



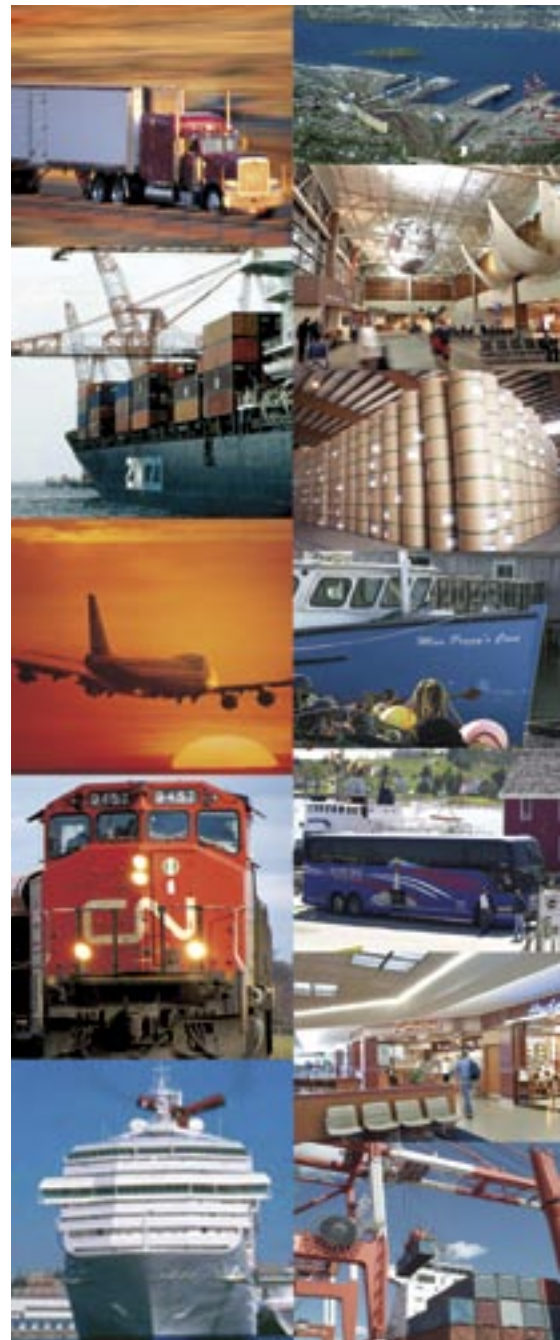
Building the Halifax Gateway...

A New Vision For The Future



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Introduction

With modern port infrastructure and an excellent airport, Halifax is an international gateway to the world. The Port of Halifax is Canada's third largest container port and Halifax International Airport is one of Canada's fastest growing airports. In addition, Halifax is a major origin and destination point in Atlantic Canada for both rail and trucking. With a capacity crisis occurring at west coast North American ports, and the expected explosion of the Chinese and Indian economies in the years ahead, the time is ripe to take proactive action to further develop the Halifax Gateway for the economic benefit and social well-being of the regional and national economies.

There are, however, real challenges that must be addressed if this potential is to be achieved:

- *Market awareness* – local stakeholders indicated that stronger efforts are required to better position Halifax in the regional and global marketplaces;
- *Improved border processes* – since September 11, 2001, new security and customs requirements have increased the amount of time it takes for trucks and cars to cross the Canada-U.S. border;
- *Growing competition* – competition amongst regions for gateway activity is intense, and will continue to increase as we go forward into the future; and
- *Infrastructure investment* – while the Halifax Gateway possesses very good basic infrastructure, improvements are needed to better meet the needs of users.

Changes in government policy will also be required to improve our transportation system and enable Halifax to become more competitive with U.S. gateways and other regions. If not, traffic could be lost which will undermine not only Atlantic Canada's economy, but the national economy as well.

There is a lot on the line. The movement of over 526,000 TEUs of container cargo, 3 million air passengers, and 200,000 cruise passengers generates considerable employment and taxes in the region. This employment is made up of relatively high paying and high skilled jobs. Every time one of 700+ container ships dock, over 3 person years of employment are created. Every time one of 100+ cruise ships dock, over 2 person years of employment are generated.

The Time for Action is Now

The Halifax Gateway Council was established in 2004 to provide a forum for transportation stakeholders in the Halifax region to work collectively to improve the competitiveness and efficiency of goods and passenger movements through Atlantic Canada's primary gateway (efforts will be undertaken in the future to examine how the gateway council concept can be broadened to include all four Atlantic provinces). A critical launch initiative of the Gateway Council was the development of a Strategic Plan for the Gateway with a bold new vision, and a detailed action plan to achieve it. This plan is based on extensive market research and industry analysis, a strategic assessment of the Halifax Gateway, and consultations with industry and government leaders at the regional, provincial, and national levels. The plan concludes that the Halifax Gateway can indeed become the preferred eastern gateway in North America.

