

Make the Connection

Halifax Gateway



Reliable
Location
Advantage
Opportunity
Integrated
Incentives
Options
Smart

April 2012



Transportation and Logistics Sector **Profile**

The **Halifax** Gateway

Location Location Location



Established in 2004, the **Halifax Gateway Council** provides 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. Our vision is to be the preferred eastern Gateway for North America for the economic and social benefit of Canada. The Halifax Gateway Council consists of senior executives from industry and government, including:

- Armour Transportation Group
- Atlantic Canada Opportunities Agency
- Clarke IT Solutions Inc.
- CN
- Destination Halifax
- Gateway Facilities ULC
- Greater Halifax Partnership
- Halifax Chamber of Commerce
- Halterm Container Terminal Limited
- Halifax Harbour Bridges
- Halifax International Airport Authority
- Halifax Port Authority
- Halifax Regional Municipality
- Nova Scotia Business Inc.
- Nova Scotia Department of Transportation, Infrastructure and Renewal
- Nova Scotia Gateway Secretariat
- Oceanex Inc.
- Transport Canada

The Halifax Gateway Council is dedicated to ensuring its gateway priorities are aligned with those of the Province of Nova Scotia.



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Dear Prospective Investor,

The Halifax Gateway includes all of the businesses and organizations in Halifax that link others to the rest of North America by air, sea, road and rail. The Halifax Stanfield International Airport, the Port of Halifax, CN Rail, the logistics and warehousing sector and our class-1 highway infrastructure are key components of the Halifax Gateway.

On any given day, products like foreign-bound pulp and paper, rubber tires, chick peas, blueberries and lobster are expedited through Halifax, while car parts, apparel, furniture and an array of other manufactured goods come through our port to be transloaded and shipped to distribution centers and stores throughout North America. As well, 2011 saw over 3.6 million passengers fly through the Halifax Stanfield International Airport.

Major retailers, wholesalers, third party logistics providers, shipping lines and airlines have chosen the Halifax Gateway for its efficiency, reliability and transparency. Canadian Tire, for example, is leveraging our strategic location, spare capacity and stable labour relations to diversify its logistics pipeline and reduce its dependence on West Coast ports.

We're excited about the new business opportunities that our local transportation and logistics sector presents. At the airport, the main runway is being extended to accommodate larger wide-bodied and heavy aircraft, and a major cargo handling facility, Gateway Facilities, has opened. Major investments at the Port of Halifax have been made to accommodate Super-Post Panamax ships, while the nearby Halifax Grain Elevator is deploying new technologies to support the export of agri-products. These moves translate into lucrative market opportunities for our region's food producers and manufacturers, as well as new investment from those outside Atlantic Canada -- whether they are Western grain producers shipping across the Atlantic Ocean or companies seeking to get their goods from Europe and Asia to central North America as quickly as possible. These are, no doubt, positive developments.

The Halifax Gateway Council has prepared this sector profile to give you a comprehensive overview of our transportation and logistics assets, as well as the supports available to you as a potential investor in our city. I look forward to speaking with you about how we can help you relocate or expand in Halifax.

Sincerely,



Nancy Phillips
Executive Director
Halifax Gateway Council

Why Choose the **Halifax Gateway**

Reliable
Strategic
Integrated
Opportunity
Competitive
Location
Options

Why Choose the **Halifax Gateway**

Strategic location between North America, Europe and Asia. The Halifax Gateway is strategically located between major North American, European and Asian markets.

By sea, Halifax is 1,500 nautical miles closer to India via the Suez Canal than any other North American west coast port, and one full day closer to Southeast Asia than any other North American east coast container port;

The Halifax Stanfield International Airport can get you to Europe two hours faster than any other North American major departure city;

Flights from Halifax to New York, Boston, and Montreal are less than two hours;

New York and Boston are one day away by sea; and,

Chicago can be reached by rail in three days.

Reliable Super Post-Panamax port capable of handling all types of cargo. The Port of Halifax handles container, break bulk, bulk, roll-on/roll-off, and project cargo, and is capable of handling Super Post-Panamax ships and has a total TEU-throughput capacity of more than 1.5 million TEUs. Dwell times are minimal and longshore labour provides efficient and reliable service. It is an ideal choice for those wishing to reduce their reliance on ports where labour disputes have disrupted crucial supply chains.

Award-winning airport with US-pre clearance and direct flights to North America, Europe and the Caribbean. The Halifax Stanfield International Airport has been voted "Best Airport in the World" in its class for seven consecutive years by the benchmarking firm, ASQ. It has US pre-clearance, NEXUS and CANPASS programs, and direct flights throughout North America, the Caribbean and parts of Europe to get you to your clients and employees quickly. With an onsite cargo handling facility that includes Fedex as an anchor tenant. It is the primary Atlantic Canadian airport for processing air cargo.

The Halifax Logistics Park to meet your warehousing, transload and distribution needs. Adjacent to major highways and within 15 minutes of the port, international airport and CN-owned intermodal terminal, the Halifax Logistics Park can get your goods to regional distribution centers and direct to stores faster, cheaper and safer.

Daily rail service to central Canada and the US Midwest. From the Port of Halifax, CN offers on-dock double-stack train service with daily direct service to Montreal (26 hours), Toronto (36 hours), Chicago (66 hours) and Detroit (84 hours), with seamless connections to all other points on its continent-wide network.

The Shipbuilding Opportunity. In 2011, Halifax Shipyard won a \$25-billion contract to build Canada's new fleet of warships and arctic patrol vessels. This is perhaps Nova Scotia's biggest industrial opportunity since Confederation. The shipbuilding program will generate concrete economic benefits locally for the next thirty years, and will complement the spinoffs from billions of dollars already being spent in major mining, oil and gas projects throughout Atlantic Canada. These developments are transforming the regional economy, and with it, opportunities for those sending their goods through the Halifax Gateway.

Integrated Cold Chain capabilities. Whether you are shipping lobster by plane or moving frozen blueberries by truck, Halifax has the cold chain services you need to get your perishable products to your customers. The Halifax Stanfield International Airport's third-party logistics providers and its temperature-controlled airside cargo facility, the largest of its kind north of Miami, constitute an ideal "cold chain" for exporters of high-value seafood. Meanwhile, the Port of Halifax's updated infrastructure includes 1,000 reefer plugs and expanded terminal power – a major advantage for any shipper handling perishable goods. They are complemented by the services of local cold storage and logistics providers, including live seafood transporters.

Why Choose the **Halifax Gateway**

New shipping methods for agri-food producers and distributors. Halifax's Grain Elevator, the only one of its kind east of Montreal, is capable of storing and loading feed wheat, grain products, pulses and wood pellets. It is now capable of loading these products into 20-foot containers, either directly from a rail car, truck or from internal storage bins within the Grain Elevator itself. Maritime producers no longer have to send their crops to Montreal for container shipping.

Direct road links to the rest of Canada and North America and streamlined trucking regulations. Nova Scotia has modern, all-weather highway corridors to the US Northwest (New England), the Atlantic Region and Central Canada. Companies can be approved to use Long Combination Vehicles, part of Nova Scotia's move to harmonize trucking regulations across the Atlantic region and beyond.

Competitive business costs. Halifax offers lower business costs, including inexpensive office space and competitive salaries, compared to other cities across North America.

Land options. There are several land and office options in Halifax, whether you want to be within the airport's airside subdivision, alongside the port, in the largest industrial park north of Boston and east of Montreal, or somewhere in between.

One of the largest concentrations of universities in North America, producing the talent you need. Greater Halifax has among the highest ratios of educational facilities to population in North America, with six universities offering a multitude of undergraduate and graduate programs. More than 25,000 students are enrolled at these universities every year, while some 6,500 earn degrees and certificates.

Canada's smart city, with one of the best-educated workforces in all of Canada. Halifax is considered "Canada's Smart City." More than two-thirds of its population has a trade, college or university qualification.

Government incentives to meet your particular needs. Our incentives toolkit includes a payroll rebate, capital investment, skills development and R&D incentives to help you relocate and grow in Halifax.

A commitment to helping you grow here.

The Halifax Gateway Council is committed to providing you with the in-depth research, marketing and one-stop assistance you may need during your site selection process and relocation to Halifax.



The Port of Halifax is ice-free, year-round.

Part I: Setting the **Scene**

Labour
Population
Economy
Employment
Housing
Investment
Value

Halifax: Atlantic Canada's Hub City

Situated on Canada's East Coast, Halifax is the capital of Nova Scotia. It has a population of 407,000 and is the largest city east of Quebec and north of Boston. Halifax is Atlantic Canada's hub city, generating 19% of the combined GDP of Nova Scotia, Prince Edward Island, New Brunswick, and Newfoundland and Labrador.¹

It is home to:

The headquarters of some of Canada's largest and most profitable corporations, covering a broad range of sectors, including Emera (utilities), Clearwater Fine Foods, Farmer's Co-op (food) and Irving Shipbuilding;

Most Atlantic Canadian headquarters of Canada's largest companies, including Canada's "Big 5" banks;

The largest share of Department of National Defence assets in Canada, including the East Coast Navy;

The largest commercial aerospace and defence cluster east of Montreal; and,

One of the largest concentrations of health care facilities in Canada.

