



Accountability Report

Year: Fiscal 2023-2024
(April 1, 2023 – March 31, 2024)

Build Nova Scotia

Fiscal Year 2023-2024: Accountability Report

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Accountability Statement

The Accountability Report of Build Nova Scotia for the year ended March 31, 2024 is prepared pursuant to the Finance Act and government policies and guidelines. 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 2023-2024 Business Plans.

Original signed by

The Honourable Kim D. Masland

Minister of Public Works

Original signed by

Peter Hackett

Deputy Minister, Department of Public Works

Original signed by

David Benoit

President and Chief Executive Officer

On behalf of our Build Nova Scotia community, I am pleased to present the 2023-2024 accountability report representing progress made against ministerial mandate initiatives as defined by the Premier, the Honourable Tim Houston.

Build Nova Scotia is an agile and flexible organization positioned to influence provincial development in the areas of Healthcare Infrastructure, Telecommunications Infrastructure, Land/Asset/ Environmental Management, Community/Rural Infrastructure Development and Operations.

As an organization, Build Nova Scotia is accountable to **both** the Department of Health and Wellness (DHW) and Public Works (DPW). This is a unique structure, but one that is necessary and recognizes the diversity of the portfolio. As the Minister of DHW, the Honourable Michelle Thompson oversees the Healthcare Infrastructure projects and the Honourable Kim Masland, Minister of DPW, is responsible for the corporation, its people, resources and all other projects.

Through the use of strategic infrastructure, the objective for Build Nova Scotia is to oversee opportunities to transform provincially owned lands and properties in ways that drive Nova Scotia's economy forward and improves the 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 the communities where we work. If done successfully, we will support the creation of a healthy, connected and thriving province.

The Build Nova Scotia culture is one of transparency, flexibility, accountability, collaboration and finding solutions. We understand there is no time to waste in delivering for Nova Scotians and we will do what we can as quickly as we can, every time.

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. Build Nova Scotia has met, and exceeded, the original goal.

Numerous projects were awarded from two rounds of Request for Proposals (RFPs) and subsequent scope-expansion projects. Many of these projects are complete or substantially complete with new connections happening regularly.

As of March 2024, 95,600 previously underserved homes and businesses now have access to high-speed internet through land-based connections representing an increase of 15,600 from the previous year. This progress reflects coverage of 98.4% of Nova Scotia, up from 94.5% the previous year. With access via the Satellite Internet Service Rebate Program, it is close to 100%.

Cellular for Nova Scotia Program

In October 2023, the Province of Nova Scotia announced a \$47.3 million investment to launch the Cellular for Nova Scotia Program. This multi-phase initiative, managed by Build Nova Scotia, will expand the province's telecommunications infrastructure and communications networks.

Through consultation with government and industry partners, Build Nova Scotia identified approximately 20,000 civic addresses and 1,010 kilometres of primary roads in Nova Scotia that are currently unserved.

The Phase One Request for Proposals (RFP), which closed in November 2023, sought innovative and cost-effective solutions for installing cellular equipment on existing infrastructure to address these unserved areas. Once the procurement process has been completed, more details will be provided on this initial phase.

Future phases of the Cellular for Nova Scotia Program will add new infrastructure to extend connectivity to unserved and underserved areas, ensuring reliable cellular connections where Nova Scotians live, work, and travel along primary roadways.

Land, Asset & Environmental Management

The mandate of Sydney Steel Corporation (SYSCO) is undergoing a significant change. Harbourside Commercial Park (HCPI) is engaged in the marketing and sales of properties on site and the work to maximize use of the park.

In 2023-2024, HCPI had some active development on site, 2 new commercial self-storage facilities were constructed on site, and Provincial Energy Ventures (PEV) has positioned themselves well in the wind power trans-shipment emerging industry, reinvigorating the development of Sydney Harbour. HCPI continues to contribute to the local economy and provides an excellent area for new and existing business to operate.

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. 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 to locate to this site. Many efforts have been made to reimagine it 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 2023-2024, there were no active “projects” underway. Tenant relations continue to be positive and there appears to be a consistent demand for space within our last remaining building.

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. In 2023-2024 the site has been used by the tenant for marine fabrication and ship repair.

Sysco Environmental Management

The Sysco Environmental Management program continues to operate efficiently. In 2023-2024 monitoring and maintenance activities continued as usual. We began discussions on the repurposing of the remaining high-dump area on the remaining lands leased by Membertou Development Corporation. Anticipated remedial efforts on this remaining piece to begin in the fall of 2024.

Boat Harbour Remediation Project

In 2023-2024, 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 have been answered by the remediation team and accepted as complete by IAAC. The acceptance of the final information request by IAAC triggered the federal regulatory clock to resume.. The remediation team has been working closely with IAAC, as they write their decision document. This includes the review of draft sections being written by IAAC and responding to requests for clarification of statements made in the environmental assessment documents.

