



City of Langley Downtown Business Action Plan

Colliers International Consulting / January 27, 2014

PREPARED FOR:

City of Langley

and

Downtown Langley Business Association

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Executive Summary

This report was prepared by Colliers International Consulting on behalf of the City of Langley and the Downtown Langley Business Association. This report builds on the highly successful *Economic Development Strategy*, the *Business Recruitment and Retention Strategy* that Colliers prepared for the city in 2009, the award-winning *Downtown Master Plan*, and the award-winning *Brownfield Redevelopment Strategy* (2013). Like the 2009 report, the purpose of this study is to research, analyze, and recommend specific opportunities to improve the business environment in the City. The specific focus of this report is the downtown business area; and proposing actionable items that can be implemented quickly and efficiently.

Interviews were conducted to gain input directly from the City of Langley business community. These committed individuals are involved daily and directly with customers, policy-makers, competitors, suppliers, and each other, and contributed valuable information to this report.

A range of recommended actions have been put forward, based on our research, stakeholder input, and our knowledge of the City's unique opportunities.

The recommendations combined with the award-winning marketing efforts already employed by the City, the strategic plans such as the Downtown Master Plan, and the passion and commitment of business owners, residents, staff, and the Mayor and Council will ensure that the City of Langley continues to be *The Place to Be* for business growth and personal success.

Introduction

A vibrant local retail and service economy is fundamental to a healthy community. A strong local economy will help to facilitate consistent employment, sustain household income levels and through a constant tax base, allow for the maintenance of high quality community services. People also associate high quality and comfortable business districts as places they might also choose to live.

Greater Vancouver is seeing some of the trends that are taking hold in cities across the country and around the world. The expansion of US retailers has been a feature story in the Canadian retail landscape for several years, fueled initially by the Target acquisition of the Zellers real estate and spurred on by the dozens of US-based retail and restaurant chains looking for growth opportunities North of the border. This increased demand for commercial space is one of the leading causes of the retail development boom in Canadian cities. Millions of square feet of commercial floor area are being built in Metro Vancouver, and much of it is going in South of Fraser locations to expand existing commercial areas or to target residential growth nodes. The implications for Langley's downtown include the possibility of increased demand for retail space from independent retailers who cannot afford the increasing lease rates in regional malls. There is also the potential impact of increased competition, and conversely the possibility that US retailers locating North of the border will reduce southbound cross-border shopping trips.

This report starts by updating commercial real estate market information including lease and vacancy rates, notable transactions, and new competitive supply in the Retail Market Overview. Then the Demographic Overview updates the City and Region's profiles using the latest data. Following this, the trade areas used in previous reports are employed again for further demographic analysis and running the retail demand model.

Retail Market Overview

The Metro Vancouver retail market remained solid over the first six months of 2013 based on Colliers International Q2 2013 retail report. Leasing activity was steady across the region over the first two quarters, with activity taking place in the downtown Vancouver and inner suburbs Burnaby and Richmond, and with increased velocity in suburban communities – particularly south of the Fraser River.

In Metro Vancouver notable transactions over the period have been dominated by service-oriented tenants. These types of tenants have been expanding, easing some of the vacancy issues arising from downsizing big box retailers, and have allowed centres to realign themselves in their respective markets. The outer suburban regions of Metro Vancouver have recorded healthy leasing activity in both regional shopping centres and in neighborhood convenience shopping centres. This activity, combined with several prominent sales, has followed a push for major centres to realign their retail offerings around a growing population who have adopted the use of mobile commerce and e-commerce, to shop for commodities.

The following table illustrates the notable leading transactions in Langley, Abbotsford and Surrey regions in the first half of 2013. While no major leasing transaction occurred in Langley, Surrey saw Club 16 leasing 20,000 SF in Central City Plaza Shopping Centre, and Dollarama and Megabulk Foods leased 8,371 and 5,107 SF respectively in Abbotsford.

Notable Lease Transactions				
Shopping Centre	Address	Municipality	GLA(SF)	Tenant
January 1 - June 30 2013				
Fraser Way Place	#8 - 32451 South Fraser Way	Abbotsford	8,371	Dollarama
Fraser Way Place	32465 South Fraser Way	Abbotsford	5,107	Megabulk Foods
Central City Plaza	10153 King George Boulevard	Surrey	20,000	Club 16

Source: Colliers Retail Report Q2 2013

In the investment market, a strong level of activity occurred in the first six months of 2013. Lougheed Super Centre in Coquitlam and Aldergrove Village Shopping Centre in Langley sold for \$29.85 million and \$29.25 million respectively. Comprising the two highest transactions in the first 6 months of 2013 and making up 30.5% of the total sales figure over the first two quarters of this year. The following table summarises the notable transactions in Langley and its surrounding municipalities. In the second half of 2012 Gloucester Commercial Centre in Langley was sold for \$3.07 million, and Cedar Hills Plaza in Surrey was sold for \$21.2 million.

Notable Sale Transactions				
Shopping Centre	Address	Municipality	Transaction Size (SF)	Total price
January 1 - June 30 2013				
Aldergrove Village	26310 Fraser Highway	Langley	91,517	\$ 29,250,000
Highstreet	3122 Mt Lehman Road	Abbotsford	169,000	\$ 7,000,000
13762-13766 72nd Avenue	13762-13766 72nd Avenue	Surrey	44,915	\$ 6,400,000
July 1 - December 31 2012				
Gloucester Commercial Centre	26426 56th ave	Langley	6,840	\$ 3,075,000
Cedar Hills Plaza	12830 96th Ave	Surrey	54,614	\$ 21,200,000

Source: Colliers Retail Report Q2 2013 & Q4 2012

Colliers International's survey of open food-anchored shopping centres recorded the overall vacancy rate of 3.2% in the Abbotsford, Langley, Aldergrove region for Q2 2013. CRU Rates ranged between \$14 and \$35 per SF, while pad rates ranged between \$28 and \$45. Lease rates in this region remained steady in the first half of 2013 compared to the second half of 2012, over the same period vacancy rates decreased, while construction activity increased.

OPEN FOOD-ANCHORED SHOPPING CENTRE SURVEY - 50,000 SF OR GREATER						
REGIONS	NUMBER OF CENTRES	ANCHOR RATES	CRU RATES	PAD RATES	GLA (SF)	VACANCY RATE
Abbotsford/Langley/ Aldergrove	17	\$10 - 30	\$14 - 35	\$28 - 45	2,290,629	3.2%
Burnaby/ New Westminster	10	\$8 - 32	\$20 - 35	\$20 - 45	1,725,309	1.5%
Chilliwack	5	\$12 - 20	\$15 - 25	\$12 - 26	436,665	10.1%
Delta	7	\$10 - 15	\$13 - 32	\$30 - 35	689,615	1.9%
Maple Ridge/ Pitt Meadows/ Mission	6	\$15 - 20	\$20 - 35	\$30 - 35	1,206,481	3.7%
North Shore	8	\$10 - 30	\$25 - 75	\$35 - 60	927,200	1.5%
Richmond	9	\$6 - 20	\$17 - 45	\$20 - 49	855,720	0.8%
Squamish	3	\$11 - 22	\$18 - 35	\$22 - 35	213,344	3.4%
South Surrey/ White Rock	5	\$15 - 30	\$30 - 55	\$35 - 40	1,457,015	3.9%
Surrey - North	17	\$10 - 20	\$15 - 35	\$25 - 30	1,809,281	3.8%
Tri - Cities	9	\$13 - 30	\$20 - 40	\$35 - 40	963,637	1.5%
Vancouver (Open)	6	\$15 - 20	\$22 - 52	\$35 - 55	497,290	0.2%
Vancouver (Urban mixed-use)	6	\$18 - 28	\$35 - 65	N/A	582,321	0.1%
Total	109				13,654,507	2.6%

*For commercial retail unit of approximately 1,000 SF

**Vacancy based on physically vacant street level retail units not within a shopping centre

Upcoming New Supply

The following table illustrates the retail developments under construction in Langley, Surrey and Abbotsford. Gateway 200 and Willoughby Town Centre are the two major retail developments under construction in Langley, coming to the market in the coming years.

Retail Developments Under Construction				
Project Centre	Address	Municipality	GLA(SF)	Major Tenants
Gateway 200	200 street	Langley	TBD	Pharmasave
Willoughby Town Centre	208th Street, and 88th Ave	Langely	125,000	Loblaws
High Street	Highway 1 & Mt.Lehman Road	Abbotsford	600,000	Walmart, Cineplex, Marshalls, London Drugs
Guildford Town Centre (Redevelopment)	Corner of 104th Ave & 152 St	Surrey	215,000	Walmart
3 Civic Plaza	10347 City Parkway	Surrey	TBD	TBD

Source: Colliers Retail Reports Q2 2012 & Q2 2013

High Street

High Street is well outside of the City of Langley trade area, but the influence of this new centre will be felt throughout Abbotsford and Langley if it reaches its potential. At 600,000 square feet it will be almost the same size as Willowbrook Shopping Centre (646,000 sf). Willowbrook's tenant mix – and particularly its anchor tenants The Bay, Sears, Target – offer a stronger draw than High Street's Walmart Supercentre and cinemas. However, the novelty of a new, open-air shopping experience coupled with tenants that are still new to the Langley-Abbotsford region such as Marshall's and H&M will compel shoppers from Langley to explore High Street when it is fully open.

High Street, Abbotsford



Planned Developments

The retail development boom is still in full swing in Metro Vancouver, and in addition to the construction projects above there are new projects planned that are not yet under construction. Some of the most important projects with respect to Langley are described below.

Tsawwassen Mills/Tsawwassen Commons

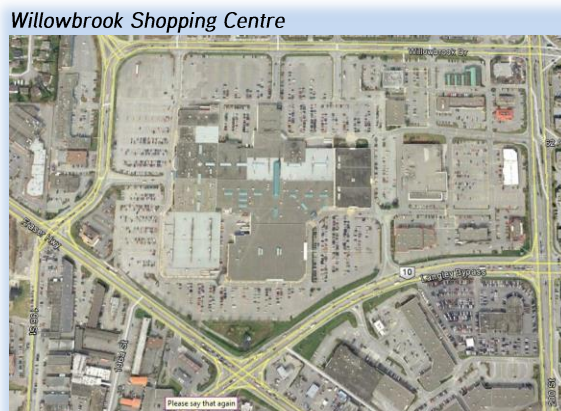
In Partnership with Commercial Developers, the Tsawwassen First Nation is planning the construction of two shopping centers on 182 acres of farmland on the North side of Highway 17 near the neighborhood of Tsawwassen, en route to the BC ferries terminal. The largest of the two shopping centres will be built by Ivanhoe Cambridge, the owners of Guildford Town Centre, Oakridge Centre, and Metropolis at Metrotown. Tsawwassen Mills is slated to be a 1.2 million square foot indoor destination and will include space for 17 major retailers and close to 200 smaller retail shops and food concessions. It will follow the model of CrossIron Mills North of Calgary and the very successful Vaughan Mills mall in Ontario.

