. Assumptions underlying asset valuations are limited by the availability of reliable comparable data and the uncertainty of predictions concerning future events. Due to the assumptions made in arriving at estimates of net realizable value, such estimates, by nature, are subjective and do not necessarily result in a precise determination of asset value.

In arriving at such estimates of net realizable value of the properties, management is required to make assumptions and estimates as to future costs which could be incurred in order to comply with statutory and other requirements. Also, estimates of future development costs are used to allocate current development costs across project phases. Such estimates are, however, subject to change based on agreements with regulatory authorities, changes in laws and regulations, the ultimate use of the property, and as new information becomes available.

The corporation produces a yearly corporate plan that includes a proforma analysis of the projects, including expected revenues and projected costs. This analysis is used to determine the cost of sales recorded and net realizable value. This proforma analysis is reviewed periodically, and when events or circumstances change, and is updated to reflect current information.

II. Measurement of Fair Values

Where the fair values of financial assets, investment properties and financial liabilities as disclosed in the notes to the consolidated financial statements cannot be derived from active markets, they are determined using valuation techniques including discounted cash flow models. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include consideration of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value. The corporation's assessments of fair values of investment properties are regularly reviewed by management with the use of independent property appraisals and internal management information.

The fair values of all financial instruments and investment properties must be classified in fair value hierarchy levels, which are as follows:

Level 1 (L1) – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets or liabilities.

Level 2 (L2) – Financial instruments are considered Level 2 when valued using quoted prices for similar assets or liabilities, quoted prices in markets that are not active, or models using inputs that are



observable.

Level 3 (L3) – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques, and at least one significant model assumption or input is unobservable.

The critical estimates and assumptions underlying the valuation of financial assets, investment properties and financial liabilities are set out in notes 5 and 23.

III. Significant Components and Useful Lives

The useful lives and residual values of the corporation's assets are determined by management at the time the asset is acquired and reviewed annually for appropriateness. The lives are based on historical experience with similar assets, as well as anticipation of future events. Management also makes judgments in determining significant components. A component or part of an item of property, plant and equipment or an investment property is considered significant if its allocated cost is material in relation to the total cost of the item. Also, in determining the parts of an item, the corporation identifies parts that have varying useful lives or consumption patterns.

IV. Interest Rate on Notes Payable to the Government

Notes payable are issued in consideration of the acquisition of real estate properties and are due to the Government. These notes are repayable on the earlier of their due dates or the dates on which net proceeds become available from the sale by the corporation of the properties in respect of which the notes were issued, except in a limited number of instances where the terms of the note state when the issuer can demand payment and payment is not dependent on property cash flows. For those notes that do not state when the issuer can demand payment, the repayment schedule is based on estimated time period and cash flows of the property. The notes are non-interest bearing. The non-interest bearing notes are discounted using an imputed fixed interest rate. The imputed interest is accrued and capitalized to properties or expensed, as appropriate.

V. Impairments and write-downs

Management reviews assets annually, as part of the corporate planning process, and when events or circumstances change.

For inventories, a write-down is recorded when the net realizable value of anticipated net sales revenue is less than the sum of the book value of the property and its anticipated costs to complete. The net realizable value is based on projections of future cash flows, which take into account the specific development plans for each project and management's best estimate of the most probable set of economic conditions anticipated to prevail in the market.

For other assets, such as investment properties and property, plant and equipment, impairment estimates are made based on an analysis of cash-generating units, as described in note 2h)ii), and are recorded if the recoverable amount of the property is less than the book value. The recoverable amount is the higher of an asset's (or cash-generating unit's) fair value less costs of disposal and its value in use. The corporation estimates the fair value less costs of disposal using the best information available to estimate the amount it could obtain from disposing of the assets in an arm's-length transaction, less the estimated cost of disposal. The corporation estimates value in use by discounting estimated future cash flows to their present value using a pre-tax rate that reflects current market assessments of the time value of money and the specific risks of the asset. Determination of the present value cash flows requires significant estimates, such as future cash flows and the discount rate applied.

VI. Income taxes

The corporation relies on estimates and assumptions when determining the amount of current and deferred tax and takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due.

The corporation makes judgments to evaluate whether it can recover deferred tax assets based on its assessment of estimates of future probability and tax legal amalgamation of its subsidiaries. The corporation's current corporate plan and future profit forecast are expected to generate sufficient taxable income to recover the deferred tax assets. Historically, the corporation has been profitable and consistently met its corporate plan profit objectives.



3. CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

I. Financial Instruments

In October 2017, the IASB issued an amendment to IFRS 9 which is effective for annual periods beginning on or after January 1, 2019, but early application is permitted. The amendment confirms that debt instruments with negative compensation prepayment features can be measured at amortized costs or fair value through comprehensive income. The amendment also confirmed that gains and losses arising on modifications of financial liabilities that do not result in derecognition should be recognized in profit or loss.

This amendment does not have a significant impact on the corporation's consolidated financial statements.

II. Annual Improvements to IFRS 2015-2017 cycle

In December 2017, the IASB published the Annual Improvements to IFRS 2015 -2017 cycle, which included amendments to IFRS 3 *Business Combinations*, IFRS 11 *Joint Arrangements*, IAS 12 *Income Taxes* and IAS 23 *Borrowing Costs*.

The annual improvements are effective for annual periods beginning on or after January 1, 2019 with earlier application permitted.

These annual improvements do not have a significant impact on the corporation's consolidated financial statements.

III. Employee Benefits

In February 2018, the IASB issued amendments to IAS 19 *Employee Benefits* which are effective for annual periods beginning on or after January 1, 2019.

These amendments require an entity to use updated assumptions to determine current service cost and net interest for the remainder of the period after a plan amendment, curtailment, or settlement. By requiring the use of updated assumptions, the amendments are expected to provide useful information to users of financial statements.

These amendments do not have a significant impact on the corporation's consolidated financial statements.

4. PROPERTY, PLANT AND EQUIPMENT

The corporation's property, plant and equipment consist mainly of the CN Tower, Downsview Park, the MSC, the OPMC quays, and bridges.

The corporation has \$29.2 million (March 31, 2019 - \$28.9 million) of fully depreciated property, plant and equipment still in use.