Halifax has been able to withstand the global economic shocks of recent years. In fact, the city's **GDP grew 2.6%** in 2011, well above the national average of 2.1%.² Unemployment stands at only 5.5%.³ A diverse mix of sectors are powering the local economy:

The local **commercial aerospace and defence** sector, intimately tied to Canadian military procurement, is undertaking large-scale Department of National Defence projects, including the Maritime Helicopter Program, the Halifax Class Modernization/Frigate Life Extension Project, and the Aurora Structural Life Extension Program and will be intimately engaged with the new shipbuilding contract.

The **life sciences** sector is continuing to build upon its strengths in: medical technology and software; pharmaceuticals and vaccines; and, nutraceuticals and functional foods. Local companies are heavily export-oriented, and many of them are partnered with multinational biotechnology giants, including Pfizer, Sanofi Aventis, Merck Frosst, Amgen, Novartis, Schering Plough, Abbott Laboratories, Bayer, GlaxoSmithKline, Johnson and Johnson, and KytoGenics Pharmaceuticals.

Halifax Economic Snapshot

	2010	2011
Labour Force Size (Dec)	233,900	238,100
Unemployment Rate	6.8%	3,245
Labour Force Participation Rate (Dec)	69.6%	69.9%
Inflation Rate (Dec)	2.4%	2.5%
Housing Starts (Dec)	106	508
Value of Building Permits (Nov = \$ millions)	83.4	78.3
Retail Sales (Nov = \$ millions)	522	542
Investment: Non-residential Construction (Q4 = \$ millions)	99	99

Source: Greater Halifax Partnership

The **digital industries** cluster is diverse and provides specialized information and communication technology solutions to the aerospace and defence, financial services, business process outsourcing/ call centre and gaming industries. The local sector now includes HB Studios, a game developer for EA Sports and ranked 48th on the Develop 100 list of the world's most successful game studios, and Longtail Studios, a character-driven game developer, owned by the co-founder and a Vice Chairman of the fourth largest video game publisher in the world, Ubisoft Entertainment. Leading ICT consulting firms like CGI and Keane are located here, as is Research in Motion's largest technical support center in the world.

The **financial services** industry, always a strength for Halifax, has grown in recent years with the arrival of several global financial services providers. They include Citco Fund Services, Butterfield Fulcrum, Marsh Captive Solutions, Flagstone Management Services, and Meridian Fund Services (Canada) Ltd.

Halifax's **oceans** sector is alive and well, with a number of professional service providers and advanced manufacturers participating in the Encana-led Deep Panuke offshore energy project, as well as in the areas of security and defence, transportation, marine-derived nutraceuticals and food additives, and earth observation.

In **transportation & logistics**, the Halifax Gateway Council is making Halifax the preferred eastern gateway for North America.

¹ Statistics Canada Table <http://www40.statcan.ca/l01/cst01/econ50-eng.htm>; Conference Board of Canada, *Metropolitan Outlook*, Winter 2012.

² Conference Board of Canada, *Metropolitan Outlook*, Winter 2012.

³ Statistics Canada, *Labour Force Survey*, December 2011.

Halifax: Largest Employers 2010

	Sector	Number of Employees	% of Total Employment
Capital Health	Healthcare	11,000	5.0
Department of National Defense –CFB Halifax	Aerospace & Defense	7,400	3.3
Halifax Regional Municipality	Government	3,500	1.6
Dalhousie University	Education	3,500	1.6
IWK Health Centre	Healthcare	3,400	1.5
Fleet Maintenance Facility –Cape Scott	Aerospace & Defense	3,400	1.5
Bell Aliant Inc.	Telecommunications	1,800	0.8
IMP Aerospace Division –Halifax	Aerospace & Defense	1,200	0.5
Staples Business Delivery	Retail	1,100	0.5
BMO Financial Group	Financial Services	1,000	0.5
GEM Health Care Group	Healthcare	1,000	0.5
Saint Mary's University	Education	1,000	0.5
IMP Group International Inc.	Multiple Industries	900	0.4
Eastlink	Telecommunications	830	0.4
Northwoodcare Inc.	Healthcare	800	0.4
Manulife Financial	Financial Services	750	0.3
Signature Resorts	Hospitality	750	0.3
Convergys Canada	ICT	700	0.3
Nova Scotia Power Inc. (an Emera company)	Utilities	700	0.3
Bedford Institute of Oceanography	Life Sciences	650	0.3
Blueocean Contact Centers	ICT	625	0.3
Trade Centre Limited	Hospitality	620	0.3
Canadian Coast Guard –Marine House	Aerospace & Defense	600	0.3
Mount Saint Vincent University	Education	600	0.3

Source: Greater Halifax Partnership

Halifax Gateway at a Glance

Halifax Stanfield International Airport

- Largest airport in Atlantic Canada
- US Pre-clearance
- 40,000 square-foot multi-tenant facility with airside access

Port of Halifax

- Largest container port in Atlantic Canada (3rd largest in Canada) and capable of handling all cargo modes
- 2 container terminals with a total of 5 Post-Panamax cranes and the deepest berths on the east coast of North America at 55' (16.8 m)
- CN Autoport vehicle processing and transshipment facility
- Imperial Oil Refinery wharves for tanker loading and discharging
- Halifax Seaport full-service cruise terminal

Halifax Logistics Park

- Logistics park in the largest industrial park north of Boston and east of Montreal
- Next to 100-series highways and 10-15 minutes from the airport, the port, downtown Halifax and CN Intermodal

CN Rail

- CN Main Line, CN Intermodal Facility with service at Port of Halifax, including on-dock rail
- Main Line runs alongside Halifax Logistics Park (Phase 2)

Road Infrastructure

- Double-lane highway network linking Halifax to the rest of North America



Part 2: Halifax's Value Proposition



Location
Intermodal
Transport
Connected
Cold Chain
Logistics
Efficient

Halifax: A Strategic Location

Intermodal Transport

The Halifax Gateway is an important transportation and logistics center on North America's east coast for the movement of international cargo. It is situated on the major shipping lanes of the Atlantic Ocean and is close to major North American markets. The Port of Halifax's direct catchment area, in fact, covers 40% of the North American population and 43% of the continent's buying power.⁴ With minimal dwell times at the Port of Halifax, direct inland rail to Chicago and Toronto, and modern all-weather highway corridors, the Halifax Gateway is the fastest at delivering goods from key South Asian and Northern European ports to central North American markets.

Transit Time Calculator *in Days*

Colombo to Chicago via Main Ports and then by Rail

	Halifax	Montreal	New York	Vancouver
Ocean Transit	18	—	20.0	26.0
Discharge Dwell Time	1.2	—	3.0	3.5
Rail Terminal Dray	0.0	—	1.0	0.0
Inland Rail	3.1	—	3.0	4.2
Total Transit Days	22.3	—	27.0	33.7

Source: Transit Time Calculator at www.halifaxgetsitthere.com

Transit Time Calculator *in Days*

Rotterdam to Toronto via Main Ports and then by Rail

	Halifax	Montreal	New York	Vancouver
Ocean Transit	7.0	11.0	11.0	—
Discharge Dwell Time	1.2	2.5	3.0	—
Rail Terminal Dray	0.0	1.0	1.0	—
Inland Rail	1.9	0.8	4.0	—
Total Transit Days	10.1	15.3	19.0	—

Source: Transit Time Calculator at www.halifaxgetsitthere.com

Transit Time Calculator *in Days*

Singapore to Detroit via Main Ports and then by Truck

	Halifax	Montreal	New York	Vancouver
Ocean Transit	22.0	—	24.0	21.0
Discharge Dwell Time	1.2	—	3.0	3.5
Rail Terminal Dray	0.0	—	0.0	0.0
Inland Truck	2.0	—	1.0	3.5
Total Transit Days	25.2	—	28.0	28.0

Source: Transit Time Calculator at www.halifaxgetsitthere.com

Air Transport

Halifax is within a two-hour flight of 60 million people, including the key markets of New York, Boston, and Montreal.⁵ It is also two hours geographically closer by air to Europe than from any other North American destination.

