

A large, arched wooden barn under renovation. The interior is filled with exposed wooden beams and rafters. A worker in a blue jacket and cap is bent over, working on the wooden floor. The floor is made of wide wooden planks. In the background, there are various construction materials and tools. The lighting is warm, coming from windows on the left side.

BUSINESS PLAN 2020-21

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CEO/BOARD CHAIR MESSAGE

Our focus is pretty simple.

We build places with people. Places people love. Places where people feel they belong. We harness the participation of community, engaging all people, including our most marginalized people, to build places that are authentic and sustainable and that build on our seacoast advantage. These are places where differences are celebrated and investment is diversified. We invest in select strategic properties, infrastructure and platforms that support sector growth above individual enrichment, and value happiness alongside profit. We will consider a long view, prioritizing projects that are sustainable economically, socially and environmentally above short term financial ROI, recognizing that sustainable economic development contributes to individual prosperity. We support a rising tide that aims to float **all** boats.

At Develop Nova Scotia, we believe in this vision for an inclusive, prosperous Nova Scotia. By working with community and partners to build places that are authentic and inclusive, we not only build on the magnetism of Nova Scotia to attract people to live, to work and to visit; we also build community participation and resilience. This place-based strategy aligns with the province of Nova Scotia's inclusive economic growth objectives and builds on our natural advantages in a sustainable way. To make meaningful progress toward achieving our shared goals, we believe we have everything we need right here.

SAFE AND CONNECTED COMMUNITIES

Over the past year we have been leading the provincial mandate to expand access to high-speed Internet throughout rural Nova Scotia. In 2020-21, we will build on the early success achieved in 2019-20 and connect close to 50% of the target unserved and underserved areas. Our goal is to connect more than 95% of Nova Scotia homes and businesses over the next 3-5 years.

POPULATION & STRATEGIC SECTOR GROWTH

The One NS report was an urgent call to action, and we are seeing positive momentum on key economic indicators, particularly in the areas of population growth and strategic sector growth in ocean-related sectors. But the challenges facing Nova Scotia remain daunting, and many are linked to the fact that we don't have enough people. We have also struggled to make meaningful progress to enhance economic participation among First Nations and African Nova Scotian communities which is linked to entrenched and systemic racism. As we work to build the conditions for innovation, in our case through physical infrastructure and platforms for business like Centre for Ocean Ventures & Entrepreneurship (COVE) and the Halifax waterfront, we recognize that **innovation and inequality go hand in hand**¹. We must be deliberate about designing places with everyone, including marginalized communities, so that the places we build are places where everyone feels they belong and can participate. Economic prosperity, in the absence of social inclusion and environmental stewardship, isn't enough.

1. Income Segregation and Rise of the Knowledge Economy, Enrico Berkes Ruben Gaetani, 11th October 2017

We believe that solutions lie in harnessing our collective skills and resources across organizations and communities with the goal to achieve collective impact. We believe that real change happens at the scale of community when individual responsibility, tied to ownership and pride, comes together in common purpose. Nova Scotians are creative, resourceful, resilient people. Harnessing and channeling this strength is an opportunity to change not only our trajectory and outcomes, but to build inclusive, healthy, resilient communities in the process.

COVE is now fully operational and home to over 60 tenants in the ocean technology space. COVE's brand is recognized internationally and the momentum of the ocean technology ecosystem continues to grow. In October of 2019, COVE was awarded the Marine Technology Society Compass International Award for the advancement of marine science and technology.² This award is given annually to an organization outside the United States who has made an outstanding contribution to technology and marine sciences.

2020 will see the opening of Queen's Marque on the Halifax waterfront. This has been a project over a decade in the making and represents Develop Nova Scotia harnessing over \$200 million in private sector investment and the development of over 75,000 square feet of new public space on the Halifax waterfront. The new Arts District and Cunard development projects also begin this year on the Halifax waterfront, with meaningful public engagement shaping the plans.

TOURISM ICONS

Nova Scotia and its breathtaking coastal landscape is among the most beautiful places in the world. And we aren't the only ones who think so³. We enjoy a rural and urban proximity that offers balance and adventure. We live at the water's edge, with every Nova Scotian no further than 67km from the shore—our story is here.

Through our work over the past 20 years, the Halifax waterfront has become the most visited tourism icon in the province. Our work in Lunenburg, a UNESCO World Heritage site, has helped maintain the authenticity and industry of a working waterfront that is a source of pride for Lunenburgers and a draw for visitors. Today, we are working throughout the Province to revitalize other iconic tourism destinations with our partners at Tourism Nova Scotia. This year our work and investment will be focused in Peggys Cove, Lunenburg and Georges Island.

PLACEMAKING

A place-based economic development strategy that builds on our natural advantages makes sense for Nova Scotia, and Develop Nova Scotia is the crown corporation that leads it. Our work is placemaking: we work with people to build inclusive, authentic places that people love. The impact of the work is as much about the act of building places with community as it is about the things we build. Authentic, inclusive places are magnetic to people: to visit, to live, to start and grow a business. Jobs follow talent and talent choose the place they want to live before they look for a job⁴.

We meet communities where they are, we listen, and we follow their lead. We focus on building sustainable infrastructure and places in partnership with community, and supplement their projects with tools and resources to help them realize their common vision.

