



BUDGET **2026-27**

DEFENDING NOVA SCOTIA

Planning for the long term

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Art Gallery of Nova Scotia

2026-27 Business Plan



AGNS
2026-27
Business Plan

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Message from the CEO

It will be another exciting year at the AGNS.

The 2026/27 business plan is guided by the strong strategic foundation set out in *Framing the Future*, the five-year strategic plan launched in early 2025. That plan provides a clear and ambitious direction for the Gallery to be a leading centre for visual arts and cultural exchange on the North Atlantic, where all Nova Scotians feel welcome, engaged, and represented.

As we enter the second year of implementation, our focus is firmly on action. The priorities outlined in this 2026/27 annual business plan reflect the strength of our team, the clarity of our strategic goals, and our shared commitment to a Nova Scotia first approach that celebrates our culture and provides engaging experience to residents across the province.

The visual arts play a vital role in Nova Scotia's economy and in the social fabric of our communities. Through exhibitions, programs, and partnerships that extend across the province and beyond. This year the AGNS will continue to contribute to cultural tourism, support creative livelihoods, and create spaces for dialogue, learning, connection, and wellbeing. This impact is made possible by a dedicated and talented team working collaboratively with artists, funders, supporters, partners, and community organizations.

The 2026/27 business plan outlines the specific work underway this year to advance our strategic goals. Together, these efforts ensure the Gallery continues to serve Nova Scotians today while building a resilient and relevant institution for the future. I look forward to the work ahead and am grateful for the collective effort that makes it possible.

Sarah Moore Fillmore | CEO

Executive Summary

In early 2025, the AGNS launched its five-year strategic plan, *Framing the Future*. Through this plan, the AGNS will become a leading center for contemporary art and cultural exchange where all Nova Scotians feel welcome and at ease. Through carefully curated exhibitions, innovative programs, strategic partnerships, and expanding its permanent collection, the AGNS will encourage deep conversations and engagement across the North Atlantic while inviting participation and heightening impact for all Nova Scotians.

To realize this vision, AGNS will concentrate on three strategic goals and associated objectives, grounded in enhanced curatorial practices, strengthened funding, and improved community and partner relations. These goals are:

- 1 Elevate Nova Scotia Through Contemporary Art
- 2 Create a Compelling Impact
- 3 Set a Standard for Sustainable Operations

A major undertaking in year one was a detailed review of AGNS programmatic offerings. This initiative aims to make improvements to programs offered by the Gallery, to ensure alignment with audiences across the province, while making Gallery activities fun and accessible. The 2026/27 fiscal year marks the second year of implementation for *Framing the Future*. This year will be a continuation of year one, with a focus on enhancing access for Nova Scotians, enriching programmatic offerings in the Gallery and across the province, and further strengthening exhibitions and curatorial offerings at home and across the country. This annual business plan for 2026/27 outlines the specific work being done this year at the AGNS to achieve its overarching goals and objectives.

Art Gallery of Nova Scotia

Mandate

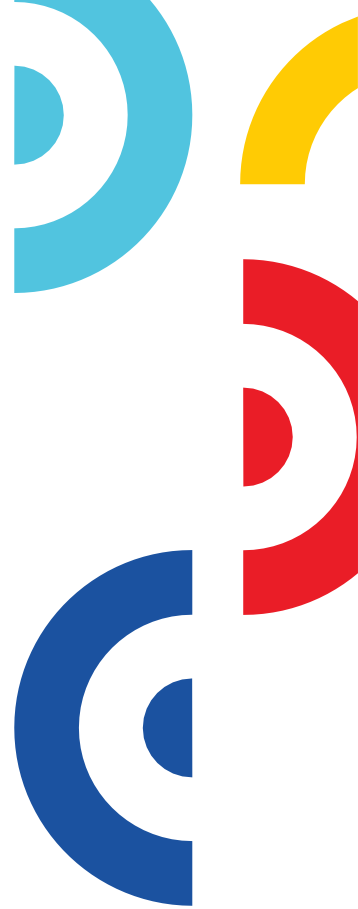
The Art Gallery of Nova Scotia is a Crown Agency of the Government of Nova Scotia, which is mandated, through the *Art Gallery of Nova Scotia Act*, to acquire, preserve, exhibit, and interpret the Province's art collection. The Gallery shall be an agency of the Province acting as custodian for the people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

Mission

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

Vision

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





Installation view, *Joan Jonas: We come from the sea*, Eltuek Arts Centre, Sydney NS, 2025

Business Plan Goal 1 and Objectives

1 Elevate Nova Scotia Through Contemporary Art

With a focus on contemporary art and conversations, the AGNS will become a key hub for artistic discourse across the North Atlantic, and will focus on developing its collection and exhibition program to showcase global themes from Nova Scotia's uniquely local perspective. This approach will highlight the region's contributions to global art conversations. Through transatlantic partnerships, the Gallery will enhance cultural exchange and broaden its regional and global impact, while also delivering leading art experiences to Nova Scotians, boosting the Gallery's visibility and elevating the province's cultural profile.

This approach, along with the creation of renewed facilities, will establish the AGNS as a major player in the North Atlantic visual arts sector and will significantly raise Nova Scotia's cultural profile worldwide. To make this goal possible, the AGNS will focus on the following objectives over the next five years:

- OBJECTIVE 1: Evolve the permanent collection to support an engaging exhibition program that connects global themes with Nova Scotia's story.
- OBJECTIVE 2: Build partnerships across the North Atlantic to expand cultural exchange and increase the visibility of Nova Scotia's art and culture.
- OBJECTIVE 3: Bring leading national and international artwork, artists, and exhibitions to Nova Scotia.
- OBJECTIVE 4: Develop an enhanced physical space for the AGNS that stands as a premier centre of excellence in the visual arts.

In this annual business plan, the AGNS has outlined a series of actions and deliverables that will allow the institution to achieve the objectives above.

The following charts outline the multi-year actions and annual deliverables for 2026/27.



1 Elevate Nova Scotia Through Contemporary Art

1:1 Evolve the Permanent Collection to support an engaging exhibition program that connects global themes with Nova Scotia's story.

MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Create a collection plan that considers deaccessioning and acquisition of works	1. Create a framework for objects identified for disposition.	Q3
Develop one to three original exhibitions annually from the Permanent Collection	1. Open the following permanent collection exhibitions in 2026/27: <ul style="list-style-type: none"> — <i>Joan Jonas: We come from the sea</i> — <i>On the Matter of Memory: The Drawings of Harold Cromwell</i> — <i>Rehang Miss Chief's Wet Dream</i> — <i>Forshaw Day</i> — <i>Colville, Forrestall, Pratt & Pratt: The Work Behind the Work</i> — <i>Garry Neill Kennedy: Work of Six Decades</i> — Refresh Shaw, Laufer, and Ondaatje Gallery Spaces 2. Develop and launch marketing and communications plan for 2026/27 Permanent Collection exhibitions with a focus on owned communication channels.	Q1 Q1 Q1 Q2 Q3 Q4 Q1-4 Q4
Create a \$5,000,000 general acquisition fund to support collection growth	1. Grow the acquisition fund with a minimum of \$250,000 in new pledges or donations.	Q4
Develop initiatives that enhance access to and understanding of the collection	1. Implement a content marketing strategy with a focus on highlighting the AGNS permanent collection.	Q2





1 Elevate Nova Scotia Through Contemporary Art

1:2 Build partnerships across the North Atlantic to expand cultural exchange and increase the visibility of Nova Scotia’s art and culture.

MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Develop and tour one to two exhibitions annually to Canadian and international venues	1. Open the following exhibitions with touring partners: — <i>Camille Turner: Hometown Queen</i> – Hamilton — <i>Séamus Gallagher: OH BABY</i> – Moncton 2. Secure touring venues for the following projects: — <i>Joan Jonas: We come from the sea</i> — <i>On the Matter of Memory: The Drawings of Harold Cromwell</i> — <i>Garry Neill Kennedy: The Work of Six Decades</i> — <i>Layered Terrain: Art, Land, and Environment in Eastern Canada, 1890-1940</i>	Q1 Q4 Q4
Create an exhibition and publication platform that generates opportunities for emerging artists	1. Release Séamus Gallagher publication.	Q4



1 Elevate Nova Scotia Through Contemporary Art

1:3 Bring leading national and international artwork, artists, and exhibitions to Nova Scotia.		
MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Engage leading international artists in the development and implementation of a multi-year exhibition plan	<ol style="list-style-type: none"> Open the following exhibitions by leading national and international artists in 2026/27: <ul style="list-style-type: none"> — <i>Joan Jonas: We come from the sea</i> — <i>Garry Neill Kennedy: Work of Six Decades</i> — <i>Camille Turner: Hometown Queen</i> Develop and launch marketing and communication plans for 2026/27 exhibitions that celebrate leading international artists through earned, paid, and owned media. 	Q1 Q4 Q4 Q4

1 Elevate Nova Scotia Through Contemporary Art

1:4 Develop an enhanced physical space for the AGNS that stands as a premier centre of excellence in the visual arts.

MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Safeguard the collection by moving to a purpose-built collections management facility that aligns with museum standards	<ol style="list-style-type: none"> 1. Complete volumetric assessment to inform long term storage requirements for the future needs of the collection. 2. Work with Government to identify partnership opportunities and options for cost sharing. 3. Complete multi-year operational planning that considers one-time costs, annual operations, funding supports, partnerships, and other operational requirements. 	<p>Q3</p> <p>Q3</p> <p>Q4</p>
Audit existing facility and develop an action plan to address required upgrades and failing infrastructure	<ol style="list-style-type: none"> 1. Informed by the outcomes of the 2025/26 Accessibility Study, develop an inventory of required building updates ranked by impact to operations, safety, and accessibility. 2. Partner with Public Works to assign responsibilities for items identified above and projected costs in time to inform the 2027/28 operating and capital budgets. 	<p>Q1</p> <p>Q2</p>





Installation view, *Hubbard / Birchler: No More Boring Art*, 2025



Business Plan Goal 2 and Objectives

2 Create a Compelling Impact

To create a compelling impact, the AGNS will enhance the visitor experience with innovative public programs and engaging gallery activities, making art more inviting and accessible. The Gallery will work with others to build a more inclusive art scene with mission-oriented programs that welcome diverse perspectives. By tackling and removing obstacles to access and expanding art education, the Gallery will become more welcoming, attract a wider audience, and increase community involvement. This will enrich the cultural scene across Nova Scotia. To make this goal possible, the AGNS will focus on the following objectives over the next five years:

OBJECTIVE 1: Invigorate the visitor experience through new and innovative public programs and activities.

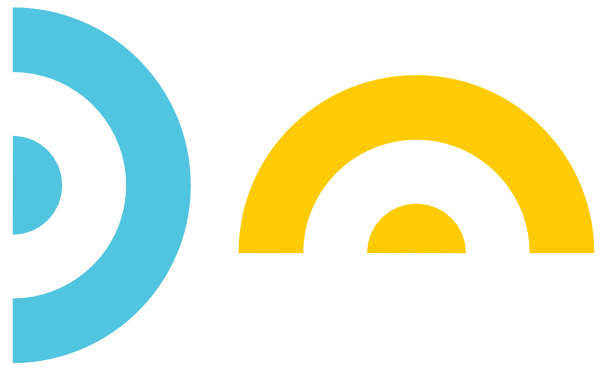
OBJECTIVE 2: Build partnerships that allow diverse communities and artists to create meaningful programs.

OBJECTIVE 3: Improve the overall brand experience by removing barriers to access.

OBJECTIVE 4: Expand the Gallery's impact across the province through art.

In this annual business plan, the AGNS has outlined a series of actions and deliverables that will allow the institution to achieve the objectives above.

The following charts outline the multi-year actions and annual deliverables for 2026/27.



2 Create a Compelling Impact

2:1 Invigorate the visitor experience through new and innovative public programs and activities.		
MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Evaluate program offerings to ensure alignment with the AGNS's goals, vision, and values	1. Develop a detailed multi-year program plan that responds to the findings of the 2025/26 program review.	Q2
Make studio experiences available to visitors during open hours	1. Deliver a slate of studio-based programs that engage audiences and align with the AGNS brand, vision, and values. 2. Identify funding requirements and revenue sources for the program offerings. 3. Deliver existing paid programming, which includes: — Art camps for kids (Q2, Q4) — Adult workshops (Q1, Q2, Q3, Q4)	Q4 Q2 Q4
Ensure programming is developed to support the exhibitions on view	1. Deliver program series and event-based public programs to support the following exhibitions: — <i>Conversation Threads</i> — <i>Joan Jonas</i> — <i>Colville, Forrestall, Pratt & Pratt: The Work Behind the Work</i> — <i>Permanent Collection</i> — <i>Camille Turner</i>	Q1 Q1-2 Q3 Q3 Q4
Create multi-sensory experiences throughout the Gallery	1. Develop an interpretation and engagement strategy for in-gallery experiences that responds to the 2025/26 program review.	Q2

2 Create a Compelling Impact

2:1 Invigorate the visitor experience through new and innovative public programs and activities.		
MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Integrate event style offerings to create unique access points for visitors and supporters	1. Host a suite of events designed to engage patrons, life members, and supporters.	Q4
Formalize the offerings and processes related to group visitation	1. Launch guided and self-guided group offerings for adult group tours and tourist markets. 2. Implement recommendations from the 2025/26 program review related to group visitation. 3. Work with Tourism Nova Scotia, destination marketing organizations, tour operators, and specialty groups to identify offerings that will make the AGNS a core attraction for group travelers and operators.	Q2 Q2 Q4



2 Create a Compelling Impact

2:2 Build partnerships that allow diverse communities and artists to create meaningful programs.		
MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Offer annual public programming in partnership with artists and collaborators working in Indigenous communities	1. Continue to develop artist-led, community-based programming that centers on Indigenous knowledge.	Q4
	2. Offer 1-2 Mi'kmaw language tours of exhibitions on view.	Q4
	3. Contribute to a hands-on art making activity at 1-2 urban Indigenous gathering(s).	Q3
Collaborate with regional institutions to amplify the work of diverse artists working in Atlantic Canada and beyond	1. Partner with Africville Museum and Dalhousie Art Gallery to install <i>Black Ark</i> in Africville Park.	Q2
	2. Present <i>Camille Turner: Hometown Queen</i> in partnership with the Art Gallery of Hamilton, and Stamps Gallery/University of Michigan.	Q4
Work in partnership with community leaders to develop arts programming that amplifies existing community activities that celebrate culture	1. Based on the findings of the 2025/26 program review, identify community leaders, events, and projects that support the greater goals of the AGNS.	Q3





2 Create a Compelling Impact

2:3 Improve the overall brand experience by removing barriers to access.		
MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Improve the use of technology and immersive platforms to increase access throughout the Gallery	1. Identify visitor-focused digital activation opportunities that contribute to a broader interpretation plan and respond to the findings of the 2025/26 program review.	Q4
Extend operational hours to include more evenings	1. Launch a pilot for additional evening(s) supported by programming that engages young cultural seekers.	Q3
Expand free access options for Nova Scotia residents	1. Launch new admission levels that include a free access option for Nova Scotia residents under 25. 2. Offer an annual pass that provides unlimited annual admission to the Gallery. 3. Deepen partnerships with community organizations, schools (including post-secondary), and nonprofits to raise awareness of access programs.	Q1 Q1 Q4
Enhance e-commerce capabilities and systems integration	1. Upgrade the accounting system and create dashboards that provide real-time information to business units and budget owners.	Q2



2 Create a Compelling Impact

2:4 Expand the Gallery’s impact across the province through art education programming.		
MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Contribute to the leadership of P-12 art education within Nova Scotia	1. Collaborate with partners and stakeholders to align key advocacy messages that advance art education in Nova Scotia and grow public funding.	Q4
	2. Review and adapt art education initiatives to respond to the findings of the 2025/26 program review.	Q4







Business Plan Goal 3 and Objectives

3 Set a Standard for Sustainable Operations

To set a standard for sustainable operations at the AGNS, the institution will work on expanding its funding sources to ensure long-term financial stability and reduce dependence on any one source of revenue. A critical component to ensuring success is building a diverse and engaged team while collaboratively creating a lively and innovative environment. Inclusive operations will be guided by principles of equity, diversity, inclusion, and accessibility that will make the Gallery more welcoming and reflective of the community it serves. This approach will help the Gallery stay financially and operationally stable while enhancing its reputation as a leading cultural institution that excels in sustainability and inclusivity.

To make this goal possible, the AGNS will focus on the following objectives over the next five years:

OBJECTIVE 1: Increase and diversify annual funding while reducing dependency on single source funding.

OBJECTIVE 2: Cultivate a highly engaged and diverse team.

OBJECTIVE 3: Advance Equity, Diversity, Inclusion, and Accessibility (EDIA) initiatives that foster a stronger sense of belonging for Nova Scotians.

In this annual business plan, the AGNS has outlined a series of actions and deliverables that will allow the institution to achieve the objectives above.

The following charts outline the multi-year actions and annual deliverables for 2026/27.



3 Set a Standard for Sustainable Operations

3:1 Increase and diversify annual funding while reducing dependency on single source funding.		
MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Increase earned revenue from public-facing activities	SHOP	
	1. Increase retail sales by 2% compared to 2025/26 forecast.	Q4
	2. Maximize wholesale of Maud Lewis product nationally and internationally and increase wholesale revenue by 22% compared to 2025/26 forecast.	Q4
	3. Develop a plan for the development of an AGNS collection line, including a collection publication.	Q2
	ADMISSIONS	
	1. Launch a new admission structure designed to enhance access for Nova Scotia residents.	Q1
	2. Increase admission revenue by 12% compared to 2025/26 forecast.	Q4
	3. Increase paid group visitation among tourism markets through group travel partnerships.	Q4
	PROGRAMMING	
	1. Adjust pricing structures to respond to the recommendations in the 2025/26 program review.	Q3
2. Launch new paid programming as outlined in the 2025/26 program review.	Q3	

3 Set a Standard for Sustainable Operations

3:1 Increase and diversify annual funding while reducing dependency on single source funding.

MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Raise \$5,000,000 annually from philanthropic sources	1. Launch and implement new Legacy Giving Society — Confirm five planned gifts. — Solicit two new planned gifts.	Q1-4
	2. Grow AGNS membership by 50 (new acquisition/member re-engagement) aligned to a revised membership structure launching in April 2026.	Q4
	3. Elevate donor stewardship — Patron Program delivery that attracts 10 new Patron donors. — Establish workflows for three donor/prospective donor segments (new donors, monthly donors, members) that reduce attrition and improve retention.	Q4
	4. Raise \$250K in designated Curator’s Circle funds and continue to build pipeline for future fund growth.	Q4
	5. Develop a concept for new mass fundraising product to be delivered in 2027/28 (accessible; linked to vision/mission; potential to align with other revenue generation).	Q2



3 Set a Standard for Sustainable Operations

3:2 Cultivate a highly engaged and diverse team.		
MULTI-YEAR STRATEGIC ACTION	2026-27 DELIVERABLES	COMPLETE BY
Develop a formal learning and development strategy that embraces inclusion, life-long learning, and professional growth	1. Offer at least three targeted training sessions addressing the top three areas of need identified in the employee engagement action plan, ensuring at least 80% of staff in those areas attend.	Q3
	2. Develop and implement mechanisms to track and monitor employee training to ensure alignment with annual goal setting and identified areas of development.	Q2
Empower and celebrate employees through an engaged, safe, and inclusive workplace	<ol style="list-style-type: none"> 1. Conduct engagement survey with all staff. 2. Review the latest employee engagement survey results to evaluate the effectiveness of the current action plan, identify the top three recurring issues, and implement at least two targeted adjustments to address these issues. 	Q3 Q4
Build the framework that fosters development and professional growth in a creative environment	1. Finalize and ratify AGNS’s first collective agreement, ensuring compliance with legal requirements and alignment with organizational priorities.	Q3
	2. Within 90 days of ratification of the new collective agreement, review all HR policies, procedures, and systems to identify required changes and update required documentation as needed within 120 days.	Q4
	3. Communicate changes to all staff through at least two information sessions and a written summary and conduct a compliance review within 90 days of implementation.	Q4
Finalize and implement accessibility plan	1. Identify key priorities and resources required through the establishment of accessibility project-scoring matrix to rank and phase initiatives.	Q4
	2. Maintain and engage the AGNS Accessibility Advisory Committee in accordance with its Terms of Reference. Maintain membership of a minimum of eight (8) members, with at least 50% representation from persons with disabilities or disability-serving organizations.	Q4



Installation view, *Blacklight*, 2025

Proposed Financial Plan 2026-27

	2025-26 BUDGET	2025-26 FORECAST	2026-27 BUDGET	INCREASE (DECREASE) TO FORECAST	
				\$	%
REVENUE					
Operating	3,528,000	3,828,855	3,170,500	(658,355)	-17.2%
Development	2,282,000	1,508,417	1,771,000	262,583	17.4%
Education	125,000	115,000	–	115,000	100.0%
Public Programs	61,000	77,598	70,000	(7,598)	-9.8%
Subtotal	5,996,000	5,529,870	5,011,500	(518,370)	-9.3%
Gallery Shop/Wholesale	756,000	864,891	936,000	71,109	8.2%
Acquisitions	5,000	30,391	50,000	19,609	64.5%
Endowment	225,000	280,000	285,200	5,200	1.9%
Total Revenue	6,982,000	6,705,152	6,282,700	(422,452)	-6.3%
EXPENDITURES					
Human Resources	3,228,868	3,237,584	3,135,600	(101,984)	-3.2%
Administration	704,600	458,400	398,400	(60,000)	-13.1%
Building Operations	669,300	670,410	557,000	(113,410)	-16.9%
Development	140,200	110,200	187,500	77,300	70.1%
Communications & Marketing	360,365	333,790	271,600	(62,190)	-18.6%
Visitor Experience	61,500	36,000	58,600	22,600	62.8%
Public Programs	164,400	213,881	135,600	(78,281)	-36.6%
Exhibitions	582,457	629,479	577,700	(51,779)	-8.2%
Collections Management	330,100	344,900	353,000	8,100	2.3%
Education Programs	110,700	103,320	20,000	(83,320)	-80.6%
Subtotal	6,352,490	6,137,964	5,695,000	(442,964)	-7.2%
Gallery Shop/Wholesale	429,510	463,753	483,800	20,047	4.3%
Acquisitions	125,000	30,000	50,000	20,000	66.7%
Endowment	60,000	60,000	50,000	(10,000)	-16.7%
Total Expenditures	6,967,000	6,691,717	6,278,800	(412,917)	-6.2%
Amortization of Tangible Capital Assets	15,000	13,435	3,900	(9,535)	-71.0%
Annual Surplus (Deficit)	–	–	–	–	–



 ART GALLERY
OF NOVA SCOTIA

1723 Hollis Street, Halifax
Nova Scotia B3J 3C8 agns.ca



2026-2027

Business Plan

Message from the Minister

As Minister of Public Works, I am pleased to present Build Nova Scotia's annual business plan as the corporation plays a critical role in advancing our government's priorities.