Tsawwassen Commons, the second mall on the band's land, was proposed by Property Development Group and will be an outdoor shopping centre comprising of 600,000 square feet of retail space including 3 major retail tenants, 8 mid-sized stores, and 12 smaller spaces for restaurants and small retailers.



Willowbrook Shopping Centre

Although the property is large enough to hold significant additional density, no formal application to expand Willowbrook Shopping Centre has been and no intentions have been made public. Any plans to add density to the property would most likely include medium to high-density residential as well as unenclosed streetfront-style commercial which would compete with Langley's downtown commercial area.



New Businesses

The City of Langley has seen new business additions that are an indication of the strength of the market and the appetite for space in the City to accommodate regional and national chains. Within the last 12 months, new locations have opened for Mountain Equipment Co-Op, Cactus Club café, Porsche, and Mercedes. These are some of the most popular and sought-after brands in Canadian retail, and all have opened or will open in the City of Langley in 2013.

Demographic Overview

The City of Langley, with a total area of just over 10 square kilometers, has a 2013 estimated population of 26,779. The following table shows the age and gender split for the city in 2013.

Population (2013)		
Langley City	Male	Female
All Ages	13,005	13,774
0 - 14	2,089	1,936
15 - 24	1,562	1,547
25 - 44	4,076	3,979
45 - 64	3,422	3,543
65 +	1,856	2,769

Household Income

As demonstrated from the observation of education levels, the income levels in the City of Langley also trail behind that of the Vancouver CMA by approximately 7% in the \$20k - \$80K and \$80+K ranges.

Vancouver CMA			
# of Households	\$80+K	\$20K - \$80K	<\$20K
957,740	40.1%	46.6%	13.3%

Langley City			
# of Households	\$80+K	\$20K - \$80K	<\$20K
12,103	32.8%	53.1%	14.1%

The city's average and median income sits below the Vancouver CMA's statistics by \$20,653, and \$8,753, respectively.

Household Income (2013)		
	Langley City	Vancouver CMA
Average Income	\$ 68,649	\$ 89,302
Median Income	\$ 56,854	\$ 65,607

Retail Trade Areas

This section analyses the key trade areas for the City of Langley retail businesses. For consistency, the trade area boundaries used are the same as those employed in previous retail studies for the City. Traditionally the Primary Trade Area represent the area from which 60% to 70% of retail spending originates. The Secondary Trade Area represents the area from which a further 15% to 25% of expenditure originates.

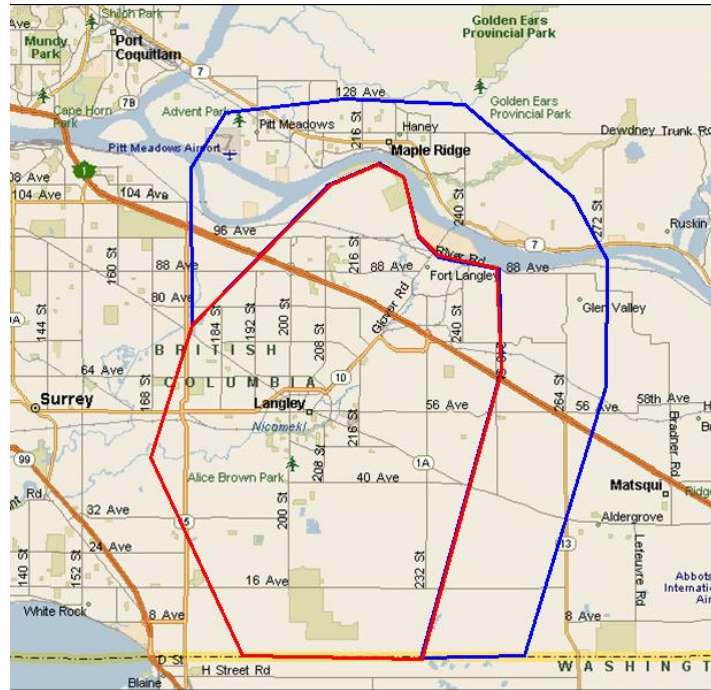
Regional Primary and Secondary Trade Area Delineation

The following map illustrates the Primary and Secondary Trade Areas of the City of Langley. The Primary Trade Area (PTA) is primarily defined by other regional retail clusters including Guildford Mall, South Surrey retail cluster, and West Abbotsford retail starting at Clearbrook Road. The PTA extends from the border in the south to the Fraser River in the north. To the west, it extends to include Cloverdale, and to the east it extends to approximately 248th Street.

The Secondary Trade Area (STA) , includes areas that may be more accessible to the City of Langley than to other regional serving retail areas, but have physical or psychological barriers that limit the direct access to the City.

With the opening of the Golden Ears Bridge, the STA extends to the north to include Maple Ridge and Pitt Meadows. To the east of the PTA, STA extends to include residents who may be indifferent between shopping in Langley or in Downtown Abbotsford. Based on the significant retail supply in South Surrey, the STA does not extend to the west of PTA.

Map of City of Langley Retail Primary and Secondary Trade Areas



Canada Sample Data	PTA		STA	
		%		%
Total Population				
2008 estimated	142,317		90,264	
2013 estimated	165,130		96,610	
2018 projected	192,314		106,425	
Median Age	38.7		40.2	
2013 Total Census Families	44,319		26,438	
Average Persons Per Family	3.1		3.1	
Total Couples	38,038	85.80%	22,177	83.90%
Without children at home	15,298	34.50%	8,879	33.60%
With children at home	22,740	51.30%	13,298	50.30%
Lone-parent families	6,281	14.20%	4,260	16.10%
Children Per Census Family	1.2		1.1	
2013 Educational Attainment (15 years+)	133,824		79,364	
Less than a bachelor degree	112,048	83.70%	69,293	87.30%
Bachelor degree & higher	21,775	16.30%	10,071	12.70%
2013 Households	61,987		36,472	
Persons per household	2.63		2.63	
Average household income	\$96,056		\$90,399	

Retail Demand Assessment

This section analyzes the current and future demand for different retail sectors in the City of Langley's trade areas. First, the methods used in evaluating trade area market demand are described. The subsequent section describes the current and future retail expenditure potential in Langley's trade areas. For future projections, Environics estimates are utilized for population and income projections for the next 5 years.

Retail expenditure potential is a measure of an area's ability to support retail and service establishments and, as such, is the first step in determining the total potential retail demand for any given area. The retail expenditure potential of a defined area is a product of a population's size, its income, and overall retail expenditure patterns.

To determine the retail expenditure potential for the Langley-centred trade areas, it was first necessary to estimate the personal disposable income of the current and future trade area populations. Personal Disposable Income (PDI) is the measure of capital available for expenditures and represents approximately 80 percent of total income, allowing for taxes and other transfers to Revenue Canada. The estimated 2013 Personal Disposable Incomes are \$33,579 in the PTA, and \$31,602 in the STA. The 2018 PDI projections are \$35,292 in the PTA and \$32,559 in the STA.

The next step in determining the retail expenditure patterns of the trade area residents is the utilization of a retail-to-personal disposable income (PDI) ratio. This ratio describes the proportion of PDI that an aggregate population will typically spend on retail goods. The ratio for the Province of British Columbia was 43.6% in 2011.

As the Trade Area residents have income levels lower than the provincial average, for 2013 we have assumed PDI ratios of 42.7% for the PTA residents and 43.4% for the STA residents. For 2018, we have assumed 42.2% and 43.1% for PTA and STA residents respectively (lower income households generally spend a greater proportion of total income on retail goods and services and, as such, have a higher PDI ratio).

Retail Expenditure Potential

The following tables illustrate the retail expenditure potential in the Primary and Secondary Trade Areas for 2013 and 2018 (projected).

The Langley PTA has a current estimated retail expenditure potential of approximately \$2.4 billion from its 2013 population of 165,130 people. With approximately 27,000 extra residents in the PTA by 2018 and \$1,713 increase in PDI, the retail expenditure potential is expected to increase by 21% or \$493 million.

The PTA expenditure potential currently includes \$595.6 million in Food and Beverage Stores and \$269.6 million in General Merchandise expenditures. Other significant spending categories in the PTA

in 2013 include \$491 million at Motor Vehicle and Part Dealers, \$287 million at Gasoline Stations, and \$163.3 million at Health and Personal Care Stores. As illustrated in the table below, these categories are expected to increase by 21% in the next 5 years.

Downtown Langley, Primary Trade Area Resident Expenditure Potential				
		2013	2018 (projected)	Growth 2013-2018
POPULATION		165,130	192,314	27,184
INCOME (PDI)		\$ 33,579	\$ 35,292	\$ 1,713
TOTAL INCOME POTENTIAL		\$ 5,544,900,270	\$ 6,787,148,040	\$ 1,242,247,770
RETAIL SALES / INCOME		42.7%	42.2%	
TOTAL RETAIL POTENTIAL		\$ 2,370,150,300	\$ 2,863,647,600	\$ 493,497,300
Motor vehicle and parts dealers (441)		\$ 491,017,514	\$ 593,253,992	\$ 102,236,477
Furniture and home furnishings stores (442)		\$ 75,386,853	\$ 91,083,414	\$ 15,696,561
Electronics and appliance stores (443)		\$ 82,061,711	\$ 99,148,067	\$ 17,086,356
Building Material and Garden Equipment Supplies (444)		\$ 129,040,803	\$ 155,908,841	\$ 26,868,038
Food and beverage stores (445)		\$ 595,596,724	\$ 719,608,005	\$ 124,011,281
Health and Personal Care Stores (446)		\$ 163,269,256	\$ 197,264,120	\$ 33,994,864
Gasoline stations (447)		\$ 287,053,658	\$ 346,822,106	\$ 59,768,448
Clothing and clothing accessories (448)		\$ 151,148,612	\$ 182,619,794	\$ 31,471,182
Sporting goods, hobby, book and music stores (451)		\$ 61,128,863	\$ 73,856,718	\$ 12,727,855
General merchandise stores (452)		\$ 269,552,931	\$ 325,677,492	\$ 56,124,560
Miscellaneous store retailers (453)		\$ 64,893,374	\$ 78,405,051	\$ 13,511,677
TOTAL - MAJOR RETAIL CATEGORIES		\$ 2,370,150,300	\$ 2,863,647,600	\$ 493,497,300

Source: Colliers International Consulting

Between 2013 and 2018 the growth in the PTA will generate an additional \$493 million in retail spending.



The Langley STA has a current estimated population of 96,600 people generating a retail expenditure potential of over \$1.32 billion. The STA Population is expected to grow by 9,815 people by 2018, generating a 13% or \$412 million increase in retail expenditure potential. Langley STA expenditure potential currently includes \$332.8 million in Food and Beverage Stores and \$150.6 million in General Merchandise Stores expenditures. Langley STA retail categories are also expected to grow by 13% in the next 5 years.

