



AGENDA

SALT SPRING ISLAND GANGES VILLAGE AREA PLAN TASK FORCE

Date: Thursday, April 15, 2021
Time: 10:00 AM – 12:00 PM
Location: Zoom conference

- 1. AGENDA**
 - 1.1 Introduction of Members and staff 10:00 AM – 10:45 AM
 - 1.2 Appointment of Chair and Vice-Chair 10:45 AM – 10:55 AM
 - 1.3 Acceptance of Work Plan (in Principle) 10:55 AM – 11:00 AM

- 2. Task Force Members Orientation** 11:05 AM – 11:35 AM

- 3. Administrative Report** 11:35 AM – 11:45 AM
 - 3.1 Attachments:
 - Project Charter
 - Draft Work Plan
 - Task Force Terms of Reference
 - Standards of Conduct
 - Prior efforts: GV&H OCP Review
 - OCP maps for Ganges
 - 3.2 Project Progress:
 - Early and on-going conversation with First Nations
 - Technical Working Group recurring meetings
 - Public Engagement Process

- 4. Quick Roundtable wrap-up** 11:45 AM – 12:00 PM

- 5. ADJOURNMENT**

Ganges Village Planning Project Charter

Salt Spring Island Local Trust Committee

Approval Date: November 10, 2020

Purpose: *Update objectives and policies that help shape the vision for Ganges Village including foreshore (assumed 300m).*

Background: Previous Ganges Village Planning projects include feedback from a 1995 Ganges Focus Group and 2006 Ganges Village and Harbour Focus Group. Much has changed since 2006. In 2015 Trust Council implemented First Nations Engagement Principles Policy followed by a Reconciliation Declaration in 2019. Also in 2019, Trust Council declared a Climate Emergency. Both the declarations will significantly shape the Ganges Village planning effort. Furthermore, issues such as the moratorium on new connections to the community water system, future development of the community sewer system, ongoing development of active transportation infrastructure, affordable housing, the relocation of the Salt Spring Island Fire Hall #1, potential uses for the School District #64 properties, impacts from COVID-19, will all need to be taken into consideration in planning the future of Ganges Village.

Objectives

- *Re-examine the objectives, and policies regarding Ganges Village (including the Education, Hospital Services designated areas and some Parks and Recreation Designation areas) to create a healthy, resilient and environmentally sustainable village for this and future generations*
- *Consider policies to implement Islands Trust's commitment to the reconciliation with First Nations, and to advance preservation of First Nation's heritage*
- *Consider policies to advance Islands Trust's and the community's efforts to adapt to and mitigate climate change*
- *Consider policies that complement the Coastal Douglas-fir Protection and the "Housing Challenges and Solutions" projects that densify Ganges village and discourage sprawl*

In Scope

Phase 1

- *Develop a Ganges Village Area Plan project budget and identify potential funding sources*
- *Develop a preliminary consultation/engagement plan to include early and on-going engagement with First Nations, the Capital Regional District, the Agricultural Land Commission and School District #64, Salt Spring Island Fire Protection District, Salt Spring Island Arts Council, the Chamber of Commerce and the Ministry of Transportation and Infrastructure*

Phase 2

- *Research and analysis on existing conditions, infrastructure servicing issues, housing, open space, shoreline development, culture, climate change impacts on the island, effective and meaningful public engagement process and collaboration with First Nations*
- *Consider a naming for the Area Plan to better reflect the rich history and cultural heritage of Indigenous Peoples*
- *Develop objectives and policies for the preservation of First Nations' heritage and cultural sites*
- *Develop objectives and policies to support innovative design solutions that help preserve the limited natural resources on the island*
- *Incorporate Ganges harbour interface, including Ganges Harbour Walk*
- *Potential inclusions or exclusions of areas within Ganges or Upper Ganges Village designations*
- *Develop a separate Ganges Village Local Area Plan*
- *Identify implementation actions for Phase 3*

Out of Scope

- *Ganges Harbour Management Plan*
- *Amending other areas of the OCP including: Heritage Conservation Areas, Amenity zoning, Transfer of Development Potential*
- *Density, use and regulatory amendments*

Phase 3

- Amend Ganges Village Core, Ganges Village Upper, Education, Health Services, Shoreline Development, Parks and Recreation land use designations
- Amend Development Permit Area 1 (Ganges Village) and Development Permit Area 3 (Shoreline)
- Amend policies regarding Ganges Alternate route
- Amend policies regarding waterfront development
- Amend OCP objectives and policies to reflect the new Area Plan

; Work Plan Overview

Deliverable/Milestone for Phase 1	Date
Approval of final Project Charter	Fall 2020
Approval of draft Project budget	Fall 2020
Approval of Public and stakeholder engagement plan	Fall 2020
Approval of Terms of Reference for the Ganges Village Planning Task Force	Fall 2020
Approval of application for C2C grant	Fall 2020
Establish the Task Force	December 2020/January 2021
Early outreach with First Nations, CRD, SD64, Chamber, MoTI, and ALC	Fall 2020/Spring 2021
Implementation of the Public Engagement Plan (interviews, meetings, survey, website/social media, potentially forming working group)	Spring to Summer 2021
Progress update to LTC	Spring & Summer 2021
Deliverable/Milestone for Phase 2	Date
Research and analysis	Fall 2020/Spring 2021
Ongoing Task Force and participant meetings	Winter 2020/Fall 2021
Facilitated open houses and design charrette	Spring 2021/Summer 2021
Coordination with agencies/university research teams	Summer 2021/Fall 2021
Drafting of Area Plan and implementation measures	Spring 2022/Fall 2022
Outreach Community Information Meeting on proposed draft amendment	Fall 2021
First Reading of Bylaw and Bylaw Referrals	Fall/Winter 2021
Outreach/Community Information Meeting on revised draft amendment	Spring 2022
Report to LTC – request for 2 nd reading/public Hearing	Spring 2022
Report to LTC – request for 3 rd reading/forward to Executive Committee/forward to Ministry	Summer 2022
Request for 4 th reading/adoption of final draft	Fall 2022
Deliverable/Milestones Phase 3	
Amendment to relevant policies and governing documents	Fall 2022
Outreach/Community Information Meeting on revised draft amendment	Spring 2023

Report to LTC – request for 2 nd reading/public Hearing		Spring 2023		
Report to LTC – request for 3 rd reading/forward to Executive Committee/forward to Ministry		Summer 2023		
Request for 4 th reading/adoption of final draft		Fall 2023		
Project Team		Budget		
Louisa Garbo, Island Planner	Project Manager	Budget Sources:		
Kristine Mayes, Planner 1	Team member/technical support	Fiscal	Item	Cost
Jackie O’Neal, GIS Tech	Mapping Support	2021-2022 (Phase 1)	See cost breakdowns below	\$95,000, or \$100,000 if grant not available
Lisa Wilcox, Senior Intergovernmental Policy Advisor	First Nations Consultation Support	2021-2023 (Phase 2)	See cost breakdowns below	\$27,000
Office Administrative Assistant/Planning Team Assistant	Administrative Support	2023 (Phase 3)	See cost breakdowns below	\$24,000
RPM Approval: <i>Stefan Cermak</i> Date: Oct. 26, 2020	LTC Endorsement: Resolution #: Date: Nov 10, 2020			
			Total project cost	\$146,000 or \$151,000 if grant not received



Ganges Village Planning Task Force Terms of Reference November 2020

1. Purpose

This Terms of Reference guides the Ganges Village Planning Task Force (Task Force hereinafter) to assist in the development of the “Ganges Village Area Plan,” and to advise the Salt Spring Island Local Trust Committee (LTC) on matters related to Ganges Village planning process. The Task Force is an appointed advisory working group to LTC with final decisions in all matters brought before the Task Force rest with the LTC. In addition to this Terms of Reference, other roles, responsibilities and procedures of the Task Force are governed by [Bylaw No. 467](#) and should be referred to separately.

2. Roles and Responsibilities of Task Force Members

- a) Serve and attend Task Force meetings for the duration of the planning process;
- b) Participate in LTC sponsored community consultation events on emerging Ganges Village issues;
- c) Promote the project and public engagement opportunities within the community;
- d) Review summary of findings from community engagement sessions;
- e) Provide feedback to staff on plan concepts, policy options, and the draft plan;
- f) Hold discussions at a scheduled meeting which are open to the public;
- g) Objectively apply judgement based on members’ expertise, experience and knowledge of the subject matter as related to development of the “Ganges Village Area Plan” process;
- h) Be guided by the general policy intent as set out in the Salt Spring Island Official Community Plan and Land Use Bylaw;
- i) Respect multiple stakeholder perspectives, the broader policy context of the planning process, and its implications on local area land use issues;
- j) Ensure an environment where all members feel comfortable expressing their views; and,
- k) Request information from other agencies only through, or as directed by, Islands Trust Staff. The establishment of policy and liaison with other levels of government, non-government agencies and community interest groups is the responsibility of the Local Trust Committee.

3. Roles and Responsibilities of the Chair

- a) Leading and facilitating discussion at meetings;
- b) Ensuring that all points of view are heard;
- c) Ensuring that good order and civility are maintained at meetings;
- d) Ensuring that discussion is relevant and addresses the questions laid out in these terms of reference; and
- e) Ensuring that there are available resources to assist the Task Force at each meeting through advanced request and approval for such resources from the Salt Spring Island Local Trust Committee.

4. Work Plan Overview

- a) At the inaugural meeting of the Task Force, there will be member introductions and background presentation/orientation by Islands Trust staff. Establishment of a meeting schedule to achieve goals set forth in the work plan, and a nomination of the Chair and Vice-Chair of the Task Force.

