

Economic Development Strategy

JUNE 2026



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LAND ACKNOWLEDGEMENT

Our economic development approach will be grounded in the Indigenous values of respect, reciprocity, and stewardship, ensuring that every initiative reflects a spirit of listening, learning, and collaboration. We will prioritize partnerships and friendships that honour the land, support cultural identity, and foster shared prosperity for current and future generations. There is no standalone objective for reconciliation because it is woven through everything we do. Guided by the values of Truth and Reconciliation, this commitment has no end date and is never finished, it is an ongoing journey embedded in all aspects of our work.

We acknowledge and honour the First Nations whose territories include Langford: the Songhees Nation and X̷seps̷m, as well as the nearby Sc̷ianew (Beecher Bay) and T̷Sou-ke Nations. We also recognize the needs and voices of urban Indigenous community members living in Langford. Our work will be guided by the priorities and needs of these Nations and communities, not by the City's priorities, ensuring that economic development reflects shared vision and mutual respect.

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Executive Summary



Langford is one of the most dynamic, fastest-growing cities in British Columbia. In just two decades, it has almost tripled in size, built a reputation as one of Canada's most business-friendly communities, and earned national recognition for its entrepreneurial spirit and resilience.

But growth brings responsibility. As Langford approaches a population of 60,000, the City faces real pressures. There's a need for more local jobs, affordable and available housing, a downtown that reflects the city's ambition, and an economy built to last.

This is Langford's first formal Economic Development Strategy. It is a five-year plan, built by listening to residents, business owners, community organizations, and partners. The strategy is informed by economic data, community input, and economic development best practices.

At its heart, this Strategy is about three things:

- ✓ Making sure Langford's existing businesses have what they need to stay, grow, and thrive.
- ✓ Attracting new investment and talent, where people and companies want to be part of what Langford is building.
- ✓ Ensuring the benefits of growth are shared across the whole community.

This Strategy weaves community wealth building strategies and values throughout. That means supporting local ownership, keeping dollars circulating in the community, and making sure that as Langford grows, the people who live and work here share in that prosperity.

More than 450 residents, business owners, and community partners had a say in shaping this Strategy. The message was consistent:

- ✓ People love living in Langford. They value its location, its community feel, and the quality of life.
- ✓ Businesses appreciate the City's hands-on, get-things-done approach, but they want more predictability on costs, and permitting.
- ✓ Everyone wants a more vibrant downtown with more places to gather, shop, eat, and connect.
- ✓ Residents want to work closer to home. Too many people still commute out of Langford every day for work.
- ✓ Affordability for housing, for business space, and for everyday life is a growing concern.

These voices shaped every objective in this strategy.



LANGFORD'S ECONOMIC DEVELOPMENT VISION

Langford is a resilient, innovative City recognized for strong partnerships, entrepreneurship, and its ability to turn bold ideas into action, creating a diverse and inclusive economy for generations to come.



10 OBJECTIVES, ONE DIRECTION

The strategy is organized around 10 Objectives. Together they form a complete and connected plan. From strengthening the City's internal capacity to revitalizing the downtown, from building a stronger talent pipeline, to leading in innovation and entrepreneurship.

- 1 Strengthen Foundations for Economic Resilience and Growth:**
build the internal capacity, systems, and partnerships to deliver.
- 2 Proactively Support Existing Businesses:** proactive outreach, real relationships, practical help.
- 3 Build Langford's Investment Advantage:** investment-ready lands, clear information, responsive support.
- 4 Build Langford's Talent Advantage:** connect residents to good local jobs and help employers find workers.
- 5 Build a Resilient Economy:** plan for economic disruption, prepare to recover fast.
- 6 Prioritize Quality of Life as a Core Foundation for Growth:**
use healthcare, housing, and safety to drive economic growth.
- 7 Create a Vibrant, People-First Downtown and Neighbourhood Villages:**
a people-first place that reflects Langford's character.
- 8 Prioritize Community Wealth Building:** keep prosperity local and shared.
- 9 Prioritize Agriculture (Food Security) and Agri-Tech Initiatives:** build a local food economy and strengthen food security.
- 10 Lead and Grow Langford's Innovation and Entrepreneurship Economy:** support bold ideas and homegrown businesses.



THE ROAD AHEAD

Not everything will happen at once. The Strategy identifies the foundations that everything else builds from; these are the initiatives that begin immediately. These include expanding the economic

development team, launching a Business Retention and Expansion program, strengthening resilience planning, advancing the film and digital tech industry, and making sure every resident has access to a family doctor.

A Clear Direction for Langford

Langford has built its reputation by acting quickly, working collaboratively, and focusing on results. This Strategy builds on those strengths by providing a clear and practical direction for the years ahead.

The implementation of this strategy will support local businesses, attract new investment, strengthen partnerships, and create opportunities for residents. Together, they will help ensure that Langford continues to grow as a community where businesses can succeed, and more people have the opportunity to live and work close to home.



Introduction & Overview



BACKGROUND | THE LANGFORD CONTEXT

Langford has experienced remarkable growth over the past two decades, almost tripling its population to almost 60,000 residents. Throughout this period of growth, Langford has built a strong reputation as a forward-thinking, innovative City that embraces bold ideas and cuts red tape to achieve results. This transformation has brought new opportunities and prosperity while also introducing challenges related to affordability, increased housing demand, infrastructure costs, traffic congestion, public health, inequity, and workforce demands.

Over the years, Langford has pioneered initiatives that set it apart from other communities. It was the first municipality in British Columbia to implement a one-time business licence processing fee, that set the tone for how Langford proactively supports new business investment. These efforts have positioned Langford as an appealing place for businesses of all types and sizes, earning national recognition as both the “Best City for Work,” “Best City for Entrepreneurs,” and “Most Resilient City.”

As the community looks to the future, the pace of growth brings both pressure, opportunity, and responsibility. The global economy is shifting, workforce shortages are intensifying, cost of living is on the rise, and climate change adds new layers of complexity. At the same time, Langford’s entrepreneurial spirit, approach to partnerships, and proven track record provide a strong foundation upon which to build.

This Economic Development Strategy identifies 10 objectives to guide Langford through its next chapter of growth. Informed by open data, economic development best practices, and community engagement, the plan outlines clear strategies and bold objectives that balance economic, environmental, and social objectives. Above all, it will serve as a catalyst for transformation and a new roadmap for the future. It embeds a forward-thinking culture of innovation and economic development leadership into the very DNA of the organization. Aligned with all City master plans, this Strategy charts a bold course for Langford to lead as a complete, future-ready, vibrant, and inclusive city thriving for generations to come.



WHY DEVELOP AN ECONOMIC DEVELOPMENT STRATEGY NOW?

Langford Council has identified a formal Economic Development Strategy as a strategic priority for the City. The development of this Strategy comes at a time of rapid growth and a challenging and changing global economic climate, with pressures from outside markets, labour constraints, and downloading of provincial responsibilities with respect to health care, housing, and public safety. It aligns Langford's pro-business culture with best practices in investment readiness, talent attraction and retention, equity and inclusion, sustainability and resilience, and intentionally weaves in the principals of community wealth building.

Langford's progress to date has been built on a reputation for getting things done. This Strategy respects that record, builds on the hands-on approach, predictable service, and practical problem-solving culture that has proven to be successful. Additionally, it sets

clear priorities for the next stage of growth. This is particularly important, as Langford has limited available land. Pressure on housing, transportation infrastructure, and commercial space requires a smarter use of existing resources, clearer policies, and innovative partnerships.

The five-year strategy has been developed to increase opportunities, support existing businesses, attract new talent and investment, and enhance the quality of life for all. It focuses on making it easier for existing companies to stay and grow, attracting the right kind of investment, supporting the conditions that enables talent to move to Langford. This includes the availability of housing, and ensuring that economic benefits are shared equitably across the community, including keeping wealth built by generational businesses in the community when businessowners are ready to retire.



WHAT IS ECONOMIC DEVELOPMENT?

Economic development is often described as the essential infrastructure of a community. Just as roads, utilities, and housing are needed to support daily life, economic development creates the conditions for businesses to succeed, for residents to find meaningful work close to home, and for the community as a whole to thrive.

For Langford, managing economic growth means investing in people, policies, and practices that foster inclusivity, sustainability, and prosperity. It is about ensuring that as the city grows, the benefits of development are shared across the community, opportunities are created for all, and the local economy is equipped to adapt to future challenges.

Economic development is not a single project or initiative; it is an ongoing process that balances attracting new investment with supporting existing businesses, fostering entrepreneurship, strengthening the workforce, and enhancing quality of life. An intentional and meaningful approach to economic development secures long-term benefits for residents, businesses, and future generations.



BENEFITS OF ECONOMIC DEVELOPMENT

Economic development provides tangible outcomes that benefits the entire community. A deliberate, future-focused approach to economic development, actively attracts the industries and opportunities that align with community values, the overall vision, and deliver lasting benefits for the entire community. By prioritizing and investing in strong local economies, communities create opportunities, develop innovative solutions to emerging challenges, and build resilience for the future.

Benefits of economic development include:

- ✔ Creates quality jobs close to home
- ✔ Attracting businesses that spark economic energy while creating cultural opportunities and amenities that bring people together, energizing community life and shaping a dynamic vibe across the city.
- ✔ Builds a stronger tax base to support services and growing infrastructure needs.
- ✔ Supports local businesses and keeps wealth in the community.
- ✔ Strengthens community resilience by diversifying the economy.

Economic development ensures that prosperity is shared, inclusive, and sustainable, reinforcing Langford's vision of a thriving community for current and future generations.

ECONOMIC DEVELOPMENT TRENDS

Trend	Why it Matters for Langford
Population Growth and Housing: Fast population growth increases demand for housing and services, driving affordability pressures and competition for space.	This shapes where and how people live and work. It affects business customer bases, and influences priorities for infrastructure and community amenities. For Langford, that means planning growth to keep workers close to jobs and services while managing affordability and pressure on key areas.
Workforce and Skill Gaps: Tight labour markets in trades, healthcare, and tech. Changing government policies in foreign worker programs. Slowing business expansion, and rising costs.	Employers' ability to hire and retain staff affects local competitiveness, wage pressures, and the pace of investment. For Langford, that means strengthening career paths into priority occupations and making it easier for employers to attract and keep talent.
Community Wealth Building: More communities are utilizing local procurement, co-ops, and social enterprises to keep dollars circulating within their local economies.	For Langford, this means creating an economy where more money and jobs stay in the community by supporting local businesses and entrepreneurs. It's about building lasting prosperity that benefits everyone.
Business Retention and Expansion: Most net new jobs come from businesses that are already in the community, often as much as 60-80%. The highest-return economic development activity is helping local companies stay, adapt, and grow.	Retaining and growing current businesses is the fastest path to stable jobs, reinvestment, and a strong tax base. For Langford, that means ensuring businesses' needs and challenges are heard and solutions are developed where possible to keep businesses in the community. Maintaining a proactive hands-on approach will be key in supporting business retention and expansion.



Trend	Why it Matters for Langford
Reconciliation and Partnerships: First Nation-led economic initiatives and local government partnerships with First Nations are reshaping local economies.	Establishing respectful and enduring partnerships with local First Nations enhances opportunities and promotes shared prosperity. For Langford, this involves collaborative development of initiatives that align with the priorities of local First Nations and generate mutual economic advantages.
Retail and Service Shifts: Hybrid work models and the growth of e-commerce are creating significant challenges for the vitality of downtowns and main streets. Creative placemaking and experience-based retail provide opportunities and draw increased footsteps to economic centres.	The mix of shops, services, and public spaces, including how inviting they feel, directly affects local spending and downtown vitality. For Langford, that means activating key areas within the downtown with unique and flexible spaces, regular programming, and streets and gathering places that feel clean, safe, modern, and welcoming.
Regional Collaboration: Shared services, joint marketing, and cross-boundary projects reduce costs and increase consumer reach.	Coordinated efforts unlock scale, improve confidence for investors, and strengthen the region's position. For Langford, that means working across municipal boundaries to present a clear, consistent message, explore partnerships, and advance priority infrastructure and investment.



STRATEGIC LINKAGES: CITY AND REGIONAL PLANS

Langford's Economic Development Strategy is designed to complement other master plans developed by the City and other regional partners.

Capital Regional District (CRD) Regional Growth Strategy (RGS)

This strategy advances the CRD vision of complete communities and a strong regional economy. Through strategies that focus on a reimagined, higher density downtown, increasing walkability, creating vibrant mixed-use centres, and protecting rural and Agricultural Land Reserve areas, the RGS objectives are directly supported.

Building on this foundation, Langford's OCP reinforces the RGS goal of realizing the region's economic potential in several key ways:

- Protecting and enabling employment lands.
- Diversified and resilient economy.
- Arts, culture and creative economy.
- Stewardship of renewable resource lands.

City of Langford Official Community Plan (2025 Refresh)

The Economic Development Strategy complements the OCP's outcome-based planning for a population of 100,000 and its response to the "Five Crises", including climate, housing, equity, public health and infrastructure costs. By promoting a



To create a **vibrant, thriving, inclusive** and **climate resilient** community by making informed decisions for current and future generations including residents, businesses, and visitors.

2023 - 2027 COUNCIL STRATEGIC PLAN



walkable downtown, supporting creative economic growth, a resilient agricultural system, and community wealth-building initiatives, the Strategy helps deliver the OCP's community-driven vision for the future.

2023–2027 Council Strategic Plan

The City's first strategic plan identifies economic development as a core priority and commits to several key objectives, including the development of a formal Economic Development Strategy, an Arts and Culture Strategy, support for the John Horgan post-secondary campus, and continued support to the film industry. The Plan emphasizes sustainability, quality of life, and meaningful community engagement as guiding principles for municipal decision-making. It also highlights the importance of a disaster mitigation strategy to strengthen

community and economic resiliency, reinforcing the City’s commitment to long-term stability and preparedness.

Langford Public Engagement Strategy

The City’s Public Engagement Strategy provides the “Let’s Plan Langford. Together.” framework to ensure consistent, inclusive public involvement across all municipal plans. This Strategy employed these public engagement methods to maintain transparency and gather community input, helping to guide the objectives, strategies, and subsequent actions.

Plans in Development

Several other master planning initiatives that will help shape Langford’s economic future and support the strategies noted in this plan.

Parks and Trails Master Plan: guides the City’s future decisions about the acquisition, development, enhancement, programming and management of the parks and trail systems.

Arts and Culture Strategy: positioning Langford as a regional arts destination and fostering creative industries.

Parking Modernization Policy:

modernizing parking management to support a vibrant, walkable downtown.

Transportation Master Plan and Active

Transportation Plan: creating a long-term, multi-modal network to reduce congestion and emissions.



ECONOMIC DEVELOPMENT VISION

Economic development is the foundation of a prosperous, resilient, sustainable, and inclusive community. As Langford grows, this plan focuses on helping businesses start and grow locally, creating quality jobs close to home, and ensuring the benefits of prosperity are shared across the community.

GUIDING PRINCIPLES

Five guiding principles shape the implementation of this vision: entrepreneurship, resilience, inclusion, reconciliation, and collaboration. These core values inform all objectives, strategies, and actions within the Strategy, ensuring that its approach remains pragmatic, actionable, and rooted in community engagement.

1 Reconciliation

Building meaningful partnerships with First Nations and Indigenous communities.

2 Entrepreneurship

Supporting innovation, startups, and the growth of local businesses.



3 Resilience

Building an economy that can adapt to change and recover from disruption.

4 Inclusion

Ensuring economic opportunities are accessible to all residents.

5 Collaboration

Working with partners and other City departments to strengthen the local economy and keep more wealth circulating in the community.

COMMUNITY WEALTH BUILDING AS A GUIDING PRINCIPLE

Community Wealth Building (CWB) is a practical, people-centred approach to economic development that keeps ownership, profits, and decision-making rooted in the community. It shifts the question from “How do we attract wealth?” to “How do we keep it here?” This ensures that the prosperity created in Langford circulates locally, supports local jobs, and is sustainable.

At its core, CWB is guided by a few key principles:

- **Local Ownership:** Encouraging business models such as co-operatives, employee ownership, and community investment funds that embed wealth in the hands of residents.
- **Inclusive Employment:** Ensuring that everyone, particularly youth, newcomers, and equity seeking groups has access to quality, secure work.
- **Local and Social Procurement:** Directing public spending to local suppliers and socially responsible businesses, multiplying the impact of every dollar spent.
- **Finance for Community Benefit:** Supporting local investment mechanisms that allow residents to reinvest in their own economy.

- **Anchored Institutions:** Engaging hospitals, schools, and major employers as “anchors” that commit to hiring and buying locally and investing in shared community outcomes.

Community Wealth Building is integrated throughout this Strategy and supports multiple objectives. It reinforces the goal to proactively support existing businesses by helping keep ownership local, strengthening succession planning, and ensuring long-standing enterprises remain rooted in the community. It also supports local investment, inclusive entrepreneurship, workforce participation, and long-term stewardship of strategic assets.

Through actions such as building community wealth building capacity within the City, establishing a Community Wealth Fund, advancing employee ownership and co-operative enterprise, piloting First Nation and community-led projects, leveraging land, strengthening local procurement and anchor institution partnerships, and creating shared spaces such as a non-profit co-working collective, Langford can retain more local capital, build resilience, and ensure that economic growth generates lasting community benefit.

The concept of community ownership has been gaining momentum across Canada and internationally. As noted in recent research on shared prosperity and local enterprise, community-driven economic models, such as those seen in Preston (UK), and Cleveland (USA), have proven that cities can grow their economies while building local equity and stability. The emphasis is not only on creating wealth locally, but also on ensuring that residents have meaningful ownership and decision-making over the assets and enterprises that shape their economy.

Langford's approach reflects a new generation of economic development thinking. By weaving CWB principles throughout its plan, the City demonstrates that economic development is not only about attracting the right kind of investment, but also about ensuring that residents, businesses, and institutions all share in the benefits of growth. This means that when a local business expands, or a new cooperative forms, the benefits are felt across the community, from local employment and training to reinvestment in housing, recreation, and cultural initiatives.

 PRESTON, UNITED KINGDOM:

The Preston Model

The City of Preston transformed its local economy by encouraging major institutions such as hospitals, universities, and municipal government to purchase more goods and services from local businesses. This shift redirected millions of pounds into the local economy, supporting small businesses, creating jobs, and strengthening community wealth.

 WINNIPEG, CANADA:

BUILD Inc. and Social Enterprise

Winnipeg's BUILD Inc. is a social enterprise that trains and employs individuals facing barriers to employment while delivering energy-efficient housing renovations. By combining workforce development, local hiring, and community reinvestment, BUILD helps create stable jobs, improve housing, and keep economic benefits circulating within the local community.

 CLEVELAND, UNITED STATES:

The Evergreen Cooperatives

Cleveland launched a network of employee-owned businesses that supply goods and services to major local institutions. These cooperatives provide stable jobs, shared ownership, and long-term wealth creation for residents while keeping profits circulating within the community.

KEEPING WEALTH LOCAL

The community wealth building model ensures prosperity stays and grows in Langford. In practical terms, community wealth building gives Langford the tools to foster a more self-reliant, inclusive, and sustainable economy. It empowers residents and partners to play an active role in shaping the city's future, building prosperity that lasts, and that truly belongs to the people who live and work here.

COMMUNITY WEALTH BUILDING



**Local
Ownership**



**Inclusive
Employment**



**Anchored
Institutions**



**Local and
Social
Procurement**



**Finance for
Community
Benefit**

Situation Assessment



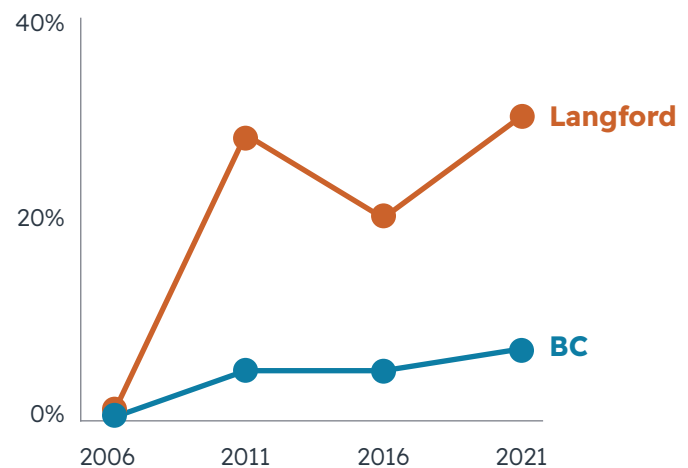
CURRENT ECONOMIC SNAPSHOT

Langford is one of the fastest-growing communities in British Columbia, and across Canada. Its rapid expansion is reshaping the city's population, workforce, education system, transportation networks, infrastructure, housing market, and economy, creating both opportunities and challenges. This profile offers a snapshot of Langford's current state and highlights the trends that will shape its future.

POPULATION GROWTH

Langford's population grew by 32 percent between 2006 and 2021. The 2021 Census recorded 46,584 residents, and provincial estimates project the population to reach approximately 60,578 by 2026. Continued growth is expected as families and young professionals are drawn to the city.

- Population up 32% from 2006 to 2021.
- Now over 50,000 residents, with the OCP designed to accommodate a future population of 100,000.

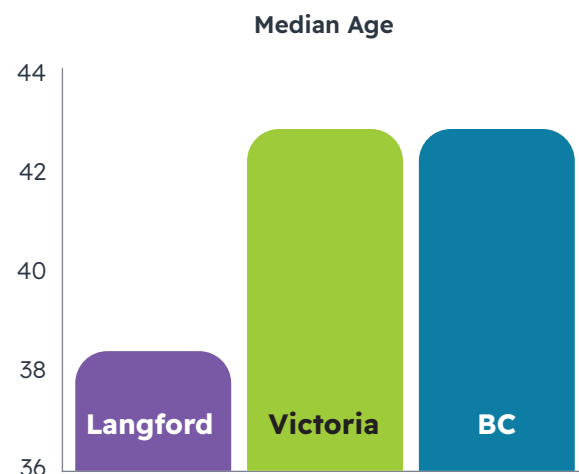


Source: StatsCan Census 2021

YOUNG AND WORKING

The city's median age is 38.4, younger than both provincial and regional averages. A strong labour force participation rate of 72% reflects a youthful, working-age population that supports a growing economy.