While still only three years young, Build Nova Scotia is focused on building a strong province – from the ground up, transforming communities, infrastructure, and opportunities for people across Nova Scotia.

By leading the development and management of strategic assets, the corporation supports government priorities to improve public spaces, stimulate economic growth, and create communities where Nova Scotians can thrive.

Build Nova Scotia is helping to shape the future of our province – by planning, designing, building, and managing the infrastructure and places that support sustainability and quality of life.

This business plan reflects a strong commitment to fiscal responsibility and value for money for taxpayers. Through disciplined project management, innovative procurement approaches, and effective stewardship of public assets, Build Nova Scotia helps ensure projects deliver long-term benefits for Nova Scotians.

Through collaboration with departments across government and its partners, Build Nova Scotia continues to deliver infrastructure that meets today's needs while preparing for the future.

Every project it takes on helps support economic opportunities, strengthen public services, and help ensure Nova Scotians have great places to live, work, and thrive.

Original signed by

The Honourable Fred Tilley
Minister of Public Works

Message from the President and CEO

As President and Chief Executive Officer for Build Nova Scotia, it is my pleasure to present the annual business plan for the corporation. Three years in the role, and this high-functioning, integrated and effective team is delivering Nova Scotia's most pressing infrastructure needs. Within our mandate, we have continued to see successes and achieve key project milestones across our entire project portfolio. Everyone at Build Nova Scotia takes tremendous pride in their work and acknowledges its impact on the places and people that make Nova Scotia such a great province.

Together, as we remain agile and nimble, we are always looking for innovative approaches to the planning, delivery, operation and sustainable use of strategic infrastructure and lands from Yarmouth to Dominion.

In healthcare redevelopment, we are focused on delivering key assets that will reshape healthcare delivery on the mainland and the island. Connectivity infrastructure across the province is improving as we conclude the Internet for Nova Scotia Initiative and deliver the Cellular for Nova Scotia Program. Together, these connectivity projects help improve safety and connect Nova Scotians. We are remediating mines, dams, and ponds, removing abandoned boats, and working with Pictou Landing First Nation to return Boat Harbour to its natural state as a tidal estuary. Our portfolio grew in 2025 when we were asked to deliver 464 units of much-needed public housing. We continue to operate, maintain and steward some of the province's most visited tourist destinations on the Halifax and Lunenburg waterfronts.

Moving forward in 26-27, Build Nova Scotia will continue to support the government's commitment to strategically grow the province. Daily, the entire team is hard at work delivering the strategic infrastructure needed to support growth, foster innovation, and create a sense of belonging for all Nova Scotians. This business plan helps us achieve these objectives and ensures we continue to build and sustain strong communities.

Original signed by

David Benoit, CD, MBA, MDS, PEng
President and Chief Executive Officer
Build Nova Scotia

Pillars and Priorities

Healthcare Infrastructure

In 26-27, the Healthcare Infrastructure Division of Build Nova Scotia will continue to deliver the largest infrastructure builds in Nova Scotia's history, leading both the Halifax Infirmity Expansion Project (HIEP) Acute Care Tower and the Cape Breton Healthcare Redevelopment program. The division works with a diverse group of key stakeholders to plan and deliver these critical projects.

More, Faster: The Action for Health Build

By prioritizing the development of new healthcare facilities and programs within the Central Zone Health Sciences Network, with a focus on meeting the needs of a growing provincial population, the **More, Faster** plan aims to deliver better outcomes sooner.

HIEP, delivered using the design-build-finance-maintain (DBFM) model, is at the foundation of the **More, Faster** plan. Construction of the acute care tower is well underway, and the project team is focused on progressing design and ensuring that the project meets the needs of the end-users, while maximizing larger community benefits.

HIEP will deliver a new emergency department, new operating rooms and new acute care beds. This new infrastructure will support the timely transition of services out of the Victoria General Hospital, minimize disruptions to patient care, and leverage concurrent construction techniques to optimize delivery speed.

Cape Breton Healthcare Redevelopment

The Cape Breton Healthcare Redevelopment program emphasizes the importance of supporting health providers and caregivers closer to home by building, reorganizing, and strengthening health services in Cape Breton Regional Municipality. Modern and innovative solutions will support the delivery of quality healthcare services planned across Cape Breton. Currently, all the projects within the Cape Breton Healthcare portfolio are in various phases of design and construction, with active construction on the Northside Health Complex, and a new Cancer Care, Energy Centre and Clinical Services Building at Cape Breton Regional Hospital. These projects will better serve the needs of individuals, families, and communities now and for future generations.

Expected Outcomes:

- Build Nova Scotia will continue to deliver strategically planned healthcare redevelopment projects that improve healthcare services across the province.
- As a best practice, Build Nova Scotia will implement the Healthcare Infrastructure Delivery Procedure.
- Build Nova Scotia, in collaboration with partners will continue to develop pathways to create skilled tradespersons using our sites for real-world experience. We will continue to focus on underrepresented communities as way to grow this workforce.

Strategic Infrastructure

Internet for Nova Scotia Initiative

On behalf of the Nova Scotia Internet Funding Trust, Build Nova Scotia continues to advance and oversee the goal of providing high-speed internet access to 95% of homes and businesses. To date, coverage has surpassed this target, improving access for over 99% of residents.

Cellular for Nova Scotia Program

Through the Cellular for Nova Scotia Program, the Province has announced over \$69 million to improve cellular network access to unserved areas of Nova Scotia, with a focus on civic addresses and primary roadways. Investing in cellular infrastructure is vital for all Nova Scotians, particularly in rural areas, as it improves connectivity for safety, emergency services, healthcare, education, social services, remote work, and mental health support.

Land, Asset and Environmental Management

The Province continues to invest in local infrastructure to boost economies, restore ecosystems, and revitalize communities across Nova Scotia. 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; critical infrastructure and property in Peggy's Cove, and several other significant infrastructure assets across the province, including wharves and dams.

Property Management and Operations

Build Nova Scotia operates major land assets as part of our portfolio, which require ongoing operations for land stewardship, safety, maintenance, tenant management and related operations. This involves 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.

Provincial Dams Program

The Province of Nova Scotia owns more than 50 dams and other water-control structures. Build Nova Scotia continues to work with other departments and agencies to develop safety plans for dams and water control structures to mitigate against risks from severe weather events, such as flooding or breaches.

Williams Lake Dam Replacement

The Province, through Build Nova Scotia, is replacing this aging dam to help ensure the safety of people living in the area, protect their properties, and the ecosystem. The new dam will be built to environmental standards that will support the protection of the

lake's ecosystem and regulate water levels for the enjoyment and safety of users and property owners.

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 federal environmental assessment approval was received in January 2025, and Build Nova Scotia is assessing the conditions of approval and planning next steps. One of the legally binding conditions of approval is, in collaboration with the Pictou Landing First Nation, to seek to identify and assess the technical and economic feasibility of an alternative site instead of using the existing containment cell adjacent to Boat Harbour. This work is ongoing and contingent on the Federal Court judicial review of the Federal Minister's approval decision.

Environmental Analysis, Remediation, Monitoring and Maintenance

Build Nova Scotia's Environmental Remediation Program will continue environmental management and restoration initiatives such as an assessment of the Former Sysco property near Wabana Court. The Program monitors contamination levels in surface and groundwater, operates wastewater treatment facilities in Boat Harbour and Sydney, leads environmental cleanup and building demolition projects.

Build Nova Scotia is adding five more sites for active assessment in the abandoned mines program for the Department of Natural Resources and continuing our work on the other 22 sites currently under assessment. Two of these sites, Montague Mines in Halifax Regional Municipality and Lake Enon in Cape Breton Regional Municipality, will be undergoing active remediation in 26-27. The former mine at Goldenville will proceed to 90% design with potential remediation to begin in 27-28.

Public Housing

Build Nova Scotia will deliver new public housing on behalf of the Department of Growth and Development by overseeing planning, procurement, design, and construction of 464 new public housing units. Through a robust site selection process, Build Nova Scotia has identified approximately 20 sites where due diligence will be performed on them, including geotechnical investigations, environmental site assessments and surveys.

Design development work is underway for sites in Middleton, Windsor, Shubenacadie, and Springhill. Construction of new units in Kentville is expected to start in spring 2026. The remainder of the sites are planned to be completed over the next four to five years.

Planning

Build Nova Scotia's Planning Team provides strategic advice on the long-term stewardship and development of properties owned by Build Nova Scotia, as well as valuable input to a wide range of projects being delivered on behalf of our clients. The planning team's expertise in Nova Scotia's rural and urban planning contexts enables Build Nova Scotia to answer complex and challenging questions about the best use of provincial lands.

Expected Outcomes:

- Build Nova Scotia will continue to work actively with our partners to deliver cellular expansion for Nova Scotians and will continue to take an active role in advocating to the federal government on behalf of Nova Scotians in terms of service level, price and competition.
- When appropriate, Build Nova Scotia will plan a series of regional town-hall events to share updates on the Cellular for Nova Scotia Program and the Internet for Nova Scotia Initiative.
- Build Nova Scotia will continue to deliver the Internet for Nova Scotia Initiative to substantial completion and work with the Nova Scotia Internet Funding Trust to wrap up the program.
- Build Nova Scotia will advance the design and development of 464 public housing units over the next five years.
- Build Nova Scotia will continue work on Williams Lake Dam with an aim to complete the work in 26-27.
- Build Nova Scotia will continue to work closely with Pictou Landing First Nation, residents, federal and provincial regulators, technical advisors, and scientists to address issues. The goal is to begin procurement in 2026, subject to any further approvals required.
- Build Nova Scotia will continue to work collaboratively with Pictou Landing First Nations to identify and assess the technical and economic feasibility of an alternative site.
- As Build Nova Scotia is a respondent in the judicial review process, we will continue to participate in the court procedures as required.

Central Services

Corporate Transformation and Development

Significant work has been undertaken to support the integration and development of Build Nova Scotia's corporate framework and structure. The Central Services Division will continue efforts in systems integration and efficiency, including information technology, finance, and corporate policies and processes. Once this work is complete, it will allow for greater efficiency and coordination with government departments in project delivery.

Expected Outcomes:

- Build Nova Scotia will develop a strategic plan that ensures alignment with government priorities and supports the corporation's long-term sustainability.
- Build Nova Scotia will continue to focus on corporate development. This consolidation has improved service delivery and streamlined resource requirements.
- Build Nova Scotia will continue to look for innovations, efficiencies, and effectiveness in our projects and our organization.
- Build Nova Scotia will continue to explore ways to support entrepreneurs and develop activations that are impactful and meaningful to all Nova Scotians.
- Build Nova Scotia will provide employment opportunities for youth and students.
- As a best practice, Build Nova Scotia will continue to find new ways to obtain the maximum value from all funding.

Build Nova Scotia Accessibility Plan 24-27

Build Nova Scotia is committed to ensuring accessible properties, operations, and workplaces. The Accessibility Plan outlines commitments and actions for the corporation across the Built Environment, Employment, Goods and Services, and Information and Communication. Build Nova Scotia will conduct an annual review to update the accessibility plan and complete a comprehensive review every three years to ensure the plan continues to align with the *Nova Scotia Accessibility Act* and our mandate.

Financial Summary

Build Nova Scotia			
Operating Budget (\$ Thousands)			
2026-27			
	Budget 2025-26	Forecast 2025-26	Budget 2026-27
REVENUES			
Province of Nova Scotia Grants			
Capital	1,450	1,150	12,150
Health Infrastructure	16,505	18,913	18,710
Operating	6,818	7,922	5,839
Project	25,685	7,055	18,487
Housing Project Recoveries	-	2,100	31,720
Project Recoveries	13,314	6,291	34,573
Commercial Property Revenue	5,000	6,500	5,200
Interest and other income	300	300	360
Total Revenue	69,072	50,231	127,039
EXPENSES			
Commercial Property Operations	5,377	6,144	6,201
Corporate	5,826	5,283	5,053
Health Infrastructure	16,505	18,913	18,710
Housing Project	-	2,100	31,720
Project	39,734	16,546	53,044
Operating Expense	67,442	48,986	114,728
OTHER ITEMS			
Amortization	5,222	5,222	4,361
PSSP retirement health benefit expense	110	110	110
Other Items	72,774	54,318	119,199
ANNUAL SURPLUS / (DEFICIT)	(3,702)	(4,087)	7,840



Invest Nova Scotia Business Plan

2026-27



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Message from the Minister

Nova Scotia is starting 2026-2027 with determination and momentum. Around the world, economies are being reshaped by rapid technological change, shifting global trade relationships, renewed focus on defence and security, and the accelerating transition to sustainable energy. For Nova Scotia, this is a moment to lead. We have the natural assets, talent, ambition, and provincial commitment to compete and succeed on the global stage.

Nova Scotia's priority sectors are proving that leadership every day.

The defence and aerospace industries continue to accelerate, anchored by secure digital technologies and advanced manufacturing. In energy and clean technology, our offshore and onshore wind, marine renewables, and emerging storage and decarbonization solutions position Nova Scotia to deliver both cleaner energy and stronger energy security. Fisheries, agriculture, forestry, and mining are modernizing through innovation and value added processing, unlocking new global opportunities. Housing and construction are innovating rapidly to meet demand, while AI, cybersecurity, and the digital economy are creating high-skilled jobs.

Invest Nova Scotia is building on this momentum by providing venture capital and start-up support, scale up and export programming, and attracting the investment required to build industries of the future.

Access to capital continues to be a challenge for many of our most innovative start ups, especially in sectors that require deep technical investment.

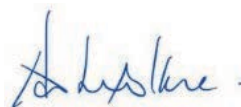
Through early stage financing, partnerships with venture funds, incubation facilities, and acceleration programming, we are addressing that issue and ensuring more Nova Scotia companies succeed here.

To compete internationally, companies must invest in productivity, innovation, and global reach. That is why Invest Nova Scotia's hands-on advisory services, capital investment programs, market intelligence, and export support are essential. We help businesses invest with confidence, strengthen resilience, diversify their markets, and compete successfully around the world.

What sets our province apart is our connectivity. Our strategic location combined with our talent, our research institutions, our industry leaders, and our entrepreneurs working together in ways that drive real results, are the most powerful advantages we have.

In 2026-2027, we will harness that advantage. We will build on the strength of our natural resource sector to create industries, support start ups, help companies established here scale and export, and attract critical investment to communities across the province.

Nova Scotia is harnessing our natural advantages today, to build an economy that is competitive, resilient, and poised for growth for generations to come.



Honourable Colton LeBlanc

Minister, Growth and Development

Introduction

Invest Nova Scotia is committed to turning the province's local potential into lasting prosperity. We work with industry and partners to drive transformative growth by empowering and attracting businesses that can leverage Nova Scotia's natural advantages to start up, scale, invest, and deliver world class solutions for Canada and global markets.

As a provincial Crown corporation reporting to the Department of Growth and Development, Invest Nova Scotia supports companies of all sizes and at all stages across the province. Our efforts focus on three core drivers of economic growth - venture capital and start-up, scale up and export, and investment attraction.

Nova Scotia's economic momentum is built on the province's long standing natural resource advantages. Invest Nova Scotia's focus is on supporting the growth of industries across natural resources, fisheries, agriculture, and energy, while advancing opportunities in defence, artificial intelligence and the digital economy, housing and construction. Through this sector-focused approach, we are building a more resilient, competitive, and opportunity driven economy.



Energy

Unlock potential of clean and renewable energy assets, and oil and gas.



Defence and Aerospace

Establish east coast defence anchor in in-service support, shipbuilding, maintenance, repair and operations, and defence innovation.



Natural Resources

Ensure investment readiness and supply chain growth for critical minerals development, forestry, and the industrial bio-economy.



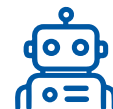
Fisheries and Agriculture

Accelerate value-added product development and market diversification.



Housing and Construction

Drive adoption of innovative construction methods, modular construction, digital and AI adoption.



AI and Digital Economy

Grow the digital economy, applied AI adoption in traditional sectors, and development of AI-first firms in priority sectors.

Key Areas of Focus for 2026-2027

Venture Capital and Start-Up

Support access to capital and provide early-stage support to innovative, high-potential, Nova Scotia companies in priority sectors

Invest Nova Scotia will fill a market gap by providing venture capital to innovative Nova Scotia companies in the province's priority sectors. Our incubation facilities and acceleration programming will support their growth by providing the space, expertise, and mentorship to ensure their success.

We will:

- Make venture capital investments in high potential start-ups through the [Nova Scotia First Fund](#), addressing early-stage funding gaps not met by the private market.
- Invest as a limited partner in external venture capital funds that back Nova Scotia start-ups, leveraging private capital.
- Provide incubation space and services for start-ups in Nova Scotia's priority sectors, including lab, office, and light-industrial facilities at [The Labs](#) and [The Bays](#).
- Deliver acceleration programs and services that equip start-ups with the guidance, funding and networks needed to launch and grow:
 - The [Early Stage Commercialization Fund](#) will drive the commercialization of post secondary research.
 - [Invest Nova Scotia Accelerate](#), [GreenShoots](#), and Portfolio Services will support start ups to build investment readiness, gain early market traction and achieve commercial milestones.
- Collaborate with the private sector, government departments, post-secondary institutions, accelerators, and incubators to advance initiatives that support start-ups and create economic growth across all regions.

Key Areas of Focus for 2026-2027

Scale-Up and Export

Enable Nova Scotia based firms to scale and grow through innovation and market diversification

In a rapidly shifting global trading environment, productivity and market diversification are essential to Nova Scotia's long-term economic success. Invest Nova Scotia will support companies at every stage of scaling - helping them increase productivity, expand within Canada by leveraging Nova Scotia's leadership in internal trade across provinces and territories, and unlock global growth through market diversification. Invest Nova Scotia will ensure our companies in priority sectors have the support they need to make capital investments to drive productivity and scale, optimize supply chains, improve competitiveness, and sell more goods and services to markets outside Nova Scotia.

We will:

- Serve as a critical first point of contact for business in all regions of the province, advising entrepreneurs and helping them navigate the programs, services, and resources in place to support their growth.
- Enhance consumer recognition of locally-grown, made, or designed products through the [Nova Scotia Loyal Producer Labelling program](#).
- Connect businesses with post secondary expertise to enhance processes, products, and technology adoption through the [Productivity and Innovation Voucher Program](#).
- Incent private sector capital investment to drive productivity, innovation and competitiveness in key sectors through the enhanced [Innovation Rebate Program \(IRP\)](#).
- Provide small and medium-sized enterprises with actionable export data and analysis to inform market entry and growth decisions through the [Trade Market Intelligence Service](#).
- Work with emerging exporters to build the skills they need to succeed outside our borders through targeted training and workshops, and lead them on their first trade mission through the [Launch Export Atlantic Incubator](#).
- Help SMEs navigate tariffs and comply with U.S. customs regulations through the [Tariff & Customs Advisory Program](#).
- Ensure companies in key sectors have financial and advisory support to travel to key domestic and international markets and increase export sales through the [Export Development Program](#).

Key Areas of Focus for 2026-2027

Scale-Up and Export (continued)

- Deliver tailored export programming focused on strategic markets and high priority sectors through in-market programming like the [Market Entry Development Program](#), [Market Exploration Program Mexico](#) and [Scale Up Hubs](#).
- Lead [strategic missions](#) across Asia, the Middle East, Mexico, Europe, and Canada.
- Deliver targeted programming to support our equity-deserving businesses, including the [Supplier Diversity Certification Program](#) and the **Export Accelerator for Diverse-Owned Businesses**.
- Work with stakeholders to advance initiatives required for strategic cluster development and business growth in areas such as advanced technologies, industrial biomanufacturing, and carbon capture, utilization and storage.
- Identify and advance opportunities to further leverage federal and regional partnerships such as the Atlantic Trade & Investment Growth Strategy, and the Atlantic Economic Development Ministers Table to drive growth in strategic sectors.

Key Areas of Focus for 2026-2027

Investment Attraction

Promote our province's natural advantages to attract companies and investment in priority sectors from around the world

Invest Nova Scotia promotes our province's strengths and identifies global businesses that will contribute to the growth of industries best suited to leverage our natural advantages. We connect and collaborate with global business leaders in defence, energy, the digital economy, and natural resources to promote Nova Scotia's business advantages, elevate our value proposition, and attract companies to grow and invest here.

