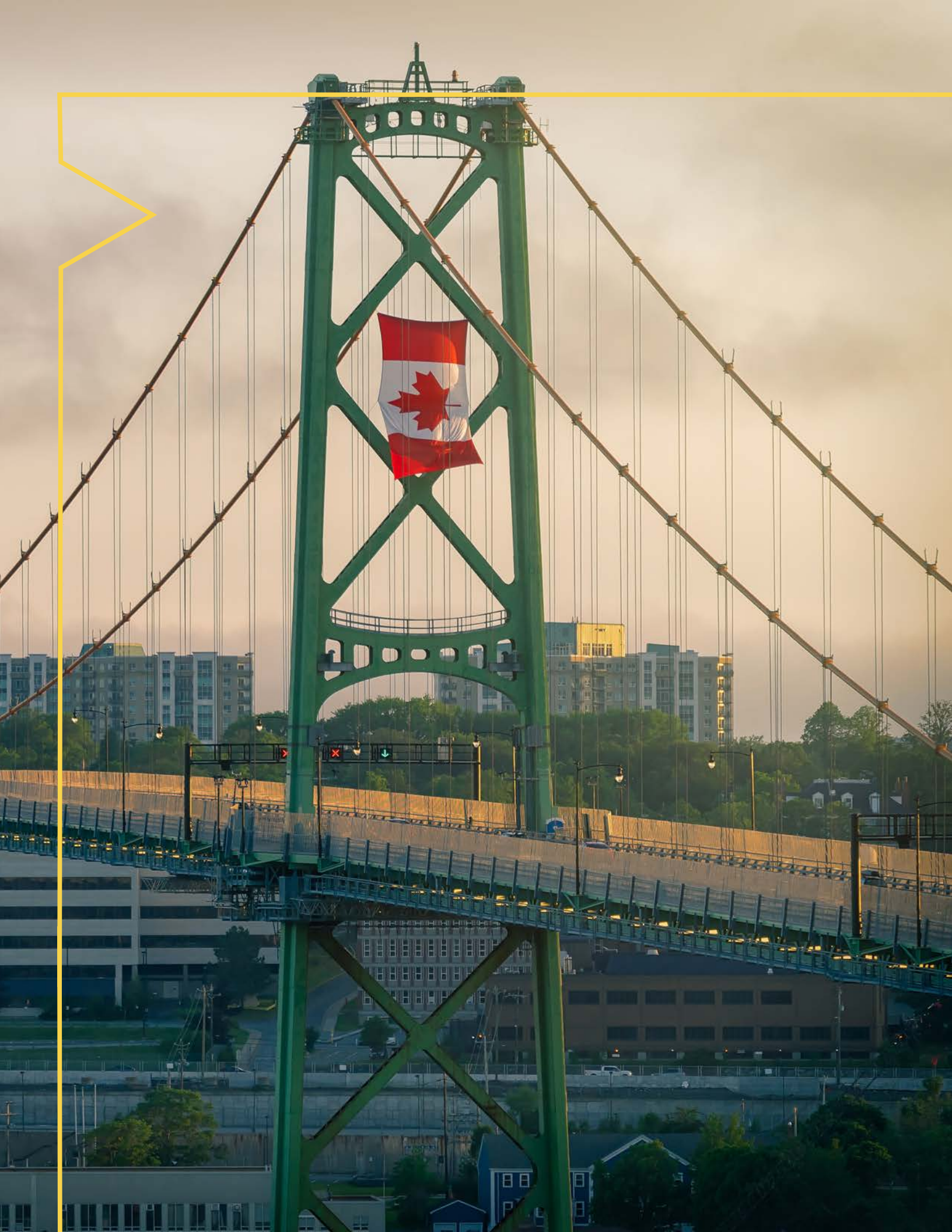


Nova Scotia, Canada

A Trusted Location for the Defence,
Security and Resilience Bank





Executive Summary

As the Defence, Security & Resilience Bank (DSRB) Development Group considers the location of its headquarters, I want to express Nova Scotia's profound interest in this opportunity should it come to Canada.

As Canada's leader in defence, Nova Scotia has an established, robust defence ecosystem and is the place where enlisted expertise seamlessly blends in with the broader community and this mutual respect and natural relationships are invaluable to decision making.

This generations-long bond between defence personnel and community has created the culture that has led to well-established maritime and defence industries, secure defence infrastructure and unique defence innovation hubs. Nova Scotia, as a thriving innovation ecosystem with more than 300 entrepreneurial science and technology start-ups, is home to several major universities and research centres and the proud host of Canada's Atlantic naval fleet.

Nova Scotia's established military presence, integrated defence supply chain, and highly skilled, security-cleared workforce make our province exceptionally well suited to support an institution of the DSRB's importance. These strengths, combined with our cost-competitive operating environment, high quality of life, and strategic North Atlantic location, were central to NATO's decision to select Nova Scotia as the home of its Defence Innovation Accelerator HQ for the North Atlantic. That choice reflects confidence in our ability to deliver secure, reliable, and collaborative operations in service of allied priorities. By locating part of the Bank's operations in Nova Scotia, the DSRB would benefit from a trusted NATO-aligned jurisdiction that offers operational resilience, proven defence capability, and a stable platform for long-term growth.

With respect to financial services strengths, we will never be Toronto, but we are not a backwater either. We are home to five of Canada's top six banks, including Royal Bank of Canada, which continues to invest and find success here through its Halifax Innovation Hub. We also recognize that the key to success is a skilled workforce to meet the DSRB's unique needs. Nova Scotia has a proven track record of executing specialized workforce development plans by recruiting and training talent to meet employer needs. The financial services sector in our province has found success in recruiting and retaining the skilled workforce they need.

Furthermore, our geographic location makes Nova Scotia the central connecting hub between the Americas and Europe. The EXA Express transatlantic subsea fibre cable provides Nova Scotia with Canada's only direct express digital link to Europe. It provides the secure, fast and reliable connectivity required to support critical transactions among NATO allies on both sides of the Atlantic Ocean. Nova Scotia is the ideal, strategic location for the DSRB.

As a proven leader in defence and financial services, there is no better choice for the operations of a financial institution with this focus. The groundwork is here. Nova Scotia is built for an opportunity such as this and ready to lead. I appreciate you taking the time to review Nova Scotia's advantages, and I would welcome a meeting to further the discussion.

