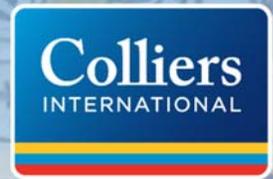


UPDATE Business Retention and Recruitment Strategy

Prepared By:
Colliers International Consulting

Prepared For:
City of Langley



Decorative
Paving

overhead lighting

Gerald Minchuk
Director of Development Services & Economic Development
City of Langley
20399 Douglas Crescent
Langley, BC

Colliers International
200 Granville Street, 19th Floor
Vancouver, BC V6C 2R6

May 2, 2016

Dear Mr. Minchuk,

Re: City of Langley – Business Retention and Recruitment Strategy Update

Please find enclosed Colliers International Consulting's draft report which updates the 2009 City of Langley Business Retention and Recruitment Strategy for recent developments in the commercial real estate market and retention and recruitment trends.

If you have any questions, please contact us at the phone number or email address below.

Sincerely,

COLLIERS INTERNATIONAL CONSULTING

A handwritten signature in black ink, appearing to read "James Smerdon".

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1 | Introduction

The context of the most recent Business Retention and Recruitment Study in the City of Langley (2009) was vastly different than the one in which this update is being prepared. At that time, the world was entering one of the deepest recessions on record, and the US economy was casting a shadow of doubt over Canadian forecasts as well. British Columbia actually fared quite well in the years following The Great Recession, buoyed by the increasing population, continued Asian immigration, the Olympics in 2010 and that all of the capital infrastructure investments to host it, and a level of conservative investment by a Canadian major banks which helped avoid a real estate crisis.

In 2016, real estate values in the Lower mainland are continually achieving record highs (with the commensurate warnings of a real estate “correction”), the US economy appears to be achieving strong growth, and the slumping oil economy has forced the Canadian dollar lower which is a boon to Canadian border communities who were seeing billions of dollars of residents’ spending flowing south when the dollar was stronger relative to the US.

Retail markets in the region are strong; consumer confidence is high; development activity is at a record pace; and the impacts of increasingly accessible technology is being felt in all aspects of work and life.

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2 | Summary of Previous Findings

In order to provide adequate context for the evaluation of current economic conditions, and to establish a baseline from which new recommendations can be confidently made, the following are trends in retail and commercial development which were identified in 2009.

Previously Highlighted Trends in Retail and Commercial

- › The aging population and increasing ethnic and racial diversity are changing buying power and roles. Many shopping centres and malls will be changed to attract younger markets brought up on specialty stores.
- › *Retail space is expected to grow more slowly than in the past and in more localized developments close to new residential growth.*
- › Office and business park space is expected to remain focused in Vancouver, Burnaby and Richmond.
- › Old office buildings and warehouses are being retrofitted with high bandwidth fibre-optic cables, microwave antennas and 'carrier hotels' for IT firms and other businesses needing large open plan buildings.
- › Mixed-use projects in central urban areas are including more market rate and social housing to meet demand for housing closer to the workplace.
- › The number of public-private partnerships in new development and redevelopment projects is growing.

Appendix 1 provides updated output tables from Colliers' retail demand model. The tables show the volume of spending currently being generated within the city of Langley's retail trade area.

3 | Current City of Langley Retention & Recruitment Initiatives

This section outlines current City of Langley initiatives designed to attract and retain businesses. Initiatives were sorted in five broad categories: policies and reports; programs; communication and outreach efforts, marketing efforts, and information resources. In the following section, trends in recruitment programs from other municipalities will be discussed. The City's current efforts are summarized in the figure below.



Policies/Reports

The City of Langley's Downtown Master Plan (2010) outlined a new direction for the City's Downtown Core, incorporating mixed-use multi-family residential development, commercial development, and public realm development. The plan was developed in three stages, the first being an overall vision, the second assessing the economic viability of the vision, and the third making specific public realm improvement suggestions. The plan intends to catalyze development through first encouraging residential density.

Zoning amendments were also made concurrently to allow for greater parking flexibility and higher residential density in the Downtown, High-Density Multi-Family Residential, and Medium-Density Multi-Family Residential zones.

Recognizing that the City's small area has resulted in few remaining greenfield opportunities, the City of Langley undertook a Brownfield Redevelopment Strategy in collaboration with Colliers International. The report identified several barriers to redevelopment such as site remediation costs, certification, contamination uncertainty, marginal land value increase, and access to capital. It suggested several municipal tools to mitigate these barriers, such as proactive site assembly or acquisition, conducting preliminary environmental assessments, tax exemptions, prioritization in the planning process, and rezonings.