Downtown Langley, Secondary Trade Area Resident Expenditure Potential				
		2013	2018 (projected)	Growth 2013-2018
POPULATION		96,610	106,425	9,815
INCOME (PDI)		\$ 31,602	\$ 32,559	957
TOTAL INCOME POTENTIAL		\$ 3,053,069,220	\$ 3,465,105,494	412,036,274
RETAIL SALES / INCOME		43.4%	43.1%	
TOTAL RETAIL POTENTIAL		\$ 1,324,499,000	\$ 1,492,548,600	\$ 168,049,600
Motor vehicle and parts dealers (441)		\$ 274,392,812	\$ 309,207,186	34,814,373
Furniture and home furnishings stores (442)		\$ 42,128,051	\$ 47,473,168	5,345,117
Electronics and appliance stores (443)		\$ 45,858,127	\$ 51,676,508	5,818,381
Building Material and Garden Equipment Supplies (444)		\$ 72,111,214	\$ 81,260,530	9,149,317
Food and beverage stores (445)		\$ 332,834,278	\$ 375,063,580	42,229,301
Health and Personal Care Stores (446)		\$ 91,238,926	\$ 102,815,125	11,576,200
Gasoline stations (447)		\$ 160,412,731	\$ 180,765,555	20,352,824
Clothing and clothing accessories (448)		\$ 84,465,608	\$ 95,182,423	10,716,816
Sporting goods, hobby, book and music stores (451)		\$ 34,160,331	\$ 38,494,520	4,334,190
General merchandise stores (452)		\$ 150,632,889	\$ 169,744,868	19,111,979
Miscellaneous store retailers (453)		\$ 36,264,033	\$ 40,865,136	4,601,103
TOTAL - MAJOR RETAIL CATEGORIES		\$ 1,324,499,000	\$ 1,492,548,600	\$ 168,049,600

Source: Colliers International Consulting

Retail Supply Assessment

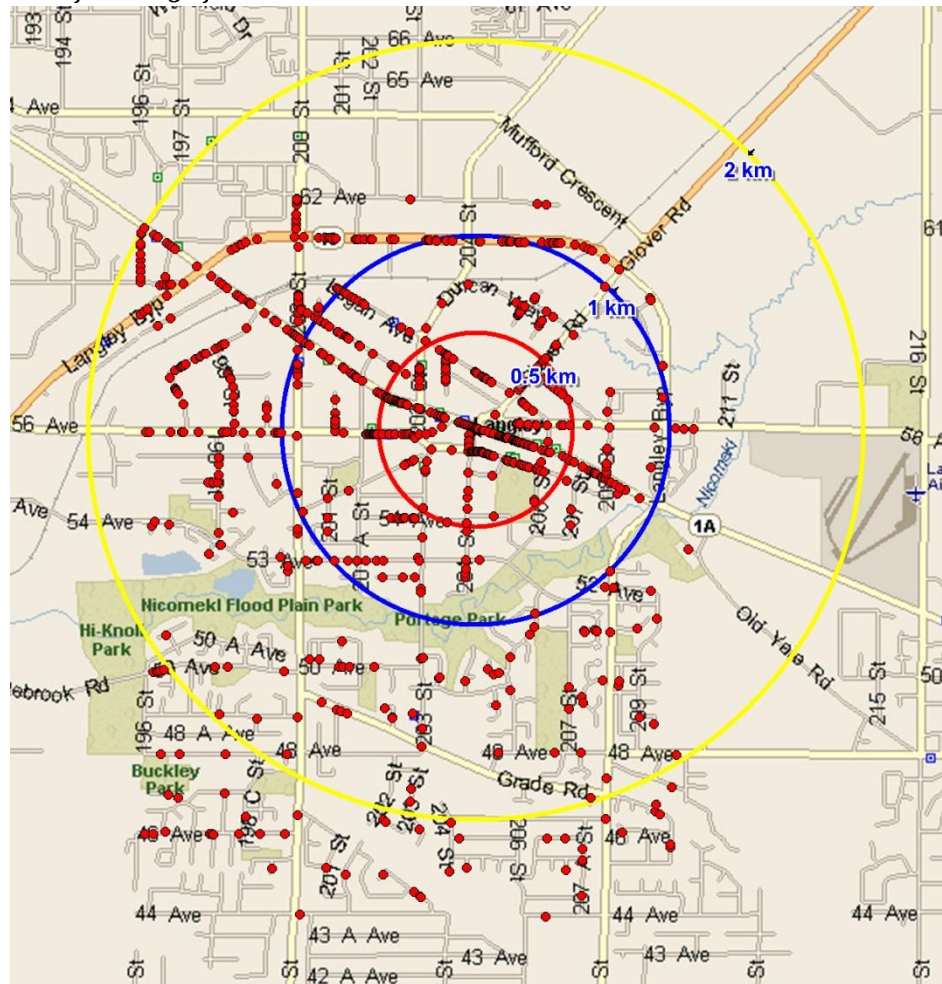
In order to review the current business and retail supply in the City of Langley, this section analyses the active business licenses utilising the City's database for 2013. There are 1,539 active business licenses registered in the City. The following table illustrates the active businesses by North American Industry Classification System (NAICS) categories. Retail Trade is the largest category with 278 business or approximately 18% of total. Other Services category which includes Repair and Maintenance, Personal and Laundry Services, Religious and Similar Organizations is the second largest category with 277 businesses. Following this category Health Care and Social Assistance, Accommodation and Food Services, Construction and Manufacturing have the largest number of businesses respectively in the City of Langley.

Active Business Licenses by sector, City of Langley, 2013		
NAICS code	Sector	Count
22	Utilities	3
23	Construction	130
31-33	Manufacturing	115
41	Wholesale trade	80
44-45	Retail trade	278
48-49	Transportation and warehousing	32
51	Information and cultural industries	19
52	Finance and insurance	28
53	Real estate and rental and leasing	74
54	Professional, scientific and technical services	70
56	Administrative and support, waste management and remediation services	83
61	Educational services	22
62	Health care and social assistance	136
71	Arts, entertainment and recreation	29
72	Accommodation and food services	135
81	Other services (except public administration)	277
811	Repair and maintenance	120
812	Personal and laundry services	110
813	Religious, grant-making, and similar organizations	42
814	Private households	5
91	Public administration	16
Total		1539

Source: City of Langley Active Business Licenses

The following map illustrates all active businesses within the City of Langley. The majority of businesses are clustered around the intersection of Fraser Highway and Glover Road in Downtown Langley. Colliers mapping analysis demonstrated that 85% of all businesses are located within 1 kilometer of Fraser Highway and Glover Road intersection, with 14% of all businesses located within 500 meters of the intersection. Fraser Highway is the primary business corridor, home to 350 businesses or 23% of total. The other major corridors include Langley Bypass with 216 businesses (14%), 56 Ave with 140 businesses (9%), Production Way and Logan Ave with 118 businesses (8%), and Douglas Crescent with 73 businesses (5%).

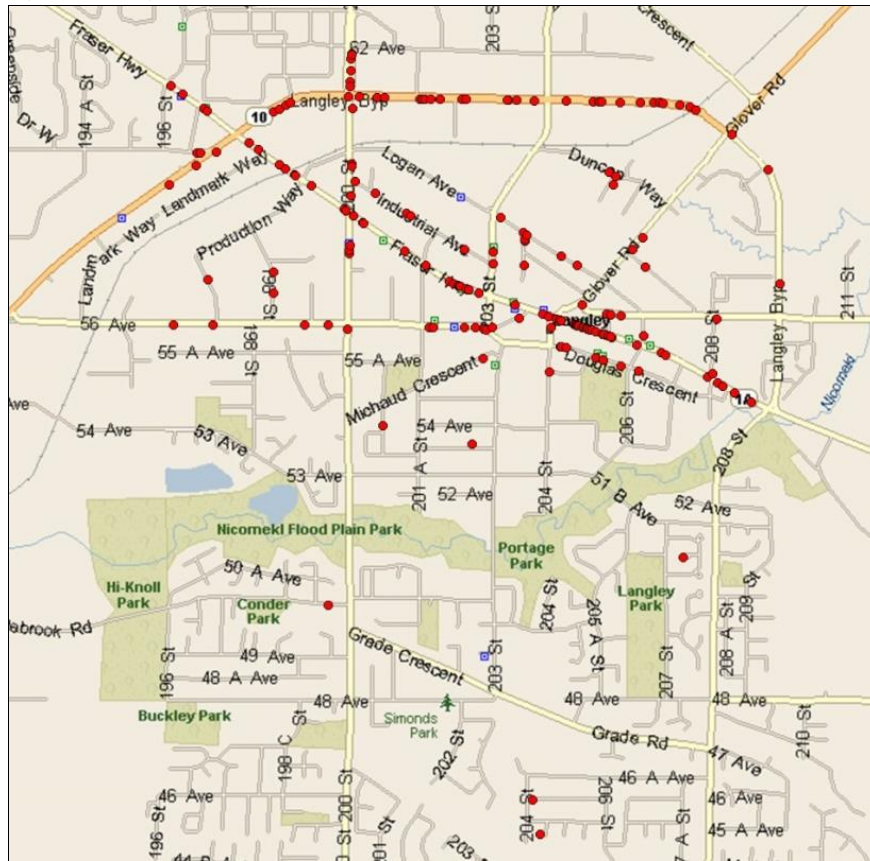
Map of All City of Langley Businesses



Active Retail Trade business licenses NAICS codes (44 & 45)

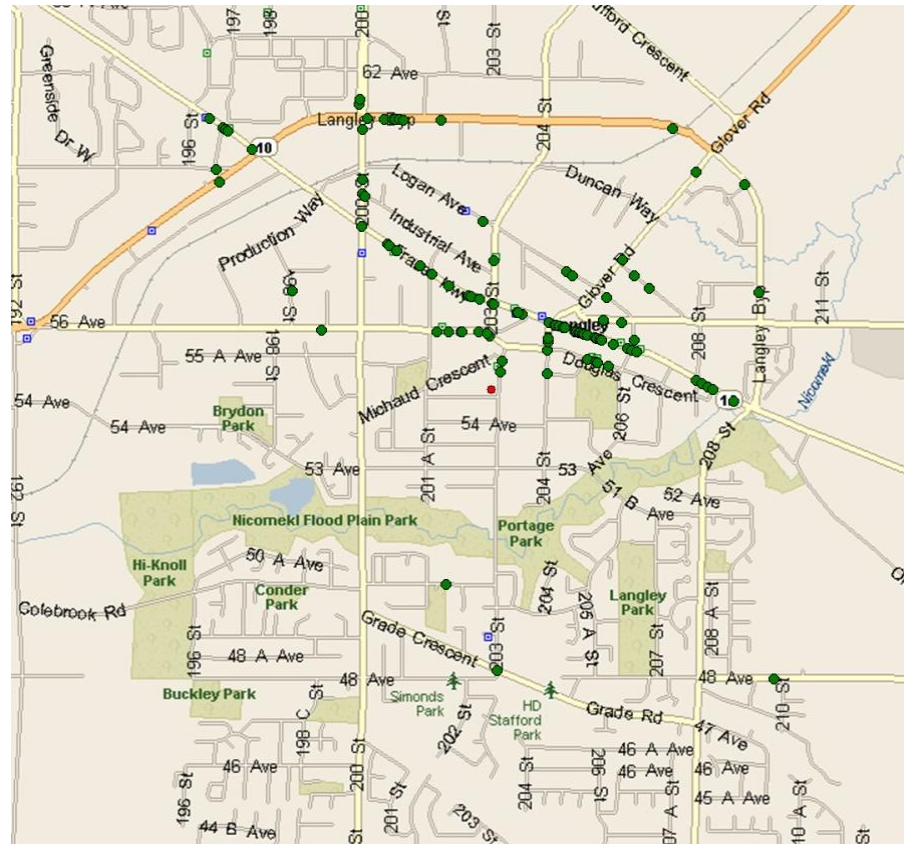
The following map illustrates the location of Retail Trade businesses as classified in NAICS categories 44 & 45, within the City of Langley. Fraser Highway is the major retail corridor, from 278 total retailers, 100 (36%) have an address on Fraser Highway. Langley Bypass is the second major retail destination in the City of Langley with 80 retailers (29%).

