



Business Plan

2026-27

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Message from the Deputy Minister

Transportation is an important part of our day-to-day lives. From where we live and work, to how we access daily needs, a transportation system that is safe, efficient, and easy to access benefits all Nova Scotians.

This is at the core of the work of Link Nova Scotia, a provincial Crown corporation responsible for long-term transportation planning in Nova Scotia. Following the release of the Regional Transportation Plan in August 2025, the agency has been hard at work addressing the transportation challenges of today while furthering our vision for the future network.

As you'll see in the 26-27 Business Plan, the approach Link Nova Scotia is taking is two-fold. Some are the first steps of major projects that, collectively and over time, will transform the transportation system. Others are short-term solutions, which are geared toward offering relief in the meantime.

This year, the agency will be furthering several studies, like the Passenger Rail Feasibility Study. Studies allow us to explore an idea in significantly more detail, providing information (like timeline and cost) that is needed to make evidence-based decisions - especially important when a project is a major investment or will require long-term disruption.

Collaboration will play a major role in the agency's work this coming year. By partnering with other provincial departments or organizations, like Department of Public Works on the Highway 102 Improvements Project, and Halifax Regional Municipality (HRM) on the Halifax Peninsula Core Streets Review, Adaptive Traffic Signals, and work on our co-owned Travel Demand Model, we can further our collective goals and maximize efficiencies.

I look forward to the work to come.

Sincerely,

Original Signed By _____

Peter Hackett, P.Eng
Deputy Minister, Link Nova Scotia

Priorities - Infrastructure

Projects and initiatives underway at Link Nova Scotia support government's priority of strengthening Nova Scotia's infrastructure, strategically coordinating our built and digital infrastructure to enhance productivity and enable growth.

Adaptive Traffic Signals

Adaptive traffic signals use technology to help make conventional traffic signals smarter and more responsive to actual conditions. Using sensor-based detection and real-time traffic data, these systems automatically adjust signal timing to reflect current traffic conditions rather than relying on pre-set timing plans. By responding dynamically to changing volumes, turning movements, and congestion patterns, adaptive signals can:

- reduce delays and travel times
- improve traffic flow reliability
- decrease stop-and-go conditions
- enhance corridor performance during peak periods and incidents

In partnership with Halifax Regional Municipality, these signals will initially be implemented along the Macdonald Bridge and Barrington Street corridors in 2026.

Technology-based projects help to maximize the efficiency of and investment in the existing transportation system, providing some relief while long-term projects are underway.

Performance target / measures: Installation of Adaptive Traffic Signals in support of a future Regional Transportation Management Centre (RTP Action 1.1.1)

Collaboration / Partnerships: Halifax Regional Municipality, Halifax Harbour Bridges.

Collaboration, relationship-building, and information-sharing

Most of the plan's actions require some level of coordination with municipalities, agencies or other Core Partners—regardless of the lead organization. The need for strong collaboration across departments, all orders of government and organizations within the transportation sector was essential for plan development and will only increase with time. Link Nova Scotia will continue to foster these relationships, working together to improve the transportation system.

With the expanded scope of the agency, emphasis will also need to be placed on building new relationships across the province, including municipalities, transportation operators, and other organizations.

Collaborations / Partnerships: Department of Public Works, Halifax Regional Municipality, Halifax Harbour Bridges, Halifax Port Authority, Halifax International Airport Authority, ACOA, CN, all municipalities in the Region.

Federal Transit Funding

Many projects within the Regional Transportation Plan will require significant investment. Securing federal funding is critical to the success of the plan. Nova Scotia has been invited to apply for the Canada Public Transit Fund, Metro-Region Agreement (MRA) stream and in December 2025, submitted a draft Integrated Regional Plan to the federal government.

The projects to be funded under the MRA are still to be determined but must focus on major transit and active transportation initiatives related to significant housing density.

Performance target / measures: Successful negotiation of a Metro-Region Agreement with the Federal government.

Collaborations / Partnerships: Department of Public Works, Halifax Regional Municipality, and Municipality of the District of East Hants, with Link Nova Scotia leading the work.

Halifax Peninsula Core Streets Review

The Halifax Peninsula has the highest concentration of people, jobs, and services in Nova Scotia. With only five main ways on and off the peninsula, it is one of the most congested areas in the province.

There are competing priorities for space on many streets which often struggle to meet the needs of different modes of transportation and users. While many improvements have been made to the peninsula core streets, a view of how streets are functioning holistically is needed.

In 26-27, a network-level review of the core streets on the Halifax Peninsula, as well as the access on and off, will identify opportunities to improve travel. Recommendations could include reconfiguring the directional flow of key streets, reallocation of space within the right-of-way, or prioritization of specific transportation modes on select corridors.

The review will include detailed modelling work using the [activity-based travel demand model](#) owned by Link Nova Scotia and Halifax Regional Municipality.

Performance target / measures: Completing of the review and review of associated recommendations and next steps.

Collaborations / Partnerships: Halifax Regional Municipality, Halifax Port Authority, Halifax Harbour Bridges.

