



2017



2018

annual report 2017/2018



Waterfront Development

proudly evolving to



A photograph of a person on a boat, seen from the back, looking out over a harbor filled with many sailboats. The sky is clear and blue. The person is wearing a dark blue t-shirt and a life vest. A thick rope runs diagonally across the frame from the top left towards the center.

PLACEMAKING

“ Creating or enhancing a community's assets to improve its overall attractiveness and livability. ”

- *International Economic Development Council*



board chair/ ceo message

Our place by the ocean gives the world a reason to know us, to do business with us, and to visit us. It is vast with opportunity. Our history is a maritime history, and our future prosperity as a province will be determined by the extent to which we are able to unlock the potential the ocean presents to us. This is what we think about every day at Develop Nova Scotia.

Few places in the world can match the strategic natural advantages Nova Scotia has in the ocean economy. By developing waterfront infrastructure that harnesses these advantages, we are contributing to inclusive economic growth in Nova Scotia.

An example of this strategic economic infrastructure is COVE, the Centre for Ocean Ventures and Entrepreneurship. Building on Nova Scotia's competitive advantages in ocean research and depth of world-class ocean technology companies, COVE will provide a place that offers access to ideas, tools and the ocean to help stimulate innovation and an important platform for commercialization and business growth.

This same model is applied to our work in tourism. The Halifax and Lunenburg waterfronts are planned and developed to create quality places with access to the water's edge, as well as the conditions for entrepreneurs and industry to thrive.

These places are centres of our community, and magnets for people and investment.

We were honoured to receive the Spirit of Halifax Award from Discover Halifax, presented in recognition of our numerous valuable contributions to Halifax's tourism economy, the International Mission Award from Sail Training International, and a Halifax Urban Design Award, all which we share with many, many partners.

It is increasingly well understood that place has an essential role in economic development. To ensure a strategic approach to placemaking province-wide, our mandate has evolved to include a responsibility for strategic land and infrastructure to support inclusive economic growth, with a focus on creating great places that attract people to visit, to live, to work and to invest.

While we will seek inspiration around the world for this important work, we will find it equally around the province, through consultation. Our ambition is to create places that are authentically and uniquely Nova Scotian, by building them with Nova Scotians, as well as environmentally, socially, and economically sustainable.

It is an exciting time to be in Nova Scotia at the water's edge.

Regards,

Dale Godsoe
Chair of the Board

Jennifer Angel
President & CEO

becoming develop nova scotia



For more than 40 years, Waterfront Development harnessed the potential of our waterfronts by developing ideas, infrastructure, and experiences that stimulate business investment and community pride.

This work contributed to the transformation of waterfronts from brownfield sites to some of our most visited destinations, creating platforms for business, spaces for innovation and the centres of our community, and driving significant economic impact for Nova Scotia.

Now, Develop Nova Scotia's mandate has expanded to include the development of high-potential property and infrastructure to support inclusive economic growth across Nova Scotia.

We are re-branding to Develop Nova Scotia and will lead a 5-year strategic planning process that responds to this new mandate over the coming year through engagement with all Nova Scotians.

PLACEMAKING

At the centre of our work is the concept of place as a catalyst for economic development.

At its most basic, a place is a space or location that has meaning for people¹. The stronger the meaning, the better the place. And our work is Placemaking - the planning and development and management of land and infrastructure with and for people; "...creating and enhancing a community's assets to improve its overall attractiveness and livability".¹ Place has an essential role in economic development.

In the knowledge economy, quality of life is a critical determinant of the decision to live and work in a community. Great places signal quality of life. And quality of life drives the decision to put down roots. Industry and investment follow talent¹. Attractive urban environmental and cultural experiences are an important aspect of 'placemaking' in the innovation and entrepreneurship ecosystems. In this context, the beauty, dynamism and accessibility of place is a significant contributor to the creation of a highly livable environment.

A focus on the creation of great places will contribute to developing a compelling and differentiating value proposition for Nova Scotia on a world stage, which is important not only to attract population growth, but also to drive strategic sector growth. Great places attract visitors who are looking for authentic, cultural experiences.² Great places are central to successful innovation districts. Innovation districts are the manifestation of mega-trends altering the location preferences of people and firms and, in the process, re-conceiving the very link between economy shaping, placemaking and social networking.³

¹Place Matters: The Role of Placemaking in Economic Development; Authors: Clark Welch and Louise Anderson; International Economic Development Council

²Tourism Nova Scotia: Strategic Plan 2017-2022; Page 20

³Select excerpts come from the recent book, The Metropolitan Revolution, co-authored by Bruce Katz and Jennifer Bradley.

new mandate and mission

We have become the province's crown corporation responsible for the development of strategic economic infrastructure to support inclusive economic growth in Nova Scotia. This includes real property, improvements to land, and physical assets with demonstrable, direct and indirect benefits to support strategic sector and population growth.

