

Islands Trust Governance Review

Summary of Public Input

May 30, 2007

1. Introduction

The Islands Trust established a Governance Task Force in April 2006 to review, among other issues, representation on both Local Trust Committees and Trust Council, as well as coordination opportunities with regional districts. As part of that process, discussions were held with the Provincial Government regarding the process to request legislative changes to the *Islands Trust Act*, should such changes be warranted. The Province emphasized the need for two things – a report by an independent consultant evaluating options to address the issues identified by the Islands Trust, and a public consultation process to solicit input on the options and issues. Only after this process would the Ministry consider any changes to the *Islands Trust Act*.

Accordingly, the Islands Trust commissioned an independent report from Neilson-Welch Consultants Inc. Once that report was finalized, the Islands Trust initiated a public consultation process with a variety of approaches to solicit public opinion. The campaign to solicit public input was concentrated from April 19 – the date the report was released, to May 21. The timing was to enable the Governance Task Force to make recommendations to Trust Council, and subsequently for Trust Council to request any amendments in time for the 2008 legislative agenda.

This report represents a summary of the public response, including the conversations and opinions expressed and recorded from the open houses, survey responses, letters, emails and faxes submitted. A copy of the survey and survey results, letters and emails submitted, and minutes from each of the public meetings are appended to this report. Notably, this report is not intended to provide an analysis or interpretation of the results; it does not provide policy advice for the Governance Task Force in determining its next steps.

The following report is divided into sections regarding process, participation, principles, options, coordination with regional districts, and finally a section referencing comments made on a variety of other topics. Each section summarizes the relevant responses from the survey, and includes comments from meetings and correspondence. A variety of chart formats and tables are provided to facilitate comparative analysis of the results. **Notably the survey, and indeed the entire public input process, was intended to provide qualitative, not quantitative results.** This must therefore be considered carefully in any analysis of the results.

2. Process

The Islands Trust and Governance Task Force initiated a public input process to seek public opinion on governance, with emphasis on the areas identified by the task force – representation on Local Trust Committees, representation on Trust Council, and coordination with regional districts, with a focus on opportunities between the Capital Regional District and Salt Spring Island Local Trust Committee. The public input process formally began with the release of the governance review report by Neilson-Welch Consulting Inc. on April 19, and a news release alerting media and residents to the upcoming public meetings, and inviting comments, ideas, suggestions, options or preferences via letters, emails or faxes prior to May 21, 2007. The Neilson-Welch Consulting report was available on the Islands Trust website, in Trust offices, in local libraries and at the public meetings.. In addition to the news release, ads (nine of which were full-page) were placed in 10 newspapers informing people about the review and how to provide input, including details of the 11 public meetings. More than 2,900 electronic subscribers were notified of the review and public input process, and a mail-out was made to approximately 9,000 non-resident property owners. Posters and bulletins were distributed throughout the islands on local notice boards and libraries.

The news release referenced the survey, which was first available for printing or completing online on April 25. The survey was available on the Islands Trust website or hard copies could be obtained at the public meetings, from Island Trust local trustees or from Islands Trust offices. The survey was intended to solicit qualitative feedback, and is not a statistically significant survey. This is not due to the sample size (even 200 responses can be a statistically valid sample size), but the sample was not, nor was it intended to be random or representative. The responses of a survey distributed in this way typically reflect the “extremes” of the population – that is, those who are interested and feel strongly about the topic. In this case, it can be assumed that many of those who made the effort to respond – either through the survey, by writing a letter, attending public meetings, or all of the above – were those who had a particular interest in Islands Trust governance. It is therefore important to recognize that generalizations or inferences should not be made from the responses that were collected to the entire population of the Islands Trust. The qualitative feedback, however, like the letters and comments at the public meetings, provides opinions and insight into the perspectives of Islands Trust residents, and is still valuable for analyzing in this context.

The online survey was structured so that multiple copies of the survey could not be completed from one computer. Given that the survey was not statistically significant, no further attempts were made to reduce the potential for one person to complete multiple copies of the survey. Furthermore, there was nothing to prevent someone from submitting a survey as well as providing a letter and commenting at one or more public meetings. After being posted on April 25, the online survey was subsequently updated on April 30 (after 14 surveys had been completed) to allow respondents to skip questions and then again on May 7 (after an additional nine surveys had been completed) to eliminate a typographical error.

Eleven public meetings were held throughout the Trust Area and in West Vancouver, at 11 different locations between April 29 and May 14. The public meetings included an “open house” format where attendees had the opportunity to view panels explaining the options and rationale

for changes, followed by a presentation by the Islands Trust Council Chair and Chief Administrative Officer, and a question and answer period. Minutes were taken at each of the meetings to record people's comments and questions.

The panel display materials and a Power Point presentation used at the public meetings were also available to be viewed online. Correspondence and meeting minutes were posted online as they were received. The advertisement copy, mail out information, meeting schedule, survey and results, correspondence, and meeting minutes are compiled in the attached Appendices.

3. Participation

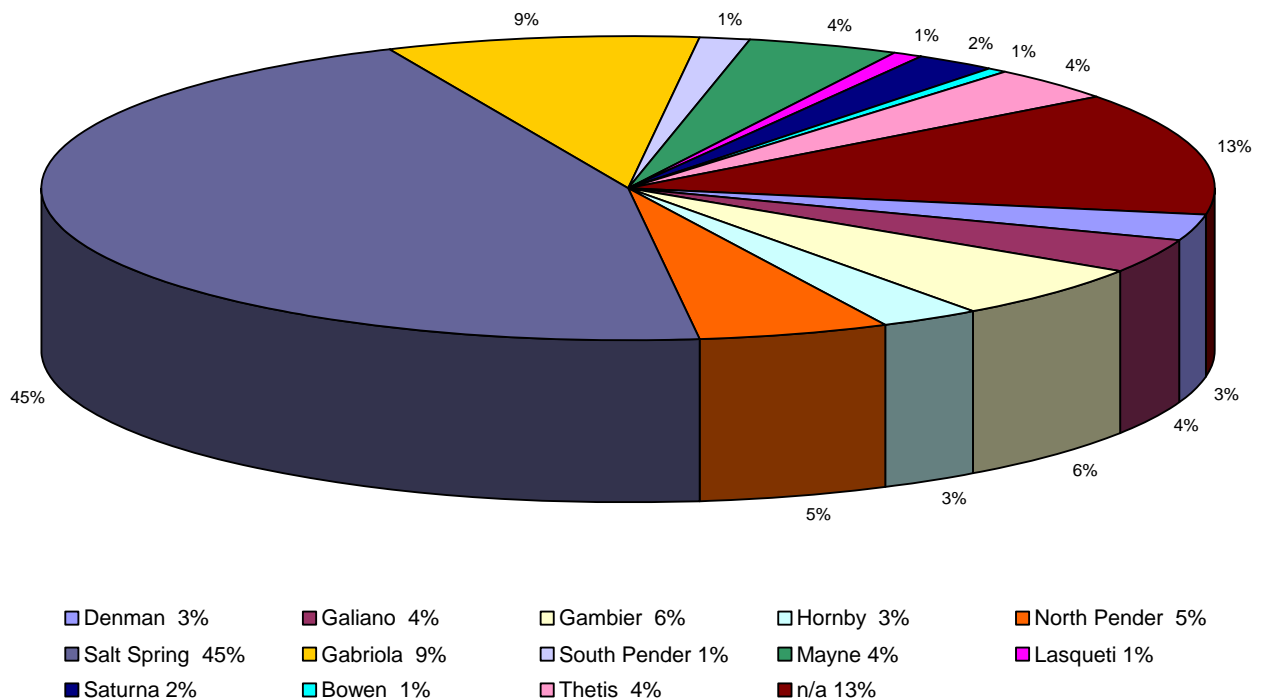
The following is a summary of participation in the public input process:

- **139** surveys completed (102 online and 37 paper)
- **264** attendees at 11 public meetings
- **43** letters and emails submitted

The participation can be expressed in terms of Trust Area as follows:

SURVEYS

Figure 1: Survey Response by Local Trust Area

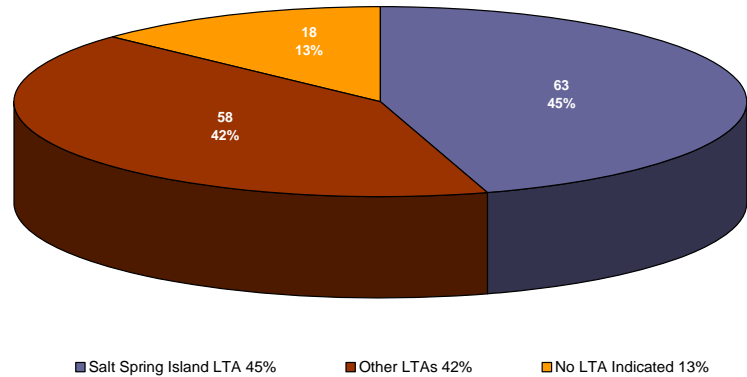


Given the high percentage of the response from the Salt Spring Island Local Trust Area (45% of the total), many of the survey results have also been provided comparing the response from the Salt Spring Island Local Trust Area to the response from the remainder of the Islands Trust Area.

