



Making a difference...together

GANGES HARBOUR WALK STEERING COMMITTEE

Notice of Meeting on **Monday, March 11, 2024 at 2:00 pm**

Salt Spring Island Multi Space (SIMS) Boardroom, 124 Rainbow Road, Salt Spring Island, BC

For members of the public who wish to view the meeting via Microsoft Teams, please [click here](#).

S. Collombin
J. Harris
G. Holman
D. McGuire

J. Mycyk Oestreicher
B. Webster
R. Williams

AGENDA

- 1. TERRITORIAL ACKNOWLEDGEMENT**
- 2. RECOMMENDATION OF GANGES HARBOURWALK STEERING COMMITTEE CHAIR**
- 3. RECOMMENDATION OF GANGES HARBOURWALK STEERING COMMITTEE VICE CHAIR**
- 4. APPROVAL OF AGENDA**
- 5. PRESENTATIONS/DELEGATIONS**

Delegations will have the option to participate electronically. Please complete the [online](#) application for "Addressing the Salt Spring Island Local Community Commission" on our website and staff will respond with details. Requests must be received no later than 4:30 p.m. two calendar days prior to the meeting.

Alternatively, you may email your comments on an agenda item to the Ganges Harbour Walk Steering Committee at saltspring@crd.bc.ca.

- 6. COMMISSION BUSINESS**

- 6.1. Ganges Harbourwalk Project Update**

There is no recommendation, this report is for information.

- 7. NOTICE(S) OF MOTION**

- 8. ADJOURNMENT**

NEXT MEETING: TBA

To ensure quorum, advise mwilliamson@crd.bc.ca if you cannot attend.



Making a difference...together

REPORT TO GANGES HARBOUR WALK STEERING COMMITTEE MEETING OF THURSDAY NOVEMBER 23, 2023

SUBJECT Ganges Harbourwalk Project Update

ISSUE

To update the Ganges Harbourwalk Steering Committee on the current status of the Ganges Harbourwalk project and next steps.

BACKGROUND

The current harbourwalk infrastructure was installed 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 way or 'SRW') were unfortunately not secured at the time of original construction. Consequently, there are gaps in the harbourwalk, and some segments have fallen into disrepair. In 2017 the Capital Regional District (CRD) engaged a Project Manager to undertake engineering and environmental assessments of the current harbourwalk infrastructure to inform next steps.

To secure a right of way in front of the Marina property, an application for an SRW has been submitted to the Ministry of Forests, Lands, Natural Resource Operation (FLNRO). The response from the province was a requirement for detailed designs in consultation with upland owners prior to further review or approval of the application.

The Salt Spring Island Transportation Service has allocated funding towards the development of a harbourside pathway that could be placed in the road right of way upland from the harbourwalk. The harbour side pathway along Lower Ganges Road from the intersection of Rainbow Road to the intersection of Upper Ganges Road will be another important addition to community infrastructure. It will improve pedestrian safety and promote a safe, healthy, and non-motorized environment.

Both projects require consultation with adjacent property owners, First Nations, and the community. The Parks and Recreation Commission approved a Project Charter with the goal to hire one consulting firm to complete consultation for both projects with a goal of providing more efficiencies in moving these projects ahead.

The scope of work detailed in the Project Charter (Appendix A) was for the CRD to retain a consultant to work with community stakeholders and upland owners to develop conceptual designs for:

- an approximate 300 meter harbour walk along the foreshore connecting Rotary Park and the Farmers' Institute property to Ganges Harbour Community Park.
- an approximate 400 meter long harbour side pathway along Lower Ganges Road from the intersection of Rainbow Road to the intersection of Upper Ganges Road

Conceptual designs and community consultation including upland owners, First Nations and the community at large is currently underway for both projects. Additional funding has been allocated in the 2024 SSI Parks and Recreation Five-Year Capital Plan to fund detailed designs of the harbourwalk for submission to FLNRO as a requirement of the SRW application.

IMPLICATIONS

Financial Implications

These projects are funded through a combination of Community Works Funding (CWF) and Capital Reserve Fund (CRF) from both the SSI Parks and Recreation Service and the SSI Transportation Service. A grant application for \$100,000 has been submitted to fund detailed designs in 2024. Funding has also been allocated in the 2024 Parks and Recreation Capital Reserve should the grant application not be successful.