- Median age: 38.4.
- 72% labour force participation, demonstrating a strong local talent base.
- Growing demand for schools, childcare, housing, and recreation.



Source: StatsCan Census 2021

EDUCATION AND SKILLS:

Educational attainment is on the rise, with 23% of residents holding a bachelor's degree or higher. Many residents also have training in trades, health, business, and engineering, fields that align with local employment needs.

- 23% hold a bachelor's degree or higher.
- Strength in trades, business, health, and engineering.
- Strength in the K-12 school district.
- The John Horgan post-secondary campus provides local training opportunities, thereby supporting talent retention among youth who might otherwise leave the region to pursue their education elsewhere. This Campus is the first of its kind in Canada including Camosun College, the Justice Institute of BC, the University of Victoria, Royal Roads University, and the Sooke School District.

INCOMES & EMPLOYMENT:

Langford's median household income is \$99,000, competitive with the provincial average. Individual incomes are slightly lower, reflecting a younger workforce in the early stages of their career paths.

- Median household income: \$99,000.
- Median individual income: \$44,800.
- Competitive with provincial average.
- Slightly lower full-time wages due to a younger workforce.

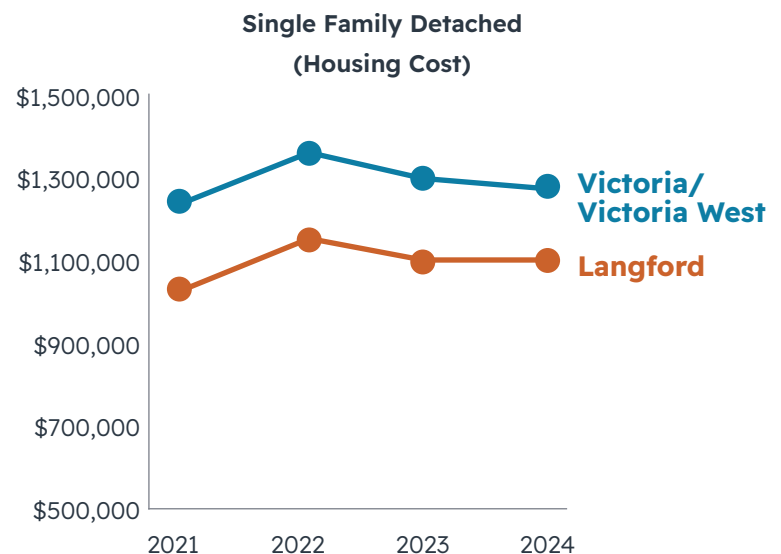
Source: StatsCan Census 2021



HOUSING SNAPSHOT:

Langford remains more affordable than Victoria, however rapid growth has pushed both home prices and rents in an upward trend. Residential development has dominated, accounting for more than 80% of building permit values since 2019.

- Still more affordable than Victoria, but rising.
- Mix of single-family, townhomes, and multi-unit builds.
- 82% of building permits (2019–2024) were residential.



LANGFORD'S ECONOMY AT A GLANCE

Langford's economic base is anchored in public administration, knowledge economy, health care, construction, wholesale, and retail trade. Looking ahead, opportunities are emerging in professional services, green infrastructure, cultural industries, and film and media production.

Key Sectors

- Public administration
- Health care and social assistance
- Construction
- Retail trade
- Education services
- Wholesale trade
- Accommodation, food, and beverage

Emerging and Strategic Opportunities

- Professional, scientific and technical services
- Green infrastructure and construction
- Film and creative industries
- Wholesale trade and logistics
- Tourism and cultural industries

WHAT IT MEANS FOR LANGFORD'S FUTURE

Langford has evolved from a bedroom community to a complete city. As the population grows and diversifies, so too does the economy. The city has a strong foundation in public services, health, education, construction, and retail, and is well-positioned to attract investment in knowledge-based, creative, recreational, and green industries.

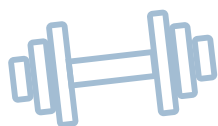
This plan builds on Langford's momentum, striking a balance between bold opportunities and foundational economic development best practices to support sustainable, resilient, and inclusive growth.



STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

This SWOT analysis summarizes Langford's current strengths, weaknesses, opportunities, and threats, providing a high-level overview of key issues that shape the City's Economic Development Strategy.

STRENGTHS



- Population growth
- Young labour force
- Business friendly
- Progressive Council
- Proactive staff
- Diversified economy
- Housing affordability
- Strong partnerships
- Positive reputation
- Amenities and services
- Quality of life (recreation, education, etc.)
- Geographic location
- Climate

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WEAKNESSES



- Health and childcare
- Walkability
- Limited land base
- Social issues
- Increasing property taxes
- Housing costs and affordability
- Regional transit
- Bedroom community perceptions
- Lagging infrastructure
- Limited staff capacity

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OPPORTUNITIES

- Develop the small business sector
- New events, festivals, etc.
- Recreation (cycling, regional trails)
- Regional collaboration
- Creative sector attraction
- Downtown revitalization and placemaking
- Transportation planning
- Community wealth building
- Business diversification
- Workforce development
- Company relocations
- Available land
- Strategic use of artificial intelligence



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THREATS

- Workforce shortages in trades and health care
- Regional competition
- Economic volatility (inflation, tariffs)
- Rapid growth challenges
- Climate risks
- Social issues
- External government decisions/downloading
- Misinformation
- Wide use of artificial intelligence
- Increased taxes



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ECONOMIC DEVELOPMENT DEPARTMENT CAPACITY

Langford's economic development function is delivered by two staff whose responsibilities extend well beyond core economic development. While this lean model has supported the City's "gets things done" reputation to date, current workloads leave limited capacity to deliver strategic and proactive core economic development functions, including the initiatives outlined in this Strategy.

CURRENT ECONOMIC DEVELOPMENT DEPARTMENT STRUCTURE:

- **Senior Manager, Communications & Economic Development (1.0 FTE).**

This position manages four staff, and leads economic development, Indigenous relations, tourism, events, public engagement, arts and culture, and communications. Significant time is consumed by time-sensitive communications, issues management, and general department management.

- **Arts, Culture & Economic Development Coordinator (1.0 FTE).** This position is split across arts and culture implementation and business licensing administration (up to 60% of time on licensing). The forthcoming Arts & Culture Strategy may introduce new deliverables and program management responsibilities to this position, diverting more time from economic development.

It is important to note that in addition to implementing this Strategy, economic development staff are responsible for day-to-day activities. In a typical economic development department or organization, considerable time is devoted to the following core activities that take place on an ongoing and daily basis. Some of these activities are built into Langford's Economic Development Strategy which will require additional staff resources.



CORE ACTIVITIES OF DEVELOPMENT STAFF

- Respond to public and business inquiries (phone, email, and walk-in).
- Acts as a central hub for information (essentially a concierge service for City Hall).
- Establishes and maintains relationships with partners in healthcare, education, businesses, NGO's, and community user groups.
- Provides data updates (community profiles, website, customized requests).
- Facilitates and participates in regional initiatives.
- Supports companies or skilled workers seeking to relocate to the community.
- Support companies with specific industry needs.
- Develops, manages, and evaluates economic development marketing campaigns and communications.
- Connects individuals and groups with available provincial and federal resources.
- Grant writing for economic development initiatives.

The current Economic Development Department is delivering within a highly constrained model. To execute the Strategy and maintain Langford's hands-on, pro-business approach, the City will need to review workloads and add targeted capacity for economic development initiatives, investor support, and cross-plan implementation.



PARTNERS IN ECONOMIC DEVELOPMENT

Economic development isn't done alone. While the City sets the strategic direction and delivers core services, real progress happens through partnerships, sharing insights, and coordinating action so businesses experience a consistent, predictable path of support from idea to investment. This Strategy treats partners as an essential element to success.

WESTSHORE CHAMBER OF COMMERCE

One of the key partners for the City is the West Shore Chamber of Commerce. The Chamber is a long-standing organization that plays a role in supporting the local business community across the entire West Shore. With a small team consisting of a manager and one assistant, the Chamber delivers membership events, advocacy, and member discount services across the West Shore. The Chamber currently operates out of a location on City-owned land in a low-foot-traffic area that offers limited visibility. This plan includes strategies that will significantly raise the Chamber's visibility and expand its reach.

One of these strategies involves establishing an agreement between the City and the Chamber that clarifies roles, defines shared priorities, and ensures both organizations can sustainably support one another in building a strong, resilient local economy. This will not only allow the Chamber to serve its members more effectively but also strengthen its alignment with the City's Economic Development Strategy. The Chamber of Commerce, while located in Langford, is not in an ideal location. Steps need to be taken to relocate them to a more accessible and visible location in downtown Langford to also allow for the full expansion of Veterans Memorial Park, an important community asset.

Working in a closer partnership with the Chamber could create opportunities for joint programming, sharing of information, and unified messaging that promotes Langford as a business-friendly community.



Opportunities for Collaboration:

- ✓ Secure a Board presence with a City staff person to best represent the City's interests.
- ✓ Manage annual Business Walks in partnership with the Chamber.
- ✓ Help the Chamber relocate their offices to a more central location in Langford.
- ✓ Partner on local business training workshops.
- ✓ Collaborate to establish a dashboard of metrics.

To move ahead with the suggested opportunities, the City must review and amend the current Chamber lease, and co-design an annual Fee for Service Agreement with clear deliverables and reporting requirements.

The City also partners with other organizations and will require their support to most successfully implement this Strategy. These partners include:

THE WEST SHORE INNOVATION AND STARTUP HUB (REV)

REV, located at the John Horgan Campus is where ideas become impact. REV is a collaborative space for founders, entrepreneurs, researchers, students, and emerging companies to test, innovate, and transform concepts into real products, services, and jobs. Backed by a 10-year, \$1.5 million commitment from the City of Langford, REV is a launch pad for innovation, social connection, and the stimulus of a thriving knowledge economy.

For Langford, REV is a practical way to turn innovation into results, including more startups supported, pilot projects completed, people hired, and new investment coming in. By aligning programs with City priorities, like

digital media, health, construction technology, and agri-food, REV can draw in mentors, investors, and strong industry partners. Input from the City's business visits can shape problem-solving challenges that match what local firms need. At the same time, student placements and final-year student projects add extra hands and fresh ideas. With shared stories about wins and lessons learned, and simple tracking of outcomes, REV will help demonstrate Langford's growing reputation as a place where innovation is supported and new ideas can succeed.



Opportunities for Collaboration:

- ✓ Participation in the REV advisory group.
- ✓ Co-host meetups and pitch nights tied to priority sectors, including technology and healthcare.
- ✓ Use aggregate business retention and expansion data to inform the REV's program planning and strategic priorities.
- ✓ Track outcomes (companies supported, pilots completed, jobs created, follow-on investment) and share success stories.

WEST SHORE DEVELOPERS ASSOCIATION

The West Shore Developers Association (WSDA) brings together builders, designers, engineers, and lenders to help projects get built the right way. For Langford, the WSDA is a practical partner that helps identify challenges or barriers early, such as servicing, permitting steps, and design requirements, so that projects can move from idea to building permit more quickly. Meeting regularly with WSDA allows the City and the Economic Development Department to align policies with what's happening on the ground. Together, the City and WSDA can plan for the right mix of spaces, including more "right-sized" active ground-floor shops, improved small-bay industrial areas, and well-designed employment zones. The WSDA can also

connect companies with training providers and apprentices, so local firms can find the workers they need. By sharing a simple project pipeline and engaging early, the City, WSDA, and industry can shorten timelines, reduce redesigns, and deliver high-quality mixed-use areas, employment lands, neighbourhood centres, and light-industrial spaces across Langford.



Opportunities for Collaboration:

- ✓ Ensure economic development staff attend WSDA meetings.
- ✓ Connect with potential investors to effectively identify land or lease opportunities.

VIATEC

Victoria Innovation, Advanced Technology & Entrepreneurship Council's mission is to support the Greater Victoria tech sector in growing to over \$10 billion by 2030. They do this by cultivating the most cohesive tech community in the world by providing resources to tackle shared opportunities and challenges while boosting a sense of belonging and shaping our region.



Opportunities for Collaboration:

- ✓ Become a member of the association.
- ✓ Encourage participation at the John Horgan Campus (REV) through events and workshops.
- ✓ Collaborate to support new and existing Langford tech companies.
- ✓ Share information with VIATEC on available commercial lease and ownership opportunities.

SOUTH ISLAND PROSPERITY PARTNERSHIP

South Island Prosperity Partnership (SIPP) is a regional economic partnership that brings together local governments, First Nations, schools, major employers, and community groups to work on shared goals. Over the years, SIPP has requested that the City join as a paid member of the organization. At this time, the City has decided not to join as a paying member, given the cost, especially during such a challenging budget time.

The City of Langford has consistently demonstrated that its internal economic development team delivers direct, tangible results for taxpayers and the local business community. Success stories such as attracting Plexxis, Sheringham Distillery, Tesla, and other businesses choosing Langford highlight the effectiveness of staff's proactive outreach, tailored support, and clear deliverables. These outcomes are the result of Langford's own expertise and relationships.

SIPP does provide value in terms of knowledge sharing and regional coordination,

given this, Langford's approach should be to collaborate with SIPP on an in-kind or project by project basis, participating in quarterly meetings, exchanging knowledge, and contributing to regional dialogue. At the same time, the City will continue to rely on its internal economic development team to deliver tangible projects and business attraction results. This approach has made Langford one of British Columbia's fastest-growing and most dynamic communities.



Opportunities for Collaboration:

- ✓ Share market intelligence and business leads.
- ✓ Cooperative investor outreach where a regional lens adds value.
- ✓ Identify mutually beneficial initiatives on a project-by-project basis.
- ✓ Meet quarterly to share trends, shared opportunities, and to identify more ways to work together in the spirit of reciprocity.



WORKLINK EMPLOYMENT SOCIETY (WORKLINK)

WorkLink helps Langford employers find workers. They connect businesses with job seekers, offer training programs, provide wage subsidies, and provide tools to support staff. As hiring becomes more challenging, WorkLink can reach a wider range of local individuals, including youth, newcomers, those changing careers, and others, and focus on high-demand jobs, such as health support, skilled trades, hospitality, and logistics.

The City can establish a referral process from its Business Retention and Expansion (BRE) visits and Business Walks to WorkLink. That way, any business that needs staff can get quick help with hiring, training, and access to available resources. WorkLink can also step in quickly during layoffs or closures to help support workers to find new jobs more quickly and stay in the community. By sharing basic data regularly, WorkLink and the City can spot trends early (for example, where shortages are growing), adjust programs,

and promote clear local career paths. This supports business continuity, stable household incomes, and a stronger, more connected local economy.



Opportunities for Collaboration:

- ✓ Share labour-market signals and highlight in-demand roles to guide outreach and training.
- ✓ Create a simple referral loop between the City's Economic Development Department and WorkLink's employer services.
- ✓ Leverage available training and wage-support programs to support business retention and attraction.
- ✓ Coordinate rapid response supports for any layoffs/closures to help affected workers connect with local employers.

PROVINCE OF BC

The Province of British Columbia is a key partner in advancing Langford's Economic Development Strategy through funding, policy alignment, programs, and regulatory approvals. Langford is fortunate to have the Honourable Ravi Parmar, Minister of Forests and a member of the Provincial Cabinet, as its MLA. He can be critical to supporting the community's efforts to lobby for support for community growth, housing development,

workforce training, and infrastructure investment, which are central to Langford's long-term prosperity and resilience.

To maximize these collaborative opportunities, the City will maintain proactive and constructive engagement with Provincial ministries and Crown agencies. This includes aligning local priorities with Provincial strategies, advancing housing development, workforce development, infrastructure, and innovation, participating in provincial

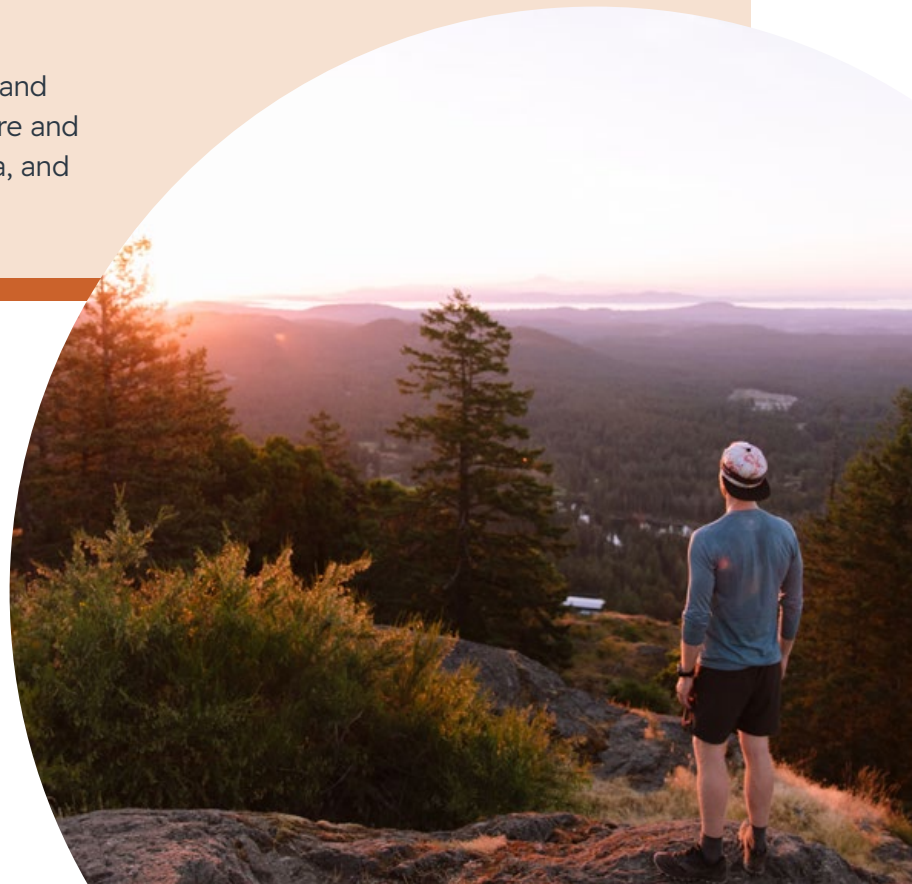
funding programs, and maintaining regular communication with regional ministry staff and elected representatives, including the Member of the Legislative Assembly (MLA).

By presenting clear priorities, coordinated partnerships, and data-driven business cases, Langford can strengthen its position as a responsive and investment-ready community.



Opportunities for Collaboration:

- ✓ Engage with the Ministry of Post-Secondary Education and Future Skills and SkilledTradesBC to advance targeted skills pathways and apprenticeship initiatives aligned with local workforce needs.
- ✓ Collaborate with the Ministry of Housing and Municipal Affairs and BC Housing to support affordable and workforce housing programs that enable sustainable growth.
- ✓ Coordinate with the Ministry of Transportation and Transit to advance road, transit, and goods movement infrastructure improvements.
- ✓ Engage Innovate BC, Creative BC, and the Ministry of Tourism, Arts, Culture and Sport to support film, digital media, and technology innovation initiatives.
- ✓ Work with the Ministry of Energy and Climate Solutions to pursue renewable energy, clean growth, and low-carbon demonstration projects.
- ✓ Align with the Ministry of Emergency Management and Climate Readiness and the Ministry of Jobs and Economic Growth to strengthen business continuity, disaster recovery, and economic resilience planning.
- ✓ Collaborate with the Ministry of Indigenous Relations and Reconciliation to advance reconciliation and inclusive economic development partnerships.



GOVERNMENT OF CANADA

The Government of Canada plays an important role in supporting Langford's economic growth through funding, infrastructure investment, innovation programs, and labour market initiatives. Federal collaboration can help accelerate key projects that align with national priorities such as housing, clean growth, reconciliation, and innovation. Many of Langford's initiatives align well with federal priorities and funding programs that support infrastructure, housing, workforce development, and economic diversification.

To maximize these opportunities, the City will maintain proactive engagement with federal departments and agencies, aligning local priorities with federal funding streams and program mandates. By clearly identifying priority projects and maintaining strong relationships with federal partners, Langford can position itself to access funding, accelerate key initiatives, and support long-term economic growth and resilience.

Opportunities for Collaboration:

- ✔ Partner with PacifiCan to secure grants, support regional economic diversification, business expansion, and entrepreneurship initiatives.
- ✔ Collaborate with Infrastructure Canada to advance transportation, climate adaptation, and community infrastructure investments.
- ✔ Work with Employment and Social Development Canada to align workforce training, youth employment, and labour market programs with local employer needs.
- ✔ Coordinate with Canada Mortgage and Housing Corporation and Housing, Infrastructure and Communities Canada to advance affordable and workforce housing initiatives.
- ✔ Engage Business Development Bank of Canada to support entrepreneurs and small- and medium-sized businesses through financing, advisory services, and growth capital.
- ✔ Connect Langford businesses with programs from Innovation, Science and Economic Development Canada, including SR&ED, IRAP, and digital adoption supports.
- ✔ Collaborate with Indigenous Services Canada to advance reconciliation and Indigenous economic development partnerships.
- ✔ Work with Environment and Climate Change Canada and Natural Resources Canada on clean energy, climate resilience, and sustainability initiatives.





INDUSTRY AND SECTOR ASSOCIATIONS

Industry associations play a vital role in connecting Langford's business community to sector expertise, industry networks, resources, and investment opportunities. Collaborating with provincial and national associations helps strengthen key sectors identified in this Strategy, including technology and innovation, agri-food, advanced manufacturing, construction and housing, tourism and hospitality, retail, and the creative industries.

These partnerships can support several objectives of the Strategy, particularly those related to innovation and entrepreneurship, workforce development, housing and construction capacity, agri-food development, and the visitor economy.



