



2019



2020

business
plan

develop
NOVA SCOTIA

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The
Ready Room
Salon

QUARTET
GALLERY

LAURIE
SWIN
GALLERY

ART
GALLERY



board chair/ ceo message

It has been a period of incredible change as we evolve from Waterfront Development Corporation to Develop Nova Scotia, bringing the same passion and perseverance to our placemaking work to build irresistible places across Nova Scotia that attract people and bring them together. Nova Scotia is increasingly recognized as an incredible place - to live, to work, to invest, and to visit – evidenced by strong indicators in population growth, tourism and ocean-related strategic sector growth. Building on our compelling natural advantage, our place by the sea, and resilient, creative people, our work will continue to contribute to Nova Scotia's value proposition and its magnetism by investing in infrastructure, properties and programs that make Nova Scotia livable and lovable.

We work together with partners around the province, and across the public and private sectors. We aim to develop projects and places that are economically feasible, environmentally sustainable and socially inclusive. The value we create is evidenced in increased economic activity and participation, including growth in strategic sectors and population, and in improved quality of life for all Nova Scotians.

Great places are accessible and they are connected. The Internet for Nova Scotia Initiative will be transformative in enabling people and business to connect to the world no matter where in Nova Scotia they call home.

This notion of connectedness can be defining for us; to the world, to the sea and to each other. With our expanded provincial mandate, we are thinking about how to stimulate economic opportunity through regional specialization. We know that the urban and rural qualities of Nova Scotia together, and the close proximity of each, are part of what makes Nova Scotia great. As we develop places in Nova Scotia we will consider how to build on the value proposition that balance provides.

By engaging with communities around the province to identify projects with a high potential to support economic growth, we are preparing a five-year plan to guide our work across Nova Scotia. Our Board has expanded to include regional representation, as has our team. The projects we undertake will be developed together with the people who live in the communities that anchor them, to ensure they authentically reflect local culture, heritage, talent and aspirations, but knit together in a rich and diverse Nova Scotia story that appeals to people outside and is a source of pride and celebration for those who call Nova Scotia home.

We are challenging ourselves to think about our work and its potential impact in new ways, bringing an entrepreneurial, innovative mindset to the business and to how we approach the business. We are focused on creating infrastructure that attracts business investment and growth, but is also a platform for social enterprise in our community. We are actively working on new ways to engage our community in our planning to achieve a more inclusive process.

Inclusion is a thread that runs through all of our upcoming projects. As we continue to engage the public in our projects, now across the province, we are creating public spaces that reflect the richness and diversity of all Nova Scotians. This year we will advance projects that make our waterfronts more accessible, together with the Mi'kmaq community we will help tell their story in the public realm, and re-think our approach to public consultations, working with diverse communities to better connect with all people in Nova Scotia.

Together we can build inclusive, sustainable places in Nova Scotia that will attract people to participate in our vibrant, growing economy with a spectacular quality of life by the sea. Our expanded mandate as Develop Nova Scotia emboldens us to continue to do important work with and for all Nova Scotians.

Dale Godsoe
Chair of the Board

Jennifer Angel
President & CEO

develop nova scotia mandate

Waterfront Development Corporation Limited became Develop Nova Scotia on July 12, 2018. The new pan-provincial mandate of Develop Nova Scotia is to develop strategic economic infrastructure to support inclusive economic growth in Nova Scotia.

We believe Nova Scotia can be among the world's great places.

PLACEMAKING

At the centre of our work is the role of place in attracting people for economic development.

A place is a space that has meaning for people¹. Our work is Placemaking – the planning and development and management of land and infrastructure with and for people. 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. In this context, the beauty, dynamism and accessibility of place is a significant contributor to the creation of a highly livable environment where people want to come together.

Great places signal quality of life. And quality of life drives the decision to put down roots. In the knowledge economy, industry and investment follow talent. “Almost 64% of college-educated 25- to 34-year-olds said they looked for a job only after they’d chosen the city where they wanted to live.”¹

A focus on creating great places will contribute to the compelling and differentiating value proposition for Nova Scotia on a world stage, which is important not only to attract people to visit and to live, but also to support business growth in strategic sectors.