The gross carrying amount of property, plant and equipment assets at December 31, 2019 includes \$1.8 million (March 31, 2019 - \$4.4 million) of property, plant and equipment under construction.

Cost or deemed cost

	Land	Building	Equipment	Land Improvements	Leasehold Improvements	Building (Right-of Use)	Equipment (Right-of-Use)	Total
Balance, March 31, 2018	\$ 28,030	\$ 142,023	\$ 31,667	\$ 20,833	\$ -	\$ -	\$ -	\$ 222,553
Additions	-	8,965	1,900	1,228	2,089	4,139	239	18,560
Disposals	-	(6,912)	(914)	(31)	-	-	-	(7,857)
Balance, March 31, 2019	\$ 28,030	\$ 144,076	\$ 32,653	\$ 22,030	\$ 2,089	\$ 4,139	\$ 239	\$ 233,256
Additions	-	1,725	6,623	885	50	-	47	9,330
Disposals	-	(48)	(934)	-	-	-	-	(982)
Balance, December 31, 2019	\$ 28,030	\$ 145,753	\$ 38,342	\$ 22,915	\$ 2,139	\$ 4,139	\$ 286	\$ 241,604

Depreciation and impairment

	Land	Building	Equipment	Land Improvements	Leasehold Improvements	Building (Right-of Use)	Equipment (Right-of-Use)	Total
Balance, March 31, 2018	\$ -	\$ 59,526	\$ 23,326	\$ 3,838	\$ -	\$ -	\$ -	\$ 86,690
Depreciation	-	7,392	1,900	488	239	511	90	10,620
Disposals	-	(6,912)	(836)	-	-	-	-	(7,748)
Impairment	-	254	1,023	-	-	-	28	1,305
Balance, March 31, 2019	\$ -	\$ 60,260	\$ 25,413	\$ 4,326	\$ 239	\$ 511	\$ 118	\$ 90,867
Depreciation	-	4,819	1,972	444	200	388	102	7,925
Disposals	-	(35)	(934)	-	-	-	-	(969)
Impairment	-	449	2,116	-	-	-	15	2,580
Balance, December 31, 2019	\$ -	\$ 65,493	\$ 28,567	\$ 4,770	\$ 439	\$ 899	\$ 235	\$ 100,403

Carrying amounts

At March 31, 2019	\$ 28,030	\$ 83,816	\$ 7,240	\$ 17,704	\$ 1,850	\$ 3,628	\$ 121	\$ 142,389
At December 31, 2019	\$ 28,030	\$ 80,260	\$ 9,775	\$ 18,145	\$ 1,700	\$ 3,240	\$ 51	\$ 141,201

The corporation assessed the carrying value of its property, plant and equipment at December 31, 2019 to determine whether an impairment loss or a reversal should be recorded.

During the period ended December 31, 2019 OPMC recognized an impairment loss of \$2.6 million (March 31, 2019 - \$1.3 million). The impairment is assessed at the cash-generated unit (“CGU”) level and the impairment loss is calculated as the amount equal to the excess of the carrying amount over the recoverable amount.

The OPMC CGU, where the impairment is being recognized, is considered by management to be all of OPMC assets, except for the Allan building, as the cash flows of OPMC assets or groups of assets are dependent on OPMC assets and other groups of assets and cannot be individually identified. The OPMC CGU includes public spaces, various piers, parking facilities and the MSC. The Allen building has been excluded from the OPMC CGU as its cash flows are independent of the OPMC assets.

The recoverable amount of the OPMC CGU is considered to be nominal. The fair value hierarchy level is considered a Level 3. The corporation has used the discounted cash flows from the OPMC CGU to determine that the fair value is nominal. Consistent with other science centres in Canada and other large public spaces, the annual operating cash flows from the OPMC CGU assets are negative and are forecasted to be negative for the foreseeable future. In addition, capital investment, which further negatively impacts the cash flows, is

required to support the operations and maintain the existing OPMC assets.

The key management assumption in the determination of the fair value is that the foreseeable projected cash flows from the OPMC CGU will continue to be nominal. That assumption is supported by prior year actual results and management's current financial projects for the OPMC CGU into the future. These projected net cash flow assumptions are based on the current OPMC CGU asset uses which management does not expect to change in the foreseeable future.

5. INVESTMENT PROPERTIES

The corporation's investment properties consist primarily of the land at the Rogers Centre and the CN Tower Base, and rental properties at PDP.

Included within the Consolidated Statement of Comprehensive Income are the following:

	FOR THREE MONTHS ENDED		FOR NINE MONTHS ENDED	
	DECEMBER 31		DECEMBER 31	
	2019	2018	2019	2018
Rental income	\$ 3,004	\$ 3,169	\$ 9,114	\$ 8,196
Direct operating expenses from investment property that generated rental income during the period	2,007	2,328	5,983	5,868

Cost or deemed cost

	Land	Building	Tenant Improvements	Land Improvements and Other Development Costs	Equipment	Total
Balance, March 31, 2018	\$ 5,413	\$ 15,764	\$ 7,903	\$ 13,686	\$ 3,041	\$ 45,807
Additions	-	105	1,522	624	-	2,251
Disposals	-	-	(11)	-	-	(11)
Balance, March 31, 2019	\$ 5,413	\$ 15,869	\$ 9,414	\$ 14,310	\$ 3,041	\$ 48,047
Additions	-	-	9	510	56	575
Balance, December 31, 2019	\$ 5,413	\$ 15,869	\$ 9,423	\$ 14,820	\$ 3,097	\$ 48,622

Depreciation and Impairment

	Land	Building	Tenant Improvements	Land Improvements and Other Development Costs	Equipment	Total
Balance, March 31, 2018	\$ -	\$ 6,712	\$ 4,071	\$ 3,042	\$ 2,249	\$ 16,074
Depreciation	-	983	603	429	178	2,193
Disposals	-	-	(11)	-	-	(11)
Balance, March 31, 2019	\$ -	\$ 7,695	\$ 4,663	\$ 3,471	\$ 2,427	\$ 18,256
Depreciation	-	718	491	312	134	1,655
Balance, December 31, 2019	\$ -	\$ 8,413	\$ 5,154	\$ 3,783	\$ 2,561	\$ 19,911

Carrying amounts

At March 31, 2019	\$ 5,413	\$ 8,174	\$ 4,751	\$ 10,839	\$ 614	\$ 29,791
At December 31, 2019	\$ 5,413	\$ 7,456	\$ 4,269	\$ 11,037	\$ 536	\$ 28,711

During the period, there were no reversals of previously recognized impairment loss for investment properties (March 31, 2019 – \$nil).



