



Grant Thornton

Consolidated Financial Statements

Waterfront Development Corporation Limited

March 31, 2013

# Contents

	Page
Management statement on financial reporting	1
Independent auditor's report	2
Consolidated statement of operations	3
Consolidated statement of financial position	4
Consolidated statement of change in net financial assets (debt)	5
Consolidated statement of cash flows	6
Notes to the consolidated financial statements	7-15
Schedules to the consolidated financial statements	16-17

## Management statement on financial reporting

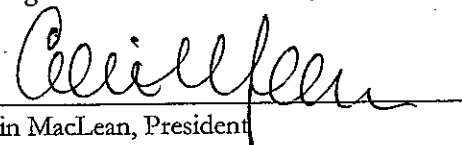
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To the Shareholder of  
**Waterfront Development Corporation Limited**

The accompanying consolidated financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. Management is also responsible to ensure that all information reproduced in the annual report is consistent with the statements. In carrying out its responsibilities, management maintains appropriate systems of internal controls designed to ensure that the financial information produced is relevant and reliable and that the Corporation's assets are appropriately accounted for and adequately safeguarded.

Ultimate responsibility for the consolidated financial statements rests with the Board of Directors. A Finance, Audit and Risk Management Committee of non-management Directors is appointed by the Board to review the consolidated financial statements in detail with management and to report to the Directors prior to their approval of the consolidated financial statements for publication. The Directors have established standards of conduct for employees to prevent conflicts of interest and unauthorized disclosure of confidential information.

The auditors review the consolidated financial statements in detail and meet separately with both the Finance, Audit and Risk Management Committee and management to review their findings. Grant Thornton LLP, Chartered Accountants report directly to the shareholder.

  
Colin MacLean, President  
Date

  
John Holm, Chair - Board of Directors  
Date



## Independent auditor's report

To the Shareholder of  
**Waterfront Development Corporation Limited**

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Suite 1100  
2000 Barrington Street  
Halifax, NS  
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We have audited the accompanying consolidated financial statements of Waterfront Development Corporation Limited (the "Corporation"), which comprise the consolidated statement of financial position as at March 31, 2013, and the consolidated statement of operations, changes in net financial assets (debt), and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's responsibility for the consolidated financial statements**

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

### **Auditor's responsibility**

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Corporation's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Corporation as at March 31, 2013, and the consolidated statement of operations, changes in net financial assets (debt), and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

*Grant Thornton LLP*

Halifax, Canada  
June 18, 2013

Chartered Accountants

# Waterfront Development Corporation Limited

## Consolidated statement of operations

Year ended March 31	Budget	2013	2012
Revenue			
Rents	\$ 3,534,000	\$ 3,471,109	\$ 3,580,266
Provincial grant revenue (note 18)	5,033,000	714,078	273,300
Recoveries	274,000	312,883	330,279
Investment income	-	835	24,028
Other income	-	18,268	7,792
	<u>8,841,000</u>	<u>4,517,173</u>	<u>4,215,765</u>
Expenses			
Property expenses (Schedule 1)	2,043,600	2,064,007	2,188,015
Corporate expenses (Schedule 2)	2,047,400	1,950,649	1,892,695
Lunenburg real estate and development projects (Schedule 3)	-	(164,439)	(221,350)
Tall Ships Nova Scotia Festival (Schedule 4)	-	(2,994)	-
	<u>4,091,000</u>	<u>3,847,223</u>	<u>3,859,360</u>
Annual surplus (note 18)	4,750,000	669,950	356,405
Accumulated surplus, beginning of year	<u>31,742,598</u>	<u>31,742,598</u>	<u>31,386,193</u>
Accumulated surplus, end of year	\$ <u>36,492,598</u>	\$ <u>32,412,548</u>	\$ <u>31,742,598</u>

See accompanying notes to the consolidated financial statements.