A key new project in 2018-19 will be to lead the implementation strategy for rural Internet in Nova Scotia on behalf of the Internet funding trust.

This year we will identify additional strategic infrastructure opportunities that have the potential to generate greater economic returns and increase contributions to sustainable and inclusive growth across Nova Scotia.



vision

Nova Scotia is among the world's great places.

mission

We will create sustainable places in Nova Scotia that attract and inspire people and investment.

measuring our performance



This year we conducted an economic impact study with Group ATN Consulting Inc. to measure Waterfront Development's economic impact on the Nova Scotia economy, which aims to capture the full range of our many projects, initiatives and partnerships. Among other conclusions, early estimates suggest that:

“ 4.6 million non-resident visitors to the Halifax waterfront have spent an estimated \$1.6 billion in "Halifax waterfront-attributable spending" over the past 7 years.¹ ”

PLANNING AND OPERATING

Major challenges face the Nova Scotia economy, but there are also significant opportunities before us. Many of these opportunities relate to our ocean advantage; a source for sustainable sector growth, and a quality of life that is difficult to match anywhere in the world. We believe that building great places is a critical strategy for inclusive economic growth in Nova Scotia.

Over the past year and looking ahead, we are advancing key projects that enable this place-based economic development strategy through partnerships.

¹Economic Impact of Waterfront Development 2018: Group ATN Consulting Inc.

2017 was a tall year



msit no'kmaq: all my relations



In partnership with Assembly of First Nations, Ulnooweg, Three Things Consulting, Mi'kmaq Native Friendship Centre, as well as the federal and provincial governments, we developed a program called 'Msit No'Kmaq: All my Relations. This program provided the opportunity for 45 Indigenous youth, ages 16-24, from every province and territory across Canada to sail from Halifax to Le Havre, France. As part of the last leg of the Tall Ships Regatta on Tall Ship Gulden Leeuw, it provided these youth with leadership development, cultural and skill building programs, as well as an incredible adventure. The program, Waterfront Development, and partners were recognized by Sail Training International at their annual event in France with the International Mission Award for this work.

RENDEZ-VOUS 2017 TALL SHIPS REGATTA

We led Nova Scotia's fourth international Tall Ships event, Rendez-Vous 2017 Tall Ships Regatta, on behalf of the Province, in partnership with Sail Training International as part of Canada 150 celebrations.

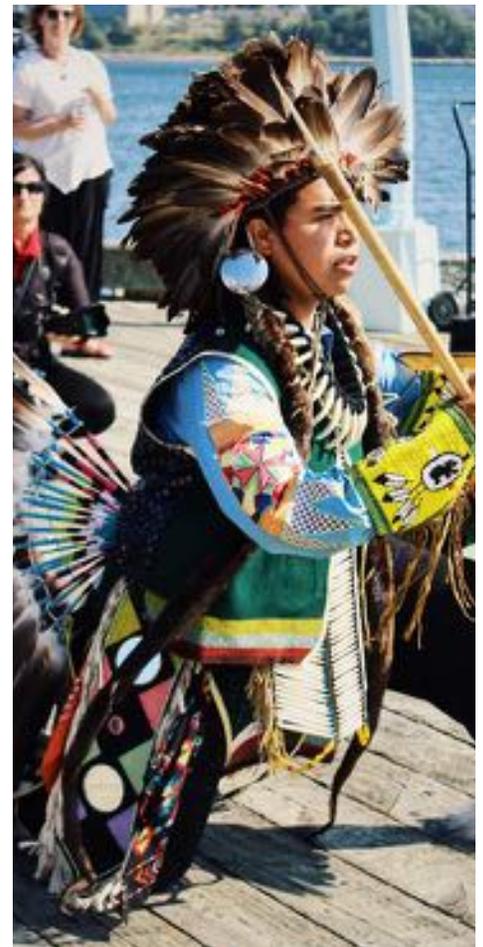
Tall Ships visited 10 ports across Nova Scotia -- Sydney, Louisbourg, St. Peters, Port Hawkesbury, Pictou, Pugwash, Halifax, Lunenburg, Shelburne, and Digby. For the first time, a spectacular sail past took place in Annapolis Royal. Access to the public was free.

Each community showcased the best of their community, drawing on wonderful local culinary, entertainment and historic elements. No two ports were alike!

Taste of Nova Scotia, CBC, Parks Canada and Atlantic Film Festival were just a few of the exciting programming partners that joined us for the celebrations.

