HALIFAX HARBOUR BRIDGES

2020/2021 ANNUAL REPORT

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Mission, Vision, Values

MISSION

To provide safe, efficient and reliable cross harbour transportation infrastructure in a cost effective manner.

VISION

To be recognized as world class for providing innovative transportation solutions.

CORE VALUES

The following values are the essential principles that guide Halifax Harbour Bridges as an organization:

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, integrity and accountability

ENGAGEMENT with employees, customers and partners helps us achieve our mission

TEAMWORK is supporting employee growth and building on each other's strengths

HHB in 2021

2020–2021 CROSSINGS

Passenger Vehicles	25,275,000
Commercial Vehicles	1,010,000
Total Vehicles	26,285,000

2020–2021 MACPASS USAGE

MACPASS	20,678,000	(78.7%)
Cash	5,607,000	(21.3%)

2021 BOARD OF COMMISSIONERS

VICKI HARNISH — Chair
JANET MACMILLAN — Vice Chair

SAM AUSTIN
BILL BOOK
CHUCK BRIDGES
BRIAN JESSOP
JENNIFER LAPLANTE
LINDELL SMITH
DONNA SMITH DARRELL

VICKI HARNISH CHAIR OF THE BOARD OF COMMISSIONERS

The next several years are vital for Halifax Harbour Bridges as we focus on rehabilitation and maintenance of the two bridges, the renewal of the toll system and ensuring that we have the financial resources to support these crucial works.

Message from the Chair of the Board of Commissioners

The next several years are pivotal for Halifax Harbour Bridges and I am pleased to report that the organization is well advanced in its planning to meet its future requirements.

In the 2020/21 fiscal year, HHB released its 10-year capital, rehabilitation and maintenance plan to ensure the bridges are well maintained and operational for the safety and convenience of the travelling public. This plan was necessary to allow sufficient planning to perform the work on these aging structures. These projects total more than $280 million in 2021 dollars and include:

- For the Macdonald Bridge, rehabilitation of elements that were not replaced as part of the Big Lift including: concrete repairs, steel and paint repairs and the replacement of approach span bearings.
- Work on the MacKay including rehabilitating the concrete substructure, rehabilitating the concrete approach spans, resurfacing the suspended spans, main cable dehumidification and potential deck segment replacement.
- Maintenance over the next 10 years to several overpasses leading to the bridges that are more than 50 years old (Princess Margaret overpass, Baffin Boulevard retaining wall, CN overpass, Windmill Road overpass, and Victoria Road overpass).
- Replacing the electronic toll collection system. HHB's tolling system is 13 years old, with some components as old as 22 years. The infrastructure (coin collection system, etc.) and the information technology used is obsolete and no longer supported.
- Scoping study and preliminary design for the replacement of the MacKay Bridge including significant engagement with critical stakeholders.

These projects, like all the work conducted, are funded through revenue generated by collecting tolls. To help fund this plan, HHB submitted an application to the Nova Scotia Utility and Review Board (NSURB) for a toll increase, the first in more than a decade. Late in 2021 the Board granted the increase, which will come into effect on January 3, 2022.

Impact of COVID-19

The 2020/21 fiscal year represented a full year of operating during the pandemic and HHB was not immune to its impact. There was a 21 per cent reduction in the number of crossings and the corresponding toll revenues decreased by 20 per cent.

At the end of the fiscal year, traffic volume had recovered to 90 per cent of pre-pandemic levels.

I invite you to read more about the interesting projects underway or planned for the next 10 years at Halifax Harbour Bridges.

Respectfully submitted,

Vicki Harnish

Vicki Harnish
Chair of the Board of Commissioners

Message from the General Manager and CEO

In what was a challenging year for organizations across the globe, HHB had another productive year. Despite being in the midst of a global pandemic, we completed more than $11 million in maintenance work and capital projects and paid $9.2 million in debt service costs for financing related to the Big Lift.

Recognizing there is always a need for continuous improvement, we also took the opportunity to review several areas of the organization to ensure we are being true to our values. These areas include: Equity, Diversity and Inclusion; Privacy; and Environmental.

Equity, diversity and inclusion (EDI)

At HHB we are as dedicated to equity, diversity and inclusion as we are to safety. To ensure all employees feel supported and included, we began the work to develop a formal EDI strategy for the organization. This process involved thoughtful input and ideas from employees across the organization and will help ensure HHB is a safe, respectful and inclusive place for all.

Privacy

Just as HHB has developed a strong safety culture, we also have a strong privacy culture – one that encompasses controls, processes and tools to ensure we fulfill our privacy obligations and develop our privacy culture among all employees who handle personal information as part of their jobs. We conducted a privacy readiness assessment and implemented an action plan to ensure we continue to demonstrate our commitment to handle personal information we collect and store in a way that fully complies with Nova Scotia access and privacy legislation.

Environmental

Last but not least, we renewed our commitment to our environmental policy, originally developed in 2009. This meant developing an action plan for all major operational aspects of HHB and ensuring our environmental values and practices are embedded into the organization on an ongoing basis. You will read more about this work throughout the report.

Our COVID response

Safety has been and always will be a priority at HHB and the pandemic required additional precautions and protocols. I want to thank our employees for their exemplary dedication to this primary core value. Everyone has done their part to stay safe and to keep their co-workers safe and as a result, we have not had a positive case of COVID-19 in our workforce. This is even more significant considering 50 per cent of our employees cannot work from home – their jobs are on-site maintaining the bridges, the systems or the tolling equipment.

We also recently passed a significant milestone of 1,000 days without a time loss injury.

Finally, I want to thank our customers. As the bridges age the work increases resulting in more frequent bridge closures. While we are committed to doing this work evenings and weekends when traffic is reduced, bridge closures of any kind are a major inconvenience. We thank all bridge customers for their patience as we work to ensure the bridges remain safe.

Respectfully,

Steve Snider
General Manager and CEO

STEVE SNIDER GENERAL MANAGER AND CEO

Traditionally organizations would develop a strong cultural focus on one or two areas such as safety and customer service. Todays organizations need to develop strong cultural values in many areas.

Projects in Review

Approximately $11.4 million was invested in maintenance and capital projects in 2020/21. Some of the significant projects include:

MACDONALD BRIDGE

HHB continues to conduct work on the areas of the Macdonald Bridge that were not replaced as part of the Big Lift, including:

Steel and paint protection

In 2018 HHB began a multi-year project to repair steel and re-coat the approaches, cable bents and towers. The work includes removing the existing coating, inspecting and repairing steel where required and applying a new coating that will last 20-25 years. In 2020/21 the work on the Halifax cable bent was completed and will move to the Dartmouth cable bent towards the second half of 2021.

