

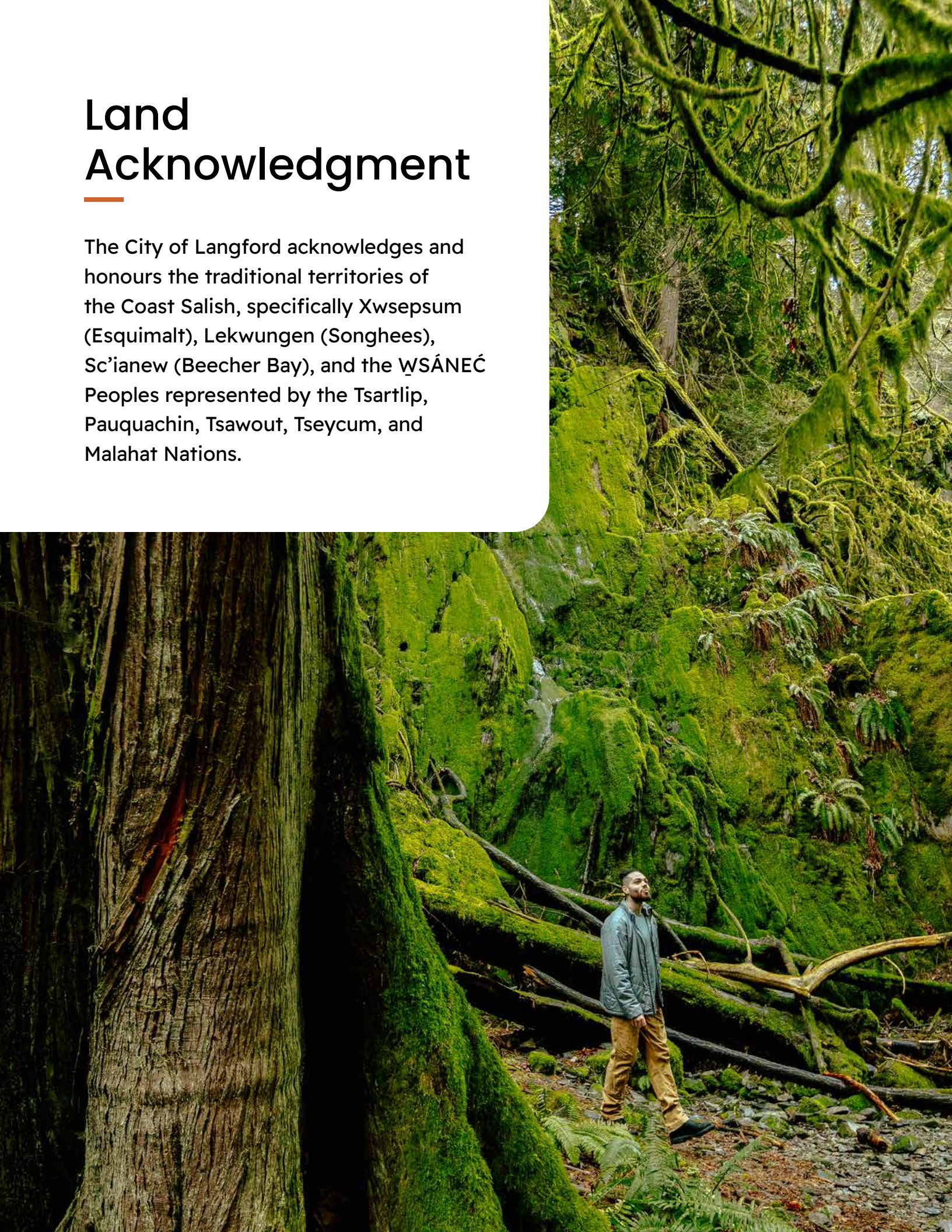
# 2025 Annual Report



# Land Acknowledgment

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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 ƵSÁNEĆ Peoples represented by the Tsartlip, Pauquachin, Tsawout, Tseycum, and Malahat Nations.



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# Message from the Mayor

Looking back at 2025, I am proud of what we have accomplished together as a community, planning for our future and ensuring that Langford remains a vibrant, diverse, and inclusive community for generations to come. Council focused on continuing to improve residents' quality of life, ensuring that the city remains one of the best places to call home.

Over the past year, Langford has taken a significant step forward to improve healthcare access with the opening of the Goldstream Medical Clinic, made possible through Council's bold leadership and a strategic partnership with the South Island Primary Care Society. The City supported the project by providing commercial space, as well as funding tenant improvements and equipment. The clinic accommodates 10 doctors and will serve approximately 12,500 residents by the end of 2026, making a meaningful contribution to addressing Langford's primary care shortage.

Over the past year, the City secured provincial grant funding for more than 120 future licensed childcare spaces, including \$7.1 million through the ChildCareBC New Spaces Fund for 73 planned spaces, building on a previously approved \$6.2 million grant for 49 additional spaces.

Access to greenspace grew as Council secured over 6-acres of land known as Woodlands Mobile Home Park in the heart of downtown Langford. Woodlands will be transformed to a passive urban green space already home to towering trees, winding pathways, and botanical gardens. Recreation options were further enhanced through Langford's first community garden at the newly expanded Porcher Park, accessible upgrades to Florence Lake Pier, and the remodelled Glen Lake Spray Park.

Langford's community pride was on full display in May as we welcomed the BC Lions to Langford for a pre season game at Starlight Stadium, bringing professional football closer to home.

In September 2025, the John Horgan Campus opened as a first of its kind post secondary collaboration in the heart of Langford. Bringing

together Royal Roads University, the University of Victoria, Camosun College, the Justice Institute of British Columbia, and School District 62, the campus expands access to education, bringing residents seeking higher education closer to home.

Planning for the future also advanced with the adoption of a refreshed Official Community Plan along with several master plans that will move into implementation in 2026. As part of the public engagement process, the City hosted two Ideas Fairs to collect community feedback to help shape their creation.

Meaningful progress was also made on key regional priorities. Work with Colwood, View Royal, and the Capital Regional District to advance plans to expand the West Shore RCMP detachment to support a growing population. In addition, a historic memorandum with First Nations renewed momentum on the Island Corridor, advancing conversations on rail integration, new stops, and shared economic and reconciliation benefits.

Langford's growth outlined in this report reflects intentional planning, community collaboration, and the input of residents who care about the community they live in. Looking ahead, Council will continue to focus on initiatives that reflect Langford's evolving needs and enhance community wellbeing. Thank you to everyone who contributed their time and ideas in 2025, together, we are shaping a Langford we can all be proud of for years to come.



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

**MAYOR**  
**Scott Goodmanson**

# 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)

## In Memoriam: Councillor Lillian Szpak

The City of Langford honours the life and service of Councillor Lillian Szpak, whose passing on May 2, 2026, marked a profound loss for our community.

First elected in 2002, Councillor Szpak dedicated more than two decades to public service, community advocacy, and the thoughtful growth of the city she was proud to call home. A Langford resident since 1993, she brought to Council a deep belief that local government should listen carefully, respect community voices, and make decisions with future generations in mind.

Her service reflected the breadth of issues that matter to residents: responsible growth, public

input, environmental stewardship, housing affordability, community safety, parks, recreation, regional collaboration, and the importance of representation in civic leadership. In her own words during the 2022 election, Councillor Szpak described her priority as bringing the community's voice to the table, listening deeply, and helping ensure Council Chambers remained a respectful place where residents could be heard.

Lillian's legacy will live on throughout Langford; she played a meaningful role in shaping the thriving community we see today.

# Message from the Chief Administrative Officer

Langford's 2025 Annual Report highlights the municipality's achievements over the past year and strategic objectives for 2026. This Report fully complies with the Community Charter and includes the City's permissive tax exemptions, audited financial statements, and Development Cost Charges.

Guided by Council's 2023-2027 Strategic Plan, the Annual Report reflects clear planning, continued corporate efficiencies, and a shared commitment to progress. In 2025, these guiding principles shaped our work as Langford continued to grow. Through the dedication of Langford Council, staff, and strong community partnerships, long term priorities were translated into real, visible improvements, ensuring infrastructure, services, and amenities kept pace with community needs. The projects undertaken by the City are focused on balancing taxpayer needs while prioritizing fiscal responsibility, seeking to address shared challenges that all communities are currently experiencing around climate change, housing, affordability, and public health.

Over the past year, significant advancements have been made in preparation for Langford's future growth. Langford's refreshed Official Community Plan (OCP), updated for the first time since 2008, was formally adopted, setting a roadmap for higher-density housing near transit corridors, amenities, and services while minimizing urban sprawl. The refreshed OCP provides an intentional roadmap for development and opens doors to grant opportunities that help offset costs for community initiatives. Additional plans developed in 2025 include Langford's Wildfire Resiliency Plan to increase the community's preparedness and resilience to wildfires, the Construction Impact Management Strategy to proactively manage construction impacts,

and the Parks Master Plan, which guides the City's decisions regarding the acquisition, development, enhancement, programming, and management of the parks and trails system.

In 2025, major investments in downtown Langford further demonstrated the City's ability to support complex projects through efficient approvals and multi-partner coordination. The opening of the John Horgan Campus brought post-secondary education to the city's downtown core, strengthening Langford's role as an employment, education, and innovation hub while contributing to the vibrancy of the community.

Economic development momentum continued with the groundbreaking of a new TownePlace Suites by Marriott hotel in downtown Langford. The project supports the growing visitor economy and reflects ongoing confidence of private investment in Langford's long-term growth. This confidence was recognized when BC Business Magazine ranked Langford #2 in the province for economic resilience, reflecting performance across population growth, housing starts, economic diversity, employment trends, rental vacancy rate, and residents' sense of belonging.

In 2025, Council continued to prioritize public safety. Working with Colwood and View Royal, the City advanced the West Shore RCMP detachment expansion through a collaborative delivery model focused on due diligence, cost control, and shared accountability. Langford Firehall #2 also transitioned to 24/7 staffing, significantly improving emergency response times and community safety.

In early 2025, the City acquired Woodlands Park, which will become an urban oasis with over six acres of downtown green space. Once complete,



the park will provide a centrally located gathering space featuring tranquil winding pathways, botanical flowerbeds and gardens, decorative fountains, landscaped ponds, picnic areas, and playgrounds.

Work towards the development of a Reconciliation Action Plan began with the Indigenous Perspectives Society in 2025. As guided by Council's Strategic Plan, Council and staff engaged the Society to help shape a path forward for meaningful actions for reconciliation. The Plan focuses on listening, relationship-building, advocacy, and advancing equity for local First Nations and Urban Indigenous community members.

Supporting Council's commitment to quality of life, multiple improvements were made to well-loved community facilities. The tennis courts at Centennial Park were resurfaced and landscaped, while Glen Lake Spray Park was significantly upgraded and expanded with accessible play options and improved drainage,

turning it into a refreshed lakeside destination for families.

Langford's reputation as an outdoor recreation community continued to grow. The opening of Flipside, a new intermediate trail at Gravity Zone and Nature Trails Park, expanded trail options for riders, while hosting the Canadian Cross Country Mountain Bike Championships at Jordie Lunn Bike Park brought athletes and spectators together for a national celebration of sport and community.

Taken together, these milestones reflect a city growing thoughtfully and planning with purpose. Thank you to our partners and the community for their continued commitment to making Langford a vibrant, welcoming place to live, work, and thrive.

**Darren Kiedyk, Chief  
Administrative Officer**



# Administration

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

## ADMINISTRATION DEPARTMENT OVERVIEW

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

### 2025 HIGHLIGHTS

#### ✔ Implementation of Council’s Strategic Plan (ongoing)

2025 marked the second year of Langford’s first Council Strategic Plan, and the Administration Department continued to lead its city-wide implementation. All major initiatives and budget decisions were aligned with the Strategic Plan’s six priority areas, ensuring that new projects advanced Council’s vision and values. Progress reviews were conducted with Council to track achievements and adjust timelines, demonstrating a commitment to transparent, efficient governance, and service delivery.

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



#### ✔ Maintaining Lean Operations and Corporate Efficiency (ongoing)

The City maintained its reputation for “operating lean” with minimal bureaucracy, empowering staff to make timely decisions and keep costs down. Even as new processes were introduced to support Strategic Plan initiatives, the Administration Department ensured that additional steps were added only when necessary, preserving Langford’s efficient approval processes and cost-effective service model. This balanced approach streamlines the implementation of Council’s priorities while upholding long-standing corporate efficiencies.

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

## ✔ Strategic Land & Facility Acquisitions Completed

Building on negotiations initiated in 2024, the City successfully finalized two major acquisitions in early 2025. The **Westhills YMCA/YWCA Aquatic Centre**, a cornerstone recreation facility, was purchased by the City, with the final \$33.9 million payment completed and ownership officially transferred on March 31, 2025. In addition, the City closed the purchase of **Woodlands Park**, securing over 6.6 acres of urban green space in the heart of downtown Langford. Thanks to the generosity of longtime owners Ralph Stoerzer and Laura Kiehl, this \$9.8 million acquisition was made at roughly half the property's appraised value, establishing an enduring green legacy for the community. Both acquisitions support current and future recreational needs and quality of life for residents.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

11: Continue to Make Strategic Land and Facility Acquisitions



### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE



## ✔ Child Care and Arts Facilities – New Projects Progress

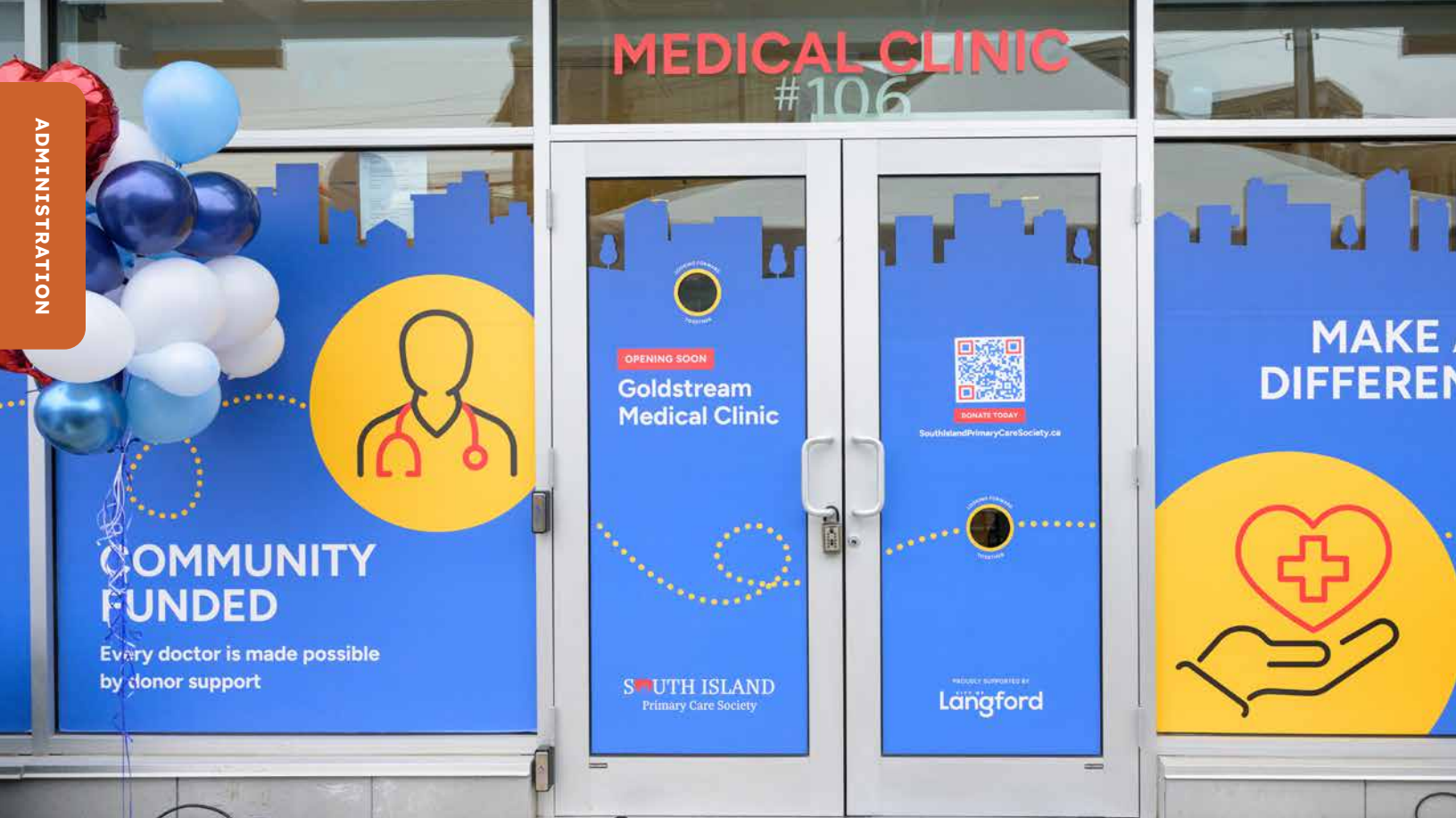
The City made significant headway on two major child care projects funded by the ChildCareBC New Spaces Fund. The first project, new Child Care and Cultural Centre at Jenkins Avenue/Glen Lake Road, will provide 49 licensed child care spaces and a purpose-built arts studio to replace the aging Centennial Centre at **2805 Carlow Road**. In summer 2025, the City awarded a design-build contract to local firms (Studio 531 and Blackrete Builders) and began site development in partnership with a B.C.-based mass timber manufacturer. This innovative modular construction approach will enable the facility to open by spring 2027. The second project, a childcare facility at 2805 Carlow Road, will create 73 new child care spaces co-located with community uses on the second floor. By late 2025, rezoning for the Carlow site was completed and detailed design was underway, with construction slated to begin in early 2027. Together, these projects represent over \$13.4 million in senior government funding for childcare and will provide **122 new child care spaces** in Langford, dramatically improving access to affordable childcare and arts/cultural amenities for local families.



### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE




### STRATEGIC PLAN ALIGNMENT COLLABORATIVE ADVOCACY: Childcare Spaces



✓ **Expanded Access to Primary Health Care**

*The City took bold action to address the region’s doctor shortage. In 2025, Langford partnered with the South Island Primary Care Society and the Goldstream Masonic Hall to develop a new primary care clinic in downtown Langford. Council committed up to **\$1.7 million** to fund tenant improvements, medical equipment, and clinic setup in a commercial space at 2832 Bryn Maur Road. This partnership fast-tracked the establishment of the **Goldstream Medical Clinic**, which provides space for **10 family doctors** and will attach approximately **12,500 patients** – nearly half of the Langford residents who lacked a family physician. By the end of 2025 the clinic was fully constructed and outfitted, and it officially opened its doors in early 2026 to bring much-needed primary care to the community.*


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

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

✓ **West Shore RCMP Detachment Expansion**

The multi-jurisdictional effort to expand the West Shore RCMP facility continued to move forward in 2025. The inter-municipal Validation Phase was completed, confirming the project’s scope, budget, and design through a collaborative Integrated Project Delivery (IPD) process. It was anticipated that in Q1 2026, Langford, Colwood, and View Royal would formally endorse the project’s Validation Report and a cost-sharing Memorandum of Understanding to finance the new detachment, allowing for detailed design and the start of phased construction by late 2026. Once built, the expanded RCMP detachment will ensure effective policing and public safety services for a West Shore population forecasted to reach 150,000 over the next 25 years.

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

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



### ✓ **Downtown Post-Secondary Campus Opens**

After years of advocacy and planning, the **Royal Roads University – West Shore Campus** opened its doors in downtown Langford in September 2025. The Administration Department worked closely with RRU and other partners to support the successful launch of this milestone project, which brings accessible post-secondary education and an innovation hub to the City’s core. In 2025, the City also partnered with RRU to develop a “Campus Perks” program connecting students and faculty with local businesses and amenities, further integrating the new John Horgan campus into the community. The new downtown campus is a key step in establishing Langford as a regional centre for education and innovation.



#### **STRATEGIC PLAN ALIGNMENT**

##### **3. ECONOMIC DEVELOPMENT**

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

### ✓ **City-Wide Master Planning Initiatives**

The Administration Department spearheaded **cross-departmental collaboration** on multiple long-range planning projects in 2025, ensuring an integrated approach to managing Langford’s growth. Working with all City departments and extensive public input, the City completed or advanced several major Master Plans – including the Parks and Trails Master Plan, Transportation Master Plan, and Active Transportation Plan, Arts and Culture Strategic Plan and Economic Development Strategic Plan – in alignment with the goals of the Council Strategic Plan. By the end of 2025, drafts of the new master plans were finalized or near finalized, identifying clear long-term strategies and capital priorities that will guide decision-making for the next decade and beyond.



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

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



## LOOKING FORWARD 2026 Objectives and Measures

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

The City remains deeply committed to truth and reconciliation and will advance its initiatives with local First Nations and urban Indigenous communities. In 2025, Council members and staff undertook Indigenous cultural awareness training and worked with the **Indigenous Perspectives Society (IPS)** to develop a comprehensive decolonization workplan and reconciliation action plan for the City. In 2026, the Administration Department will begin implementing concrete actions to foster relationships, enact systemic changes, and celebrate Indigenous culture in Langford. Key ongoing efforts include partnering with First Nations on community events (such as the Change Makers Gathering festival), expanding the City's street banner program showcasing Indigenous art, and finalizing a formal Reconciliation Action Plan with clear goals, resources, and success indicators. These initiatives are long-term commitments that will continue indefinitely, guided by meaningful collaboration with Indigenous leaders and organizations.



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

### Foster Primary Health Care Partnerships (ongoing)

Building on the success of the new Goldstream Medical Clinic, the City will continue to explore strategic partnerships to improve access to health care in Langford. In 2026, the Administration Department will work with the South Island Primary Care Society to support the new clinic's operations and pursue opportunities for further expanding local primary care services.



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



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

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

With the regional partnership agreements in place, 2026 will see the West Shore RCMP detachment expansion move into the critical design and construction phases. The Administration Department will continue to represent Langford's interests and provide project oversight as detailed design of the expanded RCMP detachment is completed (through late 2026) and initial site work commences. This collaborative project, in partnership with Colwood, View Royal and the RCMP, uses an innovative Integrated Project Delivery model to ensure all stakeholders remain aligned on shared goals, budget, and schedule. The City will maintain its leadership role in this process, emphasizing transparent decision-making, cost control, and value for money. By the end of 2026, the project is expected to be under full construction, bringing the vision of a modernized, larger RCMP facility another step closer to reality.



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



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

### Champion Strategic Regional Initiatives (ongoing)

As the West Shore's largest and fastest-growing municipality, Langford will continue to take a leadership role in important regional discussions and decision-making tables. In 2026, the City (through the CAO and Deputy CAO's office) will remain an active participant in regional planning efforts such as transportation and transit improvements, housing strategies, and public safety collaborations. By maintaining a strong voice in forums like the Capital Regional District (CRD) and inter-municipal working groups, Langford ensures that regional initiatives, from transit exchange expansions to emergency management planning, reflect the needs and interests of our community. This proactive engagement helps the City leverage partnerships and regional resources while advocating for solutions that benefit Langford and the broader West Shore.



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

## HUMAN RESOURCES

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

### OVERVIEW

In 2025, the City supported organizational stability through key workforce initiatives. Colwood RCMP employees were successfully integrated into the Langford RCMP CUPE 50 union, and staff turnover stayed very low, with only eight full-time employees leaving during the year. The City also partnered with local post-secondary institutions to bring in three co-op students, supporting both education and City services. Following the departure of the HR manager, the two remaining team members stepped up to keep the department running smoothly for nine months, maintaining high service levels until a new manager was in place.

### 2025 HIGHLIGHTS

The most significant updates in 2025 included:

- ✓ Colwood RCMP employees in the CUPE 374 bargaining unit were successfully transitioned to Langford RCMP and CUPE 50 bargaining unit.
- ✓ 13 people in temporary roles transitioned to full-time, regular roles.
- ✓ Only 8 full-time, regular employees left the organization in 2025.
- ✓ HR continues to foster positive relationships with local post-secondary institutions like Camosun College and The University of Victoria, hiring 2 engineering, and 1 finance co-op student.

### LOOKING FORWARD 2026 Objectives and Measures

Operationally, 2026 will be filled with many strategic projects and programs that align with the Council Strategic Plan, including:

- Development of an Inclusion strategy
- Development of a performance evaluation program
- Completion of the safety program update
- Completion of a compensation and benefits review
- Participate in CUPE 50 bargaining



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





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

- Diversity, Equity, and Inclusion
- Accessibility
- Workplace Mental Health
- Health & Safety



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

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

**Review Internal Policies and Update as Needed**

In 2026, the HR department will focus on strengthening employee quality of life by reviewing and updating key internal policies related to engagement, performance management, and overall workplace wellbeing. HR will assess current practices, identify gaps, and prioritize improvements to ensure policies remain clear, inclusive, and responsive to employee needs. These updates support a culture where people feel valued and connected, with further refinements planned for coming years. In 2025, the City will focus on enhancing the New Employee Onboarding program, emphasizing Health and Safety training to support early career success and consider accessibility initiatives, including recruitment accommodations and a formal Accommodation Policy.



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

6g: Develop and Implement an Accessibility Plan



## LEGISLATIVE SERVICES

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

### OVERVIEW

In 2025, the Legislative Services Department continued to provide support and guidance to staff and Council and worked closely with all City departments to assist in advancing Council's strategic priorities. The main areas of focus were Strategic Plan objective 1a: "Refresh the Official Community Plan (OCP)" and 1f: "Develop a Construction Impact Management Strategy and 'Good Neighbour' Policy". Accessibility has continued to be an important focus for the City in 2025, and with respect to Strategic Plan objective 6g: "Develop and Implement an Accessibility Plan," the City continued participating in the joint Capital West Accessibility Advisory Committee, partnering with the neighbouring municipalities to better understand accessibility needs in our communities.



### 2025 HIGHLIGHTS

#### ✓ Bylaw Review

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



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5d: Improve Access to City Information

#### ✓ Records Digitization

Staff are continuing to retrieve boxes of paper records from off-site 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 City contracts and agreements. This includes monitoring expiry dates and ensuring terms are met. Staff also draft new agreements and manage their outsourcing.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

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

#### ✓ Create an Accessibility Plan

Legislative Services staff worked with the Capital West Accessibility Advisory Committee to shift from a staff-based committee to a community-based committee with an appointed citizen representative from each member community. The City's Accessibility Plan was adopted in January 2025. The committee will continue to work

on action items identified in the Accessibility Plan, with appropriate departmental staff attending committee meetings to address and provide meaningful input on advancing the identified accessibility initiatives.



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



**LOOKING FORWARD**  
**2026 Objectives and Measures**

**Deliver Training to Staff**

Legislative Services continues to facilitate training sessions with each department to provide an overview of the City’s Records Management Policies and best practices for maintaining effective recordkeeping. Staff also provide training on the requirements of the *Freedom of Information and Protection of Privacy Act* and other relevant legislation to assist the City in processing and responding to Freedom of Information requests.



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

**Review Existing Policies and Bylaws**

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



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

**Contracts and Agreements**

Staff Legislative Services processed eighty-nine Freedom of Information requests in 2025 in accordance with the *Freedom of Information and Protection of Privacy Act*.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

**2025 Legislative Services Department Statistics**

	2023	2024	2025
<b>Council Meetings</b>			
Regular Council	20	19	<b>21</b>
Special Council	14	17	<b>11</b>
<b>Committee Meetings</b>			
Committee of the Whole	9	5	<b>8</b>
Community Advisory Committee	5	7	<b>10</b>
Sustainable Development Advisory Committee	7	8	<b>8</b>
Board of Variance	1	0	<b>0</b>
Capital West Accessibility Advisory Committee	1	4	<b>4</b>
<b>Contacts and Agreements</b>			
Total Contracts and Agreements Completed	165	246	<b>308</b>
Total Contracts and Agreements Cancelled	9	7	<b>4</b>
<b>Bylaws</b>			
OCP Amendments	2	1	<b>1</b>
Zoning Amendments	16	21	<b>23</b>
Finance	7	5	<b>6</b>
Regulatory	5	2	<b>1</b>
Road Closure	3	1	<b>3</b>
Other	12	18	<b>16</b>
New Bylaws	45	48	<b>50</b>

**2025 RESULTS**



**Pages Scanned**

↑ **175,083**  
11.03% increase



**FOI Requests**

↓ **89**  
33.65% decrease



**Property Records Requests**

↓ **640**  
15.27% 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 concerning those regulatory bylaws. Community Safety Officers monitor community public spaces by foot, bicycle, and vehicle patrols while actively engaging with members of the public, answering questions and providing important community information. The department works closely with many agencies to provide the highest service levels to ensure a safe and enjoyable environment for all.

### OVERVIEW

Community Patrol Officers undertook a varied range of duties in 2025, including responding to complaints regarding violations of City regulatory bylaws, such as noise, parking, land use, buildings, soil (movements), watercourse protection, and burning regulations. In conjunction with the West Shore RCMP, Bylaw staff also participated in delivering enhanced public safety by directly engaging with those experiencing homelessness, mental health, and addictions. In 2025, Officers noted a decrease in the number of unhoused individuals sheltering in Langford parks and public spaces over the previous year. Key contributors to this decrease include reliable enforcement of the sheltering components of the Parks Regulation Bylaw and ongoing collaboration with specialized agencies. Bylaw Officers continue to engage with unhoused individuals, dedicating time to provide wellness checks and assistance. Bylaw Officers make referrals to, and work with, provincial ministries to find alternative accommodation wherever possible. It is important to note that housing needs remain a regional and provincial issue.

### KEY STATS FROM 2025



1,806

NUMBER OF ENFORCEMENT FILES OPENED



480

NUMBER OF COMMUNITY SAFETY PATROLS



1,703

NUMBER OF PARKING WARNINGS ISSUED



589

NUMBER OF PARKING TICKETS ISSUED



365

DAILY UNHOUSED EARLY MORNING WELLNESS CHECKS COMPLETED

## 2025 HIGHLIGHTS

### ✓ Legal Matters

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

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

### ✓ Education and Enforcement

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

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

### ✓ Traffic and Parking

Like most cities, public street parking continues to present community concerns that require the regular attention of Bylaw Enforcement Officers. This department continues to respond diligently to resident complaints about parking violations. The Bylaw Department recognizes the value

Langford’s expanding cycling network brings to the community, and with that, the team continues intervention and enforcement efforts to ensure these lanes remain free of parked vehicles so they continue to function as an accessible and safe part of City transportation infrastructure. Completing the 2025 Parking Review Study of the downtown core will assist staff with further strategic planning of enforcement practices and responses.

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

 **STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

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

 **STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION**

### ✓ Parks and Trail Patrols

An annual public safety initiative in Langford since 2005, the Bylaw Department conducted regular bike and foot patrols of City parks, beaches, and trails through the summer months of 2025. These outdoor amenities continue to see greater pedestrian volumes as many people use City trails for recreational activities. Many park and trail users have thanked members of the Bylaw team for being present with watchful eyes, offering educational tips, and enforcement intervention where needed. In some cases, members of the public have reported instances of people sheltering in locations which were inappropriate, unsafe, or viewed as unacceptable. In such situations, Officers have attended sites to meet with those found to be sheltering and have helped them find alternate and safer accommodation.

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

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

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



### Community Safety

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

Through 2026, the Bylaw Department will ensure public safety by upholding community standards and bylaws. Bylaw Officers will educate and intervene as needed, assisting the public in resolving disputes, ensuring compliance with Traffic, Building, and Fire Regulation Bylaws, enforcing Noise Regulations and other community standards bylaws, and helping the unhoused find appropriate services. With a tailored software system and the provincially backed Bylaw Offence Notice system, the department will continue to improve its parking management efficiencies.

## LOOKING FORWARD 2026 Objectives and Measures

### Managing Construction Impact

With continued development in Langford, collaboration between the Bylaw Enforcement Department, Engineering, and Building Inspection Departments is advancing policies and procedures around mitigating the negative effects of construction activity on neighbourhoods. The active delivery of this relief strategy will rely in part on the development of regulatory bylaws, currently underway, which will modernize and be intended to control construction-related nuisances.

#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

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



### 2 BIKE PATROL OFFICERS

#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

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

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

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

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





## ANIMAL CONTROL

### CRD Animal Care Services

This is a vital service that for years has been provided under contract to Langford and its citizens through the Capital Regional District Animal Care Department. The CRD Animal Control Officers provide a high level of service and communicate regularly with the Community Safety and Municipal Enforcement Department here at the City of Langford. This communication includes regular statistical reporting and collaboration for certain files or Court based activities.

### Department Overview

Langford Council contracts a range of animal control services from the Capital Regional District Animal Care Services Department, along with many of the region’s municipalities. Monthly and annual activity is reported by CRD Animal Care Services to the Manager of Municipal Enforcement at Langford. The contract includes management of dog licensing, the provision of pound services, and 7 day-week enforcement of the City’s Animal Control Bylaw. Value-added services are also included, for example, Animal Care Services cooperates with volunteer animal welfare and adoption agencies to ensure the best possible chance for found, surrendered and unclaimed animals. Animals available for adoption are regularly featured on the CRD website.

## Animal Control Services Results from Past Years (2024/2025)

	2024	2025
<b>Patrol Hours</b>	1,856	<b>1,498</b>
<b>Complaints</b>	452	<b>570</b>
Cats	58	<b>73</b>
Livestock	2	<b>9</b>
Dogs (total)	316	<b>380</b>
At large	129	<b>175</b>
Attack - Domestic	28	<b>30</b>
Attack- Human	22	<b>21</b>
Policy – Bylaw Assistance	1	<b>7</b>
Barking	8	<b>66</b>
In Vehicle	16	<b>34</b>
Licence/DD rescind /DD Sign Not Visible	-	<b>5</b>
Excrement	2	<b>8</b>
On Beach	0	<b>1</b>
Safe Keeping	2	<b>2</b>
Too Many	1	<b>1</b>
Vicious w/o Muzzle	2	<b>2</b>
Welfare/Abuse	8	<b>10</b>
Other Animals	4	<b>10</b>
<b>Enforcement Actions</b>	111	<b>96</b>
<b>Impounds</b>	75	<b>80</b>
Cats	23	<b>48</b>
Dogs	48	<b>28</b>
Other	4	<b>4</b>
<b>Pound Activity</b>		
Dogs		
Adopted	4	<b>6</b>
Euthanized	0	<b>2</b>
Return to Owner	40	<b>47</b>
Transferred	1	<b>2</b>
Cats		
Adopted	8	<b>17</b>
Deceased	1	<b>2</b>
Euthanized	1	<b>2</b>
Return to Owner	13	<b>12</b>
Transferred	0	<b>12</b>



# Communications & Economic Development

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



## OVERVIEW — TOURISM

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

## 2025 TOURISM HIGHLIGHTS

- ✓ Enhanced collaboration and information sharing with hotel General Managers by meeting regularly to discuss marketing campaigns, review occupancy reports, explore new opportunities, and any challenges.
- ✓ Hotel tax revenue increased 21.2% over 2024, and the highest level received to date.

- ✓ 2025 projected accommodation revenue in Langford is estimated at \$28 million.
- ✓ Langford’s hotel occupancy followed a similar seasonal pattern to the provincial average and was higher than the BC average in May, August, and September.
- ✓ Celebrated the ground-breaking ceremony for new TownPlace Suites by Marriott hotel.
- ✓ Designed and launched off-season destination marketing campaigns aimed at supporting and growing the visitor economy in the off-peak seasons.
- ✓ Hosted social media influencers from key markets in Vancouver and Calgary to raise awareness of Langford.
- ✓ Langford attended the Vancouver Outdoor Adventure & Travel Show, in partnership with Malahat Skywalk, showcasing the city as a leisure travel destination.
- ✓ Managed the South Island Spirit Loop co-operative marketing campaign that leverages Destination BC investment with Langford and community partners including Sooke, Malahat, Lake Cowichan, and Duncan.
- ✓ Worked with 4VI and the Spinal Cord Injury Association of Canada to create Accessible Travel Guides for Langford.

