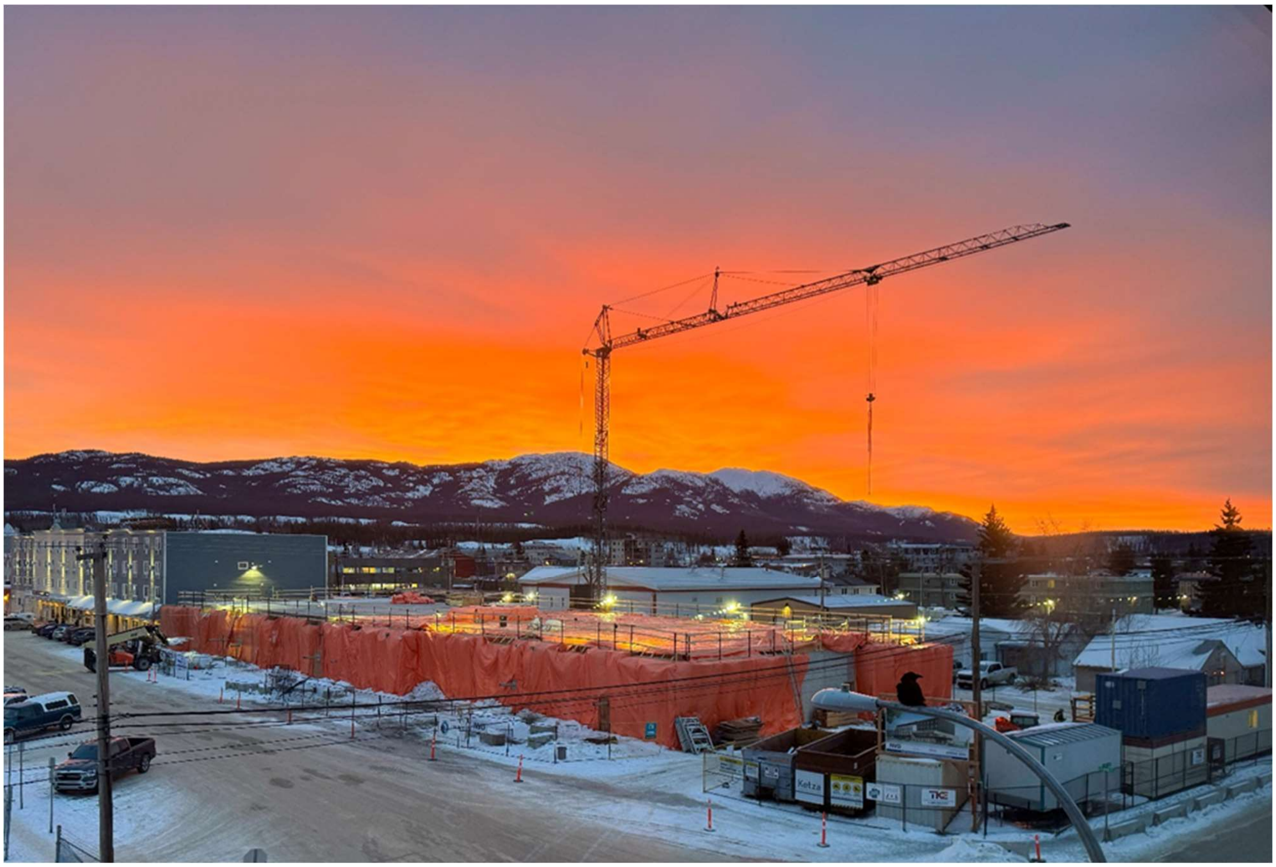

The Hyatt Place located on Main Street, Whitehorse begins to take shape beside NVD's Best Western Gold Rush Inn and under the stunning backdrop of a Yukon sunrise in winter.

Twenty Years of Progress

Northern Vision Development Limited Partnership
Annual Report to Unitholders

As at and for the Year Ending December 31, 2023

NORTHERN VISION DEVELOPMENT LIMITED PARTNERSHIP
2023 ANNUAL REPORT TO UNITHOLDERS

This annual report updates Unitholders on the activities of Northern Vision Development Limited Partnership ("NVD" or "the Partnership"). Included herewith are financial statements as at and for the year ended December 31, 2023, audited by Deloitte LLP, along with comparable results for the previous year.

The Partnership's Annual General Meeting will be held in person at the *"Wood Shed"* at *Cabin Fever Lounge* (ex- Moose and Mountie) 9016 Quartz Road, Whitehorse and by a Teams link provided in the Notice of Meeting at 4:30 pm (Yukon Time) on Thursday May 9, 2024. The annual meeting of shareholders of the General Partner, Northern Vision Development Corp, will be at the same location and by Teams link at 4:15 pm (Yukon Time) on Thursday May 9, 2024. We invite all interested stakeholders to join us for the Limited Partner Annual General Meeting to receive an update on the progress of the Partnership (see also Notice of LP and GP Meeting).

Overview

NVD, a private real estate partnership established in February 2004, owns, manages, acquires, sells and develops hospitality, commercial and residential assets located in Canada's Yukon Territory. NVD is managed by its General Partner, Northern Vision Development Corp., a private corporation based in Whitehorse and formed under the laws of the Yukon. The operations of the Partnership are overseen by a board of directors of the General Partner, comprised of individuals with a diverse mix of skill sets, including experience in the real estate and hospitality industries.

At December 31, 2023, there were 31,862,669 limited partnership units outstanding (December 31, 2022 – 31,750,499) with no options or purchase warrants issued. A total of 106 Unitholders held interest in the Partnership on December 31, 2023 (110 - December 31, 2022). The Net Asset Value ("NAV") was estimated at $3.69 per basic and fully diluted unit on December 31, 2023 (December 31, 2022 - $3.48 basic and fully diluted), based on updates made by management that rely on the methodology and assumptions used in the most recent third-party valuations for assets. This represents a 6.1% increase in NAV per unit over the past year. A distribution to Unitholders of $1,000,000 or 3.1 cents per unit was paid to Unitholders in December 2023 ($3,000,458 in April 2022 representing 9.8 cents per unit and 4,983,188 or 16.1 cents per unit in December 2022). The Distribution Reinvestment Program ("DRP") continues to be popular with Unitholders, with 38.1% of outstanding units enrolled in the program in December 2023 (39.6% in April 2022 and 46.5% in December 2022). This meant that a total of $381,490 of distributions were reinvested in the Partnership in 2023 (2022 - $3,511,466 from the two distributions).

NAV Per Unit estimated at $3.69 as at December 31, 2023

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As the Partnership invests in new projects, such as Normandy and Hyatt Place, legacy projects also receive attention. The Best Western Gold Rush Inn witnessed a lobby face lift (pictured here) and the Partnership's legacy hotels are all benefiting from capital attention that allows them to lead their respective markets.

2023 Highlights

The year was a transition year. With COVID lockdowns now a memory, industry hotel performance has mostly returned to 2019 levels, but results are now impacted by inflation and higher interest rates. Restaurants continue to be an operating challenge everywhere, and Yukon is no exception.

- Participation through the Distribution Reinvestment Program ("DRP") saw a 0.5% increase in Limited Partnership units issued at December 31, 2023 to 31,862,669 (December 31, 2022 – 3.3% and 31,750,499).
- In December 2023 the Partnership distributed $1,000,000 or 3.1 cents per unit to Unitholders (2022 - $7,983,646 or 25.9 cents per unit via two distributions in April and December).
- The Partnership continued to maintain high cash balances at year end, at $7.2 million ($15.8 million at December 31, 2022), in order to support development projects such as the Hyatt Place. These balances helped generate $995,000 in interest income in 2023 (2022 - $487,000).
- Overall debt increased by 5.8% to $28.6 million (2022 - decreased 32% to $27.0 million).
- Total Debt to Book Value of Equity increased to 0.46:1 at December 31, 2023 from 0.44:1 a year earlier, and Total Debt to Market Value of Equity remained at 0.24:1 at December 31, 2023, the same ratio as at December 31, 2022 as both debt and equity increased at similar rates.
- Gains on sale of property and equipment were $.05 million for the year (2022 – $9.3 million).
- Revenues were up 3.6% to $22.4 million (2022 - up 24.9% to $21.6 million) driven by a substantial increase in management and other fees, as well as revenue growth in the Restaurant division and inflation related growth in the Hotel division. The increases were offset somewhat by a decline in rental revenues associated with the sale of properties in 2022 and subsequent loss of related revenues.
- Gross Profit was up 11.7% to $8.23 million (2022 – up 3.2% to $7.37 million) due to gains in Rental, Restaurant and Management Fee margins, and flat margin performance in the Hotel division.
- Interest expenses increased 2.7% during the year to $1.55 million compared to $1.51 million a year earlier. Increases in variable interest rates, that pushed up expenses recorded on NVD's variable loans and fixed loan renewals, were mostly offset by a reduction in the amount of debt outstanding during the year.
- On December 31, 2023, fixed rate loans represented 84.0% of NVD's mortgage portfolio (2022 - 58.8%). Weighted average cost of debt was 5.55% as at December 31, 2023 (2022 - 4.81%). If NVD's share of the KBC Developments Ltd. (Normandy) loan is included, then the portfolio is 88.7% fixed debt with a weighted average cost of 4.45%.
- Income before gain on sales, extraordinary items and income from investments was up 14.7% to $2.03 million versus $1.77 million in 2022. This reflected average levels of performance from operations.
- Net Income decreased 83.1% from to $1.8 million (2022 - $10.65 million). The strong 2022 performance relied on gains from sales. In 2023 the impact of KBC Developments Inc. ("Normandy Living") was included for the first time which reduced overall net income by approximately $400,000. Management expects Normandy to eventually have a strong positive impact on Partnership income, but that will likely not occur until 2025.
- Net book value of assets increased by 5.1% from $91.1 million to $95.8 million and total enterprise value of the Partnership increased 7.2% to $147.2 million from $137.4 million in 2022.
- *Available Funds from Operations* ("AFFO") was $1.15 million in 2023, a 40.3% increase over the $820,000 recorded in 2022.
- *NAV per unit* was $3.69 in 2023, a 6.1% increase over $3.48 at the end of 2022

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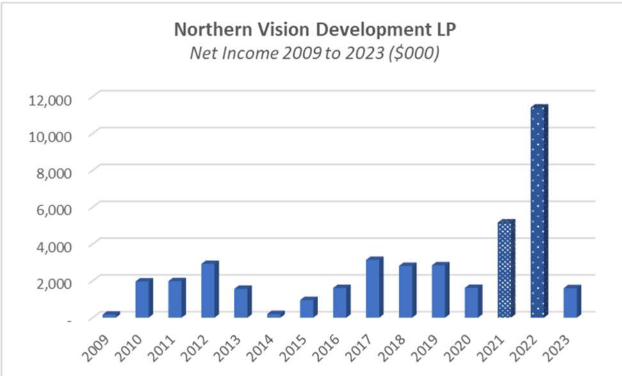
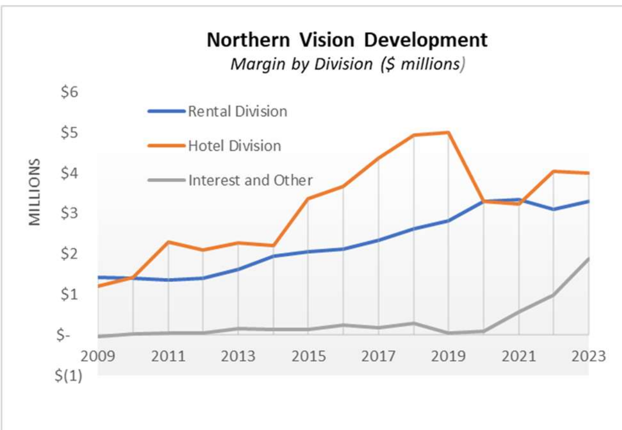
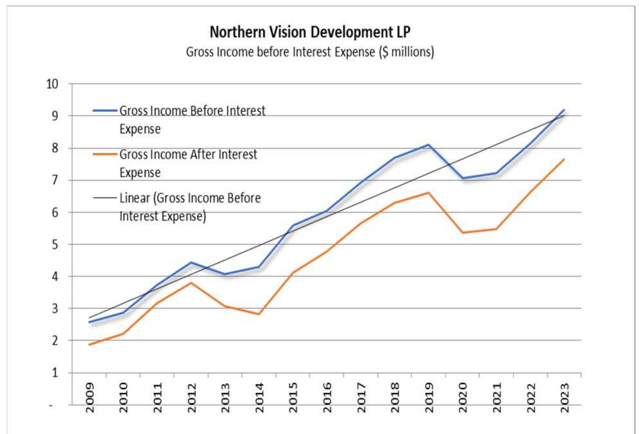






Analysis – Returning to a normal operating environment

Net Income: *Without the gains realized in 2021 and 2022, Net Income was much lower, and fell below historical levels. The reasons for this outcome were wide ranging. Continuing clean up of prior year balances, a process that started in 2022, was completed, with another $200,000 in balances being expensed in operations and overhead costs in 2023. Even before these adjustments, the income was still below historical levels with Hotel contribution flat and restaurant contribution up marginally. Overhead costs have crept up and now eat into profitability - requiring significant management focus in 2024. Finally, loss from investment in Normandy reduces overall net income, but progress is being made and this trend will reverse over the next few years. Unfortunately, while progress is expected in 2024, strong growth in profit will await 2025 results.*

Asset Book Value: *With income contribution exceeding distributions, and debt level increases, the book value of the enterprise increased in 2023 after a drop in 2022. Moves to substantially de-leverage in the 2020 to 2022 period leaves a balance sheet that can support significant expansion in assets.*

Margin by Division *which saw Hotel division margin contribution decline post 2019, have now reversed direction, with hotels consolidating the lead position in margin performance within the NVD portfolio, but division results are still well below 2018 and 2019 when the Coast High Country Inn was a contributor. The Hyatt Place will help to boost results from 2025 forward. Real Estate has fared well despite significant asset sell off. Other income from Interest, Management Fees and Restaurants continue to climb as the third leg in the stool becomes a fully meaningful contributor.*

Gross Income *– as previously reported we utilize Gross Income as an indication of a source of funds being available for sustained distributions – as that measure does not include lumpy results associated with gains on sales. This measure moved above trend line in 2023 and we anticipate further strong growth as we derive better margin performance and further top line growth from the Restauant and Hotel divisions. The tightening gap between "before" and "after interest costs" continues to highlight the opportunity that exists for additional leverage to support Partnership growth.*

Chairman's Letter to Unitholders

Dear Unitholders:

For the first time since 2009 I am writing to you in an annual report while no longer your CEO. I start by congratulating Michael Hale who took over in May 2023, and who has acquitted himself very admirably in the face of a lot of change and challenge. We are lucky to have him at the helm, and I have high expectations for what the NVD team can accomplish in the years to come under Michael's leadership.

It has been an absolute honour to serve as your CEO over the past decade and a half. I have been supported by an unbelievable group of investors, many of whom have taken a personal interest in the affairs of the Partnership, and we have made a tremendous impact on our community while delivering mostly steady growth and returns to our unitholders. We have weathered tough times and delivered some outstanding projects. All the while we have received the support of outstanding staff and a board of directors who have remained closely aligned with our vision and who have, through their efforts and belief in the Partnership, played a strong role in ensuring our success. I am sad to be stepping away from the key leadership role, but the step is made considerably easier with Michael Hale, Katja Schmidt and other senior team members in place who will carry the Partnership to new heights.

Progress on the Accounting Front

In stepping out of the CEO role to take on the Chairman's duties, we made the unusual call that I would dedicate a period of time as CFO for the Partnership. We believed this was necessary after several years where the annual audit was challenging to complete and delivered some surprises, last year leading to a delay in our audited financial statements being published. NVD has established its success, in part, because of its strong financial stewardship, and we felt it important to undertake a comprehensive review of our accounts and to retool the entire accounting department. I was in a unique position to lead this effort, and as a major unitholder and someone who has invested significant time in the success of NVD, I felt I was duty bound to lead this effort. I am pleased to report that we have made major progress.

