

The background of the entire page is a photograph of the interior of a large, historic wooden barn. The barn has a high, vaulted ceiling with exposed wooden beams and trusses. Large windows on the left side allow natural light to enter. In the foreground, a man wearing a blue jacket, dark pants, and a cap is bent over, working on the wooden floor. Various tools and equipment are scattered throughout the space, suggesting a restoration or construction project.

BUSINESS PLAN 2020-21

Updated September 2020

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CEO/BOARD CHAIR MESSAGE

**Our focus is pretty simple.
We build places people love.**

Ours is a place-based economic development strategy that builds on our natural and comparative advantages as a province. The impact of the work is as much about how we build places with community as it is about the things we build. When we build with community, what we build is authentic—it reflects the people who live there. When we build with everyone, we build places where everyone can feel connected to the place. Authentic, inclusive places are magnetic to people: to visit, to live, and to invest.

It's an extraordinary time.

And not just for the scale and impact of the challenges before us, including COVID-19, systemic racism, climate crisis, and the breathtaking loss we have collectively experienced through it all.

But there is opportunity in this wicked convergence of challenges. We have been stopped in our tracks—which has given us the chance to look around and we now

have the opportunity for reinvention—to see the curious contradictions, the cracks in the old thinking, and to think ahead to what is next.

We have been in isolation, yet deeper connections have formed among and across teams as together, we faced common experiences and challenges and a collective determination to overcome them.

As our favourite businesses closed temporarily or worse and main streets shut down, it helped to clarify the extent to which we value and appreciate small, local businesses. It has reminded us just how these operations are to the social fabric of our cities and communities.

When we were restricted from public places, it forced us to see them as essential—to not take them for granted, see them as leftover spaces, or worse, the spaces in between. We felt their loss deeply and we began to understand how central these spaces are to community and democracy. We also better understood their promise, which we can realize through a dedicated effort to prioritize and reimagine the role they have to play.



On a backdrop of unprecedented restrictions, we found a way to unshackle ourselves and innovate policy. We tried things we couldn't do before. We found ways to cut through bureaucracy and try new things, faster than ever before. Necessity gave rise to invention and we can't go back.

While economic growth— which was on a promising trajectory in Nova Scotia— slowed and some sectors, including tourism, will feel the devastating effects for some time, we also see bright lights in digital adoption among businesses and growing digital literacy for all. Nova Scotia's star is rising for our incredible quality of life in a global marketplace and now a work-from-anywhere world. As we spent more time hunkered down with family, for better or for worse, we surely began to recognize that GDP alone doesn't adequately measure the health and prosperity of a province.

At Develop Nova Scotia, and before that Waterfront Development, we have always tried to build places with people.

But in building places with *some*, we've also fallen short in building spaces for *all*. By not working harder to create conditions for racialized people and marginalized communities, we've contributed to systemic racism, to a

lack of participation and attachment. By not having diverse participation, we've built places for a narrow group and those places aren't places for everyone. Yet.

Places are dynamic. They shift over time as people engage with them and imbue them with meaning.

*"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."*¹

That's why we believe in the midst of all of this disruption, with so much loss, we now have the opportunity to build back better.

For Develop Nova Scotia, we want to focus on "how" we build places as much as "what" we build and our goal is twofold:

1. Build places in Nova Scotia that attract people to visit, live, and invest here
2. Build community participation, understanding, and resiliency by building places together.

We believe this vision will help us build an inclusive, prosperous Nova Scotia, together.

Jennifer Angel
President & CEO

Dale Godsoe
Chair of the Board

1. The Death and Life of Great American Cities. Jane Jacobs, 2002

NOVA SCOTIA IS
AMONG THE WORLD'S
GREATEST PLACES.

1/2

STRATEGIC CONTEXT

mandate

To lead sustainable development of high potential property and infrastructure to drive inclusive economic growth in Nova Scotia.

mission

Working together, we can build on our natural assets to make Nova Scotia an authentic, sustainable place that attracts people.

vision

Nova Scotia is irresistible to people and investment.

purpose

Nova Scotia is a place where everyone can belong.



DEVELOP NOVA SCOTIA'S ROLE AND FOCUS FOR 2020-21

As a provincial crown corporation, we work closely with communities and partners to develop strategic economic and community infrastructure. We convene, partner, plan, design, develop, construct, manage, program, and maintain, to support inclusive growth in Nova Scotia.

At the centre of our work is the belief that quality of place is a comparative advantage and a differentiator for Nova Scotia. Our focus is on the sustainable development of places in Nova Scotia so they contribute to growing our economy and securing an environmentally sustainable and socially inclusive, equitable future for all.

Our Business Plan 2020-21: COVID Edition is focused in three overlapping phases:

Immediate: Public Health + Business Continuity

We will accelerate the Internet for Nova Scotia Initiative to enable high speed Internet connectivity in rural Nova Scotia. We will ensure our properties are clean, green, and safe and protocols are in place to comply with public health directives to protect our community. We will help our tenants, important small local businesses, by reducing financial burden through rent relief and deferral programs and we will be responsive to their needs.

