STAFF REPORT

DATE OF MEETING:	December 14, 2023
TO:	Salt Spring Island Local Trust Committee
FROM:	Louisa Garbo, Island Planner
	Salt Spring Island Team
COPY:	Chris Hutton, Regional Planning Manager
	Salt Spring Island Team
SUBJECT:	OCP-LUB Project Terms of Reference

RECOMMENDATION

1. **That the Salt Spring Island Local Trust Committee accepts the Terms of Reference for the update to the Salt Spring Islands Local Trust Committee Official Community Plan Bylaw No. 434, 2008, and the Salt Spring Islands Land Use Bylaw No. 355, 1999, Amendment No. 1, 2022 identified in this staff report.**

REPORT SUMMARY

In response to a request from the Salt Spring Island Local Trust Committee (SS LTC), this report provides the Terms of Reference for the update to the Salt Spring Islands Local Trust Committee Official Community Plan (OCP) and the Salt Spring Islands Local Trust Committee Land Use Bylaw (LUB), also known as the *OCP-LUB project* for discussion.

BACKGROUND

At their meeting on September 14, 2023, the SS LTC endorsed a business case to support a budget in the amount of $96,000 for the OCP-LUB project with the following resolution:

> **SS-2023-105**
> **It was MOVED and SECONDED,**
> That the Salt Spring Island Local Trust Committee requests the business case for the major amendment to the Salt Spring Island Local Trust Committee Official Community Plan and the Salt Spring Island Local Trust Committee Land Use Bylaw in Attachment 1 as amended, to be considered by the Islands Trust Finance Committee for inclusion in the 2024-2025 Islands Trust budget.
> <div align="right">

CARRIED
Trustee Harris OPPOSED
</div>

Subsequently, at their meeting on October 12, 2023, the SS LTC made the following resolution requesting staff to prepare a Terms of Reference for the OCP-LUB project for consideration.

> **SS-2023-129**
> **It was MOVED and SECONDED,**
> That the Salt Spring Island Local Trust Committee take immediate action to move beyond the now out dated practice of simple 'inclusion' in public processes and begin a practice of 'equity in participation' for all its public engagement processes and this will be accomplished by:

1. Directing staff to prepare a Terms of Reference and Request for Proposals for LTC approval to source qualified professionals to develop an equity-based public engagement strategy for the organization that adheres to the IAP2 Core Values for the practice of Public Participation, and subsequently developing and implementing aligned public engagement work plans for the Official Community Plan/Land Use Bylaw Review and Ganges Village Planning projects, and
2. Allocating appropriate public engagement funding for projects currently underway.

CARRIED
Trustee Harris Opposed

DISCUSSION

On November 16, 2023, the SS LTC accepted the Scope of Services that is part of the Request for Proposal to retain a professional consultant to prepare a Complete Community Analysis. The findings of this evidence-based work will help guide policy development in the OCP and the LUB update.

The attached Terms of Reference (TOR) for the OCP-LUB project includes the following:
• a brief background and context of the OCP
• a project roadmap of the three major projects as they relate to the OCP-LUB project
• the project objectives
• the engagement goals and the phasing of the engagement process to achieve the OCP-LUB objectives
• the Scope of Work (SOW) that identifies the early First Nations engagement, and early public community groups and agencies engagement, the potential engagement toolkits and methods, a summary of the engagement strategies, and a preliminary contact list
• a project process summary, target timelines, and the project budget
• a project level change management to ensure the project achieves its intended objectives

The SS LTC expressed the importance of getting participants representing the diversity of islands that may be impacted by a land use decision to engage in our process. The TOR describes in detail the engagement strategies in this undertaking to ensure an equitable, collaborative, and transparent process. The TOR also identifies the tentative phases of the engagement process throughout the OCP-LUP project.

The engagement process will be guided by the principles established in the Equity in Public Engagement – A Guide for Practitioners by Simon Fraser University Centre for Dialogue to ensure equity and accommodate a progression of dialogues throughout the life of the project. The process will also be guided by the *Diversity, Equity, and Inclusion* principle of the International Association for Public Participation (IAP2) and the IAP2's Spectrum of Public Participation, which was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. In addition to the tasks identified in the Scope of Work, a summary of engagement strategies and a potential contact list are also provided.

