



Strategic Plan 2024-2029

Halifax Harbour Bridges

Mission

To provide safe, efficient and reliable cross-harbour transportation infrastructure.

Vision

To be recognized as an industry leader for providing innovative cross-harbour 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, community and partners help us achieve our mission
- Teamwork is supporting employee growth and building on each other's strengths
- Excellence is achieved through creativity, continuous improvement and the application of international best practices



Priorities, Goals and Key Performance Indicators

Strategic Priority 1: Taking Care of the Bridges

Operations and maintenance decisions are informed by safety, international best practices, environmental sustainability, the impact of climate change and prudent financial stewardship.

Goals

- Establish a clear plan for the MacKay Bridge, with an informed, evidence-based decision on rehabilitation or a new build
- Manage the health and life-span of HHB bridges and infrastructure through continual inspection, evaluation, planning and investment (Asset Management Plan), for operational efficiency and effectiveness
- Create a Climate Adaptation Plan identifying high-level risks to be addressed in the Asset Management Plan
- Ensure HHB revenue supports the cost to operate and maintain the bridges

Key Performance Indicators (KPIs)

- An evidence-informed plan for the MacKay Bridge, detailing the decision and plan of action, has been approved
- Maximum value of HHB's infrastructure is achieved by responding to the results of annual inspections and Asset Management Planning
- The Asset Management Plan reflects the reality of anticipated impacts of climate change
- Prudent investment, wise use of resources and financial stewardship is on par with industry standards and monitored annually



Strategic Priority 2: Customer and Community Value and Experience

Customer and community value is provided through seamless, reliable and safe bridge crossings and an active communications and engagement strategy.

Goals

- e-Tolling is implemented
- Customer satisfaction with MACPASS and bridge crossing experiences is monitored and understood
- Bridge and road safety is promoted through the use of data analytics, infrastructure improvements, and engagement with the public
- Customers, governments, community groups and other stakeholders are consistently and appropriately informed, engaged and supportive of HHB initiatives and priorities

Key Performance Indicators (KPIs)

- e-Tolling has been implemented and adopted by customers
- Progress in customer service and engagement is tracked and responded to every other year
- Bridge and road safety metrics improve, interruptions are minimized and reflected in a measurements dashboard
- An annual engagement plan is approved, executed and monitored
- A calendar of planned maintenance activities is created, and up-to-date notice is provided for bridge closures on multiple channels at least one week in advance



Strategic Priority 3: A Healthy Workplace Culture

Cultivate, promote and sustain a safe, healthy, diverse and inclusive workplace where employees are engaged and thrive.

Goals

- Employee demographics are diverse and reflective of the communities served in Nova Scotia
- HHB's organizational culture promotes physical and psychological safety, and is equitable, inclusive and welcoming for all employees
- Employee strengths are developed. Relevant education and training are provided, and align with changing workplace needs and career progression goals, that are identified through timely performance evaluations
- Employees are supported by their supervisors in understanding how their role clearly connects and directly contributes to HHB success

Key Performance Indicators (KPIs)

- HHB maintains or exceeds a rating of 95% on its Occupational Health and Safety Audit
- HHB's workforce diversity demographics become more representative of the communities served in Nova Scotia
- Improvements in inclusiveness and psychological safety are measured through employee surveys and exit interviews
- Employees receive consistent feedback and are engaged in discussions to identify educational and developmental opportunities that support their career objectives

