

# **Crown Corporation**

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

FOR THE FISCAL YEAR 2014–2015

### **Nova Scotia Lands Incorporated**

*Business Plan 2014–2015*

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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 site. The first two phases, totalling 48 hectares (120 acres) have been completely serviced and turned over to Harbourside Commercial Park Inc. (HCPI) for commercial development. Phases III and IV will be turned over and paid for out of this year's budget for a total of 189 acres (75 hectares). On the remaining portion of the former Sysco steel plant site, slag reclamation and sales will continue.

In 2014–2015, the principal role 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. NSLI will assume the role as custodian of former Tar Ponds and Coke Ovens sites, ensuring appropriate long-term maintenance and monitoring while encouraging use and development of the sites.

In 2014–2015, NSLI will continue management of the Bowater site. We are also continuing to manage the Pictou Wharf facility, which includes major upgrades to the dock utilities and fender systems. NSLI will also manage the reclamation and cleanup of the *MV Miner* on Scaterie Island.

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

The Honourable Geoff MacLellan  
Minister of Transportation and Infrastructure Renewal

Gary Campbell  
President, Nova Scotia Lands Inc.



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## Mission

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

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## Planning Context

As a Crown corporation, NSLI reports to a board of directors consisting of senior provincial officials. The minister responsible for the Crown corporation is the Minister of Transportation and Infrastructure Renewal (TIR). NSLI maintains an office in Sydney, Nova Scotia, along with a presence at TIR's head office in Halifax. NSLI's website address is <http://www.nslands.ca>.

NSLI was incorporated in August 2006 and began operations effective April 1, 2007. In recognition of the planned windup of Sydney Steel Corporation (Sysco), it was determined that future activity related to the continued remediation of Sysco's property would be conducted by NSLI. Approximately 75 hectares (189 acres) of the former Sysco site has been completely remediated to industrial standards and has been developed as a major industrial park facility. The remainder of the Sysco site comprises the slag dump area, and this product will be mined as required by market conditions.

It is anticipated that Harbourside Commercial Park Inc. (HCPI), another provincial Crown corporation, will continue to market, sell, and lease

reclaimed properties. NSLI has entered into a management agreement with HCPI whereby NSLI supervises the operations of the commercial park as well as assisting in marketing the park.

Throughout its operations, NSLI 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.

Some of the challenges that NSLI faces in managing the remediation of the former Sysco site pertain to the changing environmental regulations. While extremely important, they do have an impact on the timing of the cleanup of the former site. Determining the extent of the environmental remediation required on sites owned by the former Sydney Steel Corporation that are outside the Sysco site also presents a challenge.

In addition to management of the Sysco and Tar Ponds properties, NSLI will work in partnership with provincial government agencies and departments as it plays a new role in providing management, operation, security, and administrative services in the remediation of environmentally challenged sites under the control of the Province of Nova Scotia.

## Strategic Goals

### NSLI's Strategic Goals

1. Provincially owned lands in need of remediation are made safely and environmentally reusable.
2. Designated provincially owned properties are recreationally, commercially, and industrially developed for social and economic benefit.

More specifically, NSLI will

- continue managing the former Sysco site
- assume management of former Tar Ponds and Coke Ovens sites
- continue to put in place the required infrastructure to allow for redevelopment of the site as a viable commercial park facility
- continue to co-operate with the Cape Breton Regional Municipality in planning activities for viable reuse of former Sysco lands and assets, including necessary water supply, in efforts to increase the municipal tax base
- assist in prioritizing provincially owned sites under its mandate to ensure that present public safety issues or serious environmental concerns are high on the action list
- assess and, where necessary, remediate and redevelop provincial lands for future uses in an environmentally sound manner, meeting the province's obligations and strengthening relations with local communities

- maintain adequate security on sites to prevent the loss of provincial property and site assets, as well as maintaining safe conditions
- actively manage and market Harbourside Commercial Park as a viable location to establish commercial and industrial enterprises
- actively manage and market the former Bowater site in Liverpool to establish commercial and industrial enterprises
- actively manage and market the Pictou Wharf as a viable shipping facility
- manage the reclamation and cleanup of the *MV Miner* on Scaterie Island

## Core Business Areas

### Continued Development of the Former Sysco Site as Harbourside Commercial Park

No further environmental site assessments are needed; however, ongoing monitoring will be required.

Work will continue in the management of the properties into useful and valuable commercial real estate.

### Management of Former Tar Ponds and Coke Ovens Sites

The intention is to develop standards whereby we can allow development of the Coke Ovens site.

We will also promote and encourage use of the Open Hearth Park site.

We will manage the long-term maintenance and monitoring program to insure safe and environmentally sound use of both sites.

### **Environmental Assessment, Remediation, and Redevelopment of Other Sites**

Some other former Sysco and non-Sysco properties require environmental site assessments or additional physical assessment. Physical assessment may include locating buried hazards, underground tunnels, or areas of surface soil subsidence.

