

Online Survey Comments

Please note comments are verbatim – spelling and punctuation have not been corrected.

1. Saltspring should become a municipality, and get away from the small minded biased form of government we now have where decisions are made, in effect, by outsiders. Adjusting the ITC is only a second best solution. If SSI were a municipality, it would have the same term and influence in the CRD as the other 13. In that case, we would not need a separate Electoral Area Director, and hence one less separate opinion. Locally resolved issues would become municipal policy, and the municipal reps chosen to sit on the CRD would do their best to influence CRD policy, and to insure smooth cooperation between staff of each

2. All trustees should be local, local decisions should be made by locals. The Mayor of Nanaimo does not Chair the City of Victoria meetings. Small islands need their own representation, they have very different issues than the big 14 islands.

3. Skipping the last section was not an option so I ticked the first box.

4. I strongly suggest that this survey is flawed, since in surveying opinions on local governance, and strengthening the Trust, no consideration was given to Salt Spring Island becoming a Municipality under the Islands Trust. Also, please disregard my answer to #7 above, as I do not agree with either option but it was the only way to continue with this survey. If you are going to have a "Customized Commission", what is wrong with having a Municipality? The Trust cannot depend on this survey to judge public response to their suggestions in the NW Report, as the questions were too limited in their scope, and participants were forced to answer all the questions whether they agreed with them or not.

5. Salt Spring trustees could be provided with personal staff to assist with the greater workload. Another idea - LTCs and trust staff could encourage, seek, facilitate cooperative projects with community groups. The community has tremendous expertise, experience and skills that could be used to help protect the islands. Such cooperation is a hallmark of effective land protection programs in the US. (Canadian data does not appear to be available.) Each island's program could be determined through a collaboration between trustees, staff and community organizations on each island. A staff person could be hired by the Trust to work on this project across the islands. Or a part time person could be hired on each island to coordinate this effort based on a common format and process created by a public participation specialist. Such projects could provide services far beyond the cost. Another benefit would be that local volunteers would better understand the trust, feel more engaged with the trust, and see local benefits. I think such a program would also build support for the Islands Trust in each community.

I have reservations about this approach to solving co-ordination problems on Salt Spring. Even if CRD board will delegate its service authorities, who is ultimately responsible to the taxpayer? It has to be the elected CRD director, not the Trustees who also serve on the committee/commissions. So that person remains *primus inter pares*, with the only real authority to get budgets and spending through CRD board, i.e. a veto power that calls into question whether any diversity of viewpoint will be heard or would carry any real weight. Consider a situation where the two local Trustees wanted one thing and the CRD director wanted another. A commission with delegated authority might vote the Trustees' way but, in the end, the director is the person with his/her hand on the wheel. (It can be no other way. The person elected to the position must have ultimate authority.) But this could obviously result in decisions being undertaken against the wishes of a majority of elected officials.

Rebuttal might consist of "There's another election in 3 years if you don't like what's going on" but that is scant comfort to anyone in the interim and, to be brutally honest, no improvement on the current situation where one woman - foibles and prejudices in hand - makes decisions solo. Perhaps CRD board can be persuaded to vest all authority in a commission with delegated powers, making it clear that the director serves as an equal and thus could be outvoted. I will be surprised if they could get their legal counsel to sign off on such a thing, but it would be a pleasant surprise. However, this is speculation on my part and I believe we need to go further with this process to see what they say. P.S. A procedural issue. It's obnoxious to require an answer to question #10 in order to continue. If people think none of those options are worthwhile in the long run, there is no way to indicate such. I will presume it's an error. Others may presume that your purpose is fabricating consensus where none exists.

I suggest creating a commission to manage the CRD functions on SSI. It would consist of the CRD director, 2-5 community members (either ELECTED by the community or appointed by the CRD director) and one or both trustees. The commission would manage all CRD services on the island such as water districts, sewer district, fire district, PARC (parks and recreation) and the proposed parking/transportation commission. Land use planning would remain with the LTC. In this way the unique position of the trust would be maintained but other local services would be brought under one management authority. This would bring about better coordination among services, enable consideration of overall community good in weighing various projects and make those spending public funds answerable to the voters of SSI. I am insulted by the Neilson-Welch judgment that elected local trustees exist more to enforce the dictates of others than to represent their own electorate. This turns around the entire history of the development of representative government in the western world and makes a sham of our elections. Shame!

6. It's pretty frustrating to be told to skip the page if not interested in this topic and then be required to give an answer to number 10. Fix the survey please and ignore my answer above, which was given only to get to the next page. This process is driven entirely by Saltspring and not by any other island. Saltspring has a remedy - incorporation - and if they are so dissatisfied they should use it. An alternative suggestion is to recognize that Saltspring is unique in the sense that it has been so suburbanized/gentrified that there is no point in having it inside the Trust at all. Legislate them out of the Act and leave the rest of us in peace.

7. Gulf Islands Regional District

8. Keep out of the provincial political party framework!

9. I don't like any of the proposals. The logic of the consultant's report suggests that the trust be kept as is, but once an island reaches a certain population (about 5,000), it become incorporated as an island municipality. Remember that an opinion poll can be misleading in that each person in the jurisdiction will not have expressed an opinion. Thus the opinions selected may not be indicative of anything much. This would be another ad-hoc arrangement, which might or might not work. We would be much better off as a municipality - an established form of local government, that seems to work well throughout the province. It is obvious from the consultant's report that he was not allowed to look at the possibility of Salt Spring or other islands becoming an island municipality like Bowen. This seems to be an almost dishonest attempt to constrain the study. I favour Salt Spring becoming an island municipality, but, of course, under the Trust's preserve and protect mandate.

10. I've had difficulty with my computer, so was unable to comment when filling out the survey. I would like to suggest that the option of reconfiguring the trust areas be considered, with Saltspring being divided into 2 areas and possibly some other areas being combined. Alternatively, Saltspring incorporating, as Bowen has done, is another consideration. Just from sheer workload I think Salt Spring needs greater representation, but I would like to see each land mass/island considered of equal value to the whole, so smaller or less populated would never become victimised in any way by the more populated islands. Not sure how this could be done. The Trust is a unique body, set up for a special purpose. Treating its representation like other governing agencies risks defeating its objectives.

11. QUESTION 7 ABOVE IS INVALID, SINCE I DO NOT AGREE WITH EITHER OPTION BUT I AM NOT ABLE TO EXPRESS THIS OPINION. IF THE STATUS QUO IS NOT ACCEPTABLE TO THE MAJORITY OF ISLANDERS, THEN THE BC GOVERNMENT SHOULD LOOK AT REDUCING THE SIZE OF TRUST COUNCIL, AND THEREFORE THE COST BY REDEFINING THE SIZE OF EACH AREA. FOR EXAMPLE, SALTSRING WOULD BE ONE AREA, BOWEN AND OTHER ISLANDS IN THE GVRD WOULD BE ONE AREA, AND DENMAN/HORNBY WOULD BE ONE AREA. IN ADDITION, PENDER/MAIN/GALIANO/SATURNA WOULD BE ONE AREA.

Two additional amendments: 1. Limit the number of terms a Local Trustee serves to two. 2. Each resident and non-resident owner shall vote in each election. Why? Too small a number of voters, candidates rounding up supporters, indifference amongst non-resident owners all causes an outcome not reflective of what people really want. If only 1000 out of 4000 Gabriolans vote, that means that 25% decides what happens. More involvement is needed to decide on a fragile island.