Direct Non-Stop Flights from Halifax

Destination	Duration	Destination	Duration
Montreal	1:35	Detroit*	3:10
Boston	1:35	Washington, DC	3:17
Ottawa	1:50	Atlanta*	3:30
Bermuda	2:15	Orlando*	3:40
Philadelphia	2:15	Reykjavik*	4:15
Toronto	2:20	Calgary	5:30
Chicago	2:30	London, UK	5:45
New York	2:30	Frankfurt*	6:45

*Seasonal service

North Atlantic Time Zone

Those establishing a transportation and logistics presence in Halifax also benefit from the region's advantageous North Atlantic time zone (4 hours behind GMT, 4 hours ahead of Pacific Time, and 1 hour ahead of the Eastern time zone), in which you can easily do business with Europe and across North America on the same workday. Furthermore, Halifax's relatively neutral North Atlantic accent and customer service culture is attractive to companies providing support services to clients in North America and Europe.



Source: Nova Scotia Gateway Secretariat

⁴ Port of Halifax

⁵ Halifax International Airport Authority

Halifax: A Proven Location

Canadian Tire, Magnussen Furniture, Armour Transportation, Fedex and Gateway Facilities – these are just a few of the names that have recently relocated or grown their transportation and logistics operations in Halifax.

Company

What They Do

Why They've Chosen Halifax

Armour



Armour Logistics Services (ALS) offers cost-effective transportation and distribution solutions to customers throughout Atlantic Canada. In 2008, it opened its 100,000 sq. ft. transload facility in the Halifax Logistics Park.

Armour chose to capitalize on the growing logistics needs of companies using Halifax as an Atlantic gateway. A major function of its center is to process cargo for large firms like the Canadian Retail Shippers Association, which selected the Halifax Logistics Park as its new home.

Consolidated Fastfrate



Consolidated Fastfrate is a national transportation company with more than 1,500 employees. It operates 17 shipping distribution terminals across Canada. Consolidated Fastfrate built a 90,000 sq.ft. transload facility in Halifax.

Halifax was chosen for its competitive advantages as a major shipping and distribution hub for North America. The company had only trucked cargo to distribution centers from Halifax in the past. Now, it can empty shipping containers in Halifax and reload them with export cargo. Handling distribution locally means reduced costs and faster processing times.

Gateway Facilities Yhz Gateway



Gateway Facilities ULC prepares and repackages truck and air cargo going to and from the rest of North America, Europe and Asia. Its services include warehousing, ground handling, pallet building and breaking, as well as fueling and de-icing of aircraft.

Gateway Facilities' joint venture with the Halifax International Airport to build a 40,000 square foot facility with 7,000 square feet dedicated to cold storage made obvious business sense. Halifax is North America's closest major airport to Europe, and wide-bodied planes can park next to the building – an essential asset when moving high-value fresh seafood.

FedEx



FedEx Express is a cargo airline based in Memphis, Tennessee, United States. It is the world's largest airline in terms of freight tons flown and the world's fourth largest in terms of fleet size. It is a subsidiary of FedEx Corporation, delivering packages and freight to more than 375 destinations in nearly every country each day.

Fedex recognized early on the foreign demand for Atlantic Canadian seafood. By partnering with some of the region's largest seafood processors, it has grown to become the second largest air cargo handler at Halifax International, in terms of volumes shipped. Most of the seafood it handles is destined for US West Coast and Asian markets.

UPS



Founded in 1907 and based in Atlanta, United Parcel Service is a package delivery company that provides transportation, logistics, and financial services in the United States and internationally. It operates in 220 countries and territories and operates an air fleet of 527 aircraft.

UPS intends to open a 40,000 sq.ft. integrated courier service facility in Halifax's Burnside Business Park in April 2012. It will employ 100 full-time equivalent employees and service the Atlantic Canadian market.

Halifax: A Proven Location

Icelandair Cargo



Icelandair Cargo is part of Icelandair Group, which also includes its passenger airlines, ground services, tourism, and aircraft leasing businesses. The group maintains a fleet of 70 aircraft. Icelandair first took flight in 1937.

In 2008, Iceland's economic woes forced Icelandair Cargo to suspend its service to Halifax. In December 2011, the company resumed its air cargo service from the airport to meet European demand for Atlantic seafood. Each Wednesday, a B757 freighter flies from New York to Halifax to pick up live lobster, before moving on to Iceland and Belgium.

US Airways



US Airways, along with US Airways Shuttle and US Airways Express, operates more than 3,000 flights per day and serves more than 190 communities in the U.S., Canada, Mexico, Europe, the Middle East, the Caribbean, Central and South America.

The airline introduced three daily flights from Halifax to Philadelphia as the US air travel industry is beginning to show signs of recovery after the recession. It is targeting business and leisure travelers heading to Philadelphia. Halifax was chosen, in part, for the US pre-clearance service at the airport.

Canadian Tire



Canadian Tire is an icon in every province and territory – 90% of Canadians are within 15-minute's drive of a store.

The company chose to diversify its gateways to reduce costs and improve balance and reliability in its supply chain by transloading direct-import cargo at Halifax. Halifax's stable workforce ensures reliable service, and it can accommodate greater shipments of goods in the event of service disruptions at other ports.

Magnussen Furniture



Magnussen Home Furnishings supplies high quality furniture built by craftsmen from around the world, with primary markets in Canada and the United States.

Magnussen chose Halifax to reduce the time to ship furniture from its warehouse in Duong Province, Vietnam, to the northeastern US, Ontario, Quebec and the Maritimes. Average transit times have fallen from more than 45 days to an average of 35 days. Halifax's bonded warehouse services, uncongested port and minimal port fees were also key decisions in choosing Halifax.

Parrish & Heimbecker



Founded in 1909, Winnipeg-based Parrish & Heimbecker is involved in many aspects of agri-business, including grain procurement and merchandising, milling, animal nutrition programs, poultry farming and food processing.

Parrish & Heimbecker uses the Halifax Grain Elevator, the only one of its kind in Atlantic Canada, to receive, store, and distribute milling wheat, feed wheat, feed corn, barley and soybeans sourced from across Canada. Feed grains are shipped onwards by truck while milling wheat is transferred directly to their Flour Mill via pneumatic pipe and other grains are exported via bulk vessel.

The Cold Chain Advantage

Whether you are shipping lobster by plane or moving frozen blueberries by truck, Halifax has the cold chain services you need to get your perishable products to your customers. The Halifax Stanfield International Airport's third-party logistics providers and its temperature-controlled airside cargo facility, the largest of its kind north of Miami, constitute an ideal "cold chain" for exporters of high-value seafood. Lobster suppliers save fifteen hours by not having to truck their product to New York City for onward export. This translates into better quality product and the ability to ship product further.

Meanwhile, the Port of Halifax's updated infrastructure includes 1,000 reefer plugs and expanded terminal power – a major advantage for any shipper handling perishable goods. Direct-call services also ensure quick and efficient delivery of reefer cargo worldwide. The port and airport's cold chain capabilities are complemented by the services of local cold storage and logistics providers, including live seafood transporters.

Notable Maritime Companies Leveraging Halifax's Cold Chain Advantage

McCain Foods



Founded in Florenceville, New Brunswick, McCain Foods is the #1 French fry maker in the world. It processes about 1 million pounds of fries and other potato products an hour. McCain also produces frozen vegetables, appetizers, juices, pizza, entrees, and desserts at some 60 plants on six continents. Maritime potatoes and produce are trucked to market by McCain's subsidiary,

Day & Ross. Day & Ross is recognized as one of Canada's only true National carriers serving all 10 provinces direct with Less-than-Truckload and Full Truckload service anywhere in Canada, and to and from the United States through a strategic alliance with its exclusive U.S. marketing partner. It also offers scheduled Full Truckload Operations to and from Mexico.

Cavendish Farms



With headquarters in Dieppe, New Brunswick, Cavendish Farms is the fourth largest processor of frozen potato products supplying leading grocery, food service and quick service restaurants around the world. Cavendish Farms has two plants in Prince Edward Island and a third in Jamestown, North Dakota. The company's

strategic location near prime potato growing regions allows it to use only the best varieties of potatoes for frozen French fry processing. From seed development to growing, harvesting, storage, processing and shipping, Cavendish Farms' integrated approach ensures quality, cost control and uninterrupted supply to its customers.

Clearwater Seafood



Canada's Atlantic waters harbour some of the tastiest shellfish in the world, and Clearwater Seafood strives to select the finest. Founded in 1976, the Halifax-based company is today a global leader in the harvesting, processing and distribution of premium lobsters and other shellfish. Clearwater sells nearly 100% of its products abroad – about 40% to the United States, 30% to Asia

and the Middle East, and 30% to Europe. The company has been experiencing particularly strong growth in China and the Middle East.

The Port of Halifax and the Halifax Stanfield International Airport are key components of Clearwater's logistics chain.

Oxford Frozen Foods



Based in Oxford, Nova Scotia, Oxford Frozen Foods is the world's largest supplier of frozen wild blueberries and Canada's largest processor of frozen carrot products. It also produces onion rings and a variety of battered vegetable appetizers, cranberries, diced onion and diced rutabaga.