Sidewalk approach span repairs

Certain areas of the wearing surface on the approach spans of the sidewalk had failed and needed to be replaced to protect the steel deck underneath. Repairs had not been made since the sidewalk opened in 1999. The suspended spans of the sidewalk were replaced as part of the Big Lift and are in very good condition.

MACKAY BRIDGE

In 2020/21 work on the MacKay Bridge included replacing an expansion joint at the Halifax abutment.

Work to determine the overall health of the MacKay Bridge continued including detailed inspections of the main cable and the road deck.

BEFORE

The underside of the Dartmouth cable bent on the Macdonald Bridge. In the fall of 2021 a major project will begin to remove the existing paint, repair the steel and recoat the structure.

MacKay Bridge feasibility study

In late 2020, a feasibility study for the MacKay Bridge determined that, while the bridge remains operationally and structurally safe, completing a major rehabilitation on the bridge is not practical. The MacKay Bridge is nearing the end of its useful life, and the ongoing maintenance costs are expected to increase until it is replaced resulting in increased lane and bridge closures.

As such, it is recommended that HHB plan to replace the MacKay in 2040 and prepare for major interventions if a critical component needs repair earlier than expected.

INSTALLING CAMERAS

To ensure HHB continues to have the appropriate level of security on the bridges, new state-of-the-art cameras were installed on and around the bridges. The new camera system allows HHB to monitor the entire property from the operations centre at each bridge and deploy resources quickly and efficiently when an incident occurs.

FOCUS ON THE ENVIRONMENT

In 2020 HHB renewed its focus on the environment. A five-year action plan includes all major operational aspects of HHB and ensures our environmental values and practices are embedded into the organization on an ongoing basis. The immediate focus is on the following actions:

- Establish a wash program for the bridges to remove risk of salt damage
- Reduce energy consumption in buildings
- Reduce salt use on bridges
- Provide guidance to customers for disposal of MACPASS transponders
- Continue to remove lead based paints from bridge structures

AFTER

The underside of the Halifax cable bent on the Macdonald Bridge. The steel and coating project that is about to begin on the Dartmouth cable bent was completed in 2020.

MORE THAN JUST BRIDGES

HHB maintains more than just the two bridges. Seven ancillary structures are at a stage in their life that requires maintenance over the next ten years. The photo above is one of those structures: the CN Overpass. Located east of the MacKay toll plaza, the CN Overpass is a 17.9 m long single-span concrete bridge supported on concrete abutment walls. It carries six lanes of traffic as part of NS Highway 111 over the CN Railway.

Organizational Structure

MANDATE

The Halifax-Dartmouth Bridge Commission (operating as Halifax Harbour Bridges or 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 authorities:

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 in the following key governance areas:

- 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 oversight
- Communications, stakeholder relations, advocacy and accountability
- Board governance

There are three standing committees which are accountable to the board: the Executive committee, chaired by Vicki Harnish; the Audit and Finance committee, chaired by Bill Book and the Governance, Policy and Enterprise Risk Management committee chaired by Janet MacMillan. The purpose of each committee is as follows:

Executive Committee. The executive committee acts on behalf of the board as directed, to respond in the event of an emergency to issues that suddenly arise and where it is impractical to schedule a meeting of the relevant committee or the board in the time available for a decision. The board may also choose to delegate authority to the executive committee to oversee specific implementations of policies which have been approved by the board. The executive committee provides advice and recommendations to the board on significant issues related to employee compensation.

Audit and Finance Committee. Management is responsible for the preparation, presentation and integrity of HHB's financial statements and for maintaining appropriate accounting and financial reporting principles and policies. Primary responsibility for information systems, risk management and internal controls of HHB is vested in management and overseen by the board. The audit and finance committee purpose is to review the adequacy and effectiveness of these activities and to assist the board in its approvals.

Governance, Policy and Enterprise Risk Management Committee. This committee assists the board to:

- Continuously improve the effectiveness and efficiency of the board's functioning through adopting progressive governance policies and practices
- Determine priorities and consider proposals for governance policies and legislative/regulatory amendments
- Consider priorities for HHB through the review of emerging issues and long-term trends
- Review and monitor enterprise risk management

WORKING SAFELY

DAVID MACFADDEN PAINT SUPERVISOR

With many employees required to work at heights, in confined spaces or close to traffic, safety has always been and will continue to be a priority at HHB. We recently passed a significant safety milestone of more than 1000 days without a time loss injury.

Financial Overview

Year ended March 31, 2021

FINANCIAL HIGHLIGHTS – STATEMENT OF COMPREHENSIVE INCOME

(IN THOUSANDS OF DOLLARS)	2021 BUDGET	MARCH 31, 2021 ACTUAL	MARCH 31, 2020 ACTUAL
REVENUE	33,144	25,704	32,139
EXPENSES			
OPERATIONS	4,665	4,457	4,322
MAINTENANCE	4,878	4,494	4,291
ADMINISTRATION	3,035	2,759	2,795
AMORTIZATION OF PROPERTY AND EQUIPMENT	9,221	9,338	8,787
LOSS ON DISPOSAL	–	–	668
TOTAL EXPENSES	21,799	21,048	20,863
OPERATING INCOME	11,345	4,656	11,276
NET FINANCE COSTS	3,786	3,923	3,720
COMPREHENSIVE INCOME	7,559	733	7,556

STATEMENT OF FINANCIAL POSITION

(IN THOUSANDS OF DOLLARS)	AS OF MARCH 31, 2021	AS OF MARCH 31, 2020
CURRENT ASSETS	13,139	19,553
RESTRICTED FUNDS AND PROPERTY PLANT AND EQUIPMENT	286,348	289,075
TOTAL ASSETS	299,487	308,628
CURRENT LIABILITIES	14,853	18,726
LONG TERM DEBT AND OTHER LIABILITIES	145,037	151,038
EQUITY	139,597	138,864
TOTAL LIABILITIES AND EQUITY	299,487	308,628

Financial Overview

Year ended March 31, 2021

Halifax Harbour Bridges (HHB) is a Government Business Enterprise (GBE) as defined by the Public Sector Accounting Board recommendations. As such, HHB prepares its financial statements in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

Revenues of HHB are 100% derived from tolls and fees based on traffic volumes and utility services on the Angus L. Macdonald and A. Murray MacKay Bridges. The COVID-19 pandemic has had a significant impact on traffic volumes and the corresponding toll revenues. The Province of Nova Scotia was under a state of emergency throughout the twelve months ending March 31, 2021 that made up fiscal 2021 enacting preventative measures such as travel bans, quarantines, social distancing and closures of non-essential services. As a result, toll revenues in fiscal 2021 decreased 20%. Traffic volumes decreased in fiscal 2021 by 22.1% from the prior year representing 7,364,000 fewer crossings than the prior year. The pandemic impact had the most severe impact on traffic and toll revenue in April 2020 when traffic was 55% lower than the prior year. Traffic volumes trended upwards during the remainder of the fiscal year, with March 2021 traffic volume at 90% of pre-pandemic levels.

