

Project Charter

Ganges Harbour Walk

Project Name:	Ganges Harbour Walk
Project Service Area:	Salt Spring Island
Department Name / Division Name:	Salt Spring Island Electoral Area Administration
Budget / Account Code:	Capital Budget CX. TBD
SharePoint File No.:	SSI Projects 5220-20
Prepared By / Date:	Karla Campbell October 2016

1. PROJECT CHARTER

1.1 Project Background:

Ganges is the commercial, social, cultural and institutional heart of Salt Spring Island. The current harbour walk was constructed in the 1980s as a collaborative initiative involving public agencies and community volunteers. The legal instruments required to guarantee public access (known as statutory right of ways or SRWs) were unfortunately not secured at the time of original construction. Consequently, there are gaps in the harbour walk, and some segments have fallen into disrepair. Private property owners have been maintaining segments of the harbour walk and incurring the costs of liability insurance at their own expense.

The Island's Trust is in the process of a land use planning and community engagement initiative for a proposed Ganges harbour walk and upland zoning. The Capital Regional District (CRD) will be responsible for the design and construction of the harbour walk.

To coincide with the North Ganges Village Transportation Management Plan (NGVTMP) project, rejuvenation of Peck's Cove Park and proposed harbour walk alignment, the project will connect the NGVTMP active transportation networks that feed into Lower Ganges Road and then loop across to the harbour front. A cycle pathway will be constructed starting the north of Peck's Cove Park along the Lower Ganges Road (LGR) south of Rotary Park; and a pedestrian and cycle pathway along the non-harbour side of LGR south of Rainbow Road. Works on both side of LGR will connect to the existing cycling and pedestrian links to the west of the intersection at LGR and Upper Ganges Road.

To realize the long standing community goal of a continuous harbour walk, the CRD will establish a Ganges Harbour Walk Project Steering Committee (GHWPS) to assist the SSIPARC in guiding the planning and development of a harbour walk connecting Peck's Cove to the proposed southern entrance of the harbour walk alignment.

1.2 Project Objectives:

The primary objectives of the Ganges Harbour Walk project are:

- Ensure the project obtains maximum value for the investment.
- Increase safety and improve the transportation network for pedestrians and cyclists.
- Preserve the character of the Ganges harbour area.
- Make the waterfront fully accessible, physically and visually, retaining the sense of proximity to nature.
- Enhance the economic viability of the Ganges Village by recognizing the unique role the harbour contributes in the local economy and history of the area.
- Ensure environmentally responsible and sustainable planning and development through design and construction methods.
- Support and enhance social and cultural activity in the harbour Area.
- Provide links to key existing and future pathways and future harbour walk connections or extension.

1.3 Project Constraints:

The project constraints are:

- Accommodating potential conflicting use of pedestrian and cyclist through shared multi-modal pathways
- Integration the Ganges Harbour Walk with the current approved transportation capital plan for Lower Ganges Road
- Securing agreement for a statutory right of way over the foreshore from upland property owners
- Financing the capital project
- Connecting the harbour walk to Pecks Cove park and Lower Ganges Road
- Revitalization of the Pecks Cove park
- Functional and structural integrity of existing structure
- Fisheries restrictions for work over the water and in the tidal zone
- Provincial and federal regulatory requirements
- Island Trust zoning restrictions
- Annual operating costs
- Specialized construction resources being available
- Varied opinions of intent of the harbour walk design and functionality
- Sustaining community support

1.4 Project Scope:

The scope of the project is includes:

Action		In / Out of Scope
Preliminary approval:		
1.	Apply for Community Works funding to initiate the Engineering and Design Phase 1 and 2 (see below)	IN
2.	Establish a Ganges Harbour Walk Steering Committee	IN

Action		In / Out of Scope
3.	Agreement from upland owners a right to enter agreement to conduct engineering and site assessment and future a statutory-right of way for the harbour walk alignment	IN
4.	Establish a budget and procure a project manager for Phase 2 and 3	IN
5.	Land use planning	OUT
Phase 1: Engineering and Environmental Assessments		
6.	Structural assessment of existing works including remaining service life	IN
7.	Geotechnical review of the existing foundation and shoreline	IN
8.	Ecological and environmental marine assessment	IN
9.	Archeological overview assessment	IN
10.	Site survey to record elevation and dimensional parameters of the proposed site	IN
11.	Updated construction cost estimates and annual operating costs	IN
Phase 2 - Pecks Cove Park Development		
12.	Procure park landscape design plans and estimated construction costs	IN
13.	Budget review and funding requirements to undertake park development	IN
14.	Initiate project or seek further funding	IN
Phase 3 - Design Process		
15.	Develop the design based on engineering and environmental reviews	IN
16.	Procure designs of harbour walk and order of magnitude costs	IN
17.	Develop budget and capital financing options for construction of new sections or upgrading of existing structure.	IN
18.	Develop timeline for the project and required durations to construct both the harbour walk and Pecks Cove park	IN

