



2026-27 Business Plan

Message from the Chair of the Board of Commissioners and CEO

Our 2026-27 Business Plan is presented at a time of continued transformation for Halifax Harbour Bridges. The pace of change has not slowed, and neither have we. Across the organization, we continue to adapt, innovate, and plan for the future.

A major milestone this year is the issuing of our business case study to support the Province as it considers the potential replacement of the A. Murray MacKay Bridge. This comprehensive work reflects our responsibility to steward these vital assets, supported by rigorous engineering, financial analysis, and a strong commitment to long-term public value.

We also enter the final phase of Project LifeSpan on the Angus L. Macdonald Bridge. Crews will complete the blasting, inspection, steel repair and application of new protective coatings on the Halifax Tower – securing the bridge’s resilience for the next 75 years and concluding a decade of significant renewal that began with the Big Lift.

At the MacKay, our internal paint team continues major abrasive blasting and recoating work. The effort includes full containment, blasting, inspection, and application of new protective coatings. This work is being delivered in-house at a substantially lower cost than external contracting, while maintaining the high quality required to protect the structure for decades to come.

We are also shaping the next chapter in bridge operations. The transformation of the former MACPASS building into a modern Traffic Management Centre will create a unified, technology-driven hub for Operations, enhancing real-time traffic monitoring, incident response, and cross-harbour traffic flow.

Throughout this period, our core values – safety, stewardship, collaboration, and adaptability – continue to guide our decisions and actions. HHB is moving forward with purpose, strengthening our infrastructure, our systems, and our organization to deliver the reliable service our community depends on today and into the future.



Vicki Harnish

Chair, Board of Commissioners



Tony Wright

Chief Executive Officer

The Business Plan is organized around HHB's strategic priorities:

