# StorageVault Canada Inc. (the "Corporation")

# Form 51-102F1 Management's Discussion and Analysis For the Year Ended December 31, 2009

This management's discussion and analysis (MD&A) should be read in conjunction with the Corporation's financial statements and notes to the financial statements for the year ended December 31, 2009. The following discussion and analysis provides information that management believes is relevant to the assessment and understanding of the Corporation's results of operations and financial condition.

This MD&A contains forward-looking information. All statements, other than statements of historical fact, included in this MD&A may be forward-looking information. Generally, forward-looking information may be identified by the use of forward-looking terminology such as "plans", "expects" or "does not expect", "proposed", "is expected", "budgets", "scheduled", "estimates", "forecasts", " intends", "anticipates" or "does not anticipate", or "believes", or variations of such words and phrases, or by the use of words or phrases which state that certain actions, events or results may, could, would, or might occur or be achieved. In particular, forward-looking information included in this MD&A includes statements with respect to: the Corporation's outlook as to the market for self-storage, the economic recession, the reduced availability of credit and the general outlook for the Corporation contained in the "Outlook" section of this MD&A; and expected inventory levels of PUPS units contained in the "Revenue from Income Producing Properties" section of this MD&A.

Forward-looking information is subject to known and unknown risks, uncertainties and other factors that may cause the actual results, level of activity, performance or achievements of the Corporation to be materially different from those expressed or implied by such forward-looking information. Such risks and other factors may include, but are not limited to: the early stage development of the Corporation; capital market conditions; general business and economic uncertainties; competition; delay or failure to receive board or regulatory approvals; changes in legislation, including environmental legislation, affecting the Corporation; timing and availability of external financing on acceptable terms; conclusions of economic evaluations; and lack of qualified, skilled labour or loss of key individuals. Although the Corporation has attempted to identify important factors that could cause actual actions, events or results to differ materially from those described in forward-looking information, there may be other factors that cause actions, events or results not to be as anticipated, estimated or intended. There can be no assurance that forward-looking information will prove to be accurate, as actual results and future events could differ materially from those anticipated in such information. Accordingly, readers should not place undue reliance on forward-looking information. The factors identified above are not intended to represent a complete list of the factors that could affect the Corporation. The forward-looking information in this MD&A should not be relied upon as representing the Corporation's views as of any date subsequent to the date of this MD&A. Such forward-looking information is based on a number of assumptions which may prove to be incorrect, including, but not limited to: the ability of the Corporation to obtain necessary financing, satisfy conditions under previously announced acquisition agreements, or satisfy any requirements of the TSX Venture Exchange (the "TSXV") with respect to these acquisitions and any related private placement; the level of activity in the self-storage business and the economy generally; consumer interest in the Corporation's services and products; competition; and anticipated and unanticipated costs. The Corporation undertakes no obligation to publicly update or review any forward-looking information, except in accordance with applicable securities laws. Historical results of operations and trends that may be inferred from this MD&A may not necessarily indicate future results from operations.

All amounts included in this MD&A are in Canadian dollars.

Additional information relating to StorageVault Canada Inc. can be found at <u>www.sedar.com</u>.

This MD&A is dated March 11, 2010 and is in respect of the year from January 1, 2009 to December 31, 2009. The discussion in the MD&A focuses on this period.

# NON-GAAP FINANCIAL MEASURES

The Corporation uses non-GAAP financial measures to assess its operating performance. Securities regulators require that companies caution readers that earnings and other measures adjusted to a basis other than Canadian generally accepted accounting principles ("GAAP") do not have a standardized meaning and may not be comparable to similar measures used by other companies. Such non-GAAP measures include:

- a) Funds from Operations ("FFO") FFO is defined as net income (loss) excluding gains or losses from the sale of depreciable real estate and extraordinary items, plus depreciation, amortization, stock based compensation expenses, future income taxes and after adjustments for equity accounted entities and non-controlling interests. FFO should not be viewed as an alternative to cash from operating activities, net income, or other measures calculated in accordance wit GAAP. The Corporation believes that FFO can be a beneficial measure, when combined with primary GAAP measures, to assist in the evaluation of the Corporation's ability to generate cash and evaluate its return on investments as it excludes the effects of real estate amortization and gains and losses from the sale of real estate, all of which are based on historical cost accounting and which may be of limited significance in evaluating current performance.
- b) Property Net Operating Income ("NOI") NOI is defined as rent from income producing properties less property operating costs. NOI does not include interest expense or income, deprecation and amortization, corporate administrative costs, stock based compensation costs or taxes. NOI assists management by assessing profitability from principal business activities without regard to the manner in which these activities are financed or amortized. "NOI Margin" is the NOI for a given time period, divided by the revenue from income producing properties for that same time period.

# NATURE OF BUSINESS

## **Business Overview**

The Corporation was incorporated on May 31, 2007. It is publicly traded on the TSXV under the symbol SVI. It owns and operates self storage operations in Regina, SK, Saskatoon, SK and Winnipeg, MB. It also manages a self storage operation in Ottawa, ON.

The Corporation provides both "fixed" and "portable" self storage. Fixed self storage is sometimes referred to as mini-storage. Under this model, a customer rents a storage space in the operator's premises to store personal or commercial possessions. Rental agreements are usually on a month-to-month basis. Tenants can vacate with as little as one month notice. The storage facility usually consists of one or more buildings, each partitioned into individual storage units with separate doors. Depending on the construction, storage units are accessed by drive-up to each unit, or through an interior hallway. Units can be climate controlled or simple cold storage. The tenant provides his or her own lock for the door, and is the only person with access to the unit when it is rented. Often, fixed storage facilities also provide uncovered, outdoor parking spaces for boats, cars and recreational vehicles.

Through its Canadian Master Franchise agreement with Canadian PUPS Franchises Inc. (PUPS), the Corporation also provides portable storage services. The PUPS system uses galvanized steel storage containers ranging from 2.3 meters to 6 meters in length. This premium priced service delivers the storage unit to the customer, as opposed to the customer having to transport his or her possessions to a traditional fixed storage location. Once loaded, the PUPS container can stay at the customer's location, or be transported to the Corporation's compound for longer term storage. The PUPS model generates revenue through both the rental of the storage container and the fees to deliver the container to and from the customer's location.

