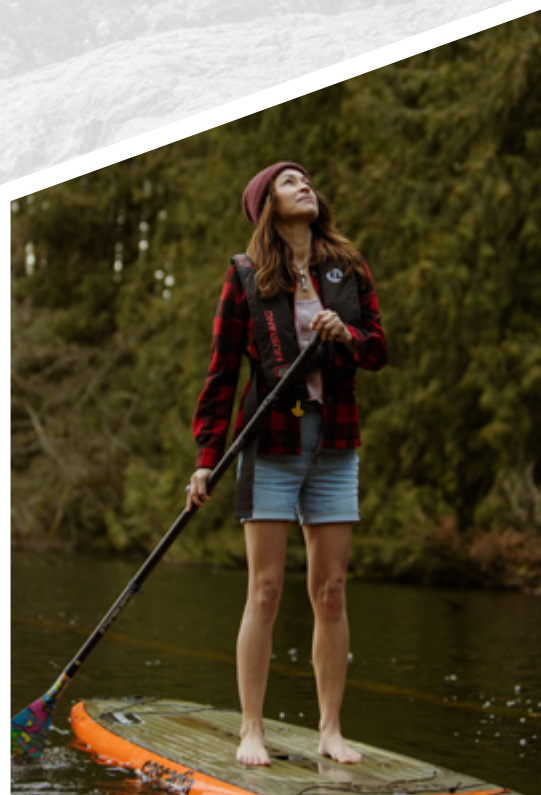


# 2023 ANNUAL REPORT

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# 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.





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# Message from the Mayor



On behalf of the City of Langford, I am pleased to present the 2023 Annual Report. As you will read, 2023 was a busy year for the City, with numerous significant projects initiated or completed.

In the fall of 2023, the City released its first Strategic Plan, profiling Council's vision and values and setting bold priorities to guide the City in addressing current and future challenges. Langford Council has committed to actioning the objectives outlined in the Strategic Plan in the following key areas: Sustainable Development, Climate Change and Environmental Stewardship, Economic Development, Transportation, Good Governance, and Quality of Life. In many cases, the objectives include the development of other plans, such as a Master Transportation Plan, an Urban Forest Management Plan, Parks Master Plan, an Economic Development Plan, an Arts and Culture Strategic Plan, a Comprehensive Asset Management Plan, and other plans that are best practices for a City the size of Langford. Many of the objectives in the Strategic Plan will require robust community engagement, and Council is committed to ensuring that happens.

While the Strategic Plan sets out the City's goals and objectives at the municipal level, Council acknowledges its responsibility for advocating for critical services that fall under the purview of other levels of government, agencies, or community partners. As Langford's population continues to grow, this responsibility also increases and our collaborative advocacy work will be critical in a variety of areas. Council is committed to being at the table for these important conversations and advocating for the betterment of the community.

As part of Council's ongoing commitment to meaningful engagement with residents, Langford Council hosted a series of public engagement events in 2023. We also launched a public engagement platform, Let's Chat Langford, designed to provide a convenient and accessible space for residents to voice their opinions and stay informed about City projects. I encourage you to register with [LetsChatLangford.ca](https://LetsChatLangford.ca) to receive notifications about projects and public engagement opportunities.

City staff continued work on multiple significant projects in 2023. Work began on the Urban Forest Management Plan and Official Community Plan (OCP) refresh projects, and in-person information sessions were held for each. The Attainable Home Ownership Program was modified to broaden eligibility requirements and make the Program more accessible to prospective first-time homebuyers. On that note, six attainable units were sold to buyers in 2023, with more to come in 2024. Several parks-related projects were completed, including new walking and biking trails in the Gravity Zone and the completion of the new Lone Oak Park. The Jordie Lunn Bike Park Clubhouse construction was ongoing and will open in 2024.

I'm pleased to say that Langford has once again earned a place on BC Business Magazine's Best Cities for Work list, up from #8 in 2022 to #3 in 2023. We are honoured to be featured on this list amongst other innovative and resilient cities and are optimistic for the year ahead.

In closing, on behalf of myself and Council, we look forward to meeting you, and receiving your ideas and suggestions about how we can continue to build an inclusive and vibrant community together.

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.

# Message from the Chief Administrative Officer

I am pleased to present the City of Langford's 2023 Annual Report. As you will read, it highlights the activities and initiatives of the past year and provides a review of the City's strategic objectives and measures for 2024. This Report fully complies with the Community Charter and includes the City's permissive tax exemptions, audited financial statements, and Development Cost Charges.

During 2023, the City released its 2023-2027 Strategic Plan, which describes Council's values, priorities, and objectives. It also outlines the steps required to address current and future needs of the community. The purpose of the Strategic plan is to guide Council, staff, and key partners to make informed decisions that will help to shape our community.

The City of Langford is well known for its high-quality, responsive, and efficient public service, and, as an organization, is strongly committed to continuous learning. To this end, the City initiated an organizational review in late 2023 to analyze the organization's structure and staffing needs in light of the Strategic Plan priorities. This review was completed in 2024, and I am pleased to report that all immediate-term recommendations have been implemented.

I am excited to share that construction is almost complete on the Jordie Lunn Bike Park Clubhouse and is scheduled to open in June 2024. The facility includes two commercial spaces that have been leased to Rhino Coffee House, and Broad Street Cycles which will offer bike rental and repairs. The City has also partnered with Cycling BC and Cycling Canada, who will occupy the office space on the second floor of the facility. The Clubhouse will serve as a welcoming and accessible

venue for members of the community to gather and connect with friends and neighbours. We anticipate that it will quickly become the primary hub for Langford's many cycling enthusiasts.

Staff completed contract negotiations with Pacific Football Club (PFC) that began in 2023, and, a one-year agreement was reached in early 2024. We recognize the importance of PFC's presence in the community and will continue our efforts to reach a five-year agreement prior to the end of the 2024 season.

In keeping with Council's strategic priority of good governance, and increased public engagement, the City is committed to ensuring all budgets are fiscally sustainable and that budget-related documents are transparent and clear. To further support this commitment, in 2023, the City initiated an update of the Five-Year Financial Plan document and launched an interactive on-line platform to support Council's priority of meaningful public engagement. The City encourages all residents to participate in future engagement opportunities including the annual budget process, the Official Community Plan refresh, and a variety of master plans being rolled out in the coming months.

Looking ahead, I am encouraged by Council's clear and strategic commitment to the residents of Langford and future generations. The work plan for 2024 is bold, ambitious, and exciting. I have every confidence that as we move forward together as a cohesive team, we will continue to achieve our goals and priorities, enabling Langford to thrive as the unique and vibrant community it is.



**Darren Kiedyk, Chief Administrative Officer**





# City of Langford Mayor & Council

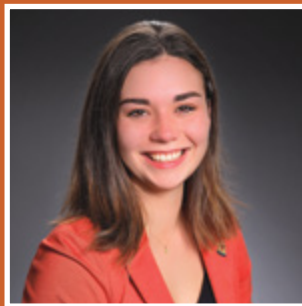
2022 - 2026 TERM



**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)

# 2023 Organizational Chart





# Administration

The Administration Department which includes the office of the CAO, 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.

## CORPORATE SERVICES

### Overview

The Corporate Services 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 also 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 2023

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


✓ **Strategic Land Acquisitions**  
In 2023, the City completed two land assemblies. The first was purchasing the remaining residential property required to facilitate the expansion of the RCMP detachment. The second was securing the remaining residential properties bordering Danbrook Park as a land assembly to support downtown parking needs.

The department worked with the Parks Department to engage BC Parks and the District of Highlands with the goal of securing access to Mount Finlayson from Bear Mountain. This remains ongoing, but the department is hopeful that progress will be finalized in 2024.


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

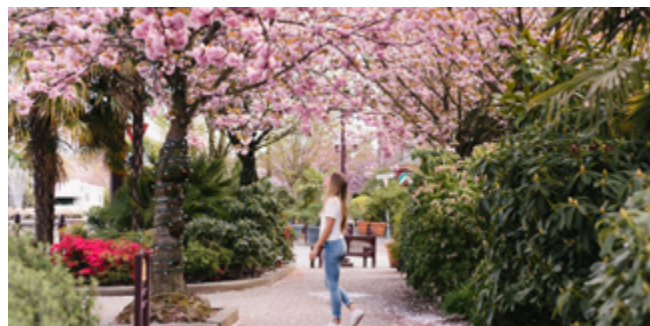
 **STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6j: Support the Expansion of the RCMP facility  
6I: Increased Access to Recreation Infrastructure and Services

✓ **Pacific FC Contract Negotiations**  
A significant amount of time was spent negotiating a one-year stadium-use agreement with Pacific FC. In 2024, staff hope to bring forward a five-year Stadium Use Agreement.

 **STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6I: Increased Access to Recreation Infrastructure and Services

✓ **Ongoing Support of the Downtown Post Secondary Campus**  
The Corporate Services Department worked collaboratively with Royal Roads University on various aspects of the downtown post-secondary campus, opening in 2025.

 **STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT**  
3b: Actively Support the Evolution of the Downtown Post Secondary Campus





## ✓ **Business Case for the Potential YMCA/YWCA Aquatics Facility Purchase**

Corporate Services continues to pursue the potential purchase of the YMCA/YWCA aquatic facility. The City is working with external consultants to complete a business case regarding the potential purchase, which will ensure that the City is receiving value for money, if the purchase goes ahead.



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

1I: Continue to Make Strategic Land and Facility Acquisitions



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

6I: Increased Access to Recreation Infrastructure and Services



## **LOOKING FORWARD**

### **2024 Objectives and Measures**

In early 2023, a comprehensive organizational and staffing review was conducted. In 2024, the CAO and Deputy CAO (former Director of Corporate Services), will work towards the following:

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

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



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

1j: Review Downtown Public Parking Needs and Related Policies



### **STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT**

3a: Develop an Economic Development Plan

## **Support the Expansion of the RCMP Facility**

Langford and its partner municipalities are committed to expanding the RCMP building to accommodate growth in Langford and the West Shore.



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

6j: Support the Expansion of the RCMP facility

## **Continue to be at the Table for Strategic Regional Discussions and Decisions**

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.



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

5a: Be at the Table for Strategic Regional Discussions and Decisions

## **Maintain the City's Long-standing Corporate Efficiencies**

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

## **Continue to Take Action Towards Reconciliation**

The City will work to implement the actions specific to local government as outlined in the Truth and Reconciliation Commission of Canada: Calls to Action. In 2023, the City implemented training for Council and staff, which included a Truth and Reconciliation Day learning event. The City will continue to collaborate with Indigenous partners, celebrate Indigenous culture, and ensure all work is grounded with the intentional lens of truth and reconciliation.



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

6c: Continue to take Action Towards Reconciliation

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

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.



### 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

As the City grows, so does the City's need to grow recreational offerings. The Administrative Department will support the Parks Department in the implementation of the Parks Master Plan through the potential purchase of the Westhills YMCA Aquatic Facility and other strategic acquisitions and partnerships.



### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6l: Increased Access to Recreation Infrastructure and Services

## Explore Current Library Capacity and Community Needs

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 work with the GVPL to review capacity and community needs and to potentially identify opportunities to expand library capacity within Langford.



### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

6m: Explore Current Library Capacity and Community Needs

## Pursue Programs and Partnerships for Affordable Housing

The City supports affordable housing through its Affordable Housing Program, Attainable Housing Program, grants to the not-for-profit sector, tax exemptions, and activation of City-owned land. It can also support affordable housing through the strategic development and application of land use. Lastly, the City can pursue Provincial and Federal grants, such as the Housing Accelerator Fund, to support the development of affordable housing. The Administrative 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

1k: Update the Housing Needs Report

1m: Pursue Programs and Partnerships for Affordable Housing

## Advocate on Behalf of the Community

Progress continues to be made in the collaborative advocacy areas as detailed in the Strategic Plan, including working with partners to advance social and on-market housing, childcare spaces, the number of schools in Langford and the West Shore, improvements to transit, and access to further health care opportunities and social services.



### STRATEGIC PLAN ALIGNMENT COLLABORATIVE ADVOCACY





## HUMAN RESOURCES

The Human Resources (HR) Department is responsible for the management of the City employee life cycle by providing support to leadership on recruitment, selection, onboarding, training and development, health and safety, and performance management of all City staff members. HR develops and maintains employee policies and procedure guidelines to ensure compliance with related regulations and legislation. The department leads programs such as compensation and benefits, disability management, and accommodation, and supports the City's leadership team in human resource planning, retention, and engagement strategies.



### Overview

The City's HR Department is relatively new and has made significant progress in reviewing and updating employee policies and procedures over the last few years. The most significant update in 2023 included a revision from the City's existing Bullying and Harassment Policy to a new Respectful Workplace Policy, which included mandated training for all City staff, management, and elected officials.

Other 2023 initiatives included new training offerings for all staff (violence prevention, Indigenous awareness, and health and wellness), recruitment and onboarding of nine new firefighters, and the development of multiple job descriptions for new positions in the City (Communications Assistant, Events Coordinator, Arts, Culture, & Economic Development Coordinator, Media Relations (Police Services), and Lieutenant (Suppression).

### Highlights of 2023

2023 included multiple training initiatives aimed at supporting Council's strategic values and objectives related to continuous learning, Truth and Reconciliation, and diversity, equity and inclusion.

#### ✓ Truth and Reconciliation Day Event

Each year, HR hosts a learning event for all staff for Truth and Reconciliation Day. 2023's event showcased a short film to increase awareness of Indigenous history, culture, and our ongoing learning.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

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

#### ✓ Wellness Week

Since 2022, HR has hosted an annual wellness week for all City staff. This event includes multiple learning opportunities, access to health and wellness services, and strategies to encourage staff wellness and resiliency. In 2023, topics included personal stress management, health services, and healthy eating.





## LOOKING FORWARD

### 2024 Objectives and Measures

2024 will focus on worker safety and inclusion. The Human Resources Department is 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 awareness, diversity, equity, and inclusion.

