



Accountability Report

Year: Fiscal 2022-2023
(April 1, 2022 – March 31, 2023)

Contents

Accountability Statement	2
Message from Build Nova Scotia President & CEO	3
Measuring Performance	4
Telecommunications Infrastructure	4
Land, Asset & Environmental Management	5
Healthcare Infrastructure Redevelopment Projects	7
Community & Rural Infrastructure Development	11
Financial Results	15
Public Interest and Wrongdoing Act	18



Accountability Statement

The Accountability Report of Build Nova Scotia for the year ended March 31, 2023 is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Nova Scotia Lands Incorporated and Develop Nova Scotia Business Plan for the fiscal year just ended. The reporting of Build Nova Scotia outcomes necessarily includes estimates, judgments, and opinions by Build Nova Scotia management.

We acknowledge that this Accountability Report is the responsibility of Build Nova Scotia management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the subsequent Build Nova Scotia legacy organizations' (Nova Scotia Lands Incorporated and Develop Nova Scotia) 2022-2023 Business Plans.

The Honourable Kim D. Masland
Minister of Public Works

Peter Hackett
Deputy Minister, Department of Public Works

David Benoit
President and Chief Executive Officer

Message from Build Nova Scotia President & CEO, David Benoit

On behalf of the Build Nova Scotia team, I am pleased to present the 2022-2023 accountability report representing progress made against ministerial mandate initiatives as defined by the Honourable Tim Houston, Premier of Nova Scotia.

The product of an Agencies, Offices, and Crown Corporations review conducted by Government and concluded in Summer 2022, the creation of Build Nova Scotia allows for the streamlining of operations, the refocusing of mandates, and the improvement of accountability.

Bringing together Nova Scotia Lands Incorporated, Develop Nova Scotia, and Nova Scotia Lands Healthcare Redevelopment, Build Nova Scotia is an agile and flexible organization positioned to influence provincial development in the areas of healthcare infrastructure; telecommunications infrastructure; land, asset, and environmental management; and community and rural infrastructure development.

As an organization, Build Nova Scotia is accountable to both the Department of Service Nova Scotia's Internal Services (SNSIS) and Public Works (DPW). This is a unique structure, but one that is necessary and recognizes the diversity of our portfolio. As the Minister of SNSIS, the Honourable Colton LeBlanc governs the Healthcare Infrastructure Redevelopment projects and the Honourable Kim Masland, Minister of DPW, is responsible for all others.

The objective of Build Nova Scotia is to oversee opportunities to transform Provincial lands and properties in ways that drive the Nova Scotia economy forward and improve quality of life for its citizens. Build Nova Scotia is a steward for projects and properties that support healthy communities, build pride, and generate momentum in communities. Done successfully, we will support the creation of a healthy, connected, and thriving Province.

2023-2024 is poised to be a statement year for Build Nova Scotia. In addition to the continued progression of projects and program initiatives, the success of Build Nova Scotia will be reliant on the integration of all 150+ colleagues and our critical relationship with numerous stakeholders both inside and outside of government. To date, the amalgamation of our legacy organizations has afforded us all the opportunity to strategically share resources, skills, expertise, and knowledge which will be influential in helping navigate the current and future delivery of our portfolio.

Measuring Performance



Telecommunications Infrastructure

Internet for Nova Scotia Initiative

The goal of the Internet for Nova Scotia Initiative is to provide access to high-speed internet to more than 95% of Nova Scotian homes and businesses—and as close to 100% as possible. To date, numerous projects have been awarded from two rounds of Request for Proposals (RFPs) and subsequent scope-expansion projects. Many of these projects are complete with new connections happening daily.

As of March 2023, 80,000 previously underserved homes and businesses now have access to high-speed internet through newly established connections and the Satellite Internet Service Rebate Program, representing an increase of 24,000 from the previous year. This progress reflects coverage of 94.5% of Nova Scotia, up from 88.6% the previous year.

Provincial Cell Gap Evaluation

In early 2022, Build Nova Scotia worked with external consultants to study the existing status of cell service coverage in the province. Their final report was received in Fall 2022 and was shared with the Ministers of Service Nova Scotia and Internal Services (SNSIS), Finance and Treasury Board, and Economic Development.

Build Nova Scotia and SNSIS consulted with potential industry partners and other jurisdictions on potential program design to address the identified service gaps. This consultation focused on determining the industry appetite for engagement and definition of the associated goals for service standards.

Build Nova Scotia continues to work to further define provincial demand areas and the scope of work before seeking out potential technology partners to address the identified gaps.



Land, Asset & Environmental Management

Abandoned Mine Sites Inspection Reports & Site Visits

As a deliverable for our mine site prioritization matrix update, staff are carrying out site visits to all mine sites that reside on our Potentially Contaminated Mine Sites List.