I took on the CFO position in late April, working with the existing team including tireless efforts from Senior Accountant Nitis Elangovan, to complete the 2022 audit. In December, we replaced our controller with Matt Hall, who joins with substantial large company Yukon-based controller experience. This leads to the bulk of our senior accounting team being based in the community in which we do business. We have completed a comprehensive review and cleanup of our balances, made changes to our software environment and processes, and continue to add strength and depth to the accounting team. The result is an ability to report on performance on an accurate and timely basis in order to support a new growth phase for the Partnership. NVD will continue to be a solid performer if its foundation is solid, and we have fixed the most important part of that foundation. Unitholders will not have to hear further about issues in this area.

You will see in the Financial Statements we have made some small changes in order to provide our Unitholders with a clearer picture of the performance of the Partnership. Some changes have a minor impact of reclassification for the sake of clarity, but some are more meaningful. For example, now that Normandy is fully operational, we are booking the entirety of the year's profit and losses in the current year. For KBC Developments this means we picked up not only the results to their year end in March 2023, which covered the startup period and the stub operating period commencing in November 2022, but also the remaining 9 months of 2023 to December, for which they have not yet completed audited financial reports. The result is that we booked a loss for Normandy for the year which completely offset the after-tax profits reported for Carmacks Hotel Ltd, our other investment reported using the equity method. I understand this level of loss might send off warning lights for our investors, but keep in mind the amortization being recognized for Normandy is significant. In fact, we achieved break-even operational profits from Normandy for the last half of the year (within the first full year of operations), so we are moving toward annual operating profits from this asset. The accounting treatment, which is appropriate, tends to obfuscate the significant progress that is being made at Normandy Living, which will become a real contributor to NVD in the medium term, not only on a cash flow basis, but also on an accounting basis likely as early as 2025.

Let me turn my attention briefly to the objectives that I set out in the past few annual reports that we needed to focus on as we were emerging into more normal economic conditions:

Achieving our Key Priorities

In the 2021 and 2022 annual report I indicated the following objectives (in bold), and I comment on the results:

1. **A return to strong operating margin performance from hotels and restaurants as lockdowns ease.** This objective has not yet been achieved and will receive a high degree of focus moving forward. While top line revenue growth was achieved in both Hotels and Restaurants, strong margin growth remains elusive.
2. **Continuing to grow management service contracts in our areas of expertise that boost operating performance without requiring investment capital.** The significant progress we made in this area is in evidence in our 2023 financial statements. This objective has been achieved.
3. **Delivery and stand up of Normandy Living operations such that in 2023 this project provides positive contribution to our operating division performance.** This objective was partially achieved. While we added significant occupancy levels at Normandy, delays in the Yukon Housing contract expectations meant that the bulk of the impact from that source was delayed six months. This has set back performance. However, we are now on track and our team has done a tremendous job at building the kind of product in which our investors can take great pride.
4. **Addition of more mid-Yukon assets that have proven to be profitable and which we are well positioned to adopt into our portfolio through JV arrangements with our First Nations partners.** Just subsequent to year end we added the Eldorado Hotel (46 rooms total including Yukon Hotel) which significantly increases the size of our Dawson footprint. The Carmacks investment is progressing well.
5. **Progress on the Hyatt Place and River's Reach IV projects such that they can become contributors to our success in several years**. We have moved forward on schedule with the Hyatt Place project. The River's Reach IV project is in discussion with partners but has not yet advanced.
6. **Replacement of revenues that have disappeared due to the sale of certain Real Estate properties**. This objective was achieved as Real Estate margins were up on the year despite the smaller footprint.
7. **Evolution of our long-term succession plans for management and board.** We added two quality board members and retooled our senior team with the addition of Michael Hale as CEO and Matt Hall as Controller. My move to CFO for a period of time has further boosted our capabilities in that area. We are much more stable, with a deeper team. Natal Samuelson has grown in her leadership position at Normandy and Kris Schille was added early in 2024 to head up Capital Projects.
8. **Beginning/restarting planning related to development projects such as River's Reach III and Whistle Bend.** Whistle Bend was cleared, and we are at the early stages of a national leasing strategy. Fifth and Rogers, addressed in Michael's letter is much closer to a development project reality. River's Reach III and IV and Lot 10 in the River District have not yet advanced.
9. **Continuing to focus on an overall suite of activities that builds our ability to pay out annual yield while growing NAV per unit for our Unitholders.** In 2024 there has to be significant work done in this area. We need to focus on creating a formal liquidity opportunity for Unitholders and we have to ensure sustained income supports distribution expectations.

The 2020 to 2023 period is now behind us, and Unitholders can expect a return to growth while we stay focused on distributions and positive investor outcomes. While the pressures of the past few years had significant impact on business performance, your team navigated the period well, by ensuring first that the balance sheet was not adversely impacted and by taking advantage of harvesting gains that presented themselves. There was significant change in the management ranks, but the outcome is a deeper and stronger team with the passing of the leadership torch from me after an almost 15-year period. I intend to stay closely involved in an Executive Chairman capacity even after I finish my time as acting-CFO. Michael and I have agreed that I will stay in the CFO role until we are completely convinced that the accounting foundation is rock solid, and that we have the leadership team in place in that area that will support Michael, Katja and our director level management fully in the years ahead.

Enterprise Value, Distributions, NAV per Unit

Enterprise Value currently sits at $147.2 million (2022 - $137.4 million). Enterprise Value per unit is $4.58, NAV per unit is $3.69 and debt per unit is $0.90. The table below contrasts how this compares to previous years, showing the in debt per unit. Enterprise value per unit set a new high this past year, just slightly above 2020 levels.

Northern Vision Development LP
Per Unit Statistics

	2019	2020	2021	2022	2023
Enterprise/unit	$ 4.49	$ 4.61	$ 4.51	$ 4.33	$ 4.58
Net Asset/Unit	$ 2.93	$ 2.67	$ 3.22	$ 3.48	$ 3.69
Debt/Unit	$ 1.56	$ 1.94	$ 1.30	$ 0.85	$ 0.90

Net Asset Values have improved since 2019, despite dipping during the COVID impact period, as real estate values in Whitehorse have been on the rise and Hotel assets have recovered in value. The focus will continue to be on striking an appropriate balance for Unitholders between NAV growth and improved yield. The assets we are completing and moving into operational mode should help us achieve this over the next two years.

Board Succession

Our board grew through the addition of John McConnell and Jennifer Byram in 2023, with both of them adding important qualifications to an already deep board of directors. John is well known in Yukon business circles, having led the establishment of Victoria Gold as a leading mine in Canada's north. His charity work with Every Student, Every Day and his overall community commitment is inspiring, and he has received significant award recognition for his work. He adds an important Yukon business element to our board. Jennifer does the same. Her experience as a leader at Pelly Construction, another leading northern Canadian company positions her very well to add value through guidance delivered to NVD management and her family has been an extremely important contributor to the Yukon economy. John and Jennifer are both already making significant contributions to our board, where they have joined long term board members Hannes Kovac, Ian McAuley, Lori Simcox, Daryn Leas and myself. I am honoured to chair such a talented board of directors and I look forward to working with them to substantially boost NVD performance going forward in working with our talented management team.

Summary

Emerging from accounting challenges, economic and pandemic impacts, staff changes, a supplier bankruptcy and contending with higher inflation and interest rates has been a struggle. In Michael's report and in the sections that follow we detail both the impacts and our responses. Your board and management team have proved to be up to the task, and the lights in front of us shine a bright path forward as contrasted to the storms we have weathered. We look forward to future profitability from Normandy, the 2025 launch of the Hyatt Place, improved margins in all of our operating divisions, reduced overhead costs and a period of chasing opportunity in the coming years.

Again, I am honoured to have served as you CEO and look forward to the years ahead reporting as your chairman.

Sincerely,

Northern Vision Development LP

Richard S. Thompson
Co-founder, Chairman and CFO

CEO's Letter to Unitholders

Dear Unitholders:

Looking back, 2023 will be remembered as a year of challenge, change and table setting for future growth. NVD had record operating revenues, faced the first period of meaningful inflation in more than a decade, took on its largest capital project ever, underwent significant leadership transitions, faced down a slumping economy (including a partner bankruptcy), became a majority First Nation owned entity and managed to turn the page on COVID impacts.

What follows in this annual report is the story of how all those opportunities and challenges contributed to the investor outcomes that were achieved in 2023 and how the foundation laid in the past year will contribute to investor outcomes, commencing in 2024, and gaining momentum in 2025 and beyond.

One of those cornerstones is the improvement in our accounting and finance group. While not the most exciting or most visible aspects of a path to growth, investors need to know that the plan that we will be executing in 2024 and beyond is based on a conviction in our financials that we have not had for some time. Moving forward, NVD won't have delayed audits or frustrations with reporting, which is a huge confidence builder for the team – and hopefully, for investors.

At the same time, the operations side of NVD has gone through its own transformation. In part due to measures to reduce overhead and in part to ensure we have the right team in place to guide NVD through the future years of growth, we have significantly trimmed and repositioned our operational leadership team. Financially, we are carrying roughly $500,000 less in fully burdened salaries on the overhead side and those reductions will begin to show in the coming year. The coming year will see a similar focus on costs at the operating levels, as we move to improve margins and investor outcomes, but the work done over the past year was the necessary first step.

Of course, none of these internal changes matter if they don't contribute directly to company performance, investor outcome and community impact. I raise them first only to set the stage and provide the reader with the baseline confidence that may have been affected by the challenges we saw, as a company, coming out of 2022.

As far as NVD's performance in 2023, it is best described in three core numbers – 11.7% increase in gross profit or a $864,000 increase, more than $300,000 in increased hotel revenue but flat margin performance due to similar escalation in costs, and a slightly negative contribution from equity investments despite a strong year with the Carmacks investment (equity investments are made up of the Carmacks investment and Normandy).

Understanding what is beneath those figures, investors will see strong operating performance in Real Estate, management contracts and other areas, record top line performance from our hotel operations, on a same property-basis, and expected start up challenges in our new built projects.

The revenue improvement points to the underlying strength of both the company and the overall Yukon economic environment. NVD's diversity as a company allows the company to manage through challenging times in one area (e.g. restaurants in 2023) by leaning on strength in other areas (e.g. real estate). That diverse portfolio will continue to perform through 2024 and help the company continue to grow, even as we utilize our passive cash holdings through investments in Hyatt.

The lack of margin growth in hotels despite revenue improvement speaks to the challenges NVD faced with inflationary impacts, while also pointing to an opportunity to wring more profit out of these assets. Management is already taking steps to improve margin through synergy, such as migrating to a centralized reservation model which will reduce labour across our hotels and through amalgamating all hotel-related purchasing to achieve savings through volume purchasing. If management can successfully transform operations at that level, while also increasing revenue, the impact on hotel margins over the next year will be a meaningful story for next year's annual report.

As for the challenges in equity investments, Rich already addressed the impact of large project amortization on the bottom line and there is a broader discussion of Normandy below. Carmacks was acquired around the same timeline as Normandy construction was wrapping up and coming into operations and both represent investments that have outsized community impacts. For Carmacks, it points to local ownership in partnership with a First Nation in their own community's continued development. Normandy is having major impact on quality of life for Yukon seniors, as we work towards profitability and Unitholder returns. These two projects are linked both in time and investment impact. Together, they point to the meaningful impact seemingly small community investments can have on NVD's overall performance. They also represent important opportunities for significantly impacting future value growth for NVD's Unitholders. With Carmacks performing well, and with Normandy adding occupancy in a way that will build positive bottom-line impact, we expect income from investments to not only be cash flow positive in coming years, but also to have a meaningful positive impact on Income from Investments at the accounting reporting level.

All of these observations point to the opportunity NVD has in outlying years with respect to yield from existing assets while highlighting the areas management will need to focus on, as we set the stage for significant growth through development in 2025 and beyond. Make no mistake – the development activities started or planned in 2023 are going to drive the future of NVD well beyond its current operating and financial performance model.

The Hyatt is underway and on track to open in the second quarter of 2025. This project has been on the books since 2020 and has faced several delays, but we broke ground on construction in July 2023 and have progressed significantly since then. In partnership with Ketza Construction, who also built Normandy, the foundation, second floor transfer slab and second floor framing are all complete or will be by the time this report is published.

Pre-fabricated framing panels being installed on Hyatt Place site.

The Nomodic bankruptcy, which investors were told about in November, has had an impact on the project, both in cost and major design changes. While the shift away from modular happened before the bankruptcy, it is likely that the performance issues management saw with our modular partner were early indicators of the overall challenges Nomodic was facing. Despite that challenge, the project was able to start in July, get redesigned for wood-frame construction, obtain revised permitting for the new design, and reconfigure major build components (e.g. heating system) to address cost and permitting concerns. All of this has been accomplished without increases to pricing, which will be important both for financing and longer-term operational performance. Once the Hyatt is online and operational, it is expected to provide $4.5 million net contribution (not including financing) to NVD in its first full year of operations and grow from there.

At the same time, 2023 saw the long-awaited start of activity on the Whistle Bend commercial lot. NVD purchased this lot in 2016 and since then has been waiting for the local development to reach a stage where there is sufficient population to support development. With 10% of Whitehorse's entire population now living in Whistle Bend and meaningful growth slated for the next five years, NVD made the decision to begin early-stage work on this multi-year project. To date, the land has been cleared and preliminary geotechnical work has been completed, while leasing efforts with national chains ramp up. Management's goal for the coming year is to see initial servicing and civil work proceeding and to have one or more tenants identified and a development plan for completion of the project in place.

A second large-scale development project that could have an equally large impact on overall company performance is introduced here to investors for the first time. As of this writing, NVD and a set of partners have signed an initial agreement with the Yukon Government to acquire what is known as the "Fifth and Rogers" site in downtown Whitehorse. This 2.12-hectare, mixed use development site is the last large undeveloped parcel in the city core. NVD is developing this parcel through the West End Developments partnership, which is made up of NVD, Da Daghay Development Corporation (the development arm of the Ta'an Kwäch'än Council, one of NVD's largest shareholders), KZA architects and Ketza Construction. It is a brownfield development with real challenges, but the land has the potential for more than 350 housing units with some commercial opportunity built in. This parcel of land has been discussed in the community for more than a decade as a potential development opportunity and until last year, was viewed as a YG-led land development. However, the current government changed course last year and put it out to a formal tender for private partnerships. The West End group was the only bidder and over the past six months, we have been working to come to agreement with the government on a purchase arrangement that makes sense for all involved. There will likely be high community expectation around this development, which is a space that NVD (and the entire partnership) is well positioned to navigate.

Fifth and Rogers parcel in south Whitehorse

Taken together, Whistle Bend and Fifth and Rogers represent 5-10 years of both residential and commercial development activity that will fuel substantial growth for the company. Both projects will also increase NVD's imprint on Whitehorse, the city that gave birth to the company.

If 2023 performance was about the impact of Normandy's startup phase, then 2024 performance will be about management's ability to convert the business into a meaningful contributor to NVD's bottom line. Last year was impacted by a series of challenges that limited performance. In particular, the planned lease of 16 additional affordable units to Yukon Housing (in addition to the 10 prepaid units) didn't come through until midway through the year, rather than in January, as planned. The delay hurt overall performance, but with those leases in place since July, monthly operating revenues have more than doubled since the beginning of the year. At the same time, market unit uptake has increased markedly with more than 20 units leased over the first full year. As of this writing, there are five additional market units with deposits in place which should be fully occupied by the end of March. With those units in place, Normandy will have roughly 65% occupancy by the end of its first full fiscal year (Normandy works on an April 1st to March 31st FY), ahead of the initial pro forma completed by CBRE before construction began.

At the same time, building operations have improved dramatically. The Normandy management team, led by longtime NVD employee Natal Samuelson, was successful in obtaining 3-year certification from a national senior's home accreditation entity, which has improved marketability and speaks to the high-quality facility management in place. Normandy's reputation in the community, which is key to marketability, has moved from skepticism about private provision of seniors housing to a strong, positive contributor to NVD's overall reputation.