We will:

- Promote Nova Scotia's unique assets and value proposition to attract industry leaders that will contribute to the growth of industries critical to our economic growth.
- Work with provincial departments and industry partners to drive investment-ready opportunities in the seafood, agrifood, and natural resource sectors which build sector resiliency and community growth.
- Work with community economic development partners to advance business growth and secure investment opportunities that leverage each region's unique assets.
- Design and implement in-market investment attraction initiatives with government partners, industry and academia, demonstrating a 'Team Nova Scotia' approach to investors and global business leaders.
- Through a key focus on defence, engage with prime and tiered contractors involved in the Canadian Patrol Submarine Project to maximize provincial capital investment opportunities arising from in-service support requirements and Industrial & Technological Benefits (ITB) obligations.
- Support the province's development of Nova Scotia's energy resources, energy systems, and related supply chains in alignment with the Department of Energy's resource development strategies and goals.
- Grow high-value jobs in Nova Scotia's technology industry by attracting and scaling firms in IT, fintech, cleantech, and medtech.
- Collaborate with partners and pursue opportunities where AI can enhance productivity, innovation, and competitiveness in priorities such as defence, energy, housing, and healthcare.
- Position industrial real estate and business enabling infrastructure to attract leading companies in emerging and future-focused industries.

Key Areas of Focus for 2026-2027

Accessibility Plan

Invest Nova Scotia is committed to ensuring accessibility is integrated into all aspects of our programming, employment practices, and physical spaces. With our updated Accessibility Plan in place, we will begin executing the commitments outlined within it.

The Invest Nova Scotia Accessibility Committee will lead efforts to:

- Implement the updated Accessibility Plan and track progress on all commitments.
- Continue to monitor the development of provincial accessibility standards to ensure our practices align as standards are finalized.
- Confirm that our physical spaces meet all regulations in the Built Environment Standards.
- Ensure our new office space, targeted to open January 2027, meets the Built Environment Standards to support full accessibility for employees, clients, and visitors.

[Read the Accessibility Plan](#)

Performance Measures

Measure	2026-2027 Target
Payroll across the province	Clients increase their payroll by a minimum of 10%
Attract innovative businesses in our priority sectors to establish in, relocate to, or reinvest in the province	A minimum of 13 companies in priority sectors are attracted to establish in, relocate to, or reinvest in Nova Scotia
Attract and incentivize private capital that is invested for productivity improvements through the Innovation Rebate Program	A private sector commitment of a minimum of \$51 million in capital investment for productivity improvements
Leverage private capital through the Nova Scotia First Fund	Investments in Nova Scotia start-ups leverage a minimum of \$12 million of private capital (i.e., \$2 leveraged for every \$1 invested through the Nova Scotia First Fund)
Diversify export markets	A minimum of 25% of clients diversify exports through sales to an additional market
Value of Nova Scotia exports	Clients increase the value of exports by 5%

Budget Context

	2025-26 Estimate	2025-26 Forecast	2026-27 Estimate
Revenues			
Provincial Grants	57,228,000	54,795,700	65,015,000
Ordinary recoveries	1,180,100	1,127,600	1,155,600
Other	1,539,400	1,758,200	1,117,700
Nova Scotia Fund : Real properties	988,700	1,088,700	967,100
Miscellaneous provincial revenue	272,000	308,600	187,200
Federal Revenue	394,000	188,900	175,000
Interest on loans receivable	4,619,000	52,000	18,800
Nova Scotia First Fund investment income	5,000	-	-
Total revenue	66,226,200	59,319,700	68,636,400
Expenses			
Operating costs	27,718,400	26,997,200	31,086,500
Significant Incentives and Contributions:			
Innovation Rebate Program	12,000,000	12,000,000	17,000,000
Payroll Rebates	18,400,000	15,687,700	16,559,000
Export Development Program	2,500,000	3,500,000	3,000,000
Nova Scotia Fund : Real properties	884,200	789,900	967,100
Nova Scotia First Fund investment expenses	5,000	5,000	5,000
Debt servicing costs	4,567,000	-	-
Total expenses	66,074,600	58,979,800	68,617,600
Operating surplus	151,600	339,900	18,800
Other revenues (expenses)			
Statutory capital contributions	11,000,000	11,000,000	12,272,000
Amortization of deferred capital grants	146,200	146,200	141,900
Realized gains on portfolio investments	-	1,834,000	-
Loss on sale of tangible capital assets	-	(1,000)	-
Tangible capital assets amortization	(399,500)	(357,000)	(347,000)
Provision for impairment of portfolio investments and loans receivable	(600,000)	(3,240,000)	(3,000,000)
Total Other revenues (expenses)	10,146,700	9,382,200	9,066,900
Surplus	10,298,300	9,722,100	9,085,700

*Certain comparative figures have been reclassified to confirm with the budget presentation adopted in fiscal 2026-27

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 2026–2027.

Payroll Rebate	
Overview	<p>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.</p> <p>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.</p>
Amount	<p>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.</p> <p>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.</p>
Eligibility	<p>The company’s business must be considered eligible according to Invest Nova Scotia’s operating regulations.</p> <p>Projects are expected to create sustainable long-term employment. Cyclical peaks in employment will not be considered for assistance.</p> <p>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.</p> <p>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.</p> <p>Projects considered competitively harmful to existing Nova Scotia businesses will not be considered.</p> <p>The company will collect and remit employee payroll taxes in accordance with the Income Tax Act (Canada).</p>

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 \$20.2 million outstanding to 7 companies located throughout the province. The annual portfolio lending cap is set at \$100,000 for fiscal 2026-27 solely for the purposes of realization costs.

The Nova Scotia Fund has not issued new business development incentives since fiscal 2014-2015.



Business Plan

2026-27

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Message from the Deputy Minister

Transportation is an important part of our day-to-day lives. From where we live and work, to how we access daily needs, a transportation system that is safe, efficient, and easy to access benefits all Nova Scotians.

This is at the core of the work of Link Nova Scotia, a provincial Crown corporation responsible for long-term transportation planning in Nova Scotia. Following the release of the Regional Transportation Plan in August 2025, the agency has been hard at work addressing the transportation challenges of today while furthering our vision for the future network.

As you'll see in the 26-27 Business Plan, the approach Link Nova Scotia is taking is two-fold. Some are the first steps of major projects that, collectively and over time, will transform the transportation system. Others are short-term solutions, which are geared toward offering relief in the meantime.

This year, the agency will be furthering several studies, like the Passenger Rail Feasibility Study. Studies allow us to explore an idea in significantly more detail, providing information (like timeline and cost) that is needed to make evidence-based decisions - especially important when a project is a major investment or will require long-term disruption.

Collaboration will play a major role in the agency's work this coming year. By partnering with other provincial departments or organizations, like Department of Public Works on the Highway 102 Improvements Project, and Halifax Regional Municipality (HRM) on the Halifax Peninsula Core Streets Review, Adaptive Traffic Signals, and work on our co-owned Travel Demand Model, we can further our collective goals and maximize efficiencies.

I look forward to the work to come.

Sincerely,

Original Signed By _____

Peter Hackett, P.Eng
Deputy Minister, Link Nova Scotia

Priorities - Infrastructure

Projects and initiatives underway at Link Nova Scotia support government's priority of strengthening Nova Scotia's infrastructure, strategically coordinating our built and digital infrastructure to enhance productivity and enable growth.

Adaptive Traffic Signals

Adaptive traffic signals use technology to help make conventional traffic signals smarter and more responsive to actual conditions. Using sensor-based detection and real-time traffic data, these systems automatically adjust signal timing to reflect current traffic conditions rather than relying on pre-set timing plans. By responding dynamically to changing volumes, turning movements, and congestion patterns, adaptive signals can:

- reduce delays and travel times
- improve traffic flow reliability
- decrease stop-and-go conditions
- enhance corridor performance during peak periods and incidents

In partnership with Halifax Regional Municipality, these signals will initially be implemented along the Macdonald Bridge and Barrington Street corridors in 2026.

Technology-based projects help to maximize the efficiency of and investment in the existing transportation system, providing some relief while long-term projects are underway.

Performance target / measures: Installation of Adaptive Traffic Signals in support of a future Regional Transportation Management Centre (RTP Action 1.1.1)

Collaboration / Partnerships: Halifax Regional Municipality, Halifax Harbour Bridges.

Collaboration, relationship-building, and information-sharing

Most of the plan's actions require some level of coordination with municipalities, agencies or other Core Partners—regardless of the lead organization. The need for strong collaboration across departments, all orders of government and organizations within the transportation sector was essential for plan development and will only increase with time. Link Nova Scotia will continue to foster these relationships, working together to improve the transportation system.

With the expanded scope of the agency, emphasis will also need to be placed on building new relationships across the province, including municipalities, transportation operators, and other organizations.

Collaborations / Partnerships: Department of Public Works, Halifax Regional Municipality, Halifax Harbour Bridges, Halifax Port Authority, Halifax International Airport Authority, ACOA, CN, all municipalities in the Region.

Federal Transit Funding

Many projects within the Regional Transportation Plan will require significant investment. Securing federal funding is critical to the success of the plan. Nova Scotia has been invited to apply for the Canada Public Transit Fund, Metro-Region Agreement (MRA) stream and in December 2025, submitted a draft Integrated Regional Plan to the federal government.

The projects to be funded under the MRA are still to be determined but must focus on major transit and active transportation initiatives related to significant housing density.

Performance target / measures: Successful negotiation of a Metro-Region Agreement with the Federal government.

Collaborations / Partnerships: Department of Public Works, Halifax Regional Municipality, and Municipality of the District of East Hants, with Link Nova Scotia leading the work.

Halifax Peninsula Core Streets Review

The Halifax Peninsula has the highest concentration of people, jobs, and services in Nova Scotia. With only five main ways on and off the peninsula, it is one of the most congested areas in the province.

There are competing priorities for space on many streets which often struggle to meet the needs of different modes of transportation and users. While many improvements have been made to the peninsula core streets, a view of how streets are functioning holistically is needed.

In 26-27, a network-level review of the core streets on the Halifax Peninsula, as well as the access on and off, will identify opportunities to improve travel. Recommendations could include reconfiguring the directional flow of key streets, reallocation of space within the right-of-way, or prioritization of specific transportation modes on select corridors.

The review will include detailed modelling work using the [activity-based travel demand model](#) owned by Link Nova Scotia and Halifax Regional Municipality.

Performance target / measures: Completing of the review and review of associated recommendations and next steps.

Collaborations / Partnerships: Halifax Regional Municipality, Halifax Port Authority, Halifax Harbour Bridges.

Highway 102 Enhancements and Improvements

Highway 102 is a vital transportation corridor, linking the Halifax Peninsula to the broader region. It also serves as the primary connection to Highways 101, 103, and 107, acting as a central artery for regional and inter-provincial travel. The demand, particularly between Exits 0 and 4, makes this segment one of the most congested roadways in the province.

Enhancements and improvements are needed to improve reliability, safety, and efficiency.

In 26-27, the Highway 102 project will proceed to functional (30 per cent) design. This work will:

- determine how best to move more people and goods while balancing the needs of different modes of transportation, including transit, active transportation and freight
- consider interchange updates, safety improvements and high-occupancy vehicle (HOV) lanes and/or transit priority measures
- analyze the impact of development along the corridor, including several approved special planning areas
- confirm the feasibility of proposed upgrades, guide long-term investments in the corridor, and help inform future decision-making for the detailed design and construction phases

Performance target / measures: Completing the functional design and corridor review.

Collaborations / Partnerships: Department of Public Works.

Inter-municipal Transit Service

Inter-municipal transit can provide regular, dependable bus service, connecting rural towns and key destinations within HRM. Buses would be equipped for longer-haul trips and carry passengers in comfort at a reasonable cost.

This service can better connect communities, coordinating with existing fixed-route services run by municipalities (Bridgewater, Kings, Halifax). Options for new Park & Rides will be assessed at key locations (like the Halifax Stanfield International Airport) as this could extend transit access to even more people.

Performance target / measures: Public release of a request for information to determine potential vendors and operation models.

Collaborations / Partnerships: Halifax Regional Municipality, Halifax International Airport Authority, all municipalities in the Region, Community Transportation Operators.

Passenger Rail Feasibility Study

Passenger rail service has the potential to reshape travel in the region by providing a very high-capacity form of transit service. Introducing this service is a significant undertaking, should target areas of potential high ridership, and would represent one of the most significant investments in the province's history.

To fully understand the opportunities and challenges associated with rail service, Link Nova Scotia is conducting a passenger rail feasibility study, which will:

- include a long-term transit phasing strategy to support growth, network resiliency and strategic corridor preservation
- evaluate and screen possible regional and urban corridors
- advance conceptual designs for options in the selected corridors
- provide an evidence-based evaluation of options.

Performance target / measures: Completing the first phase of a passenger rail feasibility study and awarding future phases of work to short-listed vendors.

Collaborations / Partnerships: Halifax Regional Municipality, Halifax International Airport Authority, CN.

Policy action on Human Trafficking

Human trafficking is a serious issue in Nova Scotia. Lack of suitable, accessible and affordable transportation options, particularly in rural communities, remains a challenge. In areas where transportation options are limited, the risk of exploitation is higher, including along primary corridors linking rural communities to critical support services in HRM.

In 26-27, Link Nova Scotia will explore opportunities with relevant provincial departments, core partners, and organizations working to combat human trafficking to determine the best way to support ongoing efforts.

Progress on short-term initiatives

In advance of seeing the benefits of long-term infrastructure investments, government's response to the Regional Transportation Plan outlines a series of short-term solutions to manage congestion. These are primarily operational in nature and are transitional measures to alleviate current issues.

Short-term initiatives are smaller scale, highly localized initiatives intended to maximize current infrastructure to improve the commuter experience over the next 18-24 months. While these short-term solutions are not explicitly referenced in the Regional Transportation Plan, they align with and support proposed actions. In 26-27, several short-term initiatives will be completed.

Performance target / measures: Identification of potential areas for HOV lanes. Completion of a corridor and intersection optimization review along the Macdonald Bridge corridor to maximize efficiency in congested areas.

Collaborations / Partnerships: Department of Public Works, Halifax Regional Municipality, Halifax Harbour Bridges.

Travel Demand Model

Link Nova Scotia will continue to use data to help support evidence-based decision-making, including the use of the activity-based travel demand model. The model is a custom-built software, co-owned with HRM, that allows the agency to test transportation projects and their impacts on the broader regional network.

In 26-27, Link will partner with HRM in participating as Statistics Canada gathers in-depth travel information from residents as part of the Canadian Survey on Everyday Travel. This data will be used to update the model, improving the agency's ability to make data-driven decisions by providing more accurate information for the model.

Further updates to the model in 26-27 include the inclusion of new population projections and ongoing efforts to improve data collection and analysis in collaboration with core partners.

Collaborations / Partnerships: Halifax Regional Municipality, Statistics Canada, all municipalities in the Region.

Financial Summary

Crown/ Agency Expenses Summary	2025-2026 Estimate	2025-2026 Forecast	2026-2027 Estimate
Salaries and benefits	\$1,405,000	\$2,298,000	\$3,378,000
Professional services	\$682,000	\$2,269,000	\$1,531,000
Operating Expenses	\$230,000	\$371,000	\$455,000
Total - Agency Expenses	\$2,317,000	\$4,938,000	\$5,364,000
Additional Information:			
Ordinary Revenue	(\$2,317,000)	(\$4,256,000)	(\$5,196,000)
Other Revenue Source	(\$0)	(\$682,000)	(\$168,000)



Business Plan

2026-2027

Message from the Chair and Director

We are pleased to present the Nova Scotia Crop and Livestock Insurance Commission’s (“Commission”) business plan for the 2026-27 fiscal year on behalf of the Board of Directors and staff.

The past year demonstrated the critical role that the Commission plays in supporting Nova Scotia’s agricultural sector. Through the delivery of AgrilInsurance and related programs, the Commission provided timely and meaningful support to producers, helping stabilize farm businesses and maintain continuity during a period of significant production challenges.

The 2025-26 fiscal year was one of the most challenging in the Commission’s history. Prolonged and widespread drought conditions across many regions of Nova Scotia resulted in exceptionally high claims activity. While final figures are still being calculated, it is estimated that more than \$16.5 million in indemnity payments will be issued to insured producers to help offset production losses.

The experiences of the past year underscore the importance of effective and responsive Business Risk Management (BRM) programs. As climate variability continues to affect agricultural production, the Commission remains focused on ensuring that AgrilInsurance programs remain reliable, predictable, and capable of responding to emerging risks.

In 2026-27, the Commission’s work will continue to align with departmental objectives. The Commission programs support broader government goals by strengthening farm viability, encouraging productive use of agricultural land, supporting stable supply chains, and contributing to the growth of Nova Scotia’s agricultural economy.

The Commission will also continue to advance modernization initiatives to improve service delivery, operational efficiency, and client experience; while maintaining strong partnerships with producers, industry organizations and government partners.

On behalf of the Board, we would like to thank Commission staff for their professionalism and dedication during an exceptionally demanding year, and Nova Scotia producers for their continued collaboration and resilience – we wish you a successful harvest in 2026-27.

(original signed by)

John Vissers
Chair

(original signed by)

Neil Parady, CPA
Director, Business Risk Management

About the Nova Scotia Crop and Livestock Insurance Commission

The Nova Scotia Crop and Livestock Insurance Commission has delivered business risk management solutions for agriculture in Nova Scotia for nearly 60 years under the authority of the *Crop and Livestock Insurance Act*.

The Commission administers production-based, individualized insurance programs designed to help agricultural producers manage production risk arising from natural perils beyond their control.

These programs are delivered as part of the BRM suite under the framework established through the Sustainable Canadian Agricultural Partnership.

The Commission offers insurance coverage for 16 crop categories, as well as for dairy and poultry. Through crop insurance, producers are compensated when actual production falls below an insured level due to insured perils.

In addition, the Commission administers the Maritime Livestock Price Insurance Pilot Program (MLPIPP), which provides participating producers with protection against declines in livestock market prices. The pilot program is delivered in collaboration with partner provinces and complements existing production-based insurance by addressing market related risk for eligible livestock sectors.

The Commission also administers the Wildlife Compensation program, which provides financial assistance to Nova Scotia registered farms that experience losses to specified crops or livestock as a direct result of the activities of specified wildlife.

Through the delivery of these programs, the Commission supports the stability and long-term sustainability of Nova Scotia's agricultural sector by helping producers manage risk, maintain business continuity, and invest with confidence in their farming operations.

Key Areas of Focus for 2026 - 2027

The Commission is committed to the following areas of focus for fiscal year 2026-27:

1. Review & Expansion

The Commission will continue to play a central role in the review of BRM programs, which aligns with a key initiative of the Department of Agriculture. As the administrator of AgrilInsurance in Nova Scotia, the Commission brings practical delivery experience and producer-focused insight to the discussions aimed at improving program effectiveness.

- Participating in the ongoing BRM Review to ensure AgrilInsurance remains an effective, predictable, and timely risk management tool for Nova Scotia producers.
- Consulting with producers and industry associations to review existing insurance plans, policies, and delivery processes to ensure they reflect evolving production practices and risk profiles.
- Reviewing the outcome of the MLPIP undertaken with New Brunswick and Prince Edward Island to assess future opportunities.
- Continuing engagement with industry on potential new insurance products, including for the beef and bee sectors, where aligned with program parameters and producer needs.

2. Supporting Agricultural Land Use and Economic Growth

AgrilInsurance provides the financial stability needed for producers to invest in land, infrastructure, and production.

- Supporting the productive use of agricultural land by providing insurance coverage that reduces financial risk and encourages continued investment in farming operations.
- Contributing to economic growth in agriculture by supporting farm business stability, which underpins expansion, succession planning, and long-term viability.
- Engaging with sector stakeholders and producers, where appropriate, to ensure insurance products remain relevant to emerging and growing sectors, within the AgrilInsurance framework.
- Working collaboratively with the Department of Agriculture to ensure insurance programming aligns with broader department initiatives related to land in production and sector growth.

3. Supporting Farm Efficiency and Stable Supply Chains

The Commission supports broader government objectives related to supply chain stability and farm efficiency by helping agricultural producers manage production risk and maintain business continuity. Effective risk management contributes to reliable agricultural production and supports the long-term sustainability of farm businesses supplying local and institutional markets.

- Ensuring that AgrilInsurance coverage supports farm businesses supplying local and institutional markets by helping producers manage production risk and respond to production variability.
- Promoting awareness of AgrilInsurance as a foundational BRM tool that supports consistent supply, business continuity and operational stability.
- Improving administrative efficiency and advancing digital service delivery to reduce administrative burden and enhance service delivery.
- Enhancing the timeliness and accuracy of underwriting, claims processing, and client communication through continued system modernization.

4. Operational Excellence and Modernization

The Commission remains committed to continuous improvement in governance, systems, and service delivery.

- Continuing implementation of the Geographic Information System to support underwriting accuracy, risk assessment, and claims adjudication.
- Leveraging improved corn yield reporting to reduce reporting errors, minimize follow up, and support timely and accurate claims processing.
- Continuing modernization of information technology systems to strengthen data integrity, reporting, and operational efficiency.
- Maintaining a strong focus on client service excellence through staff development and process improvement.
- Recruiting new Board members to complement existing expertise and ensure effective governance and sector representation.

Financials

The Commission's budget is included within the estimates of the Department of Agriculture. Under the Sustainable Canadian Agriculture Partnership, 60 per cent of eligible administrative costs related to AgrilInsurance and Wildlife Compensation are reimbursed by the federal government.

Insurance premiums are cost shared by producers, the federal government, and the Province of Nova Scotia and are administered directly by the Commission. Detailed financial information for 2026-27 is provided through the Department's budget process.

The Commission monitors performance through a set of key operational and financial indicators, including the timeliness of claims processing, program uptake and coverage stability, the accuracy and timeliness of producer reporting, and the crop insurance loss ratio. These measures support continuous improvement in service delivery, financial stewardship, and long-term program sustainability.

