

Township of
Langley



Est. 1873

Economic Development

ECONOMIC DEVELOPMENT STRATEGY

MISSION STATEMENT

To expand and develop Langley's diverse economy in harmony with its rural and urban communities

**Prepared by the
Economic Development Commission**

Adopted by Resolution of Council on May 27, 2002

(blank page following the front cover)

Acknowledgements

This document was prepared by Hudema Consulting Group Inc. with assistance by Davidson Yuen Simpson Architects, Urban Systems. Ltd., and Grant Thornton LLP.

Special acknowledgement is given to members of the business community for contributing to the consultation process and actively participating in the think tank meetings.

The Economic Development Strategy was prepared in 2000 – 2002. The Economic Development Commission members during this period are listed as follows:

Economic Development Commission

Chairperson Victor MacDonald

Steve Campbell (2000 – 2001)

Graeme Davies

Annabel Dean

Bruno Giacomazzi

Dave Gormley

Melina Hung

Dave Kasper (2000 – 2001)

Councillor Bob Long

Angie McDougall

Ken Monroe

Carol Paulson

Ed Pentland (2000 – 2001)

Brenda Plowman (2000 – 2001)

late Jim Pollock (2000 – 2001)

Doug Preddy

David Silver

Brian Storzuk (2000 – 2001)

Bob Waugh



HARRIS HUDEMA
CONSULTING GROUP LTD.

URBANSYSTEMS[®]

LANGLEY ECONOMIC DEVELOPMENT STRATEGY

Table of Contents	Page
1.0 Introduction.....	1
1.1 Achievements in Economic Development.....	1
1.2 Changing Business Environment.....	2
1.3 Strategy Process.....	3
1.4 The Corporate Context.....	4
1.5 Mission Statement.....	4
2.0 Recommended Strategic Actions.....	5
2.1 Community Image.....	6
2.2 Education and Training.....	7
2.3 Tourism.....	9
2.4 Agriculture.....	10
2.5 Horse Industry.....	12
2.6 Heritage and the Arts.....	13
2.7 Commercial Development.....	14
2.8 Business Office and Industrial Parks.....	15
2.9 Infrastructure.....	16
2.10 Film Industry.....	17
2.11 Convention / Conference Facilities.....	18
3.0 Implementation.....	19
4.0 Evaluation and Monitoring.....	32
4.1 Internal Performance (Measures of Efficiency).....	32
4.2 External Performance (Measures of Effectiveness).....	33

Technical Appendix (under a separate cover)

1.0 Introduction

The Township of Langley is one of the fastest growing municipalities in Greater Vancouver. With a diverse economic base including well established residential communities, advanced agriculture, state-of-the-art manufacturing industries and a very strong retail and service sector, Langley offers excellent potential for investors and businesses. A favourable tax base, a skilled labour force, and the proximity of Langley to Vancouver, Seattle, and overseas markets has made Langley an attractive area for investment and development.

The Economic Development Strategy (EDS) provides a policy framework to guide decision-making in Langley. Based on background research and a consultation program, the EDS provides a long range vision to guide growth and development of key economic sectors in Langley.

1.1 Achievements in Economic Development

Langley has a proud heritage of economic development which embraces almost every aspect of growth and change in the community. Economic development and entrepreneurial activity have always been at the core of the community psyche.

Economic development in Langley dates back some 10,000 years. First Nations People, now known as Sto:lo, are thought to have been the principal occupants of most of the Fraser Valley throughout the last several millennia. They established an economy using the bounty of the West Coast forest and transportation afforded by the Fraser River. Even prehistoric time, the area now known as Langley was at the cross roads of West Coast commerce by a trail/river system which traversed the Nicomekl and Salmon Rivers to intersect the Fraser River at MacMillan Island. Trade goods from as far as northern California and the BC Interior have been found in Langley.

The Langley area was the first part of the lower mainland of British Columbia where European settlement was established. Fort Langley was built in 1827 under the direction of James McMillan, Chief Trader of the Hudson's Bay Company (HBC). The prime objectives of the Fort were to establish a trading post and to initiate some agricultural activities. The HBC store supplied food for the occupants of the various trading posts west of the Rockies, traded goods with First nations for furs and salmon, and sold goods to itinerant prospectors during the 1850s gold rushes. The HBC Farm in the Milner area became the first commercial farm in British Columbia with its products (mainly butter) exported to places as far as Alaska and the Sandwich Islands in Hawaii.

The Township of Langley has become one of the premier locations for business and investment in the Greater Vancouver area. There are more than 4,000 businesses in the Township engaging in more than 450 different economic activities. Many international and export-oriented companies have head offices in Langley. Industrial floorspace has more than doubled from 4.3 million square feet in 1990 to 10.2 million square feet in 2000. During the same period, commercial floorspace increased from 2.1 million to 5.1 million square feet.

While Langley achieved remarkable industrial and commercial growth, it has continued its strong ties to agriculture. According to the 1996 Census of Agriculture, Langley has more farms than any other municipality in British Columbia. There were 1,584 census farms in Langley in 1996, a 12.5% increase since 1991. These farms generated \$150 million in sales, representing 30% of the total farm sales in the Greater Vancouver Regional District and 8% of the provincial total.

The Township of Langley is a community of 88,000. It has grown considerably within the last 20 years at an average of 4% per year and is projected to accommodate approximately 165,000 by 2021. Planned residential communities in Langley will continue to attract a highly skilled labour force that enjoys a high quality of life.

Achievements in economic development can be attributed to strategic visioning by community leaders. In 1987, Township Council established the Economic Development Commission (EDC) to provide advice on policies and strategies that relate to the economic development of the municipality. The first Economic Development Strategy (EDS) was prepared by the EDC in 1987-88 and was adopted by Council in 1989. The 1989 EDS provided a roadmap to create a positive environment for planned economic growth. It identified specific actions to promote and protect the kinds of business and investment that the community desire.

Since the adoption of the EDS, Langley has undergone major changes as its economy has become increasingly diverse and global and regional business conditions have become progressively inter-related. In 2001, the EDC embarked on a process to update the EDS, thereby positioning Langley to grow in an ever-changing business environment.

