



Central
Saanich

COMMUNITY ECONOMIC RESILIENCY

Action Plan

BUILT ENVIRONMENT • ECONOMIC INNOVATION • SOCIAL HEALTH • MUNICIPAL ROLE

letstalkcentralsaanich.ca/economic-recovery

We gratefully acknowledge that the ancestral land on which we work are within the traditional territories of the W̱SÁNEĆ peoples: W̱JOŁEŁP (Tsartlip), BÓKEĆEN (Pauquachin), S̱ÁUTW̱ (Tsawout), W̱SIKEM (Tseycum) and MÁLEXEŁ (Malahat) Nations.



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Executive Summary

The Community Economic Resiliency Action Plan prioritizes recovery-related needs and initiatives while also aiming to build resiliency for the future. The plan takes a holistic approach to economic recovery that doesn't just focus on businesses but recognizes the importance of residents' well-being and quality of life.

The plan is based on four themes, which were identified through the District's Community Economic Recovery Task Force.

BUILT ENVIRONMENT

ECONOMIC INNOVATION

SOCIAL HEALTH

MUNICIPAL ROLE

This plan is meant to be flexible and to adjust priority focuses where needed to accommodate future influences.

Acknowledgments

The District is grateful to the local business and community members whose input helped inform this plan.

Of special note are:

Task Force members

Councillor Bob Thompson (Chair)

Councillor, District of Central Saanich

Councillor Gordon Newton

Councillor, District of Central Saanich

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CEO, Beacon Community Services

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Brentwood Bay Community Association

Task Force presenting organisations

4 Vancouver Island (*Tourism Vancouver Island*)

Beacon Community Services

Saanich Organics

Saanich Peninsula Lions Food Bank

West Quesnel Business Improvement Association

Data sources

Provincial Health Services Authority

Destination BC

District of Central Saanich

2022 Business Walks

Keating Business District Analysis

What We Heard Report (2020)

OCP Review 2021-22

Community Satisfaction Survey (2020)

Business Licences

South Island Prosperity Partnership

Statistics Canada

Additional insight and thank you to

Lindsay Dault

Owner, Country Bee Honey

Lynn Hoffman

Doctor of Acupuncture

Ty Whittaker

Realtor, Colliers International



Introduction

This action plan is designed to assist the community in three ways:

1. To focus efforts and resources of the District to best support the community in pandemic recovery and resiliency.
2. To offer a framework based on community economic development fundamentals to support businesses operating or looking to invest within the District.
3. To strengthen the quality of life and business diversity in Central Saanich.



Background

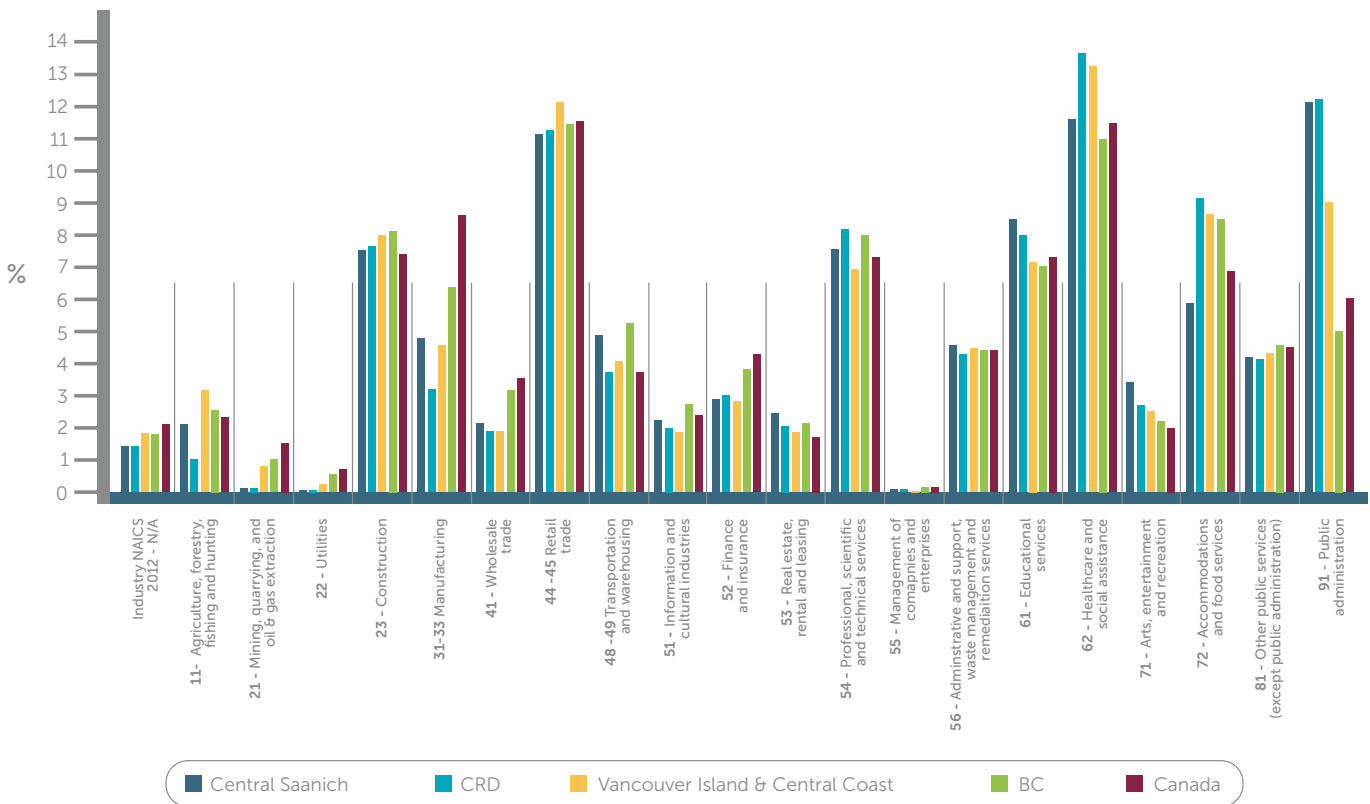
In 2020, District staff conducted a roundtable and surveyed businesses to understand the impact of the pandemic on Central Saanich to date. “What We Heard 2020” recommended temporary patios for outdoor dining, an online business directory, tax and bill paying extensions, advocacy to other organizations and levels of government and a shop local campaign. The District also heard that an economic advisory committee and connecting businesses with each other would be helpful.