# Waterfront Development Corporation Limited

## Consolidated statement of financial position

March 31

2013

2012

### Financial assets

Cash	\$ 196,914	\$ -
Receivables (note 3)	844,837	782,752
Mortgage receivable (note 4)	-	199,000
	<u>1,041,751</u>	<u>981,752</u>

### Liabilities

Bank indebtedness	-	48,271
Payables and accruals (note 5)	1,265,780	1,349,420
Loan payable (note 6)	1,680,000	1,245,000
Deferred revenue (note 7)	3,995,591	4,337,194
Deferred proceeds on sale of property	-	275,000
	<u>6,941,371</u>	<u>7,254,885</u>

### Net financial assets (debt)

(5,899,620) (6,273,133)

### Non-financial assets

Tangible capital assets (note 8)	38,248,833	37,822,312
Prepays	63,335	193,419
	<u>38,312,168</u>	<u>38,015,731</u>

### Accumulated surplus (note 9)

\$ 32,412,548 \$ 31,742,598

Commitments (note 14)

On behalf of the Board

 Director

 Director

See accompanying notes to the consolidated financial statements

**Waterfront Development Corporation Limited**  
**Consolidated statement of change in net**  
**financial assets (debt)**

March 31	Budget	2013	2012
Annual surplus (note 18)	\$ <u>4,750,000</u>	\$ <u>669,950</u>	\$ <u>356,405</u>
Acquisition of tangible capital assets (note 18)	(5,518,000)	(1,259,020)	(948,056)
Amortization of tangible capital assets (note 19)	<u>751,000</u>	<u>832,499</u>	<u>769,540</u>
	\$ <u>(4,767,000)</u>	\$ <u>(426,520)</u>	\$ <u>(178,516)</u>
Acquisition of prepaid expense	\$ -	\$ (155,779)	\$ (309,978)
Use of prepaid expense	<u>-</u>	<u>285,862</u>	<u>167,093</u>
	<u>-</u>	<u>130,083</u>	<u>(142,885)</u>
(Increase) decrease in net financial assets (debt)	<u>(17,000)</u>	<u>373,513</u>	<u>35,004</u>
Net financial assets (debt) beginning of year	<u>(6,273,133)</u>	<u>(6,273,133)</u>	<u>(6,308,137)</u>
Net financial assets (debt) end of year	\$ <u>(6,290,133)</u>	\$ <u>(5,899,620)</u>	\$ <u>(6,273,133)</u>

See accompanying notes to the consolidated financial statements

# Waterfront Development Corporation Limited

## Consolidated statement of cash flows

Year ended March 31

2013

2012

Increase (decrease) in cash and cash equivalents

<b>Operating</b>		
Annual surplus	\$ 669,950	\$ 356,405
Amortization	<u>832,499</u>	<u>769,540</u>
	1,502,449	1,125,945
Change in non-cash operating working capital (note 11)	<u>(15,641)</u>	<u>(116,267)</u>
	<u>1,486,808</u>	<u>1,009,678</u>
<b>Financing</b>		
Decrease in mortgage receivable	199,000	901,622
Increase (decrease) in loans payable	<u>435,000</u>	<u>(725,647)</u>
	<u>634,000</u>	<u>175,975</u>
<b>Investing</b>		
Purchase of property and equipment	(1,259,020)	(948,056)
Deferred revenue	(341,603)	978,291
Deferred proceeds on the sale of property	<u>(275,000)</u>	<u>(964,072)</u>
	<u>(1,875,623)</u>	<u>(933,837)</u>
Net increase in cash and cash equivalents	245,185	251,816
Cash and cash equivalents (bank indebtedness)		
Beginning of year	<u>(48,271)</u>	<u>(300,087)</u>
End of year	\$ <u>196,914</u>	\$ <u>(48,271)</u>

See accompanying notes to the consolidated financial statements.



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# **Waterfront Development Corporation Limited**

## **Notes to the consolidated financial statements**

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March 31, 2013

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### **1. Nature of operations**

The Corporation was declared a Provincial Crown Corporation by order of His Honour the Lieutenant Governor on March 30, 1976.

The Corporation's mission is to service as champion of a dynamic vision and to plan, coordinate, promote and develop properties, events and activities on designated waterfronts around Halifax Harbour and other locations as determined by the shareholder as detailed in the order in Council No. 2005-373 dated August 19, 2005.

