



Annual Accountability Report

For the Fiscal Year 2020-2021
June 30, 2021

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ACCOUNTABILITY STATEMENT

The Accountability Report of Develop Nova Scotia for the year ended March 31, 2021, is prepared pursuant to the Finance Act and government policies and guidelines.

These authorities require the reporting of outcomes against Develop Nova Scotia's Business Plan for the fiscal year just ended. The reporting of Develop Nova Scotia's outcomes necessarily includes estimates, judgements and opinions by Develop Nova Scotia management.

We acknowledge that this Accountability Report is the responsibility of Develop Nova Scotia management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Develop Nova Scotia's 2020-2021 Business Plan.

Develop Nova Scotia
Original signed by
Board Chair Dale Godsoe
CEO Jennifer Angel

Message from Board Chair/CEO

While this report looks backward, we are looking forward.

It would be difficult to imagine a more difficult year than this one. We worked hard to keep people safe in a constantly changing landscape, to continue to operate the public realm as a place of respite for our community. We supported the many small businesses who contribute so much to our community, through financial supports but also by standing up scalable events to bring people out when it was safe to do, including Re-Open City and Evergreen Festival. We led our largest capital project program to date with a focus on stimulus projects to support economic activity through the pandemic and position us well for a swift recovery back to something better on the other side of it. Through significant supply and labour disruptions, we managed to stay mostly on time and budget and deliver transformative improvements to some of our favourite places. And, as a team, we began to look at our work differently than we had before.

While our heads were down advancing projects we also looked up and ahead and were very deliberate about focusing not only on the immediate, but on what comes next. We knew that getting back to normal was not the right goal. And so we challenged ourselves to think about the change we need and how our work could advance it in a meaningful way. The transformation in our organization, our purpose, how we look at ourselves and our work was at least as dramatic as the changes we were able to affect in the landscape, some of our best-loved places. And we won't look back.

As we move toward vaccination targets and the world begins to open up, we are energized by the change posture that has been set and we are committed to act with the same urgency with which we tackled the public health imperative. When our lives depended on it, we showed we could collectively do big, important things quickly. Things we didn't think could be done before. As the crises of climate, racism and inequality were revealed with heartbreaking clarity, we realize that they need to be tackled with the same urgency. Our lives still depend on that.

This fundamental shift shows up in the provincial reframing of economic goals of growth to instead focus on well-being for people, all people, and planet. We believe a strategy rooted in "place" and "placemaking", builds on inherent strengths in Nova Scotia and is a catalyst to bring people together to improve the attractiveness and livability in Nova Scotia – building our economy and also community resilience and well-being for everyone.

Original signed by
Jennifer Angel, President & CEO
Dale Godsoe, Chair of the Board



Dale Godsoe, CM
Chair of the Board



Jennifer Angel
President & CEO

Financial Results

FINANCIAL SUMMARY FISCAL YEAR 2020/21

REVENUE	BUDGET	ACTUAL	VARIANCE
Rents and Wharfage	4,072,500	2,704,532	(1,367,968)
Parking	1,300,000	692,057	(607,943)
Other Income	704,000	1,111,495	407,495
Provincial Grant Revenue	2,687,000	3,907,508	1,220,508
TOTAL REVENUE	8,763,500	8,415,592	(347,908)

EXPENSES	BUDGET	ACTUAL	VARIANCE
Program Expenses	1,185,300	909,156	276,144
Maintenance/Repairs & Other	2,464,400	2,670,709	(206,309)
Administrative Expenses	5,113,800	4,835,727	278,073
TOTAL EXPENSES	8,763,500	8,415,592	347,908

SURPLUS (DEFICIT) BEFORE CAPITAL	—	—	—
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CAPITAL GRANTS & OTHER ITEMS	BUDGET	ACTUAL	VARIANCE
Provincial	4,005,722	33,458,604	29,452,882
Federal	—	811,712	811,712
TOTAL CAPITAL GRANTS	4,005,722	34,270,316	30,264,594
Ammortization	2,126,000	2,106,248	19,752
SURPLUS (DEFICIT) AFTER OTHER ITEMS	1,879,722	32,164,068	30,244,842

REVENUE VARIANCE ANALYSIS

Rent & Wharfage finished below budget due to tenant rent and fee mitigations and a reduction of rental income earned through percentage of sale rent agreements due to the impacts of COVID-19 and the significantly decreased tourism and business activity in downtown Halifax. Parking revenue was also below budget for this reason.

