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Message from the Minister and President

We are pleased to present the 2020-2021 business plan for Nova Scotia Lands Inc. (NSLI) and Harbourside Commercial Park Inc. (HCPI).

In 14 years of service to Nova Scotians, NSLI has successfully managed multiple major environmental remediation projects and site management efforts and will continue to do so. For example, the long-term monitoring and maintenance of the cleaned up and remediated Sydney tar ponds and coke ovens sites will continue by those on site at HCPI. Additional clean up efforts continue for the slag pile area, with a potential buyer in place for the 75+ acre parcel, once remediation is completed. As well, groundwater treatment efforts are required on the former coke ovens site, which continues to be monitored.

Since taking over management and responsibility for the former DSME Trenton facility in 2018, we have been successful in the demolition of several outdated assets which were deemed unsustainable. An ongoing focus to market the site to prospective business and government interests for both development and job creation opportunities will continue in the upcoming year.

Other remediated sites have seen great success with Harbourside being home to 25 businesses, allowing the creation of nearly 300 jobs, while Port Mersey Commercial Park continues to host a number of businesses, with full time and seasonal employment for between 80-100 Nova Scotians.

Remediation efforts to return Boat Harbour back to a tidal estuary continue. As part of the Project, a federal environmental assessment (EA) is being conducted. Extensive site and base line assessments have been completed, and the project detail design is significantly advanced. Our stakeholder engagement continues to be significant, including the public, other levels of government, First Nations, academia, and industry.

NSLI continues to work on several other environmental remediation projects across the province. The division is providing support to Lands and Forestry on assessments for Montague and Goldenville Gold Mines, as well as providing project management for the assessment and prioritization of 67 other mine sites which are also managed by Nova Scotia Lands and Forestry. In addition to these, NSLI continued remedial work on the former RDM Waste Management Facility in Harrietsfield, worked to assess the removal of abandoned or wrecked vessels along the coastline of Nova Scotia, and managed the environmental aspects of several sites within their purview around Nova Scotia.

We are working with multiple departments on the provincial dam inventory, and we continue to collaborate with other departments and Crown corporations to develop a concise provincial land asset management system.

The Health Infrastructure Division of NSLI has grown and now hosts 90 employees made up of NS Lands Healthcare, Nova Scotia Health Authority (NSHA), and supporting departments across the province. Success has been seen with the completion of the Hants Operation Room and the opening of the Dartmouth General Expansion. We are excited to be part of this incredible project that will transform how we deliver health care across the province to all Nova Scotians.

We look forward to a productive year!



Lloyd P. Hines
Minster, Transportation and Infrastructure Renewal



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

Background

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

NSLI's role has increased over the past decade, with an increase in management of several properties across the province including industrial sites in Trenton, Liverpool, Sydney, and Pictou. Over the years the organization has built capacity in the areas of environmental remediation and brownfield redevelopment, land management, maintenance and monitoring, and environmental analysis and assessments. Due to these skill sets, other government departments continue to look to NSLI for support in a variety of areas. This increased capacity also led to NSLI taking the lead on returning Boat Harbour to a tidal estuary.

In January 2019, the Board of Directors of NSLI signed a resolution to create the Health Care Infrastructure Project division. The division is based on an integrated team model, which allows projects to be supported on various levels and ensures a holistic approach to project delivery. This team is managed by an oversight committee that reports directly to the Board of NSLI. The integrated team is primarily made up of NS Lands Health Infrastructure division, Clinical Supply Chain, NSHA, Department of Health and Wellness, Transportation and Infrastructure Renewal, and the Department of Finance. This division is in the midst of oversight of the largest infrastructure project ever in Nova Scotia.

This plan will highlight work being conducted in the upcoming year, broken down by NS Lands-Original Mandate and NS Lands-Health Infrastructure.

NS Lands – Original Mandate

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

Vision

- Nova Scotia Lands Inc. is the agency government looks to 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 assets.