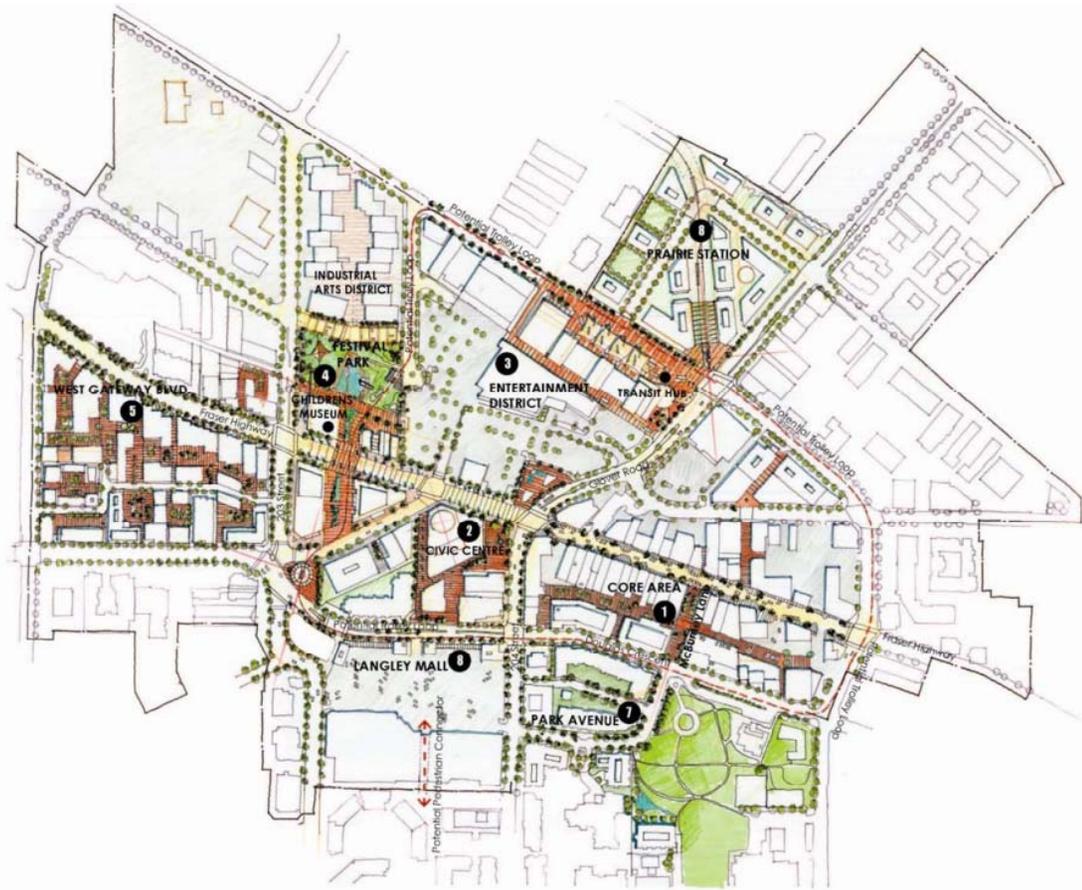


Figure 1 Downtown Master Plan Phase 1

Programs

Following the Downtown Master Plan, the City has initiated several public realm improvement programs such as the new Timms Community Centre, the McBurney Plaza revitalization, the McBurney Art Wall, the Douglas Park Band Shell, and several streetscape improvements. The City also implemented a Way-finding sign program, developed together with the Downtown Langley Business Association and Tourism Langley. The signs were designed to raise awareness of City destinations, attractions, shopping areas, entertainment, parks, trails, facilities and transportation routes.



Figure 2 Mac's Framing, Before and After "Get Fresh"

Two financial incentive programs targeting building revitalization have also been implemented. In partnership with the Downtown Langley Business Association, the City of Langley implemented the "Get Fresh" program, which offers grant-matching funds to businesses to upgrade their storefronts and building facades. The Downtown Revitalization Tax Exemption program also provides municipal tax breaks to businesses wanting to revitalize their property and the Downtown Ambassador Program accepts reports on graffiti and unwanted activities.

Communication/Outreach

The City of Langley has implemented several outreach programs to ensure that local business concerns are heard and addressed and that businesses themselves are kept informed about City initiatives. The City regularly publishes newsletter and conducts business interviews. It also conducted a wider-reaching Community Survey in 2013, which helped the City better understand shopping and marketplace patterns in order to make informed future decisions.

Several workshops such as the Urban Magnets Workshop and Downtown Langley Business Association SWOT Analysis have helped identify local business strengths and challenges to overcome. The City has also participated in regional seminars such as the Fraser Valley Economic Summit, the Housing Outlook Seminar, the UDI Mayor's Panel, and the Small Business Information Expo, to discuss development opportunities with small businesses elsewhere.

Marketing

The City regularly purchases advertising space and secures editorials in publications such as the Fraser Valley Business Examiner, Business in Focus Magazines, and Business in Vancouver with the aim to attract business investment. In 2015, the City refreshed its website to make information more readily accessible to businesses and residents, and ran a Retail Recruitment Campaign which specifically targeted businesses with the potential to expand. The campaign included a personal cover letter from the Mayor, a brochure, and an invitation to attend Downtown Langley's popular McBurney Summer Series events. Other popular events organized by the city include Arts Alive, the Community Day Celebration, the Magic of Christmas Parade, the Langley Good Times Cruise-in, the Langley Farmer's Market, and Canada Day.

The City also regularly assists small businesses with exposure by implementing business recognition programs such as the Celebration of Excellence Awards, Business Profiles, and the Downtown Business Spotlight.

Information Resources

The City of Langley has created several information pieces to assist businesses in their location decisions and day-to-day decision making. Resources such as business profiles, a business directory, the "Getting to Know the City of Langley" workbook and the "Downtown Langley Business Survival Guide" help acclimatize new businesses and statistics, community profiles, a site selection database and listings of real estate opportunities help businesses looking to the City of Langley as a potential location.

4 | Trends in Business Retention & Recruitment Programs

Common business retention and recruitment initiatives include regular communication with the business community through workshops, conferences and trade shows, as well as the development and distribution of informative marketing materials through both online channels and traditional media sources. However, municipalities are increasingly tracking more business indicators and are implementing more precisely targeted retention and recruitment efforts.

A previous review of other business recruitment initiatives in other jurisdictions revealed the following trends:

2009 Trends in Business Recruitment and Expansion Programs

- › Increased use of zoning to encourage and discourage desirable and undesirable business expansion and retention
- › New emphasis on cluster development as a way of developing strategic advantages in infrastructure, zoning, quality of life, workforce and business climate
- › Reducing the cost of development by packaging and promoting financial incentives. The City of Surrey recently announced a series of tax incentive zones to attract business.
- › “Fam” or familiarization tours for business groups who are looking for new space, or who represent businesses looking for new space
- › Preparing marketing packages outlining community attributes
- › Business climate view of Greater Vancouver small and medium enterprises:
 - Overwhelmingly, SME’s cited taxation levels as the number one factor impacting business decisions and ongoing operating costs.
 - Financial incentives almost always influence the site selection process for medium and large sized businesses.
 - Quality of life attracts businesses
 - Income tax is kept as low as possible because many skilled workers demand high net pay and prefer working and living where they have maximum purchasing power.

- Affordable housing is important for attracting and retaining key workers.

2016 Trends in Business Retention and Recruitment Programs

An updated review of business retention and recruitment programs across other Lower Mainland municipalities revealed the following:

Industry Knowledge Management

- › Regular interviews with top employers to collect information on a range of strategic business areas including: trade markets and growth plans, opportunities and constraints to expansion, employee concerns, and workforce trends.
- › Developing detailed business prospect lists and make personal contact with the organizations.
- › Increasing use of customer relationship management (CRM) and business retention and expansion (BRE) programs such as Executive Pulse and Synchronist, which includes pre-designed interview questions and diagnostic tools for analyzing and reporting BRE trends.

Capacity-Building

- › Coordination with TransLink to improve transportation and access to employment centres.
- › Partnerships with educational institutions to ensure educational offerings align with economic sectors responsible for job growth.

Development & Revitalization

- › Establishment of land development corporations to facilitate comprehensive and strategic development through strategic acquisitions and assemblies and create new private sector opportunities through partnerships.
- › Increased use of zoning to encourage and discourage desirable and undesirable business expansion and retention
- › New emphasis on cluster development as a way of developing strategic advantages in infrastructure, zoning, quality of life, workforce and business climate.
- › Reducing the cost of development by packaging and promoting financial incentives. The City of Surrey has implemented a series of tax incentive zones to attract business and the City of Abbotsford has explored revitalization and tax exemption programs to draw desired businesses to specific locations such as a grocer in its Historic Downtown.

Marketing

- › “Fam” tours still an effective way to engage business groups who are looking for new space, or who represent businesses looking for new space.
- › Targeting businesses internationally through trade “tours”, engagement with consulates, Provincial and Federal ministries of international trade, and Trade Commissioners in other nations

Industry-targeted Initiatives

- › As a result of extensive industry consultations, municipalities are focusing on policies specifically tailored to support key industries. For example, the City of Abbotsford is considering developing land use options specifically for agri-businesses. Another example is the City of Burnaby’s exploration of maintaining an inventory of small spaces available for short-term lease to support new media start-up firms.