The fair values of investment properties are classified in fair value hierarchy levels (see note 2n)ii) as follows:

INVESTMENT PROPERTIES	CARRYING AMOUNT	FAIR VALUE		
		LEVEL 1	LEVEL 2	LEVEL 3
December 31, 2019	\$ 28,711	\$ -	\$ -	\$ 122,200
March 31, 2019	\$ 29,791	\$ -	\$ -	\$ 122,200

The fair value of the investment properties was estimated using a combination of internal valuation techniques and external consultants at March 31, 2019. All material investment properties have been valued by independent valuers. The external consultants are accredited independent valuers with a recognized and relevant professional qualification and with recent experience in the location and category of the investment property being valued. On a quarterly basis, management reviews the assumptions to update the estimated fair value of the investment properties.

In determining fair value, the income and direct comparison approaches were used. The income approach capitalizes net annual revenues or discounts forecasted net revenues to their present value after considering future rental income streams and anticipated operating costs, as well as appropriate capitalization and discount rates. The direct comparison approach references market evidence derived from transactions involving similar properties.

Investment properties valued using the income approach are considered Level 3 given the significance of the unobservable inputs.

The key inputs in the valuation of investment properties using the income approach are:

- Capitalization rate, which is based on the market conditions where the property is located;
- Net operating income, which is normalized and assumes rental income and rental costs using current market conditions;
- Discount rate, reflecting the current market assessment of the uncertainty in the amount and timing of cash flows; and
- Discounted cash flows, which consider the location, type and quality of the property and the current market conditions for similar properties.

The direct comparison approach uses observable inputs, and investment properties valued using this approach are considered Level 2, unless there are significant unobservable inputs, in which case they are considered Level 3.

6. INVENTORIES

The corporation carries its inventories at the lower of cost and net realizable value, and they are classified as follows:

	December 31, 2019	March 31, 2019
Property held for future development	\$ 105,639	\$ 128,339
Property under development	285,959	235,947
Properties held for sale	22,127	22,127
Total Property Inventories	\$ 413,725	\$ 386,413
Current	\$ 97,063	\$ 68,235
Non-current	316,662	318,178
Total Property Inventories	\$ 413,725	\$ 386,413

There were no write-downs recorded against inventories during the period ended December 31, 2019 (March 31, 2019 - \$nil). There were no reversals of write-downs during the period ended December 31, 2019 (March 31, 2019 - \$nil).

7. LONG-TERM RECEIVABLES

Long-term receivables consist of the following:

	December 31, 2019	March 31, 2019
Receivables from partners (a)	\$ 58,655	\$ 57,388
Other long term receivables (b)	852	821
	\$ 59,507	\$ 58,209

- (a) The long-term receivables from partners represent the partner's proportionate share of the notes payable which is payable to the corporation. The corporation is obligated for the full amounts of the notes payable for Jericho Lands and Heather Street Lands properties (collectively, the Vancouver Lands) and the 291 Carling Avenue property in Ottawa, of which portions are receivable from its partners. The long-term receivables, similar to the notes payable they are related to, are non-interest bearing and have total principal amounts of \$65.3 million (March 31, 2019 - \$65.3 million), which have been discounted using a weighted average market interest rate of 2.88% (March 31, 2019 - 2.88%). The long-term receivables do not have specific dates of repayment, but are based on the cash flows of the projects (see note 22).
- (b) Other long-term receivable represents a non-interest bearing promissory note receivable for the remaining balance from a sale of a real estate property in a prior year.

	December 31, 2019	March 31, 2019
Current	\$ -	\$ -
Non-current	59,507	58,209
	\$ 59,507	\$ 58,209

Based on the anticipated timing of sales of real estate properties or the terms of sale, principal repayments are estimated to be as follows:

YEARS ENDING MARCH 31 (REMAINDER OF YEAR)	2020	\$ -
	2021	-
	2022	8,906
	2023	-
	2024	-
Subsequent years		57,433
Subtotal		66,339
Less: amounts representing imputed interest		6,832
		59,507

8. CASH AND CASH EQUIVALENTS

	December 31, 2019	March 31, 2019
Cash	\$ 364,274	\$ 56,329
Cash equivalents	-	400,000
	\$ 364,274	\$ 456,329

The corporation has \$5.6 million (March 31, 2019 - \$4.5 million) of cash that is restricted for the use as part of the MSC's long-term plan.

9. TRADE RECEIVABLES AND OTHER

Trade receivables and other are comprised of the following:

	December 31, 2019	March 31, 2019
Prepays and others	\$ 4,527	\$ 5,635
Rents and other receivables	30,366	43,527
Total	\$ 34,893	\$ 49,162
Current	\$ 17,679	\$ 34,141
Non-current	17,214	15,021
	\$ 34,893	\$ 49,162

10. CREDIT FACILITIES

	December 31, 2019	March 31, 2019
\$100 million, unsecured, demand revolving credit facility, bearing interest at rates between 50 basis points and variable banker's acceptance rates plus 45 basis points, maturing at March 31, 2024 (a)	\$ 34,300	\$ 15,100
\$100 million, senior, unsecured revolving credit facility, bearing interest at 40 basis points, maturing at March 31, 2021 (b)	-	-
Total	\$ 34,300	\$ 15,100
Current	\$ 34,300	\$ 15,100
Non-current	-	-
	\$ 34,300	\$ 15,100

(a) The credit facility is available to finance the construction and development and secure letters of credit at PDP.

The borrowings are primarily used to finance the purchase of a portion of the Downsview Lands from the Government and subsequent construction and development. In addition to the borrowings, the corporation has used credit facilities to secure outstanding letters of credit of \$13.4 million (March 31, 2019 - \$13.4 million). The remaining unused credit facility is \$52.3 million at December 31, 2019 (March 31, 2019 - \$71.5 million).

