



CITY OF NORTH VANCOUVER | BRITISH COLUMBIA

ANNUAL REPORT 2024

FOR THE YEAR ENDED DECEMBER 31, 2024

city
of north
vancouver

ANNUAL REPORT 2024

FOR THE YEAR ENDED DECEMBER 31, 2024

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Sḵw̱wú7mesh (Squamish Nation) and səlilwətał (Tsleil-Waututh Nation)

We respectfully acknowledge that we live and work on the traditional and unceded territories of the Sḵw̱wú7mesh (Squamish) and səlilwətał (Tsleil-Waututh) Nations. The City of North Vancouver is committed to Reconciliation with these Nations, who have lived on these lands since time immemorial.



**Sḵw̱wú7mesh
Úxwumixw**

Squamish Nation



Tsleil-Waututh Nation
PEOPLE OF THE INLET

INTRODUCTION

Welcome to the annual review of our accomplishments and outcomes as an organization.

We are a compact, yet mighty municipal leader— measuring 12 square kilometres—punching well above our weight class with a forward-thinking, active community on the leading edge of city building in the region.

We are also a City committed to leading with purpose.

Council's Strategic Plan is the City's North Star, prioritizing what our elected leaders want to achieve over the next four years to help propel our vision of being the 'Healthiest Small City in the World'. These priorities connect to every City resident and business owner now and into the future.

There is nothing more important than the health of our community be it physical, social, economic, or environmental.

To learn more about the City of North Vancouver, please visit our website at cnv.org.



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
CONTEXT & ACCOMPLISHMENTS

REFLECTIONS FROM THE MAYOR



Mayor Linda Buchanan

On behalf of Council, it is with great excitement that I present the 2024 Annual Municipal Report for the City of North Vancouver. As Mayor, I am delighted to share the accomplishments, progress and vision behind the 'Healthiest Small City in the World.' These successes reflect our commitment to creating a welcoming, prosperous, resilient, connected, and vibrant community for all. In this report, you will find detailed insights into our city's economic growth, infrastructure, environmental stewardship, policy, and social programs. Additionally, we will highlight key projects, partnerships, and events that have contributed significantly to our collective well-being and prosperity.

Notably, we made great strides in advancing public infrastructure such as the Harry Jerome Community Recreation Centre, Kings Mill Walk Park, and the Mahon Park Childcare and Fieldhouse. In every corner of the City, we are building modern, accessible facilities that allow you to stay active and healthy. In 2024, we celebrated the 5th anniversary of The Shipyards, welcoming hundreds of thousands of people over the course of the year for events such as the Christmas market, SuperDogs, live music, cultural events, ice skating and the splash park. There were 264 programmed days at The Shipyards, an increase from 217 in 2023—meaning more fun for you and the whole family. Year after year, we are proud to welcome an ever-growing number of visitors to this award-winning space. The Shipyards was thoughtfully designed as a place for connection—a vibrant hub where community, culture, and waterfront life come together.

In 2024, we also launched the Lonsdale Great Street project, adopted a new Economic Development Strategy as well as the Community Well-being Strategy, and moved forward with a Dog Friendly City plan. From our urban tree canopy, to active transportation, to new homes for people, our City is always looking to build upon our successes and amplify what we love about our community.

Residents know we have a remarkable community. And now, so too does the rest of the country, as the City of North Vancouver was ranked No. 1 in the Globe and Mail's recent "100 Most Livable Cities" rankings. The Globe examined 50 variables spanning 10 categories such as transportation, amenities, housing, climate resiliency and long-term livability over the next 25 years. The City of North Vancouver and the District of North Vancouver together came out on top for the first time ever. Being recognized as Canada's most livable city is a testament to the people who make the City of North Vancouver what it is—vibrant, connected and resilient. This honour highlights our success in creating a city where life is truly about quality, although we know there's more work to do. Together, we will continue to build a city that puts people at its heart and sets a standard for livability across the country.

As we reflect on what we have achieved together, we must also look forward to the year ahead with optimism and determination. The challenges we face are opportunities for innovation and collaboration, driving us to build a better future for generations to come. I extend my sincere gratitude to residents, community leaders, volunteers, and our dedicated city staff whose passion, expertise and dedication continue to shape the City of North Vancouver into a model of excellence. Together, let us continue to work hand in hand, embracing diversity, fostering sustainability, and creating a city that we can all be proud to call home.

Sincerely,

A handwritten signature in black ink that reads "Linda C. Buchanan".

Mayor Linda Buchanan, City of North Vancouver



(L-R) Councillors Angela Girard, Shervin Shahriari, Tony Valente, Mayor Linda Buchanan, Councillors Jessica McIlroy, Don Bell and Holly Back

CITY COUNCIL

City Council is the governing body for the City of North Vancouver. Council is comprised of the Mayor and six Councillors, elected to a four-year term. The current Council was elected on October 15, 2022.

Council is responsible for providing leadership to address the existing and future needs of the City. Council achieves these needs by establishing policies, bylaws and strategic priorities that benefit the City, prioritizing programs and services that are fiscally responsible and maximize overall value for community members.

Council delegates operational responsibility to the Chief Administrative Officer, who ensures Council's priorities are met.



GREETINGS FROM THE CAO



Leanne McCarthy

I am pleased to share the City's 2024 Annual Municipal Report with residents, business owners, and visitors. The report provides an opportunity to share the year's accomplishments and renew the City's commitment to delivering exceptional services and amenities.

Over the past year, we've continued to make meaningful strides across the City—investing in communities, enhancing public spaces, and strengthening resilience as we prepare for future challenges.

We advanced several key initiatives in 2024 to strengthen the City's environmental resilience. In May we launched the Climate and Environment Strategy, a guiding framework for climate action, adaptation, and sustainable urban development. We also initiated the Parks and Open Space Comprehensive Plan—an in-depth, systems-based review of parks and recreation amenities aimed at directing future investments where they are most needed. In addition, City

teams expanded tree-planting efforts and introduced a streamlined notification process to help ensure successful planting in more places, citywide.

The Shipyards continued to be a vibrant public hub, hosting 268 programmed days of events and activations including a Christmas Market that welcomed more than 200,000 people and supported significant local economic activity. To support the long-term vitality of this unique destination, we also launched Phase I of the Shipyards Operating Plan which includes economic impact analysis and a comprehensive State of the Shipyards Report, both of which are currently in progress.

Across the city, we have improved responsiveness to community needs—addressing more than 4,500 resident service requests and processing over 1,000 street use permits.

We also made progress in long-term economic planning. In April, Council endorsed the new Economic Development Strategy and we began work around the City's growing Health and Life Sciences sector; implementation planning for both is underway.

As we move into 2025, we will continue to focus on responding to a complex economic landscape, with tariffs and inflationary pressures requiring thoughtful financial planning, innovation, and support for our community.

Together, we are building a more vibrant, inclusive, and resilient city—now and for the future.

A handwritten signature in black ink that reads "L McCarthy".

Leanne McCarthy
Chief Administrative Officer

“Across the city, we have improved responsiveness to community needs—addressing more than 4,500 resident service requests and processing over 1,000 street use permits.”

LETTER FROM THE CFO



Larry Sawrenko

I am pleased to submit the Corporation of the City of North Vancouver ("CNV") Annual Municipal Report for the year ended December 31, 2024 as required by Sections 98 and 167 of the Community Charter. The purpose of this report is to present CNV's consolidated financial statements and to provide readers with a clear understanding of CNV's operations and financial position for 2024.

The report includes CNV's 2024 audited financial statements, which includes all of CNV's funds, the North Vancouver City Library, CNV's proportionate shares of the North Vancouver Recreation Commission and North Vancouver Museum & Archives Commission, and CNV's investment in Lonsdale Energy Corporation ("LEC"), a wholly owned government business enterprise.

Preparation of the consolidated financial statements is the responsibility of management and is in accordance with Canadian public sector accounting standards as prescribed by the Public Sector Accounting Board ("PSAB"). BDO Canada LLP ("BDO") was appointed as CNV's independent auditors and was responsible for obtaining reasonable assurance that CNV's consolidated financial statements as a whole were free from material misstatement and for issuing an auditor's report with an opinion. BDO expressed the unqualified

audit opinion that the "consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2024, and its consolidated results of operations, its changes in consolidated net financial assets, its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards."

I would like to thank staff throughout the organization and CNV's outside agencies for working collaboratively with CNV's Finance team to provide sound financial management to the organization over the past year. I look forward to continuing this collaboration as we continue to develop and advance CNV's financial processes to meet the challenges and opportunities ahead.

A stylized, handwritten signature in dark ink, appearing to read 'LS' or 'Larry Sawrenko'.

Larry Sawrenko

Chief Financial Officer



COUNCIL STRATEGIC PLAN

2022–2026

The 2022-2026 Council Strategic Plan encompasses the shared vision of a vibrant, resilient and prosperous community while prioritizing the wellbeing of residents. The following key priorities, focused on housing, environmental stewardship, transportation, economic growth and vibrant public spaces are guiding CNV's efforts.

COUNCIL'S VISION & PRIORITIES

'The Healthiest Small City in the World'



CORPORATE BUSINESS PLAN

The City's [Corporate Business Plan](#) builds upon and complements [Mayor and Council's Strategic Plan](#). Together, these two plans will guide us as we work to achieve Council's vision of making our community the 'Healthiest Small City in the World'.

The Corporate Business Plan is our annual action plan that aligns to our 5-year [Financial Plan](#). It is used by our Leadership Team to support Council's strategic priorities while ensuring our organization has the capabilities needed to advance Council's strategic priorities and deliver our core services and programs.

Our Corporate Business Plan is organized around Council's priorities and the City's organizational development goals. These high-level priorities and goals support and guide the work the City does every day. A Performance Measurement Framework is under development so the City can further measure performance, identify areas for improvement, adjust to changing environments and circumstances and continue to make informed decisions.



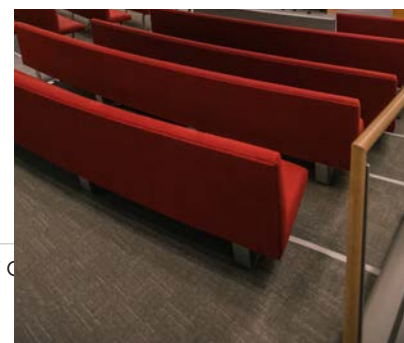
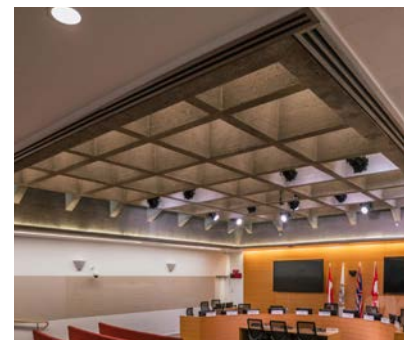
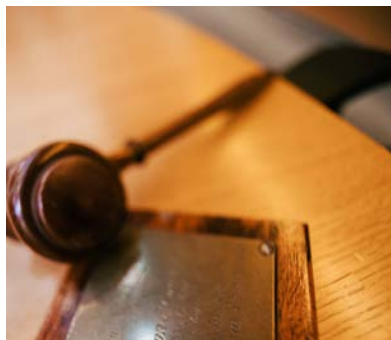
THE YEAR IN REVIEW 2024

A C C O M P L I S H M E N T S

Each year we revisit our annual actions and report back to Council and the community on our progress, as part of our Annual Reporting process. We have provided a general status update on each initiative in this 2024 Report as at the end of 2024, together with one of four assigned ratings as defined below.

- COMPLETED
- ONGOING AND ON TRACK
- ONGOING AND LAGGING
- NOT STARTED







A CITY FOR PEOPLE

A City for People is welcoming, inclusive, safe and accessible and supports the health and well-being of all.



- **Harry Jerome Community Recreation Centre/Silver Harbour Senior Activity Centre (DCAO)**

The construction of the new centre has progressed beyond the 60% completion mark. Significant strides have been made, with concrete work largely finished and the installation of structural steel and mass timber now 85% complete. Mechanical and electrical systems are 65% finished. The roofs of the Aquatic Centre, gymnasium, and arena are now watertight, while exterior insulation, glazing, and brick masonry work are well underway. Two of the three pool tank bottoms have been completed, subject to final tank testing. Pool tiling will start after testing, and work on the change room areas in both the arena and natatorium was initiated. A communications strategy for the centre's grand opening has been finalized. Additionally, the project has reached a key milestone by completing the tendering process for all work scopes, with the exception of audio-visual equipment and offside roadworks. With this milestone met, the project remains on track to be completed within the \$230 million budget.



- **Mickey McDougall Community Recreation Centre Upgrades (DCAO)**

In Q3, the renovation scope, including that for Flicka's tenant improvements, was issued for construction tender to four pre-qualified contractors. A development agreement and a lease between Flicka and CNV are nearing completion. The majority of the construction is on track to occur in early 2025. Flicka is set to move into the facility when the current Harry Jerome Community Recreation Centre closes.

- **Mahon Park Childcare Centre & Fieldhouse (DCAO)**

Construction of the new childcare and fieldhouse is 75% completed. The building's structural elements are fully finished, and envelope work – including glazing, roofing, and cladding – is 90% complete. Exterior underground utilities and stormwater systems have been installed, interior mechanical and electrical rough-ins are completed, and drywall work has been initiated. The YMCA is planning to occupy the facility and open it to the public in mid 2025.

- **Community Wellbeing Strategy (P&D)**

On June 24, 2024, the Community Well-being Strategy was adopted by Council. Implementation plans were prepared by staff as part of the development of the 2025 Workplans.

- **North Shore Neighbourhood House Phase 2 (DCAO)**

In January 2024, Council directed staff to expedite planning for Phase 2. This phase (The Hub Redevelopment) includes an 18-storey mass timber building with 179 rental homes, including 30% below-market rentals, on top of a three-storey podium, housing a new North Shore Neighbourhood House. In February 2024, the Province of BC announced funding through the BC Builds Program for the non-profit housing component delivered by Catalyst Community Development Society. In July 2024, CNV's financing for the construction of the North Shore Neighbourhood House was approved. The base building was tendered and proceeded through permitting stage. The tenant improvement portion of the project housing the North Shore Neighbourhood House was in the detailed design stage.





● Supportive Funding Review (P&D)

Project preparation, internal information gathering and analysis as well as external research of funding trends and other municipal processes has been completed. An initial list of draft supportive funding framework values was prepared.

● Development Application Process Review (P&D)

The current process was documented to identify key improvement areas and the team prioritized necessary actions and system improvements. Development of various system improvements are underway.

● Zoning Bylaw Update (P&D)

The project was launched and the engagement, information gathering, and analysis phase was complete. Staff have prepared a draft of a new Zoning Bylaw and Development Permit Guidelines to align with Provincial requirements.

● Indigenous Relations Initiatives (DCAO)

Planning is underway for protocol activities with Tsleil-Waututh Nation and Squamish Nation.

● Public Realm Accessibility Improvements (EPE)

A Focus Group was engaged to provide input on new tactile transit signs as part of a TransLink Pilot

Project to improve access for people with visual impairments. Tactile walking surface indicators were installed at Esplanade to align with new Translink Guidelines that CNV helped establish. The program has been completed for the year.

● Housing Needs Report (P&D)

An update to CNV's 2021 Housing Needs Report, as required by provincial legislation, was initiated. Necessary data and background information was collected, and the consulting support needed to meet the provincially imposed deadline of December 31st, 2024 was engaged to enable staff to present updated materials to Council for consideration in December, prior to the Holiday break.



A RESILIENT CITY

A Resilient City leads the way in climate action and acts as a steward of the environment for future generations.



- **Forest Planning (P&D)**

In Q1/Q2, staff built awareness and provided opportunities for the public to share their vision for the community's urban forest. A report identifying what was heard during public engagement was brought forward in the fall.

- **Climate & Environment Strategy (P&D)**

On May 27, 2024, Council adopted the Climate & Environment Strategy. Implementation plans were prepared by staff as part of the development of 2025 Workplans.

