

2025 ANNUAL REPORT



FOR THE YEAR ENDED
DECEMBER 31, 2025



The City of Delta acknowledges that we are on the shared, traditional, ancestral, and unceded territories of the scəw'athən (Tsawwassen), x^wməθk^wəy'əm (Musqueam), and other Coast Salish Peoples. We extend our appreciation to these First Nations for the opportunity to enjoy this land together.

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2025 ANNUAL REPORT

FOR THE FISCAL YEAR ENDED DECEMBER 31, 2025

Prepared by the Communications department in conjunction with the Finance department

INTRODUCTORY SECTION



MESSAGE FROM DELTA COUNCIL



(left to right): Councillor Daniel Boisvert, Councillor Jessie Dosanjh, Councillor Dylan Kruger, Mayor George V. Harvie, Councillor Alicia Guichon, Councillor Rod Binder, Councillor Jennifer Johal

As Council, we are proud to present the City of Delta's 2025 Annual Report, highlighting the meaningful progress and continued investment in our community. This report reflects our commitment to strengthening services today while planning thoughtfully for Delta's future. Through prudent fiscal management, the City remains in a solid financial position, as reflected in the financial statements included in this report.

In 2025, we advanced key projects and initiatives that support a thriving, sustainable, and inclusive community. Guided by our five strategic goals and priorities, we made meaningful progress in housing, recreation, community safety, infrastructure, and economic development, laying a robust foundation for Delta's future.

Build Housing & Grow Sustainably

We continued to expand housing options while supporting sustainable growth. Delta surpassed Provincial Housing Targets for the second consecutive year, delivering 1,146 net new housing units, exceeding the target of 1,098 units.

Staff also completed five Housing Accelerator Fund initiatives, including a Building Permit Rebate Program supported by federal funding, which have helped to diversify housing options across the City and build the homes our community needs.

Enhance Recreational Facilities

We delivered major capital investments in recreation infrastructure to support healthy, active lifestyles. Construction began on the new Winskill Aquatic and Fitness Centre, and we completed and celebrated a new track and infield at Delta Secondary School. Additional highlights include a new synthetic turf field at Mackie Park and completion of the Annieville Park Master Plan.

Delta also became the first municipality in British Columbia to offer free recreation centre drop-in access for residents aged 0–18 through the YAK Pass. In 2025, nearly 15,000 passes were issued, contributing to close to one million visits at our recreation facilities.

Lead Responsibly

A city-wide Community Satisfaction Survey engaged more than 2,000 residents, providing valuable insight into service delivery and future priorities. Results showed that 76% of residents are satisfied with life in Delta, and 82% feel they receive good value for their tax dollars. These findings are helping guide budget decisions and long-term planning.

We also expanded opportunities for public engagement, gathering resident input on major projects, including Winskill Renewal Project, Parks, Recreation & Culture Master Plan, Ladner Village Revitalization, and Small-Scale Multi-Unit Housing, among many others. The City also hosted two community open houses for residents to connect directly with staff about key projects shaping Delta's future.

Delta's leadership in sustainability was recognized with the Efficiency in Action Award from FortisBC. As part of our efforts to expand Delta's tree canopy, we provided 500 free trees through the Planting Our Roots program and planted more than 1,000 trees through various initiatives.

Build an Inclusive & Safe Community

Delta continues to be recognized as one of the safest communities in Canada, with a Crime Severity Index of 55.3—well below provincial average of 93 and the national average of 77.9—reflecting our strong commitment to public safety across the City.

We also advanced accessibility and inclusion, including a major playground expansion at the North Delta Recreation Centre in partnership with REACH Child and Youth Development Society. Accessibility upgrades to several facility and park washrooms were also completed. The new Delta Youth Hub also opened, creating a welcoming space for youth to connect and access supports.

Create a More Vibrant Community

The City launched new large-scale events, including Ladders, Lights & Loaders and DIYAfest, bringing the community together to celebrate Delta's diversity and spirit. Signature events such as the Luminary Festival and Canada Day at Chalmers Park also drew large crowds and fostered community connections.

In partnership with the Delta Chamber of Commerce, the City hosted the 2025 State of the City Economic Business Breakfast, bringing together business and community leaders to explore opportunities for sustainable growth.

The Ladner Village Market continued its popularity, drawing approximately 20,000 visitors per market, while a new North Delta Farmers Market was launched at the North Delta Recreation Centre in the Social Heart. Together, these initiatives contribute to a vibrant and dynamic local economy.

Looking Ahead

Council remains focused on delivering the projects, programs, and services that matter most to residents and businesses, while planning responsibly for the future. We are committed to building on this year's progress and ensuring Delta remains one of the safest and most desirable cities to visit, work, or call home.

- Delta Council

CITY MANAGER'S REPORT



Marcy Sangret
and Peter Weeber

On behalf of the Office of the City Manager and City staff, I am pleased to present highlights of a year full of achievements, exciting new initiatives, and our continued stewardship of the City's finances. Under Council's leadership, the City of Delta advanced key priorities, while maintaining the delivery of the services residents rely on every day.

In late 2025 Delta welcomed a new City Manager, Peter Weeber. Peter's experience, focus, and clarity have helped define our critical path for the year ahead and reinforce the importance of serving our community with pride and intention. During my time as Acting City Manager, I was fortunate to be able to lean on great people and established processes, which ensured not only a smooth transition but measurable progress toward achieving the City's Goals and Priorities.

This past year was defined by action—from the groundbreaking on the new Winskill Aquatic Centre, to the continued revitalization projects throughout Ladner Village, completion of the Annieville Park Master Plan, and the many critical roadway improvements along major corridors such as 72 Avenue. Several major infrastructure projects were completed as well, including the Delta Secondary School track and infield and the synthetic playing field at Mackie Park.

Last year, the City successfully launched an exciting new program called the YAK Pass (Youth and Kids Pass), providing free access to our recreation centres to nearly 15,000 youth and kids—a program that is truly unique to Delta. We continued to provide dynamic recreation options for our community through a vibrant slate of events, including two new major events—Ladders, Lights & Loaders, showcasing our City Operations functions, and DIYafest, the largest South Asian cultural event we've ever hosted.

Despite market uncertainty, the City also supported the delivery of 1,146 net new housing units in 2025, exceeding its Year 2 provincial housing target. As external economic conditions continue to shift, we remain focused on adapting to these changes while meeting the needs of our growing communities.

At the City of Delta, we are proud to remain committed to hearing from the many diverse voices in our community. Early last year, the City conducted an extensive Community Satisfaction Survey to hear directly from Deltans about their priorities and where the City should focus its efforts in the coming year. This survey informed the 2026 Budget, outlining exactly how and where tax dollars are being spent—creating an environment of transparency and accountability, and will continue to be used as we plan for the upcoming year's work.

I am grateful for all our amazing staff who contribute to making Delta a wonderful place to call home, advancing Delta Council's priorities for our community. I also want to thank our many emergency responders at Delta Police and Delta Fire, who continue to keep our city safe all year round with strong response times and some of the lowest crime rates in the province.

I am proud of what our team accomplished in 2025. Peter and I are extremely grateful to work alongside dedicated staff who continue to deliver exceptional service to our residents and businesses. Together, we are building on a strong foundation and making meaningful changes to the future of Delta.

Sincerely,

Marcy Sangret
Deputy City Manager



Letter of Transmittal from the General Manager, Finance

May 15, 2026

Mayor and Council, City of Delta



Navin Chand

I am pleased to present the City of Delta's Annual Report for the fiscal year ended December 31, 2025, prepared in accordance with Sections 98 and 167 of the Community Charter and Canadian public sector accounting standards. These statutory reporting requirements are intended to promote transparency, accountability, and informed decision-making by Council. This Annual Report provides Council and the community with a comprehensive overview of the City's financial condition, operating results, and progress toward its long-term strategic and financial objectives.

Municipal Overview

The City of Delta is a vibrant and diverse municipality located in British Columbia, providing a broad range of municipal services that support the daily lives and long-term well-being of its residents. These services include public safety and protective services, transportation and road maintenance, water, drainage and solid waste operations, recreation and cultural services, and community and land use planning. Certain regional services are delivered through partnerships with other agencies, including water and sewer services through Greater Vancouver Regional District, emergency communications through E-Comm, and library services through the Fraser Valley Regional Library.

Governance of the City is provided by an elected Mayor and Council, who establish strategic goals and priorities, approve policy and budgets, and oversee stewardship of public resources. City management and staff are responsible for implementing Council's direction, delivering services efficiently and effectively, and ensuring strong accountability and organizational performance.

Delta continues to experience steady economic activity supported by regional growth, strong development demand, and a resilient local business environment. In 2025, the City achieved 1,146 net new housing units, exceeding its Year 2 provincial housing target of 1,098 units. This growth reflects sustained residential development activity, supported by planning initiatives and process improvements aimed at enabling housing delivery while maintaining community livability.

Residential building permits issued during the year totaled approximately \$458 million, contributing to total building permit values of more than \$688 million across all sectors. This demonstrates continued investment in Delta and reinforces that the City is an attractive place to live, work, and do business.



While inflationary pressures and construction cost escalation continue to influence municipal operations and the delivery of capital projects, Delta's overall service levels and financial position remained stable throughout the year.

Prudent planning, disciplined budget management, and diversified revenue sources helped mitigate the impact of these cost pressures. Community feedback continues to be positive, with the Community Satisfaction Survey results indicating that 76 per cent of residents are satisfied or very satisfied with life in Delta.

In addition to the financial results reflected in the audited statements, the City advanced several significant operational and strategic initiatives during the year. These included the implementation of housing acceleration measures supported by federal funding, continued modernization of planning and development processes to support timely housing delivery, expanded access to recreation through the Youth and Kids (YAK) Pass program, and enhanced community engagement through surveys and public participation initiatives. The City also progressed key long range infrastructure, asset management, and service planning initiatives to support sustainable growth and maintain service levels.

Financial Overview

Management is responsible for the accuracy, integrity, and objectivity of the financial statements and all information presented in this Annual Report. The financial statements have been prepared in accordance with Canadian public sector accounting standards and are supported by a comprehensive system of internal controls designed to safeguard assets and ensure reliable financial reporting. The statements have been reviewed and approved by Council and audited by an independent external auditor.

The City operates within an annual, Council-approved budget framework supported by regular financial monitoring and reporting throughout the year. This approach allows for timely identification of variances, ensures alignment with approved plans, and supports informed decision-making. The City also maintains a robust financial management framework focused on long-term sustainability and resilience. Key components include balanced operating budgets, the strategic use of reserves, multiyear capital planning, lifecycle funding for infrastructure replacement, ongoing enhancement of asset management practices, diversified revenue sources, and regular review of user fees and cost-recovery practices. These practices are guided by established financial policies governing reserve and surplus management, prudent debt utilization, and affordability considerations.

As of December 31, 2025, the City's accumulated surplus was \$1.36 billion, reflecting a strong and stable financial foundation. Of this total, \$1.12 billion is invested in tangible capital assets such as roads, buildings, utilities, and recreational facilities that support the delivery of services over their useful lives. \$238.4 million is held in reserves and operating surplus to support future capital investments, mitigate risk, and provide financial flexibility.

For the year ended December 31, 2025, the City reported:

- Total revenues of \$432.7 million (2024 - \$350.2 million).
- Total expenses of \$340.6 million (2024 - \$313.6 million).
- Annual surplus of \$92.1 million (2024 - \$36.3 million).



Revenue growth during the year was driven primarily by taxation, development-related revenues, and contributed capital assets. Expense growth remained moderate and was largely attributable to inflationary impacts and expanded service delivery, while overall spending remained within approved budget limits.

The annual surplus includes both cash and non-cash items. Overall, net investment in capital assets increased by approximately \$80.4 million during the year. Operating surplus increased by \$6.1 million, and reserves increased by \$5.6 million.

Delta's financial capacity has strengthened over the past five years through a combination of revenue growth, development contributions, deliberate reserve building, and the strategic use of senior government funding. Long-term financial planning integrates operating and capital budgets, asset management information, reserve strategies, and prudent debt utilization. Debt is used selectively to support major capital projects, with repayment structured to align with asset life and promote intergenerational equity. The City's authorized debt remains well within legislative limits.

In 2025, the City advanced a substantial capital program exceeding \$228 million. Major initiatives included continued construction of the \$130 million Winskill Aquatic and Fitness Centre, supported mainly by authorized borrowing, completion of significant transportation improvements on 72 Avenue and 56 Street, investments in school and community infrastructure, and utility and irrigation system upgrades. Capital investments continue to focus on infrastructure renewal, climate resilience, and supporting community growth.

The financial statements have been audited by PricewaterhouseCoopers LLP, who issued an unmodified audit opinion confirming that the financial statements present fairly, in all material respects, the City's financial position and results of operations in accordance with Canadian public sector accounting standards. The independent audit provides reasonable assurance regarding the reliability of financial reporting and supports accountability and public trust.

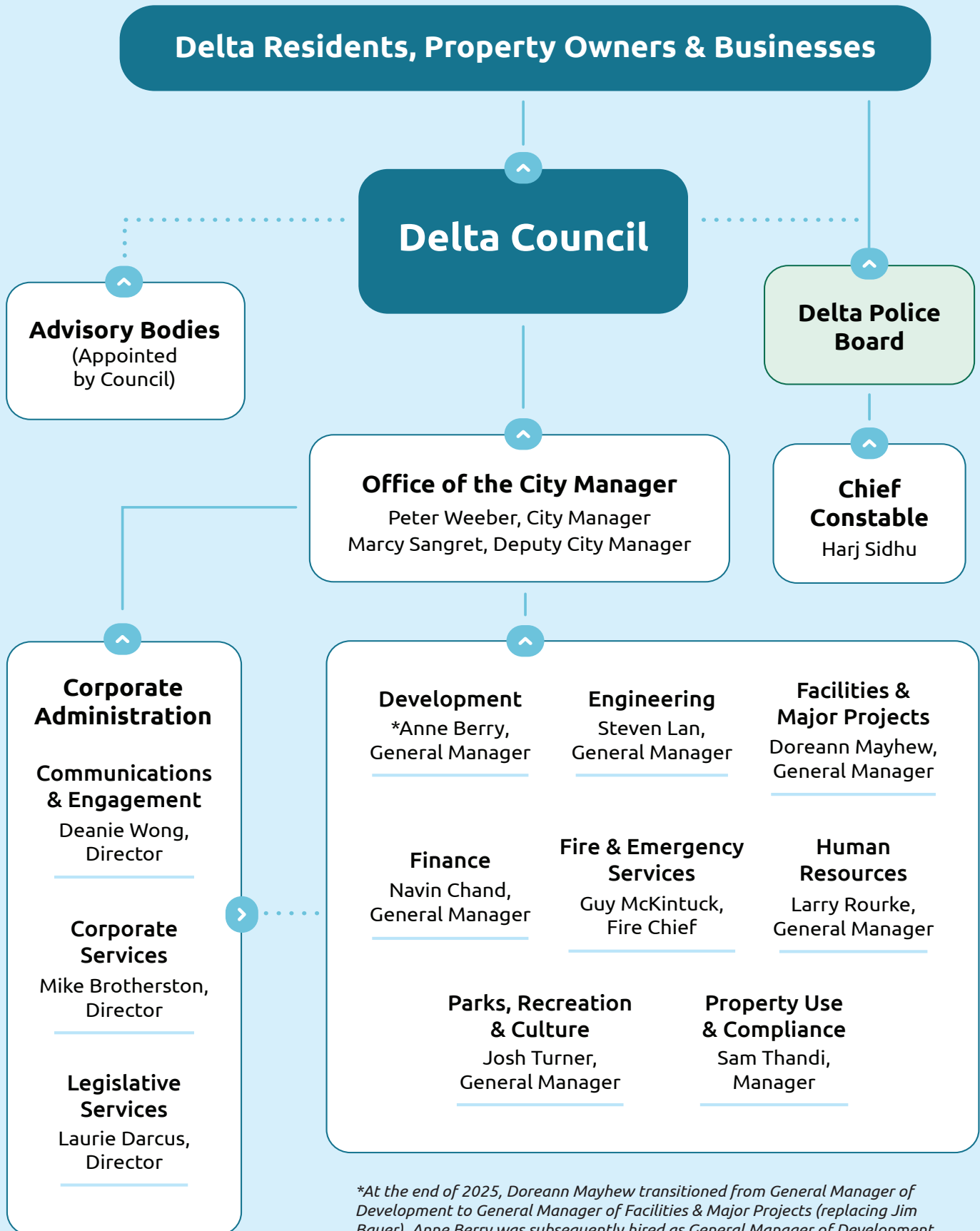
Looking forward, Delta's financial condition remains strong. The City will continue to focus on maintaining balanced budgets, advancing critical infrastructure investments, strengthening reserves, and improving operational efficiency. Ongoing challenges, including inflation, aging infrastructure, and growth-related service demands, will be addressed through disciplined financial planning, asset management, and continued engagement with residents and stakeholders.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Navin Chand".

Navin Chand, CPA, CMA
General Manager, Finance

ORGANIZATIONAL CHART



**At the end of 2025, Doreann Mayhew transitioned from General Manager of Development to General Manager of Facilities & Major Projects (replacing Jim Bauer). Anne Berry was subsequently hired as General Manager of Development.*

CITY OF DELTA GOALS & PRIORITIES

Build Housing & Grow Sustainably

- Increase building permits for net new housing units to meet Delta's Provincial housing target.
- Align infrastructure upgrades and plans with new housing growth areas.
- Provide diverse housing options to ensure housing for everyone in Delta.

Enhance Recreational Facilities

- Modernize and upgrade outdoor and indoor facilities to offer world-class recreational opportunities:
 - Rebuild Winskill Aquatic Centre
 - Advance the Cromie Park Master Plan
 - Invest in updated track and fields at Mackie Park, Seaquam Secondary School, Delta Secondary School, and South Delta Secondary School
 - Explore a cover for the North Delta Recreation Centre outdoor pool
 - Prepare a Master Plan for John Oliver Park

Lead Responsibly

- Invest sustainably in the maintenance of City infrastructure and facilities.
- Reduce unnecessary regulations and processes to make City operations more efficient and effective.

Build an Inclusive & Safe Community

- Continue to strengthen our connections with Tsawwassen First Nation and Musqueam Indian Band through meaningful collaboration.
- Develop initiatives to further support diversity, equity, and inclusion.
- Continue to build upon Delta's world-class public safety services, such as police and fire.

Create a More Vibrant Community

- Improve active transportation options.
- Implement Delta's Vision Zero Strategy by expanding the safe neighbourhood road and sidewalk improvement programs.
- Develop initiatives to enliven our city, like pop-up parks, concerts, and community events as well as pursuing the revitalization of Ladner Village.

2025 HIGHLIGHTS & 2026 OUTLOOK

Goal #1: Build Housing and Grow Sustainably



What We Have Done (2025)

- Achieved 1,146 net new housing units, surpassing the Year 2 provincial housing target order of 1,098.
- Completed five Housing Accelerator Fund (HAF) initiatives:
 - Established a Building Permit Rebate Program.
 - Implemented upgrades to Delta's eApply platform.
 - Reduced parking requirements city-wide.
 - Pre-zoned areas along 72 Ave.
 - Created a comprehensive Accessory Dwelling Unit (ADU) program, to support homeowners interested in adding coach houses and garden suites to their properties.
- Hired a housing advisor who is building relationships with non-profit groups to encourage more non-market housing.
- Hosted multiple Small-Scale Multi-Unit Housing (SSMUH) open houses.
- Implemented a bonding pilot program for servicing agreements.
- Advanced 56 St Sanitary Sewer Upgrade.
- Completed 72 St roadway improvements.

Where We Are Headed (2026)

- Working towards meeting the Year 3 provincial housing target order of 1,785 units.
- Moving forward on two remaining HAF initiatives:
 - Develop standardized zones for SSMUH.
 - Implement framework to co-locate community facilities and housing.
- Continuing industrial area infrastructure improvements, including bus shelters, benches, and more.
- Commencing construction on several key infrastructure projects including upgrades to watermain at 82A St and 53A St, sewer upgrades at 84 Ave and 53 St, and road rehabilitation at 88 St and 72 St.
- Completing 56 St Multi-Use Pathway.
- Commencing construction on 55A St to Winskill Multi-Use Path extension.
- Planning Development Cost Charge (DCC) and Amenity Cost Charge program updates.
- Completing Phase 2 of 72 St Tilbury Force Main Twinning.

Goal #2: Enhance Recreational Facilities



What We Have Done (2025)

- Started construction on the new Winskill Aquatic Centre.
- Completed construction of Delta Secondary School track and infield and South Delta Secondary School track infield (construction complete but in the grass grow-in period, will open in 2026).
- Completed construction of a new playground with key accessible upgrades at Bell Park.
- Completed public engagement for the John Oliver Park Master Plan.
- Completed the Annieville Park Master Plan, endorsed by Council.
- Completed construction of the Mackie Park synthetic playing field.
- Welcomed almost a million visits to recreational facilities (up 6% from 2024).
- Created the YAK Pass program and issued 14,990 passes (3,424 of those passes were issued to youth who had never visited a Delta rec centre before). Delta is the first and only city in BC to provide free rec centre drop in admissions to residents 0-18 years of age.

Where We Are Headed (2026)

- Advancing Winskill Aquatic and Fitness Centre construction, keeping on target and on Budget for Spring 2028 opening.
- Completing construction of Seaquam Secondary track and infield.
- Completing the overall PRC Master Plan which will include a feasibility study for the establishment of a new recreation centre in North Delta.
- Completing the Cemetery Master Plan.
- Completing renewal of the ball diamond and backstop at Bell Park.
- Completing construction of a new baseball field at Cromie Park.
- Bringing the complete John Oliver Park Master Plan to Council and starting the approval process with the Agricultural Land Commission.
- Commencing construction on the Annieville Park Master Plan, including a new water park, and various accessibility features.
- Commencing construction of Mackie Park and Hawthorne Park field houses.

Goal #3: Lead Responsibly



What We Have Done (2025)

- Completed the City-wide Community Satisfaction Survey, receiving responses from 2,082 residents.
- Conducted a comprehensive public engagement program for the 2026 Budget, including open houses and Council Workshops.
- Established the Delta Insights Panel to gather timely, representative feedback on select topics.
- Updated fees and charges to bring Delta's fees closer to the median of comparable municipalities.
- Furthered the transition from paper-based to online systems, including:
 - eScribe for Council agenda production
 - eApply for all building permits
 - electronic ticketing for bylaw officers
- Responded to over 180 Freedom of Information requests.
- Received the FortisBC Efficiency in Action Award, recognizing the City's leadership in energy efficiency and greenhouse gas reduction.
- Completed the transfer of 137.7 hectares of Burns Bog from MKB Delta to the City for conservation.
- Enhanced records management practices across the City.

Where We Are Headed (2026)

- Conducting the 2026 local government elections, supported by transparent, accessible, and effective communications.
- Preparing to launch a new online engagement platform equipped with various features, such as translation services, to support participation in the next budget process.
- Establishing a City-wide asset management policy to ensure sustainable investment and maintenance of City infrastructure.
- Implementing an asset management system to track City asset inventories and capital replacement schedules.
- Continuing to identify and implement process improvements and streamlining initiatives in all areas of core service delivery and operations.
- Exploring the feasibility of establishing Urgent and Primary Care Centres in Delta.
- Developing a Climate Adaptation Strategy for the City.

Goal #4: Build an Inclusive and Safe Community



What We Have Done (2025)

- Delta Police Department (DPD) ensured Delta maintained one of the lowest Crime Severity Index scores at 55.3, well below provincial (93) and national (77.9) averages.
- DPD responded to nearly 25,000 calls for service.
- Delta Fire Department (DFD) completed 4,046 Fire Safety Inspections.
- DFD responded to 8,511 incidents.
- Completed accessibility upgrades to numerous City facilities and parks (e.g., new accessible washroom doors).
- Conducted a fuel management program in Burns Bog to reduce wildfire risk (4.7 hectares treated).
- Created by local artist Chloe Groth, the “You Belong Here” project engaged hundreds of residents across Delta to celebrate inclusion.
- Opened the Delta Youth Hub, creating a dedicated space in City facilities for youth to connect and thrive.
- Completed an accessible playground expansion at the North Delta Recreation Centre, in partnership with REACH.

Where We Are Headed (2026)

- Strengthening relations with Tsawwassen First Nation and Musqueam Indian Band through various relationship building initiatives including the Welcome Pole project and increased project engagement.
- Beginning to implement the 2026-2030 DPD Strategic plan.
- Continuing the River Road Protected Cycle Lanes project from 76 St to Huston Road.
- Continuing to implement the Vision Zero Roadmap.
- Advancing more diverse housing options (e.g., Ladner Willows and phase 2 of KinVillage).
- Commencing construction on intersection improvements at:
 - 56 St and 16 Ave
 - 116 St and 90 Ave
- Commencing construction on crosswalk improvements at:
 - 6 Ave and Gilchrist Drive
 - 86 Ave at Hellings Elementary
 - 84 Ave and 117B St
- Completing construction of a new universal washroom within Ladner Pioneer Library.

Goal #5: Create a More Vibrant Community



What We Have Done (2025)

- Hosted two new successful City events: “Ladders, Lights & Loaders” and “DIYafest,” the latter being the largest South Asian cultural event ever hosted by the City.
- Enhanced the Pop-up Park program, including a street mural and movie night at Bridge St, and arts focused park at the South Delta Art Gallery.
- Ran the Ladner Village Market, expanding the footprint and adding an additional day. Roughly 20,000 people attended each market.
- Provided \$150,000 in funding through the Community Grants program to support 33 initiatives across Delta.
- Created a permanent mobile food and beverage vendor program.
- Completed the new Barns to Beaches Bike Route.
- Brought together over 500 young people during Youth Week, a community collaboration to celebrate youth across Delta.

Where We Are Headed (2026)

- Advancing the revitalization of Ladner Village, including completing construction on the new Chisholm St Wharf.
- Hosting two soccer fan zones to watch the FIFA World Cup 2026™, one at Chisholm St Wharf and one at North Delta Recreation Centre.
 - Preliminary plans include hosting a St party for the FIFA World Cup 2026™ Finals.
- Hosting the new Barns to Beaches Festival, a one-day celebration of cycling, music, food, and beverages.
- Developing a new City and Community Events Strategy, including exploring sponsorship models.
- Establishing a new digital newsletter for residents that highlights important topics across the City.



