



## Housing Working Group Report

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**DATE OF MEETING:** September 1, 2020

**TO:** Salt Spring Island Local Trust Committee

**FROM:** Housing Working Group:

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**SUBJECT:** Housing Challenges and Solutions Project

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### RECOMMENDATION

**That the Salt Spring Local Trust Committee add “Housing challenges and solutions” to the Top Priority List and direct staff to develop a Project Charter for Phase 1 and a Housing Task Force terms of reference to the Salt Spring Local Trust Committee for simultaneous endorsement.**

### Report Summary

Salt Spring Island’s Official Community Plan (OCP) embodies the vision of a diverse community living in harmony with the environment. Over the past two decades, a housing crisis has emerged concurrent with climate and forest (land use) crises. These issues are interrelated. Integrated solutions are feasible and increasingly urgent. This proposed project concerns housing, but in a broad sense. The time is now to pursue housing solutions that also support better solutions for other challenges and crises.

The objectives of this proposed project are to maximize the benefits and minimize the harms of housing on Salt Spring, including its ecological, climatic, and socioeconomic dimensions. The goals for this proposed project are to develop new policies and regulations that will increase the quality and quantity of housing options, coupled with a high level of preservation and protection of the island’s biodiversity and freshwater, marine, and forest resources. Affordable, appropriate, accessible, and attractive housing should be available for Salt Spring residents of all abilities, incomes, lifestyles, livelihoods, and household types.

An overview of the proposed project is provided in the Project Snapshot below. Two phases are proposed. Phase 1 begins with the appointment of a housing task force, which is a high-energy pivoting body representing environmental, social and economic interests. A key action for phase 1 is a robust public involvement strategy to ensure that the housing action plan to be developed will accurately reflect the public’s values and has community support. Phase 1 ends with the development of a prioritized action plan.

Phase 2 recognizes that housing-related social, economic and environmental issues are beyond the capacity of any one organization. Cross-sector partners are required to work collaboratively to develop

and implement integrated solutions. A permanent, resourced community advisory body is proposed to develop a framework for actions to be implemented in a manner that integrates and considers both human and ecosystem needs through integrated planning, policy development and recommendations for implementation by member agencies and organizations.

### Project Snapshot

	Phase 1: Crystallize challenges – 2020/2021	Phase 2: Implement Solutions 2021/2022	Future Phases: Learn and Adapt
<b>Key Activities</b>	<ol style="list-style-type: none"> <li>1. Establish a project task force</li> <li>2. Review 2020 Housing Needs Assessment</li> <li>3.</li> <li>4. Land Use Bylaw review</li> <li>5. Gather resources</li> <li>6. Obtain and analyze baseline data</li> <li>7. Prepare and implement public involvement strategy</li> <li>8. Prepare prioritized action plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish Integrated Solutions Board</li> <li>2. Implement actions</li> <li>3. Monitor other community policy innovations that fit project vision – modify and adopt</li> <li>4. Conduct ongoing consultation and data collection for accountability to the vision</li> <li>5. Draft, process and implement OCP and LUB amendments</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct housing needs assessments every 5 years</li> <li>2. Adjust and adapt prioritized action plan, as needed</li> </ol>
<b>Public Involvement</b>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Community workshops</li> <li>• Idea generators</li> <li>• Inspiring speakers</li> </ul>	<ul style="list-style-type: none"> <li>• Suitable public involvement process to be designed</li> <li>• Pilot and experimental land use projects</li> </ul>	<ul style="list-style-type: none"> <li>• Suitable public involvement process to be designed</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Integrated Ecosystem-Based management solutions for housing on Salt Spring</li> <li>• Prioritized actions</li> <li>• Potential LUB regulations for short term actions.</li> </ul>	<ul style="list-style-type: none"> <li>• LUB and OCP regulations to address medium and long term actions</li> </ul>	<ul style="list-style-type: none"> <li>• Performance reports</li> <li>• Housing needs assessments</li> </ul>

## Background

The Housing Working Group was established by Resolution SS-2019-272, which states: *the Salt Spring Island Local Trust Committee direct staff to work with Trustee Patrick to establish a Salt Spring Housing Working Group to advise the Local Trust Committee on matters related to the development and implementation of a Salt Spring housing planning project and to provide advice and recommendations on policy and regulations to address housing needs across the housing continuum.*

Work was initiated to formalize the working group through a terms of reference and appointments, but the pandemic interrupted plans. Instead, the working group met informally and used its energy to support a more formal task force. This working group report and project proposal is intended to assist Islands Trust staff in the development of a local trust committee project charter.