5. Appointments

- a) The members of the Task Force shall be appointed by resolution of the Salt Spring Island Local Trust Committee;
- b) The total number of members shall not exceed 11;
- c) The membership shall represent a wide cross section and the varied interests, perspectives, opinions and values of the community;
- d) The Local Trust Committee may, by resolution, remove a member at any time;
- e) If a member resigns, or an appointment is otherwise terminated, the Local Trust Committee may, by resolution, appoint a member to serve for the remaining term of the project; and
- f) Other Islands Trust staff, experts, community stakeholders, and consultants may attend the Commission meetings at the request of staff.

Quorum and Attendance

- a) In accordance with Bylaw No. 467 Conduct of Meeting, a majority of the appointed members shall constitute a quorum of the members and a quorum must be in attendance at a meeting for the Task force to proceed with its agenda.



Policy:	2.1.2
Approved By:	Trust Council
Approval Date:	September 12, 1992
Amendment Date(s):	December 6, 1997; June 17, 2000; December 5, 2003; December 8, 2010; December 6, 2017
Policy Holder:	Chief Administrative Officer

STANDARDS OF CONDUCT

Purpose

A trustee elect, by his/her declaration, and/or a staff person, by way of employment, is obliged to execute the duties of his/her office. The purpose of this policy is to present standards of conduct to guide elected and appointed officers in carrying out their duties to ensure: impartial and equal service to all, faithful discharge of their duties without fear or favour, and democratic processes which are duly responsible to the public and which foster public confidence in the Trust's integrity. These standards are in addition to those established in provincial law.

A. Definitions

n/a

B. Policy

Certain ethical principles shall govern the conduct of any elected official, appointed official or staff member of the Islands Trust organization, who shall:

1. Performance of Duties

- 1.1 Recognize that the chief functions of a Trust official are to serve the public, advocate the Trust mandate, and adhere to the Trust Policy.
- 1.2 Avoid situations that could impair his/her judgement in the performance of his/her duties, or give that impression to others.
- 1.3 Conduct him/herself in a manner that does not detract from the image, integrity or responsibilities of the Islands Trust.
- 1.4 Carry out his/her duties with impartiality and equality of service to all.
- 1.5 Discharge his/her duties without fear or favour.

2. Organizational Responsibility

- 2.1 Respect the opinions of other organizational members, encourage others to utilize their individual strengths in a cooperative fashion, and make informed and responsible decisions.

- 2.2 Be committed to strive for excellence and quality service in implementing Islands Trust policies and directions.
- 2.3 Refrain from deliberately undermining Trust officials or staff.
- 2.4 As an elected or appointed official, respect management's authority to direct staff.
- 2.5 Direct requests for action by staff to either the Chief Administrative Officer (CAO) or Manager involved and/or to staff by way of an appropriate resolution.
- 2.6 As a staff person, refrain from becoming involved in the politics of governance - policy setting, decision-making and constituent representations; and, as an elected/appointed official, refrain from becoming involved in management - operational supervision, personnel matters and approved budgeted resource allocations.
- 2.7 As an elected official, respect local autonomy and avoid becoming publicly involved in the local politics or controversial issues that are local in nature in an area outside a local trust area or island municipality that he or she represents unless the local political issue could affect other Local Trust Areas or the Trust as a whole.
- 2.8 Clearly communicate Trust Council's consensus on decisions when and as differentiated from individual member opinions.
- 2.9 When he/she becomes aware of reasonable grounds to believe that transgression of the Standards of Conduct is taking place on the part of any other official, report the transgression to the Executive Committee and/or the CAO.

3. Personal Interests

- 3.1 Maintain the highest ideals of honour and integrity in the discharge of his/her duties.
- 3.2 Avoid lobbying activities toward any Trust body on behalf of another leaving office for personal interests or profit and/or for any other person.
- 3.3 Declare to the relevant Chairperson and/or CAO his/her direct or indirect interest or the known interests of any close relatives in any enterprise which proposes to transact business with the Islands Trust.
- 3.4 Declare his/her interest, direct or indirect, or the known interests of any close relatives in any property that is subject to an application to the Islands Trust, to the Executive Committee.
- 3.5 Avoid situations, related to his/her duties, which could result in securing special privileges, favours or exemptions for themselves, or any other person.

- 3.6 Not commit organizational resources of any kind for activities that are not directly related to the official business of the Islands Trust.

4. Review Process

- 4.1 The Standards of Conduct Review Panel dealing with matters of trustees or appointed officials of Trust Council shall be comprised of the Executive Committee, with the CAO and/or legal counsel acting in an advisory capacity.
- 4.2 Matters of a staff nature shall be dealt with by the CAO, with legal counsel and/or the appropriate manager in accordance with established employee union candidates (see BC Government Standards of Conduct Policy).

C. Legislated References

Policy and Procedures Manual:

Statutory Rules of Conduct (2.1.1)

Governance Principles (2.1.3)

Local Trust Committee Procedural Bylaw

Trust Council Procedural Bylaw

BC Government Standards of Conduct Policy

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

n/a

Ganges Village and Harbour
Official Community Plan Review
Focus Group

Final Policy Proposals
May 2007



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- Goal 6 - Security
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Focus Group Membership and Contributors

Coordinator: Arlene Dashwood

Members: Kevin Bell
Michael Butler
Barry Cooke
Nigel Denyer
Nora Layard
Bill Leckie
Wayne Lee
Maxine Leichter
Sebastian Moffatt
Gary Utter
John Woodward

Islands Trust Staff Contributor: John Gauld

Trustee Contributor: Peter Lamb

Introductory Comments

Introduction

The Ganges Village and Harbour Focus Group focused its attention on planning for future development in both Lower and Upper Ganges Villages as well as the surrounding area within the current Development Permit Area One. We found that planning for future development in this, the heart of our Island, required consideration of most challenges facing the island as a whole including economic development, protection of the environment, and appearance and liveability of our Island's centre. The Focus Group worked to clarify our vision for Ganges' future and identify strategies to get us there.

Consolidation of Ganges-related OCP Sections

The Ganges Village Focus Group proposes that the section of the OCP that is reserved for island villages and for Ganges (Sections B5.1 and B5.2) be consolidated expanded and elevated into a separate section for Ganges. This separate, consolidated section [the Ganges Section] should include a more comprehensive set of nested visions, goals, targets and objectives, along with all policies that are in any way specific to Ganges village. The Ganges section should also include the DPA guidelines for Ganges and the design guidelines for the Heritage core.

A Ganges Section will provide a number of benefits. It will allow for a more specific and distinct vision of the future for Ganges, especially in the absence of any overarching visionary document such as a strategic plan. Visions can be directly connected to policies, creating a more coherent and convenient reference document. Policies can be much more detailed and directive, as appropriate for an area subject to development approvals, growth and possible densification.

It is not intended that the expanded Ganges Section of the new OCP repeat policies located elsewhere. The Ganges Section should clearly state that policies that apply to the island as a whole also apply to the village. In most cases the Ganges Section will contain policies that are unique, or more detailed and stringent than policies located elsewhere. Thus the Ganges Section continues to serve as a complement to the other sections of the plan. In those cases where a potential conflict exists, the policies located within the Ganges Section would supersede other policies if the land in question is located within the containment area for the village.

Establish Distinct Village Core Boundaries and a Containment Boundary

The current OCP contains several overlapping area designations that include all or part of Ganges, each with its own boundaries and policies. These include Ganges Heritage Area (Map 25), Ganges Village Development Permit Area 1 (Map 16), Ganges Village Core and Upper Ganges Village sub-designations (Map 1), Village Containment Boundary (Map 1). These designations do not correspond to the area served by the sewer system and by North Salt Spring Waterworks District. This plethora of planning areas and designations is hard to understand and has created inconsistent policies that are a barrier to achieving goals in the current OCP such as densification and more residences within Lower Ganges Village.

Therefore, the Focus Group recommends consolidating these boundaries into two village core areas (Lower Ganges Village and Upper Ganges Villages) nested inside a containment boundary that would define the Ganges Village Development Permit Area. The Upper and Lower Villages should encompass areas small enough that all locations are within walking distance of one another. Development within the containment boundary would be more dense than outside it, with the greatest density of development in the village core areas. The edges of the containment area would function as buffer areas to ease the transition between the more densely developed village and the rural area outside the boundary. The purpose and rationale for the containment boundary appears under the Governance Goal.

Structure of Ganges Village OCP Section

Although many of the objectives in the current OCP are well worth retaining, they appear to need more specific policies and more directive language to achieve their implementation. We are therefore recommending that the content of the Ganges Village OCP section be restructured into a discrete series of goals and objectives under which are nested measurable targets and policies intended to support achievement of the goals and objectives. We believe this format will improve accountability by providing targets that can be measured and tracked and specific strategies (called policies) for achieving the goals.

The targets and policies include recommendations for improving communications and coordination with the community and among other levels of government. Also included are sequencing and timelines so that everyone can see how the community and elected officials are expected to achieve the goals and can respond accordingly. The use of a combination of goals, targets, objectives and policies provides a complete rationale for the more specific directions in the OCP, and is felt to be necessary due to the failure of the Trust to achieve many recommendations put forward in 1995 by the previous Ganges Focus Group.