Vancouver International Airport (YVR)

Downtown Vancouver
26 km

Richmond



Population
~110,000
Residents

Tilbury/Nordel

industrial area
(~800 hectares / ~1,977 acres)

Fraser River

Salish Sea



8,395 hectares
(20,744 acres)
of active farmland

Ladner



Delta
City Hall

Total Land Area
18,168 hectares
(44,893 acres)

Musqueam Indian Band
IR No.4

Tsawwassen
First Nation



Roberts Bank
Terminal

largest container terminal in Canada
+ largest coal port on West Coast N. America

Tsawwassen
Ferry Terminal

Tsawwassen

USA Border
(Point Roberts)

B
~3

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67
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About Delta

• Incorporated 1879 •

North Delta

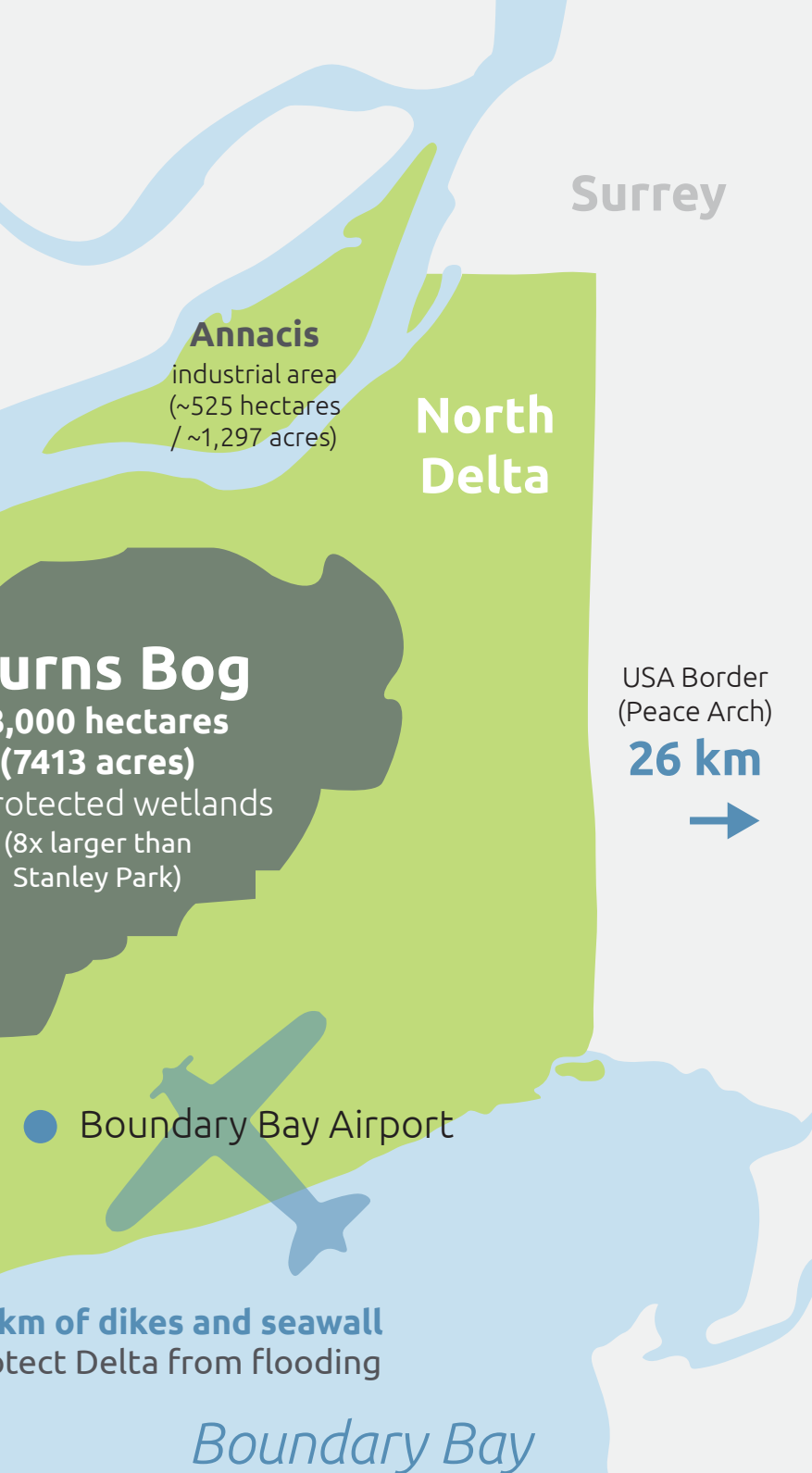
North Delta is a bustling community full of businesses, shops, restaurants, arts and culture. In the midst of the bustle is the Delta Nature Reserve and Burns Bog, the largest raised bog in North America. With fantastic sport parks, recreation centres, and Delta's biggest park, Watershed Park, North Delta is a key recreational destination.

Ladner

Ladner is a heritage fishing village situated next to the Fraser River. It is home to the civic precinct, including Delta City Hall and Delta Hospital. Ladner is the main hub of Delta's agriculture industry, with Westham Island offering a scenic tour of some of Delta's most popular farms and roadside farmstands. Historic buildings, such as Harris Barn on Arthur Drive, line Ladner's roads, and it is a popular destination for bird lovers due in part to the George C. Reifel Bird Sanctuary.

Tsawwassen

A beachside town located next to the US/Canada border and BC Ferries terminal, Tsawwassen is a tourist destination and a beach paradise for locals. The town features natural spaces, including Boundary Bay Regional Park and Fred Gingell Park, and many recreational opportunities, including golfing and water sports. It offers a mix of housing and businesses, as well as a central shopping corridor with local boutiques and more.



km of dikes and seawall
protect Delta from flooding

Boundary Bay

A large part of the 20,682 hectare Fraser River Delta Ramsar Site, the highest designation for the protection of wetlands, is in Delta. These areas are critical feeding stopovers on the Pacific Flyway for migratory birds.

The Fraser River Delta Ramsar Site includes:

- South Arm Marshes Wildlife Management Area
- Boundary Bay Wildlife Management Area
- Alaksen National Wildlife Area on Westham Island
- Burns Bog

RECONCILIATION

The City of Delta continued to advance its commitment to meaningful reconciliation and strong government-to-government relationships with Host Nations, scəwəθən (Tsawwassen First Nation) and xʷməθkʷəy̓əm (Musqueam Indian Band), throughout 2025.

A key milestone was the launch of the Welcome Pole Project, which included a Call for Artists, awarding contracts to the successful artists, and hosting on-site kick-off meetings. The Welcome Poles reflect the City's commitment to relationship-building with Delta's host nations, Tsawwassen First Nation (TFN) and Musqueam Indian Band (MIB), while also serving to welcome visitors and raise awareness of, and honour, the land on which the City is situated. The project was also supported by a joint news release featuring remarks from both TFN Chief Laura Cassidy and MIB Chief Wayne Sparrow.

Throughout the year, City staff engaged regularly with staff representatives from TFN and MIB on a range of initiatives, including relationship building, technical planning, capital projects, servicing agreements, and joint advocacy initiatives across City departments.

To support continued learning and awareness, the City hosted an Indigenous education and professional development session for the Delta Leadership Team, led by Angela White, Executive Director of the Indian Residential Schools Survivors' Society.

The City also held its annual Every Child Matters Flag Raising Ceremony with participation from leadership of both TFN and MIB, in honour of the National Day for Truth and Reconciliation. In addition, several City facilities were illuminated in orange during the week of September 30th, and orange flags were flown at key locations across Delta in recognition of this important day.

Public safety partnerships were strengthened through renewed service agreements with TFN, ensuring continuity of police, fire, animal control, and emergency management services.

Additionally, Delta Council participated in a Council-to-Council dinner hosted by Musqueam Indian Band Chief and Council, further supporting ongoing relationship-building and dialogue.



Council-to-Council Dinner hosted at Musqueam



Every Child Matters Flag Raising Ceremony

COMMITMENT TO EQUITY, DIVERSITY, AND INCLUSION

City of Delta Equity, Diversity and Inclusion Statement

At the City of Delta, we are committed to recruiting and retaining a diverse workforce that is representative of our community, providing equal opportunity and fostering an inclusive workplace where our individual differences are recognized, valued, and celebrated.

We believe that embracing our individual differences strengthens our organization and enhances our ability to serve the public.

Through the continued implementation of Delta's Equity, Diversity, and Inclusion (EDI) Workplan and the work of the Diversity, Inclusion and Anti-Racism Committee, we are taking meaningful steps to remove systemic barriers and advance equity across all areas of our work.

Key milestones achieved in 2025 include:

- Expanded cultural celebrations, including the inaugural DIYAFest, which welcomed nearly 4,000 attendees and celebrated Delta's cultural diversity.
- Creation of a dedicated space in North Delta for South Asian seniors, supporting connection and reducing social isolation, with ongoing engagement to expand inclusive programming.
- Collaboration with Delta Housing Be Mine Society to advance inclusive housing initiatives for individuals with intellectual disabilities.
- Partnerships with local libraries and settlement agencies to deliver newcomer support services within civic facilities, improving access and community integration.
- Enhanced public engagement practices through Committee input, helping reduce barriers and improve inclusivity for major projects such as the Winskill redevelopment.
- Continued success of the Mentor-Connect Program, supporting staff development, knowledge-sharing and meaningful workplace connections.
- Launched the Pathways to Delta campaign during Welcoming Week, promoting intercultural learning and an inclusive and welcoming workplace culture.



Looking ahead, the City remains committed to embedding an equity lens across all areas of its work—from policies and practices to programs and services—ensuring they reflect and support the diverse needs of the community. Together, we are building a more inclusive Delta for all.

SUPPORTING BUSINESS & ECONOMIC DEVELOPMENT

The City of Delta remains committed to supporting economic growth and fostering a strong, resilient local business community. In collaboration with the Delta Chamber of Commerce and other local business organizations, the City continues to advance initiatives that strengthen partnerships and support long-term business success.

In 2025, the City supported the Chamber's Delta Business Tariff Survey, which provided valuable insight into the impacts of U.S. tariffs on local businesses. Despite ongoing global economic pressures, Delta businesses have continued to demonstrate resilience and innovation in maintaining the flow of goods and services locally and beyond.

Delta's industrial areas, including Tilbury and Annacis Island, remain key drivers of the regional and municipal economy as highly productive employment lands. To support continued growth in these areas, the City is investing in road safety and improved worker mobility. The 2026 budget includes approximately \$35 million over the next five years for transportation, paving, transit infrastructure, and utility upgrades in these areas. As Delta's population and workforce continue to grow, enhancing infrastructure remains a key priority.

The City continues to maintain a competitive tax environment that supports business investment and retention. In 2025, Delta maintained the lowest business-to-residential tax ratio in the Lower Mainland.

Economic development is also supported through vibrant community-based initiatives. In addition to the Ladner Village Revitalization and popular Ladner Village Market, the City re-launched a community market in the Social Heart of North Delta. The North Delta Farmers' Market provides a welcoming space for local vendors to offer fresh produce, handmade goods, baked items, and more, while contributing to community activation and local economic activity.

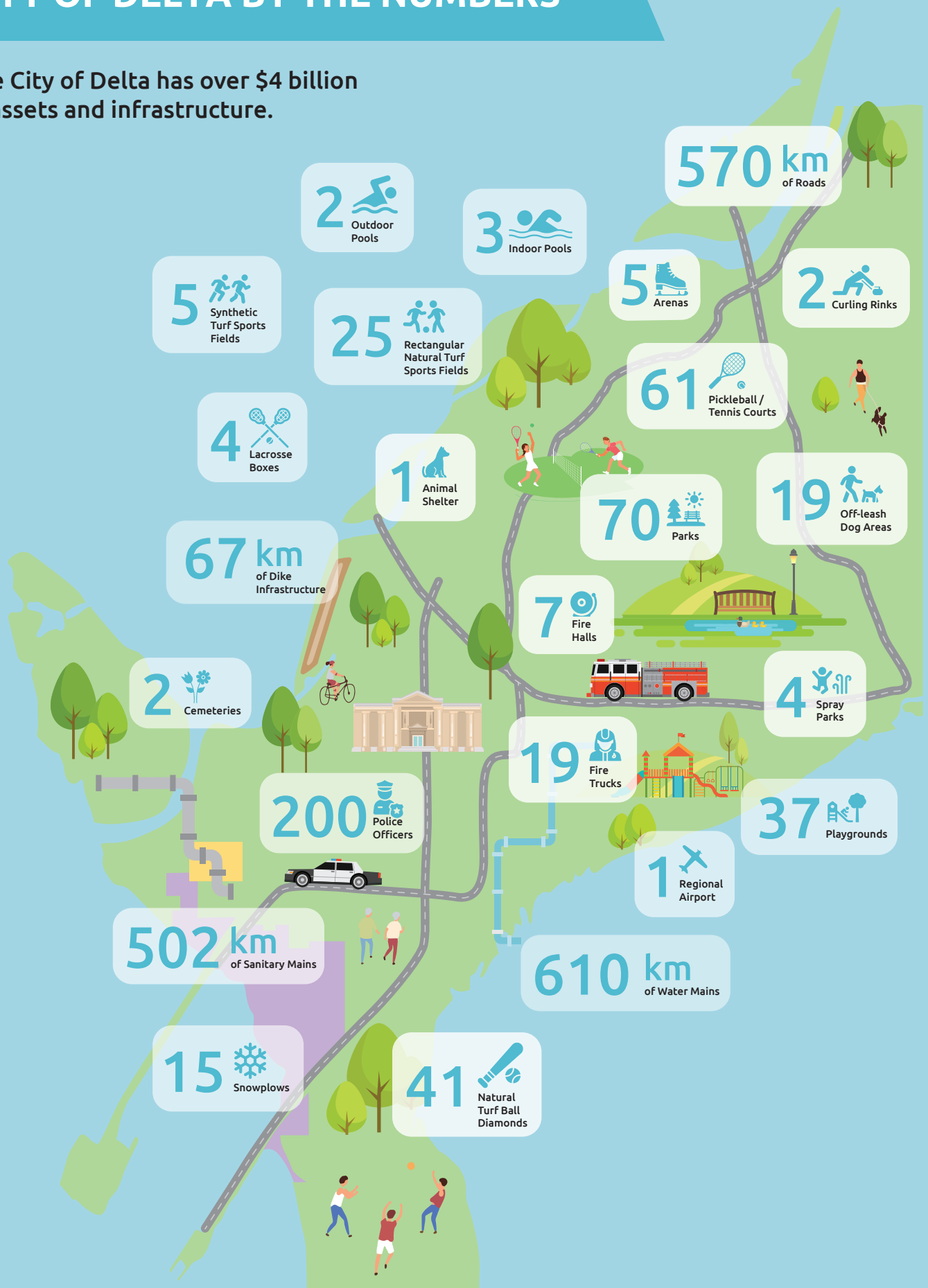
Looking ahead, the City will continue to advocate for policies that support local businesses, encourage investment, and attract new economic opportunities to Delta.



2025 State of the City Economic Business Breakfast in partnership with the Delta Chamber of Commerce

CITY OF DELTA BY THE NUMBERS

The City of Delta has over \$4 billion in assets and infrastructure.



GRANTS & RECOGNITION

In 2025, the City of Delta secured significant external funding and received recognition for its leadership in energy efficiency. These investments support key priorities, including agricultural sustainability, infrastructure improvements, and climate adaptation.

Grants

Delta received funding for a range of projects that strengthen infrastructure, support local agriculture, and enhance environmental resilience, including:

Investment Agriculture Foundation of BC (IAF) – Agricultural Water Infrastructure
\$1.6 million

Funding for agricultural water infrastructure improvements, including a second irrigation intake, conveyance upgrades, and culvert and pump station enhancements

BC Active Transportation Grants Program
\$500,000

Funding for River Road protected cycle lanes (68 St to Deas Island Rd)

BC Active Transportation Grants Program
\$263,700

Funding for the 56 Street Multi-Use Pathway (6 Ave to 8A Ave)

Burns Bog Ecological Conservancy Area - Interface Fire Risk Mitigation Project
\$90,000

Funding for fuel management treatment for a second parcel within the Burns Bog Ecological Conservancy Area

Disaster Risk Reduction – Climate Adaptation Program
\$150,000

Funding for the preliminary design of the Mason Drainage Pump Station

Zero Emission Vehicle Infrastructure Program
\$100,000

Funding for the installation of fleet EV charging stations

Recognition

- **Efficiency in Action Award from FortisBC**
 The City was recognized for our leadership in energy efficiency and greenhouse gas reduction with the Efficiency in Action Award.

VOLUNTEERING

Volunteers play a vital role in building a vibrant, connected Delta. Every year, community members generously contribute their time and talents to support City events, programs, and services.

Special Events: From festivals to community celebrations, volunteers help bring Delta's events to life by assisting with setup, activities, and cleanup.

Supporting Seniors: Delta's seniors recreation centres, McKee Seniors Recreation Centre and Kennedy Seniors Recreation Centre, are run by non-profit societies that rely on volunteers to deliver programs and support local seniors. Volunteer opportunities are available for all interests and abilities.

Environmental Stewardship: Community Weed Pulls and other stewardship initiatives are held throughout the year, offering residents a chance to help restore and protect Delta's natural environment.

More Ways to Get Involved: Residents can also volunteer with the Delta Community Animal Shelter, Delta Museum & Archives, or participate in programs such as Adopt-a-Street and Snow Angels.

The City of Delta extends sincere thanks to all volunteers whose dedication and contributions make a lasting difference in our community.

Visit delta.ca/Volunteers to learn more about opportunities to volunteer.





DEPARTMENT OVERVIEWS



DEVELOPMENT



Accessory Dwelling Unit Concierge Service tent at the Southlands Farmers Market

WHO WE ARE

The Development department plays a key role in shaping Delta's future by working collaboratively with Council, staff, the development community, and residents to guide growth and ensure sustainable, vibrant communities. Through strategic land use planning, policy development, building approvals, and infrastructure upgrades, the department ensures that new growth delivers a range of housing options, employment opportunities, and public amenities that support Delta's evolving needs.

The department includes:

The Application Centre is a one-stop hub for development and building permit applications and public inquiries, delivering accessible and responsive customer service. The Application Centre tracks building statistics and provides information to the public, other departments, and external agencies regarding Delta's bylaws and policies.

Building Approvals is responsible for reviewing construction drawings, issuing permits, and conducting inspections to ensure safety, accessibility, zoning, and code compliance. Building Approvals works in cooperation with other departments, provincial authorities, and in partnership with applicants to ensure that the design and construction of buildings meet health, safety, fire protection, accessibility, and city zoning standards.

Community and Development Planning manages the Official Community Plan (OCP), Zoning Bylaw, and key strategies related to land use, housing, agriculture, heritage, and demographics. Staff work closely with the development community, other departments, external agencies, and the public to process rezoning, subdivision, and other development applications and make recommendations to Council regarding land development.

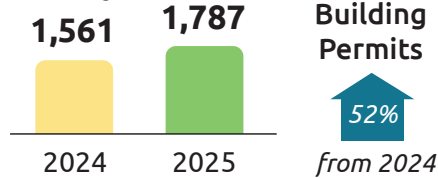
Development Engineering ensures infrastructure and servicing standards are met and upgrades to Delta's transportation, water, sewer, and drainage systems support new growth.

2025 ACHIEVEMENTS & IMPACT

Driving Growth and Economic Momentum



Record Breaking Construction Activity:



Representing over \$688 million in construction value.



Ensuring Safe and Quality Developments: Completed 13,293 building inspections, supporting safe and high-quality construction across the community.



High Volume of Public and Development Support: Processed 190 land use applications and responded to over 25,000 enquiries through the Application Centre, delivering timely service and guidance to residents, builders, and developers.

Advancing Development Projects



Progress on Key Developments: Provided continued oversight and support for Southlands Village, Parkwood Industrial Park, and other significant housing and employment-generating projects that are shaping Delta's long-term growth and economic future.

Modernizing Services and Streamlining Processes



Expanded Digital Access and Online Service: Enhanced Delta's eApply platform to include all building permit types, improving online access, efficiency, and customer experience for residents, builders, and developers.

Strengthening Heritage Preservation



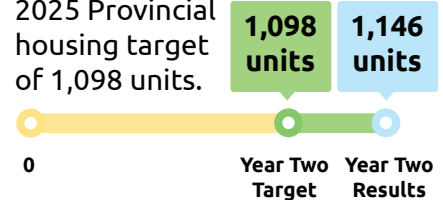
Expanded Support for Heritage Conservation:

Increased the maximum Heritage Conservation Fund grant from \$30,000 to \$50,000 (up to 50% of capital costs), with additional funding available for accessibility-related improvements; supporting preservation while enhancing inclusivity.

Supporting Housing Growth



Advancing Housing: Delivered 1,146 net new housing units, exceeding Delta's 2025 Provincial housing target of 1,098 units.



New Building Permit Rebate Program:

Launched a rebate program supported by federal funding to support faster and more affordable home construction, returning over \$1.7 million to residents in 2025.



Reduced Parking Requirements:

Reduced City-wide parking requirements to support transit-oriented projects, lower development costs, improve project viability, and better align parking supply with demand.



Pre-Zoned Areas Along 72 Ave:

Pre-zoned 151 properties within the 72 Ave corridor to enable new townhouse development and increase housing supply.

ENGINEERING



WHO WE ARE

The Engineering department plays a vital role in supporting a thriving, resilient, and growing Delta. Responsible for a broad portfolio of essential services and infrastructure projects, the department ensures the city remains safe, accessible, and sustainable while directly enhancing residents' quality of life.

Engineering includes several specialized teams that manage capital construction projects, oversee public works and utility services, deliver transportation and safety improvements, and provide permitting and customer service. Together, these teams support Delta's continued growth through strategic infrastructure renewal, a focus on safe and active transportation, and a strong commitment to responsive public service.

Key areas of responsibility include:

Administrative and Customer Services oversees the City's reception and switchboard operations, responds to public service requests, and processes permits related to highway use, tree cutting, hydrant access, filming, special events, and more.

Design and Construction manages the delivery of Delta's annual capital infrastructure upgrade program, including project management, drafting, and surveying.

Operations provides day-to-day public works services, including street and sidewalk maintenance, horticulture, tree care, sports field maintenance, and snow and ice control.

Transportation and Special Projects leads road safety and mobility planning, oversees transportation infrastructure upgrades, provides assistance with engineering requirements for land development and building permit projects, and advances key initiatives such as the Vision Zero Strategy and Cycling Master Plan.

Utilities oversees long-term planning, upgrades, and maintenance of Delta's water, sewer, drainage, and flood protection systems, along with waste and recycling services.

2025 ACHIEVEMENTS & IMPACT

Strengthening Core Infrastructure



Support Agricultural Water Infrastructure: Secured a \$1.67 million grant through the BC Government’s Agriculture Water Infrastructure Program to fund critical upgrades to Delta’s irrigation water conveyance system and enhancing infrastructure that supports our diverse farming community.



Active Transportation Investment: Obtained over \$2.6 million in grant funding from TransLink to improve walking, cycling, and transit access throughout Delta.

Improving Transportation Safety and Connectivity



Expanding Pedestrian Infrastructure: Installed over 2.3 km of new sidewalks and streetlighting in residential and industrial areas to improve pedestrian safety and connectivity.



Improving Transit Amenities: Installed five new bus shelters with benches at bus stops in Delta’s industrial areas, providing safe and covered spaces for transit users.



Bus Stop Accessibility: In partnership with TransLink, completed 18 bus stop accessibility upgrades, including a new concrete bus pad on 80 Street, supporting Delta’s Vision Zero Strategy and Accessibility Plan.



Expanding Cycling and Multi-Use Connections: Completed the River Road Multi-Use Pathway between Ferry Road and Elliott Street, creating a safe and accessible 3.5 m wide connection between Marina Gardens and Ladner Village as part of Delta’s Cycling Master Plan.

Providing Responsive Community Services



Responded to:

28,000+ phone calls from residents	10,000+ public service requests
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Timely Development Review:

200 Development Lots Served	568 Development Inquiries Response
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Waste Reduction and Education: Hosted 16 public workshops and five community events to promote solid waste best practices and environmental stewardship.

Growing Delta’s Urban Forest



Expanding the Community Tree Canopy: Provided 500 free trees through the Planting Our Roots program and planted more than 1,000 trees through various initiatives, helping expand Delta’s urban forest and enhance biodiversity.

FACILITIES & MAJOR PROJECTS



Winkill Aquatic and Fitness Centre Renewal

WHO WE ARE

Established in 2024, the Facilities and Major Projects department was created to deliver a focused and strategic approach to the planning, construction, renewal, and maintenance of City-owned buildings and public infrastructure. The department's mandate is to ensure that Delta's facilities meet the evolving needs of the community in a safe, accessible, and sustainable manner.

The department includes a facilities team who oversee the day-to-day maintenance and building services of over 100 City facilities. The major projects team leads the design and construction of large-scale facilities, parks, and capital projects, while a newly established asset management team guides long-term facility investment planning to ensure the resilience and longevity of City infrastructure.



Delta Secondary School Track and Field Renewal

2025 ACHIEVEMENTS & IMPACT

Delivering Major Sports and Recreation Infrastructure



Winskill Aquatic and Fitness Centre Renewal: Reached a major milestone when Council approved the layout and form and character of the new Winskill Aquatic and Fitness Centre. Construction is underway on the \$130 million project, with micropiles, footings and excavation in progress—advancing a major investment in community recreation.



Winskill Park Baseball Diamond: Construction of a new baseball diamond at Winskill Park began as part of the broader Renewal project, which is expected to open to the public in Spring 2026.



Cromie Park – Ladner Indoor Training Facility: Completed the new 14,300 ft² Ladner Indoor Training Facility at Cromie Park in partnership with the Ladner Minor Baseball Association. The \$3.7 million facility includes a synthetic turf training area, retractable netting, meeting rooms, storage, and a concession space, with exterior design elements reflecting the community’s agricultural heritage.



Mackie Park Synthetic Turf Field: Delivered a new synthetic turf field at Mackie Park, providing a full-size soccer pitch and a high school regulation football field. The project included the planting of 59 replacement trees through the 2025 Urban Reforestation Program, along with field equipment, LED lighting, and filming towers.



Delta Secondary School Track and Field Renewal: Completed replacement of the running track and grass infield at Delta Secondary School in partnership with the Delta School District. This \$5 million project enhances recreation opportunities for students and the wider community.

Building a Strong Asset Management Foundation



Asset Management Implementation: Expanded the department’s asset management capacity and introduced a new internal request process to improve coordination across departments, support early identification of facility needs, and guide long-term infrastructure investment planning.

Enhancing Facilities Operations and Service Delivery



Facilities Team Expansion: The Facilities team prioritized its goal and vision to strengthen service delivery and support the City’s growing portfolio of more than 100 municipal facilities.



Operational Procurement Improvements: Established ten new operational service contracts in collaboration with the Finance department to support facility services and supplies, improving efficiency and reliability across civic facilities.

Investing in Staff Development and Safety



Training and Development: Expanded staff training opportunities, including First-Aid certification, supervisor safety certification, cross-training initiatives, and in-service training sessions to support a strong safety culture and continuous professional development.

FINANCE



Budget Open House

WHO WE ARE

The Finance department is responsible for providing efficient, effective, and responsible financial management services in a customer-focused environment to the public, Delta Council, and City departments. Through sound fiscal management, strategic planning, and a commitment to transparency, the department ensures that Delta remains financially resilient.

With a service-driven and forward-looking approach, the department supports Council, staff, and the public across three core divisions:

Financial Planning coordinates the preparation of Delta's annual operating and capital budgets and provides departmental financial reporting. This division is responsible for the billing and collection of utilities, property taxes, and other City revenues. It also oversees the City's investment portfolio and plays a key role in the City's asset management program.

Financial Services maintains the general ledger, processes accounts payable, administers payroll, manages procurement, coordinates audit functions, and prepares the City's annual financial statements.

