



2022-2023 Business Plan

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Board Chair/CEO Message

BUILDING PLACES: HEALTHY COMMUNITIES AND A THRIVING ECONOMY

So much has changed. The way we live, work, gather, and participate. The way we support, connect with, and protect one another. The way we advance the critical work of antiracism and reconciliation. The way we think about the planet and our relationship with it. And the way we think about Nova Scotia and what's possible.

It would be an understatement to say that this is an extraordinary time. And not just for the global challenges we face and the terrible loss we've suffered, but also for the opportunity to come together to think and work differently as we recover, and to build a thriving province for everyone.

We can rethink physical infrastructure investments and improvements not as projects that are ends in themselves, but as tools to shape the way we interact, how we live, our economic opportunities, our health and the health of our planet. We can recognize that the quality of life that Nova Scotia offers, which is strongly rooted in place, is our value proposition to attract more people to the province to visit, to live, to work, to invest, and to participate in social life and community. We can realize that a place-based economic development strategy rooted in community can both grow our economy and improve the well-being of every Nova Scotian.

Develop Nova Scotia is a solutions-focused team of stewards and shapeshifters that bring the resources local communities require to support and realize a community-led vision. We convene lots of partners, work hard to build trust, and share the lift. We are doing things differently than the way we've always done it to ensure all voices are at the table—including and especially those who haven't been there before. Together we make plans that reflect the local culture and build community pride. And we work behind community to bring these plans—main streets, waterfronts, squares, public places, and platforms for business and innovation—to life, embracing the challenging conversations in pursuit of new and better ways of doing things.

We build places for people that attract people—and because we do it with people, the most important thing we build together is community. And the impact of the work is a collection of irresistible, intensely local places across our province where our population continues to grow, our local businesses thrive, our individual and community health and well-being are nurtured, and our economy flourishes for all Nova Scotians.

Jennifer Angel,
President & Chief
Executive Officer

Develop Nova Scotia

Dale Godsoe,
Chair,
Board of Directors

Develop Nova Scotia

Strategic Approach/Context

Develop Nova Scotia builds places people love. By working with community and private sector, we steward high-potential public lands to build on Nova Scotia's quality of life advantage and attract people. This work supports local business and attracts investment, it brings diverse people together in social life and collaboration, it positively influences the social determinants of health, and it attracts new people—to live, to visit, and to invest. We build places to attract people to participate in the economy and, in doing so, we also contribute to a happier, healthier, sustainable, and prosperous Nova Scotia.

