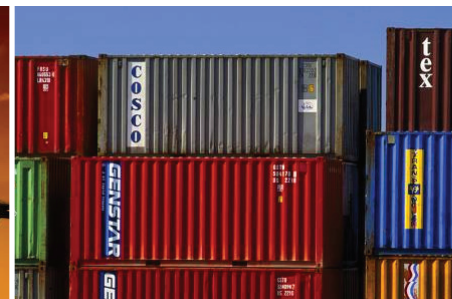
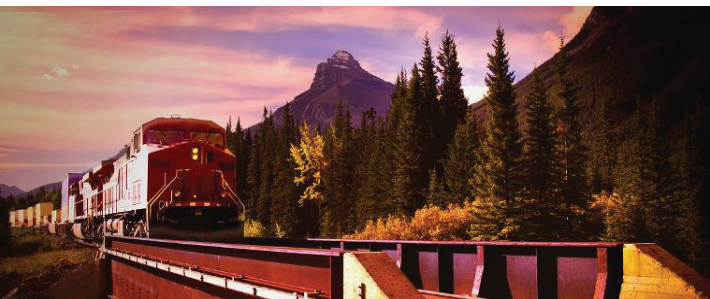


2010-2015 Strategic Plan: Building the Halifax Gateway



Prepared for
Halifax Gateway Council

Prepared by
InterVISTAS Consulting Inc.

17 January 2010

February 2010

The Halifax Gateway Council's **2010 – 2015 Strategic Plan: Building the Halifax Gateway** will guide the work of the organization as it seizes opportunities and implements initiatives aimed at innovating the way we move both cargo and people to and from the east coast of North America and the world.

This strategic plan reinforces our belief in the Halifax Gateway and what it means to the Canadian economy and international trade and commerce. It demonstrates our strong belief in partnership and collaboration. Working towards a shared vision allows us to move forward together, beyond what any one organization could achieve on its own.

The plan provides a broad roadmap for the Halifax Gateway Council, in a dynamic and integrated effort. It contains overarching goals and objectives that provide the framework that will guide our work and commit us to leadership and advocacy.

Over the next five years, the Halifax Gateway Council will focus on:

1. Ensuring the Halifax Gateway offers efficient transportation networks to meet shipping and travel needs;
2. Improving Halifax Gateway infrastructure to capitalize on gateway related business opportunities;
3. Ensuring government policy supports gateway development and that barriers to trade and travel are minimized;
4. Establishing the Halifax Gateway brand nationally and internationally; and
5. Coordinating with other gateway councils and organizations in Atlantic Canada and supporting the Atlantic Gateway Strategy.

On behalf of the Halifax Gateway Council, I would like to thank the Greater Halifax Partnership and Nancy Phillips, Executive Director of the Halifax Gateway Council and Director of Trade and Investment at the Greater Halifax Partnership, for the leadership role they have played in managing the Halifax Gateway initiative over the past two years.

We look forward to working with our partners and transportation stakeholders as we implement our plan and realize our common vision.

Sincerely,



Joyce F. Carter
Chair
Halifax Gateway Council

Table of Contents

Introduction.....	1
The Vision	2
The Opportunity.....	3
The Gateway Today	4
Infrastructure and Services	4
Trade Significance and Economic Impact.....	5
The Environment	7
Economic Growth and International Trade.....	7
The Policy Environment.....	7
Transportation and Travel Trends.....	8
Increased Security	9
New Technology	9
Increasing Competition	9
Realizing the Vision.....	10
Transportation Improvements	10
Infrastructure Improvements.....	11
Government Policy.....	12
Marketing and Branding.....	14
Multiple Gateway Councils and Organizations.....	14
Halifax Gateway Council	16

"Canadian Tire makes extensive use of the Halifax Gateway to move goods from Asia to the east coast of North America. Our business is dependent on a well managed, service oriented supply chain. The Halifax Gateway Council is to be commended for their leadership and attention in facilitating the development of Halifax gateway assets as Canada's east coast hub city to the benefit of our company and the thousands of Canadians we serve daily." - Pat Sinnott, Executive Vice-President, Technology and Supply Chain, Canadian Tire Corporation, Limited

Introduction

Strategically located on the east coast of North America, the Halifax Gateway connects Canada with the rest of the world through its transportation network which includes a comprehensive system of sea, air, and ground facilities that allow for the movement of goods and people. The Halifax Gateway includes the Port of Halifax, Halifax Stanfield International Airport and the rail and road infrastructure that connects these facilities to each other, and to the rest of North America through east-west and north-south rail and road corridors.

The Halifax Gateway Council was established in 2004 to provide a forum for transportation providers and stakeholders in the Halifax region to work collaboratively to improve the efficiency and competitiveness of the gateway for the movement of goods and people. A strategic plan was completed by the Gateway Council in 2005 to guide the organization towards achieving its vision for the Halifax Gateway.