Information Services is a strategic partner in delivering technology solutions that support City operations and services. The division implements, manages, and enhances enterprise applications, IT infrastructure, GIS, cybersecurity, and client services. The team ensures seamless connectivity, secure data management, and digital innovation across the City's networks, systems, and communication platforms.

Together, these teams help shape a strong financial foundation that powers innovation, ensures fiscal responsibility, and supports Delta's ongoing growth and progress.

2025 ACHIEVEMENTS & IMPACT

Strengthening Financial Foundations



Community-Informed Budgeting: Strengthened the budget process by integrating findings from the 2025 Community Satisfaction Survey, ensuring financial planning reflects community priorities.



Fair and Competitive Fee Structures: Advanced refinements to Delta’s Consolidated Fees and Charges Bylaw, including aligning development fees with comparable cities to support fair, competitive, and sustainable growth.



Responsible Investment Management: Delivered an investment portfolio return of approximately 4% in a challenging fiscal environment, demonstrating prudent stewardship of public funds.



Supporting Development and Infrastructure



Strategic Procurement Leadership: Led major procurement initiatives for key community infrastructure projects, including the 84 Street Pump Station, Seaquam Secondary School Track & Field, Ladner Wharf Improvements, and the Winskill Renewal Project—supporting long-term growth and community resilience.



Financial Process Modernization: Modernized internal financial processes, including paperless records management and streamlined billing systems, improving efficiency and service delivery.



Flexible Development Securities: Implemented acceptance of surety bonds for development projects, aligning with provincial legislative changes to provide greater flexibility for developers while protecting the City’s financial interests.

Modernizing Systems and Services



Digital Workplace Transformation: Implemented Microsoft 365 for all City employees, enabling faster collaboration, improved productivity, and more responsive public service delivery.



Cybersecurity and Digital Resilience: Strengthened the City’s cybersecurity monitoring and protections, safeguarding digital services and ensuring reliable access to online services for the community.



Digital Governance and Transparency: Introduced digital tools that centralize Council meeting access, including live streams, agendas, reports, minutes, and archived materials; ensuring transparency and public accessibility.



Service Connectivity Improvements: Modernized telephone systems in Delta’s public libraries, improving reliability and making it easier for residents to connect with staff and services.



Budget Open House

FIRE & EMERGENCY SERVICES



Ladders, Lights & Loaders

WHO WE ARE

Delta Fire & Emergency Services is committed to protecting life, property, and the environment through a comprehensive range of emergency response, prevention, and preparedness services. With over 200 dedicated personnel, seven fire halls, a specialized training facility, and a fleet of 19 apparatus, Delta Fire & Emergency Services delivers professional fire suppression, emergency pre-hospital care, rescue services, hazardous materials response, and public safety education across Delta.

The department is organized into five interconnected divisions:

Operations oversees emergency response equipment and communications. Firefighters respond to structural, wildland, vehicle, and marine fires, medical emergencies, rescues, and hazardous material incidents.

Fire Prevention enhances public safety by conducting inspections, plan reviews, fire investigations, and enforcing fire codes. This division educates the public and reduces risks through proactive fire prevention initiatives.

Emergency Management coordinates city-wide disaster preparedness and response planning. This division organizes training exercises, supports emergency volunteers, and ensures compliance with provincial emergency management standards.

Administration manages payroll, human resources, budgeting, and administrative support to ensure seamless departmental operations.

Training provides annual training and an intensive eight-week, 360-hour recruit program.

2025 ACHIEVEMENTS & IMPACT

Strengthening Front Line Services



Rapid Community Response: Responded to 8,511 incidents city-wide, with 3,094 additional apparatus movements, providing enhanced operational coordination and response capacity.



Expanding Medical Response: Marked ten consecutive years of delivering Emergency Medical Responder-level care, attending 41,945 medical calls and strengthening Delta's frontline response to medical emergencies.

Strengthening Emergency Preparedness



Emergency Operation Centre Readiness: Supported preparedness and response for recurring hazards including spring freshet, wildfires, atmospheric rivers, storm surges, and extreme temperature events.



Wildland Fire Response and Training: Completed annual wildland firefighting training to maintain full operational readiness for responding to fires in Delta's urban interface areas and to wildfires throughout the province.

Enhancing Public Safety and Prevention



Fire Prevention Efforts: Completed 4,046 inspections across commercial, industrial, multi-tenant buildings, daycares, schools, and care homes, reinforcing Delta's commitment to fire code compliance and community safety.



Reducing Fire Risk in Public Spaces: Partnered with Parks and Bylaw staff to increase patrols in key outdoor recreation areas, helping reduce beach fires and improve safety in public spaces.

Building Partnerships and Collaboration



Fire Services Agreement with Tsawwassen First Nation (TFN): Successfully completed the fifth year of the Agreement, ensuring coordinated fire protection services and strong intergovernmental collaboration.



Indigenous Emergency Preparedness: Strengthened preparedness efforts with neighbouring First Nations communities through culturally respectful planning, joint training, and shared emergency response capabilities.

Investing in Emergency Capabilities



Upgrading Specialized Equipment: Enhanced emergency response capabilities through hazmat and decontamination trailer upgrades and the addition of a dedicated watercraft, strengthening on-site and marine rescue operations.

Connecting with the Community



Community Engagement: Participated in numerous community events including a joint open house with Delta Police and the City's Engineering department, as well as parades, Remembrance Day ceremonies, school events, and community celebrations.



Youth Outreach: Engaged youth from Delta and Tsawwassen First Nation through the Junior Firefighter Academy and a youth basketball tournament, inspiring interest in fire service careers.

HUMAN RESOURCES



Progress Pride Flag Raising Ceremony

WHO WE ARE

The Human Resources department is dedicated to fostering a positive, inclusive, and high-performing workplace that supports the success of City staff and services. The team partners with departments across the organization to provide expert guidance and deliver programs that promote employee growth, well-being, and operational excellence.

Responsible for key corporate functions, Human Resources oversees recruitment and staffing, labour relations, equity, diversity, and inclusion (EDI), employee training and development, occupational health and safety, wellness initiatives, and compensation and benefits. Through this work, the department supports a thriving workforce and contributes to Delta's continued growth as a dynamic and resilient municipality.

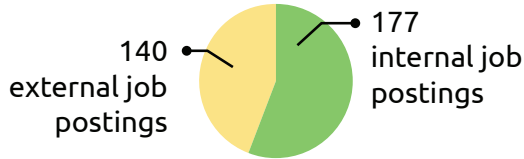


2025 ACHIEVEMENTS & IMPACT

Attracting and Retaining Top Talent



Recruiting and Growing Top Talent:



▶ Resulting in 219 new hires—an increase of nearly 4% compared to 2024

Promoting Safety and Well-being



Excellence in Occupational Health and Safety: Achieved a 93% score on the BC Municipal Safety Association’s COR Audit, demonstrating strong performance in health and safety practices and a continued commitment to protecting staff.

Building Skills for a Stronger Organization



Frontline Excellence and Leadership Growth: Delivered training focused on customer service and leadership development to staff, supervisors, and managers to strengthen service delivery and management capabilities across the City.



Insights Discovery Team Development: Facilitated Insights Discovery Personal Profile sessions for select departments, helping teams enhance collaboration, communication, and understanding of diverse working styles.



Expanding Inclusive and Foundational Training: Facilitated popular training sessions for Microsoft Word and Excel, along with programs such as Gender Diversity Basics, Workplace Violence Prevention and De-escalation, and Coaching for Exempt Leaders.



Mental Health Support Awareness and Support: Continued to support the Mental Health and Wellness Committee in organizing Lunch and Learn sessions for staff that promote awareness and foster a workplace culture where mental wellness is prioritized.

Supporting Personal and Professional Growth



Encouraging Confidence, Communication, and Leadership: Provided ongoing support to the Delta employee Toastmasters Club, offering staff opportunities to build confidence in public speaking, strengthen leadership skills, and enhance communication abilities.

Fostering Connection and Community



Celebrating Staff: Celebrated 174 long service employees marking milestones from 5 to 35 years of service at the annual Long Service awards ceremony.



United Way Workplace Campaign: Supported this employee-led campaign bringing staff together in support of the community. In 2025, events were spread across six alternating months to encourage broader participation from employees across all departments.

LEGISLATIVE SERVICES



WHO WE ARE

Legislative Services is the cornerstone of Delta's governmental operations, ensuring transparency and providing critical support to Council, City staff, and the public. As the secretariat for Council and its appointed groups, Legislative Services manages all aspects of Council and Committee meetings, records management, information and privacy requests, and local elections.

Guided by the principles of integrity, efficiency, and accessibility, Legislative Services ensures that Delta operates in compliance with the *Community Charter*, *Local Government Act*, the *Freedom of Information and Protection of Privacy Act*, and other legislation/regulation. As the custodian of the City's corporate seal, the Corporate Officer is authorized to execute legal documents, administer oaths and affirmations, and independently serve as Chief Election Officer for all local elections and referenda.



2025 ACHIEVEMENTS & IMPACT

Strengthening Privacy Protection and Risk Management



Building a Culture of Accountability: Developed and introduced a Privacy Management Policy to foster accountability, education, and ensure compliance with the *Freedom of Information and Protection of Privacy Act*.



Expanding Privacy Impact Assessments: Supported the education of City departments in the necessity of Privacy Impact Assessments (PIAs)—leading to the completion of 17 new PIAs, a significant increase from previous years, resulting in improved protection of personal information and reducing organizational risk.

Enhancing Transparency and Public Access



Responding to Growing Information Requests: Processed 181 Freedom of Information and Protection of Privacy requests, a 23% increase from 2024, resulting in the release of over 7,000 pages of records. This increase in demand reflects growing public engagement and the City's ongoing commitment to transparency and accountability.



Managing Public Correspondence and Notices: Managed over 3,560 pieces of external correspondence, ensuring timely and accurate responses. Coordinated 27 newspaper advertisements across departments to meet legislative notice requirements and support effective public outreach.

Advancing Digital Governance and Operational Efficiency



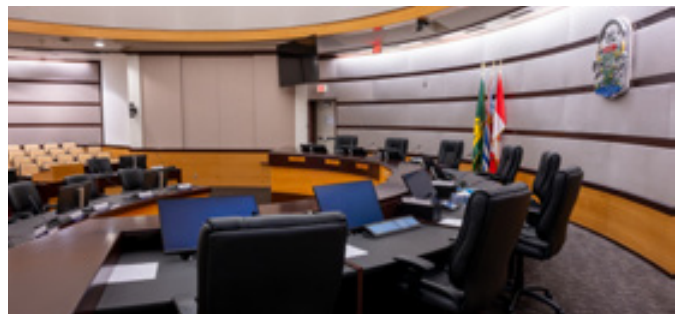
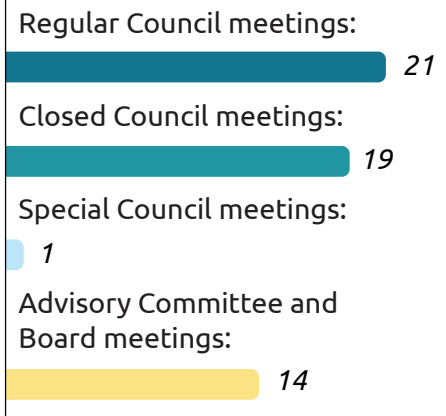
Modernizing Council Operations: Implemented eScribe meeting management software to streamline workflows and enhance accessibility of Council meetings and documentation for Council, staff, and the public.



Supporting Effective Decision-Making: Processed 451 staff reports and memorandums to Council, ensuring timely and accurate legislative review. Coordinated the finalization of 85 bylaws in collaboration with departments, strengthening the City's regulatory operations and policy framework.



Coordinated Legislative Proceedings: Organized and supported 55 Council, Committee, and Board meetings, including:



PARKS, RECREATION & CULTURE



WHO WE ARE

The Parks, Recreation & Culture (PR&C) department is at the heart of an active, connected, and thriving Delta. Dedicated to providing inclusive and accessible recreational, cultural, and educational opportunities, the department continuously adapts to meet the evolving needs of the community. Committed to environmental stewardship, fiscal responsibility, and setting a standard for excellence in service delivery, PR&C strives to provide the community with exciting and healthy programs and facilities.

Managing over 500,000 square feet of recreation facility space and overseeing 618 hectares of parkland, the department is supported by staff who deliver essential programs and services. By aligning its priorities with Delta's overarching goals, PR&C remains focused on creating a vibrant and healthy community.



2025 ACHIEVEMENTS & IMPACT

Enhancing Recreational Facilities



Winskill Replacement Project Groundbreaking: Construction began in summer 2025 on the new Aquatic and Fitness facility, a transformative investment in community wellness.

Investing in Our Community



PR&C Master Plan: Completed phase one of public engagement for the PR&C Master Plan, laying the foundation for long-term planning that ensures City parks, facilities, programs, and services continue to meet the evolving needs of a growing and diverse community.



YAK Pass: Launched the YAK Pass in April 2025, providing free access to recreation admissions and drop-in programs for Delta residents aged 18 and under. Since launch, nearly 15,000 passes have been issued.



Annieville Master Plan: Completed phase two of public engagement to inform the final Master Plan for Annieville Park.



Sports Field Needs Assessment: Delivered a comprehensive, evidence-based roadmap to guide the planning, investment, and management of Delta's outdoor sports fields over the next decade.

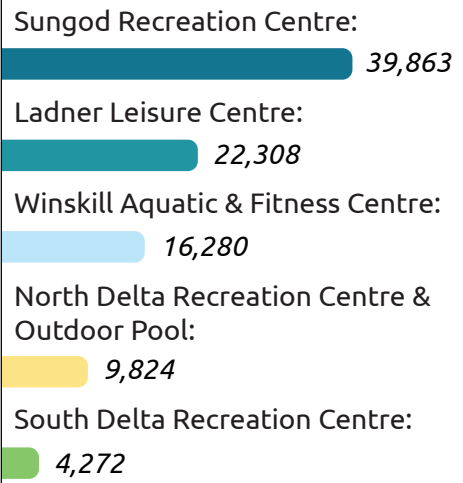


Veteran Banner Program: Introduced a Veteran Banner Program, honouring 49 local veterans by recognizing their courage and sacrifice, and strengthening community remembrance and appreciation.

Popular Recreation Facilities



Strong Community Participation: Delta's recreation centres continued to see strong community participation in 2025, welcoming thousands of residents for fitness, recreation, and wellness programs. Attendance highlights include:



Expanding Experiences



Community Events: Introduced significant new community events, including the Bridge Street Mural Painting Party, North Delta Farmer's Market, Ladders, Lights & Loaders (A City Operations Open House), and DIYAfest.



Inclusion & Accessibility Initiatives: Introduced monthly sensory-friendly drop-in swims at Delta's aquatic facilities and provided specialized inclusion training to 180 lifeguards, strengthening accessible and inclusive service delivery across aquatic programs.



NDRC Playground Completion: In partnership with REACH Child & Youth Development Society, completed the expanded playground at North Delta Recreation Centre.

PROPERTY USE & COMPLIANCE



WHO WE ARE

Property Use & Compliance is responsible for the enforcement of bylaws adopted by Council and the operations and management of the Delta Community Animal Shelter. Other duties include issuing and enforcing business licenses and soil deposit and removal permits.

Bylaw Enforcement staff initiate investigations both proactively and in response to citizen complaints related to bylaw contraventions. Bylaw Inspectors endeavor to resolve complaints through education and voluntary compliance wherever possible.

The **Delta Community Animal Shelter (DCAS)** provides care, treatment, and adoption opportunities for hundreds of abandoned, mistreated, or surrendered animals in Delta and Tsawwassen First Nation.

2025 ACHIEVEMENTS & IMPACT

Supporting Animal Welfare and Responsible Ownership



Animal Adoption Success: Helped 162 animals find loving new homes.



Pet Reunification: Successfully reunited 82 stray animals with their family members, highlighting the importance of identification.



Dog Licencing: Sold 3,683 dog licences, which help reunite lost pets with owners in a timely manner and support shelter services.



Humane Population Management: Spayed or neutered over 50 feral cats to help control population growth and support humane animal management.

Community Outreach and Supporting Shelter Programs



Animal Welfare Fundraising: Raised nearly \$5,000 for the Tollie Fund at the annual Delta Community Animal Expo, supporting animals requiring specialized medical care and treatment.



Youth Education and Outreach: Hosted students from Ecole du Bois-Joli at City Hall, providing hands-on learning about dog safety, animal care, and the role of animal control services in the community.

Responsive Service Delivery



Parking violation investigations: **1,918**

Firework enforcement investigations: **42**

Illegal dumping investigations: **80**

Illegal construction investigations: **117**

Total Calls for Service: 6,661
 3.5% increase from 2024



Mobile Field Ticketing System:

Implemented a mobile ticketing system that allows inspectors to issue and print tickets electronically in the field, helping minimize errors and improve efficiency and access to ticket information.



Business Licensing:

- Expanded the Inter-Municipal Business Licensing (IMBL) Program to include home health care and other in-home support services, reducing administrative and cost barriers by allowing eligible businesses to operate across multiple municipalities with a single licence.
- Issued 7,991 business licenses, including 733 Metro-West IMBLs and 343 Fraser Valley IMBLs, supporting business growth and regional economic activity.

COMMUNICATIONS & ENGAGEMENT



WHO WE ARE

The Communications & Engagement department connects the City of Delta with residents, businesses, and stakeholders by delivering clear, timely, and engaging information while fostering meaningful community involvement.

The expansion of public engagement reflects the City's ongoing commitment to transparency, accessibility, and two-way communication. Through digital innovation, strategic outreach, and public participation, Delta's communication and engagement efforts are more inclusive and impactful than ever before.

Communications: Responsible for delivering timely, accurate, and engaging information through the City's official channels, including Delta.ca, Let's Talk Delta, social media, and traditional media. Communications also supports City departments in creating informative and accessible content to keep the public up to date on City initiatives, programs, and services.

Engagement: Works directly with City departments to foster meaningful public participation in major projects and decision-making processes. The engagement team develops public processes featuring in-person events, digital consultations, outreach initiatives and engagement reports to ensure the community's voice is heard and considered in shaping Delta's policies and priorities.

2025 ACHIEVEMENTS & IMPACT

Social Media Growth



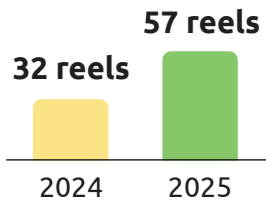
Growing Audience Engagement:

Overall digital engagement reached 3.5%, above the 1.5–2.5% government industry standard, with a 17% increase from 2024. Post shares rose 67%, showing strong public interest and amplification of City content.



Expanding Video Reach:

Video output increased from 32 reels in 2024 to 57 in 2025, driving a 350% increase in Instagram views and over 720,000 total views across the City’s Facebook and Instagram pages.



Strategic Content Delivery: Prioritized quality of posts while leveraging stories for varied content, resulting in higher engagement, reach, and impressions (3,725).



Social Media Growth: Gained 5,020 new followers, a 13.8% increase, maintaining strong engagement across all City channels.

Innovative Communications & Outreach



The Bulrush Podcast: Launched a quarterly podcast to expand the City’s digital presence and highlight programs, events, and initiatives through engaging conversations with staff and community partners.



YAK Pass & Mascot: Developed branding and a friendly YAK mascot to support the Youth and Kids (YAK) Pass, engaging young audiences and families in a fun, and accessible way.



Strategic Event Branding & Promotion: Delivered branding and promotional campaigns for City events, including two new major events—*Ladders, Lights, & Loaders* and *DIYAfest*—which featured targeted videos and social media content. Both events were well attended, strengthening community connection and visibility of City programming.

Community Engagement & Feedback



Community Satisfaction Survey:

Led a city-wide survey engaging over 2,000 residents to assess how services, programs, and infrastructure meet community needs. Results directly informed the 2026 Budget and City priorities.



Public Engagement Campaigns:

Gathered resident input on major projects, including Winskill Renewal Project, Parks, Recreation & Culture Master Plan, Ladner Village Revitalization, and 2026 Budget, among many others.



Delta Insights Panel:

Established the City’s first online panel of local voices to gather timely and representative feedback on select community projects and initiatives.



Engagement Policy & Playbook:

Developed and introduced an internal policy and playbook to provide staff with clear guidelines on public engagement to ensure inclusive, consistent, and meaningful practices.

CORPORATE SERVICES



WHO WE ARE

Corporate Services play a vital role in advancing the City's strategic priorities and delivering core services that contribute to a connected, inclusive, and sustainable community. The department is comprised of five interconnected divisions:

Climate Action and Environment manages environmental policy, ecological restoration initiatives, bylaw and policy development, and coordinates community stewardship events. This division leads Delta's corporate and community climate strategies, addressing both mitigation and adaptation through innovative programs and public education.

Corporate Policy oversees corporate initiatives and intergovernmental projects and programs. This division coordinates business planning, services, bylaw development, and organizing municipal representation and policy briefings for the Union of BC Municipalities and the Federation of Canadian Municipalities. Corporate Policy also collaborates with Tsawwassen First Nation, Musqueam Indian Band, and Federal and Provincial Ministers, and is responsible for tourism services and local business associations in Delta.

Lands Management oversees the City's real estate portfolio, offering strategic guidance on land acquisitions, dispositions, and rights-of-way. This division supports long-term planning for parkland expansion and infrastructure projects.

Legal Services provides legal advice and manages claims, risk, and Delta's insurance portfolio through coordination with external counsel. The division ensures sound legal guidance for Council, the City Manager, and City departments.

Social Planning is responsible for implementing Delta's Social Action Plan through targeted initiatives related to housing, seniors, youth, and health. This division works in collaboration with community partners and provincial agencies to deliver inclusive, community-driven projects and programs.

2025 ACHIEVEMENTS & IMPACT

Leading Sustainability and Climate Action



Energy Leadership and Recognition: Received the *Efficiency in Action* Award from FortisBC, recognizing the City's leadership in energy efficiency and greenhouse gas reduction.



Protecting Natural Assets:

- Completed the transfer of 137.7 hectares of Burns Bog from MKB Delta to the City for long-term conservation.
- Conducted a Fuel Management Program on 4.7 hectares in Burns Bog, reducing wildfire risk.

Corporate Energy and Fleet Initiatives



CEERP: Developed the Corporate Energy and Emissions Reduction Plan (CEERP) to set targets for reducing emissions and improving energy efficiency across the City's facilities and fleet operations.



Fleet Electrification: Installed eleven new fleet electric vehicle charging stations, expanding access to clean transportation infrastructure.

Community Programs and Partnerships



Supporting Community Partners: Provided over \$171,000 in funding through the Community Grants Program, supporting 33 local initiatives.



Collaboration with Business Community: In partnership with the Delta Chamber of Commerce, hosted the *2025 State of the City: Economic Business Breakfast*, a key gathering for business and community leaders to discuss opportunities, challenges, and strategies for sustainable growth.



Barks to Beaches: Launched the Barks to Beaches Bike Route, supported by a \$150,000 grant from the Province of British Columbia's Destination Development Fund, improving active transportation and recreational infrastructure.



"You Belong Here" Initiative: Hosted a community art project with a local artist, bringing together hundreds of residents to celebrate inclusion across Delta.

Advancing Advocacy and Intergovernmental Collaboration



Strategic Policy and Advocacy: Continued Delta's strong advocacy for federal and provincial support on key priorities, including:

- Enhancing enforcement capacity at the Agricultural Land Commission (ALC)
- Establishing Urgent and Primary Care Centres (UPCCs) in Delta
- Addressing emergency room closures at Delta Hospital
- Highlighting the need for dredging along the Fraser River and water lot lease reforms
- Supporting the need for permit streamlining under the *Water Sustainability Act*
- Promoting inclusion of the River Road Overpass in the Highway 99 Tunnel Program

DELTA POLICE



WHO WE ARE

The Delta Police Department (DPD) has served the community since 1888. While much has changed over the years, the Department remains rooted in the same spirit of service. Guided by its No Call Too Small philosophy, DPD takes a responsive, evidence-based, and service-driven approach to policing.

The vision, mission, and core values form the basis of DPD's identity. As a collective, we stand on these principles and strive to maintain them in service to our community.

- **Vision:** Delta, a safer and better community through excellence in policing
- **Mission:** Committed to a safe and secure community
- **Core Values:** Honour, Courage, Integrity, Trust

With approximately 200 police officers, 80 civilian staff, and over 200 volunteers, the DPD works to keep Delta one of the safest communities in British Columbia. Under the direction of the Delta Police Board, we align our services with community priorities, departmental objectives, and the responsibilities under the *Police Act* which are to enforce, in the municipality, municipal bylaws, the criminal law and the laws of British Columbia, generally maintain law and order in the municipality, and prevent crime.

2025 ACHIEVEMENTS & IMPACT



Community Safety Performance: Maintained one of the lowest Crime Severity Index scores (55.3) in Canada, well below the provincial (93) and national (77.9) averages.



Community Response: Responded to nearly 25,000 calls for service.



Strategic Planning: Developed the 2026–2030 Strategic Plan, grounded in Board, community and team input, evidence, and environmental scanning.



Tackling Illegal Firearms: In response to a suspected home invasion, uncovered more than 30 firearms and thousands of rounds of ammunition, resulting in multiple firearms charges against a Delta man.



Road Safety Enforcement: Conducted targeted road safety enforcement, resulting in 6,800+ Motor Vehicle Act violation and warning tickets issued, 500+ impaired driving prohibitions, 550+ vehicles impounded, and nearly 100 prohibited drivers arrested.



Policing Innovation: Operationalized the Drone as a First Responder (DFR) program, with 40 deployments supporting patrol response to in-progress calls for service.



Combating Cybercrime: Investigated a suspect, who used artificial intelligence software to create child sexual abuse and exploitation material involving 19 female youth in the community, resulting in a guilty plea.



Community Trust: Released the Delta Police Department’s 2024 Community Survey results, with 80% of respondents rating the DPD as doing a good or excellent job.



Cybercrime and Fraud: Led a cross-jurisdictional cyber/fraud investigation involving a victim business in Delta, resulting in arrests and the seizure of multiple devices used in the commission of the offence.



Workplace Excellence: Named as one of BC’s Top Employers for the eighth consecutive year.



FINANCIAL SECTION





Independent auditor's report

To the Mayor and Council of City of Delta

Our opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of City of Delta and its subsidiary (together, the City) as at December 31, 2025 and the results of its operations, changes in its net debt, its remeasurement gains and losses and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

What we have audited

The City's consolidated financial statements comprise:

- the consolidated statement of financial position as at December 31, 2025;
- the consolidated statement of operations for the year then ended;
- the consolidated statement of change in net financial assets for the year then ended;
- the consolidated statement of cashflows for the year then ended; and
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information.

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.

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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

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. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the City as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group 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.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Vancouver, British Columbia

May 12, 2026

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

Management of the City of Delta is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards. This responsibility includes designing, implementing, and maintaining internal controls relevant to the preparation and presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Management is also responsible for selecting appropriate accounting policies and applying them consistently, as well as making accounting estimates that are reasonable in the circumstances.

In fulfilling its responsibilities, management ensures that financial information is complete and reliable, and that the City's financial affairs are conducted in accordance with applicable legislation, regulations, and municipal bylaws.

The City maintains systems of internal control designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized, and financial records are accurate and complete.