Opportunities for Collaboration:

- ✓ **BC Food Processors Association and Agriculture Council of BC** – supports agri-food innovation, value-added processing, and potential food hub initiatives connected to Langford’s Agri-Food Collaborative.
- ✓ **Excellence in Manufacturing Consortium** – strengthens local manufacturing competitiveness through workforce training, productivity programs, and industry best practices.
- ✓ **BC Construction Association, Vancouver Island Construction Association, Urban Development Institute, and Canadian Home Builders’ Association** – supports housing delivery, skilled trades recruitment, and collaboration with industry on development and construction capacity.
- ✓ **BC Hotel Association, Tourism Industry Association of BC, and Destination BC** – supports tourism development, events, and visitor economy initiatives that strengthen downtown vibrancy and regional tourism.
- ✓ **Retail Council of Canada and Canadian Federation of Independent Business** – supports small business competitiveness, policy advocacy, and innovation in the retail and service sectors.
- ✓ **Local Film Commission, Motion Picture Production Industry Association of BC, and Creative BC** – supports film production, digital media growth, and investment attraction connected to Langford’s emerging creative economy.
- ✓ **CleanTech Alliance BC, BC Hydro, and Canada Hydrogen Association** – collaborates on clean energy initiatives, sustainability projects, and emerging green technology opportunities.
- ✓ **BC Economic Development Association** – supports Business Retention and Expansion, economic resilience planning and use of the DisasterSmartBC Community Assessment Tool.



COMPETITIVE ADVANTAGES FOR INVESTMENT

Langford has built a strong reputation as a community that works directly with businesses to solve problems, reduce barriers, and support growth. Its approach to economic development is hands-on, responsive, and focused on helping investors move from idea to action quickly. This practical mindset, combined with strategic assets, makes Langford well-positioned to attract investment in sectors where it can compete.

One of Langford's greatest strengths is its business-friendly environment.

Investors benefit from streamlined permitting, a one-time business licence fee, and direct access to staff. This supportive approach reduces investor uncertainty and helps projects move ahead efficiently.

Langford offers access to a young and educated workforce.

With one of the fastest-growing populations in British Columbia, and a median age lower than the provincial average, the community provides a steady supply of workers for the future. Local educational institutions, including the John Horgan Campus, Royal Roads University, the University of Victoria, Camosun College, and the Justice Institute of BC further strengthen talent development and training pathways.

Location is another key advantage.

Situated within the Capital Region and only a short drive from downtown Victoria, Langford is well connected to ferry terminals, the Victoria International Airport, and major transportation routes. Its accessibility supports both regional collaboration and market access across Vancouver Island and the mainland.

Cost competitiveness adds to Langford's appeal.

Compared to the Capital Region and Greater Vancouver the community offers more affordable housing options, making it easier for employers to attract and retain workers. Lower costs also create space for entrepreneurs and growing companies to invest in expansion.

Quality of life remains a powerful draw.

Langford is known for its active, family-oriented lifestyle, outdoor recreation, and growing mix of urban amenities. Consistently recognized as a top community for livability and resilience, it attracts both talent and investment seeking long-term stability.



WHAT SETS LANGFORD APART

Langford offers a competitive edge grounded in action and accessibility:



Responsive to Business Needs

Direct access to staff, fast decisions, and practical problem-solving.



Growing, Skilled Workforce

One of BC's youngest populations, supported by nearby universities and training institutions.



Strategic Regional Location

Close to Victoria, ferry terminals, airport, and major transportation routes.



Cost Advantage

More attainable housing costs compared to major urban centres.



Lifestyle & Livability

A vibrant, recreation-oriented community attracting both residents and employers.



Available Employment Land

Serviced commercial and industrial lands available for purchase or lease, supporting business expansion and new investment.



Engagement Insights



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

A detailed summary of all engagement findings is provided in the companion "What We Heard" report. That report documents the full results of the engagement process and reflects the views shared by participants. This section highlights the key insights and recurring themes that helped inform the direction of the Strategy.

PUBLIC ENGAGEMENT



335

**Community
Surveys**



66

**Business
Surveys**



25

**one-on-one
interviews**



4

**Focus
Groups**



75

**Ideas Fair
Participants**



50+

**Economic
Development
Local Leaders
Workshop**

The findings presented here reflect what participants shared during engagement. They are not recommendations or decisions, but a summary of the perspectives heard across multiple engagement activities. Where similar ideas were raised consistently, they are noted as key themes. Differences in perspective are also acknowledged to provide a balanced view of community and business input.

This section is intended to give readers a clear understanding of what was heard through engagement and how it informed the development of the Strategy.



What We Heard at a Glance



FROM THE COMMUNITY

During community consultation, which included an online survey, respondents shared their views on living in Langford, highlighting its strengths, challenges, and opportunities. These findings capture the common themes and opinions that emerged.



Langford is a growing and vital community and current and previous councils have done a great job accommodating growth. More needs to be done on infrastructure to catch up with development.

SURVEY RESPONDENT



POSITIVE THEMES

- ✓ Langford is viewed positively as a place to live, work, invest, or do business
- ✓ Believe investors see Langford positively
- ✓ Close to recreation/nature
- ✓ Strong community pride
- ✓ Proactive and responsive local government
- ✓ Transportation access and convenience

CHALLENGES RAISED

- ✓ Transportation congestion and infrastructure
- ✓ Rapid growth impacting livability and environment
- ✓ Affordability pressures for residents and businesses
- ✓ Limited unique retail, restaurant, and entertainment options
- ✓ Insufficient number of well-paying, skill-matching jobs
- ✓ Perceived lack of arts, culture, and gathering places

PRIORITIES FOR THE FUTURE

- ✓ Support industries and jobs that offer long-term stability
- ✓ Retain and support existing local businesses
- ✓ Attract new businesses and investment
- ✓ Create more local jobs so people can work closer to home
- ✓ Enhance the vibrancy of the downtown core
- ✓ Build an entrepreneurial, innovative, and community-driven economy

FROM BUSINESSES

During engagement with businesses participants shared their perspectives on doing business in Langford and the opportunities available. These findings summarize the information received from respondents.



I love Langford. I want to see it grow and prosper. We need to continue to remind our community to "think local" "buy local," and "build local".



SURVEY RESPONDENT



POSITIVE THEMES

- ✓ Growing customer base and population/market
- ✓ Strategic location/proximity to Victoria and the rest of the Island
- ✓ Access to professional services and amenities
- ✓ Strong quality of life/recreation
- ✓ Many companies report stable staffing and paying living-wage levels
- ✓ Interest in local procurement and community contribution

CHALLENGES RAISED

- ✓ Municipal property taxes and overall cost burdens
- ✓ Cost/availability of commercial and industrial space; high lease rates
- ✓ Parking shortages for customers and staff
- ✓ Crime, theft, vandalism, and public safety concerns; homelessness impacts
- ✓ Regulatory responsiveness and zoning constraints; slow timelines
- ✓ Traffic congestion/infrastructure gaps

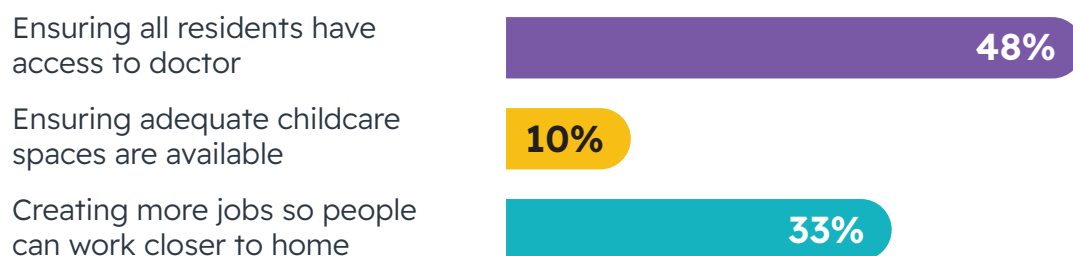
PRIORITIES FOR THE FUTURE

- ✓ Reduce business cost pressures (property taxes/fees) and improve predictability
- ✓ Streamline permitting and clarify rules (predictable timelines, clear expectations)
- ✓ Add parking; improve traffic flow, and targeted infrastructure upgrades
- ✓ Strengthen public safety actions and coordinate regional responses to homelessness
- ✓ Expand suitable, affordable space (small bays, light industrial/retail; options for non-profits)
- ✓ Activate downtown: independent shops/eateries, events, patios/plazas, arts/culture, wayfinding



Residents identified access to services, local employment opportunities, and overall livability as key priorities influencing Langford's economic future.

Top Three Resident Priorities for Economic Development



Source: Online Community Survey

Residents consistently identified transportation, affordability, and the impacts of rapid growth as key challenges influencing Langford's long-term economic resilience.

Top Three Challenges Affecting Langford's Economy and Long-term Prosperity



Source: Online Community Survey

Residents expressed interest in a broader mix of local businesses and services, particularly in areas that support everyday needs, local spending, and a more vibrant community experience.

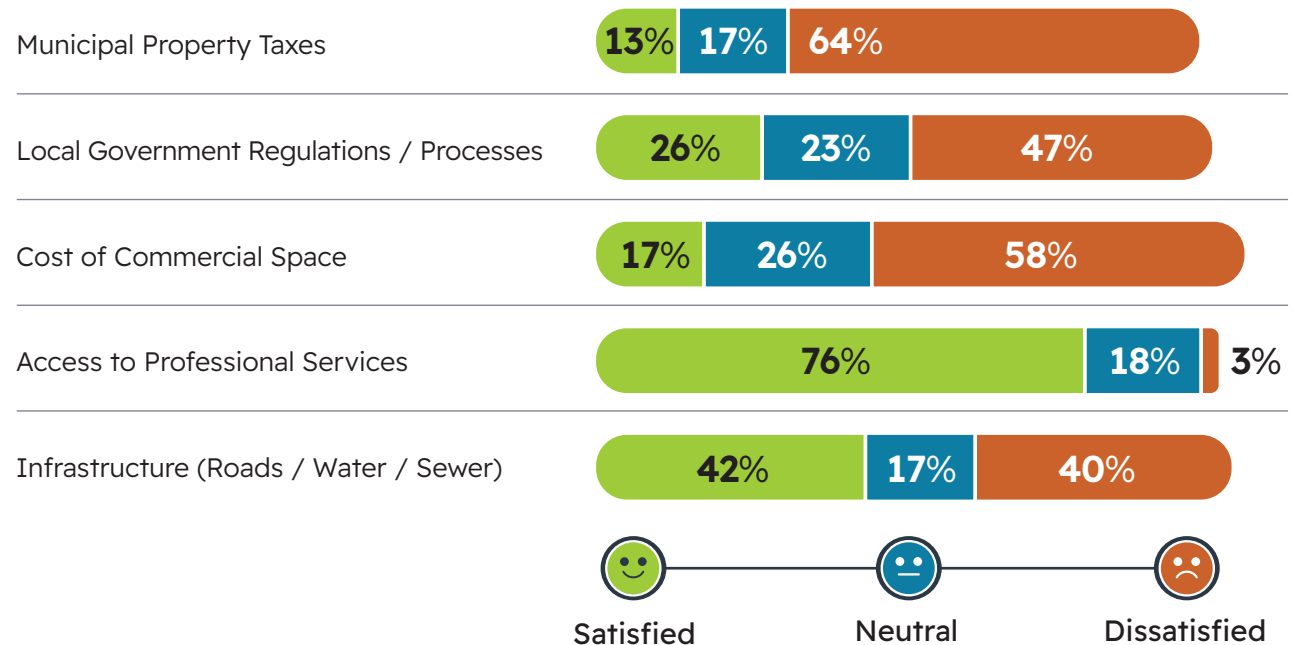
WHAT TYPES OF BUSINESSES WOULD YOU LIKE TO SEE MORE OF?



Source: Online Community Survey

Business input highlighted mixed experiences with the local business environment, with cost pressures, space availability, and process predictability identified as key considerations.

Satisfaction with Business Climate Elements



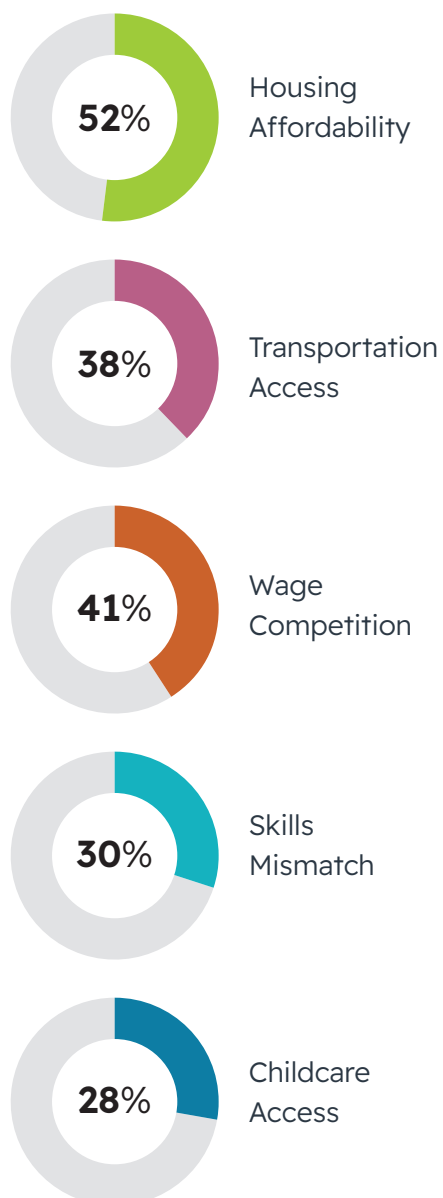
Source: Online Community Survey



BY THE NUMBERS

Businesses identified workforce availability and affordability as ongoing challenges, particularly related to housing, transportation, and competition for workers.

Workforce Challenges Identified by Businesses



Engagement findings showed strong interest in a more vibrant, connected downtown, with priorities on local businesses, public spaces, and a stronger sense of place.

Downtown Enhancement Priorities



COMMUNITY IDEAS FAIR

To complement earlier engagement activities, the City of Langford hosted an Ideas Fair on October 18, 2025. The event invited residents, business owners, students, and community organizations to share ideas for Langford's future through interactive stations, comment boards, and facilitated discussions. Over 75 participants contributed feedback during the three-hour event.

Participants were asked to identify what Langford does well, what could be improved, and what new opportunities should be pursued to strengthen the local economy and community. Responses built on insights from earlier surveys and focus groups, providing a creative, community-driven lens for the discussion.

KEY THEMES

1 Downtown Vibrancy and Identity

Participants strongly supported revitalizing the downtown core with more independent shops, patios, markets, and public art. Many called for an expanded pedestrian-friendly area and consistent design features to create a distinctive “Langford feel.”

2 Business and Workforce Development

Residents emphasized the need for more diverse local jobs so people can live and work in Langford. Suggested actions included small-business incubator space, youth entrepreneurship programs, and support for trades and technology training partnerships.

3 Arts, Culture, and Community Spaces

A recurring idea was to invest in arts, music, and performance spaces, including outdoor venues, murals, and community gathering places. Several attendees recommended an annual “Langford Festival” celebrating local food, music, and innovation.

4 Sustainability and Green Economy

Participants proposed urban greening projects, green roofs, and incentives for sustainable business practices. Others highlighted opportunities to promote eco-tourism and local agriculture, positioning Langford as a leader in environmental innovation.

5 Transportation and Connectivity

Improving transit links, walkability, and cycling infrastructure were top concerns. Several participants identified a need for better connections between neighbourhoods and downtown, as well as improved parking management.

6 Inclusive Growth and Quality of Life

Attendees valued Langford’s proactive and family-friendly atmosphere but noted that affordability, access to healthcare, and public safety must remain priorities as the city continues to grow. Participants expressed a strong desire to maintain a sense of community belonging and support, encouraging partnerships with non-profits, volunteer groups, and local organizations that help residents stay connected and engaged in community life.



COMMUNITY VOICES

“Langford has energy and potential. Let’s make the downtown as vibrant as the people.”

“We need more spaces for music, food, and culture to bring people together.”

“Affordable spaces for small businesses will keep Langford creative and unique.”

IDEA FAIR PARTICIPANTS



OVERALL INSIGHTS

Input from the Ideas Fair reinforced themes heard in surveys, interviews, and focus groups, particularly regarding downtown vibrancy, access to local jobs, business diversity, transportation, and community gathering spaces. Participants consistently emphasized the importance of creating a stronger downtown identity, supporting small and independent businesses, and ensuring that growth continues to support livability and community connection.

Ideas shared during the event highlighted interest in more pedestrian-friendly spaces, arts and cultural programming, and opportunities for residents to live and work locally. Participants also identified

transportation connectivity, affordability, and access to services as ongoing considerations as Langford continues to grow.

Together, the Ideas Fair input added community-driven detail to broader engagement findings and helped confirm priorities related to downtown activation, workforce development, small-business support, and quality of life. These insights informed the development of strategies throughout this Economic Development Strategy.



THE ROAD AHEAD:

Ten Objectives



Langford has never been a city that waits. It has grown boldly, moved quickly, and built a reputation as one of British Columbia's most dynamic and entrepreneurial communities. The work ahead is about continuing that momentum but with greater intention, stronger partnerships, and a sharper focus on ensuring that growth benefits the whole community.

This Strategy is the result of listening. Residents, business owners, institutions, and community partners shared what they value about Langford, what concerns them, and where they see opportunity for the future. Their input, combined with economic analysis and best practices from communities across Canada, helped shape the direction of this Strategy.

The research, analysis, and community engagement undertaken for this Strategy highlighted Langford's strong economic development momentum, competitive advantages, and emerging opportunities. At the same time, it highlighted important challenges related to transportation infrastructure, workforce development, housing access, and community amenities that support a growing population. Together, these insights have shaped 10 clear objectives that will guide Langford's economic development efforts over the next

five years. Each objective responds directly to the opportunities and priorities identified through research, analysis, and community engagement.

Together, these objectives will:

- Strengthen the foundations needed to support a resilient local economy.
- Enhance quality of life and create vibrant places where people want to live and work.
- Position Langford as a leader in emerging industries and future economic opportunities.



The Opportunity Ahead

Langford is at a pivotal moment. The city has the momentum, the talent, the partnerships, and the community spirit to shape its own future, not just respond to it.

This Strategy puts that future in Langford's hands.

10 OBJECTIVES AT A GLANCE

The following 10 objectives give Langford a connected roadmap that addresses the fundamentals of economic development, business support, workforce development, and investment readiness, while tackling broader opportunities in downtown vitality, community wealth, innovation, and quality of life.

#	Objective	Why it Matters for Langford
1	Strengthen Foundations for Economic Resilience and Growth	A strong economic future requires strong foundations. This objective focuses on strengthening the City's economic development capacity, partnerships, and internal systems so that Langford can effectively support businesses, attract investment, and respond to economic change.
2	Proactively Support Existing Businesses	Local businesses are the backbone of Langford's economy. This objective focuses on building stronger relationships with the business community through a proactive Business Retention and Expansion program that helps businesses overcome challenges, identify growth opportunities, and access the resources they need to succeed.
3	Build Langford's Investment Advantage	Access to a skilled workforce is essential for businesses to grow and compete. This objective focuses on strengthening the connections between employers, education providers, training institutions, and community partners to ensure Langford's workforce continues to grow and adapt to changing economic needs.
4	Build Langford's Talent Advantage	Access to a skilled workforce is essential for businesses to grow and compete. This objective focuses on strengthening the connections between employers, education providers, training institutions, and community partners to ensure Langford's workforce continues to grow and adapt to changing economic needs.

10 OBJECTIVES AT A GLANCE

#	Objective	Why it Matters for Langford
5	Build a Resilient Economy	Economic disruptions such as natural disasters, global market changes, or industry shifts can have significant impacts on communities. This objective focuses on strengthening Langford's ability to prepare for, respond to, and recover from economic challenges.
6	Prioritize Quality of Life as a Core Foundation for Growth	A thriving economy depends on a strong and healthy community. This objective recognizes that quality of life factors such as housing, healthcare access, safety, recreation, and community connection all play a role in attracting residents, workers, and businesses.
7	Create a Vibrant, People-First Downtown and Neighbourhood Centres	Vibrant places create strong local economies. This objective focuses on strengthening downtown Langford as a lively, people-focused destination while also supporting the growth of neighbourhood village centres throughout the community.
8	Prioritize Community Wealth Building	Community Wealth Building represents a forward-looking approach to economic development that keeps wealth, ownership, and opportunity rooted in the community. This objective focuses on encouraging economic development models that strengthen local ownership and circulate investment locally, including employee-owned businesses, co-operatives, community investment funds, and partnerships with First Nations and local organizations.

#	Objective	Why it Matters for Langford
9	Prioritize Agricultural (Food Security) and Agri-Food Initiatives	Langford has an opportunity to become a leader in sustainable agriculture and local food innovation. This objective focuses on supporting working farms, advancing agricultural innovation, and strengthening local food systems through partnerships with farmers, researchers, educational institutions, and industry partners.
10	Lead and Grow Langford's Innovation and Entrepreneurship Economy	Innovation and entrepreneurship will play an important role in Langford's long-term economic development future. This objective focuses on strengthening the city's emerging innovation ecosystem by supporting technology companies, creative industries, entrepreneurs, and start-ups.



WHERE WE START

With 10 objectives and dozens of strategies, the question isn't just what Langford will do, it's where the City begins. To focus early efforts, the City will implement the following strategies and actions first, recognizing that some initiatives may already be underway or ongoing. These actions will help establish momentum and support the broader strategy's implementation.

#	Objective	Starting Now
1	Strengthen Foundations for Economic Resilience and Growth	• Establish an MOU with First Nations partners to work towards an economic reconciliation framework. • Launch a West Shore Economic Development Roundtable. • Improve economic data, reporting, and communications. • Attend the annual BC Economic Summit. • Continue to collaborate with the West Shore Chamber of Commerce
2	Proactively Support Existing Businesses	• Launch a structured Business Retention and Expansion Program with tracking and follow-up. • Implement an annual business licence renewal process to improve information about local business health and growth.
3	Build Langford's Investment Advantage	• Create an inventory of available commercial and industrial lands. • Review the permitted uses of all Business Park and Commercial Zones for clarity and consistency. • Complete an annual Investment Readiness Self-assessment. • Engage and prepare local businesses to participate in defence and marine supply chains.