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

Table 1: Estimate of Income and Fund Balances

	Budget 2025- 2026 (\$ 000)	Forecast * 2025- 2026 (\$ 000)	Budget * 2026- 2027 (\$ 000)
Revenues			
Insurance Premiums paid by Clients	1,540	2,124	2,200
Insurance Premiums Contributed - Federal	1,386	1,862	1,980
Wildlife Compensation Payments - Federal	90	135	90
Insurance Premiums - Provincial	924	1,241	1,320
Wildlife Compensation Payments - Provincial	60	90	60
Interest Income	438	367	78
Total Revenues	4,438	5,819	5,728
Expenses			
Indemnity Claims	4,000	16,000	5,250
Wildlife Compensation Payments	150	220	150
Reinsurance Premiums	-	-	-
Bad Debt Expense	5	5	5
Total Expenses	4,155	16,225	5,405
Net Income from Insurance Activities	283	-10,406	323
Reinsurance Advances			
Federal	-	-	-
Provincial	-	-	-
Total Reinsurance Advances	-	-	-
Net Income (Loss)	283	-10,406	323
Crop and Livestock Insurance Fund Balance			
Beginning of Year	13,394	12,879	2,473
End of Year	13,677	2,473	2,796
Total Administrative Expenses			
Federal Contributions	665	845	900
Provincial Contributions	444	563	600
Total Administrative Expenses	1,109	1,408	1,500
Net Government Expenditures			
Federal (Premium + Administration)	2,141	2,842	2,970
Provincial (Premium + Administration)	1,428	1,894	1,980
Total Program Expenditures	3,569	4,736	4,950

* as of December 31, 2025



**Nova Scotia
Energy and Regulatory
Boards Tribunal**

Business Plan 2026-2027



**Nova Scotia Regulatory
and Appeals Board**



**Nova Scotia
Energy Board**

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A. TRIBUNAL MANDATE

The Nova Scotia Energy and Regulatory Board Tribunal (Tribunal) is an independent court-like entity having two operating divisions - the Nova Scotia Energy Board and the Nova Scotia Regulatory and Appeals Board. The *Energy and Regulatory Boards Act* sets out each board's general powers, such as creating rules of practice and procedure. Specific powers and duties come from approximately forty statutes and regulations. Complete lists of statutes for the boards can be found at:

- Energy Board: <https://nserbt.ca/nseb/statutes-rules-regulations> and
- Regulatory and Appeals Board: <https://nserbt.ca/nsrab/statutes-rules-regulations>.

Members of each board have all the powers of commissioners appointed under the *Public Inquiries Act* and the same privileges and immunities as judges of the Nova Scotia Supreme Court.

The mandates of the boards can be summarized as follows:

1. Nova Scotia Energy Board:
 - a. Considers a variety of applications from electric, natural gas distribution and pipeline companies, the Halifax Water District Energy System, EfficiencyOne and IESO Nova Scotia for rates, service terms, capital expenditures, permits to construct and operate, and discontinuing or abandoning service.
 - b. Considers customer complaints and appeals related to energy entity rates and service.
 - c. Monitors compliance with performance standards and may levy administrative penalties for unsatisfactory results.
 - d. Sets gasoline and diesel oil retail pump prices within the province.
 - e. Carries out any other duties assigned by the Governor in Council.
2. Nova Scotia Regulatory and Appeals Board:
 - a. Considers applications from regulated water and wastewater/stormwater¹ utilities for rates, terms of service, and capital expenditures.
 - b. Considers complaints and appeals related to water and wastewater/stormwater utilities' rates and service.
 - c. Licenses public passenger motor carriers.

¹ Currently only the Halifax Regional Water Commission has regulated wastewater and stormwater services.

- d. Licenses short-line railways operating wholly within the province.
- e. Establishes maximum borrowing costs for payday loans.
- f. Considers applications from automobile insurers for rates and rating factors.
- g. Determines compensation for expropriated land when parties cannot agree on the value.
- h. Approves municipal and Conseil scolaire acadien provincial (CSAP) requests to determine the number and boundaries of polling districts, dissolutions, amalgamations, and annexations.
- i. Considers appeals or referrals about liquor licensing and disciplinary matters.
- j. Considers appeals from other bodies about municipal planning, property assessment values, fire safety, sales taxes, and apprenticeship and trades.
- k. Considers registration applications and disciplinary matters relating to gaming and casinos.
- l. Carries out any other duties assigned by the Governor in Council.

The Tribunal's staff provide advisory, administrative, financial, human resources, and information technology support to the Nova Scotia Energy Board and the Nova Scotia Regulatory and Appeals Board.

B. PRIORITIES

Strategic

The Tribunal's priority is to support its boards in fulfilling their mandates. Interest holders are periodically consulted to identify opportunities to improve service delivery. A full consultation process was completed in 2023 to inform the current Strategic Plan².

The strategic priorities in the plan are:

1. Increase public understanding of the two boards and how to access their processes.
2. Heighten the efficiency and effectiveness of the Tribunal and the new boards.
3. Maintain a healthy and positive workplace culture that strives to achieve excellence.
4. Strengthen the Tribunal's and the boards' capacity to innovate and inform public policy.
5. Increase our knowledge and understanding of environmental, social, and governance (ESG) best practices.

Execution of the 2023 Strategic Plan was deferred to allow for implementation of changes set out in the *Energy and Regulatory Boards Act*³. The 2023 plan continues to be an appropriate basis for this Business Plan.

For fiscal 2026-2027, the Strategic Plan work will focus on:

- Approving a new communications plan and beginning to work on deliverables. This includes assessing how hearing notices are advertised and making improvements to engage a wider audience of affected parties.
- Preserving corporate knowledge more effectively.
- Reviewing and enhancing training, education, and professional development opportunities for staff.

² A copy of the 2023 Strategic plan can be found at: <https://nserbt.ca/about/plans-reports>.

³ A copy of the *Energy and Regulatory Boards Act* can be found at: <https://nslslegislature.ca/sites/default/files/legc/statutes/energy%20and%20regulatory%20boards.pdf>

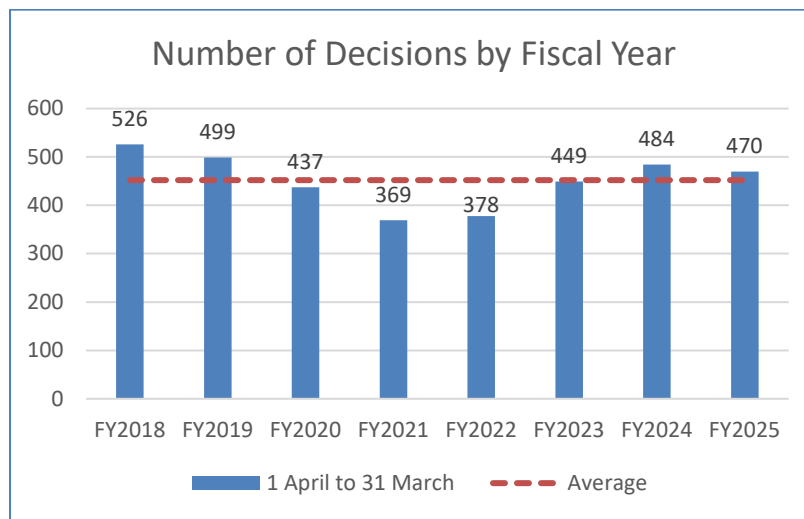
Operational Sustainment

In addition to executing the Strategic Plan, the Tribunal will focus on the following activities during the fiscal period:

- Integration of new senior staff and succession planning for future retirements.
- Retention and recruitment of professional advisory staff to support the increased volume and complexity of filings as the energy landscape changes and in response to the *More Access to Energy Act*. This process was delayed in fiscal 2025-2026.

Overall, the number of more complex regulatory applications is expected to increase slightly in the fiscal year. About 450 to 500 matters are expected to be filed in fiscal 2026-2027 based on historical trends.

The following chart⁴ shows the number of decisions issued in each of the last eight fiscal years. The fiscal years ended 31 March 2021 and 2022 had fewer matters than average, presumably due to effects of the COVID pandemic.



⁴ This chart will begin showing the breakdown of decisions issued after 31 March 2026, the first full year of Tribunal operations. Until then the figures will continue to be consolidated as reported by the Nova Scotia Utility and Review Board (NSUARB).

Operations - Major Hearings

The following upcoming matters are expected to be filed or continued in fiscal 2026-2027 and are of note due to their complexity, public or ratepayer impact, or the significance of Tribunal resources required to resolve them:

- Nova Scotia Energy Board:
 - Inquiry into the Nova Scotia Power Inc. cybersecurity incident. (M12273)
 - Inquiry requested by the Minister of Energy into Nova Scotia Power Inc.'s accountability for collection and retention of customer information, customer service and communications, billing practices, and related issues. (M12600)
 - Nova Scotia Power Inc. 2026 Annual Capital Expenditure Plan. (M12619)
 - Port Hawkesbury Paper Ltd. Extra Large Industrial Active Demand Control Tariff successor application. (M12661)
 - Various applications relating to the new Independent Energy System Operator (IESO) including its revenue requirements and rate recovery mechanisms. (M12663 and others)
 - The five-year review of Nova Scotia Power Inc.'s annual performance standards. (M12376)
 - Eastward Energy Inc.'s 2027-2029 general rate application. (M12691)
 - Request by NSP Maritime Link Inc. to end the holdback mechanism. (M12696)
 - EfficiencyOne's five-year demand side management (energy conservation) plan application. (Filing anticipated in March 2026.)
- Nova Scotia Regulatory and Appeals Board:
 - Operations and maintenance audit of the Halifax Regional Water Commission requested by the Premier. (M12384)
 - Review of Halifax Regional Water Commission's cyber security readiness (M12518)
 - The three-year review of the maximum cost of borrowing for payday loans.
 - General rate application from Halifax Regional Water Commission. (Filing anticipated in late 2026).

C. PERFORMANCE MEASURE

The existing performance measure relating to timely release of decisions after receiving final information from the parties will continue for the boards.

Quasi-judicial Function					
Outcome	Measure	Data Base Year	Trends	Target 2026-2027	Strategies to Achieve Target
Independently and fairly resolve matters in a timely fashion ⁵ .	Percentage of hearing decisions issued within target number ⁶ of writing days from receipt of final submissions.	Base Year 2006-07 94.0%	Trends: See chart on next page	Maintain 95% or more of decisions released within target number of writing days from receipt of final submissions.	<ul style="list-style-type: none"> - Use of electronic filing, information repository and case management programs to aid in processing. - Continue monitoring of member and staff performance through monthly board and Tribunal meetings. - Periodic consultation with external parties to seek ways to improve services.

The following chart⁷ shows past performance in meeting its target of having 95% or more of decisions released within the target writing time.

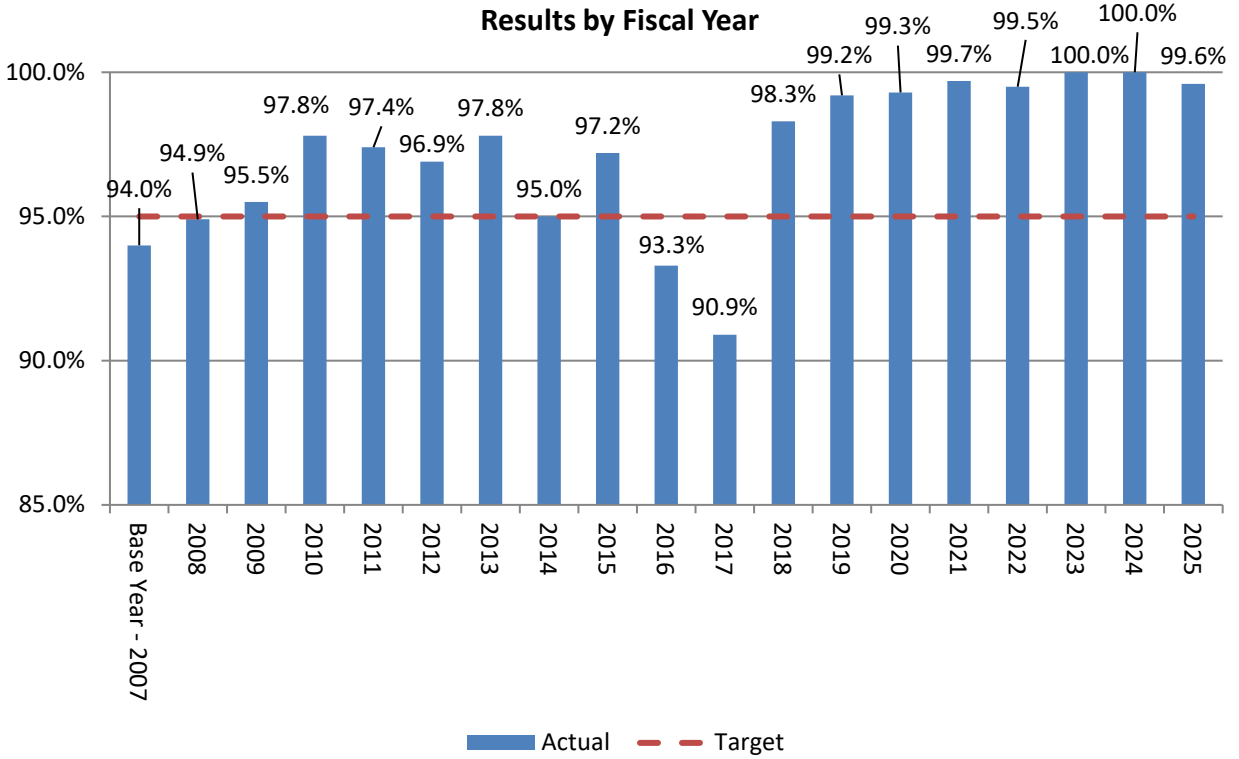
⁵ While timely production of decisions is important the primary emphasis must always be to fairly resolve matters based on the facts of each case and relevant law.

⁶ Target writing times vary by mandate and type of file. Ordinary matters have a target of 90 days. Planning matters have a statutory limit of 60 days unless extended by the Regulatory and Appeals Board at the conclusion of the hearing or necessary for the interests of justice. Some insurance matters have statutory limits of 10, 15, 20, or 60 days. At the Regulatory and Appeals Board's discretion timelines for some insurance matters can be extended. Routine procedural matters have a target of 10 working days. Note that these timelines are measured from the date of receipt of final submission from external parties. Decisions relating to routine price settings for gasoline and diesel oil, and interruptions, are issued on the same day as the related hearing.

⁷ This chart will begin showing the breakdown of decisions issued by the boards after 31 March 2026, the first full year of Tribunal operations. Until then the figures will continue to be consolidated as reported by the predecessor Nova Scotia Utility and Review Board.

Decisions Within Target Writing Time

Results by Fiscal Year



D. BUDGET CONTEXT

The following table shows the financial estimates and forecasts to 31 March 2026 on a consolidated basis, and the budget for the Tribunal beginning on 1 April 2026.

Energy and Regulatory Boards Tribunal			
Program & Service Area	2025 – 2026 Estimate	2025 – 2026 Forecast ⁸	2026 – 2027 Budget
	(\$thousands)	(\$thousands)	(\$thousands)
Gross expenses:			
Quasi-judicial - budgeted operations	8,275	8,356	8,747
Quasi-judicial - unbudgeted operations ⁹	0	2,751	0
Total expenses	8,275	11,107	8,747
Revenues:			
Grant from Province of Nova Scotia	2,334	2,423	2,379
Recoveries from utilities and others	5,941	5,965	6,368
Recoveries - unbudgeted operations ¹⁰	0	2,751	0
Total revenues	8,275	11,139	8,747
Net income (loss)	0	32	0
Restricted and unrestricted surplus ¹¹ - beginning of year	2,425	2,425	2,457
Restricted and unrestricted surplus - end of year	2,425	2,457	2,457

⁸ Figures provided are forecasts. Actual results may differ materially.

⁹ Unbudgeted operations expenses arise from hearing activities that cannot reasonably be forecast in advance. Most of these expenses are recovered from the applicant or appellant, or party requesting the service.

¹⁰ Unbudgeted revenues arise from hearing activities that cannot reasonably be forecast in advance. These are the recoveries of the unbudgeted expenses.

¹¹ Surpluses may be restricted for things such as capital assets in use, working capital requirements, and incomplete projects for which revenues have been received.



**NOVA SCOTIA
FARM LOAN BOARD**

Business Plan 2026-2027



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Message from the Chair

On behalf of the Nova Scotia Farm and Timber Loan Board, I'm pleased to share our 2026–2027 Business Plan.

This plan marks another year of commitment to our core role of providing steady, affordable financing to the farm and forestry sectors that keep our province growing. We aim to stay a lender businesses can count on — one that's fair, reliable, and service-focused. This year, we'll be continuing to put our attention on four key priorities: Accountable Lending, Operational Excellence, Maximizing Potential, and Good Governance.

In 2026–2027, both Boards will work to build strong relationships with our clients and work hand-in-hand with local and provincial industry partners such as FarmWorks, Centre for Women in Business, Futurpreneur, and the CBDCs. We will support the province's goal of increasing our GDP while making sure our services stay efficient and timely. We will also keep improving our loan options such as the new Program for Accessing Agricultural Land and a revised Small Loan Program, continue to use modern tools to strengthen portfolio management, and invest in training and development for our staff — because good people make good work possible.

We are focused on helping our sectors reach their full potential. That means offering more loan options and making more responsive decisions on loans so farmers can access financing faster. That also means encouraging diversity — whether that's in the kinds of farms and forests we support, the processors connected to these industries, the regions we serve, or the people we work with. Our Board of Directors — a strong group of industry and community leaders — will also be preparing for new member recruitment, ensuring a wide range of experience and perspectives are at the table.

The Board will be keeping a close eye on how we measure success, using key performance indicators to track progress, and maintaining responsible oversight of the provincial capital funds entrusted to us while supporting our clients for success.

If you'd like to learn more about what we do, or explore the financing we offer, I encourage you to visit nsfarmloan.ca or nstimberloan.ca.

Together, we'll keep building a strong, sustainable future for Nova Scotia's farms and forests — one good decision at a time.



Andy Vermeulen
Chair, Nova Scotia Farm Loan Board





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 (through the NSTLB).

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, forestry, and food and beverage processing in communities throughout Nova Scotia.

Mandate

To support Nova Scotia's agricultural industry through the provision of capital financing. NSFLB 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.

"The Farm Loan Board has been very supportive of our need to continue to invest in capital year on year. Whether it's adding a newer, more updated or technologically advanced piece of equipment or something that's specialty for us to capture a new opportunity- they've been there."

**-Lenita Hanson
Tony's Meats**



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 dedicated 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.

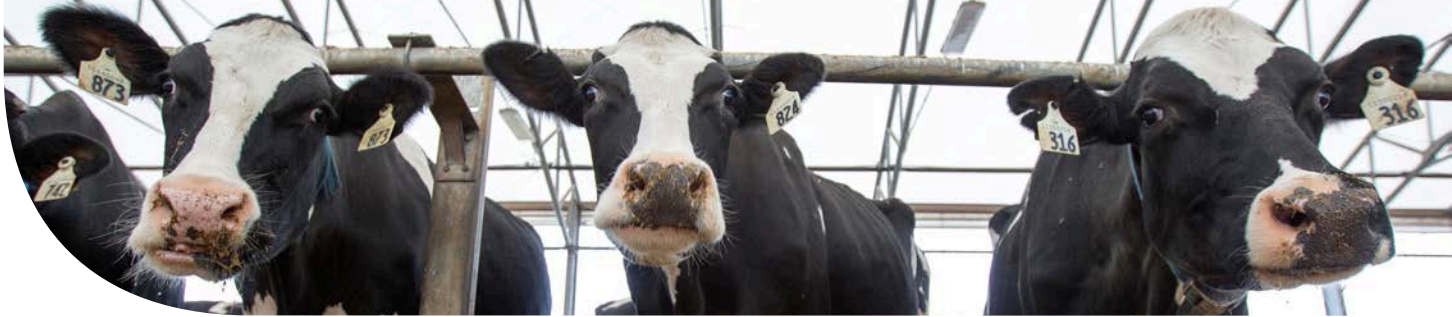
Timber Loan Board

The NSFLB also fulfills the functions of the NSTLB. Established under the *Forests Act*, the NSTLB serves the forest industry by providing loans for any purpose that will encourage, sustain, improve, or develop the forestry industry in the province. Terms and conditions of NSTLB loans are governed by regulations made under the *Forests Act*. NSTLB has a compatible mission, vision, and mandate to that of NSFLB through support of the Nova Scotian forestry sector.

Directors (As of April 1, 2026)

The Board of Directors of the NSFLB also serves as the Board of Directors for the NSTLB. The Board is made up of Nova Scotians who are corporate or community leaders that understand the agriculture, agri-food, and forestry business climate in the province and their importance to communities, workers, and the economy. Biographies of current directors can be found at: nsfarmloan.ca/board-of-directors.