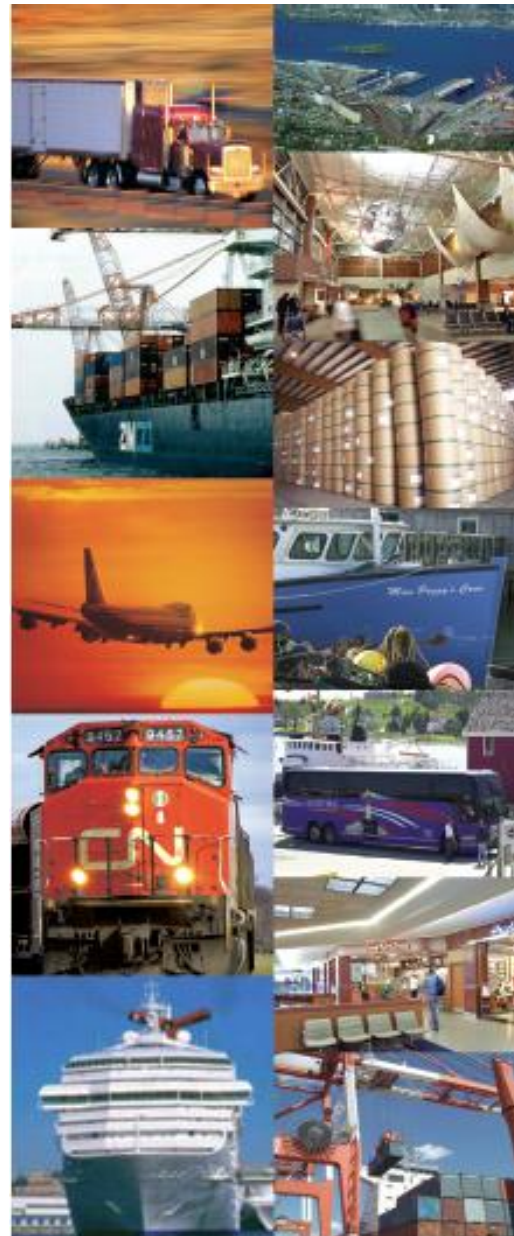
Since then, there have been a number of new developments. Competition amongst gateways in North America has intensified over the last several years, while the recent economic recession has had a negative impact on world trade and traffic volumes.

In Atlantic Canada, a number of gateway related initiatives, organizations and advisory councils have been established. This includes the Atlantic Gateway MOU (2007), and the Atlantic Gateway Advisory Council and Nova Scotia Gateway Secretariat and Advisory Council in 2009, all with a mandate to further develop gateway opportunities in Atlantic Canada, Nova Scotia and Halifax.

This updated strategic plan includes the results of a series of one-on-one stakeholder consultations and a planning workshop with the

Board of Directors of the Halifax Gateway Council.

The following strategic plan articulates the organization's new vision for the Halifax Gateway, and outlines the strategic issues and priorities that need to be addressed for the gateway to achieve its new vision.



The Vision

To be the preferred eastern Gateway for North America
for the economic and social benefit of Canada.

The revised vision for the Halifax Gateway highlights the role of the Gateway as a key hub for the movement of goods and people to and from the east coast of North America and the world. The vision also recognizes the economic and social benefits of the gateway for Canada as a nation and as a key component of Canada's greater transportation system and network.



The Opportunity

Let's look forward to the year 2030. The Halifax Gateway has achieved its vision and stands proudly as the preferred eastern gateway for the international movement of goods and people to and from North America.

The Port of Halifax is handling 2.8 million TEUs of container cargo, and the Halifax Stanfield International Airport is moving over 5.9 million passengers and over 55,000 metric tonnes of cargo through Halifax annually. In addition, more than 407,000 passengers are cruising through Halifax per year.

A comprehensive rail and truck network connects these facilities to each other and to the rest of North America.

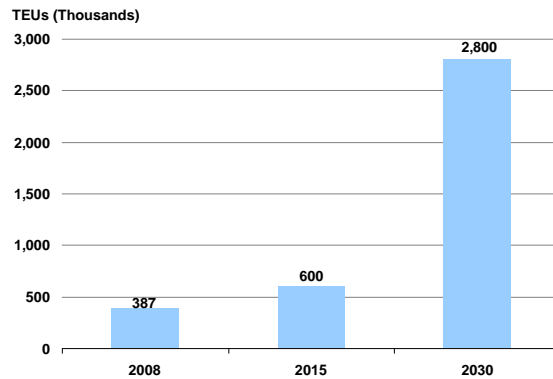
Government has introduced policies that facilitate the movement of goods and people through the gateway, and millions of dollars have been invested in gateway infrastructure and services to enhance competitiveness and to maximize gateway related business opportunities.

The Halifax Gateway offers efficient and reliable transportation facilities and services for its customers, and is recognized as a valuable asset for Canada, and internationally as the preferred gateway for the movement of goods and people to and from the east coast of North America – complementing the Asia Pacific Gateway on the west coast of Canada. This gateway activity drives economic growth in Atlantic Canada and Canada as a whole. Quality of life is enhanced as transportation is planned in such a way that drives economic growth while maintaining environmental principals and values.

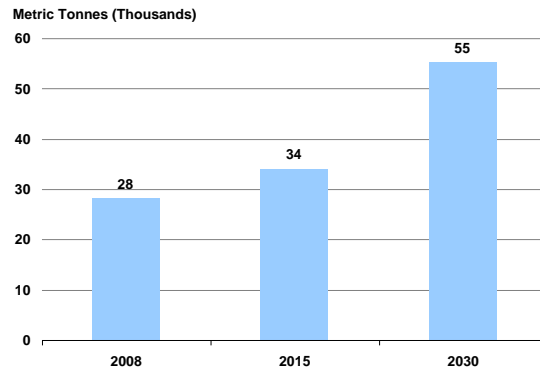
This is the vision for the Halifax Gateway.