On September 20, 2005, the Corporation purchased significant holdings in the Town of Lunenburg, as well as a numbered company, 3104102 N.S. Limited, which held additional properties in the Town. This was done in cooperation with the Province to protect the working waterfront in Lunenburg.

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### **2. Summary of significant accounting policies**

The following consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards. Significant accounting policies are as follows:

#### **Basis of accounting**

These financial statements are prepared on a consolidated basis in accordance with Canadian public sector accounting standards. As such, the financial position and results of operations of the 100% owned subsidiary, 3104102 N.S. Limited, are consolidated into these financial statements.

#### **Basis of consolidation**

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of the reporting entity, which is composed of all organizations, which are controlled by Waterfront Development Corporation Limited. See note 12 for a description of the controlled organization.

#### **Revenue recognition**

Rent and recovery revenues are recorded on an accrual basis as earned.

Revenue generated as a result of property development is applied as a reduction in the cost. The Corporation receives amounts from third parties for dumping fill on a Corporation property. These amounts have been offset against accumulated development costs related to the property and the excess has been recorded as deferred revenue.

Government assistance is recognized as revenue when the transfer is authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made. The assistance is accounted for as a deferred capital grant when amounts have been received but not all eligibility criteria have been met.

#### **Tangible capital assets including capital leases**

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, renovation and development of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset.

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# Waterfront Development Corporation Limited

## Notes to the consolidated financial statements

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March 31, 2013

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### 2. Summary of significant accounting policies (continued)

The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight line basis over their estimated useful lives as follows:

Buildings	10-50 years
Wharves and walkways	50 years
Equipment	5 years
Paving	10-50 years
Capital lease	45 years
Monuments	10 years

On an annual basis, the Corporation reviews the carrying amounts of properties held and used in the fulfilling of its mandate. This includes both revenue producing properties, as well as properties held for the greater public use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Corporation's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write downs are accounted for as expenses in the consolidated statement of operations.

There are ongoing negotiations for potential development projects on the Bedford, Dartmouth, Halifax, and Lunenburg waterfronts. The outcome of these negotiations and the possible financial impact on fair value of the existing land and buildings is indeterminable at this time.

#### Measurement uncertainty

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards, requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the consolidated financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the useful life of capital assets, rates for amortization, and allowance for doubtful accounts.

Estimates are based on the best information available at the time of preparation of the consolidated financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these consolidated financial statements. Actual results could differ from these estimates.

#### Mortgage receivable

Mortgage receivable is recorded at cost less any amount for valuation allowance. Valuation allowances are made when collection is in doubt. Interest is accrued on the mortgage receivable to the extent it is deemed collectable.

#### Deferred revenue

Certain amounts are received pursuant to legislation, regulation or agreement and may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recognized as revenue in the fiscal year the related expenses are incurred, services are performed or when stipulations are met.

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# Waterfront Development Corporation Limited

## Notes to the consolidated financial statements

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March 31, 2013

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### 2. Summary of significant accounting policies (continued)

#### **Liability for contaminated sites**

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all the following criteria are met:

- i. an environmental standard exists;
- ii. contamination exceeds the environmental standard;
- iii. the Corporation is directly responsible for or accepts responsibility; and
- iv. a reasonable estimate of the amount can be made.

There are no environmental liabilities that warrant being recognized in the financial statements.

#### **Prepays**

Prepays include prepaid insurance and prepaids relating to the Tall Ships festival (fiscal 2012 only), and are charged to expense over the periods expected to benefit from it.

#### **Income taxes**

As a Provincial Crown Corporation, the Corporation is exempt from income taxes under the provisions of the Income Tax Act.

#### **Cash and cash equivalents and bank indebtedness**

Cash and cash equivalents are comprised of cash on hand, cash held in banks and bank overdrafts.

#### **Financial instruments**

##### *Initial measurement*

Financial instruments are measured at fair value when issued or acquired. For financial instruments subsequently measured at cost or amortized cost, fair value is adjusted by the amount of the related financing fees and transaction costs. Transaction costs and financing fees relating to financial instruments that are measured subsequently at fair value are recognized in operations in the year in which they are incurred.