Director	Position	Term
Andy Vermeulen	Chair, Audit Committee Member	Oct. 2025 – Sept. 2026
Jeannie van Dyk	Vice-Chair, Audit Committee Member	Sept. 2025 – Sept. 2029
Kevin Colvey	Director, Audit Committee Chair	Aug. 2023 – Aug. 2027
Jon Porter	Director, Audit Committee Member	Aug. 2024 – Aug. 2028
Alix Redden	Director, Audit Committee Member	Sept. 2025 – Sept. 2029
Rod Kennedy	Director	Aug. 2023 – Aug. 2027
Stephen Streach	Director	Sept. 2025 – Sept. 2029



Support for Department Key Initiatives

The NSFLB, through its wide suite of lending products and other services, such as the ownership of the Community Pastures, will support the following Key Initiatives of the Department of Agriculture:

- Protection of Agricultural Land
- Business Risk Management Review
- Institutional Procurement
- Nova Scotia Beef Initiative

Similarly, lending products offered by the NSTLB will support the Department of Natural Resources as they promote the sustainable development of natural resources to support jobs, help grow the economy, and provide social and environmental benefits

Areas of Focus for 2026-2027

Accountable Lending	Operational Excellence	Maximizing Potential	Good Governance
Client Relationships	Process Improvement	Regulatory and Program Implementation	Director Recruitment
Strategic Alignment	Software Implementation	Developmental Lending	Director Training and Skill Development
Stakeholder Engagement	Staff Development	Sectoral and Geographic Diversity	Portfolio Oversight

Performance Measures

To monitor our success throughout the year, the NSFLB will monitor the following measures and include them in future accountability reporting:

Value of New Loans Approved

March 31, 2025
\$58.3 million

March 31, 2026 (Forecast)
\$52.4 million

March 31, 2027 (Target)
\$60 million

Total Number of Loans Within Portfolio

March 31, 2025
623

March 31, 2026 (Forecast)
660

March 31, 2027 (Target)
680

Loans Approved

March 31, 2025
91

March 31, 2026 (Forecast)
124

March 31, 2027 (Target)
110

Percentage of Portfolio in Arrears

0.47% in 2025

0.40% for 2026

less than 3% for 2027

Total Number of Clients Within Portfolio

March 31, 2025
381

March 31, 2026 (Forecast)
397

March 31, 2027 (Target)
400

New Clients

March 31, 2025
28

March 31, 2026 (Forecast)
39

March 31, 2027 (Target)
25



Capital Funds

Description	2025-2026 Estimate (\$ 000)	2025-2026 Forecast* (\$ 000)	2026-2027 Estimate (\$ 000)
Opening principal	312,084	312,084	328,639
Add loan advances	60,000	56,189	60,000
Less repayments	(28,000)	(30,152)	(28,000)
Less principal written off	(2,000)	(1,245)	(2,000)
Closing Principal	342,084	336,876	358,639
Provision for impaired accounts			
Opening provision	9,033	9,219	8,237
Less accounts written off	(2,000)	(1,245)	(2,000)
Additions (principal portion of bad debt expense +/- adjustments)	253	263	253
Closing allowance	7,286	8,237	6,490
Net portfolio at year end	334,798	328,639	352,149
Agriculture Land Investment	2,500	506	2,500

*As of January 20, 2026

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

nsfarmloan.ca



Supporting agriculture across Nova Scotia.



NOVA SCOTIA
FISHERIES & AQUACULTURE
LOAN BOARD

Business Plan

2026-2027



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Mandate and Priorities

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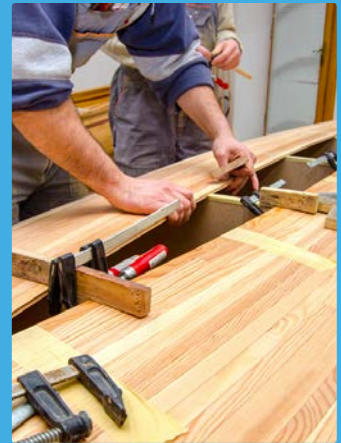
Areas of Focus

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Performance Measures

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Capital Funds



Message from the Chair

I am pleased to present the 2026–2027 Business Plan of the Nova Scotia Fisheries and Aquaculture Loan Board (NSFALB). This plan reaffirms NSFALB’s core objective of providing affordable and flexible financing to the province’s seafood sector as we focus on our refreshed priority areas: Accountable Lending, Operational Excellence, Maximizing Potential, and Good Governance.

In 2026–2027, NSFALB will continue to focus on client relationships, seek alignment with government’s objectives to grow the resource sectors and the province’s GDP, and collaborate with industry organizations and key stakeholders. In the coming year, NSFALB will strive to provide excellent client service, implement modernized tools to allow for enhanced product offerings and portfolio oversight, and develop the skills and capabilities of our staff to achieve success for years to come.

NSFALB will work to maximize the potential of the sectors we serve through new and strengthened strategic partnerships and continued implementation of an improved regulatory framework that provides greater flexibility and more responsive decisions with intentional focus on demographic, sectoral, geographic diversity. Our Board, a group of industry and community leaders with diverse backgrounds and perspectives, will continue to provide effective portfolio oversight while developing our skills and competencies and looking ahead to Board succession planning.

To assist in achieving our objectives, NSFALB will track a series of performance measures and maintain strong oversight of the capital funds entrusted to us.

I invite you to visit nsfishloan.ca to learn more about our products and services.



Neil LeBlanc
Chair, Nova Scotia Fisheries and Aquaculture Loan Board





About the Board

Background

NSFALB provides responsible, fair, and affordable access to capital to support growth, innovation, and sustainability in the fisheries, aquaculture, processing, and boatbuilding industries.

Mission

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

Vision

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

Mandate

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.

"We have developed a strong business relationship with their team of loans officers and inspectors. They are exceptionally reliable and files are managed in a timely and professional manner with a high degree of expertise."

**Maureen MacDonald,
Fisher**



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 dedicated 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 (As of April 1, 2026)

The NSFALB 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 industries in Nova Scotia and the importance of the board to our coastal communities. Biographies of current directors can be found at: nsfishloan.ca/board-of-directors.

Director	Position	Term
Neil LeBlanc	Chair, Audit Committee Member	Feb. 2024 - Feb. 2027
Robert Verge	Vice-Chair, Audit Committee Member	Sept. 2025 - Sept. 2029
Leah Lewis-McCrea	Director	Apr. 2025 - Apr. 2029
Howard Blinn	Director, Audit Committee Member	Sept. 2023 – Sept. 2026
Damien Barry	Director	Sept. 2025 - Sept. 2029
Dr. Stefanie Colombo	Director	Apr. 2023 – Apr. 2026
Cynthia Brown	Director	Apr. 2025 – Apr. 2028
Paula McQuinn	Director	Sept. 2025 – Sept. 2028
Dr. Miguel Lorenzi	Director	March 2026 - March 2028



Alignment with Department Mandate and Priorities

NSFALB will further the Department of Fisheries and Aquaculture’s objective of modernizing and transforming the fisheries and aquaculture sectors through targeted investments, innovation, and regulatory streamlining. NSFALB, through its breadth of lending products and other services, will support the following Departmental priorities:

- Enhancing sector-wide productivity and operational efficiency.
- Expanding and diversifying market opportunities to strengthen sector resilience and global competitiveness.
- Fostering innovation across production, processing, and distribution systems.

Areas of Focus for 2026-2027

Accountable Lending	Operational Excellence	Maximizing Potential	Good Governance
Client Relationships	Process Improvement	Regulatory and Program Implementation	Director Recruitment
Strategic Alignment	Software Implementation	Developmental Lending	Director Training and Skill Development
Stakeholder Engagement	Staff Development	Sectoral and Geographic Diversity	Portfolio Oversight

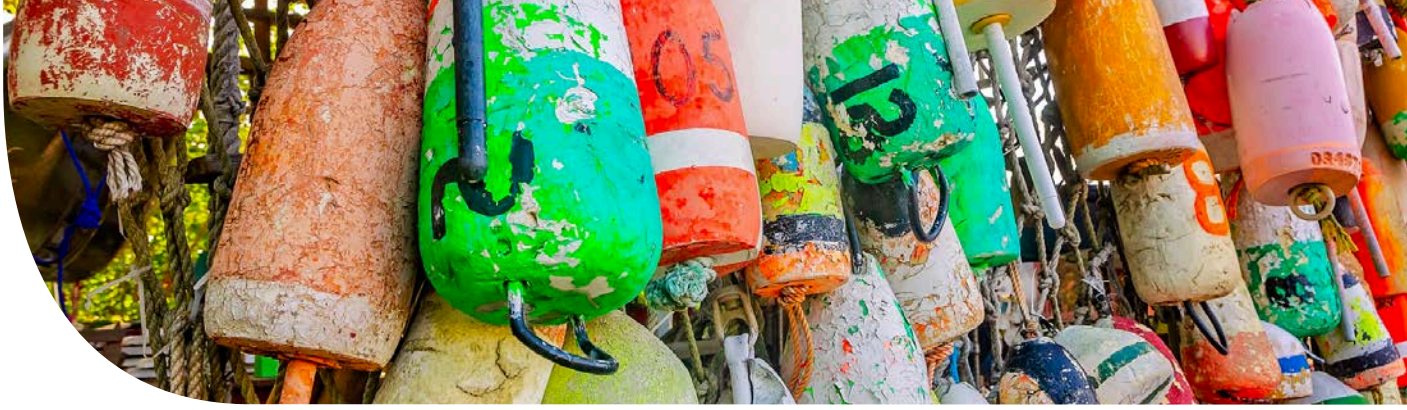
Performance Measures

To monitor our success throughout the year, the NSFALB will monitor the following measures and include them in future accountability reporting:

Value of New Loans Approved	Total Number of Loans Within Portfolio
March 31, 2025 \$59,723,000	March 31, 2025 1,198
March 31, 2026 (Forecast) \$86,830,000	March 31, 2026 (Forecast) 1,282
March 31, 2027 (Target) \$60,000,000	March 31, 2027 (Target) 1,330

Loans Approved	Percentage of Portfolio in Arrears
March 31, 2025 153	0.64% in 2025
March 31, 2026 (Forecast) 178	0.70% for 2026
March 31, 2027 (Target) 165	less than 3% for 2027

Total Number of Clients Within Portfolio	Percentage of Loan Approvals Aged 19-35
March 31, 2025 821	March 31, 2025 46%
March 31, 2026 (Forecast) 840	March 31, 2026 (Forecast) 42%
March 31, 2027 (Target) 870	March 31, 2027 (Target) 30%



Capital Funds

Description	2025-2026 Estimate (\$ 000)	2025-2026 Forecast* (\$ 000)	2026-2027 Estimate (\$ 000)
Opening principal	351,409	351,409	384,819
Add loan advances	60,000	76,164	65,000
Less repayments	(27,000)	(42,754)	(30,000)
Less principal written off	(-)	(-)	(-)
Closing principal	384,409	384,819	419,819
Provision for impaired accounts			
Opening provision	3,103	3,103	3,938
Less accounts written off	(-)	(-)	(-)
Additions (principal portion of bad debt expense +/- adjustments)	850	835	850
Closing allowance	3,953	3,938	4,788
Net portfolio at year end	380,456	380,881	415,031

***As of January 20, 2026**

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.

nsfishloan.ca



1-902-896-4800

falb@novascotia.ca



2026-27 CROWN CORPORATION BUSINESS PLAN

January 2026

Nova Scotia Gaming Corporation
1723 Hollis Street, 5th Floor
P.O. Box 1501
Halifax, NS B3J 2Y3
www.gamingns.ca

Message from the Minister

I am pleased to present the Nova Scotia Gaming Corporation (NSGC) Business Plan for 2026-27. This Plan reflects the Province's continued commitment to ensuring gaming in Nova Scotia is well regulated and socially responsible. It reinforces our focus on delivering positive contributions to the Province, its people, and causes that are important to Nova Scotians.

NSGC's mandate is to conduct and manage regulated gaming in Nova Scotia. One hundred percent of the net income from NSGC is returned to the government to fund priority programs and services.

Social responsibility will remain a critical part of offering trusted and entertaining gaming experiences to players where, how and when they want them, while continuing to provide players with the information they need to make informed choices.

NSGC's Plan for 2026-27 outlines its strategies to deliver stable economic returns in a rapidly evolving gaming environment where there is increasing competition from non-regulated gambling options. Despite these pressures, NSGC remains committed to upholding a safe, responsible and sustainable regulated gambling industry that protects players and supports long-term value for Nova Scotians.

Respectfully submitted,



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

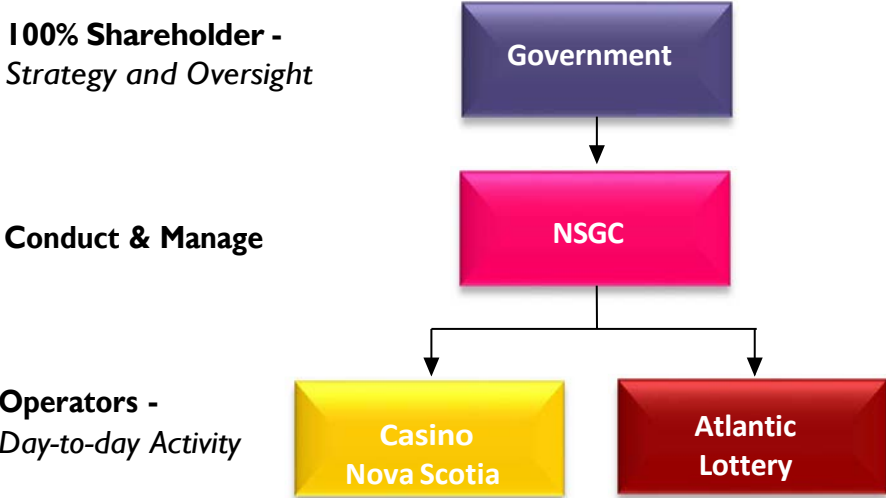


Kelliann Dean
Executive Deputy Minister, Finance and Treasury Board

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.

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.



There is a clear expectation of government to 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 make informed choices, 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.

In 2026-27, NSGC projects it will provide approximately \$191.7 million to the Province to help fund important programs and services for Nova Scotians, such as health care, education, and housing and infrastructure. The regulated gambling industry also creates and supports employment for more than 400 people and is expected to provide approximately \$34.8 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 new products or changes to existing 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 manage the regulated gambling businesses: ticket lottery, video lottery, and land-based and online casino operations. There are three aspects to this activity:

1. *Operator Oversight* – 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 accountable for managing the regulated gambling industry in the Province and ensuring operators offer products in a socially responsible manner while providing a safer experience for players and maintaining the security and integrity of the gaming industry.

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.

2026-27 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 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, NSGC will ensure operators are meeting business plan objectives and focus will be placed on the following priorities in 2026-27:

Casinos – With the Cogswell Interchange Redevelopment Project essentially complete, CNS Halifax will attempt to reestablish patronage that has been lost and to restimulate VIP play, which has been under pressure. CNS will continue to elevate the player experience with a renewed focus on the four pillars of the casino's guest promise which includes: 1. comfort; 2. cleanliness; 3. safety; and 4. service. Renewal projects are planned at both the Halifax and Sydney properties, which will improve guest experiences.

Retail Lottery – Retail lottery is Nova Scotia's most mature business line and includes retail ticket sales. The majority of future growth will come from updates to the Lotto Max game, the launch of the Rewards Program, and the launch of a new sports betting platform that is expected to improve player engagement and satisfaction. The strategic focus is to better align with the needs of shifting demographics, while continuing to maintain and appeal to the broader consumer base.

Digital Lottery – Digital lottery includes online ticket sales and Nova Scotia's newest and highest growth business, iCasino, which launched in July 2022. Live Casino launched in

the latter part of 2025-26 and will have a full year of revenues in Fiscal 2026-27. Growth in Digital Lottery will also come from the introduction of new vendors, new games, and additional promotional tools that will help retain and engage players. New vendor partnerships will help reach broader audiences, while innovative game launches will boost player retention.

Video Lottery – Video Lottery is a mature business line and remains a stable source of revenue for the Province. However, performance has trended downward over the past several years, in large part due to misalignment between current player experiences and evolving player expectations. This is further constrained by outdated venues, limited modernization over the past two decades, and current economic conditions. In 2026-27, the focus will be on reshaping the video lottery program through cost optimization, operational efficiency, and responsible growth. Key initiatives will set the foundation for long-term viability, including completing terminal replacements, implementing a new centralized software system, and introducing new video lottery games to enhance player engagement and improve venue experiences.

Goal #2: Provide customers with an engaging experience, in an environment they expect

Deliver products and experiences that satisfy customer expectations by leveraging input from players and industry experts to make sound decisions on how to advance the gambling industry in Nova Scotia.

Priorities

The plan for 2026-27 is to improve the player experience at both land-based and online casinos, as well as video lottery sites by offering new games, new platforms, and future modernization projects. In addition, the online platform will continue to offer a safe and regulated environment in which to play, as well as provide healthy play tools for those who choose to gamble online.

Goal #3: Demonstrate leadership in healthy play

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 reinforces that all stakeholders in the regulated gambling industry are committed to social responsibility.

Priorities

NSGC will continue healthy play programs such as:

- ▶ Year-round public awareness programs to foster healthy play and improve gambling literacy;
- ▶ Responsible Gambling Resource Centres (RGRC) at both casinos;
- ▶ 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 Healthy Play Assessment Program.

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

Nova Scotians are valued customers, employees, neighbours, families, suppliers, and business partners. That's why delivering excellence through social responsibility is essential to maintaining their trust and ensuring the industry continues to contribute positively to communities across the province.

Gaming revenues will continue to support good causes throughout the Province. 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:

- ▶ *Support4Communities* – provides in-kind support and learning opportunities for charitable organizations in Nova Scotia. This includes fundraising seminars and licensed Monte Carlo fundraisers for registered charitable groups.
- ▶ To be transparent and disclose quarterly reports, an annual report, a Crown corporation business plan, a community report, and fact sheets about NSGC programs and the gambling industry.

Outcomes and Performance Measures

Outcome	Indicator(s)	Measure(s)	Baseline	Target 2026-27	Long-term Target 2029-30
<i>(Amounts in \$000s)</i>					
Nova Scotia has an economically sustainable gambling industry.	The Province has a sustainable source of revenue from gambling to fund programs and services.	Net sales	\$318,800 <i>5-year Average</i>	\$391,400	\$434,100
		Payment to Province	\$158,400 <i>5-year Average</i>	\$191,700	\$214,700
	Reduced Government reliance on revenue from VLTs.	Video lottery as % of total provincial revenue	0.91% <i>(2010-11)</i>	0.50%	0.50%
	Small businesses across the province are supported through commissions to retailers.	Commission paid to retailers	\$39,800 <i>(2010-11)</i>	\$34,800	\$35,900
Nova Scotia has a socially responsible gambling industry.	Nova Scotians are aware of appropriate healthy play behaviours.	% of public that can cite two healthy play behaviours	17% <i>(2019-20)</i>	20%	25%
	Nova Scotians are aware of and support healthy play programs.	% of public that support NSGC's commitment to healthy play	87% <i>(2019-20)</i>	90%	90%
Nova Scotia's gambling industry is trusted and supported.	Nova Scotians are in favour of regulated gambling and have confidence that it is managed responsibly and in the public interest.	% support for regulated gambling	61% <i>(2022-23)</i>	55%	65%

Financial Summary

2026-2027

	Estimate 2025-26 (\$ 000)	Forecast 2025-26 (\$ 000)	Estimate 2026-27 (\$ 000)
Net Sales			
Casinos	\$ 94,100	\$ 92,400	\$ 96,500
Retail Lottery	85,100	82,000	83,100
Digital Lottery	78,100	80,300	91,500
Video Lottery	<u>124,000</u>	<u>119,200</u>	<u>120,300</u>
Total Net Sales	<u>381,300</u>	<u>373,900</u>	<u>391,400</u>
Cost of Sales	<u>182,100</u>	<u>172,200</u>	<u>187,300</u>
Gross Profit	<u>199,200</u>	<u>201,700</u>	<u>204,100</u>
Expenses			
Corporate Expenses	2,600	2,900	2,600
Healthy Play Programs	7,500	7,500	7,600
Community Programs*	<u>11,200</u>	<u>11,200</u>	<u>2,200</u>
Total Expenses	<u>21,300</u>	<u>21,600</u>	<u>12,400</u>
Net Income	<u>\$ 177,900</u>	<u>\$ 180,100</u>	<u>\$ 191,700</u>

* Estimate 2026-27 reflects changes since the Provincial budget was tabled.

Nova Scotia Human Rights Commission

Business Plan 2026-2027



Message from the Director and CEO

On behalf of the staff and Commissioners of the Nova Scotia Human Rights Commission (the 'Commission'), I am pleased to present the Commission's 2026–2027 Business Plan. At a time when human rights issues are increasingly visible and deeply felt across Nova Scotia, this plan signals a clear moment of renewal.

Nova Scotians have told us they want a system that is easier to navigate, more responsive to lived experience, and capable of delivering timely outcomes without losing its human core. This business plan answers that call and advances the Commission's responsiveness in partnership with government, staff, and communities throughout the province.

Over the coming year, our focus is sharp and ambitious. The Commission will enhance access to justice by reducing backlogs in inquiry assessments, early resolution, and investigation processes. Efforts will also be directed towards building public confidence and advancing efficiencies. These initiatives will complement our ongoing dedication to human-centered, restorative service delivery and accessible public education. By investing in staff development, strengthening competencies, and optimizing operational strategies, we are increasing our capacity to address current challenges effectively and deliver meaningful outcomes for Nova Scotians.

Original signed by

Joseph Fraser
Director and CEO

Mandate

The Human Rights Commission has a unique role within Nova Scotia. It is an independent government agency tasked with administering the *Human Rights Act* (the 'Act'), a provincial statute created in 1969 and most recently amended in 2012. The Commission is mandated by the Act to help build inclusive communities and protect human rights in Nova Scotia.

The Act also sets out the specific duties of the Commission, primarily administering and enforcing the provisions of the Act. In addition, it develops public information and education programs in the field of human rights to advance the principle that every person is free and equal in dignity and rights without regard to age, race, colour, religion, creed, sex, sexual orientation, gender identity, gender expression, physical or mental disability, irrational fear of contracting an illness or disease, ethnic, national or Aboriginal origin, family status, marital status, source of income, political belief, affiliation or activity, association with protected groups or individuals, sexual harassment, harassment of protected groups or individuals, or retaliation.

The Commission is also mandated to conduct and encourage research by universities and other bodies in the general field of human rights, provide advice to government departments and agencies regarding human rights issues, and assist individuals and private organizations concerned with human rights matters, offering recommendations on increasing awareness both within and outside the province.

Pursuant to the Act, the Commission reports to the Minister of Justice on its activities, and considers, investigates, or administers any matter or activity referred to it by the Minister or the Governor-in-Council.

Priority Actions

The Commission continues to make changes that will enhance the administration of its dispute resolution process across the province. The Commission is committed to advancing a system that is more accessible, inclusive, and responsive, reflecting the diverse needs and experiences of individuals and communities throughout the province. This will not only improve the experience for those engaging with the system; it also supports government's priorities of creating safe and resilient communities across Nova Scotia

Over the coming year, the Commission will prioritize the protection of human rights and improve access to justice by addressing backlogs in inquiry assessment, early resolution, and investigation processes. While focusing on backlog elimination, the Commission remains committed to maintaining fair, consistent, human-centered service delivery grounded in restorative practices.