While this action plan was under development, the social and economic landscape evolved, and the strategy began to look beyond recovery toward resiliency.

Business walks across the District demonstrated a need to focus on community development—specifically on healthcare, workforce attraction, housing, mental health and childcare. These challenges will need a greater focus while performing effective economic resiliency efforts.

Sector comparison for Central Saanich by industry

North American Industry Classification System (NAICS) 2016



The chart above identifies, by industry, how Central Saanich compares in economic activity to other regions, the province and the country. For example, agriculture, manufacturing, transportation & warehousing, and arts, entertainment & recreation are higher than within the Capital Region District (CRD) overall.

240 
business visits
 in the first quarter
 of 2022

Research Overview for the District of Central Saanich

- Census data (and comparisons)
- Analysis of other community and economic recovery strategies
- Economic sector data analysis
- Stakeholder meetings
- Tracking economic and social indicators for support planning
- Business surveys
- Discussions with stakeholders across multiple economic sectors

Findings:

- qualified workforce shortage
- available housing challenging
- repetitive closures are difficult
- retail has had a different experience over trade businesses during the pandemic

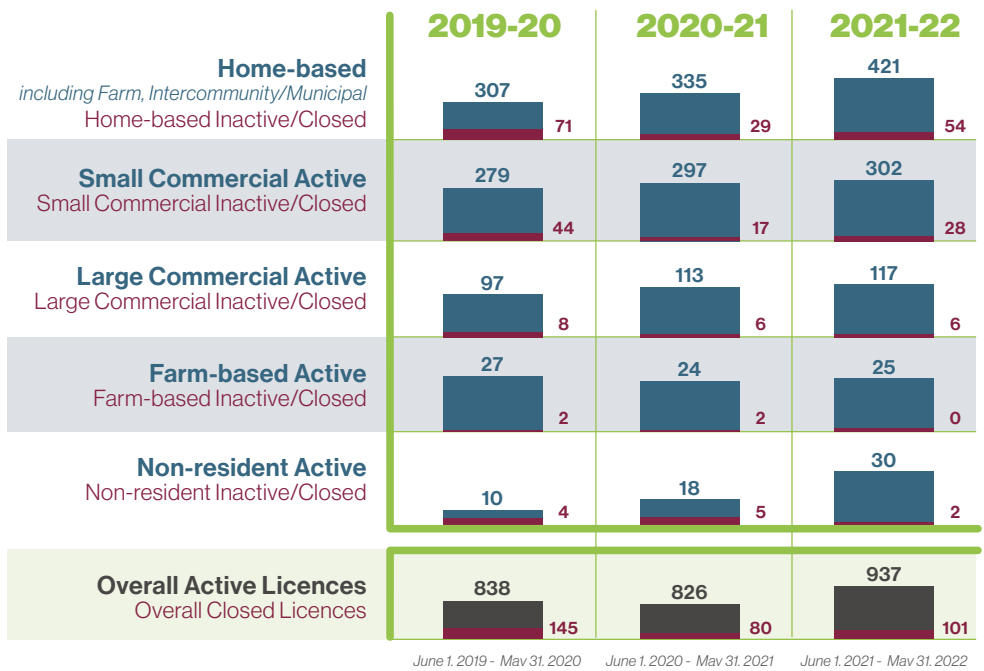
Promoted:

- frontage program
- hire-a-student
- OCP and Keating Parking Study
- recovery resources
- business survey
- BC Marketplace directory



