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## Message from the Minister and President

We are pleased to present the 2022-2023 business plan for Nova Scotia Lands Inc. (NSLI).

In 15 years of service to Nova Scotians, NSLI has successfully managed multiple, major environmental remediation and construction projects. Examples include remediation of the tar ponds and coke ovens sites in Sydney, remediation of the former Harrietsfield land fill, numerous redevelopment projects in NSLI's commercial parks, and several projects to salvage abandoned vessels around Nova Scotia. NSLI continues to carry out environmental remediation projects across the province, addressing issues with Provincially owned mines, dams, and other land assets.

NSLI operates three commercial parks in Port Mersey, Sydney, and Trenton, with the focus on marketing properties in the parks to prospective businesses and government interests for both development and job creation opportunities. Harbourside Commercial Park is home to 25 businesses, employing more than 300 people, while 10 businesses are in Port Mersey Commercial Park, with full time and seasonal employment for between 80-100 Nova Scotians. The company operating in Trenton Commercial Park employs 30 people and NSLI is negotiating the sale of the remaining pieces of property .

Remediation efforts to return Boat Harbour back to a tidal estuary continue. Extensive site and base line assessments have been completed, and the project detailed design is substantially complete. Our stakeholder engagement continues to be significant, including the public, other levels of government, First Nations, academia, and industry. The federal environmental assessment has been a significant focus of NSLI efforts and is well advanced. NSLI has initiated planning for the major upcoming procurements on the project as we swing towards its implementation.

NSLI's Healthcare Infrastructure Projects Division oversees delivery of the QEII New Generation and Cape Breton Healthcare Redevelopment projects to transform how health care is delivered to meet the needs of all Nova Scotians. These are the largest infrastructure projects in Nova Scotia's history.

Other priorities for the upcoming year are in NSLI's dams and mines practices and continuing to build NSLI's Asset Inventory and Government Property Inventory programs.

We look forward to another productive year!

Sincerely,

(Original signed by)

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Honourable Kim D. Masland  
Minister

(Original signed by)

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John Fahie  
A/President, Nova Scotia Lands Inc.

## Background

In 2007, the Province incorporated Nova Scotia Lands Inc. (NSLI). At that time, the primary role was to continue remediation of the former Sydney Steel Corporation (Sysco) property and then focus on site redevelopment and management. Sysco remains a separate crown corporation and retains NSLI to manage the site.

Over the years, as NSLI's role has increased, capacity has been built in the areas of environmental analysis, assessment and monitoring, environmental remediation, brownfield redevelopment, and land management and maintenance. NSLI's role now includes the management of the former industrial sites in Trenton, Port Mersey, Pictou, Harrietsfield, and Sydney; coordination of work on provincially owned dams and mines; removal of abandoned vessels around Nova Scotia's shoreline; Boat Harbour Cleanup; and Health Care Infrastructure.

This plan highlights NSLI's priorities for the upcoming year.

## Mandate

To assess, remediate, and redevelop crown-owned properties, as required.

## Core Programs

### Environmental Analysis and Remediation

Environmental Analysis and Remediation provides project management (project intake, prioritization, oversight, and reporting), environmental (remediation, monitoring and maintenance, and water treatment plant operations), and construction services (assessment, planning, construction, and demolition) to provincial departments and agencies and other divisions of NSLI. In 2022-23, Environmental Analysis and Remediation will:

- Continue to provide technical support for project activities associated with the Boat Harbour Remediation Project.
- Operate and maintain the Boat Harbour Effluent Treatment Facility.

- Carry out long-term monitoring and maintenance activities at the former Sydney Steel (Sysco) Plant Site and at the Harrietsfield Site.
- Employ an environmental monitoring system to ensure reporting requirements are met on all Industrial Approvals (IA's) from Nova Scotia Environment and Climate Change regulators.
- Manage projects being carried out by consultants in support of environmental monitoring, remediation, and construction on NSLI and provincial properties.

## Parks and Land Management

Parks and Land Management operates NSLI's commercial parks, including general maintenance and groundskeeping, security, property development, sales, and leasing. The Division is also responsible for the Provincial Dams Program and NSLI's Land Asset Inventory Management Program. In 2022-23, Parks and Land Management will:

- Continue to sell and/or lease land and other assets to new and existing businesses to help foster economic growth and job creation.
- Manage park operations, implement improvements, and support existing businesses and tenants, as required.
- Continue to identify, review, and dispose of redundant assets.
- Build on the success, to date, of Open Hearth and Harbourside Commercial Parks use for promotional events.
- Continue to highlight the link between Open Hearth Park and Harbourside Commercial Park.

## Provincial Dam Management

The Provincial Dam Management Program coordinates the planning, funding, and restoration of provincially-owned dams and water control structures in Nova Scotia. There are approx. 600 dams in Nova Scotia, 40 of which are owned by the Province.

