



# Annual Accountability Report

For the Fiscal Year 2021-2022

September 9, 2022

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## **ACCOUNTABILITY STATEMENT**

The Accountability Report of Develop Nova Scotia for the year ended March 31, 2022 is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against Develop Nova Scotia's Business Plan for the fiscal year just ended. The reporting of Develop Nova Scotia's outcomes necessarily includes estimates, judgements, and opinions by Develop Nova Scotia management.

We acknowledge that this Accountability Report is the responsibility of Develop Nova Scotia's management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Develop Nova Scotia's 2021-2022 Business Plan.

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**Develop Nova Scotia**

**Original signed by**

**Board Chair Dale Godsoe**

**CEO Jennifer Angel**

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# Message from Board Chair/CEO

Change is hard, and it has been a constant for Nova Scotia in recent years.

Through it all, communities continue to persevere and seize the opportunity to build back better, with a focus on sustainable progress and economic prosperity, increased participation and collaboration, and health and well-being.

Nova Scotians are resilient. Rooted in the history of our First Nations and our maritime history, and increasingly evidenced in our present: new Canadians, Canadians choosing to migrate here from across the country, community strength through COVID-19, and a steady stream of tragedies that punctuated the last number of years. As we face the challenges with courage and humility, we emerge stronger, more connected, and grateful to be part of this place and this community of extraordinary people.

Develop Nova Scotia has been working with communities across Nova Scotia to build on and strengthen the assets that are uniquely theirs. By working with community, we build meaningful social and economic infrastructure that reflect the people who live in community, building pride and stewardship alongside great places.

We build places for people that attract people—and because we do it with people, we strengthen community while we contribute to the conditions that build our economy. And the impact of the work is a collection of irresistible, intensely local places across our province that are magnetic to people, where our population continues to grow, local businesses innovate and thrive, our individual and community health and well-being are nurtured, and our economy flourishes for all Nova Scotians.

**Original signed by**  
**Jennifer Angel, President & CEO**  
**Dale Godsoe, Chair of the Board**



**Dale Godsoe, CM**  
**Chair of the Board**



**Jennifer Angel**  
**President & CEO**

# Financial Results

## FINANCIAL SUMMARY FISCAL YEAR 2021-2022

REVENUE	BUDGET	ACTUAL	VARIANCE
Rents and Wharfage	3,496,000	3,002,438	(493,562)
Parking	650,000	839,783	189,783
Other Income	845,500	844,797	(703)
Provincial Grant Revenue	3,957,000	4,161,275	204,275
<b>TOTAL REVENUE</b>	<b>8,948,500</b>	<b>8,848,293</b>	<b>(100,207)</b>

EXPENSES	BUDGET	ACTUAL	VARIANCE
Program Expenses	450,000	502,792	(52,792)
Maintenance/Repairs & Other	2,542,000	3,094,618	(552,618)
Administrative Expenses	5,956,500	5,250,883	705,617
<b>TOTAL EXPENSES</b>	<b>8,948,500</b>	<b>8,848,293</b>	<b>100,207</b>

<b>SURPLUS (DEFICIT) BEFORE CAPITAL</b>	<b>—</b>	<b>—</b>	<b>—</b>
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CAPITAL GRANTS & OTHER ITEMS	BUDGET	ACTUAL	VARIANCE
Provincial	8,473,000	11,707,903	3,234,903
Federal	1,829,000	1,945,245	116,245
<b>TOTAL CAPITAL GRANTS</b>	<b>10,302,000</b>	<b>13,653,148</b>	<b>3,351,148</b>
Amortization	3,447,000	2,981,044	465,956
<b>SURPLUS (DEFICIT) AFTER OTHER ITEMS</b>	<b>6,855,000</b>	<b>10,672,104</b>	<b>3,817,104</b>

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## **REVENUE VARIANCE ANALYSIS**

Rent and Wharfage finished below budget from a reduction of rental income earned through percentage of sale rent agreements due to the impacts of COVID-19, including decreased tourism and business activity. Parking revenue was above budget due to the extended availability of parking lots corresponding with delays in planned construction projects.

Provincial Grant income consists of program and project-specific operating grants. Due to the impact of COVID-19 on operational revenues, the program-specific operating grant was higher than budgeted. Additional funding was received to assist with the costs related to property management for Peggy's Cove and to offset consulting fees.

## **EXPENSE VARIANCE ANALYSIS**

Program Expenses were higher than budgeted due to consulting costs offset by the increase in Provincial Grant income.

Property Expenses were higher than budgeted due to increase repair and maintenance costs on building and wharf assets, which include increased snow clearing and property insurance costs. There was an increase in property management costs for Peggy's Cove, offset by the provincially funded grant for this purpose.