#	Objective	Starting Now
4	Build Langford's Talent Advantage	• Establish a network of employers, educators, and partners to support workforce and entrepreneurs. • Develop updated marketing materials directed to youth.
5	Build a Resilient Economy	• Complete the DisasterSmartBC™ community economic resilience self-assessment. • Establish an emergency business support network for coordinated response and economic recovery support. • Promote use of the Red Cross Ready Rating Program.
6	Prioritize Quality of Life as a Core Foundation for Growth	• Work with healthcare partners to develop and implement a physician attraction and retention strategy for Langford. • Convene key partners to establish a Community Safety Working Group to coordinate actions addressing local safety concerns. • Implement policies and partnerships that increase the supply of attainable housing across a range of income levels.
7	Create a Vibrant, People-First Downtown and Neighbourhood Villages	• Update zoning to prioritize active, public-facing ground-floor uses. • Work with the West Shore Chamber to launch a Dine Around program. • Create a Placemaking Strategy.

#	Objective	Starting Now
8	Prioritize Community Wealth Building	• Develop a local procurement approach and establish partnerships with anchor institutions. • Host workshops on the advantages of employee ownership and co-operative enterprise. • Facilitate workshops for small and medium size business on business continuity and retirement planning.
9	Prioritize Agriculture (Food Security) and Agri-Tech Initiatives	• Meet with key partners to introduce the agri-food and urban agriculture collaborative and assess interest, opportunities, and potential early roles including infrastructure development. • Book a working session with RRU to identify 2-3 joint pilot ideas. • Explore moving the Goldstream Farmers Market to the John Horgan Campus
10	Lead and Grow Langford's Innovation and Entrepreneurship Economy	• Form a task force to advance the Langford Film Studio project. • Establish a collaborative network of businesses, educators, and partners to support innovation and entrepreneurship. • Update economic development marketing material. • Support mentorship programs, student placements, and start-up supports through the West Shore Innovation Hub.



More Than a Plan: A Direction

These 10 objectives will not transform Langford overnight. But they will change the direction of the city's growth, who benefits, and what kind of community Langford will become.

Some of the most meaningful changes will be felt in small ways: a business that gets the support it needs to stay open, a young person who finds a career path without leaving home, a new gathering place downtown that becomes part of the fabric of the city.

That is what this strategy is building toward. Not just a stronger economy but a community where people can live, work, and build their future close to home.

OBJECTIVE 1

Strengthen Foundations for Economic Resilience and Growth



STRENGTHEN FOUNDATIONS FOR ECONOMIC RESILIENCE AND GROWTH

Langford's rapid growth requires a strong and reliable foundation to manage economic development effectively and sustainably. This objective focuses on creating the structures, systems, relationships, and a clear, consistent economic identity that enables the consistent economic identity that enable the City to achieve its long-term vision, while continuing to support local businesses and residents. Building this foundation involves ensuring that economic development is supported with clear leadership, dedicated staff, modernized service delivery, and appropriate tools to keep priorities on track. It also involves strengthening regional and industry partnerships, establishing meaningful relationships with First Nations, and positioning Langford as a leader and collaborator across the West Shore and the broader region.

Establishing this foundation is about addressing the City's internal capacity while ensuring Langford remains an accessible, accountable, and responsive partner for the business community. Investors and entrepreneurs expect efficiency, clear pathways to services, and accurate data to guide decision-making. As the city continues to grow, it will also clearly define and operationalize the "Langford Advantage" to ensure alignment across Council, staff, businesses, and investors. Enhancing internal processes, improving coordination across departments, and maintaining regular dialogue through an Economic Development Advisory Committee and a new quarterly West Shore Economic Development Roundtable will reinforce Langford's reputation as one of the most business-friendly municipalities in

British Columbia.

Innovation and entrepreneurship will remain central to Langford's economic identity. REV innovation and startup Hub at the John Horgan University Campus will serve as a vital space for new ideas, mentorship, and collaboration that inspires the next generation of locally owned businesses. Langford will leverage REV, expand partnerships with government and sector organizations, and integrate data, communications, and performance reporting to clearly track, communicate, and demonstrate local economic conditions and progress through measurable results.

Ultimately, this objective is about building confidence within the community and among local and external investors. By working with a diverse range of partners locally, regionally, provincially, and nationally, Langford's economic and community growth will remain well-managed, inclusive, and sustainable. A strong foundation ensures that bold new initiatives can be pursued with credibility, that short-term successes connect to long-term outcomes, and that the city continues to adapt to change. With the right structure, systems, and relationships in place, Langford will not only keep pace with growth but also shape it in ways that strengthen the community for future generations.



STRATEGIES

- ✓ Expand Langford's Economic Development Department Capacity
- ✓ Strengthen the Langford Advantage
- ✓ Expand Efforts for Economic Reconciliation with First Nations
- ✓ Establish a Community Economic Development Advisory Group Panel
- ✓ Build and Sustain Regional Networks and Partnerships
- ✓ Formalize a West Shore Economic Development Staff Network
- ✓ Launch a Business Concierge Service to Support Business and Investment
- ✓ Strengthen Data, Research, Communications, and Monitoring
- ✓ Expand Partnerships with Federal and Provincial Ministries
- ✓ Expand Partnerships with Industry and Sector Associations
- ✓ Develop a Sustainable and Diversified Funding Framework for Economic Development

STRATEGY 1

Expand Langford's Economic Development Department Capacity

To effectively implement this Strategy and support broader economic development goals, the City should expand its staffing dedicated to economic development. Currently, the department manager is unable to allocate sufficient time to economic development initiatives, and the Economic Development Coordinator role is split between economic development and arts and culture.

To build internal capacity and improve focus, it is recommended to restructure the shared role into two full-time positions. Given recent changes in the department, this can be accomplished within existing payroll resources.

① Economic Development Coordinator

② Arts and Culture Coordinator

This change will not only enhance the department's ability to deliver on the Economic Development Strategy but also support the successful implementation of the new Arts and Culture Strategy.

In addition, to better leverage the department manager's expertise, responsibilities related to public engagement and communications should be reviewed to consider the wider communications needs for the City and if additional capacity is needed. This adjustment will allow the manager to focus on economic development initiatives and delivering on both the Arts and Culture and Economic Development Strategies.

OCP Linkages

- ① Supports OCP population growth goals (100,000 residents) through strong governance, staff capacity, and modern tools.
- ② Advances OCP “Five Crises” priorities (housing, climate, equity, public health, infrastructure) by improving coordination, accountability, and evidence-based decision-making.
- ③ Reinforces Langford’s leadership role through deeper partnerships with First Nations, senior governments, regional organizations, and industry associations.
- ④ Aligns with OCP principles of innovation, accountability, and transparency by strengthening performance measurement, reporting, and data-driven decision making.

STRATEGY 2:

Strengthen the Langford Advantage

Langford’s rapid growth has been driven by decisiveness, speed, and a strong pro-business reputation. As the city enters its next phase of growth, there is an opportunity to more intentionally define and articulate its economic development identity for 2026 and beyond, ensuring alignment across Council, staff, investors, businesses, and partners.

Building on the successful implementation of foundational strategies, particularly Business Retention and Expansion efforts under Objective 2 and other core economic development initiatives, the City will work to clearly define what sets Langford apart and how it approaches growth and investment. This includes clarifying how the City balances speed and certainty with liability and strong community outcomes and how those principles guide decision-making.

As internal systems and business engagement processes evolve, this direction will be reflected consistently across investment attraction, investor aftercare, business retention and expansion

programming, talent attraction efforts, workforce initiatives, and reporting. The City will incorporate this shared economic development direction into annual staff work plans, Council reporting, and economic development priorities to ensure that Langford’s identity is not simply promotional but operational, demonstrated through consistent decisions, messaging and measurable results.



STRATEGY 3:

Expand Efforts for Economic Reconciliation With First Nations

Langford has both a responsibility and an opportunity to strengthen its commitment to reconciliation by working more closely with local First Nations. This means listening to each Nation's priorities and finding ways the City can support their goals.

Through the Community Economic Development Initiative (CEDI), a national program that supports municipalities and First Nations in building capacity, strengthening relationships, and launching joint economic initiatives, Langford can take meaningful steps toward inclusive economic development by advancing shared projects, supporting Indigenous-led business development, and strengthening long-term partnerships that deliver measurable community benefits.

Reconciliation in economic development means ensuring First Nation voices shape local strategies and benefit from growth. This includes supporting First Nation-led enterprises, exploring joint ventures in



Langford is situated within the traditional territories of the Coast Salish, specifically, Xwsepsum (Esquimalt First Nation), Lekwungen (Songhees), Sc'ianew (Beecher Bay), and the W̱SÁNEĆ Peoples represented by the Tsartlip, Pauquachin, Tsawout, Tseycum, and Malahat Nations. Each Nation has its own governance structures, economic priorities, and staff resources. As such, Langford will approach every relationship with a lens of listening, learning, and mutual respect seeking to understand how best the City can be a supportive partner and ally to each Nation based on their individual goals and capacity.

tourism, housing, and land stewardship, and promoting cultural tourism opportunities that celebrates Indigenous culture. Langford can also deepen institutional ties and advocate jointly with First Nation partners to provincial and federal agencies, ensuring inclusive development that reflects shared values and long-term goals.



STRATEGY 4:**Establish a Community Economic Development Advisory Group Panel**

Langford will establish a Community Economic Development Advisory Group Panel to serve as a strategic advisory body to the City's Economic Development Department. The Committee will include representatives from First Nations, key industries, small businesses, post-secondary institutions, real estate and development, community organizations the WestShore Chamber of Commerce along with one representative from staff.

Meeting quarterly, the group will provide informed advice on emerging opportunities, and market challenges. Members will act as

sector experts and conduits between the business community and the City, helping to ensure the City's economic development efforts remain practical, connected to the community, and responsive to current trends. While implementation remains the responsibility of City staff, the group will strengthen collaboration, transparency, and alignment between the business community and municipal leadership.

STRATEGY 5:**Build and Sustain Regional Networks and Partnerships**

Langford plans to become a regional leader by actively building strong relationships across the West Shore and beyond. The City will work with neighbouring municipalities and local First Nations to align economic and community development efforts. It will also strengthen its ties with the West Shore Chamber of Commerce, South Island Prosperity Partnership, and other partners, including continuing an active role on the REV innovation and startup hub's Advisory Council. By working in active partnership with provincial and federal partners, Langford can unlock funding, amplify its voice, and deliver economic growth that benefits the entire region.

STRATEGY 6:**Formalize a West Shore Economic Development Staff Network**

As growth continues across the West Shore, there is a strong opportunity to strengthen regional collaboration and take a more coordinated approach to economic development. Langford will initiate a quarterly Economic Development Roundtable bringing together economic development representatives from Langford, Colwood, View Royal, Sooke, Port Renfrew, SD62 careers, staff, WorkLink, and the West Shore Chamber to share insights, align initiatives, and identify joint opportunities.

The Roundtable will focus on advancing shared priorities such as investment attraction, sharing investment leads, workforce development, and business retention and expansion, helping ensure the West Shore grows in a coordinated, competitive, and community-focused way.

Existing collaborations, such as the Spirit Loop tourism campaign developed in partnership with The District of Sooke and The Malahat Nation, demonstrate the value of coordinated regional storytelling and joint promotion and provide a strong foundation to build from.



Langford has always been a community that moves quickly. Having the right structure in place is going to be critical to keep up with that pace.

PHONE INTERVIEW



STRATEGY 7:

Launch a Business Concierge Service to Support Business and Investment

Langford will introduce a “Concierge Service” within the Economic Development Department to help businesses and investors navigate site selection, permitting, and approvals with speed and confidence. This innovative approach leverages existing staff and digital tools to create a single point of contact at City Hall. It’s a bold step that reinforces Langford’s reputation as a business-friendly city and fulfills Council’s strategic commitment to long-standing corporate efficiencies.

STRATEGY 8:

Strengthen Data, Research, Communications, and Monitoring

Develop and implement an integrated economic data platform on the City’s website to centralize key metrics and insights. This platform will host a public-facing Economic Development Dashboard that tracks real-time data on workforce trends, business activity, industry performance, and investment flows (such as new business investment, expansions, and major development activity). In addition, Langford will publish an Economic Development Report that includes a “State of the Local Economy” section, providing key performance metrics and highlighting emerging opportunities or challenges. These tools will enable evidence-based decision-making for investors, partners, staff and Council, while improving transparency, public engagement, and accountability in economic development planning.

To complement this data-driven approach, Langford will elevate its economic development communications through clear, consistent storytelling. This can include a quarterly economic development newsletter, and digital campaigns focused on local entrepreneurs. These efforts will build public

awareness, foster community pride, and keep key partners engaged in Langford's economic development journey.

STRATEGY 9:

Expand Partnerships with Federal and Provincial Ministries

Strong and strategic partnerships with federal and provincial ministries are essential to building a resilient, well-supported local economy. By aligning community priorities with government programs and funding streams, Langford can accelerate key initiatives in infrastructure, housing, workforce development, and business growth. Expanding intergovernmental collaboration will ensure the City is well-positioned to access available resources, influence policy development, and pilot innovative projects that address local needs. This strategy focuses on strengthening relationships, identifying shared objectives, and coordinating advocacy efforts to secure long-term investment in Langford's economic resilience and prosperity.



STRATEGY 10:

Expand Partnerships with Industry and Sector Associations

Building strong relationships with industry and sector associations is critical to supporting Langford's long-term economic growth and resilience. Examples of potential partners include organizations such as the Vancouver Island Construction Association, VIATEC, and the Excellence in Manufacturing Consortium. These organizations connect local businesses to emerging opportunities, training, funding, and best practices within their respective sectors, and also provide the City of Langford with economic development support. By collaborating with associations across manufacturing, development, technology, tourism, agriculture, and creative industries, Langford can strengthen its business ecosystem, attract investment, and support innovation. This strategy focuses on expanding partnerships that enhance competitiveness, promote cross-sector collaboration, and position Langford as a leading community for sustainable and inclusive economic development. REV at the John Horgan Campus will also serve as a key place and platform to convene these conversations, partnerships, support collaboration, and deliver joint initiatives with industry and sector associations.

STRATEGY 11:

Develop a Sustainable and Diversified Funding Framework for Economic Development

To ensure the long-term financial sustainability of economic development initiatives, the City will adopt a diversified funding approach that reduces reliance on general taxation while aligning costs more directly with those who benefit. This includes exploring user-pay models, targeted business licensing enhancements, and voluntary or structured contributions where programs provide clear value to the business community.

This approach will align with the tools available to local governments in British Columbia, including general taxation, Business Improvement Areas (BIAs), and user-pay service models. Together, these tools support a blended funding model where core economic development services remain broadly supported, while targeted initiatives

can be funded in partnership with those who directly benefit.

The City will also assess place-based funding opportunities, such as BIAs or targeted commercial levies, to support downtown revitalization, marketing, and business-focused services. At the same time, the City will clearly define which initiatives represent a broader public good and should remain supported through general taxation to ensure transparency and fairness for residents.

By taking a balanced and transparent approach, Langford can strengthen business buy-in, improve financial sustainability, and ensure that economic development investments deliver meaningful and measurable outcomes for the community.



SUCCESS MEASURES

- ✓ Economic Development and Arts & Culture Coordinator positions established
- ✓ Langford Advantage framework defined
- ✓ Economic Reconciliation initiatives advanced through CEDI
- ✓ Community Economic Development Advisory Group established and meeting quarterly
- ✓ West Shore Economic Development Roundtable held quarterly
- ✓ Business Concierge Service operational
- ✓ Public Economic Dashboard launched
- ✓ Economic Development Report is published annually
- ✓ Federal and provincial funding secured
- ✓ Industry and sector association partnerships established
- ✓ REV-hosted partnership and collaboration sessions
- ✓ Diversified economic development funding model established

OBJECTIVE 2

Proactively Support Existing Businesses



PROACTIVELY SUPPORT EXISTING BUSINESSES

Imagine Local Businesses Thriving



Imagine strolling through Langford and seeing long-time family businesses continuing to serve the community alongside new entrepreneurs just getting their start. A local shop has successfully passed to the next generation, a café has expanded and created new jobs, and a growing business has brought on apprentices from the local college. City staff and partners know these stories because they've been out listening through Business Retention and Expansion efforts and Business Walks, helping owners plan for succession, and encouraging everyone to "Shop Langford First." By investing in existing businesses, Langford keeps jobs, ownership, and prosperity rooted right here at home.

Supporting local businesses means helping them adapt, innovate, and grow so they can stay in the community and thrive in a competitive marketplace. This objective forms a cornerstone of Langford's Economic Development Strategy, recognizing that the success of existing businesses directly drives local employment, investment, and community vitality. This program will serve as the cornerstone of Langford's strategy, directly linking the success of existing businesses to the community's overall growth. A strong Business Retention and Expansion (BRE) program ensures these businesses have the support and resources they need to succeed.

A BRE program is a structured and ongoing outreach process that builds a trusted relationship between businesses and the

City. Through regular engagement such as meetings, one-on-one in-person interviews, workshops, "business walks," annual forums, and structured engagement events, the City can gain a better understanding of the needs and opportunities of local businesses. The Forum, in particular, offers a space where business owners, elected officials, and City staff can come together, share insights, celebrate successes, and address emerging opportunities and challenges. This consistent communication enhances the City's credibility, deepens trust, and reinforces Langford's reputation as a responsive, business-friendly community. From the moment a business opens in Langford they will know where to turn for support.

The BRE framework will include traditional tools, such as data collection and follow-up processes, and forward-looking initiatives that prepare businesses for future challenges. Examples include supporting succession planning so that businesses remain viable during ownership transitions and expanding shop local campaigns to encourage residents to direct their spending toward local businesses. These collective programs help maintain community identity, secure jobs, and retain valuable economic activity within Langford.

Langford's BRE program will be guided by community wealth-building principles, focusing on supporting locally owned businesses and encouraging local procurement so profits circulate within the community. By strengthening connections between businesses, workers, and local service providers, these efforts help build resilience, reduce reliance on outside firms, and foster shared economic prosperity and community pride.

This objective will also include a modernization of the business licensing process to improve data collection, allowing for stronger engagement and responsiveness.

This integrated approach to business retention and expansion will strengthen Langford's economic ecosystem, ensuring that local businesses remain central to the community's economic growth and long-term vitality, while new opportunities are cultivated. By putting people and place at the centre of economic development, Langford can create a business environment that is not only competitive but also deeply rooted in the values of community, trust, and sustainability.

OCP Linkages

- ① Advances OCP economic prosperity goals by helping local businesses grow, adapt, and create jobs.
- ② Sustains vibrant downtown and mixed-use centres by supporting local shops, services, and entrepreneurs.
- ③ Embeds equity and resilience by promoting local ownership, "Buy Local" initiatives, and community-based economic participation.

STRATEGIES

- ✓ Develop a Structured Business Retention and Expansion Program
- ✓ Streamline Business Licensing
- ✓ Conduct Annual Business Walks
- ✓ Support Small Business Succession Planning
- ✓ Build on the "I Am Langford" Campaign
- ✓ Host an Annual Business & Innovation Exchange
- ✓ Create a New Business Welcome Program
- ✓ Develop an Annual Business Fair Event



STRATEGY 1:

Develop a Structured Business Retention & Expansion Program

A structured Business Retention and Expansion program builds the foundation for a strong, resilient, and connected local economy. By using a business contact and tracking system, setting clear outreach priorities, and forming a BRE Resource Team with partners such as the West Shore

Chamber of Commerce, Langford can engage businesses systematically, understand challenges, identify opportunities, and respond quickly. Annual reporting will showcase results and strengthen trust with the business community.

STRATEGY 2:

Streamline Business Licensing

Business licensing is essential, but it's primarily an administrative service and not a core economic development function. An economic development staff member spends 60% of their time on business licensing-related activities. This strategy recommends transferring those activities to a dedicated Business Licensing Clerk. The City's no-fee licensing model and registration requirement will remain unchanged. The aim is to improve turnaround times and free up staff time to focus on implementing the City's Economic Development Strategy.

Another key recommendation is for the City to move to annual business license renewals using a simple, cost-free online renewal process. Although the no-annual-renewal process has been historic and reduces red tape and costs for businesses, it leaves City staff without the critical information and business contact details it requires to monitor and support the health of the business



A **BRE Resource Team** is collaborative group of local partners, organizations, and agencies that support businesses by providing follow-up resources and solutions. Their role is to help businesses address challenges, such as workforce shortages, by connecting them with relevant support services, ultimately fostering business growth and retention within the community.

community effectively. The updated renewal process, still at no cost to businesses, will include a short, three- to five-question survey for each business to complete in January each year. Once the survey is submitted, the business license will be automatically renewed and emailed to the business. This process will be managed through the City's Customer Relationship Management system, enabling the City to collect annual baseline data to track business growth and changes over time.

STRATEGY 3:

Conduct Annual Business Walks

Business Walks provide a quick, hands-on way to connect with dozens of businesses in a single day, complementing Langford's broader Business Retention and Expansion program. The approach uses the British Columbia Economic Development Association Business Walks Manual, a standardized, made-in-BC framework for structured business outreach, along with a short, repeatable annual survey. Teams, which typically include City Council and staff, Chamber of Commerce representatives, and partners, gather real-time insights from businesses across all commercial districts. Findings are summarized in an annual



Business Walks are a one-day, hands-on initiative where teams of City leaders, staff, Chamber representatives, and community partners visit dozens of businesses to ask a few short questions. This approach provides real-time feedback, helps uncover issues early, and builds relationships across a broad cross-section of the business community.

Business Retention and Expansion report, shared via the City's website, and acted upon by City economic development staff, making the process systematic, actionable, approachable, and transparent.

STRATEGY 4:

Support Small Business Succession Planning

Many of Langford's long-standing small, family-run businesses may face uncertain futures as owners retire. By offering workshops on succession planning, the City can help preserve local ownership, protect jobs, and retain economic value within the community. A toolkit, advisory partnerships, and proactive outreach through BRE visits and shared business data will help guide owners through options such as family transition, employee ownership, or local sale.



STRATEGY 5:

Build on the “I Am Langford” Campaign

The “I Am Langford” award-winning campaign can evolve into a full “Shop Local” strategy that boosts spending, increases loyalty, and grows community pride. A refreshed campaign with updated messaging, business profiles, and partnerships such as with the Island Economic Development Alliance “Island Good” program will connect community members to local businesses. Seasonal promotions and in-community activation days will help maintain momentum and ensure a lasting impact. This is another initiative that will require the active support from the West Shore Chamber.



