



Islands Trust

Islands Trust 2026-27 Pre-Budget Survey Report

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Executive Summary

Between May 1 and June 28, 2025, the public was invited to complete a pre-budget survey designed to gauge the priorities and values of Islands Trust Area residents to support the development of Islands Trust's annual budget.

The anonymous survey was completed by 343 members of the public and took, on average, 14 minutes to complete with a 64% estimated completion rate. It asked respondents to comment on funding levels for: long-range and current land use planning services; bylaw enforcement services; Trust-area wide programs; the Islands Trust Conservancy, and quarterly Trust Council meetings.

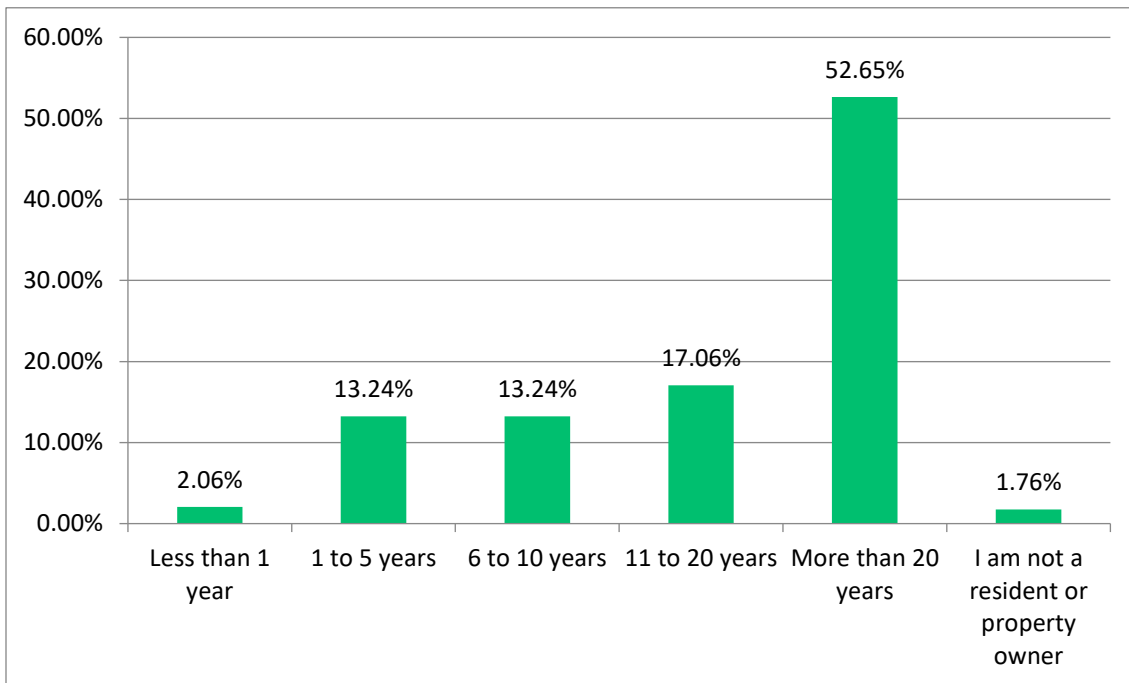
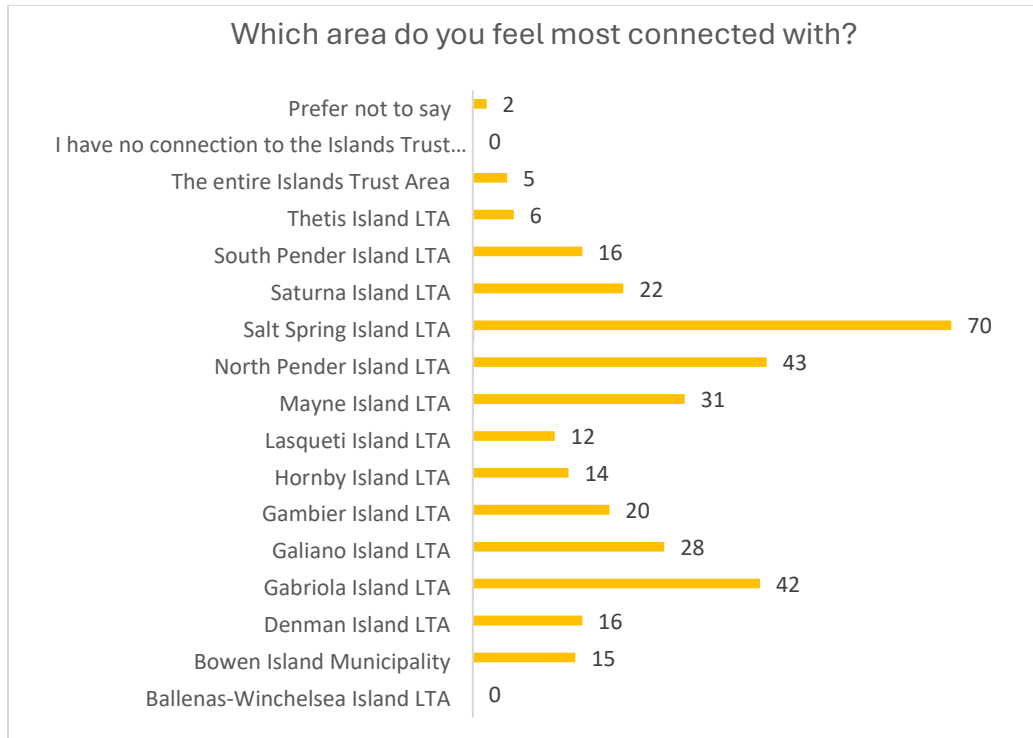
The survey was promoted via subscriber notice, social media posts, the Islands Trust website, and printed ads in local newspapers. A public webinar on the Islands Trust's budgeting process was hosted by the Chair of the Islands Trust Council on May 8th, with support from the Chief Administrative Officer and Director of Financial and Employee Services.

This report includes provides a summary of public feedback received through the survey, including key themes and trends in priority spending areas at the Trust. The appendix includes raw survey data for the key funding areas listed above, as well a copy of the full survey. Breakdowns of responses by Local Trust Area can also be made available.

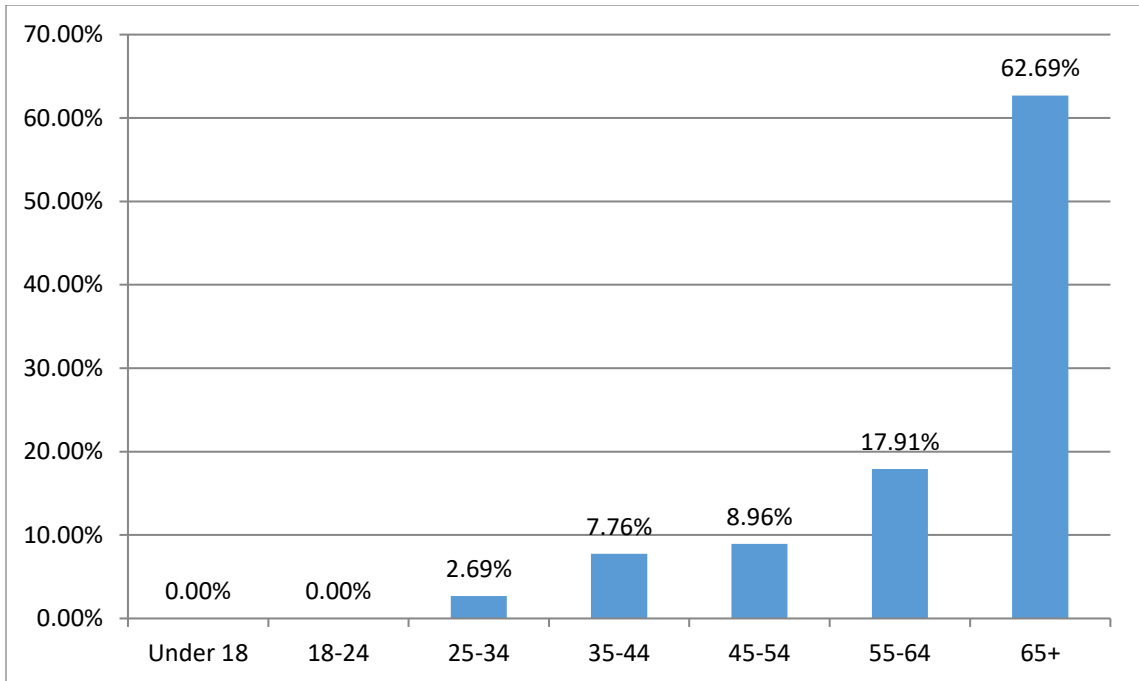
Demographics of Respondents

A total of 343 responses to the survey were received. Of these respondents, 77% identified as full-time residents, 17% as part-time residents, 6% said they were non-resident property owners.

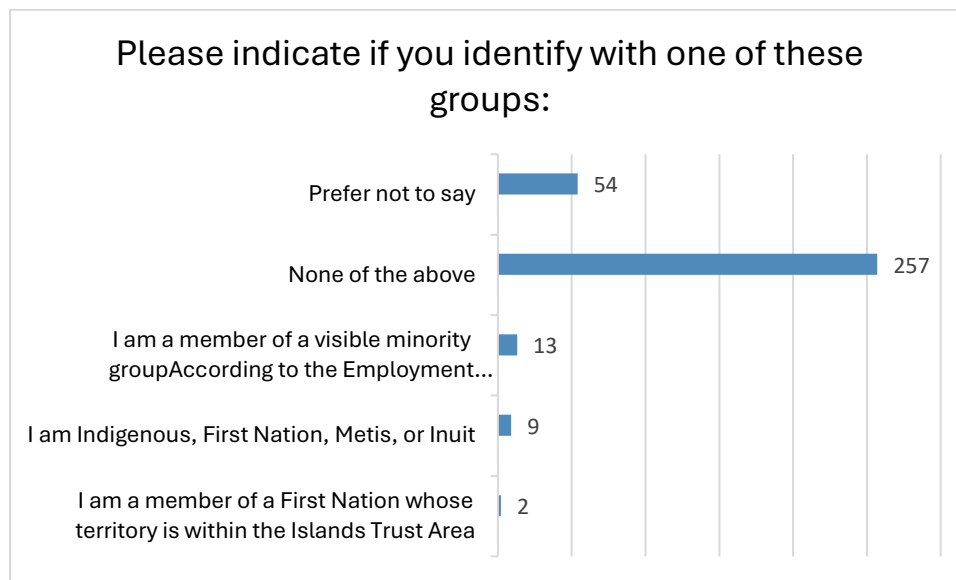
Over half of those who responded to the question (52%) reported that they have lived or owned in the Trust Area for more than twenty years. Respondents were also asked which of the 13 local Trust Areas they feel most connected with. The table below displays the geographic breakdown of respondents.



The majority of respondents were aged 65 or older, with no respondents identifying as under the age of 25. Nine people skipped the question about respondent age.

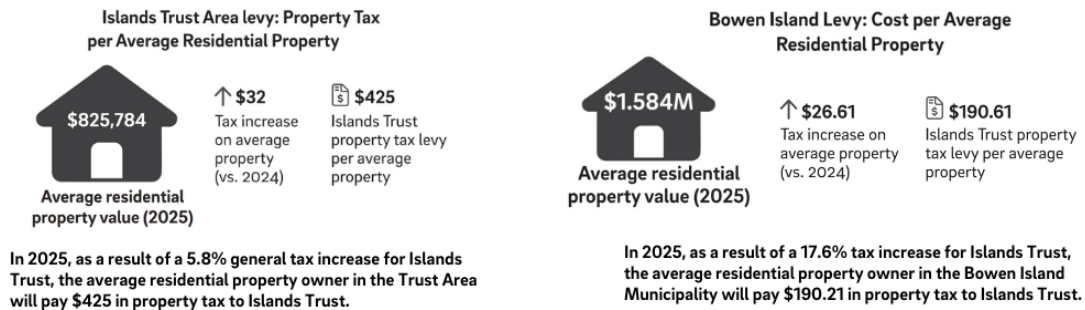


The survey also asked people to identify whether they are: a member of a visible minority group; Indigenous, First Nation, Métis, or Inuit, and/or a member of a First Nation whose territory is within the Islands Trust Area. As outlined in the table below, there were 334 responses to the question, 13 respondents (3.88%) identified as members of a visible minority, 9 (2.69%) identified as Indigenous, First Nation, Métis, or Inuit, and 1 (0.59%) is a member of a First Nation with territory within the Islands Trust Area. Sixteen percent of respondents selected “prefer not to say” and 77% selected “none of the above.”



Trust-Wide Budget Areas

In developing the proposed budget for 2026/27, Islands Trust Council assumes that Islands Trust will maintain existing service levels. Islands Trust taxes make up a portion of residents’ total property tax bill. Last year, the increase to the rural property tax levy and the Bowen Island Municipal tax levy¹ for the Islands Trust budget had the following implications:



The local trust committees (LTCs) of Islands Trust are responsible for land use planning and decision-making within their respective local trust areas (LTAs). Each LTC consists of two locally elected trustees and one appointed chair from the Islands Trust Council. Their primary role is to develop, maintain, and implement Official Community Plans (OCPs), zoning bylaws, and land use regulations that guide sustainable development while protecting the environment, cultural heritage, and community character of the islands. LTCs review development applications, hold public hearings, and engage with residents to ensure that land use decisions reflect local priorities. Their work directly shapes how each Local Trust Area grows and evolves, balancing the need for housing, economic activity, and environmental preservation to maintain the long-term sustainability and unique character of island communities.

Funding for Land Use Planning

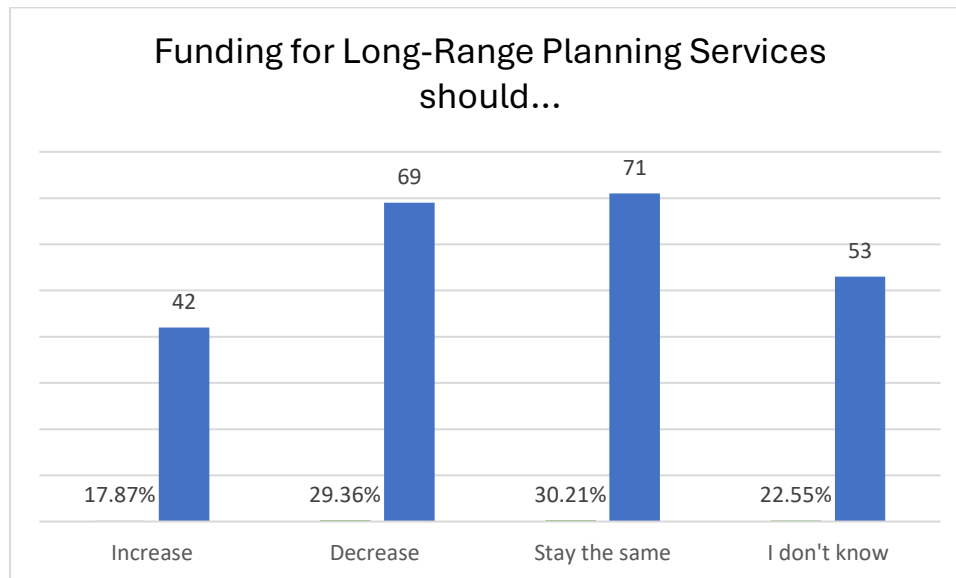
The Planning Services department of Islands Trust plays a vital role in preserving and protecting the environment, cultural heritage, and unique island communities through land use planning and regulation. The department maintains and updates 20 official community plans and land use bylaws, and provides planning services to local trust committees. It supports sustainable development, environmental protection, and community planning by managing zoning applications, enforcing bylaws, hosting community information meetings, answering public inquiries, and conducting development review processes.

Long-Range Planning Services

The survey asked respondents whether funding for long-range local land use planning services should increase, decrease or stay the same. “I don’t know” was also an answer choice. As illustrated in the table below, there were 235 respondents to this question; 30% of whom support keeping the funding the same,

¹ *Bowen Island has a special status in the Islands Trust Area as the only island municipality. Property owners on Bowen Island pay property taxes to Bowen Island Municipality, which then pays a levy to Islands Trust. Bowen Island residents benefit from all Islands Trust Area-wide programs and services in the same way as local trust area residents. The percentage increase/decrease for Bowen Island Municipality often differs from local trust areas as the Municipality contributes to a different set of expenses (i.e. does not contribute to land use planning expenses).

an additional 30% want to see a decrease in funding, and 18% expressed support for increasing funding for long-range planning services. The remaining 22% of respondents indicated they don't know.



Input offered through the comments field revealed concern about the Islands Trust's effectiveness, efficiency, and spending. Some view the organization as overly bureaucratic, with administrative costs growing disproportionately to its impact. Some see planning processes as overly complex, duplicative of other regional services, and disconnected from local community needs. Some respondents expressed frustration with constant revisions to community plans (OCPs) that often lack clear implementation or enforcement, while some question the Trust's relevance altogether.

Those respondents who want to see funding levels for long-term planning sustained or increased want to see a clear focus on environmental protection and climate adaptation. Others would like to see budget cuts, citing poor results, staff bloat, and overreach into areas outside the Trust's core mandate. There's a call for streamlined, transparent, and action-oriented planning that prioritizes local input, affordable housing, water management, and enforcement of existing rules. Overall, the feedback reflects a desire to refocus the Trust's work on core, tangible outcomes while reducing inefficiency and restoring public trust.

