



**BUILDING NOVA SCOTIA,
*FASTER***

BUDGET 2024-25

**Crown Corporation
Business Plans**

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Art Gallery of Nova Scotia

2024-25 Business Plan



AGNS
2024-25 Business Plan

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Message from the CEO

History has shown us that when people embrace art, it creates space for conversation, improves our health and well-being and acts as an economic driver.

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 2024-25 fiscal year.

Together with our Board of Directors, government and community partners, the AGNS will embark on its strategic planning for the coming five years. This marks an important moment of reflection, listening, and boldly planning for the arts in Nova Scotia and on a global stage. This year's plan 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 communities across the province.

Through a focused exhibition and program plan, we aim to increase the calibre of our programmatic offering and celebrate Atlantic Canadian artists. We will work to develop sustainable and independent funding sources, focus efforts to increase earned and contributed revenue, while also streamlining our processes.

Through the arts we have the power to spark interest, shape and reshape cities, diversify an economy, create resilient communities and most importantly, the power to bring people together. The 2024-25 Business Plan guides us in this work.

A handwritten signature in black ink, appearing to read 'Sarah Moore Fillmore', positioned above the name and title.

Sarah Moore Fillmore | CEO

Executive Summary

Three overarching strategic goals continue to act as the guiding principles in the 2024-25 business plan. This year's plan will allow the AGNS to continue its core programming while strengthening institutional operations and setting the stage for future success.

The three strategic initiatives and associated objectives for 2024-25 include:

1 Present Art and Preserve the Collection

OBJECTIVE 1:

Present an exhibition and publications program that builds partnerships locally, nationally and internationally

OBJECTIVE 2:

Engage with the practices of contemporary Indigenous artists

OBJECTIVE 3:

Focus on Atlantic Canadian art and artists

OBJECTIVE 4:

Update permanent collection storage plans and acquisition strategy

2 Engaging People: Connect People Through Art

OBJECTIVE 1:

Heighten the profile of the AGNS through advertising and marketing initiatives

OBJECTIVE 2:

Enhance public offerings to align the AGNS with public demand

OBJECTIVE 3:

Continue to integrate principles and best practices related to diversity, equity, inclusion and accessibility into our public offerings

3 Ensure a Sustainable Operating Model

OBJECTIVE 1:

Develop a multi-year strategic plan that aligns AGNS with the community, partners and supporters locally and nationally

OBJECTIVE 2:

Increase raised and earned revenue

OBJECTIVE 3:

Ensure current facilities have infrastructure to support operational requirements

OBJECTIVE 4:

Develop a safe and positive work culture

Art Gallery of Nova Scotia

Mandate

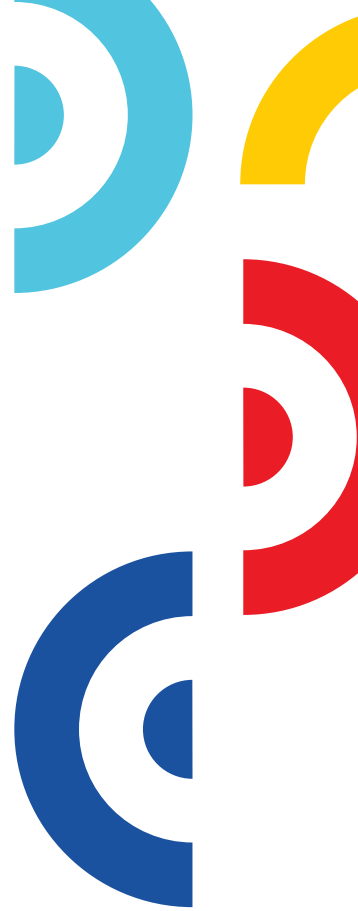
The Art Gallery of Nova Scotia is a Crown Agency of the government of Nova Scotia, which is mandated, through the *Art Gallery of Nova Scotia Act*, to acquire, preserve, exhibit and interpret the Province's art collection. The Gallery is an agency of the Province acting as custodian for the people of Nova Scotia with respect to their collection of visual art. The role of the AGNS will 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 2024-25 exhibition program is woven with the principles of collaboration, engagement, diversity, stewardship, and ongoing support for artists. These elements recognize the artists' profound ability to inspire us to think critically, question assumptions, and foster personal growth. Parallel programming is designed to complement the exhibitions, enhancing visitors' experiences with art. In 2024-25 the AGNS will present an exhibition program based on the following themes:

- Indigenous & Diverse Communities
- Regional Highlights
- Global Concerns
- Collaboration & Partnerships

In 2024-25 the AGNS will build upon the collection work accomplished in 2023-24 and further refine its acquisition strategy, aiming to fortify the work of artists within the region and beyond.



1 Present Art and Preserve the Collection

OBJECTIVE 1: Present an exhibition and publications program that builds partnerships locally, nationally, and internationally.

OUTCOMES:

- The nationally touring exhibitions, *Denyse Thomasos: just beyond* and *Jennifer Marman and Daniel Borins: Three Dimensions*, were on view during the summer season
 - *Oluseye Ogunlesi: Black Ark* was presented in collaboration with Dalhousie Art Gallery and Africville Museum in winter 2025
 - Programming that enhances the 2024-25 exhibitions were delivered in parallel with the exhibitions.
 - The AGNS' profile is elevated on an international stage through a partnership with the National Gallery of Canada
 - Publications on Nova Scotian art and artists have been developed with regional and national partners
-

OBJECTIVE 2: Engage with the practices of contemporary Indigenous artists

OUTCOMES:

- *Mi'kma'ki Artists' Spotlight* has provided a platform for emergent Indigenous artist(s) in 2024-25
 - Works on view have told stories related to Mi'kmaq and Indigenous histories through exhibitions and related programs
-

OBJECTIVE 3: Focus on Atlantic Canadian art and artists

OUTCOMES:

- Works from the Permanent Collection and Nova Scotia Art Bank have been featured in newly developed exhibition projects
 - Atlantic Canadian artists were presented through programs
 - A solo exhibition of emerging artist Séamus Gallagher's work served as the cornerstone of the winter season
-

OBJECTIVE 4: Update permanent collection storage plans and acquisition strategy

OUTCOMES:

- Collections related policies and procedures have been updated
 - A provincial collection growth strategy is formalized
 - Required upgrades to current storage facilities, both on-site and offsite, are completed
-

Business Plan Goals and Objectives

2 Engaging People: Connect People Through Art

The AGNS remains dedicated to fostering meaningful engagement between individuals and art, striving to make it an accessible and enriching experience for everyone. Through exhibitions, educational initiatives, and programs, we aim to bridge the gap between diverse audiences and the transformative power of art. As a cultural institution, our aspiration is to provide a space where the exploration of artistic expression is inclusive and integral to the provincial landscape.

In 2024-25, the new brand will continue to guide public offerings and decisions related to Gallery programming, ensuring the AGNS fulfills its brand promise. Efforts to strengthen the new Gallery brand will continue, aiming to create a space for free thinking and dialogue with art and artistic practice at its core.



2 Engaging People: Connect People Through Art

OBJECTIVE 1: Heighten the profile of the AGNS through advertising and marketing initiatives

OUTCOMES:

- A content marketing strategy has been developed to better align digital content with the AGNS brand
 - Partnerships with tourism operators and agencies have continued to build the profile of the AGNS and the province through national advertising programs
 - Exhibition specific campaigns and an annual brand campaign have used multi-media to drive website traffic, social media reach, and visitation
 - Staff have participated in local and national speaking opportunities related to their expertise
-

OBJECTIVE 2: Enhance public offerings to align the AGNS with public demand

OUTCOMES:

- Market research has been completed to better inform future public offerings
 - Programs have been strategically aligned to reach target markets which results in increased program participation
 - All regions in the province have been supported through online and community-based art programming
-

OBJECTIVE 3: Continue to integrate best practices related to diversity, equity, inclusion, and accessibility into our operations and offerings

OUTCOMES:

- An accessibility plan is developed that aligns with the Government of Nova Scotia Accessibility Plan
 - Collaboration with individuals and partners with specific lived experiences has informed the programmatic offering
 - 2024-25 exhibitions and programs have highlighted work by Indigenous artists, black contemporary artists, and those from the 2SLGBTQIA community
-

Business Plan Goals and Objectives

3 Ensure a Sustainable Operating Model

In our commitment to the artistic and cultural enrichment of Nova Scotia, the AGNS understands the importance of fostering sustainability in our operating model. In 2023-24, changes to the Art Gallery of Nova Scotia Act were adopted to strengthen and modernize the Gallery's governance and operations, ensuring the Gallery utilizes its resources with appropriate oversight and accountability. Embracing the responsibility to ensure the longevity of our institution, the AGNS will look to increase raised and earned revenue to provide financial stability. A sustainable revenue model is a cornerstone which will allow the AGNS to continue to deliver high-quality exhibitions and programming that contribute to the provincial economy and the wellbeing of Nova Scotians.

Success at the AGNS is also dependent on every member of our staff and dedicated volunteers. Through the 2024-25 business plan, the AGNS will continue its work in creating an internal culture that is open, confident, and inviting, allowing every individual to find personal success aligned with the AGNS brand, strategic direction, and our ambitious future.



3 Ensure a Sustainable Operating Model

OBJECTIVE 1: Develop a multi-year strategic plan that aligns AGNS with the community, partners, and supporters locally and nationally

OUTCOMES:

- The Board has approved a multi-year strategic plan that sets AGNS on a path for strategic growth
 - Anticipated internal and external challenges and opportunities have been identified
-

OBJECTIVE 2: Increase raised and earned revenue

OUTCOMES:

- A renewed focus on cultivation and stewardship has resulted in increased donor migration and retention
 - Increased private sector revenue from corporate, individuals, and foundations by 50%
 - Increased revenue from public and educational programs
-

OBJECTIVE 3: Ensure current facilities have infrastructure to support operational requirements

OUTCOMES:

- AGNS and Public Works building needs assessment is completed by Q2 and informs multi-year capital and maintenance projects
 - A plan is developed for the Western Branch with provincial partners to address facilities
-

OBJECTIVE 4: Develop a safe and positive work culture

OUTCOMES:

- A methodology is developed to measure current level of employee engagement and areas requiring investment by Q2
 - AGNS has developed its own Workplace Violence Protection policy and procedures
 - 100% of staff have identified and completed annual training related to employee development
 - Semi-annual AGNS development days have been offered for all staff
-

Proposed Financial Plan 2024-25

	2023-24 BUDGET	2023-24 FORECAST	2024-25 BUDGET	INCREASE (DECREASE) TO FORECAST	
				\$	%
REVENUE					
Operating	3,233,000	3,715,000	3,580,500	(134,500)	-3.8%
Development	810,000	424,000	424,000	0	0.0%
Education	161,576	202,000	202,000	0	0.0%
Public Programming	7,480	56,000	70,000	14,000	20.0%
Programming	433,000	433,000	433,000	0	0.0%
Subtotal	4,645,056	4,830,000	4,709,500	(120,500)	-2.6%
Gallery Shop	504,000	529,000	600,000	71,000	11.8%
Acquisitions	3,200	3,000	3,000	0	0.0%
Endowment	117,000	160,000	160,000	0	0.0%
Total Revenue	5,269,256	5,522,000	5,472,500	(49,500)	-0.9%
EXPENDITURES					
Salaries and benefits	2,863,158	2,967,000	3,086,000	119,000	3.9%
Administration	298,123	495,000	356,500	(138,500)	-38.8%
Building Operations	163,000	163,000	41,000	(122,000)	-297.6%
Development	207,750	105,000	105,000	–	0.0%
Communications & Marketing	292,100	286,000	286,000	–	0.0%
Visitor Experience	61,200	61,000	61,000	–	0.0%
Public Programs	94,770	121,000	121,000	–	0.0%
Programming	19,069	19,000	30,000	11,000	36.7%
Exhibitions	309,512	310,000	370,000	60,000	16.2%
Collections Management	254,150	268,000	260,000	(8,000)	-3.1%
Education Programs	142,550	209,000	209,000	–	0.0%
Subtotal	4,705,382	5,004,000	4,925,500	(78,500)	-1.6%
Western Branch	111,600	96,000	96,000	–	0.0%
Gallery Shop	356,528	323,000	352,000	29,000	8.2%
Acquisitions	25,222	25,000	25,000	–	0.0%
Endowment	45,100	45,000	45,000	–	0.0%
Total Expenditures	5,243,832	5,493,000	5,443,500	(49,500)	-0.9%
Amortization of tangible capital assets	25,424	29,000	29,000	–	0.0%
Annual Surplus (Deficit)	–	–	–	–	0.0%

APPENDIX

12	Exhibition Overview
14	Programming Overview



Exhibition Overview

The 2024-25 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 2024/25 the core exhibitions include:

Denyse Thomasos: just beyond

A career retrospective, *Denyse Thomasos: just beyond*, brings together more than 70 paintings and works on paper, many rarely seen, to show how she challenged the limits of abstraction, infusing personal and political content onto her canvases through the innovative use of formalist techniques.

AGNS Permanent Collection and Nova Scotia Art Bank (titles TBD)

Exhibition highlighting acquisitions by the Nova Scotia Art Bank and the AGNS Permanent Collection.

Jennifer Marman and Daniel Borins: Three Dimensions

The exhibition *Three Dimensions* represents a current survey of Jennifer Marman and Daniel Borins' multidisciplinary art practice. The mediums of painting, sculpture, kinetics, interactivity, virtual reality, and video collide inter-dimensionally in this exhibition.

Mi'kma'ki Artists' Spotlight: The Quill Sisters (Melissa Peter Paul, Kay Sark, and Cheryl Simon)

The 2024-25 Mi'kma'ki Artists' Spotlight is a gathering of vibrant porcupine quillwork art created by The Quill Sisters: Melissa Peter Paul, Kay Sark, and Cheryl Simon. These artists have dedicated their time, passion, and creativity to reinvigorating the unique and dynamic tradition of Mi'kmaw quillwork embellishment on birchbark forms.

Exhibition Overview

Séamus Gallagher

Séamus Gallagher is a lens-based artist currently living in Kijipuktuk/Halifax, Nova Scotia. Infusing queer aesthetics with self-portraiture, video game engines, and set construction, the artist explores the limits of representation, and failure as a form of liberation.

Oluseye Ogunlesi: *Black Ark*

In *Black Ark*, Nigerian-Canadian artist Oluseye Ogunlesi explores Canada's role in the Trans-Atlantic Slave Trade. Referencing the slave ships that were built in Canada, this cathedral-like structure invites you into the hold of a ship, creating passage and revealing the fractured and erased history of enslavement in Canada.





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 2024-25 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 innovative 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 communities.

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.

Adult Workshops

Half-day adult workshops at AGNS provide guests with an in-depth learning experience into different art techniques like rug hooking, printmaking, felting, and more. Led by expert artists, participants will create their own art project with the skills they have learned, inspired by the AGNS collection or exhibitions on view.



IMAGE: Adults participating in art-making activities.



 ART GALLERY
OF NOVA SCOTIA

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BUILD NOVA SCOTIA

BUSINESS PLAN 2024 - 2025



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I. Message from the Minister

Minister's Message

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

It's been a year since the new Crown corporation brought together complementary experience and expertise from the former Crown Corporations of Develop Nova Scotia, Nova Scotia Lands and the organization called NS Lands Healthcare Division. Together, we are taking a new and innovative approach to the management, oversight and use of strategic infrastructure and lands that promote economic and population growth that helps deliver sustainable prosperity for our communities.

Strategic infrastructure is critical to the province's future and to Nova Scotians. The creation of Build Nova Scotia reduces duplication, refocuses our efforts and improves accountability. We are working hard to make the right choices today, so we are prepared for tomorrow.

Healthcare infrastructure redevelopment is at the forefront of Build Nova Scotia's agenda. Other exciting projects include waterfront and industrial park construction and expansion, land bank asset management, and environmental remediation.