Place isn't the only answer, but it's a big contributor to a compelling value proposition for Nova Scotia that can successfully attract people and investment, and an important touchstone for community participation. We will continue to work with all Nova Scotians to build a Nova Scotia that is irresistible to people and investment.

Dale Godsoe
Chair of the Board

Jennifer Angel
President & CEO

2. <https://www.mtsociety.org/wp-content/uploads/2019/12/Award-Winners-Article-Spread.pdf>

3. <https://travelling.com/2020-travel-destination-reader-awards/>

4. "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." Back to the City, Harvard Business Review. Ania G. Wieckowski, May 2010.

NOVA SCOTIA IS
AMONG THE WORLD'S
GREATEST PLACES.



STRATEGIC CONTEXT

mandate

To lead sustainable development of high potential property and infrastructure to drive inclusive economic growth in Nova Scotia.

mission

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

vision

Nova Scotia is among the world's great places;
a place where everyone can belong.



DEVELOP NOVA SCOTIA'S ROLE AND FOCUS FOR 2020-21

By investing in infrastructure, properties and programs that build on the compelling natural advantages of our province, Develop Nova Scotia is working with our partners and communities to build places in Nova Scotia that contribute to making it an incredible place to be: to live, work, visit, and invest. As a provincial crown corporation, we work closely with communities and partners to develop strategic economic infrastructure; we convene, partner, plan, design, develop, construct, manage, program and maintain, to support inclusive economic growth in Nova Scotia.

At the centre of our work is the belief that quality of place is a critical differentiator to attract people, and Nova Scotia's raw natural beauty, urban/rural proximity and relative affordability are a compelling value proposition. Our focus is on the sustainable development of places in Nova Scotia so that they contribute to growing our economy and securing an environmentally sustainable and socially inclusive future.

Government Priority – Safe and Connected Communities **Develop Nova Scotia Priority – Connected Communities**

Great places that attract people and investment are connected and accessible. Through our strategic focus on Connected Communities, Develop Nova Scotia is leading the project to provide access to high-speed Internet across Nova

Scotia. This is critical economic infrastructure and one of the most important initiatives of the provincial government. Through the **Internet for Nova Scotia Initiative (INSI)**, we are working with Internet Service Providers and communities to develop Internet infrastructure to improve access to high-speed Internet in rural communities across the province. This project is funded provincially through the Nova Scotia Internet Funding Trust (NSIFT), a fund established by the Province in 2018 in a commitment to deliver quality Internet to rural Nova Scotia. The investment in this strategic economic infrastructure enables access to important government services for Nova Scotia residents, including health care and education, encourages entrepreneurship, and creates the conditions for local businesses to be globally competitive. It contributes further to the attractiveness of rural Nova Scotia as a place to live and enables communities across the province to innovate, grow and thrive.

At the end of the 2019-20 fiscal year, Develop Nova Scotia announced first round INSI projects underway across Nova Scotia that will connect 48% of unserved and underserved Nova Scotians with high-quality, high-speed connections as early as Summer 2020. This first round of projects directs \$45m of the NSIFT investment and leverages \$56m of private sector and other government funding. Building on this momentum, Develop Nova Scotia launched the second round of the competitive process, inviting project solutions in February 2020 to continue toward our goal of connecting more than 95% of Nova Scotians with access to reliable,

high-speed Internet. As these important projects advance, Develop Nova Scotia will play an ongoing role in monitoring service delivery, ensuring that services provided are reliable for our communities, businesses and visitors.

In 2020-21, we will also define key measures to track the impact that access to reliable broadband has in rural communities. Throughout the process, Develop Nova Scotia staff will continue to work with federal government departments to leverage investment and ensure efficiency and maximum benefit through program alignment across levels of government.

Government Priorities – Population Growth / Employment Attachment / Economic Participation
Develop Nova Scotia Priorities – Community Placemaking, Halifax Waterfront

*“We cannot sustain economic growth over time unless renewed population growth provides more workers, more entrepreneurs and more consumers”.*⁵ –One Nova Scotia Coalition

Nova Scotia boasts an incredible quality of life. Quality of place is a key factor in the decision to live in one location