TABLE 1: Surveys Completed by Trust Area

Trust Area	Surveys Completed
Bowen	1
Denman	4
Gabriola	12
Galiano	5
Gambier	8
Hornby	4
Lasqueti	1
Mayne	6
North Pender	7
Salt Spring	63
Saturna	3
South Pender	2
Thetis	5
n/a	18
Total	139

Figure 2: Survey Responses
Salt Spring Island Local Trust Area vs. Other Trust Areas



PUBLIC MEETINGS*

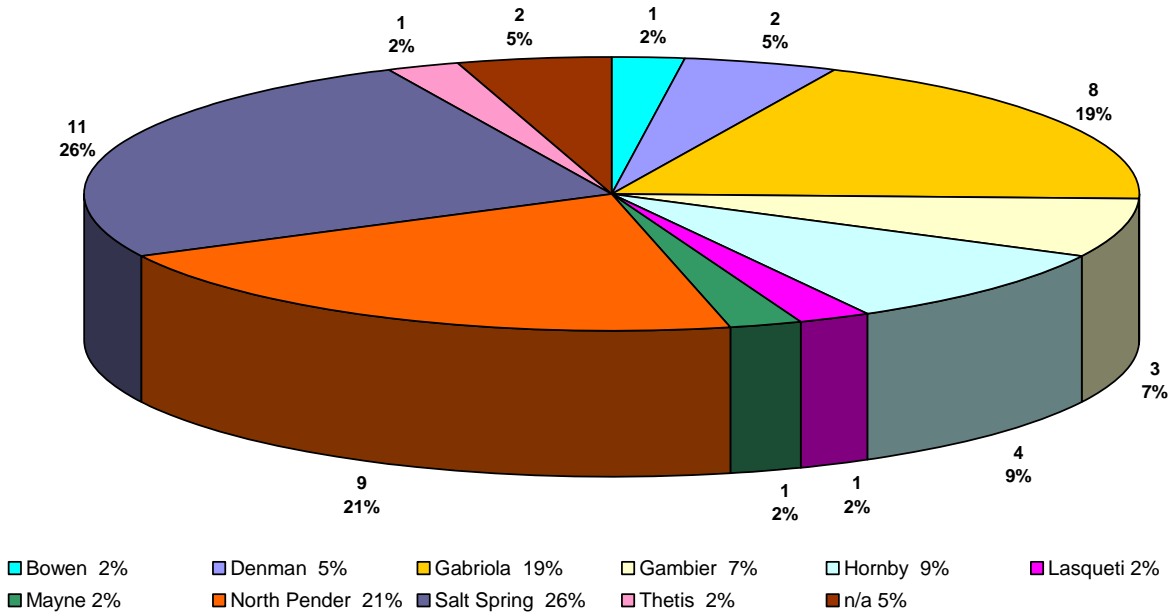
TABLE 2: Public Meeting Attendance by Trust Area

Public Meeting	Attendance
Denman Island	25
Gabriola Island	17
Galiano Island	15
Gambier and Bowen Islands	25
Hornby Island	28
Lasqueti Island	6
Mayne Island	11
Pender Islands	30
Salt Spring Island	76
Saturna Island	14
Thetis Island	17
Total	264

* notably the attendees at the public meeting may not necessarily be residents from that Island

LETTERS

Figure 3: Letters Submitted by Trust Area



4. Principles

The Governance Review Report by Neilson-Welch Consulting, and the subsequent survey and presentations by the Islands Trust referenced a number of principles upon which the current structure of the Islands Trust, and the options for change, are based. Gaining feedback on the fundamental principles and values was intended as a tool to help the Governance Task Force and Trust Council evaluate the options and determine how to proceed. The survey results are detailed in Table 3, and depicted in Figures 4 and 5.

Figure 4: Local Trust Areas should each have the same number of trustees at the Islands Trust Council

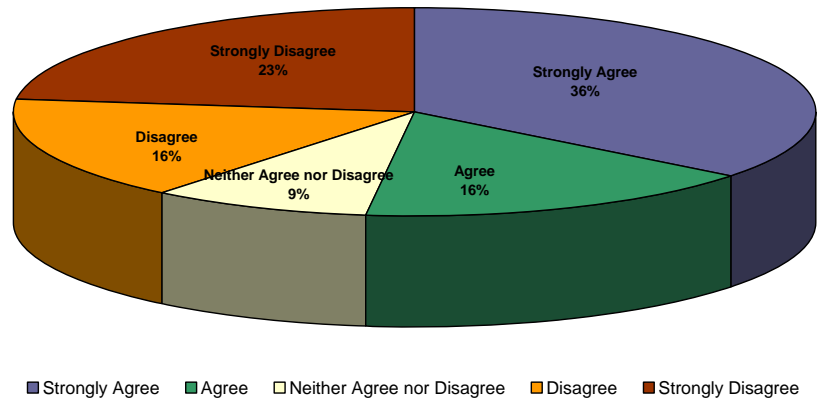
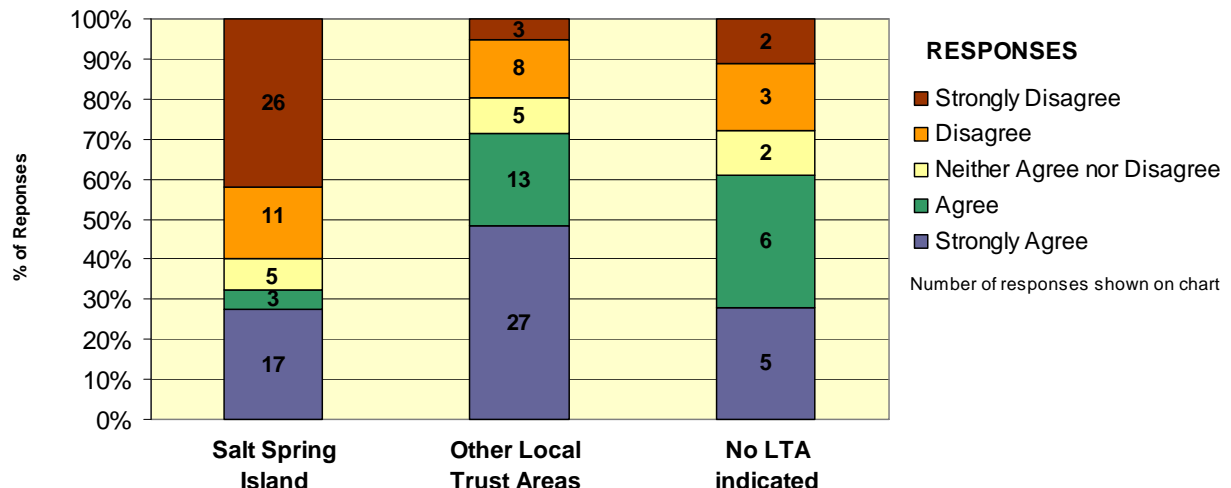


TABLE 3: Local Trust Areas should each have the same number of trustees at the Islands Trust Council

Response	Total	%	SSI LTA	% of SSI Responses	% of Total Responses	Other LTAs	% of Other LTA Responses	% of Total Responses	No LTA Indicated	% of No LTA Responses	% of Total Responses
Strongly Agree	49	36%	17	27%	13%	27	48%	20%	5	28%	4%
Agree	22	16%	3	5%	2%	13	23%	10%	6	33%	4%
Neither Agree nor Disagree	12	9%	5	8%	4%	5	9%	4%	2	11%	1%
Disagree	22	16%	11	18%	8%	8	14%	6%	3	17%	2%
Strongly Disagree	31	23%	26	42%	19%	3	5%	2%	2	11%	1%
Total	136	100%	62	100%	46%	56	100%	41%	18	100%	13%

Figure 5: Local Trust Areas should each have the same number of trustees at the Islands Trust Council



The bar chart (Figure 5) allows for comparisons, most notably between the Salt Spring Island LTA responses and those from the other local trust areas. For example, in Figure 5 it is apparent that more than 40% of Salt Spring Island respondents strongly disagreed with this principle, and 60% disagreed or strongly disagreed. Conversely, in the other local trust areas more than 70% of respondents either agreed or strongly agreed with this principle, and only approximately 5% strongly disagreed.