THE HONOURABLE TIM HOUSTON
Premier of Nova Scotia

Letters of Support

Halifax offers a unique and compelling environment to support the Defence, Security and Resilience Bank (DSRB). As Canada's Atlantic gateway and a long-standing centre for defence, security, and international collaboration, Halifax brings together trusted institutions, secure financial and technology operations, and deep connections to NATO and European partners. The city's role in national and allied defence has been established over generations and continues to expand as global security challenges increasingly demand coordinated, trusted, and resilient institutions.

In 2022, Halifax was selected as the North American home of Defence Innovation Accelerator for the North Atlantic (DIANA). This designation reflects Halifax's credibility as a secure, allied-facing location capable of supporting sensitive, mission-critical operations and international collaboration at scale. Halifax's broader defence ecosystem, anchored by all three branches of the Canadian Armed Forces, innovation hubs, and long-standing partnerships reinforces this role.

Halifax is home to a highly skilled workforce across finance, technology, cybersecurity, and defence-related disciplines, supported by a mature ecosystem of global firms, innovative startups, and leading academic and research institutions. The city has extensive experience delivering secure, regulated, and compliance-driven operations, making it well suited to support the DSRB's day-to-day operational and analytical functions while advancing its global mandate.

Within a Canadian framework where Toronto serves as the official headquarters, Halifax represents an ideal location for the DSRB's operational and support footprint. A complementary two-city model would leverage Toronto's financial leadership alongside Halifax's strengths in defence, security, and allied operations. Halifax offers a stable, trusted, and cost-effective environment that can support core functions, international engagement, and operational continuity.

Positioning an operational presence in Halifax would allow the DSRB to contribute meaningfully on the world stage, strengthening global security and resilience while accelerating investment, innovation, and collaboration across allied economies. Halifax has the credibility, capability, and strategic positioning to support the DSRB's success and stands ready to play a substantive role in helping build the institution.

This positions Canada as the natural choice for the DSRB.

ANDY FILLMORE

Mayor of Halifax

Nova Scotia is uniquely positioned to advance Canada's defence and security priorities, and Dalhousie University is proud to be a cornerstone in this effort. On behalf of Dalhousie University, I am pleased to express our strong support for Invest Nova Scotia and the Province of Nova Scotia in their bid to attract the Defence Security and Resilience Bank (DSRB) to our region.

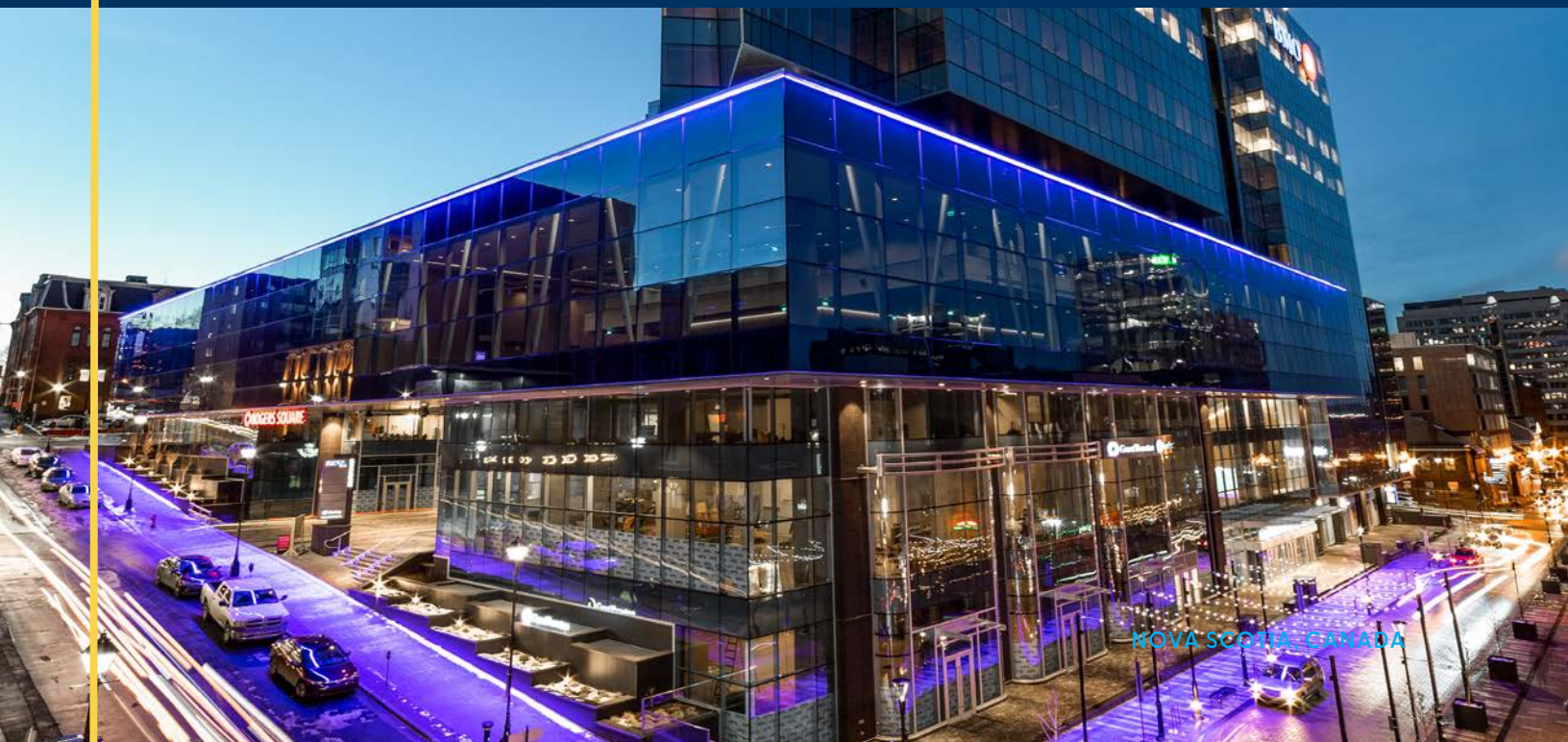
As a member of the U15 and Atlantic Canada's leading research-intensive university, Dalhousie has a long-standing commitment to advancing innovation in defence, cybersecurity, and resilience. Our faculty and research teams collaborate with industry and government partners on critical projects, including naval systems, secure communications, financial services and emerging technologies that strengthen Canada's defence capabilities. We also provide a robust talent pipeline, graduating hundreds of engineers, computer scientists, and finance professionals annually to meet the needs of financial institutions and the tech sector.