##### *Subsequent measurement*

At each reporting date, the Corporation measures its financial assets and liabilities at cost or amortized cost (less impairment in the case of financial assets), except for investments, which must be measured at fair value. The Corporation uses the effective interest rate method to amortize any premiums, discounts, transaction fees and financing fees to the consolidated statement of revenues and expenses. The financial instruments measured at amortized cost are cash and cash equivalents, receivables, payables and accruals and loan payable.

For financial assets measured at cost or amortized cost, the Corporation regularly assesses whether there are any indications of impairment. If there is an indication of impairment, and the Corporation determines that there is a significant adverse change in the expected timing or amount of future cash flows from the financial asset, it recognizes an impairment loss in the statement of operations. Any reversals of previously recognized impairment losses are recognized in operations in the year the reversal occurs.

# Waterfront Development Corporation Limited

## Notes to the consolidated financial statements

March 31, 2013

### 2. Summary of significant accounting policies (continued)

Unless otherwise noted, it is management's opinion that the Corporation is not exposed to significant interest or credit risks arising from financial instruments.

#### Investments

Investments are recorded at market value.

3. Receivables	<u>2013</u>	<u>2012</u>
Receivables	\$ 886,824	\$ 828,542
Less: provision for doubtful accounts	<u>(41,987)</u>	<u>(45,790)</u>
	<u>\$ 844,837</u>	<u>\$ 782,752</u>

4. Mortgage receivable	<u>2013</u>	<u>2012</u>
Mortgage receivable bearing interest at 3%, collected during the year	\$ -	\$ 199,000

5. Payables and accruals	<u>2013</u>	<u>2012</u>
Payables and accruals	\$ 1,094,239	\$ 1,146,922
Salaries and benefits payable	56,735	39,023
Marketing payable	53,278	61,571
Other	<u>61,528</u>	<u>101,904</u>
	<u>\$ 1,265,780</u>	<u>\$ 1,349,420</u>

6. Loan payable	<u>2013</u>	<u>2012</u>
Demand loan	\$ 1,680,000	\$ 1,245,000

Cash flow resulting from the Bedford waterfront project has been used to temporarily repay the revolving operating line loan. If segregated funding was required or costs incurred to finance related developments and activities, the total debt would be increased from \$1,680,000 to \$5,130,934 through additional borrowings and other available funding as illustrated below:

	<u>2013</u>	<u>2012</u>
Demand loan	\$ 1,680,000	\$ 1,245,000
Bedford waterfront project (note 7)	<u>3,450,934</u>	<u>4,023,085</u>
	<u>\$ 5,130,934</u>	<u>\$ 5,268,085</u>

# Waterfront Development Corporation Limited

## Notes to the consolidated financial statements

March 31, 2013

### 7. Deferred revenue

Deferred revenues are set aside for specific purposes as required either by legislation, regulation or agreement as at March 31, 2013:

	<u>Balance at beginning of year</u>	<u>Receipts during year</u>	<u>Transferred to revenue</u>	<u>Balance at end of year</u>
Deposits for project developments and programs	\$ 20,000	\$ 250,547	\$ (20,000)	\$ 250,547
Bedford waterfront project	4,023,085	185,355	(757,506)	3,450,934
Development of Halifax waterfront	<u>294,110</u>	<u>-</u>	<u>-</u>	<u>294,110</u>
	<u>\$ 4,337,195</u>	<u>\$ 435,902</u>	<u>\$ (777,506)</u>	<u>\$ 3,995,591</u>

The Corporation received a deposit from Southwest Properties Limited for future development of the Cunard Block property. The Corporation receives amounts from third parties for dumping fill in Bedford. The intent is to develop the Bedford waterfront property and utilize this long term deferred revenue in that development over future periods. The Corporation received amounts from a third party as part of a development agreement for the Halifax waterfront; the intent is to use these funds in the development of the waterfront in future periods.

