



# 2021-2022 Business Plan

## 2021-22 DEVELOP NOVA SCOTIA BUSINESS PLAN

### Table of Contents

<b>2021-22 Develop Nova Scotia Business Plan .....</b>	<b>1</b>
<b>Board Chair/CEO message .....</b>	<b>3</b>
<b>Strategic Context.....</b>	<b>5</b>
<b>Purpose of Crown Corporation.....</b>	<b>6</b>
<b>Operating Environment/Context .....</b>	<b>8</b>
<b>Develop Nova Scotia's Role And Focus For 2021-22.....</b>	<b>10</b>
<b>Performance Measures/ Expected Outcomes - Fiscal 2021-22.....</b>	<b>19</b>
<b>Budget context 2021-22 .....</b>	<b>23</b>
<b>Appendix A: Hyperlinks to Additional Information .....</b>	<b>24</b>

## BOARD CHAIR/CEO MESSAGE

### **Building Places for People. With People.**

Nova Scotia is a place that people love. Our greatest natural advantage is our place at the water's edge. It is a beautiful place that is globally recognized for its stunning seacoast and quality of life—art, culture, nature, a vibrant culinary scene, creative small businesses, and spirited, welcoming people—this place has it all.

This quality of place sits at the centre of Nova Scotia's value proposition—our differentiating advantage in a global marketplace. Here, no one is more than 67km from the ocean. Visitors are drawn to our coast and our residents don't want to leave it.

Nova Scotia's greatest economic opportunity is to attract more people to our province to participate in our economy and to create the conditions for everyone to participate. To support this, Develop Nova Scotia works with communities to build sustainable places people love through a development strategy that builds on our natural and comparative advantage. Old models focused on GDP growth alone simply do not adequately measure our well-being. The economy needs to work for people and planet, not the other way around.

The impact of our work is as much about how we build places with community as it is about the things we build. When we build with everyone, and are deliberate about engaging with diverse people and perspectives, we build places where everyone can feel connected, and places that reflect the people who live there. The co-creation of critical economic and social infrastructure ensure places are authentic and inclusive—and when we get this right, those places are magnetic to people—to visit, to live, to invest, and to participate.

Our global context has never been more daunting—a pandemic, climate crisis, systemic racism, and growing inequality. It's an extraordinary time. And not just for the challenges and loss we face as a community, but for the opportunities it presents to come together to think and build and work differently. This plan strives to deliver on our commitment to tackle these challenges with community so that the Nova Scotia that emerges is a thriving, resilient community where everyone can enjoy a good quality of life and well being.

There are signs of recovery on the horizon, but there is an urgent imperative not to return to normal. We must learn from our collective experiences and take bold action to address the challenges before us while building inclusive, resilient communities. There is work to do. For our part in this formidable challenge, we need to work with communities to build back main streets and waterfronts and recommit our support to small local businesses; to realize the full potential of co-created public spaces to meet community needs; and to expand access to critical connective infrastructure that will facilitate digital adoption by business and industry, while also connecting Nova Scotians to health, education, safety, public services and, most importantly, to family and friends.

And fundamental to the success of these goals is our commitment to question and break down systemic barriers to participation and belonging—to work harder to create conditions

for marginalized communities and racialized people to meaningfully participate in building places where they see themselves reflected and can belong.

Together we need to continue to push the boundaries of “what we’ve always done” toward more innovative policy that streamlines bureaucracy and maximizes community impact—how do we do things faster, better, and more cooperatively than ever before?

By focusing as much on how we build places with people at the centre, as we do on what we build, we can contribute to creating the conditions to attract people to Nova Scotia and build a resilient, inclusive, regenerative place where everyone can enjoy an excellent quality of life and belong.

Original Signed by:

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Dale Godsoe,  
Chair, Board of Directors  
Develop Nova Scotia

Original Signed by:

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Jennifer Angel,  
President & Chief Executive Officer  
Develop Nova Scotia

## STRATEGIC CONTEXT

Develop Nova Scotia's three areas of focus build on Nova Scotia's natural advantages, contribute to environmental regeneration and climate resilience, and work hard to attract people to Nova Scotia. At the same time, these focus areas have the potential to be a touchstone for building inclusive, resilient communities and pride in the process.

Through our three strategic areas of focus of Thriving Communities, Authentic Destinations and Working Waterfronts, this business plan outlines how Develop Nova Scotia will support government's priorities. Projects and initiatives include investing in rural broadband connectivity, expanding key tourism sites, fostering the province's innovation ecosystem, and supporting strategic-sector and business growth.