Budget Allocation	Amount (\$)
CWF	\$150,000
2023 Parks and Recreation Service CRF	\$10,000
2024 Parks and Recreation Service CRF	\$100,000
Transportation Service CRF	\$50,000
Total	\$310,000

Cost Explanation	Amount (\$)	Actual (\$)	Funding Source
Boardwalk Assessments (2017-2019)	\$65,500	\$65,495	CWF
Real Estate and Engineering Services	\$20,000		2023 CRF
Consultation and Conceptual Designs	\$77,950	\$77,950	CWF
Detailed Designs and costing	\$127,500		2024 CRF/Grant
Archeological Impact Assessments (AIA)	\$10,000	\$5,633	CWF
Total	\$300,950		

CONCLUSION

The SSI Parks and Recreation Service has allocated funding toward consultation and detailed designs in an effort to connect Rotary Park and the Ganges Harbour Community Park by a harbourwalk making the waterfront accessible to the community for future generations.

The SSI Transportation Service has allocated funding towards the development of a harbourside pathway that could be placed in the road right of way upland from the harbourwalk improving walkability in the downtown core.

Both projects require consultation with adjacent property owners, First Nations, and the community. A consulting firm has been retained to complete consultation for both projects with a goal of providing cost and time efficiencies while moving these projects ahead.

RECOMMENDATION(S)

There is no recommendation, this report is for information only.

Submitted by:	Dan Ovington, BA, Manager of Parks and Recreation
Concurrence:	Karla Campbell, BPA, Senior Manager, Salt Spring Island Electoral Area

Attachments:

- Appendix A – Ganges Harbour Walk and Harbourside Pathway Project Charter
- Appendix B – Ganges Harbour Walk Project Steering Committee Terms of Reference



PROJECT CHARTER

LAST UPDATED: Monday, March 04, 2024

Project Name:	Ganges Harbourwalk and Harbour Side Pathway Detailed Designs
Department Name / Division Name:	SSI Administration / SSI Parks and Recreation
Budget / Account Code:	CX.075.2902
SharePoint File No.:	5220 Projects – Ganges Harbourwalk and Harbour Side Pathway
Prepared By / Date:	Dan Ovington

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.

Replacing the dilapidated boardwalk is an inter-agency initiative between the Islands Trust and CRD based on common objectives of enhancing multi-modal transportation corridors and trails; linking the Ganges Village to the harbour; supporting the economic viability of the downtown village; revitalizing Ganges Harbour Community Park (Formerly Peck's Cove Park); and making the waterfront accessible to the community for future generations. The Ganges Harbour Walk Project Steering Committee (GHWPSA) has been established to guide the planning and development of a harbour walk connecting and developing Ganges Harbour Community Park to a southern entrance along Lower Ganges Road.

To realize the long standing community goal of a continuous harbour walk, an application has been submitted to the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) for a 6m wide statutory right of way (SRW) around the footprint of the existing derelict boardwalk infrastructure that currently sits within the tenure area of the privately owned Ganges Marina. One of FLNRORD's SRW application requirements is detailed designs identifying the location and elevations of the proposed boardwalk within the right of way. The harbour walk alignment subject of this scope of work starts at the north end of Ganges Harbour Community Park and is proposed to connect at a southern entrance labeled "Farmer's Institute" in the image below. (Refer Image 1)



Image 1: Ganges Harbour Walk Project location and boundaries

The harbour side pathway along Lower Ganges Road from the intersection of Rainbow Road to the intersection of Upper Ganges Road will be another important addition to community infrastructure. (Refer Image 2) It will improve pedestrian safety and promote a safe, healthy and non-motorized environment.

The design and engineering for a pathway Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection of Rainbow Road to the Transportation service five year capital plan for 2023. A report dated November 29, 2021, noted topographic, infrastructure and development features which would influence the design, construction and cost of the pathway while referencing the Ministry of Transportation and Infrastructure (MoTI) right of way within which the pathway would be constructed.



Image 2: Ganges Roadside Pathway Project location and boundaries

2. PROJECT PURPOSE

The purpose of this project is to consult with the community, upland owners and First Nations and to develop detailed designs for the development of the Ganges Harbour Walk and the Harbour side pathway along Lower Ganges Road from the intersection of Rainbow Road to the intersection of Upper Ganges Road.