For its overseas customers, the company ships by container from the Port of Halifax. It also ships trailer loads across North America, using an extensive network of refrigerated trucking companies.

The Shipbuilding Opportunity

In October 2011, Irving Shipbuilding of Halifax was awarded a \$25-billion contract by the Canadian Government to build up to eight Arctic offshore patrol ships and 15 other weapons-bearing ships to replace the current fleet of frigates.

This is perhaps Nova Scotia's biggest industrial opportunity since Confederation. At its peak, the shipbuilding program is expected to generate 11,500 long-term jobs in Nova Scotia. In so doing, it will:

Create a generation of stability for workers and small businesses;

Make Nova Scotia the cornerstone of a world-leading industry cluster;

Boost business confidence;

Reverse population and migration trends; and,

Turn Halifax into a high-growth city.

“In addition to growth in fields such as manufacturing, skilled trades and technology, we also expect to see a spike in real estate, architecture, engineering, education and financial disciplines.”

Paul Kent, President and CEO, Greater Halifax Partnership

Shipbuilding Program Benefits to Nova Scotia

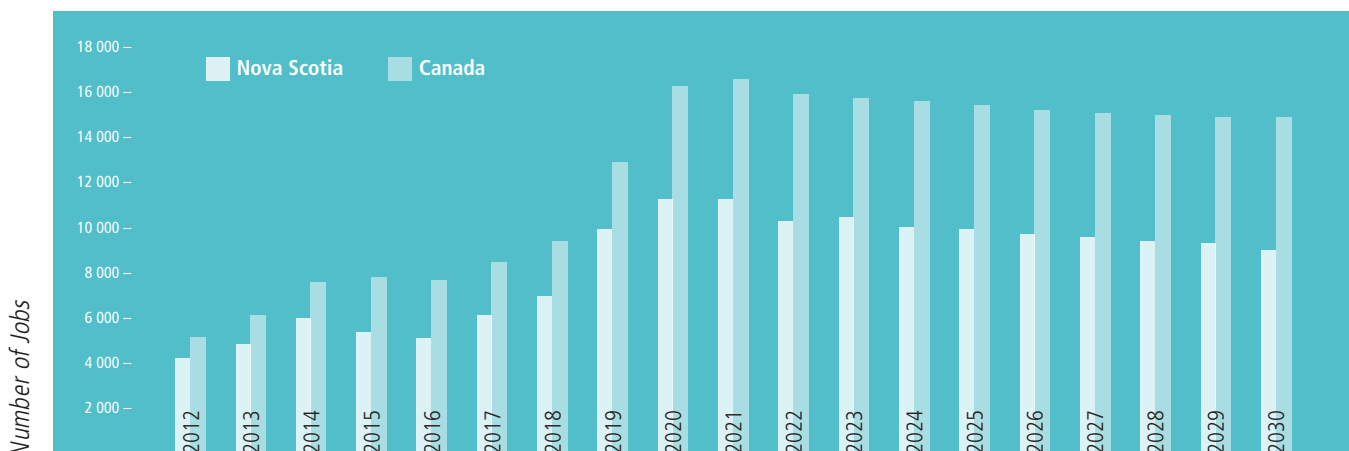
- Peak of 11,500 jobs
- More than \$350 million in federal, provincial and local tax revenue
- More than \$400 million in personal disposable income which translates into, among other things:
 - 420 new housing starts
 - 750 new cars
 - \$38.5 million on groceries
 - \$8.5 million on telephone services
 - \$11 million in restaurants

The shipbuilding program will complement the spinoffs from billions of dollars already being spent in major mining, oil and gas projects throughout Atlantic Canada.

Shell Canada's \$1-billion project to explore Nova Scotia's offshore oil and gas deposits over the next six years is among them.⁶ These developments are transforming the regional economy, and with it, opportunities for those investing in and moving product and people through the Halifax Gateway.

⁶ "Shell to spend \$1B on N.S.'s offshore oil and gas", CBC News, January 20, 2012

Forecasted Increase in Employment from Shipbuilding Program 2012–2030



Source: Canada's National Shipbuilding Procurement Strategy: Potential Impacts on Nova Scotia and Other Regions. Conference Board of Canada. May 2011.

Part3: Halifax Gateway **Assets**

Location
Intermodal
Transport
Connected
Cold Chain
Logistics
Efficient

Hapag-Lloyd

Overview

Halifax Stanfield International Airport (HSIA) is Atlantic Canada's air gateway, facilitating passenger and cargo access to markets across Canada, the United States and Europe. It is Atlantic Canada's largest airport by passenger volume and the seventh busiest airport in Canada.

HSIA is the closest major continental North American link to the European Union (EU), and it enjoys open skies access to the United States. The airport is thirty minutes from downtown Halifax and is adjacent to the Aerotech Business Park, a municipally-run business park catering to the local aerospace and defence industry.

Operations at HSIA support more than 13,500 jobs and generate \$1.25 billion in annual economic output in Nova Scotia. It is the headquarters of Canjet, a low-cost chartered airline, and Jazz, a regional airline that operates on behalf of Air Canada. Major employers at the airport include IMP Group, Air Canada and Jazz, who together employ 2,677 full-time equivalent staff, just over 60% of the airport's workforce.⁷

HSIA has been voted "**Best Airport in the World**" in its class for seven consecutive years by the benchmarking firm, ASQ. It is operated by the Halifax International Airport Authority (HIAA). HSIA's key assets statistics include:

2 runways of 2,700m (8,800 feet) and 2,300m (7,500 feet)

31 gate positions with 12 air bridges

US pre-clearance facility

24/7 year-round operations

The airport includes modern airport infrastructure to meet a range of air passenger, air cargo and land tenant needs. It has added a number of air service offerings in recent years.

Recent Air Service Additions at HSIA

Route	Initiation
Icelandair Cargo to Reykjavik, Iceland and Liege, Belgium	December 2011
US Airways to Philadelphia	June 2010
Porter additional service to Montreal	March 2010
Asiana Cargo to Brussels, Belgium and Seoul, South Korea	March 2009
Delta to New York	May 2008
United to Chicago	September 2007
Porter to Toronto, Montreal and Ottawa	June 2007
United to Washington	March 2005

Source: Halifax International Airport Authority

Passenger Services

Approximately 80% of HSIA's passenger traffic is domestic and 11% is from the United States, with the remainder derived from other international locations. Over the last several years, connecting passenger traffic at the airport has remained at approximately a quarter of total passenger volume, validating Halifax as a facilitator of moving people throughout Atlantic Canada, as well as between North America and the world. Total passenger traffic has experienced steady growth over the last decade, reaching 3.6 million passengers in 2011.⁸

The airport's US pre-clearance, NEXUS and CANPASS programs, and its direct flights throughout North America, the Caribbean and parts of Europe can get business people to their clients and employees quickly. Furthermore, it has a wide variety of retail stores, food and beverage offerings, free wi-fi, and convenient parking, and it is close to major hotels.



HSIA check-ins

⁷ Halifax Stanfield International Airport: 2010 Economic Impact Report
Chris Lowe Planning & Management Group, September 2011

⁸ PowerPoint presentation "Europe September 2011"
Halifax International Airport Authority, September 2011

Direct Non-Stop Destinations Served from HSIA

Canadian Destinations	Calgary, AB
	Charlottetown, PE
	Deer Lake, NL
	Edmonton, AB*
	Fredericton, NB
	Gander, NF
	Goose Bay, NL
	Hamilton, ON*
	Moncton, NB
	Montreal, QC
	Ottawa, ON
	Saint John, NB
	Saint John's, NL
	Sydney, NS
	Toronto, ON

American Destinations	Atlanta, GA*
	Boston, MA
	Chicago, IL
	Detroit, MI*
	Ft. Lauderdale, FL*
	New York, NY
	Newark, NJ
	Orlando, FL*
	Philadelphia, PA
	St. Petersburg, FL*
	Tampa, FL*
Washington (IAD and DCA airports)*	

Other International Destinations	Bermuda*
	Cancun, Mexico*
	Cayo Coco, Cuba*
	Frankfurt, Germany*
	Holguin, Cuba*
	London (Heathrow), UK
	London (Gatwick), UK*
	Montego Bay, Jamaica*
	Nassau, Bahamas*
	Providenciales, Turks & Caicos*
	Puerta Plata, DR*
	Punta Cana, DR*
	Reykjavik, Iceland*
	Samana, DR*
	Santa Clara, Cuba
	St. Pierre & Miquelon
	Varadero, Cuba*
<i>* Seasonal Services</i>	

Commercial Air Carriers Operating from Halifax

Air Canada	Cubana	Sunwing
Air Georgian	Delta	Thomas Cook Canada
Air St. Pierre	Icelandair	United/Continental
Air Transat	Jazz	US Airways
Condor	PorterWestjet	

Source: Halifax International Airport Authority

Air Cargo

HSIA plays a key role in facilitating the region's export of seafood, primarily lobster, scallops and mussels. Five scheduled cargo airlines, three cargo handlers and three integrated couriers fly into Halifax. In 2010, they processed more than 29 metric tonnes of cargo. More than two thirds of it (20.7 metric tonnes) was lobster, with a market value of more than \$300 million.⁹ Other major air cargo exports include other seafood, electric parts and machinery, and industrial equipment.