Other income was above budget due to the administrative recoveries from the Nova Scotia Internet Funding Trust that were not budgeted and an increase in utility recoveries at the Centre for Ocean Ventures and Entrepreneurship (COVE) as well as additional Tourism Revitalization of Icons Project recoveries. These increases are offset by a decrease in recoveries related to operating expenses from the Nova Scotia Internet Funding Trust.

Provincial grant income consists of program and project specific operating grants, such as the Tourism Revitalization of Icons Projects. Due to the impact from COVID-19 on operational revenues, the program specific operating grant was higher than budgeted.

EXPENSE VARIANCE ANALYSIS

Program Expenses were lower than budgeted due to a decrease in recoverable operating expenses related to the Internet for Nova Scotia Initiative and a decrease in operating costs related to development activities. These were offset by costs related to the Tourism Revitalization of Icons Programs.

Property Expenses were higher than budgeted due to increased power consumption by vessels at COVE, which was offset by higher recoveries. The increase in property expenses were offset by a decrease in expenses related to reduced visitation on the Halifax and Lunenburg waterfronts.

Administrative expenses achieved savings primarily in salaries, due to vacancy management, as well as decreased travel, bank charges, and professional services.

CAPITAL GRANTS

Capital Grants significantly increased from budget due to additional capital grant funding provided by the Province of Nova Scotia to support stimulus projects as a response to the pandemic. These additional capital grants are for a series of infrastructure projects with a focus on working waterfronts and authentic destinations to stimulate economic activity, and position Nova Scotia for a strong recovery and inclusive economic growth. The additional grants committed totalled \$38M, with \$32M spent in fiscal 2020-21 and the remaining to be spent in fiscal 2021-22.

Measuring Our Performance

Develop Nova Scotia works closely with communities and partners to develop strategic economic and community infrastructure. We convene, partner, plan, design, develop, construct, manage, program and maintain infrastructure and properties to support inclusive economic growth and wellbeing in Nova Scotia.

We believe that quality of place is among our province's most important comparative advantages and differentiates us in a global context. Develop Nova Scotia builds and stewards sustainable places in Nova Scotia that people love, to attract people to Nova Scotia and to ensure all Nova Scotians can participate in their communities and in the economy.

Through our three strategic areas of focus of **Thriving Communities, Authentic Destinations** and **Working Waterfronts**, this report outlines how Develop Nova Scotia supported government's priorities during the 2020/21 fiscal period. Projects and initiatives included investing in rural broadband connectivity, expanding key destinations for people across the province, fostering the province's innovation ecosystem, and supporting strategic sector and business growth.

Develop Nova Scotia's response to the COVID-19 crisis was outlined in our updated 2020-21 Business Plan, and focused on three areas of effort: keeping people safe and maintaining access to public spaces; maintaining and enhancing business continuity; and building back better.

Priority efforts were directed at ensuring our properties were clean, green, and safe and that protocols were in place to comply with evolving public health directives to protect our community. We supported our tenants, important small local businesses, by reducing financial burdens through rent relief and deferral programs and maintaining active communications so we could be responsive to their needs. We accelerated the Internet for Nova Scotia Initiative to enable high speed Internet connectivity in rural Nova Scotia to advance as quickly as possible.

Investment in programs and projects supported business resilience through the economic impacts of construction, improving public infrastructure and providing new reasons to come out and enjoy the social life of community and support business. These investments also reinforced the place-based value proposition for Nova Scotia, stimulating demand for people to visit and live in Nova Scotia. An additional \$38M of COVID infrastructure stimulus funding was committed to the following projects:

- **Cable Wharf Recapitalization**
- **Zwicker Renovation**
- **COVE South Marine Terminal Recapitalization**
- **Marine Infrastructure – HRM and Rural Nova Scotia**
- **Peggy's Cove Climate Adaptation and Visitor Services**
- **Acadia Wharf Extension**
- **Revitalization of Former Smith & Rhuland Shipyard.**

In terms of building back better, new and emerging connectivity across the province through the Internet for Nova Scotia Initiative is critical infrastructure for economic participation, service delivery and well-being. It has contributed to strengthening the value proposition of rural Nova Scotia as a place to experience and to live and supports a broader provincial five-year priority around digital adoption. We led a tactical recovery plan with the Nova Scotia Business and Labour Economic Coalition with an emphasis on quick wins and long-term systems change, which is now moving to implementation. The biggest idea to come of it was the possibility that emerges when we work together toward common goals using collective impact. We began work to support community led projects to improve places around the province, with an emphasis on building local placemaking capacity. With the launch of our five-year plan this year, we will extend that work across the province. We made important commitments related to our approach to public engagement and

project design, which we are now learning how to implement together with community. And we began thinking about our projects and places we build not as ends in themselves, but as tools to bring environmental regeneration and resilience, to build stronger communities and economic participation in particular including people who have been left out before, and as a source and catalyst for joy and pride and positive momentum in our projects.