**STRATEGIC PLAN ALIGNMENT**  
**3. ECONOMIC DEVELOPMENT**  
 3d: Implement the Five-year Tourism Strategy.

## 2025 VISITOR SERVICES HIGHLIGHTS

In 2025, the City continued to offer visitor services, meeting visitors throughout the community by way of a mobile visitor information centre van. The van was deployed Thursday through Sunday in June, July, and August at key sites, including Goldstream Provincial Park, Hatley Castle, Malahat Skywalk, Goldstream Farmers Market, The Langford Station, Fort Rodd Hill, Jordie Lunn Bike Park, and various events in Langford such as BikeFest and Canada

Day celebrations. Services provided include hotel, activity, and dining reservations, as well as directions and suggestions for day trips, upcoming events, and outdoor adventure opportunities.

- ✓ The visitor information van staff interacted with 53,99 visitors, an almost 20% increase over 2024.
- ✓ The City designed and distributed over 15,000 copies of the official Langford Visitors Guide. The Guide is distributed to local hotels and attractions, Visitor Information Centres across the province, on-board BC Ferries, and at the Victoria International Airport.

**STRATEGIC PLAN ALIGNMENT**  
**3. ECONOMIC DEVELOPMENT**  
 3d: Implement the Five-year Tourism Strategy.



## OVERVIEW — EVENTS

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

## 2025 EVENTS HIGHLIGHTS

Langford welcomed a variety of new and recurring events in 2025. Fridays at The Station returned to The Langford Station Cultural District, featuring performances by local musicians, displays from artisans, local retailers, and delicious food truck offerings. The ChangeMakers Gathering festival, now hosted at The Langford Station, celebrated Indigenous culture, language, art, and performances and enjoyed greater attendance with increased visibility. Veterans Memorial Park served as the venue for the Goldstream Farmers Market, Music in the Park, and the Winter Light-Up. Starlight Stadium celebrated its fifth-year hosting Brewery and the Beast, while also marking Canada Day with festivities that featured free family activities, live music, a hot wing eating contest, and a pancake breakfast. August concluded with the 13th annual Show and Shine along Goldstream and Station Avenues.

Several new events debuted in 2025: the BC Lions held a pre-season game at Starlight Stadium, the Great Canadian Bash launched its inaugural celebration, and an outdoor movie event raised funds for a new medical clinic with ten doctors in Langford. Residents can find more details about community events at [Langford.ca/Events](https://Langford.ca/Events).



### 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 their Five-Year Council Strategic Plan. The City's first formal Economic Development Strategy has now been drafted and will be presented to Council for approval this spring. Objectives of this strategic priority include supporting the John Horgan post-secondary campus (opened in 2025), exploring ways to attract technology companies, tourism, supporting the film industry, and creating the City's first Arts and Culture Strategy, which was also presented to Council in March 2026 and approved in spring 2026.



# 573

A RECORD NUMBER OF  
BUSINESS LICENCES  
APPLICATIONS

## RANKED #2 MOST RESILIENT CITY

BY BC BUSINESS MAGAZINE (2024, 2025)

## 2025 ECONOMIC DEVELOPMENT HIGHLIGHTS

In 2025, the City continued to support local businesses from a retention and expansion perspective, while supporting investors and new businesses looking to open, expand, or relocate to Langford. This resilience is being reinforced by record-breaking business licence applications, signaling strong entrepreneurial confidence, and sustained private-sector investment. Year-over-year, Langford is seeing unprecedented interest from new businesses, expansions, and home-based enterprises, evidence that entrepreneurs continue to choose Langford as a place to start, expand, and invest.

Building on this momentum, the City of Langford will bring forward its first formal Economic Development Strategy to Council this spring. The Strategy will provide a long-term framework to guide sustainable, intentional growth and ensure Langford's economy continues to thrive for generations to come. As the city continues to grow, this approach supports thoughtful decision making that turns today's momentum into lasting economic resilience and shared community prosperity.



Visit the City of Langford  
Job Bank. A free tool for  
all Langford businesses.

[Langford.ca/Jobs](https://Langford.ca/Jobs)

Underscoring the accomplishments of this work, and building on many recent awards, the city was ranked the #2 city in British Columbia for Economic Resiliency by BC Business Magazine based on 2025 statistics up from #3 in 2024. The annual ranking evaluates municipalities using nine economic indicators, including population growth, housing starts, economic diversity, employment trends, rental vacancy rate, and residents’ sense of belonging. Langford’s ranking reflects performance across these indicators and continued momentum following several years of sustained growth.



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

- 3a: Develop an Economic Development Strategy
- 3b: Actively Support the Evolution of the Downtown Post Secondary Campus
- 3c: Explore Ways to Incentivize and Attract Technology Companies.
- 3f: Develop an Arts and Culture Strategy

**OVERVIEW – COMMUNICATIONS & PUBLIC ENGAGEMENT**

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 the annual report, tax insert, the Five-Year Financial Plan, ongoing media releases, the City website, social media, digital signs, and the creation and distribution of various communications materials.

**2025 COMMUNICATIONS & PUBLIC ENGAGEMENT COMMUNICATIONS HIGHLIGHTS**

**Social Media**

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

Let's Chat  
**Langford**



**3,936**

REGISTERED USERS

---



**11,700**

INSTAGRAM FOLLOWERS

---

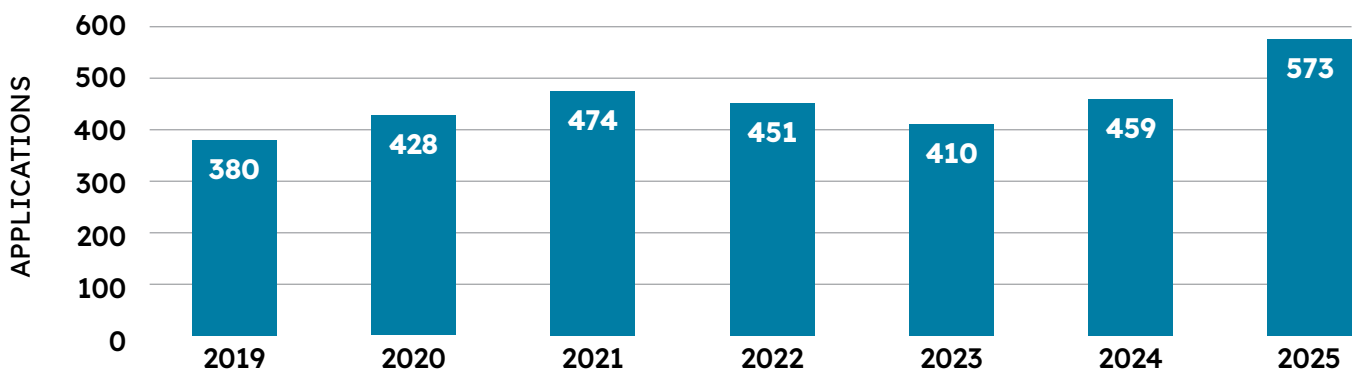


**5,200**

FACEBOOK FOLLOWERS

\*as of March 2026

**BUSINESS LICENCE APPLICATIONS BY YEAR (2019-2025)**



## Public Engagement

In 2025, the City of Langford continued to support public engagement across a range of City led initiatives, with the Let's Chat Langford engagement platform serving as the primary system for sharing information and gathering community input. Residents were invited to participate through public surveys and in person engagement opportunities, including Ideas Fairs, focus groups, pop up events, and outreach at community gatherings such as Fridays at the Station and local markets. Engagement activities supported projects related to parks and trails, transportation, arts and culture, economic development, public safety, and the City's annual budget, helping ensure community input informed planning and decision making throughout the year.



### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5c: Expand Opportunities for Public Engagement,  
 5bii: Ensure all Budget Documents are Transparent and User Friendly  
 5d: Improve Access to City Information

## 2025 OBJECTIVES AND MEASURES

### OBJECTIVE — COMPLETED AND ONGOING!

#### ✓ Expand Opportunities for Public Engagement

- Planned and facilitated the City's first Ideas Fair
- Launched ongoing communication campaigns to create awareness of engagement opportunities
- Launched 10 projects for public input

### OBJECTIVE — COMPLETED AND ONGOING!

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

- Attracted three new events to Starlight Stadium
- Expanded annual Winter Fest event activities
- Secured grant funding and sponsorship to off-set event expenses

### OBJECTIVE — COMPLETED!

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

- Created and launched a new marketing campaign focused on off-season travel
- Added Duncan and Lake Cowichan to the Spirit Loop marketing campaign with grant funding from Destination BC
- Attended the Vancouver Outdoor Show

## PUBLIC ENGAGEMENT STATS FROM 2025



**10** TOTAL PROJECTS

**12** TOTAL SURVEYS CONDUCTED

**11** TOTAL IN PERSON AND COMMUNITY ENGAGEMENT ACTIVITIES





### Finalize the Arts and Culture Strategy

In early 2025 the contract to develop the City’s first Arts and Culture Strategy was awarded to a local Vancouver Island consultant with many years of experience working with communities to build inclusive, and meaningful arts and culture strategies.

Overall, the engagement process revealed a clear and consistent pathway for the future of arts and culture in Langford, one rooted in inclusivity, accessible experiences, and meaningful cultural spaces that reflect the community’s identity and diversity. Across workshops, public events, surveys, interviews, and creative engagement activities, residents and interest holders voiced strong support for expanding cultural facilities, enhancing year-round programming, improving communication, and investing in a sustainable creative ecosystem. This collective input provides a solid foundation for the Arts and Culture Strategy, ensuring it is shaped by community priorities and positions Langford to grow as a vibrant, welcoming, and culturally connected city.



### LOOKING FORWARD 2026 Objectives and Measures

#### Finalize the Economic Development Strategy

Public engagement for Langford’s first Economic Development Strategy started in 2025. The results played a central role in shaping Langford’s first Economic Development Strategy. Input was gathered from residents, businesses, community organizations, and key partners through surveys, interviews, focus groups, and an Ideas Fair. Together, these activities provided a broad range of perspectives on Langford’s economy, growth, and future priorities.

Visit [LetsChatLangford.ca/EcDev](https://LetsChatLangford.ca/EcDev) to learn more and sign up for project updates.



#### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

- 3a: Develop an Economic Development Strategy
- 3b: Actively Support the Evolution of the Downtown Post Secondary Campus
- 3c: Explore Ways to Incentivize and Attract Technology Companies.



#### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

- 3f: Develop an Arts and Culture Master Plan

#### Support the Development of REV at RRU John Horgan Campus

REV, located at the John Horgan Campus is an innovation hub designed to support and inspire West Shore entrepreneurs, youth, campus students, and residents for community learning and public benefit. The focus will be on strategies to enhance and promote civic innovation, youth engagement, and entrepreneurship within the region. REV activities will include pitch nights, capacity building workshops, a makers space, innovation workshops, and networking events where local businesses will be connected with start-ups or entrepreneurs looking for advice on starting a new business.



#### STRATEGIC PLAN ALIGNMENT 3. ECONOMIC DEVELOPMENT

- 3b: Actively Support The Evolution Of The Downtown Post Secondary Campus

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

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



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

3d: Implement the Five-Year Tourism Strategy

### Continue to Support the Film Industry

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



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

3e: Continue to Support the Film Industry



### Expand Opportunities for Public Engagement and Communication

Throughout 2025, the City made significant strides in fostering greater public participation and enhancing communication channels between residents and City Hall. Recognizing that a thriving community depends on inclusivity, transparency, and a sense of shared purpose, the City has launched several new initiatives aimed at strengthening civic engagement and promoting active democracy.

One new initiative underway is the introduction of an official City newsletter, with email subscriber collection currently in progress. The first issue is planned for release in summer 2026 and will provide residents with timely updates on City projects, strategic initiatives, and community events.

To further promote engagement, the City has expanded its use of digital platforms and social media, enabling real-time communication and information sharing. Enhanced accessibility measures have been implemented to ensure citizens from diverse backgrounds can participate fully, including translation services, accessible web content, and targeted outreach to youth, seniors, and newcomers.

To further promote engagement, the City website is now available to be translated into any language and is fully compliant with best practice accessibility tools, ensuring everyone has equitable access to information and services.

These efforts will help ensure that City Hall remains responsive, accountable, and connected with the people it serves, supporting collective progress and a vibrant, inclusive community.



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

5c: Expand Opportunities for Public Engagement,  
5bii: Ensure all Budget Documents are Transparent and User Friendly  
5d: Improve Access to City Information



# Engineering & Public Works

The Engineering and Public Works Department is responsible for managing and maintaining public infrastructure and ensuring the functionality, safety, and sustainability of public assets. The department works closely with the Ministry of Transportation and Transit, the Capital Regional District, School District #62, BC Transit, ICBC, Victoria Contracting and Municipal Maintenance Corporation, West Shore Environmental Services, and other utility providers. The Engineering Department consists of two distinct teams: construction and public works. The construction team is responsible for all construction activities related to land development and capital projects. The public works team is responsible for road network repairs including sidewalks, bike lanes, and roadways, traffic signals operation, storm drainage, creek and waterway maintenance, street lighting upgrades, hanging baskets, and holiday lighting.



## OVERVIEW

In 2025, the Engineering and Public Works Department successfully completed many capital and operational projects aimed at providing opportunities for transportation mode shift and improving public road infrastructure for people of all ages and abilities. The Bellamy Road protected multi-use path and active transportation intersection improvements at Veterans Memorial Parkway and Goldstream Avenue were completed. The e-scooter and e-bike share program was successfully launched. Phase 1 of the Latoria Road Improvement project was completed with additional protected multi-use path extensions to connecting communities. The top two sidewalk infill projects supporting safe routes to Millstream and Happy Valley Elementary schools were completed. Neighbourhood improvements included traffic calming on Alouette Drive and brick paver replacement including woonerf pedestrian crossing improvements on Bryn Maur Road.



## 2025 HIGHLIGHTS

### ✓ E-Scooter and E-Bike Share Program

In 2025, BCAA Evolve was selected through the City’s request for proposals process for a licence for shared micromobility parking. Phase 1 of the new e-scooter and e bike share program launched in June with 30 parking zones and 150 devices. More than 4,000 people used the devices for more than 13,000 trips and collectively travelled more than 67,000 km in the first six months. As part of the licence, BCAA also launched an EVO car share home base in Langford, along Station Avenue and Atkins Avenue, with consent from the City and the Island Corridor Foundation.

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

### ✓ Latoria Road Improvements – Phase 1 Sidewalk and Protected Bike Lanes

Phase 1 of the Latoria Road Improvements project was completed to support the opening of the new SCIANEW STELITKE Elementary School in 2025. Phase 1, from Triangle Trail to Golden Spire Crescent, included a new concrete sidewalk, protected bike lanes, and crosswalk improvements, which required road widening, culvert extensions, retaining walls, and utility relocations. Additionally, new protected multi-use paths were constructed west of Phase 1 to Lobo Vale and east of Phase 1 to Joy Close as interim measures.

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

### ✓ Sidewalk Infill Projects

The Sidewalk Infill Matrix is a tool to prioritize, tender, and award construction of sidewalk infill and multi-use path projects annually within the approved budget. In 2025, safe routes to school were again prioritized by Council and the top two projects were completed near Millstream and Happy Valley Elementary Schools. Additional sidewalk infills were completed on Jenkins Avenue, Walfred Road, and Marwood Avenue.

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

### ✓ Active Transportation Infrastructure Improvements

In partnership with the Ministry of Transportation and Transit, two active transportation infrastructure projects were completed by the City which improved accessibility and protection for people of all ages and abilities who walk, ride, or roll their way to their destination. The first project completed was the Bellamy Road protected multi-use path from Treanor Avenue to Bellamy Link. The second project completed was the intersection improvements at corners and crossings of Veterans Memorial Parkway (Highway No. 14) and Goldstream Avenue.

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



## 2025 OBJECTIVES AND MEASURES

### OBJECTIVE — ONGOING

#### ✓ Reduce Construction Impact

- The Construction Impact Management Strategy was endorsed in 2025
- The Early Guidance Document was implemented in 2025
- A modernized Streets and Traffic Bylaw is to be adopted in 2026
- A new Community Standards Bylaw is to be adopted in 2026
- The Good Neighbour Policy to be implemented in 2026

### OBJECTIVE — ONGOING

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

- Public engagement and network modelling/mapping completed in 2025
- Ensure alignment with regional transportation planning in 2026
- Bring forward draft and finalized TMP/ATP for adoption in 2026
- Update Bylaw No. 1000 and 2021 to align with TMP/ATP in 2026

### OBJECTIVE — ONGOING

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

- Projects completed in 2025:
  - Implemented the E-Scooter and E-Bike Share Program
  - Bellamy Road protected multi-use path (MUP)
  - VMP/Goldstream intersection improvements
  - Phase 1 of Latoria Road Improvements with MUP extensions
  - Sidewalk infills on Hoylake Ave., Happy Valley Rd., Jenkins Ave., Walfred Rd., and Marwood Ave.
  - Alouette Road traffic calming improvements
  - Bryn Maur Road woonerf brick paver replacement and improvements

### OBJECTIVE — ONGOING

#### ✓ Update the Stormwater Management Requirements

- Repeal and replace Schedule 5 with the next omnibus to Bylaw No. 1000 in 2026



### LOOKING FORWARD

## 2026 Objectives and Measures

### Reduce Construction Impact

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



#### STRATEGIC PLAN ALIGNMENT

##### 1. SUSTAINABLE DEVELOPMENT

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

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

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



#### STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION

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

### Prioritize Active Transportation Connectivity and Mode Shift

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



**STRATEGIC PLAN ALIGNMENT 4. TRANSPORTATION**

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

### Explore the Establishment of a Residential Curbside Garbage Collection Program

The Engineering Department will engage a consultant to: (a) review and verify the staff recommendation to proceed with a municipally-contracted residential curbside garbage collection service; (b) advise and support the public survey and key partner engagement conducted by staff; and (c) if verified, prepare and present a proposed scope for the Municipal Garbage Service Contract to Council for information prior to going to tender. Staff will subsequently prepare a bylaw to regulate the storage, collection, and disposal of garbage and organic waste in accordance with the CRD’s Solid Waste Management Plan.