In the context of tourism, great places attract visitors who are looking for authentic, cultural experiences.² Tourism NS’s strategy directs investment in markets of highest yield including Authentic Experiencers and Cultural Explorers. Our seacoast is a key strength and driver of the decision to visit.²

Attractive urban environmental and cultural experiences are an important aspect of ‘placemaking’ in the innovation and entrepreneurship ecosystems. Great places are central to successful innovation districts.³

Attracting more people to visit, to live and to work in Nova Scotia is a key opportunity. Our unique and spectacular landscape, never more than 67 km from the sea⁴, our diverse people and culture, and the province’s relative affordability position us well to attract people seeking quality of life. Develop Nova Scotia’s new mandate is to lead the placemaking strategy for Nova Scotia with Nova Scotians and will respond to this opportunity to build a province that is irresistible to people.

1. Harvard Business Review, Back to the City, May 2010

2. Tourism NS Strategy 2017-2022: <https://tourismns.ca/tourismstrategy>

3. One year after: Observations on the rise of innovation districts Bruce Katz, Jennifer S. Vey, Julie Wagner, Wednesday, June 24, 2015

4. <https://ehlisters.com/nova-scotia-beaches>



**develop
nova scotia
priority areas**

plan
with nova scotians

connect
nova scotia

build
on ocean advantage

foster
innovation

plan with nova scotians (diverse, inclusive planning):

Engage with Nova Scotians, including marginalized and diverse communities, to create authentic, local places for everyone.

PROVINCIAL GOALS:

Population Growth, Strategic Sector Growth, Economic Participation

PROJECTS:

- Dartmouth Cove Master Plan (Dartmouth)
- Indigenous Waterfront (Halifax/Provincial)
- Accessible Places (Halifax/Provincial)
- Diversity & Inclusion Engagement Program (Provincial)
- Boardwalk Event Strategy (Provincial)

To create places for people, we need to design places with those people for whom they are built, adding the value of



diverse perspectives and ideas and creating connections. The building of the place together with the community is as important to building the community as the place that is built.

In 2019-20, the focus is on ensuring we are building great places for everyone. As Jane Jacobs said, “(Cities) **have** the capability of providing **something for everybody**, only because, and only when, they are created by **everybody**.”⁵

Public engagement is a critical component of placemaking and of our work. But we know that not all members of our community are represented through public engagement. Working with community, Develop Nova Scotia is developing a new framework and toolkit to ensure we are providing opportunities for all Nova Scotians in the planning process. This expanded approach will be developed in partnership with diverse communities.

We are on the ancestral territory of the Mi’kmaq people, whose history in this region date back over 10,000 years. Their settlements moved depending on the season, but the proximity to water was always present, either to fish, trap, or hunt.⁶ We will work with the Mi’kmaq community to tell their story in the public realm. In partnership with the Assembly of First Nations, Develop Nova Scotia will advance plans for an Indigenous waterfront program, which will integrate Mi’kmaq stories in meaningful ways into the Halifax Waterfront.

Develop Nova Scotia will undertake work to create a more accessible waterfront, and ensure all developments prioritize accessibility. Working in partnership with members of the community and the Accessibility Directorate, we will implement improvements along the Halifax Waterfront that will enhance its usability for people with disabilities. As stated by Carol Coletta, a Senior Fellow with the Kresge Foundation, “As places are shaped, so too are possibilities. It’s easy to make great places with people with a lot of money. It’s even pretty easy to make places for people without money. What’s hard is to make places of possibility, where people of *different* backgrounds can feel welcome.”⁷

5. The Death and Life of Great American Cities, Jane Jacobs, 1961

6. www.cbu.ca/indigenous-affairs/unamaki-college/mikmaq-resource-centre/the-mikmaq/

7. www.pps.org/article/place-people-and-possibility-announcing-the-bass-center-for-transformative-placemaking



connect nova scotia (connectivity, accessibility, collective impact)

Develop infrastructure that connects Nova Scotians to the world and to each other and leverages strong places for rural economic growth.