This coming year is about turning a challenging first year into a meaningful investment return. It won't be an easy transition, but it is one that we are set up well to achieve – both by driving revenue and reigning in costs. In 2023, Normandy carried a property tax bill over $220,000, which is tied to what we believe is a mistake in classification as a health-related institution. A reclassification is already in the works that has the potential to reduce the property tax burden in outlying years by between $50,000 and $75,000 annually. At the same time, propane-related heating costs had reached unsustainable levels, undermining operational profitability in the winter months. After working with the contractors who installed our mechanical systems and through improved knowledge of our on-site operations team, we have already seen reductions in propane use of more than 30%.

Those details do not normally make it into a letter like this one, but as investors, you deserve to have confidence that we are making the operational changes required to drive the performance of the overall investment.

Of course, profitability is never attained through just cost cutting. Revenues need to improve – significantly. As already mentioned, the Normandy team already has five more market units slated for occupancy by Normandy's March year-end. Going forward we are targeting between 2 and 3 additional market units per month, which is a stretch goal, but attainable. Management's goal is to make sure that Normandy is profitable, on an operational basis, every single month of its next fiscal year.

Once we have achieved operational profitability, we will target $4.3M gross revenue per year, a level of revenue that is designated as "stabilization" under our CMHC mortgage. The moment we hit that level of gross revenue over any 12-month trailing period, we will be able to shed the joint and several guarantee that comes with the mortgage, marking another milestone in project performance.

And by early 2025, we plan to be in a position to be fully profitable, including amortization. To put that in perspective, hitting that target will improve the NVD's equity income by more than $400,000 annually (the amount of the negative impact last year), generating a major gain on overall company performance.

By 2025, all of these projects will begin to show major improvements to NVD's financial performance. The Hyatt will be generating revenue and margin, Normandy will be having a material impact on equity investment performance, and both projects will drive NAV growth. At the same time, NVD will be well into early-stage development of Whistle Bend and potentially, Fifth and Rogers.

Combined with a relentless push on improving operations, NVD is poised for a period of significant growth, in revenues, margin and in NAV. That, in turn, will drive investor return. The growth will start to have impact in 2024, and build momentum in 2025. If management is successful in meeting its operating goals through the first portion of the 2024, we will consider a Private Placement and Issuer Bid later in 2024 to give investors a chance to migrate out in an orderly fashion, while targeting new investment from strategic investors. As Unitholders know, it is our commitment to provide regular liquidity opportunities, and conditions have not been right for doing so since 2021.

It is impossible to write this letter and not discuss food and beverage. NVD's restaurants division had a challenging year. While revenues were up, cost increases (in both food and freight input costs and staff wages) had the same impact on this division as on our hotels, wiping out much of the top line gain. This performance is in line with the restaurant industry across Yukon (and Canada) and NVD found itself temporarily closing an outlet in January 2024. Our scale and operating ability in this area means we can recover and even expand to capture what looks like a rebound in consumer spending in the latter half of 2024. Our goal is to tell a much more positive story about this division in our next report to unitholders.

If the past year can be viewed as a year of consolidating operations and laying internal foundations for future growth, then 2024 is best viewed as the transition year towards major growth in 2025. Being a transition year in other companies may mean flat performance, but as discussed above, management is focused on the next year showing marked improvement in investor return. Improvements in operations will generate gains in both hotels and Normandy. Real Estate will continue to perform, as leases renew at increased rates. Restaurants are forecast to rebound on margin. Interest income will begin to falter, as passive income is drawn down to fund Hyatt construction, but funds lent out over the past two years will continue to drive revenue in this area.

2023 set the table for a period of significant growth. 2024 will build on that work to improve performance and will be the fuse year burning towards a realistic, but dramatic, growth period in 2025 and beyond.

I look forward to future CEO letters that track and describe that performance.

Northern Vision Development LP

Michael Hale
Chief Executive Officer

Report on Operations

Overall

Operations is where strategy and planning are transformed into investor return. The various entities all contribute to the full NVD story in a meaningful way. As this report shows, NVD is a much more diverse company than it was only a few years ago. What began as a real estate investment 20 years ago and morphed into a hotel and real estate company more than a decade ago, has become a fully diversified (if modest) conglomerate. Real Estate and hotels continue to drive the majority of return, but our company now includes seniors housing, more significant (by scale) development activity, increased focus on treasury yield (e.g. private lending), grocery and fuel, and increasingly, contracted management arrangements.

That diversity showed its strength in 2023, where underperforming divisions were offset by other areas that have a different economic cycle. As the reader goes through this Operational Report, it should be read in that context – as a whole, rather than just as individual siloed entities. Viewing the operations report through that lens will help investors see the complete story of NVD.

The Economy

The economic commentary has been moved to the front end of this report in order to set context for Partnership specific reporting.

The Yukon economy has shown remarkable resilience throughout the past few years. Consumer spending has remained steady, the housing market seemed to be on a limitless upward trajectory, employment has remained strong (often leading the country) and the construction and mining sectors were driving economic growth.

However, cracks began to appear in 2023. Restaurants, which management views as a “canary in the coal mine” on consumer spending, witnessed significant drop off in the fall, and continue to struggle. NVD’s own results show this trend, but it is backed up by the recent decision of three outlets to close in Whitehorse and Dawson, as well as the commentary from the Chamber’s Food and Beverage committee.

At the same time, housing prices fell for the first time in years. The average home price fell by $66,400, or roughly 10%. Condominiums were more resilient, but prices still fell by $28,000 or nearly 7%. These indicators may begin to exert downward pressure on NVD NAV per unit, if prices continue to fall and our condo holdings are affected. For now prices for River’s Reach II condominiums have remained firm.

Highlights:

- In the second quarter of 2023, the total value of real estate transactions in Yukon was $120.9 million: $107.0 million in Whitehorse and $13.9 million for the rest of Yukon.
- The average sale price of a single-detached house in Whitehorse was $628,700, a decrease of $66,400, or 9.6%, from the second quarter of 2022.
- The average condominium apartment sale price in Whitehorse was $407,000, a decrease of $28,800, or 6.6%, from the second quarter of 2022.

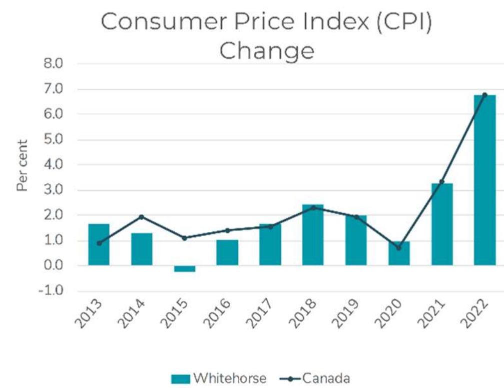
Source: Yukon Bureau of Statistics

The total number of home sales in the last quarter was the lowest in five years. When falling sales are combined with lower prices, total real estate transactions in Yukon were off by more than $35M over the same quarter last year, a drop of more than 23%.

This drop in sales and prices is despite the steady climb in population numbers. According to the latest available data (June 2023), Yukon’s population climbed by more than 1,200 people or roughly 2.5%. Combined, the rising population figures and decreasing sales indicate a continued shift towards rental accommodations. The indicators are mixed, and the confusing times should create opportunities for an agile company.

Another negative indicator is the CPI (see chart on page following), which shows a trend generally consistent with the rest of Canada. Year over year, recent figures for CPI from Yukon Bureau of Statistics show a significant spike in 2022 and that carried into 2023. The most recent monthly data has Yukon's CPI climbing close to 3% (again, year over year) in October, fueling the concerns that are showing up as anecdotal evidence through restaurant performance.

Despite the negative indicators, the fundamentals of Yukon's economy remain stronger than many other regions in Canada. Unemployment is amongst the lowest in the country at 3.6% and GDP continued to climb by 5.8% as of the most recent data (2022). That increase is driven largely by mining activity, with Hecla ramping up production at the old Alexco/Keno site (which directly impacts Bedrock LP assets) and Victoria Gold continuing to produce. However, once the Minto closures starts showing up in the data, there will be a drop in activity levels and likely a corresponding drop in government tax revenues, employment and other indicators.



Other projects that had promised to create future growth continue to face an uphill battle to overcome a tough regulatory environment. Coffee Creek, a Newmont-owned mine, is ramping down exploration activity in 2024, potentially with the intent of selling the asset. Western Copper and Gold's Casino Project in central Yukon, which has investments from mining major Rio Tinto, continues to plug along, but is more than five years away from development if it can navigate the regulatory environment. And BMC's zinc project in Southeast Yukon continues to grind through a regulatory quagmire that has already landed in court once and may return to that venue before development and ultimately, production can begin.

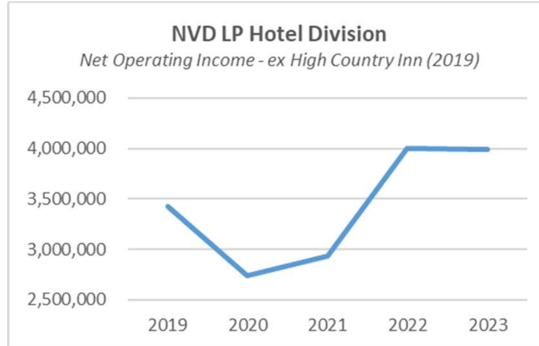
As the economy struggles, the Partnership and the entire industry are also faced with a political environment in the territory that involves a minority government operating in an agreement with another party; the same circumstances that exist federally. This type of environment leads to an uncertain operating environment in some areas as policy changes are less predictable. We do acknowledge that despite this uncertainty the government has still made significant effort to move initiatives forward, including in the area of development opportunities (particularly in housing) and senior's independent living. We are thankful for the level of support the government provides to all industry in difficult times, as was so much in evidence during the pandemic, and we simply note that we are operating in uncertain times.

Tourism is beginning to rebound to pre-COVID levels, but remains behind the 2019 peak, which saw record airline traffic. Air North, Yukon's primary airline, has invested in new, larger planes, providing hope that domestic visits can climb back to pre-pandemic levels and beyond. Capital improvements underway at the Whitehorse International Airport may cause some disruption in the short term.

All of these factors point to the many challenges businesses in the Yukon are facing as we head into 2024. The Partnership's plan factors these issues into the mix and the Partnership's strategic priorities have accounted for the risks inherent in the current operating environment.

Hotel Division

The hotels division remains the primary driver of revenue for NVD, even with a reduced portfolio since closing and selling the High Country Inn. With total revenue of just under $10.5 million with margin contribution of $4 million (all on an operating basis), this division leads NVD's financial success and has fully rebounded from the COVID period. However, 2023 was by no means easy nor an unqualified success. The leadership and operational teams in hotels faced relentless inflationary pressures, labour challenges (although this abated in the last quarter), and ongoing systems changes (e.g. full roll out of single Property Management System for all hotels) that will drive better operations over time, but which create complexity in the short term.



The Best Western Gold Rush Inn (BWGRI) and the Edgewater both had strong years on revenue. But the story of margin erosion due to cost increases kept these entities from moving the needle on overall company margin performance versus previous years. Fuel, electricity and labour – the core elements of any operation – all saw meaningful increases in costs that were largely beyond the control of the team. However, NVD was also slow to react to the cost increases, especially as revenue softened in the latter half of the year, and the results bear that out.

Looking forward, management is introducing a centralized reservation system that will help constrain labour costs, while amalgamated purchasing should help keep those costs down, even in an inflationary environment.

Since the closure of the High Country Inn, these two outlets have carried an outsized overhead burden, because many of the same services required for three hotels (e.g. shuttle services) are required with just two. Once the Hyatt opens, these types of costs will be spread against three outlets, reducing cost impact. Until then, management will need to find other ways to reduce costs.

Even with the pressure created by a record number of visitors, the team was able to undertake numerous capital projects that will provide benefits in the outlying years. NVD needs to continue to invest in these properties, so that the Hyatt's eventual opening cannibalizes other hotels and not NVD's own. To that end, we replaced the elevator in the BWGRI, a $200,000 project that has long been on the capital plan but never made it to the top of that list. At the same time, the entire lobby area was renovated and modernized. Both of these projects have a meaningful impact on long-term performance, even if they don't directly improve rooms. A guest's overall impression is disproportionately based on the experience they have when they walk in the front doors. With these upgrades, guests are greeted by a welcoming space from the front door all the way through the door of their individual room.

The renovated Best Western Gold Rush Inn Lobby

The planned BW-mandated property improvement plan, involving updates to guestrooms, has been delayed during Hyatt construction. By sequencing these two projects back-to-back, we can be sure to maximize occupancy at the new hotel when we need to shut down BWGRI rooms for renovations.

The Edgewater, however, did see room upgrades. A program of gradual renovation got underway with an expectation of finishing in the first half of 2024. These upgrades coincide with a pivot in marketing and revenue management towards Edgewater as a higher end, boutique asset. While the hotel did miss last year's record NOI performance by $50,000, the first two months of 2024 are showing record-breaking strength, suggesting that the pivot in target market is working.

By far, the most challenging year was felt in the Dawson Downtown Limited Partnership ("DDLP") (50% share owned by NVD and 50% by the Tr'ondëk Hwëch'in Trust), both because of results and the scale of capital projects undertaken. The DDLP assets (Downtown Hotel & Midnight Sun Hotel) had a strong opening to the year, especially considering it was the first year since 2020 that the hotels didn't benefit from COVID-related supports. Overall, the assets beat the previous year revenues by more than $350,000, but fell behind previous year on a Net Operating Income basis. Much of the challenge with these assets was related to food and beverage performance, but the rooms division also struggled. (Restaurants are dealt with separately in this report). To help improve performance, long required capital investments were made with more than $400,000 being invested into room upgrades in the Downtown and bar/restaurant areas of the Midnight Sun. Both of those investments should contribute to revenue improvement in 2024 and are part of an effort to create another step change in bottom line performance for these assets over the coming years.

One of the largest challenges with the Dawson assets is the fact that the DDLP partnership operates throughout the winter months, largely due to the requirement to retain community and visitor loyalty which could otherwise shift to the Eldorado, the only other significant year-round hotel. In part to further control the growing Dawson market and to provide an opportunity for operational efficiencies (e.g. closing one asset for the winter months), the DDLP partnership purchased the Eldorado. That acquisition closed on the first day of the new year, so next year's report will provide an update on the impact of this expansion in Yukon's largest market outside Whitehorse.

The recently acquired Eldorado Hotel in Dawson City

Then there's the Bedrock LP, the "little hotels that could". While the smallest of NVD's assets, owned in partnership with Nacho Nyak Dun Development Corporation, the Bedrock LP continues to provide outsized contributions to overall company performance. 2023 was driven by a long-term contract with a mining company, as well as by government contracts during the summer fire season, which kept the hotels (both the Bedrock and the North Star) fully occupied for most of the year. Going forward, NVD is committed to improving and potentially expanding the partnership with NNDDC. Between COVID and other operating pressures, this partnership has not received the attention it requires, especially given the opportunity in one of Yukon's most active mining regions. Management intends to remedy that issue in 2024 and target expansion of the partnership in outlying years.

It's worth noting that the labour challenges faced by hotels over the past few years have begun to abate, as service workers returned to the job market. However, changes to government immigration programs are making traditional sources of labour, such as Yukon's Nominee Program, harder to access. That shift will likely mean that labour pressures will continue to impact hotels for the foreseeable future.

Restaurant Division

Pressure on our restaurant portfolio continued. Though not as difficult as 2022, last year saw this division miss budget by a large margin. While there was material year-over-year improvement (no fully in evident in the financial reporting because of balance sheet clean up and the fact that the DDLP Food and Beverage assets has a very challenging year), the economic environment across Yukon led to challenges at almost every outlet. The Gold Pan Saloon and Belly of the Bison did post material improvements over 2022, but those gains were eroded by a significant drop at the Earls/Moose and Mountie outlet and the DDLP. Overall, the Belly exceeded both last year and budget, the Gold Pan beat last year but fell short of budget, while the Moose and Mountie collapsed into loss territory after initial strong performance when it replaced Earls.