During the 2022-2023 fiscal year staff have completed site visits along with drone exploration on 22 sites. A key challenge with this work is weather conditions, as we cannot have snow cover, wind, and rain conditions can hamper the use of the drone for exploration. Most of the sites on the list were completed within 2021-2022 with close to a dozen remaining for the 2023-2024 inspection season. The prioritization matrix has been updated to reflect the results of these visits and site inspection reports have also been completed for these sites.

Abandoned and Derelict Vessels Removal

The remainder of the Phase 2 vessels have been removed during 2022-2023. The funding application for these removals was submitted to Transport Canada in February 2023 and funding has been received for the full federal commitment in April 2023. Staff are planning for further removals as part of an anticipated Phase 3 program. Build Nova Scotia is awaiting these details with the release of the Abandoned Vessel Program by Transport Canada.

Long-term Monitoring and Maintenance

Long-term monitoring and maintenance continue for Open Hearth Park, Harbourside East, and Harbourside Commercial Park as per the Industrial Approval for these sites. No major issues were experienced over 2022-2023 and the sites appear stable year over year. The Harbourside East Groundwater Treatment Plant continues to operate with minor maintenance issues, however, the perceived design expectation for the water to be clean within 15 years is unrealistic. We notice gradual improvement in some of the groundwater parameters but at this time it appears the plant will be required to operate more than the projected 15-year period. Staff are trending the data and looking for alternative solutions for this issue.

Harbourside Commercial Park (HCPI)

HCPI began operations as a Crown corporation during 2007-2008, with the mandate to manage the commercial development of remediated areas of the former Sydney Steel property. It was recognized that the mandate of Sydney Steel Corporation (SYSCO) was undergoing a significant change. HCPI are engaged in the marketing and sales of properties on site and work to maximize population and use of the park.

In 2022-2023, HCPI did not have any active projects on site, but the opening of the new Horizon Building has been the highlight for the year. Horizon Achievement Centre is a provider of services and employment for people living with mental and intellectual disabilities. HCPI continues to contribute to the local economy and provides an excellent area for new and existing business to operate through the sale of six additional parcels of land this year.

Trenton Commercial Park (TCP)

For several decades, TCP was the site of a rail car manufacturing facility. It is 106 acres that is home to two tenants that are running fabrication facilities with a lease-to-own option. In 2022-2023 an existing tenant recently purchased 11 acres of the formally-known Distribution Centre. Current tenants may exercise their purchase option and if other parcels of land become available this may attract further interest.

Port Mersey Commercial Park (PMCP)

PMCP is a revitalized location of the former Bowater Pulp and Paper Mill. Since 2012, Build Nova Scotia has been working to promote and find businesses who want to operate on the site. Many efforts have been made to reimagine the site and make it more attractive. Removal of derelict buildings is the main effort and active projects include supporting the ongoing growth and success of existing tenants, subdividing the land to enable best future use, promoting to new businesses, and maintaining the site. In fiscal 2022-2023, while there were no active “projects” underway, the site continues to have an impact. The sale of a building and site to Lloyoll Prefabs, which occurred in 2022, is a strong indication of how past agreements have proved beneficial to province and the local economy. Tenant relations continue to be positive and there appears to be a consistent demand for space within our last remaining building on site.

Sysco Environmental Management

The Sysco Environmental Management program continues to operate efficiently. In 2022-2023 upgrades were completed to the Grand Lake Dam structure as well as some minor grading to the former slag quarry (High-Dump Tank) area. This allowed us to transition this area from

a contaminated site to a managed site with Nova Scotia Environment and Climate Change. Membertou have expressed interest in the remainder of the High-Dump and remedial efforts will occur in the coming three to five years to complete the remediation of the entire High-Dump area.

Boat Harbour Remediation Project

In 2022-2023, the Boat Harbour Project team continued to be focused on the project’s environmental assessment under the jurisdiction of the Impact Assessment Agency of Canada (IAAC). To date, over 100 information requests have been issued by IAAC and all but one have been answered by the remediation team and accepted as complete by IAAC. The one outstanding information request is related to evaluation of an alternative site for ultimate disposal of the sludge. The evaluation is complete and has been submitted to Pictou Landing First Nation (PLFN) as their input is critical and required to complete the response to IAAC. The remediation team is currently awaiting a response from PLFN.

The remediation team is currently planning for the next steps following an IAAC approval, which could come later this year. This includes completing additional sampling on site to delineate contamination more accurately in two of the on-site wetlands. The wetlands are complex and difficult to sample so the team has been working with the consulting industry and professors from local universities to ensure safe access and accurate results. Studies on existing water quality within Boat Harbour and existing fish habitat in the estuary have been recently completed to identify any changes to the baseline conditions which were originally assessed while the treatment facility was actively treating pulp mill effluent.