Operationally, 2024 will be filled with many strategic projects and programs that align with the Council Strategic Plan, including:

#### Implementation of the Organizational Review

As part of the 2024 budget, Council considered additional staff positions for City Hall. The proposed positions are a result of a comprehensive organizational and staffing review, conducted by an independent consultant. This review identified a number of new positions at City Hall and recommended a number of changes to the City's organizational structure. New positions prioritize public safety, increased demands from Provincial policy changes, objectives outlined in the Council Strategic Plan, and general staffing requirements to maintain service levels in a rapidly growing city. The recommended changes also address organizational risks associated with emergency planning, contract management, and human resources.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

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



#### Complete IAFF Collective Bargaining

The Langford Fire Department is represented by the International Association of Fire Fighters Union. In 2024, the Human Resources Department will 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

#### Initiate a Diversity, Equity, and Inclusion Strategy

In 2024, the department will develop a meaningful Diversity, Equity, and Inclusion Strategy for the organization to better serve and understand the diverse needs of Langford residents. This Strategy 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.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

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

#### Continued Training on Developing Indigenous Awareness

In keeping with Council's strategic priority of taking action towards reconciliation, the City will work with Indigenous consultants for staff training across the organization including members of Council. We will actively look for meaningful ways to recognize and celebrate Indigenous cultural events and will seek out opportunities to listen and learn from local First Nations, Indigenous partners, and Knowledge Keepers. We will ensure all work is grounded with the intentional lens of truth and reconciliation.



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

6c: Continue to take Action Towards Reconciliation



## LEGISLATIVE SERVICES

The Legislative Services team 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 prepares 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 2023, the Legislative Services Department continued to provide support and guidance to staff and Council. The department assisted Council with the development of Terms of Reference for the Community Advisory Committee and Sustainable Development Advisory Committee and, subsequently, with the recruitment of citizen members for these committees. Legislative Services updated the Council Procedure Bylaw to reflect changes directed by Council.

Accessibility has been a focus for the City in 2023. In accordance with Strategic Plan objective 6G: "Develop and Implement an Accessibility Plan," the City has joined the Capital West Accessibility Advisory Committee to promote accessibility and work with our neighbouring municipalities towards the creation and implementation of an Accessibility Plan. The Legislative Services team provides support to this committee and all City committees.



### Highlights of 2023

#### ✓ Preliminary Assessment for SharePoint Migration

The Information Technology (IT) and Legislative Services departments reviewed and prepared documents for migration to an online cloud service for records storage and management.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5d: Improve Access to City Information

#### ✓ Bylaw Review

Staff are reviewing the City's bylaws to ensure completeness and making recommendations for amendments to ensure ongoing relevance.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5d: Improve Access to City Information

#### ✓ Records Digitization

Staff are retrieving boxes of paper records from offsite storage and scanning 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 of the City's active contracts and agreements. This includes monitoring expiry dates and ensuring terms are met by all sides. Staff will also draft new agreements or manage the outsourcing of such agreements.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5d: Improve Access to City Information

## 2023 Objectives and Measures

### 2023 Legislative Services Department Statistics

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



## LOOKING FORWARD

### 2024 Objectives and Measures

#### Deliver Training to Staff

Legislative Services staff will meet with each department to provide: an overview of the City's Records Management Policies as well as best practices in order to maintain effective record keeping; and a review the requirements of the *Freedom of Information and Protection of Privacy Act* (FOIPPA) 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 will liaise with departments in order to update or rescind internal policies and Council policies as needed.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

#### Create Accessibility Plan

Legislative Services staff will work with the Capital West Accessibility Advisory Committee to shift from a staff based committee to a community based committee. The committee will create an overall accessibility plan, with action items individualized to each member community. For the initial plan, the committee is following the footsteps of the Province to focus on employment and service delivery.



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

6g: Develop and Implement an Accessibility Plan

#### Contracts and Agreements

Staff will continue to manage the lifecycle of the City's contracts and agreements. In 2024 Council approved the addition of a legal assistant to assist with the process.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE



#### 2023 Results

##### Pages Scanned

110,941 = 45% increase ↑



##### FOI Requests

122 = 33% increase ↑



##### Property Records Requests

534 = 4% decrease ↓





# 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 with respect to bylaws. Community Safety Officers monitor community public spaces through foot, bicycle, and vehicle patrols and actively engage members of the public, answering questions and providing information. The department works closely with many agencies to provide the highest levels of service and a safe and enjoyable environment for all.

### Overview

Community Patrol Officers undertook a varied range of duties in 2023, including responding to complaints regarding violations of City bylaws, such as noise, parking, land use, buildings, soil (movements), watercourse protection, and burning regulations. In conjunction with West Shore RCMP, Bylaw staff also worked to mitigate incidents of graffiti and other vandalism in the community.

The team continues to play a crucial role in public safety each year, providing support to BC Hydro, the Fire Department, and the West Shore RCMP during various emergency incidents such as motor vehicle accidents, trees down on power lines, and gas line ruptures, by providing on-scene traffic and roadway controls.

There was a small increase in the number of unsheltered individuals sheltering in Langford parks this year. Bylaw Officers engaged with these individuals and provided them with assistance. Bylaw Officers also made referrals to and worked with provincial ministries to find alternative accommodation for these individuals. It is important to note that this is a Regional issue that is not unique to Langford. The new arrivals may be as a result of significant enforcement efforts in surrounding municipalities.



## Highlights of 2023

### ✓ Public Safety Advocacy – Fire and Life Safety Expo

Each year, the Bylaw team participates in the annual Fire and Life Safety Expo (renamed the Lance Caven Fire and Life Safety Expo in 2024). Over two days, local Fire Departments, in conjunction with FireSmart, West Shore RCMP, City of Langford Bylaw, and ICBC, partner to collectively educate all Grade 4 students in the Sooke School District (SD62) and other local schools on valuable and life-saving information. Topics covered at the Expo include home escape drills, safe operation of fire extinguishers, stop drop and roll, home hazard prevention, electrical safety, bike safety, how to call 911, and other vital skills to teach kids to be safe and prevent injury.

 **STRATEGIC PLAN ALIGNMENT** COLLABORATIVE ADVOCACY

### ✓ Legal Matters

Often, the projects the Bylaw team leads are directly tied to enforcement action through either Provincial, Small Claims (unpaid ticket recovery) or Supreme Court. Generally, 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, file documentation, and consultation with legal counsel, City Administration, and Council.

 **STRATEGIC PLAN ALIGNMENT** 5. GOOD GOVERNANCE

### ✓ Education and Enforcement

In 2023, Langford implemented the Province's Local Government Bylaw Notice Enforcement Act which provides the Bylaw Officers with an alternative form of ticketing which is administrative in nature rather than through the Court System. Tickets issued under the Bylaw Notice Authorization Bylaw provide financial incentive opportunities to the public for early resolution, which further encourages 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.

 **STRATEGIC PLAN ALIGNMENT** 5. GOOD GOVERNANCE



### ✓ Traffic & Parking

On-street parking issues continue to be a significant area of public complaint in the community and requires regular attention from Bylaw Officers. While the Bylaw team initially provides warning notices to those motorists who contravene the City's Traffic Bylaw, repeat offenders will receive a penalty (ticket) when they ignore the previously issued warnings. Bylaw Officers wrote 1603 parking warning notices in 2022, and that number remained relatively steady with 1607 issued in 2023. Actual ticket issuance following such warnings was minimal, indicating that most offenders comply with the warning notices.

 **STRATEGIC PLAN ALIGNMENT** 5. GOOD GOVERNANCE

 **STRATEGIC PLAN ALIGNMENT** 1. SUSTAINABLE DEVELOPMENT  
1j: Review Downtown Public Parking Needs and Related Policies

### ✓ Bike Lanes

As in past years, a small number of files were opened to proactively defend the many new and existing bike lanes where vehicles were seen parked in contravention of the Traffic Bylaw. The Bylaw Department recognizes the cycling network's value to the community, and the Bylaw team's intervention efforts ensure these lanes remain an accessible and safe part of Langford's infrastructure.

 **STRATEGIC PLAN ALIGNMENT** 4. TRANSPORTATION



## ✓ Parks and Trail Patrols

Over the summer, the Bylaw Department conducted regular bike and foot patrols of City parks, beaches, and trails. 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 the 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

6I – Increased Access to Recreation Infrastructure and Services



## 3 BIKE PATROL STAFF



## LOOKING FORWARD

### 2024 Objectives and Measures

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. The implementation of a new Parking Enforcement Policy and revised Secondary Suite Enforcement Policy is already assisting Bylaw Officers in becoming more effective and efficient in their work while providing clarity for residents and visitors to Langford. With the provincially backed Bylaw Offence Notice system now in place, parking management and enforcement will require less Officer time than the previously utilized Municipal Ticket Information System as it removes ticket disputes from the Provincial Courts.



### 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

The Bylaw Department will continue to contribute to public safety by ensuring the community standards and bylaws are upheld. Bylaw Officers will continue to provide necessary education and intervention where needed in assisting members of the public, including diffusing neighbour disputes, ensuring safety standards under the Traffic, Building, and Fire Regulation Bylaws, enforcing Noise Regulations or other Regulatory Bylaws, or assisting the unhoused to find services or connections to the right service agencies.



### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE



### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

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



# Building Services

The Building Services Department is primarily responsible for ensuring compliance with the current British Columbia Building Code and other building regulations, including the City of Langford's Building Bylaw 1160, 2008. Responsibilities include conducting on-site inspections of new construction, commercial tenant improvements, and residential renovations, and reviewing building permit submissions and business license applications for compliance with the Building Bylaw's safety requirements.

The City of Langford 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 of Langford. 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.

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## Overview

Through inspections, the Building Services Department continues to assist in ensuring that new building projects align with the objectives and targets outlined in the City's Strategic Plan, the BC Building Code, City Bylaws, and the Official Community Plan. In May 2023, the Province implemented significant updates to the BC Building Code, including Energy Step Code requirements.

Building Services Department staff participated in training related to these changes and began providing guidance to the development community.

In 2023, 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 quick and efficient manner via the expedited building permit process. The addition of electronic permit submission capability in 2023 has reduced the need for costly paper submissions and increased 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 Code.

### ✓ 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 Code, building trends, and safety requirements.



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



## BUILDING PERMIT STATISTICS (2023)

### Number of Units Approved

- 769 Multi-Family
- 148 Single Family Dwellings – with suite
- 14 Single Family Dwellings – no suite
- 153 Townhouses
- 26 Duplexes

### Permits (Other)

- 346 Plumbing
- 50 Additions & Alterations
- 34 Tenant Improvements
- 10 Foundation
- 4 Commercial/Industrial

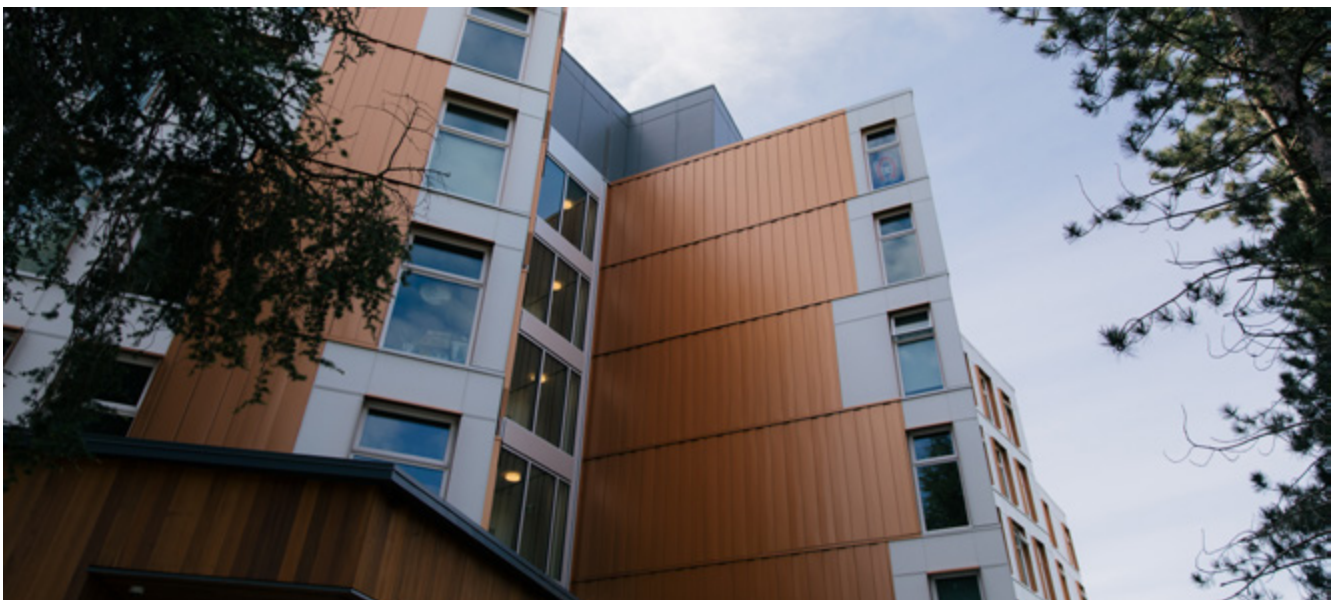
### ✓ Key Partner Relations

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





# Communications and Economic Development

The Communications and Economic Development Department oversees the City's economic development, tourism, external communications, public engagement, 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 2023

In 2023 the City expanded its focus to prioritize business meetings and events as a new marketing initiative, as outlined in Langford's Five-Year Strategic Tourism Plan (2023-2028). As result of this new focus, Langford was successful in securing a \$100,000 Business Events and Conference Relief Fund (BECRF) grant from the Province of BC. This grant, along with investment from the hotel tax, contributed to creating foundational marketing assets to position Langford as a meeting and events destination.



**412** BUSINESS LICENSE APPLICATIONS  
PROCESSED IN 2023

**\$100,000** BUSINESS EVENTS AND  
CONFERENCE RELIEF FUND  
GRANT FROM THE PROVINCE

**↑ 3.3%** INCREASE IN HOTEL  
OCCUPANCY OVER 2022



**243%** INCREASE IN VISITORS ASSISTED  
AT THE MOBILE INFO CENTRE VAN



## ✓ Visitor Services

In 2023, 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 from July 2, 2023, to September 3, 2023, 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. In addition to visitor services, the City creates and distributes thousands of 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



## 2023 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!

#### ✓ 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





## 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 2023

2023 saw many exciting new and returning events to Langford. ChangeMakers Gathering Festival returned for a second time, Brewery and the Beast returned for a third year, Fridays at The Station returned to The Langford Station cultural district, the Goldstream Farmers Market and Music in the Park was held at Veterans Memorial Park, and the Langford Beer Festival was held at Starlight Stadium for the second time. Canada Day was celebrated at Starlight Stadium, with free family-friendly activities, live music, a hot wing eating and pie baking contests, and the annual Show

and Shine revved up Goldstream and Station Avenues for the 11th year! Live sports continued to electrify Starlight Stadium with Pacific FC and the West Shore Rebels attracting fans from Langford and well beyond. Rugby Canada hosted the Americas North Sevens with teams from around the world. In December, Christine Sinclair celebrated her final game with Team Canada to a sold-out crowd of over 6100 fans at Starlight Stadium. New events for 2023 included Beer, Bacon and Bourbon festival, an all-ages Taylor Swift cover band at the Stadium Plaza, and multiple themed artisan markets were held at The Langford Station. Residents are encouraged to visit [Langford.ca/Events](https://langford.ca/Events) to learn about the many events held annually in Langford.