Administrative expenses achieved savings primarily in salaries, due to vacancy management, as well as decreased travel, bank charges, and office expenses.

## **CAPITAL GRANTS**

Capital Grants increased from budget due to the carryover from 2020-2021 of capital grant funding provided by the province of Nova Scotia to support stimulus projects as a response to the COVID-19 pandemic. Starting in 2020-2021, these additional capital grants are for a series of infrastructure projects with a focus on working waterfronts and authentic destinations to stimulate economic activity, and position Nova Scotia for a strong recovery and continued economic development.

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# Measuring Our Performance

Develop Nova Scotia builds places people love. By working with community, private sector, and all levels of government—we steward high-potential public lands to contribute to Nova Scotia’s quality of life and attract people to create sustainable economic growth. This work supports local business innovation and growth, attracts investment, brings diverse people together to collaborate—and it positively influences the social determinants of health while attracting new people to live and visit. We build places to attract people to participate in the economy and, in doing so, we also contribute to a healthy, sustainable, and prosperous Nova Scotia.

Develop Nova Scotia works closely with communities and partners to develop strategic economic and social infrastructure. We convene, partner, plan, design, develop, construct, manage, program, and maintain places across the province so they contribute to growing our economy and securing an environmentally sustainable future and high quality of life for everyone.

Our three strategic areas of focus of **Thriving Communities, Authentic Destinations**, and **Working Waterfronts** support the achievement of the key provincial objectives related to health and universal mental health, supporting local business, and sustainable prosperity. This report outlines how Develop Nova Scotia’s work supported government’s priorities during the 2021-2022 fiscal year.

Projects and initiatives include delivery of the Internet for Nova Scotia Initiative to provide rural broadband connectivity as quickly as possible; revitalization of key tourism and innovation sites to support recovery,

innovation, and business and strategic-sector growth; and investment in an intensely local approach to place-based rural economic development through the facilitation of 20+ community-led placemaking projects in communities across the province.

Develop Nova Scotia’s ongoing response to COVID-19 has been focused on three evolving areas of effort: keep people safe and maintain access to public spaces and community; support our tenants and create platforms for local businesses to recover and grow; and leverage our place-based approach to economic development to support quality of life for everyone and a thriving, sustainable economy.

In 2021-2022 we worked with urgency to have impact—to enable safe spaces for community to come together, for business to recover, and to invest in places—social and economic infrastructure—that support communities and have a critical role to play in building back better. These places contribute to a compelling value proposition for Nova Scotia as an incredible place to live, while providing important touchstones for community economic development. Public places have never been more important—for the people who live here and to attract new people and investment. In 2021-2022, we worked with community to build places people love. Welcoming, sustainable, intensely local places attract people. And a focus on place builds on Nova Scotia’s value proposition for quality of life. Great places bring us together, they build resilience, they contribute to enhanced quality of life and well-being for everyone, and they grow our economy.

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# Thriving Communities

A connected Nova Scotia is a thriving Nova Scotia. Improved access to reliable high-speed internet enables people to participate and compete in the global economy, connect with loved ones, and access important services from anywhere in the province. As part of our strategic focus on Thriving Communities, Develop Nova Scotia is leading the **Internet for Nova Scotia Initiative** on behalf of the Province. Projects are currently underway that will deliver access to reliable, high-speed internet to 99.5% of homes and businesses in Nova Scotia. This includes a municipal-led project in Pictou County. Nova Scotia continues to track toward being among the first provinces in Canada to achieve this level of coverage.

In 2021-2022 we continued to work with project partners to accelerate existing projects where possible and mitigate timeline risks; to keep people updated on the progress and status of projects in their communities; and identify solutions to get access to reliable, high-speed internet to the homes and businesses that remain underserved.

When the Internet for Nova Scotia Initiative launched in 2018 only 70% of Nova Scotia had access to high-speed connections that met the minimum speed targets set out by the CRTC. At the close of the 2021-2022 fiscal period, Develop Nova Scotia has announced projects that will provide access to connections for more than 92,500 homes and businesses in rural Nova Scotia—60,000 of those homes and businesses have the network in place to provide new or improved high-speed internet, bringing the province to 88% coverage with high-speed access. Providers are working to

connect the rest as quickly as possible and when announced projects are complete by the end of 2023, access to high-speed internet will be available to homes and businesses across the province.

As of March 31, 2022, there are approximately 4,000 underserved homes and businesses throughout the province we're still working to support (1,000 of these have no commercial power). We're working with qualified providers on potential solutions that leverage a variety of technologies, including satellite. Our work and hustle will continue until we reach as close to 100% of homes and businesses as possible—and we are confident we will get very, very close.