The remediation team is also currently planning for the next steps following an anticipated IAAC approval. This will include issuing a tender for Construction Oversight Services, which will follow an approval decision and an internal review of any conditions associated with the approval.

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, in late 2023-2024 a series of enabling works were initiated to facilitate the future construction at the Halifax Infirmary site. Early enabling works include the construction of a new parking lot and EHS driveway to serve the existing Emergency Department and Phase 1 blasting and excavation at the site.

Bayers Lake Community Outpatient Centre

Construction on the Bayers Lake Community Outpatient Centre opened for patients in November 2023. The new facility has more than 100 clinical spaces and 24 dialysis stations. It offers appointment-based services such as X-ray, blood work and ultrasound, as well as eye care, orthopedic assessment and rehabilitation, and other services.

Halifax Infirmary Renal Dialysis

As part of the Provincial Healthcare Strategy, the Halifax Infirmary Renal Dialysis Expansion and Renovation construction phase was completed this past fiscal. The newly renovated spaces for the Residents Lounge and Sacred Space were successfully completed and occupied.

Summer Street Entrance

2023-2024 saw the completion of the entrance construction activities which included a refresh of the level 1 washrooms, renovation to the existing staircases, a new registration desk, renovation of the existing information desk, 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. The project is expected to be completed in fall 2024.

Halifax Infirmary Diagnostic Imaging & MRI Suite Redevelopment

In 2023-24, construction on the redevelopment of the current Halifax Infirmary Diagnostic Imaging (DI) and MRI suite progressed. The final completion of the project is anticipated in fall 2024.

Cape Breton Healthcare Redevelopment

Equity, Diversity, and Inclusion—Diversity Program

2023-2024 marked the second full year of the Cape Breton Healthcare Redevelopment Diversity Pilot, now the Cape Breton Diversity Program. It continued to improve on its foundation while developing tools for inclusive worksites.

Recruitment targets embedded in all trade's contractor packages is a significant endeavour and is the lever to obligate participation by all parties. Sites largely continue to meet or exceed the 10% recruitment target for underrepresented workforce. When a trades contractor fails to meet this target, our process now directs trades contractors to connect with equity communities. This step was added under the advisement of our equity representatives.

The pressure created by this target continues to result in trade contractors working to fill positions with workers from equity groups and 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 representing the above organizations and all communities included in the recruitment targets.

With our foundations in place, the program was able to increase its focus on psychological safety and inclusive practices for its construction sites.

2023-2024 saw the development, testing, and soft launch of the Conversations about Inclusive Language: Site Manual. While developed primarily for use on Cape Breton Redevelopment work sites, this tool is currently promoted by BNS. used by the Department of Public Works and by NSCC's Women Unlimited program, Marconi Campus.

2023-2024 also saw the development of the Respectful Site Champion (RSC) program. Co-created with site workers, now formally members of the Respectful Site Committee, the RSC will ensure a path for reporting cases of harassment and discrimination. The RSC is informed by recommendations in the 2024 YWCA report on gender-based harassment in skilled trades in the province. In addition to being a reporting pathway, it also provides formal and informal equity, diversity, inclusion and accessibility (EDIA) training to its members, who are all site leaders.

These inclusion supports were rounded out by Project led site education sessions. These sessions, all facilitated by equity community members with experience with the trades, were strong signals to site workers that our sites both value and actively cultivate inclusive spaces.

Cape Breton Regional Hospital

Cancer Centre:

In 2023-2024, significant progress was made in constructing the exterior building envelope, aiming for weather-tightness by late spring 2024. Ongoing exterior tasks included the installation of metal panels, roofing, and remaining structural steel. Completed construction activities includes mechanical, electrical, and plumbing underground services, concrete floor finishing, steel stairwell installation and fireproofing on level two columns. Additionally, the Linac Bunker underground plumbing services and the placement of concrete for the roof were completed.

Energy Centre:

During 2023-24 work progressed on the Energy Centre as interior finishes were completed and equipment and associated systems were installed. Mechanical and electrical rough-ins, process piping installation, drywall and painting were ongoing. Completed construction tasks encompassed interior masonry and fireproofing, as well as the installation of four generators, a fuel pad and chiller towers. Notably, the helipad commissioning was finalized and handed over to Nova Scotia Health operations, marking a significant milestone in the project.

Clinical Services Building:

During 2023-2024, the Clinical Services Building design development progressed, including detailed user group meetings. Two Tower Cranes and crane pads were installed facilitating progress on the concrete structure including suspended slabs, columns, and shear walls up to level three. Construction completed includes foundation excavation and structural concrete foundations, and the complete structural formwork, rebar, and placing of Level 2 suspended slabs.

Northside Health Complex

2023-2024 saw the start of construction on tenders for masonry, exterior metal stud framing, cladding, roofing, and glazing/curtainwall. Construction activity also continued for concrete foundations and site works.