Build Organizational Capacity

The Commission will strengthen service delivery by investing in organizational capability and continuous improvement. This includes ensuring staff have access to the training, tools, and resources required to consistently meet defined service standards for timeliness, clarity, and quality. Ongoing process improvements will be implemented to enhance efficiency and improve operational effectiveness.

Eliminate the Intake Assessment Backlog

The Commission will prioritize prompt assessment of inquiries. By working towards the elimination of the intake backlog, the Commission will improve timely access to service, provide clarity to individuals seeking assistance, and strengthen public confidence through a timelier process.

Reduce the Complaint Resolution Backlog

The Commission will ensure that accepted complaints move more efficiently through its processes toward resolution. By working to clear the backlog of cases awaiting early resolution and investigation, the Commission will improve overall process efficiency by reducing wait times and ensuring matters are concluded fairly and within a reasonable timeframe.

Financial Summary

Departmental Expenses Summary			
(\$ thousands)			
<u>Programs and Services</u>	<u>2025-26</u>	<u>2025-26</u>	<u>2026-27</u>
	Estimate	Forecast	Estimate
Gross Program Expenses	3,080	3,080	3,309
Ordinary Recoveries	16	16	-
Funded Staff (# of FTEs)	26.5	25.4	26.5
Department Funded Staff			

Note:
 For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2
 For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1

Business Plan

2026-2027

Nova Scotia
Legal Aid Commission



LEGAL AID
NOVA SCOTIA

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Message from the Chair

It is my pleasure to present the 2026-2027 Business Plan on behalf of the Nova Scotia Legal Aid Commission (NSLA).

It is hard to conceive of an equitable and accessible justice system without a robust legal aid program. Access to free legal services for the most vulnerable in society ensures they receive a fair hearing in a court of law or tribunal setting. It is fundamental for a healthy democracy that individuals and families have strong, competent, and professional legal representation as they face important legal issues.

As part of NSLA's contributions to a just and equitable society, we recognize the value of working with others in the justice system and within community if we want to have a truly efficient, effective, and equitable justice system.

By building on our strengths and being open to continuous learning, NSLA will be able to build on our commitment to improve client service delivery, find new pathways to providing legal services, early intervention, restorative solutions, and enhance relationships with partners and communities.

NSLA is committed to fostering a culture of integrity, respect and inclusivity for staff and the clients we serve. NSLA remains committed to creating an organization that leverages diversity, equity, and inclusion as a source of enrichment and strength in delivering client service and fostering a workplace grounded in justice, civility, and respect.

NSLA will continue to operate in a fiscally sound and accountable manner. As demand for service continues, the Commission will ensure core services are maintained while continuing to innovate according to identified strategic priorities while staying on budget.

George Ash,
Chair

Mandate

Nova Scotia Legal Aid (NSLA) is legislatively mandated to provide legal representation to vulnerable Nova Scotians. NSLA's focus is on criminal, family, and civil law, including social justice. The mandate of NSLA, in so far as Government funding permits, is:

- (a) To deliver quality legal services to qualified applicants with priority for matters involving the liberty and civil rights of individual clients and for matters involving the integrity and protection of an individual's family.
- (b) Such other legal services as Government may contract with the Commission to provide to individuals or groups.

Office and Staffing Composition

Nova Scotia Legal Aid maintains service offices¹ throughout the Province that range in size. NSLA also provides a dedicated Family Summary Advice Lawyer in the Supreme Court Family Division courthouses in Sydney and Halifax.

NSLA Offices include specialized service offices for Appeals (criminal and family), Conflict Offices, Duty Counsel, Sipekne'katik First Nation Legal Aid Office, Mental Health Legal Services, Youth, Social Justice, Parenting Legal Advocacy and Navigation, and Complex Criminal & Strategic Litigation Office.

NSLA staff include lawyers, articled clerks and legal professionals.

Services

Services provided by NSLA include legal services to help adults and youth facing a range of legal issues. Although some of our services are based on financial need, we provide some level of service to all Nova Scotians including:

Legal Information

- Online chat sessions with social justice lawyers/advocates and family lawyers.
- Community workshops and outreach.
- Summary advice.
- Navigation support provided by our Court Support Workers, Social Workers, Social Justice Support Workers, Tenant Rights' Educator, Prison Law Support Worker, and Navigators.

¹ Offices: Amherst, Annapolis Royal, Antigonish, Bridgewater, Dartmouth, Halifax, Kentville, New Glasgow, Port Hawkesbury, Sipekne'katik, Sydney, Truro, Windsor, and Yarmouth.

Summary/Duty Counsel Advice for all Nova Scotians without financial qualification

- Advice at Provincial Court (criminal matters) from a Duty Counsel Lawyer for those charged or detained.
- Advice over the telephone for people detained or under arrest and in police custody, 24 hours per day/7 days a week.
- Summary advice for family law matters at Supreme Court, in the community, or in any of our service offices.
- Summary advice for residential tenancy matters, in the community, provided by the Tenants' Summary Advice Counsel.

Legal Representation

- Provide a full range of legal services in family, criminal, and social justice matters utilizing a wraparound approach consisting of Staff Lawyers, Certificate Lawyers, legal professionals, and service specialists.
- NSLA strives to apply an intersectional lens in the provision of services to our clients, many of whom experience multiple forms of inequity, including race, culture, poverty, sexual orientation, disability, language, family violence, and housing insecurity. This ensures our systems, organizational structures, policies, and practices are equitable, responsive, and reflective of the needs of the communities we serve.

Supporting Service Delivery Through Innovation

During the 2026–2027 fiscal year, NSLA will prioritize sustaining and enhancing service delivery within existing fiscal and operational constraints. Key initiatives include:

- Extending the Centralized Intake Pilot from four offices to all offices province-wide.
- Strengthening the integration of mental health legal services across all offices and practice areas as the piloted role of the Mental Health Legal Services Navigator develops.
- Increasing access to social justice legal services related to Residential Tenancies, Canada Pension Plan (Disability), and income support programs by leveraging Staff Lawyers and targeted support roles.
- Increasing the number of private lawyers accepting Legal Aid Certificates for family and criminal matters through a multi-pronged approach that includes developing a more robust private bar strategy, modernizing case management, Certificate, and financial systems, and providing professional development, mentoring, and research supports.
- Continuing advocacy for financial eligibility thresholds that support more vulnerable and low-income Nova Scotians qualifying for legal aid.

Fostering a Culture of Integrity, Respect and Inclusivity

Key initiatives of the 2026-2027 year include:

- Increasing recruitment, support, and retention of staff that reflect the diverse communities we serve and enhance culturally competent/aware service delivery.
- Expanding number of staff undertaking Business Process Improvement/Management training through Operational & Service Excellence.
- Ensuring staff receive Mental Health First Aid Training.
- Providing analysis through regular check-ins, including surveys on staff wellness.
- Developing a comprehensive onboarding program for all new hires.
- Ongoing professional development of staff using Microsoft Teams, in-house conferences, as well as use of the Professional Development Fund to attend outside continuing legal education that includes a commitment to trauma informed approaches and staff resiliency.

Supporting Operations and Service Delivery Through Technology

Key initiatives of the 2026-2027 year include:

- Using technology, where possible, to transform and adapt internal processes to enhance access for clients by providing more flexibility to virtual services such as remote court appearances, remote client meetings, e-filing, e-court, and other virtual court services.
- Improving internal processes to support improved client service.
- Developing comprehensive digital file management processes and policies.
- Supporting IT training for legal teams, such as improving usage of software and media applications to improve efficiency in work product output, to better support client service and court participation via telephone/video appointments and court proceedings.
- Supporting use of Language Line² for all staff and Certificate lawyers.
- Modernizing our aging Case Management System.

Ensuring Fiscal Responsibility

During the 2026-2027 year, NSLA will continue:

- Monthly reports to NSLA Executive focusing on budget variances analysis, allocation of resources to priorities, and mitigation plans if required.
- Monthly reporting on Certificate volume and costs.

²An on-demand interpretation and translation service to support clients with limited or no proficiency in English. The overall objective is to ensure consistent, accurate, and confidential interpretation services for our clients.

- Quarterly meetings of the Commission Audit Finance Committee and Managing Lawyers.
- Timely communications with the Province to ensure transparency as issues arise.
- Continuing the transition to electronic payments for staff, new private bar lawyers, and new vendors.

Commission Expense Summary

Commission Expenses Summary (\$ thousands)			
<u>Programs and Services</u>	<u>2025-2026 Budget</u>	<u>2025-2026 Forecast</u>	<u>2026-2027 Estimate</u>
Legal Aid Services	40,388	45,686	44,809
Total – Commission Expenses	<u>40,388</u>	<u>45,686</u>	<u>44,809</u>
Grant Revenue: Operating Grant (DOJ)	37,996	43,635	43,158
Employee Future Benefits Grant (DOF)	664	643	664
Other Grant Funding ³	150	150	120
Interest & Other Revenue	1,578	1,258	867
Total – Grant Revenue	<u>40,388</u>	<u>45,686</u>	<u>44,809</u>
Surplus (Deficit)	-	-	-
<u>Funded Staff (# of FTEs)</u>			
Total Staff	222.0	238.4	234.4 ⁴

³ Other grant funding includes \$120K for domestic violence.

⁴ NSLA's staffing levels for 2026–2027 are projected to reduce by 3% FTE or \$706K due to broader public service reduction.



BUSINESS PLAN 2026-2027

(Board Approved – January 15, 2026)

January 15, 2026

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 the future of the province, offering support to our large base of team members, and by providing exceptional and responsible customer service. We do this with fiscal sustainability and service delivery top of mind.

Our legislative mandate is outlined in the Nova Scotia *Liquor Control Act (LCA)* and *Cannabis Control Act (CCA)*. Our role, as outlined in the *LCA*, includes responsibility for the receipt, distribution, regulation, and control of beverage alcohol in Nova Scotia. The 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 to purchase, possess, sell, and distribute cannabis.

LIQUOR CONTROL ACT (LCA) OBJECTIVES:

- Promotion of social objectives regarding responsible drinking
- Promotion of industrial or economic objectives regarding the beverage alcohol industry in the province
- Attainment of suitable financial revenues to government
- Attainment of acceptable levels of customer service

PROVINCIAL CANNABIS CONTROL ACT (CCA) OBJECTIVES:

- Promote social objectives respecting the responsible consumption of cannabis
- Control and carry out the purchase, possession, distribution, and sale of cannabis in accordance with the *CCA*

FEDERAL CANNABIS ACT OBJECTIVES:

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

VISION, VALUES & SERVICE STANDARDS

This business plan represents the second year of our Strategic Plan (2025 - 2030) which is grounded in our Vision, Values, and Service Standards. We focus our operations and efforts on fulfilling our mandated responsibilities, and by living our Vision and Values. As a Crown Corporation, we support Nova Scotians and the priorities of the Government of Nova Scotia by returning 100% of our profits to the province.

OUR VISION

To be a shopper-centric retailer, employer of choice, responsible steward, and industry partner investing in the future of Nova Scotia.

Our Values and Service Standards remain our guideposts to ensure we act with consistency and optimism, while providing safe, inclusive, and responsible service, creating meaningful connections, and seeking to continuously improve efficiency across all aspects of our business.

OUR VALUES

- **Knowledgeable:** We learn and share what we know.
- **Optimistic:** We celebrate and contribute to the good we do.
- **Respectful:** We take care of ourselves, each other, and our community.
- **Engaged:** We make a positive impact and create meaningful connections.

OUR SERVICE STANDARDS

- **Safety** - We ensure everyone's safety is a top priority.
- **Inclusion** - We welcome and respect everyone to create belonging.
- **Responsibility** - We keep our purpose at the centre of our business.
- **Connection** - We create meaningful relationships with all our shoppers.
- **Efficiency** - We mind the details to keep everything running smoothly.

OUR STRATEGIC PRIORITIES

As we continue to execute against our strategic plan over the next four years, we will always put people first. Our efforts will drive positive impacts for our shoppers, for the people in our communities, and for our 1,800+ team members. Our business will continue to evolve as we modernize and further embed inclusivity, diversity, equity, and accessibility (IDEA), and sustainability into our operations. We will initiate a business transformation project that will include modernizing our infrastructure and reporting system, ensuring it better meets the needs of our organization. As we hit 100 years of the NSLC at the end of this strategic plan, we will be better positioned to invest in the future of Nova Scotia for the next 100 years.



SHOPPER:

Enhance service and improve access to products Nova Scotians enjoy.

STRATEGIES	ACTIONS	FY27 TACTICS
<p>Improve NSLC Service Delivery across the business.</p>	<ol style="list-style-type: none"> 1. Fully integrate our Service Standards across the business to deliver a consistent experience to anyone who connects with us. 2. Evaluate opportunities to provide our cannabis shoppers an improved shopping experience and build awareness of the benefits of purchasing through a safe, legal channel. 3. Evolve our Channel and Distribution strategy by addressing store network requirements and removing barriers for Nova Scotians so they can responsibly and sustainably access our products. 	<ul style="list-style-type: none"> • Continue to integrate our Strategic Plan, linking to our Vision, Values, Service Standards and Service Commitment. • Utilize our Service Standards to streamline Quality Service for our shoppers. • Continue to explore opportunities for enhanced partnership with AIRMILES to provide value to NSLC shoppers. • Continue to expand access to legal cannabis in Nova Scotia. • Operationalize the Channel & Distribution Strategy with an evolved Cannabis shopping experience and enhanced access to our products.

		<ul style="list-style-type: none"> • Continue the annual network development plan, with a focus on store remediation and accessibility. • Continue to evolve our online shopping environment by utilizing the new, modern online platform to improve shopper engagement and optimize the user experience for product information.
Strengthen Local partnerships within our role as a retailer and regulator.	<ol style="list-style-type: none"> 4. Continue to build strong relationships through ongoing engagements with Local suppliers to provide local products our shared shoppers are looking for. 5. Ensure that local products are easy to find in our shopping channels and promote and support the local industry within our role as a retailer. 6. Share data and information with local suppliers to support their ability to meet the needs of our shared shoppers. 	<ul style="list-style-type: none"> • Continue engagement through the Local Industry Committees to facilitate communication and connection with the local supplier community. • Continue to use and promote the Nova Scotia Loyal merchandising program in our shopping channels to make local products easier to find. • Continue to share data and insights that inform business decisions to engage our shared shoppers.
Modernize technology at the NSLC to maintain relevance with Nova Scotians.	<ol style="list-style-type: none"> 7. Enhance our technology solutions to modernize the shopper journey and enable our Channel and Distribution strategy. 8. Connect shopper insights and sales data to improve decision making as a shopper-centric retailer. 	<ul style="list-style-type: none"> • Through our technology roadmap, update key information system platforms to ensure they remain sustainable, improve the efficiency of our teammates, and provide an improved shopper experience. • Enable business transformation through modernizing ERP – readiness and initial

		<p>implementation to start in F27.</p> <ul style="list-style-type: none">• Utilize technology to ensure the right products are in the right place at the right time for shoppers.• Continue to learn about the needs of our shoppers by connecting our available shopper insights to our sales data to make shopper-centric, data-informed decisions.
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TEAM:

Focus on our team to cultivate engagement and integrate a culture of wellbeing and belonging.

STRATEGIES	ACTIONS	FY27 TACTICS
<p>Attract, grow, and retain talent who align with our Vision and Values.</p>	<ol style="list-style-type: none"> 1. Continue to build our reputation as an organization that prioritizes our team’s commitment to service. 2. Modernize our hiring processes to ensure we provide a positive and inclusive introduction to a career with the NSLC. 3. Grow talent within our organization through continued investment in development opportunities. 	<ul style="list-style-type: none"> • As we continue to execute the 2025-2030 Strategic Plan, further integrate NSLC Service Standards into the day-to-day for our team, through the Quality Service lens. • Consistent onboarding for Retail & SDC team members. • Deliver standardized orientation and foundational procedural training to ensure a consistent service experience.
<p>Enhance our policies and processes to demonstrate care and connection for our team.</p>	<ol style="list-style-type: none"> 4. Use data and information to enhance decision making at the NSLC to benefit our team members. 5. Ensure inclusivity and accessibility are integrated into new and existing business processes. 6. Evolve our human resources policies to ensure they reflect the needs of our team members. 	<ul style="list-style-type: none"> • Continue to educate and leverage process improvement resources and best practices to enhance team efficiency, productivity, and lessons learned. • Ongoing review and modernization of our Human Resources policies and guidelines to reflect leading practices.
<p>Maintain focus on employee engagement so we are considered an employer of choice.</p>	<ol style="list-style-type: none"> 7. Design a working environment that supports and strengthens physical and psychological safety for our teams. 	<ul style="list-style-type: none"> • Continue to provide trauma-informed education and training to build awareness and skills that support team members in navigating

	<p>8. Evolve methods to recognize and celebrate our team members who demonstrate our Values, model our Service Standards, and serve our communities.</p> <p>9. Champion a culture of belonging through the continued implementation of the NSLC IDEA Roadmap.</p>	<p>challenging workplace events.</p> <ul style="list-style-type: none"> • Review how we celebrate our successes and enhance our team member recognition program. • Evaluate and assess opportunities from the Engagement Survey. • Continue to build and deliver on the 2030 Accessibility roadmap for the organization through sharing the NSLC’s Accessibility Plan. • Explore the opportunity to develop a method to measure overall employee wellbeing. • Expand Inclusivity, Diversity, Equity, and Accessibility training to all NSLC team members.
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COMMUNITY:

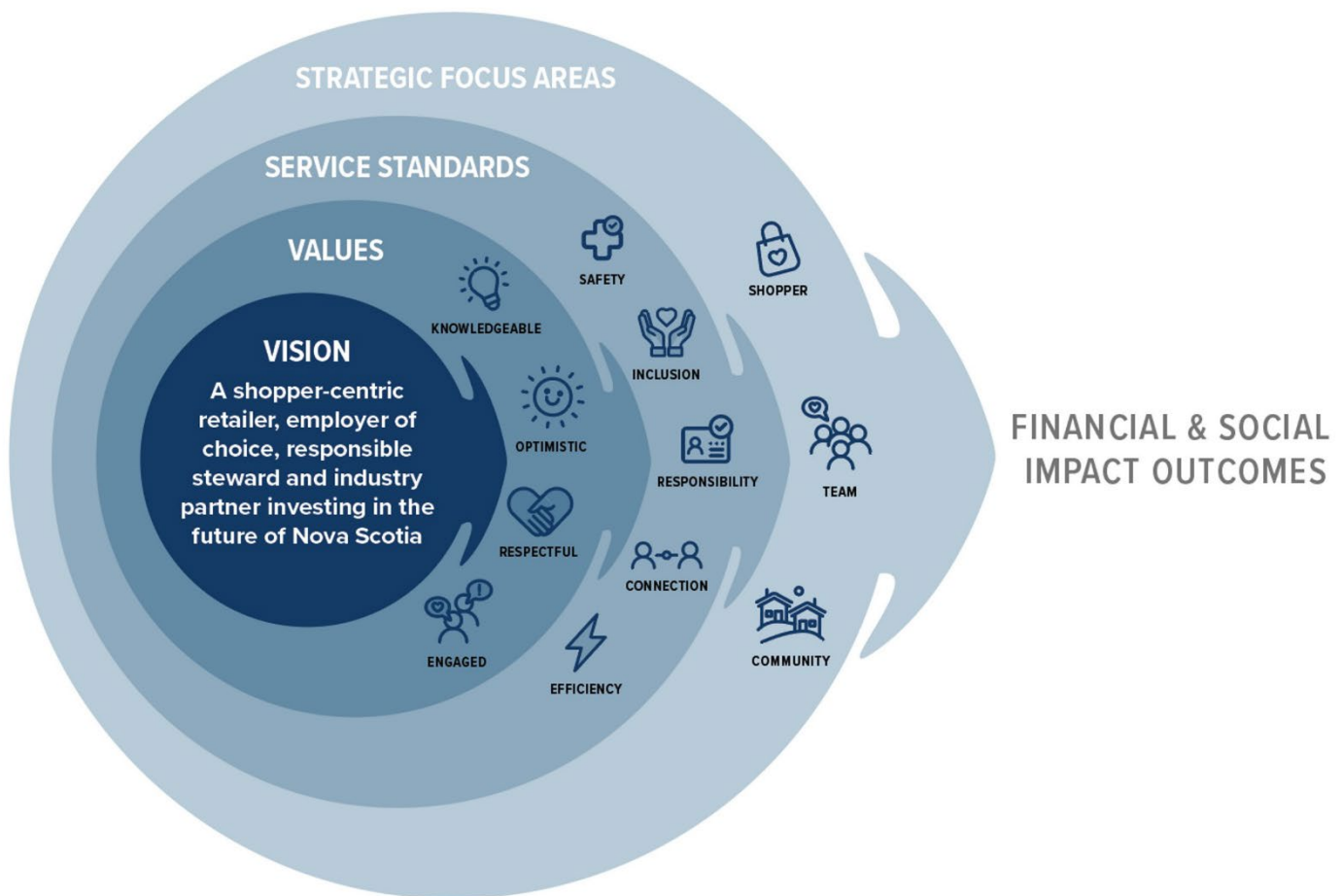
Integrate social impact into our organizational DNA.