1.2 Changing Business Environment

New forces are constantly shaping the business environment in Langley. Trends at the regional, provincial, continental and global scale have direct and indirect implications on the structure of the Langley economy. At the regional level, transportation issues, politics, competition with other jurisdictions, and land availability all impact Langley's economy. At the provincial level, government policy plays a large role in the economics of Langley, as do the changing structure of the provincial economy, and competition with other regions. Across North America, government restructuring, public debts and aging population are changing the way businesses operate. Globally, free trade agreements and the internationalization of labour and capital mean that municipalities are affected increasingly, by broader economic shifts.

Some of the major forces affecting the business environment in Langley were examined as part of the background research for the Economic Development Strategy. A discussion of mega trends is included in the Technical Appendix under a separate cover.

1.3 Strategy Process

The Economic Development Commission (EDC) prescribed a strategy process with visioning, background research and public consultation as key characteristics.

Visioning

In March 2001, the EDC conducted a visioning workshop to kick-off the process to create a new Economic Development Strategy (EDS). The EDC reviewed the Mission Statement of the EDS and identified specific sectors for future economic development.

Background research

Extensive research was conducted to obtain background information on general economic conditions. Background papers and sectoral analyses were prepared for think tank meetings in the next step of the process. Background research information, background papers and sectoral analyses are provided in the Technical Appendix under a separate cover.

Public Consultation

In the summer of 2001, the EDC held a series of think tank meetings to create a forum for the EDS. The think tank meetings brought together key stakeholders, including government representatives, community associations, regional groups, and the business community to explore specific objectives and actions for each sector. In total, 170 people participated in the meetings. A list of think tank participants is included in the Technical Appendix.

In March 2002, an open house was held to obtain input from the entire community. The event was advertised in the local newspaper and was attended by 32 people. In addition, the draft strategy was available for download on the Township web site.

The Economic Development Strategy was adopted by Township Council by resolution on May 27, 2002.

1.4 The Corporate Context

The Economic Development Strategy sets the framework for future economic development activity in the Township of Langley. In its adopted form as a resolution of Township Council, it serves as the key to the economic development program. The Strategy represents an important consensus between Council, Economic Development Commission and the community on the appropriate focus for economic development activity.

The Economic Development Strategy fits into a broader framework, as articulated by several corporate policies of the Township of Langley:

Corporate Mission Statement: One of the commitments in the Corporate Mission Statement is to encourage a lifestyle that is environmentally, socially, culturally and *economically* balanced.

Corporate Goals and Objectives: One of the Corporate Goals is to strengthen the Township economy. The objectives of this Goal are (i) to diversify the economic base by promoting environmentally friendly activity and (ii) to increase employment opportunities.

Official Community Plan: The Official Community Plan (OCP) promotes development of complete communities by providing a balance between residential and employment growth. An objective of the Rural Plan, a component of the OCP, is to provide direction to economic development in the rural area that is compatible with the agricultural community.

The Economic Development Strategy augments and complements these corporate policies with focused economic objectives and specific implementation programs.

1.5 Mission Statement

With a diverse economic base including well established communities, state-of-the-art manufacturing industries and a very strong retail and service sector, Langley offers excellent potential for investors and businesses. A favourable tax base, a skilled labour force, and the proximity and access of Langley to Vancouver, Seattle, and overseas markets have made Langley an attractive area for investment and development.

The Economic Development Commission aims at securing future prosperity for Langley while maintaining a blend of urban and rural lifestyles. Building upon the desirable attributes of our communities, the overall purpose of the Economic Development Strategy is to attract new growth that will enhance the standards of living and provide good jobs for the residents of Langley. Hence, the mission statement of the Economic Development Strategy: “To expand and develop Langley’s diverse economy in harmony with its rural and urban communities.”

2.0 Recommended Strategic Actions

Based on background research and public consultation, a clear set of goals, actions and objectives were developed. The following sections outline the goals, objectives and actions of the Economic Development Strategy.

2.1 Community Image

Goal

Promote Langley's good reputation as a great place to live, work, and play

Objectives and Strategic Actions

Objective 2.1.1: Develop and implement a program to improve and promote the overall image of Langley

Actions

- 2.1.1.1 Establish a steering committee with representatives from the City of Langley, the Township of Langley, and business and community groups
- 2.1.1.2 Foster a positive attitude towards economic development among Councils, staff and the Langley community
- 2.1.1.3 Develop a marketing program aimed at presenting a positive image of Langley as a community of growth and prosperity
- 2.1.1.4 Establish regular communication with the local and regional media to make editors, reporters and producers aware of the good news in the community
- 2.1.1.5 Develop an Economic Development web site to provide (statistical) information and highlight success stories in all strategic areas

Objective 2.1.2: Attract businesses and investment to Langley

Actions

- 2.1.2.1 Profile the competitive advantages of doing business in Langley on an on-going basis
- 2.1.2.2 Provide potential business investors with a guided tour of Langley that highlights current advantages and describes Langley's business philosophy
- 2.1.2.3 Compile a free promotional package which includes a contact list, Township data, and a digital presentation for potential business investors
- 2.1.2.4 Establish a business "Block Watch" program and publicize its successes

Objective 2.1.3: Attract residents to Langley

Actions

- 2.1.3.1 Collaborate with development and real estate companies to promote Langley as a safe community to live
- 2.1.3.2 Designate a coordinator to compile and disseminate human interest stories and successful initiatives to media at the regional level
- 2.1.3.3 Expand and promote residential neighbourhood watch programs
- 2.1.3.4 Ensure an adequate supply of residential land and dwelling units

2.2 Education and Training

Goal

Establish Langley as a center of excellence in education and training

Objectives and Strategic Actions

Objective 2.2.1: Build partnerships in education and training

Actions

- 2.2.1.1 Form an association of education and training institutions/service providers
- 2.2.1.2 Collaborate with local businesses and government agencies to identify and design appropriate education and training programs to meet future labour market demand
- 2.2.1.3 Examine opportunities for sharing resources among institutions
- 2.2.1.4 Identify education and training opportunities to increase the skills pool and knowledge base in the target areas of the Economic Development Strategy