We will continue to deliver successful high-speed internet access across Nova Scotia, as well as work to address the critical issue of providing reliable cell service for all Nova Scotians.

Nova Scotia is experiencing an unprecedented period of population growth and investment. Build Nova Scotia will move with agility and flexibility to make sure we reach our full potential through partnership, efficiency, and accountability.

Our government has a bold vision for our growing province, delivering on projects that make life better for Nova Scotians.

Over the coming year, I look forward to seeing Build Nova Scotia deliver on the strategic infrastructure that is foundational to ensure continued thriving and prosperous businesses, people, and communities.

Original Signed

.....

Kim D. Masland
Minister, Public Works

II. Core Programs and Services

Build Nova Scotia celebrated its one-year anniversary on 1 December. Build Nova Scotia's home department is Public Works and as such, the CEO reports to the Deputy Minister and to government through the Ministers.

Ministerial oversight for Build Nova Scotia is shared between Public Works Minister, The Honourable Kim Masland who oversees overall corporation operations and all activities, except those of Healthcare infrastructure, and Service Nova Scotia and Internal Services Minister, The Honourable Colton LeBlanc who is responsible for Healthcare Infrastructure.

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 three strategic areas that will guide our key projects and investments:

1. Healthcare Infrastructure
2. Telecommunications Infrastructure
3. Land, Asset, and Environmental Management

Our core expertise spans environmental analysis and remediation, strategic asset management, healthcare infrastructure, and the continued operation, 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 Division

The Healthcare Infrastructure Division is responsible for delivering the largest infrastructure builds in Nova Scotia's history, overseeing both the *Halifax Infirmary Expansion Project* and the *Cape Breton Healthcare Redevelopment* programs. The team works with a range of government partners to plan and deliver these critical projects.

Halifax Infirmary Expansion Project

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. 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.

Cape Breton Healthcare Redevelopment

This program is focused on building, reorganizing, and strengthening health services in Cape Breton Regional Municipality.

Modern and innovative solutions will support the delivery of quality health care services planned for the communities of Cape Breton Regional Municipality.

Expected Outcomes (2024-2025): The 2024-2025 objectives of the Healthcare Infrastructure Division are to continue to drive delivery of the Healthcare Redevelopment projects that have been strategically planned to improve Healthcare Services throughout the Province.

Strategic Infrastructure Division

The Strategic Infrastructure Division is responsible for delivering on a wide range of projects that promote, protect, remediate, or provide services for all Nova Scotians. The team works with a range of government partners to plan and deliver these critical projects.

Telecommunications Infrastructure

Internet for Nova Scotia Initiative

On behalf of the Nova Scotia Internet Funding Trust, Build Nova Scotia has [projects underway](#) that have provided 99.9% of Nova Scotia homes and businesses with access to high-speed internet. This includes the [Satellite Internet Service Rebate Program](#) that launched in July 2022 and further expanded that 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 does not have access to high-speed while awaiting completion of an active project area. In 2024, plans are in place with partners to complete the remaining areas without full access to connections.

Cellular for Nova Scotian Program Launch

In November 2023, a Request for Proposals (RFP) was issued for immediate and innovative solutions to solve the cellular gap that exists across many parts of the province, including many parts of rural Nova Scotia.

Build Nova Scotia will continue to work with telecommunications providers to ensure that people in Nova Scotia will be able to access basic cell signal in their communities.

Expected Outcomes (2024-2025): In 2024-2025, work will continue to finalize fibre/wired 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 high-speed internet connections will be available to 99.9% of Nova Scotia homes and businesses.

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; Open Hearth recreational park in Sydney; the Bedford, Dartmouth, Halifax, and Lunenburg waterfronts; and several other significant infrastructure assets across the province, including wharves and dams.

Dartmouth Cove

Build Nova Scotia will complete Phase 1 Environmental Site Assessments (ESAs) and other associated preparatory work for Dartmouth Cove properties; including pre-development studies, phase 2 ESAs and geotechnical analysis.

Environmental Analysis, Remediation, Monitoring and Maintenance

The Environmental Remediation program at Build Nova Scotia plays a pivotal role in our operations, focusing on crucial environmental management and restoration, overseeing contamination levels, operating wastewater treatment facilities, and leading environmental cleanup projects, including significant Environmental Remediation efforts such as historic mine site remediation. This work also encompasses building demolition projects and contributes to the protection of Nova Scotia's coastline by consulting and supporting Transport Canada's Abandoned Boat Program, aimed at removing abandoned and derelict vessels.

Our responsibilities extend to operating wastewater treatment facilities in Boat Harbour and Sydney and managing contamination levels in surface and groundwater. We ensure prompt corrective action when necessary to maintain ecological balance.

Furthermore, our program provides extensive contract and project management services, especially in coordinating between departmental stakeholders and regulators for front-line environmental cleanup. Our contracts follow stringent public procurement practices, reflecting our commitment to transparency and efficiency.

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 (IAAC). This assessment and the work overall include public consultation and consultation with Pictou Landing First Nation. Ongoing work also involves management of the Boat Harbour site and its infrastructure.

Expected Outcomes (2024-2025): Work will continue to meet regulatory requirements in the interest of receiving and responding to an IAAC approval decision as well as managing Boat Harbour site responsibilities.

Property Management and Operations

Property management encompasses projects with the Department of Public Works focussed on 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.

Mission, Vision, and Values

In late 2023, the full corporation met to provide feedback on the core mission and vision of Build Nova Scotia. This work will be complete in 2024 and implementation plans integrated with strategic planning.

III. Key Priorities for 2024-2025

The table below summarizes our key priorities for 2024-2025.

Strategic Area	Key Priorities
Healthcare Infrastructure	<ul style="list-style-type: none">• Transition to Community Facilities• Cape Breton Regional Municipality Healthcare Redevelopment• Halifax Infirmary Expansion Program
Telecommunications Infrastructure	<ul style="list-style-type: none">• Internet for Nova Scotia Initiative• Expanded Satellite Internet Service Rebate Program• Cellular for Nova Scotia Program
Land, Asset and Environmental Management	<ul style="list-style-type: none">• Environmental Monitoring• Zwicker & Co. Warehouse• Lunenburg Foundry Shipyard (Plant 2)• Boat Harbour Cleanup Project• Dartmouth Cove Assessment

IV. Performance Measures

Corporate level performance measures continue to be developed as the organizational structure and accountability are refined and finalized. These will be cemented over 2024. While the corporate measures are developed and finalized, individual projects have embedded performance measures to keep accountability for their delivery.

V. Financial Summary

Financial Summary

Build Nova Scotia Operating Budget 2024-25

	Budget 2023-24	Forecast 2023-24	Budget 2024-25
Revenue			
Rents & Wharfage	3,898,000	4,858,000	4,336,000
Long Term Maintenance and Monitoring	2,880,000	2,337,000	2,137,000
Project Income	10,005,000	6,513,000	8,800,000
Parking	1,075,000	1,250,000	1,375,000
Other Income	969,000	442,000	1,940,000
Grant Income	21,981,000	32,284,000	39,129,000
Total Revenue	40,808,000	47,684,000	57,717,000
Operating and Administrative Expenses			
Project Expenses	9,209,000	6,513,000	24,300,000
Program Expenses	1,707,000	1,367,000	1,345,000
Maintenance/Repairs and Other	5,447,000	7,773,000	6,151,000
Administrative Expenses	24,445,000	32,031,000	25,629,000
Total Expenses	40,808,000	47,684,000	57,425,000
Surplus (Deficit) Before Other Items	-	-	292,000
Other Items			
Capital Grants	5,225,000	3,777,000	1,873,000
Less Capital Amortization	(4,241,000)	(4,241,000)	(4,202,000)
Less PSSP Retirement Health Benefits	(241,000)	(241,000)	(241,000)
Gain (loss) on Disposal of Fixed Assets	-	-	-
Total Other Items	743,000	(705,000)	(2,570,000)
Surplus (Deficit) After Other Items	743,000	(705,000)	(2,278,000)



2024-25 Business Plan

Message from the Chair of the Board and CEO

Halifax Harbour Bridges (HHB) is preparing for unprecedented changes in the way it delivers on its mission to provide efficient and reliable cross-harbour transportation. In that spirit, we are pleased to share our 2024-25 business plan.

Developed through the lens of a recently adopted five-year strategic plan, HHB's effort in the coming fiscal year will focus on five key priorities:

Mackay Bridge Revitalization: We will be carrying out detailed planning and analysis required to lead the organization to a decision point on the rehabilitation or replacement of the 53-year-old structure. Important components of the bridge are deteriorating resulting in an increased level of capital investment to keep the Mackay operating safely. Time is of the essence to determine how best to maintain this critical harbour crossing.

Steel and Paint Program: As our bridges age, they require an increasing amount of attention. Maintaining the condition of the underlying steel structures and corrosion prevention are important aspects of our engineering and maintenance program. In 2024-25, our focus will be to commence an in-depth steel repair and coating program on the Macdonald Bridge towers.

e-Tolling: Building on the recent launch of a refreshed technology suite, we will pursue the next phase of our e-Tolling initiative by revamping aged sensors and unsupported equipment in the toll plazas and detailed planning for the eventual implementation of full e-tolling.

Staff and Skills Development: We will develop and implement a continuous learning model to upskill and equip our team for success. In addition, HHB must continue to strive to be attractive to the in-demand technical and operational staff required to successfully manage the major challenges that lie ahead.

Cybersecurity Fortification: Acknowledging cyber criminals will continue to target our operation, we are committed to state-of-the-art measures to protect sensitive information.

As back-to-back weekend closures of the Mackay Bridge in late 2023 demonstrated, HHB bridges are critical pieces of transportation infrastructure that facilitate economic activity in the growth centre of the province. As the stewards of the bridges - accountable to the customers who record more than 30 million crossings each year - HHB will continue to invest in the efforts that ensure the safety and efficiency of these critical transportation corridors.

Our business plan is more than a roadmap – it's a commitment to innovation, reliability and community service. And, as always, safety will continue to be a foundational element of everything we do.

Respectfully submitted,

Vicki Harnish

Chair of the Board of Commissioners

Tony Wright

CEO

Strategic Priorities

In late 2023, the HHB Board and staff revisited the organization's five-year strategic plan. Changes reflect the need for HHB to consolidate its strategic priorities and direct our collective attention on the most pressing and important aspects of our business to ensure all staff could clearly see how their work connected with HHB's longer-term goals. The following represents HHB's major 2024-25 initiatives designed to achieve those goals.

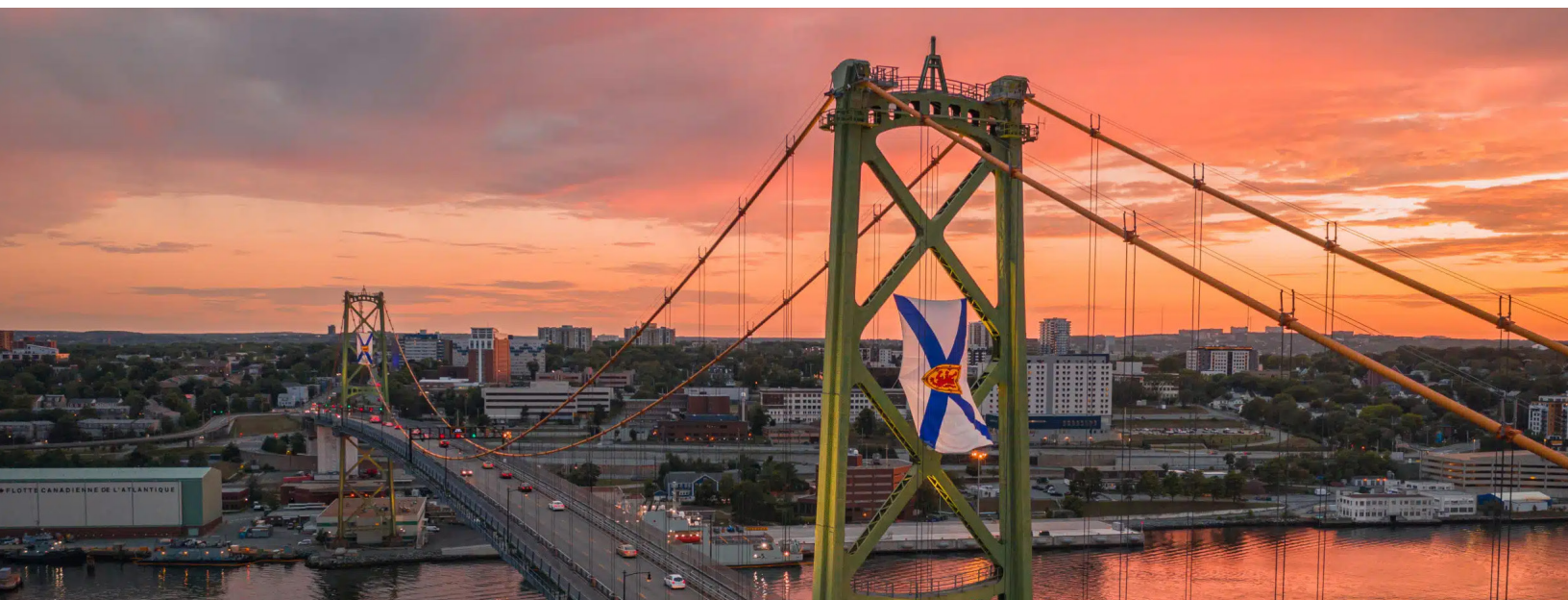
1. Stewardship of the Bridges

Establish a clear future for the MacKay Bridge

- Develop a project roadmap for both rehabilitation and new build options while developing alignment options for construction activities
- A rehabilitation study will detail the specific challenges of redecking the MacKay Bridge
- Stakeholder meeting with neighbours will foster a better understanding of options for a proposed transportation corridor if required

Manage the health and lifespan of the bridges

- Deliver a steel and paint program focused on the Macdonald Bridge towers
- Update the 10-year capital and financial plan to inform a possible return to the Nova Scotia Utility and Review Board
- Complete concrete pier and main cable inspections to assess remaining life of these critical components
- Complete scheduled deck and concrete resurfacing, bearing and expansion joint replacements and the replacement of the lighting on the Victoria Street interchange
- Award new security and tolling services contracts
- Launch a weigh in motion (WIM) initiative to develop an improved picture of our commercial traffic and associated impact on the bridges



Create the tools and data needed for HHB's Asset Management Plan

- Identify bridge activities that may be impacted by climate change-induced factors like higher winds or rising sea levels
- WIM and Structural Health Monitoring (SHM): Measuring demand as well as monitoring condition of key elements of our infrastructure is valuable and promotes objective decisions for long-term management.
- Industry consultation and collaboration: HHB derives great value in maintaining strong connection with other bridge owners/authorities who have similar challenges, issues and projects.
- Continue with the next phase of the HHB's custom Bridge Information Model & Management System (BIMMS) for an at-a-glance evaluation of all bridge components
- Establish an organizational green house gas (GHG) baseline that will be used to help evaluate future projects and focus efforts on reducing carbon-based emissions from operations

Metrics: Stewardship of the Bridges	
Capital Project Statistics	Key statistics for capex: safety, quality, financial performance and efficiency
Inspection Outcomes	Annual and detailed inspection results addressed: Fair > resolved within 3 yrs Poor > resolved with 1 yr Good and Excellent > monitor
Component Condition	Bridge component rating system
Financial Health	Maintain or improve key financial metrics: Debt Coverage Ratio, Liquidity Ratio, Unrestricted Reserves to Debt



2. Customer and Community Values

Initiate the first phase of e-Tolling

- Carry out license plate imaging proof of concept study
- Begin replacement of outdated lane-level tolling equipment and operating systems at the toll plazas
- Create a transition plan to further e-Tolling options

Customer satisfaction with MACPASS and the bridge crossing experience

- Complete the conversion of customers from hard-shell MACPASS transponder technology to new sticker transponders. Sticker transponders are more efficient and utilize the latest technology to enable next-generation tolling implementation
- Carry out a user-survey with results used to identify areas for future improvements

Promote bridge and road safety

- Advance the timely notification to all bridge users of travel disruptions and upcoming closures with additional services to the app, new social media options and an enhanced web presence
- Continue maintenance and operational fleet renewal initiatives with particular attention to high-impact assets geared towards improving road conditions and maintenance
- Pursue innovative traffic management systems to provide more automation

Engage customers and stakeholders

- 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
- Take the MACPASS swap program more public with appearances at community events, car shows and home shows.