## 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 Strategic Plan and has committed to the development of the City's first Economic Development Master Plan with a targeted completion date of Q4 2024. 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 Master Plan, with a targeted completion date of Q1 2025.

## Economic Development Highlights of 2023

In 2023, 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 pressures around inflation.



**97 EVENTS**

ADDED TO THE CITY EVENTS  
CALENDAR IN 2023



**89 LATEST NEWS**

STORIES POSTED TO THE  
WEBSITE IN 2023



**10 COUNTRIES**

REPRESENTED AT THE  
RUGBY CANADA EVENT



**RANKED  
#3 BEST CITY**

**FOR WORK IN BRITISH COLUMBIA BY BC  
BUSINESS MAGAZINE, UP FROM #8 IN 2022**

Underscoring the accomplishments of this work, the City was ranked the #3 Best City for Work in British Columbia by BC Business Magazine based on 2023 statistics, up from #8 in 2022. As an additional support for businesses, the City manages a job bank ([Langford.ca/Jobs](http://Langford.ca/Jobs)), a free tool for all Langford-based businesses.

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, it 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.

In 2023, the City and the Film Commission met with film studios in LA, including Amazon, Netflix, NBC Universal, Disney, Fox, and Universal, to understand their studio needs and promote Langford as a film location destination. In 2024, the City plans to continue to collaborate with the Film Commission, Creative BC, and the development community with the objective to see a film studio built in Langford on the lands of the former Speedway.



## 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.



## Communications Highlights of 2023

In 2023, the City launched a new public engagement platform, Let's Chat Langford. The platform aims to provide residents with meaningful opportunities to learn about new projects and have their say in the process. Residents are encouraged to visit [LetsChatLangford.ca](http://LetsChatLangford.ca) to sign up for updates and to be notified about new projects, and public engagement initiatives both on-line and in community.

To further engage with residents in a more casual setting, in 2023, the City launched its first Facebook account. The account offers residents another outlet to learn about community events, Parks initiatives, public engagement opportunities, and much more. Residents are encouraged to follow the City's social media accounts including Instagram, Facebook, and YouTube to stay informed and connected.



## LOOKING FORWARD

### 2024 Objectives and Measures

#### Develop an Economic Development Plan

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



##### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

- 3a: Develop an Economic Development Master Plan
- 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 Strategic Plan

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.



##### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

- 3f: Develop an Arts and Culture Master Plan



Let's Chat  
**Langford**

LAUNCHED IN 2023



**769**



REGISTERED USERS



**8,542**

INSTAGRAM  
FOLLOWERS



**2,104**

FACEBOOK  
FOLLOWERS

#### Continue to Implement the Five-Year Tourism Strategy

The Five-Year Tourism Strategy will expand Langford's visitor economy, support destination development and add revenue to 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

#### 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

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

The Engineering Department consists of two areas: construction and public works. The construction team it 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 2023, the Engineering Department completed several key projects aimed at enhancing pedestrian and traffic safety and infrastructure. The department implemented the Sidewalk Infill Matrix to streamline the prioritization, tendering, and awarding of sidewalk infill and multi-use path construction projects. Notable projects completed in 2023 include the

installation of a traffic signal and sidewalks at the Treanor Avenue and City Gate intersection, new sidewalks and buffered bike lanes on the 500 block of Goldstream Avenue, and new sidewalks and a traffic signal at the Klahanie Drive and Latoria Road intersection.







## Highlights of 2023

### ✓ Sidewalk Infill Matrix

In 2023 the sidewalk infill matrix was created by staff and adopted by Council. 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.



#### STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION

4c: Improve and Expand Active Transportation Infrastructure

### ✓ Treanor Avenue and City Gate Traffic Signal and Sidewalk

A traffic signal and sidewalk were installed at the Treanor Avenue and City Gate intersection to improve traffic and pedestrian connectivity through this neighbourhood.



#### STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION

4c: Improve and Expand Active Transportation Infrastructure

### ✓ 500 Block of Goldstream Sidewalk Infill Project

A sidewalk and buffered bike lanes were installed in the 500 block of Goldstream Avenue to improve pedestrian connectivity to medical facilities, schools, and into the downtown core.



#### STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION

4c: Improve and Expand Active Transportation Infrastructure

## 2023 OBJECTIVES AND MEASURES

### OBJECTIVE — COMPLETED!

#### ✓ Delivery of Capital Projects

- Treanor/City Gate traffic signal and sidewalk
- Center Mountain Project
- Bear Mountain Project
- West Shore Environment Services
  - Completed construction on the Rita, Furber, Karr, Sybronden and Kingsgate Sewer extension (78 Lots).

### OBJECTIVE — ONGOING

#### Maintain City Infrastructure

- Culvert replacement program
- Road paving rehabilitation
- LED streetlight conversion

### OBJECTIVE — ONGOING

#### Provide Safe Routes to Schools

- ICBC collaboration with the Road Improvement Projects funding
- Sidewalk Infill Matrix Policy
- Traffic Calming Policy

### OBJECTIVE — ONGOING

#### Beautify the City

- Pride progress crosswalk installation
- Formalization of the Galloping Goose trail crossings
- Installation of the “KEEP CLEAR” red box in front of Fire Hall #1

### ✓ Commenced Traffic Signal at Klahanie Dr and Latoria Rd

In preparation for the new elementary school opening in the Latoria neighbourhood in 2025, a new sidewalk was installed along Latoria Road along with a new traffic signal at the Latoria Road and Klahanie Drive intersection.



#### STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION

4c: Improve and Expand Active Transportation Infrastructure



**ONGOING  
MAINTENANCE**  
(data as of December 2023)

**40**  
STORMWATER  
PONDS

**105KM**  
OF SIDEWALKS

**422KM**  
OF ROADWAYS



## LOOKING FORWARD

### 2024 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 'Good Neighbour' Policy. This Strategy and 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.

#### 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

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

- Develop a Transportation Master Plan
- Develop an Active Transportation Plan
- Support the Official Community Plan Refresh
- Support the Urban Forest Management Plan



#### STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION

4a: Develop a Transportation Master Plan  
4b: Develop an Active Transportation Plan



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1a: Refresh the Official Community Plan (OCP)  
1g: Develop an Urban Forest Management 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 established). 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



# Finance

The Finance Department is the fiscal steward of the City of Langford's financial assets and functions as financial advisor and financial administrator. The department provides the following functions: Financial Plan preparation and presentation, financial reporting, long-term financial planning, cash receipting, accounts receivable, accounts payable, property tax, payroll, Investment management, debt and reserve management, revenue collection, risk management, and insurance.



## Overview

In 2023, the Finance Department was responsible for revenue collection of approximately \$80 million, managing roughly \$40 million in investments, processing bi-weekly payroll for approximately 175 employees, sending out approximately 17,500 property tax notices, paying approximately 16,000 invoices, managing the year-end process and audit, and preparing and presenting the Five-year Financial Plan.

In alignment with objective 5bii of Council's Strategic Plan, the department began developing the 2024-2028 Five-Year Financial Plan (budget) document in an updated and user-friendly format. This document is prepared in line with best practices for municipalities in BC and with a fiscally responsible and sustainable lens.

## 2023 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, and ensuring that funds are allocated with a lens of equity and future generations, 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 2023, the Finance department began updating 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





## LOOKING FORWARD 2024 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

### Update Council and Staff Reimbursement for Expenses Policy

The City will update 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



**OVER 16,000**  
INVOICES PROCESSED

**OVER 17,500**  
PROPERTY TAX NOTICES

**\$655M** TOTAL VALUE OF CITY  
TANGIBLE CAPITAL ASSETS

**\$122M** TOTAL CAPITAL  
BUDGET

**\$45M** TOTAL PROPERTY  
TAXES

**\$63M** TOTAL OPERATING  
BUDGET

**17,617** TOTAL NUMBER  
OF PROPERTIES

**\$17,947,577,516**

TOTAL 2023 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 and the 2023 and 2024 budget processes 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 & 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 2023, the IT team continued to support the expansion of City network infrastructure at several locations, including Starlight Stadium and the new Jordie Lunn Bike Park Clubhouse. Improvements were made to City security posture and the modernization of the records management system. Improvements were also made to Council Chambers to improve accessibility.

The GIS team continued updating the City's asset inventory, which includes spatial locations for items such as benches, signs, and streetlights. The department also prepared fire pre-plans (to aid in first response) and assigned new addresses for many new developments in Langford. Mapping support was provided to the Parks Department when planning and mapping new trails at the Jordie Lunn Bike Park. The GIS team also managed the Light Detection and Ranging (LIDAR) acquisition for the Urban Forest Management Plan.

## 2023 OBJECTIVES AND MEASURES

### OBJECTIVE — COMPLETED!

- ✓ Migration of records to new system

### OBJECTIVE — ONGOING!

- Maintain operations by responding to users request for assistance

### OBJECTIVE — ONGOING!

- Continue inventorying new assets as they are added to the City

### OBJECTIVE — ONGOING!

- Improve reliability and resilience of IT infrastructure



## Highlights of 2023

### ✓ LIDAR Acquisition for Urban Forest Management Plan

The City engaged a contractor to capture aerial LIDAR data to obtain information on Langford's tree canopy extent and health. This project was part of the Urban Forest Management Plan project, one of Council's Strategic Plan Objectives. Over 9 billion LIDAR data points were acquired in this engagement.



**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
1g: Develop an Urban Forest Management Plan

### ✓ Networking at the Jordie Lunn Clubhouse

A network design was completed at the Jordie Lunn Clubhouse, which included WIFI network access for the individual tenants and the public. Building security (including access control) was included in this project's scope.



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

### ✓ Starlight Stadium Improvements

New video production hardware for the Pacific FC games was procured and deployed.



**STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT**

### ✓ Fibre Optic Relocation

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

### ✓ The Langford Station Networking

Networking for the Langford Station Arts and Cultural District was completed. This included public WIFI and network access for the vendors.



**STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT**



**5000+**

**INTERNAL ISSUES RESOLVED BY  
THE GIS OR IT TICKETING SYSTEM**



**LOOKING FORWARD**

## 2024 Objectives and Measures

### Initiate a Cross Departmental Review of Business Processes

This is an initial step towards modernizing the City's permitting system.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

### 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 Additional Staff as Required

The department will support the needs of new and existing staff positions, including hardware and software, the addition of new networking for additional office space and training.

### Continued Collection of Assets

In addition to continuing the manual collection of City assets acquired through the development process, a trial is being conducted using AI and video capture to automate the collection of certain assets (for example, street signs).



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**







# Langford Fire Rescue

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.

## Overview

The department saw a 9% increase in total calls in 2023 compared to the previous year, most of which were attributed to an increase in alarm bells (both residential and commercial) and medical calls. Structure fire calls and motor vehicle accident calls remained consistent with the previous year, while most other call categories saw a modest increase.

The Emergency Program actively responded to several heat warnings during the summer and cold events in the winter by opening cooling and warming centers. Due to climate change, these events are expected to increase

in severity and frequency. As a result, the department is actively collaborating with other agencies to assist populations vulnerable to extreme temperatures.

A comprehensive Fire Master Plan, which reviewed all divisions and operations of the department, was completed in 2023. The Master Plan made 71 recommendations to provide a framework for the department to meet the city's needs as it continues to grow rapidly, and the implementation of the recommendations began in 2023.



## Highlights of 2023

### ✓ Aerial Firefighting Apparatus Replacement

In early 2023, the Fire Department replaced its aging 1998 E-One 103' Aerial Apparatus with a 2022 Pierce Enforcer 107' Aerial Apparatus. As the new apparatus was a demonstration vehicle, it was available immediately and was an affordable option compared to a new custom build. The truck is a welcome addition to the fleet and provides versatility to operations that did not exist with the previous truck. It is expected to service the residents of Langford for the next 20 years.



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

6h: Implement the Recently Developed Fire Master Plan

### ✓ Begin Staffing 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 July, nine new firefighters were brought on, and in early 2024, the department was able to start staffing this station 25% of the time, with a future goal of 24/7 coverage.



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

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

### ✓ 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 2023, the department started to implement over 40 of the 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



### ✓ FireSmart Coordinator

Langford Fire Rescue received a grant from the Union of British Columbia Municipalities (UBCM) to fund a FireSmart Coordinator position. This position aims to ensure that 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 was active in coordinating public education events, community clean-up days, home assessments, and other activities throughout the year. The department has applied to renew the position for 2024.



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

2E: Develop an Overarching Disaster Mitigation Strategy





## LOOKING FORWARD

### 2024 Objectives and Measures

#### Continue Staffing Station 2

The objective in 2024 is to continue hiring additional firefighters to add another full shift of coverage at Station 2. This would allow the Station to be staffed at least 50% of the time, with full 100% coverage planned for the Summer of 2025. 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

#### Renew the FireSmart Coordinator Grant

The current funding for the FireSmart Coordinator position ends in June 2024. The position has proved beneficial to the City in 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. A request to continue with the UBCM Grant for an additional two years of funding will be completed in 2024.



#### 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 be more efficient and enhance fire response operations in the region. In 2024, an objective is to further integrate the response matrix to a 'closest truck' model regardless of jurisdiction to provide a faster response time and better service to the communities the departments serve.



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

6h: Implement the Recently Developed Fire Master Plan

### IN MEMORY OF ASSISTANCE CHIEF LANCE CAVEN



Tragically, Langford Fire Rescue saw the passing of Assistant Chief Lance Caven in 2023 from occupational cancer. Lance joined the department as a volunteer firefighter in 1991, and he was hired as a career firefighter in 2002, serving his community for over 30 years. Lance was a leader, mentor, and friend whose passion for fire prevention education was unprecedented. Lance's passing is the second Line of Duty Death for Langford Fire Rescue in the department's 77-year history.