The specific targets for the Halifax Gateway are outlined below.

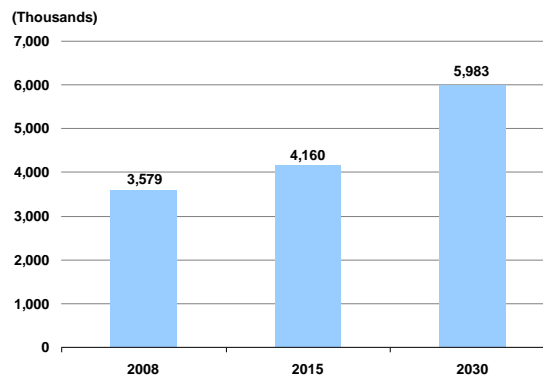
Container Traffic



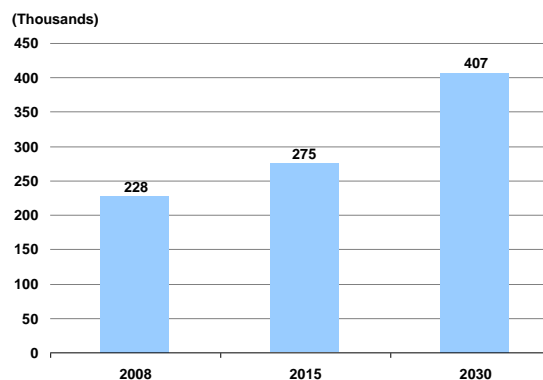
Air Cargo Traffic



Air Passenger Traffic



Cruise Passenger Traffic



The Gateway Today

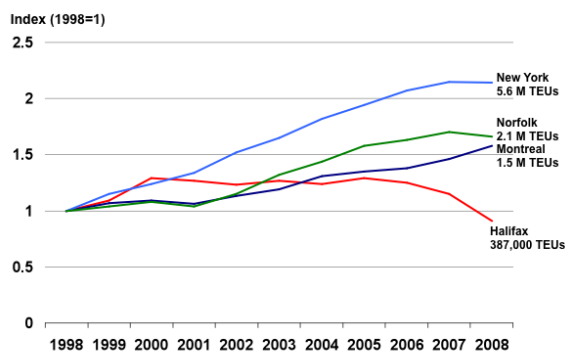
Infrastructure and Services

The Halifax Gateway is made up of the Port of Halifax, Halifax Stanfield International Airport and the rail and road infrastructure that connects these facilities to each other and to the rest of North America.

Port of Halifax

The Port of Halifax is an ice-free deep water port that offers year-round services and a range of shipping facilities for container, cruise ship, roll-on/roll-off, break bulk, liquid and dry bulk and offshore oil and gas operations. A multi-service port with infrastructure to accommodate the largest ships in the industry – including fully laden post-panamex vessels, the port is served by 11 of the world’s top 15 container lines with connections to Europe, the Mediterranean, the Middle East and Southeast Asia.

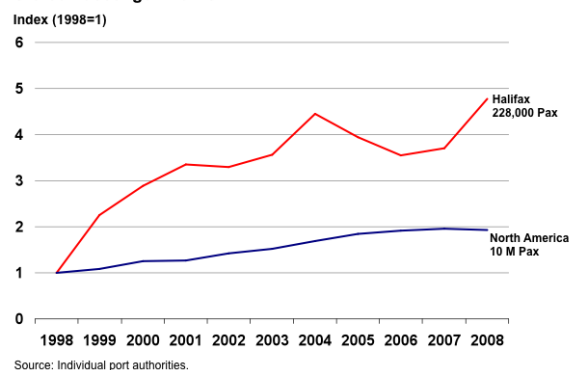
Container Traffic



Pre-recession, the growth of container traffic in Halifax lagged behind that of other major ports in North America. In 2008 and 2009, ports worldwide experienced declines in cargo volumes in the 10%-30% range. Competition from ports such as Montreal and New York, along with investments made in other port infrastructure along the east coast of North

America had a negative impact on cargo shipments to Halifax. However, the Port of Halifax attracted five new global carriers in 2009 for a total of 19 carriers. For instance, Halifax was selected by the CKYH Alliance (Cosco Container Lines, "K" Line, Yang Ming, Hanjin Shipping) as the only Canadian port of call on a new service between Asia and the east coast of North America. The service connects South East Asia, China and Hong Kong with Eastern and Atlantic Canada, and the U.S. Midwest, through Halifax.

Cruise Passenger Traffic



The Port of Halifax is both a port of call and homeport and is served by 19 cruise lines, which made 118 vessel calls to the port in 2009, serving 227,000 cruise visitors. Over the past decade, the growth of cruise passenger traffic at Halifax has outpaced the growth of the North American cruise industry.