More than 40 events,

led by diverse entrepreneurs, community groups and volunteers, celebrated, challenged and entertained our residents and visitors. We were proud to support these events across the waterfronts, including the first Winterful Waterfront Weekend to support shoulder season activation.





OUR PLANNING PRINCIPLES

Our planning principles respect traditional working waterfront themes and preservation of our maritime history, and prioritize marine dependent uses. We will actively seek out new ways of delivering value and explore how great places can catalyze entrepreneurship, and protect environmental, social and economic sustainability in all of our projects. And we protect and enable public access to the water's edge, ensuring the places we design begin with people. We develop our plans through deep public engagement, and a key priority is revisiting our engagement program to engage our diverse community to design places for everyone.



“ Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody. ”

- JANE JACOBS (1916-2006), AN URBAN WRITER AND ACTIVIST WHO CHAMPIONED NEW, COMMUNITY-BASED APPROACHES TO PLANNING FOR MORE THAN 40 YEARS.

LOOKING FORWARD

Through our expanded mandate, our ocean advantage will remain an important focus of our work as the crown corporation responsible for the sustainable development of high potential property and infrastructure to advance inclusive economic development in Nova Scotia.

We will identify new properties and projects that we can lead or support, to meaningfully contribute to the province's inclusive economic growth goals. We will build places that drives this growth.

“ At the centre of this work is place. And our work is Placemaking - the planning and development of property with people at the centre. ”

Great places are accessible and they are connected. We will be deliberate in planning places for all people, removing barriers and engaging with our diverse community.

We will also lead an ambitious rural internet project to connect Nova Scotians with high quality, high speed internet.

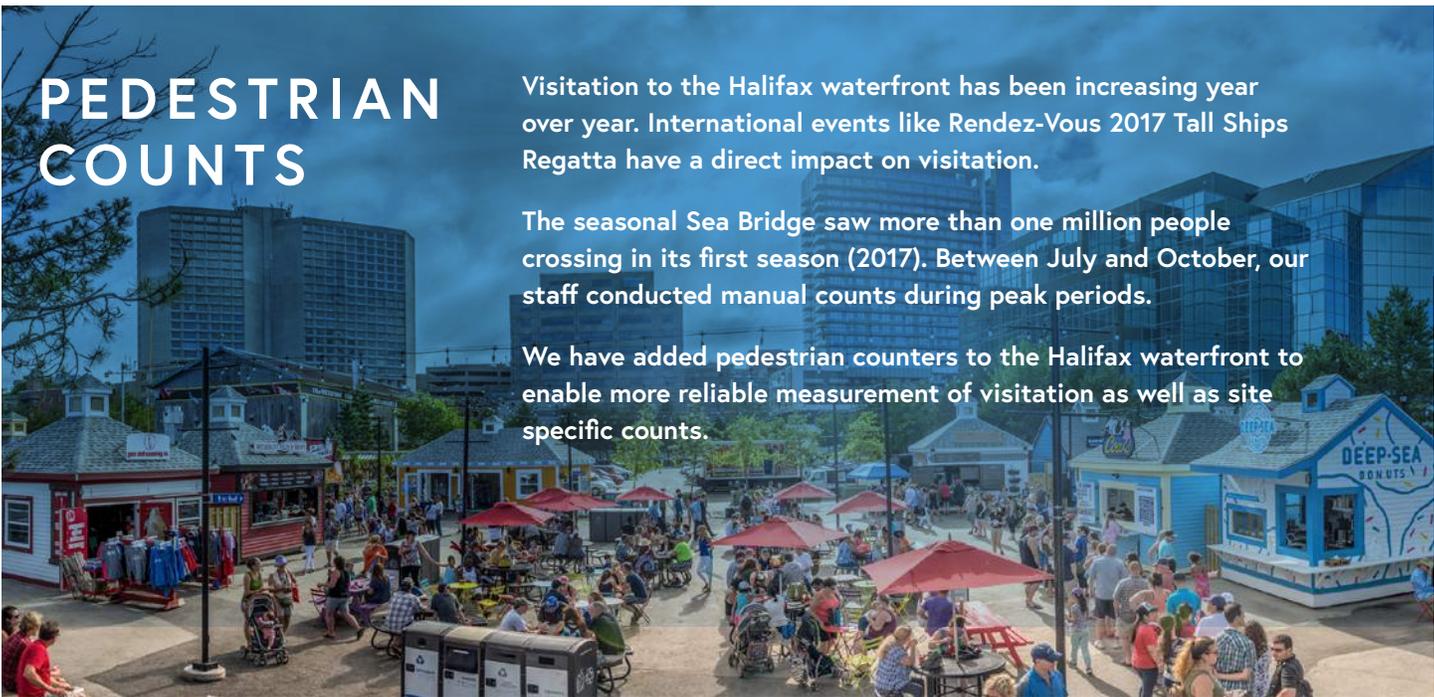


PEDESTRIAN COUNTS

Visitation to the Halifax waterfront has been increasing year over year. International events like Rendez-Vous 2017 Tall Ships Regatta have a direct impact on visitation.

