



2026-2027

Business Plan

Message from the Minister

As Minister of Public Works, I am pleased to present Build Nova Scotia's annual business plan as the corporation plays a critical role in advancing our government's priorities.

While still only three years young, Build Nova Scotia is focused on building a strong province – from the ground up, transforming communities, infrastructure, and opportunities for people across Nova Scotia.

By leading the development and management of strategic assets, the corporation supports government priorities to improve public spaces, stimulate economic growth, and create communities where Nova Scotians can thrive.

Build Nova Scotia is helping to shape the future of our province – by planning, designing, building, and managing the infrastructure and places that support sustainability and quality of life.

This business plan reflects a strong commitment to fiscal responsibility and value for money for taxpayers. Through disciplined project management, innovative procurement approaches, and effective stewardship of public assets, Build Nova Scotia helps ensure projects deliver long-term benefits for Nova Scotians.

Through collaboration with departments across government and its partners, Build Nova Scotia continues to deliver infrastructure that meets today's needs while preparing for the future.

Every project it takes on helps support economic opportunities, strengthen public services, and help ensure Nova Scotians have great places to live, work, and thrive.

Original signed by

The Honourable Fred Tilley
Minister of Public Works

Message from the President and CEO

As President and Chief Executive Officer for Build Nova Scotia, it is my pleasure to present the annual business plan for the corporation. Three years in the role, and this high-functioning, integrated and effective team is delivering Nova Scotia's most pressing infrastructure needs. Within our mandate, we have continued to see successes and achieve key project milestones across our entire project portfolio. Everyone at Build Nova Scotia takes tremendous pride in their work and acknowledges its impact on the places and people that make Nova Scotia such a great province.

Together, as we remain agile and nimble, we are always looking for innovative approaches to the planning, delivery, operation and sustainable use of strategic infrastructure and lands from Yarmouth to Dominion.

In healthcare redevelopment, we are focused on delivering key assets that will reshape healthcare delivery on the mainland and the island. Connectivity infrastructure across the province is improving as we conclude the Internet for Nova Scotia Initiative and deliver the Cellular for Nova Scotia Program. Together, these connectivity projects help improve safety and connect Nova Scotians. We are remediating mines, dams, and ponds, removing abandoned boats, and working with Pictou Landing First Nation to return Boat Harbour to its natural state as a tidal estuary. Our portfolio grew in 2025 when we were asked to deliver 464 units of much-needed public housing. We continue to operate, maintain and steward some of the province's most visited tourist destinations on the Halifax and Lunenburg waterfronts.

Moving forward in 26-27, Build Nova Scotia will continue to support the government's commitment to strategically grow the province. Daily, the entire team is hard at work delivering the strategic infrastructure needed to support growth, foster innovation, and create a sense of belonging for all Nova Scotians. This business plan helps us achieve these objectives and ensures we continue to build and sustain strong communities.

Original signed by

David Benoit, CD, MBA, MDS, PEng
President and Chief Executive Officer
Build Nova Scotia

Pillars and Priorities

Healthcare Infrastructure

In 26-27, the Healthcare Infrastructure Division of Build Nova Scotia will continue to deliver the largest infrastructure builds in Nova Scotia's history, leading both the Halifax Infirmity Expansion Project (HIEP) Acute Care Tower and the Cape Breton Healthcare Redevelopment program. The division works with a diverse group of key stakeholders to plan and deliver these critical projects.

More, Faster: The Action for Health Build

By prioritizing the development of new healthcare facilities and programs within the Central Zone Health Sciences Network, with a focus on meeting the needs of a growing provincial population, the **More, Faster** plan aims to deliver better outcomes sooner.

HIEP, delivered using the design-build-finance-maintain (DBFM) model, is at the foundation of the **More, Faster** plan. Construction of the acute care tower is well underway, and the project team is focused on progressing design and ensuring that the project meets the needs of the end-users, while maximizing larger community benefits.

HIEP will deliver a new emergency department, new operating rooms and new acute care beds. This new infrastructure will support the timely transition of services out of the Victoria General Hospital, minimize disruptions to patient care, and leverage concurrent construction techniques to optimize delivery speed.