THE IDEA OF ONLY ONE PERSON, THE CRD DIRECTOR, ON AN ISLAND THE SIZE OF SALT SPRING MAKING ALL THE DECISIONS REGARDING THE BUDGET OF THAT SIZE, DOES NOT MAKE FOR REPRESENTATIVE NOR EFFECTIVE LOCAL GOVERNANCE. IT IS TIME SALT SPRING BECAME A MUNICIPALITY. IT IS NOT FAIR TO THE OTHER ISLANDS THAT SO MUCH TIME HAS BEEN SPENT ON THE TASK FORCE, WHERE THE PROBLEMS ARE MAINLY WITH GOVERNANCE ON SALT SPRING.

THE OPTION OF A MUNICIPAL GOVERNMENT FOR SALT SPRING WAS NOT CONSIDERED BY THE REPORT OR BY THE PRESENTATION ON GOVERNANCE. THIS EXERCISE HAS COST THE TRUST OVER \$50,000 IN DIRECT COSTS, NOT TO MENTION PERSONNEL COSTS. FOR THIS KIND OF MONEY, THERE SHOULD HAVE BEEN MORE OPTIONS PRESENTED.

12. Is it possible instead of 4 trustees for Saltspring plus have 3 trustees for population over 1000 fulltime residents. Also, need to consider the part-time residents which actually make the population increase dramatically in summer months. Perhaps, a third trustee representing part-time residents would be useful as their numbers are quite high and they have invested heavily in the island community without adequate representation.

Please increase police services. Currently there is only 1 officer in Galiano. When he is off duty there is no-one. An additional 1/2 time or 1 full time officer will help in protecting the island.

Better political representation of part-time residents that have to work a few days in the city to live in the islands trust area. These individuals currently have no real representation.

13. 26 trustees is way too many to manage. There is no need for more trustees. There is a real need for better management, and also accountability of trustees.

This "Governance Review" has been a waste of money. First it has focused too much on Salt Spring and not enough on the root cause of the issues. The root causes are simple. 1. Lack of real authority. The concept of Islands Trust (IT) is good. The islands are unique and should be governed in a way that accepts the uniqueness. But... IT does not have any real power to deal with this. EG. Roads. When a road is created on islands they must meet provincial MOT rules. These rules define many things which are plain silly on any island which does not have ferry access IE not much traffic. But IT does not have any authority for roads (Municipalities do) so IT cannot make the roads more appropriate for the islands. So what is the point IT can't protect what it is suppose to protect. The solution is quite simple give IT the power of a municipality so it can really protect what it is mandated to protect. 2. Lack of services. IT does not provide any services but planning. The Island communities need services, like fire, water, garbage disposal, road maintenance, bylaw enforcement, etc. Without the authority the services need to come from another level of government. Just like with planning, the service needs of the islands are unique and the other levels of government are not equipped to deal with the islands well. If IT was a municipality, it could provide services, catered to each islands needs. 3. Lack of focus. The IT board and staff waste a lot of time on issues which are not theirs to deal with. Case in point. Water Conservation. This is a real issue and a good one to have someone to deal with, but IT is not mandated for water management and IT does not have any authority in this area. This is a typical problem with small town government, where they think they are important so they make bylaws and engage studies and staff does research in lots of areas that are not areas which they have responsibility for. The IT Management staff and Chair should keep the organization on track and not allow it to waste our tax money in these frivolous endeavors. For now the only thing IT can do is set planning, create and pass planning bylaws. This is not a big task. The growing budget and over worked trustees is a result of bad management not a real growing workload.

The lack of accountability has created a castle building mentality at IT and staff is just creating work, rather than being responsible with our tax money. 5. Lack of Representation and communication. The trustees are not approachable, and unresponsive to communication from the public. Elected officials are suppose to be our representatives, they are to listen to the elector. I have sent letters to many elected officials, from the Prime Minister down to my IT trustee. I have received a response from the Prime Minister within a week, from more than 80% of MLA's within a month, but my local IT trustee feels that communication with those who have elected her is not part of her job. Well it is and all trustees need to recognize they work for us, not their own agenda. I saw none of these real issues in the governance review. That is a huge failure on the part of the Islands Trust Board, they should know what the issues really are. The lack of dealing with real issues and just trying to get more trustees for SSI is a clear indication the IT board is out of touch with reality. The solution is a Chair who can manage the board and keep them on track, and a General Manager who can manage the chair, board and staff to keep them all on task on target. 4. Lack of Accountability. The cost of IT is not detailed on our tax notice so we do not know how much we are paying. There is no detailed budget for IT on the IT website. As Islanders we do not know what it is costing and what we are getting. Any other government has better disclosure of the financial picture. With the IT budget going from 1.8 million to 5.5 million in less than 10 years, there is a real problem in financial accountability. This growth has outpaced inflation by a long shot. This goes back to a lack of focus. I would rather see real change that will save money and focus the IT on what it should do, then expand the mandate and services which would justify the budget increases etc.

14. Municipal incorporation for Salt Spring Island

The problems created by the present structure are better addressed by incorporation instead of increasing functions and tax levies to the CRD

Trustees should restrict their activities to their legally mandated areas of service - land development - and stop inventing excuses to extend their activities to other areas in an attempt to ward off incorporation

15. Saltspring needs to be a municipality. The Trust needs to stay within their mandate.

16. I would suggest the population limit for additional Trustees be stated as 9000.

while I feel that communication between the Islands Trust and the CRD improved greatly as it seems apparent that the status quo is not working, I do not feel that a local Trustee should be elected as a Electoral Area Director - this would add a considerable amount to some LTC's already in work overload.

I strongly believe that implementing options 2 and 3 would add another point of controversy to island communities. It was stated at the Pender Islands governance session that the North Pender Island political picture changes between the left and right causing community unrest and a split in the community, and that additional 4 Trustees would alliviate this problem BUT this would not happen, the change from left to right is the ongoing picture of all election patterns whether they be civic, provincial or federal. There is no need for islands with smaller population levels below 9000 to have more than 2 elected Trustees. And giving all the island communities the opportunity to have more elected Trustees would not solve the problem of Salt Spring which is the main reason for this study on the Islands Trust Governance.

17. Municipal incorporation is the preferred governance for Salt Spring Island; retaining the Trust for only the preserve and protect function.

Certainly sharing space and resources is a good idea if we were to retain the Trust in its present format. However, considering the demographics and needs of Salt Spring Island, an archaic and unwieldy governance system is no longer valid, and it is time to incorporate as a island municipality. If the Trust was truly concerned about Salt Spring, they would abandon this fruitless search for appeasement, be realistic and support incorporation.

Planning, bylaw enforcement and all other local governance issues should be functions of a municipal government.

18. If the Trust is to continue increasing its control and oversight role it must increase the number of staff to review plans and provide timely service. Waiting for 3 months for a permit review is unacceptable. Trust employees need to be aware that they are there to provide a service, the perceived mandate of setting up road blocks with no options is not conducive to a good working relationship with islanders trying to work at their trades.

19. Saltspring goes the Bowen route.

20. I strongly support Salt Spring Island Incorporation with an elected Mayor and Council working in tandem with the Island's Trust.

21. Local elected representation as a municipality recognizing the need for Island Trust under their guidance
Fair representation through incorporation on Salt Spring letting our islanders decide where our tax dollars should be spent.

Need for a public vote for incorporation as a municipality with all facts equally exposed to the public not the slant that was put out the last time. The public should not be misled and still not have proper representation and their tax dollars[SALT SPRINGS] spent off our Island

22. There are only two options, one status quo, and the Trustee stay within their mandated responsibilities and the second; incorporation with it's additional status, with two of the councillors selected as Trustees, who would and could easily stay within their assigned mandate

Incorporation is not a new idea, but a dream of families with generations of history on the Island. As it is there are many old island families whose children cannot afford to stay on the Island, because smothering of any real progress, and therefore any real opportunities, except the few small businesses who have successfully fought the bureaucratic obstacles to make successful if marginal businesses. I am neither a business person, nor a long time Islander, but one who found paradise 17 years ago and did not even consider trying to block anyone else particularly people of average means. I do not believe that this Island should be restricted to only those that can afford the excessive tax rates, without a local income.

