



# Submission for the 2026-27 Nova Scotia Budget

**Submitted on:** December 12, 2025

## 1. Executive Summary

The Canadian Council for Public-Private Partnerships (CCPPP or the Council), on behalf of its members across the public and private sectors of the country's infrastructure industry, welcomes the opportunity to submit recommendations for Budget 2026-2027.

The Council advocates for the use of Canada's evolving public-private partnership (P3) model to deliver resilient, innovative and quality infrastructure and services that provide significant value for taxpayers, enhance economic opportunity and improve quality of life in our communities. P3s offer tangible solutions beyond traditional short-term fixes and use a holistic approach to asset management, considering the entire life cycle of a project, thus enabling governments to plan and finance assets long-term.

With several notable P3 projects underway or in operation, a significant \$2.35-billion capital spend, and the recent creation of Build Nova Scotia and the innovative Link Nova Scotia model, the province is attracting tremendous interest from the P3 industry. Nova Scotia is not only fostering a highly collaborative approach across government but also demonstrating national leadership in modernized procurement and innovative financing solutions. Link Nova Scotia stands out as a best-in-class agency that other jurisdictions should look to replicate.

The Council submits the following recommendations for consideration:

- **Recommendation 1:** Centralize knowledge, best practices and planning of large infrastructure projects to increase transparency, confidence and competition.
- **Recommendation 2:** Support municipalities in applying innovative procurement.
- **Recommendation 3:** Promote openness to assessing P3 suitability for new asset classes and exploring bundling of smaller projects.
- **Recommendation 4:** Deepen Nova Scotia's P3 capacity by engaging with Canadian infrastructure leaders through CCPPP's network and our various events.

## 2. CCPPP Recommendations for Budget 2026-2027

### **Recommendation 1: Centralize knowledge, best practices and planning of large infrastructure projects to increase transparency, confidence and competition.**

Nova Scotia has made significant progress with **Build Nova Scotia** and **Link Nova Scotia**, which already provide strong foundations for modernized procurement and delivery. Ensuring continued collaboration and integration between these entities is critical to maximizing impact and market confidence.

Centralizing knowledge, developing best practices, and applying lessons learned will help industry better understand Nova Scotia's approach and foster a competitive, transparent market.

Specifically, the Government of Nova Scotia should:

- **Develop and publish a forward-looking infrastructure pipeline:** Provide visibility into upcoming projects, timelines, and procurement models to signal readiness and attract market interest.
- **Engage openly and regularly with industry:** Host structured engagement sessions, market soundings, and feedback loops, starting early in the planning stages, to build trust and improve procurement design.
- **Share best practices and lessons learned:** Disseminate insights from completed projects and inter-jurisdictional insights to strengthen industry understanding and confidence.
- **Demonstrate implementation of lessons learned:** Show how feedback and experience are shaping procurement models, governance, and delivery strategies to reinforce credibility.

The Council is keen to advise Nova Scotia on building out its project pipeline, with learnings and expertise acquired from similar approaches across Canada.

### **Recommendation 2: Support municipalities in applying innovative procurement.**

Many municipalities and Indigenous communities face budget pressures and operating shortfalls, and maintenance and capital budgets are often the first to be reduced, with operating budgets given priority. Delaying maintenance, repairs, and replacements exacerbates the issue of aging infrastructure and widens the infrastructure gap. The Council actively advocates for the federal government to provide further support for addressing this gap and enabling municipalities to explore alternative financing options and leveraging P3s. At the same time, the Council recommends Nova Scotia play a proactive role in supporting municipalities to adopt P3s and meaningfully address the infrastructure gap by:

- Creating funding agreements that **incentivize life cycle models**, including mid-life rehabilitation, and encouraging the consideration of alternative delivery models and private financing,
- Ensuring program design enables municipal governments to **adopt modern procurement models**,
- Promoting **P3 bundling** to build at-scale, streamline approvals, reduce costs and secure funding for ongoing operations and maintenance and transfer risk.
- Creating opportunities for municipalities to actively engage with the Council, while facilitating knowledge exchange and lessons learned from Build Nova Scotia and Link Nova Scotia to support the adoption of modern procurement models.

The Council welcomes the opportunity to continue working with the government and key municipal stakeholders to ensure funding programs take a long-term perspective and information is easily accessible on modern procurement models.

**Recommendation 3: Promote openness to assessing P3 suitability for new asset classes and exploring bundling of smaller projects.**

P3s have a proven track record of delivering a range of assets, embracing innovative approaches and tailoring delivery models to fit jurisdictional preferences. There is a significant opportunity for Nova Scotia to enlist P3s to build infrastructure across asset classes. This includes housing-enabling infrastructure such as water and wastewater, social housing, energy projects and public transit, as well as provincial assets, such as schools and courthouses.

Ensuring openness to emerging P3 opportunities entails revisiting criteria in procurement processes to facilitate P3 entry into the market, including opportunities to bundle projects with other, smaller projects. Where a project has a relatively low capital cost, consideration should be given to bundling the project together with other assets. Without bundling, it can be hard to incentivize the private sector on smaller projects and hard for public owners to find innovative ways to advance these projects.

Signalling a commitment to open new asset classes to P3s and modernizing the procurement process can further P3 industry involvement in Nova Scotia's ambitious building plans.

**Recommendation 4: Deepen Nova Scotia's P3 capacity by engaging with Canadian infrastructure leaders through CPPP's network and our various events.**



Nova Scotia can strengthen its internal P3 capacity and build P3 expertise by regularly engaging with the Council and our members. This collaboration would provide access to case studies, expert insights, and national best practices for structuring the effective delivery of complex infrastructure projects. Engagement opportunities include:

- Participation in Canada's Infrastructure Conference, the *only* conference that brings all facets of Canada's infrastructure industry together at one time to discuss the latest trends, explore hot button issues and share solutions with [up to a thousand decision-makers and experts](#) from across North America and around the globe.
- Participation in the Council's Government Networking group that provides opportunities to collaborate and deepen relationships with other public sector stakeholders.
- Participation in CCPPP's events, including in Nova Scotia, to build relationships and exchange information on regional infrastructure needs.
- Encouraging participation among Nova Scotia municipalities in the CCPPP Municipal Engagement Advisory Group (MEAG), which raises awareness of P3s to support municipal infrastructure development, asset management and the development of a robust project pipeline. MEAG members represent municipalities and private sector experts actively engaged in the development and delivery of municipal infrastructure, such as public transit, water and wastewater treatment, roads and bridges.

### 3. Conclusion

On behalf of the Council and its Board of Directors, thank you in advance for consideration of these recommendations. The Council appreciates the Government of Nova Scotia's commitment to public-private partnerships and your national leadership in innovative infrastructure delivery.

If you have any questions or would like to explore these recommendations further, Council staff and its members are available at your convenience.

Sincerely,

A handwritten signature in black ink that reads 'Lisa Mitchell'. The signature is fluid and cursive, with the first name 'Lisa' and last name 'Mitchell' clearly distinguishable.

Lisa Mitchell  
President and CEO

The Canadian Council for Public-Private Partnerships (CCPPP)