The airport houses a 40,000 square foot multi-tenant cargo facility with direct airside access – the largest of its kind north of Miami. Seven-thousand square feet of this space is temperature-controlled, with an additional 12,000 square feet of cold space available for use during colder months. It is operated by Gateway Facilities and includes Federal Express as an anchor tenant. Their services complement those of freight forwarders, customs brokers, and cargo specialists located on-site. These cargo services constitute an ideal "cold chain" for exporters of high-value seafood.



Source: Halifax International Airport Authority

⁹ PowerPoint presentation "Europe September 2011"
Halifax International Airport Authority, September 2011

Air Services from Halifax (as at November, 2011)



Cargo-Related Service Providers at HSIA

Freight Forwarders	Connexion World Cargo Ltd. DSV Air & Sea Inc. DB Schenker Logistics Kintetsu World Express Inc Kuehne & Nagel International Ltd. MOL Logistics PF Collins Customs Broker Ltd. UPS Supply Chain Solution Worldwide Perishables
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Integrated Couriers	Cargojet Federal Express Purolator
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Cargo Handlers	Air Canada Cargo Worldwide Flight Services Worldwide Perishables
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Scheduled Cargo Carriers	Air Canada Air St. Pierre Condor Westjet
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Scheduled All Cargo Airline	TNT Airways Icelandair Cargo
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Source: Halifax International Airport Authority

One hundred and eight hectares, divided into four areas, have been designated airport commercial land. These areas, including one in which Gateway Facilities is located, are dedicated to air cargo, airline support (i.e. aircraft maintenance, catering and fueling), general aviation (i.e. fixed base operators) and other aviation-related activities. Typically, these operations have direct access to taxiways and are also connected to landside roadways.

HIAA has also set aside 260 hectares, largely located at the northern and eastern limits of the airport property, to accommodate future airfield, airport support functions, terminal capacity and commercial aviation activities.

The airport's current land tenants include air carriers, fixed-base operators, aviation service providers, vehicle rental agencies and retail operations.

HSIA's Airside Land Tenants

Air Canada	IMP Group Inc
Avis Car	Inland Technologies
Canjet	Jazz Air
CHC Helicopters International	Petro Canada/Suncor Energy
Cougar Helicopters	PLH
Dollar Thrifty Automotive Group	Provincial Airlines
Gate Gourmet	Servisair
Gateway Facilities	TDL Group (Tim Hortons)
Global Aviation Services	The Hertz Corporation
Halifax Hangars	Worldwide Flight Services

Source: Halifax International Airport Authority

Runway Extension and Other Infrastructure Investments

HSIA is currently extending its 2,700m (8,800 feet) runway to 3,200m (10,500 feet) in order to accommodate larger wide-bodied and heavy aircraft. Extending the main runway means cargo freighters can operate year-round and with heavier loads, even in inclement weather. The extension is expected to be completed in late 2012.

HSIA has also started to implement its updated 20-year Master Plan. Capital investments for 2011 and 2012 are estimated to be \$32.2 million and \$81.6 million respectively, which include improvements to the air terminal building, passenger processing, and airside and groundside operations.

The Halifax International Airport Authority is moving forward with a comprehensive Commercial Development Strategy to co-locate traditional airport users and other commercial and community segments for mutual benefit. In so doing, the Airport Authority can further the "Airport City" concept to maximize non-aeronautical revenue.

Air Route Development

HIAA is capitalizing on the Canada-European Union "Open Skies Agreement" and other bilateral air transport agreements being pursued around the world by the Canadian government. The Gateway partners understand that air capacity is critical to the growth of Halifax and the broader provincial economy. They are, therefore, actively pursuing market opportunities in Europe, where the potential for increased passenger and cargo traffic is greatest.



Priority Air Routes Being Pursued by HIAA and its Partners *(Location and Assessment)*

Frankfurt *(underserved)*

- Third largest airport in Europe and second in terms of market potential
- Major connecting hub for international travel worldwide
- Objectives: obtain full, year-round daily service; build connecting traffic flows.

London *(underserved)*

- Largest airport in Europe in terms of passenger volume and major connecting hub for international travel worldwide
- Objectives: introduce completion on this route; obtain full, year-round daily service; build connecting traffic flows

Glasgow *(unserved)*

- Glasgow is a reasonably large market for seasonal leisure services, although volumes between Canada and Scotland have declined following the bankruptcies of Zoom and Globespan

Dublin *(unserved)*

- Hub of low cost carrier Aer Lingus
- Short distance means that a smaller, narrow-body aircraft could be used

Reykjavik *(underserved)*

- Current bilateral restrictions prevent expansion of summer frequencies, but winter service is possible and desirable to build low-season access to/from Icelandair's European connecting markets

Amsterdam & Paris *(unserved)*

- Paris and Amsterdam are the largest unserved European markets for Halifax

Manchester *(unserved)*

- Second largest volume of air passengers for Halifax in the United Kingdom

Helsinki *(unserved)*

- Provides connection to Asia
- Current Finnair charter activity could create fifth freedom opportunities (e.g., Europe – Halifax – US services)

Source: Halifax Gateway Council

Port of Halifax

Overview

The Port of Halifax is a full-service port and handles container, break bulk, bulk, roll-on/roll-off, and project cargo from more than 150 countries, making it the third largest container port in Canada. A whole range of products flow through the Port, from Western Canadian wheat and Maritime soy beans, frozen seafood and fries, to imported cars and tractors, engineering supplies destined for the Alberta Oil Sands, and a wide range of components for the construction of Canada's new naval fleet. Approximately 60% of the Port's container volumes are destined for, or originate from, Central Canada and the US Midwest.

The Port is called on by more than 15 container lines and is used by the largest third-party logistics providers for several reasons. It:

Is strategically located. Halifax is the preferred North American connection with Europe, the Mediterranean, the Middle East, and South East Asia via the Suez Canal with a 2-day discharge advantage over other East Coast North American ports.

Has on-dock rail at both container terminals. Both the Fairview Cove and South End container terminals have on dock rail. CN Rail links the Port to markets in Central Canada and US Midwest.

Has unconstrained waterside access and deep berths. The Port has the deepest container berths on the East Coast of North America with 55-foot (16.8 meter) berths that can accommodate the world's largest container vessels.

Is Super Post-Panamax capable. It has the infrastructure, including Post-Panamax cranes, to handle fully-laden Super Post-Panamax vessels.



At 55 feet (16.8 meters), Halifax has the deepest container berths on the east coast of North America.

Has spare capacity and no congestion. The Port can handle 1.5 million TEUs of containerized cargo under its current configuration, well above the 410,000 TEUs it handled in 2011. Uncongested terminals translates into minimal dwell times, thereby allowing for a consistent and reliable supply chain for imports and exporters alike.

Is reliable. 3PLs, retailers and wholesalers are increasingly using the Port of Halifax to diversify their logistics pipelines, thereby reducing risk. The Port's reliable longshore labour and spare capacity can ensure the continued flow of goods when service is disrupted at other ports in North America.

New opportunities for agri-food producers and distributors. Halifax's Grain Elevator, the only one of its kind east of Montreal, is capable of storing and loading feed wheat, grain products, pulses and wood pellets. It is now capable of loading these products into 20-foot containers, either directly from a rail car, truck or from internal storage bins within the Grain Elevator itself. Maritime producers no longer have to send their crops to Montreal for container shipping.

Is the preferred gateway for refrigerated cargo. Updated infrastructure at the Port of Halifax includes 1,000 reefer plugs and expanded terminal power – a major advantage for any shipper handling perishable goods.

Is near ample transload, distribution and warehouse space. There are 20 transload warehouse facilities and over one million square feet of transload-ready space within 10 kilometers of the Port of Halifax.

Is secure. The Port of Halifax is a secure port of call.



