



# **Crown Corporation**

## **B U S I N E S S P L A N S**

### FOR THE FISCAL YEAR 2011–2012

#### Waterfront Development Corporation Limited *Business Plan 2011–2012*

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# Message from the Minister

The waterfront and its strategic advantage will help us to strengthen our global connections and create a dynamic regional city that attracts investment and people from around the world.

In order to maximize the potential of the waterfront, we have expanded the mandate of Waterfront Development Corporation Limited (WDCL) to develop a comprehensive vision and development plan for the waterfront lands around the harbour. We need to know what opportunities exist, and how to take advantage of them, so we can harness the full strength of this important economic driver for Nova Scotia.

The *jobsHere* strategy sets clear direction for this work. Whether it is building the enabling foundation for our Gateway Initiative, the Public Spaces Recycling program, the Blue Flag program for marine services or sea-level rise adaptation planning, WDCL provides a showcase for Nova Scotian private and public sector innovations that achieve both environmental and economic goals.

In addition to this focused economic strategy work, WDCL is taking the time and effort to incorporate great public-realm improvements into all its projects. These wharves, boardwalks, trails, art, and playgrounds not only add value for Nova Scotian waterfront businesses, they create the type of communities in HRM and Lunenburg that are compelling for the high-knowledge workers our economy needs to attract and retain.

Halifax Harbour is a national asset, the heart of our capital city, and an economic driver for the province. Lunenburg is a UNESCO World Heritage site. Nova Scotians must ensure we leverage their full potential.

The Honourable Percy Paris

Minister of Economic and Rural Development and Tourism

# Message from the Chair and President

The *jobsHere* strategy sets a clear direction for every Crown corporation and department involved in economic development, and WDCL's plan is shaped to achieve the goals the province has set.

The WDCL goals strive to maximize this geographic potential. Over the coming years we will complete the transformation of the Halifax waterfront from a series of neglected and abandoned properties to a unified collection of waterfront businesses and public institutions. We will also set in motion the plans that will accomplish the waterfront redevelopments in Bedford, Dartmouth, and Lunenburg that will align their land use with the goals of the community and the economic strategies of Nova Scotia.

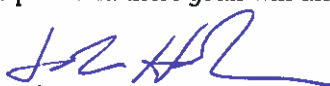
The vision for the waterfronts is becoming all the more real. Some of the strongest Nova Scotian businesses are located on the waterfront, the downtown district of Halifax is becoming increasingly more vibrant, and people from around the world are coming to Nova Scotia in part because of the attraction of our waterfronts. We need to match these strengths to new opportunities and set in motion a plan that enables Nova Scotia to maximize the potential of this waterfront.

This leads naturally to the responsibility this government has given to us: create a comprehensive vision and development plan for the lands around Halifax Harbour. Our waterfronts present Nova Scotia with the ability to connect to global opportunities; our transportation and communication links stem from our strategic location on the Atlantic coast, and our cities and communities are among the most attractive places to live in the world.

Our board and our management are dedicated to this vision of creating a waterfront that is distinguished as one of the world's greatest places to live and do business. This plan and these goals will drive us to do just that.



Colin MacLean  
President and CEO



John Holm  
Chair

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## Mission

***Waterfront Development Corporation Limited harnesses the waterfront's potential by developing ideas, infrastructure, and experiences that stimulate business investment and community pride.***

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## Vision

Through our collaborative approach, we will create a new collection of animated and well-connected waterfront destinations that capture people's imagination and distinguish us among the world's greatest waterfronts.

## Mandate

WDCL exists for the purpose of redeveloping and revitalizing the lands surrounding Halifax Harbour and any other lands designated by its shareholder, the Province of Nova Scotia.

### ***Guiding Values***

Waterfront Development Corporation Limited is a provincial Crown corporation, carrying out a public mandate in a private-sector environment. In fulfilling our public obligations we will exhibit the following values in addition to the compassion, courage, and initiative that characterizes past successes.