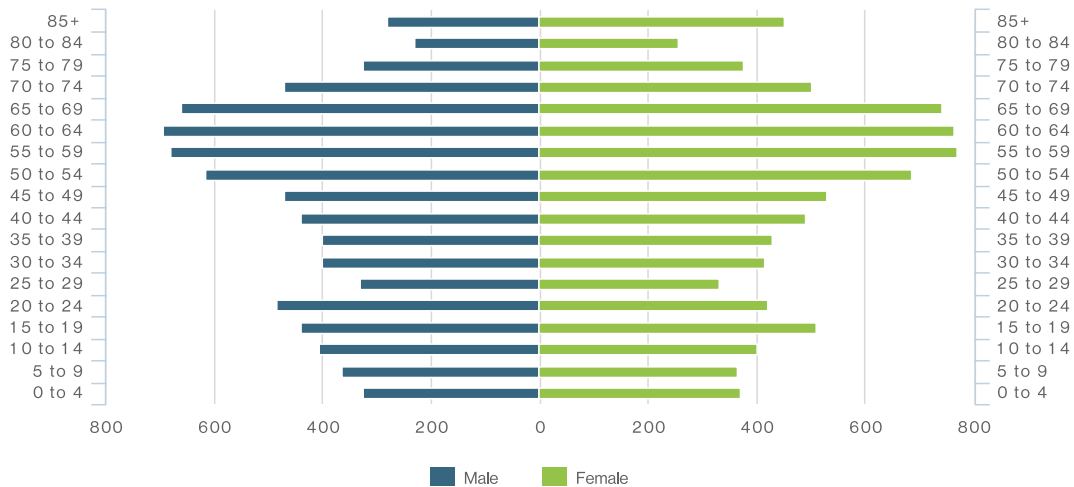
Central Saanich

Business Licence Data



Age distribution in Central Saanich

Census of Population, Statistics Canada, 2016



Introduction

Initiatives & Plans Underway

The District has a number of recently launched projects underway that will support the community's resiliency in the future.

- Oil-to-Heat Pump Program
- Active Transportation Plan
- Child Care Inventory & Action Plan
- Climate Action Plan
- Building Step Code
- Infill Housing Plan
- Saanichton Village Design Plan
- Official Community Plan Review
- EV and E-bike strategy
- Keating Business District Parking Study

Central Saanich
Official Community Plan

80% First Draft
January 20, 2022

DRAFT

80% Draft
Version 2
Prepared by: MODUS Planning, Design & Engagement

To: Jarret Matanowitsch - District of Central Saanich
Re: 3169.B01 Keating Business District Parking Analysis - Phase 1 Summary

December 23, 2021
Page 6

3.2.1 OFF-STREET PARKING

Across all the parking lots, the average daily utilization was 55%. The busiest time of day was 11:00 am, which had an average utilization of 66%. During this time, 1,790 stalls were occupied out of the 2,825 and 1,035 were unoccupied. There were also 64 vehicles parked illegally. Utilization was generally higher in the morning and began to drop off in the mid-afternoon, with a sharp decrease at 5:00 pm when most parking lots were empty or nearly empty. See Table 2.

TABLE 2. OFF-STREET PARKING UTILIZATION

	9:00 am	11:00 am	1:00 pm	3:00 pm	5:00 pm	Daily Average
Average Utilization	64%	66%	65%	57%	25%	55%

Figure 2 shows the utilization of each off-street parking lot during the 11:00 am peak.

FIGURE 2. PEAK TIME OFF-STREET PARKING UTILIZATION



CENTRAL SAANICH CHILD CARE INVENTORY & ACTION PLAN

2020

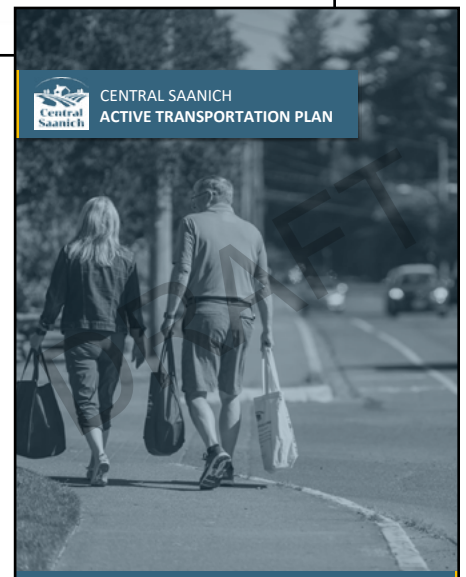


Climate Leadership Plan

District of Central Saanich

SAANICHTON VILLAGE DESIGN PLAN

OCTOBER 2020



CENTRAL SAANICH ACTIVE TRANSPORTATION PLAN

Findings

Overview

Business licence data¹ demonstrates the flux the pandemic caused for businesses with a slight increase in both new business startups and closures during the pandemic. This trend was noted globally as businesses adapted to a new environment by pivoting to new models. Locally, we saw the closure of a yoga studio and the start up of outdoor bootcamp businesses as one example of the pandemic's impact.