- **Lonsdale Energy Corporation Decarbonization (LEC)**

Lonsdale Energy Corporation publicly announced two major decarbonization projects – a 5MW Sewer Heat Recovery Plant to be located on a site owned by CNV, and a 3MW electrical boiler plant. The electrical boiler plant is currently in the permitting and construction phase, is expected to be operational in 2025, and will provide Lonsdale Energy's community energy system with 15% low carbon energy for 2025. Once the Sewer Heat Recovery Plant is in operation in 2027, it is expected that the two projects combined will provide more than 40% low carbon energy for the system. For the Sewer Heat Recovery project, government grants totaling \$17.5 million had been secured through the Clean BC Communities fund, and detailed design is set to commence in 2025.

- **Storm Water Management (EPE)**

Storm water management continued with modelling of the system for resiliency planning, construction of missing gaps in the piped conveyance system, and introduction of new raingardens through developer and CNV Capital project changes to CNV streets.



- **Living Tree Program (EPE)**

All trees from the 2023 Living Tree Program were planted. This program was moved to the Urban Forest Group within Parks Planning, where a new improved notification process to reduce individual site negotiation and minimize rejected sites/species was being developed. 2024 program plantings begun in fall 2024 and continue through spring 2025.



A CONNECTED CITY

A Connected City provides active and sustainable ways for people and goods to move to, from, and within the City safely and efficiently.



● Overpass from Casano to Loutet (EPE)

The Ministry of Transportation and Transit (MOTT) has granted a permit to proceed, and a Request for Tender (RFT) was issued to pre-qualified contractors. Shovel testing was conducted and no archaeological materials were found. Construction is nevertheless required to follow the appropriate steps outlined in the Archaeological Impact Assessment (AIA) and the Alteration Permit. Tree removal began prior to nesting season with red cedars removed during this process to be donated to the Squamish Nation. Construction is anticipated to begin in mid 2025, with an estimated duration of one year.

● Mobility Network (EPE)

A project manager was onboarded for the Mid-Town connector. Staff were evaluating route options and considering phasing to effectively integrate project delivery with the delivery of the overpass from Casano to Loutet. The eastern portion of Midtown advanced to engagement and design. Council also endorsed the alignment of the Upper Levels Greenway project and approved the combination of the Upper Levels Greenway project with the Lonsdale Highway Overpass Mobility Improvements in April. The North-South connection between E23rd and the MOTT overpass will be constructed in collaboration with the HJCRC and will be ready for opening.

● Lonsdale Highway Overpass Mobility Improvements (EPE)

Council supported staff in undertaking an options analysis, concept design, and public engagement for the project in April. Staff are working to engage MOTT on a project governance structure.



ROSE PHOTOGRAPHY
عکس رنگین

PASSPORT PHOTOS \$15

\$10 Store

Looney World

PASSPORT PHOTOS

آتیه عکس

Rose Photo

خدمات کسولی

کلیه مدارک ایرانی
پاسپورت ایرانی در ۷ روز کاری
و پاسپورت نوزاد
نام و کالنامه رسمی
ای ایرانی

مشاوره رایگان



(604)358-604

A PROSPEROUS CITY

A Prosperous City supports a diverse economy by creating an environment where new and existing businesses can grow and thrive.



- **Lonsdale Great Street (R/E, EcDev, & Facilities)**

A project governance structure was implemented and, after conducting a Request for Proposals process, a consultant team was engaged to work with an interdepartmental staff team to advance this initiative. The consultant team has commenced work, including research and review of background materials, the development of a project plan and timeline, and preparations for public engagement in early 2025.

- **Economic Development Strategy (R/E, EcDev, & Facilities)**

On April 22, 2024, the Economic Development Strategy was endorsed by Council. Implementation plans were prepared by staff as part of the development of 2025 Workplans.

- **Modernized Business Licensing System (R/E, EcDev, & Facilities)**

Work to create a modernized business licensing bylaw, revised procedures for business inquiries related to opening a new business in the City, and the new digital application process is underway.

- **Health and Life Science Cluster (R/E, EcDev, & Facilities)**

Following initial work in 2024 to complete background research, a high-level investment attraction sector profile, and investment monitoring, staff worked with a consultant to complete a situational assessment of the current Health and Life Sciences sector in the City that identified the primary business types and activities, developed a SWOT analysis of the typical cluster elements, and identified site selection elements as they apply to the City. The situational assessment identified a number of potential opportunities. Work to develop targeted investment lead profiles and investment promotion materials to align with the City's strengths and the identified opportunities is underway.



- **Strategic Land Stewardship Model (R/E, EcDev, & Facilities)**

Work to develop a plan to optimize CNV's land portfolio was delayed to enable staff's clear focus on the North Shore Neighborhood House Phase 2 project.



TAP & BARREL

Visitor Centre

 **DYNAMIC
RENTALS**

**PROUD
USER
OF**

 **Miller**

A VIBRANT CITY

A Vibrant City is where dynamic public spaces and places provide opportunities for connection and enable residents to engage with their community, and celebrate their culture and history.



- **Shipyards Operational Plan & Business Model (EPE)**

A Request for Proposal to engage a consultant to support the development of a Shipyards Operating Plan and Business Model was issued, and a consultant was selected. The project is in Phase I, involving discovery, research, analysis, an economic impact analysis, and a State of the Shipyards Report, is underway.

- **Phase 2 of the Dog Friendly Plan (EPE)**

A draft Request for Proposal had been prepared for a Communications Consultant to support the project.

- **City Wide Parks and Public Space Comprehensive Plan (EPE)**

CNV's Parks and Public Space Comprehensive Plan project launched in Q4 of 2024 and delved into a systems-based analysis of the CNV's current inventory of green space and public recreational amenities. The plan will define the level of service and ensure future investment is targeted to the highest need.

- **Kings Mill Walk Park (EPE)**

The project team finalized plans for foreshore habitat reconstruction, site densification, and sea level rise mitigation, which are required to be completed prior to park reconstruction with the approved design. Staging and phasing were a focus in 2024 to ensure the public will have a minimized loss of park amenity during the construction of the new park. CNV debt financing to fund the project was also secured.



A FISCALLY RESPONSIBLE ORGANIZATION



We are a leader in promoting transparent fiscal sustainability and accountability.

- **Asset Management Planning - Sewer & Drainage, Water, Bridges, and Roads (EPE)**

In Q2, Council endorsed adopting the Asset Management BC framework to guide CNV's asset management practices and received information on CNV's Draft Asset Management Strategy. State of the Asset Reporting evolved to include the current state as well as past actions, and the future continued to inform strategic investments in utilities to provide long-term Inventory and condition assessments for waterfront and pavement structures, which were ongoing. The Natural Asset Management roadmap project has also begun.

- **New Financial Framework (Fin&IT)**

A new monthly close-off calendar and process has been implemented, incorporating additional accrual information to improve the relevance and reliability of information. A new CFO Quarterly Financial Reporting Package was developed with consolidated Q3 financial information, which continues to be refined. Monthly financial statements prepared for the Museum & Archives have been modernized in consultation with the Commission's management to better support financial operations. A financial planning calendar has been developed and is underway, bringing forward consideration

of budgets and adding enhanced opportunities for public engagement, improving governance. CNV's quarterly reserve reporting processes has been enhanced, and reserve best practice research has been completed.

- **Consolidated Fees Bylaw (Fin&IT)**

On July 15th, 2024, Council approved a new Consolidated Fees and Charges Bylaw. Following that, Council approved an updated Fees & Charges Policy, completing the final stage of the project.

- **Protection of Privacy System Program (DCAO)**

A gap analysis was completed, a charter was drafted, and training & development software was implemented. Requirements for staff training were determined, and training courses are being written.

- **Key Performance Indicators (Fin&IT)**

KPMG was engaged to help develop public-facing KPIs that aligned with Council's Strategic Priorities. Staff and civic partners completed internal workshops and identified a number of potential KPIs, guided by the Municipal Reference Model, a leading framework used by municipalities that provides a standardized framework for describing and categorizing municipal programs and services, defining outputs and beneficiaries,

and setting target service levels. Additional external benchmarking research was conducted in the summer/fall to further refine the final draft framework.

- **Work Planning (Fin&IT)**

Staff brought the process to develop 2025 Action Plans and overall Workplans forward in 2024 so that they were developed well in advance of the financial planning process kicking off. Action Plans and Workplans provided more guidance into the development of draft 2025 budgets and the 2025-2029 Financial Plan. Additionally, external analysis and information on key budget drivers were provided to Council early in the financial planning timeline as part of a new Budget Outlook presentation to support budget deliberations.

- **Development Cost Charges and Amenity Cost Charges (Fin&IT)**

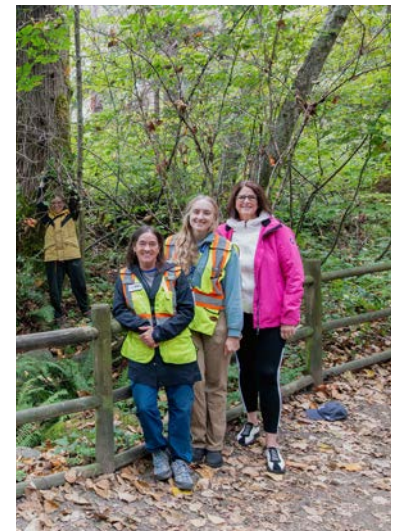
A consultant to support the development of updated Development Cost Charges and new Amenity Cost Charges had been engaged. Initial interviews with key staff were held, and preliminary development forecasts, service levels, and capital cost estimates were drafted. The project is behind its original schedule, but remains on track to provide recommendations to Council in Q2 2025, well in advance of revised provincial deadlines.



A DYNAMIC ORGANIZATION



We are recognized as a top, innovative employer where there is a well-established culture of performance, accountability, learning, inclusion and continuous improvement.



- **People Strategy (PC&T)**

This work was postponed to follow the development of Key Performance Indicators and the implementation of revised Work Planning and People Planning processes, which will provide a foundation for the development of a People Strategy.

- **Diversity, Equity and Inclusion (PC&T)**

The base DEI framework was developed and reached the final graphic design stage. A supporting Communication Plan and materials also reached the development phase. Council endorsed the development of the Accessibility Plan, and initial actions and consultations within the project plan have commenced.

- **Business Support and Transformation (PC&T)**

In Q2, the Business Support & Transformation function was created with an initial focus on continuous improvements and transformation project management within the Development Approvals Process.

- **Leadership Development Framework (PC&T)**

An external vendor was selected, and the project was launched in Q4 with the Leadership Development Program and framework design.



AN OPEN + ENGAGED ORGANIZATION



We are actively and consistently engaging our residents, partnerships and interest holders on CNV projects, programs, services and supports. We are committed to providing timely, transparent and accessible information to the public about CNV policies and services.



- **Public Engagement Framework (DCAO)**

Staff completed comprehensive engagement activities that helped shape a draft framework for CNV. The team delivered an emergent findings report to Council in December and outlined the final phase of engagement. The launch of new training programs, tools, and the framework is planned for 2025. Quick starts include the delivery of a print newsletter to ensure all residents, regardless of access to digital tools, can participate in CNV initiatives.

- **Monuments and Memorials Policy (EPE)**

Staff continue to advance work on the Monuments and Memorials Policy for Council's consideration mid 2025.

- **Access improvements to City Hall, Online and In-Person Services (R/E, EcDev, & Facilities)**

A centralized Gateway counter at City Hall to enhance customer experience and streamline services has been developed.

- **Flight PS752 Memorial (EPE)**

Earlier this year, Council confirmed a site for the memorial location at Jack Loucks Court and, late in the year, Council endorsed a project approach and design process that will allow the memorial to proceed into the next project phases.

- **Strategic Communications (DCAO)**

CNV moved toward a comprehensive approach to planning, monitoring, and evaluating its communications efforts. This work included regular tracking and reporting on media and social media coverage, public input, and interest holder relations.



A COOPERATIVE + COLLABORATIVE ORGANIZATION

We work with a wide range of partners to continually improve the delivery programs, services and infrastructure within the City of North Vancouver.

- **Information Technology Master Plan (Fin&IT)**

Council endorsed an original IT Master Plan in 2023. The final plan is now in the detail planning phase as part of the development of CNV's overall 2025 Workplan. Development of deliverables for the high-priority and foundational Action Plans is underway with a completion target of mid 2025.

- **Community Safety Advisory Committee (PS)**

The Terms of Reference and the roles and functions of the Committee have been approved by Council. Committee members have been approved.

- **Enhance CNV's Emergency Preparedness Program (PS)**

North Shore Emergency Management had completed the North Shore Disaster Resilience Assessment. CNV's Active Threat Playbook is complete and related staff training has been conducted. Emergency Operations Centre training for staff has also been provided. The North Shore Extreme Heat Mapping and Vulnerability Project has been completed with results communicated to neighbouring municipalities and nations.

2025 LOOK AHEAD

Many of the Actions CNV undertakes to advance Council's Strategic Priorities and CNV's organization development goals span a number of years. Most of the Actions that advance Strategic Priorities and organization development goals are already underway and updates on those 40 Actions that are ongoing as at the end of 2024 are provided in the 2024 Year-In-Review section of this report. The Actions presented below are new for 2025.



A CITY FOR PEOPLE

A City for People is welcoming, inclusive, safe and accessible and supports the health and well-being of all.

Provincial Legislative Changes and Housing Accelerator Fund Commitments (P&D):

The Province of BC is addressing housing needs through various legislative mechanism, including the following:

Bill 44: the Housing Statutes (Residential Development) Amendment Act, mandates local governments to allow small-scale multi-unit housing, such as triplexes and townhomes, in areas previously zoned for single-family homes.

Bill 46, the Housing Statutes (Development Financing) Amendment Act, introduces Amenity Cost Charges (ACCs) to streamline the funding of essential infrastructure and services, thereby facilitating more efficient housing development.

Bill 47, the Housing Statutes (Transit-Oriented Areas) Amendment Act, requires municipalities to designate areas near major transit stations as Transit-Oriented Areas (TOAs), setting minimum density and height standards to promote higher-density housing near transit hubs.

Bill 16, the Housing Statutes Amendment Act, 2024, introduces several measures to enhance housing affordability, including granting local governments the authority to implement inclusionary zoning.

CNV is implementing the requirements of the provinces legislative changes in 2025. CNV also made 9 key commitments in its Housing Accelerator Fund agreement with CMHC. Some work required as part of this agreement was already included in CNV's 2024 Workplan and underway (ie the "Development Application Process Review" and "Zoning Bylaw Update"). Other actions, (ie Bill 16-Inclusionary Zoning and Bill 44 – Small Scale Multi Unit Housing), was started in 2024 to address provincial legislative changes. Five key additional areas for focus for 2025 include:

- Pre-zoning Residential level R5 properties to align with the Official Community Plan
- Incentivize and remove barriers for the complete and partial construction of Alternative Housing Construction (ie prefabricated buildings)
- Reduce vehicle parking required to improve affordability of developments
- Update CNV's Affordable Housing Fund Terms of Reference
- Update Mid-Market Rental Policy



A RESILIENT CITY

A Resilient City leads the way in climate action and acts as a steward of the environment for future generations.

Urban Forest Operational Plan

(EPE): Advance work on enhancing biodiversity and growing our urban forest canopy within our city parks and streets.

Noise Monitoring (PS): Implement noise data collection, analysis, and reporting to establish baselines for current noise levels, inform CNV's land use planning and environmental reviews, and helps identify opportunities to minimize noise in the City.



A CONNECTED CITY

A Connected City provides active and sustainable ways for people and goods to move to, from, and within the City safely and efficiently.

Bus Rapid Transit (EPE): Provide input into Translink's planning, concept design, and business case for Bus Rapid Transit from Park Royal to Metrotown, to provide our community reliable rapid transit connected with the regional system.

Curbside Management (EPE): Complete a new Curbside management plan, policy and regulations that respond to parking issues in the City, and begin phased implementation.





A PROSPEROUS CITY

A Prosperous city supports a diverse economy by creating an environment where new and existing businesses can grow and thrive.

