

# Bull Arm Site Corporation Board Activity Plan



Fiscal Year  
2007-2008



## Message from the Chairperson

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The Bull Arm Site Corporation was incorporated by the Province of Newfoundland and Labrador on September 15<sup>th</sup>, 1995 under the *Corporations Act*. All shares of the Corporation are held by Ministers of the Crown on behalf of the Province. Its affairs are governed by a Board of Directors appointed by the Lieutenant-Governor in Council.

Reporting directly to the Minister of Natural Resources, the Bull Arm Site Corporation Board (the BASC Board) is comprised of six persons with diverse backgrounds and experiences. Their endeavours are supported by an administrative staff of two, and operate primarily from the Natural Resources Building, Elizabeth Avenue, St. John's, Newfoundland and Labrador.

The BASC Board is charged with carrying out the duties and responsibilities required for the general operations of the Bull Arm Site Fabrication Site (the Site). The BASC Board established a strategic framework that underpins this activity plan, and is accountable for the preparation and achievement of the goals listed in the plan.

Under the Transparency and Accountability Act, the BASC Board is defined as a category 3 entity and as such is required to submit a three year "activity plan" to the Minister of Natural Resources to be tabled in the House of Assembly.

On behalf of the Bull Arm Site Corporation Board, I am pleased to present a one year plan for the fiscal year 2007/2008. This one year plan is necessitated to cover the transition period and allow for appropriate time to deliberate on long term planning. Our next plan will cover a three year period commencing in 2008 and ending 2011. This plan will include a list of goals that the BASC Board will look forward to achieving.

Existing projects in the resource and energy sectors of Newfoundland and Labrador continue to play a significant role in the prosperity of the province. Potential projects in refining, mining, hydro-electricity, oil and gas and others highlight a future of increased activity. The members of the Bull Arm Site Board are pleased to support the various industries as it moves forward to embrace new opportunities and contribute to the growing prosperity of our province.

Sincerely,

**Gary Gorman, Ph.D.**  
Interim Chairperson

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# 1. Overview

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The Bull Arm Site Corporation Board (BASC Board) consists of a Chairperson, a Chief Operating Officer and four other members representing various experiences and industry/business backgrounds appointed by the Lieutenant-Governor in Council for alternating terms and are eligible for reappointment. The BASC Board is supported by three permanent employees, two located in the Avalon region and one located at the Bull Arm Fabrication Site.

Current BASC Board representation is as follows:

**Dr. Gary Gorman**

Interim Chairperson

St. John's

Appointed for a 2 year term

October, 2006 to October, 2008

**Mr. Michael Mulrooney**

Director

Come by Chance

Appointed for a 2 year term

October, 2006 to October, 2008

**Mr. Pierre Tobin**

Director and Chief Operating Officer

St. John's

**Mr. Fred Drover**

Director

St. John's

Appointed for a 2 year term

October, 2006 to October, 2008

**Mr. Jim Keating**

Director

St. John's

Appointed for a 2 year term

October, 2006 to October, 2008

**Mr. Bill Fanning**

Director

St. John's

Appointed for a 2 year term

October, 2006 to October, 2008

Permanent employees:

**Ms. Marilyn Bursey**

Administrative Assistant

St. John's

**Mr. Kevin Greene**

Site Manager

Bull Arm Site

**Ms. Pamela Benson**

Development Officer

St. John's

The Bull Arm Site Corporation's budget of \$1,135,000 is included under the Royalties and Benefits division of the Department of Natural Resources (source: Estimates 2007-2008).

For information about the Bull Arm Site Corporation Board's work, please contact:

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## 2. Mandate

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The Bull Arm Site Corporation Board (BASC Board) is responsible for the general operations and policy development for the Bull Arm Site Fabrication Site. The BASC Board acts as a liaison between corporate administration, external proponents and the Department of Natural Resources executive.

**The mandate of the BASC Board is:**

To *optimize* the effective utilization rate of the Bull Arm Fabrication Site for the *maximum economic benefit* of the province of Newfoundland and Labrador.

Please see appendix 'B' for additional information.

### **3. Lines of Business**

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The Bull Arm Site Corporation Board (BASC Board) reports directly to the Minister of Natural Resources.