Figure 6: All local trustees should participate in Trust Council meetings

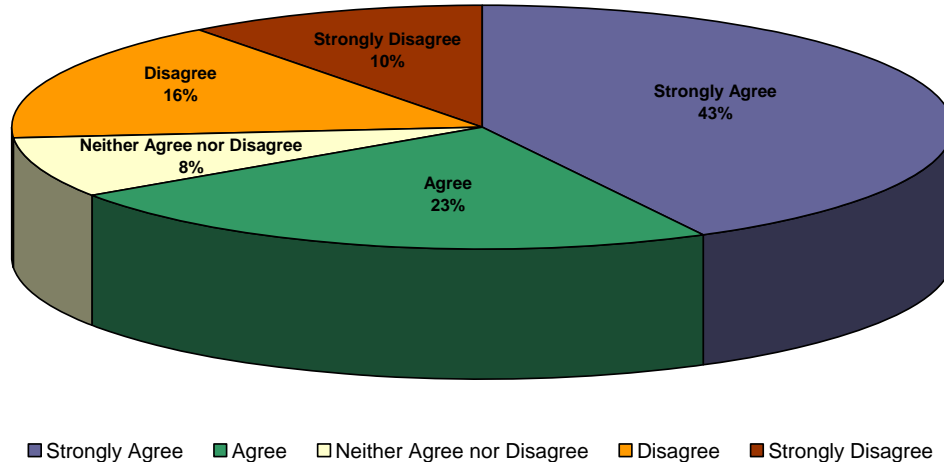


TABLE 4: All local trustees should participate in Trust Council meetings

Response	Total	%	SSI LTA	% of SSI Responses	% of Total Responses	Other LTAs	% of Other LTA Responses	% of Total Responses	No LTA Indicated	% of No LTA Responses	% of Total Responses
Strongly Agree	58	42%	31	50%	23%	23	40%	17%	4	22%	3%
Agree	32	23%	14	23%	10%	10	18%	7%	8	44%	6%
Neither Agree nor Disagree	11	8%	5	8%	4%	4	7%	3%	2	11%	1%
Disagree	22	16%	8	13%	6%	12	21%	9%	2	11%	1%
Strongly Disagree	14	10%	4	6%	3%	8	14%	6%	2	11%	1%
Total	137	100%	62	100%	45%	57	100%	42%	18	100%	13%

Figure 7: All local trustees should participate in Trust Council meetings

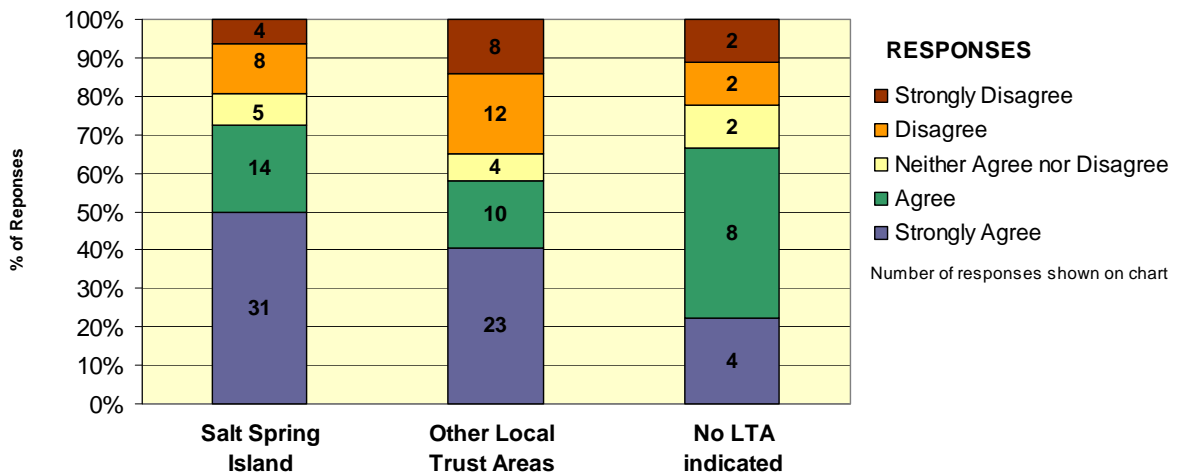


Figure 8: Local Trust Areas with greater populations should have greater representation on Trust Council

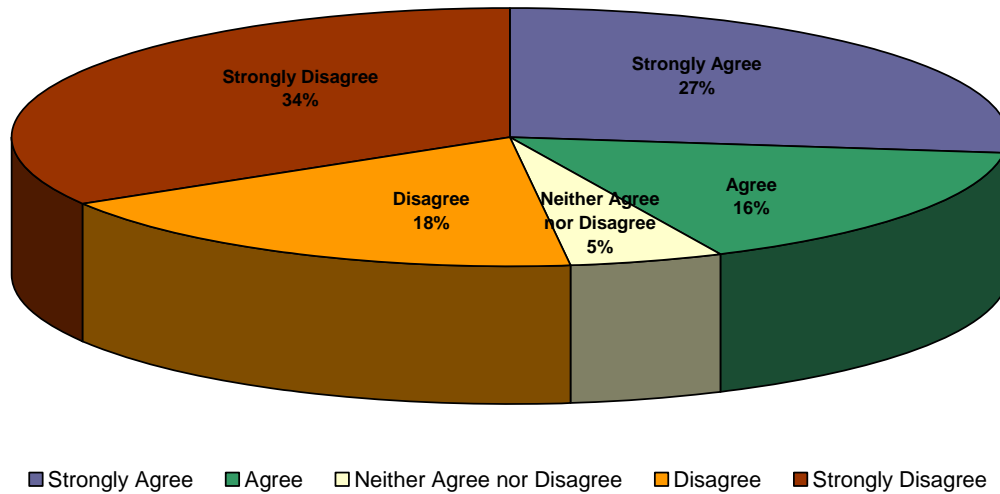


TABLE 5: Local Trust Areas with greater populations should have greater representation on Trust Council

Response	Total	%	SSI LTA	% of SSI Responses	% of Total Responses	Other LTAs	% of Other LTA Responses	% of Total Responses	No LTA Indicated	% of No LTA Responses	% of Total Responses
Strongly Agree	37	27%	27	43%	20%	6	11%	4%	4	22%	3%
Agree	22	16%	9	14%	7%	11	20%	8%	2	11%	1%
Neither Agree nor Disagree	7	5%	3	5%	2%	2	4%	1%	2	11%	1%
Disagree	25	18%	7	11%	5%	13	23%	9%	5	28%	4%
Strongly Disagree	46	34%	17	27%	12%	24	43%	18%	5	28%	4%
Total	137	100%	63	100%	46%	56	100%	41%	18	100%	13%

Figure 9: Local Trust Areas with greater populations should have greater representation on Trust Council

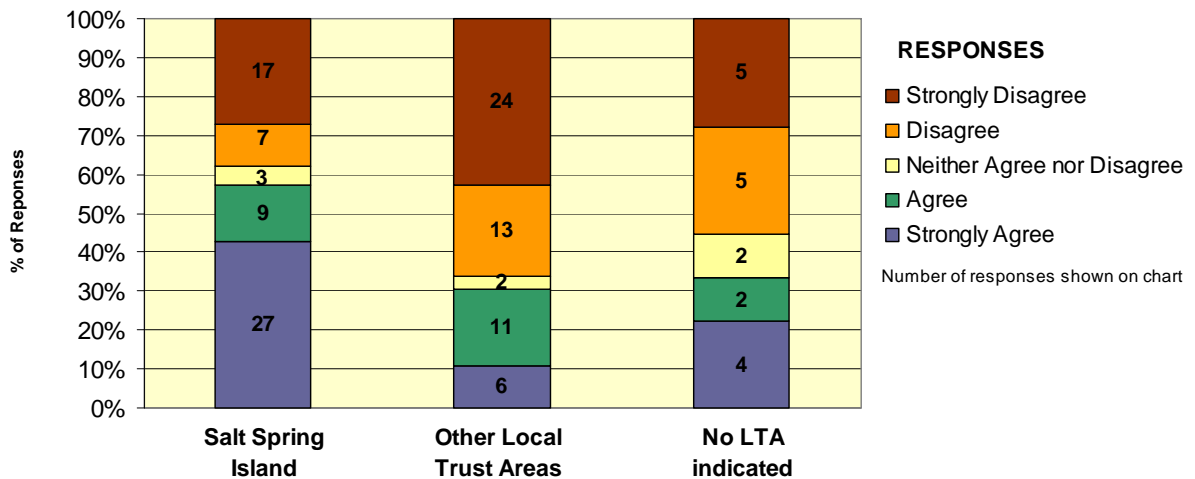


Figure 10: Salt Spring Island LTA warrants a representation structure that is different from the remaining Local Trust Areas