Inter Municipal Business Licensing (REFED): To respond to economic uncertainty created by US tariffs, identify updates to the City's business licensing regime to enable businesses to expand the scope of their operations in the face of economic uncertainty, including examining an expansion to the North Shore's Inter-Municipal Business License regime and a "split-licensing" mechanism, to reduce regulatory burden.

Regulatory Review (REFED): Review the City's business-related regulations to identify opportunities for streamlining to help City of North Vancouver businesses respond quickly to current economic threats such as tariffs and supply chain disruptions



A VIBRANT CITY

A Vibrant City is where dynamic public spaces and places provide opportunities for connection and enable residents to engage with their community, and celebrate their culture and history.

City Wayfinding (EPE): This project will create a cohesive visual identity and Citywide wayfinding system to enhance navigation and sense of place for visitors and residents. The first phase wayfinding elements planned for 2025 will focus on The Shipyards & Waterfront, SeaBus gateway, Lower Lonsdale, and the Brewery District. Wayfinding elements are anticipated to include directional and placemaking signage and ground markings, a graphic city-wide map, integrated technology and accessibility features, artistic and directional lighting, as well as temporary signage for events and disruptions. Implementation City-wide is expected in subsequent years.

Activate Public Spaces (EPE): Activations planned include neighbourhood based programming, seasonal animations, and mid-large scale events that create fun activities and experiences that advance a sense of place, foster sociability for residents, and provide opportunities for residents to interact and engage in activities. Activations are planned for parks, streets, plazas, parklets, urban gardens, outdoor areas, laneways, plazas, community spaces, and at the Shipyards.



MODERN ORGANIZATION

A Modern Organization delivers services with innovation and efficiency, adapting to the evolving needs of the community and ensuring seamless, responsive experiences for all.

Enterprise Development Application & Permits Software (P&D): This technology project will enable the Planning & Development department to improve efficiency and customer satisfaction by implementing a new Permitting & Licensing software solution. The new system will enable easy, self-service applications and digital-first processes, allowing customers and staff to collaborate smoothly for streamlined processing.

Innovation Incubator (Fin&IT): This first part of this project is the development of a "Sandbox" IT environment for exploring new ideas, prototyping, and testing/learning. The second phase is to host a "hackathon" where staff spend 1-2 days working on business problems/new ways of working that are on the fringe of the prioritization list. A Hackathon provides an opportunity to foster experimentation and try out new technologies to solve everyday problems.





i
Visitor Centre

NATURE
CITY OF VANCOUVER

WALKER 2700
↑

T
Bus Stop 7
58166
To: Lonsdale Station
229-230
255-260
NOLA: Downtown
Vancouver



RESPONSIBLE ORGANIZATION

A Responsible City manages resources efficiently and sustainably, ensuring long-term value and support for the community's needs.

Asset Management (EPE): CNV's asset management practice is advancing with the preparation of a citywide strategy, the completion of inventory and condition assessment studies, and the development infrastructure specific asset management plans across 9 service areas/asset categories. Development of Asset Management Plans for CNV's Water, Sewer & Drainage, Bridges, and Pavement was underway in 2024. Additional plans to be advanced in 2025 include those for street lighting, signals, sidewalks and marine assets,.



A HUMAN ORGANIZATION

A Human Organization fosters a progressive, collaborative, inclusive, and effective workplace, empowering employees to thrive and continuously improve how we work to better serve the community.

Accessibility Plan (PCT): The Accessible British Columbia Act, passed by Government in 2021, requires municipalities to develop an Accessibility Plan, with the goal of identifying, removing and preventing accessibility barriers that people experience in or when interacting with the organization. CNV adopted a two-phase approach to meet the legislative requirements.

- Phase one focused on developing a high level policy framework and objectives.
- Phase two, currently underway, is focused on building the CNV Accessibility Plan, and highlighting how the organization will identify, prevent, remove or mitigate, barriers to accessibility for City residents, visitors and staff. The plan is expected to be published in the summer of 2025.

Diversity, Equity and Inclusion Framework (PCT): In 2025, CNV developed a Diversity, Equity and Inclusion (DEI) framework to help advance initiatives, policies, and programs that promote inclusion and equity for everyone. The DEI Framework outlines CNV's commitments and shared values, and acts as a compass to inform our priorities, policies, decisions and programs, in alignment with Council's vision, values and priorities. To operationalize the framework, implementation of initial actions began in 2024 and is continuing through 2025.

CITY STRUCTURE

MAYOR & COUNCIL

CHIEF ADMINISTRATIVE OFFICE

Leanne McCarthy, Chief Administrative Officer (CAO)



MAJOR CITY AGENCIES





DEPARTMENT OVERVIEWS

Chief Administrative Office

The Chief Administrative Officer (CAO) is appointed by and reports to City Council. The CAO is accountable for all aspects of City operations. The CAO ensures Council direction is acted upon and short and long-term corporate objectives are identified and achieved.

Public Safety

The Public Safety Department is dedicated to protecting people and property and working with external partners like North Vancouver RCMP and North Shore Emergency Management (NSEM). The Public Safety Department – which includes North Vancouver City Fire Department and our Bylaws division - ensures the community's safety through various programs and initiatives. Its collaboration allows for a comprehensive approach to public safety so citizens of the City of North Vancouver feel secure and protected.

People, Culture & Transformation

The People, Culture and Transformation Department is responsible for building and aligning organizational and employee capacity and capabilities to support the City's priorities and to ensure that programs and services support a dynamic, inclusive and healthy workforce.

Office of the Deputy CAO

The Deputy CAO manages the delivery of major civic development projects such as the new Harry Jerome Community Recreation Centre and the North Shore Neighbourhood House Hub Redevelopment. The Deputy CAO also oversees critical support services such as corporate communications, legislative and legal services, records management, and strategic initiatives.

Financial & Information Technology Services

The Finance Department's mandate is to provide financial advice and support to Council, as well as financial information and leadership to City departments, and transparent and understandable reporting to the public, delivering to all clear, reliable and relevant financial information. The department strives to safeguard City assets, manage the City's risks and plan for the City's long-term fiscal sustainability. This Department also oversees information technology.

Engineering, Parks & Environment

The Engineering, Parks and Environment Department is responsible for streets, utilities, urban forestry, parks and public spaces including The Shipyards. The department also delivers on established Council policy related to critical issues such as transportation, mobility, asset management, climate and environment.

Planning & Development

The Planning and Development Department helps Council establish a community vision with long-range goals and objectives through the Official Community Plan (OCP). The department supports policy development, creates and monitors various plans and strategies and regulates development and construction activity.

Real Estate, Facilities & Economic Development

The Real Estate, Facilities and Economic Development Department is responsible for managing municipal lands and real estate negotiations, overseeing facilities management and operations and supporting economic growth through business licensing and development initiatives.

PARTNER AGENCIES

The City works with many local public-sector agencies to deliver programs and services as partners.



Lonsdale Energy Corporation (LEC)

The Lonsdale Energy Corporation owns and operates a district energy system that delivers heat to residential and commercial buildings in the Lonsdale area through a series of small heating plants. LEC is wholly-owned by the City, but operates as a separate company. The City's role is that of governance and rate regulator to ensure LEC customers receive dependable, clean and competitively-priced energy heating. The City also provides funding in the form of equity investments and loans.



Museum & Archives of North Vancouver (MONOVA)

Museum & Archives of North Vancouver oversees cultural, archival and museum collections and operates a museum in Lower Lonsdale and archives in Lynn Valley. MONOVA is governed by a Commission appointed by the City and District of North Vancouver Councils. MONOVA's operational and capital expenses are cost-shared between the City of North Vancouver and the District of North Vancouver.



North Shore Emergency Management (NSEM)

North Shore Emergency Management is an inter-municipal agency that works in partnership with the City and Districts of North and West Vancouver to plan, coordinate and test emergency and disaster response services. NSEM's ongoing operation is cost-shared by the three municipalities. The Provincial Emergency Program provides financial support in response to specific events.



North Vancouver City Library (NVCL)

The North Vancouver City Library supports lifelong learning and community development by offering free and equitable access to information and ideas. The Library is governed by a Board of Trustees appointed by Council. The City provides most of the Library's funding, but some comes from other sources, including the Provincial Government.



North Vancouver Recreation and Culture (NVRC)

North Vancouver Recreation and Culture operates eleven community recreation centres, the North Vancouver Tennis Centre and Centennial Theatre, and manages room and venue bookings for facilities, fields and outdoor spaces on behalf of the City and District of North Vancouver. NVRC is governed by a Commission appointed by the City of North Vancouver and the District of North Vancouver Councils. NVRC's operational and capital expenses are cost-shared between the two municipalities.



North Vancouver Royal Canadian Mounted Police (RCMP)

The North Vancouver RCMP detachment serves the City of North Vancouver and the District of North Vancouver, and plays an integral role in the protection of North Vancouver residents and their property through crime prevention and detection, emergency response and victim services. Funding for the North Vancouver RCMP is cost-shared between the two municipalities.

The background of the entire page is a photograph of a wooden storage rack. The rack is divided into several vertical compartments. Each compartment contains a stack of traffic signs. From left to right, the visible signs include: a stack of white signs with a red circle and a diagonal line (prohibitory signs); a stack of yellow diamond-shaped signs with a black silhouette of a person walking (pedestrian crossing signs); a stack of white rectangular signs with a black border and a black arrow pointing right (directional signs); and a stack of yellow rectangular signs with a black border and a black arrow pointing right (directional signs). The wooden rack is made of light-colored wood, and the signs are made of reflective material.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER
CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2024

Statement of Management Responsibility

The Council of the Corporation of the City of North Vancouver (“CNV”) has delegated the responsibility for the integrity and objectivity of the financial information contained in the consolidated financial statements to the management of CNV. The consolidated financial statements which, in part, are based on informed judgments and estimates, have been prepared by management in accordance with Canadian public sector accounting standards, which have been applied on a basis consistent with that of the preceding year.

To assist in carrying out their responsibility, management maintains an accounting system and internal controls to provide reasonable assurance that transactions are executed and recorded in accordance with authorization, and that financial records are reliable for preparation of financial statements.

The Mayor and Council oversee management's responsibilities for the financial reporting and internal control systems. Council annually reviews and accepts the consolidated financial statements.

CNV's independent auditors, BDO Canada LLP, are engaged to express an opinion as to whether CNV's consolidated financial statements present fairly in all material respects the financial position of CNV as at December 31, 2024, and the results of operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian generally accepted auditing standards.

The consolidated financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and in accordance with Canadian public sector accounting standards.



Larry Sawrenko

Chief Financial Officer

May 7, 2025



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BDO Canada LLP
Unit 1100 – Royal Centre
1055 West Georgia Street
Vancouver, BC V6E 3P3 Canada

Independent Auditor's Report

To the Mayor and Council of The Corporation of the City of North Vancouver

Opinion

We have audited the consolidated financial statements of the Corporation of the City of North Vancouver and its controlled entities (the "City"), which comprise the consolidated statement of financial position as at December 31, 2024 and the consolidated statement of operations, the consolidated statement of changes in net financial assets and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2024, and its consolidated results of operations, its changes in consolidated net financial assets, its consolidated 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 Consolidated Financial Statements* section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the consolidated 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.

Unaudited Information

We have not audited, reviewed, or otherwise attempted to verify the accuracy or completeness of the Schedules A, B and C of the City's consolidated financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



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

Management is responsible for the preparation and fair presentation of these consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City'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 City or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated 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 consolidated 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 consolidated 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 City'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 City'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 consolidated 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 City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the City to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the City audit. We remain solely responsible for our audit opinion.

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.

BDO Canada LLP

Chartered Professional Accountants

Vancouver, British Columbia

May 7, 2025

The Corporation of the City of North Vancouver
Consolidated Statement of Financial Position
As at December 31, 2024 with comparative figures for 2023
(in thousands of dollars)

	2024	2023
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 212,705	\$ 237,385
Investments (note 3)	55,362	68,927
Investment in Lonsdale Energy Corp. (note 4)	5,071	4,829
Due from other governments	7,219	7,731
Accounts receivable	10,709	8,773
Loan to Lonsdale Energy Corp. (note 5)	26,318	26,623
Interest receivable	750	309
	<u>318,134</u>	<u>354,577</u>
LIABILITIES		
Accounts payable and accrued liabilities	30,062	30,356
Deferred revenue (note 13 (a))	45,660	38,961
Deferred lease revenue (note 13 (b))	48,402	48,911
Deferred development cost charges	30,018	27,815
Employee future benefits (note 6)	8,555	8,334
Advances and other liabilities	18,066	12,650
Debt (note 14)	873	-
Asset retirement obligations (note 8)	2,829	2,742
	<u>184,465</u>	<u>169,769</u>
NET FINANCIAL ASSETS	<u>133,669</u>	<u>184,808</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (note 7)	599,653	528,021
Inventories	1,013	978
Prepaid expenses	2,195	3,316
	<u>602,861</u>	<u>532,315</u>
ACCUMULATED SURPLUS (note 9)	<u>\$ 736,530</u>	<u>\$ 717,123</u>

Commitments and contingencies (note 10)

See accompanying notes to the consolidated financial statements



Chief Financial Officer
Larry Sawrenko

The Corporation of the City of North Vancouver
Consolidated Statement of Operations
Year ended December 31, 2024 with comparative figures for 2023
(in thousands of dollars)

	2024 Budget	2024	2023
	(notes 2(i) and 16)		
REVENUE			
Property value tax (note 10 (a))	\$ 80,941	\$ 81,899	\$ 76,274
Other levies	5,564	5,621	4,188
Licences and permits	6,036	4,723	7,898
Fines and fees	6,449	6,110	6,854
Rent	2,889	3,584	3,873
Interest, dividends and penalties	5,136	14,427	15,156
Sale of services	39,649	41,785	36,819
Rebate and recoveries	85	116	203
Grants and other	9,140	17,682	28,099
Developer contributions and other transfers	499	4,608	5,948
Gain on disposition of assets	-	1,231	746
Lonsdale Energy Corp. income (note 4)	-	242	3
	<u>156,388</u>	<u>182,028</u>	<u>186,061</u>
EXPENSES			
General government	26,047	28,465	28,197
Transportation and transit	8,596	13,414	10,749
Health, social services and housing	3,322	3,144	2,984
Development services	9,311	8,872	9,604
Protective services	34,539	35,880	32,844
Parks, recreation and culture	39,140	41,846	37,143
Water utilities	13,170	13,140	12,378
Sewer & drainage utilities	14,643	14,081	13,054
Solid waste	4,242	3,779	3,744
	<u>153,010</u>	<u>162,621</u>	<u>150,697</u>
Total expenses (note 12)			
	<u>153,010</u>	<u>162,621</u>	<u>150,697</u>
Annual surplus	3,378	19,407	35,364
Accumulated surplus beginning of year	717,123	717,123	681,759
Accumulated surplus end of year	<u>\$ 720,501</u>	<u>\$ 736,530</u>	<u>\$ 717,123</u>

See accompanying notes to the consolidated financial statements

The Corporation of the City of North Vancouver
Consolidated Statement of Changes in Net Financial Assets
Year ended December 31, 2024 with comparative figures for 2023
(in thousands of dollars)

	2024 Budget	2024	2023
	(notes 2(i) and 16)		
Annual surplus	\$ 3,378	\$ 19,407	\$ 35,364
Acquisition of tangible capital assets	(145,086)	(87,079)	(63,940)
Non-cash developer contributed assets	-	(2,887)	(2,094)
Proceeds on sale of tangible capital assets	-	1,994	1,029
Amortization of tangible capital assets	19,500	17,571	16,860
Gain on disposition of tangible capital assets	-	(1,231)	(746)
	<u>(125,586)</u>	<u>(71,632)</u>	<u>(48,891)</u>
Acquisition of inventories	-	(1,222)	(1,334)
Acquisition of prepaid expenses	-	(3,072)	(3,356)
Use of inventories	-	1,187	1,306
Use of prepaid expenses	-	4,193	2,794
	<u>-</u>	<u>1,086</u>	<u>(592)</u>
Decrease in net financial assets	(122,208)	(51,139)	(14,119)
Net financial assets, beginning of year	<u>184,808</u>	<u>184,808</u>	<u>198,927</u>
Net financial assets, end of year	<u>\$ 62,600</u>	<u>\$ 133,669</u>	<u>\$ 184,808</u>