“In the interest of sustainability, i.e., what taxpayers can afford, land use planning should be limited to maintaining or improving ground water and erosion control.” -Survey respondent

“The Trust spends too much money endorsing or actively advocating for programs they have no jurisdiction over.” -Survey respondent

“Do not allow tangent projects to be funded. Focus on environmental protection.” -Survey respondent

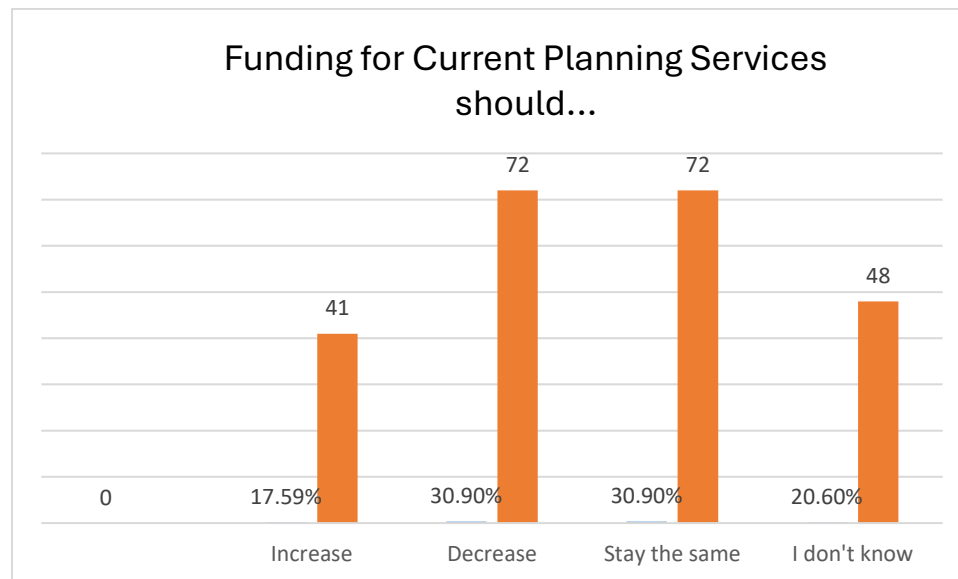
“Since the IT provides few services but a lot of discussion, the budget should be reduced to eliminate much of the discussion and change the focus to action-oriented goals with benchmarks and annual evaluation.” -Survey respondent

Current Planning Services

Similar to the overall feedback on long-range planning services, the majority of respondents do not support an increase in funding for current planning services. As illustrated in the table below, of the 233 responses to the question, approximately 31% of respondents support keeping the funding the same, an additional 31% want to see a decrease in funding, and 17% expressed support for increasing funding for current planning services. The remaining 21% of respondents indicated they don't know.

“The planning costs for the Islands Trust seem to be much higher on a per capita basis than other local jurisdictions just outside of the Islands Trust area. We would prefer that the planning be done more cost-effectively, and more similarly to local non-IT governments (like the CRD, or the Comox Valley RD).”

-Survey respondent



Respondents' comments highlighted concerns about high costs, bureaucratic inefficiencies, and slow processing times. Many believe applicants—especially developers—should cover most or all costs associated with their applications, with higher fees for large or luxury projects and reduced fees for affordable housing projects and other forms of development with clear community-benefit.

The permitting process is seen as overly complex, inconsistent, and duplicative—particularly where responsibilities overlap with the regional district. There is a call for streamlining, clearer policies, and better enforcement. Opinions on development itself are divided: some see it as essential for community vitality and housing needs, while others view it as a threat to environmental sustainability and rural character. Overall, while some support additional funding to improve service delivery, others emphasize the need for greater efficiency and accountability rather than increased spending or taxes.

“Too many build without permits and get away with it because no one complains or is afraid to do so.”

-Survey respondent

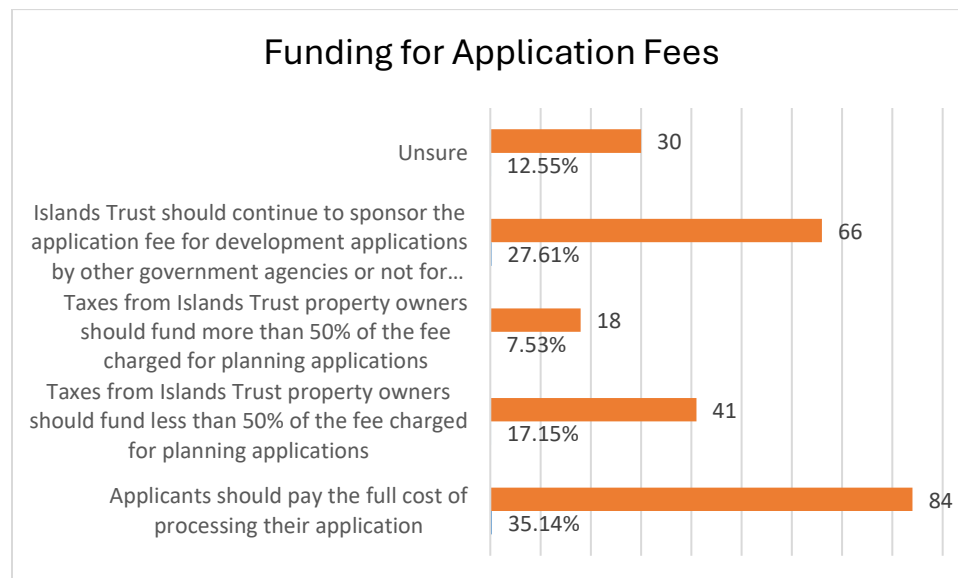
“Until proper studies on land use and water resources can be completed. Freeze on subdivisions and multi-unit developments with wells. Require rainwater collection to get permits.”

-Survey respondent

Planning Application Fees

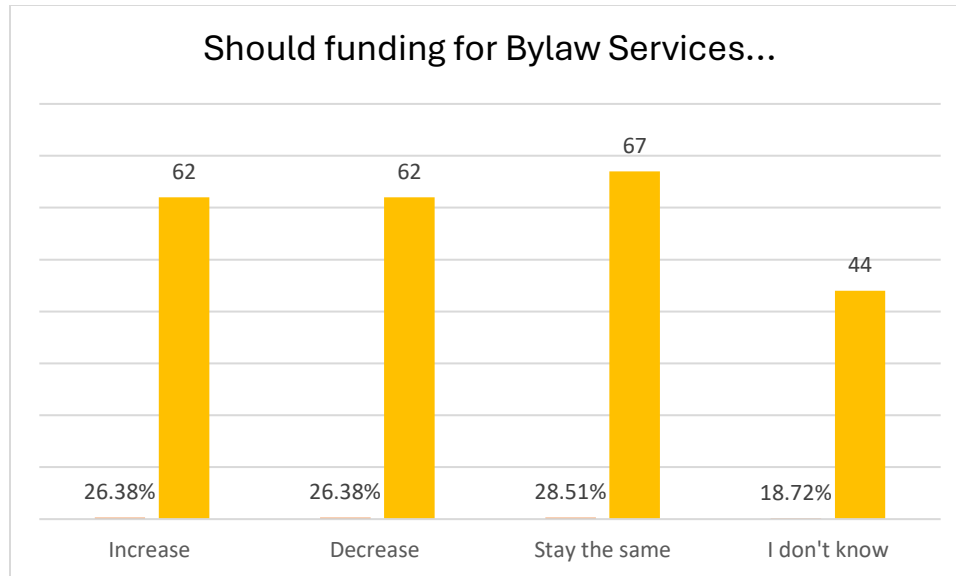
Currently, Islands Trust spends more than \$1.5 million annually on Planning Services staff time and dedicated software systems to process development applications. Application fees received are typically about \$274,000 annually. This gap occurs because Islands Trust charges applicants less than the cost of processing applications, based on local trust committee approved fees. The rest is subsidized by general property taxation and other revenue sources (excluding the Bowen Island Municipal levy).

Last year, the Executive Committee sponsored \$8,115 in fees for applications by other government agencies or not-for-profit organizations for initiatives that have community benefit, including affordable housing. The survey asked whether respondents would like to see the Islands Trust consider changes to application fees. There were 239 respondents to this question, 35% of whom supported applicants bearing the full cost associated with processing their applications. Nearly 28% of respondents want to see the Islands Trust continue to sponsor fees for development applications from non-profits and government agencies that have community benefit. 17% of those who answered the question think taxes from Islands Trust property owners should fund less than half of the actual fee of planning applications, and 7.5% believe property owners should fund more than half of the actual application fee. An additional 12.5% of people indicated they were unsure.



Funding for Bylaw Enforcement Services

The survey gathered input on the desired funding levels for the Islands Trust’s bylaw enforcement services. Responses were almost evenly split between those who want to see the funding level increase, decrease, and remain the same. Nearly 20% of the 235 respondents to this question indicated they didn’t know.



Feedback on Islands Trust’s bylaw enforcement services reflects a divide. Many respondents feel that bylaws are inconsistently or ineffectively enforced, often citing a complaints-driven, slow, or even biased process that fosters conflict between neighbours.

Some view enforcement as overly bureaucratic, duplicative with other agencies like the Capital Regional District (CRD), and wasteful of limited resources, while others see it as critical for protecting the environment, water quality, housing stock, and community character. Concerns include under-resourcing, long response times, unclear jurisdiction, and lack of transparency.

Comments provided suggested better training, more local accountability, and clear priorities—especially for issues like short-term rentals, environmental degradation, and illegal development. Others argued for less enforcement, advocating for local self-governance, reduced government spending, and more trust in community-based solutions. Overall, there’s a clear sentiment that enforcement, if maintained, must be fair, transparent, efficiently resourced, and aligned with clear environmental and land-use goals. The following comments represent the types of feedback shared:

“Our groundwater aquifers are being contaminated by pollution and naturally by saltwater intrusion and over use. Institute a requirement for rainwater collection on all new builds and enforce it!”

“All is complaint driven, so, often one homeowner must make changes while a neighbour with more egregious "offences" is left untouched.”

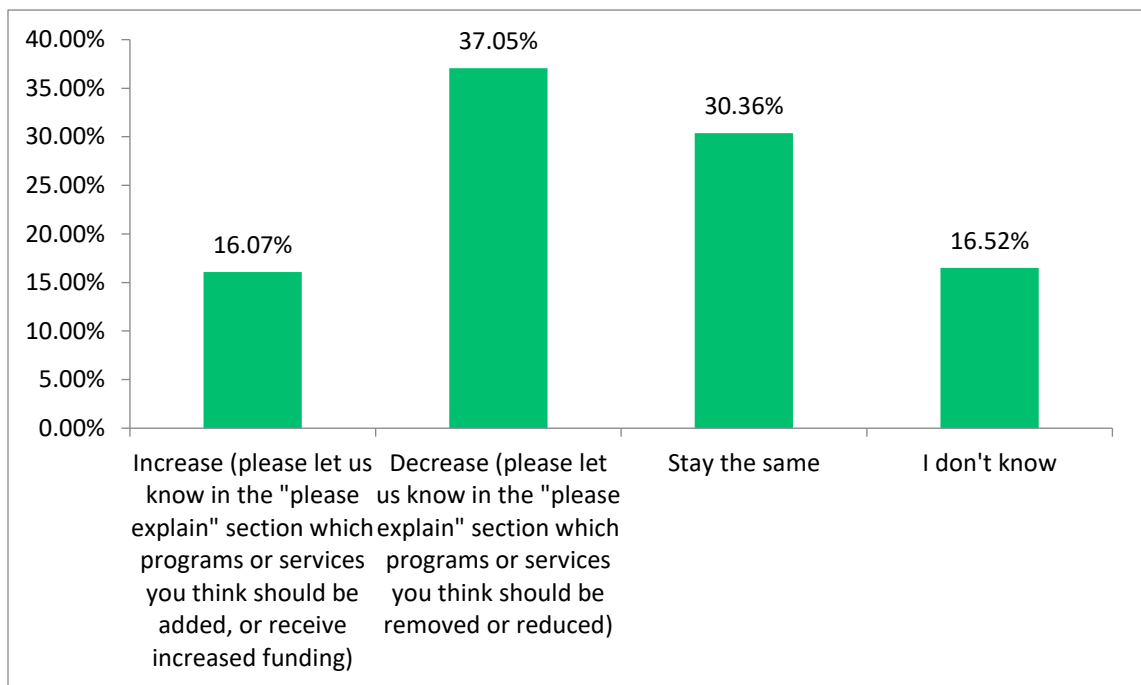
“No point in bylaws if they cannot be enforced.”

“It is under-resourced. If you are going to have bylaws, you should have resources to enforce them.”

Funding for Trust Area-Wide Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs such as communications; public education sessions; stewardship education resources; advocacy about decisions and initiatives that affect the islands; ecosystem mapping; and cooperating with other governments, including First Nations, to benefit the Islands Trust Area.

The survey asked whether funding for Trust Area-wide programs should increase, decrease, or stay the same. Respondents were also asked to suggest which programs or services they think should be added, augmented, reduced or removed.



The 224 responses to this question reflect a wide range of opinions on Islands Trust programs, but several consistent themes emerged. Many respondents feel Islands Trust should return to its core mandate of land use planning and environmental protection, with less focus on advocacy, First Nations engagement, public education, and external partnerships, which some see as duplicating provincial or federal roles. Others strongly support First Nations engagement, conservation, and education, especially where they directly support the "preserve and protect" mandate.

Among those supporting a decrease in funding for Trust Area Services, there is concern over cost, bureaucracy, and inefficiency, with calls for greater fiscal restraint, streamlined operations, and more measurable outcomes. Some see current programs as ineffective or redundant, especially when local conservancies or regional governments already do similar work. However, others praise specific initiatives like ecosystem mapping and stewardship webinars, advocating for their continued or increased funding.

Additionally, there is a noticeable divide: some want increased investment in stewardship and environmental protection, while others feel these programs are misaligned with the Trust’s role or are contributing to unaffordability. Lastly, there’s frustration over duplication of services, lack of clarity in mandate, overreach, and perceived politicization of the Trust’s functions.

“The Trustees need to be clearer on their mandate and stick with it. The public needs to be better informed - the resources are available for this, it just takes time to read through and attend meetings. The frustrating thing is the same questions and complaints circulating every year without the public's informed understanding of the purpose and history of the Islands Trust.” - Survey respondent

“More programs that tie the Trust Area together.” - Survey respondent

“Programs need to be created like permits for tree removal, poisonous Daphne removal, broom pullout and deer population control.” - Survey respondent

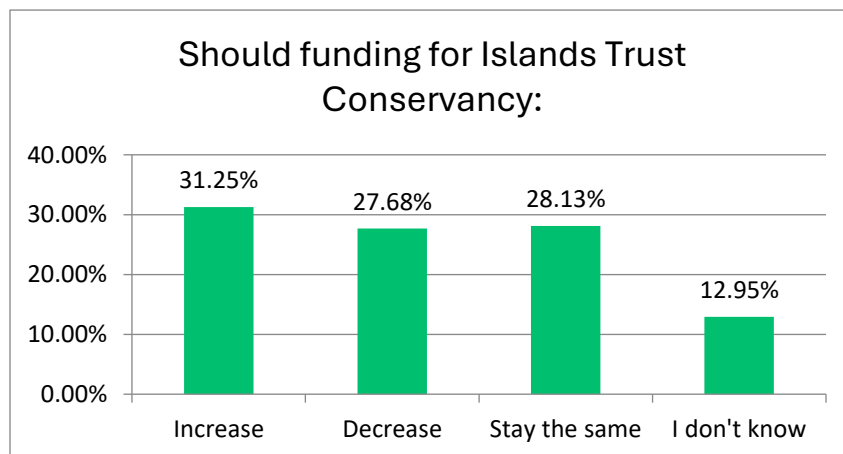
“Each island has its own stewardship, nature conservancies etc. I believe there is duplication of effort and each Trust Area should assess the overlaps and enable cost reductions. Locals do better more meaningful work that really matters to residents, vs a IT could ever accomplish.” - Survey respondent

Funding for Islands Trust Conservancy

The Islands Trust Conservancy (ITC) is the land conservation branch of Islands Trust, dedicated to protecting the unique ecosystems, natural landscapes, and biodiversity of the Islands Trust Area. ITC works with landowners, community groups, and conservation partners to preserve ecologically significant lands in perpetuity. The Conservancy uses funds to manage protected areas, restore habitats, and support conservation initiatives that safeguard rare species and sensitive ecosystems.

Funds from taxation are not used for acquiring protected areas – new protected areas are donated. The Islands Trust Conservancy has been entrusted with the protection of 115 private properties, totaling over 1,375 hectares through conservation covenants (81) and through donation as nature reserves (34).

The survey asked whether funding for the Conservancy should increase, decrease or stay the same, with an option to select “I don’t know.” The results are summarized in the table below.



Respondents' comments reflected a mix of support and skepticism toward the Islands Trust Conservancy (ITC). While some appreciate its role in fulfilling the "preserve and protect" mandate through land conservation and ecosystem protection, others question its effectiveness, citing concerns over high costs, redundancy with local conservancies, and lack of measurable outcomes.

Some respondents would like to see for more financial transparency, operational efficiency, and better collaboration with island-specific groups.

Among those who would like to see funding for the Conservancy decrease, there is a sentiment that conservation should be funded through donations or higher government levels rather than local taxes. Some respondents support conservation efforts conditionally—only if they are cost-effective, locally beneficial, and aligned with the Trust's core mandate—while others view the ITC as overreaching or irrelevant, urging a return to basic land-use planning responsibilities.

"The public needs to know more about this Trust function."

-Survey respondent

"The ITC should be entirely self-supporting -maybe through grants- or eliminated. No tax money should go to this."