#### Fire Master Plan Implementation

The Fire Master Plan made 71 recommendations to implement. Some of the recommendations being worked on for 2024 include establishing a Standard Operational Guideline for the establishment of RIT during structure fires in conjunction with mutual aid departments, begin the process of securing funding for a future Fire Station 1 to consolidate resources between Station 1 and Station 3, and acquire a commercial grade washing machine to clean contaminated structural PPE at Station 2.



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

6h: Implement the Recently Developed Fire Master Plan

#### Develop an Overarching Disaster Mitigation Strategy

The City must act swiftly to develop a disaster mitigation strategy to manage the diverse types of climate impacts, including prolonged heat events, significant storms, floods, droughts, wildfires, and associated smoke. Examples of specific initiatives include but are not limited to: implementing a FireSmart Neighbourhood Program, installing water fountains in new and existing parks, improving the tree canopy in the downtown core to reduce urban heat concerns, and updating bylaws to include best practices for developments in Wildfire Urban Interface areas.



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

2E: Develop an Overarching Disaster Mitigation Strategy





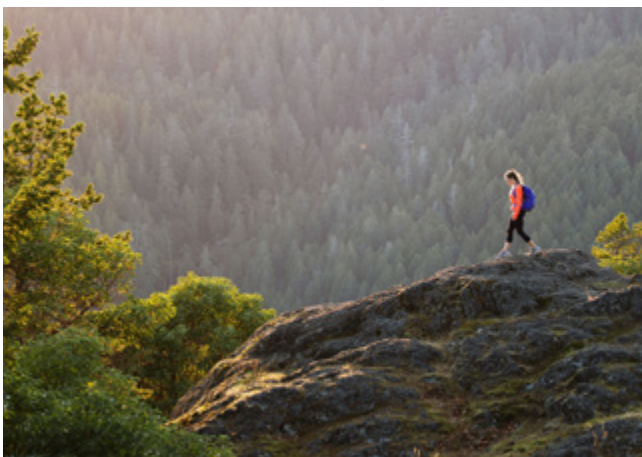
# Parks, Recreation & Facilities

The Parks, Recreation, and Facilities Department is responsible for the design, implementation, management, and maintenance of all City-owned park, trail, and recreation infrastructure, including city-owned facilities. Some of the most notable amenities include the Jordie Lunn Bike Park, the Gravity Zone and Nature Trails, Starlight Stadium, Glen Lake Park, The Langford Station Arts and Cultural District, and Veterans Memorial Park.

## Overview

The Parks, Recreation, and Facilities Department commenced and completed a number of significant projects in 2023. Staff completed the Parks, Trails, and Recreation Needs Assessment, which will provide an inventory of existing Parks assets and amenities, anticipate future needs for the growing community, and advise the creation of the Parks Master Plan. In alignment with Strategic Priority Two Climate Change and Environmental Stewardship, the City purchased its first electric fleet vehicle and an electric Zamboni for Westhills arena. Construction was completed at the Jordie Lunn Clubhouse, with a grand opening planned for mid-2024. The Clubhouse includes a café, bike rental and repair shop, and office space for Cycling BC and Cycling Canada.

Construction began at the new Masonic Hall on Bryn Maur Road, and once complete, their current location on Goldstream Avenue will be included in the Veterans Memorial Park expansion project.



Prior to hosting the U19 Women's Canadian Fast Pitch Championship in August, Centennial Park received significant upgrades and improvements, including new lights and improved ball diamonds. The Leigh Place Boardwalk, a part of the Ed Nixon Trail at Langford Lake, was replaced with a new aluminum structure, increasing the boardwalk's long-term longevity.

Other notable projects in 2023 included the addition of two new trails at the Gravity Zone and Nature Trails, the completion of Lone Oak Park, the revitalization of Fashoda and Windman neighbourhood Parks, the installation of an artificial turf field at the North Langford Elementary School site, and the dedication of Desmond Park.

## Highlights of 2023

### ✓ Completion of Lone Oak Park

Lone Oak Park (319 Lone Oak Place) is situated on a parcel of parkland initially dedicated to the then-District of Langford in 1977. It remained an undeveloped park parcel until a neighbourhood group approached the City in 2022 with the desire to have a playground constructed. Throughout 2023, City staff engaged with the community to acquire feedback and direction, culminating in the construction of Langford's newest neighbourhood park and playground. Lone Oak Park includes a new play structure with inclusive play features, a walking loop, a grass area, picnic tables, bike racks, and an environmental restoration area.



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

6i: Increased access to recreation infrastructure and services.

### ✓ Completed the Installation of the North Langford Elementary School Artificial Turf Field

Through a partnership with the Sooke School District, the City helped facilitate the donation of the repurposed BC Place artificial turf at the North Langford Elementary School site (1380 Flint Avenue) by covering the installation cost. This regulation-size field is currently available for programming through City Centre Park. Community programming availability will continue once the future school site is built out.



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

6i: Increased access to recreation infrastructure and services.

### ✓ Completed Various Neighbourhood Park Improvements

Windman (616 Windman Crescent) and Fashoda (3608 Vitality Road) Parks both received renovations including new play equipment. City staff surveyed the respective neighbourhoods for input as to what new playground features residents would like to see and over the summer and fall brought new life to the aging playgrounds. Both playgrounds were identified for renewal during routine inspection.



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

6i: Increased access to recreation infrastructure and services.

### ✓ Relocated the BC Hydro Pole at Starlight Stadium

In 2023 the BC Hydro Pole at Starlight Stadium was moved to ensure public safety, and to maximize full use of the venue for youth and adult recreation programming and large scale special events.

### ✓ Ongoing Construction of the Jordie Lunn Bike Park Clubhouse

The construction of the Jordie Lunn Bike Park Clubhouse and the surrounding landscaping was a major focus for 2023. Requests for Proposals were issued and awarded to tenants Broad St Cycles, who will operate the bike rental and repair space, and Rhino Coffee, who will operate the café. Additional leases were signed for office space in the Clubhouse for Cycling Canada, Cycling BC, and Nolan Riding.



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

6i: Increased access to recreation infrastructure and services.

### ✓ Purchase of Langford's First Electric Fleet Vehicle

The Parks department purchased the City's first fully electric fleet vehicle; a 2023 Ford Lightning.



#### STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION

4d: Create Awareness and Opportunities for Transportation Mode Shift



### ✓ Purchased Langford's Electric Zamboni for Westhills Arena

The City purchased a 2022 electric Zamboni to be used at Westhills Arena at City Centre Park.



**STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION**  
4d: Create Awareness and Opportunities for Transportation Mode Shift

### ✓ Began Construction of the New Masons Hall on Bryn Maur

The City acquired 2832 Bryn Maur and began constructing a new special-purpose commercial building in its place. The primary tenant of this new building will be the Masons, who will relocate from their existing Masons Hall on Aldwynd Road to allow for the Veterans Memorial Park expansion.



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

### ✓ Centennial Park Improvements

In early 2023, Centennial Park received significant upgrades, including MUSCO lights relocated from Starlight Stadium, taller backstops, and improvements to the grass ball diamond fields. Additionally, cherry trees that were at the end of their lives were replaced with Ginkgos and Platanus trees. The completion of these works coincided with the Park hosting the U19 Women's Canadian Fast Pitch Championship in August; however, the improvements will benefit park users into the future.



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6I: Increased access to recreation infrastructure and services.

### ✓ Leigh Place Boardwalk Replacement Project

In recent years, the wooden boardwalks throughout the City were identified for potential replacement due to age and rapid deterioration. Wooden boardwalks, including the Leigh Place Boardwalk in 2023, are being replaced with aluminum structures with longer life expectancies. These upgrades can be significant in cost if not budgeted for; however, keeping trails and recreation opportunities open and accessible is a priority. The completion of a comprehensive asset management plan will be beneficial for future projects and budgets.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5h: Finalize a Comprehensive Asset Management Plan

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

Within the Gravity Zone and Nature Trails, Wildcat Downhill Trail (Blue Diamond) and Steam Donkey multi-use trail were completed in 2023. These were the 11th and 12th completed trails in the Gravity Zone, providing further access and recreational opportunities for hikers and bikers to explore the outdoors in their own backyards.



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6I: Increased access to recreation infrastructure and services.

### ✓ Desmond Park Dedication

Desmond Park is a stormwater management pond surrounded by green space. As the primary function of this area is to serve the stormwater needs of the surrounding neighbourhood, it was historically part of the Desmond roadway. The area was dedicated as parkland with the intention of adding a walking loop, benches, and picnic tables and incorporating it into the City's parkland inventory.



**STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE**  
6I: Increased access to recreation infrastructure and services.

## 2023 OBJECTIVES AND MEASURES

### OBJECTIVE — ONGOING

- Ongoing construction of the Jordie Lunn Bike Park Clubhouse

### OBJECTIVE — COMPLETED EXCEPT FOR DESMOND PARK (2024)!

- ✓ Improvement at Lone Oak Park (previously known as Jeanine Drive Park), Centennial Park, Desmond (pond) Park, Fashoda Park and Windman Park.

### OBJECTIVE — COMPLETED!

- ✓ Completion of the BC Hydro pole relocation.

### OBJECTIVE — COMPLETED!

- ✓ North Langford Elementary turf field opening.

### OBJECTIVE — ONGOING!

- Continued to proactively attract new sporting events to Starlight Stadium





## LOOKING FORWARD

### 2024 Objectives and Measures

#### Porcher Park & Community Gardens

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 park components and features. A survey was also utilized to receive public feedback. Porcher Park is anticipated to be the home of Langford's community garden pilot project. Learn more about this project at [LetsChatLangford.ca/Porcher](https://LetsChatLangford.ca/Porcher).



#### 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.

#### Glen Lake Spray Park Renovation

Glen Lake Beach Park (3076 Shoreview Drive) is the home of one of Langford's most popular spray parks. Staff have identified that the existing spray pad does not have adequate drainage and is growing more costly to maintain. The renovation will include 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.



#### Langford Lake Accessible Boat Launch and Dock Renovation and RAD GearBox

The existing Langford Lake boat launch and dock require replacement due to inadequate dock and pedestrian ramp infrastructure. The new boat launch and dock are being designed in consultation with the RAD Society and will incorporate a wider range of users. In an effort to make outdoor recreation accessible for all community members, a RAD Society prototype GearBox will be installed adjacent to the boat launch on Landing Lane. The RAD 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 cost.



#### 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.

6I: Increased access to recreation infrastructure and services.



#### COMPLETED TWO NEW TRAILS AT LANGFORD GRAVITY ZONE AND NATURE TRAILS

#### Centennial Tennis Court Resurfacing

The two existing tennis courts at Centennial Park will be removed and replaced with a new asphalt surface with proper grading for drainage and playability, line painting, nets, and fencing.



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

6I: Increased access to recreation infrastructure and services.

#### Initiate Parks Master Plan

As outlined in Council's Strategic Plan, the Parks Master Plan is to be initiated in 2024. While the Plan is expected to be finalized in Q3 of 2025, significant progress, such as awarding the contract, public engagement and internal policy and document review, will occur throughout 2024.



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

6b: Develop a Parks Master Plan.



# Planning & Subdivision

The Planning and Subdivision Department ensures community goals are reflected in the Official Community Plan and planning policy documents. The department provides professional and technical advice on current and future land uses, as well as a wide range of issues relating to housing, the environment, climate action, and social policy. Planning staff make recommendations to City Committees and Council to enhance the livability of our residents by ensuring our communities are functional, attractive, and sustainable. Day-to-day operations also include interactions with land development processes (e.g., subdivisions, servicing, letters of credit) and reviewing past and current policies to address subdivision design and development.

## Overview 2023

In 2023, the department received 234 new development-related and subdivision related applications, commenced several new projects identified in Council's Strategic Plan, and carried forward work on previously established programs, including implementing the Electric Vehicle Infrastructure Requirements (established by bylaw in 2022), the Low-carbon Concrete Policy (substantially rewritten and amended in 2023) and the Attainable Home Ownership Program.



## Highlights of 2023

### ✓ Initiated the Official Community Plan Refresh

In May 2023, internationally renowned urbanist Brent Toderian gave a thought-provoking public presentation on how pressing issues such as climate action and housing needs can be addressed through good urban design, active transportation, mode shift, and place-making. This presentation set the framework for further conversations around how Langford's Official Community Plan could be amended to better address these issues. Staff have made significant progress on the background research and analysis required to further inform these conversations and expect to launch public and key partner engagement in June 2024. Learn more at [letschatlangford.ca/ocp](https://letschatlangford.ca/ocp)



**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
1a: Refresh the Official Community Plan (OCP)

### ✓ Early Guidance for the Development Community

In May 2023, Council adopted an Early Guidance document, which sets out information regarding Council's initial priorities and expectations of elements for development proposals to incorporate, such as livability, urban design, tree retention, affordability, family-sized housing, sustainable energy, parking, and mobility.



**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
1c: Create Early Guidance for the Development Community



### ✓ Initiated the Development of an Urban Forest Management Plan

In the summer of 2023, City staff and consultants commenced the Urban Forest Management Plan project. Background research, data analysis, and phase one of community engagement have now been completed. Summary reports are available at [letschatlangford.ca/ufmp](https://letschatlangford.ca/ufmp).



**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
1g: Develop an Urban Forest Management Plan

### ✓ Regional Household Affordability and Prosperity Project Collaboration

In March 2023, Council approved Langford's partnership with the Regional Household Affordability and Prosperity Project. At no cost to the City other than in-kind staff time, this project's partnership allows Langford staff access to the Community of Practice, which facilitates collaboration and information sharing about affordable housing strategies amongst local participating municipalities. It also provides access to research, learning opportunities, and emerging best practices.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5a: Be at the Table for Strategic Regional Discussions and Decisions

### ✓ Attainable Home Ownership Program

In 2023, Council amended the Attainable Home Ownership Program Policy to increase the household income thresholds and to expand the residency qualifying criteria. Council approved the addition of a rental program that could apply to purpose-built rental buildings in lieu of the requirement to provide ownership condos as per the Policy. In 2023 the first Attainable Home Ownership partner building was completed located in the Trailside at the Lake development. Five out of the seven attainable units in this building were sold to qualified buyers in 2023.