While the opportunities for the Halifax Gateway are significant, the challenges are also very real. Now is the time for the region and its stakeholders to take proactive action to further develop the Gateway for the economic and social benefit of the region.

Vision

*To become North America's preferred eastern gateway
for the economic and social benefit of Atlantic Canada*



The Opportunity

Let's look forward to the year 2020. The Halifax region stands proudly as North America's preferred eastern gateway for international cargo and passenger movements.

The Port of Halifax is now handling 1.1 million TEUs of container cargo, the airport is moving 5.4 million passengers, and more than 500,000 passengers are cruising through Halifax. The Gateway offers efficient and uncongested facilities for its customers. It is blessed with a year-round, ice-free deep water harbour, and employs a skilled workforce of roughly 18,500 in the transportation sector. The Gateway contributes nearly \$400 million in taxes to all levels of government annually and accounts for roughly 10% of Nova Scotia's GDP. A leader in the adoption of new technologies and equipment, the Gateway is recognized by citizens and its customers as a critical asset.

The Gateway's vital role in this economic success is widely recognized. Rail and truck cargo moves smoothly through the region 24 hours per day. Halifax offers more efficient and cost-effective services than competing gateways.

Transportation in the Gateway is carefully planned and executed in a way that strengthens community well being, and maintains environmental values which attract new residents and visitors to the region.

The need for better services by customers, local businesses, and Gateway transportation industries has prompted the introduction of new transportation policies and directions by government. Since 2005, millions of dollars have been invested in Gateway infrastructure and equipment for the benefit of customers, local businesses, exporters, importers, and tourists.

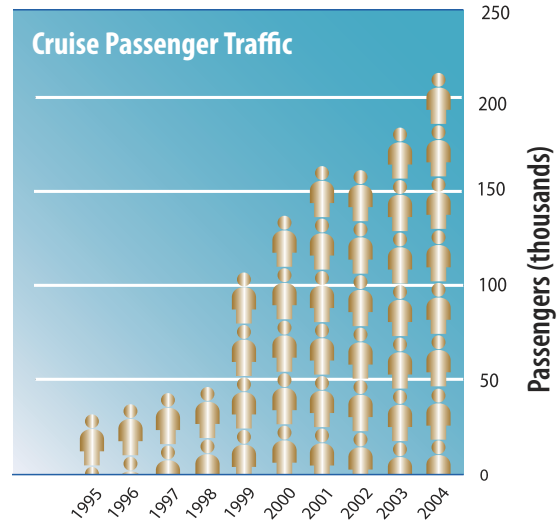
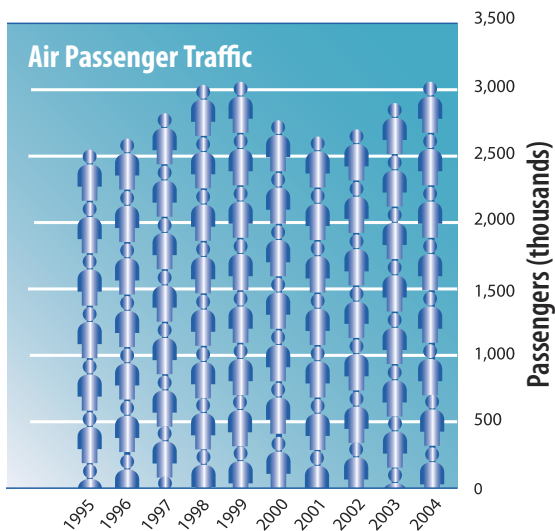
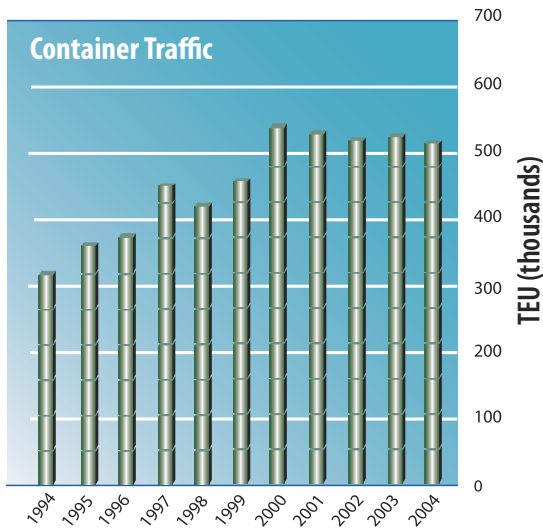
Air carriers and shipping lines prefer to move passengers and cargo through the Halifax Gateway. So do manufacturers and major retailers. Meeting planners also recognize the quality and efficiency of the Gateway.