Locating the DSRB in Nova Scotia would leverage these assets and create unparalleled opportunities for collaboration. Dalhousie stands ready to co-develop research programs, training initiatives, and strategic partnerships that will ensure the DSRB's success and global leadership.

We strongly endorse Invest Nova Scotia's proposal and look forward to working with you to build a secure and resilient future for Canada.

GRAHAM GAGNON

Vice President Research & Innovation, Dalhousie University



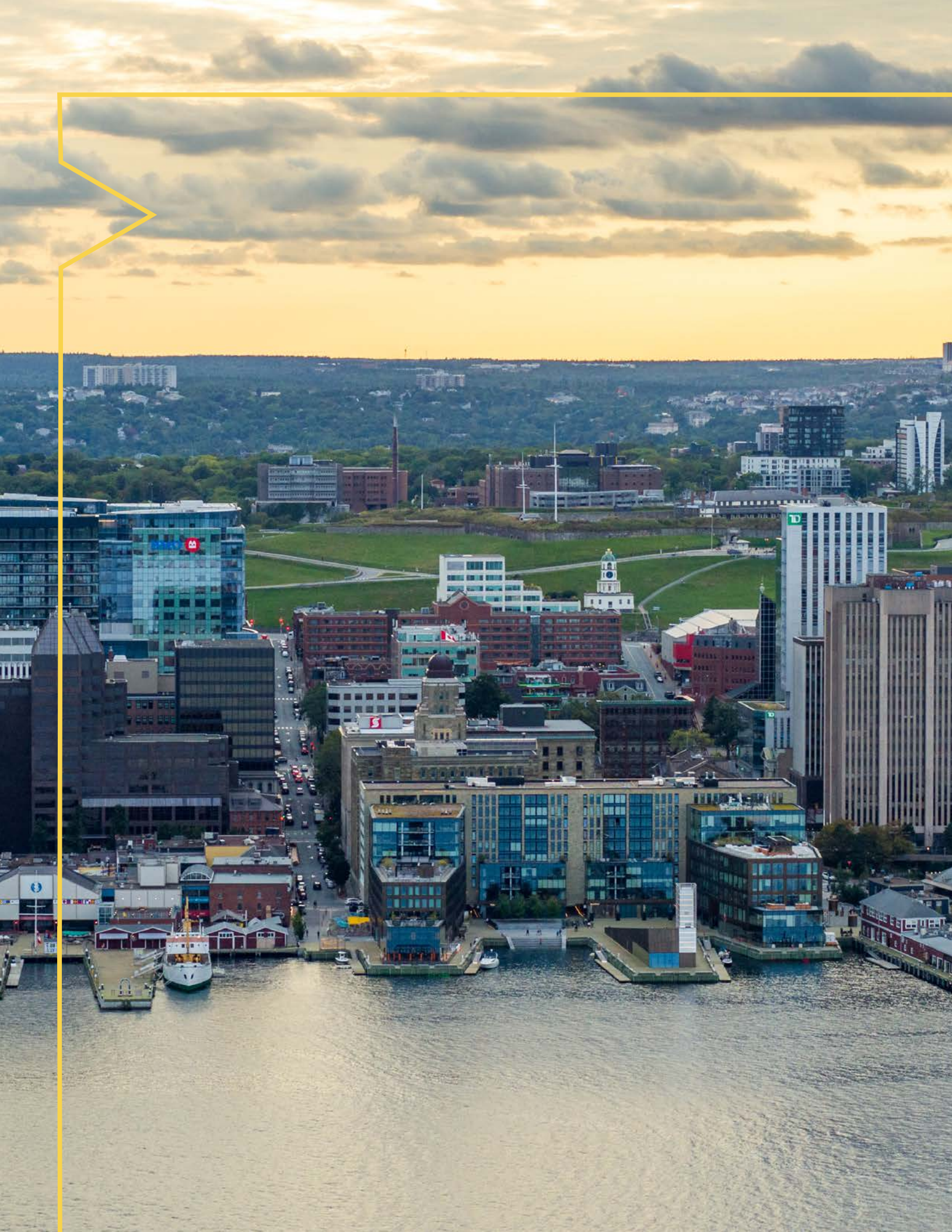




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Proposal on a Page

Nova Scotia Quick Facts

An established financial services ecosystem

- ▶ Nova Scotia is home to a range of international financial services firms, including accounting, banking, insurance, fintech and technology operations

A global defence ecosystem

- ▶ Canada's first maritime innovation centre, the Defence Innovation Secure Hub, is in Nova Scotia, to co-development classified maritime defence tech

Attractive costs and government support

- ▶ Halifax is ranked as one of the most cost competitive cities in North America in terms of labour costs, real estate, and total operating costs

Experienced skilled workforce

- ▶ Halifax has an established workforce including over 83,000 working in business occupations and over 19,000 directly for the financial services industry

Strategic location and connectivity

- ▶ Halifax's strategic location overlaps European and North American markets and is powered by the EXA transatlantic subsea cable

-
- ▶ The region has significant growth in the fund administration sector, with companies like MUFG, Citco, Opus, choosing Nova Scotia as a strategic location
 - ▶ Leading Canadian financial institutions, such as RBC, Scotiabank, CIBC, and TD, have major operational centres in Nova Scotia, further enhancing the province's reputation as a financial hub
-
- ▶ Canada's next fleet of combat vessels are being built in Halifax by Irving Shipbuilding under an \$84 billion contract, the largest in Canada's history
 - ▶ NATO chose Nova Scotia for the DIANA's regional office and accelerator at COVE
-
- ▶ Nova Scotia offers a suite of business development incentives to support the establishment and growth of operations, and the attraction and retention of a loyal, talented, and technically proficient workforce
 - ▶ Through Invest Nova Scotia, companies can benefit from payroll rebate programs, which provide a rebate of 5-10% of a company's gross payroll in Nova Scotia (subject to provincial approval)
-
- ▶ In just one year, Halifax created 6,500 new tech jobs and was ranked #2 by CBRE for Emerging Tech Markets across North America
 - ▶ Halifax has one of North America's highest concentrations of post-secondary institutions and an exceptionally well-educated workforce, 70% hold post-secondary credentials
-
- ▶ The region's modern infrastructure, an award-winning international airport with U.S. customs clearance, efficient transport links, and reliable digital connectivity, supports global business
 - ▶ Halifax is North America's closest air link to Europe, and closer to New York and Boston than to any major Canadian city

An Established Global Hub





Global Ecosystem

Nova Scotia is uniquely positioned to serve as the central operating base of the DSRB. The province has a proven record as a trusted hub for secure, scalable financial and technology operations, supported by resilient infrastructure, institutional maturity, and a workforce experienced in regulated and security-sensitive environments. For DSRB, Halifax offers an ideal setting for the majority of core functions, delivering operational efficiency, security, and long-term scalability without compromise.

