

A photograph of the Halifax Harbour Bridges at dusk. The two suspension towers are illuminated with a bright green light, and the bridge deck is lit with white and red lights. The sky is a deep blue with some light clouds. The bridge spans across the water, and the lights create a reflection on the surface.

HALIFAX HARBOUR BRIDGES

FIVE-YEAR 2020–2025 STRATEGIC PLAN



Table of Contents

Introduction • 3

Organizational Structure • 4

Mission, Vision and Core Values • 5

Goals, Outcomes and Strategies • 6

Leadership Team • 11

Introduction

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.

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

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.

Goals, Outcomes and Strategies





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
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GOAL 3: Demonstrate financial sustainability

2025 Outcomes:

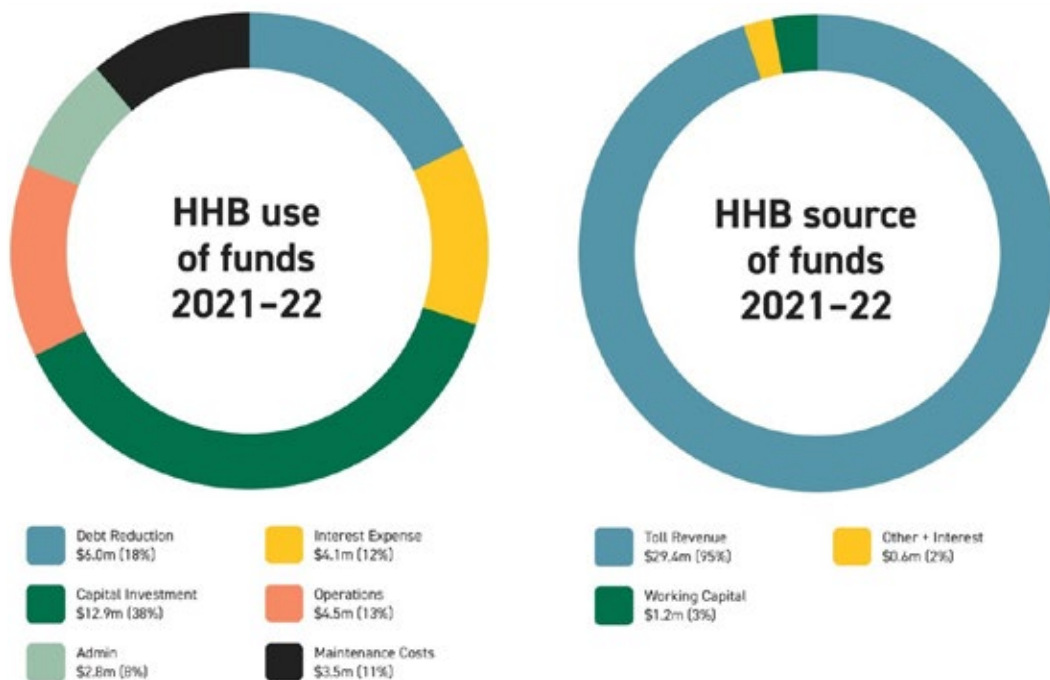
- HHB remains financially sustainable through the prudent use of resources and assets
- The public is informed about and understands the cost of operating and maintaining the bridges
- The percentage of customer crossings using transponders exceeds 85%

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

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.



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
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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

Leadership Team

BOARD OF COMMISSIONERS

Provincial Appointed Members

Vicki Harnish, *Chair*

Richard MacLean

Janet MacMillan

Donna Smith Darrell

Municipal Appointed Members

Chuck Bridges

Brian Jessop

David Hendsbee, *Councillor*

Jennifer LaPlante, *Councillor*

Lindell Smith, *Councillor*

SENIOR MANAGEMENT TEAM

Tony Wright, *CEO*

Ahsan Chowdhury, *Chief Engineer*

David Greenfield, *Chief Information Officer*

Michael McFeters, *Chief Financial Officer*

Carl Gannon, *Human Resources Manager*

Daryl Lowe, *Operations Manager*

Dave Power, *Safety Manager*

Steven Proctor, *Communications Manager*

Frank Robinson, *Maintenance Manager*



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