Port of Halifax
- Social License to Operate
How does an invention from the 1800s relate to “SLO” today?
Exhibit A – Richmond Terminals Project
Richmond – Considerations

• Expand cargo handling services

• Proposed $73m project from June 2009-September 2011
  • Pier work, dredging, roadway, wastewater, sheds

• Construction to include 24 hour work

• Federal funding partnership
  • Expectations
  • Timing

• Community
  • Residential development
Mont Blanc Terrace – “beautiful views of Halifax Harbour and Bedford Basin” for $1195/month
Richmond – Approach & Lessons

- Early, direct communications
- PR & Senior Engineer
- Frank answers
- Operational flexibility
- Avoid over-promising
Exhibit B – South End Container Terminal
South End – Considerations

• $35 million project from April 2009-October 2010
  • Extend & deepen main pier
  • Realign road, marshalling & gate complex

• Diverse stakeholders
  • Sensitive neighbours
  • Terminal users

• More reason to relocate
South End – Approach & Lessons

• Share the vision

• Design considerations
  • Compromise where possible

• Direct, early and ongoing communications
Exhibit C – Halifax Seaport Farmers’ Market
Market – Considerations

- Stabilize operations
- High level of interest
- Fractured stakeholders
- Local community expectations around consultation
Market – Approach & Lessons

• Best practices review

• Commit to the process

• Restart with a fresh face

• Clarity on what we can & cannot do
Exhibit D - Port of Sheet Harbour
Sheet Harbour – Considerations

• Good potential but stakeholders key

• History of former operator

• Community expectations
Sheet Harbour – Approach & Lessons

• Rural community

• Adjust approach

• Manage expectations

• Sustain effort
How we maintain and track our SLO?

• Issues management & proactive communications
• Stakeholder feedback
  • Formal & informal
• Media coverage
• Industry monitoring
  • Green Marine
• The basics
“Without an SLO, your company might very well be SOL.”

Paul Klein, Forbes