

Crown Corporation Business Plans 2016–2017

Nova Scotia Lands Inc.



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Message from the Minister and the President

Since its establishment in 2006, Nova Scotia Lands Inc. (NSLI) has achieved very steady progress in several major environmental and site redevelopment areas. The decommissioning of the Sydney Steel Corporation (Sysco) plant has been completed, as well as the environmental cleanup of the 185 hectare (ha) site. The first three phases, totalling 68 ha (170 acres) have been completely serviced and turned over to Harbourside Commercial Park Inc. (HCPI) for commercial development. Phases IV and V will be turned over and paid out of this year's budget, for a total of 34 ha (88 acres). On the remaining portion of the former Sysco steel plant site, slag reclamation and sales will continue.

In 2016–2017, one of the roles of NSLI will be to continue activities at the former Sysco site, recycle any remaining products of value, and put in place the necessary infrastructure for continued management of the commercial park facility on behalf of HCPI. Working in collaboration with HCPI, we will continue to assist in marketing this park to regional, national, and international interests. NSLI will also put to use its substantial environmental cleanup experience to deal with other contaminated sites, such as the Boat Harbour industrial waste facility. NSLI will continue as custodian of the Open Hearth Park (former Tar Ponds) and Harbourside East (former Coke Ovens) sites, ensuring appropriate long-term maintenance and monitoring, while encouraging use and development of the sites.

In 2016–2017, NSLI will continue management of the Port Mersey Commercial Park (former Bowater site). We are also continuing to manage the Pictou Wharf facility, which includes major upgrades to the dock utilities and fender systems.

Co-operative efforts will continue with a number of regional municipalities in planning for viable reuse of provincially owned properties, in order to assist municipal governments in rebounding from the loss of a major industry.

The Honourable Geoff MacLellan
Minister of Transportation and Infrastructure Renewal

Gary Campbell
President, Nova Scotia Lands Inc.

Mandate

To prioritize for action, assess, and, where necessary, remediate provincially owned properties, with the objective of returning these lands to reusable condition, with no substantive environmental or safety concerns.

To seamlessly manage former brownfield industrial sites that operate under environmental approvals and environmental management plans. These sites include Harbourside Commercial Park and Open Hearth Park in Sydney, Nova Scotia, and Port Mersey Commercial Park in Liverpool, Nova Scotia. Nova Scotia Lands also manages the revitalized Pictou Wharf in Pictou, Nova Scotia.

The commercial park facilities are managed with an eye to community economic/employment benefit, while striving to operate in a fiscally responsible manner, aiming to achieve viable operations with minimal or no government financial support.

In addition to the above-listed sites, Nova Scotia Lands is commencing a remediation program of Boat Harbour — a harbour impacted through the years by pulp and paper mill effluent.

Government's Priorities

People

Although in our mandate, we talk of operations that are financially viable, more importantly, people form one of our main focuses.

- Nova Scotia Lands maintains a core group of people who both oversee development and manage the day-to-day activities at their sites. In addition to a committed labour contingent, the corporation maintains engineers, accountants, vehicle operators, and tradespeople, whose collective interests include ongoing development for the benefit of the communities in which Nova Scotia Lands Inc. personnel operate and live. Worker participation in decisions, training, and positive interpersonal relations is promoted and encouraged.
- In addition to employment and employee/employer relations, the community needs green space and a place for active living. The Open Hearth Park — formerly Tar Ponds — provides an outdoor venue, second to none in the province, where active living is encouraged. The park has walking trails with outdoor exercise stations, playground, artificial-turf football field, soccer field, and an off-leash dog park. In addition, the Harbourside Commercial Park sports tennis and basketball courts, a soccer field, and a quarter-mile track. The green space is also used as a venue to host community events and activities such as concerts and charitable fundraising events.

Innovation

Slag operations at first glance might seem a fairly simple and innocuous type of gravel quarrying operation, but look again.

- Slag is a recycled aggregate that supplants quarried aggregates mined from virgin ground. The product as an aggregate is superior to most mined products.

- Nova Scotia Land, in conjunction with Dalhousie University, has completed studies at the Dalhousie Agricultural Campus in Truro demonstrating that slag is suitable material for replacement of septic bed sand in sloping filters.
 - Currently, Nova Scotia Lands is assessing the viability of different slag blends to determine suitability as a potting soil medium. This material will also be tested in conjunction with a waste compost product at the Port Mersey site (a waste stream from the former Bowater water treatment facility).
- c. Continue management and maintenance of park facilities.
 - d. Continue with quarrying, marketing, and sales of slag product.
 - e. Further research use of slag as a growing medium.
 - f. Investigate commercial development opportunities for Harbourside East and Frederick Street properties.
 - g. Maintain financial viability, whereby government financial assistance is negligible or not required.