# Waterfront Development Corporation Limited

## Notes to the consolidated financial statements

March 31, 2013

### 8. Tangible capital assets

March 31, 2013

	Land	Buildings	Wharves and walkways	Equipment	Paving	Capital lease	Monument	Lunenburg (note 12)	Playground	2013 Total
<b>Cost</b>										
Opening balance	\$ 20,218,853	\$ 9,714,913	\$ 8,779,212	\$ 1,851,151	\$ 448,133	\$ 1,704,472	\$ 309,718	\$ 4,638,883	\$ -	\$ 47,692,335
Additions	591,922	56,935	74,581	152,131	-	-	(15,071)	164,438	234,083	1,274,091
Disposals	-	-	-	-	-	-	-	-	-	(15,071)
Closing balance		9,798,849	8,853,793	2,003,281	448,134	1,704,472	294,647	4,803,320	234,083	48,951,355
<b>Accumulated Amortization</b>										
Opening balance	-	5,349,868	1,700,443	930,294	190,489	1,313,153	96,824	288,952	-	9,870,023
Amortization	-	221,845	207,389	247,285	7,643	35,528	42,555	59,261	10,993	832,498
Disposals	-	-	-	-	-	-	-	-	-	-
Closing balance	-	1,907,831	1,907,831	1,177,577	198,132	1,348,681	139,379	348,214	10,993	10,702,521
Net book value	\$ 20,810,776	\$ 4,227,135	\$ 6,945,961	\$ 825,704	\$ 250,002	\$ 355,790	\$ 155,268	\$ 4,455,106	\$ 223,090	\$ 38,248,833

March 31, 2012

	Land	Buildings	Wharves and walkways	Equipment	Paving	Capital lease	Other	Lunenburg (note 12)	2012 Total
<b>Cost</b>									
Opening balance	\$ 20,079,191	\$ 9,689,690	\$ 8,567,858	\$ 1,570,799	\$ 435,016	\$ 1,704,472	\$ 331,511	\$ 4,365,742	\$ 46,744,279
Additions	139,662	52,223	211,354	280,352	13,117	-	-	316,171	1,012,879
Disposals	-	-	-	-	-	-	(21,793)	(43,030)	(64,823)
Closing balance	20,218,853	9,741,913	8,779,212	1,851,151	448,133	1,704,472	309,718	4,638,883	47,692,335
<b>Accumulated Amortization</b>									
Opening balance	-	5,129,201	1,517,590	704,564	183,021	1,277,625	51,320	237,162	9,100,483
Amortization	-	220,667	182,853	225,730	7,468	35,528	45,504	51,790	769,540
Disposals	-	-	-	-	-	-	-	-	-
Closing balance	-	5,349,868	1,700,443	930,294	190,489	1,313,153	96,824	288,952	9,870,023
Net book value	\$ 20,218,853	\$ 4,392,045	\$ 7,078,769	\$ 920,857	\$ 257,644	\$ 391,319	\$ 212,894	\$ 4,349,931	\$ 37,822,312

The capital lease is a prepaid long term lease from the Federal Department of Public Works for a term of 45 years from 1977, with three ten-year renewal options.

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**Waterfront Development Corporation Limited**  
**Notes to the consolidated financial statements**  
March 31, 2013

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**9. Accumulated surplus**

The accumulated surplus is made up as follows:

	<u>2013</u>	<u>2012</u>
Accumulated surplus	\$ 18,664,719	\$ 17,994,769
Contributed surplus	13,747,826	13,747,826
Share capital	<u>3</u>	<u>3</u>
	<u>\$ 32,412,548</u>	<u>\$ 31,742,598</u>

	<u>2013</u>	<u>2012</u>
<b>Authorized:</b>		
5,000 shares without nominal or par value		
<b>Issued:</b>		
3 shares	\$ <u>3</u>	\$ <u>3</u>

The shares are held in trust by one representative of the Province for the Queen in Right of the Province of Nova Scotia.

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**10. Employee pension plan**

The Corporation is a participant in a Multi-Employer Pension Plan, the Nova Scotia Public Service Superannuation Plan. During the year the Corporation made contributions to the plan in the amount of \$86,457.

Any unfunded liability of the Plan applicable to the Corporation is not determinable and should not be significant as its participation includes only eleven employees.