See accompanying notes to the consolidated financial statements

The Corporation of the City of North Vancouver
Consolidated Statement of Cash Flows
Year ended December 31, 2024 with comparative figures for 2023
(in thousands of dollars)

	2024	2023
Cash provided by (used for):		
Operating Transactions		
Annual surplus	\$ 19,407	\$ 35,364
Items not involving cash:		
Amortization expense	17,571	16,860
Accretion expense	96	93
Gain on disposal of ARO	(9)	-
Gain on disposal of tangible capital assets	(1,231)	(746)
Non-cash developer contributed assets	(2,887)	(2,094)
Lonsdale Energy Corp. income	(242)	(3)
Changes in non-cash operating items:		
Decrease (increase) in due from other governments	512	(2,644)
Decrease (increase) in accounts receivable	(1,936)	1,469
Change in loan to Lonsdale Energy Corp.	305	30
Increase in interest receivable	(441)	(192)
Increase (decrease) in accounts payable and accrued liabilities	(294)	8,157
Increase in deferred revenue	6,699	1,354
Decrease in deferred lease revenue	(509)	(510)
Increase in deferred development cost charges	2,203	5,991
Increase (decrease) in accrued employee future benefits	221	(162)
Increase in advances and other liabilities	5,416	2,462
Decrease in inventories	(35)	(30)
Decrease (increase) in prepaid expenses	1,121	(562)
	<u>45,967</u>	<u>64,837</u>
Capital Transactions		
Cash used to acquire tangible capital assets	(87,079)	(63,940)
Proceeds from sale of tangible capital assets	1,994	1,029
	<u>(85,085)</u>	<u>(62,911)</u>
Investing Transactions		
Decrease in investments	13,565	34,163
	<u>13,565</u>	<u>34,163</u>
Financing Transactions		
Increase in debt	873	-
	<u>873</u>	<u>-</u>
Increase (decrease) in cash and cash equivalents	(24,680)	36,089
Cash and cash equivalents, beginning of year	237,385	201,296
Cash and cash equivalents, end of year	<u>\$ 212,705</u>	<u>\$ 237,385</u>

See accompanying notes to the consolidated financial statements

The Corporation of the City of North Vancouver

Notes to Consolidated Financial Statements

Year ended December 31, 2024

(Tabular amounts in thousands of dollars)

1. OPERATIONS

The City of North Vancouver ("CNV") was incorporated in 1907 and operates under the provisions of the Community Charter and the Local Government Act of British Columbia. CNV's principal activity is the provision of local government services to residents of the incorporated area. These services include administrative, protective, transportation, environmental, recreational, water and sanitary services.

2. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of CNV have been prepared in accordance with Canadian public sector accounting standards, as prescribed by the Public Sector Accounting Board ("PSAB"). The significant accounting policies are summarized below:

(a) Basis of Presentation

The consolidated financial statements include the accounts of all the funds of CNV, the accounts of the North Vancouver City Library, which is controlled by CNV, CNV's 33.94% proportionate share of the operations of the North Vancouver Recreation Commission, and CNV's 50% proportionate share of the operations of the North Vancouver Museum and Archives Commission. CNV's investment in Lonsdale Energy Corporation ("LEC"), a wholly owned government business enterprise, is accounted for using the modified equity method.

CNV has an agreement with the District of North Vancouver in the operation and management of the North Vancouver Recreation Commission, and CNV includes its proportionate share in CNV's consolidated financial statements. The current agreement specifies that the operating costs shall be paid 33.94% (2023 – 33.94%) by CNV and 66.06% (2023 – 66.06%) by the District of North Vancouver. Each municipality is responsible for its own facilities and pays 100% of all capital costs relating to improvement, expansion and replacement of buildings or facility equipment.

CNV also has an agreement with the District of North Vancouver in the operation and management of the North Vancouver Museum and Archives Commission, and CNV includes its proportionate share in CNV's consolidated financial statements. The current agreement specifies that the operating costs shall be paid 50% (2023 – 50%) by CNV and 50% (2023 – 50%) by the District of North Vancouver. Each municipality is responsible for its own facilities and pays 100% of all capital costs relating to improvement, expansion and replacement of buildings or facility equipment.

(b) Basis of Accounting

Revenue is recorded on an accrual basis and recognized when earned as specified below. Expenses are recognized as they are incurred and measurable as a result of the receipt of goods and services.

(c) Revenue Recognition

On January 1, 2024, CNV adopted public sector accounting standard 3400, Revenue, on a prospective basis. PS 3400 proposes a framework describing two categories of revenue – transactions with performance obligations and transactions with no performance obligations.

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
(Tabular amounts in thousands of dollars)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(c) Revenue Recognition (continued)

Revenue from transactions with performance obligations is recognized when (at a point in time) or as (over a period of time) the organization satisfies the performance obligations, which occurs when control of the benefits associated with the promised goods or services has passed to the payor.

Revenue from transactions without performance obligation is recognized at realizable value when the organization has the authority to claim or retain an inflow of economic resources received or receivable and there is a past transaction or event that gives rise to the economic resources.

Property value taxes are recognized as revenue in the year that the taxes are authorized, the taxable event occurs and they are considered collectible. Through the British Columbia Assessments appeal process, taxes may be adjusted by way of supplementary roll adjustments. The effects of these adjustments on taxes are recognized at the time they are awarded. Levies imposed for Regional District services and other taxing authorities are not included in the revenues of CNV.

License and permit revenues are recognized when CNV's performance obligations are satisfied.

Rent revenue is recognized on a straight-line basis over the term of the lease.

Charges for sewer, water and solid waste usage are recorded as user fees and recognized as the service is provided. Connection fees revenues are recognized when the connection has been established.

Sale of service and other revenue are recognized on an accrual basis when the service is provided or control of the goods is transferred.

Unrestricted government transfers are recognized as revenue in the year that the transfer is authorized by the issuing government and any eligibility criteria have been met. Restricted government transfers, in the way of grants or other transfers, are recognized as revenue in the year in which any stipulations that create liabilities are met.

Tangible capital assets received as contributions or transfers from developers are recorded at their estimated fair value at the date of receipt and also are recorded as revenue.

(d) Deferred Revenue

Deferred revenue consists of prepaid property taxes, prepaid business licenses, unspent portion of restricted grants and fees paid in advance for services yet to be provided.

(e) Deferred Lease Revenue

Deferred lease revenue consists of funds collected in advance of rental periods for long-term prepaid leases, which will be recognized as revenue on a straight-line basis over the term of the lease.

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
(Tabular amounts in thousands of dollars)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Deferred Development Cost Charges

Development cost charges collected to pay for future capital projects are deferred upon receipt and recognized as revenue when the capital costs for which they were collected are incurred.

(g) Cash and cash equivalents

Cash and cash equivalents consist of cash, highly liquid pooled high interest savings accounts with the Municipal Finance Authority ("MFA").

(h) Investments

Investments include bank issued notes and bonds and Provincial bonds and debentures maturing after December 31, 2024 and are valued at the lower of cost or market value. Securities are recorded at their cost and written down to reflect losses in value that are other than temporary.

(i) Budget Figures

The budget figures are based on the financial plan adopted by Council as the "Financial Plan for the Years 2024 to 2028 Bylaw, 2024, No. 9016" on April 22nd, 2024.

(j) Employee Future Benefits

CNV and its employees make contributions to the Municipal Pension Plan. As this plan is a multi-employer plan, contributions are expensed as incurred.

Sick leave and post-employment benefits also accrue to CNV's employees. The liabilities related to these benefits are actuarially determined based on services and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefits plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(k) Debt

Interest on debt is charged to current operations. Interest charges are accrued for the period from the date of the latest interest payment to the end of the year. Debt issued through the Municipal Finance Authority is recorded in the consolidated financial statements net of sinking fund payments and adjustments.

(l) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They may have useful lives extending beyond the current year and are not intended for sale in the ordinary course of business.

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(I) Non-Financial Assets (continued)

(i) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost less residual value of the tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives as follows:

Land improvements	Straight-line over useful life of each asset unit	10 – 100 years
Parks	Straight-line over useful life of each asset unit	10 – 75 years
Buildings	Straight-line over useful life of each asset unit	10 – 100 years
Machinery & equipment	Straight-line over useful life of each asset unit	3 – 25 years
Vehicles	Straight-line over useful life of each asset unit	6 – 25 years
Infrastructure	Straight-line over useful life of each asset unit	7 – 100 years
Library materials	Straight-line over useful life of each asset unit	2 – 5 years
Work in progress	Not amortized until put into use	

(ii) Works of Art and Historic Assets

CNV and the Museum and Archives Commission manages and controls various works of art and non-operational historic assets, including buildings, artifacts, paintings and sculptures located at City sites and public display areas.

Works of art and historic assets are not recorded as assets in these consolidated financial statements.

(iii) Natural Resources

Horticultural assets such as treed areas, grassy areas and gardens are not recognized as assets in the consolidated financial statements.

(iv) Interest Capitalization

CNV does not capitalize interest costs associated with the construction of a tangible capital asset.

(v) Leased Tangible Capital Assets

Leases that transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the payments are charged to expenses as incurred.

(vi) Inventories

Inventories held for consumption are recorded at the lower of weighted average cost and replacement cost.

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
(Tabular amounts in thousands of dollars)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(m) Estimates

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts in the consolidated financial statements and the disclosure of contingent liabilities. Areas requiring significant estimation are post-employment benefits, compensated absences and termination benefits, estimated useful life of tangible capital assets, asset retirement obligations and measurement of contingent liabilities. Actual results could differ from these estimates.

(n) Segment Disclosure

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information related to expenses (note 12).

(o) Asset Retirement Obligations

A liability is recognized when, as at the financial reporting date:

- i) there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- ii) the past transaction or event giving rise to the liability has occurred;
- iii) it is expected that future economic benefits will be given up; and
- iv) a reasonable estimate of the amount can be made.

The resulting costs have been capitalized into the carrying amount of the related tangible capital assets and are being amortized on the same basis as the related tangible capital asset. Assumptions used in the calculations are reviewed annually.

(p) Financial Instruments

Financial instruments classification is determined upon inception and financial instruments are not reclassified into another measurement category for the duration of the period they are held. Financial assets and financial liabilities, other than hedges, equity instruments quoted in an active market, and financial instruments designated at fair value, are measured at cost or amortized cost upon inception and subsequent to initial recognition. Cash and cash equivalents are measured at cost. Accounts receivable, investments, other receivables, and accounts payable and accrued liabilities are measured at amortized cost using the effective interest rate method to determine interest revenue or expense in the Consolidated Statement of Operations for the period it is earned. Valuation allowances are made when collection is in doubt. Investments include bank issued notes and bonds and provincial bonds and debentures maturing after the current year. Investments are adjusted for any amortization of premiums or discounts. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are included in the carrying value of the related investments.

All financial assets recorded at cost or amortized cost are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the Consolidated Statement of Operations. A financial liability is de-recognized when it is extinguished.

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
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3. INVESTMENTS

The fair value of investments at December 31, 2024 is \$54,264,000 (2023 - \$65,962,000). CNV's investment portfolio consists of provincial governments and Canadian bank bonds with an amortized cost of \$55,362,000 (2023 - \$68,927,000).

Financial instruments maturing between January 2025 to December 2025 range in yield from 1.30% to 7.52% (2024 – 2.10% to 3.13%). Investments maturing from January 2026 to May 2031 range in yield from 1.40% to 3.36%.

No investments valued at market value were revalued in 2024, so a Consolidated Statement of Remeasurement Gains and Losses is not applicable.

4. INVESTMENT IN LONSDALE ENERGY CORPORATION ("LEC")

CNV owns all the issued and outstanding shares of LEC, which was incorporated under the Business Corporations Act (British Columbia) on July 7, 2003. LEC operates a district energy system providing hydronic energy to residential, institutional and commercial buildings in the City of North Vancouver.

Summarized financial information relating to LEC is as follows:

	2024	2023
Cash and accounts receivable	\$ 4,952	\$ 4,050
Plant and equipment	49,886	40,969
Other assets	1,438	732
Total assets	<u>\$ 56,276</u>	<u>\$ 45,751</u>
Accounts payable and accrued liabilities	\$ 4,810	\$ 3,678
Deferred contributions	12,037	8,621
Debt	34,358	28,623
Total Liabilities	<u>\$ 51,205</u>	<u>\$ 40,922</u>
Shareholder's equity	<u>\$ 5,071</u>	<u>\$ 4,829</u>
	2024	2023
Total revenue	\$ 10,651	\$ 9,713
Total expenses	10,409	9,710
Net income	<u>\$ 242</u>	<u>\$ 3</u>

Included in CNV's Consolidated Statement of Financial Position is "Investment in Lonsdale Energy Corp." in the amount of \$5,071,000 (2023 - \$4,829,000) and a loan receivable in the amount of \$26,318,000 (2023 – \$26,623,000) (note 5(a)). Also included in accounts receivable in CNV's Consolidated Statement of Financial Position are receivables from LEC in the amount of \$1,040,000 (2023 - \$1,067,000).

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
(Tabular amounts in thousands of dollars)

5. LOAN TO LONSDALE ENERGY CORPORATION

The loan receivable balance of \$26,318,000 (2023 - \$26,623,000) consists of the following interest bearing promissory notes:

On August 1, 2018, CNV converted amounts due from LEC whereby LEC issued a 5 year promissory note to CNV in the amount of \$33,661,966. On July 15, 2019 and November 17, 2021, CNV's Council authorized LEC to borrow an additional \$1,681,000 and \$290,000 respectively.

On August 1, 2023, a five-year demand term loan was issued by CNV to borrow a maximum of \$35,632,966. This promissory note replaced and nullified all previous promissory notes issued by CNV to LEC. The loan matures on August 1, 2028 and bears interest at 3.51% per annum.

As at December 31, 2024 an amount of \$26,317,804 remains due to CNV. During the year, LEC drew \$715,000 (2023 - \$1,050,000) from this promissory note. After considering the principal payments of \$5,389,162 made to date, the remaining funding available to LEC under the terms of the agreement is \$3,926,000, which LEC expects to draw on for future asset construction. At the maturity date of the loan to LEC, CNV may, at its discretion, extend the terms of the loan in whole or in part or LEC may repay the loan in whole or in part using either internal or external financing.

Interest revenue of \$949,000 (2023 - \$798,000) and dividend revenue of \$54,000 (2023 - \$45,900) has been included in the Consolidated Statement of Operations.

6. EMPLOYEE FUTURE BENEFITS

(a) Sick and Severance

Employees of CNV are entitled to payments related to unused sick leave and severance upon retirement or resignation after ten years of service. The amount recorded for these benefits is based on an actuarial valuation done by an independent firm of actuaries using a projected benefit actuarial valuation method pro-rated on services. The most recent actuarial valuation of CNV's future benefits was completed as at December 31, 2024.

Information regarding CNV's obligations for these benefits, including 100% of the North Vancouver City Library and its proportionate share of the North Vancouver Recreation Commission and North Vancouver Museum and Archives Commission, is as follows:

	2024	2023
Benefit obligation - beginning of the year	\$ 7,958	\$ 6,944
Add: Current service costs	708	597
Interest on accrued benefit obligation	337	322
Actuarial loss (gain)	(169)	1,023
Less: Benefits paid	(659)	(928)
Benefit obligation - end of the year	\$ 8,175	\$ 7,958
Add: Unamortized actuarial gain	380	376
Benefit liability - end of the year	<u>\$ 8,555</u>	<u>\$ 8,334</u>

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
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(Tabular amounts in thousands of dollars)

6. EMPLOYEE FUTURE BENEFITS (continued)

The significant actuarial assumptions adopted in measuring CNV's accrued benefit liability are as follows:

	2024	2023
Discount rates	4.30%	4.10%
Future inflation rates	3.5% for 2024 and 2.0% thereafter	4.5% for 2024 and 2.0% thereafter
Compensation increases, net of inflation	0.0% to 1.9%	0.0% to 0.5%

The unamortized actuarial gain is amortized over a period equal to the employees' average remaining service lifetime of 12 years for CNV (2023 - 11 years).