Attached are seven goal sections: Accessibility, Environmental Footprint, Liveability/Aesthetic, Housing, Commerce, Security and Governance. Harbour- related objectives are included under goals where appropriate. The complexity of developing these sections in the short time frame means that these sections are not as complete or finely worded as we would like. There are many parts of the current OCP that still need to be included such as most of the design guidelines. We hope they do serve as an example for how this section could be developed. On specific points, where we did not agree, we have presented alternate perspectives.

The document prepared for the public includes only the Goals and Objectives. However, the targets and policies contain the heart of the recommendations being offered. Therefore, we urge the community to read the targets and policies in the complete document which is posted on the Islands Trust website.

Incorporating the proposed targets into the Ganges Section will require some judgement and re-writing by Trust staff. In particular it will be necessary to separate the proposed targets into two categories: (1) targets that can be achieved primarily by the Trust acting alone, with its existing authority and policy instruments; and (2) targets that will require action by authorities other than the Trust. The first category of targets can be directly incorporated into the OCP; they will serve as a means of clarifying the intent of the policies, the scale and pace of effort, and the means by which progress can be monitored and evaluated. The second category of targets will need to be qualified, and written to suggest that the Trust work to encourage actions by other jurisdictions and other agencies, so that the stated target is achieved through cooperative effort.

Both categories of targets include dates for performance. The dates are meant to be illustrative and have not received sufficient analysis by the Focus Group to be defensible. It is recommended that the dates be edited by knowledgeable Trust staff so that they are realistic and achievable, give a concerted effort.

Creation of a Strategic Plan

We recognise that inclusion of detailed visions, goals, targets and objectives within the Ganges Section is unusual and may exceed the scope of an OCP focused primarily on guiding decisions by the Islands Trust regarding land use policies. However at present Salt Spring has no other policy document in which to present important contextual information, and we feel that it is better to expand (and complicate) the OCP than to lose the information.

As a longer term solution, we recommend that the Trust undertake to prepare an umbrella policy document - a Strategic Plan - for Ganges and for the Island as a whole. Our suggested visions and goals can be used to shape this Strategic Plan. Once completed, the Strategic Plan can provide a the long-term visions and goals, and the most appropriate pathways. All other policy documents, particularly the OCP, can then be simplified and aligned with the Strategic Plan. We recommend that a Strategic Plan for Ganges, be completed within two years, and that thereafter the Ganges Section of the OCP be simplified.

The Strategic Plan should ideally be a consensus document, involving review and input from other key agencies involved with the island and the village. In accordance with the Islands Trust Policy Statement, the Trust should mediate such a consensus process and then encourage other agencies to align their policies accordingly.

Collaboration with Other Agencies and Additional Information that is Required

As in any community, governance is divided among various levels of government. It appears to us that implementation of past land use objectives has been undermined by lack of cooperation among agencies and inadequate financial or institutional arrangements. We also found that in some cases, before strategies can be developed, specific information is needed, the gathering of which is beyond the scope of the focus group. Therefore, among the targets and policies are suggestions for studies, research, and collaborations all of which together are needed to make informed decisions, recruit investment and otherwise spur the kind of development we want in village core areas and within the Ganges Containment Boundary.

Next Steps

The Ganges Focus Group has helped to organise and deliver a community design charrette¹. The charrette occurred at the beginning of May, 2007, as one of the events intended to solicit public input on the Ganges OCP recommendations. The charrette served to provide alternative design solutions, and also to enhance communications by creating many visualisations of how Ganges might evolve in accordance with our visions.

The large quantity of new ideas arising from the Charrette, and the many drawings, has prevented our Focus Group from undertaking to evaluate and integrate the results. Instead we recommend that the Trustees and Trust staff take the time to thoroughly examine the results of the charrette. A determination is needed to establish exactly which ideas have merit, and which of these may have consequences for the revised OCP. Members of the Focus Group continue to refine and consolidate the results from the charrette, to assist the Trust in such deliberations. It is also recommended that the Trust use the charrette results, in combination with our vision statements and recommendations, to inform the creation of a Strategic Plan for Ganges.

Goal 1. Accessibility

Ganges Village is a welcoming place where:

- *All residents and visitors, including children, seniors and persons with disabilities, can easily access services on their own and enjoy the local amenities and beauty of the village;*

¹ A charrette is a brief but intense design workshop in which stakeholders and interested citizens are invited to contribute to the work of an interdisciplinary team of urbanists during the earliest stages of design and planning. There are three basic stages: information gathering & public participation, design & review and illustrated presentation. Definition from the website of The Charrette Center (www.charrettecenter.com)

- *A convenient combination of parking, docking, transit and transfer locations allow individuals to arrive by land, sea or air and move easily into the surrounding village;*
- *Circulation patterns and traffic calming measures serve to gently regulate the speed of motorized vehicles consistent with the ambience of a seaside village.*
- *Through- traffic is provided alternate routes through and around the village;*
- *A fine network of interconnected, multi-purpose pedestrian and cycle pathways, neighbourhood-scale streets and shoreline facilities create a diverse and delightful flow of people and vehicles; and,*
- *The Harbour is recognized as an important asset for the community and is everywhere accessible to residents and visitors and facilitates participation in a variety of enjoyable waterside activities.*
-

Objective 1: To make Ganges a barrier-free Village.

Targets:

- Five foot wide sidewalks with benches at appropriate intervals and wheelchair/baby carriage ramps at all intersections will be constructed along Rainbow Road from Lower Ganges Road to the Recreation Centre and along Lower Ganges Road from Fulford-Ganges Road to the GVM shopping centre by 2012.
- Following target 1, significant sidewalk projects will be undertaken annually until all streets in the Village are sidewalk accessible by 2020.
- All new public buildings will be barrier-free on all levels and all new private-sector buildings will be encouraged to be barrier-free, as this would improve the economic prospects of the various tenants/businesses.
- Ensure that sufficient parking is made available for the disabled and those in need, (this might include families and seniors).
- 3 convenient “pick-up/drop-off” locations will be in place in by 2009 – 2 in lower and 1 in upper Ganges.

Policies:

- Collaborate with B.C. Ministry of Transportation (MoTH) and the Transportation Commission for the provision of sidewalks in the Village.
- Given the demographics of the island, review the parking standards in Land Use Bylaw (LUB) 355 to ensure that adequate convenient parking is available to those in need.
- In conjunction with property owners the Transportation Commission will develop appropriate ‘pick-up/drop-off’ locations.

Objective 2. To create a transportation system (parking, transit and transfer) to enable ease of movement within the Village at all times, and between Ganges and other key nodes on the island using efficient and effective modes of transport.

Targets:

- Beginning immediately, all new development projects within the Village must comply with the vehicle and bicycle parking standards set out in LUB 355. (Agreement was not reached on an absolute requirement to comply with current parking standards)

- By 2009, a study will be undertaken to determine the appropriate number of long-term parking stalls required for residents leaving the island by plane, boat or carpooling from Ganges. By 2010, the CRD will initiate a project to provide the subject parking spaces.
- Limited transit service to be operational by 2010.
- By 2009 the Transportation Commission will assume authority for parking regulations and enforcement within the Village. (If the prime parking spaces are limited to 2 hours this should result in business owners and employees parking in the longer-term space at the perimeter of the Village).

Policies:

- Unless there is an over-whelming reason to do so the Islands Trust should not deviate from the parking provisions outlined in LUB 355. **(No agreement was reached on the possibility of relaxing parking requirements for low-cost housing initiatives).**
- **Collaborate with provincial and local agencies to create a reasonably viable** shuttle service for the Village for moving people at peak times.
- Collaborate with the Capitol Regional District (CRD) to provide public parking facilities for those using Ganges as a transfer station for leaving the island.
- The Transportation Commission to work with private property owners and MoTH to bring all parking in the Village into a ‘parking pool’ with the Transportation Commission enforcing agreed upon parking regulations.

Objective 3. To improve traffic flow and safety within Ganges.

Targets:

- Traffic calming measures will be in place at all main intersections in Ganges by 2012.
- The speed limit in Ganges will be reduced to 40 km/h by 2009.
- The following dedicated, but as yet undeveloped, roads within Ganges will be constructed by 2010 to increase traffic circulation options. (Between Seaview & Drake Roads and between Seaview Road & McPhillips Avenue).
- Provide new traffic flow options by connecting Bonnet Avenue to Charlesworth Road via Bishop’s Walk by 2012.

Policies:

- Collaborate with MoTH regarding speed limit reductions, calming measures at intersections and connecting appropriate roads.
- Collaborate with provincial and local agencies for the construction of all dedicated, but undeveloped, roadways in the Village.
- Negotiate with the SSI Lions Club and/or adjacent landowners for the dedication of a portion of their land to extend Bonnet Avenue to the Bishop’s Walk development and on to Charlesworth Road.

Objective 4. To design and construct alternate routes to avoid unnecessary congestion in the Village and to provide options for bypassing Ganges.

Targets:

- The Alternate Routes to be in place by 2017. Construction of alternate routes should be done in a careful manner that protects Mouat Park.
- All dedicated roads to be constructed by 2010 and all appropriate connecting roads to be constructed by 2012, (see targets for Objective 3 above).

Policies:

- Collaborate with MoTH to finalize the scope and budget for alternate routes to meet the scheduled 2017 completion date.
- Work with provincial and local agencies to fund construction of dedicated, but unconstructed roads and to negotiate with property owners for the dedication of lands to connect appropriate roads.

Objective 5. To create an attractive and continuous trail network for pedestrians and cyclists, connecting all amenities and nodes including the upper and lower villages, so that people find it enjoyable to visit or live in Ganges with limited use of an automobile.

