



# 2024 Annual Report

CITY OF  
**Langford**



The background of the entire page is a photograph of a dense, moss-covered forest. In the foreground, a large tree trunk is covered in thick green moss. A person wearing a blue jacket and tan pants stands on a path, looking up at the trees. The forest floor is covered in fallen logs and ferns, all heavily mossed.

## Land Acknowledgment

The City of Langford acknowledges and honours the traditional territories of the Coast Salish, specifically Xwsepsum (Esquimalt), Lekwungen (Songhees), Sc'ianew (Beecher Bay), and the W̱SÁNEĆ Peoples represented by the Tsartlip, Pauquachin, Tsawout, Tseycum, and Malahat Nations.



# Table of Contents

Land Acknowledgment	02	Finance	32
Message from the Mayor	04	Information Technology and Geographic Information Systems	34
City of Langford Mayor and Council	05	Langford Fire Rescue and Emergency Program	36
Message from the Chief Administrative Officer	06	Parks, Recreation, and Facilities	39
Administration	07	Development Services, Community Planning and Climate Change	43
Bylaw Enforcement	16	2024 Consolidated Financial Statements	53
Building Services	19	2024 Permissive Tax Exemptions	80
Communications and Economic Development	21	Development Cost Charges	84
Engineering and Public Works	28		



# Message from the Mayor



As we reflect on the past year, and look forward to everything planned for 2025, I am optimistic for our growing and vibrant community. While 2023 was a year focused on managing change and planning, 2024

was about putting Council's Strategic Plan for the community into action.

This past year marked the City's second busiest year for development, with almost \$600 million in construction costs, with 620 permits issued. The City witnessed an increase in multi-family projects, including rentals and condominiums.

Last year, the City initiated a comprehensive review of the Official Community Plan, last updated 16-years ago. This update is designed to support a growing population and create a sustainable community where everyone can thrive. In addition to this work, the City has committed to long-term planning, essential for a city of Langford's size, and vital in receiving grant funding from higher levels of government. Each plan will address specific community needs, ensuring we meet the demands of a growing population.

The City has progressed significantly on a joint RCMP detachment expansion project with Colwood and View Royal to ensure the police force can continue to support the communities they serve, which also includes Metchosin, Highlands, Songhees First Nation, and Esquimalt First Nation. For details I encourage you to visit **[Langford.ca/RCMP](https://langford.ca/RCMP)**.

In 2024, Langford also took a major step forward in regional collaboration by playing a key role in establishing a CRD-wide transportation authority. This means residents can expect more coordinated transit planning across the region, making it easier to move between municipalities and improving

public transportation options. Such partnerships are crucial as Langford represents a quarter of the region's population.

Last year, the City made the critical decision to acquire the Westhills YMCA/YWCA Aquatic Centre building and associated parking. This acquisition was necessary to prevent the risk of its closure when the 25-year lease, signed in 2013, expires. By taking ownership, the City anticipates saving \$10.2 million over 17 years and \$121 million over 42 years.

Another important milestone from last year was the decision to acquire 6.6 acres of green space for Langford's downtown by purchasing Woodlands Park, located at 848 Hockley Avenue, for \$9.8 million. The previous owners, Ralph Stoerzer and Laura Kiehl, generously sold their property at approximately half of its appraised value of \$18.125 million, thereby establishing an enduring legacy project for the community's benefit.

This year, our focus will be continued on fulfilling the objectives outlined in Council's Strategic Plan to manage growth while enhancing livability and sustainability, creating a vibrant and thriving community for all. Together, we will continue to build a vibrant and resilient community.

A handwritten signature in dark ink that reads "S Goodmanson".

**Mayor Scott Goodmanson**



(left to right) Mary Wagner, Colby Harder, Mark Morley, Scott Goodmanson, Keith Yacucha, Kimberley Guiry and Lillian Szpak.

# City of Langford Mayor & Council

2022 - 2026 TERM



**Scott Goodmanson**  
MAYOR



**Kimberley Guiry**  
COUNCIL MEMBER



**Colby Harder**  
COUNCIL MEMBER



**Mark Morley**  
COUNCIL MEMBER



**Lillian Szpak**  
COUNCIL MEMBER



**Mary Wagner**  
COUNCIL MEMBER



**Keith Yacucha**  
COUNCIL MEMBER

Learn More About Langford Council:  
[Langford.ca/Council](https://langford.ca/Council)



# Message from the Chief Administrative Officer

The City of Langford's 2024 Annual Report is a recap of the City's achievements over the past year. It showcases both the successes and challenges that have shaped Langford as a community during this time. This report adheres to the Community Charter and includes key elements such as permissive tax exemptions, audited financial statements, and key accomplishments of the past year.

The Annual Report highlights the commitment of Council, municipal staff, and key community partners in advancing Langford's vision of a thriving and inclusive city. Guided by Council's Strategic Plan, the report outlines targeted initiatives designed to meet current challenges and opportunities to build a vibrant, equitable, and sustainable community for all residents.

In 2024, the City embarked on the development of several master plans, grounded in meaningful public engagement to best meet the needs of a rapidly growing community. The Official Community Plan is in the final stages of review for the first time since 2008 to support a projected population of 100,000 residents. Other planning efforts include a Transportation and Active Transportation Master Plan, Parks and Trails Master Plan, Economic Development Strategy, Arts and Culture Strategy, Construction Impact Management Strategy, and a 'Good Neighbour' Policy.

Highlights from the past year include the grand opening of the Jordie Lunn Bike Park Clubhouse, the purchase of the Westhills Langford Aquatic

Centre building and associated parking, the acquisition of Woodlands Park, which will feature over six acres of open greenspace in downtown Langford.

Last summer, the City secured significant funding to expand childcare in Langford, including a \$6.2 million grant from the ChildCareBC New Spaces Fund for 49 new childcare spaces. These spaces will be located in a new development on Glen Lake Road, in conjunction with a new arts centre, replacing the Centennial Arts Centre on Carlow Road. A further \$7.1 million grant received this year will create 73 childcare spaces in a new development on the existing arts centre site, which will include 40 units of culturally appropriate housing for Indigenous peoples. This project is in partnership with M'akola Housing, the largest provider of Indigenous housing in British Columbia.

Last summer, City Hall faced a flooding event that affected a significant portion of the building. Despite the challenges, City staff showed remarkable resilience by maintaining services throughout the incident.

In conclusion, 2025 promises to be another strong year for Langford. On behalf of all staff, I look forward to working with Council and our community partners to build a thriving, inclusive, welcoming community.



**Darren Kiedyk, Chief  
Administrative Officer**





# Administration

The Administration Department includes the office of the CAO and Deputy CAO, and oversees the following functions: community safety and municipal enforcement, human resources, legislative services, contracts and agreements, police services, land acquisitions and dispositions, oversight of significant City initiatives, and other administrative functions.

## ADMINISTRATION DEPARTMENT Overview

The Administration Department provides a range of services that requires innovative partnerships, and collaboration with key partners to support City initiatives and provide accessible and transparent services to the community. The department is responsible for strategic land acquisitions, contract negotiations, and internal functions such as human resources, legislative and protective services as well as RCMP support services.

### Highlights of 2024

#### ✓ **Implementation of Council's Strategic Plan (ongoing)**

The Corporate Services Department supported Council in the creation of the City's first Strategic Plan, which Council approved on November 20, 2023.



#### **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

5g: Maintain the City's Long-standing Corporate Efficiencies

#### ✓ **Maintain the City's Long-standing Corporate Efficiencies (ongoing)**

The City has a reputation for operating lean with respect to staff resources, making timely decisions, and minimizing bureaucracy. This approach streamlines approvals, empowers staff, and keeps costs down. While many elements of the City's first Strategic Plan may require additional processes for successful implementation, the City will work only to add these processes when appropriate.



#### **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

5g: Maintain the City's Long-standing Corporate Efficiencies



## ✓ Strategic Land Acquisitions

In 2024, the City negotiated two significant land acquisitions for the community. The first was purchasing the Westhills Aquatic Centre building and associated parking spaces. The second was working with local residents Ralph Stoerzer and Laura Kiehl to secure six acres of land (Woodlands Park) in the downtown core which will be restored to open green space and protected for residents in perpetuity.

### 🏠 STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1I: Continue to Make Strategic Land and Facility Acquisitions

### 🌱 STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

## Creation of 49 Childcare Spaces & Development of New Arts Centre

The City secured just over \$6 million in funding for 49 new childcare spaces from the ChildCareBC New Spaces Fund. The new two-storey building will feature a licensed child care centre on the ground floor, and a new arts centre on the second floor (including a pottery studio) which will replace the existing Arts Centre at 2805 Carlow Road. During this relocation, the Centre will close for less than six months, and is expected to reopen at its new location by Spring 2027. Construction is expected to begin in October 2025.

### 🌱 STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

### 🏠 STRATEGIC PLAN ALIGNMENT COLLABORATIVE ADVOCACY: Childcare Spaces



## ✓ Creation of Affordable Housing

A new six-storey mixed-use building at 2805 Carlow Road was approved in 2024 that will provide 40 units of affordable rental housing in partnership with M'akola Housing Society (MHS), funded by BC Housing's Building BC Indigenous Housing Fund.

### 🌱 STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE 6c: Continue to Take Action Towards Reconciliation

### 🏠 STRATEGIC PLAN ALIGNMENT COLLABORATIVE ADVOCACY: Social and Non-Market Housing

## 🚲 LOOKING FORWARD 2025 Objectives and Measures

### Continue to Take Action Towards Reconciliation (ongoing)

The City is actively implementing Indigenous cultural awareness training for Council members and staff. Collaboration with Indigenous partners continues, and efforts to celebrate and promote Indigenous culture are ongoing through events such as the Change Makers Gathering Festival and the support of Indigenous artists via the City's street banner program. Council and staff are working with the Indigenous Perspectives Society to develop a reconciliation action plan for the City. This plan includes deliberate and meaningful actions based on truth and reconciliation, aimed at fostering relationships, enacting systemic changes, and promoting equity for local First Nations and Urban Indigenous community members. These initiatives will commence in 2025 and will continue indefinitely.

### 🌱 STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE 6c: Continue to Take Action Towards Reconciliation



### Exploring Strategic Partnerships to Attract Doctors

The City has been working closely with the South Island Primary Care Society to recruit doctors to Langford. Staff have found a suitable commercial location for a new clinic, and is advocating to the Province for funding to cover the tenant improvement costs. A formal request for funding has been sent to the Province. The Society has 10 doctors ready to practice in Langford, with a location ready to operate from.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE



**STRATEGIC PLAN ALIGNMENT COLLABORATIVE ADVOCACY:** Access to Health Care Facilities and Social Services



### Support the Expansion of the RCMP Facility (ongoing)

The West Shore RCMP serves the rapidly growing communities of Langford, Colwood, View Royal, Metchosin, Highlands, Songhees First Nation, and Esquimalt First Nation. To ensure the police force can continue to serve this growing population, the municipalities are exploring options to expand the West Shore RCMP detachment. The project is using an Integrated Project Delivery (IPD) model. This approach brings together architects, builders, engineers, the RCMP and municipal representatives in a collaborative process to ensure the best outcomes. The focus is on shared goals, transparent decision-making, and efficient use of funds. For more information visit: [Langford.ca/RCMP](https://langford.ca/RCMP)

#### Timeline:

- Pre-Validation Phase (Complete): Initial steps included securing overflow detachment space, determining the project budget, and selecting project partners like architects and contractors.
- Validation Phase (January–August 2025): This phase will refine the project scope, budget, and design through collaborative workshops and determine whether the project will proceed.
- Detailed Design (2025–2026): Finalizing the building design with input from all partners.
- Construction (2025–2028): Demolition of portions of the detachment, site preparation, and construction of an expanded detachment.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE



**STRATEGIC PLAN ALIGNMENT COLLABORATIVE ADVOCACY:** Public Safety and Compassion for all Residents

## Restoration of Woodlands Park

Thanks to the vision of longtime residents Ralph Stoerzer and Laura Kiehl, over six-acres in the heart of the city will soon become a passive urban park for the residents of Langford. Already featuring towering trees, winding pathways, and beautiful botanical gardens, park transformation will begin in 2030, and will include additional trails and gardens, open green spaces, decorative fountains, landscaped ponds, picnic areas, and playgrounds. Inspired by the world's greatest urban gardens, Woodlands Park will enrich Langford's downtown core, provide an urban refuge, and create a barrier free legacy for generations to enjoy. Restoration of the Park will begin in 2025 with the removal of several mobile homes and remediation if required.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1i: Continue to Make Strategic Land and Facility Acquisitions



### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

## Ongoing Support of the Downtown Post Secondary Campus (ongoing)

The Administration Department worked collaboratively with Royal Roads University on various aspects of the downtown post secondary campus, opening this September.



### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

3b: Actively Support the Evolution of the Downtown Post Development Secondary Campus

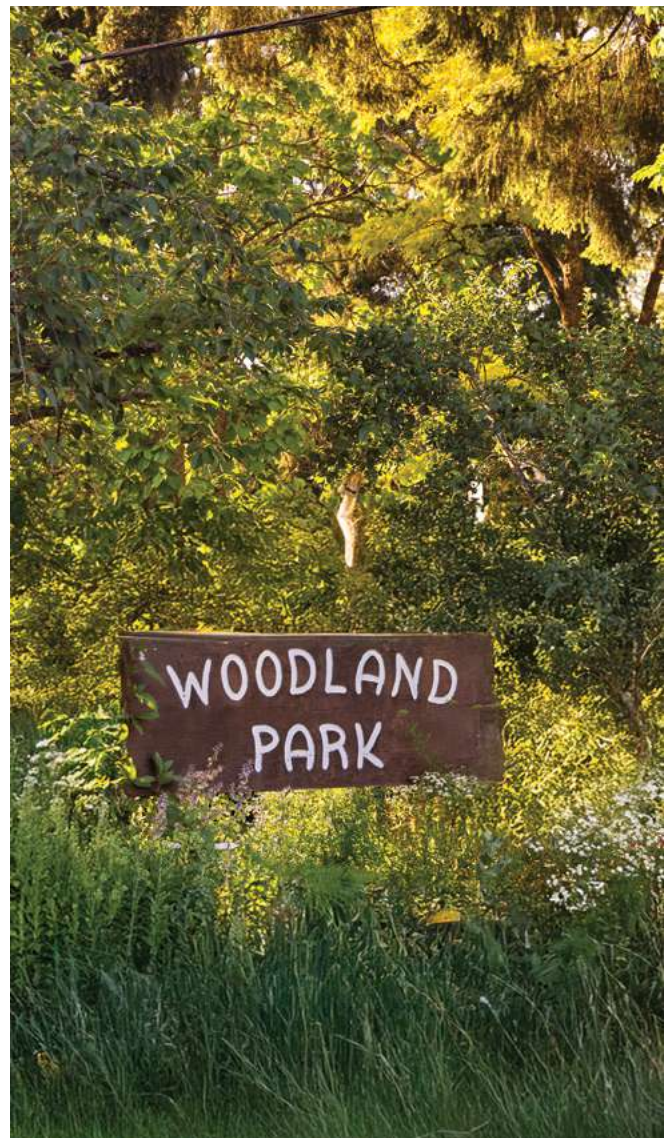
## Continue to be at the Table for Strategic Regional Discussions and Decisions (ongoing)

As the third largest municipality in the Region and as the economic centre of the West Shore, the City will take a leadership role in regional discussions and decision-making (RCMP Detachment expansion, CRD regional transportation planning).



### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5g: Maintain the City's Long-standing Corporate Efficiencies



## Support the Efforts of Community Organizations to Expand Services to Youth, Seniors, and Other Underrepresented and Marginalized Groups (ongoing)

Community organizations play a critical role in the health and vibrancy of the community. Wherever possible, the City will take an active approach to collaboration and partnership to achieve shared community objectives. A few examples include, working closely with The Village Initiative, The Foundry, and the Inter-Cultural Association of Greater Victoria.



### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6d: Support the efforts of Community Organizations to Expand Services to Youth, Seniors, and Other Underrepresented and Marginalized Groups





### Explore Increased Access to Recreation Infrastructure and Services (ongoing)

As the City grows, so does the City's need to grow recreational offerings. The Administrative Department supports the Parks Department in the development and eventual implementation of the Parks and Trails Master Plan, and through strategic land acquisitions and partnerships.



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6b: Develop a Parks, Recreation, and Trails Master Plan

### Explore Current Library Capacity and Community Needs (on-going)

Currently, the City provides library services for the residents through membership in the Greater Victoria Public Library (GVPL), through the Juan de Fuca Branch (at West Shore Parks and Recreation), the Goudy Branch (on Goldstream Avenue) and the Heritage Branch (in Westhills). The City has not expanded the number or capacity of libraries since 2016, despite the significant growth in population. With this in mind, the City will continue to liaise with the GVPL to review capacity, and community needs and to potentially identify opportunities to expand library capacity within Langford.



**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
1I: Continue to Make Strategic Land and Facility Acquisitions



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**

### Pursue Programs and Partnerships for Affordable Housing (on-going)

The City supports affordable housing through its Affordable Housing Program, the Attainable Housing Program, grants to the not-for-profit sector, permissive tax exemptions, and activation of City owned land. It supports affordable housing through the strategic development and application of land use (partnering with The M'akola Housing Society as one example). The Department will continue to support the Planning Department in aggressively pursuing these initiatives to help address the housing affordability crisis that so many residents are facing.



**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

1m: Pursue Programs and Partnerships for Affordable Housing



**STRATEGIC PLAN ALIGNMENT COLLABORATIVE ADVOCACY:** Social and Non-Market Housing



## HUMAN RESOURCES

Human Resources is responsible for the management of the City employee life cycle by supporting the recruitment and hiring, training and development, health and safety, and performance management of all City staff members through the development and management of employee policies and procedure guidelines, collective bargaining, and compensation and benefits. Their role also includes strategic human resources initiatives like diversity, equity, and inclusion training, leadership development, and succession planning programs.



### Highlights of 2024

The City's HR Department has continued to make progress in reviewing and updating employee policies and procedures over the last few years. The most significant updates in 2024 included:

- ✓ The completion and implementation of an Organizational Review in collaboration with a third-party consultant.
- ✓ The implementation of three new health and safety programs (occupational health and safety, violence prevention, and working alone).
- ✓ Collective Bargaining with the IAFF Local 2848 (the City of Langford's Fire Rescue employees).
- ✓ The initiation of a full-scale Occupational Health and Safety Program review.

### Overview

In 2024, the City continued investing in staffing to meet the growing population and service demands. This included hiring nine firefighters and municipal staff to support the recruitment of five new RCMP members. To align with council priorities, the City also maintained key operational positions, including a Technical Field Arborist and Climate Action Planner through grant funding.







## LOOKING FORWARD

### 2025 Objectives and Measures

2025 will continue with much of the work initiated in 2024. The Human Resources Department continues working on multiple initiatives related to the City's Occupational Health and Safety Program and is dedicated to continuous learning for all staff on developing Indigenous cultural awareness, and diversity, equity, and inclusion. The department will continue efforts to review and update internal employment-related policies to maintain corporate efficiencies through continued organizational growth.

Operationally, 2025 will be filled with many strategic projects and programs that align with the Council Strategic Plan, including:

#### Complete IAFF Collective Bargaining

The Langford Fire Department is represented by the International Association of Fire Fighters Union. In 2025, the Human Resources Department will continue work to support the successful negotiation of a new agreement that meets the needs of both parties.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5g: Maintain the City's Long-standing Corporate Efficiencies



#### Implement Training

In 2025, the department will prepare training opportunities for the organization to better serve and understand the diverse needs of Langford residents. This training will enable all City representatives, be it elected officials, committee members, City staff, contractors, and other volunteers, to better understand, respect and celebrate what makes us each unique, and help to ensure all residents are treated equally.