Healthcare Infrastructure Redevelopment Projects

More, Faster: The Action for Health Plan

Halifax Infirmary Expansion

In parallel to the continued design development of the Halifax Infirmary Expansion project, 2022-2023 saw the realignment of the associated project procurement strategy. To account for market pressures (supply chain, escalation, labour availability, etc.) the project was split into two delivery waves. The objective of this decision was to right-size the project scope for the available market and to lead to successful procurement close of “Wave 1” in February 2024. Realignment of the procurement strategy was one of the largest components of the [More, Faster: The Action for Health Plan](#) announced in December 2022.

Bayers Lake Community Outpatient Centre

Construction on the Bayers Lake Community Outpatient Centre progressed as planned through 2022-2023 reaching 82% completion by end of the year. With the implementation of robust change management and governance processes, the project stayed on scope, schedule, and budget and remains on track for substantial completion in August 2023. Significant project milestones achieved in 2022-2023 included the completion of all structural steel, various clinical department and ancillary space fit outs, building commissioning start, deficiency reviews, and site landscaping. The project is currently progressing well with scheduled operationalization in November 2023.

Halifax Infirmary Renal Dialysis

As part of the Provincial Healthcare Strategy, the Halifax Infirmary Renal Dialysis Expansion and Renovation continued the construction phase this past fiscal. The renovated spaces for the Residents Lounge and Sacred Space were successfully completed and occupied. Construction started on the Renal Dialysis Unit (RDU) expansion area, including six new stations. The existing RDU (12 stations) remained operational throughout construction.

Summer Street Parkade

As part of the [More, Faster: The Action for Health Plan](#), the Summer Street Parkade achieved Substantial Performance on November 2, 2022. The facility was opened to the public for use on January 3, 2023. This milestone achievement was critical to support the imminent Halifax Infirmary Expansion work on the Robie Street side of the campus.

Summer Street Entrance

As a part of the [More, Faster: The Action for Health Plan](#), the Summer Street Entrance and Driveway projects were awarded, and construction kicked off in 2022-2023. The Entrance construction activities included a refresh of the level 1 washrooms, renovation to the existing staircases, a new registration desk, renovation of the existing information desk, and ongoing expansion of the vestibule and main doors. The driveway construction activities included dedicating

a driveway to EHS only, realigning the curb, and improving sidewalks and driveway to increase pedestrian safety and vehicle capacity.

Halifax Infirmary Diagnostic Imaging & MRI Suite Redevelopment

Redevelopment of the current Halifax Infirmary Diagnostic Imaging (DI) and MRI suite made considerable progress over 2022-2023. The project team completed the development, tender, and bid evaluation of the Request for Proposal (RFP) for a Design Build Contractor responsible for delivery of the project scope. In parallel, procurement requirements of a new 1.5T and 3T MRI were completed in anticipation of installation. Early procurement was required due to equipment lead times.

Cape Breton Healthcare Redevelopment Equity, Diversity, and Inclusion – Diversity Pilot:

2022-2023 marks the first full year of the Cape Breton Healthcare Redevelopment Diversity Pilot. This provides our first opportunity to measure successes, develop benchmarks, articulate core values, and record lessons learned for future projects.

Recruitment targets embedded in all trades contractor packages is a significant endeavor and is the lever to obligate participation by all parties. To date all sites have consistently met or exceeded the 10% recruitment target for underrepresented workforce hours.

The pressure created by this target has resulted in trade contractors working to fill positions with workers from equity groups and encouraged greater coordination between Build Nova Scotia, Nova Scotia Construction Sector Council (NSCSC), the Nova Scotia Association of Architects (NSAA), and union leaders. This coordination is formalized in the pilot's monthly Diversity Working Group meetings, which has members from all entities and

organizations from non-profits representing all communities included in the recruitment targets (industry representation is, in part, through the NSCSC).

2022-2023 saw the growth of key relationships with industry and equity groups. These relationships, anchored by monthly reporting to industry and equity representatives, were key to the pilot's value of supporting capacity-building for better recruitment and retention practices. In addition to representatives from Mi'kmaw Economic Benefits Office, African Nova Scotian Affairs, Women Unlimited, Pathways to Employment, and Cape Breton Centre for Immigration, this year we made new connections to the Cape Breton Filipino Association, which has already resulted in two Filipino workers enrolled in a carpentry course. The NSCSC provided key connections to union leaders, facilitating continued industry buy-in and input.

Cape Breton Regional Hospital

Cancer Centre: During 2022-2023 the Cancer Centre executed \$14.8M in trade package work. Construction completed includes building excavation, formwork, and concrete foundations; structural steel; and the completion of the site telethermic piping distribution from the Energy Centre that will provide heating and cooling for the entire Cape Breton Regional Health Redevelopment including the existing Cape Breton Regional Hospital. Structural steel started in June 2022 and followed progression of building foundations, finishing in March 2023.

