



Accountability Report

Fiscal Year 2025-2026

Table of Contents

Accountability Statement	4
Message from Build Nova Scotia President and CEO, David Benoit	5
Measuring Our Performance	6
Healthcare Infrastructure	6
Expected Outcomes	6
Halifax Infirmary Expansion Project (HIEP)	6
HI Enabling Works	6
HI Essential Integrations.....	6
Cape Breton Cancer Care Centre	6
Energy Centre.....	6
CBRH Clinical Services Building.....	6
Northside Health Complex	7
New Waterford.....	7
Telecommunications Infrastructure	7
Expected Outcomes	7
Cellular Nova Scotia Program	7
Internet for Nova Scotia Initiative	7
Land, Asset and Environmental Management.....	8
Expected Outcomes.....	8
Boat Harbour Remediation Project.....	8
Land Use and Property Exchange	8
Public Housing	8
Williams Lake Dam.....	8
Environmental Analysis, Remediation, Monitoring and Maintenance	8
Community and Rural Infrastructure Development.....	9
Expected Outcomes.....	9
Halifax Waterfront – Programming and Operations	9
Halifax Waterfront Infrastructure Development	9
Boat School (Halifax Waterfront).....	9
Lunenburg Working Waterfront	9
Additional Waterfront and Public Space Initiatives	10
Peggy’s Cove Infrastructure and Operations.....	10

Bedford Waterfront (Mill Cove/Phase II)	10
Jajiktek Seawall Trail (Cape Breton)	10
Corporate Transformation and Development	10
Expected Outcomes	10
Financial Results	12
Variance Analysis – Build Nova Scotia for the fiscal year ended March 31, 2026	12
Revenue Variance Analysis	12
Expense Variance Analysis	12
Annual Report under Section 18 of the <i>Public Interest Disclosure of Wrongdoing Act</i>	13

Accountability Statement

The Accountability Report of Build Nova Scotia for the year ended March 31, 2026, 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 2025-2026 Business Plans.

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 2025-2026 Business Plan.

ORIGINAL SIGNED BY

The Honourable Fred Tilley

Minister of Public Works

ORIGINAL SIGNED BY

Paul LaFleche

Executive Deputy Minister, Department of Public Works

ORIGINAL SIGNED BY

David Benoit

President and Chief Executive Officer, Build Nova Scotia

Message from Build Nova Scotia President and CEO, David Benoit

Good day, Bonjour, We'koma'q

At Build Nova Scotia, our work is rooted in a clear purpose: to help build a stronger, more connected, and more resilient province for all Nova Scotians.

This past year, we continued to advance critical infrastructure projects that support communities across Nova Scotia, from healthcare redevelopment and telecommunications connectivity to land and asset management and environmental stewardship. Our work reflects a shared commitment to delivering tangible results that improve quality of life today while laying the foundation for future generations.

This year's report speaks to more than the projects we deliver. It reflects the strength of the partnerships we foster, the communities we serve, and the people who make this work possible. Across the province, our teams collaborate closely with government, industry, and community partners to ensure projects are delivered effectively, transparently and with long-term value in mind.

As a public organization, we are deeply committed to accountability. We recognize the responsibility entrusted to us to manage public resources carefully and deliver projects that align with the priorities of Nova Scotians. Through continued focus on strong governance, performance measurement, and transparent reporting, we strive to demonstrate the impact of our work and the value we provide.

This year also marks continued progress in strengthening our organization. By aligning our people, processes, and priorities, we are building the capacity needed to meet growing demands and deliver increasingly complex infrastructure projects across the province. Our efforts are guided by collaboration, innovation, and a commitment to excellence in everything we do.

As we look ahead, we remain focused on building momentum, continuing to deliver high-quality infrastructure, strengthening relationships, and supporting the long-term growth and sustainability of our province.

Together, we are building a stronger Nova Scotia.