Training opportunities will be coordinated by the department and will be focused on:

- Diversity, Equity, and Inclusion
- Accessibility
- Workplace Mental Health
- Leadership Development



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5e: Develop an Equity, Diversity, and Inclusion Strategy

#### Review Employee Onboarding and Accessibility Programs

In 2025, the City will focus on enhancing the New Employee Onboarding program, emphasizing Health and Safety training to support early career success and consider accessibility initiatives, including recruitment accommodations and a formal Accommodation Policy.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6g: Develop and Implement an Accessibility Plan

## LEGISLATIVE SERVICES

The Legislative Services Department is responsible for facilitating, identifying, and managing the City's records, both on paper and digitally. This department provides legislative and clerical support to Council and is responsible for preparing contracts, agreements, agendas, and minutes on behalf of the City. Legislative Services also responds to Freedom of Information Requests and property records requests.

### Overview

In 2024, the Legislative Services Department continued to provide support and guidance to staff and Council. The department facilitated procedural training for Council's two advisory committees.

Accessibility has been a focus for the City in 2024. In accordance with Strategic Plan objective 6G: "Develop and Implement an Accessibility Plan," the City continued participation in the joint Capital West Accessibility Advisory Committee and worked together with the neighbouring municipalities in conducting public engagement opportunities to better understand accessibility needs in our communities. This engagement helped inform the City's Accessibility Plan.



### Highlights of 2024



#### Bylaw Review

Staff are reviewing the City's bylaws and policies to ensure completeness and recommend amendments to ensure ongoing relevance.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5d: Improve Access to City Information



#### Records Digitization

Staff are continuing to retrieve boxes of paper records from offsite storage and scan them to reduce storage costs and to make it easier and faster to provide older information to citizens on request.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5d: Improve Access to City Information  
5g: Maintain the City's Long-Standing Corporate Efficiencies



#### Contracts and Agreements

Staff manage all City contracts and agreements. This includes monitoring expiry dates and ensuring terms are met. Staff also draft new agreements and manage the outsourcing of such agreements.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5d: Improve Access to City Information



#### Create an Accessibility Plan

Legislative Services staff worked with the Capital West Accessibility Advisory Committee to shift from a staff-based committee to a community based committee with an appointed citizen representative from each member community. The committee will work to address action items identified in the Accessibility Plan.



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6g: Develop and Implement an Accessibility Plan



## 2024 Legislative Services Department Statistics

	2022	2023	2024
<b>Council Meetings</b>			
Regular Council	16	20	<b>19</b>
Special Council	5	14	<b>17</b>
<b>Committee Meetings</b>			
Committee of the Whole	0	9	<b>5</b>
Community Advisory Committee	-	5	<b>7</b>
Sustainable Development Advisory Committee	-	7	<b>8</b>
Board of Variance	1	1	<b>0</b>
Capital West Accessibility Advisory Committee	-	1	<b>4</b>
Other Committees	23	0	<b>0</b>
<b>Contacts and Agreements</b>			
New Contracts and Agreements Created	242	194	246
Total Contracts and Agreements Completed	166	165	204
Total Contracts and Agreements Cancelled	9	9	8
<b>Bylaws</b>			
OCP Amendments	3	2	1
Zoning Amendments	55	16	21
Finance	16	7	5
Regulatory	9	5	2
Road Closure	6	3	1
Other	18	12	18
New Bylaws	107	45	48



## LOOKING FORWARD

### 2025 Objectives and Measures

#### Deliver Training to Staff

Legislative Services continues to facilitate training sessions with each department to provide an overview of the City's Records Management Policies as well as best practices to maintain effective record keeping. Staff also provide training on the requirements of the Freedom of Information and Protection of Privacy Act, and other relevant legislation in order to assist the City in processing and responding to Freedom of Information requests.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5d: Improve Access to City Information

#### Review Existing Policies and Bylaws

Legislative Services staff continue to liaise with departments to update or rescind internal policies and Council policies as needed.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

#### Contracts and Agreements

Staff continue to manage the lifecycle of the City's contracts and agreements



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**



### 2024 Results

#### Pages Scanned

**156,789** = 41.3% increase ↑



#### FOI Requests

**125** = 2.5% increase ↑



#### Property Records Requests

**740** = 38.6% increase ↑



# Bylaw Enforcement

## Community Safety and Municipal Enforcement

The Community Safety and Municipal Enforcement (Bylaw Enforcement) Department acts to ensure community standards are upheld by enforcing Council's regulatory bylaws and providing public education concerning those regulatory bylaws. Community Safety Officers monitor community public spaces by foot, bicycle, and vehicle patrols while actively engaging with members of the public, answering questions and providing important community information. The department works closely with many agencies to provide the highest service levels to ensure a safe and enjoyable environment for all.

### Overview

Community Patrol Officers undertook a varied range of duties in 2024, including responses to complaints regarding violations of City regulatory bylaws, such as noise, parking, land use, buildings, soil (movements), watercourse protection, and burning regulations. In conjunction with the West Shore RCMP, Bylaw staff also worked to manage matters associated with those experiencing homelessness, mental health and addictions. In 2024, Officers noted a decrease in the number of unhoused individuals sheltering in Langford parks and public spaces over the previous year. Reliable enforcement of the sheltering components of the Parks Regulation Bylaw has contributed to the decrease. Bylaw Officers continue to engage with unhoused individuals and dedicate time to provide wellness checks and assistance. Bylaw Officers make referrals to, and work with, provincial ministries to find alternative accommodation wherever possible. It is important to note that housing needs remains a regional and provincial issue, which is not unique to Langford.



**1,806** NUMBER OF  
ENFORCEMENT FILES OPENED



**480** NUMBER OF  
COMMUNITY SAFETY PATROLS



**1,703** NUMBER OF PARKING  
WARNINGS ISSUED



**589** NUMBER OF PARKING  
TICKETS ISSUED



**365** DAILY UNHOUSED  
EARLY MORNING WELLNESS  
CHECKS COMPLETED





## Highlights of 2024

### ✓ Legal Matters

Often, projects the Bylaw team leads are directly tied to enforcement action through Provincial, Small Claims (unpaid ticket recovery) or the Supreme Court. As an annual average, Bylaw Officers achieve a success rate of approximately 95% in reaching voluntary compliance with respect to enforcement actions, but on occasion there becomes a need to employ the court system to reach a resolution. These files involve in-depth evidence gathering, robust file documentation, and consultation with legal counsel, City Administration, and Council.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

### ✓ Education and Enforcement

The department continues to realize the benefits delivered by the Province's Local Government Bylaw Notice Enforcement Act which provides Bylaw Officers with an administrative form of ticketing rather than the reliance on the Municipal Ticketing System which is Provincially court based. Tickets issued under the Bylaw Notice Authorization Bylaw provide financial incentive (reduction) opportunities to the public for early resolution, further encouraging compliance. In some cases, Bylaw Officers will continue to appear before Judicial Justices of the Peace in Provincial Court to prosecute the disputes of Langford's municipal tickets and for the collection of unpaid fines.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

### ✓ Traffic and Parking

As is the case with most cities, public street parking continues to present community concerns that require the regular attention of Bylaw Enforcement Officers. This department continues diligently responding to resident complaints over parking violations. As reported

in previous years, the Bylaw Department recognizes the value of Langford's cycling network to the community, and with that, the team continues intervention and enforcement efforts to ensure these lanes remain free of parked vehicles and continue to function as an accessible and safe part of City transportation infrastructure. Completion of a 2025 Parking Review Study of the downtown core will assist staff with further strategic planning of enforcement practices and responses.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**



**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

1j: Review the Downtown Public Parking Needs and Related Policies



**STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION**

### ✓ Parks and Trail Patrols

An annual occurrence since 2005, the Bylaw Department conducted regular bike and foot patrols of City parks, beaches, and trails through the summer months of 2024. These outdoor amenities continue to see greater pedestrian volumes as many people use City trails for recreational activities. Many park and trail users have thanked members of the Bylaw team for being present with watchful eyes, offering educational tips, and enforcement intervention where needed. In some cases, members of the public have reported instances of people sheltering in locations which were inappropriate, unsafe, or viewed as unacceptable. In such situations, Officers have attended sites to meet with those found to be sheltering and have helped them find alternate and safer accommodation.



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**

6k - Explore Public Safety Options to Address Emerging Issues Around Unsheltered Populations.



**STRATEGIC PLAN ALIGNMENT COLLABORATIVE**

**ADVOCACY:** Public Safety and Compassion for all Residents



## LOOKING FORWARD

### 2025 Objectives and Measures

#### Managing Construction Impact

With increased development in Langford, collaboration between the Bylaw Enforcement Department, Engineering, and the Building Department is advancing the development of policies and procedures around mitigating the effects of construction activity on neighbourhoods. The delivery of this mitigation will rely in part on the development of regulatory bylaws designed to control construction related nuisances.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1f: Develop a Construction Impact Management Strategy and 'Good Neighbour' Policy



## 2 BIKE PATROL OFFICERS



## Community Safety

To maintain existing civic standards, Bylaw Officers will continue to offer high levels of service to residents by responding to incoming complaints, mediating where necessary, proactively dealing with observed safety issues, and continuing to backstop the good work being done by our emergency services partners such as Langford Fire Rescue and West Shore RCMP.

Through 2025, the Bylaw Department will ensure public safety by upholding community standards and bylaws. Bylaw Officers will educate and intervene as needed, assisting the public in resolving disputes, ensuring compliance with Traffic, Building, and Fire Regulation Bylaws, enforcing Noise Regulations and other bylaws, and helping the unhoused find appropriate services. With a tailored software system and the provincially backed Bylaw Offence Notice system, the department has improved parking management efficiency. Ongoing enforcement through 2025 will require less officer time compared to the previous Municipal Ticket Information System.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5g: Maintain the City's Long-standing Corporate Efficiencies



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6k – Explore Public Safety Options to Address Emerging Issues Around Unsheltered Populations.



#### STRATEGIC PLAN ALIGNMENT COLLABORATIVE

**ADVOCACY:** Public Safety and Compassion for all Residents





# Building Services

The Building Services Department is responsible for ensuring compliance with the current British Columbia Building Code and other building regulations, including the City of Langford's Building Bylaw. Responsibilities include conducting on-site inspections of new construction, commercial tenant improvements, residential renovations, reviewing building permit submissions, and business license applications for compliance with the Building Bylaw's safety requirements. The City regulates construction for health, safety, and the protection of persons and property. A building permit is required prior to the commencement of any construction or renovation project within the City. The Building Bylaw calls for inspections throughout the building process to ensure substantial compliance with the BC Building Code, and construction needs to comply with zoning provisions.

## Overview

Through inspections, the Building Services Department continues to assist in ensuring that new building projects align with the BC Building Code, the BC Plumbing Code, City Bylaws, and the Official Community Plan. In March 2024, the Province adopted the 2024 edition of the BC Building Code and the BC Plumbing Code,

including new cooling requirements and radon mitigation measures. Building Services Department staff participated in training related to these changes and began providing guidance to the development community. In 2024, the department saw an increase in multi-family projects, including rentals and condos.



## Ongoing Objectives and Measures

### ✓ Efficient Processes

In an effort to assist with City-efforts to mitigate the housing crisis, the Building Services Department continues to issue permits in a timely and efficient manner. The department continues to utilize the electronic permit submission system to reduce the need for costly paper submissions, and to increase efficiency.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5g: Maintain the City's Long-standing Corporate Efficiencies

### ✓ Ensuring Building Code Compliance

Through inspections, the Building Services Department continues to ensure new developments conform with applicable regulations, local bylaws, and the BC Building and Plumbing Codes.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5g: Maintain the City's Long-standing Corporate Efficiencies

### ✓ Ongoing Professional Development

Building Services Department Officials and staff continued to receive training to ensure they are informed and up to date on changes to the BC Building and Plumbing Codes, building trends, and safety requirements.



**STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP**



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5g: Maintain the City's Long-standing Corporate Efficiencies

### ✓ Key Partner Relations

The Building Services Department continued to build strong relationships with key partners involved in the construction process.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5g: Maintain the City's Long-standing Corporate Efficiencies

## # OF PERMITS ISSUED IN 2024



**620**  
PERMITS



**51**  
ADDITIONS &  
ALTERATIONS



**310**  
PLUMBING



**70**  
TENANT  
IMPROVEMENTS



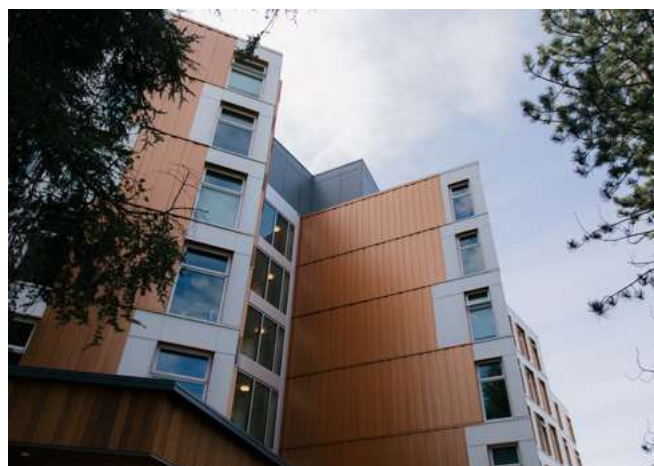
**19**  
COMMERICAL/  
INDUSTRIAL



## LOOKING FORWARD 2025 Objectives and Measures

### Ensuring Compliance

The Building Department remains committed to ensuring safe, sustainable, and energy-efficient development across Langford. In 2025, we will continue to support growth while upholding high standards in building safety and compliance. Looking ahead, we are prioritizing ongoing training and collaboration with the Province to stay current with evolving Building Code and Step Code requirements. This proactive approach ensures our team is equipped to navigate the increasing complexity of the code and deliver the highest level of service to our community.







# Communications & Economic Development

The Communications and Economic Development Department oversees the City's economic development, tourism, external communications, public engagement, arts and culture, and events-related needs. The department provides support to local businesses and those looking to open a business in Langford, oversees the business license program, establishes and manages the City's tourism strategy, manages all media communications, manages City social media accounts, plans and organizes public engagement opportunities, plans and manages City led community events, and provides support to all external community events.

## Overview — Tourism

The department continued to establish the City of Langford as a popular visitor destination through innovative marketing campaigns and strategic marketing partnerships. Tourism is proven to drive economic growth and job creation, which supports the City's goal of creating and maintaining an economically diverse, vibrant, and resilient business community. All tourism initiatives are 100% funded through the hotel tax bylaw, which is collected by hotel operators, submitted to the Province, and remitted to the City of Langford. Council has identified the importance of supporting the tourism economy as a strategic objective in the City's first Strategic Plan.

## Tourism Highlights of 2024

- ✓ To enhance collaboration and information sharing with tourism partners, quarterly meetings are held with hotel General Managers to discuss marketing campaigns and review occupancy reports and trends.
- ✓ The City designed and launched off season destination marketing campaigns aimed at supporting and growing the visitor economy in the off-peak seasons.
- ✓ Langford actively supports various community and sports events, such as Change Makers, Brewery and the Beast, FanCon, Pacific FC, Rugby Canada, and the West Shore Rebels, further enriching its local culture and tourism appeal.
- ✓ Attended the TEAMS trade show in Anaheim to further promote Langford as a destination for major sports events.



- ✓ Attended the Vancouver Outdoor Show to promote Langford as a destination for leisure travel.
- ✓ Worked with 4VI and the Spinal Cord Injury Association of Canada to create Accessible Travel Guides for Langford (launching summer 2025).



### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

3d: Implement the Five-year Tourism Strategy.

## Visitor Services Highlights of 2024

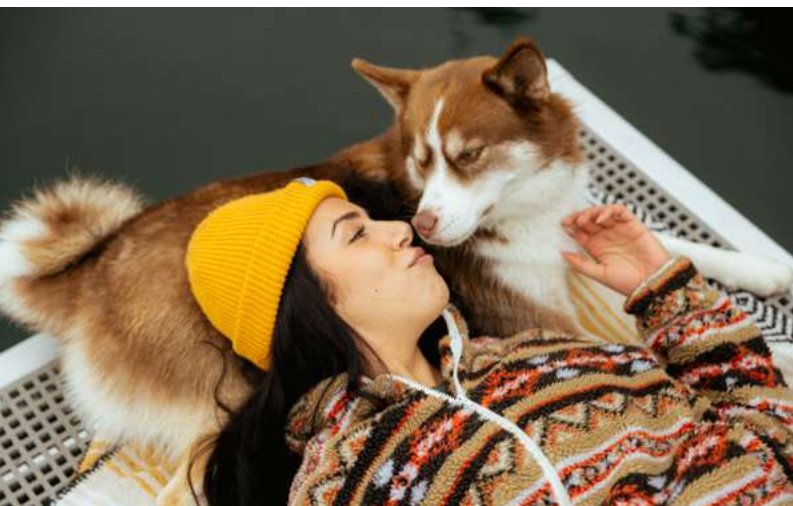
In 2024, the City continued to offer visitor services, meeting visitors throughout the community by way of a mobile visitor information centre van. The van was deployed Thursday through Sunday in July and August at key activation sites, including Goldstream Provincial Park, Hatley Castle, Malahat Skywalk, Goldstream Farmers Market, The Langford Station, Fort Rodd Hill, Jordie Lunn Bike Park, Starlight Stadium, and various events in Langford. Services provided include hotel, activity, and dining reservations, as well as directions and suggestions for day trips.

- ✓ The City designed and distributed over 15,000 copies of the official Langford Visitors Guide. The Guide is distributed to Visitor Information Centres across the province, on-board BC Ferries, and at the Victoria International Airport.



### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

3d: Implement the Five-year Tourism Strategy.



## Overview – Events

The City continues to take a leadership role in supporting long-standing annual Langford events while attracting new events, especially in arts and culture. Events provide value to the community by offering opportunities for participation, skills development, volunteering, and social connection. In addition to taxation, funding for events is supported through the hotel tax program, paid by visitors staying in Langford hotels.

## Events Highlights of 2024

2024 saw many new and returning events to Langford. Fridays at The Station resumed at The Langford Station Cultural District, celebrating local musicians, artisans, local retailers, as well as local craft beer and tasty bites from food trucks.

The Goldstream Farmers Market, Music in the Park, and the Winter Light-Up were held at Veterans Memorial Park. The Beer, Bacon, and Bourbon Festival, the Langford Beer Festival, and Brewery and the Beast all took place at Starlight Stadium, providing event attendees with unique experiences around local food and beverages.

Canada Day celebrations occurred again at Starlight Stadium, featuring free family-friendly activities, live music, a hot wing eating competition and a pancake breakfast.

To wrap up the end of August, the annual Show and Shine, marked its 12th year held along Goldstream and Station Avenues.



New events for 2024 included Langford Rocks, Pride Parade, FanCon, along with multiple themed artisan markets held at The Langford Station.

Residents are encouraged to visit **Langford.ca/Events** to learn more about the numerous events held annually in Langford.



## Community Events Snapshot

### Community Events

- ✓ Friday Nights at the Station
- ✓ Artisan Markets
- ✓ Treat Street
- ✓ Langford Beer Festival
- ✓ Canada Day Celebration
- ✓ Santa Parade
- ✓ Show & Shine

### New

- ✓ NHL Street Hockey
- ✓ FanCon
- ✓ PRIDE Parade
- ✓ Movie on the Hill
- ✓ Langford Rocks

### Seasonal Highlights

- ✓ Family Day Weekend – Variety show, games, street hockey, free rec access
- ✓ WinterFest – Lego exhibit, movie screening, light displays

### Key Locations

- ✓ Starlight Stadium
- ✓ The Langford Station
- ✓ Goldstream Avenue



### STRATEGIC PLAN ALIGNMENT

#### 3. ECONOMIC DEVELOPMENT

3d: Implement the Five-year Tourism Strategy.

### Overview — Economic Development

Council has identified economic development as a priority in the Five-Year Tourism Strategic Plan and is committed to the development of the City’s first Economic Development Strategy with a targeted completion date of Q1 2026. Objectives of this strategic priority include supporting the downtown post-secondary campus (opening in 2025), exploring ways to attract technology companies, tourism, supporting the film industry, and creating the City’s first Arts and Culture Strategy, with a targeted completion date of Q1 2026.