Halifax hosts major banking, insurance, and financial services operations that serve both domestic and international markets, creating a critical mass that cannot be replicated elsewhere. These operations are defined by:

- Advanced capabilities in compliance, risk management, analytics, and governance
- Secure back-office and shared services delivery with high operational integrity
- Cybersecurity, data management, and enterprise technology expertise at scale
- A workforce experienced in highly regulated and security-sensitive environments

For the DSRB, Nova Scotia guarantees immediate operational readiness and the ability to scale long-term operations without compromising security, performance, or compliance.

Financial services companies expanding to Halifax immediately tap into a thriving, established ecosystem. In recent years, multinational companies from the U.S., Europe, Canada, and the Caribbean have expanded here, reinforcing Nova Scotia's competitive advantages. This has cultivated a deep, diverse talent pool across all experience levels, providing the DSRB with a skilled workforce to support growth, innovation, and operational excellence.

Nova Scotia is not just a strong option, it is the only jurisdiction that delivers the full spectrum of security, scale, talent, and connectivity that DSRB requires.

Did You Know?

Halifax was recently ranked
#2 by CBRE for Emerging Tech
Markets in North America.



Proven Capacity for Secure, Scalable Financial and Technology Operations

Nova Scotia has a long-standing track record of delivering secure, regulated, and scalable operations across financial services, banking, insurance, and advanced technology. Global financial institutions, including Canada’s big five banks, have chosen the province to host critical back-office, shared services, analytics, compliance, and technology functions, not as pilots, but as core, long-term operations.

For DSRB, Nova Scotia provides confidence that sensitive financial instruments, secure data, and mission-critical operations can be managed with precision, discretion, and resilience.

Table: Notable multinationals with operations in Nova Scotia

Banking	RBC, Scotiabank, TD, BMO, CIBC, Butterfield Bank
Insurance/Reinsurance	Manulife, TD Insurance, Axis Capital, Admiral Insurance, Economical Insurance, Medavie Blue Cross, Intact, BF&M Insurance
Fund Accounting	MUFG, Citco Fund Services, SS&C, Opus Fund Services, Maitland

Business Functions

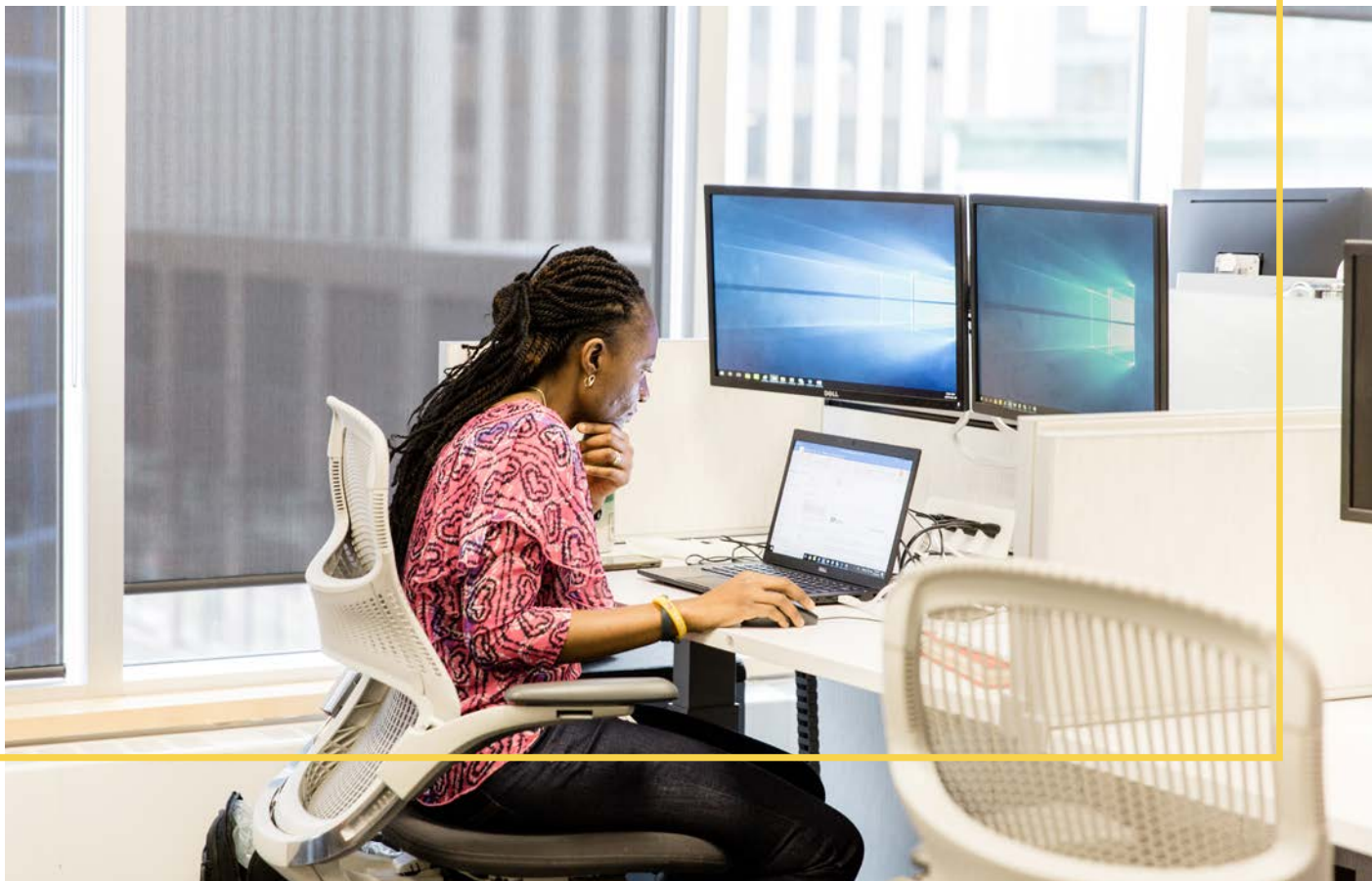
- ▶ Regional headquarters
- ▶ Mid-back office operations
- ▶ Technology and innovation
- ▶ Centres of excellence
- ▶ Global shared services

Technology Functions

- ▶ AI / Data / Machine Learning
- ▶ Financial Crimes / Fraud / AML
- ▶ Fintech
- ▶ Cyber Security
- ▶ Software Development
- ▶ IT Service Delivery

“We’ve exceeded expectations in Halifax in under two years, making Cognizant the largest IT services employer in Atlantic Canada, with a plan to grow to 2,000 associates. Our collaboration with local universities, such as Dalhousie, underscores our dedication to nurturing local talent combined with our global expertise. We are grateful for the province’s support – together we’re driving Nova Scotia’s ICT sector forward.”

