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Message from the Minister and President

We are pleased to present the 2021-2022 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 continues 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and responsibility for the former DSME Trenton facility in 2018, we have been successful in the demolition of several outdated assets which were deemed unsustainable.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, in Liverpool, 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. 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 continues to work on several other environmental remediation projects across the province. The division is providing support to the Department of 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

We are working with multiple provincial 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 127 employees made up of NS Lands Healthcare, Nova Scotia Health (NSH), and supporting departments across the province. Success has been seen with the completion of the Hants County Operating 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 another productive year!



Lloyd P. Hines
Minster, Transportation and Active Transit



Stephen MacIsaac, RPF, P.Eng
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) 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 NSLI Board of Directors. The integrated team is primarily made up of NS Lands Health Infrastructure division, Clinical Supply Chain, NSH, Department of Health and Wellness, Transportation and Active Transit, and the Department of Finance and Treasury Board. This division is in the midst of oversight of the largest infrastructure project ever in Nova Scotia. Over the upcoming year the division will transition its reporting relationship to the newly created Department of Infrastructure and Housing.

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.

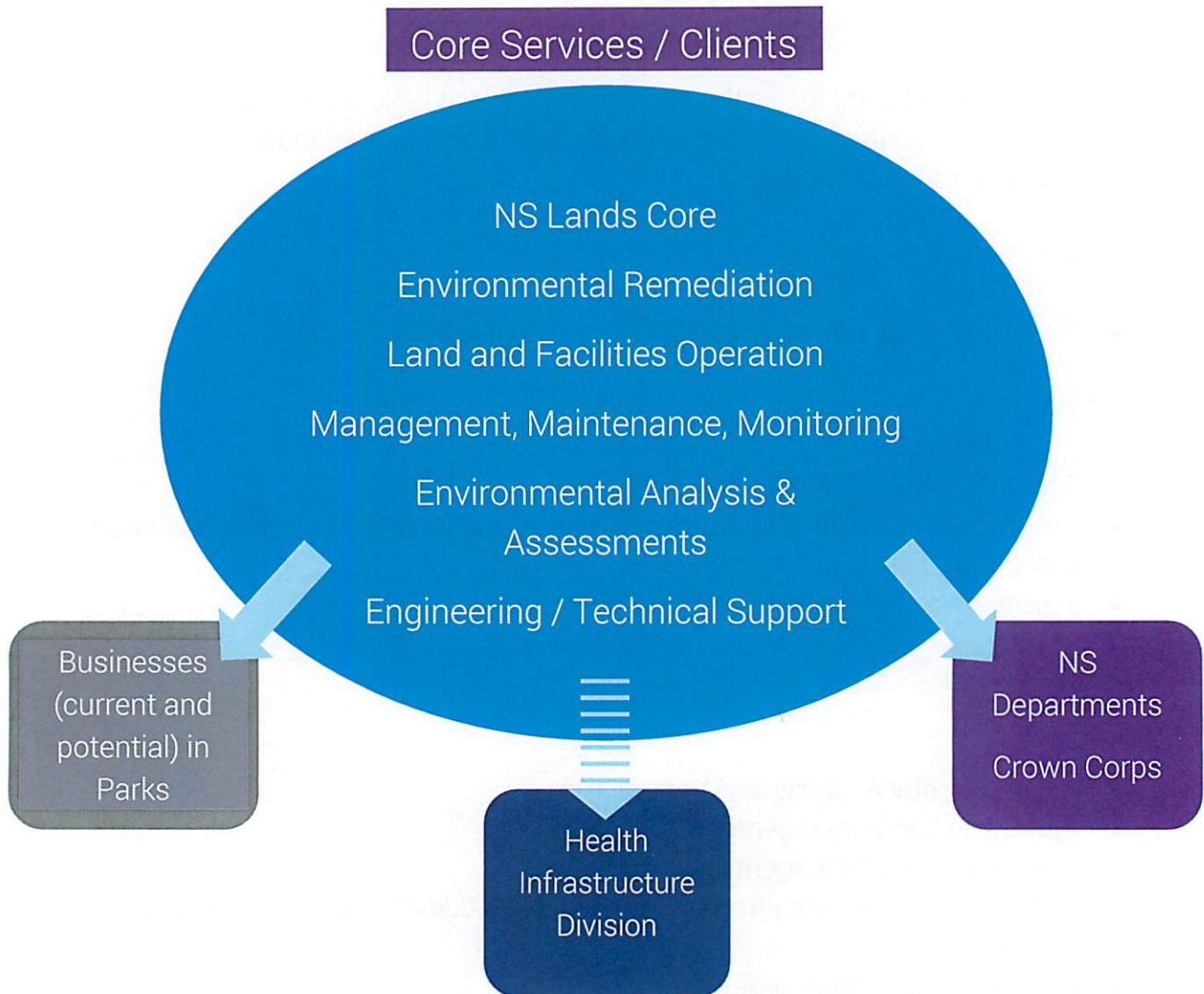
Core Values

- 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 Active Transit and the NS Health, 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.
- Continue with long-term monitoring and maintenance efforts for the former Sydney Tar Ponds and Coke Ovens project.
- Engage with and project manage several consultants supporting environmental monitoring on several provincial projects/properties.