Education

For several years, Nova Scotia Lands and associated corporations have employed university students for spring, summer, and fall work in fields close to their chosen lines of study. In the upcoming year, Nova Scotia Lands will assess means and methods whereby its contractors will be encouraged to employ students seeking trade certifications through apprenticeship programs.

Core Responsibilities

Harbourside Commercial Park Development

Continue management, promotion, and development of this first-class commercial park in the core of downtown Sydney.

Key Actions:

- a. Explore marketing advertising opportunities to further park usage.
- b. Establish industrial/commercial tenant for north brownfield property.

Port Mersey Commercial Park Development

Continue management, promotion, and development of this first-class commercial park in the Brooklyn/Liverpool sector of Queens County.

Key Actions:

- a. Explore marketing and advertising opportunities to further park usage.
- b. Establish and work with tentative new tenants/partners on ship-breaking program.
- c. Continue wharf repairs.
- d. Further research on ASB compost product as potential growing-medium blend.
- e. Establish at minimum two new commercial tenants.
- f. Rationalize or sell remaining redundant industrial equipment.
- g. Explore federal government harbour divestiture plans.

- h. Manage works to minimize government funding requirements.

Open Hearth Park Management

Promote and encourage active living and community cohesiveness through Open Hearth Park operations.

Key Actions:

- a. Work with Cape Breton Regional Municipality in the extension of Open Hearth trails to the downtown boardwalk and cruise-ship pavilion.
- b. Encourage use of the park through promotional events, which may include summer concerts, parades, and holiday activity events.
- c. Stay within the funding guidelines provided through the 25-year federal/provincial maintenance and monitoring agreement.
- d. Complete connection from Harbourside Commercial Park to North Bridge in Open Hearth Park.

Boat Harbour Operations

Key Actions:

- a. Install service road.
- b. Commence pilot-scale remediation trials.

Long-term Maintenance and Monitoring

Continue with established and approved maintenance and environmental monitoring of the remediated brownfield sites to ensure stability.

Key Actions:

- a. At Open Hearth Park – LTMM.
- b. Harbourside Commercial Park/Sysco – LTMM.
- c. Port Mersey Park – Promote growth and use of park, approvals requirements.
- d. Boat Harbour requirements

Outcomes and Performance Measures

Core Business Area: Commercial Park Development

Promote the growth and expansion of the two commercial parks falling under NSLI's mandate by promoting the attributes of the parks, assisting businesses in leasing space (and buildings) in the parks, and enabling tenants to succeed by facilitating contracts with government and other resources wherever possible.

NSLI has been active in the past year attracting new tenants to the parks and will work with community and government contacts to target additional tenants in the parks in 2016–2017.

NSLI will endeavour to attain this goal by continuing to focus on helping clients establish and promote businesses in the parks through the facilitation of contacts with local government departments and agencies to ensure widespread knowledge of the resources, services, and opportunities available to business from park tenants.

Budget Context

	Estimate 2015-16 (\$ 000)	Forecast 2015-16 (\$ 000)	Estimate 2016-17 (\$ 000)
Revenues			
Management fee from HCPI	160	155	206
Miscellaneous recoveries	0	26	124
Pictou Wharf	100	33	178
LTMM Fund	1,058	792	1,213
Boat Harbour	0	0	4,993
<i>MV Miner</i>	5,027	5,027	0
<i>MV Miner</i> – Other Expenses	0	3	118
Halifax office – Boat Harbour	0	497	0
Port Mersey – economic development	1,250	900	256
Recovery from Sysco	1,062	865	825
Provincial funding	0	0	0
Miscellaneous income	0	13	80
Total revenue	8,657	8,311	7,993
Expenses			
Payroll	1,252	1,161	1,252
General and administration expenses	588	748	620
Consulting expenses	100	100	100
Sysco LTMM	424	370	319
Sysco capital	550	423	250
OH Park and CO LTMM	904	676	952
<i>MV Miner</i> contract	4,739	4,742	0
Pictou Wharf	100	33	0
Boat Harbour	0	0	4,500
Unbudgeted recoverable items	0	3	0
Total expenses	8,657	8,256	7,993
Net income (loss)	0	55	0