Operations includes the costs to staff the toll facilities, bridge patrol, the MacPass customer service centre and maintain the tolling equipment and IT infrastructure. In fiscal 2021, costs were below budget due to cost control of toll plaza operations and somewhat higher than prior year due to increased spending in the IT and toll support areas.

Maintenance expenses include costs of maintaining the structural integrity and operational standards of the bridges along with upkeep of buildings and equipment. These costs include snow removal, corrosion protection through painting, consulting engineering fees and operational costs of buildings, vehicles and properties. Maintenance costs are higher in 2021 compared to the prior year due to additional consulting engineering fees related to bridge inspections conducted to assess the condition of the bridges. The pandemic impacted work with a delayed start to the summer season and smaller crews for social distancing purposes.

Administrative expenses include insurance premiums, professional fees, property taxes and wages for accounting, treasury and public relations functions. In fiscal 2021, pandemic impacts reduced costs in communications, travel and professional fees. The reductions were largely offset by higher insurance costs as market rates rose and increased wages.

Amortization of property plant and equipment is a non-cash charge that represents the cost of HHB's long-term capital assets over their expected useful life. Amortization increased in fiscal 2021 as estimates of the remaining life of the MacKay Bridge were adjusted to the year 2040.

Net Finance costs consist of interest costs for HHB's long term debt offset by interest income earned on cash held in operating and loan reserve accounts. In fiscal 2021, a pandemic impact was a sharp and significant reduction in interest rates which reduced the interest income earned by HHB. As a result, the net finance costs increased in fiscal 2021 as the reduction in interest income earned exceeded the reduction in interest costs on long term debt.

OUTLOOK: COVID-19

The COVID-19 pandemic remains unpredictable. A third wave of infections in April and May 2021 required restrictions to be reinstated and impacted traffic although to a lesser extent than in 2020. The rollout of vaccines and gradual reduction of restrictions provides cause for optimism for the remainder of fiscal 2022 and HHB currently estimates that traffic will average 88% of pre-pandemic levels for the fiscal year.

OUTLOOK: TOLL RATE INCREASE

On January 29, 2021, HHB submitted an application to the Nova Scotia Utility and Review Board (NSUARB) to increase toll rates effective January 3, 2022. It was the first toll increase application in more than a decade. The NSUARB held a hearing on the application on June 14, 2021 and on October 4, approved the request. The need for the toll increase is driven by the age of the two bridges and planned capital expenditures over the next 10 years totaling over $280 million.

HHB's financial condition remained strong in fiscal 2021 as shown in the statement of financial position. Current assets are primarily cash at $12.6 million and current liabilities include deferred revenue of $4.1 million which represents customer deposits in their Macpass accounts. Total assets decreased when compared to fiscal 2020 as cash and cash equivalents were used to reduce accounts payable and long term debt. Property plant and equipment declined slightly as annual amortization slightly exceeded the value of new capital spending in fiscal 2021.

Current liabilities and long term debt have decreased in fiscal 2021 with the repayment of maturing debt. Equity has increased slightly in fiscal 2021 with positive comprehensive income recorded for the year. Approximately $15.1 million of the equity balance is recorded as a reserve for restricted assets, comprised of funds set aside under various loan agreement terms.

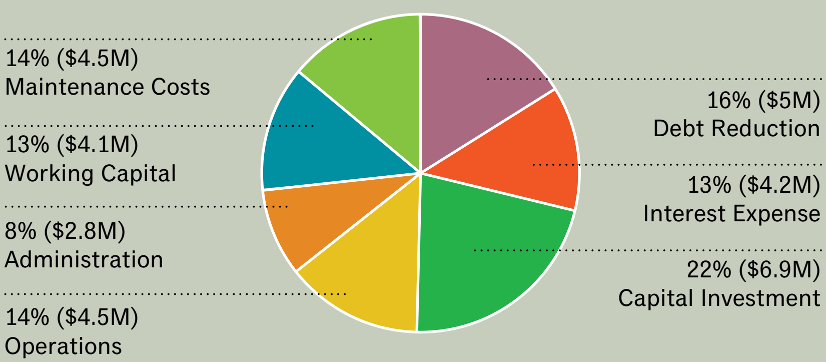
The two charts below summarize data from the statement of cash flows included in HHB's audited financial statements. The charts illustrate how HHB obtained funding in fiscal 2021 and how the money was spent.

In fiscal 2021, the COVID-19 pandemic reduced toll revenues and the resulting cash shortfall was made up by funds on hand from debt incurred for the Big Lift project. As a result, the cash balance at the end of the fiscal year increased to $12.6 million.

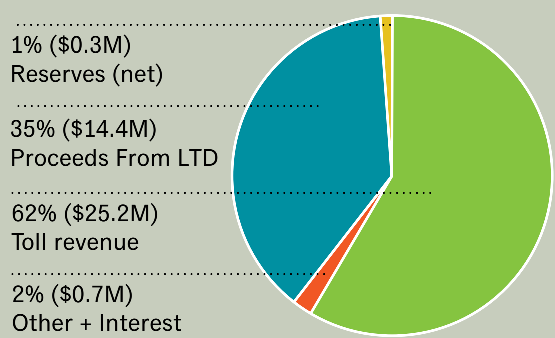
The largest use of cash in fiscal 2021 was the debt servicing costs, consisting of $5.0 million of principal repayments and $4.2 million of interest expense for a total of $9.2 million related to debt service. Capital investment of $6.9 million is primarily improvements to the Bridges and related structures to extend their useful life. Significant projects included steel and coatings work on the Macdonald Bridge, concrete pier rehabilitation and expansion joint replacements. The cash requirements to fund the day to day work of HHB and bridge operations is represented by the categories of "Operations", "Maintenance" and "Administration" totaling $11.8 million as discussed in the review of the Statement of Comprehensive Income. The working capital cash requirement of $4.1 million represents cash used to reduce accounts payable balances and is similar to the purchase of property plant and equipment.