Building envelope work began in November 2022 in sequence with the Linacc bunker foundation construction. This work is currently ongoing with masonry, curtain walls and glazing, and roof systems all on schedule with the intent of being weathertight before Winter 2023. The Linacc bunker foundation

work began in October 2022, with the wall formwork following in December 2022. Linacc Bunker walls were placed the first week of April 2023 to cap a major milestone for 2022-2023. The total value of work completed including design, contract administration, and material and equipment purchases from this fiscal was \$27.9M.

Energy Centre: During 2022-2023, the Energy Centre executed \$14.5M in trade package work. Construction completed includes building excavation, formwork, concrete foundations, underground mechanical and electrical, structural steel, and fireproofing of exterior columns. The Ground-floor slab-on-grade was placed, followed by the biomass boiler and related equipment installation in Summer 2022. Structural steel started in July 2021 and was completed in March 2023. Work on the building envelope began in May 2022 and has been completed with air and vapour barriers sequenced and completed in October 2022 to allow for installation of exterior insulated metal panels. This portion of the work is set to be completed in Summer 2023.

Miscellaneous metal works including ships ladders, boiler chimney tower, railings, and guardrail work started in November 2022 and is ongoing with the completion of the chimney tower in March 2023. The roof decking was completed in preparation for roofing installation to begin in April 2023 and completion scheduled for Fall 2023. In addition, the helipad construction was completed in March 2023 and our team is currently working through addressing deficiencies and commissioning the site—another major project milestone. A 500-car parking area known as “P8” was completed and handed over to Nova Scotia Health operations. The total value of work completed including design, contract administration, and material and equipment purchases during 2022-2023 was \$37.7M.

Clinical Services Building: The design development work including detailed user group meetings continued through 2022-2023. The construction document phase also started, resulting in the tendering and award of the first trade packages in February 2023. The first trades mobilized in March and began foundation excavation and concrete foundations. Trade package value awarded in 2022-2023 was \$39.2M.

Northside Health Complex

Design development continued through 2022-2023, leading to the tendering and award of a sizable portion of the facility. Tenders awarded in 2022-2023 included laundry equipment, elevators, concrete foundations, structural steel, biomass boilers, underground mechanical, masonry, structural metal framing, cladding, roofing, and glazing/curtainwall.

Construction activity continued throughout Winter 2023 on the Northside Health Centre with placement of concrete foundations and associated earthworks and site services in preparation for structural steel erection in 2023-2024. The work area was primarily focused on the Laundry/CUP although the entire site has all site services installed including storm and sanitary sewers, waterlines, and electrical ductbanks.

The value of trade contracts awarded in 2022-2023 were approximately \$54M. Total value of the work completed includes design, contract administration, and material and equipment purchases during 2022-2023 was \$21M.

New Waterford Hub

The design of the Breton Education Centre (BEC) and Community Wellness Centre (CWC) was substantially completed in 2022-2023. 2022-2023 also saw the continuation of design for the Health Centre/Long-term Care as consultants work on revising the design development report, including the furniture, fixtures and equipment lists. A lifecycle cost analysis was performed to include Biomass as a heat source which is now being incorporated into the project.

Construction of the Health Centre/Long-term Care facility will begin in 2024 after the Construction of the new and demolition of the existing BEC. Construction of BEC and CWC started in May 2022 and substantial performance is scheduled for Spring 2024. Construction progress and long lead items have been closely monitored to identify and mitigate schedule risks. All BEC and CWC building contracts for Phase 1, excluding final landscaping and site furniture, have been awarded. Tenders awarded in 2022-2023 included early site works, foundation work, structural steel, envelope, mechanical and electrical, and interiors. Across all building components, the total construction value completed was \$22.19M and the total value of trade contracts awarded was \$28.5M.

Glace Bay Hospital

In 2022-2023, work on the Glace Bay Hospital project focused on completion of the design documents, including updating construction plans to include a new ophthalmology centre and the development of early siteworks contract documents in preparation for a civil works tender. Design expenditure in 2022-2023 totaled \$1.3M.

Nova Scotia Health reviewed and approved the scope of work related to the renovations to the Surgical Suite, Medical Device Reprocessing Department, Pharmacy, and Ophthalmology Clinic.

Other work included planning the construction of secondary power service to the site.



Community & Rural Infrastructure Development

Community Placemaking Program & Public Space Development

The Build Nova Scotia Community-Led Placemaking Program enables communities to execute “quick win” projects to help attract and retain visitation, support increased spending in community, and help facilitate increased opportunity for social connection. Build Nova Scotia’s role in this program is to support capacity-building to undertake community placemaking work and provide expertise and advice to ensure program outcomes are in line with the program objectives.