**470**  
BUSINESS  
LICENSES ISSUED

RANKED  
**#3 MOST RESILIENT CITY**  
BC BUSINESS MAGAZINE



### Economic Development Highlights of 2024

In 2024, the City continued to support local businesses from a retention and expansion perspective, while supporting new businesses looking to expand or relocate to Langford. The Langford economy remains strong and continues to show incredible resilience during uncertain economic times and on-going pressures around inflation. As an additional support for businesses, the City manages a job bank ([Langford.ca/Jobs](https://langford.ca/jobs)), a free tool for all Langford-based businesses.

Underscoring the accomplishments of this work, and building on many recent awards, the city was ranked the #3 city in British Columbia for Economic Resiliency by BC Business Magazine based on 2023 statistics up from #8 in 2022. The ranking was calculated by reviewing municipalities in B.C. with at least 10,000 residents and assessed using criteria such as population growth, job creation, and real estate activity. The ranking also evaluated data on economic diversity, household financial vulnerability, and residents' sense of belonging before assigning a score to each city.

One of the City's key economic development initiatives is advancing the film industry by attracting a purpose-built film studio, which would play a crucial role in supporting the local economy. This effort aims to strengthen Langford's position as an economic hub, enhance destination development strategies, and benefit the local tourism industry by increasing hotel occupancy, restaurant patronage, and retail sales.

Additionally, a studio would create well-paid jobs, and sector-specific educational opportunities for local youth seeking to explore a career in the film industry without having to leave Langford. The city has a reputation as being film friendly and continues to attract filming to the community including TV series such as *Maid*, movie of the week (*QB and Me*, filmed at Starlight Stadium), and commercials. This work is done through the Economic Development Department with staff working closely with the Film Commission, location scouts, and producers.

### Overview — Communications

The department continues to support the work of all City departments by assisting with disseminating information to residents, businesses, and City partners. This work is accomplished through a series of communications tools, including media releases, the City website, social media, digital signs, and the creation and distribution of various communications materials. Expanding opportunities for public engagement and improving access to City information is a Council objective as part of Council's Strategic Plan under the strategic priority of good governance.



"We greatly enjoyed working with the City of Langford and Starlight Stadium during our filming. Langford offers so many exciting locations and filming opportunities and Starlight Stadium was no exception! We had a great experience filming there and the location added huge production value to our show. Big thanks to all the staff that helped us throughout and made sure all our needs as a production were met!"

**SIDELINED – THE QB AND ME (MOVIE)**



## Communications & Public Engagement

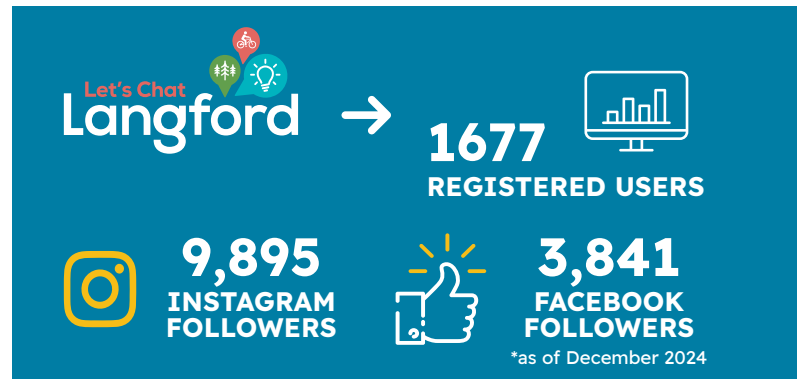
### Communications Highlights of 2024

In 2024, the City launched several public engagement surveys on the Let's Chat Langford public engagement platform including the Official Community Plan Refresh — Phase One and Two, of the Urban Forest Management Plan, Community Wildfire Resiliency Plan, Construction Impact Management Strategy, Active Transportation Project Latoria Road Phase One, Langford Attainable Home Ownership Program Survey, and the Capital West Accessibility Advisory Survey. The platform also hosted updates for the YMCA/YWCA Langford Aquatic Centre building purchase and includes a City Fact Check page.

The “Let’s Chat Langford” platform provides residents with meaningful opportunities to learn about new projects and have their say in the process. The City continued to encourage residents to visit the online engagement platform to sign up for updates and to be notified about new projects, and public engagement opportunities both online and in person.

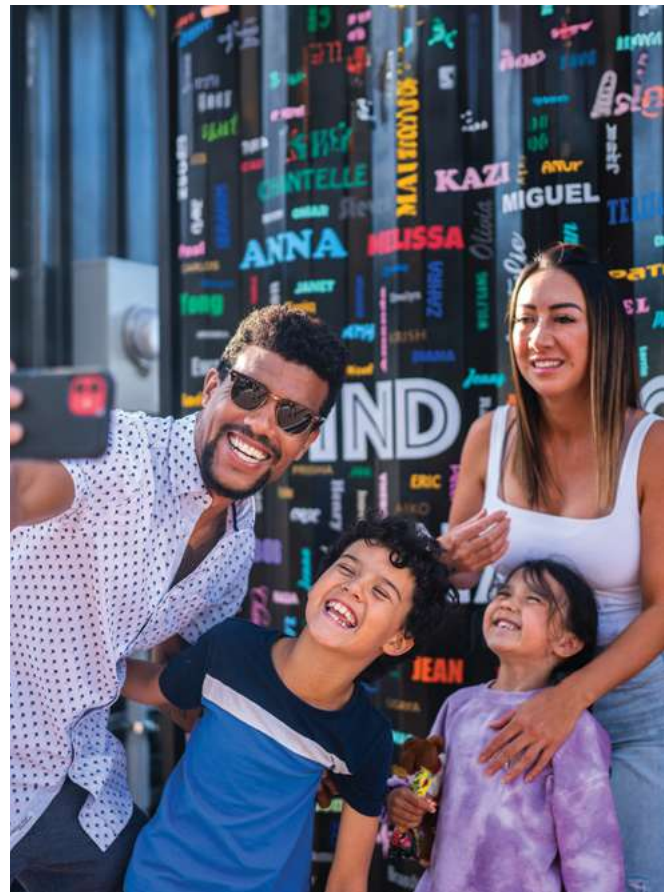
### Public Engagement

Last year, the City launched its first formal community engagement initiative — “Let’s Plan Langford. Together.” The objective of the initiative was to connect and unite the community around the formation of a series of City plans, and most importantly to gather community input on various projects. In 2024, the City engaged residents through eight projects, and planned and facilitated 19 public engagement opportunities including online surveys, public meetings, an open house, and two Community Fun Day events held at Ruth King and Happy Valley Elementary Schools. These initiatives aim to enhance transparency, foster a sense of community, and get wider community involvement in City master planning projects.



### Social Media

The City continued to boost its public engagement effort by leveraging its Facebook, Instagram, and LinkedIn accounts. These platforms provide residents with additional ways to stay informed about community events, parks initiatives, public engagement opportunities, and much more.



## 2024 OBJECTIVES AND MEASURES

### OBJECTIVE — COMPLETED!

#### ✓ Establishment of Public Engagement Platform

- Successfully launched the Let's Chat Langford platform
- Launched a public communication campaign to create awareness of the platform
- Launched three projects for public input

### OBJECTIVE — COMPLETED AND ONGOING!

#### ✓ Attract New Events to Langford to Support Arts & Culture

- Attracted two new events to Starlight Stadium
- Attracted three new market series to The Langford Station
- Expanded annual Winter Fest event activities

### OBJECTIVE — COMPLETED AND ONGOING!

#### ✓ Create Awareness of Film Studio Project

- Visited multiple studios in LA with the Film Commissioner to create awareness of the studio project
- Worked in collaboration with Creative BC to set up sales calls

### OBJECTIVE — COMPLETED!

#### ✓ Launch Off-season Tourism Marketing Campaign

- Launched Places Unknown campaign to draw visitors to local hotels in the off-season
- Launched the Spirit Loop campaign with grant funding from Destination BC
- Attended the CME trade show to attract meetings and conferences to Langford



### LOOKING FORWARD

## 2025 Objectives and Measures

### Develop an Economic Development Plan

An Economic Development Plan will support existing businesses, attract needed talent, and support attracting new investment into the community.

In early 2025 the contract was awarded to a local BC consultant with many years of experience working in grassroots community economic development. In the coming months, the City will work with key parties, the business community, and residents to create a plan that will support the Langford business community for many years into the future. Residents are encouraged to visit [LetsChatLangford.ca/EcDev](https://letschatlangford.ca/ecdev) to learn more and sign up for project updates.



### STRATEGIC PLAN ALIGNMENT

#### 3. ECONOMIC DEVELOPMENT

3a: Develop an Economic Development Strategy

3b: Actively Support the Evolution of the Downtown Post Secondary Campus

3c: Explore Ways to Incentivize and Attract Technology Companies.



## Develop an Arts and Culture Strategy

An Arts And Culture Strategic Plan will set the path forward for Langford to become a destination for the arts and will showcase and celebrate the diverse cultures in Langford. It will also clarify the arts and culture space needs of Langford residents, with a focus on inclusivity and accessibility.

In early 2025 the contract was awarded to a local Vancouver Island consultant with many years of experience working with communities to build inclusive, and meaningful arts and culture strategies. In the coming months, the City will work with key parties and the community to create an Arts and Culture Strategy that will ensure all residents feel seen and represented in the City's first ever Arts and Culture Strategy. Residents are encouraged to visit [LetsChatLangford.ca/Arts](https://letschatlangford.ca/Arts) to learn more, participate, and sign up for project updates.



### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

3f: Develop an Arts and Culture Master Plan



## Collaborate with Royal Roads University on the West Shore Innovation and Start-Up Hub

The Innovation Hub is designed to serve as a public space for the West Shore Campus students, local youth, businesses, and residents to come together for community learning and public benefit. The focus will be on strategies to enhance and promote civic innovation, youth engagement, and entrepreneurship within the region. While the final business plan is being developed, Hub activities will include pitch nights, capacity building workshops, a makers space,

innovation workshops, and networking events where local businesses will be connected with start-ups or entrepreneurs looking for advice on starting a new business.



### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

3b | Actively Support The Evolution Of The Downtown Post Secondary Campus

## Continue to Implement the Five-Year Tourism Strategy

The Five-Year Tourism Strategy aims to enhance and sustain Langford's visitor economy, bolster destination awareness and development, and generate additional revenue for Langford businesses.



### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

3d: Implement the Five-Year Tourism Strategy

## Continue to Support the Film Industry

The film economy is critical to supporting the local economy as noted in the five-year tourism strategy. The City is working with the Film Commission and developers to attract a Studio which will further support Langford's position as an economic hub, support destination development strategies, provide well-paid jobs and sector specific educational opportunities for youth.



### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

3e: Continue to Support the Film Industry

## Continue to Expand Opportunities for Public Engagement and Communication

Improved public engagement will better connect the residents with City Hall by promoting inclusivity, collective progress, and active democracy. Council has already implemented the hiring of additional staff and the City has launched its Facebook page and Let's Chat Langford to support this objective.



### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5c: Expand Opportunities for Public Engagement



# Engineering & Public Works

The Engineering and Public Works Department is responsible for managing and maintaining public infrastructure and ensuring the functionality, safety, and sustainability of public assets. The department works closely with the Ministry of Transportation and Transit, the Capital Regional District, School District #62, BC Transit, ICBC, Victoria Contracting and Municipal Maintenance Corporation, West Shore Environmental Services, and other utility providers.

The Engineering Department consists of two distinct teams, construction and public works. The construction team is responsible for all construction activities related to land development and capital projects. The public works team is responsible for road network repairs including sidewalks, bike lanes, and roadways, traffic signals operation, storm drainage, creek and waterway maintenance, street lighting upgrades, hanging baskets, and holiday lighting.

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## Overview

In 2024, the Engineering and Public Works Department successfully completed many capital and operational projects aimed at enhancing infrastructure and public safety. The top three sidewalk infill projects were completed on safe routes to school. Several traffic signals were upgraded with new hardware and improved timing, including Leading Pedestrian Intervals (LPIs). Multiple crosswalks and school zones

were improved with new paint and signage for consistency, including Rectangular Rapid Flashing Beacons (RRFBs) where warranted. Pavement rehabilitation was completed, street trees were planted, and protected/separated bike lanes were installed. Neighbourhood improvements included community-led initiatives such as meaningful painted crosswalks and environmental protection projects.







## Highlights of 2024

### ✓ Sidewalk Infill Matrix

The Sidewalk Infill Matrix is a tool to prioritize, tender, and award construction of sidewalk infill and multi-use path projects annually within the approved budget. In 2024, safe routes to school were prioritized by Council and the top three projects were completed near Spencer Middle School, Ruth King, Savory, and Lakewood Elementary Schools.



**STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION**  
4c: Improve and Expand Active Transportation Infrastructure

### ✓ Goldstream Ave Protected Bike Lanes and Pavement Rehabilitation

In conjunction with multiple other projects, for construction efficiency and asset management purposes, Goldstream Avenue from Spencer Road to Jacklin Road was repaved and repainted, including the entire intersection at Jacklin Road. This project also included extending the protected bike lane pilot project and planting Garry Oak trees along Goldstream Avenue.



**STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION**  
4c: Improve and Expand Active Transportation Infrastructure

### ✓ Latoria-Klahanie Traffic Signal and Pedestrian Improvements

This intersection signalization project was completed in partnership with ICBC and SD62, including sidewalk and multi-use path extensions on Latoria Road and Klahanie Drive. Flow enhancements to the adjacent Pritchard Creek were completed in partnership with the Bilston Watershed Habitat Protection Association, for safe fish passage during low flows.



**STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION**  
4c: Improve and Expand Active Transportation Infrastructure



**STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP**

### ✓ Amy Road at West Shore Parkway Roundabout Improvements

This project included realigning the central island and south leg of the roundabout for improved angle-of-entry, and lengthening the left-northbound lane to reduce lane-changing within the roundabout. This project also included installing a new asphalt bike lane with separated boulevard and street trees on West Shore Parkway from Amy Road to Kettle Lake Drive.



**STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION**  
4c: Improve and Expand Active Transportation Infrastructure



**8 KM**  
OF ADDITIONAL ROAD INSTALLED  
FOR A TOTAL OF 430 KM OF ROAD

**1477 M**  
OF SIDEWALK  
INSTALLED

**8 KM+**  
STORMWATER  
PIPES CLEARED

## 2024 OBJECTIVES AND MEASURES

### OBJECTIVE — ONGOING

#### ✓ Reduce Construction Impact

- Public engagement was completed in 2024
- Construction Impact Management Strategy to be implemented in 2025
- Good Neighbour Policy to be implemented in 2026

### OBJECTIVE — ONGOING

#### ✓ Update the Stormwater Management Requirements

- In-depth review and update of Schedule 5 of Bylaw No. 1000 to be completed in 2025

### OBJECTIVE — ONGOING

#### ✓ Commence Engineering-related City Master Planning Initiatives

- Support the Transportation Master Plan (TMP) Active Transportation Plan (ATP) to be completed in 2025

### OBJECTIVE — ONGOING

#### ✓ Prioritize Active Transportation Connectivity and Mode Shift

- Sidewalk infill projects completed in 2024:
- Goldstream Avenue (from 973 to 999)
- Treanor Avenue (from 721 to 753)
- Atkins Avenue (from 564 to 594)



## LOOKING FORWARD

### 2025 Objectives and Measures



#### Reduce Construction Impact

As outlined in Council's Strategic Plan, the City seeks to reduce the impact of construction on the community with a Construction Impact Management strategy and a 'Good Neighbour' Policy. This strategy starts with early guidance, education, and proactive enforcement, and will result in several new bylaws/amendments to mitigated construction impacts. The Policy will result in a written commitment from each developer and business at the earliest stage of permitting on how they intend to be a "good neighbour." It is in everyone's best interest to accommodate growth, development, and business operations in such a way that is reasonably livable for neighbouring residents.



#### STRATEGIC PLAN ALIGNMENT

##### 1. SUSTAINABLE DEVELOPMENT

1f: Develop a Construction Impact Management Strategy and 'Good Neighbour' Policy.



#### Develop a Transportation Master Plan and Active Transportation Plan

As outlined in Council's Strategic Plan, the Transportation Master Plan (TMP) will be Langford's first official guide for long-term planning and development of the City's transportation network. The Active Transportation Plan (ATP) will be developed alongside the TMP and will focus on providing greater choices for walking, rolling, and cycling around the community. An ATP will help to reduce the growing pressure and congestion on the existing road network. Both plans are to be developed to achieve the mode shift targets and integrated multi-modal objectives set by the Official Community Plan (OCP) Refresh.



#### STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION

4a: Develop a Transportation Master Plan

4b: Develop an Active Transportation Plan





### ✓ **Prioritize Active Transportation Connectivity and Mode Shift**

The Engineering Department will work to improve and expand active transportation infrastructure in accordance with Langford's Sidewalk and Multi Use Path Matrix (until the Active Transportation Plan is adopted). This also includes continued implementation of the Traffic Calming Policy and continuing to apply for grant funding opportunities.



#### **STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION**

4c: Improve and Expand Active Transportation Infrastructure 4d: Create Awareness and Opportunities for Transportation Mode Shift

### ✓ **Update the Stormwater Management Requirements**

The Engineering Department will complete an in-depth review and update of the Storm Water Management requirements, including consideration for intensity, duration, and frequency of significant storm events due to climate change.



#### **STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP**

2d: Update the Stormwater Management Requirements



**255+**  
**STORMWATER DEVICES  
CLEANED AND MAINTAINED**

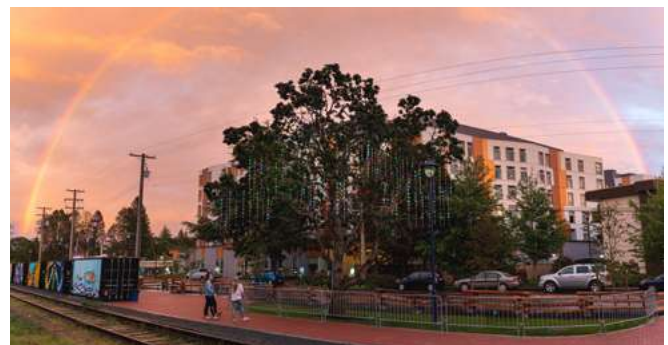
**REPLACED**

**10**  
**FAILING AND  
AGING CULVERTS**  
(THROUGH THE  
CULVERT REPLACEMENT  
PROGRAM)



**804 M**  
**OF BIKE LANE**  
(INCLUDES PAINTED  
BIKE LANES, PROTECTED  
BIKE LANES AND  
MULTI-USE PATHS)

**WSES COMPLETED  
SEWER EXTENSIONS ON  
JENKINS, GLEN LAKE  
(WEST) AND HULL RD**



# Finance

The Finance Department is responsible for managing the City's financial activities. This includes adhering to all the accounting standards and statutory deadlines required of local governments. The department is also responsible for financial planning (budgets), financial reporting, property taxation, accounts payable and receivables, asset management, and payroll.



## Overview

The Finance Department is responsible for managing roughly \$35 million in investments, processing bi-weekly payroll for on average 196 employees, sending out approximately 19,750 property tax notices, paying close to 16,700 invoices, managing the year-end process and audit, and preparing and presenting the Five-Year Financial Plan.

## 2024 Objectives and Measures

### ✓ **Ensure all Budgets are Fiscally Sustainable**

By ensuring strong financial controls, ensuring services are funded from the appropriate sources, building the City's reserves, applying for a variety of grants, the City works to ensure that its budgets are responsible and fiscally sustainable.



#### **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

5bi: Ensure all Budgets are Fiscally Sustainable

### ✓ **Present a Transparent and User-Friendly Budget Document**

In 2024, the Finance Department continued improving the Five-Year Financial Plan (budget) document to an updated and user friendly format.