PROVINCIAL GOALS:

- Population Growth, Strategic Sector Growth, Economic Participation, Employment Attachment, Safe & Healthy Communities

PROJECTS:

- Internet for Nova Scotia Initiative (Provincial)
- Taste of Nova Scotia Trails Program (Provincial)
- Marine Strategy (Provincial)
- Harbour Islands Strategy (Halifax Harbour/Eastern Shore)

Great places are accessible and connected. In our new economy, internet connectivity is the engine. Not having access to high speed internet is a barrier for some of Nova Scotia's best places.

We will continue to build on our boardwalk events and boardwalk business programs, showcasing authentic, local, diverse entrepreneurs and experiences with something for everyone which together help make the Halifax Waterfront a top destination for locals and visitors.

These new approaches to ensure social inclusiveness in our work will be applied as we implement projects around the province over the next five years. We will work closely with local communities to ensure local culture and aspirations are captured in the fabric of the places we co-create. We will create opportunities for all people to engage in placemaking and to participate in the economy.

We will create new channels to connect with our community and enhance our market research and engagement programs this year to obtain a better understanding of our progress and identify areas where we can do better.

Develop Nova Scotia is leading the Internet for Nova Scotia Initiative, to provide competitively priced, high-quality, high-speed internet access service to more than 95% of rural Nova Scotians, enabling and promoting the social, educational, health, community, and economic advantages it supports. Through robust stakeholder consultation, we are building an inclusive process that maximizes participation by partners of different sizes and skills, leverages financial participation, and inspires ingenuity in addressing this formidable challenge. We will prioritize this openness to a variety of potential partners with the need for rigor in our project management, reliability in our solution and stewardship of significant public funds.

When we think of Nova Scotia's unique assets, we often think about them through a local lens. But Nova Scotia competes in a global economy; for talent, for visitors, for investment. The strength of the Nova Scotia brand abroad will reflect our relative cohesiveness as a community and province at home.



build on ocean advantage (unique assets/strategic sectors):

Develop highest potential property and infrastructure to attract people and investment to Nova Scotia

PROVINCIAL GOALS:

- Population Growth, Strategic Sector Growth

PROJECTS:

- Halifax Waterfront, Queen's Marque Precinct (Halifax), Cunard Project (Halifax), Arts District (Halifax/Provincial), Boardwalk North/Cogswell)
- Boardwalk Events Strategy (Halifax/Provincial)
- Tourism Revitalization of Icons Program (Halifax Harbour, Lunenburg, Peggy's Cove)
- Marine Destination Network
- Lunenburg Working Waterfront (Big Boat Shed, Zwicker Revitalization, Shipyard, Ocean Gear Seawall)

Nova Scotians are becoming increasingly aware of the important role the ocean plays in our lives. We rebuild Canada's navy at one end of the Halifax Waterfront, and connect with the world from cruise passengers to shipping containers, at the other. And the place in between attracts people, locals and visitors in increasing numbers year over year, to come together at the water's edge. Researchers come from around the globe to study ocean sciences at our universities and colleges. We compete internationally as an ocean supercluster, to build the Canadian economy and help protect the world's oceans. This maritime story plays out around the province in strategic sectors including transportation and shipbuilding, fisheries and aquaculture, and tourism. Nova Scotia is a waterfront province and we believe our future prosperity will depend on the extent to which we are able to harness this natural and compelling advantage.

For more than 40 years, Waterfront Development Corporation developed 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 places for community, and driving significant economic impact for Nova Scotia.

The Nova Scotia value proposition is strongest when the entire region works together. It's the balance of a dynamic medium sized urban centre with strong regional specializations, and everywhere no further than 67km to the sea, that make Nova Scotia such a special place.

So when we think about connections this year, we are thinking not only about Internet, but also about how to connect projects, programs and businesses across Nova Scotia to leverage strengths and build a strong and cohesive place value proposition that will resonate externally. One such example is the Taste of Nova Scotia trails program.

With more than 200 members, mostly private-sector businesses across Nova Scotia, many of whom reside in rural Nova Scotia, Taste of Nova Scotia works to promote everything culinary in Nova Scotia. Working with Taste of Nova Scotia, and their trails program which packages multiple business offerings in themed visitor experience trails across Nova Scotia, Develop Nova Scotia will explore how our work and focus on physical infrastructure and program can support this program, including exploration of a trail head in Halifax and other key centres, signage and connective infrastructure to enhance the visitor experience and enable small business growth, supporting key Nova Scotia sectors of fisheries and aquaculture and agri food, as well as tourism.