Many existing social needs were exacerbated and highlighted during the pandemic in the community². The District noted the immediate pressures of mental health challenges, health care staff shortages, general labour shortages, inflation, and supply chain issues, compounded by existing issues such as an aging demographic, housing costs, and climate change.

At this stage of the pandemic, most Central Saanich business that were impacted by the pandemic are in recovery or recovered; recovery support is not needed for most sectors³. The tourism industry is the one major exception due to repeated closures through the pandemic, foreign workers program hiatus and a significant decline in the international travel market.

While recovery may not be needed, there are still major lingering impacts on the community. While they are not unique to Central Saanich or the region, they are nevertheless critical to community wellbeing.

Hiring challenges now linger as the dominant concern for businesses, service organizations and health care alike. Many people laid off during the pandemic have retrained, started new careers, joined the gig economy, or retired. In addition, the region is experiencing a housing and health care crisis that is hampering Central Saanich's community well-being and economic vitality.

Retail and hospitality

Many storefronts⁴ in the District have had challenges and various difficulties within each pandemic wave. They have seen pressure as many people chose to shop online early in the pandemic. Limitations on store capacity and labour retention were also challenging.

Shop local campaigns have been strong in the region and province.

Although labour shortages affect all sectors, the shortage puts pressure on enhanced customer service efforts and the training around customer satisfaction such as service levels and wait times. An extra effort needs to be looked at in this aspect of business operations, not only in hospitality.

Agriculture

Agriculture is a dominant sector⁵ in the District, and uses approximately 70% of the land base in the District. Agricultural activity is the most visible economic driver, and there is a range of operation sizes. The impact of the pandemic on labour, the supply chain, food security and extreme weather events has challenged the sector, and will continue to do so.

Most raw agricultural products migrate off the island for processing and then reimported processed. This gap has been highlighted and is being looked at for solutions.



References:

- 1 **Business licence data** - District of Central Saanich, Appendix - Additional Background Data - Task Force
- 2 **Social needs were exacerbated and highlighted during the pandemic in the community** - http://www.bccdc.ca/Health-Info-Site/Documents/SPEAK/SPEAK_Round2_Summary.pdf
- 3 **Recovery support is not needed for most sectors** - Business Walk feedback - 2022
- 4 **Storefronts in the District** - Business Walk feedback - 2022
- 5 **Dominant sector** - Central Saanich Draft Official Community Plan - 2022

Findings

Food security⁶ has been highlighted as a key concern through the pandemic, an effort is underway to study the feasibility of a food hub in Central Saanich; this is a regional collaborative project that focuses on expanding the local agri-food economy by providing facilities, equipment, and services that improve the economics of local food producers and processors.

Tourism

Tourism was the first primary sector⁷ affected by the pandemic restrictions locally and globally and will most likely be the last sector to recover from the pandemic. As visitors have shifted to primarily domestic and local travel, and international travel has not returned yet to pre-pandemic



levels, the industry continues to struggle to get back on its feet. Based on general tourism data, international travellers tend to spend more per person than domestic travellers⁸.

Tourism labour has also been slow to recover to pre-pandemic levels. Tourism will continue to be sensitive to future health restrictions and extreme weather events.

Healthcare

Healthcare is one of the critical facets of determining a community's quality of life and the success of economic resiliency and business attraction and retention.

Staff shortages during the pandemic have seen temporary closures of the emergency department at the Saanich Peninsula Hospital, and closure of in-person walk-in clinic services in Central Saanich. In addition, there have been a number of General Practitioners leaving their practices and there are an estimated 10,000 people on the Saanich Peninsula without a family doctor⁹ (approximately 1/4 of residents on the Peninsula). Compounding the issue is the lack of access to a walk-in clinic.

The healthcare sector needs a targeted focus and involves more than economic development efforts; it requires advocacy, reform and creative ideas.

Mental health challenges

Mental health pressures have occurred through all phases of the pandemic and continue to add challenges in recovery.

Central Saanich Police Service data¹⁰ and Beacon Community Services information¹¹ indicated that mental health challenges have grown over the pandemic period.