Map of All City of Langley Retail Businesses



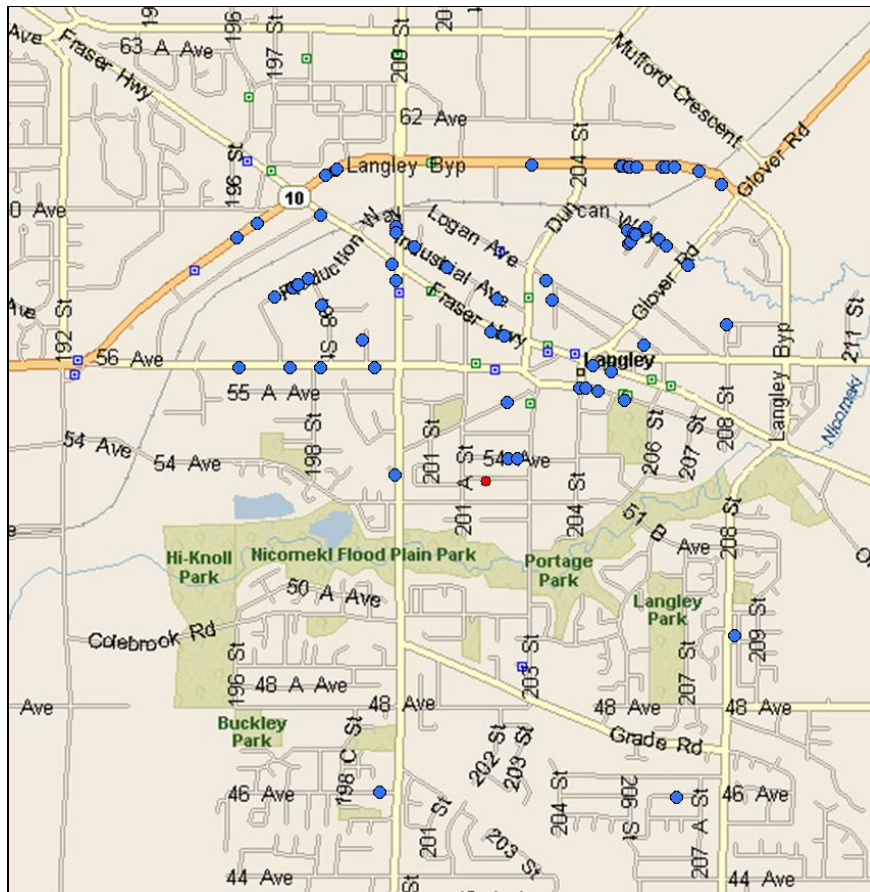
Active Food Services and Drinking Places (NAICS code 722)

The following map illustrates the distribution of Food Services and Drinking Places (NAICS code 722). These businesses are also clustered on Fraser Highway, from the total of 126, 52% or 65 establishments are located on Fraser Highway, there is a clear concentration in Downtown Langley.



Active Wholesale business licenses (NAICS code 413)

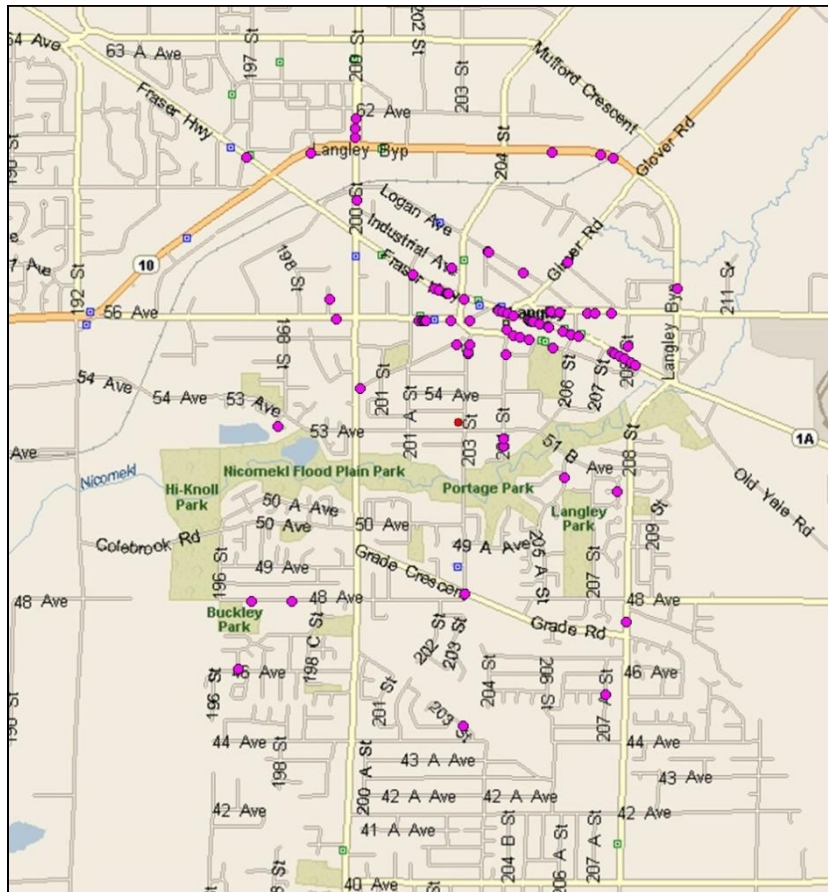
The following map illustrates the distribution of Wholesale Trade businesses. This category comprises 80 establishments, which are mainly located in the northern part of the City and north of 56 Ave, however, are more spread compared to the rest of the categories. There are a few clusters such as, northeast part of Langley Bypass, Duncan Way, Production Way and Industrial Avenue.



Active Personal Services (NAICS code 812)

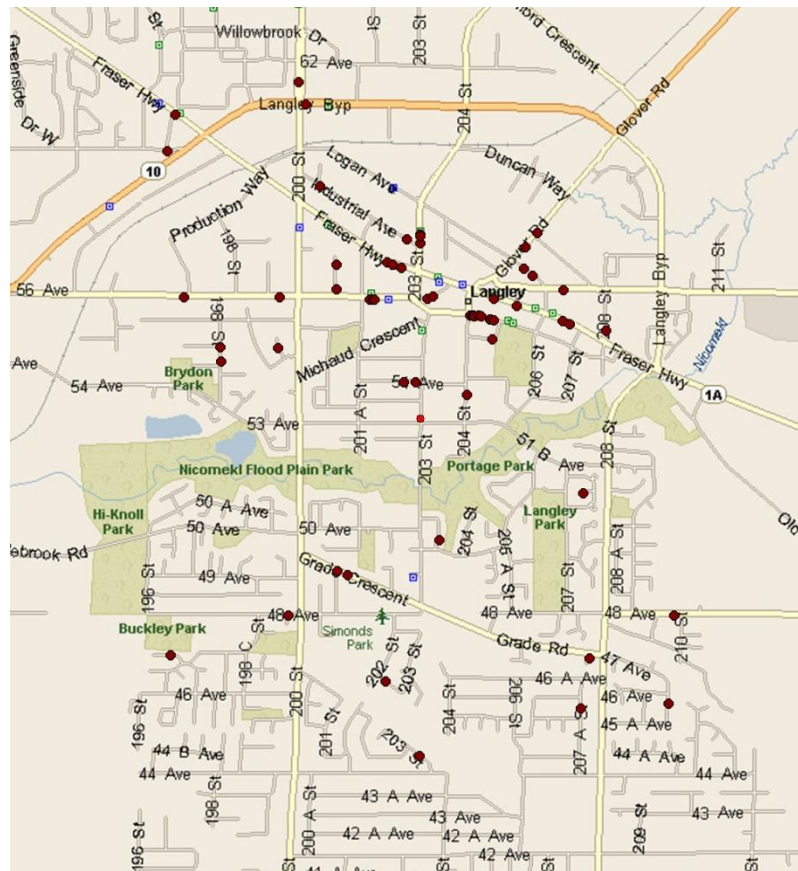
The following map illustrates the distribution of Personal and Laundry Services businesses in the City of Langley. There is a clear clustering around the intersection of Glover Road and Fraser Highway.

From the total of 110 businesses, 40 or 36% are located on Fraser Highway.



Active Professional Services (NAICS code 54)

The following map illustrates the distribution of Professional Services (NAICS Code 54) businesses in the City of Langley. There are 70 active establishments in the City of Langley, businesses are mainly concentrated around the Downtown core and more sparse further away from the core.