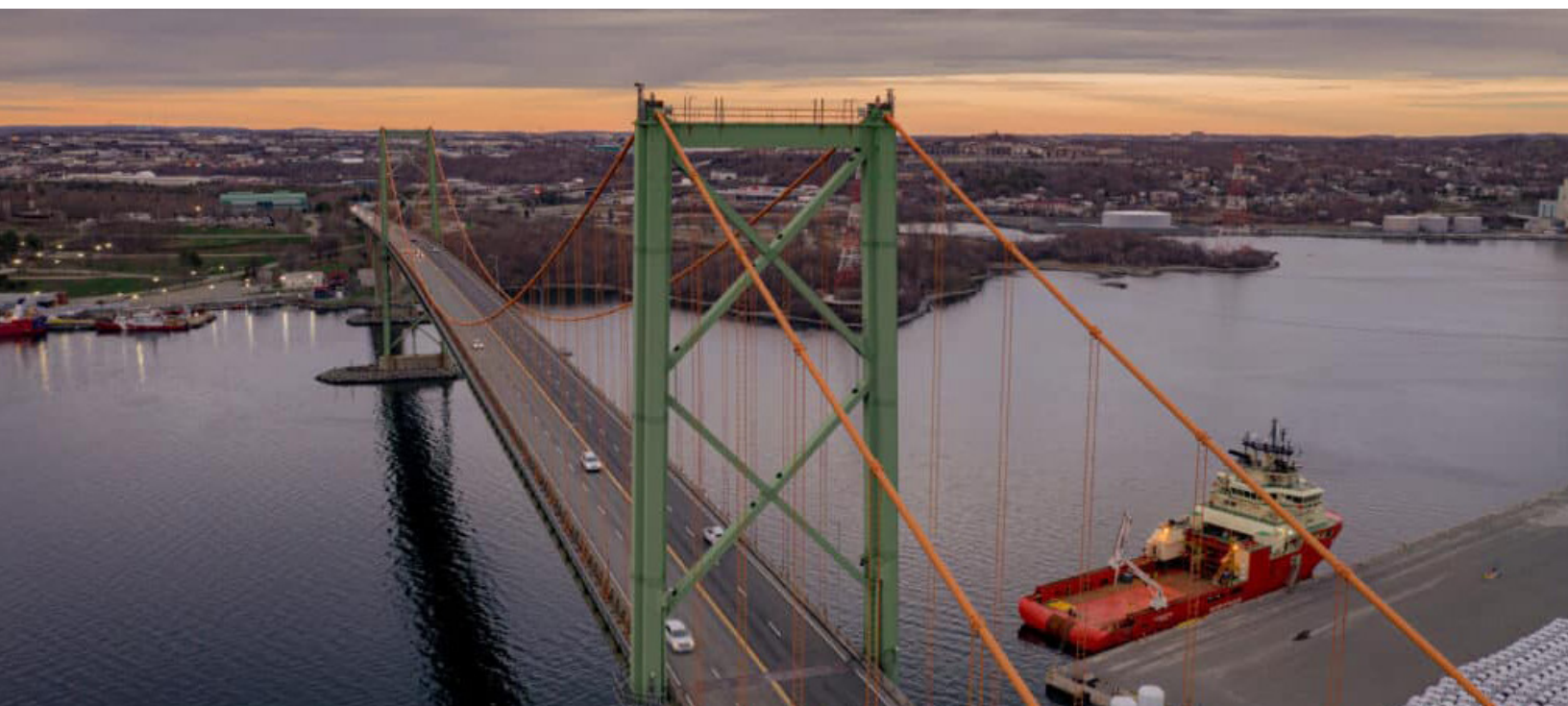
Taking Care of the Bridges

- **Steel and Paint Program:** Complete detailed inspection, steel repairs, and coating applications to the Macdonald bridge.
- **Paint Program at MacKay:** Use trained HHB staff to sandblast and paint the Mackay Bridge towers, cable bent, box girders.
- **Main Cable Dehumidification:** Protect the cables - Begin planning and design for main cable dehumidification and cable fire/cutting protection on the MacKay Bridge, with completion scheduled in fiscal 2027; Design the retrofit of the Macdonald dehumidification system to ensure it meets cable protection goals, with construction completion in fiscal 2027.
- **Anchorage Waterproofing:** Remove failed existing membranes, inspect, repair, and enclose the anchorage to protect the cables from persistent damp conditions.
- **Inspection Access to the MacKay Bridge:** Implement Phase One of a plan to improve critical access to the underside of the MacKay Bridge. The initiative will enhance inspections and ensure efficient maintenance and repair efforts.
- **Weigh in Motion and Structural Health Monitoring:** Develop a comprehensive project charter and selection of an optimal system design. Associated civil works are slated for 2027-28 construction season.
- **MacKay Bridge Replacement:** Complete Phase one of the Business Case, including a strategic options analysis to guide provincial government decisions on replacement; refine rehabilitation options based on business case discussion, and ensure a framework for corridor acquisition is approved with a clear funding commitment.