**Commitment:** Work hard to forge and sustain partnerships that generate positive economic and societal returns.

**Accountability:** Uphold the public's trust by ensuring access to the water's edge, fiscal accountability and involvement in the dialogue about waterfront development, and transparency with our plans.

**Flexibility:** Take the extra step to understand and champion business partners who share our values and vision for the waterfront.

**Excellence:** Be a strong and knowledgeable voice on economic development, planning and design, partnership models, and waterfront development.

**Foresight:** Generate for Nova Scotians a positive financial return to reinvest in a continuous upward spiral of waterfront opportunities.

**Sustainability:** Create the capacity for future waterfront uses and enjoyment by harmonizing our economic goals with environmental sustainability.

## Planning Context

Nova Scotia has been affected by the recent recession, the strongest worldwide downturn since the Great Depression. As part of the business cycle, that is considered a short-term effect, but there also have been long-term trends affecting Nova Scotia. Globalization and the rate of technological change have had an impact on every



aspect of life in Nova Scotia. The world around us has been changing at a faster pace than we have. Nova Scotia's economic growth has been the lowest of any province in Canada over the past 20 years. Our GDP growth has dropped consistently in the past three decades, shifting from 2.9 per cent in the 1980s to 1.7 per cent in the 2000s. Nova Scotia's labour productivity was third lowest in Canada in 2008. As well, we are entering a period when demographic changes mean the population of work force age will start to shrink. There is recognition that it is time to do things differently.

In November 2010 the Nova Scotia government released *jobsHere*, the plan to grow our economy. The strategy has three interrelated priorities: learning the right skills for good jobs, growing the economy through innovation, and helping businesses be more competitive globally.

Through the *jobsHere* plan, strategies have been and are being implemented that will improve innovation across all sectors and focus on strategic investments in innovation and productivity, increasing our competitiveness and creating higher-value jobs. High-value sectors will be identified, providing Nova Scotia opportunities to connect with partners abroad and also attract new partners to our province. *jobsHere* outlines specific activities that will assist in developing a highly trained workforce and create secure jobs and a secure future for Nova Scotians. *jobsHere* is a clear commitment from the Nova Scotia

government to doing things differently in order to make life better for Nova Scotians. The plan supports all areas of the province and all sectors of the economy, meaning we all have a part to play.

### **Overall Economy**

The economic forecasts for Nova Scotia signal growth of 1.5–2.0 per cent for 2011, 2.0 per cent for 2012 (APEC, BMO, TD, CIBC). Halifax has dropped from last year's number-one ranking in CIBC's Metropolitan Economic Activity Index, but the economic activity of our major centre continues in a positive trend upward.

### **Real Estate Market**

Mortgage rates remain low, with predictions of increases in 2011. Canada Mortgage and Housing Corporation forecasts a good residential market, based on continued migration to Halifax and rising rental rates. CB Richard Ellis Canada highlights the ongoing challenges with the office market in downtown Halifax; nevertheless, there are a number of proposed office developments coming forward in anticipation of the potential moves by major Halifax downtown businesses, as well as the ongoing efforts of the province to attract financial services businesses to Nova Scotia. The hotel market is dominated by plans for the new convention centre, with any other developments awaiting the next steps on this major project.

## **Tourism**

The past year witnessed slight growth in domestic tourism—an increase of 2 per cent from 2009. The American market decreased by 2 per cent, and overseas visitation decreased by 7 per cent. The cruise ship activity in Halifax continues to grow, with increases in both visiting vessels and cruise visitors in 2010. Cruise passenger count was up 14.7 per cent over 2009, with 261,216 passengers. The Halifax boardwalk businesses that have a tourism focus reported a profitable year.

## **Marine and Ocean Sector**

The Department of Economic and Rural Development and Tourism has launched a bold new strategy with *jobsHere*. It is channelling new focus for this sector of our economy and aligning this work with the goals and successes of the Gateway Initiative.

There is a good reason for this focus and energy:

“The direct impact of the ocean sector in the Nova Scotia economy is estimated at \$2.6 billion in 2006 (current dollars). The direct impact accounts for 8.1% of provincial GDP. When spin-off impacts in the broader economy are considered, the GDP impact rises to just under \$5.0 billion, 15.5% of the Nova Scotia economy.”