The total provincial investment of \$163M through the Trust has leveraged \$137M in additional funding—\$118M of which is private sector. We believe with the Trust funds and leveraged dollars, we will be able to support the goal of reaching as close to 100% of homes and businesses as possible.

**The Community-Led Placemaking Program** is designed to help communities co-create places, build local placemaking capacity, and encourage inclusive economic participation. During 2020-2021, Develop Nova Scotia worked with communities to deliver a program focused on locally-led main street, waterfront, and public infrastructure projects in 10 communities across the province. And, in 2021-2022 we doubled up on this work—continuing to support the first cohort through their varied stages of planning, development and activation alongside a second call for more rural communities to participate in the program.



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Develop Nova Scotia is now working with approximately 20 communities across Nova Scotia to facilitate community-led placemaking projects that are firmly rooted in what make these communities great places to live, work, and participate.

Projects like this enable a sense of collective ownership and responsibility in communities to create public spaces together and, as people see themselves in the landscape, it inspires a sense of belonging, too. This work is building community for and with people through critical social and economic infrastructure like main streets, public spaces, and working waterfronts. These places are composed of hard infrastructure like wharves and sidewalks and public squares, alongside amenities and programming; they support multiple users and uses; they spur small business growth; and they create places that people love, which attracts locals and visitors alike.

In placemaking work, the process is as important as the outcome. The way these projects are built is as important as what we build together. The most welcoming and supportive places are built by people, for people; the process of building them is deeply participatory, inclusive, and intentional; and the outcomes are authentic places that provide greater opportunity for economic participation and are welcoming to everyone.

Throughout 2021-2022 we continued our in-kind support of projects underway in Amherst, Bridgewater, Windsor, Inverness, Sydney, Glace Bay, Yarmouth, North End Halifax, Downtown Halifax, and Downtown Dartmouth. We also kicked

off a second batch of projects with communities in East Preston, Guysborough, Iona, Kentville, New Glasgow, Paq'tnkek, Pugwash, Truro-Colchester, Shelburne, and St. Peter's.

Community projects have been selected based on their potential for community-rooted economic activity and growth, financial and environmental sustainability, social inclusion, and likelihood of attracting new people to the province.

Develop Nova Scotia approaches each project and community a little differently—we work with community to make plans that build on local strengths and bring the resources they require to realize their shared vision. We convene lots of partners, work hard to build trust, and work behind community to bring these plans to life—sharing the lift when needed and embracing the challenging conversations that come with this participatory work in pursuit of new and better ways of doing things.

The communities in this program are funded by a contribution agreement between the Province and the Dalhousie University Nova Scotia COVID-19 Response Council (NSCRC). Over three years, approved projects will receive funding directly from the Nova Scotia COVID-19 Recovery Fund to help communities create public spaces together, increase local economic development opportunities, and give people a reason to come out and participate in their community.

Another community-led project that is solving challenges at the neighbourhood level and leading the way towards reconciliation in Kijipuktuk/Halifax is the Mi'kmaw Native Friendship Centre's **Every One Every Day**.

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Participatory City is a model of civic participation that was founded in a borough of London, England. The model focuses on the creation of neighbourhoods built by and for everyone, enabling residents to solve practical community challenges through common tools, spaces, programming, and funding support.

Throughout 2021-2022, Develop Nova Scotia continued to support and collaborate with the **Mi'kmaw Native Friendship Centre** and their partners as they move from last year's pilot project to a fully funded program for 2022-2023. This program is creating dynamic spaces where local residents can learn from one another and build relationships. With reconciliation as a central focus, this program will help connect people, amplify community voices, and build vibrant and healthy communities. Project partners and supporters for this critical work include the McConnell Foundation, Invest NS, ACOA, and Emera, with support from HRM, United Way Halifax, Inspiring Communities, Engage Nova Scotia, and the Halifax Partnership.

Our work with community spans big things and little things. The community of **Sydney** participated in our Community-Led Placemaking Program with the addition of "pocket patios" in their downtown core. We are also supporting Cape Breton Regional Municipality (CBRM) on some bigger-picture plans for the **Charlotte Street** area that involve creating an accessible and enhanced downtown experience. This main street revitalization is set to unfold over the next 3 years and Develop Nova Scotia will provide support and steward provincial funding and strategic counsel to guide placemaking and community engagement components. This work will include widened sidewalks, road work,

infrastructure improvements, and streetscaping elements to create a vibrant downtown business district to enhance programming, community connection, and economic activity.

For the **Town of Pictou**, the waterfront is a key asset to support community-rooted economic growth. With our deep waterfront experience, it made sense for us to jump on board to support and enable the community's shared vision for their community and future.