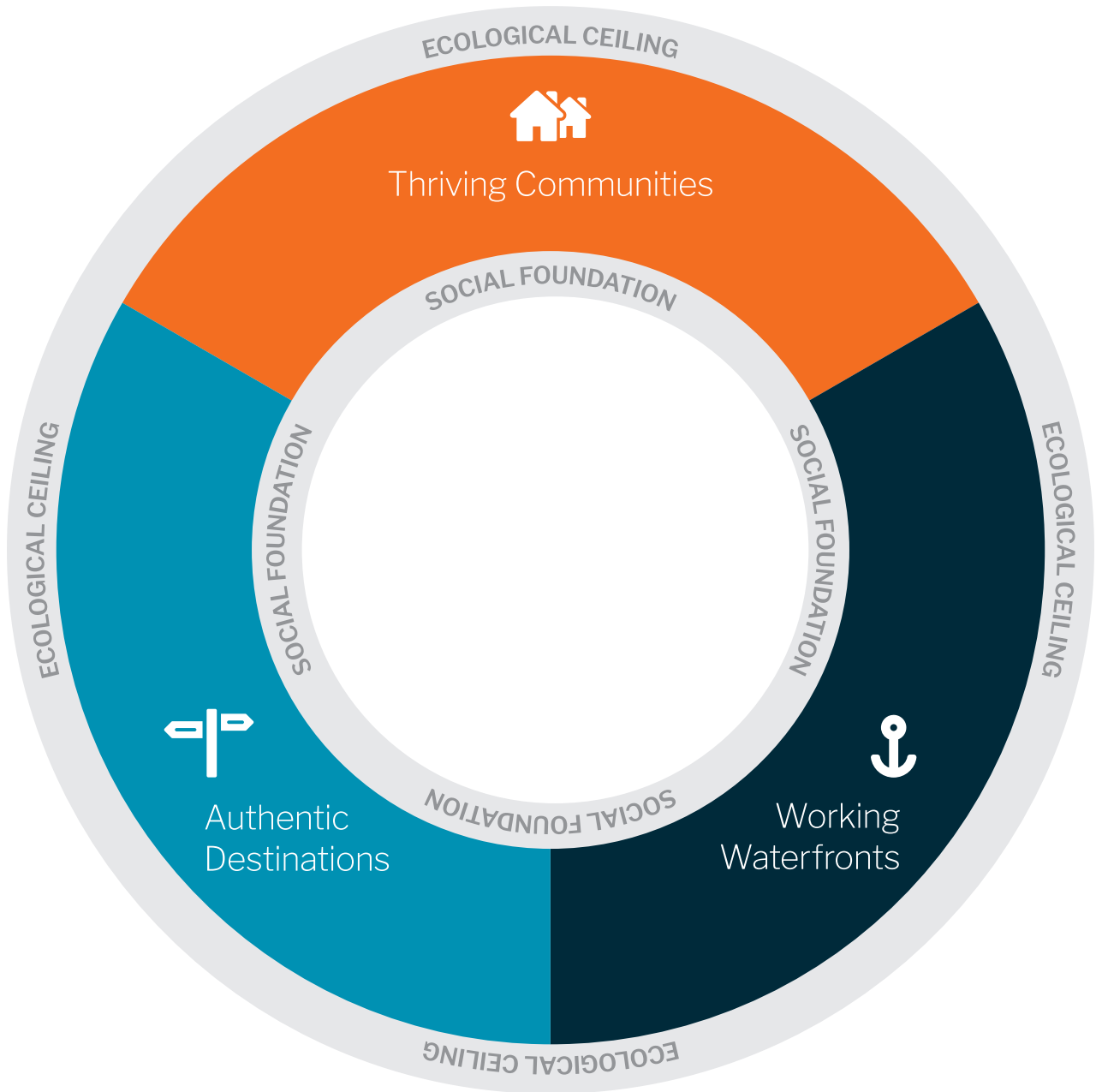
As a crown corporation, Develop Nova Scotia operates at the intersection of public and private sector. It reports to the Minister of Economic Development and has a public purpose of ensuring that high-potential public land is developed for the benefit of all Nova Scotians. The work benefits from a high-performing private sector Board and

collaboration with the private sector, alongside public-sector and community partnerships. This approach ensures we can harness our collective ingenuity across sectors, be responsive to market opportunities and failures, lift sectors (not just individual businesses), and create the conditions for innovation to drive our economy. Develop Nova Scotia's strategic framework focuses on the areas that offer the best opportunities to leverage our natural place-based advantages as a province to achieve our goals for a healthy population and a strong and sustainable economy.

Our three strategic areas of focus: **Thriving Communities, Authentic Destinations,** and **Working Waterfronts** support the advancement of the key Government of Nova Scotia objectives related to Health and Universal Mental Health, supporting local business, and sustainable prosperity.