If this vision is realized, the Halifax region will be the preferred eastern gateway for North America.



The Gateway Today

The Halifax Gateway is an important transportation centre on North America's east coast for the movement of international cargo and passengers. It is defined by the people, infrastructure, and services that move over 526,000 TEUs of container cargo, over 3 million air passengers, and more than 200,000 cruise passengers through the region.



PEOPLE & SERVICES

Thousands of people work every day for organizations that are part of the Halifax Gateway. Including direct and indirect jobs, the Gateway is a major generator of employment in the Halifax region.

Gateway Maritime Industry

Total Direct Employment – 4,780

- Ship captains
- Pilots
- Ship crew
- Terminal operators
- Stevedores
- Warehouse staff
- Waterfront foremen
- Maritime employers
- Port authority staff
- Safety and security staff
- Ship chandlers
- Tug and barge operators
- Shipyard and maintenance staff
- Harbour maintenance staff
- Shipping agents
- Customs brokers
- Freight forwarders
- Ship inspectors
- Coast Guard staff
- Customs agents
- Caterers and ship suppliers

The Gateway Today

Gateway Air Industry

Total Direct Employment – 6,120

- Pilots
- Air crew
- Ground crew
- Caterers
- Baggage handlers
- Cleaners and groomers
- Air traffic controllers
- Airport authority staff
- Airport terminal operators
- Airport maintenance personnel
- Refuelers
- Safety and security staff
- Customs brokers
- Freight forwarders
- Customs agents
- Taxis and limos
- Airport food and beverage operators

Gateway Rail Industry

Total Direct Employment – 440

- Locomotive engineers
- Railyard maintenance
- Marshalling and switching staff
- Engineering and support staff
- Intermodal haulage operations employees

Gateway Trucking Industry

Total Direct Employment – 590

- Truck drivers
- Dispatchers
- Vehicle mechanics and maintenance staff
- Customs brokers
- Freight forwarders
- Equipment and parts suppliers

GATEWAY INFRASTRUCTURE

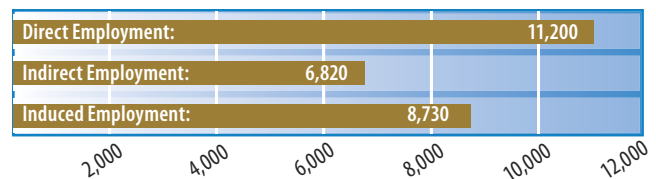
The region's Gateway infrastructure is made up of the Port of Halifax, the Halifax International Airport, and the rail and road infrastructure connecting these facilities to each other, and to the east-west and north-south road and rail trade corridors.

Investments in Gateway infrastructure by government and industry benefits all stakeholders. Over the next five years, it is expected that Gateway businesses will invest roughly \$433 million on new projects and equipment. As the region's population expands, and the Gateway's role increases, it is likely that additional investments will be needed to meet growing demands on the system.

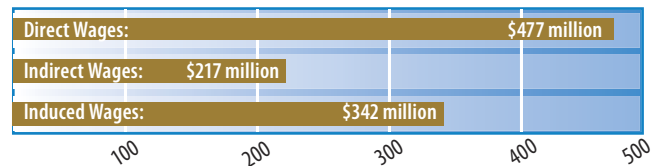
JOBS, PAYROLL & TAXES

The Gateway is one of the more significant generators of jobs, payroll, and tax revenues for the Halifax region and Nova Scotia. The information presented below is taken from the Gateway Council's Economic Impact Study conducted in 2005.

Over 26,750 person years of work are generated by the Gateway.



The Gateway payroll is over \$1.0 billion per year.



Total economic output is \$3.7 billion per year.

Direct economic output of the Gateway comprises \$1.5 billion in purchased materials, services, capital, and wages. Indirect and induced outputs add an additional \$1.0 billion and \$1.2 billion, respectively, for a total of \$3.7 billion.

Taxes paid total roughly \$254 million per year.

42% of the Gateway's gross domestic product accrues to governments in tax revenues and other transfers. In addition, Gateway businesses make up some of the more significant taxpayers in their communities.

The Gateway Today

TRADE COMPETITIVENESS

The Halifax Gateway is part of the global transportation and logistics system. As Nova Scotia and Canada become increasingly dependent on world trade, the Gateway's importance as a facilitator of international trade will continue to grow.