STRATEGIES	ACTIONS	FY27 TACTICS
Maintain constant focus on responsible retailing.	<ol style="list-style-type: none"> 1. Evolve responsible retailing training and compliance programs to reduce impacts from the sale of our products. 2. Continued commitment to the promotion of social objectives regarding responsible consumption through the NSLC and strategic partnerships. 	<ul style="list-style-type: none"> • Continue to promote NSLC social objectives through the <i>What are you Willing to Miss?</i> and cannabis <i>Legal Access</i> responsibility campaigns.
Positively impact the communities where we live and work.	<ol style="list-style-type: none"> 3. Deliver consistent financial returns to the people and communities of Nova Scotia while balancing legislative responsibilities. 4. Invest and build partnerships in our communities that are meaningful to our shoppers, team members, and suppliers. 5. Increase our team’s volunteerism to ensure a positive impact in Nova Scotia communities. 	<ul style="list-style-type: none"> • Deliver annual operating income plan, providing suitable returns to the province of Nova Scotia. • Continue to invest in strategic partnerships in the province of Nova Scotia. • Continue to focus on and promote new and existing volunteer opportunities for our team members.
Embed sustainability priorities into business practices.	<ol style="list-style-type: none"> 6. Work to manage our environmental impact through the NSLC’s Sustainability Program to reduce negative harms on future generations. 7. Commit to sustainable business practices through ethical decision making and transparent disclosure. 	<ul style="list-style-type: none"> • Continue to work within the ESG (environmental, societal, governance) framework for the organization, including measurement and reporting. • Continue to assess and implement energy management opportunities by looking

		<p>for renewable energy options.</p> <ul style="list-style-type: none">• Reinforce the new Supplier Code of Conduct with all partners.• Through the Technology Roadmap, conduct ongoing governance and review of business and technology changes to ensure our processes are sustainable and fiscally responsible.
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OUR STRATEGIC FRAMEWORK

Our plan to 2030 starts with our vision. As we strive to be a shopper-centric retailer, employer of choice, responsible steward and industry partner investing in the future of Nova Scotia we will be focused on Our Shoppers, Our Team, and Our Community. Our Values will ground us, and our Service Standards will guide us in providing exceptional experiences for our shoppers and our team members.



MEASURING OUR IMPACT:

Strategic Plan Focus Area	Metric
Shopper	
Shopper Satisfaction Score	90% Target
Local Engagement	Number of Formal and Informal Engagements with Local Industry
Local Access & Representation	Greater Local Listings vs. Share of Sales
Financial Performance	Net Sales
Technology Transformation Roadmap	Completion of FY27 Roadmap Initiatives
Team	
Engagement Index: <ul style="list-style-type: none"> • Engagement • Satisfaction • Inclusivity 	80% Target
Community	
Responsible Retailing Score: We Check Compliance	90% Target
Awareness of Responsible Consumption/Safe Ride Messages	Awareness Score
Sustainability	ESG Reporting
Social Outcomes: Community Investment	Financial Investment FY27
Social Outcomes: Employee Volunteerism	Number of Team Volunteer Hours
Social & Financial Outcomes: Financial Returns Provided to the Province of Nova Scotia	Net Income

BUDGET CONTEXT

	Actual 2021-22 \$	Actual 2022-23 \$	Actual 2023-24	Actual 2024-25 \$	Budget 2025-26	Forecast 2025-26 \$	Sales (%)	Budget 2026-27 \$	Change vs Forecast (%)
Spirits	197,187,667	205,255,519	207,296,257	206,336,735	202,009,734	199,713,226		192,743,460	
Wine	165,617,988	172,460,431	169,702,350	170,595,506	166,745,320	168,917,431		164,937,150	
Beer	278,652,042	290,639,148	291,599,133	294,393,748	291,671,101	294,212,268		290,107,243	
Ready-to-drink	95,070,387	101,025,839	104,001,128	110,176,638	111,440,815	115,084,960		119,202,752	
Non-liquor	100,556	94,314	78,371	70,203	72,576	63,471		63,471	
Cannabis	101,671,218	111,082,610	120,977,277	127,060,874	132,683,643	136,951,599		150,304,957	
Total Gross Sales	838,299,859	880,557,861	893,654,515	908,633,703	904,623,187	914,942,955	102.3%	917,359,033	0.3%
Less: Discounts	17,846,869	19,857,039	19,196,778	20,356,000	19,493,748	20,497,545	2.3%	19,799,268	
Net Sales	820,452,990	860,700,822	874,457,737	888,277,703	885,129,439	894,445,410	100.0%	897,559,765	0.3%
Cost of Sales	412,773,683	432,614,853	436,372,183	444,342,909	445,410,194	451,873,769	50.5%	456,804,867	
Gross Profit	407,679,307	428,085,969	438,085,554	443,934,794	439,719,245	442,571,642	49.5%	440,754,899	-0.4%
Less: Operating Expenses	85,331,177	90,208,346	96,341,753	98,924,167	101,594,667	105,291,851	11.8%	110,016,672	
Gross Operating Profit	322,348,130	337,877,623	341,743,801	345,010,627	338,124,578	337,279,791	37.7%	330,738,226	
Less: Supply Chain	9,366,643	9,499,803	9,589,454	9,889,032	9,631,930	9,829,840	1.1%	9,335,134	
Corporate Services	32,755,417	33,739,859	35,785,962	40,714,816	49,284,466	44,826,719	5.0%	48,930,799	
Other Expenses	1,637,473	(90,791)	824,468	2,628,881	1,023,045	3,240,862	0.4%	1,894,245	
Add: Other Revenue	5,624,480	6,280,430	6,945,626	6,685,042	4,772,980	5,810,278	0.6%	4,786,125	
Total Expenses (excl. stores)	38,135,053	36,868,441	39,254,258	46,547,687	55,166,461	52,087,143	5.8%	55,374,053	
Operating Income before Depreciation	284,213,077	301,009,182	302,489,543	298,462,940	282,958,117	285,192,648	31.9%	275,364,173	
Less: Depreciation	15,559,838	16,357,867	18,719,495	18,273,634	18,938,257	18,739,516	2.1%	19,358,721	
Income from Operations	268,653,239	284,651,315	283,770,048	280,189,306	264,019,860	266,453,132	29.8%	256,005,452	-3.9%
Actuarial Loss (Gain)	(5,810,000)	(2,301,700)	41,379	(2,922,913)	-	-	0.0%	-	
Comprehensive Income	274,463,239	286,953,015	283,728,669	283,112,219	264,019,860	266,453,132	29.8%	256,005,452	-3.9%
Total Expenses (not depreciation)	123,466,230	127,076,787	135,596,011	145,471,854	156,761,128	157,378,993	17.6%	165,390,726	
Total Expenses	139,026,068	143,434,654	154,315,506	163,745,488	175,699,385	176,118,509	19.7%	184,749,446	

							Change (%)		Change (%)
Volume (hectolitres)									
Spirits	54,963	54,360	52,476	50,718	49,466	48,818	-3.7%	46,765	-4.2%
Wine	103,435	101,431	96,246	94,936	91,902	92,923	-2.1%	90,389	-2.7%
Beer	558,021	557,511	531,347	517,004	501,872	497,762	-3.7%	483,791	-2.8%
Ready-to-drink	131,841	132,533	129,790	133,911	135,324	138,053	3.1%	142,638	3.3%
Total	848,259	845,836	809,859	796,569	778,564	777,556	-2.4%	763,583	-1.8%
Volume (Kilograms)									
Cannabis	14,642	15,707	18,000	19,513	20,157	21,419	9.8%	22,768	6.3%

Nova Scotia Power Finance Corporation

Business Plan 2026–2027

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 NSPC 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.

NSPFC's strategic goal for the fiscal year 2026-2027 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 occurs annually.
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, 2025, was \$200,000,000 denominated in Canadian dollars. Defeased assets as of March 31, 2025, had par values in excess of the outstanding par value of debt. As of March 31, 2025, Canadian long-term debt had a carrying value of \$273,655,000 in Canadian dollars. Canadian assets had a carrying value of \$287,053,000 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 Deloitte.

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 BDO Canada LLP 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

2026-2027 BUSINESS PLAN

About NSPHA

The Nova Scotia Provincial Housing Agency (NSPHA) was established on December 1, 2022, under the *Housing Supply and Services Act*, with a mandate to maintain, manage and operate provincially owned public housing for low-income Nova Scotians.

Nova Scotia has more than 12,400 public housing units which provide homes for more than 21,000 Nova Scotians. Households pay rent-geared-to-income (RGI) based on their household income and composition and never pay more than 30% of their income in rent.

As a Crown corporation, we support Nova Scotians and the priorities of the Government of Nova Scotia by collaborating with the Department of Growth and Development, Build Nova Scotia and other departments and levels of government, as well as private and community partners, to ensure as many Nova Scotians as possible have a safe and affordable place to call home. The work we do delivers on the goals and objectives of the provincial housing plan, *Our Homes, Action for Housing*, specifically in the areas of repairing and upgrading affordable housing to help people remain in homes, making provincially owned housing more accessible for people and climate friendly, and increasing housing capacity and supply.

This annual business plan represents the fourth year of our Strategic Plan (2023-2028), rooted in NSPHA's mission, vision, values and performance goals across four priority areas:

- client service
- operations and asset management
- governance and accountability
- talent management

It outlines planned and ongoing initiatives to modernize policies, deliver consistent client service across the province, and help move applicants off the waitlist and into homes faster. It also highlights the Province's commitment to build 464 new public housing units in the coming years—adding to the 51 units already completed—and to advance the broader goal of creating new, deeply affordable homes for more than 1,300 Nova Scotians.

Our Mandate

NSPHA 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.

Pillars & Priorities

CLIENT SERVICE

We will ensure an ongoing focus on client service and client experience.

- Continue leveraging our case-tracking system to manage and resolve tenant complaints, while strengthening data collection and analysis to identify trends, better understand tenant needs, and drive continuous improvement.
- Develop a new tenant engagement strategy, supported by digital tools that modernize communication and enable faster, clearer, and more accessible service delivery.

ASSET MANAGEMENT AND OPERATIONS

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

- Invest strategically in public housing infrastructure to improve energy efficiency, enhance accessibility, and extend the life of existing units, ensuring safe, comfortable, and sustainable homes for tenants—now and into the future.
- Strengthen unit turnaround processes to improve oversight, accountability, and performance against vacancy targets—reducing turnaround times and helping more Nova Scotians move from the waitlist into housing sooner.
- Collaborate with Build Nova Scotia to build new public housing units across the province, expanding the supply of deeply affordable housing so more Nova Scotians have a place to call home.

CORPORATE GOVERNANCE AND ACCOUNTABILITY

We will exercise strong and disciplined oversight and management of public housing.

- Continue collaborating with the Department of Growth and Development and key partners to modernize policy and strengthen oversight and management of government-owned public housing, supporting housing stability and affordability for Nova Scotians.
- Modernize IT systems and tools to simplify procurement processes, enhance financial controls, and improve client experience through more timely, reliable, and accessible services.

TALENT MANAGEMENT

We will attract and retain top talent.

- Launch work on a new Human Resources Information System to improve HR data integrity, strengthen workforce planning and oversight and reduce administrative costs—delivering better value and a more consistent employee experience.
- Continue to enhance our human resources practices by offering clear guidelines for management to support strong recruitment and retention efforts and employee engagement outcomes.

Performance Measures for 2026-2027

Measure	2026-2027 Target
Tenant complaint resolution	Meet or exceed service standards for resolution of tenant complaints.
Vacancy rate	Maintain a fiscal-year average vacancy rate $\leq 3\%$.
Unit turnaround times	Achieve a fiscal-year average ≤ 30 days for moderate-repair vacant-unit turnaround.
New public housing	In partnership with Build Nova Scotia: <ul style="list-style-type: none"> - place 22 waitlisted households into new public housing units. - start construction on 50+ additional new public housing units.
Quality assurance performance measures	Meet or exceed established quality assurance (QA) targets and report against benchmarks, maintaining $\geq 90\%$ compliance on required QA checks.

NSPHA 2026-2027 Financial Summary

Thousands of dollars (000's)

	2025-26	2025-26	2026-27
	Estimate	Forecast	Estimate
Tenant rent revenue	\$ 72,259	\$ 72,259	\$ 74,000
Other	6,696	6,696	6,752
Provincial (Operating)	94,889	95,408	94,332
Provincial (TCA Grant)	2,508	1,237	2,977
Total Revenue	176,352	175,600	178,061
Utilities	31,445	31,445	30,763
Maintenance	78,744	78,744	78,468
Administration & Other	11,798	11,798	10,312
Property tax	14,881	14,881	17,610
Wages & Benefits	38,460	38,979	38,928
Total Expenses	175,328	175,847	176,081
Annual Surplus	\$ 1,024	\$ (247)	\$ 1,980



SECURITIES COMMISSION

Annual Business Plan 2026-2027

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MESSAGE FROM THE CHAIR AND CEO

Canadian investors and Canadian capital markets face unprecedented challenges. Frauds and scams directed at investors are on the rise and increasing in sophistication and complexity. Canadian companies struggle against global headwinds, including political uncertainty and rising protectionism. Artificial intelligence (AI) is affecting all areas of the capital markets, including the manner in which clients are advised, the development of new and innovative scams and the realignment of many established corporations. Social media is now, to many, the principal source of news and investment advice, much of which cannot be verified. It is in this environment that we at the Nova Scotia Securities Commission work to fulfil our mandate of investor protection and capital market efficiency. To ensure success, we need to use new tools, new technology and new ways of thinking.

Ideally, when investor harm occurs in the province, we can rely on our enforcement powers to take specific action against bad actors, impose penalties and seek disgorgement of profits. Often, however, particularly in the case of fraud, the complaint is made after the harm is done and the victim's funds have left the country. Our regulatory remedies are of little help in those cases, since we have limited ability to effectively recover the assets or to bring actions against the perpetrators. We believe, therefore, that the best offence against investor fraud is a good defence. In 2026-27, we plan to strengthen our defensive arsenal and focus on disruption techniques – that is, disrupting the fraud before the harm occurs. We intend to do this in two main ways. First, we are expanding our technology tools to enhance our ability to disrupt a fraudulent scheme before it occurs. We are investing, with the Canadian Securities Administrators (CSA), in takedown tools that enable us to identify fraudulent websites and remove them from the internet as quickly as possible. We are also using tracing technology to locate digital wallets attributable to bad actors, which can assist with future investigations and enforcement actions. We will continue to explore other opportunities to use technological tools to maximize investor protection.

Our second line of defence is investor education. In 2026-27 we will reach out to all areas of the province to provide information, in a variety of formats, on investing, money management and fraud avoidance. We will also expand our efforts to ensure all high school students in the province are

equipped with the tools necessary to make sound financial decisions. We will continue to explore innovative ways to educate Nova Scotians on their rights and remedies as investors and the need to develop healthy scepticism towards “too good to be true” investing opportunities.

Our mandate requires us to promote fair and efficient capital markets when not inconsistent with investor protection. In 2026-27 we will continue to work with the CSA to develop policy initiatives that decrease regulatory burden and improve efficiency. We will also monitor global developments to ensure those policies do not compromise the competitiveness of Canadian issuers. At the local level, we will be holding our second annual Capital Markets Forum, focusing on opportunities and resources available to those seeking to raise capital in the province.

The Nova Scotia Securities Commission generates approximately \$23 million in revenue for the province and operates with a budget of \$3.6 million. We have a broad mandate and a limited budget. Nevertheless, our dedicated professionals are committed to making Nova Scotia a safe and attractive place to invest, both for investors and companies.

Valerie Seager
Chair and Chief Executive Officer

MANDATE

The Commission is an independent regulatory authority and quasi-judicial tribunal created by the Securities Act. The Commission's mandate is to provide investors with protection from practices and activities that tend to undermine investor confidence in the fairness and efficiency of capital markets and, to the extent not inconsistent with an adequate level of investor protection, to foster the process of capital formation.

The Commission undertakes the oversight of Nova Scotia's capital markets and the fulfillment of its mandate by:

- establishing rules and policies relating to the regulation of the securities industry in Nova Scotia, including participating in coordinated policy development with other Canadian securities regulators;
- licensing securities industry professionals and conducting compliance reviews of market participants registered in Nova Scotia, as well as overseeing the self-regulatory organization for investment dealers and mutual fund dealers;
- reviewing prospectuses and offering documents in connection with public offerings of securities and public disclosures by Nova Scotia issuers;
- monitoring the internet, local media and social media platforms for evidence of potential fraud and other illegal activities;
- investigating complaints from the public, Canadian and international regulators and law enforcement agencies and enforcing Nova Scotia securities laws; and
- educating Nova Scotians through a variety of investor education programs.

CORE RESPONSIBILITIES / SERVICES

With a staff of 20 and a budget of \$3.6 million, the Commission performs the "Core Responsibilities and Services" outlined in Appendix A using strategies to advance the regulatory needs of Nova Scotia investors and businesses effectively and efficiently.

The Commission acts independently and, where warranted, pursues harmonized rules and programs in collaboration with other members of the CSA to facilitate capital formation while, at the same time, providing investor protection. The CSA is an umbrella organization under which the provincial and territorial securities regulators work together to foster national harmonization, investor protection, effective enforcement and regulatory burden reduction.

PRIORITIES FOR 2026-2027

- Goal #1:** Enhance front-end initiatives to reduce the need for enforcement action after irreversible losses occur.
- Goal #2:** Monitor for, identify and investigate securities market violations and take enforcement action to terminate and deter unlawful conduct in Nova Scotia.
- Outcome:** Enhanced protection of Nova Scotia investors.

Actions:

- Promote and employ investor education initiatives aimed at targeted audiences (including young investors and seniors) and focus on emerging issues affecting retail investors that include:
 - a continued increase in investors interested in “DIY” investing;
 - AI-powered deepfake videos offering Nova Scotians fraudulent investment opportunities;
 - pump and dump scams targeting investors through email, social media and messaging apps; and
 - a proliferation of online scams involving unregistered investment trading platforms and crypto assets, including those involving access to crypto wallets and remote access to victims’ computers.
- Advocate for financial literacy programs in Nova Scotia schools to provide students with basic financial and investment knowledge that will serve as a foundation for making informed financial decisions when they reach adulthood.
- Enhance our website to better communicate with Nova Scotians.
- In collaboration with the CSA, work to improve the client-registrant relationship by:
 - monitoring and supporting registrants’ ongoing implementation of the Client-Focused Reforms;
 - amending National Instrument 81-105 Mutual Fund Sales Practices to clarify the circumstances in which a principal distributor model should be available;
 - amending National Instrument 31-103 Registration Requirements, Exemptions and Ongoing Registrant Obligations to ban chargebacks in the distribution of investment fund securities to protect the interests of retail investors;
 - strengthening the Ombudsman for Banking Services and Investments as an independent dispute resolution service provider by implementing a binding authority framework that is fair, efficient and accessible for investors and firms;
 - adopting a promotional activities disclosure framework to address concerns related to problematic promotions that have the potential to mislead investors and harm market integrity; and
 - evaluating the efficacy of the amendments implemented to enhance protections of older and vulnerable clients and determining whether any modifications or other regulatory initiatives are required.
- Enhance information and intelligence sharing by advocating for greater sharing of information among government and regulatory agencies, and coordinate enforcement activities to enhance enforcement effectiveness against online fraud, insider trading and market manipulation.
- Monitor behaviors in the Nova Scotia market and publish cautions and alerts to notify Nova Scotians about improbable high-return and no-risk

investment schemes, activities in violation of registration requirements and potentially fraudulent activities, as well as seek expanded online audiences through social media platforms.

- Pursue front-end disruption of activities that violate Nova Scotia securities laws, including disabling infringing websites and seeking the removal of online public solicitations for investments through social media and other advertising services.
- Pursue efforts to collaborate with border authorities and other government law enforcement agencies, such as the Nova Scotia Public Prosecution Service and the RCMP, relating to the Commission's enforcement activities.
- Explore and adopt technology and virtual tools to assist in the advancement of investigations and hearings to ensure enforcement matters are effectively and efficiently advanced.

Goal #3: Address emerging issues and trends that affect Nova Scotians.

Outcome: Changes in the capital markets and regulatory regime are addressed in a timely manner.

- Actions:**
- Explore and implement technological tools to help monitor emerging trends and improve efficiencies and evidence gathering and analysis.
 - Ensure that continued expertise and analytical capacity is available by hiring and retaining professional staff with specialized skills and experience through training and professional development.
 - Present Nova Scotia Capital Markets 2026, a bi-annual public forum to explore the latest developments and challenges within Nova Scotia's capital markets and to enhance the Commission's public profile and highlight its activities.
 - Collaborate with the CSA jurisdictions by:
 - identifying and responding to emerging issues and threats, including those likely to develop from AI, and coordinating efforts and expertise to minimize and deter threats to capital markets and investors;
 - investigating and developing rules and policies regarding reporting issuers' and promoters' conduct and promotional activities;
 - reviewing the early warning reporting regime to determine if amendments are necessary;
 - consulting with stakeholders on the exchange-traded fund (ETF) regulatory framework;
 - participating on the CSA Task Force that oversees the registration of crypto asset trading platforms in Canada;

- providing input on matters of federal jurisdiction that impact Nova Scotia investors and capital markets, such as working with the federal government to implement a coordinated regulatory scheme for stablecoins;
 - monitoring regulatory developments in other jurisdictions to ensure Canadian capital markets remain protective yet function harmoniously with other global regulatory trends; and
 - implementing, with the support of the CSA Information Technology Systems Office, a CSA technology and data strategy involving harmonized policies, business processes, data and technology design.
- Incorporate Indigenous issues and perspective in policy and rule development in coordination with other CSA members.

Goal #4:

Continue to work with the CSA to reduce regulatory burden for market participants and ensure requirements are appropriate, necessary and relevant to capital market participants in Nova Scotia.

Outcome:

Regulatory burden on securities industry participants is reduced.

Actions:

- Develop and implement changes to certain capital raising and continuous disclosure rules to reduce duplication and regulatory burden, including:
 - piloting semi-annual continuous disclosures for certain venture issuers;
 - reducing regulatory burden for investment fund issuers by reducing duplicative disclosures;
 - developing a prospectus exemption to allow certain individuals to self-certify as a type of accredited investor to facilitate capital raising;
 - expanding the listed issuer financing exemption for issuers to raise additional capital; and
 - allowing alternative forms of delivery of prospectus and continuous disclosure documents.