The seasonal Sea Bridge saw more than one million people crossing in its first season (2017). Between July and October, our staff conducted manual counts during peak periods.

We have added pedestrian counters to the Halifax waterfront to enable more reliable measurement of visitation as well as site specific counts.



visitor satisfaction

**MORE THAN
2.8 MILLION PEOPLE
VISITED THE HALIFAX
WATERFRONT
LAST YEAR.**

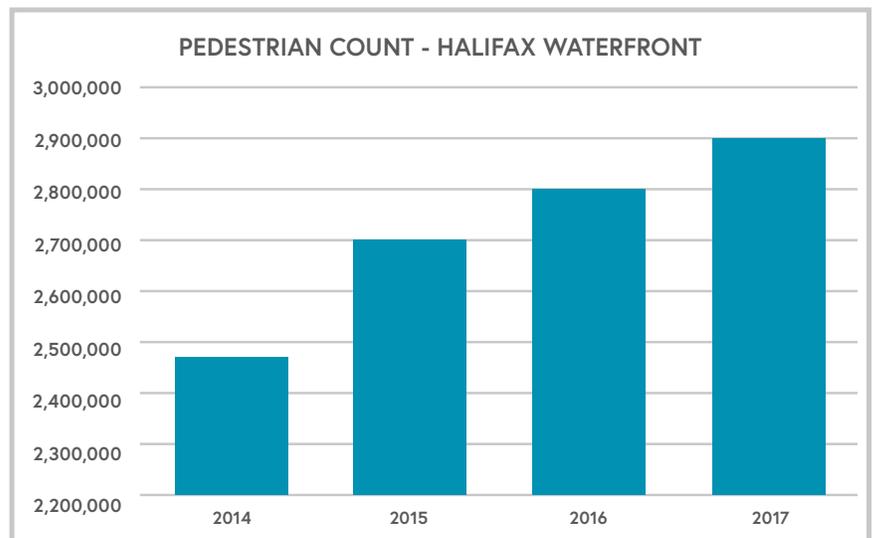
satisfaction surveys

A significant number of visitors come to the waterfronts annually and the economic activities of these visits help to support both the local and provincial economies. Measurement of activity and quality of experience is critical to continuously improving the waterfronts under our management.

The Halifax and Lunenburg waterfronts continue to be two of the most visited destinations in Nova Scotia.

In 2017, Nova Scotia's tourism industry had its best year in history and its fourth consecutive year of growth. In all, a record 2.4 million visitors came to the province and tourism revenue for the year reached an estimated \$2.7 billion.

The Town of Lunenburg is a UNESCO World Heritage, and is amongst our most visited tourism destinations. The authentic working waterfront is central to Lunenburg's story and its economy.



NOTE: 2017 is based on an estimate using available data.

key projects 2017-18

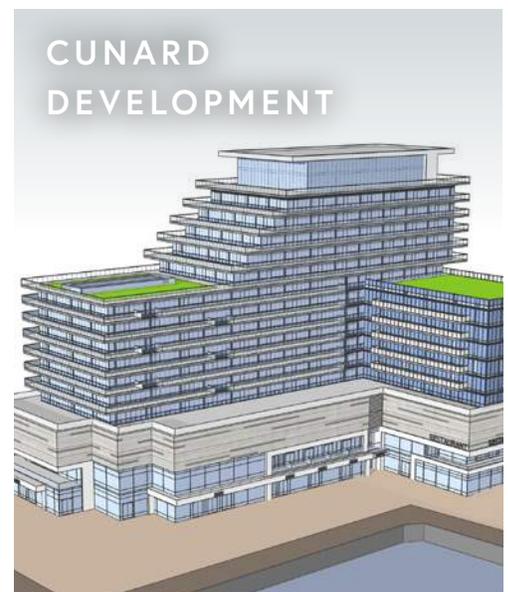
Our model is to approach property development and programs through partnerships with both public and private sector, to propel economic growth and prosperity. We will continue to foster innovation and entrepreneurship by creating places where people and businesses grow & thrive.

Queen's Marque, the transformative \$200M Armour Group Limited project on the Halifax waterfront made significant progress this year. This iconic mixed-use development includes residential, office, hotel and ground floor retail and hospitality, as well as more than 75,000 square feet of new, high quality public space, three new wharves, and the continuation of the Halifax Harbourwalk. The public space will be owned and managed by Develop Nova Scotia and will be a vibrant new place on the waterfront. Queen's Marque is expected to open in 2020.