Targets:

- 10 kilometres of dedicated pathways in Ganges operational by 2012.
- Streetscape plans developed for all roads in Ganges by 2009. Plans to include scope, schedule and budget for phased completion by 2020.

Policies:

- Use the planned pathway between the upper and lower villages and the recreation centre to develop design guidelines and policies for use on future pathways.
- The Transportation Commission (or another agency) to develop appropriate streetscape plans and obtain permission from MoTH to use the dedicated right-of-way for planting of trees and development of neighbourhood-scale streets within the Village.

Objective 6. To create a shoreline that offers villagers and the public continuous access to the harbour with opportunities for walking, exploring, fishing, and other traditional recreational uses.

Targets:

- Complete a continuous “Marine Walkway” from an “east gate” next to Moby’s boat launch ramp to a “west gate” at the creek beside Island Escapades, the site of a proposed small craft boat launch – with rights-of-way negotiated through shoreline leases as necessary by 2010. This should include a combination of boardwalk, road allowance and the shoreline with appropriate signage and rest areas.
- The MoTH property and shoreline along the waterfront at the head of the harbour (opposite the Harbour House) will be open to the public by 2008.
- Consideration be given for appropriate zoning to be put in place to support a variety of marine services by 2010.
- By 2020 assure public access to the Harbour.
- Provide safety and protection of marine assets by developing two breakwaters for the Inner Harbour by 2020. The breakwaters will be built in such a manner so as to facilitate continued seaplane activity as well as other uses such as ‘pocket parks’, fishing piers, etc. (Note – *Agreement was not reached on this. It was felt that more study and discussion on the benefits, impacts and expense was required.*)

Policies:

- Islands Trust to consider that appropriate zoning is in place to foster a variety of marine services.

- Collaborate with the Harbour Authority and Department of Fisheries and Oceans (DFO) for the provision of pump-out services and for additional moorage and dinghy dock space.
- Collaborate with DFO for the development of breakwaters. **See note above – agreement was not reached on this.*
- "The Local Trust Committee shall work cooperatively with adjacent landowners, CRD and PARC to identify the appropriate entity or entities to be responsible for the establishment, operation and maintenance of various sections of the Marine Walkway. In this regard, collaboration with MoTH and DFO will be required for construction of the Marine Walkway on highway right-of-ways and on the shoreline respectively."
- The Marine Walkway will have many access points including the east and west gates, a terraced ramp at the MoTH property at the head of the harbour, the boardwalk stairs at Rotary Park, the marinas, parking lots, parks, etc.
- Negotiate a shoreline pathway at the waters edge in at least three locations along the inner harbour so that the public is able to enjoy the natural shoreline.
- Spur walkways with welcoming signage to be developed onto the west shore of Grace Point and onto existing and any new breakwaters.
- Collaborate with the Harbour Authority for the provision of the new launch ramps and to ensure that the ramps and public beach access points are contained in the proposed Harbour Management Plan.
- Negotiate with MoTH for appropriate access to the waterfront/beach at the head of Ganges Harbour, and as many other locations as possible.
- As private shore leases come up for renewal or shoreline property owners apply for zoning changes the LTC shall ensure public access to the shore.
- Work with all stakeholders in the Harbour on a Harbour Management Plan that includes a balance between public and private uses, and ensures safety in the Harbour.

Objective 7 To create the ramps, docks, moorage and other facilities to ensure that the village is easily accessed, year-round, by all types of boaters.

Targets:

- Develop a minimum of two well- maintained public launch ramps by 2010 and identify additional public access points to the Harbour.
- A doubling of dinghy-dock space by 2010.
- A study to determine the appropriate amount of moorage space required for the Village will be done by 2009 and the findings of the study implemented by 2012. This study will work to balance the public and private uses within the harbour.

Policies:

- Negotiate with private marinas to provide transient moorage to the public during busy summer period.
- Negotiate with landowners to provide additional publicly maintained and accessible boat launching facilities.
- Explore the options at the creek alongside Island Escapades for an improved canoe/kayak launching facility.
- Collaborate with the Harbour Authority to install permanent buoys for affordable and efficient short-term moorage wherever such buoys do not conflict with other uses/users

Goal 2. Environmental Footprint

Ganges Village is seen as one of the green villages in an international network; it contributes to the ecological systems within which it is situated; it has unique and/or best practices for green design; its buildings and their supporting infrastructure have minimal impact on global and local environments; abundant green space and healthy day-lighted streams on public and private lands provide wildlife habitat and a pleasant micro-climate; children play in accessible natural spaces; the air quality is superb; and the harbour and village greenways are clear of refuse and lovingly maintained by local stewards. Environmental goals are used to define and guide development.

Objective 1. To augment and support regional ecosystems by protecting specific natural areas (environmentally sensitive areas (ESAs)) within the Ganges Containment Boundary including for example streams, ponds, wetlands, Douglas fir/arbutus forests, shoreline, and other areas that support native species of vegetation and wildlife. To link ESA's and other green space within Ganges into a coherent pattern that relates to areas outside the Village and allows migration of species between areas. Where needed, to create green space for ecosystem purposes.

Targets:

- ESA's are inventoried, surveyed and mapped
- A "green space" plan is developed that shows how to protect ESA's, wildlife habitat and corridor requirements. It draws on the best science available and it identifies the properties that require measures for natural ecosystem protection.
- The number of areas protected that contribute to a fully functioning ecosystem including covenants and outright purchase
- The percentage of Ganges Village that is planted in native species

Policies:

- Map Ganges at large scale to show existing green areas that contribute to the functioning of the island's natural ecosystem.
- Draw on best science available for habitat capability for wildlife. Where data is lacking, commission new research. (EG – nesting bird surveys, amphibian studies, wildlife corridors, etc.)
- Identify and implement protection, restoration and mitigation measures needed for each area.
- All development proposals are guided by this objective, from the beginning of the approval process. For instance, new development protects ESA's. (EG. Swanson's Pond)
- Use native species for new and replacement landscape plantings.
- Require plants that do not require irrigation in the summer.

- ❑ Restrict/ban the use of pesticides and herbicides for cosmetic purposes throughout Ganges.

References:

- D.1.1.1.2 Identifying ESA's
- D.1.1.1.3 Protecting ESA's
- D.1.1.2.17 Wildlife trees
- E.4.1.2 Setbacks
- E.1.7 Landscaping, including to suit natural character of island and impervious surfaces. (But not native species.)
- E.1.7.8 Landscaping plants, conserving water
- E.1.7.9 Restrict use of pesticides close to riparian zones.

Objective 2. To restore and daylight the original length of streams in the village where possible, from under roads, parking lots and other manmade coverings, and to use the local water drainage systems, and the attention of residents, to attenuate or enhance the flows and vitality of the streams in all seasons.

Targets:

- ❑ Percentage of stream courses within village boundaries that are day-lighted and functioning naturally by 2012.
- ❑ Amount of absorbent landscape in Ganges. (I.e., rainfall held and stored by the Ganges area prior to running off into the ocean.)
- ❑ Number of salmon returning to spawn.
- ❑ Number of stewards involved on annual basis.

Policies:

- ❑ Prepare a blue-ways plan for restoring streams over time. This plan will identify these environmentally sensitive areas: stream beds, riparian zone set-backs, storage ponds, wetlands and groundwater flows. It will recognize that the stream system provides multiple functions, for ecosystem functions, enjoyment by the public and residents of Ganges, run-off, groundwater, and storage.
- ❑ All new developments will include restoration and remediation of their streams. Existing landowners will be encouraged to participate.
- ❑ All water leaving a property will be as clean as when it entered.
- ❑ Support existing awards programs that recognize and support stewards of the environment.

References

- D.1.1.1.2 Protecting ESA's
- D.1.1.2.11 Encouraging private stewardship
- D.1.1.2.16 Encouraging private stewardship
- E.4.1.2 Setbacks from streams

Objective 3. To contribute to excellent air quality and to reduce the contribution of greenhouse gases, mitigation measures for automobile use will be enacted and wood stove burning restricted. Light industrial activities will be restricted to non-emission types of production.

Targets:

- ❑ % of reduced automobile free zones once public transportation is in place.
- ❑ All wood stoves meet the highest US EPA air quality standards.

Policies:

- ❑ Reduce automobile use in the Ganges core area.
- ❑ New construction guidelines includes requirement that wood burning units meet the highest US EPA air quality standards.
- ❑ New light industrial businesses meet zero emissions standards.

Objective 4. To design and build new private and public buildings to high environmental standards. This includes energy efficiency, water conservation, wastewater recycling, and habitat protection. (See Housing Goal)

Targets:

- ❑ All new public buildings to achieve the highest possible industry developed green standards.
- ❑ All new private construction is encouraged to undertake industry developed green standards.
- ❑ New building and/or alterations to existing buildings will meet impact assessments for energy efficiency, solar access, and noise.

Policies:

- ❑ Enhance building design guidelines to the highest environmental standards (LEEDS), to be tested on the new library and new fire hall.
- ❑ Apply to Ministry for permission to regulate enhanced energy efficiency of buildings.

References:

- E.1.4.8 Siting for solar gain
- E.1.7 Landscaping requirements (need to include xeroscaping & using native plants)

Objective 5. Ganges Harbour supports both a healthy marine ecology and a shoreline with areas of natural vegetation; the productivity and biodiversity of the inner and outer harbours are regenerated.

Target:

- ❑ Herring is spawning in large numbers, similar to the early days of the harbour.
- ❑ Where there is potential for aquatic life, the effect of shading is minimized through the use of decking material that lets light through.

