Doane Grant Thornton

# Financial Statements

## Link Nova Scotia

March 31, 2026

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# Management's Responsibility for the Financial Statements

To the Board of Directors of the
**Link Nova Scotia**

The financial statements of Link Nova Scotia are the responsibility of management and have been prepared in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of significant accounting policies is provided in Note 2. The preparation of the financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management maintains a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

The external auditors, Doane Grant Thornton LLP, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Link Nova Scotia and meet when required. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements.

On behalf of Link Nova Scotia

Signed by:
Peter Hackett
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Peter Hackett
Deputy Minister
Date

Signed by:
Shelley Winters
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Shelley Winters
Executive Director, Corporate and Financial Services
Date


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Doane Grant Thornton

# Independent auditor's report

**Doane Grant Thornton LLP**
Nova Centre, North Tower
Suite 1000, 1675 Grafton Street
Halifax, NS
B3J 0E9

T +1 902 421 1734
F +1 902 420 1068

To Management of Link Nova Scotia

## Opinion

We have audited the financial statements of Link Nova Scotia (the " Agency"), which comprise the statement of financial position as at March 31, 2026, and the statement of operations and accumulated surplus, changes in net debt and 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 Link Nova Scotia as at March 31, 2026, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## 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 Agency 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 these financial statements in accordance with Canadian public sector accounting standards, 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 Agency's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Agency or to cease operations, or has no realistic alternative to do so.

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


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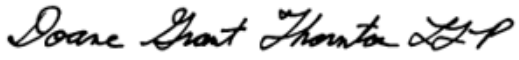
## Auditor's responsibilities for the audit of the financial statements

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 Agency'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 Tourism'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 Agency 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.



Halifax, Canada
June 30, 2026

Chartered Professional Accountants


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# Link Nova Scotia
# Statement of Operations

| Year ended March 31 | Budget | **2026** | 2025 |
|---|---|---|---|
| Revenue | | | |
| Provincial funding (Note 5) | $ 2,317,000 | **$ 3,945,412** | $ 2,285,333 |
| Other revenue | - | **976,293** | 187,458 |
| | 2,317,000 | **4,921,705** | 2,472,791 |
| Expenses | | | |
| Operating expenses | 230,000 | **671,306** | 357,727 |
| Professional services | 682,000 | **1,259,569** | 900,011 |
| Salaries & benefits | 1,405,000 | **2,087,330** | 1,215,053 |
| Grants | - | **903,500** | - |
| | 2,317,000 | **4,921,705** | 2,472,791 |
| Annual surplus | $ - | **$ -** | $ - |

See accompanying notes to the financial statements.

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# Link Nova Scotia
# Statement of Financial Position

| March 31 | **2026** | 2025 |
|---|---|---|
| **Assets** | | |
| Cash and cash equivalents | **$ 1,601,945** | $ 1,540,694 |
| Receivables (Note 3) | **563,979** | 56,704 |
| Prepaid expenses | **1,800** | - |
| | **$ 2,167,724** | $ 1,597,398 |
| **Liabilities** | | |
| Payables and accruals (Note 4) | **$ 216,636** | $ 93,652 |
| Due to the Province of Nova Scotia (Note 5) | **1,951,088** | 1,503,746 |
| **Total liabilities** | **2,167,724** | 1,597,398 |
| **Net financial assets** | **-** | - |
| **Accumulated surplus** | **$ -** | $ - |

Signed by:
Shelley Winters
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Signed by:
Peter Hackett
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See accompanying notes to the financial statements.

# Link Nova Scotia
## Statement of Changes in Net Financial Assets

| Year ended March 31 | 2026 | 2025 |
|---|---|---|
| Net surplus | **$ -** | $ - |
| Net financial assets, beginning of year | **-** | - |
| Net financial assets, end of year | **$ -** | $ - |

See accompanying notes to the financial statements.