(b) The credit facility is available to secure letters of credit at CLC.

The corporation has used this credit facility to secure outstanding letters of credit of \$21.3 million (March 31, 2019 - \$23.7 million). The remaining unused credit facility is \$78.7 million (March 31, 2019 - \$76.3 million).

The borrowing authority is reviewed in conjunction with the corporate planning process and requires annual approval by the Minister of Finance (note 23 (a)).

11. NOTES PAYABLE

The notes payable were issued in consideration of the acquisition of real estate properties and are due to the Government. These notes are repayable on the earlier of their due dates (2020 to 2050) or six months after the fiscal year end of the corporation in which net proceeds become available from the sale by the corporation of the properties in respect of which the notes were issued. In a limited number of instances the terms of the note state when the issuer can demand payment and payment is not dependent on property cash flows. For all notes, the Government may elect to defer repayment. The notes are non-interest bearing. For accounting purposes, the face values of the notes payable are discounted and recorded at their fair value considering the estimated timing of note repayments, which are not fixed, as well as an imputed fixed interest rate determined when the notes are issued, with the exception of one note discussed below. The



imputed interest is then accrued and capitalized to inventories or expensed as appropriate, on a constant yield basis at a weighted average rate of 1.95% (March 31, 2019 – 1.88%).

During the period, the interest capitalized was \$1.3 million (December 31, 2018 – \$0.8 million) and the interest expensed was \$3.9 million (December 31, 2018 – \$4.2 million). Based on the anticipated timing of the sale of the real estate properties, principal repayments are estimated to be as follows:

YEARS ENDING MARCH 31 (REMAINDER OF YEAR)	2020	\$	155,976
	2021		5,000
	2022		10,180
	2023		7,250
	2024		23,812
Subsequent years			229,652
Subtotal			431,870
Less: amounts representing imputed interest			27,571
		\$	404,299
Current		\$	160,976
Non-current			243,323
		\$	404,299

Included in the \$404.3 million from the table above is a note payable of \$19.0 million, which has not been discounted, given the corporation applied predecessor accounting values upon obtaining control of PDP in 2012. This note is due to the Government in 2050.

The following table presents the cash flows and non-cash changes for notes payable:

	CASH FLOW		NON-CASH CHANGES		Total
	Repayment		Additions	Accretion	
Notes payable balance, April 1, 2018	\$ -	\$ -	\$ -	\$ -	428,007
Interest capitalized	-	-	-	1,203	1,203
Interest expensed	-	-	-	5,521	5,520
Repayments (Cash flow - financing activities)	(13,500)	-	-	-	(13,500)
Notes payable balance, March 31, 2019	-	-	-	\$ -	421,230
Interest capitalized	-	-	-	1,331	1,331
Interest expensed	-	-	-	3,898	3,898
Additions (note 20)	-	-	1,760	-	1,760
Repayments (Cash flow - financing activities)	(23,920)	-	-	-	(23,920)
Notes payable balance, December 31, 2019				\$	404,299

12. TRADE AND OTHER PAYABLES

The components of trade and other payables are as follows:

	December 31, 2019	March 31, 2019
Trade Payables	\$ 20,566	\$ 31,170
Sales proceeds sharing liabilities (a)	-	78,216
Leases payable (note 2f(i))	3,522	3,860
Total	\$ 24,088	\$ 113,246
Current	\$ 20,728	\$ 109,889
Non-current	3,360	3,357
	\$ 24,088	\$ 113,246

(a) These amounts were due to the Government as part of sales proceeds sharing arrangements related to sold real estate properties and were paid in full during the period.

Capital and operating commitments

- I. Commitments related to properties for land servicing requirements and other development costs at December 31, 2019 total \$80.2 million (March 31, 2019 - \$48.2 million).
- II. Capital commitments for property, plant and equipment at December 31, 2019 total \$0.8 million (March 31, 2019 - \$1.3 million).
- III. Operating commitments for maintaining capital assets at December 31, 2019 total \$2.1 million (March 31, 2019 - \$2.6 million)

13. PROVISIONS AND CONTINGENT LIABILITIES

	COST TO COMPLETE (a)	PILT (b)	OTHERS	TOTAL
Balance, March 31, 2019	\$ 9,405	\$ 17,334	\$ 379	\$ 27,118
Provisions added during the period	29	2,475	-	2,504
Provisions applied during the period	(5,752)	-	(215)	(5,967)
Provisions reversed during the period	(167)	-	-	(167)
Balance, December 31, 2019	\$ 3,515	\$ 19,809	\$ 164	\$ 23,488
Current				\$ 23,034
Non-current				454
				\$ 23,488

(a) Land servicing costs relating to sold properties in the amount of \$3.5 million (March 31, 2019 - \$9.4 million). The costs are estimated to be spent over five years with the majority to be incurred in the next twelve months. The corporation expects to be reimbursed \$6.1 million (March 31, 2019 - \$6.1 million) from local municipalities and regions. The amounts provided for are based on management's best estimate, taking into consideration the nature of the work to be performed, the time required to complete the work, past experience, and market development and construction risks.

(b) PILT assessments from January 2014 of \$19.8 million (March 31, 2019 - \$17.3 million) that are being contested by the corporation.



Contingencies

As at December 31, 2019, the corporation was involved in claims and proceedings that arise from time to time in the ordinary course of business, including actions with respect to contracts, construction liens, employment and environmental matters. Based on the information currently available to the corporation, management believes that the resolution of these matters and any liability arising therefrom will not have a significant adverse effect on these consolidated financial statements. However, these matters are subject to inherent uncertainties and their outcome is difficult to predict; therefore, management's view of these matters may change in the future.

The corporation's activities are governed by many federal, provincial and municipal laws and by-laws to ensure sound environmental practices, in particular for the management of emissions, sewage, hazardous materials, waste and soil contamination. Decisions relating to the ownership of real estate assets and any other activity carried on by the corporation have an inherent risk relating to environmental responsibility.