Management believes that the PUPS storage model is complementary to the fixed storage operations. It appeals to customers that:

- would not normally use a traditional fixed storage facility because they do not have the means to transport their possessions.
- are moving between locations and need temporary storage, but do not want to move their possessions to a fixed storage unit, only to move them to their new location in a few days or weeks. The PUPS container allows them to pack and unpack only once.
- are moving between locations and do not want to pay the high costs of a moving company. This doit-yourself customer appreciates the lower cost afforded by the PUPS model.
- are renovating an existing location. They need to remove their possessions from their building, but want to keep the possessions at their location for easy access. PUPS will place a container at their residence or business, and that container can stay there until the renovation is complete.

When paired with a traditional fixed storage facility, the PUPS model also offers benefits in cost savings and promotion:

- often, fixed storage facilities have surplus land that is undeveloped, or utilized for low return outdoor parking spaces. Redeploying some of this land for PUPS storage significantly increases the revenue per square foot earned from that surplus land.
- Many of the overhead costs required to run a PUPS facility, such as labor, telephone, and some occupancy costs, are already being covered by the existing fixed storage facility.
- The basic premise behind renting fixed or portable storage units is similar, so existing staff at a fixed storage facilitates can easily learn and integrate the PUPS systems into day-to-day operations.
- On-site staff has the ability to cross sell. Customers who may not be able to afford the premium price of a PUPS container can be offered a lower cost fixed storage unit. Or customers looking for fixed storage who did not know about the existence of portable storage can be up-sold to a premium product.

The Corporation's strategic objective is to own, acquire and operate self storage facilities across Canada as well as develop a portable storage business to access an untapped market in the Canadian storage industry. The Corporation will focus on acquiring and operating self storage facilities with proven cash flows, superior location in relationship to markets, and excess physical space to allow rapid deployment of portable storage operations. Financing for this growth is intended to come from a combination of cash from operations, mortgage financing, the assumption of debt, and the issuance of additional common shares or other securities.

# Highlights for the Year Ended December 31, 2009 and subsequent periods

On October 14, 2008, the Corporation announced that it had entered into an arm's length Option to Purchase Agreement for the assets and business operations of Kenaston Self Storage Inc. in Winnipeg, MB for the purchase price of \$7.15 million. On January 3, 2009 the Corporation exercised the Option. On March 2, 2009, the Corporation completed the transaction. As a result of the transaction, the Corporation's total assets increased to \$11,839,487 as of March 31, 2009.

Kenaston Self Storage consists of two properties. One property is located at 21 Lowson Crescent in Winnipeg. It is approximately 2.75 acres, with 4 storage buildings comprising a total of 536 storage units. The second property is at 87 Lowson Crescent in Winnipeg. This property has no buildings. It has approximately 190 outdoor rental parking spaces for vehicles. It was the Corporation's intention to redeploy a portion of the property at 87 Lowson Crescent toward a portable storage operation. (By December 31, 2009, approximately 40% of the space at 87 Lowson Crescent was being used for storage of PUPS containers and related equipment).

The purchase price was paid by \$3,750,000 of bank mortgage financing, issuance of \$500,000 of the Corporation's common shares at a price of \$0.23 per share to the vendor, and the remainder in cash.

On June 1, 2009, the Corporation announced the signing of a Proof of Concept Agreement with Conundrum Capital Corporation (Conundrum) and CSSL Sub LP, on behalf of a fund managed by Conundrum (the "Fund"). The parties have agreed to proceed with a Canadian PUPS portable storage proof of concept trial at Conundrum's self storage facility in Kanata, ON. Pursuant to the agreement, the Fund has agreed to fund the trial, pay for the portable storage containers to be used in the trial, and has agreed to pay a 5% management fee and a 3.5% franchise fee (on PUPS revenue only) to the Corporation. For the purpose of evaluating the success of the trial, the Parties developed a business plan that includes measurable benchmarks. Following the trial, should the benchmarks be obtained, the Parties will use their reasonable best efforts to enter into a funding/investment arrangement to permit the acquisition of self storage facilities in major Canadian centers and the rollout of the PUPS strategy at those facilities. If the funding/investment agreement is not completed, there are provisions for the purchase by the Corporation of the PUPS containers at a discounted purchase price as well as a one-time lump sum payment to the Corporation of \$60,000 or \$100,000 depending on the success of the trial.

As of the date of this report, the benchmarks under the Proof of Concept had been attained. The Corporation and Conundrum are currently negotiating a funding/investment arrangement. At this point in time, management cannot estimate when or if the arrangement will be concluded on terms agreeable to the Corporation.

On May 13, 2009, the Corporation issued \$320,000 of unsecured redeemable convertible debentures. The funds were used for general operating and capital expenditures of the Corporation. The debentures are interest bearing at 9.5% annually and may be converted into common shares of the Corporation at the rate of \$0.32 per common share at any time before the maturity date of May 13, 2014.

Subsequent to fiscal year end, on March 4, 2010 the Corporation announced that it had entered into an Acquisition Agreement of Purchase and Sale to acquire from an arm's length vendor a self storage facility located in Cambridge, ON. The aggregate purchase price is \$2,367,500 subject to customary adjustments. The Acquisition Agreement of Purchase and Sale is subject to a number of conditions including, but not limited to the completion of due diligence and environmental investigations that must be satisfactory to the Corporation in its sole discretion; financing; approval by the Board of Directors of the Corporation; and if applicable, the approval of the TSXV and the shareholders of the Corporation.

Subsequent to fiscal year end, on March 8, 2010 the Corporation announced that two investment funds managed by PFM Capital Inc. of Regina, SK have committed to make a \$4,000,000 preferred share investment in the Corporation. The preferred share financing shall be drawn down by Corporation in two tranches of \$2-million each with the first tranche being drawn down on the closing date of March 17, 2010 and the Corporation committing to draw down the second tranche within one year of the closing date.

The preferred shares will pay a fixed-rate cumulative dividend of 5% per year payable as follows: i) 2.5% in cash payable quarterly, in arrears, from each respective drawdown date, calculated for the immediately preceding period, and; ii) 2.5% in preferred shares, credited quarterly, in arrears from each respective drawdown date, calculated for the immediately preceding period.