FINANCIAL HIGHLIGHTS – SOURCES AND USES OF FUNDS

HHB USE OF FUNDS 2020–2021



HHB SOURCE OF FUNDS 2020–2021



Data for these charts from Statement of Cash Flows, part of HHB's 2020–2021 audited financial statement located at: **www.hdbc.ca/publications**

Financial Statements

Year ended March 31, 2021

INDEPENDENT AUDITORS' REPORT

To the Chair and Commissioners of the Halifax Dartmouth Bridge Commission:

Opinion

We have audited the financial statements of the Halifax-Dartmouth Bridge Commission (the Commission), which comprise the statement of financial position as at March 31, 2021 , and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly in all material respects, the financial position of the Halifax-Dartmouth Bridge Commission as at March 31, 2021, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Commissioner to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Commission's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Grant Thornton LLP

Chartered Professional Accountants

Halifax, Canada
June 28, 2021

STATEMENT OF FINANCIAL POSITION

Year ended March 31, 2021, with comparative figures for 2020 *(in thousands of dollars)*

	2021	2020
ASSETS		
Current assets:		
Cash	$12,609	$3,807
Receivables	173	904
Prepaid expenses and inventory	357	442
Big Lift promissory note	–	14,400
	13,139	**19,553**
Restricted assets (note 5)	15,069	15,373
Property, plant and equipment (note 6)	271,279	273,702
	$299,487	**$308,628**
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable, accrued and other liabilities (note 7)	$4,746	$9,795
Deferred revenue	4,107	3,931
Current portion of long-term debt (note 8)	6,000	5,000
	14,853	**18,726**
Other liabilities (note 15)	37	38
Long-term debt (note 8)	145,000	151,000
	159,890	**169,764**
Equity:		
Reserve for restricted assets	15,069	15,373
Retained earnings	124,528	123,491
	139,597	**138,864**
	$299,487	**$308,628**

Commitments (note 17)

The accompanying notes are an integral part of these financial statements.

Approved on behalf of the Commission:

Vicki Harnish
Chair, Board of Commissioners

William Book
Chair, Audit Committee

STATEMENT OF COMPREHENSIVE INCOME

Year ended March 31, 2021, with comparative figures for 2020 *(in thousands of dollars)*

	2021 BUDGET (UNAUDITED)	2021 ACTUAL	2020 ACTUAL
REVENUE			
Toll revenue	$32,565	$25,246	$31,576
Other rate revenue	204	174	182
Other income	375	284	381
	33,144	**25,704**	**32,139**
EXPENSES			
Operating expenses	4,665	4,457	4,322
Maintenance expenses	4,878	4,494	4,291
Administration expenses	3,035	2,759	2,795
Amortization of property, plant and equipment	9,221	9,338	8,787
Loss on disposal of property, plant and equipment	–	–	668
	21,799	**21,048**	**20,863**
OPERATING INCOME	**11,345**	**4,656**	**11,276**
FINANCE COSTS (NOTE 9)			
Finance income	(401)	(264)	(881)
Finance costs	4,187	4,187	4,601
	3,786	**3,923**	**3,720**
COMPREHENSIVE INCOME	**$7,559**	**$733**	**$7,556**

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

Year ended March 31, 2021, with comparative figures for 2020 *(in thousands of dollars)*

		RESTRICTED ASSETS				
	Retained earnings	Capital fund	Operations and maintenance fund	Debt service fund	Total restricted	Total equity
Balance, March 31, 2019	$109,730	$16,226	$2,953	$2,399	$21,578	$131,308
Comprehensive income	7,105	320	68	63	451	7,556
Transfers to (from)	6,656	(8,504)	123	1,725	(6,656)	–
Balance, March 31, 2020	$123,491	$8,042	$3,144	$4,187	$15,373	$138,864
Comprehensive income	548	110	31	44	185	733
Transfers to (from)	489	(119)	(228)	(142)	(489)	–
BALANCE, MARCH 31, 2021	**$124,528**	**$8,033**	**$2,947**	**$4,089**	**$15,069**	**$139,597**

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

Year ended March 31, 2021, with comparative figures for 2020 *(in thousands of dollars)*

	2021	2020
OPERATING ACTIVITIES		
Comprehensive income	$733	$7,556
Amortization of property, plant and equipment	9,338	8,787
Interest expense	4,187	4,601
Investment income	(264)	(881)
Loss on disposal of property, plant and equipment	–	668
	13,994	**20,731**
Net change in non-cash working capital balances (note 10)	(4,058)	(8,569)
	9,936	**12,162**
INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(6,915)	(11,855)
Proceeds from disposal of property, plant and equipment	–	5
Investment in capital fund	9	8,184
Investment in OM fund	197	(191)
Decrease in debt service fund	98	(1,788)
Investment income received	264	881
	(6,347)	**(4,764)**
FINANCING ACTIVITIES		
Proceeds from Big Lift promissory note	14,400	–
Long-term debt repayments	(5,000)	(13,551)
Interest paid	(4,187)	(4,601)
	5,213	**(18,152)**
Increase (decrease) in cash	8,802	(10,754)
Cash, beginning of year	3,807	14,561
CASH, END OF YEAR	**12,609**	**$3,807**

The accompanying notes are an integral part of these financial statements.

Notes to Financial Statements

Year ended March 31, 2021

1. REPORTING ENTITY

The Halifax–Dartmouth Bridge Commission (the Commission), operating as Halifax Harbour Bridges, was created in 1950 by a statute of the Province of Nova Scotia (now the *Halifax-Dartmouth Bridge Commission Act* - Statutes of Nova Scotia, 2005, c.7) and is a government business enterprise as defined by Public Sector Accounting Board recommendations. The Commission's address and principal place of business is 125 Wyse Road, Dartmouth, Nova Scotia, B3A 4K9.

The principal activities of the Halifax-Dartmouth Business Commission is the operation and maintenance of two toll bridges spanning Halifax Harbour; the Angus L. Macdonald Bridge and the A. Murray MacKay Bridge.

The Commission is exempt from income tax under Section 149 of the *Income Tax Act.*

2. BASIS OF FINANCIAL STATEMENT PREPARATION

(a) Statement of compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB). The financial statements for the year ended March 31, 2021 were approved and authorized for issue by the Board of Commissioners on June 28, 2021.