Strategic Framework

Strategic goal: build places that attract people

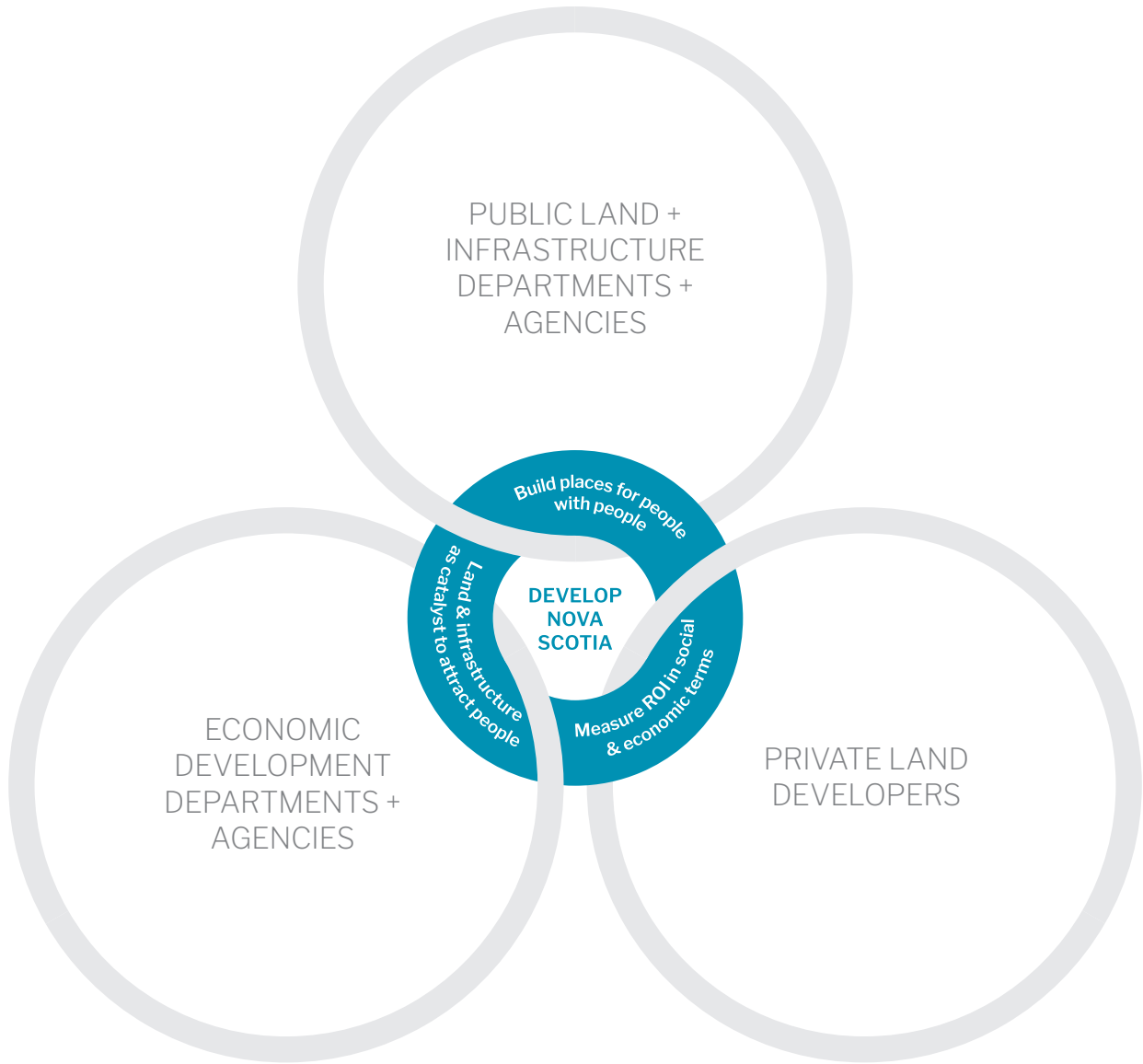


Raworth, Kate. Doughnut Economics : Seven Ways to Think Like a 21st-century Economist. London: Random House, 2017.

How we do our work is as important as what we build. And the “how” is driven by partnership and collaboration—we convene private partners, public interests, and community to align objectives and resources to achieve outcomes that are inclusive and irresistible. We engage residents, government partners, community groups, and businesses on the ground in a deeply participatory community-led planning model that we are committed to continuously improve. This model for our work improves public spaces and economic and social

infrastructure that contribute to our magnetism as a province, but it also builds pride in ownership and capacity for further development in community, and that builds momentum. This model leads to sustainable places, that are championed by locals, where everyone can participate and belong.

We use social and economic infrastructure—places—as a tool to attract people to our province and to bring people together, resulting in a stronger economy and improved health and well-being for everyone.



Vision

Nova Scotia is irresistible to people and investment.

Mission

Working together we can build on our natural assets to make Nova Scotia an authentic, sustainable place that attracts people.

Mandate

Lead the sustainable development of economic and social infrastructure to advance inclusive economic growth in Nova Scotia.



Priorities/Activities/Initiatives/Role & Focus for 2022-2023

This business plan outlines how Develop Nova Scotia will support government's priorities, including select action items in the Minister's [mandate letter](#).



DEVELOP NOVA SCOTIA STRATEGIC FOCUS AREA Thriving Communities

- Support rural growth through connectivity, capacity building, and projects that enhance pride of place
- Internet access across Nova Scotia
- Placemaking capacity + locally led projects

LINK TO MINISTERIAL MANDATE PRIORITIES

- Deliver Internet to every household
- Enable entrepreneurs to start and scale their businesses in all parts of the province
- Attract migration from across Canada (Department of Labour, Skills and Immigration)
- Position Nova Scotia as a world leader in sustainable development
- Increase supply of affordable and attainable housing (Department of Municipal Affairs and Housing)

KEY PROJECTS

Internet for Nova Scotia Initiative

Context: Develop Nova Scotia, on behalf of the Internet Funding Trust, has projects underway that will provide 97% of Nova Scotia homes and businesses with access to internet connections by the end of 2023. In 2022-2023, work continues

to extend coverage even further to address the remaining underserved residents and businesses, to troubleshoot project risks related to timeline, and to accelerate projects underway wherever possible.