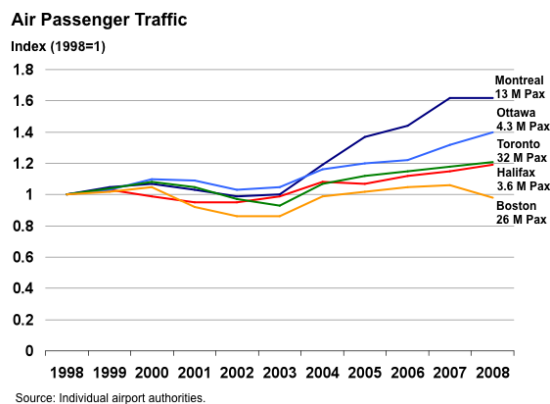
Halifax Stanfield International Airport

Halifax Robert L. Stanfield International Airport (HSIA) is part of Canada's National Airport System, and in 2008 was the seventh busiest airport in Canada. It is Atlantic Canada's gateway to the world, and the region's principal full-service airport providing passengers and cargo clients with access to markets across the country, the United States and Europe. It is the only airport in Atlantic Canada to offer U.S. preclearance and Canada Customs services on a 24-hour, seven day-a-week basis.

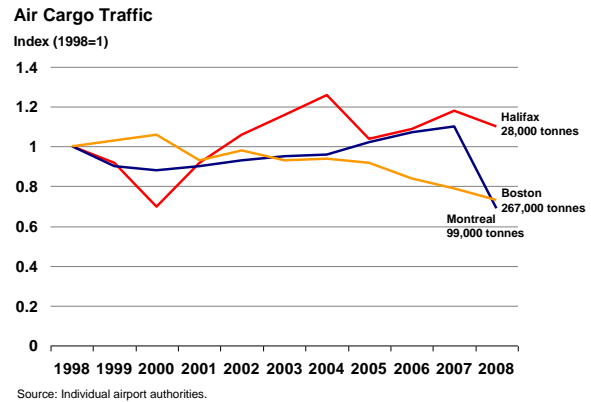
In 2008, HSIA welcomed 52% of Atlantic Canada's air passengers and landed over 50% of the region's commercial air cargo.

The airport is served by 21 air carriers which provide scheduled and charter service to over 450 non-stop and one-stop destinations.

HSIA has been ranked 1st Overall in Customer Satisfaction for airports in its class (less than five million passengers) for six years in a row.



Air passenger traffic at Halifax Stanfield International Airport has exhibited consistent growth over the past decade – reaching almost 3.6 million passengers in 2008. Air cargo traffic has also increased, reaching 28,000 metric tonnes in 2008. In 2009, Korean based Asiana Airlines announced new B747 air cargo services to Halifax, connecting the airport with Brussels, Belgium and Seoul.



Ground Transportation

Ground transportation in the Halifax Gateway includes CN Rail which provides service to/from the Port of Halifax to inland markets in North America, and VIA Rail, which provides passenger services to select cities in Canada. The primary road infrastructure consists of a number of 100 series highways, which are integrated into the National Highway System, and two bridges which provide access to the Halifax peninsula.

Trade Significance and Economic Impact

Canada is a trading nation and the Halifax Gateway makes up a critical component of Canada's transportation system – facilitating the international movement of goods and people to/from Canada through the east coast of North America. The efficiency and competitiveness of the Halifax Gateway has a direct impact on the economic performance of Canada. A more efficient gateway reduces costs and increases the competitiveness of Canada's exported goods, while an increase in imports through the gateway creates jobs and business opportunities for Canadians in the Halifax region and the rest of Canada.

The Halifax Gateway produces significant economic impact. For example, the Port of Halifax creates over 11,000 jobs and \$1.5 billion in economic impact, including over \$500 million

in wages and benefits through its annual operations. The direct economic impact from cruise operations, which includes passenger, crew, and cruise line expenditures, is estimated at \$50 million per year.

In addition, \$100 million in capital investments have been made by the Port over the past five years, while port operators and private companies have invested \$250 million in cargo related infrastructure improvements. Moving forward, the port has a five-year \$225 million capital investment plan which includes improvements to the container terminals and investments in technology to enhance security and efficiency.

Meanwhile, the Halifax Stanfield International Airport generates over 12,000 jobs and contributes \$1.2 billion in economic impact annually to the provincial economy. Between 2000-2008, the Airport Authority has invested over \$325 million in capital projects at the airport. The Airport Authority has embarked on a multi-year airport improvement program which targets over \$200 million in new capital investments at the airport over the next five years to enhance its air cargo facilities and services.

It is estimated that Halifax Gateway related rail services produces \$170 million in economic output, while long-haul and regional trucking services generate \$160 million in economic impact annually.



The Environment

Economic Growth and International Trade

International trade, which drives the demand for transportation and logistics services and gateway business, is closely linked to world economic growth. Historically, the growth pattern of world trade, as measured by the volume of global exports, has tracked the growth cycle of world GDP. The difference is that world trade has actually increased at a much faster pace – at an average rate of nearly two times GDP over the past decade. World trade now accounts for 53% of global GDP.



