



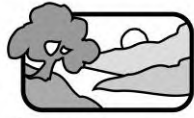
Salt Spring Island

Project Advisory Planning Commission

AGENDA

Date: Thursday, August 07, 2025
Time: 1:00 PM
Location: Salt Spring Island United Church - Upper Hall, 111 Hereford Ave

1. **AGENDA** 5 minutes
 - 1.1 Approval of Agenda
2. **BUSINESS ITEMS** 30 minutes
Page 2
 - 2.1 Staff report for the OCP-LUB project
 - 2.1.1 Discussion regarding consultant's work plan
 - 2.1.2 Discussion regarding consultant's communication/engagement strategy
3. **OTHER BUSINESS**
4. **ADJOURNMENT**



DATE OF MEETING: August 7, 2025
TO: Salt Spring Island Project Advisory Planning Commission
FROM: Chris Buchan, Island Planner
SUBJECT: Salt Spring Team
OCP-LUB Project: Work plan & Engagement/Communications Strategy

RECOMMENDATION

That the Advisory Planning Commission recommend to the Salt Spring Island Local Trust Committee that the proposed Consultant Work plan and Community Engagement and Communications Strategy be accepted as presented.

PURPOSE

This memo provides two attachments for consideration regarding the consultant's proposed work plan and a detailed community engagement and communications strategy for the OCP-LUB Update Project. Staff are asking the Advisory Planning Commission to review the materials and provide a recommendation to the Local Trust Committee (LTC) on whether to support the plans as proposed or suggest changes.

BACKGROUND

The Local Trust Committee is updating the Salt Spring Island Official Community Plan (OCP) and Land Use Bylaw (LUB). This update focuses on increasing housing options and improving housing equity while protecting the environment, supporting climate resiliency, and respecting First Nations' rights and interests.

A draft work plan has been prepared by the project consultant, outlining the timeline, major tasks, and deliverables for the update. The plan breaks the project into clear phases that move from early community visioning and technical reviews to policy writing, public input, and bylaw adoption.

A new engagement and communications strategy has also been developed. This builds on a 2024 version previously endorsed by the LTC. It includes outreach tools and methods designed to connect with a wide range of Salt Spring Island residents, including those who are often underrepresented in planning processes. The engagement strategy follows equity principles and the International Association for Public Participation (IAP2) framework.

SUMMARY OF DOCUMENTS

The proposed work plan includes:

- Technical reviews of the current OCP and LUB.
- Two major rounds of community engagement to shape and refine the plan.
- Mapping and analysis to support updated land use and housing policies.
- A final phase to draft bylaws and hold public hearings.

The proposed engagement strategy outlines how the public, First Nations, agencies, and other groups will be involved. It includes:

- Workshops, surveys, posters, and pop-ups.
- Engagement activities across in-person and digital platforms.
- Specific outreach to renters, working families, youth, Indigenous people, and other equity-seeking groups.

STAFF COMMENTS

The proposed plans meet the goals and scope set out in the official project Terms of Reference. They also support the Advisory Planning Commission’s role to review engagement activities, help inform community priorities, and advise the LTC at key stages.

Together, the work plan and strategy support:

- Phased project steps and timelines.
- Community engagement under the IAP2 framework.
- Regular reporting and updates back to the PAPC and LTC.
- Support to staff regarding First Nations engagement.

These tools are designed to help ensure the updated OCP and LUB reflect community input and are practical and easy to use. PAPC’s role is to review the provided plans, and confirm whether the materials are suitable in a local context, or if further amendments are necessary.

ALTERNATIVES

1. If the APC wishes to recommend proceeding with amendments:

If the APC supports the general direction but wants to suggest improvements:

That the Advisory Planning Commission recommend to the Salt Spring Island Local Trust Committee that the proposed Work plan and Engagement Strategy be endorsed, subject to the following changes:

- *[list recommendations]...*

2. Refer back for revision:

If the APC feels major changes are needed:

That the Advisory Planning Commission refer the Workplan and Engagement Strategy back to staff and the consultant team for revision, with the following comments:

- *[list concerns or issues]...*

Submitted By:	Chris Buchan, Island Planner	August 7, 2025
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ATTACHMENTS

1. Consultant Work plan
2. Community Engagement and Communications Strategy

Salt Spring Official Community Plan and Land Use Bylaw Amendment Project

Workplan Overview

August 7, 2025



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1. Nature of this Work Plan

1.1. Workplan Overview

The Work Plan serves as a high-level roadmap for the Salt Spring Official Community Plan and Land Use Bylaw Amendment Project, outlining the key stages, deliverables, and general timelines required to successfully complete this planning initiative. The plan provides a structured framework for achieving the project's primary goal of updating the Official Community Plan (OCP) and amending the land use bylaw to increasing housing options and housing equity on Salt Spring Island, while integrating First Nations engagement, ecosystem integrity, and climate change resiliency considerations.

