



SOCIO-CULTURAL ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (SCEDAC)

TUESDAY, JUNE 24, 2025 AT 6:00 p.m.

CKF Boardroom (2nd floor)
Langley City Hall, 20399 Douglas Crescent

A G E N D A

The land on which we gather is the traditional unceded territory of the Katzie, Kwantlen, Matsqui and Semiahmoo First Nations.

1) AGENDA

Adoption of the June 24, 2025 agenda.

2) MINUTES

Approval of the May 27, 2025 minutes.

3) FOR DISCUSSION

- a) Introduction to Glover Road Innovation District Plan – 30 minutes
Wendy Dupley, Economic Development Advisor
Christopher Kuno, Associate Vice President | Planning & Development, CBRE Limited | Development Strategy & Consulting
- b) Citizen's Assembly Process Update - 10 minutes
Dena Kae, Manager of Strategic Initiatives
- c) Social Streets Initiative Calendar of Events and Purpose of Activities – 5 minutes
Dena Kae, Manager of Strategic Initiatives
- d) Look Ahead: Fall 2025 – 5 minutes
Dena Kae, Manager of Strategic Initiatives
- e) Launch of the Langley City Business Retention and Expansion Program – 10 minutes
Wendy Dupley, Economic Development Advisor

4) STANDING ITEMS

- a) Briefing on upcoming related events and activities

5) FOR INFORMATION

6) **ROUND TABLE**

7) **ADJOURNMENT**

Next Meeting will be held in the same location on July 22nd at 6:00.

2025 MEETING DATES

July 22, No meeting in August, October 1, October 28, November 25, No meeting in December

Please notify Sheila Salh at ssalh@langleycity.ca if you are unable to attend the meeting or if you require a virtual link to attend the meeting remotely.



**MINUTES OF THE SOCIO-CULTURAL ECONOMIC
DEVELOPMENT ADVISORY COMMITTEE (SCEDAC)**

**HELD IN THE CKF BOARDROOM
LANGLEY CITY HALL
20399 Douglas Crescent**

**TUESDAY, May 27, 2025
AT 6:00 P.M.**

- Present:** Councillor Paul Albrecht, Chair
Shawn Caldera, Community / Social Service Sector
Vicky Dawe, Downtown Langley Business Association
Brent Elliot, Post Secondary Education Institution
Peter Fassbender, Development Industry
Jaret Lang, Post Secondary Education Institution
Kate Ludlam, Community / Social Service Sector
Rick Orlando, Development Industry
Awneet Sivia, Social and Cultural Diversity, Inclusion, Equity Perspective
- Regrets:** Councillor Teri James, Co-Chair
Clinton Dewet, First Nations Representative
Tanya Gabara, Business Community At-Large
Dennis Martini, Business Community At-Large
Cory Redekop, Greater Langley Chamber of Commerce
Johnny Webb, Social Purpose Business
- Staff:** Francis Cheung, Chief Administrative Officer
Roy Beddow, Deputy Director of Development Services
Dena Kae Beno, Manager of Social Planning Services
Wendy Dupley, Economic Development Advisor
Sheila Salh, Executive Assistant

The Chair began by acknowledging that the land on which we gather is on the traditional unceded territory of the Katzie, Kwantlen, Matsqui and Semiahmoo First Nations.

1) AGENDA

It was MOVED and SECONDED

THAT the May 27, 2025 agenda be adopted as circulated.

CARRIED

2) MINUTES

It was MOVED and SECONDED

THAT the April 22, 2025 meeting minutes, and the April 22, 2025 Closed Committee meeting minutes, of the Socio-Economic Development Advisory Committee be adopted as circulated.