This notion of connectedness will be an important lens as we identify projects across Nova Scotia for our five-year plan. To meet our provincial mandate, our Board and team are growing to include representation from across Nova Scotia. Develop Nova Scotia will hire four Regional Planning and Development Officers across the province who will develop close working relationships with local community stakeholders and identify key placemaking projects with strong opportunity to attract people to Nova Scotia.



QUEEN'S MARQUÉ

As Develop Nova Scotia, we are now expanding our focus to work with communities right around the province to build places that attract people and investment, many of which are at the water's edge.

Our seacoast remains a primary tourism driver. Working closely with Tourism NS and operators around the province, we will provide planning and development support to enhance key destinations and to create new experiences to explore.

The Halifax Waterfront is an important tourism destination, but it's the centre of our capital city first. We will continue to enhance the boardwalk program with a focus on locals. Significant development projects advance this year, including the \$200M Queen's Marqué precinct in partnership with Armour Group Limited, which will create new places to live, work, stay and play in the centre of downtown Halifax, as well as more than 2.3 acres of new public space, 3 new piers and a continuous public boardwalk. The Cunard project at the south waterfront will begin this year, a mixed-use project with residential density and a substantial new public realm with a focus on play. The vision for a new Arts District





We are also looking toward Dartmouth, with an Alderney Marina partnership with HRM taking shape, providing enhanced public access to the Dartmouth waterfront, and thinking about other partnership opportunities to support the evolution of Downtown Dartmouth through public infrastructure investment. And we are thinking about the Harbour, which we believe connects us. We are working in partnership with Tourism NS, the province and Parks Canada, stakeholder groups and the public to develop a Harbour Island Strategy which will drive meaningful investment in the accessibility and visitor experience of the islands.

is in the works, with the potential to create a very special centre for arts and culture in Nova Scotia. Boardwalk North planning advances in step with the ambitious Cogswell Interchange project. The waterfront is undergoing significant transformation and will be a catalyst and contributor to a downtown Halifax renaissance. What isn't changing is the prioritizing of people in our work and the preservation of public access to the water's edge.

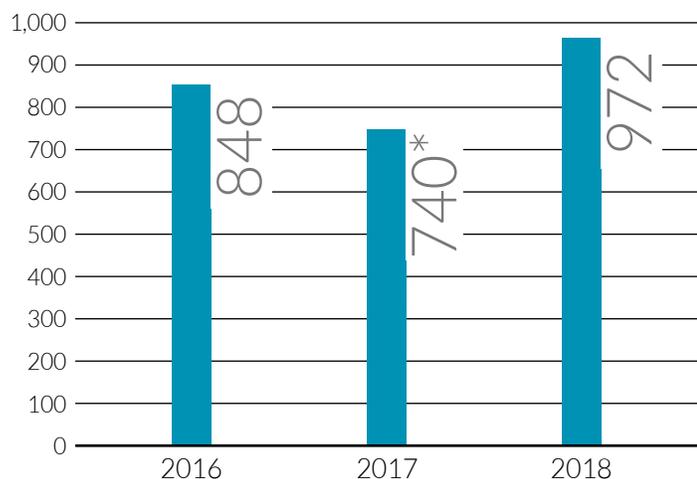
And we are looking outward around the province to find new opportunities to support inclusive economic growth through investment in strategic economic infrastructure. We are leading the Master Plan for Peggy's Cove, in partnership with Tourism NS through direct and meaningful engagement with the community of Peggy's Cove, with the ambition to focus on the sustainable functioning of this beautiful and storied fishing community at the centre of the plan.

Our work to revitalize Lunenburg’s working waterfront reaches a key milestone this year, with the advancement of the Lunenburg Master Plan, the product of substantial community and stakeholder consultation. Priority projects include the revitalization of the Zwicker Wharf precinct including substantial recapitalization of the building to house business and service an active visitors wharf, a renovated Big Boat Shed to facilitate and enable traditional boatbuilding at the site where many of iconic ships were constructed and launched, as well as a partnership with the Fisheries Museum of the Atlantic to tell the story, and a revitalized marine trades cluster with shared infrastructure and access to Lunenburg Harbour in a revitalized Shipyard. Investment in the seawall ensures private sector businesses can continue to lead the economic resurgence of Lunenburg’s working waterfront.