The current global economic recession, one of the worst since the Second World War, has had a deep and negative impact on the demand for international trade. The International Monetary Fund (IMF) estimates that world GDP decreased by -2.3% in 2009, while world trade decreased by double digits or about -12%. However, recent economic indicators show that the recession may be coming to an end. Both the IMF and World Bank forecasts a slow but moderate recovery, and expects world GDP growth to be in the range of about 3% for 2010. The IMF further projects that economic growth will average 3-4% in the

next several years to 2014 as the recovery takes hold and the global economy returns to growth. As the economy begins to improve, the demand for international trade is expected to increase as well.

In the longer term, continuing economic growth in emerging countries, especially China and India will continue to drive global economic growth, and will also have an impact on trade flows.

Another structural change that will have an effect on the global economy includes the fundamental changes that are occurring in the world's population. This includes a slow down in global population growth, ageing of the population, and continuing fall in the working-age population of advanced economies – which will all have a moderating effect on global economic growth.

The Policy Environment

The growth of international trade over the past decade has been facilitated by the policy environment – which has been characterized by globalization and the increased recognition of international trade as the engine of global economic growth and development. This includes the removal of trade barriers under the World Trade Organization (WTO) and Regional Trade Agreements (RTA).

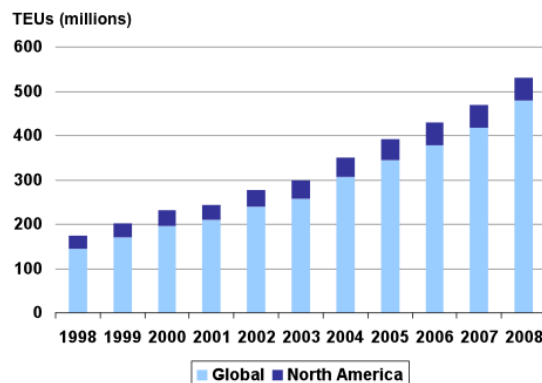
A liberalization of trade-related transportation agreements between countries and within trading bloc nations (e.g., APEC, EU, NAFTA) has also facilitated the increase in world trade. Canada's recently completed air transport agreement with the EU, which allows for unlimited passenger and cargo flights between Canada and the 27 member EU countries, along with Fifth Freedom rights, is expected to further drive trade and transportation.

Transportation and Travel Trends

In terms of ocean shipping, one of the major trends over the past decade has been the containerization of marine cargo. Between 1998-2008, the volume of global container throughput has doubled to an estimated 530 million TEUs. However, during this time, the share of global container traffic going through ports in North America has actually decreased. This trend is expected to continue as Asia's share of world exports and imports continues to increase.

The global recession has impacted the shipping industry significantly, which now faces issues such as over capacity and reduced rates which will impact cargo volumes and yield in 2010 and beyond.

Global Container Traffic



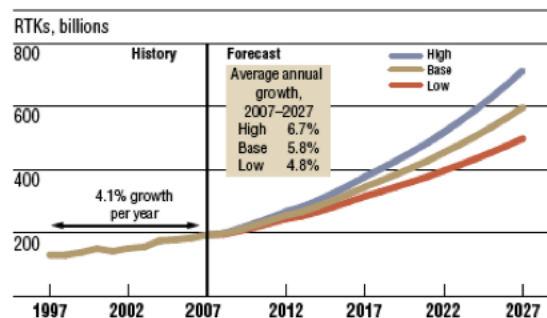
Source: American Association of Port Authorities and Korea Maritime Institute.

The growth of air cargo traffic is driven by and is highly correlated with economic growth. Historically, world air cargo has expanded at a rate of two to three times GDP growth. However, cargo growth over the last several years has been dampened by the increase in fuel prices, and the recent economic downturn.

Despite these current challenges, Boeing forecasts that air cargo traffic will grow at an average rate of 5.8% over the next 20 years – tripling current traffic levels by 2027. Traffic between North America and Europe and North America and Asia is expected to grow at an

average annual rate of 5.1% and 6.7% respectively during this time period.

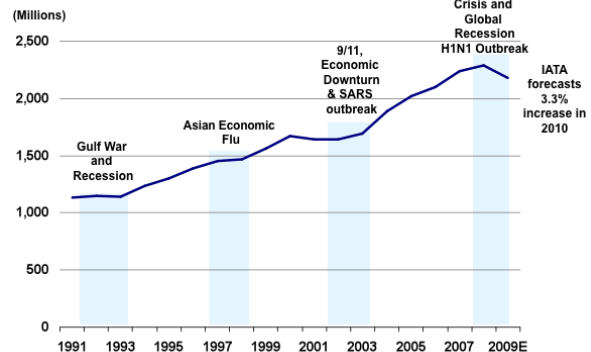
World Cargo Traffic



Source: Boeing.

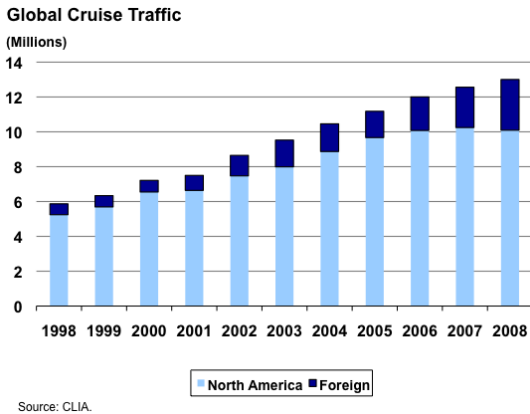
Despite multiple industry shocks over the last decade, global air passenger traffic has shown to be resilient and has maintained long-term growth, reaching nearly 2.2 billion passengers in 2008. One of the key trends that have occurred during this time is the shift in global air passenger traffic. International air traffic has grown at a much faster pace than domestic traffic, and as a result now accounts for 35% of total global passenger traffic.