Since 2021, 20 community projects have been completed or are underway from Yarmouth to Iona in both rural and urban settings. In 2022-2023, 10 projects were provided \$50,000 based on an evaluation of submissions received from 94 community groups throughout the province.

Lunenburg Infrastructure Projects

Of the six priority projects identified in the 2018 Master Plan, all are completed except the renovation of the Picton Castle building and repairs or replacement of two wharves. Build Nova Scotia has successfully completed the projects and is currently focused on activation of the revitalized Zwicker Building.

Peggy’s Cove – Infrastructure Improvement Strategy

Build Nova Scotia completed the first phase of the Peggy’s Cove Infrastructure Improvement Strategy in late 2021. This work included infrastructure

improvements that focused on increased safety, accessibility, and sustainability for locals and visitors.

Build Nova Scotia was directed by the Minister of Economic Development to manage and operate the new assets on an interim basis. Following the tragic death of a visitor in April 2022, the Minister of Economic Development directed Build Nova Scotia to scope and implement several recommended safety improvements. This included a mix of capital projects and operational programs.

Build Nova Scotia continues to complete minor improvements in the area as they relate to our operational mandate.

Halifax Waterfront Infrastructure Development

CUNARD Development: Build Nova Scotia and Southwest Properties (SWP) are working to redevelop the CUNARD site—a former surface parking lot owned by Build Nova Scotia—by creating a high-quality, mixed-use project that will contribute a total of three acres of new and improved public space on and surrounding the site on the Halifax waterfront.

The design of CUNARD’s public space has included more than two years of in-depth engagement with members of historically and systemically excluded communities, as well as input from over 500 members of the public.

Construction of the mixed-use development was underway in 2022-2023 and an RFP was issued and awarded for the design of the public space. The detailed design services are being provided by Hapa Collaborative with Eastpoint Engineering and

Brackish Design Studio as contributing members of the consultant team. Construction of the public space is expected to begin in the fall of 2023 with the building and public space opening to the public in mid 2024.

Boat School: Boat School is a project on the Halifax waterfront, adjacent to the Maritime Museum of the Atlantic (MMA). This project involves creating a small craft makerspace designed to enable youth to engage in experiential learning “on the water”. The model also envisions the development of a year-round Learning Centre to function as a classroom and lecture space, a makerspace, and multi-media area.

The project is a collaboration between MMA, Build Nova Scotia, the Department of Communities Culture, Tourism and Heritage, and the Canadian Maritime Heritage Foundation. A joint project steering committee has been convened to help advance the project.

In 2022-2023, Build Nova Scotia supported this project through planning and engagement work, applying for funding and supporting funding assembly, and completing the Acadia Wharf extension, which supports the infrastructure required for the project.

The project has been designed to 60% to support costing and funding assembly. Build Nova Scotia will work to continue development and advance the immediate steps involved in bringing the design to 100% to support tendering for construction.

Halifax & Lunenburg Waterfront Programming & Operations: In 2022-2023, the Halifax and Lunenburg waterfronts hosted over 176 days of programming. Through numerous partnerships, outreach, curation, and some owned events, Build Nova Scotia prioritizes making public spaces active and accessible. 2022-2023 saw ongoing maintenance, enhancements, and operations of

the site to maintain these spaces. In partnership with a private tenant new, accessible, year-round public washrooms are being built to support visitation to the area. Lighting and safety enhancements were also completed. Multiple opportunities for small businesses were launched, supporting local entrepreneurs and the economy. Pedestrian counts saw approximately 3.2 million people on the waterfront, surpassing the historical highs of 2018-2019 by 50%.

Halifax Waterfront Master Plan Draft: The Kijipuktuk/Halifax Waterfront Plan is a unified planning document for all Halifax waterfront lands owned, operated, and/or stewarded by Build Nova Scotia. The plan’s intent is to inform decisions about future planning and development projects on these lands, and to ensure alignment with our waterfront partners.

The draft plan builds on the Halifax Waterfront Open Space and Development Plan (2001) while incorporating responses to a wide range of emerging topics not considered in the previous document. The plan is written as a practical decision-making tool that codifies current planning practices and priorities and extrapolates them 15 years into the future.

The plan notionally applies to all waterfront properties between the Halifax Seaport and CFB Halifax, including the Water Street corridor. While Build Nova Scotia does not own all the property in this area, Build Nova Scotia has a role in stewarding the vision and providing holistic planning for the Halifax waterfront. The Kijipuktuk/Halifax Waterfront Plan allows us to clearly communicate our own priorities while working together more productively with all our waterfront partners.