Inclusive, regenerative, inspiring places attract people, they bring us together and build resilience, they contribute to enhanced quality of life and well-being for everyone, and they grow our economy.

Thriving Communities

A connected Nova Scotia enables Nova Scotians to participate in the digital economy, connect with loved ones, and access important services, no matter where in the province they live. As part of our strategic focus on Thriving Communities, Develop Nova Scotia is leading the Internet for Nova Scotia Initiative on behalf of the province. The objective of the Initiative is to enable global connectedness and accessibility across Nova Scotia with the goal of providing more than 95% coverage. Contracts executed during the 2020-21 fiscal period will exceed this goal by 2023. And work continues to extend coverage to as many of the remaining homes and businesses as possible.

Prior to this Initiative, only 70% of Nova Scotia had access to high-speed connections that met minimum speed targets set out by the CRTC (Canadian Radio-television and Telecommunications Commission). As of March 31, 2021, Develop Nova Scotia had announced projects to connect more than 87,200 homes and businesses in rural Nova Scotia, with \$30M remaining in the Nova Scotia Internet Funding Trust. At that time, 32,000 homes and business had been provided access to connections for high-speed Internet. The total provincial investment of \$163M to date through the Trust has leveraged \$137M in additional funding -- \$118M of which is private sector investment in the project.

When announced projects are complete by the end of 2023, reliable, high-speed Internet will be available to 97% of homes and businesses across

the province, with another 2% reached by ongoing independent municipal projects. Nova Scotia continues to track toward being among the first provinces in Canada to achieve this level of coverage.

During 2020-21, Develop Nova Scotia stood up a program focused on locally led main-street, and waterfront placemaking projects in communities across the province. The **Thriving Communities Program** is part of a contribution agreement between the Province and the Dalhousie University Nova Scotia COVID-19 Response Council (NSCRC). Over three years, approved projects will receive funding directly from the Nova Scotia COVID-19 Recovery Fund to help communities co-create places that attract people, build local placemaking capacity, and encourage inclusive economic participation.

In placemaking work like this, the process is as important as the outcome. The way these projects are built is as important as what is built together. The most welcoming and supportive places are built by people, for people; the process of building them is deeply participatory, inclusive, and intentional; and the outcomes are authentic places that provide greater opportunity for economic participation while reflecting and belonging to everyone.

Projects like this enable deep community participation and a feeling of collective ownership and responsibility. By working together to co-create public spaces, communities build relationships and ensure that everyone can participate and belong in the places they create together. These places are composed

of infrastructure like wharves and sidewalks and public squares, alongside amenities and programming; they support multiple users and uses; they spur small business growth; and they create places that people love, which attracts locals and visitors alike.

Community projects have been selected based on their potential to attract diverse people and foster inclusive economic growth, as well as be sustainable and even regenerative financially and environmentally.

The first cohort of projects during 2020-21 included the **Evergreen Festival**, which was planned for fall/winter 2020 and pivoted to a primarily virtual focus in response to COVID-19 and public health directives. Despite COVID-19 restrictions on gatherings, thousands of people safely enjoyed the Evergreen Bright installations and proved that the Halifax waterfront can be a four-season destination. The 2021 edition of the festival will be centered on the Halifax waterfront and throughout Downtown Halifax, with activations across the province.

The Festival serves as both a platform for provincial businesses to establish a presence in Halifax during the holiday season and an opportunity to sell locally made products online. It will also work to promote other satellite and virtual events throughout the province that support small business, community impact and non-profit organizations and the arts and culture sector. Evergreen Festival is intended to contribute to digital adoption among small and medium businesses to participate in the online marketplace, and leverages the progress of the

Internet for Nova Scotia Initiative, in addition to the various programs among crown corporations and others to support business in digital adoption.

Our work with the **Municipality of the County of Inverness** has been focused on tackling both the livability and sustainability issues facing the community of Inverness and ensuring the community can capitalize on its strong visitation. This work, which is now proceeding into the critical public engagement phase, presents a strategic opportunity to combine several required infrastructure projects (like the replacement of underground infrastructure and repaving of Central Avenue) with a “complete streets” approach that strives to enhance safety, accessibility, and the experience of the community’s main street while building planning and business confidence and encouraging private investment.