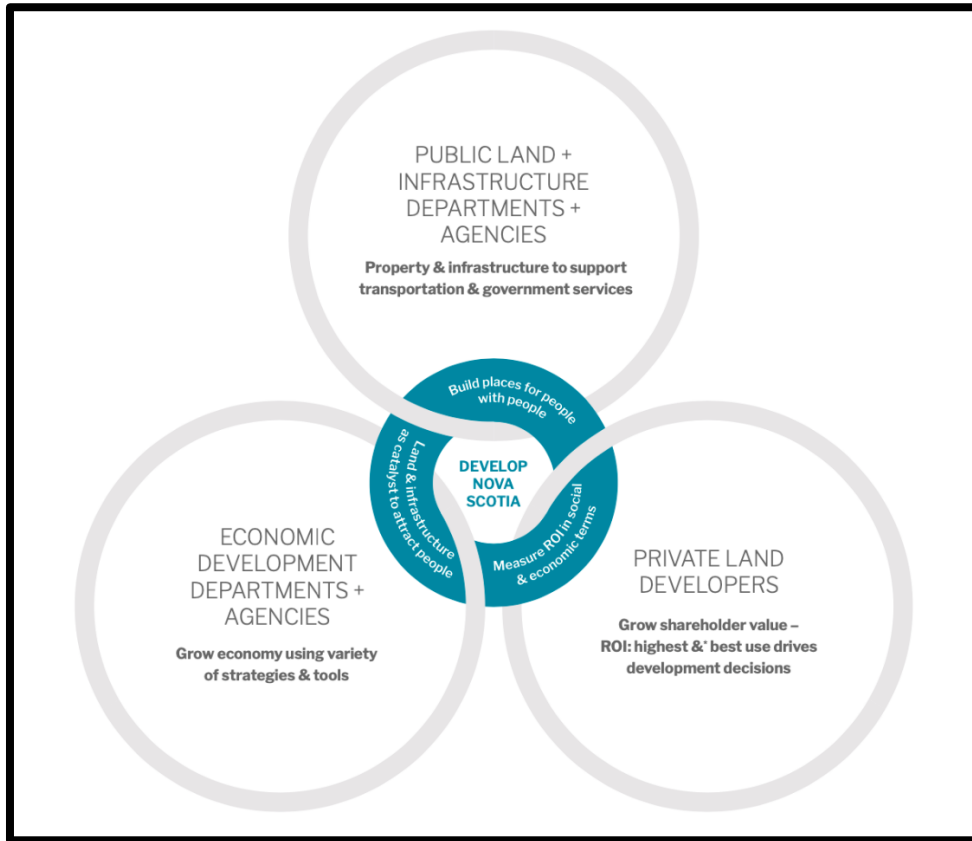
Develop Nova Scotia is a passionate team of builders—of places and community. We are engineers, planners, architects, designers, program and property developers and managers, creatives, pragmatists, stewards of public investment, believers, dreamers, and doers.

Our work lives at the intersection of the traditional roles of public land and infrastructure agencies and departments, private land developers, and economic development agencies. And the heart of the work lives in our local communities and the people who make them dynamic, meaningful, and whole.

We are focused on developing projects as a means to an end: to create authentic, inclusive, sustainable places that people love and that empower the communities that work together to build them.