The City's Council is responsible for overseeing management's financial reporting responsibilities and for approving the consolidated financial statements.

The external auditors, PricewaterhouseCoopers LLP, have been appointed by Council to audit the consolidated financial statements. Their responsibility is to express an independent opinion on these consolidated financial statements based on their audit conducted in accordance with Canadian generally accepted auditing standards.



Navin Chand, CPA, CMA
General Manager, Finance

Consolidated Statement of Financial Position

As at December 31, 2025 with comparative figures for 2024

	2025	2024
Financial Assets		
Cash and cash equivalents (note 2)	\$ 142,969,076	\$ 137,264,376
Restricted cash (note 3)	47,165,177	43,872,017
Accounts receivable (note 4)	49,656,508	38,629,382
Portfolio investments (note 5)	197,105,150	186,969,126
	436,895,911	406,734,901
Liabilities		
Accounts payable (note 6)	34,421,340	29,333,080
Other liabilities (note 7)	23,579,979	17,309,181
Accrued employee future benefits (note 8)	10,532,200	9,495,100
Deferred revenues (note 9)	31,587,989	32,307,351
Restricted revenues (note 10)	57,269,327	51,846,311
Refundable performance deposits (note 11)	47,165,177	43,872,017
	204,556,012	184,163,040
Net financial assets	232,339,899	222,571,861
Non Financial Assets		
Tangible capital assets (note 13)	1,121,695,244	1,041,321,118
Inventories	1,183,732	1,011,744
Prepays	2,956,025	1,514,545
Other assets (note 12)	1,922,187	1,607,397
	1,127,757,188	1,045,454,804
Accumulated surplus (note 15)	\$ 1,360,097,087	\$ 1,268,026,665

Commitments and contingencies (note 16)

See accompanying Notes to the Consolidated Financial Statements



Navin Chand, CPA, CMA
General Manager, Finance

Consolidated Statement of Operations

Year ended December 31, 2025 with comparative figures for 2024

	2025 Budget	2025	2024
Revenues			
Taxation and payments in lieu (note 14)	\$ 213,074,000	\$ 212,777,710	\$ 198,399,420
Government transfers (schedule 1)	17,300,500	13,702,984	6,249,999
Sale of services (schedule 2)	101,864,000	109,726,634	92,928,351
Licenses, permits, fees and penalties (schedule 3)	9,825,000	12,636,200	11,911,770
Contributions (schedule 4)	2,151,500	15,372,952	6,293,043
Investment income	13,155,500	13,565,211	16,449,681
Development cost charges (note 10)	27,512,000	3,683,500	1,428,500
Landfill royalties	4,410,000	6,242,091	4,951,465
Contributed tangible capital assets (note 13)	1,827,000	39,622,128	5,086,000
Other (schedule 5)	6,158,000	5,355,258	3,354,611
Gain on disposal of tangible capital assets	-	-	3,172,546
	397,277,500	432,684,668	350,225,386
Expenses			
Development services	9,251,000	8,658,061	8,143,054
Engineering and public works	45,671,000	45,000,296	46,122,959
Fire services	45,600,000	45,723,618	43,250,582
General government	52,529,500	44,633,885	36,358,730
Other protective services	3,724,500	3,960,959	3,784,529
Parks, recreation, culture and facilities	61,856,500	63,131,644	56,886,885
Police services	61,289,500	59,356,786	59,439,210
Sewer services	28,218,000	27,878,952	20,029,886
Solid waste services	10,043,000	8,900,579	8,741,652
Water services	36,026,000	32,636,587	30,812,808
Loss on disposal of tangible capital assets	-	732,879	-
	354,209,000	340,614,246	313,570,295
Annual surplus	43,068,500	92,070,422	36,655,091
Accumulated surplus, beginning of year	1,268,026,665	1,268,026,665	1,231,371,574
Accumulated surplus, end of year	\$ 1,311,095,165	\$ 1,360,097,087	\$ 1,268,026,665

See accompanying Notes to the Consolidated Financial Statements

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2025 with comparative figures for 2024

	2025 Budget	2025	2024
Annual surplus	\$ 43,068,500	\$ 92,070,422	\$ 36,655,091
Amortization of tangible capital assets (note 13)	33,500,000	33,469,621	32,072,374
Acquisition of contributed tangible capital assets (note 13)	(1,827,000)	(39,622,128)	(5,086,000)
Acquisition of tangible capital assets	(209,542,500)	(75,239,583)	(56,931,301)
Loss (gain) on disposal of tangible capital assets	-	732,879	(3,172,546)
Debt proceeds	60,000,000	-	-
Proceeds from disposal of tangible capital assets	-	285,087	4,603,346
Changes in inventories	-	(171,991)	16,965
Changes in prepaid	-	(1,441,479)	(214,152)
Changes in other assets	-	(314,790)	(280,890)
Change in net financial assets	(74,801,000)	9,768,038	7,662,887
Net financial assets, beginning of year	222,571,861	222,571,861	214,908,974
Net financial assets, end of year	\$ 147,770,861	\$ 232,339,899	\$ 222,571,861

See accompanying Notes to the Consolidated Financial Statements

Consolidated Statement of Cashflows

Year ended December 31, 2025 with comparative figures for 2024

	2025	2024
Cash provided by (used in):		
Operating Transactions		
Annual surplus	\$ 92,070,422	\$ 36,655,091
Non-cash charges to operations		
Amortization of tangible capital assets <small>(note 13)</small>	33,469,621	32,072,374
Contribution of tangible capital assets <small>(note 13)</small>	(39,622,128)	(5,086,000)
Loss (gain) on disposal of tangible capital assets	732,879	(3,172,546)
	(5,419,628)	23,813,828
Changes in non-cash working capital		
Accounts receivable	(11,027,125)	(7,994,010)
Accounts payable	5,527,725	(214,451)
Other liabilities	6,270,798	1,277,076
Accrued employee future benefits	1,037,100	(274,600)
Prepays, inventories and other assets	(1,928,260)	(478,077)
Restricted cash and cash equivalents	(3,293,160)	(6,090,182)
Refundable performance deposits	3,293,160	6,090,182
Deferred development cost charges	5,423,016	4,449,201
Deferred revenues	(719,363)	8,172,633
	4,583,891	4,937,772
Net change in cash from operating transactions	91,234,685	65,406,691
Capital Transactions		
Acquisition of tangible capital assets	(75,679,048)	(56,931,301)
Proceeds from disposal of tangible capital assets	285,087	4,603,346
Cash used in capital transactions	(75,393,961)	(52,327,955)
Investing Transactions		
Proceeds from sale of portfolio investments	131,381,492	78,052,328
Purchase of portfolio investments	(141,517,516)	(126,305,856)
Cash used in investing transactions	(10,136,024)	(48,253,528)
Increase (Decrease) in cash and cash equivalents	5,704,700	(35,174,792)
Cash and cash equivalents, beginning of year	137,264,376	172,439,168
Cash and cash equivalents, end of year	\$ 142,969,076	\$ 137,264,376

See accompanying Notes to the Consolidated Financial Statements

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

1. Significant Accounting Policies

These consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards using standards established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. The significant accounting policies are summarized as follows:

a) Basis of Consolidation

These consolidated financial statements include the net assets of the Ladner Harbour Authority. Inter-entity transactions, balances and activities have been eliminated on consolidation.

b) Basis of Accounting

The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the creation of a legal obligation to pay.

c) Government Transfers

Government transfers, which include legislative grants, are recognized as revenue in the consolidated financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the consolidated statement of operations as the stipulation liabilities are settled.

d) Cash and Cash Equivalents

Cash and cash equivalents include fixed return financial instruments maturing within 90 days of purchase. They are highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value. Cash and cash equivalents do not include any of the City's administered Trust Funds.

e) Portfolio Investments

Investments are recorded at cost, adjusted for amortization of premiums or discounts. Provision for losses are recorded when they are considered to be other than temporary. At various times during the term of each individual investment, market value may be less than cost. Such declines in value are considered temporary for investments with known maturity dates as they generally reverse as the investments mature and therefore an adjustment to market value for these market declines is not recorded. These investments do not include any of the City's administered Trust Funds.

The City has investments in guarantee investment certificates "GIC's", term deposits and bonds that have a maturity of greater than three months at the time of acquisition. GIC's, term deposits, bonds and other investments not quoted in an active market are reported at cost or amortized cost. Detailed information regarding portfolio investments is disclosed in Note 5.

Portfolio investments in foreign currencies are recorded at the current exchange rate as at the year end. The change in the fair value as at year end is recognized in the consolidated statement of operations for that year.

Impairment is defined as a loss in value of a portfolio investment that is other than a temporary decline and is included in the consolidated statement of operations.

f) Accounts Receivable

Accounts receivable are net of an allowance for doubtful accounts and therefore represent amounts expected to be collected within the next year.

g) Development Cost Charges

Development cost charges are restricted by legislation to expenditures on capital infrastructure. These amounts are deferred upon receipt and recognized as revenue when the expenditures are incurred in accordance with the Section 188 of the Community Charter and Section 569 of the *Local Government Act*.

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

h) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the annual surplus, provides the consolidated change in net financial assets for the year.

i) Tangible Capital Assets (TCA)

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

Buildings	10 to 45 years
Vehicles	3 to 15 years
Pooled Assets	3 to 30 years
Machinery and Equipment	10 years
Land Improvements	15 to 35 years
Leased Assets	10 to 35 years
Water Infrastructure	30 to 75 years
Sewer Infrastructure	30 to 100 years
Drainage Infrastructure	30 to 150 years
Roads Infrastructure	15 to 60 years

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also recorded as revenue. Natural resources are not recognized as assets in the consolidated financial statements. Assets under construction are not amortized.

j) Inventory

Inventory is recorded at cost, net of allowances for obsolete stock. Cost is determined on a weighted average basis.

k) Deferred Revenue

Receipts which are restricted by legislation of senior governments or by agreement with external parties are deferred and reported as deferred revenues. The amounts will be recognized as revenue in the year in which the expenditures are incurred. The City defers a portion of permits, licenses and other fees and recognizes this revenue in the year in which related services are performed or other related expenditures are incurred. (Note 9).

l) Revenue Recognition

Revenue is recorded on the accrual basis and is recognized when earned. Revenue unearned in the current period is reported on the consolidated statement of financial position as deferred revenue or restricted revenue.

Property tax billings are prepared by the City based on assessment rolls issued by the British Columbia Assessment Authority ("BCAA"). Tax rates are established annually by City Council, incorporating amounts to be raised for local services and amounts the City is required to collect on behalf of other governments and other entities. Taxation revenue is recorded at the time tax billings are issued. Amounts collected on behalf of the Province of British Columbia and other taxing authorities are recorded in the City's consolidated financial statements on a net basis. The City is entitled to collect interest and penalties on overdue taxes. This revenue is recorded in the period the interest and penalties are levied.

Charges for garbage, recycling, water and sewer are recorded as sale of services.

A gain or loss on the disposal of tangible capital assets is recorded when the City disposes or replaces tangible capital assets. The proceeds collected are offset by the net book value at the time of disposition. Contributed assets are recorded at fair value at the time of transfer of ownership to the City.

Investment income is recorded on an accrual basis and recognized as earned.

Contributed tangible capital assets are assets contributed by developers as a requirement to provide subdivision infrastructure for streets, lighting, sidewalks, sewer, water and drainage. Upon completion, these works are turned over to the City. Tangible capital assets are recorded at their fair value at the date of receipt and are also recorded as revenue.

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

m) Use of Estimates

The preparation of consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions. These affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of accrued sick benefits and retirement liabilities, collectability of accounts receivable, useful lives of tangible capital assets, contributed tangible capital assets and provisions for contingencies. The amounts recorded for tangible capital assets are based on management's estimate for historical cost, useful lives and valuation for contributed assets. Actual results could differ from those estimates. Adjustments, if any, will be reflected in operations in the period of settlement. The consolidated financial statements have, in management's opinion, been prepared within the framework of the above-mentioned accounting principles.

n) Basis of Segmentation (Notes 17 and 18)

The City provides a wide range of services to its citizens. For management reporting and budget control purposes, the City's operations are organized and reported by departments, which represent distinct service areas with differing objectives and financial characteristics.

For financial reporting, departments are grouped into segments to provide an operational view of how the City functions on a day-to-day basis. This presentation is intended to help users better understand the government reporting entity and its major activities.

The accounting policies used in segment reporting are consistent with those applied in the preparation of the financial statements. Revenues and expenses are attributed directly to segments where possible, with allocations made on a reasonable basis where necessary.

o) Employee Future Benefits (Notes 8 and 16)

The City and its employees make contributions to the Municipal Pension Plan and the employees accrue benefits under this plan based on service. The City's contributions are expensed as incurred.

Post-employment benefits are also accrued by City employees. Liabilities related to these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. Liabilities under these benefit plans are accrued and based on projected benefits as the employees render services necessary to earn future benefits.

p) Contaminated Sites

Contaminated sites are formed as a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all the following criteria are met:

- 1) An environmental standard exists;
- 2) Contamination exceeds the environmental standard;
- 3) The municipality is directly responsible or accepts responsibility;
- 4) It is expected that the future economic benefits will be given up;
- 5) A reasonable estimate of the amount can be made.

Management has assessed its potential liabilities under the standard including sites that are no longer in productive use and sites for which the City accepts responsibility. There were no such sites that had contamination in excess of an environmental standard which required remediation at this time; therefore no liability was recognized at December 31, 2025.

q) Budget Figures (Note 19)

The operating and capital budget figures, presented on a basis consistent with that used for actual results, were approved by Council as the 2025 - 2029 Financial Plan Bylaw No. 8465, 2024 adopted December 16, 2024. Adjustments to the budgeted amounts are required to comply with Canadian public sector accounting standards for inclusion in the consolidated statement of operations and the consolidated statement of net financial assets.

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

r) Asset Retirement Obligation (Note 7)

A liability for asset retirement obligations is recognized when, as at the financial reporting date, all of the following criteria are met: there is a legal obligation to incur retirement costs in relation to a tangible capital asset; the past transaction or event giving rise to the liability has occurred; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made.

Asset retirement obligations are measured based on the best estimate of the future cash flows required to settle the obligation. The estimated amount is recorded as a liability, with a corresponding increase to the carrying value of the related tangible capital asset. The capitalized asset retirement cost is amortized over the useful life of the associated asset. The liability is reviewed annually and adjusted for changes in the estimated timing, amount of future cash flows, or discount rate. Changes in the liability resulting from the passage of time are recognized as accretion expense and are recorded in the Consolidated Statement of Operations and Accumulated Surplus. If the related tangible capital asset is no longer in productive use or is derecognized, any remaining unamortized asset retirement obligation is expensed in the period.

The City's asset retirement activities primarily relate to the abatement of hazardous materials in buildings.

s) Risk Management

The City is exposed to various risks related to its financial instruments. It is management's opinion that the City is not exposed to significant market, liquidity or credit risk arising from these financial instruments.

The City's risk management objective when it invests in financial instruments is to ensure that any investments are in quality securities, so as to safely guard the assets, and enable the City to continue operations as a going concern.

Market Risk – Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, will affect The City's income or the value of its financial instruments. The City's exposure to currency risk is related only to the value of foreign exchange transactions in the normal course of business, and the City manages this risk by minimizing the amount of transactions in foreign funds.

Interest Rate Risk – Interest rate risk is the risk on investment income, as fluctuations in market rates may impact the returns of interest-bearing financial instruments.

Liquidity Risk – Liquidity risk is the risk that the City will have difficulty in meeting its financial obligations when they come due. The City manages liquidity risk by continually monitoring cash flows and through the receipt of grants and borrowed funds.

All financial liabilities are current and expected to mature within one year.

Credit Risk – Credit risk is the risk of financial loss to the City if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The City's exposure to credit risk is primarily related to the value of accounts receivable in the normal course of business, as well as cash and cash equivalents. Cash is held with Canadian chartered banks and credit unions, which are considered to have low credit risk. The City manages accounts receivable risk by minimizing transactions that require recovery, continually monitoring collections, and recording provisions where collection of balances is less likely.

t) Financial Instruments

The City's financial instruments consist of cash and cash equivalents, restricted cash, accounts receivable, portfolio investments, and accounts payable and other liabilities. All financial instruments are carried at cost or amortized cost in the financial statements. All financial assets are assessed annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations.

u) Comparative Figures

Comparative figures have been reclassified, where necessary, to conform to the presentation adopted in the current year. These reclassifications had no impact on the annual surplus or accumulated surplus.

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

2. Cash and Cash Equivalent

	2025	2024
Credit Union business accounts (effective interest rate 2.78% to 3.78%)	\$ 45,683,256	\$ 58,855,896
High interest savings accounts (effective interest rate 2.8% to 3.9%)	96,418,406	77,154,659
US dollar account	867,414	1,253,821
	\$ 142,969,076	\$ 137,264,376

3. Restricted Cash

	2025	2024
High interest savings accounts (effective interest rate 2.8% to 3.9%)	\$ 47,165,177	\$ 43,872,017

Restricted cash comprises of chartered bank high interest savings accounts and is held in accordance with third party development and other agreements. The cash is not available for general use.

4. Accounts Receivable

	2025	2024
Taxes	\$ 10,285,682	\$ 8,789,497
Utilities	10,859,797	9,651,476
Local improvements (interest bearing prime + 1%; repayment term - 15 years)	147,919	172,119
Trade	28,923,505	20,871,123
	50,216,903	39,484,215
Less: allowance for doubtful accounts	(560,395)	(854,833)
	\$ 49,656,508	\$ 38,629,382

5. Portfolio Investments

	2025	2024
Bonds with chartered banks (effective rate 2.83% to 5.85%, maturing 2026 to 2031)	\$ 157,957,910	\$ 161,904,573
Provincial government bonds (effective rate 2.81% to 4.54%, maturing 2026 to 2037)	17,655,601	11,379,921
Municipal Finance Authority bond (effective rate 4.07%, maturing 2035)	4,992,608	-
Credit unions term deposits (effective rate 3.4% to 5.4%, maturing 2026 to 2027)	16,499,031	13,684,632
	\$ 197,105,150	\$ 186,969,126

Portfolio investments consist of guaranteed investment certificates, notes, bonds, and term deposits with original maturities greater than 90 days from the date of purchase. The effective interest rates on these investments range from 2.81% to 5.85% (2024 – 1.53% to 6.09%). The average rate of return for 2025 was 3.9% (2024 – 4.9%). Investment maturities range from January 2026 to December 2037.

6. Accounts Payable

	2025	2024
Trade	\$ 27,037,161	\$ 22,689,232
Holdback	3,251,479	2,125,694
Other government	4,132,700	4,518,154
	\$ 34,421,340	\$ 29,333,080

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

7. Other Liabilities

	2025	2024
Wages and benefits	\$ 10,240,516	\$ 4,023,737
Accrued benefits	9,480,311	9,176,386
Legal liabilities	602,000	602,000
Other	134,679	480,860
Asset retirement obligation *	3,126,328	3,027,921
Due from cemeteries	(3,855)	(1,723)
	\$ 23,579,979	\$ 17,309,181
* Asset retirement obligation, beginning of year	\$ 3,027,921	\$ 2,933,179
Accretion expense during the year	98,407	94,742
Asset retirement obligation, end of year	\$ 3,126,328	\$ 3,027,921

Asset retirement obligation is the City's legal duty to remove certain assets and restore sites including managing and removing asbestos in building as required by laws, contracts, or other rules. The cost is initially estimated and added to the value of the related asset. Over time, the liability increases due to the passage of time (accretion expense) and is updated if cost estimates or timing change.

8. Employee Benefit Plans

	2025	2024
Accrued benefit liability, beginning of year	\$ 9,495,100	\$ 9,769,700
Service cost	991,400	987,600
Interest cost	401,500	435,700
Benefit payments	(1,247,500)	(1,744,000)
Amortization of actuarial loss	41,700	46,100
Estimated cost Fire future benefit entitlement	850,000	-
Accrued benefit liability, end of year	\$ 10,532,200	\$ 9,495,100
Unamortized net actuarial loss	150,700	192,400
Accrued benefit obligation, end of year	\$ 10,682,900	\$ 9,687,500

Actuarial assumptions used:

Discount rates	4.2%	4.2%
Expected compensation increases	3.0%	3% - 3.5%
Estimated average remaining service life of employees	12	12

The City provides employee future benefits to qualifying employees, including severance benefits, compensated absences, and non-vested sick leave. These benefits are provided to both unionized and exempt employees. Severance benefits are payable in cash upon termination of employment after a specified period of service. The cost of these benefits is actuarially determined using management's best estimates of salary escalation, employee turnover, retirement ages, and discount rates. An actuarial valuation was completed as at December 31, 2024 to determine the City's accrued benefit obligation and related expense. The next actuarial valuation is scheduled for December 31, 2026.

As part of the Fire collective agreement ratified in 2025, the City recognized an estimated provision for additional employee future benefits. This estimate will be refined and incorporated into the actuarial valuation as at December 31, 2026.

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

9. Deferred Revenues

	2025	2024
Local improvements	\$ 147,919	\$ 172,119
Translink	5,930,012	6,033,234
Housing Accelerator Fund Grant	-	3,553,492
Prepaid recreational fees	1,756,226	1,601,200
Prepaid business licenses	1,095,525	879,150
Prepaid utilities	2,051,969	1,398,499
Prepaid taxes	16,061,460	13,683,165
Deferred development fees	2,391,331	2,826,663
Other	2,153,547	2,159,829
	\$ 31,587,989	\$ 32,307,351

Deferred revenue represents funds that are: 1) are collected but not earned as of December 31, 2025. 2) are funds received from external parties for specified purposes. These funds are recognized as revenue in the period when the eligible related expenditures or restrictions have been met. Local improvements are geographically localized projects that are interim financed by the City. The costs are recovered from the benefiting property owners and the terms are established at the onset of the process.

10. Restricted Revenues

	2025	2024
Deferred development cost charges (DCC)		
Drainage	\$ 6,972,568	\$ 5,845,782
Roads	23,131,472	20,798,392
Open Space	19,590,464	16,742,140
Water	4,260,412	4,221,609
Sewer	3,314,412	4,238,388
	\$ 57,269,328	\$ 51,846,311
Deferred DCC's, beginning of the year	\$ 51,846,311	\$ 47,397,110
Transfers to revenue	(3,683,500)	(1,428,500)
DCC's levied for the year	6,956,850	3,455,900
Interest allocated	2,149,667	2,421,801
Deferred DCC's, end of the year	\$ 57,269,328	\$ 51,846,311

DCC's are collected to pay for general capital and utility expenditures due to development. In accordance with the *Community Charter*, these funds must be deposited into a separate reserve fund. In accordance with PSAB recommendations, the City records DCC's levied as restricted revenues. When the related expenditures are incurred, the DCC's are then recognized as revenue.

11. Refundable Performance Deposits

The City holds cash deposits received from depositors as security to ensure the satisfactory completion of works and other obligations. These deposits are refundable upon meeting the terms and conditions outlined in the respective agreements or contracts.

12. Other Assets

	2025	2024
Land held for resale (tax sale)	\$ -	\$ 15,986
Ladner Harbour infrastructure	1,922,187	1,591,411
	\$ 1,922,187	\$ 1,607,397

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

13. Tangible Capital Assets

	Balance Dec 31, 2024	Additions	Disposals/ Transfers	Balance Dec 31, 2025
Cost				
Buildings	\$ 196,833,141	\$ 6,561,774	\$ 595,120	\$ 202,799,795
Drainage infrastructure	278,909,207	3,771,237	53,000	282,627,444
Land	252,136,617	34,601,001	101,641	286,635,977
Land improvements	38,398,115	9,608,516	270,983	47,735,648
Leased assets	8,058,201	-	-	8,058,201
Machinery and equipment	16,107,455	1,464,273	550,532	17,021,196
Pooled assets	58,955,142	4,652,735	132,288	63,475,589
Roads infrastructure	382,560,209	12,647,151	1,540,010	393,667,350
Sewer infrastructure	152,945,913	3,429,105	178,605	156,196,413
Vehicles	37,455,381	2,222,078	1,186,552	38,490,907
Water infrastructure	168,268,403	8,406,580	556,154	176,118,829
Work in progress	26,728,795	27,497,261	33,754	54,192,302
	\$ 1,617,356,579	\$ 114,861,711	\$ 5,198,639	\$ 1,727,019,651
Accumulated Amortization				
Buildings	\$ 78,987,850	\$ 6,404,780	\$ 350,012	\$ 85,042,618
Drainage infrastructure	101,971,660	3,708,443	32,723	105,647,380
Land improvements	17,511,048	1,802,944	270,983	19,043,009
Leased assets	1,399,240	459,287	-	1,858,527
Machinery and equipment	9,243,125	1,110,473	550,532	9,803,066
Pooled assets	23,973,967	4,420,180	123,540	28,270,607
Roads infrastructure	204,425,543	8,301,523	1,179,554	211,547,512
Sewer infrastructure	59,459,270	2,122,273	132,187	61,449,356
Vehicles	22,615,571	2,789,025	1,161,257	24,243,339
Water infrastructure	56,448,187	2,350,693	379,887	58,418,993
	\$ 576,035,461	\$ 33,469,621	\$ 4,180,675	\$ 605,324,407
Net Book Value				
Buildings	\$ 117,845,291	\$ 156,994	\$ 245,108	\$ 117,757,177
Drainage infrastructure	176,937,547	62,794	20,277	176,980,064
Land	252,136,617	34,601,001	101,641	286,635,977
Land improvements	20,887,067	7,805,572	-	28,692,639
Leased assets	6,658,961	(459,287)	-	6,199,674
Machinery and equipment	6,864,330	353,800	-	7,218,130
Pooled assets	34,981,175	232,555	8,748	35,204,982
Roads infrastructure	178,134,666	4,345,628	360,456	182,119,838
Sewer infrastructure	93,486,643	1,306,832	46,418	94,747,057
Vehicles	14,839,810	(566,947)	25,295	14,247,568
Water infrastructure	111,820,216	6,055,887	176,267	117,699,836
Work in progress	26,728,795	27,497,261	33,754	54,192,302
Net book value	\$ 1,041,321,118	\$ 81,392,090	\$ 1,017,964	\$ 1,121,695,244

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

13. Tangible Capital Assets (continued):

	2025	2024
Contributed tangible capital assets		
Buildings	\$ -	\$ 670,000
Land	34,146,000	3,986,000
Pooled assets	516,425	-
Drainage infrastructure	1,263,448	430,000
Roads Infrastructure	358,300	-
Water infrastructure	2,569,776	-
Sewer infrastructure	768,179	-
	\$ 39,622,128	\$ 5,086,000

- a) Assets under construction (Work in Progress) having a value of \$54,192,302 (2024 - \$26,728,795) have not been amortized. Amortization of these assets will commence when the assets are put into service.
- b) There have been no write-downs of tangible capital assets during the year.
- c) Contributed assets have been recognized at fair market value at the date of contribution.