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5 | Benchmarking Current Business Activity

Business Counts

A data mapping analysis was undertaken as a part of this study to highlight the City’s business locations by type. Data was sourced from the City of Langley’s business license database. The entire database has 1,575 active records, which fall within the following broad industry classifications:

Table 1 Active Business Licenses by Type, 2016

SIC Primary Code	Industry	Count
11	Agriculture, forestry, fishing and hunting	0
21	Mining, quarrying, and oil and gas extraction	1
22	Utilities	0
23	Construction	152
31-33	Manufacturing	107
41	Wholesale Trade	90
44-45	Retail trade	306
48-49	Transportation and warehousing	35
51	Information and cultural industries	11
52	Finance and insurance	25
53	Real estate and rental and leasing	68
54	Professional, scientific and technical services	72
55	Management of companies and enterprises	1
56	Administrative and support, waste management and remediation services	74
61	Educational services	30
62	Health care and social assistance	139
71	Arts, entertainment and recreation	29
72	Accommodation and food services	135
81	Other services (except public administration)	283
91	Public administration	17

The 2009 Langley Business Retention & Recruitment Strategy report identified 1,535 active records which fell into the below classifications:

Table 2 Active Business Licenses by Type, 2009

SIC Primary Code	Industry	Count
1	Manufacturing	30
2		34
3		78
4	Construction/Transportation/Utilities	150
5	Wholesale	89
6	Retail	395
7	Professional Services	219
8	Medical Services	161
9	Accommodation, Food, and Personal Services	372

Manufacturing businesses represent 107 of 1,575 currently active business licenses, compared to 150 of 1,535 licenses in 2009. The Construction/Transportation/Utilities sectors now contain 187 active business licenses compared to 150 in 2009. The city's wholesaling industry contains 90 business licenses, and has changed little since 2009 when 89 licenses were active. Retail is the largest category with 306 licenses, however it has decreased significantly from 395 in 2009. The medical service category contains 139 businesses, a decrease from 161 in 2009.

Notable New Businesses since the 2009 Report

The following large employers have entered the City of Langley since the last report:

Table 3 Notable New Businesses

Trade Name(s)	Civic Address	Employees	Category
CASCADES CASINO, COAST HOTEL & CONVENTION CENTRE	20393 FRASER HWY LANGLEY BC	550	Arts, entertainment & recreation / Performing arts, spectator sports & related / Agents & managers for public figures
CORVISTA ENTERPRISES INC.	103-20560 56 AVE LANGLEY BC V3A 3Y8	85	Admin., support, waste mgmt & remed. services / Administrative & support services / Business support services
RONA LANGLEY BYPASS	20350 LANGLEY BYPASS LANGLEY BC V3A 5E7	65	Retail trade / Misc. store retailers / Other misc. store retailers
MATCH EATERY & PUBLIC HOUSE	20393 FRASER HWY LANGLEY BC	60	Accommodation & food services / Food services & drinking places / Full-serv. rest. & limited-serv. eating place
WHOLESALE SPORTS	20175 LANGLEY BYPASS LANGLEY BC V3A 6K9	50	Retail trade / Sporting goods, hobby, book & music stores / Sport, hobby & musical instrument stores

The new Cascades Casino is a notable new business in the City. The Casino has acted as an anchor as well as a top employer in the City, as it draws patrons from all over the Lower Mainland. Match Eatery & Public House, within the Casino, has largely been a success and has been nominated by the City of Langley for the 2015 Fraser Valley Commercial Building Awards. Following the success of Match, another high-end restaurant is rumoured to be entering the City soon.

A new Rona store opened in the City in August 2015. The 45,000 square-foot store was previously an industrial warehouse which suffered from extensive seismic upgrade needs and code challenges. The City of Langley worked closely with the landlord, Beedie Group, to streamline the approvals process and find creative ways to ensure code needs are met. Rona was previously located at 200 Street and 64 Avenue in Langley, but closed that location in 2006. However, this new location was seen as an opportunity to expand the business.

The new Wholesale Sports complements Langley's bigbox retail cluster well but may be challenged by the opening of a Cabela's in nearby Abbotsford. Other notable new businesses include a new Accura dealership and Cactus Club, both of which were developed on former brownfield sites and directly resulted from the City's Brownfield Redevelopment Strategy mentioned previously.

Notable Exits since the 2009 Report

The following companies have closed or moved from the City of Langley since the 2009 report:

Table 4 Notable Business Exits

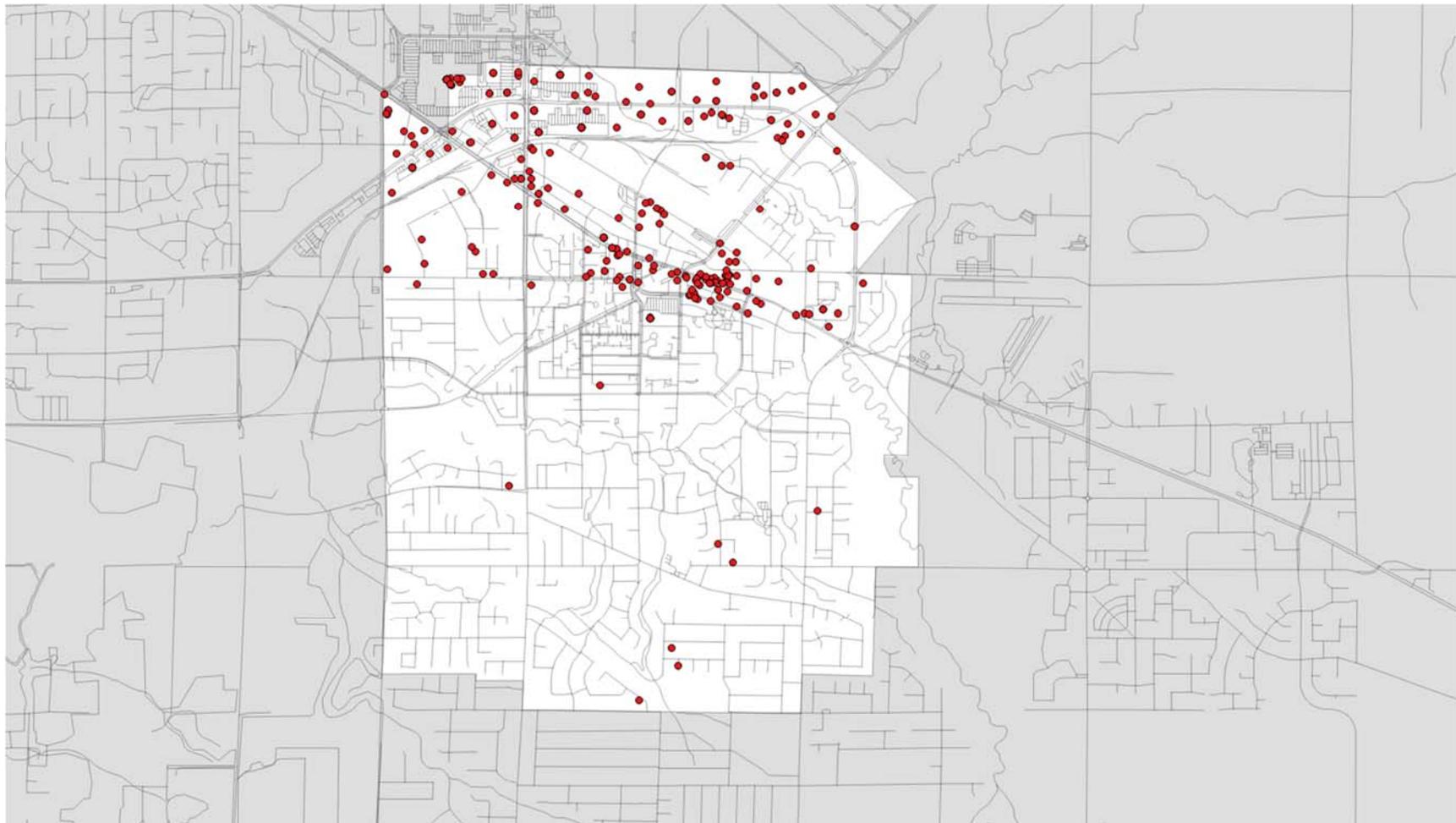
Trade Name(s)	Civic Address	Employees	Category
FITZWRIGHT CO LTD	5760 PRODUCTION WAY	159	Other Clothing and Apparel Industries
LANTEC WINCH & GEAR INC.	5827 PRODUCTION WAY	70	Other Machinery and Equipment Industries
CORIX WATER SYSTEMS	20329 LOGAN AVE	62	Other Machinery, Equipment and Supplies, Wholesale
MADDOCKS SYSTEMS INC	20644 EASTLEIGH CRES	55	Electronic Machinery, Equipment and Supplies, Wholesale