Today, exports account for approximately 44% of Canada's gross domestic product. The Halifax Gateway handles over 7 million metric tonnes of Canada's exports annually, and transportation plays a significant role.

A more efficient transportation system would reduce costs and increase the competitiveness of Canada's exported goods. In addition, the productivity of Canada's economy would also improve.

The price of imports, such as automobiles and electronics from Asia, are also directly impacted by the Gateway transportation system.

At home, all businesses in Atlantic Canada rely on the Halifax Gateway – whether it's to export their products, organize sales trips, or receive goods from abroad.

Whether they are travelling to or from the airport to downtown hotels, the Pier 21 Cruise Pavilion, or destinations outside Halifax, the Gateway is their point of entry.



TOURISM & GATEWAY TRANSPORTATION

Tourism receipts represent a significant part of the local, provincial, and national economies. The Gateway transportation system is essential to tourism and business travel. Over three million air passengers and more than 200,000 cruise passengers rely on the Halifax Gateway for access to their chosen destinations in Nova Scotia and Atlantic Canada.



The Changing Environment

Global pressures are creating both opportunities and threats for the Halifax Gateway.

Increasing International Trade

International trade currently accounts for over 50% of world GDP, and with the emergence of the Chinese and Indian economies, this figure is expected to grow even more in the future. Increasing world trade is synonymous with increasing international cargo and passenger volumes, and success will accrue to those gateways that offer the best service quality, value, and prices.

Economic Growth

The global economy is projected to continue growing at relatively healthy rates in 2005 and 2006 (4.3% and 4.4%, respectively). Over the longer term, however, two key structural changes are expected to significantly affect the world's economic climate. Firstly, future global GDP growth will be significantly impacted by the emergence of the Chinese and Indian economies. Secondly, the global economy will be affected by fundamental changes in the world's population (population growth will continue to slow, the world's population will continue to age, and the share of the working-age population will fall in advanced countries and increase in developing nations). These projected demographic changes will have a dampening effect on future GDP growth.

Several key issues must be addressed if the regional, provincial, and national economies are to take advantage of increasing global trade through improvements in gateways and corridors.

Policy and Regulatory Changes

Since the late 1970s, the removal of regulatory barriers has permitted increased efficiencies in the transportation of goods and passengers. This has benefited businesses and consumers alike across North America. As transportation companies become larger, more efficient, and more globally focused, the

pressure for further policy and regulatory reform will increase rather than subside. This will increase the trend towards globalization and continentalization.



The Changing Environment

Increasing Security Requirements

The September 11, 2001 terrorist attacks in the U.S. prompted governments around the world to introduce new security procedures and regulations. The new requirements have increased transportation costs and negatively influenced overall customer satisfaction. Moreover, the possibility exists that additional security measures could be introduced in the future, particularly for marine and aviation activities, which could further intensify these effects. While enhancing the nation's security processes has many benefits, these efforts must be balanced to maintain the free flow of trade and people, which in turn maintains the competitiveness of Canada's transportation industries and the country's economic vitality.

New Technology

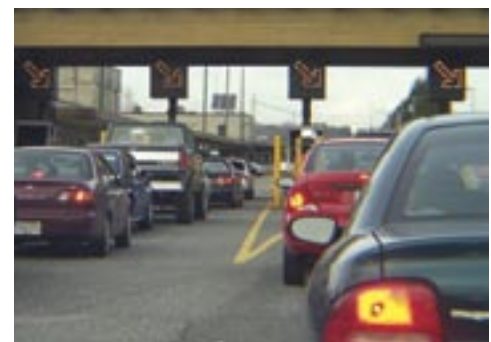
New, larger, longer range, and higher speed aircraft and ships are being developed and introduced into the marketplace. These new assets will impact market deployment, entrench the role of selected gateways, and could cause carriers to further consolidate operations (in order to maximize efficiencies). Looking to the future, the challenge for Halifax is to emerge as a valued load centre and port of call.

West Coast Port Congestion

The rapid rise in trade flows between North America and the Asia Pacific region is putting significant pressure on North America's west coast ports. Shippers have expressed serious concerns about the condition, capability, and future reliability of ports, road and rail services, and infrastructure. To overcome these concerns, shippers are exploring all options for shipping goods from Asia to North America, including shipping product via the Suez Canal and across the Atlantic Ocean to east coast gateways, creating growth opportunities for gateways like Halifax.

Increasing Competition

Gateways operate in a highly competitive environment. As the Halifax Gateway continues to grow and prosper, it will undoubtedly compete with other regions, particularly as it attempts to recapture traffic that originates or is destined to its market area.