Global Air Passenger Traffic



Source: ICAO and IATA.

The cruise industry has also exhibited consistently strong growth over the last decade, with cruise passenger traffic growing at an average rate of 8.3% per year to reach 13 million passengers in 2008. Although North America origin passengers still make up the majority (78%) of global cruise traffic, the increase in passengers from other foreign countries is notable.



Increased Security

Since the terrorist attacks of September 11, 2001 on the U.S., there has been an increased focus and emphasis on security globally. This includes new procedures and regulations for both passenger and cargo movements via various modes of transportation. These new requirements have increased transportation costs and have also negatively impacted the flow of goods and people. The recent failed attempt by a passenger to attack a U.S. commercial airline in December 2009 with an in-flight explosive has further intensified security requirements.

New Technology

New and larger vessels are being introduced in the shipping industry, while larger and longer range aircraft are being developed in the aviation industry. These new ships and aircraft have a direct impact on the way that goods and people are moved, along with the routes and gateways that are utilized. In order to compete, gateway facilities must be able to accommodate this new equipment and also understand the implications of this new technology on routing and market reach.

Increasing Competition

The competition amongst gateways for international traffic (goods and people) is intense and increasing. Within North America, the number of gateway organizations has increased as more and more transportation providers and operators (e.g., ports, airports, ground transportation providers), recognize the importance of gateway development to maximizing business opportunities and potential.

In addition, many competing gateways are making significant investments in their port and airport infrastructure to enhance their competitiveness. For example, the Virginia Port Authority is undergoing a \$140 million dredging project to accommodate larger vessels, and also has plans to complete a \$30 million expansion of the Norfolk International Terminals.



Realizing the Vision

To attain the vision of being the preferred eastern gateway for North America, the Halifax Gateway must be competitive and be able to offer shippers and travellers superior service, connections, value and efficiency.

Strategic Issues

Through consultations with Halifax Gateway stakeholders and members, the following strategic issues have been identified.

1. **Transportation Efficiency Improvements** – To be competitive, the Halifax Gateway must be able to offer customers an efficient transportation network that meets their shipping and travel needs.
2. **Infrastructure Improvements** – Gateway infrastructure must be improved and enhanced to better serve customers and to capitalize on gateway related business opportunities.
3. **Government Policy** – The Gateway Council needs to ensure that government policy supports gateway development, and that barriers to trade and travel are minimized.
4. **Marketing and Branding** – A key issue that emerged is the need to establish the Halifax Gateway brand, especially internationally, and to support marketing and business development efforts.
5. **Multiple Gateway Councils and Organizations** – Currently, there are a myriad of gateway councils and organizations in Atlantic Canada. Co-ordination will be key to ensure that the gateway potential is maximized.

These issues must be resolved in order for the Halifax Gateway to achieve its vision.

Key Priorities

To address the issues outlined above, the following key priorities have been identified by the Halifax Gateway Council and its members.

- Complete process mapping for passenger and cargo flows to identify and address any operational issues along the supply chain
- Achieve homeport status for Halifax (address infrastructure, marketing and regulatory issues)
- Become a key air transshipment centre for eastern North America (address infrastructure, marketing, and policy/regulatory issues)
- Obtain Fifth Freedoms for air passenger and cargo services (recently granted under the Canada-EU air bilateral)
- Obtain TWOV (transit without visa) and TDF (transfer departure facility) for the airport
- Effectively promote the Halifax Gateway
- Ensure that the goals, direction and actions of the Halifax Gateway are aligned with the Atlantic Gateway

Transportation Improvements

The Halifax Gateway is made up of multiple components including the port, airport, and rail and road infrastructure that connects these facilities to one another and to the rest of North America through east-west and north-south corridors. Each and every one of these elements can have an impact on the efficiency of the supply chain for shippers and travellers that are

using the Halifax Gateway. A bottleneck and/or issue with one component can have a negative impact on the flow of goods and/or people.

The development of process maps for various passenger and cargo flows that utilize the Halifax Gateway is useful for identifying potential bottlenecks and issues along the supply chain, and is also useful to help the Halifax Gateway to further define its competitive advantage and value proposition for shippers and travellers.

Goal #1 – Optimize efficiency of transportation system and supply chain
Objectives
a) Review competitive position of different supply chain elements
b) Coordinate development of process maps for various passenger and cargo flows
c) Capitalize on improvement opportunities in the supply chain
d) Work with other ports and airports in the region on supply chain improvement initiatives
e) Encourage the development of progressive running rules with CN to help all parties foster a greater commitment to the Port of Halifax

Infrastructure Improvements

Although the Halifax Gateway has been successful in securing funding for some infrastructure improvement projects, more investments need to be made to ensure that the gateway remains competitive and to capitalize on new business opportunities.