Source: *Economic Impact of the Nova Scotia Ocean Sector 2002–2006*, March 2009

In response to this potential, the province established a Gateway Secretariat and made it a key component of the *jobsHere* strategy. A large part of this work will centre on strategies that enhance our marine industrial capacity, which is rebounding after the recession:

- Steady growth in cargo volumes in 2010
- Containerized cargo (in TEUs) grew 26 per cent over 2009
- Containerized growth attributed to new shipping lines, more frequent port calls and more cargo with existing lines, plus expanded trade routes
- Breakbulk cargo (e.g., machinery, metals, forest products) up 23.7 per cent over 2009
- Bulk cargo (e.g., oil imports and gypsum exports) down 14.0 per cent over 2009
- Ro/Ro cargo (e.g., automobiles) up 15.9 per cent over 2009

Source: Halifax Port Authority

## **Conclusions**

The waterfront enjoys distinct advantages in all the identified sectors. Thus, while the overall analysis suggests moderate economic growth, we believe the opportunities for the waterfront plans are slightly better:

- Residential and office development site on waterfront properties are more attractive, generally, than inland sites.



- The Halifax waterfront and Lunenburg are the two most visited tourism sites in Nova Scotia.
- Halifax Harbour is a strategic advantage on a global stage for the future growth of our marine and ocean industry and businesses.

The WDCL business plan establishes goals that give Nova Scotia the ability to seize potential opportunities in each of these sectors.

## Strategic Goals

The longer-term direction of WDCL is captured in three strategic goals.

### *Place: Designing and Developing a Great Waterfront*

We will tap into ideas from around the world to create and champion a waterfront that highlights the competitive advantages and beauty of Nova Scotia.

We will

- establish processes for local and international exchange of ideas on waterfront development
- champion high standards of design for the built environment along the waterfront
- articulate Waterfront Development Principles to guide our work and interaction with partners

- integrate sustainable practices in the development of the waterfront

### *Partner: Business Development and Engagement*

We will accentuate the attributes of our waterfront to create business opportunities for investment on and beyond the water's edge.

We will

- engage in high-performing partnerships with the private and public sectors
- identify and implement lines of business that make innovative use of waterfront locations
- make it easy for people to do business with us
- enhance the infrastructure that supports waterfront businesses

### *People: Animating the Waterfront with New Experiences*

We will create an environment for experiences that are attractive and allow people to access and explore waterfront destinations.

We will

- create clean, healthy, and safe places for people on the waterfront
- host waterfront events and festivals for a wide variety of audiences
- provide open spaces for people to gather and enjoy the waterfront

- create connections to move in and among waterfront destinations

- Public spaces and amenities development
- Waterfront Tenant Marketing Fund

## Core Business Areas and Priorities

The Department of Economic and Rural Development and Tourism is working with us to establish a common business plan. It will help us to align our work with the department and other Crown corporations and allow us to leverage their strengths to achieve larger goals than we might achieve alone.

Throughout our core business areas and priorities we have set specific goals and initiatives that will make tangible contributions to the *jobsHere* priorities, specifically,

- Learning the right skills for the job:
  - Visiting Tall Ships program
  - Waterfront Entrepreneurship program
  - Student Ambassador program
- Growing the economy through innovation:
  - Environmental stewardship initiatives
  - Real estate development projects
  - Festival program
- Helping businesses be more competitive globally:
  - Comprehensive vision and development plan

### 1. Waterfront Planning

The corporation engages with public and private sector organizations, as well as with the public at large, in planning projects that contribute to the development of world-class waterfronts.

- **Mill Cove & Birch Cove Comprehensive Planning Projects:** Working in partnership with Halifax Regional Municipality to implement comprehensive development plans for two sites identified as growth areas on the shores of the Bedford Basin. Amendments to the Municipal Planning Strategies will be sought for both study areas.
- **Cunard Block Conceptual Design:** Public consultation will be held on a range of development options for a residential/commercial complex on the Halifax Harbourwalk to determine the best use for the site. WDCL will seek development approval for the preferred alternative.
- **WDC-1 Conceptual Design:** Public consultation will be held on a range of development options for a residential-commercial complex in downtown Dartmouth to determine best use for the site.