- ❑ A system is in place to monitor the health of Ganges Harbour, to assure that health is maintained and remedial actions are taken immediately as needed.
- ❑ No pollution enters the harbour from the storm water management system.
- ❑ No pollution enters the harbour from boats or other marine activities.

Policies:

- ❑ Implement green filtration of run-off along the shoreline – with an appropriate drainage plan for all properties adjacent to the water.
- ❑ Conduct an assessment to determine a baseline for the health of the undersea harbour environment, what needs to be done to restore it and provide a baseline for future evaluations.
- ❑ Create a mechanism to fund ongoing monitoring of the harbour’s health.
- ❑ Support efforts to require boats to pump out waste at dump stations.

Objective 6. Storm water will be managed to mitigate impacts of rain and snow events and to encourage natural percolation that enhances ecosystem functioning.

Targets:

- ❑ Percentage of average impervious rating of village in 2020
- ❑ Percentage of roadways using natural percolation in place of curb, gutter and drain.
- ❑ Percentage of open space with tree canopy
- ❑ Number of square metres of wetlands and ponds

Policies:

- ❑ New street profiles and construction specifications for village streets and lanes, developed in collaboration with academic experts, practitioners and the Ministry of Transport. This includes use of permeable surfaces.
- ❑ Construction of storm water management systems to control and clean storm water before it enters groundwater and Ganges Harbour.
- ❑ Treatment of pollutants is done in innovative practices, including the use of wetlands.
- ❑ Creation of Surge ponds and filtration wetlands that create absorbent landscapes

Objective 7. The use of water within Ganges Village is minimized through the use of green building practices, innovative landscaping watering practices and mitigation strategies.

Target:

- ❑ The sewage plant will provide water for landscaping purposes within the Village boundaries

Policies:

- ❑ Install a two-pipe system throughout the Village Boundaries so that water for landscaping can be used for landscape watering. (In particular to the school grounds.)

- ❑ Drip irrigation systems are required for all new landscaping.

Objective 8. Trees are incorporated more fully into Ganges Village streetscapes.

Targets:

- ❑ Percentage of Ganges Streets with coverage by tree canopy and evergreen trees.
- ❑ Percentage of native trees and plantings.
- ❑ Number of heritage trees protected.

Policies:

- ❑ Create a tree planting plan that emphasizes native trees.
- ❑ Require planting of street trees in new developments. Encourage plantings in existing developments where possible.
- ❑ All new developments incorporate trees & plants that do not require irrigation in the summer.
- ❑ Restrict/ban the use of pesticides and herbicides for cosmetic purposes throughout Ganges.
- ❑ Expand heritage tree protection mechanisms to entire Village area.

Objective 9. The Ganges Village environmental footprint is minimized through ongoing collaboration by agencies, public groups and citizens; an annual state of the Village report is produced showing green practices, mitigation strategies for new developments are implemented.

Targets:

- ❑ An annual report-out on green practices in Ganges Village and the health of its ecosystem.
- ❑ Various interests with regulatory mandates, as well as citizen input, collaborate regularly to oversee planning for Village and for the environment
- ❑ Residents, owners and the general public understand how decisions are made vis a vis the environment.

Policies:

- ❑ Create an annual report of green practices for Ganges Village, with a public discussion at its release.
- ❑ Create an interagency body that oversees environmental planning for the Village. This body will include citizen representation.

Goal 3. Liveability and Aesthetics

Ganges Village is:

- *An authentic seaside village - where the variety, scale and sequence of buildings has an organic incremental feel;*
- *Home to people of different age groups, incomes and cultures, all of whom enjoy the seaside village lifestyle;*
- *A place of exceptional arts and culture;*
- *A place where residents engage in public discourse and community planning;*
- *Pedestrian friendly with open spaces and interesting streetscapes;*
- *A place with unique shops, cafes and restaurants; and,*
- *A gateway to the rural beauty of the surrounding island.*

Objective 1: Housing options include attractive affordable, market and rental choices for residents.

Targets:

- Sufficient multi-family and multi-use zoning will be created to enable several modest-scale housing developments to take place within the village on an annual basis over the next 10 years.

Policies:

- Islands Trust to consider rezoning an appropriate number of parcels to allow for increases in residential living within the village consistent with the numbers set out in the Housing Goal.

Objective 2: To support all forms of the arts.

Targets:

- We will maintain the distinction of being the “Best Small Arts Community in North America” for the next 5 years.
- By 2012 Ganges will have an appropriate public arts & crafts gallery as befits our Best Small Art Community status.
- By 2009 a plan will be in place for incorporating temporary and permanent displays of public art throughout the village.
- Develop a plan by 2010 for the formation of a fulltime educational facility for the arts on the Island.
- Live/work facilities and small studios within the village will be allowed and encouraged.

Policies:

- The LTC will expand the scope of the Advisory Design Panel to enable the community to maintain and build upon our reputation as the Best Small Arts Community in North America.

- Collaborate with private and public landowners for the display of art throughout the village. Provision for art displays should be incorporated into the planning phase for all new developments.
- By 2010 establish design guidelines to require that new developments emphasize key features intended to make the village distinctive as well as a communal 'work of art', (variable setbacks, maximum size of developments, etc.)
- Revise regulations to allow for more live/work options.
- Under the leadership of ISEA or the Community Arts Council explore options and determine feasibility of an accredited arts educational facility on SSI.

Objective 3: Create a venue where residents can be engaged in public discourse and community planning and where visitors can be informed and welcomed to the Island.

Targets:

- A public, multi-use 'town hall' will be developed by 2012

Policies:

- Explore changes to the fire hall and associated site and MoTH right of away as a multi-functional space that can function as a venue for social and informational events.
- Explore other 'town hall' options.

Objective 4: To make better use of existing open spaces to make the village alive and dynamic, encouraging people to enjoy time together while providing places of solitude and contemplation.

Targets:

- A plan will be developed by 2009 by which community groups (Lion's, Rotary, Chamber, Conservancy, etc.) will be encouraged to take a leadership role in augmenting existing public spaces.
- Use and adaptation of existing programs for Stewardship Recognition to honour the contributions of the stewards of the community will be in place by 2011.
- All sidewalks and pathways and the Marine Walkway will be in place by 2020 making Ganges fully 'pedestrian-friendly'.
- Interesting pocket parks, lookouts and benches will be incorporated into appropriate open spaces by 2012.

Policies:

- Collaborate with community groups for stewardship ideas concerning public spaces and community awards program.
- PARC to develop plans for adaptation of specific park space for outdoor theatre.
- PARC to devise guidelines and plans for areas of quiet solitude in all appropriate open spaces
- Ensure that Goal 1. (Accessibility) is implemented as set out in the plan to facilitate 'pedestrian' requirements.

Objective 5: Ganges will have a full range of vibrant and attractive shops and service in both the Upper and Lower village cores.

Target:

- On an ongoing basis the APC will work with owners to ensure that business properties are not only functional but of a standard that will enhance the appearance and the overall working/shopping/living environment of the village.

Policy:

- The ADP will review the design guidelines to ensure that they are not overly burdensome with respect to form and function and still protect the eclectic appearance of the village. However, allowance could also be made for new and innovative ideas/products.

Objective 6: Ganges is to remain a place that is colourful, charming, and eclectic, where people live their lives in pleasant surroundings.

Targets:

- Low and medium-rise buildings (two to four stories) with covered walks, pitched roofs and wood, metal or stone cladding will predominate, with a variety of scale and sequence of buildings that reflect the history, geography, and climate of our West Coast Island. However, allowance should also be made for new and innovative ideas/products. (*Note – Consensus was not reached on allowing three or four stories unless used to make affordable housing developments possible.*)

Policy:

- The LTC to remain sensitive to the evolutionary (growth over time) nature of development of the village and will continue to allow change to occur into the future.

Objective 7: To add light beauty and interesting scenes to the village core by providing view corridors and sight lines to the harbour.

Targets:

- Guidelines will be developed by 2009 for cascading the height of buildings as they near the harbour.
- A plan for benches and gathering places at prescribed intervals along the Marine Walkway will be developed by 2011.

Policies:

- The APC will develop development guidelines (height restrictions, building restrictions, landscaping and open space planning).
- PARC will establish appropriate locations for benches and rest areas along the Marine Walkway.

Goal 4. Housing

By 2020 Ganges Village has become the year-round home for about one-quarter of Salt Spring Island's population. Many people who live in Ganges also work there. They support the local shops and regularly use numerous Village services. These permanent residents improve Village security by their involvement in the daily life of their community. .

*The Village has evolved into three distinct sectors. Upper and Lower Village **core areas**, each contain residential, mixed use commercial/ residential developments, as well as related service and retail businesses. The core areas are surrounded by a Village **Containment Area** encompassing residential development at a lower density than within the core areas, but at a higher density than outside the containment boundary.*

*A broad spectrum of inhabitants of varying incomes, ages, backgrounds and cultures live, work, and otherwise enjoy life in this vibrant seaside community. A variety of residential building projects have been successfully completed within family oriented neighbourhoods in the **containment area**, while the historic Lower Village **core area** offers seaside amenities, eclectic retail outlets, and a limited selection of residential dwelling units at a small town scale. Within the Upper Village **core area**, medical and related commercial services are conveniently located in close proximity to Lady Minto Hospital and the adjacent seniors' residential facilities.*

*By 2010 a collaborative development approval process involving regulatory agencies, project proponents, landowners, and other community stakeholders has evolved to revise prior land use planning and re-development requirements , particularly within the Lower Village **core area**. This interactive, consensus building approach to land development approvals has successfully generated sustainable and imaginative residential and mixed use projects that have energized and provided substantial additional economic stability to Ganges Village, and by consequence, to Salt Spring Island.*

A significant achievement of this growth management and collaborative land use planning process has been the approval and construction of critically required modest rental accommodations and a variety of interesting and innovative residential housing projects within all areas of Ganges Village.