**Jay MacIsaac, Canadian Head of Delivery Centres
Cognizant**

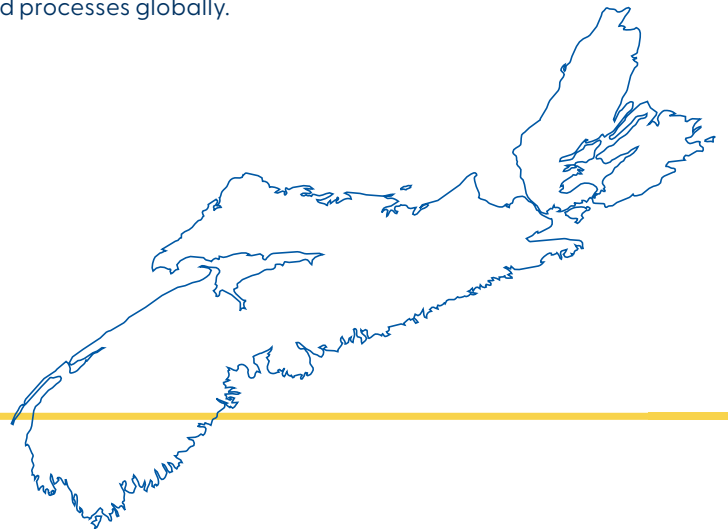


CASE
STUDY

RBC's Nova Scotia Innovation Hub

RBC, one of Canada's largest financial services employers, selected Halifax as the location for its Global Shared Services Centre. Initially aiming for 500 full-time employees, the centre exceeded expectations, reaching over 830 employees. In 2024, RBC announced a second expansion, committing to add 1,000 new technology and operations roles over the next six years. Due to the success in attracting top tech talent in Halifax, the centre was renamed RBC's Nova Scotia Innovation Hub.

The Innovation Hub is backed by governance and operating models that foster continuous improvement, cross-team collaboration, and scalable shared services. The centre employs a shared services operating model to maximize efficiencies across the enterprise and supports a 24/7 operational capability. The objectives for Halifax are to enhance the scalability of global operations, improve service quality via 'centres of excellence' and to implement/leverage standard processes globally.



“RBC’s Halifax Innovation Hub is a real success story, not just for our organization, but for the entire province. The innovation hub is helping position Nova Scotia as a centre of expertise in technology, banking and financial services and is helping drive our local and provincial economy. There are many great cities across Canada in which to do business, and I am thrilled RBC chose Halifax for this growth and expansion.”

**Chris Ronald, Regional President,
Atlantic Canada, RBC**



Decades of Tech Innovation, Ready for Your Growth

Nova Scotia's technology ecosystem supports secure, mission-critical operations through a proven mix of global firms, specialized innovators, and applied research excellence.

ICT AND SOFTWARE DEVELOPMENT

Global companies such as Ubisoft, IBM, NTT Data, and CGI have established strong operations in Nova Scotia, drawn by the region's skilled developers, competitive costs, and thriving innovation ecosystem.

FINANCIAL TECHNOLOGY

Anchored by RBC's Innovation Hub, Manulife, and Citco Fund Services, Nova Scotia's financial technology cluster is growing rapidly—offering expertise in digital banking, cybersecurity, and data management.

BATTERY TECHNOLOGY

From Novonix and Salient Energy to advanced battery research at Dalhousie University, Nova Scotia is at the forefront of clean technology and energy storage innovation. The province's commitment to sustainability makes it a natural home for climate-focused companies.

DEFENCE TECHNOLOGY

Supported by NATO DIANA, Bluedrop Training, and IMP Aerospace, Nova Scotia is building a reputation as a leader in cybersecurity, simulation, and defence innovation—strengthened by its strategic Atlantic location and trusted research partners.

CYBERSECURITY

Global cybersecurity firms such as IMP Solutions, BeyondTrust, and Lockheed Martin have established significant operations in Nova Scotia, attracted by the province's deep cybersecurity talent, competitive operating costs, and close ties to defence, research, and critical infrastructure.



Nova Scotia: Canada's Leader in Defence

Nova Scotia's leadership in naval defence, advanced shipbuilding, sonar and sensing, cybersecurity, and training and simulation makes it an ideal jurisdiction where DSRB can create its operational footprint with trusted partners nearby.

BY THE NUMBERS

- ▶ Canada's largest naval base is Canadian Forces Base Halifax (CFB Halifax) - home to Canada's Atlantic Fleet, including 18 ships and submarines, and Maritime Forces Atlantic Headquarters (MARLANT)
- ▶ Halifax's Irving Shipbuilding is building 15 River-Class Destroyers in Canada's largest-ever \$84 billion defence contract, with the first three ships worth \$22.2 billion
- ▶ Aerospace and defence firms in Nova Scotia generate close to CAD \$2.7 billion in income and employ 17,000+ people
- ▶ Nova Scotia has 10,245+ serving members and hosts the largest formation of the Canadian Navy
- ▶ NATO chose COVE in Dartmouth to host its DIANA headquarters and accelerator
- ▶ More than 80+ aerospace and defence companies call the province home
- ▶ Six of Canada's top defence companies are in Nova Scotia
- ▶ Three of the nation's four largest in-service support (ISS) prime contractors - IMP Aerospace & Defence, Babcock Canada and Lockheed Martin call Nova Scotia home
- ▶ Invest Nova Scotia has a dedicated venture capital team focused on supporting industry

Did You Know?

Canada's Minister of National Defence has launched the country's first Maritime Defence Innovation Secure Hub (DISH) under the new BOREALIS initiative in Dartmouth, Nova Scotia – bringing together industry, academia, naval operations, and federal partners to develop and test advanced defence technologies in areas like AI, quantum tech, autonomous systems, and maritime domain awareness.



