



# 2023-2024 Business Plan

# Contents

Message from the Minister .....	3
Context .....	4
Core Programs and Services .....	5
Key Priorities for 2023-2024 .....	9
Performance Measures .....	9
Financial Summary.....	10



## Message from the Minister

As the Minister responsible for Build Nova Scotia, it is my pleasure to present the new Crown corporation's first business plan.

Build Nova Scotia brings together the complementary experience and expertise from Develop Nova Scotia and Nova Scotia Lands. Together, we will oversee opportunities to transform our province's strategic lands and properties in ways that support communities and enable our economy to thrive.

Our projects include healthcare redevelopment, waterfront and industrial park construction and expansion, providing high-speed internet access and environmental remediation. We are also entrusted with the continued stewardship of existing assets, including some of Nova Scotia's most-loved places like Peggy's Cove and the Halifax waterfront.

Nova Scotia is experiencing an unprecedented period of population growth and investment. We need an organization that is agile enough to make sure we reach our full potential through partnership, efficiency, and accountability. Build Nova Scotia has been created to do just that.

Over the coming year, I look forward to seeing Build Nova Scotia help our government move forward with our strategic infrastructure priorities.

---

**Kim Masland**  
**Minister, Public Works**

# Context

Meet Build Nova Scotia. In July 2022, government announced the merger of Crown corporations Develop Nova Scotia and Nova Scotia Lands into a new Crown corporation to streamline operations and ensure greater accountability to government.

In November 2022 enabling legislation was passed and Build Nova Scotia was created (effective December 1, 2022) to focus on work in 4 strategic areas:

1. Healthcare Infrastructure
2. Telecommunications Infrastructure
3. Land, Asset, and Environmental Management
4. Community and Rural Infrastructure Development

Build Nova Scotia's CEO reports to the Deputy Minister of Public Works and to government through the Minister of Public Works. An advisory board will be established in 2023-2024 to provide advice and recommendations on matters related to strategic infrastructure throughout the Province.

Ministerial oversight for Build Nova Scotia is shared between Service Nova Scotia and Internal Services Minister, Colton LeBlanc who is responsible for Healthcare Infrastructure and Public Works Minister, Kim Masland who oversees all other activities.

Build Nova Scotia is in its infancy—2023-2024 will mark its first full year of operation. Consequently, a lot of work will be done this year to integrate and streamline operations, while continuing operations and advancing priority projects.

# Core Programs and Services

We build, operate, and preserve strategic infrastructure that contributes to economically vibrant and sustainable communities. We deliver programs and services to promote, leverage, and maximize the province's investments in what we build. We oversee opportunities to transform our province's strategic lands and other assets in ways that drive our economy forward and improve quality of life for all Nova Scotians. This includes managing the addition and renewal of infrastructure that keeps Nova Scotians healthy, connected, and thriving no matter where they live.

Build Nova Scotia's core programs and services are grounded in 4 strategic areas that will guide our key projects and investments for 2023-2024:

1. Healthcare Infrastructure
2. Telecommunications Infrastructure
3. Land, Asset and Environmental Management
4. Community and Rural Infrastructure Development

Our core expertise spans community and land-use planning and development, environmental analysis and remediation, strategic asset management, health care infrastructure, and the continued operation, stewardship, and programming of some of Nova Scotia's best-loved places.

We reach our goals by working with communities, all levels of government, academia, and private sector partners—guided by the principles of social, fiscal, and environmental sustainability.



## Healthcare Infrastructure

The Healthcare Infrastructure Projects Division is responsible for delivering the largest infrastructure builds in Nova Scotia's history, overseeing both the *More, Faster: The Action for Health Build* and the Cape Breton Healthcare Redevelopment programs. The team works with a range of government partners to plan and deliver these critical projects.

### **More, Faster: The Action for Health Build**

This program is focused on the development of new healthcare facilities and programs within the Central Zone Health Sciences network. Reflecting the needs of our growing population—both across the province and within Halifax Regional Municipality—the program will deliver better results, sooner. It will enable services to be relocated from aging facilities like the Victoria General Hospital and Dickson Centre to new, state-of-the-art buildings and renovated program spaces.

Benefits of the new plan include adding more than 400 new beds, more emergency departments, and more operating rooms. The plan will get people out of the Victoria General Hospital as quickly as possible, minimize disruption to care, and utilize concurrent construction techniques to optimize delivery speed.