Mid Term: Recovery + Stimulus

We will invest in programs and projects to enable business recovery through the economic impacts of construction, bring community together safely to build placemaking capacity, and revitalize key destinations like main streets

and working waterfronts to reinforce the place-based value proposition for Nova Scotia, stimulating demand for people to visit and live in Nova Scotia. This \$38m investment comprises the following projects:

- Cable Wharf Recapitalization
- Zwicker Renovation
- COVE South Marine Terminal Recapitalization
- Marine Infrastructure – HRM and Rural NS
- Peggy's Cove Climate Adaptation and Visitor Services

Long Term: Transformation + Resilience

We will strengthen the value proposition of rural Nova Scotia by building connectivity and accessibility through acceleration of the Internet for Nova Scotia Initiative. This work supports a broader provincial five-year priority around digital adoption. We will introduce our five-year placemaking strategy to Nova Scotians in 2020 with a focus on placemaking projects that build capacity and momentum in communities, build on our natural advantages as a province, and build community through collaboration. Additionally, by revitalizing key destinations like waterfronts and main streets, our strategy will build on our value proposition as a province which will in turn, attract people who can work from anywhere, to work and live here.

Before COVID-19, we knew jobs followed talent and that people often valued where they lived over the job opportunities provided by a single location. Now, in a work-from-anywhere post-COVID-19 context, we know that place is far more important than ever before.

A focus on place isn't the only answer, but it's a big contributor to a compelling value proposition for Nova Scotia that can successfully attract people and investment and an important touchstone for community participation and equity. We will continue to work with all Nova Scotians to build a Nova Scotia that is irresistible to people and investment.

Government Priority – Safe and Connected Communities Develop Nova Scotia Priority – Thriving Communities

Great places are connected and accessible. Through our strategic focus on **Thriving Communities**, Develop Nova Scotia is leading the project to provide access to high-speed Internet across rural Nova Scotia. Through the Internet for Nova Scotia Initiative, we are working with Internet service providers and communities, with funding support from the Nova Scotia Internet Funding Trust (established by the provincial government in 2018), to deliver quality Internet to rural Nova Scotia. The strategic economic infrastructure enables access to important government services for Nova Scotia residents, including healthcare and education, encourages entrepreneurship, and creates the conditions for local businesses to be globally competitive. It contributes further to the attractiveness of rural Nova Scotia as a place to live and removes a key barrier to innovation, growth, and quality of life in rural Nova Scotia.

At the end of the 19/20 fiscal year, Develop Nova Scotia announced the first round of projects underway across Nova Scotia that will connect 48% of unserved and underserved Nova Scotians with high-quality, high-speed connections as early as Summer 2020. Up to \$15M in additional funding was committed by the province to accelerate approved projects in response to impacts of COVID-19. \$5.6M was invested to accelerate the installation of 19 towers in Cumberland/Colchester, fibre to the home in Elmsdale, Caledonia and Shelburne, easing of congestion on some existing tower networks, and acceleration of fibre installation in a number of projects across Nova Scotia. As of August 2020, the network was in place to make up to 18,000 new connections and we announced projects that will enable us to deliver Internet to more than 95% of Nova Scotian homes and businesses, leveraging over \$100M in private sector investment by 2022.

We are now turning our attention to those areas remaining underserved with an ambition to reach as many Nova Scotian homes and businesses as possible, as quickly as possible. As these projects advance, Develop Nova Scotia will play an ongoing role in monitoring service delivery, ensuring that services provided are reliable for our communities, businesses, and visitors.

We believe Nova Scotia will be among the first provinces in Canada to reach greater than 95% coverage of rural communities with reliable high-speed Internet by 2022.

In addition to connecting rural Nova Scotia through broadband, Develop Nova Scotia will work with the province to support the objective to extend cellular coverage in areas that are currently out of range, enhancing connectivity for health and safety, service delivery, business continuity and success, and to support quality of life in communities across Nova Scotia.

Government Priorities – Population Growth/Employment Attachment/ Economic Participation Develop Nova Scotia Priority – Thriving Communities

"We cannot sustain economic growth over time unless renewed population growth provides more workers, more entrepreneurs, and more consumers".²

Nova Scotia boasts an incredible quality of life. It is a beautiful place. And place matters—it's a key factor in the decision to live in one location over another and in a COVID-19 context, it's never been more top of mind. *Jobs and companies chase talent and talent chooses place.*³