14. Taxation and Payments in Lieu

	2025	2024
Taxes levied:		
General taxation	\$ 198,013,512	\$ 184,361,577
Tsawwassen Business Improvement Association	154,789	146,376
Drainage and irrigation levy	6,015,816	5,855,733
Other government payments in lieu	696,631	648,931
Special assessments	34,440	36,959
TFN Services Levy	377,640	352,485
Utility companies payment in lieu	4,112,749	3,738,862
Utility companies special assessments	2,438,928	2,326,959
Vancouver Ports Authority	933,205	931,538
Collections for other taxing authorities	161,465,520	152,931,591
	374,243,230	351,331,011
Transfer to:		
Province of BC - school taxes	(119,058,063)	(115,049,263)
Greater Vancouver Regional District	(5,999,332)	(5,759,441)
Municipal Finance Authority	(20,875)	(20,835)
BC Assessment Authority	(3,968,236)	(3,824,840)
South Coast BC Transportation Authority	(32,419,014)	(28,277,212)
Total collections for other taxing authorities	(161,465,520)	(152,931,591)
	\$ 212,777,710	\$ 198,399,420

In addition to levying and collecting real property tax for municipal purposes, the City is required to levy and collect taxes on behalf of other jurisdictions as noted above. The amounts are reflected on a net basis within the consolidated statement of operations.

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

15. Accumulated Surplus

	2025	2024
Equity in tangible capital assets	\$ 1,121,695,244	\$ 1,041,321,118
Unappropriated surplus		
General	37,025,323	34,717,883
Water	17,675,697	15,666,466
Sewer	9,939,628	8,842,418
Solid waste	8,274,545	7,613,791
	72,915,193	66,840,558
Reserves		
Capital projects	3,942,943	4,732,754
Community amenity contributions	1,828,814	1,552,512
Equipment replacement	16,939,134	15,179,275
Growing Communities Fund	2,702,149	10,212,855
Ladner parking	491,248	472,808
Operating	616,305	473,171
Parks and public lands	8,846,331	8,367,827
Tax sale	168,195	161,882
Total statutory reserves	35,535,119	41,153,084
Casino revenue	4,890,829	3,739,482
Designated capital (work in progress)	56,874,645	64,421,285
Development	3,617,643	3,617,643
Drainage and irrigation	7,088,213	3,068,088
Emergency	1,000,000	1,000,000
Environment	3,918,189	4,450,449
Insurance	3,520,000	3,520,000
Landfill	628,108	628,108
Landscaping	3,470,400	2,672,377
Other	11,865,643	3,555,626
Recreation	3,600,601	6,014,093
Recycling and solid waste	2,216,220	716,220
Road restoration	8,562,806	6,680,021
Sewer	8,757,485	7,034,368
Water	9,940,749	7,594,145
Total non-statutory reserves	129,951,531	118,711,905
Total reserves (schedule 6)	165,486,650	159,864,989
Total accumulated surplus	\$ 1,360,097,087	\$ 1,268,026,665

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

16. Commitments and Contingencies

a) The City, as a member of the Greater Vancouver Water District, the Greater Vancouver Sewage and Drainage District, and the Greater Vancouver Regional District, is jointly and severally liable for the net capital liabilities of these districts.

b) The City of Delta 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, 2024 the plan has about 273,000 active members and approximately 133,000 retired members. Active members include approximately 47,000 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 valuation for the Municipal Pension Plan as at December 31, 2024, indicated a \$2,675 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2027.

The City of Delta paid \$14,430,717 (2024 - \$14,264,055) for employer contributions while employees contributed \$12,170,829 (2024 - \$11,955,606) to the plan in fiscal year 2025.

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.

c) The City insures itself through a combination of insurance policies and self-insurance. The City has a funded self-appropriation insurance reserve (note 15 and schedule 6). Based on estimates, this appropriation reasonably provides for all outstanding claims.

d) Developer-Assumed Infrastructure Obligations

The City has agreements with the Ministry of Transportation and a Developer for infrastructure related to the Parkwood Development Site. The City secured permits and agreements for certain provincial and municipal works but assigned these obligations to the Developer. The Developer is responsible for permitting, design, construction, and financing. A Warranty and Indemnity Agreement establishes warranties and indemnities among the City, the Developer, and the Ministry. The City's financial obligations are limited, but non-performance by the Developer could have financial and operational impacts.

e) Authorized but Unissued Long-Term Debt

During the year, the City has entered into a credit facility agreement with the Municipal Finance Authority (MFA) of up to \$120,000,000 to finance the Winskill Aquatic Centre replacement project. As at December 31, 2025, \$nil was drawn on the facility. During the construction period, the City expects to utilize short-term borrowing through the MFA. Interest-only payments will be made on the short-term borrowing which is due on demand until such time as the debt is converted to long-term financing. Upon completion of the project, the short-term borrowing is expected to be converted into long-term debenture debt. Interest rates and repayment terms for the long-term borrowing will be determined at the time of conversion.

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

17. Basis of Segmented Reporting

The City of Delta follows the Public Sector Accounting Board (PSAB) standards for segmented financial reporting. Municipal operations are organized into functional segments that reflect shared service objectives and responsibilities. Revenues that are directly attributable to a specific segment are allocated accordingly, while expenses include both direct costs and internal allocations, such as equipment charges, based on actual departmental usage. City services are delivered through a range of departments, each contributing to the overall governance, safety, infrastructure, and quality of life within the community. The City's reportable segments are as follows:

Development services

Development services, including community planning, support sustainable growth and land use management. Responsibilities include zoning, building regulation, development approvals, and permit processing to ensure orderly and compliant urban development.

Engineering and public works

This department manages and maintains the City's core infrastructure, including roads, bridges, transportation systems, drainage, street lighting, traffic control, parking, snow removal, and fleet services.

Fire services

Fire services provide fire suppression, rescue operations, emergency preparedness, fire prevention, and public education programs to enhance community safety and resilience.

General government

This segment includes the Clerk's Office, City Manager's Office, Human Resources, Corporate Services, Legal Services, and other legislative and administrative functions. These areas are responsible for governance, policy development, corporate oversight and Library services. It also encompasses Finance, including taxation, accounting, asset management, procurement, stores, payroll, audit, and long-term financial planning, as well as information technology. This segment includes environmental health functions related to education and environmental protection initiatives.

Other protective services

This segment includes bylaw enforcement and animal control services, which ensure compliance with municipal regulations and contribute to public safety and community standards.

Parks, recreation, culture and facilities

This segment delivers recreational, cultural, and community programming that enhances quality of life. It also manages parks, recreational amenities, and civic facilities, while supporting community engagement, wellness initiatives, and major capital facility projects.

Police services

Police services are responsible for maintaining public safety through law enforcement, crime prevention, emergency response, and community engagement initiatives aimed at protecting residents and property.

Sewer services

The sewer utility manages the collection of wastewater, ensuring compliance with environmental regulations and supporting regional treatment systems to protect public health and the environment.

Solid waste services

The solid waste utility oversee waste collection, recycling, and waste reduction programs.

Water services

The water utility is responsible for the supply and distribution of safe and reliable drinking water to residents and businesses, supporting public health and essential municipal services.

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

18. Segmented Information

	Development Services	Engineering and Public Works	Fire	General Government	Other Protective Services
Revenues					
Taxation and payments in lieu	\$ -	\$ -	\$ -	\$ 212,743,269	\$ -
Government transfers	1,951,492	8,634,623	98,303	470,413	-
Sale of services	74,520	5,782,284	1,313,927	2,256,800	36,118
Licenses, permits, fees and penalties	5,149,475	861,145	8,230	3,396,938	2,546,836
Contributions	-	22,681	2,624	15,036,350	137,776
Investment income	-	-	-	13,514,099	-
Development cost charges	-	866,500	-	-	-
Landfill royalties	-	-	-	6,242,091	-
Contributed TCA	-	2,138,173	-	34,146,000	-
Other	-	457,106	6,142	3,642,724	221
Gain on disposal of TCA	-	-	-	-	-
	7,175,487	18,762,512	1,429,226	291,448,684	2,720,951
Expenses					
Wages, salaries and benefits	7,549,657	16,663,964	38,067,502	31,039,474	3,246,022
Materials and supplies	61,256	4,670,678	1,557,544	620,109	179,392
Repairs and maintenance	61,662	3,388,412	548,372	4,513,050	64,549
Services	597,670	2,078,584	180,973	3,059,060	190,443
Leases and rentals	14,458	1,915,994	34,630	18,902	20,691
Library	-	-	-	4,682,515	-
ECOMM	-	-	1,482,573	-	-
Utilities	10,938	1,748,753	180,055	323,918	45,656
Garbage and recycling	-	131,074	33,166	1,104	54,391
Regional district charges	-	-	-	-	-
Other	214,238	305,237	58,958	3,472,522	4,894
Insurance and claims	-	1,600	-	3,137,889	-
Municipal equipment charges	148,182	(1,300,161)	1,887,223	(6,234,658)	154,921
Loss on disposal of TCA	-	-	-	732,879	-
Amortization of TCA	-	15,396,161	1,692,622	-	-
	8,658,061	45,000,296	45,723,618	45,366,764	3,960,959
Annual surplus (deficit)	\$ (1,482,574)	\$ (26,237,784)	\$ (44,294,392)	\$ 246,081,920	\$ (1,240,008)

Notes to the Consolidated Financial Statements

18. Segmented Information

Parks, Recreation, Culture and Facilities	Police Services	Sewer Services	Solid Waste Services	Water Services	Year ended December 31, 2025	Year ended December 31, 2024
\$ -	\$ -	\$ 19,533	\$ -	\$ 14,908	\$ 212,777,710	\$ 198,399,420
387,482	2,160,671	-	-	-	13,702,984	6,249,999
10,103,744	7,482,819	31,395,904	11,061,333	40,219,185	109,726,634	92,928,351
5,979	645,028	-	-	22,569	12,636,200	11,911,770
124,751	48,770	-	-	-	15,372,952	6,293,043
51,112	-	-	-	-	13,565,211	16,449,681
189,000	-	1,847,500	-	780,500	3,683,500	1,428,500
-	-	-	-	-	6,242,091	4,951,465
-	-	768,179	-	2,569,776	39,622,128	5,086,000
1,208,505	40,560	-	-	-	5,355,258	3,354,611
-	-	-	-	-	-	3,172,546
12,070,573	10,377,848	34,031,116	11,061,333	43,606,938	432,684,668	350,225,386
33,939,301	46,964,568	1,881,135	266,560	2,705,595	182,323,778	168,999,319
2,903,016	2,266,753	565,940	141,888	1,201,965	14,168,541	13,170,873
7,350,968	1,142,359	1,370,416	-	115,023	18,554,811	18,987,000
1,767,162	2,469,220	1,011,496	56	542,086	11,896,750	10,843,302
652,788	1,042,740	439,995	-	357,677	4,497,875	4,391,056
-	-	-	-	-	4,682,515	4,491,599
-	3,530,500	-	-	-	5,013,073	4,347,925
2,362,405	401,617	189,428	-	130,106	5,392,876	5,338,765
57,564	21,713	64,992	8,483,081	86,771	8,933,856	8,707,268
-	-	18,745,686	-	22,742,679	41,488,365	34,266,556
761,968	524,420	23,498	311	22,211	5,388,257	4,381,484
-	353	31,648	-	-	3,171,490	3,085,424
2,296,365	992,543	1,432,446	8,683	1,514,019	899,563	487,350
-	-	-	-	-	732,879	-
11,040,107	-	2,122,272	-	3,218,455	33,469,617	32,072,374
63,131,644	59,356,786	27,878,952	8,900,579	32,636,587	340,614,246	313,570,295
\$ (51,061,071)	\$ (48,978,938)	\$ 6,152,164	\$ 2,160,754	\$ 10,970,351	\$ 92,070,422	\$ 36,655,091

Notes to the Consolidated Financial Statements

Year ended December 31, 2025 with comparative figures for 2024

19. Budget Figures

The operating and capital budget figures, presented on a basis consistent with that used for actual results, were approved by Council as 2025 - 2029 Financial Plan Bylaw No. 8465, 2024 adopted December 16, 2024. Adjustments to the budgeted amounts are required to comply with Canadian public sector accounting standards for inclusion in the consolidated statement of operations and consolidated statement of net financial assets.

	2025	2024
Revenues per consolidated statement of operations		
Financial plan revenue	\$ 347,384,000	\$ 259,544,000
Tax draw	204,883,000	190,528,000
Financial plan	552,267,000	450,072,000
Add: Contributed Assets	1,827,000	3,291,000
Less: Debt issued	(60,000,000)	-
Less: reserves use included in financial plan and capital revenues	(96,816,500)	(113,024,000)
	397,277,500	340,339,000
Expenses per consolidated statement of operations		
Financial plan expenses	324,131,500	289,330,500
Less: transfer to reserves	(17,915,500)	(11,838,500)
Add: amortization	33,500,000	29,000,000
Non tangible capital asset expenditures included in capital plan	14,493,000	13,100,000
	354,209,000	319,592,000
Annual surplus per consolidated statement	\$ 43,068,500	\$ 20,747,000

20. Trust Funds

These funds have been created to hold assets, which must be administered as directed by agreement or statute for certain beneficiaries. In accordance with PSAB recommendations, trust funds are not included in the City's consolidated financial statements.

	2025	2024
South Delta cemetery fund		
Equity, beginning of year	\$ 1,569,416	\$ 1,420,132
Contributions received	78,785	74,155
Interest earned	52,520	75,129
Equity, end of year	\$ 1,700,721	\$ 1,569,416
North Delta cemetery fund		
Equity, beginning of year	\$ 77,848	\$ 65,236
Contributions received	5,010	8,875
Interest earned	2,845	3,737
Equity, end of year	\$ 85,703	\$ 77,848

Supplementary Information

For the years ended December 31	2025 Budget	2025	2024
Schedule 1 - Government Transfers			
Federal grants	\$ -	\$ 4,535,491	\$ 364,840
Provincial grants	4,241,500	5,132,278	4,004,416
Regional grants	13,059,000	4,035,215	1,880,743
	<u>\$17,300,500</u>	<u>\$ 13,702,984</u>	<u>\$ 6,249,999</u>
Schedule 2 - Sale of Services			
Water	\$ 38,397,500	\$40,219,185	\$36,264,201
Sewer	30,240,500	31,395,904	24,185,848
Solid waste	9,926,500	11,061,333	9,588,271
Recreational services	8,681,000	9,731,940	8,815,314
Recoverable services	7,772,000	8,705,745	7,803,394
Other	6,846,500	8,612,527	6,271,323
	<u>\$ 101,864,000</u>	<u>\$ 109,726,634</u>	<u>\$ 92,928,351</u>
Schedule 3 - Licenses, Permits, Fees and Penalties			
Business licenses	\$ 2,055,000	\$ 2,140,678	\$ 2,077,798
Dog licenses	220,000	205,543	212,190
Building permits and inspection fee	3,388,000	3,486,472	3,465,707
Bylaw infractions	190,000	166,653	145,532
Animal control fees and fines	26,500	31,864	20,265
Penalties and interest on taxes and utilities	1,840,000	2,905,158	2,407,369
Soil deposit and highway use fee	128,000	578,209	424,969
Development application fee	790,000	1,576,293	1,903,373
Protective service fee	540,000	627,268	514,219
Information and administrative fee	555,000	775,424	609,746
Other	92,500	142,638	130,602
	<u>\$ 9,825,000</u>	<u>\$ 12,636,200</u>	<u>\$ 11,911,770</u>
Schedule 4 - Contributions			
Contributions	\$ 937,000	\$ 13,699,424	\$ 3,815,331
Other cost recoveries	687,500	1,344,126	2,150,143
Donations and fundraising	117,500	147,716	158,054
Other	409,500	181,686	169,515
	<u>\$ 2,151,500</u>	<u>\$ 15,372,952</u>	<u>\$ 6,293,043</u>
Schedule 5 - Other			
Rentals	\$ 1,440,000	\$ 1,507,895	\$ 1,344,479
Disposal of capital assets	2,695,000	6,999	9,142
Cemetery	247,500	409,806	397,385
Casino	1,500,000	1,151,347	1,352,184
Other	275,500	2,279,211	251,421
	<u>\$ 6,158,000</u>	<u>\$ 5,355,258</u>	<u>\$ 3,354,611</u>

Schedule 6 – Reserves

	Balance, December 31, 2024	Contributions/ Transfers	Use of Reserves	Interest Allocated	Balance December 31, 2025
Statutory Reserves					
Capital projects	\$ 4,732,754	\$ -	\$ (937,814)	\$ 148,003	\$ 3,942,943
Community amenity contributions	1,552,512	522,446	(310,981)	64,837	1,828,814
Equipment replacement	15,179,275	6,217,500	(5,101,177)	643,536	16,939,134
Growing Communities Fund	10,212,855	-	(7,627,149)	116,443	2,702,149
Ladner parking	472,808	-	-	18,440	491,248
Operating	473,171	120,000	-	23,134	616,305
Parks and public lands	8,367,827	146,447	-	332,057	8,846,331
Tax sale	161,882	-	-	6,313	168,195
	41,153,084	7,006,393	(13,977,121)	1,352,763	35,535,119
Non-Statutory Reserves					
Casino revenue	3,739,482	1,151,347	-	-	4,890,829
Designated capital (work in progress)	64,421,285	-	(7,546,640)	-	56,874,645
Development	3,617,643	-	-	-	3,617,643
Drainage and irrigation	3,068,088	6,055,432	(2,035,307)	-	7,088,213
Emergency	1,000,000	-	-	-	1,000,000
Environment	4,450,449	-	(532,260)	-	3,918,189
Insurance	3,520,000	-	-	-	3,520,000
Landfill	628,108	-	-	-	628,108
Landscaping	2,672,377	1,154,956	(356,933)	-	3,470,400
Other	3,555,626	9,151,918	(841,901)	-	11,865,643
Recreation	6,014,093	928,008	(3,341,500)	-	3,600,601
Recycling and solid waste	716,220	1,500,000	-	-	2,216,220
Road restoration	6,680,021	2,715,785	(833,000)	-	8,562,806
Sewer	7,034,368	1,968,417	(245,300)	-	8,757,485
Water	7,594,145	2,892,604	(546,000)	-	9,940,749
	118,711,905	27,518,467	(16,278,841)	-	129,951,531
Total reserves (note 15)	\$ 159,864,989	\$ 34,524,860	\$ (30,255,962)	\$ 1,352,763	\$ 165,486,650

Schedule 7 – Statement of Financial Activity by Fund (Unaudited)

For the year ended December 31, 2025	General	Water	Sewer	Solid Waste	Total
Revenues					
Taxation and payments in lieu (note 14)	\$ 212,743,269	\$ 14,908	\$ 19,533	\$ -	\$ 212,777,710
Government transfers (schedule 1)	13,702,984	-	-	-	13,702,984
Sale of services (schedule 2)	27,050,212	40,219,185	31,395,904	11,061,333	109,726,634
Licenses, permits, fees and penalties (schedule 3)	12,613,631	22,569	-	-	12,636,200
Contributions (schedule 4)	15,372,952	-	-	-	15,372,952
Investment income	13,565,211	-	-	-	13,565,211
Development cost charges (note 10)	1,055,500	780,500	1,847,500	-	3,683,500
Landfill royalties	6,242,091	-	-	-	6,242,091
Contributed tangible capital assets (note 13)	36,284,173	2,569,776	768,179	-	39,622,128
Other (schedule 5)	5,355,258	-	-	-	5,355,258
	<u>343,985,281</u>	<u>43,606,938</u>	<u>34,031,116</u>	<u>11,061,333</u>	<u>432,684,668</u>
Expenses					
Development services	8,658,061	-	-	-	8,658,061
Engineering and public works	45,000,296	-	-	-	45,000,296
Fire services	45,723,618	-	-	-	45,723,618
General government	44,633,885	-	-	-	44,633,885
Other protective services	3,960,959	-	-	-	3,960,959
Parks, recreation, culture and facilities	63,131,644	-	-	-	63,131,644
Police services	59,356,786	-	-	-	59,356,786
Sewer services	-	-	27,878,952	-	27,878,952
Solid waste	-	-	-	8,900,579	8,900,579
Water services	-	32,636,587	-	-	32,636,587
Loss on disposal of tangible capital assets	732,879	-	-	-	732,879
	<u>271,198,128</u>	<u>32,636,587</u>	<u>27,878,952</u>	<u>8,900,579</u>	<u>340,614,246</u>
Annual surplus	72,787,153	10,970,351	6,152,164	2,160,754	92,070,422
Change in equity in tangible capital assets (TCA)					
TCA acquired (note 13)	(103,026,026)	(8,406,580)	(3,429,105)	-	(114,861,711)
Amortization of TCA (note 13)	28,128,894	3,218,455	2,122,272	-	33,469,621
Loss on disposal of TCA	732,879	-	-	-	732,879
Proceeds from disposal of TCA	285,087	-	-	-	285,087
Increase in equity in TCA	(73,879,166)	(5,188,125)	(1,306,833)	-	(80,374,124)
(Increase) decrease in reserves	3,399,453	(3,772,995)	(3,748,121)	(1,500,000)	(5,621,663)
Net increase in operating surplus	2,307,440	2,009,231	1,097,210	660,754	6,074,635
Unappropriated surplus, beginning of year	34,717,883	15,666,466	8,842,418	7,613,791	66,840,558
Unappropriated surplus, end of year (note 15)	\$ 37,025,323	\$ 17,675,697	\$ 9,939,628	\$ 8,274,545	\$ 72,915,193

Schedule 8 – Capacity Funding for Local Governments Housing Initiative Fund (unaudited)

The Government of British Columbia provided \$51 million in grant based funding to help facilitate implementation and support local governments to meet legislative requirements of Bill 44 Housing Statutes (Residential Development) Amendment Act, Bill 46 Housing Statutes (Development Financing) Amendment Act and Bill 47 Housing Statutes (Transit-Oriented Areas) Amendment Act.

	2025	2024
Balance, beginning of year	\$ 153,099	\$ -
Receipt, 2024	-	655,377
Development process review	-	(156,757)
Development cost charge review	(10,450)	(2,200)
Ladner Wharf revitalization	-	(121,147)
Parks, recreation and culture strategic plan	-	(42,689)
Annieville Park master plan	(14,127)	(60,229)
Ladner Village revitalization plan/parking study	(18,800)	(14,680)
Subdivision bylaw update	(64,435)	(78,420)
Sanitary sewer inventory	-	(11,556)
Water network modelling	-	(14,600)
Stream assessments	(45,287)	-
Balance, end of year	\$ -	\$ 153,099

Schedule 9 – Growing Communities Reserve Fund (unaudited)

The Province of British Columbia distributed conditional Growing Communities Fund (GCF) grants to communities at the end of March 2023 to help local governments build community infrastructure and amenities to meet the demands of population growth. The GCF provided a one-time total of \$1 billion in grants to all 161 municipalities and 27 regional districts in British Columbia. The City of Delta received \$16,060,000 of GCF funding in March 2023.

	2025	2024
Balance, beginning of year	\$ 10,212,855	\$ 15,910,100
Interest earned on fund	116,443	\$ 477,054
Mackie Park artificial turf project	(1,817,930)	\$ (2,841,756)
Delta Secondary School track replacement	(335,651)	\$ (3,332,543)
Seaquam Secondary School track replacement	(3,435,763)	\$ -
South Delta Secondary School track replacement	(1,351,132)	\$ -
Civic precinct parking lot	(686,673)	\$ -
Balance, end of year	\$ 2,702,149	\$ 10,212,855



**STATISTICAL
SECTION
(UNAUDITED)**

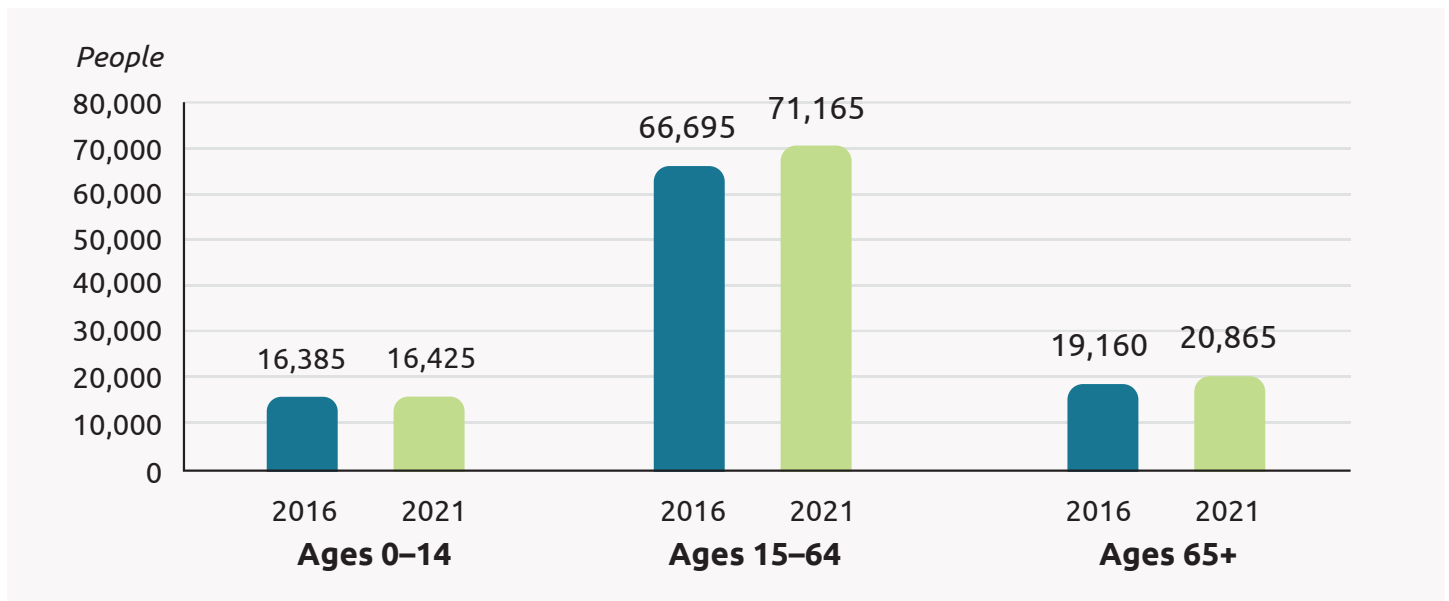


DELTA DEMOGRAPHICS

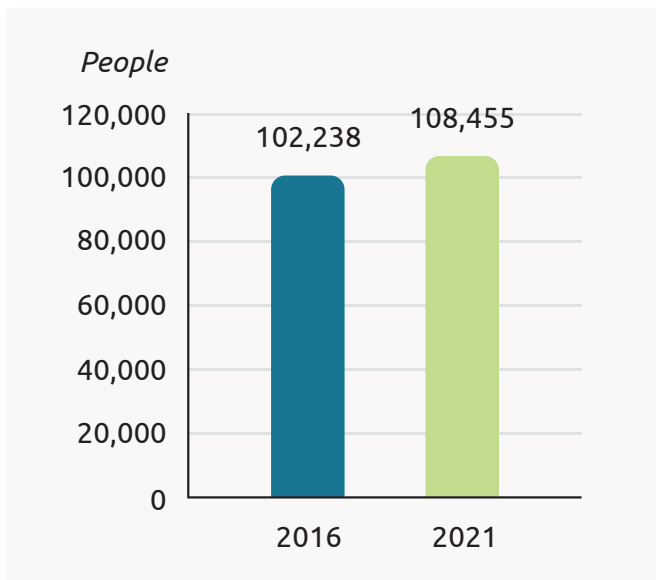
Delta is a growing and diverse community with a high quality of life located in the heart of Metro Vancouver. The City offers a balanced mix of urban and suburban neighbourhoods, with ongoing efforts focused on sustainable development, housing diversity, and livability.