CARRIED

3) FOR DISCUSSION

- a) Langley City Citizens' Assembly Process, Invite to June 11 Community Dialogue and June 26 Community Forum

Dena Kae Beno, Manager of Strategic Initiatives and Social Planning, provided information on the following:

- The Local Government Act empowers municipal governments to convene, facilitate, inform, leverage, share resources and advocate in social, community safety, and housing issues.
- Langley City's restorative community dialogue process informed the Citizens' Assembly structure and current process; this includes direct civic participation with individuals from traditionally less engaged communities and invited in broader community participation.
- This has evolved into the Langley City Village Café Series. The 2025 series focus on civic engagement and direct participation by community members through activities, arts, culture, and dialogue related to safe and inclusive communities, with findings being circulated to Citizens' Assembly.
- There will be a Citizens' Assembly deliberation session on June 7 which will help guide the group for the solutions lab on June 11, where Assembly members, expert panel members, and key community partners will provide deeper insight into the preliminary recommendations.
- This will be followed by a June 26 Inaugural Community Forum at Langley Seniors Centre, where the assembly will present its preliminary recommendations and inform the policy development through broader community partner participation and input.

- b) KPI Dashboard Goes Live in June 2025

Dena Kae Beno, Manager of Strategic Initiatives and Social Planning, provided information on the following:

- Langley City's Key Performance Indicator (KPI) dashboard launches in June 2025 and will be linked to Langley City's website.
- The first version will focus on community safety, wellbeing, and resiliency.
- The dashboard is a living system and will evolve over time to provide consistent data across other Langley City function areas, support

organizational effectiveness, and provide transparent and accountable data to the public.

- Strategic mapping was conducted to align the Official Community Plan with key plans, policies, strategies and frameworks to inform a Performance, Evaluation and Measurement System that informs the KPI Dashboard that generates organizational performance measures, while providing transparent and accountable outcomes to the public.

c) Langley City Village Café Series – April/May Recap and Looking Forward

Dena Kae Beno, Manager of Strategic Initiatives and Social Planning, provided information on the following:

- Village Café events allow for community participation and dialogue in safe, supported, and inclusive ways that provide diverse input into Langley City's strategic initiatives, like-Citizens' Assembly, Community safety, wellbeing and resiliency policy development, food systems planning, and social, cultural, economic and community development.
 - The series supports multiple ways to learn and work together across diverse facets of the community and share ideas that positively effect lives.
- The April Village Café series included International Day of Pink, Earth Day, and celebrated Sikh Heritage month.
- Mental Health Awareness Month, Moosehide Campaign, Coffee with a Cop, and Asian Heritage Month were held during the Village Café series in May.
- The Committee was invited to join the June 11 Community Dialogue on Community Safety Wellbeing and the June 26 Inaugural Community Forum.
- Upcoming Village Cafe 2025 Series summer events will include social streets initiatives that will provide neighbourhood specific pop-up event and participation at upcoming events (e.g., Seniors Week, Community Day, National Indigenous Peoples Day).

d) Economic Development Strategy: Update on Tactics Underway

Wendy Dupley, the Economic Development Advisor, provided an update to the Committee on the tactics identified in the Economic Development Strategy.

Ms. Dupley reviewed the Strategy with the group and identified the items that were already complete, underway or will commence during the remainder of 2025. Highlights included:

- Achievement of Smart 21 ICF recognition in March.
- Launch of the Data Hub, plus data additions and updates completed since the Council presentation and webinar launch event.
- The work undertaken in key markets and sectors by Invest Vancouver to ensure the Langley City opportunities are showcased.

- The plan to complete an annual Business Survey and Walks Program in collaboration with partners and building the BRE program.
- Working with Communications on a Marketing Plan that will be refreshed every year.
- Exploring to deliver a three or four topic podcast series on key topics as new communication channel.

e) Food Tech Working Group Updates and Food Tech Forum

Wendy Dupley, The Economic Development Advisor, provided information on the following:

- An update of the working group's activities to date and those that are upcoming included: presentations from the Ministry of Agriculture, and the Canadian Agriculture Automation and Innovation Network with presentations upcoming from the BC Food & Beverage Association and Alberta government entities such as Leduc Food Processing Centre and Biomass Centre in Edmonton.
- The Working Group is focused on identifying food and beverage opportunities and solving the challenges the sector is facing.
- The working group has met three times, with the next meeting scheduled for June 9.
- The group has been exploring sustainable funding options that can support FoodTech and Innovation District activities.
- The work with inter-governments is continuing to strengthen partnerships and collaborations including with Invest Vancouver who are active in international markets promoting food tech opportunities in Langley City in partnership with KPU.
- Inaugural FoodTech forum planning is underway and scheduled for Tuesday, September 23 at the Coast Hotel and Conference Centre.
- The regional picture Food Tech ecosystem mapping, which has been completed by the Invest Vancouver team using and federal program funding is almost complete.
- The FoodTech forum draft agenda was reviewed by the Committee.