3. CRITICAL SUCCESS FACTORS

The following criteria will be the major indicators of success to the project:

1. Delivered on-budget
2. Reduce operating and maintenance costs
3. Vandalism resistant Crime Prevention Through Environmental Design (CPTED) design
4. Public support
5. Delivered on-time
6. Design for rural community to maintain rural character and quality of life
7. Protect view corridors to waterfront
8. Design boardwalk and multi-use pathway for use by all ages and abilities
9. Planning and designing climate resilient infrastructure
10. Supports businesses that rely on the waterfront for marine industry, transportation connections, entertainment, and tourism
11. Minimize disturbance of sensitive marine habitat
12. Phased planning for work execution
13. Minimize disturbance to existing traffic flow

4. SCOPE OF WORK

The CRD is seeking a consultant to work with community stakeholders and upland owners to develop detailed designs for:

- Approximate 300 metre harbour walk along the foreshore connecting Rotary Park and the Farmers Institute property to Ganges Harbour Community Park (Refer Image 1), landscape designs for Ganges Harbour Community Park laid out in the following phases.
- Approximate 400 metre long of the harbour side pathway along Lower Ganges Road from the intersection of Rainbow Road to the intersection of Upper Ganges Road. (Refer Image 2)

The scope of the project includes:

No.	In Scope	Out of Scope
1.	Park landscaping designs	Expanding the Harbour walk to Moby's Pub
2.	Boardwalk designs from Rotary Park to Ganges Harbour Community Park	
3.	Pathway designs along harbour side of Lower Ganges Road from the pedestrian controlled cross walk to Upper Ganges Road	Ambiance, shade and other sidewalk enhancements
4	Harbour side pathway design option for active transportation and parking infrastructure	
5	Design of two pile supported retaining walls	Construction of retaining walls
6	Design options that consider a variety of walkway materials, widths, scape accessories and amenities, possible commercial uses, crime prevention through environmental design	Bike parking stalls location planning
7	Establishing a vision and public engagement process and implementation plan outlining– stakeholders meetings, First Nations consultation, public open houses, surveys and design workshops, and presenting a community engagement summary	
8	Concept designs that describe existing conditions, issues, and features with recommended alignments, noting amenities and specific attributes	
9	Detailed civil, structural and electrical design	
10	Lighting and signage design for the boardwalk	Lighting and signage design for the roadside pathway
11	Final designs and cost estimates	

5. PROJECT DELIVERABLES

No.	List of Project Deliverables	Acceptance Criteria <i>(Specific standards, written criteria, etc.)</i>
1	Conceptual design	Draft a conceptual design
2	Community consultation	Plan and facilitate community consultation
3	Feedback compilation	Compile feedback and provide documentation to landscape architect
4	Detailed Designs	Comprehensive set of documentation which meets all applicable regulations and regulatory requirements.
5	Class 'D' construction cost estimate.	Comprehensive estimate with all contingencies identified.

6. TIMELINES

Milestones, etc.	Target Timeline	Revised Timeline
Harbour Walk Steering Committee recommends project charter to PARC and Transportation Commission	November 2022	
Request For Proposal & Award Contract	Q1 2023	
Community Consultation	Q2 2023	
Report on Consultation	Q3 2023	
Detailed designs submitted and costing	Q4 2023	

7. BUDGET

Budget Allocation	Amount (\$)
Community Works Funds (CWF)	\$150,000
Capital Reserve Funds from Community Parks Service (CRF)	\$10,000
Capital Reserve Funds from Transportation Service (CRF)	\$50,000
Total	\$210,000

Project approval and budget CX.075.2902

Cost Explanation	Amount (\$)	Actual (\$)	Funding Source
Boardwalk Assessments (2017-2019)	\$65,500	\$65,495	CWF
Real Estate and Engineering Services	\$20,000		2023 CRF
Consultation and Designs	\$114,500		CWF
Archeological Impact Assessments (AIA)	\$10,000		CWF
Total	\$210,000		