#### **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

5bii: Ensure all Budget Documents are Transparent and User Friendly





### ✓ **Update Council and Staff Reimbursement for Expenses Policy**

The City updated the Council and Staff Reimbursement Policy to ensure clarification and transparency and to ensure travel reimbursement amounts remain updated.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**



### **LOOKING FORWARD**

### **2025 Objectives and Measures**

#### **Update Purchasing Policy**

The City will update the Purchasing Policy to ensure best practices are followed.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**



**OVER 16,700**  
INVOICES PROCESSED

**OVER 19,750**  
PROPERTY TAX NOTICES

**\$708M** TOTAL VALUE OF CITY  
TANGIBLE CAPITAL ASSETS

**\$112M** TOTAL CAPITAL  
BUDGET

**\$54M** TOTAL PROPERTY  
TAXES

**\$71.5M** TOTAL OPERATING  
BUDGET

**18,362** TOTAL NUMBER  
OF PROPERTIES

**\$18,427,825,585**

TOTAL 2024 ASSESSED VALUE OF  
ALL PROPERTIES IN LANGFORD

### **Continually Update Budget Documents to Ensure they are Transparent and User-Friendly**

The City will continue to build on the work started with the 2024-2028 Financial Plan document to ensure the budget document and process are transparent and user-friendly. This will help ensure the public and taxpayers are engaged through the budget process and that the public knows where their tax dollars are coming from and where they are being spent.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

5bii: Ensure all Budget Documents are Transparent and User Friendly



# Information Technology & Geographic Information Systems

The Information Technology (IT) and Geographic Information System (GIS) Department is composed of two distinct teams. The IT team has a range of responsibilities, including network design and security, maintaining the City's core business software (for permitting and financial functions) and the provisioning of desktop computers and mobile devices to City staff. The GIS team maintains corporate spatial data, such as addressing and asset data and applications. The IT and GIS teams procure and develop software or mapping applications to meet business needs.

## Overview

In 2024, the IT team made significant improvements to office and network infrastructure to ensure continued operations following the flood at City Hall. Enhancements were implemented for the WiFi at The Langford Station, along with major upgrades to core IT infrastructure. The GIS team continued updating the City's asset inventory, which included the spatial locations of items such as benches, signs, and street lights. The department also prepared fire pre-plans to assist first responders and assigned new addresses for many new developments in Langford. Additionally, a comprehensive review and update of the Jordie Lunn Bike Park signage and mapping was completed. The GIS team upgraded the corporate mapping software and provided essential maps, data, and analysis to support

the development and implementation of various master plans as outlined in the Council's Strategic Plan, including the Official Community Plan (OCP) refresh, the Active Transportation Plan, Transportation Master Plan, and the Parks and Trails Master Plan.

## Highlights of 2024

### ✓ Automated Asset Inventory

The City utilized third-party software to capture asset inventory through an AI analysis of images taken while driving through the city. This project captured over 10,000 street signs in the city, and processes information about curbs, road markings, bike lanes, and street lights.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**





### ✓ **Fibre Optic Relocation**

The City's private fibre optic communications lines were repaired and re-routed to improve reliability and minimize the chance of a network disruption during road construction.

### ✓ **Office Flood Mitigation**

Relocated affected City computer equipment and provided networking to new temporary office locations.



#### **LOOKING FORWARD**

#### **2025 Objectives and Measures**

### ✓ **Support OCP Refresh and other Strategic Plan Development**

The department will provide necessary maps, data, and analysis to support the development and implementation of various master plans outlined in Council's Strategic Plan.



#### **STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

### ✓ **Support Office Renovation and Expansion**

Provided additional networking and configuration of new office spaces as required to support increased staffing levels.



#### **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

### ✓ **Continued Collection of Assets**

In addition to continuing the manual collection of City assets acquired through the development process, a quality review of the data collected using a third-party AI capture will be conducted to incorporate this information into City asset inventory.



#### **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

### ✓ **Replace Wireless Equipment**

Existing wireless equipment in the City vehicle fleet is in need of retirement and will be replaced in 2025. This will allow Bylaw Enforcement Officers to access critical data in the field.



#### **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

## **2024 OBJECTIVES AND MEASURES**

#### **OBJECTIVE — COMPLETED!**

- ✓ **Update City enterprise asset management and mapping systems.**

#### **OBJECTIVE — COMPLETED!**

- ✓ **Updated mobile devices in fire emergency vehicles.**

#### **OBJECTIVE — COMPLETED!**

- ✓ **Updated signage/mapping and added three additional kiosks to help the users navigate the trail network at the Jordie Lunn Bike Park.**

#### **OBJECTIVE — ONGOING!**

- ✓ **Maintain operations by responding to staff requests for assistance.**

#### **OBJECTIVE — ONGOING!**

- ✓ **Utilize new technology to update City asset inventory.**

#### **OBJECTIVE — ONGOING!**

- ✓ **Improve reliability and resilience of IT infrastructure.**



# Langford Fire Rescue & Emergency Program

Langford Fire Rescue was established in 1947 to provide fire and rescue services for the City. It is a composite department comprised of career and paid-on-call members operating from three fire stations. The department's operations include fire suppression, fire prevention, first response, auto extrication, water rescue, rope rescue, and high-angle technical rescue. The department also operates the Langford Emergency Program, which plans and trains for emergency mitigation, prevention, response, and recovery. The department also manages the Langford FireSmart program to reduce the risk of urban interface fires in the community.

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## Overview

Call volumes continue to trend upward from the previous year. Overall calls increased 8% in 2024, with alarm bells (both commercial and residential), general assist calls, and structure fires contributing to the increases from the previous year. It is significant to note that even with an

increase in structure fires in 2024, the dollar losses were down 87%, which can be attributed to the integrated response matrix between the West Shore Fire Departments and sending more resources to the initial report of a fire.





## Highlights of 2024

### ✓ Increase Staffing at Station 2

As the City continues to grow, improving the response times, specifically in the south end of Langford, is necessary. In 2023, Council approved the first year of a three-year implementation plan to hire additional firefighters with the purpose of staffing Station 2. In 2024, we were able to staff the station 50% of the time with the hiring of nine firefighters which had an immediate improvement to response time and capacity at incidents.



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6i: Provide 24/7 Staffing to Fire Hall 2

### ✓ Emergency Support Services Upgrades

Benefiting from a UBCM grant, the Emergency Program was active in upgrading Emergency Support Services equipment and vehicles to better support important work in the community. Emergency supplies and kits were also purchased for City Hall and the Fire Halls to prepare for large scale emergencies. Additionally, a wildfire exercise was conducted to ensure key staff were ready to manage the City's response to a local wildfire.



**STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP**  
2e: Develop strategies for disaster mitigation due to climate change and build resiliency as a community.

### ✓ Fire Department Master Plan

The Fire Department completed a Master Plan in 2023 to provide a comprehensive review of the department, and to efficiently plan for the growth needed over the next 7-10 years to continue serving the community's needs. The report made 71 recommendations, and in 2024, the department continued to implement these recommendations. The Fire Master Plan was adopted into the City Strategic Plan to ensure it aligns with Council's priorities.



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6h: Implement the Recently Developed Fire Master Plan

### ✓ Renew the FireSmart Coordinator Grant

Langford Fire Rescue was successful in extending the grant from the Union of British Columbia Municipalities (UBCM) to fund a FireSmart Coordinator position until May 2026. This position ensures FireSmart activities are supported, developed, and implemented as per Provincial guidelines to reduce the impact of wildland-urban interface fires and increase community resilience. The FireSmart Coordinator actively coordinated public education events, community clean-up days, home assessments, and other activities throughout the year. The Langford FireSmart Program has received recognition from FireSmart BC for innovation and leadership for developing strategies to mitigate interface fires in our area.



**STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP**  
2E: Develop an Overarching Disaster Mitigation Strategy



### ✓ Response Matrix Integration with Other West Shore Fire Departments

The cooperation and collaboration between Langford, Colwood, and View Royal Fire Departments and the automatic aid response for confirmed fires has become an example of the benefits of integrating resources to enhance fire response operations in the region. In 2024, staff further integrated the response matrix to a 'closest truck' model for most incident types, regardless of jurisdiction, to provide a faster response time and better service to the communities the departments serve. In addition, Esquimalt Fire Rescue joined the response matrix for reported structures which further integrates the region's fire services during high-risk incidents.



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6h: Implement the Recently Developed Fire Master Plan



## LOOKING FORWARD

### 2025 Objectives and Measures

#### Complete Full Staff Coverage of Station 2

The objective in 2025 is to continue hiring additional firefighters to fill staff coverage at Station 2 to have it staffed 100% of the time. This will reduce response times to the south end of the city, increase the Fire Department's capacity to manage simultaneous calls, and provide safer staffing levels.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6i: Provide 24/7 Staffing to Fire Hall 2

#### Extend the FireSmart Coordinator Position

The current funding for the FireSmart Coordinator position ends in May 2026. The position has proved beneficial to the city by working with City staff, homeowners, and businesses to mitigate the wildland-urban interface risk for Langford. It is anticipated that with climate change and longer, drier summer seasons, the risk to the city will continue to grow, and there is a need to continue with this position. To prevent staff turnover and to provide consistency in the position, it is recommended that the position is made permanent rather than contractual while continuing to use the UBCM Grant as the source of funding for the position.



#### STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP

2e: Develop an Overarching Disaster Mitigation Strategy

#### Fire Master Plan Implementation

The Fire Master Plan made 71 recommendations to implement. The Recommendations actioned for 2025 include updating several bylaws to account for changes in legislation, dedicate staff to the Fire Prevention Division to conduct fire inspections and public education sessions, and add a staff position to develop and manage the delivery of fire training to the suppression members.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6h: Implement the Recently Developed Fire Master Plan



#### Enhancements to Emergency Preparedness

The Langford Emergency Program has received two grants in 2025. One is to complete misting stations to help with extreme heat emergencies, and the second is to provide additional training opportunities to Emergency Support Services volunteers.



#### STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP

2e: Develop an Overarching Disaster Mitigation Strategy

#### Complete a Community Wildfire Resiliency Plan

The City of Langford is completing a Community Wildfire Resiliency Plan (CWRP) to reduce the risk of a wildfire. This will replace the original plan from 2020, and will incorporate industry best practices and FireSmart principles to prevent and mitigate the impact of an urban interface wildland fire. The CWRP update is grant funded and expected to be complete prior to the Summer 2025 wildfire season.



#### STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP

2e: Develop an Overarching Disaster Mitigation Strategy







# Parks, Recreation & Facilities

The Parks, Recreation, and Facilities Department is responsible for the design, implementation, management, and maintenance contract oversight of all City-owned parks, trails, and recreation infrastructure, as well as all other city-owned facilities. Some of the most notable amenities include the Jordie Lunn Bike Park, the Gravity Zone and Nature Trails, Starlight Stadium, City Centre Park, Glen Lake Park, The Langford Station Arts and Cultural District, and Veterans Memorial Park. This portion of the budget also includes the amounts the City contributes to West Shore Parks and Recreation Services, and to the Greater Victoria Public Library.

## Overview

The Parks, Recreation, and Facilities Department commenced and completed a number of significant projects in 2024. Staff initiated the Parks and Trails Master Plan process and are working with the consultant targeting a completion date of Q4 2025.

In alignment with Strategic Plan priority two, climate change and environmental stewardship, the City worked with the CRD to coordinate the installation of new EV charging infrastructure at the Jordie Lunn Clubhouse and The Langford Station Arts and Cultural District.

Another partnership established in 2024 was the Walmart off-leash area at Langford Parkway and Phipps Road. The City entered into a five-year lease with Walmart Canada to provide additional off-leash opportunities for residents in the City Centre.

Other notable projects in 2024 include the addition of a new trail in the Langford Gravity Zone and Nature Trails, constructed by volunteers and aptly named “Out of Hand”, representing the generosity of local trail builders and the exhilarating features included.



Formally dedicated as a Park in 2024, Desmond Pond Park received renovations to establish a walking loop and invasive species mitigation. Seasonal shade sails were added to the Langford Station Arts and Cultural District. The Cy Jenkins boardwalk on Glen Lake and the Langford Lake boat launch were both replaced with new aluminum structures, the latter being made with accessible features.

## Highlights of 2024

### ✓ Completion of Porcher Park Renovation and Expansion

The City acquired three residential lots adjacent to Porcher Park (822 Wren Place) to expand the existing greenspace. The Parks Department hosted an on-site open house to engage with the public about potential park amenities and features. A survey was also conducted to receive public feedback. Porcher Park is home to Langford's first formal community garden.



#### STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP

2c: Review and action the Food Security Policy as detailed in the OCP



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6i: Increased access to recreation infrastructure and services.

### ✓ Cy Jenkins Boardwalk Replacement

As identified in an asset management review of the City's boardwalks, the aging wood structure was replaced with a new aluminum structure.



#### STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION

4c: Improve and expand active transportation infrastructure



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6i: Increased access to recreation infrastructure and services.

### ✓ Initiate Glen Lake Spray Park Renovation

Glen Lake Beach Park (3076 Shoreview Drive) is the home to one of Langford's most popular spray parks. Staff identified that the existing spray pad does not have adequate drainage and is growing more costly to maintain. The renovation included the removal of the existing spray pad, and the construction of a new spray pad in a more suitable location at Glen Lake Park.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6i: Increased access to recreation infrastructure and services.

### ✓ Completed Two New Trails at Langford Gravity Zone and Nature Trails

Within the Gravity Zone and Nature Trails, the volunteer-built "Out of Hand" trail was built in 2024, providing further access and recreational opportunities for hikers and bikers to explore the outdoors in their own backyard.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6i: Increased access to recreation infrastructure and services.



### ✓ Desmond Pond Park Improvements

Desmond Pond Park was dedicated as a Park in 2024, and contains a stormwater management pond surrounded by green space. Improvements were made including a walking loop, benches and picnic tables.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6i: Increased access to recreation infrastructure and services.



### ✓ **Langford Lake Accessible Boat Launch Dock Renovation and RAD Society GearBox**

The Langford Lake boat launch and dock required replacement due to inadequate dock and pedestrian ramp infrastructure. The new boat launch and dock were designed in consultation with the RAD Society to include a wider range of users. In an effort to make outdoor recreation accessible for all community members, a RAD Society GearBox prototype will be installed adjacent to the boat launch on Landing Lane. The RAD Society GearBox will contain an Access Trax portable path system, Mountain Trike all-terrain wheelchair, Wave Ski sitting surf board, adaptive kayaks, handcycles, and other adaptive outdoor equipment. This equipment will be available for rent at an affordable price. The RAD Society Gearbox is temporarily located at City Centre Park and will be moved to its permanent location at Langford Lake Boat Launch in 2025.



#### **STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**

6d: Support the efforts of community organizations to expand services to youth, seniors, and other underrepresented and marginalized groups.  
6l: Increased access to recreation infrastructure and services.

### ✓ **Centennial Tennis Court Resurfacing**

The two existing tennis courts at Centennial Park were removed and replaced with a new asphalt surface with proper grading for drainage and playability, line painting, nets, and fencing. Due to poor weather in early fall 2024, the final court surfacing will be completed in Spring 2025.



#### **STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**

6l: Increased access to recreation infrastructure and services.

### ✓ **Initiated Parks and Trails Master Plan**

As outlined in Council's Strategic Plan, the Parks and Trails Master Plan process began. The contract was awarded to RC Strategies through an RFP process. Internal policy, document review, and field visits were conducted in 2024.



#### **STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**

6b: Develop a Parks Master Plan.

## **2024 OBJECTIVES AND MEASURES**

### **OBJECTIVE — COMPLETED!**

- ✓ Centennial Tennis Court Resurfacing (2025!)

### **OBJECTIVE — COMPLETED!**

- ✓ Langford Lake Accessible Boat Launch and Dock Renovation and RAD Society GearBox prototype.

### **OBJECTIVE — COMPLETED!**

- ✓ Initiate Parks and Trails Master Plan





## LOOKING FORWARD

### 2025 Objectives and Measures

#### Completion of a Parks and Trails Master Plan

Conduct public engagement and work with the consultant to develop and finalize the Parks and Trails Master Plan by winter of 2025.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6b: Develop a Parks Master Plan.

#### Planning and Design of Veterans Memorial Park Expansion

Finalize the design of the Veterans Memorial Park Expansion through public engagement, complete the demolition of the existing Mason's Hall and start land preparations.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6l: Increased access to recreation infrastructure and services.

#### Florence Lake Pier Replacement

As identified during an asset management review, remove the current pier due to structural decay and replace with a new aluminum structure.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5h: Finalize a comprehensive asset management plan

#### Spray Park Replacement at Glen Lake Beach Park

Complete the installation of the newly expanded spray park at Glen Lake Beach Park and decommission the existing equipment.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6l: Increased access to recreation infrastructure and services.



#### Mechanical Improvements at Westhills Arena

Replace aging infrastructure related to the heating and cooling of Westhills Arena.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5h: Finalize a comprehensive asset management plan

#### City Hall – Parkade EV Charger Ready

Provide power to the City Hall parkade and supply EV chargers to allow for more electric fleet vehicles.



#### STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP

2a: Develop a climate action master plan including targets for emission reductions

#### Opening of New Trail at Gravity Zone

Complete new bike trail project 'Flipside' at the Langford Gravity Zone and Nature Trails Park, located at 4100 West Shore Parkway.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6b: Develop a Parks Master Plan.

#### Porcher Park and Community Gardens

Complete the Porcher Park expansion project to revitalize green space with an accessible playground, native plant restoration, and a new community garden supporting local food resilience, which will be Langford's first.



#### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6b: Develop a Parks Master Plan.



#### STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP

2c: Review and action the Food Security Policy as detailed in the OCP





# Development Services, Community Planning & Climate Change

In 2024, following the adoption of the 2023-2027 Council Strategic Plan, the Planning and Subdivision Department was divided into the Development Services Department and the Community Planning and Climate Change Department. This was initiated to ensure that dedicated resources could be allocated to advancing the goals and objectives identified in the Strategic Plan, while ensuring that day-to-day operations and the review of land-use applications retained their historic efficiencies.

## Development Services

The Development Services Department is responsible for providing professional and technical advice on a wide range of topics, including land use and development applications. Department staff provide professional and technical advice on current and future land uses. Daily planning operations encompass interactions with land development processes such as zoning, subdivisions, and building. Additionally, these operations involve reviewing past and current policies to address subdivision design and development. The processing of subdivision and current planning development applications are key initiatives for 2025.



**20**  
REZONING APPLICATIONS  
RECEIVED



**76**  
DEVELOPMENT PERMIT  
APPLICATIONS RECEIVED



**13**  
DEVELOPMENT VARIANCE  
PERMIT APPLICATIONS  
RECEIVED



**381**  
LOTS CREATED BY  
SUBDIVISION

## Community Planning and Climate Change

The Community Planning and Climate Change Department is responsible for long-range community planning, social planning, climate action planning, as well as housing policies, programs, and related initiatives. The department ensures that the Official Community Plan integrates community goals with city-building best practices, and is reflected in the other policies, plans, and bylaws that shape how the community grows and develops. Department staff provide professional and technical advice on evolving Provincial legislation, regional planning efforts, and measures to address a wide range of issues relating to sustainable development, climate, the environment, and the quality of life of residents.

## Highlights of 2024

### ✓ Official Community Plan Refresh

Over 2024, two phases of work and public engagement were completed. Phase 1 included developing content around the *Big Ideas* that would have a significant impact on the City's ability to strategically meet the needs of 100,000 residents while addressing the challenges of affordability, housing, climate change, social equity, rising infrastructure costs, transportation and mobility. Phase 1 engagement took these *Big Ideas* and best practices out to the community to gain feedback on the community's values, priorities, and thoughts in these key topic areas.

Phase 2 included the development of an *Ideas Paper*, which outlines a series of more detailed policy ideas, referred to as initially



preferred options, grounded in best practices for successful city-building and informed by feedback from the community. They represent an approach to guide key decisions involving where and how the city will grow, which in turn will determine how successful Langford will be in creating opportunities to address challenges and meet the needs of the community. These initially preferred options were reviewed with the public during phase 2 engagement to assess public support or concerns in order to allow for adjustments before the draft OCP was prepared as part of the phase 3 work. Learn more at [LetsChatLangford.ca/OCP](https://LetsChatLangford.ca/OCP)



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1a: Refresh the Official Community Plan (OCP)





### ✓ **Urban Forest Management Plan**

Langford's first Urban Forest Management Plan was adopted in 2024. This Plan, informed by public feedback over two phases and urban forestry best practices, details the current extent and condition of Langford's urban forest and establishes a strategic framework to meet the vision, target, and goals for Langford's urban forest for the next 25 years. The Plan establishes a canopy cover target of 40-45% over the 25-year timeframe as well as a series of objectives, strategies and actions to meet the aspirations of the Plan to: balance urban growth and enhancing the urban forest, ensure residents have equitable access to the benefits of the urban forest, and maintain a healthy urban forest that is resilient to the impacts of climate change. The Plan includes seven "quick start actions" that will have a significant impact on the success of the Plan. Of these, Council implemented one (to adopt a permanent tree protection bylaw that balances the protection of tree resources and the regulation of private property) and authorized a second (to hire a permanent full-time City Arborist) at the end of 2024.