The corporation assesses all of its activities and all of its sites and facilities involving risks to determine potential environmental risks. For the properties and activities that may be significantly contaminated, the corporation has assessed the likelihood of settlement as remote. The corporation has no guarantee that material liabilities and costs relating to environmental issues will not be incurred in the future or that such liabilities and costs will not have significant negative impacts on the corporation's financial situation.

14. GAIN ON SALE OF ASSETS

In June 2018, PDP completed a series of transactions ("Transactions") with an adjacent land owner in Toronto. The Transactions included the sale of subsurface land and the extinguishment of certain rights and encumbrances held by PDP, in exchange for cash consideration of \$33.0 million and five acres of land from the adjacent land owner.

The Transactions also included a roadway and infrastructure agreement which provides PDP and the adjacent land owner with certain rights and a framework for cost sharing and allocation on their lands. The financial effect of roadway and infrastructure agreement cannot be reasonably estimated at this time given the uncertainty of the nature and timing of changes to the development plans.

The corporation realized a net gain of \$34.8 million before income taxes in the prior year.

15. EXPENSES BY NATURE

The nature of expenses in real estate development costs, attractions, food, beverage and other hospitality expenses, rental operating costs, general and administrative, impairment, pre-acquisition costs and write-offs, and interest and other expenses consisted of the following:

	FOR THREE MONTHS ENDED DECEMBER 31		FOR NINE MONTHS ENDED DECEMBER 31	
	2019	2018	2019	2018
Cost of inventory, raw material and consumables used	\$ 4,024	\$ 10,449	\$ 5,086	\$ 15,775
Payroll & benefits	12,457	11,871	38,853	37,801
Food and beverage costs	3,063	3,192	11,923	12,500
Property taxes including PILT	3,749	3,669	10,950	10,968
Leasing expenses	3,273	3,683	10,378	10,438
Depreciation	3,355	3,336	9,581	9,465
Utilities	1,875	1,919	5,628	5,759
Building cost	1,693	2,098	5,011	5,424
Professional fees	2,175	1,141	4,857	4,222
Interest	1,559	1,375	4,649	4,495
Attraction costs	1,124	607	4,375	4,035
Marketing and public relations	1,375	1,685	4,056	4,240
Other	1,224	63	2,839	2,126
Impairment	1,310	-	2,580	200
Office	514	325	1,901	1,767
IT costs	455	387	1,312	1,248
Commission	-	-	108	-
	\$ 43,225	\$ 45,800	\$ 124,087	\$ 130,463

16. SHAREHOLDER'S EQUITY

(a) Capital Stock

CLCL is authorized to issue three shares, which shall be transferred only to a person approved by the Minister designated as the appropriate Minister for CLCL (Minister). The current Minister is the Minister of Public Services and Procurement and Accessibility. The three authorized shares have been issued and are held in trust for Her Majesty in right of Canada by the Minister. Nominal value has been ascribed to the three issued shares of CLCL.

(b) Contributed Surplus

Contributed surplus is comprised of the net assets of \$249.6 million acquired from the Minister of Transport on August 31, 1995, plus the net assets of OPMC and PDP acquired on November 29, 2012 of \$36.1 million, less \$104.5 million transferred to capital stock. Subsequently, CLC's capital stock was reduced by this amount through payments to the shareholder in accordance with the *Canada Business Corporations Act* during the period 1996 to 2000.

17. LEASES

Leases as lessee

Non-cancellable operating lease rentals are payable as follows:

	December 31, 2019	March 31, 2019
Less than 1 year	\$ 169	\$ 595
Between 1 and 5 years	2,512	2,381
More than 5 years	1,231	1,231
Total	\$ 3,912	\$ 4,207

The corporation has lease obligations for various equipment and office space. The leases run for periods between 1 and 10 years. During the period, \$0.6 million (December 31, 2018 – \$0.5 million) was recognized in the Consolidated Statement of Comprehensive Income with respect to operating leases.

Leases as lessor

The corporation leases out its investment properties, certain inventories and property, plant and equipment under operating leases with initial lease terms between less than 1 year to 25 years. Some leases have renewal options, with one lease having nine 10-year renewal options. The renewal options of these leases have not been included in the table below.

The future minimum lease payments under non-cancellable leases are as follows:

	December 31, 2019	March 31, 2019
Less than 1 year	\$ 20,019	\$ 19,026
Between 1 and 5 years	27,460	22,065
More than 5 years	37,278	11,969
Total	\$ 84,757	\$ 53,060

As part of purchase and sale agreements with a related party, the corporation is required to lease housing units at a discount compared to market rates. The lease units generated \$1.1 million of rental revenue during the period (December 31, 2019 – \$1.0 million). The individual leases are renewed monthly.

During the period, \$0.8 million (December 31, 2018 – \$nil) has been recognized in the Consolidated Statement of Comprehensive Income in rental operating revenue with respect to variable rent.

18. INCOME TAXES

	FOR THREE MONTHS ENDED DECEMBER 31		FOR NINE MONTHS ENDED DECEMBER 31	
	2019	2018	2019	2018
Income Tax Expense				
Deferred tax (recovery)	\$ (1,982)	\$ (505)	\$ (3,527)	\$ 4,307
Current income tax expense	1,909	3,625	13,291	16,440
Total Tax Expense	(73)	3,120	9,764	20,747
Reconciliation of effective tax rate				
Profit excluding tax	1,009	8,301	38,603	76,089
Domestic tax rate	26.63%	26.5%	26.61%	26.5%
Tax using the domestic tax rate	\$ 269	\$ 2,203	\$ 10,272	\$ 20,194
Non-deductible expenses	10	-	20	30
Temporary difference	(691)	535	(1,617)	6,282
Use of prior year tax losses	-	-	-	(6,804)
Other adjustments	339	382	1,089	1,045
Total Tax Expense	\$ (73)	\$ 3,120	\$ 9,764	\$ 20,747

Management has recognized deferred tax assets for non-capital losses, tax credits and temporary differences to the extent that it is probable that future increases will be available to use the assets.