Metrics: Provide Customer and Community Value	
Traffic and Collision Statistics	Traffic incidents per kilometre of travel. Over-all time to clear traffic-related incidents. Percentage of time all toll lanes open.
Customer Satisfaction Results	Through polling and surveys, measure user overall satisfaction. Address claims from users within 3 business days, resolve within 10 business days.
MacPass Utilization	MacPass utilization rates are increased or stable. MACPASS System Online application availability - target 98%.

3. A Healthy Workplace Culture

HHB’s workplace culture supports EDI, physical and psychological safety

- Build on the successes of our EDI initiatives with more workshops, training and recruitment initiatives
- 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

Employee strengths are developed through education and training

- Implement a skills development program for supervisors and our painting and maintenance teams
- Continue to invest in training and education opportunities for staff including engaging with peers and colleagues at other agencies.

Ensure staff skills are well aligned to operational requirements

- Where necessary, augment staff with experienced construction services to help ensure projects are completed as planned and the work is conducted with the highest regard for worker safety
- Implement an electrical technician apprentice program to give workers the skills in-house needed to maintain our equipment

Metrics: Nurture a Healthy Workplace Culture	
Worker Safety Stats	Monthly safety-related statistics. WCB Industry Ranking - target 95th percentile. Safety Audit exceeds a score of 90%.
Employee Engagement	Improved metrics on employee satisfaction and engagement survey. 100% completion of annual employee appraisals and training plans.
EDI	Employee composition mirrors that of NS demographics.



4. Financial Summary

	2023-2024 Budget	2023-2024 Forecast	2024-2025 Budget
Revenue	(\$ in thousands)	(\$ in thousands)	(\$ in thousands)
Toll revenue	39,188	37,207	39,394
Interest income	1,335	1,211	1,019
Other income	147	197	167
Total revenue	40,670	38,615	40,580
Expenses			
Administration	3,685	3,604	4,288
Operating	6,202	6,072	7,108
Maintenance	5,122	5,138	6,780
Amortization	11,075	10,615	11,619
Debt servicing	5,443	4,463	5,471
Total expenses	31,527	29,892	35,266
Net operating and comprehensive income	9,143	8,723	5,314



Business Plan

2024-25

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Message

from the Minister of Economic Development

Together, the Department of Economic Development and its Crown corporation, Invest Nova Scotia, are turning challenges into opportunities.

As we approach a new era for our province, Invest Nova Scotia will continue to increase its reach and impact, ensuring more businesses and entrepreneurs benefit from its work, and deliver on government priorities, including growing a healthy economy. We will also work with companies to target innovation, competitiveness and decarbonization.

We know that capital is crucial for businesses, so Invest Nova Scotia will continue providing support that unlocks additional investment from the private sector and collaborators.

It's also important for Nova Scotia to expand high-paying sectors that make up our economy and increase our overall productivity, as this is key in increasing the standard of living for Nova Scotians. This will remain at the forefront of our work.

Our collective commitment to productivity, innovation, sustainability and growth has never been stronger. Now is the time to embrace the opportunities before us so together, we can shape a more prosperous future for Nova Scotia.

Sincerely,

Susan Corkum-Greek

Minister of Economic Development and Minister responsible for Invest Nova Scotia

Key Areas of Focus for 2024-25

1. Growing Nova Scotia's strategic sectors

Invest Nova Scotia will enable and drive economic development initiatives across the province, facilitating collaboration in key sectors and supporting large-scale private-sector investment and growth. We will:

- Design and deliver investment attraction initiatives focused on attracting innovative, highly productive, sustainable exporters and creating high-value jobs across the province.
- Work with the private sector and government partners to drive economic growth through strategic property management and development of industrial real estate owned by Invest Nova Scotia.
- Find and support new high-potential technology companies and encourage entrepreneurial activity across Nova Scotia.

2. Enabling increased productivity for all sectors and businesses across the province

Innovation and sustainability are at the root of everything we do. Invest Nova Scotia will support companies in making the investments they need to drive productivity and competitiveness and progress towards achieving net zero commitments. We will:

- Work with businesses of all sizes in all communities and at every stage of the lifecycle to scale and build capacity, adopt technology, expand to new markets, and grow through export.
 - » Innovation Rebate Program – we will enable more Nova Scotia businesses to increase innovation capacity and drive sustainability through private-sector capital investments and the adoption of innovative technologies.
 - » Atlantic Trade & Investment Growth Agreement – Invest Nova Scotia will leverage federal funds and collaborate regionally to improve the international competitiveness of the region's small and medium-sized businesses through market diversification (Market Expansion Development Program), export sales (Trade Missions & Trade Shows), international investment and technology partnerships (Scale-Up Hubs).
- Provide advice, navigation services, and export programming for companies to acquire new clients, seek investment, and diversify markets, improving their competitiveness. (Export Development Program, Trade Market Intelligence Service).
- Leverage networks and build key alliances at home and abroad to support innovation, investment, and exports.

Key Areas of Focus

for 2024-25

3. Investing in new ideas and entrepreneurship to grow the economy

At Invest Nova Scotia, we know that our start-ups and small and medium-sized companies need to be productive and competitive to sell their products, services, and technologies in more and larger markets outside our borders. Invest Nova Scotia will work with businesses at all stages and in all regions to build the knowledge and skills needed to grow and scale. We will:

- Work with stakeholders, including the private sector and other government departments, and strengthen connections with post-secondary education institutions (PSE) and business accelerators and incubators (BAI) to progress projects that facilitate innovation, investment, and **decarbonization efforts while driving economic development in all regions**.
- Build capacity and competencies in entrepreneurs to help them maintain supply chains, identify innovative business solutions, and adapt to changes in national and global markets.
- Build start-ups through three interdependent areas of activity: venture capital investment, incubation facilities, and acceleration programs and services.
 - » Make venture capital investments directly in Nova Scotia start-ups, filling a market gap and providing dollars that start-ups could not otherwise access.
 - » Invest in start-ups through our limited partnerships in external funds (Fund of Funds).
 - » Provide incubation space and services for early-stage companies in Nova Scotia's strategic growth sectors (lab, office and light-industrial space and infrastructure at The Labs, The Bays, Start-Up Yard).
 - » Deliver acceleration programs and services to start-ups approaching investment readiness (financial and non-financial support).
- Support actions that advance environmental, social and corporate governance (ESG) awareness and uptake, connect new innovations to post-secondary resources (PIVP) and strengthen the capacity of inclusive entrepreneurship across the province (Black Business Initiative, Aboriginal Economic Development, Inclusive trade programming).

Key Areas of Focus

for 2024-25

4. Ensuring all communities experience growth and prosperity

Nova Scotia's businesses have developed incredible products, innovated to create new opportunities, and contributed to the prosperity of their communities and the province. At Invest Nova Scotia, a focus on supporting business growth directly and with partners can lead to new job opportunities, resilient supply chains, and investment-ready projects. We will:

- Continue to serve as a first point of contact for businesses across the province looking for resources to support their growth.
- Partner with the Regional Enterprise Networks (RENs) and community partners to uncover investment opportunities and promote capabilities for investment.
- Work with provincial partners to support Nova Scotia companies' knowledge of provincial procurement opportunities to drive business growth.
- Promote Nova Scotia as a business jurisdiction of choice to live, work, invest and grow your business.
- Expand, develop, and convert goals and commitments in our Accessibility Plan (2023-2026) into actions to achieve a culture of accessibility in our programming, employment, and physical spaces.

Performance Measures

Measures

2024-25 Targets

Growing Nova Scotia's Strategic Sectors

Grow Payroll across the province

Clients increase their payroll by a minimum of 10%

Attract innovative, sustainable businesses in our key sectors to establish or relocate to the province

A minimum of 10 innovative exporters establish or relocate in Nova Scotia

Enabling increased productivity for all sectors and businesses across the province

The Innovation Rebate Program attracts and incentivizes private capital that is invested for productivity improvements

A private sector commitment of a minimum \$36 million in capital investment for productivity improvements

Investing in new ideas and entrepreneurship to grow the economy

Nova Scotia venture capital leveraged through the Nova Scotia First Fund

Direct and external fund investments in Nova Scotia start-ups leverage a minimum of \$18 million of venture capital (i.e., \$2 leveraged for every \$1 invested through the Nova Scotia First Fund)

Value of Nova Scotia exports

Clients will achieve a minimum of 10% increase in export sales overall

Performance Measures

Measures

2023-24 Targets

Ensuring all communities experience growth and prosperity

Percentage of companies experiencing growth

Baseline year development

Percentage of clients experiencing growth outside of HRM

Baseline year development

Distribution map of companies

Budget Context

2024-25

	Estimate 2023-24	Forecast 2024 (Dec.)	Estimate 2024-25
Revenues			
Provincial Grants	56,262,000	57,314,000	62,045,000
Other Revenue	1,965,800	3,043,800	2,564,500
Federal Funding	487,200	772,300	705,900
NS Business Fund: Loans & Equity	192,500	185,200	100,000
NS Business Fund: Real Properties	903,800	1,193,800	926,000
Miscellaneous Provincial Revenue	30,100	467,700	61,500
Total Revenue	59,841,400	62,976,800	66,402,900
Expenses			
Early Stage Commercialization Funding (ESCF)	500,000	500,000	500,000
Operating Expenses	24,935,100	28,287,800	26,017,900
Payroll Rebates	17,810,000	15,210,000	23,359,000
Innovation Rebate Program (IRP)	12,000,000	12,000,000	12,000,000
Export Development Program (EDP)	2,500,000	2,700,000	2,500,000
Productivity & Innovation Voucher Program (PIVP)	1,000,000	1,000,000	1,000,000
Wildfire Relief	-	2,117,500	-
NS Business Fund: Real Properties	903,800	1,129,100	926,000
Total Expense	59,648,900	62,944,400	66,302,900
Operating surplus before non-operating items	192,500	32,400	100,000
Other (income) expense			
Capital Operating Grant	-	-	(250,000)
Impairment of portfolio investments & loans receivable	500,000	500,000	500,000
Provision for credit losses	100,000	(201,000)	100,000
Realized gains on investments	(1,800)	(1,873,000)	(1,800)
Depreciation	524,800	486,600	363,000
Amortization of deferred capital funding	(146,200)	(146,200)	(146,200)
Total	976,800	(1,233,600)	565,000
Surplus (Deficit) after non-operating items	(784,300)	1,266,000	(465,000)

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 and any other business development incentive funded through the strategic investment funds. The Payroll Rebate is the only business development incentive funded by strategic investment funds (SIF) in fiscal 2024-25.

Payroll Rebate

Overview

A Payroll Rebate is a discretionary, non-entitlement business development incentive intended to promote targeted payroll generation by creating 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.

The Payroll Rebate may be used when it can be shown that a company's project generates an economic benefit to the province, including export development, investment in the province, or improved competitiveness of existing businesses in one or more of the province's key economic sectors.

Amount

Payroll 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 rebates 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.

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 the 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 Payroll Rebate 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 businesses will not be considered.

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

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 \$25.9 million outstanding to 12 companies located throughout the province. The annual portfolio lending cap is set at \$100,000 for fiscal 2024-25 solely for the purposes of realization costs.

The Nova Scotia Fund has not issued new business development incentives since fiscal 2014-2015. The current regulations for the Nova Scotia Fund prohibit new business development incentives.

Joint Regional Transportation Agency

BUSINESS PLAN – 2024-2025

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Message from the Minister of Public Works

I am very pleased to present the 2024-2025 Business Plan for the Joint Regional Transportation Agency (JRTA).

This is important work that will help support our province's goals of economic prosperity, health, housing, education, population growth, and climate change.

In 2023, the JRTA made great progress to grow the organization, award contracts for the Regional Transportation Plan (RTP), and achieve key milestones in the plan's development, including essential background research and scenario planning.

At each step, the JRTA is collaborating regularly with their Technical Advisory Board, Technical Working Group, provincial staff, municipalities within the study area, focus groups, and connecting with traditionally underserved and underrepresented communities.

One of the JRTA's greatest accomplishments in 2023 was successfully holding two rounds of public engagement, which produced thousands of ideas from Nova Scotians on the future of our transportation system.

2024 will see the Agency reach one of its most critical milestones – the delivery of the Regional Transportation Plan. The recommendations that will be shared within the plan will guide how we build a regional transportation system that's safe, efficient, and prepares us for future growth.

The delivery of the plan is only the beginning. Already, the JRTA is planning how it will shift from plan development to implementation. The actions detailed within this Business Plan will be the JRTA's roadmap as they continue their transformative work on the regional transportation system.

Original Signed by

Honourable Kim D. Masland
Minister

About the JRTA

Transportation plays a significant role in the day-to-day lives of all Nova Scotians.

It enables access to healthcare, education, and employment opportunities. It allows for the movement of goods to support people and the economy. It fosters independence and can help address issues of isolation and social and economic exclusion.

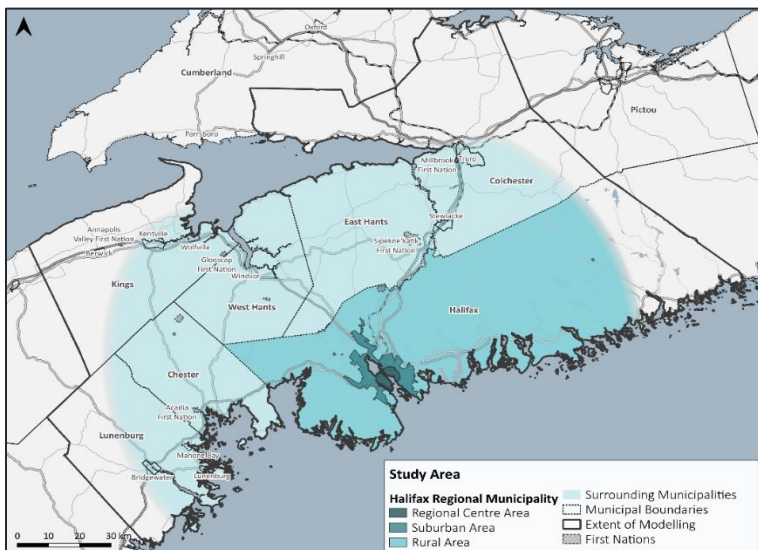
The Joint Regional Transportation Agency (JRTA) is a provincial Crown corporation tasked with addressing transportation issues associated with rapid growth in Halifax and surrounding communities.

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

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. 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.

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 growth in a sustainable and resilient manner.

Mandate

The mandate of the JRTA is to plan for all modes of transportation consistent with the region's growth and development to ensure the safe, efficient, and coordinated movement of people and goods.

To achieve the [JRTA's mandate](#), the JRTA will continue to collaborate across government and with partners and interested parties to develop a [Regional Transportation Plan](#),

Governance and Approach

Enacted in legislation, the JRTA has created and works closely with a [Technical Advisory Board](#) (TAB) to help inform and guide the work. The TAB is a key collaborative mechanism, comprised of senior leaders that own, operate, or fund transportation in the region, and have existing plans, strategies, and studies that are important to, dependant on, or that will inform the Regional Transportation Plan.



The TAB provides critical support in advancing the JRTA's primary mandate – the development of a Regional Transportation Plan and creates an opportunity to advance aligned TAB partner transportation projects.