Realising the Vision

Although global developments are intensifying competition amongst gateways, they are also generating opportunities for growth by expanding international trade. The Halifax region is well positioned to take advantage of these emerging market opportunities, however, it will need to focus on several issues and priorities in order to succeed.

In order to become North America's preferred eastern gateway, the Halifax region's transportation system must offer shippers and travelers superior connections, at better prices, and with higher service quality than competing gateways.

There are four issues that must be addressed to realize the Gateway's vision.

1. *Market development* – marketing and business development activities will play a critical role in the continued development of the Halifax Gateway;
2. *Infrastructure development and funding* – Gateway infrastructure must be expanded and improved to better serve the trade and logistics sectors;
3. *Economic and industrial development* – additional economic growth is required in the region for the Gateway to prosper; and
4. *Government policy* – government policy was identified as a key area that needs to be addressed in order to expand business through the Gateway.

Key Priorities

The key priorities identified by the Gateway Council include:

- Obtaining federal government commitment to increase marketing and financial support of the Halifax Gateway;
- Acquiring and remediating land adjacent to the Fairview Cove container terminal;
- Building a common-use air cargo facility at Halifax International Airport;
- Converting the existing rail cut for truck/com-muter traffic and/or building an inland terminal to eliminate truck traffic in the downtown core;
- Upgrading the infrastructure at the port's container terminals to allow for faster truck turn-around times;
- Building a distripark/transload logistics facility; and
- Working with the Department of National Defence to develop a logistics hub in the region.



Realising the Vision

MARKET DEVELOPMENT

Marketing and business development activities will play a critical role in the continued development of the Halifax Gateway. These functions encompass a broad range of activities from generating Gateway awareness/interest to specific business development activities.

Aggressive Marketing

Marketing is a critical issue for the Gateway. Competition amongst regions for gateway activity is intense and strong efforts need to be taken to better position Halifax in the regional and global marketplaces. Issues to be addressed include market positioning, market awareness, and the development of a strong brand identity for the Gateway. The latter is particularly important in order for the marketplace to differentiate between Halifax and the range of other possible gateway options. In particular, stakeholders expressed strong feelings that a greater commitment was needed by the federal government to increase marketing and financial support of the gateway. Incentives and other forms of support were also identified as being needed to boost activity through the Gateway.

Market Priorities

Many opportunities exist to significantly increase business through the Halifax Gateway. However, before the region and its partners begin to actively pursue leads, work must first be undertaken to identify these opportunities, quantify their potential, and prioritize them so that leads can be pursued in a systematic and strategic manner.

Improved Competitiveness/Value-Proposition

The transportation industry is very capital intensive. In Canada, capital investment charges and various forms of taxation account for more than half of the

Gateway transportation industry cost structure. This cost framework is significantly more than at competing U.S. gateways, and undermines the Gateway's ability to modernise infrastructure and equipment, reduces productivity, and reduces the potential to develop effective public/private investment partnerships. To foster Gateway growth, actions must be taken to improve the cost competitiveness and expand the value-proposition of the region. Areas cited for improvement include:

- *Property taxes* – because municipal governments have limited sources of revenue, they rely heavily on property taxes for income. Transportation providers, in particular, are subject to unreasonably high property taxes when the level of investment in transportation infrastructure is taken into account.
- *Fuel taxes* – federal and provincial tax policies represent an enormous weakness and significantly undermine the competitiveness of Canada's marine, aviation, and ground transportation industries. On a comparative basis, Canada's fuel taxes are much higher than those in neighbouring jurisdictions, and excessive when compared against other industrial sectors of the economy. As a result, continued efforts are required to persuade the federal and provincial governments to further reduce or eliminate remaining transportation fuel taxes.
- *Government service levels and cost-recovery policy* – due to fiscal constraints and government restructuring, the costs of several programs and services previously funded by the federal government (Canada Customs, Immigration, and Agriculture) are now being passed on to users in the form of cost recovery programs. A review of the government's cost recovery policy is needed, since the continued downloading of services has the potential to increase transportation costs without improving services or efficiency.

Realising the Vision

Goal #1 – Market Development	2006	2007	2008	2009	2010
<i>Use a coordinated approach to pursue sustainable market opportunities</i>					
Objectives					
<input type="checkbox"/> Develop a strong and consistent Gateway brand identity	■				
<input type="checkbox"/> Develop and implement a gateway marketing strategy to increase market awareness and demand to/from/through the region	■	■	■	■	■
<input type="checkbox"/> Obtain federal government committment to increase marketing and financial support of the Halifax Gateway	■	■	■	■	■
<input type="checkbox"/> Identify and prioritise potential Gateway market opportunities	■	■			
<input type="checkbox"/> Develop marketing/financial incentive packages to assist in attracting business to the Gateway	■	■			
<input type="checkbox"/> Aggressively pursue initiatives to reduce key Gateway taxation (e.g. fuel taxes, property taxes)	■	■	■	■	■
<input type="checkbox"/> Promote a review of Canadian agency cost recovery policies		■	■		

Realising the Vision

INFRASTRUCTURE DEVELOPMENT & FUNDING

In order for the Halifax Gateway to successfully develop and grow, it must provide infrastructure that meets the needs of users and operates effectively as a total system. The projected increase in international cargo traffic and significant infrastructure investments being made by other gateways requires that the Halifax region have an integrated infrastructure program.