In 2021-2022, the Town partnered with Develop Nova Scotia to find a qualified consultant to support a master plan for Pictou's Waterfront. The plan leverages work already taking place in the area to create a cohesive and locally-led vision for the future of this critical community asset. This will help ensure the waterfront is developed in a strategic and sustainable manner, providing places for community to gather, platforms for business, and infrastructure for marine and ocean industries.

With investment from the Government of Canada, through ACOA, the Province of Nova Scotia through Develop Nova Scotia, and the Town of Pictou, the project kicked off in this fiscal period, starting with community and stakeholder engagement initiative and moving to the development of a comprehensive master plan. The Develop Nova Scotia team continues to work with the Town of Pictou to support the implementation of the Waterfront Master Plan, beginning with a smaller-scale placemaking project on the waterfront to activate the place and generate tangible community and economic benefit in the short term, too.

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In **Louisbourg**, the Visitor Experience Enhancement Project is well on its way to realizing a community vision almost 20 years in the making. This community-led project will attract a greater number of fortress visitors to the community's waterfront and downtown and encourage spending within the village. The former Louisbourg Craft Centre, public waterfront, and former municipal campground will be redeveloped into a new Louisbourg Centre that will serve as a platform for a variety of community and visitor experiences in addition to Parks Canada's visitor services to the heart of the community.

This work brings a lot of partners together including Fortress of Louisbourg Association, local community representatives, the Cape Breton Partnership, CBRM, Parks Canada, Louisbourg Seafoods, the Cape Breton Centre for Craft & Design, and Develop Nova Scotia.

This year we continued to support the project leads to firm up the groundwork—namely project design, the formation of a Project Steering Committee, and funding assembly. This critical preparation helps clear the deck for the tangible work to begin.

In Inverness, our work with the **Municipality of the County of Inverness** has been focused on responding to vital infrastructure to support both the livability and sustainability of the place while creating opportunities for community to capitalize on the continued increase in visitation. In 2021-2022 the Municipality and its consultant advanced work related to the Growth Strategy and has prepared an additional growth scenario that better reflects ongoing development and demand in the

area. A draft final report is expected to be delivered in 2022-2023 and will include recommendations to guide decision-making for infrastructure investment and land use.

In the background, we're also bringing our infrastructure expertise and lessons in placemaking to the table to support the Municipality in combining several required infrastructure projects (like the replacement of underground infrastructure and repaving of Central Avenue) with a "complete streets" approach that strives to enhance safety, accessibility, and the experience of the community's main street while building confidence and encouraging private investment. The planning and design work for this intersecting and overlapping work is nearing completion and construction has been tentatively slated to begin in 2024.

Develop Nova Scotia routinely collaborates with community and private sector partners to reimagine and reinvest in places that matter and leverage public lands for public benefit. In 2021-2022, we worked with the Department of Municipal Affairs and Housing to leverage a high-value property in **Downtown Dartmouth (WDC-1)** in return for tangible and lasting contributions to housing affordability— including the development or preservation of **affordable housing** units, scalable and replicable development models that include non-market/market partnerships, and the building of capacity and equity in the non-market housing sector.

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How we do our work is as important as what we build. That “how” is driven by partnership and collaboration—we convene private partners, public interests, and community members to align objectives and resources that harness the collective creativity of communities to build community and integrate economic and community development in ways that have lasting and meaningful impact. Purposeful **community engagement** sits at the heart of the “how”—we engage residents, government partners, community groups, and businesses on the ground in a deeply participatory community-led planning model that we are committed to continuously improve. This model for our work improves public spaces and economic and social infrastructure that contribute to our magnetism as a province, but it also builds pride in ownership and capacity for further development in community—and that builds momentum. This model leads to sustainable places, that are championed by locals, where everyone can participate and belong.

Engagement is woven through all our work and, in 2021-2022, we stood up a deep, diverse, and intentional engagement program to inform the public space design of the **CUNARD Development**.

We also intentionally focused inward, at our own team, in the spirit of recovery and support, recognizing that we too are community members, and the organization has a direct responsibility to create the conditions for people to thrive.

In 2021-2022, Develop Nova Scotia launched **Operation: Recovery**, an internal program designed to support our team’s mental and physical health, foster positive well-being, and build resilience. The program includes personalized wellness benefits, formal training opportunities, and informal supports that encourage healthy work-life integration.

As we push ourselves to continuously improve how we do our work, we are also working to improve how we measure its impact. One of Develop Nova Scotia’s key challenges is articulating the tangible and quantifiable value of its placemaking mandate. Most would agree there is value in the concept of place and placemaking to support the development of healthy communities and individuals in Nova Scotia, however, amidst competing priorities and fiscal pressures there is a disconnect with measuring justifying the value of placemaking investments in terms that are accepted and understood.