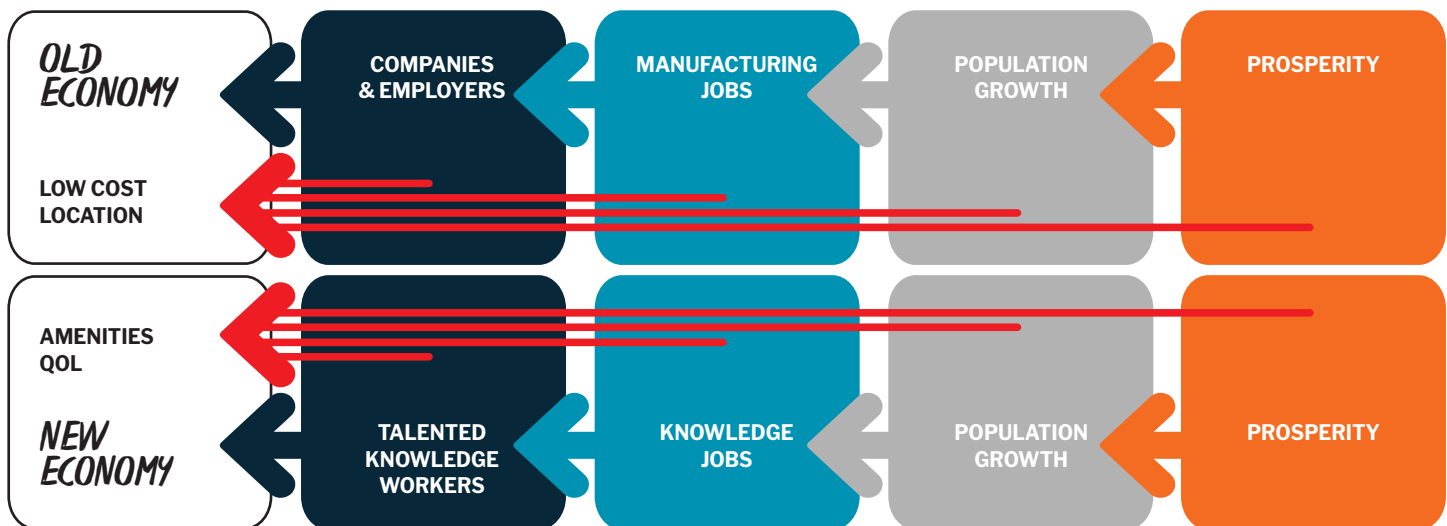
"In the New Economy, knowledge-sector jobs are faster-growing and more lucrative than professions with more routine functions. Consequently, communities are changing the way they approach economic development. Instead of differentiating themselves primarily by transportation access, low costs, proximity to natural resources, or other traditional competitive advantages, many communities today are attracting multi-generational talent by becoming desirable places to live."⁴

2. <https://onens.ca/img/now-or-never.pdf>

3. Harvard Business Review, Back to the City, May 2010

4. http://www.bigskyeconomicdevelopment.org/wp-content/uploads/EDRP_Placemaking.pdf

Achieving Prosperity: Old versus New Economy



Place Matters: The Role of Placemaking in Economic Development, International Economic Development Council, June 2017. Adelaja, A., Y.G. Hailu, and M. Abdulla. 2009. *Chasing the Past or Investing in our Future*. Land Policy Institute, Michigan State University, East Lansing, MI.

While quality of place is an important strength for Nova Scotia, in the past we struggled to grow our population. Additionally, many people remain disconnected from the social and economic benefits of growth. To leverage our natural advantage to attract talent, and to ensure all people in Nova Scotia can participate in our economy, we must be deliberate in building places for everyone.

The need for revitalization of main streets and support for small business continuity is particularly acute given the scale of impact the COVID-19 pandemic has had on the social life and economy of rural communities. With the necessary shift to, and proven efficacy of, remote working in response to COVID-19, there is also an emerging opportunity to revitalize key public spaces that can benefit rural communities. In the context of a future work-from-anywhere convention, the value proposition of rural communities is even more compelling. Rural communities offer quality of life and comfort—less density, greater affordability, and often attractive landscapes. High quality, revitalized main streets and waterfronts—the centre of these communities—can contribute to the magnetism of rural communities in Nova Scotia for attracting new residents and visitors in the global competition for talent. This rise of rural communities is enabled by access to high quality Internet and telecommunications infrastructure for connectivity.

In 2020-2021, through our focus on **Thriving Communities**, we will begin to build capacity for placemaking and enable community-led infrastructure enhancements across Nova Scotia. Together with partners at Dalhousie University and community partners around the province, Develop Nova Scotia will lead a three-year, \$5M **Thriving Communities** program to support community-led initiatives that encourage inclusive economic participation and social gathering on our local main streets and waterfronts. These projects will be championed and implemented by local organizations and be supported by Develop Nova Scotia and other partners, including the Dalhousie University Cities and Environment Unit and Common Good Solutions. They will leave a lasting impact in the community through physical infrastructure improvements and amenities that contribute to the quality and attractiveness of place for residents and visitors. By building these projects with communities, there is an opportunity to build placemaking capacity and expertise so the legacy of the work extends beyond the immediate project impacts, as well as to contribute to community understanding and resilience by bringing diverse people together to participate in the co-creation of plans and projects.

We will support new people-centered active transportation infrastructure in East Preston and work with community to develop plans for further improvements and amenities to enhance this new infrastructure. And we will build on early community-led work in a handful of communities across Nova Scotia to develop plans, including projects in Annapolis Royal, Maitland, St. Peter's, and Windsor-West Hants.