1.2. Timeline Philosophy

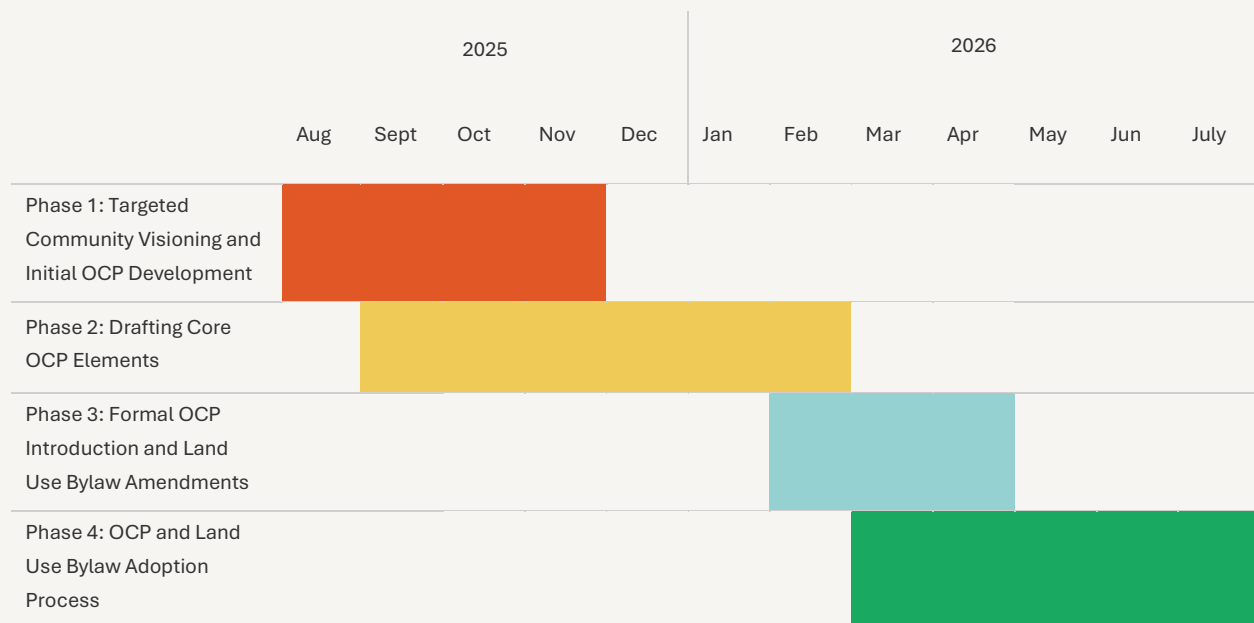
The timelines presented in this Work Plan are intentionally designed as general guidance rather than rigid deadlines, recognizing the dynamic and iterative nature of comprehensive planning processes. This flexible approach acknowledges that:

- **Community engagement** may reveal priorities or concerns that require additional time for proper consideration and response
- **First Nations consultation** processes must be conducted at a pace that respects Indigenous protocols and allows for meaningful dialogue
- **Technical analysis and policy** development may uncover complexities that require more detailed investigation
- **Regulatory and approval processes** may have timing requirements that necessitate schedule adjustments
- **Seasonal considerations and community availability** may influence optimal timing for engagement activities
- **Emerging issues or opportunities** may arise that warrant incorporation into the planning process

This adaptive timeline approach ensures that the project maintains momentum while providing the flexibility necessary to deliver high-quality outcomes that truly reflect community needs and values. Regular check-ins with Islands Trust staff, the Project Advisory Planning Commission (PAPC), and the Local Trust Council (LTC) will allow for proactive schedule adjustments as needed.

1.3. Moving at the Speed of Trust

The Work Plan has been developed to integrate with existing Islands Trust governance structures and decision-making processes and include ongoing collaboration with Islands Trust staff throughout all phases of the project. Recognizing that Salt Spring Island has its own unique context as the largest and most populated of the Gulf Islands, this Work Plan acknowledges the island's exceptionally engaged community and the wealth of knowledge that already exists. Numerous organizations, community groups, and agencies have completed valuable studies, research, and engagement processes that represent important contributions to understanding Salt Spring's challenges and opportunities. Work throughout this project is designed to build upon and integrate these existing efforts, ensuring that previous work is respected and leveraged rather than duplicated, while creating space for new voices and perspectives to contribute to the planning process. Section 2 of this document provides a more detailed breakdown of the project timeline that is anticipated to conclude in summer of 2026.



1.4. First Nations and Interest Holder Engagement

This project recognizes relationship-building work that Islands Trust has undertaken with First Nations and other key interest holders throughout the Trust Area. Rather than operating as an isolated planning exercise, this OCP and land use bylaw amendment process is understood as one component of Islands Trust's broader, ongoing commitment to meaningful reconciliation and collaborative governance with Indigenous communities whose territories encompass Salt Spring Island. The engagement approach is designed to support established relationships in a positive and constructive manner.

2. Work Plan

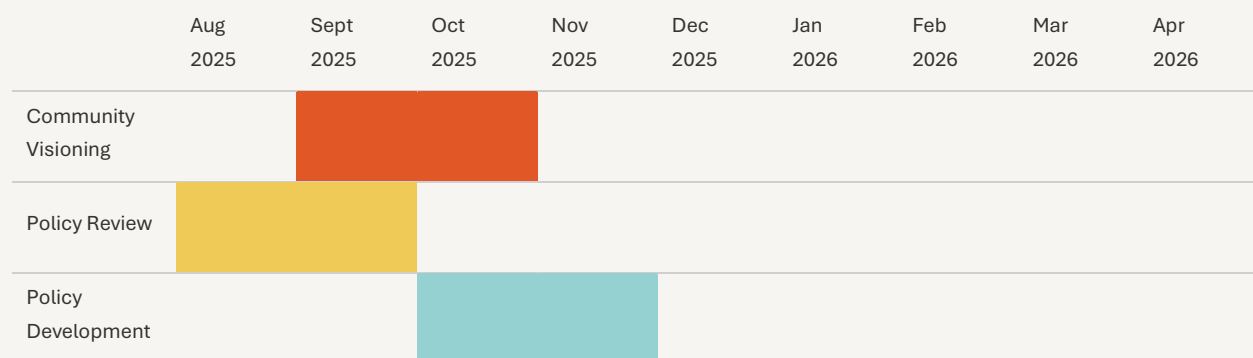
2.1.Phase 1: Targeted Community Visioning and Initial OCP Development

Following endorsement of the Work Plan and Community Engagement & Communications Plan, the project will move into its first major substantive phase: **Targeted Community Visioning and Initial OCP Development**. This phase represents the core policy development work of the project, where community aspirations are transformed into actionable planning and policy frameworks. The intended approach is to integrate targeted community visioning with systematic policy review and development to ensure the resulting OCP amendments reflect both local values, interest holder input, and technical best practices.