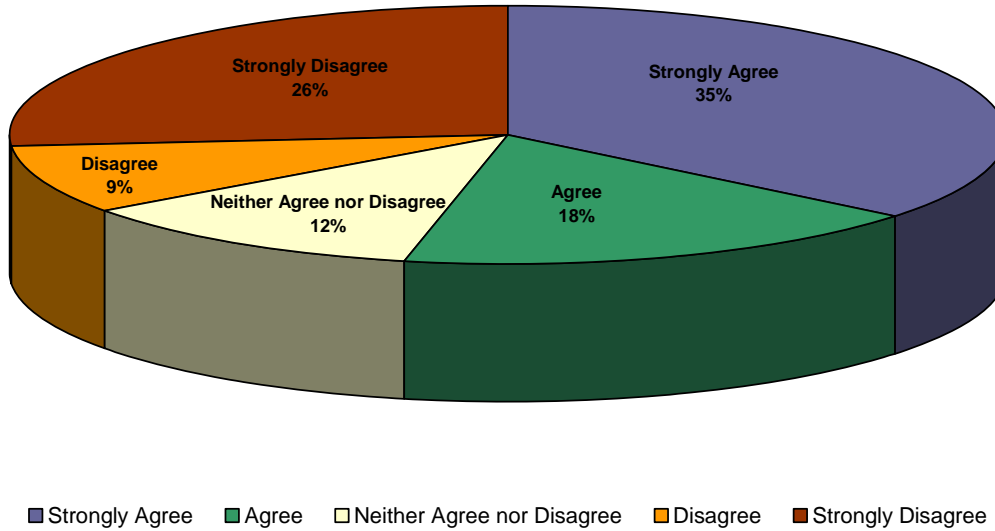
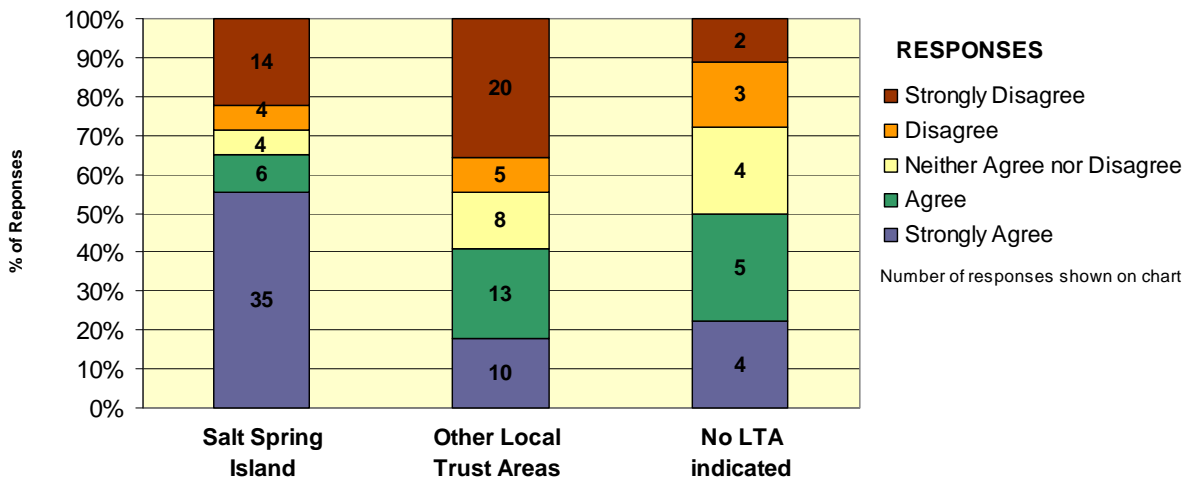


TABLE 6: Salt Spring Island LTA warrants a representation structure that is different from the remaining Local Trust Areas

Response	Total	%	SSI LTA	% of SSI Responses	% of Total Responses	Other LTAs	% of Other LTA Responses	% of Total Responses	No LTA Indicated	% of No LTA Responses	% of Total Responses
Strongly Agree	49	36%	35	56%	26%	10	18%	7%	4	22%	3%
Agree	24	18%	6	10%	4%	13	23%	9%	5	28%	4%
Neither Agree nor Disagree	16	12%	4	6%	3%	8	14%	6%	4	22%	3%
Disagree	12	9%	4	6%	3%	5	9%	4%	3	17%	2%
Strongly Disagree	36	26%	14	22%	10%	20	36%	15%	2	11%	1%
Total	137	100%	63	100%	46%	56	100%	41%	18	100%	13%

Figure 11: Salt Spring Island LTA warrants a representation structure that is different from the remaining Local Trust Areas



It is interesting to note not only the responses themselves, but to compare the percentage of those who agree with the principle, versus disagree (i.e. aggregate the strongly agree and agree; and strongly agree and disagree), as well as noting the percentage of people who responded strongly in both respects.

The survey also included a question that asked respondents to indicate which of the following statements most accurately describes their opinion, after a brief overview of some of the issues identified in the Neilson-Welch report:

- More local trustees are needed in more populous Local Trust Areas
- More local trustees are needed in the Salt Spring Island Local Trust Area only
- More local trustees are needed in all Local Trust Areas
- Voters should decide if more local trustees are needed in Local Trust Areas
- More local trustees are not needed in any Local Trust Area

77% of respondents marked one of the above statements. The results were as follows:

Figure 12: Opinions

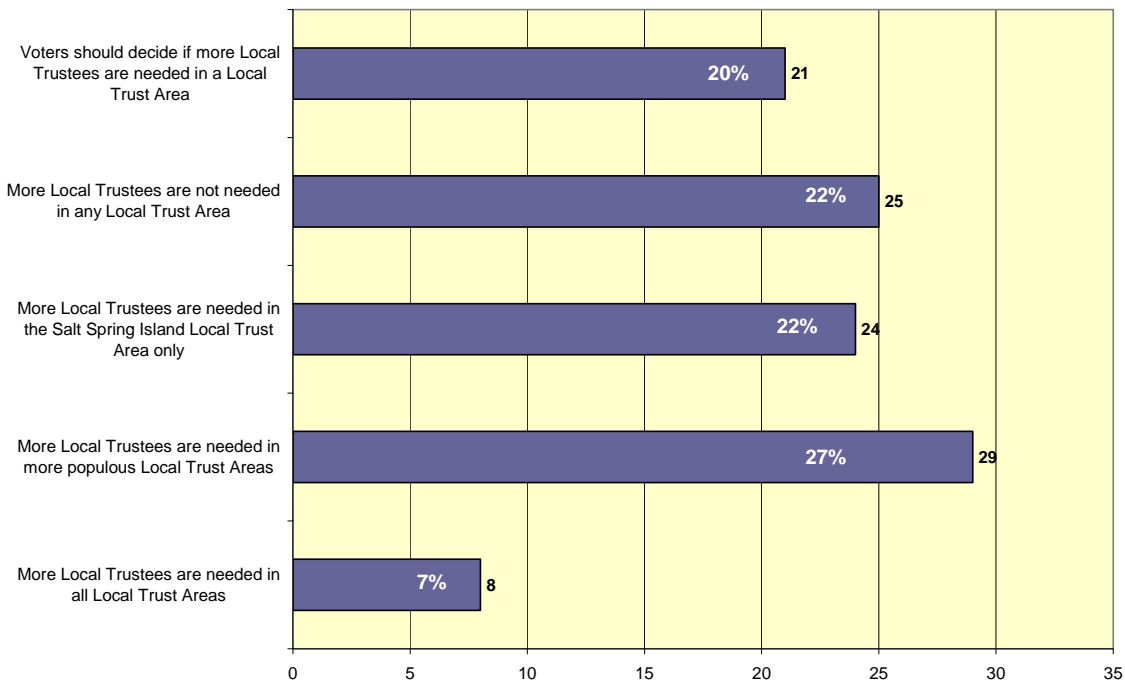


TABLE 7: Please indicate which "one" of the following five statements most accurately describes your opinion

Response	Total	%	SSI LTA	% of SSI Responses	% of Total Responses	Other LTAs	% of Other LTA Responses	% of Total Responses	No LTA Indicated	% of No LTA Responses	% of Total Responses
More Local Trustees are needed in all Local Trust Areas	8	7%	0	0%	0%	7	13%	7%	1	10%	1%
More Local Trustees are needed in more populous Local Trust Areas	29	27%	20	44%	19%	9	17%	8%	0	0%	0%
More Local Trustees are needed in the Salt Spring Island Local Trust Area only	24	22%	10	22%	9%	11	21%	10%	3	30%	3%
More Local Trustees are not needed in any Local Trust Area	25	23%	8	18%	7%	14	27%	13%	3	30%	3%
Voters should decide if more Local Trustees are needed in a Local Trust Area	21	20%	7	16%	7%	11	21%	10%	3	30%	3%
Total	107	100%	45	100%	42%	52	100%	49%	10	100%	9%

COMMENTS

While the majority of the comments regarding the various principles were expressed through comments on the various options, there were some specific comments on the principles, noted below.