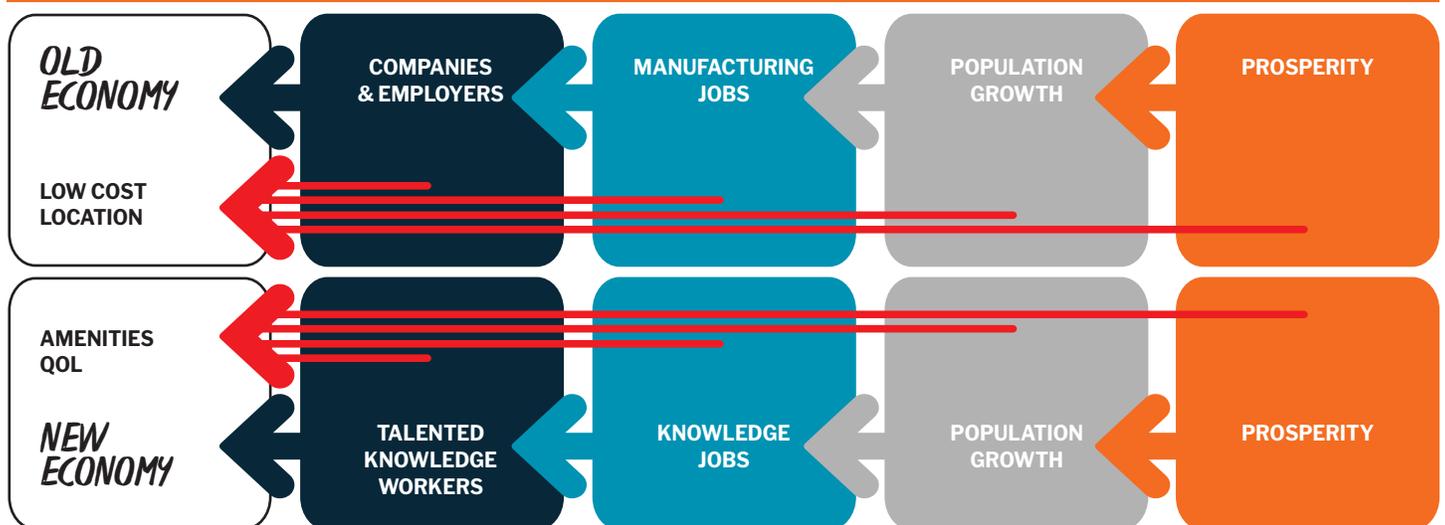
over another. While this is an important differentiator for Nova Scotia, we have also struggled to grow our population and many people remain marginalized and disconnected from our economy. To attract talent, and to ensure all people in Nova Scotia can participate, we must be deliberate in building places for everyone⁶.

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”⁷

Jobs and companies chase talent and talent choose place.⁴ Placemaking has become a critical piece of a sustainable economic development strategy in progressive cities and towns around the world. A focus on developing places with and for people builds on our natural quality of place.

“In the New Economy, knowledge-sector jobs are faster-growing and more lucrative than professions with more routine functions. Consequently, communities are changing the way they approach economic development. Instead of differentiating themselves primarily by transportation access, low costs, proximity to natural resources, or other traditional competitive advantages, many communities today are attracting multi-generational talent by becoming desirable places to live.”⁸

Achieving Prosperity: Old versus New Economy



Place Matters: The Role of Placemaking in Economic Development, International Economic Development Council, June 2017. Adelaja, A., Y.G. Hailu, and M. Abdulla. 2009. Chasing the Past or Investing in our Future. Land Policy Institute, Michigan State University, East Lansing, MI.

5. <https://onens.ca/img/now-or-never.pdf>
 6. The Death and Life of Great American Cities. Jane Jacobs, 2002
 7. The Death and Life of Great American Cities. Jane Jacobs, 2002
 8. http://www.bigskyeconomicdevelopment.org/wp-content/uploads/EDRP_Placemaking.pdf



In 2020-21, through our expertise in and focus on **Community Placemaking**, and leveraging the expertise of the Develop Nova Scotia team, we will begin to build capacity for placemaking and enable community led infrastructure enhancements across Nova Scotia. We will support community-led public realm and public asset improvements and examine investments in public spaces and platforms that contribute to quality of life initiatives. This includes our work with the **Town of Inverness Growth Plan**, a roadmap for planning and economic development to leverage the significant tourism interest in the town, supported by private sector investment, to ensure the community can be enabled and benefit from it. We will support grassroots and tactical placemaking initiatives like the **Fibre Alley** project in Amherst—a community-led project that will build an interesting, authentic, local place where community can gather. Our intention is to develop a **Community Placemaking Toolkit** this year through which more communities can receive resources to bring their projects to life. When community is built with community, the compelling outcomes of greater economic participation, community connectedness and pride all contribute to a more prosperous, healthy, resilient community.



In 2019-20, Develop Nova Scotia worked with HFX Collective and Common Good Solutions to create an **Inclusive Engagement Toolkit** to help us engage with more Nova Scotians, and in particular, youth and marginalized communities. We will begin testing this toolkit in 2020-21 as part of every public engagement we undertake. We believe that this approach – planning with community – can directly lead to positive economic participation, employment attachment and population growth outcomes.

In the coming year, we will advance key projects that will begin to evidence our commitment to inclusive public spaces. In partnership with the Mi'kmaq Native Friendship Centre we are working on an **Indigenous Waterfront** project that will evidence Mi'kmaq culture along the Halifax waterfront. We will advance our **Accessibility Plan**, having worked closely with the Accessibility Directorate over the past year in advance of becoming a prescribed body. Last year we developed strong partnerships with the Black Business Initiative and the Black Cultural Centre to promote inclusive programming, and are exploring opportunities for further project partnerships. We continue to nurture these important relationships to ensure all Nova Scotians see themselves reflected in our shared public realm.



On the Halifax waterfront this year, the advancement of key development projects continue to contribute to the attractiveness of the urban centre as a place to live, work, and play where everyone is welcome to participate.

Queen's Marquee, which will begin opening to the public in 2020-21, is the transformation of a precinct historically 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. Active ground floor retail and restaurant experiences provide supporting animation to the surrounding public realm. Close to 100,000 sf of new public space, three new wharves, and a one-of-a-kind 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. It is a \$200m private sector investment in the Halifax waterfront.