We know our spectacular seacoast is a key tourism driver. Increasingly we are recognizing the exoticism of our rural landscape more broadly. We are exploring infrastructure projects that appeal to Tourism NS target markets with an emphasis on leveraging our natural advantages, including the Cape Breton seawall.

In 2018, the Halifax Waterfront saw 275 boat nights by superyachts, a 17% increase since 2016. Nova Scotia is attracting increasing numbers of visitors by sea and is well-positioned to become a favourite destination for boaters internationally. With 13,000 km of coastline, the Nova Scotia boating experience stands up to any destination; spectacular

Visiting Vessel Growth in Halifax (Boat Nights)



*Marina capacity was reduced due to Tall Ships.



coastline, varied and unforgettable shore side excursions, and a capable marine services supply chain at the ready. This year we will begin executing on our Marine Strategy together with partners around Nova Scotia. We will focus on core marine side infrastructure and program development, working with public and private partners to create a collection of experiences that together are a destination that is irresistible for visitors by sea and creating a platform for a diversified marine economy in Nova Scotia.

We have identified opportunities to enhance strategic marine infrastructure along the Eastern Shore to the Bras d’Or Lakes which will be a focus of our planning this year. Building on the infrastructure created, we will enhance itinerary and shore side programs, working with local partners, in tourism and visitor experiences and in the marine services supply chain, to enhance the product and service offering. As we enhance market readiness, we will work closely with Tourism Nova Scotia to share the message with niche markets.



Through the development of Develop Nova Scotia's 5-year Place Plan, projects will be identified that have a high potential to generate economic activity through strategic sector and population growth across the province. Our work to identify and analyze these opportunities will take place in communities through early fiscal 2019. This could come through revitalization of strategic, underutilized infrastructure, planning and design of new infrastructure to

support sector growth, collaborative programming, planning and project management support, and investment.

Partnerships all across the province are key to the success of these initiatives. In concert with the partners, we will collaboratively work to determine projects across Nova Scotia where we can generate the greatest level of economic activity.

Economic Impact Summary, 2011-2018

The total 8-year spending impacts from Develop Nova Scotia activities* (excluding visitor spending) on the Nova Scotia economy are:



\$340.1 million

in direct and spinoff Gross Domestic Product

5,442 person-years

in direct and spinoff employment



\$254.8 million

in direct and spinoff household income

\$27.6 million

in direct and spinoff provincial government tax revenues



\$1.6 billion

in estimated spending by 4.6 million non-resident visitors to the Halifax Waterfront

* Based on a recent Economic Impact of Develop Nova Scotia (DNS) in the period from 2011 to the year ended 2017/2018 (the period April 1, 2010 to March 31, 2018).

foster innovation (capability / capacity):

Create places and infrastructure to support business innovation, collaboration and growth

PROVINCIAL GOALS:

- Strategic Sector Growth, Start ups

PROJECTS:

- Centre for Ocean Ventures & Entrepreneurship (Dartmouth + Rural Satellite Sites)
- Creative Island Plan (Cape Breton)
- Halifax Innovation District (Halifax/Dartmouth)

A lot of people are talking about innovation and innovation districts and their importance for places with an ambition to be relevant and attractive in the knowledge economy. The Brookings Institute defines Innovation Districts as geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators⁸. Innovation districts are generally characterized by a concentration of early stage and high growth companies and research institutions centered around vibrant, well-designed, connected places where people want to be. The idea is that by pulling together diverse players, innovation districts can help catalyze new ideas, and help good ideas get to market quickly.