# Link Nova Scotia
# Statement of Cash Flows

| Year ended March 31 | **2026** | 2025 |
|---|---|---|
| Increase (decrease) in cash and cash equivalents | | |
| **Operating activities** | | |
| Annual surplus | **$ -** | $ - |
| Change in non cash operating working capital | | |
| Receivables | **(507,275)** | 293,167 |
| Prepaids | **(1,800)** | |
| Due to the Province of Nova Scotia | **447,342** | 234,268 |
| Payables and accruals | **122,984** | (13,398) |
| **Net operating activities** | **61,251** | 514,037 |
| **Financing activities** | **-** | - |
| **Investing activities** | **-** | - |
| Net increase in cash and cash equivalents | **61,251** | 514,037 |
| Cash and cash equivalents | | |
| Beginning of year | **1,540,694** | 1,026,657 |
| End of year | **$ 1,601,945** | $ 1,540,694 |

See accompanying notes to the financial statements.

## 1. Nature of operations

Link Nova Scotia, previously the Joint Regional Transportation Agency, is responsible for long-term strategic transportation planning across Nova Scotia. Reporting to the Minister of Public Works, the Agency collaborates with partners in government and external organizations to advance projects recommended in the Regional Transportation Plan. These projects and initiatives are focused on improving travel, addressing affordability, managing congestion, and enhancing goods movement.

Link Nova Scotia is an agency of the Province of Nova Scotia established under the authority of the Link Nova Scotia Act. The Agency is exempt from income tax under section 149 of the Income Tax Act.

## 2. Significant accounting policies

*Basis of accounting*
These financial statements are prepared by management in accordance with Public Sector Accounting Standards established by the Canadian Public Sector Accounting Board, which sets out generally accepted accounting standards and principles for government organizations.

*Presentation of budgeted figures*
Each year, Link Nova Scotia prepares an annual budget, referred to as the estimate, which represents the financial plan for the fiscal period commencing April 1. The budgeted figures presented are consistent with Public Sector Accounting Standards. The fiscal 2025-26 budget was passed in the Nova Scotia House of Assembly on March 26, 2025.

*Cash and cash equivalents*
Cash and cash equivalents include cash on hand and balances with banks.

*Revenue recognition*
Provincial operating grant revenues are accounted for as government transfers. Government transfers are recognized as revenue when the transfer is authorized and all eligibility criteria are met, except when and to the extent that the transfer stipulations give rise to an obligation that meets the definition of a liability.

Transfers meeting the definition of a liability are recorded as deferred revenue and are recognized as revenue when the funds are used as intended.

*Government transfers*
Government transfers are transfers of monetary assets or tangible capital assets from a government entity for which the transferring government does not receive any goods or services in return, expect to be repaid in the future, or expect a direct financial return.

Government transfers where Link Nova Scotia is the transferring entity are recognized as an expense in the period the transfer is authorized and all eligibility criteria have been met by the recipient.

Government transfers where Link Nova Scotia is the recipient entity, a transfer without eligibility criteria or stipulations is recognized as revenue when the transfer is authorized. A transfer with eligibility criteria but without stipulations is recognized as revenue when the transfer is authorized and all eligibility criteria have been met.

*Remeasurement gains and losses*
As Link Nova Scotia has no assets subject to remeasurement, no statement of remeasurement gains and losses is presented.

**2. Significant accounting policies (continued)**

*Measurement uncertainty*
The preparation of the financial statements in accordance with Public Sector Accounting Standards requires management to make estimates and assumptions that may affect the assets, liabilities, revenues, and expenses as of the financial statement date. Actual results could differ from those reported.

*Financial instruments*
Link Nova Scotia's financial instruments consist of cash and cash equivalents, accounts receivables, accounts payable, accrued liabilities and amount due to the Province of Nova Scotia.

*Initial measurement*
Financial instruments are measured at fair value when issued or acquired. For financial instruments subsequently measured at cost or amortized cost, fair value is adjusted by the amount of the related financing fees and transaction costs. Transaction costs and financing fees relating to financial instruments that are measured subsequently at fair value are recognized in operations in the year in which they are incurred. Financial instruments consist of receivables and payables.