Through engagement and iterative policy refinement, we will work with the community to begin the work of crafting a clear vision for Salt Spring Island's future that addresses housing needs while protecting the island's unique character. We understand that successful policy development requires building bridges between diverse perspectives - from addressing immediate housing challenges to preserving environmental values.

By combining community visioning with initial OCP policy development, we will ensure that the vision developed through community engagement directly informs policy writing, creating a connection between public and interest holder input with technical documentation. This approach moves from broad visioning to detailed policy development while maintaining consistent community involvement throughout.

2.2.Phase 1 Anticipated Timeline



2.3.Phase 1 Key Deliverables Outline

This phase of the project will produce several critical deliverables that establish the foundation for all subsequent policy development work. Throughout this phase, comprehensive community engagement activities will be conducted as outlined in the Community Engagement & Communications Plan, ensuring that all interest holders have meaningful opportunities to contribute to the visioning process and provide input on emerging policy directions.

A **Technical Review Summary Report** will provide an assessment of the current OCP and supporting documents, identifying strengths to build upon and areas requiring updates to address contemporary housing challenges and regulatory requirements. The report will be supplemented with reference to the wider planning body of knowledge with focus on BC Local Government best practices. Building from this technical foundation, the **Policy Gap Analysis** will systematically examine disconnects between current policy intentions and implementation tools, highlighting where regulatory frameworks may be hindering housing development or failing to achieve stated community objectives. Both reports are essentially backgrounders that present a technical review and a gap analysis of the current policy documents and help guide engagement and point to areas of potential policy updates. *These two reports will be provided to the PAPC in October and include one-page summaries that can be shared publicly to provide important background info based on findings.*

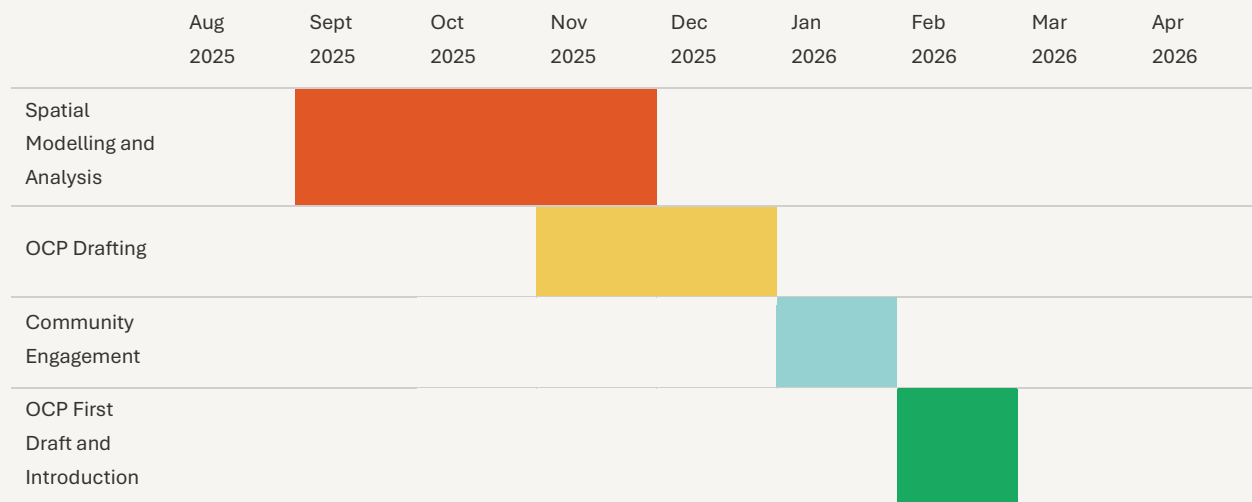
The **Summary of Engagement Findings (engagement activities are outlined in a separate Communications and Engagement Plan)** will document all community input received during this phase, analyzing themes, priorities, and areas of consensus or tension that will inform ongoing policy development. This summary will demonstrate how community voices have been integrated into the technical work and identify areas requiring additional engagement in subsequent phases. *The summary reports will be provided to the PAPC in November.*

The core deliverable of this phase is the development of **Draft Revised Vision, General Goals, and Residential Objectives** that reflect both the community's aspirations and the technical requirements for effective housing policy. These foundational policy elements will be developed through iterative community engagement and refined based on stakeholder input to ensure they capture Salt Spring Island's unique character while addressing housing equity goals. *A draft of the Revised Vision, General Goals, and Residential Objectives will be provided to the PAPC in November.*

2.4.Phase 2: Drafting Core OCP Elements

Building upon the foundational work completed in the initial phase, this critical stage focuses on translating community vision and policy analysis into comprehensive OCP amendments that will guide Salt Spring Island's development for the next decade. This phase represents the technical heart of the project, where spatial analysis, policy development, and community engagement converge to create a policy and planning framework that balances housing needs with environmental protection and community values.

2.5.Phase 2 Anticipated Timeline



2.6.Phase 2 Key Deliverables Outline

Central to this phase is the development of **GIS modeling for land use analysis** that will inform evidence-based policy decisions. Our technical team will create comprehensive spatial models that integrate ecological data, infrastructure capacity, hazard mapping, and growth projections to identify optimal locations for different types of housing development. These models will incorporate climate change considerations, ecosystem connectivity corridors, and interface wildfire risk to ensure that land use designations support both housing objectives and environmental resilience. The GIS analysis will also model development scenarios to test the capacity of proposed land use designations to meet projected housing needs while respecting environmental constraints.