We will also support two programs that aim to create the conditions for improved and sustainable social outcomes for some of our most vulnerable community members.

The Building Boats Changing Lives – Boat School project, led by Maritime Museum of the Atlantic, will advance plans for a new Boat School for youth at risk. With a home base in Halifax on the waterfront, it will engage youth from across the province to participate building boats hands-on.

Participatory City is a model of civic participation, originating in a borough of London, England. The model focuses on the creation of neighbourhoods built by everyone for everyone, enabling residents to solve practical community challenges through common tools and spaces, program, and funding support. In partnership with the McConnell Foundation, HRM, the Mi'kmaq Native Friendship Centre, United Way Halifax and Inspiring Communities, Engage Nova Scotia, and other community partners, we are building an 18-month pilot initiative to assess the viability of **Participatory City Halifax**. The ambition is to realize some of the positive results experienced in the UK, including increases in social connection, learning, physical activity; increased levels of happiness and confidence; more opportunities to engage with people of different backgrounds; and a greater focus on the environment.

In 2019/20, Develop Nova Scotia worked with HFX Collective and Common Good Solutions to create an **Inclusive Engagement Toolkit** to help us engage with more Nova Scotians, and in particular, youth and marginalized communities. This will inform robust public engagement on a number of projects this year, including the new Arts District, Cunard development in Halifax, as well as the Thriving Communities program in communities across the province. We believe this approach—planning with community—can lead to positive economic participation, employment attachment, and population growth outcomes.

In the coming year, we will advance key projects that will support our commitment to equitable and inclusive public spaces. In partnership with the Mi'kmaq Native Friendship Centre we are working on an **Indigenous Waterfront** project that will evidence Mi'kmaq culture along the Halifax waterfront. We will advance our **Accessibility Plan**,



having worked closely with the Accessibility Directorate over the past year in advance of becoming a prescribed body. Last year, we developed strong partnerships with the Black Business Initiative, the Black Cultural Centre, and Youth Art Connection to promote inclusive programming, and are exploring opportunities for further project partnerships. We will work hard to ensure all Nova Scotians see themselves reflected in our shared public realm.

We remain committed to expanding the conversation and raising our collective expectations of what Halifax and Nova Scotia can be. We will continue to participate in leading the **Art of City Building Conference** in 2020-21, bringing thought leaders together, this year virtually, from around the world to engage with us in a free one-day event. Open to the public, this year we are proud to present the event in partnership with the Canadian Urban Institute.



Government Priority – Strategic Sector Growth Develop Nova Scotia Priorities – Authentic Destinations, Working Waterfronts

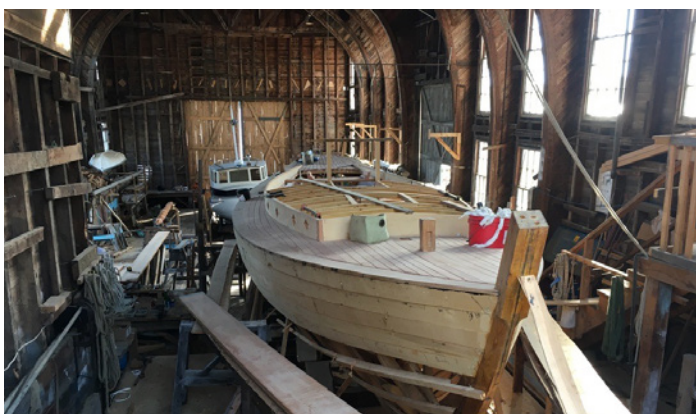
Nova Scotia is among the most beautiful places in the world. And we aren't the only ones who think so. We live at the water's edge, with every Nova Scotian no further than 67km from the shore. We enjoy a rural and urban proximity that offers balance and adventure.

Develop Nova Scotia works closely with Tourism NS to ensure our most visited tourism destinations are built with and for locals, so they are authentic in reflecting who we are. We have always played a significant role in the tourism sector through our work building destinations, the most prominent examples being the revitalization of the Halifax waterfront and our work in Lunenburg. Tourism NS is investing \$6M into The Tourism Revitalization of Icons Program (TRIP), which is intended to improve the visitor experience across some of Nova Scotia's most visited tourism sites and destinations. Through our focus on **Authentic Destinations**, in 2020-21, Develop Nova Scotia will continue to lead TRIP projects in Peggy's Cove, at Georges Island, and in the Big Boat Shed on the Lunenburg waterfront.

The **Peggy's Cove Visitor Experience Project** is a proposed \$14M multi-year revitalization plan that includes enhancements to tourism infrastructure by way of a new and accessible viewing platform, proposed improvements to pedestrian walkways and traffic management, coastal mitigation infrastructure, and community servicing. But the most important focus of this work is supporting and maintaining the authentic community at its centre who, despite inadequate infrastructure and services and intense and increasing visitation, continue to welcome people to experience the beauty and history of their home by the sea.