Objective 2.2.2: Promote Langley as an international education hub

Actions

- 2.2.2.1 Create a comprehensive web-based resource for education facilities and programs in Langley
- 2.2.2.2 Profile specialized education and training facilities and unique programs
- 2.2.2.3 Develop a marketing or “branding” strategy to attract teachers, scholars and students by promoting Langley as a centre of excellence in education and training
- 2.2.2.4 Increase outreach to international teachers, scholars and students through exchange programs, research partnerships, distance education, and world wide networks

Objective 2.2.3: Promote excellence in trades/technical fields

Actions

- 2.2.3.1 Collaborate with local businesses and government agencies to enhance the perception of working in the trades/technical sector
- 2.2.3.2 Develop a pilot apprenticeship training in the trades/technical fields
- 2.2.3.3 Encourage job fairs sponsored by training institutions, employers and business organizations
- 2.2.3.4 Profile local companies and students involved in apprenticeship training

Objective 2.2.4: Encourage new investments in education and training

Actions

- 2.2.4.1 Build on “smart community” concept by embracing technology in all educational institutions
- 2.2.4.2 Endorse the expansion of existing education and training institutions in a manner consistent with Corporate plans and policies
- 2.2.4.3 Support the location and relocation of new education and training institutions to complement existing facilities and programs as well as other economic development initiatives

2.3 Tourism

Goal

Develop Langley as a tourism destination

Objectives and Strategic Actions

Objective 2.3.1: Enhance access to local tourism information

Actions

- 2.3.1.1 Collaborate with the Greater Langley Chamber of Commerce and local tourism operators to compile a comprehensive list of attractions, events and support services in the tourism industry
- 2.3.1.2 Make tourism information available on the Economic Development web site
- 2.3.1.3 Continue to support tourist info-centres at key locations

Objective 2.3.2: Encourage coordination of tourism initiatives

Actions

- 2.3.2.1 Form and nurture an industry alliance to coordinate all tourism initiatives and establish a prominent Langley presence in local, regional and provincial tourism matters
- 2.3.2.2 Support coordination and development of agri-tourism, cultural tourism (including Langley' First Nations history) and sport-tourism initiatives with respective industry groups in Langley

Objective 2.3.3: Develop a tourism strategy for Langley

Actions

- 2.3.3.1 Collaborate with the Greater Langley Chamber of Commerce, City of Langley and local tourism operators to create a tourism strategy
- 2.3.3.2 Continue to use the overall tourism marketing themes: “Langley: The Country Side of Vancouver” and “Fort Langley, The Birthplace of British Columbia” to secure a niche in the Greater Vancouver tourism market
- 2.3.3.3 Develop a coordinated marketing plan to promote Langley as a unique tourism destination
- 2.3.3.4 Establish a “Be a tourist in your own home town” program to increase awareness of tourism products and services in Langley

Objective 2.3.4: Improve skills and training of tourism service providers

Actions

- 2.3.4.1 Expand the SuperHost and FAM (familiarization) tour programs
- 2.3.4.2 Work with education institutions to design and offer training programs for the tourism industry

2.4 Agriculture

Goal

Support sustainable economic development that strengthens the agricultural economy and preserves the rural character

Objectives and Strategic Actions

Objective 2.4.1: Implement the economic development initiatives in the Rural Plan

Action

2.4.1.1 Form partnerships with industry groups to implement economic development initiatives in the Rural Plan

Objective 2.4.2: Promote the significance of the agricultural economy

Actions

- 2.4.2.1 Develop and maintain a comprehensive statistical profile on rural Langley
- 2.4.2.2 Conduct sectoral analyses and identify agri-business trends and opportunities
- 2.4.2.3 Collaborate with local media in profiling prominent sectors and business leaders in the agriculture industry
- 2.4.2.4 Make rural area information available on the Economic Development web site

Objective 2.4.3: Promote agri-tourism

Actions

- 2.4.3.1 Identify all stakeholders and events in agri-tourism
- 2.4.3.2 Encourage development of commercial tour packages and themes (such as wineries, organic farms, specialty nurseries, harvest festivals, seniors, and families with children)
- 2.4.3.3 Develop a coordinated marketing strategy to promote agri-tourism
- 2.4.3.4 Establish an agri-tourism sign program which is linked to the Farm Fresh Guide

Objective 2.4.4: Investigate the establishment of an agri-industrial park

Actions

- 2.4.4.1 Collaborate with industry representatives, the Ministry of Agriculture, Food and Fisheries, Agricultural Land Commission and other related agencies in identifying the market need for an agri-industrial park
- 2.4.4.2 Examine such criteria for agri-industrial parks as location, land area, cost structure, servicing, transportation and environmental protection
- 2.4.4.3 Investigate incentives for intensive farm operations to locate in agri-industrial parks

Objective 2.4.5: Support new and existing agricultural business

Actions

- 2.4.5.1 Streamline current administrative procedures and regulations to facilitate agri-industrial development
- 2.4.5.2 Consider upgrading municipal infrastructure to support new and existing agricultural business
- 2.4.5.3 Encourage the introduction of more local processing companies
- 2.4.5.4 Support the establishment of small nurseries, greenhouses, and trees/hedging industry
- 2.4.5.5 Consider the appropriate methods of byproduct disposal
- 2.4.5.6 Investigate ways to minimize conflicts between rural residential use and intensive farming activities

2.5 Horse Industry

Goal

Strengthen Langley as the Horse Capital of BC

Objectives and Strategic Actions

Objective 2.5.1: Collect statistical information on the horse industry

Actions

- 2.5.1.1 Work with the local horse industry, Langley Horse Federation, BC Horse Council, and the Ministry of Agriculture, Food and Fisheries to develop a database to track the growth of the horse industry
- 2.5.1.2 Provide horse industry information on the Economic Development web site

Objective 2.5.2: Implement the Horse Industry Strategy

Actions

- 2.5.2.1 Continue to work with the Langley Horse Federation to build a coordinated and unified horse industry
- 2.5.2.2 Develop a program to promote Langley as the Horse Capital of BC and enhance the image of Langley horse riders, breeders, competitors, products and services
- 2.5.2.3 Prepare a business plan to market and expand the Langley Horse Festival and associated equestrian competition circuits as annual sport-tourism events
- 2.5.2.4 Continue to work with educational institutions to provide equestrian training and education