Objective 1. By 2010 regulatory and jurisdictional requirements preventing critically needed, socially desirable and economically viable residential development projects within Ganges Village, particularly within the Upper and Lower Village core areas, have been identified and revised through a politically sensitive process.

Objective 2. By 2020 Ganges Village is the year-round "home" to one-quarter of the Island's population. Residents of the Village enjoy the seaside ambience and the bustling activity of Ganges Harbour, and most live within walking distance of the shops and businesses of the core areas, and in close proximity to schools, parks, and medical facilities.

Objective 3. By 2020 a more balanced community demographic has emerged due primarily to the availability of modest rental apartment accommodations and suitable alternative and affordable housing developments, essentially within Ganges Village, for young families, retired couples, service sector employees, and singles of all ages.

Objective 4. By 2010, consortiums of project participants have successfully completed three “catalyst” housing projects within Ganges Village which demonstrate all aspects of the housing goals.

(The Focus Group did not have time to develop targets and policies for this goal.)

Goal 5. Commercial Services

Ganges Village is a place where:

- *Commercial Development occurs within a well defined boundary.*
- *Light industrial zoning (See L.U.B. 355 Section 9.7 for acceptable light industrial uses) is available in specific areas of the Village.*
- *Commercial/Light Industrial development occurs using Green building practices.*
- *An increase in the residential population is supported in conjunction with commercial development.*
- *The attractive eclectic feel that is presently admired is maintained.*

Objective 1. Future commercial and industrial development should occur within well defined boundaries.

Targets:

- By 2009 a study will be commissioned and completed to forecast the amount and type of commercial and light industrial space that will be required to meet the demand of the population that is expected to be resident on Salt Spring over the next 25 years.
- Using the results of the above study, a village boundary will be set with the goal of providing enough commercial and industrial development potential to meet the forecast demand.
- Once the boundaries and areas are set, there will be no further commercial or industrial uses allowed outside of those areas.

Policies:

- The Islands Trust is to work with the CRD to implement this study and follow through with setting the appropriate boundaries.
- The Islands Trust to rezone the appropriate amount of developable land to satisfy the demand of both commercial and light industrial development forecast in the study.
- The Islands Trust is to approve no further commercial/industrial development outside of the new boundary.
- The Islands Trust is to create appropriate definitions for home based businesses that will be allowed outside of the new boundary.

Objective 2. Commercial/Light Industrial development should occur using Green building practices.

Targets: (The targets for this objective are covered within the Environmental goals.)

Objective 3. An increase in the residential population in the Ganges Village core is supported in all future commercial development.

Targets: (Targets for residential population growth are covered in the housing goals for Ganges Village.)

Policies: (The policies related to housing will be covered in the housing goals for the village.)

Objective 4. Commercial and Light Industrial development should occur in conjunction with well defined infrastructure guidelines for the Village of Ganges.

Target:

- Commercial/Light Industrial development should only be approved when water supply, sewage treatment, parking, accessibility, and safety requirements are met.

Objective 5. Commercial building styles should support the eclectic feel that is attractive about the present Village. Future development should support qualities and items such as beautiful gateways, an attractive waterfront that is accessible to the public, continued use of covered walkways on storefronts and the successful continuation of the Saturday Market.

Objective 6. Strong consideration should be given to making feasible the development of a single property that could house many of the public services that are required by the Island. This should be located with good access to alternate routes to both the Northern and Southern parts of the island. Some potential services which could be housed there include Police, Fire, Ambulance, Trust Offices and public parking.

Objective 7. To develop the harbour facilities and foster the growth of marinas in ways that safely and sustainably increase visits by boaters year round, and enhance the opportunities for economic development throughout the village.

Policy

- Explore the potential for more long-term moorage and live-aboard zoning in the harbour.

Objective 8. To foster the growth of a variety of businesses which provide marine-related services in the harbour.

Objective 9. To provide support for a viable commercial sector that serves the needs of residents and visitors to the village of Ganges.

Policy:

- A stakeholder discussion will be encouraged to determine the key factors required to maintain a viable commercial sector in the village. Based upon the results of this study, specific policies will be developed to address the needs identified.

Goal 6 Security

Ganges Village is a place where people both feel secure and are secure; crime is rare or non-existent; the community is engaged in learning about future threats and in preparing individuals, families and businesses for disasters or difficult times, sustaining a culture of self-reliance and community mindedness; in the event of an emergency, mutual aid agreements between private groups, volunteers and public organisations foster good will and cooperation at all levels, and establish clear lines of authority for response and recovery; disaster resiliency and adaptability are crosscutting themes integrated into land use planning, building design and all critical infrastructure systems.

Objective 1. To ensure that in the event of a temporary breakdown in critical infrastructure systems at the regional level, the village has the capacity to meet basic needs for food, shelter, space heating, electricity, and potable water.

Targets:

- 20% of village energy needs derived from on-island sources by 2015
- Zoning and guidelines for buildings are aligned by 2008 with a credible long-term scenario for water supply to the village

Policy Ideas:

- **Achieve consensus on how we provide long-term security for potable water in Ganges:** The long-term security of both the existing village population and the proposed future growth in population depends upon the capacity of the water supply systems servicing the homes, businesses and farms within the village boundaries. Without clarifying assumptions about water supply, and reaching consensus among key players, the plans for residential intensification of the village may become very controversial. It is therefore recommended that new policy be developed on water systems and that the policy be informed by a scenario-planning exercise. This village water scenario planning should explore potential for improved water management and create a plausible, cost-driven sequence of measures that ensures sufficient water capacity is available to meet needs within the village over time, and also to provide a margin of safety for unexpected situations. The scenario-planning should be a collaborative exercise between the LTC, the North Salt Spring Waterworks District (NSSWWD), the CRD and may include participation by knowledgeable residents including those involved in the Focus Groups. The exercise should build upon the recommendations for residential intensification within

Ganges, and also on the energy scenarios now underway for the island. The scenarios for water should address (but not be limited to) policies to retrofit water efficiency in existing buildings, increased constructed and integration of cisterns, fire-reserve tanks and other on-site storage, the use of reclaimed water for irrigation and/or toilet flushing in larger buildings (e.g. schools, rec center), the requirements for a percentage of climate-sensitive landscaping, creation or protection of natural ponds within village boundaries and the extension of controlled connections with the North Island Water District system to isolate water sources if they become contaminated or to extend water supplies from Cusheon Lake.

- **Develop strategies that lead to self-reliance in power generation within the village:** Land use zoning and guidelines within the village should be revised for the purpose of creating a distinct ‘energy precinct’ where all new buildings with substantial space heating and water heating needs would be required to be ‘retrofit ready’ for quick connection to a local electricity network and district heating system. The LTC should collaborate with BC Hydro, and private sector partners, to establish the suitable infrastructure guidelines and requirements for such a precinct, including the installation of pipes and wires as part of any upgrades to public rights-of-way and in-the-ground infrastructure. The energy precinct should include requirements for installation of smart meters in each new building, and district heating pipes connections. A study should be undertaken to identify local sources of energy. Ideally this should provide sufficient electricity generation to meet essential electricity needs within the entire village under conditions where the regional grid is not functioning.
- **Create capacity for achieving food security within village boundaries:** It is recommended that land use zoning within village boundaries retain sufficient agricultural land to provide the projected residential population with opportunities for community gardening, ideally within convenient walking distance from new multi-unit residential areas. Guidelines should be developed to ensure that green open space, including the proposed buffers around the revised village boundary, include edible landscaping such as fruiting shrubs, and nut and fruit trees that can be stewarded by local residents.
Electrically powered transportation: It is recommended that any plans for a village transportation system be designed to include electrical plug-in stations at each major parking location, and that any new transit for use within the village make use of the electricity system for a portion or all of its power needs. The use of electricity, in combination with a degree of self-reliance in power generation, will help to make our island village become increasingly less vulnerable to sudden fluctuations in the availability and affordability of traditional transportation fuels. The new Parking Transportation commission should be requested to accommodate such objectives into their on-going planning, as opportunities present themselves.

Objective 2 To provide physical safety within the village for all residents and visitors, at all times.

Targets:

- Parents with young children can be found in Centennial Park on every warm and sunny day by 2008.
- 100% of children living within village walk to school by 2010.