Program responsibilities include coordination, oversight, and reporting of dam activities. In 2022-23, additional dam assessments and approved projects will be completed.

## Asset Inventory Management

Information about NSLI's land assets is maintained in an asset inventory that keeps data about the properties owned by NSLI including sites, land parcels, buildings, and civil infrastructure. The inventory will continue to be updated in 2022-23.

NSLI is leading a project to develop a Nova Scotia Government Property Inventory Program to enable corporate decisions regarding the province's land holdings for economic development purposes, housing, and other initiatives that require a provincial view of all land assets. Implementation of the Program will begin in 2022-23.

## Boat Harbour

The Boat Harbour Remediation Project is being undertaken to clean up Boat Harbour and restore it to a tidal estuary. Pilot-scale testing was completed, and a detailed design of the remedial solution is substantially complete. The proposed remediation activities are estimated to be complete in four to seven years commencing, at the earliest, in 2023. The project is subject to a federal environment assessment (EA) process undertaken by the Impact Assessment Agency of Canada (IAAC), which includes consultations with Pictou Landing First Nation (PLFN) and the public.

## Health Care Infrastructure

NSLI created a Healthcare Infrastructure Projects Division to deliver the largest infrastructure projects in the history of Nova Scotia. This team oversees delivery of the QEII New Generation and the Cape Breton Healthcare Redevelopment project portfolios.

The QEII New Generation portfolio of projects is a very large, multi-year redevelopment program that represents a once-in-a-generation opportunity for the Province to transform how health care is delivered to meet the needs of all Nova Scotians. The program is focused on the development of new health care facilities and programs within the QEII Health Sciences network, enabling services to be relocated from aging facilities such as the Victoria General Hospital and Dickson Centre to new, state of the art buildings and renovated program spaces.

The Cape Breton Healthcare Redevelopment initiative is focused on building, re-organizing, and strengthening health care services in Cape Breton Regional Municipality. The associated projects will open the door to better meet the needs of individuals, families, and communities now and for future generations. Quality health care services

will be provided via modern and innovative solutions built into the new Health Centres planned for New Waterford and the Northside communities, as well as expansion and renovations at the Glace Bay and Cape Breton Regional hospitals. Design work is underway throughout the program and early construction work has begun at the Cape Breton Regional Hospital and Northside Health Complex project sites.

The following table shows the significant progress made in the delivery of the health redevelopment portfolios for Nova Scotians.

Portfolio	Project	Major Milestones / Status
QEII New Generation	Halifax Infirmary Expansion	<ul style="list-style-type: none"> <li>Request for Proposal (RFP) Issued Nov 2020</li> <li>Currently in RFP Open Period</li> </ul>
	Bayers Lake Community Outpatient Centre	<ul style="list-style-type: none"> <li>RFP Closed Aug 2020</li> <li>Awarded to EllisDon Infrastructure Healthcare</li> <li>On schedule for occupancy Spring 2024</li> </ul>
	Dartmouth General Hospital – Renovation	<ul style="list-style-type: none"> <li>Substantially complete – December 2021</li> </ul>
	Dartmouth General Hospital – Expansion	<ul style="list-style-type: none"> <li>Substantially complete – December 2020</li> </ul>
	Summer Street Parkade	<ul style="list-style-type: none"> <li>Install precast structure substantially complete – Oct 2021</li> <li>Street Services cutover and install substantially complete – Nov 2021</li> <li>Project on schedule for completion Spring 2022</li> </ul>
	ED Administration Office Relocation	<ul style="list-style-type: none"> <li>Design Phase substantially complete – May 2021</li> <li>Weathertight substantially complete – Jun 2021</li> <li>Project on schedule for completion Summer 2022</li> </ul>
	Halifax Infirmary – Floors 3, 5 & 6 Renovation	<ul style="list-style-type: none"> <li>Phase 5-5 isolation Rm substantially complete – Jun 2021</li> <li>Phase 5-1B MDR substantially complete – Dec 2021</li> <li>Project on schedule for completion Spring 2022.</li> </ul>
	Chemotherapy Preparation Laboratory	<ul style="list-style-type: none"> <li>Substantially complete – Mar 2020</li> </ul>
	CBC Building Demolition	<ul style="list-style-type: none"> <li>Substantially complete – Jan 2021</li> </ul>
Cape Breton	Cape Breton Regional Hospital	<ul style="list-style-type: none"> <li>Energy Centre – Construction started Jun 2021</li> <li>Cancer Care Centre – Construction started Nov 2021</li> <li>Project on schedule</li> </ul>

Northside Health Complex	<ul style="list-style-type: none"> <li>• Construction started Mar 2021</li> <li>• Project on schedule</li> </ul>
New Waterford Primary Care Facility	<ul style="list-style-type: none"> <li>• Project on schedule</li> <li>• In design development</li> <li>• Construction start scheduled for early 2022</li> </ul>
Glace Bay Hospital – Renovation / Expansion	<ul style="list-style-type: none"> <li>• Project on schedule</li> <li>• In design development</li> <li>• Construction start scheduled for Summer 2022</li> </ul>

In 2022-23, the Healthcare Infrastructure Division will continue to deliver the strategic Healthcare Redevelopment projects to improve health care services throughout the Province.