### Project Proposal:

**Project:** Housing Challenges and Solutions

“In our every deliberation we must consider the impact of our decisions on the next seven generations.”  
— translated from the Great Law of the Iroquois Confederation

**Objective:** Maximize benefits and minimize harms of housing on Salt Spring, including its ecological, climatic, and socioeconomic dimensions.

### Introduction

The goals for this proposed Salt Spring Island Local Trust Committee (LTC) project are to develop new policies and regulations that will increase the quality and quantity of housing options, coupled with a high level of protection of the island’s biodiversity and freshwater, marine, and forest resources. Affordable, appropriate, accessible, and attractive housing should be available for Salt Spring residents of all abilities, incomes, lifestyles, livelihoods, and household types. The development of these project goals was inspired by the Gabriola Islands LTC’s “Housing Options and Impacts Review Project.”

The parameters for this housing planning initiative begin with the Salt Spring Local Trust Committee’s (LTC) authority to regulate land use and density on Salt Spring. Every five years, the LTC is legislatively required to collect data, analyze trends, and present reports on current and anticipated housing needs. The LTC must consider these housing needs in amending its official community plan (OCP), and is bound by the Islands Trust Policy Statement, which sets out the Islands Trust’s three main goals:

- Foster preservation and protection of ecosystems;
- Ensure human activity and scale, rate and type of development are compatible with maintenance of the integrity of ecosystems; and
- Sustain island character and healthy communities.

Islands Trust’s declaration of a [climate emergency](#) (passed March 2019), along with Salt Spring Island’s Climate Action Plan, are factors that are considered in this project. These factors are reinforced by British Columbia’s legislation to reduce emissions and transition to a low-carbon economy. The BC government’s plan, “CleanBC: Our Nature. Our Power. Our Future”, along with the soon-to-be-released climate preparedness and adaptation strategy, is relevant to this project. Transition Salt Spring’s Climate Action Plan 2.0 is also a reference for this project.

Islands Trust is not alone in pursuing the objective to maximize the benefits and minimize the harms of housing. The BC Government’s Healthy Housing (Plan H) initiatives regarding healthy people, healthy society and healthy environments are supported by this project.

Through Bill 41, British Columbia was the first Canadian jurisdiction to legislate the implementation of the United Nations Declaration on Indigenous Peoples (UNDRIP). This project will address First Nations core concerns in accordance with the Islands Trust [Reconciliation Declaration](#) (passed March 2019) and the [Reconciliation Action Plan 2019-2022](#) (passed June 2019). This project also acknowledges the report, “Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Children,” and the resulting Calls for Justice that are “essential legal obligations of all governments in Canada.” The Calls for Justice include “ensure that equitable access to basic rights such as employment, **housing**, education, safety, and health care is recognized as a fundamental means of protecting Indigenous and human rights...”

The Capital Regional District (CRD) is a vital partner in housing through regional services, which include climate action and adaptation, regional planning, solid waste management, and affordable housing, and its local electoral services, which include building inspection.

The concept of “Ecosystem-Based management” is introduced in this report. Use of this concept in this report is based on Coast Fund’s definition: “Ecosystem-Based management is an environmental management approach that recognizes the full array of interactions within an ecosystem, including humans, rather than considering single issues, species, or ecosystem services in isolation” (source: coastfund.ca). We refer readers to the 2001 [Principles and Goals of Ecosystem-Based management](#) from the Central Coast Land and Resource Management Planning Table for further information.

### **The Housing Crisis Persists**

Salt Spring Island’s Official Community Plan (OCP) contains the vision of a diverse community that lives in harmony with the environment. Islands Trust has the mandate to enact land use bylaws to support this vision. The community and its elected representatives are directing attention to a housing crisis. For at least the last two decades, we have talked about the need for a greater diversity of housing options on Salt Spring, in particular “Affordable Housing”. A collection of housing studies related to Salt Spring Island is provided in Attachment 1.

We can take pride in knowing that a significant number of housing units have been created and that bylaw amendments have developed further potential. However, the housing crisis persists and more and more houses have been constructed or changed hands while more and more workers and families have been squeezed out. As the housing crisis has worsened, the community has concurrently drawn attention to climate and forest (land use) crises. These crises are not unique to Salt Spring Island. We have a choice – give up or try to resolve. This proposed project is intended to try to resolve. An Albert Einstein quote comes to mind: “We cannot solve our problems with the same thinking we used when we created them.”