23. Because Islands Trust is not a local government and does not deal with the many and varied requirements of a local government, Salt Spring should have a Municipal government similar to Bowen Island with seven Municipal Councillors but because of the population of Salt Spring four of these should go to Trust Council. That way the representatives in Trust Council would represent a majority vote in Municipal Council also.

As a Municipality, one of the elected Municipal councillors would be the CRD Electoral Area Director

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24. Perhaps a reminder to trustees that their purpose is to represent the interests of their island, which is not necessarily the same as those of the island's population. Considerable increases in population and land development would seem to indicate that an island is being neither preserved nor protected.

25. Incorporation is the only fair system to represent the Island of Saltspring

Incorporation is the only fair system to represent the Island of Saltspring This survey is bias towards the Trust and by answering the survey we in affect give tacit acceptance to maintaining the trust and all its flaws. The trust was never intended to govern. Why are you trying so hard to make the changes. A Leopard without its spots is still a Leopard. I believe that salt spring should be incorporated to truly reflect democracy The taxes paid on saltspring are not represented in the number of votes on the trust council. To be fair saltspring should have 30% of the votes.

26. In my opinion, Saltspring Island would be better represented by Incorporation within the Trust area, with two of the elected council being the Trust representatives for Saltspring. There is little to be gained by increase of the size of the Trustee Council, as the inadequacy of the current system would persist. There is an urgent need to bring decision making and the relevant responsibility to this Island.

While the idea of the Islands Trust was probably a good one at the time of establishment, the growing population of Saltspring Island has overtaken the "preserve" part of the mandate. We need a strong local Government to properly represent the Island population.

27. Do not mess with the current trustee structure. AS it is the structure is well suited for overall Trust area Preserve and Protect functions. Island municipalities is the only logical way to deal with all other issues. The only reason not to embrace island municipalities under the Trust is Trustee's wanting more power and control over Islanders. The original Preserve and Protect mandate for all the islands is already suffering as Trust focus increasingly shifts to local Island issues which actually put the Trust in conflict with itself. How very silly this whole power struggle is. Please resolve to do only what you were put there to do, "Preserve and Protect" all the islands for the whole province and let the Islanders get on with governing themselves within your mandate. Why do you fight this so much????

Leave the Trust Structure alone, allow island incorporations under the Trust mandate and just do your job!!! In case you forgot while fighting for more power and control over island citizens YOU were enacted as a body to "preserve and Protect" the Gulf Islands area as a whole for the people of the province. Please stop this silly struggle and get on with what you are paid to do!!! This continued fighting and struggling of yours is getting tiring. If you are not careful your crazy struggle will result in greater anger and frustration and end up with the Trust disappearing which would be a huge disaster brought on by yourselves.

Please please please stop this crazy power grab the Trust is involved in with local Island communities who are evolving to the point where local governments make sense. The Trust was the main objector and fought very hard against SSI incorporating in 2002 even against the advice of the Provincial Government. Why in God's name does the Trust spend so much time, money and energy fighting Island municipal incorporations while diverting all that energy from their true purpose which is to "Preserve and Protect" all the Gulf Islands for the province. Most of the Trust budget is spent on "Planning" which is a function of growth and in direct conflict with the overall mandate. The planning should be left to local municipalities with the Trust being the Preserve and Protect overseeing body. What is so hard about accepting that? You do know that power corrupts and absolute power corrupts absolutely and that is exactly the road you the Trust are going down!!!! Please stop this nonsense of power grabbing and do what you are supposed to be doing for the people of the province and let the local people take care of their local issues like responsible citizens.

28. This survey is designed merely to reinforce the preconceived ideas from people who are captive to status quo. Real choices with costs and benefits are not on the table for discussion.

As stated above, until Saltspring Island incorporates, all activities should fall under one level of government - the Regional District. Islands Trust should give up its land use approval authority and return to a policy and advisory function. Choices for each island should be decided by people on that island. The current system of having an off-islander make decisions is awful. However, tinkering with the current system where Islands Trust became, by stealth, a permitting body, is not going to produce real on-island representation. We need to get rid of a layer of bureaucracy, not increase the current layers. Island Trust needs to turn over permitting to local municipal, or regional district responsibility and return itself to setting policy and direction for the islands. Islands Trust can back away from day to day responsibilities, reduce the number of meetings and its bureaucracy. I can't speak for other islands, but Saltspring should incorporate and have its own planning and approval authority; with Islands Trust only providing input into the directives and protocols under which approvals are to be given.

29. Island municipality Island municipality Island municipality

30. The CRD Director should be one of the five municipal councilors. Similarly our two IT reps would be chosen from the municipal councilors. Regarding the CRD we would then be similar to other municipalities in our relationship with the CRD rather than this quirky anomaly they find a pain in the neck to deal with.

Salt Spring needs to deal with their own significant governance issues. They should move to form a municipality under the Trust Act thus maintaining the preserve and protect mandate but then having available all the local governance tools that other municipalities use. We have seen many creative ideas put forward which inspire us to become a more sustainable community. All of those inspirations were created by other municipalities without the benefit of the Trust. I believe it is time for us to get on with managing our own affairs and let the Trust more easily focus on the smaller islands. I recognize this does mean less operating funds but it will equally reduce the significant burden SSI places upon the other islands.

31. There are only two options, the first and preferable is Incorporation with two of the Councillors specifically elected / appointed as Trustees. The only other option is Status Quo. Any change which violates the equality of Trust Areas, violates the original intent of the Trust. The Trust is specifically, not government. Local government is up to locally elected and directly responsible to their taxpayers.

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violates the original intent of the Trust. The Trust is specifically, not government. Local government is up to locally elected and directly responsible to their taxpayers. I live on Salt Spring Island.

With the population of this Island Trust area (and I believe that notwithstanding the recent census this is a very conservative population figure) , the only efficient, logical and democratic, way to proceed is to incorporate and select appoint elect one CRD Director, and two Trustees, and this must be an option considered.

Question 2 is a bit confusing, in that there is some confusion at the municipality level that all councillors are not Trustees, but only the two selected as such.

32. consider applications on the basis of how they enhance the mandate of the trust, not merely on whether they are not overtly contrary to it.

33. Incorporation - sooner, rather than later.

My understanding is that the Trust mandate was and is to Preserve and Protect the islands in the Gulf of Georgia - not to "govern" them. I am totally frustrated that 10,000+ people on SSI have no local government - incorporation (under the Islands Trust OCP and Land use planning mandate) is only logical and long overdue.

34. Saltspring should have another plebiscite, within 2 years, and after having access to a consultant on local government. The Trust is OK for larger planning issues but it the worst possible mechanism to deliver services or enforce standards. We have no status with Provincial gov't Ministries and therefore our funding for local services, eg roads, policing,etc is much lower than if we were a municipality.

35. Options having to do with electing more trustees, some or all of which to attend Islands Trust meeting, seem to be a disguised form of incorporation. It can hardly be argued that the current system allows decisions to be made by those closest to the problem and I am surprised by the willingness on the part of the Trustees and their supporters to abandon responsibility and democratic decision making.

So far as I can see, most of what you suggested above could be done now. Talking regularly and sharing concerns and meetings do not seem to me to require any great additional structure or staff. Why not just go ahead and do it?

To answer the questions contained in your questionnaire one must first accept the premises upon which the questions are based. I do not and have not accepted them. And to continue with the current system by adding more complicating systems and presumably staff is to make the bureaucratic maze even more intolerable and more expensive than it is currently. Contrary to your opinion, I think incorporation is the only way to control development. The Trust system certainly has not.