References:

- 6 Food security** - Government of British Columbia - <https://www2.gov.bc.ca/gov/content/health/keeping-bc-healthy-safe/food-safety/food-security>
Feed BC and the BC Food Hub Network - <https://www2.gov.bc.ca/gov/content/industry/agriculture-seafood/growbc-feedbc-buybc/feed-bc-and-the-bc-food-hub-network>
- 7 Tourism was the first primary sector affected by pandemic restrictions** - StatsCan 2021 - <https://www150.statcan.gc.ca/n1/pub/45-28-0001/2021001/article/00023-eng.htm>
- 8 International travellers tend to spend more per person than domestic travellers** - CBC - Destination Canada
<https://www.cbc.ca/news/politics/tourism-minister-recovery-staff-borders-1.6287730#:text=In%20Canada%2C%20domestic%20travelers%20account,than%20a%20quarter%20of%20that>
- 9 10,000 people on the Saanich Peninsula without a family doctor** - Shoreline Medial
- 10 Central Saanich Police Service data** - data report supplied to District of Central Saanich October 22, 2021
- 11 Beacon Community Services information** - Economic Recovery Task Force updates 2022

Findings

Mental health has reaching impacts on the community, including effects on residents, businesses, emergency services, and health care services. Local doctors note an increase in time spent on mental health care with patients due to a lack of mental health services in the region.

Focusing on strategies for improving mental health is an essential consideration in community economic recovery and resiliency. Working with organizations with experience and expertise is an aspect of resiliency actions within the District.

Labour shortage

Central Saanich is experiencing a labour shortage¹² similar to the rest of the industrialized world, which heightened during the pandemic. Businesses continue to raise wages, offer more flexibility and benefits, and still struggle to find or hold onto talent.

Housing gaps

Housing costs for purchasing or rental in Central Saanich are high compared to a national average, yet consistent with the Capital Region District¹³. These pressures have been amplified due to the market demand during the pandemic.

Aging demographic

The Saanich Peninsula has a higher aging demographic than the national average¹⁴, which adds challenges in ensuring that health and wellness supports are available. As this demographic retires, a younger workforce needs the skills, training, and housing to replace the retiring population.

Effort will be needed to network with post-secondary institutions and see if there are opportunities to coordinate skill development of students to workforce needs in the District.

Workforce adaptation

As businesses adapt to a remote workforce, their return-to-work strategies are looking at hybrid models of how their business functions compared to pre-pandemic. With many people commuting to and from the District, this changes traffic impacts, childcare needs, and the weekday economic activity in the District.

There are both challenges and opportunities for this adaptation. Remote worksite hubs for larger organizations could be created here, with more flexible childcare services and home delivery opportunities for remote workers.

Climate/environment

Extreme weather events affect public infrastructure, supply chains, and manufacturing and add to the challenges businesses and the community are experiencing.

As the climate pressures become more intense and frequent, strategies are being developed to mitigate the future economic, social, and infrastructure damage. These strategies are accelerating the green economic sector and community development.

Active transportation strategies, electric vehicles, tree planting, park space development and home heating efficiency lend to environmental actions and quality of life improvements.

Inflation pressure

Inflation is putting pressure on prices and on maintaining low interest rates. These higher rates may cause the economy to slow due to affordability and the ability of a business to borrow money for near-term expansion. It is currently unknown when inflation will slow due to many external, global factors.



References:

- 12 **Central Saanich is experiencing a labour shortage** - Business Walk feedback - 2022
- 13 **Capital Region District** - Canadian Real Estate Association
https://public.tableau.com/shared/TRSXDY24F?:display_count=n&origin=viz_share_link&embed=y
- 14 **Saanich Peninsula has a higher aging demographic than the national average** - StatsCan - <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Central%20Saanich&D-GUIDlist=2021A00055917015&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

Findings

More diversity in the Keating area

Along with the Official Community Plan findings, the Keating Business District Analysis (2021)¹⁵ and the Parking Study underway provide insights. The analysis findings identified diversity in industrial sector types and to look at the potential of residential rental units within the business district to accommodate additional higher-density housing near potential employment within Keating. A lack of available housing on the Peninsula could aid in workforce attraction which businesses in Keating are in need of.



Supply chains/product sourcing

Supply challenges have affected Keating businesses. It is unknown at this time if these challenges will improve anytime soon. Economic, political, workforce, environmental and technology aspects are all involved in supply challenges and are global in nature.



Warehousing and logistics

Keating has become a sought-after area for locating warehousing and logistics facilities due to its location on the Patricia Bay Highway, proximity to the Swartz Bay Ferry Terminal, Victoria International Airport, and the Greater Victoria area. Every vehicle travelling from Greater Victoria up the Peninsula must pass by Keating.

The construction of the Keating Flyover¹⁶ in the next few years will improve northbound highway access to the Keating industrial area.

Manufacturing and processing

Keating has also developed into an area for manufacturing and food processing. It is centrally located and provides efficient logistical access to raw materials and processed goods manufacturing and processing.

Technology

Several hi-tech operations have set up in the Keating area. Technology appears to be an emerging sector that could organically cluster into Keating.

References:

- 15 **Keating Business District Analysis (2021)**
letstalkcentralsaanich.ca/16058/widgets/63964/documents/73514
- 16 **Keating Flyover** - Government of British Columbia
<https://www2.gov.bc.ca/gov/content/transportation/transportation-infrastructure/projects/highway-17-keating-cross-overpass>

Findings

The District's recovery efforts included identifying the organizations providing services to or influencing the prosperity/operations of District business. Saanich Peninsula Chamber of Commerce and the South Island Prosperity Partnership have been the prominent agencies of business support, additional agencies and influencers can provide direct service support to individual businesses or clusters of businesses for Central Saanich.