2.6 Heritage and the Arts

Goal

Maximize the cultural tourism potential in Langley

Objectives and Strategic Actions

Objective 2.6.1: Increase coordination of Heritage and the Arts

Actions

- 2.6.1.1 Encourage collaboration among the Economic Development Commission, Community Heritage Commission, and non-profit and for-profit groups in Heritage and the Arts
- 2.6.1.2 Encourage collaboration between the City and Township of Langley

Objective 2.6.2: Develop and implement a cultural heritage strategy

Actions

- 2.6.2.1 Prepare an economic impact analysis of cultural tourism
- 2.6.2.2 Prepare a business plan to address product development needs of Heritage and the Arts
- 2.6.2.3 Consider financial incentives to foster the development of Heritage and the Arts
- 2.6.2.4 Continue to use such tools as Heritage Conservation Areas to protect and manage heritage resources in the community

Objective 2.6.3: Market Heritage and the Arts in Langley

Actions

- 2.6.3.1 Develop and launch a coordinated marketing program to promote Langley as a cultural tourism destination, in conjunction with other tourism initiatives
- 2.6.3.2 Increase the awareness of the economic potential of Heritage and the Arts in Langley
- 2.6.3.3 Work with local non-profit and for-profit groups to develop and maintain a comprehensive database of all stakeholders, events, resources and facilities in Heritage and the Arts
- 2.6.3.4 Publish a directory of local artists/performers and a calendar of arts/cultural events on the economic development web site

2.7 Commercial Development

Goal

Encourage a diverse range of retail and commercial activity

Objectives and Strategic Actions

Objective 2.7.1: Monitor commercial developments

Actions

- 2.7.1.1 Maintain a database to monitor local trends in commercial land use, including land area and floorspace information
- 2.7.1.2 Provide statistical reports to Council on a regular basis
- 2.7.1.3 Make commercial development information available on the Economic Development web site

Objective 2.7.2: Strengthen Willowbrook as a key Regional Town Centre

Actions

- 2.7.2.1 Collaborate with the City of Langley, the Greater Langley Chamber of Commerce and major property owners in developing and marketing Willowbrook as a regional employment node, a premier location for corporate headquarters and branch offices, and a high-order commercial retail destination
- 2.7.2.2 Encourage densification of the Willowbrook Shopping Centre and surrounding commercial areas
- 2.7.2.3 Examine the merit of a Business Improvement Association (BIA) to coordinate marketing efforts and develop a common theme for the Regional Town Centre

Objective 2.7.3: Encourage commercial development in Aldergrove, Brookwood, Fort Langley, Murrayville, Walnut Grove and Willoughby

Actions

- 2.7.3.1 Work with local community groups to address issues such as pedestrian environment, traffic movement, parking, coordinated signage and landscaping
- 2.7.3.2 Ensure adequate commercial lands are designated for economically vibrant community centres
- 2.7.3.3 Promote appropriate retail uses, offices and associated support services to serve the shopping needs of individual communities
- 2.7.3.4 Encourage commercial property owners in Development Permit and Heritage Conservation areas to consider on-going façade improvement and maintenance
- 2.7.3.5 Examine the merit of a Business Improvement Association (BIA) to coordinate a revitalization program and promote the unique characteristics of each retail node

2.8 Business Office and Industrial Parks

Goal

Facilitate development of high quality business office and industrial development

Objectives and Strategic Actions

Objective 2.8.1: Monitor business office and industrial development

Actions

- 2.8.1.1 Maintain a database to track trends in business office and industrial land use, including land area and floorspace information
- 2.8.1.2 Provide statistical reports to Council on a regular basis and make recommendations if necessary
- 2.8.1.3 Make industrial development information available on the Economic Development web site

Objective 2.8.2: Promote the development of campus style business office parks

Actions

- 2.8.2.1 Promote Carvolth, Gloucester and Willowbrook as premier locations for high quality business office parks
- 2.8.2.2 Ensure supporting infrastructure and full municipal services are readily available

Objective 2.8.3: Improve industrial areas in Aldergrove and Northwest Langley

Actions

- 2.8.3.1 Establish guidelines to encourage industries to beautify their facilities, provide attractive landscaping, and consider coordinated signage in an industrial area
- 2.8.3.2 Publish and distribute a brochure on the guidelines for beautification, landscaping and signage
- 2.8.3.3 Encourage the expansion of existing businesses through quality in-filling and attractive redevelopment of industrial buildings

Objective 2.8.4: Build on Langley's reputation as a safe community for business

Actions

- 2.8.4.1 Adopt and promote Crime Prevention Through Environmental Design (CPTED) guidelines in business office and industrial areas
- 2.8.4.2 Encourage coordinated private security for each industrial area and examine the feasibility of establishing a Business Improvement Association for that purpose
- 2.8.4.3 Encourage the establishment of Block Watch in business office and industrial areas

2.9 Infrastructure

Goal

Provide cost effective infrastructure

Objectives and Strategic Actions

Objective 2.9.1: Commit to infrastructure improvements

Actions

- 2.9.1.1 Update the Township of Langley Master Transportation Plan
- 2.9.1.2 Develop a strategy to pre-service key industrial and commercial areas to attract new businesses
- 2.9.1.3 Encourage telecommunication companies to deploy state-of-the-art fibre optic and wireless networks in Langley
- 2.9.1.4 Work with TransLink and other GVRD municipalities to improve the Major Road Network in order to facilitate movement of people and goods
- 2.9.1.5 Endorse the proposed South Fraser Perimeter Road
- 2.9.1.6 Monitor the development of a new bridge crossing across the Fraser River and its economic development impacts on Langley
- 2.9.1.7 Encourage the expansion of the Aldergrove-Lynden border crossing
- 2.9.1.8 Investigate funding/resource opportunities for major infrastructure

Objective 2.9.2: Support the Interurban Rail initiative

Actions

- 2.9.2.1 Lobby the provincial government to upgrade and twin the old Interurban Rail as a legacy project relating to the 2010 Winter Olympics
- 2.9.2.2 Encourage and support the Fraser Valley Heritage Rail Society to extend its program from Cloverdale through Langley to include destinations at Fort Langley via the Rawlison cut-off and Trinity Western University
- 2.9.2.3 Explore the feasibility of using other heritage routes such as the Old Yale Road and Telegraph Trail in an integrated network linking tourism destinations and employment nodes