36. Again, local representation is easily achieved through municipal government. It is unclear to me why this option has not been explored. More trustees for Saltspring alone does not promote the purpose of the Islands Trust.

While better communication with the CRD should be happening anyway, it does not address the issue of local representation. Other regions address this with Municipal government, a model Saltspring should use.

Incorporate Saltspring as a municipality responsible for its own local governance and let the Islands Trust get on with its job, unimpeded by local issues it is not responsible for.

37. Every Island is unique so none should have greater weight, of opinion or vote, for this "confederacy" of Governance to operate properly. Locally however, more people can be voted in to share the load of files, should the need press.

That should be internal business... (4, 10, 20, locals who cares?). Rotation can always make for less "Insular", well informed Trustees. Still Two Votes per Island should be enough. Option 3 seems to square the needs of "Confederacy" with "Democracy"

Well the issue of "fines" is going to put the cat among the pigeons! It goes against 'Excellence in Governance', bringing suspicion, mistrust, spying. Fines place the 'Onus of Proof' on the Islander. The should be on the 'Island Trust' to prove that a wrong was done. The Islands Trust may be seeding the seeds of it's own replacement.... (a word to the Wise!...)

38. More accountability to the community, clear standards of conduct, bias and conflict of interest needs to be addressed. Planners need to have training in rural planning!!!!!! All planners must attend agricultural planning workshops that are provided by the Agricultural Land Commission.

39. More IT is not the answer. Municipal government should be offered to any island population above 7500.

A municipal government would represent the population better.

It is unfortunate that this survey did not make a real attempt to get the opinions of island residents. It's only concern seems to be to hear from people who want the IT to stay the same or be alot bigger. The IT was never intended to govern people, and as we have seen in the past and present, it can't do the job well.

40. I feel a 5th option should be included and that option is the incorporation of Salt Spring as an island municipality under the preserve and protect mandate of the Islands Trust. As I see it the Trusts mandate is land use, However the

decisions and or lack of decisions being made as well as proposed changes coming from the trust and select groups on Salt Spring seem to go past land use and are now effecting or will be effecting peoples way of life. I feel self governance would allow the trust to effectively carry out their mandate and allow all other issues to be delt with by local elected SaltSpringers. As a side note, my opinions come from owning a business on Salt Spring and listening every day to my customers who are all working class residents. Unfortunately because we are not retired and times are quite busy, most working people I know Just do not have the time to attend focus groups or meetings. This does not mean we don't care, my customers all care deeply about Salt Spring. I can tell you the overall feeling is that incorporation must happen otherwise we will loose our way of life and our children will not be able to stay and work here. Quite sad really.

I feel a 5th option should be included and that option is the incorporation of Salt Spring as an island municipality under the preserve and protect mandate of the Islands Trust. As I see it the Trusts mandate is land use, However the decisions and or lack of decisions being made as well as proposed changes coming from the trust and select groups on Salt Spring seem to go past land use and are now effecting or will be effecting peoples way of life. I feel self governance would allow the trust to effectively carry out their mandate and allow all other issues to be delt with by local elected SaltSpringers. As a side note, my opinions come from owning a business on Salt Spring and listening every day to my customers who are all working class residents. Unfortunately because we are not retired and times are quite busy, most working people I know Just do not have the time to attend focus groups or meetings. This does not mean we don't care, my customers all care deeply about Salt Spring. I can tell you the overall feeling is that incorporation must happen otherwise we will loose our way of life and our children will not be able to stay and work here. Quite sad really.

Please not not rely on the few select groups on SaltSpring that seem to be leading the trust. These people are all wanting to "pull up the draw bridge" now that they are here and they all have too much time on their hands. Plus the general feeling out there is that these groups are "stacked" with the same people. If you want a true opinion on SaltSpring go out and get it. Talk to the business owners, the employees and their families. These are the people that keep SaltSpring running and also the people that the retired people count on. I sent a letter off to the focus groups regarding commercial land use and welcomed any questions but did not receive a single call. I have asked other business owners if they were contacted by the focus groups and not one has been. I guess the groups know what our concerns are or they just didn't want to hear something different from their ideas. Is that a true representation of the people on SaltSpring? Go out and find the answers for your self, I think the answers will surprise you.

41. more trustees on populous islands to share the work load, but only 2 seats at Trust Council for each island. Islands with more trustees could rotate seats on council so more perspective could be heard, but all islands represented equally

42. SaltSpring must incorporate. Additional trustees are only a bandage solution to this community's needs. We must self-govern through a council chosen by the people.

Both CRD and Islands trust to work under the direction of a municipality. The municipality would then craft the new relationship between CRD and local trustees. The municipality and its council as voted by the people would be the authority our trustees and CRD report to.

I believe it is time for SaltSpring to incorporate and become a municipality. The status quo is dangerous to the better well being of this island. The "Trust" has lost the confidence of this community. The future of SaltSpring should be in the hands of the residents of this island. Like the saying goes "If you love something set it free" There is no doubt in my mind SaltSpring has earned its wings to be able to govern itself.

43. It is time for Salt Spring to become a municipality, while remaining part of the Trust. We have grown to a point where this is a necessity.

The whole of Salt Spring Island to be declared a Development Permit Area. Neighbors, relevant advisory committees and affected persons to be notified of development permit applications.

44. This complicated attempt to coordinate an inadequate governance model by creating band-aid solutions, or a patchwork hybrid commission, illustrates the faults of our current system on Salt Spring. In my view, this current governance structure is an ill-designed substitute for a proper, elected local government. I would not like to see this system entrenched by creating a kind of "Frankengovernment" that could become more complex and self-preserving. While the Islands Trust has an important role in governance for Salt Spring Island, the current lack of elected government at the local level makes "excellence in governance" impossible. The Islands Trust has a specific land use and environmental mandate, but is not (and should not be) structured to fulfill the broader role of a proper, accountable, elected municipal government. As a result of this governance vacuum in a complex community such as Salt Spring -- with its range of urban and rural areas and growth challenges -- the Islands Trust has gained an inordinate amount of power and influence over local affairs that go far beyond land use and environment. The Islands Trust does not have the structure, resources, authority, broad perspective or accountability of a municipal government. The CRD is equally ill-designed to act in this capacity. This lack of truly local, accountable governance structure has deprived Salt Spring Island of privileges and funding accorded to municipalities, and has at times allowed far too much authority and influence rest with unelected staff, such as planners and other bureaucrats. Isn't it time for Salt Spring Island to grow up and take responsibility for itself?

45. Thank you very much for raising public awareness about this Governance issue

46. The option of incorporation has not been considered in this survey. Surely it warrants a mention! This is another example of spending money asking the wrong questions and delaying the inevitable. Anything that integrates and coordinates services is progress. Again why don't we have the choice of incorporation? Salt Spring Island Tax dollars support too much beaureaucracy in Victoria. Scrap the CRD in favour of a municipal government.

Incorporation gives Salt Spring Island the best of both worlds. While being a part of the trust, the preserve and protection of the Gulf islands is maintained. Incorporation allows for local people to make decisions on the land use of their local areas. A municipal government will allow all services to be coordinated through elected councillors. It will provide jobs on the island and people dedicated to the task of maintaining our way of life and improving services.

47. Why was the Municipality option not considered? While I do not know if it is the correct option, it would certainly appear to address all of the issues identified without taking the chance of causing the Trust to implode by forcing a square peg into a round hole. The other Island Trust members like it the way it is and do not want to be subject to any jerrymandering by Salt Spring.

Why try to reinvent the wheel. A municipality would do all of these things and more...and better. I don't understand why one would try to go to such lengths to avoid the obvious?