The preferred shares will be convertible at the holder's option into common shares of Corporation for a period of three years from each respective drawdown date at a conversion price of \$0.30. After the closing date, in the event that the Corporation completes a financing of equity securities at a price lower than \$0.30 (a "Down Round Financing"), the original conversion price will be reduced to such lower price of the equity securities issued on the Down Round Financing, provided that the total dollar amount of preferred shares that can be converted at the reduced conversion price cannot exceed the total dollar amount of the Down Round Financing, and further provided that the lower limit of the reduced conversion price is \$0.19.

The preferred shares shall be retractable after the third anniversary of each respective drawdown date (each, a "Put Date"). After a Put Date, holders of preferred shares shall have the right, upon 150 days prior written notice to the Corporation, to have the Corporation retract the preferred shares for an amount, payable in cash, equal to the issuance price of the preferred shares and all accrued and unpaid dividends.

The preferred shares shall be redeemable any time after the fourth anniversary of each respective drawdown date (each, a "Call Date"). After a Call Date, the Corporation shall have the right, upon 60 days prior written notice to the holder, to redeem all, or a portion of, the preferred shares for an amount, payable in cash, equal to the issuance price of the preferred shares and all accrued and unpaid dividends. Upon the election by the Corporation to redeem preferred shares, the holders shall have a 30-day first right of refusal to convert the preferred shares at the conversion price.

Completion of the preferred share financing is subject to approval of the TSX Venture Exchange.

# Portfolio

As at December 31, 2009, the Corporation owned and operated two fixed storage facilities. With each of these facilities is a PUPS portable storage operation. In addition, management determined that the Saskatoon, SK portable storage market was under-served. As there were no viable self storage facilities in Saskatoon available for acquisition, management opened a stand-alone PUPS operation in a rented warehouse location. This allows the Corporation to gain and grow a foothold in Saskatoon until such time as a self storage facility becomes available. Containers and related delivery equipment were acquired during Q3 of 2009. The Saskatoon PUPS operation commenced operations on October 1, 2009 and is in the early stages of lease-up

|                                     | <u>Acquired</u>   | <u>Units</u> | <u>Rentable Square Feet</u> |
|-------------------------------------|-------------------|--------------|-----------------------------|
| FIXED STORAGE                       |                   |              |                             |
| Trans Can Mini Stor, Regina, SK     | May 1, 2008       | 351          | 39,391                      |
| Kenaston Self Storage, Winnipeg, MB | March 2, 2009     | <u>543</u>   | 47,050                      |
| Total                               |                   | 894          | 86,441                      |
| PORTABLE STORAGE                    | 5                 |              |                             |
| Trans Can Mini Stor, Regina, SK     | December 31, 2008 | 265          | 24,682                      |
| Kenaston Self Storage, Winnipeg, MB |                   | 101          | 9,943                       |
| Saskatoon, SK                       |                   | <u>47*</u>   | 4,518*                      |
| Total                               |                   | 413          | 39,143                      |
| * In lease-up.                      |                   |              |                             |

# Outlook

In Saskatchewan and Manitoba, the outlook for self storage remains favorable. Rental rates are competitive but do allow for an adequate return. The population continues to grow and there is no apparent excess of self storage space in the market.

On a national scale, the self storage industry is being affected by the economic recession as Canadian lending institutions have significantly decreased their appetite for providing mortgage financing for new self storage projects. In one respect, this has been positive for the Corporation as it has virtually stopped the development of new competitors in the marketplace.

The reduced availability of credit is also showing up in the resale market. Less availability of low-cost credit means buyers must acquire facilities at a better price to maintain adequate cash flows. Vendors have been slow to react, apparently reluctant to move away from the low cap rates that were prevalent before the economic meltdown. And buyers, if they do find a feasible acquisition target, need to work significantly harder to secure adequately priced equity or debt.

Management believes the Corporation is well positioned to weather the current recession. Mortgage debt on Trans Can Mini Stor has a fixed payment and favorable interest rate until the completion of its first term in 2016. The mortgage payments on Kenaston Self Storage are fixed until 2014. This is important as it does not expose the Corporation to the risk of having to re-negotiate mortgages while credit is tight. While the Corporation's goal is to continue expanding its network of fixed and portable storage operations, it has the flexibility to hasten or slow the pace of acquisitions as the equity and debt markets dictate.

## SELECTED ANNUAL INFORMATION

The Corporation was incorporated on May 31, 2007. A summary of selected financial information for the Corporation's fiscal years ended December 31, 2009 and 2008, and fiscal period (seven months) ended December 31, 2007 is as follows:

|  | Fiscal Year Ended<br>December 31, 2009 | Fiscal Year Ended<br>December 31, 2008 | Seven Months Ended<br>December 31, 2007 |
|--|--|--|---|
| Total Revenue  | \$1,755,711                            | \$332,706                              | \$ 6,027                                |
| Net Income / (Loss)<br>Total<br>Per share, basic and diluted | (\$ 766,543)<br>(\$ 0.023)             | (\$ 252,198)<br>(\$ 0.019)             | (\$ 111,029)<br>(\$ 0.018)              |
| Total Assets   | \$ 12,063,399                          | \$ 7,787,203                           | \$ 1,342,978                            |
| Long Term Financial Liabilities                              | \$ 6,209,775                           | \$ 2,004,657                           | nil                                     |
| Dividends declared   | nil                                    | nil                                    | nil                                     |

Year over year revenue increased in 2009 because of the acquisition of Canadian PUPS Storage of Regina, SK on December 31, 2008 and Kenaston Self Storage of Winnipeg, MB on March 2, 2009. These newly acquired properties also affected total net loss, primarily because of increases in non-cash depreciation and amortization expenses from \$122,352 in 2008 to \$841,918 in 2009. Additionally, non-cash stock compensation expense of \$343,958 in 2009 (\$nil in 2008) adversely affected the net loss figure. See further discussion below.

## **RESULTS OF OPERATIONS**

## **Property Operations**

The storage industry in Canada tends to be seasonal. A significant portion of demand is generated from residential customers who are either moving to a new residence or renovating an existing home. Demand wanes in winter months as cold temperatures discourage this type of activity. At the same time, operating costs increase in the winter. Heating costs (for those facilities with heated storage) and snow removal costs are at their peak. The result is a historically higher operating cost percentage, and lower revenue and NOI margin in Q1 and Q4 of each year.

