



# 2024-2025 Business Plan

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## Message from the Minister

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

It's been a year since the new Crown corporation brought together complementary experience and expertise from the former Crown Corporations of Develop Nova Scotia, Nova Scotia Lands and the organization called NS Lands Healthcare Division. Together, we are taking a new and innovative approach to the management, oversight and use of strategic infrastructure and lands that promote economic and population growth that helps deliver sustainable prosperity for our communities.

Strategic infrastructure is critical to the province's future and to Nova Scotians. The creation of Build Nova Scotia reduces duplication, refocuses our efforts and improves accountability. We are working hard to make the right choices today, so we are prepared for tomorrow.

Healthcare redevelopment is at the forefront of Build Nova Scotia's agenda. Other exciting projects include waterfront and industrial park construction and expansion, land bank asset management, and environmental remediation.

We are also entrusted with the continued stewardship of existing iconic assets, including such treasured places as Peggy’s Cove and the Halifax and Lunenburg waterfronts.

With our success exceeding this year’s target to provide high-speed internet access across Nova Scotia, we are now moving forward to address the critical issue of providing reliable cell service for all Nova Scotians.

Nova Scotia is experiencing an unprecedented period of population growth and investment. Build Nova Scotia will develop its agility and flexibility to make sure we reach our full potential through partnership, efficiency, and accountability.

Our government has a bold vision for our growing province, delivering on projects that make life better for Nova Scotians.

Over the coming year, I look forward to seeing Build Nova Scotia make it easier for businesses to start and grow, and for people to have fun and thrive in our communities.

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

# Core Programs and Services

Build Nova Scotia celebrated its one-year anniversary on 1 December. Build Nova Scotia's home department is Public Works and as such, the CEO reports to the Deputy Minister and to government through the Ministers.

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 overall corporation operations and all other activities.

We build, identify, 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:

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 (2024-2025):**

The 2024-2025 objectives of the Healthcare Infrastructure Division are to continue to drive delivery of the Healthcare Redevelopment projects that have been strategically planned to improve Healthcare Services throughout the Province.



## Telecommunications Infrastructure

### **Internet for Nova Scotia Initiative**

On behalf of the Nova Scotia Internet Funding Trust, Build Nova Scotia has [projects underway](#) that have provided 99.9% of Nova Scotia homes and businesses with access to high-speed internet. This includes the [Satellite Internet Service Rebate Program](#) that launched in July 2022 and further expanded that 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 does not have access to high-speed while awaiting completion of an active project area. In 2024, plans are in place with partners to complete the remaining areas without full access to connections.

## Cellular for Nova Scotian Program Launch

In November 2023, a Request for Proposals (RFP) was issued for immediate and innovative solutions to solve the cellular gap that exists across many parts of the province, including many parts of rural Nova Scotia. By the time this report is released, vendors are expected to be hard at work building both temporary and full-time cellular infrastructure.

The intent is to continue to work with telecommunications providers to ensure that people in Nova Scotia will be able to access basic cell signal in their communities.

### Expected Outcomes (2024-2025):

In 2024-2025, work will continue to finalize fibre/wired 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 high-speed internet connections will be available to 99.9% of Nova Scotia homes and businesses.



## 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; Open Hearth 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.

- **Dartmouth Cove:** BNS will complete Environmental Site Assessments (ESAs) and corresponding remediation plans for Dartmouth Cove properties. In addition, BNS will further prepare lands for development, including completing other pre-development studies, and any consolidation/migration of BNS land holdings.

## 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

The Environmental Remediation program at Build Nova Scotia plays a pivotal role in our operations, focusing on crucial environmental management and restoration, overseeing contamination levels, operating wastewater treatment facilities, and leading environmental cleanup projects, including significant Environmental Remediation efforts like Historic Mine Site Remediation. This division also encompasses building demolition projects and contributes to the protection of Nova Scotia's coastline by participating in Transport Canada's Abandoned Boat Program, aimed at removing abandoned and derelict vessels.