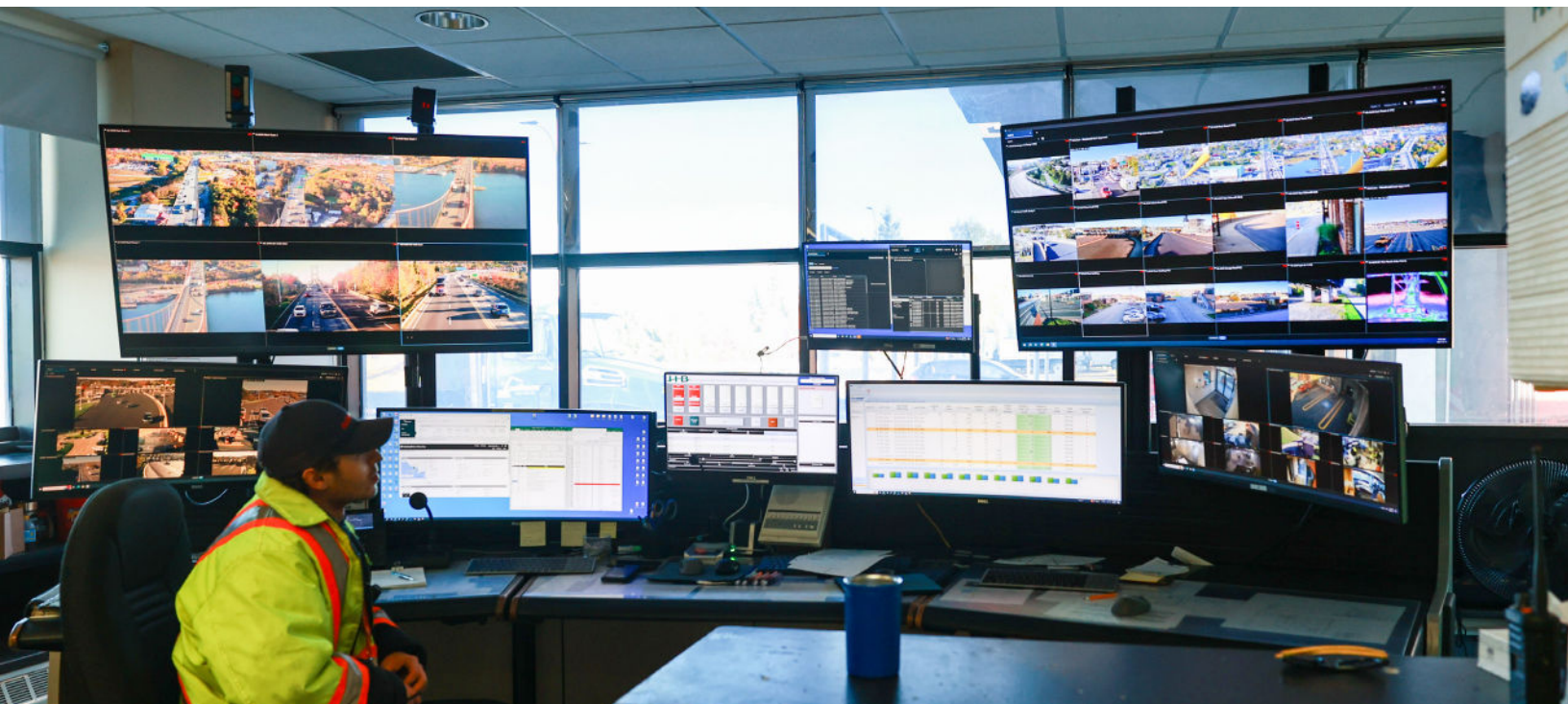
Customer and Community Value

- **Macdonald Toll Plaza:** Deliver a redesigned toll plaza featuring new automatic gates, variable traffic indicator signage, dedicated truck turnaround area, provisions for weigh-in-motion technology and designated space for flag displays.
- **Computer Managed Maintenance System:** Deploy an intuitive system to streamline work order management, asset tracking, inspection management, preventive maintenance scheduling and inventory control ensuring operational efficiency and regulatory compliance.
- **Traffic Management Control Centre:** Launch a centralized operations centre at the former MAC-PASS Customer Service Centre to enhance collaboration, reduce redundancy, streamline communications, and support more responsive operations. HHB will continue to work with the Province and HRM to expand the centre's capabilities beyond HHB property.
- **Variable Message Signage (VMS):** Replace HHB-owned VMS signs that are at the end of their life. Continue discussions on expanding signage and travel time messaging to other locations in the province.



Healthy Workplace Culture

- **Employee Survey:** After formally surveying the workforce, HHB will develop programs to respond to concerns and areas requiring more attention.
- **Safety Management System and Manual:** Complete a new Safety Management System and associated safety manual and promote it through small group sessions.
- **Recruitment:** Review recruitment strategies used locally and at other Canadian bridges and engineering focused organizations to design an HHB specific approach. Develop a comprehensive recruitment plan that reflects the diversity of the communities that we serve, along with department specific plans that address HHB's unique workforce needs.
- **Training for Managers:** Organize a year-long series of presentations and workshops for senior managers and supervisors to strengthen leadership skills and to foster a positive, progressive workforce.



Closing Thoughts

HHB has navigated significant change — and will continue to do so. Change is not just inevitable; it's essential when our responsibility is to keep nearly 40 million users safe each year while supporting the economic and social heart of the province. Embracing change ensures we remain resilient, innovative, and ready to meet the challenges of tomorrow.



Financial Summary

	2026-2027 Budget	2025-2026 Forecast	2025-2026 Budget
	(\$ in thousands)	(\$ in thousands)	(\$ in thousands)
Revenue			
Provincial Operating Grant	15,566	15,000	-
Interest income	-	251	623
Other Income	333	338	466
Total Revenue	15,899	15,589	1,089
Expenses			
Administration	4,344	3,993	4,014
Operating	5,340	4,720	4,860
Maintenance	6,213	6,132	7,192
Amortization	14,529	13,259	14,529
Debt Servicing	-	-	8,584
Write Down of Land	-	3,448	-
Total Expenses	30,595	31,552	39,179
Surplus (Deficit)	(14,527)	(15,963)	(38,090)