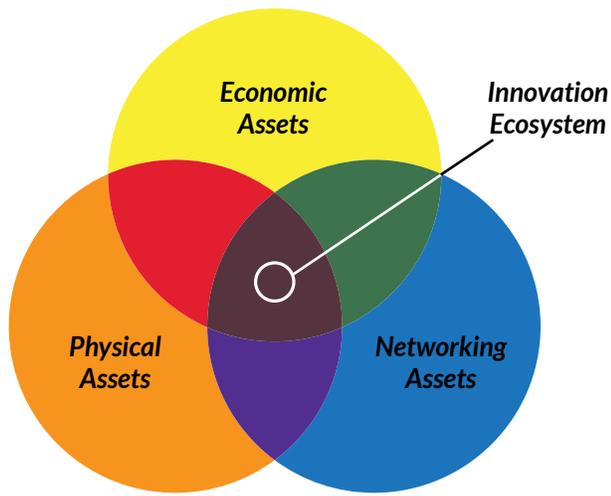
Innovation and placemaking are tightly connected constructs. Opportunities to connect people together physically or virtually in a setting that fosters creativity and collaboration are at the heart of placemaking, and also key to successful innovation clusters. We are focused on the physical assets that contribute to an innovation rich environment that attracts people.

In June of 2018, the Centre for Ocean Ventures and Entrepreneurship (COVE) site in Dartmouth was officially opened, making Nova Scotia home to a best-in-class collaborative facility for entrepreneurs, post-secondary institutions, and all sizes of industry to co-locate, with shared access to tools, programs and Halifax Harbour, to advance commercialization of ocean technology. COVE is home to more than 30 companies, as well as the Start-up Yard operated by Innovacorp, and Dalhousie University and NSCC. COVE intersects several of Develop Nova Scotia's strategic

8. www.brookings.edu/essay/rise-of-innovation-districts/



Innovation Ecosystem



priorities – it advances ocean related sector development and is a critical cornerstone of the province’s innovation agenda.

In 2019-20, Develop Nova Scotia will work closely with partners to advance the COVE program and brand and to ensure it is adding significant value to constituent business operations, that it has a catalyzing effect on ocean technology commercialization, that it is operating at maximum capacity, and that the tenant mix is contributing to a vibrant, productive centre of economic activity in the centre of the emerging Halifax Innovation District.

We will explore the potential to leverage the COVE program and brand at sites around the province to support regional specialization. This will ensure that the diverse ways Nova Scotia participates in the ocean economy can be well-represented in our innovation agenda and the developing COVE brand can be



leveraged as well as benefit from significant rural innovation in ocean technology taking place around the province.

The Halifax Innovation District, with the Harbour at its centre, is bounded by world-class research institutions, anchored in COVE and at Volta and benefitting from commercial activity in the downtown core. Our city building work will continue to reinforce the value proposition of the Halifax Innovation District, by contributing to the livability and lovability of the urban centre, and making ongoing improvements to the public realm experience to support creative entrepreneurs across high potential sectors.

The innovation district model may be extended in a rural context to include more dispersed sites for innovation supported by a consistent, unifying backbone of program, marketing and infrastructure. The Cape Breton Partnership is leading the Creative Island Strategy, a vision for an innovative, connected Cape Breton leveraging low cost of living and robust creative culture to attractive creative sector and start-ups around the island. Develop Nova Scotia will work with the Cape Breton Partnership and other partners to support the planning and development of supporting infrastructure to advance this initiative and positioning for Cape Breton.

Attracting young people to Nova Scotia remains an important provincial focus. Our low cost of living compared to larger Canadian centres is an advantage and particularly attractive to young people and new businesses. “After a decade of investment in parks and greenspace, homegrown tech hubs, and downtown redevelopment, many small and mid-size metros are seeing more signs of life and increased migration, according to a recent Brookings Institution analysis of U.S. Census data. This comes at a time when larger superstar cities are seeing slower population growth and an uptick in domestic out-migration.”⁹ And Canada is seeing similar trends.^{10, 11, 12}

9. The new magnetism of mid-size cities: For many millennials, second cities are becoming their first choice. Patrick Sisson May 1, 2018