Benchmarking; Reviewing other BIAs

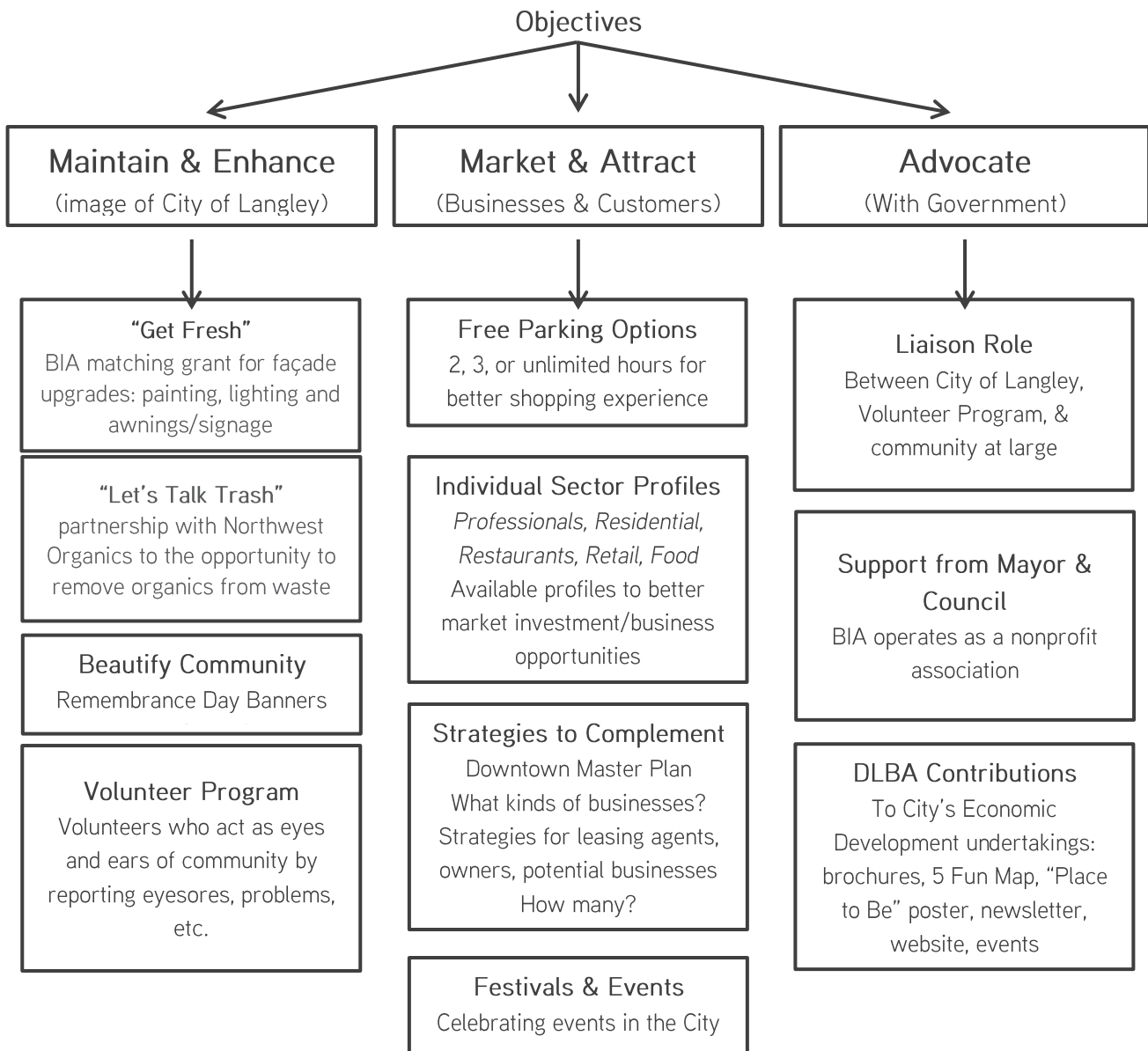
This section reviews the major initiatives of four BIAs in Metro Vancouver, including Downtown Langley, West 4th Ave, Yaletown and Fort Langley. The BIAs were chosen to represent a broad cross-section of size and location in the Lower mainland relative to the City of Langley. Following this review, BIA policies are compared under four overarching categories of Marketing and Promotion, Beautification, Community & Environment and Business Recruitment & Retention. This comparative analysis between successful BIAs is not intended to highlight shortcomings or necessarily to illustrate new opportunities for the Downtown Langley BIA to pursue. The natural inclination would be to use this comparison as a gap analysis. The opposite is actually true – rather than seeing the efforts of other BIAs as things to adopt, see them as both a product of, and a means to achieve a unique business environment.

This comparative analysis is to show that different approaches yield different results; and business areas need tailored BIA initiatives depending on the unique needs in their zones.

Downtown Langley Business Association (DLBA)

Mission Statement:

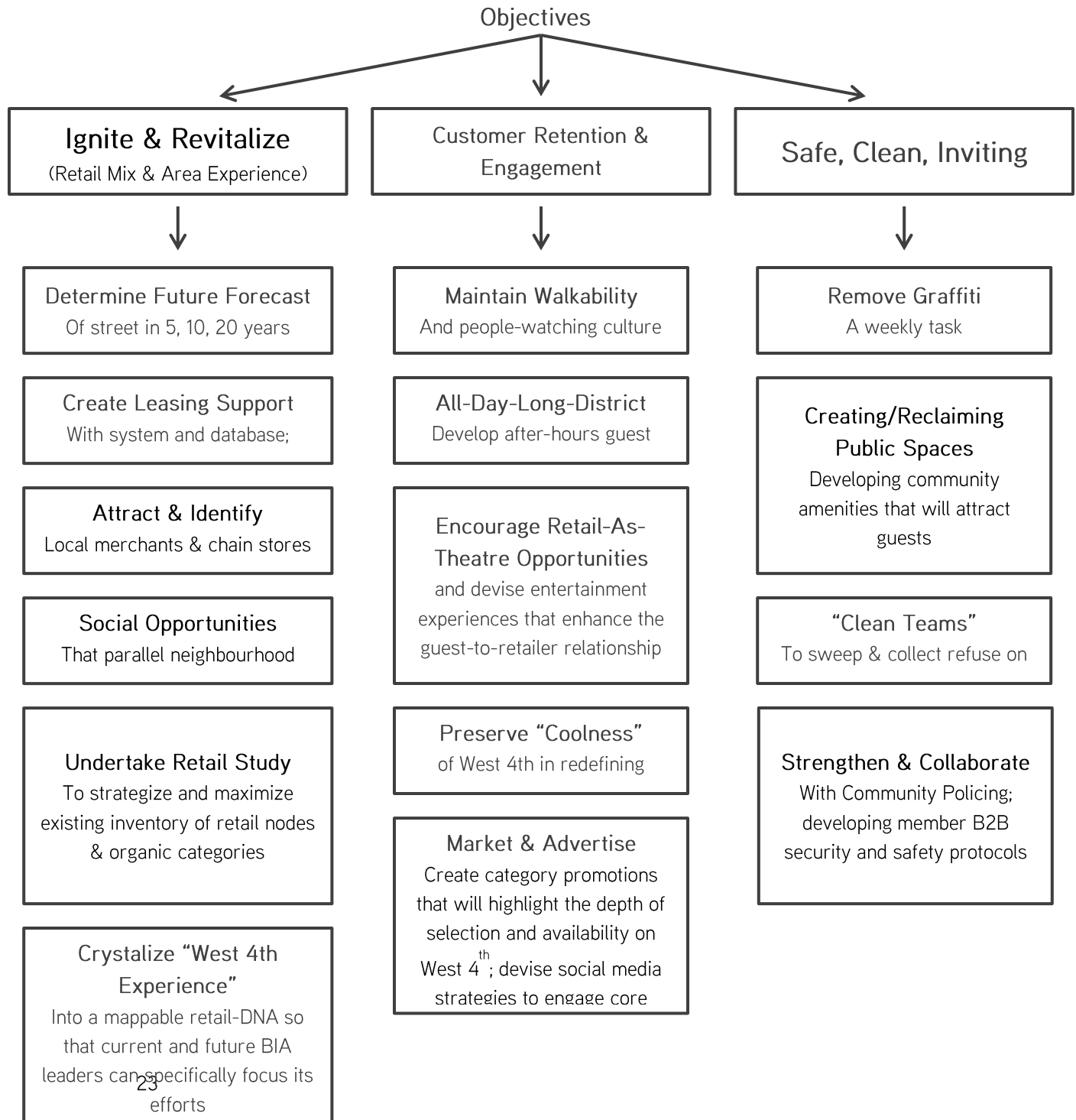
To build relationships and to lead a cooperative effort in maintaining and enhancing the City of Langley, and to work together to create a safe, vibrant and unique environment for the benefit of everyone



Kitsilano & West 4th Ave Business Association (W4thBIA)

Mission Statement:

The West 4th BIA's areas of focus are on marketing & promotions, special events, member education, business advocacy, area branding, business recruitment, customer recruitment, street beautification and neighborhood enhancement.

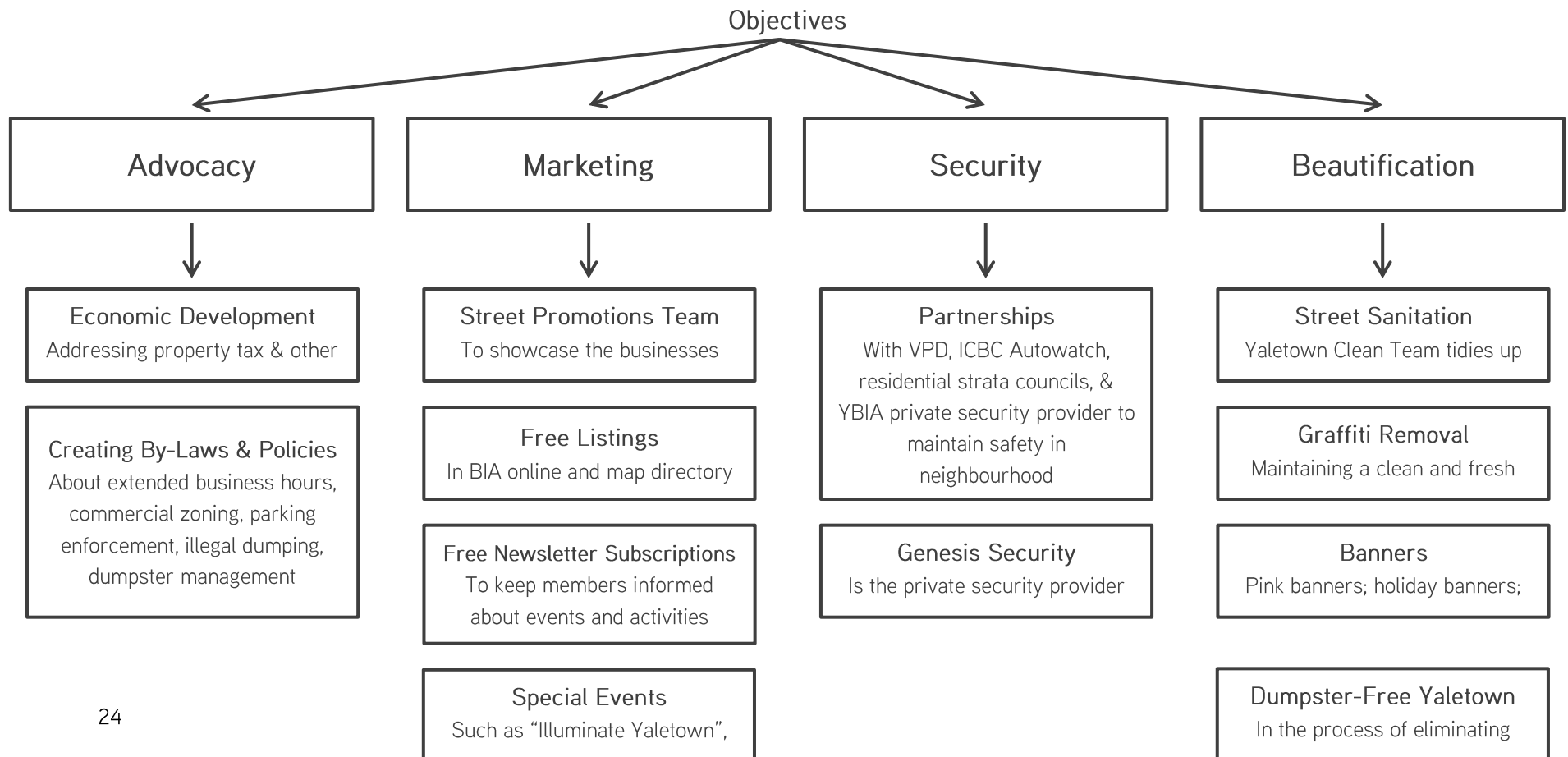




Yaletown Business Improvement Association (YBIA)

Mission Statement:

