



# **Crown Corporation**

## **B U S I N E S S P L A N S**

### FOR THE FISCAL YEAR 2013–2014

#### Harbourside Commercial Park Inc. ***Business Plan 2013–2014***

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# Message from the Minister and the President

Harbourside Commercial Park Inc. (HCPI) began operations as a Crown corporation during the 2007–2008 fiscal year, with the mandate to manage the commercial development of remediated areas of the former Sydney Steel property.

Since the opening of the first phase of the commercial park, levels of employment have steadily increased. The 15 businesses within the park have 152 full-time employees, plus an additional 96 part-time workers.

Harbourside Commercial Park personnel are actively dealing with prospective tenants interested in land and building purchases. Because of demand, the park has reached full capacity for rental of available office space in existing buildings.

Harbourside Park has contributed, and continues to contribute, to the local economy and provides an excellent area for new and existing businesses to develop. The 2013–2014 fiscal year looks very positive, as new tenants choose Harbourside as their business location.

The Honourable Maurice Smith, Q.C.  
Minister of Transportation and  
Infrastructure Renewal

Gary Campbell  
President, Harbourside Commercial Park Inc.



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## Mission

***To develop and maintain a viable industrial and commercial park, comprising properties formerly owned by Sydney Steel Corporation (Sysco), including maintenance of buildings and grounds, and the sale and lease of real estate for commercial purposes.***

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## Planning Context

As a Crown corporation, Harbourside Commercial Park Inc. (HCPI) reports to a board of directors. The Minister of Transportation and Infrastructure Renewal is the minister responsible for the Crown corporation. HCPI maintains its office in Sydney, Nova Scotia, along with a presence at the department's head office in Halifax. The address for HCPI's website is <http://www.harcom.ca>.

HCPI is responsible for the remediated lands on the former Sysco property. HCPI was incorporated in August 2006 and began operations April 1, 2007. HCPI is also responsible for Sydney Utilities Limited (SUL), which is a wholly owned subsidiary of HCPI. SUL is responsible for the control of the two water utilities that had been part of the Sysco infrastructure and a substantial water supply for the regional municipality and industrial activities at the former Sysco site.

Approximately 187 acres of the former Sysco site have been remediated to industrial standards. In 2013–2014, HCPI will purchase Phase IV of the former Sysco property at fair market value. HCPI will manage the process of selling or leasing this property to commercial users and will manage existing tenants currently in place.

The remainder of the Sysco site will be remediated over time. As additional parts of the site are cleaned and available for sale or lease, it is intended that HCPI will purchase the property from Sysco.

HCPI will be guided by important key principles. These principles include strict attention to environmentally safe practices, a strong commitment to the health and safety of workers, respect for local communities, adherence to fiscal responsibility and public accountability, and the practical use of local labour and supplies.

## Strategic Goals

HCPI's overall strategy is to advance its objectives with respect to establishing a fiscally viable commercial business park at the former Sysco steel mill site.

More specifically HCPI will

- continue to develop Harbourside Commercial Park into a premier commercial and marine park, through marketing and site development



- provide business and other opportunities to the communities of the Cape Breton Regional Municipality
- expand and evolve the site as property is remediated and purchased from Sysco
- maintain sound health and safety practices in order to minimize the potential risk of injury to workers, visitors, tenants, suppliers, and others who may visit the site
- maintain adequate security on the site to prevent the loss of provincial property and site assets

## Core Business Areas

The following are the core business functions of HCPI.

### ***HCPI Operations***

The location of HCPI is ideal as a commercial business park. HCPI's core objectives are the continued property management and operation of the park and all associated buildings and marine facilities.

### ***Pictou Wharf Activities***

The rehabilitation and development of the Pictou Wharf facility into a viable commercial property will occur in 2013–2014. This will allow the wharf to carry on business importing and exporting cargo. HCPI will manage operations of the wharf.

### ***Planning for Future Site Development and Use***

As more property is remediated and purchased, HCPI will continue to participate in the development of a long-term plan that clearly establishes its vision for the site and adjacent properties. Included in the planning document will be potential uses of the land and a strategy to attract to the park new businesses that support the vision. The former Coke Ovens property will become available for commercial development. The Sydney Tar Ponds and adjacent area will enhance the commercial attractiveness of the business park.

## Priorities for 2013–2014

### ***HCPI Operations***

- Develop and implement marketing strategies promoting the commercial park.
- Continue to attract new tenants to the commercial park.
- Enhance the third and fourth development phase of the Sysco site, through infrastructure development and aesthetic enhancement, making the site attractive to business and the community.
- Purchase the Phase IV land from Sysco and transfer to HCPI.

- Continue to update HCPI's website as a sales and information tool promoting the park.

***Development of Infrastructure on Existing Remediated Lands***

- Improve marketing and signage for the park.
- All roads in the Phase I to III areas of the park have been turned over to CBRM.

***Planning for Future Site Development and Use***

- Work with key stakeholders to expand our vision for the future of the park and adjacent Tar Ponds and Coke Ovens site properties.
- Sale of land to Cape Breton Explorations (CBEX) will be completed, and construction of a biomass generating station will begin.



## Budget Context

	Estimate 2012-13 (\$ 000)	Forecast 2012-13 (\$ 000)	Estimate 2013-14 (\$ 000)
<b>Revenue</b>			
Leases and rent	975	971	975
Sale of land	40	27	31
Other	38	162	66
<b>Total revenue</b>	<b>1,053</b>	<b>1,160</b>	<b>1,072</b>
<b>Expenses</b>			
General operating expenses	858	848	825
Management fees	100	100	100
<b>Total expenses</b>	<b>958</b>	<b>948</b>	<b>925</b>
<b>Net income (loss)</b>	<b>95</b>	<b>212</b>	<b>147</b>
Capital expenditure	1000	750	1,350

Note: HCPI does not have any employees. HCPI contracts with NSLI for the operation, project management, and marketing of the park.



# Outcomes and Performance Measures

## Core Business Area 1 HCPI Operations

Outcome	Measure	Base Year	Target: 2013-14	Trends	Strategies to Achieve Target
Continued management of the park	Number of property sales and leases	2008-09	Four properties sold		Continue marketing activities
Rehabilitation of Pictou Wharf	Upgrading of wharf area	2013-14	Operational by end of summer	2013-14: 100%	Contract work to start in early spring
Transfer of Phase IV land to HCPI	Remaining Sysco land transferred to HCPI	2011-12	All land transferred	2013-14: 100%	

## Core Business Area 2 Sydney Utilities Activities

Outcome	Measure	Base Year	Target: 2013-14	Trends	Strategies to Achieve Target
Transfer of SUL assets to HCPI	HCPI to take over SUL's responsibilities	2012-13	100% turnover of assets	2012-13: 100%	Transfer completed



**Core Business Area 3** *Planning for Future Use*

Outcome	Measure	Base Year	Target: 2013–14	Trends	Strategies to Achieve Target
Land-use plan to be expanded to include Coke Ovens site	Completed plan	2013–14	Plan for Coke Ovens site	2013–14: 100%	Work with provincial/federal partners of the Tar Ponds cleanup project to establish an environmental management plan.