



# 2025-26 Business Plan

# Message from the Chair of the Board and CEO

Halifax Harbour Bridges (HHB) is preparing for an extraordinary year of transition and transformation as we adjust to the removal of tolling on our bridges. This unprecedented change brings both opportunities and challenges, but it does not alter our mission: providing safe, efficient, and reliable cross-harbour transportation.

In that spirit, we are pleased to share our 2025-26 Business Plan, which reflects our commitment to strategic planning and stewardship of our critical transportation infrastructure.

This year's budget is built on key issues tied to toll removal, including a transitional reconfiguration of roadways and systems. While toll revenue may no longer fund our operations, HHB remains focused on ensuring the bridges remain in excellent condition. Our capital spending on cable dehumidification, preserving the structural integrity of the bridges and ancillary, and improving maintenance access on the A. Murray MacKay Bridge are critical investments required to maintain the safety, efficiency, and reliability of our aging infrastructure.

Our work in the coming fiscal year will focus on three key priorities:

- **Ceasing tolling operations and transitioning our systems and roadways**
- **Preparing for the future of the MacKay Bridge**
- **Delivering a robust capital plan to support long-term asset management**

This plan also highlights HHB's ongoing commitment to community engagement, operational efficiency, and workplace development.

As we navigate this period of change, we will engage openly with stakeholders, prioritize safety, and uphold our legacy of delivering value to the community. HHB's commitment to innovation, reliability, and community service remains as strong as ever.

Respectfully submitted,

**Vicki Harnish**

Chair of the Board of Commissioners

**Tony Wright**

Chief Executive Officer

# Strategic Priorities

## Taking Care of the Bridges

- **Steel and Paint Program:** Advance major steel repairs and painting projects, including corrosion control on the Macdonald Bridge towers.
- **Main Cable Dehumidification:** Invest in innovative techniques to extend the lifespan of these critical bridge components. Dehumidification is an industry best practice to preserve cables.
- **Toll Plaza Demolition and Roadway Redesign:** Begin physical removal of toll plaza infrastructure and oversee roadway adjustments for toll-free traffic flow.
- **Asset Management Modernization (AMM):** Conduct investigations and studies to refine HHB's long-term asset management strategies.
- **Weigh-in-Motion (WIM) and Structural Health Monitoring:** Finalize the design and implementation of systems to measure commercial traffic impacts and monitor infrastructure health.
- **MacKay Bridge:** Finalizing the MacKay Bridge rehabilitation discussion and carrying out preliminary environmental and land acquisition investigations if a new structure is required.



# Customer and Community Value

- **MACPASS Transition:** Finalize the closure of the MACPASS Customer Service Centre and return \$5 million in customer deposits to more than 200,000 account holders.
- **Traffic Management Enhancements:** Implement trip time integration, variable speed limits, and additional signage for pedestrians and cyclists. This builds on the traffic management work completed in 2024-25.
- **Community Engagement:** Expand public awareness campaigns on toll removal, roadway safety, and HHB's ongoing projects, with the third year of our Key Partners program.
- **Establish a Centralized Operations Centre:** With operation centres at each bridge no longer collecting and securing coins, HHB will streamline operations to develop a single location for all security, initial bridge user inquiries/complaints, emergency response and emergency management notifications.



# Healthy Workplace Culture

- **Interdepartmental Collaboration:** Strengthen partnerships across departments to manage projects more effectively in a toll-free environment.
- **Team Development:** Provide targeted training for staff, including rope access and media blasting techniques for the paint team. Additionally, there will be enhancements to supervisor training and cybersecurity awareness for all staff.
- **Diversity and Inclusion:** Expand recruitment efforts to build a workforce that reflects the community HHB serves, with a focus on underrepresented groups.
- **Succession Planning:** Develop leaders for critical roles and ensure smooth transitions in key positions.

## Closing Thoughts

This business plan lays the foundation for HHB's transformation into a toll-free operation while maintaining the highest standards of safety, efficiency, and reliability. The challenges ahead are significant, but they also present an opportunity for HHB to innovate and build a sustainable future for cross-harbour transportation.

We look forward to continuing our work with the community, stakeholders, and all Nova Scotians as we navigate this new chapter in HHB's history.



# Financial Summary

	2025-2026 Budget	2024-2025 Forecast	2024-2025 Budget
	(\$ in thousands)	(\$ in thousands)	(\$ in thousands)
<b>Revenue</b>			
Toll revenue	-	38,230	39,188
Interest income	623	1,035	1,019
Other income	466	308	373
<b>Total revenue</b>	<b>1,089</b>	<b>39,573</b>	<b>40,580</b>
<b>Expenses</b>			
Administration	4,014	4,077	4,288
Operating	4,860	6,649	7,108
Maintenance	7,192	6,211	6,780
Amortization	14,529	11,301	11,619
Debt Servicing	8,584	4,769	5,471
<b>Total Expenses</b>	<b>39,179</b>	<b>33,007</b>	<b>35,266</b>
<b>Net operating and comprehensive income</b>	<b>(38,090)</b>	<b>6,566</b>	<b>5,314</b>