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## Message from the Minister and President

We are very pleased to present the 2019-2020 business plan for Nova Scotia Lands Inc. (NSLI) and Harbourside Commercial Park Inc. (HCPI)

Since its establishment in 2006, NSLI has managed major environmental remediation and site management projects. Once remediated and suitable for commercial development, NSLI turns these lands over to HCPI for sale and lease to the private sector.

In Sydney, staff at Harbourside Commercial Park continue long term monitoring and maintenance of the cleaned up and remediated Sydney tar ponds and coke ovens sites. There remains additional clean up efforts for the slag pile area, which is currently underway with a buyer in place for this 75 + acre parcel, once remediation is completed. As well, additional remediation efforts are required on the coke oven site, which is currently being monitored.

In fiscal 2018, NS Lands was charged with taking over management and responsibility for the former DSME Trenton facility. This facility consists of 106 acres and several buildings. Current efforts in fiscal 2019-2020 will focus on demolition of outdated assets, as well as active marketing of the site to prospective business and government interests for both development and job creation opportunities for the Pictou county area.

Transformation of once-contaminated sites has been remarkable. Today, Port Mersey Commercial Park is home to several businesses. Harbourside is home to 25 businesses and approximately 275 jobs. Interest continues in properties in Sydney, Liverpool and Trenton.

NSLI is using the experienced gained in Sydney to lead the Province's remediation efforts at Boat Harbour, on behalf of Transportation and Infrastructure Renewal. A general services contractor has been hired to conduct bench and pilot scale tests to determine the best methods of clean up. These activities will continue to happen in this fiscal year, along with environmental assessments of the property. The team continues to work closely with Pictou Landing First Nation. It is anticipated the tender will be called for this major environmental clean up during fiscal year 2019-2020.

The division is also working on several other environmental remediation projects for other departments which include Phase 2 assessment for Montague and Goldenville Gold Mines (Lands and Forestry), Phase 2 assessment for Harrietsfield Landfill (NSE), Marine Vessel Salvage Program (Lands and Forestry). The division is also working with government departments for the provincial dam inventory project and coordinating with Develop Nova Scotia on the Province's land asset management program. This year, we will be reaching out to other government departments to determine what level or remediation service they may need from NS Lands.

There is no separate business plan for Sydney Steel Corporation, as its activities have been wound down for some time. The long term monitoring and maintenance expenses are listed under NSLI's budget.

NS Lands has created, through special board resolution, a Health Infrastructure division, 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 is currently recruiting senior staff.

We look forward to a productive year!



Lloyd P. Hines  
Minister, Transportation and Infrastructure Renewal



Stephen MacIsaac, RPF, P.Eng  
President, Nova Scotia Lands Inc.



## Background

Nova Scotia Lands Inc. is a Crown corporation owned by the Province of Nova Scotia. It was incorporated in 2007, with its principal role originally to continue the 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. Its role was focused on Sydney Steel, but its mandate was broadly scoped to allow NSLI to expand to include other provincial interests. SYSCO is a separate Crown corporation that retains the services of NS Lands to manage the remediation and redevelopment of SYSCO lands. Other entities that exist to support NSLI activity are Harbourside Commercial Park and Sydney Utilities. Port Mersey Commercial Park is a registered business name for the former Bowater site in Liverpool – also managed by NS Lands. All entities are governed by the same board of directors and staff fall under the payroll of NSLI.

Today, NSLI is responsible to manage several properties throughout the Province including industrial sites in Trenton, Liverpool, Sydney and Pictou and several remediation projects on provincially owned sites. As industries fall in to a state of decline in the Province, departments look to NSLI to provide expertise in the fields of demolition, remediation and redevelopment. The Province also looks to NS Lands to manage significant remediation efforts, including the return of Boat Harbour to a tidal estuary.

Since 2007, the organization has built capacity and a specialty in environmental remediation, brownfield redevelopment, monitoring and maintenance and overall land management. The Province is looking to NSLI to work closely with provincial partners to provide this service moving forward.

On October 3, 2018, Governor in Council approved the development and building of a project team to deliver the QEII Redevelopment and Cape Breton Health facility developments, at a value of up to \$6 million per year for the next five fiscal years. The project, in its entirety, is the largest infrastructure project in the history of Nova Scotia. The team will become a new division of Nova Scotia Lands Inc (OIC 18-269). On January 3, 2019, a Directors' Resolution was signed by the Board of Directors of Nova Scotia Lands Inc., to create the Healthcare Infrastructure Project division. The resolution also created the position of Executive Project Director.

The board consists of representation from senior government officials with the Deputy Minister of Transportation and Infrastructure Renewal (TIR) as the Chair.