Restaurants is an area where there has been a large staff changeover with the Director of Food and Beverage moving on and significant changes occurring in all outlets. Management has strong confidence in the team now tasked with delivering meaningful improvement in 2024.

In the first part of the year, revenues hit impressive growth levels, but those gains were largely offset by rising costs. Heading into midsummer, the entire Yukon was facing similar challenges and the industry put together a special operators committee to look for broader solutions to the challenges with profitability. In August, and through the fall, the story shifted dramatically, as consumers began to feel the pinch on mortgage rates and other inflation pressures. Rather than revenues keeping pace with rising costs, the bottom fell out of the industry. Over the course of the final four months of 2023 multiple outlets in Whitehorse and Dawson closed completely, as it became impossible to earn a return. Even the Gold Pan Saloon, NVD's poster child for reliability of return, suffered through a tough stretch. But the largest impact was felt at the Moose and Mountie, the new outlet opened in the old Earl's space. By the last quarter, the performance had deteriorated so much that management made the very difficult decision to close the outlet completely and reboot the space with a reduced footprint and a new concept targeting a younger market.

The closure of the Moose and Mountie in January has helped buttress performance at the Belly of the Bison (a high-end dining option in the Edgewater Hotel) and the Gold Pan during the traditionally slow first quarter, which is helping the outlook for the division, overall. The other closures in Whitehorse also point to an opportunity for growth in our portfolio when consumer spending returns to normal levels. The Yukon is disproportionately dependent on government employment and those Yukoners are not facing job insecurity or wage erosion, which points to a recovery ahead of much of the country. NVD will be well placed with a stronger suite of outlets to capitalize on opportunity when consumer demand returns.

As noted, Dawson has been a much more difficult story. The food and beverage outlets in this community struggled through Fall, dragging the performance of the entire DDLP. To remedy the situation, management is completely revamping the leadership structure to reduce overheads. The menu and offerings are also being redone to better reflect community desires. The Eldorado has a remarkably consistent and robust food and beverage performance (which has carried on unabated since the acquisition closed), so there is an opportunity to learn from those outlets and import them into the Downtown restaurant and bar. The struggles with food and beverage in Dawson led to a decision to cancel planned kitchen upgrades in the new Midnight Sun restaurant/bar. The acquisition of the Eldorado, just subsequent to year end, presents significant synergistic opportunities for DDLP, which management is focused on realizing in 2024 to further assist in a DDLP rebound.

With the Eldorado in the fold and improvements in management and operations, the restaurant division is expected not only to return to meaningful profitability in 2024, both in Whitehorse and Dawson, but to exceed any previous performance levels.

Real Estate

The Real Estate Division changed dramatically in 2022 as long-term commercial assets were sold and new residential product was added to the portfolio. The moves allowed NVD to realize gains on assets that it had improved through leasing efforts while at the same time rebalancing its portfolio to include more residential property elements.

During 2022 the Partnership also saw substantial change in staffing of the Real Estate division, now led by Naincy Saini as it turned its focus to improving Property Management performance while more efficiently managing the division. By the end of the past year, many of the objectives related to retooling the division had been met and in 2024 the focus can once again be on growth in this area. The division ended the year having substantially improved its Property Management services, including third party related offerings, while at the same time having fine-tuned its approach to both Residential and Commercial property management for its own assets. As a result, significant progress has been achieved through re-leasing efforts, allowing the division to continue to perform at previous year levels, while having a smaller portfolio to work with. Only one vacancy existed at year end: the Convention Centre asset left over from the Coast High Country Inn sale in 2021, and even this asset was leased out for much of 2023 and is now being utilized for short term rentals. The focus in 2024 will be to repurpose this asset and surface return potential from this sizeable space.

Interior of a renovated and re-leased commercial space in Waterfront Station

The loss of several third party property management contracts in 2022 provided the team with an opportunity to focus on the value and quality of work provided through these contracts. New approaches and systems were implemented. With strong accounting support from a much deeper team, and growth in NVD's internal maintenance staff, the focus shifted to revenue growth with new contracts being added towards the end of the year. An expanded property management contract was signed with Normandy Living, a property one-third owned by NVD, and residential condo contracts were added with third parties.

NVD LP Year Over Year Rental Performance Summary

Annual Rental Revenue ($)

	2023		2022		Variance
Commercial	2,334,893	70.7%	2,034,813	65.4%	**300,080**
Sold	-	0.0%	407,077	13.1%	**(407,077)**
Residenital	813,970	24.6%	527,939	17.0%	**286,030**
Industrial	153,722	4.7%	142,257	4.6%	**11,465**
	3,302,584		**3,112,086**		

The chart tells the story of the past two-year period. In 2023 a significant number of leases reached renewal. Inflationary pressures allowed for renewals or replacement leases at attractive rates. These renewals made up for much of the lost revenues on properties no longer owned, which contributed revenues for portions of 2022 before they were sold. The acquisition of additional residential products boosted contribution from that portfolio element and saw its contribution to overall portfolio revenues grow to 25%.

A number of noteworthy initiatives are underway. In addition to the re-leasing efforts, which saw every commercial property improve its margin contribution during the year, with the exception of the Convention Centre due to the aforementioned vacancy towards the end of the year, there were a good number of initiatives that have strengthened the Real Estate Division or established a stronger foundation for growth. These include:

- Substantial efficiency improvement in the Property Management division with respect to project management and billing, moving this component of the Real Estate division from a loss to a profit position;
- A solar panel initiative, initially slated for NVD Place, but to be expanded from there, which will generate savings and improve the Partnership's commitment to sustainability;
- Return to full occupancy, for a short period of time, as a unit at the Titanium Way property was renovated and leased out. This ended up being short lived with the end of the Convention Centre lease, but that too has been backfilled by short term rentals;
- A dedicated accounting team working directly with Real Estate leadership has ensured a higher degree of professionalism in service delivery and timeliness of accounting reporting; and,
- Significant improvements to the approach to property management is allowing the Partnership to seek third party contracts once again.

NVD Real Estate benefited from selling at relatively high prices during a boom in commercial real estate demand, and at the same time retiring debt during a period of rapid interest rate expansion. Prices have softened to a degree and management believes that there will be attractive acquisition opportunities in the near term. With the foundation of the division improved, and with economic factors making acquisition once again more interesting than sale, the Partnership will focus on uncovering opportunities in 2024 to expand the Real Estate portfolio. The most obvious path forward will be through development of its remaining land inventories where its Riverfront district lands and its large property holding in Whistle Bend provide compelling opportunities. Construction prices need to continue to settle, as inflationary pressures wane, before the Partnership will be fully in position to move forward aggressively on these development opportunities, but they definitely provide NVD with fertile ground to expand its Real Estate division.

In the meantime, Investors have benefited from the Partnership's ability to improve the performance of acquired assets and realize substantial gain on sale at the appropriate time.

Investments

Carmacks Hotel Ltd.

When NVD purchased the Carmacks assets in a 50%-partnership with Carmacks Development Corporation under the Carmacks Hotel Limited ("CHL") umbrella, there was clear potential for increasing yield from the business, but nobody forecast the kind of performance we have seen over the first 18 months of ownership. Already, [19% of the initial debt has been retired, $920,000 in distributions have been provided to the CHL partnership ($460,000 to NVD) and the asset has significant additional opportunity for expansion in the years ahead.

In 2023, CHL generated nearly $11 million in revenue with just less than $1 million in pre-tax income. Overall, NVD's return was $370,000 after tax, making its contribution similar to that from the DDLP.

However, the past year also presented significant operating challenges. The general manager hired when the asset was purchased struggled to perform and a decision was made to move on by the end of the year. The GM left early in November, at which time the full extent of the issues came to light. While reviewing cash balances at year end, a loss of more than $120,000 was discovered. At this stage, it appears that money was stolen from the partnership, which led to a write down (this write down is factored into the figures above on overall return). Personnel challenges that were masked by the GM's oversight also came to light, leading to a still ongoing remake of the staff and leadership in CHL.

This partnership includes both retail and fuel sales, which contribute the majority of the revenue, although margin is still driven by hotel performance. This diversification within the partnership helped mask a somewhat disappointing year in hotel revenues, which were impacted by a reduction in contractor activity in the area.

Looking forward, 2024 will likely see a similar performance in rooms revenue, which will require improvements in cost control, as with all other hotel assets. NVD's hotel leadership team will step in and there won't be a new GM hired. At the same time, CHL will be one of the first beneficiaries of the centralized reservation system, so there is a real opportunity to improve margins, even if revenues remain flat.

Normandy Living (KBC Developments)

Much has already been said about Normandy above but given the size of this entity and its potential impact on NVD performance, more detailed operational discussion is warranted.

Year one of operations had all the hallmarks of a startup – difficulties in stabilizing revenue, requirements for cash infusions, labour and staffing challenges, operating inefficiencies, and challenges associated with entering an entirely new market as the first private-sector operator.

Despite those challenges, Normandy did hit operational profitability during several months of the year and is expected to remain operationally profitable every month of the entities next fiscal year (April 2024 to March 2025).

The first half of 2023 was very difficult due to the expense of running such a large facility with very limited occupancy. Delays in Yukon Housing taking the additional 16 spaces undermined performance until the third quarter, but that was remedied in time for the fall.

The Warm and Inviting Normandy Living Lobby

Market units were challenging to fill until April 1st, which is when the government introduced an asset cap for its social housing units for seniors. Introducing this restriction on social housing meant seniors with significant means were encouraged to look at Normandy as an option for living between the time of full independence in a standalone home and the phase of life where medically supported living is required. More than anything else, this change in policy drove market leasing and has helped create a modest but steady stream of new leases. By the end of NVD's first quarter (Normandy's fourth quarter), the building will exceed 65% occupancy.

As an entirely new building, there has been a steep learning curve, especially with the highly complex mechanical systems that come with new builds. By the end of 2023, these wrinkles had been ironed out, which should significantly reduce heating and electricity costs in 2024. As already mentioned, property tax expenses have also been inflated due to a misclassification of the asset as a health institution. The government has already acknowledged the error and is working towards a re-classification that could be either a lower rate commercial building or potentially, multi-residential. Either outcome would reduce the tax burden (and offer an opportunity at a rebate for previous year), but a designation as a multi-residential facility would have a dramatic impact. That work should be complete by April.

During 2023, the operating challenges led to two cash calls, one in January for $100,000 per partner which was answered by all partners and one in August for $750,000, which only two of the three partners were able to fulfill. Under the terms of the shareholder agreement, the contribution by the two partners (NVD and a Ketza-related investor group) are classified as shareholder loans with a 10% annual interest rate. This arrangement has created a further burden on Normandy, as it now must fund monthly interest payments in excess of $12,000, but it does provide a return to NVD which is recorded as interest in its loan portfolio.

As one of the three partners elected not to answer the cash call, NVD has entered conversations that may lead to buying that partner out, and those conversations will be concluded one way or the other in 2024.

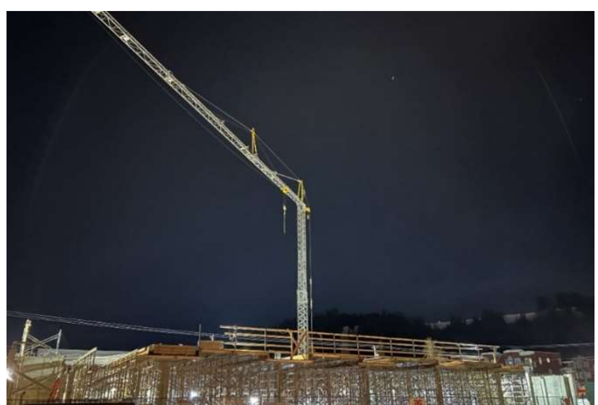
A big part of Normandy's pro forma is based on the preferential mortgage terms offered through the Canadian Mortgage and Housing Corporation (CMHC), a government-related lender. The $34 million mortgage includes $5 million in loan forgiveness, as well as a 50-year amortization with an initial 10-year term at 1.9% interest. This mortgage makes an otherwise challenging business highly viable. The mortgage also requires a joint and several guarantee against all three partners until Normandy reaches "stabilization," a defined term in the mortgage. Under the mortgage, stabilization is defined as $4.3 million in gross revenues over a 12-month trailing period. Normandy expects to be on a monthly revenue trajectory by the last half of 2024, which means the guarantee would be lifted at some point in 2025.

Over the course of 2024, Normandy will be moving out of the start-up phase and into a more mature operating entity. That transition is expected to provide additional cash flow positive outcomes for NVD. If management goals can be met over the coming year, Normandy will move from a net negative performer to a meaningful contributor to NVD's overall performance.

Development

Much has been said above about ongoing development opportunities, but at an operating level, there are details that are important for investors to understand. As we head into 2024 where so much of the overall company performance will be impacted by Hyatt construction and cash flow, a more detailed breakdown of that project is required.

This project has been under development since 2020, once the High Country was sold and it became clear that additional room capacity was required in the market. In late 2020, management selected the Hyatt Place brand as the best option for bringing a higher standard for accommodations into the Whitehorse market. The Hyatt Place brand offers what is best described as "business class" accommodations, as opposed to pure luxury. The brand has seen fairly dramatic growth in Canada since NVD selected this option, as hotel investment has increased, and guests have been seeking consistently higher standards in their business and leisure accommodations.



A crane rises above the Hyatt Place construction site

LOLA Architecture was selected in early 2021 to lead the project design, a decision that has been reinforced by their responsiveness, as the project has undergone major shifts. Until the first half of 2023, this project was designed as a modular build, which would have been the first such construction project of this scale in Yukon. However, challenges with the modular provider (more on Nomodic below) led to a decision to begin construction on the foundation and up to the second-floor transfer slab, while the upper floors were redesigned for conventional wood frame construction.

The project broke ground in mid-July and work continued throughout the winter with full design completed in October and revised building permits issued in November. While construction is now well underway and advancing, permit challenges related. Parking bylaws in Whitehorse have not kept pace with other cities in Canada, which means parking requirements are well beyond what other similar-sized projects are burdened with. Management is working with the city to address the issue, so that additional costs are not incurred for cash-in-lieu of stalls.

Even as the Hyatt begins to take shape, the long-planned development of the Whistle Bend commercial lot has begun. Clearing of the site began in early summer and continued through the fall with preliminary geotechnical work. In late summer, NVD enlisted LOLA's support to begin to develop the necessary conceptual package to begin work with the city on a plan for development and building permits and to discuss unresolved issues around street access, setbacks, and other issues.

Current plans call for up to 8 buildings encompassing a grocery store, a quick service restaurant, a sit-down restaurant, multiple retail spaces, a medical service building and potentially, a residential building. All of these options are purely conceptual and will depend heavily on leasing opportunities with both local and national retail interest. Early-stage conversations with a national restaurant chain could lead to a more staggered development that blends subdivision and sale of some parcels and full development by NVD on the remainder. This project is still in the very early stages with activity in 2024 expected to focus on site preparation and leasing.


Architects conceptual illustration for Whistle Bend

Another major project that has the potential to drive significant growth in NVD is the Fifth and Rogers development in downtown Whitehorse. This parcel of land has been a subject of speculation for more than a decade and 2023 represented the second time NVD has tried to acquire the parcel through a government-run procurement process. Unlike previous efforts, the submission from West End Developments (made up of NVD, Da Daghay Development Corporation, KZA architects and Ketza Construction) is nearing the finish line. As of this writing, the partnership is the final stages of negotiating a purchase arrangement that will see the land transferred to the partnership for a nominal fee. In exchange, the partnership agrees to develop the parcel under certain conditions (e.g. requirement for housing on the site).

The brownfield site comes with complex development requirements related to a berm at the backside of the lot to address concerns around collapsing clay cliffs behind, as well as restrictions to meet contaminated site restrictions. (The parcel is fully remediated, but it still has restrictions on development tied to prior use by the military.) Before taking full ownership of the property, West End Developments will be seeking a revised Development Agreement with the city to enable feasible private sector development. The prior Development Agreement was between the Yukon Territorial Government and the City of Whitehorse, and the consortium believes a more appropriate agreement will lead to a much more successful project outcome for all involved.