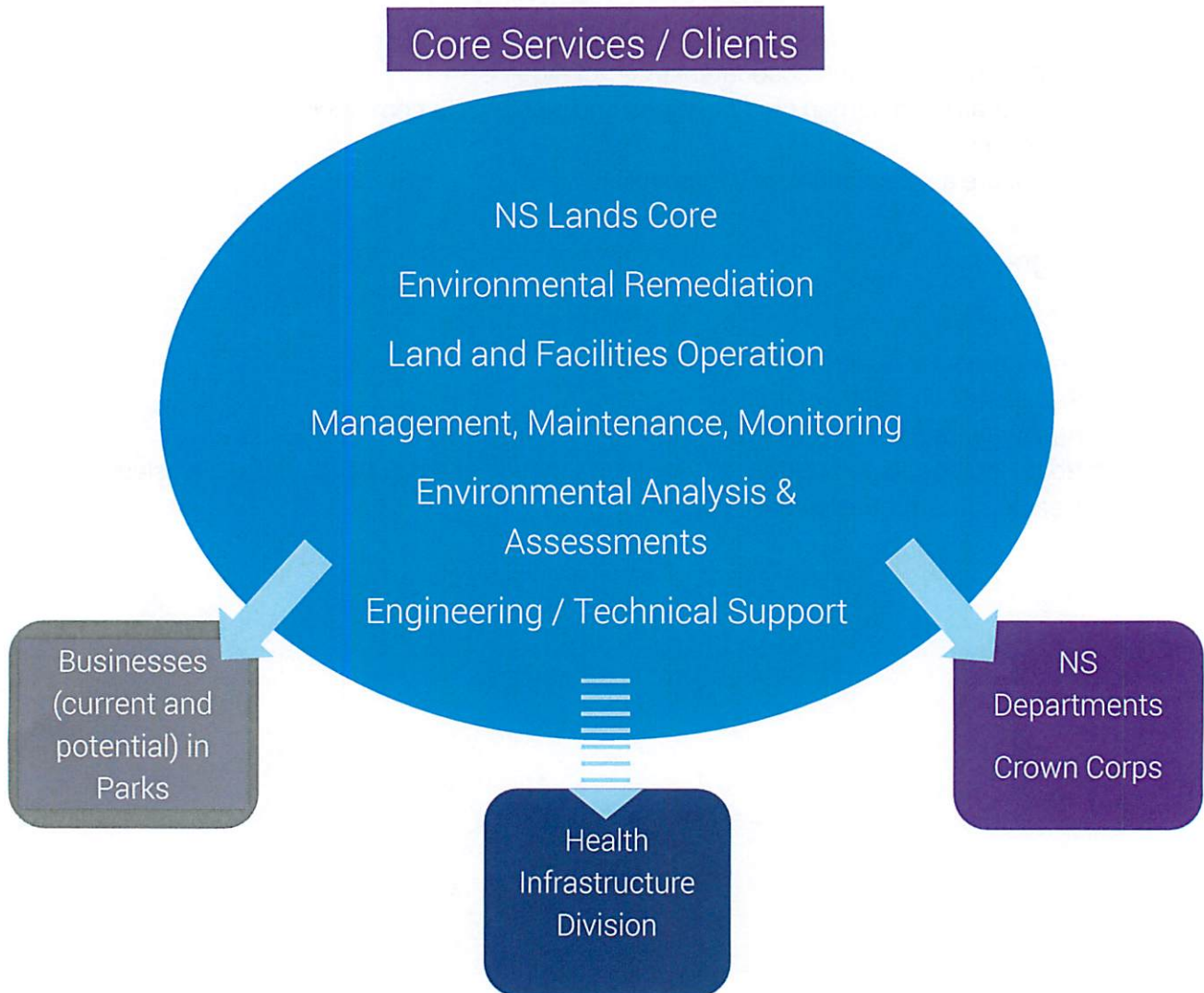
Core Values

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

Core Programs

- Environmental Analysis and Remediation
- Parks and Land Management
- Asset Inventory Management
- Boat Harbour (separate from #1 due to magnitude of project and specific legislation)
- Health Infrastructure Redevelopment¹

¹ Under Special Resolution, this program reports directly to the Executive Oversight Committee, made up of representatives from Dept of Health, Finance, Transportation and Infrastructure Renewal and the NS Health Authority, which acts as the project steering committee.



NS Lands Core Programs

Environmental Analysis and Remediation

- Continue to provide technical support and sign off, where necessary, for project activities associated with the Boat Harbour Remediation Project
- Engage with and project manage several consultants supporting environmental monitoring on projects
- Develop a monitoring system to ensure reporting requirements are met on all Industrial Approvals (IA's) with our partners at Nova Scotia Environment (NSE)
- Continue to build meaningful partnerships with government departments and maintain those already in existence

- Provide project management services for mine remediation projects for our partners at Lands and Forestry
- Complete remedial efforts for closure of the former RDM Disposal Site Assessment in Harrietsfield. Set up a Long-Term Monitoring Plan for the site.
- Complete the Assessments of Abandoned or Wrecked Vessels project and begin the removal phase for those vessels.