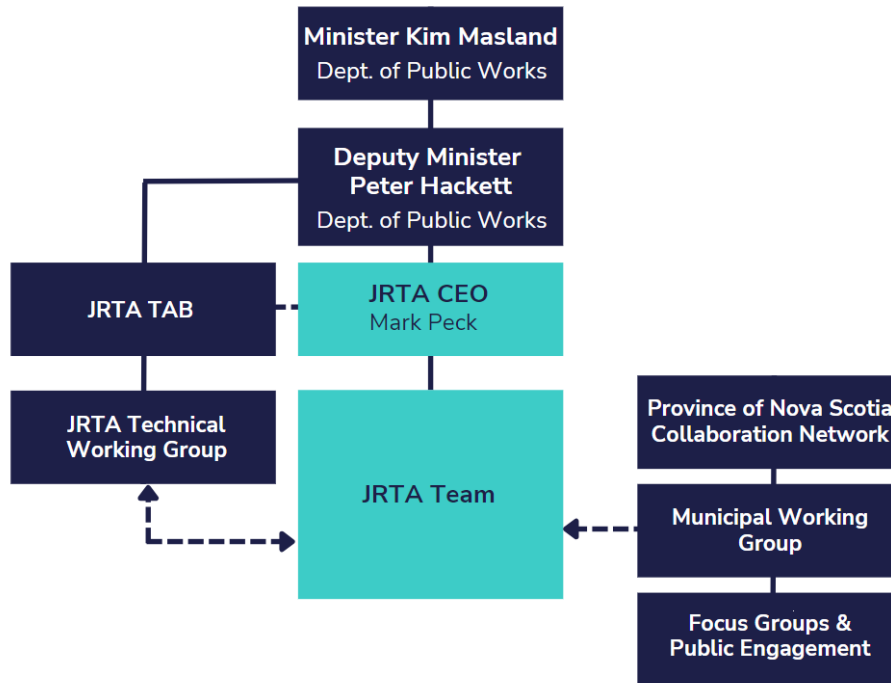
While these partnerships are key, a successful Regional Transportation Plan also requires strong relationships and alignment across

provincial and municipal planning initiatives. To this end, the JRTA has set up a Municipal Working Group, with participation from fifteen municipalities and a Province of Nova Scotia Collaboration Network, with participation from nearly every department.

The focus of this collaboration is a multi-purpose approach to planning and infrastructure decision-making to maximize investments and enhance Nova Scotia's well-being and drive sustainable growth.

The JRTA is a provincial Crown Corporation, and the Minister of Public Works is the sole shareholder of the Agency.

The CEO reports to the Deputy Minister of Public Works who is also the Chair of the JRTA Board. The Agency reports to a Board of Directors made up of the Deputy Minister/Chair and the Chief Engineer of the Department of Public Works.



Key Areas of Focus for 2024-2025

Regional Transportation Plan

As outlined in *Joint Regional Transportation Agency Act*, the JRTA is mandated to deliver a Regional Transportation Plan by November, 2024 and is on track to meet this timeline.

The purpose of the plan is to establish a long-term coordinated and strategic vision for a regional transportation system that makes sustainable growth and development possible and improves the safe and efficient flow of people and goods into, out of, and throughout Halifax and surrounding communities.

The plan will consider all modes of transportation consistent with the movement of people (walking/rolling, cycling, buses, ferries, trains, vehicles), goods (trucks, trains, ships, planes), and the

infrastructure necessary to make this possible (streets, active transportation facilities, highways, bridges, rail corridors, ports – marine, ground, air).

The plan will play a critical role in advancing broader Provincial Government initiatives to tackle climate change, enable accessibility, support population growth and economic development, and improve Nova Scotia’s health, well-being, and quality of life.

Delivery of the plan is just the beginning. The RTP will identify the policy and infrastructure requirements needed to meet the region’s anticipated levels of growth in an efficient, cost-effective, and sustainable way.

The JRTA will be focused on identifying early deliverables and ensuring a rapid progression from delivery to implementation.

Initiative	Expected Outcome
<p>Completion of Activity-Based Travel Demand Model</p>	<p>Travel demand modelling capability to support the in-depth transportation system analysis, to be completed in 2024.</p> <p>Improved decision-making and engagement with residents, businesses, and organizations across urban and rural locations in the study area.</p> <p>Recognition of leading-edge tactics, as modelling of this type, and of this scale is the first of its kind in Nova Scotia.</p> <p>Modelling capability and capacity to share with the province / core partners for analysis of future growth projection and settlement disbursement.</p>
<p>Completion of Implementation Plan</p>	<p>Ability to move strategically from plan delivery to implementation.</p> <p>Identification of early deliverables.</p> <p>Prioritization of recommended projects.</p>

	Exploration of funding models.
Delivery of the Regional Transportation Plan	<p>Achieving mandate of a long-term coordinated and strategic vision for a regional transportation system.</p> <p>Support for future partner projects.</p> <p>Recommendations for the transportation system to support population growth in the study area.</p>

Regional Transportation System

The JRTA intends to move forward with projects and initiatives that support the Regional Transportation Plan, improve or future-proof the regional transportation system, enhance the ongoing working relationship between the JRTA and their core partners, and improve quality of life for Nova Scotians.

Initiative	Expected Outcome
Completion of a Regional Passenger Rail Assessment	<p>Provision of background information on rail to supplement recommendations within the RTP.</p> <p>Enables evidence-based decision making on the future of rail corridors in Nova Scotia.</p> <p>Strategic positioning for Nova Scotia to apply for first round of Permanent Public Transit Infrastructure funding, starting in 2025.</p>
Establishment of a Permanent Student Transit Pass Program	<p>Equitable and free access to Halifax Transit for children under 17 in HRM.</p> <p>Increased transit ridership, behaviour change, and independence for youth.</p>

	<p>Improved provincial inter-departmental collaboration (JRTA / Education / HRCE / Solution Six for Health).</p> <p>Strengthened relationship between JRTA / the province and HRM, a core partner.</p> <p>Strengthened relationship with residents.</p>
Ongoing relationship building with Infrastructure Canada	<p>Strategic positioning for Nova Scotia to apply for first round of Permanent Public Transit Infrastructure funding, which will link transportation and housing, starting in 2025.</p> <p>Knowledge and understanding of the application process and requirements.</p> <p>Securing funding for large-scale transportation projects included in the RTP.</p>

Organization

Over the next year, the JRTA will continue to grow and evolve the organization to ensure the actions included in the RTP are realized.

Initiative	Expected Outcome
Legislative review	<p>Determination of any barriers to the implementation of the RTP (i.e. regional transit, access to funding, rail, etc.) via a proactive review of all existing legislation</p> <p>Ability to prepare changes to existing legislation or new legislation to support the implementation of the RTP.</p>

Long-term JRTA operating structure options review	Jurisdictional review of other transportation agencies and their function, authority, funding, and setup. Options for future structure of the JRTA.
Continued collaboration, relationship-building, and information-sharing	Improved understanding of how transportation is connected to land-use, housing, and infrastructure.

Financial Summary

Crown/ Agency Expenses Summary	2023-2024 Estimate	2023-2024 Forecast	2024-2025 Estimate
Salaries and benefits	\$840,000	\$799,000	\$1,243,000
Professional services	\$0	\$1,318,000	\$648,000
Operating Expenses	\$1,160,000	\$254,000	\$230,000
Total - Departmental Expenses	\$2,000,000	\$2,371,000	\$2,121,000
Additional Information:			
Provincial Funding	(\$2,000,000)	(\$2,000,000)	(\$2,004,000)
Other Revenue Sources		(\$371,000)	(\$117,000)

BUSINESS PLAN

2024-2025



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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 2024–25 fiscal year on behalf of the Board of Directors and staff.

The 2024 growing season will mark the Commission's 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.

Every dollar collected in premiums from producers goes back to fund claims. Administration costs of the Commission are funded in partnership by the federal and provincial governments. This structure allows the Commission and staff to focus on providing coverages and making informed decisions based on the needs of our clients.

2023 had a turbulent start with a dry period, followed suddenly by a season of excess moisture that challenged the harvest plans of even the most experienced Nova Scotian farmers. Climate challenges continue to highlight to our industry the need for sound business risk management strategies and programs.

The upcoming fiscal year will be the second year of the Sustainable Canadian Agricultural Partnership, a five year Federal-Provincial-Territorial policy framework which provides the foundation for an AgriInsurance program. The Commission, in turn, determines the coverages and program specifics that respond to the needs of Nova Scotia's unique agriculture industry.

The Commission remains committed to providing adaptive and responsive insurance coverage that helps farmers sustain their operations and continue to grow and innovate. We invite feedback from our farm community and stakeholders and regularly review our offerings within the parameters of the AgriInsurance framework.

On behalf of the Commission and staff, we wish you a successful harvest in 2024-25.

(original signed by)

John Vissers

Chair

(original signed by)

Nicholas Bell

Director, Business Risk Management

About the Nova Scotia Crop and Livestock Insurance Commission

The Commission has delivered business risk management solutions for agriculture in Nova Scotia for more than 55 years under the *Crop and Livestock Insurance Act*.

Under the oversight of the Minister of Agriculture, the Commission administers crop insurance plans for 16 crop categories, as well as dairy and poultry livestock insurance plans. The Commission has also administered the Canada/Nova Scotia Wildlife Compensation Program since 2008.

The Commission administers these insurance programs as part of a suite of business risk management programs available to the agriculture industry in Nova Scotia under the framework established via the Sustainable Canadian Agricultural Partnership.

The governments of Nova Scotia and Canada each contribute to the administration expenses for crop insurance and wildlife compensation on a 60 per cent federal and 40 per cent provincial basis. Producers are responsible for 100 per cent of the premiums for livestock insurance, while 100 per cent of administration expenses are the responsibility of the Province.

Crop insurance plays a key role in stabilizing business income by providing opportunities to manage or transfer risk. Crop production is particularly risky as natural perils presented by climate and geography cannot easily be controlled or managed. The intended outcome of our programs is to stabilize farm incomes, and by doing so, support the economic growth of the province and the Minister of Agriculture's mandate to support local food consumption in Nova Scotia.

The Commission offers production based, individualized coverage for 16 crop categories. Producers are compensated when their yields fall below their guaranteed production level due to natural perils beyond their control. Key program features are coverage for losses caused by drought, frost, hail, wind, excessive moisture, insect infestation, plant disease, wildlife, winter injury, unavoidable pollination failure, and off-crop due to adverse weather conditions. Coverage is based on clients' individual records with premiums varying according to crop type, coverage level and value of crop. Producers can pick coverage from 70 to 90 per cent of their historical yield, and for most plans, producers can pick between a high, low, or medium price level.

Key Areas of Focus for 2024 – 2025

The Commission recognizes that the changing nature of our climate and economic factors in the agriculture industry require us to adopt a culture of continuous improvement and responsiveness to industry needs. In doing so, the Commission is committed to the following areas of focus to guide our operations over fiscal year 2024 – 25:

1. Customer Service Excellence

- Undertake measures to improve and build on our client services by focusing on client needs.
- Proactively promote and market AgriInsurance as a key business risk management option for agricultural producers in Nova Scotia, with increased client outreach and new marketing materials.
- Network and collaborate with industry stakeholders, Department of Agriculture staff, financial institutions, accountants, and other farm advisors on the Commission's insurance offerings.
- Improve client access to information through an expanded online presence including a new website and social media.

2. Program Expansion and Enhancements

- Support the Minister of Agriculture's mandate to 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 by providing an effective business risk management tool that supports farmer's long-term sustainability.
- Consult with industry associations and stakeholders to review the effectiveness of existing insurance plans and policies with the aim of improving insurance plans to meet client's changing needs within the AgriInsurance framework.
- Engage directly with producers on the development of new insurance plans and continuous improvement to current offerings.
- Continue to 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.
- Continue to explore modernization of the Commission's information technology infrastructure.

4. AgrilInsurance Program Priorities

- Review the Commission's administrative processes using a Lean Six Sigma approach and support a culture of continuous improvement.
- Work with actuaries to continue 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 Sustainable Canadian Agricultural Partnership provides for reimbursement of 60 per cent of the administrative costs (includes staffing costs) related to AgrilInsurance and Wildlife Compensation. Insurance premiums are cost shared by producers (~40 per cent), the federal government (~36 per cent), and the provincial government (~24 per cent) and are administered directly by the Commission. The Province provided producers with an additional 10 per cent premium reduction in fiscal years 2021-22 to 2023-24 effectively changing the cost share for producers to ~36 per cent and Province to ~28 per cent. Only the provincial premium contributions are included in Department of Agriculture budget figures.

(see next page for Table 1: Estimate of Income and Fund Balances)

Table 1: Estimate of Income and Fund Balances

	Budget 2023-2024 (\$ 000)	Forecast * 2023-2024 (\$ 000)	Budget * 2024-2025 (\$ 000)
Revenues			
Insurance Premiums paid by Clients	1,540	1,782	1,540
Insurance Premiums Contributed - Federal	1,386	1,603	1,386
Wildlife Compensation Payments - Federal	60	106	60
Insurance Premiums - Provincial	924	1,069	924
Wildlife Compensation Payments - Provincial	40	71	40
Interest Income	200	458	394
Total Revenues	4,150	5,089	4,344
Expenses			
Indemnity Claims	3,850	5,621	4,000
Wildlife Compensation Payments	100	177	100
Reinsurance Premiums	-	-	-
Bad Debt Expense	5	5	5
Total Expenses	3,955	5,803	4,105
Net Income from Insurance Activities	195	(714)	239
Reinsurance Advances			
Federal	-	-	-
Provincial	-	-	-
Total Reinsurance Advances	-	-	-
Net Income (Loss)	195	(714)	239
Crop and Livestock Insurance Fund Balance			
Beginning of Year	9,395	8,341	7,627
End of Year	9,590	7,627	7,866
Total Administrative Expenses			
Federal Contributions	684	660	660
Provincial Contributions	456	440	440
Total Administrative Expenses	1,140	1,100	1,100
Net Government Expenditures			
Federal (Premium + Administration)	2,130	2,369	2,106
Provincial (Premium + Administration)	1,420	1,580	1,404
Total Program Expenditures	3,550	3,949	3,510

* as of December 15, 2023



**NOVA SCOTIA
FARM LOAN BOARD**

2024-2025

Business Plan

Nova Scotia Farm Loan Board



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Nova Scotia Farm Loan Board Business Plan 2024-2025

Nova Scotia Farm Loan Board February 2024

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Message from the

Board Chair and Director

We are pleased to present the 2024-25 business plan for the Nova Scotia Farm Loan Board (NSFLB).

The NSFLB continues to be an essential source of financing for agriculture and agri-food in Nova Scotia. The NSFLB has been supporting Nova Scotian businesses for more than 100 years, and currently works with approximately 400 businesses who make tremendous economic, social, and environmental contributions to the Province.

2024-2025 will see the NSFLB continue to offer a wide variety of loan products that allow clients to start, acquire, or expand their farming business. The NSFLB will work with local agricultural organizations and continue to support new, emerging, and innovative farm businesses. NSFLB investments will support provincial objectives relating to increased local food production and consumption, allow for generational change and succession planning, help with climate mitigation and adaptation, and enhance innovation, productivity and operating efficiency. Likewise, the NSFLB will continue to offer financing to the province's forestry sector, through our Timber Loan Board product offerings.

Financing activity of \$60 million in 2024-2025 will continue to follow the NSFLB's robust decision-making processes whereby decisions are made with portfolio sustainability in mind. The portfolio will be managed with a view of maintaining cost-neutrality to the Province over the long term, with any revenues returned to the Province. The NSFLB's long-term view to the success of our clients will enable businesses of all sizes from a variety of commodities to contribute to the economic growth of their communities, region, and Province.