4) STANDING ITEMS

Calendar of events and activities to be provided on-going.

5) FOR INFORMATION

Chair Albrecht informed the Committee that the SCEDAC Work Plan was reviewed and approved by Council.

Mr. Beddow notified the Committee that the City had retained a planning consultant to prepare an area plan for the Glover Road Innovation District, the corridor area joining Downtown Langley, Langley City Centre SkyTrain station and Kwantlen Polytechnic University's Langley Campus. This Committee will be included in a substantial public engagement program for the project.

6) **ROUND TABLE**

The next meeting will be held on June 24, 2025 at 6:00 pm with location to be determined.

7) **ADJOURNMENT**

It was MOVED AND SECONDED

THAT the meeting adjourn at 7:04 p.m.

CARRIED

CHAIR

Certified Correct:
fc

CHIEF ADMINISTRATIVE OFFICER

Business Retention and Expansion (BRE) Program

Objective: The intent of a BRE program is to proactively engage Langley City's businesses in order to strengthen the local economy by understanding and addressing their needs and encouraging expansion. Supporting existing firms is key to a strong economic climate and is often more cost-effective than trying to attract new businesses. The proposed BRE campaign and survey will identify issues early and provide assistance so that businesses stay and grow in Langley City.

The intent of this program is to be ongoing, although survey data will be drawn on a quarterly basis as a minimum, follow-up business visitations to undertaken as required with focused full day business walks annually with partners.

Timeline breakdown for the program over the next twelve months is tabled at the end of this document.

Step 1: Identifying Businesses

- **Compile a Business List:** Use the City's business license registry and local directories to create a comprehensive list in Langley City. Include a range of retail types (e.g. shops, restaurants, services) and locations in the municipality.
- **Leverage Local Networks:** Coordinate with the Downtown Langley Business Association (DLBA), Greater Langley Chamber of Commerce, and commercial property realtors and managers to ensure key business are included. These partners may share with existing member lists or directories.
- **Target Selection:** Aim for a broad sample of businesses – from small independents to larger – to capture diverse perspectives. Prioritize businesses that are well-established or highly visible in the community, as well as any new businesses or those known to be facing challenges (if such information is available). This ensures the outreach covers both thriving and at-risk firms.
- **Initial Outreach:** Partnering with DLBA, Chamber, send an email detailing the City's Business Retention & Expansion (BRE) initiative, explain its purpose (to support local businesses) and include the survey link. Emphasize that their feedback is valuable and will remain confidential, so they feel encouraged to participate. Also leverage social media and do quarterly campaigns to get survey responses.

Step 2: Brief Online Business Survey

- **Design a Short Survey:** Create an online survey (~5 minutes, 10 questions max) focusing on business sentiment, challenges, and opportunities. Keep

questions simple, with one or two short text responses. This brevity encourages a high response rate. The essence of this survey is to take a temperature check of the Langley City business community. Each year the survey will be fine-tuned and updated.

- **Key Question Areas:** Cover crucial topics such as overall satisfaction with operating in Langley City, current challenges (e.g. workforce shortages, permitting, high costs), future plans (expansion or relocation), experience with City services/regulations, perceived advantages of doing business in Langley, and suggestions for improvement. These questions will help uncover both what's working well and pain points for Langley businesses. For example, asking if a business is considering moving or expanding can reveal "*warning flags*" that signal a need for follow-up.
- **Survey Tool and Distribution:** Use an easy online platform (suggesting SurveyMonkey) branded with Langley City logo. Distribute the survey link via partners and direct email to the targeted list of businesses. To boost participation, clearly state it's *short* and important for shaping City support. The survey should be available year-round via the website so feedback channels are consistently available; plus leverage the Let's Talk program.
- **Timeline:** A campaign or push to complete the survey will be undertaken quarterly. Social posts and reminder emails to be sent before each close off date. Keep the survey open for as a year-long option (as above).