To support pedestrian access and construction mitigation efforts during the Queen's Marque development, the seasonal floating Sea Bridge opened in the summer of 2017. In addition to providing important boardwalk connectivity, it has itself become a well-loved waterfront experience.

Our partners at Southwest Properties are advancing the Cunard development, an approximately \$100 million dollar mixed use project on the 1.5-acre site at the southern end of the Halifax Harbourwalk, at the intersection of Lower Water Street and Morris Street. The development will include both residential and retail space on the Halifax waterfront, and Develop Nova Scotia will lead the development of the close to two acres of new, high-quality, vibrant public open space. The environmentally-sustainable building will target LEED Gold certification.

As with other similar projects, Develop Nova Scotia will continue to own the property and will lease the space required for the building to Southwest Properties. Develop Nova Scotia will also own, design, develop and manage the public open space surrounding the new development, which we will design in consultation with those communities who use and visit the waterfront.



The seasonal business cluster opened for the 2017 season in Foundation Place. Public consultation was held and new public washrooms and amenities, as well as renovations to the planters on the boardwalk were completed, creating a dynamic new place to gather on the Halifax waterfront. It's home to high-quality seasonal small local businesses, offering local fare, shops and experiences.

In partnership with private property owners and stakeholders, we are beginning plans for Boardwalk North improvements and redevelopment. Our team also participated in the public engagement process for the Cogswell District Project – which will be one of the biggest city-building projects in the history of Halifax and will help to shape how Boardwalk North evolves.

For the seventh consecutive year, we achieved certification for this internationally recognized environmental program in marina operations. As Atlantic Canada's First Blue Flag recipient in 2012, the Halifax waterfront is recognized for meeting high environmental standards and continues to receive this recognition annually. Blue Flag is a highly respected international eco-label (administered in Canada by Environmental Defence) that works towards the sustainable development of beaches and marinas.

A key focus of our planning activities is the Halifax Harbour Master Plan. With a focus on emerging opportunities and challenges, and broader harbour partners, the framework for the plan is advancing with substantial public and stakeholder consultation to come.

Through ongoing work with partners and community stakeholders, we continue to advance planning to make the Halifax waterfront accessible and socially inclusive for our whole community.



We continued to work with the Halifax Regional Municipality to inform policy for the redevelopment for Dartmouth Cove and began preparation for the update of the Dartmouth Cove Master Plan in anticipation of the Halifax Centre Plan completion.

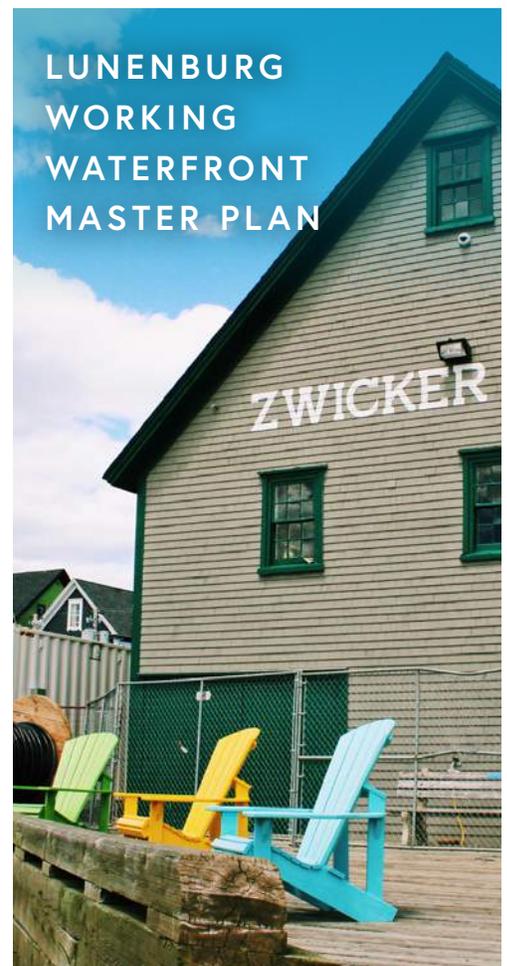
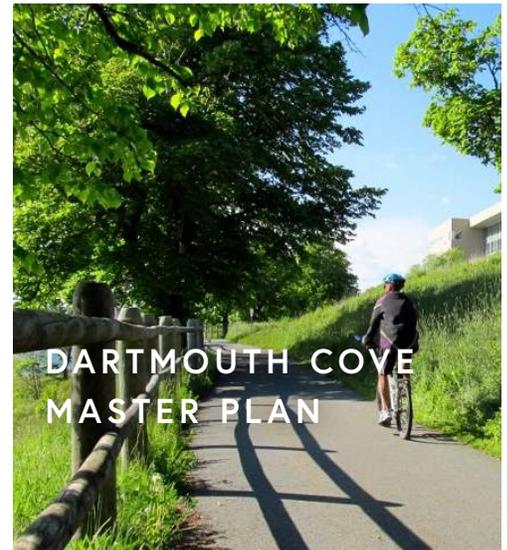
Dartmouth Cove is well-situated to support continuing positive momentum in the urban centre as downtown Dartmouth enjoys a resurgence of residential and commercial development, as well as complement the nearby ocean innovation hub in the Centre for Ocean Ventures and Entrepreneurship (COVE).