Our Board of Directors collectively bring extensive and broad experience in agriculture, business, and financing. The NSFLB appreciates and understands the role that our financing activity plays in the lives of our clients and their communities, particularly in rural Nova Scotia. The collective success of our clients is integral to the overall success of the agriculture sector in Nova Scotia. The dedicated and professional NSFLB staff pride themselves in finding lending solutions for our clients that truly meet their needs. Our continued commitment to our clients underscores the value of working with a local lender such as the NSFLB, where 100% of the decisions are made by Nova Scotians and for Nova Scotians.

Andy Vermeulen,
Chair of the Board

Brennan Goreham,
Director, Crown Lending Agencies



About

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.

Mission

To build 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

To support 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.

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 – the Nova Scotia Timber Loan Board (NSTLB) and Nova Scotia Fisheries and Aquaculture Loan Board.

The NSFLB also fulfils the functions of the NSTLB. Established under the **Forests Act**, the NSTLB serves the forest industry by providing loans 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**.

Board of Directors

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

Member

Andy Vermeulen

William Versteeg

Jack Hamilton

Kevin Colvey

Rod Kennedy

Position

Chair and Audit Committee

Director and Audit Committee (Chair)

Director

Director

Director

Term

Oct. 1, 2020 - Sept. 30, 2025

Oct. 1, 2020 - Sept. 30, 2025

Feb. 25, 2021 - Feb. 24, 2026

Aug. 3, 2023 - Aug. 2, 2027

Aug. 3, 2023 - Aug. 2, 2027

Alignment

with Department Mandate and Priorities

The Nova Scotia Farm Loan Board, through its wide suite of lending products and other services, such as the ownership of the Community Pastures, will support the following Department of Agriculture priorities:

- **Support local food**
- **Grow and strengthen agriculture**
- **Increase environmental sustainability and prepare for climate change**

Areas of Focus

Relationship Development

- Hold in-person engagement sessions throughout the province.
- Continue to grow promotional efforts on social media.
- Increase support and participation at industry-hosted events across the province.
- Strengthen relationships with key industry organizations, recognize areas of alignment, and create custom lending solutions to meet shared goals.
- Conduct a survey of existing clients to gain insight into how to improve services offered.

Portfolio Development

- Determine areas of opportunity for new or increased lending, such as value-added processing.
- Explore new ways to reach newcomers and underrepresented communities.

Board and Staff Development

- Targeted plan to identify key initiatives to improve client experience and fuel professional growth.
- Continue the implementation of the NSFLB recruitment strategy to support succession planning.
- Inform the Board recruitment process with the aim of having the NSFLB be reflective of all Nova Scotians.

2024-2025

Performance Measures

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

- Total portfolio principal. (Baseline: \$288 million)
- Change in lending over prior year. (Baseline: 10 percent growth in portfolio)
- Value of new loans advanced. (Baseline: \$60 million, annually)
- Applications approved. (Baseline: 100 new loans approved, annually)
- Total number clients within the portfolio. (Baseline: 400)
- Total number of loans within the portfolio. (Baseline: 630)
- Percentage of loan portfolio in arrears. (Baseline: 3 percent or less)
- Approved loans to new entrants. (Baseline: 10 new loans, annually)
- Clean technology or energy efficiency projects supported. (Baseline: to be developed)
- Value of funds leveraged from funding partners. (Baseline: to be developed)
- Portfolio composition by sector.

Commodity	Percentage of Outstanding Loan Principal
Broilers	22%
Apples	14%
Dairy	13%
Blueberries	13%
Winery	5%
Greenhouse Floral	3%
Greenhouse Vegetable	3%
Mixed	3%
Vegetable	3%
Forestry/Timber Mill	3%
Beef	2%
Grapes	2%
Mink	2%
Cranberries	1%
Other	11%

Capital Funds

Description	2023-2024 Estimate (\$ 000)	2023-2024 Forecast* (\$ 000)	2024-2025 Estimate (\$ 000)
Opening principal	237,467	237,467	288,087
Add loan advances	60,000	80,000	60,000
Less repayments	(28,000)	(28,420)	(28,000)
Less principal written off	(2,000)	(960)	(2,000)
Closing principal	267,467	288,087	318,087
Provision for impaired accounts			
Opening provision	9,157	9,157	8,450
Less accounts written off	(2,000)	(960)	(2,000)
Additions (principal portion of bad debt expense +/- adjustments)	253	253	253
Closing allowance	7,410	8,450	6,703
Net portfolio at year end	260,057	279,637	311,384
Agriculture Land Investment	2,500	-	2,500

*As of January 17, 2024

The operating costs of the Nova Scotia Farm Loan Board are consolidated with the Nova Scotia Fisheries and Aquaculture 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.



Office Locations

Truro - Head Office
Edward F. Lorraine Building
74 Research Drive
Bible Hill, Nova Scotia
B6L 2R2
902-893-6506

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

flbns@novascotia.ca

nsfarmloan.ca



NOVA SCOTIA
FISHERIES & AQUACULTURE
LOAN BOARD

2024-2025

Business Plan

Nova Scotia Fisheries and
Aquaculture Loan Board



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Nova Scotia Fisheries and Aquaculture Loan Board Business Plan 2024-2025
Nova Scotia Fisheries and Aquaculture Loan Board February 2024

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Message from the Board Chair and Director

We are pleased to present the 2024-25 Business Plan for the Nova Scotia Fisheries and Aquaculture Loan Board (NSFALB).

The NSFALB has been supporting Nova Scotian businesses since 1936. While much has changed in this time, the NSFALB continues to be an essential source of financing for the seafood sector in Nova Scotia. The NSFALB currently has more than 750 clients from all corners of Nova Scotia who are committed to the economic, social, and environmental future of the province.

In 2024-2025, the NSFALB will continue to offer a wide variety of loan products that support the fish harvesting, aquaculture, seafood processing, and boatbuilding sectors. The NSFALB will work collaboratively with a wide variety of partners to ensure that our clients have the financial tools and advisory services that they need to succeed. In particular, the NSFALB will continue to work closely with the Department of Fisheries and Aquaculture to ensure that loan products are aligned with the Department's strategic direction. The NSFALB will serve as a source of capital to support responsible coastal development, assist new entrants to aquaculture through Department planning and classification initiatives, and finance the adoption of technologies to reduce climate impacts. In addition, NSFALB financing will be complementary to efforts to increase local consumption of Nova Scotia seafood and help businesses achieve greater productivity and efficiency.

The NSFALB will continue to follow its robust decision-making processes to sustainably manage the \$60 million loan portfolio in 2024-25. The portfolio will be managed with a long-term view of maintaining cost-neutrality to the Government of Nova Scotia, with any revenues in excess of expenses returned to the Government. The portfolio is also being managed with the long-term view of the success of our clients by enabling businesses of all sizes from a variety of sectors to contribute to the economic growth of their communities, regions, and province overall.

Our Board of Directors collectively bring extensive and broad experience in seafood, business, and financing. The NSFALB appreciates and understands the role that our financing activity plays in the lives of our clients and their communities, particularly in rural and coastal Nova Scotia. The collective success of our clients is integral to the overall success of the seafood industry in Nova Scotia. The dedicated and professional NSFALB staff pride themselves on finding lending solutions for our clients that truly meet their needs. Our continued commitment to our clients underscores the value of working with a local lender such as the NSFALB, where 100% of the decisions are made by Nova Scotians and for Nova Scotians.

Neil LeBlanc
Chair of the Board

Brennan Goreham
Director, Crown Lending Agencies

About

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 is committed to supporting both established enterprises and new entrants in the harvesting, aquaculture, processing, and boatbuilding sectors. Loan terms, amortizations, and payment schedules are individually structured, to meet the specific needs of the client and their operation.

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.

Crown Lending Agencies

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 – the Nova Scotia Farm Loan Board and Nova Scotia Timber Loan Board.

Directors

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.

Member	Position	Term
Neil LeBlanc	Chair	February 2024 – February 2027
Robert Verge	Vice-Chair	June 2022 – June 2025
Nathan Boudreau	Director	February 2024 – February 2026
Donna Upham	Director	June 2022 – June 2025
Matthew Tapper	Director	June 2022 – June 2025
Fanel Vasile	Director	June 2022 – June 2025
Dr. Stefanie Colombo	Director	April 2023 – April 2026
Leah Lewis-McCrea	Director	April 2023 – April 2025
Howard Blinn	Director	September 2023 – September 2026

Alignment

with Department Strategic Framework and Priorities

The NSFALB, through its wide suite of lending products, supports the Department of Fisheries and Aquaculture vision to be a global leader in fisheries and aquaculture for the benefit of Nova Scotians. It also supports the following departmental priorities:

- **Enabling low-impact sustainable aquaculture**
- **Supporting climate change readiness in the fisheries and aquaculture sectors**
- **Supporting the innovation and sustainable growth of our fishing and seafood processing sectors**

The NSFALB will also support the Department of Fisheries and Aquaculture’s guiding principles:

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

Inclusion, Diversity, Equity and Accessibility - NSFALB will continue to 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.

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 services.

Areas of Focus

Relationship Development

- Hold in-person engagement sessions throughout the province.
- Continue to grow promotional efforts on social media.
- Increase support and participation at industry-hosted events across the province.
- Strengthen relationships with key industry organizations, recognize areas of alignment, and create custom lending solutions to meet shared goals.
- Conduct a survey of existing clients to gain insight into how to improve services offered.

Portfolio Development

- Determine areas of opportunity for new or increased lending, such as value-added processing.
- Explore new ways to reach newcomers and underrepresented communities.

Board and Staff Development

- Targeted plan to identify key initiatives to improve client experience and fuel professional growth.
- Continue the implementation of the NSFALB recruitment strategy to support succession planning.
- Inform the Board recruitment process with the aim of having the NSFALB be reflective of all Nova Scotians.



2024-2025

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: \$334 million)
- Increase in lending over prior year. (Baseline: 7.5%)
- Value of new loans advanced. (Baseline: \$60 million)
- Applications approved. (Baseline: 150)
- Total number of clients within the portfolio. (Baseline: 775)
- Total number of loans within the portfolio. (Baseline: 1100)
- Approved loans to new entrants. (Baseline: 35)
- Portfolio composition by sector.

Loan Purpose	Percentage of Outstanding Loan Principal
Licences	52%
New Boat	24%
Used Boat	18%
Boat Shop	2%
Conversion/Modification	1%
Freezer	1%
Aquaculture	1%
Other	1%

- Percentage of loan portfolio in arrears. (Baseline: 3% or less)
- Clean technology or energy efficiency projects supported. (Baseline: to be developed)
- Value of funds leveraged from funding partners. (Baseline: to be developed)



Capital Funds

Description	2023-2024 Estimate (\$ 000)	2023-2024 Forecast* (\$ 000)	2024-2025 Estimate (\$ 000)
Opening principal	304,929	304,929	334,429
Add loan advances	60,000	54,710	60,000
Less repayments	(27,000)	(25,210)	(27,000)
Less principal written off	(-)	(-)	(-)
Closing principal	337,929	334,429	367,429
Provision for impaired accounts			
Opening provision	1,459	1,459	2,339
Less accounts written off	(-)	(-)	(-)
Additions (principal portion of bad debt expense +/- adjustments)	850	880	850
Closing allowance	2,309	2,339	3,189
Net portfolio at year end	335,620	332,090	364,240

*As of January 17, 2024

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

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902-896-4800

Kentville - Field Office
Kentville Agricultural Centre
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Kentville, Nova Scotia
B4N 1J5
902-679-6009

Yarmouth - Field Office
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Yarmouth, Nova Scotia
B5A 3C1
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falb@novascotia.ca
nsfishloan.ca



2024-25 CROWN CORPORATION BUSINESS PLAN

January 2024

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 2024-25. The Plan focuses on the Province's commitment to offer an industry that is well regulated, and provides socially responsible gaming to Nova Scotians. This Plan is about making positive contributions to the Province, its people and good causes that are important to Nova Scotians.

On December 1, 2022, NSGC staff were integrated into the Department of Finance and Treasury Board as a result of Government's review of its Crown corporations, in order to manage redundancies, improve efficiencies and bring Nova Scotia in line with other Atlantic Provinces. NSGC's mandate to conduct and manage regulated gaming in Nova Scotia remains. One hundred percent of the net income from NSGC is returned to the government to fund priority programs and services.

The 2024-25 Business Plan continues to give back to the people of Nova Scotia. Since it began in 2006, the *Support4Sport* program has raised more than \$55 million to support local athletes, coaches, officials and community sport organizations. This program is now the largest contributor to sport in Nova Scotia and reflects a longstanding historical link between NSGC and sport. Modelled on the success of the *Support4Sport* program, NSGC launched *Support4Culture* in 2013; this program has contributed more than \$29 million to support the arts, culture and heritage sectors throughout the province.

NSGC's Plan for 2024-25 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 gambling industry.

Respectfully submitted,



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

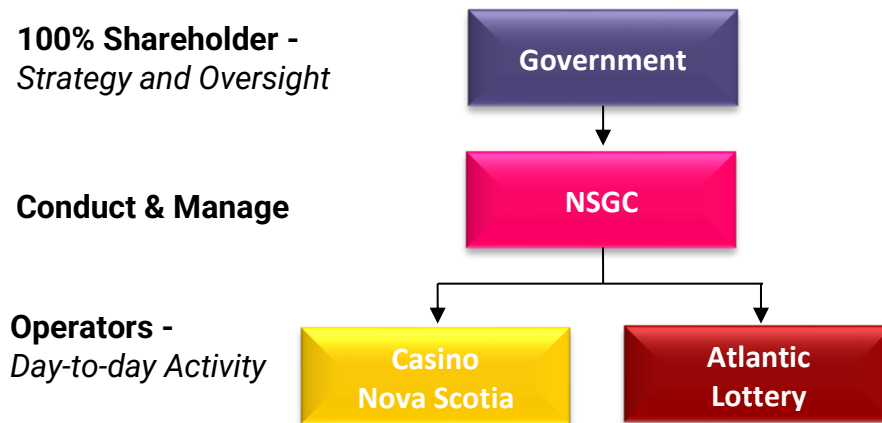


Kelliann Dean
Executive Deputy Minister, Finance and Treasury Board

Organization Mandate

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 gambling industry for the benefit of all Nova Scotians. Department of Finance and Treasury Board staff support NSGC.

NSGC's role is to ensure gambling in Nova Scotia is socially responsible while returning all profits to government for programs and services that are important to Nova Scotians. In performing this role, staff 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.

Social responsibility is a critical part of offering trusted and entertaining gaming experiences including providing players with 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 the primary objective.

One hundred percent of NSGC's profits go back to the Province and benefit to Nova Scotians through the funding of programs and services including education, transportation and healthcare. In 2024-25, NSGC will provide \$178.4 million to the Province to fund vital programs and services. The industry also creates and supports employment for more than 500 people and will provide more than \$36.9 million in retail commissions to local businesses.

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

Responsible Industry Development

Initiatives that provide a balanced and socially responsible industry that is sustainable and benefits all Nova Scotians will continue to be developed 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 gambling businesses: ticket lottery, video lottery and casino operations in Halifax and Sydney. There are three aspects to 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 initiatives are completed as planned. NSGC is responsible for the conduct and management of regulated gambling 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 with 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 2023-24 Activities

Nova Scotia launched iCasino (online casino-style games) in July 2022. The casinos and ticket lottery are seeing stronger results than the previous year, while video lottery remains relatively constant with the previous year. Some of the highlights in each area include:

Casinos: The casinos in Halifax and Sydney are seeing strong results compared to last year. This is attributed to increased visitation and revenues being over budget as the impacts of the Cogswell District Redevelopment Project on the Halifax casino have not materialized.

Ticket Lottery: Scratch 'N Win has rebounded from last year and 2023-24 includes a full year of iCasino.

Video Lottery: Video lottery is a mature business line and has continued to be a stable source of revenue for the Province and remained flat in 2023-24 compared to prior years.