- Zero accidents involving motorised transport with pedestrians or cyclists within village, by 2010

Policy Ideas:

- **Safety through environmental design:** Guidelines for buildings within the new DPA should stress the importance of design features like ‘eyes on the street’, lighting and sightlines to enhance the security of public spaces and pathways throughout the denser areas of the two village cores.
- **Coordinate a Homeless facility with drug enforcement policy for village:** The presence of homeless people and a drug culture within the downtown core currently threatens a sense of security for both residents and visitors. Design for the village should consider how best to contain this threat, and also how to consolidate and improve efforts by local institutions to reduce these social problems. With support from local organisations, the trustees should explore how to combine provisions for homeless shelter at the same time as an increased law enforcement presence within the village.
- **Re-design parking to provide secure passage and well-supervised public spaces:** The redesign of the parking area directly behind the Roasting Company and adjacent to Barb’s, should include features that facilitate greater public presence and use of the area by residents and families. An example would be to include within the parking area small ‘village square’ and stage, which could be used for temporary street cafes or live music, similar to the Tree House. The intent would be to transform this location from an insecure and unpleasant location, to a true village amenity where all types of people can safely mix and enjoy open space activity.
- **Encourage through zoning and incentives a more distributed mix of residential and commercial land uses in core area:** A greater distribution of residential areas within the village core will increase activity during evenings and bring more life and security to the streets throughout the evening times and during all seasons. It is therefore recommended that the DPA guidelines provide more explicit encouragement and incentives for mixed use buildings in the downtown heritage core.
- **Improved long-term management of boat and plane movements within harbour:** It is recommended that the LTC develop an on-going collaborative process with the Harbour Management Authority with the intent of aligning the Harbour Management Plan and the OCP and particularly with the objective to ensure safety for visitors and businesses as shoreline access increases and as the flow of boats, planes and visitors increases.
- **Physical separation between motorised traffic lanes and bicycle lanes:** It is recommended that all bicycle lanes planned for major streets within the village be designed along European models, where a physical barrier separates bicycle lanes from motor vehicle lanes for the large majority of the pathway. The added costs of this approach reflect the greater commitment by the village and the Island to providing truly safe alternatives to motor vehicles for bicycles especially on an island that is becoming both a destination for cyclists and a home for many active seniors.

Objective 3. To reduce property crime and associated costs for residents and businesses.

Targets:

- 50% reduction in reported losses for 2010 relative to 2005

Policy Ideas:

- **Involve police in plan to address understaffing:** Security on the Island and within village may be improved by increased policing; however the current policing staffing is well below our allocation. A long-term solution should be explored by engaging the police in the identifying barriers to achieving full staffing and by developing a long-term alternative approach specifically addressing their needs.
- **Design for a regular police presence in core of village:** A regular police presence within the village may be an important element in stemming the increase in property crime. Village design and zoning should therefore consider how to incorporate facilities that meet the needs of police for comfortable and affordable shelter, and that complement the recommendations for village liveability and aesthetics. The LTC should engage a special purpose task force on a temporary basis to explore solutions.

Objective 3. To adapt the natural and built environment of the village for possible changes in local climate, including rising sea levels, more extreme weather events, and changing rainfall patterns.

Target:

- No power outages within village boundaries by 2020
- No flooding in Ganges

Policy Ideas:

- **Shoreline reinforcement:** It is recommended that plans to complete the Marine Walkway include special attention to the impact of extreme weather, in combination with rising seas, on the integrity of the shoreline as a whole. This may include an assessment of breakwater performance under new storm extremes, re-vegetation of the shoreline green areas with robust perennial plantings, elevation of walkways and more robust construction guidelines.
- **Storm water management practices:** It is recommended that the LTC employ a knowledgeable expert to review existing and proposed guidelines for storm water management within the village, with reference to the impacts of increased storm intensity. The study should assess proposed plans for parkways along stream corridors, and give consideration to watershed protection, installation of surge ponds or other creek design features to mitigate and accommodate greater flows. Specific regulations should be considered for average surface permeability and drainage of properties undergoing development.
- **Buried power cables:** It is recommended that the LTC request estimates from experts on how best to improve the storm resistance of power distribution systems to the village, and

within the village. Special attention should be given to methods for burying power lines in concert with other upgrades to infrastructure so that the village can reduce the expected incidence of power outages over time, at lowest cost, despite the increase in storm intensity and frequency. Benefit cost calculations for burying cables should consider incremental and alternative strategies, and should include full life cycle costing.

Objective 4. To ensure efficient movement of emergency responders and key goods during sudden emergencies or during periods of prolonged disaster or ferry service disruption

Target:

- Enhanced truck ramp to village shore allows easy access by barge for full size goods trucks by 2010.

Policies:

- **Alternative by-pass routes:** It is recommended that the recommended routing and design of alternative routes through the village be reviewed by the entire SSI emergency coordinating committee, prior to finalising the approach.
- **Truck access to village via barge unloading dock:** It is recommended that the improved shoreline access plans proposed for the village, and also the harbour management plan, retain the option of barge access and drive-off ramps for cargo trucks transported by barge. Such access is not expected to be used frequently, except for transporting structures to outer islands. However with appropriate design features the ramp can become a permanent back-up route for transporting critical supplies to village residents and businesses in the event of a breakdown in ferry services.

Goal 7. Ganges Governance

Ganges Village is managed by means of a complementary set of effective policy tools, agreements, and collaborative government and community processes that help to guide and stimulate development consistent with the Trust Policy Statement and the OCP. A monitoring process allows for feedback, learning, continuous improvement and adaptation to changing environmental, economic, social and technical conditions.

Objective 1. Promote an inclusive and accountable governance structure that fosters inter-jurisdictional and intra-jurisdictional cooperation and collaboration between elected officials, governmental agencies, the for-profit sector and community groups.

Targets:

- Create partnerships to align the goals and programs of various agencies such as the Local Trust Committee (LTC), Capitol Regional District (CRD), Harbour Authority, Ganges Sewer Committee, water districts, and other appropriate agencies.

- The Local Trust Committee will assist in identifying a mechanism to implement the Ganges Goals including assessment of barriers to achievement of the Ganges Goals.

Policies:

- The LTC will take a leadership role in creating mechanisms for collaboration among other elected officials, groups, agencies and community members to achieve the management goals and targets established for Ganges Village.
- The LTC will take a leadership role in requesting working agreements between the trust and other agencies and organizations to assist in achieving the Ganges Village Goals and targets.
- By 2008, the Local Trust Committee will assist in forming a working group or groups composed of elected officials, agencies and community group, to perform one or more of the following key roles/tasks: 1) to provide continuity of leadership over time and to take the long term perspective in encouraging and evaluating development within Ganges; 2) to monitor the achievement of the goals, targets and policies in the Ganges Village OCP sections; and 3) to support collaboration among as many public and private interests as possible in achieving the goals of the Ganges OCP section; 5) to help the community understand the roles of the various governmental and private organizations that have a role in further development in Ganges.

Objective 2: Foster an inclusive system of governance that is understood by the public and has a decision making process that ensures an appropriate balance between being accountable, transparent and efficient.

Targets/Policies:

- The LTC will create partnerships to provide a range of educational and communication programs which would inform and involve the general public and community leaders in solving community problems.
- The LTC will in cooperation with others, develop a communications strategy to inform the public on planning process committees, events and documents such as posting information on the committees including their meeting times and minutes on the SSI website.

Objective 3: Create an orderly plan to direct all greater density development to within the Upper or Lower Ganges Village cores (or village cores elsewhere on the island) and medium density within the Ganges Containment Boundary through the following strategies and mechanisms:

Target:

- Define the village core and Village Containment Boundaries with consideration for the following aims:
 - a. Provide a regulatory authority through a Development permit Area to achieve the Ganges Village Goals.
 - b. Create a sense of identity through gateways and distinctive design features
 - c. Create a community that is walk able and accessible by children, seniors, visitors, residents and workers.

- d. Achieve a complementary balance of land uses and landscapes such as natural areas, open space, housing, commercial, industrial and tourist accommodations.
- e. Create distribution areas for new “green” infrastructure systems to cope with emissions or to take advantage of mixed loads. This includes reclamation water, and two pipe systems for buildings, water piping and connections for district heating, constructed wetlands, and best practices for storm run-off.
- f. Create buffer zones at the containment boundary to avoid conflicts in land use and create access to green spaces.
- g. Preserve key ecological functions such as avoiding construction on productive wetlands or in the floodplain.
- h. Reserve sufficient local resources for village survivability and choice such as opportunities to grow food, sufficient water and incrementally lower cost sewer capacity.
- i. Ensure access, views and development control along the waterfront
- j. Ensure sufficient land and zoning to accommodate the many commercial functions that the island expects to find in a village.
- k. Providing a good balance of jobs to dwellings within the village
- Avoid leapfrog development (which tends to make infill development more costly) by achieving densification incrementally from the center outwards towards the containment boundary. (There was not agreement on this target because some committee members felt project sequencing should not be dictated.)
- The village cores shall correspond to a limited area around a central point such as the Tourist Information Center for Lower Ganges Village and the GVM store for the Upper Ganges Village.
- The Containment Boundary shall correspond to a specific boundary within which will be built all new high-density development such as multi-family development and higher density commercial or tourism-oriented development.

Policies:

- The Village Containment Boundary shall contain land zoned for agricultural, residential, commercial use, industrial use, and parkland.
- Land within the Village Containment Boundary currently zoned ALR shall be maintained as agricultural land within the village. Production of food on this land will be supported, in combination with other complementary uses. *(Some committee members felt that as our village population expands, there may be justification rezoning ALR land adjacent to the village for other uses, with compensation elsewhere to achieve net zero loss)*
- *The ALR lands directly north of Jackson occupy a central place within the village boundaries and if possible this land shall be acquired without rezoning, possibly in partnership with a not-for-profit society, and developed to serve as a diverse, active ‘green heart’ to the village. The Trust will communicate with the Agricultural Land Commission for this purpose, and use this parcel as an example of multi-purpose development of ALR, as outlined in the new Farm Plan. Although it may be retained as a single parcel, it should be developed by means of long-term leases and covenants so that the portions of the land can be dedicated to affordable ‘green’ housing - with a*

percentage of the housing reserved for active farm workers, while other portions are reserved for intensive organic farming, community gardens, aquaculture in ponds, woodlots, connecting pathways and complementary land uses.