To address this challenge, Develop Nova Scotia has partnered with Pier Labs to research the ways in which other organisations and jurisdictions use subjective well-being metrics to measure their impact.

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# Authentic Destinations

Develop Nova Scotia has been working closely with the community of **Peggy's Cove** since 2018 to co-create and implement a comprehensive Infrastructure Improvement Strategy for the community that is focused on community sustainability, increasing safety and accessibility for locals and visitors, and improving the visitor experience.

Construction for the first phase of infrastructure improvements began in 2020-2021 and extended into this fiscal period. The new Peggy's Cove Viewing Deck—a key piece of the Infrastructure Improvement Strategy focused on creating a safe and accessible visitor experience—was completed and opened to the public in the Fall of 2021. Since then, we have continued to work with community and partners to operate the provincially-owned properties in Peggy's Cove and steward smaller-scale projects alongside the gradual return of visitation. These projects include the release of a Business Development Opportunity for the deGarthe Studio that is in keeping with community history; a modest renovation to the deGarthe Garage to support and enable community uses and events; and a signage program focused on wayfinding that will also support future safety and interpretation programs.

What we build is only as good as what it enables—for community, for business, and for visitors. Based on community uses, private investment activity in the village, visitation numbers, and high-volume community and public feedback in

2021-2022, we're already seeing the benefits in action—increased safety, community sustainability, accessibility, quality of place, and economic activity.

The **Halifax waterfront** remains an important place of pride for our community and the most-visited destination in Nova Scotia. We are working to steward the vision that it is as much a place for residents as it is for visitors—the backyard of our community, a platform for local business, and an accessible playground filled with art, culture, history, recreation, and learning for everyone.

Fundamental to the waterfront experience is the public boardwalk which connects residents and visitors to the water's edge to one another and in 2021-2022, with multiple waves of COVID-19 and the resulting restrictions, that connection was even more important. Although pedestrian counts were down significantly due to COVID-19, visitor satisfaction surveys taken throughout Summer and Fall 2021 reported that 100% of visitors were very satisfied or somewhat satisfied with their waterfront experience.

Develop Nova Scotia led a range of development and infrastructure projects that were substantially complete at the close of the 2021-2022 fiscal period—new and accessible public spaces are opening to the public as the 2022 season ramps up. Key projects include the recapitalization of the **Cable Wharf Building and Plaza** resulting in a vibrant place for people and a strengthened platform for a local business to grow and enhance

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its offering; the full opening and operationalization of new infrastructure at **Georges Island**; and the opening of **Queen's Marque** public space—a mixed-use development that replaced a surface parking lot for cars with a distinct place for people to gather, live, stay, work, and play. The waterfront is looking its best and is ready to welcome locals and visitors back with a wide range of new places, businesses, and experiences for everyone.

We also invested in improvements to waterfront infrastructure and public space in Halifax at the **Foundation Wharf and Boardwalk**. This project encompassed the old wharves/seawall near Salt Yard and the surrounding area on the Halifax waterfront. The intent was to utilize the waterside areas, while maximizing the existing resources located nearby. As part of this project, three end-of-life piers were removed and replaced with two new piers. The existing wharf was repaired to extend its use and reopened in June 2021. New floating docks have been added to support our growing marina visitation program. The expanded boardwalk area and public space is complete and providing new opportunities for small business growth and a prime location for flexible event kiosks that create opportunities for businesses from across Nova Scotia to pop-up at the water's edge. Over the past 12 months, Develop Nova Scotia has added 130,000 square feet of new public space, and will be adding to this further with upcoming development projects.

With revitalized public spaces woven among old favourites along the Halifax waterfront, the work from here is to activate the waterfronts and provide a range of high-quality, accessible **experiences and programs** to engage people and drive year-round visitation.

Develop Nova Scotia produces and enables key events to extend the season like **Evergreen Festival** and **Open City** by convening public, private, and community partners to help bring people together and drive traffic to local businesses.

Public spaces become great places only when they are activated with and for community. So, we called in the experts to make them great. In 2021-2022 we ran our first “Waterfront+” call for community to host their **community events** or celebrations on the Halifax and Lunenburg waterfronts. In addition to our active waterfront programming and events, we hosted 15+ first-time groups and organizations showcasing Mi'kmaw, African Nova Scotian, Bahamian, Acadian, Scottish, Persian, Indian, Asian, and Iranian cultures, to name a few. And we saw everything from, Pilates, pickleball, karate, kickboxing, rugby, and dance alongside mainstays like the Mosaic and Buskers Festivals for 129 total days of programming along the Halifax and Lunenburg waterfronts.