Healthy Play: Healthy play programs remain a priority for Nova Scotia. Initiatives completed in 2023-24 included:

- ▶ The continuation of a year-round campaign promoting improved gambling literacy;
- ▶ 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.

2024-25 Strategic Goals and Priorities

Nova Scotia's vision is to offer a gambling industry that 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 2024-25:

Casinos – CNS will seek to attract, energize and drive player engagement while building on the momentum seen over the past 18 months. Access to the Halifax casino may be affected as the Cogswell District Redevelopment 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 the majority of the future growth will come from improvements to the online experience and efforts to improve player satisfaction. In 2024-25, ALC will enhance player communications and look to better compete with unregulated and illegal gaming operators. ALC will also seek to improve online gaming content through game diversification and improved features. 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 2024-25 will include efforts to address video lottery assets that are reaching the end of their useful lives.

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 how to advance the gambling industry in Nova Scotia.

Priorities

The plan for 2024-25 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 players' expectations. In addition, the online platform will continue to offer

a regulated environment in which to play, as well as provide 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 continue healthy play programs such 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 Program.

Goal #4: Focus on Nova Scotians through excellence in 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 raises funds to buy sports equipment, creates recreation/participation programming for all ages, supports performance training programs for competitive athletes, and hires coaches at all levels, making it the largest source of funding for amateur sport in the province.
- ▶ *Support4Culture* – a dedicated lottery program that raises 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.

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

Outcomes and Performance Measures

Outcome	Indicator(s)	Measure(s)	Baseline	Target 2024-25	2024-25 Strategies and Initiatives	Long-term Target 2027-28
Nova Scotia has an economically sustainable and socially responsible gambling industry.	The Province has a sustainable source of revenue from gambling to fund programs and services.	Gross sales	5-year Average (2018-2023) \$455.8 million	\$527.4 million	Continue to provide relevant and engaging products to players in a safe and regulated environment.	\$546.0 million
		Payment to Province	5-year Average (2018 to 2023) \$141.3 million	\$178.4 million	Ensure operators are meeting business plan objectives.	\$183.3 million
	Reduced Government reliance on revenue from VLTs.	Video lottery as % of total provincial revenue	(2010-11) 0.91%	0.83%	Grow revenue from other business lines (e.g., ticket lottery).	0.83%
	Small businesses across the province are supported through commissions to retailers.	Commission paid to retailers	(2010-11) \$39.8 million	\$36.9 million	Leverage new ticket and video lottery products and make further enhancements to the video lottery business model.	\$38.0 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 requests 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%

2024-25 Budget

	Estimate 2023-24 (\$ 000)	Forecast 2023-24 (\$ 000)	Estimate 2024-25 (\$ 000)
Net Sales			
Casinos	\$ 80,000	\$ 91,400	\$ 94,500
Ticket Lottery	151,200	146,100	152,500
Video Lottery	<u>126,800</u>	<u>126,100</u>	<u>128,300</u>
Total Net Sales	<u>358,000</u>	<u>363,600</u>	<u>375,300</u>
Cost of Sales	<u>179,200</u>	<u>183,900</u>	<u>178,000</u>
Gross Profit	<u>178,800</u>	<u>179,700</u>	<u>197,300</u>
Expenses			
Corporate Expenses	600	800	1,000
Healthy Play Programs	6,700	6,700	7,100
Commitments to Community Programs	<u>10,800</u>	<u>10,600</u>	<u>10,800</u>
Total Expenses	<u>18,100</u>	<u>18,100</u>	<u>18,900</u>
Net Income	<u>160,700</u>	<u>161,600</u>	<u>178,400</u>
Casino Win Tax	<u>14,500</u>	<u>14,100</u>	-
Payment to Province	<u>\$175,200</u>	<u>\$ 175,700</u>	<u>\$178,400</u>

**ANNUAL BUSINESS PLAN
FISCAL YEAR 2024-2025**

(Board Approved – January 19, 2024)



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 1,900 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 shoppers tell us that they are pleased with the service we provide as we strive for excellence.

Our people represent everything we are proud of, and they 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 shoppers, 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
2. Control and carry out the purchase, possession, distribution, and sale of cannabis in accordance with the Federal 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 fifth and final 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. We are committed to 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 |

WE COME TOGETHER
FOR THE **GOOD** OF NOVA
SCOTIANS.

OUR VISION

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

OUR VALUES

- Knowledgeable
- Optimistic
- Respectful
- Engaged

OUR SERVICE STANDARDS

- Safety
- Inclusion
- Responsibility
- Connection
- Efficiency

THIS IS HOW WE WILL

**COME TOGETHER
FOR THE GOOD OF
NOVA SCOTIANS**

OUR STRATEGIC PRIORITIES

We are embarking on the fifth and final year of our Strategic Plan in fiscal 2024-2025. The first few years of this Strategic Plan were shaped by the COVID-19 pandemic. During this time, we saw our service approach shift to place an increased priority on safety, while continuing to be committed to responsibility and delivering consistent and exceptional experiences for our customers.

Although the uncertainty created by the pandemic over the past few years has lifted, external forces continue to shape our business and the purchasing decisions of our shoppers, 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 landscape and purchasing patterns and finding new ways to meet our shoppers' expectations. Our people are central to delivering on these expectations and upholding our social responsibility mandate.

We take our role as the responsible steward of beverage alcohol and cannabis sales in Nova Scotia seriously. We will continue to support our people and our customers through the lens of our service standards: safety, inclusion, responsibility, connection, and efficiency.

CUSTOMER(SHOPPERS)

We are steadfast in our commitment to become a shopper centric organization by building on the foundation of trust we have established through authentic retail experiences and our focus on corporate social responsibility. We take a shopper-centric approach and work to 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 shoppers, 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 shoppers is an opportunity with multiple solutions.

PEOPLE

We believe that the strength of our team makes it possible to deliver authentic, consistent, and exceptional shopper experiences. We 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 has been a priority throughout the life of this strategic plan. Ensuring our team members have the leadership, tools and support they need to succeed continues 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 work hard to support our shoppers in their celebration of life's moments and help them choose products responsibly. We continue to support our province through an enhanced community investment strategy and will further our commitment to environmental and industry stewardship for Nova Scotia. We work to develop 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 shopper behaviour. We continuously seek opportunities to engage and collaborate with local suppliers. By finding new and innovative ways to work together, sharing data and best practices, and by leveraging expertise, we will continue to support them in our capacity as a retailer and enable Nova Scotians to buy products they love.

FINANCIAL

We 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, shoppers, suppliers and business partners and we plan to keep the good going.

CUSTOMER(SHOPPERS)

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

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

STRATEGIES	ACTIONS	TACTICS
Improving how our customers buy 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 Begin to implement the fulfillment strategy (physical and digital) in support of an evolved channel strategy Continue to assess and enhance the Agency channel shopping experience
Engaging with our customers and People	1. Actively listen and respond to our customers and people to improve their NSLC experience	Continue to coordinate and link communication around our promotional period execution Internal communication strategy development and enhancements Continue research activities engaging both shoppers and team members as an integral part of strategic assessments

PEOPLE

Create exceptional employee experiences to drive exceptional shopper experiences

Our people are the heart of what we do, why we do it and the key to our ongoing success. We look for ways to support them through their employment lifecycle to create increased engagement, enabling them to better serve our shoppers. We are striving to be an employer of choice in Nova Scotia by demonstrating our commitment to our values and our 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	Embed the new leadership framework to support the development of our people
	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 and evolve key relationships and partnerships across the pillars of community, responsible retailing/consumption and sustainability through programs and initiatives. Focus on safe ride partnerships, employee volunteering and cannabis consumption education and awareness
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	Fully implement new responsibility marketing plan and evaluate results Reinforce commitment to CSR and sustainability through annual reporting and communications
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	Operationalize key sustainability priorities with a goal to integrate commitments into the 2026-2030 strategic plan Implement 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 insights and data with local suppliers3. Share information with suppliers about how to do business with the NSLC4. Ensure customers can purchase the products they love	<p>Continue the Local Engagement strategy and framework</p> <p>Consistent sharing of data and insights that help drive actions to engage with shoppers and make informed business decisions</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 items2. 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 examining and optimizing business processes across the business
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 profitability2. Invest in developing our people and support them to drive exceptional customer experiences3. Continue to strategically support Local industry through the NSLC's expertise4. 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 KPIs 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:

FY19	FY20	FY21	FY22	FY23	Ongoing Target
88%	90%	89%	92%	92%	90%

PEOPLE

Employee Engagement:

2013	2015	2017	2019	2021	Ongoing Target
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.

FY19	FY20	FY21	FY22	FY23	Ongoing Target
86%	91%	91%	87%	90%	90%

LOCAL INDUSTRY

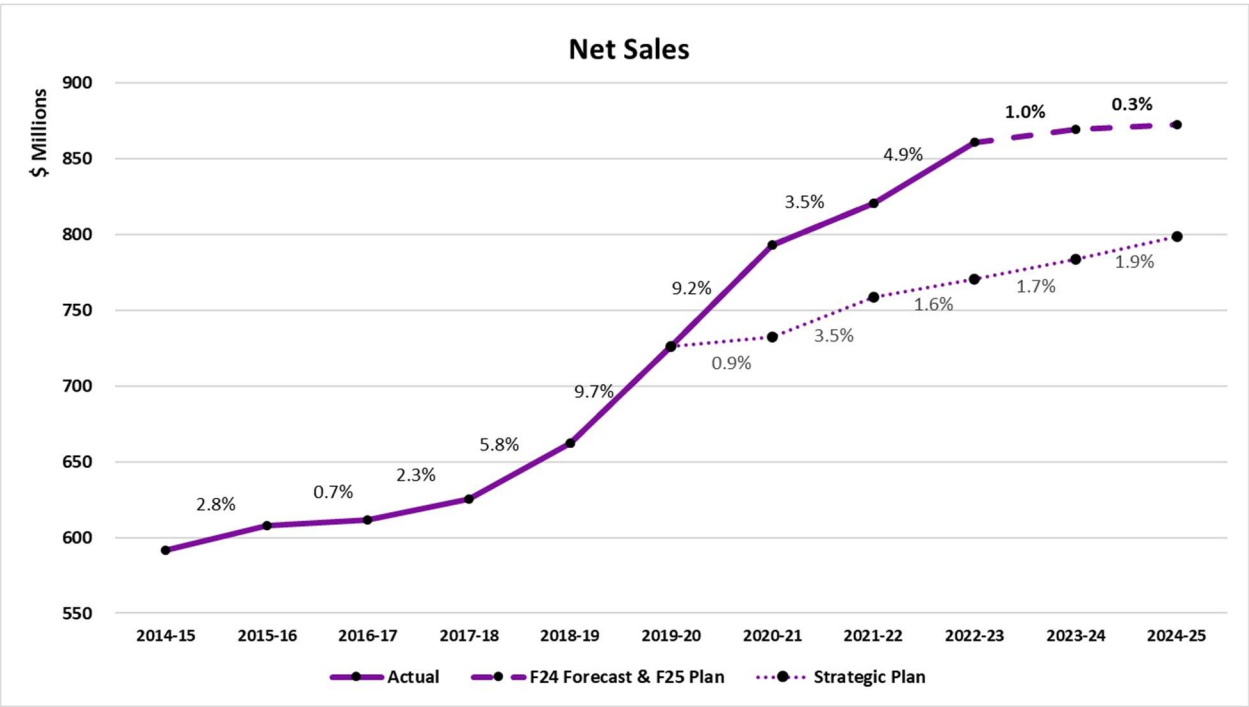
Local Engagement:

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.

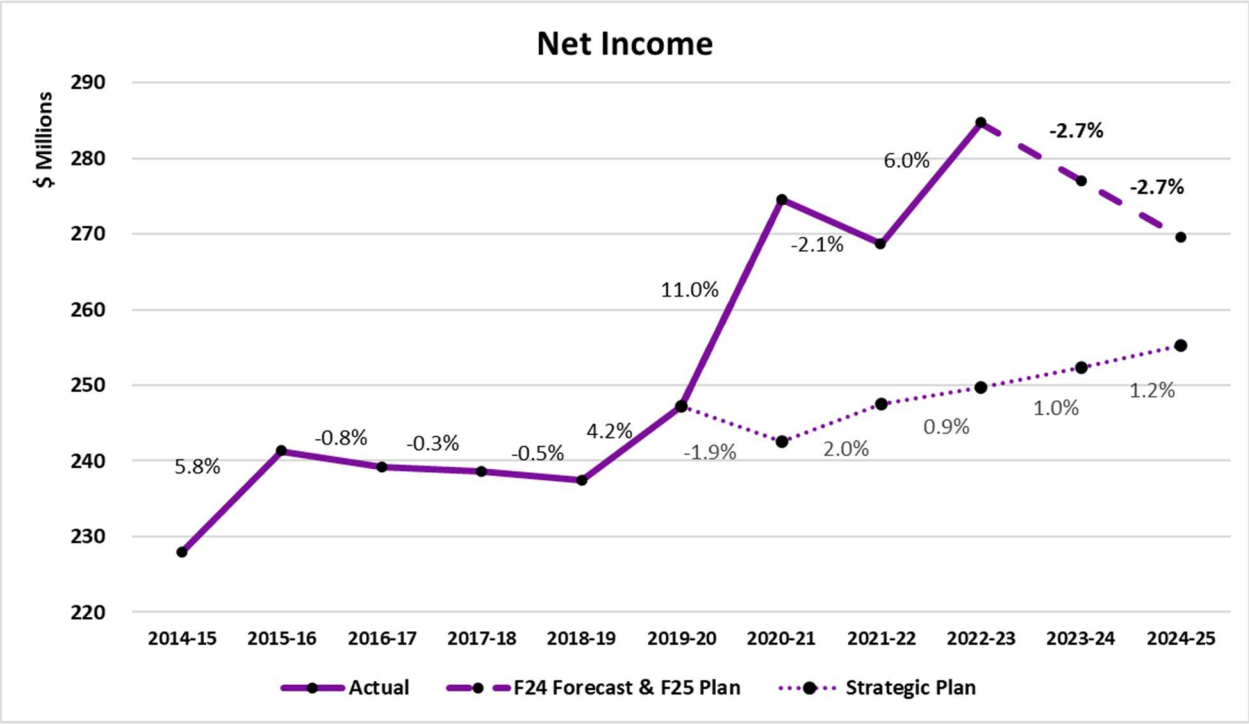
Access and Representation:

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 2024-2025 business plan.