10. Cheaper Halifax real estate draws buyers from Ontario, western provinces, The Chronicle Herald, December 27, 2018

11. Many Young Professionals Leaving Vancouver Over High Cost of Housing, The Globe and Mail, January 13, 2019

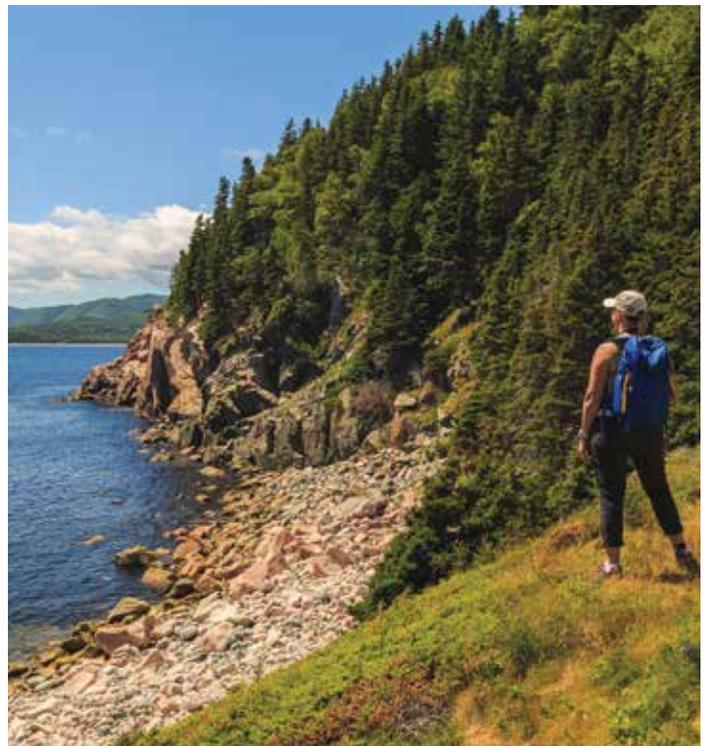
12. Canada’s Largest Cities Slump on Rankings of Best Places to Find Work. Huffington Post



It isn't just about a lower cost of living, “(...millennials increasingly see mid-sized cities) not just as places to find a lower cost of living, easier commute, and closer connections with family, but also a more approachable, neighbourhood-oriented version of the urban lifestyle that sent many to the larger cities in the first place.”¹³

Thoughtful development is critical, including learning from the challenges of larger cities around affordability, and sustainability of civic infrastructure and transit. Investment in enabling infrastructure and places, that contribute to the quality of life and access to opportunities for residents – real and prospective – will contribute to economic, environmental and social sustainability of our community long term.

13. Mid-sized cities are the perfect places to build a startup Scott Stirrett & Parm Gill, The Globe and Mail, October 15, 2018.



Develop Nova Scotia will look to advance the Dartmouth Cove Master Plan in 2019-20. This land, strategically located next to COVE, is adjacent the Dartmouth Harbourwalk multi-use trail, proximate transit, in the centre of the Halifax Innovation District. It can be used to advance Nova Scotia's overall innovation agenda and also achieve important goals for social inclusion through the type and mix of uses and housing, with an emphasis on progressive, inspired, affordable housing. This will be a future looking project that is built on the principle of inclusive city building through innovation in the approach to development as well as innovative planning and design, drawing inspiration from around the region and around the world.

Place is a critical focus for building community and economy. We will continue to develop relationships with high performing partners across our province including municipalities, private business, and economic development organizations, the private sector and community. We will work together toward a common agenda; to build irresistible places in Nova Scotia that attract people and investment, leveraging existing assets and focusing on our highest potential properties.



Over 1.8 million people
crossed the Sea Bridge in 2018.*

*Based on pedestrian counters on the Halifax Waterfront.





core competencies

public and stakeholder engagement

We engage with public and private sector organizations, as well as the public at large, to understand community priorities and design projects and properties and programs that are inclusive, that are uniquely Nova Scotian, and that reflect our shared heritage and aspirations.

land and infrastructure planning

We plan projects that maximize economic value and prioritize social inclusion and environmental sustainability. We preserve public access to the water's edge and prioritize people in our planning.

infrastructure development and management

Our multi-year development projects attract private and public investment and enhance strategic properties and infrastructure. These destinations, for locals and visitors, support strategic sector and entrepreneurial growth and contribute to the magnetism of Nova Scotia as a place to live.

property and project management

Our portfolio includes some of Nova Scotia's highest profile and most visited properties. We have expertise in commercial, industrial and public realm property management, including specialized expertise in the management of marine infrastructure, and complex public – private sector project partnerships.

business and program development

Our assets are platforms for business, innovators, events, and social enterprise to flourish and the community to come together. Revenue generated from operations is reinvested in the property for public benefit.



outcomes/measures

connect nova scotia

PROVINCIAL GOALS: Population Growth, Strategic Sector Growth, Economic Participation, Employment Attachment, Safe & Healthy Communities

Develop strategic economic infrastructure that connects Nova Scotians to the world and to each other and leverages strong places for rural economic benefit.