Technical drafting work will produce complete **core OCP components** including a refined Vision statement that captures Salt Spring's unique character and housing aspirations; comprehensive General and Residential Goals and Objectives that provide clear policy direction; and a detailed Policy Framework addressing housing, climate adaptation, environmental protection, and

transportation integration. A particular focus will be placed on developing a **Growth Framework** (Land use designations and defined growth boundaries) as well as updating **Development Permit Areas**, including the creation of a new Interface Resilience DPA designed to address wildfire hazards while supporting appropriate housing development. *A draft of these components will be provided to the PAPC in December.*

A **second round of community engagement** based on the conclusions and draft materials developed in the first phase and the draft core OCP components. This engagement will take an inclusive approach to verifying results from previous consultation while refining draft content through targeted community feedback. Rather than starting fresh, this engagement builds upon established relationships and previous input, allowing participants to see how their contributions have shaped emerging policy directions while providing opportunities to refine and enhance proposed approaches. *This work will take place in January 2026.*

This phase culminates in **presenting the full Draft OCP** to the PAPC and key decision-makers and partners, and Indigenous Governing Bodies. Throughout this process, we will maintain transparency by documenting how engagement shaped the plan.

2.7.Phase 3: Formal OCP Introduction and Land Use Bylaw Amendments

This pivotal phase marks the transition from OCP policy development to regulatory implementation, representing the critical bridge between high-level planning vision and on-the-ground development regulations. During this stage, the project shifts focus from policy creation to practical implementation tools, ensuring that the community's vision for housing equity and environmental protection can be effectively realized through clear, enforceable land use.

2.8.Phase 3 Anticipated Timeline

	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026
OCP Public Information Meetings									
Land Use Bylaw Engagement									
Formal OCP Introduction									
Draft Land Use Bylaw									

2.9.Phase 3 Key Deliverables Outline

Critical to this phase are **public information sessions designed to validate Phase 2 and 3 findings**, ensuring that the community can see how their input has been integrated into the final policy framework. These sessions will provide opportunities for participants to trace their contributions through the policy development process while confirming that the proposed OCP amendments accurately reflect community priorities and concerns. A key milestone involves **presenting the final draft in an information session to Ministry staff seeking initial "approval in principle"**. This proactive engagement with provincial authorities helps identify any potential compliance issues while demonstrating the thoroughness of the planning process. Securing preliminary Ministry support strengthens the foundation for successful formal approval following Local Trust Council adoption. *Initiating LTC adoption and bylaw referral of an OCP amendment bylaw is anticipated in March 2026.*

A major focus of this phase also involves **launching comprehensive community engagement on LUB themes**, shifting attention from broad policy directions to specific regulatory mechanisms. This engagement will focus on practical implementation questions including zoning categories, density allowances, development standards, and regulatory procedures that will govern how housing development actually occurs on Salt Spring Island. By engaging the community on these technical details, we ensure that the regulatory framework will be both effective and supported by those who will be most directly affected by its implementation. *Engagement on this item is anticipated in February or March 2026.*

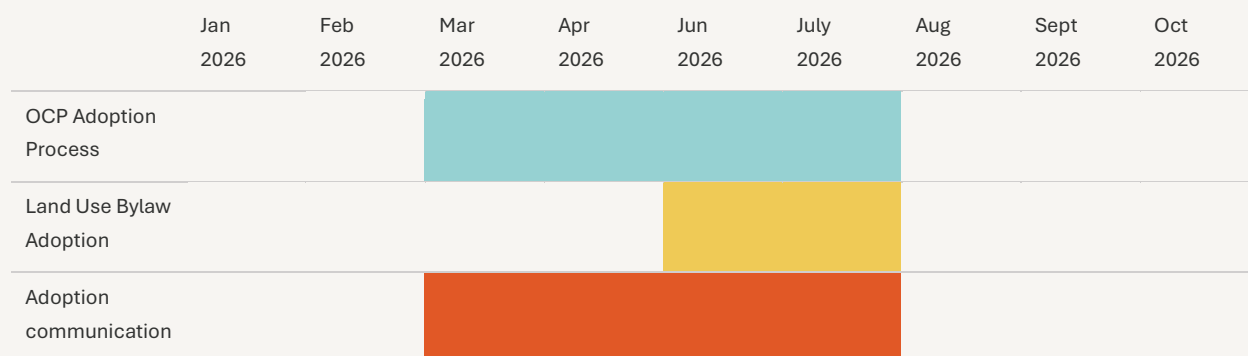
A Memo Outlining Short-, Medium-, and Long-term LUB Alignment Opportunities will provide Islands Trust with a strategic roadmap for OCP implementation, identifying regulatory changes that can be made to support housing objectives, as well as more complex amendments that will require extended development and consultation processes. *It is anticipated that this item will be presented to the PAPC in March 2026.*

Drafting comprehensive Land Use Bylaw regulations, mapping, and development permit areas that directly implement the updated OCP policies will follow. This work will translate high-level policy statements into specific, enforceable regulations that provide clear guidance for developers, property owners, and staff. *The goal is the land use amendment bylaws will reflect policies developed through the robust OCP process and the PAPC will review draft changes in March and April of 2026.*

2.10. Phase 4: OCP and Land Use Bylaw Adoption Process

The final phase represents the culmination of the entire process, where community vision, technical analysis, and regulatory frameworks converge into formally adopted planning documents that will guide Salt Spring Island's development for years to come. This phase is concerned with procedural requirements and legal compliance.

2.11. Phase4 Anticipated Timeline



2.12. Phase 4 Key Deliverables Outline

The adoption process begins with careful **preparation of the OCP for final presentation to key interest holders**, with particular attention to ensuring that **adequate information has been shared with Indigenous Governing Bodies prior to public release of the final draft**. Working closely with Islands Trust staff, we will coordinate timing and communication protocols to respect Indigenous consultation requirements and provide appropriate opportunities for meaningful input before documents become public. This proactive approach demonstrates respect for government-to-government relationships while ensuring that Indigenous perspectives are properly integrated into the final planning framework. *This process must be flexible and adaptable.*

Formal introduction of the OCP will begin before introduction of the Land Use Bylaw amendments. This ensures a level of community and decision-maker comfort with the OCP direction prior to considering the regulatory changes of the land use bylaw. Once the OCP has received second reading, the **Land Use Bylaws will be introduced**. *Introduction is expected to happen in early June.*

A key component for both bylaws will be a **public hearing**. For OCP amendments, the public hearing focuses on broad policy directions, land use designations, and community vision elements, allowing residents to comment on how the plan reflects their values. Land Use Bylaw public hearings examine the specific regulatory mechanisms that will implement the OCP policies,

including zoning categories, density provisions, development standards, and permitted uses that will directly govern how properties can be developed. *It is anticipated that the public hearings will be held in late June or Early July of 2026.* Adoption would follow the public hearing with the appropriate consideration by the Islands Trust Executive Committee.