Our responsibilities extend to operating wastewater treatment facilities in Boat Harbour and Sydney and managing contamination levels

in surface and groundwater. We ensure prompt corrective action when necessary to maintain ecological balance.

Furthermore, our program provides extensive contract and project management services, especially in coordinating between Departmental stakeholders and regulators for front-line environmental cleanup. Our contracts follow stringent public procurement practices, reflecting our commitment to transparency and efficiency. Significant past projects include the transformation of the former Harrietsfield Landfill, and the redevelopment of the Sydney Tar Ponds and Coke Ovens Site into the Open Hearth Park. These projects demonstrate our dedication to environmental conservation and the rejuvenation of areas impacted by industrial activities, aligning with our mission to safeguard Nova Scotia's natural beauty and environmental health.

### **Corporate Land Inventory Program**

Develop a more robust and knowledge-based program to provide 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 (IAAC). This assessment and the work overall include public consultation and consultation with Pictou Landing First Nation. Ongoing work also involves management of the Boat Harbour site and its infrastructure.

### **Expected Outcomes (2024-2025):**

Work will continue to meet regulatory requirements in the interest of receiving and responding to an IAAC approval decision as well as managing Boat Harbour site responsibilities.



## **Community and Rural Infrastructure Development**

Nova Scotia's communities have ideas and vision for what will help them grow and thrive through the delivery of strategic infrastructure. In order to create and leverage public spaces to increase visitation, support local businesses, and bring communities together.

### **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. With the celebrations for the 150th anniversary of the Town's incorporation in 2023 as a catalyst, the project will now shift to implementation of the Pictou Waterfront Master Plan by creating improved public places and amenities.

### **Expected Outcomes (2024-2025):**

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

## **Charlotte Street**

Build Nova Scotia s working with CBRM to assist in the revitalization of Charlotte Street. This work is focused on creating a more functional, accessible, green and vibrant main street in Downtown Sydney.

### **Expected Outcomes (2024-2025):**

Continue to collaborate with CBRM on the project for the Phase 3 (final phase) of this 3-year project.

## **Community-led Strategic Infrastructure**

Build Nova Scotia will continue to support the delivery of the community-led strategic infrastructure program with a focus in rural communities.

This work includes identifying both smaller and larger scale eligible projects for both immediate and long-term impact. Smaller scale projects are designed to focus communities' strategic infrastructure improvements and demonstrate quick success. Larger scale projects are in selected communities where networks have already been established and opportunities exist for high impact in strategic locations.

### **Expected Outcomes (2024-2025):**

Continue to collaborate with partners to support the planning and design of community-led strategic infrastructure projects, and identify new eligible projects with a focus on rural communities.

## **Corporation Development**

### **Internal Development of the organization**

Over the past year, significant work has been undertaken to build the future structure of BNS. Components of this include work on cybersecurity, information technology, email, devices, accounting and merging systems and processes. This work takes dedicated focus and once complete, will allow for smoother onboarding of staff and coordination with government departments on project management and delivery.

### **Staffing and organizational design**

Each VP has been tasked with standing up an organisational chart that works within the current envelope of funding from the Province. As a result, groups have seen changes in personnel and roles in order to achieve the goals of the corporation.

### **Mission, Vision and Values**

In late 2023, the full corporation met to provide feedback on the core mission and vision of BNS. This work will be complete by the end of Q2, 2024 and implementation plans integrated with strategic planning.

# Key Priorities for 2024-2025

The table below summarizes our key priorities for 2024-2025.