Cape Breton Healthcare Redevelopment

The Cape Breton Healthcare Redevelopment program emphasizes the importance of supporting health providers and caregivers closer to home by building, reorganizing, and strengthening health services in Cape Breton Regional Municipality. Modern and innovative solutions will support the delivery of quality healthcare services planned across Cape Breton. Currently, all the projects within the Cape Breton Healthcare portfolio are in various phases of design and construction, with active construction on the Northside Health Complex, and a new Cancer Care, Energy Centre and Clinical Services Building at Cape Breton Regional Hospital. These projects will better serve the needs of individuals, families, and communities now and for future generations.

Expected Outcomes:

- Build Nova Scotia will continue to deliver strategically planned healthcare redevelopment projects that improve healthcare services across the province.
- As a best practice, Build Nova Scotia will implement the Healthcare Infrastructure Delivery Procedure.
- Build Nova Scotia, in collaboration with partners will continue to develop pathways to create skilled tradespersons using our sites for real-world experience. We will continue to focus on underrepresented communities as way to grow this workforce.

Strategic Infrastructure

Internet for Nova Scotia Initiative

On behalf of the Nova Scotia Internet Funding Trust, Build Nova Scotia continues to advance and oversee the goal of providing high-speed internet access to 95% of homes and businesses. To date, coverage has surpassed this target, improving access for over 99% of residents.

Cellular for Nova Scotia Program

Through the Cellular for Nova Scotia Program, the Province has announced over \$69 million to improve cellular network access to unserved areas of Nova Scotia, with a focus on civic addresses and primary roadways. Investing in cellular infrastructure is vital for all Nova Scotians, particularly in rural areas, as it improves connectivity for safety, emergency services, healthcare, education, social services, remote work, and mental health support.

Land, Asset and Environmental Management

The Province continues to invest in local infrastructure to boost economies, restore ecosystems, and revitalize communities across Nova Scotia. 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.

Property Management and Operations

Build Nova Scotia operates major land assets as part of our portfolio, which require ongoing operations for land stewardship, safety, maintenance, tenant management and related operations. This involves 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.

Provincial Dams Program

The Province of Nova Scotia owns more than 50 dams and other water-control structures. Build Nova Scotia continues to work with other departments and agencies to develop safety plans for dams and water control structures to mitigate against risks from severe weather events, such as flooding or breaches.

Williams Lake Dam Replacement

The Province, through Build Nova Scotia, is replacing this aging dam to help ensure the safety of people living in the area, protect their properties, and the ecosystem. The new dam will be built to environmental standards that will support the protection of the

lake's ecosystem and regulate water levels for the enjoyment and safety of users and property owners.

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 federal environmental assessment approval was received in January 2025, and Build Nova Scotia is assessing the conditions of approval and planning next steps. One of the legally binding conditions of approval is, in collaboration with the Pictou Landing First Nation, to seek to identify and assess the technical and economic feasibility of an alternative site instead of using the existing containment cell adjacent to Boat Harbour. This work is ongoing and contingent on the Federal Court judicial review of the Federal Minister's approval decision.

Environmental Analysis, Remediation, Monitoring and Maintenance

Build Nova Scotia's Environmental Remediation Program will continue environmental management and restoration initiatives such as an assessment of the Former Sysco property near Wabana Court. The Program monitors contamination levels in surface and groundwater, operates wastewater treatment facilities in Boat Harbour and Sydney, leads environmental cleanup and building demolition projects.

Build Nova Scotia is adding five more sites for active assessment in the abandoned mines program for the Department of Natural Resources and continuing our work on the other 22 sites currently under assessment. Two of these sites, Montague Mines in Halifax Regional Municipality and Lake Enon in Cape Breton Regional Municipality, will be undergoing active remediation in 26-27. The former mine at Goldenville will proceed to 90% design with potential remediation to begin in 27-28.

Public Housing

Build Nova Scotia will deliver new public housing on behalf of the Department of Growth and Development by overseeing planning, procurement, design, and construction of 464 new public housing units. Through a robust site selection process, Build Nova Scotia has identified approximately 20 sites where due diligence will be performed on them, including geotechnical investigations, environmental site assessments and surveys.

Design development work is underway for sites in Middleton, Windsor, Shubenacadie, and Springhill. Construction of new units in Kentville is expected to start in spring 2026. The remainder of the sites are planned to be completed over the next four to five years.