Below is a list of identified organizations and specific supports they could provide.

Agency	Services							
	Economic Reporting	Workforce Development	Navigating Municipal Processes	Business Start-up Support	Financing	Business Expansion & Retention	Strategic Investments	Forum for Priority Setting
District of Central Saanich	✓		✓			✓	✓	✓
Capital Region District			✓				✓	✓
South Island Prosperity Partnership	✓					✓		✓
Saanich Peninsula Chamber of Commerce	✓			✓		✓		
4VI (Tourism Vancouver Island)	✓	✓					✓	✓
Vancouver Island Economic Alliance	✓							✓
Victoria Innovation, Advanced Technology & Entrepreneurship Council		✓						✓
Small Business BC		✓		✓				
WorkBC		✓						
BDC				✓	✓			
Greater Victoria Public Library		✓		✓				
Community Associations						✓		✓
Influencers								
Government of British Columbia Ministries								
• Agriculture and Food	✓	✓					✓	
• Jobs, Economic Recovery and Innovation	✓	✓				✓		
• Advanced Education and Skills Training	✓	✓						
• Tourism, Arts, Culture and Sport	✓							
• Environment and Climate Change Strategy	✓							
• Transportation and Infrastructure								
Government of Canada								
• Pacific Economic Development								
• Agriculture and Agri-Food								
• Farm Credit								
• Service Canada								
• Export Development								
WSÁNEĆ First Nations		✓				✓	✓	✓
School District #63		✓					✓	✓
Post-secondary institutions		✓					✓	✓
Victoria International Airport (YYJ)	✓						✓	
BC Ferries	✓						✓	
Vancouver Island South Film & Media Commission	✓	✓				✓		✓

Themes

Through initial meetings and work with the Community Economic Recovery Task Force, four themes have emerged. The strategy will focus on tactics for implementation to assist in recovery.

1

BUILT ENVIRONMENT

This theme details the aspects of the community vitality. It highlights the aspects of infrastructure, development readiness and community planning to support business and the community's ability for business to thrive and expand responsibly.

Support inclusiveness, vibrancy, active lifestyle, diverse housing stock and a diversified local economy

2

ECONOMIC INNOVATION

By applying known business retention and expansion activities, this theme looks at assisting businesses towards recovery through education opportunities, coaching and support connectivity to all levels of government and support agencies across all affected sectors.

Collaborate on recovery opportunities to build stronger local businesses

3

SOCIAL HEALTH

Due to the tremendous financial, strategic planning and human resource pressure this theme focuses on the aspects of mental wellbeing of business owners, staff and their families. The focus here is to aid in mental and social health to assist in business recovery and vitality.

Support community economic wellbeing and quality of life in recovery

4

MUNICIPAL ROLE

This theme identifies the role of local government in how it could aid in recovery through assessment of optimizing processes and where the municipality can guide businesses to resources and regional networks to assist in business retention and expansion.

Enhance operations to support businesses in recovery and resiliency



Actions

Near term actions are more initiative-based and should be complete within the recovery period ending in Summer of 2023 and resourced mostly within the District's current budget (unless otherwise identified within an action item) and staff capacity.

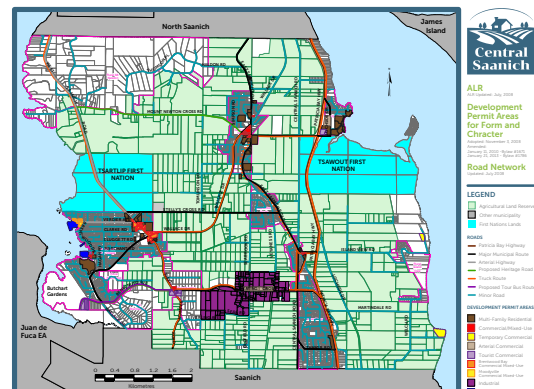
Long-term actions are more foundational and ongoing in scope, and would aid businesses long term (either through the District and in collaboration with partners); some of these actions would require new capacity or funding and should be reviewed with Council in the future.