Expected Outcomes (2022-2023): By end of fiscal 2022/23, Develop Nova Scotia anticipates connections will be made for 95% of homes and businesses and that projects will be underway to support close to 100% of Nova Scotia homes and businesses.

Community Placemaking Program

Context: Unlocking community ideas and energy and supporting their vision to build their own communities—the community placemaking program supports community-led projects to build local placemaking capacity in communities; to energize diverse community participation and collaboration; and to stimulate economic recovery through improved destinations for people and support for small business.

Expected Outcomes (2022-2023): Support delivery of 24 community placemaking projects across Nova Scotia (including East Preston, Glace Bay, Charlotte Street Sydney, and Every One Every Day K'jipuktuk/Participatory City)

Attainable Housing/Reimagined Mixed Use Development Program

Context: Develop Nova Scotia has 3 properties in urban HRM (2 in Dartmouth and 1 in Bedford) that offer opportunity to support population growth and community through new attainable and affordable housing in the urban centre.

Expected Outcomes (2022-2023): Agreement in place for WDC-1 site in Dartmouth for sale/lease/partnership. Dartmouth Cove Master Plan updated to enable preparation of strategic parcels for market. Bedford Lands Master Plan update underway.



DEVELOP NOVA SCOTIA STRATEGIC FOCUS AREA

Authentic Destinations

- Attract people to Nova Scotia by building on the strengths rooted in quality of place and strength of community
- Develop and steward authentic, sustainable, and accessible year-round destinations
- Create new places for community + business to thrive

LINK TO MINISTERIAL MANDATE PRIORITIES

- Attract migration from across Canada (Department of Labour, Skills and Immigration)
- Position Nova Scotia as a world leader in sustainable development
- Enable entrepreneurs to start and scale their businesses in all parts of the province
- Support and enable the Nova Scotia Loyal program

KEY PROJECTS

Louisbourg Waterfront Revitalization

Context: The community of Louisbourg's Visitor Experience Enhancement project will 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 destination including Parks Canada's ticketing for the Fortress alongside local business. The approach will attract visitors to the Town's centre, enhancing the Louisbourg experience and enabling increased economic benefit for the community.

Expected Outcomes (2022-2023): Planning, design, and funding assembly complete and construction underway.

Inverness Main Street Revitalization

Context: Energized by visitation and investment interest related to the success of Cabot Links golf course, the Inverness Growth Strategy and Complete Streets Placemaking Project will revitalize the main street of Inverness. A complete streets approach to the design of Central Avenue will result in enhanced safety, accessibility, and quality of experience for residents and visitors; and it will build confidence and encourage private investment and development within the commercial core of Inverness.

Expected Outcomes (2022-2023): Ongoing work with stakeholder working group to coordinate and integrate recapitalization plans to establish project plan and timeline, and complete funding assembly.

Pictou Waterfront Revitalization

Context: The Town of Pictou is leading a revitalization of its waterfront by enhancing shoreside amenities that will help shape the waterfront into a unique destination and gathering place for residents and visitors by land and sea.

Expected Outcomes (2022-2023): Develop Nova Scotia will bring our waterfront planning and design expertise to this community-led work. In 2022-2023 we will assist with the planning, design, and funding assembly to support the project.

Peggy's Cove Visitor Experience

Context: Develop Nova Scotia has been working closely with the community of Peggy's Cove since 2018 to co-create and implement a comprehensive [Infrastructure Improvement Strategy](#) for the community that is focused on community sustainability, increasing safety and accessibility for locals and visitors, and improving the visitor experience.

Expected Outcomes (2022-2023): Continue to implement the Infrastructure Improvement Strategy through a second phase of community engagement, design, and development that will address deficiencies and advance minor improvement projects. Develop recommendations regarding long-term site management and operations in Peggy's Cove.

Northern Cape Breton Seawall Trail

Context: A community-led project to develop a 5-day, 50-kilometer hiking trail in Northern Cape Breton is taking shape.