19. CONSOLIDATED STATEMENT OF CASH FLOWS – SUPPLEMENTAL INFORMATION

The components of the changes to non-cash working capital and other under operating activities include:

INCREASE (DECREASE) IN	FOR THREE MONTHS ENDED DECEMBER 31		FOR NINE MONTHS ENDED DECEMBER 31	
	2019	2018	2019	2018
Trade receivables and other	\$ 9,246	\$ 2,229	\$ 16,002	\$ (1,800)
Long-term receivables	(422)	1,245	(1,298)	395
Trade and other payables	(1,083)	(2,860)	(10,079)	(13,326)
Provisions	658	2,537	2,336	4,165
Notes payable	223	344	748	709
Deferred revenue	(319)	265	(616)	453
Prepaid rent, deposits and others	51	(376)	526	1,069
Total	\$ 8,354	\$ 3,384	\$ 7,619	\$ (8,335)

There was a non-cash increase in notes payable (see Note 11) which has been excluded from the financing and investing activities in the Consolidated Statement of Cash Flows.

20. RELATED PARTY TRANSACTIONS AND BALANCES

The corporation is wholly owned by the Government and is under common control with other government agencies and departments, and Crown corporations. The corporation enters into transactions with these entities in the normal course of business.

Significant balances with related parties:

- I. The corporation enters in agreements of purchase and sale with related parties to acquire real estate properties in exchange for notes payable. During the period, the corporation acquired real estate properties from related parties of \$1.8 million (December 31, 2018 – \$nil) in exchange for notes payable.

Notes payable to the Government are non-interest bearing (note 11) and are repayable on the earlier of their due dates or six months after the fiscal year end of the corporation in which net proceeds become available from the sale by the corporation of the properties in respect of which the notes were issued, except in a limited number of instances where the terms of the notes state when the issuer can demand payment and payment is not dependent on property cash flows. The corporation made payments of \$23.9 million on its notes payable to related parties during the period (December 31, 2019 – \$13.5 million).

- II. During the period, the corporation fully repaid the sales proceeds sharing liabilities of \$78.2 million to Public Services and Procurement Canada.
- III. The corporation has \$2.1 million receivable with federal agencies and departments (March 31, 2019 – \$2.1 million).

Significant transactions with related parties:

- I. During the period, the corporation paid a dividend of \$30.0 million (December 31, 2018 - \$10.0 million) to its shareholder, the Government.
- II. During the period, the corporation made \$4.6 million real estate sales to a related party (December 31, 2018 – \$nil).
- III. During the period, the corporation received various rental and other revenues from federal agencies and departments of \$1.1 million (December 31, 2018 – \$1.3 million), mainly from leases with the Department of National Defence and PSPC.
- IV. Key management personnel compensation, which includes the corporation's senior management team and the board of directors, are described in the following table:

FOR THE PERIOD ENDED DECEMBER 31	2019	2018
Short-term benefits (1)	\$ 3,392	\$ 3,029
Post-employment benefits (2)	94	111
	\$ 3,486	\$ 3,140

1) Short-term benefits include salaries, incentive compensation, health benefits, and other benefits for current employees.

2) Post-employment benefits include contributions to pension plans.

21. FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying amounts of cash and cash equivalents, current trade receivables and other, current trade and other payables, deposits and others approximate their fair value due to the short-term maturities.

The corporation has valued its long-term receivables by discounting the cash flows using the current market rate of borrowing plus a credit risk factor for its customers and partners, except for the long-term receivable from its third-party partners which, due to the nature of the joint arrangement, has been discounted at

current yields on government bonds plus project risk.

The corporation has valued its financial liabilities by discounting the cash flows at current yields on government bonds plus a discount factor for the corporation's credit risk. There has not been any change in valuation technique for financial instruments during the year.

The carrying values and fair values of the corporation's financial instruments are summarized using the fair value hierarchy (note 2) in the following table:

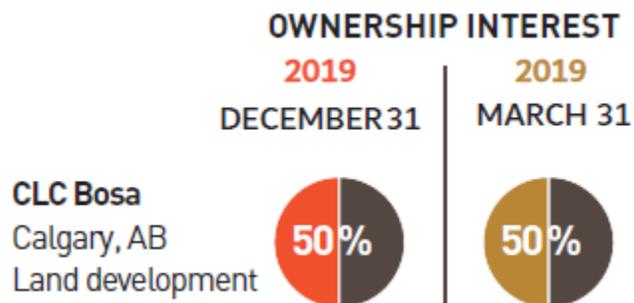
AS AT DECEMBER 31, 2019		LEVEL 1	LEVEL 2	LEVEL 3
Classification	Carrying Amount	Fair Value		
Financial Assets				
Long-term receivables	\$ 59,507	\$ -	\$ 55,586	\$ -
Financial Liabilities				
Notes payable	404,299	-	396,229	-
Credit facilities	34,300	-	34,300	-

AS AT MARCH 31, 2019		LEVEL 1	LEVEL 2	LEVEL 3
Classification	Carrying Amount	Fair Value		
Financial Assets				
Long-term receivables	\$ 58,209	\$ -	\$ 60,270	\$ -
Financial Liabilities				
Notes payable	421,230	-	426,398	-
Credit facilities	15,100	-	15,100	-

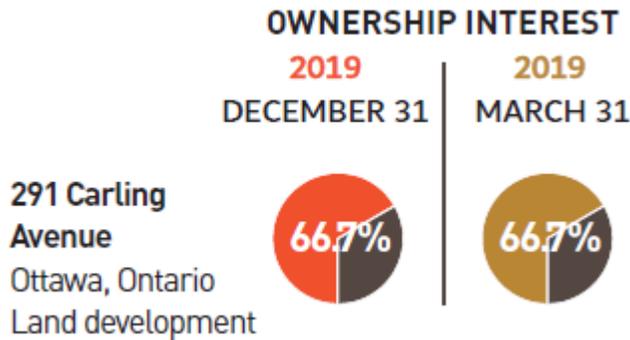
22. JOINT ARRANGEMENTS

The corporation has entered into a number of joint arrangements for the land development of properties. The corporation has assessed each joint arrangement individually and concluded that based on the terms and structure of the contractual arrangements, each joint arrangement is a joint operation. The corporation recognizes its proportionate share of the assets, liabilities, revenues and expenses for these properties in the respective lines in the consolidated financial statements.