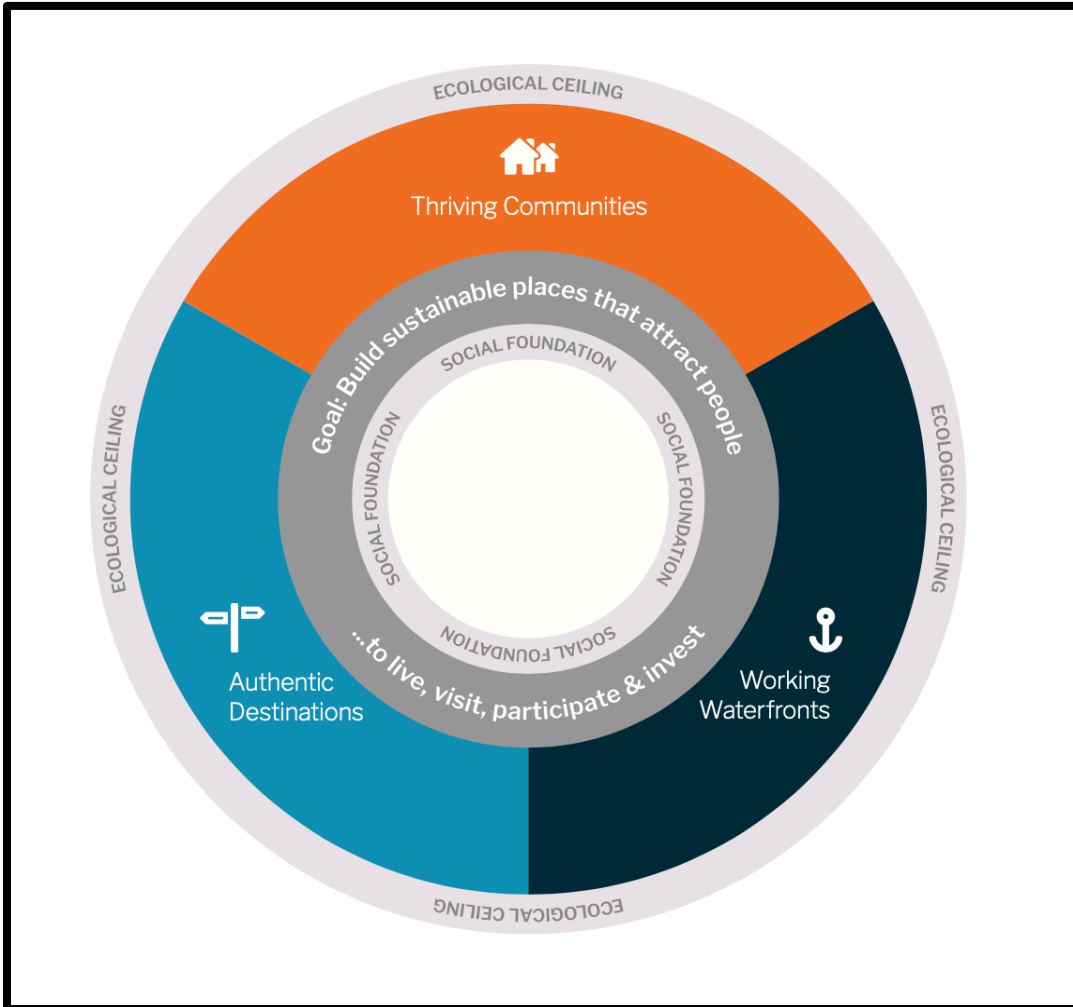
## PURPOSE OF CROWN CORPORATION

**Image 1: Where We Fit In**



Develop Nova Scotia operates at the intersection of the traditional roles of public land and infrastructure agencies and departments, economic development agencies, and private land developers.

Image 2: Strategic Themes



Develop Nova Scotia's three focus areas build on our strengths, leverage the opportunities that surround us, and work hard to attract people to Nova Scotia. Building on Kate Raworth's Doughnut model, we endeavour for our projects to fit within the safe and just space on an inclusive and equitable social foundation and within an ecological ceiling. *Raworth, Kate. Doughnut Economics : Seven Ways to Think Like a 21st-century Economist. London: Random House, 2017.*

## OPERATING ENVIRONMENT/CONTEXT

As a provincial crown corporation, we work closely with communities and partners to develop strategic economic and social infrastructure. We convene, partner, plan, design, develop, construct, manage, program, and maintain, to support inclusive economic growth priorities of the government of Nova Scotia.

At the centre of our work is the belief that quality of place is a differentiator for Nova Scotia. Our focus is on the sustainable development of places in Nova Scotia so they contribute to growing our economy and securing an environmentally sustainable, socially inclusive, equitable future for everyone.

Nova Scotia continues to feel the effects of COVID-19 and the impacts of the necessary public-health measures on strategic sectors, small business, creative industries, and communities.

In addition to the impact to community related to limits on public programming that could be safely delivered, Develop Nova Scotia's tenants were significantly impacted by a shorter operating season, decreased foot traffic, necessary health requirements and the restrictions that all but eliminated tourism visitation during 2020/21. We focused on continued safe operation of owned properties and appropriate programming wherever possible to mitigate impacts. We identified opportunities to accelerate the deployment of approved high-speed Internet projects across the province. We also enabled business recovery through the economic impacts of construction by undertaking an additional \$40m of infrastructure projects focused on working waterfronts, main street improvements and key tourism destinations built for locals first, in order to stimulate demand for people to visit and live in Nova Scotia.

Economic growth was on a promising trajectory pre-COVID-19 and we continue to focus on catalyzing growth, particularly where that growth serves the equally important measure of enhanced quality of life and well being for all residents, and building back better.

Our Business Plan 2021-22 is focused in three overlapping phases:

### **Immediate: Public Health + Business Continuity**

We will continue to extend and accelerate the Internet for Nova Scotia Initiative to enable high-speed Internet connectivity in rural Nova Scotia to enable personal connectivity, digital literacy and adoption. We will ensure our properties are clean, green, and safe, ensuring protocols are maintained and updated to comply with public-health directives to protect our community. We will support our tenants (vital small businesses) by looking for opportunities to reduce their financial burdens and support recovery efforts and programs when it is safe to do so.

### **Mid-term: Recovery + Stimulus**

In 2020-21, our focus was on investing in programs and projects to enable business recovery through the economic impacts of construction and revitalizing key destinations like main streets, working waterfronts and marine infrastructure, and high-value



destinations such as Lunenburg, Peggy's Cove, Baddeck, Mahone Bay, and Halifax. The primary focus of these projects is building with community, to ensure they meet local priorities and needs first, while still readying them for returning and growing visitation over time. The 2021-22 fiscal year will see the completion of many of these infrastructure projects and a shift in focus to operationalizing these locations to support the eventual safe return of tourism visitation and ensuring social infrastructure is enabling community to come together and; helping new and returning businesses and industries to recover quickly, grow, and thrive.

### **Long-term: Transformation & Resilience**

The value proposition of Nova Scotia as an incredible place to live is strengthened through our placemaking work and development of critical social and economic infrastructure. In addition, the value proposition of rural Nova Scotia grows even stronger through the continued extension of critical connective infrastructure, enabling digital adoption for business and industry in a growing global marketplace and work-from-anywhere world. Before COVID-19, we knew jobs followed talent and that people often valued where they lived over the job opportunities provided by a single location. Now, in a post-COVID-19 context, we know that place is far more important than ever before. In 2021-22 we will advance the first cohort of projects of our three-year **Thriving Communities program**, focused on placemaking projects that build capacity and momentum in communities, build on Nova Scotia's natural advantage, and cultivate community resilience through collaboration. Key places like waterfronts, iconic destinations and critical main streets and community gathering spaces have never been more important as a touchstone for community.