2.10 Film Industry

Goal

Increase the economic benefits of the film industry in Langley

Objectives and Strategic Actions

Objective 2.10.1: Make Langley “Film Friendly”

Actions

- 2.10.1.1 Compile and maintain a database showing the location of unique vistas, distinctive architecture, special locations, suppliers and vacant warehouse space suitable for use as production facilities
- 2.10.1.2 Create a film location “library” on the Economic Development web site, featuring photographs and 360° panoramic video clips for each location
- 2.10.1.3 Promote the film location library to BC Film Commission and location managers
- 2.10.1.4 Appoint a “Film Coordinator” in the Township to facilitate a “one-stop” permit process and cater to film industry needs
- 2.10.1.5 Organize a familiarization tour for location managers to inform them about potential sites and Langley’s permit process
- 2.10.1.6 Initiate a process with the film industry unions to include Langley in one union zone

Objective 2.10.2: Develop Filming Guidelines

Actions

- 2.10.2.1 Establish a steering committee with representatives from the community-at-large, the film industry, BC Film Commission and Township staff to develop filming guidelines
- 2.10.2.2 Facilitate a public participation program to encourage public input into the guideline development process
- 2.10.2.3 Develop user-friendly guidelines for the Township as a whole and for certain areas where special provisions are required for public safety, transportation, and business reasons
- 2.10.2.4 Present recommended guidelines for endorsement by Township Council
- 2.10.2.5 Encourage production companies to fund legacy projects in the community

Objective 2.10.3: Increase awareness to improve the profile of the film industry in Langley

Actions

- 2.10.3.1 Maintain a list of all movie and commercial productions in Langley
- 2.10.3.2 Compile economic data for each production
- 2.10.3.3 Develop written profiles of major productions with the producers and/or local community newspapers
- 2.10.3.4 Develop a registry for property owners to list their properties for film productions
- 2.10.3.5 Create a “film shoot photo album” on the Economic Development web site

2.11 Convention / Conference Facilities

Goal

Increase jobs and revenue from the convention industry

Objectives and Strategic Actions

Objective 2.11.1: Identify potential benefits of a new conference/convention facility in Langley

Actions

- 2.11.1.1 Commission a study to determine the existing and future demand for a convention centre facility in the Township
- 2.11.1.2 Study potential economic impacts of a new facility on local businesses
- 2.11.1.3 Establish the type of facility that would be most beneficial to existing Langley business (convention centre, conference centre or trade and exhibition hall)
- 2.11.1.4 Do a location analysis to identify potential facility sites

Objective 2.11.2: Make Langley more attractive to event planners

Actions

- 2.11.2.1 Create a comprehensive list of relevant businesses, accommodation, and transportation information, and meeting facilities
- 2.11.2.2 Increase development of accommodation near existing shopping, restaurants, and bars
- 2.11.2.3 Create a database of recreation options, including golf courses, tours, activities and events for distribution to events planners
- 2.11.2.4 Develop a brochure to promote Langley as a good location to host events/conferences

3.0 Implementation

The Economic Development Strategy takes a practical and conservative approach to strengthening Langley's economy.

Significant financial challenges face municipalities in Canada. Successive downloading by senior governments and new legislative proposals (such as the community charter) present financial challenges and potential solutions. Whether or not the Township achieves its economic development mission depends on a number of factors.

The fulfillment of the Economic Development strategy will only occur through dedication, hard work, collaboration and the resolution of many difficult issues, many of which have not yet even been identified.

The following tables provide a recommended framework for implementation.

Marketing – These actions involve the responsible stakeholder(s) to prepare materials for distribution, disseminate information, contact local and broader media, and/or informing people or groups directly.

Coordination – These actions require the responsible stakeholder(s) to orchestrate, and in most cases facilitate, meetings of groups or individuals with a common interest.

Information – Closely linked with marketing initiatives, these actions require those responsible to gather, or coordinate the gathering of information with the goal of publicizing or monitoring and reporting on the status of industries.

Initiatives – These actions involve creating new initiatives; involving residents’ and business participation; or encouraging groups or industry to contribute in specific ways to improve the community.

Responsible Stakeholders

BIAs – Business Improvement Associations

CHC – Community Heritage Commission

CISC – Community Image Steering Committee

COC – Greater Langley Chamber of Commerce

COL – City of Langley

EDC – Economic Development Commission

FISC – Film Industry Steering Committee (created in action 2.10.2.1)

LAAC – Langley Agriculture Advisory Committee

LCE – Langley Council of Educators (created in action 2.2.1.1)

LHF – Langley Horse Federation

RCMP – Royal Canadian Mounted Police

TIAL – Tourism Industry Alliance of Langley (created in action 2.3.2.1)

TOL – Township of Langley staff

Priority

S – Short term – Initiated and completed or established within 3 years

M – Medium Term – to be completed or established within 3 to 5 years

L – Long Term – to be completed or established within 5 to 10 years

Community Image	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.1.1.1 Establish a steering committee with representatives from the City of Langley, the Township of Langley, and business and community groups (CISC)		*		*	S	EDC
2.1.1.2 Foster a positive attitude towards economic development among Councils, staff and the Langley community			*	*	L	COC, COL, TOL
2.1.1.3 Develop a marketing program aimed at presenting a positive image of Langley as a community of growth and prosperity			*		L	CISC, COC, TOL
2.1.1.4 Establish regular communication with the local and regional media to make editors, reporters and producers aware of the good news in the community			*		L	BIAs, CISC, EDC, TOL
2.1.1.5 Develop an Economic Development web site to provide (statistical) information and highlight success stories in all strategic areas	*				M	TOL
2.1.2.1 Profile the competitive advantages of doing business in Langley on an on-going basis			*		L	TOL
2.1.2.2 Provide potential business investors with a guided tour of Langley that highlights current advantages and describes Langley's business philosophy			*		M	COC, EDC, TOL,
2.1.2.3 Compile a free promotional package which includes a contact list, Township data, and a digital presentation for potential business investors	*				M	COC, EDC, TOL,
2.1.2.4 Establish a business "Block Watch" program and publicize its successes				*	M	BIAs, COC, RCMP
2.1.3.1 Market Langley's good reputation as a great place to live, work, learn and play			*		L	COC, COL, TOL
2.1.3.2 Designate a coordinator to compile and disseminate human interest stories and successful initiatives to media at the regional level	*	*	*		M	EDC
2.1.3.3 Expand and promote residential neighbourhood watch programs				*	L	RCMP, TOL
2.1.3.4 Ensure an adequate supply of residential land and dwelling units				*	L	TOL