This document will break down activities based on two divisions: NS Lands – Original Mandate, and NS Lands – Health Infrastructure.

## NS Lands – Original Mandate

### Organizational Strengths and Opportunities

Nova Scotia Lands has created a core mandate based on the following strengths:

1. Sound Knowledge in Environmental Remediation and Brownfield Redevelopment
  - Project scoping
  - Project management
  - Contract management
  - Environmental Assessment
  - Engineering
  - Economic Development
  - Managing consultants and contractors
  - Environmental Monitoring - during and post clean up
  - Managing budgets
  - Managing large environmental and spatial data sets
  - Working with First Nation communities to ensure appropriate procurement and employment opportunities and to acknowledge Aboriginal knowledge and concerns
  - Working with adjacent municipalities and community groups
  - Working with communication staff in response to media inquiries
  - Managing decommissioned infrastructure and utilities
  - Previous experience with large clean up projects
2. Land Management, Maintenance and Monitoring
  - Conducting ongoing environmental tests
  - Negotiating lease and sale agreements
  - Overall park planning
  - Building and land maintenance
  - Water utility management and operations
  - Dam management and maintenance
3. Environmental Analysis and Assessments
  - Ability to identify overall government liabilities and identify financial resources to remediate
  - Asbestos abatement
  - Hazardous materials management
  - Undertaking environmental assessment sampling
  - Air monitoring
  - Operation of industrial water and wastewater treatment plants
  - Contaminated sites management (long term)



Current staff have a wealth of knowledge and experience with items bulleted above. Staff skill sets cover a diverse level of knowledge and experience. They can handle 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 of our projects routinely highlighted in major conferences, trade journals and through representation on environmental boards of national associations.

Nova Scotia Lands and Transportation and Infrastructure Renewal staff work closely on joint projects. Nova Scotia Lands does significant work with other departments, including Environment and Lands and Forestry.

## Organizational Gaps and Threats

Brownfield site development and management is risky business from many perspectives. New legislation and regulation around contaminated sites are pushing departments to take a close look at their remediation priorities. It is an ongoing concern and concentrated effort to ensure a project moves forward, addressing the issues of:

- Environment
- Public Health
- Public Safety
- Community Engagement
- Economic Development

## Moving Forward

### Vision

Nova Scotia Lands Inc. is the “go to” agency for environmental clean up, asset management information and brownfield land management in the Province of Nova Scotia.