In **Louisbourg**, the community’s Visitor Experience Enhancement project plans to attract a greater number of fortress visitors to the community’s waterfront and encourage spending within the town. The former Louisbourg Craft Centre, public waterfront, and former municipal campground will be redeveloped into a new Louisbourg Centre that will serve as a platform for a variety of community and visitor experiences in addition to Parks Canada visitor services in the heart of the community. During 2020-21, work was focused on funding assembly, preparing pre-design studies to go to tender, as well as safe virtual and in-person public engagement held in March 2021, with excellent participation by community. Next steps include ensuring contribution agreements with Fortress

Louisbourg Association (FLA) are complete, tendering pre-design studies, and the formation of a Community Advisory group to help guide the design process.

In fiscal 2020-21, Develop Nova Scotia began discussions with the Town of Pictou to explore several renewal and investment projects already underway in the Town, including marine infrastructure improvements, renewal of Hector Heritage Quay Interpretive Centre and Ship Hector Replica, and a new cultural hub. It was clear it was time to also understand how these projects could be strategically linked together to make the Pictou waterfront a cohesive and vibrant place, for Pictonians and visitors alike. The **Pictou Waterfront Master Plan** will position the waterfront as a destination for Pictonians and visitors, while ensuring that the waterfront is developed in a sustainable manner, providing places for community to gather, businesses to start-up and grow and marine industry to thrive. The project is being led by the Town of Pictou, with support and guidance from Develop Nova Scotia, and will take a community-first approach by inviting all Pictonians to get involved and help shape their waterfront.

Participatory City is a model of civic participation, originating in a borough of London, England. The model focuses on the creation of neighbourhoods built by everyone for everyone, enabling residents to solve practical community challenges through common tools and spaces, program, and funding support.

With that model as inspiration, Develop Nova Scotia, in partnership with the Mi'kmaw Native Friendship Centre who are the program lead, and supported by McConnell Foundation, HRM, United Way Halifax, Inspiring Communities, Engage Nova Scotia, and the Halifax Partnership, supported the launch of a pilot program entitled **Every One. Every Day. K'jipuktuk**. In March 2020, in the midst of one of Halifax's COVID waves, the Centre stood up an Ecosystem Building program focused on inclusive participation and reconciliation in neighbourhoods in the city's North End. It involved eight tactical projects explored in 30 sessions designed to build skills, confidence and agency - together, while also providing opportunities for cross-cultural exchange, community connection and the sharing of stories of people and place.

The initiative was successful in nurturing relationships with Halifax's urban Indigenous community and building support and capacity for Indigenous-led processes. It also honoured the wisdom of Elders and knowledge keepers and created opportunities for inter-generational and cross-cultural learning. All invitations, spaces and projects were co-designed with Indigenous community members to reflect and honour traditional knowledge. It built and strengthened connections between Indigenous and non-Indigenous organizations to foster ongoing learning and dialogue around practices of reconciliation. <https://www.participatorycanada.ca/y1report>

During 2020-21 Develop Nova Scotia was briefed and participated in a multi-agency planning discussion on active transportation and infrastructure work being led by the province and HRM in **East Preston**. This project will benefit moving forward from a focus on community participation, building on work already completed to date, to understand community needs and priorities and explore how infrastructure investments can be enhanced to create places that locals love, places where they want to and can safely, gather, support local businesses and services, and provide a touchstone for community participation and resilience. Work in 2021-22 will focus on community engagement and project scoping.

Boat School is a development proposal involving Maritime Museum of the Atlantic (MMA) and Develop Nova Scotia. The proposed development on the Halifax waterfront will allow for the expansion of the small craft program and displays at MMA, creating a distinct visitor attraction featuring an authentic small craft collection while creating a place for hands-on training in the construction of traditional small boats engaging at risk youth from around the province to participate. For Develop Nova Scotia, 2020-21 focused on utilizing provincial infrastructure stimulus funding to improve coastal infrastructure along the existing Acadia Wharf on the Halifax side of the harbour, including construction of an 18-metre long extension at the east end of the existing wharf as well as new floats for future floating infrastructure and improvements to the electrical and water servicing.

In 2020-21, Develop Nova Scotia's involvement in the **Nova Scotia Business and Labour Economic Coalition** led to a role chairing an effort to develop a Tactical Recovery Plan to build back better post-COVID. The purpose of this work is to quickly drive business, consumer confidence and social license for gathering and welcoming visitors in the short term and to ensure we are contributing to the substantive long-term changes we need in systems and landscape including enabling policy, inclusive places, diverse participation and community led growth. One area of priority is to build placemaking capacity and momentum on main streets. The work is open and engages people in the community to participate in making the place, to build community. The idea is to build placemaking understanding and skills through local implementation teams that develop uniquely local programs and ideas.

