



Salt Spring Island Local Community Commission Strategic Plan 2024–2027



Making a difference...together

Table of Contents

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Message from the Commission	1
About the Commission	2
Commission Priorities	3
From Strategic Goal to Action	4
Strategic Planning Process	4
Equity Diversity & Inclusion	5
First Nations Relations	5
Climate Change	5
Strategic Priorities:	
Liquid Waste	6
Transportation & Transit	7
Economic Sustainability	8
Parks, Arts, Recreation & Culture	9
Governance	10



Message from the Commission

We, your Salt Spring Island Local Community Commission (LCC), are pleased to present our first strategic plan. This is intended to be a living document that identifies our primary policy goals for the remainder of the term and drives decisions on initiatives, planning, and budget. Since the inception of the LCC, we have emphasized the importance of transparency in our deliberations and decision making, and open accessibility for public input. These priorities are not the final word on our goals but the beginning of a more structured conversation with you, our community.

Our Strategic Priorities are divided into four groups. These are high level goals, supported by multiple initiatives and requiring thoughtful identification of funding sources. The Wastewater; Transportation & Transit; Economic Sustainability; and Parks, Arts, Recreation, & Culture (PARC) priorities tie directly to the principal services under the authority of the LCC. Included are the major challenges of expanding affordable housing and implementing more cost-effective methods of liquid waste

disposal, as well as ensuring the ongoing sustainability of bedrock services like our transit system and parks programs. Our Governance priorities address broader fiscal, community, and intergovernmental goals, including the expansion of the role of the LCC.

In addition to our administrative authority across multiple services, we recognize that the LCC also has an important role in advocacy for the Salt Spring Island community. Advocacy initiatives are present throughout the Strategic Priorities but are particularly important for the Governance goal: whether advocating for bylaw revisions to the CRD Board, engaging in collaboration with other agencies or levels of government, or evaluating the expansion of local government services or authority to better serve the needs of our community.

We appreciate your involvement in this Strategic Plan as well as our other initiatives, which are working together to make Salt Spring ever better.

Thank you,
Your Local Community Commissioners

About the Commission

The Salt Spring Island (SSI) Local Community Commission (LCC) is an elected body (including the SSI Electoral Area CRD Director) established in June 2023 following an SSI referendum that supported forming the LCC. The LCC is a regional district commission comprised of elected members and consolidates governance of 14 local CRD services which were previously overseen by four appointed, volunteer commissions. The Commission has certain authorities delegated by the Board. The Board retains final approvals over bylaws and the Financial Plan.

The purpose of the LCC is to broaden elected oversight and administration of certain SSI local services so that decisions regarding these services are more locally transparent and reflect the broader public interest. The LCC also has an important role as advocate for the SSI Community.

From left to right:

Electoral Area Director: Gary HOLMAN, **LCC Commissioners:** Gayle BAKER, Brian WEBSTER, Benjamin CORNO, **LCC CHAIR:** Earl ROOK



Commission Priorities






Services

The LCC administers the following CRD services on SSI: Economic Development, Island-wide Liquid Waste, Parks and Recreation, Transportation and Transit, Small Craft Harbours, Street Lighting, and Livestock Injury Compensation. It also makes decisions about Grants-in-Aid and advises the CRD Board regarding support for SSI Search and Rescue, the Arts and the Public Library.

While each of these service areas represent extensive on-going financial support and staff effort, the priorities identified in this Strategic Plan focus on initiatives that are new or that require more intense or urgent effort over the period of this plan.

Strategic Priorities

The strategic priorities of particular focus for the remainder of the LCC mandate are within the areas below. The Governance category reflects the commitment to making ongoing improvements to local governance on SSI.

	Liquid Waste
	Transportation & Transit
	Economic Sustainability
	Parks, Arts, Recreation & Culture
	Governance

From Strategic Goal to Action

This plan will guide strategic decisions of the LCC for the remainder of our mandate and into early 2027. The LCC will work with CRD staff to develop further plans to carry out our specific strategies and will need to make hard decisions about budgets and timing.

Some of the objectives identified here would require an increase in our tax requisition, further funding approvals by the public, successful grant applications, or decisions by others. We will also face other constraints and challenges in achieving our ambitious plan.

Staff reports in our regular public meetings will keep us and the community up to date on our progress and challenges as we focus on our strategic priorities.

Strategic Planning Process

The LCC developed this plan through a workshop format in May 2024. We approved the strategic priorities at our meeting on August, 2024. The LCC and CRD Board approved the plan in September/October 2024. This is an evolving document that will be reviewed and updated in the future.

Staff will report back to the LCC on progress made delivering the strategic plan on an annual basis. An in-depth check in will be scheduled in winter 2026 to give LCC members an opportunity to adjust the plan if necessary.



Bishops Walk, Salt Spring Island

First Nations Reconciliation

We respectfully acknowledge that we live and work on the Territories of the Coast Salish Peoples, including the Hul'qumi'num, Halkomelem, and SENĆOŦEN-speaking communities. We honour their enduring connection to the land, culture and spirit, which continues to thrive today.

The LCC is committed to the CRD Statement of Reconciliation and, as we pursue the goals of this plan, we pledge to build and nurture relationships with First Nations that are rooted in trust, mutual respect, and true partnership. We recognize the importance of listening, learning, and working collaboratively to support the aspirations and self-determination of Indigenous communities.