Our place-based approach for inclusive economic growth will also continue to foster discussion on the role and impact of placemaking in community resilience, economic recovery, and economic growth with a people-centred measure of success in quality of life for everyone.

As developers and planners squarely focused on the public good, we will also consider our role in supporting efforts to address housing affordability, which is both a social and an economic barrier in our community. Our planning work is advancing in Dartmouth Cove for which we have prioritized housing affordability in a novel complete mixed-use community with an opportunity to test different ideas around policy, program and construction in partnership with public and private sector partners, while building an irresistible community in the urban centre.

We will continue to cultivate partnerships, initiate conversations, and support events that bring diverse people together to challenge and inspire us and to contribute to creating places where everyone can feel welcome and belong. Initiatives such as the annual Art of City Building conference and program partners like Youth Art Connection, Black Business Initiative, and the Mental Health Foundation of Nova Scotia challenge us to think differently about our work and our role in building Nova Scotia for everyone.

## DEVELOP NOVA SCOTIA'S ROLE AND FOCUS FOR 2021-22

We believe the focus on place is a significant contributor to a compelling value proposition for Nova Scotia that can successfully attract people and investment, while also providing an important touchstone for community participation and equity.

### **Develop Nova Scotia Priority** | **Thriving Communities: Connecting Nova Scotians**

A connected Nova Scotia enables Nova Scotians to participate in the digital economy, connect with loved ones, and access important services, no matter where in the province they live. As part of our strategic focus on **Thriving Communities**, Develop Nova Scotia is leading the **Internet for Nova Scotia Initiative** on behalf of the Province. The objective of the Initiative is to enable global connectedness and accessibility across Nova Scotia with the goal of providing more than 95% coverage. As we have achieved contracts that exceed that goal in 2020, we continue the work to get access to reliable, high speed Internet to as close to 100% of Nova Scotians coverage as possible

This project was established in 2018 to address the lack of reliable, high-speed Internet access in non-urban communities across the province. At that time only 70% of Nova Scotia had access to high-speed connections that met the minimum speed targets set out by the CRTC. This strategic economic infrastructure facilitates access to vital services like education and healthcare, along with the opportunity to stimulate economic activity through entrepreneurship, innovation, and export sales.

As of January 2021, Develop Nova Scotia has announced projects to connect more than 87,200 homes and businesses in rural Nova Scotia, with \$30M remaining in the Nova Scotia Internet Funding Trust. To date, the total provincial investment of \$163M through the Trust has leveraged \$137M in additional funding—\$118M of which is private sector investment.

When complete by end of 2023, projects currently underway will reach 97% coverage across the province, with another 2% reached by ongoing independent municipal projects. Nova Scotia is tracking to be among the first provinces in Canada to achieve this level of coverage.

On average, most steps in the infrastructure planning and development work are moving two-to-three-times faster than industry norms. We are hustling for Nova Scotia and this is good progress, but we're not done yet. We are focused on the people and places that remain underserved and we're continuing the work to reach as many of them as we possibly can.

## **Develop Nova Scotia Priority | Thriving Communities: The Program**

In 2021-22, Develop Nova Scotia will lead a program focused on locally led main-street, waterfront, and public-infrastructure projects in communities across the province. The **Thriving Communities Program** is part of a contribution agreement between the Province and the Dalhousie University Nova Scotia COVID-19 Response Council (NSCRC). Over three years, approved projects will receive funding directly from the Nova Scotia COVID-19 Recovery Fund to help communities co-create places that people love, build local placemaking capacity, and encourage inclusive economic participation.

Projects like this enable a sense of collective ownership and responsibility in communities to co-create public spaces together and inspire a feeling of belonging. This work will create places for people through the co-creation of critical social and economic infrastructure like main streets, public spaces, and working waterfronts. These places are composed of hard infrastructure like wharves and sidewalks and public squares, alongside amenities and programming; they support multiple users and uses; they spur small business growth; and they create places that people love, which attracts locals and visitors alike. Development of new public infrastructure provides opportunities to contribute to coastal resilience and regeneration, to support climate action through enhanced active transportation opportunities, to minimize environmental footprint in design and operation of new places.

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

Community projects will be selected based on their potential to foster inclusive economic growth potential, financial and environmental sustainability, social inclusion, and likelihood of attracting new people to the province. Develop Nova Scotia will support community-led projects, providing resources, support, and counsel directly and through partners such as Common Good Solutions and the Cities and Environment Unit, based at Dalhousie University.

These projects are mapped to three strategic categories.

**Momentum Projects** are in communities where Develop Nova Scotia has been working to establish a network and identify high-impact main street projects. These projects are generally longer term and will leave a permanent legacy. Communities identified for Momentum Projects include Sheet Harbour, Inverness, Louisbourg, Annapolis Royal and Pictou.