The phasing of the engagement strategy

PHASE I	PHASE II	PHASE III	PHASE IV
EARLY CONVERSATION ON BUILDING A COMPLETE COMMUNITY	EARLY CONVERSATION ON OCP-LUB PROJECT	COMMENTS ON DRAFT POLICIES/REGULATIONS	FORMAL LEGISLATIVE PROCESS

Consultation

Initial dialogues have occurred with some ministries' and the CRD's staff members. Upon review of the TOR by the SS LTC, staff will distribute the document to the members of the Technical Working Group for further discussion on collaborative approaches for this OCP-LUB project.

Rationale for Recommendation

This report provides the Terms of Reference for the OCP-LUB project as requested by the SS LTC to support the business case for the OCP-LUB Project.

ALTERNATIVES

The Salt Spring Island Local Trust Committee may consider the following options:

1. The SS LTC may request further information before accepting the Terms of Reference as presented. Resolutions to this option will be read as follow:

   - *That the Salt Spring Island Local Trust Committee requests staff to revise the Terms of Reference by providing the following additional items:*
     - *Item #1*
     - *Item #2…..*

NEXT STEPS
- Develop a project webpage to provide preliminary educational information on the purpose of the OCP and LUB.
- Develop a Project Charter based on initial input (upon early conversation with the community and First Nations) for SS LTC review.

Submitted By:	Louisa Garbo, Island Planner	December 5, 2023
Concurrence:	Chris Hutton, Regional Planning Manager	December 8, 2023

ATTACHMENTS

Attachment 1   Draft Terms of Reference

Salt Spring Island OCP-LUB Project
Terms of Reference

Contents

BACKGROUND/CONTEXT

An official community plan, as outlined in the Local Government Act section 471, describes the long-term vision of communities. These plans typically include, but are not limited to, the following:

- A statement of objectives and policies that guide planning and land use management
- Policies to guide a community's sustainability and resilience
- A long-term development plan for a community
- A local government's responsibilities

The Salt Spring Local Trust Committee (LTC) is responsible for making decisions on how land and marine areas are zoned and how uses are developed consistent with the Salt Spring Island Local Trust Committee Official Community Plan (OCP), a bylaw encompassing objectives and policies that serve as a development blueprint guiding existing and future development in Salt Spring Island. The Salt Spring Island Local Trust Committee Land Use Bylaw (LUB) provides development standards for specific zones to ensure land uses are developed consistent with the policies established in the OCP. Amendments to the LUB would be required to reflect any policy changes to the OCP.

In general, the existing OCP is a sound, well-drafted document that has served the Salt Spring Island community well over the past 15 years. However, there has been no full review of the OCP since its adoption in 2008; the last amendment was an update regarding industrial lands per Bylaw No. 488, 2020. The need to update the OCP was identified as a priority in response to policy, social, and technological change and to address contemporary community challenges the current document no longer serves. Those challenges include a lack of affordable housing and housing options, growth pressures, climate resiliency planning, infrastructure issues (such as the water moratorium), workforce stability challenges, transportation networks, and First Nations Reconciliation.

| 1999	2008	2019	2020	2023/24	2024/25	2025	2026
• Last Major LUB Review	• Last Major OCP Review	• Islands Trust Reconciliation Action Plan	• CRD Housing Needs Assessment	• Anticipated Policy Statement Adoption	• Anticipated draft policies and LUB	• Anticipated: New OCP/LUB	• Process/policy implmentation

Furthermore, the most recent housing assessment conducted for the Salt Spring Island indicated that the population of Salt Spring Island grew by 10% between 2006 and 2016, and that the island could experience more rapid population growth in the future. Several housing reports and studies of the island over the years have identified the need for affordable housing and diverse housing options to address the growing housing crisis; however, to ensure a sustainable future for the island, housing must be developed in appropriate locations.

PROJECT ROADMAP

The Salt Spring Island Local Trust Area is an unincorporated area in the Capital Regional District (CRD). Many Services are provided by CRD. Road services are provided by the Ministry of Transportation and Infrastructure (MOTI). Improvement districts provide water service to various communities in the LTA. Collaboration with agencies is therefore crucial to achieving viable and helpful outcomes in this OCP-LUB project. A comprehensive, holistic analysis of available data is essential to support an evidence-based decision-making