8. RISK IDENTIFICATION

No.	Risks Identification (Related to scope, schedule, budget, stakeholders, etc.)	Likelihood to Occur (low, medium, high)	Impact if Occurs (low, medium, high)	High Level Risk Response Strategy (if applicable)
1	Adequate staffing is unavailable to manage and implement the project.	Low	High	Ensure staffing requirements are met through either employees, contract employees or consultants.
2	Delay in consultation with Stakeholders due to varying availability in their schedules	High	High	Ensure to set a communication plan for stakeholders and inform them well in advance with adequate buffer time for them to respond. Plan to accommodate extra buffer timeline to deal with unlikely circumstances.
3	Delays in signing off on project contracts.	Medium	Medium	Inform administrative staff and project sponsor of upcoming project deadlines.
4	Project costs are greater than budgeted.	Medium	High	If costs appear likely to exceed budgeted costs a staff report will be completed and presented to PARC requesting additional funding.
5	Project costs are greater than budgeted and no further funding allocated.	Medium	Medium	Project may be delayed or cancelled.
6	Political opposition.	Low	High	Project charter sign off.
7	Public opposition.	Low	High	Ensure effective community communication strategy throughout the process.
8	Complications with Regulatory and Government bodies such as MoTI, FLNRORD approvals process.	Low	Medium	Allow for adequate review time and budget for potential design changes.
9	Required design considerations as a result of First Nations Consultation, Heritage and archaeology assessments.	Medium	Medium	Consult and assess early in conceptual/preliminary design stage.
10	Unforeseen additional scope.	Medium	High	Require a review, additional funding and approval for scope change

9. PROJECT TEAM

The following is a description of the roles and responsibilities for the project team.

Role	Team Member	Responsibilities
Senior Manager / Project Sponsor (CRD)	Karla Campbell	<ul style="list-style-type: none"> • Liaise with Project Manager (CRD). • Chief Spokesperson(s). • Approve scope and budget changes • Sign off on contracts and purchases under \$100,000
Project Manager (CRD)	Dan Ovington	<ul style="list-style-type: none"> • Overall responsibility for project performance with respect to scope, schedule and budget. • Prepare and manage all procurement. • Conduct project status review meetings with the Project Team and key stakeholders. • Identify risks to the project and implement mitigation strategy actions. • Coordinate resources to resolve issues affecting project progress. • Ensure compliance with policies and procedures. • Prepare staff reports for Commission and Board meetings. • Liaise with Parks and Recreation Commission, Salt Spring Island Transportation Commission and Ganges Harbour Walk Steering Committee. • Attends Commission meetings as required. • Stakeholder management. • Manage the project team. • Manage the resolution of conflicts (with the team and consultants/contractors, etc.). • Approve scope and budget changes. • Prepare communication plans.
Project Manager (Consultant)	TBD	<ul style="list-style-type: none"> • Overall responsibility for project performance with respect to scope, schedule and budget. • Manage all design consultation • Prepare and manage all procurement within scope. • Conduct project status review meetings with their own Project Team, CRD, and key stakeholders. • Identify risks to the project and implement mitigation strategy actions. • Coordinate resources to resolve issues affecting project progress. • Ensure compliance with policies and procedures. • Tender and contract administration. • Monitor and control the consultants and contractors scope, schedule and budget. • Ensure that shop drawings are reviewed <p>sssss</p>

Role	Team Member	Responsibilities
Project Engineer (CRD)	Dean Olafson	<ul style="list-style-type: none"> • Manage all design services and compliance with contracts. • Report to Project Manager (Consultant) on design, project, and contract issues. • Evaluate engineering proposals and designs and make recommendations. • Provide constructability review of drawings and specifications.
Project Administrator (CRD)	SSI Administration Staff	<ul style="list-style-type: none"> • Distribute communication plans as appropriate. • Development/production of publications, displays and presentations. • Update website, newsletters/info sheets. • Support public/stakeholder engagement, liaison, etc.

10. KEY STAKEHOLDERS

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

Stakeholder	How Stakeholder is Affected by/Interested in Project	Role or Involvement in Decision Making (see legend below)
CRD Director and Local Community Commission	Needs to be kept informed of the project. Commitment and support for project is necessary.	I, C, A
SSI Parks and Recreation Commission	Needs to be kept informed of the project. Commitment and support for project is necessary.	I, C, A
Transportation Commission	Needs to be kept informed of the project. Commitment and support for project is necessary.	I, C, A
Ganges Harbour Walk Steering Committee	Needs to be kept informed of the project. Commitment and support for project is necessary.	I, C
CRD Archaeological, and First Nations	Project Manager will liaise on an as needed basis on an ongoing basis throughout the project.	C
WSANC Leadership Council	Kept informed of the project and provides input in involvement during AIA	I, C
SSI Administrative Staff	Kept informed of the project. Assist with procurement documents and payments. Receive public comments and respond to public inquiries.	I, C
FLNRORD	Will review and approve construction drawings.	I, C, A
Upland Property Owners	Kept informed of the project and provides input in involvement during investigation and design, work integration, etc.	I, C