(b) Basis of measurement

The Commission's financial statements are prepared on the historical cost basis except for certain financial instruments that are measured at fair value, as explained in the accounting policies below.

(c) Functional and presentation currency

The Commission's functional and presentation currency is Canadian dollars. All financial information is presented in Canadian dollars and has been rounded to the nearest thousand.

(d) Use of estimates and judgments:

The preparation of financial statements conforming to IFRS, requires the use of accounting estimates and management's judgment to determine the appropriate application of accounting policies. Estimates and assumptions are required to determine the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Any revisions to accounting estimates are recognized in the period in which the estimate was revised and any future periods affected.

The following judgments and estimates are those deemed by management to be material to the Commission's financial statements:

Judgments

(i) Capitalization and componentization

Judgment is used when determining if components of a construction project are of a capital or repair nature and as to what components constitute a significant cost in relation to the total cost of an asset and whether these components have similar or dissimilar patterns of consumption and useful lives for purposes of calculating depreciation. Among other factors, these judgments are based on past experience, as well as information obtained from Commission's internal and consulting engineers.

(ii) Depreciation and amortization

Judgment is used when determining the estimated useful lives of property, plant, and equipment. Among other factors, these judgments are based on past experience, as well as information obtained from the Commission's internal and consulting engineers.

Estimates

(i) Depreciation and amortization

Depreciation and amortization is calculated to write off the cost, less estimated residual value, of assets on a systematic and rational basis over the expected useful life of the asset. Estimates of residual value and useful lives are based on past experience, as well as information obtained from the Commission's internal and consulting engineers. Expected useful lives and residual values are reviewed annually for any change to estimates and assumptions.

(ii) Contract costs and contingencies

The Commission makes estimates in determining total estimated project costs related to its capital projects. Estimated total project costs are determined based on contractual obligations, past experience, as well as information obtained from the Commission's internal and external engineers / project managers. In addition, the Commission can be subject to disputes and claims from contractors related to additional costs and recoveries, the Commission assesses the likelihood of these disputes and claims at each reporting period based on available information to determine if any amounts should be recorded. Actual results could differ from those reported and any adjustments are recorded in the year they become known.

3. SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

a) Revenue recognition

The Commission recognizes revenue at the time a vehicle crosses a bridge. The Nova Scotia Utility and Review Board (NSUARB) regulates toll rates charges by the commission. Customer prepayments of their Electronic Toll Collection (ETC) crossings are initially recorded as deferred revenue. When the customer crosses a bridge, revenue is recognized and the deferred ETC account is reduced accordingly.

b) Finance income and finance costs

Finance income comprises interest income on funds invested. Interest income is recognized as it accrues in profit or loss, using the effective interest method.

Finance costs comprise interest expense on borrowings. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in profit or loss using the effective interest method.

c) Financial Instruments

The Commission classifies financial assets and financial liabilities according to their characteristics and management's choices and intentions. All financial instruments are initially recorded at fair value plus directly attributable transaction costs and subsequently measured based on classification described below.

Financial instruments are classified into one of the following categories: amortized cost, fair value through other comprehensive income ("FVOCI"), fair value through profit or loss ("FVTPL") or other financial liabilities. The Commission does not have any financial assets or financial liabilities classified as either FVOCI or FVTPL.

The classification of financial assets is determined by both:

- The Commission's business model for managing the financial asset, and
- The contractual cash flow characteristics of the financial asset.

The Commission's financial instruments are comprised of the following:

FINANCIAL INSTRUMENT	CLASSIFICATION
Cash	Amortized cost
Receivables	Amortized cost
Restricted assets	Amortized cost
Accounts payable, accrued liabilities and provisions	Other financial liabilities
Long-term debt	Other financial liabilities

Technology plays an ever-increasing role in HHB's operations. The tolling system is 13 years old, with some components as old as 22 years. As a result, HHB has begun a multi-year initiative to modernize the current tolling system on its two bridges, beginning with replacing the back office system in 2021/22.

(i) Financial assets

Financial assets measured at amortized cost are assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognized initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, the financial assets are measured at amortized cost using the effective interest rate method over the terms of the related debt, less any impairment cost.

The Commission derecognizes a financial asset when the contractual right to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows of the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in the transferred financial assets that is created or retained by the Commission is recognized as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Commission has a legal right to offset the amounts and intends either to settle on a net basis or to realize the assets and settle the liability simultaneously.

(ii) Financial liabilities

Financial liabilities are recognized initially at fair value plus any directly attributable transaction costs and subsequently measured at amortized cost using the effective interest rate method. Direct and indirect costs that are attributable to the issue of other financial liabilities are presented as a reduction from the carry amount of the related debt and are amortized using the effective interest method over the term of the debt. These financial liabilities are deemed to have been issued at prevailing market rates at the date of advance; accordingly no adjustment for fair value has been made.

The corporation derecognizes a financial liability when its contractual obligations are discharged, cancelled or expire..

d) Cash

Cash includes cash on hand and balances with banks. Interest is received on funds in the general bank account at a rate of prime minus 1.75%.

e) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated amortization and any accumulated impairment losses. Land was recorded at deemed cost as of April 1, 2010, as per the optional election made on the transition to IFRS.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes; the cost of materials and direct labor, any other costs directly attributable to bringing the asset to working condition for its intended use, the cost of dismantling and removing the items, and restoring the site on which they are located. Borrowing costs related to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use. When funds are temporarily invested pending their expenditure on qualifying assets, any such interest income earned on such funds is deducted from the borrowing costs incurred.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal.

Any gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount and are recognized net within profit or loss.

(iii) Repairs and maintenance

Repairs and maintenance costs are charged to expense as incurred, except when these repairs significantly extend the life of the asset or result in an operating improvement. In these instances the portion of these repairs relating to the betterment is capitalized as part of plant and equipment.

(iv) Amortization of property, plant & equipment

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment since this most closely reflects the expected pattern of consumption of future economic benefits embodied in the asset.

Amortization commences in the year an asset is put in use. Amortization methods, useful lives and residual values are reviewed at each financial year end, based on consultation with the Commission's internal and external consulting engineers, and adjusted if appropriate. Land is not depreciated. The estimated useful lives for the current and comparative periods are as follows:

ASSET	RATE
Buildings	5 – 50 years
Bridge and bridge components:	
Angus L. MacDonald	5 – 125 years
A. Murray MacKay	5 – 125 years
Electronic toll transponder	8 years
Other assets	2 – 25 years
IT Computer and other equipment	3 – 25 years
Mobile equipment	5 – 10 years

f) Impairment

(i) Financial assets (including receivables)

A financial asset not carried at fair value through profit and loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets are impaired can include default or delinquency by a debtor, restructuring of an amount due to the corporation on terms that the Corporation would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, or the disappearance of an active market for a security.