Both Corix Water Systems and Maddocks Systems relocated out of the City due to space constraints and a lack of City of Langley availabilities to expand to. Lantec Winch has also relocated to the City of Surrey. Fitzwright Co., facing significant competition challenges, stopped operations.

A lack of available space has been identified as an increasing challenge for the City's industrial market, and the outflow of businesses since the last report highlights this trend.

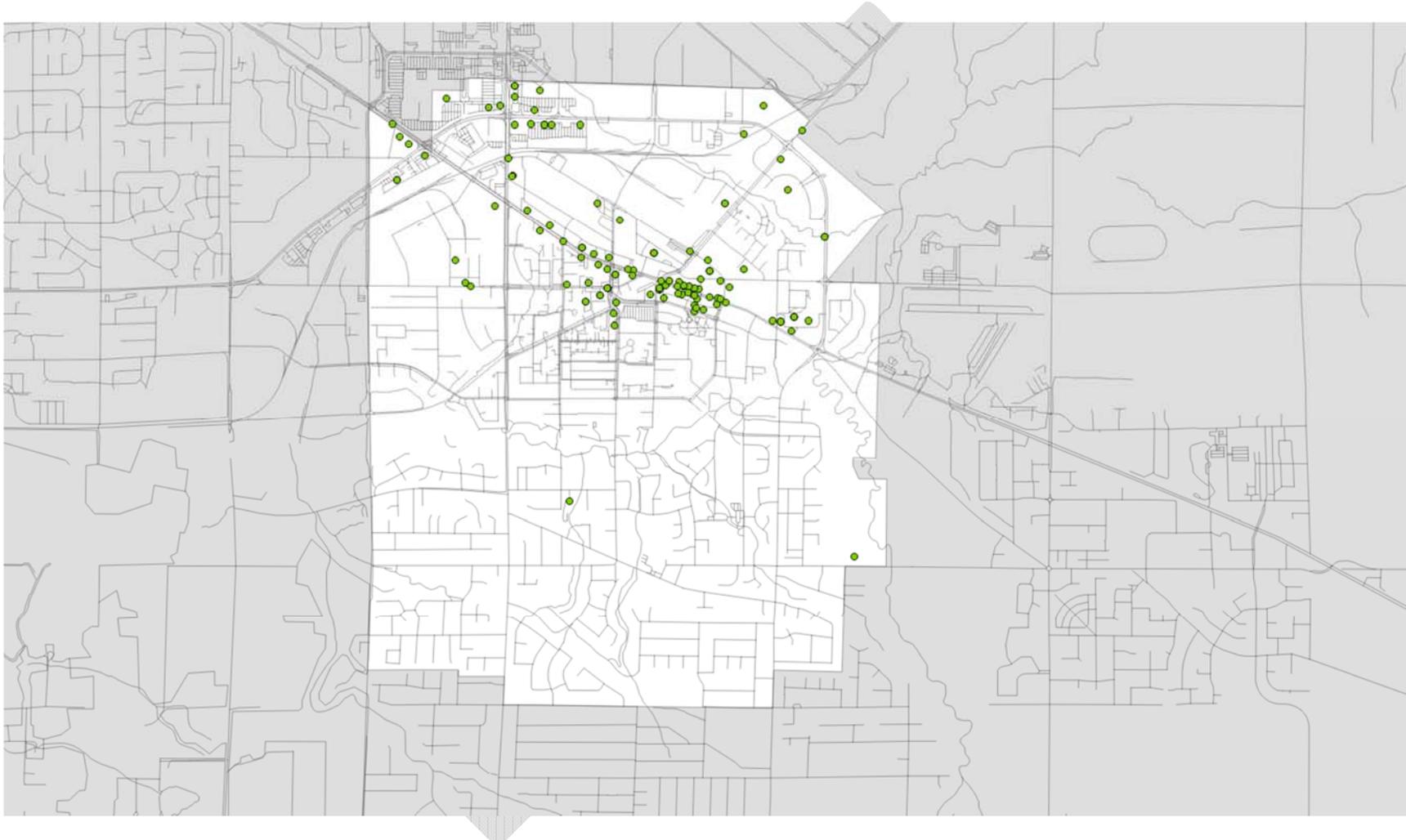
Business Mapping

Map 1 illustrates all active retail business licenses within the City of Langley, which represent 306 of the 1,575 active business licenses in the City. Fraser Highway is the principal retail corridor of the city, and it includes 103 active business licenses, which is 34 percent of all active retail licenses. A further 83 licenses are located on the Bypass (Highway 10).