Parks and Land Management

Open Hearth Park

- Build on the success, to date, of park use for promotional events
- Continue to highlight the link between Open Hearth Park and Harbourside Commercial Park

Port Mersey Commercial Park (PMCP)

- Continue to maximize short term revenue via short term leases, where possible
- Support the expansion of existing business, where reasonable
- Support existing business with expansion plans, when appropriate
- Continue to liquidate redundant assets

Trenton Commercial Park (TCP)

- Continue demolition on outdated assets
- Continue efforts to sell or lease TCP remaining property

Asset Inventory Management

- Complete testing of the application developed for the Nova Scotia Surplus Land Inventory Project
- Pilot with TIR on use of application as it relates to provincially owned assets
- Develop plan to introduce application to departments who own the majority of provincial assets

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 being finalized. The proposed remediation activities are estimated to be complete in four to seven years commencing, at the earliest, in 2021. The project is subject to a federal environment assessment (EA) process, which includes consultations with Pictou Landing First Nation (PLFN) and the general public.

NS Lands has continued engagement with PLFN and the general public in the Pictou area, with a public consultation plan for the life of the Impact Assessment Agency of Canada (IAAC) assessment already in the implementation phase.

The following are key initiatives within the Boat Harbour Remediation Project:

- All site assessments and baseline studies completed
- Real-time air monitoring complete and air monitoring on the National Air Pollution Surveillance Program (NAPS) schedule ongoing
- Industry briefing planned for 2020

NS Lands – Health Infrastructure Division

NS Lands Health Infrastructure Division focuses on multi year projects across Nova Scotia. The projects are diverse in nature and contain additions, renovations, and new construction which will transform how we deliver health care throughout the province. There are two key Design, Build, Finance, Maintain (DBFM) projects, along with numerous others, which will be developed in HRM, Hants, and Cape Breton. As part of the overall QEII Redevelopment Project, Hants Operating Rooms have already been completed. Success of the projects to date, and in future, is dependent on the collaborative relationships that have been formed. Numerous government departments at a variety of levels, along with various private sector advisors, play an integral role in this holistic approach.

Below is a list of Principle Government Partners:

- Nova Scotia Health Authority
- Department of Health and Wellness
- Department of Finance and Treasury Board
- Department of Justice
- Transportation and Infrastructure Renewal

- Communities, Culture and Heritage
- Communications Nova Scotia
- Executive Council Office
- Halifax Regional Municipality
- Department of Service Nova Scotia and Internal Services
- Public Service Commission
- Premier's Office

The next section highlights various aspects of the two DBFM projects underway.

QEII Redevelopment Project

This multi-year project is a massive undertaking, as well as an incredible opportunity that will allow the Province to transform how we deliver and meet the health care needs of Nova Scotians across the province. For example, a new QEII Cancer Centre will be part of the Halifax Infirmary Expansion. Below is a list of ongoing major projects in HRM within the QEII Redevelopment:

- Dartmouth General Hospital Renovation and Expansion
 - Primary goal is to facilitate the transition of services from, and eventual replacement of, the VG Centennial Building
 - Construction of a six-unit Dialysis Unit
 - Demolition of a government warehouse to develop parking
- QEII New Generation Program
 - Bayers Lake Community Outpatient Center
 - Will provide a more convenient option for thousands of Nova Scotians who have to travel to Halifax for certain health care services
 - Halifax Infirmary Expansion Project
 - Construction of Inpatient Centre
 - Construction of an Innovation and Learning Centre
 - Construction of a new Ambulatory Centre
 - Construction of the new QEII Cancer Centre
 - Halifax Infirmary 3rd / 5th floor Project
 - CBC Demolition Project
 - Summer Street Parkade
- Chemo Prep Laboratory

Cape Breton Redevelopment Project

The goal of the CBRM Healthcare Redevelopment projects is to build, re-organize, and strengthen health services in CBRM. These 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 innovative solutions which will be shown with the new Community Health Centre (CHC) planned for New Waterford.