#### **STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

1g: Develop an Urban Forest Management Plan

### ✓ **Zoning Bylaw Parking Requirements**

In 2024, Council expanded the scope of this project from being a review of the off-street parking requirements for just the City Centre to include an overall review of the vehicle parking requirements and bicycle parking requirements of the Zoning Bylaw, and to explore options for including additional transportation demand management measures.



#### **STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

1l: Review the Zoning Bylaw Parking Requirements in the City Centre

### ✓ **Update the Housing Needs Report**

The Provincial government introduced the first legislative requirements for Housing Needs Reports in 2019 to strengthen the ability of local governments to understand and anticipate local housing needs by collecting data, analyzing trends and completing reports that describe the number of housing units required to meet the current and anticipated need. As part of this, projected population growth was considered as well as quantitative and qualitative information about demographics, household incomes, housing stock, and other factors. The City's first Housing Needs Report was adopted in 2020.

Amendments to the *Local Government Act* were introduced in 2023 changing the timing and content requirements for Housing Needs Reports. These amendments required municipalities to prepare an Interim Housing Needs Report by January 1, 2025, consisting of three items: the number of housing units required to meeting the current and anticipated need for the next 5- and 20-year periods using the HNR Method; a statement about the need for housing in proximity to alternate and active transportation infrastructure; and a description of actions taken since receiving the most recent Housing Needs Report. The HNR Method involves analyzing and calculating six components of housing need based on publicly available data, that are then added together to provide the total number of housing units needed in a municipality. The City's Interim Housing Needs Report, prepared according to these specifications, was received by Council in October 2024, and identifies that 5,081 and 16,942 housing units will be needed over the next 5- and 20-year periods, respectively.



#### **STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

1k: Update the Housing Needs Report

### ✓ **Attainable Home Ownership Program**

In 2024, Council approved an expansion to the residency qualifying criteria to include people that live or work in Sooke, Metchosin, Colwood, View Royal, or Highlands and approved a consumer price index increase to the household income thresholds. 10 additional homes were sold to qualified applicants in the first partner buildings, Trailside at the Lake, in 2024, and it is expected that the remaining homes currently for sale in these buildings will be sold in 2025.

Following Council endorsement of adding a rental stream to the Attainable Housing Program in 2023, three partner projects providing a total of 17 below-market rental homes for Langford residents were secured in 2024.



#### **STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

1m: Pursue Programs and Partnerships for Affordable Housing

### ✓ **Small-Scale Multi-unit Housing and Transit-Oriented Areas**

The Provincial government made amendments to the Local Government Act that require local governments to amend their zoning bylaws to allow secondary suites and/or detached accessory dwelling units in all single-family homes, to allow a minimum of 3-6 residential dwelling units on properties meeting certain criteria, and to establish transit-supportive densities adjacent to specified transit stations. These requirements are generally called the Small-Scale Multi-Unit Housing regulations and the Transit Oriented Areas regulations, respectively. The Bylaws implementing these requirements were adopted in June 2024, prior to the deadline established by the Province.



#### **STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

1o: Update the Zoning Bylaw to Reflect the New Small-Scale Multi-Unit Housing and Transit-oriented Development Legislation

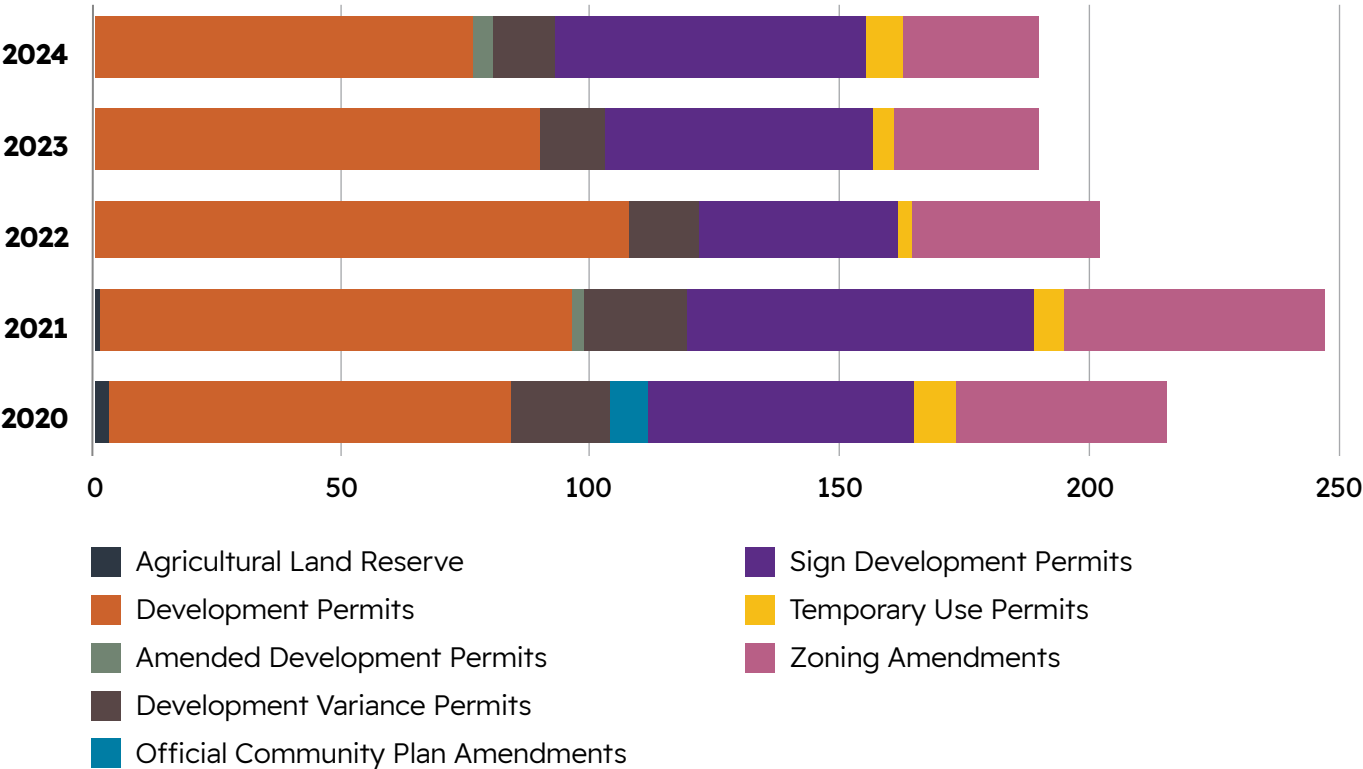




# 2024 DEVELOPMENT APPLICATION STATISTICS

Type of Application	2020	2021	2022	2023	2024	Total
Agricultural Land Reserve	2	1	0	0	0	3
Development Permits	65	95	107	90	73	430
Amended Development Permits	0	0	0	0	2	2
Development Variance Permits	16	20	14	13	12	75
Official Community Plan Amendments	6	6	0	2	0	14
Sign Development Permits	43	65	40	52	62	262
Amended Sign Development Permits	0	0	0	0	0	0
Strata-Title Conversions	0	0	0	0	0	0
Subdivisions	50	59	41	21	13	184
Temporary Use Permits	7	6	3	4	8	28
Temporary Use Permit Extensions	0	0	0	5	3	8
Zoning Amendments	34	52	38	29	20	173
<b>Total</b>	<b>223</b>	<b>304</b>	<b>243</b>	<b>216</b>	<b>193</b>	<b>1179</b>

## Applications Received By Year



## Revenue Collected by Type of Application by Year

	ALR Apps \$1,000	DVP Permits \$380,000	DVP VP \$16,000	PH Budget \$60,000	Rezoning Apps \$180,000	SDP Budget \$10,000	TUP Budget \$2,500	Monthly Total	Total to Date Budget \$649,500
<b>2024</b>	-	298,027	10,829	14,692	72,495	12,700	9,446	<b>418,188</b>	<b>\$569,852</b>
<b>2023</b>	-	391,338	17,790	202,775	68,381	8,800	5,886	<b>694,970</b>	<b>\$828,389</b>
<b>2022</b>	-	633,194	12,551	225,846	80,053	7,750	-	<b>959,394</b>	<b>\$959,394</b>
<b>2021</b>	750	533,881	25,104	280,743	102,351	10,700	4,150	<b>957,679</b>	<b>\$957,679</b>
<b>2020</b>	750	300,251	24,432	148,391	56,275	10,550	2,007	<b>542,656</b>	<b>\$539,656</b>

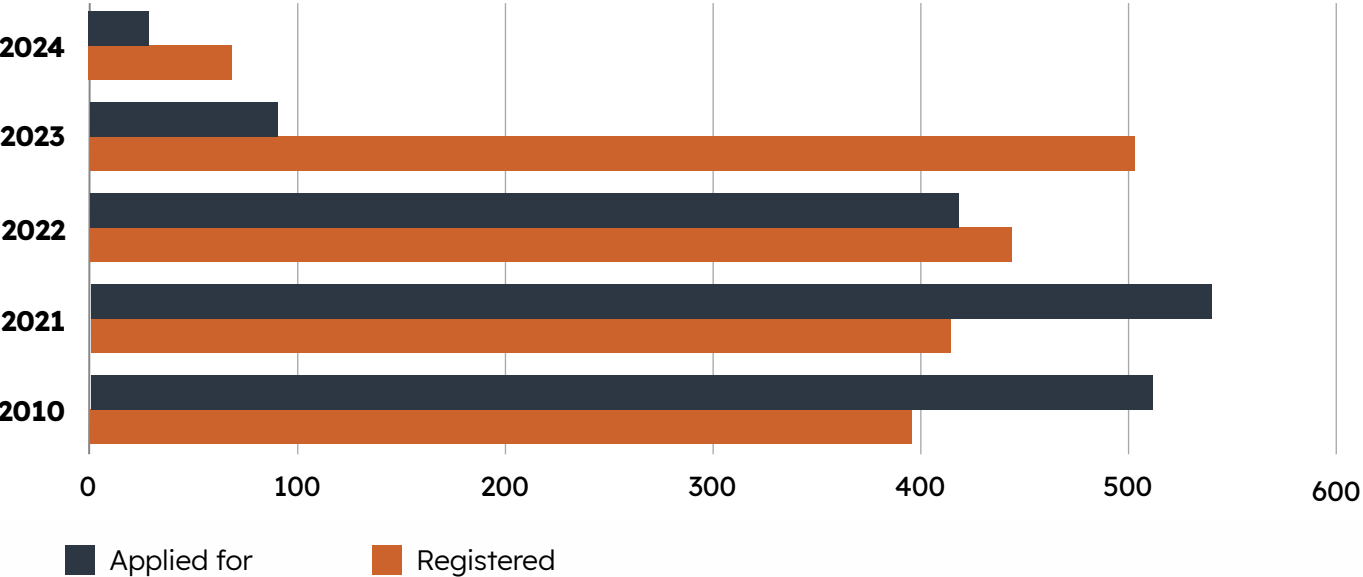
## SUBDIVISION STATISTICS

### Subdivisions by Year

Year	Files	Active	Applied For	Registered
<b>2024</b>	5	5	28	68
<b>2023</b>	18	18	91	504
<b>2022</b>	42	36	414	444
<b>2021</b>	59	30	539	409
<b>2020</b>	50	16	511	396
<b>Total</b>	<b>174</b>	<b>105</b>	<b>1583</b>	<b>1821</b>



Lots Created by Year



Subdivision Revenue by Year

	Application Fees Budget \$100,000	Final Approval Budget \$58,000	Strata Conversion Budget \$6,300	Total Budget \$164,300
2024	\$98,999	\$45,249	\$7,415	\$151,663
2023	\$95,056	\$33,363	\$5,000	\$133,419
2022	\$201,418	\$68,354	\$4,666	\$274,438
2021	\$78,094	\$36,325	\$5,060	\$119,479
2020	\$160,513	\$62,771	\$16,772	\$240,056



## LOOKING FORWARD

### 2025 Objectives and Measures

#### Official Community Plan Refresh

In 2025, staff will prepare a new draft OCP that reflects the ideas, best practices, and community feedback obtained throughout the first two phases of work. This draft OCP will be reviewed by the community during Phase 3 public engagement before being finalized for consideration by Council.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1a: Refresh the Official Community Plan (OCP)

#### Update the Amenity Contribution Policy

The Provincial government enacted new legislation in 2023 to establish a new Amenity Cost Charge financial tool to allow local governments to collect funds to construct community amenities in a clear and transparent way, similar to Development Cost Charges. Furthermore, the Province enacted further changes to the Local Government Act in 2024 pertaining to density bonusing and inclusionary housing. Together, these amendments change how local governments secure affordable housing, community amenities, and apply density bonus provisions. Staff will commence a detailed review of Langford's existing Affordable Housing and Amenity Contribution Policy as well as the Attainable Housing Policy in relation to the legislation and outline options to amend or replace these Policies for Council's consideration.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1b: Update the Amenity Contribution Policy  
1m: Pursue Programs and Partnerships for Affordable Housing

#### Update Design Guidelines and Consider an Advisory Design Panel

The City's Design Guidelines provide guidance and direction on the site layout, architectural design, and landscaping expectations for new development. The majority of the established design guidelines require updating to reflect current design standards, Council's vision as

set out in the Early Guidance, the new housing forms enabled through the Small-Scale Multi-Unit Housing legislation, and the ideas being developed as part of the OCP Refresh.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1d: Update Design Guidelines and Consider an Advisory Design Panel

#### Review the Zoning Bylaw Parking Requirements in the City Centre

Building on the research and analysis phase commenced in 2024, staff expect that public engagement will occur in spring 2025 with draft bylaws completed for Council consideration in fall 2025.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1l: Review the Zoning Bylaw Parking Requirements in the City Centre

#### Review Downtown Public Parking Needs and Related Policies

This review will enable the City to better understand the parking needs of residents, businesses, commuters and the forthcoming Langford post-secondary campus, all with the goal of building a thriving downtown core.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1j: Review the Downtown Public Parking Needs and Related Policies

#### Small-Scale Multi-unit Housing and Transit-Oriented Areas

Staff have been working with the Small-Scale Multi-Unit Housing requirements as consolidated in the Zoning Bylaw since June 2024. A review of the opportunities to adjust any regulations that require clarification will occur in 2025 for Council's consideration.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1o: Update the Zoning Bylaw to Reflect the New Small-Scale Multi-Unit Housing and Transit-oriented Development Legislation



## Attainable Home Ownership Program

Council directed staff to explore options to adjust the structure of the Attainable Home Ownership Program, which could include a different structure, partnerships to administer the Program, incorporation of new and amended legislative tools pertaining to inclusionary zoning and density bonusing, and other possible uses of the Affordable Housing Reserve Fund. This in-depth review will be done in conjunction with a review of the Affordable Housing and Amenity Contribution Policy and analysis of new Provincial legislation.

It is expected that the remaining homes currently for sale in the Attainable Home Ownership Program will complete in 2025, and that the first homes available as part of the rental stream will become available. It is also expected that several new Housing Agreements will be drafted for Council's approval in both the home ownership program and the rental program this year.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1m: Pursue Programs and Partnerships for Affordable Housing

## Tenant Assistance

Staff will commence a review of best practices for tenant assistance from other similar municipalities in BC this year. This work will involve a review of changes to the Residential Tenancy Act enacted in 2024.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1e: Develop a Climate Action Development Permit Area Bylaw

## Review the Zoning Bylaw to Ensure Alignment with the Housing Needs Report

Staff will undertake a review of the zoned capacity for residential housing currently accommodated in the Zoning Bylaw in 2025. As per Provincial legislation, local

governments must update their Zoning Bylaws by the end of 2025 to accommodate the 20-year housing need as identified through the Interim Housing Needs Report. It is anticipated that the City will need to strategically pre-zone portions of the city for higher density residential development to accommodate a minimum of 16,942 housing units and ensure compliance with the Local Government Act.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1p: Review the Zoning Bylaw to Ensure Alignment with the Housing Needs Report

## Climate Action

The City hired a Climate Change Specialist in 2024, who will advance multiple climate action initiatives of the Strategic Plan in 2025. A gaps analysis and more specific work plan will be developed over the spring 2025.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1e: Develop a Climate Action Development Permit Area Bylaw



### STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP

2a: Develop a Climate Action Master Plan Including Targets for Emission Reductions  
2b: Hire a City Climate Change Specialist

## Develop a Placemaking Strategy

The first two phases of the Official Community Plan highlighted the importance of public spaces to community livability and quality of life. Building on this work, as well as that of the Arts and Culture Strategy commencing in early 2025, the Placemaking Strategy will identify opportunities to reimagine and transform public spaces to improve the ability of residents to connect, gather, enjoy public art and urban nature, and enhance their quality of life.



### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6F: Develop and Implement a Placemaking Strategy



# 2024 Consolidated Financial Statements

As part of its commitment to transparency and accountability, the City of Langford prepares annual consolidated financial statements in compliance with legislation, and in accordance with Canadian Public Sector Accounting standards. The consolidated financial statements have been audited by KPMG LLP, independent external auditor appointed by the City. These statements provide residents with an overview of the City's financial position, including its assets, liabilities, revenues, and expenditures for the fiscal year. The 2024 Consolidated Financial Statements were approved by Council on May 6, 2025.



# 2024

CITY OF LANGFORD  
Consolidated Financial Statements  
For the fiscal year ending December 31, 2024

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City of Langford, British Columbia, Canada





# City of Langford

[www.cityoflangford.ca](http://www.cityoflangford.ca)

<b>Mayor:</b>	Scott Goodmanson
<b>Councillors:</b>	Kimberley Guiry Colby Harder Mark Morley Lillian Szpak Mary Wagner Keith Yacucha
<b>Chief Administrative Officer:</b>	Darren Kiedyk, CPA, CGA
<b>Director of Finance:</b>	Michael Dillabaugh, CPA, CA
<b>City Engineer:</b>	Katelyn Balzer, P.Eng.
<b>City Planner:</b>	Matthew Baldwin, MCIP, RPP
<b>Fire Chief:</b>	Christopher Aubrey
<b>Auditors:</b>	KPMG
<b>Solicitors:</b>	Young Anderson
<b>Bankers:</b>	Bank of Montreal
<b>Police:</b>	RCMP - West Shore

Financial Statements

Management's Responsibility for the Consolidated Financial Statements	1
Independent Auditor's Report	2
Consolidated Statement of Financial Position	5
Consolidated Statement of Operations	6
Consolidated Statement of Change in Net Financial Assets	7
Consolidated Statement of Cash Flows	8
Notes to Consolidated Financial Statements	9


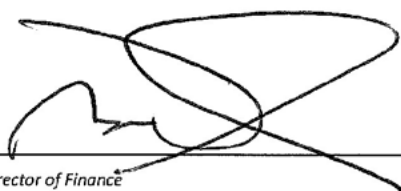
## Management's Responsibility for the Consolidated Financial Statements

The accompanying consolidated financial statements of the City of Langford (the "City") are the responsibility of management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board of The Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The City's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

City of Langford Council meets with management and the external auditor to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditor appointed by the City. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the City's consolidated financial statements.

	
Chief Administrative Officer	Director of Finance



**KPMG LLP**

St. Andrew's Square II  
800-730 View Street  
Victoria, BC V8W 3Y7  
Canada  
Tel 250-480-3500  
Fax 250-480-3539

## INDEPENDENT AUDITOR'S REPORT

To the Mayor and Councillors of City of Langford

### *Opinion*

We have audited the consolidated financial statements of City of Langford (the Entity), which comprise:

- the consolidated statement of financial position as at December 31, 2024
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net financial assets (debt) for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2024, and its consolidated results of operations, its consolidated remeasurement of gains and losses, its consolidated changes in net financial assets (debt) and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditor's Responsibilities for the Audit of the Financial Statements**” section of our auditor's report.