Shop Local initiatives encourage residents, institutions, and visitors to spend their money with Langford businesses. By strengthening local spending, these programs help small businesses thrive, increase community pride, and reinforce the local economy.

STRATEGY 6:

Host an Annual Business & Innovation Exchange

Establish an annual Business and Innovation Exchange event that brings together local entrepreneurs, investors, developers, employers, City staff, the Chamber, REV staff, and Council to explore emerging trends, share insights from the City’s Business Retention and Expansion program, and identify future opportunities for growth.

Each year, the event will feature a focused theme aligned with economic priorities, including a dynamic entrepreneur panel, structured roundtable discussions, and a startup showcase highlighting innovative local businesses.

The Exchange will incorporate a Talent Connect Zone, linking employers with students, graduates, and residents through digital job boards, lightning interviews, and workforce development supports. By pairing economic strategy discussions with real-time employment connections, Langford will reinforce its commitment to building a resilient, opportunity-driven local economy.

Together, these components will position Langford as a forward-thinking hub for business innovation, investment attraction, and community prosperity.

STRATEGY 7:

Create a New Business Welcome Program

Starting or relocating a business is exciting, but it can also feel overwhelming. Langford's New Business Welcome Program is designed to make that first step easier and more connected to the community. When a new business opens, the Economic Development Department will reach out with a personalized welcome, either in person or virtually, to celebrate their opening and provide practical support. Instead of just handing over a static information package, the program will offer a digital welcome hub featuring quick-access links to City services, links to tools such as the Langford Job Bank, marketing opportunities, and upcoming networking events and workshops.

Businesses will also receive introductions to local partners like the Chamber of Commerce, and REV, and industry networks.

To make the experience more engaging, the program could include social media shout-outs, a "Meet the New Business" spotlight on the City's website, and optional onboarding sessions where new owners can connect with City staff and other entrepreneurs. This approach builds relationships early, encourages two-way communication, and ensures businesses know exactly where to turn for help, resources, and growth opportunities.



STRATEGY 8:

Develop an Annual Business Fair

Plan a local business fair to celebrate Langford's entrepreneurs and highlight the wide variety of products and services found within the community. The event will give residents a chance to discover local businesses and non-profits, while helping them make new connections with customers. In addition to exhibitor booths, the fair could feature short sessions or kiosks on topics such as starting a business, marketing tips, business continuity, and succession planning. By establishing an annual, community-oriented showcase, similar to Sooke's successful Sookarama, Langford can boost local awareness, promote business-to-business collaboration, highlight the diverse non-profit sector, and inspire the next generation. Partners such as the Chamber will play an important role.



SUCCESS MEASURES

- ✓ Number of businesses engaged annually through BRE
- ✓ Completion of annual Business Walks
- ✓ Business issues tracked and resolved
- ✓ Participation in succession planning supports
- ✓ Engagement in Shop Local initiatives
- ✓ Business licence processing times
- ✓ Completion rate of annual licence renewal survey
- ✓ Attendance at Annual Business Forum and Job Fair
- ✓ New businesses contacted through Welcome Program
- ✓ Participation in Discover Business event



OBJECTIVE 3

Build Langford's Investment Advantage



BUILD LANGFORD'S INVESTMENT ADVANTAGE

Langford's reputation as one of British Columbia's most proactive and innovative cities has made it a preferred destination for private-sector investment, business expansion, and government partnerships. Investors are drawn to Langford's proven ability to deliver results, create certainty, and move projects efficiently from concept to completion. As the city continues to grow, maintaining this reputation requires a forward-looking approach that balances opportunity with purpose, ensuring that investment readiness and community prosperity advance together. Being truly investment-ready requires the City to present opportunities in a way that inspires confidence.

Investors and developers need to see that Langford not only has available land and clear processes but is also guided by a clear vision that aligns economic growth with livability, innovation, and environmental responsibility, and the creation of long-term local economic value and wealth. A unique approach to marketing, partnerships, and ongoing support will ensure that every interaction strengthens Langford's reputation and ability to deliver, while focusing on attracting investment aligned with community priorities and generating strong local economic impact.

A strong foundation for investment readiness depends on maintaining a clear, comprehensive inventory of commercial, industrial, and mixed-use lands, complemented by high-quality, sector-specific materials, such as land profiles, market briefs, and targeted investment summaries, that effectively tell Langford's story. In a region where industrial land is increasingly scarce, and competition

for space is intensifying, protecting and optimizing employment lands, consistent with the Official Community Plan is critical to sustaining local and regional economic growth. A strong emphasis on customer service and continuous improvement within City processes is also essential so that investment decisions are met with responsiveness, transparency, clear information, and efficiency.

Langford's leadership in sustainability, technology, and innovation gives it a clear competitive advantage in attracting responsible and forward-thinking investors. The City is already home to Canada's largest LEED-Neighbourhood Development pilot project at Westhills and has adopted a Low Carbon Concrete Policy that underscores its commitment to climate leadership and sustainable construction.

OCP Linkages

- ① Reinforces OCP goals for economic prosperity and job creation by protecting employment lands and promoting sustainable, long-term growth.
- ② Supports OCP direction on complete communities by aligning land use and infrastructure with targeted commercial, industrial, and mixed-use development.
- ③ Advances OCP priorities for innovation, resilience, and climate leadership by integrating ESG principles and focusing investment on Langford's key sectors.

These initiatives demonstrate that Langford's values align with global Environmental, Social, and Governance (ESG) principles, which are increasingly influencing corporate site selection and investment decisions.

This objective builds on those strengths by embedding ESG principles into investment promotion, prioritizing sectors where Langford has a clear advantage, including emerging opportunities in areas such as defence, marine, and innovation-based

industries, and aligning investment attraction with long-term community wealth and resilience. It also expands collaboration with regional, Indigenous, and industry partners to position Langford within broader regional and provincial investment opportunities. Together, these actions will ensure that Langford remains a model of investment readiness, resilience, and innovation, offering a strong, sustainable foundation for long-term prosperity.



STRATEGIES

- ✓ Develop a Comprehensive Investment Land Inventory
- ✓ Establish a Strategic Employment Lands Management Program
- ✓ Position Langford as a Development Partner of Choice
- ✓ Position Langford for Federal Defence and Marine Opportunities
- ✓ Enhance Investment Aftercare
- ✓ Use Storytelling as an Investment Attraction Strategy
- ✓ Maintain and Strengthen Investment Readiness
- ✓ Develop Partnerships with Developer and Industry Associations
- ✓ Strengthen Service Delivery and Internal Processes
- ✓ Integrate Environmental, Social and Governance Principles into Investment Attraction
- ✓ Prioritize targeted Investment That Builds Local Wealth



STRATEGY 1:

Develop a Comprehensive Investment Land Inventory

Create a comprehensive inventory of commercial, industrial, and mixed-use lands that showcases shovel-ready opportunities, employment lands and highlights sites suitable for future development. This initiative will align with the Province of BC's Ministry of Jobs and Economic Growth initiative to develop a Provincial Industrial Land Inventory. By proactively preparing Langford's data, the City can ensure accuracy, transparency, and early inclusion in the provincial database, positioning Langford as a leader in investment readiness and as



Langford is a good place to bring your business. Lived here 15 years and seen a lot of businesses open out here or relocate here.



SURVEY RESPONDENT



a key partner in supporting regional and provincial economic development priorities.

STRATEGY 2:

Establish a Strategic Employment Lands Management Program

Langford's investment success has been built on speed and responsiveness. As employment land becomes more limited and competition increases, the City will need to take a more proactive approach to protecting and managing key job-supporting lands. The City will establish a Strategic Employment Lands Management Program to identify and prioritize key industrial, innovation, agri-food, and other employment sites critical to Langford's long-term economic growth. The goal is simple: to ensure that land needed for jobs remains available, used efficiently, and aligned with the City's economic development priorities, including supporting higher employment density where appropriate.

Where appropriate, the City may explore tools such as targeted land acquisition, partnerships, joint ventures, or long-term

leasing models to help secure or influence strategic sites. Clear criteria will guide when land should be acquired, held, or released, ensuring decisions are transparent, aligned with economic development objectives, and supportive of uses that generate strong employment and economic activity per acre.

In alignment with the OCP, lands identified through the Strategic Employment Lands Management Program will be designated as priority employment sites in the Investment Land Inventory, clearly distinguishing them from the broader inventory of available lands.

By taking a more deliberate approach to employment lands, Langford can protect valuable employment space, support catalytic projects, encourage higher-value employment uses, and maintain flexibility as market conditions change.

STRATEGY 3:

Position Langford as a Development Partner of Choice

Langford has built a strong reputation for working with developers to ensure projects move forward on time. This Strategy will expand awareness of investment opportunities among existing and targeted new developers and highlight how the City will provide supports.

The City's Economic Development Department will organize an annual familiarization (FAM) tour and continue regular outreach, with a focus on highlighting residential, commercial, industrial, mixed-use sites, redevelopment, and infill opportunities. These tours will connect development sites with available City and utility services, such as water, sewer, storm drainage and power, to help illustrate development readiness.

Familiarization tour (FAM tour)

is a curated, invitation-only visit hosted by a City or region to show qualified developers/investors the area's priority sites, infrastructure, timelines, and permitting process so they can quickly judge fit and move projects forward.

In addition to highlighting opportunities, the tours will highlight key community amenities and initiatives that showcase Langford's quality of life, active community culture, and the strengths that make it an attractive place to live, work, and invest. Over time, tours could expand to include collaboration with regional partners, including Colwood, Sooke, View Royal, and First Nations communities, positioning the West Shore as a coordinated, investment-ready region.

STRATEGY 4:

Position Langford for Federal Defence and Marine Opportunities

Langford will strategically position itself to engage in upcoming federal defence procurement and investment opportunities, particularly as British Columbia emerges as a central pillar of Canada's evolving Defence Industrial Strategy. With significant federal investment anticipated in the province over the coming years, Langford can play a supporting role by identifying where local assets, infrastructure, workforce capabilities, and business ecosystems may align with national defence related supply chains. This includes monitoring procurement

opportunities, building awareness among local businesses, and strengthening relationships with regional, provincial, and federal partners active in the defence sector.

A particular opportunity exists within the marine and shipbuilding ecosystem, where British Columbia is experiencing increased investment tied to naval operations, shipbuilding, and marine engineering. As large scale investments in coastal and "wet" infrastructure, vessel support, and specialized marine services advance on the West Coast, Langford can explore how its proximity,

industrial lands, transportation connections, and skilled workforce can support complementary activities. By proactively positioning itself within this evolving landscape, Langford can attract related

business activity, support local employment, and ensure the community is prepared to participate in long term economic opportunities linked to national defence and marine innovation.

STRATEGY 5:

Enhance Investment Aftercare

Establish a structured approach to supporting investors long after they open their business. Regular follow-ups, ongoing guidance, and visible recognition of investment milestones, such as business anniversaries, expansions, or reinvestments, will strengthen relationships, build loyalty, encourage reinvestment, and position Langford as a unique community to do business. By treating investment as a long-term partnership rather than a one-time transaction, Langford will reinforce its reputation for accessibility, responsiveness, and long-term commitment to business success.

Investment Aftercare is a component of Business Retention and Expansion that focuses on supporting new or external investors after they have established operations in a community. Aftercare ensures that these businesses are well-integrated, connected to local resources, thereby helping to maximize the long-term benefits of the investment.



STRATEGY 6:**Use Storytelling as an Investment Attraction Strategy**

To amplify Langford's identity as a City that "gets things done," a storytelling campaign should be leveraged to spotlight the people driving innovation and entrepreneurship in the community. This initiative will recognize local innovators, entrepreneurs, developers, investors, and community builders whose contributions are helping shape the city's future through a simple recognition approach focused on storytelling. Many of these stories will be identified through the City's

Business Retention and Expansion activities, helping to identify businesses, projects, and opportunities for promotion. Content can be delivered through various mediums, and where appropriate, aligned with existing events or communications rather than delivered as a standalone annual initiative. Highlighted entrepreneurs will serve as inspiring examples of what's possible in Langford.

STRATEGY 7:**Maintain and Strengthen Investment Readiness**

In early 2025, Langford completed an Investment Readiness Assessment to support the development of this Strategy. The assessment reviewed the City's capacity to attract and support investment across key areas, including economic growth conditions, land availability, governance, servicing, and permitting. Results confirmed that Langford has a strong foundation, and a committed economic development team. To stay competitive, the City will update this assessment annually to track progress, address gaps, and ensure it is investor-ready and is positioned to manage growth.

In addition to an annual review, Langford can strengthen its readiness and investment competitiveness by creating a regional Cost of Business Survey (COBS). The survey can be based on NAIOP Vancouver's annual report and will compare municipal fees,

approval times, and tax ratios across Southern Vancouver Island communities. This work will help clearly define and communicate Langford's competitive position within the Capital Regional District, while also articulating the value provided to businesses through municipal services and infrastructure. These activities will establish the City as a leader in evidence-based, investor-friendly policies while maintaining the appropriate balance between competitiveness, service delivery, and long-term financial sustainability.

STRATEGY 8:**Develop Partnerships with Developer and Industry Associations**

Develop formal partnerships with organizations such as the VI Manufacturing Excellence Alliance and the National Association for Industrial and Office Parks. These partnerships will include delivering targeted presentations on Langford's opportunities, co-hosting events, and inviting members to participate in community familiarization tours. This approach will expand Langford's reach, build stronger industry relationships, and position the City as a top location for investment and development.

STRATEGY 9:**Strengthen Service Delivery and Internal Processes**

Langford's reputation as a business-friendly City depends on efficient, transparent service delivery. To maintain this standard and prepare for future growth, the City will review its permitting, approval, and communication systems to improve coordination, consistency, and modernization. By enhancing collaboration between departments, adopting digital tools and dashboards, and implementing a development tracker to monitor progress, Langford will streamline approvals, reduce processing times, and deliver a seamless experience for businesses, developers, and investors, ensuring the City remains responsive, accountable, and ready for sustainable growth. This modernization

initiative will also enable future automation pilots, such as AI-enabled permitting and zoning review.

STRATEGY 10:**Integrate Environmental, Social, and Governance Principles into Investment Attraction**

Langford's investment strategy recognizes that investors increasingly seek communities that combine opportunity with purpose. Companies now evaluate sustainability, workforce readiness, and quality of life alongside cost. Langford is well-positioned to meet these expectations through its leadership in environmental responsibility, inclusive growth, and transparent governance. The city is already home to Canada's largest LEED-Neighbourhood pilot project at Westhills and has adopted a progressive Low Carbon Concrete Policy, demonstrating its commitment to climate leadership and sustainable development. These initiatives, aligned with global Environmental, Social, and Governance (ESG) principles, reflect Langford's readiness for responsible investment. By incorporating ESG priorities into investment promotion, materials, and partnerships, Langford will attract forward-thinking companies, build investor confidence, and strengthen its reputation as a model for resilient, values-driven growth. In practice, this means highlighting sustainable building and infrastructure approaches, supporting quality jobs and inclusive workplaces, and promoting transparent, efficient City processes when working with investors and developers.

STRATEGY 11:

Targeted Investment That Builds Local Wealth

Langford will focus its investment attraction efforts on sectors that align with the community's strengths, support innovation, and contribute to long-term economic resilience. This includes sectors such as technology, advanced manufacturing, agri-food, and creative industries, where there is strong potential to build on existing assets and generate meaningful economic impact.

The City will prioritize investment that creates high-quality employment, supports local supply chains, and contributes to broader economic activity within the community.

This includes considering both the type of industry and the intensity of employment generated, with a focus on attracting businesses that make efficient use of land, generate strong economic output, and contribute more widely to a vibrant local economy.

Langford will work with partners to identify and pursue opportunities that align with these priorities, while ensuring that investment attraction efforts remain targeted, strategic, and aligned with the City's long-term economic development vision.



SUCCESS MEASURES

- ✓ Comprehensive Investment Land Inventory completed and updated annually
- ✓ Priority employment lands identified and protected
- ✓ Annual developer FAM tour delivered
- ✓ Number of defence and marine sector partnerships and investment opportunities secured
- ✓ Investment aftercare meetings conducted annually
- ✓ Investment stories profiled and shared
- ✓ Annual Investment Readiness Assessment completed
- ✓ Regional Cost of Business Survey published
- ✓ Partnerships established with UDI and NAIOP
- ✓ Development processing times monitored and improved
- ✓ ESG principles integrated into investment materials
- ✓ Priority sectors identified and promoted
- ✓ New investment projects aligned with priority sectors

OBJECTIVE 4

Build Langford's Talent Advantage



BUILD LANGFORD'S TALENT ADVANTAGE

A skilled and adaptable workforce is the foundation of Langford's long-term prosperity. As the city continues to expand, local employers need access to workers who are trained for today's jobs and prepared for tomorrow's opportunities. According to Census Canada, nearly 65% of Langford residents commute outside the community for work, significantly higher than the provincial average of 48% and far above Victoria's 37%. Reducing this daily outflow of talent is essential to building a complete community. Keeping more residents working closer to home supports local businesses, strengthens community connections, and reduces the environmental and personal costs of commuting.

To achieve this, the City will focus on strengthening its local talent pipeline by forging stronger links between education providers, employers, government, and community partners, while also supporting pathways to entrepreneurship and local business creation. Through a new Workforce and Entrepreneurship Network, Langford will bring together strategic partners to align workforce development, talent attraction, and youth entrepreneurship efforts across diverse sectors. Insights gathered through the City's Business Retention and Expansion program will help identify workforce gaps, in-demand skills, and emerging sector needs, and will be shared with education and training partners to support responsive course offerings and programming. The City will also continue to enhance and promote its online job bank as a free tool to better connect local employers with jobseekers. Together, these efforts will help students and jobseekers see clear career pathways within Langford's key growth areas, such as technology, healthcare, trades, and construction, while supporting employers' demand for qualified local talent.

At the same time, Langford recognizes that talent development also means talent attraction. By promoting the city's affordability, recreational amenities, and quality of life, Langford can appeal to professionals and families seeking a balanced lifestyle in a dynamic, growing community. Immigration will remain a critical part of this strategy, with enhanced support to help newcomers settle successfully and connect to local job opportunities.

Youth engagement is central to building a future workforce and business community. Developing clear youth-to-career pathways through internships, apprenticeships, mentorships, and local business opportunities, in collaboration with the REV, Innovation and Startup Hub, will help young residents envision their future close to home. REV can serve as a shared platform that brings together employers, educators, and youth to connect learning opportunities with real-world career experiences.

By connecting education, employment, and livability, Langford will strengthen its reputation as a city that invests in people, offering residents opportunities to grow their careers locally while attracting new talent that fuels innovation, diversity, and long-term economic resilience. By adopting a hands-on approach to education, talent attraction, entrepreneurship, immigration readiness, and connecting residents with local employers, Langford will expand its skilled workers pipeline, offer residents meaningful career opportunities close to home, and strengthen its reputation as a vibrant, inclusive community where people want to live, work and become an entrepreneur.

OCF Linkages

- ① Supports OCF goals for economic prosperity and resilience by building a workforce prepared for high-demand and emerging sectors.
- ② Reinforces OCF objectives for equity and inclusion by ensuring newcomers and diverse groups can access local training and employment opportunities.
- ③ Supports OCF goals for prosperity and resilience by preparing a workforce for high demand sectors.

STRATEGIES

- ✓ Expand Workforce and Entrepreneurship Pathways
- ✓ Attract Talent Through Place-Based Marketing
- ✓ Enhance Immigration Readiness and Newcomer Supports
- ✓ Establish a Workforce and Entrepreneurship Network
- ✓ Youth Matters: Co-creating Langford's Future

STRATEGY 1:

Expand Workforce and Entrepreneurship Pathways

Collaborate with partners at the John Horgan Campus to expand training programs in healthcare, trades, film and digital media, and technology. To introduce students to the emerging opportunities, the City will establish a Workforce and Entrepreneurship Network (Strategy 4). The Network will align with REV's goals to strengthen local entrepreneurship by building entrepreneurial skills, connecting residents and newcomers to mentorship and resources, and creating a collaborative space where new business and community ventures can develop and grow.

Langford's approach will balance both talent attraction and local workforce development, supporting innovation-driven growth while strengthening clear pathways from education to employment for local residents. The Network will help to coordinate site tours, job fairs, internships, and employer connections to ensure training programs reflect current

labour market needs. It will also identify gaps in training and certification and work with education providers and senior government to improve access to micro-credentials, apprenticeships and career pathways. By supporting a seamless education-to-employment pipeline, Langford will address labour shortages while retaining local talent and ensuring residents can access emerging opportunities within the community.



Creating more jobs so people can work closer to home and developing a skilled, diverse local workforce should be a top priority.

SURVEY RESPONDENT



STRATEGY 2:

Attract Talent Through Place-Based Marketing

Launch a coordinated marketing effort that highlights Langford's affordability, lifestyle, and career opportunities. By strengthening the City's existing Job Bank, working more closely with WorkBC, and coordinating joint outreach with local employers, the City can better promote available jobs alongside the quality-of-life advantages of living and working in Langford. This can be supported by targeted outreach to higher-cost markets such as Victoria, Vancouver, and select international locations to position Langford as an attractive option for skilled workers and remote professionals.

The City can also draw on the experiences of recently recruited physicians from South Africa and the UK, as well as other newcomers to the community, to share why they chose Langford. Featuring real stories from residents, local innovators, and employers will help showcase what makes the community appealing, from recreation and schools to housing and career opportunities. By promoting Langford as a place where people can build careers and enjoy a high quality of life, this strategy will help support local employers who continue to face labour shortages.

STRATEGY 3:

Enhance Immigration Readiness and Newcomer Support

Langford experienced a population increase of 31.8% between 2016 and 2021, with 16% of its residents being immigrants. This significant growth highlights the imperative to attract, integrate, and retain new talent effectively.

To address this, the City will launch an Immigration Readiness Assessment to evaluate local support services and partner with key agencies such as the Inter-Cultural Association of Greater Victoria, the Provincial Nominee Program (PNP) and Immigration, Refugees and Citizenship Canada (IRCC) to strengthen settlement resources.

BC Provincial Nominee Program

(PNP) is an economic immigration program. It lets the Province select immigrants who will live in BC and contribute to BC's economy, either by filling labour shortages or by establishing and operating businesses.

