



Budget 2023-24

Crown Corporation
Business Plans



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Budget 2023-24: Crown Corporation Business Plans
Finance and Treasury Board
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Art Gallery of Nova Scotia

2023-24 Business Plan



AGNS
2023-24 Business Plan

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Message from the Interim Director and CEO

Art opens the door to self-expression. It inspires us to think, to question, to grow as a community and as individuals. As the Art Gallery of Nova Scotia (AGNS) looks to the future, we are constantly growing, reinventing, inspiring, and striving to be a gallery for all people. This will be the focus of our 2023-24 fiscal year.

AGNS is reinvesting in the institution here and now with exhibitions that reflect our mandate, deliver on the curatorial vision, and reinforce the brand. This year's plan also provides an opportunity to reinforce best practices and evaluate our current offerings with an eye to delivering a relevant and invigorating program reflective of our community, across the province.

The gallery experience is fluid, and full of exploration, discovery and surprise. This year, the AGNS will continue to present the most vital and engaging contemporary art from around the world, while also embracing tradition and the past. Through a focused exhibition and program plan, we aim to increase the calibre of our programmatic offering while reinforcing our brand promise. To develop sustainable and independent funding sources we will be focusing efforts to increase earned and contributed revenue while also streamlining our processes.

This work will set a strong foundation for the Gallery and will position the AGNS for growth and resilience.

Sarah Moore Fillmore | Interim Director and CEO

Executive Summary

Three overarching strategic goals will act as the guiding principles in the planning process for the next three years. With this strategic direction, the AGNS will be poised to take on a leadership role as the premier institution for visual arts and best serve Atlantic Canada.

The three strategic initiatives and associated objectives for 2023-24 include:

1 Present Art and Preserve the Collection

OBJECTIVE 1:

Present a summer exhibition that compliments the North American Indigenous Games

OBJECTIVE 2:

Celebrate the practices of contemporary Indigenous artists

OBJECTIVE 3:

Focus on Atlantic Canada

OBJECTIVE 4:

Refine the short and long-term permanent collection storage plans

OBJECTIVE 5:

Formalize the acquisitions strategy to refocus on contemporary art

2 Engage People

OBJECTIVE 1:

Heighten the profile of the AGNS brand

OBJECTIVE 2:

Offer programming that delivers on the brand promise

3 Enhance the Business and Governance Model

OBJECTIVE 1:

Strengthen governance and operations

OBJECTIVE 2:

Increase raised and earned revenue

OBJECTIVE 3:

Create and leverage capacity

Art Gallery of Nova Scotia

Mandate

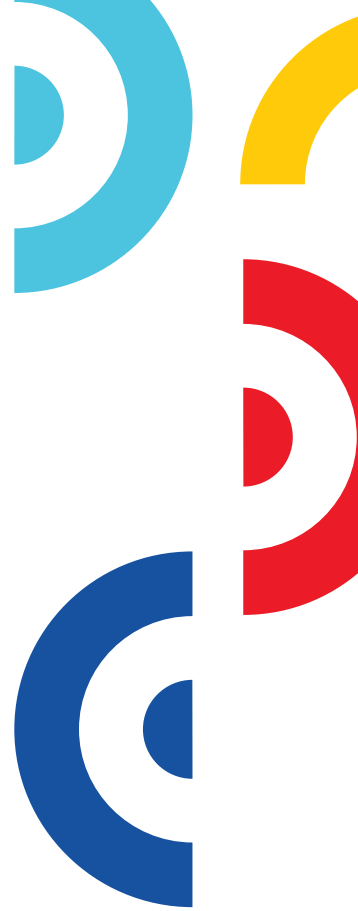
The Art Gallery of Nova Scotia is a Crown Agency of the government of Nova Scotia, which is mandated, through the Art Gallery of Nova Scotia Act, to acquire, preserve, exhibit and interpret the Province's art collection. The Gallery shall be an agency of the Province acting as custodian for the people of Nova Scotia with respect to their collection of visual art. The role shall include access to, collecting, preserving, exhibiting and interpreting works of visual art in a regional, national and international context relevant to the communities of and in Nova Scotia.

Mission

The Art Gallery of Nova Scotia seeks to present the most vital and engaging contemporary art from around the world. We will embrace tradition and the past by applying a contemporary viewpoint that addresses relevant issues and challenges perspectives.

Vision

The Art Gallery of Nova Scotia is an inclusive public gathering place that connects people with art to inspire new ways of thinking.



Business Plan Goals and Objectives

1 Present Art and Preserve the Collection

The 2023-24 exhibition program has been built upon a framework of collaboration, engagement, diversity, stewardship, and the continued recognition and support of artists and their ability to change how we experience and understand the world. Parallel programming will support the exhibitions. In 2023-24 the Gallery will present an exhibition program based on the following themes:

- Indigenous & Diverse Communities
- Regional Highlights
- Global Concerns
- Collectors and Collections

While maintaining a contemporary perspective, the AGNS will also look to further refine its acquisition strategy in 2023-24 to further bolster the work of artists in the region and beyond. This will result in an updated approach to permanent collection acquisitions that better reflects the AGNS vision and brand. While updating its acquisitions strategy and process, the AGNS will also look to refine the short- and long-term permanent collection storage plans to better match storage requirements for contemporary collections.



1 Present Art and Preserve the Collection

OBJECTIVE 1: Present a summer exhibition that compliments the North American Indigenous Games

OUTCOMES:

- The exhibition *Arctic/Amazon: Networks of Global Indigeneity* is on view during the summer season of 2023
 - Parallel programming offerings to enhance the exhibition
 - Partnership opportunities to support the North American Indigenous Games (NAIG) stakeholders, athletes, and audiences are explored
-

OBJECTIVE 2: Celebrate the practices of contemporary Indigenous artists

OUTCOMES:

- *Mi'kma'ki Artists' Spotlight* provides a platform for emergent Indigenous artist(s) in 2023/24
 - Works on view continue to tell stories related to Mi'kmaq history and contemporary life for Indigenous peoples
 - Indigenous voices are centred through programmatic offerings
 - Themes of global Indigeneity are presented through exhibitions and related programs
-

OBJECTIVE 3: Focus on Atlantic Canada

OUTCOMES:

- Exceptional Nova Scotian collections are presented through *Generations: The Sobey Family and Canadian Art* in partnership with the McMichael Canadian Art Collection
 - Atlantic Canadian artists are presented through exhibitions and related programs
 - Global exhibition themes are recounted through a regional lens in parallel programming
 - *Mitchell Wiebe: VampSites* exhibition is presented in partnership with the Confederation Centre for the Arts
-

OBJECTIVE 4: Refine the short- and long-term permanent collection storage plans

OUTCOMES:

- Long term storage strategy that considers collection growth is complete by Q2
 - A collaborative storage proposal is complete and put forward for government funding consideration by Q3
 - Required upgrades to existing storage facilities are complete by Q4
-

OBJECTIVE 5: Formalize the acquisitions strategy to refocus on contemporary art

OUTCOMES:

- A detailed review of the current acquisition strategy is complete by Q2
 - A draft of the updated acquisition strategy is complete by Q3
 - Board approves the acquisition strategy and updates the acquisition process by Q4
-

Business Plan Goals and Objectives

2 Engage People

In 2022-23 the Art Gallery of Nova Scotia launched a new brand identity with the aim to modernize its visual identity and to create a brand that is reflective of the public offering and the institutional purpose. The new brand is informing public offerings and decisions related to Gallery programming in order to ensure the AGNS is delivering on its brand promise. In 2023-24 we will continue our work to strengthen the new Gallery brand with the aim of creating a space for free thinking and dialog with art and artistic practise at its core.



2 Engage People

OBJECTIVE 1: Heighten the profile of the AGNS brand

OUTCOMES:

- In-market activity is maintained throughout the year
 - The AGNS brand is reinforced through partnerships with Discover Halifax, Ambassatours, and Tourism Nova Scotia
 - A brand campaign targets residents and visitors (June 2023 – September 2023)
 - Three exhibition campaigns draw attention to the exhibitions on view
 - Relationships with partners, donors, government, and visitors are stronger
 - Visitation has increased by 12%
-

OBJECTIVE 2: Offer programming that delivers on the brand promise

OUTCOMES:

- A focused slate of core programs is developed and delivered
 - Health and wellness programs are stronger and setup for future growth
 - Exhibition experiences are elevated through on-floor activation and in-gallery programming
 - The suite of educational programs better reach youth in schools and community
 - 1300 students participate in educational programming
-

Business Plan Goals and Objectives

3 Enhance the Business and Governance Model

Recent changes to the Art Gallery of Nova Scotia Act were made to strengthen and modernize the Gallery's governance and operations. Strong governance ensures the Gallery utilizes its resources with appropriate oversight and accountability. Increasing raised and earned revenue provides financial stability and is the cornerstone to allow AGNS to deliver high quality exhibitions and programming, as well as invest in our strongest resource – our people. AGNS's success is dependent on every member of our staff and volunteers. AGNS strives to create a workplace culture of excellence, innovation and growth that allows every individual to find personal success and see how that success is aligned with AGNS's strategic direction and our ambitious future.



3 Enhance the Business and Governance Model

OBJECTIVE 1: Strengthen governance and operations

OUTCOMES:

- Form Board Recruitment Committee and appoint new AGNS Board
 - Develop updated Human Resources policies
-

OBJECTIVE 2: Increase raised and earned revenue

OUTCOMES:

- Retain existing and engage lapsed donors to increase raised revenue from individuals, corporations and foundations to \$600,000
 - Focus on stewardship to engage donors, prospects and inspire to invest
 - Support for health and education programs increase by 25%
 - Programming revenue increases by 10% to further support non-funded initiatives
-

OBJECTIVE 3: Create and leverage capacity

OUTCOMES:

- Expenditure processes and approval limits are updated by Q2.
 - Automated solutions are identified for manual data processing and front of house requirements. A recommendation of preferred systems is completed by Q3.
 - All department budgets include staff training, including 100% of staff to complete EDIA training.
-

Proposed Financial Plan 2023-24

	2022-23 BUDGET	2022-23 FORECAST	2023-24 BUDGET	INCREASE (DECREASE) TO FORECAST	
				\$	%
REVENUE					
Operating	2,499,527	3,347,532	3,233,000	(114,532)	-3.4
Development	407,068	402,285	810,000	407,715	101.3
Education	215,980	218,126	161,576	(56,550)	-25.9
Public Programming	–	–	7,480	7,480	0.0
Programming	521,000	516,000	433,000	(83,000)	-16.1
Subtotal	3,643,575	4,483,943	4,645,056	161,113	3.6
Gallery Shop/ Wholesale	261,000	558,000	504,000	(54,000)	-9.7
Capital Campaign Contributions	7,210,000	33,508	–	(33,508)	-100.0
Acquisitions	–	3,000	3,200	200	0.0
Endowment	117,000	212,000	117,000	(95,000)	-44.8
Total Revenue	11,231,575	5,290,451	5,269,256	(21,195)	-0.4
EXPENDITURES					
Salaries and benefits	2,130,700	3,261,562	2,863,158	(398,404)	-12.2
Administration	333,597	344,473	298,123	(46,350)	-13.5
Building Operations	31,000	66,000	163,000	97,000	147.0
Development	65,000	68,111	207,750	139,639	205.0
Communications & Marketing	210,930	321,851	292,100	(29,751)	-9.2
Visitor Experience	60,000	46,500	61,200	14,700	31.6
Public Programs	100,600	66,134	94,770	28,636	43.3
Programming	30,480	19,000	19,069	69	0.4
Exhibitions	192,298	207,415	309,512	102,097	49.2
Capital Campaign Expenses	1,099,300	199,474	–	(199,474)	-100.0
Collections Management	183,000	203,000	254,150	51,150	25.2
Education Programs	253,495	232,970	142,550	(90,420)	-38.8
Subtotal	4,690,400	5,036,490	4,705,382	(331,108)	-6.6
Western Branch	111,600	124,465	111,600	(12,865)	-10.3
Building Project costs	–	43,000	–	(43,000)	-100.0
Gallery Shop/Wholesale	223,129	353,700	356,528	2,828	0.8
Acquisitions	25,222	25,222	25,222	–	0.0
Endowment	45,100	45,100	45,100	–	0.0
Distribution to TIR	6,110,700	–	–	–	0.0
Total Expenditures	11,206,151	5,627,977	5,243,832	(384,145)	-6.8
Amortization of tangible capital assets	25,424	25,424	25,424	–	0.0
Annual Surplus (Deficit)	–	(362,949)	0	–	0.0

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Exhibition Overview

The 2023/24 exhibition program has been built upon a framework of collaboration, engagement, diversity, stewardship, and the continued recognition and support of artists and their ability to change how we experience and understand the world.

In 2023/24 the core exhibitions include:

Arctic/Amazon: Networks of Global Indigeneity

The Arctic and Amazon are two critical geographies that share many common traits: both have histories involving social, cultural, economic, and aesthetic entanglements between Indigenous peoples and European newcomers. The contact zones that are the result of these historical circumstances were sites of adaptation, exploration, colonization, and exploitation, while today they inspire new forms of protectionism and self-determination.

Generations: The Sobey Family and Canadian Art

This exhibition tells the story of one family's visionary engagement with Canadian and Indigenous art. Through a mix of historical works by artists such as Cornelius Krieghoff, the Group of Seven, and Emily Carr, and more recent works by trail-blazing artists of today, including Kent Monkman, Brian Jungen and Annie Pootoogook, a recurring theme in the exhibition is the North Atlantic, its role in history, and its impact on artists' imaginations.

Mitchell Wiebe: VampSites

Mitchell Wiebe imports the chaos and theatre of his studio into the well-lit, rational architecture of the art museum, adopting a distinctive persona who emerges from the same fictive world inhabited by his array of fantastical animalesque characters. In *VampSites*, the Halifax artist plays with the procedures and boundaries of painting, and with the ebb and flow of its credibility.



Exhibition Overview

Mi'kma'ki Artists' Spotlight: Meagan Musseau

As a rotating exhibition platform within the context of *Ta'n a'sikatikl sipu'l | Confluence*, the *Mi'kma'ki Artists' Spotlight* celebrates the practices of contemporary Indigenous artists here in Mi'kma'ki. The 2023/2024 spotlight exhibition features the work of L'nu artist Meagan Musseau who is from Elmastukwek, Ktaqmkuk territory (Bay of Islands, Western Newfoundland).

Inner/Outer Space

Since 1975 the Nova Scotia Art Bank has encouraged the development of artistic excellence, and stimulated awareness of visual arts and fine craft. This has been achieved by building a living collection of contemporary Nova Scotian art. Through multiple vantage points, eleven artists explore the broader theme of *Inner/Outer Space* in works of a range of genres from the Art Bank.





Programming Overview

The Art Gallery of Nova Scotia will deliver a range of programs inviting people of diverse backgrounds, ages, and abilities to engage with art. The Permanent Collection and special exhibitions provide the framework for these programs aimed at making art accessible for all people.

In 2023/24 the core public programs include:

Creative Minds

The Creative Minds series hosts community leaders and creatives to respond to current events, exhibitions on view, or artworks in the Gallery. Through conversation, music, poetry, or movement, these events aim to provoke new ideas, explore the unexpected and create more understanding for everyone involved.

Make Day

Make Day is a studio program for emerging artists of all ages. Designed as an intergenerational art workshop, these sessions lead participants in a short art lesson that introduces an art technique or process, resulting in a fun art piece they can take home.

In-Gallery Programming

Exhibitions will be further enhanced by on floor activation that will place staff in Gallery spaces to offer activities or to interpret the work on view.

Guided Tours

The Gallery will continue to offer daily guided tours. Special touring opportunities will also be available to the public for exhibition openings, special events, and through other specialty offerings that provide enhanced access to the exhibitions on view.

Programming Overview

Specialized Engagement Programs

Autism Arts, Artful Afternoon, and Afternoon Shift enhance public access while supporting health and well-being through a community collaborative partnership model that crosses into various sectors of the community.

School Programs

Guided tours, hands-on activities, and specially designed workshops are offered at the AGNS for school groups at both the Halifax and Yarmouth locations.

School Outreach Programs

ArtsSmarts and *ArtReach* provides opportunities for the development of specific projects developed by Gallery staff, teachers, artists, and students in rural and remote communities throughout the province.

Studio Classes and Camps

Working with artists and art educators, the AGNS provides a diverse array of high-quality studio art programs. Students are introduced to a range of art materials and art processes, and are encouraged to use their imaginations, experiment and try new things, ask questions, and express themselves with a sense of curiosity and discovery.





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2023-2024 Business Plan

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Message from the Minister

As the Minister responsible for Build Nova Scotia, it is my pleasure to present the new Crown corporation's first business plan.

Build Nova Scotia brings together the complementary experience and expertise from Develop Nova Scotia and Nova Scotia Lands. Together, we will oversee opportunities to transform our province's strategic lands and properties in ways that support communities and enable our economy to thrive.

Our projects include healthcare redevelopment, waterfront and industrial park construction and expansion, providing high-speed internet access and environmental remediation. We are also entrusted with the continued stewardship of existing assets, including some of Nova Scotia's most-loved places like Peggy's Cove and the Halifax waterfront.

Nova Scotia is experiencing an unprecedented period of population growth and investment. We need an organization that is agile enough to make sure we reach our full potential through partnership, efficiency, and accountability. Build Nova Scotia has been created to do just that.

Over the coming year, I look forward to seeing Build Nova Scotia help our government move forward with our strategic infrastructure priorities.

Kim Masland
Minister, Public Works

Context

Meet Build Nova Scotia. In July 2022, government announced the merger of Crown corporations Develop Nova Scotia and Nova Scotia Lands into a new Crown corporation to streamline operations and ensure greater accountability to government.

In November 2022 enabling legislation was passed and Build Nova Scotia was created (effective December 1, 2022) to focus on work in 4 strategic areas:

1. Healthcare Infrastructure
2. Telecommunications Infrastructure
3. Land, Asset, and Environmental Management
4. Community and Rural Infrastructure Development

Build Nova Scotia's CEO reports to the Deputy Minister of Public Works and to government through the Minister of Public Works. An advisory board will be established in 2023-2024 to provide advice and recommendations on matters related to strategic infrastructure throughout the Province.

Ministerial oversight for Build Nova Scotia is shared between Service Nova Scotia and Internal Services Minister, Colton LeBlanc who is responsible for Healthcare Infrastructure and Public Works Minister, Kim Masland who oversees all other activities.

Build Nova Scotia is in its infancy—2023-2024 will mark its first full year of operation. Consequently, a lot of work will be done this year to integrate and streamline operations, while continuing operations and advancing priority projects.

Core Programs and Services

We build, operate, and preserve strategic infrastructure that contributes to economically vibrant and sustainable communities. We deliver programs and services to promote, leverage, and maximize the province's investments in what we build. We oversee opportunities to transform our province's strategic lands and other assets in ways that drive our economy forward and improve quality of life for all Nova Scotians. This includes managing the addition and renewal of infrastructure that keeps Nova Scotians healthy, connected, and thriving no matter where they live.

Build Nova Scotia's core programs and services are grounded in 4 strategic areas that will guide our key projects and investments for 2023-2024:

1. Healthcare Infrastructure
2. Telecommunications Infrastructure
3. Land, Asset and Environmental Management
4. Community and Rural Infrastructure Development

Our core expertise spans community and land-use planning and development, environmental analysis and remediation, strategic asset management, health care infrastructure, and the continued operation, stewardship, and programming of some of Nova Scotia's best-loved places.

We reach our goals by working with communities, all levels of government, academia, and private sector partners—guided by the principles of social, fiscal, and environmental sustainability.



Healthcare Infrastructure

The Healthcare Infrastructure Projects Division is responsible for delivering the largest infrastructure builds in Nova Scotia's history, overseeing both the *More, Faster: The Action for Health Build* and the Cape Breton Healthcare Redevelopment programs. The team works with a range of government partners to plan and deliver these critical projects.

More, Faster: The Action for Health Build

This program is focused on the development of new healthcare facilities and programs within the Central Zone Health Sciences network. Reflecting the needs of our growing population—both across the province and within Halifax Regional Municipality—the program will deliver better results, sooner. It will enable services to be relocated from aging facilities like the Victoria General Hospital and Dickson Centre to new, state-of-the-art buildings and renovated program spaces.

Benefits of the new plan include adding more than 400 new beds, more emergency departments, and more operating rooms. The plan will get people out of the Victoria General Hospital as quickly as possible, minimize disruption to care, and utilize concurrent construction techniques to optimize delivery speed.

Cape Breton Healthcare Redevelopment

This program is focused on building, reorganizing, and strengthening health services in Cape Breton Regional Municipality. The associated projects will better meet the needs of individuals, families, and communities now and for future generations.

Modern and innovative solutions will support the delivery of quality health care services planned for the communities of the Northside and New Waterford, as well as the expansion and renovations at Glace Bay and Cape Breton Regional hospitals.

Expected Outcomes (2023-2024):

The 2023-2024 objective of the Healthcare Infrastructure Division is to continue to drive delivery of the Healthcare Redevelopment projects that have been strategically planned to improve Healthcare Services throughout the Province.



Telecommunications Infrastructure

On behalf of the Nova Scotia Internet Funding Trust, Build Nova Scotia has **projects underway** that will provide 99.9% of Nova Scotia homes and businesses with access to high-speed internet by the end of 2023.* This includes the **Satellite Internet Service Rebate Program** that launched in July 2022 and further expanded in the fall. The rebate program helps cover the one-time costs of set-up for satellite service to any underserved home or business that cannot be reached with a feasible solution or do not have access to high-speed while awaiting completion of an active project area.

Expected Outcomes (2023-2024):

In 2023-2024, work continues to finalize fibre and fixed wireless projects, to troubleshoot project risks related to timeline, and to accelerate projects underway where possible. By end of the fiscal year, Build Nova Scotia anticipates access to connections will be available to 99.9% of Nova Scotia homes and businesses.

*Includes independent Pictou County high-speed project



Land, Asset and Environmental Management

The province has made significant investments in strategic infrastructure throughout Nova Scotia to improve local economies, clean up and restore local ecosystems, and invest in strategic community improvements. Today, Build Nova Scotia is responsible for commercial parks in Liverpool, Sydney, and Trenton; a recreational park in Sydney; the Bedford, Dartmouth, Halifax, and Lunenburg waterfronts; critical infrastructure and property in Peggy's Cove, and several other significant infrastructure assets across the province, including wharves and dams.