We are independent of the Entity 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 Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity'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 Entity'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 Entity 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.
- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants

Victoria, Canada  
May 6, 2025



## Consolidated Statement of Financial Position

December 31, 2024, with comparative information for 2023

	2024	2023
<b>Financial assets:</b>		
Cash and cash equivalents (note 2)	\$ 72,046,766	\$ 73,157,063
Short term investments	1,273,376	6,753,454
Property taxes receivable	4,375,629	1,887,692
Accounts receivable	13,898,362	13,896,079
Other assets	1,256,265	1,231,624
	92,850,398	96,925,912
<b>Financial liabilities:</b>		
Accounts payable and accrued liabilities	16,919,863	23,120,758
Prepaid property taxes	2,061,038	1,742,616
Deferred revenue (note 3)	17,643,064	11,971,448
Refundable deposits	28,684,472	24,946,746
Debt (note 4)	38,673,494	26,775,511
	103,981,931	88,557,079
<b>Net financial assets (debt)</b>	<b>(11,131,533)</b>	<b>8,368,833</b>
<b>Non-financial assets:</b>		
Tangible capital assets (note 5)	708,184,317	655,463,054
Sewer franchise agreement (note 6)	51,836,162	47,904,493
Prepaid expenses	759,465	1,152,582
	760,779,944	704,520,129
Commitments, contingencies and contractual rights (note 11 and 12)		
<b>Accumulated surplus (note 7)</b>	<b>\$ 749,648,411</b>	<b>\$ 712,888,962</b>

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

Director of Finance

## Consolidated Statement of Operations

Year ended December 31, 2024, with comparative information for 2023

	Financial Plan (note 13)	2024	2023
<b>Revenue:</b>			
Taxation, net (note 8)	\$ 58,965,188	\$ 56,358,739	\$ 47,256,849
Development cost charges (note 3)	6,477,884	3,411,657	3,200,351
Sewer capital recovery fees	-	7,817,199	6,385,272
Utility charges	5,000	5,000	5,000
Other	6,813,723	9,056,197	8,678,996
Licences and permits	3,843,700	3,822,668	3,999,565
Penalties and interest	442,325	801,759	536,729
Government transfers (note 9)	4,397,140	4,331,295	19,949,360
Commercial leasing	6,053,367	8,654,232	8,330,259
Casino	1,400,000	1,389,857	1,415,836
Investment earnings	750,000	2,751,312	2,831,858
Developer and property owner contributions	5,139,977	30,792,293	35,733,710
<b>Total revenue</b>	<b>94,288,304</b>	<b>129,192,208</b>	<b>138,323,785</b>
<b>Expenses:</b>			
General government services:			
Legislative	655,041	537,642	598,391
Administrative	7,519,762	7,600,498	7,125,669
Other	3,145,795	2,705,806	2,300,069
	<b>11,320,598</b>	<b>10,843,946</b>	<b>10,024,129</b>
Protective services:			
Police and bylaw enforcement	17,407,362	18,189,825	16,159,094
Fire protection and emergency response	6,828,467	7,414,233	5,481,419
Building inspection and other	949,789	1,087,823	937,471
	<b>25,185,618</b>	<b>26,691,881</b>	<b>22,577,984</b>
Engineering and public works:			
Common services	2,868,984	2,375,826	1,926,626
Land development services	405,290	605,664	637,324
Roads, streets and storm drainage	8,510,659	15,005,221	15,763,157
	<b>11,784,933</b>	<b>17,986,711</b>	<b>18,327,107</b>
Community services:			
Environmental and development services	2,720,571	1,982,926	1,436,876
Recreation and cultural services	17,183,925	22,981,763	20,999,056
West Shore Parks and Recreation Society (note 14)	7,890,090	8,060,001	7,670,808
	<b>27,794,586</b>	<b>33,024,690</b>	<b>30,106,740</b>
Utility and enterprise services:			
Sewer infrastructure	-	3,885,531	3,348,453
<b>Total expenses</b>	<b>76,085,735</b>	<b>92,432,759</b>	<b>84,384,413</b>
<b>Annual surplus</b>	<b>18,202,569</b>	<b>36,759,449</b>	<b>53,939,372</b>
<b>Accumulated surplus, beginning of year</b>	<b>712,888,962</b>	<b>712,888,962</b>	<b>658,949,590</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 731,091,531</b>	<b>\$ 749,648,411</b>	<b>\$ 712,888,962</b>

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

## Consolidated Statement of Changes in Net Financial Assets

Year ended December 31, 2024, with comparative information for 2023

	Financial Plan (note 13)	2024	2023
Annual surplus	\$ 18,202,569	\$ 36,759,449	\$ 53,939,372
Acquisition of tangible capital assets	(117,040,961)	(40,433,985)	(38,965,074)
Amortization of tangible capital assets	-	12,580,394	11,979,436
Loss (gain) on sale of tangible capital assets	-	(134,250)	1,046,186
Proceeds on sale of tangible capital assets	-	340,463	103,970
Sewer capital recovery fees	-	(7,817,199)	(6,385,272)
Sewer capital agency fee	-	2,916,315	2,442,573
Developer contributions of tangible capital assets	-	(23,998,203)	(27,509,642)
Change in proportionate share of West Shore Parks & Rec Society	-	(106,467)	(88,018)
Transfer of assets to other Governments (note 5)	-	-	1,955,713
	(98,838,392)	(19,893,483)	(1,480,756)
Consumption (acquisition) of prepaid expenses	-	393,117	(102,857)
Change in net financial assets	(98,838,392)	(19,500,366)	(1,583,613)
Net financial assets, beginning of year	8,368,833	8,368,833	9,952,446
Net financial assets (debt), end of year	\$ (90,469,559)	\$ (11,131,533)	\$ 8,368,833

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



# CITY OF LANGFORD

## Consolidated Statement of Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
<b>Operating activities:</b>		
Annual surplus	\$ 36,759,449	\$ 53,939,372
Items not involving cash:		
Amortization of tangible capital assets	12,580,394	11,979,436
Transfer of assets to other Governments	-	1,955,713
Loss (gain) on sale of tangible capital assets	(134,250)	1,046,186
Developer contributions of tangible capital assets	(23,998,203)	(27,509,642)
Sewer capital recovery fees	(7,817,199)	(6,385,272)
Sewer capital agency fee	2,916,315	2,442,573
Change in proportionate share of West Shore Parks & Rec Society	(106,467)	(88,018)
Changes in non-cash operating assets and liabilities:		
Property taxes receivable	(2,487,937)	(479,255)
Accounts receivable	(2,283)	(236,061)
Other assets	(24,641)	(245,614)
Accounts payable and accrued liabilities	(6,200,895)	1,882,389
Prepaid property taxes and licences	318,422	615,322
Deferred revenue	5,671,616	1,933,378
Refundable deposits	3,737,726	3,348,813
Prepaid expenses	393,117	(102,857)
	21,605,164	44,096,463
<b>Capital activities:</b>		
Acquisition of tangible capital assets	(40,433,985)	(38,965,074)
Proceeds on sale of tangible capital assets	340,463	103,970
	(40,093,522)	(38,861,104)
<b>Financing activities:</b>		
Debt proceeds	15,010,000	12,485,509
Debt payments	(3,112,017)	(2,520,338)
Sale of investments	5,480,078	3,607,393
	17,378,061	13,572,564
(Decrease) increase in cash and cash equivalents	(1,110,297)	18,807,923
Cash and cash equivalents, beginning of year	73,157,063	54,349,140
Cash and cash equivalents, end of year	\$ 72,046,766	\$ 73,157,063
<b>Supplemental cash flow information:</b>		
Cash paid for interest	\$ 1,044,790	\$ 976,801
Cash received from interest	3,533,262	3,320,725

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

## Notes to Consolidated Financial Statements

Year ended December 31, 2024

The City of Langford (the "City") is incorporated and operates under the provisions of the British Columbia Local Government Act and the Community Charter of British Columbia.

**1. Significant accounting policies:**

The consolidated financial statements of the City are prepared by management in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the City are as follows:

**(a) Reporting entity:**

The consolidated financial statements include the assets, liabilities, revenues and expenses of the City. The consolidated financial statements also include the City's proportionate interest in the West Shore Parks and Recreation Society ("West Shore"), an organization jointly controlled by the City. The City does not administer any trust activities on behalf of external parties.

**(b) Basis of accounting:**

The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

**(c) Revenue recognition:**

Government transfers are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made, except when and to the extent the transfer gives rise to an obligation that meets the definition of a liability.

Property tax revenue is recognized on an accrual basis using approved tax rates and the anticipated assessment for the current year. Parcel tax revenues are recognized in the year that they are levied.

Revenue from unilateral transactions is recognized when the City has the ability to claim or retain an inflow of economic resources and a past transaction or event giving rise to the asset has occurred. Revenue from exchange transactions is recognized when or as the City has satisfied performance obligations.

**(d) Deferred revenue:**

Deferred revenue includes grants, contributions, and other amounts received from third parties pursuant to legislation, regulation and agreement which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired thereby extinguishing any liability to the City.

Development cost charges are amounts which are restricted by government legislation or agreement with external parties. When qualifying expenditures are incurred, development cost charges are recognized as revenue in amounts which equal the associated expenses.

**(e) Refundable deposits:**

Receipts restricted by third parties are deferred and reported as refundable deposits under certain circumstances. Refundable deposits are returned when the third party meets their obligations or the deposits are recognized as revenue when qualifying expenditures are incurred.

**(f) Investment income:**

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

**(g) Cash equivalents:**

Cash equivalents include short-term, highly liquid investments that are cashable on demand or have a term to maturity of 90 days or less at acquisition.

**(h) Long-term debt:**

Long-term debt is recorded net of related repayments.

Notes to Consolidated Financial Statements

(i) Non-financial assets:

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

(i) Tangible capital assets

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

Asset	Useful life - years
Land improvements	10-50
Buildings	25-70
Vehicles, machinery, equipment	5-25
Sewer and storm infrastructure	60-100
Road infrastructure	10-75

Non-financial assets are written down when conditions indicate that they no longer contribute to the City's ability to provide goods and services, or when the value of future economic benefits associated with the asset are less than the book value of the asset.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value and are recorded as revenue at the date of receipt.

(iii) Works of art and cultural and historic assets

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

(iv) Leased tangible capital assets

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

(v) Inventory of supplies

Inventory of supplies held for consumption is recorded at the lower of cost and replacement cost.

(vi) Contaminated sites

Contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

- 1) an environmental standard exists
- 2) contamination exceeds the environmental standard
- 3) the City is directly responsible or accepts responsibility for the liability
- 4) future economic benefits will be given up, and
- 5) a reasonable estimate of the liability can be made

(j) Employee benefits:

The City and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred. The costs of a multi-employer defined contribution pension plan, such as the Municipal Pension Plan, are the employer's contributions due to the plan in the period.

(k) Asset retirement obligation:

An asset retirement obligation is recognized when, as at the financial reporting date, all the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

An asset and liability for the removal of asbestos has been recognized based on estimated future expenses on closure of the site and post-closure care. The capital assets affected by the asbestos liability are being amortized following the amortization accounting policies outlined in 1(i)(i) above.



## Notes to Consolidated Financial Statements

## (l) Financial instruments

Financial instruments include cash and cash equivalents, investments, accounts receivables, property taxes receivable, and accounts payables and accrued liabilities.

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has not elected to carry any other financial instruments at fair value.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations. There are no unrealized changes in fair value as at December 31, 2024 and December 31, 2023. As a result, the City does not have a statement of remeasurement gains and losses.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method or effective interest rate method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses. When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

## (m) Public private partnerships (P3):

A P3 arrangement occurs between a public sector entity and a private sector entity where the private sector entity designs, builds, finances and operates the infrastructure.

The City recognizes infrastructure assets acquired under P3 arrangements as tangible capital assets when the City controls the purpose and use of the infrastructure, access to the future economic benefits and exposure to risks of the infrastructure assets, and significant residual interest in the infrastructure, if any, at the end of the P3's term. The assets are initially recognized at fair value, including costs incurred directly by the City and are subsequently amortized over the assets' useful lives in accordance with the amortization accounting policy (note 1(i)).

Under the financial liability model, the P3 related liability is initially recognized at the same amount as the assets, less any consideration paid to the private sector entity, and is subsequently measured at amortized cost using the interest rate implicit in the P3 arrangement.

Under the user-pay model, the private sector partner has the rights to earn revenue from third party users or access to another revenue-generating asset as compensation. The P3 related liability is initially recognized at the same amount as the assets. Revenue from the user-pay model is recognized and the liability reduced according to the terms of the agreement.

## (n) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Estimates include assumptions used in estimating historical cost and useful lives of tangible capital assets, estimating fair value of contributed tangible capital assets and in estimating provisions for accrued liabilities and asset retirement obligations. Actual results could differ from these estimates.

## (o) Change in accounting policy

On January 1, 2024, the City adopted Canadian Public Sector Accounting Standard *PS 3400 Revenue Recognition*. The new accounting standard differentiates between revenue arising from transactions with performance obligations (exchange transactions) and transactions that do not have performance obligations (non-exchange transactions). The standard was adopted on a prospective basis and the prior year revenues are not restated, which may result in the financial statements not being as comparable to the prior year.

Exchange transactions involve a performance obligation arising from payment or promise of consideration in exchange for goods or services. If the obligation is met at a specific point of time, revenue is recognized at the point where the City receives the goods or service. If the obligation is met over a period of time, then revenue is recognized over this duration using the percentage of completion method. These transactions include development and building permit fees and charges.

Non-exchange transactions are not associated to a performance obligation and may include voluntary or involuntary transactions. The City will recognize the revenue of non-exchange transactions when a past transaction has occurred that gives right to an asset or economic resource. These transactions include fines and licenses.

On January 1, 2024, the City adopted Canadian Public Sector Accounting Standard *PS 3160 Public Private Partnerships*. The new accounting standard establishes guidelines for the recognition, measurement, presentation, and disclosure of infrastructure procured through certain types of public private partnership arrangements. The standard was adopted on a prospective basis and no restatement was made to arrangements that met the definition of a public private partnership.

## Notes to Consolidated Financial Statements

## 2. Cash and cash equivalents:

	2024	2023
West Shore Parks and Recreation Society	\$ 1,872,612	\$ 1,577,881
Cash	70,174,154	71,579,182
	<b>\$ 72,046,766</b>	<b>\$ 73,157,063</b>

The City has an approved and undrawn operating line of credit of \$10,500,000.

## 3. Deferred revenue:

Deferred revenue, reported on the consolidated statement of financial position, is comprised of the following:

	2024	2023
Development cost charges	\$ 11,215,350	\$ 8,004,980
Hotel room tax	711,062	839,213
Grants	1,074,400	-
Permit and user fees	3,433,854	2,011,692
Other	1,208,398	1,115,563
	<b>\$ 17,643,064</b>	<b>\$ 11,971,448</b>

Development cost charges:

	2024	2023
Opening balance of unspent funds	\$ 8,004,980	\$ 5,892,755
Add:		
Development cost charges received during the year	6,166,743	4,911,001
Interest earned	455,284	401,575
	14,627,007	11,205,331
Less amount spent on projects and recorded as revenue	(3,411,657)	(3,200,351)
	<b>\$ 11,215,350</b>	<b>\$ 8,004,980</b>

Notes to Consolidated Financial Statements

4. Debt:

(a) Debt:

Debt from the TD Bank is comprised of an interim financing facility which bears interest at the Canadian Overnight Repo Rate Average. The current rate of interest is between 3.59% and 3.73%.

(b) Principal payments on debt for the next five years and thereafter are as follows:

2025	\$	1,097,010
2026		2,442,010
2027		2,442,010
2028		2,442,010
2029 and thereafter		30,250,454

Interest expense on debt during the year was \$1,529,180 (2023 - \$976,801).

5. Tangible capital assets:

(a) Assets under construction:

Assets under construction have a value of \$40,505,147 (2023 - \$24,106,796) and have not yet been amortized. Amortization of these assets will commence when the asset is put into service.

(b) Contributed tangible capital assets:

Contributed tangible capital assets have been recognized at fair market value at the date of contribution. The value of contributed capital assets received during the year is \$23,998,203 (2023 - \$27,509,642) comprised of land \$19,203,946 (2023 - \$18,671,048), land improvements \$365,479 (2023 - \$367,656), Vehicles, machinery, equipment \$nil (2023 - \$nil), sewer and storm infrastructure \$1,254,462 (2023 - \$3,446,577) and roads infrastructure \$3,174,316 (2023 - \$5,024,361).

(c) Works of art and historical treasures:

The City manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

(d) Write-down of tangible capital assets:

No tangible capital assets were written down in 2024 or 2023.

(e) West Shore Parks and Recreation Society:

The City's proportionate share of West Shore Parks and Recreation Society assets includes land, buildings, and equipment which are subject to amortization policies consistent with those of the City.

(f) School District 62 (Sooke)

In 2023, the City transferred \$1,955,713 of assets to School District 62 (Sooke), representing project costs incurred to design, engineer, and construct infrastructure, based on terms of the agreement between the City and School District 62 (Sooke). The transfer is recorded as an expense in the consolidated statement of operations.

No assets were transferred between the City and School District 62 (Sooke) in 2024.



## Notes to Consolidated Financial Statements

Note 5. Tangible Capital Assets (Continued)

	Land	Land Improvements	Buildings	Vehicles Machinery & Equipment	Sewer and Storm Infrastructure	Roads Infrastructure	Assets Under Construction	West Shore Parks & Recreation Society	2024	2023
<b>Cost:</b>										
Opening	\$ 304,097,888	36,676,674	51,803,498	17,778,603	88,875,197	219,415,424	24,106,796	40,535,620	783,289,700	\$ 721,555,629
Additions	22,114,625	1,432,527	7,184,670	1,057,720	1,748,695	5,485,265	24,365,371	1,043,315	64,432,188	66,474,716
Transfers	-	281,771	5,945,111	310,838	140,150	1,274,298	(7,952,168)	-	-	-
Disposals	(104,457)	(195,324)	-	(1,020,429)	-	(119,596)	(14,852)	(271,046)	(1,725,704)	(4,875,377)
Change in share	-	-	-	-	-	-	-	163,820	163,820	134,732
Balance, end of year	326,108,056	38,195,648	64,933,279	18,126,732	90,764,042	226,055,391	40,505,147	41,471,709	846,160,004	783,289,700
<b>Accumulated Amortization:</b>										
Opening	-	11,564,888	13,022,361	9,940,720	17,199,821	61,907,445	-	14,191,411	127,826,646	118,475,884
Disposals	-	(161,632)	-	(1,003,754)	-	(83,058)	-	(271,046)	(1,519,490)	(1,769,508)
Amortization	-	1,665,638	1,223,634	1,035,685	1,385,831	5,394,089	-	906,301	11,611,178	11,073,556
Change in share	-	-	-	-	-	-	-	57,353	57,353	46,714
Balance, end of year	-	13,068,894	14,245,995	9,972,651	18,585,652	67,218,476	-	14,884,019	137,975,687	127,826,646
<b>Net book value, end of year</b>	<b>\$ 326,108,056</b>	<b>25,126,754</b>	<b>50,687,284</b>	<b>8,154,081</b>	<b>72,178,390</b>	<b>158,836,915</b>	<b>40,505,147</b>	<b>26,587,690</b>	<b>708,184,317</b>	<b>\$ 655,463,054</b>

## Notes to Consolidated Financial Statements

## 6. Sewer franchise agreement:

During 2004, the City entered into a franchise and partnering agreement with West Shore Environmental Services Inc. ("WSES") and Terasen Utility Services Inc. The term of the agreement is 21 years, with a single 21 year renewal. Under the agreement, the City grants an exclusive franchise to WSES to design, construct, finance, own, and operate and maintain sanitary sewers in the City. The City also grants an exemption from municipal property tax for sewer infrastructure and WSES has been granted an Order in Council to extend that exemption to property taxes for all other jurisdictions. Upon termination of the agreement, the sewer infrastructure constructed by WSES will be acquired by the City for a nominal payment.