The Corporation's quarterly results are also affected by the timing of acquisitions and the start-up of PUPS operations. Certain expenses, including some due diligence and professional fees cannot be capitalized. These are instead expensed in the weeks surrounding a related acquisition. The Corporation also incurs some one-time expenses when a PUPS location is opened. These costs may include labor, training, travel, advertising or office expenses. The Q2 – 2009 results were affected by the acquisition of Kenaston Self Storage and the start-up of PUPS in Winnipeg. The Q3 – 2009 results continue to bear the costs of start up at PUPS in Winnipeg. As well, costs for renting space, training staff and outfitting the new PUPS location in Saskatoon, SK are included in Q3.

Revenues have generally shown a quarter over quarter growth because of the acquisitions noted above in the section entitled "Portfolio". This trend is expected to continue as the Corporation pursues a strategy of acquisitions and growth.

|                       | 2009 Fiscal Year ('000 omitted) |       |       |       |       |   | 2  | 008 Fiscal | Year ('000 | omitted) |       |
|-----------------------|---------------------------------|-------|-------|-------|-------|---|----|------------|------------|----------|-------|
| -                     | Q1                              | Q2    | Q3    | Q4    | Total | - | Q1 | Q2         | Q3         | Q4       | Total |
| Fixed Storage         |                                 |       |       |       |       |   |    |            |            |          |       |
| Property Revenue      | 164                             | 337   | 357   | 345   | 1,203 |   | -  | 72         | 119        | 113      | 304   |
| Operating Costs       | 56                              | 106   | 110   | 112   | 384   |   | -  | 13         | 24         | 31       | 68    |
| NOI                   | 108                             | 231   | 247   | 233   | 819   |   | -  | 60         | 95         | 82       | 237   |
| NOI Margin            | 65.7%                           | 68.6% | 69.2% | 67.5% | 68.1% |   |    | 82.4%      | 79.5%      | 72.9%    | 77.8% |
| PUPS Portable Storage |                                 |       |       |       |       |   |    |            |            |          |       |
| Property Revenue      | 87                              | 127   | 165   | 156   | 534   |   | -  | -          | -          | -        | -     |
| Operating Costs       | 28                              | 63    | 102   | 103   | 296   |   | -  | -          | -          | -        | -     |
| NOI                   | 58                              | 65    | 62    | 53    | 239   |   | -  | -          | -          | -        | -     |
| NOI Margin            | 67.6%                           | 50.8% | 37.9% | 34.0% | 44.6% |   |    |            |            |          |       |
| Combined              |                                 |       |       |       |       |   |    |            |            |          |       |
| Property Revenue      | 251                             | 464   | 522   | 501   | 1,738 |   | -  | 72         | 119        | 113      | 304   |
| Operating Costs       | 84                              | 169   | 212   | 215   | 680   |   | -  | 13         | 24         | 31       | 68    |
| NOI                   | 166                             | 296   | 309   | 286   | 1,058 |   | -  | 60         | 95         | 82       | 237   |
| NOI Margin            | 66.4%                           | 63.7% | 59.3% | 57.1% | 60.9% |   |    | 82.4%      | 79.5%      | 72.9%    | 77.8% |

A summary of the results of operations is a follows:

## **Revenue from Income Producing Properties**

Operating revenue from income producing properties for the year ended December 31, 2009 was \$1,737,967 compared to \$304,197 for the same period last year. The increase reflects the addition of PUPS in Regina, Winnipeg and Saskatoon, and Kenaston Self Storage in Winnipeg. Revenue in Q4 of 2009 decreased by \$20,780 or 4.0% compared with Q3 as the onset of winter, and reduced activity during the Christmas holiday season affected demand. This is most noticeable in the occupancy rates of portable storage which tends to be more sensitive to weather, and is more closely correlated with activity in residential renovation and re-location.

A summary of unit occupancy rates at the end of each fiscal quarter is as follows:

|                                     | 2009 Fiscal Year |       |       |       | 2008 Fiscal Year |       |       |       |
|-------------------------------------|------------------|-------|-------|-------|------------------|-------|-------|-------|
|                                     | Q1               | Q2    | Q3    | Q4    | Q1               | Q2    | Q3    | Q4    |
| Fixed Storage                       |                  |       |       |       |                  |       |       |       |
| Trans Can Mini Stor, Regina, SK     | 78.9%            | 81.2% | 81.8% | 80.1% | *                | 95.7% | 93.4% | 83.2% |
| Kenaston Self Storage, Winnipeg, MB | 73.5%            | 86.0% | 90.6% | 84.7% | *                | *     | *     | *     |
| Portable Storage                    |                  |       |       |       |                  |       |       |       |
| Trans Can Mini Stor, Regina, SK     | 76.7%            | 94.4% | 91.7% | 73.2% | *                | *     | *     | *     |
| -                                   | *                | 39.0% | 60.0% | 50.5% | *                | *     | *     | *     |
| Kenaston Self Storage, Winnipeg, MB |                  |       | 00.0% |       |                  |       |       |       |
| Saskatoon, SK                       | *                | *     | -     | 55.3% | *                | *     | *     | *     |

\* property not owned by the Corporation at this time

Occupancy rates in Regina fixed storage have improved marginally in Q3 compared to Q2, but have not returned to the levels seen in 2008. Occupancy rates experienced a decline in Q4. It seems apparent that last year's occupancy rates were propelled to unusually high levels during the housing boom that hit Regina in the summer of 2008. In Winnipeg, the demand for fixed storage continues to grow although it too experienced an occupancy reduction in Q4. The Kenaston Self Storage facility is proving to be in a very favorable location in the city. As the residential and commercial development continues in a number of neighborhoods around the facility, the occupancy continues to be at or above management's expectations.