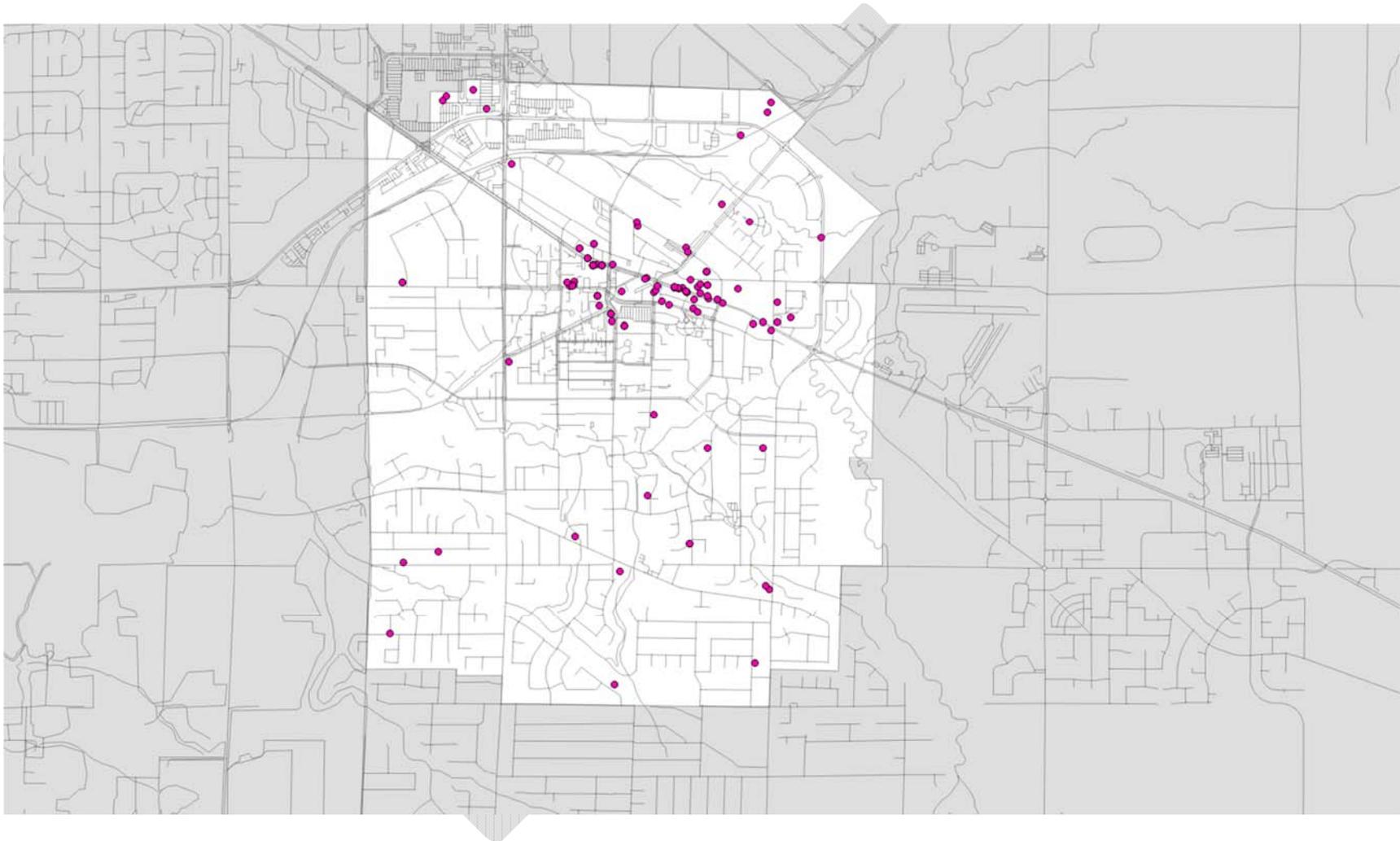
Map 1 City of Langley Active Retail Business Licenses

Map 2 illustrates the distribution of all food and beverage establishments and clearly identifies the Fraser Highway as being the primary choice of location. These service-providing businesses include restaurants, bars, cafes, night clubs and fast food establishments. The clustering of dots around the Downtown core area and the Fraser Highway suggests that there is an existing “restaurant district” in the City.



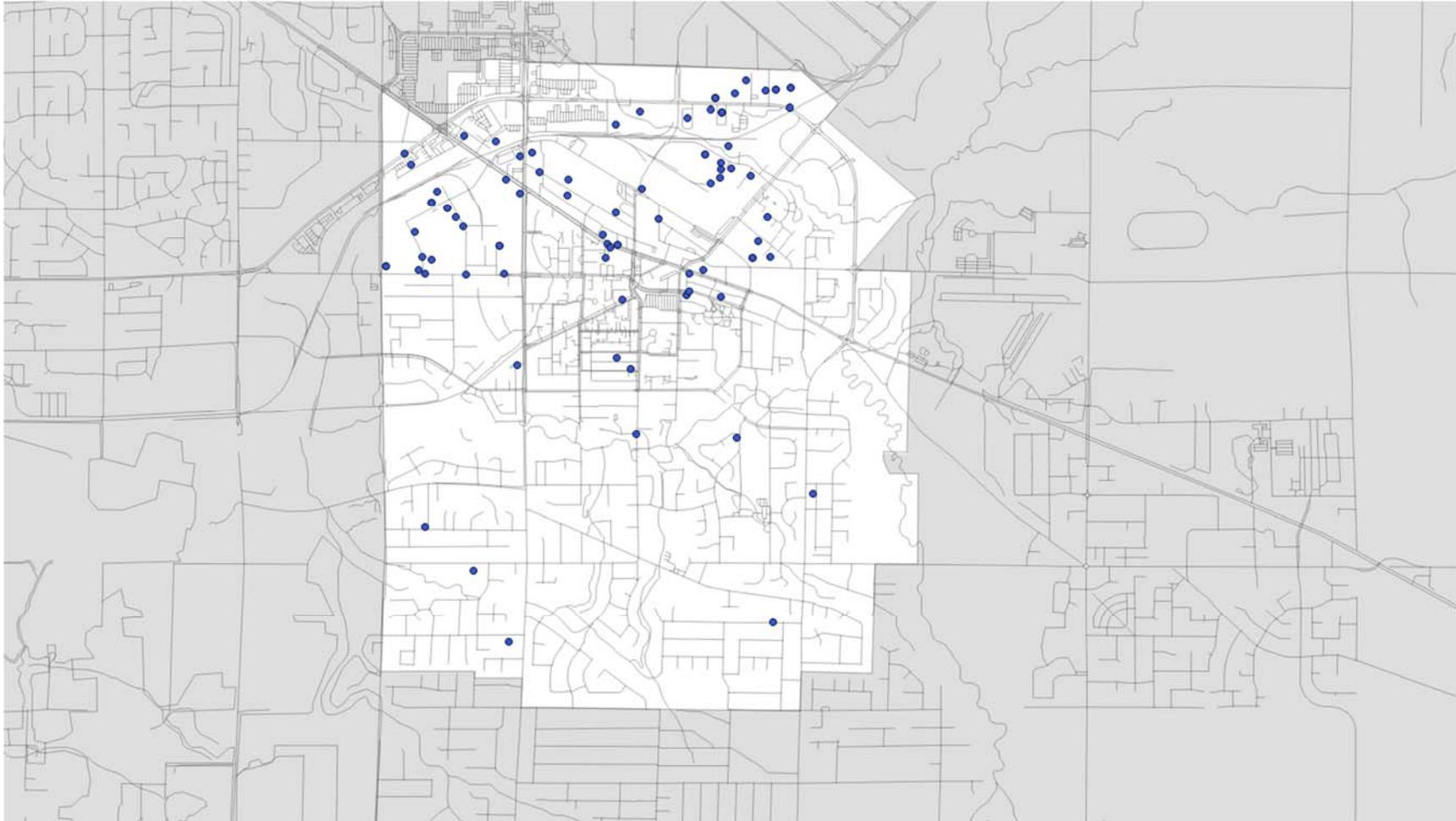
Map 2 City of Langley Active Food and Beverage Service Establishment Licenses

Map 3 illustrates that the distribution of personal service businesses in Langley also displays a Downtown clustering pattern. However, unlike retail businesses that serve the same market, personal services appear to be more specifically located near the intersection of 58 avenue and Fraser Highway than on Fraser Highway itself.