The COVID 19 pandemic may be adding pressure to the housing market as urban dwellers migrate to less dense rural communities. There are anecdotal reports of a heated housing market on the island. Million-dollar homes and larger tracts of land do not appear to linger on the market.

The table below illustrates the magnitude of Salt Spring’s real estate industry in dollars.

**Table 1. Salt Spring Island Housing Sales and Building Permit Values 2018 and 2019**

Year	Housing Sales <sup>1</sup> (Number)	Housing Sales (Value)	Residential Building Permits <sup>2</sup> (Number)	Residential Building Permits (Value)
2018	205	\$113,115,200	142	\$27,791,000
2019	159	\$138,088,222	117	\$27,600,000.

We often hear the tourism economy<sup>3</sup> described as the driving force on Salt Spring. However, a far larger driver is likely real estate, including supplies and hardware, landscaping, plant nurseries, maintenance, and building trades.

The island is moving further away from a vision of a diverse community that lives in harmony with the environment towards one that is fulfilling a large appetite for second houses and retirement homes.

#### **Where are we now and where are we headed?**

In the seventeen years since a housing crisis was declared and documented, the gap has only grown further between those who can and those who cannot afford a home. Meanwhile, Salt Spring's social and environmental values are fraying as evidenced, for example, by increasing real estate values, a loss of rental stock, an increasing percentage of the island workforce commuting from off island, and an increasing homeless count.

This project will accelerate policies to correct the direction of development towards a sustainable path. Many graduates of GISS 17 years ago can no longer afford to be part of this community. Babies born today will be graduating from GISS in another 17 years. We don't want them to look back from 2037 and see our decisions in 2020 as another generation of failed leadership and missed opportunity, or to look ahead to an even more diminished future for themselves on an increasingly exclusive and homogeneous island.

Housing and the physical and biological environment are key ingredients of any society's well-being, and these factors are especially salient given the inherent limits of island life. This project recognizes the health of our housing and our environment are directly linked. Salt Spring has a high level of habitat fragmentation as a result of human alteration of ecological patterns through road-building, land clearing, house construction, and other impacts. The extent of human disturbance of the Coastal Douglas Fir and associated ecosystems was recently mapped and is included in Attachment 2 (Contiguous Forest Mapping in the Islands Trust Area, prepared by Cabin Resource Management for Islands Trust 2020).

In 2017, the Salt Spring Island Foundation prepared a Vital Signs report as part of a national community indicators program established by Community Foundations of Canada. This report measured the vitality of Salt Spring. Housing is among the key determinants of well-being in a community. A featured point was that "housing prices continue to rise, and the number of renters and owners spending a significant amount of their income on housing is increasing as well. Also rising? The annual homeless count."

Under the current Official Community Plan and Land Use Bylaws, the island population is estimated to grow to 17,000 (based on subdivision potential and an assumed occupancy of 2.5 persons per dwelling). In the absence of change or intervention, this population could be spread throughout the island in single

<sup>1</sup> Source: [saltspringrealestateagent.com/market-report/](https://saltspringrealestateagent.com/market-report/)

<sup>2</sup> Source: [crd.bc.ca/about/data/regional-information/monthly-permit-reporting-tool](https://crd.bc.ca/about/data/regional-information/monthly-permit-reporting-tool)

<sup>3</sup> Conversation with SSGITP

family homes on larger lots - with virtually no limit on house sizes. Without further intervention, the growth comes with negative environmental, social and economic consequences: more land cleared, more roads built, and more employees commuting to the island – which, in turn, drives the increasing cost of living on the island.

In the following sections, we will explore further the social, environment and economic factors related to Salt Spring housing.

### **Social Impacts**

The impact of unaddressed housing challenges on Salt Spring’s social fabric is another example of status quo inaction. Business as usual is not working. We have known of a housing crisis for some time, and the trend is in the wrong direction. If we could not have afforded indecision years ago, what about now?

A 2003 report, *Options for Affordable Housing: New Solutions to the Housing Crisis in the Islands Trust Area*, showed our island communities were becoming lopsided: “The islands generally possess a market appeal that serves to maintain high property values, which can be attributed to their accessibility to urban centres, among other factors. Combined with a lack of rental housing, this often renders them inaccessible to low-income families and individuals. Concerns have been raised about the resulting situation by those interested in the creation of balanced and inclusive communities, as well as those who see that local service workers and other low-income earners have trouble procuring housing to fit their needs.”