Occupancies at the portable storage location in Regina held relatively constant over the summer, with Q3 ending at 91.7% versus 94.4% at the end of Q2. Occupancy rates experienced a decline in Q4. As occupancy figures are at a given point in time, they can vary from one period end to the next depending on a number of factors, including whether the period end falls on a weekend or statutory holiday, or if the weather is particularly unfavorable on that day. Overall revenue for Regina PUPS in Q4 at \$107,165 was \$18,016 lower than in Q3. In Winnipeg, PUPS occupancy leveled off at 50%. These changes in rental levels were not unexpected. Past results indicate that occupancies will stay at these levels until mid to late February at which time the residential renovation and re-location activity picks up for the new season. Both Winnipeg and Saskatoon PUPS are in lease-up. Winnipeg has 101 PUPS units in inventory and Saskatoon has 47. Management adds additional containers to the inventory as demand dictates. Both locations are expected to reach maturity at an inventory level of approximately 300 containers. Maturity is expected to be attained by the third season of operations, once the local market has seen the product and understands it uses.

Management is encouraged by the relatively strong occupancy rates that exist today despite the continued economic slowdown that has affected world economies since the autumn of 2008. Generally speaking, storage facilities do not tend to experience swings in demand as drastic as those seen in the broader market. Customers need storage in times of good economic conditions as they renovate or move to new homes and offices. On the other hand, there exists demand for storage in declining markets as homeowners and business downsize or temporarily store goods while waiting for, or moving to, better economies. A larger concern is the decrease in personal discretionary income as the recession persists. Delinquencies in accounts receivable have a tendency to increase. Management must be ready to take the necessary steps when accounts become overdue to stem the potential bad debts.

# Property Net Operating Income (NOI)

NOI from operations for the year ended December 31, 2009 was \$1,057,667 an increase of \$821,113 over the same period last year. The increase is due to the new properties and operations added to the portfolio in the past 12 months.

## Interest income

Interest income for the year ended December 31, 2009 was \$3,452 compared to \$28,509 for the December 31, 2008 fiscal year. Interest income was generated by the temporary investment of cash raised from equity issuances in the periods between raising the cash and investing it into operating properties. In 2009, most excess cash had been invested into capital assets.

## Corporate selling, general and administrative (S, G & A) costs

S, G & A expenses for year ended December 31, 2009 were \$331,346 (excluding stock based compensation expenses) compared to \$356,097 for the same period last year. The decrease of \$24,751 is reflective of the stage of maturity of the Corporation. A significant portion of S, G & A costs in 2008 related to the formation of the Corporation, the completion of its Initial Public Offering, and the completion of its Qualifying Transaction subsequent to its designation as a Capital Pool Corporation. In 2009, S, G & A costs were more focused on operations, maintenance of public company status, and costs relating to acquisition of properties.

The three largest S, G & A items in the fiscal year ended December 31, 2009 were as follows:

- management fees paid to Detteson Management Inc. of \$101,083 (December 31, 2008 \$45,250). See discussion of "Related Party Transactions" below
- Professional fees of \$111,686 (December 31, 2008 \$92,738). In 2009, the professional fees were primarily legal fees pertaining to the acquisition of Canadian PUPS Storage Inc. and Kenaston Self Storage, audit fees for the audit of Canadian PUPS Storage Inc. for the inclusion in a Business Acquisition Report required by Canadian securities laws, and audit fees for the Corporation's 2008 fiscal year end. In the previous year, most professional fees were related to the formation of the Corporation as a Capital Pool Company, and the completion of its initial prospectus.
- Investor Communication costs of \$21,620 (December 31, 2008 \$8,723). The Corporation held its first annual general meeting in March of 2009. The investor communication costs included all legal, mailing, printing and related costs for hosting this meeting as well as the typical costs for press release and shareholder accounts maintenance.

#### Net **Fully diluted** Net Income / Net Income / Total Long Income / (Loss) (Loss) per Term Net Total Period (Loss) share Assets Liabilities Revenue per share 2009- O4 \$509,444 (\$81,359) (\$0.002) (\$0.002) \$12,063,399 \$6,209,775 2009- Q3 \$526,999 (\$80,369) (\$0.002)(\$0.002)\$11,944,446 \$6,009,463 2009- Q2 \$464,668 (\$430,280) (\$0.013) (\$0.013)\$12,091,233 \$6,075,881 (\$174,535) 2009- Q1 \$254,600 (\$0.005)(\$0.005)\$11,839,487 \$5,737,813 **Total 2009** \$1,755,711 (\$766,543) (\$0.023) (\$0.023) N/A N/A \$127,580 (\$38,340) (\$0.002) (\$0.002) \$7,787,023 \$2,004,657 2008- Q4 2008- Q3 \$120,033 (\$28,192) (\$0.003)(\$0.003)\$2,892,717 \$1,680,232 \$1,693,060 2008- Q2 \$76,285 (\$106,349) (\$0.011)(\$0.011)\$2,949,893 2008- Q1 \$8,808 (\$79,317) (\$0.008)(\$0.008)\$1,269,873 **Total 2008** \$332,706 (\$252,198) (\$0.019) (\$0.019) N/A N/A \$6,027 (\$0.015) (\$0.015) 2007 – Q4 (\$97,148)\$1,342,978 \_

(\$0.003)

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(\$0.018)

Dividends

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## Summary of Quarterly Results (unaudited)

During the period, the Corporation declared no cash dividends.

(\$13,881)

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(\$111,029)

# LIQUIDITY AND CAPITAL RESOURCES

\$6,027

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2007 – Q3

2007 – Q2

2007 – Q1 Total 2007

As at December 31, 2009, the Corporation had \$311,885 of cash and short term investments compared to \$3,463,784 at December 31, 2008. The decrease in cash is attributable in most part to the acquisition of Kenaston Self Storage, which required \$2,912,000 of cash to close.

(\$0.003)

-

(\$0.018)

\$493.719

-

N/A

\_

\_

N/A

The Corporation's principal sources of liquidity are its ability to generate cash flow from operations, arranging new debt financing, and offering shares to the public.