Plans will advance in **Louisbourg** on the waterfront together with community, Parks Canada, and private sector partners, and on main street in **Inverness**. These destinations are differentiators for Nova Scotia, in the rich Fortress of Louisbourg history and recreation, with international award-winning golf facilities.

The **Harbour Islands Visitor Experience Plan** was built with significant community and partner participation including Parks Canada, Department of Lands and Forests, Acadian and Mi'kmaq communities, and the Friends of McNabs Island Society. This year, we will complete the **Georges Island wharf revitalization** project and welcome visitors to the island to learn its history and experience a different perspective on



our harbour. We will continue to work with stakeholders on the plan for McNabs Island, which will include recreation enhancements, amenities, and improved access.

The **Big Boat Shed project**, on Lunenburg's working waterfront, is the revitalization of an important icon. The site is where many famous tall ships have been constructed and is a symbol of Lunenburg's shipbuilding heritage. The project builds on the Lunenburg Working Waterfront Plan, a plan built with community for the revitalization of the working waterfront to support strategic sector growth. The project leverages partner funding from TRIP and ACOA, and includes both the recapitalization of the original Big Boat Shed, as well as the construction of a new, adjacent building which will house the Fisheries Museum of the Atlantic's heritage boat building program. The project will be completed this year in time to celebrate the 100th anniversary of Bluenose.

Another priority identified in the Lunenburg Working Waterfront Plan is the revitalization of the **Zwicker** building, adjacent the popular public Zwicker wharf, to welcome visitors to Lunenburg by sea. Included in the plan are visitor services like washrooms and laundry facilities as well as ground floor retail and food and beverage.

The **Halifax Waterfront** remains an important place of pride for our community and our most visited destination

in Nova Scotia. Our vision is that it is, first and foremost, a place for residents—the backyard of a growing urban population, a showcase of local business, and a playground filled with art, culture, history, recreation, and learning for all people.

Develop Nova Scotia has led its transformation from a collection of brownfield sites to a thriving destination for locals and visitors, welcoming approximately three million visitors a year pre-COVID-19, and growing year over year. Fundamental to the waterfront experience is the public boardwalk which connects residents and visitors to the water's edge. The most valuable space belongs to everyone. Visitor satisfaction surveys taken throughout the summer of 2019 reported that over 90% of visitors were very satisfied with their waterfront experience. In 2019-20, Develop Nova Scotia recorded a 3% increase to visitation to the Halifax waterfront and established a baseline visitor satisfaction survey which will record progress year over year. Fred Kent, the founder of the Project for Public Spaces, said at Halifax's Art of City Building Conference in September of 2019: "You have one of the best waterfronts in North America and I know them all."

Queen's Marque, which will begin opening to the public in 2020, is the transformation of a precinct used as a surface parking lot with spots for 215 cars and ~40,000 sf of public space to a mixed-use development providing places to live,



stay, work, and play. Active ground-floor retail and restaurant experiences will enhance the surrounding public realm. Close to 100,000 sf of new public space, three new wharves, and an outstanding public art program all contribute to this landmark development. The project is built around the boardwalk that runs through it and maintains public access to the water's edge. It is a \$200M private sector investment in the Halifax waterfront.

The **Arts District** project begins to take shape this year, with a vision to increase opportunities for all to access and experience art, celebrate our diverse and unique stories through the arts, and enhance the overall waterfront experience.

Working together with the Art Gallery of Nova Scotia and the people of Nova Scotia, this new arts district will be shaped by community so it is a welcoming and inclusive public gathering place on the Halifax waterfront that showcases the best in contemporary art and public programs, while remaining a space to showcase some of our region's most anticipated events.

A 2014 research study conducted by Americans for the Arts entitled "5 key ways the arts drive economic and community development" found that cultural organizations were a key catalyst in local economies, attracting investment and growing the tourism sector, fostering community engagement, building skills and increasing opportunities for youth education, helping define community identity, and increase community connection.⁵ The design of the Arts District in Halifax aims to have similar economic and social impacts that can be felt across the province.

On the south boardwalk, the **Cunard** development will begin this year—a \$100M mixed-use development providing additional places to live and places for business, and a catalyst for the creation of 64,000 sf of revitalized public realm focused on play. The plan will be built with the public and engagement will begin this fall.

In response to COVID-19, we have accelerated work to revitalize other key tourism assets this year, including the expansion of the **Foundation** boardwalk and revitalization of the Foundation marina near Salt Yard on the Halifax waterfront.