This 2003 report identified a number of possible zoning changes that would expand the opportunity for greater housing options across the socioeconomic spectrum. These recommendations are repeated in the table below, with notes on whether they were ever implemented, and whether they are still a good idea today.

**Table 2. 2003 Options for Affordable Housing**

<b>2003 Recommendation</b>	<b>Implemented?</b>	<b>Is the problem resolved?</b>
Permit full-time secondary suites in residential zoning areas; Permit rental of secondary cottages as full-time residences, with rent controls	Secondary suites were legalized in 2013 within a specific mapped area that is almost entirely contained within the North Salt Spring Water District and subject to the water moratorium. A new rental cottage bylaw was implemented in 2020. It applies to about 400 lots.	Illegal suites and cottages make up a large percentage of the current rental stock and many are being used as short term vacation rentals.

Density bonuses on residential zoning for provision of low-cost accommodation (i.e. permit duplex in lieu of single family home)	The Official Community Plan provides the opportunity for density bonuses in exchange for community amenities.	Incentives and other provisions need to be created to facilitate density bonuses as a viable option to preserve and protect ecosystems.
Zone for cluster housing in rural residential areas (small nodes of single family dwellings/low density attached housing on large rural parcels)	Cluster housing is permitted.	There are no rules to require conservation subdivision.
Permit cottage housing (i.e. measure density by floor space ratio rather than number of dwellings)	Bylaw 512 permits rental cottages on about 400 lots.	Different forms of density measurement are being explored, including floor area ratio.
Zone for mixed commercial/residential developments	The OCP and LUB support mixed commercial/residential development.	The water moratorium also impacts this kind of development in Ganges.

If we fast-forward eight years, the 2011 *Salt Spring Island Community Affordable Housing Strategy – Action Plan*, identified affordable housing as a “cornerstone of community sustainability and quality of life.” This 2011 document, like its 2003 predecessor, identified multiple solutions specifically for Salt Spring.

If we fast-forward yet another eight years, a 2019 report was delivered to the Local Planning Committee for the Islands Trust. This report included the following summary of housing challenges following a review of various housing needs assessments:

- Rental supply is low and unit numbers are decreasing; a high proportion of renters pay more than 30% of their income on shelter costs; home ownership is increasing out of reach of many households.
- Islands are characterized by an older demographic; there is a higher percentage of seniors living on the islands than regional and provincial averages.
- Islanders have lower incomes than their regional counterparts; the median incomes are much lower than those of BC and adjacent communities in the region. It must be noted that the only source of data for this area of analysis is the census.
- There is a disparity between the cost of housing and people’s income levels. Median housing costs are much greater than the median incomes overall.
- Households with children and seniors show particular vulnerabilities to housing stress.
- Vacation homes – the islands have a high percentage of non-resident property owners; much of the housing is not occupied by “usual residents.”
- Unhealthy conditions – a proportion of the housing stock, especially rental units, are subject to mould, inadequate heat, and lack of potable water and adequate septic services.
- Insecure tenure – many renters are subject to seasonal evictions as non-resident property owners may rent their homes out, for vacation uses and only to residents for part of the year.
- Lack of housing – the islands is characterized by low density rural settlement patterns. The dominant housing form is the single-family dwelling. Most rental units on the islands are found

in the form of entire houses, portions of houses, suites, and cottages. Many people also live in mobile homes, travel trailers, accessory buildings, and boats.

The recommended [strategic actions](#) from this 2019 report are summarized in the linked document.

### **Environmental Impacts**

To date, much of the conversation has focused on affordable housing, which is a social good. This project is designed to maximize the societal benefits of housing while minimizing the environmental and climate harms of housing. Our island is settled with primarily low density single family dwellings. Low density, single family dwellings are the number one characteristic of sprawl, as the term is used around the world [Feng, Q. and Gauthier, P. (2018) Urban Sprawl and Climate Change: A Survey of the Pertinent Literature on Physical Planning and Transportation Drivers. Department of Geography, Planning and Environment Concordia University, Montreal, QC].

Many of us moved to Salt Spring anticipating a higher quality of life, but sprawling development, even with large lot sizes, has environmental impacts such as loss of natural environment and sensitive ecosystems, increased impervious surfaces with polluted runoff, and increased traffic and air pollution from a dependency on cars, which all contribute to climate change. Habitat fragmentation, elimination, and degradation also result from sprawl. Maps in Attachment 2 show the extent of anthropogenic areas on Salt Spring. Anthropogenic areas are areas with direct human alteration of ecological pattern, as defined for the purposes of the mapping project.