WSES will recover its capital costs by imposition of a sewer capital recovery fee ("SCRF") on owners of property who wish to connect to the sewer. WSES will also bill and collect all user fees. WSES will pay the City franchise fees that are estimated to total \$11 million over the 21 year term of the agreement.

The City records the costs of sewer infrastructure constructed by WSES \$4,900,855 (2023 - \$3,942,699) and corresponding remaining cost to be recovered. The remaining cost to be recovered is reduced as SCRF's are collected by WSES.

The cost of WSES sewer infrastructure, less residual value, is amortized on a straight line basis over their estimated useful lives, 60 to 70 years.

During the 2024 year, the remaining costs to be recovered were in excess of the amount owing. In accordance with the agreement, the City has recorded an agency fee of the excess in the amount of \$2,916,315 (2023 - \$2,442,573).

	Opening	Increase	Decrease	Closing
WSES sewer infrastructure				
Cost	\$ 59,331,369	5,689,249	(788,364)	\$ 64,232,254
Accumulated amortization	(11,426,876)	(969,216)	-	(12,396,092)
	47,904,493	4,720,033	(788,364)	51,836,162
Remaining cost to be recovered	-	(5,689,249)	5,689,249	-
	\$ 47,904,493	(969,216)	4,900,885	\$ 51,836,162

## 7. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2024	2023
<b>Surplus:</b>		
Invested in tangible capital assets	\$ 721,346,985	\$ 676,592,036
Other	(14,937,009)	(5,142,064)
Total surplus	706,409,976	671,449,972
<b>Reserves set aside by Council:</b>		
Future operational contingencies	1,153,186	1,240,807
Future capital contingencies	1,279,734	1,279,734
Federal Gas Tax	5,008,427	3,460,465
West Shore Parks & Rec Society	1,238,596	1,209,721
Total reserves	8,679,943	7,190,727
<b>Reserve funds set aside for specific purposes by Council:</b>		
Capital works	2,477,950	2,964,039
Affordable housing	4,541,624	4,378,258
Parks and open space	3,503,162	3,283,258
Parkland improvement	3,443	3,279
General amenity	908,134	2,480,233
Equipment replacement	2,300,087	1,401,660
Sidewalk capital	49,546	47,194
Bear Mountain fire hall	1,763,947	1,670,396
Special police capital	144,143	49,090
Special police operating	737,214	702,218
Downtown parking	140,286	133,627
Growing Communities Fund	17,988,956	17,135,011
Total reserve funds	34,558,492	34,248,263
	\$ 749,648,411	\$ 712,888,962

## Notes to Consolidated Financial Statements

## 8. Taxation:

Taxation revenue, reported on the consolidated statement of operations, is comprised of the following:

	2024	2023
General	\$ 53,859,807	\$ 44,956,641
Parcel tax	1,743,009	1,575,511
Revenue in lieu of taxes	218,570	189,971
Collections for other governments	48,947,472	43,443,295
1% utility taxes	537,353	534,726
	105,306,211	90,700,144
Less taxes levied for other authorities:		
Capital Regional District - General Operating	11,133,961	9,770,798
Revenue in lieu of taxes	172,398	154,641
Capital Regional Hospital District	2,730,567	2,674,489
School Authorities	27,057,217	25,285,116
BC Assessment Authority	791,881	751,676
Municipal Finance Authority	4,407	4,276
BC Transit	7,057,041	4,802,299
	48,947,472	43,443,295
	\$ 56,358,739	\$ 47,256,849

## 9. Government transfers:

The City recognizes the transfer of government funding as revenue when received and all related eligibility criteria and stipulations have been satisfied.

	2024	2023
Operating transfers:		
Federal	\$ 4,872	\$ 62,448
Provincial	1,268,374	1,426,367
Other	216,018	71,644
	1,489,264	1,560,459
Capital transfers:		
Federal	-	1,828,969
Provincial	589,732	16,484,932
Other	2,252,299	75,000
	2,842,031	18,388,901
	\$ 4,331,295	\$ 19,949,360



## Notes to Consolidated Financial Statements

**10. Municipal pension plan:**

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

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

The most recent actuarial valuation as at December 31, 2021 indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as December 31, 2024 with results available later in 2025.

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

The City paid \$1,416,787 (2023 - \$1,208,986) for employer contributions while employees contributed \$1,289,619 (2023 - \$1,055,709) to the Plan in fiscal 2024.

**11. Commitments and contingencies:****(a) Contingent liabilities:**

The CRD debt, under provisions of the Local Government Act, is a direct, joint and several liability of the CRD and each member municipality within the CRD, including the City of Langford.

The City is a shareholder and member of the Capital Region Emergency Service Telecommunications (CREST) Incorporated who provides centralized emergency communications, and related public safety information services to municipalities, regional district, the provincial and federal governments and their agencies, and emergency services organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.

**(b) Litigation liability:**

From time to time, the City is subject to claims and other lawsuits that arise in the ordinary course of business, some of which may seek damages in substantial amounts. Liability for these claims and lawsuits are recorded to the extent that the probability of a loss is likely and it is estimable. It is considered that the potential claims against the City resulting from such litigation will be covered by insurance and therefore will not materially affect the consolidated financial statements of the City.

**(c) Commitments:**

The City entered into a long-term contract with the Royal Canadian Mounted Police (RCMP) for the provision of police services effective October 1, 1994. Under the terms of this contract, the City is responsible for 90% of policing costs. The 2025 estimated cost of this contract is \$14,589,120.

On February 7, 2013, the City entered into a purchase of service agreement with the YMCA/YWCA of Greater Victoria to provide access for Langford residents to an aquatic facility to be built in Langford. The City agreed to pay \$750,000 per year to be indexed by population every two years from the opening date to a maximum of \$950,000 per year for a period of 25 years. In 2023, the City agreed to increase this amount by an additional \$950,000. On December 17, 2024, the City entered into an agreement to purchase the building, which the YMCA/YWCA of Greater Victoria occupies, for a cost of \$35,000,000. The City's annual obligation under the purchase of service agreement ceased at March 31, 2025, the date building ownership transferred to the City. In connection with this purchase, the City secured \$20,000,000 in debt from the Municipal Financing Authority in March 2025.

On December 12, 2024, the City entered into an agreement to purchase parkland valued at \$18,125,000 of which \$8,325,000 will be received as a gift-in-kind. At December 31, 2024, the City had paid a deposit of \$100,000 and is committed to an additional \$9,700,000 to be paid over two installments of \$4,800,000 and \$4,900,000 in 2025 and 2026, respectively. The City is also committed to purchase all manufactured homes located on the property, if the tenant is unable or does not wish to relocate their manufactured home. These home purchases are to be completed by January 31, 2030 and at December 31, 2024, the total cost is estimated at \$9,423,480.

## Notes to Consolidated Financial Statements

## (c) Commitments continued:

Operating contracts includes a cost of living factor for subsequent years. These have not been included in the total amount of the contract as the cost of living factor for subsequent years is currently not determinable. As at December 31, 2024, the following major contracts were in progress:

	Total Amount of Contract	Paid or Accrued
Operating	\$ 24,424,690	\$ 13,796,422
Capital	34,068,080	24,314,120

## 12. Contractual rights:

The City has entered into various contracts for rental revenue within the normal course of operations. The estimated contractual rights under these contracts for the years ending December 31 are as follows:

2025	\$ 1,421,140
2026	1,367,590
2027	1,340,565
2028	1,312,410
2029	1,283,219
	\$ 6,724,924

In addition to these contractual rights, the City has agreements with other parties that provide payments to the City based on a percentage earned throughout the year.

The City has entered into an agreement with School District 62 (Sooke) in relation to the installation of a turf field and associated lighting. Under this agreement, the City will receive \$650,000 at such time as Provincial funding is approved. The City is unable to estimate when the funds will be received.

## 13. Financial plan:

The financial plan data presented in these consolidated financial statements is based upon the 2024 operating and capital financial plans approved by Council on May 6, 2024. Amortization expense was not contemplated on development of the financial plan and, as such, has not been included. The chart below reconciles the approved financial plan to figures reported in these consolidated financial statements.

	Financial plan amount
Revenues:	
Operating	\$ 81,748,471
Capital	112,427,076
West Shore Parks & Rec Society	4,514,004
Less:	
Transfers from own funds	15,883,207
Proceeds on debt issue	88,518,040
Total revenue	94,288,304
Expenses:	
Operating	81,748,471
Capital	112,427,076
West Shore Parks & Rec Society	4,613,885
Less:	
Capital expenditures	112,427,076
Transfer to own funds	4,667,410
Debt principal payments	5,609,211
Total expenses	76,085,735
Annual surplus	\$ 18,202,569

## Notes to Consolidated Financial Statements

## 14. West Shore Parks and Recreation Society:

## (a) Capital asset transfer:

The Capital Regional District (the "CRD") transferred the lands and facilities comprising the Juan de Fuca Recreation Centre to the following municipal members (the "Municipalities") effective January 2, 2002; City of Langford, City of Colwood, District of Highlands, District of Metchosin and the CRD (on behalf of a portion of the Juan de Fuca Electoral Area). Effective January 1, 2007 the Town of View Royal became a member of the Society. Effective January 1, 2018, the CRD is no longer a member of the Society.

In 2002 the lands and facilities were transferred to the Municipalities in their proportionate share, as specified in the Co-Owners' Agreement. The lands and facilities were reallocated amongst the members on January 1, 2007 when the Town of View Royal became a member. Future improvements are allocated among the members as per the cost sharing formula in effect each year for each service or facility, as outlined in a Members' Agreement. For 2024, the City's share of improvements purchased by the Society on its behalf is \$848,452.

Because the cost sharing formula in the Members' Agreement produces different cost shares for the members from year-to-year, there is a gain or loss on the opening fund balances. In 2024, the City of Langford's change in cost share is \$106,467.

The Municipalities have each become members in the Society, which was incorporated to provide parks, recreation and community services to the Municipalities under contract. Under terms of an Operating, Maintenance and Management Agreement, the Society is responsible to equip, maintain, manage and operate the facilities located at the recreation centre. The current agreement has a term of March 1, 2020 to February 28, 2025. The agreement was extended for another five year term to February 28, 2030.

## (b) Consolidation:

Financial results and budget for the Society are consolidated into the City's financial statements proportionately, based on the cost sharing formula outlined in the Members' Agreement. In 2024 the City's proportion for consolidation purposes was 54.16% (2023 - 53.94%).

Condensed financial information for the Society is as follows:

	2024	2023
Financial assets	\$ 6,319,372	\$ 5,775,508
Financial liabilities	3,888,495	3,555,603
Net financial assets	2,430,877	2,219,905
Non-financial assets	1,716,367	1,673,134
Accumulated surplus	\$ 4,147,244	\$ 3,893,039
Invested in tangible capital assets	\$ 1,504,592	\$ 1,481,675
Reserve funds	2,906,071	2,734,123
Other	(263,419)	(322,759)
	\$ 4,147,244	\$ 3,893,039
Revenues	\$ 9,643,960	\$ 9,659,065
Requisition from members	6,049,085	5,816,429
	15,693,045	15,475,494
Expenses	9,389,755	9,047,249
Requisition from members	6,049,085	5,816,429
	15,438,840	14,863,678
Annual surplus	\$ 254,205	\$ 611,816



Notes to Consolidated Financial Statements

15. Segmented information:

The City is a diversified municipal government institution that provides a wide range of services to its citizens, including General Government Services, Protective Services, Engineering and Public Works Services, Community Services and Utility and Enterprise Services. Service Areas were created for the purpose of recording specific activities to attain certain objectives in accordance with regulations, restrictions or limitations.

City services are provided by departments and their activities are reported in these Service Areas. Departments disclosed in the Segmented Information, along with the services they provide are as follows:

**General Government Services**

The Departments within General Government Services are responsible for adopting bylaws; adopting administrative policy; levying taxes; acquiring, disposing and managing City assets; ensuring effective financial management; monitoring performance and ensuring that high quality City services standards are met.

**Protective Services**

The Departments within Protective Services are Police and Bylaw Enforcement; Fire Protection and Emergency Response; and Building Inspection. The mandates of these departments are to enforce laws, prevent crime, maintain peace, order and security by protecting life, property and the environment.

**Engineering and Public Works**

The Engineering Department is responsible for the transportation services within the City. This includes roads, storm drains, sidewalks, street lighting and trolley.

**Community Services**

The Departments within Community Services include Environmental and Development Services and Recreation and Cultural Services. The Environmental and Development Services Department is responsible for preparing land use plans, bylaws and policies for sustainable development of the City and for reviewing and approving new development. The Recreation and Cultural Services Department is responsible for providing, facilitating the development of, and maintaining high quality parks, recreation facilities and cultural services.

**Utility and Enterprise Services**

This Department is responsible for administering the Sewer Franchise Agreement (note 6) for the City.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1. The following table provides additional financial information for the foregoing segments. Taxation and grants in lieu of taxes are apportioned to the functions based on their share of the net budgeted expenditures in the Financial Plan.

## Notes to Consolidated Financial Statements

## Note 15 2024 Segmented Information (Continued)

	General Government Services	Protective Services	Engineering and Public Works	Community Services	Utility and Enterprise Services	Total
Revenue:						
Taxation	\$ 9,717,541	\$ 22,021,453	\$ 9,116,353	\$ 15,503,392	\$ 5,000	\$ 56,358,739
Utility charges						5,000
Government transfers	782,650	583,231	2,761,568	203,846		4,331,295
Commercial leasing	186,794	54,736		8,412,702		8,654,232
Other	6,801,014	115,044	498,044	5,195,166	7,817,199	20,426,467
Licences and permits	40,600	2,524,709	594,733	662,626		3,822,668
Developer and property owner contributions	2,628,477	10,000	14,525,755	12,228,071	1,399,990	30,792,293
Development cost charges	-	-	2,342,924	1,068,733	-	3,411,657
Casino	1,389,857	-	-	-	-	1,389,857
Total Revenue	21,546,933	25,309,173	29,839,377	43,274,536	9,222,189	129,192,208
Expenses:						
Salaries, wages and employee benefits	5,431,858	9,669,759	2,682,097	4,518,663	-	22,302,377
Contracted and general services	3,381,074	15,503,423	6,903,023	21,555,397	2,916,315	50,259,232
Materials, goods, supplies and utilities	1,116,793	763,323	686,208	1,641,304	-	4,207,628
Other	551,050	257,745	1,025,115	1,249,218	-	3,083,128
Amortization	363,171	497,631	6,690,268	4,060,108	969,216	12,580,394
Total Expenses	10,843,946	26,691,881	17,986,711	33,024,690	3,885,531	92,432,759
Annual surplus	\$ 10,702,987	\$ (1,382,708)	\$ 11,852,666	\$ 10,249,846	\$ 5,336,658	\$ 36,759,449

## Notes to Consolidated Financial Statements

Note 15 2024 Segmented Information (Continued)

	General Government Services	Protective Services	Engineering and Public Works	Community Services	Utility and Enterprise Services	Total
Revenue:						
Taxation	\$ 9,717,541	\$ 22,021,453	\$ 9,116,353	\$ 15,503,392	\$ 5,000	\$ 56,358,739
Utility charges						5,000
Government transfers	782,650	583,231	2,761,568	203,846		4,331,295
Commercial leasing	186,794	54,736		8,412,702		8,654,232
Other	6,801,014	115,044	498,044	5,195,166	7,817,199	20,426,467
Licences and permits	40,600	2,524,709	594,733	662,626		3,822,668
Developer and property owner contributions	2,628,477	10,000	14,525,755	12,228,071	1,399,990	30,792,293
Development cost charges	-	-	2,342,924	1,068,733	-	3,411,657
Casino	1,389,857	-	-	-	-	1,389,857
Total Revenue	21,546,933	25,309,173	29,839,377	43,274,536	9,222,189	129,192,208
Expenses:						
Salaries, wages and employee benefits	5,431,858	9,669,759	2,682,097	4,518,663	-	22,302,377
Contracted and general services	3,381,074	15,503,423	6,903,023	21,555,397	2,916,315	50,259,232
Materials, goods, supplies and utilities	1,116,793	763,323	686,208	1,641,304	-	4,207,628
Other	551,050	257,745	1,025,115	1,249,218	-	3,083,128
Amortization	363,171	497,631	6,690,268	4,060,108	969,216	12,580,394
Total Expenses	10,843,946	26,691,881	17,986,711	33,024,690	3,885,531	92,432,759
Annual surplus	\$ 10,702,987	\$ (1,382,708)	\$ 11,852,666	\$ 10,249,846	\$ 5,336,658	\$ 36,759,449



## Notes to Consolidated Financial Statements

## 16. Financial risks and concentration of credit risk:

## (a) Credit risk

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The City is exposed to credit risk with respect to the accounts receivable, cash and investments.

The City assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the City at December 31, 2024 is the carrying value of these assets.

The carrying amount of accounts receivable is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the statement of operations. Subsequent recoveries of impairment losses related to accounts receivable are credited to the statement of operations. The balance of the allowance for doubtful accounts at December 31, 2024 is \$136,689 (2023 - \$199,080)

As at December 31, 2024, \$7,955,275 (2023 - \$8,084,147) of trade accounts receivable were past due, but not impaired.

There have been no significant changes to credit risk exposure from 2023.

## (b) Liquidity risk

Liquidity risk is the risk that the City will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The City manages its liquidity risk by monitoring its operating requirements. The City prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice.

There have been no significant changes to the liquidity risk exposure from 2023.

## (c) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the City's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

## (i) Foreign exchange risk:

The City is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates. In the normal course of business, the City makes purchases denominated in U.S. dollars. To help mitigate this risk, the City maintains a U.S. dollar bank account.

As at December 31, 2024 financial instruments denominated in foreign currencies totalled \$44,285 USD (\$63,721 CAD).

There have been no significant changes to the foreign exchange risk exposure from 2023.

## (ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the City to interest rate risk. The City is exposed to this risk through its interest bearing loans payable and its investments.

The City mitigates interest rate risk on its term debt through regular management and monitoring of interest rate fluctuations and ensuring revenues (primarily Parcel Tax) are adjusted accordingly. Additionally, interest rate risk for financial liabilities are mitigated through corresponding interest rate fluctuations for financial assets; therefore, fluctuations in market interest rates would not significantly impact future cash flows and operations relating to the term debt.

There has been no change to the interest rate risk exposure from 2023.

Notes to Consolidated Financial Statements

17. Comparative figures:

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted

18. Impact of tariffs:

The imposition of U.S. tariffs on cross-border trade will result in increased costs for goods and services procured from U.S. suppliers, impacting operations and infrastructure projects. While the long-term impact remains uncertain, the City is actively working to monitor and mitigate the risks and impacts of tariffs.

19. Growing Communities Fund (Unaudited)

The City of Langford received \$16,464,000 under the Growing Communities Fund in 2023.

	2024	2023
Balance, beginning of year	\$ 17,135,011	-
Grant received during the year	-	16,464,000
Interest earned	853,945	671,011
Eligible Costs	-	-
Total Grant Funds Spent	-	-
Balance, end of year	\$ 17,988,956	\$ 17,135,011

20. Local Government Housing Initiatives Fund (Unaudited)

The City of Langford received \$379,457 under the Local Government Housing Initiatives Fund in 2024.