### Mission

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

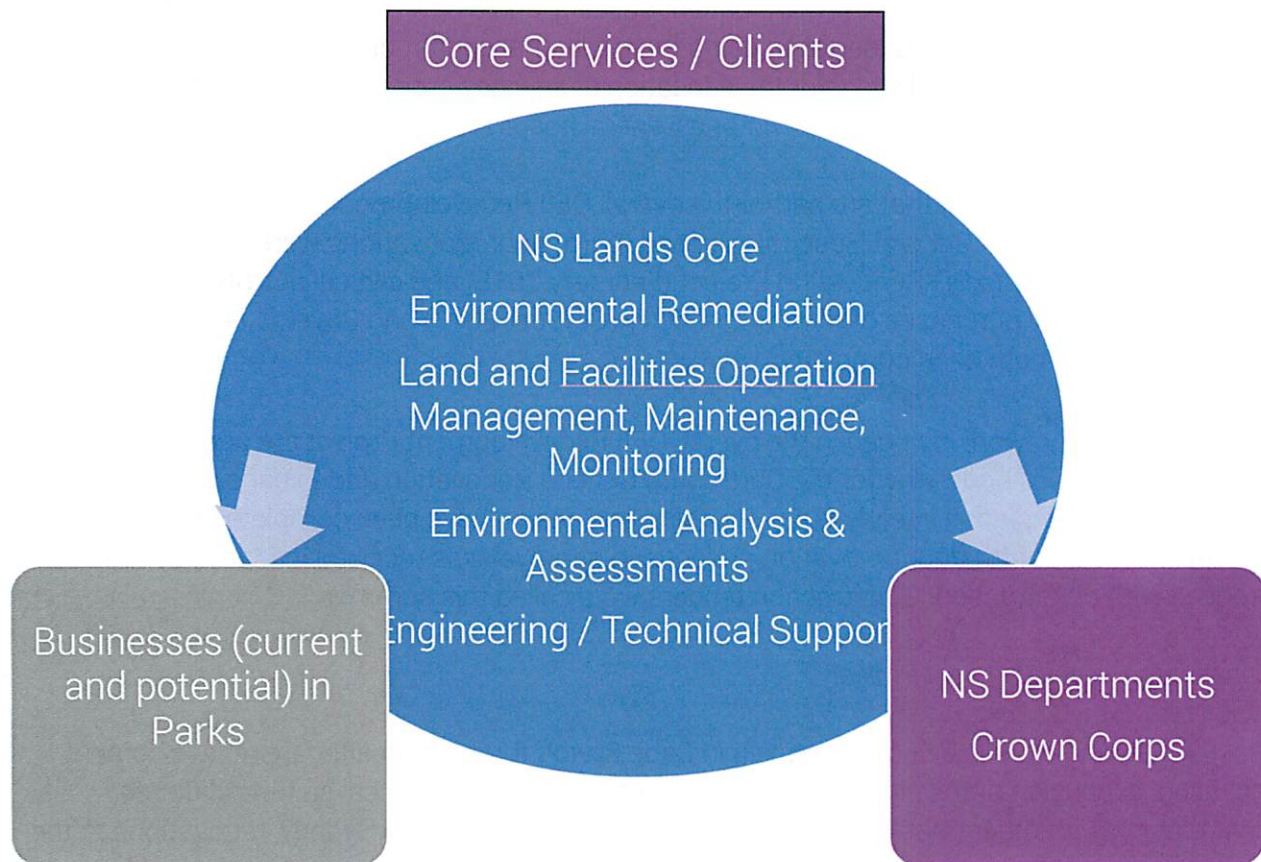
### Core Values

- To be transparent and accountable
- To capitalize on human resources 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).





## NS Lands – Health Infrastructure Division

### *QEII Redevelopment Project*

The QEII Redevelopment Project is a multi-year redevelopment project of our largest and most specialized health care services.

The project includes additions, renovations and new construction at the Halifax Infirmary site, Dartmouth General Hospital, Hants Community Hospital, and a new community outpatient centre in Bayers Lake.

New infrastructure construction will be undertaken using a Design-Build-Finance-Maintain (DBFM) model and will include the following: a new community outpatient centre in Bayers Lake and expansion of the Halifax Infirmary site, including: a new Nova Scotia Cancer Centre, new specialized outpatient centre, new OR/inpatient building, and a new research and academic centre. Renovations will be undertaken using the traditional construction model. The new and renovated infrastructure will allow for the relocation of services currently in the Centennial, Victoria, and Dickson buildings at the Victoria General hospital site.

Several projects and work that are part of the overall QEII Redevelopment Project have been completed. Dartmouth General Hospital third and fourth floor renovations were completed in the fall of 2017. The Hants OR Renovation Project (February 2018) and clinical activity has begun in both ORs. Property purchases of the CBC property (October 2017) and Bayers Lake property (April 2017) have both been completed.

Other projects and work included in the overall QEII Redevelopment Project are ongoing. Construction is well underway for the Dartmouth General Renovation and Expansion project. It is scheduled for completion in early 2022. Planning and design have been completed for the Halifax Infirmary third and fifth floor renovation project and approval was received in March 2018 to proceed with construction. Construction tenders were called this summer.

### *Cape Breton Redevelopment Project*

Master planning work is being undertaken in Cape Breton for major healthcare redevelopment, including: expansion of the emergency department, critical care, surgical suite, and Cancer Centre along with other units at the Cape Breton Regional Hospital, in Sydney; renovations to the Glace Bay Hospital emergency department, surgical suite and other units; and the construction of new community health centres in North Sydney and New Waterford to replace the New Waterford and Northside hospitals, along with long term care facilities in those two communities.

Recruitment is underway for senior staff to oversee this critical infrastructure build.



## Nova Scotia Lands – Original Mandate Budget Context

	Estimate 2018-2019 ('000)	Forecast 2018-2019 ('000)	Estimate 2019-2020 ('000)
<b>REVENUES</b>			
Management Fee from HCPI	148	148	175
Miscellaneous Recoveries	0	12	0
Grant-Pictou Wharf	0	3	0
OHP LTMM Fund & Admin Fee	1,163	876	1,168
Boat Harbour & Admin Fee	9,521	10,845	7,407
Grant-MV Miner	0	0	0
MV Miner-Other Expenses	0	0	0
Envirosystems & Admin Fee	0	0	0
Admin Fee Port Mersey	184	184	219
NDMP Dam Project		175	72
Sysco LTMM & Admin Fee	3,559	1,000	4,207
Miscellaneous Income	12	148	100
DNR Mines Project & Admin Fee	492	480	430
Future Building/School Demolition & Admin Fee	648	0	300
Marine Vessel Program & Admin Fee	1,111	104	170
Provincial Business Parks Management & Admin Fee	1,092	0	0
Tidal Energy Project		26	0
Trenton Commercial Park		677	1,364
Harrietsfield Landfill		270	4,115
DNR Contaminated Sites			110
Spring Hill Well Capping			496
<b>TOTAL REVENUE:</b>	<b>17,930</b>	<b>14,948</b>	<b>20,333</b>
<b>EXPENSES</b>			
Payroll	1,015	1,114	1,394
General & Administration Expenses	830	584	795