Fairview Cove container terminal

Scheduled Direct-Call Container Services at Halifax Port Authority Facilities

American Feeder Lines	Nirint Shipping
Atlantic Container Line	NSCSA
CMA/CGM	NYK Line
China Shipping Container Line	Oceanex
Eimskip	OOCL
Hapag Lloyd	Transport Service International
Maersk	Wallenius-Wihelmen
Melfi Marine	ZIM Integrated Shipping Line

Source: Halifax Port Authority

Infrastructure Investments

The Halifax Port Authority and its public and private sector partners have invested more than \$350 million in infrastructure. Major infrastructure upgrades include:

At the **South End Container Terminal**, extension of the pier by 80 meters and dredging the surrounding area from a depth of 14.5m to 16.0m to create a second post-Panamax container ship berth, as well as reconfiguration of the approach road and upgrades of the truck marshaling yard and gate complex. Two hundred reefer plugs have also been added to handle high-value temperature-controlled cargo.

At **Fairview Cove Container Terminal**, construction of a new truck marshaling area, the doubling of on-dock rail capacity, 200 new reefer plugs for temperature controlled cargo, placement of new crane rails to accommodate two recently purchased post-Panamax cranes, and dredging to 55 feet to accommodate berthing of two post-Panamax vessels simultaneously.

At **Halifax Seaport**, construction of new cruise passenger handling facilities to conveniently move passengers from ship to shore.

Key Assets

South End Container Terminal (Halterm)

Situated on 72 acres of land at the entrance to the harbour, the South End Container Terminal has 483 in-ground reefer outlets and a storage capacity greater than 12,500 TEUs. It boasts two 50.8 tonne Post-Panamax cranes, two 40.5-tonne cranes, and two 35.7-tonne cranes. Its two piers have a total of 3,200 linear feet of dock and 8,500 feet of on-dock rail, with berth depths of up to 53 feet.

Ocean Terminals – Piers A, A1 and 24

Situated beside Halterm Container Terminal, Piers A and A1 offer deep-water berths, excellent truck and rail access, and a combination of covered storage as well as an open area for the laydown of cargo. Adjacent Pier A, Pier 24 is an excellent berth for working cargoes that require open space, such as steel, project cargoes and heavy-lift operations. It is equipped with a rail siding immediately adjacent to the pier to facilitate direct loading to ship.

Fairview Cove Container Terminal (Ceres)

The Cerescorp Terminal at Fairview Cove is situated on 70 acres of land along the Bedford Basin. It has 500 in-ground reefer outlets and a storage capacity greater than 12,000 TEUs. The Terminal operates three 60-tonne post-Panamax cranes, three 40-tonne cranes, and a 100-foot ro/ro ramp. It also has 12,000 feet of on-dock rail and berth depths of up to 55 feet.

Halifax Grain Elevator

The Halifax Grain Elevator is situated adjacent to Halterm Container Terminal and is connected to Ocean Terminals and the Parrish & Heimbecker mill through a system of galleries

and conveyors, as well as a marine leg for receiving grain. The Grain Elevator provides a secure supply of feed for the livestock industry and export opportunities for wood pellets, grain products and pulses. It has a storage capacity greater than 140,000 tonnes.

Autoport

Halifax Autoport Terminal is one of North America's largest vehicle processing and transshipment facilities. It covers 100 acres and is owned and operated by CN. It processes nearly 185,000 vehicles per year, and it is served by CN's rail network. In 2008, Autoport became the first vehicle processing and transshipment facility in North America to be ISO 9001 certified.

Imperial Oil Refinery and Wharves

The Imperial Oil Refinery in Dartmouth occupies approximately 650 acres. It has a processing capacity of up to 89,000 barrels of crude oil a day. It manufactures 52 different products, most of which are sold to customers in the Atlantic provinces and Eastern Quebec. The Imperial Oil wharves enable coastal and foreign-going tanker vessels to load and discharge oil by pipeline.

SeaPort Cruise Terminal

Halifax Seaport offers more than 2,000 feet (611 meters) of continuous berth space and is recognized as an experienced full-service cruise terminal. Recent infrastructure improvements include new bollards, fendering and hydraulic gangway systems to accommodate the new generation of larger cruise ships.



Halterm



Ceres



Autoport



Cruise Terminal

Halifax Logistics Park

Overview

The Halifax Logistics Park is located within Burnside Business Park, the largest business park north of Boston and east of Montreal, with more than 1,500 enterprises. The Logistics Park is situated next to five 100-series highways and within a 10-to-15 minute drive of the Halifax Stanfield International Airport, the Port of Halifax, and the city's downtown district.

Phase 1 development of the Logistics Park is currently underway. It includes approximately 140 acres of serviced lots for warehousing and logistics purposes, 50 of which have already been developed by large anchor tenants, such as Consolidated Fastrate, Armour Transportation and Mathers Logistics. These established facilities offer extensive cross-docking capabilities for efficient consolidation of shipments from 40 ft. containers into 53 ft. trailers.

Phase 2 development comprises approximately 175 gross acres of land diagonally adjacent to Phase 1, with the potential in the area for future development opportunities. Phase 2 has the potential to be rail-served as it lies adjacent to CN's rail line.

So, why choose Halifax to transload your products?

Transloading in Halifax eliminates the need to ship empty containers back to Halifax from inland markets, for regional exporters sending cargoes to Asia, Europe and the Mediterranean.

It reduces ocean freight costs by allowing marine containers to stay at the Port of Halifax.

It increases drayage efficiency and reduces transit times.

There are new Greenfield development opportunities for transload, distribution and warehousing.

More than a third of transload space in Halifax can handle refrigerated cargo.

In short, inbound goods destined for Atlantic Canada, Central Canada, the US Midwest, and the US Eastern Seaboard can reach regional distribution centers and arrive direct-to-store faster, cheaper, and safer.



Lot Inventory within the Halifax Logistics Park

Lot #	Location	Site Condition	LOT SIZE		SELLING PRICE		Usage
			Sq. Footage	Acres	PSF	Total	
1154A	John Savage Ave.	Rough graded	227,435	5.22	\$4.75	\$1,080,316	Logistics
1248A	Wilkinson Ave.	Rough graded	435,600	10.0	\$5.50	\$2,395,800	Logistics
1248B	Wilkinson Ave.	Rough graded	283,845	6.52	\$4.75	\$1,348,264	Logistics
1249	Wilkinson Ave.	Ungraded	746,718	17.14	\$3.25	\$2,426,834	Logistics
1250	Wilkinson Ave.	Graded	523,614	12.02	\$4.75	\$2,487,167	Logistics
1251	Wilkinson Ave.	Ungraded	830,794	19.07	\$3.25	\$2,700,081	Logistics

Location Location Location

In today's global marketplace, nothing gets products to customers faster, safer or more securely than transloading. It provides a vital competitive edge in the supply chain for many retailers, importers, exporters and business owners. The **Halifax Logistics Park** is the right choice for global transloading and distribution operations.



Infrastructure

CN Rail is Halifax's rail link to the rest of North America. The company operates the largest rail network in Canada and the only trans-continental network in North America. It serves close to 75% of the U.S. population and all major Canadian markets.

It spans Canada and mid-America from the Atlantic and Pacific oceans to the Gulf of Mexico, serving the ports of Vancouver, Prince Rupert, B.C., Montreal, Halifax, New Orleans and Mobile, Ala., and the key cities of Toronto, Buffalo, Chicago, Detroit, Duluth, Minn./Superior, Wis., Green Bay, Wis., Minneapolis/St. Paul, Memphis, St. Louis, Jackson, Miss., with connections to all points in North America.

CN's Intermodal Terminal is conveniently located on 20 acres near Fairview Cove Container Terminal. Two gantry cranes and yard tractors have a 150 TEU (20-foot equivalent unit) daily lift capacity, equivalent to 52,000 units a year. On-dock rail is available at the Fairview Cove Container Terminal and the South End Container Terminal, and CN's main line passes alongside the Halifax Logistics Park.



On-dock rail service

Intermodal Transit Times from Halifax

Available for customer pick-up at ramp

Destination	Duration	Destination	Duration
Montreal	33 hours	Detroit	89 hours
Toronto	46 hours	Memphis	94 hours
Chicago	74 hours	Minneapolis	116 hours

Source: CN Rail

Service

From the Port of Halifax, CN offers on-dock double-stack train service with daily direct service to Montreal (33 hours), Toronto (46 hours), Chicago (74 hours), Detroit (89 hours) and Minneapolis (116 hours) with seamless connections to all other points on its continent-wide network.

In April 2010, CN, the Halifax Port Authority and both container terminal operators (Cerescorp and Halterm) established clear and defined performance standards for all four parties regarding times for unloading and loading containers between vessels and cars, the timing of the placement of rail cars at the terminals, and CN transit times to key markets in eastern and central Canada and the U.S. Midwest. By November 2010, these and other supply chain efficiencies helped reduce dwell times for European import vehicles at CN's Autoport terminal by about 25%.¹⁰



Fairview Cove

¹⁰ *Maritime Magazine*, "CN announces big Halifax Autoport efficiencies", November 8, 2010

Rail Infrastructure & Service



CN's North America route map



Autoport



Double-stack service

Road Infrastructure & Trucking

Infrastructure & Transit Times

With an ever-expanding four-lane highway system, Nova Scotia has direct road links to the rest of Canada and North America. These modern, all-weather highways provide companies with exceptional ease of travel and shipment. Nova Scotia’s highway corridors link to the rest of the Atlantic Region and to the US Northwest (New England) and Central Canada.