The Arts District project begins this year, 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.

Working together with the Art Gallery of Nova Scotia and the people of Nova Scotia, this new arts district will be shaped by community. This approach will 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 remaining a space to showcase some of our region's most anticipated events.

A 2014 research study conducted by Americans for the Arts entitled "5 key ways the arts drive economic and community development" found that cultural organizations were a key catalyst in local economies, attracting investment

In partnership with the McConnell Foundation, HRM, the Mi'kmaq Native Friendship Centre, and other community partners, we are building an 18-month pilot initiative to assess the viability of **Participatory City Halifax**. 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, and does so by enabling residents to solve practical community challenges through common tools and spaces, program and funding support. Our formal role in this project will evolve over the course of the pilot, but could include using Develop Nova Scotia properties and infrastructure in its initial phase. Participatory City UK is now in its 3rd year and demonstrating significant positive impacts to community. The Year 2 report shows increases in social connection, learning, physical activity; increased levels of happiness and confidence; more opportunities to engage with people of different backgrounds; and a greater focus on the environment⁹.

We remain committed to expanding the conversation and raising our collective expectations of what Halifax and Nova Scotia can be. We will continue to participate in leading the **Art of City Building Conference** in 2020-21, bringing thought leaders together from around the world to engage with us in a free two-day public event.

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

Develop Nova Scotia has led its transformation from a collection of brownfield sites to a thriving place welcoming approximately 3m visitors a year. Fundamental to the waterfront experience is the public boardwalk which connects residents and visitors to the water's edge. The most valuable space belongs to everyone. Visitor satisfaction surveys taken throughout the summer of 2019 reported that over 90% of visitors were very satisfied with their waterfront experience. Fred Kent, the Founder of the Project for Public Spaces, said at Halifax's Art of City Building Conference in September of 2019: "You have the best waterfront in North America and I know them all."

9. Y2 Tools to Act: Building a Participatory City in Barking and Dagenham through the Every One Every Day Initiative



and growing the tourism sector, fostering community engagement, building skills and increasing opportunities for youth education, helping define community identity and increase community connection.¹⁰ The design of the Arts District in Halifax aims to have similar economic impacts that can be felt all across the province.

On the south boardwalk, the **Cunard** development will begin this year, a \$100m mixed use development providing additional places to live and places for business. The new 64,000 sf of public realm created will focus on play, and public consultation will begin this spring to shape the vision for this exciting new space.

These projects create places to live in the urban centre, they host local businesses, they anchor public spaces, and they support high-quality events that have contributed to making the Halifax waterfront a place people love. This year we will advance plans for a Christmas Market with legacy infrastructure to host vendors year round. We will also invite new small business in Salt Yard, including a new site with a mandate to showcase local food, wine and spirits. The opening of Georges Island to the public this summer, made possible by funding from provincial and federal partners, also provides an opportunity for new marine-based



10. <https://blog.americansforthearts.org/2019/05/15/5-key-ways-the-arts-drive-economic-community-development>



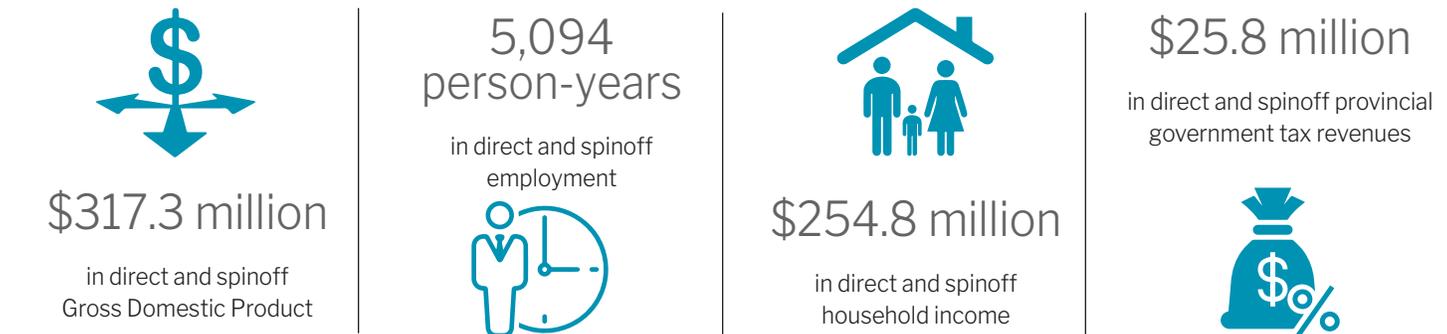
transportation and tour business to come online this year. And we continue to seek out ways to delight and inspire visitors across the waterfront with amenities, art, and events for everyone. In 2019-20, Develop Nova Scotia recorded a 3% increase to visitation to the Halifax waterfront and established a baseline visitor satisfaction survey which will record progress year over year.