Climate Change

The impacts of climate change are being felt globally and locally, and will continue to intensify and affect our communities and the natural environment for decades to come. It is urgent that we adapt our service planning and delivery to do our part to stabilize the climate.

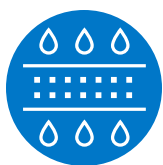
In accordance with the climate emergency declared by the CRD Board in 2019, the LCC developed and will implement this plan in recognition of our responsibilities to mitigate and adapt to climate change.

Equity, Diversity & Inclusion

At the Capital Regional District, we are committed to creating an inclusive workplace culture that celebrates the uniqueness of individuals – where differences are recognized, appreciated and responded to in ways that fully respect each person's background, lived experiences, talents and strengths.

We value equity, diversity, and inclusion and we are committed to listening, learning and evolving on this journey to improve the sense of belonging for everyone at the CRD.

Maxwell Community Park, Salt Spring Island



Liquid Waste

Goal

Cost effective and environmentally responsible management of liquid waste and residuals.

OBJECTIVES	INITIATIVES	BUDGETED
Reduced volume of liquid waste transported off SSI	Determine dewatering technique	Y
	Implement selected dewatering technique	E
Effective local effluent disposal	Determine local effluent disposal technique	Y
	Implement selected effluent disposal technique	E
Effective solid residuals disposal	Determine disposal technique	Y
	Implement selected disposal technique	E

LEGEND Y* = in Financial Plan N* = not in Financial Plan E = requires Financial Plan amendment

* Y = Project may be identified in the Financial Plan, however funding may be through Tax Requisition, pending a future request for Debt, or a pending Grant application

* N = Initiative will require a financial plan amendment and funding source to implement



Transportation & Transit

Goal

Enhance active transportation and transit options.

OBJECTIVES	INITIATIVES	BUDGETED
Effective active transportation network in and around the Ganges Village	Identify priorities within the Ganges SSI Active Transportation Network Plan (ATPN)	Y
	Implement identified priorities within the SSI ATNP in consultation with MOTI	Y
	Identify additional active transportation priorities in and around Ganges Village	E
	Develop additional active transportation priorities in and around Ganges Village	Y
Development of the Salish Sea CRD Regional Trail	Advocacy with MOTI and complementary actions with CRD Regional Parks	Y
Optimized parking within the Ganges Village	Examine feasibility of parking management options	N
	Implement chosen actions (if any)	N
Expanded transit service and use	Identify transit expansion priorities	Y
	Implement identified transit expansion priorities	N
	Expand the number of bus shelters	Y
	Establish appropriately located bus storage and charging facility	Y

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Economic Sustainability

Goal

Encourage a diverse, inclusive and resilient local economy.

OBJECTIVES	INITIATIVES	BUDGETED
Diverse, inclusive and resilient local economy and community	Develop an integrated housing strategy for SSI, including the LCC's involvement in the strategy	Y
	Enhance Grant-in-Aid services capacity to address community need	E
Improved local food security	Support local food security initiatives	E
	Explore feasibility of Ganges Firehall property for Farmer's Market	N
Revitalized Ganges Village	Design Harbourwalk and Harbourside Parks	Y
	Construct Harbourwalk and Harbourside Parks	E
	Explore feasibility of repurposing Ganges Firehall property	N
	Implement Ganges Firehall property repurposing plan	N
	Identify and implement Ganges Village vibrancy and beautification initiatives	E
	Explore options for an LCC role in Ganges Harbour management	N

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Parks, Arts, Recreation & Culture

Goal

Enhance diverse, inclusive opportunities for physical activity and social/cultural enrichment while following environmental best practices.

OBJECTIVES	INITIATIVES	BUDGETED
Exceptional community parks and recreation facilities, programs and services	Review existing strategic plans for SSI Parks, Arts, Recreation & Culture (PRAC) and identify priorities	Y
	Implement approved priorities as approved by the SSI LCC	E
	Repair Rainbow Road Centre building envelope	Y
	Examine long-term use of and improvements to SSI Multi-Space (SIMS)	E
	Examine long-term use of and improvements to the Phoenix School Site	E
Diverse, accessible and affordable arts and culture	Review community priorities for arts funding	N
Sustainable library funding	Engage with the SSI Library Board to develop long-term funding strategy	Y

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Governance

Goal

Promote accountable, collaborative, efficient, consolidated and locally-controlled governance for SSI services

OBJECTIVES	INITIATIVES	BUDGETED
A community that is knowledgeable about and engaged in LCC activities	Broaden and improve comprehensive communications with the public	Y
CRD Bylaws that reflect SSI priorities and needs	Develop consistent and transparent process for reviewing CRD bylaws that affect SSI	Y
Sustainable asset management	Develop sustainable asset management plans for all capital assets	E
Improved and sustainable CRD services that reflect prudent financial management	Develop an improved approach to longer-term year-round budgeting processes, in alignment with CRD financial planning process, that reflect LCC strategic plan priorities	Y
Improved collaboration and cooperation with other agencies	Establish regular meeting schedule with other agencies	Y
Expanded LCC administrative authority to include all SSI local CRD services	Develop initial strategy	Y
	Consult interest holders	Y
	Identify and recommend bylaw amendments	Y

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