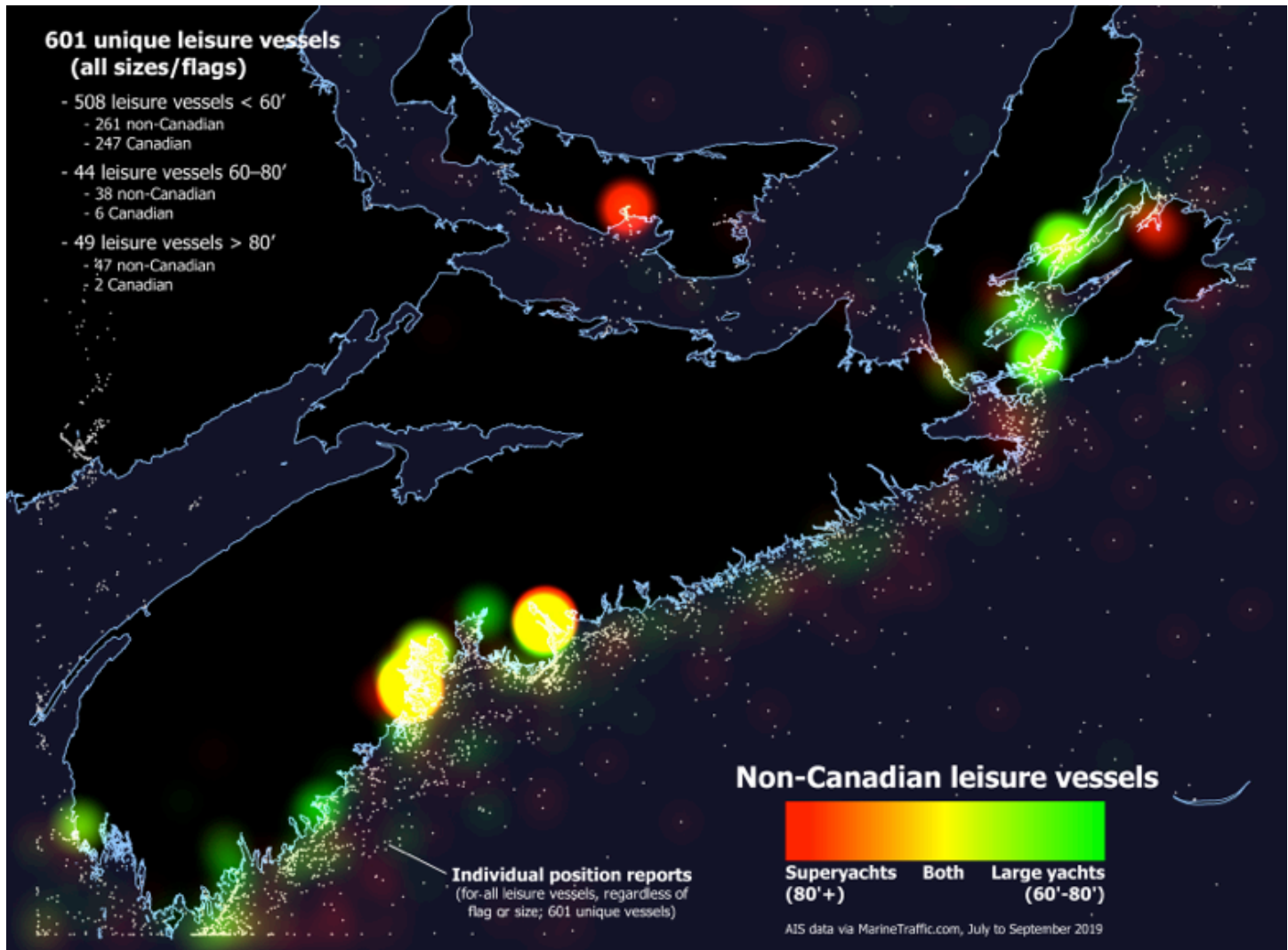
These projects create places to live in the urban centre, they host local businesses, they anchor public spaces, and they support high-quality events that have contributed to making the Halifax waterfront a place people love.

With a diverse calendar of music, cultural, and community celebrations, our typical activation program includes some of the region's most anticipated events. The COVID-19 edition is somewhat scaled back and more distributed, but no less interesting, kicked off by Re-Open City, an annual event to welcome community to get out, participate in the downtown, and support local business. This season, we've hosted regular entertainment outdoors in a new pop-up stage at Salt Yard, including performances by Youth Art Connection, Jazz Fest, and East Coast Block Party featuring popular provincial DJs. This year we will host the first (annual) **Evergreen Festival** in November and December, a season extender inspired by Christmas markets from around the world, that will take place across the downtown, with participation online across the province. The Evergreen Festival will serve as both a live experience as well as an online experience showcasing holiday spirit and Nova Scotia products and experiences across the province. New legacy infrastructure enables us to host vendors year-round.

5. <https://blog.americansforthearts.org/2019/05/15/5-key-ways-the-arts-drive-economic-community-development>

2019 Visitation Heatmap

Identifying individual recreational vessel visits to Nova Scotia between July 1-September 30, 2019



The impact of COVID-19 on small, local businesses including restaurants and retailers has been devastating. Working with other crown agencies including NSBI, Innovacorp, and Tourism, we will together focus on supporting digital adoption by providing resources to support business transition online.