- In addition to the selection of options that provided for only two representatives at Trust Council, 21 respondents specifically noted their support for the principle of equal representation at Trust Council in correspondence, meetings and in survey comments. Several indicated support for more trustees at the local level, but that only two from each Trust Area should be represented at Trust Council. 10 respondents specifically wanted a hybrid that incorporated these two attributes specifically for Salt Spring Island, and at least 11 more expressed desire for equal representation at Trust Council. One person noted that extra trustees are not needed at Trust Council to facilitate Council's role, which is to represent the entire trust area.
- As demonstrated by the results above, many respondents were supportive of the dual role of trustees. At least seven people indicated that sending only two of four trustees need not violate this principle, as perhaps the trustees could rotate through or share the responsibility of attending Trust Council. One respondent suggested that all trustees could attend Trust Council, but only two would have voting powers. One specifically supported the idea that if there are four local trustees, all should attend Trust Council.
- Some indicated that an element of representation by population was acceptable (and one thought it was the principle upon which the entire representation system should be based), and several supported the idea that due to large population, Salt Spring Island and possibly other islands, may require additional trustees – thus introducing an element of representation by population. Two people agreed with representation by population, but not through sending additional trustees to Trust Council, but rather through a weighted voting system. One person noted that representation by population could be achieved (to a greater degree) through incorporation for Salt Spring Island.

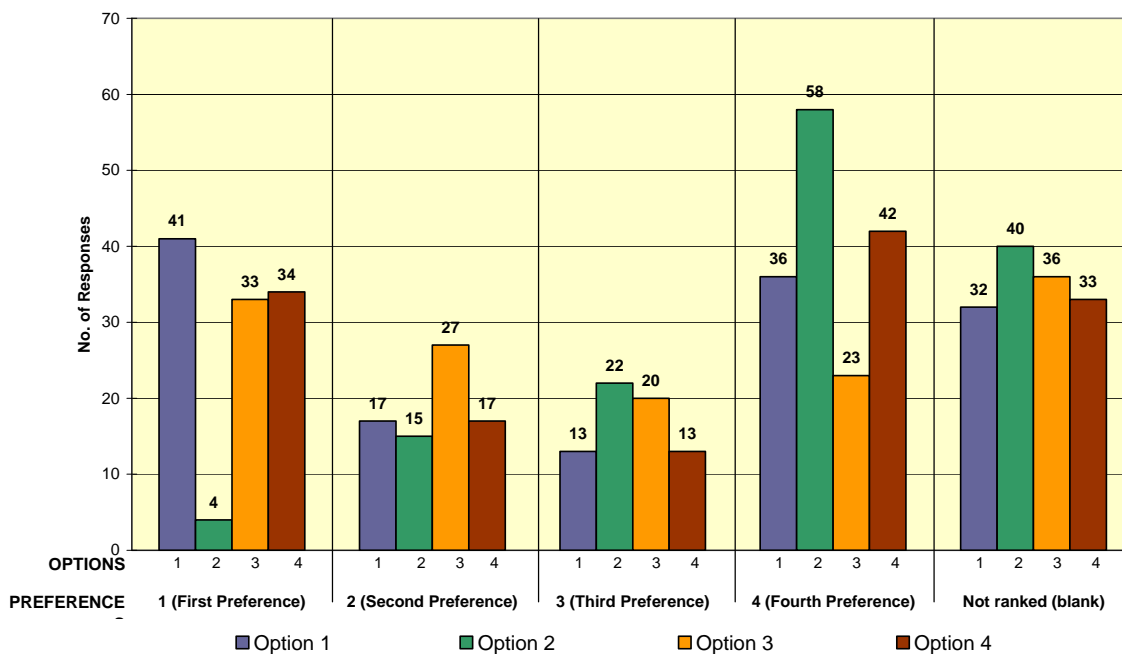
5. Options

The survey included four options, identified by Neilson-Welch Consultants¹ and the Governance Task Force:

- **Option 1:** Salt Spring Island receives two additional trustees (all four trustees sit on Trust Council)
- **Option 2:** All Local Trust Areas receive two additional trustees (two trustees from each LTA sit on Trust Council)
- **Option 3:** Local Trust Areas determine size of Local Trust Committee (two trustees from each LTA sit on Trust Council)
- **Option 4:** Status Quo (two local trustees elected, both sit on Trust Council)

The survey asked respondents to rank the options, to enable people to indicate preferences, and to select a second choice. Some people showed interest in only one option by only completing one option (i.e. leaving the rest blank), while others chose to rank an option as number “1,” and identify all others as a priority “4.” Therefore, while it is important to consider the respondents who supported an option – either as a number one or even a number two preference, it is equally important to consider how many respondents ranked options as a number four, or left the option out entirely. Figure 13 demonstrates how many respondents ranked each option as their first, second, third and fourth preference, and how many left each option blank.

Figure 13: Preference Ranking of Options

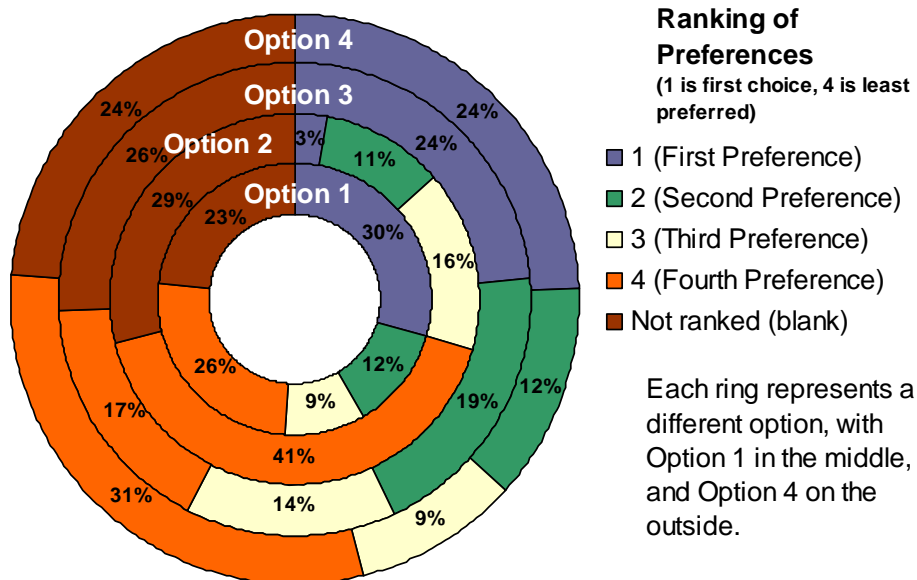


¹ The Neilson-Welch final report identified one additional option – redrawing of Local Trust Area boundaries – not included in the survey or presentation.

TABLE 8: Options

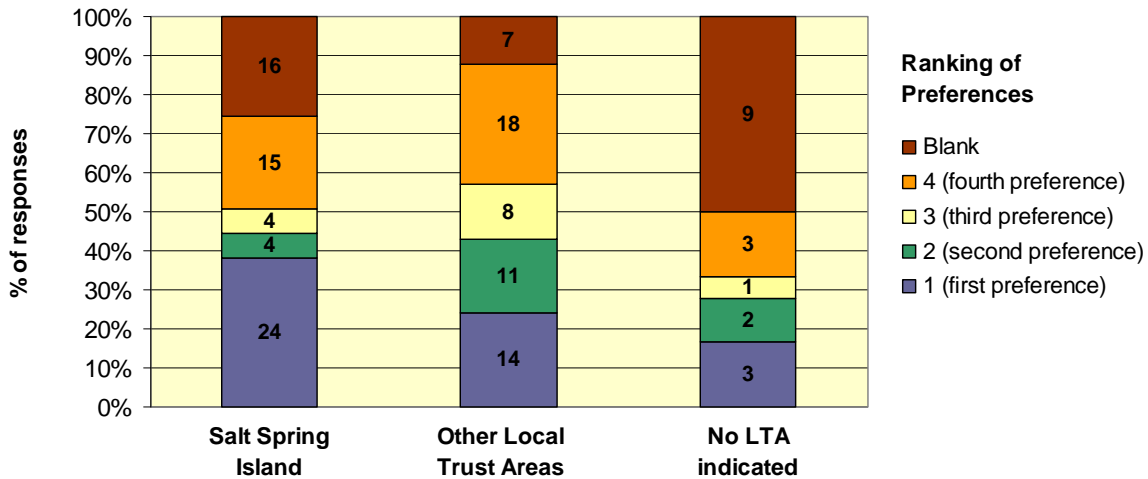
Response	Total	%	SSI LTA	% of SSI Responses	% of Total Responses	Other LTAs	% of Other LTA Responses	% of Total Responses	No LTA Indicated	% of No LTA Responses	% of Total Responses
Option 1 (Salt Spring Island Receives 2 Additional Trustees, all 4 attend Trust Council)											
1 (first preference)	41	29%	24	38%	17%	14	24%	10%	3	17%	2%
2 (second preference)	17	12%	4	6%	3%	11	19%	8%	2	11%	1%
3 (third preference)	13	9%	4	6%	3%	8	14%	6%	1	6%	1%
4 (fourth preference)	36	26%	15	24%	11%	18	31%	13%	3	17%	2%
Blank	32	23%	16	25%	12%	7	12%	5%	9	50%	6%
Total	139	100%	63	100%	45%	58	100%	42%	18	100%	13%
Option 2 (All Local Trust Areas Receive 2 Additional Trustees, 2 attend Trust Council)											
1 (first preference)	4	3%	1	2%	1%	3	5%	2%	0	0%	0%
2 (second preference)	15	11%	5	8%	4%	10	17%	7%	0	0%	0%
3 (third preference)	22	16%	8	13%	6%	9	16%	6%	5	28%	4%
4 (fourth preference)	58	42%	30	48%	22%	24	41%	17%	4	22%	3%
Blank	40	29%	19	30%	14%	12	21%	9%	9	50%	6%
Total	139	100%	63	100%	45%	58	100%	42%	18	100%	13%
Option 3 (Local Trust Areas Determine Size of Local Trust Committee, 2 attend Trust Council)											
1 (first preference)	33	24%	8	13%	6%	21	36%	15%	4	22%	3%
2 (second preference)	27	19%	17	27%	12%	6	10%	4%	4	22%	3%
3 (third preference)	20	14%	8	13%	6%	12	21%	9%	0	0%	0%
4 (fourth preference)	23	17%	14	22%	10%	8	14%	6%	1	6%	1%
Blank	36	26%	16	25%	12%	11	19%	8%	9	50%	6%
Total	139	100%	63	100%	45%	58	100%	42%	18	100%	13%
Option 4 (Status Quo)											
1 (first preference)	34	24%	16	25%	12%	16	28%	12%	2	11%	1%
2 (second preference)	17	12%	3	5%	2%	12	21%	9%	2	11%	1%
3 (third preference)	13	9%	8	13%	6%	4	7%	3%	1	6%	1%
4 (fourth preference)	42	30%	21	33%	15%	17	29%	12%	4	22%	3%
Blank	33	24%	15	24%	11%	9	16%	6%	9	50%	6%
Total	139	100%	63	100%	45%	58	100%	42%	18	100%	13%