Property Management and Operations

Property management entails the acquisition and long-term planning of strategic infrastructure assets, the redevelopment and repurposing of properties, the management of various lease types and arrangements, and the strategic sale of property. Many of Build Nova Scotia's properties require ongoing operations for inspections and routine maintenance, safety and security, groundskeeping, facilities bookings, tenant management, and related operations.

Environmental Analysis, Remediation, Monitoring and Maintenance

Several Build Nova Scotia properties operate under environmental approvals. This program designs and implements the associated environmental management plans to monitor levels of contamination in surface and groundwater and take corrective action when required.

In addition, this program operates the wastewater treatment facilities in Boat Harbour and Sydney and provides contract and project management services including the oversight and management of private sector partners who do the majority of front-line environmental cleanup work. Contracts are through public procurement practices.

Corporate Land Inventory Program

This program provides a provincial view of the province's land assets for economic development purposes and to support and enable various initiatives, including affordable housing.

Provincial Dams Program

The purpose of the Provincial Dams Program is to oversee the safe management of dams in Nova Scotia. There are approximately 600 dams in Nova Scotia, 40 of which are owned by the Province and stewarded across multiple departments.

Boat Harbour Remediation Project

The Boat Harbour Remediation Project is being undertaken to clean up Boat Harbour and restore it to a tidal estuary. The plans include consolidating the contaminated material in a containment cell that has been previously used to store Boat Harbour sludge. For the past several years, the project has been undergoing a federal environmental assessment (EA), which is being led by the Impact Assessment Agency of Canada. This assessment and the work overall include public consultation and consultation with Pictou Landing First Nation.

Expected Outcomes (2023-2024):

Work will continue to monitor, manage, and operate strategic infrastructure across the province.



Community and Rural Infrastructure Development

Nova Scotia’s communities have ideas and vision for what will help them grow and thrive. The Community Placemaking Program helps communities create and leverage public spaces to increase visitation, support local businesses, and bring communities together.

Inverness Main Street Revitalization

Inverness is quickly becoming a regional hub for Western Cape Breton and a destination for local and international visitors. The Inverness Main Street Revitalization Project will help establish the main street of Inverness as a centre for community and commerce. A “complete streets” approach to the design of Central Avenue will result in enhanced safety, accessibility, and quality of experience for residents and visitors—and it will build confidence and encourage more private investment and development within the commercial core of Inverness.

Louisbourg Visitor Experience Enhancement Project

The community of Louisbourg’s Visitor Experience Enhancement Project will attract a greater number of Fortress visitors to the community’s core and encourage economic activity within the town. Building on work undertaken by community

groups in Louisbourg, the former Louisbourg Craft Centre, public waterfront, and former municipal campground will be redeveloped into a new destination including Parks Canada’s ticketing for the Fortress alongside local business. The approach will attract visitors to the Town’s centre, enhancing the Louisbourg experience and enabling increased economic benefit for the community.

Pictou Waterfront Development

Concurrent with the work in Boat Harbour, the Town of Pictou is leading a revitalization of its waterfront by enhancing shoreside amenities that will help shape the waterfront into a unique destination and gathering place for residents and visitors by land and sea. Using the celebrations for the 150th anniversary of the Town’s incorporation in 2023 as a catalyst, the project will shift to implementation of the Pictou Waterfront Master Plan by creating improved public places and amenities.

Expected Outcomes (2023-2024):

Continue to collaborate with partners to support planning, design, and public engagement on identified projects.

Key Priorities for 2023-2024

The table below summarizes our key priorities for 2023-2024.

STRATEGIC AREA	KEY PRIORITIES
HEALTHCARE INFRASTRUCTURE	<ul style="list-style-type: none"> • Transitional Care Beds • Bayer’s Lake Community Outpatient Centre • Cape Breton Regional Municipality Healthcare Redevelopment • Halifax Infirmary Expansion
TELECOMMUNICATIONS INFRASTRUCTURE	<ul style="list-style-type: none"> • Internet for Nova Scotia Initiative • Satellite Internet Service Rebate Program
LAND, ASSET AND ENVIRONMENTAL MANAGEMENT	<ul style="list-style-type: none"> • Mixed-Model Housing Development (WDC-1) • Zwicker & Co. Warehouse • Boat Harbour Cleanup Project • Dartmouth Cove Redevelopment Plan • Peggy’s Cove Safety Attendants Pilot Project • Asset Management Plan
COMMUNITY AND RURAL INFRASTRUCTURE DEVELOPMENT	<ul style="list-style-type: none"> • Inverness Main Street Revitalization • Louisbourg Visitor Experience Enhancement Project • Northern Cape Breton Seawall Trail • Charlotte Street, Sydney • Pictou Waterfront Development • Bedford Waterfront: Phase 2 • CUNARD Development, Halifax Waterfront • Halifax Waterfront • Peggy’s Cove • Lunenburg Waterfront • Community Placemaking Projects
CORPORATE UNIFICATION	<ul style="list-style-type: none"> • Develop a single corporate structure • Refine corporate brand, including visual, strategic direction, and communications

Performance Measures

Performance measures for Build Nova Scotia will be developed in 2023 under the leadership of our CEO.

Financial Summary

Build Nova Scotia Operating Budget

2023-2024

	BUDGET 2022-2023	FORECAST December 2022-March 2023	BUDGET 2023-2024
REVENUE			
Rents & Wharfage	-	1,295,000	3,898,000
Long Term Maintenance and Monitoring	-	1,242,000	2,880,000
Project Income	-	1,915,000	10,005,000
Parking	-	150,000	1,075,000
Other Income	-	421,200	969,000
Grant Income	-	16,836,200	21,981,000
TOTAL REVENUE	-	21,859,400	40,808,000
OPERATING AND ADMINISTRATIVE EXPENSES			
Project Expenses	-	1,801,500	9,209,330
Program Expenses	-	1,899,300	1,707,000
Maintenance/Repairs & Other	-	2,374,900	5,446,800
General & Administrative Expenses	-	15,634,700	24,444,870
TOTAL EXPENSES	-	21,710,400	40,808,000
SURPLUS (DEFICIT) BEFORE OTHER ITEMS	-	149,000	-
OTHER ITEMS			
Capital Grants	-	1,013,000	5,225,000
Capital Amortization	-	1,489,000	4,241,000
PSSP Retirement Health Benefits	-	1,663,000	241,000
Gain (loss) on Disposal of Fixed Assets	-	-	-
TOTAL OTHER ITEMS	-	(2,139,000)	743,000
SURPLUS (DEFICIT) AFTER OTHER ITEMS	-	(1,990,000)	743,000



**Halifax Harbour Bridges
Business Plan for Fiscal 2023-2024**

Message from the Chair of the Board and CEO

We are pleased to present the 2023 - 2024 Business Plan for Halifax Harbour Bridges (HHB).

Growth, economic development and transportation are inextricably linked. Just as development increases demand for transportation, the ability of safe and efficient transportation stimulates economic activity.

The Angus L. Macdonald (ALM) and A. Murray MacKay (AMM) bridges are critical pieces of transportation infrastructure in the Halifax Regional Municipality, and province of Nova Scotia, facilitating 30 million crossings each year.

According to a recent independent study, the bridges drive more than \$100 million in societal benefits annually. They enable shorter commutes, reduce collisions and emissions, and allow other organizations to efficiently manage their transportation costs.

As the stewards of the bridges, HHB will continue to invest in the maintenance and capital projects that ensure the bridges' long-term availability and safety. Moving into Year 2 of our 10-year capital and maintenance plan, HHB will tackle projects designed to assure safe and efficient cross-harbour transportation.

One hundred per cent of the revenue generated by collecting tolls is dedicated to the maintenance and operations of the bridges. As such, HHB will ensure that revenue is invested responsibly to make certain the bridges are reliable and well maintained.

For Fiscal Year 2023/2024, planned increases to operational expenses reflect the organization's initiatives to successfully deliver the required capital improvements and infrastructure work detailed in submissions to the Nova Scotia Utility and Review Board (NSUARB). In NSUARB's October 2021 decision approving the bridge's most recent toll hike, that capital plan was deemed "necessary and appropriate."

While the waning impact of COVID-19 continued to affect the number of crossings on the bridges and corresponding toll revenue last year, we project that traffic volumes will return to pre-pandemic

volumes by late this year. However, the lingering impact of the pandemic is still expected to fuel supply chain issues and make the hunt for skilled labour even more difficult than it has been. These challenges will inevitably impact costs and as such, HHB will continue to assess and if necessary, adjust the proposed \$280 million, 10-year plan to ensure essential maintenance and rehabilitation gets completed.

With a new MACPASS customer account management system nearing completion, HHB will move ahead with All Electronic Tolling (AET). As a transformational project for HHB, implementation will significantly enhance worker safety, reduce accidents for the travelling public, increase travelling efficiency and have a positive environmental impact by reducing idling time. The security of our user's personal and financial information will remain a paramount consideration.

HHB must continue to be an employer of choice to attract the technical and operational staff required to successfully manage the major challenges that lie ahead. As always, safety will continue to be a foundational element of everything we do.

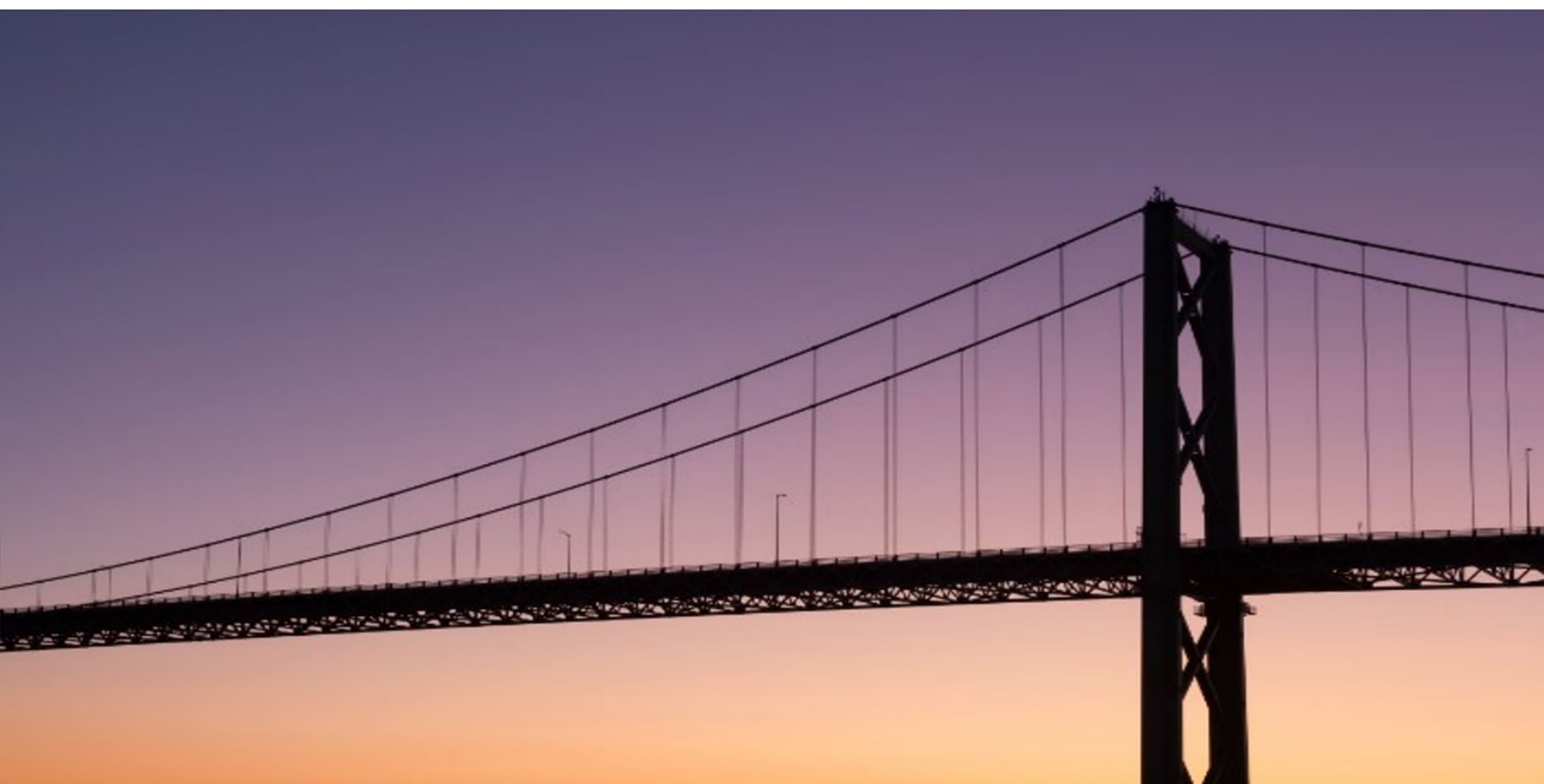
Respectfully submitted,

Vicki Harnish

Vicki Harnish
Chair of the Board of Commissioners



Tony Wright
CEO



Strategic Priorities

In early 2022, the HHB Board and staff revisited the strategic goals laid out in the five-year strategic plan. This plan helps guide our organization. The following represents HHB's major 2023-24 initiatives designed to achieve those goals.

1

Improve safety, efficiency, and environmental stewardship in operations and maintenance

Next-generation Tolling (AET)

- Develop a detailed project plan for HHB's All Electronic Tolling (AET) implementation, sometimes referred to as license plate tolling
- Select and tender technical system components for the lane-level system
- Activate the enhanced customer account system to improve user self-management of MACPASS accounts

Enhanced public safety measures

- Improve physical security for all HHB properties and infrastructure
- Assume control and management of all bridge closures for construction projects and weather events, ensuring safety to public and work crews is top priority
- Investigate additional safety enhancements for traffic and speed management at toll plazas
- Develop video and social messaging to promote safe driving
- Update and refine HHB's Enterprise Risk Management strategy

Infrastructure and asset management

- Explore alternate contract delivery to advance paint and steel programs¹ and ensure completion in accordance with HHB's 10-year capital and maintenance plan
- Launch HHB's custom Bridge Information Management System (BIMMS) for an at-a-glance evaluation of all bridge components
- Establish an organizational GHG baseline that will be used to help evaluate future projects and focus efforts on reducing carbon-based emissions from operations

¹ HHB is currently undertaking a multi-year, \$75 million program to re-coat and repair all steel structures on the Macdonald Bridge that weren't replaced during the Big Lift. Work to date has demonstrated this project is more complex and more extensive than originally anticipated.

2

Provide customer value through seamless, reliable, and safe bridge crossings

Promote adoption of MACPASS and MACPASS sticker technology

- Complete the conversion of customers from hard-shell MACPASS transponder technology to new, more efficient sticker transponders. Sticker transponders are more efficient and utilize the latest technology to enable AET implementation ²
- Roll out a new corporate website and self-service MACPASS portal and corresponding mobile app that will enhance the user experience

Engage with customers

- Improve timely notification to all bridge users of travel disruptions and upcoming closures through the use of social media, a new mobile app, and an enhanced web presence
- Expand the choice of communication channels to explain what is happening on the bridges, how they are maintained, and how HHB is working to support their long-term availability
- MACPASS staff will support customers through HHB's transition to next-generation account management software. Improvements to account management will enable future user benefits and capabilities

MacKay Bridge rehabilitation assessment

- Conduct a thorough assessment to define the scope and viability of rehabilitating the MacKay Bridge
- Continue to work with adjacent landholders to determine required land use needs for either a rehabilitation or a replacement effort

² AET implementation will promote more efficient and safer bridge crossings. Removing existing toll booths means tolling technology will need to respond by capturing customer information more efficiently and with greater precision.

3

Demonstrate financial sustainability

Assess progress of 10-year capital and maintenance plan

- Monitor progress on capital project implementation, measure the effectiveness of planned maintenance tasks and, as necessary, make adjustments to HHB's 10-year plan to ensure the financial health of the organization
- Update financial forecasts regarding revenue predictions, construction cost estimates and cost of capital, considering inflation as well as emerging supply chain and labour shortage issues

Equipment renewal

- Implement upgrades to HHB radio, traffic management and variable message systems
- Continue maintenance and operational fleet renewal initiatives with particular attention to high-impact assets such as a bridge maintenance truck, vacuum sweeper or bridge deck membrane application equipment

Refine project delivery

- Develop and implement a consistent project management and project reporting framework for all departments
- Enhance project delivery and procurement capabilities

Cybersecurity

- Continue to implement technical upgrades to fortify existing IT security efforts
- Engage additional professional services to measure HHB's level of security protection

Conduct real property assessment

- Undertake a real estate review with a focus on future staffing requirements, efficiency, accessibility, environmental and sustainability considerations, and the staffing implications of next-generation tolling

4

Foster a workplace where employees thrive

Foster employee growth

- Develop a training program for HHB employees to promote technical skills and workplace knowledge
- Increase supervisor skills and capacity through targeted professional development opportunities and training

Equity, Diversity and Inclusion (EDI)

- Grow the existing Equity, Diversity and Inclusion (EDI) program and develop a clear roadmap for future initiatives
- Conduct staff-wide training events that foster a broader understanding of EDI
- Continue efforts to ensure our staff is reflective of the Nova Scotia community

Strengthen workplace engagement

- Implement key outcomes and recommendations from recently conducted employee survey
- Develop internal communications processes that respond to HHB's diverse workforce in terms of digital literacy and internet access
- Continue to invite and facilitate employee participation from across all departments for membership on EDI, JOHS, and Environmental Sustainability committees
- Add psychological health education to our existing suite of healthcare initiatives that includes vaccine clinics and hearing assessments

5

Expand our culture and practice of innovation

IT support systems

- Develop and approve a future-focused IT strategy that will guide HHB over the next five to seven years
- Implement advanced IT solutions to assist bridge operations and security to provide operations staff with enhanced, real-time information from the bridges and HHB property

New engineering approaches

- Refine methods for conducting coating and deck condition assessments, drawing on best practices from around the world
- Develop partnerships with other long-span suspension bridge owners to share information on inspection, maintenance and repair methodologies
- Assess the cost-benefits of proceeding with cable dehumidification on the MacKay Bridge



How we measure performance

To measure HHB's performance against its priorities planned for the coming fiscal year, HHB plans to undertake the following:

- **User Satisfaction:** By understanding how the public perceives HHB activities, the organization has an opportunity to adjust operations, maintenance or communication efforts based on data, not perceptions. The survey allows HHB to gauge the value users believe they receive on tolls and can test their receptivity to the coming next generation tolling initiative
- **Maintenance:** HHB commits to compare repair projects completed in the current year against the high- and medium-priority repairs identified in inspection reports
- **Operations:** HHB will use road traffic statistics to measure the effectiveness of enhanced operational activities
- **Financial:** On an ongoing basis, our financial department actively measures financial results against annual operating and capital budgets
- **Safety:** HHB will continue to track safety-related statistics with a focus on behavior-based observations and update its training profile to maintain its reputation as a safety leader
- **Environmental:** Establish a CO2 baseline for HHB activities to guide investment decisions and projects that will reduce our carbon footprint



Financial summary

	2022-2023 Budget	2022-2023 Forecast	2023-2024 Budget
Revenue	(\$thousands)	(\$thousands)	(\$thousands)
Toll revenue	37,303	36,964	39,188
Interest income	422	831	1,335
Other income	147	157	147
Total revenue	37,872	37,952	40,670
Expenses			
Administration	3,427	3,277	3,685
Operating	5,245	5,254	6,202
Maintenance	4,886	3,952	5,122
Amortization	10,379	10,181	11,075
Debt servicing	5,458	4,133	5,443
Total expenses	29,395	26,797	31,527
Net operating and comprehensive income	8,477	11,155	9,143

Business Plan

2023-24

Invest 
NOVA SCOTIA

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Message

from the Minister of Economic Development

Building a stronger, more sustainable economy—together.

It's an exciting time to be Minister of Economic Development for Nova Scotia. After years of population stagnation, we are growing and so too our fortunes. To maximize the opportunities before us, we've created a new Crown corporation, Invest Nova Scotia.

As of December 1, 2022, the new Invest Nova Scotia has combined the expertise of the former Nova Scotia Business Inc. and Innovacorp. Together this team of exceptional, committed people will work with businesses from every corner of our province, from every sector of the economy and every stage of development to champion transformational opportunities and fuel economic growth.

In its first year, Invest Nova Scotia will work closely with the Department of Economic Development and our service delivery partners to foster the start-up ecosystem, make venture capital investments, drive entrepreneurship, strengthen our companies and grow their sales outside Nova Scotia, attract investment to the province, and drive community economic development.

As this business plan shows, Invest Nova Scotia will implement the economic policy objectives and the priorities of the Province of Nova Scotia, aligned to four key focus areas. Together, with the Department, Invest Nova Scotia will:

- Support innovators and entrepreneurs to invest in new ideas that grow the economy of the future.
- Work with companies in our strategic sectors to be more productive and profitable.
- Make sure more Nova Scotians benefit from better pay, greater opportunities, and participate in our province's economic growth.
- Continue to work at the community-level, so that every region of our province thrives.

We want all communities and Nova Scotians to prosper from our economic success, and the team at Invest Nova Scotia is dedicated to delivering on that commitment.

Susan Corkum-Greek

Minister of Economic Development and Minister responsible for Invest Nova Scotia

Key Areas of Focus

for 2023-24

Investing in New Ideas to Grow the Economy

Invest Nova Scotia works with companies at all stages of growth. Start-ups are a key focus for us. Our team provides expert advice to new business ventures that are focused on developing a unique and innovative product or service and bringing it to market. We also support deep tech start-ups that are focused on developing new technologies or applying existing technologies in innovative ways to solve complex problems. These high-growth companies are developing technologies that will enable Nova Scotia to be a leader in addressing some of the world's biggest challenges—from climate change, to ocean and food sustainability, to human health. They also create high-quality jobs and drive economic growth.

Invest Nova Scotia works with start-ups at all stages of their growth, providing programming and services to ensure they are supported as they grow in our province. Our acceleration initiatives provide Nova Scotia companies with the financial and non-financial support they need to reach the point where they can raise venture capital from the private sector.

Early-stage companies in Nova Scotia's technology sectors can benefit from being on-site with us at Invest Nova Scotia's lab, office, and light-industrial space and infrastructure that are hard for start-ups to access in the commercial real estate market. Resident companies also benefit from flexible leasing, on-site support, programming, and a community of like-minded innovators.