Lunenburg's working waterfront is a source of pride in the community, and an important centre of marine industrial activity.

Lunenburg is a UNESCO World Heritage Site and an award-winning destination for visitors, as well. A key challenge in our work is to plan and develop the waterfront to respond to both; prioritizing the marine dependent industry that is so important to Lunenburg's heritage, identity and future, and guiding the tourist to ensure a positive, authentic experience of the working waterfront without undermining its functionality. Our planning principles respect traditional working waterfront themes and preservation of our maritime history, and prioritize marine dependent uses.

We work with the community and the Town of Lunenburg through the Lunenburg Steering Committee (LSC) to develop our plans. Together with the LSC, local tenants, and other stakeholders, we have drafted a five-year Lunenburg Working Waterfront Plan. The draft plan was developed with the community, through robust public consultation with the aim of achieving a shared vision and common agenda for the development of the Lunenburg working waterfront for the next five years.

This past year, we commenced building stabilization and roofing work on one of Lunenburg's best-known waterfront-buildings – Zwicker and Co. Ltd. We completed site services and temporary amenities to enhance the site for a growing recreational boating market. This included showers, accessible washrooms, laundry facilities, wharf power and water, and a visitor reception area. A call for expressions of interest for tenants at the Zwicker building will help shape a Request for Proposal related to potential tenancy/business to occupy the location.



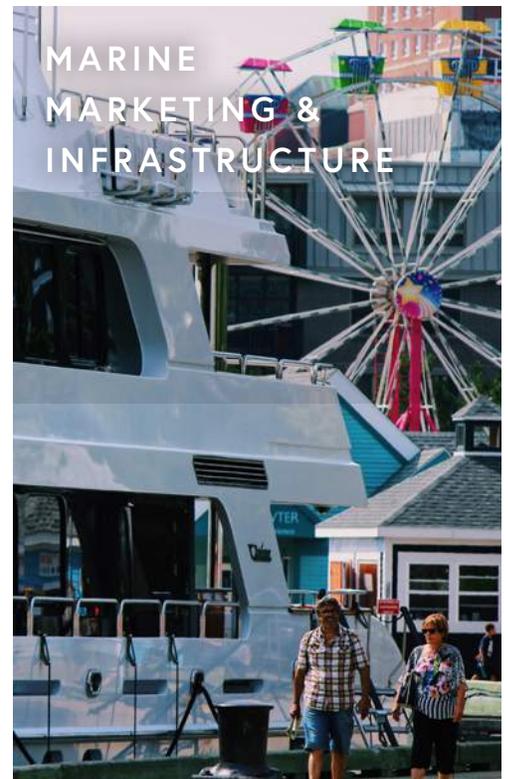
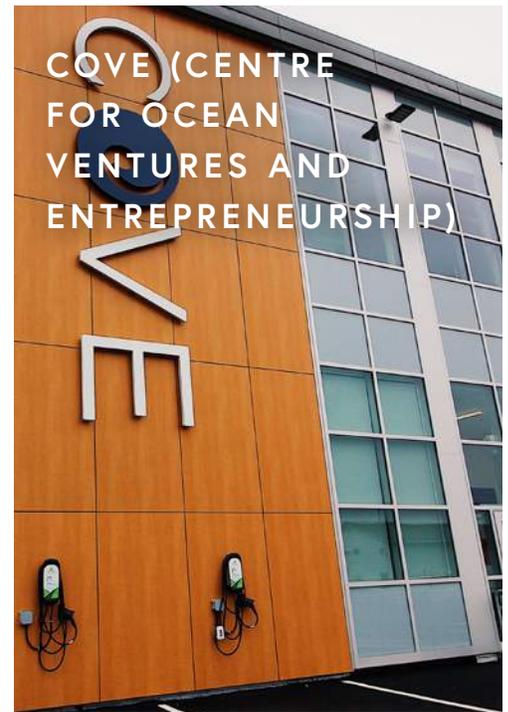
The Centre for Ocean Ventures and Entrepreneurship (COVE) was transformed this year, including recapitalization of the buildings and wharves. Building an exciting mix of ocean technology leaders and new companies in the tenant mix was also a key focus for Develop Nova Scotia and its partners. Develop Nova Scotia is the property owner and manager of COVE, and played an integral role among many partners in creating this very special place on the water's edge in Dartmouth that is fast becoming known world-wide.