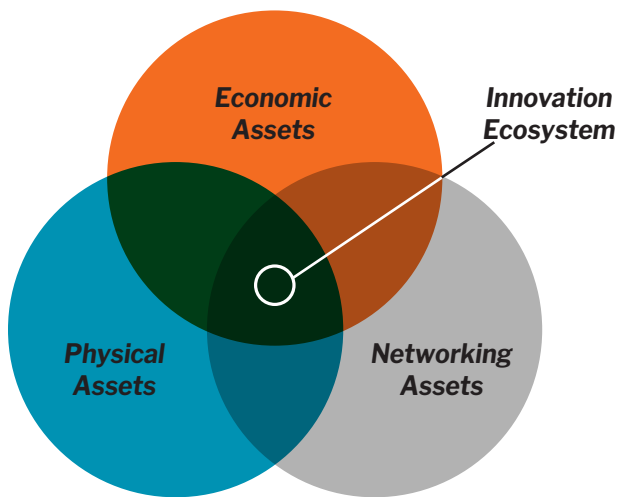
In a 2018 Economic Impact Study examining the impact of Develop Nova Scotia's (formerly Waterfront Development) approach to waterfront development, the study concluded that the total eight-year spending impacts (2010-2018) from our work, excluding visitor spending, are:

- \$317.3M in direct and spinoff GDP;
- 5,094 person years in direct and spinoff employment;
- \$238M in direct and spinoff household income; and
- \$25.8M in direct and spinoff provincial tax revenues.

In terms of Develop Nova Scotia-related visitor spending, it is estimated that non-resident visitors to the Halifax waterfront

spent between \$390M and \$1.6B in relation to their visit to the Halifax waterfront over the same time period above (2010-2018). The wide variation relates to how much of their total spending is assumed to be 'caused' by the waterfront versus other travel motivators.

Our **Marine Visitation Plan** identifies strategic marine infrastructure across Nova Scotia and prioritizes projects beginning in 2020-2021 along the South and Eastern Shores and in the Bras d'Or Lakes. The wharf development projects in **Shelburne** and **Fisherman's Cove** announced late last year are underway and the **Lunenburg Waterfront Smith and Rhuland Shipyard Revitalization** plans are shaping up with construction scheduled this fall and winter. Developed in partnership with private sector tenants, an active shipyard will support tourism to the area by sea, provide the shipbuilding sector with new customers, and generate new business and employment opportunities. These projects build on



existing functional economic regions and contribute to the growth of a valuable visiting boat market for whom Nova Scotia is an attractive new destination for leisure and marine services. This year, together with local municipal partners, engaged community members, and ACOA, we will improve marine destinations in Sheet Harbour, Baddeck, Mahone Bay, and Lunenburg and will begin to explore projects in other strategic waterfront locations on the Northumberland Strait and Southwest Nova Scotia.

As Nova Scotia transforms its economy to increase focus on fostering entrepreneurship, cultivating and supporting innovative ways of doing business is top of mind. Innovation districts provide a well-established model to attract and stimulate entrepreneurs, start-ups, and incubators. Develop Nova Scotia's role in the development of **Innovation Ecosystems** in Nova Scotia is to focus on the physical infrastructure that contributes to the attractiveness of these places for existing and budding entrepreneurs to bring together diverse perspectives in welcoming spaces.

Develop Nova Scotia owns and manages the property at the **Centre for Ocean Ventures and Entrepreneurship (COVE)** in Dartmouth, which has quickly established itself as a world-class centre for ocean-related innovation. This year, Develop Nova Scotia will continue to focus on infrastructure and tenant improvements to attract more tenants and improve the utility of the space. With almost 60 current tenants, Develop Nova Scotia is committed to ensuring an exceptional value proposition and a positive experience for COVE tenants, with an aim of a minimum of 90% tenant satisfaction, so this globally recognized innovation hub can continue to raise its profile and influence, attract new tenants, and its constituent companies can continue to grow and thrive.



The opportunity to leverage the COVE brand and program to support clusters of oceans related economic activity in rural Nova Scotia is promising. In 2020-21, working with COVE and regional public and private partners, we will examine the feasibility of **COVE Outposts** in locations across Nova Scotia including in Lunenburg, building on existing functional economic activity in the region. This work will include initial phases of planning with partners and the development of common user marine infrastructure that can support multiple companies.

As we work to contribute to the conditions for innovation, in our case through physical infrastructure and platforms for business like COVE and on the Halifax waterfront, we recognize that in many places, **innovation and inequality go hand in hand**. The value of attractive and inclusive public space to bring different people together in new and unexpected ways is fundamental for new ways of doing and thinking about things.



Measurement and Evaluation

This year we will begin the work to establish a framework to measure the value of our work in new ways, beyond GDP growth. We will invest in research to understand the impact of project activity and investment in place with return on investment measured in subjective well-being, as well as economic impact.