Figure 14: Ranking of Option Preferences



Although Figures 13 and 14 above display the same information (shown in Table 8), it may assist some in comparing the rankings of the options. For instance, it is easy to see that although Option 1 has the highest “number 1” rankings, when the first and second rankings are considered together, option 3 has slightly higher support. However, almost half of respondents either left option 1 blank or ranked it “4th” of the options.

Figure 15: Ranking Preferences for Option 1 - Salt Spring Island LTA receives 2 additional trustees (all 4 attend Trust Council)



These charts – which also refer to the data in Table 8 – are useful for comparison purposes. The charts are particularly good for comparing the Salt Spring Island responses to those of Other Local Trust Areas, given that these two categories had almost an equal number of responses (63 and 58 respondents respectively).

Figure 16: Ranking Preferences for Option 2 - All Local Trust Areas receive 2 additional trustees (2 attend Trust Council)

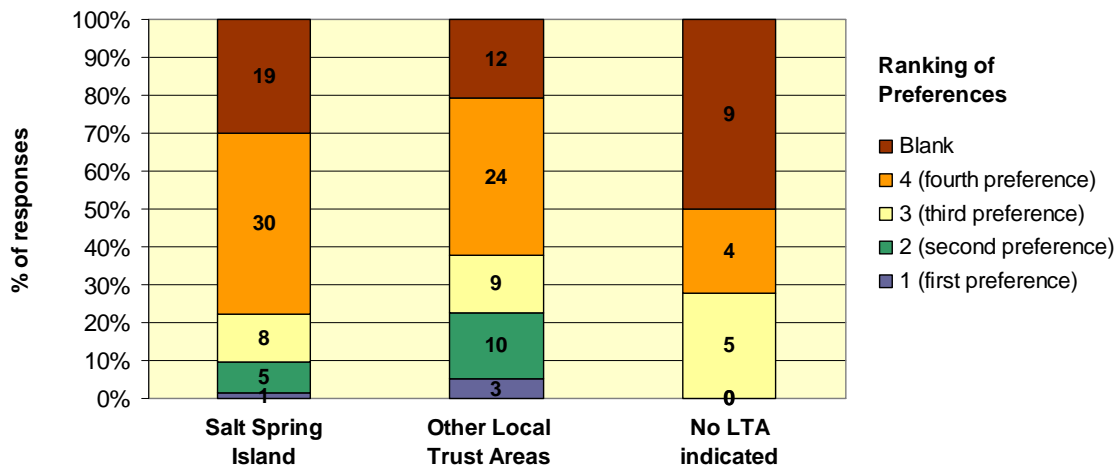


Figure 17: Ranking Preferences for Option 3 - LTAs determine size of Local Trust Committee (2 attend Trust Council)

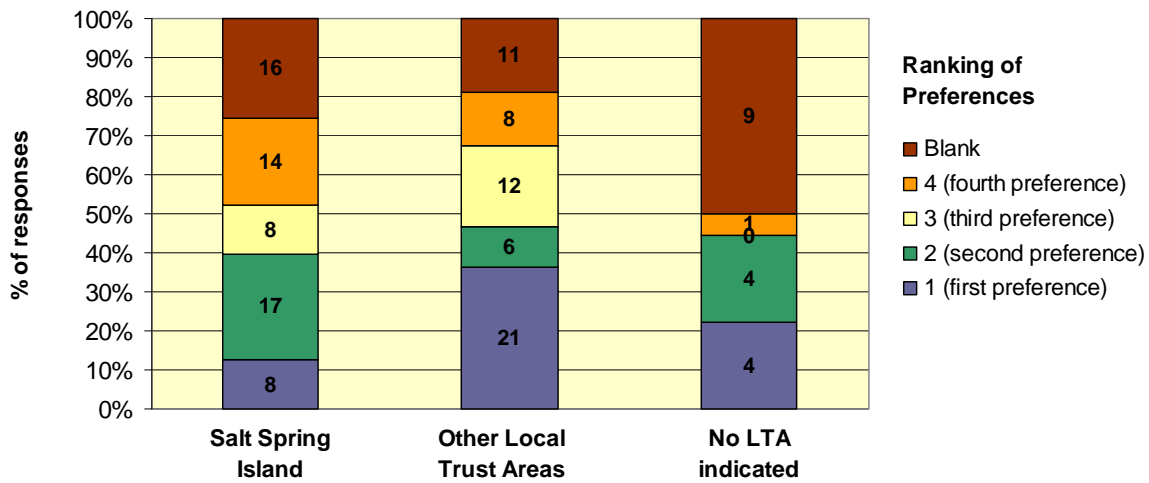
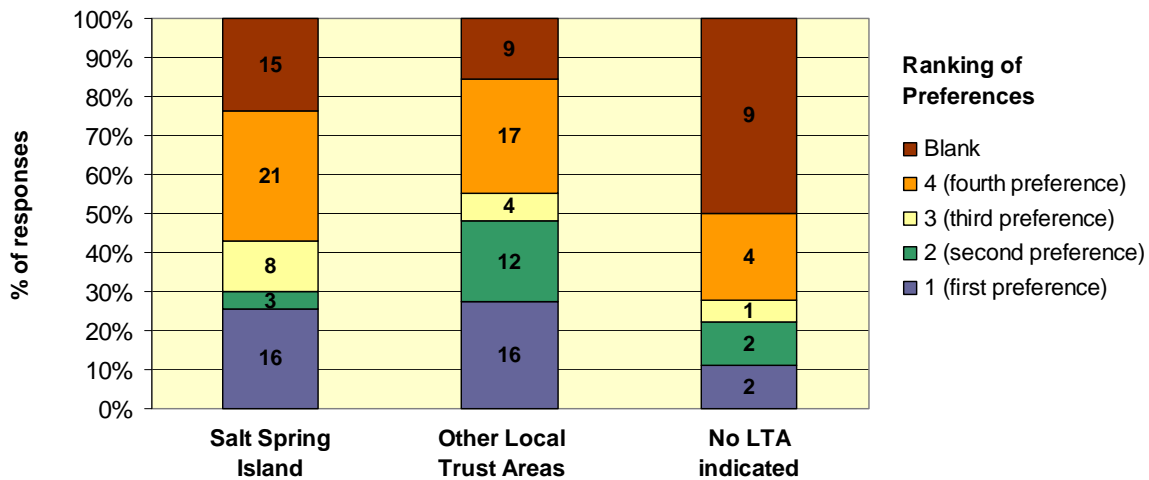