Map 3 City of Langley Active Personal Services Licenses

Map 4 illustrates the distribution of all wholesalers. Compared to retail and food services, this business sector is much more widely distributed but still located north of 56th Avenue. However, notable clusters include the northeast part of the City on the Bypass, Production Way, Industrial Avenue and Duncan Way.



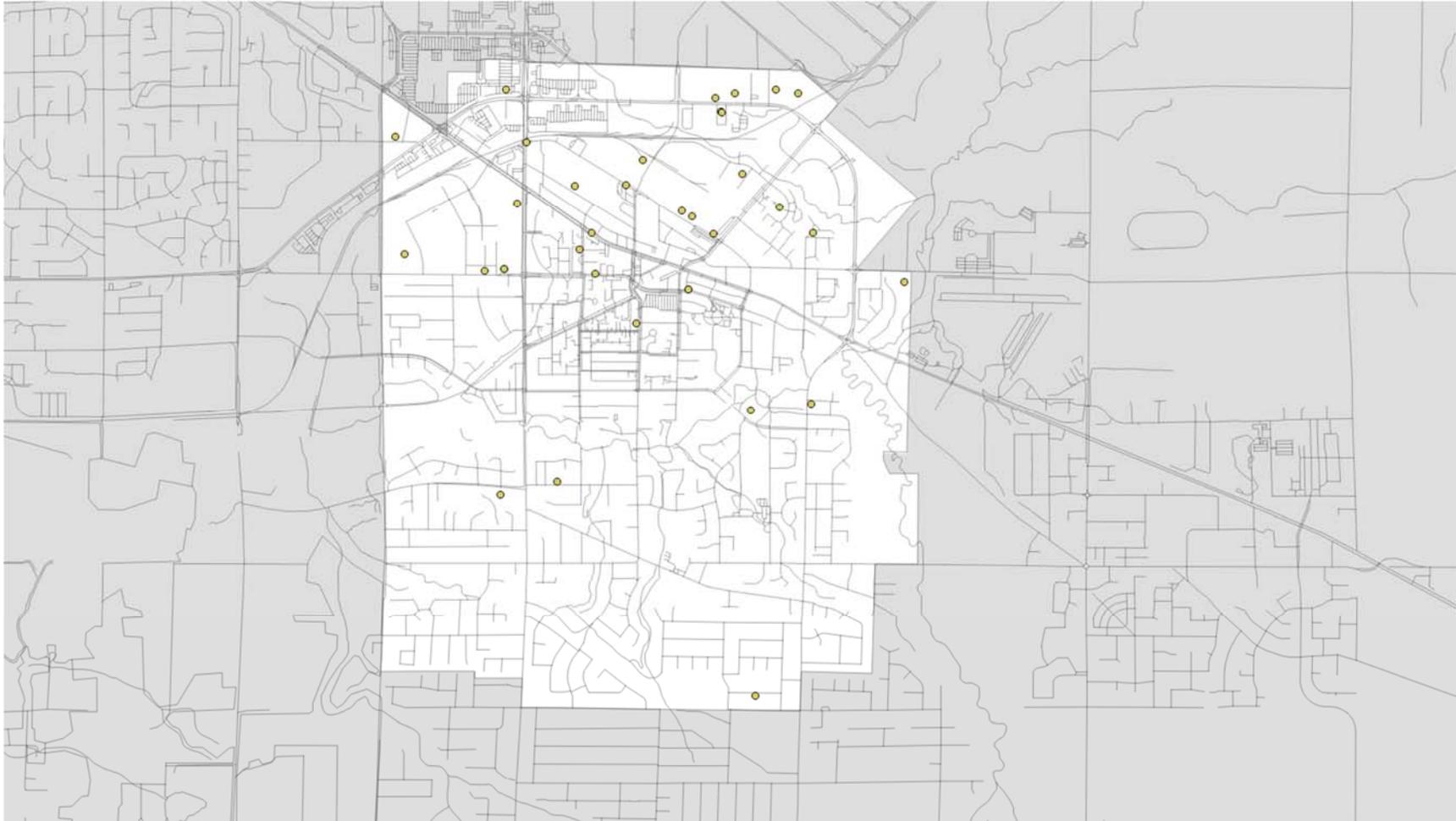
Map 4 City of Langley Active Wholesale Licenses

Map 5 illustrates that, like wholesalers, manufacturers are dispersed across the north of the City and are located in industrial areas such as Production Way, Industrial Avenue, and Duncan way.



Map 5 City of Langley Active Manufacturer Licenses

Map 6 illustrates that the City of Langley has few active transportation and warehousing businesses, and they are generally located in industrial areas in the north of the City.



Map 6 City of Langley Active Transportation and Warehousing Business Licenses

6 | Workshop Summary

A workshop was conducted with stakeholders in the City of Langley business community. Participants were asked to comment on the City of Langley's strengths, weaknesses, opportunities and threats as they pertain to recruiting and retaining businesses. Participants were also asked for their opinions on five specific areas of focus: vacancies, streetscape/ambience, communications, demographics, and competition. A list of workshop participants is available for reference in **Appendix 2**.

Part 1: SWOT

Strengths (internal City attributes and resources that support businesses)

- › Pro-active Council and staff
- › Ongoing redevelopment
- › Unique downtown core with supportive anchor businesses. A mix of office, food and retail spaces
- › Above average jobs to housing ratio
- › K-12 education is average to above average for the region
- › KPU & TWU both exist within an easy driving distance
- › Parks, trails, greenspace within walking distance of businesses
- › Competitive rental rates relative to other locations (Surrey, Willoughby in Township of Langley)
- › Affordable residential prices
- › Small City staff size, less bureaucracy, very responsive
- › Competitive tax rates (noted in NAIOP and UDI analyses)
- › Fastest for development approvals
- › The casino is a big draw for people from all over the Lower Mainland
- › Long-term business owners and repeat customers
- › Very active DLBA with very successful events
- › Diversity in housing
- › Diversity in products, services, goods
- › Population itself is diverse and has wide range of skills
- › Luxury auto mall is a regional draw
- › Dedicated volunteer base

Weaknesses (internal City attributes and resources that work against businesses)

- › Vacancy which breeds more vacancy
- › Homelessness and the perception that downtown Langley is “unsafe”
- › Proximity to US border used to help but now more of a weakness
- › Lack of rapid public transportation
- › Unsightly properties, derelict properties, and absentee owners
- › There is a high vacancy rate for street front buildings – these are usually the first to be occupied
- › The low income housing ratio is too high for a community of this size
- › There is a City staff shortage
- › Lack of parking on the street for business consumers, due to the minimal condo requirements of parking spots per unit in the condos in the Downtown
- › Existing infrastructure is often not ready to accommodate expansions and relocations

Opportunities (external factors that the City can capitalize on to assist businesses)

- › Enhanced policing, bylaw enforcement
- › DLBA is selling point because all of the events they put on year round
- › Downtown revitalization tax programs supporting small businesses wanting to enhance premises
- › Council choosing to place a greater onus on residential tax rates
- › Additional similar workshops to bring community together to problem solve
- › Downtown Masterplan is attractive
- › City is low in debt and has room to incur more debt for revitalization programs
- › Conduct interviews with long term tenants that have left
- › Enhance building façade guidelines to give people a better idea of a coordinated approach

Threats (external factors that could jeopardize businesses in the City)

- › A loss of volunteer support and impact of that on the community
- › New business competition
- › The lack of developable land and available business space
- › Capital gains tax can jeopardize projects
- › Big commercial developments happening on 192 in South Surrey.
- › Offshore investors may pull funding

Part 2: Areas of Focus

Vacancies (Are area vacancies affecting your business? What can the City do to help?)