When it comes to protecting the environment, the OCP is filled with words like “encourage” and “should”. Official Community Plan policy A.5.2.13 encourages landowners and others to utilize current best practices and guidelines in undertaking an ecosystem-based approach<sup>4</sup> to site planning and development. Landowners and developers are encouraged to utilize new development principles like:

- Identify environmental values prior to site clearing and design.
- Locate development away from areas with high environmental values, and place natural buffers between the development site and sensitive features.
- Concentrate development in areas with low environmental values.
- Develop and implement site plans that protect biodiversity, clean air, and clean water.
- Locate developments away from areas that may be subject to erosion, flooding, wildfires and wildlife conflicts.

Policy A.5.2.13 is, unfortunately, not translated into any land use bylaws, but is reflected in some development permit areas. Therefore, outside of parks and conservation areas, which make up about approximately 23% of the Salt Spring Island Trust Area (4,600 Hectares or 11,397 acres, which include the associated islands, e.g., Prevost Island. Source - Conservation Status of Salt Spring Island Trust Area, Islands Trust website), there is very little that can be done within the current bylaws to do more than simply “encourage” an ecosystem-based approach to development. There are areas on the island where certain activities are subject to development permits. Areas subject to development permits are mapped and guidance is provided in part 2 of the OCP.

### **Economic Impacts**

This project recognizes that our choices on policy and regulation must support multiple objectives, which include the economy – an economy that supports a healthy community. The real estate industry, including supplies and hardware, landscaping, plant nurseries, maintenance, and building trades, is a significant economy on Salt Spring.

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<sup>4</sup> For example, low and high environmental values are undefined in the current OCP, and therefore impossible to measure. However it is possible to define – see examples at [greatbearforest.gov.bc.ca](http://greatbearforest.gov.bc.ca),



In 2017, the Community Economic Development Commission (CEDC) conducted a high-level survey of 21 island employers. Employers were asked “***How has the affordability/availability of housing affected your ability to recruit and retain employees?***” The island employers reported 48% as having a **Significant** impact, 43% said **Moderate** and only 9% said **Not at All**. The island employers were also asked “***Has the affordability/availability of housing impacted your business?***” and 38% reported as having a **Significant** impact, 28% said **Moderate**, 29% said **Not at All** and 5% said **Don’t Know**. From this survey, the CEDC learned that businesses and service providers are experiencing direct impacts such as, for example, reduced hours of operations, reduced or eliminated service options, and increased operational costs. The CEDC also learned that:

- Island Employers care about the quality of housing for their employees;
- This housing issue is urgent and appears to be worsening; and
- The availability/affordability of housing is impacting both seasonal and permanent workers and, to a greater extent families, who prefer owning or renting a detached house.

In this summer of the COVID pandemic, employers are reporting extreme difficulty in securing workers. The cause is uncertain, but the availability of housing is assumed to be playing a major role.

There is anecdotal evidence that short term vacation rentals are being used as a source of income to support mortgages on higher priced homes. In this summer of COVID 19, visitors appear to prefer self-catered rentals, most of which are illegal.

### **That’s A Lot to Chew On**

This project introduction demonstrates that there are both harms and benefits associated with Salt Spring’s housing. Our island housing defines who we are as an island community. Despite efforts taken to date, our island’s housing stock is serving a narrowing portion of society, and the society itself is getting narrower as a result. We cannot afford any further indecision. We must ask “what is Salt Spring Island?” We must create a set of filters to ensure decisions move us closer to that Salt Spring we imagine. Our decisions must be balanced and factor in social, environmental, and economic elements – they must be founded in ecology and justice. And finally, our actions must be measurable to ensure accountability.