Coordinated Land Use Planning

When governments and regional planning boards consider land use policies, strong consideration must be given to both current and future transportation needs. Unfortunately, land use zoning and transportation planning often occur in isolation of each other. This is often the result of where regulatory jurisdiction lies. For example, railway right-of-ways and crossings are under federal jurisdiction; however, land use planning along railway corridors is a municipal responsibility.

Gateway stakeholders noted that improved land use planning and the protection of trade and transportation corridors is an absolute necessity. Some of the key issues in the Halifax region include converting the existing rail cut for truck/commuter traffic use and/or building an inland terminal to reduce/eliminate truck traffic in the downtown core, improving truck access to the South End container terminal, protecting airport buffer lands, protecting strategic industrial lands, and a Capital District Transportation Authority.

Improved Rail Services

Rail access is a major issue for shippers in the Halifax region. CN Rail handles a large percentage of the region's inland trade, and as a result, facility and ser-

vice inefficiencies have significant adverse impacts on the regional and national economies. While capacity does not appear to be an issue, concerns exist regarding the need for some facility upgrades and improved rail service levels.

Port Terminal Congestion

While the Halifax Gateway enjoys surplus capacity in several areas of its system, one area of concern is the congestion experienced at the Port's terminals. Proactive steps will need to be taken to ensure that this situation is addressed and does not constrain Gateway growth. Required improvements include upgrading infrastructure at the Port's container terminals to allow for faster truck turnaround times, and widening apron areas and improving access at Piers 20-22 to better support cruise homeport operations. To ensure that adequate land is available for future expansion, it was also recommended that land adjacent to the Fairview Cove container terminal be acquired and remediated.

Airport Infrastructure Improvements

The Halifax region benefits from having one of the most efficient and modern airports in the country. To support additional gateway growth, however, several infrastructure deficiencies need to be addressed. Specifically, the airport requires a common use cargo building to provide additional capacity for shippers and their customers. And while the region's cruise industry continues to expand, the airport does not possess any dedicated facilities to handle large groups. The latter is particularly important if Halifax is to attract cruise homeport operations.

Infrastructure Funding

The cost of transportation infrastructure is high. Municipalities in Atlantic Canada, and throughout the country, have limited fiscal resources and are unable to fund transportation to the extent that they would like. As a result, dedicated sources of infrastructure financing must be created, such as the state infrastructure banks in the U.S., and the use of tax exempt bond financing.

Realising the Vision

Goal #2 – Infrastructure & Development Funding	2006	2007	2008	2009	2010
<i>Ensure integrated infrastructure planning and aligned priorities</i>					
Objectives					
<input type="checkbox"/> Develop a master plan for the Port of Halifax					
<input type="checkbox"/> Acquire and remediate land adjacent to Fairview Cove container terminal					
<input type="checkbox"/> Build a common use air cargo facility at Halifax International Airport					
<input type="checkbox"/> Convert the existing rail cut for truck/commuter traffic use and/or build an inland terminal to reduce truck traffic in the downtown core					
<input type="checkbox"/> Upgrade the infrastructure at the port's container terminals to allow for faster truck turnaround times					
<input type="checkbox"/> Build group staging areas at Halifax International Airport to support cruise homeport operations.					
<input type="checkbox"/> Improve access and widen apron areas at Piers 20-22 to support cruise homeport operations					
<input type="checkbox"/> Upgrade rail facilities and services					
<input type="checkbox"/> Complete construction of limited access highways					
<input type="checkbox"/> Obtain community support for the Gateway's long-term growth objectives					
<input type="checkbox"/> Ensure the protection of airport buffer lands					
<input type="checkbox"/> Work with business partners to protect strategic industrial locations					
<input type="checkbox"/> Work with business partners to pursue changes to allow new sources of long-term investment capital (e.g. tax exempt bond financing)					

Realising the Vision

ECONOMIC & INDUSTRIAL DEVELOPMENT

In order for the Halifax Gateway to prosper, additional economic growth is required in the region. Increasing the standard of living by attracting and retaining quality jobs, increasing investment, assisting firms in locating or relocating commercial operations to the region, and attracting visitors requires more focus and attention. In particular, stakeholders identified two key opportunities for the region - building a distripark/transload logistics facility and working with the Department of National Defence to develop a logistics hub.