1

BUILT ENVIRONMENT

Goal = Support inclusiveness, vibrancy, active lifestyle, diverse housing stock and a diversified local economy

Actions	Budget	Related Plans
Underway and/or Near Term (before July 2023)		
Share comments and ideas from Task Force with Planning and Building Services. <i>(underway)</i>	N/A	Official Community Plan, Climate Leadership Plan, Saanichton Village Design Plan
Work with external organizations to help bring workshopping, marketing campaigns and grants to Central Saanich businesses.	N/A	Official Community Plan, Climate Leadership Plan, Saanichton Village Design Plan
Implement a Business Frontage Program. <i>(underway)</i>	up to \$50,000 (already allocated)	Official Community Plan, Saanichton Village Design Plan
Develop a wayfinding strategy that has a focus on economic development and tourism. <i>(underway)</i>	up to \$40,000 (already allocated)	Official Community Plan, Active Transportation Plan
Support a Food Hub Feasibility Study. <i>(underway)</i>	\$50,000 (provincial grant)	Official Community Plan
Long Term and/or Foundational		
Advocate to improve transportation options for the labour force and visitor mobility into and out of core areas of the District <i>(i.e. BC Transit and village connectors for workforce movement.)</i>	N/A	Active Transportation Plan
Support work to implement a Food Hub based on 2022 Feasibility Study.	unknown	Official Community Plan
Collect and share information with businesses related to environmental supports and programs <i>(e.g. STEP code, EV charging locations.)</i>	unknown	Climate Leadership Plan
Explore new opportunities that address workforce housing and healthcare challenges.	N/A	Official Community Plan



Actions

2

ECONOMIC INNOVATION

Goal = Collaborate on recovery opportunities to build stronger local businesses

Actions	Budget	Related Plans
Underway and/or Near Term <i>(before July 2023)</i>		
Attend community meetings and presenting and gathering input. <i>(underway)</i>	N/A	
Explore unique tactical (sense of place) branding for Saanichton, Brentwood Bay and Keating that supports District branding efforts.	N/A	Saanichton Village Design Plan, Official Community Plan
Design neighbourhood profile documents and web content highlighting themes, economic sectors and quality of life indicators. <i>(Community Profile)</i>	N/A	Saanichton Village Design Plan, Official Community Plan
Incorporate village branding into wayfinding where possible.	N/A	Wayfinding (future)
Continue seasonal shop local campaigns. <i>(underway)</i>		Official Community Plan
Develop a stamp passport for participating businesses. Promote shopping local to visitors as well to Central Saanich residents.	\$2,500 + TVI matching = \$5,000	Official Community Plan
Partner with a tourism agency that provides enhanced training and certification that can be displayed in a storefront window etc. <i>(District to host a contest for sign-ups with a winner winning free training package)</i>	\$2,500	Tourism plan (future)
Create a tourism asset database of tourism operator businesses, District parks, facilities and digital assets. <i>(photos, videos, audio) (underway)</i>	N/A	Tourism plan (future)
Work with agencies, operators, region communities, and indigenous nations on developing tourism products and itineraries. <i>(underway)</i>	N/A	Tourism plan (future)
Provide tourism resources, network and marketing information to assist agri-producers looking to diversify into agritourism. <i>(underway)</i>	N/A	Tourism plan (future)
Promote shopping local marketing resources to businesses such as BuyBC and BC Marketplace. <i>(underway)</i>	N/A	StrongerBC
Develop and market a food story in the District. Promote tourism visitation and investment attraction in the region to strengthen the agriculture value-chain.	N/A	Tourism plan (future) Island Good - model consideration
Advertise the support available to businesses from other organizations and levels of government. <i>(underway)</i>	N/A	
Apply for a grant to research feasibility of a Business Improvement Association (BIA) within the District.	TBD	Official Community Plan
Develop a subscriber list for resiliency updates as needed. <i>(underway)</i>	N/A	
Conduct business visits across villages and rural businesses. <i>(underway)</i>	N/A	
Develop an annual business newsletter to include with business license renewal notices.	N/A	

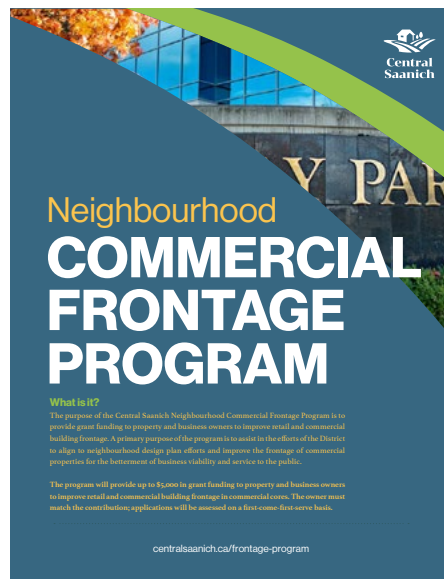
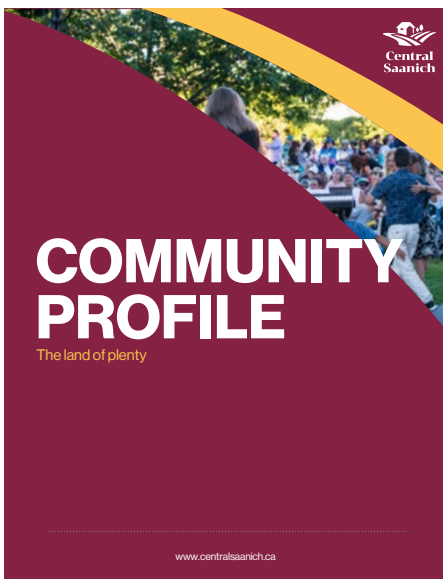
Actions