I am disappointed in the myopic vision taken by the Trust in addressing the legitimate concerns that are noted in the report. In choosing to ignore the Municipal option the residents of Salt Spring and the other islands do not have enough information to make a proper decision. Do the responsible thing and endorse a study of the Municipality option and then and only then, allow the voters to decide. The current path endangers the delicate Island Trust balance more than you seem to know.

48. a municipality option needs to be given serious consideration. By pointedly ignoring this option I think you have done all islanders and Island Trust proponents a grave disservice by choosing to potentially upset the delicate balanced that has worked so well over the years and endangering the work that a unified and equal Trust could be doing in the future. Why would we want to go through years of developing a unique governance structure when the municipality option goes un-investigated? It doesn't make sense.

We won't know if any of the options presented here are the best one until we have fairly examined ALL of the potential options. I am not necessarily in favour of creating a municipality however it would appear to be a very obvious option and one that must be given full consideration within the framework of the discussion that you are promotion here. Its exclusion leaves me wondering what the seemingly poorly hidden agenda is really all about?

49. Saltspring is now prime for Incorporation. The time has come. We support the incorporation of Salt Spring as an island municipality under the preserve and protect mandate of the Islands Trust(re-stated from previous page. Not to address this Issue in your survey, is being negligence.

Incorporation for Salt Spring. Let us decide.

Incorporation of Salt Spring Island. Please allow us the opportunity to create a Municipality. Respectfully submitted from Two Residents, owning four pieces of Property on SSI.

50. Representation by population is best. Why pick a population number(7500)?

We need to become a MUNICIPALITY with more councillors (7 people to share in decision making- broader representation for our diverse population), more control of other services such as roads, more control of how our very significant taxes are spent, municipal corporation insurance to help with legal finances!! As we know it would have to operate under the umbrella of the Islands Trust.

Representation by taxation is paramount in our view. For Salt Spring to pay the largest portion by far of the taxes for the trust and to be able to be outvoted by Pender Island (North and South) in allocation of the money is ridiculous. 4 trustees are not enough in our opinion to deal with all the issues that need attention on Salt Spring today. This is why municipalities have 7 members of council.

51. Restrict the number of SSILTA to 2 votes on the Trust Council with the other two LTs having full discussion/participation rights.

The work load on Salt Spring needs a local, non-legislated solution in addition to creating a one-off increase to four LTs. Greater coordination of resources and activities is needed, whatever formal mechanisms are best suited to the circumstances on Salt Spring. They should be able to evolve overtime to meet new needs with local solutions respecting the two jurisdictions/responsibilities. Greater sharing of resources plus a joint advisory council would appear to be the best short-term solution, when viewed from a Galiano perspective. I believe equal representation on the Trust Council is critical to maintaining the Trust's special, legislated mandate.

52. SSI needs to incorporate as a municipality as provided for in present legislation. The Trust must stop trying to be everything to everyone and pay attention to the things in it's perview.

SSi needs to incorporate as a municipality within The Islands Trust.

SSI needs to incorporate as a municipality within the Islands Trust.

53. It is the widespread opinion of Salt Spring residents that the Islands Trust is of no benefit to us, and is in fact, nothing but a tax drain. To correct this impression, I suggest that all of the various councils and committees publish minutes of all of their meetings in the local press (or on line) and emphasize the results and benefits of their efforts. The last referendum on incorporation was defeated but there is little doubt that the next will succeed. The reason is not that we do not want to "preserve and protect" our region, but that the Trust is not the way to achieve it.

Have certain expenditures that relate to all islands handled by Victoria office. All expenditures that relate to specific islands only be budgeted to that island's office for handling by a local staff. Any island which does not feel it needs to handle its own matters can delegate its responsibilities and budget back to Victoria office. Local expenditures on local matters is the only way that Salt Spring citizens will feel that they are getting their money's worth from the Islands Trust. We are already being ripped off by extortionate ferry charges and gasoline prices, and need to see something for us from the Trust.

54. I think that the preserve and protect mandate of the Islands Trust is very important and that the present organization of an equal number of trustees from each area on the Trust Council should be maintained. That said, Salt Spring Island concerns need to be dealt with and I think an approach that has 2 of a larger number of trustees at the Trust Council table would work - it has similarities to the structure for municipalities the current example being Bowen Island. One particular current situation of need i.e. Salt Spring Island should not drive specific changes. If it does, then the next situation that comes along will also drive changes and it will end in a very mixed, 'bandage-type' approach.

55. We do not need to fiddle with the makeup of the Trust. We need more local - and accountable - government. On Salt Spring we need a mayor and a seven member local council. Let our trustees get on with the preserve and protect that they dearly want to do and let the rest of us get on with making this island work. Right now we can't even get a sidewalk built so our seniors don't have to risk life and limb to get to the market. How about you take a walk from Thrifty's to the Village Market and back with a handful of shopping bags and let us know how you enjoyed almost getting killed by a dump truck.

Why is it that all I am offered is more bureaucracy? We need a municipality. Then all the CRD staff become municipal employees and we will have much more say in how we are governed and managed. It seems all that these options are trying to do is preserve and protect the vested interests. THE SYSTEM IS BROKE. All this duct tape and patching compound will not improve things one iota. All we will get is more layers of bureaucracy and more endless reports - and no action.

Yes. Municipal status. A mayor and seven councilors. We need diversity at the decision making table - something we do not have now. At the moment Salt Spring is a laughing stock of governance. We need clear lines of authority and accountability. All we get is busk passing between the trust, CRD and the province. Nobody wants to take responsibility. Example: why on earth can we not do anything about dealing with all the potential polutants (septics, airplanes, etc.) on our major water supply. Any reasonable and clear thinking municipality puts their water supply our of bounds to people,etc.

56. Answering Q 7 in this format presents a problem. If indeed SS should have 4 members that may be fine, but setting the bar for other areas at 7500 is so high as to be outside the realm of possibility (see IT Fact Sheet Figure 1). More critically, it ignores the reality of the need, today, to have better representation and debate WHILE the areas (islands) are growing rapidly and facing challenges on development, services and the environment. I can't see a workable IT of more than 26 or so, even with Kim's ability as chair! I have no problem with only 2 of 4 LTC attending IT meetings. I do suggest that amending the Act to only accommodate SS will leave other areas drifting and fail to address needs on North Pender, at least. As Kim Benson pointed out, these legislative changes take much energy and time. Why not use this opportunity to solve the SS question AND give the other areas some flexibility to improve their own "governance excellence" without having to, again, amend the act.

Who knows, maybe wider representation on a few islands would help the areas under IT come to grips with local matters as well as Finance, Mandate and "people" vs "place" issues that the report has noted. Population growth, transportation costs, land use, environmental issues and collective vs individual property rights are transforming the islands as "we" have known them. The demographics (age, type of use, commuters etc.) and economics are changing too and call for a new vision for the islands and the islands trust to properly address the challengest which lie ahead. Flexibility and representation would seem cornerstones of the urgently needed new goverance structures.

Let SS decide

see comments above It is difficult to really give consideration without some sense of the fianncial effect of the options, and the basis on which the IT may or may not be able to secure operating funds going forward. The SS and CRD interplay appears to be getting focus, but may have similar issues on other islands. It would help to have the CRD and

LTC areas of authority clarified, as indeed the interplay with the various federal and provincial agencies or ministries. If advocacy is a large part of IT and LTC mandate how can it become more effective a voice within the growing maze of jurisdictions? Some analysis of this would also help to define the LTC roles and public expectations. All of this is important work and the passions of many need to be respected in the process. Good luck!

57. I strongly believe that Saltspring Island has outgrown the present way it governs itself. We require a more balanced government that represents all of Saltspring Island. The only way to achieve this is having a local municipal government.