3. Islands Trust Policy Statement

Throughout the entire planning process, the project team will maintain close coordination with the ongoing Islands Trust Policy Statement amendment project to ensure that Salt Spring Island's OCP and LUB amendments remain directionally aligned with evolving Trust-wide goals and policy directions and strategic objectives. The Policy Statement serves as the overarching framework that guides all local planning decisions across the Islands Trust Area, and as amendments to this foundational document progress through their own development and approval process, our team will regularly review emerging policy directions to ensure compatibility and consistency with Salt Spring's local planning initiatives. This parallel tracking approach will involve periodic check-ins with Islands Trust staff responsible for the Policy Statement amendments, review of draft policy language as it becomes available, and adjustments to Salt Spring's planning framework where necessary to maintain alignment with Trust-wide goals related to housing, environmental protection, climate resilience, and reconciliation with First Nations. By maintaining this ongoing coordination, the project ensures that Salt Spring's planning documents will seamlessly integrate with the broader Islands Trust policy framework upon adoption, avoiding potential conflicts or inconsistencies that could complicate implementation and ensuring that local planning decisions support the collective vision for preserving and protecting the Trust Area while addressing critical housing needs.

4. Conclusion

This Workplan lays out the steps for updating Salt Spring Island's Official Community Plan (OCP) and Land Use Bylaw. The goal is to support more housing options while protecting Island character and value, including its environment and community. The process includes working closely with residents, First Nations, and other important voices, and will move forward in phases. Each phase builds on community feedback, staff analysis, and ongoing engagement to make sure the final plans reflect local needs and values.

By summer 2026, the project aims to deliver a new OCP and updated land use rules that help guide responsible growth, support housing equity, and stay aligned with the broader goals of the Islands Trust



Salt Spring Official Community Plan and Land Use Bylaw Amendment Project

Communications and Engagement Plan



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1.Context

The Salt Spring Official Community Plan and Land Use Bylaw Amendment Project will be informed by an engagement program built on trust and recognition that community on Salt Spring Island centres much of the island's current and future.

This Engagement Plan dovetails with a corresponding Work Plan, to provide an outline of the process that will be used to capture and describe how the community intends to grow and evolve. It outlines how the project team will generate awareness of the process, when opportunities for community input will occur, and how findings will be processed and synthesized to draft policy.

This Communications and Engagement (C&E) Plan builds on the preliminary engagement visioning detailed in the 2024 Salt Spring Island OCP-LUB Update Community Engagement and Communications Strategy, to provide an outline of the engagement process that will be used to capture and describe how the community intends to grow and evolve. The C&E Plan provides a detailed roadmap for how the project team will generate awareness of the Official Community Plan and Land Use Bylaw Amendment Project, when opportunities for community input will occur, and how findings will be processed and synthesized into draft policy. This C&E Plan has been developed with a corresponding Work Plan to ensure alignment between communication efforts and operational execution, and timely delivery of project objectives.

The project team is keenly aware that the Policy Statement Amendment project will also be engaging with the Salt Spring Island community, and efforts will be made so communication and engagement efforts do not introduce confusion between those two initiatives.

1.1. Process

Phase 1 Engagement occurs early in the project process (September – October 2025) through targeted community visioning to form the basis for initial OCP development.

This phase is about listening and gathering grounded input to shape the early direction of the OCP. Rather than starting with policy, we set out to help everyone in the community understand the role of an OCP, the update process, and why their participation is so important. We will pose visioning questions that invite reflection on the community's future, such as: What kind of community do Salt Spring Islanders want to live in? What needs to be protected, supported, or changed?

This phase will surface core values, shared priorities, and identify nuance through targeted conversations with residents, interest groups, and underrepresented voices. We aim to capture a range of lived experiences that reflect the full diversity of the community. We know this process will capture strong and sometimes opposing views. Our role is not to average them out, but to listen closely, to identify patterns, and to understand the deeper values behind what people share. The Project team will analyze and synthesize input from Phase 1 Engagement to produce a *Summary of Engagement Findings Report* that will form the foundation for draft

policy directions and guide the tone and focus of the OCP moving forward.

Following subsequent stages of spatial modelling and analysis and policy drafting, **Phase 2 Engagement – mobilizes draft core OCP components with a view to validating and refining draft content through targeted community input (early-mid 2026)**. The project team will design activities to build upon established momentum and relationships from earlier phases. Communication in this phase includes supporting community understanding of how contributions from Phase 1 Engagement have shaped policy direction and further engagement opportunities. The project team will collect feedback and move from draft to complete policy. Public information sessions will be held in early-mid 2026 to share draft policy framework and gather feedback for further refinements, with later opportunities to share the final policy framework with the community and provide an opportunity for contributors to see how their input looks in the final product. Dates for Phase 2 engagement are meant to be flexible to adapt to the Phase 1 engagement outcomes, with the aim of initiating the formal OCP adoption process later in 2026.

Phase 3 Engagement follows the completion of the OCP and directs public attention to Land Use Bylaw (LUB) themes (late 2026). The project team will guide the public from thinking about broad community priorities toward more detail focused engagement to shape land use regulations. We will help to connect the dots between the high-level ideas to practical land use policies that influence day-to-day life on Salt Spring Island.