NVD's successful RFP bid proposed mixed-use housing, ranging from condominiums to affordable rentals. Based on initial concepts, there is potential for up to 350 residential units with some commercial under existing zoning. Recent revisions to the Official Community Plan and ongoing zoning bylaw changes could lead to greater density and height allowances, which would further enhance the development potential of the site.

Potential concept for Fifth and Rogers Development

It will likely be at least 2025 before any significant development took place on the site. But the parcel would be a massive project with the potential to drive meaningful growth in NVD, both on an NOI and a NAV basis.

Nomodic Modular Structures Inc.

Not all of the news on the development front was as exciting as the projects above. One matter that investors were informed about late last year was the bankruptcy of Nomodic Modular Structure, Inc. Nomodic was a partner on the Hyatt project and had planned to provide 115 modular hotel suites. An initial modular suite had been developed and constructed for viewing by NVD and Hyatt, but no other construction activity happened.

As described in the initial investor release, NVD had already cut ties with Nomodic by the time of the bankruptcy filing, but the company still held $2.4 million of NVD's prepayment for modules. Since that filing, NVD has had initial success in advancing its claim. The biggest positive is that after reviewing evidence provided by NVD management, Champion Buildings (a subcontractor of Nomodic) and former Nomodic staff, the trustee in the bankruptcy validated NVD's trust claim for the full amount. The trustee also referred the matter to the Alberta courts to determine whether the trust claim goes ahead of secured creditors. The trustee has also identified sufficient funds held either by Nomodic or by ATB, the bank with the largest secured claim, to fulfill NVD's trust claim.

In an effort to bring the matter to a close and recover the majority of NVD funds, a settlement offer was made to ATB in February, involving the write off noted below. If the settlement is accepted, the matter will be resolved in March. However, if ATB does not accept the offer, the matter will be heard by the courts in early April.

At this point, NVD has made a provision for a $450,000 write down, based on legal advice. That amount is less than the originally communicated provision and represents a shift in confidence of NVD's likelihood of success in recovering some or all of the funds. As with any bankruptcy, significant risks remain, but at this stage, management has a reasonable expectation of recovering a meaningful portion of the funds advanced to Nomodic in trust.

Summary

Overall, 2023 was a year of significant change for NVD. Staffing changes affected every senior position, from CEO to CFO to VPs and directors. Despite that scale of internal change, the company continued to push ahead with operational activities, including increasing overall operating income, expanding future development and growth opportunities, expansion of community assets and navigating a challenging economy.

The net result is a meaningful short-term outcome for investors, while laying a strong foundation for significant growth in 2025 and beyond. Management intends to build on both the challenges and successes of 2023 to further improve investor outcomes in the near, medium and long term.

The right team is in place. The operating entities are in a strong position. And future growth is within reach, if the team and the entities can be properly managed and led. The next year will be a big step towards the expansion plans for NVD as we look ahead to the next three to five years.

Management's Discussion and Analysis

Management's Discussion and Analysis of the Financial Results

The financial statements of Northern Vision Development Limited Partnership, which are audited by Deloitte LLP as at and for the period ended December 31, 2023, are included with this annual report. This summary should be read in conjunction with the financial statements and related notes thereto.

Disclaimer Regarding Forward-looking Information

The Partnership's annual report, including this Management Discussion and Analysis, contains forward-looking statements. Forward-looking statements are inherently risky as they are based on assumptions made by management based on the best available information at the time and dependent on external factors. The possibility exists that actual results could differ materially from the expectations expressed in this report.

Statements Prepared Under ASPE

The Partnership's financial statements for the year ended December 31, 2023, continue to utilize the Accounting Standards for Private Enterprise ("ASPE") which was adopted for the first time by the Partnership in 2011. The Partnership can move to the IFRS framework at a time of its choosing, should it believe there is merit in such a change in accounting standards.

Financing Activities

Equity Financing:

Equity Financing during the period was restricted to funds raised through regular Distribution Reinvestment Program ("DRP") investment. In December 2023 the Partnership issued a $1,000,000 distribution with 38.1% of units electing for participation in the DRP (2022 – April $3,000,348 distribution with 39.6% electing participation in the DRP; December $4,983,188 distribution and 46.5% election in DRP). This led to the issuance of 112,170 units at $3.40 per unit in 2023 for total proceeds of $381,490 (2022 – April issuance of 387,979 units at $3.06 per unit for total proceeds of $1,187,216; December 719,582 units at $3.23 per unit for $2,324,250). A total of 1,107,561 units were issued through DRP as part of the two distributions that year, for total proceeds of $3,511,466.

In 2023 there were no units retired as part of any transaction (2022 - 104,690 units were retired as part of a Joint Venture transaction). There were no unit adjustments made (2022 - $243). During the year an ad hoc transaction took place between several Unitholders that resulted in First Nation entity ownership of the outstanding units of the partnership increasing to 50.7%.

Long Term Debt: At December 31, 2023, long term debt was $28.6 million, representing an increase of $1.6 million or 5.8% during the year (December 31, 2022 - $27.0 million). A First Nations Bank loan secured by NVD Place was increased during the year from $5.3 million at December 31, 2022, to $9.5 million in December 2023, with the extra proceeds committed to supporting the Hyatt Place construction project. This increase in debt was offset by:

- Regular principal repayments on scheduled debt of $1.8 million during the year; and
- Allowed annual prepayments associated with BDC loans of $0.9 million.

The loans the Partnership holds with BDC provide annual prepayment privileges equal to up to 15% of the original amount of the loans. Each year management assesses its cash flow requirements and prevailing interest rates in order to determine if it makes sense to elect to make such prepayments. In 2023, as in 2022, management elected to make payments on its variable rate interest debt with BDC, and on its TW Selkirk JV loan.

Weighted Average Cost of Debt: At December 31, 2023, the weighted average cost of long-term debt was 5.55% (December 31, 2022 – 4.81%). While the majority of our facilities are fixed, fixed rates have been moving up over the past few years, upon renewal. In addition, one variable interest rate loan saw interest expense increase during the year. Management has historically prioritized utilizing one time prepayment privileges in respect to variable rate debt to the extent available and converted one to two variable loans to fixed in 2023.

The Partnership's long-term debt includes 84.0% fixed and 16.0% variable rate loans at December 31, 2023 (58.8% fixed and 41.2% variable at December 31, 2022). At December 31, 2023, long term fixed rate debt had a weighted average cost of 5.03% and long-term variable rate debt had a weighted average cost of 8.30% (December 31, 2022 – 3.84% and 6.44%, respectively). Total debt to equity ratio was 0.46:1 on a book value basis (December 31, 2022 – 0.44:1). Both equity and long-term debt balances increased during the year resulting in little change to this ratio. NVD is well positioned to take advantage of available debt headroom should attractive acquisitions materialize. On a fair market value basis, based on the latest estimate of Net Asset Value ("NAV"), the debt-to-equity ratio remained unchanged at 0.24:1 (December 31, 2022 – 0.24:1). At December 31, 2023, the Partnership was exposed to interest rate risk, with each 1% rise in its' variable interest rates responsible for an annual increase of $46,092 in interest expense (December 31, 2022 - $111,947).

Distributions: The Partnership distributed $1,000,000 or 3.1 cents per unit in December 2023 (2022 - $7,983,646 or 25.9 cents per unit in two distributions). A total of 38.1% of units were pledged for reinvestment through the DRP (2022 – 39.6% in April and 46.5% in December). This led to net cash distributions of 618,520 during the year (2022 - $4,472,274) and a reinvestment of $381,490 in 2023 for the purchase of 112,170 units ($3,511,467 for 1,107,561 units in 2022).

Retention Awards

The retention awards ("RAs") program provides an incentive to board members and senior management for retention. Grants are made annually as part of the compensation program, and the awards vest after three years so long as the board or staff member is still engaged with NVD. The retention awards track the value and distributions associated with NVD Limited Partnership units. Each year one third of the expected liability of retention grants is expensed and new grants are issued. The Partnership adjusts the liability annually to reflect departures (and associated forfeiture of amounts expensed to that point in time), distributions, and Net Asset Value ("NAV") changes.

As at December 31, 2023, the liability carried for vested RAs was $143,562 (December 31, 2022 - $106,483). During the year a total of $80,799 of RAs that had vested were paid out, and expenses were accrued totaling $97,715 (2022 - $96,721) to account for one third of all outstanding RAs granted inclusive of NAV per unit value changes and distributions associated with these units.

During the year a total of 39,000 RAs were granted to employees and 15,750 were granted to board members, while 15,500 were cancelled due to employee departures. At year end all vested units had been paid out. A total of 45,000 have or will be granted to staff and board members in 2024, which will bring the total outstanding and unvested RAs to 134,000, with a current value of $479,720 if and when vested, based on prevailing NAV per unit values and the assumption that all units will eventually vest. Of this amount, a total of $159,907 will be expensed in 2024 subject to adjustments associated with distributions, NAV value per unit, and departures.

Working Capital

Restricted Cash are the balances held for dedicated capital expenditures within the Hotel Division, as a GIC held for security on credit cards, or for deficiency work related to the River's Reach II condominium complex.

The balances related to the Hotel Division arise from regular monthly payments made to BDC as part of the hotel loan agreements and are refunded to NVD as capital expenditures are incurred. At December 31, 2023, the balance was $109,286 (December 31, 2022- $389,061).

The balance related to the River's Reach II deficiency work was $130,624 at December 31, 2023 (December 31, 2022 - $135,624). These balances are accessible to the completion of warranty work on a unit-by-unit basis. The balance of the GIC account held as security for credit cards was $211,007 (December 31, 2022 - $208,212). Subsequent to year end this GIC was redeemed, and balances were transferred to non-restricted cash as the Partnership moved from Scotiabank Visas to RBC visas which do not require any security to be held. The balance of cash held in GICs as reserves was $152,987 (2022 - $nil) related to funds set aside to support letters of credit required for permits on the Hyatt Place project.

Accounts Receivable totaled $1,255,050 at December 31, 2023 (December 31, 2022 – $1,306,650). The Partnership has changed over senior accounting staff over the past few years and the new teams have invested significant amounts of time reviewing all balances to ensure reliability. The consistency here indicates that reliable balances have been achieved.

Accounts Payable and Accrued Liabilities were $4,265,618 at December 31, 2023 (December 31, 2022 - $2,137,675). The increase is in part due to both billings and holdbacks associated with the Hyatt construction project, which taken together accounted for more than half of the payables outstanding at year end.

Loans Receivable totaled $10,293,825 at December 31, 2023 (December 31, 2022 - $4,616,737). The significant increase was intentional as the Partnership sought to place loans from available cash at rates that exceeded returns available from GICs. The partnership also earns interest from significant passive balances held in GICs which are recorded on the balance sheet as cash. Of the Loans Receivable balances, 41.6% are held as mortgages receivable which are secured by underlying real estate assets. 27.4% are held in four loans, two to the Partnership's equity investments (KBC Developments Ltd. and Carmacks Hotel Ltd.), one to a supplier (Borealis) and a portfolio of loans to staff members who purchased timed investment units in the Partnership. These time unit loans, which represent 1.3% of the $10.3 million portfolio, are non-interest bearing and are secured by the underlying units in the Partnership. They will be fully retired by February 2025. 31.0% of the balances are held in the form of interest-bearing advances to Joint Ventures in which the Partnership owns a stake. The interest rates on these JV Advances range from 5.0% to 7.7% depending on when the arrangements were made. The Partnership plans to replace these loans with standard commercial arrangements when and if the funds are required for development projects. These advances to Joint Ventures, which are almost exclusively with the Downtown Dawson Limited Partnership, are secured by additional interest in the Joint Ventures or Limited Partnerships as well as being secured by the assets.

Development Activities

Property under development balances doubled to $18,798,048 at December 31, 2023 (December 31, 2022 – $9,345,917). The increase in value during the year primarily reflected the construction costs related to the Hyatt Place project which combined with small amounts on other projects totaled $8,308,799 (2022 - $5,311,839). During the year the Partnership capitalized interest and property taxes of $50,266 (2022-$28,917) and salaries of $258,433 (2022 - $68,138). A total of $3,219 in assets were moved from property under development in 2022 to Property Plan and Equipment (2022 - $964,260 when the Midnight Sun Hotel was completed and open for operations). Finally, $24,599 that was previously capitalized for projects that have now been discontinued was expensed during the year (2022 - $Nil).

Capital Expenditures on Property and Equipment

The Partnership incurred proceeds from divested assets of $53k during the year (2022 - $29.0 million from sale of five properties). The proceeds were restricted to funds received from insurance on a vehicle that was written off following a collision, and City of Whitehorse developer tax rebates associated with the sale of River's Reach II condominium units that had been subject to a change of use before they were sold. NVD did not acquire any new properties during 2023 (2022 - $5.2 million for the Partnership's share of the Hobah Apartments purchased through a JV with Da Daghay Development Corp).

Other capital expenditures during the year included normal course investment in hotel and rental properties associated with ongoing Property Improvement activities. Property improvement and sustained capital expenditures at the Partnership's Whitehorse Hotels was $688,000; $660,000 at NVD's 100% owned commercial and residential rental properties (including $224,000 that was non-cash); $314,500 for NVD's share of capital expenditures incurred at Joint Venture properties; $174,000 at the Partnership's Restaurant operations and $81,000 on corporate and other assets. The total of $1.92 million was almost double the industry standard for sustained CAPEX expenditures based on revenues, however more than half of the expenditures were dedicated to profit enhancement projects including almost all of the rental property expenditures (recoverable tenant improvements) and approximately half of the Hotel capital investments.

Operating Activities

Revenues: Revenues increased 3.6% to $22.4 million in 2023 (2022 - $21.6 million). Key drivers of this increase included: the Restaurant division which benefited from recovery from COVID lockdowns and associated longer hours; Hotels which saw ADR increases in response to inflationary pressures; and Management fees and other which benefit not only from growth in management contracts but also a methodology change that moved some allocations that had previously been applied against overhead costs moved to management contract revenue to reflect that activity more accurately. These gains were offset by a drop in Real Estate revenues that resulted primarily from the sale of properties in 2022 (which recorded partial revenues in 2022, but no revenues in 2023), but also from vacancy for the last few months of the year in the Convention Centre asset. Each division is addressed in more detail below:

Hotel revenues were up $311,000 or 3.0% to $10.50 million (2022 - $10.19 million). The hotel industry has almost fully recovered from COVID lockdown impacts. In 2023 the Partnership saw mixed results in this area, with the Bedrock LP hotels (Bedrock and North Star located in Mayo, YT) leading the year over year growth on a percentage basis. Activity levels were strong in Mayo driven by mining, and the Bedrock LP produced record results. In Whitehorse, the Best Western Gold Rush Inn continued to grow at the top line, while the Edgewater was down slightly year over year. The Downtown Dawson Assets were relatively flat overall, with revenue gains at its Coast Downtown Hotel and the Midnight Sun being offset by drops in food and beverage revenues.

Rental revenues decreased by $437,000 or 9.2% to $4.3 million in 2023 (2022 - $4.74 million). As projected in the Management Discussion and Analysis last year, this division experienced a drop in overall revenues. A total of five commercial properties were sold in 2022, and while they contributed some revenues before their sale in 2022, their contribution was absent from 2023 rental revenues. This was partially offset by the two properties acquired in 2022 – Hobah Apartments and the Platinum Road industrial building, both through Joint Ventures – which made only a partial contribution in 2022 but are represented in 2023 revenues throughout the year.

Restaurant revenues increased by $696,000 or 11.8% to $6.61 million in 2023 (2022 - $5.89 million). The first part of the year saw major improvement compared to the COVID Omicron impacted period in 2022, but the last half of the year saw significant declines in demand as inflationary pressures took hold on the public. Mid-year, the agreement with Earls was terminated in favour of running NVD’s own brand. Initially the new Moose and Mountie found solid footing, outperforming Earls in the previous year in July and August, but the drop in demand coupled with lack of appeal of the new brand drove down performance for the balance of the year. This restaurant is being relaunched in 2024. The Belly of the Bison, the Gold Pan Saloon, and the Dawson properties performed well at the topline throughout the year, but they also came under margin pressure due to inflationary pressures.