The Nova Scotia First Fund, a venture capital fund, focuses on making sure that early stage, high-growth start-ups can access the capital they need to grow and leverage additional investment from private investors. The fund fills a market gap, providing financing for emerging venture-grade technology companies.

Additionally, as companies mature, they have access to in-house business and export development expertise, as well as a suite of services that enable them to increase sales and expand business—in other words, increase the scale of their business.

2023-24 Priorities

- Invest Nova Scotia will support high-potential new technology companies and encourage entrepreneurial activity across Nova Scotia. We will run start-up competitions and initiatives to help move post-secondary research to market, deliver acceleration programs and services to start-ups to prepare them for investment, and support portfolio companies by working with them to address their operational, technical, and strategic needs.
- Invest Nova Scotia will provide incubation infrastructure and services through three sites. The Labs at Invest Nova Scotia focuses on companies in the life sciences industry; The Bays at Invest Nova Scotia targets companies in clean technology and other knowledge-based sectors, and Start-Up Yard at the Centre for Ocean Ventures and Entrepreneurship (COVE) is home to ocean technology ventures.

Key Areas of Focus

for 2023-24

Investing in New Ideas to Grow the Economy (cont.)

2023-24 Priorities (cont.)

- Invest Nova Scotia will make venture capital investments in high-potential Nova Scotia start-ups, both directly and through limited partnerships in external funds (e.g., Build Ventures, Concrete Ventures, Sandpiper Ventures). We will leverage investments through co-investors, with an emphasis on venture capital partners from outside Nova Scotia, provide tailored support to portfolio companies, and generate a return for Nova Scotia.

Competitive and Productive Sectors Across Nova Scotia

At Invest Nova Scotia, we know that our start-ups and other companies need to be productive and competitive so they can sell their products and services to more and larger markets outside our borders. It is through export, defined as selling products and services outside Nova Scotia, that we will achieve sustainable economic growth for our province. Invest Nova Scotia will work with businesses at all stages and in all regions to build the knowledge and skills they need to become more productive and competitive and grow through export.

2023-24 Priorities

- Invest Nova Scotia will provide advice and connect companies with resources to be successful from start-up through all stages of the business life cycle. Our Regional Business Development Team will continue to be a critical starting point for our work with companies across Nova Scotia. This team will serve as a “one window”, first point of contact for businesses across the province looking for tools, programs and services to help them grow.
- Invest Nova Scotia’s Export Development Team will work with companies through all the stages involved with selling products and services outside the province. This team will design and deliver workshops, training and education to make sure Nova Scotia businesses have the knowledge and skills they need to begin or continue selling their products and services in international markets. Recognizing how important and scarce time is for small businesses, educational resources will be easily accessible and available how and when our companies need them.
- Invest Nova Scotia will work with companies to travel to key markets, make connections, and grow their sales. We will support businesses in all regions of our province to access advice, adopt technology, travel to market, make virtual connections, and drive sales through the Export Development Program and Scale-up Hub initiatives, with a focus on key sectors (ocean technology, information and communication technology (ICT), seafood & agri-food).

Key Areas of Focus

for 2023-24

Competitive and Productive Sectors Across Nova Scotia (cont.)

2023-24 Priorities (cont.)

- Our companies need timely and accurate market research to make decisions on where to focus their sales strategy. Our Trade Market Intelligence Service and partnership with MaRS will provide start-ups and small and medium sized businesses across the province with the industry reports, research and analysis they need to make evidence-based decisions on the best markets for their products and services. The Scotians program will connect Nova Scotia companies with leading business executives in strategic markets who can provide advice on business conditions in their locations.
- We will help sell our businesses to the world through incoming and outgoing in-person and virtual trade missions. Our Digital Marketing Asset Development Program will support companies in key sectors to create and promote videos they need to showcase their business and grow sales.
- We will continue to have a focus on working with businesses that are 51%+ owned, managed, and controlled by Aboriginal and/or Indigenous Peoples, Persons with Disabilities, LGBT+, Veterans, Visible Minorities, or Women to connect them with procurement opportunities and position them for growth. As these companies grow in all regions, our diverse business community and workforce will grow with them.
- Invest Nova Scotia will connect industry with organizations across the province focused on the attachment of under-represented groups to the workforce to ensure the right partnerships are in place to maximize both company recruitment efforts and employment outcomes for more Nova Scotians.
- Partnerships are key to Invest Nova Scotia. We will continue to leverage and build our partnerships at home and abroad with organizations, including but not limited to; COVE; the Verschuren Centre, the Regional Enterprise Networks (RENS); the Halifax Partnership; the Cape Breton Partnership; the Chambers of Commerce; Invest in Canada; the Trade Commissioner Service; Global Affairs Canada; the Atlantic Canada Opportunities Agency; and the National Association of Software and Service Companies (NASSCOM).
- Invest Nova Scotia will continue to collaborate with provincial counterparts and federal partners through the Atlantic Trade and Investment Growth Strategy and Agreement, and we will work with provincial government departments to expand international partnerships and capitalize on trade agreements to drive growth in key sectors (ocean technology, ICT, natural resources, renewable energy).

Key Areas of Focus

for 2023-24

Driving Innovation and Creating More and Better Jobs in all Communities

Innovation and sustainability are at the root of everything we do and ensuring that green business practices are top of mind for Nova Scotia companies is more and more critical to their success. Invest Nova Scotia will support companies to make the investments they need to drive productivity and competitiveness and to ensure they are at the leading-edge of sustainability.

Foreign direct investment (FDI)—defined as new investments into Nova Scotia from companies elsewhere in Canada and abroad—plays an important role in our province’s sector growth and innovation agenda. Attracting firms (new, mature, multinational) aligned with our province’s strengths and strategic growth sectors will positively impact our economy. These new companies bolster export sales, create high-value jobs, add their leadership as we strive to be more sustainable, and connect domestic companies to global markets. Invest Nova Scotia will continue to drive innovation, sustainability and sector growth through targeted programming and investment attraction efforts across the province, ensuring that all Nova Scotians benefit.

2023-24 Priorities

- Invest Nova Scotia’s investment attraction work will attract innovative, sustainable exporters in key sectors (ICT, digital media, ocean technology, financial services, advanced manufacturing, clean technology, life sciences) that create high-value jobs across the province. We will work with these, and companies in all regions, to grow and support Nova Scotia’s population growth goals through the creation of high-paying jobs that keep Nova Scotians here at home and attract a skilled workforce to join us.
- We will work with colleagues across government to market and promote Nova Scotia as a top jurisdiction to live and work and support companies to implement remote working arrangements so they can benefit from hiring skilled workers in all regions of the province. Through initiatives such as these, we can make sure all regions and Nova Scotians benefit.
- Invest Nova Scotia will enable and drive economic development initiatives across the province to facilitate collaboration in key sectors and lead to large-scale private sector investment and growth.
- We will look for new ways to tailor and target our programs and services to ensure regions across the province benefit from economic success.
- The Innovation Rebate Program will enable Nova Scotia businesses to increase innovation capacity and drive green business processes through private-sector capital investments and the adoption of new technologies. We will support companies through these investments that will improve productivity and increase their competitiveness in global markets.

Key Areas of Focus

for 2023-24

Driving Innovation and Creating More and Better Jobs in all Communities (cont.)

2023-24 Priorities (cont.)

- Research and development connections between industry and post-secondary education institutions through the Productivity and Innovation Voucher Program (PIVP) will be created so that businesses can access the expertise they need to develop a new product or service, improve processes, and be more productive.

Performance Measures

Measures

2023-24 Targets

Venture Capital

Amount raised by portfolio companies

\$70 million

TVPI ratio (total value to paid-in capital)

3.0

Number of portfolio companies that raise Series A investment

2

Incubation Facilities

Occupancy rate at facilities (The Labs and The Bays at Invest Nova Scotia)

85%

Occupancy rate of companies that are venture-grade at The Labs and The Bays

50%

Acceleration Programs and Services

Number of new early stage opportunities in Invest Nova Scotia start-up client pipeline

250

Number of client companies that raise angel investment

10

Performance Measures

Measures

2023-24 Targets

Export and Investment

Value of Nova Scotia's exports

Clients will achieve a minimum of a 15% increase in export sales overall and within the high potential clusters of ICT, ocean technology, and seafood & agri-food

Nova Scotia's next exporters

A minimum of 30 clients overall will become new exporters, with a minimum of 10 within the high potential clusters of ICT, ocean technology, and seafood & agri-food

Market diversification

A minimum of 20% of clients diversify exports through sales to an additional market

Attracting innovative, sustainable and green businesses to establish or relocate to the province

A minimum of 5 innovative exporters establish or relocate in Nova Scotia

Grow payroll across the province

Clients increase their payroll by a minimum of 10%

Budget Context

2023-24

	Estimate 2022-23	Forecast 2022-23	Estimate 2023-24
Revenues			
Provincial Grants	0	38,912,400	56,262,000
Incubation (incl. IEC revenue)	0	435,300	1,339,400
Acceleration	0	61,500	112,400
NSBF: Loans & Property	0	371,800	1,096,300
Miscellaneous Revenue	0	753,800	1,031,300
Total	0	40,534,800	59,841,400
Expenses			
Incubation	0	2,477,800	2,857,500
Investment	0	1,212,800	1,256,600
Acceleration	0	1,347,800	3,502,000
Operating	0	8,201,100	17,819,000
Payroll Rebates	0	9,342,200	17,810,000
Innovation Rebate Program (IRP)	0	11,690,200	12,000,000
Export Development Program (EDP)	0	2,070,100	2,500,000
Productivity & Innovation Voucher Program (PIVP)	0	991,100	1,000,000
RHB liability transfer from FTB	0	1,764,000	0
NSBF: Loans & Properties	0	460,800	903,800
Total	0	39,557,900	59,648,900
Surplus before non-operating items	0	976,900	192,500
Other (income) expense			
Impairment of portfolio investments & loans receivable	0	500,000	600,000
Realized gains on investments	0	(7,600)	(1,800)
Depreciation	0	225,500	524,800
Amortization of deferred capital funding	0	(49,500)	(146,200)
Total	0	668,400	976,800
Surplus (Deficit) after non-operating items	0	308,500	(784,300)

Appendix A

Strategic Investment Funds (SIF)

Pursuant to Business Development Incentives Regulations, the business plan must include the policies and guidelines governing the payroll rebate program and any other business development incentive funded through the strategic investment funds. The Payroll Rebate Program is the only business development incentive funded by strategic investment funds (SIF) in fiscal 2023-24.

Payroll Rebate Program (the “Program”)

Overview

A payroll rebate is a discretionary, non-entitlement business development incentive (the “incentive”) intended to promote targeted payroll generation through the creation of incremental employment. Includes, where appropriate, the opportunity to target further incentives to key groups such as new residents, new graduates, underrepresented populations, and other groups deemed appropriate.

This incentive may be used when it can be shown that a company’s project generates an economic benefit to the province, which will include export development, investment in the province, or improved competitiveness of existing businesses, in one or more of the province’s key economic sectors.

Amount

Rebates will be equivalent to between 5% and 10% of gross payroll, depending on the company’s strategic location in Nova Scotia or business sector and the economic benefit generated to the province. Additional rebate may be considered where the company is hiring individuals with specific skills or experience, new members of the Nova Scotia workforce, underrepresented groups, is increasing export activity, undertaking a capital project deemed strategic to their Nova Scotia region, or establishing or expanding its presence in rural Nova Scotia.

All other Nova Scotia provincial government assistance with respect to the project and any federal emergency assistance that incents or subsidizes payroll or wages must be disclosed to Invest Nova Scotia and may influence the rebate amount.

Eligibility

The company’s business must be considered eligible according to Invest Nova Scotia’s operating regulations.

The incentive must be project-based. Projects are expected to create sustainable long-term employment. Cyclical peaks in employment will not be considered for assistance.

Eligibility requires that all projects should result in creation of jobs for at least 20 full time equivalents (FTEs) in Nova Scotia. Projects creating fewer than 20 FTEs will be considered when there is high strategic value or strong economic benefit.

Companies that have previously received an incentive under the Program will not be eligible for additional incentive unless the project is incremental to the peak FTE level attained by the company under the previously provided incentive.

Projects that are considered to be competitively harmful to existing Nova Scotia business will not be considered.

The company will collect and remit employee payroll taxes in accordance with the Income Tax Act (Canada).

Appendix A

Strategic Investment Funds (SIF)

Payroll Rebate Program (the “Program”) (cont.)

Application Requirements

Historical and/or projected financial statements of the company and any additional financial information that may be required by Invest Nova Scotia to assess the financial viability of the company.

Acceptable reports providing information with respect to the company’s ownership, management, products, markets, and suppliers sufficient for Invest Nova Scotia to complete an evaluation of the company’s operating risk.

Project plan, which may include project timelines, budgets, and anticipated impacts of the project on the company’s competitiveness.

Criteria

The company and the project must have reasonable prospects for continued growth and success, and with a proven track record. In addition, the project must be export-oriented and should be in a sector providing strategic economic benefit to the Province.

The company must demonstrate:

- Strong management (corporate and local)
- Economic benefit to the province (e.g., estimated number of FTEs created/retained, linkages with other sectors, improved competitiveness, non-competition with Nova Scotia industries, import substitution)
- Going concern financial growth prospects
- A commitment to diverse and inclusive hiring practices for the Nova Scotia operation

Performance Conditions

The incentive is contingent on specific targets the company must achieve, which will typically be the creation of (x) FTEs by a specific date and with an average annual salary/wage of a specific amount. These targets are expected to still be in place at the end of the rebate period.

Companies may be required to achieve additional targets with respect to capital project completion such as, but not limited to, investment or export targets, if applicable.

The company must provide an Independent Practitioner’s Reasonable Assurance Report on Compliance, certifying that the employment, wage and other targets have been achieved. The report must contain the following information:

- Incremental gross wage or payroll amount (including benefits) and the number of incremental and/or maintained employees and hours worked according to the Company’s records on each anniversary date from the project commencement;
- Gross wage or payroll amount, including benefits, and the total number of FTEs of the company on each anniversary date from the project commencement;
- Incremental employees’ province of residence;
- Applicable export, investment and capital project details (if applicable);
- Confirmation of existing Nova Scotia FTEs and payroll prior to the project commencement; and
- Substantiation of any other required targets.

Appendix A

Strategic Investment Funds (SIF)

Payroll Rebate Program (the “Program”) (cont.)

Payment Terms

Rebates will be paid following provision by the company of all information required by Invest Nova Scotia to verify compliance with the terms and conditions of the payroll rebate agreement.

In most cases, rebates will be paid annually on each anniversary from the project commencement.

Payment terms generally average five years.

Appendix B

Nova Scotia Fund

Pursuant to Business Development Incentives Regulations, the business plan must include the following information in respect of the Nova Scotia Fund.

The Nova Scotia Fund portfolio currently has approximately \$28.1 million outstanding to 12 companies located throughout the province. The annual portfolio lending cap is set at \$100,000 for fiscal 2023-24 solely for the purposes of realization costs.

The current regulations for the Nova Scotia Fund require determination of specific parameters for investment decisions and the profile of the portfolio on an annual basis.

The following outline the parameters utilized for past investment decisions under the Nova Scotia Fund. However, it has not issued any new business development incentives since fiscal 2014-2015.

- Annual sector lending limits are determined based on portfolio targets versus specific dollar amounts:
 - traditional: 16%
 - knowledge-based (information and communications technology and life sciences): 20%
 - manufacturing: 45%
 - energy: 9%
 - ocean technology: 5%
 - other: 4%
- Maximum loan and guarantee limit is \$15 million per company (investments exceeding this amount will be considered in exceptional circumstances).
- Maximum of 20% of the Nova Scotia Fund available for working capital investments.
- Borrowing rates established based on risk, term, and optionality (e.g., interest capitalization, principal holiday, extended amortization).

JOINT REGIONAL TRANSPORTATION AGENCY
BUSINESS PLAN - 2023-2024



Contents

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Message from the Minister of Public Works and Board Chair

We are pleased to present the 2023-2024 Business Plan for the Joint Regional Transportation Agency (JRTA). With the Royal Assent of Bill 61 – Joint Regional Transportation Agency Act in November 2021, the Crown Corporation was created with the express mandate to guide the collaborative development and implementation of a Regional Transportation Plan for the Halifax Regional Municipality and surrounding areas.

This is important work and will contribute greatly to create the right conditions to support our provincial goals in terms of economic prosperity, health, education, population growth and climate change.

Since the JRTA became a Crown Corporation, the Agency has made great strides to activate their mandate through the establishment of key JRTA policies and procedures, engagement of key partners, and the development of Agency governance.

In the fall of 2022, the Agency achieved a significant milestone in the development and release of three (3) key Request for Proposal (RFP) documents that will enable the creation of the Regional Transportation Plan.

The JRTA has *already* developed collaborative partnerships with key sectoral agencies in the creation of the Technical Advisory Board (TAB) where senior leaders from the Department of Public Works, Halifax Regional Municipality, Halifax Port Authority, Halifax International Airport Authority, Halifax Harbour Bridges, and the Atlantic Canada Opportunities Agency are represented and are engaged in creating the right conditions to advance the joint transportation mandate.

Looking to 2023-2024, the JRTA will continue to create opportunities to collaborate, engage, and advance the commitment for positive and proactive regional transportation planning for the province.

Sincerely,

(Original signed by)

Honourable Kim D. Masland
Minister

(Original signed by)

Peter Hackett, P. Eng.
Deputy Minister and
JRTA Board Chair

The Joint Regional Transportation Agency

Background

Nova Scotia achieved a major milestone in 2021 as the province surpassed a population of one million people, following a period of record growth. Over 45% of the population of Nova Scotia live in the Halifax Regional Municipality. This region has been growing at a rapid pace in recent years at roughly 2% per year. This pace of growth has exceeded even the most optimistic population growth rates and represents some of the most significant growth amongst Canadian municipalities, with Halifax's downtown core increasing by 26.1% between 2016 and 2021, as the most notable.

Population and economic growth are both key priorities for the province. More specifically, the Government of Nova Scotia has identified a target to double the province's population to two million people by 2060, with a significant proportion of that growth anticipated to occur within Halifax and the surrounding region. Planning for such growth requires collaboration across all levels of government, businesses, communities, and interest groups and a long-term strategy to ensure the region's transportation systems can support this in a sustainable and resilient manner.

Halifax is the main service and economic hub of the province and a critical node in the region's transportation system. As a port city, Halifax also functions as an important gateway and regional trade corridor for freight travelling by rail sea, air, and ground. The region includes transportation infrastructure and services under the jurisdiction of all levels of government, managed by various organizations and agencies. This creates challenges and opportunities for planning and developing a regional transportation system that supports future population growth in a coordinated way.

To address the challenges associated with a multi-jurisdictional transportation system, the Government of Nova Scotia passed Bill No. 61 in the fall of 2021 to establish the Joint Regional Transportation Agency (JRTA).

Mandate

The mandate of the JRTA is to conduct a comprehensive review of all modes of transportation associated with Halifax and the surrounding region including roads, bridges, highways, ferries, transit, rail, airports, and ports for the purpose of creating a Regional Transportation Plan to ensure:

- a regional approach to transportation consistent with the growth and development of Halifax and the surrounding region; and
- the safe, efficient, and coordinated movement of people and goods.

Governance

The JRTA is a provincial Crown Corporation, and the Minister of Public Works is the sole shareholder of the Agency. The President & CEO report to the Deputy Minister of Public Works who is also the Chair of the JRTA Board. The Agency reports to an interim Board of Directors made up of the Deputy Minister/Chair and the Chief Engineer of the Department of Public Works and works closely with a Technical Advisory Board to help inform and guide the work.

Under the leadership of the President & CEO the team have been actively working to build the Agency's capacity including physical office space set up along with establishing policies and procedures related to staffing, project management, partner and stakeholder engagement, and the onboarding of consultants.

Over the next 12 months, the JRTA will continue to evolve and build upon the current governance structure as outlined in the legislation leveraging both full-time resources and consultant services as it works towards fulfilling the goals of its mandate. All of this aimed at the development of the Regional Transportation Plan.

Our Approach

The JRTA's work through the execution of the Regional Transportation Plan is intended to create a long-term, cohesive approach to regional transportation, that guides integrated transportation and land use decision-making and infrastructure investments for all modes of transportation. To achieve this, the approach must cultivate new and existing partnerships and build solid long-lasting relationships locally, regionally, and nationally. Collaboration is the foundation of the JRTA, and its decision-making will be critical to the success of the JRTA and the development and execution of the Regional Transportation Plan.

The Technical Advisory Board (TAB) is a key collaborative mechanism leveraged by the JRTA. The TAB is comprised of partners representing transportation authorities and agencies in the region, including:

- Nova Scotia Department of Public Works
- Halifax Regional Municipality
- Halifax Harbour Bridges
- Halifax International Airport Authority
- Halifax Port Authority
- Atlantic Canada Opportunities Agency



The TAB is a critical forum to support advancing the JRTA's primary mandate – the development of a Regional Transportation Plan, and it also creates a forum to advance aligned TAB partner transportation projects.

The JRTA has begun to engage various provincial departments with aligned and related planning initiatives and projects. The focus of this collaboration is on working together to take a multi-purpose approach to planning and infrastructure decision-making to maximize investments and enhance Nova Scotian's well-being and drive sustainable growth. These connections highlighted in Figure 1, are key to helping understand the intersectionality of mandates, and identify opportunities for collaboration and joint planning.



Figure 1 - Intersection of Provincial Initiatives

The JRTA will continue to foster partnerships and build relationships with other municipalities and the broader community within the preliminary study area (see Figure 2) to share awareness of the JRTA mandate, as well as to create open lines of communication so that diverse perspectives are shared, heard and included in the development of a Regional Transportation Plan.

