

Contents

Accountability Statement	2
Message from the Minister and President	3
Financial Results – HCPI	4
Financial Results – NSLI.....	5
Financial Results – PMCP	7
Financial Results – Healthcare Infrastructure Projects	8
Measuring Our Performance	9
Goal: Environmental Analysis and Remediation	10
Goal: Provincial Commercial Parks Management / Land Management.....	11
Goal: Asset Inventory Management	12
Goal: Boat Harbour Remediation	13
Goal: Healthcare Infrastructure Projects Division.....	13
APPENDIX A	15

Accountability Statement

The Accountability Report of Nova Scotia Lands Inc. (NSLI) and Harbourside Commercial Park Inc. (HCPI) for the year ended March 31, 2020 is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the NSLI and HCPI Business Plan for the fiscal year just ended. The reporting of the NSLI and HCPI outcomes necessarily includes estimates, judgments, and opinions by NSLI management.

We acknowledge that this Accountability Report is the responsibility of NSLI management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the NSLI and HCPI 2019-2020 Business Plan.



The Honourable Lloyd P. Hines
Minister Transportation and Infrastructure Renewal



Paul LaFleche
Board Chair



Stephen MacIsaac
President and CEO

Message from the Minister and President

We are pleased to present Nova Scotia Lands Inc.'s Accountability Report for the 2019-2020 fiscal year. NS Lands (NSLI) was established in 2006 and incorporated in 2007. Since that time, it has grown into the "go to" agency for environmental clean-up, asset management, and environmental analysis and assessment in the province. Our primary role is to remediate sites for government, community, or commercial re-use. NSLI continues to expand its services to other departments and agencies to ensure our expertise is maximized throughout government. Priority remediation projects in 2019 included Boat Harbour, Harrietsfield, former Gold Mine Remediation Projects in Goldenville and Montague Mines and beginning assessments of abandoned gold mines, in partnership with the Department of Lands and Forestry.

In January 2019, a Director's Resolution was signed by NSLI's Board of Directors and a Healthcare Infrastructure Projects division was created. This division oversees the construction of both the QEII Redevelopment Project, and the Cape Breton Redevelopment Project, which is the largest infrastructure build in Nova Scotia history.

NSLI continues to oversee operations at Harbourside Commercial Park in Sydney, Port Mersey Commercial Park (PMCP) in Liverpool, and Trenton Commercial Park in Trenton. We intend to ensure best re-use of these former industrial sites.

We look forward to continuing to address remediation and site re-development needs throughout the Province. This report provides an overview of both NSLI's priorities and accomplishments.

Sincerely,



The Honourable Lloyd P. Hines
Minister, Transportation and Infrastructure Renewal



Stephen MacIsaac, RPF, P.Eng
President and CEO

Financial Results – HCPI

	2019-2020 Estimate	2019-2020 Actuals	2019-2020 Variance
	<i>(\$thousands)</i>		
Departmental Expenses:			
General Operating Expenses	888	809	(79)
Management Fee	175	175	0
Total: Departmental Expenses	1,063	984	(79)
Additional Information:			
Leases & Rent	200	190	(10)
Provincial Funding	510	510	0
Sale of Land	850	57	(793)
Other	12	154	142
Total: Revenue, Fees and Recoveries	1,572	911	(661)
TCA Purchase Requirements	50	29	21
Provincial Funded Staff (FTEs)	0	0	0
Departmental Expenses Variance Explanation:			
Environmental monitoring expense recovery not budgeted			
Amortization, property taxes and administrative expenses lower than budgeted			
Revenue, Fees and Recoveries Variance Explanation:			
Sale of Land - Partial write-down of PMCP assets			
Other - Interest from GIC investments, recoveries from PMCP miscellaneous sales and property tax not budgeted.			
TCA Purchase Requirements Variance Explanation:			
Vehicle cost less than budgeted			