The plan currently remains in draft form as the organization transitions to Build Nova Scotia. Further community and stakeholder engagement is anticipated as the plan is finalized.

WDC-1: In 2022-2023, a two-stage public process was used to evaluate concepts that leveraged this high-value development property in Downtown Dartmouth. Build Nova Scotia is ensuring the value of the land contributes to the provision of affordable housing. The process encouraged submissions from teams that included commercial real estate developers and non-market housing or not-for-profit service agencies or groups.

Bedford Waterfront Phase II: Build Nova Scotia owns 38.3 acres of land and waterlot in Mill Cove, Bedford.

In 2021, Halifax Regional Municipality (HRM) received funding through the Federal Government Investing in Canada Infrastructure Program (ICIP) fund to carry out Phase 1 study for a new electric ferry route from Mill Cove to Downtown Halifax as outlined in HRM's Rapid Transit Strategy. HRM has engaged consultants to explore assorted options and has presented Build Nova Scotia with options that require the use of corporation-owned Lands.

Bedford Phase 2 (Mill Cove) presents an opportunity to deliver a future fast ferry terminal in Mill Cove, Bedford, and possibly other community infrastructure including transit-oriented development through the redevelopment of vacant and/or under-utilized infill lands in the heart of Bedford. Build Nova Scotia will continue to support the development of this initiative into 2023-2024.

Pictou Waterfront Master Plan

Through the Thriving Communities program, Build Nova Scotia supported the planning, design, and implementation of tactical infrastructure and programming of new public space in Pictou throughout 2022-2023.

This work included stakeholder and community engagement to ensure that the Pictou waterfront becomes an attractive and welcoming destination

to locals and visitors. This is set to open to the public in July 2023 and the space will be used in the celebration of two important anniversaries in Pictou—the 250th anniversary of the landing of the Ship Hector and the Town's 150th anniversary of incorporation.

Pictou Wharf

In 2013, Build Nova Scotia undertook the restoration and renovation of the provincially-owned wharf in the Town of Pictou. This work included electrical upgrades, navigation lighting upgrades, replacement of air supply lines, restoration of municipal water supply to the wharf, and lighting upgrades. There is one tenant that is occupying the wharf. In 2022-2023 no significant work occurred, but there remains consistent interest in the future use and potential sale of this land in the community.

Louisbourg Community Development

Build Nova Scotia continues to work with partners including Cape Breton Partnership (CBP), Parks Canada, Louisbourg Seafoods Inc., and Cape Breton Regional Municipality (CBRM) to redevelop waterfront properties in the community of Louisbourg. This project will attract visitors to the Town's centre, enhancing the experience and enabling increased economic benefit for the community.

The concept was completed in 2020 and includes a plan for reimagining the waterfront area surrounding a redeveloped community hub. Detailed design services are being provided by FBM (selected via RFP in 2022-2023), with a team that also includes CBCL Limited and Brackish Design Studio. They are currently working with community and partners to bring the earlier vision for the project to life.

Inverness Main Street

Inverness is quickly becoming a regional hub for Western Cape Breton and destination for domestic

and international visitors. The Inverness Main Street Revitalization Project will help establish the main street of Inverness as a centre for community and commerce. A complete streets approach to the design of Central Avenue will result in enhanced safety, accessibility, and quality of experience for residents and visitors—and it will build confidence and encourage more private investment and development within the commercial core of Inverness. Build Nova Scotia provided funding and in-kind planning support for the development of a Growth Management Strategy (GMS). An early recommendation of the GMS was a redesign of the former Town of Inverness’s main street, Central Avenue. This work includes replacement of all underground services to support future growth in the area. This work was identified as a priority due to Public Work’s planned street recapitalization. This redesign work has run concurrent with the GMS and, while this work is funded through other municipal and provincial sources, \$300,000 has been committed via the Thriving Communities fund to support placemaking initiatives to activate and program Central Avenue.

The remainder of the draft GMS was developed between Winter 2021 and Fall 2022. The consultant is working with MCI to finalize recommendations, which are expected in 2023-2024. Build Nova Scotia continues to work with MCI to support their work, identify strategic priorities, and identify potential funding sources.

Sydney, Charlotte Street

Build Nova Scotia supported Cape Breton Regional Municipality as they advance the effort to revitalize Charlotte Street in Sydney. The work will allow for the creation of accessible and enhanced downtown experience. Work will include widened sidewalks, road and infrastructure improvements, streetscaping elements, and power and communications upgrades.

In addition to coordinating provincial funding, Build Nova Scotia continued to work with partners to develop a programming strategy to support businesses and attract people to the street.