Remediation or restoration and redevelopment plans will be developed and implemented as required. Remediation may include removal of hazards, demolition, soil and seed application, tree planting, remediation of contaminated soils, redirection or treatment of ground waters, and other activities. Redevelopment may include rehabilitation of existing infrastructure.

### **Reuse of Blast Furnace Slag By-products**

Slag materials were produced as a by-product of the steelmaking process. Several hundred thousand tons of these products are on the former steel mill site. It has been demonstrated that several of these products are valuable as construction aggregates, filter media, and concrete aggregates. NSLI will continue to encourage and help private-sector companies to reuse these products for construction activities and in the stabilization and solidification of the Sydney Tar Ponds.

## **Priorities for 2014–2015**

### **Former Sysco Site**

- Continue management of lands on behalf of HCPI
- Continue long-term maintenance and monitoring of site
- Continue slag quarry
- Monitor air, sample groundwater

### **Assume Management of Former Tar Ponds and Coke Ovens Sites**

- Support and ensure public activity in Open Hearth Park
- Develop covenants and ways forward to allow commercial development of Coke Ovens site (Harbourside East)
- Establish and commence long-term Maintenance and Monitoring program
- Archive all data related to cleanup of these sites.

### **NS Sites Review and Prioritization**

- Continue to meet with those with vested interests (Natural Resources, Public Works, Government Services Canada, etc.) who may have knowledge of the sites and may have already identified problems or have had assessments done
- Work with other government departments on cleanup and redevelopment of provincial sites

### **Environmental Assessment, Remediation, and Redevelopment of Other Sites**

- Complete physical assessments on selected sites
- Complete CCME-based environmental assessments on selected (higher priority) sites
- If problems are identified, develop a priority list to remove public safety hazards and environmental concern at prioritized sites
- Continue other ongoing assessments
- Carry out other work as contracted from other government departments
- Manage redevelopment of Pictou Wharf
- Continue management and redevelopment of Bowater site into a commercial park

### **Sydney River Water System**

- Maintain ongoing management of the Sydney River Dam and fish ladder



## Budget Context

	Estimate 2013-14 (\$ 000)	Forecast 2013-14 (\$ 000)	Estimate 2014-15 (\$ 000)
<b>Revenue</b>			
Management fee from HCPI	100	100	91
Miscellaneous recoveries	1,338	2,372	3,860
Miscellaneous revenue	160	116	0
Recovery from Sysco	4,071	2,918	869
<b>Total revenue</b>	<b>5,669</b>	<b>5,506</b>	<b>4,820</b>
<b>Expenses</b>			
Payroll	1,210	1,056	1,050
General and administrative expenses	496	514	300
Project management	90	62	100
Security services	115	123	100
Sysco LTMM	570	497	300
Sysco Capital	1,700	1,083	495
Non-Sysco projects	1,444	2,001	2,475
<b>Total expenses</b>	<b>5,625</b>	<b>5,336</b>	<b>4,820</b>
<b>Net income</b>	<b>44</b>	<b>170</b>	<b>0</b>
FTEs	11	9	15

## Outcomes and Performance Measures

### Core Business Area 1 *Provincially owned lands in need of remediation are made safely and environmentally reusable*

Outcome	Measure	Base Year	Trends	Target: 2014-15	Strategies to Achieve Target
Environmental assessments indicate two to be done	Completed			100%	Complete assessments
Design of a long-term monitoring plan		2011-12	2011-12: 10% 2012-13: 90%	100%	Completed
Capping operation of contaminated material cell		2010-11		100%	Completed
Coke Ovens capping engineering oversight		2011-12	2011-12: 50% 2012-13: 90%	100%	Completed
Coke Ovens surface capping	South	2011-12	2011-12: 30% 2012-13: 90%	100%	Completed
Coke Ovens surface capping	North	2011-12	2011-12: 30% 2012-13: 90%	100%	Completed
Develop covenants	Commercial development	2014-15		100%	Use internal resources to develop document
Long-term Maintenance and Monitoring Program (25-yr plan)	Establish program Continued monitoring and maintenance	2014-15		100%	Use internal resources Plan established and will be managed
Archive data related to cleanup of sites	Documents library	2014-15		100%	Hire employee to establish library

**Core Business Area 2** *Designated provincially owned properties are recreationally, commercially, and industrially developed for social and economic benefit*

Outcome	Measure	Base Year	Trends	Target: 2014–15	Strategies to Achieve Target
Identify health and safety issues	Document problems and develop action plan	2009–10	2009–10: 20%	All main H & S issues dealt with	Use internal resources to repair problems presenting a safety concern
			2010–11: Ongoing as per needs		
			2011–12: Ongoing as per needs		
			2012–13: Ongoing as per needs		
Pictou Wharf redevelopment	Fender upgrades	2013–14		100%	Completed this year if resources are available
Manage Bowater (Renova) site	Demolition	2013–14	2013–14: 50%	100%	Contracts awarded
	Asset sales	2013–14		100%	Completed
	Redevelopment	2013–14	2013–14: 50%	100%	Building improvements Road improvements