Thank you to Build Nova Scotia and our partners, for your continued diligence, passion and energy in achieving these fundamental tenants and for the work each of you do every day.

Merci, Thank you, Wela'lin

David Benoit

President & Chief Executive Officer

Build Nova Scotia

Measuring Our Performance

Healthcare Infrastructure

Expected Outcomes

- The 2025-26 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.

Halifax Infirmary Expansion Project (HIEP)

In 2025-26, the HIEP achieved several major design, construction, and engagement milestones including completion of excavation activities, the erection of four tower cranes, and the advancement of construction up to Level 6. Duct bank work continued and design development for the project progressed.

Engagement efforts included user group meetings with key clinical stakeholders to inform and advance the design process, while broader community engagement continued through open houses, pop-up booths, and listening tables.

HI Enabling Works

Several enabling works projects were completed to support delivery of the HIEP. This included air-handling units and HVAC upgrades within the Emergency Department, operating rooms, and Diagnostic Imaging Department, along with cable relocations required to address construction impacts. Planning also advanced for the retrofit of the Summer Street Parkade North Entrance.

HI Essential Integrations

Planning advanced for the Essential Integrations Program to support departmental expansions and connections to the new Tower. Design funding was received and an RFP was released to market to procure a design consultant.

Cape Breton Cancer Care Centre

The Cape Breton Cancer Care Centre continued to progress toward completion with all interior systems under construction including mechanical, electrical, and architectural installations.

Energy Centre

The Cape Breton Cancer Care Centre continued to progress toward completion with all interior systems under construction including mechanical, electrical, and architectural installations.

CBRH Clinical Services Building

Construction on the new facility progressed, and a major milestone was achieved as the final concrete was placed for the superstructure and the tower cranes were removed.

Northside Health Complex

Construction advanced on the Northside Health Complex, with major structural work completed and substantial progress made on the building envelope and roofing systems, making the facility largely weather tight.

There was also significant progress on interior construction. Mechanical and electrical rough-in work advanced throughout the facility, while steel stud framing, drywall and interior finishes progressed across multiple areas of the project.

New Waterford

In 2025-26 demolition of the former Breton Education Centre was completed. Planning for the site is ongoing.

The Community Wellness Centre continued to establish itself as a valued community asset, supporting a variety of recreational, cultural and community programming activities.

Telecommunications Infrastructure

Expected Outcomes

- Build Nova Scotia will 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 update the Cellular Network Access gap study and will host 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 work actively with our partners to deliver cellular expansion for Nova Scotians.

Cellular Nova Scotia Program

Build Nova Scotia continued to work actively with our partners to deliver cellular expansion for unserved areas of the province. Work continues for Phase 1 of the Program. In 2025-26, the Cellular for Nova Scotia Program upgraded 17 telecommunications sites and connected them to the Rogers 5G network. These upgrades provided cellular network access to more than 2,100 civic addresses and 127 kilometres of primary roadways that were previously unserved. The corporation also completed an updated Cellular Network Access gap study.

Internet for Nova Scotia Initiative

In 2025-26, Build Nova Scotia's delivery of the Internet for Nova Scotia Initiative achieved substantial completion. Final announced projects were underway in 2025-26.

As of March 2026, approximately 101,500 previously underserved homes and businesses have access to high-speed internet through land-based connections with approximately 500 homes to be connected by the end of 2026. The program has reached beyond 99% coverage. With access via the Satellite Internet Service Rebate Program, it is close to 100%.

Land, Asset and Environmental Management

Expected Outcomes

- In 2025-26, 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 2025, subject to any further approvals required.

Boat Harbour Remediation Project

In January 2025, Impact Assessment Agency of Canada issued an approval for the Boat Harbour Remediation Project. In February 2025, Pictou Landing First Nation filed application for a Judicial Review of the Federal Minister's decision in the federal courts. The Judicial Review hearings are expected to proceed in late 2026; however, the timing of the Federal Court's decision remains unclear. Procurement cannot proceed until the Judicial Review has concluded and the Impact Assessment Agency of Canada's approval is upheld.