Financial Results – NSLI

	2019-2020 Estimate	2019-2020 Actuals	2019-2020 Variance
	<i>(\$thousands)</i>		
Departmental Expenses:			
Payroll	1,394	1,238	(156)
General and Administration	795	336	(459)
Sysco LTMM	3,769	432	(3,337)
OH Park and CO LTMM	840	574	(266)
Boat Harbour	6,969	9,209	2,240
Pictou Wharf	2	12	10
Montague & Goldenville Remediation Projects	350	387	37
Future Building/School Demolition Project	250	0	(250)
Marine Vessel Program	140	29	(111)
Trenton Operating & Demolition	1,131	891	(240)
Harrietsfield Project	4,000	951	(3,049)
Dams Project	54	85	31
Tidal Energy	0	8	8
Slag	0	34	34
Abandoned Mine Evaluation Program	100	0	(100)
Well Capping Springhill	400	0	(400)
Victoria Beach Fish Plant Demolition	0	75	75
Harbour Bottom Divestiture	0	50	50
Total: Departmental Expenses	20,194	14,311	(5,883)
Additional Information:			
Management Fee - HCPI	175	175	0
Pictou Wharf	0	9	9
OHP LTMM & Admin Fee	1,168	902	(266)
Boat Harbour & Admin Fee	7,407	9,647	2,240
Sysco LTMM & Admin Fee	4,207	870	(3,337)
Mines Project & Admin Fee	430	466	36
Admin Fee – Port Mersey	219	219	0
Future Building/School Demolition & Fee	300	0	(300)
Marine Vessel Program & Admin Fee	170	25	(145)
Trenton Operating & Demolition	1,364	1,071	(293)
Harrietsfield Project	4,115	996	(3,119)
Abandoned Mine Evaluation Program	110	0	(110)
Springhill Well Capping	496	0	(496)

	2019-2020 Estimate	2019-2020 Actuals	2019-2020 Variance
Dams Project	72	145	73
Tidal Energy	0	9	9
Victoria Beach Demolition Project	0	123	123
Harbour Bottom Divestiture	0	50	50
Miscellaneous Income	100	116	16
Slag	0	37	37
Total: Revenue, Fees and Recoveries	20,333	14,860	(5,473)
TCA Purchase Requirements	0	0	0
Provincial Funded Staff (FTEs)	0	0	0
<u>Departmental Expenses Variance Explanation:</u>			
Payroll – Additional payroll allocated to projects including Port Mersey.			
General and Administration – Legal fees, consulting, and repairs and maintenance lower than budget. Significant amount allocated to projects.			
Sysco LTMM – Tank Farm and Dam repair projects didn't proceed.			
OH Park and CO LTMM – Less sampling during year, water treatment plant did not require media change out and park improvements deferred.			
Boat Harbour – Expedited design work by general services consultant and professional services related to determination of sludge thickness.			
Harrietsfield project – Began later than expected.			
Several projects didn't materialize while unexpected projects did happen.			
Slag – Cost of slag sales not budgeted.			
<u>Revenue, Fees and Recoveries Variance Explanation:</u>			
OHP LTMM & Admin Fee, Boat Harbour & Admin Fee, DNR Mines, and Sysco LTMM & Admin Fee, Trenton and Harrietsfield – Revenue variances directly related to variances in expenses, as noted above.			
As noted in the expenses explanation, several projects didn't materialize while unexpected projects did happen.			
Slag – Unexpected sales of slag.			