Education and Training	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.2.1.1 Form an association of education and training institutions/service providers (LCE)		*			S	EDC
2.2.1.2 Collaborate with local businesses and government agencies to identify and design appropriate education and training programs to meet future labour market demand		*		*	L	LCE
2.2.1.3 Examine opportunities for sharing resources among institutions		*			M	LCE
2.2.1.4 Identify education and training opportunities to increase the skills pool and knowledge base in the target areas of the Economic Development Strategy	*				L	LCE
2.2.2						
2.2.2.1 Create a comprehensive web-based resource for education facilities and programs in Langley	*				M	LCE, TOL
2.2.2.2 Profile specialized education and training facilities and unique programs			*		M	LCE
2.2.2.3 Develop a marketing or “branding” strategy to attract teachers, scholars and students by promoting Langley as a centre of excellence in education and training			*		L	LCE
2.2.2.4 Increase outreach to international teachers, scholars and students through exchange programs, research partnerships, distance education, and world wide networks			*		L	LCE
2.2.3						
2.2.3.1 Collaborate with local businesses and government agencies to enhance the perception of working in the trades/technical sector		*	*		M	EDC, TOL
2.2.3.2 Develop a pilot apprenticeship training in the trades/technical fields				*	M	LCE
2.2.3.3 Encourage job fairs sponsored by training institutions, employers and business organizations				*	M	LCE
2.2.3.4 Profile local companies and students involved in apprenticeship training			*		M	LCE, TOL
2.2.4						
2.2.4.1 Build on “smart community” concept by embracing technology in all educational institutions				*	L	LCE
2.2.4.2 Endorse the expansion of existing education and training institutions in a manner consistent with Corporate plans and policies				*	L	LCE, TOL
2.2.4.3 Support the location and relocation of new education and training institutions to complement existing facilities and programs as well as other economic development initiatives		*			L	EDC, LCE, TOL

Tourism	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.3.1.1 Collaborate with the Greater Langley Chamber of Commerce and local tourism operators to compile a comprehensive list of attractions, events and support services in the tourism industry	*	*			S	COC, TOL
2.3.1.2 Make tourism information available on the Economic Development web site	*		*		M	TOL
2.3.1.3 Continue to support tourist info-centres at key locations	*			*	L	TOL
2.3.2.1 Form and nurture an industry alliance (TIAL) to coordinate all tourism initiatives and establish a prominent Langley presence in local, regional and provincial tourism matters		*	*		S	COC, EDC, TOL
2.3.2.2 Support coordination and development of agri-tourism, cultural tourism (including Langley' First Nations history) and sport-tourism initiatives with respective industry groups in Langley		*			L	COC, CHC, EDC, First Nations, TIAL, TOL
2.3.3.1 Collaborate with the Greater Langley Chamber of Commerce, City of Langley and local tourism operators to create a tourism strategy		*			M	COC, TIAL, TOL
2.3.3.2 Continue to use the overall tourism marketing themes: "Langley: The Country Side of Vancouver" and "Fort Langley, The Birthplace of British Columbia" to secure a niche in the Greater Vancouver tourism market			*		L	TIAL, TOL
2.3.3.3 Develop a coordinated marketing plan to promote Langley as a unique tourism destination			*		L	TIAL
2.3.3.4 Establish a "Be a tourist in your own home town" program to increase awareness of tourism products and services in Langley			*		L	COC, TIAL
2.3.4.1 Expand the SuperHost and FAM (familiarization) tour programs	*				L	COC, TIAL
2.3.4.2 Work with education institutions to design and offer training programs for the tourism industry		*		*	L	BIAs, COC, TIAL

Agriculture	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.4.1.1 Form partnerships with industry groups to implement economic development initiatives in the Rural Plan		*			L	EDC, LAAC
2.4.2.1 Develop and maintain a comprehensive statistical profile on rural Langley	*				M	LAAC, TOL
2.4.2.2 Conduct sectoral analyses and identify agri-business trends and opportunities	*				M	LAAC
2.4.2.3 Collaborate with local media in profiling prominent sectors and business leaders in the agriculture industry			*		M	LAAC, TOL
2.4.2.4 Make rural area information available on the Economic Development web site	*				M	TOL
2.4.3.1 Identify all stakeholders and events in agri-tourism	*				L	EDC, LAAC
2.4.3.2 Encourage development of commercial tour packages and themes (such as wineries, organic farms, specialty nurseries, harvest festivals, seniors, and families with children)			*		L	COC, LAAC
2.4.3.3 Develop a coordinated marketing strategy to promote agri-tourism		*	*		L	LAAC, TIAL
2.4.3.4 Establish an agri-tourism sign program which is linked to the Farm Fresh Guide			*		M	LAAC, TIAL
2.4.4.1 Collaborate with industry representatives, the Ministry of Agriculture, Food and Fisheries, Agricultural Land Commission and other related agencies in identifying the market need for an agri-industrial park	*	*			L	All Listed
2.4.4.2 Examine such criteria for agri-industrial parks as location, land area, cost structure, servicing, transportation and environmental protection	*				L	LAAC, TOL
2.4.4.3 Investigate incentives for intensive farm operations to locate in agri-industrial parks	*				L	LAAC, TOL
2.4.5.1 Streamline current administrative procedures and regulations to facilitate agri-industrial development		*			L	LAAC, TOL
2.4.5.2 Consider upgrading municipal infrastructure to support new and existing agricultural business				*	L	TOL
2.4.5.3 Encourage the introduction of more local processing companies				*	L	EDC
2.4.5.4 Support the establishment of small nurseries, greenhouses, and trees/hedging industry				*	L	EDC, TOL
2.4.5.5 Consider the appropriate methods of byproduct disposal	*				L	LAAC, TOL