## Project Snapshot

	Phase 1: Crystallize challenges – 2020-2021	Phase 2: Implement Solutions 2021-2022	Future Phases: Learn and Adapt
<b>Key Activities</b>	<ol style="list-style-type: none"> <li>1. Establish a project task force</li> <li>2. Review 2020 Housing Needs Assessment</li> <li>3. Land Use Bylaw review</li> <li>4. Gather resources</li> <li>5. Obtain and analyze baseline data</li> <li>6. Prepare and implement public involvement strategy</li> <li>7. Prepare prioritized action plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish Integrated Solutions Board</li> <li>2. Implement actions</li> <li>3. Monitor other community policy innovations that fit project vision – modify and adopt</li> <li>4. Conduct ongoing consultation and data collection for accountability to the vision</li> <li>5. Draft, process and implement OCP and LUB amendments</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct housing needs assessments every 5 years</li> <li>2. Adjust and adapt prioritized action plan, as needed</li> </ol>
<b>Public Involvement</b>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Community workshops</li> <li>• Idea generators</li> <li>• Inspiring Speakers</li> </ul>	<ul style="list-style-type: none"> <li>• Suitable public involvement process to be designed</li> <li>• Pilot and experimental land use projects</li> </ul>	<ul style="list-style-type: none"> <li>• Suitable public involvement process to be designed</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Integrated Ecosystem- Based management solutions for housing on Salt Spring</li> <li>• Prioritized actions</li> <li>• Potential LUB regulations for short term actions</li> </ul>	<ul style="list-style-type: none"> <li>• LUB and OCP regulations to address medium and long term actions</li> </ul>	<ul style="list-style-type: none"> <li>• Performance reports</li> <li>• Housing needs assessments</li> </ul>

## **Proposed Project Work plan**

### **Phase 1: Crystallize challenges – 2020-2021**

#### **Phase 1: Key Activities**

1. Establish a project task force – Purpose: Develop a task force to guide and advise on the project until replaced by a permanent integrated solutions board. This is a high energy, pivoting body with environment, social and economic representation. Subtasks include the development of a terms of reference for approval by the LTC, advertising for members, and selection and appointment of members by the LTC.
2. Review 2020 Housing Needs Assessment - Purpose: Factor the results of the 2020 Housing Needs Assessment into the project. The CRD prepared the legally mandated housing needs assessment for Salt Spring on Islands Trust's behalf. The report needs to be reviewed and factored into this project.
3. Land Use Bylaw Review - Purpose: To consider implementation of OCP policies related to housing and the impacts of housing through amendments to the Land Use Bylaw. The current OCP was adopted in 2008. There has never been a comprehensive review of the LUB to implement all the relevant policies and initiatives in the OCP. Outcomes of this review will be included in the prioritized action plan.
4. Gather resources – Purpose: Develop a project page on the Islands Trust website and include all resources. This project is about taking all that we already know and moving to action, and making it all publically available on a project webpage.
5. Obtain and analyze baseline data – Purpose: Obtain and analyze readily available baseline data to better define housing and its environmental, social and economic impacts. This project is differentiated from other Local Trust Committee projects in many ways. For example, the ongoing measurement of performance is fundamental to the project to ensure actions meet expectations. Many terms used in official documents need to be defined (e.g., low and high environmental values, healthy community, and diverse community). Our available economic data is based on the Census, but we know we have a large segment of the population that are part-time residents (i.e., they claim another location as residence). Other relevant baseline data could include, for example, the number and impact of short term vacation rentals.
6. Prepare and implement public involvement strategy - Purpose: To accurately reflect the public's values and build community support for the housing plan.
  - Acknowledge and involve First Nations
  - Acknowledge and define island culture
  - Engage partners in the "art of the possible" – seek out success stories (solutions from other parts of the world), e.g., Salt Spring Forum
  - Develop vision and values (7<sup>th</sup> Generation) with focused group discussions and workshops
  - Implement an ideas bank to gather and consider creative solutions
  - Conduct community outreach and engagement to refine vision, values
7. Prepare prioritized action plan - Purpose: To move toward the vision and values, develop an outcomes-based action plan. The action plan should have clear goals and objectives, outline tasks and responsibilities, timelines, and performance measures, and must be adaptive.
  - Back cast from vision to the present
  - Identify short, medium and long term actions
  - Establish performance metrics

#### **Phase I – Public Involvement**

A development and implementation of a public involvement strategy is a key action. Public involvement is anticipated to include:

- Focused workshops with community organisations
- Community workshops
- Idea generators
- Inspiring Speakers

- Story telling

### **Phase 1 – Outcomes**

Potential outcomes for Phase 1 of this project include:

- Integrated Ecosystem-Based management solutions for housing on Salt Spring
- Prioritized actions
- Potential LUB regulations for short term actions.