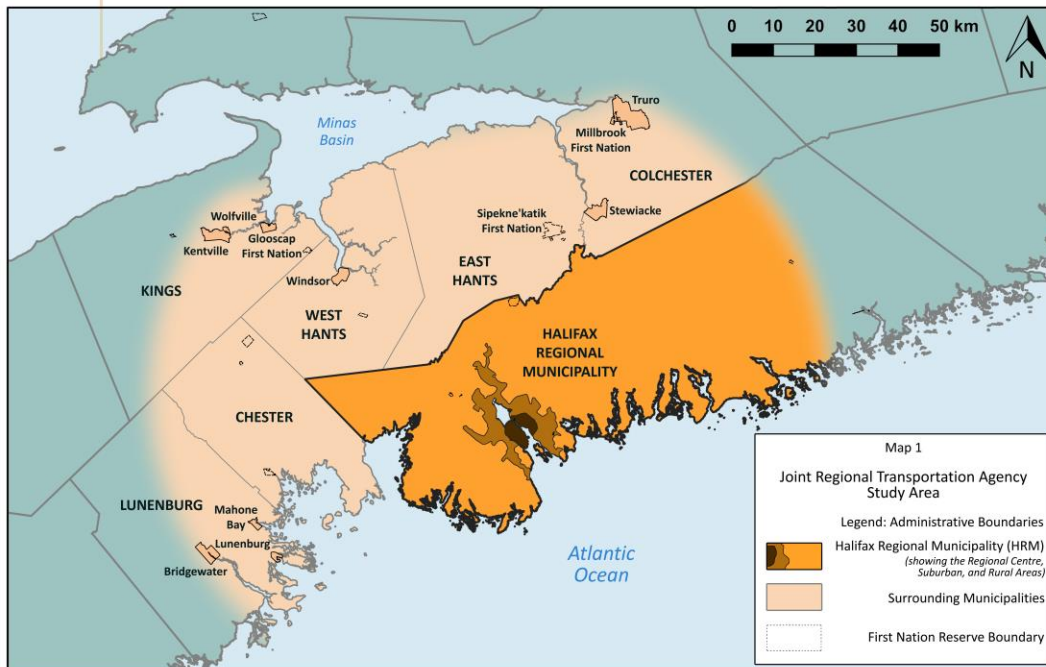


Figure 2 - Preliminary Study Area

Key Areas of Focus for 2023-2024

There are three key areas of focus for the JRTA in 2023-2024. They include the organization, the development of a Regional Transportation Plan and continuing to identify partnerships and projects. These key areas, initiatives, and expected outcomes are described below.

Organization

The JRTA was established to provide a collaborative planning forum to address transportation related issues and prepare for rapid growth in Halifax and the surrounding region through the development of a Regional Transportation Plan to help guide long-term transportation investment decisions.

As a newly formed provincial crown corporation significant effort was undertaken in 2022-2023 to develop the organization including the establishment of the JRTA office and hiring of core staff. Work will continue in 2023-2024 to ensure the JRTA is well positioned to successfully deliver on its mandate.

Initiatives	Expected Outcomes
<ul style="list-style-type: none">• Develop the JRTA's core guiding framework including the organization's vision, mission, and values• Establish the JRTA's brand, narrative, digital identity, and website• Continue to build organizational capacity and right size the staffing compliment, including the organizational structure, policies, and procedures• Building on the above, complete the JRTA's first multi-year corporate strategic plan	<ul style="list-style-type: none">• Increased awareness, understanding and support of the JRTA and the Regional Transportation Plan• Increased organizational capacity• Developed the foundation for long-term regional transportation planning• Multi-year corporate strategic plan

Regional Transportation Plan

The goal of Regional Transportation Plan is to establish a coordinated and strategic vision for a regional transportation system that facilitates sustainable growth and development and improves the safe and efficient flow of people and goods into, out of, and throughout Halifax and the surrounding region. As the plan's preliminary study area includes a significant proportion of Nova Scotia's population and one of the most important economic hubs in Atlantic Canada, the plan will also play a critical role in advancing broader Provincial Government initiatives to tackle climate change and improve Nova Scotian's health, well-being, and quality of life. The Regional Transportation Plan will be

developed over multiple years with a target completion date of November 2024.

Work began in 2022-2023 to scope out and design the planning process with support and input from the TAB partners. Three core components of the planning process were identified and are described briefly below in Table 1. Requests for Proposals (RFPs) for consultant teams to lead each component were issued in the fall of 2022-2023, and the respective successful proponents were onboarded in January 2023. JRTA staff will be coordinating the work of the consultant teams and collaborating with a Technical Working Group, consisting of representatives from the TAB partners to guide the development of the Plan.

Table 1 - Regional Transportation Plan Core Components

Regional Transportation Plan		
Transportation Planning Consultant	Communications & Engagement Consultant	Regional Travel Demand Model Consultant
<ul style="list-style-type: none"> The Transportation Planning Consultant is responsible for leading the technical aspects of the planning process and supporting the engagement effort. This includes conducting background research, scenario analysis, in-depth system analysis, and ultimately producing the final Regional Transportation Plan. 	<ul style="list-style-type: none"> The Communications & Engagement Consultant is responsible for developing and executing an engagement strategy to support the Regional Transportation Plan. This includes building awareness of the JRTA and the regional transportation planning process, gathering input and feedback on the plan at various stages. 	<ul style="list-style-type: none"> Travel demand modelling is an integral part of transportation planning, providing key insight into the relationship between transportation, land use, and growth over time and space. A new joint activity-based Regional Travel Demand Model is being developed to support this plan and future collaborative planning efforts.

The resulting Regional Transportation Plan is expected to guide integrated transportation / land use decision-making and transportation infrastructure investments that ultimately support the achievement of the Provincial Government’s growth target of two million people in Nova Scotia by 2060, provincial and municipal climate targets, and other TAB partner action plans. More details on the Regional Transportation Plan’s desired outcomes and transportation priorities are included in the Appendix.

Initiatives	Expected Outcomes
<ul style="list-style-type: none"> • Leading the execution of the Regional Transportation Plan through a collaborative process • Develop and execute a robust communication and engagement strategy • Develop a new activity-based travel demand model • Maintain progress towards plan completion by November 2024 	<ul style="list-style-type: none"> • Community engagement underway • Planning process underway which includes the existing conditions and foundational analysis as well as the high-level scenario analysis • Travel demand modelling capability to support the in-depth system analysis in 2024-25

Partnerships and Projects

As a new organization, the JRTA will guide the development of a multi-year Regional Transportation Plan that will include a long-term outlook and implementation and funding plan. Recognizing that the region has already experienced significant growth over the past few years, emphasis is needed on identifying aligned work to date and funding opportunities to advance key early win projects.

The TAB partners each have a wealth of transportation planning knowledge and experience and have existing plans, strategies, and studies that can be leveraged. Several initiatives are currently underway, be it in planning or design, while others are on the verge of implementation. Progress on existing initiatives and advancing early wins is key to building momentum around this collaborative forum and at the same time help address current transportation issues.

Initiatives	Expected Outcomes
<ul style="list-style-type: none"> • Continue to champion regional collaboration to identify and support the implementation of regional transportation projects • Support the analysis, prioritization, and activation of key partner projects, including the pursuit of funding support 	<ul style="list-style-type: none"> • Clear decision-making criteria for project prioritization • Early win partner projects are advanced

Budget Context

The JRTA budget is included in the budget estimates of the Department of Public Works and is outlined below:

Table 2 - Financial Summary

	Estimate 2022-2023	Forecast* 2022-2023	Estimate 2023-2024
REVENUES			
Provincial Funding	\$2,000,000	\$1,800,000	\$2,000,000
TOTAL REVENUE	\$2,000,000	\$1,800,000	\$2,000,000
EXPENSES			
Salaries and Benefits	\$540,000	\$540,000	\$860,000
General Operating Expenses	\$1,460,000	\$1,260,000	\$1,140,000
TOTAL EXPENSES	\$2,000,000	\$1,800,000	\$2,000,000
NET INCOME/(LOSS)	\$0	\$0	\$0

*Forecast as of January 2023

Appendix

Table A - Desired Outcomes for the Regional Transportation Plan

Area	Description
Future-Ready	A long-term planning horizon introduces significant uncertainty. Thus, the plan must identify infrastructure investments and a transportation system that can thrive in an uncertain future. The plan must also establish methods to monitor and respond to trends, technology, and changing socio-economic patterns to ensure regional transportation planning efforts can adapt over time.
Climate Resilient	The impacts from climate change are already being experienced. While the reduction of greenhouse gas emissions will be a major focus of the plan to support the mitigation of more severe impacts, climate change adaptation must also underpin all aspects of the plan to ensure the resulting transportation system and related infrastructure are resilient. Furthermore, the plan must support broader provincial and municipal efforts to protect natural assets and biodiversity as a critical element of climate resiliency by avoiding the siting of transportation infrastructure or encouraging housing and employment nodes in these areas.
Strategically Aligned	The study area (Figure 2: Preliminary Study Area) intersects numerous jurisdictional mandates. As such, the plan must serve to align interests and establish criteria to consistently evaluate recommended projects and actions to arrive at a cohesive regional transportation system. The plan is also anticipated to identify projects which require the pooling of resources among partner agencies or external funding support. Therefore, the plan must also identify and aim to align with existing and anticipated funding opportunities that can support plan implementation.
Action-Oriented	The plan's goals and actions will be guided by broader provincial and municipal policy goals but will be centered on the desired outcomes and needs developed in collaboration with the JRTA staff, partners, interest groups, and the public. To support a phased approach, the plan must include an implementation strategy with specific, achievable actions that are viable and feasible across a range of timescales: immediate (5-year), medium (10 to 15-year), and long-term (20-year plus). The plan must also establish key performance metrics and methods to evaluate progress over time and identify an interim horizon to conduct a review of the goals and actions.

Table B - Regional Transportation Priorities

Area	Description
Safety	<ul style="list-style-type: none"> • Enhance the overall safety and security of the transportation system. • Identify initiatives at a regional scale that support the reduction and ultimate elimination of fatalities and serious injury from collisions, while prioritizing and enhancing protection for vulnerable users (e.g., pedestrians and cyclists). • Explore initiatives to enhance emergency preparedness.
Mobility	<ul style="list-style-type: none"> • Advance multimodal transportation planning and transportation choice through consideration of all modes of transportation within the region. • This includes the movement of people (walking/rolling, cycling, buses, ferries, trains, vehicles) and goods (trucks, trains, ships, planes) as well as the associated infrastructure (streets, active transportation facilities, highways, bridges, rail corridors, ports - marine, ground, air). • Explore a combination of conventional measures that may not have been implemented within the study area to date, as well as innovative measures which may not have been studied to date.
Goods Movement	<ul style="list-style-type: none"> • Evaluate goods movement throughout the region, including the adequacy of truck routes, and freight corridors under both existing and future uses, to ensure support of the region’s growing economy. • Develop a strategic goods movement network for the region, including associated requirements for those corridors. • Consider both national and global markets and the influences on regional goods movement.
Higher Order Transit	<ul style="list-style-type: none"> • Explore new or alternative transportation options, including higher order transit concepts (i.e., bus rapid transit, ferries, rail, other future solutions) and under what conditions they may become viable, and timeframes it may be beneficial to implement them. • Consider the relationship between conventional and community transit service operating within the study area (Figure 2: Preliminary Study Area) and any new higher-order transit concepts, in particular the importance of these existing systems and service types.
System Efficiency & Strategic Investments	<ul style="list-style-type: none"> • Identify opportunities to maximize the efficiency of the existing transportation system. • Explore integrated technologies to support greater system efficiencies. • Recognizing that not all growth will be accommodated within the existing infrastructure capacity, identify the most strategic and cost-effective options to bring new infrastructure online in an environmentally and financially sustainable way to optimize investments and support the region’s growing population and economy.

Area	Description
<p>Transportation & Land Use Integration</p>	<ul style="list-style-type: none"> • Advance the integration between land use and transportation planning. • Review strategic growth areas in Halifax and surrounding municipalities, housing development, industrial and employment nodes, and the placement of health and education institutions and key destinations. • Identify new potential growth areas that can accommodate the anticipated development as well as areas to be protected (e.g., natural, community, agricultural, resource, and cultural assets). • Determine the most sustainable transportation system that best supports the identified growth areas and development patterns. • Recommend preferred development patterns that support and reinforce the achievement of the preferred future transportation system and broader provincial goals related to climate, health, well-being, and quality of life. • Inform and help guide future provincial and municipal plans (where appropriate).
<p>Technology & Innovation</p>	<ul style="list-style-type: none"> • Assess societal and technological changes, including disruptive technologies like connected and automated vehicles, among others that may have a significant influence on the region’s transportation system. • Identify policies and investments to better prepare the region for these types of changes, including consideration of those being effectively incorporated in other jurisdictions.
<p>Corridor Preservation</p>	<ul style="list-style-type: none"> • Identify, evaluate, and proactively preserve key corridors (including freight corridors) that serve a critical regional function, or act as key or redundant links between nodes or modes. • This will include the identification of where higher-order transit and road infrastructure may be necessary to complete gaps in the system/network, support goods movement, serve new developments or meet projected demand where it cannot be reasonably addressed through other modes.

BUSINESS PLAN

2023-2024



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Message from the Chair

I am pleased to present the Crop and Livestock Insurance Commission's (Commission) business plan for the 2023–2024 fiscal year on behalf of the Board of Directors and staff. The 2023 growing season will mark the Commissions' 55th year offering crop insurance to Nova Scotia's agriculture industry and 45th year offering livestock insurance. We are proud of our long history of offering crop and livestock insurance products that help reduce the uncontrollable risks associated with the agriculture industry.

Post Tropical Storm Fiona in September 2022 highlighted the need for solid risk management strategies and an ongoing need to build resiliency in the face of climate change. The Commission is committed to reviewing insurance plans through the lens of climate change to ensure products are adaptive and responsive to industry needs.

The 2023-2024 year will be the first year of the Sustainable Canadian Agriculture Partnership, a new five-year, Federal/Provincial/Territorial policy framework. With this new agreement in place for the next five years, the Commission will continue to offer AgrilInsurance and is positioned to support the Minister of Agriculture's mandate to increase the amount Nova Scotia consumers spend on locally produced food by providing an effective business risk management tool.

Original Signed by

John Vissers
Chair

Peggy Weatherbee
Director, Business Risk Management

Key Areas of Focus for 2023 - 2024

1. Customer Service Excellence

- Undertake measures to improve and build on our client services by focusing on client needs.
- Proactively promote and market AgrilInsurance as a key business management option for agricultural producers in Nova Scotia.
- Improve client access to information through an expanded online presence including a new website, text options, and social media.

2. Program Expansion and Enhancements

- Support the Minister of Agriculture's mandate of encouraging local food consumption, with the goal of 20% of the money spent on food by Nova Scotians being spent on locally produced food by 2030 by providing an effective business risk management tool.
- Consult with industry groups to review the effectiveness of existing insurance plans and policies with the aim of improving insurance plans to meet client's changing needs.
- Work with industry clients on the development of new insurance plans and options such as including grape vines in addition to grapes and other horticultural crops.
- Engage with industry and actuaries to review and implement revisions to the poultry plan to reduce industry's administrative burden.
- Consult with industry and other Maritime provinces on the feasibility of livestock price insurance products.

3. Administrative Priorities

- Invest in the success of our people by identifying areas of potential growth and opportunities for cross training and employee development.
- Recruit new Board members to complement existing members industry expertise and knowledge.
- Review the Commission's administrative and IT processes using a Lean Six Sigma approach.
- Continue to explore the modernization of the information technology infrastructure.

4. Sustainable Canadian Partnership Agreement (SCAP)

- Review the Commission’s administrative and IT processes using a Lean Six Sigma approach.
- Work with industry and actuaries to start developing a premium rate methodology to recognize farming practices that reduce production risks and are beneficial to the environment.
- Engage with actuaries to re-certify the insurance plans offered by the Commission for the next five program years.

Financials

The Commission budget is included in the budget estimates of the Department of Agriculture. The Canadian Agricultural Partnership provides for reimbursement of 60 percent of the administrative costs (includes staffing costs) related to AgrilInsurance and Wildlife Compensation. Insurance premiums are cost shared by producers (40 percent), the federal government (36 percent), and the provincial government (24 percent) and are administered directly by the Commission. The province provided producers with a 10% premium reduction in 2020-2021, 2021-22 and 2022-2023 effectively changing the cost share for producers to 36 percent and province to 28 percent. Only the provincial premium contributions are included in Department of Agriculture budget figures.

Table 1. Estimate of Income and Fund Balances

	Authority 2022-23 (\$ 000)	Forecast 2022-23 (\$ 000)	Budget 2023-24 (\$ 000)
Revenues			
Insurance Premiums paid by Clients	891	1369	1540
Insurance Premiums Contributed by Govt. (Canada)	748	1377	1386
Wildlife Compensation Payments (Canada)	150	66	60

Nova Scotia Crop and Livestock Commission Annual Business Plan 2023-2024

	Authority	Forecast	Budget
	2022-23	2022-23	2023-24
	(\$ 000)	(\$ 000)	(\$ 000)
Insurance Premiums Contributed by Govt. (Nova Scotia)	491	1063	924
Wildlife Compensation Payments (Nova Scotia)	100	44	40
Interest Income	24	200	200
Total Revenues	2404	4119	4150
Expenses			
Indemnity Claims	2157	2950	3850
Wildlife Compensation Payments	250	110	100
Reinsurance premiums	0	0	0
Bad Debt Expense	5	5	5
Total Expenses	2412	2065	3955
Net Income from Insurance Activities	-8	1054	195
Reinsurance Advances			
Federal	0	0	0
Provincial	0	0	0
Total Reinsurance Advance	0	0	0
Net Income	-8	1054	195
Crop and Livestock Insurance Fund Balance			
Beginning of Year	7577	8341	9395
End of Year	7569	9395	9590
Administrative Expenses			
Government Contributions (Canada)	624	684	684
Government Contributions (Nova Scotia)	434	456	456
Total Administrative Expenses	1058	1140	1140

	Authority	Forecast	Budget
	2022-23	2022-23	2023-24
	(\$ 000)	(\$ 000)	(\$ 000)
Net Govt. Expenditure			
Canada (Premium + Administration)	1522	2127	2130
Nova Scotia (Premium + Administration)	1025	1563	1420
Total Program Expenditure	2547	3690	3550





NOVA SCOTIA
FARM LOAN BOARD

2023-2024

Business Plan

Nova Scotia Farm
Loan Board

**Dedicated
agriculture
financing.
It's all we do.**

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Nova Scotia Farm Loan Board Business Plan 2023-2024

Nova Scotia Farm Loan Board March 2023

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Message from the

Board Chair and Executive Director



We are pleased to present the 2023-24 business plan for the Nova Scotia Farm Loan Board (NSFLB).

NSFLB is a critical source of financing for the Nova Scotian agriculture and agri-food sector with investments in approximately 400 local enterprises. As the board has progressed through the early years of its second century of operations, demand for our services has hit record levels.

Building on two years of record lending, NSFLB will continue to be a reliable partner providing stable, long term, affordable, customized lending solutions. These investments support food security, local production and processing capabilities, and innovative solutions to minimize environmental impact and ensure the sustainability of the food sector in Nova Scotia.

NSFLB strives to be cost neutral to the Province over the long term and any excess income is returned to the province. NSFLB rigorously evaluates loan applications to ensure we are making responsible investment decisions

based on sound business cases that will drive sustainable economic growth for the province. Planned investments for the year are budgeted at \$60 million.

Ongoing supply chain and pandemic issues over the last number of years have increased the importance of local production and processing capacity along with food security. NSFLB is an active participant in discussions on how to overcome these collective challenges with our government, crown corporations, and industry partners. We look forward to adapting and developing our lending programs to support the Department of Agriculture's efforts in these areas.

During 2023-24, NSFLB will look for strategic opportunities where the board can play a bigger role in supporting development, with an eye to diversifying into commodities where we may be underrepresented. NSFLB will pursue new strategies to assist in meeting the Department of Agriculture's mandate and priorities while continuing to be an important

source of capital in rural Nova Scotia.

NSFLB directors have varying backgrounds in agriculture and business. We understand the impact of the board and the importance of our service to our clients and the larger agriculture community within the province. Our directors and seasoned group of professional staff are proud to be able to provide truly local financing solutions to our local producers and processors.

Danny Phinney
Chair of the Board

Jennifer Thompson
Executive Director



About

The Farm Loan Board



Background

NSFLB provides responsible, fair, and affordable access to capital to support growth, innovation, and sustainability in the agriculture, food and beverage, and forest industries.

NSFLB is committed to supporting established enterprises, while also providing opportunities for new entrants and innovators in the processing sector. Loan terms, amortizations, and payment schedules are individually structured, to meet the specific needs of the client and their operation.

The NSFLB's board is made up of Nova Scotia residents, corporate or community leaders, who understand the agriculture and/or agri-food business climate in the province and its importance to communities, workers, and the economy.

NSFLB is a critical source of capital for a sector primarily based in rural Nova Scotia. This capital is used to purchase farmland, equipment, and to build and expand facilities and processing capacity to name just a few areas of focus. The NSFLB believes that the entire province benefits from investments in innovative methods to expand seasons, improve efficiencies, and improve yields of food production.

NSFLB also serves the forestry sector through the Nova Scotia Timber Loan Board (NSTLB).



Nova Scotia Timber Loan Board

NSTLB was established in 1965 to support rural business development by providing access to capital through lending programs designed for the forestry sector. New regulations adopted in 2020 mean NSTLB can provide long-term, competitive, stable, developmental financing with improved lending terms and expanded eligibility.

The goal of NSTLB is to provide flexible lending solutions to assist with development, innovation, and adaptation, with a focus on continued growth of a sustainable forestry sector in the province.

NSFLB is responsible for lending under NSTLB and is pleased to have a dedicated forestry representative on the board. The board will look to build on the interest and momentum surrounding NSTLB in the coming fiscal year.

Crown Lending Agencies

The operational functions of NSFLB are administered by the Crown Lending Agencies division of the Nova Scotia Department of Agriculture. The team consists of a dedicated team of loan officers and loan administrators supported by risk management and finance teams. Together, the division supports the operations of NSFLB and its sister boards – NSTLB and Nova Scotia Fisheries and Aquaculture Loan Board.

Board of Directors

- **Danny Phinney**
Chair
- **Andy Vermeulen**
Vice-Chair and Audit Committee
- **Steve Brown**
Director and Forestry Representative
- **Jack Hamilton**
Director
- **William Versteeg**
Director and Audit Committee



Mission

NSFLB builds on the success of agricultural primary production and related value-added processing in Nova Scotia by providing lending opportunities to grow, innovate, and succeed.

Vision

To be a preferred and trusted lender for the development of agriculture and food and beverage processing in communities throughout Nova Scotia.

Mandate

The mandate of NSFLB is to support the breadth of Nova Scotia's agricultural industry through the provision of capital financing. It operates as a Crown corporation under the *Agriculture and Rural Credit Act*. This Act provides authority to the NSFLB to make loans to, or guarantee loans of, a borrower for acquiring or improving any farm asset, including livestock, machinery and equipment. Regulations made under the Act govern the terms and conditions of loans provided by the NSFLB.

