

A photograph of the Halifax Harbour Bridges at dusk. The two suspension towers are illuminated with a warm, golden light, and the bridge deck is lit with streetlights. The sky is a deep blue with some light clouds. The text is overlaid on the upper right portion of the image.

HALIFAX HARBOUR BRIDGES

FIVE-YEAR 2020–2025
STRATEGIC PLAN



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Introduction

This strategic plan will serve as the roadmap for Halifax Harbour Bridges (HHB) for the next five years in achieving its mission of providing safe, efficient and reliable cross harbour transportation infrastructure in a cost effective manner.

Over the course of several months this plan was developed by members of the management team with input and support of the board of commissioners. All employees were invited to participate to ensure as many voices as possible to increase employee connection to the plan and commitment to the strategies and providing stronger motivation for our day-to-day work.

The plan also recognizes that HHB partners and collaborates with other organizations for the most effective traffic management planning and operations.

Well maintained bridges

The Macdonald and MacKay Bridges are critical pieces of transportation infrastructure in the Halifax Regional Municipality and in the province of Nova Scotia. The Macdonald Bridge opened in 1955 and the MacKay Bridge opened in 1970. With increasing traffic and as they continue to age, it is critical that HHB, as the stewards of the bridges, continue to closely inspect them and conduct the necessary maintenance and capital projects to ensure their safety for the long term.

Future of tolling

Gates and toll plazas have been a very efficient way to collect tolls since 1955. Yet, with increasing traffic and changing technology HHB is considering the future of tolling. For the safety of customers and employees, and for efficient traffic flow, HHB is evaluating whether we should rebuild the toll plazas or move to an all-electronic system. These decisions will be determined in the lifespan of this plan.

Note to reader This strategic plan was in its final stages of development when the COVID-19 pandemic was impacting the world. At this point the impacts are still developing, and while the future is never fully predictable, we know for certain that significant societal change and financial impact will be experienced. HHB believes that the strategic plan as presented continues to accurately reflect our desired future. The impacts of COVID-19 will require adjustments to this plan in terms of timing and scope. Time will benefit the decision making process and this plan will be reviewed in early 2021.

Organizational Structure

MANDATE

The Halifax-Dartmouth Bridge Commission (operating as Halifax Harbour Bridges - HHB) is the self-supporting entity that operates two toll bridges, the Angus L. Macdonald Bridge and the A. Murray MacKay Bridge. It was created in 1950 by a statute of the Province of Nova Scotia and now operates under a statute proclaimed in 2005 and amended in 2010. In accordance with Section 27 of the *Halifax-Dartmouth Bridge Commission Act*:

27 (1) With the approval of the Governor in Council, the Commission may construct, maintain and operate a transportation project across Halifax Harbour and the North West Arm, or either of them.

Halifax Harbour Bridges (HHB) is governed by a board of commissioners consisting of nine commissioners nominated by the following entities:

Province of Nova Scotia: 5 Halifax Regional Municipality: 4

In addition to meeting the requirements established by law, the board is accountable to provide effective stewardship and strategic leadership for the organization by fulfilling the following key governance responsibilities:

- Vision, mission, mandate and key values
- Legislation, stewardship and policy development
- Strategic plan and corporate performance
- Relationship with the CEO
- Financial oversight
- Risk management oversight
- Human resources management
- Communications, stakeholder relations, advocacy and accountability
- Board governance

There are three standing committees which are accountable to the board:

- Executive committee
- Audit and Finance committee
- Governance, Policy and Enterprise Risk Management

A blue rectangular sign with white text that reads "A. MURRAY MACKAY TOLL STATION". The sign is mounted on a metal structure. In the background, the suspension cables and towers of a bridge are visible against a hazy, orange-tinted sky. A street lamp is also visible in the background.

A. MURRAY MACKAY
TOLL STATION

Did you know...

In the fiscal year 2019/20, there were 33.9 million crossings, and 76.1 % of them were made using a MACPASS.

MACPASS is less expensive than using cash – \$0.80 versus \$1 for a regular passenger vehicle.



Mission

To provide safe, efficient and reliable cross harbour transportation infrastructure in a cost effective manner.

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, **integrity** and accountability.
- **Engagement** with employees, **customers** and partners helps us achieve our mission.
- **Teamwork** is supporting employee growth and building on each other's strengths.

Goals, Outcomes and Strategies



A nighttime photograph of a highway bridge. The sky is a deep blue with some light clouds. The bridge has a metal railing and a concrete barrier. In the foreground, there are light trails from cars, showing red and white streaks. A street light is visible on the left side of the bridge. A speed limit sign with the number 50 is also visible on the left. The overall scene is illuminated by the bridge's lights and the ambient light from the city in the background.