Horse Industry	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.5.1.1 Work with the local horse industry, Langley Horse Federation, BC Horse Council, and the Ministry of Agriculture, Food and Fisheries to develop a database to track the growth of the horse industry		*			M	All Listed
2.5.1.2 Provide horse industry information on the Economic Development web site	*				M	LHF, TOL
2.5.2.1 Continue to work with the Langley Horse Federation to build a coordinated and unified horse industry		*			L	EDC, LHF, TOL
2.5.2.2 Develop a program to promote Langley as the Horse Capital of BC and enhance the image of Langley horse riders, breeders, competitors, products and services			*		L	EDC, LHF
2.5.2.3 Prepare a business plan to market and expand the Langley Horse Festival and associated equestrian competition circuits as annual sport-tourism events			*		L	EDC, LHF
2.5.2.4 Continue to work with educational institutions to provide equestrian training and education		*			L	EDC, LCE, LHF

Heritage and the Arts	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.6.1.1 Encourage collaboration among the Economic Development Commission, Community Heritage Commission, and non-profit and for-profit groups in Heritage and the Arts		*			S	All Listed
2.6.1.2 Encourage collaboration between the City and Township of Langley		*			M	COL, TOL
2.6.2						
2.6.2.1 Prepare an economic impact analysis of cultural tourism	*				S	EDC
2.6.2.2 Prepare a business plan which addresses product development needs of Heritage and the Arts to nurture the industry	*				M	EDC
2.6.2.3 Consider financial incentives to foster the development of Heritage and the Arts				*	M	EDC, CHC, TOL
2.6.2.4 Continue to use such tools as Heritage Conservation Areas to protect and manage heritage resources in the community				*	L	CHC, TOL
2.6.3						
2.6.3.1 Develop and launch a coordinated marketing program to promote Langley as a cultural tourism destination			*		L	COC
2.6.3.2 Increase the awareness of the economic potential of Heritage and the Arts in Langley	*		*		M	CHC, COC
2.6.3.3 Work with local non-profit and for-profit groups to develop and maintain a comprehensive database of all stakeholders, events, resources and facilities in Heritage and the Arts	*	*			L	EDC, COC, TOL
2.6.3.4 Publish a directory of local artists/performers and a calendar of arts/cultural events on the economic development web site	*				L	COC

Commercial Development	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.7.1.1 Maintain a database to monitor local trends in commercial land use, including land area and floorspace information	*				M	TOL
2.7.1.2 Provide statistical reports to Council on a regular basis	*				M	TOL
2.7.1.3 Make commercial development information available on the Economic Development web site	*		*		S	TOL
2.7.2						
2.7.2.1 Collaborate with the City of Langley, the Greater Langley Chamber of Commerce and major property owners in developing and marketing Willowbrook as a regional employment node, a premier location for corporate headquarters and branch offices, and a high-order commercial retail destination		*			S	EDC
2.7.2.2 Encourage densification of the Willowbrook Shopping Centre and surrounding commercial areas				*	S	EDC, TOL
2.7.2.3 Examine the merit of a Business Improvement Association (BIA) to coordinate marketing efforts and develop a common theme for the Regional Town Centre	*				S	TOL
2.7.3						
2.7.3.1 Work with local community groups to address issues such as pedestrian environment, traffic movement, parking, coordinated signage and landscaping		*			S	TOL
2.7.3.2 Ensure adequate commercial lands are designated for economically vibrant community centres				*	S	TOL
2.7.3.3 Promote appropriate retail uses, offices and associated support services to serve the shopping needs of individual communities	*				M	TOL
2.7.3.4 Encourage commercial property owners in Development Permit and Heritage Conservation areas to consider on-going façade improvement and maintenance				*	S	TOL
2.7.3.5 Examine the merit of a Business Improvement Association (BIA) to coordinate a revitalization program and promote the unique characteristics of each retail node		*		*	S	TOL

Business/Industrial Parks	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.8.1.1 Maintain a database to track trends in business office and industrial land use, including land area and floorspace information	*				S	TOL
2.8.1.2 Provide statistical reports to Council on a regular basis and make recommendations if necessary	*				S	TOL
2.8.1.3 Make industrial development information available on the Economic Development web site	*				S	TOL
2.8.2						
2.8.2.1 Promote Carvolth, Gloucester and Willowbrook as premier locations for high quality business office parks			*		S	TOL
2.8.2.2 Ensure supporting infrastructure and full municipal services are readily available				*	S	TOL
2.8.3						
2.8.3.1 Establish guidelines to encourage industries to beautify their facilities, provide attractive landscaping, and consider coordinated signage in an industrial area			*		M	TOL
2.8.3.2 Publish and distribute a brochure on the guidelines for beautification, landscaping and signage			*		M	TOL
2.8.3.3 Encourage the expansion of existing businesses through quality in-filling and attractive redevelopment of industrial buildings			*		M	TOL
2.8.4						
2.8.4.1 Adopt and promote Crime Prevention Through Environmental Design (CPTED) guidelines in business office and industrial areas				*	L	TOL
2.8.4.2 Encourage coordinated private security for each industrial area and examine the feasibility of establishing a Business Improvement Association for that purpose		*		*	L	TOL
2.8.4.3 Encourage the establishment of Block Watch in business office and industrial areas		*		*	L	TOL

Infrastructure	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.9.1.1 Update the Township of Langley Master Transportation Plan	*				L	TOL
2.9.1.2 Work with TransLink and other GVRD municipalities to improve the Major Road Network in order to facilitate movement of people and goods		*			L	TOL
2.9.1.3 Endorse the proposed South Fraser Perimeter Road	*		*		S	TOL
2.9.1.4 Encourage telecommunication companies to deploy state-of-the-art fibre optic and wireless networks in Langley				*	M	EDC, TOL
2.9.1.5 Encourage the expansion of the Aldergrove-Lynden border crossing				*	L	EDC, TOL
2.9.1.6 Develop a strategy to pre-service key industrial and commercial areas to attract new businesses			*		L	TOL
2.9.1.7 Investigate funding/resource opportunities for major infrastructure	*				L	TOL
2.9.2						
2.9.2.1 Lobby the provincial government to upgrade and twin the old Interurban Rail as a legacy project relating to the 2010 Winter Olympics	*		*		L	EDC, TOL
2.9.2.2 Encourage and support the Fraser Valley Heritage Rail Society to extend its program from Cloverdale through Langley to include destinations at Fort Langley via the Rawlison cut-off and Trinity Western University			*	*	L	EDC, TOL
2.9.2.3 Explore the feasibility of using other heritage routes such as the Old Yale Road and Telegraph Trail in an integrated network linking tourism destinations and employment nodes	*				L	EDC, TOL