In a 2018 Economic Impact Study examining the impact of Develop Nova Scotia's (formerly Waterfront Development) approach to waterfront development, the study concluded that the total 8-year spending impacts (2010-18) from our work, excluding visitor spending, are:

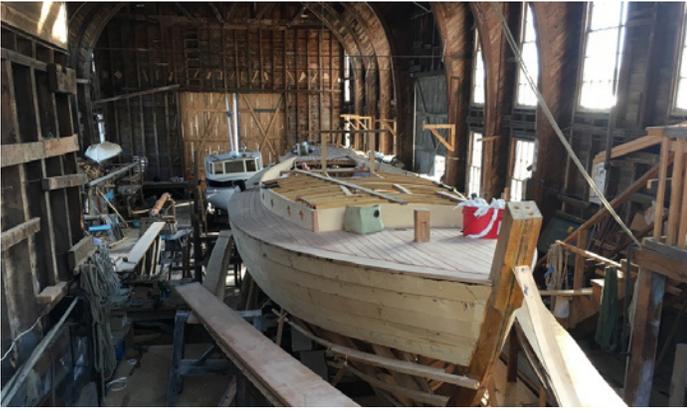
- \$317.3m in direct and spinoff GDP;
- 5,094 person years in direct and spinoff employment;
- \$238m in direct and spinoff household income; and
- \$25.8m in direct and spinoff provincial tax revenues.¹¹

In terms of Develop Nova Scotia-related visitor spending, it is estimated that non-resident visitors to the Halifax waterfront spent between \$390 million and \$1.6 billion in relation to their visit to the Halifax waterfront over the same time period above (2010-18). The wide variation relates to how much of their total spending is assumed to be 'caused' by the waterfront versus other travel motivators.¹²

Economic Impact Summary, 2010-18



11. Economic Impact of Develop Nova Scotia's Approach to Waterfront Development – 2018 Final Report
 12. Economic Impact of Develop Nova Scotia's Approach to Waterfront Development – 2018 Final Report



Government Priority – Strategic Sector Growth
Develop Nova Scotia Priorities – Tourism Differentiators, Innovation Ecosystems, Working Waterfronts

Develop Nova Scotia works closely with Tourism NS to ensure our most visited tourism destinations are built with locals, who routinely host visitors from all across the world. We have always played a significant role in the tourism sector through our work building destinations, the most prominent examples being the revitalization of the Halifax waterfront and our work in Lunenburg. Tourism NS is investing \$6 million into The Tourism Revitalization of Icons Program (TRIP), which is intended to improve the visitor experience across some of Nova Scotia’s most visited tourism sites and destinations. Through our focus on **Tourism Differentiators**, in 2020-21 Develop Nova Scotia will continue to lead TRIP projects in Peggys Cove, at Georges Island, and in the Big Boat Shed on the Lunenburg waterfront—all supporting the One NS goal of doubling tourism revenue to \$4b by 2024.

The **Peggys Cove Visitor Experience Project** is a proposed \$14m multi-year revitalization plan that includes

enhancements to tourism infrastructure by way of a new and accessible viewing platform, proposed improvements to pedestrian walkways and traffic management, coastal mitigation infrastructure and community servicing. But the most important focus of this work is supporting and maintaining the authentic community at its centre who, despite inadequate infrastructure and services and intense and increasing visitation, continue to welcome people to experience the beauty and history of its home by the sea.

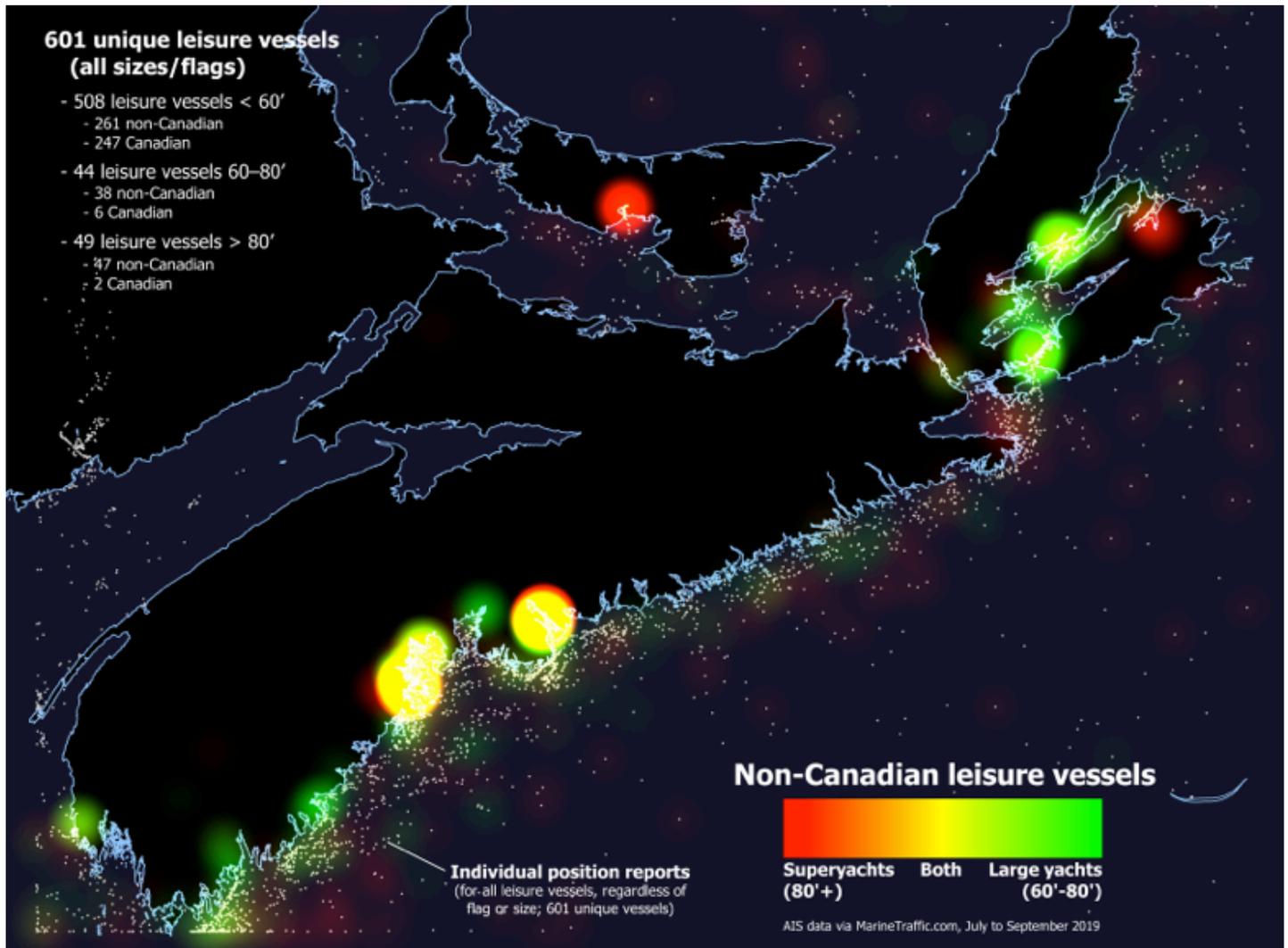
The **Harbour Islands Visitor Experience Plan** was built with significant community and partner participation including Parks Canada, Department of Lands and Forests, Acadian and Mi’kmaq communities, and the Friends of McNabs Island Society. This year, we will complete the **Georges Island wharf revitalization** project and welcome visitors to the island to learn its history and experience a different perspective on our Harbour. We will continue to work with stakeholders on the plan for McNabs Island, which will include recreation enhancements, amenities and improved access.