## Budget Context

*Note: This is NSLI's requested budget. It is subject to change pending completion of the 2022-2023 provincial budget process.*

The budget context for NSLI's Healthcare Division is presented separately because of the magnitude of the project budget.

## Nova Scotia Lands – Healthcare Division

	Estimate 2021-2022 ('000)	Forecast 2021-2022 ('000)	Estimate 2022-2023 ('000)
<b>REVENUES</b>			
Provincial Funding	18,015	14,567	17,041
<b>TOTAL REVENUE</b>	<b>18,015</b>	<b>14,567</b>	<b>17,041</b>
<b>EXPENSES</b>			
Salaries and Benefits	12,443	11,168	12,443
General Operating Expenses	5,572	3,380	4,598
<b>TOTAL EXPENSES</b>	<b>18,015</b>	<b>14,548</b>	<b>17,041</b>
<b>NET INCOME/(LOSS)</b>	<b>0</b>	<b>19</b>	<b>0</b>
<b>Current Year Budget/Forecast Variance Explanation:</b>			



	Estimate 2021-2022 ('000)	Forecast 2021-2022 ('000)	Estimate 2022-2023 ('000)
Reduction of \$3.467M to reflect P3 Operating Accounting Treatments for QEII New Generation as well as savings of vacancies and operational expenses.			
<b>Budget/Budget Variance Explanation:</b>			
Net decrease of \$974K in P3 professional consulting services.			

## Nova Scotia Lands

	Estimate 2021-2022 ('000)	Forecast 2021-2022 ('000)	Estimate 2022-2023 ('000)
<b>REVENUES</b>			
MISCELLANEOUS RECOVERIES	189	32	80
LEASES	245	222	193
WHARF USAGE	0	56	0
EQUIPMENT RENTALS	5	0	0
ECONOMIC DEVELOPMENT PROVINCIAL RECOVERY	1,259	1,259	1,259
GRANT - PICTOU WHARF	0	6	0
PNS GRANT	750	750	600
OHP LONG TERM MAINTENANCE & MONITORING FUND & ADMIN FEE	1,183	1,021	1,232
PROVINCIAL FUNDING	35	510	510
SALE OF LAND-GAIN	290	16	0
SUL RECOVERY	120	128	120
BOAT HARBOUR & ADMIN FEE	5,650	5,950	7,750
DAM PROJECTS	72	0	1,576
RECOVERY FROM SYSCO & ADMIN FEE	2,554	1,892	1,683
MISCELLANEOUS INCOME	87	41	50
GOLD MINES PROJECT & ADMIN FEE	7,500	2,100	2,602
TIDAL ENERGY PROJECT	40	0	0
TRENTON COMMERCIAL PARK	1,076	1,076	400
HARRIETSFIELD LANDFILL	310	2,861	57
ARO AMORTIZATION	0	0	30
MARINE VESSEL PROGRAM & ADMIN FEE	535	711	0
LAF CONTAMINATED SITES	1,500	1,430	1,080
OTHER REVENUE	0	0	743
MISCELLANEOUS PROJECTS	2,170	150	0
<b>TOTAL REVENUE:</b>	<b>25,570</b>	<b>20,211</b>	<b>19,965</b>

Nova Scotia Lands Inc. Annual Plan 2022-2023

	Estimate 2021-2022 ('000)	Forecast 2021-2022 ('000)	Estimate 2022-2023 ('000)
<b>EXPENSES</b>			
PAYROLL EXPENSES	2,160	2,235	1,856
GENERAL & ADMINISTRATIVE EXPENSES	1,761	2,140	1,841
PROVINCIAL ECONOMIC DEVELOPMENT INITIATIVES-PMCP	1,259	1,000	1,000
SITE RECONSTRUCTION - PMCP	25	34	25
SYSCO LTMM	2,075	1,413	1,324
OH PARK & CO LTMM	824	661	872
PICTOU WHARF	6	7	0
BOAT HARBOUR	5,171	5,471	7,390
GOLD MINES	7,400	2,000	2,500
MARINE VESSEL PROGRAM	485	638	0
DAM PROJECTS	72	1	1,500
TRENTON COMMERCIAL PARK	657	433	416
HARRIETSFIELD LANDFILL	300	2,850	36
LAF CONTAMINATED SITES	1,350	1,350	900
MISCELLANEOUS PROJECTS	2,025	0	0
AMORTIZATION	0	0	305
<b>TOTAL EXPENSES</b>	<b>25,570</b>	<b>20,233</b>	<b>19,965</b>
<b>NET INCOME/LOSS</b>	<b>0</b>	<b>-22</b>	<b>0</b>