### **Phase 2: Implement Solutions 2021-2022**

#### **Phase 2 – Key Actions**

1. Establish Integrated Solutions Board – Purpose: a permanent, resourced community advisory body with environment, social and economic representation. Tasks include determining the governance structure, terms of reference and resourcing of this group. The housing-related social, economic and environmental issues are beyond the capacity of any one organization. Cross-sector partners are required to work collaboratively to develop and implement integrated solutions.
2. Implement actions - Purpose: The Integrated Solutions Board provides a framework for actions to be implemented in a manner that integrates and considers both human and ecosystem needs (Ecosystem-Based management) through integrated planning, policy development and recommendations for implementation by member agencies and organizations.
3. Monitor other community policy innovations that fit the project vision – Purpose: The Integrated Solutions Board will continuously look to other communities throughout the world for policy innovations that can be modified and adopted.
4. Conduct ongoing consultation and data collection for accountability to the vision - Purpose: The Integrated Solutions Board to monitor performance against the baseline and conduct ongoing community consultation to confirm actions being taken are working. Tasks include designing and implementing a suitable public involvement process.
5. Draft, process and implement OCP and LUB amendments - Purpose: The Local Trust Committee must manage its resources and priorities to draft, process and implement OCP and LUB amendments.

#### **Phase 2 – Public Involvement**

A suitable public involvement process is to be designed as a key Phase 2 action. Public involvement may include:

- All forms of public engagement
- Pilot and experimental land use projects

#### **Phase 2 – Potential Outcomes**

Potential outcomes for Phase 2 of this project include:

- LUB and OCP regulations to address medium and long term actions

### **Future Phases: Learn and Adapt**

#### **Phase 3 – Key Actions**

1. Conduct housing needs assessments every five years - Purpose: The Integrated Solutions Board to design suitable terms of reference for the housing needs assessments (legally required every five years).
2. Adjust and adapt plans, as needed - Purpose: To ensure action plans remain effective, the Housing Solutions Board will adjust and adapt prioritized action plan, as needed.

#### **Phase 3 – Public Involvement**

A suitable public involvement process to be designed.

#### **Phase 3 – Potential Outcomes**

Potential outcomes for Phase 3 of this project include:

- Performance reports

- Housing needs assessments
- Adjusted and adapted plans

## **Attachment 1: Housing Studies and Reports**

1994, *Salt Spring Island Task Force Affordable Housing* (Draft Report), Islands Trust Task Force on Housing and Accommodation

2002, *Crisis in Paradise - Accelerating the Provision of Affordable Housing on Salt Spring Island*, Clare Heffernan

2003, *Options for Affordable Housing: New Solutions to the Housing Crisis in the Islands Trust Area*, Local Planning Services

2005, *Community Housing Background Report & Recommendations*, Salt Spring Community Housing Task Force, Salt Spring Island Local Trust Committee

2007, *Population, Housing, and Settlement Patterns – Preliminary Policy Proposals*, Official Community plan Focus Group, Salt Spring Community Housing Task Force, Salt Spring Island Local Trust Committee

2009, *Islands Trust Housing Needs Assessment – A Step Towards a Comprehensive Affordable Housing Strategy for Salt Spring Island*, JG Consulting Services Ltd, Islands Trust

2010, January 28, 2010 Staff Report – Affordable Housing Project, Salt Spring Island Local Trust Committee

2010, *Islands Trust Community Housing “Tool Kit” – A Guide to Tools Available to Support the Development of Affordable Housing in the Trust Area*, JG Consulting Ltd, Islands Trust

2011, *Salt Spring Island Community Affordable Housing Strategy (CAHS) Action Plan*, JG Consulting Services Ltd

2015, *Salt Spring Island Affordable Housing Needs Assessment*, JG Consulting Services Ltd, iWAV

2016, *Affordable Housing in the Trust Area – Baseline Report*, Local Planning Services