**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
1m: Pursue Programs and Partnerships for Affordable Housing



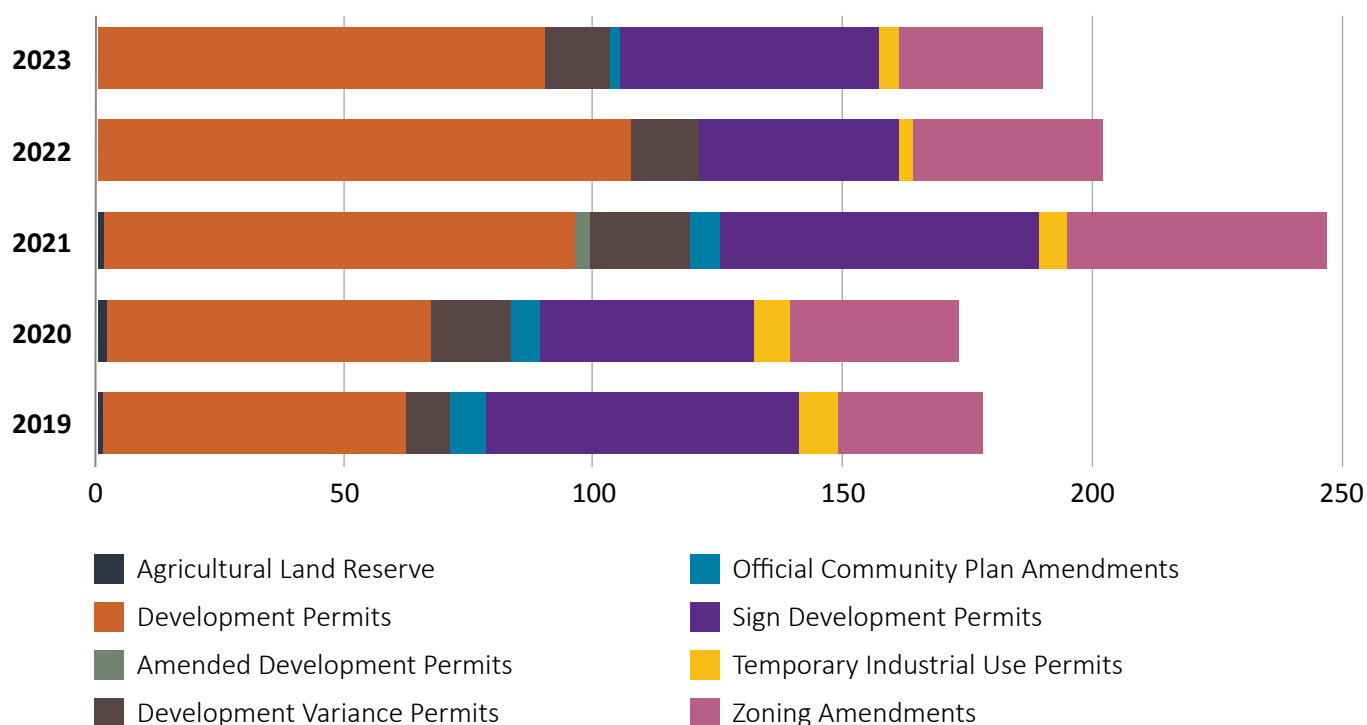
**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5a: Be at the Table for Strategic Regional Discussions and Decisions



## 2023 DEVELOPMENT APPLICATION STATISTICS

Type of Application	2019	2020	2021	2022	2023	Total by type
Agricultural Land Reserve	1	2	1	0	0	4
Development Permits	61	65	95	107	90	418
Amended Development Permits	0	0	3	0	0	3
Development Variance Permits	9	16	20	14	13	72
Official Community Plan Amendments	7	6	6	0	2	21
Sign Development Permits	63	43	64	40	52	262
Amended Sign DPs	0	0	0	0	0	0
Strata-Title Conversions	0	0	0	0	0	0
Subdivisions	32	50	59	41	21	203
Temporary Use Permits	8	7	6	3	4	28
TUP Extensions	0	0	0	0	5	5
Zoning Amendments	29	34	52	38	29	182
<b>TOTAL BY YEAR</b>	<b>210</b>	<b>223</b>	<b>306</b>	<b>243</b>	<b>216</b>	<b>1198</b>

### Applications Received By Year To Date



Type of Application	Issued or Approved								Total
	1st Q		2nd Q		3rd Q		4th Q		
	2022	2023	2022	2023	2022	2023	2022	2023	
Agricultural Land Commission	0	0	0	0	0	0	0	0	0
Development Permits	23	23	18	22	21	10	25	19	74
Sign Development Permits	6	12	4	6	10	11	6	14	43
Development Variance Permits	5	3	0	0	4	3	0	1	7
Liquor Licenses	2	0	0	0	0	0	0	0	0
OCP Amendments	0	0	0	0	0	0	0	0	0
Temporary Use Permits	1	1	1	1	1	5	0	2	9
Zoning Amendments	6	3	3	5	19	1	1	4	13
TOTAL	43	42	26	34	55	30	32	40	146

#### Fees Collected by Type of Application by Month and by Year

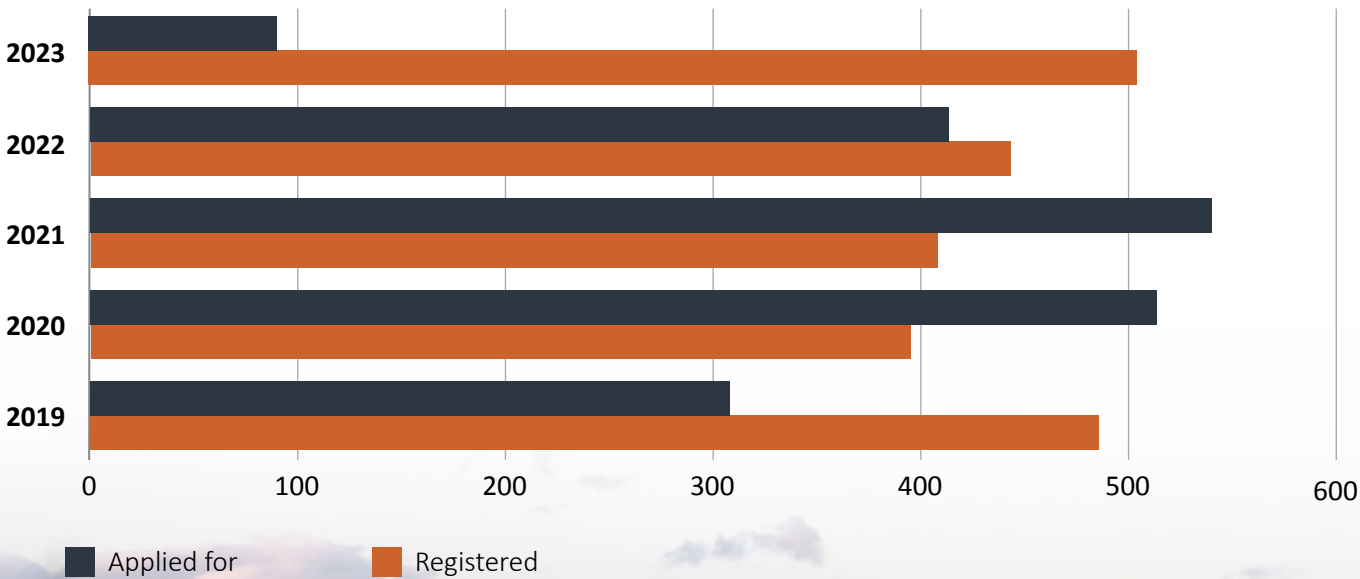
	ALR Budget \$1,000	DP Budget \$450,000	DVP Budget \$15,606	Rezoning Budget \$200,000	PH Budget \$75,000	SDP Budget \$8,800	TUP Budget \$2,084	Monthly Total	Total to Date Budget \$755,134
Jan	\$-	\$78,672	\$3,094	\$22,409	\$8,187	\$900	\$2,168	\$115,430	<b>\$115,430</b>
Feb	\$-	\$18,577	\$-	\$-	\$-	\$1,050	\$310	\$19,937	<b>\$135,367</b>
Mar	\$-	\$45,203	\$1,547	\$1,173	\$79	\$700	\$-	\$48,702	<b>\$184,069</b>
Apr	\$-	\$19,996	\$3,094	\$17,783	\$8,187	\$200	\$2,168	\$51,428	<b>\$235,497</b>
May	\$-	\$36,381	\$-	\$46,744	\$13,645	\$800	\$-	\$97,570	<b>\$333,067</b>
Jun	\$-	\$22,730	\$1,547	\$11,589	\$2,808	\$450	\$620	\$39,744	<b>\$372,811</b>
Jul	\$-	\$44,729	\$3,094	\$7,160	\$2,728	\$700	\$-	\$58,411	<b>\$431,222</b>
Aug	\$-	\$48,944	\$2,320	\$44,504	\$13,645	\$600	\$620	\$110,633	<b>\$541,855</b>
Sep	\$-	\$18,894	\$1,547	\$14,319	\$5,457	\$1,250	\$-	\$41,467	<b>\$583,322</b>
Oct	\$-	\$8,003	\$-	\$17,434	\$5,458	\$850	\$-	\$31,745	<b>\$615,067</b>
Nov	\$-	\$22,342	\$1,547	\$9,385	\$5,458	\$350	\$-	\$39,082	<b>\$654,149</b>
Dec		\$26,867		\$10,275	\$2,729	\$950			
<b>Total</b>	<b>\$-</b>	<b>\$391,338</b>	<b>\$17,790</b>	<b>\$202,775</b>	<b>\$68,381</b>	<b>\$8,800</b>	<b>\$5,886</b>	<b>\$654,149</b>	<b>\$694,970</b>
<b>By Year</b>									
<b>2023</b>	\$-	\$391,338	\$17,790	\$202,775	\$68,381	\$8,800	\$5,886		<b>\$694,970</b>
<b>2022</b>	\$-	\$633,194	\$12,551	\$225,846	\$80,053	\$7,750	\$-		<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>2020</b>	\$750	\$300,251	\$24,432	\$148,391	\$56,275	\$10,550	\$2,007		<b>\$539,656</b>
<b>2019</b>	\$1,500	\$274,024	\$10,515	\$178,335	\$51,442	\$12,550	\$3,916		<b>\$528,555</b>

# SUBDIVISION STATISTICS

## Subdivisions by Year and Number of Lots

Years	Files	Active	Applied For	Registered
2019	32	4	306	484
2020	50	16	511	396
2021	59	30	539	409
2022	42	36	414	444
2023	18	18	91	504
Total	201	104	1861	2237

## Lots Created by Year





## 2023 Subdivision Revenue

	<b>Application Fees</b> Budget \$180,000	<b>Final Approval</b> Budget \$57,222	<b>Strata Conversion</b> Budget \$6,242	<b>Total</b> Budget \$243,464
January	\$14,335	\$2,700	\$2,000	<b>\$19,035</b>
February	\$2,710	\$975	\$-	<b>\$3,685</b>
March	\$13,230	\$-	\$-	<b>\$13,230</b>
April	\$6,595	\$3,224	\$-	<b>\$9,819</b>
May	\$18,495	\$15,754	\$1,500	<b>\$35,749</b>
June	\$3,476	\$1,010	\$1,500	<b>\$5,986</b>
July	\$17,960	\$8,450	\$-	<b>\$26,410</b>
August	\$2,985	\$1,250	\$-	<b>\$4,235</b>
September	\$2,740	\$-	\$-	<b>\$2,740</b>
October	\$7,470	\$-	\$-	<b>\$7,470</b>
November	\$5,060	\$-	\$-	<b>\$5,060</b>
December	\$-	\$-	\$-	<b>\$-</b>
<b>Subtotal</b>	<b>\$95,056</b>	<b>\$33,363</b>	<b>\$5,000</b>	<b>\$133,419</b>
<b>Grand Total</b>				<b>\$133,419</b>

## Previous Years Subdivision Revenue

<b>2023</b>	\$95,056	\$33,363	\$5,000	<b>\$133,419</b>
<b>2022</b>	\$201,418	\$68,354	\$4,666	<b>\$274,438</b>
<b>2021</b>	\$78,094	\$36,325	\$5,060	<b>\$119,479</b>
<b>2020</b>	\$160,513	\$62,771	\$16,772	<b>\$240,056</b>
<b>2019</b>	\$93,148	\$47,271	\$8,374	<b>\$148,793</b>



## LOOKING FORWARD

### 2024 Objectives and Measures

#### Official Community Plan Refresh

In 2024, staff will complete background research and analysis, launch the first phase of public engagement, and complete the first draft of the updated Plan.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1a: Refresh the Official Community Plan (OCP)

#### Update the Amenity Contribution Policy

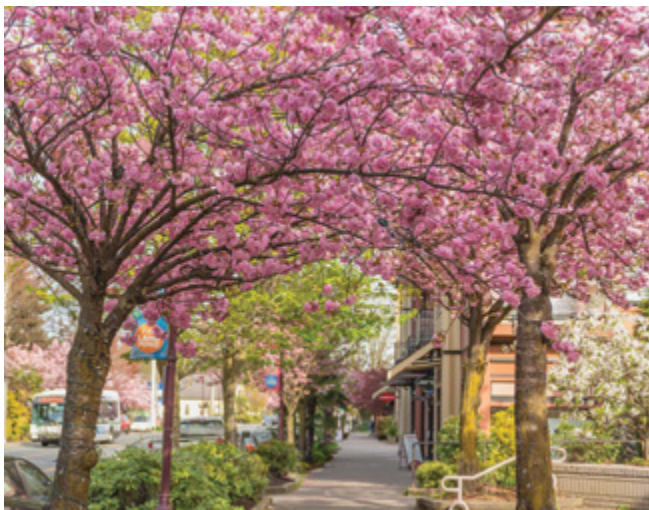
The Province of BC enacted new legislation in 2023 to establish a new Amenity Cost Charge financial tool to allow local governments to collect funds to construct community amenities in a clear and transparent way, similar to Development Cost Charges. Furthermore, the Province has announced pending changes to the Local Government Act pertaining to Density Bonusing and Inclusionary Housing, which could change how local governments secure affordable housing 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. This work is expected to commence in 2024 and be completed in 2025.