Established under the *Forests Act*, the NSTLB also serves the forest industry by providing loans to, or guarantee loans of, a borrower for any purpose which will encourage, sustain, improve, or develop the forestry industry in the province. Regulations of the NSTLB, which govern terms and conditions of credit provided, are made under the *Forests Act*.



Alignment

with Department Mandate and Priorities

Examine policies and programs to reduce costs of healthy foods for consumers, in acknowledgment of the barriers in cost to eating healthy.

NSFLB will provide innovative, competitive, long term fixed rates to Nova Scotian producers and processors. This provides stability and predictability to our food sector. This is an important factor in cash flow management for many operators. Flexible repayment terms can be arranged to allow for expansions and seasonality of crops.

Support and encourage local food consumption, with the goal of 20% of the money spent on food by Nova Scotians being spent on locally produced food by 2030.

NSFLB will expand on our marketing efforts to local producers, including specific areas of the province underrepresented in the portfolio, to ensure awareness of the board's services. The board will also work to expand outreach and diversification efforts into underrepresented commodities where we see opportunities for development. The NSFLB's continued support of the community pastures program and work to optimize pasture productivity will help efforts to maximize local food consumption.



Lead efforts to determine how to reach the 20% target stated above, through policies and infrastructure that support getting more local, healthy food into our public institutions and facilitate the relationship between agriculture and these types of institutions.

NSFLB will look at opportunities to develop and finance infrastructure and technologies related to season extension, improved yields, processing capacity and storage to expand availability of local products.

Lead the development of policies that encourage local consumption by the public, in alignment with the Nova Scotia Loyal plan.

A key part of driving local consumption is to ensure there is an abundant supply of locally grown and produced food products throughout the year. NSFLB is investing in season extension technologies such as solar and environmentally friendly heating, storage solutions, and processing capacity here in Nova Scotia to help meet the supply needs as demand for local products grows.



Areas of Focus

for 2023-2024



Focus on Clients

Outreach and Engagement Activities

The global pandemic and its related restrictions had a major impact on our ability to engage with clients at their place of business and saw many opportunities like trade shows and conferences suspended. NSFLB will work to take advantage of reduced restrictions to engage with our clients in person while also working to establish a social media presence to extend our reach.

Focus on People

Professional Development

Another loss of the pandemic was a drastic reduction in the ability for staff and board members to engage in skills development. NSFLB will conduct in person board development up to two times in the coming year to ensure board directors have the governance and technical skills they need. Management will also be working to establish a regular schedule of staff development opportunities on a quarterly basis on a variety of topics.

Board Development

NSFLB will undertake initiatives to improve board recruitment efforts with an aim towards having the Board reflect the diversity of Nova Scotia. The NSFLB will develop and implement a board recruitment strategy that will support succession planning and effective board representation.



Focus on Development

Portfolio Diversification

NSFLB will review the portfolio to determine where there may be opportunity to grow and diversify our exposure by both commodity and geographically. Blueberry and timber have established momentum that we will look to build on. We will also undertake a review of our approach to lending to both dairy and poultry producers to ensure we are offering competitive services to these sectors.

Value-added/Processing

NSFLB continues work to diversify into the processing sector. We believe a key to increasing consumption of local products is ensuring we have processing capacity within the province. NSFLB will continue to promote our ability to provide financing to Nova Scotia's agricultural based value-added processing sector for both new and existing businesses.



Community Pastures

NSFLB has eight community pastures throughout rural Nova Scotia that are used by the beef sector. To support the Department's objective of growing Nova Scotia's beef sector, NSFLB will continue to support good governance and effective pasture management on these community pastures. Specific focus will be given to ensuring community pastures remain operated by, and for, the benefit of Nova Scotian farmers.

Newcomers and Underrepresented Communities

NSFLB will explore new ways to reach newcomers and underrepresented communities and support them in establishing roots in the province's agriculture and agri-food economy. This will include partnering with other branches within the Department of Agriculture to support applicants from these communities in seeking financing from the NSLB.



2023-2024

Performance Measures



To monitor our success throughout the year and to support year-end accountability, the NSFLB will adopt the following performance measurements.

- Total portfolio principal. **(Baseline: \$220 million)**
- Change in lending over prior year. **(Baseline: 10 percent growth in portfolio)**
- Value of new loans advanced. **(Baseline: \$60 million)**
- Applications approved **(Baseline: 100 approvals)**
- Total number clients within the portfolio **(Baseline: 390)**
- Total number of loans within the portfolio **(Baseline: 600)**
- Percentage of loan portfolio in arrears **(Baseline: 3 percent or less)**
- Portfolio composition by sector. **Baseline below:**

Commodity	Percentage of Outstanding Loan Principal
Broilers	21%
Dairy	16%
Other	15%
Apples	12%
Blueberries	5%
Winery	5%
Greenhouse Floral	4%
Greenhouse Vegetable	4%
Mixed	3%
Mink	3%
Vegetable	3%
Forestry/Timber Mill	3%
Beef	2%
Grapes	2%
Strawberries	2%

- Approved loans to new entrants*
- Clean technology or energy efficiency projects supported*
- Value of funds leveraged from funding partners*

* Where baseline data does not yet exist, the NSFLB will develop methods of measurement in 2023-2024.



Capital Funds



**NOVA SCOTIA
FISHERIES & AQUACULTURE
LOAN BOARD**

2023-2024

Business Plan

**Nova Scotia Fisheries
and Aquaculture Loan Board**

**You see potential.
So do we.**

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Nova Scotia Fisheries and Aquaculture Loan Board Business Plan 2023-2024
Nova Scotia Fisheries and Aquaculture Loan Board
March 2023

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Message from the

Board Chair and Executive Director



We are pleased to present the 2023-24 business plan for the Nova Scotia Fisheries and Aquaculture Loan Board (NSFALB).

NSFALB is a critical source of financing for the Nova Scotia seafood sector with over 1,000 loans invested in approximately 750 local enterprises. Demand for the board's services hit record levels in recent years, growing in concert with export demand for Nova Scotia's premium quality seafood.

Since 1936, NSFALB has been dedicated to providing industry with stable, long-term, affordable, customized lending solutions to support investments in licences, vessels, equipment, and storage required for local harvesters and processors to be successful. In recent years, the board has moved to extend long-term fixed rate financing and expanded to support aquaculture, boat builders, and further processing capacity. NSFALB will continue to be a reliable partner focused on innovative solutions to support a sustainable fisheries sector in Nova Scotia.

NSFALB strives to be cost neutral to the province over the long term and any excess income is returned to the province to support investments in services and infrastructure for Nova Scotians. NSFALB's thorough processes ensure loan applications are fully reviewed and that the board is making responsible investment decisions on behalf of the province. All applications must be built on sound business cases that will support sustainable economic growth in the fisheries. For fiscal 2023-24, the board will invest up to \$60 million through its lending activities.

In conjunction with our government, crown corporations, and other industry partners, NSFALB is working to support innovation and sustainability in the fishery through financing new, more efficient vessels and adopting new equipment and technology. The board will also look to renew its offering to the aquaculture sector in the coming year as a means of increasing diversity in the portfolio.

NSFALB will also look to support the Department of Fisheries and Aquaculture's

Mandate as a source of capital to support responsible coastal development, new entrants to aquaculture, and the adaption of technologies to reduce the climate impact of the sector. In addition, NSFALB will work to support the efforts to increase local consumption of Nova Scotia products. NSFALB will be a partner in those discussions to determine how we can support increased domestic product availability, processing and storage from the fisheries and aquaculture angle.

The members of the board have varying backgrounds in fisheries and business. We understand both the impact of the board, particularly in rural Nova Scotia, and the importance of our product offerings to clients and Nova Scotia's economy. Our directors and group of professional staff are proud to be able to provide a locally designed financing solution to support our unique connection to the sea.

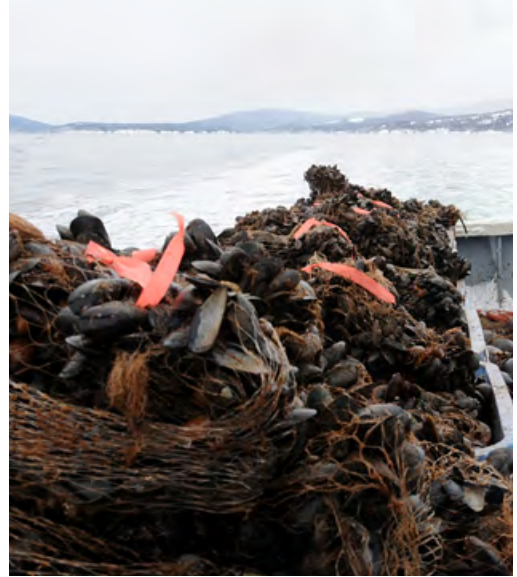
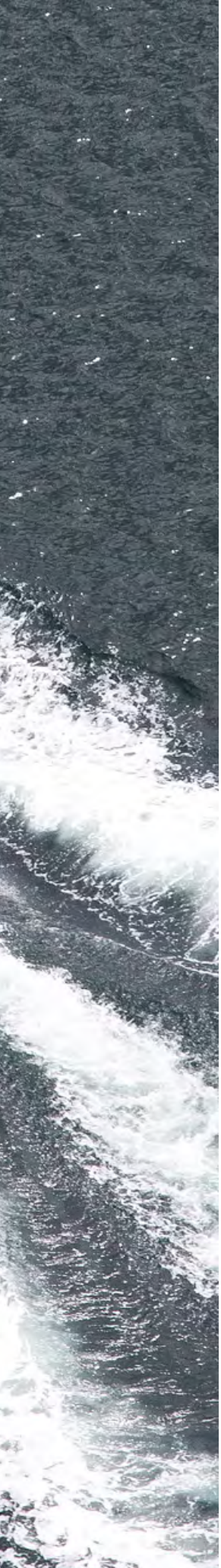
Robert Verge
Acting Chair

Jennifer Thompson
Executive Director

An aerial photograph of a white fishing boat with a blue cabin and deck, moving across dark water. The boat is leaving a white wake. Two people in yellow gear are visible on the deck. The number '152283' is printed on the side of the boat. A blue semi-transparent box is overlaid on the left side of the image, containing the title text.

About

**the Fisheries and
Aquaculture Loan Board**



Background

For 87 years, NSFALB has been supporting Nova Scotia's ocean economy by providing affordable and reliable access to capital to support growth, expansion, innovation, and more recently, sustainability to our seafood sector.

NSFALB has established multigenerational relationships in the province's fishing industry. We work hard to ensure we bring value to well established enterprises while also assisting with the transition of the fishery to a new generation. The board prides itself on the customization it can offer to clients – from open loans to closed terms, varying amortization options, and payment schedules to match seasons and cash flow. Loan officers work to gain an understanding of the client's operations and how we can help them action their vision for success.

Our Board of Directors is made up of Nova Scotians who are corporate or community leaders with varying backgrounds connected to the industry. They uniquely understand the fisheries and aquaculture business in Nova Scotia and the importance of the board to our coastal communities.

NSFALB is an important source of capital for a sector primarily based in rural Nova Scotia. The board uniquely offers extended amortizations and customized repayment terms that can't be found elsewhere to ensure our clients are set up for success. Our capital investments are used to assist with the purchase of new and used vessels, licences, gear, processing, and storage equipment – to name just a few. The board believes that the entire sector can benefit from investments in innovative methods to improve efficiencies and sustainability and increase processing capacity. Financing with the NSFALB ranges from as low as \$3,000 to millions of dollars, with no upward limit on the value of loans; however, Executive Council approval is required for applicants entering NSFALB indebtedness of more than \$5 million.



Crown Lending Agency

The operational functions of NSFALB are administered by the Crown Lending Agencies division of the Nova Scotia Department of Agriculture. The team consists of a dedicated team of loan officers and loan administrators supported by risk management and finance teams. Together, the division supports the operations of NSFALB and its sister boards – Nova Scotia Farm Loan Board and Nova Scotia Timber Loan Board.

Directors

- **Robert Verge**
Vice-Chair and Acting Chair
- **Sean Borden**
Director
- **Nathan Boudreau**
Director and Audit Committee
- **Claude Poirier**
Director and Audit Committee
- **Matthew Tapper**
Director
- **Donna Upham**
Director
- **Fanel Vasile**
Director



Mission

NSFALB builds on the success of Nova Scotia's fishing, aquaculture, and seafood industry by providing lending opportunities to business enterprises seeking to expand, grow, innovate, and succeed.

Vision

To be a preferred and trusted lender for those involved in and directly supporting the fishing, aquaculture, and seafood industries in communities throughout Nova Scotia.

Mandate

The mandate of NSFALB is to support the fisheries, aquaculture, and seafood industry through the provision of capital financing. NSFALB operates as a Crown Corporation established under the *Fisheries and Coastal Resources Act*, which provides authority to NSFALB to make loans to, or guarantee loans of, a borrower for any purpose which will encourage, sustain, improve, or develop the fishing and aquaculture industries in Nova Scotia. Regulations made under the *Fisheries and Coastal Resources Act* govern the terms and conditions of loans provided by NSFALB.



Alignment

with Department Strategic Framework and Priorities

The NSFALB provides essential support and services to Nova Scotia's fishing, aquaculture, and seafood industry, and this, in turn supports the Department of Fisheries and Aquaculture to achieve its vision, strategic framework and priorities in the following ways:

- **Environmental Stewardship and Climate Change:**

NSFALB can support harvesters, processors, and aquaculture operators in their transition to more environmentally sustainable operations by financing new efficient equipment and technology.

- **Diversity, Equity, and Inclusion:**

NSFALB will review policies, procedures, and lending program offerings through a lens of diversity, equity, and inclusion, to identify areas where NSFALB can support newcomers to the seafood sector. Furthermore, the NSFALB will aim to increase the diversity of its members.

- **Operational Excellence:**

NSFALB will continue internally led efforts to review processes and procedures to ensure that loan applications are fully processed in accordance with legislative, regulatory, and policy requirements while striving for improved turnaround times and client service.



- **Coastal Classification System and Sustainable, Low-Impact Aquaculture Regulatory Framework:**

NSFALB will serve as a source of capital for both new entrants and existing aquaculture operators to responsibly grow their business in alignment with the eventual coastal classification objectives and any changes to the aquaculture regulatory framework.

- **Innovation and Sustainable Growth of our Fishing and Seafood Processing Sectors:**

NSFALB can support the innovation and sustainable growth of harvesting, processing, and aquaculture sectors through financing the adoption of new technology, new processing equipment, and storage solutions.



Areas of Focus

for 2023-2024



Focus on Clients

Software System

NSFALB has been working for a number of years to build a business case to modernize the backend loan management system. 2023-2024 will see the board, in cooperation with its partner boards, undertake implementation activities.

Outreach and Engagement Activities

The global pandemic and its related restrictions had a major impact on our ability to engage with clients at their place of business and saw many opportunities like trade shows and conferences suspended. NSFALB will work to take advantage of reduced restrictions to engage with our clients in person while also working to establish a social media presence to extend our reach.

Focus on People

Professional Development

Another loss of the pandemic was a drastic reduction in the ability for staff and board members to engage in skills development. NSFALB will conduct in person board development up to two times in the coming year to ensure board directors have the governance and technical skills they need. Management will be working to establish a regular schedule of development opportunities on a quarterly basis on a variety of topics that may be of interest to staff.



Board Development

NSFALB will undertake initiatives to improve board recruitment efforts with an aim towards having the Board reflect the diversity of Nova Scotia. The NSFALB will develop and implement a board recruitment strategy that will support succession planning and effective board representation.

Focus on Development

Portfolio Diversification

NSFALB will review the portfolio to determine where there may be opportunity to grow and diversify our exposure by species, geographically, and in supports like vessel construction and processing. We will also undertake a review of our approach to lending to aquaculture operators to ensure we are offering competitive services to the sector.



Value-added/Processing

NSFALB continues work to diversify into the processing sector. We believe a key to increasing consumption of local products is ensuring we have processing capacity and storage capacity within the province. NSFALB will continue to promote our ability to provide financing to Nova Scotia's seafood based value-added processing sector for both new and existing businesses.

Newcomers and Underrepresented Communities

NSFALB will explore new ways to reach newcomers and those historically excluded from the seafood industry and support them in establishing roots in the province's seafood economy.



2023-2024

Performance Measures



To monitor our success throughout the year, the NSFALB will adopt the following performance metrics which will inform future accountability reporting:

- Total portfolio principal (**Baseline: \$299 million**)
- Increase in lending over prior year (**Baseline: 13 percent**)
- Value of new loans advanced (**Baseline: \$60 million**)
- Applications approved (**Baseline: 190**)
- Total number clients within the portfolio (**Baseline: 740**)
- Total number of loans within the portfolio (**Baseline: 1025**)
- Approved loans to new entrants (**Baseline: 8**)
- Portfolio composition by sector. **Baseline below:**

Commodity	Percentage of Outstanding Loan Principal
Licences	52%
New Boat	25%
Used Boat	18%
Aquaculture	1%
Boat Shop	1%
Conversion/Modification	1%
Freezer	1%
Other	1%
Diesel Engine	0%

- Percentage of loan portfolio in arrears (**Baseline: 3 percent or less**)
- Clean technology or energy efficiency projects supported*
- Value of funds leveraged from funding partners*

* Where baseline data does not yet exist, the NSFALB will develop methods of measurement



Capital Funds



2023-24 CROWN CORPORATION BUSINESS PLAN

January 2023

Nova Scotia Gaming Corporation
1601 Lower Water Street, Suite 501
P.O. Box 1501
Halifax, NS B3J 2Y3
www.gamingns.ca

Phone: (902) 424-2203
Fax: (902) 424-0724

Message from the Minister

I am pleased to present the Nova Scotia Gaming Corporation (NSGC) Business Plan for 2023-24. The Plan focuses on the Province's commitment to offer an industry that is well regulated, and provides socially responsible gaming to Nova Scotians.

In July 2022, Government announced changes for NSGC, as a result of its review of Crown corporations, which integrates NSGC staff into the Department of Finance and Treasury Board to improve efficiencies and bring Nova Scotia in line with other Atlantic Provinces. These changes were effective December 1, 2022. NSGC's mandate to conduct and manage regulated gaming in Nova Scotia remains. All of the net income from NSGC is returned to the government to fund priority programs and services for Nova Scotians.

The Support4Sport program will continue to be supported by NSGC.

NSGC's Plan for 2023-24 highlights its strategies to achieve responsible economic returns in an environment where there is increasing competition from both regulated and non-regulated gambling options. NSGC remains committed to offering Nova Scotians a socially responsible and economically sustainable regulated gaming industry.

Respectfully submitted,



The Honourable Allan MacMaster
Minister, Finance and Treasury Board
Minister responsible for Part I of the *Gaming Control Act*



Kelliann Dean
Deputy Minister, Finance and Treasury Board

Organization Mandate

The Nova Scotia Gaming Corporation (NSGC) is responsible for conducting and managing regulated gambling in the province. NSGC is a Crown corporation governed by Part I of the *Gaming Control Act*, charged with leading a viable and socially responsible gaming industry for the benefit of all Nova Scotians. Department of Finance and Treasury Board staff support the NSGC.

NSGC's role is to ensure gambling in Nova Scotia is socially responsible while making reasonable profits for the government. In performing this role, staff will continue to oversee the gaming operators, Atlantic Lottery Corporation (ALC) and Casino Nova Scotia (CNS), who carry out the day-to-day business. The Government, and ultimately the people, of Nova Scotia are the shareholders and owners of the industry.

The public demands that government offer regulated gambling in a socially responsible manner. Nova Scotians have the right to expect the highest ethical standards, integrity, and social and fiscal accountability from those who manage the industry. Corporate social responsibility is a critical part of offering trusted and entertaining gaming experiences and being socially responsible means giving players the information they need to play responsibly, ensuring the integrity of the industry, and giving back to the people of Nova Scotia.

Core Responsibilities and Services

Regulated gaming contributes to the Province in a number of notable ways. While the economic benefits are substantial, managing the business in a socially responsible manner is a primary objective.

Each year, 100% of NSGC's profits go back to the Province and provide major benefits to Nova Scotians through the funding of programs and services including education, transportation and healthcare. In 2023-24, NSGC will provide \$174.8 million to the Province to fund vital programs and services. The industry also creates and supports employment for more than 500 people and will add more than \$36.4 million in retail commissions to local businesses.

NSGC will continue to achieve its core mandate in the following ways:

Responsible Industry Development

Initiatives will continue to be developed that provide a balanced and socially responsible industry that is sustainable and benefits all Nova Scotians through:

1. *Policy and Planning* – Manage the business to provide value to Nova Scotians and ensure the business and strategies are aligned with the Province's goals for gambling.
2. *Responsible Product Implementation* – Make evidence-based decisions in assessing changes to products and environments in which they are offered.
3. *Social Responsibility* – Lead healthy play and continue to be among the most socially responsible jurisdictions in the world. Nova Scotia will continue to offer healthy play programs that promote awareness, education and informed choice for all Nova Scotians.

Operations Management

Continue to effectively manage the regulated gaming businesses: ticket lottery, video lottery and casino operations in Halifax and Sydney. There are three aspects of this activity:

1. *Operator Management* – Oversee Nova Scotia's gaming operators (i.e., ALC and CNS) to ensure there is strategic alignment with Nova Scotia's goals and that projects are completed as planned. NSGC is responsible for the conduct and management of regulated gaming in the province and ensures the Operators offer products that are socially responsible in an environment of security and integrity.

2. *Risk Management and Quality Control* – Proactively manage risks and employ effective quality control of the day-to-day activities and the business environments.
3. *Compliance Management* – Ensure operations conform to legislation, regulations, contracts and policies. Careful oversight of operations ensures the industry is managed to the highest standards of integrity, public confidence and security.

Status of 2022-23 Activities

Nova Scotia ended its COVID-19 state of emergency on March 21, 2022. Since then, results have rebounded to pre-COVID levels and are exceeding budget. The casinos especially are seeing stronger results and Nova Scotia continues to see a shift in consumer behaviour towards online play. Some of the highlights in each area include:

Casinos: The casinos in Halifax and Sydney are seeing a stronger post-pandemic recovery than expected and results have been over budget as the business remains strong.

Ticket Lottery: There is growth in online sales for both traditional ticket lottery and new online games as more players convert to the online space. Online casino-style games (i.e., iCasino) was launched in July 2022.