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



**STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**



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



#### KEY STATS FROM 2025



**4.53 KMs**  
OF ADDITIONAL ROAD  
INSTALLED FOR A TOTAL  
OF 426.53 KMS OF ROAD



**2,200 Ms**  
OF SIDEWALK INSTALLED



**2,613 Ms**  
OF BIKE LANE INCLUDES  
PAINTED BIKE LANES,  
PROTECTED BIKE LANES,  
AND MULTI-USE PATHS



**497+**  
STORMWATER DEVICES  
CLEANED AND MAINTAINED



**7.6 KM+**  
STORMWATER PIPES CLEANED



# Finance

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



## OVERVIEW

The Finance Department is responsible for managing roughly \$35 million in investments, processing bi-weekly payroll for on average 221 employees, sending out approximately 21,100 property tax notices, managing the year-end process and audit, and preparing and presenting the Five-Year Financial Plan.

## 2025 OBJECTIVES AND MEASURES

- ✓ **Ensure all Budgets are Fiscally Sustainable**  
By ensuring strong financial controls, ensuring services are funded from the appropriate sources, building the City’s reserves, applying for a variety of grants, the City works to ensure that its budgets are responsible and fiscally sustainable.

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5bi: Ensure all Budgets are Fiscally Sustainable

- ✓ **Present a Transparent and User-Friendly Budget Document**  
In 2025, the Finance Department continued improving the Five-Year Financial Plan (budget) document to an updated and user-friendly format.

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**  
5bii: Ensure all Budget Documents are Transparent and User Friendly



## LOOKING FORWARD 2026 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

### Finalize a Comprehensive Asset Management Plan

The City will complete a comprehensive Asset Management Plan to allow for forecasting future maintenance, upgrades, sustainability improvements, and replacement needs for the City's significant asset inventory. The Asset Management Plan will also allow the City to budget accordingly and be fiscally responsible.

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

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

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

 STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE  
5bii: Ensure all Budget Documents are Transparent and User Friendly

### Begin Multi-Year ERP Replacement

The City will begin work towards replacing the legacy ERP system which is facing end-of-life. This initiative is aimed at maintaining core municipal functions while moving towards a more efficient, modern, and resilient system.

 STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE



**APPROX.  
21,100**

PROPERTY TAX  
NOTICES

**\$844M** TOTAL VALUE OF CITY  
TANGIBLE CAPITAL ASSETS

**\$140M** TOTAL CAPITAL BUDGET

**\$62M** TOTAL PROPERTY TAXES

**\$79M** TOTAL OPERATING BUDGET

**19,549** TOTAL NUMBER OF  
PROPERTIES

**\$19,221,302,358**

TOTAL 2025 ASSESSED VALUE OF  
ALL PROPERTIES IN LANGFORD



# Information Technology & Geographic Information Systems

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

## OVERVIEW

In 2025, the GIS team completed significant updates to core mapping and GIS software. In addition, the IT and GIS teams collaborated on the development of a new development tracker, which is scheduled for release in 2026. The GIS team continued to provide technical support and analysis to support the finalisation of several master plans identified in Council's Strategic Plan, including the Official Community Plan (OCP) refresh, the Active Transportation Plan, the Transportation Master Plan, and the Parks and Trails Master Plan.

The IT team completed upgrades to the City's Accounts Payable system.

An upgrade to the City's core permitting systems was initiated in 2025, with the first phase focused on the Bylaw Enforcement Department. This upgrade is expected to be completed in 2026/2027.

Planning for the replacement of the City's Enterprise Resource Planning (ERP) system began in 2025. This replacement will occur over several years, with procurement planned for 2026 and implementation in subsequent years. The system must be fully replaced by 2029.

An upgrade to the core networking infrastructure was initiated in 2025 and is scheduled for completion in 2026.



## 2025 HIGHLIGHTS

✓ **Creation of Development Tracker Y**  
Creation of a draft web-based mapping application to provide details on permitting applications (including building permits and development applications).

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

✓ **Upgrade of Permitting Software**  
Initiated the process of migrating to a modern web-based application for permitting software was started.

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

✓ **Planning for Replacement of Core Financials**  
Preparation for the procurement and replacement of core financials was initiated.

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

✓ **Planning Replacement of Core Networking components.**

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

## **LOOKING FORWARD** **2026 Objectives and Measures**

**Release of Development Tracker**  
The draft version of the development tracker will be released to the public facing website.

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

**Update of Asset Management Software**  
An update of the City's Asset Management software will be completed.

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

**Update of Permitting Software**  
An update of the City's key permitting software will be carried out. As part of this upgrade a review of current permitting workflows will be carried out to streamline the process in the new

permitting system. This will include updating mapping software to ensure compatibility with the new permitting software.

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

**Procurement of New Core Financial Systems**  
A requirements analysis will be conducted as part of a detailed procurement process to replace the City's core financial systems in 2026. **This procurement process will culminate in selection of new system(s) to support core operations including modules such as core financials, property taxes and payroll. Post procurement, implementation will be the focus for 2027/2028.**

 **STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE**

## 2025 OBJECTIVES AND MEASURES

OBJECTIVE – COMPLETED!  
✓ **Upgraded core GIS mapping software.**

OBJECTIVE – COMPLETED!  
✓ **Complete networking and configuration of new office spaces as required.**

OBJECTIVE – COMPLETED!  
✓ **Provided necessary maps data & analysis to support development and implementation of various master plans outlined in Council's Strategic plans.**

OBJECTIVE – ONGOING!  
✓ **Maintain operations by responding to staff requests for assistance.**

OBJECTIVE – ONGOING!  
✓ **Improve reliability and resilience of IT infrastructure.**



# Langford Fire Rescue & Emergency Program

Langford Fire Rescue was established in 1947 to provide fire and rescue services for the City. It is a composite department comprised of career and paid-on-call members operating from three fire stations. The department's operations include fire suppression, fire prevention, first response, auto extrication, hazardous materials, 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. It also oversees a dedicated group of Emergency Support Services and Emergency Radio Communications Volunteers. The department also manages the Langford FireSmart program to reduce the risk of urban interface fires in the community.

## OVERVIEW

Call volumes continue to trend upward from the previous year. Overall calls increased 3% in 2025, with the most common incidents being alarm bells (both commercial and residential), general assist calls, medical calls and motor vehicle accidents. Structure fires calls were the same from the previous year, vehicle fires saw a 38% increase. Langford Fire also attended 195 mutual aid or automatic aid incidents in 2025, supporting our regional partners.

## 2025 HIGHLIGHTS

### ✓ Station 2 Fully Staffed

A significant improvement in public safety was achieved in August 2025 when Fire Station 2 became staffed 24/7, 365 days a year. This milestone was a multi-year effort to improve response times in South Langford. It also expands the department's ability to manage simultaneous incidents and enhances firefighter safety by ensuring more resources

are available on scene. This initiative will strengthen the department's ability to fulfill its core mandate of saving lives and protecting property.



### STRATEGIC PLAN ALIGNMENT 6. QUALITY OF LIFE

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





✓ **FireSmart Program Initiatives**

The FireSmart Program had a busy year in 2025. More than 1,000 yards of debris and yard waste were collected during multiple community clean-up events, including activities held every weekend in November. Several neighbourhood events were organized to promote FireSmart education, with the most well attended sessions taking place in Goldstream Meadows and Thetis Heights. FireSmart staff also participated in the Lance Caven Fire & Life Safety Expo, where they taught over 1,000 students how to be FireSmart. In addition, Langford was one of only nine communities in Canada to receive a \$200,000 grant from Intact Insurance to support further wildfire mitigation work in 2025 and 2026.



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

2e: Develop an Overarching Disaster Mitigation Strategy

✓ **Enhancements to Emergency Preparedness**

The Emergency Disaster Management Act (EDMA) requires municipalities to develop comprehensive emergency preparedness plans for disasters and large-scale emergencies. In response, Langford completed a new Community Wildfire Resiliency Plan in June and updated its Winter Weather Readiness Plan in October. Grant funding also supported the construction of eight misting stations, finished in May, several of which were installed throughout the City ahead of anticipated summer heat events. In addition, a new Emergency Program Manager was hired in October, and the ESS Level 1 Teams were integrated with volunteers from Colwood and View Royal to strengthen support across all three communities.



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

2e: Develop an Overarching Disaster Mitigation Strategy

**✓ Fire Prevention**

As the city continues to grow, so does the need for dedicated staff to support fire prevention and life safety initiatives, including inspections and public education. In August 2025, a new Fire Prevention Officer was hired, and a comprehensive software system was implemented to track and schedule inspections. Firefighters also received training to conduct company level inspections, increasing the number of inspections completed each year. School and preschool tours resumed as well, providing essential fire-safety education for young learners. Together, these improvements led to twice as many fire inspections in 2025 as in 2024, while also expanding fire safety education across the community.

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

**LOOKING FORWARD**  
**2026 Objectives and Measures**

**Fire Master Plan Implementation**

The Fire Master Plan included 71 recommendations for implementation. The Recommendations that will be actioned in 2026 will include updating several bylaws and operational policies, hiring an additional Fire Inspector to conduct fire inspections and public education sessions, and adding a staff position to develop and manage the delivery of fire training to the suppression members.

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

**Enhancements to Emergency Preparedness**

A City of Langford Business Continuity Plan is under development to be completed in 2026. This plan will focus on strategies to continue operations during and after a disruption or disaster and will be key to ensuring core city services are maintained throughout. In addition, providing additional training for personnel to be able to conduct rapid damage assessment and emergency operation center tasks is anticipated to occur this year.

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

**FireSmart Initiatives**

A renewal of the FireSmart grant, which expires in May, is expected to be renewed. Combining the UBCM funding with the Intact Insurance grant will allow the City to expand community clean up days and neighbourhood FireSmart events into more areas of Langford. These initiatives help the community prepare for the impacts of climate change and have proven effective in reducing the risk of urban-interface fires.

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





# Parks, Recreation, & Facilities

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

## OVERVIEW

The Parks, Recreation, and Facilities Department commenced and completed several major initiatives in 2025. The Parks and Trails Master Plan was finalized following extensive public engagement and refinement, and was adopted by Council in February 2026, providing a long term, community informed framework to guide the planning and delivery of parks and trails as Langford continues to grow. Public engagement for the Veterans Memorial Park Expansion was conducted through an online survey and community pop up events, which informed the early stages of the park's design.

Following its identification for replacement through an asset management review, the Florence Lake Pier was replaced with a new aluminum structure. Further asset management improvements were completed at City Centre Park, including the replacement of aging HVAC systems at Westhills Arena.

The renovated spray park at Glen Lake Park officially opened in the summer of 2025. The new "Flipside" trail opened at the Langford Gravity



Zone and Nature Trails, and the renovation of Porcher Park was completed, featuring the creation of Langford's first community garden.

## 2025 HIGHLIGHTS

### ✓ **Finalized the Parks and Trails Master Plan**

Completed Langford’s first Parks & Trails Master Plan, a community informed framework to guide the planning and delivery of parks and trails as the city grows, endorsed by Council in Q1 2026.



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

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

Worked with a consultant to develop the design of the Veterans Memorial Park Expansion, incorporating feedback from public engagement. Completed land preparation work, such as demolishing the existing Mason’s Hall.



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

### ✓ **Mechanical Improvements at Westhills Arena**

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



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

### ✓ **Opening of New Trail at Gravity Zone**

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



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

### ✓ **Porcher Park and Community Gardens**

Completed the Porcher Park expansion project to revitalize green space with an accessible playground, native plant restoration, and a new community garden supporting local food resilience.



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



**STRATEGIC PLAN ALIGNMENT 2. CLIMATE CHANGE AND ENVIRONMENTAL STEWARDSHIP**  
2c: Review and action the Food Security Policy as detailed in the OCP



## LOOKING FORWARD

### 2026 Objectives and Measures

#### **Implementation of the Parks and Trails Master Plan**

Following Council endorsement, the City began implementing key priority action items, such as the dedication of designated City-owned parcels as Park.



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

#### **Construction and Grand Opening of the Veterans Memorial Park Expansion**

Begin and complete construction of the Veterans Memorial Park Expansion. Grand opening planned for late summer 2026.



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

### Support the Development of Design and Construction Plans for the:

- Jenkins/Glen Lake Daycare and Arts Studio
- Daycare and Affordable Housing Building on Carlow

Collaboration with the consultant and project team to finalize design and provide construction management oversight for the Jenkins/Glen Lake Daycare and Arts Studio, as well as the Daycare and Affordable Housing building on Carlow.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1m: Pursue programs and partnerships for affordable housing



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1l: Continue to make strategic land and facility acquisitions



#### 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

### Neighbourhood Park Improvements

Identify and complete various upgrades to existing neighbourhood parks, including re-vegetating grass areas, repairing brickwork, and improving street furniture.



#### STRATEGIC PLAN ALIGNMENT 5. GOOD GOVERNANCE

5h: Finalize a comprehensive asset management plan

### Woodlands Park

Continue managing the phased removal of trailers in preparation for the park's public opening in 2030.



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

6b: Develop a Parks Master Plan.

### Hockley Parking Lot

Abate and demolish the existing residential structure, and work with engineering to create a new overflow parking lot for fleet vehicles, including the installation of EV chargers.



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

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





# Community Planning & Development

The Community Planning and Development Department oversees a broad range of responsibilities, including Building Services, Development Services, and Community Planning. Building Services is outlined separately in the next section. Development Services manages land development processes, including applications for rezoning, development permits, development variance permits, temporary use permits, subdivision, and business licenses, while Community Planning focuses on long-range planning and initiatives that address sustainable development, urban design, housing, climate action, social planning, the environment, and overall quality of life.

Department staff provide professional and technical advice on current and future land uses, evolving provincial legislation, and regional planning initiatives. They ensure that the Official Community Plan reflects community goals, aligns with city-building best practices, and is integrated into the policies, plans, and bylaws that guide growth and development.

## 2025 HIGHLIGHTS

### ✓ Official Community Plan Refresh

Following three phases of public engagement, Council adopted the new Official Community Plan in 2025. This Plan establishes an ambitious, transformative, and action-oriented planning framework to guide where and how the city will grow to 100,000 residents, while addressing the challenges of affordability, housing, climate change, social equity, rising infrastructure costs, transportation and mobility.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1a: Refresh the Official Community Plan (OCP)

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

As per Provincial legislation, local governments were required to review, and if required, update, their Zoning Bylaws by the end of 2025 to accommodate the 20-year housing need as identified through the 2024 Interim Housing Needs Report. Staff conducted this assessment and reported to Council in November 2025 that the number of residential units required to meet the City's 20-year housing need is achieved through the Zoning Bylaw.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

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



**✓ Zoning Bylaw Parking Requirements**

In 2024, Council expanded the scope of this project from being a review of the off-street parking requirements for just the City Centre to include an overall review of the vehicle parking requirements and bicycle parking requirements of the Zoning Bylaw, and to explore options for including additional transportation demand management measures. Three phases of work were completed in 2025, including background review, data collection and analysis, and engagement. This work was presented to Council in December 2025 along with the key recommendations for the new Bylaw.

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

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

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

This review will enable the City to better understand the parking needs of residents, businesses, commuters and the new Langford John Horgan Campus, all with the goal of building a thriving downtown core. Substantial progress was also made on this project in 2025, culminating in an update to Council in December 2025 regarding data collection and analysis results, public engagement findings, and initial recommendations for the strategy framework.

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

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

**✓ Update the Amenity Contribution Policy**

In 2023, the provincial government introduced new legislation authorizing local governments to establish Amenity Cost Charge (ACC) programs. ACCs are a new financial tool that allow municipalities to collect funding for community amenities in a standardized, clear, and transparent manner, similar to Development Cost Charges.

In 2024, the Province also amended the Local Government Act to change how local governments can use density bonus provisions and to establish an Inclusionary Zoning tool. These amendments change how local governments can secure affordable housing through new development. Following the release of detailed implementation guidance in mid 2025, staff initiated a review of Langford's Affordable Housing and Amenity Contribution Policy and Attainable Housing Policy to assess how existing approaches to securing community amenities and affordable housing need to be updated to align with the new legislative framework.

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

1b: Update the Amenity Contribution Policy

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

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 best practices, and to implement the *High-Quality City Building* vision as set out in the new Official Community Plan. Background research and analysis commenced in 2025 as well as the feasibility review of establishing an Advisory Design Panel.

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**

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

## KEY STATS FROM 2025



**573**  
BUSINESS LICENSE  
APPLICATIONS RECEIVED



**339**  
LOTS CREATED BY  
SUBDIVISION



**54**  
DEVELOPMENT PERMIT  
APPLICATIONS RECEIVED



**16**  
BELOW-MARKET RENTAL  
HOMES WERE SECURED IN  
HOUSING AGREEMENTS



**11**  
REZONING APPLICATIONS  
RECEIVED



**10**  
HOMES SOLD IN THE  
ATTAINABLE HOME  
OWNERSHIP PROGRAM



**6**  
DEVELOPMENT VARIANCE  
PERMIT APPLICATIONS  
RECEIVED



COMPLETED NEW OFFICIAL  
COMMUNITY PLAN



COMPLETED ZONED LAND  
CAPACITY REVIEW OF THE  
ZONING BYLAW

### ✓ Update the Environmental Development Permit Area Guidelines and Associated Maps

The City's Environmental Development Permit Area guidelines currently apply to areas of sensitive ecosystems, riparian areas, and areas of potential habitat and biodiversity. These guidelines inform how new development, land alteration activities, and construction within these designated areas should be done in order to protect, enhance, and mitigate impacts to sensitive and significant natural features.

In 2025, Council added an initiative to update these guidelines and maps to the 2023-2027 Council Strategic Plan. Updated guidelines will incorporate the objectives of the Urban Forest Management Plan and Official Community Plan as well as address gaps and opportunities in the current guidelines to improve outcomes and incorporate best practices. The associated OCP maps designating where the guidelines apply will be updated to ensure, as much as possible, that they accurately represent the current extent of these features.

Several phases of work were completed in 2025, including background review and analysis, biophysical inventory and field work, and public engagement.



#### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1c: Update the Environmental Development Permit Area Guidelines and Associated Maps



✓ **Housing Strategy**

In November, 2025, Council directed staff to develop a housing strategy to advance Policy 8.24 of the Official Community Plan. As stated in that Policy, the strategy will provide direction on how the City can improve housing choice and affordability, identify and remove barriers to housing in the key areas of housing need, ensure the integration of family-sized housing into multi-family development in key areas, and otherwise implement the desired outcomes of the *Emphasizing Housing Action* section of the OCP.