Develop Nova Scotia will host placemaking workshops and webinar series, as well as use marketing and promotion to drive participation, celebrate progress and outcomes, and attract people. With provincial funding through the COVID Response Council of \$1M, local organizations including BIDs, Chambers, and other community organizations in 20 communities across Nova Scotia will lead and execute placemaking projects during 2021. These projects will include lighter, quicker, cheaper place interventions; infrastructure, art, seating and amenities to contribute to the improve the attractiveness and livability of the public realm.

Authentic Destinations

As one of the anchor points for the historic Lunenburg working waterfront, the **Big Boat Shed** stands as the focal point and first major redevelopment of this important precinct. Announced in 2019, the Province of Nova Scotia and the Government of Canada invested \$1.5M to revitalize and enhance the Big Boat Shed to ensure it continues as a place where Nova Scotians and visitors can experience and participate in traditional shipbuilding. In 2020-21 Develop Nova Scotia completed structural and functional improvements, to allow the iconic building to continue as a place of wooden boat construction and repair, as well as to open these activities up as part of the waterfront visitor experience. A key project in the Lunenburg Working Waterfront Master Plan, which was co-created with community, we were pleased to officially welcome David Westergard, a world-renowned master boat builder and tenant in the Big Boat Shed, and the Fisheries Museum of the Atlantic to the site in November 2020. Boat building activities are now under way and the Museum expects to begin welcoming visitors to its small boat building program this summer.

The historic **Zwicker & Co. Warehouse** was another project stemming from the Lunenburg Working Waterfront Master Plan that progressed substantially during the 2020-21 fiscal period. The project involved necessary repairs to modernize the building, including mechanical and HVAC systems, new windows, doors and public amenities, and additions to make the building wheelchair

accessible. The renovations and upgrades were supported by contributions from the province of Nova Scotia of \$1.2M, through the COVID infrastructure stimulus funding, and \$600,000 from ACOA. The Zwicker Warehouse, one of the oldest buildings on the Lunenburg waterfront, was built in 1789 and has three floors with a combined 12,500 square feet of space. The building also has a large public wharf and dinghy dock area on the waterfront side which is a key access point to the Town for visitors and locals by sea. The multi-functional space will house marine visitor services, business tenants, and community events, supporting a vibrant and welcoming public place to experience Lunenburg's working waterfront.

Develop Nova Scotia began working with the community of **Peggy's Cove** in 2018 to create a comprehensive master plan. Given the Cove's unique identity as both tourism icon and living community, and the significant challenges caused by its popularity, this work was focused on balancing a number of important priorities. With a \$6.5M investment from the province, work in 2020-21 focused on pedestrian safety, traffic management, coastal protection, community sustainability, and resident and visitor experience was substantially completed. It included raising the road and creating safe walkways for pedestrians, reconstruction of the breakwater, accessible public washrooms, community and public common spaces, traffic and parking management systems, expanding parking availability, and restoration of the historic DeGarthe Studio.

The new **Peggy's Cove Viewing Deck** is a key piece of the master plan focused on creating a safe and accessible visitor experience. The design was developed in close collaboration with the community. The \$3.2M project is funded by Tourism Nova Scotia's Tourism Revitalization of Icons Program (TRIP) and ACOA. It will be a public space where people can view the lighthouse and experience the waves and rocks in a way that is fully accessible and provides a safer viewing option for all. Other related improvements include public washrooms and improvements to trail connections that lead to the lighthouse and nearby parking area. Construction of the viewing deck began in early 2021 and is scheduled to be complete in August 2021.

The **Seawall Trail** will be an epic, multi-day, hut to hut coastal hiking experience in the Polletts Cove Aspy Fault Wilderness Area in northern Cape Breton, Nova Scotia. The Seawall Trail Society, working in consultation with the community, has created a vision and a plan over the past seven years. Representatives from the Seawall Trail Society, Develop Nova Scotia and the Department of Environment and Climate Change formed a working group in 2020-21 to advance key milestones for the project. Together the group has completed a Phase 1 Archaeological Impact Resource Assessment as well as Preliminary Designs for staging areas and trailheads, backcountry huts, and bridges and water crossings. These studies allow the Seawall Trail Working Group to move forward with further planning, design and funding assembly for the Seawall Trail project.

The **Halifax Waterfront** remains an important place of pride for our community and our most visited destination in Nova Scotia. Our vision is that it is, first and foremost, a place for residents—the backyard of a growing urban population, a showcase of local business, and a playground filled with art, culture, history, recreation, and learning for all people.