### **Cape Breton Healthcare Redevelopment**

This program is focused on building, reorganizing, and strengthening health services in Cape Breton Regional Municipality. The associated projects will better meet the needs of individuals, families, and communities now and for future generations.

Modern and innovative solutions will support the delivery of quality health care services planned for the communities of the Northside and New Waterford, as well as the expansion and renovations at Glace Bay and Cape Breton Regional hospitals.

### **Expected Outcomes (2023-2024):**

The 2023-2024 objective of the Healthcare Infrastructure Division is to continue to drive delivery of the Healthcare Redevelopment projects that have been strategically planned to improve Healthcare Services throughout the Province.



## Telecommunications Infrastructure

On behalf of the Nova Scotia Internet Funding Trust, Build Nova Scotia has **projects underway** that will provide 99.9% of Nova Scotia homes and businesses with access to high-speed internet by the end of 2023.\* This includes the **Satellite Internet Service Rebate Program** that launched in July 2022 and further expanded in the fall. The rebate program helps cover the one-time costs of set-up for satellite service to any underserved home or business that cannot be reached with a feasible solution or do not have access to high-speed while awaiting completion of an active project area.

### **Expected Outcomes (2023-2024):**

In 2023-2024, work continues to finalize fibre and fixed wireless projects, to troubleshoot project risks related to timeline, and to accelerate projects underway where possible. By end of the fiscal year, Build Nova Scotia anticipates access to connections will be available to 99.9% of Nova Scotia homes and businesses.

\*Includes independent Pictou County high-speed project



## Land, Asset and Environmental Management

The province has made significant investments in strategic infrastructure throughout Nova Scotia to improve local economies, clean up and restore local ecosystems, and invest in strategic community improvements. Today, Build Nova Scotia is responsible for commercial parks in Liverpool, Sydney, and Trenton; a recreational park in Sydney; the Bedford, Dartmouth, Halifax, and Lunenburg waterfronts; critical infrastructure and property in Peggy's Cove, and several other significant infrastructure assets across the province, including wharves and dams.

### **Property Management and Operations**

Property management entails the acquisition and long-term planning of strategic infrastructure assets, the redevelopment and repurposing of properties, the management of various lease types and arrangements, and the strategic sale of property. Many of Build Nova Scotia's properties require ongoing operations for inspections and routine maintenance, safety and security, groundskeeping, facilities bookings, tenant management, and related operations.

### **Environmental Analysis, Remediation, Monitoring and Maintenance**

Several Build Nova Scotia properties operate under environmental approvals. This program designs and implements the associated environmental management plans to monitor levels of contamination in surface and groundwater and take corrective action when required.

In addition, this program operates the wastewater treatment facilities in Boat Harbour and Sydney and provides contract and project management services including the oversight and management of private sector partners who do the majority of front-line environmental cleanup work. Contracts are through public procurement practices.

### **Corporate Land Inventory Program**

This program provides a provincial view of the province's land assets for economic development purposes and to support and enable various initiatives, including affordable housing.

### **Provincial Dams Program**

The purpose of the Provincial Dams Program is to oversee the safe management of dams in Nova Scotia. There are approximately 600 dams in Nova Scotia, 40 of which are owned by the Province and stewarded across multiple departments.

### **Boat Harbour Remediation Project**

The Boat Harbour Remediation Project is being undertaken to clean up Boat Harbour and restore it to a tidal estuary. The plans include consolidating the contaminated material in a containment cell that has been previously used to store Boat Harbour sludge. For the past several years, the project has been undergoing a federal environmental assessment (EA), which is being led by the Impact Assessment Agency of Canada. This assessment and the work overall include public consultation and consultation with Pictou Landing First Nation.

### **Expected Outcomes (2023-2024):**

Work will continue to monitor, manage, and operate strategic infrastructure across the province.



## Community and Rural Infrastructure Development

Nova Scotia’s communities have ideas and vision for what will help them grow and thrive. The Community Placemaking Program helps communities create and leverage public spaces to increase visitation, support local businesses, and bring communities together.

### **Inverness Main Street Revitalization**

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

### **Louisbourg Visitor Experience Enhancement Project**

The community of Louisbourg’s Visitor Experience Enhancement Project will attract a greater number of Fortress visitors to the community’s core and encourage economic activity within the town. Building on work undertaken by community

groups in Louisbourg, the former Louisbourg Craft Centre, public waterfront, and former municipal campground will be redeveloped into a new destination including Parks Canada’s ticketing for the Fortress alongside local business. The approach will attract visitors to the Town’s centre, enhancing the Louisbourg experience and enabling increased economic benefit for the community.