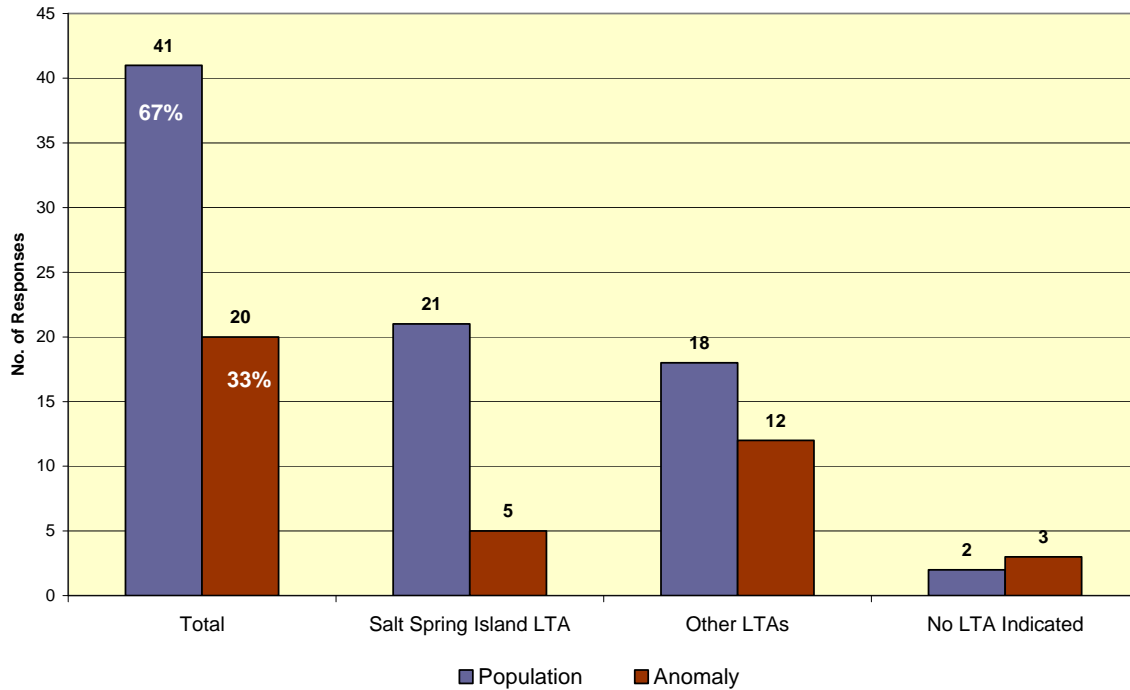
Figure 18: Ranking Preferences for Option 4 - Status Quo



Option 1, which provides for two additional trustees in the Salt Spring Island Local Trust Area, included a follow-up question to determine if people had a preference on whether this option was pursued as a legislative amendment that provided for additional trustees based on population, or whether it should be a “Salt Spring only” amendment that applied specifically to Salt Spring and no other trust areas. Notably only 61 or 44% of respondents indicated a preference for one of the two options; this may reflect an indifference to how the amendment is achieved.

Those who did fill it out responded as follows:

Figure 19: Option 1: Population Formula vs. Salt Spring Island Specific Amendment



COMMENTS

In addition to the surveys, support for the following options was expressed at meetings or through correspondence. Because the surveys are anonymous, no attempt has been made to determine whether the comments provided in the letters or at meetings are in addition to those provided in surveys, or represent opinions distinct from those who responded to the survey. Due to the potential for “double counting,” the support for various options expressed in letters and at meetings is shown below, but is not aggregated with the survey results. The results should therefore be viewed and analyzed in this context.

Option 1 23

- Four indicated a preference for option 1a (population based); one indicated a preference for option 1b (anomaly)
- 15 of these were from Salt Spring Island Local Trust Area

Option 2 1

Option 3 11

- One of the 10 responses was from Salt Spring Island Local Trust Area

Option 4 12

- Four of the 12 were from Salt Spring Island Local Trust Area

Residents used the space on the surveys as well as emails, letters and discussion during public meetings to suggest the following additional options:

- The most common additional option provided was for incorporation of Salt Spring Island as a municipality. This point was raised 59 times, primarily by individual survey respondents, but also through letters or discussions at the public meetings (notably, those attending public meetings and writing letters could also represent survey respondents). Overwhelmingly, this option was raised by residents of Salt Spring Island (51 of the 59 times). Furthermore, some noted that while they were not indicating whether or not they would support incorporation, they felt it either should be an option under consideration by the Islands Trust, or that it should have been included within the scope of the Task Force's governance review (and subsequently in the survey) as a solution to the representation and coordination concerns. One person suggested that the municipality should have seven councillors, and that four of the councillors should be trustees – thus giving the trustees a majority on Council.
- Redrawing the local trust area boundaries was suggested 11 times – typically in reference to providing two Local Trust Areas on Salt Spring Island. This was promoted as a solution to the representation issue, as well as the Trust Council representation/dual role concern. Two residents also suggested combining the two Penders into one Local Trust Area, and one person suggested a more substantial reconfiguration of trust area boundaries to provide for significantly fewer local trust areas.
- Eleven people supported a hybrid of the options presented, where Salt Spring Island Local Trust Committee (and some suggested other LTCs) would receive an additional two trustees, but that only two would attend Trust Council. Several thought this should be based on a population formula (i.e. more populous islands receive additional local trustees), while others felt it could be a provision just for Salt Spring Island. One person proposed a formula based on not only population, but also area, folios, and tax base (not unlike the formula for determining the trustee's honoraria).
- Eight people suggested that if Salt Spring Island, or any other local trust area was to have additional trustees (i.e. four instead of two), that only two should sit on Trust Council, but noted that the trustees should rotate through who attended Trust Council to ensure all received the benefit of the participation in Trust Council. One suggestion was for all four to attend, but that two of the trustees would participate only in discussions, and not voting.
- Five people were in favour of a formula regarding population, whereby more populous local trust areas received additional trustees; however, there were concerns regarding the limit suggested in Option 1a. Two felt it was too high, and two felt it was too low, and one wondered where the number came from.
- Seven responses suggested an Islands Trust Regional District as a potential governance model.

- Two people suggested that increased population should not result in increased numbers of trustees at Trust Council, but rather a weighted vote system.
- Four people mentioned the use of Advisory Planning Commissions as a solution to providing more diverse representation.
- Three people suggested that perhaps Salt Spring Island could be “cut loose” and should no longer be part of the Islands Trust area.
- One person suggested a “Gulf Islands Municipality.”
- One person suggested a model like the Agricultural Land Commission where no officials would be locally elected (“governing the Islands Trust through a council made up only of Island residents would seem counter intuitive considering that the Islands Trust mandate is to govern for the benefit of the entire province ... if anything the IT should be at arms length from local residents.”) A second person agreed with the idea of appointed trustees making the ultimate decisions.
- One person suggested a return to the original mandate of setting direction, policy and oversight for local government, and to shed the land use administration function, thus doing away with Local Trust Committees.
- One person suggested a Council of “elders” or long-time residents should play a role in decision making.
- One resident suggested establishing a “trustee emeritus” body as part of Trust executive, to be elected by Trust Council. No limit to the size of this body was provided. Two members of this body would be appointed by Trust executive committee to sit on the Salt Spring Island LTC, in addition to the four local trustees and one off-Island chair.
- One resident suggested increasing the number of local trustees to five – four resident trustees plus the Regional District Electoral Area director. Also wanted the terms staggered so that two trustees stand for election every three years, and that no trustee may stay in office continuously for more than six years.
- One person suggested that only one person from each LTC should be on trust Council, and that the Local Trust Committee should direct that representative how to vote on Trust Council issues.
- One person suggested there be some representation from small islands, and suggested a committee for islands below a specified acreage with no services.
- Two people suggested that four trustees would be acceptable, but that any additional trustees (above the two locally elected trustees currently on any LTC) be from off-island.