For example, currently a large proportion of Atlantic Canada seafood is trucked from Nova Scotia to Boston and New York for air transport to markets in Europe and Asia. This leakage is significant and represents a lost business opportunity – it is estimated that over 50% of Nova Scotia's seafood is transported by road to other gateways for onward shipping to international markets. Much of this business can be recovered if the Halifax Gateway had the proper facilities and infrastructure to handle these shipments.

In September 2008, the Halifax Airport Authority completed a lease agreement with Gateway Facilities Inc. to have the private company build and manage a 40,000 square foot multi-tenant cargo facility at the airport. This new facility will help drive cargo volumes through the port and airport. However, additional infrastructure improvements are required to maximize the gateway business opportunities for Halifax.



Specifically, increasing the length of the main runway to 10,500 feet will allow international cargo carriers and fully loaded wide body passenger aircraft such as the B747 to include Halifax in its routings. This extension of the runway is also key to accommodating the shift to larger aircraft that is occurring in the global air cargo industry.

Other key infrastructure investments that will improve the efficiency of international cargo traffic flows include the construction of a de-icing facility at the south end of the airport to reduce

the turn-around time required during cold weather conditions.

Required investments to improve the flow of both passengers and cargo through the airport include improvements to the instrument landing system to reduce the amount of time that airport service are reduced and/or shut down due to poor weather conditions, while construction of a taxiway extension increases the capacity of the airport and reduces congestion.

One of the key investments that need to be made at the Halifax Stanfield International Airport is the construction of a Transfer Departure Facility in the terminal to accommodate Fifth Freedom rights, which have been granted to Canada under the recently completed Canada-EU air bilateral. With appropriate regulations in place, this facility will allow international passengers to travel through Halifax on route to another destination without going through full Canada Border Services Agency (CBSA) procedures, and is a key component of the Halifax Gateway.

For the Port of Halifax, improvements to the Fairview Cove Container Terminal, South End Container Terminal, conventional terminals, security, Halifax Seaport and other cargo and cruise facilities are required to remain competitive, and to capitalize on gateway related business opportunities. The Seaport redevelopment along piers 20 to 23 is well underway, allowing cruise growth and a revitalized waterfront destination for residents and visitors alike.

Gateway competition for goods and people flowing to and from North America is intense. One of the ways in which the Halifax Gateway can differentiate itself from other competing gateways and provide value add to its customers is to invest in Information and Communications Technology (ICT) infrastructure to enhance the efficiency of the gateway. A comprehensive review of current gateway infrastructure and

services needs to be undertaken to identify areas for potential improvement and investment.

Goal #2 – Obtain government support for infrastructure improvements
--

Objectives

a) Achieve government support for priority airport infrastructure programs
--

b) Achieve government support for priority port infrastructure programs

c) Pursue government support for Information and Communications Technology (ICT) infrastructure as an enabler and competitive advantage

d) Work to develop “green initiatives” to support and encourage sustainability
--

Government Policy

Government policy plays a key role in facilitating the movement of goods and people through the Halifax Gateway. Efforts must be made to advocate for those policies that support the efficient movement of goods and people through the gateway, while addressing regulatory impediments to gateway growth and development.

While Canada’s recent air bilateral agreement with the U.S. is a step in the right direction, true Open Skies agreements need to be pursued to facilitate the movement of air passengers and cargo through Canada’s gateways such as Halifax. Policy and regulations needs to be quickly aligned.

The airport in Halifax is currently facing several undue financial burdens that are affecting its ability to offer price competitive air passenger

and cargo services to its customers. Firstly, this includes airport rent which is paid to the Federal government and is estimated to be over \$4 million in 2010. As well, with the elimination of the airport policing subsidy, there is an estimated cost to the airport of another \$1 million in 2010. The airport raised its aeronautical fees by 5-6% in 2010 to cover these extra costs. This will have a negative impact on cost competitiveness when compared to other airports along the eastern seaboard.

Another airport related policy initiative that has the potential to yield significant benefits for the Halifax Gateway and the Canadian economy is Arrivals Duty Free (ADF). Similar to the concept of Departures Duty Free, ADF allows incoming international passengers to make duty free purchases at Canadian airports. ADF has been implemented in over 50 countries around the world and generates \$60-\$70 million in airport sales, providing a significant source of non-aeronautical revenue to support airport operations.

The ability to service in-transit flights (e.g., catering, refuelling) and to allow in-transit passengers and crew to make purchases at the airport is a significant opportunity. The Halifax Stanfield International Airport launched a successful in-transit pilot program in 2005 which generated approximately half a million dollars in revenue. However, the pilot program has since been terminated due to lack of Federal government support to make the required regulatory changes for the program to continue.

Foreign Trade Zones (FTZs) are facilities which allow foreign goods to arrive in Canada and be stored, duty and tax free, prior to onward shipment to another economy. FTZ allows for the value-added manipulation of goods to take place in a tax and duty free environment. The viability and potential benefits of a FTZ facility in Halifax, should be explored to determine if such a facility should be established.

Post September 11, 2001, new security and customs requirements have increased the time and cost of transporting goods and of travel between Canada and the U.S. The recent failed attempt to attack a U.S. airline with an in-flight explosive has resulted in a further increase in security requirements. It is estimated that border delays cost the Canadian economy over \$8.4 billion annually in added transportation costs. Although programs such as FAST (Free and Secure Trade) have improved efficiency, more needs to be done to minimize the impact of the increased security requirements on the flow of goods and people through Canada's gateways, including Halifax.