Throughout the entire planning process, the project team will maintain close coordination with the ongoing Islands Trust Policy Statement amendment project to ensure that Salt Spring Island's OCP and LUB amendments remain directionally aligned with evolving Trust-wide policy directions and strategic objectives. The Policy Statement serves as the overarching framework that guides all local planning decisions across the Islands Trust Area, and as amendments to this foundational document progress through their own development and approval process, our team will regularly review emerging policy directions to ensure compatibility and consistency with the OCP and LUB update project on Salt Spring Island. This parallel tracking approach will involve periodic check-ins with Islands Trust staff responsible for the Policy Statement amendments, review of draft policy language as it becomes available, and adjustments to Salt Spring's engagement framework where necessary to maintain alignment with Trust-wide goals related to housing, environmental protection, climate resilience, and reconciliation with First Nations. By maintaining this ongoing coordination, the project ensures that Salt Spring's planning documents will seamlessly integrate with the broader Islands Trust policy framework upon adoption, avoiding potential conflicts or inconsistencies that could complicate implementation and ensuring that local planning decisions support the collective vision for preserving and protecting the Trust Area while addressing critical housing needs.

1.2. Key Audiences

The Salt Spring Island community has a strong culture of civic participation, with many residents deeply engaged in local decision making and who offer informed perspectives and lived experience in specific areas of community life to the process. Building on that foundation, the project process creates an opportunity to broaden the conversation and to specifically reach out to include people whose perspectives and experiences may not always be reflected in formal engagement channels. By intentionally reaching out to a wide cross section of the community, we can build policy that reflects both depth and breadth of local knowledge, and the full range of lived experience. This approach helps to shape policies that are relevant, inclusive, and responsive to how people live and work throughout the community today.

The Project team has engaged with Project Advisory Planning Commission (PAPC) members and reviewed past engagement and background documents (including the Salt Spring Solutions Engagement Summary Report) to inform the engagement process.

The Project Team will design engagement activities to intentionally include younger adults, renters, people balancing full time work, shift schedules, or multiple jobs, and those whose care giving commitments, or schedules make it harder to participate through traditional engagement channels. We also seek to create a process that is inviting and supportive to participants from indigenous communities, racialized groups, newcomers, people with diverse access needs, and 2SLGBTQ+ community members.

1.3. Community Profile

The demographic profile will further help shape our communication and inclusion strategy and inform some of the questions that we ask community members during the engagement processes. All data is collected from the Statistics Canada Census, 2021.

16% Residents commute by active modes other than a vehicle

4.7% Dwellings were built in 2016-2021

47% 1st or 2nd generation immigrants

80 Occupied private dwelling were built before 2000

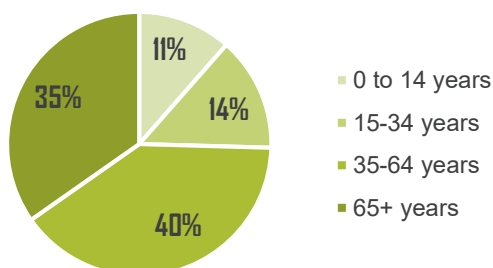
Employment and Labour Force



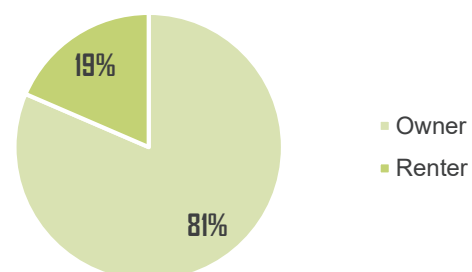
...most common employment sectors



Age Characteristics



Home Ownership vs Renters



1.4. Equity & Accessibility Engagement Philosophy

Equity is about supporting participation from everyone – regardless of background, identity, or circumstance – in processes that shape the future of their community. We are committed to delivering engagement process and planning policies that actively seek out and incorporate diverse voices, particularly those who are likely to be underrepresented. We try to identify and remove barriers, meet people where they are, and prioritize the needs of those most impacted by decisions. We encourage equity in decision making – not just gathering input but integrating diverse perspectives into policy recommendations and long-term visioning.

We value inclusivity in all aspects of our work. Our philosophy is to design and present information and engagement opportunities for the broadest possible range of participants, including people with accessibility needs. Accessibility needs and experiences vary by person and not all tools can be made accessible in all ways, so we offer multiple ways to participate to meet a range of needs. We also learn from feedback from participants and adjust our approach to future phases of engagement to support participation wherever possible.

To optimize accessibility, we propose a combination of in-person and virtual engagement methods. In-person opportunities are scheduled at various times, including evenings and weekends, to support participation from a wide range of community members. Online tools will also be available for those who are unable to attend in person. We also recommend that paper copies of the survey be made available. The project team can provide special access to the survey for an Islands Trust staff member or volunteer to enter any paper copies received, ahead of the survey close date.

To champion an equitable and inclusive engagement process, we have identified a diverse range of promotional and communication methods, both online and posted throughout the community. Efforts have been made to host in-person engagement popups at events and locations that are likely to attract different segments of the community to capture broad and inclusive participation across the Island, such as the farmer's market and take-home (Kitchen Table) workbooks. Virtual engagement opportunities are available for community members who are unable to engage in person.

1.5. Engaging with Local First Nations

The Project team will prepare communications and engagement materials to support the Islands Trust in their work with First Nations. Islands Trust will share the outcomes of their work with First Nations with the Project Team to inform policy directions in the OCP update.

1.6. IAP2 & The Engagement Code of Ethics

As a baseline, the Project Team adheres to the International Association for Public Participation (IAP2) Code of Ethics when designing and implementing engagement strategies. The team recognizes the importance of upholding the Code of Ethics and allows the code to guide our decision making throughout the engagement process. The IAP2 Code of Ethics emphasizes equitable representation, trust, transparency, respect, advocacy, and the importance of honouring commitments.