**Community Energy Projects** will encompass smaller projects with communities to advance the value of main streets and build local capacity in placemaking. These projects may be temporary or experimental. Communities identified for Community Energy Projects include Windsor-West Hants, East Preston, St. Peter's, Digby, Dominion and Maitland.

**Pan-Provincial Impact Projects** will invest in several projects that are rooted in Halifax but strive for provincial reach in their program delivery or benefit. Projects in this category include a Participatory City pilot project, a research project with Davis Pier to measure the impact of project activity and investment on well being of residents, a new Boat School on the Halifax waterfront, and an annual holiday festival (Evergreen Festival) to showcase Nova Scotia businesses, makers, artists, and drive tourism and spending throughout the province.

The first cohort of projects to be advanced in 2021-22 includes the **Evergreen Festival**, which was planned for 2020 and pivoted to a primarily virtual focus in response to COVID-19 and public health directives. Despite COVID-19 restrictions on gatherings, thousands of people safely enjoyed the Evergreen Bright installations and proved that the waterfront can be a four-season destination. The 2021 edition of the festival will be centered on the Halifax waterfront and throughout Downtown Halifax but will be a platform for pan-provincial festivities. The Festival serves as both a platform for provincial businesses to establish a presence in Halifax during the holiday season and an opportunity to sell locally made products online. It will also work to promote other satellite and virtual events throughout the province that support both small business, community, non-profit organizations and the arts and culture sector. Evergreen Festival is supported by NSBI, Tourism Nova Scotia, and Innovacorp programs to drive digital adoption among small and medium businesses and leverages the progress of Develop Nova Scotia's Internet for Nova Scotia Initiative.

Our work with the **Municipality of the County of Inverness** aims to tackle both the livability and sustainability issues facing the community of Inverness and to ensure the community can capitalize on its dramatic upturn in visitation. This work presents a strategic opportunity to combine several required infrastructure projects (like the replacement of underground infrastructure and repaving of Central Avenue) with a "complete streets" approach that strived to enhance safety, accessibility, and the experience of the community's main street while building confidence and encouraging private investment.

In **Louisbourg**, the community's Visitor Experience Enhancement project plans to attract a greater number of fortress visitors to the community's waterfront and encourage spending within the town. The former Louisbourg Craft Centre, public waterfront, and former municipal campground will be redeveloped into a new Louisbourg Centre that will serve as a platform for a variety of community and visitor experiences in addition to Parks Canada visitor services in the heart of the community.

Active transportation planning and infrastructure work being led by the province and HRM in **East Preston** will benefit from a focus on community-participation, building on work already completed to date to understand community needs and priorities and explore how infrastructure investments could be enhanced to create places locals love where they want to, and can safely, gather, support local businesses and services, and provide a touchstone for community resilience.

**Boat School** is a development proposal involving Maritime Museum of the Atlantic (MMA) and Develop Nova Scotia. The current development on the Halifax waterfront allows for the expansion of the small craft program and displays at MMA, creating a distinct visitor attraction featuring an authentic small craft collection while creating a place for hands-on training in the construction of traditional small boats engaging at risk youth from around the province to participate. 2021-22 will focus on phase one of construction and design work for phase two.

Develop Nova Scotia will work with community in all identified locations to scope low carbon footprint, high impact tactical projects to contribute to the utility and magnetism of public spaces, improve conditions for small business, and invite broad community participation. Once projects are scoped and budgets are refined, partnerships with federal, other provincial and municipal programs, may provide for additional community projects this year.

### ***Develop Nova Scotia Priority | [Authentic Destinations](#)***

The Halifax and Lunenburg waterfronts are authentic destinations with continued and growing importance to attract people to Nova Scotia. Grounded in the success of our development and management of these strategic properties, Develop Nova Scotia, in partnership with Tourism Nova Scotia, has undertaken community-led planning and development work on properties identified by the Tourism Revitalization of Icon Program (TRIP), including Peggy's Cove, Harbour Islands, and the Lunenburg waterfront's Big Boat Shed.

The Big Boat Shed revitalization on the Lunenburg waterfront is complete and we're working with our partners on operationalizing the property and maintaining it for our tenants.

Develop Nova Scotia has been working closely with the community of **Peggy's Cove** since 2018 to co-create a comprehensive master planning and design process for the community. Given the Cove's unique identity as both tourism icon and living community, the plan strives to ensure the continued liveability of the village alongside tourism activity and protection of the tourism icon. In 2020-21 we continued our work to move from planning to design of key components of the draft master plan in close collaboration with the community. Work on road, traffic, and parking improvements, a new breakwater, new public washrooms, and revitalization of the historic DeGarthe Studio is underway. The focus of our work has been on building a resilient, safe, accessible place that contributes to the well being of residents and welcomes visitors with an extraordinary experience of

coastal Nova Scotia. Work on roadway and parking improvements enable better traffic management, which has been a longstanding and limiting challenge for the Cove, its residents, and its many visitors and most of this work is expected to be complete by the end of 2020-21. In 2021-22, we will continue to work with the community to refine and implement the master plan, operationalize the infrastructure improvements, support the Province and Commission in the review and revision of land-use bylaws to enable small businesses and the local community to take advantage of the opportunities the infrastructure improvements will create, and tell the authentic stories of the people of Peggy's Cove.