An impairment loss in respect of a financial asset measured at amortized cost is calculated using the 'expected credit loss' model. The Commission makes use of the simplified approach in accounting for receivables and records the loss allowance as a lifetime expected credit loss as the receivables do not have a significant financing component. These are expected shortfalls in contractual cash flows, considering the potential default at any point during the life of the financial instrument. The Commission uses historical experience, external indicators and forward-looking information to calculate the expected credit loss. Receivables are written off when there is no reasonable expectation of recovery, during the year the Commission did not record an allowance (2020 – $nil). Losses are recognized in profit or loss and reflected in an allowance account against receivables. Interest on an impaired asset continues to be recognized through the unwinding of the discount. When a subsequent event causes the amount of the impairment loss to decrease, the decrease in impairment loss is reversed through profit or loss.

(ii) Non-financial assets

The carrying amount of non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the assets recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax rate that reflects current market assessments of the time value of money and the risk specific to the asset.

An impairment loss is recognized if the carrying amount of the asset exceeds its estimated recoverable amount. Impairment losses are recognized in profit or loss.

Impairment losses recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

g) Leases

The Commission as a lessee

For any new contracts entered into, the Commission considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition the Commission assesses whether the contract meets the following criteria:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified as being identified at the time the asset is made available to the Commission;
- the Commission has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract; and
- the Commission has the right to direct the use of the identified asset throughout the period of use. The Commission assess whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

Measurement and recognition of leases as a lessee

At lease commencement date, the Commission recognizes a right-of-use asset and a lease liability on the statement of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Commission, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Commission depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Commission also assesses the right-of-use asset for impairment when such indicators exist.

At the commencement date, the Commission measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Commission's incremental borrowing rate. Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in the substance of fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

The Commission has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognizing a right-of-use asset and lease liability, the payments in relation to these are recognized as an expense in profit or loss on a straight-line basis over the lease term.

The Commission as a Lessor

A lease is an agreement whereby the Commission, the lessor, conveys to the tenant, the lessee, in return for a payment, or series of payments, for the right to use an asset, generally land and buildings, for an agreed period of time. Leases in which a significant portion of the risks and rewards of ownership are retained by the Commission are classified as operating leases. Operating lease rentals are recognized on a straight-line basis over the period of the lease. Leases are classified as finance leases if the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. As at December 31, 2021 (2020 – Nil), the Commission did not have any finance lease agreements.

h) Provisions

Provisions are recognized when the Commission has a present obligation (legal or constructive) that has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation. A provision is a liability of uncertain timing or amount.

i) Accounting changes

The Commission assesses new accounting pronouncements issued by the International Accounting Standards Board (IASB) and International Financial Reporting Interpretation Committee (IFRIC) to determine whether there could be a material impact on its financial statements. As at March 31, 2021 there have been no accounting pronouncements by the IASB or IFRIC that would have a material impact on the Commission's financial results or position.

4. HARMONIZED SALES TAX (HST) AND INCOME TAX STATUS

As a public sector entity controlled by the Province of Nova Scotia, the Commission is not subject to Federal or Provincial income taxes, and is entitled to rebates of 100% of the HST it expends on goods and services.

5. RESTRICTED ASSETS

	2021	2020
Capital fund	$8,033	$8,042
OM fund	2,947	3,144
Debt service fund	4,089	4,187
	$15,069	**$15,373**

2015 Loan

The Commission entered into a long-term loan agreement with the Province of Nova Scotia on February 06, 2015, with the proceeds used to finance the replacement of the suspended span of the Macdonald Bridge (the Big Lift project). This agreement requires that the Commission maintain an Operating, Maintenance & Administrative Fund (OM Fund), a Debt Service Fund, and a Capital Fund.

Under the terms of the loan agreement, the OM Fund must be maintained at an amount at least equal to 25% of the annual budgeted OM expenses for the following year subject to a minimum balance of $2,500. This fund can only be used to pay OM expenses, although any amount in the fund in excess of the required balance can be transferred to the Commission's unrestricted accounts.

At March 31, 2021, the OM Fund was held in a term deposit at a rate of 0.70% per annum, maturing September 20, 2021 and had a market value of $ 2,947 (2020 – $3,144).

Under the terms of the loan agreement, the Debt Service Fund must be maintained at an amount equal to or greater than the debt service amount for the next fiscal year. This fund can only be used to pay principal, interest, and other amounts coming due, although any amount in the fund in excess of the required balance can be transferred to the Commission's unrestricted accounts. At March 31, 2021, the Debt Service Fund was held in term deposits with a rate of 0.70%, per annum, maturing September 20, 2021 and had a market value of $4,089 (2020 – $4,187).

Under the terms of the loan agreement, the Commission established and deposited a minimum of $1,000 to a Capital Fund commencing March 6, 2015, continuing every six months over four years to accumulate the required Capital Fund balance of $8,000. This fund can only be used for payment of costs arising from any capital improvements planned for the Bridges, excluding re- decking projects. At March 31, 2021, the Capital Fund had a market value of $8,033 (2020 - $8,042) and was invested in guaranteed investment certificate with maturities between May 31, 2021 and October 4, 2021 with rates between 0.76% – 0.89% per annum.

PROTECTING THE MAIN CABLE

JOSEPH KVITEK MAINTENANCE SUPERVISOR

This photo is of the inside of the anchor pier of the MacKay Bridge. It is where the main cable anchors to the concrete. One of the projects on the MacKay in the future will be to install a dehumidification system on the main cable to stop further corrosion. A similar project was completed on the Macdonald Bridge as part of the Big Lift.