The **Big Boat Shed project**, on Lunenburg’s working waterfront, is the revitalization of an important icon, the site of the build of many important tall ships, and a symbol of Lunenburg’s shipbuilding heritage. The project builds on the Lunenburg Working Waterfront Plan, a plan built with community for the revitalization of the working waterfront to support strategic sector growth. The project leverages partner funding from TRIP and ACOA, and includes both the recapitalization of the original Big Boat Shed, as well as the construction of a new, adjacent building which will house the Fisheries Museum of the Atlantic’s heritage boat building program. The project will be completed this year in time to celebrate the 100th anniversary of Bluenose.

Our **Working Waterfront** strategy identifies strategic marine infrastructure across Nova Scotia and prioritizes projects beginning in 2020-21 along the South and Eastern Shores and in the Bras d’Or Lakes. The recently announced wharf development projects in **Shelburne** and **Fisherman’s Cove**, which will advance this year, and the **Lunenburg Waterfront Shipyard Revitalization**, the plans for which are being developed in partnership with private sector tenants, will drive tourism to the area by sea; provide the shipbuilding and boatbuilding sector with new customers; and support new business and employment opportunities. These projects build on existing functional economic regions with marine services clusters and tourism appeal and contribute

2019 Visitation Heatmap

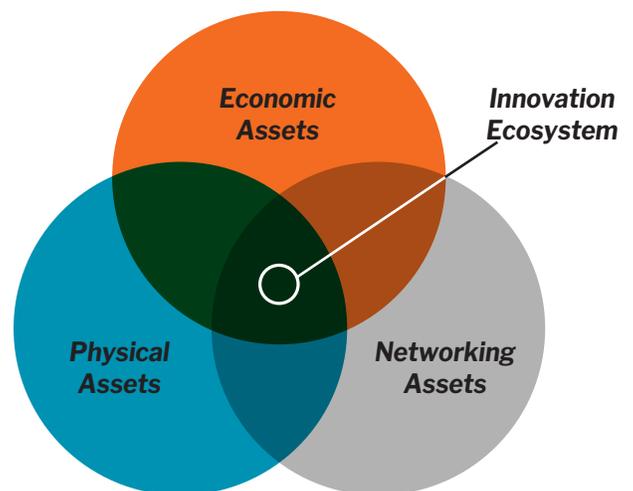
identifying individual recreational vessel visits to Nova Scotia between July 1-September 30, 2019¹³



to the growth of a valuable visiting boat market for whom Nova Scotia is an attractive new destination for leisure and marine services.