Expected Outcomes (2022-2023): Develop Nova Scotia will support ongoing work, led by The Seawall Trail Working Group, to develop this opportunity this year.

Lunenburg Waterfront Zwicker & Co. Warehouse Revitalization.

Context: As part of the [Lunenburg Waterfront Master Plan](#), Develop Nova Scotia worked with community to revitalize the historic [Zwicker & Co. Warehouse](#) and are now actively seeking tenants to lease and activate the spaces.

Expected Outcomes (2022-2023): The property opening and activation this year will support adjacent public docks and community mooring field with public marine services, improving Lunenburg's attractiveness as a destination by sea which also brings boating customers to the working waterfront.

Halifax Waterfront

Context: The Halifax waterfront is the most-visited destination in the province and an irresistible centre of our capital city. Our work to steward the waterfront on behalf of all Nova Scotians continues to focus on its role as a platform for local business; a resilient coastline and working waterfront; and a playground filled with art, culture, history, and recreation. It is a place that belongs to everyone and where everyone can belong.

Expected Outcomes (2022-2023):

Queen’s Marque District. The result of a \$200M private development investment, the **Queen’s Marque** district is composed of residential, office, hotel, local retail, and restaurants—and has created 100,000 sf of new public space and 3 new public wharves on the site of a former surface parking lot. This year we anticipate the completion of this significant and highly anticipated waterfront development project.

Arts District. A new waterfront **Arts District** is underway on the Halifax waterfront with an ambition to make art accessible to everyone. This includes a new Art Gallery of Nova Scotia, 140,000 sf of improved public open space, 56,000 sf of new public event space, and 430 linear feet of restated natural shoreline. Site development is anticipated to begin in early 2022 and Develop Nova Scotia will focus on completing public space planning and design in collaboration with project partners and community in 2022-2023.

CUNARD Development. **CUNARD** represents a \$100M private development investment in a mixed use residential and retail development

that is currently under construction. In 2022-2023 Develop Nova Scotia will finalize the public space design with a focus on play through ongoing deep and diverse **community engagement**.

Event Program. Activate the waterfront and provide a range of high-quality, accessible experiences and programming to engage people and drive year-round visitation. Produce and enable key events to extend the season by working with multiple public and private sector event partners including **Open City** and **Evergreen Festival** will be priorities—as will working with event partners to drive traffic year-round and support economic recovery.

Boardwalk North Planning. Capitalize on the energy and timing of the Cogswell District project to improve the connection of the water’s edge to the city streets while enhancing this area of the Halifax boardwalk to draw locals and visitors. This project includes additional marine-side functionality and measures for coastal protection. In 2022-2023, Develop Nova Scotia will continue to meet with the Cogswell District project team to influence connectivity and advance our Board-approved plan to detailed design.



DEVELOP NOVA SCOTIA STRATEGIC FOCUS AREA

Working Waterfronts

- Develop sustainable infrastructure that supports multiple businesses across high-potential ocean sectors.
- Steward spaces that enable entrepreneurs + innovation
- Multi-user marine infrastructure

LINK TO MINISTERIAL MANDATE PRIORITIES

- Position Nova Scotia as a world leader in sustainable development
- Enable entrepreneurs to start and scale their businesses in all parts of the province
- Support our distinct regions based on their comparative advantages

KEY PROJECTS

COVE Outposts/Marine Innovation Sites

Context: With the recently completed recapitalization of the **COVE South Marine Terminal**, revitalization of assets at **COVE's** Dartmouth facility is complete, and the site is close to capacity with more than 50 ocean technology companies operating at the facility.

Expected Outcomes (2022-2023): In collaboration with our partners, Develop Nova Scotia will support the future development and operational planning for COVE this year. In addition, this group will explore regions of strong ocean-sector activity to guide the exploration and identification of high-potential sites for future common user marine infrastructure, to enable collaboration and waterside access and support growth for our marine economy.

Provincial Marine Network

Context: Working with private-sector-marine and tourism-sector operators to convene program that develops a network of high-quality marine destinations around the province. Develop Nova Scotia's role in the Marine Network projects varies—from full design, build, ownership, and operation; to assisting in work with communities on design, development, and programming; to helping leverage private and public sector investment to support project delivery.

Expected Outcomes (2022-2023): Continue to evaluate marine visitation data and work with public- and private-sector stakeholders, to identify and develop future projects that connect business, community, and visitors to local waterfronts.