Areas of Expertise

A NATO-ALIGNED HUB FOR DEFENCE INNOVATION

Nova Scotia is a recognized hub for defence innovation and strategic partnership with NATO, making it an exceptional location for organizations operating at the intersection of security, technology, and resilience. The region's longstanding role in supporting allied maritime and defence operations has evolved into a dynamic ecosystem where government, industry, and academic institutions collaborate on cutting-edge solutions for modern defence challenges. Nova Scotia's defence technology cluster includes advanced research in autonomous systems, maritime domain awareness, cybersecurity, and sensor technologies, areas of direct relevance to NATO's operational priorities. The decision by NATO to establish a key presence and innovation activities in Halifax further validates the province's strategic value, reinforcing Nova Scotia as a centre where allied defence innovation is not only developed but actively deployed.

UNDERWATER VEHICLES AND UNDERWATER SENSORS

Nova Scotia is a hub for underwater vehicle development and technologies in underwater acoustics, imaging and environmental sensor technologies. The region attracts top manufacturers and a growing ecosystem of supply chain companies developing advanced sensors, marine communications, and intelligent launch and recovery systems.

TRAINING AND SIMULATION

Nova Scotia hosts world-leading training and simulation companies. The province is equipped to support integrated training solutions including: training needs analysis, instructional design, content development, integrated learning environments and training simulation products.



Did you know?

Through DIANA, innovators recently sent a quantum-secure message from Copenhagen to Halifax.

Competitive Costs





Competitive Costs

When it comes to business expansion, cost is often a major factor. Give your company a financial boost by putting down roots in one of the best places in North America to invest.

COMPETITIVE LABOUR COSTS

Companies located here can offer a competitive salary for highly-skilled talent with access to supportive incentives.

INEXPENSIVE OFFICE SPACE

According to CB Richard Ellis (CBRE), the average rental rate for class-A office space in downtown Halifax is well below that of other major cities across North America, at just \$37.81/sq. ft. (Q3 2025).

VALUE BUSINESS COSTS

Halifax has significantly lower costs compared to major global cities. In fact, Halifax offers 6% savings over Montreal, 15% savings over Ottawa, 15% savings over Vancouver, and 18% savings over Toronto per year for a financial services operation with a fund administration focus.

“Halifax fits nicely into Citco’s long-term growth plans. We’ve assembled an excellent team and have developed strategic partnerships with academia, industry and government, making this province a win for Citco.”

**Scott Montreuil, Managing Director,
Citco Canada**



Incentives

The Nova Scotia Payroll Rebate Incentive

We understand a strategic expansion requires a solid, long-term business case. This is why we have the ability to offer a unique incentive to eligible companies considering scaling operations in our province.

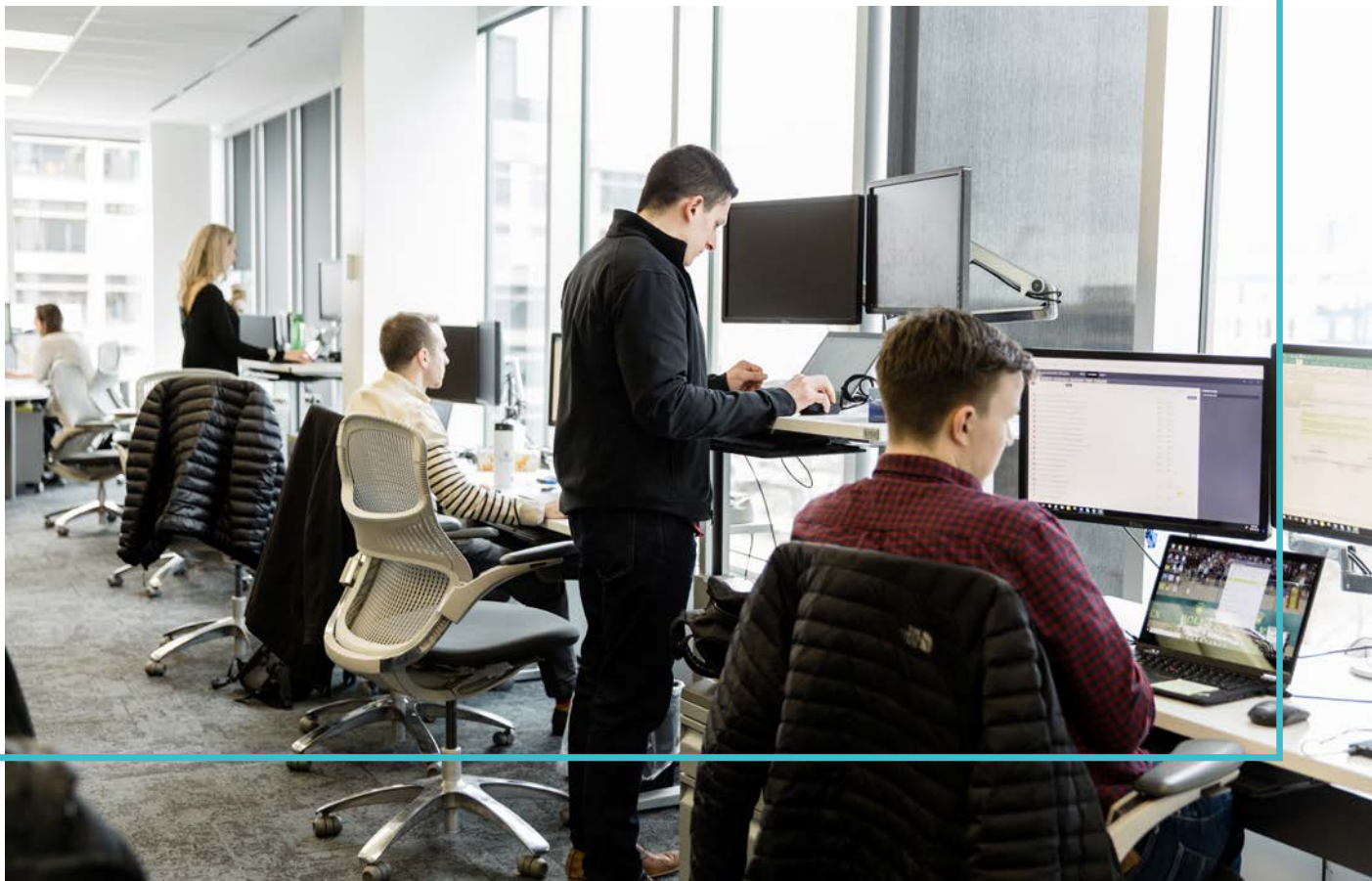
Invest Nova Scotia is the provincial administrator of Nova Scotia's payroll rebate incentive, a performance-based tool that provides a return to companies on their eligible payroll expenses in Nova Scotia. A payroll rebate is an earned incentive, paid out yearly after a company achieves predetermined targets.