Locals and visitors have been eager to visit and experience Halifax's **Harbour Islands** for a long time—and the first step is access. Despite COVID-19, locals got their chance to experience **Georges Island** in 2020-21. Thanks to the ingenuity and determination of our many partners at all levels of government, it came together—by working together. In 2021-22, Develop Nova Scotia will continue to work with our partners to support Parks Canada in standing up a full programming plan for Georges Island and ensuring we continue to enable and expand access.

Further opportunities have been identified since, including the development of the Cape Breton Seawall Trail, Inverness Main Street Revitalization, Louisburg Waterfront Revitalization, Dark Skies Biome in Southwest Nova, the Pictou Waterfront Revitalization, and Sheet Harbour as a gateway to explore 100 Wild Islands and the interior Eastern Shore.

The Departments of Environment and Business recently endorsed the community-led project to build and operate a **Cape Breton Seawall Trail** within the Polletts Cove-Aspy Fault Wilderness area. The Departments convened an interdepartmental group to work with the Seawall Trail Society, community, and Develop Nova Scotia is working to ensure the group is well-supported, coordinated, aligned with the needs of both the community and priorities of government.

The Halifax waterfront continues to be the most visited destination in the province and is largely owned and managed by Develop Nova Scotia. In 2021-22 we will be working to rebuild regular visitation of locals and, when appropriate, building back tourism visitation.

First and foremost, our work on the **Halifax waterfront** will focus on its role as the backyard of a growing urban population, a platform to showcase local business, and a playground filled with art, culture, history, recreation, and learning for everyone. We will focus on coastal resilience, contribute to active transportation improvements, and generally enhance the sustainability of the Halifax waterfront through improvements at the water's edge. Develop Nova Scotia will be working with community to develop and implement a full **Accessibility Plan** for the waterfront and to better reflect and evidence founding cultures through our **Indigenous Waterfront initiative**.

Activating the waterfront and providing a range of experiences and programming will be central to our efforts to continue to drive traffic and visitation while re-imagining the waterfront as a year-round destination. We will work to move up our spring opening with an earlier edition of **Open City** and promote the winter season with **Evergreen Festival**. We'll also be collaborating with community partners and tenants to program exciting new public spaces and ensuring we continue event programming during construction of Arts District and Cunard developments. In 2021-22, we will celebrate the opening of the public space, marine infrastructure, and retail businesses at **Queen's Marque** and work to operationalize the marina and program the public space.

The design team and conceptual design for a new waterfront **Arts District** for Nova Scotia was selected in 2020-21, forming the starting point for deep engagement with communities throughout the province. This work presents an opportunity to redefine the importance of art to a broader and more diverse audience. In 2021-22, Develop Nova Scotia will work with the project and design teams to focus on meaningful community engagement with the intention of completing the handover of the land by Fall 2021.

The **Cunard Development** has received design approval and Develop Nova Scotia's focus this year will move to re-engagement with the community. The property was turned over to Southwest Properties in January 2021, after which site preparation and construction will commence. This development helps advance Develop Nova Scotia's goal of attracting more people to the province and downtown core to live, to visit, to work, and to participate and at the same time provide an opportunity to raise the public space and boardwalk to meet aggressive sea level rise projections. This project also enables us to revitalize approximately two acres of public space which will be planned with the community and build on previous public engagement activities related to this site where we heard a strong desire for more opportunities for recreation, inclusive play, and spaces that make downtown living more attractive for families.

### **Develop Nova Scotia Priority | [Working Waterfronts: Marine Network](#)**

In Nova Scotia, working waterfronts work hard for our economy. Develop Nova Scotia's focus is on building shared access and multi-purpose marine infrastructure to foster ocean-related sector growth, attract marine visitation, and preserve public access to the water's edge.

Working waterfronts support a variety of marine-dependent uses and users in strategic sectors across Nova Scotia. Investments in strategic marine infrastructure support sector growth in marine supply-chain, shipbuilding and boatbuilding, marine service and repair, tourism, and enhance local recreational boating. And ensuring this infrastructure is flexible enough to allow for year-round usage and accommodate a range of locals, visitors, and vessels (from recreational to commercial) further extends the economic potential of our working waterfronts. Through thoughtful infrastructure and program design, these places can contribute in significant ways to climate resilience and climate education, as through our Blue Flag marina designation for a sustainable port operation and newly recognized .

A strong provincial marine network helps to build business, create new public spaces for community on land and sea, attract regional visitors by sea, and, when safe, attract marine visitation from Canada, North America, and beyond.

Develop Nova Scotia's role in the **Marine Network** projects vary, from the full design, build, ownership, and operation, to assisting in work with communities on design, development, program design and delivery, to helping leverage private and public sector investment to support project progress. Our work will actively contribute to creating a provincial network of ports that enhance Nova Scotia's value proposition as a destination for boating and an elevated visitor experience, while minimizing impact on the environment and enhancing resilience to impacts of sea level rise.