58. Municipal Incorporation for Saltspring Island as an Island Municipality under the preserve and protect mandate of the Island Trust should either be publically discussed or initiated by the Trust Council. In 1990 an amendment to the Trust Act allowed for the incorporation of Municipalities within the Trust Area & as evidence of this Bowen Island is currently governed by a Municipality.

This merely creates a greater "cobweb" of Government administration for Saltspring Island. Saltspring should become a Municipality within the present Island Trust Act.

Saltspring Island should become a Municipality within the Islands Trust Act as permitted by the present Legislation.

59. There needs to be clear and transparent roles for the Provincial Government and Islands Trust concerning things such as logging practices on lands designated as "potential parks" in the current plan. For example, only selective logging and with specific environmental standards needs to be mandated by Islands Trust. The specific issue of which I'm aware are lands toward the North end of Valdes that are designated as park-land but not in a particular park. The company that logged on the Indian Reserve clear-cutting, destroying streams, leaving dangerous fire-hazard piles of debris and destroying the soil and smaller trees is apparently bidding to log on park-designated land. We protested and were told that it was not in Island's Trust jurisdiction. If not, then what is!

There is a significant current problem that land-owners on the smaller and less populated islands (such as Valdes) or those who do not have postal service, are not informed or told but with insufficient time to participate in the decision-making. As an land-owner on Valdes whose permanent and postal address is in Vancouver, I am virtually out of the loop despite a strong desire to be informed. I have never (in 11 years of ownership) been told who are my trustees nor allowed to vote in their selection. I strongly suggest that email and telephone be used to communicate with all of the land owners in each Trust area to allow all voices representation. The population representation should include those with "summer places" as long as these are Canadian permanent residents. We must prevent there being decisions made by owners who are not Canadians. Silva culture licenses by BC on Crown land should not allow subletting and sale of this land. That is happening on Valdes, around Roberts Creek and other areas of BC. The Islands Trust as a whole needs to make this a strong representation to the BC government.

The Islands Trust needs paid ecologists and environmental expert consultants to guide the development of these islands in the future. Those with ties to the forestry, mining, tourism or other industries should be prohibited from becoming or continuing to be Trustees. That means that each year each Trustee needs to sign a new conflict of interest statement.

60. This consultation is about Salt Spring Island. It illustrates how the issues of other island residents can be buried under the concerns of one large island with many residents. This does not mean that Salt Spring does not have legitimate and complex concerns. It just means that our issues and concerns get hijacked by the larger agendas and are never heard (partially because there is no one even on the Islands Trust Board to vocalize them). I don't have a problem with Islands Trust not doing anything for small islands. I just resent paying taxes for it. Perhaps islands trust can pool the tax money from small islands that get no services and then once every 4 years get the residents of these islands to vote on where they want that money spent? I would feel better if I knew the money was going to a local conservation effort rather than bureaucracy on Salt Spring Island.

Create a new committee area for small islands under a certain acreage, with no ferry/water taxi service. They have totally different issues and concerns than the big islands.

61. If any efforts are made to coordinate with CRD, it will open the door for other trust areas to want something similar with their respective regional districts.

62. I have marked my preferences among the choices, but my personal first priority would be to offer Salt Spring Island, and only Salt Spring, the opportunity to vote for either two or four trustees, but to have only two representatives on the Trust Council.

I have not checked the first two boxes above because I strongly prefer the Customized Commission option, but the other two options should be considered if that option is rejected. I'm a resident of Gabriola, and I want to comment on the options suggested for Salt Spring and CRD: the last option, a Customized Commission, might be appropriate for Gabriola Island either now or in the future. It would at least alleviate some of the problems that have happened here. Gabriolans who think that islands within the Trust require decisions made with a strong sensitivity to their desire for a 'rural' perspective with high priority for environmental concerns have sometimes voiced strong negative feedback concerning decisions made by Regional District elected officials and staff. Experimental projects, such as the use of

composting toilets, could be encouraged by a committee with incentives and powers to make regulations not applicable to the rest of the Regional District.

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Other comments and suggestions: I would like to see continuing efforts to make the powers of the Trust much stronger. By this I mean that the pressures toward development need to be resisted by careful planning for the future. The proximity of Gabriola Island to Nanaimo, and Bowen to Vancouver, might be considered as special cases. The recent vote on Gabriola against becoming a municipality was motivated by a desire to maintain a rural life style here. A study of the consequences of Bowen's change to municipal status should be done, with a view to working toward a decision about whether or not to allow any more LTA's to become municipalities. Future possible changes might include either making the whole Islands Trust area into a Regional District (separate from the Trust but working closely with it to develop appropriate bylaws and services). Services provided by Vancouver Island or mainland Regional Districts and other entities would still have to be negotiated, but those entities should not be able to outvote the representatives from islands in local jurisdictional matters.

63. Saltspring Island should be governed under as an Island Municipality under the preserve & protect mandate of the Islands Trust.

The foregoing only provides a larger number of bodies with extra \$\$\$costs. An Island Municipality would also provide additional \$\$\$cost, however under and in the control of ONE jurisdiction.

In 1990 the provision for an "Island Municipality" was incorporated into the Islands Trust Act & this is the vehicle that should be adopted for Saltspring Island. Bowen Island is an Island Municipality with within the present Islands Trust area & Saltspring should be allowed to be governed by a similar vehicle.

64. I do agree that the amendment should apply to all trust areas but question how the number 7500 was chosen . The purpose of the Island Trust is to preserve and protect as outlined in the Act . The ITA needs to clarify what is to be preserved and protected .It is important to protect beaches ,streams ,glades and bogs as mentioned in the recent court case {Denman I.} but it is the forest that constitutes the natural environment of the islands therefore the ITA must be clear that preservation refers to the forest of the islands . Unless the ITA makes this clear the trust Islands will not be worth preserving.

65. Sharing office space/resources may help make things smoother but it doesn't take long before you know which branch of government to call for which service or info.

With so much focus on the SSILTA LTC I hope you can show us how this will help the Islands Trust strengthen it's mandate given the awesome pressures of the 21st century. Thanks and good luck.

66. Incorporation

67. The option for the incorporation of Salt Spring should be included in the any further survey. Islanders should have the choice to choose a different form of governance-as in a municipality which would still include the Islands Trust. Municipalities work very well in the rest of Canada & with their elected councils, provide effective management of the affairs in their communities. The Islands Trust is struggling to manage the affairs of our community. By not offering incorporation, the Trust is saying that they can manage the affairs of Salt Springers better than a municipality. I don't think so. There are too many issues on Salt Spring that can't be dealt with effectively. Adding more trustees won't solve the problem. Salt Springers need to be able to control their own destiny. A municipality may not be perfect but we will be able to control our own destiny. Thank you.

The option for municipal corporation should be included in this survey. I support exploring the option for the incorporation of Salt Spring Island as an island municipality under the preserve & protect madate of the Islands Trust

Printed Survey Comments

68. Other means should be sought to help Saltspring trustees with workload. More staff (SSI residents) could be hired or more resources from central planning staff. If the decision is made to allot 2 more trustees to Saltspring they should sit on Trust Council in rotation. This supports both the participation of all trustees on council and equal representation of all Trust areas on council.