-Survey respondent

"We need to protect ecosystems, landscapes and maintenance is expensive."

-Survey respondent

"The ITC is in a stand-still mode right now because of understaffing. It is essential that any increase in funding be used to remedy this situation."

-Survey respondent

"Most of the land in the Trust Area is private. A critical way to protect habitat is conservation covenants but these cost the landowners money even if they get a NAPTEP funding. There are people who want to establish covenants who don't because of cost. This could be covered by the Trust Conservancy."

-Survey respondent

Funding for Islands Trust Council Meetings

Islands Trust Council meets virtually and in-person four times per year, and the meetings are generally livestreamed. The budget for an in-person Trust Council meeting ranges between \$30,000 – \$35,000. Given this, respondents were asked how frequently Trust Council should meet in-person. Their answers are summarized in the table below.

In addition to the selecting from the multiple choice response options, respondents also provided 125 comments. Key themes emerging from the comments included: frustration about the high cost of in-person meetings when these tax dollars could be redirected to more urgent issues such as housing, water projects or protected parks and a preference for more virtual or hybrid meetings to make it easier for the public to attend and ensure equitable access across the islands.

It was suggested that Trust Council could meet in-person once or twice a year to maintain some in-person contact and that alternative governance models be explored to meet a desire for greater transparency, strategic leadership, and accountability. The full list of comments received is available in Appendix F.

Answer Choices	Responses	
Two times a year, with other meetings conducted virtually	26.87%	61
Once a year, with other meetings conducted virtually	23.35%	53
Four times a year	18.50%	42
Unsure	12.78%	29
Islands Trust Council should always meet online	11.45%	26
Three times a year, with other meetings conducted virtually	7.05%	16
	Answered	227

Organizational Areas of Strength

The survey asked respondents what they think the Islands Trust does well. 150 people answered the question. The full list of comments is available in Appendix G.

Respondents expressed a wide range of opinions about the Islands Trust, with many valuing its “preserve and protect” mandate and crediting it with preventing overdevelopment and maintaining the character of the islands. Appreciation was also expressed for the professionalism and helpfulness of individual staff and trustees.

However, the feedback also reflects a deep division and a theme of dissatisfaction with the Trust’s current operations, which are described by some as overly bureaucratic, inefficient, and disconnected from the needs of residents. Concerns include wasteful spending, lack of tangible results, excessive focus on internal processes, and poor communication with the public.

While some praised individual staff or specific initiatives like ecosystem mapping and housing toolkits, many feel the Trust has lost its way, with several calling for major reforms, downsizing, or even elimination in favor of regional or municipal governance.

Organizational Areas for Improvement

Respondents were asked what Islands Trust could improve on. 181 people responded to this question. The full list of comments can be viewed in Appendix H.

Key themes from the responses reveal tensions between residents and the Islands Trust, centering on governance, costs, communication, and adherence to core values. Many respondents express strong support for the Trust’s “preserve and protect” mandate, especially regarding ecological conservation. Some feel that the organization has become unnecessarily bureaucratic, inefficient, and overly politicized. Included with this is a call for streamlined operations, more local representation, and reduced overlap with other levels of government.

Concern for fiscal responsibility and transparency were expressed, with many advocating for budget cuts, reduced staff, and prioritizing essential services. Enforcement of bylaws—especially those related to

development, environmental protection, and land use—is seen as inconsistent and complaint-driven. Others seek stronger environmental protections, including against overdevelopment, water stress, invasive species, and ecological degradation. Some respondents also demand better public engagement, clearer communication, and faster, more responsive decision-making. Overall, there’s a strong desire to refocus the Trust on its core purpose while becoming leaner, more accountable, and genuinely responsive to the unique needs of island communities.

Other Feedback

The final survey question asked: “Did we forget to ask something that is meaningful to you? Please provide additional thoughts.” There were 98 responses to this question.

The feedback revealed several key themes about the Islands Trust’s role, effectiveness, and priorities. Many respondents emphasized that private developers and homeowners should bear the full costs of permits and that the Trust should focus strictly on its core mandate—protecting the unique environment and ecosystems of the islands—rather than expanding into areas like affordable housing, Indigenous relations, or broader social issues.

There is significant concern about bureaucratic bloat, inefficiency, and overreach, with calls for budget cuts, streamlining, and greater accountability. Property rights and local voices are repeatedly cited as being undervalued, with frustration about complex permitting processes and enforcement inconsistencies. Many urge stronger protection of shorelines, foreshore areas, and forests, while balancing the needs of local residents and businesses.

Some express skepticism about the Trust’s effectiveness and call for internal reform or even disbandment, while others still value its environmental mission. Issues like off-island investment driving housing pressures, ferry traffic, and infrastructure challenges were mentioned repeatedly, alongside calls for better communication and transparency. Overall, the input reflects a deep tension between preserving the islands’ natural character and addressing evolving community and economic needs, with a broad desire for clearer focus, fiscal responsibility, and respect for local property owners. The full list of comments can be viewed in Appendix I.

APPENDIX A:

Comments received re: Funding for Long-Range Land Use Planning Services

- Since the IT provides few services but a lot of discussion, the budget should be reduced to eliminate much of the discussion and change the focus to action-oriented goals with benchmarks and annual evaluation.
- Decrease the Island's Trust Bureaucracy
- The planning costs for the Islands Trust seem to be much higher on a per capita basis than other local jurisdictions just outside of the Islands Trust area. We would prefer that the planning be done more cost-effectively, and more similarly to local non-IT governments (like the CRD, or the Comox Valley RD).
- Preserve and protect doesn't call for a lot of planning. Consult with biologists and monitor wildlife, plants, erosion etc.
- Population growth; need for better mapping; including more local knowledge, especially re natural amenities; taking appropriate time
- the current OCP reflects an anti-affordable housing bias that I believe needs to be altered
- Scientific research studies must be done to support long term planning decisions.
- to keep up with increasing demand to alter OCPs
- I expect Islands Trust to come to the best conclusion on this
- We need all OCPs and LUBs to be current in the Islands Trust. Not funding that now will cost us more in the long run. This should be a priority for the Trust and should involve provincial funding to accomplish it.
- In the interest of sustainability, i.e. what taxpayers can afford, land use planning should be limited to maintaining or improving ground water and erosion control.
- Gabriola is under the RDN. They are supposed to enforce. Zoning and planning needs to be the RDN only because IT impact increases costs and slows down the process.
- The Trust spends too much money endorsing or actively advocating for programs they have no jurisdiction over
- There is no more money
- Funding should be increased for forest development to resupply the groundwater. Planning funds need to be redirected to groundwater protection.
- do not allow tangent projects to be funded. Focus on environmental protection
- Because this is the most important framework for my community
- If that is what is needed (financially) to ensure deep advocating for the natural environment then the financing to do needs to be available.
- It is adequate at present
- Come up with a reasonable plan and stick with it. If it was good it need not be reinvented all the time.
- Decrease planning budgets and increase funds for free Protective covenants for property owners
- There is a disconnect between Galiano development and the regional development - should be integrated with Sidney and CRD
- Planning without by-law enforcement is useless
- duplication of services with CRD
- Developers should pay at least 50% or possibly more of Planner time devoted to their projects. The proportion of the budget that goes to Planners is much too high relative to the essential work of conservation that is grossly underfunded.

- The OCP represents local a land use, and reviews reflect the ever changing nature of island life - whether demographics, climate change or new understandings of rural life.
- Planning should be simplified.
- These are the road maps for policy implementation. The deeper into the future you look, the more the present gets put into context.
- The wheel doesn't need to be reinvented. Yes, things change over time, but I feel I'm just a piggy bank for the LTC to spend on whatever whim they have.
- The planning seems to be based on political agenda rather than actual resident needs.
- Huge reports that are boilerplate simply wastes time and energy
- The Trust does not have staff who go out to view properties when there are concerns/disputes yet they are issuing permits but cannot effectively enforce by-laws. Recently a delegation from Thormanby Island explained to the LTC how an application from a property owner was going to adversely affect views, privacy, and enjoyment of neighbouring houses. If there were lot plans and photos this was not available to anyone other than the Trustees and Trust staff. In looking online at Thormanby there are some remote and isolated lots and some dense clusters of properties that are small lots. Ultimately, without visiting the site to understand the situation, the Trustee approved the permit! Once done, it cannot be undone and perhaps several nearby property owners will be negatively impacted by this rash decision.
- I have not been too involved in these past years
- I think the communities are growing, so more planning services would be better
- Why would costs need to increase?
- Keats Island has had impact by recent set back changes and I do not know what further long term planning can do save for dock access for the island so funding should reduce.
- I don't think the trustees have enough information or understanding of local issues to make good long range decisions.
- Land use is rapidly changing with a large turnover of new owners on Keats. I think we need to establish the norms for what we all want for Keats, for local traffic and for water traffic e.g. banning Seadoos within 0.5km of the shore due to noise concerns.
- We need more parks all around the Howe sound—it needs to be a kayaking heaven
- Probably increase cause everything just keeps costing more to do. Ours on Hornby has been a long arduous process and seems to be dragging on forever.
- I believe that we need more well grounded accurate studies on current land use for residents to review before we can be informed in our support or disagreement with proposals coming from Islands Trust.
- Most island residents are committed to preserving the character of their island.
- We need to get away from constant growth
- The majority of OCP components (i.e., priorities) shouldn't change frequently
- The Trust has become top heavy with administrative costs.
- less government is best.
- bloated bureaucracy
- We don't want your urban planners' vision of "preserving and protecting" us. It has already proven to do the opposite.
- We thought our new plan was finished in 2020, but it is just sitting, becoming out of date. When will it be finalized?
- overspending already for limited results
- They don't have the credentials to be making any land use planning decisions

- This is an important role and needs to be maintained as costs increase
- More plans needed? Parking? Noise, traffic of large trucks?
- Curate priorities to fit within a constrained budget.
- Zoning should be taken over by CRD as they already handling building
- that's where people get to express their desire for the island
- important to plan for the next level of population growth and fire preparedness as summers get hotter
- Most land on Mayne is privately owned and zoning is clear. Very little need for more planning unless there is a request for change. We are restricted by drinking water storage issues.
- I feel that the islands are fractured into so many different groups working on different priorities that it is hard to imagine what value official community plans have. We need funding to implement the actions proposed by the plan.
- More thought is needed for the repercussions of the decisions !
- It appears that on Mayne long term planning becomes ineffective when by laws are flagrantly ignored and nothing is done.
- From the outside it looks like there is too much money spent on overlapping issues with CRD and it's rules. Islands Trust officers do not live on island (too much time spent on travel)
- Needs updating to include consequences of climate change and water availability studies
- The budget of the Trust has ballooned over the past several years. Just look at the huge mess trying to re-write the Policy Statement has caused. That effort alone has cost taxpayers hundreds of thousands of dollars and now the Provincial Government is rejecting the changes and wondering why the Trust ever started down this long road in the first place. Many of us are wondering this as well. There was no mandate turn a well written two page policy statement into a short novel that will only make life more challenging for most of us and will not ultimately do any better for the lands and waters within the jurisdiction of the Trust.
- I think the trust committee's work is optimized for the ideal, thanks to the high Level of competence of its leaders.
- Inasmuch as this feels like the best use of current funds.
- The expense is far too high.
- Island trust already way too involved
- Too much bureaucracy. Slash the excessive permitting process. Relax restrictions for owners to build on and expand their residencies.
- Island Trust is costing too much money without significant results. Ends up getting involved where they shouldn't. Keep focused on overall landuse planning/zoning stay out of the details.
- It is SO confusing trying to navigate what the official community plans even ARE. I am in support of an organization that preserves the integrity of the islands. But are you actually doing that? And if not, then no, we shouldn't be spending money on it.
- Too expensive. More costly than our vital services.
- Not evenly implemented now. Worst offenders continue to flaunt regulations with no apparent repercussions
- Increased funding does not necessarily mean increased output. Too much staff bloat.
- The planning department seems to favour rapid development, rather than consulting with the local community about the Community Plan.
- Most of what Island's Trust claims to do can be done by CRD.
- We already have a large budget for the Islands trust and it seems to increase by approximately half \$1 million each year. Maybe our overhead is too expensive
- Yes. Islands Trust and all government bodies need to greatly constrain their imposed costs

and stop the cycle of endless increase and endless expansion of services.

- This is the proactive part of the job, anticipating challenges and designing mitigation. Climate change is an example
- Very little has changed on Pender Island in the 35 years I have been here yet the staffing levels increase as does the budget. Why?
- I don't trust the Trust with my tax money.
- To keep the integrity of SSI
- Property permits for large mansions should be held until we can get funding to support the middle class that work in the stores and small businesses.
- It seems that with current staff the SSI OCP is not happening, despite the rhetoric. Possibly more money could help?
- I'd like to say "Increase" but that's just too big an egg to hatch
- Outreach to the public will take additional time.
- Should decrease unless prepared to give appropriate attention and support to local plans like the one for Piers Island
- Update community plans, but unsure why that would require more funding. Rate of expenses at Trust is already growing faster than inflation.
- As I said, too much focus on this versus environmental matters.
- Costs need to decrease
- I have the impression that development proponents are actively undermining the "preserve and protect" responsibility of the Trust.
- OCPs are satisfactory as-is.
- I want to see the office used better, but I have no idea what an appropriate level of funding could or should be.
- Because we're not doing enough to revitalize our community...it's dying.
- We have a good OCP, it needs to be honoured.
- There is no long term planning as there only appears to be reaction planning and planning to support housing development.
- Restructure land use planning to focus on increasing efficiency and reducing costs
- Salt Spring's OCP desperately needs updating with a lot of community input
- More discussion about balancing development with environmental / resource management
- We have WAAAAAY too few planning resources. We are half the population at least and have 1.5 FTEs. This is not right.
- I don't know that more/less money would make a difference.
- The process needs to be simplified and made transparent. If there is a relevant plan in place, and the should be after all the time and money put int developing one, it shouldn't need a complete overhaul for any perceived potential eventuality.
- Something needs to be cut. This is a possibility
- Sustainability is achieved through long term planning
- We have increased developmental pressures
- Play areas for the young, activities for teens
- Seems to be an expensive intellectual exercise with no deliverables or impact
- We need more low cost housing and better water management.
- Overplanning is chronic, building is difficult, rules are selectively enforced, backing off is hard.
- All municipalities have planners. I do not see how the Islands Trust protects the environment.

Fire breaks and deadfall removal for wildfire? No. Culling of invasive animals- deer and goats? No. Removal of invasive plant species- broom? No.

- Any to over protecting lands and cutting people off from these areas so remove funding so as to remove this over protection
- I think the OCP are adequate
- The taxes we pay to live here should go towards the services to live here. If there are rules to protect the land like Bylaws - they should be enforced. If you aren't going to enforce them, then it's not worth the money to protect, it's just lip service. Provide tangible services and enforce bylaws.
- Local LU Planning should be strictly local & not done from expensive Victoria office. Taxes are too high.
- I am not in favour of increasing restrictions, and increasing funding would likely mean increased staff hours, which would likely mean increased restrictions. We have more than enough zoning restrictions.
- The Trust in general terms has overstepped their mandate. They have added cost and complexity to every step in the planning and development process
- The IT's spend is out of control - they need to scale back activities.
- Ways must be found to reduce the administrative costs of every aspect of the Trust's work. The Trust's mandate is straightforward yet the amount of bureaucracy that has to be navigated to accomplish any meaningful work is beyond excessive and highly inefficient.
- I think the local jurisdictions could handle more of this.
- Better efficiency could reduce costs.
- Need to make a plan and stick with it rather than tweaking it all the time
- These are not followed nor actually used. Skip them
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- The South Pender Island OCP is decades past the specified review timeline
- Long range planning at the Trust is an oxymoron
- Nothing ever changes here
- Private property owners should have more say & less rules on their own property. For example, Small businesses
- Review and rewrites of OCPs is an administration task, not an action. Short term actions such a restricting vehicle access to beaches (Sunrise Point, TI).

APPENDIX B:
Comments received re: Funding for Current Planning Services

- So that more of the cost would be shouldered by the applicant
- Decrease bureaucracy
- Should be done as cost-effectively as possible.
- Shift focus away from development
- processing has been too slow
- until proper studies on land use and water resources can be completed. Freeze on subdivisions and multi-unit developments with wells. Require rainwater collection to get permits.
- slow the folks down!
- As above. Too many build without permits and get away with it because no one complains or is afraid to do so.
- What is the current cost percent to land owners?
- Approve development permits quicker
- There should be fewer requirements for applications and permits, limited to ground water, erosion and disaster prevention.
- Applications/permits should be fully paid for by applicants
- Developers would hopefully pay their own costs
- Keep the funding, but spend some time next year reviewing how you can lower the application burden financially and administratively for property owners, and for the islands trust.
- RDN's job.
- Bill the applicant
- Not from the tax base. Individual applicants should be responsible for the cost.
- We need to limit density increases on many islands that are at the tipping point of environmental health or whose groundwater is stressed or in decline
- increase cost to applicants rather than budget tax income
- If it is for anything more than 1500 sq ft it should increase
- Applicants should bear full cost of the process
- Have a building code light so people have the choice. Applications are part of the current unaffordable housing crisis.
- Increased enough to perhaps ensure such applications that they will not be considered at will.
- The application applicants should pay higher fees.
- I think that applicants should pay more of the costs associated with applications, with the exception of applications that have a community benefit
- Quicker turnaround
- These costs are already excessive.
- Less funding equates to longer development rates which translates to more thought care for the pace of development as defined as a harm to natural habitats. All human development harms the natural habitat synergies in some way.
- It should not take 4 years to go through any process. But increasing funding won't necessarily fix it, often it make it worse.