Video Lottery: Video lottery is a mature business line and has remained a stable source of revenue for the Province.

Healthy Play: Healthy play programs remain a priority for Nova Scotia. Initiatives completed in 2022-23 included:

- ▶ The continuation of a year-round campaign promoting improved gambling literacy;
- ▶ Gambling Literacy Awareness Week;
- ▶ Updating of the Healthy Play Training at Casino Nova Scotia; and,
- ▶ Continued implementation of the Responsible Gambling Assessment Program to ensure all games, promotions and materials are evaluated prior to launch.

2023-24 Strategic Goals and Priorities

Nova Scotia aims to offer a gaming industry Nova Scotians are proud of and enjoy, while being a major contributor to the economy, communities and good causes. There are four goals related to this activity:

Goal #1: Provide exceptional value through its offerings to achieve responsible revenue and profits

Responsible returns to the Province will be achieved by using sustainable business models and fulfilling a commitment to integrity and security. Decisions will be evidence-based and healthy play will be incorporated into the design, delivery, promotion and use of gaming products.

Priorities

In striving to generate responsible economic returns, focus will be placed on the following priorities in 2023-24:

Casinos – CNS continues to build on a successful post COVID-19 recovery and plans to focus on enhanced marketing offerings and the rollout of a new player rewards program. Access to the Halifax casino may be affected as the Cogswell Interchange project is expected to continue; however, mitigation plans have been developed to lessen the impact.

Ticket Lottery – Ticket lottery is Nova Scotia's most mature business line and most of the future growth will come from improvements to the online experience. In 2023-24, ALC will leverage the investments made over the past number of years and the shifting customer behaviour to offer new games, make improvements to the retail experience and the strategic focus is to better align with the needs of shifting demographics while continuing to maintain and appeal to the broader consumer base.

Video Lottery – The focus for 2023-24 will include efforts to reconfigure VLT sites based on player expectations and experiences considering post COVID-19 player preferences.

Goal #2: Provide customers with products they want in an environment they expect

Deliver products that customers want, when, where, and how they want them by seeking input from players to make sound decisions on gaming in Nova Scotia.

Priorities

The plan for 2023-24 is to improve the player experience and expand the offering for those who choose to purchase lottery products online. ALC will strive to ensure that the transactional web portal and any player-facing components meet or exceed industry standards and the players' expectations. In addition, the online platform will continue to offer a safe and regulated environment in which to play, as well as providing harm-mitigation tools for those who choose to gamble online.

Goal #3: Lead healthy play (formerly responsible gaming)

The province will advance its social responsibility agenda by leading healthy play programs that provide Nova Scotians with the tools and information they need to make informed decisions. Gaming operators will promote positive play experiences, which require the industry to conduct business with an understanding of how its activities can impact others. NSGC's Social Responsibility Charter is integrated into its culture and commits stakeholders related to the regulated gambling industry to social responsibility.

Priorities

NSGC will work closely with the Office of Mental Health and Addiction and continue healthy play programs such as:

- ▶ Gambling Literacy Awareness Week as well as year-round messaging to improve gambling literacy;
- ▶ Responsible Gambling Resource Centres (RGRC) at both casinos;
- ▶ Access to healthy play information at both casinos for when the RGRC is not available;
- ▶ Healthy play training for ticket and video lottery retailers, casino staff, and gaming related employees; and,
- ▶ Evaluation of new products, initiatives and projects using the Responsible Gambling Assessment (RGA) Program.

Goal #4: Focus on Nova Scotians through excellence in corporate social responsibility

The people of Nova Scotia are the industry's valued customers, employees, neighbours, families, suppliers and business partners. Dedicated revenue and industry expertise will be leveraged to support good causes throughout the province and strong management and accountability will be provided by ensuring timely and complete communication to the media, public, and stakeholders when managing the business.

Priorities

NSGC will continue:

- ▶ *Support4Sport* – a dedicated lottery program that will raise funds to buy sports equipment, create recreation/participation programming for all ages, support performance training programs for competitive athletes, and hire coaches at all levels, making it the largest source of funding for amateur sport in the province.
- ▶ *Support4Culture* – a dedicated lottery program that will raise funds for arts, culture, and heritage in communities throughout Nova Scotia.
- ▶ *Support4Communities* – provides in-kind support and learning opportunities for charitable organizations in Nova Scotia. This includes fundraising seminars and licensed Monte Carlo fundraisers for charitable groups.

- ▶ Quarterly reports, an annual report, a Crown corporation business plan, a community report, fact sheets about NSGC programs and the gambling industry, and news releases will be made available via its website throughout the year.

Outcomes and Performance Measures

Outcome	Indicator(s)	Measure(s)	Baseline	Target 2023-24	2021-22 Strategies and Initiatives	Long-term Target 2026-27
Nova Scotia has an economically sustainable and socially responsible gaming industry.	The Province has a sustainable source of revenue from gambling to fund programs and services	Gross sales	5-year Average (2017-2022) \$448.0 million	\$507.2 million	Continue to provide relevant and engaging products to players in a safe and regulated environment	\$521.6 million
		Payment to Province	5-year Average (2017 to 2022) \$132.5 million	\$175.2 million	Ensure Operators are meeting business plan objectives	\$179.2 million
	Government reduced reliance on revenue from VLTs	Video Lottery as % of total provincial revenue	(2010-11) 0.91%	0.85%	Grow revenue from other business lines (e.g., Ticket Lottery)	0.85%
	Support small businesses across the province through commissions to retailers	Commission paid to retailers	(2010-11) \$39.8 million	\$36.4 million	Leverage new ticket and video lottery products and make further enhancements to the video lottery business model	\$37.5 million
Nova Scotia has a socially responsible gambling industry, players have the information they need to play responsibly, and games remain entertaining, safe and fun.	Nova Scotians are aware of appropriate healthy play behaviours	% of public that can cite two healthy play behaviours	(2019-20) 17%	20%	Execute healthy play and public awareness programs	25%
	Nova Scotians are aware of and support healthy play programs	% of public that support NSGC's commitment to healthy play	(2019-20) 87%	90%		90%
Nova Scotia's gambling industry is trusted and supported.	NSGC's response time to routine access request for information	% of routine access requests responded to within two business days	100%	100%	Employ sound operations management	100%
	Nova Scotians are in favour of regulated gambling	% support for regulated gambling	(2019-20) 63%	65%	Execute initiatives in the Corporate Social Responsibility Business Plan	65%

2023-24 Budget

	Estimate 2022-23 (\$ 000)	Forecast 2022-23 (\$ 000)	Estimate 2023-24 (\$ 000)
Sales			
Casinos	\$ 70,500	\$ 88,500	\$ 80,000
Ticket Lottery	278,500	281,100	300,200
Video Lottery	<u>124,200</u>	<u>123,700</u>	<u>127,000</u>
Total Sales	<u>473,200</u>	<u>493,300</u>	<u>507,200</u>
Cost of Sales	<u>317,200</u>	<u>322,100</u>	<u>329,000</u>
Gross Profit	<u>156,000</u>	<u>171,200</u>	<u>178,200</u>
Expenses			
Responsible Gambling Programs	7,300	6,900	6,700
Commitments to Community			
Programs	<u>10,400</u>	<u>10,300</u>	<u>10,800</u>
Total Expenses	<u>17,700</u>	<u>17,200</u>	<u>17,500</u>
Net Income	<u>138,300</u>	<u>154,000</u>	<u>160,700</u>
Casino Win Tax	<u>12,800</u>	<u>16,200</u>	<u>14,500</u>
Payment to Province	<u>\$151,100</u>	<u>\$ 170,200</u>	<u>\$175,200</u>

Description	2022-2023 Estimate (\$ 000)	2022-2023 Forecast* (\$ 000)	2023-2024 Estimate (\$ 000)
Opening principal	263,796	263,796	299,487
Add loan advances	60,000	66,000	60,000
Less repayments	(31,000)	(28,000)	(27,000)
Less principal written off	(-)	(-)	(-)
Closing principal	292,796	301,796	332,487
Provision for impaired accounts			
Opening provision	1,459	1,459	2,309
Less accounts written off	(-)	(-)	(-)
Additions (principal portion of bad debt expense +/- adjustments)	850	850	850
Closing allowance	2,309	2,309	3,159
Net portfolio at year end	290,487	299,487	329,328

*Forecast data from March 06, 2023

The operating costs of the Nova Scotia Fisheries and Aquaculture Loan Board are consolidated with the Nova Scotia Farm Loan Board and included in the Crown Lending Division of the Department of Agriculture. Interest costs and revenues related to the lending activities of the Board are reported through the Department of Finance and Treasury Board.



**NOVA SCOTIA
FISHERIES & AQUACULTURE
LOAN BOARD**

Office Locations

Truro - Head Office

Edward F. Lorraine Building
74 Research Drive
Bible Hill, Nova Scotia
B6L 2R2
902-896-4800

Kentville - Field Office

Kentville Agricultural Centre
32 Main Street
Kentville, Nova Scotia
B4N 1J5
902-679-6009

Yarmouth - Field Office

Harbourfront Place 101
3 Lovitt Street
Yarmouth, Nova Scotia
B5A 3C1
902-774-0102

falb@novascotia.ca

novascotia.ca/fishloan

**ANNUAL BUSINESS PLAN
FISCAL YEAR 2023-2024**



A NEW CHAPTER

CELEBRATING THE GOOD

At the NSLC, we take pride in providing Nova Scotians with exceptional customer service and the responsible sale of beverage alcohol and cannabis across our retail network and online. Our legislated mandate for beverage alcohol has remained the same since we opened our doors in 1930 but the way we operate our business has evolved. This mandate was broadened to include cannabis on October 17, 2018, when regulations under the federal Cannabis Act came into force.

Our anchor has always been our people. The 1800 Nova Scotians we employ are the heart of our business and the key to our success. We strive to create exceptional employee experiences, which we believe translate to exceptional customer service across all our touchpoints. We work hard to be an employer of choice, a leader in corporate social responsibility, and a committed and innovative partner to business and local industry.

Our customers tell us that they are pleased with the service we provide as we strive for excellence. We are proud of what we accomplished during our last five-year strategic plan.

Our people represent everything we are proud of and are responsible for generating all the good we do. For this reason, our current strategic plan and this annual business plan focus on our people, as well as our commitment to corporate social responsibility and meaningful customer experiences. We are determined to take the good we do to the next level by collaborating, learning more about how to better serve our customers, partnering with local industry, and looking for ways to share the good we do with the people of Nova Scotia.

OUR LEGISLATIVE MANDATE

As a Crown Corporation, we support Nova Scotians and the priorities of the Government of Nova Scotia by working together to contribute to economic growth, offering support to our large base of employees, and by providing exceptional and responsible customer service. We do this with fiscal sustainability and service delivery top of mind, while directing 100% of our profits to the Province of Nova Scotia, as our Shareholder, to support key public services.

Our legislative mandate is outlined in the Nova Scotia Liquor Control Act and Cannabis Control Act (CCA). Our role, as outlined in the Liquor Control Act (LCA), includes responsibility for the receipt, distribution, regulation and control of beverage alcohol in Nova Scotia. Safe and responsible distribution and sale of beverage alcohol, including the prevention of alcohol sales to minors, is fundamental to our mandate. The CCA gives us the authority purchase, possess, sell, and distribute cannabis.

LIQUOR CONTROL ACT (LCA) OBJECTIVES:

CUSTOMER: Attainment of acceptable levels of customer service

RESPONSIBILITY: Promotion of social objectives regarding responsible drinking

LOCAL: Promotion of industrial or economic objectives regarding the beverage alcohol industry in the province

FINANCIAL: Attainment of suitable financial revenues to government

PROVINCIAL CANNABIS CONTROL ACT (CCA) OBJECTIVES:

1. Promote social objectives respecting the responsible consumption of cannabis; and
2. Control and carry out the purchase, possession, distribution and sale of cannabis in accordance with the CCA

FEDERAL CANNABIS CONTROL ACT (CCA) OBJECTIVES:

1. Protecting the health of young persons by restricting their access to cannabis
2. Protecting individuals from inducements to use cannabis
3. Providing access to a quality-controlled supply of legal cannabis

OUR PURPOSE AND VISION

This annual business plan represents the fourth year of our current Strategic Plan (2020 - 2025), which is grounded in our Purpose and Vision. We focus our operations and efforts on fulfilling our mandated responsibilities, and by living our Purpose and Vision. As a Crown Corporation, we support Nova Scotians and the priorities of the Government of Nova Scotia: working together to contribute to economic growth, and providing opportunities for all Nova Scotians, all within an overall context of fiscal responsibility and service delivery.

OUR PURPOSE | OUR REASON FOR BEING

TO COME TOGETHER FOR
THE **GOOD** OF NOVA
SCOTIA.

OUR VISION | WHO WE ASPIRE TO BE

To be recognized as a trusted retailer, partner, employer, and responsible industry steward that is helping create a stronger Nova Scotia.

OUR VALUES | HOW WE ACT

- Knowledgeable
- Optimistic
- Responsible
- Respectful
- Engaged

THIS IS HOW WE WILL
**COME TOGETHER
FOR THE GOOD OF
NOVA SCOTIA**

OUR STRATEGIC PRIORITIES

We are embarking on the fourth year of our Strategic Plan in fiscal 2023-2024. The last three years have been shaped by the COVID-19 pandemic, which saw our service approach shift to place an increased priority on safety. In this context, we continue to be committed to delivering consistent and exceptional experiences for our customers. As always, we take our role as a responsible steward of beverage alcohol and cannabis sales in Nova Scotia seriously.

External forces continue to shape our business and the purchasing decisions of our customers, including expectations of how product is accessed in an era of personalization and convenience. This adds increased complexity to our business and challenges the status quo. Nova Scotia is faced with changing demographics and the shifting consumer preferences that come with that. We are tasked with understanding the evolving customer journey and finding new ways meet our customers' expectations. Our people are central to delivering on these expectations and upholding our social responsibility mandate. As a result, our focus will be to continue to support our people through the lens of our service standards: safety, care, connection, and efficiency.

CUSTOMER

We will be steadfast in our commitment to become a truly customer focused organization by building on the foundation of trust we have established through authentic retail experiences and our focus on corporate social responsibility. We will take a customer-centric approach and create moments of engagement across all channels while ensuring Nova Scotians can safely purchase the products they want, how they want. This starts with listening to our customers, working with our suppliers, and ensuring we provide meaningful information to our frontline teammates to drive exceptional customer experiences. How we continue to evolve to remain relevant to our customers is an opportunity with multiple solutions.

PEOPLE

We believe that the strength of our team will make it possible to deliver authentic, consistent, and exceptional customer experiences. We will empower our people to continue to build relationships with Nova Scotians by offering consistent, knowledgeable, reliable, safe, and responsible service. Supporting all employees through their entire employment life cycle will be a priority during the life of this plan. Ensuring our team members have the leadership, tools and support they need to succeed will continue to be a top priority.

RESPONSIBILITY

Our corporate social responsibility mandate is at the heart of the organization, and we commit to taking our programs and initiatives to the next level through authentic integration of our plans throughout our organization. Our retail team challenges more than two million customers for ID every year, helping to keep our products out of the hands of minors. We will work hard to support our customers in their celebration of life's moments and help them choose products responsibly. We will continue to support our province through an enhanced community investment strategy and further our commitment to environmental and industry stewardship for Nova Scotia. We will continue developing programs and initiatives our employees are proud of and to celebrate the good we do for our province in new and different ways.

LOCAL

The buy-local movement is now an embedded customer behaviour. We will continue to look for opportunities to engage and collaborate with local suppliers on an ongoing basis. By finding new and innovative ways to work together, sharing data and best practices, and by leveraging expertise, we will support them in our capacity as a retailer and enable Nova Scotians to buy products they love.

FINANCIAL

We will remain steadfast in our commitment to supporting our focus areas and making a positive impact in the communities we serve through partnerships, environmental stewardship, volunteering, supporting local industry, and by our financial contribution.

There's so much good to celebrate with our employees, customers and business partners and we plan to keep the good going.

CUSTOMER

Deepen our customer focus through a customer-first approach across the organization

We will continue to look at ways to evolve to meet customer needs so that we can move from a great in-store shopping experience to a great shopping experience in our customers' preferred channel. Our customer centric approach will be anchored in data, insights, continuously listening to our customers and linking our actions to our service standards.

STRATEGIES	ACTIONS	TACTICS
Improving how our customers shop with us	1. Offer Nova Scotians their preferred shopping experience to buy the products they love	Exploration of home delivery to our specialty assortment and other remaining categories Fulfillment strategy (physical and digital) assessment in support of an evolved channel strategy Testing and evaluation of merchandising, assortment, pricing, and shelf innovation in a single location to gauge receptivity from customers and teammates Agency channel shopping experience assessment and enhancements
Engaging with our Customers and People	1. Actively listen and respond to our customers and people to improve their NSLC experience	Coordinated and linked communication around our promotional period execution Internal communication strategy development and enhancements Research activities engaging both customers and team members as an integral part of strategic assessments

PEOPLE

Create exceptional employee experiences to drive exceptional customer experiences

Our people are the heart of what we do, why we do it and the key to our ongoing success. We will look for ways to support them through their employment lifecycle to create increased engagement, enabling them to better serve our customers. We are striving to be the employer of choice in Nova Scotia that demonstrates its commitment to its values and people.

STRATEGIES	ACTIONS	TACTICS
Build programs and a culture that attracts, develops, and retains talent & celebrates the contributions of our people	1. Support consistency of Service Standards	Further embed the service standards roadmap and implement foundations training
	2. Build leadership framework at the NSLC	Launch leadership framework
	3. Build a talent acquisition and retention strategy	Develop a talent marketing plan
	4. Provide HR tools to support a progressive people-centric organization	Continue SAP SuccessFactors implementation roadmap and stabilization
Create a Culture of Belonging	1. Establish a vision and roadmap for Inclusion, Diversity, Equity and Accessibility (IDEA)	Implement the IDEA action plan including the Accessibility Plan in accordance with the Provincial Accessibility Act
	2. Establish a vision and roadmap for Anti-racism and equity	Develop an anti-racism and equity plan in accordance with the Dismantling Racism and Hate Act

RESPONSIBILITY

Fully integrate corporate social responsibility (CSR) into our organizational DNA

We commit to enhancing our efforts and celebrating our commitment to our legislated mandate through continued engagement with our people, partners, and stakeholders across key areas of responsible consumption education, community investment and sustainability.

STRATEGIES	ACTIONS	TACTICS
Deepen CSR function across the organization and build ambassadorship among our people, customers, partners, and stakeholders	1. Identify meaningful points of engagement with our partners and throughout the organization	Maintain relationships and partnerships across the pillars of community, responsible retailing/consumption and sustainability through programs and initiatives
Celebrate the Good – demonstrate the value of the NSLC as a leading corporate citizen	1. Develop plan to Share the Good and execute, in alignment with our brand roadmap	Expand multi-year communication and marketing strategy to external channels
Balance social, environmental and business needs to create sustainable success	1. Define and align environmental sustainability commitment and goals and ensure integration into the organization	Implement Environmental, Social & Governance (ESG) program Development of an Energy Management Strategy
Clarify and evolve our role in the regulatory framework as a responsible steward of the Nova Scotia industry	1. Policy and Regulatory Modernization 2. Enhanced oversight	Evolution of local producer compliance program with a focus on information sharing and insights gathering to support policy development and ongoing compliance activities Updates to NSLC local producer policies

LOCAL

Engaging with our Local Industry

We commit to collaborating with local manufacturers and producers in a proactive and planned manner to help bring Nova Scotians the products they love.

STRATEGIES	ACTIONS	TACTICS
Enhance Local Partnerships	<ol style="list-style-type: none">1. Proactive and Planned Engagement2. Share information with suppliers about how to do business with the NSLC3. Ensure customers can purchase the products they love	<p>Continue the Local Engagement Strategy and Measurement framework</p> <p>Consistent and proactive communication through the Local Industry Committee and broader supplier community</p> <p>Enhance the identification of local products in our stores</p>

FINANCIAL

Deliver consistent returns to the people of Nova Scotia, while balancing our legislative responsibilities

We commit to managing the business efficiently and effectively, maximizing investments in our key focus areas and controlling expenses to the best of our ability to deliver \$1.2B in earnings over the five years of the strategic plan.

STRATEGIES	ACTIONS	TACTICS
Invest strategically in our technology and retail network to support the foundations of our business and positive customer and employee experiences	<ol style="list-style-type: none"> 1. Execute IT Roadmap foundational items 2. Execute retail network roadmap 	Continued implementation
Balance investments in our key focus areas with operational efficiency to drive ease of doing business & ensure consistent returns	<ol style="list-style-type: none"> 1. Enhance process improvement culture 	Focus on efficiency and process improvement for key initiatives
Enable business strategy across our key focus areas – Customer, People, Local and Responsibility	<ol style="list-style-type: none"> 1. Align our insights foundation and organizational focus on customer-first initiatives that drive sustainable profitability 2. Invest in developing our people and support them to drive exceptional customer experiences 3. Continue to strategically support Local industry through the NSLC's expertise 4. Continue to support corporate social responsibility initiatives 	Continued implementation

PERFORMANCE MEASURES

In order to manage our operations effectively, we monitor a core set of metrics called key performance indicators (KPIs), which ensure we stay focused on delivering on our business priorities. Our corporate KPI's and stated targets in our Five-Year Strategic Plan are shown below. We will be adding additional measures in support of Corporate Social Responsibility during the life of this plan to reflect a more holistic view of the business.

CUSTOMER

Customer Satisfaction:

2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Ongoing Target
83%	85%	89%	87%	86%	88%	88%	90%	90%	89%	89%	88%	90%	89%	92%	90%

PEOPLE

Employee Engagement:

2003	2005	2008	2011	2013	2015	2017	2019	2021	Ongoing Target
75.8%	76.6%	73.7%	72.8%	76.0%	76.3%	76.1%	79.1%	72.0%	80%

RESPONSIBILITY

We Check Compliance:

Through our partner We Check, we conduct regular mystery shops to ensure our people are meeting our standards for responsible sales.

FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19*	FY20	FY21	FY22	Ongoing Target
44%	42%	64%	72%	74%	85%	87%	87%	91%	90%	86%	91%	91%	87%	90%

*FY19 and onwards includes cannabis

LOCAL INDUSTRY

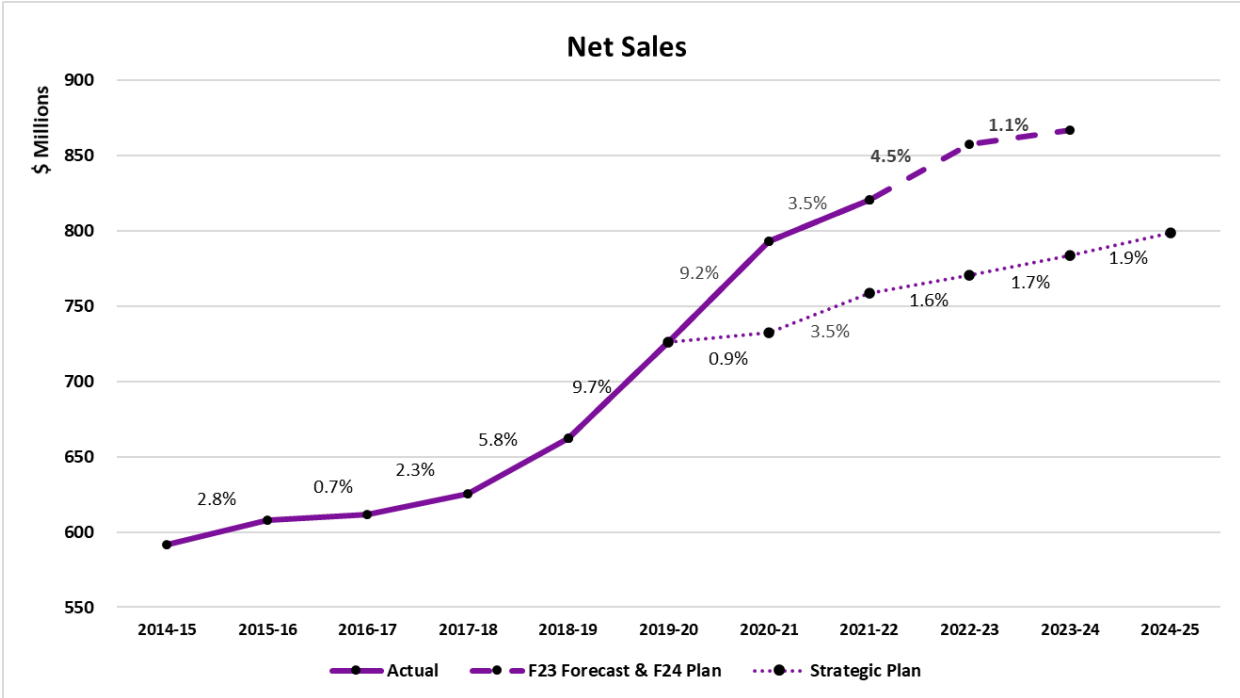
Local Engagement:

We measure both formal and informal engagements with local industry where we consistently and proactively provide information to local suppliers regarding the NSLC and seek feedback on topics that may impact them.

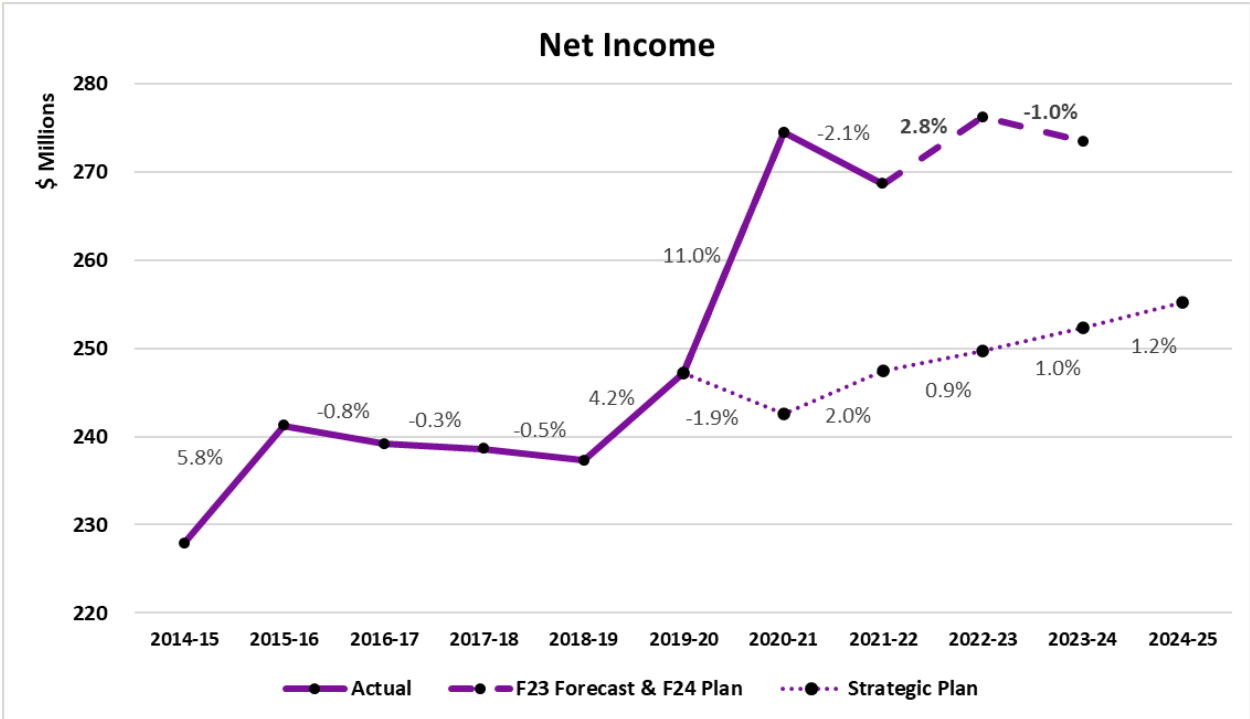
Access and Representation:

In order to provide access and representation of products that our customers love to buy, we currently dedicate increased product listing to local products versus the share of sales they represent at the NSLC. We expect to continue this approach for the duration of the 2023-2024 plan.

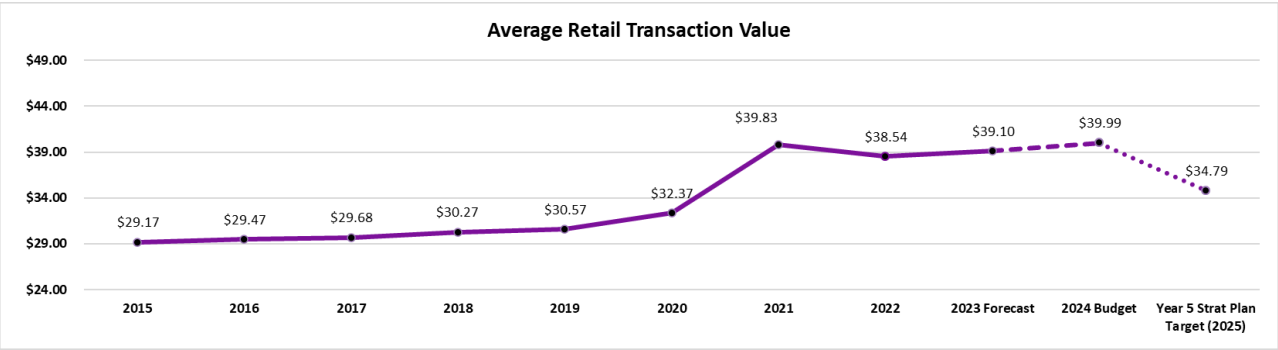
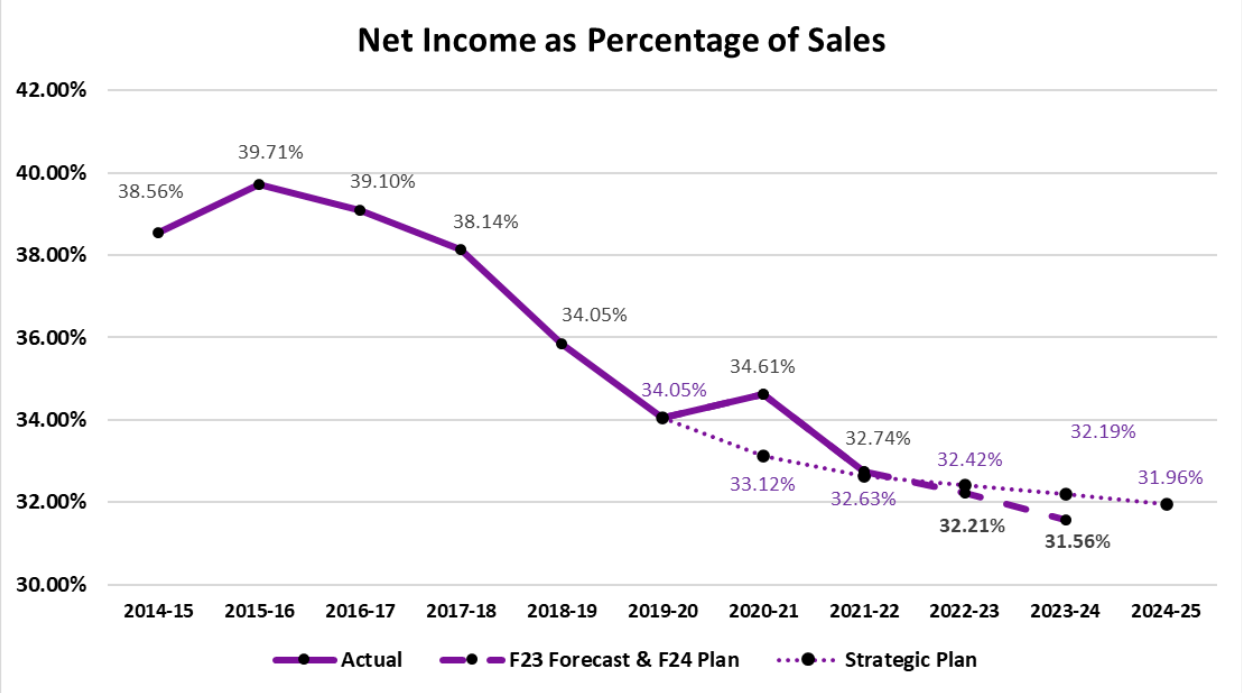
FINANCIAL



Percentage indicates the percentage change in Net Sales from previous year.



Percentage indicates the percentage change in Net Income from previous year.



BUDGET CONTEXT

	Actual 2018-19 \$	Actual 2019-20	Actual 2020-21 \$	Actual 2021-22	Forecast 2022-23 \$	Sales (%)	Budget 2023-24	Change (%)
Spirits	168,613,116	176,635,246	195,122,469	197,187,667	203,871,966		205,856,613	
Wine	148,814,870	156,516,374	158,247,330	165,617,988	173,750,975		173,318,537	
Beer	279,800,490	279,469,116	281,323,873	278,652,042	288,170,010		284,105,408	
Ready-to-drink	45,145,429	56,692,947	87,669,577	95,070,387	100,638,837		104,605,272	
Non-liquor	116,991	105,531	94,966	100,556	95,403		95,403	
Cannabis	33,188,581	71,002,606	85,987,361	101,671,218	110,736,275		118,041,294	
Total Gross Sales	675,679,477	740,421,820	808,445,576	838,299,859	877,263,466	102.3%	886,022,526	1.0%
Less: Discounts	13,595,882	14,254,443	15,376,558	17,846,869	19,609,538	2.3%	19,159,675	
Net Sales	662,083,595	726,167,377	793,069,018	820,452,990	857,653,928	100.0%	866,862,851	1.1%
Cost of Sales	311,241,996	352,856,366	387,221,273	412,773,683	432,600,228	50.4%	435,246,231	
Gross Profit	350,841,599	373,311,011	405,847,745	407,679,307	425,053,700	49.6%	431,616,620	1.5%
Less: Operating Expenses	69,867,242	72,682,403	79,166,693	85,331,177	91,967,057	10.7%	95,321,679	
Gross Operating Profit	280,974,357	300,628,608	326,681,052	322,348,130	333,086,643	38.8%	336,294,941	
Less: Supply Chain	9,239,509	9,426,501	9,612,572	9,366,643	9,618,427	1.1%	10,161,437	
Corporate Services	28,305,539	28,093,462	29,655,208	32,755,417	34,686,680	4.0%	38,516,069	
Other Expenses	1,486,897	5,299,322	2,371,986	1,637,473	1,442,527	0.2%	1,750,030	
Add: Other Revenue	4,498,577	4,888,070	5,325,325	5,624,480	5,307,318	0.6%	5,085,233	
Total Expenses (excl. stores)	34,533,368	37,931,215	36,314,440	38,135,053	40,440,316	4.7%	45,342,303	
Operating Income before Depreciation	246,440,989	262,697,393	290,366,612	284,213,077	292,646,327	34.1%	290,952,638	
Less: Depreciation	9,068,302	15,418,918	15,883,908	15,559,838	16,357,318	1.9%	17,402,360	
Income from Operations	237,372,687	247,278,475	274,482,705	268,653,239	276,289,009	32.2%	273,550,278	-1.0%
Actuarial Loss (Gain)	(1,487,300)	(1,428,500)	1,338,300	(5,810,000)	-	0.0%	-	
Comprehensive Income	238,859,987	248,706,975	273,144,405	274,463,239	276,289,009	32.2%	273,550,278	-1.0%
Total Expenses (not depreciation)	104,400,610	110,613,618	115,481,133	123,466,230	132,407,373	15.4%	140,663,982	
Total Expenses	113,468,912	126,032,536	131,365,040	139,026,068	148,764,691	17.3%	158,066,342	
			16.6%		0.8%			
Volume (hectolitres)						Change (%)		Change (%)
Spirits	49,039	50,968	55,646	54,963	54,065	-1.6%	53,512	-1.0%
Wine	97,634	101,708	103,103	103,435	101,787	-1.6%	99,504	-2.2%
Beer	581,499	572,696	569,585	558,021	554,075	-0.7%	535,179	-3.4%
Ready-to-drink	61,851	77,762	120,829	131,841	132,646	0.6%	135,223	1.9%
Total	790,022	803,135	849,163	848,259	842,573	-0.7%	823,418	-2.3%
Volume (Kilograms)								
Cannabis	3,279	6,531	10,437	14,642	16,869	15.2%	18,039	6.9%

NOVA SCOTIA LIQUOR CORPORATION

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**Nova Scotia Power Finance
Corporation
Business Plan 2023–2024**

Section 1 – Mandate

Nova Scotia Power Finance Corporation (NSPFC) works to ensure that the debt of Nova Scotia Power Corporation (NSPC), which is guaranteed by the Province of Nova Scotia, is discharged in an orderly and timely manner.

By way of background, under an Asset Transfer Agreement, dated August 10, 1992, Nova Scotia Power Corporation (NSPC) transferred all its existing assets, liabilities, and equity, except for long-term debt and related sinking funds, to the privatized company Nova Scotia Power Inc. (NSPI) in exchange for matching notes receivable equivalent to the outstanding long-term debt, matching notes payable equivalent to sinking fund assets, and an amount of fully paid common shares. The common shares were sold in a secondary offering on August 12, 1992. Subsequent to the reorganization and privatization, the business activities of NSPC continued under NSPI. Concurrently, the Nova Scotia Power Corporation changed its name to NSPFC.

NSPFC retained the long-term debt, which is guaranteed by the Province of Nova Scotia, and the related sinking funds. The entire original debt of \$2,152,879,732 in Canadian dollars, guaranteed by the Province, was offset by sinking fund assets, and the balance was defeased, as per the agreed schedule and terms of the Defeasance Agreement at December 31, 1997. The process of ensuring cash and / or bonds sufficient to service and retire all outstanding NSPC debt guaranteed by the Province as the debt comes due, is known as defeasance.

In terms of the Nova Scotia Power Reorganization (1998) Act, NSPI was reorganized as a holding company, NS Power Holdings Inc., in December 1998. The holding company structure does not change the underlying obligations under the existing agreements. The holding company changed its name to Emera Incorporated on July 10, 2000.

As noted above, the sole mandate of NSPFC is to monitor the adequacy of the defeasance asset portfolio and to ensure the repayment of all NSPC debt, guaranteed by the Province of Nova Scotia, at the respective dates of each debt maturity. The last NSPC debt, guaranteed by the Province of Nova Scotia, matures February 26, 2031.

Nova Scotia Power Finance Corporation's strategic goal for the fiscal year 2023-2024 and key actions are to:

- Continue to monitor the adequacy of the defeasance portfolio and to ensure continuing progress toward elimination of NSPC debt guaranteed by the Province of Nova Scotia and defeased by NSPI.
- To review the defeasance assets to ensure that the defeasance program is positioned such that any potential capital losses are minimized and that there is a very high likelihood of the program achieving its goals.

Section 2 – Core Responsibilities

NSPFC continues to be on target to meet its mission objective outlined above during the course of the current planning horizon.

Actions	Performance Measures
Entire outstanding debt defeased in accordance with the Defeasance Agreement.	<ul style="list-style-type: none"> The Defeasance Agreement required the defeasance of a minimum of \$1,381,600,000 of outstanding NSPC debt by December 31, 1997. This minimum has already been met and surpassed, \$1,440,290,000 having been defeased by March 31, 1997. Public reporting of interim financial results through public forecast documents.
Defeasance assets are adequate to ensure the repayment of all NSPC debt guaranteed by the Province of Nova Scotia.	<ul style="list-style-type: none"> Outstanding par value of debt as of March 31, 2022, was \$200,000,000 denominated in Canadian dollars. Defeased assets as of March 31, 2022, had par values in excess of the outstanding par value of debt. As of March 31, 2022, Canadian long-term debt had a carrying value of \$312,262,000 in Canadian dollars. Canadian assets had a carrying value of \$324,255,000 in Canadian dollars. The NSPFC defeasance portfolio maintains sufficient assets to service and retire all outstanding NSPC debt, guaranteed by the Province, as the debt comes due thus rendering the guaranteed debt fully defeased. The adequacy of defeasance assets to fully repay all the outstanding NSPC debt guaranteed by the Province is verified by the auditing firm of KPMG.

NSPFC has no employees. NSPI executes necessary transactions to create and maintain the defeasance portfolio. The monitoring of NSPI debt defeasance is performed by a board of directors, appointed by the Government of Nova Scotia, with staff support from the Nova Scotia Department of Finance and Treasury Board. The accounting firm of KPMG verifies the defeasance assets arranged by NSPC are sufficient to fully defease the outstanding NSPC debt guaranteed by the Province. Under the terms of the privatization agreements, NSPI is responsible for the payment of all NSPFC expenses.



**Nova Scotia Provincial
Housing Agency**

Business Plan 2023/24



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Message From the Interim Board Chair

We are pleased to present the 2023/2024 Nova Scotia Provincial Housing Agency (NSPHA) Business Plan, a first for the Province's new crown corporation for public housing.

On December 1, 2022, when the NSPHA was established under the *Housing Services and Supply Act*, the Province brought five housing authorities, their staff and operations together under one roof. In doing so, it achieved the chief recommendation of the Housing Commission and ministerial mandate commitment to create a new governance structure for public housing. Governance improvements provide a solid foundation for enhancing operations and accountability, ensuring consistency in policy and procedures and improving client services across the Province.

In 2023/2024 our key areas of focus are:

- Client Service,
- Asset Management and Operations, and
- Corporate Governance and Accountability.

This approach will help advance the NSPHA's legislated mandate, provide a framework for communicating our successes and clarify our strategic objectives now and into the future.

We owe it to Nova Scotians to make meaningful changes for those in need of public housing. We are optimistic about our future as a new organization and are ready for the work ahead.

Sincerely,



Paul LaFleche,
Interim Board Chair, NSPHA
Deputy Minister, Municipal Affairs and Housing

About Us

The Housing Commission Report, *Charting a new course for affordable housing in Nova Scotia* and the Auditor General's Report, *Oversight and Management of Government Owned Public Housing*, identified a need for Nova Scotia to focus on standardizing and streamlining public housing operations across the province.

The NSPHA is a new crown corporation solely dedicated to, and responsible for, public housing. We support Nova Scotians and the priorities of the Government of Nova Scotia by working together to ensure seniors, families and individuals with lower incomes have a safe, suitable and affordable place to call home. Under the *Housing Supply and Services Act*, the NSPHA is mandated to:

- Maintain, manage, and operate safe and suitable subsidized housing accommodations for low-income households in the Province,
- Attain acceptable levels of tenant service, and
- Manage applications and tenancies for public housing.

Changes in governance and the establishment of the NSPHA bring public housing under one roof. This was done to help ensure policies and processes are uniformly applied for any Nova Scotian already living in or waiting for access to our housing.

The NSPHA operates and manages more than 11,200 safe, affordable homes for eligible Nova Scotians in communities across the province. This includes undertaking repair and renewal work needed to preserve our portfolio and ensure it is sustainable now and into the future.

Our four district offices manage the day-to-day operations of the Province's housing stock. Their responsibilities include administering tenant applications and placements, collecting rent, resolving tenant issues and maintaining and repairing properties.

In addition to the above mandated goals, the NSPHA will work with the Department of Municipal Affairs and Housing and our partners at the Canadian Mortgage and Housing Corporation to achieve mutually agreed upon outcomes as set out in the 9-year National Housing Strategy Bilateral Agreement.

Key Areas of Focus for 2023/2024

With a new governance structure in place, and in accordance with the Auditor General's recommendations, our organization is positioned to achieve the high standards that Nova Scotians expect.

In 2023/2024, the NSPHA's three key areas of focus are:

1. Client Service,
2. Asset Management and Operations, and
3. Corporate Governance and Accountability.

CLIENT SERVICE

We will deepen our client focus by gathering feedback from the people and communities we serve and developing new client service standards.

Tenant Engagement Strategy

The NSPHA will collaborate with key stakeholders, including Provincial departments with shared clients, community partners and our clients, to design and implement a new Tenant Engagement Strategy for delivery in 2024/25. This work will include:

- Documenting and addressing client-related issues within public housing buildings, and
- Reporting on ongoing trends and unique client-related issues to district and head office management.

Client Service Standards

Beginning in winter 2023/2024 we will launch the development of a new Policy & Operational Framework and new client service standards that reflect our deeper client-focus. This starts at the service delivery level, where we will collaborate with departments with whom we share clients and community partners to establish a more integrated approach to client service and establish routine information sharing agreements.

ASSET MANAGEMENT AND OPERATIONS

We will improve performance measurement and monitoring to ensure we are sustainable and can support Nova Scotians in need.