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

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
 1n: Tenant Assistance Supports

✓ **Housing Target Order**

The Province of British Columbia identified the City of Langford as one of 40 municipalities with the highest housing need and projected population growth in the Housing Supply Regulation. As a result, the Minister of Housing issued a Housing Target Order (HTO) for Langford as part of the fourth cohort of municipalities to receive such as Order on August 18, 2025. The HTO went into effect on September 1, 2025 and mandates a five-year target of 2,993 net new completed housing units. Progress towards this overall net-new number of housing units will be measured cumulatively on an annual basis as follows:

- Year 1: 449 net-new units**
- Year 2: 928 net-new units**
- Year 3: 1,482 net-new units**
- Year 4: 2,155 net-new units**
- Year 5: 2,993 net-new units**

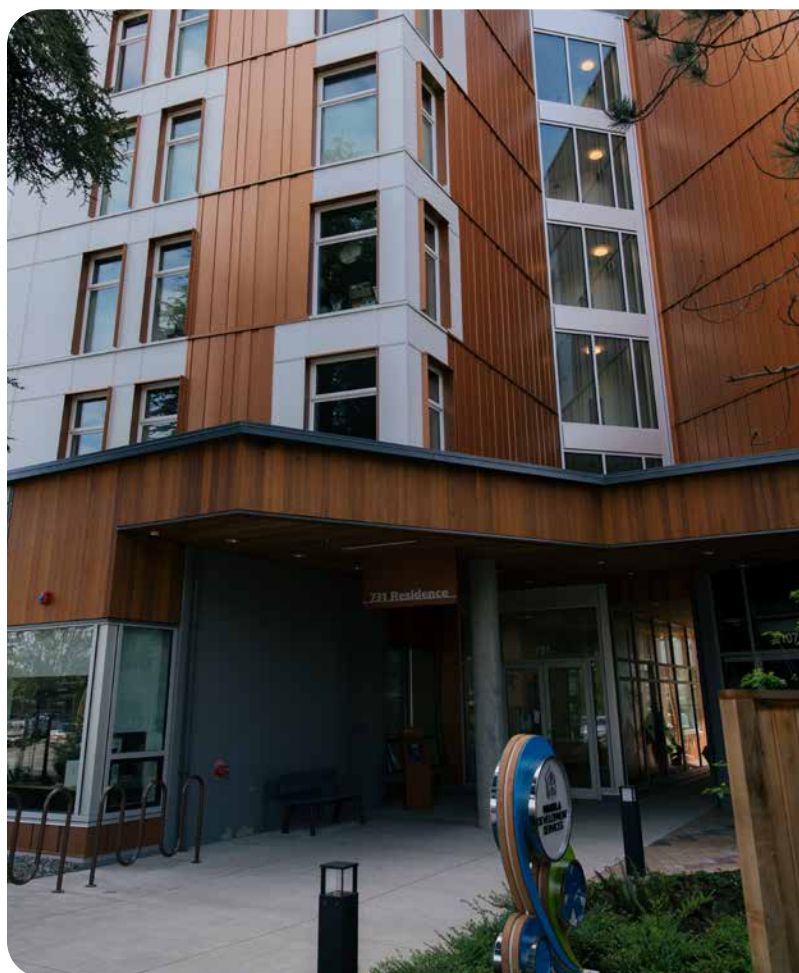
Reporting under this HTO will commence in 2026.

✓ **Climate Action Plan and Step Code Implementation**

This City initiated work on a Climate Action Plan in 2025 that will establish a framework to prepare for climate change through mitigation and adaptation strategies and maximize co-benefits that contribute to community resilience factors, such as health, equity, food security, biodiversity, a sustainable economy, among others.

Staff also started reviewing gaps and opportunities for Langford to adopt higher levels of Energy and/or Zero Carbon Step Code in 2025.

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
 1e: Develop a Climate Action Development Permit Area Bylaw





**✓ Attainable Housing Program**

Staff continued administering the Attainable Housing Program in 2025. During this time, 10 homes were sold within the Attainable Home Ownership Program, and three housing agreements were registered. Two of these housing agreements secured 16 below-market rental units while the third adjusted the terms of a previously approved below-market rental housing agreement.

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

**LOOKING FORWARD**  
**2026 Objectives and Measures**  
**Review the Zoning Bylaw Parking Requirements in the City Centre**

The Bylaw to implement Council’s direction from December 2025 will be drafted and presented to Council for consideration in spring 2026.

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
 1l: Review the Zoning Bylaw Parking Requirements in the City Centre

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

Following the completion of analysis and industry engagement, the Downtown On-street Parking Strategy will be finalized in spring 2026.

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

**Update the Amenity Contribution Policy**

Following the completion of background review, analysis, financial feasibility assessments, public and industry engagement, draft Amenity Cost Charge and Inclusionary Zoning Bylaws will be presented to Council for consideration in spring/summer 2026. As noted, this will change the way the City secures community amenities and affordable housing in new development moving forward.

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
 1b: Update the Amenity Contribution Policy

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

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

The draft Guidelines will be available for public comment in spring 2026. Following this, the Bylaw to establish the new Guidelines will be finalized for Council consideration. Council will also consider establishing an Advisory Design Panel at that time.

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
 1d: Update Design Guidelines and Consider an Advisory Design Panel

**Update the Environmental Development Permit Area Guidelines and Associated Maps**

The draft Guidelines will be available for public comment in spring 2026. Following this, the Bylaw to establish the new Guidelines will be finalized for Council consideration.

**STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT**  
 1q: Update the Environmental Development Permit Area Guidelines and Associated Maps

## Housing Strategy

Work on the housing strategy will commence in 2026. The initial phases of work will be coordinated with the workplan to create an Inclusionary Zoning Bylaw to replace the Attainable Housing Policy as described above. This will ensure a coordinated and integrated approach between these two projects, and that the Inclusionary Zoning Bylaw can be deployed as an immediate action to implement important aspects of the Housing Strategy.

This work will also include a review of the changes to the Residential Tenancy Act and opportunities to support tenants that are affected by redevelopment.

It's expected that the Strategy will be finalized for Council consideration in summer 2026.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1m: Pursue Programs and Partnerships for Affordable Housing



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1n: Tenant Assistance Supports

## Housing Target Order

In 2026, staff will prepare both the 6-month Interim Housing Target Progress Report for the period of September 1, 2025 – February 28, 2026, as well as the Progress Report for the first full year of the Housing Target Order ending September 1, 2026. The reports must be received by Council and posted publicly within 45 days of the end of each period.

## Climate Action Plan and Step Code Implementation

Work on the Climate Action Plan will intensify in 2026, including the completion of background review and analysis, the commencement of public and interest holder engagement, the completion of the climate risk and vulnerability assessment, the emission inventory, and the reduction pathway assessment. It's expected that the Plan will be finalized for Council consideration in fall 2026.

Staff will present their findings related to opportunities to adopt higher levels of Step Code to Council in spring 2026.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

1e: Develop a Climate Action Development Permit Area Bylaw

## Attainable Housing Program

Staff will continue to administer the Attainable Housing Program in 2026. It is expected that additional homes will be sold within the ownership program, additional housing agreements will be registered for new partner projects, and that the first attainable rental units will become available. This Program may ultimately be modified to respond to any new requirements implemented through the Inclusionary Zoning Bylaw.



### STRATEGIC PLAN ALIGNMENT 1. SUSTAINABLE DEVELOPMENT

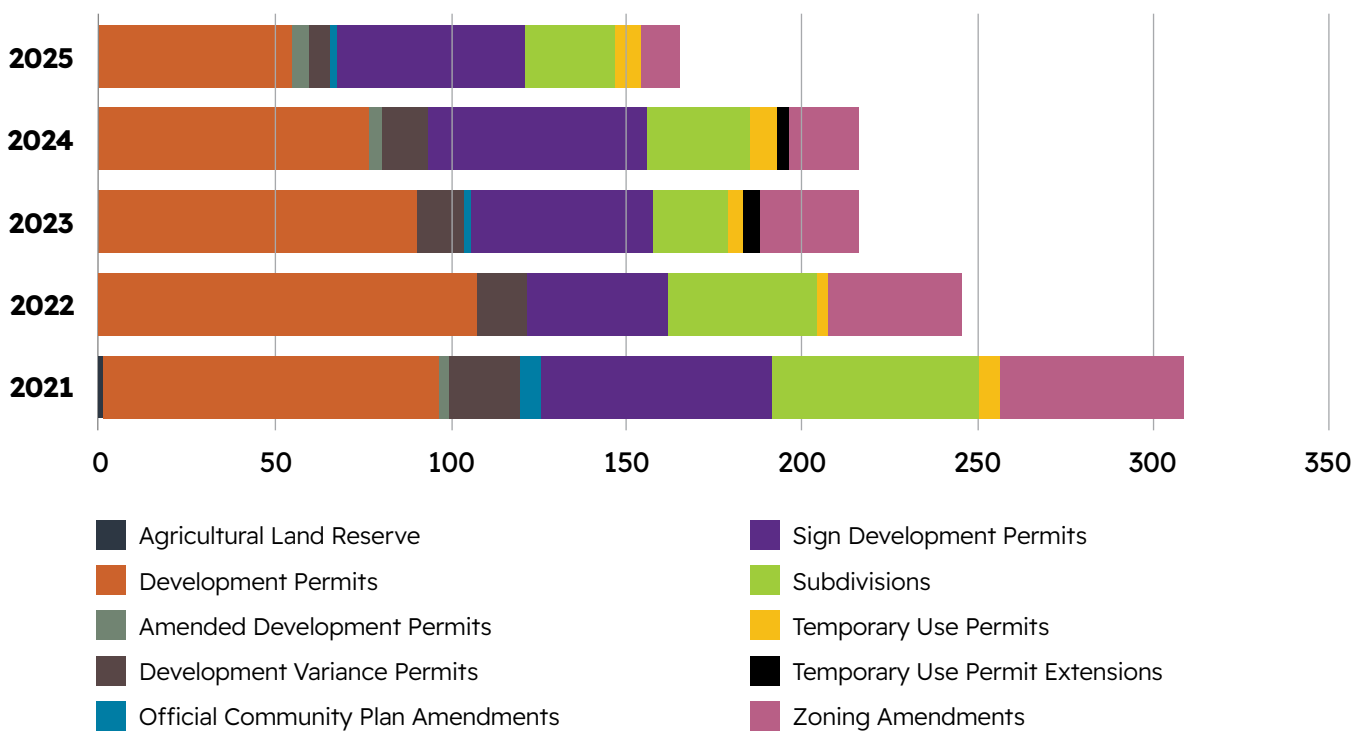
1m: Pursue Programs and Partnerships for Affordable Housing



## 2025 DEVELOPMENT APPLICATION STATISTICS

Type of Application	2021	2022	2023	2024	2025	Total
Agricultural Land Reserve	1	0	0	0	0	1
Development Permits	95	107	90	76	54	422
Amended Development Permits	3	0	0	4	5	12
Development Variance Permits	20	14	13	13	6	66
Official Community Plan Amendments	6	0	2	0	2	10
Sign Development Permits	65	40	52	62	53	272
Amended Sign Development Permits	0	0	0	0	0	0
Strata-Title Conversions	0	0	0	0	0	0
Subdivisions	59	42	21	29	26	177
Temporary Use Permits	6	3	4	8	7	28
Temporary Use Permit Extensions	0	0	5	3	0	8
Zoning Amendments	52	38	29	20	11	150
<b>Total</b>	<b>307</b>	<b>244</b>	<b>216</b>	<b>215</b>	<b>164</b>	<b>1146</b>

### APPLICATIONS RECEIVED BY YEAR



## REVENUE COLLECTED BY TYPE OF APPLICATION BY YEAR

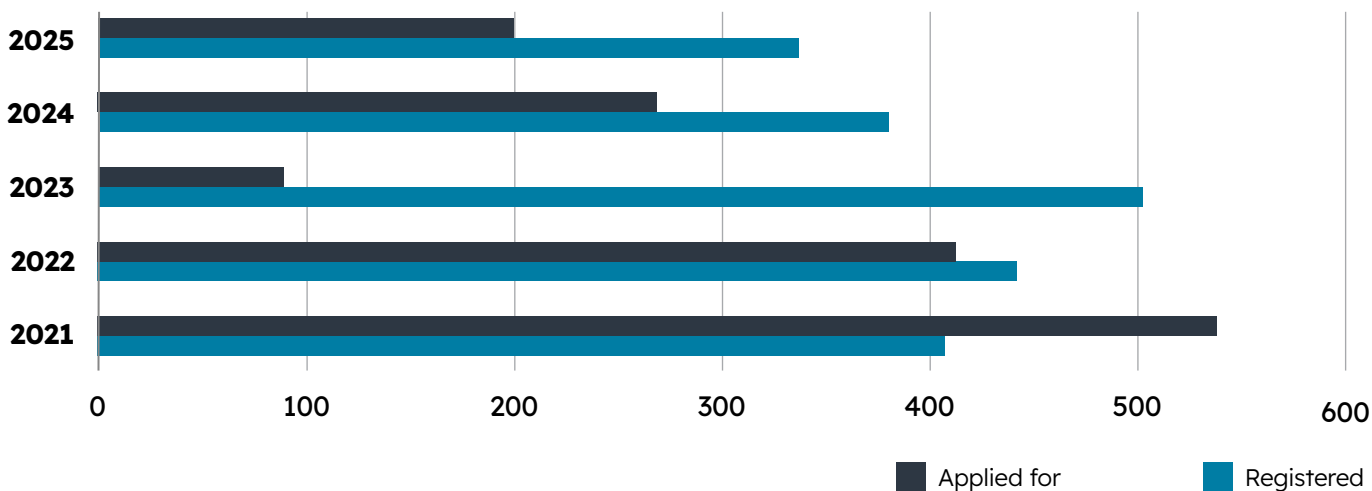
	ALR Budget \$0	DP Budget \$380,000	DVP Budget \$16,000	Rezoning Budget \$180,000	PH Budget \$0	SDP Budget \$10,000	SUB Budget \$168,500	TUP Budget \$3,000	Monthly Total	Total to Date Budget \$649,500
<b>2025</b>	-	\$206,519	\$6,437	\$58,817	-	\$9,000	\$102,630	\$16,030		<b>\$399,433</b>
<b>2024</b>	-	\$298,027	\$10,829	\$72,495	\$14,692	\$12,700	\$151,663	\$9,446		<b>\$569,852</b>
<b>2023</b>	-	\$391,338	\$17,790	\$202,775	\$68,381	\$8,800	\$133,419	\$5,886		<b>\$828,389</b>
<b>2022</b>	-	\$633,194	\$12,551	\$225,846	\$80,053	\$7,750	\$274,438	-		<b>\$959,394</b>
<b>2021</b>	\$0	\$533,881	\$25,104	\$280,743	\$102,351	\$10,700	\$119,479	\$4,150		<b>\$957,679</b>

## SUBDIVISION STATISTICS

### SUBDIVISIONS BY YEAR

Year	Files	Active	Applied For	Registered
<b>2025</b>	28	26	200	339
<b>2024</b>	29	21	269	381
<b>2023</b>	21	17	91	504
<b>2022</b>	42	24	414	444
<b>2021</b>	59	29	539	409
<b>Total</b>	<b>179</b>	<b>117</b>	<b>1,513</b>	<b>2,077</b>

### LOTS CREATED BY YEAR

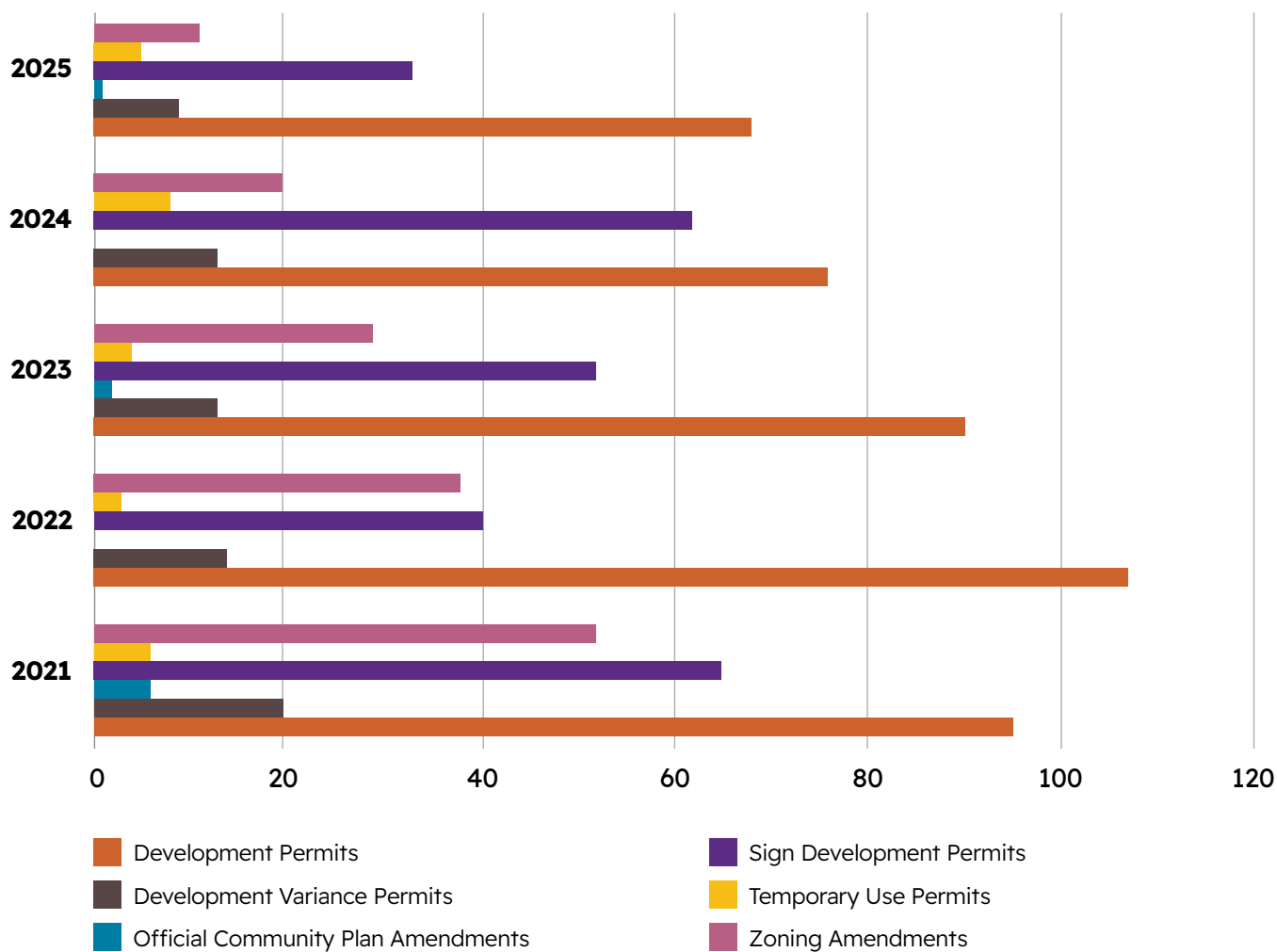


## BYLAW STATISTICS

### BYLAWS ADOPTED AND PERMITS ISSUED BY YEAR

Type of Application	2021	2022	2023	2024	2025	Total
Development Permits	95	107	90	76	68	436
Development Variance Permits	20	14	13	13	9	69
Official Community Plan Amendments	6	0	2	0	1	9
Sign Development Permits	65	40	52	62	33	252
Temporary Use Permits	6	3	4	8	5	26
Zoning Amendments	52	38	29	20	11	150
<b>Total</b>	<b>244</b>	<b>202</b>	<b>190</b>	<b>179</b>	<b>127</b>	<b>942</b>