2

ECONOMIC INNOVATION

Goal = Collaborate on recovery opportunities to build stronger local businesses

Actions	Budget	Related Plans
Underway and/or Near Term (before July 2023)		
Research business interest in a 'meet your local business' event.	N/A	
Work with Beacon Community Services/WorkBC promoting and developing workforce services for businesses.	N/A	Official Community Plan
Collaborate with Saanich Schools (District #63), and post-secondary institutions on connecting students to employers. (underway)	N/A	
Film policy and development. (underway)	N/A	Official Community Plan
Develop a new business welcome kit (maps, community profile and support information)	N/A	
Work with and promote the Greater Victoria Public Library services for business support and training.	N/A	
Long Term and/or Foundational		
Work at investment attraction towards accommodation development (hotels, resorts etc.)	N/A	Official Community Plan, Land Use Bylaw
Develop a migration plan of active actions to staff of the resiliency efforts from near term to long term, if applicable.	N/A	



Actions

3

SOCIAL HEALTH

Goal = Support community economic wellbeing and quality of life in recovery

Actions	Budget	Related Plans
Underway and/or Near Term (before July 2023)		
Advocate to other organizations and other levels of government for mental health services information and support for businesses. (underway)	N/A	Official Community Plan
Promote mental health resources to businesses. (underway)	N/A	
Compile feedback from local businesses and advocate to business support organizations if gaps are present. (underway)	N/A	
Support neighbourhood business networking and collaborating initiatives. (underway)	N/A	Official Community Plan
Build relationships with local health service agencies operating in Central Saanich to identify opportunities. (underway)	N/A	Official Community Plan
Share the results coming from the Child Care Action Plan with the business community and stakeholders.	N/A	Child Care Action Plan
Provide input into staff report on Community Service Agreements and grant-in-aid program.	N/A	
Long Term and/or Foundational		
Promote access to services that help businesses and workforce lead healthier lives.	N/A	Official Community Plan
Promote and highlight parks and trails, cultural assets (tourism assets in own backyard) for mental well-being.	N/A	Active Transportation Plan
Prioritize support for public events.	N/A	Parks Master Plan
Advocate for the need of more doctors, specialists, nurses and support staff aligned to the Institutional and Community Services policies within the Official Community Plan and Council resolutions.	N/A	Official Community Plan

HIRE A STUDENT Information Sessions

April 22 at 9am
or
April 26 at 7pm
at Stelly's Secondary School

in collaboration with
Central Saanich

Register for either session today!

Register for this important session!

January 20
7 - 8 pm

EMPLOYEE RECRUITMENT & RETENTION DURING A PANDEMIC

Central Saanich go2HR



MENTAL HEALTH IN THE WORKPLACE

Aspects of mental well-being for workers, owners and managers during the present and recovery during the pandemic.

Supporting Your Staff

Acknowledge Their Feelings

Check-In More Often

Share Resources and Social Support

Actions

4

MUNICIPAL ROLE

Goal = Enhance operations to support businesses in recovery and resiliency

Actions	Budget	Related Plans
Underway and/or Near Term <i>(before July 2023)</i>		
Develop meetings and familiarization tours with regional communities and business operators to develop product collaboration, comarketing and itineraries. <i>(underway)</i>	N/A	
Advocate to other levels and government and organizations on topics critical to economic growth, business needs and strategic goals around business resiliency. <i>(underway)</i>	N/A	Official Community Plan
Promote the Living Wage Employer Certification to businesses.	N/A	Municipal Policy
Design and insert local economic recovery plan into the municipal disaster recovery plan in relation to community economic recovery.	N/A	Municipal Emergency Program
Review the business licence process and optimize where possible. <i>(underway)</i>	N/A	Municipal Bylaw
Analyze and communicate the return on investment (ROI) of business licence application fees. Prepare local business data collected through licence process and share in annual newsletter to assist with local business's strategic planning. <i>(underway)</i>	N/A	Municipal Bylaw
Long Term and/or Foundational		
Ensure the District develops and maintains an 'open for business' brand message and customer service strategy for service to business.	N/A	
Continue to research and compile business activity data.	N/A	
Identify items and/or themes to Council for assistance in advocacy support to support businesses in resiliency and responsible growth.	N/A	Official Community Plan
Collaborate on a vision and framework of economic development direction with indigenous nations in the region.	N/A	Official Community Plan

Evaluation

As objectives get underway, they will be tracked and analyzed to determine the return on investment of resources and efforts. Many of the objectives focus on recovery, but the four themes' design is meant to be foundational in community economic development practice. Many are long-term and permanent objectives to improve economic sector diversity and build a framework for strategies to mitigate potential economic challenges in the future. Long-term efforts focus more on business resiliency and vitality and are migrating from a recovery focus.



**COMMUNITY
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