Planning

Build Nova Scotia's Planning Team provides strategic advice on the long-term stewardship and development of properties owned by Build Nova Scotia, as well as valuable input to a wide range of projects being delivered on behalf of our clients. The planning team's expertise in Nova Scotia's rural and urban planning contexts enables Build Nova Scotia to answer complex and challenging questions about the best use of provincial lands.

Expected Outcomes:

- Build Nova Scotia will continue to work actively with our partners to deliver cellular expansion for Nova Scotians and will continue to take an active role in advocating to the federal government on behalf of Nova Scotians in terms of service level, price and competition.
- When appropriate, Build Nova Scotia will plan a series of regional town-hall events to share updates on the Cellular for Nova Scotia Program and the Internet for Nova Scotia Initiative.
- Build Nova Scotia will continue to deliver the Internet for Nova Scotia Initiative to substantial completion and work with the Nova Scotia Internet Funding Trust to wrap up the program.
- Build Nova Scotia will advance the design and development of 464 public housing units over the next five years.
- Build Nova Scotia will continue work on Williams Lake Dam with an aim to complete the work in 26-27.
- Build Nova Scotia will continue to work closely with Pictou Landing First Nation, residents, federal and provincial regulators, technical advisors, and scientists to address issues. The goal is to begin procurement in 2026, subject to any further approvals required.
- Build Nova Scotia will continue to work collaboratively with Pictou Landing First Nations to identify and assess the technical and economic feasibility of an alternative site.
- As Build Nova Scotia is a respondent in the judicial review process, we will continue to participate in the court procedures as required.

Central Services

Corporate Transformation and Development

Significant work has been undertaken to support the integration and development of Build Nova Scotia's corporate framework and structure. The Central Services Division will continue efforts in systems integration and efficiency, including information technology, finance, and corporate policies and processes. Once this work is complete, it will allow for greater efficiency and coordination with government departments in project delivery.

Expected Outcomes:

- Build Nova Scotia will develop a strategic plan that ensures alignment with government priorities and supports the corporation's long-term sustainability.
- Build Nova Scotia will continue to focus on corporate development. This consolidation has improved service delivery and streamlined resource requirements.
- Build Nova Scotia will continue to look for innovations, efficiencies, and effectiveness in our projects and our organization.
- Build Nova Scotia will continue to explore ways to support entrepreneurs and develop activations that are impactful and meaningful to all Nova Scotians.
- Build Nova Scotia will provide employment opportunities for youth and students.
- As a best practice, Build Nova Scotia will continue to find new ways to obtain the maximum value from all funding.

Build Nova Scotia Accessibility Plan 24-27

Build Nova Scotia is committed to ensuring accessible properties, operations, and workplaces. The Accessibility Plan outlines commitments and actions for the corporation across the Built Environment, Employment, Goods and Services, and Information and Communication. Build Nova Scotia will conduct an annual review to update the accessibility plan and complete a comprehensive review every three years to ensure the plan continues to align with the *Nova Scotia Accessibility Act* and our mandate.

Financial Summary

Build Nova Scotia			
Operating Budget (\$ Thousands)			
2026-27			
	Budget 2025-26	Forecast 2025-26	Budget 2026-27
REVENUES			
Province of Nova Scotia Grants			
Capital	1,450	1,150	12,150
Health Infrastructure	16,505	18,913	18,710
Operating	6,818	7,922	5,839
Project	25,685	7,055	18,487
Housing Project Recoveries	-	2,100	31,720
Project Recoveries	13,314	6,291	34,573
Commercial Property Revenue	5,000	6,500	5,200
Interest and other income	300	300	360
Total Revenue	69,072	50,231	127,039
EXPENSES			
Commercial Property Operations	5,377	6,144	6,201
Corporate	5,826	5,283	5,053
Health Infrastructure	16,505	18,913	18,710
Housing Project	-	2,100	31,720
Project	39,734	16,546	53,044
Operating Expense	67,442	48,986	114,728
OTHER ITEMS			
Amortization	5,222	5,222	4,361
PSSP retirement health benefit expense	110	110	110
Other Items	72,774	54,318	119,199
ANNUAL SURPLUS / (DEFICIT)	(3,702)	(4,087)	7,840