Stakeholder	How Stakeholder is Affected by/Interested in Project	Role or Involvement in Decision Making (see legend below)
Farmer's Institute	Ensure stakeholder requirements are represented on the project. Group's level of concern can have a HIGH impact on outcomes.	I, C
Rotary Club	Needs to be kept informed of the project. Commitment and support for project is necessary.	I
Businesses along the roadside	Needs to be kept informed of the project. Commitment and support for project is necessary.	I, C
Fire Department	Needs to confirm their requirements/infrastructure to have water access from the ocean for fire-fighting. Commitment and support for project is necessary.	I, C
Ganges Businesses	Needs to be kept informed of the project. Commitment and support for project is necessary.	I
General Public	Needs to be kept informed of the project. Commitment and support for project is necessary.	I, C

Legend	
NI	= no involvement
I	= information only
C	= consulted
PD	= planning and decision making
A	= approval rights to say "Yes" or "No" to a decision

13. SIGN-OFF *(Signoff provides authorization for the project to proceed.)*

Position/Title	Print Name	Signature	Date
Senior Manager	Karla Campbell	MBA, BPA, Senior. Manager, SSI Electoral Area	
Project Manager	Dan Ovington	BBA, Manager, Salt Spring Island Parks and Recreation	

Terms of Reference



Ganges Harbour Walk Project Steering Committee

PREAMBLE

The Capital Regional District (CRD) Ganges Harbour Walk Project Steering Committee is an advisory committee established by the CRD Board and will oversee and make recommendations to the Salt Spring Island Local Community Commission (LCC) regarding matters related to the construction of the Ganges Harbour Walk.

The Committee's official name is to be:

Ganges Harbour Walk Project Steering Committee (GHWPSC)

1.0 PURPOSE

The mandate of the Committee includes overseeing and making recommendations to the LCC regarding the following:

- Securing permanent funding for the development and construction of the project by way of fundraising, grant writing, and if necessary, championing of a referendum financing process.
- Ensures value for the project by:
 - Completing project on time and on budget;
 - Ensuring that future annual maintenance and operating costs, including life cycling costing are minimized;
 - Enhancing the safety, aesthetics, and accessibility of the harbour walk; and
 - Meeting community needs and objectives for years to come
- Provide the Project Manager with requirements concerning decisions or policies that may impact scope or project outcomes.
- Provide advice and feedback on scope, schedule, cost and quality concerns, or guidance on project priorities that arise during the planning, design and implementation of the project.
- Provide issue resolution on other matters referred to the Committee by the LCC Project Manager and/or staff liaison.
- Facilitate project approvals at key milestones: procurement awards, site and engineering assessment, design development.
- Provide the Project Construction Manager with advice and direction where appropriate concerning site priorities for renovation/upgrade of the existing boardwalk structure or realignment and joining the boardwalk to Ganges Harbour Community and southern entrance to the harbour walk.

2.0 ESTABLISHMENT AND AUTHORITY

- The Committee in an advisory capacity will make recommendations to the LCC on matters impacting a change in scope, financing, or procurement award as required in the CRD Procurement Policy.
- The LCC will appoint the Committee Chair and Committee members for the duration of the project as per section 3.0.
- Upon completion of the project the Committee will be disbanded.

3.0 COMPOSITION

- Committee members will be appointed as follows:
 - Salt Spring Island Electoral Area Director
 - One LCC commissioner, nominated by the LCC
 - One Salt Spring Island Trustee nominated by the Local Trust Committee
 - One Board member nominated by the Salt Spring Island Chamber of Commerce.
 - Three member at large nominated by the LCC.

4.0 PROCEDURES

- The Committee shall meet as needed or at the call of the Committee Chair, in consultation with the staff liaison.
- The agenda will be finalized by the staff liaison at the direction of the Committee Chair, and any Committee member may request that a matter be placed on the agenda.
- For meetings to proceed a quorum of the committee will be required to be in attendance to conduct committee business. A quorum is a minimum of four members.
- With the approval of the Committee Chair, committee matters of an urgent or time sensitive nature may be forwarded to LCC for consideration.

5.0 RESOURCES AND SUPPORT

- The Salt Spring Island Senior Manager will act as liaison to the Committee.
- The Salt Spring Island Electoral Area Administrative division will provide administrative support as required; and prepare and distribute minutes and agendas.

- A Project Construction Manager will be assigned by the CRD to lead the team responsible for achieving the project scope, objectives, change and issue management, risk assessment, procurement, and communication on project status, including problems and issues that require the Committee direction.