#### **1. Operation and maintenance of the Bull Arm Fabrication Site**

The BASC Board oversees operation of the Bull Arm Fabrication Site regarding maintenance, safety and readiness for clients wishing to utilize the Site.

#### **2. Promotion of the Bull Arm Site Fabrication Site**

The BASC Board guides the overall marketing and promotion of the Site including requests for expressions of interest, advertising, meetings with potential proponents and attendance at trade shows and conferences by executive and staff.

## 4. Values

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The Bull Arm Site Corporation Board (BASC Board) values a working environment of mutual respect, accountability and fiscal responsibility. In exercising its mandate, the BASC Board will be guided by the following principles.

<u>General Principle</u>	<u>Action statements</u>
Maximization of Usage	The BASC Board seeks to maximize utilization of the Bull Arm Site and thereby the direct and ancillary benefits to the Province. Ideally this is accomplished by having a single comprehensive user for the entire facility. In the absence of such a tenant, the BASC Board will seek to maximize use through opportunities of intermediate scale and term.
Flexibility	The BASC Board encourages flexibility for site usage, including leases for only those portions of the site necessary for a project. Tenants will not be granted leases to greater portions of the site, or for greater periods of time than necessary for performance of the work.
Non-exclusivity	The Site is available to all interested companies in the performance of confirmed work commitments, and as such, the BASC Board will provide information to such companies respecting the availability and cost of the lease of the Site for such work. The BASC Board will not agree to exclusive arrangements that unduly restrict potential access by other parties.
Fairness	The BASC Board is committed to ensuring that site access be priced to prevent unfair competition to similar alternate privately-owned locations or subsidization by government.
Transparency	Information respecting the pricing and availability of the Site will be publicly available. The BASC Board will maintain consistent terms and conditions for all potential users, particularly where multiple parties are using access to the Site as part of a bid for the same work/project.

## 5. Primary Stakeholders

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The Bull Arm Site Corporation Board (BASC Board) identifies its primary clients as those individuals, groups, or organizations who are the principal users and/or beneficiaries of the BASC Board's lines of business, and include the following:

- ❖ Major resource based companies (energy, mining)
- ❖ Contractors and subcontractors providing services to these companies
- ❖ Contractors with operations independent of these
- ❖ Municipalities adjacent to the Site who are affected by the day to day operation of the facility
- ❖ Other departments, agencies and levels of government
- ❖ Members of the general public who are interested in obtaining information regarding the Bull Arm Fabrication Site

## 6. Vision

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The vision of Bull Arm Site Corporation Board (BASC Board) is of a fully utilized, internationally competitive facility that operates to the highest standards of safety and service quality, for the maximum benefit (of our clients and) of the people of Newfoundland and Labrador.

In order to support the attainment of this vision the Corporation maintains the following policies.

Potential Uses	The priority of the BASC Board will be to pursue options for industrial fabrication, in keeping with the site's original design intent. Other uses for the Site will be considered only where they would not conflict with potential usage for industrial fabrication, and where the BASC Board feels such usage may be appropriate.
Tangible Work	The BASC Board will only negotiate leases for access to the Site with parties having confirmed work commitments. The BASC Board will consult with potential tenants engaging in bidding, budgeting or other activities, but leases will not be negotiated without confirmed work commitments.

## 7. Mission Statement

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The mission statement identifies the priority focus area of the Minister over the next two planning cycles. It represents the key longer-term result that the Minister and the BASC Board will work towards to achieve the strategic directions of government. The statement also identifies the measures and indicators that will assist the BASC Board and the public in monitoring and evaluating success.

By 2011 the BASC Board will have attracted local, national and international clients to the facility in an attempt to ensure the maximum long-term utilization and benefit of the Bull Arm Fabrication Site.

**Measure:** Attract more local, national and international clients.

**Indicators:**

- Tenants and activity at the Site in the form of fabrication of steel and construction of component parts.
- Measured employment levels in total number of positions and total person hours worked.

## 8. Objectives

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The Bull Arm Site Corporation Board (BASC Board) is now presenting a one year plan covering the transition period ending on March 31, 2008. The BASC Board's next plan will cover a three year period commencing in 2008 and ending in 2011 and will include a list of goals that the BASC Board will look forward to achieving.