### **Pictou Waterfront Development**

Concurrent with the work in Boat Harbour, the Town of Pictou is leading a revitalization of its waterfront by enhancing shoreside amenities that will help shape the waterfront into a unique destination and gathering place for residents and visitors by land and sea. Using the celebrations for the 150th anniversary of the Town’s incorporation in 2023 as a catalyst, the project will shift to implementation of the Pictou Waterfront Master Plan by creating improved public places and amenities.

#### **Expected Outcomes (2023-2024):**

Continue to collaborate with partners to support planning, design, and public engagement on identified projects.



# Key Priorities for 2023-2024

The table below summarizes our key priorities for 2023-2024.

STRATEGIC AREA	KEY PRIORITIES
<b>HEALTHCARE INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>• Transitional Care Beds</li> <li>• Bayer’s Lake Community Outpatient Centre</li> <li>• Cape Breton Regional Municipality Healthcare Redevelopment</li> <li>• Halifax Infirmary Expansion</li> </ul>
<b>TELECOMMUNICATIONS INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>• Internet for Nova Scotia Initiative</li> <li>• Satellite Internet Service Rebate Program</li> </ul>
<b>LAND, ASSET AND ENVIRONMENTAL MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• Mixed-Model Housing Development (WDC-1)</li> <li>• Zwicker &amp; Co. Warehouse</li> <li>• Boat Harbour Cleanup Project</li> <li>• Dartmouth Cove Redevelopment Plan</li> <li>• Peggy’s Cove Safety Attendants Pilot Project</li> <li>• Asset Management Plan</li> </ul>
<b>COMMUNITY AND RURAL INFRASTRUCTURE DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Inverness Main Street Revitalization</li> <li>• Louisbourg Visitor Experience Enhancement Project</li> <li>• Northern Cape Breton Seawall Trail</li> <li>• Charlotte Street, Sydney</li> <li>• Pictou Waterfront Development</li> <li>• Bedford Waterfront: Phase 2</li> <li>• CUNARD Development, Halifax Waterfront</li> <li>• Halifax Waterfront</li> <li>• Peggy’s Cove</li> <li>• Lunenburg Waterfront</li> <li>• Community Placemaking Projects</li> </ul>
<b>CORPORATE UNIFICATION</b>	<ul style="list-style-type: none"> <li>• Develop a single corporate structure</li> <li>• Refine corporate brand, including visual, strategic direction, and communications</li> </ul>

## Performance Measures

Performance measures for Build Nova Scotia will be developed in 2023 under the leadership of our CEO.

# Financial Summary

## Build Nova Scotia Operating Budget

2023-2024

	<b>BUDGET</b> 2022-2023	<b>FORECAST</b> December 2022-March 2023	<b>BUDGET</b> 2023-2024
<b>REVENUE</b>			
Rents & Wharfage	-	1,295,000	3,898,000
Long Term Maintenance and Monitoring	-	1,242,000	2,880,000
Project Income	-	1,915,000	10,005,000
Parking	-	150,000	1,075,000
Other Income	-	421,200	969,000
Grant Income	-	16,836,200	21,981,000
<b>TOTAL REVENUE</b>	<b>-</b>	<b>21,859,400</b>	<b>40,808,000</b>
<b>OPERATING AND ADMINISTRATIVE EXPENSES</b>			
Project Expenses	-	1,801,500	9,209,330
Program Expenses	-	1,899,300	1,707,000
Maintenance/Repairs & Other	-	2,374,900	5,446,800
General & Administrative Expenses	-	15,634,700	24,444,870
<b>TOTAL EXPENSES</b>	<b>-</b>	<b>21,710,400</b>	<b>40,808,000</b>
<b>SURPLUS (DEFICIT) BEFORE OTHER ITEMS</b>	<b>-</b>	<b>149,000</b>	<b>-</b>
<b>OTHER ITEMS</b>			
Capital Grants	-	1,013,000	5,225,000
Capital Amortization	-	1,489,000	4,241,000
PSSP Retirement Health Benefits	-	1,663,000	241,000
Gain (loss) on Disposal of Fixed Assets	-	-	-
<b>TOTAL OTHER ITEMS</b>	<b>-</b>	<b>(2,139,000)</b>	<b>743,000</b>
<b>SURPLUS (DEFICIT) AFTER OTHER ITEMS</b>	<b>-</b>	<b>(1,990,000)</b>	<b>743,000</b>