As Nova Scotia transforms its economy to increase focus on fostering entrepreneurship, cultivating and supporting innovative ways of doing business is top of mind. Innovation districts provide a well-established model to attract and stimulate entrepreneurs, start-ups, and incubators. Develop Nova Scotia's role in the development of **Innovation Ecosystems** in Nova Scotia is to focus on the physical infrastructure that contributes to the attractiveness of these places for existing and budding entrepreneurs to bring together diverse perspectives in welcoming spaces.¹⁴

Innovation Ecosystem



13. Develop Nova Scotia Working Waterfront Strategy, 2019-24

14. The Rise of Urban Innovation Districts, Brookings. Bruce Katz and Julie Wagner, November 12, 2014



Develop Nova Scotia owns and manages the property at the **Centre for Ocean Ventures & Entrepreneurship (COVE)** in Dartmouth, which has quickly established itself as a world-class centre for ocean-related innovation. This year, Develop Nova Scotia will continue to focus on tenant improvements to attract more tenants and improve the utility and magnetism of the space. With almost 60 current tenants, Develop Nova Scotia is committed to ensuring a quality experience for COVE tenants, with an aim of a minimum of 90% tenant satisfaction, so this globally recognized innovation hub can continue to raise its profile and influence and its constituent companies can continue to thrive.

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 will examine the feasibility of three **COVE Outposts** in locations across Nova Scotia in Louisbourg, Port Hawkesbury and Lunenburg, building on existing functional economic regions of activity. This work could advance to include initial phases of planning and development of strategic economic infrastructure to support the development of these outposts this year.

The role of place and physical infrastructure is critical to the success of an innovation ecosystem. Develop Nova Scotia is lending our planning and development expertise, along with our experience convening partners and stakeholders in support of two **Creative Island Innovation Hubs** led by Cape Breton Partnership in Baddeck and Port Hastings. This productive partnership, which combines our placemaking expertise with the Cape Breton Partnerships's considerable expertise growing capacity and companies in Cape Breton, enables greater impact than either of us could accomplish on our own.

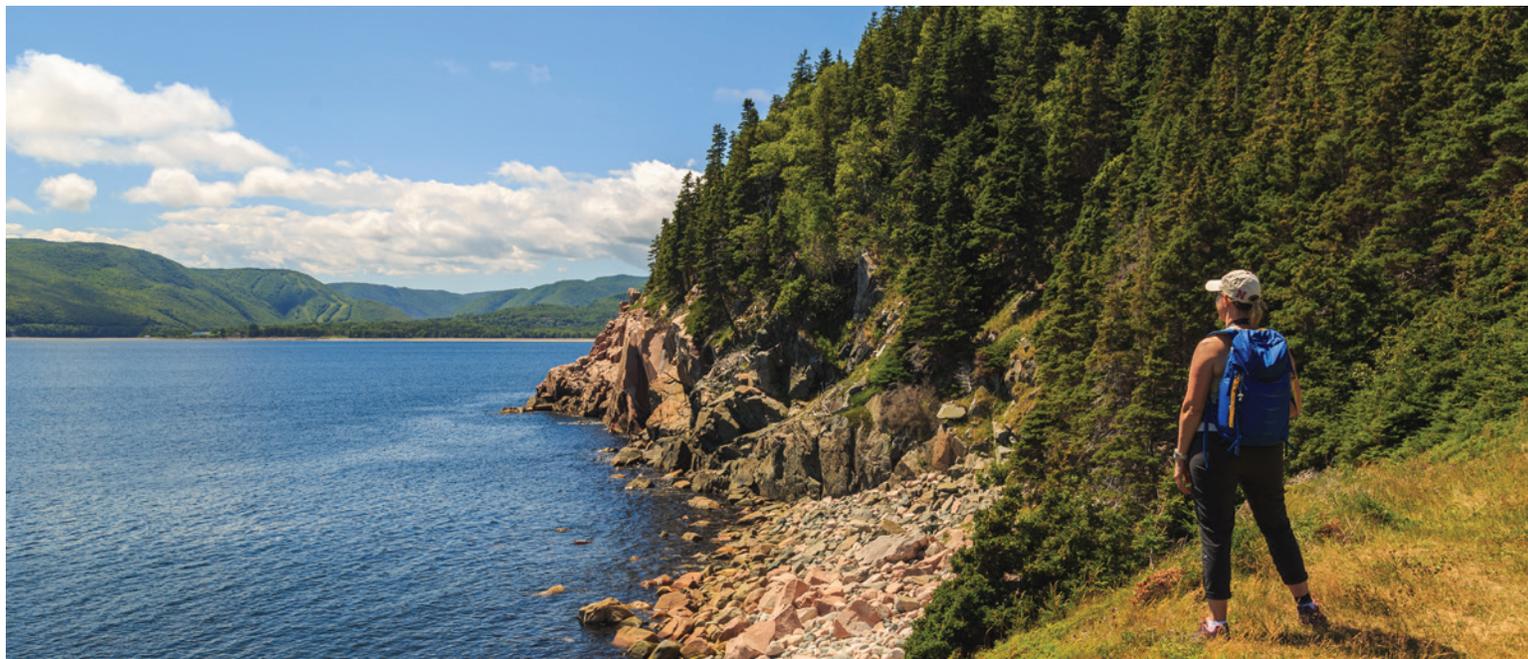
In Halifax, we are working with our colleagues at the Halifax Port Authority, Dalhousie University, NSCAD and the Halifax Partnership to stand up a three-year **design innovation program**, inspired by MIT's designX, that engages students to solve through design practical challenges and embrace promising opportunities of a working waterfront in an urban context. Ideas will be pitched, prototypes funded and developed and working interventions deployed across the Halifax waterfront.