	2024	2023
Balance, beginning of year	\$ -	-
Grant received during the year	379,457	-
Eligible Costs		
Transportation Master Plan	(30,061)	-
Parks Master Plan	(9,268)	-
Total Grant Funds Spent	(39,329)	-
Balance, end of year	\$ 340,128	\$ -



# 2024 Permissive Tax Exemptions

Total Tax Levy for Langford and Other Authorities							
Organization	Roll No	Lot	PID	Address	Class	Assessment	Tax Exemption
<b>Bylaw 1540 (Duration 2015 - 2024)</b>							
M'Akola Housing Society	01-62-327-04269.010	Lot 1, Plan VIP75906, Section 5, Esquimalt District	025-757-814	817 Goldstream Avenue	1	16,910,000	\$75,776.25
<b>Bylaw 1587 (Duration 2016 - 2025)</b>							
Prince Edward (BC & Yukon Command) #91 Branch of the Royal Canadian Legion	01-62-327-05731.110	Lot 2, PI VIP78559, Section 72, Esquimalt District	026-232-588	753 Station Avenue	1	21,080,000	\$94,462.64
<b>Bylaw 1656 (Duration 2017 - 2026)</b>							
M'Akola Housing Society	01-62-327-03584.006	Lot A, Plan EPP28662, Section 1, Esquimalt District	029-895-715	550 Goldstream Avenue	1	3,008,700	\$13,482.44
M'Akola Housing Society	01-62-327-03584.006	Lot A, Plan EPP28662, Section 1, Esquimalt District	029-895-715	550 Goldstream Avenue	6	2,446,400	\$31,964.56
<b>Bylaw 1799 (Duration 2019 - 2028)</b>							
Pacific Housing Advisory Association	01-62-327-05829.021	A, Plan EPP679000, Section 72, Esquimalt District	030-449-502	616 Goldstream Avenue	1	17,472,000	\$78,294.65
<b>Bylaw 1866 (Duration 2020 - 2029)</b>							
Canadian Rugby Union	01-62-327-06352.012	Lot 1, PI EPP64456, Section 81, Esquimalt District	029-923-514	3019 Glen Lake Rd	8	6,720,000	\$39,464.48
<b>Bylaw 1913 (Duration 2016 - 2025)</b>							
YMCA-YWCA of Greater Victoria (Public Athletic Facility and Ancillary Uses)	01-62-327-06385.084	Lot A, PI EPP58443, Section 86 and 87, Esquimalt Land District	029-892-449	1310 Lakepoint Way 202-1314 Lakepoint Way 1318 Lakepoint Way 1319 Westhills Dr	6	30,324,894	\$396,223.85
City of Langford (Public Library)	01-62-327-06385.084	Lot A, PI EPP58443, Section 86 and 87, Esquimalt Land District	029-892-449	102-1314 Lakepoint Way	6	2,056,981	\$26,876.43
<b>Bylaw 2147 (Duration 2024 - 2027)</b>							
Juan de Fuca Cadet Youth Society	01-62-327-06159.000	Lot 7, PI VIP6190, Section 79, Esquimalt Land District	005-913-985	948 Dunford Ave	8	987,000	\$5,796.35
Langford Fifty and Up Club	01-62-327-07522.001	Lot 10, PI VIP10901, Section 111, Esquimalt Land District	005-052-327	2637 Sunderland Rd	8	678,200	\$3,982.86
Metchosin Farmers' Institute	01-62-327-06411.005	Section 84, Esquimalt District, All that portion of the Hollywood Road (renamed Hazelwood Road by Gazette notice dated February 22, 1956), as dedicated by PI 1718 and extending northerly from the extension easterly of the south boundary of Block 2, PI 1718, Section 84, Esquimalt District to the extension north-easterly of the north-west boundary of Lot A, PI 13728		1040 Marwood Ave	8	16,200	\$95.14
Metchosin Farmers' Institute	01-62-327-06411.008	Lot 1, PI EPP26925, Section 84 Esquimalt District, Section 90, 86 and 87 Metchosin Land District	029-207-908	1040 Marwood Ave	6	153,000	\$1,999.09
Metchosin Farmers' Institute	01-62-327-06411.008	Lot 1, PI EPP26925, Section 84 Esquimalt District, Section 90, 86 and 87 Metchosin Land District	029-207-908	1040 Marwood Ave	8	2,697,000	\$15,838.64
Metchosin Farmers' Institute	01-62-327-06439.250	Esquimalt District, LD30 & 21 PT Sections 83, 84, 85, 86, Metchosin Land District & Sections 83 & 84 Esquimalt District except parcel M (DD15125) shown outlined in red on PI 82 RW Part held under licence of occupation by the Metchosin Farmers' Institute Metchosin Farmers' Institute		1040 Marwood Ave	8	285,000	\$1,673.72
South Vancouver Island Rangers	01-62-327-13906.060	Lot 1 of PI VIP17393, Sections 79 Metchosin District, 83, 84 and 90, Esquimalt District	003-908-968	3498 Luxton Road	8	3,597,000	\$21,124.07



Total Tax Levy for Langford and Other Authorities							
Organization	Roll No	Lot	PID	Address	Class	Assessment	Tax Exemption
Trustees of the Congregation of Gordon United Church	01-62-327-04124.001	Lot 4, PI VIP9088, Section 5, Esquimalt Land District	005-533-376	929 Goldstream Ave	8	643,100	\$3,776.73
Trustees of the Congregation of Gordon United Church	01-62-327-04125.001	Lot 1, PI VIP14459, Section 5, Esquimalt Land District	004-415-957	935 Goldstream Ave	8	2,122,100	\$12,462.44
The Lighthouse Christian Academy Society (Lessee)	01-62-327-06299.010	Lot 1, PI VIP15933, Section 88 & 89, Esquimalt Land District	004-547-527	1289 Parkdale Drive	8	4,804,000	\$28,212.40
Grace Baptist Church of Victoria	01-62-327-04250.003	Lot A, PI VIP28120, Section 5, Esquimalt Land District	001-311-034	2731 Matson Road	8	1,335,000	\$7,840.04
Chamber of Commerce West Shore	01-62-327-05790.021	Lot B, PI VIP64037, Section 72, Esquimalt Land District		2830 Aldwynd Road	6	913,000	\$11,929.22
The Forge Church	01-62-327-06694.030	Lot 1, PI VIP44619, Section 82 & 83 Esquimalt District	005-894-417	2610-2612 Sooke Road	8	1,767,900	\$10,382.33
Westwind Plaza (JV) Properties Ltd. (Goudy Library)	01-62-327-05709.202	Strata Lot 2, PI VIS6677, Section 72, Esquimalt Land District	027-668-517	119-755 Goldstream	6	993,000	\$12,974.50
Westwind Plaza (JV) Properties Ltd. (Goudy Library)	01-62-327-05709.203	Portion of Lot 3, PI VIS6677, Section 72, Esquimalt Land District	027-668-525	115-755 Goldstream	6	343,700	\$4,490.77
Habitat for Humanity Victoria	01-62-327-04188.140	Strata Lot 4, PI VIS4874, Section 5 Esquimalt Land District	027-958-973	849 Orono Avenue	6	3,510,000	\$45,861.52
Prince Edward (BC & Yukon Command) 91 Branch	01-62-327-05731.100	Lot 1, PI VIP78559, Section 72, Esquimalt Land District	026-232-570	761 Station Avenue	6	2,528,000	\$33,030.75
Prince Edward (BC & Yukon Command) 91 Branch	01-62-327-05731.100	Lot 1, PI VIP78559, Section 72, Esquimalt District	026-232-570	761 Station Avenue	8	4,015,000	\$23,578.85
Victoria Association for Community Living	01-62-327-05886.008	Strata Lot 8, PI VIS6662, Section 72, Esquimalt Land District	027-642-267	157-2745 Veterans Memorial Parkway	6	677,000	\$8,845.65
Victoria Association for Community Living	01-62-327-05886.144	Strata Lot 144, PI VIS6662, Section 72, Esquimalt Land District	027-643-620	P44-2745 Veterans Memorial Parkway	1	10,400	\$46.60
Victoria Association for Community Living	01-62-327-05886.145	Strata Lot 145, PI VIS6662, Section 72, Esquimalt Land District	027-643-638	P45-2745 Veterans Memorial Parkway	1	10,400	\$46.60
Victoria Association for Community Living	01-62-327-05886.146	Strata Lot 146, PI VIS6662, Section 72, Esquimalt Land District	027-643-646	P46-2745 Veterans Memorial Parkway	1	10,400	\$46.60
Victoria Association for Community Living	01-62-327-05886.147	Strata Lot 147, PI VIS6662, Section 72, Esquimalt Land District	027-643-654	P47-2745 Veterans Memorial Parkway	1	10,400	\$46.60
Victoria Association for Community Living	01-62-327-05886.148	Strata Lot 148, PI VIS6662, Section 72, Esquimalt Land District	027-643-662	P48-2745 Veterans Memorial Parkway	1	10,400	\$46.60
Nature Conservancy of Canada	01-62-327-06220.000	Lot 1, Block A, PI VIP1139, Section 90, Metchosin Land District	007-848-277	1152 Lippincott Road	1	935,000	\$4,189.88
FarmFolk/CityFolk Society	01-62-327-06221.000	Lot 2, Block A, PI VIP1139, Section 89/90, Metchosin Land District	007-848-285	1152 Lippincott Road	1	168,600	\$755.52
FarmFolk/CityFolk Society	01-62-327-06221.000	Lot 2, Block A, PI VIP1139, Section 89/90, Metchosin Land District	007-848-285	1152 Lippincott Road	9	19,787	\$207.12
Vancouver Island Autistic Homes Society	01-62-327-06559.000	Lot 9, PI VIP12500, Section 81, Esquimalt Land District	004-771-699	1072 Jenkins Avenue	1	951,000	\$4,261.57
Greater Victoria Animals' Crusaders	01-62-327-03581.110	Lot 3, PI VIP20139, Section 1, Esquimalt Land District	003-669-807	2770 Penelope Place	1	1,097,000	\$4,915.82
Redeemer Lutheran Church Victoria	01-62-327-06001.005	Section 81, PI EPP55301, Esquimalt Land District	029-895-685	3024 Jacklin Road	6	1,057,000	\$13,810.72
Redeemer Lutheran Church Victoria	01-62-327-06001.005	Section 81, PI EPP55301, Esquimalt Land District	029-895-685	3024 Jacklin Road	8	1,478,000	\$8,679.84
Westhills Land Corp (Victoria Conservatory of Music)	01-62-327-06385.084	Portion of Lot A, PI EPP 58443, Section 86 and 87, Esquimalt Land District	029-892-449	210 - 1314 Lakepoint Way	6	1,070,125	\$13,982.21
Indigenous Perspectives Society	01-62-327-05816.000	Lot 4, Block 1, PI VIP1739, Section 72, Esquimalt Land District	001-826-247	664 Granderson Rd	6	1,731,000	\$22,617.18
M'Akola Housing Society	01-62-327-05737.040	Strata Lot 30, PI EPS6342, Section 72, Esquimalt Land District	031-326-153	402-731 Station Ave	1	232,900	\$1,043.66
M'Akola Housing Society	01-62-327-05737.042	Strata Lot 32, PI EPS6342, Section 72, Esquimalt Land District	031-326-170	403-731 Station Ave	1	297,800	\$1,334.49

Total Tax Levy for Langford and Other Authorities							
Organization	Roll No	Lot	PID	Address	Class	Assessment	Tax Exemption
M'Akola Housing Society	01-62-327-05737.039	Strata Lot 29, PI EPS6342, Section 72, Esquimalt Land District	031-326-145	404-731 Station Ave	1	376,000	\$1,684.91
M'Akola Housing Society	01-62-327-05737.043	Strata Lot 33, PI EPS6342, Section 72, Esquimalt Land District	031-326-188	405-731 Station Ave	1	370,000	\$1,658.03
M'Akola Housing Society	01-62-327-05737.038	Strata Lot 28, PI EPS6342, Section 72, Esquimalt Land District	031-326-137	406-731 Station Ave	1	376,000	\$1,684.91
M'Akola Housing Society	01-62-327-05737.044	Strata Lot 34, PI EPS6342, Section 72, Esquimalt Land District	031-326-196	407-731 Station Ave	1	369,000	\$1,653.54
M'Akola Housing Society	01-62-327-05737.037	Strata Lot 27, PI EPS6342, Section 72, Esquimalt Land District	031-326-129	408-731 Station Ave	1	323,000	\$1,447.41
M'Akola Housing Society	01-62-327-05737.045	Strata Lot 35, PI EPS6342, Section 72, Esquimalt Land District	031-326-200	409-731 Station Ave	1	307,100	\$1,376.16
M'Akola Housing Society	01-62-327-05737.048	Strata Lot 38, PI EPS6342, Section 72, Esquimalt Land District	031-326-234	410-731 Station Ave	1	385,000	\$1,725.24
M'Akola Housing Society	01-62-327-05737.047	Strata Lot 37, PI EPS6342, Section 72, Esquimalt Land District	031-326-226	412-731 Station Ave	1	469,000	\$2,101.66
M'Akola Housing Society	01-62-327-05737.046	Strata Lot 36, PI EPS6342, Section 72, Esquimalt Land District	031-326-218	414-731 Station Ave	1	385,000	\$1,725.24
M'Akola Housing Society	01-62-327-05737.053	Strata Lot 43, PI EPS6342, Section 72, Esquimalt Land District	031-326-285	501-731 Station Ave	1	466,000	\$2,088.22
M'Akola Housing Society	01-62-327-05737.052	Strata Lot 42, PI EPS6342, Section 72, Esquimalt Land District	031-326-277	502-731 Station Ave	1	236,600	\$1,060.24
M'Akola Housing Society	01-62-327-05737.054	Strata Lot 44, PI EPS6342, Section 72, Esquimalt Land District	031-326-293	503-731 Station Ave	1	302,500	\$1,355.55
M'Akola Housing Society	01-62-327-05737.051	Strata Lot 41, PI EPS6342, Section 72, Esquimalt Land District	031-326-269	504-731 Station Ave	1	382,000	\$1,711.80
M'Akola Housing Society	01-62-327-05737.055	Strata Lot 45, PI EPS6342, Section 72, Esquimalt Land District	031-326-307	505-731 Station Ave	1	375,000	\$1,680.43
M'Akola Housing Society	01-62-327-05737.050	Strata Lot 40, PI EPS6342, Section 72, Esquimalt Land District	031-326-251	506-731 Station Ave	1	382,000	\$1,711.80
M'Akola Housing Society	01-62-327-05737.056	Strata Lot 46, PI EPS6342, Section 72, Esquimalt Land District	031-326-315	507-731 Station Ave	1	375,000	\$1,680.43
M'Akola Housing Society	01-62-327-05737.049	Strata Lot 39, PI EPS6342, Section 72, Esquimalt Land District	031-326-242	508-731 Station Ave	1	327,700	\$1,468.47
M'Akola Housing Society	01-62-327-05737.057	Strata Lot 47, PI EPS6342, Section 72, Esquimalt Land District	031-326-323	509-731 Station Ave	1	326,500	\$1,463.10
M'Akola Housing Society	01-62-327-05737.060	Strata Lot 50, PI EPS6342, Section 72, Esquimalt Land District	031-326-358	510-731 Station Ave	1	391,000	\$1,752.13
M'Akola Housing Society	01-62-327-05737.059	Strata Lot 49, PI EPS6342, Section 72, Esquimalt Land District	031-326-340	512-731 Station Ave	1	477,000	\$2,137.51
M'Akola Housing Society	01-62-327-05737.058	Strata Lot 48, PI EPS6342, Section 72, Esquimalt Land District	031-326-331	514-731 Station Ave	1	391,000	\$1,752.13
M'Akola Housing Society	01-62-327-05737.065	Strata Lot 55, PI EPS6342, Section 72, Esquimalt Land District	031-326-404	601-731 Station Ave	1	474,000	\$2,124.07
M'Akola Housing Society	01-62-327-05737.064	Strata Lot 54, PI EPS6342, Section 72, Esquimalt Land District	031-326-391	602-731 Station Ave	1	239,300	\$1,072.34
M'Akola Housing Society	01-62-327-05737.066	Strata Lot 56, PI EPS6342, Section 72, Esquimalt Land District	031-326-412	603-731 Station Ave	1	306,200	\$1,372.13
M'Akola Housing Society	01-62-327-05737.063	Strata Lot 53, PI EPS6342, Section 72, Esquimalt Land District	031-326-382	604-731 Station Ave	1	388,000	\$1,738.69
M'Akola Housing Society	01-62-327-05737.067	Strata Lot 57, PI EPS6342, Section 72, Esquimalt Land District	031-326-421	605-731 Station Ave	1	381,000	\$1,707.32
M'Akola Housing Society	01-62-327-05737.062	Strata Lot 52, PI EPS6342, Section 72, Esquimalt Land District	031-326-374	606-731 Station Ave	1	387,000	\$1,734.21
M'Akola Housing Society	01-62-327-05737.068	Strata Lot 58, PI EPS6342, Section 72, Esquimalt Land District	031-326-439	607-731 Station Ave	1	381,000	\$1,707.32
M'Akola Housing Society	01-62-327-05737.061	Strata Lot 51, PI EPS6342, Section 72, Esquimalt Land District	031-326-366	608-731 Station Ave	1	332,400	\$1,489.53
M'Akola Housing Society	01-62-327-05737.069	Strata Lot 59, PI EPS6342, Section 72, Esquimalt Land District	031-326-447	609-731 Station Ave	1	331,200	\$1,484.16

**Total Tax Levy for Langford and Other Authorities**

Organization	Roll No	Lot	PID	Address	Class	Assessment	Tax Exemption
M'Akola Housing Society	01-62-327-05737.072	Strata Lot 62, PI EPS6342, Section 72, Esquimalt Land District	031-326-471	610-731 Station Ave	1	397,000	\$1,779.02
M'Akola Housing Society	01-62-327-05737.073	Strata Lot 63, PI EPS6342, Section 72, Esquimalt Land District	031-743-676	729 Station Ave	1	4,688,000	\$21,007.63
M'Akola Housing Society	01-62-327-05737.071	Strata Lot 61, PI EPS6342, Section 72, Esquimalt Land District	031-326-463	612-731 Station Ave	1	485,000	\$2,173.36
M'Akola Housing Society	01-62-327-05737.070	Strata Lot 60, PI EPS6342, Section 72, Esquimalt Land District	031-326-455	614-731 Station Ave	1	397,000	\$1,779.02
M'Akola Development Services Society	01-62-327-05737.011	Strata Lot 1, PI ESP6342, Section 72, Esquimalt Land District	031-325-866	107 - 731 Station Ave	6	1,581,000	\$20,657.28
Hulitani Family And Community Services	01-62-327-05737.012	Strata Lot 2, PI EPS6342, Section 72, Esquimalt Land District	031-325-874	104 - 731 Station Ave	6	2,698,000	\$35,251.96
Bishop of Victoria Corporate Sole	01-62-327-14566.100	VIP 38777, Section 26, Goldstream Land District	031-867-464	2941/2940/2936 Irwin Rd	8	1,805,000	\$10,600.21
Island Corridor Foundation	01-62-327-18809.000	Lot A, PI VIP65130, Section 72, Esquimalt Land District, Except Plan VIP86164; Lot A, Plan VIP65123, Section 1,2,4&5, Goldstream Land District, Lot A, PI VIP65129, Section 7980, 86 & 87, Esquimalt Land District, Sections 79, 80, 86 and 87, Lot 2, Plan VIP45768, Section 73, Esquimalt Land District, Except Plan VIP86164; Lot 1, Plan VIP67118, Section 105, Esquimalt Land District; Lot 1, Plan VIP70605, Section 5, Esquimalt Land District, Except Plan VIP86164	006-389-538	E&N Railway	2	3,051,000	\$110,678.32
Plumbers & Pipefitters Building Society	01-62-324-07109.076	Lot F & G, PI EPP20282, Section 99, Esquimalt Land District	032-034-342	2759 Leigh Rd	6	1,576,000	\$20,591.95
<b>Total Permissive Tax Exemptions</b>							<b>\$1,360,338.79</b>





# Development Cost Charges

	Opening Balance	DCC's Received	Expenditures	Transfer from (to) other Fund	Interest Earned	Closing Balance
<b>Parks</b>	6,240,296	2,728,826	-1,068,731	2,000,000	622,454	10,522,845
<b>Storm Drainage</b>	367,541	149,552			21,742	538,835
<b>Roads</b>	1,397,143	3,288,365	-2,342,926	-2,000,000	-188,912	153,670
	<b>8,004,980</b>	<b>6,166,743</b>	<b>-3,411,657</b>	<b>—</b>	<b>455,284</b>	<b>11,215,350</b>



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and engagement opportunities.



**Official Community Plan**



**Parks and Trails Master Plan**



**Arts and Culture Strategy**



**2026 Budget**



**Veterans Memorial Park Expansion**



**Active Transportation Plan**



**Transportation Master Plan**



**Economic Development Strategy**



**Environmental Protection  
Development Permit**

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**Langford City Hall**

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