Financial Results – PMCP

	2019-2020 Estimate	2019-2020 Actuals	2019-2020 Variance
	<i>(\$thousands)</i>		
Departmental Expenses:			
Payroll	705	913	208
General and Administration	942	747	(195)
Site Reconstruction	40	70	30
Provincial Economic Development Initiatives	1,259	992	(267)
Admin Fee to NSLI	219	219	0
Total: Departmental Expenses	3,165	2,941	(224)
Additional Information:			
Miscellaneous Recoveries	110	130	20
Leases	94	80	(14)
Wharf Usage	48	80	32
Equipment Rentals	10	2	(8)
Econ. Dev. PNS Recovery	1,259	1,250	0
PNS Grant	1,000	1,000	0
Total: Revenue, Fees and Recoveries	2,521	2,551	30
TCA Purchase Requirements	0	0	0
Provincial Funded Staff (FTEs)	0	0	0
<u>Departmental Expenses Variance Explanation:</u>			
Payroll – Executive involvement in operation increased during year. Significant involvement required to manage relationship with major tenant.			
General and Administrative – Less land use planning, property tax lower and less vehicle expense.			
Provincial economic development initiatives – Significantly less wharf maintenance expense.			
Site Reconstruction – Unexpected electrical design cost and Markland water expenses.			
<u>Revenue, Fees and Recoveries Variance Explanation:</u>			
Miscellaneous Recoveries – Capital lease power expense higher than budgeted, recovered.			
Equipment Rentals – Less requests from tenants and agreement to support one tenant at no cost.			

Financial Results – Healthcare Infrastructure Projects

	2019-2020 Estimate	2019-2020 Actuals	2019-2020 Variance
	<i>(\$thousands)</i>		
REVENUES			
Provincial Funding	7,400	9,296	1,896
TOTAL REVENUE:	7,400	9,296	1,896
EXPENSES			
Salaries and Benefits	6,507	5,732	(775)
General Operating Expenses	893	3,564	2,671
TOTAL EXPENSES	7,400	9,296	1,896
NET INCOME (LOSS)	0	0	0
Revenue Variance Explanation:			
Increase is reflective of the grant to offset expenditures.			
Expenses Variance Explanation:			
Savings in salaries and benefits relate to the timing of positions filled.			
Majority of increase relates to QEII New Generation DBFM Project Operating (2.150M) expenditures.			

Measuring Our Performance

In 2007, Nova Scotia Lands Inc. was incorporated as a Crown corporation in the Province. Its principal role was to continue with remediation activities at the former Sydney Steel Corporation (SYSCO) site and put in place the necessary infrastructure for redevelopment of the site into a viable commercial park facility. Since that time NS Lands Inc. has taken on the responsibility of several properties across the province. They are:

- Harbourside Commercial Park
- Trenton Commercial Park
- Port Mersey Commercial Park
- Pictou Wharf

Additionally, a Healthcare Infrastructure Projects Division was created in 2019, with the primary goal to oversee the construction of both the QEII Redevelopment Project and the Cape Breton Redevelopment Project. We are pleased to be able to report that these projects are well underway and will provide examples of the work to date in this report.

Vision

Nova Scotia Lands Inc. is a Crown corporation responsible for environmental clean-up of government owned sites, brownfield redevelopment and infrastructure management.

Mission

To ensure proper remediation and best use of provincial land assets.

Core Values

- To be transparent and accountable
- To capitalize on human and built strengths and recognize a competent and capable workforce
- To ensure a safe working environment

Goals / Objectives

Core Programs:

1. Environmental Analysis and Remediation
2. Parks and Land Management
3. Asset Inventory Management (Information only)
4. Boat Harbour (considered separate from #1 due to the magnitude of the project and special legislation).
5. Healthcare Infrastructure Projects Division

The accountability report intends to update the reader on progress made under the above listed core programs.

Goal: Environmental Analysis and Remediation

A. Long Term Monitoring and Maintenance of Former Sydney Steel Property

Nova Scotia Lands Inc. (NSLI) was incorporated in 2007 to finalize the decommissioning of the Sydney Steel (SYSCO) plant, redevelop the 180-hectare (445 acre) site, assist in the remediation of the Sydney Tar Ponds and provide the Province with technical support in the remediation of other provincially owned contaminated lands. No further environmental site assessments are needed, however ongoing monitoring is required.

The majority of SYSCO properties have experienced some form of remediation and, accordingly, transferred to Harbourside Commercial Park for development and /or sale.