- **Children’s Play Structure—Halifax Harbourwalk:** Design and build a new children’s play area on the Halifax Harbourwalk.
- **Public Art:** Launch an enhanced multi-year public art program to add interest and vibrancy to the public outdoor spaces managed by WDCL.
- **Dartmouth Cove Comprehensive Plan:** In partnership with Halifax Regional Municipality, WDCL will be undertaking a comprehensive redevelopment design process to create a vision for the redevelopment potential of the Dartmouth Cove Lands.
- **Communications Plan:** The further development of practices and vehicles to engage our shareholder, the public, and our partners in the planning processes.
- **Dockside Mixed Use Development:** Provident Development is commencing construction of a mixed-use residential/commercial development on the last parcel of Phase One of the Bedford waterfront. WDCL and Provident are partnering in the development of extensive open space areas as part of the complex.
- **Dartmouth Harbourwalk:** Completion of additional green spaces and public amenities along the Dartmouth Harbourwalk.
- **Bedford Improvements:** Long-term land creation in Bedford and improvements to the boardwalk for public use.

## **2. Infrastructure Development**

The corporation’s multi-year development projects attract investments and maintain the centerpieces of our waterfront.

- **Salter Block:** A partnership with Centennial Group Ltd. for a mixed-use commercial/residential development on Lower Water Street in Halifax.
- **Queen’s Landing:** A partnership with Armour Group Ltd. that creates public and commercial uses in the Core Business District.
- **George and Prince Street Streetscape Improvements:** In partnership with the Halifax Regional Municipality initiating improvement to the public realm in these important corridors connecting the waterfront and the downtown.
- **Marine Infrastructure:** Continuation of a multi-year capital upgrade plan for public marine infrastructure.
- **Cunard Inlet Small Vessel Launch:** Design and construction of a small vessel launch facility at the South Battery marina to provide an access point for the public to utilize the harbour for non-motorized small vessel recreation.
- **South Battery Pier:** Design and construction of public space upgrades to the former heliport on the Halifax

Harbourwalk to facilitate events, performance spaces, and the inclusion of public art.

- **Cable Wharf Pile Repairs:** Reinforcement and repairs to the timber pile structure in support of the redevelopment of the structure.
- **Harbourwalk Wayfinding and Interpretive Signage:** Upgrades to the signage programs to improve the visitor experience.
- **Performance Space Upgrades:** Improvements and upgrades to performance spaces along the Halifax Harbourwalk to support events and programming.
- **Visitor Information Center:** WDCL will be undertaking upgrades to the Visitor Information Centre on the Halifax Harbourwalk to expand the provision of public washrooms to the visiting public.

### 3. Property Management

WDCL owns and manages a waterfront real estate portfolio with properties in Dartmouth, Bedford, Lunenburg, and Halifax. These properties are consistently among the most visited places in Nova Scotia and are a touchstone for the Nova Scotia experience for residents and visitors alike.

WDCL's mandate is to leverage these properties to create value. We layer physical development with high quality operations,

services, and programming to make the natural wonder of the waterfronts under our care accessible and enticing, thus creating a waterfront that is both broadly appealing and uniquely personal. The waterfront means different things to different people. But it is important to all people. We want to ensure that whatever it means, it is meaningful—that people believe in *their* waterfront.

As the most visited destination in Nova Scotia, averaging 10,000 people on a typical high-season day, we strive to be *Clean, Green, and Safe*.

#### Clean

- **Maintenance Program:** Our program is more efficient and better resourced this year. Through agreements with partners with whom we share common goals last year, we have established improved maintenance standards on the Halifax waterfront. We expect positive outcomes this year with negotiations around shared maintenance of Dartmouth and Bedford waterfronts.