Key economic sectors include agriculture, transportation and logistics, manufacturing, and retail—all contributing to the region’s prosperity and employment. Delta is home to two of Metro Vancouver’s largest industrial areas—Tilbury and Annacis Island—which continue to attract investment and drive regional employment, underscoring Delta’s role as a major economic hub.

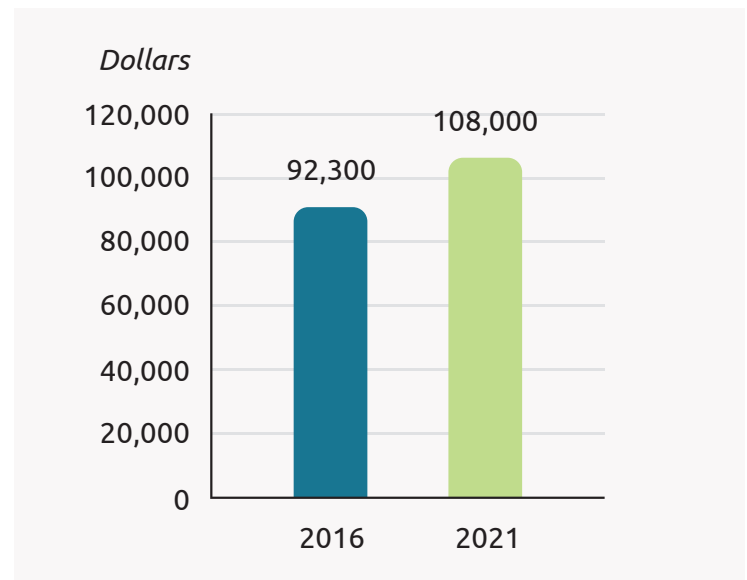
Age Distribution



Population



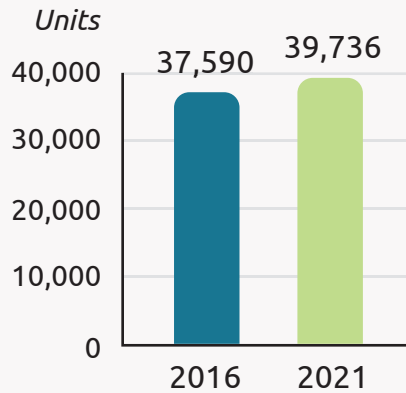
Median Total Household Income



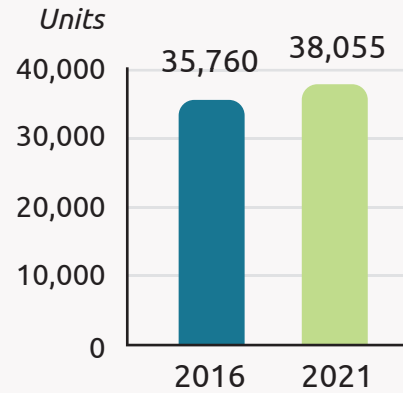
Source: Statistics Canada based on 2016 and 2021 Census

Housing and Dwelling Characteristics

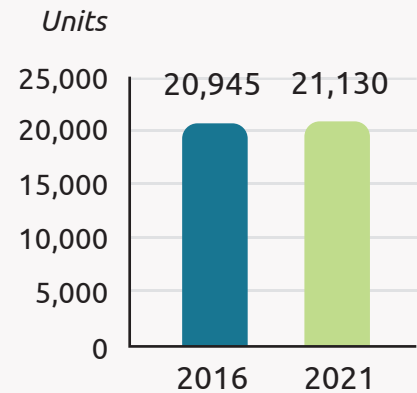
Total Private Dwellings



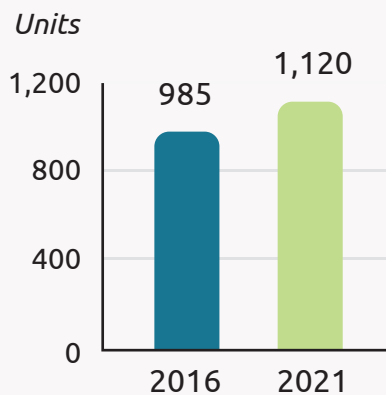
Total Occupied private dwellings by structural type of dwelling



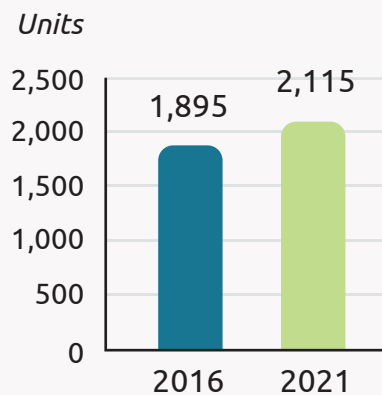
Single-detached house



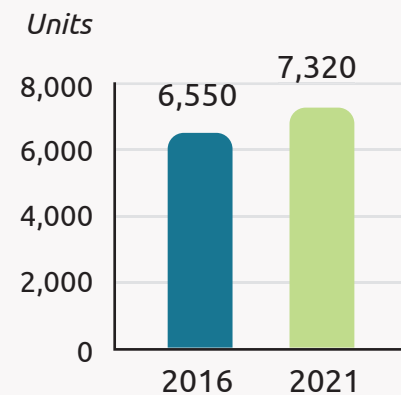
Semi-detached house



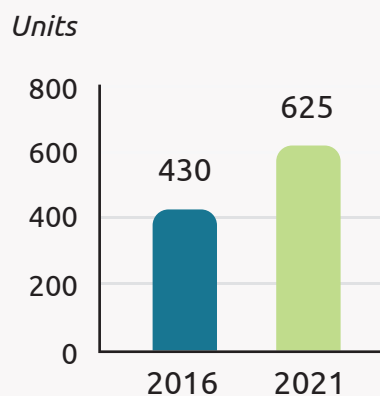
Row House



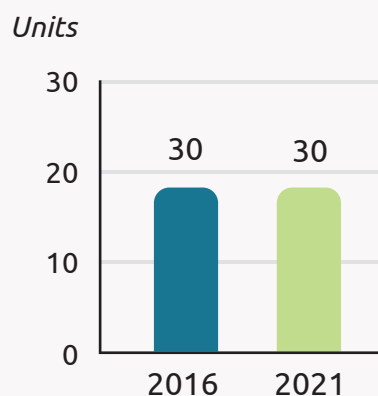
Apartment or flat in a duplex



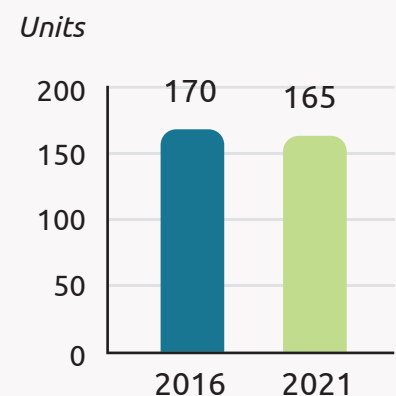
Apartment in a building that has five or more storeys



Other single-attached house

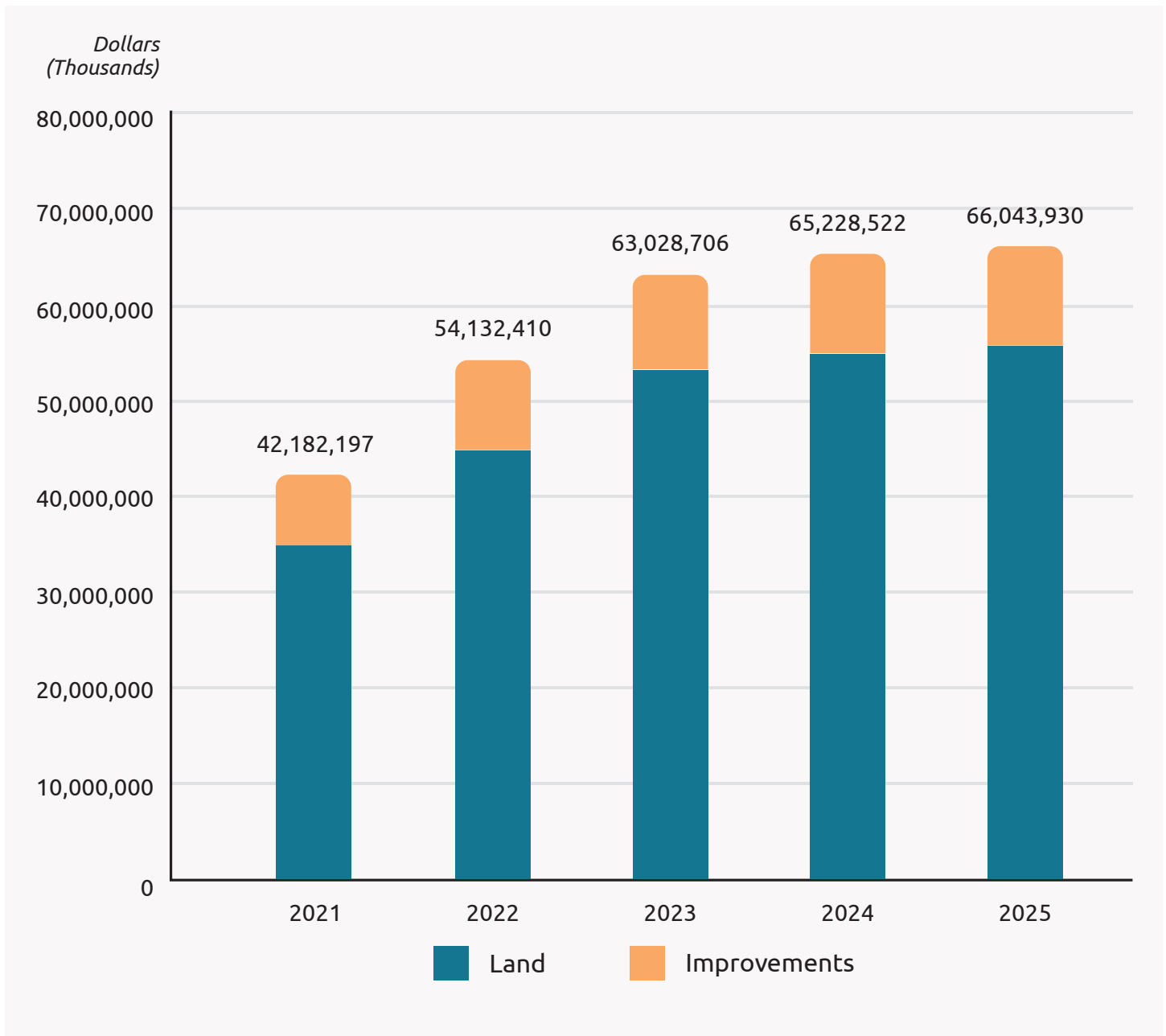


Moveable dwelling



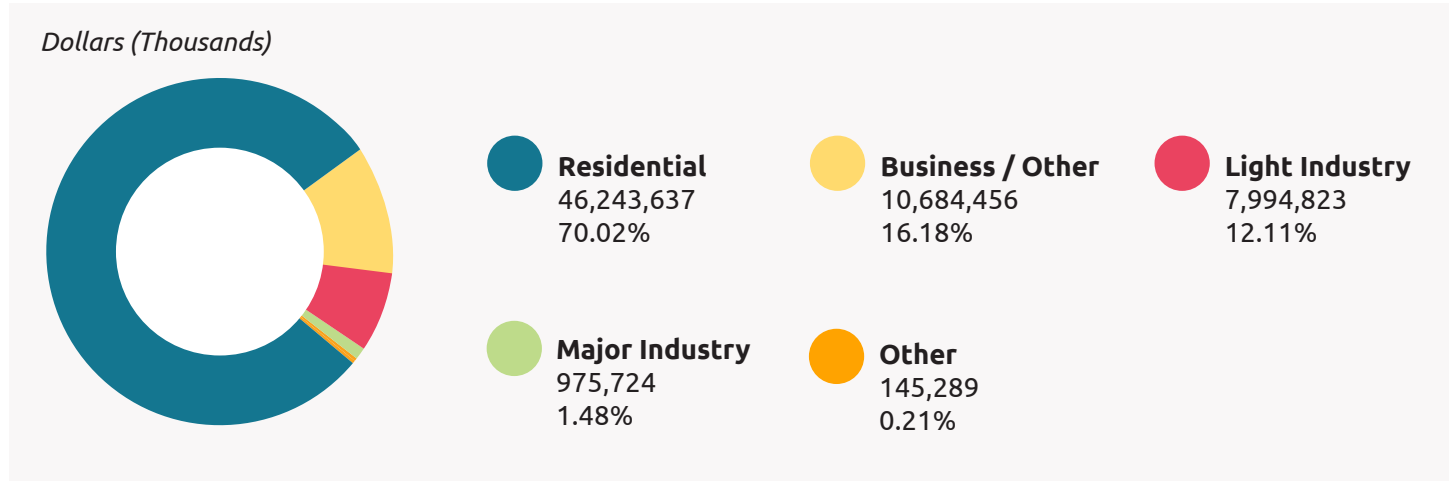
GENERAL TAXABLE ASSESSMENT VALUES

Assessed Values for General Municipal Purposes



Source: BC Local Government Statistics

Delta's Assessed Value for the Year 2025

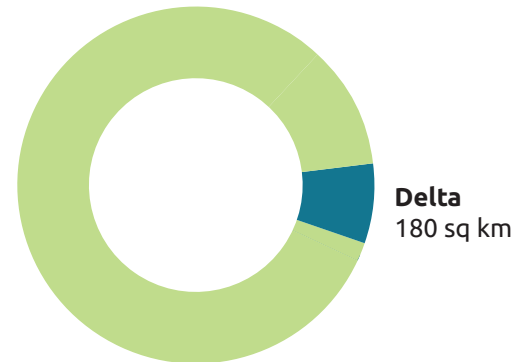


Total Assessed Value and Municipality Comparison for the Year 2025

Municipalities	Total General Purposes Assessed Value (Dollars, Thousands)
Vancouver	464,636,813
Surrey	266,954,026
Burnaby	157,411,358
Richmond	143,295,053
Langley Township	84,370,328
Coquitlam	83,759,542
Delta	66,043,930
District of North Vancouver	63,714,790
West Vancouver	55,373,823
Maple Ridge	40,838,901
City of North Vancouver	33,724,899
New Westminster	32,786,819
Port Coquitlam	30,713,323
Port Moody	19,768,725
Langley City	13,769,946
White Rock	13,727,361
Pitt Meadows	9,431,034
Bowen Island	3,699,979
Anmore	2,024,505
Lions Bay	1,251,607
Belcarra	868,149

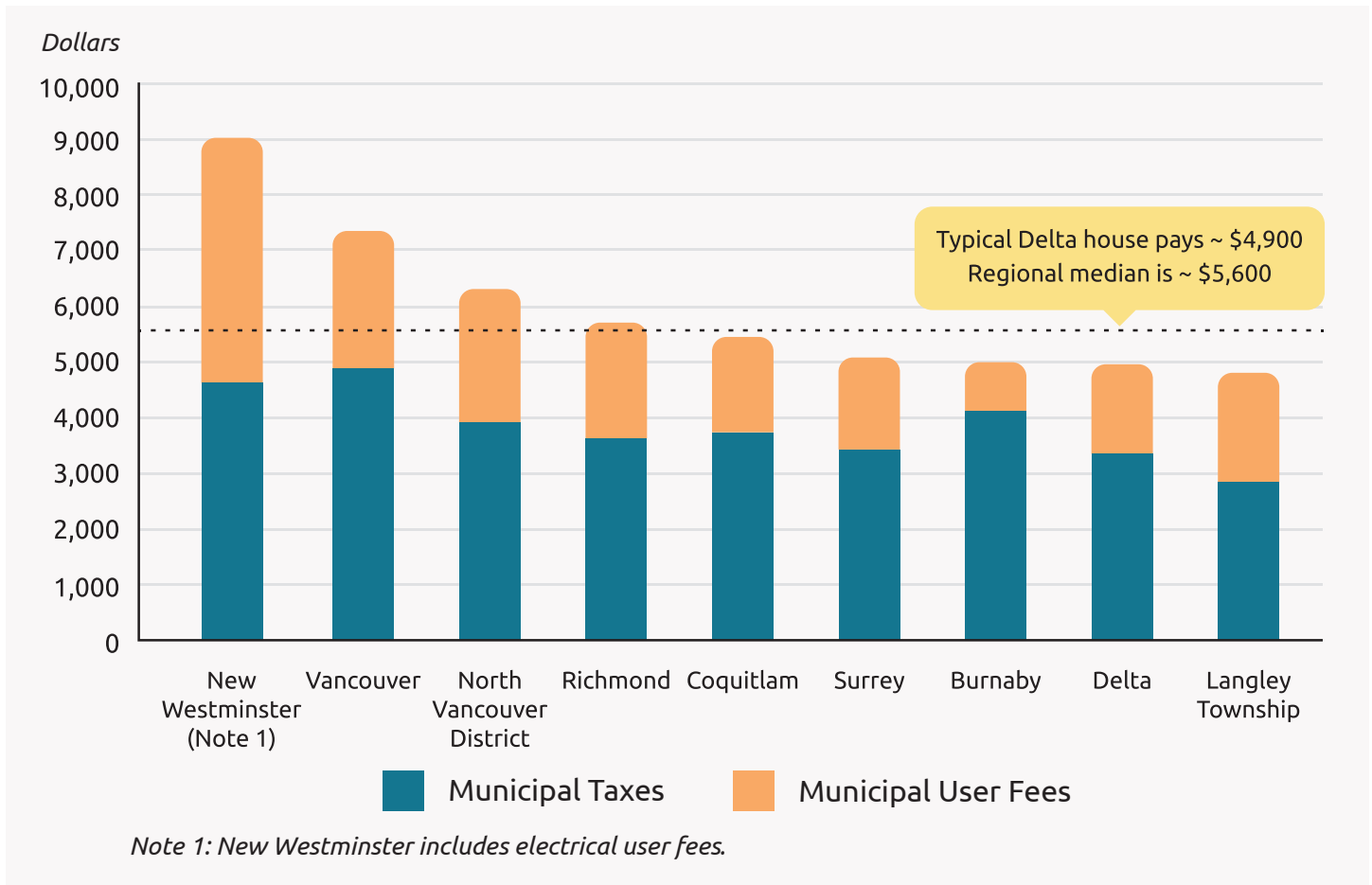
Land Area – Square Kilometres

Remainder of Metro Vancouver
2,883 sq km

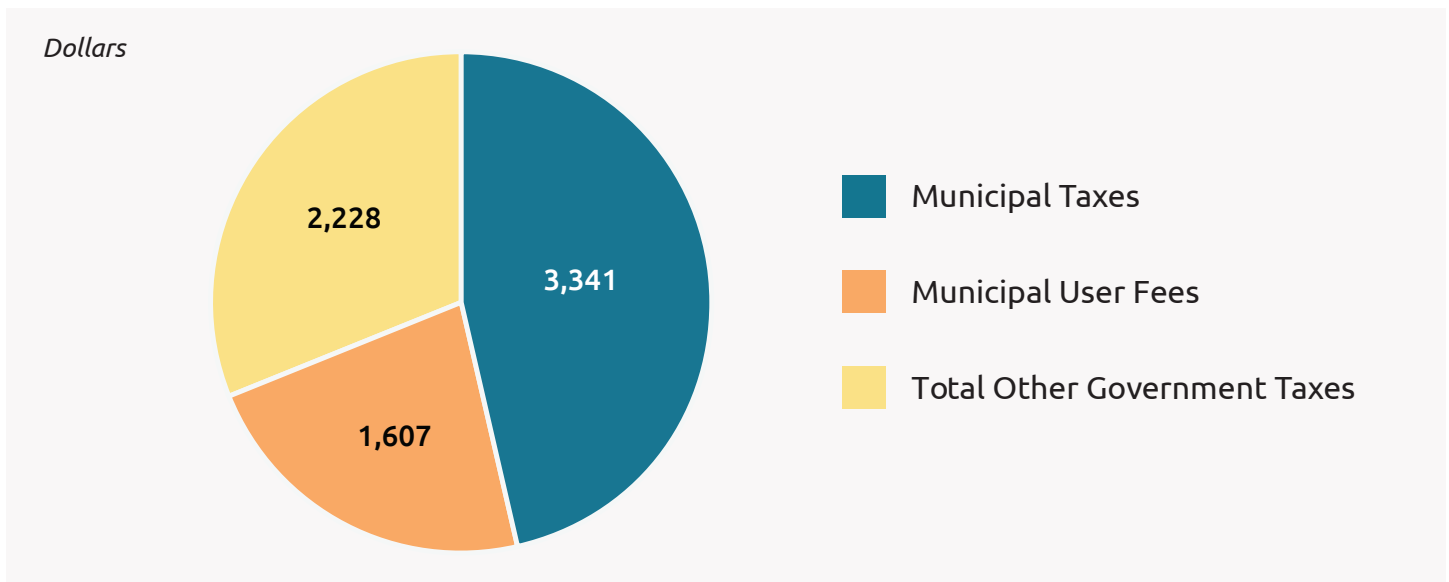


MUNICIPAL TAXES, USER FEES AND OTHER GOVERNMENT TAXES

2025 Municipal Taxes and User Fees on a Representative House

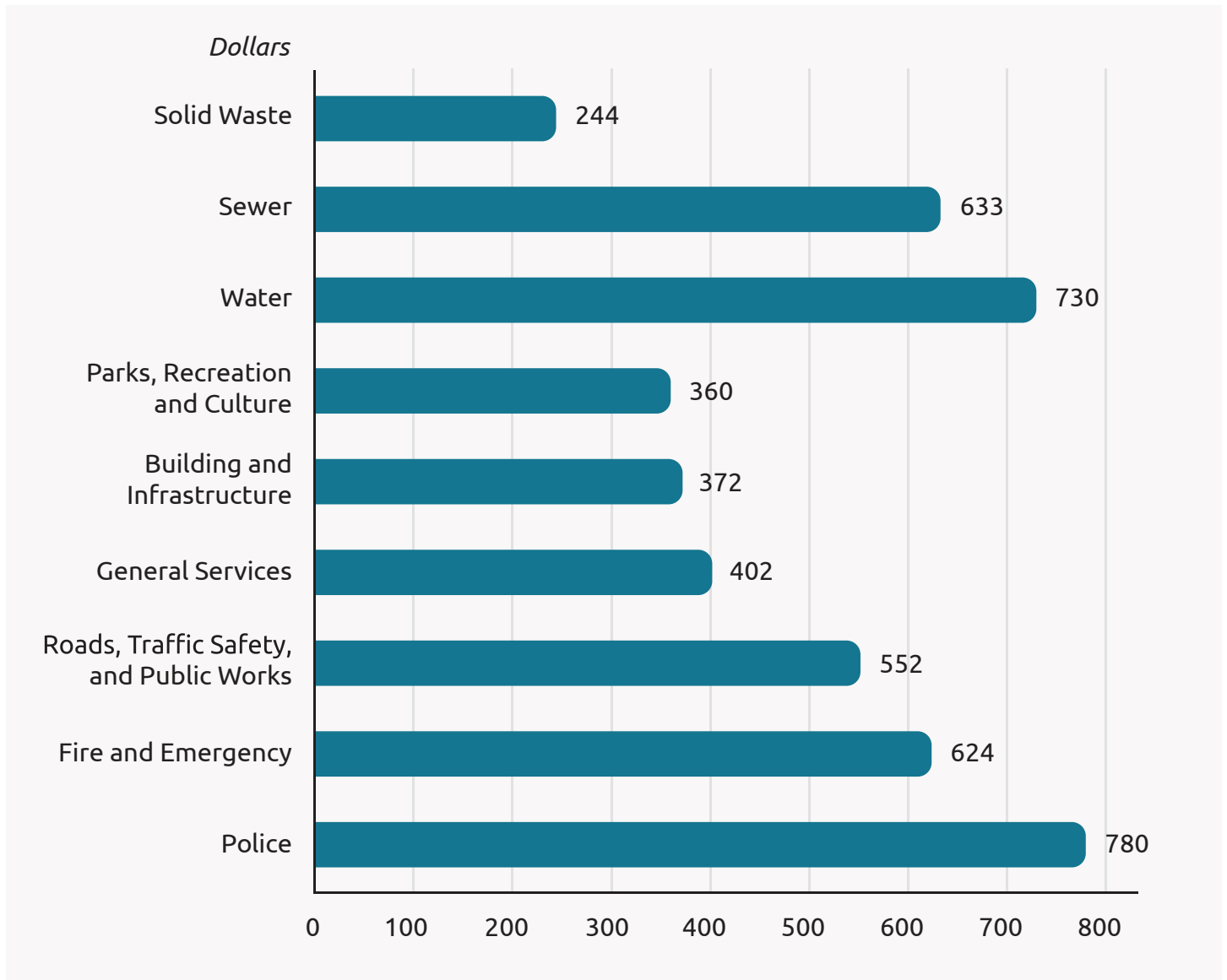


City of Delta Total Taxes, User Fees and Other Government Taxes



Source: BC Local Government Statistics

ESTIMATED ANNUAL COSTS OF MUNICIPAL SERVICES FOR AN AVERAGE HOUSEHOLD

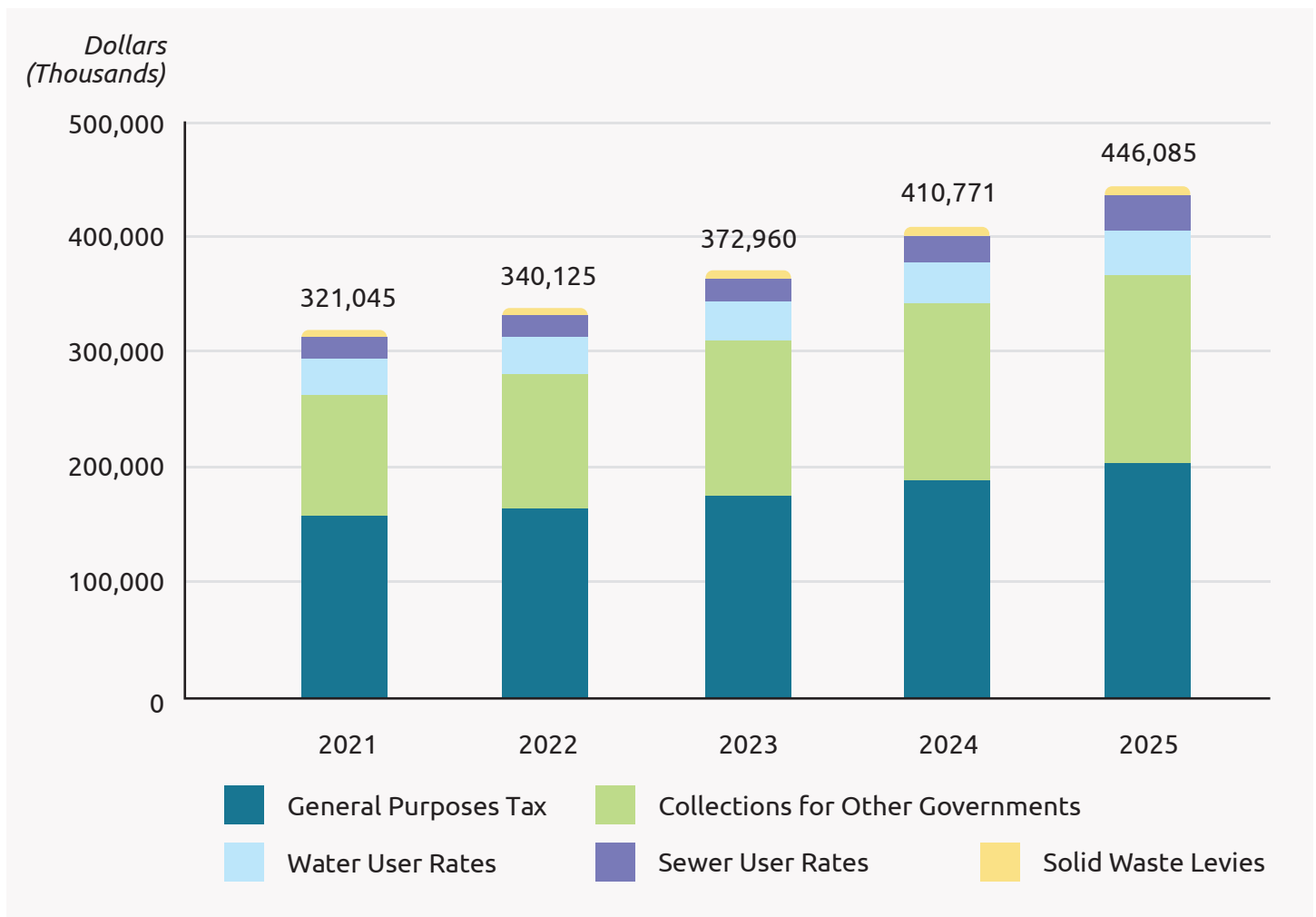


PROPERTY TAXES LEVIED AND COLLECTED

Property Taxes Levied and Collected

Dollars (Thousands)	2021	2022	2023	2024	2025
City of Delta - Tax	159,334	165,519	176,348	190,403	205,074
School District	80,209	88,895	103,682	114,943	119,715
TransLink	18,112	20,010	22,417	28,298	32,645
Metro Vancouver Regional District	3,450	4,079	4,886	5,724	5,995
BC Assessment	2,747	3,061	3,526	3,824	3,988
Other Levies	626	674	709	746	800
Total Taxes Levied	264,478	282,238	311,568	343,938	368,217
At December 31:					
Total Tax Collections	260,676	277,894	305,770	335,148	357,931
% Collected	99%	98%	98%	97%	97%