Other revenues increased by 27.4% to $1,010,408 (2022 - $793,370). The increase was due to both increases in the value of some of the management contracts in place due to either increased rates, increase in service levels or both, as well as a shift in accounting methodology that moved approximately $200,000 from an offset to corporate overhead expenses to being properly classified as management income.

Gross Profit and Direct Expenses Direct expenses decreased by 0.5% to $14.16 million (2022 - $14.24 million). This was primarily driven by a substantial decrease associated with rental income. In 2022, due to the sale of a number of properties, incentives on leases that were in place were expensed when the sales were completed. In 2023 there were no such expenses. Direct expenses for “Other” costs also contributed a positive variance as outlined below. Direct expenses for Hotels and Restaurants were up primarily as a result of inflationary pressures.

Hotel costs increased 5.6% to $6.49 million (2022 - $6.15 million). Hotel revenues were up 3%, however costs moved up at a slightly quicker pace. Both revenues and costs were impacted by inflationary pressures meaning the activity levels were largely in line with the previous year, but costs were up more significantly than Average Daily Rates (ADRs). Rates are managed based on what the market will accept, whereas costs are driven by input costs which were up significantly for both wages and utility costs. Wages were driven upward in response to the government’s move to increase minimum wages, which in turn impacts wage costs all the way up the line. Utility commodity costs also saw increases that were in some cases running ahead of the general inflation rate. Other costs such as insurance and taxes were also up, causing significant pressures on overall direct expenses.

Rental costs decreased by 38.5% to $1.00 million (2022 - $1.63million). As noted above, the sale of certain properties led to write off of certain incentives that were being amortized over the life of leases in 2022, a cost that was not repeated in 2023. Without the impact of this one-time cost in 2022, rental costs would have been expected to be up, as all residential leases are gross, offset by a decrease due to the fact that commercial leases that were gross have been migrated to Triple Net leases on renewal in some cases.

Restaurant costs increased by 11.8% to $6.42 million (2022 - $5.74 million). The same issues noted for Hotels were in play with Restaurants. However, in the case of Restaurants, volumes were also up with increased operating hours (Omicron impacts in the first quarter of 2022 had decreased restaurant operating hours due to availability of staff) meaning the restaurants saw a higher percentage increase in direct expenses year over year.

Other Costs decreased by 65.1% to $252k (2022- $722k). Several factors caused this outcome. The first is that some costs previously exclusively allocated to "Other" were moved to either Rentals or Hotels to more properly align them with revenues being earned. The second is that stub year revenues and costs for the Mighty Wash car wash operations were recorded to "Other" in 2022. Finally, a move to more effectively allocate shared property, repair and maintenance costs across all divisions removed some expense from this line in 2023.

Gross profit increased by 11.7% to $8.2 million, which was 36.8% of gross revenues (2022 - $7.37 million and 34.1% of gross revenues). The primary drivers of this significant increase were increases in margin for Management Fees and Other (up $687,000 year over year) and Rentals (up $190,000 on the year). Restaurants also delivered positive profit growth (increase of $17,000) whereas Hotels declined marginally on the year (off by $30,000). The reasons are described above in the commentary on revenues and direct expenses.

Expenses**:** *Amortization expense* decreased by 3.1% to $2.29 million (2022 - $2.36 million). The Partnership employes a declining balance approach to amortization in all asset categories and a half year rule for acquisitions so that its amortization expense matches its capital cost allowance claims for tax purposes as closely as possible. As a result, in years where capital spending is at normal levels and there is not a lot of acquisition activity, such as 2023, the amortization expense will decline.

Interest expense decreased by 2.6% to $1.55 million (2022 - $1.51 million). Interest rates increased during the year, which negatively impacted this cost with respect to variable loans and fixed rate loan renewals whose terms matured during the year. This increase in expense was offset by reduction in loan balances caused by the Partnership's election to take advantage of one-time pay down options on two of its BDC loans early in the year, as described in the loan discussion in this analysis, and regular principal repayment. The net result was very little change to this expense on a year over year basis.

Wage expenses include staff not directly working in operational areas of NVD. A wide variety of impacts caused Wages to increase by 66.7% in 2023 to $2.29 million (2022 - $1.37 million). Several senior managers were replaced including both the Chief Financial Officer and the Chief Development Officer. These changes resulted in termination costs (both severance and overlap) incurred in the long-term interest of the Partnership. In 2022 certain management fees earned were applied to reduce wage costs instead of being recognized as revenue. As the Partnership increased its focus on providing management services, these activities were reclassified as revenue in 2023 – leading to an increase of approximately $200,000 in both management fees earned and wage expenses. Management believes the current approach more accurately reflects these activities.

A total of $499,855 in salaries and wages were capitalized in 2023 (2022 - $232,493), an increase of 115% representing not only the increase associated with staff deployed on the Hyatt project, but also the fact that NVD utilized more inhouse staff on regular capital projects as contractor pricing inflated rapidly over the past few years.

Governance expenses increased by 25.6% to $161,735 for the year (2022 - $128,771). In the second quarter of 2023 two board members joined to increase board membership to seven. In addition, some board meetings are now "in person" leading to some additional board costs including a strategic meeting held in the third quarter of 2023.

Office expenses increased by 15.5% to $478,708 (2022 - $414,296). The Calgary office was included for a full year in 2023 but only for a partial year in 2022. Shifting accounting jobs to Whitehorse means management will seek to reduce the size of the Calgary office, possibly resulting in savings in the latter part of 2024. Steps have been taken to reduce IT costs by moving them in house and a full-scale review of software license commitments has resulted in other savings that should be realized in 2024.

Marketing expenses increased by 35.1% to $193,773 (2022 - $143,364). This was directly related to a move to fully funding the annual commitment to Yukon University which resulted in $105,000 in sponsorship costs in 2023 whereas the commitment was $55,000 in 2022.

Professional fees increased by 60.1% to $152,531 (2022 - $95,262). Delays in the audit led to changes including the replacement of the CFO. These delays also led to increased audit costs related to both of the last two years. A new accounting team is in place, and it is anticipated that these costs will decline to historical levels in future.

Travel costs were up 10.1% to $61,901 (2022 - $58,176) which reflects a full return to normal travel patterns for the Partnership post COVID, including travel of the Calgary team members up to Whitehorse on a regular basis and the travel of the CEO and COO to Calgary.

Bad debts had a value of $17,860 in 2023 (2022 – nil). This recognition was an outcome of a comprehensive review of balances in all of NVDs operating and subsidiary entities.

Income from operations decreased by 19.3% to $1.04 million (2022 - $1.28 million) as a result of the impacts discussed above. The results were disappointing given the 11.7% increase in Gross Profit and reflect the need to bring corporate overhead expenses under control. This is a key management goal in 2024.

Interest Income and Other Items

Interest income increased by 104% to $994,659 (2022 - $487,217). High cash balances on hand at the Partnership include both passive (invested in GICs) and more active (invested in the loan portfolio) holdings. Interest rates available on GICs and the availability of higher interest rates on the loan portfolio, led to this strong improvement.

Gains on sale decreased dramatically during the year to $49,541 (2022 - $9.35 million). In 2022 five commercial properties were sold responding to the fact that prices had increased and NVD had fully matured the performance of some of its properties. In 2023 the Partnership did not harvest further gains from property sales and gains were limited to funds received from insurance related to a vehicle write off, and the portion of the remaining funds associated with the development incentive earned from the City of Whitehorse for River’s Reach II associated with sale of condominiums that had been subject to a change of use on completion of the project.

Other investment income. Investment Income decreased by 109.76% due to the current and prior year KBC losses cancelling the income earned by Carmacks Hotel Ltd. After tax income for Carmacks Hotel Ltd. of $369,269 was recorded in 2023 (2022 - $293,387). KBC loss was 397,903 for 2023. The KBC losses are significant due to a major level of depreciation associated with this project. However, these losses will decline as the property moves toward 75% occupancy levels and it is anticipated that the impact of KBC in 2024 will be significantly less negative, and it will likely have a positive impact by 2025. Carmacks contribution is expected to continue to climb, as its 2023 performance was impacted by a theft of cash from the safe, and process controls and other monitoring will ensure this exposure has been closed moving forward.

Adjustment for uncollectible amounts. In 2022 the Partnership commenced a review of all of its balances, including subsidiaries and took a significant write down related to previous years, primarily associated with the amounts claimed for gain on sale of the High Country Inn in 2021. Although the analysis was completed in 2023 additional issues were much less material and were expensed in their respective areas in 2023 when uncovered.

Provision for loss on supplier bankruptcy. As reported elsewhere in this report, the board and management have elected to make a provision for writing down amounts related to the bankruptcy of Nomodic Modular Structures Inc. The company declared bankruptcy while holding funds in Trust for NVD related to the Hyatt Place Project. Based on guidance provided by legal counsel, a provision has been made for a write down of $450,000 related to this incident. The Partnership will be unable to recognize this loss for tax purposes until and if it is eventually realized.

Net Income. Net Income before special items was down 82.0% to $2.0 million (2022 -$11.4 million). The drop was exclusively related to the income related to gains on sales recorded in 2022. After taking the provision for the potential loss related to supplier bankruptcy, Net Income for the year was $1.6 million (2022 - $10.7 million after the write down of previous year's losses in 2022 and the provision for the loss from supplier bankruptcy in 2023).

Liquidity

The Partnership is committed to providing regular liquidity events. After a major liquidity event facilitated the exit of approximately $11 million in units in late 2020, the Partnership did not make liquidity available as part of its Private Placement in 2021. There were several ad hoc transactions during the year that led to First Nations holding more than 50% of the Partnership's outstanding units. NVD recognizes that two years has passed since the last formal liquidity event and will consider another such event, perhaps as soon as late 2024, as performance levels normalize and economic conditions improve. Such a move is dependent on a number of internal and external factors, but management and board continue to be committed to regular liquidity for Unitholders.

While the NVD balance sheet can support the Hyatt Place development project, it will need to seek equity financing to support other projects going forward.

Risks

Due to its focus on real estate, the Partnership is exposed to risk associated with increases in interest rate expense. The Partnership's exposure to this risk is set out earlier in this discussion. The Partnership attempts to mitigate this risk by retaining a fixed rate skew in its mortgage portfolio, particularly at a time of rising rates. During 2023 NVD meaningfully increased the skew of the debt portfolio to fixed rate debt.

The Partnership is exposed to external factors that introduce risk and impact financial performance. Those factors such as pandemics, which have a major impact on tourism and business mobility can have a major impact on the financial results, such as was the case in the 2020 to 2022 period. The Partnership seeks to mitigate these impacts by applying for any subsidies available that governments introduce to deal with such impacts, by reducing its staffing costs, and by making other such moves that are necessary. The challenge faced now, on the heels of this major event, is proper emergence from the Pandemic conditions and a return to normal operating cadence.

The Partnership holds all of its assets in the Yukon which places it at risk particularly when the Yukon economy is performing below national levels. As NVD grows, management and the board are increasingly focused on looking at opportunities outside the Yukon that have similar characteristics to those opportunities that have made the Partnership successful inside the Yukon. In such a way this risk can be mitigated to some extent in the future.

Unitholders

At December 31, 2023, there were 106 Unitholders in the Partnership (December 31, 2022 – 110) represented and controlled by 87 unique individuals or entities (90 unique individuals or entities at December 31, 2022). During the year the number of units increased by 0.5% to 31,862,669 units outstanding (December 31, 2022 - 31,750,499) based on participation in the DRP as described earlier in this report. There are no options or purchase warrants issued. Of the total units, 73.9% are owned by Yukon residents or entities (2022 – 73.1%), and 50.9% are owned by Yukon First Nation entities (2022 – 48.3%). Board and staff members own 4.5% of the outstanding units (2022 - 5.2%). Rich Thompson is the largest board/staff investor, Daryn Leas and Lori Simcox are both closely aligned with many of the larger First Nations that make up the 50.9%-unit interest, and other board members hold meaningful positions in the Partnership. The Unitholder ownership remains highly concentrated, with the top five Unitholders owning 52.6% of the units (2022 – 52.5%) and the top 15 investors holding more than 80% interest (80.4% in 2023) in the Partnership (top 16 holding 81.2% in 2022).

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying financial statements of the Northern Vision Development Limited Partnership and all the information in this annual report are the responsibility of management and have been approved by the Board of Directors.

These financial statements have been prepared by management in accordance with Canadian accounting standards for private enterprises. Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

The Partnership maintains systems of internal accounting and administrative controls of quality that are consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the Partnership's assets are appropriately accounted for and adequately safeguarded.

The Partnership's management is responsible for ensuring that the Partnership fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements.

The Board of Directors reviewed the Partnership's financial statements and recommend their approval. The Board meets periodically with management, as well as with the external accountants, to discuss internal controls over the financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the annual report, the financial statements and the external accountants' report. The Board of Directors takes this information into consideration when approving the financial statements for issuance to the partners. The Board of Directors also considers the engagement of the external accountants.

The financial statements have been audited by Deloitte LLP in accordance with Canadian generally accepted auditing standards on behalf of the partnership. Deloitte LLP has full access to the Board of Directors.

March 18, 2024

On behalf of the Board:

Lori Simcox

Lori Simcox, Chairman of the Audit Committee

Ian McAuley, Chairman of the Hotel Committee and Member of the Audit Committee

Deloitte LLP
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Independent Auditor's Report

To the Partners of Northern Vision Development Limited Partnership

Opinion

We have audited the consolidated financial statements of Northern Vision Development Limited Partnership (the "Partnership"), which comprise the consolidated balance sheet as at December 31, 2023, and the consolidated statements of income, partners' equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Partnership as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for private enterprises ("ASPE").