Waterfronts and marine infrastructure projects are identified based on a Marine Visitation Plan which frames a provincial itinerary based on port market readiness, existing demand (as measured by marine traffic data), clusters of recreational and marine businesses to support visitation, and level of community mobilization.

Projects completed in 2020-21 will be stood up and operationalized in 2021-22.

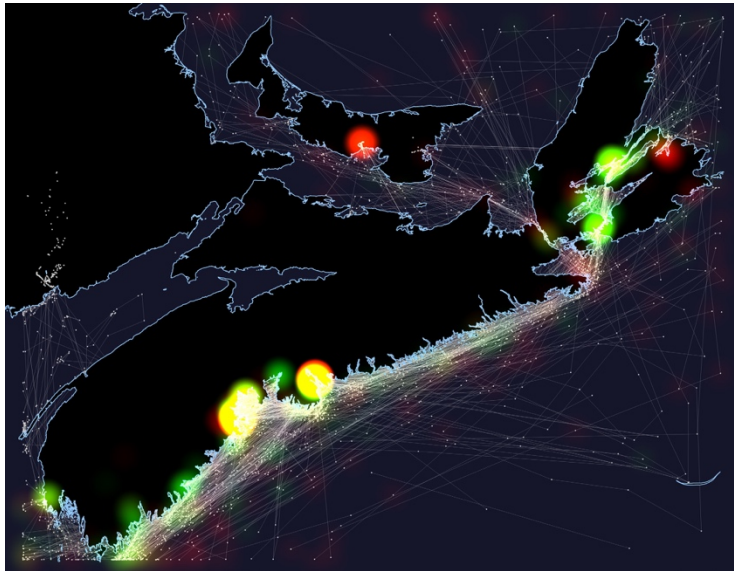
- **Foundation Wharves and the Halifax Boardwalk** – operationalize improved coastal infrastructure and public space, maintain and manage additional, and explore opportunities for future business growth and community partnerships at Foundation Wharves and surrounding area on Halifax waterfront.
- **Zwicker Building, Lunenburg** - activation of recapitalized 19th century, three-story waterfront fish warehouse, with a focus on marine-related business alongside food and beverage amenities. We will also operationalize permanent, accessible marine-visitiation facilities and seasonal attractions, including amenities for marine visitors such as a marina office, laundry, shower, and public washrooms.
- **Smith & Rhuland Shipyard Revitalization, Lunenburg** - manage and maintain common-user marine infrastructure, including two recapitalized wharves, new floating docks, and new shipyard electrical services, on the town's historic working waterfront to support strategic sector development in ship repair, marine services, and tourism.
- **COVE South Marine Terminal** - operationalize recapitalized marine terminal in 2021-22 to support growing demand in the marine and ocean sectors (clearly evidenced by the demand at the North Marine Terminal at COVE).
- **Improved Marine Infrastructure, Halifax, Baddeck, and Mahone Bay** - support operations and communications surrounding improved shared-access marine infrastructure completed in 2020-21.

Develop Nova Scotia is exploring future projects and will investigate further marine network development opportunities in Pictou, Sheet Harbour, and Southwestern Nova Scotia.



In 2021-22, Develop Nova Scotia will strive to implement the objective in the Marine Visitation Plan to enhance ports across Nova Scotia and, eventually, to welcome visitors by sea once it is safe to do so. This work will further strengthen the connection between strategic partners and communities focused on marine services supply chain and support the development of marine-dependent uses that advance the entire sector.

**Image 3: 2019 Marine Visitation Heat Map**



AIS data via MarineTraffic.com, July to September 2019.  
Includes both Superyachts (80'+) and large yachts (60' – 80').

### ***Develop Nova Scotia Priority* | [Working Waterfronts: Innovation Infrastructure](#)**

Develop Nova Scotia supports Nova Scotia's innovation ecosystems through infrastructure.

Working with partners in government, private sector and post-secondary institutions, we saw an opportunity to catalyze growth in the ocean technology space in Nova Scotia and purchased a former Coast Guard property with an ambition to redevelop it into an innovation hub for ocean technology companies. Together with partners, the site was transformed into The Centre for Ocean Ventures and Entrepreneurship (COVE) in 2018 with the recapitalization of the buildings and wharves.

As property owner and manager of COVE, Develop Nova Scotia worked with the Institute for Ocean Research Enterprise to attract a dynamic mix of ocean technology leaders and new companies in the opening tenant mix. By building shared-access, marine-dependent infrastructure, Develop Nova Scotia contributed to building the platform and value proposition for COVE, which is becoming a globally recognized brand and is playing a key role in growing the province's ocean technology sector.

The recently completed recapitalization of the **COVE South Marine Terminal** allows for 1,500 feet of additional wharfage to accommodate working vessels connected to the companies and projects underway at COVE, as well as other working research and commercial vessels.

In 2021-22, Develop Nova Scotia will work with COVE and regional public and private partners to continue discussions on the feasibility of **COVE Outposts** in locations across Nova Scotia that build on existing functional economic activity in the region.