Immigration will be aligned with the local economy's needs, particularly in sectors such as healthcare and technology. This will be supported by recruitment campaigns that promote Langford as an inclusive destination. Crucially, as immigration policies frequently change, the approach will remain flexible by monitoring updates, keeping guidance current, and adjusting outreach as rules shift.



Through the South Island Primary Care Society, physicians from the U.K. and South Africa were recently recruited to practise in Langford, helping expand access to primary care and support the opening of a new medical clinic in 2026. This coordinated effort shows how targeted immigration aligned with local workforce needs can deliver real results for the community.

STRATEGY 4:

Establish a Workforce and Entrepreneurship Network

Establish a working committee of employers, educators, training providers, and community organizations to provide regular input on workforce needs and inform local training, attraction, and retention initiatives. Insights gathered through business outreach activities will be shared in an aggregated format to help inform discussions and shape new programs. The Network will also explore initiatives to encourage living-wage employment, strengthen local recruitment, and expand opportunities for training and career progression, ensuring that residents can reach their full potential. By aligning



Living wage is the minimum hourly pay a full-time worker in a region needs to cover basic necessities like food, housing, and childcare and maintain a modest, decent standard of living without subsidies.

efforts across sectors, this approach will help build a resilient, inclusive, and adaptable workforce that supports Langford's long-term economic growth.



STRATEGY 5:

Youth Matters: Co-creating Langford's Future

Langford will support youth-to-career, entrepreneurship, and community pathways by strengthening connections among education, employers, and community organizations, such as WorkLink and REV, helping young people better understand and access local employment and business start-up opportunities. The City's role is to convene partners, share local insights, and support coordination through the new Workforce and Entrepreneurship Network (Strategy 4) and to act as the bridge connecting local schools with the John Horgan Campus. The network will link the Sooke School District, REV, employers, business mentors, and other support organizations to create clearer pathways into local careers and business creation. The City's existing Memorandum of Understanding with School District 62 provides a strong foundation for this work. Through this partnership, the City and School District

already collaborate on planning, shared facilities, and community initiatives, creating an opportunity to expand coordination around career awareness, youth employment, and entrepreneurship supports for students.

Community-based organizations such as The Village, a regional network coordinating services to support children, youth, and families, already play an important role in youth engagement and wellbeing. This strategy focuses on aligning and amplifying that work to support youth retention, community connection, business creation, and long-term workforce development in Langford.

The City will also work with partners to ensure that youth have access to the skills, training, and supports needed to pursue careers in high-demand sectors, including healthcare, trades, technology, and creative industries.



SUCCESS MEASURES

- ✓ Reduction in residents commuting outside Langford for work
- ✓ Participation in Workforce and Entrepreneurship Network
- ✓ Training and education partnerships established with John Horgan Campus
- ✓ Employers engaged in workforce development initiatives
- ✓ Use of Langford Job Bank by employers and jobseekers
- ✓ Talent attraction campaigns implemented
- ✓ Newcomers connected to local employment opportunities
- ✓ Completion of Immigration Readiness Assessment
- ✓ Youth participation in internships, mentorships, or apprenticeships
- ✓ Partnerships supporting youth entrepreneurship and career pathways

OBJECTIVE 5

Build a Resilient Economy



BUILD A RESILIENT ECONOMY

Langford's continued growth brings opportunity, but it also increases exposure to economic disruptions. Natural disasters, supply chain interruptions, labour disruptions, global politics, and sudden market shifts can affect local businesses, workers, and the broader community. This objective focuses on strengthening the community's ability, including the City, local businesses and partners, to prepare for, respond to, and recover from economic disruptions in a coordinated and practical way.

At the foundation of this objective is the development of an Economic Resilience Plan. While the City already has emergency and disaster plans focused on public safety and infrastructure, this Plan differs by focusing on businesses, jobs, and economic recovery. It will be developed in coordination with the City's emergency management functions and will provide a clear framework for how the City, businesses, and partners respond during and after a disruption. The Plan will identify key economic risks, clarify roles and responsibilities, set out how information is shared and coordinated, and outline practical actions to help businesses prepare for disruptions, stay open and recover. Its purpose is to improve readiness, reduce confusion during an event, and support faster economic recovery.

Supporting local businesses is a critical part of economic resilience. Businesses play a key role in maintaining employment, services, and community stability during disruptions. Through partnerships with business support organizations, the British Columbia Economic Development Association, and Langford's Emergency Program, Langford will help make business continuity planning more

accessible by facilitating planning workshops, connecting businesses to practical tools such as continuity checklists, emergency contact and communication templates, and basic cash-flow and operations planning resources. These efforts will be integrated into Langford's Business Retention and Expansion activities to make preparedness a regular part of business engagement.

To support recovery when disruptions occur, Langford will establish an Emergency Business Support Network. This network will focus on pre-identified partners and points of contact, such as utilities, telecommunications providers, commercial property owners, business support organizations, financial institutions, logistics providers, and provincial or regional recovery agencies, that can help coordinate access to temporary workspace, logistics, IT recovery, and business advisory or referral support when needed.

WHAT THIS MEANS FOR LANGFORD



Disasters and economic disruptions can happen at any time, but preparation makes a real difference. For Langford, economic resilience means businesses are better prepared to stay open or recover quickly, the City has clear plans to guide economic response and recovery, and support can be coordinated when it is needed most. It means less downtime for businesses, fewer job disruptions, and faster recovery following an event. By building resilience into economic development planning and everyday City decisions, Langford can respond more confidently to disruption and protect long-term economic stability and community well-being.

The structure and activation of this Network will be defined through the Economic Resilience Plan, including clear triggers for activation (such as a declared emergency or significant economic disruption), defined decision-making authority, and communication protocols.

Through Langford's Business Retention and Expansion program the City will talk to businesses about the importance of having an up-to-date Business Continuity Plan, including a contact list for staff, suppliers, and key customers. These discussion questions should be part of regular business engagement and BRE conversations, helping businesses think ahead and be better prepared over time.

Together, these actions create a coordinated approach to economic resilience, one that is collaborative, innovative, proactive, practical, and aligned across City departments. By strengthening preparedness and recovery at both the business and community levels, Langford can reduce economic disruption, support long-term stability, and build confidence among businesses, residents, and investors. Langford has previously demonstrated this collaborative approach through initiatives such as the I AM Langford economic recovery campaign during COVID-19, which supported local businesses and strengthened community confidence. This objective builds on that experience to formalize and strengthen economic resilience for future disruptions.

OCP Linkages

- ① Advances OCP objectives for resilience and prosperity by preparing the local economy to adapt to and recover from disruptions.
- ② Reinforces OCP priorities for climate readiness and infrastructure costs by supporting proactive planning, continuity, and recovery.
- ③ Supports OCP vision of healthy, complete communities by safeguarding jobs, services, and long-term stability, reducing community vulnerability.

STRATEGIES

- ✓ Strengthen Economic Resilience Planning and Coordination
- ✓ Promote Use of the Red Cross Ready Rating Program
- ✓ Support Business Continuity Planning for Local Businesses
- ✓ Monitor and Address Emerging Economic Risks
- ✓ Establish an Emergency Business Support Network

STRATEGY 1:

Strengthen Economic Resilience Planning and Coordination

Langford will develop an Economic Resilience Plan to guide the City's economic response before, during, and after major disruptions. As a foundational step, Langford will complete the Community Self-Assessment for Economic Resilience through DisasterSmartBC™ to establish a baseline understanding of economic preparedness and identify strengths and gaps related to local government continuity, workforce stability, recovery coordination, and support systems for local businesses.

The Plan will focus on supporting local government continuity, coordinating economic recovery roles, and maintaining services that enable businesses, workers, and supply chains to function during

recovery. These include services such as business advisory supports, access to timely information, and coordination with utilities, transportation, workforce, and supply chain partners.

Working with City departments, including the Emergency Program Coordinator, the planning process will address economic risk assessment, roles and responsibilities, business support and recovery actions, communication protocols, and transition back to normal operations. The Plan will align with Langford's emergency management framework and regional plans, providing a locally led structure to accelerate recovery, protect jobs, and restore community confidence following disruption.

STRATEGY 2:

Promote Use of the Red Cross Ready Rating Program

Encourage local businesses, schools, and organizations to participate in the free Canadian Red Cross Ready Rating program (**ReadyRating.ca**). Ready Rating provides businesses and organizations with practical tools, resources, and assessments to evaluate and strengthen their level of preparedness for disasters and emergencies. The program supports users at every stage of readiness, from those just beginning to plan to those

with established emergency management systems. By promoting the Ready Rating Program and supporting participation, Langford will help businesses and community organizations improve their ability to withstand disruptions, maintain operations, and protect lives and property, creating a stronger foundation of resilience across the community.

STRATEGY 3:

Support Business Continuity Planning for Local Businesses

Support local businesses in preparing for disruptions by connecting them to practical business continuity planning templates, training, and advisory support delivered in partnership with the local Chamber, lenders, and provincial programs. Templates may include simple continuity checklists, emergency contact and communication plans, and cash flow and operations planning tools. Training will focus on helping businesses identify risks, prepare continuity

plans, and understand recovery and support options. A dedicated resource hub and targeted outreach to at-risk sectors such as retail, hospitality, and manufacturing will improve business survival rates and reduce recovery times. Business continuity planning will be integrated into Langford's broader Business Retention and Expansion program, making preparedness a regular part of conversations with local businesses.

STRATEGY 4:

Monitor and Address Emerging Economic Risks

Establish a process to regularly track and analyze emerging economic risks such as supply chain vulnerabilities, labour market shortages, potential labour disruptions, such as strikes, and global market shifts. By monitoring these trends and maintaining engagement with local businesses, industry groups, and partners, Langford can identify potential impacts early and develop targeted responses. This proactive approach will allow the City to adapt quickly, mitigate disruptions, and ensure that both businesses and residents are supported through changing economic conditions.



STRATEGY 5:

Establish an Emergency Business Support Network

Establish an Emergency Business Support Network comprising local suppliers, service providers, utilities, business support organizations, and community partners that can be mobilized during economic disruptions. The network will focus on coordinating access to practical supports, including temporary workspace, logistics and transportation assistance, IT and data recovery services, and business advisory or referral support. The structure, roles, and activation of this

Network will be defined through Langford's Economic Resilience Plan, including points of contact, and communication protocols will be identified in advance to enable rapid coordination and information sharing during an event. By formalizing these relationships before a disruption occurs, Langford can help minimize business downtime, support faster recovery, and strengthen trust and collaboration across the local business community.



SUCCESS MEASURES

- ✓ Completion of Langford Economic Resilience Plan
- ✓ Completion of DisasterSmartBC Community Economic Resilience Self-Assessment
- ✓ Businesses participating in Red Cross Ready Rating Program
- ✓ Businesses supported through continuity planning resources or training
- ✓ Business continuity planning discussed through BRE engagements
- ✓ Emerging economic risks monitored and reported
- ✓ Emergency Business Support Network established
- ✓ Partner organizations participating in emergency business support coordination

OBJECTIVE 6

Prioritize Quality of Life as a Core Foundation for Growth



PRIORITIZE QUALITY OF LIFE AS A CORE FOUNDATION FOR GROWTH

A thriving economy depends on more than business growth. Quality of life is the foundation that attracts residents, inspires business and investment confidence, and sustains long-term community prosperity. When people can see a doctor close to home, live in safe neighbourhoods, find affordable housing, and connect through shared experiences, they are more likely to stay, contribute, and help build a resilient local economy.

Langford's rapid growth has created exciting opportunities alongside new pressures on health care, housing, infrastructure, and community safety. Meeting these challenges head-on is essential to protecting Langford's reputation as one of British Columbia's most livable and resilient cities. With approximately 84 percent of residents commuting by car, improving access to local work options will help reduce traffic congestion, improve work-life balance, and keep more daily activity, including commerce in the community.

In February 2026, the City officially opened the Goldstream Medical Clinic in partnership with the South Island Primary Care Society, with City funding for tenant improvements and equipment. This initiative will attach 12,500 residents to a Doctor by the end of the year. These bold efforts of Council reflect a strong commitment to community health and well-being. At the same time, investments in public safety, emergency preparedness, and housing diversity are contributing to a secure, stable, and welcoming city for residents and businesses.

Quality of life also extends beyond the essentials. Langford's commitment to recreation, arts, culture, and green space fosters connection and community pride, helping residents feel rooted in their

community. The Civic Volunteer Program detailed in this Plan will see City staff and partners volunteering their time to support local non-profits and community projects, reinforcing Langford's spirit of compassion and service.

By integrating livability into economic development planning, Langford recognizes that well-being and prosperity are inseparable. Safe streets, accessible healthcare, affordable homes, and opportunities for connection all contribute to quality of life, a thriving workforce, and a resilient economy. This people-first approach ensures that as Langford grows, it remains not just a place to live, but a place to belong.

Together, these efforts define a vision of growth that serves everyone, one where prosperity is measured not only by development, but by the health, happiness, and inclusion of all who call Langford home.

WHAT THIS MEANS FOR LANGFORD



Imagine a community where every resident can see a doctor close to home, where families feel safe, and where homes and workplaces are within reach for every stage of life. Imagine a city built on connection and where people look out for one another, volunteer side by side, and share in the pride of what they've created together.

That is the Langford we're shaping. By leading boldly on health, housing, safety, and belonging. We're proving that quality of life is not an outcome of growth, but its driving force. It's how Langford will continue to grow stronger, more compassionate, and more resilient with every passing year.

OCP Linkages

- ① Advances OCP objectives for complete, healthy, and connected communities by supporting access to healthcare, housing, employment, and essential services.
- ② Supports OCP direction on housing diversity and affordability by promoting mixed-use, higher-density, and inclusive neighbourhoods that reduce commuting and strengthen local communities.
- ③ Aligns with OCP goals for community well-being and social infrastructure through investment in safety, recreation, arts, culture, volunteerism, and public gathering spaces that foster connection and belonging.
- ④ Reinforces OCP policies on workforce retention and livability by improving access to jobs, services, and amenities close to home.
- ⑤ Contributes to OCP priorities for resilient and inclusive growth by integrating health, housing, safety, community services, and quality public spaces as foundations of long-term economic vitality.

STRATEGIES

- ✓ Work to Ensure Every Citizen Has Access to a Doctor
- ✓ Strengthen Public Safety to Support Businesses and Neighbourhoods
- ✓ Support Diverse and Affordable Housing Options
- ✓ Reduce Daily Commuting by Bringing Jobs Closer to Home
- ✓ Support the Efforts of the Reconciliation Corridor Initiative.
- ✓ Launch a Civic Volunteer Program
- ✓ Integrate Quality of Life into Economic Development Planning



STRATEGY 1:

Work to Ensure Every Citizen Has Access to a Doctor

Langford will position healthcare access as a core pillar of livability and economic competitiveness, recognizing that access to primary care is essential to attracting residents, supporting employers, and retaining talent. Building on partnerships with the South Island Primary Care Society and Island Health partners, the City will continue to support physician recruitment, clinic space, and community integration efforts to improve access to care.

This includes exploring opportunities for additional clinic space, permitting for medical facilities, and working with partners on recruitment and retention supports such as housing options, family integration,

and community connections. Through collaboration and advocacy, Langford will demonstrate leadership in addressing primary care access while reinforcing its reputation as a community where people can live, work, and put down roots.

Economic development will play a critical role in all aspects of this Strategy by coordinating partnerships, supporting recruitment efforts through investment marketing and employer engagement, helping to identify future clinic locations, and aligning the availability of healthcare access into workforce and business attraction and other economic development initiatives.

STRATEGY 2:

Strengthen Community Safety to Support Businesses and Neighbourhoods

A safe environment supports economic activity, helps retain workers, and strengthens commercial areas. While Langford's overall crime rates remain below the provincial average and policing resources through the West Shore RCMP have increased in recent years. To better understand the experiences residents, the City launched a Community Safety Survey to help guide future priorities related to crime prevention, public safety, and neighbourhood well-being.

The City will collaborate with Bylaw Enforcement, West Shore RCMP, Langford Fire Rescue and Emergency Management, local businesses, and local health and social services organizations to improve communication, share information, and strengthen prevention efforts. Langford's role will be to bring these partners together, support businesses' access to safety information and training, and connect businesses and residents with available resources for crime prevention and emergency preparedness.

STRATEGY 3:**Support Diverse and Affordable Housing Options**

A growing economy requires housing that meets the needs of its workforce and residents at every stage of life. Langford's housing strategy will emphasize diversity, affordability, and accessibility to ensure that everyone, from young professionals to seniors, can find a place to call home. Through partnerships with developers, BC Housing, and community organizations, the City will continue to promote innovative housing solutions and encourage mixed-use, higher-density developments. This approach not only supports affordability but also reduces commuting, strengthens neighbourhoods, and creates vibrant, inclusive communities that contribute directly to Langford's long-term economic resilience.

STRATEGY 4:**Reduce Daily Commuting by Bringing Jobs Closer to Home**

Langford will reduce daily commuting outside of Langford by strengthening its role as a West Shore employment hub, bringing more jobs closer to where residents live. Each weekday, tens of thousands of Langford and West Shore residents commute out of the community, placing pressure on transportation networks, household costs, and quality of life. Reducing this reliance on commuting is both an economic and environmental priority.

To address this, Langford will actively attract government offices, service providers, and employers to locate and operate in the

community, leveraging its strategic location, modern infrastructure, and high quality of life. This includes advocating for decentralized provincial and federal office locations, supporting hybrid and satellite workplaces, and expanding the use of flexible workspaces such as the Westhills Provincial ShareSpace in partnership with the Ministry of Citizens' Services. Together, these actions support talent retention, strengthen local daytime economic activity, and reduce daily car trips outside of Langford, positioning Langford as a leading centre for future-of-work innovation on the West Shore.

STRATEGY 5:**Support the Efforts of the Reconciliation Corridor Initiative**

The City will support the Reconciliation Corridor Initiative, an Indigenous-led partnership focused on re-establishing rail service between the West Shore and downtown Victoria. Led by the Songhees and Xwsepsem Nations, this initiative brings together local governments and regional partners to explore a modern transit solution that addresses traffic congestion while advancing economic reconciliation.

Langford's role is to actively partner by supporting planning efforts, aligning local land-use and transportation priorities, and helping identify opportunities where the project can benefit residents, businesses, and workforce mobility. This includes strengthening connections to the city's growing transit network, including future links to Bus Rapid Transit, and ensuring local infrastructure and development planning are coordinated with the corridor.

Beyond transportation, the initiative also creates opportunities to support transit-oriented development, improve access to employment, and enhance regional connectivity. By supporting this work, Langford can help position the West Shore as a key hub in a more connected, accessible, and inclusive regional transportation system.

STRATEGY 6:

Launch a Civic Volunteer Program

Langford will lead by example by launching an annual, community-wide volunteer program that brings together residents, businesses, schools, service clubs, and community organizations in a shared day of service. Rather than creating a City-run volunteer program, the City will act as a connector, working with local non-profits to identify priority projects and inviting the broader community to participate.

Activities may include neighbourhood cleanups, park beautification, support for seniors and families, school lunch program, youth-led projects, or simple initiatives to assist someone in need. Municipal staff and Council will participate alongside community members as visible partners, helping to model civic leadership while encouraging employers, schools, and organizations to organize their own teams.

By positioning this as a collective community effort, Langford can strengthen relationships, build social capital, and reinforce a culture of shared responsibility creating an annual moment where the whole community comes together to give back and take pride in place.

STRATEGY 7:

Integrate Quality of Life into Economic Development Planning

Sustainable economic growth depends on more than investment. It depends on people choosing to live, work, and build their futures in Langford. This strategy embeds quality of life as a cornerstone of the City's economic development framework, ensuring that livability and prosperity move hand in hand.

Langford's quality of life is shaped by a combination of housing choice and affordability, access to healthcare and community services, including childcare, transportation and connectivity, public safety, education and training opportunities, cultural development, and access to parks, trails, and



recreational amenities. Access to childcare and other forms of social infrastructure will be recognized as essential enablers of workforce participation and economic growth. By highlighting these strengths, Langford can continue to position itself as one of Canada's most desirable places

to live and open a business. Collaboration across economic development, housing development, health care services, childcare providers, recreation, and community safety sectors will ensure that growth enhances, rather than strains, the quality of life that defines Langford.



SUCCESS MEASURES

- ✓ Residents attached to a primary care provider
- ✓ Additional clinic space secured or advanced
- ✓ Community safety actions implemented based on survey results
- ✓ Active participation in the Reconciliation Corridor Initiative
- ✓ Housing approvals supporting diverse and affordable options
- ✓ New employers or office spaces established in Langford
- ✓ Utilization of Westhills Provincial ShareSpace
- ✓ Participation in annual Civic Volunteer Day
- ✓ Quality of life indicators monitored annually



OBJECTIVE 7

Create a Vibrant, People First Downtown and Neighbourhood Villages





CREATE A VIBRANT, PEOPLE FIRST DOWNTOWN AND NEIGHBOURHOOD VILLAGES

Downtown Langford is stepping into its next era, a dynamic, people-first place where culture, community, homes, nightlife, and businesses come together to create a truly vibrant urban hub. Through the community engagement process, residents expressed a clear desire for more things to do downtown, including a walkable centre with patios, niche retail shopping experiences, and events that bring people together throughout the day and evening.

This objective focuses on reimagining downtown Langford as the community's primary gathering place, while also recognizing the opportunity to strengthen and evolve neighbourhood villages across the city. In addition, the Official Community Plan identifies a City Centre Industrial Innovation Area, located adjacent to the downtown core. While not part of the downtown itself, this

PICTURE DOWNTOWN REIMAGINED

Imagine stepping into a downtown where every corner feels alive. Wide sidewalks are filled with people stopping at cafés, browsing boutiques, and chatting with friends and neighbours. Music drifts from a street festival as children play near interactive art installations. At night, the area glows with patios, theatres, and light displays that make the streets feel alive and welcoming. Storefronts are vibrant, housing local restaurants, galleries, and creative spaces that keep energy flowing long after the workday ends. In this future, downtown Langford is not just a service sector strip. It is the bold heart of the City, a place where culture, community, innovation, and commerce unite.

area represents a longer-term opportunity to support innovation, creative industries, and employment uses that can complement and reinforce the vibrancy of the City Centre.