Basis for Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Deloitte LLP

Chartered Professional Accountants
March 20, 2024
Vancouver, British Columbia

Consolidated Balance Sheet

As at December 31,		**2023**		2022
ASSETS				
Cash *(Note 2)*	**$**	**7,271,312**	$	15,816,367
Accounts receivable *(Note 9)*		**1,255,050**		1,306,650
Inventories		**292,909**		271,096
Loans receivable *(Note 8)*		**10,293,833**		4,616,737
Investments *(Note 15)*		**1,515,020**		1,625,054
Property and equipment *(Note 3)*		**55,418,649**		57,273,461
Properties under development *(Note 4)*		**18,798,048**		9,345,917
Other assets *(Note 5)*		**917,894**		833,980
	$	**95,762,715**	$	91,089,262
LIABILITIES & PARTNERS' EQUITY				
Commitments *(Note 12)*				
Contingencies *(Note 13)*				
Subsequent events *(Note 19)*				
Accounts payable and accrued liabilities *(Note 9)*	**$**	**4,265,616**	$	2,137,675
Deposits		**228,550**		241,860
Long term debt *(Note 6)*		**28,557,264**		26,981,105
		33,051,430		29,360,640
Partners' equity *(Note 11)*		**62,711,285**		61,728,622
	$	**95,762,715**	$	91,089,262

Approved on behalf of the Board,

Lori Simcox, Director, and Audit Committee Chair

Ian McAuley, Director and member of the Audit Committee

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

Consolidated Statement of Income

For the year ended December 31,	**2023**	2022
Revenues		
Hotels	**$ 10,496,996**	$ 10,185,950
Rentals *(Note 9)*	**4,303,753**	4,740,328
Restaurants	**6,580,844**	5,885,302
Management Fee and Other Income *(Note 9)*	**1,010,408**	793,370
	22,392,001	21,604,950
Direct expenses		
Hotels	**6,491,331**	6,149,957
Rentals	**1,000,958**	1,627,831
Restaurants	**6,416,707**	5,738,359
Other	**252,335**	722,530
	14,161,331	14,238,677
Gross profit	**8,230,670**	7,366,273
Expenses		
Amortization	**2,290,957**	2,364,579
Interest *(Note 6)*	**1,546,274**	1,505,857
Wages	**2,291,323**	1,374,784
Office	**478,708**	414,296
Marketing	**193,773**	143,364
Governance *(Note 9)*	**161,735**	128,771
Professional fees	**152,531**	95,262
Travel and other expenses	**61,901**	56,176
Bad debts (*Note 17)*	**17,860**	-
	7,195,062	6,083,090
Income from operations	**1,035,608**	1,283,183
Other income		
Gain on sale of property and equipment *(Note 3)*	**49,541**	9,349,725
Income (loss) from investments *(Note 15)*	**(28,635)**	293,387
Interest income *(Note 8)*	**994,659**	487,217
Net income before the undernoted	**2,051,173**	11,413,513
Provision for supplier bankruptcy *(Note 18)*	**(450,000)**	-
Provision for uncollectible amounts *(Note 17)*	**-**	(762,955)
Net Income	**$ 1,601,173**	$ 10,650,558

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

Consolidated Statement of Partners' Equity

For the year ended December 31,		**2023**		2022
Partners' equity, beginning of year	**$**	**61,728,622**	$	55,888,635
Units issued *(Note 9 and 11)*		**381,490**		3,511,466
Units redeemed *(Note 11)*		-		(338,149)
Other changes in equity		-		(243)
Net income for the year		**1,601,173**		10,650,558
Partners' equity, before distributions		**63,711,285**		69,712,267
Distribution to unitholders		**(1,000,000)**		(7,983,645)
Partners' equity, end of year	**$**	**62,711,285**	$	61,728,622

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

Consolidated Statement of Cash Flows

For the year ended December 31,	**2023**	2022
Cash flows from operating activities		
Net income for the year	**$ 1,601,173**	$ 10,650,558
Non-cash items		
Non-cash items expensed	**262,970**	42,181
Retention Awards expensed	**97,175**	96,721
Reduction in interest in Joint Venture	**(359,689)**	-
Amortization of property and equipment	**2,290,957**	2,364,579
Loss (income) from investments	**28,635**	(293,387)
Provision for supplier bankruptcy loss	**450,000**	-
Gain on sale of property and equipment	**(49,541)**	(9,349,725)
	4,321,680	3,510,957
Changes in non-cash working capital balances		
Accounts payable and accrued labilities	**389,075**	344,616
Accounts receivable	**51,600**	976,111
Other assets	**(83,914)**	99,738
Inventories	**(21,814)**	(7,699)
Deposits	**(13,310)**	(172,809)
	4,643,318	4,750,914
Cash flows from investing activities		
Loans receivable	**(5,677,096)**	(3,088,689)
Proceeds on sale of property and equipment	**53,929**	29,043,890
Redemption of promissory note	**-**	10,160,000
Investments	**81,399**	(1,018,388)
Purchase of property and equipment	**(1,708,939)**	(7,561,757)
Investment in properties under development	**(6,850,823)**	(5,416,118)
	(14,101,531)	22,118,939
Cash flows from financing activities		
Financing fees paid	**(18,950)**	-
Advances of long-term debt	**9,500,000**	-
Units issued	**381,490**	3,511,466
Unit redeemed	**-**	(320,489)
Distribution to unitholders	**(1,000,000)**	(7,983,646)
Repayment of long-term debt	**(7,949,383)**	(12,605,084)
	913,157	(17,397,752)
Net change in cash during year	**(8,545,055)**	9,466,032
Cash, beginning of year	**15,816,367**	6,344,267
Cash, end of year	**$ 7,271,312**	$ 15,816,367
Supplemental disclosure of non-cash transactions		
Redemption of units for property purchase	**$ -**	$ (338,149)
Property and equipment transferred to property under development	**$ (862,440)**	$ -
Expenditure on Property under development not yet paid	**$ 1,738,868**	$ -

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies

Nature of Operations

Northern Vision Development Limited Partnership (the "Partnership") was formed as a limited partnership under the laws of Alberta on January 15, 2004 and was extra-provincially registered under the Partnership and Business Names Act of the Yukon Territory on March 22, 2004. The Partnership's principal business is the acquisition, development and sale of commercial, industrial, retail and residential properties, and the operation of hotels and restaurants located in the Yukon.

The Partnership consists of a general partner (the "General Partner"), and a number of limited partners holding partnership units (collectively the "Partners").

Pursuant to the terms of the Limited Partnership Agreement, the General Partner has unlimited liability for the debts and obligations of the Partnership. The liability of each Limited Partner is limited to the amount of capital contributed or agreed to be contributed, the Limited Partner's assumed share of the mortgage financing, and their share of undistributed income.

Basis of Accounting

These consolidated financial statements reflect only the assets, liabilities, revenues, and expenses of the Partnership and, therefore, do not include any other assets, liabilities, revenues or expenses of the Partners or the liability of the Partners for income taxes on earnings of the Partnership. These financial statements have been prepared in accordance with Canadian accounting standards for private enterprises ("ASPE").

Basis of Consolidation

The consolidated financial statements include the financial statements of the Partnership, its controlled subsidiaries and its proportionate share of the assets, liabilities and operations of its joint venture interests. Control is achieved when the Partnership has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. All intercompany transactions and balances are eliminated on consolidation. The financial statements of the Partnership's subsidiaries are prepared using consistent accounting policies and the same reporting date as the Partnership. These consolidated financial statements include the accounts of the Partnership, 45978 Yukon Inc., NVD Restaurants Ltd. (wholly owned subsidiaries), as well as the Partnerships' interest in its jointly controlled entities as described in Note 14.

Inventories

Inventories consist of hotel supplies, which are valued at the lower of cost and net realizable value. Cost is determined on a first in, first out basis. A provision is raised when it is believed that the costs incurred will not be recovered on the ultimate sale of the inventory.

Property and Equipment

Property and equipment are stated at cost less accumulated amortization. Capitalized costs include all direct costs related to development, construction and upgrades, other than ordinary repairs and maintenance, carrying costs including interest on debt and property taxes during construction, and land acquisition costs. Amortization is provided using the following annual rates:

	Method	Rate
Automotive	Declining balance basis	30%
Buildings	Declining balance basis	4%
Computer equipment	Declining balance basis	30%
Computer software	Declining balance basis	30%
Furniture and fixtures	Declining balance basis	20%
Paving and landscaping	Declining balance basis	8%

Impairment of Long-Lived Assets

Long-lived assets consist of property and equipment and properties under development. Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that an asset's carrying value might be impaired. An impairment loss is recognized when the asset's carrying value exceeds the estimated future undiscounted cash flows from the asset's use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over the fair value. Any impairment is included in income for the year.

1. Summary of Significant Accounting Policies (continued)

Income Taxes

The Partnership is a limited partnership. As a result, the Partnership's earnings or losses for income tax purposes are included in the tax returns of the Partners. Accordingly, no recognition has been given to current or future income taxes in the accompanying consolidated financial statements of the Partnership. Net earnings for financial statement purposes may differ significantly from taxable income reportable to the Partners as a result of differences between the tax basis and financial reporting basis of assets and liabilities and the taxable income allocation requirements under the Partnership agreement.

Revenue Recognition

Properties are rented to tenants pursuant to rental agreements, which provide for various rental terms with non-refundable rental payments. Revenue from rental agreements is recognized over the rental term as amounts become due and when collection is reasonably assured.

Revenue from the sale of properties under development and property and equipment is recognized when persuasive evidence of an arrangement exists, amounts are fixed and determinable, all material conditions of the sale have been fulfilled, collection is reasonably assured and title to the property has transferred.

Hotel and restaurant revenue is recognized as services are provided and when collection is reasonably assured, and refundable tenant security deposits are recorded as a liability until repaid to the tenant.

Use of Estimates

The preparation of consolidated financial statements in accordance with ASPE requires management to make estimates and assumptions that 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. Areas requiring significant management estimates relate to the determination of the recoverability of accounts and loans receivable, the fair market value and any potential impairments of property and equipment and property under development and held for sale, and the useful lives of property and equipment. Actual results could differ from those estimates and may have an impact on future periods.

Properties Held for Sale

The Partnership classifies properties as held for sale when management approves and commits to a formal plan of sale and it does not believe it can utilize the lands for active development. Properties held for sale are carried at the lower of cost and net realizable value, with net realizable value being determined as the estimated selling price less estimated costs to sell.

Properties under Development

The Partnership classifies properties under development as those that are or will be actively developed for the purposes of generating rental income or subsequent revenue from sales for the Partnership.

Non-Monetary Transactions

All non-monetary transactions are measured at fair value unless:

- the transaction lacks commercial substance;
- the transaction is an exchange of a product or property held for sale in the ordinary course of business for a product or property to be sold in the same line of business to facilitate sales to customers other than the parties to the exchange;
- neither the fair value of the assets received, nor the fair value of the assets given up is reliably measurable; *or*
- the transaction is a non-monetary, non-reciprocal transfer to owners that represents a spin-off or other form of restructuring or liquidation.

A non-monetary transaction has commercial substance when the Partnership’s future cash flows are expected to change significantly as a result of the transaction.

Jointly Controlled Assets

Jointly controlled assets are investments which the Partnership has joint control with one or more unaffiliated entities. Jointly controlled assets are accounted for using the proportionate consolidation method as follows:

- the consolidated balance sheet includes the Partnership’s proportionate share of assets and liabilities of the jointly controlled assets;
- the consolidated statement of operations includes the Partnership's proportionate share of the income and expenses of the jointly controlled asset; and
- gains on transactions between the Partnership and its jointly controlled assets are eliminated to the extent of the Partnership's interest in the jointly controlled assets and losses are eliminated unless the transaction provides evidence of an impairment of the asset.

1. Summary of Significant Accounting Policies (continued)

Jointly Controlled Enterprises

The Partnership has elected to perform an analysis of its interest in each jointly controlled enterprise to determine whether it represents a right to the net assets or rights to the individual assets and obligations for the individual liabilities of the jointly controlled enterprise.

Financial Instruments

Cash, accounts receivable, loans receivable, accounts payable, deposits and long term debt are initially recorded at fair value and are subsequently measured at amortized cost. Financing and transaction costs associated with long term debt are netted against the carrying value of the long-term debt and are amortized over the term of the financing using the straight-line method. Financial assets are recognized on the date the Partnership commits to purchase or sell the asset and derecognized when the Partnership no longer controls the contractual rights that comprise the financial instrument, which is normally the case when the instrument is sold, or all the risks and rewards of ownership have transferred to an independent third party.

2. Cash

	2023	2022
Restricted	**$ 1,303,729**	$ 759,286
Unrestricted	**5,967,583**	15,057,099
	$ 7,271,312	$ 15,816,367

Restricted cash includes $109,286 in funds on deposit with BDC for required Capital expenditures (2022 - $389,061) as part of a loan commitment, $130,624 in customer deposits held in trust (2022 - $135,624), $699,825 in funds temporarily held for KBC (2022 - $nil) and $363,994 in restricted GICs (2022 - $208,218).

3. Property and Equipment

	2023			2022		
	Cost	**Amortization**	**Net Book Value**	Cost	Amortization	Net Book Value
Automotive	**$ 363,792**	**$ 268,950**	**$ 94,842**	$ 365,800	$ 261,271	$ 104,529
Buildings	**59,496,247**	**15,190,494**	**44,305,753**	59,433,693	13,384,536	46,049,157
Computers and software	**1,055,093**	**868,623**	**186,470**	1,012,521	819,980	192,541
Furniture and fixtures	**5,405,911**	**3,617,548**	**1,788,363**	4,790,482	3,209,186	1,581,296
Land and improvements	**8,765,185**	**-**	**8,765,185**	9,039,149	-	9,039,149
Paving and landscaping	**861,117**	**583,081**	**278,036**	883,242	576,454	306,788
	$ 75,947,345	**$ 20,528,696**	**$ 55,418,649**	$ 75,524,888	$ 18,251,427	$ 57,273,461

During the year, the Partnership recorded a gain of $49,541 (2022 - $9,349,725) from the sale of property and equipment. A total of $241,412 of salaries was capitalized (2022 - $487,359).

4. Properties under Development

	2023	2022
Land and improvements	**$ 5,157,577**	$ 4,322,955
Building and construction	**13,640,471**	5,022,962
	$ 18,798,048	$ 9,345,917

Properties under development consist of assets under active development or lands identified for development by the Partnership for sale to third parties. During the year, construction, and other direct costs of $7,306,910 (2022 - $5,311,839), interest and property taxes of $50,266 (2022 - $28,197) and salaries of $258,433 (2022 - $68,138) were capitalized. During the year, $3,219 in Buildings was transferred to Properties and Equipment (2022 - $280,000 in land and $684,260 in buildings). During the year, $862,440 in Land Assets were transferred from Properties and Equipment to Property Under Development. During the year, the Partnership expensed $24,599 in development costs for discontinued projects that had previously been capitalized.

5. Other Assets

	2023		2022
Prepaid expenses and deposits	710,447	$	524,708
Other assets	207,447		309,272
	917,894	$	833,980

6. Long Term Debt

As at December 31, 2023 there was $187,048 (2022 - $202,143) in deferred financing fees netted against long term debt.

During the year, amortization of deferred financing fees amounted to $25,541 (2022 - $42,181) and $18,950 in fees were incurred (2022 - $nil). A further $8,600 in financing fees were expensed directly to the Hyatt Place project (2022- $ Nil). No fees were expensed associated with the payout of mortgages on sale of property in 2023 (2022 - $28,233).

	2023	2022
Loan payable to First Nations Bank - interest at 6.45%, due December 15, 2025, payable in installments of principal and interest of $70,578, secured by a first mortgage and assignment of rents on the Partnership's interest in the land and building at 4201 4th Avenue, Whitehorse, YT.	$ 9,450,969	$ 5,305,380
Loan payable to BDC - with fixed monthly repayments of $73,875 principal plus additional interest at 4.35% per annum, due January 23, 2031 secured by a first mortgage over two Whitehorse hotel properties.	6,194,390	7,019,748
Loan payable to BDC - with fixed monthly repayments of $33,330 principal plus additional interest at BDC’s floating base rate less 1.00% due September 30, 2037 secured by a second mortgage over two Whitehorse hotel properties.	4,508,045	5,825,382
Loan payable to RBC - interest at 5.26%, due September 2, 2024, payable in installments of $22,082 principal and interest, secured by a first mortgage over properties at 2237 2nd Avenue, Whitehorse, YT..	1,947,774	2,096,229
Loan payable to Scotiabank - interest at 2.94%, with fixed monthly repayments of $11,302 of principal and interest, due June 28, 2024 secured by a first mortgage and assignment of rents over three commercial units at 2237 2nd Avenue, Whitehorse YT.	1,801,320	1,876,534
Loan payable to RBC – interest at 2.65% due September 1, 2024, with fixed blended payments of principal and interest of $6,058 per month, secured by a first mortgage on 5025 5th Avenue, along with rents and leases from the property.	1,242,003	1,279,792
Loan payable to RBC – interest at 3.3%, due December 1, 2024, with blended payments of principal and interest of $7,422 per month, secured by a first mortgage on the property of 9016 Quartz Road, Whitehorse, YT.	1,075,221	1,129,706
Loan payable to RBC – interest at 5.05%, due April 7, 2024, with blended payments of principal and interest of $6,481 per month, secured by first assignment of rents from units at 2237 Second Avenue, Whitehorse, YT.	1,047,053	1,066,213
Loan payable to BMO – interest at 2.55%, due August 31, 2024, with monthly blended payments of principal and interest of $3,047 per month, secured by the following: a first mortgage on Lot 147 Whitehorse Industrial, and a joint and several guarantee from NVDLP and Ketza Construction Corp valued at $1,350,000.	628,583	647,125
Balance carried forward	$ 27,895,358	$ 26,246,109

6. Long Term Debt (continued)

		2023		2022
Balance brought forward	$	**27,895,358**	$	26,246,109
Loan payable to Tr'ondëk Hwëch'in Trust - interest at 6.00%, due May 31, 2034, with monthly blended payments of $6,751. Secured by a mortgage over several properties in Dawson City, YT.		**408,352**		433,659
Loan payable to BDC - interest at 4.95%, due February 23, 2032, with monthly principal repayments of $2,756 plus interest, secured by the following: first mortgage and assignment of rents on the Partnership's interest in the land and building at 166 Titanium Way, Whitehorse YT.		**253,554**		301,338
Total	$	**28,557,264**	$	26,981,105

The BDC floating base rate at December 31, 2023 was 9.30% (2022 – 8.55%). Scotiabank's prime rate at December 31, 2023 was 7.20% (2022 - 6.45%). RBC and First Nations bank prime rate at December 31, 2023 was 7.20% (2022 - 6.45%).

