



# **Crown Corporation**

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

### FOR THE FISCAL YEAR 2013–2014

Nova Scotia Lands Inc.

***Business Plan 2013–2014***

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# Message from the Minister and 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, and the environmental cleanup of the 185 hectare site is in the final stages. The first two phases, totaling 48 hectares (120 acres) have been completely serviced and turned over to Harbourside Commercial Park Inc. (HCPI) for commercial development.

Phase III was turned over to HCPI last year, and Phase IV will be completed early this year, for a total of 75 hectares (187 acres). On the remaining portion of the former Sysco steel plant site, significant progress has been made in addressing heavily contaminated soils; all areas have been assessed and 95 per cent have been remediated. Also, NSLI has taken the lead on a number of major projects under the federal-provincial Tar Ponds cleanup agreement and was able to significantly save time and project costs. NSLI, working in conjunction with DMSE Trenton, just completed a major upgrade to the lands at the former Trenton Works facility. This upgrade included soil remediation, demolition of several structures, and the installation of approximately two kilometres of rail line.

In 2013–2014, the principal role of NSLI will be to continue the redevelopment activities at the former Sysco site, recycle any remaining products of value, and put in place the necessary infrastructure for continued development of the site into a viable commercial park facility. 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 that are provincially owned, and it will assist the Sydney Tar Ponds Agency in advancing its \$400 million project adjacent to Sysco and Harbourside Commercial Park properties.

In 2013–2014, NSLI will continue to assist the Bowater transition project and has assumed management of the site. We are also commissioning and managing the upgrade of the Pictou Wharf facility, which includes major upgrades to the dock utilities and fender systems. NSLI has been involved in a number of hazardous material cleanups, recently completing a major asbestos abatement program in the former New Glasgow schools complex, and currently remediating the Coke Ovens site.

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 Maurice Smith, Q.C.  
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 (187 acres) of the former Sysco site has been completely remediated to industrial standards and is being 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.

As more land becomes available, it is anticipated that Harbourside Commercial Park Inc. (HCPI), another provincial Crown corporation, will purchase the land at fair market value as part of its inventory for further development of the park. 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 conducting the remediation of the Sysco property, 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*

NSLI's overall strategy is to advance its objectives with respect to decommissioning, remediation, and future use of the former steel plant site as well as other provincially owned properties. Further, NSLI staff will continue to provide their considerable environmental and site management experience in support of the federal-provincial program to clean up the Tar Ponds and Coke Ovens sites. The underlying goal of NSLI will be to protect the province's interests and its fiscal position regarding environmentally challenged sites.

More specifically, NSLI will

- continue managing the former Sysco site
- 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

## Core Business Areas

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

Demolition of the plant infrastructure has been completed, and the environmental remediation of the property is nearly completed. No further environmental site assessments are needed, however ongoing monitoring will be required.

Work will continue to redevelop the property into useful and valuable commercial real estate.

### ***Support to the Tar Ponds and Coke Ovens Project***

With the former extensive Sysco property separating the Tar Ponds and Coke Ovens sites, much of the federal-provincial cleanup agreement activity is staged on the NSLI managed property. Also, since much of the Tar Ponds and Coke Ovens remediation activity is very similar to the work already completed by NSLI on the former Sysco site, support to the Tar Ponds project has grown. Furthermore, remediated areas of the former Sysco site, as well as the Tar Ponds and Coke Ovens sites, will require long-term monitoring activity. NSLI will be well positioned to oversee this required monitoring activity.

### ***Environmental Assessment, Remediation, and Redevelopment 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, site levelling and grading, 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 assist private-sector companies to reuse these products for construction activities and in the stabilization and solidification of the Sydney Tar Ponds.



## Priorities for 2013–2014

### *Former Sysco Site Rehabilitation*

- Complete Phase III ESA in the tank farm area, August 2013.
- Finish remediation of isolated contamination areas.
- Decommission and or sell south substation.
- Complete bioremediation of high dump sludge area in 2013.
- Do general maintenance, monitoring well checks.
- Continue slag quarry.
- Monitor air, sample groundwater.

### *Former Sysco Site Redevelopment*

- Continue grading and levelling of ore field area, ongoing 2013

### *Support to the Tar Ponds and Coke Ovens Project*

- Continue to provide management support on CO site for grading and capping.
- Continue to serve on and support the federal-provincial Project Management Committee.

- Oversee disposal within the NSLI landfill cell of un-recyclable debris removed from the Tar Ponds.
- Continue to co-chair the Environmental Management Committee.

### *NS Sites Review and Prioritization*

- Continue to meet with those with vested interests (Natural Resources, Public Works and 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.
- Assist in 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 2012-13 (\$ 000)	Forecast 2012-13 (\$ 000)	Estimate 2013-14 (\$ 000)
<b>Revenue</b>			
Management fee from HCPI	100	100	100
Miscellaneous recoveries	7,630	6,884	1,338
Miscellaneous revenue	3	96	160
Recovery from Sysco	5,191	3,085	4,071
<b>Total revenue</b>	<b>12,924</b>	<b>10,165</b>	<b>5,669</b>
<b>Expenses</b>			
Payroll	1,050	969	1,210
General and administrative expenses	496	450	496
Project management	75	63	90
Security services	95	84	115
Site reconstruction	3,473	1,817	1,960
Cleanup and containment	7,535	6,622	1,754
<b>Total expenses</b>	<b>12,724</b>	<b>10,005</b>	<b>5,625</b>
<b>Net income</b>	<b>200</b>	<b>160</b>	<b>44</b>

FTEs	9	11	9
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# Outcomes and Performance Measures

## Core Business Area 1 Sysco Site Rehabilitation and Redevelopment

Outcome	Measure	Base Year	Trends	Target 2013-14	Strategies to Achieve Target
Continue with final environmental site assessments	Phase III pending		2010-11: 90% 2011-12: 98% 2012-13: 98%	100%	One last area remaining



**Core Business Area 2** *Support to the Tar Ponds Project*

Outcome	Measure	Base Year	Trends	Target 2013-14	Strategies to Achieve Target
Long Term Monitoring Plan		2011-12	2011-12: 10% 2012-13: 90%	100%	Develop plan for monitoring
Manage operation of contaminated material cell		2010-11	2010-11: 30% 2011-12: 45% 2012-13: 90%	Work ongoing	Oversee placement of material to ensure no damage
Coke Ovens capping engineering oversight		2011-12	2011-12: 50% 2012-13: 90%	100%	Complete capping
Coke Ovens CO6B	South	2011-12	2011-12: 30% 2012-13: 90%	100%	Complete capping
Coke Ovens CO6A	North	2011-12	2011-12: 30% 2012-13: 90%	100%	Complete capping

**Core Business Area 3** Environmental Assessment of Other Provincially Owned Sites

Outcome	Measure	Base Year	Trends	Target 2013-14	Strategies to Achieve Target
Identify health and safety issues	Document problems and develop action plan	2009-10	2009-10: 20% 2010-11: Ongoing as per needs 2011-12: Ongoing as per needs 2012-13: Ongoing as per needs	All main H & S issues dealt with	Use internal resources to repair problems presenting a safety concern
Pictou Wharf redevelopment	Completion of utilities contract and fender upgrades	2013-14		100%	Completed this year
Manage Bowater (ReNova) site	Establish defunct buildings list for demolition	2013-14		100%	
Commercial activity on ReNova wharf	Minimum one carload imported through wharf	2013-14		100%	