6. PROPERTY, PLANT AND EQUIPMENT

Year ended March 31, 2021 *(in thousands of dollars)*

COST	LAND	BUILDINGS	BRIDGE ALM	BRIDGE AMM	ETC	OTHER	COMP EQUIPMENT	MOBILE EQUIPMENT	WIP	TOTAL
Balance, March 31, 2020	**$9,252**	**$8,735**	**$268,061**	**$48,070**	**$6,801**	**$16,373**	**$11,069**	**$2,457**	**$6,361**	**$377,179**
Additions	–	–	–	–	–	–	–	–	6,915	6,915
Retirements	–	–	–	–	–	(4)	(2)	(122)	–	(128)
Transfers	–	18	6,637	1,036	–	40	1,209	88	(9,028)	–
Balance, March 31, 2021	**$9,252**	**$8,753**	**$274,698**	**$49,106**	**$6,801**	**$16,409**	**$12,276**	**$2,423**	**$4,248**	**$383,966**

ACCUMULATED AMORTIZATION	LAND	BUILDINGS	BRIDGE ALM	BRIDGE AMM	ETC	OTHER	COMP EQUIPMENT	MOBILE EQUIPMENT	WIP	TOTAL
Balance, March 31, 2020	**–**	**$3,746**	**$41,014**	**$29,705**	**$5,614**	**$11,643**	**$10,193**	**$1,562**	**–**	**$103,477**
Amortization expense	–	253	6,119	1,783	272	420	325	166	–	9,338
Retirements	–	–	–	–	–	(4)	(2)	(122)	–	(128)
Balance, March 31, 2021	–	**$3,999**	**$47,133**	**$31,488**	**$5,886**	**$12,059**	**$10,516**	**$1,606**	–	**$112,687**

Net Book Values	LAND	BUILDINGS	BRIDGE ALM	BRIDGE AMM	ETC	OTHER	COMP EQUIPMENT	MOBILE EQUIPMENT	WIP	TOTAL
Balance, March 31, 2020	**$9,252**	**$4,989**	**$227,047**	**$18,365**	**$1,187**	**$4,730**	**$876**	**$895**	**$6,361**	**$273,702**
Balance, March 31, 2021	**$9,252**	**$4,754**	**$227,565**	**$17,618**	**$915**	**$4,350**	**$1,760**	**$817**	**$4,248**	**$271,279**

Included in prior year additions to WIP are non-cash transactions of $5,265. These additions are not included in the purchase of property, plant and equipment as shown on the Statement of Cash Flows.

7. ACCOUNTS PAYABLE, ACCRUED LIABILITIES AND PROVISIONS

	2021	2020
Trade payables	$932	$3,717
Accrued expenses	443	1,415
Project holdbacks	1,399	2,050
Provisions	370	978
Accrued liabilities	1,445	1,472
Current portion of unearned revenue	157	163
	$4,746	**$9,795**

As at March 31, 2021, the Commission has recorded provisions for claims and other on-going matters related to various projects in the amount of $370 (2020 – $978). Estimates are evaluated periodically and reflect all known information at year-end, including uncertainty associated with the timing and amount of the eventual settlement. Provisions are required to be measured at the present value of the expected future cash flows using a discount rate with the exception of amounts presented as current liabilities.

8. LONG-TERM DEBT

	2021	2020
Province of Nova Scotia – 2015 Loan	$151,000	$156,000
Less: current portion	(6,000)	(5,000)
	$145,000	**$151,000**

Principal payments required on the loans for the next five years are due as follows:

2022	$6,000
2023	7,000
2024	8,000
2025	8,000
2026	8,000
	$37,000

At March 31, 2021, long-term debt consists of a loan from the Province of Nova Scotia:

2015 Loan

A $160,000 unsecured loan issued February 6, 2015 bearing interest at an average rate of 2.80%. The loan proceeds have financed the replacement of the suspended span of the Macdonald Bridge (the Big Lift project). The 2015 loan is to be repaid over twenty years starting June 1, 2019 with annual principal repayments of between $4,000 and $10,000. Interest is paid semi-annually on June 1st and December 1st of each year.

Line of Credit

During the year, on April 6, 2020, the Commission entered into an agreement with the Province of Nova Scotia for a $60,000 revolving, unsecured line of credit that matures on March 31, 2025. Interest is charged on outstanding balances at a rate equal to the arithmetical average of the discount rates on Canadian Dealer Offered Rate (CDOR) Banker's Acceptances applicable on the date of the requested advance payable at maturity.

Operating Loan Facility

A $5,000, unsecured, operating loan facility with a chartered bank which bears interest at the bank prime rate minus 0.5% per annum. As at March 31, 2021, the balance drawn was $nil (2020 – $nil) and no advances were outstanding during the year.

9. FINANCE INCOME AND FINANCE COSTS

	2021 BUDGET (UNAUDITED)	2021	2020
Interest income on restricted assets	$(294)	$(185)	$(451)
Investment income	(107)	(79)	(430)
Finance income	(401)	(264)	(881)
Interest expense on long-term debt	4,187	4,187	4,601
NET FINANCE COST RECOGNIZED IN PROFIT OR LOSS	**$3,786**	**$3,923**	**$3,720**

10. NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES

	2021	2020
Decrease (increase):		
Receivables	$731	$(188)
Prepaid expenses and inventory	85	(31)
Increase (decrease):		
Accounts payable, accrued liabilities and provisions	(5,049)	(8,527)
Deferred revenue	176	179
Unearned revenue	(1)	(2)
NET CHANGE	$(4,058)	$(8,569)

Included in Accounts payable, accrued liabilities and provisions are non-cash transactions of $nil (2020 – $5,265) recorded as additions to WIP. These additions are not included in the purchase of property, plant and equipment as shown on the Statement of Cash Flows and correspondingly reversed from the net change in non-cash working capital balance.

11. FINANCIAL RISK MANAGEMENT

The Commission has exposure to the following risks from its use of financial instruments:

- Credit risk
- Interest rate risk
- Liquidity risk

a) Credit risk

The Commission provides credit to certain non-toll revenue customers in the normal course of its operations. In order to reduce its credit risk, the Commission has adopted credit policies including the monitoring of customer accounts.

b) Interest rate risk

The long term debt has fixed interest rates for the entire terms of both loans and consequently, there is no risk of higher interest rates in the future. The line of credit and operating loan facility are floating rate facilities with the interest rate set on the date of advance as per note 8 which consequently entails interest rate risk exposure on any outstanding balances.

c) Liquidity risk

The Commission is exposed to liquidity risk arising primarily from its long-term debt with the Province of Nova Scotia. The 2015 loan requires annual repayments of principal, ranging between $4,000 and $10,000, beginning on June 1, 2019.

The Commission manages liquidity risk by monitoring short and long-term cash flows, setting toll rates and controlling the level of operating and capital expenditures. The 2015 loan requires annual contributions to a capital fund of $2,000 to a maximum of $8,000 that is to be maintained for the life of the loan.