- › Vacancies are a large factor with regards to business recruitment and retention. Vacancies result in mounting blight and physical deterioration, not only of their own but the surrounding properties as well. Increased crime, declining tax revenues, the health of the local leasing market and the regional economy are all impacted by vacancies.
- › Off shore property owners are using vacant buildings as tax write-offs, to the detriment of existing businesses. Perhaps the City could seriously consider “tightening up” its existing derelict property bylaw to make property owners more accountable for their appearance.
- › Create a contest for first time entrepreneurs targeting the types of businesses they’d want to have in downtown and have people send proposals in coordination with landlords. For that first year, they subsidize the new business rent for the first year and other businesses in the DT core become mentors. Do that year after year and you build stronger businesses.
- › Vacant City owned properties should be painted and cleaned up to the short term.

Streetscape/Ambience (Do additional improvements need to be prioritized? If so, which?)

- › Paving stones and sidewalks in general are in bad shape throughout the business areas. Salt Lane needs some TLC if it is ever to be considered an extension of the one-way (which it has the potential to be)
- › Make Fraser Highway (Downtown one-way section) thing like a sidewalk. Can close off for night events. Feels more safe and intimate.
- › Clothing donation bins should not be allowed anywhere in the City, and if the City can’t disallow them being on private property, then the licensing fees to have them on private property should be extremely high
- › Incur debt to ignite DT revitalization

Communications (How are the City’s business communication efforts? Is there anything else the City can do to improve communication?)

- › City management participate in annual or semi-annual “walk-about” with BIA staff and Board of Directors for the purpose of creating action items to be followed up on by the City. Selecting a different area each time would help City management understand how run down some of the areas are. A communication strategy would then be to follow up with businesses via a letter after something significant has been cleaned up or dealt with in their area.

Demographics (How are the area's demographics impacting your business? What can the City do to help?)

- › The City is a low to mid-range income community comprised of an above average percentage of refugees and ESL residents per capita. The abundance of low income housing plays a large roll in demographics and the impact it has on businesses. Demographics would change over the years if the City were to decrease their low income housing percentages and tighten up on the derelict property owners, both residential and commercial.

Competition (How can the City help businesses compete, individually and collectively, in a competitive region?)

- › One item that has been brought to the forefront over the last six months is that the proliferation of thrift stores opening up in Langley City has caused the anchor and long-term businesses to question their locations. Council consideration to revisit the C3 Specific Commercial Zone businesses to include thrift stores would make it less concerning for existing businesses and more appealing for those considering opening up a business in downtown Langley.

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7 | Recommendations

This section contains recommendations in a narrative style, grouped under the following themes:

- › Marketing Material
- › Target specific areas for business recruitment
- › Focus Recruitment Efforts on Independent Businesses
- › Enhance Clusters through Recruitment
- › Engage social media
- › Expand business walk program
- › Invest in revitalization
- › Marketing a Retail Centre – Lessons for The City

Marketing Material

Adapt/create marketing materials targeted at independent businesses. Highlight other business success stories, cluster-type businesses already operating in the city, and invite business owners to a “fam” tour organized around one of the DLBA community events. Use the marketing materials to highlight the progressive and business-friendly Council, the region-leading road infrastructure, and the growing affluent regional population in the South of Fraser communities.

Target specific areas for business recruitment

For the next 6 months, Patullo Bridge upgrades will cause traffic snarls in and around Bridgeview in North Surrey, Queensborough and New Westminster, possibly extending to Maillardville. These 4 areas represent potential areas for business recruitment from just a single temporary bridge project, and in the case of New Westminster, has a profile of businesses that are independent, street-fronting, and community-scaled, which could work well in a Langley City context. Direct marketing materials to independent businesses in these neighbourhoods, and follow-up with an invitation to a community event. Some businesses such as those in the bridal gown New Westminster cluster may see opportunities in opening a temporary “pop-up” shop in Langley City.

Focus Recruitment Efforts on Independent Businesses

Research shows that a local community benefits proportionally more from Independent businesses than from chains that generate equal employment. The research suggests that when profits and management/ownership salaries remain in the community, much of those resources are spent/reinvested, and the ensuing multiplier effect is much larger than if just staff salaries and wages are paid to locals.

Enhance Clusters through Recruitment

Research from the US shows that certain businesses are more likely to be geographically clustered than others. These businesses are typically destination retailers, and often are independent businesses. More often than not, they are businesses which experience comparison-shopping, browsing, and therefore have spin-off benefits for the streetscape and business neighbourhood. Examples include:

- › Used record stores
- › Consignment fashion stores
- › Coffee shops and *farm-to-table* restaurants
- › Bookstores, (used books, cookbooks, art, urbanism, bibles, etc.)
- › Art galleries
- › Wedding gowns

Engage social media

In 2009 when this document was last updated, social media was in its infancy. Now it is fully accepted as an important business tool for engaging customers. It is also entering the mainstream for business recruitment professionals and Economic Development Officers. Some important considerations when developing a social media platform include:

- › Get professional help. Effective social media engagement is no longer a pastime.
- › Feature available sites and properties. *LinkedIn and Facebook* – promoting available sites is one of the foundations of business recruitment.
- › Tell the stories of your location. *LinkedIn and Facebook* – Tell about your home-grown business successes. Profile your entrepreneurs. Write up the beginning to end story of a company who chose to expand into Langley City.
- › Post pictures and video. *Facebook, Instagram, Twitter, Snapchat, Flickr*. The single most important thing you can do to boost impressions and encourage engagement is to include pictures and videos, along with descriptive text. Readers quickly scan feeds, and images are far more likely than text to capture our attention.
- › Use numbers strategically. *Twitter and Facebook* – Short posts with data insights get attention. Post facts & figures about your data to get people’s attention.

Expand business walk program

This is a low cost and potentially higher return business retention initiative. Consider expanding the program to include the downtown core, weekends and evenings, and potentially residential neighbourhoods as well.