“ To me, there feels like a buzz is growing about the ocean tech industry and it was COVE that initiated all that. We expect the ocean tech sector to expand significantly in the coming years and we're preparing our fleet to expand with it. ”

- JAMIE SANGSTER - CEO, LEEWAY MARINE (COVE TENANT)

Planning is currently on hold pending completion of Halifax Regional Municipality planning studies.

With more than 13,300 kilometres of magnificent coastline and unequalled experiences, Nova Scotia offers an exciting new destination for visitors by way of the ocean. We are focused on attracting the high-value international yachting community and local boating enthusiasts to our marinas by focusing on strategic economic infrastructure to support their experiences. Together with marine tourism, marine trades and marine supply chain businesses and partners across the province, we are working to elevate the quality of experience and encourage longer stays with multiple visits throughout Nova Scotia. Ongoing investments and upgrades to the Halifax and Lunenburg Waterfront Marinas will continue to build on our growing marina programs and opportunities to access our province by boat.



We deployed new public amenities for people to explore and enjoy their waterfronts including the popular hammocks on the Halifax Waterfront which we recognized with an Urban Design Award from the Halifax Regional Municipality.

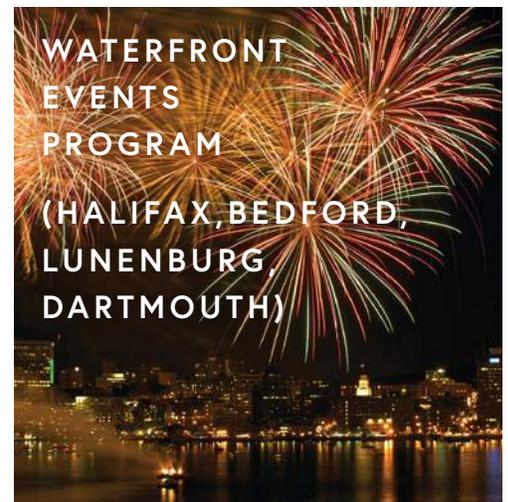
Working with partners, we continue to grow the Visiting Ships Program, welcoming vessels from tall ships to research boats, to the Halifax and Lunenburg waterfronts with free berthage, providing additional educational opportunities for the public.

We delivered an enhanced event program together with private and public partners across our waterfronts, hosting more than 40 events, including the first Winterful Waterfront Weekend, and the international Route Halifax Saint Pierre Ocean Race.

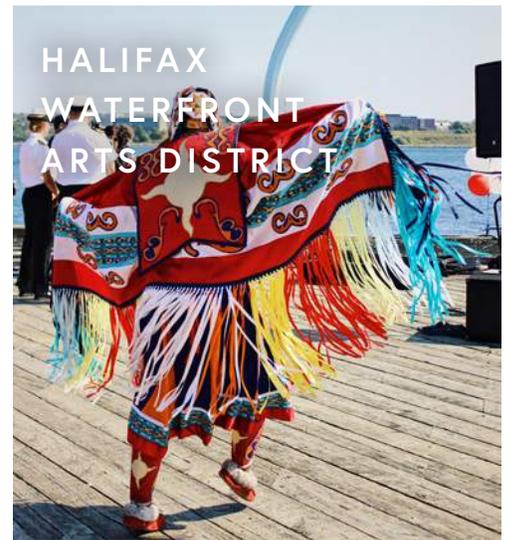
Along with returning signature events such as the TD Halifax International Jazz Festival, and Halifax International Buskers Festival, we welcomed new events including the Mosaic Festival, Halifax Urban Folk Festival (HUFF) Waterfront Stage, ECMA 2018 Waterfront Concert, Wednesdays on the Wharf, and Saturdays on the Lunenburg Waterfront.

A new annual conference to invite conversations around building the city we want. Develop Nova Scotia, and partners at RAD Consulting, Downtown Halifax Business Commission, and NATIONAL Public Relations, brought together local, national and international thought-leaders to Halifax for a free public conference. Now in its second year, the conference continues to elevate the discussion to achieve a common vision for Halifax this is locally made and inspired by leading thinking from around the world.