The Commission's cash and restricted assets are invested in liquid, interest-bearing, investments.

12. CAPITAL MANAGEMENT

The Commission's capital management objective is to ensure there is adequate cash flow to meet its operational requirements, fund capital expenditures and make required debt payments.

The Commission regularly reviews its projected future toll revenues in conjunction with its current cash position and borrowing ability in order to finance significant future projects that are required to upgrade and maintain its property, plant and equipment. There were no changes to the Commission's approach to capital management during the year.

13. RELATED PARTY TRANSACTIONS

As a provincially controlled public sector entity, the Commission is considered to be related to the Province of Nova Scotia. The Commission is also related to the City of Halifax by virtue of Halifax's right to appoint four members of the Commission's Board of Commissioners.

The Commission has applied the modified disclosure requirements under IAS 24, Related Party Disclosures, which exempt government-related entities from providing all of the disclosure about related party transactions with government or other government-related entities.

The Commission has one long-term loan with the Province of Nova Scotia (note 8) outstanding at March 31, 2021. The 2015 loan has an outstanding balance of $151,000 and interest charges for the period ended March 31, 2021 of $4,187 (2020 – $4,264), of which $1,390 (2020 – $1,414) was payable at year-end. The 2007 loan matured December 4, 2019 and was paid in full by the Commission at that date. Interest charges for the period ended March 31, 2021 were $337 of which $nil was payable at year end.

The Big Lift promissory notes consisted of proceeds from the Province of Nova Scotia loan, to be spent on the Macdonald Bridge suspended span replacement project. The balance at March 31, 2021 is $nil (2020 – $14,400). Under the terms of the loan agreement, balances were invested in a term promissory note issued by the Province of Nova Scotia.

On April 6, 2020, the Commission entered into an agreement with the Province of Nova Scotia for a $60,000 revolving, unsecured line of credit that matures on March 31, 2025. No amounts were drawn from the line during the year ended March 31, 2021 and no interest or other charges incurred.

The Commission collects toll revenue from the province and the City of Halifax and makes purchases from the City of Halifax in the normal course of business.

14. PENSION PLANS

The Commission is a Nova Scotia Public Service Superannuation Plan (PSSP) employer, which is a defined benefit plan. Eligible employees of the Commission are PSSP members and the Commission matches employee contributions to the PSSP calculated as 8.4% on eligible earnings up to the year's Maximum Pensionable Earnings (YMPE) under the Canada Pension Plan (CPP), and 10.9% on eligible earnings that is in excess of YMPE. The actuarial and investment risk of the PSSP is administered by Public Service Superannuation Plan Trustee Inc. The Commission is not responsible for any unfunded liability with respect to the PSSP and accounts for the contributions as a defined contribution plan.

Until January 6, 2018, the Commission sponsored a defined contribution pension plan for all permanent employees. The wind-up of this plan commenced January 7, 2018 and was completed with the registration cancelled by the Nova Scotia Superintendent of Pensions effective April 25, 2019.

The Commission recognized pension expense of $242 for the period ended March 31, 2021 (2020 - $204). No future contributions are required in respect of past service at March 31, 2021. In 2021, pension contributions totalling $Nil (2020 – $5) have been recorded in WIP.

15. OTHER LIABILITIES

	2021	2020
Accrued employee future benefits	$3	$3
Unearned revenue	34	35
	$37	**$38**

16. FAIR VALUE MEASUREMENT

The fair value of financial assets and liabilities, together with the carrying amounts shown in the Statement of Financial Position are shown below.

	MARCH 31, 2021				MARCH 31, 2020			
		Fair Value				Fair Value		
Assets	**Carrying Value**	**Level 1**	**Level 2**	**Level 3**	**Carrying Value**	**Level 1**	**Level 2**	**Level 3**
Cash	$12,609	$12,609	–	–	$3,807	$3,807	–	–
Receivables	$173	–	$173	–	$904	–	$904	–
Restricted assets	$15,069	–	$15,069	–	$15,373	–	$15,373	–
Big Lift Fund	–	–	–	–	$14,400	–	$14,400	–
Liabilities								
Trade and other payables	$4,746	–	$4,746	–	$9,795	–	$9,795	–
Long Term Debt	$151,000	$151,000	–	–	$156,000	$156,000	–	–

The different levels have been defined as follows:

- **Level 1:** quoted prices (unadjusted) in active markets for identical assets or liabilities
- **Level 2:** inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- **Level 3:** inputs for the asset or liability that are not based on observable market data (unobservable inputs)

17. COMMITMENTS

The Commission has entered into contracts for the 2021–2022 fiscal year for the continued maintenance and capital improvement of the bridges, toll systems and related computer networks in the amount of $287.

	2022	2023	2024	2025	2026
Contract obligations	$287	$87	$7	$4	$4

18. CONTINGENCIES

There are various claims and litigation, which the Commission is involved with, arising out of the ordinary course of business operations. The Commission's management does not consider the exposure to such items to be material, although this cannot be predicted with certainty.

19. COVID-19 IMPACT

Since December 31 2019, the spread of COVID-19 has severely impacted many local economies around the globe. Many businesses are being forced to cease or limit operations for long or indefinite periods of time. On March 22, 2020, the Province of Nova Scotia declared a state of emergency to help contain the spread of COVID-19, in addition to travel bans, quarantines, social distancing, and closures of non-essential services. The state of emergency continued through fiscal 2021 and currently remains in place. Restrictions were eased gradually during fiscal 2021 according to public health orders and directives, but most recently restrictions have been tightened due to the third wave of spread. It is expected that restrictions will gradually be eased according to public health orders and directives as the situation improves. Restrictions have reduced the level of vehicular traffic on the Angus L. Macdonald Bridge and the A. Murray MacKay Bridge with a corresponding reduction in toll revenue to the Commission.

20. COMPARATIVE FIGURES

Certain comparative figures for the March 31, 2020 period have been reclassified from those previously presented to conform to the financial statement presentation adopted for 2021.

COVER PHOTO

The A. Murray MacKay Bridge opened in July 1970. In late 2020, a feasibility study for the MacKay Bridge determined that, while the bridge remains operationally and structurally safe, completing a major rehabilitation on the bridge is not practical. The MacKay Bridge is nearing the end of its useful life, and the ongoing maintenance costs are expected to increase until it is replaced resulting in increased lane and bridge closures. It is recommended that HHB plan to replace the MacKay in 2040 and prepare for significant investment until a new bridge is built.

Halifax Harbour Bridges

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