- Planning permits and building permits, development, etc. should be the responsibility of CRD
- The cost for developing should be covered by the property owner. On the other hand the process has to be streamlined and be efficient.
- Duplication of services with CRD building permits
- 2,000+ just to *apply* for a variance is astronomically high
- Over twenty year old buildings should be grandfathered as existing non conforming.
- It seems that permitting has way more to consider now and it would seem to require more expertise, eyes and decision makers. Because regulation of permitting is in the communities interest my taxes should fund a significant portion of the cost.
- I see this as a type of user fee. We built a home a few years ago and these fees were fairly low.
- These costs are already excessive.
- I don't think it is working in our area of water access only properties.
- It's difficult to say, but if increased funding would facilitate shorter review/approval timelines than this may be a good suggestion. However, streamlining the application and approval processes should be considered.
- Way too much interference without knowing the facts or situation.
- We need less restrictions and more park docks
- Prices for everything has increased so islanders can afford it.
- use the existing resources better.
- We need to get away from constant growth
- We are being overtaxed, government is overpaid and the average person can not afford excess spending
- depends on the project
- Reduce spending
- We have an OCP and LUB that reduces these applications and planning staff are continually trying to change this. Less staff hours means less staff interference and less influence.
- Absurdly slow.
- Should be discontinued. These folks, although likely very nice folks, are not skilled in this area
- This is also an important role but cost increases should be passed onto the applicants.
- To make it more economical to make applications
- Mayne has reached its designated population. Housing Development should be stopped. Wells are running dry. Water is being trucked in in areas ..further housing makes no sense.
- CRD should take over development applications/building permits
- customer should pay for changes, user pay
- Mayne Island already has too much development for the area available. The new massive houses do not seem appropriate for this rural area.
- As above, there is very little opportunity to develop Mayne unless it's spot zoning. All of this could be handled by the CRD.

- I have not had personal experience with one but I have heard there are delays so if more staffing or resources are needed to make sure it is keeping up with demand then they will need funding.
- There are not enough meetings for anything to be addressed in a timely fashion. Seems to me too much money spent on travel related time and movement costs
- Applicants should bear the costs of development applications
- As long as reasonable application wait times are maintained.
- Applications should more or less cover their cost. The costs must first be dramatically reduced by initially cutting red tape (and I could write at length about this topic). The cost of an application should not be subsidized by all other taxpayers. Force the Trust to be held accountable for the outrageous amounts of money spent on dealing with what out to be simple applications.
- It shouldn't take 71 planners to look over applications or permits
- Need to speed up timeline so owners can build and go on with their lives.
- Greatly simplify the bureaucracy, requirements and restrictions.
- Time for permitting is an obstacle to development
- Paying taxes for decades, shouldn't have to pay high fees for applications
- Find ways to create efficiencies in permit approvals and processing. Find ways reduce administrative burden and reduce costs.
- Again, no idea. What gets approved or allowed seems totally arbitrary. What gets blocked seems arbitrary. It's exhausting.
- We pay taxes and should not be charged extra for application
- less bureaucracy more decisions
- why are there so many planners for the IT area?
- Need clear and consistently applied policies. Too many variances by well to do making it through
- Same as above. Much can be done by CRD. I would rather see funding go there. There also seems to be overlap, with IT taking much too long.
- Costs and regulations are contributing to increased housing challenges for everyone and seem to be related to raising funds more than the cost of the actual service provided.
- Applicants for DPAs, Variances etc should pay
- Permit costs are ridiculous and not well suited to project type. My permit for rebuilding a deck cost the same as building a house.
- it seems pointless to have applications when everything seems to be allowed anyway.
- While the cost to governmental and non-profit organizations are reasonable, private developmental applications should pay the full cost of processing.
- Depends on what the permit is for, for the whole or making a few people richer.
- Permit processing time is adequate, the red tape is not.
- I'd like to see DPAs be thoroughly examined, not rubber stamped for efficiency. So that takes time and money.
- There seems to be an emphasis on efficiency of processing applications. i.e. The Professional Reliance Model. This puts local neighborhood groups at a disadvantage in advocating for the sustainability of their area.
- I think more public input on DPA3 applications would require additional staff/planner time.
- This issue is irrelevant in the Piers Island context.

- Larger developments should pay increased fees to develop land and the burden of associated cost to analyze. Small applications should remain at lower prices.
- Costs need to go down
- Funding should be commensurate with current and projected needs. If it is, no more funding. If not, increase funding but manage the budget efficiently and effectively.
- Accelerated decisions
- I'm hearing that it still takes a very long time for permits to be approved. If more funding would help, then that's great.
- delays should decrease
- Developers and others should receive speedier replies to their requests--one way or the other.
- The planning office seems to have a high turnover. Having planners here over years makes them better at their jobs; maybe if they were paid more they would stay longer.
- More opportunities for new requests.
- recover the costs for applications
- Again stream line process to save costs and time.
- If funding needs to be increased to make the process faster, then I would be in favour
- We need more community spaces
- Funding for applications for true affordable housing should come from other building permits. There needs to be a priority put on affordable housing over new build single family or large estate style homes built in forested areas.
- Be more efficient with the funds as is.
- Revenues need to cover costs, presuming costs are "monitored"
- These costs are exorbitant and the service is terrible. This is part of the slicing by delay bureaucracy that has been used to stifle development.
- This may have to be reduced.
- There is a housing shortage and infrastructure upgrades needed.
- Development is essential for a healthy community.
- It's OK
- Takes too long to get any developments approved. We need more housing
- Applicants should bare the cost of all related expenses to process their applications.
- Get them through, don't inspect like it's the city.
- Basically the IT has planners. We pay more per capita in taxes to the IT than comparable sized municipalities.
- Allowing the removal of restrictive measure to allow development so the island can keep its residents and allow newcomers to come build and grow their families with sustainable living and work.
- The process seems to work ok
- Funding for applications should come from application fees, not property tax revenues.
- The permitting process is arduous and overly expensive
- My IT tax contribution is already unaffordable so it needs to decrease
- meaningful work is beyond excessive and highly inefficient.
- Depends on what the cost is and what it is meant to cover
- Stop over regulating. Everything has become so onerous for everyone

- The Trust permit cost is a very small portion of an application and should not be increased and add further burden to the applicant
- Applicants should cover costs.
- We already pay the CVRD. Double taxes for what services? too much bureaucracy
- There is no employment on most islands, therefore affordable housing is a fantasy, not required. Focus should be returned to original purpose of setting criteria and enforcing compliance in concert with muni and CVRD.

APPENDIX C:

Comments received re: Funding for Bylaw Enforcement Services

- More bylaw enforcement should first be handled by the Trustees, locals and neighbours, before going to Bylaw Enforcement. The costs for Bylaw Enforcement in the I.T. seem a lot higher per capita than other nearby jurisdictions (like the CRD or the Comox Valley RD). It would be better if the work could be done like the other local governments and more cost-effectively.
- The bylaws should be enforced. My understanding is that the lack of enforcement is not based on a lack of funding, but rather an indefensible exercise of discretion by the Trust to pick and choose amongst the bylaws to decide what rules will be enforced and what rules will be ignored. If the rules are wrong they should be changed - not ignored at the whim of the Trustees of the day.
- complaints-based is best
- Our groundwater aquifers are being contaminated by pollution and naturally by saltwater intrusion and over use. Institute requirement for rainwater collection on all new builds and enforce it!
- currently only complaint-driven
- I assume it's not enough because so many people think it doesn't matter if they defy bylaws
- All is complaint driven, so, often one homeowner must make changes while a neighbour with more egregious "offences" is left untouched.
- The direction to by-law is to focus on short term rentals - I wish they would remove the trailers being parked in sensitive areas and reduce mini-villages without permits
- All over BC there is a tendency for people to think rules do not apply to them
- No point in bylaws if they cannot be enforced
- Bylaw enforcement should be managed by the RDN. Having multiple government entities enforcing bylaws is redundant and wasteful.
- Too many awful trailers parked everywhere and where does their sewage go?
- Short term rental accommodation rules need to be enforced so that properties on the Islands become more affordable and lessen the economic discrepancy between property owners and renters.
- so obvious we need more bylaw enforcement

- Not being enforced now so why would you add more costs? Septic tanks are draining through our creeks and full contamination as they enter the ocean. Residents renting out RV pads without enough septic space and water. You guys tell us why?
- There appears to be little enforcement after application is approved and especially there needs to be more protection of wells for diminishment in quality and quantity.
- prioritize environmental protection activities. focus on use of homes for tourism is less important for this government - that is a BC gov responsibility
- Long waiting list for enforcement action; some problems are not attended to
- People should be able to talk to each other instead of tattling on each other. We have to learn to live together without big brother coming to sort things out.
- It is under-resourced. If you are going to have bylaws, you should have resources to enforce them.
- I've been told the IT has no funds to escalate multiple bylaw infractions to the courts. Once the public understands this, every bylaw infraction notice will be ignored.
- People ignore the bylaws because they are not enforced
- I resent being in a police state or subject to vindictive bylaw enforcement.
- Bylaw enforcement should not promote the neighbors turning on each other. And should not be apply unequally to the popular vs unpopular
- It does not make sense to have both Islands Trust bylaw enforcement and CRD bylaw enforcement - wasteful duplication of services
- They have to be more effective. Inspector was on Phyllimore point and Parker Island Beginning of May, 2025, he could have visited Wise Island at the same time. Instead I was asked to provide transportation to Wise that has nothing to do with my property. What a bizarre set up.
- Focus on those who break the rules and destroy the environment.
- Duplication of services with CRD bylaw enforcement
- I don't believe there is any bylaw enforcement, besides the one building inspector when he is visiting here anyway.
- If planners followed the OCP and required proposed projects comply with OCP requirements there would likely be less need for bylaw enforcement. It's an open secret that developers should build first and ask questions later, if necessary. Ex: Crystal Mountain Retreat
- Focus on by enforcement for non compliance.
- Because it appears that not enough enforcement is done, which is probably because of the budget.
- Bylaw enforcement is non existent. On my little island several buildings are being built without permits. Crd does nothing about it.
- Depends on the bylaw infraction identification process. It is best that identification be done by enforcement officers and then the system needs more money.
- Hostile and vindictive bylaw officers, needs a third party approach as it just gets worse
- Recently a couple of residents on Gambier who were angry at bylaw infractions (at least 1 of which had been ongoing for at least 3 years) and complaints had not been responded to. They went online with their complaints and I recently learned an SCRd bylaws officer

was sent over to Gambier but had no way to view the areas under dispute. A local resident with a vehicle was commandeered to drive the SCRDR officer around. The effect was pitting residents against each other that other residents are unhappy about. The follow up should have happened much quicker and the process, as I heard about it from a couple of local people, was rather unsavoury and poorly dealt with. We have a Trustee on the island and perhaps some early conversations between the Trustee and the property owners might have avoided the scenes that unfolded a couple of weeks ago. While this isn't 1st hand observation on my part, it was unsettling and unpleasant for a number of residents and could/should have been handled better.

- I'm not certain on the demand required for bylaw compliance management, so I can't say.
- We don't get enforcement services as it is, why pay more?
- Keats is largely self policing due to its location and access.
- We had never been bothered by Islands Trust until recently. It was a very negative experience. We had a bylaw officer who doesn't know the bylaws. He had an agenda that was all about himself rather than trying to understand the historic development of the area. These bylaw people are not legal experts and need way more training in that area. People on my Island are pretty honest and this bylaw officer basically tried to trick them and then use their statements against them but the bylaw officer couldn't even get their statements correct making false accusations. Furthermore you don't need bylaw officers making up their own interpretations of the bylaws. The bylaws have clear and obvious intentions and bending them to suit your own personal agenda is not acceptable.
- If parking regulations are instituted on Keats as suggested above then by law enforcement will be needed on Mondays after a weekend when many cars are left parked, or perhaps on Thursdays so owners receive the nice on arrival on the weekend.
- We need less governmental and First Nations direction
- I've never seen a bylaw officer on Hornby but some people complain about tourist noise in STVR and never take action if this is even a real problem?
- Hornby currently has a loud subset of its population who think that enforcement is unwelcome or will be used in a personal, vindictive way. I'd like to see more neutral, outside enforcement presence actually checking on violations.
- It is unclear who is responsible for enforcing the rules on the island
- enforcement for water usage and STR violations esp. septic systems & noise
- We do well watching over ourselves
- We need to get away from constant growth
- People taken a wink-wink view to bylaws, rendering them somewhat irrelevant
- Too much money for the services delivered
- less government is best.
- by-laws don't seem to be enforced at present
- get rid of UNN involvement
- All spending should be reduced

- We are more than capable of taking care of ourselves. Your bylaw enforcement provides an opportunity for cowards to make anonymous complaints instead of keeping it on island and creating a community dialogue.
- I am not very sure of the effectiveness of bylaw enforcement
- By law enforcement is non existent except when a complaint is made. In most cases the complaints are vindictive, and from a self serving special interest individual
- This is an important role and needs to be maintained as costs increase
- don't know how much is spent on enforcement- if there are issues they should be dealt with immediately
- Because people put up signs on their property which they have no right to e.g. no parking signs on public roads
- Our complaints are not getting solved satisfactorily. Often here that CRD won't come over ...CRD not interested...can't do anything because of CRD.
- The bylaw enforcement creates division in the community
- fairly good
- We have had huge issues with a neighbour using property inappropriately. Many neighbours complained, but the LTC seemed unable to assist.
- not sure what the funding is but we need enforcement to improve and need female officers in our force for the obvious reasons that only male officers are available for females in distress
- Important issues of health and safety are handled by CRD anyway
- I am concerned that bylaws often are weaponized against lower earning members of the community and do not serve to achieve any purpose outside of raising property values.
- More lenient decisions are needed with more insightful thought
- Too many bylaw infractions appear to be ignored on Mayne Island
- As long as the by laws are enforced which on Mayne can go ignored in certain instances. We fight back and nothing is done.
- North Pender Island started taking a stance to actively look for violations and not use the deal with by complaint as was stated in Islands Trust document. This started a bunch of unfounded complaints from people not even close to issues they were not affected by thus increasing the budget.
- Egregious infractions of DPs and other environmental issues go un-investigated
- Community plans are only as good as the people who choose to live in accordance with them. For a plan to be successful it needs to be buy-in and consequences for those who choose not to do so.
- Increased occurrences of unleashed pets, chasing deer/killing chasing livestock
- Trust in the people of Pender and they'll trust in you.
- Eliminate the anonymous complaint machine. It serves no one and divides everyone.
- Properties with junk cars, boats and rusty toys are blots on the beauty of the island
- Tends to be vindictive and personally based
- Not an issue on the island and most complaints seem to be unsubstantiated wasting time and money.

- What bylaws are there??? It's so confusing trying to figure them out! If there are bylaws about ENVIRONMENTAL preservation (not just how many feet your outhouse can be) then yes, please enforce them.
- Again too expensive. Time to cut back.
- if bylaws are not enforced then get rid of the bylaw
- why do both CRD and IT have bylaw enforcement? consolidate
- There doesn't seem to be much bylaw enforcement and not sure that is a priority, therefore I think it is an area that can be explored for decreasing. Stats and a quick summary on number of bylaw actions taken and results would be useful to determine if my comments are in line.
- The job of bylaw officer should be offered to island residents.
- I have heard from residents that Bylaws are rarely enforced or it can take literally years for there to be a conclusion.
- Bylaw enforcement has changed if there's a complaint we now have to register our name phone number contact information so that the Individual placing the complaint will be fully exposed. When you called the Crd, they switched you to the Islands trust when you talk to the Islands trust they send you back to the Crd. Does anyone know what we are paying for if no one knows who to direct us to
- I don't know the current funding or how it is used.
- Costs for everyone is meaning having less. All citizens need their governing agencies to first, constrain the budget significantly and control future increases based on actual costs and not raising funds.
- Community members often are not able to find channels to report concerning activity.
- At present bylaws are not enforced. I don't think it is the Trust's job to enforce the bylaws. They should document infringements and a provincial body with teeth should enforce.
- Bylaw enforcement should not be complaint driven. There are far too many eyesore properties and travel trailers/motor homes used as permanent or temporary housing.
- All you have to do is grease a few palms to have bylaws waived.
- maybe if bylaws were enforced we wouldn't have two homes crowded on to a tiny lot, helicopters in the front yard, 10,000 sq ft homes being contemplated and amendments to bylaws allowed.
- To ensure those living/visiting SSI maintain the natural surroundings
- Not to waste money on chickens in court that's for sure.
- When there is no functional bylaws on this Island, enforcement becomes harassment.
- More time for by-law officers means more people can be consulted on contested issues.
- Trust needs to demonstrate that it is giving appropriate support to enforcement for Piers Island.
- More enforcement. Particularly, enforcing the number of dwellings allowable on a given piece of land. e.g. my neighbor has three dwellings; one dwelling is house, the second dwelling is a barn workshop but the stove & shower were installed after final inspection, 3rd dwelling is a tiny home with extensive build out building attached to the tiny home. I would like to see more enforcement without filing a complaint on my neighbor.
- Prevent the current private clear cutting

- There is a lack of timely enforcement for important matters, i.e., housing that is damaging the environment or unsafe; vessels that are unsafe, have no containment equipment, are in environmentally sensitive areas; need to purchase a vessel to enforce bylaw regulations in our harbours; need more enforcement officers on SSI.
- Inaccessible bylaw enforcement for serious off-leash dog issue.
- Need to regulate Air B and B's and the like.
- the office needs more support
- It seems that things take too long. e.g. the salty dog place is still operating even though they are not within the rules
- Fix your bylaw policies first
- We have many many rules/bylaws with seemingly haphazard enforcement. Why have rules if you don't enforce. This needs to be done efficiently.
- So many people pay no attention to the rules as they know they won't be enforced
- Eliminate laws that restrict alternative housing like tiny homes or include them in building codes and guidelines for inspections.
- ONCE we get a revised OCP and LUB. Not now.
- I don't know that more/less money would make a difference.
- Bylaws need to be enforced (using “discretion”)
- More people should be sued to make sure they comply.
- As we are expanded for the tourist season we need more enforcement of dogs and abusive people. Also traffic speed.
- It's ok as is
- Every OCP Salt Spring has developed has prohibited STVR's and because enforcement has historically been very lax, each year we see more and more opening. Cleaning companies openly advertise the cleaning of B n B's. On and off island investors have purchased one, two and three houses for the sole purpose of year round commercial rentals. These are not hard to find and definitely remove rental housing from the residential rental market. One of the quickest and cheapest ways to address our housing crisis is to enforce the existing bylaw.
- Only for rentals to become legal, and rat less.
- In its current form it is a poor use of resources. They spend a lot of staff time and target infractions with little impact
- Why bother to increase when you don't bother to enforce anything.
- I have never seen a bylaw enforced on Saturna in over 20 years
- To many protectionist bylaws.
- I don't see a need for further bylaw enforcement on Saturna.
- If bylaws aren't being enforced presently due to lack of funds then increase the funding. To me, it seems to be lack of interest of our local trustees to enforce the bylaws they write.
- There doesn't seem to be much bylaw enforcement on Saturna
- Most islands don't need bylaw police coming into their communities from the city.
- We have enough enforcement thanks

- My IT tax contribution is already unaffordable so it needs to decrease.
- Meaningful work is beyond excessive and highly inefficient.
- Let neighbors talk to neighbors with out blowing the whistle on them.
- There may be ways to improve efficiency.
- Haven't had any dealings with bylaw enforcement and hope to never have to!
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- By-law infractions are investigated/report basis. Clear metrics should be provided on an Island by Island basis
- Non-enforcement encourages more infractions. Without enforcement there is little relevance to bylaws
- No bylaw enforcement here
- Private property owners should have the right to more freedoms. There have only been a couple of extreme situations in the past 30+ years where IT has had to get involved.
- To prevent construction of illegal and undermined docks.