Dated: March 19, 2026.

Appendix A

Core Responsibilities and Services of the Commission include the following proactive and reactive activities:

Proactive:¹

- Licensing of securities industry professionals (2,189 in 2024-2025);
- Reviewing prospectuses in connection with proposed public offerings of securities (6 in 2024-2025 and continuous disclosure (10 in 2024-2025) by Nova Scotia's public companies²;
- Reviewing offering documents (3 in 2024-2025) prepared by issuers pursuant to the Community Economic Development Corporations Regulations;
- Conducting targeted compliance reviews (4 in 2024-2025) of investment industry firms registered in Nova Scotia and investment industry professionals;
- Overseeing the work of the Canadian Investment Regulatory Organization (CIRO) involved in the protection of Canadian investors in Nova Scotia;
- Educating Nova Scotia investors and potential investors through a variety of investor education programs (65 presentations in 2024-2025), as well as blog posts, social media, videos and other resources on our website;
- Educating Nova Scotia small businesses about the programs and exemptions available to them to raise capital and the functioning of the Province's capital markets;
- Establishing rules and policies relating to the regulation of the securities industry in Nova Scotia;
- Participating in coordinated policy development with other Canadian securities regulators through participation in the work of the CSA;
- Engaging in early disruption efforts and information sharing on a local, national and global level;
- Publishing alerts and cautions to warn investors about issuers and promoters known to be or suspected of offering unlawful investment schemes to Nova Scotia residents;
- Monitoring internet, media and social media content available to Nova Scotians for potential fraudulent and other illegal investment solicitation activities and removing the offensive websites and media content;
- Participating in coordinated operations and sweeps with other regulators and law enforcement agencies to prevent financial loss and warn Nova Scotians of threats of fraud;

¹ As the 2025-26 fiscal year has not yet ended, statistics relate to fiscal 2024-25.

² Where the Commission is the principal regulator.

- Ensuring timely and responsible execution of the Commission’s core responsibilities; and
- Researching and surveying needs and priorities to adjust regulation to new developments and technologies.

Reactive:³

- Reviewing and adjudicating exemption applications from the requirements of Nova Scotia securities laws where the Commission was the principal regulator (0 in 2024-25) and where the Commission was part of a coordinated review but was not the principal regulator (5 in 2024-25);
- Issuing cease trade orders for failure to comply with Nova Scotia securities laws’ continuous disclosure requirements (4 in 2024-2025); and
- Responding to and investigating complaints from various sources (148 in 2024-25)⁴ and conducting fair and timely enforcement of Nova Scotia securities laws to prevent and deter unlawful activities.

³ As the 2025-26 fiscal year has not yet ended, statistics relate to fiscal 2024-25.

⁴ The fiscal year opened with 48 active investigations. 100 new matters were responded to and investigated.

BUDGET CONTEXT

Nova Scotia Securities Commission			
(in thousands, except FTEs)	2025-26 Estimate	2025-26 Forecast	2026-27 Estimate
Programs Expenses			
Administration	3,429	3,429	3,580
Total Program Expenses	3,429	3,429	3,580
Additional Information:			
Ordinary Revenue	22,998	23,050	22,622
Fees and Other Charges	0	0	0
Ordinary Recoveries	0	0	0
Provincial Funded Staff (FTEs) Net	20.0	19.2	20.0



NOVA SCOTIA
PUBLIC
PROSECUTION
SERVICE

Business Plan

2026-27

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Mandate

In Nova Scotia all prosecutions for criminal and provincial offences are brought in the name of the Crown, because the Crown is responsible for bringing before the courts those accused of prohibited conduct that adversely affects the safety and well-being of the community.

The mandate of this prosecution service is to ensure fair and equal treatment in the prosecution of offences.

All prosecutions within the jurisdiction of the Attorney General of Nova Scotia are the responsibility of the Director of Public Prosecutions and are conducted by the Crown attorneys of the Public Prosecution Service (PPS) independently of the Attorney General. The only limitation on the prosecutorial independence of the Director of Public Prosecutions arises when the Attorney General issues written instructions to the Director of Public Prosecutions. These instructions are binding and must be made public. This procedure preserves the ultimate prosecutorial authority of the Attorney General. It is a means of ensuring accountability to the electorate for the manner in which public prosecutions are conducted.

Core Business Functions

The PPS's core business functions are:

- to represent the Crown in the conduct of criminal matters and quasi-criminal matters before all levels of court
- to represent the Crown in the conduct of criminal and quasi-criminal appeals before all levels of court
- to provide legal advice and assistance to the police and provincial law enforcement officers at their request
- to participate in the development of criminal law policy and criminal prosecutions policy

Priorities, Activities, and Initiatives for 2026-27

Responding to the Jordan Decision

- In July 2016, the Supreme Court of Canada rendered a judgement in the appeal of *R. v. Jordan* which set new rules for an accused's right to be tried within a reasonable time period.
- Intake teams in the Dartmouth and Halifax offices of the PPS continue to be a significant part of the PPS's strategy to reduce delay and backlogs.
- Members of the PPS continue to serve on various stakeholder committees working collaboratively to create justice efficiencies.
- The PPS's response to the Jordan Decision is now an integral part of day-to-day operations. The service continues to work with other Justice partners to improve workflow within the PPS and the Court system.

Digital Transformation

- On April 1, 2024, the PPS rolled out a new Digital Case Management System (DCMS) that dramatically changed how the PPS does business.
- The PPS will continue to work with the Department of Cyber Security and Digital Solutions (CSDS) over the coming fiscal years to expand the capabilities of this system.
- This work aligns with government's priority of enhancing public sector productivity through the digital transformation of government services.

Body Worn Cameras (BWC)

- The RCMP began rolling out Body Worn Cameras to all 600+ front line members in Nova Scotia in early 2025.
- The Halifax Regional Police stated they will roll out BWCs in fiscal year 2026-27.
- In April 2025, the PPS entered into a 5-year contract with Axon Public Safety Canada Inc for a Body Worn Camera Video Management Platform which integrates with the internal PPS Digital Case Management System.
- This contract was an extension of the Federal contract initiated by Public Services and Procurement Canada on behalf of the RCMP.
- This system optimizes PPS's capacity to handle growing volumes of digital evidence with no limitations on storage; greater administrative efficiency for Crown Attorneys and support staff, resulting in faster case resolution and improved compliance with legal standards reducing the likelihood of Jordan implications due to delay which is for the benefit of the justice system and the community it serves.

Specialized Prosecutions

- The PPS has a number of Specialized Crown Attorneys who focus primarily on complex, technical, and traumatic prosecutions in areas such as:
 - ♦ Human Trafficking
 - ♦ Sexual Assault
 - ♦ Guns & Gangs
 - ♦ Internet Child Exploitation (ICE)
 - ♦ Domestic Violence
 - ♦ Hate Crimes
 - ♦ Wellness Court
 - ♦ Cyber Crime
 - ♦ Occupational Health & Safety (OH&S)
 - ♦ Environment

Intimate Partner Violence Initiatives

- The PPS has intensified its approach to family, domestic, gender-based, and intimate partner violence, focusing on justice for victims, minimizing trauma, and maintaining public safety through trauma-informed prosecutions.

Human Trafficking Prosecution Team

- ✓ Human Trafficking continues to be a growing concern within Nova Scotia. According to figures from Statistics Canada, Nova Scotia has the highest incidence of human trafficking in the country.
- ✓ Reports on human trafficking in Canada have shown that these cases disproportionately affect individuals in Indigenous communities.
- ✓ The current Human Trafficking Prosecution Team has 6 positions. There are 2 Crown Attorneys, a paralegal and a legal assistant located in the Special Prosecutions division

in Halifax as well as a 0.5 Crown Attorney and 1 legal assistant in the Sydney office and 0.5 Crown Attorney in the Yarmouth office.

- ✓ This team participates in more targeted, police-led, and prosecution-guided operations with the short-term goal of increasing the number of charges and the long-term goal of dismantling human trafficking rings. In addition, these team members are the subject matter experts (SME) in this area and provide training to their fellow Crown Attorneys and policing agencies across the province.

Sexual Assault Prosecution Team

- ✓ Sexual assaults are among the most underreported crimes in Canada. There are currently over 900 active Sexual Assault prosecutions in Nova Scotia.
- ✓ Sexual Assault Crown Attorneys must approach victims with a trauma-informed lens.
- ✓ These cases are inherently complex, often involving vulnerable victims, many of whom are under 18 years old. These cases typically include multiple charges, require extensive time dedicated to victim management, and involve lengthy trials with multiple pre-trial and mid-proceeding applications.
- ✓ The current Sexual Assault Prosecution Team has 4 positions. There are 2 Crown Attorneys located in the Halifax/Dartmouth offices, as well as a 0.5 Crown Attorney in the Port Hawkesbury office, 1 Crown Attorney in the Amherst office and a 0.5 Crown Attorney in the Kentville office.
- ✓ This team facilitates earlier and continuous meetings with children and vulnerable victims throughout the case duration. In addition, these team members are the subject matter experts in this area and provide training to their fellow Crown Attorneys, policing agencies, and Sexual Assault Nurse Examiners (SANE) across the province.

Domestic Violence Prosecution Team

- ✓ There are currently 2 Domestic Violence Court Programs in Nova Scotia, one in Sydney and the other in Halifax.
- ✓ This team works as part of the Domestic Violence Court Program working with individuals who accept responsibility for their actions, offering earlier intervention by way of programs for individuals who commit the abuse to change their behaviour and prevent future violence.
- ✓ The Domestic Violence Crown Attorneys must also approach victims with a trauma-informed lens.
- ✓ The current Domestic Violence Prosecution Team has 3 positions. There are a Crown Attorney and a Legal Assistant in the Sydney office and a Crown Attorney in the Halifax office.

Other Specialized Prosecution Initiatives

Guns and Gangs Prosecution Team

- ✓ The Guns and Gangs Prosecution Team is funded by the Nova Scotia Department of Justice through a grant from the federal government's "Initiative to Take Action Against Gun and Gang Violence" being administered by Public Safety Canada.
- ✓ This team will focus on the increasing threat posed by organized crime and gang-related violence in the Halifax Regional Municipality (HRM) and beyond.
- ✓ Our team has subject matter expertise in the prosecution of Cannabis offences.
- ✓ The current Guns and Gangs Prosecution Team has 4.5 positions. There are 3.5 Crown Attorneys and a legal assistant located in the Halifax office. For the 3.5 Crown Attorney positions, we have re-tasked ten (10) of our most senior prosecutors (working at 30% time) and have seconded a senior prosecutor at 50% time from the Public Prosecution Service of Canada who is an expert in the prosecution of drugs and organized crime.
- ✓ The team currently consists of:
 - several experts in the Charter of Rights and Freedoms
 - experts in the search and seizure provisions of the Criminal Code
 - prosecutors who have successfully prosecuted gang related homicides, drug and gun prosecutions and Human Trafficking.
- ✓ The PPS has consulted with other experts across the country to properly set up the Team and train our people.

Hate Crimes Prosecution Team

- ✓ The Hate Crimes Prosecution Team is funded, in part, by a grant from the federal government's "Victims Fund – Hate Crimes Initiative" being administered by the Department of Justice Canada.
 - ✓ The funding will support specialized training for all PPS staff in fiscal years 2026-27 and 2028-29.
 - ✓ The current Hate Crimes Prosecution Team consists of four (4) experienced Crown Attorneys from across the province who are members of this team in addition to their existing responsibilities.
 - ✓ The team members are the subject matter experts in this area and provide training to their fellow Crown Attorneys and policing agencies across the province.
 - ✓ The team will also assess files where Attorney General consent is required.
- The PPS will continue to support these specialized Crown Attorneys and identify further resources required to continue prosecuting these types of offences.

Financial Summary

Departmental Expenses Summary (\$ thousands)

<u>Programs and Services</u>	<u>2025-2026 Estimate</u>	<u>2025-2026 Forecast</u>	<u>2026-2027 Estimate</u>
Head Office	4,670	5,111	4,874
Cape Breton Region	4,404	4,411	5,374
Central Region	4,369	4,251	5,030
Halifax Region	10,114	10,908	13,579
Western Region	4,060	3,710	4,827
Appeals & Special Prosecutions	4,475	3,701	5,193
Total - Departmental Expenses	32,092	32,092	38,877
Ordinary Recoveries	403	403	403
Funded Staff (# of FTEs)			
Department Funded Staff	208.8	206.3	208.8

Note:

For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2
For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1



2026-27 Business Plan



Letter from the Minister and CEO

We are pleased to present the 2026-27 Business Plan for Perennia Food and Agriculture Corporation, Nova Scotia's food development agency.

The province's agriculture, fisheries and aquaculture, and food and beverage processing sectors are major economic drivers in our rural, coastal and urban communities. Perennia takes great pride in supporting these businesses through a wide range of integrated technical services, applied research, training, and funding programs.

Our mandate is to use our technical expertise in food production to support resiliency, transformation and economic development in Nova Scotia's agriculture, seafood, and food and beverage sectors.

In 2026-27, we will work in partnership with the Departments of Agriculture, Fisheries and Aquaculture, Environment and Climate Change, and Growth and Development to support government priorities and, in doing so, make our food businesses and ecosystem stronger.

The priority areas and initiatives outlined in our plan support strategic objectives to increase wealth generation in the province through innovations, data, education, diversification, access to new markets locally and internationally, and value-adding.

Perennia is a technical, practical, and applied agency with a very talented and adaptable team. We are proud to be able to work with departments and other government agencies, industry organizations, and business owners to strengthen our food sectors and be part of their success.

original signed by

The Honourable Greg Morrow
Minister of Agriculture

original signed by

Lynne Godlien
CEO

Priority Areas and Initiatives

The Province's success is tied to the health and success of our resource sectors. Our agriculture, fisheries, aquaculture, and food processing businesses are economic mainstays in our rural and coastal communities. Increasingly, new food entrepreneurs in all areas of the province need support to make their ideas for new beverages, snack bars, and prepared foods come to fruition and generate new revenue for their businesses and the Province.

This plan outlines Perennia's priorities and initiatives to help Nova Scotia's seafood and agrifood businesses, and food and beverage businesses be sustainable and profitable through technical solutions, climate volatility mitigation, selling into new markets, and introducing new products for local, domestic and international customers.

Solutions to Technical Challenges for Resilience and Growth

Perennia's work is applied and practical. We work directly with businesses to provide quick, efficient solutions to their immediate challenges. We also undertake development projects to address sector-wide challenges and open doors to new opportunities.

In 2026-27 we will increase access to technical information and resources to provide solutions to Nova Scotia's food-based businesses. Solutions addressed could include a packaging concern, a pest issue in a crop, temperature issues in a cooked food product, or questions about food labelling regulations to sell into a new country. We will pilot a new way to help businesses more easily find the resources they need through a navigator position and the Perennia library and training website.

We will undertake in-field demonstrations of innovative production systems and technology and share the findings with industry.

Scientists at Perennia's Centre for Marine Applied Research (CMAR) will coordinate a provincial and regional research and development response to emerging shellfish aquaculture health challenges that can hinder the industry's sustainability. Work will also begin to establish the Innovation Hub for the seafood sector.

CMAR will also explore in partnership with the Nova Scotia Department of Fisheries and Aquaculture the need for virus-free oyster seed for oyster growers in Nova Scotia to maintain current markets and launch future growth.

In 2026-27, we will use our specialists' technical knowledge to continue working with the Nova Scotia Department of Agriculture and beef producers on the Department's Beef Initiative to increase the amount of beef produced and processed for the local market.

Strategies for Addressing Climate Volatility

We will continue to address the impacts of climate volatility in our food sectors brought on by drought, flooding, hurricanes, and increasing land and ocean temperatures, which impede profitability.

We will implement wild blueberry, tree fruit, and bee sector climate adaptation strategies in collaboration with government and industry partners as part of Nova Scotia's Climate Action Plan.

CMAR will work with the Nova Scotia Department of Fisheries and Aquaculture to create a seafood sector climate change adaptation action plan to support the fisheries and aquaculture sectors in our changing climate.

In partnership with the Department of Agriculture and the Nova Scotia Federation of Agriculture, we will develop initiatives and share technical advice to address long-term water management issues on farms.

To support fruit and vegetable growers, we will lay the groundwork for a potential greenhouse applied research and testing space at Perennia. This type of applied research facility could lower the risk for

farmers by trialing, for example, new irrigation systems, crop varieties, soil replacements, and disease suppression practices. This work would support extended seasons for fruits and vegetables and a more secure supply of these products for Nova Scotians.

We will deliver the second year of the three-year \$11.2 million federal On-Farm Climate Action Fund. The program provides funding to support Nova Scotia farmers in learning about carbon sequestration and greenhouse gas emission reductions through knowledge sharing events, demonstration plots, and funds to pilot implementation of new practices on local farms. The goal is a healthy environment and the introduction of climate-friendly production methods that can reduce crop input costs and improve pasture quality for livestock, decreasing feed costs.

Technical Expertise for Diversifying and Creating New Market Opportunities

Perennia offers an integrated approach to support local food production – from production and processing advice for quality and food safety, product and beverage development, testing, packaging, labelling, and funding for quality and food safety and product development initiatives.

To assess new opportunities, Perennia will undertake a project to develop new prototype products using seafood or agriculture waste/by-products, diverting waste from landfills and creating possible new revenue streams for businesses. We will also advance commercialization and value-added opportunities for underutilized marine species as warming oceans begin to impact the availability of current marketed species.

We will continue to work with the Departments of Agriculture and Fisheries and Aquaculture on buy-local initiatives to increase the visibility of local products for Nova Scotia consumers and increase sales. We will also support the Nova Scotia Department of Agriculture in its institutional procurement efforts to offer more fresh, healthy, local foods in publicly funded institutions like schools and hospitals.

We will support the Department of Growth and Development by implementing the second year of its Local Supplier Food Safety Support Program, which helps local food companies maintain or implement new food safety standards to sell into retail stores and public institutions.

In partnership with these departments, we will support provincial initiatives to open more export market opportunities for Nova Scotia seafood and agrifood products across Canada and around the globe.

Making Data Available for Better Decision Making and Profitability

At Perennia, we understand the power of data and appreciate that sometimes a bridge is needed to make the data actionable and understandable at the business level.

Over the past several years, the Nova Scotia Department of Agriculture has invested in a comprehensive agriculture weather station network with both farmer- and Perennia-owned stations. We will support and strengthen the province's agriculture weather station network by developing a long-term maintenance plan. We will also continue to translate the data from the weather station network to offer weather-related alerts and applications on the Farm Data Tools platform. The alerts and apps enhance industry decision making by giving farmers the data they need to more precisely time and apply products to reduce costs and crop loss.

Under a long-term maintenance plan for the Province's Coastal Monitoring Program and Coastal Classification System with the Department of Fisheries and Aquaculture, CMAR will continue to collect high-resolution environmental data throughout Nova Scotia's coastal waters and make it available to government and industry to support decision making in the aquaculture and other marine sectors.

Perennia will also work with the Departments of Agriculture and Fisheries and Aquaculture on a plan to develop and maintain cost of production models for the Province's major agriculture commodities and shellfish aquaculture. Having a baseline cost of production allows businesses to measure

their expenses and revenues against industry averages and work to adjust accordingly to reach profitability. A cost of production baseline will be developed as part of the Beef Initiative in 2026-27.

Knowledge Transfer for Skills Development to Support Growth

Sharing knowledge and information through various means to help industry and businesses reach their goals has always been a fundamental pillar of Perennia's mandate.

We will focus on providing practical training in a variety of ways for businesses with a priority placed on online self-directed learning that can be done at anytime.

Training topics will include pest management and soil health to increase farmers' skills and understanding in these critical areas to ward off revenue loss due to lower yields. We will develop online courses on product development and how to manage listeria, and will also create and deliver up to eight in-person and virtual workshops on quality and food safety program topics. We will host an educational trip for livestock-related businesses to learn about new practices that can be successfully adopted in Nova Scotia to drive growth and offer Sheep School for new entrants, in partnership with the Nova Scotia Sheep Producers .

Most food businesses require training certificates of completion to maintain their food safety program certifications and access to retail markets. To better meet these market needs, we will explore pursuing training accreditation to expand our training options for our seafood and agrifood sectors.

To create more understanding and awareness of our seafood industries in school-aged children and influence some to pursue a career in the fisheries and aquaculture sector, CMAR will manage the new Coast-to-Classroom Learning Hub and develop marine and aquaculture-related content. CMAR will also manage the Shellfish Health Knowledge Hub and host a workshop for industry, government, and researchers to exchange knowledge and strengthen communication for efficient use of resources and to identify and act on shared priorities.

Outcomes

- Develop or improve up to seven food and beverage products for clients to help individual food business diversify and increase revenues
- Increase the number of private training contracts with food businesses to increase training revenue by 10 per cent
- Create up to six new courses in quality and food safety and product development for the food sector
- Achieve 80 per cent or higher 'excellent' rating for all Perennia training, field days, webinars and workshops
- Establish the Innovation Hub for the seafood sector
- Increase the number of new accounts created on the Perennia website by 10 per cent
- Distribute 80 per cent of financial support available through Perennia-managed funding programs to industry applicants
- Complete the deliverables assigned to Perennia under the Nova Scotia Department of Agriculture's Beef Initiative
- Achieve consulting revenue targets

Budget

Expenses Summary (\$ thousands)

Programs and Services	2025-2026 Estimate	2025-2026 Forecast	2026-2027 Estimate
Revenues, Operating and Capital Grants	16,028	19,598	21,982
Direct Project Inputs (excluding salaries)	(6,840)	(10,436)	(12,286)
Salaries and Related Expenses	(7,627)	(7,545)	(8,313)
Operating Expenses	(1,717)	(1,732)	(1,547)
Total – Operating Income	(156)	(115)	(164)