*Consider a small incentive (such as a draw for a local gift card) to encourage participation, though often simply emphasizing that their input will inform City economic development support programming is enough motivation.

Step 3: Compile Results and Flag Follow-Up Targets

- **Analyze Survey Data:** Compile the results. Calculate basic statistics (e.g. % of businesses satisfied vs. dissatisfied, ranking of common challenges). Summarize key findings in each topic area – for instance, identify the top 3 challenges most frequently selected by businesses, or the general sentiment about doing business in Langley.
- **Identify Trends and Common Needs:** Look for patterns in the responses. For example, if many businesses highlight difficulty finding workers or concerns about high rents, these themes should be noted as broader issues to address in economic development plans. Similarly, positive trends (e.g. most respondents feel Langley's location is an advantage) can inform what the City is doing right.
- **Flag "Red Flag" Issues:** Pay special attention to any **red flags** – responses indicating a particular business may need immediate support. A red flag could be a firm stating they are considering relocating or closing, plans to downsize, or

expressing extreme dissatisfaction with City services. For example, a “Yes” answer to “*Are you considering moving your business out of Langley?*” would warrant prompt follow-up. Other red flags might include a business reporting severe permitting problems, or inability to find staff to the point it threatens their operations.

- **Confidential List for Follow-Up:** Create a list of specific businesses that have these red flag indicators or otherwise requested assistance. Also note the issue each one faces (e.g. “Business A – considering relocation due to high costs,” “Business B – needs help with permitting for expansion”). This will guide the outreach team on who to contact personally and the support actions required. Ensure this information is kept confidential and used only for BRE purposes.
- **Prepare Summary Report:** Develop a brief internal report or summary presentation of the survey results for City leadership and partners. Highlight overall business sentiment, common challenges, any particular industry sectors struggles, the items flagged for follow-up and actions undertaken. This report will help everyone understand the landscape and prioritize responses. It can also be shared (in aggregate form) with the business community later, to show that their input was heard.

Step 4: In-Person Business Visits and Engagement

- **Purpose of Visits:** Based on the survey findings, schedule on-site business visits to deepen engagement. These visits show businesses that the City *cares about their success* and is ready to help. In-person meetings allow the team to **demonstrate appreciation, offer support, and gather detailed feedback** directly from owners/managers. They also let us respond to any specific requests or urgent concerns on the spot. (For example, if a retailer needs information on a grant opportunities or training program, the team can provide or follow up with that.)
- **Selecting Businesses to Visit:** Prioritize the businesses flagged for follow-up (those with serious issues, challenges or expansion plans). Additionally, include a few thriving or long-standing businesses as courtesy visits – this balances the outreach and might uncover “what’s working” as well. Given the limited time (1–2 days dedicated per month), aim to visit roughly 8–12 businesses in total, depending on scheduling and geographic proximity. Coordinate with each selected business in advance to set up a convenient meeting time during the visit days.
- **Who Will Attend:** Assemble a small **BRE visit team** consisting of: (1) a Langley City representative (e.g. Economic Development Advisor or other senior staff, possibly an elected official for goodwill), and (2) an **Invest Vancouver** representative (regional economic development partner). A two-person team is ideal – it’s not overwhelming to the business yet allows one person to lead

conversation while the other takes notes. Ensure team members are briefed on each business (survey responses, background info) before the visit. If needed, bring along subject-matter experts for specific cases (for instance, if a business has workforce issues, someone from a workforce development agency could join, but keep teams small). Include Chamber and/or DLBA rep where appropriate.