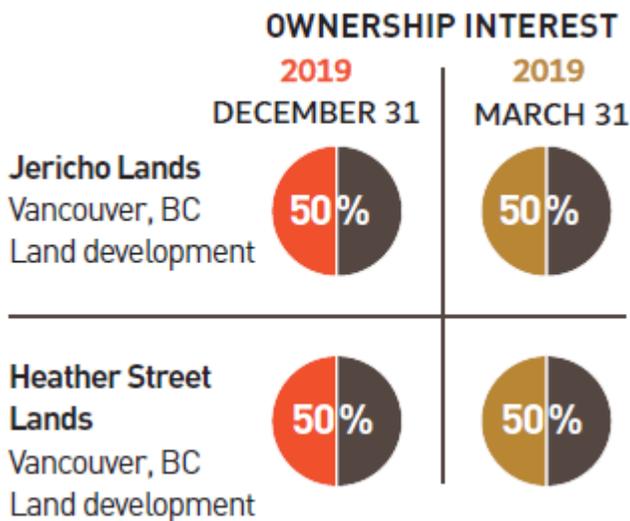
The following is a list of the corporation's joint arrangements:



In May 2013, the corporation entered into a land development agreement for property in Calgary which is jointly controlled. The corporation has determined that the joint arrangement is a joint operation based on the terms and structure of the contractual arrangement, which requires unanimous approval from the corporation and the third-party with regards to relevant activities of the property.



In February 2017, the corporation entered into a land development agreement for a property in Ottawa, with a third-party partner named the Algonquins of Ontario Opportunities ("AOO"). The land development agreement is jointly controlled by the corporation and the third-party partner. The corporation has determined that the joint arrangement is a joint operation based on the terms and structure of the contractual agreement, which requires unanimous approval from the corporation and the third-party partners regarding decisions overall relevant actions of the property. The purchase of the Ottawa land was financed through a non-interest bearing promissory note issued by the corporation. The corporation is responsible for the full repayment of the promissory note on the earlier of their due dates or six months after the fiscal year-end of the corporation when net proceeds become available from the property. This promissory note will be partially funded by the third-party partner's proportionate share of the notes payable, which is reflected as a long-term receivable (see note 7).



In September 2014, the corporation entered into three separate land development agreements (West Vancouver, Jericho Lands and Heather Street Lands, respectively) for properties in Vancouver, with the same third-party partners (the Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation).

On December 14, 2018, the corporation sold its ownership interest in West Vancouver to its third-party partners (the partners). The remaining two separate land development agreements are jointly controlled by the corporation and the third-party partners. The corporation has determined that each of the joint arrangements is a joint operation based on the terms and structure of the contractual arrangements, which require unanimous approval from the corporation and the third-party partners regarding decisions over all relevant activities of the properties.

The purchase of the Vancouver Lands was financed through non-interest bearing promissory notes issued by the corporation. The corporation is responsible for the full repayment of the promissory notes on the earlier of their due dates or six months after the fiscal year end of the corporation when net proceeds become available from the respective property. These promissory notes will be partially funded by the third party partner's proportionate share of the notes payable, which is reflected as a long-term receivable (see note 7). Under each land development agreement, the third-party partners' portion of the adjusted gross revenues is first applied to their share of the promissory notes.

The following amounts included in these consolidated financial statements represent the corporation's proportionate share of the assets and liabilities of its joint arrangement interests as at December 31, 2019, and the results of operations and cash flows from April 1, 2019 to December 31, 2019:

As at	Jericho		Heather St.		Bosa		Other		Total	
	December 31, 2019	March 31, 2019								
Assets	\$ 92,100	\$ 92,319	\$ 23,794	\$ 23,383	\$ 16,776	\$ 16,638	\$ 6,243	\$ 6,255	\$ 138,913	\$ 138,595
Liabilities*	104,566	101,697	23,940	23,136	-	-	6,204	6,251	134,710	131,084

For three months ended December 31										
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Revenues	269	157	263	177	-	-	72	71	604	405
Expenses	320	(40)	536	446	-	-	83	(4)	939	402
Net income (loss)	(51)	197	(273)	(269)	-	-	(11)	75	(335)	3
Cash flow provided by (used in) operating activities	(558)	(6)	45	61	(20)	(2)	3	82	(530)	135

For nine months ended December 31										
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Revenues	768	524	857	549	-	-	209	212	1,834	1,285
Expenses	797	789	1,602	1,426	-	-	208	33	2,607	2,248
Net income (loss)	(29)	(265)	(745)	(877)	-	-	1	179	(773)	(963)
Cash flow used in operating activities	(609)	(402)	(1,432)	(713)	(245)	(483)	(146)	72	(2,432)	(1,526)

* Liabilities include the corporation's obligation for the notes payable to finance the acquisition of inventory, net of the long-term receivable from its partners for their proportionate share of the notes payable funded through future project cash flows (note 7).

The corporation is currently providing funding as the project manager to all joint arrangements. For the Jericho Lands, Heather Street Lands and 291 Carling Avenue, repayment of the partner's share of project costs is from joint arrangement cash flows.

The corporation's proportionate share for commitments related to properties for land servicing requirements and other development costs for the joint arrangements at December 31, 2019 totaled \$2.8 million (March 31, 2019 - \$2.4 million) and are included in the commitments related to properties in note 12.

23. FINANCIAL RISK MANAGEMENT

a) Liquidity Risk:

Liquidity risk is the risk that the corporation will not be able to meet its financial obligations as they become due. The table below summarizes the maturity profile of the corporation's financial liabilities based on contractual undiscounted payments:

AS AT DECEMBER 31, 2019	Within next 12 months	Thereafter	Total
Credit facilities (note 10)	\$ 34,300	\$ -	\$ 34,300
Notes payable (note 11)	160,976	270,894	431,870
Trade and other payables (note 12)	20,728	3,360	24,088
	\$ 216,004	\$ 274,254	\$ 490,258

AS AT MARCH 31, 2019	Due by March 31, 2020	Thereafter	Total
Credit facilities (note 10)	\$ 15,100	\$ -	\$ 15,100
Notes payable (note 11)	184,016	270,014	454,030
Trade and other payables (note 12)	109,889	3,357	113,246
	\$ 309,005	\$ 273,371	\$ 582,376

The corporation manages its liquidity risk by forecasting and managing cash flows from operations and anticipating capital expenditures and financing activities. The corporation also manages its cash flow by maintaining sufficient cash balances to meet current obligations and investing surplus cash in low-risk bank investments.