Fundamental to the waterfront experience is the public boardwalk which connects residents and visitors to the water's edge and in 2020-21, with multiple waves of COVID-19 and the resulting restrictions, that connection was even more important. The waterfront became an escape for people looking to stay close to home while enjoying fresh air and welcoming harbour breezes, and wide open spaces. Although pedestrian counts were down significantly due to COVID, visitor satisfaction surveys taken throughout the latter part of summer and fall of 2020 reported that 100% of visitors were very satisfied or somewhat satisfied with their waterfront experience. Our role was to keep visitors safe, provide reminders of public health protocols, and program the waterfront so it could be safely enjoyed in compliance with current public health directives. Our maintenance and operations staff dedicated their efforts to ensuring the waterfront could be safely experienced throughout the year.

With a diverse calendar of music, cultural, and community celebrations, our typical activation program includes some of the region's most anticipated events. The COVID-19 edition was somewhat scaled back and more distributed, but no less interesting, kicked off by Re-Open City, an annual event to welcome community to get out, participate in the downtown, and support local business. We hosted regular entertainment outdoors in a new pop-up stage at Salt Yard, including performances by Youth Art Connection, Jazz Fest, and East Coast Block Party featuring popular provincial DJs. The season was capped off by a well received, although necessarily scaled back, inaugural Evergreen Festival.

Provincial infrastructure stimulus funding supported the recapitalization of the **Cable Wharf**, which was built in 1913 by the Western Union Telegraph Company and is one of the last original structures on the Halifax waterfront. This \$2.6M investment extended the life of the wharf and surrounding boardwalk by ten years. Improving this infrastructure will enhance public safety and enjoyment of the waterfront experience including the popular boardwalk, interpretation series, and views around the building, as well as leverage private investment in the building and tenant program for the benefit of visitors. Today the building is home to Nova Scotia based business Ambassatours/Murphy's the Cable Wharf—a popular attraction for visitors and locals alike.

The **Arts District** project took significant steps forward in 2020-21, with a vision to increase opportunities for all to access and experience art, celebrate our diverse and unique stories through the arts, and enhance the overall waterfront experience. In November 2020, the team of KPMB Architects with Omar Gandhi Architect, Jordan Bennett Studio, Elder Lorraine Whitman, Public Work and Transsolar were announced as the winners of the international competition to select a design team. The design team, together with Art Gallery of Nova Scotia, Develop Nova Scotia and the province of Nova Scotia, began focused stakeholder engagement activities in March 2021, reaching out first to groups and communities that are not always invited to participate and whose voices are not always heard. The next step will be to open engagement to all Nova Scotians, to ensure the arts district is shaped by community. The intent is to ensure it is a welcoming and inclusive public gathering place on the Halifax waterfront that showcases the best in contemporary art and public programs, while also emerging as an improved public space that supports and showcases many of our region's most anticipated events.

Queen's Marque, which opened to residents, office tenants and some retail businesses in 2020-21, is the transformation of a precinct used as a surface parking lot with spots for 215 cars and ~40,000 sf of public space to a mixed-use development providing places to live, stay, work, and play. More active ground-floor retail and restaurant experiences are

still to be announced, but will no doubt enhance the surrounding public realm. Close to 100,000 sf of new public space, and three new wharves, owned and managed by Develop Nova Scotia in the public interest, and an outstanding public art program all contribute to this landmark development. The project is built around the boardwalk that runs through it and maintains public access to the water's edge. The Cable Plaza section of public space opened in early 2021, with the remaining public areas set to open in Fall 2021. It is a \$200M private sector investment in the Halifax waterfront.

On the south boardwalk, the **CUNARD** development by Southwest Properties began site preparation in early 2021, with construction starting in the spring 2021. The project is a \$100M mixed-use development providing additional places to live and places for business, as well as a catalyst for the creation of 64,000 sf of revitalized public realm focused on inclusive play. Develop Nova Scotia began focused engagement with communities and groups whose voices are not always heard in public engagement in March 2021. Wider public engagement is set to begin in July 2021 and run through summer. Once the project is complete, Develop Nova Scotia will manage and operate the new public space that will welcome locals and visitors of all ages to come play on the waterfront. Continuous public access to the water's edge will be maintained throughout the site's development.