APPENDIX D:
Comments received re: Funding for Trust Area-Wide Programs

- The region wide programs that I have connected with have been excellent as is. The ecosystem mapping that I saw on your website was top notch, as were, the one or two education sessions that I attended.
- If Trust employees were paying the costs I think there would be far more restraint and efficiency.
- Housing, housing, housing for ordinary residents, not for Architectural Digest.
- The program to be supported should be closely related to the preserve and protect the natural environment and natural amenities.
- I think more resources are needed for First Nations engagement and support.
- The people of the trust area should not be burdened with the expense of preserve and protect it should be funded by provincial and federal government since it was put upon the islands by them. Where else in the country does this happen. For a small amount from governments the Islands Trust could purchase hundreds of acres over time on all islands and actually conserve and protect land for future generations instead of spend millions of dollars trying to manipulate people and regulatory bodies those of which over 35 years of watching has been alot of money spent on discussion groups, surveys, travel with little results.
- Islands Trust should not be providing ANY funding to special interest groups, and NGO's. That is not the original intended role of the trust. Look it up.
- In its primary function as an island-wide "trust" these activities should get more funding while activities related to reviewing and approving development should decrease.
- In line with inflation, quality and value of the programs should be better vetted.
- Islanders don't need management from two governments. Duplication is waste of human time energy & money.
- I don't see public education helping when the agency itself is broken.
- Develop More Modern Initiatives.
- Stick to zoning and stay away from political activism.
- If I'm correct the SFU 5-principles of public engagement will take more time and renting venues for consultation.
- Stewardship Awards, History and Heritage Conservation Grants in Aid.
- The Gambier Conservancy seems to be well engaged with the public in terms of education and participation in preservation programmes. The Trust also has, according the website, a conservancy programme but isn't this redundant? And if the Trust has a Conservancy programme is it really necessary when we have a Conservancy on Gambier, many other islands probably have their own Conservancy, and we also have the BC Conservancy. Too many groups doing the same or similar. The public education and engagement for the OCP has been a dismal failure for Gambier's OCP process so I cannot support continuing or adding to the programmes the Trust wants to do.
- The IT seems out of touch with island life. Just stick to planning and supporting our community plans. You are not educators or advocates.
- Dump all of the above and get rid of the conservancy!
- Too many of the programs are non-productive. Programs should be action oriented only.

- Unfortunately, there was no place to comment after the previous question. I am in favor of property taxes increasing to cover some of the additional application costs IF the voices of those who are paying the taxes are represented accordingly in the conversation. Ownership allows for input; those with skin-in-the-game often care deeply about future outcomes.
- This is the art of managing a budget and should focus on environment. Example derelict boat removal.
- Trust programs waste money and do not help residents or the environment - instead pay inexperienced students to drive around polluting our environment.
- None of these initiatives provide any benefit for Piers Island owners.
- Funding and cost to each area should reflect the true cost of services delivered. Programs should be analyzed for mandate and efficiency.
- Public education and ecosystem mapping costs must be more expensive and they are worth paying for.
- Spending in this area is extremely ineffective and should be examined based on value-for-money principles.
- The webinars are great, maybe they need more \$?
- I think Island Trust action does not align with preserve and protect mandate. Therefore the funds are poorly spent. First Nation consultation are also a great financial burden. The organisation has to be run more efficiently.
- Can't do today's work with past funds!??
- Focus on your core mandate. Get out of politics.
- Costs need to decrease.
- Fund a contest for removal of invasive species per neighbourhoods and between Islands like rag weed, foxgloves, broom etc.
- Each island has its own stewardship, nature conservancies etc. I believe there is duplication of effort and each Trust Area should assess the overlaps and enable cost reductions. Locals do better more meaningful work that really matters to residents, vs a IT could ever accomplish.
- Need more public education on groundwater protection and invasive species removal.
- I don't know because I do not follow
- IT is suffering from severe over reach into areas the Province & Regional Districts already has & which are overlapped.
- This does not seem to happen on Hornby at all, perhaps due to lack of funding?
- Decrease the bureaucratic costs by being more efficient.
- Only communication is articles by Laura Patrick in The Driftwood. This is sufficient.
- Less government oversight. When the Trust was developed there was a need to preserve the islands. Now, with zoning and bylaws that need is past.
- Eliminate the Island Trust entirely.
- Island trust should focus on approval of projects.
- Except for ecosystem mapping for the sole purpose of protecting the environment, I doubt whether any of the other programs are useful, particular as the Trust has listed in its "major" accomplishment section of the annual report the sending out of welcome packages to new residents - - an example of waste.

- Simplify the responsibilities and role to reduce cost. Banning use of popular areas is out of control.
- I'm uneasy with "advocacy". The LTC is excessively politicized and excessively ideologically driven.
- Island Trust should be doing all of these things! Not arguing about whether someone can put a window in a barn.
- Overall costs for the Island Trust need to come down, either find efficiencies or make some reductions in optional programs.
- Not needed as a land use body.
- Funding should be pushed into local media (Driftwood, Undercurrent, Sounder) and not tech companies like X and Facebook to communicate to residents. Utilizing local media demonstrates the Trust understands the links between local business and preserving communities.
- Stay in your lane; protect from overdevelopments like Magic Lake not everything else.
- For better public transportation.
- I can only speak for Mayne. I have seen little of the above from Islands Trust and all of the above from Mayne Island Conservancy.
- This is not the appropriate role but should fall to the ministry of education.
- Need it to be higher level not so micromanaged.
- The Trustees need to be clearer on their mandate and stick with it. The public needs to be better informed - the resources are available for this, it just takes time to read through and attend meetings. The frustrating thing is the same questions and complaints circulating every year without the public's informed understanding of the purpose and history of the Islands Trust.
- There is an affordability crisis. All programs should be done as cost-effectively as possible.
- I would advocate for a much smaller ITC footprint overall.
- Depends if Trust policies are going to be consistently applied.
- More outreach and education is needed.
- Water related services and support should be improved.
- I think the Island Trust should focus on its core responsibilities, being land use planning and the OCPs, and leave advocacy to the many established groups already doing so.
- Currently wasting money and time putting out useless press releases.
- Families in the islands that are struggling should not be paying for overpriced "planners" that do not benefit the community.
- The Islands Trust Council should not engage in any activity that falls outside of community land use planning, and communicating to citizens about community land use planning decisions. We have entire provincial and federal ministries dedicated to stewardship and environmental issues.
- All the programs listed should be given more attention.
- Lowering costs is necessary from so many standpoints. Less staff, fewer programs, more attention to the essential issues.
- This like the last question the supplied answers are limiting. Funding from taxes should be voted on by the residents of the island. The cost of applications should be applied

equally to all applicants. If the costs are too high perhaps a simpler method should be adopted.

- More programs that tie the Trust Area together.
- Conservation of endangered ecosystems, i.e. old growth forests, wetlands, streams, lakes and aquifers
- Pretty much everything above should be moved out from under Island Trust's purview. They are not accomplishing enough to warrant the budget they demand. There should be a complete review of all things under the 'control' of Island's Trust.
- Remove stewardship, advocacy, "cooperating" with FNs. Just focus on the statutory mandate.
- I would support an increase if programs were delivered on time and useful to the greater population
- Most of the list above has no impact on my life on the island. Please spend money on things with a measurable benefit.
- Stronger stewardship programming
- Reduce funding for First Nations advocacy that already receives such funding
- We need to get away from constant growth
- conservancy serves this function quite well
- Less Islands Trust everything
- With inflation, Islands trust has become too expensive to maintain at its current levels.
- Waste of money!
- Focus on doing the actual work. Not just talking about it. Stop with all the land and reconciliation signalling. Get to work and preserve and protect.
- Stop duplicating provincial and federal responsibilities. Use funds to demonstrate how the province is neglecting to fund a program that is meant for all BC residents. The island are not just the residents responsible based on how they are regulated
- programs need to be created like Permits for tree removal, poisonous Daphne removal, broom pullout and deer population control
- Suitable Land Analysis should be abandoned. The tool being used is poorly thought out, hard to change and does not work.
- I see advocacy as the most productive role of the ITC.
- In general I support increased funding for the good of the community.
- Garbage removal is an issue, building entire houses without permit should stop.
- For First Nations joint governance programs
- Funding for Keats Island should be curated to its needs which are unique from other broader IT projects
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- The services of the Islands Trust should be rolled into the regional district, duplication of fees for services, building permits for instance is unnecessary and reduced IT staff required in this area could free up staff time and costs.
- Look at reducing a percentage of spending in all areas.
- There are too many programs that provide no real value. Cut the bureaucracy and the waste
- Costs have become a source of social and individual distress.

- The Trust is a layer of government and bureaucracy that is not needed and basically duplicates other levels of government.
- Islands Trust has too much power and not enough accountability. Too many one issue trustees that have no idea of the diversity of various regions.
- The board needs a better balance between preservation and development
- Ecosystem mapping
- Most programs and educational sessions have not had any significant success. The public is mostly ignorant about the Trust and the difference between the Trust and a local government, either a regional district or municipal council.
- Increase support for proactive work on implementing the preserve and protect mandate. Decrease expenditure on managing requests for variance, DPAs etc.
- Advocacy projects are money pits
- Too much money is spent on this to no productive use.
- Government needs to be downsized
- I have accessed the extensive resources and found them very informative.
- The Trust needs to demonstrate the effectiveness and efficiency of each program. I feel that taxpayers are getting a lot of "hot air" from the Local and broader Trust rather than real projects that accomplish something. Talk is not conservation or protection.
- Too many trust committees....
- Education FN programs and Environmental Protection are key.
- Eel grass helps increase fish habitat as a good example.
- I don't know how funds are allocated
- Preserve is not always the best option
- This is necessary to attend robustly to its agenda for environmental wellbeing.
- The IT perpetuates mission creep duplicating projects that are already done better by senior government. It should pare back to activities within its remit and ditch the constant stream of eco projects that duplicate work that is the responsibility of the Province. It more resembles an activist eco-NGO than my local government.
- Preserve and protect seems to be ignored at this time. This islands population has reached capacity from what I understand yet islands Trust is pushing to increase the population in spite of water issues in particular.
- Advocacy is a waste of money.
- Little to no use
- That is the main task of the Trust -- funding for other initiatives can be reduced.
- Increase funding for communications, cooperating with other governments
- Waste of time
- Purchase of bare lots to increase green space or to implement fund raising to this effect
- The Trust should focus on its core mandate of land use planning and enforcement.

APPENDIX E:

Comments received re: Funding for the Islands Trust Conservancy

- doing a great job at the moment
- Other actors have proved more nimble, but the local item connects islands to the ecosystem.
- private ownership is just fine
- Just here on North Pender Islands in the past 50 years literally hundreds more hectares could have been purchased on less of a budget
- The Islands Trust should not be providing funding to the Conservancy. It is not their role.
- Most of the land in the Trust Area is private. A critical way to protect habitat is conservation covenants but these cost the landowners money even if they get a NAPTEP funding. There are people who want to establish covenants who don't because of cost. This could be covered by the Trust Conservancy.
- In line with inflation.
- Do not take on projects that cost money like this. Provincial govt covers parks. Our taxes are too high & climbing. Income is decreasing & cost of living is rising.
- Need more conservation projects
- Buying and then conserving the land decreases the tax base increasing the tax burden of the remaining shrinking number of property taxpayers.
- The public needs to know more about this Trust function.
- Just answered this above. The Islands Trust Conservancy makes for 3 levels on Conservancies for some islands. If I were choosing to work with a Conservancy to donate some or all of our land, I would choose the Gambier Conservancy. If there is a need for an Islands Trust Conservancy it might be for islands within the Trust that do not have their own Conservancy due to small population. If the islanders choose to start up their own Conservancy, the funds and lands held by the Islands Trust funds should be given to the newly formed Trust specific to that island.
- The islanders protect the island.
- How would we know when we don't know how much you pay?
- It should be completely eliminated!
- The ITC should be entirely self-supporting - maybe through grants - or eliminated. No tax money should go to this.
- See my comment above re. skin-in-the-game values.
- Depends on priorities
- Islands Trust Conservancy land could be better used for the community and not for the private gain of grossly overpaid Island Trust Conservancy staff
- Pendulum has swung too far, time for serious cutbacks
- Again, is irrelevant in the context of Piers Island.
- too expensive
- Because we need to protect ecosystems, landscapes and maintenance is expensive.
- It should be run as a non-profit society and operate in the same manner as all other land conservancy organizations. Most respondents will once again not have the facts and information to properly evaluate and answer this question. If you re-worded the question to say: Are you in favour of 20% of your Islands Trust taxes being donated to a local land

conservancy organization (that is equally or more effective as the LTC has been), what do you think the answer would be? Obviously, the percentage of 'No' answers would be far higher than even the number of "Decrease" answers resulting from this survey. Again, this question shows the inherent bias of a growing bureaucracy. And just so you know, I donate significant sums to land conservancy organizations and very much support their efforts.

- They do great work across the islands
- Conservancy is preserve and protect. All tanker anchorage should be disallowed by making all waters a park.
- Vital work, maintenance.
- invest and apply for grants for LAND BACK-As UNCEDED LAND should include a plan to fund the buying back of parcels of significantly important lands for Indigenous Communities=increase indigenous managed lands
- No increase above inflation please.
- The ITC should reach out to volunteers to do work & become exceedingly more efficient.
- We need more conserved area to protect natural ecosystems.
- These are vital areas and must be supported
- Let private donors take care of this.
- I have seen nothing done by the Conservancy for protecting our valuable and unique harbours and adjacent shorelines.
- This program has tangible, positive results
- The rate of property acquisition is satisfactory or excessive as-is.
- I have not seen the case made for any of the above options
- There are increasing risks (fire, invasive plants, deer) in reserves and high public use. These have to be managed.
- YES! And the initiatives should expand to all properties on the Gulf Islands.
- Provincial responsibility
- The Islands Trust has too much say in our private properties. WE have the CRD and OCP. Enough
- Decisions need to be transparent and include reasonable access by the public to findings related to archeological finds, and critical habitat.
- this should not be IT's role, there are other groups doing this work
- people should raise funds separately if they want to conserve lands
- they don't seem to do much
- The ITC is in a stand-still mode right now because of understaffing. It is essential that any increase in funding be used to remedy this situation.
- Over the years Property maintenance and taxes will keep increasing.
- I'm not comfortable with the Islands Trust becoming a major property owner or custodian in the community.
- Funding for the conservancy should be by donation only.
- Need to have a better definition of what preserve and protect means and how conservancy plays into that
- Enough.