The corporation has notes payable which are owed to the shareholder and under the related agreements, the notes are not due until positive cash flows are achieved from the properties by which they are secured, except in a limited number of instances where the terms of the note state when the issuer can demand payment and payment is not dependent on property cash flows (see note 11).

The corporation has borrowing authorities from the Minister of Finance of \$200 million (March 31, 2019 - \$200 million). CLC's borrowing authority of \$100 million expires on March 31, 2021. PDP's borrowing authority of \$100 million expires on March 31, 2020. The corporation's borrowing authorities are reviewed annually as part of the corporate planning process. The corporation has \$200 million of credit facilities available, of which \$131.0 million is unused (March 31, 2019 - \$147.8 million). The credit facilities for CLC and PDP mature on March 31, 2021 and March 31, 2024, respectively.

Accounts payable are primarily due within 90 days. The repayment terms for credit facilities and notes payable are disclosed in notes 10 and 11, respectively.

b) Market Risk

Market risk is the risk that the fair values of financial instruments will fluctuate because of changes in market prices, and includes currency and interest rate risk.

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in foreign currency exchange rates. The corporation has little exposure to currency risk.

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The corporation is exposed to interest rate risk on its credit facilities and cash and cash equivalents, which are based on variable rates of interest. The credit facilities are used to finance the development of lands and guarantee the corporation's letters of credit. A change in interest rates would not have had a significant impact on net earnings or comprehensive income in the current year. Cash and cash equivalents have limited exposure to interest rate risk due to their short-term nature. The impact of a change in interest rate of +/- 0.5% would not be significant to the Consolidated Statement of Comprehensive Income.



Financial assets and financial liabilities that bear interest at fixed rates are subject to fair value interest rate risk. The corporation measures these at amortized cost; therefore, a change in interest rates at the reporting date would not affect net income with respect to these fixed rate instruments.

c) Credit Risk

The corporation's credit risk arises from the possibility that tenants may experience financial difficulty and be unable to pay the amounts owing under their commitments. For long-term receivables from partners, payments are made from the cash flows of the joint arrangements. The projected cash flows from the joint arrangements to the partners are significantly higher than the amount of the long-term receivables at December 31, 2019 owed to the corporation.

The corporation attempts to reduce the risk of credit loss by limiting its exposure to any one tenant or industry and performing credit assessments in respect of new leases or credit transactions. Also, this risk is further mitigated by signing long-term leases with varying lease expirations and obtaining security deposits from tenants.

The corporation's maximum exposure to credit risk is limited to the carrying value of trade receivables and other, long-term receivables and cash and cash equivalents.

The corporation's receivables of \$30.4 million (March 31, 2019 - \$43.5 million) are comprised primarily of current balances owing. The corporation performs monthly reviews of its receivables and establishes an appropriate provision using the expected credit loss model.

The corporation's long-term receivables of \$59.5 million (March 31, 2019 - \$58.2 million) are comprised of \$58.6 million (March 31, 2019 - \$57.4 million) of receivables from partners and \$0.9 million (March 31, 2019 - \$0.8 million) of long-term receivables from a sale of real estate property in prior years. The corporation reviews the receivables from partners and other long-term receivables on a quarterly basis to determine if provisions are required.

The corporation's cash, including bank deposits and term deposits, of \$364.3 million (March 31, 2019 - \$456.3 million) is held with major financial institutions that are rated AA by a recognized credit agency. The corporation does not expect any related counterparties to fail to meet their obligations.

24. CAPITAL MANAGEMENT

The corporation's objective when managing capital is to maintain adequate levels of funding to support its activities.

	December 31, 2019	March 31, 2019
Shareholder's equity	\$ 637,467	\$ 638,628
Credit facilities	34,300	15,100
Notes payable	404,299	421,230
Cash and cash equivalents	364,274	456,329
Total	\$ 1,440,340	\$ 1,531,287

The corporation has notes payable which are owed to the shareholder and under the related agreements, the notes are not due until positive cash flows are achieved from the properties, except for, i) five promissory notes for which the issuer can demand payments of \$22.0 million within the next 12 months and ii) a \$19.0 million note which is due in 2050.

All short-term and long-term borrowings are approved by the Minister of Finance with respect to the amount, interest rate and term, and are included in the corporation's Corporate Plan which must receive Governor in Council approval.

In order to meet its objective, the corporation invests all capital that is surplus to its immediate operational needs in highly liquid financial instruments with original maturities of up to one year, such as bank deposits, deposit certificates and money market funds. All of these instruments are held with major financial institutions rated AA by a recognized credit agency.



On December 31, 2019, cash and cash equivalents totaled \$364.3 million.

The corporation's strategy is to satisfy its liquidity needs using cash on hand, cash flows generated from operating activities and cash flows provided by financing activities, as well as proceeds from asset sales. Rental revenues, recoveries from tenants, real estate land sales, attractions and hospitality revenues, interest and other incomes, available cash balances, draws on corporate credit facilities and refinancing of maturing indebtedness are the corporation's principal sources of capital used to pay operating expenses, dividends, service debt and recurring capital and leasing costs in its rental operating costs, attractions and hospitality, and real estate development businesses. The corporation plans to meet its short-term liquidity needs with revenue, along with proceeds from financing activities.

The principal liquidity needs for periods beyond the next twelve months are for scheduled debt maturities, recurring and non-recurring capital expenditures, development costs and potential property acquisitions. The corporation's strategy is to meet these needs with one or more of the following:

- cash flows from operations;
- proceeds from sales of assets;
- credit facilities and refinancing opportunities.

25. PENSION PLANS

The corporation has two defined contribution pension plans covering eligible CLC full-time and certain part-time employees. In accordance with the terms of the plans, employees are eligible to join either at the date of employment or after a year of employment. The amount of the current service cost charged to expense for these plans was \$1.1 million for the period ended December 31, 2019 (December 31, 2018 – \$1.1 million).