Our engagement approach reflects the IAP2 Code of Ethics by fostering inclusive, respectful, and transparent public and interest holder participation. We have designed strategies that ensure accessibility and responsiveness to diverse community needs. Each engagement phase will begin with a marketing and communications campaign designed to *inform* the public about what checkpoint in the project we have reached and how their participation will guide preliminary visioning and inform policy content in the updated OCP and LUB, using both in-person and virtual engagement methods to remove barriers to involvement. These steps support informed decision-making and build trust by valuing all voices in the process.

The Communications and Engagement Plan for Salt Spring Island reflects the IAP2 Code of Ethics principles and strives to incorporate the interests and concerns of all community members and to meet the needs of the decision-making body.

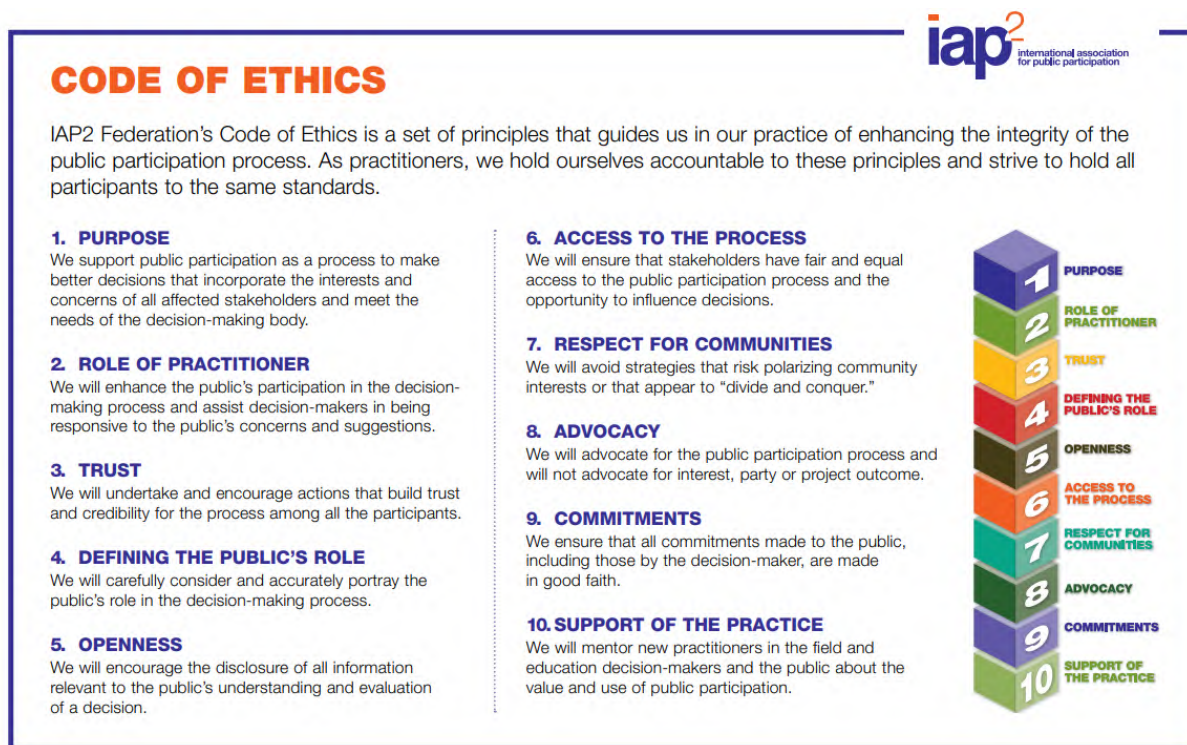


Figure 1: International Association for Public Participation Code of Ethics

2.Engagement Roadmap

Table 1 outlines the awareness building and engagement methods that the project team will use for each phase of engagement to create a process that is accessible, locally relevant, and tailored to the unique dynamics of island life.

The Project team will identify and make the most of opportunities to cross-market engagement opportunities and share information about when and how community members can participate. For example, we will include event dates and links to the survey on informational posters.

Table 1 – Awareness Building & Engagement Methods

Phase	Dates <i>(subject to change)</i>	Activity	Activity Description	Responsibility
Phase 1				
All Phases <i>(Consult & Involve)</i>	Ongoing until end of project	Project website	Includes project description, updates, and details on engagement opportunities	IT Staff (upload) McElhanney (ML) (copy, graphics)
Phase 1 Marketing <i>(Inform & Consult)</i>	September 18 th	Mail outs	Brief project description, details on upcoming engagement opportunities, QR code to the project website.	IT Staff (branding, distribution) ML (copy)
	September 18 th	Press release	Brief project description, details on upcoming engagement opportunities, QR code to the project website.	IT Staff (branding, distribution) ML (copy)
	September 12 th – Oct. 24 th	Social media	Weekly / biweekly posts. Recommended dates to be provided in copy by McElhanney	IT Staff (posting) ML (copy)

Phase	Dates <i>(subject to change)</i>	Activity	Activity Description	Responsibility
Phase 1 Engagement <i>(Inform & Consult)</i>	September 12 th – Oct. 24 th	Community partner amplification	Option for IT Staff, APC, Trustees to post on personal social media channels and at in-person community events to share details on the project.	IT Staff, APC, Trustees
	September 18 th – Oct. 24 th	In-community posters	Posted throughout the community with project information, details on upcoming engagement opportunities and QR code link to the online survey.	IT Staff (distribution) ML (copy and design using supplied branding, printing and delivery)
	Sept. 19 th – Oct. 24 th	Online survey	Available through SurveyMonkey	IT Staff (review) ML (copy, upload)
	Sept. 20, 27 th	Farmers market pop-up(s) with activities	In-person engagement pop-up. Intent to inform public of the project and gather high-level feedback on OCP visioning. Including activities and engagement questions.	IT Staff (engagement support at farmers market pop-up(s)) ML (on-island engagement support at 1the farmers market pop-up dates; Survey QR code handout to passerby)
	Sept. 20 th / 27 th	Community storybook @ library	Following the style of existing community storybook events with outline of the project timeline, with engagement questions.	IT Staff (host) ML (copy)