Lunenburg Working Waterfront Development

Context: Our work on the Lunenburg Waterfront is guided by the five-year **Lunenburg Waterfront Master Plan** that was co-created with community. The plan calls for an active working waterfront that is focused on year-round, water-dependent marine uses while recognizing its central place in a UNESCO world heritage site and top destination for residents and visitors.

Expected Outcomes (2022-2023):

- **Zwicker & Co. Warehouse.** Activate this newly renovated, historic property with a focus on having tenancies in place for Spring/Summer 2022.
- **Smith & Rhuland Shipyard.** Work with Lunenburg Waterfront tenants Old Town Boatworks and Ocean Gear to operationalize the new common-user infrastructure and explore additional properties for further development.
- **Picton Castle Warehouse.** Work with the tenant to begin planning for the renovation of the warehouse.

Develop Nova Scotia Performance Measures 2022-2023

Note: Develop Nova Scotia is in the process of finalizing a corporate performance measurement tool intended to monitor the organization's progress toward stated goals and overall alignment with corporate strategic priorities. This scorecard is a draft that is still being refined and feedback is encouraged and invited.

CUSTOMER MEASURES

Visitation to owned & managed properties	15% increase over 2021-2022
Marine visitation from outside Nova Scotia	20% increase in # vessel-nights in NS over 2021-2022
Project value (subjective well-being impact)	Indicator in development – delivery early 2022
Visitor (resident + tourist) satisfaction to properties	90% satisfied
Marine visitor (resident + tourist) satisfaction	90% satisfied
Tenant satisfaction	90% satisfied
Tenant sales (Halifax Waterfront)	5% increase over 2021-2022
Tenant occupancy	95% occupancy

CUSTOMER MEASURES

Inclusive & diverse engagement	Indicator in development
Community placemaking confidence (change in community confidence level in executing projects to improve places)	5% increase annually in each community-specific project (benchmark in 2022-2023)
Activation of public & community spaces on owned & managed properties	160 days per year, including 40 days in the non-peak season (October 1 to March 31)
Access to internet connections	79,000 of 92,000 household units (HUs) with access through Develop Nova Scotia-led projects

CORPORATE MEASURES

Leveraged project investment (as measured by project spending matched by partners)	100% within 5 years
Operational efficiency (as measured by revenue growth from property operations to increase self-sustainability and reduce reliance on government funding)	Grow revenue from non-government sources by 10%

Budget 2022-2023

Financial Summary

DEVELOP NOVA SCOTIA: OPERATING BUDGET 2022-2023

	BUDGET 2021-2022	FORECAST 2021-2022	BUDGET 2022-2023
REVENUE			
Rents & Wharfage	3,496,000	3,086,000	4,092,000
Parking	650,000	750,000	415,000
Other Income	774,000	579,000	419,000
Grant Income	3,957,000	4,324,000	3,832,000
TOTAL REVENUE	8,877,000	8,739,000	8,758,000
OPERATING AND ADMINISTRATIVE EXPENSES			
Program Expenses	2,170,500	2,031,800	2,400,200
Maintenance/Repairs & Other	1,374,500	1,471,000	1,309,500
Administrative Expenses	5,332,000	5,236,200	5,048,300
TOTAL EXPENSES	8,877,000	8,739,000	8,758,000
SURPLUS (DEFICIT) BEFORE OTHER ITEMS	-	-	-
OTHER ITEMS			
Capital Grants	8,615,000	11,961,500	1,076,000
TRIP TCA	1,687,000	1,914,600	-
Capital Amortization	-3,447,000	-2,126,100	-3,067,000
TOTAL OTHER ITEMS	6,855,000	11,750,000	(1,991,000)
SURPLUS (DEFICIT) AFTER OTHER ITEMS	6,855,000	11,750,000	(1,991,000)

Appendix A

CORPORATE GOVERNANCE

- [Role and membership list of the Board of Directors](#)
- [Board Committees and Members](#)
- [Names and job titles of senior management](#)
- [Governance principles](#)
- Significant reporting relationships

ORGANIZATIONAL OVERVIEW

- [Enabling Statute](#)
- [Mandate](#)
- [Vision and Values](#)
- **Business Areas:**
 - Public Engagement
 - Planning and Design
 - Development and Construction
 - Property Management
 - Destination Development
 - Event and Program Management