1.5 Project Risk and Assumptions: The following assumptions are to be made:

Risk Event or Assumption		Likelihood to Occur (low, medium, high)	Impact if Occurs (low, medium, high)	Mitigation / Strategy Plan
1.	Acquisition of rights-of-way not secured by agreement	LOW	HIGH	<ul style="list-style-type: none"> Consider alternative methods of acquiring right-of-way. Seek provincial approval or terminate project
2.	Community Works funding not available	LOW	HIGH	<ul style="list-style-type: none"> Request alternate source of funding
3.	Existing structures not suitable for reuse	MEDIUM	MEDIUM	<ul style="list-style-type: none"> Procure designs informed by professional assessments
4.	Project design phase over available CWF budget	MEDIUM	MEDIUM	<ul style="list-style-type: none"> Modify scope or seek alternative sources of funding
5.	Project construction bid over budget	MEDIUM	HIGH	<ul style="list-style-type: none"> Break into phases, negotiate with most likely candidate
6.	Restrictions by provincial and federal agencies	MEDIUM	LOW	<ul style="list-style-type: none"> Implement into the design and construction
7.	Ministry of Transportation limits land allowance for granting permit for Pecks Cove park	LOW	HIGH	<ul style="list-style-type: none"> Review project parameters and adjust scope.
8.	First Nations object	MEDIUM	HIGH	<ul style="list-style-type: none"> Review and identify issues and consult on resolutions with First Nations

1.6 Project Deliverables: The project deliverables of the Ganges Harbour Walk and Pecks Cove park Phase 1 and 2 are:

No.	Deliverables	Task
1.	Pre-Approvals	<ul style="list-style-type: none"> Board approval to apply for Community Works funding to initiate the Engineering and Design Phase 1 and 2 Board approval to establish GHWPSC Agreement from upland owners for a right to enter agreement to conduct engineering and site assessment and a future a statutory-right of way for the harbour walk alignment.
2.	Procure	<ul style="list-style-type: none"> Prepare procurement document for project manager services, obtain GHWPSC recommendation to award a contract to the preferred proponent, and complete internal or Board authorizations to award.
3.	Engineering and Environmental Assessments	<ul style="list-style-type: none"> Procure the following assessments, seek GHWPSC recommendation to award a contract to preferred proponent(s), complete internal or Board authorizations: <ul style="list-style-type: none"> Structural assessment of existing works including remaining life Geotechnical review of existing foundation and shoreline

No.	Deliverables	Task
4.	Budget	<ul style="list-style-type: none"> • Update construction cost estimates.
5.	Design Process	<ul style="list-style-type: none"> • Use engineering and environmental assessments and prepare procurement documents, seek GHWPSC recommendation to award a contract to the preferred proponent(s), complete internal or Board authorizations to develop detailed design specifications and order of magnitude construction costs for: <ul style="list-style-type: none"> - Ecological and environmental marine assessment - Archeological overview assessment - Site survey to record elevation and dimensional parameters of the proposed site. - Conduct survey and register right of way within the foreshore from upland owners. - Secure access right of way for a southern entrance of harbour walk to connect to LGR. - Existing structure or other types of structure materials for a new structure (timber, concrete, steel) - Alignment from Pecks Cove park to south entrance to proposed harbour walk alignment. - Width (pedestrian, cyclists, or allowance for vehicular access for maintenance and repairs) - Foundation - Loading - Lighting - Railing - Street furniture (benches, waste receptacles) - Firefighting and security
6.	Project Management plan and budget	<ul style="list-style-type: none"> • Develop budget and capital financing options for construction of new sections or upgrading of existing structure • Develop timeline for the project and required durations to construct both the harbour walk and Pecks Cove park • Prepare a project management plan • Prepare a detailed organizational chart showing relationship between project management firm, design, subcontractors, CRD Board, GHWPSC, and significant stakeholders • Develop scope of work specification • Develop project procurement documents for a shovel ready project
7.	Approval	<ul style="list-style-type: none"> • Draft and submit a report requesting funding, for Board approval