Several loans are scheduled to mature in the next fiscal year, and the Partnership anticipates that it will renew these loans under similar terms and conditions. Principal repayments on long term debt, excluding loan maturities, which are due over the next five years and thereafter are as follows:

2024	$ 2,035,404
2025	2,074,768
2026	2,244,171
2027	2,163,272
2028	2,212,932
Thereafter	17,826,747
	$ 28,557,264

The Partnership's debt agreements contain financial covenants which require minimum levels of tangible equity, debt service coverage, limitations on borrowings, and limitations on the use of proceeds of asset sales. The Partnership was in compliance with all its financial covenants as at December 31, 2023.

7. Financial Risk Management

Credit Risk

The Partnership is exposed to credit risk resulting from the possibility that a customer, tenant or counterparty to a financial instrument defaults on their financial obligations; if there is a concentration of transactions carried out with the same counterparty; or if financial obligations which have similar economic characteristics such that they could be similarly affected by changes in economic conditions. The Partnership's financial instruments that are exposed to concentrations of credit risk relate primarily to accounts and loans receivable. To mitigate the credit risk, the Partnership has accounts receivable widely distributed among its customer base, performs regular credit assessments of its customers, obtains advance deposits or with respect to loans receivable, and takes a security interest in the property and/or the tenant's personal guarantees. The Partnership therefore believes that there is acceptable credit risk associated with the collection of its accounts or loans receivable. The Partnership has recorded an allowance of $17,860 (2022 - $nil) in respect of accounts receivable where collection is doubtful. Cash is on deposit with Canadian chartered banks and as a result management feels that credit risk associated with this balance is not significant

Interest Rate Risk

Interest rate risk is the risk that future cash flows associated with a financial instrument will fluctuate because of changes in market interest rates. Changes in market interest rates may influence the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. As described in Note 6, a portion of the Partnership's long-term debt bears interest at floating rates. Fluctuations in these rates will impact the cost of financing incurred and future cash flows available.

Liquidity Risk

Liquidity risk is the risk that the Partnership will not be able to meet its obligations as they fall due. The Partnership monitors its liquidity on a regular basis and may draw on existing credit facilities or obtain new financing as necessary to fund shortfalls. The significant financial liabilities of the Partnership are accounts payable and long-term debt.

8. Loans Receivable

	2023	2022
Mortgages receivable	**$ 4,278,650**	$ 1,830,706
Loans receivable *(Note 9)*	**2,823,605**	229,489
Advances to joint ventures *(Note 9)*	**3,191,578**	2,556,542
	$ 10,293,833	$ 4,616,737

(i) Mortgages Receivable

Mortgages receivable represent loans secured by real property assets. Interest is charged at rates ranging between 5.00% and 12.00% per annum. The total interest earned on these loans in 2023 was $240,683 (2022 - $89,880). The exposure to the credit risk associated with the mortgage's receivable occurs if the borrower defaults on repayment of the mortgage. Therefore, the carrying value of the mortgage receivable balance represents the Partnership's maximum exposure to the related credit risk without taking into account any collateral or any other credit enhancements. During the year two Mortgages were added with five outstanding at December 31, 2023. There were no impairment provisions recorded on the mortgages receivable as at December 31, 2023.

(ii) Loans Receivable

Loans receivable represent non-interest-bearing loans to employees of the Partnership and other investors who invested in the timed purchase opportunity as part of the December 2020 Private Placement financing, as well as short term loans provided to subsidiaries or business partners of the corporation. At December 31, 2023 three interest bearing loans were outstanding, two to subsidiaries and one to a supplier of the Partnership. In addition timed unit purchase loans were outstanding which do not earn Interest and mature on February 20, 2025. These loans advanced to employees related to the timed unit purchase plan are repaid via payroll deduction, while former employees who have opted to remain in the plan pay an annual lump sum in February of each year. There were no impairment provisions recorded on the loans receivable as at December 31, 2023. During the year interest of $190,960 was earned (2022 - $7,359).

(iii) Advances to Joint Ventures

Advances to Joint Ventures are made to assist with working capital requirements and represent advances made in excess of the Partnership's proportionate share in the jointly controlled assets. Interest is charged at between 5.00% and 7.70% per annum when the other joint venturer does not contribute their proportionate share. The total interest earned in the year was $34,956 (2022 - $99,018). One Advance was fully repaid during the year and one was repaid and then readvanced. At the end of the year an advance was made to assist in an acquisition as described in Note 19, but that loan did not attract any interest in 2023.

(iv) Passive Interest Earned

In addition, the Partnership places excess funds in GICs at rates and terms available from time to time. In 2023 income from this source amounted to $528,060 (2022 - $249,099).

9. Related Party Transactions and Balances

Certain accounts on the balance sheet and income statement include balances and transactions with related parties, which are described below. The Partnership's related parties include partners, employees, board members or companies controlled by partners, employees or board members of the Partnership. During the year, the following transactions took place:

- $381,490 of LP units (2022 - $3,511,466) were purchased by existing unitholders of the Partnership
- Of the above, $5,044 of units (2022 - $186,667) were purchased by employees or Directors of the Partnership
- $ nil of properties (2022 - $1,200,000) were sold to a company controlled by a unitholder of the Partnership
- $440,843 (2022 -$200,285) of management fees were charged to Joint Ventures
- $105,908 of fees (2022 - $125,805) were paid to Directors of the Partnership
- $345,382 of interest (2022 - $158,739) was received from unitholders or joint ventures in which the Partnership has a proportionate interest
- $56,740 of rent (2022 - $24,000) was received from an employee or a company controlled by an employee
- $67,575 of rent (2022 - $32,675) was paid to a company controlled by a unitholder of the Partnership
- $45,257 of rent (2022 - $21,779) was paid to companies controlled by a Director of the Partnership

The related party transactions occurred in the normal course of operations and are measured at the exchange value, which is the amount of consideration established and agreed to by the related parties.

9. Related Party Transactions and Balances (continued)

As at December 31, 2023, the Partnership had the following balances with related parties:

- Accounts receivable from related parties of $82,253 (2022 - $46,700).
- Amounts due from its joint venture partners of $111,618 (2022 - $64,015), which are recorded in accounts receivable.
- Accounts payable and accrued liabilities owing to related parties of $244,964 (2022 - $9,454).
- Amounts due to its joint venture partners of $185,694 (2022 - $152,668) which are recorded in accounts payable.

10. Segments

As at December 31, 2023, the Partnership had five reportable segments: hotels, rentals, restaurants, property under development and other. Hotel operations consist mainly of room rentals. Restaurant operations consist of food and beverage services. Rental properties consist of commercial and residential properties held under long term lease. Property under development consists of lands and buildings under construction or held for future development.

2023	**Hotels**	**Rentals**	**Restaurants**	**Property Under Development**	**Other**	**Total**
Revenue	**$ 10,496,996**	**$ 4,303,753**	**$ 6,580,844**	$ -	**$ 1,010,408**	**$ 22,392,001**
Amortization	**694,412**	**1,310,921**	**200,299**	-	**85,325**	**2,290,957**
Interest income	-	-	-	-	**994,659**	**994,659**
Interest expense	**757,349**	**788,933**	**-**	-	**-**	**1,546,282**
Net income (loss)	**2,553,904**	**1,202,940**	**(36,162)**	-	**(2,119,509)**	**1,601,173**
Properties and equipment	**14,757,350**	**37,900,155**	**2,449,764**	**18,798,048**	**311,640**	**74,216,997**
2022						
Revenue	$ 10,185,950	$ 4,740,328	$ 5,885,302	$ -	$ 793,370	$ 21,604,950
Amortization	637,233	1,435,407	203,677	-	88,263	2,364,579
Interest income	-	-	-	-	487,217	487,217
Interest expense	701,437	804,419	-	-	-	1,505,857
Net income (loss)	2,697,323	10,222,396	(56,734)	-	(2,212,426)	10,650,558
Properties and equipment	15,664,907	38,768,672	2,516,536	9,345,917	323,345	66,619,378

11. Partners' Equity

At December 31, 2023 there were 31,862,669 partnership units outstanding (2022 – 31,750,499). During the year, an aggregate of 112,170 units were issued through the Distribution Reinvestment program for proceeds of $381,490, (2022 - 1,007,561 units; $3,511,456) and no units were redeemed for $nil (2022 - 104,690 units for $338,149).

12. Commitments

The Partnership has entered into a commitment to make sponsorship contributions to Yukon University over a ten-year period that commenced in 2022. The remaining commitments total $840,000 (2022 - $945,000)

13. Contingencies

As at December 31, 2023, there are no material pending claims by or against the Partnership (No pending claims against the Partnership in 2022).

14. Jointly Controlled Assets ("JCA") and Jointly Controlled Enterprises ("JCE")

Name	Interest	Activity	Inception	Classification
TW Selkirk Joint Venture	49%	Lease of commercial properties	2011	JCA
Northern Carcross Joint Venture	50%	Lease of commercial property	2013	JCA
Dawson Downtown Hotel Limited Partnership	50%	Hotel Operations	2013	JCE
Bedrock Motel Limited Partnership	49%	Hotel Operations	2019	JCE
44588 Yukon Inc	50%	Lease of commercial property	2021	JCE
Hobah Apartments JV	91.9%	Residential apartments	2022	JCE

The Partnership's proportionate share of the assets and liabilities, revenues and expenses of its jointly controlled assets and its jointly controlled enterprises for those entities where it has a right to the individual assets and obligations for the individual liabilities are included in these consolidated financial statements as follows. The Partnership is liable for the liabilities of these joint arrangements to the extent of its proportionate share in each entity.

Assets		**2023**		2022
Cash	$	290,549	$	374,623
Accounts receivable		204,845		54,406
Prepaid expenses		197,436		68,669
Inventory		53,650		53,742
Property and equipment		9,267,988		9,514,001
Organization costs		2,137		1,102
	$	**10,016,605**	$	10,066,543
Liabilities and Equity				
Accounts payable and accrued liabilities	$	288,838	$	150,217
Government remittances		-		45,667
Long term debt		1,882,635		2,047,680
		2,171,473		2,243,564
Equity		7,845,132		7,822,980
		10,016,605	$	10,066,543

Income Statement		**2023**		2022
Revenues				
Hotels	$	1,653,368	$	1,785,164
Rental and Other		1,396,574		522,676
		3,049,942	$	2,307,840
Expenses				
Hotels		1,333,416		1,441,587
Amortization		382,443		279,734
Rental and Other		682,457		104,499
Interest		38,009		162,771
Expenses		2,436,325		1,988,591
Net income	**$**	**613,617**	$	319,249

Cash flows from operating activities	**$**	**303,961**	$	617,843
Cash flows from investing activities	**$**	**(207,592)**	$	(5,598,833)
Cash flows from financing activities	**$**	**(180,442)**	$	496,891

15. Investments

The Partnership accounts for two of its investments using the equity method, as it has assessed that it has significant influence, but not control, over these entities: KBC Developments Ltd.("KBC") in which it owns a one third interest, and Carmacks Hotels Limited ("Carmacks") in which it holds a fifty percent interest. The Partnership acts as managing partner for both entities and reports to a board of directors who represent the ownership interests.

	2023	2022
Carmacks Hotels Ltd.		
Shareholder loan	**$ 725,000**	$ 1,000,000
Loan repayment	**(185,000)**	(275,000)
Retained earnings	**293,387**	-
Income	**369,269**	293,387
KBC Developments Ltd.		
Investment	**706,667**	606,667
Net Loss	**(397,904)**	-
Total equity investments	**1,511,419**	1,625,054
Other Investments	**3,601**	-
	1,515,020	**1,625,054**

The Partnership jointly and severally guarantees a CMHC loan for $34,500,000 held by KBC. The loan is interest only until stabilization is reached at Normandy Manor Independent Living, an 84-unit assisted living complex that KBC owns, located in Whitehorse. Stabilization is defined by a certain revenue level on an annual trailing basis, which, based on current sales trends, the Partnership expects to be achieved toward the end of 2025. Once stabilization is achieved the guarantees are extinguished. Thereafter the loan is fixed at 1.95% with an amortization period of 50 years. Financing for the entities, beyond shareholder loans for Carmacks, is provided by the Partnership. Included in the disclosure in Note 8 is a loan to Carmacks for $1,678,077 carrying an interest rate of 7.7%. It is expected that this loan will be replaced with commercial financing during 2024.

16. Government Assistance Received During the Year

During the year, the Partnership received government assistance for sick leave rebates, renovation programs and development assistance programs.

The assistance consisted of:

1. $37,880 received and recognized as a reduction of expenses (2022 - $30,493)
2. $113,921 received and recognized as revenues (2022 - $226,000)
3. $105,212 received and recognized as a reduction of capital expenditures (2022 - $806,952)

17. Provision for uncollectible amounts

During the year management conducted a comprehensive review of amounts receivable, intercompany advances and the carrying value of the Partnership's properties, similar to the prior year. As a result of this review an aggregate balance of $17,860 (2022 - $762,955) was identified as not being collectible or otherwise recoverable and accordingly a provision was recorded to reduce the carrying value of these assets to $nil.

18. Provision for loss related to supplier bankruptcy

Nomodic Modular Structures Inc. ("Nomodic"), a modular construction firm based in Alberta, filed for bankruptcy in September 2023. At the time of the filing, Nomodic was holding $2,405,491 in trust on behalf of the Partnership. The funds held in trust were a pre-payment to fund modular construction costs for the Hyatt Place Whitehorse project. As a result of the bankruptcy there is doubt regarding the Partnership's ability to recover this amount in full, and as a result the Partnership, drawing on advice from legal counsel, has recorded a provision of $450,000 which reflects management's best estimate of the outcome of this matter.

19. Subsequent events

On January 2, 2024, the Dawson Downtown Limited Partnership ("DDLP"), which is 50% owned by the Partnership, acquired the assets owned by Dawson City Hotels Ltd (an unrelated entity), which included the 40-room Eldorado Hotel, the 6-room Yukon Hotel, associated food and beverage services, maintenance facilities and staff accommodations all located in Dawson City, Yukon. As part of the transaction NVD provided DDLP with a loan of up to $2,700,000 to cover the full cost of the purchase of the assets and carrying an interest rate of 7.7%. A total of $2,599,440 of these funds had been advanced prior to year end and are included in the "Advances to Joint Ventures" in Note 8. However, as the acquisition did not close until January 2, 2024, these funds (and the related liability) are not included in the proportionate consolidation of DDLP as reported in Note 14.

In the first quarter of 2024 the Partnership, together with Da Daghay Development Corporation, Ketza Construction and Kobayashi Zedda Architects, entered into an agreement with the Yukon Territorial Government to purchase a 2.12 hectare parcel of land in downtown Whitehorse know as "Fifth and Rogers". Subsequent to year end the four partners incorporated West End Developments which has committed to servicing the land, protecting it with a berm running along the bottom of the clay cliffs in Whitehorse, and to meet certain development timelines involving development of housing. To date the Partnership has not taken on any external financing in connection with this transaction.

CORPORATE INFORMATION

General Partner Northern Vision Development Corporation

Board of Directors

Jennifer Byram[2]
Hannes Kovac[2]
Daryn Leas[4]
Ian McAuley[3]
John McConnell[4]
Lori Simcox[1]
Rich Thompson[1,4]

1 Denotes member of the Audit Committee
2 Denotes member of the Development Committee
3 Denotes member of the Hotel Committee
4 Denotes member of the Governance and Compensation Committee

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Katja Schmidt, COO
Matt Hall, Controller
Natal Samuelson, Executive Director, Normandy Living
Eduardo Castaneda, Director Maintenance
Naincy Saini, Director Real Estate
Wray Morrell, Director Hotels
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