New Waterford Hub

Construction of Breton Education Centre (BEC) and Community Wellness Centre (CWC) started in May 2022, progressed to 90% completed in 2023-2024. All BEC and CWC building contracts for Phase 1 have been awarded, including final site works landscaping which was awarded November 2023.

The team also received the design consultants' submission of final detailed design for the Community Health Centre and Long-Term Care component of the hub.

Glace Bay Hospital

In 2023-2024, planning and design work for the Glace Bay Hospital continued, including progress on completing design documents and the preparation of tender documents for the project.

Community & Rural Infrastructure Development

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 2 wharves.

Build Nova Scotia is currently focused on operations of owned assets and activation of the revitalized Zwicker Building.

Peggy's Cove – Operations

As directed by the Minister of Economic Development, Build Nova Scotia has continued to manage and operate new assets (on an interim basis) Peggy's Cove.

Halifax Waterfront Infrastructure Development

Cunard Development

In 2023-24, Build Nova Scotia and Southwest Properties (SWP) were 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 2 acres of new and improved public space on and surrounding the site on the Halifax waterfront.

Construction of the SWP mixed-use development and the public space was well underway and is scheduled for completion in summer 2024 and will start seeing tenants into the building in summer 2024.

Boat School

The 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.

Halifax & Lunenburg Waterfront Programming & Operations

In 2023-2024, the Halifax and Lunenburg waterfronts hosted over 180 days of programming. Through numerous partnerships, outreach, curation, and some owned events, Build Nova Scotia prioritizes making public spaces active and accessible. 2023-2024 saw ongoing maintenance, enhancements, and operations of the site to maintain these spaces. Multiple opportunities for small businesses were launched, supporting local entrepreneurs and the economy. Pedestrian counts saw approximately 3 million people on the waterfront.

Bedford Waterfront Phase II

Build Nova Scotia owns 38.3 acres of land and water lot 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. On March 4, 2024, all three levels of government announced a joint \$258M investment in fast electric ferries, two terminals, and a maintenance facility.

Build Nova Scotia will continue to support planning and development of this initiative.

Seawall Trail

The Seawall Trail is a 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 one of the few 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 3 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 provided funding for the project to the Municipality of Inverness who are the lead for this project.

Build Nova Scotia will be assisting the Municipality of Inverness with project management services to support design, construction, and early operational phases of the project.

Construction of the trail is challenging due to its remoteness and limited by the seasons. Trail work will commence in summer 2024 and will continue into 2025 summer/ fall seasons.

Build NS Accountability Report Financials 2023-2024

	2023-2024	2023-2024	2023-2024
Revenue	Budget	Actual	Variance
Provincial Grant Revenue	6,660,000	5,739,398	(920,602)
External Revenue	5,942,000	6,074,984	132,984
Recoveries	12,885,000	7,935,155	(4,949,845)
Health Infrastructure Recovery	15,321,000	21,542,249	6,221,249
Sysco Recovery	-	218,144	218,144
Interest and Other Income	-	157,205	157,205
Gain on sale of tangible capital assets	-	232,731	232,731
Total Revenue	40,808,000	41,899,866	1,091,866
Expenses	Budget	Actual	Variance
Property Expenses	5,446,800	5,181,235	(265,565)
Corporate Expenses	9,123,870	11,110,834	1,986,964
Project Expenses	10,916,330	3,778,933	(7,137,397)
Health Infrastructure Expenses	15,321,000	21,569,107	6,248,107
Total Expenses	40,808,000	41,640,109	832,109
Surplus (Deficit) Before Capital	-	259,757	259,757
Capital Grants & Other Items	Budget	Actual	Variance
Provincial Capital Grant Revenue	5,225,000	557,972	(4,667,028)
Federal	-	-	-
Total Capital Grants	5,225,000	557,972	(4,667,028)
Amortization	(4,241,000)	(4,169,696)	71,304
PSSP retirement health benefit expense	(241,000)	(87,300)	153,700
Accretion expense	-	(81,742)	(81,742)
Surplus (Deficit) After Other Items	743,000	(3,521,009)	(4,264,009)

Financial Results

Variance Analysis – Build NS for the fiscal year ended March 31, 2024

Revenue Variance Analysis

Recoveries are \$4.9M less than budget as the Boat Harbour project is in planning phase, waiting on federal approvals. Health Infrastructure recoveries are \$6.2M higher than budget as the Halifax infirmary expansion project is ramping up.

Expense Variance Analysis

Project expenses were lower than budget due to the Boat Harbour project timeline. Health Infrastructure expenses are higher than budgeted due to the Healthcare More Faster initiative.

Capital Grants

Capital grants are lower than expected due to timelines associated with capital projects.

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 Build Nova Scotia

Information Required under Section 18 of the Act	Fiscal Year 2023-2024
The number of disclosures received	Nil
The number of findings of wrongdoing	Nil
Details of each wrongdoing	Nil
Recommendations and actions taken on each wrongdoing.	Nil