The rebate is a return on a company's eligible gross payroll delivered in the form of an annual check from Invest Nova Scotia provided requirements are achieved. The range is typically between 5% and 10% of a company's gross payroll. There is an additional bonus rebate for hiring new graduates and attracting new residents to the Province. It is issued over a set number of years – usually five – and to a set amount. This means that for every dollar a company spends in salaries and benefits, Invest Nova Scotia rebates back a negotiated percentage.

The payroll rebate agreement includes performance targets that a company must achieve in order to receive the rebate, including: achieving a set minimum FTE for each year and achieving the agreed upon average salary.

“When our team looked at Nova Scotia as a potential site for our expansion into Canada, we were immediately impressed by the elements already in place to support a financial services company such as ourselves. Halifax presents surprising technological advantages. There are helpful government incentives paired with low operating costs, and perhaps most important, the availability of a talented workforce.”

Mark Atkinson, Regional COO
Opus Fund Services





A Talented Workforce



Canada's University Capital

Nova Scotia is home to a renowned cluster of universities and academic institutions that contribute to its reputation for academic excellence. With 10 universities and 14 community college campuses across the province, Nova Scotia consistently produces a steady stream of educated graduates in finance, business, technology, and other critical fields.

Institutions like Dalhousie University, Saint Mary's University, and the Nova Scotia Community College offer specialized programs tailored to the needs of the financial services industry. These programs ensure that graduates are well-equipped with both technical expertise and real-world experience, preparing them to contribute immediately to the workforce.

For DSRB, this academic ecosystem provides a direct pipeline to well-trained talent, offering access to a highly educated and motivated workforce.

 DALHOUSIE UNIVERSITY	<p>Established in 1818, Dalhousie University is known for its strong academic reputation and diverse research opportunities across a wide range of disciplines. It produces highly skilled graduates in fields critical to financial services, such as finance, computer science, and business administration, through its internationally recognized faculties.</p>
	<p>Nova Scotia Community College is known for its practical, career-focused education and strong industry and military connections, preparing graduates for success in the workforce. NSCC provides a reliable source of well-trained, practically experienced talent who are skilled in key operational areas such as accounting, financial technology, and business administration.</p>
 Saint Mary's University	<p>Established in 1802, Saint Mary's University (SMU) is a well-respected institution known for its focus on business and commerce, making it a key player in producing graduates for the financial services industry. SMU's Sobey School of Business is one of the leading business schools in Canada, offering undergraduate and graduate programs in accounting, finance, and business administration, all tailored to meet the evolving demands of the financial sector.</p>
 ACADIA UNIVERSITY	<p>Acadia is consistently ranked among the best undergraduate universities in Canada and is recognized for the quality of its education particularly in areas like finance, business, and economics. Acadia's F.C. Manning School of Business offers rigorous programs in accounting, finance, and business administration, which are designed to prepare graduates for careers in the financial services industry.</p>
 ST. FRANCIS XAVIER UNIVERSITY	<p>St. Francis Xavier University (StFX) is one of Canada's top-ranked undergraduate institutions, known for its strong programs in business and economics. The Gerald Schwartz School of Business at StFX offers comprehensive programs in accounting, finance, and business administration that are designed to prepare students for successful careers in the financial services industry.</p>



University and College Business-Related Programs

Nova Scotia offers access to a consistent pipeline of skilled graduates. The province attracts thousands of domestic and international students each year who choose to stay and build their careers. Nova Scotia provides an opportunity for you to engage with a diverse talent pool and collaborate directly with universities to ensure that graduates are equipped with the skills that align with your business needs.

Tables: Total enrollment at Nova Scotia universities in business, management, and public administration degrees.

Report Year	Total Enrollment
2017-2018	8,655
2018-2019	8,778
2019-2020	9,543
2020-2021	9,962
2021-2022	9,913
2022-2023	10,504
2023-2024	12,393

Source: Maritime Provinces Higher Education Commission

Year	Total Credentials
2015	2,326
2016	2,415
2017	2,421
2018	2,328
2019	2,357
2020	2,422
2021	2,405
2022	2,739
2023	3,079
2024	3,529

We Have The Talent You Need

Expand with confidence—Nova Scotia has the financial talent and expertise required for operational excellence.

WORKFORCE NUMBERS

19,955

Direct employment in the financial services sector

38,066

Employed in technology occupations

83,064

Business, finance and admin occupations

Table: Job growth by occupation group (2020–2024)

Description	2020 Jobs	2024 Jobs	Change	Change %
Financial auditors and accountants	4,638	4,993	+355	+14%
Accounting and related clerks	4,210	4,377	+166	+8%
Accounting technicians and bookkeepers	3,361	4,275	+913	+27%
Financial advisors	2,269	2,480	+211	+9%
Supervisors, finance, and insurance office workers	1,131	1,242	+111	+10%
Financial managers	1,094	1,486	+392	+36%
Financial and investment analysts	868	978	+110	+13%
Banking, credit, and other investment managers	820	1,102	+282	+34%
Banking, insurance, and other financial clerks	810	876	+66	+8%
Insurance, real estate, and financial brokerage managers	481	538	+51	+12%
Other financial officers	393	635	+242	+62%
	20,075	22,981	+ 2,906	+14%

Source: Lightcast

Did You Know?

More than 63,000 post-secondary students are enrolled annually at Nova Scotia's universities and colleges.



Experience Built In: Nova Scotia's Tech Talent

Deep technology expertise, delivered from Nova Scotia.

WORKFORCE NUMBERS

37%

2019-20 to 2023-24 growth in university tech enrollment

112%

2019 to 2023 growth in university tech graduates

37%

2020 to 2024 tech employment growth

Table: Tech university enrollment

Year	Enrollment
2019-2020	2,506
2020-2021	2,772
2021-2022	3,046
2022-2023	3,369
2023-2024	3,440

Table: Tech university graduates

Year	Graduates
2019	503
2020	652
2021	814
2022	770
2023	1,067

Source: Lightcast



Strategic Location





Nova Scotia: Canada's Direct Link to Europe

EXA EXPRESS

Nova Scotia's geographic position and digital infrastructure provide a major strategic advantage for the DSRB. The province is home to the EXA Express transatlantic subsea fibre cable, Canada's only direct, express digital link to Europe.