#### 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 and Council's vision as set out in the Early Guidance and also require review in relation to the Small-Scale Multi-Unit Housing legislation. This work is expected to commence in 2024 and be completed in 2025.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

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

#### Develop an Urban Forest Management Plan

Further to the work accomplished in 2023 on this project, the City's consultant expects to launch the second round of public engagement in July 2024 and present the final plan to Council this fall.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1g: Develop an Urban Forest Management Plan

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

As per Council's direction on May 9, 2024, this Strategic Plan objective will be expanded from a review of the off-street parking requirements for just the City Centre to include an overall review of the vehicle parking requirements, bicycle parking requirements, and options for including additional transportation demand management measures into the Zoning Bylaw. Staff expect to further define this scope of work over the summer of 2024.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

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

## Update the Housing Needs Report

The City's first Housing Needs Report was adopted in 2020 and requires updating in accordance with the new amended Housing Needs Report requirements added to the Local Government Act at the end of 2023. The Province has not yet released the associated policy manual for these changes; however, staff anticipate commencing the work plan to implement the required updates as soon as possible once this information is available.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1k: Update the Housing Needs Report

## Update the Zoning Bylaw to Reflect the New Small-Scale Multi-unit Housing and Transit-oriented Development Legislation

The Province has 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 (SSMUH) regulations and the Transit Oriented Areas regulations, respectively. The Bylaws implementing these requirements must be adopted by June 30, 2024. The City is on track to meet this deadline.



### 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

## Climate Action

The City hired a Climate Change Specialist in 2024, who will advance multiple climate action initiatives of the Strategic Plan in 2024, with more specific scope and work plan development to occur in the summer.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1e: Development 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

## Attainable Home Ownership Program

In May 2024, Council approved an additional 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. 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 Bonussing and strategizing other possible uses of the Affordable Housing Reserve Fund.

2024 will see the completion of the second Attainable Home Ownership partner building, also in the Trailside at the Lake development. This second building includes 24 attainable units that will be available for purchase by qualified applicants. It is expected that several new Housing Agreements will be drafted for Council's approval in both the home ownership program and the new rental program this year.



### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5a: Be at the Table for Strategic Regional Discussions and Decisions







# 2023 Consolidated Financial Statements

For the Fiscal Year Ending December 31, 2023

**MAYOR**

Scott Goodmanson

**COUNCILLORS**

Kimberley Guiry

Colby Harder

Mark Morley

Lillian Szpak

Mary Wagner

Keith Yacucha

**CHIEF ADMINISTRATIVE OFFICER**

Darren Kiedyk, CPA, CGA

**DIRECTOR OF FINANCE**

Michael Dillabaugh, CPA, CA

**CITY ENGINEER**

Katelyn Balzer, P.Eng.

**CITY PLANNER**

Matthew Baldwin, MCIP, RPP

**FIRE CHIEF**

Christopher Aubrey

**AUDITORS**

KPMG

**SOLICITORS**

Young Anderson

**BANKERS**

Bank of Montreal

**POLICE**

RCMP- West Shore



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Management's Responsibility for the Consolidated Financial Statements

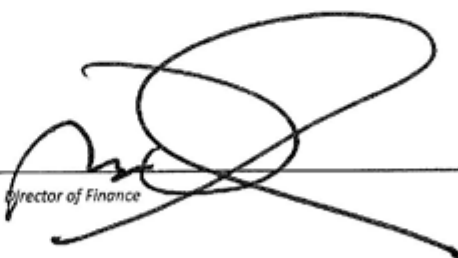
The accompanying consolidated financial statements of the City of Langford (the "City") are the responsibility of management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector 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  
Telephone 250 480 3500  
Fax 250 480 3539

## INDEPENDENT AUDITOR'S REPORT

To the Mayor and Councillors of The City of Langford

### ***Opinion***

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

- the consolidated statement of financial position as at December 31, 2023
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net financial assets 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 City as at December 31, 2023 and its consolidated results of operations, its consolidated changes in net financial assets 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 City 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.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



## ***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 City's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

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

## ***Auditor's Responsibilities for the Audit of the 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 City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance 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, 2024

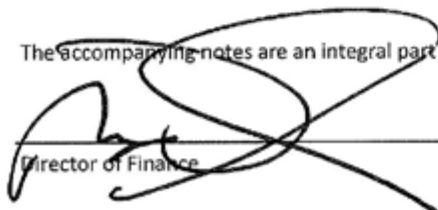
# CITY OF LANGFORD

## Consolidated Financial Position

December 31, 2023, with comparative information for 2022

	2023	2022
<b>Financial assets:</b>		
Cash and cash equivalents (note 2)	\$ 73,157,063	\$ 54,349,140
Short term investments	6,753,454	10,360,847
Property taxes receivable	1,887,692	1,408,437
Accounts receivable	13,896,079	13,660,018
Other assets	1,231,624	986,010
	<b>96,925,912</b>	<b>80,764,452</b>
<b>Financial liabilities:</b>		
Accounts payable and accrued liabilities	23,120,758	21,238,369
Prepaid property taxes and licences	3,754,308	3,138,986
Deferred revenue (note 3)	9,959,756	8,026,378
Refundable deposits	24,946,746	21,597,933
Debt (note 4)	26,775,511	16,810,340
	<b>88,557,079</b>	<b>70,812,006</b>
<b>Net financial assets</b>	<b>8,368,833</b>	<b>9,952,446</b>
<b>Non-financial assets:</b>		
Tangible capital assets (note 5)	655,463,054	603,079,745
Sewer franchise agreement (note 6)	47,904,493	44,867,674
Prepaid expenses	1,152,582	1,049,725
	<b>704,520,129</b>	<b>648,997,144</b>
Commitments, contingencies and contractual rights (note 11 and 12)		
<b>Accumulated surplus (note 7)</b>	<b>\$ 712,888,962</b>	<b>\$ 658,949,590</b>

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

  
 Director of Finance



## Consolidated Statement of Operations

Year ended December 31, 2023, with comparative information for 2022

	Financial Plan (note 13)	2023	2022
<b>Revenue:</b>			
Taxation, net (note 8)	\$ 47,309,074	\$ 47,256,849	\$ 40,902,574
Development cost charges (note 3)	7,153,100	3,200,351	13,788,471
Sewer capital recovery fees	-	6,385,272	8,843,959
Utility charges	5,000	5,000	5,000
Other	6,450,545	8,678,996	14,050,780
Licences and permits	4,052,449	3,999,565	5,523,709
Penalties and interest	440,515	536,729	499,049
Government transfers (note 9)	3,402,060	19,949,360	3,848,871
Commercial leasing	5,882,951	8,330,259	7,021,017
Casino	1,400,000	1,415,836	1,454,016
Investment earnings	550,000	2,831,858	1,479,452
Developer and property owner contributions	7,281,356	35,733,710	29,275,015
<b>Total revenue</b>	<b>83,927,050</b>	<b>138,323,785</b>	<b>126,691,913</b>
<b>Expenses:</b>			
General government services:			
Legislative	652,414	598,391	492,061
Administrative	5,923,092	7,125,669	5,379,894
Other	2,780,835	2,300,069	2,276,680
	<b>9,356,341</b>	<b>10,024,129</b>	<b>8,148,635</b>
Protective services:			
Police and bylaw enforcement	15,392,110	16,159,094	13,841,673
Fire protection and emergency response	5,473,984	5,481,419	4,667,832
Building inspection and other	1,047,940	937,471	882,655
	<b>21,914,034</b>	<b>22,577,984</b>	<b>19,392,160</b>
Engineering and public works:			
Common services	2,243,381	1,926,626	1,557,702
Land development services	410,560	637,324	637,187
Roads, streets and storm drainage	6,801,233	15,763,157	14,644,983
	<b>9,455,174</b>	<b>18,327,107</b>	<b>16,839,872</b>
Community services:			
Environmental and development services	1,686,907	1,436,876	1,227,636
Recreation and cultural services	17,355,873	20,999,056	18,227,986
West Shore Parks and Recreation Society (note 14)	7,798,527	7,670,808	7,062,267
	<b>26,841,307</b>	<b>30,106,740</b>	<b>26,517,889</b>
Utility and enterprise services:			
Sewer infrastructure	-	3,348,453	6,714,749
<b>Total expenses</b>	<b>67,566,856</b>	<b>84,384,413</b>	<b>77,613,305</b>
<b>Annual surplus</b>	<b>16,360,194</b>	<b>53,939,372</b>	<b>49,078,608</b>
<b>Accumulated surplus, beginning of year</b>	<b>658,949,590</b>	<b>658,949,590</b>	<b>609,870,982</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 675,309,784</b>	<b>\$ 712,888,962</b>	<b>\$ 658,949,590</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, 2023, with comparative information for 2022

	Financial Plan (note 13)	2023	2022
Annual surplus	\$ 16,360,194	\$ 53,939,372	\$ 49,078,608
Acquisition of tangible capital assets	(126,947,001)	(38,965,074)	(39,634,248)
Amortization of tangible capital assets	-	11,979,436	11,189,469
Loss (gain) on sale of tangible capital assets	-	1,046,186	(6,868,671)
Proceeds on sale of tangible capital assets	-	103,970	11,696,508
Sewer capital recovery fees	-	(6,385,272)	(8,843,959)
Sewer capital agency fee	-	2,442,573	5,858,524
Developer contributions of tangible capital assets	-	(27,509,642)	(20,694,131)
Change in proportionate share of West Shore Parks & Rec Society	-	(88,018)	(46,719)
Transfer of assets to other Governments (note 5)	-	1,955,713	-
	(110,586,807)	(1,480,756)	1,735,381
Acquisition of prepaid expenses	-	(102,857)	(505,849)
Change in net financial assets	(110,586,807)	(1,583,613)	1,229,532
Net financial assets, beginning of year	9,952,446	9,952,446	8,722,914
Net financial assets, end of year	\$ (100,634,361)	\$ 8,368,833	\$ 9,952,446

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

## Consolidated Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
<b>Operating activities:</b>		
Annual surplus	\$ 53,939,372	\$ 49,078,608
Items not involving cash:		
Amortization of tangible capital assets	11,979,436	11,189,469
Transfer of assets to other Governments	1,955,713	
Loss (gain) on sale of tangible capital assets	1,046,186	(6,868,671)
Developer contributions of tangible capital assets	(27,509,642)	(20,694,131)
Sewer capital recovery fees	(6,385,272)	(8,843,959)
Sewer capital agency fee	2,442,573	5,858,524
Change in proportionate share of West Shore Parks & Rec Society	(88,018)	(46,719)
Changes in non-cash operating assets and liabilities:		
Property taxes receivable	(479,255)	735,760
Accounts receivable	(236,061)	1,182,420
Other assets	(245,614)	(318,990)
Accounts payable and accrued liabilities	1,882,389	4,684,037
Prepaid property taxes and licences	615,322	358,659
Deferred revenue	1,933,378	(7,552,547)
Refundable deposits	3,348,813	2,559,850
Prepaid expenses	(102,857)	(505,849)
	44,096,463	30,816,461
<b>Capital activities:</b>		
Acquisition of tangible capital assets	(38,965,074)	(39,634,248)
Proceeds on sale of tangible capital assets	103,970	11,696,508
	(38,861,104)	(27,937,740)
<b>Financing activities:</b>		
Debt proceeds	12,485,509	-
Debt payments	(2,520,338)	(1,953,549)
Sale (purchase) of investments	3,607,393	(107,707)
	13,572,564	(2,061,256)
Increase in cash and cash equivalents	18,807,923	817,465
Cash and cash equivalents, beginning of year	54,349,140	53,531,675
Cash and cash equivalents, end of year	\$ 73,157,063	\$ 54,349,140
<b>Supplemental cash flow information:</b>		
Cash paid for interest	\$ 976,801	\$ 452,070
Cash received from interest	3,320,725	1,518,970

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



Year ended December 31, 2023

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.

**(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.

Notes to Consolidated Financial Statements

(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.

(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.

## (l) Financial Instruments

Financial instruments include cash and cash equivalents, investments, accounts receivables, 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, 2023 and December 31, 2022. 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) 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. Actual results could differ from these estimates.



## Notes to Consolidated Financial Statements

## (n) Change in accounting policies

On January 1, 2023, the City adopted Public Accounting Standards *PS 3450 - Financial Instruments* and *PS 2601 - Foreign Currency Translation*. The standards were adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

No adjustments to the amounts recorded in these statements were made as a result of adoption of these two standards.

On January 1, 2023, the City also adopted Public Accounting Standard *PS 3280 - Asset Retirement Obligations*. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings by public sector entities. The new accounting standard has resulted in a withdrawal of the existing Section *PS 3270 - Solid Waste Landfill Closure and Post-Closure Liability*. The standard was adopted on the prospective basis at the date of adoption.

In accordance with the provisions of this new standard, the City reflected the following increases at January 1, 2023 to the following asset and liability accounts:

- Tangible capital assets - \$28,943
- Accounts payable and accrued liabilities - \$28,943

## 2. Cash and cash equivalents:

	2023	2022
West Shore Parks and Recreation Society	\$ 1,577,881	\$ 2,578,163
Cash	71,579,182	51,770,977
	<b>\$ 73,157,063</b>	<b>\$ 54,349,140</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:

	2023	2022
Development cost charges	\$ 8,004,980	\$ 5,892,755
Hotel room tax	839,213	971,297
Other	1,115,563	1,162,326
	<b>\$ 9,959,756</b>	<b>\$ 8,026,378</b>

	2023	2022
Opening balance of unspent funds	\$ 5,892,755	\$ 13,495,480
Add:		
Development cost charges received during the year	4,911,001	6,016,652
Interest earned	401,575	169,094
	<b>11,205,331</b>	<b>19,681,226</b>
Less amount spent on projects and recorded as revenue	(3,200,351)	(13,788,471)
	<b>\$ 8,004,980</b>	<b>\$ 5,892,755</b>

**4. Debt:****(a) Debt:**

Debt from the TD Bank is comprised of an interim financing facility which bears interest at Bankers Acceptance Rate plus stamping fee of 60 basis points. The current rate of interest is between 5.56% and 5.93%.

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

2024	\$	2,730,107
2025		2,745,107
2026		2,575,107
2027		2,330,107
2028 and thereafter		16,395,083

Interest expense on debt during the year was \$976,801 (2022 - \$452,070).

**5. Tangible capital assets:****(a) Assets under construction:**

Assets under construction have a value of \$24,106,796 (2022 - \$13,004,317) 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 \$27,509,642 (2022 - \$20,694,131) comprised of land \$18,671,048 (2022 - \$10,529,309), land improvements \$367,656 (2022 - \$nil), Vehicles, machinery, equipment \$nil (2022 - \$nil), sewer and storm infrastructure \$3,446,577 (2022 - \$4,496,782) and roads infrastructure \$5,024,361 (2022 - \$5,668,040).

**(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 2023 or 2022.

**(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)**

During the year, 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.