(b) Council Retirement Stipend

Starting 2005, Council Members are entitled to a retirement stipend based on 9.31% of the individual's total indemnity received subsequent to 2002. These amounts are accrued as earned and recorded in accounts payable and accrued liabilities.

7. TANGIBLE CAPITAL ASSETS

2024	Land	Land Improvements	Parks	Buildings	Machinery & Equipment	Vehicles	Infrastructure	Library Materials	Work in Progress	Total
Costs										
Balance beginning of year	\$ 46,229	\$ 82,423	\$ 63,082	\$ 152,820	\$ 26,854	\$ 14,504	\$ 282,658	\$ 960	\$ 118,468	\$ 787,998
Additions and Adjustments	-	-	-	1,196	-	976	15,853	246	86,860	105,131
Disposals and Transfers	1	-	-	23	-	482	1,923	214	15,165	17,808
Balance end of year	\$ 46,228	\$ 82,423	\$ 63,082	\$ 153,993	\$ 26,854	\$ 14,998	\$ 296,588	\$ 992	\$ 190,163	\$ 875,321
Accumulated Amortization										
Balance beginning of year	\$ -	\$ 23,710	\$ 22,271	\$ 81,859	\$ 21,007	\$ 5,939	\$ 104,727	\$ 464	\$ -	\$ 259,977
Amortization and Adjustments	-	2,137	2,148	4,514	1,334	1,012	6,209	217	-	17,571
Disposals	-	-	-	23	-	411	1,232	214	-	1,880
Balance end of year	\$ -	\$ 25,847	\$ 24,419	\$ 86,350	\$ 22,341	\$ 6,540	\$ 109,704	\$ 467	\$ -	\$ 275,668
Net Book Value	\$ 46,228	\$ 56,576	\$ 38,663	\$ 67,643	\$ 4,513	\$ 8,458	\$ 186,884	\$ 525	\$ 190,163	\$ 599,653

2023	Land	Land Improvements	Parks	Buildings	Machinery & Equipment	Vehicles	Infrastructure	Library Materials	Work in Progress	Total
Cost										
Balance beginning of year	\$ 46,229	\$ 82,411	\$ 57,695	\$ 149,468	\$ 26,101	\$ 12,718	\$ 277,033	\$ 955	\$ 71,212	\$ 723,822
Additions and Adjustments	-	12	5,387	3,352	753	3,314	5,726	233	47,256	66,033
Disposals	-	-	-	-	-	1,528	101	228	-	1,857
Balance end of year	\$ 46,229	\$ 82,423	\$ 63,082	\$ 152,820	\$ 26,854	\$ 14,504	\$ 282,658	\$ 960	\$ 118,468	\$ 787,998
Accumulated Amortization										
Balance beginning of year	\$ -	\$ 21,509	\$ 20,113	\$ 77,363	\$ 19,476	\$ 6,309	\$ 99,444	\$ 478	\$ -	\$ 244,692
Amortization and Adjustments	-	2,201	2,158	4,496	1,531	917	5,343	214	-	16,860
Disposals	-	-	-	-	-	1,287	60	228	-	1,575
Balance end of year	\$ -	\$ 23,710	\$ 22,271	\$ 81,859	\$ 21,007	\$ 5,939	\$ 104,727	\$ 464	\$ -	\$ 259,977
Net Book Value	\$ 46,229	\$ 58,713	\$ 40,811	\$ 70,961	\$ 5,847	\$ 8,565	\$ 177,931	\$ 496	\$ 118,468	\$ 528,021

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
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7. TANGIBLE CAPITAL ASSETS (continued)

(a) Work in Progress

Work in progress having a cost of \$190,163,000 (2023 - \$118,468,000) has not been amortized. Amortization of these assets will commence when the asset is in service.

(b) Developer Contributed Tangible Capital Assets and Other Transfers

Developer contributed tangible capital assets and other transfers such as roads, sidewalks, street lighting and other infrastructure of \$2,887,000 (2023 - \$2,094,000) have been recognized during the year.

8. ASSET RETIREMENT OBLIGATIONS

CNV owns several buildings known to have asset retirement obligations at their retirement. Estimated costs have been discounted to the present value using a discount rate of 3.5% per annum (2023 – 3.5%).

Balances of the asset retirement obligations are as follows:

	2024	2023
Balance beginning of year	\$ 2,742	\$ 2,649
Accretion expense	96	93
Disposal of ARO	(9)	-
Balance end of year	\$ 2,829	\$ 2,742

9. ACCUMULATED SURPLUS

	2024	2023
General funds – general, water and sewer & drainage (a)	\$ 72,016	\$ 64,868
Reserve fund (b)	77,190	148,117
Capital fund (c)	635,726	553,049
Prepaid lease revenue not yet recognized	(48,402)	(48,911)
Accumulated surplus, end of year	\$ 736,530	\$ 717,123

The prepaid lease revenue not yet recognized is available to temporarily finance specific operations until planned revenues are received. The proceeds from the prepaid lease (note 13 (b)) have been utilized for the construction of the Harry Jerome Community Recreation Centre.

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
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9. ACCUMULATED SURPLUS (continued)

(a) General funds – general, water and sewer

	2024	2023
Appropriated:		
General fund	\$ 20,999	\$ 23,071
Water fund	6,304	7,105
Sewer & Drainage fund	15,707	14,220
Unappropriated:		
General fund	13,445	11,688
Water fund	7,238	4,212
Sewer & Drainage fund	7,918	3,743
General funds – COVID-19 Safe Restart Grant	405	829
	<u>\$ 72,016</u>	<u>\$ 64,868</u>

(b) Reserve Funds

	Balance December 31, 2023	Contributions & Transfers	Earnings	Expenditures	Balance December 31, 2024
Machinery and Equipment					
Engineering	\$ 2,643	\$ 73	\$ 268	\$ 581	\$ 2,403
Fire	428	236	28	280	412
General	21	-	4	-	25
Computer	43	38	4	-	85
Building	74	-	-	45	29
Local Improvements	855	1	51	1	906
Affordable Housing	8,148	-	245	8,073	320
Tax Sale Lands	36,785	-	2,240	1,901	37,124
Waterworks	5,271	-	315	-	5,586
Parking	6	-	-	-	6
Civic Amenity	76,458	3,835	2,986	76,285	6,993
Justice Administration Accommodation	56	-	-	21	35
Streets DCC	-	1,158	-	1,158	-
Parks DCC	-	1,248	-	1,248	-
Lower Lonsdale Legacy	2,763	-	160	179	2,744
Infrastructure	1,414	-	683	449	1,648
Public Art	729	115	46	23	867
Sustainable Transportation	244	88	13	123	222
Carbon Fund	818	65	750	442	1,191
Growing Communities Fund	11,361	-	671	227	11,805
Housing Accelerator Fund	-	-	4,789	-	4,789
Total	<u>\$ 148,117</u>	<u>\$ 6,857</u>	<u>\$ 13,253</u>	<u>\$ 91,036</u>	<u>\$ 77,190</u>

(c) Capital Fund

	2024	2023
Invested in tangible capital assets	\$ 595,951	\$ 525,280
Appropriated capital funds	39,775	27,769
	<u>\$ 635,726</u>	<u>\$ 553,049</u>

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
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10. COMMITMENTS AND CONTINGENCIES

(a) Property Value Taxes

CNV is obliged to levy, collect and remit property taxes on behalf of, and to finance the arrears of property value taxes of, other bodies as follows:

	2024	2023
Tax collected	\$ 143,008	\$ 133,575
Less collections for and remittances to other bodies:		
Provincial Government - Schools	\$ 44,170	\$ 42,797
Greater Vancouver Regional District	2,407	2,187
Greater Vancouver Transportation Authority	12,392	10,214
British Columbia Assessment Authority	1,633	1,595
Municipal Finance Authority	8	8
BIA Lower Lonsdale Society	499	500
	<u>\$ 61,109</u>	<u>\$ 57,301</u>
Property Value Tax	<u>\$ 81,899</u>	<u>\$ 76,274</u>

(b) Pension Liability

CNV and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2023, the plan has about 256,000 active members and approximately 129,000 retired members. Active members include approximately 45,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2024. CNV paid \$5,895,000 (2023 - \$5,143,000) for employer contributions while employees contributed \$5,195,000 (2023 - \$4,565,000) to the plan in fiscal 2024.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
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10. COMMITMENTS AND CONTINGENCIES (continued)

(c) Contingent Liabilities

CNV is currently engaged in or party to certain legal actions, assessment appeals and other existing conditions involving uncertainty, which may result in material loss. A reasonable estimate of these future liabilities has been made where possible and is recorded in the financial statements as a liability. Where the outcomes or amounts or losses are uncertain, management has determined that there are no potential material amounts involved.

(d) E-Comm

CNV is a member of Emergency Communications for British Columbia, Incorporated ("E-Comm"), an organization comprised predominately of member municipalities, for the purpose of providing emergency dispatch services. CNV is represented on the board and as a class "A" shareholder has voting rights should the organization want to incur additional debt.

The E-Comm facility was constructed using debt as a financing mechanism and members are liable for a proportionate share of that debt. This debt is repaid by members through annual fees charged by E-Comm. Should E-Comm dissolve, the members would be liable for a proportionate share of any residual debt. Alternatively, should members choose to opt out of E-Comm, they would be liable for a proportionate share of debt at the time of withdrawal.

CNV holds 2 class "A" shares and one class "B" share.

(e) Contractual Rights and Obligations

As at December 31, 2024 CNV had entered into various construction contracts for a total outstanding value of \$116,600,000 (2023 - \$140,300,000).

Land Leases

In 1978, CNV entered into 3 land lease agreements as the lessor with private sector entities as lessees, allowing the private sector entities to construct multi-unit residential premises on CNV's land. At the end of the lease, CNV will be required to pay the leaseholders consideration equal to the fair market value of the improvements, if CNV determines that the improvements have value (with no value attributable to the land), when the ownership transfers back to CNV. The amount to be paid as compensation is not currently determinable, as the fair market value of the improvements at the end of the lease terms is reliant upon factors outside of the control of CNV. The land leases are set to end in 2058.

Private Sector Leases

CNV has also entered into lease agreements with private sector entities to allow those entities to construct buildings on CNV owned land. In return, CNV received basic rent and the land and buildings will be surrendered back to CNV with no compensation payable by CNV. The timing of the end of lease terms range from 2077 to 2121.

Lessee	Premise
The Shipyards Development Ltd.	125 Victory Ship Way
Darwin/Minto Properties (M4 at Lonsdale Square) Ltd. (name changed to Lonsdale Square Property Ltd. in January 2025)	126 East 21 st Street
SRZ North (North Vancouver) Ltd.	2141 Eastern Avenue

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10. COMMITMENTS AND CONTINGENCIES (continued)

(e) Contractual Rights and Obligations (continued)

Not for Profit Leases

CNV had entered into lease agreements as the lessor with various not-for-profit organizations and other government entities as lessees. Upon expiration the leases, ownership of the buildings constructed by the lessees transfer to CNV. The timing of the end of lease terms range from 2026 to 2086, if all options to renew are exercised.

Lessee	Premise
Quay View Housing Society	150 West 2 nd Street
Entre Nous Femmes Housing Society	1800 Rufus Drive
Greater Vancouver Housing Corporation	601 West Keith Road
The Lookout Emergency Aid Society	705 West 2 nd Street
Creekside Housing Co-operative	710 West 15 th Street
Catalyst Community Developments Society	221 East 2 nd Street and 144 St. Georges Avenue
North Shore Health Region	1601 Forbes Avenue
British Columbia Photography and Media Arts Society	105 Carrie Cates

11. TRUST FUNDS

Certain assets have been conveyed or assigned to CNV to be administered as directed by an agreement or statute. CNV holds the assets for the benefit of, and stands in a fiduciary relationship to, the beneficiary. The Cemetery Trust Fund, totaling \$3,974,000 (2023 - \$3,810,000), which is administered by CNV, has not been included with CNV's accounts.

12. SEGMENTED INFORMATION

CNV is a diversified municipal government entity in the Province of British Columbia that provides a wide range of services to its citizens. Certain functional areas have been combined and separately disclosed in the segmented information. The segments and the services they provide are as follows:

General Government

General Government provides the administrative and legislative services that support the various sectors of CNV. Functions include financial planning and reporting, economic development and legislative services.

Transportation and Transit

The Transportation and Transit division aims to provide enhanced access to public transit, safe pedestrian and cyclist routes, accessible transportation for people with limited mobility and maintain existing infrastructure. These goals are achieved through street design, traffic signals and signs, street lighting and road maintenance activities.

Health, Social Services and Housing

Health, Social Services and Housing encompasses a wide variety of City funded initiatives aimed at supporting the social structure and sustainability of the community. Included are cemetery operations, youth and family support services, seniors programs and homeless prevention initiatives.

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Notes to Consolidated Financial Statements
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12. SEGMENTED INFORMATION (continued)

Development Services

Development Services' focus is community planning, which includes land use guidelines, the management of City owned lands, heritage planning and development of CNV's official community plan.

Protective Services

Protective Services is comprised of the North Vancouver RCMP detachment, the North Vancouver City Fire Department and bylaw enforcement. The North Vancouver RCMP detachment plays an integral role in the protection of North Vancouver residents and their property through crime prevention and detection, emergency response and victim services. The North Vancouver City Fire Department is responsible for providing fire suppression service, fire prevention services and fire safety education. Bylaw Services is responsible for the enforcement and education of CNV's bylaws and conflict resolution.

Parks, Recreation and Culture

Parks, Recreation and Culture provides access to recreation facilities, the operation and maintenance of CNV's many parks and trails, the North Vancouver City Library and CNV's participation in the North Vancouver Museum and Archives and the North Vancouver Recreation and Culture Commission.

Water Utilities

The Water Utility, in conjunction with Metro Vancouver, provides safe, clean, reliable water to the residents and businesses of the City of North Vancouver.

Sewer & Drainage Utilities

The Sewer & Drainage Utility collects waste water and transports it to trunk water mains and wastewater treatment plants operated by Metro Vancouver. In addition to the collection of wastewater, the Sewer Utility also manages CNV's 150km storm drainage system which diverts rainfall runoff with an emphasis on flood prevention.

Solid Waste

The Solid Waste Utility provides curbside garbage, recycling and yard trimmings collection to the residents of the City of North Vancouver.

The Consolidated Statement of Operations by segment and services is as follows:

	Revenues	Expenses							Annual Surplus (Deficit)
		Wages & Benefits	Goods & Supplies	Services	Amortization and Accretion		Capitalized	Total	
General government	\$ 112,907	\$ 22,389	\$ 5,090	\$ 3,989	\$ 2,219	\$ (5,222)	\$ 28,465	\$ 84,442	
Transportation and transit	2,701	4,057	955	6,619	4,400	(2,617)	13,414	(10,713)	
Health, social services and housing	499	522	75	2,553	4	(10)	3,144	(2,645)	
Development services	6,923	7,293	37	1,542	-	-	8,872	(1,949)	
Protective services	2,023	21,506	827	12,864	833	(150)	35,880	(33,857)	
Parks, recreation and culture	13,264	19,759	2,720	84,084	8,117	(72,834)	41,846	(28,582)	
Water utilities	18,613	2,371	9,697	4,201	978	(4,107)	13,140	5,473	
Sewer & drainage utilities	21,381	1,959	186	12,747	1,082	(1,893)	14,081	7,300	
Solid waste	3,620	1,807	25	1,905	42	-	3,779	(159)	
2024	\$ 181,931	\$ 81,663	\$ 19,612	\$ 130,504	\$ 17,675	\$ (86,833)	\$ 162,621	\$ 19,310	
2023	\$ 186,061	\$ 77,248	\$ 18,407	\$ 101,788	\$ 16,960	\$ (63,706)	\$ 150,697	\$ 35,364	

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
(Tabular amounts in thousands of dollars)

13. DEFERRED REVENUE

(a) Deferred revenue

	2024	2023
Deposits and contributions for future use	\$ 29,103	\$ 25,933
Prepaid property taxes and utilities	11,675	11,085
Prepaid licenses and permits	3,103	181
Other	1,779	1,762
Total	\$ 45,660	\$ 38,961

The adoption of PS 3400 resulted in a 2024 adjustment of \$2,915,000 to increase license and permit deferred revenue.