This unique infrastructure delivers secure, low-latency, and high-speed connectivity essential for supporting critical transactions among NATO allies across the Atlantic. Compared to other Canadian locations, Nova Scotia offers the fastest possible transaction speeds to Europe, lower connectivity and data transport costs, fewer points of failure, and greater control over critical infrastructure. Together, these factors make Nova Scotia the ideal jurisdiction for the DSRB, providing unparalleled operational reliability, security, and transatlantic reach.

AIR ACCESS

Nova Scotia has the closest major mainland airports to Europe; six hours to London, two hours to New York or Toronto, and three hours to Chicago. Nova Scotia is home to the only US preclearance facility in Atlantic Canada, and offers 24/7 Canada Customs services – plus NEXUS and CANPASS programs for frequent travellers.

Halifax Stanfield International Airport is rapidly becoming one of North America's most internationally connected airports – a major advantage for the DSRB's global operations. In recent years, multiple carriers have introduced or expanded non-stop service from Halifax to key markets across Europe and the United States, strengthening Nova Scotia's role as a transatlantic gateway

Did You Know?

Nova Scotia is within the Atlantic Time Zone, which is four hours behind London and four hours ahead of Los Angeles – a perfect split between the UK and US west coast workdays

L O N D O N

+ 4 H R S

N E W Y O R K

- 1 H R S

S A N F R A N C I S C O

- 4 H R S

Ocean Lifestyle



Living in Nova Scotia

Nova Scotia offers a quality of life that directly supports long-term workforce retention, an increasingly critical factor for institutions operating in secure, specialized environments. Employees can build lasting careers here without compromising lifestyle, balancing meaningful work with easy access to coastal living, vibrant urban culture, and year-round recreation. From beaches, trails, and golf courses to skiing, skating, and water sports, outdoor amenities are woven into daily life, while a strong arts and cultural scene provides energy throughout the year. With a moderate climate and a pace of life that supports well-being, Nova Scotia enables organizations like the DSRB to attract talent and, just as importantly, keep it.

BEST OVERALL LIVING CONDITIONS

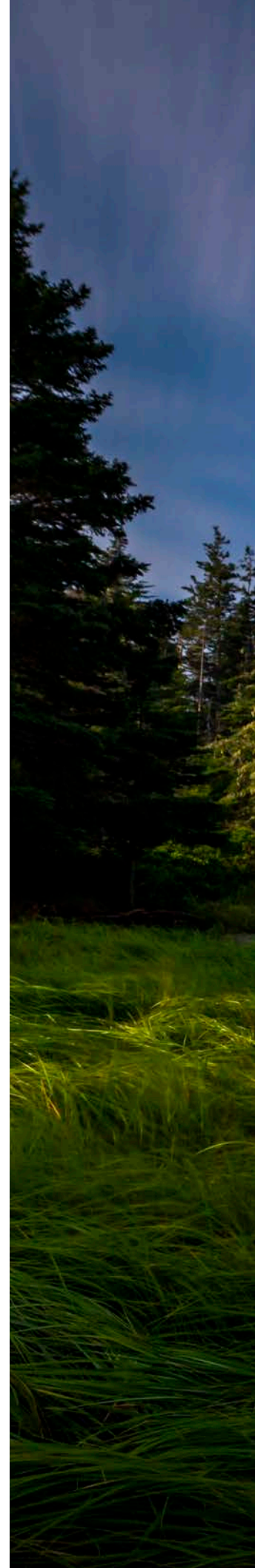
fDi Intelligence Americas Cities of the Future ranks Halifax, Nova Scotia in the Top 10 for Best Human Capital and Lifestyle (2021/2022).

CANADA'S OCEAN CITY

The commercial heart of Halifax is on the water and there is no shortage of beautiful beaches, scenic coastal villages like Peggy's Cove, and water sports like sailing, deep-sea fishing, and some of the best winter surfing in the world.

COST OF LIVING

In Nova Scotia, homeownership is within reach for almost every budget. According to the Canadian Real Estate Association (CREA), the average price of a home in the Halifax-Dartmouth region in 2024 was \$450,532 and the provincial average was much lower at \$435,701.





How to Get in Touch

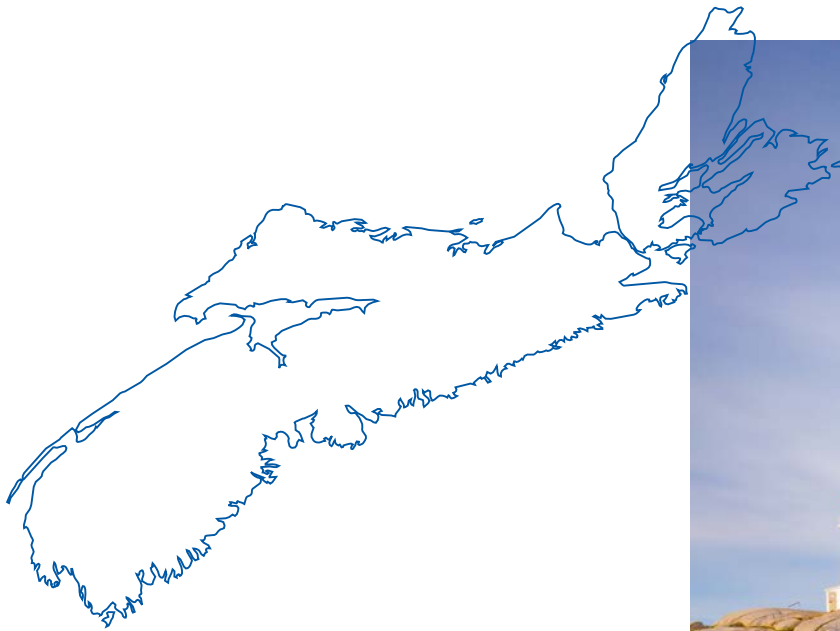
For more information about opportunities and expansion in Nova Scotia, contact:

Chris Morrissey

CEO

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Invest Nova Scotia is a Crown Corporation dedicated to attracting and facilitating business investment in the province of Nova Scotia, Canada.

The agency works to promote the region as a strategic location for businesses to expand or relocate, highlighting the advantages, benefits, and incentives available for companies setting up operations and growing their workforce in Nova Scotia.

Invest Nova Scotia can help businesses through investment attraction, export development, access to capital, business support services and incentives, and creating meaningful business connections to help companies thrive in Nova Scotia.