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<b>11. Supplemental cash flow information</b>	<u>2013</u>	<u>2012</u>
Change in non-cash operating working capital		
Receivables	\$ (62,085)	\$ (50,670)
Prepays	130,083	(142,885)
Payables and accruals	<u>(83,639)</u>	<u>77,288</u>
	<u>\$ (15,641)</u>	<u>\$ (116,267)</u>

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## **Waterfront Development Corporation Limited**

### **Notes to the consolidated financial statements**

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March 31, 2013

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#### **12. Lunenburg investment**

In fiscal 2006, the Corporation acquired real estate properties in the Town of Lunenburg by way of a 100% share purchase of 3104102 N.S. Limited and direct asset purchases.

The Province provides an annual operating grant to cover any shortfall between revenues and expenditures and tangible capital asset construction or purchases.

The Lunenburg assets consist of land, buildings and wharves. These assets have been shown as a separate line item within the Tangible Capital Assets schedule in note 8 to the financial statements. This is to recognize these assets as a unique group whose title with the Corporation may not necessarily be long term in nature, depending on decisions of the Province.

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#### **13. Related party transactions**

During the year, the Corporation transacted business with various Departments and Crown Corporations of the Province of Nova Scotia. These transactions included rent charged to these entities for use of the Corporation's assets. Other revenues received from related parties include operating grants. Various expenditures were incurred by the Corporation for transactions with these same related parties for payroll benefits, consulting and legal services.

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#### **14. Commitments**

- (i) The Corporation has entered into an agreement with an existing combined residential and commercial building on the Halifax waterfront to allow partial early conversion of the complex into condominium units. The Corporation will receive total compensation of \$500,000, the timing of payments being contingent on the sale of condo units. Payment will be either by way of direct cash payment to the Corporation or by the construction of amenities on the Halifax waterfront by the vendor of the condo units. The Corporation has committed to use the direct cash compensation received on the construction of amenities on the Halifax waterfront. In the current fiscal year, the Corporation has recognized nil (2012 - \$12,252) as deferred revenue. The Corporation has cumulatively recognized \$314,573 as deferred revenue and expended \$20,464 on amenities for a net deferred balance of \$294,110 (refer to note 7).
- (ii) During the year, the Corporation issued a request for proposals for the development of the property known as Cunard Block. Southwest Properties Limited was selected as the preferred proponent based on the proposals received. Negotiations are currently proceeding regarding the land lease for the site and the Regulatory Approvals agreement. The Corporation will be responsible for the design and construction of the public space component of the development, estimated to cost \$3 million. Southwest Properties will be contributing a portion of the cost and a provincial grant will be requested. As of April 2013, construction is anticipated to commence in July 2014.



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# Waterfront Development Corporation Limited

## Notes to the consolidated financial statements

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March 31, 2013

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### 15. Employee compensation

As required under the Public Sector Compensation Disclosure Act for the Province of Nova Scotia, the following are total gross compensation in excess of \$100,000 for individual employees of the Corporation:

Colin MacLean, President and CEO	\$ 150,384
Jennifer Angel, VP Operations and Marketing	\$ 112,690

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### 16. Capital management

The Corporation's objectives when managing capital are:

- a) To maintain financial strength through sound stewardship of core assets and long-term development and financial planning such that it is able to continue designing and developing great waterfronts; and
- b) To ensure a return on and use of public assets that strikes a balance between allowing the Corporation to be self sufficient while providing for public enjoyment of their waterfronts.

The above objectives are considered in annual budgets and property development planning.

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### 17. Credit facility

In fiscal 2013, the Corporation renewed its credit facility agreement with the Royal Bank of Canada. The facility provides a \$6 million revolving operating line at RBC prime rate, less 1%. The facility expires on June 15, 2017.

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### 18. Budgeted figures

During the year the Corporation had budgeted for a significant capital expenditure to be incurred relating to the development of a specific waterfront development block. The expenditure had been approved for a grant from the Province of Nova Scotia. The developer has delayed the project and therefore the expenditure and related grant were not incurred in fiscal 2013.