MEASURE	GOAL
1. Internet for Nova Scotia Initiative	
Scheduled stakeholder engagement sessions	24
Participation in stakeholder engagement sessions	1200
Public communication Internet dashboard completed	Q1
CTI projects support with provincial Trust funding	9
% province with access to coverage	Baseline measure
Internet Timeline, 2019/20 Milestones: Call for Bids Recommendations to the Trust	Summer 2019 Fall 2019
2. Place Development for Regional Specialization	
Projects in Planning	8
Projects in Development	4
Projects Completed	2

plan with all nova scotians

PROVINCIAL GOALS: Population Growth, Strategic Sector Growth, Economic Participation

Engage with Nova Scotians, including marginalized and diverse communities, to create authentic, local places for everyone.

MEASURE	GOAL
3. Community Engagement, Diversity & Inclusion	
Community/public engagement sessions	30
Participants in community engagements (in person & online)	Baseline measure
Diversity of participants	Baseline measure track YOY improvement
Projects/Partnerships to enhance diversity & inclusion on waterfronts	4

build on ocean advantage

PROVINCIAL GOALS: Population Growth, Strategic Sector Growth

Develop highest potential property and infrastructure that takes advantage of our natural seacoast advantage to attract people and investment to Nova Scotia.

MEASURE	GOAL
4. New Place Projects	
Amount of new public space created or improved	2,126.6 acres
Projects in Planning	2 acres
Cunard	3.8 acres
Arts District	5.5 acres
Dartmouth Cove	
Projects in Development	1,157 acres
Peggy's Cove	956 acres
Harbour Islands	
Projects Substantially Completed	2.3 acres (Queens Marque)

5. Visitation, Experience & Visitor Satisfaction

Increase in visitation to Halifax Waterfront, Peggy's Cove, and Lunenburg Waterfront	5%
Events Halifax waterfront	+2
Events Lunenburg waterfront	+1
Public satisfaction with place experience (satisfied or very satisfied)	90%

foster innovation

PROVINCIAL GOALS: Strategic Sector Growth, Increase Start ups

Create places and infrastructure to support business innovation, collaboration and growth.

MEASURE	GOAL
6. Business & Innovation Growth	
Innovation projects in planning in NS	7
Halifax Waterfront business cluster growth:	
Tenants Halifax Waterfront	+5
Tenant Sales growth	+5%
Tenant satisfaction (satisfied or very satisfied)	90%
Halifax and Lunenburg Marina usage growth:	
Boat nights - Halifax and Lunenburg Waterfronts	+10%
COVE innovation centre growth:	
Tenants COVE	40
Occupancy	75%
Tenant satisfaction (satisfied or very satisfied)	80%



develop nova scotia limited budget

	Budget 2018-19 (\$)	Forecast 2018-19 (\$)	Budget 2019-20 (\$)
Revenue			
Rents & Wharfage	3,072,000	2,599,000	3,418,000
Parking	1,487,000	1,500,000	1,421,500
Other Income	154,000	372,234	684,000
Grant Income	3,933,000	3,605,424	2,867,000
Total Revenue	8,646,000	8,076,658	8,390,500
Operating and Administrative Expenses			
Program Expenses	2,279,000	2,336,427	2,407,114
Maintenance/Repairs and Other	1,206,000	1,296,000	1,249,500
Administrative Expenses	5,161,000	4,444,231	4,733,886
Total Expenses	8,646,000	8,076,658	8,390,500
Surplus (Deficit) Before Other Items	—	—	—
Other Items			
Capital Grants	4,058,000	12,414,316	2,857,500
TRIP TCA	—	300,000	1,800,000
Capital Amortization	(1,700,000)	(1,359,734)	(1,800,000)
Total Other Items	2,358,000	11,354,582	2,857,500
Surplus (Deficit) After Other Items	2,358,000	11,354,582	2,857,500