(b) Deferred lease revenue

In 2020, CNV entered into an agreement for the Harry Jerome Neighborhood Lands for a lease term of 99 years. Deferred lease revenue is comprised of \$48,402,000 (2023 - \$48,911,000) in relation to this lease.

14. DEBT

CNV obtains debt through the MFA pursuant to security issuing bylaws under authority of the Community Charter to finance certain capital expenditures:

Bylaw	Use	Year of Maturity	Current Interest Rate	Net debt 2023	Additions	Net debt 2024
9032	North Shore Neighborhood House	2029	4.05%	-	\$ 873	\$ 873
9032	Kings Mill Walk Park	2029	-	-	-	-
9032	1600 Eastern Park	2029	-	-	-	-
8909	Harry Jerome Community Recreation Centre	2027	-	-	-	-
				-	\$ 873	\$ 873

Loan authorization bylaws 9032 and 8909 are for temporary interim borrowing loans (up to 5 years) with interest-only payments. After the interim period is complete, they will transfer into long-term debt with annual interest and principal payments.

The maximum borrowing for each use is as follows:

Use	Total Authorized
North Shore Neighborhood House	\$ 49,500
Kings Mill Walk Park	4,300
1600 Eastern Park	1,900
Harry Jerome Community Recreation Centre	109,000
Total Loan Authorization:	\$ 164,700

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
(Tabular amounts in thousands of dollars)

15. FINANCIAL RISK MANAGEMENT

CNV has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk. CNV has identified its major risks and ensures that management monitors and controls them.

(a) Credit risk

Credit risk is the risk of financial loss to CNV if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from accounts receivable made up of property tax and utilities and other non-property tax related balances.

For property tax and utility balances, outstanding amounts are transferred to the property tax account associated with the invoiced real property at the end of each fiscal year and form all or part of the tax arrears for the property. CNV is required by the Local Government Act to conduct an annual tax sale by offering for sale by public auction each parcel of real property on which taxes are delinquent. Registered charge holders have the full right to redeem the property. To redeem the property, the charge holder must remit the full upset price, plus interest on the purchase price at a rate set by the Province, within one year of the tax sale.

For other account receivable balances, CNV maintains allowances for potential credit losses, with results to date within CNV's expectations. In making estimates in respect of the allowance for doubtful accounts, current economic conditions, historical information, reasons for the accounts being past due, and operational nature of invoices are all considered in the determination of when to record allowances for past due accounts. The same factors are considered when determining whether to write off amounts charged to the allowance account against amounts receivable.

(b) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk. The market risks to which CNV is exposed are foreign exchange risks and interest rate risks.

(i) Foreign exchange risk

Foreign exchange risk refers to the risk that the fair value of financial instruments, or future cash flows associated with the instruments, will fluctuate in Canadian dollar value due to changes in foreign exchange rates.

The functional currency of CNV is the Canadian dollar. CNV receives some US dollar payments and incurs some US dollar operating and capital costs. These US dollar transactions represent an insignificant volume and value of total overall transactions, resulting in minimal risk.

(ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. CNV manages such risk by adoption of an investment policy and adherence to this policy and the Community Charter. Investments are in pooled funds with the Municipal Finance Authority in a diversified portfolio in accordance with CNV's investment policy, which include preservation of capital, minimization of

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
(Tabular amounts in thousands of dollars)

15. FINANCIAL RISK MANAGEMENT (continued)

(b) Market risk (continued)

(ii) Interest rate risk (continued)

default and interest rate risk, sufficient liquidity to meet operating and capital requirements, and generation of a stable return on investments. Investments include GICs and High Interest Savings Accounts not subject to market fluctuations. It is management's opinion that CNV is not exposed to significant market risk arising from its financial instruments.

(c) Liquidity risk

Liquidity risk is the risk that CNV will not be able to meet its financial obligations as they become due. For its accounts payables, CNV manages liquidity risk by holding assets that can be readily converted into cash and by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to CNV's reputation.

16. BUDGET FIGURES

The budget figures presented in these consolidated financial statements include 100% of the North Vancouver City Library and CNV's proportionate share of the North Vancouver Recreation Commission and North Vancouver Museum and Archives Commission. The financial plan was approved by Council as the Financial Plan for the Years 2024 to 2028 Bylaw, 2024, No. 9016 April 22nd, 2024. The table below reconciles the approved budget to the budget figures reported.

		<u>Financial Plan Bylaw</u>
Revenue per Statement of Operations		\$ 156,388
Less:		
Budget adjustments for consolidation	5,170	
Transfers from reserve	(8,096)	
Interagency funds	<u>(7,503)</u>	
		<u>(10,429)</u>
Revenue per Financial Plan Bylaw		<u>\$ 145,959</u>
Expenses per Statement of Operations		153,010
Adjustments:		
Decrease for capital expenditures	(15,520)	
Increase for non-capital projects	11,788	
Budget adjustments for consolidation	13,571	
Decrease for interagency payments	<u>(7,503)</u>	
		<u>2,335</u>
Expenses per Financial Plan Bylaw		<u>\$ 155,345</u>
Deficit for the year		<u>(9,386)</u>

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2024
(Tabular amounts in thousands of dollars)

16. BUDGET FIGURES (continued)

Reserves and capital:	
Capital expenditures	(145,086)
Depreciation	19,500
Equity	(19,281)
Transfers from reserves	133,206
External contributions	23,045
Debt Servicing	(1,998)
Annual budgeted surplus per Financial Plan Bylaw	<u><u>\$ -</u></u>

17. COMPARATIVE INFORMATION

Certain prior year amounts have been reclassified for consistency with the current year presentation. These reclassifications had no effect on the reported results of operations.

The Corporation of the City of North Vancouver
Schedule A, B & C - Unaudited
Year ended December 31, 2024
(Tabular amounts in thousands of dollars)

Schedule A: COVID-19 Safe Restart Grant

	2024
2023 Grant Funding Balance	\$ 829
Grant Expenditures:	
Business Continuity	(42)
Community Resiliency & Recovery	(120)
City Services	(262)
2024 Grant Funding Balance, December 31, 2024	\$ 405

Schedule B: Growing Communities Fund

	2024
2023 Grant Funding Balance	\$ 11,361
Interest Earned	671
Grant Expenditures	(228)
2024 Grant Funding Balance, December 31, 2024	\$ 11,804

Schedule C: Local Government Housing Initiatives Funding

	2024
2024 Grant Funding Received	\$ 431
Grant Expenditures	(69)
2024 Grant Funding Balance, December 31, 2024	\$ 362

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

Introduction

The following Financial Statement Discussion & Analysis should be read in conjunction with the 2024 Consolidated Financial Statements of the Corporation of the City of North Vancouver ("CNV"). This report provides additional analysis into CNV's financial results and discussion regarding the major events, risks and uncertainties in the past year. The preparation of the Consolidated Financial Statements and Financial Statement Discussion & Analysis are the responsibility of management.

Financial Overview

In 2024, CNV continued to make progress on the actions and initiatives outlined in the 2023 Annual Municipal Report. Development and construction activity was more modest compared to 2023, leading to a decline in revenues from developer contributions and building permits. Additionally, CNV faced a reduction in grant revenue in 2024 compared to a very strong 2023 period, despite receiving a \$4.6M first installment of the \$18.6M Housing Accelerator Fund ("HAF") grant, a one-time federal contribution aimed at supporting the construction of affordable housing and related infrastructure. While managing resources amid an uncertain environment in 2024, CNV successfully delivered core services and advanced its initiatives, including major capital projects.

The outlook for 2025 reflects a dynamic environment influenced by post-pandemic recovery, global economic shifts, and regional growth challenges. Addressing housing affordability and investing in major capital projects will remain key priorities for CNV in 2025. However, rising construction costs driven by inflation, labour shortages, and trade tensions with the U.S. may present significant financial challenges for CNV's operations. CNV will continue to collaborate with provincial and federal governments to secure funding for large-scale infrastructure projects that enhance community resilience and livability.

In response to evolving challenges, CNV has strengthened its long-term financial planning process and its financial management policies to support capital projects and cover unforeseen expenses, while maintaining balanced budgets. As a result, CNV remains in a sound financial position and is poised to continue delivering essential core services and advancing the objectives of Council's 2022-2026 Strategic Plan on a financially sustainable basis into the foreseeable future.

1. Consolidated Statement of Financial Position

This statement reports CNV's financial and non-financial assets, liabilities, net financial assets and accumulated surplus as at December 31, 2024. Net financial assets and accumulated surplus are key measures that help report the cumulative impact of past transactions and events on CNV's financial position as at the end of 2024.

Financial assets represent CNV's ability to repay existing liabilities and/or fund future projects. Financial assets decreased by \$36.4M or 10.3% from \$354.6M in 2023 to \$318.1M in 2024. The decrease in 2024 was a result of cash usage needed to fund CNV's 2024 capital program, partially offset by a revenue over expense surplus. As at December 31, 2024, CNV's financial assets continue to be adequate.

Liabilities represent present obligations arising from past transactions or events that will be settled in the future and require an outflow of economic resources. In 2024, liabilities increased by \$14.7M or 8.7%, rising from \$169.8M in 2023 to \$184.5M. This increase was primarily driven by higher amounts payable to suppliers related to the construction of the new Harry Jerome Community Recreation Centre ("HJCRC"). Deferred revenue also saw an uptick, mainly due to increased funds received for construction projects to be undertaken in future years, as well as the deferral of building permit revenue to align with the new Public Sector Accounting Board revenue standard, PS Section 3400.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(\$ in thousands)	2024	2023	Change
Financial Assets	\$318,134	\$354,577	\$(36,443)
Liabilities	184,465	169,769	14,696
Net Financial Assets	\$133,669	\$184,808	\$(51,139)
Inventories & Prepaid Expenses	\$3,208	\$4,294	\$(1,086)
Equity in Tangible Capital Assets	599,653	528,021	71,632
Non-Financial Assets	\$602,861	\$532,315	\$70,546
Accumulated Surplus	\$736,530	\$717,123	\$19,407

Net financial assets is the difference between financial assets and liabilities.CNV's net financial assets at the end of 2024 were \$133.7M, a decrease of \$51.1M or 27.7% compared to the end of 2023.Although liabilities increased and financial assets decreased as described above, CNV's net financial assets and liquidity remains adequate.

Non-financial assets are comprised of the net book value of tangible capital assets, inventories and prepaid expenses and are not a source of funding for future operations.As a direct result of the increased capital expenditures for major projects such as the new HJCRC and Mahon Park Childcare Facility, non-financial assets increased in 2024 by \$70.5M or 13.3%.

Accumulated surplus is the difference between total assets and total liabilities and consists of net financial assets and non-financial assets.It is an indicator of financial health and represents the net economic resources accumulated by CNV since its inception.During 2024, CNV's total accumulated surplus increased by \$19.4M or 2.7% to \$736.5M as it continues to invest into the community.

2. Consolidated Statement of Operations

This statement reports the changes in economic resources and accumulated surplus compared to budget and the prior year.Annual revenues exceeded annual expenses for 2024 resulting in a surplus of \$19.4M, which is lower than the 2023 surplus of \$35.4M by \$16.0M.

Revenues Compared to 2023

Consolidated revenues decreased by \$4.1M or 2.2% from \$186.1M in 2023 to \$182.0M in 2024. This decline was mainly driven by reductions in grants and building permit revenues, partially offset by an increase in property value taxes and higher revenue from the sale of services.

Grant revenue saw a decrease of \$10.4M, primarily because the \$10.9M Growing Community Fund (“GCF”) grant received from the Province in 2023 was as expected a one-time grant not continuing into 2024.Additionally, building permit revenue and developer contributions fell by \$5.9M, mainly due to lower construction activity and the implementation of the new revenue standard, PS 3400, that requires some permit revenue received in 2024 to be recognized in later years.

Compared to Budget

Consolidated revenues exceeded budget by \$25.6M, primarily due to receipts of \$8.5M in unbudgeted grants, primarily from the Housing Accelerator Fund, and additional investment income that was \$9.3M higher than budgeted, which benefitted from continued elevated interest rates.

CONSOLIDATED STATEMENT OF OPERATIONS

(\$ in thousands)	2024	2023	Change
Revenues	\$182,028	\$186,061	\$(4,033)
Expenses	162,621	150,697	11,924
Annual Surplus	\$19,407	\$35,364	\$(15,957)

REVENUE	2024 Budget	2024	2023
Property value tax	\$80,941	\$81,899	\$76,274
Other levies	5,564	5,621	4,188
Licenses and permits	6,036	4,723	7,898
Fines and fees	6,449	6,110	6,854
Rent	2,889	3,584	3,873
Interest, dividends and penalties	5,136	14,427	15,156
Sale of services	39,649	41,785	36,819
Rebate and recoveries	85	116	203
Grant and other	9,140	17,682	28,099
Developer contributions and other transfers	499	4,608	5,948
Gain on disposition of assets	-	1,231	746
Lonsdale Energy Corp. income	-	242	3
	\$156,388	\$182,028	\$186,061

Expenses

Compared to 2023

Consolidated expenses, which encompass labour costs, the purchase of goods and services and the depreciation of tangible capital assets, totaled \$162.6M in 2024, an increase of \$11.9M or 7.9% from \$150.7M in 2023. This rise in expenses was primarily driven by increases in police dispatch costs following transition to the more resilient ECOMM model, as well as contracted services needed to support the delivery of major projects.

Compared to Budget

Consolidated expenses for 2024 were higher than budget by \$9.6M, mainly due to the unanticipated increase in police dispatch levy. Higher costs were also incurred due to inflationary cost escalations for contracted services, materials and supplies.

	2024 Budget	2024	2023
EXPENSES			
General government	\$26,047	\$28,465	\$28,197
Transportation and transit	8,596	13,414	10,749
Health, social services and housing	3,322	3,144	2,984
Development services	9,311	8,872	9,604
Protective services	34,539	35,880	32,844
Parks, recreation and culture	39,140	41,846	37,143
Water utilities	13,170	13,140	12,378
Sewer & Drainage utilities	14,643	14,081	13,054
Solid waste	4,242	3,779	3,744
Total expenses	\$153,010	\$162,621	\$150,697

3. Consolidated Statement of Change in Net Financial Assets

This statement is a measure of whether the revenues raised in 2024 were sufficient to cover spending for the year. The statement begins with the annual 2024 surplus from the consolidated statement of operations and adjusts for transactions relating to the acquisition of tangible capital assets and non-cash transactions, such as depreciation, as well as the acquisition and use of inventories and prepaid expenses. CNV's net financial assets decreased by \$51.1M in 2024 due to higher planned capital expenditures of \$87.1M compared to \$63.9M in 2023, as well as a decrease in revenues.