- Employ a monitoring system to ensure reporting requirements are met on all Industrial Approvals (IA's) with our partners at Nova Scotia Environment and Climate Change.
- Continue to build meaningful partnerships with government departments and maintain those already in existence.
- Begin the remedial efforts to address mine tailings on the Montague and Goldenville former gold mines.
- Provide project management services for mine remediation projects for our partners at Nova Scotia Department of Lands and Forestry.
- Complete remedial efforts for closure of the former RDM Disposal Site Assessment in Harrietsfield. Establish a Long-Term Monitoring Plan for the site.
- Complete the removal of Abandoned or Wrecked Vessels project and begin the removal phase for those vessels.
- Continue work on provincial dam assessment and monitoring program.

Parks and Land Management

Harbourside Commercial Park and Open Hearth Park

- Continue to sell land to new businesses and expand existing businesses to help foster economic growth and job creation.
- 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 process of transferring property to private ownership through purchase option agreements.
- 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 Transportation and Active Transit (TAT) 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 substantially complete. The proposed remediation activities are estimated to be complete in four to seven years commencing, at the earliest, in 2022. 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 general public.

NS Lands has continued engagement with PLFN and the general public in the Pictou area, with a public consultation plan for the IAAC assessment being implemented.

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

- All site assessments and baseline studies completed
- Project design and tender ready documents are complete awaiting an IAAC environmental approval decision
- Real-time air monitoring complete and air monitoring on the National Air Pollution Surveillance Program (NAPS) schedule ongoing
- A final Environmental Impact Statement was submitted to IAAC in December 2020
- Industry briefing being undertaken in December 2020
- Procurement has been engaged through the Department of Service Nova Scotia and Internal Services
- A Fairness Monitor has been engaged to monitor procurement processes

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 County Operating Rooms and Dartmouth General Expansion have already been completed. Success of the projects to date, and in the 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
- Department of Health and Wellness
- Department of Finance and Treasury Board
- Department of Justice
- Department of Transportation and Active Transit
- Department of 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

The QEII Redevelopment initiative is a massive, multi-year project, and an incredible opportunity that will allow the Province to transform how we deliver and meet the health care needs of Nova Scotians. The project is focused on the development of new healthcare facilities and programs within the QEII Health Sciences network. The development of the project will enable 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. 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 an Inpatient Centre
 - Construction of a new designated Innovation and Learning space within the Outpatient and Cancer Care Centre
 - Construction of a new approximately 1,000 car parkade on the Halifax Infirmary block
 - Construction of a new centralized utility plant for the new buildings
 - CBC Demolition Project
 - Summer Street Parkade
 - Emergency Doctors Administration Space Relocation
- Chemo Prep Laboratory
- Halifax Infirmary 3rd / 5th Floor Project

The QEII Redevelopment project has been successful in reaching many critical milestones. The work performed by the integrated team has shown a continuous commitment to the overall vision of creating and delivering better health care to Nova Scotians across the Province. Below is a list of various milestones reached on the project:

- Dartmouth General Expansion substantially complete – December 2020
- Halifax Infirmary request for proposal release – November 2020
- Bayers Lake Community Outpatient Centre request for proposal close – August 2020
- Chemo Preparation Lab – Complete March 2020
- Summer Street Parkade request for proposal awarded July 2020
- CBC Demolition request for proposal awarded (March 2020) and substantial completion achieved January 2021
- Emergency Doctors Administration space relocation initial tender package release – December 2020

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 Health Centres planned for New Waterford, and communities of the Northside, as well as expansion and renovations at Glace Bay and Cape Breton Regional hospitals. Design work is well underway at all sites and early construction work has begun at Cape Breton Regional and New Waterford facilities. The redevelopment is summarized as follows:

- Glace Bay Hospital
 - The Tom Peach Renal Dialysis Clinic has been completed and is operational. Expansion and renovations also include a new emergency department, renovated emergency rooms, 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
 - Mother and Child
- New Waterford Primary Care Facility
 - A new health centre, including 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.
- Northside Health Centre/Long-Term Care Facility and Laundry Facility
 - A new modern health centre, including space for a collaborative family practice team, community-based services, day clinics and clinical support services.
 - A 60-bed long-term care home.
 - A new laundry centre.