Highway 102 Enhancements and Improvements

Highway 102 is a vital transportation corridor, linking the Halifax Peninsula to the broader region. It also serves as the primary connection to Highways 101, 103, and 107, acting as a central artery for regional and inter-provincial travel. The demand, particularly between Exits 0 and 4, makes this segment one of the most congested roadways in the province.

Enhancements and improvements are needed to improve reliability, safety, and efficiency.

In 26-27, the Highway 102 project will proceed to functional (30 per cent) design. This work will:

- determine how best to move more people and goods while balancing the needs of different modes of transportation, including transit, active transportation and freight
- consider interchange updates, safety improvements and high-occupancy vehicle (HOV) lanes and/or transit priority measures
- analyze the impact of development along the corridor, including several approved special planning areas
- confirm the feasibility of proposed upgrades, guide long-term investments in the corridor, and help inform future decision-making for the detailed design and construction phases

Performance target / measures: Completing the functional design and corridor review.

Collaborations / Partnerships: Department of Public Works.

Inter-municipal Transit Service

Inter-municipal transit can provide regular, dependable bus service, connecting rural towns and key destinations within HRM. Buses would be equipped for longer-haul trips and carry passengers in comfort at a reasonable cost.

This service can better connect communities, coordinating with existing fixed-route services run by municipalities (Bridgewater, Kings, Halifax). Options for new Park & Rides will be assessed at key locations (like the Halifax Stanfield International Airport) as this could extend transit access to even more people.

Performance target / measures: Public release of a request for information to determine potential vendors and operation models.

Collaborations / Partnerships: Halifax Regional Municipality, Halifax International Airport Authority, all municipalities in the Region, Community Transportation Operators.

Passenger Rail Feasibility Study

Passenger rail service has the potential to reshape travel in the region by providing a very high-capacity form of transit service. Introducing this service is a significant undertaking, should target areas of potential high ridership, and would represent one of the most significant investments in the province's history.

To fully understand the opportunities and challenges associated with rail service, Link Nova Scotia is conducting a passenger rail feasibility study, which will:

- include a long-term transit phasing strategy to support growth, network resiliency and strategic corridor preservation
- evaluate and screen possible regional and urban corridors
- advance conceptual designs for options in the selected corridors
- provide an evidence-based evaluation of options.

Performance target / measures: Completing the first phase of a passenger rail feasibility study and awarding future phases of work to short-listed vendors.

Collaborations / Partnerships: Halifax Regional Municipality, Halifax International Airport Authority, CN.

Policy action on Human Trafficking

Human trafficking is a serious issue in Nova Scotia. Lack of suitable, accessible and affordable transportation options, particularly in rural communities, remains a challenge. In areas where transportation options are limited, the risk of exploitation is higher, including along primary corridors linking rural communities to critical support services in HRM.

In 26-27, Link Nova Scotia will explore opportunities with relevant provincial departments, core partners, and organizations working to combat human trafficking to determine the best way to support ongoing efforts.

Progress on short-term initiatives

In advance of seeing the benefits of long-term infrastructure investments, government's response to the Regional Transportation Plan outlines a series of short-term solutions to manage congestion. These are primarily operational in nature and are transitional measures to alleviate current issues.

Short-term initiatives are smaller scale, highly localized initiatives intended to maximize current infrastructure to improve the commuter experience over the next 18-24 months. While these short-term solutions are not explicitly referenced in the Regional Transportation Plan, they align with and support proposed actions. In 26-27, several short-term initiatives will be completed.

Performance target / measures: Identification of potential areas for HOV lanes. Completion of a corridor and intersection optimization review along the Macdonald Bridge corridor to maximize efficiency in congested areas.

Collaborations / Partnerships: Department of Public Works, Halifax Regional Municipality, Halifax Harbour Bridges.

Travel Demand Model

Link Nova Scotia will continue to use data to help support evidence-based decision-making, including the use of the activity-based travel demand model. The model is a custom-built software, co-owned with HRM, that allows the agency to test transportation projects and their impacts on the broader regional network.

In 26-27, Link will partner with HRM in participating as Statistics Canada gathers in-depth travel information from residents as part of the Canadian Survey on Everyday Travel. This data will be used to update the model, improving the agency's ability to make data-driven decisions by providing more accurate information for the model.

Further updates to the model in 26-27 include the inclusion of new population projections and ongoing efforts to improve data collection and analysis in collaboration with core partners.

Collaborations / Partnerships: Halifax Regional Municipality, Statistics Canada, all municipalities in the Region.

Financial Summary

Crown/ Agency Expenses Summary	2025-2026 Estimate	2025-2026 Forecast	2026-2027 Estimate
Salaries and benefits	\$1,405,000	\$2,298,000	\$3,378,000
Professional services	\$632,000	\$2,269,000	\$1,531,000
Operating Expenses	\$280,000	\$371,000	\$455,000
Total - Agency Expenses	\$2,317,000	\$4,938,000	\$5,364,000
Additional Information:			
Ordinary Revenue	(\$2,317,000)	(\$4,256,000)	(\$5,196,000)
Other Revenue Source	(\$0)	(\$682,000)	(168,000)