*Subsequent measurement*
At each reporting date, the Agency measures its financial assets and liabilities at cost or amortized cost (less impairment in the case of financial assets), except for investments, which must be measured at fair value. The Agency uses the effective interest rate method to amortize any premiums, discounts, transaction fees and financing fees to the statement of revenues and expenses. The financial instruments measured at amortized cost are receivables, and payables and accruals

For financial assets measured at cost or amortized cost, Link Nova Scotia regularly assesses whether there are any indications of impairment. If there is an indication of impairment, and Link Nova Scotia determines that there is a significant adverse change in the expected timing or amount of future cash flows from the financial asset, it recognizes an impairment loss in the statement of operations. Any reversals of previously recognized impairment losses are recognized in the operations in the year the reversal occurs.

In the normal course of operations, Link Nova Scotia is exposed to a number of risks in relation to financial instruments. The following analysis provides a measure of the Agency's risk exposures and concentrations at March 31, 2026.

*Credit risk*
Link Nova Scotia is exposed to credit risk through its accounts receivable. Credit risk arises from the possibility that the entities to which Link Nova Scotia provides services may experience financial difficulty and be unable to fulfill their obligations. Management believes that its credit risk is limited and that the full amount will be collected.

*Liquidity risk*
Liquidity risk is the risk that Link Nova Scotia will encounter difficulty in meeting the obligations associated with its financial liabilities. Link Nova Scotia is exposed to this risk through its accounts payable, accrued liabilities and amounts due to the Province of Nova Scotia. Management believes that it has access through its working capital and on-going support of the Province of Nova Scotia to maintain sufficient funds to sustain operations and meet Link Nova Scotia's obligations as they come due.

| 3. Receivables | 2026 | 2025 |
|---|---|---|
| Accrued receivables | **563,979** | 56,704 |
| | **$ 563,979** | $ 56,704 |

| 4. Payables and accruals | 2026 | 2025 |
|---|---|---|
| Payables balance comprised of: | | |
| Operational expenses | **$ 25,954** | $ 28,825 |
| Salaries and benefits | **187,675** | 64,827 |
| HST payable | **3,007** | - |
| | **$ 216,636** | $ 93,652 |

## 5. Related party transactions

Included in the financial statements are transactions with the Province of Nova Scotia. All transactions with related parties are in the normal course of operations and are transacted at the exchange amount agreed to by related parties. These transactions include the following:

Included in net financial assets are amounts of $1,951,088 due to the Province of Nova Scotia (2025 – $1,503,746 due to the Province of Nova Scotia).

Revenues received from the Province of Nova Scotia include operating grants of $3,945,412 (2025 - $2,285,333)

## 6. Pension and post retirement benefits

Link Nova Scotia employees participate in the Public Service Superannuation Fund (the "Plan"), a contributory defined benefit pension plan administered by the Public Service Superannuation Plan Trustee Inc., which provides pension benefits based on length of service and earnings. Contributions to the Plan are required by both the employees and the employer. Total contributions for 2026 were $156,560 (2025 - $68,563) and are recognized as an expense during the year. Link Nova Scotia is not responsible for any underfunded liability, nor does the Agency have access to any surplus that may arise in the Plan.

## 7. Commitments

Link Nova Scotia has entered into contracts with various entities to provide funding. Payments for future periods are below:

| | |
|---|---|
| 2026-27 | 1,953,519 |
| 2027-28 | 28,459 |

Link Nova Scotia has committed to a lease for office space, with 2 years remaining. Minimum lease payments for future periods are below:

| | |
|---|---|
| 2026-27 | 281,733 |
| 2027-28 | 46,955 |

## 8. Public compensation disclosure

For the year ended March 31, 2026, the following board members, officers, and employees received compensation of $100,000 or more:

| | | |
|---|---|---|
| Peter Hackett | $ | 259,368 |
| Guy Deveau | | 149,715 |
| Tanya Davis | | 147,666 |
| Jasmine Flemming | | 143,190 |
| Justin Tanner | | 136,070 |
| Matthew Neville | | 132,033 |
| Stephen McCarthy | | 120,818 |
| Megan Couture | | 105,975 |

## 9. Subsequent Events

On May 1, 2026, the Halifax-Dartmouth Bridge Commission Dissolution Act officially came into force in Nova Scotia. This Act officially transferred all staff, assets and operations to Link Nova Scotia.