Langford's Official Community Plan envisions a network of complete, walkable village centres that provide local services, small-scale commercial activity, and a strong sense of neighbourhood identity and connectivity. Together, these centres can support everyday needs, social connection, and local economic activity at different scales across the city.

In downtown Langford, this vision includes a vibrant high-street experience with active storefronts, creative industries, a buzzing nighttime culture, and welcoming public spaces that encourage people to gather and return often. Wide sidewalks, plazas, and gathering spaces can host year-round markets, events, and performances, while landscaping, lighting, and public art help create a welcoming and inspiring sense of place both day and night. The same principles can be adapted in village centres on a smaller scale, encouraging the development of compact, walkable commercial areas that are well-integrated with nearby neighbourhoods. These centres can feature local shops, cafés, essential services, and inviting spaces, all designed to support a vibrant and accessible community. Well-known regional examples such as Fernwood Village in Victoria or Beacon Avenue in Sidney help illustrate the kind of lively, people-friendly places the downtown core, and neighbourhood village centres could become, adapted to Langford's own neighbourhoods and character.

Achieving this vision will require intention, collaboration, and setting the stage with the conditions needed from a zoning perspective to encourage the change from a downtown with its primary ground-floor storefronts being service sector businesses, which are

closed in the evenings and weekends. It will also require a coordinated framework to guide revitalization, targeted economic incentives such as revitalization tax exemptions, and an intentional bold policy direction to prioritize active, public-facing uses at street level.

By connecting planning, cultural programming, business collaboration, and bold policies, Langford can shape a walkable downtown and a network of neighbourhood villages that are economically resilient, culturally vibrant, and active throughout the day and evening.

The formation of a Business Improvement Area (BIA) can give downtown businesses a stronger collective voice, supporting beautification, safety, and marketing. Strategic revitalization tax exemptions can help modernize buildings, reduce vacancies, and encourage reinvestment in both downtown and select village centres. Creative programming, placemaking, and partnerships will enhance downtown Langford as a cultural and social center. A formal Nightlife Strategy, outlined in the Arts and Culture Strategy draft, will help revitalize downtown with fresh ideas and energy.

With thoughtful planning, public-private collaboration, and community pride, downtown Langford will continue to evolve as a walkable, welcoming destination. A place alive with energy, creativity, and opportunity, where people want to be.



OCP Linkages

- ① Supports OCP direction on complete communities by encouraging mixed-use development and pedestrian-oriented design within the City Centre.
- ② Advances OCP goals for economic prosperity and job creation by expanding tourism, hospitality, and retail employment opportunities.
- ③ Reinforces OCP objectives to enhance downtown livability through culture, entertainment, and destination development.
- ④ Aligns with OCP direction to position Langford as a regional destination for visitors, students, and new residents.
- ⑤ Supports OCP direction for the City Centre Industrial Innovation Area by enabling innovation, creative industries, and employment uses that complement and reinforce the City Centre.

STRATEGIES

- ✓ Establish a Coordinated Framework to Guide Downtown Revitalization
- ✓ Leverage Strategic Revitalization Tax Exemptions to Spur Downtown and Villages Renewal
- ✓ Rezone Core Areas of Downtown Langford to Encourage More Active Storefronts
- ✓ Position Downtown as the Centre for Festivals, Events, and Creative Industries
- ✓ Transform Downtown into a Walkable, Vibrant Destination

STRATEGY 1:

Establish a Coordinated Framework to Guide Downtown Revitalization

Creating a vibrant, people-first downtown will require more than individual projects or one-off initiatives. It will take a coordinated approach that brings together the City, businesses, property owners, and community partners, with a clear purpose and direction for the downtown core. This strategy focuses on laying the foundational pieces to guide revitalization efforts, support informed decision-making, and ensure that future investments and improvements align with the long-term vision for downtown Langford as the heart of the community.

A key part of this work will be strengthening collaboration and communication within the downtown business community. The City will explore establishing a Downtown Langford Business Improvement Area (BIA) to give businesses a stronger collective voice and create a mechanism for coordinated marketing, beautification, and event programming over time. At the same time, the City will build a clearer picture of the current downtown economy by completing

A Business Improvement Area (BIA)

is a defined district where local business and property owners work together to promote and improve their commercial area. Funded through a special levy on commercial properties, BIAs typically focus on activities such as marketing and events, beautification, safety initiatives, and business advocacy.



a comprehensive inventory of businesses, services, and commercial vacancies. This will help identify strengths, gaps, and opportunities, and allow the City to be more intentional in supporting business attraction, retention, and renewal.

To help shape how downtown evolves physically, the City will also host a downtown design charrette that brings together local businesses, residents, property owners, and partners to contribute ideas and direction for the core's look, feel, and function. This collaborative process will help guide future improvements to streets, public spaces, zoning, and placemaking.

In addition, the City will complete a retail and service gap analysis to better understand what types of businesses and experiences are missing or underrepresented across Langford, with a particular attention to opportunities in the downtown core and designated village centres. This work will support more targeted attraction efforts



Charrette is an intensive, collaborative design workshop that brings together residents, businesses, experts, and decision-makers to develop creative solutions and a shared vision for a project or place.

and help ensure that downtown continues to evolve as a complete destination with a mix of uses that serve residents and visitors throughout the day and evening.

Taken together, this work will give the City a clearer picture of what's needed and help guide next steps as downtown continues to evolve. Not all of this will happen at once. The work will be phased as capacity allows and priorities are identified. This work should also consider how adjacent areas, including the City Centre Industrial Innovation Area identified in the Official Community Plan, can evolve over time to support a connected and complementary City Centre.

STRATEGY 2:

Leverage Strategic Revitalization Tax Exemptions to Spur Downtown and Village Renewal

Local governments have a limited toolbox when it comes to influencing private-sector investment. Strategic Revitalization Tax Exemptions represent a rare opportunity for the City to actively shape growth, unlock reinvestment, and accelerate renewal in the places that matter most. By designating key areas of the downtown core and select village centres as Revitalization Tax Exemption Zones, the City can reduce financial barriers

that often stall redevelopment and instead send a clear, confident signal that investment here is welcome, supported, and aligned with the community's long-term vision. These exemptions can encourage property owners to reinvest in aging or underutilized buildings, pursue mixed-use redevelopment, modernize commercial spaces, and introduce new housing options that bring more people and activity into the heart of the community.

This approach allows the City to use its taxing authority as a strategic catalyst, one that rewards reinvestment, improves quality city building, and helps close feasibility gaps that often prevent projects from moving forward. In doing so, the City can stimulate private capital, attract new businesses, and foster more active, pedestrian-friendly streetscapes without taking on the role of developer.

Over time, the strategic use of revitalization tax exemptions can help transform downtown and village centres into vibrant economic anchors, places defined by lively ground-floor storefronts, commercial buildings, diverse housing options, and a strong sense of place. Just as importantly, it demonstrates the City's commitment to

In Kelowna, the Revitalization Tax Exemption program has helped unlock more than 1,400 new purpose-built rental units since 2023. Council-approved exemptions, with an estimated \$1.018M annual municipal tax impact, are accelerating projects and expanding long-term housing supply.

long-term economic resilience, community vitality, and thoughtful growth by using one of the only direct economic incentives available to local government in a focused, intentional, and visionary way.



STRATEGY 3:

Rezone Core Areas of Downtown Langford to Encourage More Active Storefronts

On key downtown blocks, the street level should be lively, welcoming, and open to the public well beyond weekday business hours. Active retail, restaurants, cafés, specialty shops, galleries, and creative spaces should animate these streets, creating a downtown that feels vibrant in the evenings, on weekends, and year round, not quiet after 5 p.m.

As the City reimagines downtown Langford, zoning should be intentionally updated to prioritize and require active, public facing uses at street level, uses that contribute directly to a thriving high street and a strong sense of place.

This means focusing ground floors on businesses and experiences that invite people in, keep doors open, and generate vibrancy and foot traffic throughout the day and night. Over time, this approach will help ensure downtown is defined by activity, interaction, and life at the street, rather than closed offices or inactive frontages.

When businesses that are not active at street level are ready to relocate, the City can support transitions by helping them find suitable space on second-storey floors, side streets, or in other appropriate locations. This ensures continuity for businesses while freeing up prime ground-floor space for uses that better serve the public realm.

To make this shift achievable and attractive, the City can explore simple, practical supports such as moving checklists, fast tracked permits for tenant improvements and conversions, temporary pop up permissions that can evolve into permanent uses, and modest one time grants or fee rebates to help activate storefronts. These tools reduce friction, encourage experimentation, and help ensure spaces do not sit vacant during transitions. Changes should be phased and intentional, avoiding long-term vacancies while steadily opening more doors to the public. The goal is not disruption, but transformation: a downtown that feels active, welcoming, and alive throughout the day and evening.

This is a bold move, but one that reflects the kind of intentional planning seen in successful, well-designed downtowns around the world. Creating a bustling high street does not happen by chance; it requires clarity of vision, firm policy direction, and the willingness to prioritize meaningful downtown revitalization. Taking this step will help move the needle, create the conditions for lasting change, and position downtown Langford as a vibrant, walkable destination that residents and visitors are drawn to experience.



STRATEGY 4:

Position Downtown as a Centre for Festivals, Events, and Creative Industries

Community engagement made it clear that residents want downtown to feel more vibrant and alive, with year-round activities, cultural events, and spaces that invite people to gather and connect. This strategy builds on the City's first Arts and Culture Strategy, which identifies festivals, creative placemaking, and cultural programming as key drivers of community pride, economic vitality, and destination development. Expanding year-round programming and strengthening partnerships with local artists, event organizers, and cultural organizations will reinforce downtown as the city's cultural heart. This approach aligns with the Arts and Culture Strategy's direction to grow Langford as a destination for the arts, support the creative economy, and activate spaces through meaningful cultural experiences.

By coordinating event planning, supporting creative enterprises such as studios and performance venues, and advancing initiatives identified in the Arts and Culture Strategy, such as a Nightlife Strategy, the City can strengthen the evening economy, attract diverse audiences, and continue to define downtown as a vibrant, welcoming, and culturally active centre. Over time, the City Centre Industrial Innovation Area, identified in the Official Community Plan, can further support this direction by providing space for creative production, studios, maker spaces, and innovation-focused businesses that complement downtown's role as the cultural and social heart of the community.

STRATEGY 5:

Transform Downtown into a Walkable, Vibrant Destination

Reimagine downtown Langford as a vibrant, people-first destination by building on the direction outlined in the Arts and Culture Strategy. The Arts & Culture Strategy emphasizes creative placemaking, activating public spaces, and integrating arts and culture into city planning, all of which directly support downtown revitalization.

This Economic Development Strategy focuses on making downtown more walkable and inviting, with cultural vibrancy and social

connection at its core. Through improved streetscapes, plazas, and gathering areas, including wider sidewalks, greenery, lighting, patios, and interactive art, Langford can shape a downtown that feels welcoming and active throughout the day and evening. Aligning with the Arts and Culture Strategy's direction to embed arts and culture into everyday life and planning, this approach supports year-round programming and encourages everyday encounters that make downtown memorable and distinctly

Langford. The result is a walkable, inclusive hub of activity that reflects the community's identity and strengthens both cultural and economic vitality. Opportunities to strengthen connections between downtown and adjacent areas, including the City Centre Industrial Innovation Area, should be explored over time to support walkability, accessibility, and integration.



We need to make the downtown core a real destination, somewhere people want to go, not just drive through.



IDEAS FAIR COMMENT



SUCCESS MEASURES



- ✓ Downtown Business Improvement Area established
- ✓ Downtown business and vacancy inventory completed
- ✓ Retail and service gap analysis completed
- ✓ Zoning updates adopted to support active storefronts
- ✓ Properties participating in the Revitalization Tax Exemption program
- ✓ Reduction in downtown commercial vacancy rates
- ✓ Increase in active ground-floor storefronts
- ✓ Annual downtown festivals and events hosted
- ✓ Downtown Design Charrette completed
- ✓ Nightlife Strategy actions advanced
- ✓ New visitor accommodation units in the City Centre
- ✓ Growth in evening and weekend activity downtown



OBJECTIVE 8

Prioritize Community Wealth Building



PRIORITIZE COMMUNITY WEALTH BUILDING

Langford has the opportunity to redefine economic development through a bold, values-driven approach that keeps wealth, ownership, and decision-making rooted in the community. This Objective introduces a Community Wealth Building (CWB) framework that shifts the focus from short-term growth to long-term local prosperity, where residents, workers, and local organizations all share in the benefits of economic success.

Community Wealth Building emphasizes models that circulate value within the local economy, such as employee-owned businesses, co-operatives, First Nation-led enterprises, and community investment funds, strategic land stewardship, and local procurement partnerships. By supporting these approaches to economic development, Langford can strengthen local resilience, prioritize equity, and ensure that prosperity reflects the City's values of inclusion, collaboration, and innovation.

A **Community Wealth Fund** is a pool of local money set aside to invest in local businesses and projects. Instead of profits and investment dollars leaving the community, the fund reinvests in Langford-based enterprises, employee ownership transitions, social enterprises, and locally led ventures. The goal is simple: keep more wealth circulating locally so it creates jobs, supports local ownership, and builds long-term stability.

WHAT THIS MEANS FOR LANGFORD



Prioritizing Community Wealth Building means ensuring that as Langford grows, more of the economic benefits remain within the community. As the city grows, the priority is to increase local ownership, create quality employment, and expand opportunities for First Nations and community partners to participate in, shape, and benefit from economic activity.

This approach strengthens local enterprises, encourages reinvestment within the community, and builds a more resilient and inclusive economy. Economic development becomes not just about growth, but about long-term, shared prosperity.

To lead this transformation, Langford will establish a dedicated Community Wealth Building staff position within the Economic Development Department to lead and coordinate efforts, engage community partners, and guide projects. The City will also champion the creation of a Community Wealth Fund to encourage local investment and reinvestment in high-impact initiatives such as co-operative housing, local food systems, and creative enterprises. Supporting tools, including strategic land acquisition and anchor institution partnerships, will ensure that municipal assets and purchasing power are aligned with long-term community benefit.

To support this objective, the City will work with local institutions and First Nations to pilot community-led projects, such as cultural tourism and joint economic development ventures. The City will also strengthen procurement practices to prioritize local

businesses, cooperatives and Indigenous-owned enterprises. Supporting employee ownership transitions as part of business succession planning, will help preserve local businesses, maintain jobs, and strengthen community roots.

OCP Linkages

- ① Supports OCP direction to strengthen economic resilience through local ownership models and social enterprise development.
- ② Advances OCP objectives for economic prosperity by keeping wealth and decision-making rooted in the community.
- ③ Reinforces OCP priorities for inclusive and sustainable growth by expanding equitable economic participation.
- ④ Aligns with OCP policy to promote buy-local procurement and anchor-institution partnerships that retain community wealth.
- ⑤ Contributes to OCP vision for innovation and partnership by fostering First Nation and community-led enterprises.

Collectively, these initiatives will establish Langford as a provincial leader and a national example in inclusive and sustainable economic development. They demonstrate the City's dedication to fostering a thriving, equitable, and locally owned economy in which all residents can share its success.

STRATEGIES

- ✔ Strengthen Community Wealth Building Capacity
- ✔ Empower Local Investment through a Community Wealth Fund
- ✔ Advance Employee Ownership and Co-operative Enterprise
- ✔ Continue to Pilot First Nation and Community-Led Projects
- ✔ Use Land as a Community Wealth Building Tool
- ✔ Build Local Procurement and Anchor Institution Partnerships
- ✔ Establish a Non-Profit Co-Working Collective



STRATEGY 1:

Strengthen Community Wealth Building Capacity

Establish dedicated capacity to coordinate and advance Community Wealth Building (CWB) in Langford through a new staff position. This role would provide clear leadership to move CWB initiatives from concept to implementation and ensure sustained momentum. The position would focus on building partnerships, securing external funding, including provincial and federal grants, philanthropy, and community-focused investment, and advancing practical tools such as community impact real estate and community bonds. These tools support locally owned or co-owned spaces for businesses and non-profits and allow residents to invest directly in community projects while keeping wealth circulating locally.



Community Impact Real Estate is a real estate project that is owned or managed to deliver social, cultural, or environmental benefits alongside financial returns, such as affordable housing, cultural spaces, or community facilities.



Community Bonds are a local investment tool that allows residents to lend money to community projects, such as affordable housing, renewable energy, or cultural facilities, and earn a modest return while keeping the benefits in the community.

This role would work with City departments, First Nations, non-profits, businesses, and community investors to align partners and support the implementation of priority projects. It would also raise awareness by creating awareness in the community and with all levels of government about how these approaches work. Community bonds have been used across Canada to finance projects such as community hubs, renewable energy, and affordable housing, while community impact real estate models in cities like Vancouver and Toronto are helping secure long-term space for local enterprises and services.



STRATEGY 2:

Empower Local Investment through a Community Wealth Fund

The City will encourage and support the establishment of a locally governed Community Wealth Fund led by local non-profits, First Nations, and community investors. The Fund would operate at arm's length from the City through an independent legal entity with transparent governance, clear accountability, and strong local representation.



Keeping ownership local and supporting co-ops would help ensure the money stays here.

SURVEY RESPONDENT



The Fund would raise capital through tools such as community bonds, philanthropic contributions, and regional investment partnerships. These resources would be directed toward projects that build long-term local prosperity, such as co-operative housing, local food systems, employee ownership transitions, creative enterprises, and other community-serving initiatives.

The City's role would be to enable and champion the initiative by helping to convene partners, endorsing the model, aligning policy



Langford as a Leader in Community

Investment. Langford can lead in community-based investment that keeps capital and decision-making local. Across BC, tools such as community investment co-operatives, impact investing, and community bonds are already supporting community-serving projects. Building on these examples, Langford can establish a locally governed Community Wealth Fund to advance long-term local prosperity within existing legislative frameworks.

tools where appropriate, and supporting access to external funding. While the Fund itself would be independently governed, its decision-making would prioritize local ownership, community participation, and reinvestment of returns within Langford.

Over time, the Community Wealth Fund would create a structured pathway for residents, institutions, and investors to contribute directly to local economic resilience, ensuring that more investment capital stays in and benefits the community.



STRATEGY 3:

Advance Employee Ownership and Co-operative Enterprise

Promote employee ownership and co-operative enterprise models as practical tools to preserve long-standing local businesses, retain jobs, and strengthen community resilience. As many small business owners approach retirement, the City has an opportunity to help ensure successful ownership transitions that keep businesses locally rooted rather than sold to outside interests or closed.

The City will work with partners to raise awareness of employee ownership and co-operative models as viable succession options. This includes identifying owners exploring retirements, through the Business Retention and Expansion outreach, and connecting them and interested employees with technical advisors, financing partners, and co-operative development organizations. By helping facilitate these transitions, the City

Employee ownership is when workers purchase all or part of a business, giving them a direct stake in its success and keeping ownership local.

can support business continuity, protect local jobs, and maintain services that residents rely on.

Employee ownership and co-operative models have demonstrated success on Vancouver Island and in British Columbia. CHEK News is a local example of how employees can step forward to purchase and operate a vital local business, preserving jobs and maintaining local control when closure was a real possibility.

By encouraging ownership models that prioritize local control and reinvestment, Langford can reduce business closures, maintain community character, and build long-term economic resilience.

STRATEGY 4:

Continue to Pilot First Nation and Community-led Projects

Collaborate with regional First Nations, and local partners, including non-profits, social enterprises, co-operatives, and cultural organizations, to launch a small number of pilot projects that demonstrate how community-led economic initiatives can strengthen local prosperity and shared ownership.

Potential pilots could include First Nation-led cultural tourism experiences, Indigenous and local food security initiatives, shared-use of commercial kitchens or markets, co-operative business models, creative-sector spaces, or joint economic ventures that create local employment and retain wealth within the

community. These projects matter because they create opportunities for local ownership, strengthen partnerships with First Nations, support inclusive economic participation, and build practical models that can be replicated.

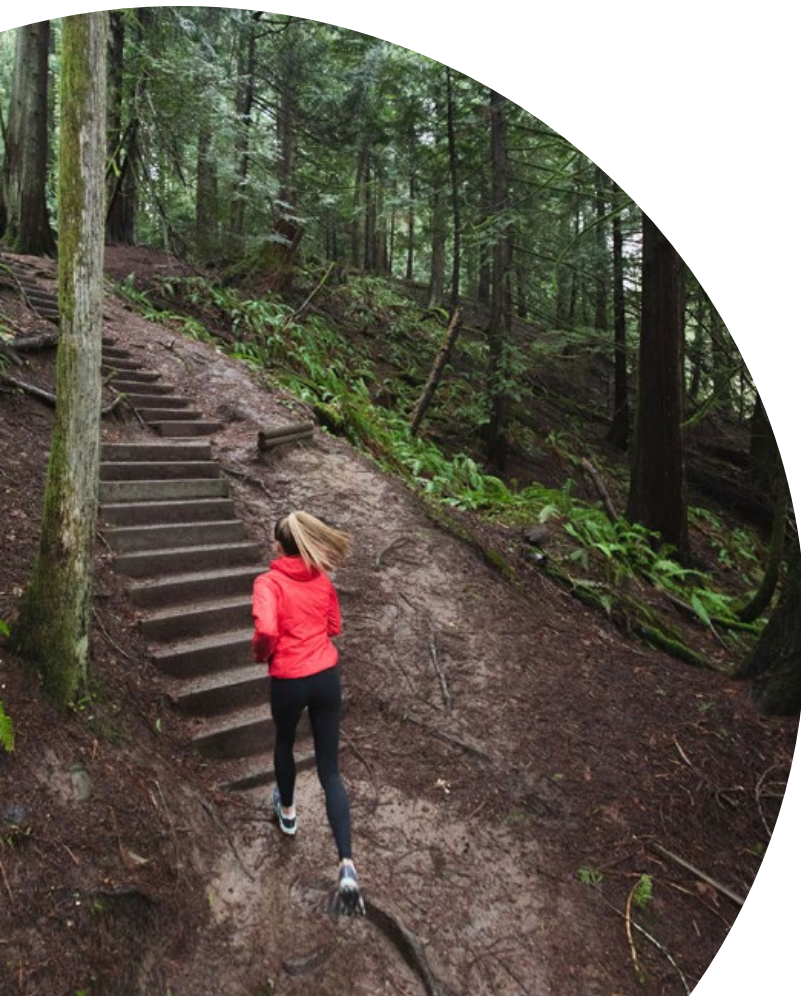
Each pilot would be co-designed with participating partners to ensure cultural alignment, clear roles, and measurable outcomes such as local job creation, new business formation, expanded cultural tourism offerings, or increased access to locally owned commercial space. The intent is to test ideas at a manageable scale, learn from them, and expand successful models over time across Langford and the wider region.