Goal #3 – Address policy issues and regulatory impediments
Objectives
a) Contribute to the Rail Freight Service Review
b) Support Open Skies agreements
c) Explore the potential for FTZ facilities in Halifax
d) Advocate for border and facilitation programs and policies that enhance the flow of goods and people while ensuring security
e) Support Canada-EU trade agreement
f) Influence streamlining of procedures, policies, costs and effectiveness associated with Coasting Trade Act
g) Monitor Emissions Control Areas in the U.S. and Canada for potential impacts on the competitive position of Atlantic Canada

Marketing and Branding

One of the key issues that has been identified by the Halifax Gateway Council is the need to market the Halifax Gateway brand consistently and internationally. The competition for gateway traffic and business is highly competitive and the Halifax Gateway currently lacks the brand recognition required to achieve its vision of being the preferred eastern gateway for North America. To be successful, the Halifax Gateway must be able to clearly articulate its brand promise and value proposition to shippers and travellers.

In addition to marketing and branding, the Gateway Council must continue to participate in and support strategic trade missions for gateway business development. Additional market research and trade missions need to be conducted to further define market opportunities and potential target markets for the Halifax Gateway.

Goal #4 – Develop and promote consistent brand and value proposition
Objectives
a) Develop common and consistent marketing collaterals and website to promote the gateway brand
b) Develop a business case for the Halifax Gateway that can be used for marketing
c) Continue to participate in strategic trade missions
d) Definition of the target market
e) Build and maintain strategic international partnerships
f) Build an IT portal integrating all the various areas and partners in the Halifax Gateway supply chain

Multiple Gateway Councils and Organizations

In October 2007, Ministers Cannon and MacKay signed the Atlantic Gateway Memorandum of Understanding (MOU) with the four Atlantic provincial governments for the purposes of developing an Atlantic Gateway Strategy. Also in 2007, the New Brunswick Gateway Council was created. The organization has been recently expanded to include Belledune, Enterprise Chaleur, Port of Dalhousie and Fredericton Airport.

In September 2009, the Atlantic Gateway Advisory Council was established with support from the Federal government with a mandate to provide advice to governments on issues and priorities relating to the Atlantic Gateway. The Advisory Council consists of private sector representatives from all four Atlantic Provinces.

A month later, in October 2009, the Province of Nova Scotia announced establishment of the Nova Scotia Gateway Secretariat and Advisory Council. Stated priorities include developing a vision and strategy for the Nova Scotia Gateway and providing leadership to engage and facilitate co-ordination among gateway stakeholders. The Provincial Secretariat is currently looking for a CEO to lead the organization.

Other gateway related developments in the region include the Sydney and Area Gateway Council and Corner Brook Gateway Committee. This myriad of gateway related councils and organizations in the Atlantic region means that co-ordination is critical to ensure that the Atlantic Gateway strategy is realized – which will also benefit the Halifax Gateway. Stakeholders are ready to support the Atlantic Gateway Strategy and are awaiting its release by the Federal government.

Goal #5 – Support the Atlantic Gateway strategy**Objectives**

- a) Provide input and support implementation of the provincial and regional gateway strategies
- b) Work closely with the Atlantic Gateway Advisory Council to support development of the gateway
- c) Ensure integration of the Halifax Gateway plan with the Atlantic Gateway Strategy
- d) Identify which organizations will lead the various goals and objectives for the Gateway



Halifax Gateway Council

Membership

The Halifax Gateway Council consists of senior executives from industry and government, including:

Joyce Carter, Vice President Finance, CFO & CSO, Halifax Stanfield International Airport Authority, **Chair**

John Hamblin, President, Clarke IT Solutions, **Vice Chair**

Nancy Phillips, Director, Investment and Trade, Greater Halifax Partnership, **Executive Director**

Wesley Armour, President and CEO, Armour Transportation Systems

Paul Brigley, CFO, Halterm Limited

Nancy Conrad, Senior Vice President, Policy, Halifax Chamber of Commerce

David Darrow, Deputy Minister, NS Transportation Infrastructure and Renewal

Michel Doiron, Regional Director General, Transport Canada

Dan English, Chief Administrative Officer, Halifax Regional Municipality

Francois Hebert, Vice President, Network Strategies, CN

Captain Sid Hynes, Executive Chairman, Oceanex

Paul Kent, President and CEO, Greater Halifax Partnership

Stephen Lund, President and CEO, Nova Scotia Business Inc.

Patricia Lyall, President and CEO, Destination Halifax

Karen Oldfield, President and CEO, Halifax Port Authority

Doug Rose, President and CEO, Halterm Limited

Tom Ruth, President and CEO, Halifax Stanfield International Airport Authority

Steve Snider, General Manager and CEO, Halifax Harbour Bridges

Deborah Windsor, Vice President Nova Scotia, Atlantic Canada Opportunities Agency



Contact Information:

Halifax Gateway Council
c/o Greater Halifax Partnership
1969 Upper Water Street, Suite 2101
Halifax, Nova Scotia B3J 3R7

Tel: 902.490.6000

E-mail: info@halifaxgateway.com



Prepared by
InterVISTAS Consulting Inc.