Intermodal Transit Times from Halifax

Urban Centre	km	Miles	Truck Time (hours)
Portland, ME	916	569	12:15
Quebec City	1077	669	15:00
Boston	1116	693	15:30
Montreal	1325	823	18:25
New York	1470	913	20:25
Philadelphia	1593	990	22:10
Washington, DC	1806	1122	25:05
Toronto	1864	1158	25:50
Pittsburgh	2049	1273	28:30
Cleveland	2131	1324	29:25
Detroit	2234	1388	30:45
Chicago	2605	1618	35:50

Trucking Services & Regulations

Key trucking and transload services exist in the area. They perform any combination of drayage, short haul, long haul, and transload services to and from the port, international airport and logistics park. Major trucking firms that serve the area include Clarke Transport, Midland Transport, Armour Transportation, Consolidated Fastfrate, Western Logistics, Day and Ross, M&O, Conrad’s and Guysborough Transfer.

Thanks to the introduction of Long Combination Vehicles (LCVs) in Nova Scotia and New Brunswick on a trial basis, goods can be trucked across provincial borders from Halifax more cheaply. Under the pilot project, LCVs:

Include a tractor and 2 trailers with lengths of 48ft or 53ft;

Cannot exceed 40 meters in length, 62, 500kg in weight or 90km/h;

Must travel in right lane only and on specified route except for emergencies;

Must always be loaded equally or more heavily in the lead trailer than in the rear;

Cannot transport dangerous goods; and,

Must be operated by drivers with a valid class 1 driver’s license who have completed either the Professional Drivers Improvement Course or the Canadian Trucking Alliance’s LCV Driver Training Course, and have a minimum of 5 years and 150,000km of driving experience.¹¹



Long Combination Vehicle (LCV) – Nova Scotia highway

¹¹ Private brief, “Nova Scotia – Trucking Regulations” Atlantic Provinces Trucking Association, November 2011



Education
Universities
Community College
Labour Supply
Experienced
Smart City
Wages

Educational Assets

Halifax has among the highest ratios of educational facilities to population in North America, with six universities offering a multitude of undergraduate and graduate programs. More than 30,000 students are enrolled at these universities every year, while some 6,500 earn degrees and certificates.

University Enrollment in NS by Program 2010-11

Program	Enrollment
Arts or Science –General	7,195
Engineering & Applied Science	2,511
Mathematics & Physical Science	1,717
Commerce & Administration	7,843
All other Programs	23,63
Total Enrollment	42,897

Source: Maritime Provinces Higher Education Commission

This is in addition to the some 11,000 students across Nova Scotia who attend the Nova Scotia Community College, as well as students graduating from universities in nearby provinces. The following post-secondary institutions are relevant to the transportation and logistics sector:

Dalhousie University, a leading, research-intensive Canadian university offering more than 180 degree programs in 11 diverse faculties;

Saint Mary's University, best known for its strong undergraduate programs, and nationally leading programs in Business, Astronomy and International Development Studies;

Mount Saint Vincent University, best known for its distinctive programs, personalized education and small classes; and,

Nova Scotia Community College, which delivers a diverse program of trades, technology, health, human services, applied arts, new media, business administration and adult education through a system of thirteen campuses and six community learning centers located throughout Nova Scotia.

Labour Wages

Wages

Logistics and transportation salaries in Halifax tend to be lower than in other Canadian and American cities – a real competitive advantage for companies located here.

Average Base Salary and Hourly Wages for Select Occupations in Halifax 2011 (Annual • Hourly)

Position	1–2 Years	3–5 Years	8–13 Years
Warehouse Worker	\$23,650 • \$11.37	\$27,316 • \$13.13	\$30,898 • \$14.85
Cargo & Freight Agent	\$30,037 • \$14.44	\$32,293 • \$15.53	\$34,813 • \$16.74
Logistics Coordinator	\$31,747 • \$15.26	\$35,679 • \$17.15	\$39,253 • \$18.87
Truck Driver, Heavy	\$35,214 • \$16.93	\$37,257 • \$17.91	\$39,327 • \$18.91
Logistics Manager	N/A	\$48,144 • \$23.15	\$54,350 • \$26.13
Marine Cargo Surveyor	\$50,876 • \$24.46	\$52,880 • \$25.42	\$54,508 • \$26.21
Chief Pilot (aircraft)	N/A	\$71,781 • \$34.51	\$76,751 • \$36.90

Source: Payscale, December 2011

Occupational Labour Supply

Halifax is considered "Canada's Smart City." More than two-thirds of its population has a trade, college or university qualification. The city's educational facilities have helped create a deep and experienced transportation and logistics labour pool.

Labour Force in Halifax, Nova Scotia and Canada Selected Occupations, 2006

Occupation	Halifax	Nova Scotia	Canada
Total Labour Force	210,080	476,125	17,146,135
A Management occupations	22,815	41,700	1,631,725
A1 Specialist managers	5,960	9,260	423,015
B4 Clerical supervisors	1,540	3,135	93,065
B415 Supervisors, recording, distributing and scheduling occupations	320	605	26,500
B5 Clerical occupations	24,565	46,310	1,640,020
B513 Records management and filing clerks	445	680	30,075
B541 Administrative clerks	2,010	3,150	105,840
B553 Customer service, information and related clerks	5,085	10,330	205,150
B561 Mail, postal and related clerks	705	1,300	37,850
B562 Letter carriers	315	780	29,320
B563 Couriers, messengers and door-to-door distributors	435	965	29,825
B571 Shippers and receivers	965	2,160	122,715
B573 Production clerks	210	495	25,105
B574 Purchasing and inventory clerks	625	1,075	51,545
B575 Dispatchers and radio operators	420	800	33,955
B576 Transportation route and crew schedulers	70	100	5,240
G Sales and service occupations	56,315	122,870	4,037,725
G111 Sales representatives, wholesale trade (non-technical)	2,065	3,710	152,700
G121 Technical sales specialists, wholesale trade	945	1,320	56,990
G133 Retail and wholesale buyers	285	865	22,570
G7 Occupations in travel and accommodations, including attendants in recreation and sport	2,340	4,095	143,595
G711 Travel counselors	500	725	28,580
G712 Pursers and flight attendants	365	430	11,700
G713 Airline sales and service agents	210	350	12,940
G714 Ticket agents, cargo service representatives and related clerks (except airline)	45	100	4,385
H4 Mechanics	3,305	10,375	377,035
H414 Railway carmen/women	0	60	3,355
H415 Aircraft mechanics and aircraft inspectors	290	675	15,690
H421 Automotive service technicians, truck and bus mechanics and mechanical repairers	1,335	4,290	149,995
H7 Transportation equipment operators and related workers, excluding labourers	5,245	14,505	561,365
H711 Truck drivers	1,870	7,710	304,890
H712 Bus drivers and subway and other transit operators	875	2,090	78,590
H714 Delivery and courier service drivers	1,170	2,430	101,700
H721 Railway and yard locomotive engineers	10	55	4,580
H722 Railway conductors and brakemen/women	35	105	5,050
H737 Air transport ramp attendants	155	240	7,695
H8 Trades helpers, construction and transportation labourers and related occupations	4,330	11,650	402,130
H812 Material handlers	1,755	4,385	182,645
H822 Other trades helpers and labourers	85	320	10,320
J3 Labourers in processing manufacturing and utilities	1,330	6,815	266,640

Source: Statistic Canada, 2006 Census

Nova Scotia Canada Bienvenue

Taxes
Utilities
Real Estate
Investment
Development
Rebates
Funds

Costs

Property Taxes and Utilities

Sample Property Tax & Utility Rates in Halifax

Example Rates	
Property Tax	
General Rate	\$3.596 per \$100 assessed combined municipal & provincial rate
Electricity	
Small Industrial	8.426¢/kW hr (6.436¢ above 200 kW hrs) \$6.442/mo. per kVA of maximum demand
Medium Industrial	6.006¢/kW hr \$10.369/mo. per kVA of maximum demand
Natural Gas	
Up to 5,000 GJ/year	\$19.22 base; \$11.543/GJ
5,000 to 50,000 GJ/year	\$562.83 base; \$6.256/GJ
Water	
25mm meter size	\$29.64 monthly base rate + \$0.413 per m ³
200mm meter size	\$1,007.06 base rate + \$0.413 per m ³
Wastewater	
25mm meter size	\$28.60 monthly base rate + \$1.169 per m ³
200mm meter size	\$1,029.71 base rate + \$1.169 per m ³

Source: Greater Halifax Partnership, Halifax Water Commission

Other Taxes

Nova Scotia and Federal Tax Rate 2011

	Provincial	Federal
Personal Income Tax		
Basic Amount	\$ 8,481	\$ 10,527
First Bracket	8.79%	15.00%
Second Bracket	14.95%	22.00%
Third Bracket	16.67%	26.00%
Fourth Bracket	17.50%	29.00%
Fifth Bracket	21.00%	—
Surtax	0.00%	—
Corporate Income Tax		
General Rate	16.00%	15.00%
Manufacturing & Processing	16.00%	15.00%
Small Business Rate	4.50%	11.00%
Small Business Rate Threshold	\$400,000	\$500,000
Capital Tax		
Minimum Tax Rate	—	—
General Rate	0.1% / .05	—
Retail Sales		
General Rate	10.0%	5.0%
Gasoline Tax		
Unleaded (cents/liter)	15.5	10.0
Diesel (cents/liter)	15.4	4.0

Source: Nova Scotia Department of Finance

Industrial Real Estate

Industrial real estate is available in all of Halifax's business parks. For lots in the Halifax Logistics Park, see page 24.