Alignment of Existing Plans/Resources

The efficient movement of goods and people requires a well-designed network of transportation infrastructure and services. Transportation planning, however, cannot happen in a vacuum. The geographic region of Atlantic Canada includes distinct regions, municipalities, and cities, all with separate transportation planning bodies. On top of this, the provincial and federal governments have their own planners and policy advisors providing input on transportation issues in Atlantic Canada. When transportation authorities and industry associations active in the region are added to the mix, it is easy to see that transportation planning can happen in a disjointed manner.

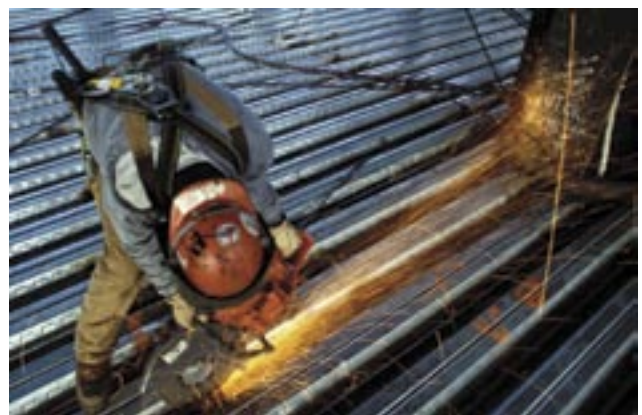
There is a clear need for existing plans and resources at all levels to be aligned, and for transportation planning in Atlantic Canada to occur in an integrated manner. This means that all groups must work together to share information, identify issues, and develop solutions. The long-term success of the

Halifax Gateway is dependent upon a transportation system that allows for the unencumbered flow of goods and people through the gateway, and the streamlined flow of goods and people from one mode to another.

Regional Cooperation

Concern exists that Atlantic Canada has been neglected by the federal government. This concern is due to the perennial economic difficulties of the region, as well as a decline in the region's political influence at the national level. Stakeholders agree that if the region is to achieve its potential, a concerted effort must be made to increase regional cooperation. By taking joint action, the region can improve its development prospects, strengthen its ability to address many complex goals, and increase its political presence.

This regional cooperation need not be confined to the cities, provinces, and regions in Atlantic Canada. In fact, it has been suggested that, where appropriate, this regional cooperation include southern Quebec and even cross border jurisdictions such as upstate New York and portions of the U.S. north east.



Realising the Vision

Goal #3 – Economic & Industrial Development	2006	2007	2008	2009	2010
<i>Grow the economy of Atlantic Canada by expanding transportation-related businesses</i>					
Objectives					
<input type="checkbox"/> Develop a master plan for distribution centre activity					
<input type="checkbox"/> Build a distripark/transload logistics facility					
<input type="checkbox"/> Work with the Department of National Defense to develop a logistics hub					
<input type="checkbox"/> Promote expansion and development of logistics businesses in Atlantic Canada					
<input type="checkbox"/> Ensure existing plans and resources in Atlantic Canada are aligned to optimise transportation planning and development					
<input type="checkbox"/> Work with industry partners to promote a common voice for the Gateway and the Atlantic Canada region					
<input type="checkbox"/> Promote the development of inter-organisation and inter-agency cooperation, particularly between Gateway Council members					
<input type="checkbox"/> Promote regional cooperation (domestic and cross border) to improve development prospects, improve ability to address complex goals, and strengthen political presence					

Realising the Vision

GOVERNMENT POLICY

Major opportunities exist to expand business through the Halifax Gateway. In order improve the competitiveness of the region and capitalize on these opportunities, the Gateway will require government policy changes/reform in several areas.

International Air Policy

While the recent liberalisation of the Canada-U.S. air service agreement will improve the flow of people, goods, and services between Canada and the U.S., Canada's competitive position in international air transportation vis à vis the U.S. continues to deteriorate as the U.S. enters into new Open Skies air bilateral agreements with countries throughout the world. Since 1992, the U.S. has aggressively pursued Open Skies agreements with other nations to expand air services and enable its carriers to fully participate in global aviation alliances. To date, the U.S. has over 70 such agreements, which permit unrestricted international air service between participating countries. By comparison, Canada has signed Open Skies agreements with just three countries (the U.S., the United Kingdom, and Germany).