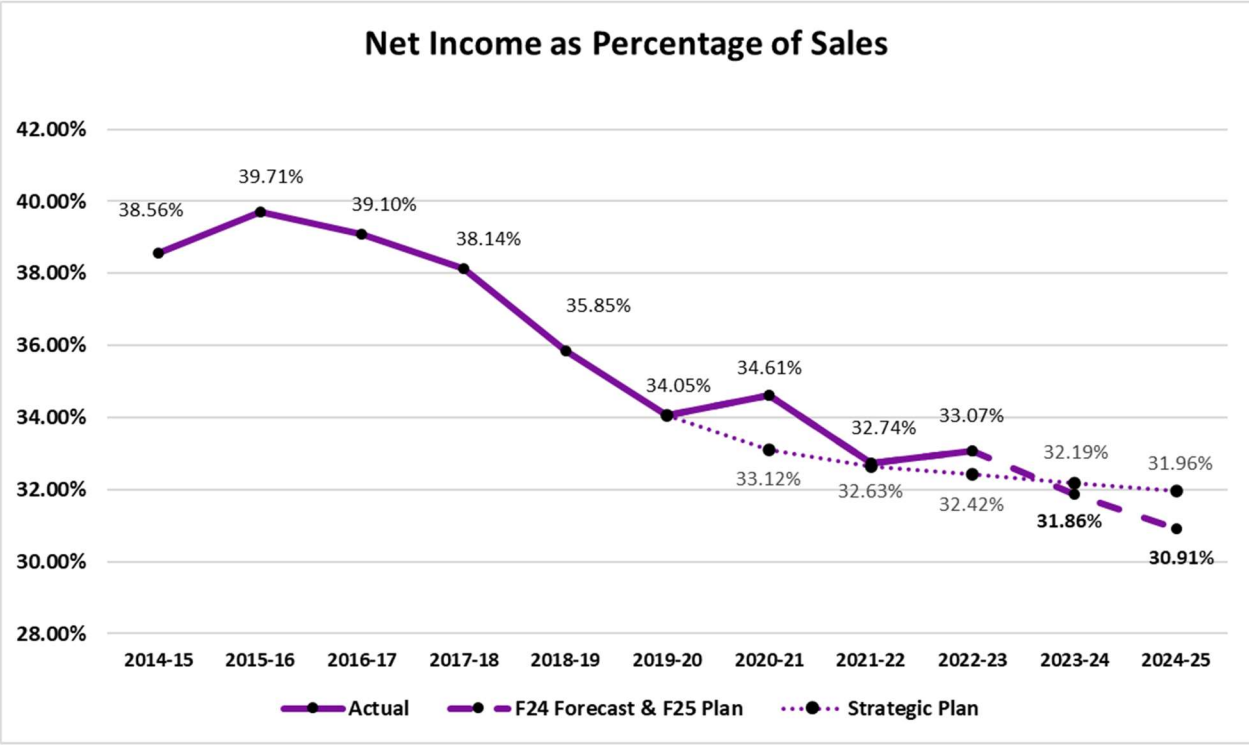
FINANCIAL



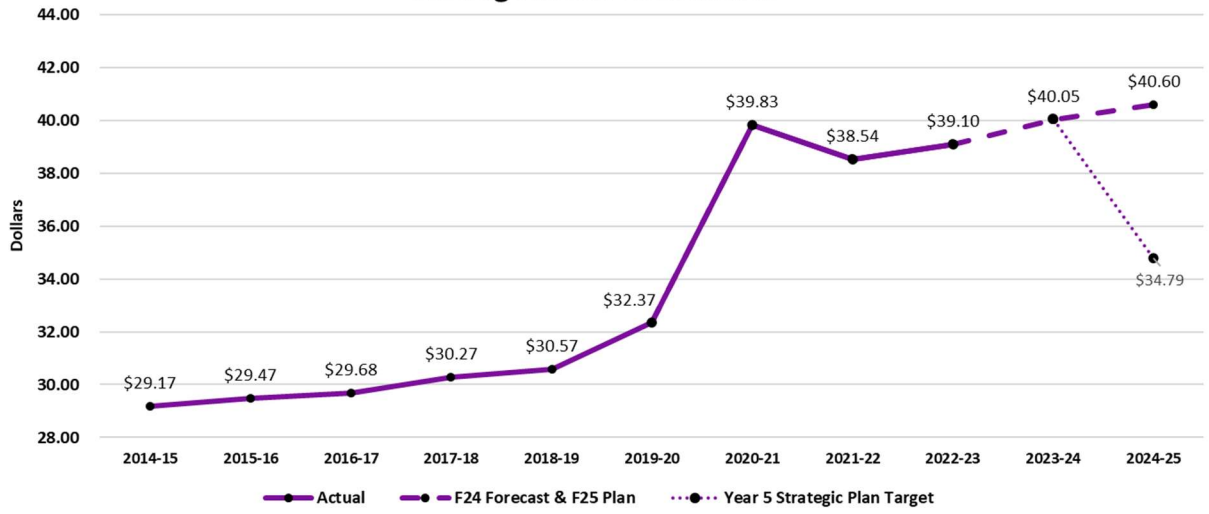
Percentage indicates the percentage change in Net Sales from previous year.



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



Average Retail Transaction



BUDGET CONTEXT

	Actual 2019-20	Actual 2020-21	Actual 2021-22	Actual 2022-23	Forecast 2023-24	Sales (%)	Budget 2024-25	Change (%)
	\$	\$	\$	\$	\$		\$	
Spirits	176,635,246	195,122,469	197,187,667	205,255,519	206,911,489		205,235,649	
Wine	156,516,374	158,247,330	165,617,988	172,460,431	168,232,853		164,891,727	
Beer	279,469,116	281,323,873	278,652,042	290,639,148	289,152,144		287,237,242	
Ready-to-drink	56,692,947	87,669,577	95,070,387	101,025,839	103,244,644		106,820,616	
Non-liquor	105,531	94,966	100,556	94,314	78,739		78,345	
Cannabis	71,002,606	85,987,361	101,671,218	111,082,610	120,990,912		126,431,821	
Total Gross Sales	740,421,820	808,445,576	838,299,859	880,557,861	888,610,781	102.2%	890,695,399	0.2%
Less: Discounts	14,254,443	15,376,558	17,846,869	19,857,039	18,940,174	2.2%	18,447,997	
Net Sales	726,167,377	793,069,018	820,452,990	860,700,822	869,670,607	100.0%	872,247,402	0.3%
Cost of Sales	352,856,366	387,221,273	412,773,683	432,614,853	435,383,041	50.1%	438,010,452	
Gross Profit	373,311,011	405,847,745	407,679,307	428,085,969	434,287,566	49.9%	434,236,950	0.0%
Less: Operating Expenses	72,682,403	79,166,693	85,331,177	90,208,346	96,270,366	11.1%	97,718,473	
Gross Operating Profit	300,628,608	326,681,052	322,348,130	337,877,623	338,017,200	38.9%	336,518,477	
Less: Supply Chain	9,426,501	9,612,572	9,366,643	9,499,803	9,673,185	1.1%	10,435,499	
Corporate Services	28,093,462	29,655,208	32,755,417	33,739,859	36,559,044	4.2%	41,953,338	
Other Expenses	5,299,322	2,371,986	1,637,473	(90,791)	1,708,669	0.2%	1,800,344	
Add: Other Revenue	4,888,070	5,325,325	5,624,480	6,280,430	5,999,901	0.7%	5,409,497	
Total Expenses (excl. stores)	37,931,215	36,314,440	38,135,053	36,868,441	41,940,997	4.8%	48,779,684	
Operating Income before Depreciation	262,697,393	290,366,612	284,213,077	301,009,182	296,076,204	34.0%	287,738,793	
Less: Depreciation	15,418,918	15,883,908	15,559,838	16,357,867	18,974,246	2.2%	18,150,800	
Income from Operations	247,278,475	274,482,705	268,653,239	284,651,315	277,101,957	31.9%	269,587,993	-2.7%
Actuarial Loss (Gain)	(1,428,500)	1,338,300	(5,810,000)	(2,301,700)	-	0.0%	-	
Comprehensive Income	248,706,975	273,144,405	274,463,239	286,953,015	277,101,957	31.9%	269,587,993	-2.7%
Total Expenses (not depreciation)	110,613,618	115,481,133	123,466,230	127,076,787	138,211,362	15.9%	146,498,157	
Total Expenses	126,032,536	131,365,040	139,026,068	143,434,654	157,185,609	18.1%	164,648,958	

						Change (%)		Change (%)
Volume (hectolitres)								
Spirits	50,968	55,646	54,963	54,360	52,315	-3.8%	50,845	-2.8%
Wine	101,708	103,103	103,435	101,431	94,611	-6.7%	91,313	-3.5%
Beer	572,696	569,585	558,021	557,511	527,371	-5.4%	511,222	-3.1%
Ready-to-drink	77,762	120,829	131,841	132,533	129,232	-2.5%	131,123	1.5%
Total	803,135	849,163	848,259	845,836	803,530	-5.0%	784,504	-2.4%
Volume (Kilograms)								
Cannabis	6,531	10,437	14,642	15,707	17,829	13.5%	18,827	5.6%

NOVA SCOTIA LIQUOR CORPORATION

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Nova Scotia Power Finance Corporation

Business Plan 2024–2025

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 2024-2025 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, 2023, was \$200,000,000 denominated in Canadian dollars. Defeased assets as of March 31, 2023, had par values in excess of the outstanding par value of debt. As of March 31, 2023, Canadian long-term debt had a carrying value of \$299,673,000 in Canadian dollars. Canadian assets had a carrying value of \$309,362,000 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**

2024-2025 BUSINESS PLAN

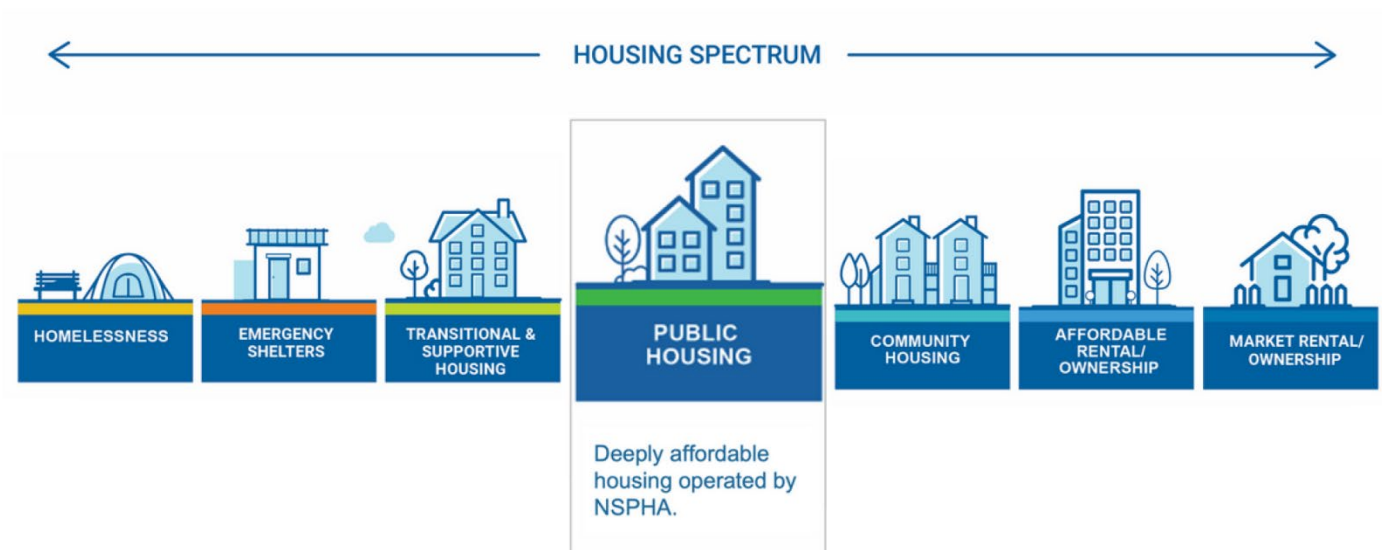
About Nova Scotia Provincial Housing Agency

Nova Scotia Provincial Housing Agency (NSPHA) is a Crown corporation that supports Nova Scotians and the priorities of the Government of Nova Scotia as outlined in the Provincial Housing Plan, *Our Homes, Action for Housing*, by ensuring more individuals and families have access to public housing that they can afford and meets their diverse needs.

Our legislated mandate is defined in the *Housing Supply and Services Act*. We are responsible for maintaining, managing and operating safe and suitable subsidized housing for low-income Nova Scotians and attaining acceptable levels of client service.

NSPHA maintains and operates more than 11,200 public housing units, including high-rise and low-rise apartment buildings, duplexes and single-family homes. We serve a diverse population and collaborate with our clients, the Department of Municipal Affairs and Housing (DMAH), other departments and levels of government as well as private and community partners to deliver our mandate.

Our team of more than 500 employees are at the heart of what we do and the key to our success. From client relations, building maintenance and asset management to corporate services, we work hard to make a difference in the lives of the people and communities we serve.



Our Mandate

Nova Scotia Provincial Housing Agency is dedicated to maintaining, managing and operating safe and suitable subsidized housing for low-income Nova Scotians. We are committed to providing exceptional client service and property management.



Our Mission

Improve the delivery of public housing so more Nova Scotians have a place to call home.



Our Vision

Make a difference in the lives of those we serve and be recognized as leaders in how we deliver our services.

Our Values

Quality

We follow consistent processes that reflect feedback, evidence, innovation and best practice.

Respect

We listen and demonstrate empathy, foster inclusion and diversity, welcome our differences and work to ensure everyone feels valued.

Accountability

We have clarity on our roles and responsibilities, enabling us to be accountable to each other, our clients and the public.

Communication

We strive for clear, open, honest communication and foster a safe space for respectful and constructive feedback.

Teamwork and Collaboration

We are better when we work together. We ensure all voices are heard, collaborate with our partners, celebrate wins and support each other to learn and do better if we make mistakes.

Our Strategic Priorities

Client Service

We will deepen our client focus and improve client experience.

Asset Management and Operations

We will invest strategically in our housing assets so that Nova Scotians we serve have a place to call home now and into the future.

Corporate Governance and Accountability

We will deliver improved oversight and management of public housing.

Talent Management

We will attract and retain top talent.

Strategic Priorities

Client Service

- Launch NSPHA's first official website as a tool to improve client service, accountability and transparency.
- Introduce a new Client Engagement Strategy built on collaboration, partnerships and an Agency-wide goal to improve client experience.
- Seek feedback from our clients through a new client survey to gauge client satisfaction and learn how to better meet their diverse housing needs.
- Implement client service training to equip our staff with the skills, knowledge and techniques needed to enhance client interactions.

Asset Management and Operations

Public Housing Infrastructure Investments

- Continue to invest strategically in our housing assets so the places our clients call home remain comfortable, energy efficient and accessible – now and into the future.
- Introduce NSPHA's first Five-Year Public Housing Improvement Plan so our clients, community partners and the construction industry are aware of the work we are doing to preserve our units and can plan accordingly.

New Public Housing and Accessibility Improvements

- Launch construction of 222 new public housing units – 80 of which will be barrier-free – that will provide homes for 522 low-income Nova Scotians in rural and urban communities across the province. By creating these new barrier-free units, the Province will exceed targets established under the National Housing Strategy (NHS) Bilateral Agreement.

Energy and Sustainability Investments

- Publish NSPHA's first Energy Management Plan to show how we will meet provincial greenhouse gas (GHG) emission reduction targets and decrease overall energy consumption of the public housing portfolio.
- Continue delivering NSPHA's Deep Energy Retrofit Program in 2024/25 to over 60 units in Cape Breton and expand it to other communities. Through this work, we will support improvements to 60 more units in the Western district, enhance client experience and reduce operating costs, energy consumption and GHG emissions.

Operations

- Continue to review and improve our Health and Safety Program to ensure compliance with provincial standards.
- Review and enhance our preventative maintenance program and update operational standards to maximize the use of existing public housing.
- Strengthen organizational capacity to assess and evaluate environmental risks and potential impacts to Provincial housing assets.

Corporate Governance and Accountability

Policy and Strategy

- Complete work on NSPHA's Policy and Operational Framework that will establish new goals and performance metrics for the delivery of public housing in Nova Scotia, define roles and responsibilities for reporting and provide a framework for evaluation, monitoring and continuous improvement.
- Collaborate with DMAH to advance More Homes: Growing Communities for Nova Scotians – a pilot project designed to support safe, accessible, affordable and welcoming communities; improve existing housing; increase the quality of non-market housing through mixed-market approaches; increase housing supply by adding density to existing properties; and grow meaningful partnerships with all levels of government and community – learning from and applying best practices in Canada along the way.
- Build strong partnerships inside and outside of the Agency, including information sharing agreements with the Departments of Municipal Affairs and Housing, Community Services, Seniors and Cyber Security and Digital Solutions to reduce duplication of work, achieve efficiencies and better serve shared clients.
- Complete detailed Fraud Risk Assessments in key business areas and launch a new Fraud Policy to protect the Agency, the Provincial assets we manage, as well as our operations, employees and clients from the consequences of fraudulent activity.
- Collaborate with clients and key partners to develop NSPHA's first three-year (2025-2028) Accessibility Plan so that we can identify, prevent and eliminate barriers to our program, services and infrastructure.
- Advance a new strategy – with key performance indicators – to reduce our vacancy rate and unit turnaround times and make the best use of Provincial housing assets.