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	
									2023
									2022
<b>Cost:</b>									
Opening	\$ 273,530,101	31,591,765	50,961,861	15,472,282	84,607,296	213,024,345	13,004,317	39,363,662	721,555,629
Additions	27,378,486	3,247,793	841,637	2,743,410	3,497,304	6,734,845	20,603,669	1,427,572	66,474,716
Transfers	3,913,800	3,802,494	-	977,135	789,162	18,599	(9,501,190)	-	-
Disposals	(724,499)	(1,965,378)	-	(1,414,224)	(18,565)	(362,365)	-	(390,346)	(4,875,377)
Change in share	-	-	-	-	-	-	-	134,732	134,732
Balance, end of year	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
<b>Accumulated Amortization:</b>									
Opening	-	9,957,665	11,946,259	10,160,651	15,868,506	56,894,648	-	13,648,155	118,475,884
Disposals	-	(8,384)	-	(1,202,369)	(5,879)	(162,530)	-	(390,346)	(1,769,508)
Amortization	-	1,615,607	1,076,102	982,438	1,337,194	5,175,327	-	886,888	11,073,556
Change in share	-	-	-	-	-	-	-	46,714	46,714
Balance, end of year	-	11,564,888	13,022,361	9,940,720	17,199,821	61,907,445	-	14,191,411	127,826,646
Net book value, end of year	\$ 304,097,888	25,111,786	38,781,137	7,837,883	71,675,376	157,507,979	24,106,796	26,344,209	655,463,054
									\$ 603,079,745



**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 \$3,942,699 (2022 - \$2,985,435) 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 2023 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 \$2,442,573 (2022 - \$5,858,523).

	Opening	Increase	Decrease	Closing
WSES sewer infrastructure				
Cost	\$ 55,388,670	4,733,549	(790,850)	\$ 59,331,369
Accumulated amortization	(10,520,996)	(905,880)	-	(11,426,876)
	44,867,674	3,827,669	(790,850)	47,904,493
Remaining cost to be recovered	-	(4,733,549)	4,733,549	-
	\$ 44,867,674	(905,880)	3,942,699	\$ 47,904,493

**7. Accumulated surplus:**

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

	2023	2022
<b>Surplus:</b>		
Invested in tangible capital assets	\$ 676,592,036	\$ 631,137,079
Other	(5,142,064)	801,564
<b>Total surplus</b>	<b>671,449,972</b>	<b>631,938,643</b>
<b>Reserves set aside by Council:</b>		
Future operational contingencies	1,240,807	1,129,198
Future capital contingencies	1,279,734	1,279,734
Federal Gas Tax	3,460,465	3,929,384
West Shore Parks & Rec Society	1,209,721	1,001,457
<b>Total reserves</b>	<b>7,190,727</b>	<b>7,339,773</b>
<b>Reserve funds set aside for specific purposes by Council:</b>		
Capital works	2,964,039	6,427,914
Affordable housing	4,378,258	3,938,807
Parks and open space	3,283,258	2,819,176
Parkland improvement	3,279	3,117
General amenity	2,480,233	2,504,965
Equipment replacement	1,401,660	1,562,437
Sidewalk capital	47,194	44,859
Bear Mountain fire hall	1,670,396	1,575,389
Special police capital	49,090	-
Special police operating	702,218	667,493
Downtown parking	133,627	127,017
Growing Communities Fund	17,135,011	-
<b>Total reserve funds</b>	<b>34,248,263</b>	<b>19,671,174</b>
	<b>\$ 712,888,962</b>	<b>\$ 658,949,590</b>

**8. Taxation:**

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

	2023	2022
General	\$ 44,956,641	\$ 38,488,619
Parcel tax	1,575,511	1,763,819
Revenue in lieu of taxes	189,971	163,592
Collections for other governments	43,443,295	38,921,194
1% utility taxes	534,726	486,544
	90,700,144	79,823,768
Less taxes levied for other authorities:		
Capital Regional District - General Operating	9,770,798	9,089,395
Revenue in lieu of taxes	154,641	140,211
Capital Regional Hospital District	2,674,489	2,539,188
School Authorities	25,285,116	22,649,766
BC Assessment Authority	751,676	674,146
Municipal Finance Authority	4,276	3,650
BC Transit	4,802,299	3,824,838
	43,443,295	38,921,194
	\$ 47,256,849	\$ 40,902,574

**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.

	2023	2022
Operating transfers:		
Federal	\$ 62,448	\$ 358,442
Provincial	1,426,367	1,341,247
Other	71,644	105,313
	1,560,459	1,805,002
Capital transfers:		
Federal	1,828,969	1,722,969
Provincial	16,484,932	245,900
Other	75,000	75,000
	18,388,901	2,043,869
	\$ 19,949,360	\$ 3,848,871

**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, 2022, the plan had about 240,000 active members and approximately 124,000 retired members. Active members include approximately 43,000 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 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 \$1,208,986 (2022 - \$1,066,448) for employer contributions while employees contributed \$1,055,709 (2022 - \$929,789) to the Plan in fiscal 2023.

**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 2024 estimated cost of this contract is \$12,626,728.

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.

In 2023, the City entered into agreements for various property purchases. The estimated commitment as of December 31, 2023 is \$637,873.

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, 2023, the following major contracts were in progress:

	Total Amount of Contract	Paid or Accrued
Operating	\$ 24,877,926	\$ 16,389,458
Capital	28,965,237	15,084,292



**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:

2024	\$	780,288
2025		781,338
2026		782,135
2027		781,844
2028		780,367
	\$	3,905,972

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 2023 operating and capital financial plans approved by Council on May 11, 2023. 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	\$ 67,812,529
Capital	122,285,945
West Shore Parks & Rec Society	4,358,215
Less:	
Transfers from own funds	16,165,413
Proceeds on debt issue	94,364,226
Total revenue	83,927,050
Expenses:	
Operating	67,812,529
Capital	122,285,945
West Shore Parks & Rec Society	4,661,056
Less:	
Capital expenditures	122,285,945
Transfer to own funds	3,078,804
Debt principal payments	1,827,925
Total expenses	67,566,856
Annual surplus	\$ 16,360,194

**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 2023, the City's share of improvements purchased by the Society on its behalf is \$1,048,674.

Under the terms of an Operating, Maintenance and Management Agreement with the Members, the Society is responsible for the equipping, maintenance, management and operation of the facilities comprising the Juan de Fuca Recreation Centre and Centennial Park Recreation Centre. The current agreement has a term of March 1, 2020 to February 28, 2025.

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 2023, the City of Langford's change in cost share is \$88,018.

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.

**(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 2023 the City's proportion for consolidation purposes was 53.94% (2022 - 53.76%).

Condensed financial information for the Society is as follows:

	2023	2022
Financial assets	\$ 5,775,508	\$ 5,425,730
Financial liabilities	3,555,603	3,417,398
Net financial assets	2,219,905	2,008,332
Non-financial assets	1,673,134	1,153,172
Accumulated surplus	\$ 3,893,039	\$ 3,161,504
Invested in tangible capital assets	\$ 1,481,675	\$ 1,034,152
Reserve funds	2,734,123	2,507,059
Other	(322,759)	(379,707)
	\$ 3,893,039	\$ 3,161,504
Revenues	\$ 9,659,065	\$ 7,316,425
Requisition from members	5,816,429	5,879,262
	15,475,494	13,195,687
Expenses	9,047,249	6,640,926
Requisition from members	5,816,429	5,879,262
	14,863,678	12,520,188
Annual surplus (deficit)	\$ 611,816	\$ 675,499

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.



## Note 15 2023 Segmented Information (Continued)

	General Government Services	Protective Services	Engineering and Public Works	Community Services	Utility and Enterprise Services	Total
Revenue:						
Taxation	\$ 4,635,309	\$ 18,696,366	\$ 8,151,371	\$ 15,773,803	\$ -	\$ 47,256,849
Utility charges	-	-	-	-	5,000	5,000
Government transfers	17,564,361	482,050	275,346	1,627,603	-	19,949,360
Commercial leasing	222,009	107,678	-	8,000,572	-	8,330,259
Other	6,495,065	96,081	85,852	5,370,585	6,385,272	18,432,855
Licences and permits	31,534	2,569,646	381,154	1,017,231	-	3,999,565
Developer and property owner contributions	2,716,113	12,500	16,832,158	12,607,732	3,565,207	35,733,710
Development cost charges	-	-	1,618,985	1,581,366	-	3,200,351
Casino	1,415,836	-	-	-	-	1,415,836
<b>Total Revenue</b>	<b>33,080,227</b>	<b>21,964,321</b>	<b>27,344,866</b>	<b>45,978,892</b>	<b>9,955,479</b>	<b>138,323,785</b>
Expenses:						
Salaries, wages and employee benefits	4,532,121	7,051,848	2,441,979	3,816,747	-	17,842,695
Contracted and general services	2,875,969	13,885,512	5,772,120	19,561,877	2,442,573	44,538,051
Materials, goods, supplies and utilities	1,036,773	779,165	596,603	1,626,493	-	4,039,034
Other	1,207,269	390,442	3,085,788	1,301,698	-	5,985,197
Amortization	371,997	471,017	6,430,617	3,799,925	905,880	11,979,436
<b>Total Expenses</b>	<b>10,024,129</b>	<b>22,577,984</b>	<b>18,327,107</b>	<b>30,106,740</b>	<b>3,348,453</b>	<b>84,384,413</b>
<b>Annual surplus</b>	<b>\$ 23,056,098</b>	<b>\$ (613,663)</b>	<b>\$ 9,017,759</b>	<b>\$ 15,872,152</b>	<b>\$ 6,607,026</b>	<b>\$ 53,939,372</b>

## Notes to Consolidated Financial Statements

	Government Services	Protective Services	and Public Works	Community Services	Enterprise Services	Total
Revenue:						
Taxation	\$ 3,201,930	\$ 16,868,957	\$ 7,405,423	\$ 13,426,264	\$ -	\$ 40,902,574
Utility charges	-	-	-	-	5,000	5,000
Government transfers	1,183,870	484,059	393,391	1,787,551	-	3,848,871
Commercial leasing	163,248	126,347	-	6,731,422	-	7,021,017
Other	10,459,813	68,816	749,300	4,751,352	8,843,959	24,873,240
Licences and permits	38,606	3,742,329	393,507	1,349,267	-	5,523,709
Developer and property owner contributions	4,682,946	60,054	14,571,228	5,450,177	4,510,510	29,275,015
Development cost charges	5,523,262	-	5,791,558	2,473,651	-	13,788,471
Casino	1,454,016	-	-	-	-	1,454,016
<b>Total Revenue</b>	<b>26,707,691</b>	<b>21,350,562</b>	<b>29,304,407</b>	<b>35,969,684</b>	<b>13,359,569</b>	<b>126,691,913</b>
Expenses:						
Salaries, wages and employee benefits	3,973,815	6,347,460	2,037,736	3,506,433	-	15,865,444
Contracted and general services	2,553,466	11,602,155	7,577,691	17,333,629	5,858,523	44,925,464
Materials, goods, supplies and utilities	888,474	698,488	651,914	1,211,959	-	3,450,835
Other	407,825	301,511	554,672	918,084	-	2,182,092
Amortization	325,055	442,546	6,017,859	3,547,784	856,226	11,189,470
<b>Total Expenses</b>	<b>8,148,635</b>	<b>19,392,160</b>	<b>16,839,872</b>	<b>26,517,889</b>	<b>6,714,749</b>	<b>77,613,305</b>
<b>Annual surplus</b>	<b>\$ 18,559,056</b>	<b>\$ 1,958,402</b>	<b>\$ 12,464,535</b>	<b>\$ 9,451,795</b>	<b>\$ 6,644,820</b>	<b>\$ 49,078,608</b>