- We looked into this program in the past, and support it in principle, however I think its up to the current owner and nominal checks to ensure the intent of the covenant is being respected, not using tax dollars to police it.
- There is an affordability crisis. All programs should be done as cost-effectively as possible.
- But only if people are not excluded from conserved lands
- More land protection is needed
- Staff drive to and from conservancy increasing climate change - it is in reality an anti-environmental organization; land should be repatriated to First Nations
- At least cover their costs
- Your "conservancy" is intentionally removing rare, viable, off-grid homesteads on our island. We don't want your conservation. We want to live peacefully off all of the grids. Nature is dominant here and will always be if you respect our wishes rather than ramming utilities down our throat!
- The lands should be returned to the First Nations. This is stolen land.
- The Conservancy is the only piece of the Trust that actually preserves and protects anything. The local committees are hampered by their desire to be popular, so they approve every application that comes their way.
- These properties should be handed over to the province of BC, which manages protected areas under several robust legal frameworks, including the Park Act, Protected Areas of British Columbia Act, and Wildlife Act. This is not the role of local government.
- Increase management of properties and include local volunteers to help
- The private donation and volunteer stewardship of these properties seen as separate to the overall agenda of the preserve and protect of the Islands Trust Council
- This is a core purpose of why we should have an Islands Trust, of course it should be prioritized.
- The more protected the merrier
- there is waste and over reach (meaning creating more and more programming which do little) that could cut from the budget
- Conservation of donated land is one consideration, but shouldn't our general Provincial and Federal governments cover such conservation of land through its systems?
- Most important work of Islands Trust
- Check out Duck's Unlimited for an idea of how Conservancy can be done much more efficiently.
- This is a laudable goal but I don't know how the funds are spent.
- There are so many other things to spend money on - i.e. cleaning up the harbour
- Fund the species at risk program permanently,
- We need to get away from constant growth
- need more land preserved
- Less Islands Trust overreach
- We should have enough money in the IT budget to maintain these properties without having to increase the budget. \$12-\$13 million per year on such a small area with less than 30,000 in population is quite expensive again overhead might need to be decreased.
- Stop spending so much!
- Focus on conserving

- Not funded by provincial or federal funds. Only use provincial and federal funds to protect areas that are their jurisdiction and don't make residents pay for it.
- these islands are a National treasure and need protection
- Area under protection by ITC has increased and more is expected
- We have a lot of protected areas, particularly on Saturna. We do not need IT funding to protect any more.
- It's even more urgent now, with climate change, to fund projects under the umbrella of ITC.
- support land protections now to benefit our collective future
- That's preserving nature
- Probably need to increase to cover inflation. What is missing from the conservation aspirations?
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- If protected areas are donated why is there a cost to the IT to support? There are many conservancy organizations that could benefit the Islands without this added cost center
- My experience has shown that species on my land were not managed by ITC and therefore did not need any funding.
- Let the people who want to save the spaces Fund the programs.
- Funds for these should come from conservancy societies not the public purse.
- Our Conservancy on Mayne does a good job at the current level of funding.
- Let the individual owners manage their properties!
- We are overly protected. There is little land available for affordable housing
- Ensure preservation and protection of increasing scarce and threatened natural environment
- Need to extend Conservancy to local waters, Federal and Provincial governments have too much control with little or no local knowledge
- The Conservancy is the only success story in the Trust.
- Most of the islands are private property. There are few ways to actually preserve and protect the unique ecosystems that stimulated the formation of the Trust. Developing covenants and nature reserves are an important mechanism.
- Invasive species need to be removed, eroded beaches repaired and protected areas selectively purchased when they become available
- The tax base cannot afford increases
- To purchase large land holdings at higher elevations to protect forests and groundwater recharge areas.
- Environmental ideology has hindered the good use of the Howe sound—we need more parks with docks
- An increase might be required if more land has been accumulated.
- Again the Trust Conservancy has not demonstrated that it is accomplishing any real on the ground advancements.
- Environmental Protection is paramount
- Increased properties require more protection and/ or development.
- This is where the Trust Conservancy should be centered 100%
- Necessary to get the robust advocacy job done.

- The ITC should be abolished and its covenanted properties passed to a non-profit which could run them more efficiently at no cost to tax-payers. The ITC is extremely dysfunctional and cannot manage the properties it controls. The ITC budget is wildly out of control.
- There are very serious issues here such as water which are not being addressed. Bringing more people will exacerbate the problem. Developing land, at this time, is nonsensical. Preserving it is required.
- The costs of on-going management of Conservancy areas will increase.
- Why are there two conservancies on Salt Spring? Is the Trust conservancy redundant?
- Why is this a separate entity?
- I think this is pointless. Example, a friend has such a property 'protected'" as sharp tailed snakes have been found there. But the neighbour has two cats that roam. So - all that is happening is that this property is providing more hunting for the cats.
- I fully support the Conservancy's work but sources of funding other than property taxes should be used, as with any other land conservancy.

APPENDIX F:

Comments received re: Frequency of In-Person Trust Council Meetings

- It's a luxury to be able to meet face to face now with the good technology we have.
- Online works, could happen more often.
- Why burden we the tax payers with paying more for their trips when everyone, including us taxpayers, could meet online with our concerns.
- more communication is essential
- these are costly meetings both in time and money
- If we believe that vehicles are bad for the environment and that is a big part of Islands Trust mandate why would anyone support all that travel.
- They should NEVER meet, because the Islands Trust should be dissolved/eradicated/poof/gone
- Virtual meetings are very efficient and cost effective.
- With today's technologies and communications the need to meet is no longer a necessity.
- Too expensive, increased footprint on the earth with travel, not necessary.
- The extra money could go to housing.
- Need some in person meetings, but not all
- In-person mixed with on-line give people more opportunities
- It's good to meet once in a while in person, say spring and fall, but now online meetings made a lot more sense and help keep budgets down
- Why in the world would it cost \$30,000 - 35,000 for a trustee to attend a meeting? That's more than I have ever earned when I worked full time.
- I think the Trustees know how much they benefit from in-person meetings.
- Need to reduce costs for meetings, but it is recognized that meeting in person is important.
- I really don't know.
- Virtual meetings work. Meet once a year in person.
- Cost. Was torn between once and always online.
- The costs for in person meetings are artificially inflated by the trust.
- In person meetings are too expensive.
- 2x a year balances budget constraints with relationship connectedness.
- I don't think there should be an Islands Trust - just CRD
- Very wasteful of my tax dollar. Teams meeting work well.
- How does a single meeting cost \$35,000?
- While there is a cost to meeting in person, I think it's important to do so at least 2x
- Middle of the road choice. Travel expenses and modes of travel from island to island are expensive, but in-person meetings are valuable.
- Just spend the money wisely. Do you recall a report on the effectiveness of the Trust from a few years ago? It said the Trust was doing a poor job in most areas, including providing good value for the money spent. Read that report, make drastic changes and stop wasting your time and ours with these largely useless surveys.
- They should allow residents to attend and be on one of the islands

- If it is convenient, no hotels or long travels they can meet in person.
- Technology better used for costs
- This would be every fourth meeting, right? That seems like the proper balance.
- At this day in age there is absolutely no reason a meeting should cost over \$30,000
- Try half of current meetings and see how it goes.
- face to face is important and all the Islands need to be visited for the other trustees to understand the unique challenges of each Gulf island
- If you have the tech, it cost money to acquire and prepare, therefore use it.
- Don't use tax dollars to meet in person and pay for travel, it's a waste of my money.
- Decreased costs
- I don't know enough about the issue to provide an effective comment
- The ITC should always meet in the communities they serve, taking turns on various islands.
- Save costs on this, remote meetings are adequate if interspersed with in person meetings
- cheaper
- Local Trust is important. Meetings of the entire group are far less important.
- Save costs and by meeting virtually others can participate/view.
- A typical corporate board of directors meets quarterly except in urgent situations that require its attention. Since the Trust is legally a corporation, it should act and conduct itself accordingly.
- No strong opinion
- Climate change ought to be factored into decisions to travel to meetings.
- Most biz can be done virtually. But meeting in person every so often can greatly enhance the effectiveness of online meetings.
- Too expensive and too many trustees. One trustee per island.
- Proper governance dictates that the members meet regularly in order to communicate in a professional way. Online is insufficient.
- meet once, twice or three times per year
- fiscal responsibility plus opportunity for team building
- It is important for trustees to talk directly to one another. Socializing is important in getting things accomplished as well, and this cannot be done as efficiently in a virtual meeting.
- Status quo appears to be fine.
- In person meetings should be at the expense of trustees.
- Allows more people to attend every meeting and less time and \$\$ spent on transportation etc.
- That seems like a good balance
- Given the cost, once per year is sufficient
- There is an affordability crisis. All meetings should be done as cost-effectively as possible, and meeting as a whole more than once is expensive.
- The cost of live meetings is prohibitive.
- Face to face is the only way to build meaningful relationships
- reduce costs

- save money which could be used on water related projects
- I think it's important for some in person meetings, but given the cost difference between in person and virtual, I think the majority should be virtual.
- I don't think there should be an Island Trust
- They have met here (Gabriola) before, it would be nice to see them here (Gabriola)
- Not just online, we need to attend sometimes
- Only 2 meetings per year, in person. No other meetings. You aren't that important. Your meetings are luxury vacations; you can make the meeting days longer and even reduce them if you had well facilitated meetings and Trustees that came prepared (imagine!).
- Stop wasting public funds
- Why on earth does it cost \$35,000 per person per meeting??
- Reduce spending on Islands Trust overall to reduce tax burden / costs and overall over governance.
- It is worth connecting in person once a year to provide opportunities for more communication.
- That is a shocking number. Similar meetings in the not-for-profit sector cost less than half of that.
- Not sure what the benefits are of in person meetings or what is lost from only online.
- Ec dev opportunity for Islands which you meet on, opportunity to get island orientations all together.
- As we all learned during Covid a lot can be achieved through virtual meetings
- Finding means to control cost should be paramount, which could include finding less expensive means of meeting in person.
- Is there a cost component involved?
- 4 times is minimum for Council to get work done and it must be in person
- Explain to me why it should cost that much for 26 people to meet in person?
- these days most things can be done in an online meeting and twice a year should be enough
- Money can be used more wisely elsewhere.
- Meeting in person is very expensive
- Again expensive to meet with little measurable benefit
- I think it's essential that IT trustees get to know each other
- There are not a lot of opportunities to build relationships and trust among trustees with very different views. In person meetings provide valuable opportunities to bridge the gaps and find common ground.
- We need to get away from constant growth
- need more outreach between islands
- I think the online meetings are pretty efficient.
- We do not need two trustees per island. We are in North Pender and we are next to South Pender each island has two trustees too expensive. Let's bring it down to one for each island.
- News to me! What a waste of tax payer's money.
- Stop wasting my money
- It is important to get together but can be done virtually as well as connecting in person.

- That's a lot of money per meeting. I see the value of meeting in person sometimes, of course. But most issues can be dealt with quite well by email, phone calls and virtual meetings. I'm not sure what the best number per year is, though.
- Not sure whether online or in-person increases the participation of Trust Council members.
- the benefits of in-person meetings, the relationship building and communication benefits are critical to a more cohesive Council
- Both in person and online simultaneous
- In face is best practice at least once a year.
- I just don't see online meetings supplanting in-person meeting for that number of people.
- Need to “keep on top of things”.
- In person meetings are ultimately more efficient.
- In-person is good, but other than setting priorities and budgets, then doing a mid-year assessment, virtual is fine for people these days.
- Assuming that presentations by the public could still be accommodated
- The quality of the trustees, in experience and knowledge, makes Council worthwhile. Currently, it is too dysfunctional and lacks any coherent leadership
- I find these meetings repetitive and unfruitful
- First of all, the cost for meeting in person need to be itemized before the decision could be made however, given that we have the ability to meet online, the trust should do everything they can to save the tax space money
- This is one place to save some money.
- We need to meet to build more parks
- If trustees find the meetings valuable then they should continue. Should be open to fully remote if that is requested. Maybe more in person for smaller regional groups.
- Until the Trust demonstrates that it is strategic, effective, and efficient, the Trustees, executive and staff need to do many things to substantially reduce costs. Costs for face-to-face meetings are expensive because of the number of Trustees, the size of the Executive and the number of staff who attend. Accommodations, meals, other expenses and travel costs and time are not cheap.
- Online works
- As a dynamic changing community we need better quicker decisions.
- Meetings should prevent any gaps & eliminate Interference !
- Government works best when people in government can see and speak in person not on Zoom
- That's a decision for the ITC dependent upon need.
- Much better use of funding. Also the highly dispersed organisation makes in person difficult.
- A lot of communication is better in live groups than online.
- The organization is moving too slowly, so Council should meet every two months, with two meetings each year in person and other meetings online. Also the attendance rules should be updated. No more seat-warmers!
- It's important to be available in person
- This strikes a balance between fiscal responsibility and effective collaboration. All meetings should be shorter in duration.

APPENDIX G:

Comments received re: What does the Islands Trust Do Well?

- I have been quite impressed with the staff that I have had contact with through the Hornby Island OCP development.
- At the inception of the Trust, the vision was strong and very supported by communities. It seems to have become too big and more removed from the citizens/ taxpayers it was intended to serve.
- Cope with chaos.
- Providing satellite trust offices.
- very little now, except increasing salaries and the budget
- Not enough information to comment
- Listening to the individual trustees and hearing what they bring to the table on behalf of their community members.
- Talk, study, survey
- Talk, talk, talk, and meet.
- Some excellent studies. For example the Housing Toolkit and the Tiny Homes study
- Most things.
- Not sure what they do for our island.
- Not sure
- Monitors Development
- Maps
- collect money
- They have a hard job in the constant face of more low cost housing and developers desire to subdivide. Sticking to their mandate of Preserve and Protect is so important with constant pressure from so many different groups.
- Our islands would look like Parksville if we didn't have the trust. I say Thank-you for the trust and its mandate to preserve and protect the gulf islands landscape.
- Public discourse
- Come up with ridiculous requirements disguised as preserving and protecting other people's private land. Ignoring private property rights. Provide a home for activists.
- Stop us from being a Municipality. Has the "preserve and protect" mandate - I think this is ESSENTIAL.
- Nothing comes to mind
- Prevents more excessive commercial developments such as blocks of condos.
- Promotes itself.
- Preserve and protect
- Not much!
- In its day it restricted un-checked development on the islands. Now there's less need and less demand for this and the TC wastes a lot of public money discussing this.
- Looks at the present with eyes on the future.
- focuses on local by-laws
- Creates a lot of high paying jobs in Victoria

- The Island trust had its place and its time has come to cut it back way back and overhauls it's over protective mandate.
- Preserve and protect, but unclear how trust is dealing with systemic increase in house prices pushing long time islanders out of other homes. There must be some forward looking provisions to increase density in limited areas to allow for non-wealthy to live. Not have the islands become solely retired folks, with hard to locate services due to lack of staff.
- Advocating for itself, talking.
- stays relevant
- The Trust has kept so-called "development" to a mostly reasonable level. However, it has done so at great cost, so it's hard to say this has been done well.
- Well we don't look like Surrey so they must be doing something right.
- Please let me know. It is a difficult task to preserve and protect because the pressure to develop is so great.
- Unsure
- Preserve and protect
- Continues to enforce their mandate.
- Protect environment.
- I think island trust is doing a very good job, delivering work that can be described as competent and very responsible. The island trust is doing everything well.
- following the colonial system
- Protection
- Stone walling
- Spend money.
- I am not familiar enough with what they do on Hornby and so far, the word of mouth information I have received from others is not very positive.
- conservation
- Zoning issues
- I think The islands trust is multiple layers of bureaucracy and maybe is no longer necessary
- Spends taxpayers' money.
- Spend money.
- Raising awareness of the unique and precious land where we live.
- Nothing. Just experts at talk.
- Honestly, nothing. It has become a self serving bureaucracy, with excessive requirements, permits, and restrictions.
- Discharge its fundamental mandate.
- When it upholds its mandate - to preserve and protect - it is the ideal form of local land use governance. When it considers changes to the policy statement by defining "amenities" in human-centred rather than ecosystem-focused ways, then it is going down the wrong path.
- Honestly, I don't actually know. Right now it just seems like a confusing bureaucracy that is sticking their oar into stuff that isn't really their business, while neglecting things that should be. The "complaints" driven system means that bylaw infractions are investigated

inconsistently while things that really matter (conservation of the land, the trees, water sources, wildlife, density of buildings etc.) get ignored.

- Not much currently, seems to be extremely inefficient. I am appreciative of the passion, time and effort of the trustees but feel that a focus needs to be made on core services and keeping within their mandate.
- Communications
- Preserves our environment
- staff running the show
- Slowing down development in a pristine and delicate environment. The strength of the Trust, ironically, is its inefficiency.
- Attempts to bridge the gap between its ambitions and the general desire of residents to be left alone. 'That government which governs least governs best'. Usually.
- Very little that I'm aware of.
- Talk, discuss, commission reports. Creating the optic of doing something without doing anything.
- Not much
- Protecting the natural environment
- Sorry, nothing comes to mind.
- Nothing.
- Some land use planning initiatives
- I think the islands trust has clear land use planning, bylaws, and OCPs.
- Wastes taxpayers' money on an unnecessary fourth level of government. Should only be local government (CRD), province (BC) and federal (Canada).
- News reports
- Meetings are usually interesting
- Nothing. At. All. Unless frivolously spending taxpayer's hard earned money qualifies.
- Waste money.
- Not sure!
- Right now, I am not impressed with the Islands Trust because my island is being developed by urbanites faster than the condos going up in Vancouver. However, the Trust does a lot with very little.
- Build its own empire.
- Prevent massive development.
- Some attempt to control development increase.
- It keeps us informed of the procedures involved in protecting the land use.
- education webinars
- Bureaucracy - attention to the minutiae of meetings, procedures, protocols, the 'visuals' of being a Trust with not enough substance.
- promoting preserve and protect
- They try to mediate and help go forward on things that are to preserve and protect
- I am very discouraged by the Islands Trust and I think they have drifted too far from their mandate. Unfortunately, it is hard for me to think of anything that they do well.
- Hold meetings
- Nothing.

