



# STRATEGIC PLAN

## EXECUTIVE SUMMARY

# OVERVIEW

The Halifax Port Authority (HPA) is committed to being proactive in preparing for the future in rapidly shifting global industries. HPA has a long track record of anticipating change in cargo and cruise through regular demand studies and market analysis.

HPA is committed to driving economic growth through the development and promotion of the three lines of business at our ports – cargo, cruise and real estate. HPA will continue to aggressively pursue new approaches in collaboration with partners to ensure the competitiveness and sustainability of the Port of Halifax. Our strategic planning for the Port of Halifax incorporates internal and external feedback along with world-class expertise.

The Port has over a 250-year history of innovating and investing in our infrastructure to expand cargo capacity, create jobs and provide Atlantic Canada access to global trade opportunities.

**Halifax: One of the fastest growing ports in North America over the past two years.**

## Vision

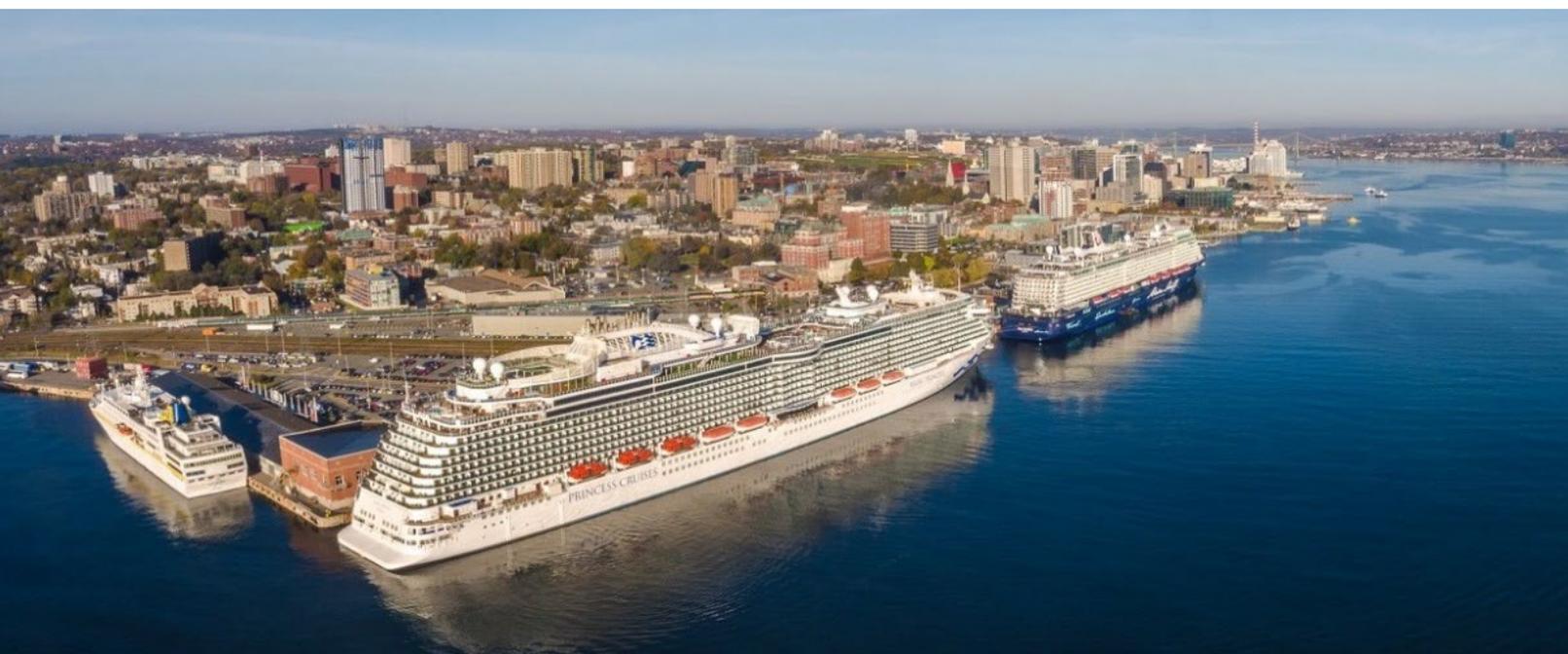
As a leading North American Atlantic port, Halifax will continue to grow and innovate to meet new demands and embrace new opportunities.