While procurement is paused, Build Nova Scotia continued engagement and technical coordination with Pictou Landing First Nation, residents, regulators, advisors, and scientists to support readiness for the next phase of the Project.

Land Use and Property Exchange

Land use concepts have been updated for key Build Nova Scotia properties in strategic future growth areas, including Mill Cove (Bedford) and Dartmouth Cove.

Build Nova Scotia is involved in ongoing analysis and planning for a strategic property exchange with the Halifax Port Authority and Halifax Regional Municipality.

Public Housing

The Public Housing Program is a provincial initiative to build 515 new public housing units in communities with high demand for affordable housing. In spring 2025, Build Nova Scotia was assigned responsibility for delivering 464 units of public housing, in partnership with the Nova Scotia Provincial Housing Agency. As of March 2026, 289 units are in progress: 43 completed, 82 under construction, and 164 in planning and design.

Williams Lake Dam

Build Nova Scotia is responsible for replacing the Williams Lake dam located in the Halifax Regional Municipality. Environment and ecological testing were completed, and the construction of the modern concrete dam began.

Environmental Analysis, Remediation, Monitoring and Maintenance

Five new sites were added to the assessment phase of the Mine Site Remediation project in Spring 2026. Construction on the remediation project for Montague Mines began in early 2026 and will carry through to 2028.

Environmental and project management services, support and advice for Build Nova Scotia and government projects continued.

Community and Rural Infrastructure Development

Build Nova Scotia continued to work with partners to plan, deliver, and operate infrastructure and public spaces that support community use, increase visitation, and enable local economic activity. Collectively, these efforts demonstrate continued progress in leveraging infrastructure and public spaces to support community priorities, enhance quality of life, and drive economic and tourism activity across both urban and rural Nova Scotia.

Expected Outcomes

- Build Nova Scotia will 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.

Halifax Waterfront – Programming and Operations

Build Nova Scotia continued to deliver year-round waterfront programming, with operations supporting more than 100 events annually and contributing to strong seasonal activation of public assets.

Halifax Waterfront Infrastructure Development

Build Nova Scotia continued to advance infrastructure and public realm improvements on the Halifax Waterfront, including new accessible public spaces and amenities. Investments were made in boardwalk, wharf, and marina infrastructure to support increased visitation, marine activity, and small business growth.

Boat School (Halifax Waterfront)

The Boat School project is a collaboration between Maritime Museum of the Atlantic, Build Nova Scotia, the Department of Communities Culture, Tourism and Heritage, and the Canadian Maritime Heritage Foundation. Investment comes from the province, Government of Canada and private donors. It will deliver hands-on programming aimed at youth, supporting skills development and connections to Nova Scotia's marine sector. Construction progressed on the project, and the expected opening of the facility is Spring 2026.

Lunenburg Working Waterfront

Build Nova Scotia continued to invest in wharves, buildings, and marine infrastructure in Lunenburg to support working waterfront activities and tourism. Through a Business Development Opportunity process, Build Nova Scotia secured a lease for the ground floor and mezzanine of the Zwicker Building. The corporation also supported ongoing implementation of the Lunenburg Waterfront Master Plan, developed in collaboration with the community and partners, while continuing to work with local stakeholders to balance marine industry needs with visitor experience and public access.

Additional Waterfront and Public Space Initiatives

Projects such as the Dartmouth Harbourwalk, Sackville Landing, and Salt Yard continued to advance public realm improvements, create opportunities for small businesses, and enhance community use of waterfront spaces.

Peggy's Cove Infrastructure and Operations

Build Nova Scotia continued to manage and operate Peggy's Cove, a key provincial tourism asset. The corporation made ongoing infrastructure and operational improvements to enhance safety, accessibility, and the visitor experience at this high-volume destination.