Phase	Dates <i>(subject to change)</i>	Activity	Activity Description	Responsibility
	Sept. 20 th / 27 th	Tailgate talks micro-pop ups	Additional in-person engagement opportunities. Host small booths/tables at pre-planned public events promoting the project and engagement opportunities.	IT Staff (to host, as and when)

Phase	Dates	Activity	Activity Description	Responsibility
Phase 2				
Phase 2 Marketing <i>(Inform, Consult, Involve, & Collaborate)</i>	Early-Mid 2026	Press release	Brief project update, details on upcoming engagement opportunities, QR code to the project website.	ML (copy) IT Staff (branding, distribution)
		Social media	Weekly / biweekly posts. Recommended dates to be provided in copy by McElhanney.	ML (copy), IT Staff (posting)
		Community partner amplification	Option for IT Staff, APC, Trustees to post on personal social media channels and at in-person community events to share details on the project.	IT Staff, APC, Trustees

		In-community posters	Posted throughout the community with project information, details on upcoming engagement opportunities and QR code link to the online survey.	IT Staff, Trustees (distribution) ML (copy and design, printing and delivery)
Phase 2 Engagement <i>(Inform, Consult, Involve, & Collaborate)</i>		Online Survey	Hosted on SurveyMonkey.	IT Staff (review) ML (copy, upload)
		Policy in practice kitchen table workbooks	Self-guided engagement tool that helps small groups (e.g., families, friends, neighbours) discuss project ideas and provide feedback in a comfortable, informal setting.	IT Staff (pick up / drop off locations) ML (copy, design)
		In-community interactive display (with online component)	Posted throughout the community with project information, details on upcoming engagement opportunities, and QR code link to the online survey.	IT Staff (review, distribution) Recreation / multi-use facility staff (to monitor) ML (copy, design)
		Tailgate talks & micro-pop ups	Additional in-person engagement opportunities. Host small booths/tables at pre-planned public events promoting the	IT Staff (to host, as and when)

	project and engagement opportunities.
Community Open House Information Sessions (final)	1-2 in-person engagement sessions to share preliminary OCP policy and gather feedback on possible refinements. IT Staff (to host) ML (copy, design, to host)

Phase	Dates	Activity	Activity Description	Responsibility
Phase 3				
Phase 3 Marketing (Inform & Consult)	Late 2026	Press release	Brief project update, details on upcoming engagement opportunities, QR code to the project website.	IT Staff (branding, distribution) ML (copy)
		Social media	Weekly / biweekly posts. Recommended dates to be provided in copy by McElhanney.	IT Staff (review and posting) ML (copy)
		Community partner amplification	Option for IT Staff, APC, Trustees to post on personal social media channels and at in-person community events to share details on the project.	IT Staff, APC, Trustees
		In-community posters	Posted throughout the community with project information, details on upcoming engagement	IT Staff, Trustees (distribution) ML (copy and design, printing and delivery)

		opportunities and QR code link to the online survey.	
		Ask Salt Spring Island Podcast (tbc)	Optional. Dates and guests to be confirmed. Content will discuss the project to date and upcoming engagement opportunities. IT Staff, ML (optional)
Phase 3 Engagement	Late 2026	In-community interactive poster series	Posted throughout the community with polls and comment box options. Link to the online survey. IT Staff (review and distribution) ML (copy and design using supplied branding, printing and delivery)
		Jane's walk (inclusive)	A Jane's Walk is a free, community-led walking tour that invites people to explore and talk about the community. Topics discussed may include housing, density, and connectivity. IT Staff, ML (to host and record feedback)
		Digital stories submission series	Submission portal available on the project website. Market this as a virtual Jane's Walk. IT Staff (to monitor)
		Micro-pop ups	Host small booths/tables at pre-planned public events promoting the project and engagement opportunities. IT Staff (to host, as and when)

2.1. Reporting and Monitoring

Transparent reporting is key to building trust throughout the project. Table 2 provides the proposed strategy for reporting the feedback collected during engagement and monitoring various indicators and metrics for success. Feedback and metrics will be reported to staff, the PAPC, and the public through an engagement summary report following each round of engagement.

Table 2 – Reporting and Monitoring Strategy

Method	Description
Indicators	<ul style="list-style-type: none"> Engaged participants express satisfaction and understanding of how their input will influence project outcomes Participants provide relevant and productive feedback
Metrics	<ul style="list-style-type: none"> Number of people attending in-person engagement Number of people provided feedback online Number of social media views and interactions Participant demographics
Method of obtaining feedback	<ul style="list-style-type: none"> Submissions to online inputs (survey, interactive polls) Boards, activities at in person events Facilitator listening (w/ documentation)

Table 3 - Communications Team & Roles

Title	Organization	Name	Role
Islands Trust Project Manager	Islands Trust	Chris Hutton, Regional Planning Manager	Review/approve all project communication materials and assist with engagement activities / events.
Islands Trust Communication Support	Islands Trust	Morgana van Niekerk, Communications Specialist	Review communication and engagement materials.
Consultant Project	McElhanney	Tyler Brown, Senior Planner	Lead alignment of engagement with overall process.

Manager			
Consultant Engagement Lead	McElhanney	Sandra Borton, Facilitation and Engagement Specialist	Responsible for project communication and engagement activities. Final review before documents or deliverables submission.
Consultant Engagement Support	McElhanney	Olivia Campardo, Planner	Produce engagement materials, activities, and events.
	McElhanney	Makayla Berger, Planner	Support engagement and events.