



Halifax Harbour Bridges

FIVE-YEAR STRATEGIC PLAN

Board approval Nov. 30, 2021

In 2020 Halifax Harbour Bridges approved a five-year strategic plan designed to serve as a roadmap for the organization. Crafted in the early stages of the pandemic and prior to the approval of the first toll hike in a decade, the plan was ratified with the understanding that it was a living document that would evolve as fiscal and societal realities changed.

By late 2021, the Board and senior management found the conditions in which HHB operated had changed significantly and refinement of the strategic plan might help ensure a shared focus on how the organization achieves its mandate of providing safe, efficient and reliable cross harbour transportation infrastructure.

In some cases, the changes subtly reflect our desire for greater emphasis on diversity and inclusion, sustainability and innovation. Others more clearly call out the two challenges HHB faces: the introduction of an all-electronic tolling and the re-decking or the replacement of the A. Murray MacKay Bridge.

HHB believes the revised strategic plan presents a clearer picture of our path to a desired future and will serve as an appropriate touchpoint for measuring our success over the next three years.

HHB Strategic Plan (to 2025)

Mission

To provide safe, efficient and reliable cross harbour transportation infrastructure

Vision

To be recognized as world class for providing innovative transportation solutions

Core Values

- Safety of employees and bridge users is our fundamental focus and a shared responsibility
- Stewardship of our assets and the environment is our corporate and social responsibility
- Respect means acting with professionalism, inclusivity, integrity and accountability
- Collaboration and engagement with employees, customers and partners helps us achieve our mission
- Teamwork is supporting employee growth and building on each other's strengths

Goal 1: Improve safety, efficiency and environmental stewardship in operations and maintenance

2025 Outcomes

- HHB maintains or exceeds a rating of 95% on its Occupational Health and Safety Audit
- Toll plaza cash transactions are eliminated through electronic tolling
- HHB will work toward a goal of zero traffic collisions
- HHB develops a sustainability assessment for all major projects

Strategies

- Create a strategy to introduce AET
- Enhance the use of data and analytics to improve organizational performance
- Extend the life of the bridges through ongoing inspection, planning and investment

Goal 2: Provide customer value through seamless, reliable and safe bridge crossings

2025 Outcomes

- A timely plan to rebuild or replace the MacKay Bridge
- Maintain or exceed a customer satisfaction rating of 80%

Strategies

- Optimize lane closures by coordinating maintenance efforts
- Use techniques and materials that allow the maximization of the lifecycle of repairs
- Utilize technology to detect collisions to resolve incidents more quickly
- Keep customers informed about the bridges in real time with enhanced communication strategies
- Garner government, stakeholder and public support for the future of the MacKay Bridge

Goal 3: Demonstrate financial sustainability

2025 Outcomes

- HHB remains financially sustainable through the prudent use of resources and assets
- The public is informed about and understands the cost of operating and maintaining the bridges
- The percentage of customer crossings using transponders exceeds 85%

Strategies

- Toll revenue supports the cost to operate and maintain the bridges
- Ensure the asset management plan reflects the age and condition of the structures
- Utilize relevant and cost-effective technology in all HHB operations and bridge maintenance

Goal 4: Foster a workplace where employees thrive

2025 Outcomes

- HHB has a diverse, equitable and inclusive organizational culture reflective of the communities we serve in Nova Scotia
- HHB has an appropriate workplace assessment in place and is tracking progress
- Employee learning and development at HHB is aligned with evolving workplace needs

Strategies

- HHB policies support a culture of employee health, wellness, psychological safety and engagement
- Alignment of employee skills with workforce needs is tracked and appropriate training and development is provided
- HHB's EDI program is further developed and implemented

Goal 5: Expand our culture and practice of innovation

2025 Outcomes

- HHB adopts innovative solutions to improve performance in all areas of business

Strategies

- HHB actively looks to industry and global leaders for world-class bridge operations, maintenance, tolling and customer innovations
- HHB engages the local community to identify and act on innovative opportunities
- Culture change, changes in technology and customer service practices are supported with change management planning