	Estimate 2018-2019 ('000)	Forecast 2018-2019 ('000)	Estimate 2019-2020 ('000)
Sysco LTMM	3,190	631	3,769
OH Park & CO LTMM	886	600	840
Pictou Wharf	2	2	2
Boat Harbour	9,152	10,476	6,969
Envirosystems	0	0	0
MV Miner- Contract			
MV Miner-Other Costs			
DNR Mines	400	400	350
Future Building/School Demolition Project	500	1	250
Marine Vessel Program	1,000	40	140
Provincial Business Parks Management	1,000		
NDMP Dam Project		171	54
Tidal Energy Project		19	
Trenton Commercial Park		600	1,131
Harrietsfield Landfill		222	4,000
Unbudgeted Items		80	
DNR Contaminated Sites			100
Well Capping Spring Hill			400
<b>TOTAL EXPENSES:</b>	<b>17,975</b>	<b>14,940</b>	<b>20,194</b>
<b>NET INCOME (LOSS):</b>	<b>-45</b>	<b>8</b>	<b>139</b>



## Port Mersey Commercial Park Budget Context

	Estimate 2018-2019 ('000)	Forecast 2018-2019 ('000)	Estimate 2019-2020 ('000)
<b>REVENUES</b>			
Miscellaneous Recoveries	0	115	110
Leases	220	75	94
Sales	0	0	0
Wharf Usage	350	101	48
Equipment Rentals	30	5	10
Ec Dev Provincial Recovery	1,259	1,259	1,259
PNS Grant	1,000	1,000	1,000
Miscellaneous Income	0	0	0
<b>TOTAL REVENUE:</b>	<b>2,859</b>	<b>2,555</b>	<b>2,521</b>
<b>EXPENSES</b>			
Payroll	679	702	705
General & Administration Expenses	1,992	1,701	942
Provincial Economic Development Initiatives	0	0	1,259
Security Expenses	0	0	0
Site Reconstruction	40	19	40
Admin Fee to NSLI	184	184	219
<b>TOTAL EXPENSES:</b>	<b>2,895</b>	<b>2,606</b>	<b>3,165</b>
<b>NET INCOME (LOSS):</b>	<b>-36</b>	<b>-51</b>	<b>-644</b>

## Harbourside Commercial Park Budget Context

	Estimate 2018-2019 ('000)	Forecast 2018-2019 ('000)	Estimate 2019-2020 ('000)
<b>REVENUES</b>			
Leases and Rent	203	205	200
Provincial Funding	510	510	510
Other	12	90	12
<b>TOTAL REVENUE:</b>	<b>725</b>	<b>805</b>	<b>722</b>
<b>EXPENSES</b>			
General Operating Expenses	917	864	888
Management Fees	148	148	175
<b>TOTAL EXPENSES</b>	<b>1,065</b>	<b>1,012</b>	<b>1,063</b>
<b>OPERATING INCOME (LOSS)</b>	<b>-340</b>	<b>-207</b>	<b>-341</b>
One Time Gain on Sale Of Assets	350	109	850
<b>NET INCOME (LOSS)</b>	<b>10</b>	<b>-98</b>	<b>509</b>
Capital Expenditure	0	0	50
			<b>50</b>

*\*One time gain on sale of assets was included in revenues for the 2017-2018 budget estimate. It has been moved from inclusion in the operating income (loss) calculation to the separate one time gain on sale of assets line for consistency and comparative purposes.*



## Nova Scotia Lands – Health Infrastructure Budget Context

	Estimate 2018-2019 ('000)	Forecast 2018-2019 ('000)	Estimate 2019-2020 ('000)
<b>REVENUES</b>			
Provincial Funding	3,000	2,000	7,400
<b>TOTAL REVENUE:</b>	<b>3,000</b>	<b>2,000</b>	<b>7,400</b>
<b>EXPENSES</b>			
Salaries and Benefits	2,753	1,643	6,507
General Operating Expenses	247	357	893
<b>TOTAL EXPENSES</b>	<b>3,000</b>	<b>2,000</b>	<b>7,400</b>
<b>NET INCOME (LOSS)</b>	<b>0</b>	<b>0</b>	<b>0</b>