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### 19. Amortization

The fiscal 2013 budget was prepared and approved during the time that the Public Sector Accounting Standards Board was in the process of re-evaluating its recommended treatment of accounting for grants to acquire capital assets. This impacted the resulting amortization expense on the underlying assets. The impact to the Corporation in fiscal 2013 was a higher amortization than had been budgeted. The accounting treatment has since been determined and is not expected to result in uncertain budgeting in future periods.

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### 20. Comparative figures

Certain of the comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.

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**Waterfront Development Corporation Limited****Schedule 1 - Property expenses**

Year ended March 31	Budget	2013	2012
Expense			
Amortization (note 19)	\$ 751,000	\$ 773,238	\$ 717,750
Repairs and maintenance	323,800	263,246	405,171
Landscaping and waste removal	166,000	170,978	269,386
Wages and labour	224,500	278,970	201,693
Security	166,500	164,692	159,119
Utilities	151,000	156,810	149,746
Equipment and supplies	97,500	110,011	108,835
Insurance	92,400	96,207	91,825
Miscellaneous	46,900	22,715	60,634
Property taxes	24,000	27,140	23,856
Total expenditures	\$ 2,043,600	\$ 2,064,007	\$ 2,188,015

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**Waterfront Development Corporation Limited****Schedule 2 - Corporate expenses**

Year ended March 31	Budget	2013	2012
Expense			
Salaries, contracts and benefits	\$ 1,167,000	\$ 1,180,777	\$ 1,155,763
Professional fees			
Programs	305,000	138,830	204,818
Audit	25,000	19,400	18,360
Consulting	30,000	39,751	44,400
Legal fees	40,000	3,279	2,482
Office operations	215,900	236,587	217,229
Waterfront promotions and public relations	183,500	225,896	184,835
Directors' fees and expenses	50,000	35,577	42,394
Doubtful accounts	6,000	47,745	7,651
Loan interest	25,000	22,811	14,763
Total expenditures	\$ 2,047,400	\$ 1,950,649	\$ 1,892,695

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**Waterfront Development Corporation Limited**  
**Schedule 3 - Revenue and expense for the**  
**Lunenburg real estate and development projects**

Year ended March 31	Budget	2013	2012
Revenue			
Rents	\$ 225,000	\$ 367,266	\$ 374,493
Operating grant	<u>374,200</u>	<u>340,648</u>	<u>364,784</u>
	<u>599,200</u>	<u>707,914</u>	<u>739,277</u>
Expense			
Administration	2,500	2,173	1,063
Amortization (note 19)	-	59,261	51,790
Professional fees	60,000	46,527	76,488
Operating	<u>536,700</u>	<u>435,514</u>	<u>345,555</u>
	<u>599,200</u>	<u>543,475</u>	<u>474,896</u>
Excess of revenue over expenditures before other items	\$ -	\$ 164,439	\$ 264,381
Other items			
Loss on sale of property	-	-	35,852
Sale proceeds payment to Province of Nova Scotia	<u>-</u>	<u>-</u>	<u>7,179</u>
Excess of revenue over expenditures	\$ -	\$ 164,439	\$ 221,350

**Waterfront Development Corporation Limited**  
**Schedule 4 - Revenue and expense for the**  
**Tall Ships Nova Scotia Festival**

Year ended March 31	Total event budget	Total event actual	2013	2012
Revenue				
Tall ships revenues	\$ 950,000	\$ 484,086	\$ 484,086	\$ -
Government grants	<u>1,860,000</u>	<u>1,857,954</u>	<u>1,471,139</u>	<u>386,815</u>
	<u>2,810,000</u>	<u>2,342,040</u>	<u>1,955,225</u>	<u>386,815</u>
Expense				
Administration and management	200,000	415,328	218,523	196,805
Marketing	260,000	332,486	212,435	120,051
Operations	1,825,000	1,261,182	1,191,223	69,959
Public Programming	<u>525,000</u>	<u>330,050</u>	<u>330,050</u>	<u>-</u>
	<u>2,810,000</u>	<u>2,339,046</u>	<u>1,952,231</u>	<u>386,815</u>
Excess of revenue over expenditures	\$ -	\$ 2,994	\$ 2,994	\$ -