The Corporation is not in default or arrears on any of its debt obligations. There is no long term debt maturing in 2009. As at December 31, 2009, the Corporation had total mortgage debt outstanding of \$5,301,469 at interest rates ranging from 5.72% to 6.45%. The Corporation also had term debt totaling \$216,887 and unsecured convertible debentures totaling \$320,000 at December 31, 2009 with interest rates ranging from 6.15% to 9.50% and maturities ranging from January 2011 to May 2014. The following chart summarizes the Corporation's financial commitments for debt principal and interest payments for the next five years:

| 0 000           |
|-----------------|
| 58,309          |
| 15 <i>,</i> 830 |
| )1,081          |
| 56,224          |
| 51,024          |
|                 |

Management believes that the Corporation has sufficient working capital to meet its future commitments. The Corporation may have capital requirements in excess of its currently available resources. In the event the Corporation's plans change, its assumptions change or prove inaccurate, or its capital resources in addition to projected cash flow, if any, prove to be insufficient to fund operations, the Corporation may be required to seek additional financing. There can be no assurance that the Corporation will have sufficient financing to meet its future capital requirements or that additional financing will be available on terms acceptable to the Corporation in the future.

# Funds from Operations (FFO)

FFO is a non-GAAP measure. It allows management and investors to evaluate the financial results of an entity without taking into consideration the impact of amortization which may vary between real estate investments based on when the assets were acquired. Also excluded are stock based compensation costs and future income tax expenses (recoveries), if any.

The FFO for the Corporation has varied significantly over the past several fiscal quarters. The Corporation has incurred significant startup costs (including legal and audit fees) in certain periods that have adversely affected FFO. Additionally, costs relating to acquiring properties in Q4 of 2008 and Q1 of 2009 decreased FFO in those periods. Quarterly FFO peaked in Q3 at \$154,773 during the Corporation's historically best earnings month. In Q4, FFO decreased to \$134,408 because of seasonal effects.

The Corporation has generated positive Funds from Operations for the past three fiscal quarters. This validates the business model which includes matching proven, cash flow positive self storage properties with organically grown portable storage operations. The self storage facilities bring long term, stable cash flow to the Corporation, while the portable storage diversifies product offering and provides long term growth opportunity.

| _                   | 2009 Fiscal Year |           |          |          |           | 2008 Fiscal Year |           |          |          |           |  |
|---------------------|------------------|-----------|----------|----------|-----------|------------------|-----------|----------|----------|-----------|--|
|                     | Q1               | Q2        | Q3       | Q4       | Total     | Q1               | Q2        | Q3       | Q4       | Total     |  |
| Net Income/(Loss)   | (174,535)        | (430,280) | (80,369) | (81,359) | (766,543) | (79,317)         | (106,349) | (28,192) | (38,340) | (252,198) |  |
| Add:                |                  |           |          |          |           |                  |           |          |          |           |  |
| Amortization        | 172,543          | 218,466   | 235,142  | 215,767  | 841,918   | -                | 34,300    | 52,784   | 35,268   | 122,352   |  |
| Stock based comp.   | -                | 343,958   | -        | -        | 343,958   | -                | -         | -        | -        | -         |  |
| Future income taxes | -                | -         | -        | -        | -         | -                | -         | -        | (26,191) | (26,191)  |  |
| FFO                 | (1,992)          | 132,144   | 154,773  | 134,408  | 419,333   | (79,317)         | (72,049)  | 24,592   | (29,263) | (156,037) |  |

A summary of FFO by fiscal quarter is as follows:

# Contractual Obligations and Off-Balance Sheet Arrangements

The Corporation is not party to any industry contracts or arrangements other than the contractual arrangement noted in "Related Party Transactions" below. There are no off-balance sheet arrangements.

# **RELATED PARTY TRANSACTIONS**

## Management Agreement

The Corporation has entered into a management agreement (the "Agreement") with Detteson Management Inc. ("Detteson") which is owned and controlled by Alan Simpson, President and Chief Executive Officer of the Corporation, and Glenn Fradette, Chief Financial Officer of the Corporation. Pursuant to the Agreement, Detteson provides the management individuals to serve as officers of the Corporation as well as asset management, administrative and other services to the Corporation. The remuneration to be paid to Detteson under the Agreement consists of:

- an annual advisory fee equal to 0.225% per annum of the Gross Book Value of the Corporation's assets (0.150% if assets exceed \$150,000,000), payable monthly, and prorated to take into account any acquisitions or dispositions during any month. Gross Book Value is defined as the book value of consolidated assets plus accumulated depreciation on buildings and excluding the amount of any receivable reflecting interest rate subsidies on any debt assumed by the Corporation, subject to a minimum annual advisory fee of \$100,000 (\$48,000 prior to September 1, 2009).
- An acquisition fee equal to 0.5% of the cost of any property acquired or disposed including, without limitation, real estate commissions, finder's fees and any acquisition costs (excluding the fees payable to Detteson pursuant to this provision) and all out-of-pocket costs including legal fees and disbursements, registration and filing fees, land transfer and sales taxes, all calculated in accordance with Canadian generally accepted accounting principles and applied on a consistent basis.

The Corporation also reimburses Detteson for all expenses incurred in connection with the operation of the Corporation, including third party costs, which are reasonably incurred by Detteson on behalf of the Corporation.

During the year ended December 31, 2009 the Corporation paid management fees of \$101,083 (December 31, 2008 - \$45,250) to Detteson.

During the year ended December 31, 2009 the Corporation reimbursed travel and related expenses of \$135,978 (December 31, 2008 - \$30,527) to Detteson. These expenses, which were reimbursed at cost, were undertaken exclusively for the benefit of the Corporation.

During the year ended December 31, 2009, the Corporation paid loan guarantee fees of \$8,592 (December 31, 2008 - \$5,808) to Alan A. Simpson and loan guarantee fees of \$8,592 (December 31, 2008 - \$5,808) to Glenn E. Fradette, both of whom are directors and officers of the Corporation. As a condition of the assumption of the mortgage on T. C. Mini Storage Ltd, both Alan A. Simpson and Glenn E. Fradette were required to provide personal guarantees for the entire outstanding principal balance of the mortgage. The loan guarantee fees are compensation for the provision of these guarantees, and are paid on a monthly basis at the rate of 0.5% of the outstanding mortgage principal, per person.