Develop Nova Scotia continues to work to divest the Digby Pines Golf Resort and Spa, and Liscombe Lodge Resort and Conference Centre on behalf of the Province. Recognizing the importance of each of these resorts as economic assets in their respective communities, identifying the right outcome is important to achieve the province's immediate and long-term goals.



A collaboration of Develop Nova Scotia, the Art Gallery of Nova Scotia, Nova Scotia College of Art and Design, and the Province came together to explore waterfront options for a proposed Halifax waterfront arts district. Key stakeholder and community collaboration helped to shape the feasibility report.



recognition

Through our projects and partnerships, we have received a number of awards and recognitions. We proudly share these with the many partners, visitors and communities we have worked with to create memorable places and experiences.



2018: Halifax Urban Design Awards

Award of Excellence for
The Waterfront Hammocks Project

2017: International Mission Award

Sail Training International
(for Msit No'Kmaq: All My Relations)

2017: Spirit of Halifax Award

Discover Halifax

2017: The Coast Best of Halifax Readers' Choice Awards

Gold: Best Public Space

2017: The Coast Best of Halifax Readers' Choice Awards

Gold: Best Place For A First Date

2017: The Coast Best of Halifax Readers' Choice Awards

Bronze: Best Staycation Spot

centre for ocean ventures & entrepreneurship (COVE)



COVE brings together people, ideas, industry and research to help our community and members to work in new ways. Together, we are a catalyst in creating the world's next practical, commercial and revolutionary ocean tech advances.

The Centre for Ocean Ventures and Entrepreneurship (COVE) project on the Dartmouth waterfront advanced with significant momentum this year and contributed to a broader momentum around oceans innovation and investment in Nova Scotia. The project is the culmination of the work of many partners including the Institute for Ocean Research Enterprise who will operate the COVE program, Innovacorp, who will run the Start Up Yard at COVE and NSBI who will support investment attraction and international marketing. We led planning and development of the \$20M adaptive re-use project together with NSCC and The Department of Transportation and Infrastructure Renewal, and will remain site owner and operator.

Our work to attract partners and tenants to the facility is well underway with excellent market response, strong demand, and a good mix of ocean technology companies signing leases and moving in. At least 40 organizations are expected to work out of COVE, leveraging relationships, knowledge and experience to further grow and develop their ocean technology businesses.



COLIN MACLEAN HALL AT COVE WAS DEDICATED IN MEMORY OF THE LATE COLIN MACLEAN, FORMER PRESIDENT & CEO OF WATERFRONT DEVELOPMENT.

The oceans centre in the heart of Halifax Harbour grew from a vision inspired by Colin. His legacy also included his work at NSCC, where he played a key role as part of the College's leadership team and its evolution to a modern post-secondary institution.

key projects 2018-19

Our development model is through private sector partnerships that will drive economic growth and prosperity. Develop Nova Scotia will continue to work on a number of these in fiscal 2018-19:



- Centre for Ocean Ventures & Entrepreneurship (COVE)
- Dartmouth Cove
- Queen's Marque Development Project
- Cunard Development Project
- Halifax Harbour Master Plan
- Halifax Waterfront Arts District
- Boardwalk Program
- Accessible Boardwalk
- Zwicker & Co. Ltd. Building
- Lunenburg Shipyard
- Marine Marketing Partnership
- Nova Scotia Place Plan
- Tourism Revitalization of Icons Project
- Nova Scotia Innovation Districts

budget

financial summary/ budget context

waterfront development corporation limited 2017-18

	2017-18 estimate \$	2017-18 actual \$	variance
revenue			
rents and wharfage	1,785,000	2,000,000	215,000
parking	1,700,000	1,540,000	(160,000)
other income	1,242,000	771,000	(471,000)
tall ships	2,250,000	2,758,000	508,000
grant income	1,490,000	1,425,000	(65,000)
total revenue	8,467,000	8,494,000	27,000
operating and administrative expenses			
program expenses	920,000	907,000	(13,000)
maintenance / repairs and other	1,125,000	1,250,000	125,000
administrative expenses	2,052,000	2,110,000	58,000
tall ships	2,250,000	2,610,000	360,000
total expenses	6,347,000	6,877,000	530,000
surplus (deficit) before capital	2,120,000	1,617,000	(503,000)
capital grants (dob)	19,226,000	14,274,000	(4,952,000)
capital grants (lae/nscc)	3,586,000	6,546,000	2,960,000
total capital grants	22,812,000	20,820,000	(1,992,000)
amortization	864,000	854,000	(10,000)
gain on disposal of fixed assets	(370,000)	820,000	1,190,000
surplus (deficit) after other items	23,698,000	22,403,000	(1,295,000)

Full financial statements are available online at developns.ca