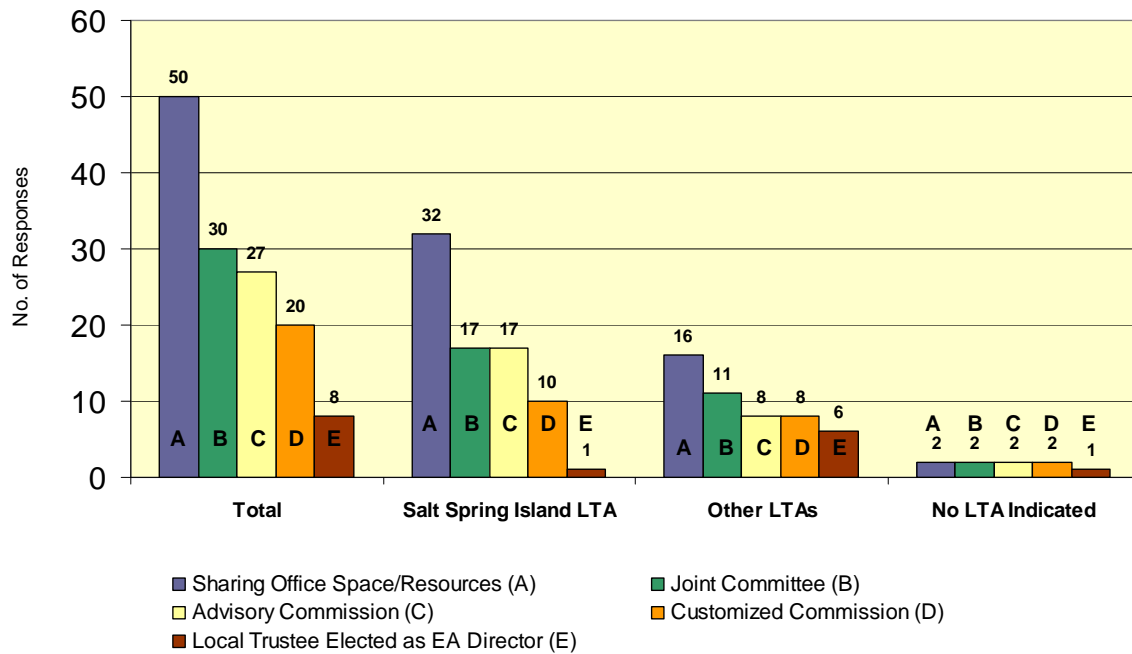
- One person suggested that Local Trust Areas less than 4,000 population elect two trustees, and one additional trustee be permitted for each 2,500 residents. All trustees would sit on Trust Council.
- One person suggested that once an Island reaches a population of 4,000, it should be required to incorporate.
- One person suggested three trustees for Salt Spring Island instead of four.
- One person suggested that all services (including land use planning) should be provided by the Regional Districts, and the Islands Trust would retain a policy advisory function.

6. Coordination

The survey also addressed some options for coordination between the Salt Spring Island Local Trust Committee and the Capital Regional District. This section of the survey was highlighted as being of most relevance (although not limited) to community members on Salt Spring Island. Residents were invited to check the options they felt should be pursued, noting that several of the options could be implemented concurrently.

Results from the survey showed support for a variety of options, with the strongest support for the more informal arrangements – sharing resources, joint committee and advisory commission. Notably only 64 of the 139 (46%) respondents completed this section by showing a preference for one or more of the options outlined in the chart below.

Figure 20: Options for Coordination with CRD



In addition to the surveys, the following preferences were mentioned in meetings and/or correspondence:

- Sharing office resources** 3
- Joint committee** 1
- Advisory Commission** 2
- Customized commission** 2

COMMENTS

- In general, comments regarding coordination suggested that any coordination would represent an improvement.
- Several respondents favoured incorporation as a way of resolving coordination issues, and accordingly, these respondents did not favour “complicated” structures to facilitate coordination. For instance, one letter noted that information sharing in areas of common concern was expected, “but complicating it further with more infrastructure is non-productive and leads to further unnecessary expense.” Some suggested that such efforts were an attempt to either “empire build” or were band-aid solutions intended to ward off incorporation.

- One respondent was sceptical about whether the CRD would delegate authority to a commission, but wanted to pursue whether this would be supported. Another favoured a commission that would consist of the CRD Electoral Area director, 2 to 5 community members and one or both trustees to manage all CRD services as well as those under improvement districts. Another respondent commented that a commission may be appropriate for Gabriola at a future date.

7. Issues

The following section provides a summary of various comments provided in surveys, letters, emails and through the public meetings. The comments represent recurring issues and concerns repeated by multiple residents.

1. Workload

Workload was one of the issues identified in the Governance Review, primarily for the Salt Spring Island Local Trustees, and was a key reason additional trustees were considered.

- While some respondents commented that additional trustees were needed to help address the heavy workload, many respondents were not convinced that additional trustees would reduce the workload significantly (at least eight respondents, and the topic was raised by residents from at least six different Local Trust Areas).
- 10 people suggested that perhaps additional administrative support or planning support could address the workload issues better than additional trustees.
- One respondent suggested that community groups could be used for some of the conservation/environmental management functions of the SSI, to alleviate the trustees' burden.
- Seven people suggested that the workload is due in part to the trustees and Islands Trust involvement in issues that are beyond it's mandate (*"advocacy activity being passed off as Islands Trust work"*) and that a tighter focus on mandated activities would reduce workload.

2. Mandate

- One respondent indicated that the Islands Trust should in fact abandon its "narrow mandate" and expand to one that encompasses the economic and social wellbeing of people of the islands.
- Three others suggested the problem is that much of the power needed to uphold the "preserve and protect" mandate is held by the Regional Districts.
- One person felt the mandate should be reviewed, and recommendations made on how to ease the transition for dissolution of the Trust.

- Some people commented on the need for clarification on the mandate, and its continued relevance. Much of this was in the context of discussions around whether the Trust applies to “place before people” or “people before place.”

3. Process

A variety of comments were provided on the entire process by which the topic of governance was limited to the issues in the Neilson-Welch report, which then resulted in the range of options presented to the public. Others commented specifically on the public consultation process.

- Criticism that the process was top-down – consultation occurred after, not before to determine scope of problem.
- Criticism of online survey – inability to complete the survey unless answered all questions – i.e. couldn’t skip questions, and provide alternate responses or comments (*note: this was subsequently addressed by Islands Trust staff*).
- One resident indicated a mail-out to residents should have been undertaken.
- Several people were dissatisfied with the range of options provided for in the survey and public input process – notably why incorporation of Salt Spring Island was not presented as an option, but also other governance alternatives.

4. Financial implications

Questions regarding the financial implications of adding trustees, and who would pay for the costs, were raised at virtually every public meeting. Three people suggested that trustees need to be paid more.

5. Accountability

A variety of issues related to accountability included:

- 1 comment regarding the need to address conflict of interest.
- Desire to allow for Recall of trustees.
- Request for an “oath of office” to hold trustees accountable.
- Limit number of terms a trustee can serve (two respondents).
- All trustees should be local (two respondents).
- Others (four) suggested that additional trustees should be off-island representatives (such as executive), and two went further to suggest that the entire Islands trust should be have no elected representatives.

6. Diversity

Diversity of opinion within Salt Spring Island Local Trust Area, and large communities was also suggested as a reason additional trustees may be warranted in larger areas.

- Four people suggested that representing the diversity of the community opinions can be achieved in part through advisory planning commissions.
- One person requested that the Local Trust Committees remain with only three trustees, and suggested that the issue regarding two people constituting a quorum, and the resulting inability for two trustees to discuss matters before the LTC forces trustees to speak to a “variety of islanders with a result that is incomparably more representative of opinion.”

7. *Incorporation*

- The concern regarding the potential impact that Salt Spring Island incorporation might have on the remainder of the Islands Trust was raised by nine residents in at least five different local trust areas. The concern was mentioned by some as a reason for supporting additional trustees for Salt Spring Island.
- Some responded in an opposite way noting that the focus of the review was primarily Salt Spring Island, and that perhaps the focus should be on other issues (or conversely, that SSI be left alone to address its own problems).
- Others questioned whether the options were an attempt to ward off incorporation, and one resident noted “Having 2 more trustees from SSI looks particularly odd when, if they subsequently incorporate, they will revert to two trustees.”
- Two respondents commented that municipal governance is undesirable, one of whom suggested that the “Perhaps when governance is being reviewed we (Bowen Island) should consider going back to how it was before.”

8. *Non-resident owners*

- Non-resident owner issues, such voting rights (including joint-ownership), representation for non-residents and communication with non-resident owners were raised by seven respondents.
- Two respondents noted that non-residents “do the most to preserve and protect the trust area and its unique amenities by simply not being there.”

8. *Small Islands Representation*

- Six letters and comments specifically dealt with concerns regarding the representation for small islands, including representation, voting, poor communication and taxation issues.

9. *Don't waste time on the small stuff*

- Seven responses indicated concern over requesting legislative changes for what they considered to be small issues or “tinkering” with the current representation system. They argued that when legislative changes are requested they should be for something much larger (such as a Regional District), and only after a study of all options. It was suggested that the Province may be less receptive to a larger change if a small change was just made to the legislation.

List of Appendices Governance Review Public Input Report

(Available via the Islands Trust Web Site at
www.islandstrust.bc.ca/tc/gtf.cfm)

Appendix 1

List of public meetings – times, dates and locations

Power Point presentation used at public meetings

Display panels used at public meeting

Governance Task Force Fact Sheet – background information handed out at public meetings

Appendix 2

News Release - Islands Trust Seeks Public Input on Governance Options

Newspaper Ad – public meetings and opportunities for input

Advertising Plan – list of newspapers in which advertisements were placed

Poster – public meetings and opportunities for input

Non-resident voters' mailout letter

Appendix 3

Minutes of Public Meetings held in the Trust Area and West Vancouver

Appendix 4

Summary of Survey Results

Appendix 5

Survey Comments – additional input and suggestions

Appendix 6

Public Input Correspondence – letters and e-mails