69. The mandate of the Trust is to places not people. LTAs with greater populations should move to municipal status to provide services to people. SS Island should now move to municipal status, a la Bowen and leave Trustees to deal with land use issues. My selection is based on the more populous islands moving to municipal status, with SS moving immediately. I prefer to see issues requiring more Trustees taken over by a municipality. My selection is based on recommendation that more populous islands move to municipalities in time, but Salt Spring should move now. With regard to problems caused by 3 person LT Committees, these are real especially on Salt Spring Until SS is persuaded to adopt municipal status I suggest that 2 Trustees from adjacent islands be seconded to SS LTC for land use hearings. North and South Pender LTCs should be combined to reduce costs. The IT should stick to its mandate and not let Trustees extend their services to resolution of community issues. Given the Province desire to recognize the rights of the native population in BC, I find it extraordinary that this discussion can occur without mentioning the need to somehow incorporate the views of the natives in land use decisions. I suggest an Aboriginal Advisory Committee as a start. As the Trust's mandate is to places not people, it is very odd that residents on the Islands, when not property owners, have a vote for each adult, but for non-residents only 1 owner can vote for each property, yet the owners may have a longer term interest in protection of the islands. This needs to be changed. I repeat that the imbalance on Salt Spring issues could best be dealt with by making the island a municipality.

70. I think there exists considerable confusion regarding the mandate of the Trust, which should not aspire to the function of a municipality (which is what we desperately need on Salt Spring Island. The existence of municipal government would in no way compromise the "preserve and protect" mandate of the Trust. The municipality of Bowen Island is just as subject to the provisions of the Islands Trust Act as is Lasqueti, Salt Spring or any other part of the Islands Trust Area.) Municipal government on Slat Spring Island. The unspoken option is that of a District Municipality over the entire island of Slat Spring. I feel very strongly that the Trust should adhere strictly to its mandate, i.e. preserve and protect. The services listed in this workbook as being provided by CRD should be provided by the Salt Spring Municipality except for the Regional Parks (of which there are presently none on SSI, Mill Farm being a Park Reserve rather than an established and functioning Regional Park (no facilities, no management plan). When Mill Farm and other Park Reserve lands on Mt. Sullivan achieve park status they would be managed by CRD even though they would be in the SSI municipality – same as the present CRD Parks such as East Sooke, Mill Hill, Island View, etc. are administered by CRD although they are located in the various municipalities such as North Saanich, Central Saanich, Colwood, Metchosin, etc. All the other listed services should be administered by a local municipality as is done almost everywhere else in BC and it mostly works reasonably well. So why not here on Salt Spring?

71. I believe strongly in Option #3 and am opposed to all other options.

72. SS needs to address its issues by forming a municipality under the Trust. The size and population of SSI requires that SSI form a municipality and deal with these needs under the Trust Act. The Trust works as is a federation of equals – SSI needs to sort out its own challenges without disrupting the Trust as a whole. The Trust Council needs to direct to local SS Trustees to proceed to seek municipal status. The provincial government should not approve changes to Trust Council that changes the concept of a "federation of equals". Dual role of land use P +P does not address SSI needs for local government "people" services. Would be worth trying an online posting forum. We could all post entries then comment on others and IT moderates and adds input – all entries need to be signed and to avoid crap entries. Our CRD Director needs to be on our local municipal council and then becomes our rep to CRD exactly like other municipalities. We have a dysfunctional current system. We will continue to go on bended knee to others for approval until we take responsibility for our own actions and become a municipality and even then it will be a challenge but it is our best hope.

73. Two only on Council. Use formula that also factors in geographic size, number of assessment folios, tax revenue collected as well as population. I prefer a formula based on population, area, assessment folios and tax revenue, with only 2 on council. I rate the following as Number One option. It is a variation on Option 3 above. Separate local workload issue from representation on Trust Council issue. For each Local Trust Area develop a mathematical formula that factors in 1) population of permanent residents, 2) geographic area and number of islands, 3) number of assessment folios and 4) tax-dollar contribution (similar to but expanded from formula now used to set trustees' honoraria.) Create legislation at Provincial level to adjust number of Local Trustees according to this formula. (Salt Spring would probably get 3 additional trustees; Gabriola one additional trustee). Similar to option 3 but by formula.

Select (by double ballot?) two local Trustees from each island area to Trust Council (similar to Bowen Island's practice). This retains equal votes by Local Areas – not by population – on Trust-wide issues and policies. This solution avoids most of the problems of “2 extras from Salt Spring”, and “Salt Spring anomaly”, “find and hire extra trustees on all islands” and “each island decide for itself how many trustees it needs.” If some (or all) islands have more than 2 elected Trustees, the 2 representatives to Trust Council could rotate – not be fixed by ballot. Then all would have Trust-wide experience and background. Use workload amelioration measures wherever trustees are overloaded.

74. Clearly Salt spring needs more Trustees. But is also needs more administrative support for Trustees. One full time administrative assistant to support the work of the Trustees whether two or four). Ganges needs a one-stop-shop for all local government services – a clearing house for pot-hole complaints, by-law infractions, building permit applications, etc. If there was a way to get action on missing white lines, the incorporation debate would die immediately. A front office ombudsman with a hot line to main road contracting, NSSWD< etc. would be wonderful. SSI needs a city engineer - someone with municipal infrastructure experience – to work part time for CRD and part time for IT. Job description liaison between IT and CRD and to ensure implementation of infrastructure requirements per IT DPs for private developers (Channel Ridge, Three Point) and to oversee development and implementation of infrastructure (pedestrian network, storm water, liquid waste, potable water, etc.) as defined by the strategic plan and OCP objectives. SSI needs a joint IT-CRD strategic plan with measurable targets to move towards a sustainable future in a time of climate crisis.

75. As a resident and landowner of Slat Spring I think it critical to support the Islands Trust and the Islands Trust's mandate to put “place” before “people”. Furthermore, to think of myself not only as a resident of Slat Spring Island but rather as a resident of the wider Island Trust Area. The principle of equal representation of Local Trust Areas at Trust Council is valid. To fulfill the Island Trust's mandate Trust Council should not reflect population size nor assessment. However, the Local Trust Committees Areas do contain a number of anomalies. It follows that Salt Spring Island is also an anomaly and should be recognized as such with 2 additional Local Trustees that would sit at Trust Council. So as not to be arbitrary, I reluctantly support the idea that any Local Trust Area that exceeds a population of 7,500 also have a total of 4 Trustees on Trust Council.

76. I support the idea of doubling the number of trustees for Salt Spring. However, I do have trouble with such a large incremental change. If we could find a way to work with an odd number, then increasing trustees by ones would be more acceptable. One way it may work is to have two chairpersons – lead and vice chairs such that in the case of an odd number of trustees in conflict, then both chairs would be called in to resolve the issue. Obviously, with an even number, then only one chairperson would be required. One side effect of an odd number may be that a compromise solution would be more attractive (rather than calling in outside help). Just a thought.

77. My particular thanks to Kim Benson – and the current Islands Trust Council who are doing a superb job – their honorarium should be increased. Please council resist all subdivision requests – especially the 2 houses allowed on some lots – as soon as there are 2 houses/lot there will be enormous pressure to grant complete subdivision of that lot, thus causing exponential growth and destruction of Island character. Thank you.

78. I strongly disagree that population should be used to determine representation. The preserve and protect mandate applies to each Islands unique amenities and environment. Each Island has its own unique values and environment. For example, although North and South Pender Island separated on a bridge, there is a huge difference in the natural amenities and environments. South Pender has both a large park preserve and one of the largest resorts in the Trust Area coupled with a rural atmosphere. North Pender has a much larger population, one of the largest subdivisions in the trust area and a more suburban atmosphere. Both of these Islands merit representation in the Trust and each bring a perspective to Trust Council that enhances the trust mandate. Trust staff should support the elected trustees (Planner Richardson exemplifies this approach) and not direct the trustees (Planner Kojima exemplifies this approach). Many of us on South Pender were dismayed when Planner Kojima was reassigned to our area. His approach is a divisive force and weakens the political representation – his ‘activist role’ in support of the Bedwell Harbour marina expansion provides a good example.