Bedford Waterfront (Mill Cove/Phase II)

Build Nova Scotia, as a key landowner in Mill Cove, continued progression of waterfront development and site servicing, to enable future public space use and private investment aligned with community growth objectives.

Jajiktek Seawall Trail (Cape Breton)

Build Nova Scotia provided an ongoing project advisory and administrative support for trail development in partnership with the Municipality of the County of Inverness.

Corporate Transformation and Development

Expected Outcomes

- In 2025-2026, Build Nova Scotia will develop a Strategic Plan and will focus on corporation development in the key areas defined below

In 2025–26, significant progress was made toward developing the organization's inaugural Strategic Plan. An internal working group, comprised of senior leaders from across the organization, was established to provide strategic direction and oversight throughout the development process. Staff engagement was also a key component of the initiative. Feedback was gathered during the annual All Staff event, providing employees with an opportunity to contribute ideas and help shape the organization's future direction.

By the end of 2025-26, a draft Strategic Plan had been developed, including key strategic pillars, actions, and performance indicators to guide organizational priorities and measure progress. Following executive review and feedback, the Strategic Plan is expected to be finalized and published in 2026–27.

The organization also continued to advance broader corporate development priorities throughout the year.

Build NS Accountability Report

Financials 2025-2026 (\$ Thousands)

	Budget 2025-26	Actuals 2025-26	Variance 2025-26
REVENUES			
Province of Nova Scotia Grants			
Health Infrastructure	\$16,505	\$19,219	\$2,714
Operating	6,818	8,056	1,238
Project Recoveries	38,999	20,187	(18,812)
Commercial Property Revenue	5,000	6,766	1,766
Interest and other income	300	357	57
Total Revenue	67,622	54,585	(13,037)
EXPENSES			
Commercial Property Operations	5,377	6,590	1,213
Corporate	5,826	9,124	3,298
Health Infrastructure	16,505	19,219	2,714
Project	39,734	19,511	(20,223)
Operating Expense	67,442	54,444	(12,998)
Annual Surplus Before Other Items	180	141	(39)
Other Items			
Capital Grant	1,450	1,129	(321)
Amortization expense	(5,222)	(4,656)	566
PSSP retirement health benefit recovery (expense)	(110)	415	525
Accretion expense	-	(87)	(87)
Gain on sale of assets	-	85	85
Return of gain on sale of assets	-	(85)	(85)
Recovery related to asset retirement obligation	-	432	432
Other Items	(3,882)	(2,767)	1,115
ANNUAL DEFICIT	(3,702)	(2,626)	(1,076)

Financial Results

Variance Analysis – Build Nova Scotia for the fiscal year ended March 31, 2026

Revenue Variance Analysis

Project revenue was \$18.8M lower than budget mainly due to timing of project work. A \$14.0M decrease in Cellular for Nova Scotia Program reflecting the timing of Phase 2 work, a \$2.7M decrease in Boat Harbour project is due to delays and a \$2.1M decrease from other in-year project work. Health Infrastructure recoveries are \$2.7M higher than budget as the Halifax Infirmary Expansion Project is now well underway.

Expense Variance Analysis

Corporate expenses were \$3.3M higher than budget due to restructuring of corporate divisions in year to more accurately represent the evolution and diversity of work that Build NS is responsible for.

Project expenses were \$20.2M lower than budget due to the shift in project timelines on Cellular for NS Program and the Boat Harbour project. Health Infrastructure expenses are \$2.7M higher than budget, offsetting the revenue increase associated with the Halifax Infirmary Expansion Project.

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 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 Labour Board.

A Wrongdoing for the purpose 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 2025-2026
The number of disclosures received	Nil
The number of findings of wrongdoing	Nil
Details of each wrongdoing (Insert separate row for each wrongdoing)	Nil
Recommendations and actions taken on each wrongdoing. (Insert separate row for each wrongdoing)	Nil