- Encourage infill development by rezoning land in the village cores for greater density and mixed use by transferring densities from outside the containment boundary. (If water supplies within the North Salt Spring Waterworks District (NSSWWD) are limited, these densities should be transferred from within the NSSWWD)
- Economic benefit bestowed on landowners by rezoning, relaxing standards, increasing height limits, etc will be balanced by requiring a certain percentage of affordable housing and other community benefits such as energy efficient construction, sidewalks, etc. based on formula that reflects realistic economic feasibility. *(Some committee members thought that a more effective spur to development would be to remove barriers (such as setback requirements) and rezone land for higher density/height without necessarily requiring community amenities in exchange.)*

Objective 4 - Ensure that sufficient essential infrastructure (water and sewer capacity) is available for Ganges Village Development

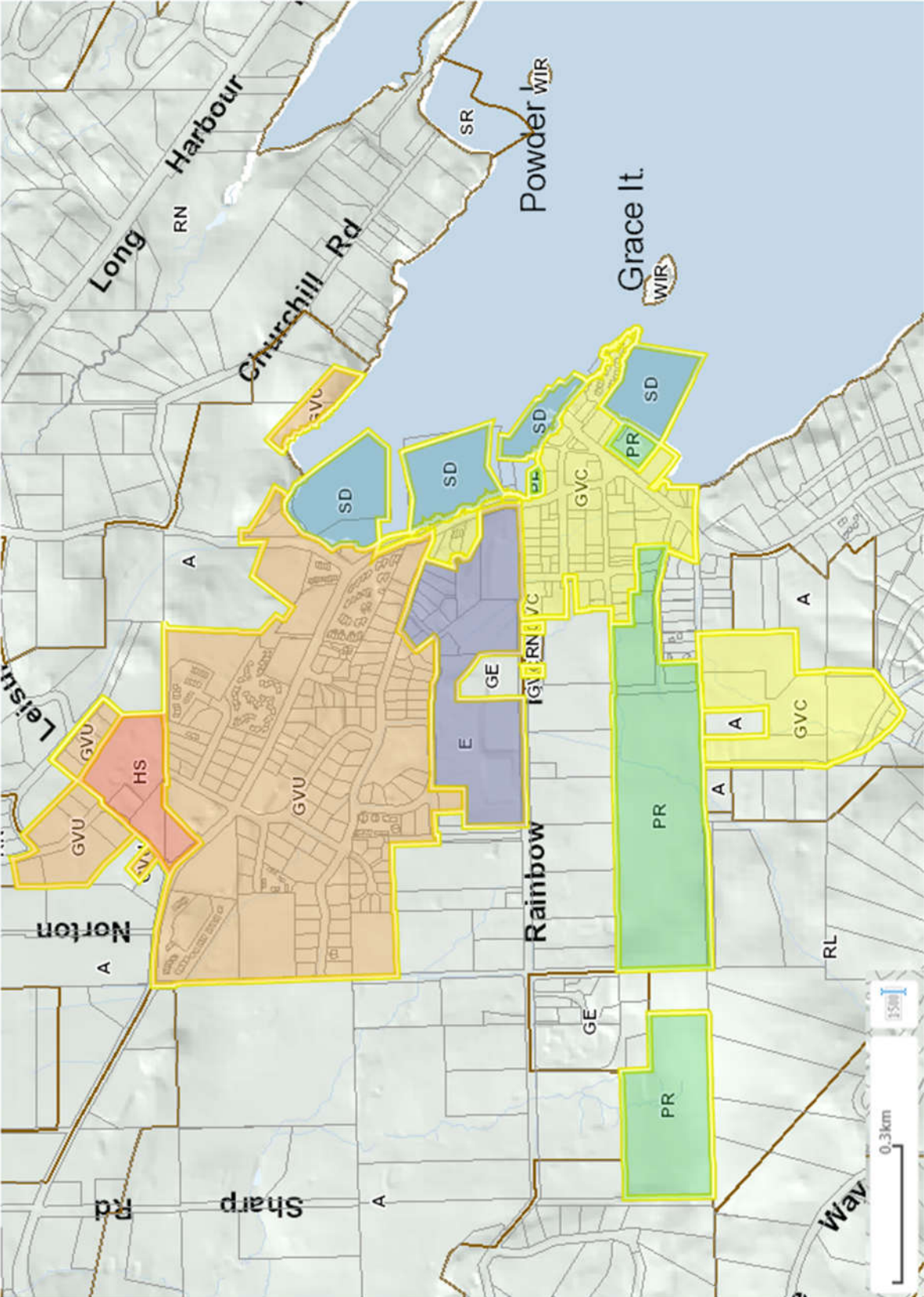
Target:

- Sewer service is most efficiently used and financially supported in more densely populated areas. Availability of sewer service tends to encourage more dense development. Therefore a target is to confine sewer service to within the Village Containment Boundary.
- Ensure that adequate water is available in Ganges Village.

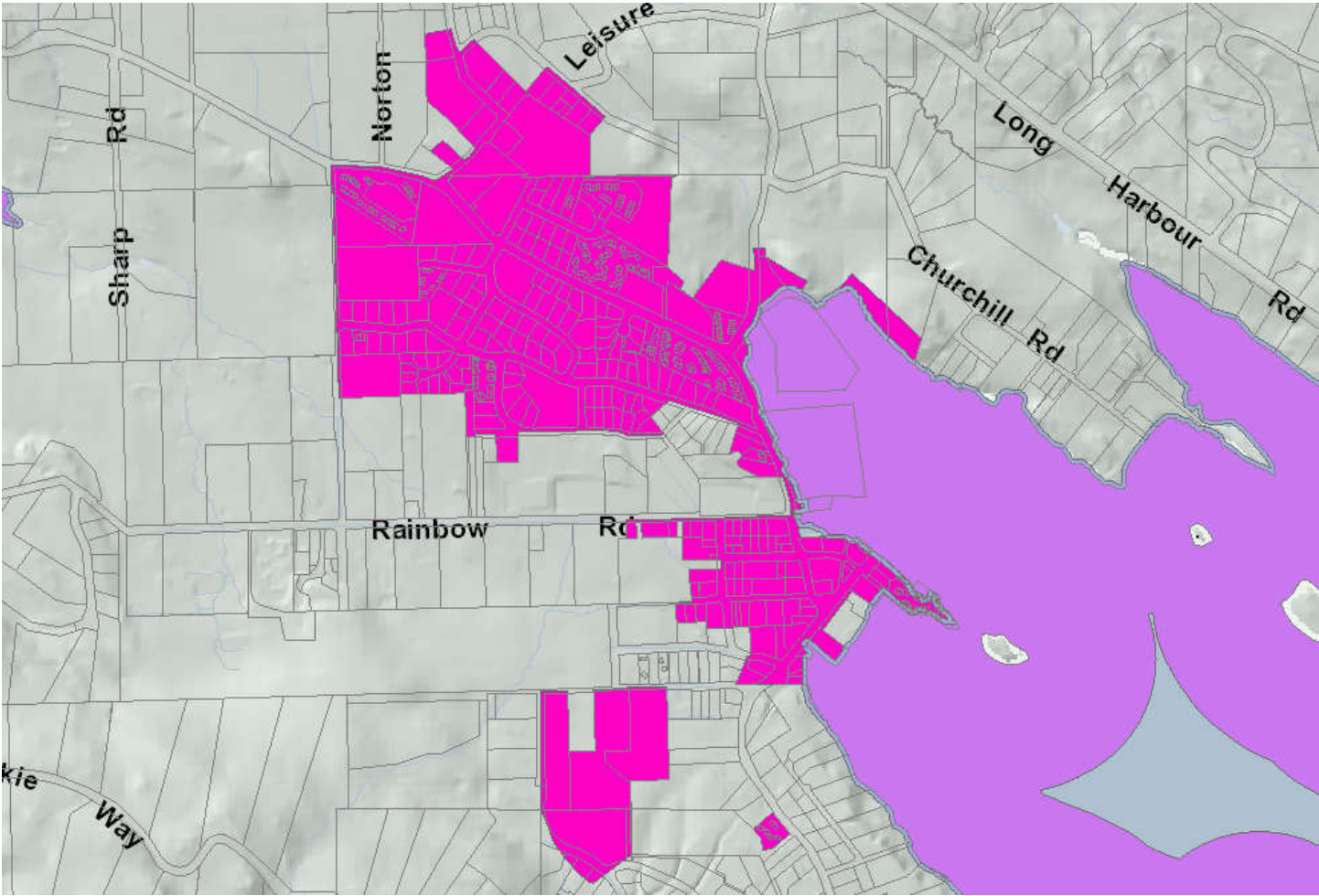
Policies:

- The LTC will ask the Liquid Waste Committee to prepare an estimate of how much sewer capacity can be developed at the lower incremental cost, and how many residents and business this can serve. Lady Minto Hospital, RCMP, Fire District will be asked to estimate their water and sewer needs for a population of 18,000 people.
- The Local Trust Committee will work with the Ganges Liquid Waste Committee to allocate the lower cost sewage capacity among the following demands so that lower cost capacity is not exhausted before the above needs are met.
- To prevent sprawl, the LTC and Liquid Waste Committee will create an agreement not to extend service beyond the Village Containment Boundary.
- An agreement will be created between the LTC and the North Salt Spring Waterworks District regarding reservation of sufficient water supplies for existing zoning capacity within the Ganges Village Containment Boundary and adoption of water conservation programs to meet that demand.

Ganges Village Land Use Designations



**Development Permit Area (Villages) and
Development Permit Area 3 (Shorelines)**



- Island Villages
- Shoreline - Foreshore
- Shoreline - On-land portion

Heritage Conservation Area