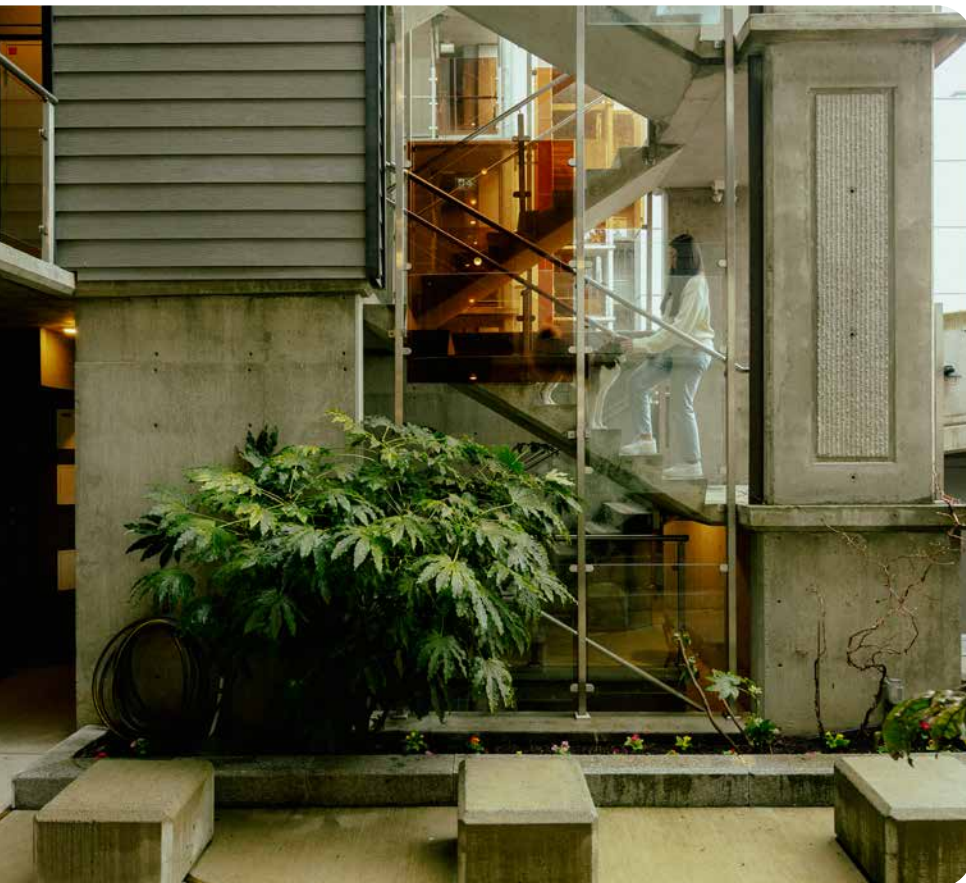
### BYLAWS ADOPTED AND PERMITS ISSUED BY YEAR





# Building Services

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



## OVERVIEW

Through inspections, the Building Services Department continues to assist in ensuring that new building projects align with the BC Building Code, the BC Plumbing Code, City Bylaws, and the Official Community Plan. There have been many changes to the BC Building Code in recent years, including ones which were implemented in March 2025. These changes add complexity to the Code. Building Services Department staff participated in training related to these changes and began providing guidance to the development community.

## Ongoing Objectives and Measures

### ✓ Efficient Processes

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

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

### ✓ Ensuring Building Code Compliance

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

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



### ✓ Ongoing Professional Development

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

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

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

### ✓ Key Partner Relations

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

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

## NUMBER OF PERMITS ISSUED IN 2025

 **1,159 RESIDENTIAL UNITS CREATED**  
(763 PERMITS)

 **47 TOWNHOMES**  **36 DUPLEXES**

 **8 MULTI FAMILY**  **104 SINGLE FAMILY DWELLINGS**

-  **ADDITIONS AND ALTERATIONS**
-  **TENANT IMPROVEMENTS**
-  **PLUMBING**
-  **COMMERCIAL/ INDUSTRIAL**

## LOOKING FORWARD 2026 Objectives and Measures

### Ensuring Compliance

The Building Department remains committed to ensuring safe, sustainable, and energy-efficient development across Langford. In 2026, we will continue to support growth while upholding high standards in building safety and compliance. Looking ahead, we are prioritizing ongoing training and collaboration with the province to stay current with evolving Building Code and Step Code requirements. This proactive approach ensures our team is equipped to navigate the increasing complexity of the code and deliver the highest level of service to our community.



# 2025 Consolidated Financial Statements

As part of its commitment to transparency and accountability, the City of Langford prepares annual consolidated financial statements in compliance with legislation, and in accordance with Canadian Public Sector Accounting standards. The consolidated financial statements have been audited by KPMG LLP, independent external auditor appointed by the City. These statements provide residents with an overview of the City's financial position, including its assets, liabilities, revenues, and expenditures for the fiscal year. The 2025 Consolidated Financial Statements were approved by Council on May 12, 2026.



**2025**

**CITY OF LANGFORD  
Consolidated Financial Statements  
For the fiscal year ending December 31, 2025**

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**City of Langford, British Columbia, Canada**



# City of Langford

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

**Mayor:** Scott Goodmanson

**Councillors:** Kimberley Guiry  
Colby Harder  
Mark Morley  
Mary Wagner  
Keith Yacucha  
the Late Lillian Szpak

**Chief Administrative Officer:** Darren Kiedyk, CPA, CGA

**Director of Finance:** Michael Dillabaugh, CPA, CA

**City Engineer:** Katelyn Balzer, P.Eng.

**City Planner:** Leah Stohmann, RPP, MCIP

**Fire Chief:** Christopher Aubrey

**Auditors:** KPMG

**Solicitors:** Young Anderson

**Bankers:** Bank of Montreal

**Police:** RCMP - West Shore

# CITY OF LANGFORD

## Consolidated Financial Statements

Year ended December 31, 2025

### Financial Statements

Management's Responsibility for the Consolidated Financial Statements	1
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Consolidated Statement of Change in Net Financial Assets (Debt)	7
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# CITY OF LANGFORD


## 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.

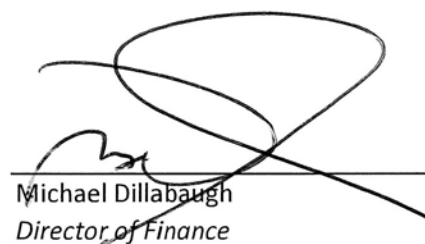
City of Langford Council meets with management and the external auditor to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

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.



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Darren Kiedyk  
Chief Administrative Officer



---

Michael Dillabaugh  
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 City of Langford

### **Opinion**

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

- the consolidated statement of financial position as at December 31, 2025
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net financial assets (debt) for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

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

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

### **Basis for Opinion**

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

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

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

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

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

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

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

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

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

We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants

Victoria, Canada  
May 12, 2026

Consolidated Statement of Financial Position

As at December 31, 2025, with comparative information for 2024

	2025	2024
<b>Financial assets:</b>		
Cash and cash equivalents (note 2)	\$ 40,533,569	\$ 72,046,766
Short term investments	1,733,757	1,273,376
Property taxes receivable	4,159,263	4,375,629
Accounts receivable	11,985,039	13,898,362
Other assets	1,107,863	1,256,265
	59,519,491	92,850,398
<b>Financial liabilities:</b>		
Accounts payable and accrued liabilities	16,892,467	16,919,863
Prepaid property taxes	2,616,647	2,061,038
Deferred revenue (note 3)	24,166,734	17,643,064
Refundable deposits	26,697,086	28,684,472
Debt (note 4)	68,488,886	38,673,494
	138,861,820	103,981,931
<b>Net financial assets (debt)</b>	<b>(79,342,329)</b>	<b>(11,131,533)</b>
<b>Non-financial assets:</b>		
Tangible capital assets (note 5)	844,269,720	708,184,317
Sewer franchise agreement (note 6)	55,047,457	51,836,162
Prepaid expenses	4,623,748	759,465
	903,940,925	760,779,944
Commitments, contingencies and contractual rights (note 11 and 12)		
<b>Accumulated surplus (note 7)</b>	<b>\$ 824,598,596</b>	<b>\$ 749,648,411</b>

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

\_\_\_\_\_  
 Director of Finance

**Consolidated Statement of Operations**

Year ended December 31, 2025, with comparative information for 2024

	Financial Plan (note 13)	2025	2024
<b>Revenue:</b>			
Taxation, net (note 8)	\$ 64,717,610	\$ 64,458,520	\$ 56,358,739
Development cost charges (note 3)	2,325,000	1,331,767	3,411,657
Sewer capital recovery fees	-	10,516,819	7,817,199
Utility charges	5,000	5,000	5,000
Other	7,294,027	10,681,353	9,056,197
Licences and permits	4,791,900	5,232,486	3,822,668
Penalties and interest	590,000	914,213	801,759
Government transfers (note 9)	30,524,183	5,828,687	4,331,295
Commercial leasing	7,942,150	10,610,919	8,654,232
Casino	1,400,000	1,306,469	1,389,857
Investment earnings	600,000	1,527,415	2,751,312
Developer and property owner contributions	10,825,000	73,604,983	30,792,293
<b>Total revenue</b>	<b>131,014,870</b>	<b>186,018,631</b>	<b>129,192,208</b>
<b>Expenses:</b>			
General government services:			
Legislative	647,150	567,924	537,642
Administrative	7,872,550	9,290,898	7,600,498
Other	3,319,800	3,040,193	2,705,806
	11,839,500	12,899,015	10,843,946
Protective services:			
Police and bylaw enforcement	20,866,710	22,138,423	18,189,825
Fire protection and emergency response	8,462,620	8,848,418	7,414,233
Building inspection and other	966,950	1,091,156	1,087,823
	30,296,280	32,077,997	26,691,881
Engineering and public works:			
Common services	2,926,230	2,598,838	2,375,826
Land development services	369,100	582,365	605,664
Roads, streets and storm drainage	8,104,970	18,362,442	15,005,221
	11,400,300	21,543,645	17,986,711
Community services:			
Environmental and development services	2,967,520	2,401,818	1,982,926
Recreation and cultural services	18,767,460	26,194,670	22,981,763
West Shore Parks and Recreation Society (note 14)	8,245,383	8,645,777	8,060,001
	29,980,363	37,242,265	33,024,690
Utility and enterprise services:			
Sewer infrastructure	-	7,305,524	3,885,531
<b>Total expenses</b>	<b>83,516,443</b>	<b>111,068,446</b>	<b>92,432,759</b>
Annual surplus	47,498,427	74,950,185	36,759,449
Accumulated surplus, beginning of year	749,648,411	749,648,411	712,888,962
<b>Accumulated surplus, end of year</b>	<b>\$ 797,146,838</b>	<b>\$ 824,598,596</b>	<b>\$ 749,648,411</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, 2025, with comparative information for 2024

	Financial Plan (note 13)	2025	2024
Annual surplus	\$ 47,498,427	\$ 74,950,185	\$ 36,759,449
Acquisition of tangible capital assets	(144,287,193)	(91,329,114)	(40,433,985)
Amortization of tangible capital assets	-	13,679,022	12,580,394
Loss (gain) on disposal of tangible capital assets	-	241,861	(134,250)
Proceeds on sale of tangible capital assets	-	918,675	340,463
Sewer capital recovery fees	-	(10,516,819)	(7,817,199)
Sewer capital agency fee	-	6,281,883	2,916,315
Developer contributions of tangible capital assets	-	(58,425,424)	(23,998,203)
Change in proportionate share of West Shore Parks & Rec Society	-	(146,782)	(106,467)
	(96,788,766)	(64,346,513)	(19,893,483)
Consumption (acquisition) of prepaid expenses	-	(3,864,283)	393,117
Change in net financial assets (debt)	(96,788,766)	(68,210,796)	(19,500,366)
Net financial assets (debt), beginning of year	(11,131,533)	(11,131,533)	8,368,833
Net financial assets (debt), end of year	\$ (107,920,299)	\$ (79,342,329)	\$ (11,131,533)

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

## CITY OF LANGFORD

### Consolidated Statement of Cash Flows

Year ended December 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
<b>Operating activities:</b>		
Annual surplus	\$ 74,950,185	\$ 36,759,449
Items not involving cash:		
Amortization of tangible capital assets	13,679,022	12,580,394
Loss (gain) on disposal of tangible capital assets	241,861	(134,250)
Developer contributions of tangible capital assets	(58,425,424)	(23,998,203)
Sewer capital recovery fees	(10,516,819)	(7,817,199)
Sewer capital agency fee	6,281,883	2,916,315
Change in proportionate share of West Shore Parks & Rec Society	(146,782)	(106,467)
Changes in non-cash operating assets and liabilities:		
Property taxes receivable	216,366	(2,487,937)
Accounts receivable	1,913,323	(2,283)
Other assets	148,402	(24,641)
Accounts payable and accrued liabilities	(27,396)	(6,200,895)
Prepaid property taxes and licences	555,609	318,422
Deferred revenue	6,523,670	5,671,616
Refundable deposits	(1,987,386)	3,737,726
Prepaid expenses	(3,864,283)	393,117
	29,542,231	21,605,164
<b>Capital activities:</b>		
Acquisition of tangible capital assets	(91,329,114)	(40,433,985)
Proceeds on sale of tangible capital assets	918,675	340,463
	(90,410,439)	(40,093,522)
<b>Financing activities:</b>		
Debt proceeds	31,140,000	15,010,000
Debt payments	(1,324,608)	(3,112,017)
Changes in investments	(460,381)	5,480,078
	29,355,011	17,378,061
Decrease in cash and cash equivalents	(31,513,197)	(1,110,297)
Cash and cash equivalents, beginning of year	72,046,766	73,157,063
Cash and cash equivalents, end of year	\$ 40,533,569	\$ 72,046,766
<b>Supplemental cash flow information:</b>		
Cash paid for interest	\$ 1,551,875	\$ 1,044,790
Cash received from interest	1,806,540	3,533,262

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

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

**1. Significant accounting policies**

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

**(a) Reporting entity**

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

**(b) Basis of accounting**

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

**(c) Revenue recognition**

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

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

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

**1. Significant accounting policies (continued)****(d) Deferred revenue**

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

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

**(e) Refundable deposits**

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

**(f) Investment income**

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

**(g) Cash equivalents**

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

**(h) Long-term debt**

Long-term debt is recorded net of related repayments.

**1. Significant accounting policies (continued)**

(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.

1. **Significant accounting policies (continued)**

(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:

- 1) There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- 2) The past transaction or event giving rise to the liability has occurred;
- 3) It is expected that future economic benefits will be given up; and
- 4) 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.

1. **Significant accounting policies (continued)**

(l) Financial instruments

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

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, 2025 and December 31, 2024. 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.

**1. Significant accounting policies (continued)****(m) Public private partnerships (P3)**

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

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

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

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

**(n) Use of estimates**

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

**2. Cash and cash equivalents**

	2025	2024
West Shore Parks and Recreation Society	\$ 1,625,802	\$ 1,872,612
Cash	38,907,767	70,174,154
	<b>\$ 40,533,569</b>	<b>\$ 72,046,766</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:

	2025	2024
Development cost charges	\$ 13,965,659	\$ 11,215,350
Hotel room tax	851,946	711,062
Grants	5,562,092	1,074,400
Permit and user fees	2,464,626	3,433,854
Other	1,322,411	1,208,398
	<b>\$ 24,166,734</b>	<b>\$ 17,643,064</b>

Development cost charges

	2025	2024
Opening balance of unspent funds	\$ 11,215,350	\$ 8,004,980
Add:		
Development cost charges received during the year	3,699,340	6,166,743
Interest earned	382,736	455,284
	15,297,426	14,627,007
Less:		
Amount spent on projects and recorded as revenue	1,331,767	3,411,657
	<b>\$ 13,965,659</b>	<b>\$ 11,215,350</b>

**4. Debt**

(a) Debt

Debt consists of MFA variable rate short term financing in the amount of \$30,509,910 (2024 - \$NIL) and TD Bank interim financing facilities in the amount of \$37,978,976 (2024 - \$38,673,494). TD Bank debt bears interest at the Canadian Overnight Repo Rate Average. The current rates of interest are 2.85% (MFA) and 3.17% (TD Bank).

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

2026	\$	1,636,620
2027		8,002,150
2028		7,113,030
2029		10,719,610
2030 and thereafter		41,017,476

Interest expense on debt during the year was \$1,908,389 (2024 - \$1,529,180).

**5. Tangible capital assets**

(a) Assets under construction

Assets under construction have a value of \$63,331,514 (2024 - \$40,505,1476) 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 \$58,425,424 (2024 - \$23,998,203) comprised of land \$37,870,192 (2024 - \$19,203,946), land improvements \$810,510 (2024 - \$365,479), Vehicles, machinery, equipment \$nil (2024 - \$nil), sewer and storm infrastructure \$9,314,454 (2024 - \$1,254,462) and roads infrastructure \$10,430,268 (2024 - \$3,174,316).