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

2024 Outcomes:

- HHB puts safety first in everything we do
- The collision rate on the bridges is reduced by 10% by 2022
- HHB's environmental policies are renewed and expanded by 2022

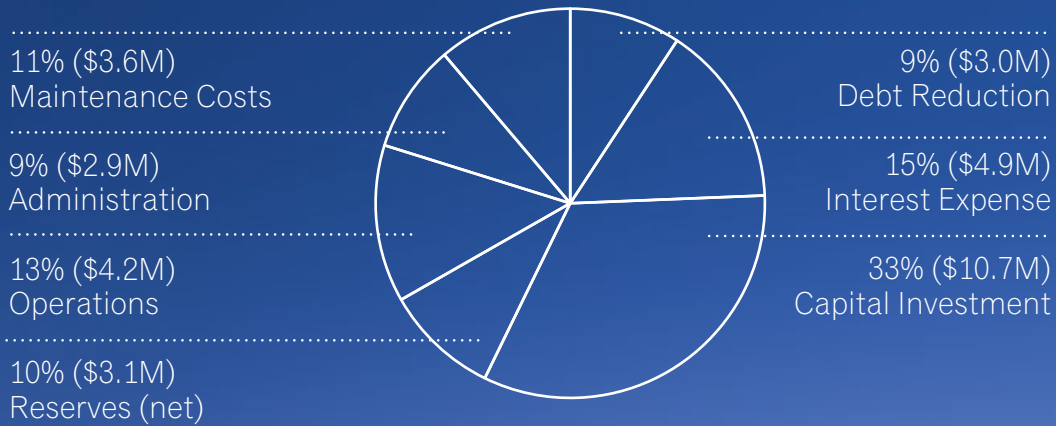
Strategies:

- Create a workplan to address toll plaza congestion and safety issues (by 2024)
- Improve organizational performance, including workplace safety, through data collection and analysis
- Extend the life of the bridges through ongoing inspection, planning and investment
- HHB environmental strategies guide operations and maintenance and are used to evaluate projects for impact and stewardship

It's a fact...

Halifax Harbour Bridges is a commission of the Nova Scotia government, but receives no provincial government funding. The operations and maintenance of the bridges are paid through the revenue generated through the tolls collected.

HHB use of funds 2018-2019



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

2024 Outcomes:

- Customer satisfaction improves by 5% over the benchmark by 2022
- Percentage of customer crossings using transponders increases to 85% by 2024

Strategies:

- Optimize lane closures by coordinating maintenance efforts
 - Use techniques and materials that allow the maximization of the life cycle of repairs
 - Utilize technology to detect collisions to resolve incidents more quickly
 - Engage customers to enhance communication strategies to keep customers informed about the bridges
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GOAL 3: Demonstrate financial sustainability

2024 Outcomes:

- HHB remains financially self-sustaining through the prudent use of resources and assets

Strategies:

- Toll revenue supports the wise use of capital and operating resources
- Enhanced asset management plan reflects the age of the structures
- Relevant and cost-effective technology is utilized in all HHB operations and bridge maintenance

GOAL 4: Create a workplace where employees thrive

2024 Outcomes:

- HHB workforce engagement increases by 10% over the benchmark by 2024
- Employees connecting their role in the organization to the strategic plan increases to 90% by 2024
- Employees learning and development is aligned with HHB's evolving workplace needs

Strategies:

- Develop and monitor an inventory to track alignment of employee skills with workforce needs, identifying gaps for training, development or recruitment of needed skills
 - Promote diversity of the workforce by attracting, developing, and retaining skilled people reflective of the communities we serve in Nova Scotia
 - HHB policies support a culture of employee health, wellness, safety and engagement
-

GOAL 5: Establish a culture and practice of innovation

2024 Outcomes:

- HHB's culture supports innovation
- Proactive planning and evidenced-based decision making is informed by data

Strategies:

- HHB maintains a practice of looking to industry and global leaders for world-class bridge operations, maintenance and tolling innovations
- Strengthen and leverage partnership with the city, province and community stakeholders, as well as industry
- Culture change, changes in technology and in customer practices are supported with change management planning and strategies

Did you know...

You can find out what the traffic looks like on the bridges by downloading the HHB bridge app, calling 511 or by following @hhbridges on Twitter. You can also view the webcams at hdbc.ca or on the app.



Leadership Team

BOARD OF COMMISSIONERS

Provincial Appointed Members

Vicki Harnish, *Chair*

Bill Book

Janet MacMillan

Donna Smith Darrell

Municipal Appointed Members

Chuck Bridges

David Hendsbee, *Councillor*

Jennifer LaPlante

Lindell Smith, *Councillor*

SENIOR MANAGEMENT TEAM

Steve Snider, *General Manager & CEO*

Ahsan Chowdhury, *Chief Engineer*

David Greenfield, *IT and Tolling Manager*

Fiona King, *Human Resources Manager*

Daryl Lowe, *Operations Manager*

Alison MacDonald, *Communications Manager*

Michael McFeters, *Chief Financial Officer*

Dave Power, *Safety Consultant*

Frank Robinson, *Maintenance Engineer*

It's a fact...

The average workday crossings on both bridges was 103,400 in 2019.





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