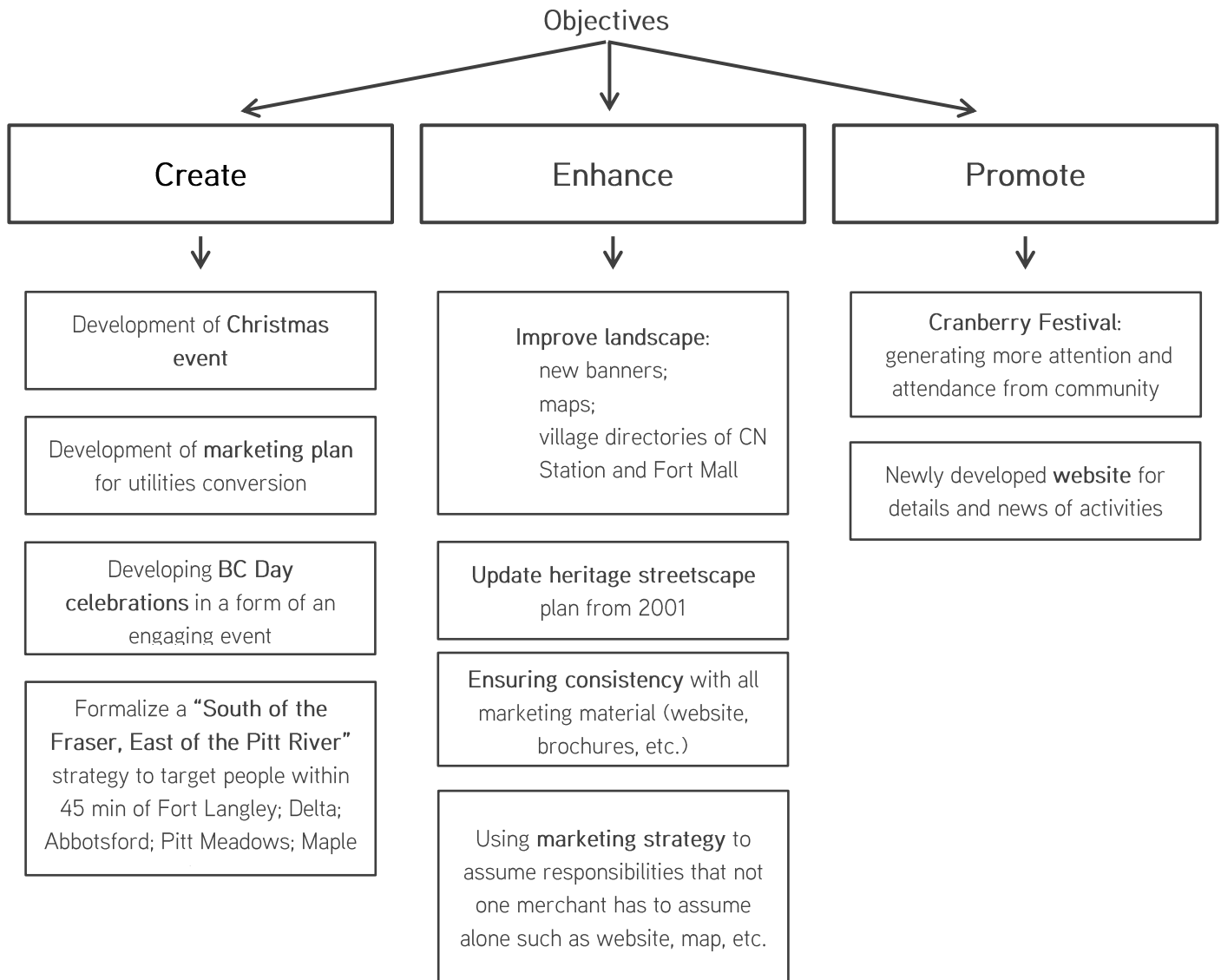
The Yaletown Business Improvement Association (BIA) is a non-profit society with a mission to enhance its members' business opportunities by leading action to improve the Yaletown environment and to promote Yaletown as the place to trade and visit.



Fort Langley BIA (FLBIA)

Mission Statement:

The purpose of the Fort Langley Business Improvement Association (BIA) is to create, enhance and promote a vital downtown business area within the village of Fort Langley. This mandate includes marketing and promotion, improving the streetscape, generating visitation, and the overall encouragement and development of business within the BIA.





Benchmarking Business Improvement Associations				
	Marketing & Promotion	Business Recruitment & Retention	Beautification	Community & Environment
Langley City	Free Parking Options: Designated areas allow anywhere from 2 hours to unlimited parking to provide for a better shopping experience	Sector Profiles: Individual sector profiles are made available online to prospective businesses to better investment/business opportunities	Get Fresh: BIA matching grant for façade improvements including painting, lighting and awnings/signage	Volunteer Program: Volunteers for the program act as eyes and ears of community by reporting eye sores, problems, etc.
	Festival & Events: The BIA makes an effort to celebrate different festivals & events to promote spirit		Let's Talk Trash: partnership with Northwest Organics to educate and provide businesses with the opportunity to remove organics from their waste	
	Marketing Material: Brochures, directory maps, "Place to Be" poster, newsletters, website and social media Business Community Advocate: The Langley BIA is represented on various City of Langley committees.		Decorating Neighbourhood: For Remembrance Day banners are set up; hydro and traffic boxes are wrapped with decorative designs	
West 4th & Kitsilano	Social Media: Utilizing mediums like FB & Twitter to spread news, cater information, locate target demographic, etc.	Leasing Support: A system & database to track current tenants; Encourage unique lifestyle incubator businesses, and attract local merchants and chain stores that best espouse the West 4th ethic and invite them to launch on our street	Graffiti Removal: A weekly task to maintain image of neighbourhood, with Clean Teams Sweeping and collecting refuse on street to ensure cleanliness at all times	Public Spaces: Putting effort towards developing and reclaiming public spaces so that it becomes a community amenity that will attract more guests to the area
	All-Day-Long-District: Day operations / services; after hours guest offerings & nightlife ambiance to prolong activities day & night			
	Character Promotion: Preserve the "coolness" factor of West 4th in redefining of its neighbourhood persona Business Community Advocate: Being an effective advocate and voice of West 4th businesses	Retail Study & Future Forecast: Strategizing & maximizing existing inventory of retail nodes and organic categories; understanding what works & what's missing so that a more eclectic retail mix can be created; forecasting what would happen to the area in 5, 10, and 20 years	Security: Strengthening safety of community by collaborating with community police; developing member B2B security & safety protocol Business Networking: Developing member-to-member networking and relationship growth through meetings, social media and B2B support systems.	



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	Business Community Advocate: The Langley BIA is represented on various City of Langley committees.			
Yaletown	Free Listings: Businesses are featured in the BIA online & map directory	Economic Development: Advocating for the participating businesses about property tax as part of the Fair Tax Coalition and other business concerns	Street Sanitation: Programs like Dumpster Free Yaletown and Graffiti Removal: Yaletown Clean Team also ensures the streets are clean by tidying up planters and picking up trash.	Security: The Yaletown BIA has hired Genesis security personnel to patrol the neighbourhood and to maintain a safe environment.
	Free Newsletter Subscriptions: Circulating info to BIA members about events & activities taking place monthly			
	Street Promotions Team: A team spreading details about current promotions/deals offered by BIA businesses	Developing Bylaws & Policies: Items that benefit the businesses & the customers such as business hours extensions; commercial zoning; parking enforcement; illegal dumping; dumpster management; patio operations	Customized Banners: Variety of banners for all times of occasions--holidays, specific events, classic pink banners, etc.	
	Special Events: Keeping Yaletown active and alive with periodic events to attract visitors and business, holidays, etc. Some examples include Illuminate Yaletown, Taste of Yaletown, Canada Day Street Party, Outdoor Movie Night, Yaletown Shopping events throughout the year.		Character promotion: The Yaletown BIA has located an authentic railway caboose in order to recall the railway history of Yaletown. In 2011, the Yaletown BIA launched the Heritage Street Furniture Project, utilizing large heritage beams that were recovered from demolition in the Yaletown heritage district.	
	Social Media: Increased use of social media to connect Yaletown fans beyond the borders of Yaletown, Google Mapmaker and Apple iOS map business listings, Continual upgrades to yaletowninfo.com		Flower Baskets and Seasonal Lighting: Decorating the neighbourhood for different occasions.	



Benchmarking Business Improvement Associations				
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	Business Community Advocate: The Langley BIA is represented on various City of Langley committees.			
Fort Langley	BC Day Celebrations: Developing a community event to celebrate BC Day; making Ft. Langley the place to be during this holiday		Banners: Adding banners to the community to improve landscape & to add spirit to the community	
	Consolidated Website: New developed website used to promote all businesses in the BIA, share news, to be a central place for all visitors		Maps: Directory maps located in key places to guide visitors to monumental sites like CN Station, Fort Mall, etc.	
	Cranberry Festival: A popular event used to generate more attention from community; one of the highest attended community events			
	Social Media: Facebook and other online advertising will become the primary advertising expenditure of the BIA, which can target people based on demographics, location, time of day, and so on			



Review and Update of 2009 Recommendations

Theme	Result	Next Steps
Improving the “shopping experience”	The heart of Langley’s downtown core has improved dramatically with upgrades to McBurney Plaza, and various programs through the city and the DLBA for building and street enhancement.	<ul style="list-style-type: none"> • Continue to work towards an improved public realm within the City of Langley, with specific emphasis on streets adjacent to and connecting to Fraser Highway: Glover Road, 204 Street, 56 Avenue, 206 Street, and Douglas Crescent. • Improve Building Facade Guidelines with an illustrated vision to ensure consistent look and feel for any facade renovations.
Marketing	Attract more consumer spending.	Continue to establish direct connections to residents of the retail trade areas, enticing people into the downtown area. <ul style="list-style-type: none"> • mail-outs • testimonials • events and sector-specific business promotions (see Urban Magnet discussion below)



Theme	Result	Next Steps
Marketing Cont'd	Attract more business interest and investment	<ul style="list-style-type: none"> • Mayor, Council and staff continue to promote the local business community through membership and presentations and attendance at industry functions. • Build relationships with commercial real estate professionals by attending industry events. • Build prospect list of target businesses; send VIP invitations to special events; send news of opportunities/recent developments/space availability (link to Spacelist.com page for the city). <p>Monitor industry news and attend events by:</p> <ul style="list-style-type: none"> • Urban Development Institute (UDI) • North America Industrial and Office Professionals (NAIOP) • Urban Land Institute (ULI) • Building Owners and Managers Association (BOMA) • International Council of Shopping Centres (ICSC)
Marketing Cont'd	Increase interest in Langley among the retail businesses themselves.	<p>As is the case for shopping centre owners and managers,</p> <ul style="list-style-type: none"> • Attend retail industry events and conferences • Promote Langley's attributes with marketing material, including retail Sector Profiles and IPSOS Survey results. • Distribute retail demand statistics • Convey opportunities for new businesses • Consider attending and sponsoring a display at the Cities of Canada Pavilion at the Whistler conference of the International Council of Shopping Centers.