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# Working Waterfronts

The 5-year Waterfront Master Plan for **Lunenburg’s working waterfront** was co-created with community and we’ve been busy moving it forward together. In 2021-2022 we’ve been working to wrap up key infrastructure projects from the previous fiscal period and operationalize these spaces in partnership with community, business, industry, and government stakeholders.

As one of the anchor points of Lunenburg’s working waterfront, the **Big Boat Shed** stands as the focal point of redevelopment of this important precinct. 2021-2022 marks its first full year in operation, sharing and preserving the community’s rich maritime history with Maritime Museum of the Atlantic and master boat-builder David Westergaard.

The revitalization of **Zwicker & Co. Warehouse** was another project stemming from the Lunenburg Working Waterfront Master Plan that was completed during the 2021-2022 fiscal period. We’ve moved to stewarding the operations in line with the community’s vision for the building and surrounding public space to act as a key place to welcome visitors by land and sea and a multi-functional space that will house marine visitor services, business tenants, community events, and waterfront tourism attractions. We issued a Business Development Opportunity for the Warehouse in 2021-2022 and continue to work with community, prospective tenants, and partners to co-create an approach that furthers the community-led vision for their working waterfront.

Develop Nova Scotia and the Lunenburg Steering Committee, together with waterfront tenants, are working to create a marine services business cluster at the historic **Smith & Rhuland Shipyard** on Lunenburg’s working waterfront as identified in the Waterfront Master Plan. Infrastructure improvements included revitalizing the open waterside areas, enhancing haul-out capabilities to enable year-round operations, increasing services and amenities, and maximizing berthage opportunities and protection for boats through new wharf infrastructure and floating dock improvements. The intent is to improve shipyard infrastructure creating a platform for common-user marine infrastructure that can support multiple marine services businesses, with direct access to Lunenburg Harbour. This high-quality marine service centre of excellence will support and attract boatbuilding, marine maintenance, and service opportunities to Lunenburg and the province of Nova Scotia.

The **Centre for Ocean Ventures & Entrepreneurship (COVE)** continues to grow and thrive as a platform for innovation and strategic sector growth—and the recent recapitalization of the south marine terminal has enabled more shared marine infrastructure and amenities and, greater access for vessels and conditions for innovation in ocean-related sectors. Develop Nova Scotia owns and manages the property at COVE and we continue to focus on infrastructure and tenant improvements to attract more tenants and

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improve the utility of the space. COVE welcomed 10 new tenant companies in 2021-2022. Unlike last year, no tenants expanded their footprints within the existing facility because the office and shop space are officially at full capacity. Develop Nova Scotia is committed to ensuring an exceptional value proposition and a positive experience for COVE tenants and will measure success through tenant satisfaction surveys, the growth of tenants, as possible, and the impact on the sector. The success, innovation, and business model of COVE has real potential to foster growth in ocean-related sectors in more communities across Nova Scotia. Access to high quality common user infrastructure, the ocean, and to one another creates the conditions for innovation and growth.

Working waterfronts are important social and economic infrastructure across the province. They add value to local economies and communities and attract boaters and visitors by sea. Develop Nova Scotia, along with ACOA, the Municipality of the County of Victoria, and the Village of Baddeck have built and improved shared-access marine infrastructure in **Baddeck**. We also invested in the construction and installation of flexible floating docks in **Mahone Bay**. Both projects were supported through provincial Infrastructure Stimulus Funding and will help grow ocean-related sectors and preserve the public's access to the water's edge. In Halifax, new floating docks have been added as part of our improvement to **Foundation Wharf and Boardwalk** to support our growing marina visitation program. This new and improved marine infrastructure was operational for the 2021 season, giving communities a wider berth

to welcome more and new local boaters. From here the infrastructure will continue to provide a platform to increase marine activity from local and visiting boaters resulting in tangible economic impact for these rural communities.

Develop Nova Scotia's **Marine Visitation Plan** was originally developed in 2020 and identified strategic marine infrastructure across Nova Scotia, along with priorities for development, beginning along the south of the province and in the Bras d'Or Lakes. High-quality destinations by sea will attract visitation by boat, but we challenge ourselves to make the infrastructure we build work harder than that. We work to ensure destinations attract visitors by boat, while also providing places for people, for businesses to co-locate, for climate resilience, and for recreation, programming, and important public access at the water's edge. Given the impacts of COVID-19 to out-of-province marine visitation, our focus shifted to the active and growing local boating market. We developed closer relationships with associations, clubs, marinas, and partners to share safety protocols and regulations, as well as mapping new and existing boating infrastructure available to ensure we're engaging local boaters with coordinated content and information. We will continue to explore opportunities to develop destinations by land and sea across the province, to showcase our extraordinary coastline for locals and visitors.