79. Galiano Island has a north end and a south end which is divided by a sign where Fred and Isabel Stevens owned property at one time so delineate between the north end hall and the south end hall, etc. Saltspring could be divided as to North/South or East/West, whatever with two trustees fro each as is the case with North Pender and South Pender. The Islands Trust should be exercising its powers under Section 11 calling for a full OCP review for any Island before any amending bylaw results in increased density affecting more than ten percent of the Trust Islands land base. Otherwise the Islands Trust fails its mandate.

80. I prefer the system which gives each island equal representation on Trust council regardless of population – but lets larger islands increase the no. of persons on local trust committees, so as to reduce work loads. I suggest that political representation and governance of Islands Trust be strengthened overall.

81. 1) Create a Regional District for Islands Trust Area. 2) Legislation providing mechanism for elected local council administer application of regional district services within each Local Trust Area.

82. The present Trustees and CRD director seem to communicate well. Working to ensure that future elected officials do the same is important. Thank you for your efforts. It is really important to me that “preserve and protect” are principles which are implemented. Strengthening the Trust and avoiding the emersion of another level of governance (i.e. incorporation) is the best option.

83. I would prefer more representation via a municipality. If this happens then having 2 reps, local trustees is fine. Expanding this to only four solves nothing – still not representation by populations, still a major chunk of tax money spent elsewhere! Option 1 – I dislike both these options. Option 2 – definitely not! Cost even more with little solution for current difficulties. Option 3 still does not solve the major problems: no representation by population and not enough people to do the necessary work. Option 4 – Best of a bad lot of options. I strongly believe in representation by population, so none of the above options achieves this for Salt Spring. Within the current legislation it seems much more appropriate for Slat Spring to become a municipality with elected officials to govern the island, with two to be representataives to Islands Trust, like Bowen. This solves many problems we currently have but which appear to be insolvable under the current governance structure. Please see (illegible) Campbell’s article in the Driftwood which reasonably addresses the issues.

84. Option 5 – Each local trust area with a population of 4000 or less elects 2 local trustees. On additional local trustee shall be elected for every additional 2500 residents or portion thereof . (Example: Gabriola – Pop. 4050 (and growing) should have 2 + 1 = 3 trustees. Salt Spring Island – Pop.9780 should have 5 trustees [2 for the first 4000; 2 for the next 5000; 1 for the remaining 780]. All local trustees sit on Trust Council. Incorporation of Salt Spring Island is most important.

85. Salt Spring Island needs an environmental educator and bylaw inspector who can intervene 7 days a week to stop deforestation, changes in water drainage, harm to drinking water (surface + ground) as part of “site preparation” etc. Even when bylaws have not yet been violated. This charismatic saint might evoke cooperation + compliance + good will – before the land has been devastated.

CRD has no preserve + protect mandate, no ongoing relationship with Trust council, so may have an urban vision. Could this be improved?

Cooperation might be most helpful related to inspection + enforcement – P + P education for inspectors.

Then, P + P, BMP workshops for builders with CRD +IT.

Also P + P workshops needed for realtors with rep from CRD, IT, about protecting land, water. All should know long term consequences of short term gains (STVRs, clearing for view, etc.)

Perhaps Charrette process would help on last tow points if Charretters could study + respect OCP.

86. I agree that Salt Spring Island is not being adequately served by the status quo. I disagree that the solution to its problems is to alter the structure of the Islands Trust. As a resident of Salt Spring Is. I share the frustrations of many friends trying to reach the right authority to settle a problem. 1) Is it the Trust? CRD? Or some provincial govt dept? So I suggest Option V The Bowen Island option. If SSI incorporated then with a council of aldermen, 2 council members could represent SSI on the Trust, one council member could be the SSI representative on the CRD. I strongly believe in the mandate of the Islands Trust and therefore would wish for the Trustees to give their full attention to the wider vision without attempting to fulfill municipal functions as well. The Islands Trust is a provincial government organization acting on behalf of all the residents of BC and should be financed by the BC government.

We have a problem in our governance which is well set out in the Review. However, I am not convinced that messing about with the Trust structure is the answer. Act in haste, we may repent at leisure – there is nothing sacred about 2008. Please not As I am promoting Option V under which the CRD Director and the 2 trustees on Salt Spring Island would be members of the proposed Local Municipal Council there would be no need for these other options for coordination.

There would be constant flow of information between the three levels of governance which would, one could hope, lead to cooperation more easily.

I have pondered the problems of governance on this island (SSI) for the 19 years I have been a resident. Year by year it became more apparent that the 2 local trustees were being asked to attend to too many duties as the population grew. So what to do? I thank the Islands Trust for their commendable achievement in constructing the information sessions and this survey. Your efforts have concentrated the mind. I did not know where my preference would be when I began. Thank you again.

87. A municipality for Salt Spring is allowed with current legislation and is a proven method of governance throughout the western world for centuries. This survey makes it very difficult for those of us who support incorporation to answer clearly. Why has a municipal option been ignored in this survey and why was it not included in the scope of the governance report? Islands Trust is not, nor should it be, a local government. To preserve and protect the mandate of the Trust and to prevent the Trust's powers from being diluted, the Trust must support incorporation for SSI as being the best way for SSI to deliver and provide its services and for fair representation.

It seems this survey has not included the fact that the Trustees do not represent their individual islands, but rather the Trust Area as a whole. There is no local government for SSI, save a single CRD director, nor will there be no matter how many Trustees we vote in. Are our Trustees handcuffed by their election promise not to back incorporation? Is it time for them to re-evaluate?

The municipality movement is very strong on Salt Spring. It makes the most sense from all respects. Please do not unnecessarily change the formula of the Trust. We can have a Trust and a municipality for SSI.

A combined CRD/Islands Trust is not a suitable substitute for a municipality because of the two votes (CRD/Trust) it does not address the need for broader representation.

Please stop trying to re-invent the wheel. The big pink elephant in the room (incorporation) must be pursued – it is the only option that will work long term.

Don't be afraid of it – SaltSpringers will continue to vote the way they want, the Trust will continue to be a big part of land planning decisions. There is no downside.

All of the options put forward have flaws which make them unworkable.

Do not rush this through, islanders need more time to fully inform the Trust of our feelings – the report has only been out 1 month!

88. I feel very strongly that population plays a large roll in the number of needed Trustees and I also have concerns of cost if all islands had an increase in Trustees when they don't have the population to help share the costs.

89. I would support that you: provide increased resources for/by the Islands Trust to deal with land use planning in the form of secretarial staff and increased planning staff. Extra trustees will not diminish planning executive process. Time.

90. Salt Spring Is. can have as many trustees as it wishes; however, only 2 should have a seat at Trust Council!
Solve – the time frame between applications to the Trust planners and response needs serious consideration. I suggest a response time of three months (90 days) for any routine request.
Adding more trustees will not solve this problem.

91. Islands Trust Chair has too much power in local decisions. The chair for years came from Thetis which has 500 residents – current chair is from an island of 165 residents. This inequity and power given to the Trust chair does not represent our island's issues. Years of this process has frustrated many island issues and have made me dislike living on an island I love.

Reorganization of this process is long overdue. Salt Spring must become a municipality in order to effectively handle our needs, look at how long it took us to get a flashing light at a crosswalk. The island needs less general involvement from the Islands Trust. The other islands trustees are not interested in our problems and cannot adequately deal with the issues, nor should we be involved in their issues. This island needs a council/municipality to deal with land use. Then our unique needs may be addressed. Municipal Affairs should be asked to review the whole trust question.

Stagger the terms of local trustees to provide for continuation throwing two trustees out at the same time to replace with two new ones does not provide for continuation. Municipality with 5 members for SSI is my suggestion.

92. All islands should have the same number of votes regardless of the number of trustees.

93. I have only 1 option to offer – if Salt Spring gets 2 more trustees – those 2 should not be allowed to vote in Trust council. Otherwise we keep the status quo.