The Corporation holds a Master Franchise from Canadian PUPS Franchises Inc. (CPFI) which provides the Corporation with the exclusive Canadian franchise rights for the development and operation of PUPS portable storage franchises throughout Canada. CPFI is a corporation controlled by Alan A. Simpson and Glenn E. Fradette, who are directors and officers of the Corporation. Pursuant to the Master Franchise Agreement, the Corporation is obligated to develop 20 franchises by December 1, 2012 or pay a one time non-development fee of \$15,000 for each undeveloped franchise. The Corporation also pays a continuing monthly royalty of 3.5% of the gross sales in relation to the Franchise Rights and PUPS and purchases storage containers and certain PUPS related equipment form CPFI. During the year ended December 31, 2009, the Corporation paid \$26,525 (December 31, 2008 - \$nil) for royalties and \$358,630 (December 31, 2008 - \$nil) for storage containers and other equipment under the Master Franchise Agreement.

During the year ended December 31, 2009, the Corporation paid fees for maintenance of shareholder records of \$9,708 (December 31, 2008 - \$7,677) to a Transfer and Trust company of which one director and executive officer is also a director of the Corporation.

During the year ended December 31, 2009, the Corporation issued convertible, unsecured debentures in the amount of \$210,000 (December 31, 2008 - \$nil) to officers, directors and spouses of directors of the Corporation. During the same period, interest paid on the debentures to officers, directors and spouses of directors of the Corporation was \$9,975 (December 31, 2008 - \$nil). See note 9 – Long Term Debt regarding the total debentures issued.

Included in accounts payable at December 31, 2009 was \$66,156 (December 31, 2008 - \$nil) payable to CPFI.

# OUTSTANDING SHARE DATA

On October 31, 2008, the Corporation completed a brokered private placement of 18,391,304 common shares of the Corporation at a price of \$0.23 per share for gross proceeds of \$4,230,000. In association with the private placement, the Corporation issued 678,696 common shares as an agency fee, and 678,696 Agent's warrants each convertible into one common share of the Corporation at a price of \$0.23 per share.

At December 31, 2008, the Corporation completed the non-arm's length acquisition of Canadian PUPS Storage (Regina). As part of the agreement, the non-arm's length vendors received 2,466,798 common shares of the Corporation at a price of \$0.23 per share for gross proceeds of \$567,364.

On March 2, 2009, the Corporation completed the arm's length acquisition of Kenaston Self Storage. As part of the agreement, the arm's length vendor received 2,173,913 common shares of the Corporation at a price of \$0.23 per share for gross proceeds of \$500,000.

A summary of the outstanding shares and convertible securities as at the date of this MD&A is as follows:

|  | Expiry Exe<br>Date Pri |        | Securities<br>Outstanding | Common Shares<br>on Exercise |  |  |  |  |
|--|------------------------|--------|---------------------------|------------------------------|--|--|--|--|
| Common Shares:                                 |                        |        |                           |                              |  |  |  |  |
| Seed capital (1)                               |                        |        | 5,000,000                 |                              |  |  |  |  |
| Initial public offering –                      | November 5, 2007       |        | 5,000,000                 |                              |  |  |  |  |
| Private placement – Oc                         |                        |        | 18,391,304                |                              |  |  |  |  |
| Agency fee – October 3                         | 1,2008                 |        | 678,696                   |                              |  |  |  |  |
| Issued to vendor – Can                         | adian PUPS acquisition |        | 2,466,798                 |                              |  |  |  |  |
| Issued to vendor - Ken                         |                        |        | 2,173,913                 |                              |  |  |  |  |
| Outstanding Co                                 | ommon Shares           |        | 33,710,711                |                              |  |  |  |  |
| Convertible Securities                         | <u>.</u>               |        |                           |                              |  |  |  |  |
| Director's options                             | November 5, 2012       | \$0.20 | 1,000,000                 | 1,000,000                    |  |  |  |  |
| Agent's warrants                               | October 31, 2010       | \$0.23 | 678,696                   | 678,696                      |  |  |  |  |
| Director's options                             | May 6, 2014            | \$0.23 | 2,200,000                 | <u>2,200,000</u>             |  |  |  |  |
|  |                        |        | 3,878,696                 | 3,878,696                    |  |  |  |  |
| Convertible Debt                               |                        |        |                           |                              |  |  |  |  |
| Unsecured debentures                           | May 13, 2014           | \$0.32 | -                         | 1,000,000                    |  |  |  |  |
|  |                        |        |                           |                              |  |  |  |  |
| Fully Diluted Common Shares37,589,4074,878,696 |                        |        |                           |                              |  |  |  |  |

(1) subject to escrow agreement dated August 27, 2007

# RISKS AND UNCERTAINTIES

The following is a brief review of some of the potential risks and the potential impacts these risks and uncertainties may have on the operations of the Corporation:

## **Real Estate Industry**

Real estate investments are subject to varying degrees of risk depending on the nature of each property. Such investments are affected by general economic conditions, local real estate markets, supply and demand for rental space, competition from others with similar developments, the perceived "attractiveness" of a given property, and various other factors.

There is no certainty that financing will be available upon the maturity of any existing mortgage at terms that are as favorable as the expiring mortgage, or at all. If the Corporation is ever unable to refinance an existing indebtedness on favorable terms, the Corporation may need to dispose of one or more properties upon disadvantageous terms. Prevailing interest rates, limited availability of credit or other factors at the time of refinancing could increase interest expense and ultimately the return to investors.

## **Economic Conditions**

The storage industry in Canada can be cyclical. Due to the climate, demand for self storage is generally weaker in the winter months. Self storage is less susceptible to changes in the local economy, as storage space is often needed during times of both growth and recession. However, downturns in a local economy could negatively affect self storage rentals due to the decrease in consumer discretionary spending. A significant portion of self storage tenants use self storage during periods of moving from one residence to another, or when a residence is being renovated. In times of economic downturn, the level of activity in housing sales and housing renovation could decrease, thereby decreasing self storage rental demand.

# Credit Risk

Credit risk arises from the possibility that tenants may experience financial difficulty and be unable to fulfill their financial obligations to the Corporation. The risk of incurring bad debts often arises if self storage tenants relocate and cannot be found to enforce payment, or if self storage tenants abandon their possessions. The extent of bad debts can be mitigated by quickly following up on any unpaid amounts shortly after the due date, enforcing late fees, denying access to any tenants with delinquent accounts, and ultimately seizing the possessions of the tenant. Additionally the Corporation typically rents to numerous tenants, each of which constitutes significantly less than 5% of the Corporation's monthly revenue. This diversification in the tenant base reduces credit risk from any given tenant.