Film Industry	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.10.1.1 Compile and maintain a database showing the location of unique vistas, distinctive architecture, special locations, suppliers and vacant warehouse space suitable for use as production facilities	*				M	TOL
2.10.1.2 Create a film location “library” on the Economic Development web site, featuring photographs and 360° panoramic video clips for each location	*				M	TOL
2.10.1.3 Promote the film location library to BC Film Commission and location managers			*		M	COC
2.10.1.4 Appoint a “Film Coordinator” in the Township to facilitate a “one-stop” permit process and cater to film industry needs		*			L	EDC, TOL
2.10.1.5 Organize a familiarization tour for location managers to inform them about potential sites and Langley’s permit process	*		*		M	COC, EDC
2.10.1.6 Initiate a process with the film industry unions to include Langley in one union zone		*			S	EDC
2.10.2						
2.10.2.1 Establish a steering committee (FISC) with representatives from the community-at-large, the film industry, BC Film Commission and Township staff to develop filming guidelines		*			S	EDC, TOL
2.10.2.2 Facilitate a public participation program to encourage public input into the guideline development process		*		*	S	EDC, FISC
2.10.2.3 Develop user-friendly guidelines for the Township as a whole and for certain areas where special provisions are required for public safety, transportation, and business reasons				*	S	EDC, FISC
2.10.2.4 Present recommended guidelines for endorsement by Township Council				*	M	EDC, FISC
2.10.2.5 Encourage production companies to fund legacy projects in the community				*	L	TOL
2.10.3						
2.10.3.1 Maintain a list of all movie and commercial productions in Langley	*				M	COC
2.10.3.2 Compile economic data for each production	*				M	COC
2.10.3.3 Develop written profiles of major productions with the producers and/or local community newspapers	*		*		M	COC
2.10.3.4 Develop a registry for property owners to list their properties for film productions	*				L	COC
2.10.3.5 Create a “film shoot photo album” on the Economic Development web site	*		*		L	TOL

Convention Centre	Information	Coordination	Marketing	Initiatives	Priority	Responsibility
2.11.1.1 Commission a study to determine the existing and future demand for a convention centre facility in the Township	*				S	TOL
2.11.1.2 Study potential economic impacts of a new facility on local businesses	*				M	TOL
2.11.1.3 Establish the type of facility that would be most beneficial to existing Langley business (convention centre, conference centre or trade and exhibition hall)	*				M	TOL
2.11.1.4 Do a location analysis to identify potential facility sites	*				M	TOL
2.11.2						
2.11.2.1 Create a comprehensive list of relevant businesses, accommodation, and transportation information, and meeting facilities	*				M	COC
2.11.2.2 Increase development of accommodation near existing shopping, restaurants, and bars				*	L	TOL
2.11.2.3 Create a database of recreation options, including golf courses, tours, activities and events for distribution to events planners	*		*		M	COC
2.11.2.4 Develop a brochure to promote Langley as a good location to host events/conferences			*		M	COC, EDC

4.0 Evaluation and Monitoring

In order for the Township staff, residents, and business community to maintain an active and participatory role in the Economic Development Strategy process, it is important to have criteria by which the Strategy will be evaluated. Only by reporting on successes, identifying areas of weakness, and continual re-allocation of energies, will the EDS process continue to be as successful as it has in the past in Langley. This section lists samples of both internal and external measures of efficiency and effectiveness of the process and its principal stakeholders.

4.1 Internal Performance (*Measures of Efficiency*)

Measures that the Township could use for evaluating the internal performance (i.e. efficiency) of economic development include such things as:

- ◆ number of tasks and projects initiated and completed
- ◆ completion of projects on or below budget
- ◆ number of major enquiries handled
- ◆ average time required to process enquiries
- ◆ number of web site visits
- ◆ number of delegations hosted
- ◆ number of hours spent per initiative or project
- ◆ newsletter articles per month
- ◆ results of annual financial audit
- ◆ completion of annual budget on time
- ◆ results of annual strategic plan review

4.2 External Performance (*Measures of Effectiveness*)

- ◆ number of new businesses licensed
- ◆ number, type and value of industrial and commercial building permits issued
- ◆ number and type of jobs created locally (this can only be accurately determined each five years through the Canadian Census; in the interim the Township must rely on provincial government and GVRD estimates and information collected from local businesses)
- ◆ quality of life indicators, such as crime rates
- ◆ visitor statistics to tourist attractions and information booths
- ◆ number of square feet of commercial and industrial space developed or leased
- ◆ commercial and industrial floorspace vacancy rates
- ◆ number of business bankruptcies
- ◆ total and per capita retail sales
- ◆ assessed property values by classification (a measure of diversification of the tax base)
- ◆ number of film days in Langley per month
- ◆ number of students enrolled in post secondary education in Langley
- ◆ number of visits to Chamber of Commerce information centre
- ◆ number of business members in BIAs
- ◆ number of residents involved in neighbourhood watch programs
- ◆ value of the horse industry

This is a sample list of possible measures that would indicate the EDS performance. Additional performance measures could and should be introduced over time if appropriate statistical information becomes available through the Township or outside sources.

The Township will produce a report card every 12 months that shows these indicators for the previous year. With passing time, this report card will become a longitudinal account of the Township's performance in various economic development fields, including the 11 main theme areas identified in this report. (Each of the theme areas has performance measures to be tabulated each year.) Eventually, this report card will become a document that the Township produces, not only as an evaluation and performance monitoring tool, but as an economic development initiative unto itself, which shows prospective residents, businesses, and visitors the economic trends in the Township.