# Measurement and Evaluation

One of Develop Nova Scotia’s key challenges is articulating the tangible and quantifiable value of its placemaking mandate. Most would agree there is value in the concept of place and placemaking to support the development of healthy communities and individuals in Nova Scotia, however amidst competing priorities and fiscal pressures there is an issue with justifying placemaking investments in terms that are accepted and broadly understood. In order to address this challenge, Develop Nova Scotia has partnered with Pier Labs to research existing approaches used to measure the value of non-market goods, such as subjective well-being and quality of life, and to develop a methodology based on this to apply to its placemaking mandate.

## CROWN STRATEGIC THEME/PILLAR: CORPORATE

PROJECTED ACTIVITIES	ACTUAL ACTIVITIES FISCAL 2021-2022	PROJECTED OUTCOMES	ACTUAL OUTCOMES FISCAL 2021-2022
		<ul style="list-style-type: none"> <li>• 5% decrease of operating grant as a % of total revenue</li> </ul>	<ul style="list-style-type: none"> <li>• No change; 0% decrease</li> </ul>

## CROWN STRATEGIC THEME/PILLAR: AUTHENTIC DESTINATIONS

	PROJECTED ACTIVITIES	ACTUAL ACTIVITIES FISCAL 2021-2022	PROJECTED OUTCOMES	ACTUAL OUTCOMES FISCAL 2021-2022
ENGAGEMENT	<ul style="list-style-type: none"> <li>• Inclusive engagement program executed for all projects, exclusive of repair work to existing infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusive engagement program executed for CUNARD and Arts District projects (incomplete)</li> </ul>	<ul style="list-style-type: none"> <li>• Participation rate benchmark – determine baseline representative rate based on size of community</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmark not undertaken – chose to focus on developing measure re: inclusive and diverse engagement</li> </ul>

**CROWN STRATEGIC THEME/PILLAR: AUTHENTIC DESTINATIONS continued**

	<b>PROJECTED ACTIVITIES</b>	<b>ACTUAL ACTIVITIES FISCAL 2021-2022</b>	<b>PROJECTED OUTCOMES</b>	<b>ACTUAL OUTCOMES FISCAL 2021-2022</b>
<b>INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>• 7 improved public space locations</li> <li>• Activation of public space through 160 days of proactive programming on Develop Nova Scotia owned/managed properties, of which a minimum of 25% are designed for non-peak season, October to March</li> </ul>	<ul style="list-style-type: none"> <li>• 21 improved space locations</li> <li>• 129* days of proactive programming of which 39 (30%) were in non-peak season, October to March</li> </ul> <p><i>*Nova Scotia was under COVID-19 lockdown from April-June 2021. Another period of enhanced public health restrictions was in effect from December 2021-March 22. As a result, there was zero programming during 5 months of the 2021-2022 fiscal period.</i></p>	<ul style="list-style-type: none"> <li>• 50% increase in visitation compared to previous year—measured via pedestrian counts on Develop Nova Scotia owned and managed properties</li> <li>• 20% increase in tenant sales compared to previous year</li> </ul> <p><i>Note: These targets are significantly higher than usual due to the 2020-21 season being drastically impacted by COVID-19. They are dependent on the level of restrictions in place throughout 2021-2022</i></p>	<ul style="list-style-type: none"> <li>• 51% increase in visitation over fiscal 2020-2021*</li> </ul> <p><i>*Halifax Waterfront only; ped counters were not operational in Lunenburg and Peggy's Cove</i></p> <ul style="list-style-type: none"> <li>• 72% increase in tenant sales over fiscal 2020-2021</li> </ul>
<b>SATISFACTION/ ATTACHMENT</b>			<ul style="list-style-type: none"> <li>• Visitor satisfaction – benchmark using updated measurement scale to be developed with Tourism and other partners</li> <li>• Community satisfaction in project communities – benchmark</li> </ul>	<ul style="list-style-type: none"> <li>• No results – updated measurement scale completed; visitor satisfaction surveys not completed due to 5 months of COVID-19 lockdowns in Nova Scotia and ongoing discomfort within general public</li> <li>• Benchmark not undertaken given delay in project completion/ will be measured in 2022-2023</li> </ul>