Nova Scotia Lands – Original Mandate Budget Context

	Estimate 2020-2021 ('000)	Forecast 2020-2021 ('000)	Estimate 2021-2022 ('000)*
REVENUES			
Miscellaneous Recoveries	445	85	189
Leases	55	52	245
Wharf Usage	129	129	0
Equipment Rentals	10	5	5
Ec Dev Provincial Recovery	1,259	1,259	1,259
Grant-Pictou Wharf	0	3	0
PNS Grant	750	750	750
OHP LTMM Fund & Admin Fee	1,161	1,065	1,183
Provincial Funding	0	0	35
Sale of Land-Gain	0	0	290
SUL Recovery	0	0	120
Boat Harbour & Admin Fee	7,205	7,205	5,650
Dam Projects	0	41	72
Recovery from Sysco & Admin Fee	4,200	2,781	2,554
HCPI Management Fee	180	180	0
Miscellaneous Income	125	104	87
Gold Mines Project & Admin Fee	20,152	2,280	7,500
Future Building/School Demolition & Admin Fee	550	150	0
Tidal Energy Project	50	50	40
Trenton Commercial Park	1,076	1,076	1,076
Harrietsfield Landfill	8,081	15,000	310
Marine Vessel Program & Admin Fee	429	429	535
LAF Contaminated Sites	560	200	1,500
Wood Heat Conversion	0	70	0
Stimulus Grant	0	1,500	0
Miscellaneous Projects	0	0	2,170
TOTAL REVENUE	46,417	34,414	25,570

	Estimate 2020-2021 ('000)	Forecast 2020-2021 ('000)	Estimate 2021-2022 ('000)*
EXPENSES			
Payroll Expenses	2,098	2,112	2,160
General & Administration Expenses	1,610	1,584	1,761
Provincial Economic Development Initiatives			
PMCP	1,259	1,259	1,259
Site Reconstruction – PMCP	25	24	25
Sysco LTMM	3,751	2,331	2,075
OH Park & CO LTMM	824	728	824
Pictou Wharf	6	6	6
Boat Harbour	6,756	6,756	5,171
Gold Mines	20,000	2,200	7,400
Future Building/School Demolition Project	500	150	0
Marine Vessel Program	350	350	485
Dam Projects	0	0	72
Tidal Energy Project	0	0	0
Trenton Commercial Park	890	890	657
Harrietsfield Landfill	8,000	14,920	300
LAF Contaminated Sites	500	200	1,350
Wood Heat Conversion	0	45	0
Miscellaneous Projects	0	0	2,025
TOTAL EXPENSES	46,569	33,555	25,570
NET INCOME (LOSS)	-152	859	0

**HCPI, which was previously reported separately, will amalgamate with NS Lands effective April 1, 2021.*

Harbourside Commercial Park Budget Context

	Estimate 2020-2021 ('000)	Forecast 2020-2021 ('000)	Estimate 2021-2022 ('000)*
REVENUES			
Leases	184	190	0
Provincial Funding	35	35	0
Other	624	1,539	0
TOTAL REVENUE:	843	1,764	0
EXPENSES			
General Operating Expenses	509	486	0
Management Fees	180	180	0
TOTAL EXPENSES	688	666	0
OPERATING INCOME (LOSS)	155	1,098	0
CAPITAL REQUEST	200	230	0

**HCPI will amalgamate with NS Lands effective April 1, 2021. Estimate for 2021-2022 is included in NS Lands.*

Nova Scotia Lands – Health Infrastructure Budget Context

	Estimate 2020-2021 ('000)	Forecast 2020-2021 ('000)	Estimate 2021-2022 ('000)
REVENUES			
Provincial Funding	12,393	14,087	18,015
TOTAL REVENUE:	12,393	14,087	18,015
EXPENSES			
Salaries and Benefits	9,921	8,945	12,443
General Operating Expenses	2,472	5,142	5,572
TOTAL EXPENSES	12,393	14,087	18,015
NET INCOME (LOSS)	-	-	-

Budget/Forecast Variance Explanation:

Increase of \$3.527M to reflect P3 Operating Accounting Treatments for QEII New Generation with offset of savings of vacancies and operational expenses resulting of a net increase of \$1.694M.

Budget/Forecast Variance Explanation:

Increase of \$5.622M reflects majority of resources required for the redevelopment teams along with associated operational expenses including the \$2.7M for P3 Operating Account Treatments for QEII New Generation.