- Preserve and protect, at least historically. Thank goodness the Islands Trust Act was put in place in 1974.
- Bureaucracy!
- everyday business
- - nothing to note at this time
- Nothing
- I have no clue. In my time of 8 years, all I have personally experienced is IT costing me money and personally when I was adding a secondary building with an RDN application/approval; IT ended my plans with idiotic demands. One was I needed to have my existing home measured for height! Then an additional new setback from the foreshore! I decided to cancel as the investment wasn't worth the cost.
- Not much. Spends most of its time, talking about reconciliation and housing while not preserving and protecting the islands. Focus on your core mandate, which is land use. Stop wasting time and meetings with land acknowledgments, and reconciliation of which you cannot do anything about. That is a federal responsibility.
- Nothing
- serve and protect and steward these islands for future generations,
- Conservation
- The IT has done an effective job of slowing development in the SGI. There are benefits to this, along with harms.
- Reviews and enforces land use by laws.
- communications
- Didn't you ask this at the start of the survey? I don't know what you do well. Do you have clearly articulated goals, metrics and timelines by which you measure your success and do you share these?
- Wasting money, inefficient business conduct.
- Staying calm and carrying on.
- Those who volunteer their time should be acknowledged for the time commitment and general contribution to our ecosystem.
- It supports the trust charter well.
- Honestly I don't know. I used my property for over 60 years and my first experience with the islands trust was completely negative and continues to be negative. Until this recent experience I had no idea what the islands trust was all about. It was a good idea that has gone completely off the rails.
- Establishes plans and bylaws to protect ecosystems.
- Gives a coherence to the SGI that otherwise would be each island going it alone
- Waste money. The Trust has missed so many opportunities to achieve its mandate that I question its credibility and relevance.
- Spreads the meetings well geographically.
- To be honest, I am not sure the islands trust is preserving the mandate.
- They basically support developers.
- The conservancy does a good job of protecting land.
- Mapping, data gathering

- I do not think the Trust does much well. There is much discussion and debate, but over 35 years I have not seen evidence that the Trust is accomplishing much to fulfill its Objective as per the Act. Talk and debate does not advance conservation and protection. The Trust's focus on manipulating the Policy, as has been advanced for 3+ years, to eliminate the human benefit Addict of the Objective is misleading and dishonest
- Organizing water testing
- Env protection. Overdevelopment
- Land protection
- Land use management
- They try to Prevent Planning problems
- Consult
- Stops some large and/or inappropriate developments such as subdivisions, casinos, etc.
- Involving community in decision making although I don't often agree.
- It is nearly 'alone' in its mandate to ensure natural environment (ecosystem) wellbeing. An uphill struggle but ITC is doing its best.
- communication
- Nothing - it has no real function other than to expensively mirror being an eco-NGO at tax-payers' expense. It isn't a local government - CRD does that for us. Environmental activities are done for us by the Province. A much more efficient and effective service could be provided by eliminating the IT and devolving land use planning to CRD in Saturna's case and local municipalities in the case of other islands. I'd reckon CRD could replace the IT reducing cost by 2/3.
- I'm not sure right now. It used to be more focused.
- Honestly I don't know. The organization is not trusted by the public and it does a very poor job of communicating with the public. The staff have an imperious attitude and the Trustees mostly seem inexperienced and under-skilled to govern across complex issues.
- Play politics and waste money on things outside the trust mandate, zoning
- spend money needlessly
- Spending money
- Sorry - nothing.
- Create highly paid employment for people living outside the Islands Trust area. Create complex and bloated bureaucracy. Increase own budget year over year at a rate that exceeds inflation. Slow down land use planning and development. Increase the cost of living in the Trust area.

APPENDIX H:

Comments received re: What could the Islands Trust improve on?

- getting scientific data on resources to make planning decisions that are sustainable
- More fiscal restraint!!!!
- Chaos. Too much CITY planning for country needs. Too many rules that cannot be enforced. Too much one size fits all. Everyone understands the Trust in its crisis. But really the steps out of this are still just baby steps.
- Stand up for truth, expose the lies being perpetrated against we the People, the lies of climate alarmism. The overall effect and ultimate reach of the policies being implemented are to force people off their rural land. Stand up for our rights to own property, to subsist on our properties, and be as independent of government as possible.
- Educating people unfamiliar with the Islands Trust on its mandate and purpose. And standing up more firmly for that mandate and purpose.
- less bureaucracy
- it doesn't matter what you are doing there is always room for improvement/ forward action
- Real transparent communication with Islands residents. Enforcement of bylaws. To have less close door meetings. Staff should not act as if they are representing the applicants, instead they should represent the mandate of the Trust. Trustees should be Trustees of the Islands Trust and not act as local government employees. There should be less specific programs to reduce costs, and less committees. The Islands Trust should have an environmental specialist as part of their staff, and the planners should be trained in environmental issues that affect the Trust area.
- Not enough information to comment
- Not enough is being done to hold development in line and protect the environment.
- Take the time to hear what comments are made as per a specific situations and evaluate those comments to see where they can be applied in the bigger picture of the trust work. Your best asset is the community of the Trust area.
- connected walking trails, work with Parks Canada and Ministry of Transport to get a bike and walking trail to the ferry terminal from the most populated area, Magic Lake
- Nothing, it should be disbanded.
- Development Applications
- Ensuring that the main P and P mandate is its primary activity and the primary activity of the local trust councils
- Yes, there is always room for improvement no matter the group.
- Public involvement and inclusion.
- Stop the geoduck licence in front of Thetis. Ask hydro to take responsibility for invasive broom that is taking over. We need road improvement desperately.
- Serving the people who live permanently on the island.
- Novel thinking in areas such as the properties on the NE shore of Galiano
- Make the changes necessary internally so that the Trust can truly function and be successful in its mandate to preserve and protect.
- do something to increase healthy island businesses

- Don't get pressured into adding more low cost housing when the one proposal is still struggling. Let it get finished and then see how the results are before planning anything else. Water and sewage are both critical concerns with these projects. Also, where you may consider some secondary dwellings, make sure they have the water and septic installations needed to accommodate the secondary dwelling BEFORE APPROVAL.
- I wish it was stronger
- Institute a Stakeholders category (with funding) re: development applications. so that opposing views have the same opportunities to be professionally supported and documented as proponent applications
- Learn how to make cost effective decisions.
- Finding better ways to manage and counter anti-Trust sentiment. It's boring and unhelpful.
- Implement recommendations from the Governance review. Simplify the meetings and make them focused on outcomes not the process.
- Work with owners to prevent ocean erosion instead of prohibiting the owners from safeguarding their property. Excuses such as "you cannot put rocks along your waterfront property to prevent erosion as some boaters may find them unsightly".
- At least in Gambier Island's case: engagement, education, transparency, inclusion in just about everything. There is little recognition the needs of water access only properties. All we get for our taxes is an annual barge for the Islands Clean Up and had I not intervened with the SCRDP we probably still wouldn't have dock side pick up - the ONLY way many water access only residents can benefit from this annual event. I know our taxes support hospitals and schools as is required but for many of us who are based in the lower mainland, we use hospitals in North Vancouver and Vancouver.
- Cut the administration in half. Move the planners to the islands they plan and support.
- Not wasting the money of residents on regulation that costs more than it adds.
- Everything, but that would be unaffordable to the constituents!
- The corporate plan if implemented would be a huge improvement.
- Recognizing that sometimes (often?) saying a smaller no to one or more minority interests allows for a larger yes for the majority to benefit. In the face of opposition, being confident that short-term pain often prevents long term injury ... in our physical health, personal relationships, and land use, too. But this is easier to type than believe in the midst of heated community meetings!
- Prioritizing the environment rather than the needs of Humans. We should be reducing the ability of people to move to the islands, not maximizing (optimizing) the use of the land for humans.
- Eliminating the high paying jobs in Victoria
- The above
- Budgets keep increasing over rate of inflation. Reduce budget to rate of inflation. Fiscal discipline.
- Being efficient with taxpayers' money. Focusing on typical tasks of a local government not advocacy for special interest groups. Improving turn around times for applications through streamlining not spending more money on planners that do very little.
- Lobby government to reduce the number of tankers dropping anchor and parking amongst the Gulf Islands.

- Finding ways to preserve more of the trees and sensitive ecosystems from over development (especially when it's for profit rather than personal homes). And limit the number of private wharfs and docks.
- Please refer to the report commissioned by the Trust from a few years ago. Very little if anything has changed since that report. The number of Trustees should be weighted much more heavily on population, and very little on geography. It's ridiculous that Thetis Island, Saturna, South Pender, should have the same voting weight on Trust Council as Salt Spring, Gabriola and North Pender. The vast number and depth of improvements are far too numerous to mention. Again, read the report from Great Northern Management Consultants from 2022. I am amazed (sort-of, but not really) at how short the memories are of taxpayers and more importantly, of Trustees and whichever staff were involved in the writing of this unnecessary and unhelpful survey.
- Sticking to the mandate of preserving and protecting what's left of the natural environment
- Streamline processes- be more efficient. Have a willfully built new building demolished and set a precedence.
- Community engagement and collaboration versus perceived policing.
- Get out of politics and focus on preserving and protecting.
- we all have room to grow
- Land use planning needs more flexibility or fewer restrictions
- evolving to be in touch with Indigenous stake holders for all major decisions/ work with Islands to help produce better parks signage/ dog poop bags & garbage
- They could provide meaningful support of full time residents and ensure that the bylaws they write are enforced.

Trailers/campers that are not permitted for driving and are permanently used for weekend camping for example should not be allowed, and according to our bylaws, trailers are only allowed on land in RR or RG if a house is getting built and yet, there are trailers on properties that are used for camping. These trailers do not fall under affordable housing because they are used part time. This is a simple bylaw that I never see enforced. It's clear who on the island is breaking this bylaw.

Other bylaws is commercial logging on properties under 2.5 acres, again a bylaw that is simple to enforce and yet, is not. There is commercial logging in residential neighbourhoods and it goes unnoticed, and seems to be allowed. Commercial logging without environmental assessments in environmentally sensitive areas should never be allowed. There's a watershed on East Point that provides all the water for all of East Point and yet commercial logging is allowed on it, why?

If you want to protect the land, start with protecting it with the bylaws you have already in place and stop allowing these culprits to get away with "skirting" the rules indefinitely. I want to see the Islands Trust be an action oriented community that vigorously enforces bylaws and ensures our backyards are safe and future proof.

- Speed up times for applications

- More public outreach and education. Oversight of Local Trust Committees to make sure they consult provincial agencies when enacting bylaws that could be damaging to the environment
- IT should stay in their own lane & stop over reach i.e. local planning only. Stop spending taxpayer money & time on things they have no jurisdiction over.
- Public perception seems to be that the elected trustees misuse their roles, don't actually have skills to facilitate dialogue so that their proposals are actually representative of the population in a coherent way (instead of just voting on things that are divisive because they are not grounded in having consulted and discussed effectively).
- decrease bureaucratic costs
- Have Board members do more of the work which is assigned to staff.
- I think the islands trust should work with the CRD to dissolve the trust and only keep one representative from each island as an elected official to liaise with the CRD
- Islands Trust should be shut down immediately.
- Cost savings and having staff who actually live on the islands they are governing.
- Should be more caring for residents on the island. This power trip of extreme control of the land (who care if you have to cut some ferns to build a house) is way too much.
- More efficiently spending taxpayer funds; prioritizing and acting timely to address important matters -a sad example is the recent amendment to the policy of the Trust that it will now prohibit buoys in environmentally sensitive areas - - what took so long!!!
- Eliminate the complaints department and bylaw enforcement. Let CRD handle that. And require complaints to provide proof.
- I have had limited success obtaining detailed budget information. It appears that 80% of the budget is applied to three items: potable water treatment, waste water treatment, and solid waste disposal. Any discussion of increased development, densification, subsidized housing must address the obvious associated costs. Water is a limiting factor. Discussion of another utility, electric power, is entirely absent.
- The costs of the permit approval process given in question 12 are alarming. The question should have had another option: find efficiencies in the process to reduce the difference between the costs and the revenue received through fees. Take a serious look at what is unique and necessary in the IT permitting process, what is already covered by municipalities, CRD and/or the province. Make appropriate cuts and changes.
- Reducing costs and annual budget by deciding what is "in scope" and what is "out of scope" with regard to fulfilling their mandate.
- Communication - about mission, vision, what they've done and what's on the plan

Bylaws that actually preserve the integrity of the land (tree ordinances, the water table, limits on use of 5th-wheels over environmentally sensitive permanent structures). Consistent enforcement of bylaws (not just complaint driven when someone has a beef with their neighbor)

- I don't see much in the way of creativity or adaptive management. The Gulf Islands should be a model of ecological stewardship and a test bed for better building technology and experimental housing solutions. I get that it's harder to regulate, but if not this then what is the purpose of the Trust? We can't stay frozen in amber forever.
- Too many special interests get too much air time. Focus on core mandate and look to find efficiencies and reduce costs.

- Communication
- Protect private property rights and facilitate reasonable maintenance and development of private property. IT is biased against private property owners and ignores legal precedent.
- Cutting their budget by 50%.
- Focus on the basics, quit with the scope creep like slapping DPAs over every inch of land. Improve communications with islanders about decisions at the local trust level. Stop trying to claw back existing zoning. Focus on things that improve liveability. IT was meant to stop developments like Magic Lake from happening again, not turn the islands into a conservation area.
- housing
- Responding to requests. So much money is wasted by the long time and many applications that developers and others have to make to get their requests completed.
- Live within OUR means. Rising taxes are one of the costs which steadily price lower income people out of their communities.
- Being more efficient with costs as the budget is many times more than other jurisdictions per capita. It seems to have ballooned due to special interest catering and corruption. Therefore it should be eliminated and replaced with a new more efficient form of governance.
- Make tangible, meaningful progress on crisis proportion issues, like housing.
- Play a higher level role only
- Protecting the natural environment
- Look for ways to reduce costs and duplication of processes that are also responsibilities of other levels of government. Focus and streamline roles of the Trust.
- Almost all programs, planning, and budgets seem to be done more expensively than other local planning departments in local governments (such as the CRD or the Comox Valley RD). As VIHA is responsible for both water and septic, there should be no jobs or budget related to these areas, and they just seem to be jurisdiction over-reach with no authority (as VIHA has that, for an example). During an affordability crisis, extra "government" or "planning" departments with no authority should be removed.
- "Abundance" should be required reading for all IT trustees and staff. We need a lean, streamlined government that responds to the needs of the people it serves.
- Consistency of policy applications and regulations enforcement
- Environmental protection and education. Decrease red tape. Limit large building development. Use zoning and development permits to protect ecosystems.
- provide more support for water related issues
- I think the islands trust should reduce spending on programs that are duplicated by others efforts. I think a lot of conservancy work is already being done by local groups.
- Transfer land use planning for Galiano to the Capital Regional District to better integrate building permitting and construction bylaws.
- Focusing on why you exist. I don't mean spending our money trying to expand your mandate, but doing the planning work on any gulf islands that are under development pressure (remember that?) and leaving those without the pressure alone. Eliminate your woke agenda. And why are you incentivizing Trustees to subdivide and grow the population on their islands by paying them according to how many lots and people there are? Preserving and Protecting? NOT!

- Reducing the budget and transferring responsibility for Mayne Island land use planning & enforcement to Capital Regional District
- Clarifying what it does exactly to local residents - for example, what is the difference between the Island Trust Conservancy & the Pender Conservancy? What do you do that the CRD does not do?
- Stick to your knitting
- Trustees need to be paid more so that the role is accessible to everyone in the community.
- Fulfill the duties of a local government.
- Its focus on preserve and protect instead of functioning like a municipality.
- More initiative in creating bylaws that don't allow massive builds and mega mansions
- preserving and protecting the rare CDF ecological zone from human development while reducing the cost of their government
- they should be meeting on the islands they serve
- True consultation with Trust area First Nations and knowledgeable islanders who know island ecosystems. Following your mandate!
- Stop the money grab? Again, Island's Trust doesn't do enough to warrant even HALF their budget. Do a review and revamp or terminate this group. It is exceeding it's mandate.
- dealing with infractions of by laws
- I don't think they really gather the facts well and. Seem to be somewhat bias and bring personal preferences into the mix..and decisions.. They could improve on that..being neutral and really listening to their constituency..I feel we need new trustees.
- Focus on their statutory mandate and don't try to solve Reconciliation with FNs, Climate Change, and the providing low cost housing for British Columbia - leave this to the senior levels of government and just do what the Island Trust Act directs them to do.
- Take actions on addressing the issues that matter
- Improve governance so staff are held accountable for productivity. If the CAO can't improve productivity get rid of him/her and hire someone who can. Stop wasting time and money; make decisions and act on them - DO SOMETHING!!!
- Enforcement; respecting the original mandate
- Integrating and enforcing protection of sensitive ecosystems and species and ecosystems at risk in the planning process. Benchmark best practices in other jurisdictions and learn from successes.
- Better roads
- I have given up on expectations of improvement
- public education
- Stay out of Bowen Island Municipality business altogether. Stop trying to control every detail about the other islands.
- Cutting back on fees, planning permits should be included in our taxes.
- Getting along better with one another.
- By law enforcement, preserving and protecting.
- More energy solving the fallow deer issues; fewer big developments.
- Everything

- creating a LAND BACK FUND for bequeathing islanders of their parcels of land and moneys in their wills or part of an estate to the Indigenous peoples who are still living stewards of these islands -funds can be used when important parcels of land become available for sale for more than just conservation but for Indigenous led developments and indigenous future generations...
- Working with Communities
- Halt the creation of any further zoning restrictions or covenants. We have enough. Communities are near to a breaking point.
- Communication! And, not a criticism, but "green" affordable housing is vital to the demographic health of each island communities. That's an area to focus on.
- Streamline processes.
- Seeing the islands 250 years from now.
- Communication and listening to residents concerns.
- It seems to get bogged down and can't reach decisions.
- Recognize that the Islands have changed and reset the Trust Policy to recognize. Be more efficient, the Trust Policy is a good example, after years of discussion rewrite not completed. Spend less time considering areas where the Trust does not have jurisdiction.
- They are too restrictive (almost punitive in some cases) when landowners want to subdivide large lots. Demanding that a large portion of the lot be "donated" to the Islands Trust in order to get approval is a form of extortion.
- Working on the "affordable housing" issue.
- Constraining costs, mission creep, and limit the influence of interest groups to submitting ideas while keeping decisions in line with resident wishes not special interests of whatever stripe.
- Expansion of responsibility where they have no business. Stop it! Duplicating other levels of government just causes confusion and makes living in the region onerous for residents who want to do something simple like installing a shed.
- The best people I have dealt with at Islands trust are the planners they seem to know what they're doing. Every time I talk to somebody who has had to deal with islands trust by law enforcement officers it's a horror story. Every single situation is different and needs the appropriate solution. That means understanding the history and development of a particular area. You can't keep trying to force round pegs into square holes. Every situation is different and unique. I have been part of Island culture longer than a lot of these people have been alive and they just don't know the history or the development of the areas.
- Enforcement
- Reduce the size of its bloated bureaucracy
- Being cautious not to undermine the original mandate of the IT
- They need more influence or jurisdiction over surrounding waters
- Fulfill the mandate by first writing a coherent and meaningful TPS. The current draft is so watered down it is meaningless
- Focus on the key issues, a Trust Wide policy statement and response to review of governance.