Providing access to **Georges Island** was identified as an important plank in the **Harbour Islands Visitor Experience Plan**. The plan was built with significant community and partner participation including Parks Canada, Department of Lands and Forests, Acadian and Mi'kmaq communities, and the Friends of McNabs Island Society. Develop Nova Scotia completed the **Georges Island Wharf** revitalization project in fiscal 2020-21. The wharf and floating docks facilitated the tendering of regular transportation to the island by boat and allowed Parks Canada to welcome visitors to the island to learn its history and experience a different perspective on our harbour. COVID-19 meant only a partial opening was possible, which was still met with a great deal of enthusiasm and pent-up demand. Between August and October 2020, more than 6,000 visitors travelled to the island by tour vessel, and more than 175 private boats and watercraft arrived, with an additional 617 adults and children. The season was extended to accommodate interest, and tour tickets sold out quickly.

Working Waterfronts

Working waterfronts are important social and economic infrastructure across the province. They add value to local economies and communities and attract boaters and visitors by sea.

Develop Nova Scotia, funded by provincial infrastructure stimulus, also worked to improve waterfront infrastructure and public space in Halifax at the **Foundation Wharves and Boardwalk**.

This project encompasses the old wharves/seawall near Salt Yard and the surrounding area on the Halifax waterfront. The intent was to utilize the waterside areas, while maximizing the existing resources located nearby. As part of this project, three end of life wharves were removed and replaced with two new wharves. The existing wharf was repaired to extend its use and reopened in June 2021. New floating docks will be built to support our growing marina visitation program. The expanded boardwalk area and public space is expected to be complete early this summer and will provide potential future opportunities for small business growth and locations for flexible event kiosks.

Develop Nova Scotia owns and manages the property at **COVE** in Dartmouth, which has quickly established itself as a world-renowned centre for ocean-related innovation. In 2020-21, Develop Nova Scotia continued to focus on infrastructure and tenant improvements to attract more tenants and improve the utility of the space. COVE welcomed one new tenant in 2020-21 and saw ten existing tenants expand their footprints within the existing facility.

With COVE approaching full capacity, Develop Nova Scotia is committed to ensuring an exceptional value proposition and a positive experience for COVE tenants, and will measure success through tenant satisfaction surveys as well as the growth of tenants and impact on the sector.

The opportunity to leverage the COVE brand and program to support clusters of oceans related economic activity in rural Nova Scotia is promising. In 2020-21, working with COVE and regional public and private partners, we have continued to examine the feasibility of **COVE Outposts** in locations across Nova Scotia.

A \$14.5M recapitalization of the **south marine terminal at COVE** was supported through provincial infrastructure stimulus funding and will meet growing demand in the marine sector and at the COVE Marine Terminal. This project has added 350 metres of wharf space with full amenities, enabling access for vessels up to 150 metres, along with an additional 60 metres of floating docks for smaller vessels and land-side access. Work included repairing the existing marine terminal, including the marginal wharf and finger pier and enhancements to the small boat facility. The is expected to be complete in early summer 2021.

The stimulus budget for COVE also included Develop Nova Scotia's portion (\$250,000) of the \$325,000 being contributed in partnership with Innovacorp, and NSBI to the **Stella Maris** project on behalf of the Province of Nova Scotia. This was in addition to a \$1M ACOA contribution. Stella Maris is the first multi-user undersea sensor platform in Eastern Canada—a marine instrumentation test bed, hosting marine sensors, and devices for multiple ocean technology firms.

Develop Nova Scotia and the Lunenburg Steering Committee, together with waterfront tenants, are working to create a marine services business cluster at the historic **Smith & Rhuland Shipyard** on Lunenburg's working waterfront as identified in the Waterfront Master Plan. This \$4.6M project, supported by the provincial infrastructure stimulus funding, revitalized the open waterside areas between Clearwater Seafoods and the historic Big Boat Shed. Work included enhancing haul-out capabilities to enable work on boats year-round, improving services and amenities including a new electrical service, and maximizing berthage opportunities and protection for boats through new and enhanced wharf infrastructure and floating dock improvements. The intent was to improve shipyard infrastructure creating a platform for shared use by the cluster of marine services businesses, with direct access to Lunenburg Harbour. This high-quality marine service centre of excellence, with collaboration among companies offering complementary marine services, will support and attract customers seeking marine services expertise to Lunenburg and the province of Nova Scotia, building on its strong reputation and positioning it for future growth.