Industrial Real Estate Space and Rates in Halifax

Market	Total Sq. Ft.	New Supply (YTD)	Vacancy Rate	Cost per Sq. Ft.
Bedford: Atlantic Acres / Bedford Trade mart	355,802	0	4.8%	\$6.58
Burnside Business Park	5,358,752	81,057	7.7%	\$6.25
City of Lakes Business Park	754,272	0	5.6%	\$8.11
Halifax: Bayer's Lake / Ragged Lake	636,001	0	3.0%	\$7.21
Sackville: Glendale / Cobeuid	54,700	0	3.3%	\$7.34

Source: Colliers International (Atlantic) Quarterly Statistics

Incentives

We've got a number of incentives at both the federal and provincial level to help you invest in Halifax. Below are just a few of them. We'd be glad to assist you in identifying the ones that best suit your needs.

Provincial Incentives

Nova Scotia Payroll Rebate. A return, usually between 5%-10%, on a company's gross payroll taxes, the rebate amount depends on the economic benefit generated to the Province and is generally paid out annually over a term not exceeding five years. To be eligible for the rebate, a company must create or retain a targeted number of jobs, at a minimum determined salary, within a set timeframe, and must also demonstrate it is meeting set targets associated with the coinciding project, including expenditure targets.

The Capital Investment Incentive. The Capital Investment Incentive contributes 20%, up to a maximum of \$1 million, toward the cost of technologically advanced machinery, clean technology, equipment, software and hardware with preference given to exporters in qualified industries.

The Workplace Innovation and Productivity Skills Incentive. A company may apply for support toward the cost of the following activities: purchase of training from a formal training institution or qualified external or internal training provider; registration, tuition or course fees; international training; management skills development; skills development training leading to certification; training that supports workplace diversity; and other skills development and training based on a valid business case.

Nova Scotia Unlimited Liability Companies (NSULC). NSULC is tailored for US companies that choose to locate in Nova Scotia. The designation benefits US taxpayers by allowing for the writing off of losses from a Canadian business for US tax purposes, limiting transfer pricing issues in Canada, and other tax benefits.



Surfing at Lawrencetown Beach, east of Halifax

Nova Scotia Jobs Fund. The Nova Scotia Jobs Fund pursues investment opportunities for assisting communities in transition, supporting industry sectors, offering regional support, assisting small businesses programs, and investing in infrastructure and large industrial ventures. The province's business development agency, Nova Scotia Business Inc., is the main point of contact for most investments administered under the fund. The fund provided more than \$38 million in investment supports to businesses in 2010-11.

Federal Incentives

ACOA's Business Development Program (BDP).

The BDP assists businesses set up, expand or modernize. With a focus on small and medium-sized enterprises, the BDP provides access to capital in the form of interest-free, unsecured, repayable contributions. Eligible activities include business studies, capital investment, training, marketing, and quality assurance activities that support business in the region. Assistance is also available to help companies acquire public and private procurement contracts or to develop an innovative product or service. Costs eligible for up to 50% financing include, among other things, the construction or acquisition of a building; machinery and equipment needed for the project; working capital requirements related to an establishment or expansion project; and, site improvements such as land clearing and paving required for the project. Costs eligible for up to 75% financing include: marketing, training, productivity/quality Improvement, innovation, consultant advice, contract bidding, business proposal development, and business Support.

Incentives

The Scientific Research & Experimental Development (SR&ED) Program. The Scientific Research & Experimental Development (SR&ED) program supports the development of unique and advanced skills, knowledge and technological capabilities that will enable your business to better compete in domestic and international markets. Depending on the size and nature of your business, federal SR&ED tax credits can be either 20% or 35% of the eligible expenditures. If you're a Canadian controlled private corporation, you may be eligible to have a portion (or all) of the 35% federal tax credits paid out in cash. If you qualify for the 15% Nova Scotia R&D tax credits, you may be eligible to have a portion (or all) of the credits paid out in cash, if there are no other taxes owing.

ACOA's Atlantic Innovation Fund. A \$300 million pool of research funding - available to eligible companies operating in Atlantic Canada. Administered by the Atlantic Canada Opportunities Agency (ACOA), the AIF aims to increase the region's innovation capacity by funding research and development projects explicitly linked to the commercialization of technology-based products, processes or services. Eligible costs could include wages, salaries, capital costs and other operating expenses directly related to the research project. The AIF can provide assistance of up to 80% of total eligible costs for non-commercial projects and up to 75% of total eligible costs for commercial, private sector projects.

NRC's Industrial Research Assistance Program (NRC-IRAP). The National Research Council's IRAP supports small and medium-sized enterprises in Canada build their technology and innovation capabilities.

To be eligible for financial assistance, a business must:

be a small and medium-sized enterprise in Canada, incorporated and profit-oriented;

have 500 or less full-time equivalent employees; and,

intend to develop and commercialize innovative, technology-driven new or improved products, services, or processes in Canada.



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Halifax Stanfield International Airport



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Halifax Gateway

Needs Connection **Halifax Gateway**



The strategically located **Halifax Gateway** caters to business, leisure and historical visitors, offering goods and people a faster, more convenient and secure transportation experience. The Gateway is a gateway for the movement of goods and people. The Gateway is a gateway for the movement of goods and people. The Gateway is a gateway for the movement of goods and people.

Location Location Location



The **Halifax Gateway** has the infrastructure and transportation services you usually associate with a larger centre... combined with the capacity and service that will make your experience Halifax first.

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Halifax Gateway is a world-class infrastructure and transportation hub. It is built for speed and value. It is built for speed and value. It is built for speed and value.



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Halifax Gateway.com **Air**



Best Airport in the World

The **Halifax Gateway** is strategically positioned on the east coast of North America. Since the mid-eighteenth century the region has been a gateway for the movement of goods and people. The Gateway is a gateway for the movement of goods and people. The Gateway is a gateway for the movement of goods and people.

Passenger Benefits

- Conveniently located
- Large terminal
- Free parking
- Free Wi-Fi
- Free car rental
- Free taxi
- Free shuttle
- Free limo
- Free valet
- Free chauffeur
- Free driver
- Free chauffeur
- Free driver
- Free valet
- Free chauffeur
- Free driver

People on the Move

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Halifax Gateway.com **Port**



Halifax's East Coast's Big Ship Port

At 16.8 metres, Halifax has the deepest container berths on the east coast of North America. The **Halifax Gateway** is a gateway for the movement of goods and people. It is a gateway for the movement of goods and people. It is a gateway for the movement of goods and people.

The Port of Halifax

- 16.8 metres deep berths
- 100,000 sqm of storage
- 100,000 sqm of office space
- 100,000 sqm of retail space
- 100,000 sqm of residential space
- 100,000 sqm of commercial space
- 100,000 sqm of industrial space
- 100,000 sqm of agricultural space
- 100,000 sqm of recreational space
- 100,000 sqm of cultural space
- 100,000 sqm of educational space
- 100,000 sqm of health care space
- 100,000 sqm of social services space
- 100,000 sqm of community space
- 100,000 sqm of public space
- 100,000 sqm of private space
- 100,000 sqm of government space
- 100,000 sqm of non-profit space
- 100,000 sqm of for-profit space
- 100,000 sqm of other space



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Halifax Gateway.com **Cruise**



The Cruise Industry delivers \$50 million annually in local economic impact.

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Why Choose Halifax

- Conveniently located
- Large terminal
- Free parking
- Free Wi-Fi
- Free car rental
- Free taxi
- Free shuttle
- Free limo
- Free valet
- Free chauffeur
- Free driver
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From Here to There

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Halifax Gateway.com **Rail**



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