(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.

(d) Write-down of tangible capital assets

No tangible capital assets were written down in 2025 or 2024.

**5. Tangible capital assets (continued)**

(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) Ministry of Transportation and Transit (MoTT)

In 2025, the City transferred \$259,332 of assets to the Ministry of Transportation and Transit (MoTT), representing project costs incurred to design, engineer, and construct infrastructure, based on terms of the agreement between the City and the Ministry of Transportation and Transit (MoTT). The transfer is recorded as an expense in the consolidated statement of operations.

**Notes to Consolidated Financial Statements**

Year ended December 31, 2025

**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	2025	2024
<b>Cost:</b>										
Opening	\$ 326,108,056	\$ 38,195,648	\$ 64,933,279	\$ 18,126,732	\$ 90,764,042	\$ 226,055,391	\$ 40,505,147	\$ 41,471,709	\$ 846,160,004	\$ 783,289,700
Additions	73,499,138	1,486,547	23,277,027	701,857	9,352,193	14,430,530	26,237,193	770,053	149,754,538	64,432,188
Transfers	326,430	600,685	319,836	1,693	-	2,162,182	(3,410,826)	-	-	-
Disposals	(12,172)	(315,225)	(330,033)	(278,816)	-	(724,028)	-	(77,212)	(1,737,486)	(1,725,704)
Change in share	-	-	-	-	-	-	-	228,952	228,952	163,820
Balance, end of year	399,921,452	39,967,655	88,200,109	18,551,466	100,116,235	241,924,075	63,331,514	42,393,502	994,406,008	846,160,004
<b>Accumulated Amortization:</b>										
Opening	-	13,068,894	14,245,995	9,972,651	18,585,652	67,218,476	-	14,884,019	137,975,687	127,826,646
Disposals	-	(87,759)	(3,174)	(239,277)	-	(169,528)	-	(77,212)	(576,950)	(1,519,490)
Amortization	-	1,719,957	1,665,885	1,089,590	1,523,332	5,698,159	-	958,458	12,655,381	11,611,178
Change in share	-	-	-	-	-	-	-	82,170	82,170	57,353
Balance, end of year	-	14,701,092	15,908,706	10,822,964	20,108,984	72,747,107	-	15,847,435	150,136,288	137,975,687
<b>Net book value, end of year</b>	<b>\$ 399,921,452</b>	<b>\$ 25,266,563</b>	<b>\$ 72,291,403</b>	<b>\$ 7,728,502</b>	<b>\$ 80,007,251</b>	<b>\$ 169,176,968</b>	<b>\$ 63,331,514</b>	<b>\$ 26,546,067</b>	<b>\$ 844,269,720</b>	<b>\$ 708,184,317</b>

**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 which has been exercised. Under the agreement, the City grants an exclusive franchise to WSES to design, construct, finance, own, and operate and maintain sanitary sewers in the City. The City also grants an exemption from municipal property tax for sewer infrastructure and WSES has been granted an Order in Council to extend that exemption to property taxes for all other jurisdictions. Upon termination of the agreement, the sewer infrastructure constructed by WSES will be acquired by the City for a nominal payment.

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

The City records the costs of sewer infrastructure constructed by WSES \$4,234,936 (2024 - \$4,900,855) 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 2025 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 \$6,281,883 (2024 - \$2,916,315).

	Opening	Increase	Decrease	Closing
WSES sewer infrastructure				
Cost	\$ 64,232,254	4,800,774	(565,838)	\$ 68,467,190
Accumulated amortization	(12,396,092)	(1,023,641)	-	(13,419,733)
	51,836,162	3,777,133	(565,838)	55,047,457
Remaining cost to be recovered	-	(4,800,774)	4,800,774	-
	\$ 51,836,162	(1,023,641)	4,234,936	\$ 55,047,457

**7. Accumulated surplus**

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

	2025	2024
<b>Surplus:</b>		
Invested in tangible capital assets	\$ 830,828,291	\$ 721,346,985
Other	(29,499,969)	(14,937,009)
<b>Total surplus</b>	<b>801,328,322</b>	<b>706,409,976</b>
<b>Reserves set aside by Council:</b>		
Future operational contingencies	992,585	1,153,186
Future capital contingencies	1,279,734	1,279,734
Federal Gas Tax	4,039,092	5,008,427
West Shore Parks & Rec Society	1,430,453	1,238,596
<b>Total reserves</b>	<b>7,741,864</b>	<b>8,679,943</b>
<b>Reserve funds set aside for specific purposes by Council:</b>		
Capital works	1,594,673	2,477,950
Affordable housing	5,661,346	4,541,624
Parks and open space	-	3,503,162
Parkland improvement	3,547	3,443
General amenity	1,186,463	908,134
Equipment replacement	2,375,377	2,300,087
Sidewalk capital	51,040	49,546
Bear Mountain fire hall	1,819,675	1,763,947
Special police capital	201,027	144,143
Special police operating	759,443	737,214
Downtown parking	144,516	140,286
Growing Communities Fund	1,731,303	17,988,956
<b>Total reserve funds</b>	<b>15,528,410</b>	<b>34,558,492</b>
	<b>\$ 824,598,596</b>	<b>\$ 749,648,411</b>

**8. Taxation**

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

	2025	2024
General	\$ 61,953,654	\$ 53,859,807
Parcel tax	1,670,459	1,743,009
Revenue in lieu of taxes	265,938	218,570
Collections for other governments	56,635,445	48,947,472
1% utility taxes	568,469	537,353
	<b>121,093,965</b>	<b>105,306,211</b>
Less taxes levied for other authorities:		
Capital Regional District - General Operating	12,542,630	11,133,961
Revenue in lieu of taxes	210,253	172,398
Capital Regional Hospital District	2,856,841	2,730,567
School Authorities	29,768,953	27,057,217
BC Assessment Authority	866,988	791,881
Municipal Finance Authority	4,660	4,407
BC Transit	10,385,120	7,057,041
	<b>56,635,445</b>	<b>48,947,472</b>
	<b>\$ 64,458,520</b>	<b>\$ 56,358,739</b>

**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.

	2025	2024
Operating transfers:		
Federal	\$ 61,226	\$ 4,872
Provincial	1,368,440	1,268,374
Other	271,539	216,018
	<b>1,701,205</b>	<b>1,489,264</b>
Capital transfers:		
Federal	2,282,856	2,252,299
Provincial	1,844,626	589,732
	<b>4,127,482</b>	<b>2,842,031</b>
	<b>\$ 5,828,687</b>	<b>\$ 4,331,295</b>

**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, 2024, the plan had about 273,000 active members and approximately 133,000 retired members. Active members include approximately 47,000 contributors from local governments.

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

The most recent actuarial valuation as at December 31, 2024 indicated a \$2,675 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2027.

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 \$1,918,138 (2024 - \$1,416,787) for employer contributions while employees contributed \$1,640,397 (2024 - \$1,289,619) to the Plan in fiscal 2025.

**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.

**11. Commitments and contingencies (continued)**

(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 2026 estimated cost of this contract is \$16,668,850.

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. The City agreed to pay \$750,000 per year to be indexed by population every two years from the opening date to a maximum of \$950,000 per year for a period of 25 years. In 2023, the City agreed to increase this amount by an additional \$950,000.

On December 12, 2024, the City entered into an agreement to purchase parkland. As part of the agreement, the City is committed to purchase all manufactured homes located on the property, if the tenant is unable or does not wish to relocate their manufactured home. These home purchases are to be completed by January 31, 2030. At December 31, 2025, the total purchase commitment is estimated to be \$7,767,650.

Operating contracts include 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, 2025, the following major contracts were in progress:

	Total Amount of Contract	Paid or Accrued
Operating	\$ 36,494,408	\$ 22,445,739
Capital	25,886,173	18,734,747

**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:

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2026	\$	2,947,421
2027		2,920,611
2028		2,845,019
2029		2,624,011
2030		2,519,265
	\$	13,856,327

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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 2025 operating and capital financial plans approved by Council on May 5, 2025. 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
<b>Revenues:</b>	
Operating	\$ 90,659,440
Capital	139,584,940
West Shore Parks & Rec Society	4,830,160
<b>Less:</b>	
Transfers from own funds	43,163,420
Proceeds on debt issue	60,896,250
<b>Total revenue</b>	<b>131,014,870</b>
<b>Expenses:</b>	
Operating	90,659,440
Capital	139,584,940
West Shore Parks & Rec Society	4,702,253
<b>Less:</b>	
Capital expenditures	139,584,940
Transfer to own funds	10,748,240
Debt principal payments	1,097,010
<b>Total expenses</b>	<b>83,516,443</b>
<b>Annual surplus</b>	<b>\$ 47,498,427</b>

**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 2025, the City's share of improvements purchased by the Society on its behalf is \$560,470.

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 2025, the City of Langford's change in cost share is \$146,782.

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

**14. West Shore Parks and Recreation Society (continued)**

(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 2025 the City's proportion for consolidation purposes was 54.46% (2024 - 54.16%).

Condensed financial information for the Society is as follows:

	2025	2024
Financial assets	\$ 6,723,414	\$ 6,319,372
Financial liabilities	3,927,879	3,888,495
Net financial assets	2,795,535	2,430,877
Non-financial assets	1,786,364	1,716,367
Accumulated surplus	\$ 4,581,899	\$ 4,147,244
Invested in tangible capital assets	\$ 1,576,456	\$ 1,504,592
Reserve funds	3,207,021	2,906,071
Other	(201,578)	(263,419)
	\$ 4,581,899	\$ 4,147,244
Revenues	\$ 9,837,169	\$ 9,643,960
Requisition from members	6,455,788	6,049,085
	16,292,957	15,693,045
Expenses	9,465,557	9,389,755
Requisition from members	6,455,788	6,049,085
	15,921,345	15,438,840
Annual surplus	\$ 371,612	\$ 254,205

**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, and street lighting.

**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.

**CITY OF LANGFORD**

Notes to Consolidated Financial Statements

Year ended December 31, 2025

**Note 15 2025 Segmented Information (continued)**

	General Government Services	Protective Services	Engineering and Public Works	Community Services	Utility and Enterprise Services	Total
Revenue:						
Taxation	\$ 11,567,030	\$ 26,521,610	\$ 9,185,700	\$ 17,184,180	\$ -	\$ 64,458,520
Utility charges	-	-	-	-	5,000	5,000
Government transfers	814,050	742,477	3,443,402	828,758	-	5,828,687
Commercial leasing	449,945	115,034	-	10,045,940	-	10,610,919
Other	7,250,314	242,983	221,151	5,408,533	10,516,819	23,639,800
Licences and permits	38,520	4,079,625	604,070	510,271	-	5,232,486
Developer and property owner contributions	2,075,170	2,500	33,733,560	27,251,498	10,542,255	73,604,983
Development cost charges	-	-	131,585	1,200,182	-	1,331,767
Casino	1,306,469	-	-	-	-	1,306,469
<b>Total Revenue</b>	<b>23,501,498</b>	<b>31,704,229</b>	<b>47,319,468</b>	<b>62,429,362</b>	<b>21,064,074</b>	<b>186,018,631</b>
Expenses:						
Salaries, wages and employee benefits	6,117,890	11,979,695	2,833,160	5,466,678	-	26,397,423
Contracted and general services	4,133,991	18,612,102	9,801,403	23,314,274	6,281,883	62,143,653
Materials, goods, supplies and utilities	1,234,044	742,828	692,744	2,167,578	-	4,837,194
Other	997,522	252,485	1,033,893	1,727,254	-	4,011,154
Amortization	415,568	490,887	7,182,445	4,566,481	1,023,641	13,679,022
<b>Total Expenses</b>	<b>12,899,015</b>	<b>32,077,997</b>	<b>21,543,645</b>	<b>37,242,265</b>	<b>7,305,524</b>	<b>111,068,446</b>
Annual surplus	\$ 10,602,483	\$ (373,768)	\$ 25,775,823	\$ 25,187,097	\$ 13,758,550	\$ 74,950,185

**Note 15 2024 Segmented Information (continued)**

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

**16. Financial risks and concentration of credit risk****(a) Credit risk**

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

The City assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the City at December 31, 2025 is the carrying value of these assets.

The carrying amount of accounts receivable is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the statement of operations. Subsequent recoveries of impairment losses related to accounts receivable are credited to the statement of operations. The balance of the allowance for doubtful accounts at December 31, 2025 is \$230,738 (2024 - \$136,689).

As at December 31, 2025, \$4,827,647 (2024 - \$7,955,275) of trade accounts receivable were past due, but not impaired.

There have been no significant changes to credit risk exposure from 2024.

**(b) Liquidity risk**

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

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

There have been no significant changes to the liquidity risk exposure from 2024.

**(c) Market risk**

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

**16. Financial risks and concentration of credit risk (continued)**

(i) Foreign exchange risk

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

As at December 31, 2025 financial instruments denominated in foreign currencies totalled \$51,799 USD (\$70,995 CAD).

There have been no significant changes to the foreign exchange risk exposure from 2024.

(ii) Interest rate risk

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

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

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

There has been no change to the interest rate risk exposure from 2024.

**17. Impact of tariffs**

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

**18. Growing Communities Fund (GCF) (Unaudited)**

The Province of British Columbia distributed conditional GCF grants to communities at the end of March 2023 to help local governments build community infrastructure and amenities to meet the demands of population growth. The GCF provided a one-time total of \$1 billion in grants to all 161 municipalities and 27 regional districts in British Columbia.

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

	2025	2024
Balance, beginning of year	\$ 17,988,956	\$ 17,135,011
Interest earned	180,722	853,945
Less eligible costs		
Recreation Amentity Building	9,500,000	-
Downtown Parkland Acquisition	3,263,170	-
Community Amenity Space	119,905	-
Local Roads Improvements	3,025,300	-
Sidewalks	530,000	-
<b>Total grant funds spent</b>	<b>16,438,375</b>	<b>-</b>
<b>Balance, end of year</b>	<b>\$ 1,731,303</b>	<b>\$ 17,988,956</b>

**19. Local Government Housing Initiatives Fund (Unaudited)**

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

	2025	2024
Balance, beginning of year	\$ 340,128	\$ -
Grant received during the year	-	379,457
Less eligible costs		
Transportation Master Plan	204,001	30,061
Parks Master Plan	93,167	9,268
<b>Total grant funds spent</b>	<b>297,168</b>	<b>39,329</b>
Balance, end of year	\$ 42,960	\$ 340,128



# 2025 Permissive Tax Exemptions

## Total Tax Levy for Langford and Other Authorities

Organization	Roll No	Lot	PID	Address	Class	Assessment	Tax Exemption
<b>Bylaw No. 1587 (Duration 2016 - 2025)</b>							
Prince Edward (BC & Yukon Command) #91 Branch of the Royal Canadian Legion	01-62-327-05731.110	Lot 2, PI VIP78559, Section 72, Esquimalt District	026-232-588	753 Station Ave	1	18,916,000	\$93,140
<b>Bylaw No. 1913 (Duration 2016 - 2025)</b>							
Westhills Land Corp YMCA-YWCA of Greater Victoria (Public Athletic Facility and Ancillary Uses)	01-62-327-06385.084	Lot A, PI EPP58443, Section 86 and 87, Esquimalt Land District	029-892-449	1310 Lakepoint Way 202-1314 Lakepoint Way 1318 Lakepoint Way 1319 Westhills Dr	6	33,632,504	\$473,019
City of Langford (Public Library)	01-62-327-06385.084	Lot A, PI EPP58443, Section 86 and 87, Esquimalt Land District	029-892-449	102-1314 Lakepoint Way	6	2,220,427	\$31,229
<b>Bylaw 1656 (Duration 2017 - 2026)</b>							
M'Akola Housing Society	01-62-327-03584.006	Lot A, Plan EPP28662, Section 1, Esquimalt District	029-895-715	550 Goldstream Ave	1	3,008,600	\$14,814
M'Akola Housing Society	01-62-327-03584.006	Lot A, Plan EPP28662, Section 1, Esquimalt District	029-895-715	550 Goldstream Ave	6	2,535,000	\$35,653
<b>Bylaw 1799 (Duration 2019 - 2028)</b>							
Pacific Housing Advisory Association	01-62-327-05829.021	Lot A, Plan EPP679000, Section 72, Esquimalt District	030-449-502	616 Goldstream Ave	1	17,489,000	\$86,113
<b>Bylaw 1866 (Duration 2020 - 2029)</b>							
Canadian Rugby Union	01-62-327-06352.012	Lot 1, PI EPP64456, Section 81, Esquimalt District	029-923-514	3019 Glen Lake Rd	8	6,461,000	\$37,794
<b>Bylaw 2147 (Duration 2024 - 2027)</b>							
Juan de Fuca Cadet Youth Society	01-62-327-06159.000	Lot 7, PI VIP6190, Section 79, Esquimalt Land District	005-913-985	948 Dunford Ave	8	986,000	\$5,768
Langford Fifty and Up Club	01-62-327-07522.001	Lot 10, PI VIP10901, Section 111, Esquimalt Land District	005-052-327	2637 Sunderland Rd	8	864,100	\$5,055
Metchosin Farmers' Institute	01-62-327-06411.005	Section 84, Esquimalt District, All that portion of the Hollywood Road (renamed Hazelwood Road by Gazette notice dated February 22, 1956), as dedicated by PI 1718 and extending northerly from the extension easterly of the south boundary of Block 2, PI 1718, Section 84, Esquimalt District to the extension north-easterly of the north-west boundary of Lot A, PI 13728		1040 Marwood Ave	8	17,000	\$99
Metchosin Farmers' Institute	01-62-327-06411.008	Lot 1, PI EPP26925, Section 84 Esquimalt District, Section 90, 86 and 87 Metchosin Land District	029-207-908	1040 Marwood Ave	6	148,000	\$2,082
Metchosin Farmers' Institute	01-62-327-06411.008	Lot 1, PI EPP26925, Section 84 Esquimalt District, Section 90, 86 and 87 Metchosin Land District	029-207-908	1040 Marwood Ave	8	2,697,000	\$15,776
Metchosin Farmers' Institute	01-62-327-06439.250	Esquimalt District, LD30 & 21 PT Sections 83, 84, 85, 86, Metchosin Land District & Sections 83 & 84 Esquimalt District except parcel M (DD15125) shown outlined in red on PI 82 RW Part held under licence of occupation by the Methchosin Farmers' Institute	—	1040 Marwood Ave	8	285,000	\$1,667
South Vancouver Island Rangers	01-62-327-13906.060	Lot 1 of PI VIP17393, Sections 79 Metchosin District, 83, 84 and 90, Esquimalt District	003-908-968	3498 Luxton Rd	8	3,124,000	\$18,274
Trustees of the Congregation of Gordon United Church	01-62-327-04125.001	Lot 1, PI VIP14459, Section 5, Esquimalt Land District	004-415-957	935 Goldstream Ave	8	2,116,100	\$12,378
The Lighthouse Christian Academy Society (Lessee)	01-62-327-06299.010	Lot 1, PI VIP15933, Section 88 & 89, Esquimalt Land District	004-547-527	1289 Parkdale Dr	8	4,783,000	\$27,978
Grace Baptist Church of Victoria	01-62-327-04250.003	Lot A, PI VIP28120, Section 5, Esquimalt Land District	001-311-034	2731 Matson Rd	8	1,326,000	\$7,757