Measurement and Evaluation

MEASURE	EVALUATION
Satisfaction of visitors to Develop Nova Scotia Managed Property (Halifax waterfront, Lunenburg waterfront, Peggys Cove)	>90%
Visitation to Halifax waterfront (Marine and land)	+5%
Visitation to Peggys Cove	Benchmark
Tenant satisfaction of tenants – Halifax waterfront and COVE	>90%
Number of new tenants COVE	+5%
Tenant revenue growth – Halifax waterfront	+5%
Establish economic measures to evidence the value of placemaking through subjective wellbeing*	Benchmark
Economic Impact of Broadband Connectivity as a result of INSI	Benchmark
Formalize strategic partnership with Engage NS to link Quality of Life Measures with placemaking initiatives	
Progress towards >95% of underserved / unserved Nova Scotian homes and businesses	50% substantially complete

*throughout 2020-21, Develop Nova Scotia will be working to design and test subjective wellbeing measures grounded in economic theory, which will lead to a more objective Return on Investment measure for placemaking investments. This framework will be applied on all future projects Develop Nova Scotia will undertake in an attempt to qualitatively measure outcomes, not simply inputs.



Breakdown of Develop Nova Scotia projects by Strategic Area of Focus

STRATEGIC FOCUS	PROJECTS	PARTNERS
Connected Communities (Internet for NS Initiative)	<ul style="list-style-type: none"> • Internet for Nova Scotia Initiative 	<ul style="list-style-type: none"> • Department of Municipal Affairs • Local municipalities • Department of Lands and Forests • Office of Aboriginal Affairs • Transportation and Infrastructure Renewal • Internet Service Providers • Private Industry
Community Placemaking	<ul style="list-style-type: none"> • Community Placemaking Toolkit • Fibre Alley • Participatory City Halifax • Inclusive Public Engagement • Inverness Growth Plan 	<ul style="list-style-type: none"> • McConnell Foundation • Engage NS • Black Business Initiative • Mi'kmaq Native Friendship Centre • Federal Government • Municipality of Inverness • To be identified Industry Partners • To be identified Community Partners
Halifax Harbour	<ul style="list-style-type: none"> • Halifax Waterfront Master Plan • Arts District • Cunard • Queen's Marque • Christmas Market • Indigenous Waterfront • Accessibility Plan • Art of City Building 	<ul style="list-style-type: none"> • Halifax Port Authority • HRM • Accessibility Directorate • Development partners (Southwest Properties, Armour Group) • Mi'kmaq Native Friendship Centre • Transportation and Infrastructure Renewal • Art Gallery of NS • Parks Canada
Tourism Differentiators	<ul style="list-style-type: none"> • Peggys Cove Visitor Experience Strategy • Harbour Islands Visitor Experience Strategy/Georges Island Wharf • Big Boat Shed 	<ul style="list-style-type: none"> • Tourism NS • Lunenburg Steering Committee • Port of Halifax • ACOA • Parks Canada • Community organizations (i.e Peggys Cove) • Department of Lands and Forests



Breakdown of Develop Nova Scotia projects by Strategic Area of Focus

STRATEGIC FOCUS	PROJECTS	PARTNERS
Innovation Ecosystem	<ul style="list-style-type: none"> • COVE Dartmouth • COVE Rural Outposts • Creative Island Innovation Hubs • designX 	<ul style="list-style-type: none"> • IORE • NSCC • NSCAD Dalhousie • Program delivery partners (i.e Ignite, Innovacorp, Mashup Labs) • Cape Breton Partnership • Halifax Partnership • Port of Halifax • MIT • HRM • Louisbourg Seafoods
Working Waterfront	<ul style="list-style-type: none"> • Shelburne Wharf Recapitalization • Fisherman’s Cove Wharf • Lunenburg Shipyard Revitalization 	<ul style="list-style-type: none"> • ACOA • NSBI • DMOs • Cape Breton Partnership • Destination Cape Breton • Local destination tourism organizations • HRM • Municipal Partners • Nova Scotia Boat Builders Association • Atlantic Marine Trades Association • Atlantic Cruise Ship Association • Independent Marine Ports of Atlantic Canada • Port of Halifax



FINANCIAL SUMMARY

Operating Budget 2020-21

	Budget 2019-20 (\$)	Forecast 2019-20 (\$)	Budget 2020-21 (\$)
Revenue			
Rents & Wharfage	3,418,000	3,443,500	4,072,500
Parking	1,421,500	1,550,000	1,300,000
Other Income	684,000	474,000	704,000
Grant Income	2,867,000	6,739,331	2,687,000
Total Revenue	8,390,500	12,206,831	8,763,500
Operating and Administrative Expenses			
Program Expenses	2,407,114	3,595,055	2,365,300
Maintenance/Repairs and other	1,249,500	1,531,500	1,284,400
Administrative Expenses	4,733,886	4,857,945	5,113,800
Total Expenses	8,390,500	9,984,500	8,763,500
Surplus (Deficit) Before Other Items	—	2,222,331	—
Other Items			
Capital Grants	2,857,000	2,267,904	1,610,722
TRIP TCA	1,800,000	1,250,000	2,395,000
Capital Amortization	(1,800,000)	(2,000,000)	(2,126,000)
Total Other Items	2,857,000	1,517,904	1,879,722
Surplus (Deficit) after Other Items	2,857,000	3,740,235	1,879,722