# 2023 Tax Rates for Permissive Tax Exemptions

2023 Tax Rates for Permissive Tax Exemptions				Class	Assessment	Mill Rate	Tax Exemption
<b>Bylaw 1540</b>							
<b>Roll No</b>	<b>Lot</b>	<b>PID</b>	<b>Address</b>				
01-62-327-04269.010	Lot: 1, Plan VIP75906, Section 5, Esquimalt District	025-757-814	817 Goldstream Avenue	1	17,363,000	3.94213	\$68,447.20
<b>Bylaw 1587</b>							
<b>Roll No</b>	<b>Lot</b>	<b>PID</b>	<b>Address</b>				
01-62-327-05731.110	Lot 2, PI VIP78559, Section 72, Esquimalt District	026-232-588	753 Station Avenue	1	19,635,000	3.94213	\$77,403.72
<b>Bylaw 1656</b>							
<b>Roll No</b>	<b>Lot</b>	<b>PID</b>	<b>Address</b>				
01-62-327-03584.006	Lot: A, Plan EPP28662, Section 1, Esquimalt District	029-895-715	550 Goldstream Avenue	1	4,205,000	3.94213	\$16,576.66
01-62-327-03584.006	Lot: A, Plan EPP28662, Section 1, Esquimalt District	029-895-715	550 Goldstream Avenue	6	2,793,000	11.74871	\$32,814.15
<b>Bylaw 1799</b>							
<b>Roll No</b>	<b>Lot</b>	<b>PID</b>	<b>Address</b>				
01-62-327-05829.021	A, Plan EPP679000, Section 72, Esquimalt District	030-449-502	616 Goldstream Avenue	1	17,905,000	3.94213	\$70,583.84
<b>Bylaw 1866</b>							
<b>Roll No</b>	<b>Lot</b>	<b>PID</b>	<b>Address</b>				
01-62-327-06352.012	Lot 1, PI EPP64456, Section 81, Esquimalt District	029-923-514	3019 Glen Lake Rd	8	6,520,000	5.24073	\$34,169.56
<b>Bylaw 1913</b>							
<b>Roll No</b>	<b>Lot</b>	<b>PID</b>	<b>Address</b>				
01-62-327-06385.084	Lot A, PI EPP58443, Section 86 and 87, Esquimalt District	029-892-449	1319 Westhills Dr	6	32,126,000	11.74871	\$377,439.06
<b>Bylaw 1979</b>							
<b>Roll No</b>	<b>Lot</b>	<b>PID</b>	<b>Address</b>				
01-62-327-06159.000	Lot 7, PI 6190, Section 79, Esquimalt District	005-913-985	948 Dunford Ave	8	984,000	5.24073	\$5,156.88
01-62-327-07522.001	Lot 10, PI 10901, Section 111, Esquimalt District	005-052-327	2637 Sunderland Rd	8	697,100	5.24073	\$3,653.31
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	15,400	5.24073	\$80.71
01-62-327-06411.008	Lot 1, PI EPP26925, Section 84 Esquimalt District, Section 90, 86 and 87 Metchosin District	029-207-908	1040 Marwood Ave	6	158,000	11.74871	\$1,856.30
01-62-327-06411.008	Lot 1, PI EPP26925, Section 84 Esquimalt District, Section 90, 86 and 87 Metchosin District	029-207-908	1040 Marwood Ave	8	2,697,000	5.24073	\$14,134.25
01-62-327-06439.250	Esquimalt District, LD 30 & 21 PT Sections 83, 84, 85, 86 Metchosin District & Sections 83 & 84 Esquimalt District except parcel M (DD15125) shown outlined in red on PI 82 RW Part held under licence of occupation		1040 Marwood Ave	8	272,000	5.24073	\$1,425.48
01-62-327-13906.060	Esquimalt District, Lot 1 of PI 17393, Sections 79 Metchosin District, 83, 84 and 90, Esquimalt District	003-908-968	3498 Luxton Road	8	3,623,000	5.24073	\$18,987.16
01-62-327-04124.001	Lot 4, PI 9088, Section 5, Esquimalt District	005-533-376	929 Goldstream	8	825,200	5.24073	\$4,324.65
01-62-327-04125.001	Lot 1, PI 14459, Section 5, Esquimalt District	004-415-957	935 Goldstream	8	2,111,600	5.24073	\$11,066.33
01-62-327-06299.010	Lot 1, PI 15933, Section 88 & 89, Esquimalt District	004-547-527	1289 Parkdale Drive	8	4,825,000	5.24073	\$25,286.52
01-62-327-04250.003	Lot A, PI 28120, Esquimalt District	001-311-034	2731 Matson Road	8	1,329,000	5.24073	\$6,964.93
01-62-327-05647.010	Lot A, PI 42956, Esquimalt District	002-364-760	2784 Claude Rd	8	2,637,900	5.24073	\$13,824.52
01-62-327-05790.021	Lot B, PI VIP64037, Esquimalt District		2830 Aldwynd Road	6	933,000	11.74871	\$10,961.55
01-62-327-05628.001	Lot A, PI EPP81038, Section 72, Esquimalt Land District	030-498-805	Peatt Rd	1	8,083,000	3.94213	\$31,864.24
01-62-327-05628.001	Lot A, PI EPP81038, Section 72, Esquimalt Land District	030-498-805	Peatt Rd	6	2,005,000	11.74871	\$23,556.16
01-62-327-06694.030	Lot 1, PI 44619, Esquimalt District	005-894-417	2610-2612 Sooke Road	8	1,757,500	5.24073	\$9,210.58
01-62-327-05709.202	Lot 2, PI VIS6677, Section 72, Esquimalt District	027-668-517	119-755 Goldstream	6	873,000	11.74871	\$10,256.62
01-62-327-05709.203	Portion of Lot 3, PI VIS6677, Section 72, Esquimalt District	027-668-525	115-755 Goldstream	6	821,600	11.74871	\$9,652.74
01-62-327-04188.140	Lot 4, PI VIS4874, Section 5 Esquimalt District	027-958-973	849 Orono Avenue	6	3,205,000	11.74871	\$37,654.62
01-62-327-05731.100	Lot 1, PI VIP78559, Section 72, Esquimalt District	026-232-570	761 Station Road	6	2,995,000	11.74871	\$35,187.39
01-62-327-05731.100	Lot 1, PI VIP78559, Section 72, Esquimalt District	026-232-570	761 Station Road	8	3,111,000	5.24073	\$16,303.91
01-62-327-05886.008	Lot 8, PI VIS6662, Section 72, Esquimalt District	027-642-267	157-2745 Veterans Memorial Parkway	6	598,000	11.74871	\$7,025.73
01-62-327-05886.144	Lot 144, PI VIS6662, Section 72, Esquimalt District	027-643-620	P44-2745 Veterans Memorial Parkway	1	9,800	3.94213	\$38.63
01-62-327-05886.145	Lot 145, PI VIS6662, Section 72, Esquimalt District	027-643-638	P45-2745 Veterans Memorial Parkway	1	9,800	3.94213	\$38.63
01-62-327-05886.146	Lot 146, PI VIS6662, Section 72, Esquimalt District	027-643-646	P46-2745 Veterans Memorial Parkway	1	9,800	3.94213	\$38.63



2023 Tax Rates for Permissive Tax Exemptions				Class	Assessment	Mill Rate	Tax Exemption
01-62-327-05886.147	Lot 147, PI V156662, Section 72, Esquimalt District	027-643-654	P47-2745 Veterans Memorial Parkway	1	9,800	3.94213	\$38.63
01-62-327-05886.148	Lot 148, PI V156662, Section 72, Esquimalt District	027-643-662	P48-2745 Veterans Memorial Parkway	1	9,800	3.94213	\$38.63
01-62-327-05764.000	Lot 23, PI V17235, Section 72, Esquimalt District	005-741-998	679 Goldstream Avenue	8	3,265,400	5.24073	\$17,113.08
01-62-327-18809.000	Lot A, PI V165130, Section 72, Esquimalt Land District, Except Plan V186164; Lot A, Plan V165123, Section 1,2,4 &5, Goldstream Land District, Lot A, PI V165129, Section 7980, 86 & 87, Esquimalt Land District, Sections 79, 80, 86 and 87, Lot 2, Plan V145768, Section 73, Esquimalt Land District, Except Plan V186164; Lot 1, Plan V167118, Section 105, Esquimalt Land District; Lot 1, Plan V170605, Section 5, Esquimalt Land District, Except Plan V186164; ET	006-389-538	E&N Railway	2	2,450,000	31.90935	\$78,177.91
01-62-327-06220.000	Lot 1, Block A, PI V11139, Section 90, Metchosin Land District	007-848-277	1152 Lippincott Road	1	936,000	3.94213	\$3,689.83
01-62-327-06221.000	Lot 2, Block A, PI V11139, Section 89/90, Metchosin Land District	007-848-285	1152 Lippincott Road	1	189,400	3.94213	\$746.64
01-62-327-06221.000	Lot 2, Block A, PI V11139, Section 89/90, Metchosin Land District	007-848-285	1152 Lippincott Road	9	19,786	10.12453	\$200.32
01-62-327-06559.000	Lot 9, PI V12500, Section 81, Esquimalt Land District	004-771-699	1072 Jenkins Avenue	1	962,000	3.94213	\$3,792.33
01-62-327-03581.110	Lot 3, PI V20139, Section 1, Esquimalt Land District	003-669-807	2770 Penelope Place	1	1,179,000	3.94213	\$4,647.77
01-62-327-06001.005	Section 81, PI EPP55301, Esquimalt Land District	029-895-685	3024 Jacklin	6	1,017,000	11.74871	\$11,948.44
01-62-327-06001.005	Section 81, PI EPP55301, Esquimalt Land District	029-895-685	3024 Jacklin	8	1,254,000	5.24073	\$6,571.88
01-62-327-05816.000	Lot 4, Block 1, PI V17139, Section 72, Esquimalt Land District	001-826-247	664 Granderson Rd	6	1,749,000	11.74871	\$20,548.49
01-62-327-05737.040	Lot 30, PI EPS6342, Esquimalt Land District	031-326-153	402-731 Station Ave	1	231,400	3.94213	\$912.21
01-62-327-05737.042	Lot 32, PI EPS6342, Esquimalt Land District	031-326-170	403-731 Station Ave	1	285,600	3.94213	\$1,125.87
01-62-327-05737.039	Lot 29, PI EPS6342, Esquimalt Land District	031-326-145	404-731 Station Ave	1	348,600	3.94213	\$1,374.23
01-62-327-05737.043	Lot 33, PI EPS6342, Esquimalt Land District	031-326-188	405-731 Station Ave	1	343,600	3.94213	\$1,354.52
01-62-327-05737.038	Lot 28, PI EPS6342, Esquimalt Land District	031-326-137	406-731 Station Ave	1	348,400	3.94213	\$1,373.44
01-62-327-05737.044	Lot 34, PI EPS6342, Esquimalt Land District	031-326-196	407-731 Station Ave	1	343,400	3.94213	\$1,353.73
01-62-327-05737.037	Lot 27, PI EPS6342, Esquimalt Land District	031-326-129	408-731 Station Ave	1	305,500	3.94213	\$1,204.32
01-62-327-05737.045	Lot 35, PI EPS6342, Esquimalt Land District	031-326-200	409-731 Station Ave	1	292,200	3.94213	\$1,151.89
01-62-327-05737.048	Lot 38, PI EPS6342, Esquimalt Land District	031-326-234	410-731 Station Ave	1	355,300	3.94213	\$1,400.64
01-62-327-05737.047	Lot 37, PI EPS6342, Esquimalt Land District	031-326-226	412-731 Station Ave	1	418,000	3.94213	\$1,647.81
01-62-327-05737.046	Lot 36, PI EPS6342, Esquimalt Land District	031-326-218	414-731 Station Ave	1	355,300	3.94213	\$1,400.64
01-62-327-05737.053	Lot 43, PI EPS6342, Esquimalt Land District	031-326-285	501-731 Station Ave	1	421,000	3.94213	\$1,659.64
01-62-327-05737.052	Lot 42, PI EPS6342, Esquimalt Land District	031-326-277	502-731 Station Ave	1	236,700	3.94213	\$933.10
01-62-327-05737.054	Lot 44, PI EPS6342, Esquimalt Land District	031-326-293	503-731 Station Ave	1	293,200	3.94213	\$1,155.83
01-62-327-05737.051	Lot 41, PI EPS6342, Esquimalt Land District	031-326-269	504-731 Station Ave	1	357,500	3.94213	\$1,409.31
01-62-327-05737.055	Lot 45, PI EPS6342, Esquimalt Land District	031-326-307	505-731 Station Ave	1	352,600	3.94213	\$1,390.00
01-62-327-05737.050	Lot 40, PI EPS6342, Esquimalt Land District	031-326-251	506-731 Station Ave	1	357,400	3.94213	\$1,408.92
01-62-327-05737.056	Lot 46, PI EPS6342, Esquimalt Land District	031-326-315	507-731 Station Ave	1	352,300	3.94213	\$1,388.81
01-62-327-05737.049	Lot 39, PI EPS6342, Esquimalt Land District	031-326-242	508-731 Station Ave	1	313,200	3.94213	\$1,234.68
01-62-327-05737.057	Lot 47, PI EPS6342, Esquimalt Land District	031-326-323	509-731 Station Ave	1	313,000	3.94213	\$1,233.89
01-62-327-05737.060	Lot 50, PI EPS6342, Esquimalt Land District	031-326-358	510-731 Station Ave	1	364,000	3.94213	\$1,434.94
01-62-327-05737.059	Lot 49, PI EPS6342, Esquimalt Land District	031-326-340	512-731 Station Ave	1	430,000	3.94213	\$1,695.12
01-62-327-05737.058	Lot 48, PI EPS6342, Esquimalt Land District	031-326-331	514-731 Station Ave	1	364,000	3.94213	\$1,434.94
01-62-327-05737.065	Lot 55, PI EPS6342, Esquimalt Land District	031-326-404	601-731 Station Ave	1	433,000	3.94213	\$1,706.94
01-62-327-05737.064	Lot 54, PI EPS6342, Esquimalt Land District	031-326-391	602-731 Station Ave	1	243,100	3.94213	\$958.33
01-62-327-05737.066	Lot 56, PI EPS6342, Esquimalt Land District	031-326-412	603-731 Station Ave	1	300,800	3.94213	\$1,185.79
01-62-327-05737.063	Lot 53, PI EPS6342, Esquimalt Land District	031-326-382	604-731 Station Ave	1	367,000	3.94213	\$1,446.76
01-62-327-05737.067	Lot 57, PI EPS6342, Esquimalt Land District	031-326-421	605-731 Station Ave	1	362,400	3.94213	\$1,428.63
01-62-327-05737.062	Lot 52, PI EPS6342, Esquimalt Land District	031-326-374	606-731 Station Ave	1	367,000	3.94213	\$1,446.76
01-62-327-05737.068	Lot 58, PI EPS6342, Esquimalt Land District	031-326-439	607-731 Station Ave	1	362,200	3.94213	\$1,427.84
01-62-327-05737.061	Lot 51, PI EPS6342, Esquimalt Land District	031-326-366	608-731 Station Ave	1	321,800	3.94213	\$1,268.58
01-62-327-05737.069	Lot 59, PI EPS6342, Esquimalt Land District	031-326-447	609-731 Station Ave	1	321,600	3.94213	\$1,267.79
01-62-327-05737.072	Lot 62, PI EPS6342, Esquimalt Land District	031-326-471	610-731 Station Ave	1	374,000	3.94213	\$1,474.36
01-62-327-05737.071	Lot 61, PI EPS6342, Esquimalt Land District	031-326-463	612-731 Station Ave	1	442,000	3.94213	\$1,742.42
01-62-327-05737.070	Lot 60, PI EPS6342, Esquimalt Land District	031-326-455	614-731 Station Ave	1	374,000	3.94213	\$1,474.36
<b>Bylaw 2104</b>							
<b>Roll No</b>	<b>Lot</b>	<b>PID</b>	<b>Address</b>				
01-62-327-05737.011	Lot 1, PI ESP6342, Section 72, Esquimalt Land District	031-325-866	107- 731 Station Ave	6	1,373,000	11.74871	\$16,130.98
01-62-327-05737.012	Lot 2, PI ESP6342, Section 72, Esquimalt Land District	031-325-874	104- 731 Station Ave	6	2,344,000	11.74871	\$27,538.98



# Development Cost Charges

		Opening Balance	DCC's Received	Expenditures	Transfer from (to) other Fund	Interest Earned	Closing Balance
<b>Parks</b>	\$	5,419,842	1,816,384	-1,581,366		585,432	6,240,292
<b>Sewer</b>		30,465	-		-30,465	-	-
<b>Storm Drainage</b>		442,448	69,592	-179,025	12,856	21,670	367,541
<b>Roads</b>		-	3,025,025	-1,422,351		-205,527	1,397,147
	\$	<b>5,892,755</b>	<b>4,911,001</b>	<b>-3,182,741</b>	<b>-17,610</b>	<b>401,575</b>	<b>8,004,980</b>



**Register today for project updates  
and engagement opportunities.**

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877 Goldstream Avenue, 2nd Floor,  
Langford, BC, V9B 2X8