Theme	Result	Next Steps
Marketing Cont'd	Increase sales and customer visits to Downtown retail and service businesses.	<ul style="list-style-type: none"> • With the DLBA, develop a marketing campaign like that of a shopping centre. (See Appendix for Shopping Centre marketing materials) • Target the areas within the Primary and Secondary trade areas that could represent the largest return on investment. These can be identified by their higher disposable incomes, and their potential for increased market penetration. • The STA areas on the north side of the Fraser River could be targeted, as well as more affluent neighbourhoods of Surrey and the Township of Langley in the PTA.
	Capture more customer traffic and sales from visitors from outside the Trade Areas	<ul style="list-style-type: none"> • Continue to promote the DLBA Volunteer program. • Consider updating the City's Downtown "Fun Map"



Theme	Result	Next Steps
Retail Mix	Since the last Business Recruitment and Retention Strategy was released, the City of Langley's business mix has added luxury car retail, more casual dining and national chain stores.	Pursue businesses that extend the business hours of the Downtown core. <ul style="list-style-type: none"> • Cafes and limited food services such as Wendel's Books, Waves Coffee, Wired Monk • Pharmacies: Rexall Drugs, Shoppers Drug Mart The strongest potential retail opportunities in the City of Langley's downtown continue to be: <ul style="list-style-type: none"> • Destination/Unique independent retailers with regional trade areas. • Weddings and bridal • Businesses such as Forever Yours Lingerie, McBurney Junction, Frostings
Zoning and Land Use	The City of Langley recently won the Canadian Urban Institute's Brownie Award for its Brownfield Redevelopment Strategy prepared in conjunction with Colliers International	Lobbying higher levels of government (through UBCM and FCM or directly) to amend capital gains legislation such that long-term property owners have an incentive to sell their holdings.
Maintain Competitiveness	The City of Langley has been recognized by NAIOP, the Union of BC Municipalities, and the Canadian Urban Institute in 2013 for economic development initiatives or for streamlined development application processing.	<ul style="list-style-type: none"> • Recent awards and recognition should be promoted in local print, and online media, and on the City's website. Press releases should be included in the business recruitment information packages.



Theme	Result	Next Steps
Business Recruitment	A number of high profile national or regional chain businesses have opened locations in the City of Langley since the last report, including Mountain Equipment Co-Op, Mercedes, BMW, Audi and Cactus Club.	<ul style="list-style-type: none"> • Continue to distribute business recruitment information package • Continue to engage with the consumer and business communities through traditional media, social media, and direct engagement.
Signage and Wayfinding	Signage and wayfinding improvements are currently being implemented.	<ul style="list-style-type: none"> • Monitoring effectiveness of wayfinding improvements through informal polling of businesses, residents, and non-resident shoppers.

Recommendations

Operating a business in downtown Langley offers greater potential for success in 2014 than at any other point in the last decade or more. Despite the new shopping centre space being added across Metro Vancouver, vacancy rates are down, lease rates have increased but are not yet pricing out independent businesses, the population in the immediate and surrounding neighborhoods continues to grow, and the resurgence of authentic high street retail areas has brought shopping traffic back to Langley's downtown.

Identify Downtown Langley's "Urban Magnet"¹

The idea of Urban Magnets is a growing trend that links architecture, economic development, and urban planning. The Urban Magnet approach involves identifying an area's 5 key magnet elements, which are all considered part of a thriving mixed-use neighborhood. The 5 elements should all support the main magnet theme so that they support and reinforce one another. Not all activity needs to be magnet-oriented. The 5 key elements are:

- **Retail** (direct-to-consumer sales or services)
- **Production** (sign of local authentic origins of the magnet theme)
- **Education** (creation of the magnet's next generation)
- **Urban Form** (built environment reinforces the magnet and the connection of key elements)
- **Events** (welcoming the community at large to celebrate and support the magnet)

Langley City needs to identify its magnet and to discuss how to promote and increase the public's investment and involvement in it. The following steps are recommended to identify or choose Langley's magnet and to enhance it by critiquing it against the 5 key elements described above:

1. Hold a stakeholder workshop in which a facilitator will help identify Downtown Langley's existing or potential magnet. (e.g. Hot Rod Culture, Foodies, Outdoor Recreation, Cycling, Performing Arts)
2. Inventory the 5 key elements under the magnet(s) and identify any missing key elements;
3. Create a marketing plan to promote the magnet to the community and to local businesses.
4. Incorporate necessary policy changes for the built environment into zoning and building bylaws.

¹ This Urban Magnets description is adapted from a presentation by Dialog, Vancouver

Special Events

The Downtown Langley BIA organizes amazing special events that generate excellent awareness of Langley businesses. Any opportunity to support and expand these events or new events should be explored. Events also attract potential customers to the businesses in the downtown and could represent additional revenue for those businesses or potentially business owners who may themselves choose to relocate to Downtown Langley.

Special Events & Festivals are an important unifying force in the life of the City. Special events can be exceptionally time-consuming for the resources of a small BIA. However, they are important not only for promotion and marketing, but also for community cohesion and pride which will lead to higher capture rates for local businesses. Colliers recommends that the City allocate funds on an on-going basis to the DLBA Special Events Budget, (\$10,000-\$15,000). Additionally, the City grant support should be sought after to offset costs associated with special events.

Following the urban magnet concept above, events should be planned around the magnet theme. Some examples of events could include:

- Weekend Farmers Market
- Arts Festival Street Party, working with the Langley Arts Council
- Oktoberfest or other autumn event
- Outdoor Movie Night,
- Car Free days,
- Night markets,
- Extended summertime hours
- Bicycle race (e.g. Prospera Valley Gran Fondo)
- Children's Festival
- Fringe Festival/performing arts celebration
- Jazz days
- Country Music Festival
- Special Events/ Poker Nights in conjunction with Cascades Casino
- Dog Show /Dog Fashion Show
- Tax-Free Shopping Day
- Seniors Day

Target Business List Development

The City of Langley's downtown is clustering around the one-way section of Fraser Highway, and on the immediate neighboring streets. The urban fabric in this area, including street alignments, building footprints, and lot sizes in many ways restricts the businesses to smaller spaces, often fronting onto sidewalks and streets, and with narrow front façades relative to contemporary shopping malls. Businesses occupying smaller footprints have become the lifeblood of Langley's



downtown. As a result of the independent business culture and the smaller unit sizes that the downtown area promotes, the target businesses should be the best independent businesses from across southwestern British Columbia– either to relocate, or to open an additional location in downtown Langley. They should also be complementary to one or more of the downtown core's key anchor businesses.

Business Recruitment Information Packages

The City and DLBA should collaborate to produce an effective information package for distribution to target tenants and as handouts at industry events. Much of the information that would form the basis of this package is contained in the front of this report. The information package should be hard copy as well as digital, and should contain the following:

- A letter from the Mayor offering a formal invitation to businesses to come to the city of Langley and see the opportunities available.
- Demographic information from the 2011 census as well as updated 2013 consumer spending data for the city and the trade areas.
- A list of retailers and other businesses who have recently located in the city.
- A print-out or link to the city's Spacelist page for currently available retail space with lease/purchase terms and links to the listing broker.
- Profiles of business success stories, local entrepreneurs, and businesses that have relocated to the area.
- Any available vehicle traffic volume or pedestrian traffic volumes data for key intersections in the downtown core.
- Contact list of municipal staff
- Downtown Langley Calendar of events

Appendix I: “Local Gem” Businesses

The following list was prepared by Colliers and represents a selection of unique “local gem” businesses. In some cases the businesses have already expanded beyond a single location, but still opt for streetfront locations.

Store	Contact Name	Address
Apparel & Accessories		
Brooklyn Clothing Co	Jason Overbo	418 Davie St., Vancouver, V6B 2G3
Crocodile Baby	Eneida Ferreira	2156 West 4th Avenue, Vancouver, BC, V6K 1N6
Diane’s Lingerie	Linda Barr	2950 Granville Street, Vancouver, BC, V6H 3J7
Forerunners	Peter Butler	3502 West 4th Ave., Vancouver, BC. V6R 1N8
Ingledeew’s Ltd	William Ingledeew	535 Granville Street, Vancouver, BC, V6C 1X6
Jack & Jill	Rose Cantanzaro	3050 Granville Street, Vancouver, BC V6H 3J8
Muse Social Fashion House	Emailed Christine	128 – 15745 Croydon Drive, Surrey, BC, V3S 2L6
Plum Clothing	Ed DesRoches	1543 Venables Street, Vancouver, BC V5L 2G8
Serena Fashions Ltd.	John Kwei	2700 Broadway W., Vancouver BC, V6K 2G4
Brennans Men’s and Ladies Wear	Owner	4140 200 St, Langley, BC V3A 1K9
Launch Menswear	Dustin Russell	2632 Pauline St, Abbotsford, BC V2S 0C9
Hunnis Urban Boutique	Christi Hunniford & Danielle Stratuliak	#5 - 8590 - 200th Street, Langley, BC V2Y 2B9
Specialty Stores		
Bicycle Sports Pacific	Mike Theil	999 Pacific Street, Vancouver, BC V6Z 2K2
Kerrisdale Cameras	Linda Hudson	2170 W 41 Ave at Yew St, Vancouver, BC, V6M 1Z5 (Main Store)
Living Space	Ross Bonetti	102-1706 West 1st Ave, Vancouver BC Canada V6J 0E4
Cookworks	Owner	DJW Gourmet Cookware Ltd., 302 - 12 Water Street, Vancouver, BC V6B 1A4
Ming Wo	Owner	23 E. Pender Street, Vancouver, BC V6A 1S9
Uranus	Owner	356 5th St Courtenay, BC V9N 1K1
La La’s Boutique	Kristina Egyed	1748 Commercial Drive, Vancouver, BC V5N 4A3
Walrus	Caroline Boquist & Daniel Kozlowski	3408 Cambie Street, Vancouver, BC, V5Z 2W8
Paboom	Moira Pittman	1437 Store Street, Victoria, BC V8W 3J6
Wedding Related		
Black & Lee Tuxedos	Pat Rattenbury	8920 Fraserterton Court, Burnaby, V5J 5H8
Bombay Brow Bar	Ravy Mehroke	1056 Mainland Street, Vancouver, BC, V6B 2T4
Kiss and Make Up	Heather Huntingford	H5-925 Main Street, The Village at Park Royal, West Vancouver, BC V7T 2Z3
Stripped Wax Bar	Susan Vu	101-1226 Hamilton Street, Vancouver, V6B2S8



Taraxca Jewellery	Elizabeth Eburne	1518 Duranleau St, Vancouver, BC v6h 3s4
Le Chocolat Belge Daniel Ltd	Daniel Poncelet	88 East 7th Ave, Vancouver, BC, V5T 1M2
Thomas Haas Chocolates	Thomas Haas	128, 998 Harbourside Drive, North Vancouver, BC, V7P 3T2



Appendix II: Sample Shopping Centre Marketing Plan

Shopping Center Marketing Plan

Executive Summary

VISION

Alpha Centre will face a major challenge in the coming year due to the impending closure of one of our largest anchor stores for renovations. The Marketing Department proposes to execute an **awareness and excitement campaign** of advertising and promotions that will be designed to not only counteract the anticipated traffic loss, but also to create excitement while educating the public that “new things are coming to Alpha Centre.”