2016, *Community Housing in the Trust Area*, Local Planning Services

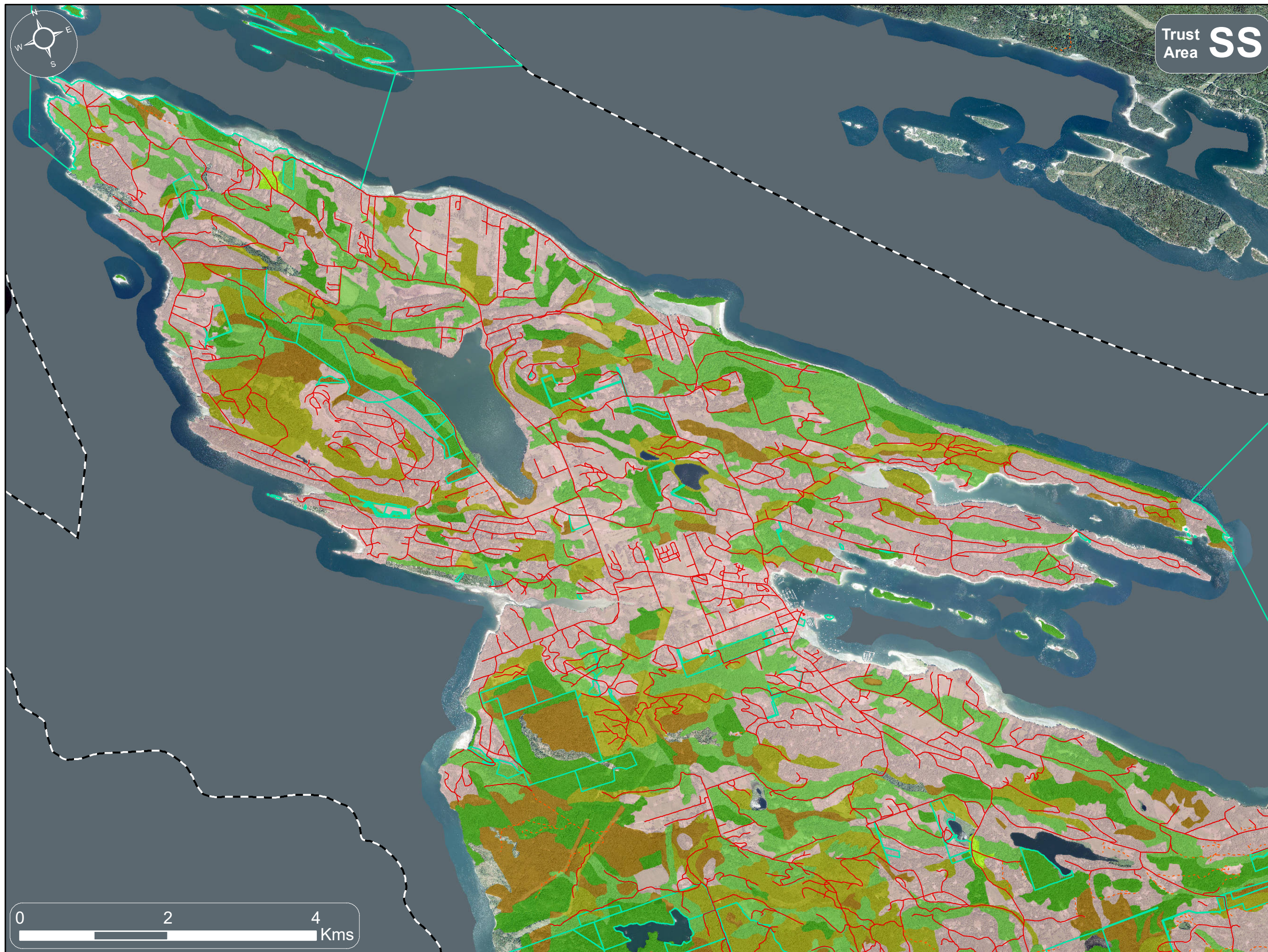
2019 (Updated), *Affordable Housing in the Trust Area - Baseline Report*, Local Planning Services

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**Attachment 2: Salt Spring Maps (2 Pages) from the report “Contiguous Forest Mapping in the Islands Trust Area”, Cabin Resource Management, 2020**





Trust Area **SS**

## Forest Ecosystems In The Islands Trust

- Private Road/Driveway
- Road
- Anthropogenic Area
- Established Forest Class 3
- Established Forest Class 2
- Established Forest Class 1
- Recruitment Forest Class 3
- Recruitment Forest Class 2
- Recruitment Forest Class 1
- Federal/Provincial Parks, Nature Reserves And Protected Areas
- Trust Area Boundary

This map series shows forested ecosystems in the Islands Trust. It contrasts these against anthropogenically modified landscape features to illustrate the matrix of forest patches of different types across the landscape.

"Recruitment Forest" designates stands in early structural stages and includes forests in stages of development up to the pole/sapling stage.  
 "Established Forest" designates young to old forests.

Preliminary analysis removed Anthropogenic (heavily disturbed) areas as well as Natural, Non-Forest areas. For each forested polygon, the level of disturbance was assessed based on road and structure density.

Class 3: undisturbed or minor disturbance  
 Class 2: moderate disturbance  
 Class 1: high disturbance

Refer to the associated report, *Contiguous Forest Mapping in the Islands Trust Area*, Cabin Resource Management, 2020.

Projection: UTM 10N, NAD 1983  
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 Drawn By: Liam Quan, Cabin Resource Management  
 March 31, 2020  
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Trust Area **SS**

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