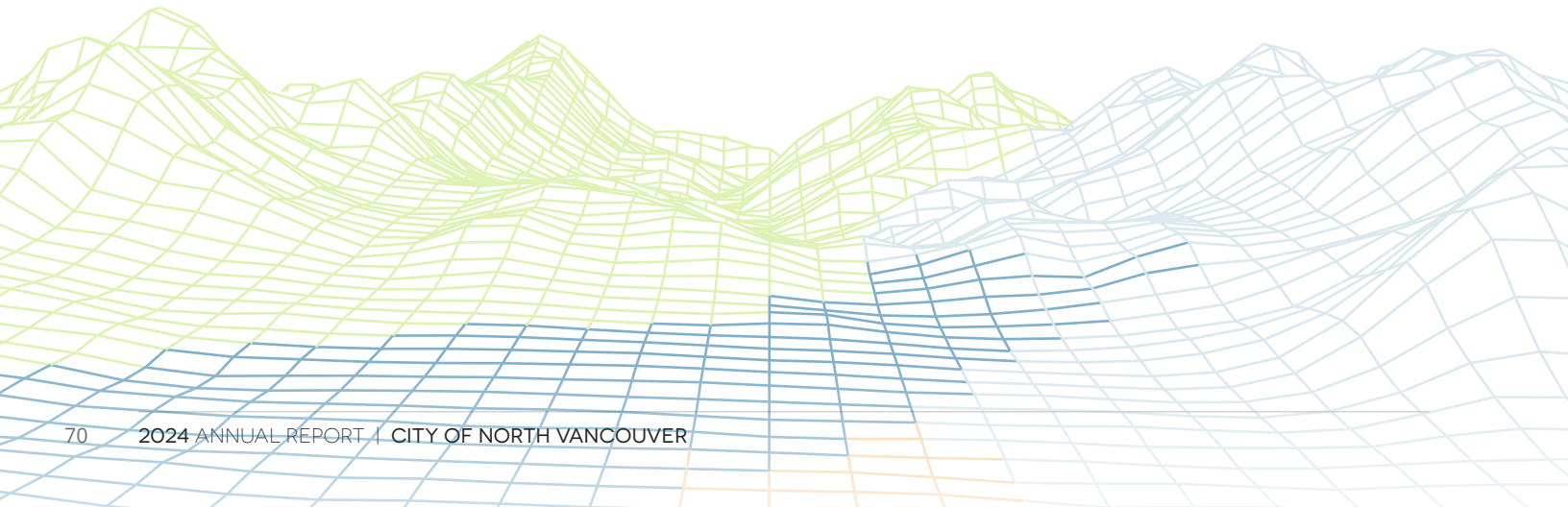
4. Consolidated Statement of Cash Flows

This statement identifies where cash came from and how it was used, and provides detail on changes in cash and cash equivalents since the last reporting period. The statement reports cash flows classified as operating transactions, capital transactions, investing transactions and financing transactions.

Overall, CNV's cash and cash equivalents decreased by \$24.7M from \$237.4M to \$212.7M. Cash was primarily used in the capital program, which totaled \$87.1M. This outflow was partially offset by a \$13.6M increase in cash resulting from maturing portfolio investments into high interest savings accounts.

Conclusion

CNV remains financially strong, with stable revenue growth and a continued focus on investing in critical infrastructure and actions and initiatives that advance Council's 2022-2026 Strategic Plan. By maintaining a balanced budget and carefully managing fiscal risks, CNV is well positioned for long-term financial sustainability and to continue to provide service excellence to residents.



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THE CORPORATION OF THE CITY OF NORTH VANCOUVER STATISTICAL INFORMATION

5-YEAR CONSOLIDATED REVENUES BY SOURCE

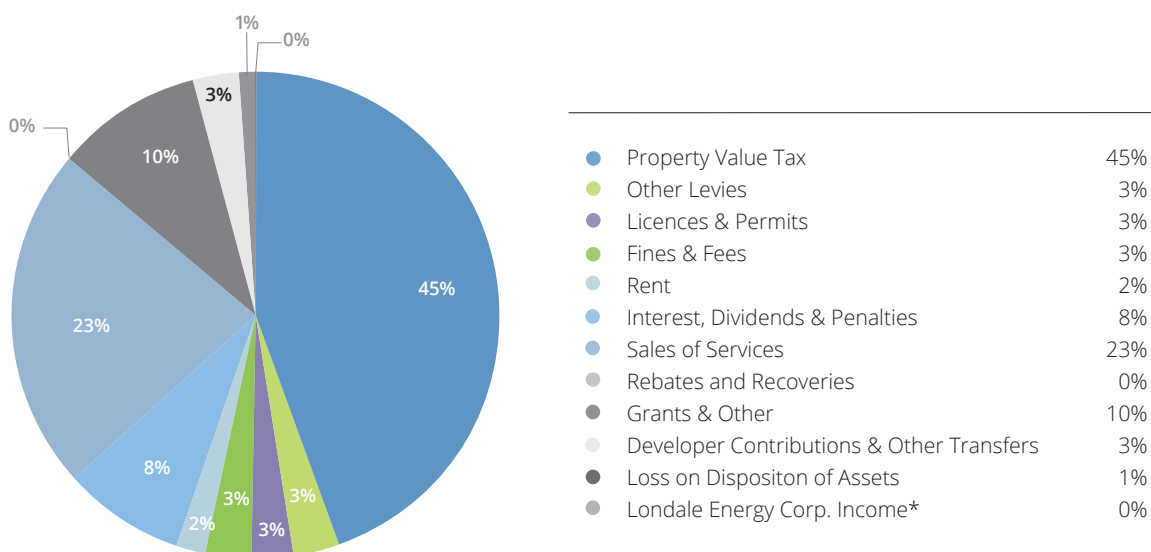
(\$ in thousands)	2024	2023	2022	2021	2020
Property value tax	\$81,899	\$76,274	\$72,159	\$69,056	\$65,928
Other levies	5,621	4,188	4,002	3,814	3,571
Licences and permits	4,723	7,898	7,165	6,441	4,949
Fines and fees	6,110	6,854	6,236	4,678	4,799
Rent	3,584	3,873	3,689	3,368	1,874
Interest, dividends and penalties	14,427	15,156	8,075	5,589	6,059
Sale of services	41,785	36,819	33,908	29,672	26,331
Rebate and recoveries	116	203	165	185	638
Grants and other	17,682	28,099	13,199	12,729	19,430
Developer contributions and other transfers	4,608	5,948	40,907	8,200	25,063
Gain (Loss) on disposition of assets	1,231	746	(1,143)	(714)	(823)
Lonsdale Energy Corp. income	242	3	213	666	1,238
	\$182,028	\$186,061	\$188,575	\$143,684	\$159,057

Source: City of North Vancouver Finance Department



Over the past five years, consolidated revenues have remained steady, with the exception of 2021 during the COVID-19 pandemic. Less than half of the City's revenues come from Property Value Taxes, with the majority coming from other sources such as user fees, rents and investment income

2024 PERCENTAGE OF CONSOLIDATED REVENUES BY SOURCE

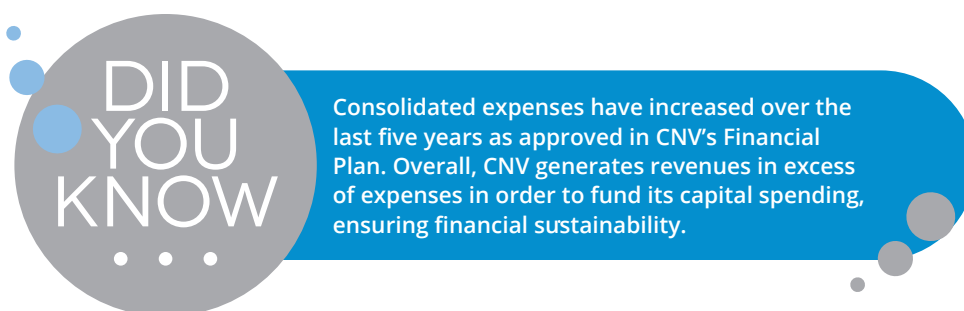


Source: City of North Vancouver Finance Department

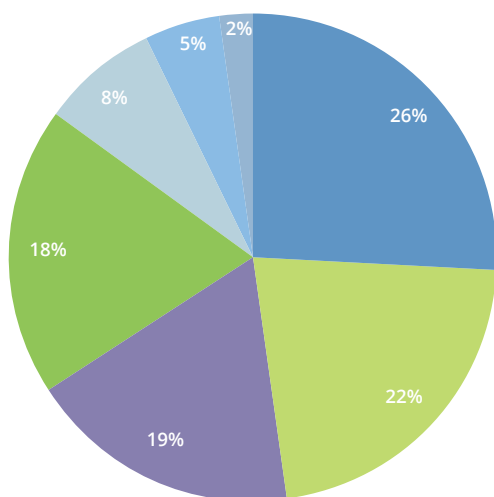
5-YEAR CONSOLIDATED EXPENSES BY FUNCTION

(\$ in thousands)	2024	2023	2022	2021	2020
General government	\$28,465	\$28,197	\$26,326	\$23,211	\$22,078
Transportation and transit	13,414	10,749	10,771	8,866	8,317
Health, social services and housing	3,144	2,984	2,796	2,724	2,764
Development services	8,872	9,604	7,716	7,494	5,406
Protective services	35,880	32,844	28,248	28,139	27,229
Parks, recreation and culture	41,846	37,143	34,396	30,665	28,084
Water utilities	13,140	12,378	11,724	10,871	9,719
Sewer and drainage utilities	14,081	13,054	12,201	11,767	10,538
Solid waste	3,779	3,744	3,254	3,163	3,951
	\$162,621	\$150,697	\$137,432	\$126,900	\$118,086

Source: City of North Vancouver Finance Department



2024 PERCENTAGE OF CONSOLIDATED EXPENSES BY FUNCTION



Parks, Recreation & Culture	26%
Protective Services	22%
Water, Sewer, Drainage, and Solid Waste Utilities	19%
General Government	18%
Transportation & Transit	8%
Development Services	5%
Health, Social Services & Housing	2%

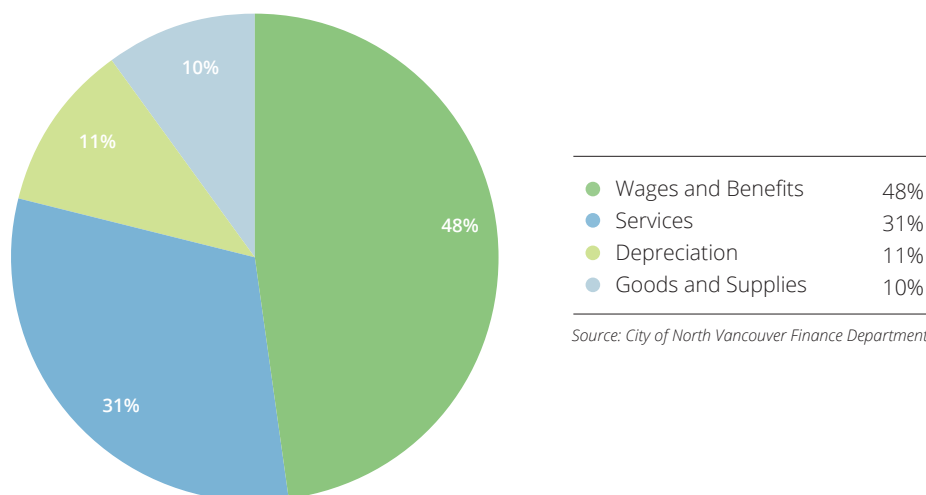
Source: City of North Vancouver Finance Department

5-YEAR CONSOLIDATED EXPENSES BY OBJECT

(\$ in thousands)	2024	2023	2022	2021	2020
Wages and benefits	\$78,167	\$74,610	\$66,046	\$62,016	\$57,009
Goods and supplies	16,496	14,720	14,198	13,179	12,098
Services	50,283	44,407	39,126	34,606	32,567
Depreciation	17,675	16,960	18,062	17,099	16,413
	\$162,621	\$150,697	\$137,432	\$126,900	\$118,087

Source: City of North Vancouver Finance Department

2024 PERCENTAGE OF CONSOLIDATED EXPENSES BY OBJECT

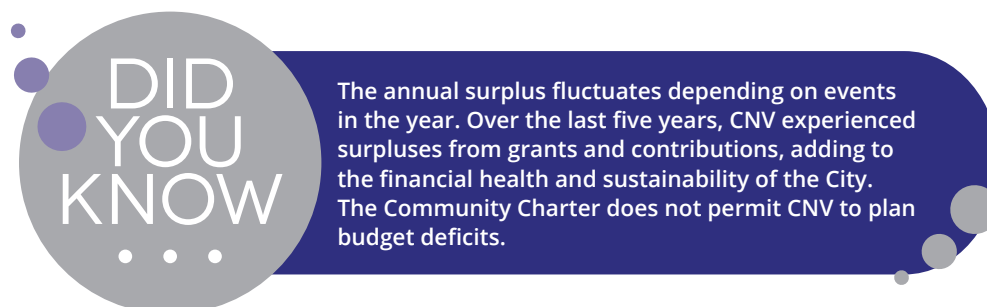


Source: City of North Vancouver Finance Department

5-YEAR SURPLUS, ACCUMULATED SURPLUS & NET FINANCIAL ASSETS

(\$ in thousands)	2024	2023	2022	2021	2020
Surplus	\$19,407	\$35,364	\$51,143	\$16,784	\$40,971
Accumulated Surplus	736,530	717,123	681,759	633,109	616,325
Net Financial Assets	133,669	184,808	198,927	169,732	168,169

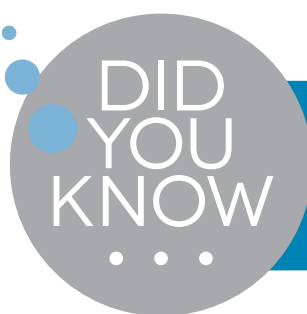
Source: City of North Vancouver Finance Department



5-YEAR ADDITIONS TO TANGIBLE CAPITAL ASSETS

(\$ in thousands)	2024	2023	2022	2021	2020
Land	-	-	\$1,320	\$1,000	\$5,000
Land Improvements	-	12	50	11	6,256
Parks	-	5,387	3,160	149	5,469
Buildings	1,196	3,352	121	7,897	15,108
Machinery & Equipment	-	753	3,243	1,134	2,007
Vehicles	976	3,314	1,474	1,391	810
Infrastructure	15,853	5,726	27,773	7,990	5,634
Library Materials	246	233	218	236	180
Work in Progress	86,860	47,256	(145)	71,357	57,677
	\$105,131	\$66,033	\$37,214	\$91,165	\$98,141

Source: City of North Vancouver Finance Department



Major capital projects completed over the past five years include the new Museum of North Vancouver (MONOVA), the Mosquito Creek Bridge Replacement project, construction of the new North Vancouver Lawn Bowling Clubhouse and Greens and completion of the Esplanade Complete Streets project.

5-YEAR TAXES, MAJOR LEVIES AND OTHER GOVERNMENT COLLECTIONS

(\$ in thousands)	2024	2023	2022	2021	2020
Property Tax	\$81,899	\$76,274	\$72,159	\$69,056	\$65,928
Water Utility Fees	17,327	15,461	14,693	12,804	11,495
Sewer Utility Fees	15,906	13,583	12,122	10,790	9,668
Solid Waste Utility Fees	2,227	2,158	2,004	1,787	2,185
Collections for Others	61,109	57,302	55,106	55,968	41,380
Total	\$178,469	\$164,778	\$156,084	\$150,405	\$130,656

Source: City of North Vancouver Finance Department



Over the past five years, 43% of taxes collected by CNV were on behalf of other agencies to fund provincial and regional services such as schools and transit.