# Competition

The Corporation competes with other individuals, corporations and institutions which currently own, or are anticipating owning a similar property in a given region. Competitive forces could have a negative effect on rental rates or certain costs such as advertising.

Competition also exists when the Corporation attempts to grow through acquisitions of storage facilities. Some investors may have greater financial resources than those of the Corporation. An increase in the availability of investment funds in the general market, and a subsequent increase demand for self storage facilities would have a tendency to increase the price for future acquisitions of self storage facilities and reduce the yields thereon. In addition, the Corporation may require additional financing to complete future real estate acquisitions which may not be available on terms acceptable to the Corporation.

# **Environmental Risks**

Environmental risk is inherent in the ownership of property. Various municipal, provincial and federal regulations can result in penalties or potential liability for remediation should hazardous materials enter the environment. The presence of hazardous substances could also impair the Corporation's ability to sell the property, or it might expose the Corporation to civil law suits. To mitigate such risk, the Corporation will obtain a recent Phase I environmental report for all material acquisitions. It also prohibits the storage of hazardous substances as a condition of the rental contract signed by tenants.

# CHANGES IN ACCOUNTING POLICIES

Recent accounting pronouncements not yet applied:

International Financial Reporting Standards:

In January 2006, the Accounting Standards Board ("AcSB") adopted a strategic plan for the direction of accounting standards in Canada. On February 13, 2008, the AcSB confirmed that effective for interim and annual financial statements related to fiscal years beginning on or after January 1, 2011, International Financial Reporting Standards ("IFRS") will replace Canada's current Generally Accepted Accounting Principles ("Canadian GAAP") for all publicly accountable profit-oriented enterprises.

The Corporation has developed a conversion plan to complete the transition to IFRS by January 1, 2011, including the preparation of required comparative information relating to 2010. The conversion project consists of three phases:

*Phase 1 Preliminary Impact Assessment* – This phase involves the high-level identification and assessment of the differences between IFRS and Canadian GAAP that will impact the Corporation.

*Phase 2 Detailed Evaluation* – This phase involves performing a detailed impact assessment of the differences between IFRS and Canadian GAAP, reviewing and approving accounting policy choices, undertaking IFRS training, identifying impact on systems and business processes, quantifying IFRS conversion adjustments and drafting IFRS compliant consolidated financial statements.

*Phase 3 Implementation* – This phase involves embedding changes to systems, processes and internal controls, drafting the transitional opening balance sheet and preparing pro-forma IFRS compliant consolidated interim and annual financial statements for the 2011 fiscal year including comparatives.

The Corporation has completed Phase 1 and is currently in Phase 2 of the project. Phase 2 is scheduled to be completed in Q2 of 2010 at which point Phase 3 will commence.

As a result of the preliminary impact assessment, the impact of IFRS adoption is expected to be the greatest in the following areas:

# *First-time adoption of IFRS ("IFRS 1")*

IFRS 1 provides the framework for the first-time adoption of IFRS and outlines that, in general, an entity shall apply the principles under IFRS retrospectively and that adjustments arising on conversion to IFRS shall be directly recognized in retained earnings. However, IFRS 1 also provides a number of optional exemptions from retrospective application of certain IFRS requirements as well as mandatory exceptions which prohibit retrospective application of standards. There are currently fifteen elective exemptions and four mandatory exceptions that need to be considered.

The Corporation currently expects to apply elective exemptions such that it will not restate the accounting of past business combinations. The remaining elective exemptions are thought to have limited or no applicability to the Corporation; however, further analysis is still required.

# Property, plant and equipment

IFRS and Canadian GAAP contain the same basic principles for property, plant and equipment; however, there are some differences. Specifically, IFRS requires property, plant and equipment to be broken down into significant components and amortizing each one separately. In addition, unlike Canadian GAAP, IFRS permits property, plant and equipment to be measured at fair value or amortized cost. In this regard, the Corporation expects to continue to reflect property, plant and equipment at amortized cost.

# Impairment of assets

Canadian GAAP impairment testing involves two steps, the first of which compares the asset carrying value with undiscounted future cash flows to determine whether impairment exists. If the carrying value exceeds the amount recoverable on an undiscounted basis, then the cash flows are discounted to calculate the amount of the impairment and the carrying value is written down to estimated fair value.

IAS 36 Impairment of Assets ("IAS 36") uses a one-step approach for both testing for and measurement of impairment, with asset carrying values compared directly with the higher of fair value less costs to sell and value in use (which uses discounted future cash flows). This may result in more frequent writedowns where carrying values of assets were previously accepted under Canadian GAAP on an undiscounted cash flow basis, but could not be supported on a discounted cash flow basis. Furthermore, IAS 36 requires the reversal of an impairment loss for an asset other than goodwill (under the cost method by no more than what the depreciated amount of the asset would have been had the impairment not occurred) where there is an indication that circumstances have changed and that the impairment loss no longer exists or may have decreased. This is not allowed under Canadian GAAP.

# **Business Combinations**

Both IFRS and Canadian GAAP require the acquisition method of accounting for all business combinations. However, differences exist between the two frameworks in other areas. The most significant difference is that transaction costs are expensed immediately under IFRS whereas under Canadian GAAP such costs are included in the cost of the asset acquired. The Corporation early adopted section 1582 Business Combinations under Canadian GAAP and as such there will be limited change upon adoption of IFRS 3.

# Income taxes

IAS 12 Income Taxes is similar to Canadian GAAP in that the Corporation has to recognize deferred (future) taxes on temporary differences between the carrying value of assets and liabilities and there tax basis. The adoption of IFRS may have a significant impact on the Corporation's tax accounting in the period of adoption and in subsequent periods for new temporary differences arising on the conversion to IFRS as a result of changes in carrying values of assets, differences in depreciation expense, residual values, capitalization of borrowing and direct costs and impairment charges and reversals.

In the period leading up to the changeover, the AcSB will continue to issue accounting standards that are converged with IFRS, thus mitigating the impact of adopting IFRS at the changeover date. The International Accounting Standards Board will also continue to issue new accounting standards during the conversion period, and as a result, the final impact on the Corporation's financial statements will only be measured once all the IFRS applicable at the conversion date are known.

The impact on information technology and controls over financial reporting and disclosure is not expected to be significant.