MEASURE	EVALUATION
Satisfaction of visitors to Develop Nova Scotia managed property (Halifax Waterfront, Lunenburg Waterfront, Peggy's Cove)	>90%
Visitation to Halifax waterfront (Marine and land)	+5% **
Visitation to Peggy's Cove	Benchmark
Tenant satisfaction of tenants – Halifax waterfront and COVE	>90%
Number of new tenants COVE	+5
Tenant revenue growth – Halifax waterfront	+5% **
Establish economic measures to evidence the value of placemaking* through subjective well being	Benchmark
Economic impact of broadband connectivity as a result of INSI	Benchmark
Progress towards >95% of underserved / unserved Nova Scotian homes and businesses	50% substantially complete
Level of participation in placemaking projects	Benchmark

**Throughout 2020-21, Develop Nova Scotia will be working to design and test subjective well-being measures grounded in economic theory, which will lead to a more objective return on investment measure for placemaking investments. This framework will be applied on all future projects Develop Nova Scotia will undertake in an attempt to qualitatively measure outcomes, not simply inputs.*

*** Measure flagged given visitation impacts caused by COVID-19 travel restrictions and resulting impacts on visitation numbers and tenant revenue growth.*



Breakdown of Develop Nova Scotia Projects by Strategic Area of Focus

STRATEGIC FOCUS	PROJECTS	PARTNERS
<i>Thriving Communities</i>	<ul style="list-style-type: none"> • Internet for Nova Scotia Initiative • Community Placemaking: Main Streets + Waterfronts: <ul style="list-style-type: none"> – East Preston AT, – Boat School, – Inverness Tactical improvements – Participatory City Halifax • Creative Island Innovation Hubs: <ul style="list-style-type: none"> – Baddeck, Port Hood • Art of City Building 	<ul style="list-style-type: none"> • Department of Municipal Affairs • Local Municipalities • Department of Lands and Forests • Office of Aboriginal Affairs • Transportation and Infrastructure Renewal • Internet Service Providers • Private Industry • McConnell Foundation • Engage NS • Black Business Initiative • Mi'kmaq Native Friendship Centre • Federal Government • Municipality of Inverness • Cape Breton Partnership
<i>Authentic Destinations</i>	<ul style="list-style-type: none"> • Peggy's Cove Revitalization • Georges Island Wharf • Lunenburg Big Boat Shed • Halifax Waterfront Master Plan • Arts District • Cunard • Queen's Marque • Holiday Market • Lunenburg Zwicker Building 	<ul style="list-style-type: none"> • Tourism NS • Lunenburg Steering Committee • Halifax Port Authority • ACOA • Parks Canada • Community Organizations (e.g. Peggy's Cove) • Department of Lands and Forestry • Halifax Port Authority • Halifax Regional Municipality • Accessibility Directorate • Development partners (Southwest Properties, Armour Group) • Mi'kmaq Native Friendship Centre • Department of Transportation and Infrastructure Renewal • Art Gallery of NS • Parks Canada



STRATEGIC FOCUS

Working Waterfronts

PROJECTS

- COVE South Terminal Recapitalization
- COVE Rural Outpost
- Lunenburg: Smith & Rhuland Shipyard Revitalization
- Marine Visitation Plan/Recreational Marine Infrastructure: Baddeck, Sheet Harbour, Lunenburg, Mahone Bay
- Shelburne Wharf Recapitalization
- Fisherman's Cove Wharf
- Cable Wharf Recapitalization
- Foundation Boardwalk Extension and Wharf Recapitalization

PARTNERS

- IORE /COVE
- NSCC
- NSCAD
- Dalhousie
- Program Delivery Partners (i.e Ignite, Innovacorp, Mashup Labs)
- Cape Breton Partnership
- Halifax Partnership
- Port of Halifax
- HRM
- Louisbourg Seafoods
- ACOA
- NSBI
- Destination Marketing Organizations
- Cape Breton Partnership
- Destination Cape Breton
- Local destination tourism organizations
- HRM
- Municipal Partners
- Nova Scotia Boat Builders Association
- Atlantic Marine Trades Association
- Atlantic Cruise Ship Association
- Independent Marine Ports of Atlantic Canada
- Halifax Port Authority



FINANCIAL SUMMARY

Operating Budget 2020-21

	Actual 2019-20 (\$)	Budget 2020-21 (\$)	Forecast 2020-21 (\$)
Revenue			
Rents & Wharfage	3,702,351	4,072,500	2,652,500
Parking	1,500,481	1,300,000	680,000
Other Income	727,789	704,000	985,000
Grant Income	6,386,105	2,808,000	3,687,000
Total Revenue	12,316,726	8,884,500	8,004,500
Operating and Administrative Expenses			
Program Expenses	1,665,352	2,486,300	2,051,900
Maintenance/Repairs and other	2,756,768	1,284,400	1,270,000
Administrative Expenses	5,672,275	5,113,800	4,932,600
Total Expenses	10,094,395	8,884,500	8,254,500
Surplus (Deficit) Before Other Items	2,222,331	—	(250,000)
Other Items			
Capital Grants	2,908,548	1,610,722	39,515,908
TRIP TCA	972,686	2,395,000	2,632,477
Capital Amortization	(2,029,264)	(2,126,000)	(2,100,000)
Total Other Items	1,851,970	1,879,722	40,048,385
Surplus (Deficit) after Other Items	4,074,301	1,879,722	39,798,385