Canada - U.S. Border Facilitation

Since September 11, 2001, new security and customs requirements have increased the amount of time required for trucks and cars to cross the Canada-U.S. border. The cost of border delays to the Canadian economy is estimated to be in excess of \$8.4 billion annually. In fact, the Ontario Chamber of Commerce estimates that border delays cost the automotive industry roughly \$1 million per day. The Montreal-based Institute for Research on Public Policy (IRPP) concluded in a recent study that border delays add as much as 10 to 15% to truck transportation costs.

Despite initiatives under the Smart Border Declaration and Action Plan, Canada's Border Infrastructure Fund, and other programs, delays and congestion continue to be a significant issue, and one that negatively impacts the Halifax Gateway. The Free and Secure Trade (FAST) program, which allows for pre-approved truck shipments from registered shippers, is considered to be a step in the right direction. However, the availability of dedicated FAST lanes at crossings is limited, negating the time-saving potential of the program.

In addition to new border infrastructure and staffing requirements, the need also exists to:

- Explore new policies to enable the preclearance of trucks at inland facilities (much like what is done for rail shipments);
- Harmonise entry requirements with an emphasis on security regulations;
- Promote the adoption of new technologies; and
- Promote the Perimeter Clearance concept.



Realising the Vision

Goal #4 – Government Policy	2006	2007	2008	2009	2010
<i>Establish policies to support the development of Halifax as North America's preferred east coast gateway</i>					
Objectives					
<input type="checkbox"/> Promote liberalisation of Canada's international air policy	■	■	■		
<input type="checkbox"/> Aggressively pursue full U.S. preclearance	■	■			
<input type="checkbox"/> Actively promote development of 24-hour customs operations at Halifax International Airport	■	■			
<input type="checkbox"/> Pursue initiatives to streamline airport-port transfers	■	■	■		
<input type="checkbox"/> Work to harmonise different provincial trucking regulations	■	■	■		
<input type="checkbox"/> Ensure adequate staffing levels for border agencies	■	■	■	■	■
<input type="checkbox"/> Champion the development of harmonized border entry requirements and processes	■	■	■	■	■
<input type="checkbox"/> Promote adoption of new technologies to facilitate border crossings	■	■	■	■	■
<input type="checkbox"/> Promote development of the Perimeter Clearance concept	■	■	■	■	■

Going Forward

It is clear that a fundamental shift in policy is needed in Canada.

Transportation is part of the basic infrastructure of our society. Many economic sectors depend on transportation every day, and transport costs can make or break many businesses. As well, citizens rely on transportation to commute to work and to obtain basic necessities. As a result, greater priority and support from governments will benefit all sectors of our economy.

With improved market awareness, the right infrastructure investments, regional economic growth, new policies and regulations, the Halifax region can indeed become North America's preferred eastern gateway. The benefits to the community and the economy will be significant.

The Gateway Council has been established to:

- Provide an effective formal structure for Halifax-based organizations to identify and address key regional transportation issues of mutual interest in a coordinated, integrated, and strategic manner; and
- Provide meaningful input into government policy discussions in its capacity as a broad-based, inclusive, multi-modal, and multi-faceted transportation and logistics organization.

The specific objectives of the Council are:

- Improve the competitiveness and efficiency of the transportation of goods and people through the Halifax Gateway; and
- Promote awareness of the Halifax Gateway and its importance to the local, provincial, regional, and national economies.

However, the transportation industry cannot do it alone. Success can only be achieved if the Gateway

Council, governments, and other stakeholders work as partners towards the common goal of increasing the competitiveness of our international trade and tourism industries through better transportation.

The comprehensive set of initiatives identified above must be implemented to ensure that the Halifax Gateway realizes its vision of becoming North America's preferred eastern gateway. As these initiatives are completed, and new challenges and opportunities arise, the Gateway Council will update this plan in conjunction with other industry stakeholders.

The Gateway Council invites all stakeholders to participate in the ongoing development and implementation of this action plan to ensure that the Gateway's new vision is realized.



Halifax Gateway Council

MEMBERSHIP

The Gateway Council comprises senior executives from industry and governments who subscribe to a common vision that the Halifax region become the preferred eastern gateway for North America.

Honorary Chair

Minister of Transport, Government of Canada

Voting Members

Atlantic Container Line

Air Canada Jazz

CanJet Airlines

CN Rail

Halifax International Airport Authority

Halifax Port Authority

Armour Transportation Group

Non-Voting Members

Transport Canada

Atlantic Canada Opportunities Agency

Destination Halifax

Greater Halifax Partnership

Halifax Chamber of Commerce

Halifax Regional Municipality

Nova Scotia Business Inc.

Nova Scotia Office of Economic Development

Nova Scotia Department of Transportation and

Public Works

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