### **Issue 1: Marketing and Promotion**

In order to attract tenants and activity to the Site, the Corporation will place advertisements in trade magazines and other relevant publications. Staff and executive will attend trade shows and conferences, as well as meet personally with potential clients to discuss opportunities for utilization. This will increase the awareness of the Site as a viable alternative to competing facilities.

**Objective:** By March 31, 2008, the BASC Board will assess its marketing and promotions activities, and adjust the levels of these activities, as appropriate.

**Measure:** Appropriate levels of marketing and promotion.

#### **Indicators:**

- Update of multi media presentation (DVD, brochures)
- Review and development of a revised advertising plan
- Participation in trade shows
- Development and distribution of an annual report of its activities
- Update of the Corporation's website

### **Issue 2: Maintenance and repair of buildings**

Large industrial facilities require ongoing maintenance and upkeep to maintain a state of readiness and safety. The BASC Board will ensure the primary structures and infrastructure at the site are maintained and available in a readied state for occupancy.

**Objective:** By March 31, 2008, the BASC Board will ensure that the Site infrastructure is maintained to the highest safety standards.

**Measure:** Maintain the highest safety and environmental standards

#### **Indicators:**

- Complete a safety review and report
- Maintain the Site's communication system
- Maintain the Site's water and sewer system
- Maintain a level of fitness and safety of buildings and roadways

**Issue 3: Site Remediation**

The BASC Board will oversee the dismantling and disposal of materials and buildings that are hazardous or a deterrent to normal operations.

**Objective:** By March 31, 2008, the BASC Board will have identified and developed a disposal plan for a number of items deemed to be no longer fit for their purpose or appropriate for storage at the Bull Arm Site, and to ensure the Site is maintained in a safe and secure manner.

**Measure:** Disposal plan for the appropriate removal of items from the Bull Arm Site

**Indicators:**

- Identify and develop a disposal plan for the removal of unwanted equipment and infrastructure
- Consult with GPA and advertise disposal opportunities
- Prepare a site maintenance and safety report
- Review and monitor removal of mooring chain

**Issue 4: Board Processes**

To ensure compliance and succession of operation, the BASC Board will undertake an analysis of requirements.

**Objective:** By March 31, 2008, the BASC Board will have enhanced their business processes.

**Measure:** Enhanced Board processes

**Indicators:**

- Recommend appointment of a long term Chairperson of the BASC Board
- Review of President's role and assess the requirement for a long term appointment
- Review of BASC Board size
- Consider development of rules of Governance for incorporation and operation of the BASC Board

## 9. Appendix A: Strategic Directions

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Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

The following excerpt from the Department of Natural Resources Strategic Plan 2006-08 is applicable to the Bull Arm Site Corporation:

**1. Title:** Sustainable Resource Development

**Outcome:** Effective and efficient management of our natural resources to ensure that they are utilized in a sustainable manner such that the resources and the economic benefits from these resources are optimized. This outcome supports government direction as outlined in Government's 2003 Policy Document and the 2004 and 2005 Speech from the Throne.

Components of Strategic Direction	Being addressed by other entities reporting to the Minister	This direction is addressed by the Bull Arm Site Corporation
Petroleum and Natural Gas <ul style="list-style-type: none"> <li>• Research and Development</li> <li>• Benefits Maximization</li> <li>• Land Use</li> <li>• Effective and Efficient Management</li> </ul>	√  √ √	√

## 10. Appendix B: Board Mandate

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### Current Mandate

#### **Powers and Duties of Board:**

The Bull Arm Site Corporation Board (BASC Board) may, under the control and direction of the Minister, or concurrently with the Minister;

- i. purchase, lease or otherwise acquire in the name of the Crown, and sell, lease or otherwise dispose of on behalf of the Crown property, real or personal of every nature and kind, or interest in property, which is considered necessary, convenient or advisable for or incidental to the exercise of the powers, functions and duties,
- ii. enter into an agreement with the governments, departments, agencies, Boards, councils or bodies,
- iii. undertake, promote or recommend measures for the development, control and direction of the utilization of the Site,
- iv. prepare and publish statistics, reports, records, bulletins, pamphlets, circulars and other information as appropriate in relation to the operations of the Site.