- Glace Bay Hospital
 - Expansion and renovations include a new emergency department, renovated emergency rooms, new dialysis unit stations and surgical services

- Cape Breton Regional Hospital
 - Expansion and renovations include a new emergency department, critical care centre, cancer centre and surgical services
 - New inpatient units

- New Waterford Primary Care Facility
 - New Waterford Consolidated Hospital will be decommissioned and replaced with a new Community Health Centre (CHC), including a space for a collaborative family practice team, community-based services, day clinics and clinical support services
 - A new 60-bed long-term care facility
 - Grades 6-12 school, Breton Education Centre

- North Sydney Hospital
 - A new, modern community health centre
 - A 60-bed long-term care home
 - A new laundry centre

Nova Scotia Lands – Original Mandate Budget Context

	Estimate 2019-2020 ('000)	Forecast 2019-2020 ('000)	Estimate 2020-2021 ('000)
REVENUES			
Management Fee from HCPI	175	175	180
Miscellaneous Recoveries	110	134	445
Leases	94	68	55
Wharf Usage	48	79	129
Equipment Rentals	10	5	10
Ec Dev Provincial Recovery	1,259	1,259	1,259
PNS Grant	1,000	1,000	750
Grant-Pictou Wharf	0	9	0
OHP LTMM Fund & Admin Fee	1,168	966	1,161
Boat Harbour & Admin Fee	7,407	8,610	7,205
NDMP Dam Project	72	72	0
Sysco LTMM & Admin Fee	4,207	1,316	4,200
Miscellaneous Income	100	161	125
Gold Mines Project & Admin Fee	430	430	20,152
Future Building/School Demolition & Admin Fee	300	0	550
Marine Vessel Program & Admin Fee	170	170	429
Tidal Energy Project	0	0	50
Trenton Commercial Park	1,364	1,364	1,076
Harrietsfield Landfill	4,115	1,038	8,081
LAF Contaminated Sites	110	105	560
Spring Hill Well Capping	496	0	0
Victoria Beach Fish Plant	0	83	0
Harbour Bottom Divestiture	0	50	0
TOTAL REVENUE:	22,635	17,094	46,417
EXPENSES			
Payroll	2,099	1,964	2,098
General & Administration Expenses	1,737	1,964	1,610
Provincial Economic Development Initiatives			
PMCP	1,259	1,259	1,259
Site Reconstruction – PMCP	40	73	25

	Estimate 2019-2020 ('000)	Forecast 2019-2020 ('000)	Estimate 2020-2021 ('000)
Sysco LTMM	3,769	878	3,751
OH Park & CO LTMM	840	638	824
Pictou Wharf	2	8	6
Boat Harbour	6,969	8,173	6,756
Gold Mines	350	350	20,000
Future Building/School Demolition Project	250	0	500
Marine Vessel Program	140	140	350
NDMP Dam Project	54	52	0
Tidal Energy Project	0	0	0
Trenton Commercial Park	1,131	1,131	890
Harrietsfield Landfill	4,000	980	8,000
Unbudgeted Items	0	8	
LAF Contaminated Sites	100	100	500
Well Capping Spring Hill	400	0	0
Victoria Beach Fish Plant	0	75	0
Harbour Bottom Divestiture	0	52	0
TOTAL EXPENSES:	23,140	17,545	46,569
NET INCOME (LOSS):	-505	-451	-152

**Prior to 2020/2021, the Port Mersey Commercial Park context was reported separately.*

*** All assets of the Crown corporations are held by Harbourside Commercial Park, therefore any loss/gain on sale of assets related to the commercial parks is recorded in Harbourside, while operations remain under Nova Scotia Lands.*

Harbourside Commercial Park Budget Context

	Estimate 2019-2020 ('000)	Forecast 2019-2020 ('000)	Estimate 2020-2021 ('000)
REVENUES			
Leases and Rent	200	191	184
Provincial Funding	510	510	35
Other	12	172	232
TOTAL REVENUE:	722	873	451
EXPENSES			
General Operating Expenses	888	849	509
Management Fees	175	175	180
TOTAL EXPENSES	1,063	1,024	688
OPERATING INCOME (LOSS)	-341	-151	-237
One Time Gain on Sale Of Assets	850	553	392
NET INCOME (LOSS)	509	402	155
Capital Expenditure	50	50	200

** All assets of the Crown corporations are held by Harbourside Commercial Park, therefore any loss/gain on sale of assets related to the commercial parks is recorded in Harbourside, while operations remain under Nova Scotia Lands.*

Nova Scotia Lands - Health Infrastructure Budget Context

	Estimate 2019-2020 ('000)	Forecast 2019-2020 ('000)	Estimate 2020-2021 ('000)
REVENUES			
Provincial Funding	7,400	9,466	12,393
TOTAL REVENUE:	7,400	9,466	12,393
EXPENSES			
Salaries and Benefits	6,507	5,768	9,921
General Operating Expenses	893	3,698	2,472
TOTAL EXPENSES	7,400	9,466	12,393
NET INCOME (LOSS)	-	-	-