No.	Deliverables	Task
		<ul style="list-style-type: none"> • Seek electorate approval if necessary • Obtain sign-off of all federal, provincial, and local government agencies

1.7 Stakeholders: The following stakeholders' (internal and external) interests must be considered throughout the project:

Stakeholder	How Stakeholder is Affected by/Interests in Project	Role or Involvement in Decision Making
<i>Involved in project execution</i>		
CRD Board	Needs to be kept informed of the project and political issues. Commitment and support for project is necessary.	Approval required
Robert Lapham, CAO	Needs to be kept informed of the project. Assists with resolution of project issues. Liaise with CRD Board, Electoral Area Director. Approves budget expenditures and scope changes to contracts.	Inform, consult and approval required
SSI Electoral Area Director	Needs to be kept informed of the project and political issues. Commitment and support for project is necessary.	Collaborate and support required
Ganges Harbour Walk Project Steering Committee	Needs to be kept informed of the project. Assists with resolution of project issues. Recommend budget expenditures and project scope changes, and contractual issues.	Inform, consult and approval required
Parks and Recreation, and Transportation Commission	Needs to be kept informed of the project and political issues.	Inform
Upland property owners	Ensure stakeholder requirements are represented on the project. Group's level of concern can have a HIGH level of impact on the decision.	Inform, consult and approval required
<i>Affected by the project but not involved in project execution</i>		
Park Maintenance Staff	Kept informed of the project.	Inform no involvement

1.8 Project Costs/Budget: Project approval and budget CX. (TBD)

Cost Explanation	Amount (\$)	Actual (\$)	Code	Funding Source
1. Secure property right to access and future right of way acquisition.	\$10,000			CX. (TBD)
2. Harbour walk engineering and environmental assessments	\$60,000			
3. Pecks Cove design and specifications	\$20,000			

Cost Explanation	Amount (\$)	Actual (\$)	Code	Funding Source
4. Harbour walk design and specifications	\$60,000			
5. Pecks Cove park construction	TBD			
6. Harbour walk construction	TBD			
Total	\$150,000			

1.9 Roles and Responsibilities:

Role	Team Member	Responsibilities and Project Authorization
Project Sponsor	Bob Lapham, CAO	Liaise with CRD Board, SSI Electoral Area Director. Approve scope and budget changes.
Project Manager	Karla Campbell, Senior Manager, SSI Electoral Area	Overall project process and progress reporting. Identifying risks to schedule and implementing mitigation strategy actions. Coordinate resources to resolve issues affecting project progress and schedule. Liaise GHWPSC. Coordinate project deliverables and carry out planning work. Tender and contract administration. Coordinate project schedule with Project Construction Manager. Resolve project issues, needs, and requirements. Report to Project Sponsor, Budget Manager, and GHWPSC.
Budget Manager	Peggy Dayton, Financial Analyst	Track budget expenditures. Prepare monthly financial reporting and budget analysis.
Land Negotiator	Stephen Henderson, Real Estate Services	Negotiate and acquire licence of occupation, right of way agreements and closing documents.
Project Construction Manager	PCM (TBD)	Functions mainly as the primary contact with the contractor and CRD to manage the scope, quality, schedule, and cost of construction. Assist in evaluating contract bids. Provides construction contract administration to ensure quality meets the contract requirements. This includes onsite visits, monitoring of change order requests, schedule changes, corrective work orders, and provides input and review comments on contractors work.
Administrative Support	Carin Perrins, Administrative Coordinator	Oversees project filing system and document control. Prepares tender and contract documents based on PCM and Senior Manager instructions and specifications. Review progress payments applications from Contractor and prepares payment upon approval from PCM and Senior Manager.

1.10 SIGNOFF REQUIRED

Item	Sponsor	Project Manager	Project Construction Managers	Budget Manager	Land Negotiator	GHWPSC	CRD Board
Project Charter	✓	✓	✓	✓	✓	✓	
Project Management Plan	✓	✓	✓	✓	✓		
Budget Changes	✓	✓	✓	✓		✓	
Schedule Changes		✓	✓			✓	
Scope Changes (<i>significant</i>)	✓	✓	✓	✓		✓	
Procurement and contract award	✓	✓				✓	✓*

*if award is over \$200,000

1.11 SIGNOFF *(Signoff provides authorization for the project to proceed.)*

Position/Title	Print Name/Signature	Date
Project Sponsor	Bob Lapham:	
Project Manager	Karla Campbell:	
Project Construction Manager	TBD	
Budget Manager	Peggy Dayton:	
Land Negotiator	Stephen Henderson:	