



Crown Corporation

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

FOR THE FISCAL YEAR 2012–2013

Harbourside Commercial Park Inc. *Business Plan 2012–2012*

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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 2012–2013 fiscal year looks very positive, as new tenants choose Harbourside as their business location.

The Honourable Bill Estabrooks
Minister of Transportation and
Infrastructure Renewal

Gary Campbell
President,
Harbourside Commercial Park Inc.

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.

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. Sydney Utilities Limited (SUL), will be wound down during 2012–2013, and all of its assets transferred to HCPI.

Approximately 48 hectares (120 acres) of the former Sysco site have been remediated to industrial standards. In 2011–12, HCPI purchased the second phase of former Sysco land 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.

This year will conclude a transfer of a number of adjacent properties to HCPI. A total of forty properties currently owned by the Province and the Federal Government will be turned over to HCPI.

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

- 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

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.

Sydney Utilities Activities

SUL will wind down during 2012–2013, and all of its assets will be transferred to HCPI.

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. A planning process has been initiated to recommend future uses for the Coke Ovens property and the Sydney Tar Ponds and to determine what impact these sites will have on Harbourside.

Priorities for 2012–2013

HCPI Operations

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

- Continue to update HCPI's website as a sales and information tool promoting the park
- Assist the municipality and the Whitney Pier Historical Society in their efforts to develop a walking-trail system adjacent to the park, making resources and land available where possible. This walking trail was opened this past fall.

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

- Improve marketing and signage for the park
- Turn over roads to the Cape Breton Regional Municipality

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

- Work with key stakeholders to develop a vision for the future of the park and adjacent Tar Ponds and Coke Ovens site properties
- Develop a long-term strategic plan for the future use of the next phase of the site



Budget Context

	Budget 2011-12 (\$ 000)	Forecast 2011-12 (\$ 000)	Budget 2012-13 (\$ 000)
Revenue			
Leases and rent	978	975	975
Sale of land	88	24	40
Other	50	40	38
Total revenue	1,116	1,039	1,053
Expenses			
General operating expenses	999	925	858
Management fees	105	105	100
Total expenses	1,104	1,030	958
Net income (loss)	12	9	95
Capital expenditure	1,000	0	1,000

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: 2012-13	Trends	Strategies to Achieve Target
Continued management of the park	Number of property sales and leases	2008-09	Three buildings sold		Continue marketing activities
Lease renewal for marine facility and back-up lands	Signing of new 5-year lease	2005-06	Renewed lease New lease arrangement	2012-13: 100%	Negotiations with Provincial Energy Ventures
Transfer of Phase III land to HCPI	Remaining Sysco land transferred to HCPI	2011-12	All land transferred	2012-13: 100%	

Core Business Area 2 *Sydney Utilities Activities*

Outcome	Measure	Base Year	Target: 2012-13	Trends	Strategies to Achieve Target
Transfer of SUL assets to Harbourside Commercial Park (HCPI)	HCPI to take over SUL's responsibilities	2012-13	100% turnover of assets	2012-13: 100%	



Core Business Area 3 *Planning for Future Use*

Outcome	Measure	Base Year	Target: 2012-13	Trends	Strategies to Achieve Target
Land-use plan for Harbourside site this year	Completed plan	2010-11	Plan for adjacent site	2012-13: 100%	Negotiations with a number of new clients