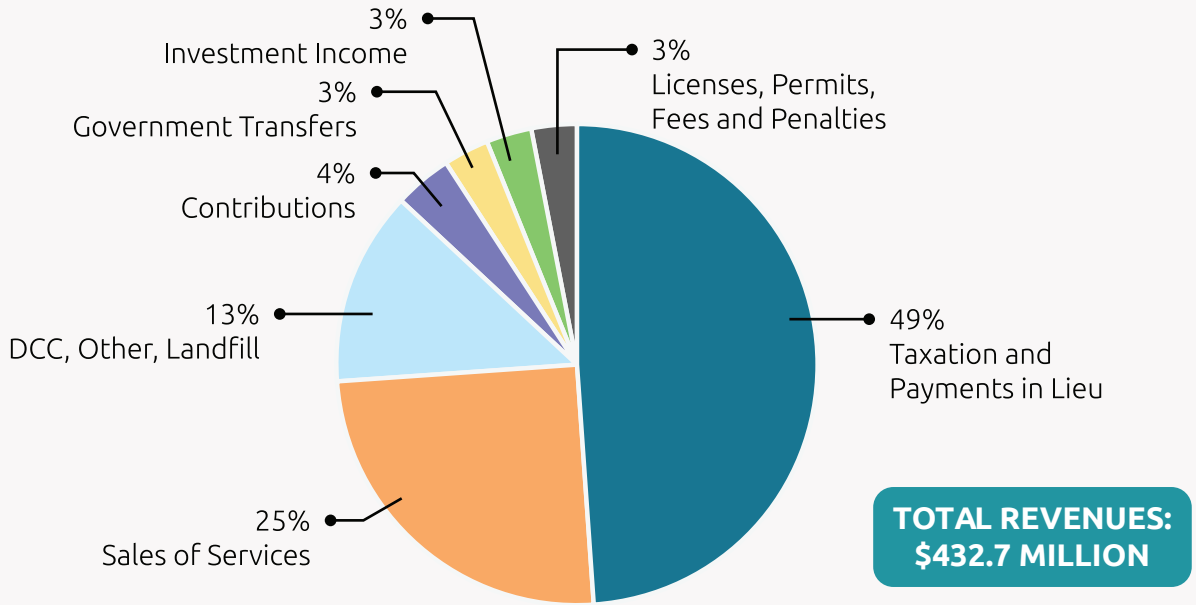
Taxes, Major Levies and Other Government Collections



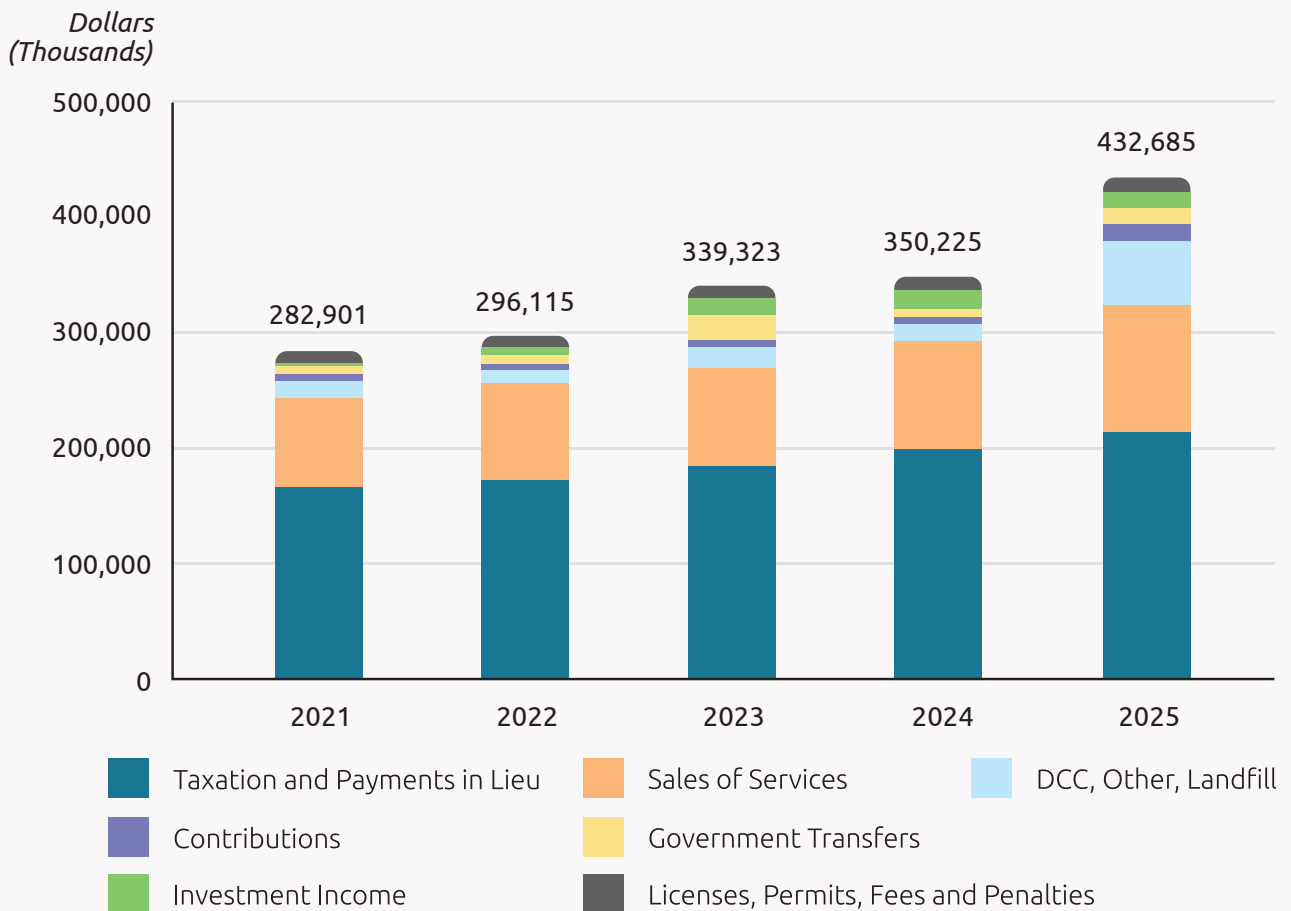
Source: City of Delta Finance Department

REVENUES

Percentage of Total Revenues for 2025



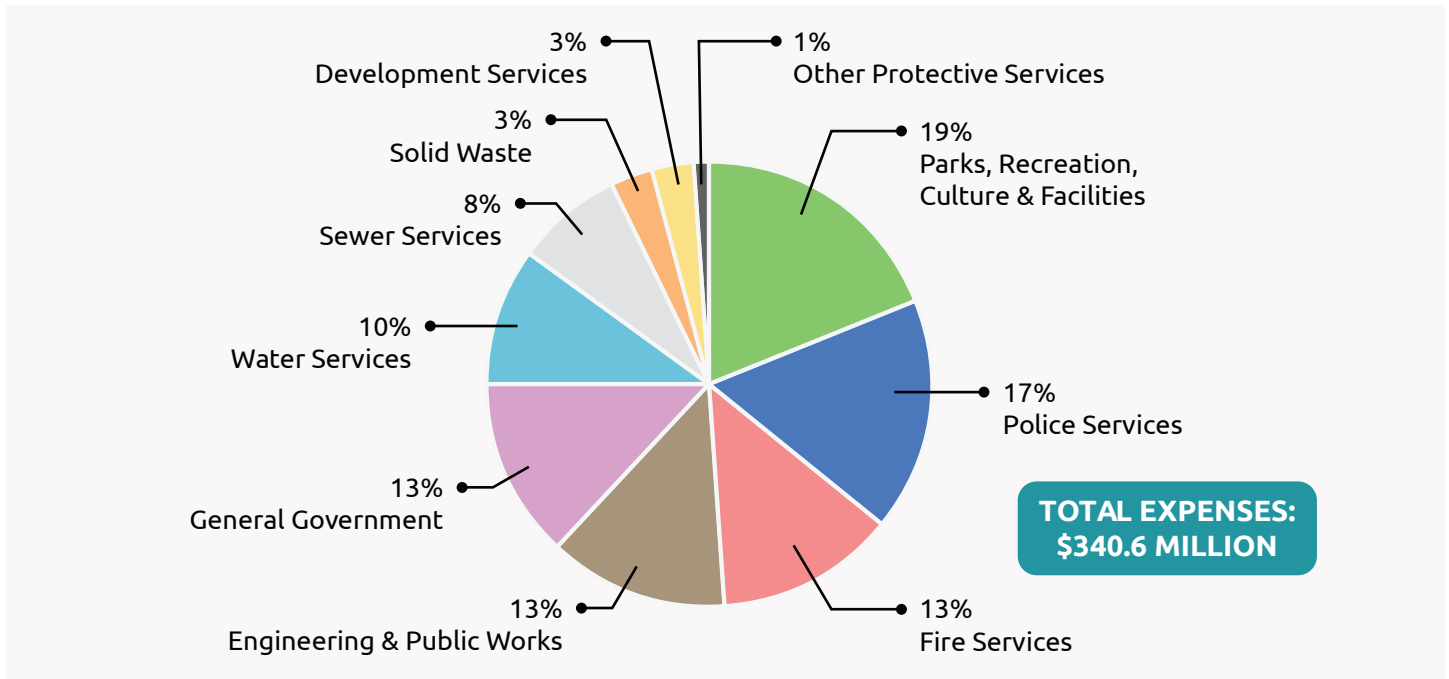
Revenues By Source – 5 Year Trend



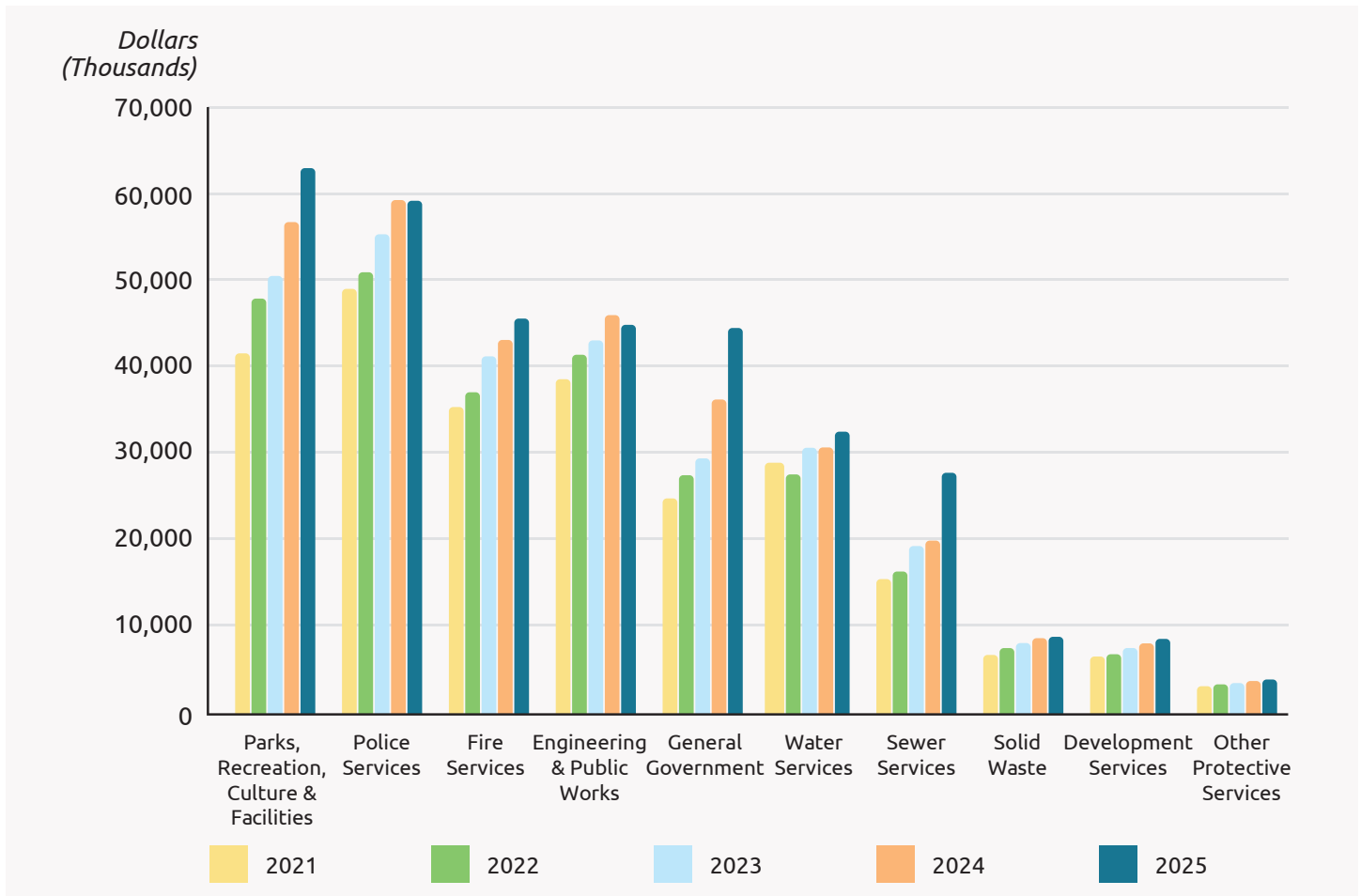
Source: City of Delta Finance Department