B. Long Term Monitoring and Maintenance of Former Tar Ponds and Coke Ovens Site

The LTMM for the former Tar Ponds area now known as Open Hearth Park and Harbourside East (former Coke Ovens site) is being implemented. On these sites, NSLI continues to undertake the required monitoring, and results of this have been found acceptable by Nova Scotia Environment. Open Hearth Park continues to see heavy usage by the community during the reporting period with such events as: school events, charitable activities by nonprofit groups and a multitude of sports activities.

NSLI has now completed the sixth year of a 25 year long-term maintenance and monitoring program approved through the Federal/Provincial partnership.

C. Project Management

NS Lands provides project management services on various provincial and provincial / federal remediation initiatives. Staff skill sets cover a diverse level of knowledge and experience. They have handled large multi-million dollar contracts, work with the public and media, provide unparalleled expertise in diverse environmental fields, provide hands-on trade skills in asbestos assessment and management, carpentry and electrical fields and even provide experienced drone operators. NSLI staff expertise is recognized provincially, regionally and nationally, with some projects routinely highlighted in major conferences, trade journals and through representation on environmental boards of national associations.

Project Management Services include:

- Remediation of former gold mine sites – NSLI were engaged in 2017 by NSDNR (now NS Lands and Forestry) to assess two of the former gold mine sites: Montague Mines in the Halifax Regional Municipality and Goldenville in Guysborough, Nova Scotia. In 2018, NSLI engaged a consulting group, led by Intrinsik, to assess the Crown lands associated with the former mine tailings from an environmental perspective.

- Initial closure plan for the remediation of mine tailings on Crown lands in Montague and Goldenville is complete. Refining information and filling data gaps to proceed to detailed design in winter 2020.
- Completed gathering all pertinent information and built a database for the assessment of 69 abandoned mine site for Nova Scotia. From that, developed an assessment matrix to develop a priority list for government.
- Removal of abandoned vessels within the Province – NSLI are assessing over 25 vessels, identified by a provincial committee for abandoned boats, to secure funding under the newly formed Transport Canada Abandoned Boats Program.
 - Nearing completion of the assessment phase of the abandoned boats program for Nova Scotia.
- Facility demolition – NSLI offers oversight services, both internally and to external departments, for project management and construction oversight on various demolition projects across the Province. Demolition of several provincial abandoned buildings in Trenton Commercial Park was completed on time and on budget.
- Former industrial site remediation – NSLI provides remedial expertise to both internal groups and external departments specific to brownfield site remediation. In 2018, one of these sites, the former RDM site in Harrietsfield, was assessed for environmental impact and remedial design by NSLI and their consultants, who have developed a remedial action plan for the site.
- Completed preliminary assessment and design of remedial alternative for the former RDM site in Harrietsfield. Construction to begin in late fall 2020
- Dam Risk Assessments – NSLI has been facilitating a multi-departmental effort to conduct risk assessments on provincially owned dams. A report was compiled this year making recommendations on dam operations, maintenance and governance.

Goal: Provincial Commercial Parks Management / Land Management

A: Harbourside Commercial Park

Harbourside Commercial Park Inc. (HCPI) was established in August 2006 to manage commercial development of remediated areas of the former Sydney Steel (SYSCO) plant site. All assets of Sydney Utilities Ltd. have been transferred to HCPI. HCPI is responsible for the control of the two water utilities (Sydney River and Grand Lake Water Systems) that have been part of the SYSCO infrastructure and a substantial water supply for the regional municipality and industrial activities at the former SYSCO site. Staff continue to market and sell properties in the park.

Completed sale of property in Harbourside Commercial Park for Horizon Achievement Centre; construction to begin in 2020-21.

B: Port Mersey Commercial Park

In 2012, the Province acquired the former Bowater site with the intention to own, manage and maintain services, sales and leases. NS Lands staff currently promote, negotiate, lease and sell property and building space on site.

A Phase 2 environmental assessment has been completed at Port Mersey Commercial Park with no significant issues identified.