- **Visit Format:** Keep the meetings informal and positive. Each visit might last up to 30 minutes at the business's location. Start by thanking the owner/manager for their time and for doing business in Langley City. Outline the purpose: *"We're following up on the survey you completed to better understand how the City can support your business."* Then discuss their specific situation: ask open-ended questions about their challenges or expansion plans (referring to their survey answers), listen actively, and take notes. Also share information on any relevant City or regional programs (for example, if they cited hiring difficulties, mention any local workforce programs or hiring fairs; if they plan an expansion, discuss how the City can assist with permits or grants). Essentially, the visit should be a two-way dialogue: learning more about the business's needs and making them aware of tools, resources and supports that are available to them.
- **Provide Information:** Possibly come prepared with a "leave-behind" packet or pamphlet of resources. This could include contact info for key City departments (permitting, business licensing), details on any small business support programs, partner organization services, and upcoming networking or training events. That way, even if a business didn't have a specific request, they have information on hand about available assistance. As example, we have an online business resource guide that is updated annually this could be printed to leave with businesses. https://issuu.com/langleycity/docs/langley_city_business_resource_booklet
- **Documenting Meetings:** During each visit, one team member should quietly capture notes on major points. Immediately after each meeting (in the car or back at the office), the team should summarize the discussion in a standard format – e.g. fill out a brief visit report noting the date, attendees, key issues discussed, and any follow-up actions promised. This documentation is critical for accountability. It ensures that any commitments (like "City will connect you with XYZ program" or "We will look into that permit issue") are recorded and can be addressed promptly. It also helps in tracking common themes from the visits.
- **Follow-Up Actions:** After the visits, the BRE team will follow through on the needs identified. For urgent individual issues (those red flags), assign a team member to work one-on-one with that business (for example, helping them navigate a permit or connecting them to a workforce training provider). For broader issues that may require longer-term solutions (e.g. if many businesses cited downtown parking or high lease costs), note these for future policy discussions. Ensure that within a week or two after the visit, each visited

business receives a thank-you email summarizing any next steps (e.g. “Thank you for meeting with us. As discussed, we will arrange for a meeting with the workforce training program...”). This closes the loop and builds trust that the City is responsive.

- **Ongoing Relationship Building:** Finally, use the momentum from these visits to maintain communication. Invite the visited businesses (and survey respondents) to future roundtables or networking events. Consider establishing a periodic check-in (maybe a quarterly email or call) especially for those with ongoing concerns. The goal is to make business owners feel heard and supported so they remain “*content with their community*” – such businesses often become ambassadors who spread the word that Langley is a great place to do business.

Outcome: Through this program, we will gain a clear understanding of the Langley City’s business sector’s health and needs.

The survey and visits help **identify problems early and intervene** (preventing surprise business closures) and to **assist expansions** that create local jobs.

Businesses will appreciate the outreach – just asking about their concerns shows the community’s support.

By acting on the feedback (resolving issues and improving the business environment), Langley City can foster a more positive climate where local businesses stay and grow.

Draft: Online Survey for Langley City Businesses

The questions cover satisfaction, challenges, future plans, interactions with the City, and suggestions for improvement – providing insights that will guide the BRE outreach.

Start of survey: (will be produced in Survey Monkey)

This five-minute survey will help to guide Langley City’s efforts to support businesses in the community.

All answers are confidential and reported only in summary form.

1. **Business Name** - What is your business’ name? This will remain confidential, and we collect this only to follow up as needed. (text box)
2. **Industry** - Please choose the single option that best describes your main line of business. (select one)
 - Food Manufacturing or Productions
 - Non-food Manufacturing or Production
 - Construction or Trades
 - Transportation or Warehousing
 - Retail or Wholesale Trade
 - Accommodation or Food Services

- Professional, Scientific, or Technical Services
- Information, Media, or Creative Industries
- Finance, Insurance, or Real Estate
- Health Care or Social Assistance
- Other — please specify:

3. **Overall Satisfaction** – “Overall, how satisfied are you with **Langley City** as a place to operate your business?”

Answer format: Scale (5-point) – **Very Satisfied**, Somewhat Satisfied, Neutral, Somewhat Dissatisfied, **Very Dissatisfied**.

4. **Top Business Challenges** – “What are the **biggest challenges** currently facing your business?”