EXPENSES

Percentage of Total Expenses for 2025

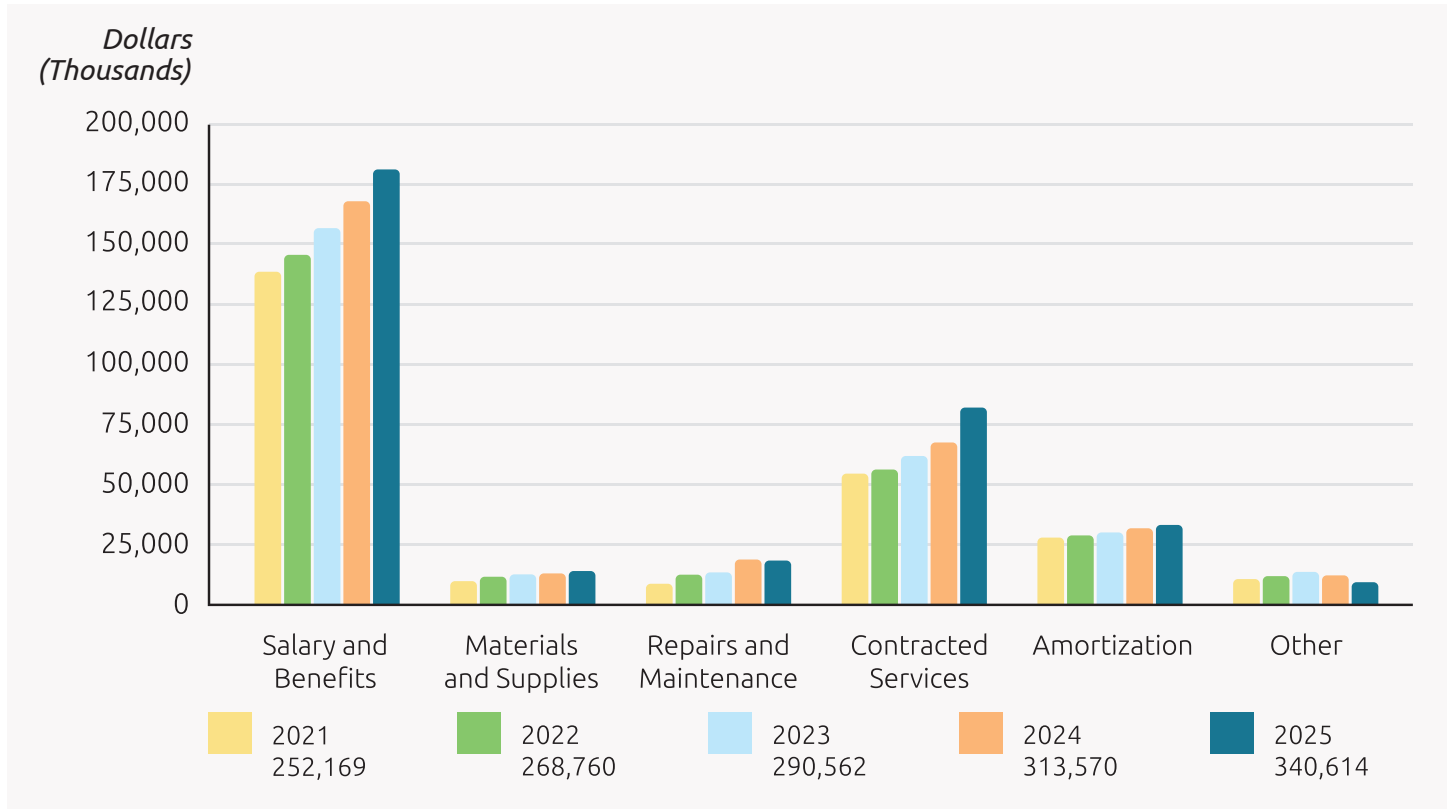


Expenses by Function – 5 Year Trend

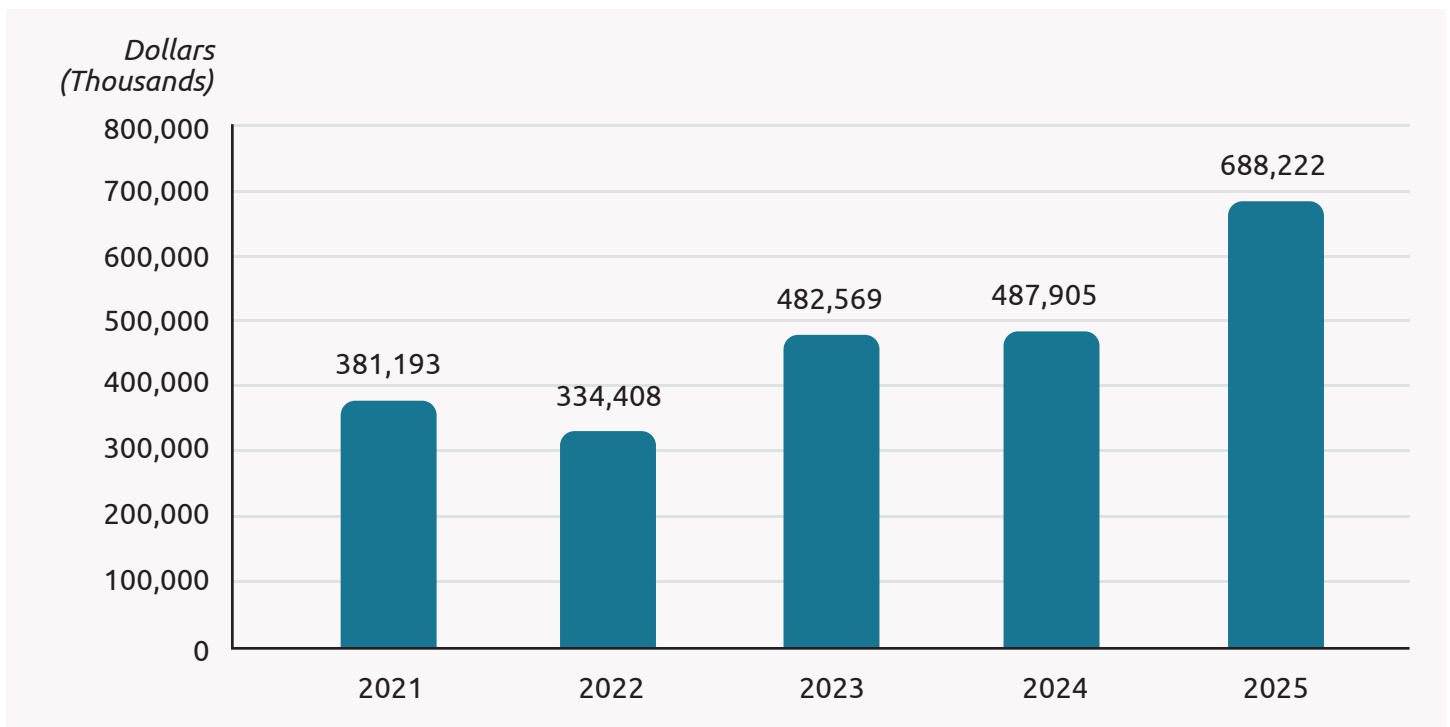


Source: City of Delta Finance Department

Expenses by Object – 5 Year Trend

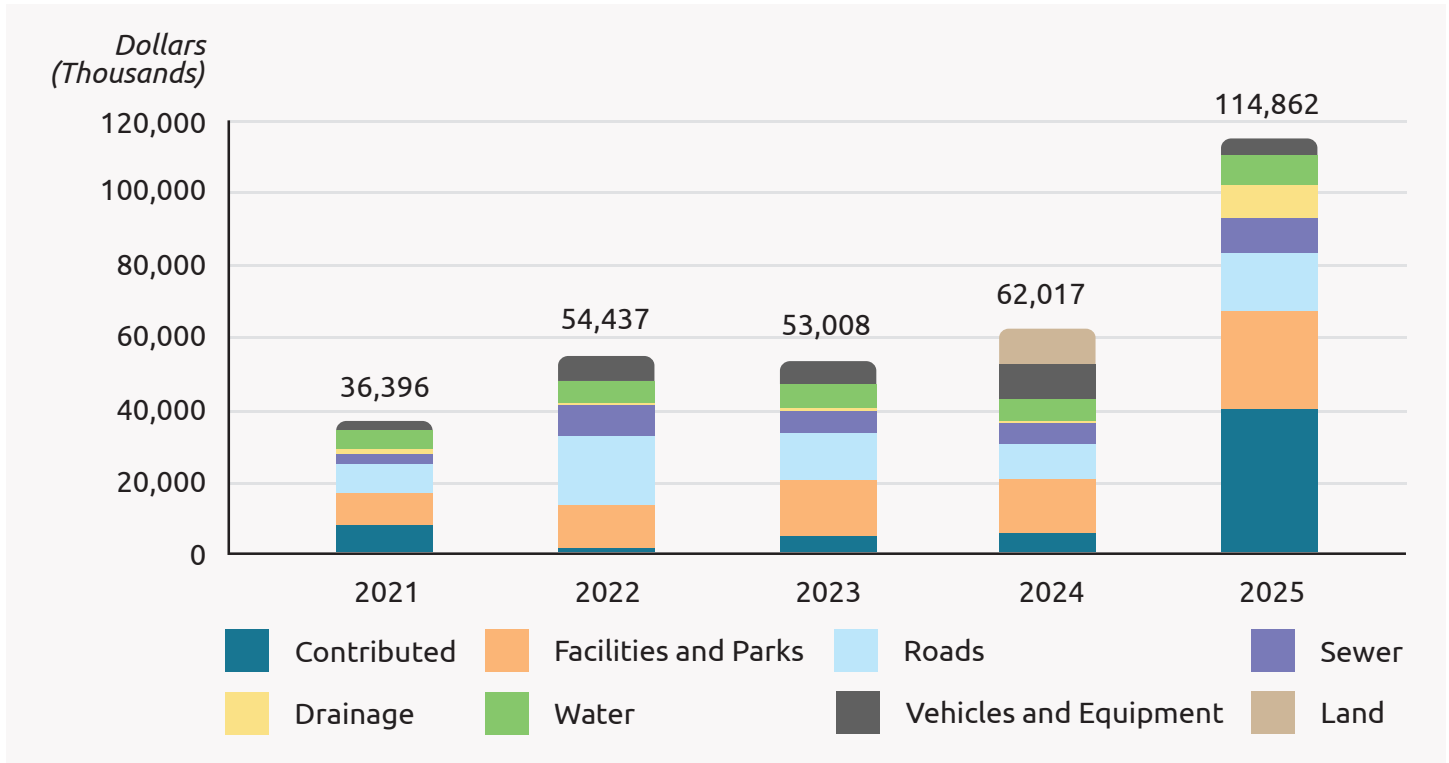


BUILDING PERMIT VALUES



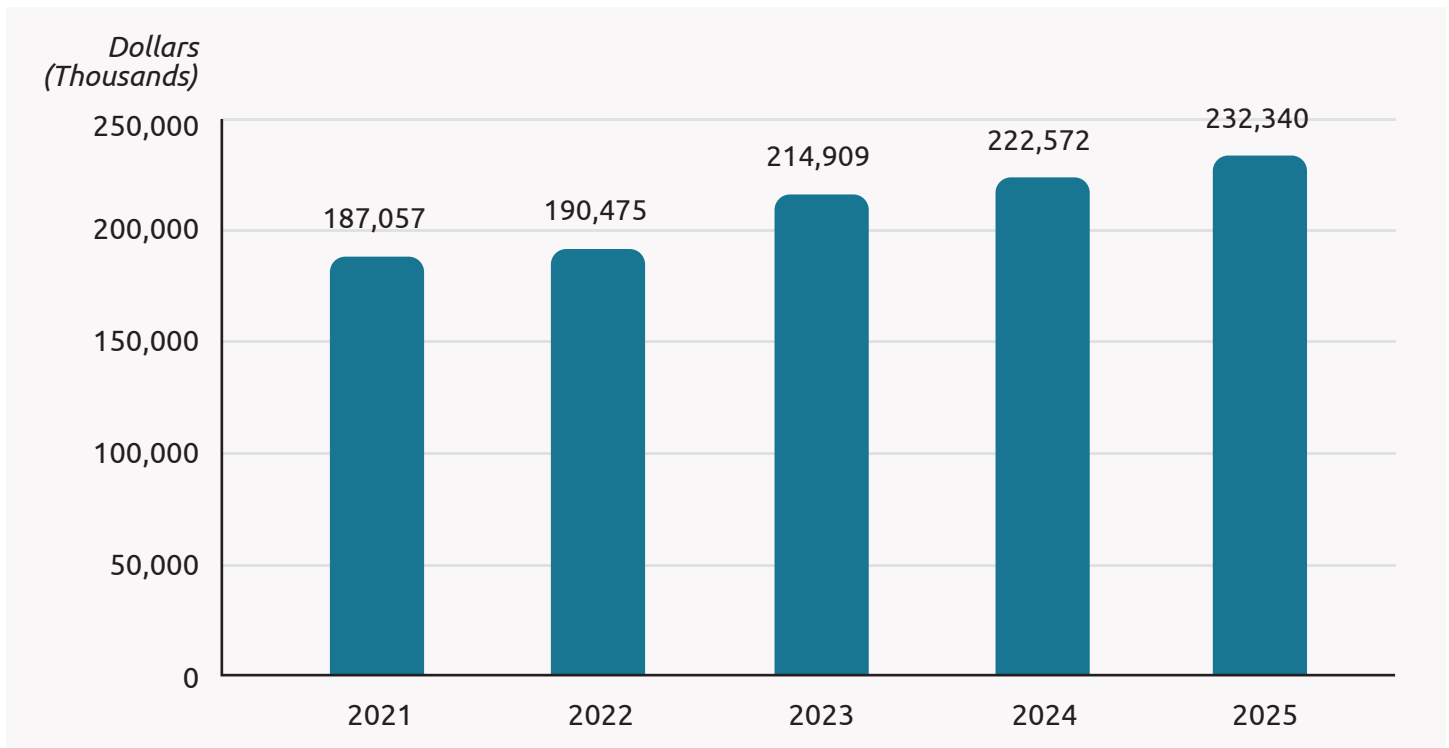
CAPITAL ADDITIONS

Capital Additions – 5 Year Trend



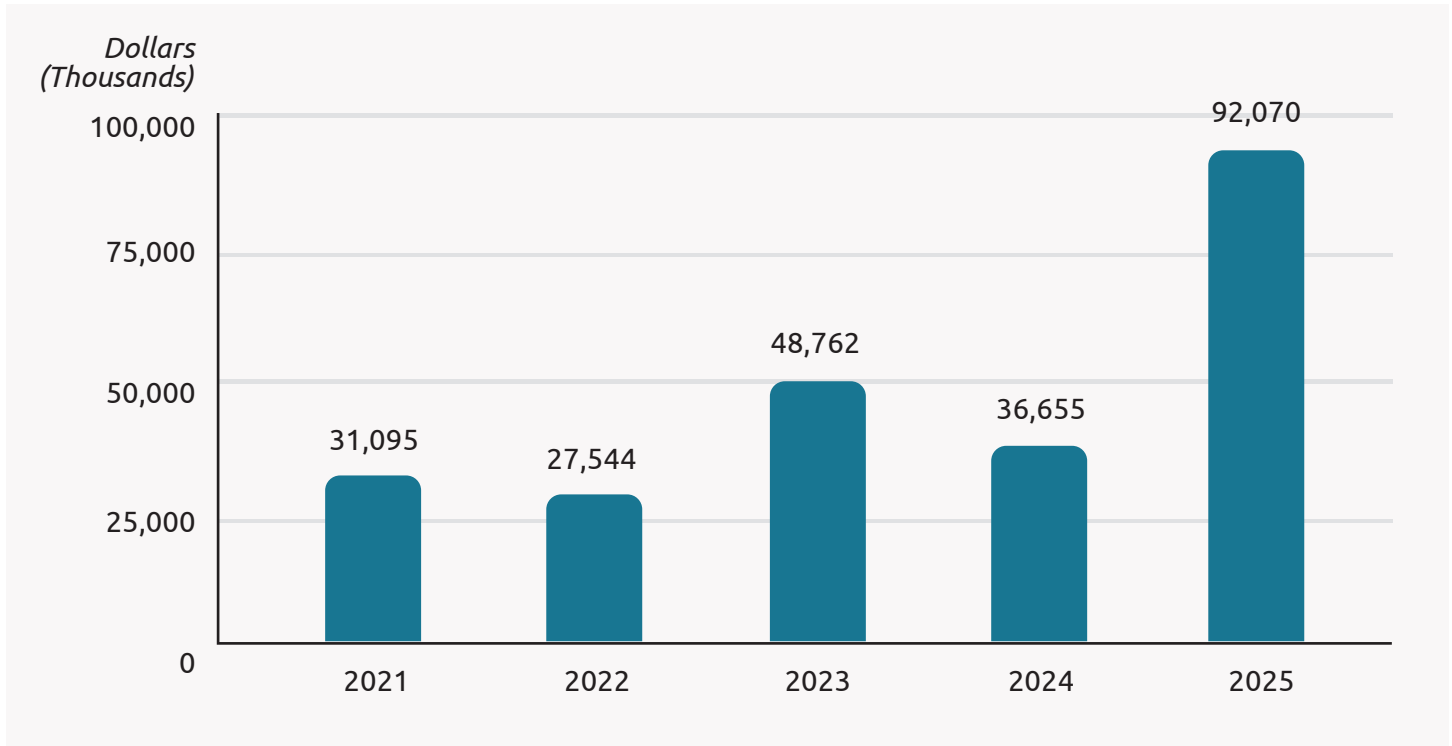
NET FINANCIAL ASSETS, SURPLUS AND RESERVES

Net Financial Assets – 5 Year Trend

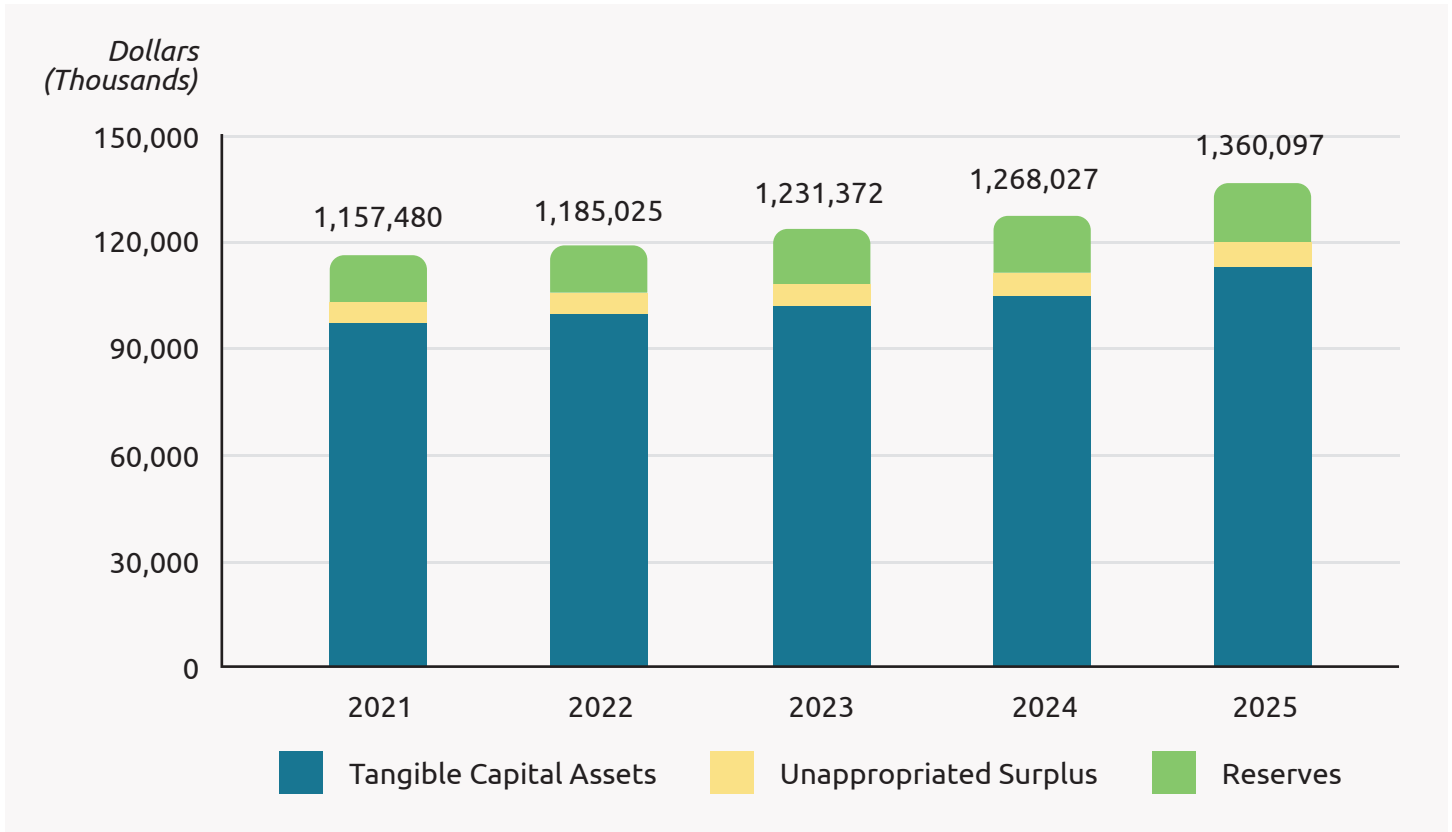


Source: City of Delta Finance Department

Annual Surplus – 5 Year Trend

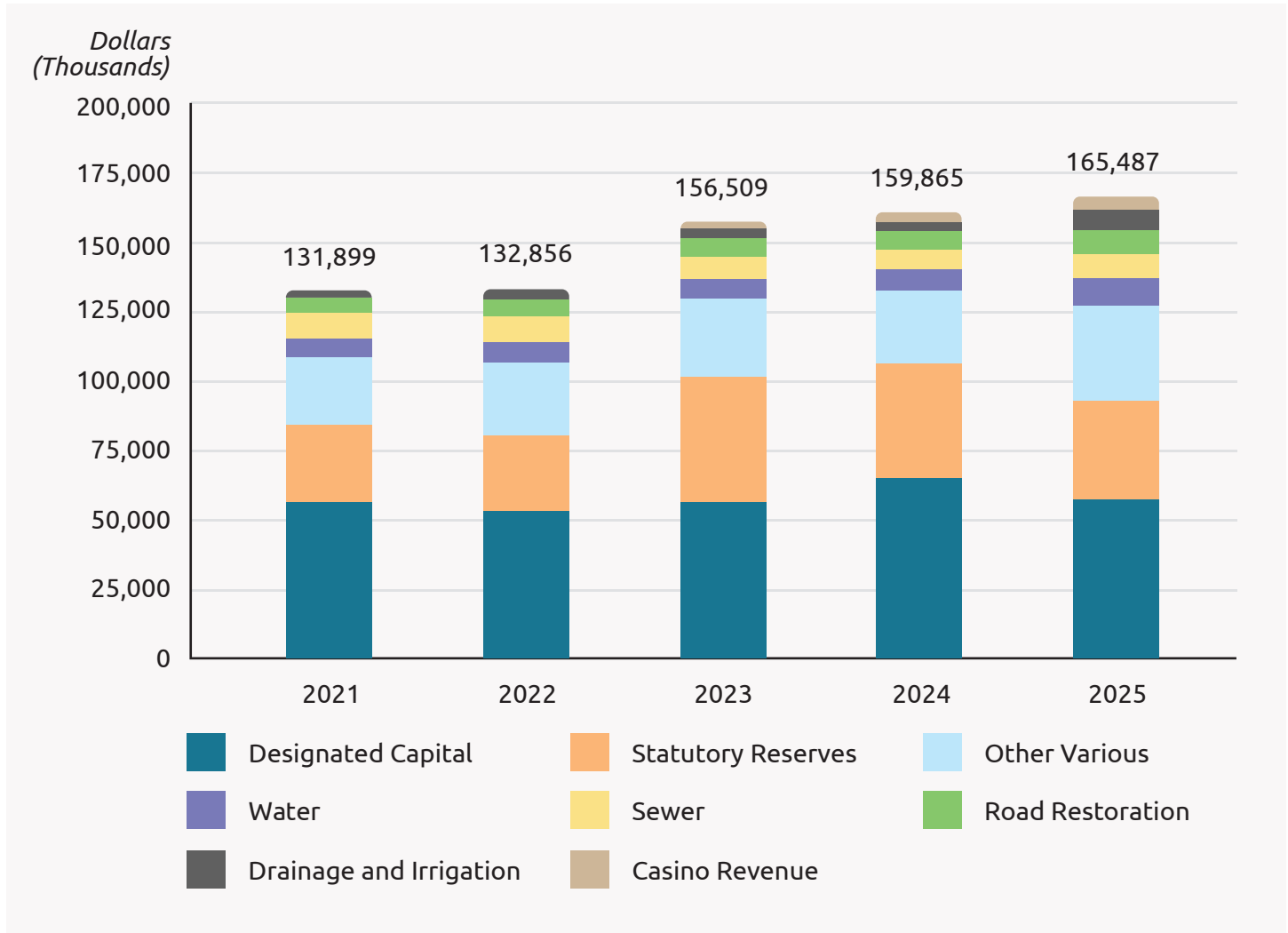


Accumulated Surplus – 5 Year Trend



Source: City of Delta Finance Department

Reserves – 5 Year Trend



TOP 10 COMMERCIAL TAXPAYERS

Registered Owner	Property Type	Property Taxes (Dollars)
Fortis BC	Major Industry, Business & Other, Recreation/Non-Profit	6,677,296
Westshore Terminals	Major Industry, Business & Other	4,124,186
GCT Canada Ltd	Major Industry, Business & Other	3,944,255
Heidelberg Materials Canada Ltd	Major Industry, Business & Other, Farm	3,628,518
0967288 BC Ltd & 0967292 BC Ltd	Light Industry	2,595,187
Parkwood 88th Street Property Ltd	Light Industry, Business & Other	1,917,863
Beedie (Huston Road) Holdings Ltd & Murlee Holdings Ltd	Light Industry, Business & Other	1,713,223
Grosvenor Canada Ltd	Major Industry, Light Industry, Business & Other	1,674,119
Beedie (South Perimeter) Holdings Ltd	Business, Other	1,573,793
WWL Vehicle Services Canada Ltd	Major Industry	1,229,060

Source: City of Delta Finance Department

Permissive Tax Exemptions – 2025

Organization	Address	Total Delta Taxes
828 Hurricane Squadron Royal Canadian Air Cadets	1720 56 Street	500
Ahmadiyya Muslim Jama'at Canada Inc.	9570 River Road	196,600
Benediction Lutheran Church	5575 6 Avenue	24,100
Boys and Girls Clubs of South Coast BC (Errol Wintemute)	4727 Arthur Drive	15,500
Boys and Girls Clubs of South Coast BC (Hillside)	11339 84 Avenue	11,200
Boys and Girls Clubs of South Coast BC (Winskill)	5575 9 Avenue	2,500
British Columbia Conference of Mennonite Brethren Churches (Cedar Park Church)	5300 44 Avenue	37,300
British Columbia Conference of Mennonite Brethren Churches (New Hope Christian Church)	11838 88 Avenue	28,500
British Columbia Guide Dog Services	7061 Ladner Trunk Road	5,000
British Columbia Waterfowl Society	5191 Robertson Road	58,200
British Columbia Waterfowl Society	Waterlot	22,500
Christian and Missionary Alliance - Canadian Pacific District (Fraser Valley Alliance Church)	6897 120 Street	14,600
Christian and Missionary Alliance - Canadian Pacific District (Tsawassen Alliance Church)	4965 12 Avenue	25,100
Columbus Charities Association (Columbus Lodge)	8850 118A Street	8,800
Delta Branch No. 61 of The Royal Canadian Legion	4896 Delta Street	8,900
Delta Chamber of Commerce	6201 60 Avenue	7,000
Delta Community Music School	4705 Arthur Drive	2,000
Delta Gymnastics Society	4680 Clarence Taylor Crescent	30,800
Delta Hospital Auxiliary Society	4816 Delta Street	6,700
Delta Hospital Auxiliary Society	4824 Delta Street	9,100
Delta Hospital Auxiliary Society	4830 Delta Street	8,300
Delta Lodge #21, Independent Order of Oddfellows	5425 Ladner Trunk Road	26,100
Delta Pentecostal Tabernacle (Delta Church)	7696 112 Street	25,400
Delta Pentecostal Tabernacle (Delta Church)	77 Ave (No Access)	100
Delta Police Department (Training Facility)	4990 104 Street	600
Delta Rockhounds Society	1720 56 Street	400
Delta Thistle Curling Club	11415 84 Avenue	2,600
Deltassist Family and Community Services Society	5061 12 Avenue	6,800
Deltassist Family and Community Services Society	9067 120 Street	40,300
Evangelical Free Church of North Delta (Northside Community Church)	11300 84 Avenue	22,000
Ex-Britannia Red Lions Athletic Association	11590 Ladner Trunk Road	400
Foursquare Gospel Church of Canada (Sunshine Hills Foursquare Church)	6749 120 Street	85,900
KinVillage Association	5430 10 Avenue	16,600
Kirkland House Foundation	4140 Arthur Drive	2,600
Kyndred Community Living Society	3800 72 Street	15,100
Kyndred Community Living Society	3810 72 Street	9,200
Kyndred Community Living Society	4917 Delta Street	14,200
Ladner Christian Reformed Church	4594 54A Street	39,300
Ladner Congregation of the United Church of Canada (Ladner United Church)	4960 48 Avenue	44,400
Ladner Fishermen's Co-Operative Association	4467 Savoy Street	3,000
Ladner Fishermen's Co-Operative Association	4473 Savoy Street	3,000
Ladner Fishermen's Co-Operative Association	4481 Savoy Street	8,400
Ladner Gospel Assembly	4979 44A Avenue	11,600
Ladner Lawn Bowling Club	5128 47 Avenue	37,900
Ladner Regular Baptist Church of Ladner, British Columbia (Ladner Baptist Church)	5624 Ladner Trunk Road	30,200

Permissive Tax Exemptions – 2025 (continued)

Organization	Address	Total Delta Taxes
Ladner Tennis Club	5151 56 Street	1,300
Lighthouse Harbour Ministries	9551 Gunderson Road	13,800
Navy League of Canada	Annacis Channel	8,400
North Delta Baseball Association	10900 82 Avenue	1,600
North Delta Community Police Station	11910 80 Avenue	4,400
North Delta Football Club (Soccer)	10900 82 Avenue	1,200
North Delta Potters Guild	11415 84 Avenue	1,000
Parish of St. Cuthbert (St. Cuthbert's Anglican Church)	11601 82 Avenue	28,900
Reach Child and Youth Development Society (Delta Early Years Centre)	11415 84 Avenue	1,700
Reach Child and Youth Development Society (Developmental Preschool North)	10921 82 Avenue	2,700
Reach Child and Youth Development Society (Lois E. Jackson Kinsmen Centre for Children)	5050 47 Avenue	32,700
Saviour Lutheran Church Society	4737 57 Street	17,900
Scott Congregation of Jehovah's Witnesses	11955 90 Avenue	69,400
Sources Community Resources Society	4807 Georgia Street	5,600
Sources Community Resources Society	4812 Georgia Street	4,400
Sources Community Resources Society	4576 55B Street	3,100
South Delta Artists Guild	1710 56 Street	2,400
South Delta Baptist Church	1880 56 Street	8,200
South Delta Baptist Church	1988 56 Street	106,800
South Delta Library	1321A 56 Street	8,900
South Delta Rams Football Club	755 53 Street	2,300
South Delta United Soccer Club	5755 Mountain View Blvd	1,700
St. Joseph Damascene Antiochian Orthodox Church	11706 96 Avenue	34,700
Sunshine Hills Parent Participation Preschool	6750 Carncross Crescent	4,000
Sunshine Hills Tennis Club	11195 Bond Blvd	29,200
The Centre for Child Development of the Lower Mainland (Lookout Preschool)	11405 84 Avenue	3,500
The Delta Potters Association	1720 56 Street	1,200
The Nature Trust of British Columbia	Harlock Island	400
The Nature Trust of British Columbia	Riparian Habitat Area	12,200
The Pentacostal Assemblies of Canada (Lighthouse Church)	5545 Ladner Trunk Road	27,400
The Roman Catholic Archdiocese of Vancouver (Immaculate Conception Church)	8840 119 Street	245,700
The Roman Catholic Archdiocese of Vancouver (Sacred Heart Church)	3900 Arthur Drive	20,900
The Sidekick Players Club	1172 56 Street	2,000
The Synod of the Diocese of New Westminster	Address not given	2,700
The Synod of the Diocese of New Westminster (Abbeyfield House - St. David's Society)	1117 51A Street	10,000
The Synod of the Diocese of New Westminster (St. David's Anglican Church)	1115 51A Street	89,800
The Synod of the Diocese of New Westminster (The Parish of All Saints, Ladner)	4735 Arthur Drive	13,900
The Trustees of the Congregation of the Crossroads United Church	7655 120 Street	70,400
The Trustees of the Congregation of Tsawwassen United Church	683 53 Street	33,100
The Trustees of the Tsawwassen Congregation of Jehovah's Witnesses	705 53 Street	10,200
Then India Sanmarga Ikya Sangam Educational and Cultural Society	9326 116 Street	22,100
Trustees of the Congregation of Trinity Evangelical Lutheran Church	11040 River Road	11,400
Tsawwassen Lawn Bowling Club	1057 56 Street	35,900
Tsawwassen Tennis Club	286 English Bluff Road	14,200
Tunnel Town Curling Club	1720 56 Street	7,900
Watershed Artworks Society	11415 84 Avenue	500

EARTH DAY PHOTO CONTEST WINNERS

This year, the annual Earth Day Photo Contest's theme was "*Streams to Shores*", encouraging participants to celebrate the vital connections between people and aquatic ecosystems throughout Delta. These areas provide vital ecosystem services such as flood control, water for irrigation, and habitat for endangered species.

Fan Favourite



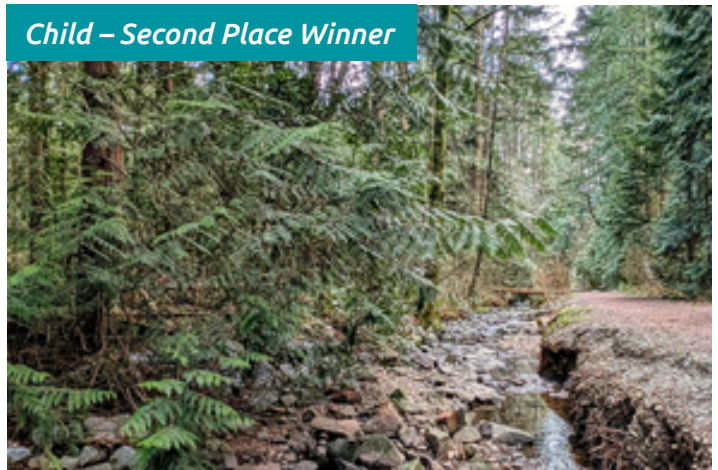
Chill Day in Winter by Hokid Zhao

Child – First Place Winner



Water is Life by Egor Sergeyenko

Child – Second Place Winner



A Breath of Fresh Air by Amari Grewal

Youth – First Place Winner



Nature's Mirror by Griffin Hood

Adult – First Place Winner



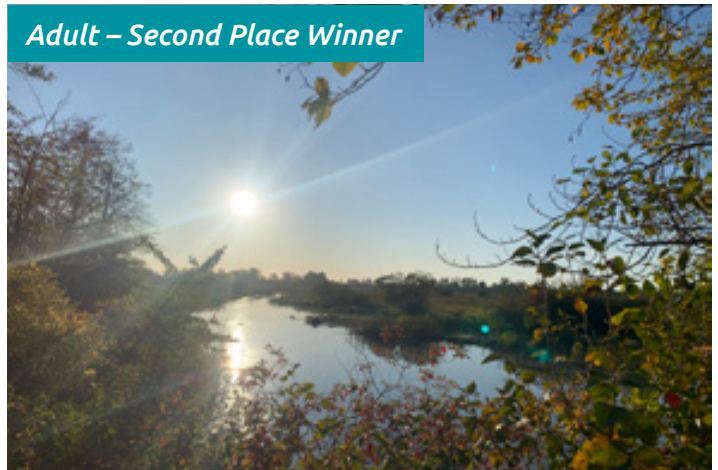
Boundary Bay Blues by Karoline Cullen

Youth – Second Place Winner



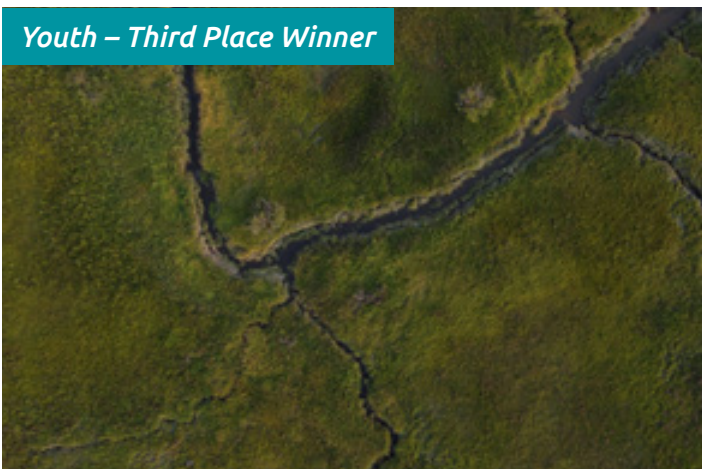
Happy Days by Sophia Batista

Adult – Second Place Winner



The End of a Beautiful Day by Anne Kirkland

Youth – Third Place Winner



The Streams of Dreams by Dzvinka Petriv

Adult – Third Place Winner



Streams – Earths Lifelines by Ditty Kakkassery

Grand Prize Winner



Sandhill Crane Family, Reifel Bird Sanctuary by Robert Sieben

Annual Report Photo Credits

Thank you to Brett Alexander, Tyler Garnham, Richard Pasco, and Earth Day photo contest participants for providing many of the photographs used in this report.



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