STRATEGY 5:

Use Land as a Community Wealth Building Tool

Langford will use strategic land ownership to secure long-term community benefit and embed local ownership into the City's growth. Rather than relying solely on market forces, the City may selectively acquire or control land to enable projects that advance affordability, locally owned businesses, community-serving spaces, and inclusive economic participation.

This strategy differs from employment land protection under objective 3. While objective 3 identifies and safeguards land for jobs, this strategy focuses on how land is owned, structured, and governed to ensure economic benefits remain rooted in the community over time.



A **Community Land Trust** is a non-profit that owns land for the long term so it can be used for community needs. The land stays in community ownership, while homes, businesses, or community spaces on that land can still be built and used. Because the land isn't sold on the open market, it helps keep housing and commercial space more affordable over time and ensures it continues to serve local priorities.

Communities across British Columbia have demonstrated the power of this approach. The Whistler Housing Authority has leveraged municipally controlled land and long-term leases to secure permanent workforce housing. In Vancouver, partnerships with community land trusts have protected long-term affordability. Many First Nations communities, including the Westbank First Nation, demonstrate how community-held land can support privately built and owned homes, commercial developments, and community facilities through long-term lease arrangements. By retaining control of the land while enabling private investment in buildings, these models generate ongoing revenue and maintain long-term community oversight of development.

Langford may explore tools such as community land trusts, long-term public leasing, First Nations partnerships, and co-operative development models. By using land strategically in this way, the City can foster local wealth creation, strengthen resilience, and protect affordability for future generations.



STRATEGY 6:

Build Local Procurement and Anchor Institution Partnerships

Collaborate with major local purchasers, including non-profits, schools, post-secondary institutions, healthcare providers, and the City itself, to increase procurement from Langford-based suppliers, co-ops, and First Nation-owned enterprises. A “Buy Langford First” framework will outline practical steps for identifying local vendors, creating a local supplier directory, and tracking and reporting local purchasing activity.

Where appropriate, the City will also consider how suppliers and contractors would continue operating during disruptions, such as supply chain delays or emergencies. This applies to both City-led projects and major private developments and will help ensure that local supply chains are reliable and better prepared for unexpected challenges.

By aligning procurement policies with community economic development goals, the City and its partners can retain more spending in the local economy, support small-business growth, and build stronger, more inclusive and resilient supply chains across the region.



STRATEGY 7:

Establish a Non-Profit Collective

Develop a multi-use community hub in downtown Langford that brings together non-profits, social enterprises, creative organizations, and community services within a shared, purpose-built space. The City is regularly approached by community-serving organizations seeking affordable, flexible office and programming space, indicating sustained demand that is currently unmet.

The hub could integrate affordable workspace for non-profits and social enterprises, a larger and modernized downtown library, makerspace or innovation facilities supporting youth and entrepreneurs, flexible community meeting areas, and active ground-floor uses that contribute to downtown vitality. Located on land acquired through the Strategic Acquisition Program (Strategy 5), the project would serve as a

catalyst for revitalization by increasing foot traffic, supporting local businesses, and reinforcing downtown as Langford's civic and cultural centre.

By combining municipal leadership, private investment, philanthropic partnerships, and potential First Nations collaboration, the Collective would reduce operating costs for organizations, foster innovation, and strengthen partnerships. More importantly, it would combine social infrastructure with downtown growth, ensuring that community-serving organizations expand alongside private sector development. This initiative aligns with the Strategic Land Acquisition Program and downtown revitalization objectives, positioning City-owned or secured land as a platform for long-term community benefit.



SUCCESS MEASURES

- ✔ Community Wealth Fund lead position established and annual work program implemented
- ✔ Community Wealth Fund established and capitalized
- ✔ Number of employee-ownership or co-operative transitions supported
- ✔ Number and value of community investment projects financed through the Fund
- ✔ Number of First Nation and community-led pilot projects launched
- ✔ Strategic land secured, long-term leases executed, or community land partnerships initiated
- ✔ Buy-Langford-First procurement framework implemented, and annual local procurement percentage reported
- ✔ Increase in local ownership retention, capital circulating locally, or jobs preserved through transition

OBJECTIVE 9

Prioritize Agriculture (Food Security) and Agri-Tech Initiatives



PRIORITIZE AGRICULTURE (FOOD SECURITY) AND AGRI-TECH INITIATIVES

Langford has a unique opportunity to strengthen sustainable agriculture and local food systems in Southern Vancouver Island by creating a bold and forward-looking model for sustainable agriculture and local food innovation. At a time when food security, climate resilience, and agri-tech advancement are top provincial priorities, and access to reliable, locally produced food is increasingly recognized as essential to community well-being, Langford can position itself as a leader by establishing the Agri-Food and Urban Agriculture Collaborative. This initiative will support active, working farmland by ensuring agricultural lands remain productive and viable over the long term, while creating opportunities for innovation, training, and local food production, bridging urban and rural systems while supporting community well-being and sustainable growth.

In addition to strengthening local food systems, Langford will explore using select agricultural lands as an Agricultural Innovation Zone, where food production, new farming technologies, skills training, and business development can happen together. This approach would support local growers, encourage innovation, and help attract private investment into food-related businesses.

By leveraging farming opportunities such as Mew Farms and other strategic sites, the Collaborative will move beyond simply protecting agricultural land to ensuring it remains actively farmed and accessible, while supporting working farms, new farmer training, agri-tech innovation, education, tourism, and community partnerships.

The initiative will look at modern indoor and greenhouse growing methods such as vertical farming, that allow more food to be produced on smaller sites, support year-round growing, improve reliability of local food supply, and help meet the needs of larger buyers such as schools, local grocers, and health care facilities. It will accelerate agri-tech experimentation, new-farmer training, and First Nation partnerships that honour both traditional knowledge and modern innovation. The Collaborative will encourage active participation from local food entrepreneurs, educators, and institutions, ensuring Langford becomes a model for integrating agriculture into a thriving urban economy.

WHAT THIS MEANS FOR LANGFORD



Food security and resilience are central issues for communities across Canada, and Langford has a chance to lead. The Collaborative is rooted in building connections between innovation, sustainability, and everyday life. When local producers have access to land, markets, and shared facilities, they can supply schools, restaurants, and households with food grown close to home. When First Nations partner alongside agri-tech innovators, the result is a stronger, more resilient, and inclusive food system. For Langford, this means fresh food on tables, stronger ties between neighbours, and a reputation as a City that values both prosperity, equity, and stewardship.

Community connections will also play a vital role. Year-round farmers' markets, an online marketplace, and farm-to-table programs will directly link producers with residents, restaurants, schools, and health facilities. These initiatives will improve food accessibility and keep dollars circulating locally, strengthen regional self-reliance, and highlight Langford's commitment to sustainability and community wealth building.

At the same time, the Collaborative will align closely with Agricultural Land Reserve objectives and farmland-protection principles. Through innovative leasing models, farmland trusts, and investments in irrigation, drainage, and soil health, Langford will demonstrate how productive agriculture and urban development can co-exist.

Where feasible, the City will explore funding approaches that combine private investment with targeted public support to help launch new agricultural projects, reduce reliance on ongoing subsidies, and support long-term sustainability.

Together, these efforts will position Langford as a provincial leader in sustainable food systems, driving innovation, prosperity, and resilience for future generations.



OCP Linkages

- ① Supports OCP direction to foster a resilient local food and agriculture system through local production, processing, and distribution.
- ② Advances OCP objectives for food security and community well-being by improving access to affordable, healthy, and locally produced food.
- ③ Reinforces OCP policy for farmland protection and active Agricultural Land Reserve cultivation through sustainable leasing, trust, and innovation models.
- ④ Aligns with OCP goals for climate resilience and sustainable land stewardship by integrating agri-tech and regenerative farming practices.
- ⑤ Contributes to OCP goals for inclusive partnerships and reconciliation by fostering collaboration with First Nations and community organizations.

STRATEGIES

- ✓ Establish the Agri-Food and Urban Agriculture Collaborative
- ✓ Work with Royal Roads "The Farm" Project to Grow Agri-tech
- ✓ Connect Local Producers Directly to Consumers and Institutions
- ✓ Prioritize Food Security as a Human Right by Enabling Productive Farmland in a Growing Urban Context
- ✓ Advance Agricultural Innovation and Investment Partnerships

STRATEGY 1:

Establish the Agri-Food and Urban Agriculture Collaborative

Launch the Collaborative as a cornerstone initiative supporting food security, innovation, and sustainable agriculture in Langford. In partnership with Mew Farms, local producers, First Nations, educational institutions, and food entrepreneurs, and investors, the City will co-design a coordinated program and shared platform for applied research, agri-food processing, training, and community enterprises.

The Collaborative may include on-farm activities as well as partnerships with facilities such as the REV at the John Horgan Campus, where appropriate.

Demonstration projects will support growers in testing new crops, production systems, or technologies under real operating conditions, with the goal of moving successful models into full commercial production and regional sales.

operates as both a community gathering place and a living lab. Langford will explore partnership opportunities with Royal Roads University to support applied agri tech research, student learning, and community based food production, while advancing shared goals related to food security, sustainability, and innovation.

Through this collaboration, Langford can leverage The Farm at RRU as a platform for pilot projects, skills training, and experimentation with sustainable growing practices and emerging agri tech approaches. Opportunities may include supporting student research and innovation projects, testing scalable food production methods, and sharing knowledge related to soil health, climate resilient crops, and polyculture systems. The partnership can also help strengthen workforce development by connecting students, educators, and local food entrepreneurs with real world agricultural challenges and solutions.

The Farm at RRU also aligns closely with the Collaborative's emphasis on community benefit and local food resilience. As a food production site that supplies fresh produce to community partners and the campus, and as a venue for workshops and volunteer engagement, it offers a model for integrating education, innovation, and food access. By working with Royal Roads University, Langford can support a regional approach to agri food systems that balances innovation with community well being, honours diverse knowledge systems, and reinforces the City's leadership role in sustainable, locally rooted economic development.

STRATEGY 2:

Work With Royal Roads “The Farm” Project to Grow Agri-tech Innovation

Royal Roads University's reimagining of its former Edwardian kitchen garden into The Farm at RRU presents a strong opportunity for collaboration under the Agri Food and Urban Agriculture Collaborative. As a multi functional site that includes a Giving Garden, Market Garden, Indigenous Medicine Garden, and polyculture orchard, The Farm at RRU

STRATEGY 3:

Connect Local Producers Directly to Consumers and Institutions

Strengthen Langford's regional food system by creating stronger, more efficient connections between local farmers, First Nation producers, and food entrepreneurs with households, restaurants, schools, and health institutions.

The City will help to create partnerships between schools, health care facilities, and other institutions with producers, to create steady, reliable demand for locally grown food, giving producers more certainty to expand production.

Initiatives such as a year-round farmers' market, an online marketplace, and targeted training for small producers will expand access to local foods, reduce supply-chain gaps, and keep more dollars circulating locally.

The Agricultural Land Reserve (ALR)

is a provincial land-use zone in British Columbia where agriculture is recognized as the priority use. The ALR protects farmland from development and ensures it remains available for farming.



STRATEGY 4:

Prioritize Food Security as a Human Right by Enabling Productive Farmland in a Growing Urban Context

Ensure agricultural lands remain in active, viable production as Langford continues to grow. This strategy focuses on protecting farmland, improving access for farmers, and strengthening long-term productivity.

The City will support alignment with Agricultural Land Reserve rules and prioritize keeping agricultural land actively farmed rather than idle. This may include exploring farmland trust models, stewardship agreements, and short- and long-term leasing arrangements to improve access for new and emerging farmers while maintaining long-term protection.

The City will explore practical improvements that enhance farm viability, such as irrigation upgrades, drainage improvements, soil health management, and basic servicing where appropriate. Zoning and regulatory frameworks will be reviewed to ensure active agricultural production, including emerging farming methods, can operate clearly within existing land-use policy.

In addition, the City will review existing municipal taxation and revitalization tools to determine whether targeted incentives, such as revitalization tax exemptions, phased assessment approaches, or permissive tax exemptions for eligible non-profit operators, could support ongoing active food production and create favourable conditions for long-term agricultural viability while maintaining fiscal responsibility.

STRATEGY 5:

Explore an Agricultural Innovation Zone and Investment Partnerships

Position Langford as a leader in agricultural innovation by exploring the feasibility of establishing an Agricultural Innovation Zone that integrates food production, research, commercialization, and structured investment.

This strategy focuses on scaling agricultural activity beyond baseline production and creating conditions that attract long-term private investment and skilled employment.

The City will engage private investors and agricultural lenders to assess capital availability, review infrastructure readiness, including power, water, access, and explore phased implementation that begins with enabling infrastructure and early anchor projects. Regulatory, density, and tax classification policies will also be reviewed to ensure that innovative agricultural uses, such as vertical or controlled-environment production, are appropriately addressed under municipal policy.



SUCCESS MEASURES

- ✓ Establishment of Agri-Food and Urban Agriculture Collaborative
- ✓ Number of active agricultural projects supported
- ✓ Agricultural land in active production
- ✓ New and emerging farmers supported
- ✓ Institutional procurement agreements with local producers
- ✓ Participation in a year-round farmers' market or online marketplace
- ✓ Investment secured for agricultural innovation projects
- ✓ Agricultural infrastructure improvements completed
- ✓ Agri-food businesses established or expanded
- ✓ Private capital leveraged for food-related projects

OBJECTIVE 10

Lead and Grow Langford's Innovation and Entrepreneurship Economy





LEAD AND GROW LANGFORD'S INNOVATION AND ENTREPRENEURSHIP ECONOMY

Langford is evolving from one of British Columbia's fastest-growing cities into a dynamic centre for creativity, technology, and innovation. This objective positions Langford as a leader in the emerging economy, where film, digital media, applied technology, and civic innovation intersect to create high-quality jobs, attract investment, and inspire collaboration.

With growing momentum from companies such as Plexxis, Charter Telecom, RT Prime, FTS Forest Tech., and Industrial Plankton, Langford has demonstrated its ability to attract forward-thinking firms seeking space, affordability, opportunity, and a business-friendly local government. Building on this success, the City will position and promote its reputation as a destination for innovative enterprises that value both connectivity and community.

WHAT THIS MEANS FOR LANGFORD



Langford's innovation economy is about creating opportunity and shaping the future. A film and digital media hub anchors the creative sector, while companies like Plexxis, Charter, RT Prime, and Industrial Plankton prove that technology thrives here. Students and entrepreneurs will have access to REV to turn ideas into action. The result is a community that attracts investment, keeps talent close to home, and builds a resilient economy where imagination and industry meet.

This Objective focuses on fostering innovative partnerships between industry, post-secondary institutions, and government to create an ecosystem where ideas move

from concept to commercialization, and where startups and growing companies are supported through early-stage development, scaling, and long-term growth within the community. It aims to ensure young people are inspired by and have the opportunity to pursue meaningful, future-focused careers close to home, including pathways into entrepreneurship and new business creation, while businesses benefit from a skilled local workforce.

Spaces such as REV, dedicated startup and scale-up spaces, potential Agriculture Innovation Zone opportunities, and the growth of Langford's film and digital tech industry, supported by production and studio space, will serve as catalytic projects for this transformation. Together, these initiatives will bridge entrepreneurship, creative industries, and emerging technologies, from advanced manufacturing and clean tech to virtual production and artificial intelligence. These projects will position Langford as a testing ground for civic innovation, where solutions to community challenges are developed in partnership with local talent and educational institutions.

By investing in the infrastructure, networks, spaces and supports that enable innovation to thrive, Langford will build a resilient and inclusive economy, one defined by creativity, opportunity, and shared prosperity. The City's commitment to collaboration and its entrepreneurial spirit will ensure Langford not only grows, but is recognized and marketed as a leading centre of innovation and entrepreneurship, in British Columbia's future economy.

OCP Linkages

- ① Advances OCP goals for economic diversification, innovation, and prosperity by fostering technology, creative, and applied-research industries.
- ② Reinforces OCP objectives for education, workforce development, and youth engagement through partnerships with post-secondary institutions and the WestShore Innovation Hub.
- ③ Supports complete-community principles by creating local, high-value jobs in emerging sectors and reducing out-commuting.
- ④ Enhances Langford's reputation as a forward-looking, collaborative, and resilient city through public-private partnerships, cluster development, and civic innovation.

STRATEGIES

- ✓ Advance Langford's Film and Digital Tech Industry
- ✓ Accelerate Innovation and Technology Growth
- ✓ Support the Efforts of the West Shore Innovation Hub
- ✓ Establish a Dedicated Startup and Scale-Up Space
- ✓ Market Langford as a City of Innovation, Entrepreneurship, and Creativity

STRATEGY 1:**Advance Langford's Film and Digital Tech Industry**

Advance Langford's film and digital tech industry by supporting the development of production facilities and related infrastructure as part of the City's growing innovation and creative industry. The City will create a multi-partner task force to help guide development, coordinate funding, and support next steps, working with the Vancouver Island South Film and Media Commission, post-secondary institutions, the landowner/developer, and industry representatives.

The City will work with provincial, federal, and private sector partners to secure funding and support the growth of film and digital production capacity, including studio development. As part of this approach, the City will explore a structured lease model that helps support facility development and tenant improvements. This may include securing an initial multi-year master lease to provide stability during the early years of operation, allowing time to attract productions, build a client base, and strengthen long-term financial sustainability. Over time, the goal would be for these facilities to transition to a fully industry-supported operating model.

By supporting the growth of film, gaming, and digital media production, Langford can diversify its economy, create well-paying jobs, expand career opportunities for local youth, and strengthen its role as a creative production centre on Vancouver Island.

STRATEGY 2:**Accelerate Innovation and Technology Growth**

Langford's affordable commercial space, strong digital connectivity, and skilled workforce position the City to attract and grow applied technology firms in sectors such as software, advanced manufacturing, clean technology, and biotech. Building on local success stories like Plexxis, Charter Telecom, RT Prime Industries, Falcon Software, and Industrial Plankton, the City will strengthen its innovation ecosystem in partnership with Victoria Innovation, Advanced Technology and Entrepreneurship Council (VIATEC), REV, and post-secondary partners.

Langford will work with partners to establish a Langford Innovation Collaborative, aligned with existing REV initiatives and modelled in part on Accelerate Okanagan. The Collaborative would connect local firms with mentorship, investors, post-secondary institutions, and commercialization supports to help startups and scaling companies grow. In regions such as Kelowna, coordinated innovation networks have helped companies access capital, talent, and mentorship while strengthening the local tech sector.

The City's role will be to convene partners, support space and infrastructure planning, and pursue funding opportunities through programs offered by PacifiCan and the Province.

STRATEGY 3:

Support the Efforts of the West Shore Innovation Hub

Position REV at the John Horgan Campus as a regional centre for entrepreneurship, applied innovation, and youth engagement. The City has committed \$1.5 million over 10 years to support REV's long-term development and programming. Working in partnership with Royal Roads University and other partners, Langford will support programming that helps residents and businesses turn ideas into viable enterprises. This includes mentorship, workshops, student placements, startup support, and opportunities, including the development of maker spaces, for entrepreneurs to test concepts, develop prototypes, and connect with investors and industry.

The City will work with REV to bring forward challenges and opportunities identified through business outreach, community engagement, and the City's day-to-day services and projects. These projects will give students, entrepreneurs, and local businesses opportunities to collaborate on solutions, pilot ideas, and explore new ventures in areas such as digital media, applied technology, sustainability, and emerging industries.

By strengthening and actively using REV, Langford will support local entrepreneurs, encourage innovation across sectors, and help build a resilient, adaptable local economy.



STRATEGY 4:

Establish a Dedicated Startup and Scale-Up Space

Develop a 10,000 square foot startup space dedicated to new company formation and early-stage growth. The facility will provide affordable, flexible workspace where entrepreneurs can launch and grow new ventures before transitioning into larger commercial space within the community.

In addition to shared workspaces, private team offices, and meeting areas, participating companies will receive

structured startup support services including mentorship from experienced entrepreneurs, business development guidance, startup education programming, and connections to investors and industry partners. Together, the space and support services will help accelerate new company creation and build a stronger local innovation economy. This strategy is designed to work in coordination with REV, to provide startups an affordable space to innovate and build.

STRATEGY 5:

Market Langford as a City of Innovation, Entrepreneurship, and Creativity

Develop a marketing and communications strategy that positions Langford as Vancouver Island's destination for innovation, entrepreneurship, and creativity. Working with the Film Commission, VIATec and other regional partners, the City will promote its entrepreneurial ecosystem through targeted outreach, success stories, and digital marketing campaigns. Messaging will highlight Langford's ability to offer space to grow, partnerships to scale, and a community that values creativity, collaboration, and

work-life balance. Hosting an annual Langford Innovation Showcase, as a component of the Annual Business Forum (Objective 2, Strategy 5), will bring together local entrepreneurs, creative firms, students, and industry partners to celebrate innovation, share new ideas, and highlight businesses that are scaling and creating jobs in the community.





SUCCESS MEASURES

- ✓ Progress toward a film production studio
- ✓ Studio tenancy secured or master lease finalized
- ✓ Innovation Collaborative established and active
- ✓ Number of tech and creative firms supported annually
- ✓ Participation in WestShore Innovation Hub programming
- ✓ Student placements and mentorship matches facilitated
- ✓ Innovation-related funding secured (federal/provincial)
- ✓ Attendance at Annual Innovation Showcase
- ✓ Growth in applied technology and creative sector employment

Shared Vision

Langford is a resilient, innovative City recognized for strong partnerships, entrepreneurship, and its ability to turn bold ideas into action, creating a diverse and inclusive economy for generations to come.

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where it all happens.

Langford.ca
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