## Total Tax Levy for Langford and Other Authorities

Organization	Roll No	Lot	PID	Address	Class	Assessment	Tax Exemption
Chamber of Commerce West Shore	01-62-327-05790.021	Lot B, PI VIP64037, Section 72, Esquimalt Land District	-	2830 Aldwynd Rd	6	859,000	\$12,081
The Forge Church	01-62-327-06694.030	Lot 1, PI VIP44619, Section 82 & 83 Esquimalt District	005-894-417	2610-2612 Sooke Rd	8	1,752,900	\$10,254
Westwind Plaza (JV) Properties Ltd. (Goudy Library)	01-62-327-05709.202	Strata Lot 2, PI VIS6677, Section 72, Esquimalt Land District	027-668-517	119-755 Goldstream Ave	6	1,054,000	\$14,824
Westwind Plaza (JV) Properties Ltd. (Goudy Library)	01-62-327-05709.203	Portion of Lot 3, PI VIS6677, Section 72, Esquimalt Land District	027-668-525	115-755 Goldstream Ave	6	1,031,200	\$14,503
Habitat for Humanity Victoria	01-62-327-04188.140	Strata Lot 4, PI VIS4874, Section 5, Esquimalt Land District	027-958-973	849 Orono Ave	6	3,685,000	\$51,827
Prince Edward (BC & Yukon Command) 91 Branch	01-62-327-05731.100	Lot 1, PI VIP78559, Section 72, Esquimalt Land District	026-232-570	761 Station Ave	6	2,825,000	\$39,732
Prince Edward (BC & Yukon Command) 91 Branch	01-62-327-05731.100	Lot 1, PI VIP78559, Section 72, Esquimalt Land District	026-232-570	761 Station Ave	8	4,004,000	\$23,422
Victoria Association for Community Living	01-62-327-05886.008	Strata Lot 8, PI VIS6662, Section 72, Esquimalt Land District	027-642-267	157-2745 Veterans Memorial Parkway	6	746,000	\$10,492
Victoria Association for Community Living	01-62-327-05886.144	Strata Lot 144, PI VIS6662, Section 72, Esquimalt Land District	027-643-620	P44-2745 Veterans Memorial Parkway	1	10,400	\$51
Victoria Association for Community Living	01-62-327-05886.145	Strata Lot 145, PI VIS6662, Section 72, Esquimalt Land District	027-643-638	P45-2745 Veterans Memorial Parkway	1	10,400	\$51
Victoria Association for Community Living	01-62-327-05886.146	Strata Lot 146, PI VIS6662, Section 72, Esquimalt Land District	027-643-646	P46-2745 Veterans Memorial Parkway	1	10,400	\$51
Victoria Association for Community Living	01-62-327-05886.147	Strata Lot 147, PI VIS6662, Section 72, Esquimalt Land District	027-643-654	P47-2745 Veterans Memorial Parkway	1	10,400	\$51
Victoria Association for Community Living	01-62-327-05886.148	Strata Lot 148, PI VIS6662, Section 72, Esquimalt Land District	027-643-662	P48-2745 Veterans Memorial Parkway	1	10,400	\$51
Nature Conservancy of Canada	01-62-327-06220.000	Lot 1, Block A, PI VIP1139, Section 90, Metchosin Land District	007-848-277	1152 Lippincott Rd	1	801,000	\$3,944
FarmFolk/CityFolk Society	01-62-327-06221.000	Lot 2, Block A, PI VIP1139, Section 89/90, Metchosin Land District	007-848-285	1152 Lippincott Rd	1	169,600	\$835
FarmFolk/CityFolk Society	01-62-327-06221.000	Lot 2, Block A, PI VIP1139, Section 89/90, Metchosin Land District	007-848-285	1152 Lippincott Rd	9	19,787	\$213
Vancouver Island Autistic Homes Society	01-62-327-06559.000	Lot 9, PI VIP12500, Section 81, Esquimalt Land District	004-771-699	1072 Jenkins Ave	1	928,000	\$4,569
Greater Victoria Animals' Crusaders	01-62-327-03581.110	Lot 3, PI VIP20139, Section 1, Esquimalt Land District	003-669-807	2770 Penelope Pl	1	1,056,000	\$5,200
Redeemer Lutheran Church Victoria	01-62-327-06001.005	Section 81, PI EPP55301, Esquimalt Land District	029-895-685	3024 Jacklin Rd	6	991,000	\$13,938
Redeemer Lutheran Church Victoria	01-62-327-06001.005	Section 81, PI EPP55301, Esquimalt Land District	029-895-685	3024 Jacklin Rd	8	1,440,000	\$8,423
Westhills Land Corp (Victoria Conservatory of Music)	01-62-327-06385.084	Portion of Lot A, PI EPP 58443, Section 86 and 87, Esquimalt Land District	029-892-449	210-1314 Lakepoint Way	6	1,154,069	\$16,231
Indigenous Perspectives Society	01-62-327-05816.000	Lot 4, Block 1, PI VIP1739, Section 72, Esquimalt Land District	001-826-247	664 Granderson Rd	6	1,618,000	\$22,756
M'Akola Housing Society	01-62-327-05737.040	Strata Lot 30, PI EPS6342, Section 72, Esquimalt Land District	031-326-153	402-731 Station Ave	1	224,800	\$1,107
M'Akola Housing Society	01-62-327-05737.042	Strata Lot 32, PI EPS6342, Section 72, Esquimalt Land District	031-326-170	403-731 Station Ave	1	291,000	\$1,433
M'Akola Housing Society	01-62-327-05737.039	Strata Lot 29, PI EPS6342, Section 72, Esquimalt Land District	031-326-145	404-731 Station Ave	1	370,000	\$1,822
M'Akola Housing Society	01-62-327-05737.043	Strata Lot 33, PI EPS6342, Section 72, Esquimalt Land District	031-326-188	405-731 Station Ave	1	364,000	\$1,792
M'Akola Housing Society	01-62-327-05737.038	Strata Lot 28, PI EPS6342, Section 72, Esquimalt Land District	031-326-137	406-731 Station Ave	1	369,000	\$1,817
M'Akola Housing Society	01-62-327-05737.044	Strata Lot 34, PI EPS6342, Section 72, Esquimalt Land District	031-326-196	407-731 Station Ave	1	363,000	\$1,787
M'Akola Housing Society	01-62-327-05737.037	Strata Lot 27, PI EPS6342, Section 72, Esquimalt Land District	031-326-129	408-731 Station Ave	1	312,400	\$1,538

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

Organization	Roll No	Lot	PID	Address	Class	Assessment	Tax Exemption
M'Akola Housing Society	01-62-327-05737.045	Strata Lot 35, PI EPS6342, Section 72, Esquimalt Land District	031-326-200	409-731 Station Ave	1	296,400	\$1,459
M'Akola Housing Society	01-62-327-05737.048	Strata Lot 38, PI EPS6342, Section 72, Esquimalt Land District	031-326-234	410-731 Station Ave	1	374,000	\$1,842
M'Akola Housing Society	01-62-327-05737.047	Strata Lot 37, PI EPS6342, Section 72, Esquimalt Land District	031-326-226	412-731 Station Ave	1	464,000	\$2,285
M'Akola Housing Society	01-62-327-05737.046	Strata Lot 36, PI EPS6342, Section 72, Esquimalt Land District	031-326-218	414-731 Station Ave	1	374,000	\$1,842
M'Akola Housing Society	01-62-327-05737.053	Strata Lot 43, PI EPS6342, Section 72, Esquimalt Land District	031-326-285	501-731 Station Ave	1	460,000	\$2,265
M'Akola Housing Society	01-62-327-05737.052	Strata Lot 42, PI EPS6342, Section 72, Esquimalt Land District	031-326-277	502-731 Station Ave	1	227,500	\$1,120
M'Akola Housing Society	01-62-327-05737.054	Strata Lot 44, PI EPS6342, Section 72, Esquimalt Land District	031-326-293	503-731 Station Ave	1	294,700	\$1,451
M'Akola Housing Society	01-62-327-05737.051	Strata Lot 41, PI EPS6342, Section 72, Esquimalt Land District	031-326-269	504-731 Station Ave	1	376,000	\$1,851
M'Akola Housing Society	01-62-327-05737.055	Strata Lot 45, PI EPS6342, Section 72, Esquimalt Land District	031-326-307	505-731 Station Ave	1	369,000	\$1,817
M'Akola Housing Society	01-62-327-05737.050	Strata Lot 40, PI EPS6342, Section 72, Esquimalt Land District	031-326-251	506-731 Station Ave	1	375,000	\$1,846
M'Akola Housing Society	01-62-327-05737.056	Strata Lot 46, PI EPS6342, Section 72, Esquimalt Land District	031-326-315	507-731 Station Ave	1	368,000	\$1,812
M'Akola Housing Society	01-62-327-05737.049	Strata Lot 39, PI EPS6342, Section 72, Esquimalt Land District	031-326-242	508-731 Station Ave	1	317,100	\$1,561
M'Akola Housing Society	01-62-327-05737.057	Strata Lot 47, PI EPS6342, Section 72, Esquimalt Land District	031-326-323	509-731 Station Ave	1	316,800	\$1,560
M'Akola Housing Society	01-62-327-05737.060	Strata Lot 50, PI EPS6342, Section 72, Esquimalt Land District	031-326-358	510-731 Station Ave	1	380,000	\$1,871
M'Akola Housing Society	01-62-327-05737.059	Strata Lot 49, PI EPS6342, Section 72, Esquimalt Land District	031-326-340	512-731 Station Ave	1	472,000	\$2,324
M'Akola Housing Society	01-62-327-05737.058	Strata Lot 48, PI EPS6342, Section 72, Esquimalt Land District	031-326-331	514-731 Station Ave	1	380,000	\$1,871
M'Akola Housing Society	01-62-327-05737.065	Strata Lot 55, PI EPS6342, Section 72, Esquimalt Land District	031-326-404	601-731 Station Ave	1	468,000	\$2,304
M'Akola Housing Society	01-62-327-05737.064	Strata Lot 54, PI EPS6342, Section 72, Esquimalt Land District	031-326-391	602-731 Station Ave	1	230,200	\$1,133
M'Akola Housing Society	01-62-327-05737.066	Strata Lot 56, PI EPS6342, Section 72, Esquimalt Land District	031-326-412	603-731 Station Ave	1	299,400	\$1,474
M'Akola Housing Society	01-62-327-05737.063	Strata Lot 53, PI EPS6342, Section 72, Esquimalt Land District	031-326-382	604-731 Station Ave	1	382,000	\$1,881
M'Akola Housing Society	01-62-327-05737.067	Strata Lot 57, PI EPS6342, Section 72, Esquimalt Land District	031-326-421	605-731 Station Ave	1	374,000	\$1,842
M'Akola Housing Society	01-62-327-05737.062	Strata Lot 52, PI EPS6342, Section 72, Esquimalt Land District	031-326-374	606-731 Station Ave	1	381,000	\$1,876
M'Akola Housing Society	01-62-327-05737.068	Strata Lot 58, PI EPS6342, Section 72, Esquimalt Land District	031-326-439	607-731 Station Ave	1	374,000	\$1,842
M'Akola Housing Society	01-62-327-05737.061	Strata Lot 51, PI EPS6342, Section 72, Esquimalt Land District	031-326-366	608-731 Station Ave	1	321,800	\$1,584
M'Akola Housing Society	01-62-327-05737.069	Strata Lot 59, PI EPS6342, Section 72, Esquimalt Land District	031-326-447	609-731 Station Ave	1	320,500	\$1,578
M'Akola Housing Society	01-62-327-05737.072	Strata Lot 62, PI EPS6342, Section 72, Esquimalt Land District	031-326-471	610-731 Station Ave	1	386,000	\$1,901
M'Akola Housing Society	01-62-327-05737.073	Strata Lot 63, PI EPS6342, Section 72, Esquimalt Land District	031-743-676	729 Station Ave	1	4,688,000	\$23,083
M'Akola Housing Society	01-62-327-05737.071	Strata Lot 61, PI EPS6342, Section 72, Esquimalt Land District	031-326-463	612-731 Station Ave	1	480,000	\$2,363
M'Akola Housing Society	01-62-327-05737.070	Strata Lot 60, PI EPS6342, Section 72, Esquimalt Land District	031-326-455	614-731 Station Ave	1	386,000	\$1,901
M'Akola Development Services Society	01-62-327-05737.011	Strata Lot 1, PI ESP6342, Section 72, Esquimalt Land District	031-325-866	107 - 731 Station Ave	6	1,664,000	\$23,403

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

Organization	Roll No	Lot	PID	Address	Class	Assessment	Tax Exemption
Hulitan Family And Community Services	01-62-327-05737.012	Strata Lot 2, PI ESP6342, Section 72, Esquimalt Land District	031-325-874	104 - 731 Station Ave	6	2,848,000	\$40,055
Bishop of Victoria Corporate Sole	01-62-327-14566.100	VIP 38777, Section 26, Goldstream Land District	031-867-464	2941/2940/2936 Irwin Rd	8	4,587,000	\$26,832
Island Corridor Foundation	01-62-327-18809.000	Lot A, PI VIP65130, Section 72, Esquimalt Land District, Except Plan VIP86164; Lot A, Plan VIP65123, Section 1,2,4&5, Goldstream Land District, Lot A, PI VIP65129, Section 7980, 86 & 87, Esquimalt Land District, Sections 79, 80, 86 and 87, Lot 2, Plan VIP45768, Section 73, Esquimalt Land District, Except Plan VIP86164; Lot 1, Plan VIP67118, Section 105, Esquimalt Land District; Lot 1, Plan VIP70605, Section 5, Esquimalt Land District, Except Plan VIP86164	006-389-538	E&N Railway	2	3,397,000	\$131,536
Plumbers & Pipefitters Building Society	01-62-327-07109.076	Lot F & G, PI EPP20282, Section 99, Esquimalt Land District	032-034-342	2759 Leigh Rd	6	1,688,000	\$23,741

**Total Permissive Tax Exemptions \$1,452,498.00**



# 2025 Revitalization Tax Exemptions

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

Organization	Roll No	Lot	PID	Address	Class	Assessment	Tax Exemption
<b>Bylaw No. 2006, 2021, Amendment No. 1. Bylaw No. 2208, 2024</b>							
1293591 BC Ltd	01-62-327-15369.012	Lot 1, Section 2, Range 3, West Highland District Plan EPP137463	032-268-321	2130 Caribou Dr	6	2,070,000	\$9,141.00
1293337 BC Ltd	01-62-327-15369.013	Lot 2, Section 2, Range 3, West Highland District Plan EPP137463	032-368-330	2120 Caribou Rd	6	4,419,000	\$25,965.00
1293470 BC Ltd	01-62-327-15369.014	Lot 3, Section 2, Range 3, West Highland District Plan EPP137463	032-368-356	2110 Caribou Rd	6	4,635,000	\$26,027.00
Langford Heights Development Ltd	01-62-327-15369.015	Lot 4, Section 2, Range 3, West Highland District Plan EPP137463	032-368-364	2111 Caribou Rd	6	8,164,000	\$39,209.00
1293377 BC Ltd	01-62-327-15369.016	Lot 5, Section 2, Range 3, West Highland District Plan EPP137463	032-368-399	691 Kodiak Way	6	18,824,000	\$94,871.00
1293387 BC Ltd							
1293428 BC Ltd							
1293599 BC Ltd							
1293629 BC Ltd							
1293608 BC Ltd	01-62-327-15369.018	Lot 7, Section 2, Range 3, West Highland District Plan EPP137463	032-368-372	2141 Caribou Rd	6	6,680,000	\$34,790.00
1293659 BC Ltd	01-62-327-15369.019	Lot 8, Sections 2 and 3, Range 3, West Highland District Plan EPP137463	032-368-381	2270 Trudie Terr	1	10,395,000	\$25,442.00
1293351 BC Ltd	01-62-327-15369.020	Lot 9, Section 2, Range 3, West Highland District Plan EPP137463	032-368-402	2161 Caribou Rd	6	23,131,000	\$111,455.00
1293392 BC Ltd							
1293445 BC Ltd							
1293454 BC Ltd							
1293464 BC Ltd							
1293401 BC Ltd							
1293417 BC Ltd							

**Totals \$366,900.00**



# Development Cost Charges

	Opening Balance	DCC's Received	Expenditures	Transfer from (to) other Fund	Interest Earned	Closing Balance
<b>Parks</b>	10,522,845	1,269,794	-1,200,182	2,000,000	424,383	13,016,840
<b>Storm Drainage</b>	538,835	255,442	-	-	21,393	815,670
<b>Roads</b>	153,670	2,174,104	-131,585	-2,000,000	-63,040	133,149
	<b>11,215,350</b>	<b>3,699,340</b>	<b>-1,331,767</b>	<b>-</b>	<b>382,736</b>	<b>13,965,659</b>



## How to Engage with Your Local Government



Send a Letter to Council



Attend a Council Meeting Online or In-person



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Attend a Public Engagement Event



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