- Garbage removal of large ex household appliances, old cars, which are left to rot and rust now except once a year bin drop offs... not enough, needs to be 2x a year. Or a bin left in place and on filling then removed and replaced.
- The islands trust needs to Focus more on preserving and protecting the environment of all of the islands.
- On islands that are groundwater, freshwater stressed the Island Trust should establish carrying capacity and limit any additional demand.
- Stop approving more staff positions each year.
- Making sure water level at Westin Lake doesn't overflow.
- Again—build more docks and parks
- Representing people who live here
- 1. Developing and delivering effective on-the-ground projects that truly advance the Objective of the Trust Act. 2. Reviewing the effectiveness and efficiency of the land use planning aspect of its work, including optimizing the number of planning staff and assistants to the real current work load. The current operation is bloated (i.e., the number of planning staff per capita is 3-4 times higher than any other municipal or regional government around the Salish Sea. Why?) 3. Critically evaluating "special programs" in terms of need and what will be accomplished.
- too much bureaucracy
- Preventing population growth - not everyone needs to live in protected areas. Increased options for multi-family housing will bring more feet to walk on sensitive ground.
- Ease for permitting and flexibility
- Quicker Development approvals
- Communication
- They need more professional consulting and insight into complex problems .They need to discover the problems that their decision cause and work to remediate with the Public
- Bylaw enforcement
- Road improvements, bylaw enforcement. It is inconceivable that the total cost of development applications is not covered in full by the applicants. The Trust is mishandling this and is costing taxpayers roughly \$1.25 million annually.
- Bylaw enforcement of the STVR prohibition.
- Making a difference between preserving land as is, and giving this land tools to regenerate into a productive ecosystem. Left to its own devices, land here grows fir forests; this becomes a fire hazard and blocks light out for other growth. As an islander, I don't want to invest in a future dead forest. My land has been left alone for 40 years. There is only fir and a few arbutus striving for a little light and made fragile, by forced growth upwards. Nothing but invasives are growing on the forest floor. There are hardly any different species either in plants or in birds and Mammals. I have worked 5 years with biologist Christopher Drake, and arborist Christoph Weeks, and it is slowly getting better.
- Communicate widely and thoroughly the incessant threats to the IT area(s) ecosystems. And, that it is not a 'human' right to occupy land wherever, whenever it so wishes.
- cost cutting
- It is beyond reform - it needs to dissolve its self.
- Forcing sensible bylaws.

- Make some real changes that improve the community. Get some affordable housing built. Regulate the harbour currently it is a floating slum/encampment
- Getting back to their main mandate.
- So much. Staff morale has been awful for years. That must change if you want the public onside with the organization. People are not proud of the Trust. Doesn't that matter?
- Be honest about why things are done. Do not hide social agendas in land use responsibilities.
- Accountability for the waste of funds taxpayers continue to endure.
- Providing value for money
- Pass a bylaw forbidding owners to let their cats go loose. They're killing so much wildlife and birds. Pets need to be under control, and many districts have passed such bylaws.
- Lean governance. Simplified mandate. Efficient use of resources. Fiscal responsibility. Create employment for people residing in the Trust area rather than outside it. Speed of decision making. Reduce costly bureaucratic churn.

APPENDIX I:

Comments received re: Did we forget to ask something that's meaningful to you?

- Any private developers or homeowners wanting to build or subdivide should pay the FULL cost of the permit applications.
- The Islands Trust should limit spending money to their specific work, land use. Not to spend money in what correspond to other level of governments (e.g. CRD, Provincial Government, Ministry of Transportation, Ministry of Housing, Tourism etc.)
- Put a contribution to the Sue Big Oil law suit in the budget. This small amount could have a large benefit for the Trust
- I know they asked the province for help in the dysfunction - why don't they fix internally to make their mandate more likely to work?
- ensure business move forward the island depends on them
- As Denman's population grew significantly in the last few years and with Hornby's populations slowly growing, the traffic on our island is getting worse and worse. Along with our on going ferry issue (which is out of the Trust's area) our roads are all changing from quiet country lanes to narrow mini-freeways, especially in the summer with Hornby traffic. Possibly it's time for the Trust to be putting pressure on BC Ferries to have a summer direct crossing to Hornby. Aside from the traffic itself, the noise the summer traffic makes seems to be getting louder every year.
- I'm very concerned about off-island investment - meaning people who buy a house here just to rent it out at the highest price they can get. I don't know how to stop that, but can non-resident homeowners be charged higher taxes? I'm also deeply concerned about protecting our shorelines from infill, from too many docks, too much encroachment and too many people thinking they own "their" beach.
- Stop stealing private land rights. STOP extorting land and or concessions from land owners in exchange for the right to live on your own private property.
- Right now, I'm very focused on foreshore protection & DPA3 process. I think the Trust's position is essential for helping influence changes to WLRS process and ensuring our coastlines are not at the mercy of homeowners who have waterfront properties. The public needs more input and influence. It's public foreshore....not that of a few.
- There needs to be 1 more Trustee representing Salt Spring Island to better reflect the size of its population in comparison to the other islands.
- Islands Trust should continue. Sometimes the overall mission is lost in pettiness. Sizes of buildings, whether a studio may have a bathroom or not - these decisions affect people.
- Gambier is unique due to the close proximity to a major metropolitan centre yet 60% of Gambier is rugged wilderness and 60% of the privately owned land is sprinkled around the island. These communities are not connected by road to each other or to the south west peninsula yet little recognition is being given to these extreme differences in needs by the current OCP process. And in doing some research on the OCP that was adopted in 2,000, many of the Trust's goals in that document have not been pursued! This is very discouraging as to the overall effectiveness of the Trust.
- I would like to see concrete examples of how the IT is preserving the islands. Banning kayakers and swimmers from Cabbage Island is not one of them.
- Yes, you failed to ask any questions directly related to the budget!

- Thank you for your willingness to work for the common good! Your efforts are appreciated 😊
- Affordability is for the Province to manage, Islands Trust funding is not for that purpose.
- Allow for more housing - we are in a housing crisis. The Islands Trust staff harass and discourage people from renting their homes out as furnished rentals. It should not matter if it is unfurnished or furnished rentals - people need both.
- Not really. I don't know whether you can stop the proliferation of private docks, I just feel we have marinas and people can use them. The shorelines and grasses etc. should be protected.
- I want the entire report from Great Northern Management Consultants from 2022 read into the record for the answer to this question.

link:

<https://islandstrust.bc.ca/document/governance-review-final-report-february-2022>

- Yes, please see Question 12 - we need to be able to click on more than one button for this one - as in developers pay more but also Trust sponsor some non-profit work
- I gave in an earlier response specifics how the bylaw has no teeth and trustees give all kinds of relaxations.
On a simple note: Control the building colors so they blend in, no white window frames or exterior colors.
- Why have you lost your focus and spend all your time on non-core issues? Stop making indigenous relations the main character in every decision. Let the province and the feds do that. You're wasting money and time while the island are being left to rot.
- help the youth on the islands feel at home- help fund and help build skate/ all wheels parks and create more inter-island travel opportunities between youth
- IT should do an in depth study on Operations with a mandate to reduce their high costs that create a bloated budget.
- Smaller staff... more efficient use of AI
- The Trust should eliminate the 3rd local committee member who was not elected by the island for which they have been appointed as the 3rd member. the locally elected reps should determine all matters - -in the event that a compromise cannot be worked out then the local trust can appeal to the executive committee, but local trustees working it out should be the primary goal.
- Owners of undeveloped properties pay taxes but receive little. We are left to navigate the maze of permits, and levels of government when we want to improve our lots. How about developing a roadmap of what permits are needed, from which government body, and in which order.
- I have a sense of "over-reach risk" infecting the LTC. Everybody wants to govern everything on the islands, with inadequate respect for actual residents'/property owners' interests.
- In the big picture, thank you for your valuable work. Those of us who believe in the mandate will forever hold your feet to the fire - in a good way.
- Not quite sure how to phrase this but I am confused that "time-share properties" like the development at Otter Bay ("Currents") are allowed when small townhome developments or a small apartment block that would provide modern and affordable housing for local

workers are not. Developments like Currents just bring more part-timers to the island who use the island resources (like water, healthcare, ferry space) from those who live here without contributing to the wellbeing of the islands in any helpful way. Personally I find the proliferation of 5th wheels and caravans that house workers at Browning and Poets to be super ugly, but the regulations make it impossible for low-cost, attractive housing to be built. This is a ridiculous grid-lock that would be very beneficial for everyone if you could figure it out.

- I don't agree with changing zoning to increase affordable housing without binding agreements that these homes will be affordable now and in the future.
- The Trust has become too expensive. This is not a made for work project. Cutbacks are needed asap. Islanders pay a lot of money for fewer services.
- The Ministry of Transportation and Transit is totally incapable of handling subdivision applications. Islands Trust should take over this responsibility.
- You can't keep the islands locked in time. Businesses need to thrive. Islanders need opportunities. Encourage incentives to islanders to adopt strategies like removing invasives and small footprint building, rather than penalties for building big. Remember the rural character of the islands and allow smaller commercial areas in more developed neighbourhoods to reduce vehicle travel and get people out of their cars. Planners need to focus on our islanders needs. It's not "preserve and protect". It's "preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents...and of British Columbia..." BC should be kicking in its fair share of the overall budget for everything over and above planning services. Notifications from IT about LTC agendas should actually summarize the issues that will be covered in the meeting so busy people don't have to wade through the meeting package to determine if there is anything that will impact them. Property owners, especially commercial and industrial property owners should not have zoning downgraded without formal notice.
- Preserving and protecting the environment is the most important task of the Islands Trust. Nothing should be changed to endanger that responsibility.
- Please update your institutional position on 'climate change emergency'. The real situation is the current solar cycle and Earth's weakening magnetic field are causing observed changes -- more than anthropogenic factors, which are minor in comparison. Adaptation is the actual challenge.
- Conservationists weaponize the trust mandate to strangle the ability to make progress on key issues, vital to the future well being of the community.
- The Trust needs to work harder to protect the natural environment That purpose is much larger and essential than individuals' selfish complaints and wants.
- Increasing the roles and responsibilities of a government body leads to inefficiencies and paralysis. Focus on the core priorities.
- Some of these survey questions are hard to answer without more options, so we did our best. We hope that the Islands Trust reduces its jurisdiction creep, and trims all departments to run as cost effectively as the local planning neighbours (such as in the CRD or the Comox Valley RD).
- You need to decrease the waste in your system. Zero-based budgeting, please.
- Unequal treatment of English Canadians and all other Canadians. Islands Trust treats English Canadians well - but is clearly biased against First Nations, French Canadians and visible minorities.

- I am glad the Islands Trust still exists
- The Islands Trust is based on the racist notion that the First Nations are stupid idiots that cannot manage their communities. This is not true. The land should be managed by the First Nations as they have been for thousands of years.
- Ceasing bylaw enforcement on properties that have an application in does not make any sense.
- Please do something about your reputation among citizens. Please.
- I feel that new Construction should include provision for alternative water catchment systems be it cisterns or other systems. Helpful to send new home owners imp. Water management brochure you already have designed.
- finding means of reducing cost while doing more to protect ecology means not always putting human needs forward and then being able to handle the repercussion of hard decisions
- I can't think of anything other than recycling, ferry connections, garbage collection and internet connections which I know are not your concerns
- You don't want to hear my actual thoughts, trust me.
- Walking lightly on the land is important to some of us on Hornby.. that being said I believe we have to still create livelihood on the second island like Hornby.. last few years attack on vacation rentals has been unreasonable and divisive.. the rentals serve the island well..and there are really not that many.. we are looking at putting a cap on them but feel strongly all the legal registered by province should be grandfathered in.

If a cap is decided then as people quit and retire we can get to that cap..we bring alot to the island.. and to this economy..we certainly don't want more disasters like the Hornby resort..home stays are way more intimate way to visit the island.

Like I said I'm disappointed in our local trustees..I think they have had a lot to go through and need to retire..we need new people..thanks for asking.

- I own property and live here. I have lived here a long time. My property is my major investment. The Island Trustees do not respect people like me - they seem to think that they can muck around with property rights to satisfy agendas like reconciliation, climate change and low cost housing, which are beyond their mandate and also, to be candid, beyond their competence.
- Motto of the trust used to be more saving the environment now the hash tag says preserving communities. Water water water
- Your overreach is breathtaking
- Why didn't you ask a simple question "do you believe there should be more or less development on the gulf islands?" The survey is completely biased.
- Asking us to comment on application fees without stating how much the fees per application are is a horrible choice for requesting feedback.
- Please think about the youth and the elderly- they need more opportunities to interact.
- I think your 3 meter setbacks in magic lake are silly in the context and smaller properties and should be 3-5 feet instead.
- It is close to impossible to find information on activities on properties and decision made. Protect the island. Enforce major construction without permits i.e. entire buildings.

- What percentage increase or decrease in total should the annual budget have?
- I somewhat question the mandate of the Islands Trust re the word “unique”. Everywhere in the province is “unique”. Fortunately, though, it’s our “agency” for land use planning in “unorganized territory” (other than Bowen Island).
- I honestly don't believe we need the Trust. The Conservancy on our island is the only useful thing the Trust does.
- The island trust needs a total overhaul and government review
- Preserve and Protect of the land is practically meaningless without a meaningful say on local waters
- How much am I willing to pay for the services I receive from the Trust? Or, would I pay more if the Trust was more efficient in its management and more effective in attaining its objectives?
- The Trust has lost sight it's main raison d'etre. It is a Trust whose mandate is to maintain as much as possible the natural environment of the islands. It should be doing all it can to prevent development and loss of the unique ecosystem.
- Increase protected areas and parks. Encourage no cutting down of trees, and the ability for owners of larger properties to designate areas of their land as virtual ecological protected areas. Enforce no hunting bylaws in areas more densely occupied by seasonal or permanent residences.
- I think the trust needs to look at what their legacy will be. Over building or preserving what is left.
- Increased forest coverage and limitations on development.
- The Islands Trust should concentrate on protecting the environment not facilitating development.
- Is the Islands Trust the most appropriate and effective governing body for the current needs of the Trust Area or are other regional government models better suited given current needs?
- Islands trust is not responsible for low income housing. Allow our other tax buckets (feds, province) do that work and use IT budgets for the preserve and protect of the environment.
- Wildlife Diversity and ENV protection is key.
- I think that elected council members must attend meetings or step down.
- The Conservancy needs to work with the public and not be a block to legitimate land use activity. Thanks.
- Protect the shoreline and work with DOF and DOT to keep shoreline and nearby rivers and waters clean and clear of garbage and illegally moored vessels.
- It is essential to keep the term "unique" amenities in the IT statement. To consider tourism, housing, etc. as "unique" is ludicrous. Unique refers to our at risk flora and fauna and endangered rare environmental ecosystems. That's why the IT was created!
- Is the planning committee on Mayne Island still in existence?
- Preserving is more complicated than it looks. Our lands, native or not, are hurt. We need more than build a fence, and forget about it - and taking credit for "leaving the supposed ecosystem alone". Yes it will regulate in the end, (when we are all gone), but we are in a crisis. Intelligent proactivity is needed. Telling people they can't cut down trees is simply not the stewardship that's needed today.
- The goal should be a 15% reduction in operating costs at a minimum

- Yes. The Trust is redundant and spends way more per person "served" than other similar municipalities. It should be retired as an expensive failed experiment
- You forgot to ask whether an increase to the tax levy to fund the Islands Trust budget is warranted. The answer is no. The Trust has grown its own budget by increasing the property tax levy with no public consultation for several years now, at a rate higher than the rate of inflation. The Trust needs to streamline its operations and programs significantly and cut the amount drawn from the tax roll.