Business Solutions and Accountability

- Increase transparency and accountability by publicly reporting on wait times for access to public housing and unit turnaround times on the new NSPHA website.
- Implement a new Human Resources Information System (HRIS) to modernize human resources processes and improve tracking and reporting of key metrics.
- Continue to strategically invest in our IT infrastructure by launching a new online tenant portal for documenting and monitoring resolutions to tenant complaints and inquiries.

Finance

- Modernize and simplify procurement by updating policies and processes.
- Continue updating the financial stewardship plan to support our organizational goals of increased transparency and accountability.
- Create new reporting processes on capital funding and fleet management to optimize expenditures and maximize resources.

Talent Management

- Establish a talent acquisition and retention strategy based on results from our employee satisfaction survey to increase employee engagement and enable them to better serve our clients.
- Leverage data collected through our new Diversity, Equity, Inclusion and Accessibility (DEIA) survey to enhance initiatives already underway at NSPHA, and identify new ones, that address systemic racism, hate and inequity in accordance with Nova Scotia's *Dismantling Racism and Hate Act*.

Key Performance Indicators for 2024-25

Client Service

- Establish a benchmark response rate for our new client survey.

Asset Management and Operations

- Create ten barrier free units.
- Complete improvements to 120 units under NSPHA's Deep Energy Retrofit Program.

Corporate Governance and Accountability

- Complete 100% of the Office of the Auditor General's recommendations from the June 2022 and January 2023 reports.
- Improve average unit turnaround time from the current 93 days.
- Target completion of 100% of upgrades to our IT infrastructure.
- Achieve a 3% variance of budget forecast at year-end actuals.

Talent Management

- Achieve a 60% response rate for the employee satisfaction survey.

NSPHA Expenses Summary

(\$ thousands)

Programs and Services		2023- 2024 Estimate	2023- 2024 Forecast	2024- 2025 Estimate
Tenant rent revenue	\$	63,551	67,642	68,551
Other		5,720	5,724	5,887
Provincial (Operating)		88,759	92,407	81,685
Provincial (TCA Grant)		1,900	1,267	2,700
Total Revenue		159,930	167,040	158,823
Utilities		26,991	27,230	27,554
Maintenance		70,961	78,656	66,281
Administration & Other		10,282	12,221	12,383
Property tax		12,710	12,823	13,036
Wages & Benefits		37,760	35,392	38,460
Total Expenses		158,704	166,323	157,714
Annual Surplus	\$	1,226	717	1,109



**BUSINESS PLAN
2024-2025**





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Message from Minister and CEO

We are pleased to present the 2024-25 business plan for Perennia Food and Agriculture Corporation, Nova Scotia's food sector development agency.

Perennia specialists work together with government, individual businesses, and industry associations for the betterment of Nova Scotia's agriculture, seafood and food and beverage processors.

Our expansive mandate aligns with ministerial mandates in agriculture, fisheries and aquaculture, environment and climate change and economic development. Perennia plays a key role as an applied technical agency identifying, developing and implementing solutions in our food sectors, which are vital economic drivers in our rural, coastal and urban communities.

In 2024-25 we will continue to manage a complex portfolio of services, projects and programs on behalf of industry and government. Working through the Nova Scotia Department of Agriculture with key linkages to the Nova Scotia Department of Fisheries and Aquaculture, Perennia will focus on:

- knowledge and applied solutions for the betterment of Nova Scotia's food sectors
- sustainability and climate change adaptation and mitigation in our agriculture and seafood sectors
- driving Nova Scotia food, beverage and agriculture and fisheries-based products to market

We want our agriculture and seafood sectors to be sustainable, resilient, prosperous and diversified to continue to provide exceptional products to Nova Scotians and the world.

Honourable Greg Morrow
Minister of Agriculture

Lynne M. Godlien
CEO



Meet Perennia.

Our specialists work every day to provide technical applied solutions to sustainably grow Nova Scotia's agriculture, fisheries, and food and beverage processing industries.

The work we do is highly technical yet infinitely human. We are with businesses and sectors at their worst and at their best, reacting to loss and proactively working toward growth.

We are highly skilled, passionate, approachable, responsive, and incredibly flexible in how we work. Wherever and whenever industry needs us, we're there.

Our foundation.

Perennia Food and Agriculture Corporation supports growth, transformation and economic development in Nova Scotia's agriculture, seafood and food and beverage processing sectors.

Our **MISSION** is to work collaboratively with partners to sustain and grow Nova Scotia's agriculture, fisheries and food and beverage processing sectors.

Our **VISION** is to be a driving force in making Nova Scotia known locally, nationally and internationally for producing innovative, environmentally responsible agriculture and seafood products of impeccable quality.

We use a set of **VALUES** to guide our approach to work.

Passion: for the industries we work in, for the success of clients, and the success of Perennia so we can continue to add more value to Nova Scotia's economy

Objectivity: to provide the best, unbiased advice to clients and industries for their betterment

Proactive Leadership: to anticipate client needs, to bring new opportunities to sectors, to be unafraid to step up and work with industry to make tough but necessary changes for the future

Curiosity and Learning: to have a thirst for knowledge and sharing that knowledge, to be problem solvers, to encourage both in industry and our clients

Integrity and Accountability: to make commitments where our word means something, where we don't take on more than we can do well

Perennia reports through the Nova Scotia Department of Agriculture yet the work we do aligns with a number of provincial priorities:

- encourage local food production and consumption
- aquaculture development
- adaptation to climate change
- environmental and economic sustainability
- diversity, inclusiveness and equity



Our teams.

Our teams work together for the betterment of clients, partners and industry in agriculture and seafood. Our team members work together to execute development projects, funding programs and confidential consulting work for individual clients.



Focus Area # 1

Be the leading specialist team providing knowledge and applied solutions for the betterment of Nova Scotia's food sectors



PRIORITY:

Build on our foundation of extending advice, information and knowledge sharing to all service areas

Key Initiatives

- Ensure funding for technical advice, resource development and training opportunities in product development and quality/food safety is prioritized in the Food Ventures Program
- Plan for the province's first Seafood Technical Development Extension Program
- Launch an Integrated Pest Management Extension Program to actively monitor for new pests and emerging issues and proactively communicate solutions to Nova Scotia farms

PRIORITY:

Enhance ways for industry to access our resources and training opportunities

Key Initiatives

- Redesign our website with a robust search function and account feature so individuals can save favorite resources to personal online libraries
- Launch seven revised and two new online Food Safety Fundamentals courses
- Develop one online course related to the process of creating a new food or beverage product
- Develop up to three new courses for new farmers, harvesters and processors to introduce quality and food safety principles and best practices
- Enhance our capacity in adult education principles and course development by having up to two more team members complete an adult education certificate course and train more quality and food safety specialists to be lead trainers



PRIORITY:

Develop and encourage adoption of innovative tools and data to increase productivity and development in industry

Key Initiatives

- Implement the first full year of the Agri-Technology program conducting applied research at the field level on weather related tools and sensors to support proactive decision making for farms in such areas a pest protection and harvest timing
- Continue to invest in farm data tools by creating a new weather-related model in wild blueberries to create alerts related to Monilinia blight infection periods
- Investigate the development of a simple record keeping tool to help food and beverage businesses easily meet the document requirements of their quality/food safety programs
- Redesign the Crop Pest Management Guides to be a reactive, searchable, and sortable online database to improve ease of access for farmers and on-farm pest management activities
- Support proactive aquaculture planning through the development of an online Coastal Classification System decision-support tool to assess potential suitability for aquaculture siting





PRIORITY:

Conduct applied research to support the best possible decision making by businesses in agriculture and seafood

Key Initiatives

- Continue to conduct objective variety trials in field crops to help farms make the best decisions for their farms regarding feed quality and yields to ensure profitability
- Grow our field trials work testing new crop products to support product registration for the region and make them available to Nova Scotia farmer
- Identify key industry benchmarks for livestock production and share them with industry
- Continue collection of high-resolution temperature, dissolved oxygen, and occasionally salinity data throughout coastal regions of Nova Scotia to inform aquaculture management decisions, track climate change stressors, and assist fisheries management decisions
- Continue to conduct applied research as part of the Atlantic Tech Transfer Team for Apiculture (beekeeping)
- Complete preliminary spatial suitability analysis to help identify potential areas for aquaculture development based on criteria important for fish welfare, environmental protection, and consideration of other ocean users



PRIORITY:

Provide timely testing solutions to reduce crop loss and get products to market

Key Initiatives

- Fully integrate our three testing labs to ensure efficient operations and a consistent user experience
- Fully launch Plant Health Lab consulting services to support its sustainability as a valuable partner in ensuring Nova Scotia farmers have access to timely results to make quick crop management decisions
- Leverage our ISO certification in cannabis testing to increase revenues

Focus Area # 2

Be specialized partners in sustainability and climate change adaptation and mitigation in our agriculture and seafood sectors

PRIORITY:

Support transforming byproducts and unmarketable agriculture and seafood products into marketable products

Key Initiatives:

- Undertake development projects that focus on:
 - » turning by-products from food processing (lobster shells, vegetable peelings etc.) into marketable products or ingredients
 - » encouraging practical waste reduction in our food sectors
- Work with industry and government to position local farms, seafood companies and food and beverage processors to take advantage of emerging local institutional markets
- Continue work on developing a commercial seal industry with a focus on bringing seal-based pet foods to market and building partnerships to bring other products to market to support full utilization of this unique ocean resource





PRIORITY:

Support the advancement of climate change adaptation and actively encourage innovative, sustainable, and green production practices

Key Initiatives:

- Deliver the final year of the federal On-Farm Climate Action Fund program to support Nova Scotia and Newfoundland and Labrador farmers in adopting best management practices to sequester carbon
- Deliver the second year of the four-year provincial Climate Adaptation Leadership Program to support the development of industry adaptation plans addressing climate change
- Implement the second year of a five-year provincial Agri-Environment Program in partnership with the Nova Scotia Federation of Agriculture to position Nova Scotia farmers as leaders in environmental sustainability
- Address issues related to soils impacting field crop and forage production, providing industry with the tools needed to ensure long-term sustainability of this valuable resource
- Successfully complete the third of five years of applied research projects as part of the Nova Scotia Federation of Agriculture's federal Living Labs project
- Begin process of identifying resources and capacity needed to move industry from climate change mitigation to adaption strategies and implementation
- Conduct applied research projects on economically important pests including but not limited to powdery mildew resistance in apples
- Conduct climate change vulnerability assessments to support the fisheries and aquaculture sectors in planning to adapt to the impacts of climate change

Focus Area # 3

Be a driving force in getting Nova Scotia food, beverage and agriculture- and fisheries-based products to market

PRIORITY:

Support increase in Nova Scotians consumption of local foods

Key Initiatives

- Offer support for new product development, quality/food safety plans and technical issues through the Food Ventures Program to support more local products to market for Nova Scotians
- Support new product development, product and process improvement, quality/food safety and market access through a revised Seafood Accelerator Program
- Increase our food safety regulatory capacity to conduct food safety product assessments, sanitation reviews, swabbing and testing, pathogen swabbing and testing, and support product recalls
- Provide support for an emerging cultured seaweed sector and collaborate with municipalities and researchers to advance opportunities for land-based aquaculture and pet food development from seafood products
- Investigate and seek funding for a Protected Crop Horticulture Research Program to further advance the production of crops under various structures (greenhouses, hoop houses, etc.) to extend seasons for local crops and conduct trials on new fruit and vegetable varieties
- Work with the Nova Scotia Department of Agriculture on the Beef Initiative to develop the production practices, benchmarks and infrastructure to produce more Nova Scotia beef for local consumers
- Continue to offer mobile bottling and filtration services to the province's wine sector
- Support implementation of buy local initiatives as part of Nova Scotia Loyal and the province's initiatives for food and beverage



Summary of Priorities 2024-25

FOCUS AREA: KNOWLEDGE AND APPLIED SOLUTIONS

Knowledge sharing and advice model applied to all service areas

- Develop plan for a Nova Scotia Seafood Technical Extension Program
- Establish a Pest Management Extension Program
- Prioritize quality, food safety and product development resources and technical advice

Easier and faster access to our resources and training

- Redesign website
- Launch revised and new quality and food safety online courses
- Focus on new farmers, harvesters and processors in training
- Launch one new product development online course
- Increase team training course development and delivery skills

Adoption by industry of innovative tools and data

- Increase applied research in agri-technology
- Invest in more farm data tools
- Build weather-based model specific to wild blueberry management
- Investigate development of simple quality/food safety record tracking app
- Launch new searchable Crop Pest Management Guides
- Develop an online Coastal Classification System to map and rate coastal waters based on potential suitability for low-impact, sustainable aquaculture development

Applied research to support effective and business management decisions

- Conduct more variety trials to support industry decisions
- Grow Field Research Program
- Continue ocean data collection and assess potential suitability of coastal waters for aquaculture development and to track climate changes
- Identify key livestock production benchmarks
- Continue the Atlantic Technology Transfer Team in Apiculture Program

Timely testing to reduce losses and get products to market

- Integrate our labs to enhance customer service and efficiencies
- Fully launch Plant Health Lab for-fee services
- Leverage ISO certification to increase cannabis testing revenues

FOCUS AREA: SUSTAINABILITY AND CLIMATE CHANGE

Transform unmarketable products and reduce waste

- Undertake projects to transform seafood and agriculture waste into new products
- Work with government to prepare food industries for institutional market opportunities
- Continue establishment of a commercial seal industry focused on full use of the resource for new products

Sustainability and climate change adaptation

- Deliver final year of On-Farm Climate Action Fund Program
- Implement Climate Leadership Adaptation Program
- Continue the Agri-Environment Program
- Prioritize work in soil health
- Continue research projects under the Nova Scotia Federation of Agriculture's Living Labs project
- Conduct applied research on priority pests

FOCUS AREA: PRODUCTS TO MARKET

Increase Nova Scotia's consumption of local products

- Implement Food Ventures and Seafood Accelerator programs
- Increase capacity in food safety regulatory services
- Undertake development projects in new seafood crops like seaweed
- Investigate path to establish a Protected Crop Research Program
- Implement production priorities under the Beef Action Plan
- Continue offering mobile beverage services to the wine sector
- Support implementation of Buy Local initiatives

Our Performance Indicators.

- 100 per cent completion of 2024-25 deliverables for development projects and consulting contracts that we have control over
- 100 per cent of financial support available through Perennia-managed programs dispersed to eligible farms and food and beverage processors
- Satisfaction level of 80 per cent or higher from participants in our training, field days, webinars and workshops
- Support the development of 10 new or improved food or beverage products by the end of our agri-food and seafood accelerator programs
- Maintain number of industry interactions to provide technical advice in key service areas
- Set baseline for measuring the impact of our work on businesses and sectors we work with



Our Budget.

DEPARTMENTAL EXPENSES SUMMARY (\$ THOUSANDS)

<i>Programs and Services</i>	<i>2023-2024 Estimate</i>	<i>2023-2024 Forecast</i>	<i>2024-2025 Estimate</i>
Revenues, Operating and Capital Grants	12,407	17,019	16,034
Direct Project Inputs (excluding salaries)	(3,913)	(8,497)	(6,524)
Salaries and Related Expenses	(6,743)	(6,837)	(7,718)
Operating Expenses	(1,960)	(1,890)	(1,953)
Total – Operating Income	(210)	(205)	(161)
<i>Ordinary Recoveries</i>	--	--	--
Funded Staff			
<i>Full-Time</i>	90	90	90
<i>Part-time/Casual</i>	12	12	11

Note:

The anticipated deficit in 2024-2025 relates to depreciation of existing infrastructure and will be covered from deferred revenue.







Nova Scotia's Food Development Agency



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