#### Green

- **Sustainable Procurement Policy:** Adoption of a sustainable procurement policy means our purchases consider footprint and lifecycle costing in our evaluation for best value.
- **Green Choices:** We continue to leverage our properties to provide incentives for green choices. Our work with CarShare, bicycle racks and bicycle sharing, and



our developing marina program in Bedford and Halifax (and Lunenburg) mean you can travel to the waterfront by land or by sea.

- **Trail Development:** With high-quality trail development in Bedford and Dartmouth, as well as boardwalk enhancement projects in Halifax, our trail maintenance program will be increasingly targeted, ensuring that we continue to provide the best place to walk or run seaside. We will continue to support and align ourselves with community events that encourage exercise and activity on our waterfronts.
- **Public Spaces Recycling Project:** A pilot project, in partnership with Nestle Canada, RRFB, and HRM, has supported our efforts to be a leader in green property management, the results of which, including an impressive 95 per cent diversion rate for recyclables, ensure that our proposed developments are always analyzed through a green filter. We will install additional multi-stream garbage receptacles that make recycling easier for the public and substantially reduce operating costs, including greater efficiency for pick up.
- **Green Technology:** We are actively exploring ways to incorporate such technology in our operations, such as LED lighting and the Blue Flag Marina designation that signify a commitment to rigorous green standards for our marina program.

### **Safe**

- **Security Program:** We conducted a security audit, which provided recommendations for improvement, and we have been working hard to implement these recommendations. Our security program includes adding light, with additional fixtures to be implemented in a substantial deployment that spans our waterfronts, enhanced landscaping to ensure such corners are lit, a new security contract with knowledgeable guards present 24 hours/day and the installation of security cameras along our waterfronts.
- **Marine Security:** We will continue to work with Transport Canada in the area of marine security to ensure that security measures implemented on the property are MTSR compliant and deployed in the best interest of public safety, vessel safety, and enjoyment of the property.

### **Risk Management**

An Infrastructure Management program was developed this year, which provides an important tool for effectively managing risk going forward as it relates to infrastructure. A new Purchasing Policy was adopted and is aligned with a new system of internal controls, instilling stakeholder confidence. The Occupational Health and Safety program has been formalized and ongoing training opportunities identified so staff are prepared for the situations they encounter. As

we work through these important pieces, the objective is a consolidated risk-management framework, building stakeholder confidence, enhancing corporate governance, and improving the corporation's ability to respond to and succeed in a changing business environment.

### **Lunenburg**

Substantial progress has been made this year in the implementation of the business plan. The sale of two non-strategic property parcels, the lease of Smith and Rhuland Shipyard to the Bluenose II project, and the lease of the Zwicker Building to the Fisheries Museum each mark a substantial step forward in achieving a sustainable working waterfront.

This year will see substantial repairs to the public access at Zwicker Wharf and the Clearwater Wharf, creating new opportunities for the public to access the waterfront and ensuring that commercial operations can continue to thrive on the working waterfront.

Project planning is underway with partners for two upcoming projects. The first is a public access and interpretation project, creating infrastructure at three locations along the waterfront that will tell the Lunenburg working waterfront story and allow the public access to the water's edge without disruption to the commercial activity along the waterfront. The second is a public marina facility that will provide short-term berthing opportunities with servicing in the heart of the working

waterfront, driving tourism potential and local boating traffic to the waterfront from the waterside as well as contributing to the growth of recreational boating on Nova Scotia's beautiful south shore.

A shift in the nature of the portfolio, from significant vacancy to mostly occupied, has driven a change in our security program, with improved technology, partner monitoring, and substantially reduced cost of delivery. This shift, which is dramatic in the context of five years of work on the waterfront portfolio, more broadly necessitates a business plan review early this year to review and update objectives and establish direction for ongoing stewardship. The working waterfront legacy, a story of seafaring tradition meets modern commercial activity, and industry meets recreation, culminates here in the centre of this important UNESCO World Heritage Site, so it is important we get it right.