There was a significant disruption of water service at Port Mersey due to leaks in the underground infrastructure. This was remedied by a short-term fix, and planning is underway for a longer-term solution.

C: Trenton Commercial Park

In 2018-19, NSLI acquired the former DSME site in Trenton, now named Trenton Commercial Park (TCP). Since acquisition, NSLI has been focused on making TCP investment ready for the private sector, with a view to once again making the site a lasting contributor to economic growth to the local area and the Province.

Demolition program at Trenton Commercial Park has been completed with removal of A and B shops, offices and maintenance shop.

Office area of former distribution building at Trenton renovated and now houses NS Lands staff.

D: Pictou Wharf

Pictou Wharf was built by the Province in 1988 to assist local Pictou County marine industries and is owned by Nova Scotia Lands Inc. This is a common user wharf facility consisting of approximately 300 feet of berthing face and a dredged depth of +/- 28 feet. Since 2001, the wharf and 6.5 acre backup land facility are currently under a lease arrangement.

Goal: Asset Inventory Management

The Nova Scotia government has a large holding of property throughout the province. This inventory of property is currently captured on a provincial database housed by GeoNova under Property Online. Efforts are underway to create a "value added table" of editable information including – ownership, property status, current / future use, and any additional relevant comments about the property. The intention is to create a real time inventory of available and surplus property that could assist senior government staff and Cabinet with decision making.

Goal: Boat Harbour Remediation

The *Boat Harbour Act* received Royal Assent in May, 2015, and set January 31, 2020 as the date for stopping effluent from the Northern Pulp Mill from going into the Boat Harbour Effluent Treatment Facility. The Boat Harbour Effluent Treatment Facility is situated in Pictou County and has received effluent from industry since 1967, which has cumulatively contaminated the sediments in the facility, as well as in some of the wetlands adjacent to the facility. The intent is to return Boat Harbour to a tidal estuary.

Considerable progress has been made to date, and the momentum to continue remediation planning through broad engagement with public sector stakeholders and regulators, consulting engineers, academic advisors, as well, community engagement with the Pictou Landing First Nation is critical.

During the current year, all pulp mill effluent stopped flowing into Boat Harbour, as planned. Further studies to characterize the site and archaeological assessment work are planned. An industry briefing will be conducted to inform potential proponents and interested stakeholders on project status and plans.

The project is subject to the Canadian Environmental Assessment Agency review. This process is currently underway.

Goal: Healthcare Infrastructure Projects Division

NS Lands has created a Healthcare Infrastructure Projects Division to be responsible for the largest infrastructure build in Nova Scotia history. This team will oversee the construction of both the QEII Redevelopment Project and the Cape Breton Redevelopment Project. This division continues to recruit senior staff.

A: QEII Redevelopment Project

- Successfully completed redesign of the project site to accommodate central utility plant and one parkade on the Halifax Infirmary site.
- Bayers Lake Project is on track to reach technical submission, with financial submission to follow.
- Chemotherapy preparation lab has reached substantial performance, and the team is working on cleaning up deficiencies, which is expected to extend into the fall of 2020.
- The Dartmouth General renovation and expansion was completed and opened on December 9, 2019.

B: Cape Breton Redevelopment Project

- Cape Breton Redevelopment Project master planning work is complete.
- Construction of site work at Cape Breton Regional Hospital is underway.

- Recruitment underway for Senior staff. The following senior staff positions have been filled:
 - Senior Director Infrastructure
 - Director Infrastructure
 - Senior Director Clinical
 - Director Clinical (2 positions)

APPENDIX A

Annual Report under Section 18 of the *Public Interest Disclosure of Wrongdoing Act*

The following is a summary of disclosures received by Nova Scotia Lands

Information Required under Section 18 of the Act	Fiscal Year 2019/2020
The number of disclosures received	0
The number of findings of wrongdoing	0
Details of each wrongdoing	n/a
Recommendations and actions taken on each wrongdoing	n/a