Seawall Trail

The Seawall Trail is a proposed 50km, multi-day, hut-to-hut coastal hiking experience located primarily within the Polletts Cove-Aspy Fault Wilderness Area, a provincially administered protected area north of the Cabot Trail in Northern Cape Breton. Once completed, the Trail will be the only multi-day coastal hike of its kind along the Eastern Seaboard of North America and has the potential to become one of Canada’s foremost wilderness attractions.

Build Nova Scotia has been supporting the community-led vision for this project for almost three years. Our work in communities often begins in the early planning stages because how we build things matters as much as what we build. In this case, we worked behind community and partners to provide planning support and help align objectives and resources for the project.

With assistance from Build Nova Scotia, Communities, Culture, Tourism and Heritage (CCTH) provided funding for the project which is being held in trust by the Municipality of Inverness. As requested by CCTH, Build Nova Scotia will be providing project management services to support design, construction, and early operational phases of the project. This is a similar role that Build Nova Scotia plays in current projects in Louisburg and Sydney. Build Nova Scotia will also provide support with respect to regulatory requirements and required submissions to support project implementation. The Build team will also collaborate with the Seawall Trail Society and the Municipality of Inverness to support community engagement and ongoing project communications.

Financial Results

April 1, 2022 – November 30, 2022

(Legacy 1: Nova Scotia Lands, Nova Scotia Lands Healthcare)

	BUDGET	ACTUAL	VARIANCE
REVENUE			
Provincial Grant Revenue	1,846,000	1,846,000	-
External Revenue	128,667	206,088	77,421
Recoveries	10,180,000	4,495,716	(5,684,284)
Health Infrastructure Recovery	11,360,667	8,833,805	(2,526,862)
Sysco Recovery	1,122,000	889,698	(232,302)
Interest and Other Income	33,333	570,103	536,770
TOTAL REVENUE	24,670,667	16,841,410	(7,829,257)
EXPENSES			
Property Expenses	1,028,000	730,661	297,339
Corporate Expenses	2,685,334	3,223,145	(537,811)
Project Expenses	9,596,666	3,849,067	5,747,599
Health Infrastructure Expenses	11,360,667	9,030,820	2,329,847
TOTAL EXPENSES	24,670,667	16,833,693	7,836,974
SURPLUS (DEFICIT) BEFORE CAPITAL	-	7,717	7,717
CAPITAL GRANTS & OTHER ITEMS			
Provincial Capital Grant Revenue	23,000	15,026	(7,974)
Federal	-	-	-
TOTAL CAPITAL GRANTS	23,000	15,026	(7,974)
Amortization	(203,333)	(231,330)	27,997
Gain on Sale of Capital Assets	-	475,830	(475,830)
SURPLUS (DEFICIT) AFTER OTHER ITEMS	(180,333)	267,243	447,576

Revenue Variance Analysis: Based on a prorated budget of 8 out of 12 months external revenue which includes rental and lease income ended above budget. This was due to additional tenants in Port Mersey. Interest and other income also was above budget due to \$6.8M GIC purchased and gain on sale of land. Recoveries were lower due to Boat Harbour project in planning phases, Dam Project deferred, and Mines project approaching remediation phase. Sysco recovery lower due to delayed remediation work on slag pile.

Expense Variance Analysis: Based on a prorated budget of 8 out of 12 months, operating expenses for Health were lower than budgeted, primarily because of decrease in salary due to delays in the hiring process and decrease in P3 consulting expenses due to change in project approach. Project expenses were lower than budget due to Boat Harbour project in planning phases, Dam Project deferred, and Mines project approaching remediation phase. Property expenses were lower due to property taxes and electricity costs being lower than expected. Corporate expenses were higher due to compensation increases and new positions.

Capital Grants: Capital grants slightly lower than expected due to less capital purchases.

(Legacy 2: Develop Nova Scotia)

	BUDGET	ACTUAL	VARIANCE
REVENUE			
Provincial Grant Revenue	2,554,667	1,317,765	(2,514,235)
Rental	3,004,667	4,155,889	(351,111)
Recoveries	326,000	570,162	81,162
TOTAL REVENUE	5,885,334	6,043,816	(2,784,184)
EXPENSES			
Property Expenses	1,456,800	2,050,182	135,018
Corporate Expenses	4,428,534	3,993,634	2,649,166
TOTAL EXPENSES	5,885,334	6,043,816	2,784,184
SURPLUS (DEFICIT) BEFORE CAPITAL	-	-	-
CAPITAL GRANTS & OTHER ITEMS			
Provincial Capital Grant Revenue	717,333	77,037	(998,963)
Federal	-	-	-
TOTAL CAPITAL GRANTS	717,333	77,037	(998,963)
Accretion Expense	-	(52,703)	52,703
Amortization	(2,044,667)	(2,600,757)	(466,243)
Loss on Sale of Capital Assets	-	(48,212)	48,212
SURPLUS (DEFICIT) AFTER OTHER ITEMS	(1,327,334)	(2,624,635)	(633,635)

Revenue Variance Analysis: Based on a prorated budget of 8 out of 12 months, external revenue, which includes rent, wharfage, and parking revenue, finished above budget. Rent and wharfage actuals were above budget due to an increase in performance rents mainly from increased visitation on the Halifax waterfront. Parking finished above budget due to the delay in the construction on the Salter parking lot, enabling parking to continue. Provincial grant revenue is less than budgeted to balance to a \$nil surplus before capital.