### **4. Business Development**

Revenue generated through WDCL operations is directly reinvested in waterfront improvements and makes a direct and positive contribution to the province's bottom line. We will continue to work to improve existing business lines and to develop new opportunities to drive revenues—for waterfront reinvestment and for return to private-sector businesses that drive our economy and the maritime experience.



Last year we built substantial infrastructure—from kiosks to floating docks—creating an environment ripe for activity. This year, while we continue infrastructure development, our focus is centred on promoting the space for business development, for signature events, and for public enjoyment. The result is a waterfront animated with high-quality experiences.

#### **Commercial Tenancies**

Our work has stimulated substantial private-sector investment and has helped develop entrepreneurial ideas into signature, successful businesses. In addition to creating high-quality waterfront experiences, our tenants have invested substantially in the waterfront, and their success is a mark of ours. We continue to work with high-quality operators to create new opportunities for waterfront business.

This past year saw the addition of new vending operations creating a high-quality mix of products and experiences. This year will see several exciting new tenancies that complement existing waterfront businesses and create broad experiences. Substantial public-space improvements will be made to further develop public seating areas and create wonderful spaces to sit seaside. Together with our tenants we will continue to work through the Waterfront Merchants' Marketing Board to create and manage a joint marketing plan. The messages that flow from this process are the voice of Nova Scotia's signature business operators,

and we are very excited that they speak together through this program.

#### **Marine Services / Berthing**

Our work this year focuses on the development of a high quality, environmentally friendly marina program that reflects our high-quality infrastructure. We will increase public awareness of our marina program, in particular promoting high-quality, free daily berthing in Halifax and Bedford as well as overnight berths offered at a reasonable rate. Not only does our marina program offer another way to access the waterfronts, it also provides beautiful animation landside and an ambience that reflects our seafaring heritage and robust recreational sailing culture.

And while a vessel is berthed at one of our wharves or floating docks, we want to ensure that their stay is positive—outstanding, actually. A streamlined booking process will be implemented for visiting vessels through online booking. An information package detailing services, promoting things to see and do, and providing critical contact information will welcome vessels from near and far, whether tall ships or small ships.

In a broader context, and in partnership with area yacht clubs and sailing organizations, we aim to support the development of boating in Nova Scotia, among the most beautiful and exciting places to boat in the world. We support local and international regattas, host visiting yachts, and berth tour boat operators at our wharves, and we continue to expand

available berths. Over the past year, we have added new public floating docks at Summit Seawall and Maritime Museum. This year will see new floats at Purdy's Wharf and Mill Cove Marina as well as enhancements to existing floats.

### **Signature Event Plan**

Increasingly, the waterfront is being solicited by events of many different shapes and sizes. We have re-visioned our Signature Event strategy to fit alongside our other business lines. What this means is that our approach to events on our waterfronts shifts to proactive, from reactive, with our team actively seeking out high-quality, signature events that develop waterfront potential and fit our marketing goals. The result is a full, high-quality event program, substantial economic impact for our province, customers for our tenants, and unforgettable experiences for our guests. This work has paid off, and we are thrilled to partner with signature Halifax events such as JazzFest, for their 25th Anniversary this year, and marine-related events such as the Nova Scotia Boatbuilders Association In Water Boat Show. We are also working with old favorites, like Buskers, to help them maximize their potential and achieve a world-class-level festival. It's about partnerships and developing them to establish a high-quality year-round event program that ensures that there is always something exciting happening on the waterfront and that we are appealing to broad groups and a variety of interests.

We also continue to encourage community use of the public space. From walk-a-thons to yoga by the sea, lunchtime programs, and community fundraisers, we are working to make access to our property easier, so organizers can focus on their events rather than on complicated processes to host them.

### **Sponsorship**

We are exploring opportunities to leverage our properties to create new revenue streams through corporate sponsorship. Both our physical properties, which comprise the most visited destinations in the province, and our virtual properties—our new corporate web site at [my-waterfront.ca](http://my-waterfront.ca) and the free Wireless Waterfront infrastructure—offer tremendous real estate value.