## CROWN STRATEGIC THEME/PILLAR: THRIVING COMMUNITIES

	PROJECTED ACTIVITIES	ACTUAL ACTIVITIES FISCAL 2021-2022	PROJECTED OUTCOMES	ACTUAL OUTCOMES FISCAL 2021-2022
ENGAGEMENT	<ul style="list-style-type: none"> <li>Inclusive engagement program executed for all projects</li> <li>7 community projects initiated and focused on development of placemaking competencies throughout the province</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 lockdowns made engagement in smaller communities difficult</li> <li>11 community projects initiated and focused on development of placemaking competencies</li> </ul>	<ul style="list-style-type: none"> <li>Participation rate Benchmark – determine baseline representative rate based on size of community and types of projects</li> <li>1% increase community confidence in their ability to lead placemaking projects in communities that have worked with the Develop Nova Scotia team</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark not undertaken – chose to focus on developing measure re: inclusive / diverse engagement</li> <li>16% increase in confidence among participants of community-led placemaking projects in their ability to lead placemaking projects</li> </ul>
INFRASTRUCTURE	<ul style="list-style-type: none"> <li>5 community projects initiated</li> <li>Support for 7,000 km of fibre being built</li> </ul>	<ul style="list-style-type: none"> <li>13 community projects initiated</li> <li>Support for 6,500 km of fibre being built</li> </ul>	<ul style="list-style-type: none"> <li>Use of community space in Communities with a completed Thriving Communities project – benchmark the possible growth</li> <li>5% increase in access to connections available reaching 90% of Nova Scotia homes and businesses</li> <li>1% increase in use of digital tools by industries in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark not undertaken due to delays in community-led project completion caused by pandemic supply chain issues and COVID-19 lockdowns.</li> <li>14% increase in access to connections available, reaching 88% of Nova Scotia homes and businesses</li> <li>Not measured during 2021-2022</li> </ul>
SATISFACTION/ ATTACHMENT			<ul style="list-style-type: none"> <li>Subjective wellbeing – benchmark</li> <li>Community attachment to relevant space/ infrastructure and community- benchmark</li> </ul>	<ul style="list-style-type: none"> <li>This complex project, which aims to develop new valuation methodologies for placemaking projects, is ongoing. The research, development, and benchmarking phase is complete as of the end of 2021-22, with test cases having demonstrated the expected effects.</li> <li>Benchmark not undertaken due to delays in community-led project completion caused by pandemic supply chain issues and COVID-19 lockdowns.</li> </ul>

## CROWN STRATEGIC THEME/PILLAR: WORKING WATERFRONTS

	PROJECTED ACTIVITIES	ACTUAL ACTIVITIES FISCAL 2021-2022	PROJECTED OUTCOMES	ACTUAL OUTCOMES FISCAL 2021-2022
INFRASTRUCTURE	<ul style="list-style-type: none"> <li>Participation in exploration of 2 COVE satellite sites</li> <li>Maintain minimum of 90% occupancy at COVE</li> <li>Operationalize 6 wharf projects</li> </ul>	<ul style="list-style-type: none"> <li>Participated in exploration of 2 COVE satellite sites, in Lunenburg and Louisbourg</li> <li>Occupancy at COVE was 92% at end of fiscal 2021-2022</li> <li>8 wharf projects were operationalized during fiscal 2021-22</li> </ul>	<ul style="list-style-type: none"> <li>20% Increase in overnight vessel stays*</li> <li>Baseline economic impact from COVE on oceans sector</li> <li>Benchmark economic impact of marine traffic*</li> <li>Benchmark impact to marine supply chain*</li> </ul> <p><i>*Note: If US border remains closed, this will consist primarily of regional vessels from Atlantic Canada</i></p>	<ul style="list-style-type: none"> <li>78% increase in overnight vessel stays*</li> </ul> <p><i>*Local boaters; Border opened to vaccinated US travelers in mid-August 2021, too late for boaters to change plans to come north from their plans in the eastern US.</i></p> <ul style="list-style-type: none"> <li>Baseline impact study not undertaken</li> <li>Benchmark not undertaken in 2021-2022</li> <li>Benchmark not undertaken in 2021-2022</li> </ul>
SATISFACTION/ ATTACHMENT			<ul style="list-style-type: none"> <li>Maintain 90% in tenant satisfaction</li> <li>Marine satisfaction survey – benchmark</li> </ul>	<ul style="list-style-type: none"> <li>Tenant satisfaction surveys not completed due to 5 months of COVID-19 lockdowns in Nova Scotia and ongoing discomfort within general public</li> <li>Benchmark survey designed, surveys not completed due to 5 months of COVID-19 lockdowns in Nova Scotia and ongoing discomfort within general public</li> </ul>

# Supplemental Information and Appendices

## Appendix A

### **ANNUAL REPORT UNDER SECTION 18 OF THE PUBLIC INTEREST DISCLOSURE OF WRONGDOING ACT**

The following is a summary of disclosures received by Develop Nova Scotia:

<b>INFORMATION REQUIRED UNDER SECTION 18 OF THE ACT</b>	<b>FISCAL YEAR 2021-2022</b>
The number of disclosures received	0
The number of findings of wrongdoing	0
Details of each wrongdoing	0
Recommendations and actions taken on each wrongdoing	0