Our **Marine Visitation Plan** identified strategic marine infrastructure across Nova Scotia and prioritized projects beginning in 2020-2021 along the South Shore and in the Bras d'Or Lakes. Develop Nova Scotia, along with ACOA, the Municipality of the County of Victoria, and the Village of Baddeck announced investments in December 2020 of close to \$1.2M to build and improve shared-access marine infrastructure in **Baddeck**. The work by Develop Nova Scotia in Baddeck was completed in May 2021. Announced at the same time was \$85,000 in flexible floating docks in **Mahone Bay**, which were delivered in March 2021. Both investments by Develop Nova Scotia were supported through the provincial infrastructure stimulus funding. These projects build on existing functional economic regions and contribute to the growth of a valuable visiting boat market for whom Nova Scotia is an attractive new destination for leisure and marine services. Given entry by visiting boaters was restricted for the entire year due to COVID, our focus was redeployed to the highly active and growing local boating market. We developed closer relationships with associations, clubs, marinas and partners to share safety protocols and regulations, and we mapped new and existing boating infrastructure available. We will continue to explore projects in other strategic waterfront locations across the province.

Measurement and Evaluation

One of Develop Nova Scotia’s key challenges is articulating the tangible and quantifiable value of its placemaking mandate. Most would agree there is value in the concept of place and placemaking to support the development of healthy communities and individuals in Nova Scotia, however amidst competing priorities and fiscal pressures there is an issue with justifying placemaking investments in terms that are accepted and broadly understood. In order to address this challenge, Develop Nova Scotia has partnered with Pier Labs to research existing approaches used to measure the value of non-market goods, such as subjective wellbeing and quality of life, and to develop a methodology based on this to apply to its placemaking mandate.

OUTCOMES	20-21 BUSINESS PLAN OUTPUTS	20-21 ACCOUNTABILITY REPORT RESULTS	VARIANCE	NOTES
Satisfaction of visitors of Develop Nova Scotia managed property (Halifax Waterfront, Lunenburg Waterfront, Peggy’s Cove)	>90%	100% of visitors surveyed are reporting satisfied (categorized as mostly satisfied and very satisfied)	Over by 10%	185 surveys completed. Visitation decreased due to impacts of COVID
Visitation to Halifax Waterfront (Marine and land)	+5%	-49.6 %	Under by 55%	Impacts of COVID: Visitation only open to Atlantic region
Visitation to Peggy’s Cove	Benchmark	Not completed		Visitation tracking was not initiated due to impacts of COVID and limited visitation on site.

OUTCOMES	20-21 BUSINESS PLAN OUTPUTS	20-21 ACCOUNTABILITY REPORT RESULTS	VARIANCE	NOTES
Tenant satisfaction of tenants – Halifax waterfront and COVE	>90%	Not completed		Delayed due to COVID
Number of new tenants COVE	+5	1 New tenant 10 tenants that expanded their footprint	Under by 4	Facility is approaching full occupancy. Future measures will accordingly evolve to represent the growth of tenants and impact on the sector
Tenant revenue growth – Halifax Waterfront	+5%	-64%	Under by 70%	Impacts of COVID: visitation decreased due to only being open to Atlantic region which translates to decreased sales activity
Establish economic measures to evidence the value of placemaking through subjective well being	Benchmark	Research review complete. Draft model development initiated		Model development and test cases to be complete in 2021/22
Economic impact of broadband connectivity as a result of INSI	Benchmark	Not completed		Emphasis on implementation of service, measurement re economic impact to be developed in 2021/22

OUTCOMES	20-21 BUSINESS PLAN OUTPUTS	20-21 ACCOUNTABILITY REPORT RESULTS	VARIANCE	NOTES
Progress towards >95% of underserved/unserved Nova Scotian homes and businesses	50% substantially complete	42% substantially complete with 32,000 homes and businesses being provided access to connections	8% below target	<p>Results represent access to connections in place at March 31, 2021.</p> <p>Target was set prior to competitive process closing and as such was arbitrary in nature due to specific timelines of projects not yet having been identified. Suggested timelines through Brightstar reports indicated a 3-5 year build timeline.</p> <p>However, projects are now underway to surpass goal of >95% of homes and businesses having access</p>
Level of participation in placemaking projects	Benchmark	Measurement framework in place to capture development and impact of engagement programs for all projects as well as use of and satisfaction with spaces		

Supplemental Information and Appendices

Appendix A

ANNUAL REPORT UNDER SECTION 18 OF THE PUBLIC INTEREST DISCLOSURE OF WRONGDOING ACT

The following is a summary of disclosures received by Develop Nova Scotia:

INFORMATION REQUIRED UNDER SECTION 18 OF THE ACT	FISCAL YEAR 2020-2021
The number of disclosures received	0
The number of findings of wrongdoing	0
Details of each wrongdoing	0
Recommendations and actions taken on each wrongdoing	0