Invest in revitalization

The City of Langley has, through the intentional work and policies set out by staff and council, managed itself into an enviable debt-free position. Furthermore, the casino, residential lands, and a strong industrial base continue to provide a source of annual revenue. There is now an opportunity for the city to capitalize that stream of income, coupled with low interest rates on debt, into much-needed revitalization projects. Colliers recommends city staff work with stakeholders, including the DLBA board, council, and private landowners to identify and execute priority revitalization initiatives. From the standpoint of this report and its authors, these projects should be chosen specifically for their likely role in business recruitment efforts. Research from other markets in the country suggests that investments in public realm improvements are paid back in the form of higher commercial real estate values and the potential for higher property tax revenue.

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Marketing a Retail Centre – Lessons for the City

In marketing the City of Langley as a place for people to shop, play, and work, the effort should be targeted towards adapting the habits of the trade area residents. As opposed to a marketing blitz intended to promote a single event, marketing Langley businesses should take on the approach used by shopping centre marketers who are trying to increase the centre's sales penetration into a given area by modifying long-term behaviour and shopping preferences. Further, all visitors to the City, be they from neighbouring municipalities or tourists should be treated as if they are 'testing' the city as a place to live and work. There are a number of marketing tactics that can be used successfully and cost-effectively:

- › **Multi-media.** Use a variety of media "channels", including social media, that target the intended geography or demographic. In Langley's case, it is more important to target geographic areas than a particular group of people region-wide. Direct-mail is the best tool for targeting an area, but is relatively expensive and requires repetition and frequency. Billboards, and ads in local newspapers could be more effective. Social media, radio and online advertising are also very effective, but target a demographic rather than a geographic area.
- › **Frequency and duration.** Campaigns should be run for a period of 3 weeks, after which the effectiveness is measured with informal surveys at local businesses. An initial campaign may need a longer duration and/or higher frequency during the brand development phase.
- › **Message.** The key message in campaigns should be informative and repetitive, focusing on the key strengths of Langley's Downtown (quality, uniqueness, service). As with most shopping centre marketing, the goal is to modify behaviour by making the brand familiar and to remain top of mind when key shopping decisions are being made (convenience trips, weekend outings).

Appendix 1 – Updated Retail Demand Model Output Tables

City of Langley Resident Expenditure Potential	2015
Population	26,816
INCOME (PDI)	\$31,536
TOTAL INCOME POTENTIAL	\$845,682,310
RETAIL SALES / INCOME	45.7%
TOTAL RETAIL POTENTIAL	\$386,766,046
Motor vehicle and parts dealers [441]	\$86,812,753
Furniture and home furnishings stores [442]	\$13,601,923
Electronics and appliance stores [443]	\$13,027,656
Building material and garden equipment and supplies dealers [444]	\$22,494,856
Food and beverage stores [445]	\$95,842,417
Grocery stores [4451]	\$69,092,516
Supermarkets and other grocery (except convenience) stores [44511]	\$64,903,102
Convenience stores [44512]	\$4,189,414
Specialty food stores [4452]	\$5,387,171
Beer, wine and liquor stores [4453]	\$21,362,730
Health and personal care stores [446]	\$26,974,138
Gasoline stations [447]	\$37,633,626
Clothing and clothing accessories stores [448]	\$24,551,279
Sporting goods, hobby, book and music stores [451]	\$9,970,368
General merchandise stores [452]	\$44,847,513
Miscellaneous store retailers [453]	\$11,009,518
TOTAL - MAJOR RETAIL CATEGORIES (3-Digit NAICS Codes)	\$386,766,046
Food/Drink Establishment Spending per Capita	\$992
TOTAL - FOOD & BEVERAGE ESTABLISHMENT SPEND POTENTIAL	\$26,613,615
TOTAL	\$413,379,661

PTA Resident Expenditure Potential	2015
Population	170,685
INCOME (PDI)	\$35,711
TOTAL INCOME POTENTIAL	\$6,095,363,440
RETAIL SALES / INCOME	44.5%
TOTAL RETAIL POTENTIAL	\$2,711,495,929
Motor vehicle and parts dealers [441]	\$608,617,092
Furniture and home furnishings stores [442]	\$95,358,830
Electronics and appliance stores [443]	\$91,332,824
Building material and garden equipment and supplies dealers [444]	\$157,704,410
Food and beverage stores [445]	\$671,921,245
Grocery stores [4451]	\$484,386,047
Supermarkets and other grocery (except convenience) stores [44511]	\$455,015,374
Convenience stores [44512]	\$29,370,673
Specialty food stores [4452]	\$37,767,771
Beer, wine and liquor stores [4453]	\$149,767,426
Health and personal care stores [446]	\$189,107,257
Gasoline stations [447]	\$263,837,599
Clothing and clothing accessories stores [448]	\$172,121,346
Sporting goods, hobby, book and music stores [451]	\$69,899,134
General merchandise stores [452]	\$314,411,904
Miscellaneous store retailers [453]	\$77,184,288
TOTAL - MAJOR RETAIL CATEGORIES (3-Digit NAICS Codes)	\$2,711,495,929
Food/Drink Establishment Spending per Capita	\$1,028
TOTAL - FOOD & BEVERAGE ESTABLISHMENT SPEND POTENTIAL	\$175,440,727
TOTAL	\$2,886,936,656

STA Resident Expenditure Potential	2015
Population	97,125
INCOME (PDI)	\$33,498
TOTAL INCOME POTENTIAL	\$3,253,532,390
RETAIL SALES / INCOME	45.1%
TOTAL RETAIL POTENTIAL	\$1,468,869,950
Motor vehicle and parts dealers [441]	\$329,699,686
Furniture and home furnishings stores [442]	\$51,657,728
Electronics and appliance stores [443]	\$49,476,763
Building material and garden equipment and supplies dealers [444]	\$85,431,538
Food and beverage stores [445]	\$363,992,774
Grocery stores [4451]	\$262,401,319
Supermarkets and other grocery (except convenience) stores [44511]	\$246,490,656
Convenience stores [44512]	\$15,910,663
Specialty food stores [4452]	\$20,459,534
Beer, wine and liquor stores [4453]	\$81,131,921
Health and personal care stores [446]	\$102,443,070
Gasoline stations [447]	\$142,925,946
Clothing and clothing accessories stores [448]	\$93,241,472
Sporting goods, hobby, book and music stores [451]	\$37,865,717
General merchandise stores [452]	\$170,323,028
Miscellaneous store retailers [453]	\$41,812,226
TOTAL - MAJOR RETAIL CATEGORIES (3-Digit NAICS Codes)	\$1,468,869,950
Food/Drink Establishment Spending per Capita	\$972
TOTAL - FOOD & BEVERAGE ESTABLISHMENT SPEND POTENTIAL	\$94,398,029
TOTAL	\$1,563,267,979

Appendix 2 – Workshop Participants

- › Don McDonald – NAI Commercial Real Estate
- › Ron Madsen – RDM Enterprises
- › Glenn Pineau – All of Oils
- › Tammy Rea – TD Bank
- › Lorelee Clarke – Bentall Kennedy
- › Kim Mullin – Thrive Communications
- › Darren Brattston – Beedie Group
- › Shelley Garries – Gallery 204
- › Marlyn Graziano – Kwantlen Polytechnic University

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