### **Parking**

Our parking operation has undergone an important transformation. We have completed the rollout of a re-visioned parking operation, the result of which is improved access across all of our lots. The new Waterfront Access Pass provides access to all of our lots at one price 24/7. We have streamlined our service offering so that all lots offer the same variety of parking options. We have added improved technology and have improved our back end, so our systems are easier to use. We have greatly enhanced our parking kiosks, signage, and communication around parking to ensure it is easy to understand. We have responded to the community in supply option for overnight parking, year round, with the popular program "Park after Dark."



Parking lots are a transitional use of waterfront land, but they also provide an important revenue stream that is reinvested in waterfront improvements for the public's benefit. Parking operations are not glamorous, but because we operate lots, we aim to do it very well. We will undertake further enhancements to the parking machines, including easy-to-read screens. Our staff will become better trained in troubleshooting to reduce downtime. Our service mix in each lot will be managed to ensure that options are available. And we will continue to improve communication with our parkers so we can test decisions by real feedback.

## **Human Resource Strategy**

WDCL is a knowledge-intensive organization, employing individuals from a wide variety of professions and educational backgrounds. The success of our business plan and strategies is, therefore, highly dependent upon their engagement in our work and their own learning.

The interest and activity in and around the waterfront is increasing dramatically, which is both rewarding and challenging to our employees. We need to ensure that our work remains highly motivating for our people.

The Human Resource priorities are

1. improved access and communication regarding human resources practices to

ensure they enable a highly engaging work environment

2. improvement of performance management systems
3. action plan and investment in employee learning and development

## **Marketing Strategy**

Nova Scotian businesses are located on the waterfront, the downtown district of Halifax is becoming increasingly more vibrant, and people from around the world are coming to Nova Scotia in part because of the attractive development of our waterfronts. WDCL will actively market and promote the four waterfronts it oversees to encourage the right mix of development and public use of space, and the opportunities it provides to showcase Nova Scotia signature events and public services.

### **Marketing and Communications Objectives**

1. Develop and implement a WDCL brand strategy that highlights the economic development potential of one of the world's greatest waterfronts.
2. Develop and implement a marketing strategy that creates awareness and support for the development of business opportunities on our waterfronts.

3. Develop and implement a stakeholder strategy that aligns the community and economic interests in the waterfronts.

## Budget Context

### *Financial Management*

In fiscal 2010–2011, WDCL continued its tradition of reinvesting revenues into the public spaces surrounding the waterfronts of Halifax Harbour and Lunenburg. The visible improvements include enhanced security, improved walkways, state-of-the-art waste management practices, new kiosks, expanded marina facilities, and public open spaces, to name a few. The less obvious financial investments are related to the advancement of the development planning for a number of lots.

WDCL continues to manage the transition of certain lots from their interim use as parking lots into planned developments with public spaces. This results in a decrease in the traditional revenue base. The transition period between lot closure and development completion is particularly challenging because there is an expected revenue shortfall to WDCL, as the developer's interim rent will generally not offset the previous parking revenue. As an example, the shutdown of the Salter lot on the Halifax waterfront May 31, 2010, to accommodate the developer's final construction preparation, although

temporary, creates a significant decrease in WDCL's revenue base. To mitigate these revenue pressures over time, WDCL has sought new revenue streams that will also improve the animation and enjoyment of the waterfronts. This includes new kiosks, a revamped parking strategy, and strategic partnerships with the private sector and festival organizers.

WDCL has a budgeted surplus of \$312,000 for fiscal 2011–2012. This is a smaller surplus than in 2010–2011 because of planned development preparation activity. The existing tenant will vacate the BioScience building in the spring of 2011, and the building is expected to be demolished in the fall of 2011. The costs and lost rent surrounding this property are the primary reason for a smaller year-over-year surplus. Capital spending and planning costs in 2011–2012 will be targeted at improving public access, safety, and enjoyment of the waterfronts of Halifax Harbour and Lunenburg. Planned spending includes enhanced signage and interpretation, boardwalk redevelopment, marina upgrades, performance space upgrades, and public art.