Expense Variance Analysis: Based on a prorated budget of 8 out of 12 months, property expenses were higher than budgeted, mainly due to the operations in Peggy's Cove of the new site infrastructure, including two washroom facilities, previously unbudgeted for, plus security required at the site (offset by a recovery from the Department for the safety program). Insurance, property taxes, utilities and repairs and maintenance costs were also higher for this period due to increased asset base, increased visitation and inflationary pressures.

Administrative expenses were lower than budgeted mainly due to the Charlotte St expense, which was not incurred during this period, but remained in the budgeted figures for this period, pro-rated for 8 months.

Capital Grants: Capital grants were lower than expected due to the delay in the start of the Cunard public space construction as well as the delay in the Cable Wharf repairs due to seasonal commitments to the tenant and surrounding space. This pushed the final repairs to the later fall/winter period and thus not appearing in this period reporting.

December 1, 2022 – March 31, 2023

Build Nova Scotia

	BUDGET	ACTUAL	VARIANCE
REVENUE			
Provincial Grant Revenue	-	5,813,322	5,813,322
External Revenue	-	1,403,076	1,403,076
Recoveries	-	3,347,102	3,347,102
Health Infrastructure Recovery	-	11,880,739	11,880,739
Sysco Recovery	-	170,860	170,860
Interest and Other Income	-	80,658	80,658
TOTAL REVENUE	-	22,695,757	22,695,757
EXPENSES			
Property Expenses	-	2,592,274	(2,592,274)
Corporate Expenses	-	3,786,452	(3,786,452)
Project Expenses	-	1,274,516	(1,274,516)
Health Infrastructure Expenses	-	11,857,713	(11,857,713)
TOTAL EXPENSES	-	19,510,955	(19,510,955)
SURPLUS (DEFICIT) BEFORE CAPITAL	-	3,184,802	3,184,802
CAPITAL GRANTS & OTHER ITEMS			
Provincial Capital Grant Revenue	-	657,215	657,215
Federal	-	-	-
TOTAL CAPITAL GRANTS	-	657,215	657,215
Net Assets on Restructuring	-	129,410,174	129,410,174
Accretion Expense	-	(26,352)	(26,352)
Amortization	-	(1,461,301)	(1,461,301)
PSSP Retirement Health Benefit Expense	-	(1,117,300)	(1,117,300)
Gain on Sale of Capital Assets	-	111,405	111,405
SURPLUS (DEFICIT) AFTER OTHER ITEMS	-	130,758,643	130,758,643

Actuals are representative of the period December 1, 2022 to March 31, 2023

*Net assets on restructuring are the sum of assets of the former entities Develop Nova Scotia and Nova Scotia Lands Incorporated.

Variance Analysis: Revenue, expense, and TCA variance is due to the start of the new entity on December 1, 2022. No approved budget for Build Nova Scotia in fiscal 2022-2023.

Public Interest and Wrongdoing Act

Annual Report under Section 18 of the Public Interest Disclosure of Wrongdoing Act

The Public Interest Disclosure of Wrongdoing Act was proclaimed into law on December 20, 2011.

The Act provides for government employees to be able to come forward if they reasonably believe that a wrongdoing has been committed or is about to be committed and they are acting in good faith.

The Act also protects employees who do disclose from reprisals, by enabling them to lay a complaint of reprisal with the Labor Board.

A Wrongdoing for the purposes of the Act is:

- a) a contravention of provincial or federal laws or regulations
- b) a misuse or gross mismanagement of public funds or assets
- c) an act or omission that creates an imminent risk of a substantial and specific danger to the life, health or safety of persons or the environment, or
- d) directing or counselling someone to commit a wrongdoing

The following is a summary of disclosures received by (Department / Public Service Offices/ Governmental Unit including Crown Corporations and Agencies)

INFORMATION REQUIRED UNDER SECTION 18 OF THE ACT	FISCAL YEAR 2022-2023
THE NUMBER OF DISCLOSURES RECEIVED	0
THE NUMBER OF FINDINGS OF WRONGDOING	0
DETAILS OF EACH WRONGDOING (Insert separate row for each wrongdoing)	0
RECOMMENDATIONS AND ACTIONS TAKEN ON EACH WRONGDOING. (Insert separate row for each wrongdoing)	0