STRATEGIC AREA	KEY PRIORITIES
<b>HEALTHCARE INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>• Transitional Care Beds</li> <li>• Cape Breton Regional Municipality Healthcare Redevelopment</li> <li>• Halifax Infirmary Expansion Program</li> <li>• Hogan Court Transition to Care Facility</li> </ul>
<b>TELECOMMUNICATIONS INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>• Internet for Nova Scotia Initiative</li> <li>• Expanded Satellite Internet Service Rebate Program</li> <li>• Cellular for Nova Scotia Program</li> <li>• Emergency Vehicle Pilot 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>• Lunenburg Foundry Shipyard (Plant 2)</li> <li>• Boat Harbour Cleanup Project</li> <li>• Dartmouth Cove Redevelopment Plan</li> <li>• Peggy’s Cove Safety Attendants Pilot Project</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 Jajiktek/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>RESTRUCTURING</b>	<ul style="list-style-type: none"> <li>• Asset Management Plan</li> </ul>

## Performance Measures

Included in each section or highlighted here?

# Financial Summary

## Build Nova Scotia (Excluding Healthcare Infrastructure) Operating Budget

	<b>BUDGET</b> 2023-2024	<b>FORECAST</b> 2023-2024	<b>BUDGET</b> 2024-2025
<b>REVENUE</b>			
Rents & Wharfage	3,898,000	4,703,800	4,337,000
Long Term Maintenance and Monitoring	2,880,000	2,714,000	2,137,000
Project Income	10,005,000	6,699,200	8,800,000
Parking	1,075,000	1,075,000	1,175,000
Other Income	969,000	1,165,600	2,423,000
Grant Income	6,660,000	7,017,000	21,295,000
<b>TOTAL REVENUE</b>	<b>25,487,000</b>	<b>23,374,600</b>	<b>25,588,000</b>
<b>OPERATING AND ADMINISTRATIVE EXPENSES</b>			
Project Expenses	9,209,330	6,083,600	24,380,000
Program Expenses	1,345,000	1,345,000	1,345,000
Maintenance/Repairs & Other	5,578,800	7,285,900	6,151,000
Administrative Expenses	9,173,870	8,660,100	8,291,000
<b>TOTAL EXPENSES</b>	<b>25,487,000</b>	<b>23,374,600</b>	<b>40,167,000</b>
<b>SURPLUS (DEFICIT) BEFORE OTHER ITEMS</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OTHER ITEMS</b>			
Capital Grants	5,225,000	3,777,000	1,872,000
Capital Amortization	4,200,000	4,200,000	3,855,000
PSSP Retirement Health Benefits	241,000	241,000	241,000
Gain (loss) on Disposal of Fixed Assets	-	-	-
<b>TOTAL OTHER ITEMS</b>	<b>784,000</b>	<b>(664,000)</b>	<b>(2,224,000)</b>
<b>SURPLUS (DEFICIT) AFTER OTHER ITEMS</b>	<b>784,000</b>	<b>(664,000)</b>	<b>(2,224,000)</b>

## Build Nova Scotia Healthcare Infrastructure

	<b>BUDGET</b> 2023-2024	<b>FORECAST</b> 2023-2024	<b>BUDGET</b> 2024-2025
<b>REVENUE</b>			
Provincial Funding	15,321,000	26,508,000	21,801,000
<b>TOTAL REVENUE</b>	<b>15,321,000</b>	<b>26,508,000</b>	<b>21,801,000</b>
<b>OPERATING AND ADMINISTRATIVE EXPENSES</b>			
General Operating Expenses	2,989,000	13,732,000	8,369,000
Salaries and Benefits	12,332,000	12,776,000	13,432,000
<b>TOTAL EXPENSES</b>	<b>15,321,000</b>	<b>26,508,000</b>	<b>21,801,000</b>
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OTHER ITEMS</b>			
Capital Amortization	41,000	-	20,000
<b>TOTAL OTHER ITEMS</b>	<b>(41,000)</b>	<b>-</b>	<b>(20,000)</b>
<b>SURPLUS (DEFICIT) AFTER OTHER ITEMS</b>	<b>(41,000)</b>	<b>-</b>	<b>(20,000)</b>