Multiple choice – select up to 3 from a list of common challenges.

- **Workforce shortages or hiring difficulties** (finding/retaining staff)
- **Permitting or regulatory processes** (e.g. obtaining licenses, inspections)
- **High operating costs** (rent, property taxes, utilities, etc.)
- **Competitive pressure** (strong competition or changing market demand)
- **Infrastructure or location issues** (e.g. parking, traffic, building condition)
- **Impacts of tariffs**
- **Other:** please specify ...

5. **Plans to Expand** – “Do you have plans to **expand** your business in Langley City in the next 1–3 years (for example, by hiring more staff, offering new products/services, or increasing floor space)?”

Answer format: Multiple choice – **Yes**, **No**, **Not sure yet**.

6. **Relocation Consideration** – “Are you **considering relocating** your business **outside of Langley City** in the foreseeable future?”

Answer format: Multiple choice – **No** (not considering moving), **Yes – within Metro Vancouver**, **Yes – outside Metro Vancouver**, **Unsure**.

7. **City Services & Regulations** – “How would you rate your experience with **City of Langley’s services or regulations** related to your business?” (e.g. ease of getting permits, business licensing process, building inspections, or other city interactions)

Answer format: **Very Satisfied**, Somewhat Satisfied, Neutral, Somewhat Dissatisfied, **Very Dissatisfied**.

B) Suggestions for improvements: (text box)

8. **Advantages of Operating in Langley** – *“From your perspective, what are the main advantages of operating a business in **Langley City**?”*

Answer format: Multiple choice – select as many as apply.

- **Location & transportation access** (proximity to customers, highways/transit)
- **Affordability** (lower business costs, taxes, or rents compared to other areas)
- **Growing customer base** (access to a large trade area/population)
- **Community support & quality of life** (supportive local community, safe and livable area)
- **Other:** *please specify ...*

9. **Support/Needs** – *“Which of the following **support or resources** would be most helpful to your business?”*

Answer format: Multiple choice – select any that apply. Possible options:

- **Networking events or mentorship programs** (connecting with other businesses)
- **Simplified/streamlined permit and licensing process**
- **Workforce training or recruitment assistance**
- **Improved infrastructure** (e.g. better parking, signage, transit for customers)
- **Marketing and promotion support** (help advertising local businesses)
- **Other:** *please specify ...*

10. **Suggestions for Improvement** – *“Do you have any **other comments or suggestions** for how **Langley City** could better **support your business**?”*

Answer format: Open-ended (text box for a short answer).

11. **Would you like an Economic Development Officer to connect with you?**

Multiple choice – select any that apply **No, Yes, or At a future date** (please specify text box)

Thank you for sharing your views. Your feedback will guide Langley City in improving the local business environment, providing tools and resources to support local success.

All responses are confidential and will be reported only in aggregate. If you asked for a follow-up, a team member will be in touch soon.

We appreciate your time and your investment in Langley City.

BRE PROGRAM TIMELINES 2025/26

<u>DATE</u>	<u>ACTIVITY</u>
JULY 1 – SEPT 30, 2025 W/C SEPT 22, 2025	<ul style="list-style-type: none"> • Kick-off promotional campaign via social media; Let's Talk Platform and via partners (DLBA and Chamber) • Focused promotion during July and last two weeks of September • First Community Business Walks Day. Focused visitations
SEPT 30	<ul style="list-style-type: none"> • Collate and aggregate 3 months of survey results • Share program update and findings overview (Staff and SCEDAC)
OCT – DEC 31, 2025	<ul style="list-style-type: none"> • Mid-October, new promotional campaign (2 weeks) Adjusting messaging based upon previous reach and results • Finally promotion of 2025 survey Week 1 December
JAN 2026	<ul style="list-style-type: none"> • Compile results and input from 2025 • Share in annual report – high-level including what we heard, trends, solutions, resources, areas for improvement. • Adjust and compile 2026 BRE Survey
FEB 2026 – APRIL 30, 2026	<ul style="list-style-type: none"> • Launch and kick off promotional campaign for 2026