PERFORMANCE MEASURES/ EXPECTED OUTCOMES - FISCAL 2021-22

Crown Strategic Theme/Pillar	Activities	Outcomes
<b>Corporate</b>		<ul style="list-style-type: none"> <li>• 5% decrease of operating grant as a % of total revenue</li> </ul>
<b>Authentic Destinations:</b> Strategic Sector Growth	<p><b><u>Engagement:</u></b></p> <ul style="list-style-type: none"> <li>• Inclusive engagement program executed for all projects, exclusive of repair work to existing infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation rate benchmark – Determine baseline representative rate based on size of community</li> </ul>
	<p><b><u>Infrastructure:</u></b></p> <ul style="list-style-type: none"> <li>• 7 improved public space locations</li> <li>• Activation of public space through 160 days of proactive programming on Develop NS owned/managed properties, of which a minimum of 25% are designed for non-peak season, October to March</li> </ul>	<ul style="list-style-type: none"> <li>• 50% increase in visitation compared to previous year– measured via pedestrian counts on Develop Nova Scotia owned and managed properties</li> <li>• 20% increase in tenant sales compared to previous year</li> </ul> <p>Note: These targets are significantly higher than usual due to the 2020-21 season being</p>

		<p>drastically impacted by COVID. They are dependent on the level of restrictions in place throughout 2021-22</p>
	<p><b><u>Satisfaction/attachment:</u></b></p>	<ul style="list-style-type: none"> <li>• Visitor satisfaction – benchmark using updated measurement scale to be developed with Tourism and other partners</li> <li>• Community satisfaction in project communities – benchmark</li> </ul>

<p><b>Thriving Communities:</b></p> <p>Safe and Connected Communities</p> <p>Placemaking</p> <p>Remote work/distributed workforce</p>	<p><b><u>Engagement:</u></b></p> <ul style="list-style-type: none"> <li>• Inclusive engagement program executed for all projects.</li> <li>• 7 community projects initiated and focused on development of placemaking competencies throughout the province</li> </ul>	<ul style="list-style-type: none"> <li>• Participation rate benchmark – Determine baseline representative rate based on size of community and types of projects</li> <li>• 1% increase community confidence in their ability to lead placemaking projects in communities that</li> </ul>
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		<p>have worked with the Develop NS team</p>
	<p><b><u>Infrastructure:</u></b></p> <ul style="list-style-type: none"> <li>• 5 community projects initiated</li>   <li>• Support for 7,000 km of fibre being built</li> </ul>	<ul style="list-style-type: none"> <li>• Use of community space in Communities with a completed Thriving Communities project – benchmark the possible growth</li>   <li>• 5% increase in access to connections available reaching 90% of Nova Scotia homes and businesses</li>   <li>• 1% increase in use of digital tools by industries in rural areas</li> </ul>
	<p><b><u>Satisfaction/attachment:</u></b></p>	<ul style="list-style-type: none"> <li>• Subjective wellbeing – benchmark</li>   <li>• Community attachment to relevant space/infrastructure and community-benchmark</li> </ul>

<p>Working Waterfronts: Strategic Sector Growth</p>	<p><b><u>Infrastructure:</u></b></p> <ul style="list-style-type: none"> <li>• Participation in exploration of 2 COVE satellite sites</li> <li>• Maintain minimum of 90% occupancy at COVE</li> <li>• Operationalize 6 wharf projects</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline economic impact from COVE on Oceans sector</li> <li>• 20% Increase in overnight vessel stays*</li> <li>• Benchmark economic impact of marine traffic*</li> <li>• Benchmark impact to marine supply chain*</li> </ul> <p>*Note: If US border remains closed, this will consist primarily of regional vessels from Atlantic Canada</p>
	<p><b><u>Satisfaction/attachment:</u></b></p> <ul style="list-style-type: none"> <li>• Tenant satisfaction</li> <li>• Marine visitation satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain 90% in tenant satisfaction</li> <li>• Marine satisfaction survey – benchmark</li> </ul>

**BUDGET CONTEXT 2021-22**

Financial Summary – Develop Nova Scotia		Operating Budget 2021-22		
	Budget	Forecast	Budget	
	2020-21	2020-21	2021-22	
Revenue				
Rents & Wharfage	4,072,500	2,679,500	3,496,000	
Parking	1,300,000	680,000	650,000	
Other Income	704,000	1,187,500	774,000	
Grant Income	2,687,000	3,937,000	3,957,000	
Total Revenue	8,763,500	8,484,000	8,877,000	
Operating and Administrative Expenses				
Program Expenses	2,365,300	2,259,600	2,170,500	
Maintenance/Repairs & Other	1,284,400	1,333,100	1,374,500	
Administrative Expenses	5,113,800	4,891,300	5,332,000	
Total Expenses	8,763,500	8,484,000	8,877,000	
Surplus (Deficit) Before Other Items	-	-	-	
Other Items				
Capital Grants	1,610,700	34,355,900	8,615,000	
TRIP TCA	2,395,000	985,400	1,687,000	
Capital Amortization	2,126,000	2,664,000	3,447,000	
Total Other Items	1,879,700	32,677,300	6,855,000	
Surplus (Deficit) After Other Items	1,879,700	32,677,300	6,855,000	

## APPENDIX A: HYPERLINKS TO ADDITIONAL INFORMATION

### 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