5-YEAR ASSESSED GENERAL TAXABLE VALUES

(\$ in thousands)	2024	2023	2022	2021	2020
Land	\$26,339,475	\$26,571,549	\$24,072,132	\$20,761,274	\$19,960,969
Improvements	7,238,402	6,582,041	6,219,141	5,738,106	5,476,272
Total	\$33,577,877	\$33,153,590	\$30,291,273	\$26,499,380	\$25,437,241

Source: City of North Vancouver Finance Department: BC Assessment Revised Roll

2024 PRINCIPAL CORPORATE TAXPAYERS

Owner	Property Class	2024 Gross Taxes
G3 Terminal Vancouver Ltd.	Major Industry and Business and Other	\$ 4,297,798
Neptune Bulk Terminals Ltd.	Major Industry, Light Industry and Business and Other	3,113,894
Richardson International Ltd.	Major Industry and Light Industry	1,663,082
Cargill Ltd.	Major Industry	1,172,347
North Shore Studios Management	Light Industry and Business and Other	956,971
BCIMC Realty Corporation	Business and Other	943,119
P & T Shopping Centre Holdings	Business and Other	778,282
Onni 1308 Lonsdale Ave Holdings	Business and Other	723,077
221 West Esplanade Co. Ltd.	Residential and Business and Other	670,192
KKBL No. 419 Ventures Ltd.	Business and Other	597,998
Total		\$ 14,916,759

Source: City of North Vancouver Finance Department

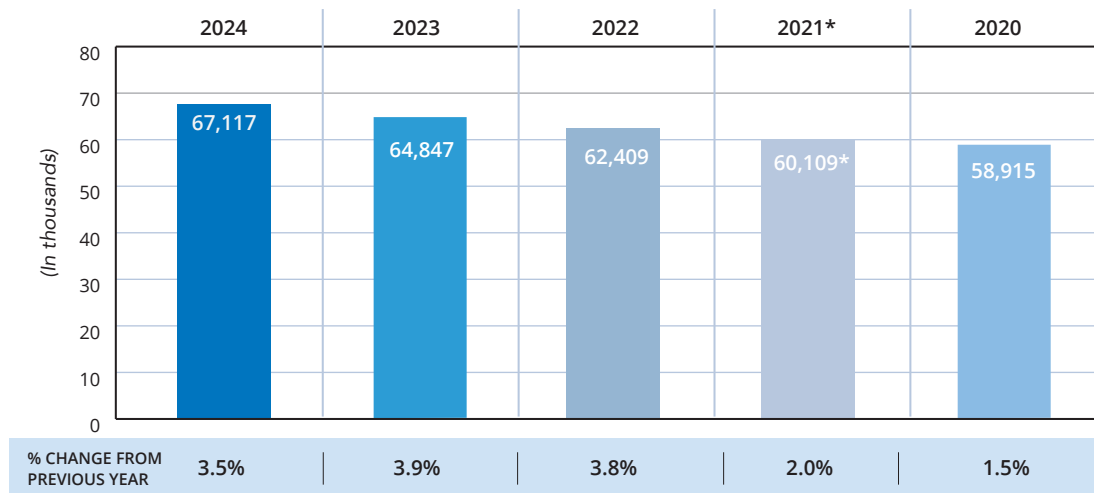
2024 PERMISSIVE TAX EXEMPTIONS

Every year, CNV receives applications from non-profit organizations that own land and qualify for tax exemption under the requirements of provincial legislation. In 2024, the following non-profit organizations qualified:

ORGANIZATION	TAXES EXEMPT
Anavets Senior Citizens Housing	\$ 14,335
Army, Navy Air Force Veterans in Canada	22,624
Auxiliary to the Lions Gate Hospital (Thrift Store)	11,569
BC Photography and Media Arts Society	90,444
Canadian Mental Health Association	4,392
Cascadia Society for Social Working	14,323
Catalyst	57,040
Chesterfield House Society - Marineview Housing Society	3,716
Community Living Society	6,934
Corporation of City of North Vancouver	101,639
Family Services North Shore	20,041
Fraternal Order of Eagles, North West Aerie 2638	34,737
Girl Guides of Canada	87,545
Hollyburn Family Services Society	12,451
Holy Trinity Catholic Church	4,677
Hyad Housing for Young Adults with Disabilities	2,916
Intellectual Disabilities (North & West Vancouver) Society	3,310
King's Temple Missionary Society	2,540
Kiwanis North Shore Housing Society	61,140
Lighthouse Harbour Ministries	7,619
Lonsdale Creek Daycare Society	16,375
Lookout Emergency Aid Society, NS Shelter	19,434
Marineview Housing Society	9,002
Navy League of Canada	22,112
North Shore Alliance Church	24,069
North Shore Bethel Christian Mennonite Brethren Church	2,728
North Shore Disability Resource	3,827
North Shore Multicultural Society	57,331
North Shore Neighbourhood House	51,241
North Vancouver Chamber of Commerce	8,874
North Vancouver Community Arts Council	19,246
North Vancouver Lawn Bowling Club	71,668
North Vancouver Museum and Archives Commission	112,340
Parish of St. Agnes Anglican Church	960
Parish of St. John The Evangelist Anglican Church	18,941
Presentation House Cultural Society	49,370
Royal Canadian Legion, Branch 118	25,520
Salvation Army North Vancouver Community Church	11,409
Silver Harbour Seniors' Activity Centre	189,675
St Leonard's Society of North Vancouver	3,287
St. Andrew's & St. Stephen's Presbyterian Church	6,178
St. Andrew's United Church	3,882
The Way Church	5,597
Vancouver Coastal Health Authority	32,799
Young Women's Christian Association	2,505
Grand Total	\$ 1,332,358

Source: City of North Vancouver Finance Department

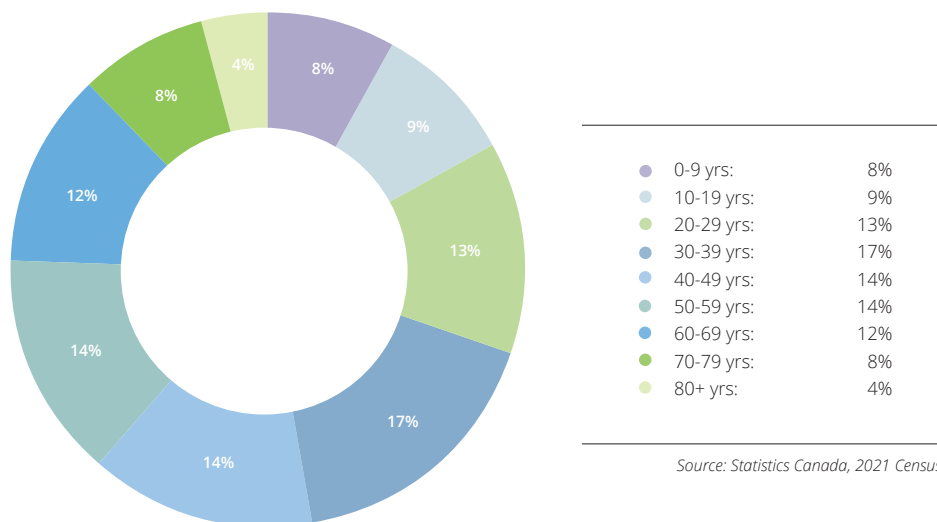
5-YEAR COMPARISON OF POPULATION ESTIMATES



* Provincial estimates are higher than Statistics Canada census data.

Source: BC Ministry of Citizens' Services

CITY POPULATION BY AGE GROUP



Source: Statistics Canada, 2021 Census

2024 GRANTS

CNV applies for grants to support a variety of programs and services that benefit the community and take the financial burden off of taxpayers. In 2024, CNV received the following grant payments:

SOURCE	DESCRIPTION	GRANT AMOUNT
Federal Government of Canada		
Canada Mortgage and Housing Corporation	Housing Accelerator Fund	\$4,649,775
Infrastructure Canada	Relocation of Flicka Gymnastics to the Mickey McDougall Recreation Facility	228,552
Natural Resources Canada	2 Billion Tree Grant	150,000
Federation of Canadian Municipalities	Community Efficiency Financing Grant	76,720
Global Affairs Canada	CanExport Community Investment Projects	46,861
Canada Revenue Agency	Community Volunteer Income Tax Program	6,615
Total of Federal Government of Canada		\$5,158,523



Provincial Government of BC

Ministry of Transportation and Infrastructure	Casano-Loutet Overpass Project	\$4,000,000
Ministry of Environment and Climate Change	Local Government Climate Action Program	691,737
Ministry of Housing	Development Approval Process Review	431,057
Ministry of Municipal Affairs	North Vancouver City Library Operating Grant	122,031
Ministry of Municipal Affairs	North Vancouver City Library One-time Library Enhancement Grant	24,744
Ministry of Municipal Affairs	North Vancouver City Library Literacy and Equity Grant	4,500
BC Arts Council	North Vancouver Museum and Archives Operations	23,000
Ministry of Tourism, Arts, Culture and Sport	Long Summer Nights at the Shipyards	7,200
Total of Provincial Government of BC		\$5,304,268



DID YOU KNOW

Grants received includes \$5.2 million from the Federal Government, \$5.3 million from the Province of BC and \$2.5 million from other sources. Notable grants received support accelerated housing, the Casano-Loutet Overpass, and the Local Government Climate Action Program.

Other

Translink	Maintenance and Rehabilitation of Major Road Structures	\$531,500
Translink	Marine-Main Corridor - Eastbound Transit Lane Extension	470,576
Translink	St. Georges Ave Pedestrian Safety Improvements	400,000
UBCM	Strengthening Communities Services Grant	343,442
UBCM	Community Works Fund	251,335
UBCM	Development Application Process Review	155,000
UBCM	Community Needs Assessment	75,000
UBCM	FireSmart Education & Greenwood Park Interface	
	Fuel Management Treatments	50,000
ICBC	New pedestrian signals, improved street lighting and corner bulges at intersections of 4th St with St George's Ave and Chesterfield Ave	45,000
ICBC	Special crosswalk, improved street lighting and corner bulges at intersections of St. Georges Ave with E 10th St and E 11th St	39,000
ICBC	Special overhead flashing lights and six rectangular rapid flashing beacons at various locations	31,000
ICBC	Overhead special crosswalk, RRFBs, corner bulges, and marked pedestrian crosswalk at intersection of E 29 St with St. George's Ave and St. Mary's Ave	26,000
ICBC	Protected bike lanes at intersection of Cotton Rd, Kennard Ave to Gladstone Ave	25,000
ICBC	Upgrade of 6 traffic signals with new uninterruptible power supply units at various locations	15,000
ICBC	New signs and pavement markings on E 29 St. between St. Andrew's Ave and Brand St.	12,000
ICBC	Speed humps, corner extensions, and delineators on St. Andrew's Ave between E Keith Rd and 9th St.	8,000
ICBC	Volunteer Recognition	1,000
Canadian Council of Archives	Young Canada Works	12,804
Total of Other		\$2,491,657
Grand Total		\$12,954,448

Source: City of North Vancouver Finance Department

IMMIGRATION IN THE CITY

• 85% of City Residents are Canadian Citizens

• **4% Non-permanent Residents**

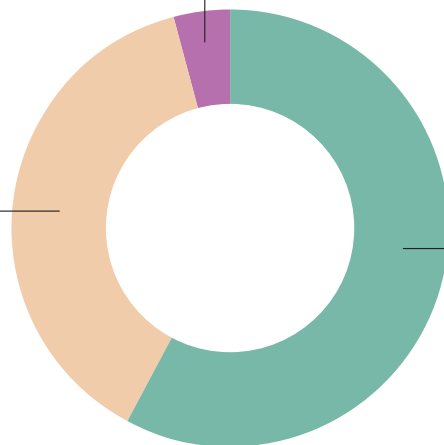
(includes anyone from another country with a usual place of residence in Canada, and who has a work or study permit or who has claimed refugee status)

• **38% Immigrants**

(includes anyone who is or who has ever been a landed immigrant or a permanent resident)

• **58% Non-immigrants**

(includes anyone who is a Canadian citizen by birth)



Source: Statistics Canada, 2021 Census

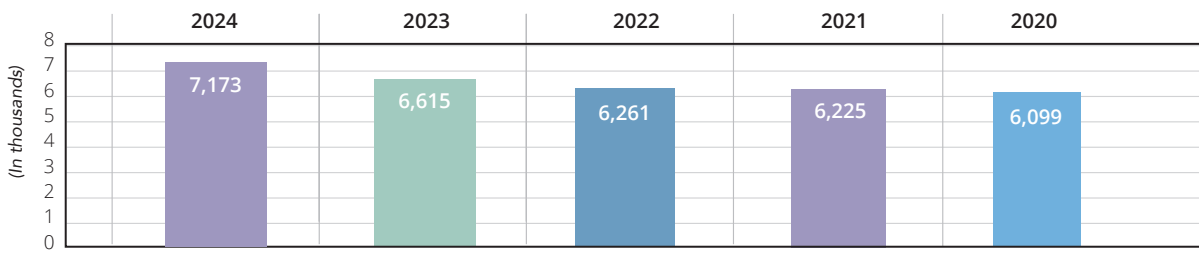


5-YEAR NEW CONSTRUCTION

(Construction Value \$ in thousands)	2024	2023	2022	2021	2020
# of Permits	287	276	378	394	351
# of Units	568	1,186	461	435	607
Construction Value	\$382,648	\$679,818	\$329,137	\$207,604	\$183,650

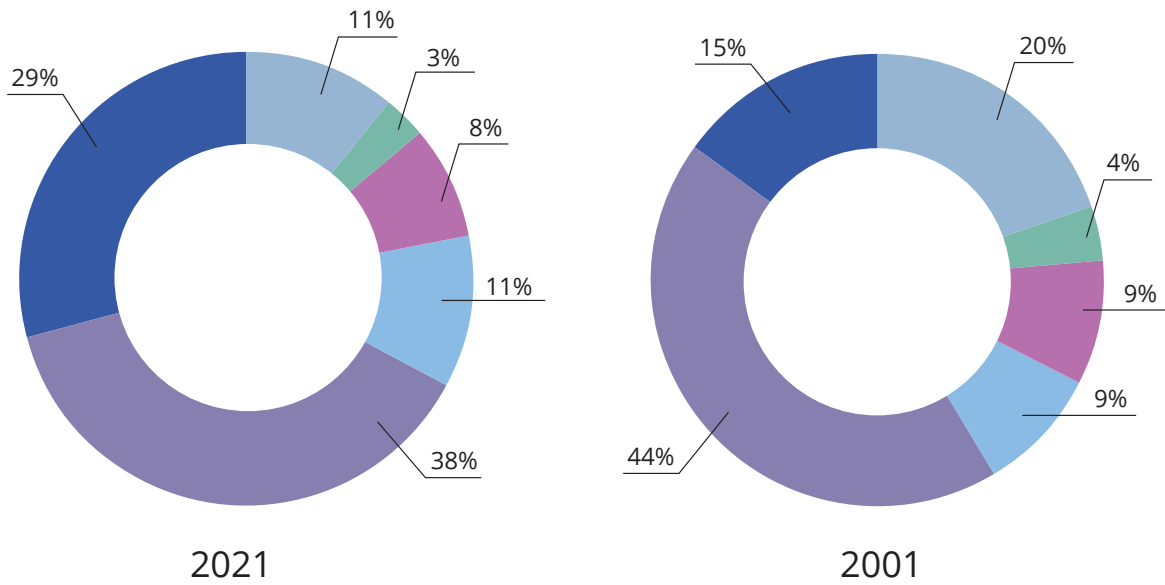
Source: City of North Vancouver Planning & Development Department

TOTAL NUMBER OF BUSINESSES



Source: City of North Vancouver Real Estate, Facilities & Economic Development Department

DWELLING TYPES 2001-2021



APARTMENT
IN A BUILDING
THAT HAS FEWER
THAN 5 STOREYS

APARTMENT
IN A BUILDING
THAT HAS 5 OR
MORE STOREYS

APARTMENT
OR FLAT IN
DUPLEX

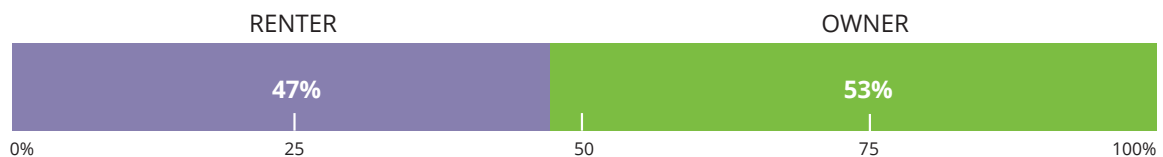
SINGLE-
DETACHED
HOUSE

SEMI-
DETACHED
HOUSE

ROW
HOUSE

Source: Statistics Canada, 2021 and 2001 Census

HOUSING TENURE



Source: Statistics Canada, 2021 Census

DISQUALIFICATIONS

No Councillors were disqualified from holding office in 2024, under the provisions set out in the Community Charter.

A handwritten signature in black ink, appearing to read 'Peter DeJong', with a stylized, looping flourish at the end.

Peter DeJong
Acting Corporate Officer





city
of north
vancouver

OUR VISION:
THE HEALTHIEST SMALL CITY
IN THE WORLD

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