The campaign will involve an increase in awareness advertising in the primary and secondary trade markets, a large and cohesive event programme, community partnerships and eye-catching advertising strategies.

FINANCIAL SUMMARY

The 2013 Promo Budget fund total is \$550,000. This represents a decrease of 3.19% over last year’s budget. This decrease is due to static merchant contributions to the media and promotion funds and adjustments to the projected new leasing revenue based on 2012 actual income.

For 2013, we are requesting an additional \$15,000 of surplus promo funds to finance the purchase of 10,000 branded eco-bags. The bags will be distributed strategically at non-profit and community events and used during in-mall promotions and sales driving events. They will serve as mobile marketing pieces for the mall as people use them in their everyday lives for years to come.

BUDGET HIGHLIGHTS

The following is a breakdown of the most significant changes to the 2013 Promo Budget, as compared to the 2012 Promo Budget:

Category	2012	2013	Details
General Promotion	\$79,500	\$69,260	Emphasis will be placed this year on holding several large scale and heavily publicized events with a ‘building’ or ‘growing’ theme as part of the 2013 excitement campaign. Weekly events will continue throughout the year.

Outdoor Media	61,700	15,125	Strategic targeting of our outdoor advertising will allow us to maintain high-visibility while saving a significant amount of funds in this category. We will continue advertising on the subway and cease bus shelter advertising.
Misc. Media, Direct Mail Production & Distribution	64,934	89,227	More frequent advertising in the primary & secondary trade area will increase awareness and recall of our brand message. Ad campaigns will be designed to reinforce our awareness and excitement message. We will design branded and stylish eco-bags; long-lasting items that further our brand message in the community and beyond.
Mall Décor	21,325	11,450	We will continue to utilize vacant unit windows to showcase merchant products. We will also seek alternative décor options like offering display opportunities to college interior design students, installation displays to local artists.
PR/Donations/Sponsorship	23,875	32,355	Strategic involvement with high-profile community groups will raise our reputation as a contributing and valuable member of the community.

Weekly community, charity and sale events will continue to be held with an emphasis on those events that **drive traffic and sales** to Alpha Centre tenants. We will repeat those events that have proved successful in the past and discontinue all events that showed no benefit to the mall and its tenants.

Due to the reduced funds available in 2013, we propose to cut our “Outdoor Advertising” category substantially, withdrawing our advertising commitment on bus shelters and billboards and instead focusing our transit advertising dollars on reaching the riders of the Subway. We have negotiated excellent prices with the Subway’s media group. This strategy will enable us to reach an estimated 16,500 people daily during campaigns.

A heavier emphasis has been placed on advertising and advertising design in 2013 as part of our “**Awareness and Excitement Campaign.**” This campaign is described in detail in the following Marketing Plan Overview.

MARKET POSITIONING

In 2012 we succeeded in rolling out the new brand look for Alpha Centre that was commissioned by the Marketing Department in October 2010. The advertising, logo and branding style are clean, clear and friendly; strategically designed to position Alpha Centre as the city’s community shopping centre. We have had very positive responses to the new look over the course of 2012.

In 2013 we will continue to differentiate ourselves from the competition and solidify our position as the community shopping centre. Our advertising will continue to feature friendly and familiar messaging, our events will encourage genuine participation from the public, and our promotions will emphasize making our shoppers feel like family. We will endeavor to truly embody our new tag line: **Alpha Centre; unique stores for great people.**

Marketing Plan Overview

Awareness & Excitement Campaign

In order to create excitement about the opening of Target in October 2013, as well as other exciting leasing activity at Alpha Centre projected for the coming year, the Marketing Department plans to execute a comprehensive “**Awareness and Excitement Campaign.**” The campaign will comprise events, advertising and community involvement. The primary goals of the campaign are to increase traffic and sales at the mall and to minimize the negative perceptions caused by several large and visible, albeit temporary, vacancies.

Events

A series of large-scale events will be held at Alpha Centre between March and October 2013. These events will be designed to maximize tenant and public participation and will each reinforce the theme of the **Excitement Campaign: *exciting new things are coming to Alpha Centre.*** While the full calendar has yet not been finalized, several opportunities are listed below:

Summer Night Idol Auditions - We have secured the venue sponsorship of the Summer Night Idol Auditions, two events which will attract large community and media interest. After extensive screening, talented contestants will audition for a panel of celebrity judges on stage at Alpha Centre for the chance of becoming Springfield's 2013 Summer Night Idol. The auditions will take place on two days at Alpha Centre, and the finalists will compete at the Summer Night Market Finale for the coveted title. The auditions for this event have historically generated hundreds of contestants and large crowds of spectators.

Tech Fair 2013 – The Alpha Centre marketing team will bring together the mall's strong mix of technology retailers (DMac, Broadway Camera, Future Shop, Best Buy, our five current mobile service providers, and several external technology vendors like SONY and Nikon), for the second annual Technology Fair. Building on the success of the first Tech Fair event, Tech Fair 2013 will feature new product demonstrations, lucky draw contests and talks by technology experts. The event will be structured to highlight Alpha Centre's strength in the technology category and reinforce our excitement message.

Alpha Centre Spring Arts Festival – The City of Springfield has enthusiastically agreed to partner with Alpha Centre in presenting a new community arts festival: The Alpha Centre Spring Arts Festival, scheduled for May 2013. Alpha Centre will announce a call to artists to submit proposals for installation art pieces with the theme of “**Excitement.**” Three to five winning proposals will be accepted and the artists will construct and install their temporary art pieces throughout the mall. The unique nature of the venue for an art exhibition of this type (ie. a shopping centre rather than an art gallery) will generate interest with the public, enhancing Alpha Centre's reputation as a supporter of the community and reinforcing our tag line: “Unique stores, great people.”

LEGO Build-it Event – working with the Vancouver LEGO club and local elementary and secondary schools, we will host a large scale LEGO exhibition and contest. We will invite schools to participate by building innovative LEGO structures which will be displayed at Alpha Centre, in vacant windows or in the common areas. The public will be invited to vote on the best submission, and the winner will receive a prize for their school from Alpha Centre tenants. To add excitement to the event, we will hire a professional Master LEGO artist to build a large and impressive display over the course of the three week event, generating ongoing excitement and interest from the public and media. There is potential for further partnerships with the marketing team at TARGET and other new tenants.

Summer Charity Movie Campaign – We propose to hold an outdoor movie series in the parking lot of Alpha Centre. We feel that it will be a ‘good will marketing event’ which will land Alpha Centre a reputation as a fun, generous and caring member of the Springfield community. Such a reputation creates an emotional connection between shoppers (especially families) and the mall brand, and results in shopper loyalty. There are many natural partners for this event, including:

- TARGET marketing department
- Current tenants, especially the Food Court and restaurant tenants
- Charity partnership: Springfield Hospital Foundation has expressed interest
- Media partnership: Canada Line and/or local newspapers

Because the target audience of such an event is the same as that of the Back to School shopping season (young adults and families with children) this event will be scheduled for August and early September, allowing us to reach our shoppers with couponing, special offers and marketing messages that will generate traffic during this important sales season.

Similar events have been held in comparable markets with enormous success. The media attention and public attendance are anticipated to be significant and will be leveraged to increase **awareness and excitement** about the mall and its new tenants.

Advertising

In addition to the extensive event advertising planned, we will also produce a great deal of awareness advertising. These will serve as teasers, generating a sense of anticipation, excitement and interest in the coming changes at Alpha Centre. Two major additions to our advertising schedule are planned for 2013:

- Spring – timed to coincide with the beginning of Target construction, we will execute a market-wide direct mail campaign. This will include a unique and memorable advertising piece designed as a call-to-action to residents of our primary trade market, and plant the seed of our ongoing message: “**Exciting new things are coming to Alpha Centre!**”

- Summer/Back to School – our large Back to School advertising campaign will be enhanced this year with a Food Court coupon book directed specifically to new and returning Kwantlen University students.

Community Highlights

Opportunities for 2013 community partnerships include:

Kwantlen University will be undergoing significant growth in the coming years with the construction and opening of the new Chip and Shannon Wilson (lululemon) School of Design. There are many opportunities for partnership with our university neighbours and we intend to collaborate with them closely. Opportunities include:

- Presence at Welcome Week and Orientation activities
- Sponsorship of annual events such as Grad Fashion & Design Show
- Partnerships with Design and Fashion faculties to design outcome specific courses to be displayed/presented/installed at Alpha Centre temporarily
- Sponsorship of graduate or entrance scholarships

In November 2012, Alpha Centre's marketing department initiated a community fundraising event that became a huge success: The Springfield Moustache Challenge. During this event we raised \$2,300 in public donations and generated more than \$19,000 worth of local and national media coverage. We will be holding the second annual Moustache Challenge in November 2013. The event will again focus on raising funds for the Springfield Hospital Foundation's Urology Department and will again feature local VIPs.

PLEASE NOTE: Alpha Centre has been nominated as a "Star Volunteer" business by Volunteer Springfield. The nomination honours our work with a great number of Springfield organizations over the past year including hosting cultural festivals, family/community events and Alpha Centre lead charity initiatives. This is a positive indication that our efforts to position Alpha Centre as Springfield's community shopping centre have been successful.

Donation & Sponsorship:

We have designed a year-long sponsorship & donations schedule that reflects the mall's market position as a caring member of the community. We select community and cultural organizations based on:

- reputation & visibility of the organization
- direct benefit to Alpha Centre, traffic/sales generating opportunities
- a mandate that is aligned with our own positioning goals
- media exposure available to the sponsors
- networking opportunities for marketing and leasing contacts

City of Langley - Real Estate Development Critique - 2014

Key Industry Criteria	Evaluation	Recommendation
Development Cost Charges	Extremely Competitive	<ul style="list-style-type: none"> Monitor to maintain region-leading position.
Business Climate Reputation	Positive. Very strong industrial, luxury auto, and independent retail sectors.	<ul style="list-style-type: none"> Continue to foster business growth and expansion.
Council Business Attitudes	Progressive and pro-growth	<ul style="list-style-type: none"> Profile successful businesses to reinforce Council's positive approach.
Zoning Bylaws	Zoning is flexible, and rezoning process is region's fastest.	<ul style="list-style-type: none"> Continue to monitor economic viability of zoning districts. Monitor and maintain region-leading rezoning responsiveness.
Development Approvals Process	Region-leading approvals speed.	<ul style="list-style-type: none"> Monitor to maintain region-leading position. Investigate and address isolated complaints quickly
Economic Development	Award-winning marketing materials; highly capable staff.	<ul style="list-style-type: none"> Maintain current high standards
Long-Range Planning	Clear plan and achievable goals which create predictable development and investment environment.	<ul style="list-style-type: none"> Continue to advance planning goals and update long-range vision as needed.
Market Research	Regular investment in a range of innovative industry-quality, market reports	<ul style="list-style-type: none"> Maintain current approach and high standards Update reports every 5 years