As we proceed through fiscal 2011–2012, it is anticipated that there will be greater predictability around the timing and details of our properties slated for development. The collective waterfronts owned and managed by WDCL are invaluable assets to the Nova Scotia public. We are conscious of striking





an appropriate balance between return on investment, public space/accessibility, and the economic realities facing private developers, while proceeding in a financially and environmentally sustainable manner.

**Budget 2011–2012**

	Budget 2010–11 (\$)	Forecast 2010–11 (\$)	Budget 2011–12 (\$)
<b>Revenue</b>			
Rents	1,525,000	1,537,300	1,479,000
Parking	2,171,100	2,021,900	2,250,000
Other income	422,000	359,700	365,000
Grant income*	294,400	294,400	285,000
	<b>4,412,500</b>	<b>4,213,300</b>	<b>4,379,000</b>
<b>Operating expenses</b>			
Insurance	96,000	90,900	98,400
Labour and benefits	230,000	179,900	210,000
Repairs and maintenance	404,200	345,200	310,000
Security	133,600	124,000	166,500
Utilities	122,010	100,500	124,000
Various other	247,750	376,600	422,700
	<b>1,233,560</b>	<b>1,217,100</b>	<b>1,331,600</b>
<b>Income from property</b>	<b>3,178,940</b>	<b>2,996,200</b>	<b>3,047,400</b>
<b>Program expenses</b>	<b>395,000</b>	<b>334,000</b>	<b>350,000</b>
Tall Ships revenue	—	—	—
Provincial grant*	—	—	470,000
Tall Ships expense	—	—	470,000
	—	—	—
Lunenburg revenue	248,500	314,900	290,000
Lunenburg grant*	390,000	156,000	378,000
Lunenburg expenses	638,500	470,900	668,000
	—	—	—
<b>Administration expenses</b>			
Amortization	523,440	584,000	690,000
Interest on long-term debt	6,000	10,700	25,000
Office, consulting, and general	467,900	487,800	496,400
Salaries and contracts	872,600	956,600	998,000
Staff expenses and benefits	157,000	167,500	176,000
	<b>2,026,940</b>	<b>2,206,600</b>	<b>2,385,400</b>
<b>Net surplus</b>	<b>757,000</b>	<b>455,600</b>	<b>312,000</b>

\*Total grant = \$1,133,000

# Outcomes and Performance Measures

Core Business	Outcomes	Measure	Base Year Measure	Target 2011-12	Strategies to Achieve Target
Financial	Strong financial management	Revenue for high-quality development	2010-11: \$3,396,400	\$4,379,000	Financial management strategy
Community Use of Waterfront	Increase the amount of public use	Number of visitations	60% of Nova Scotians visited *	65%	Business development priority
		Frequency	12x per visitor	15x per visitor	
Infrastructure Development	New and better uses for waterfront lands	Increase/improve developed property	275,000 sq. ft.	300,000 sq. ft.	Infrastructure Development priority
Property Management	Clean, safe, and well-maintained assets	Percentage public satisfaction	89%**	95%	Property Management priority
Waterfront Planning	Priorities for waterfront lands complete	Number of plans and projects complete	14	16	Waterfront Planning, Infrastructure Development, and Property Management priority
Business Development	New waterfront experiences	Number of new experiences (product, service and event)	1	4	Business Development priority
Business Development	Learning for Good Jobs	Number of student placements or people trained	3	6	Business Development
Property Management		Participant satisfaction	New measure	80%	Property Management

Core Business	Outcomes	Measure	Base Year Measure	Target 2011-12	Strategies to Achieve Target
Business Development	Facilitate business to be more competitive	Number of new tenants and/or expanding operations	New measure	3 (including NovaScotian Crystal expansion)	Infrastructure Development Asset Management
People	Aligned goals, learning and engagement	Goal completion	100%	100%	HR strategy
Corporate Governance	Continuous improvement and best practices	Percentage Goal completion	100%	100%	Corporate Governance strategy

\*2009 Halifax Harbour Waterfront Market Segmentation and Targeting Study (Corporate Research Associates)

\*\* 2003 Visitor and Public Opinion Study (Corporate Research Associates)