5-Year Capital Asset Management Plan

We will continue our focus on preserving and stabilizing existing social housing stock, as required under the National Housing Strategy Bilateral Agreement, to ensure the long-term sustainability of the portfolio. This includes building on our

ten-year Capital Asset Management Plan by identifying new, strategic, medium- and long- term options for renewal of the Province’s housing portfolio. Innovative technologies will be considered, and new targets and outcomes will be established to improve building systems, reduce energy consumption and enhance operations and maintenance.

Accessibility Improvements

This year, we will continue supporting the achievement of the three-year accessibility targets and outcomes that will be included in Nova Scotia’s 2022/2023 - 2024/2025 National Housing Strategy Action Plan with the objective of creating 30 barrier-free units and completing accessibility upgrades to at least 90 units by 2024/25.

Greening & Sustainability

To improve the efficiency of our public housing portfolio and help meet Provincial and Federal Greenhouse Gas emission reduction targets, we will continue to implement Deep Energy Retrofits identified in a five-year Energy Management Strategy. Reporting on targets and outcomes achieved through the Strategy, and against broader targets established under the *Environmental Goals and Climate Change Reduction Act* will begin in 2023/2024.

Preventative Maintenance Strategy & Operational Standards

This year, we will develop and implement new Preventative Maintenance & Operational Standards to meet our legislated mandate and maximize use of public housing. The Standards will include policy and processes and renewed targets to reduce unit turnaround times and implement regular monitoring and public reporting against the targets.

CORPORATE GOVERNANCE AND ACCOUNTABILITY

We will deliver improved oversight and management of public housing while balancing our legislative responsibilities.

Policy and Operational Framework

In 2023/2024, we will build on progress already made toward implementing the Auditor General’s recommendations and begin developing a new Policy and Operational Framework and Client Service Standards. Through this work, we will:

- Establish goals and performance metrics for public housing,
- Define roles and responsibilities for reporting and processes for internal monitoring of results, and

- Create mechanisms to support continuous improvement.

This year, we will focus specifically on implementation of new policies and processes for assessing continued eligibility for public housing - including overhousing, managing the waitlist, priority access to public housing and procurement policies and processes.

Human Resources Plan

The NSPHA is striving to be an employer of choice. This year, we will develop a Human Resources Plan that includes consistent and improved business processes, more support for our employees, better employee training, orientation and performance measurement standards that promote accountability. We will also implement new conflict of interest policy and processes and develop new policies on fraud prevention and respectful workplace.

Information Technology Management Systems Roadmap

In 2023/2024, as part of a broad plan to operationalize our new governance structure, the NSPHA will update back-office Information Technology, Human Resources and client and asset management systems, ensuring NSPHA staff have the tools they need to meet our legislated mandate.

Operational Health and Safety

NSPHA employees work together to prevent workplace accidents. In 2022/2023, we implemented updated Operational Health and Safety policies and processes. This year we will introduce a new Operational Health and Safety program, monitor and evaluate its implementation and work to foster a culture of continuous quality improvement across our organization.

Business Continuity Management & Plan

In 2022/23, staff worked together to address lessons learned from Hurricane Fiona and developed an Emergency Preparedness Checklist for district offices. In 2023/2024, we will develop processes to identify potential risk to our clients, staff, infrastructure and business operations. This includes developing a standard Business Continuity Plan that will ensure we can sustain and/or resume the operation of critical business functions impacted by disruptive events.

2023/24-2025/25 NSPHA Accessibility Plan

In 2022/2023, as a prescribed public sector body under the *Accessibility Act*, we developed the NSPHA's first three-year Accessibility Plan. This year, in consultation

with our clients and key stakeholders, we will implement our Accessibility Plan and continue to identify, prevent and eliminate barriers to accessing our services.

Collaborations and Partnerships

NSPHA is adopting new, integrated approaches to how we serve Nova Scotians in housing need. This includes maintaining and expanding strategic collaboration with government departments, agencies that provide supportive housing services, the community housing sector and other public housing programs delivered across Canada. In 2023/2024, we will consult and/or begin new collaborations with:

- Departments of Municipal Affairs and Housing, Community Services, Seniors and Long-Term Care and Health and Wellness,
- Municipalities,
- Public housing programs offered within and outside Canada, and
- Other agencies and community-based organizations as required.

Performance Measurement & Accountability

To manage our operations effectively, the NSPHA will monitor a core set of metrics – key performance indicators – to ensure we stay focused on delivering our legislated mandate and recommendations under the Auditor General’s report.

Key performance indicators and stated targets for each Key Area of Focus are shown below. We will include additional measures in support of our legislated mandate in our next Business Plan.

Client Service		
Application processing time	Baseline as of October 2022 <ul style="list-style-type: none"> • Application processing Speed improved by 44 days • Backlog reduced by 4% • Completion rate improved by 93% 	2023/24 – Target <ul style="list-style-type: none"> • Processing speed improved by 39 days • Backlog reduced by 5% • Completion rate improved by 90%

Asset Management & Operations		
# accessible units	2022/23 Results <ul style="list-style-type: none"> • 10 barrier-free units • 30 near-accessible units 	2023/24 – Target <ul style="list-style-type: none"> • 20 barrier-free units • 60 near-accessible units
# deep energy retrofits	2022/23 Results <ul style="list-style-type: none"> • 57 Home Energy Assessments in support of completing deep energy retrofits 	2023/24 – Target <ul style="list-style-type: none"> • 114 one- and two-unit deep energy retrofits
Unit turnaround time	Baseline as of October 2022 <ul style="list-style-type: none"> • Provincial average: 111 days 	2023/24 – Target <ul style="list-style-type: none"> • Provincial average: 60 days
Corporate Governance		
% Office of the Auditor General recommendations implemented: June 2022 Report	2022/23 – Results <ul style="list-style-type: none"> • 25% completed (5 of 20 recommendations) 	2023/24 – Target <ul style="list-style-type: none"> • 40% completed (8 of 20 recommendations)
% Office of the Auditor General recommendations implemented: Jan. 2023 Report	<ul style="list-style-type: none"> • 75% completed (3 of 4 recommendations) 	<ul style="list-style-type: none"> • 100% completed (4 of 4 recommendations)

Financial Summary

Statement of Operations (in 000's)

	2023/2024	
	Estimate	
Tenant rent revenue	\$	63,551
Other		5,720
Provincial (MAH)		88,759
Provincial (Tangible Capital Asset Grant)		1,900
Total Revenue		159,930
Utilities		26,991
Maintenance		89,343
Administration & Other		29,660
Property tax		12,710
Total Expenses		158,704
Annual Surplus	\$	1,226

**NSPHA started operations December 1, 2022. Comparative values for the prior year are not available.*

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Contact us!

NSPHA@novascotia.ca

NSPhA

BUSINESS PLAN

2023-2024

Interdisciplinary solutions to support growth,
transformation and economic development
in Nova Scotia's food sectors

MESSAGE FROM CHAIR AND CEO

We are pleased to present the Perennia Food and Agriculture Corporation business plan for 2023/24.

Perennia focuses daily on addressing industry and government priorities as Nova Scotia's food sector development agency. We have an expansive mandate and in 2023-24, our first year as a legislated crown corporation, we will be focusing on supporting ministerial mandates in agriculture, and fisheries and aquaculture.

In 2023-24 we will continue to manage a complex portfolio of services, projects and programs. We will also strategically identify and pursue new opportunities impactful to our clients and industry understanding that our changing climate is a key consideration in the work we do.

As an applied, practical and interdisciplinary team, we will work to attract funding to undertake major development projects including beef sector development, crops grown under cover and new seafood industry opportunities.

We will also continue to explore ways to bring technology solutions to industry that will bridge the gap between data capture and efficient management decisions. This will continue to be a key area for us for a number of years.

As a key partner with the Nova Scotia Departments of Agriculture and Fisheries and Aquaculture, we will continue to be home for the Centre for Marine Applied Research at the Centre for Ocean Ventures and Entrepreneurship, and support buy local initiatives.

Finally, we will continue to work toward funding to offer comprehensive technical advice and outreach services to the agriculture, seafood and processing sectors all with a focus on supporting the provincial mandate around local food and beverage consumption, climate change adaptation and economic and environmental sustainability.



Charles Keddy
Chair, Perennia Food and
Agriculture Board

A handwritten signature in black ink, appearing to read "C. Keddy".



Lynne M. Godlien
CEO

A handwritten signature in blue ink, appearing to read "Lynne M. Godlien".



ABOUT

MISSION

Work collaboratively to enhance the sustainability and profitability of Nova Scotia's agriculture, seafood, and food and beverage sectors

MANDATE

Lead in offering applied interdisciplinary specialized services to grow Nova Scotia's food sector

VISION

Nova Scotia is a recognized world leader in producing innovative, environmentally responsible products of impeccable quality

VALUES

Passion

Objectivity

Proactiveness

Curiosity and Learning

Integrity and Accountability

Green Focus

LINKAGES TO MINISTERIAL MANDATES

Through our deep connections to industry and government, we support the following provincial priorities:

support and encourage local food production and consumption

focus on innovation-driven, green and sustainable businesses

support aquaculture development

adapting to climate change

enhance environmental and economic sustainability

support diversity, inclusiveness and equity

INTERDISCIPLINARY TEAMS



AGRICULTURE PRODUCTION

Perennia's agriculture production specialists and research associates have specialties covering horticulture, livestock, field crops, plant pathology and soils for both conventional and organic systems.



QUALITY AND FOOD SAFETY

Our specialists work with agri-food and seafood companies to help them meet retail requirements and attain internationally recognized food safety certifications to open new and maintain current markets.



PRODUCT DEVELOPMENT AND COMMERCIALIZATION

Perennia food scientists and research associates work with established and new agri-food, beverage, cannabis and seafood businesses to develop new products, improve current products or processes, address labelling and packaging needs, support scale up and conduct shelf-life studies to obtain recommended best before dates.



SEAFOOD DEVELOPMENT

Perennia's team of specialists provide a suite of services to help Nova Scotia's seafood industry diversify markets, create new products and bring premium seafood to market. This team also works closely with our quality and food safety specialists and food scientists in the implementation of programs and development projects.



CENTRE FOR MARINE APPLIED RESEARCH (CMAR)

Located at the Centre for Ocean Ventures and Entrepreneurship on the Dartmouth waterfront, CMAR is focused on science-based innovation and advancement of Nova Scotia's marine coastal resources through data collection and applied research projects.

2023-24 PRIORITIES AND KEY INITIATIVES

STRATEGIC FOCUS AREA: EMPOWER STRATEGIC INDUSTRY ADVANCEMENT

PRIORITIES

Present data and conduct assessments to help industry make informed decisions

Conduct applied research to address industry issues and demonstrate best practices

Support business continuity and increased industry resilience

Offer comprehensive, interdisciplinary technical advice

Identify and support emerging opportunities

KEY INITIATIVES IN 2023-24

Initiative

Introduce new agriculture management and production practices to take advantage of emerging opportunities

Expected Outcome

- Undertake projects in extended livestock grazing, pest management and protected agriculture, where crops are grown under cover

Initiative

Increase food sector productivity and efficiency through technological apps, applied research and education to help businesses make proactive management decisions

Expected Outcomes

- Launch Smart Farm online portal including a tree fruit infection alert app and an interactive online Growing Degree Day map to give industry easy access to meaningful weather data
- Undertake a multi-year Agriculture Technology Program with a focus on applied research, weather data and emerging technologies to increase efficiencies in agriculture production to support profitability
- Continue deployment of sensor “strings” in coastal regions of Nova Scotia collecting high-resolution temperature, dissolved oxygen, and occasionally salinity for aquaculture siting decisions, tracking climate change stressors, and to assist fisheries management

Initiative

Provide integrated and timely testing solutions to reduce crop loss, increase profitability, and get product to market

Expected Outcomes

- Achieve a fifty per cent increase in revenue from cannabis testing which translates into more companies getting products to market
- Launch expanded services through the Plant Health lab eliminating shipping costs for producers and increasing response times to address pathogens, viruses and bacteria that can reduce crop yields
- Develop plan for analytical services focused on integrating them under one internal management structure to reap benefits of resource sharing

Initiative

Increase capacity under the provincial Agriculture Production Extension Program to fulfill our provincial mandate, support co-ordination and stimulate growth in the agriculture and agri-food sector

Expected Outcome:

- Identify needs with the Nova Scotia Department of Agriculture and industry

Initiative

Encourage and support sustainable aquaculture development and decision making through data

Expected Outcome

- Complete the Farming in Natural Systems Project which models production, environmental and epidemiological carrying capacity of key aquaculture bays around Nova Scotia and make it assessable online to enable scenario modelling to support aquaculture decision making

Initiative

Reduce the impact of business disruptions due to severe weather, disease, food borne bacteria, etc. by working with industry and provincial departments on proactive strategies

Expected Outcomes

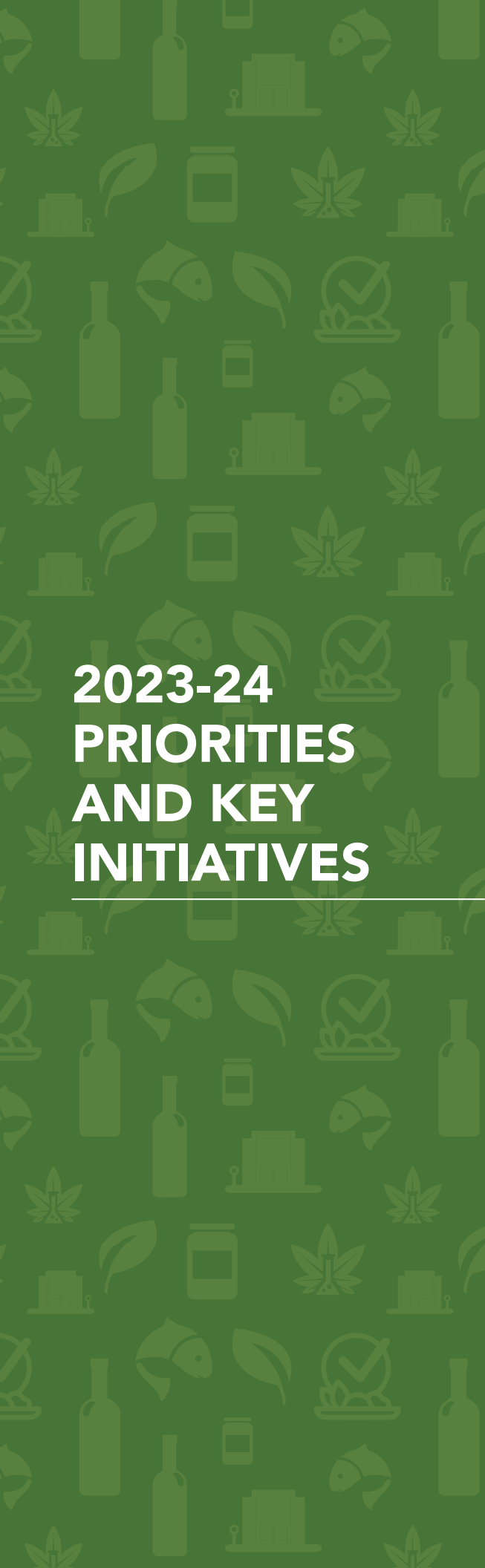
- Create plan with relevant provincial departments that would enhance communication and data collection through field intelligence
- Increase our food safety regulatory capacity to conduct food safety product assessments, sanitation swabbing and testing, and support recall recovery with businesses
- Develop business interruption plan for Perennia to operate and support industry during emergency situations which includes options for maintaining power during outages at the Perennia Food and Beverage Innovation Centre

Initiative

Increase the profile and value of our seafood by focusing on quality initiatives

Expected Outcomes

- Implement more training opportunities supporting seafood quality



2023-24 PRIORITIES AND KEY INITIATIVES

STRATEGIC FOCUS AREA: ADDRESS CLIMATE CHANGE AND ENVIRONMENTAL PROTECTION AND SUSTAINABILITY ISSUES

PRIORITIES

Identify and act on priority areas requiring climate change adaptation and mitigation

Support industry soil health and sustainability initiatives

Support the development of provincial environmental indicators

Support food and beverage processing sustainability

KEY INITIATIVES IN 2023-24

Initiative

Work with and encourage the agriculture industry to adapt to our changing climate through targeted programs and projects

Expected Outcomes:

- Successfully implement the second year of the federal On-Farm Climate Action Fund program with the goal of funding over \$2 million in climate change projects in Nova Scotia
- Successfully implement year one of applied research projects as part of the Nova Scotia Federation of Agriculture's federal Living Labs project

Initiative

Position Nova Scotia as a leader in environmental stewardship by actively encouraging innovative, sustainable, and green production practices

Expected Outcomes:

- Undertake a multi-year Agri-Environmental Program with a focus on the development of environmental indicators with the Nova Scotia Department of Agriculture and the Nova Scotia Federation of Agriculture
- Develop enhanced resources in soil health and management

Initiative

Support companies with the adoption of sustainable food and beverage processing and packaging options

Expected Outcome

- Hold a minimum of two sessions with industry and suppliers to discuss needs and new packaging opportunities

2023-24 PRIORITIES AND KEY INITIATIVES

STRATEGIC FOCUS AREA: ACCELERATE SAFE HIGH- QUALITY FOODS AND BEVERAGES TO MARKET

PRIORITIES

Implement new programs to help new and current food businesses

Expand analytical services

Support implementation of buy local initiatives in alignment with the Nova Scotia Loyal Program and provincial Food and Beverage Strategy

Encourage market research and intelligence to spur new product development

Encourage adoption of quality and food safety practices and programs

KEY INITIATIVES IN 2023-24

Initiative

Increase availability of Nova Scotia produced foods through the development and expansion of new and emerging crops, and horticulture and livestock production systems

Expected Outcomes

- Create plan for the development and implementation of new projects in the livestock sector focusing on forage quality, nutrition and more sustainable production
- Undertake protected crops research for new crop development, including the next phase of long cane raspberry development

Initiative

Reduce risk for companies producing local food and beverage products to support the province's increased local consumption targets

Expected Outcomes

- Implement year one of product development and food safety acceleration programs for agriculture and seafood to support more local products to market
- Increase capacity in processing and packaging to identify gaps in the province's food infrastructure and supply chain and make recommendations to the province to support strategic growth
- Develop process with partners outlining steps and requirements for local producers and companies to enter the institutional and bulk ingredient markets and recommendations on how to prepare them for these opportunities
- Subscribe to a market research service to support new product development in areas where Nova Scotia is poised for growth
- Host a food business opportunities day with over 90 per cent participant satisfaction
- Support buy local initiatives including sharing consumer data, supporting marketing strategies and building public and private partnerships

Initiative

Increase market share for our mobile bottling and filtration services to get more Nova Scotia beverages to market

Expected Outcomes


- Increase promotion and launch an online booking system
- Achieve a break even financial position

Initiative

Assist companies in maintaining and entering markets by developing and implementing quality and food safety programs and offering new, accessible service options

Expected Outcomes:

- Assist 10 Nova Scotia companies to enter or maintain markets with the development of internationally recognized food safety programs
- Launch new services including phased coaching options for five companies, a food safety self starter kit purchased by a minimum of three companies and a virtual retainer service for technical advice



2023-24 PRIORITIES AND KEY INITIATIVES

STRATEGIC FOCUS AREA: BUILD OUR IMPACT AND PRESENCE IN KNOWLEDGE TRANSFER

PRIORITIES

Expand training options and methods of delivery

Support under-represented groups

Increase regional and national profile as educators

Increase capacity within Perennia in this area

KEY INITIATIVES IN 2023-24

Initiative

Develop food safety and agriculture production training targeted at new entrants

Expected Outcome

- Develop up to four new courses for new farmers, harvesters and processors to introduce quality and food safety principles and best practices
- Develop a new Wild Blueberry Short Course to be offered in 2024-25

Initiative

Offer customized training on best food safety practices for companies producing high-risk foods and requiring strict pathogen monitoring

Expected Outcome

- Develop and offer two courses for food businesses to help them reduce the incidents of food borne illnesses in the province

Initiative

Determine opportunities for working with under-represented groups in the province's agri-food, seafood and beverage industries

Expected Outcomes

- Build upon work with First Nations for new seafood opportunities like commercial seal development
- Complete needs assessment and plan for supporting African Nova Scotia communities with agriculture and agri-food education and technical support to build a foundation for their participation in the industry

Initiative

Enhance our capacity in adult education principles and course development

Expected Outcome

- Have up to three team members complete an adult education certificate course
- Add a training co-ordinator to the team to support course development and deployment

Initiative

Help the seafood sector improve handling and processing procedures by developing online educational resources

Expected Outcome

- Develop and deliver a minimum of two sessions focusing on specific species and their unique needs

Initiative

Educate young Nova Scotians about the economic impact of the province's seafood sector

Expected Outcome

- Develop resources and learning experiences for Primary to Grade 6, to increase general awareness of Nova Scotia's marine and coastal sectors

KEY PERFORMANCE INDICATORS

Increase in sales / economic impact for clients

Revenue targets achieved and/or exceeded by
5 per cent

Number of new opportunities pursued based on full risk
and market assessments

Return on investment based on business recipient
performance for funding provided

Number of new or improved products, crops, etc. on
the market that displace imports or increase industry
diversification and revenues

Number of industry issues addressed through technical
advice, applied research, or deployed practical
solutions, that bridge the gap between data and science
and business decisions

Increased awareness of Perennia among key
stakeholders and Nova Scotians

BUDGET SUMMARY

Perennia Expenses Summary (\$ thousands)			
PROGRAMS AND SERVICES	2022-2023 ESTIMATE	2022-2023 FORECAST	2023-2024 ESTIMATE
REVENUES, OPERATING AND CAPITAL GRANTS	10,131	12,203	12,407
DIRECT PROJECT INPUTS (EXCLUDING SALARIES)	(2,220)	(5,261)	(3,913)
SALARIES AND RELATED EXPENSES*	(6,404)	(5,593)	(6,743)
OPERATING EXPENSES	<u>(1,677)</u>	<u>(1,519)</u>	<u>(1,960)</u>
TOTAL – OPERATING INCOME	(170)	(170)	(210)
ORDINARY RECOVERIES	---	---	---
FUNDED STAFF (# OF FTES)			
PERENNIA FUNDED STAFF	---	---	---

*Anticipated deficit relates to depreciation of existing capital infrastructure related to projects done at the request of the province.





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