## Mission

The Port of Halifax drives economic growth by connecting Atlantic Canada to global cargo shipping and cruise industries. We are sustainable, safe, reliable and efficient. By working with our partners in the port community, we strive to develop the local economy, bring more tourists to the region, and facilitate access to new markets for Canadian exporters.

## Values

- We build long-term relationships
- We deliver excellence
- We are accountable
- We believe that great people make a great company
- We encourage an entrepreneurial spirit



## OUR STRATEGIC PLAN

Halifax Port Authority (HPA) has established six strategic directions which define our priorities and establish related objectives.

### 1. Lead as Canada's Atlantic Gateway for Trade & Tourism

The continued commercial success of the Port of Halifax generates economic benefits to the local community, the Atlantic Region and Canada. HPA will continue to aggressively pursue market share and volume growth while growing revenue and generating maximized economic spinoffs for the community.

- Ensure early identification of industry trends, opportunities and threats through ongoing strategic planning for the Port of Halifax
- Pursue cargo and cruise development to retain and attract volume growth in target markets
- Market the Port of Halifax as Canada's Ultra Atlantic Gateway for cargo and the region's anchor cruise port

### 2. Connect with Community and Collaborate with Stakeholders

Working ports operate based on social licence and buy-in from their surrounding communities, maintained by proactive and consistent dialogue, which is an ongoing focus for the Port of Halifax. HPA will continue to work collaboratively with external partners and stakeholders that influence the Port business.

- Communicate and collaborate with our communities, stakeholders, the public, partners and government to understand their views and broaden awareness and support via a focused communications strategy.
- Continue advocating on behalf of the Port of Halifax as a local, regional, national and global strategic asset
- Provide a vibrant waterfront space for the community and visitors

### 3. Build Competitive Cargo & Cruise Infrastructure

The containerized cargo and cruise business are highly competitive with Ports globally investing in infrastructure to maintain and grow their volumes.

- Infrastructure planning has identified new cargo and cruise infrastructure requirements for the Port of Halifax to remain competitive into the future.
- Invest in two-berth Ultra Class Container Vessels (UCCVs) infrastructure required to support retention and growth in the containerized cargo business

- Continue assessing land-side intermodal connections with competitiveness and community impacts as primary considerations.
- Invest in cruise berths and infrastructure required by 2020 and 2028 to retain and grow the business
- Work with partners to continually enhance the working Port and its presence in local communities

### 4. Facilitate a Fluid, Safe, Secure & Sustainable Supply Chain

Customers and communities expect a Port to operate in a sustainable and dependable manner by managing risk and acting proactively. Customers require a fluid supply chain that moves cargo at a high velocity both within the terminal and beyond. Communities require Port operations to be undertaken with local interests in mind.

HPA and its partners will continue to fine-tune operations to ensure the Port demonstrates its commitments to corporate social responsibility in all of its areas of business.

- Drive competitiveness and productivity by facilitating supply chain fluidity by working collaboratively with partners
- Become the leading digitized port on the East Coast of North America
- Maintain security and safety in partnership with the Port community
- Be recognized as a "Green Port" for environmental leadership

### 5. Maintain Industry Leading Financial Performance

HPA is mandated to operate in a financially self-sustaining manner while contributing to the local, regional and national economies. HPA's financial stability has allowed for significant reinvestment in Port infrastructure. HPA will continue to effectively administer federal assets to generate revenues to reinvest in capital priorities together with partners.

- Ensure a sustainable organization including strong financial metrics
- Retain Investment Grade Credit Rating

### 6. Develop our People for the Future and Deliver Organizational Excellence

HPA's Board, management and employees have a direct, daily impact on ensuring successful Port operations. Coordinating the efforts of a high-performance team that is committed to delivering on the Port's mandate will continue to be a focus.

- Internally, prepare HPA for the future, develop an innovative team and promote organizational excellence