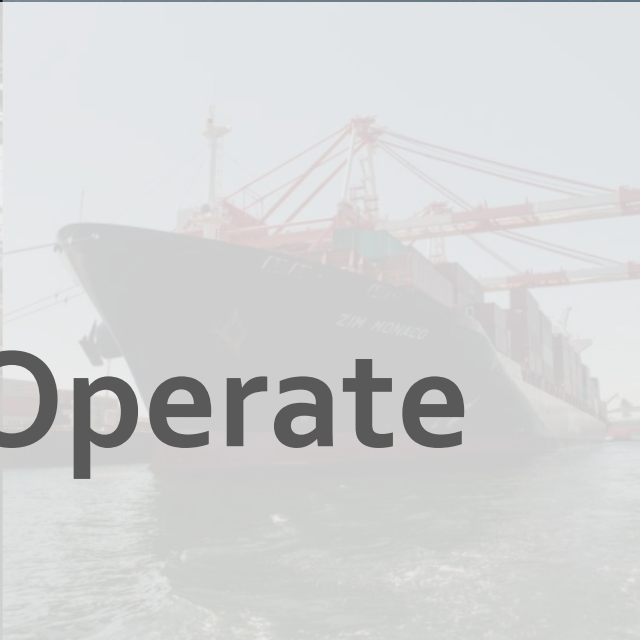




# Port of Halifax - Social License to Operate



How does an invention from the 1800s relate to “SLO” today?



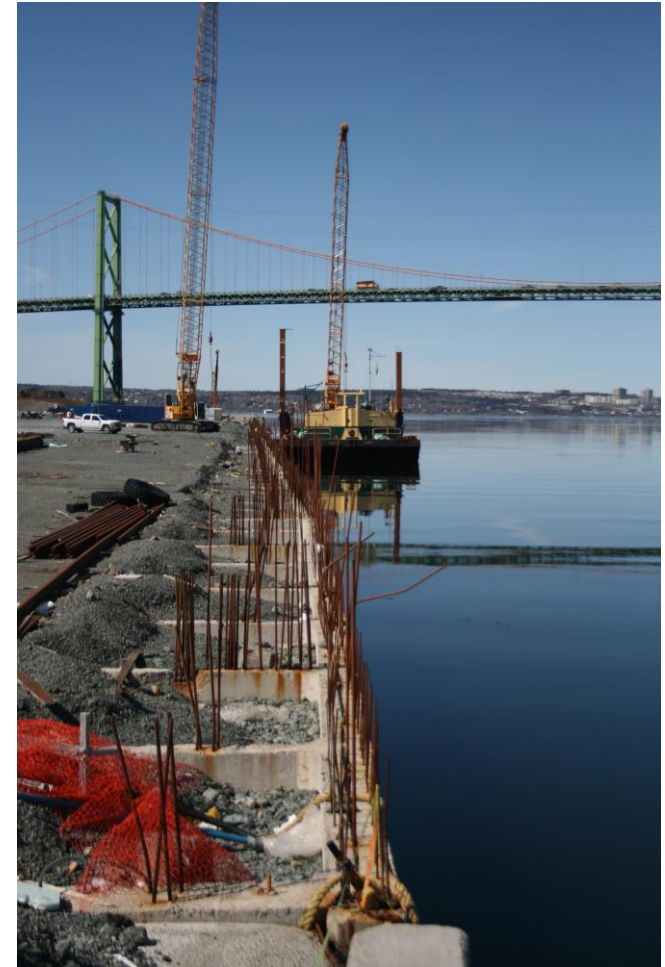


# Exhibit A – Richmond Terminals Project



# 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*