process. A professional consulting team will be conducting data collection, synthesis and analysis, as well as a robust engagement process with First Nations and governance stakeholders, local organizations, and public interest holders to gain better knowledge of the supporting systems in the LTA, and develop growth scenarios and policy recommendations that will inform this project. The project roadmap below offers the sequence of the undertaking of the LTC's major projects.
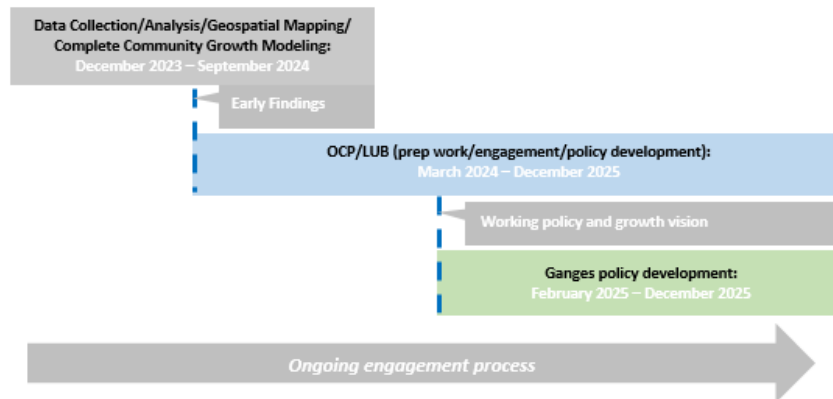
PROJECT OBJECTIVES

The OCP-LUB project intends to achieve the following objectives:
- more diverse housing options for the community workforce and various income and social groups through diversifying and retrofitting housing forms and accommodation of purpose-built affordable housing;
- increase housing supply in appropriate locations as they relate to infrastructure servicing, transportation options, and walkability;
- discourage and prevent development in natural hazard or environmentally sensitive areas while incentivizing increased density in areas near existing infrastructure and amenities, i.e., within existing village hubs;
- Promote climate change resiliency planning through energy-efficient development that reduces carbon emissions, and building design standards support green transportation infrastructure and complete streets;
- protection of the natural environment and archaeological heritage;
- ensure equitable access to safe housing, infrastructure, and community services;
- support and promote housing for First Nations, preserve their cultural and day-to-day practices, and advance First Nations Reconciliation; and
- implementation actions within the OCP to help achieve a complete community.

ENGAGEMENT GOALS

The OCP and LUB are land use policies that have significant impact on the future of living in this area. Residents and other interested parties therefore have an essential role to play in the development of these plans. The engagement process for this project aims to achieve the following engagement goals:

Inclusive- The engagement process seeks to ensure that every voice can be heard authentically, and to create opportunities for people to contribute when, where, and how they feel most heard. The priority interest of First Nations is a crucial element of the inclusion strategy, and the First Nations Engagement Principles of the Islands Trust will apply.

Respectful - The engagement process seeks to ensure that every voice is treated equitably and that the feelings, rights, and traditions of others are honored through the engagement process. Input from the engagement will be wholly and broadly considered.

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Community Voice - The engagement process will share relevant and accurate information to increase the community's self-determination so they can better express their diverse interests, needs, and perspectives in the planning process.

Transparent - The engagement process will be communicated clearly and openly, including the purpose, timing, roles and responsibilities, constraints, and outcomes. Timely feedback will be provided for the participants including the range of views expressed and how the decision-makers will consider the public input.

Innovative - The options and mechanisms for engagement will provide a range of ways for citizens and interest-holders to participate in this project effectively. Likewise, the process encourages innovation from participants as it seeks input around the identified issues and encourages new approaches in how the policies and regulations may be developed for the Salt Spring community.

Wholly and Equitably Involved - The engagement process seeks to ensure that anyone and everyone has access to relevant information on the issues related to this project and the engagement process itself. Most importantly, the engagement process will ensure relevant information is available in various ways and through multiple sources.

Ongoing Evaluation - The engagement process for this OCP-LUB project will be evaluated on a regular basis to foster ongoing learning and improvement.

Engagement Phasing

The engagement phasing correlates with the Projects Roadmap identified above, more details on the engagement process is described within the next section.

PHASE I — EARLY CONVERSATION ON BUILDING A COMPLETE COMMUNITY
PHASE II — EARLY CONVERSATION ON OCP-LUB PROJECT
PHASE III — COMMENTS ON DRAFT POLICIES/REGULATIONS
PHASE IV — FORMAL LEGISLATIVE PROCESS

	Phase I	Phase II	Phase III	Phase IV
Tentative Timelines	Starting in January 2024	March 2024 and ongoing	Late 2024	Early 2025
Purpose of the engagement	This phase is **not** part of the OCP-LUB project, but it offers early dialogues with the local residents and interest-holders on building a more complete community for the island. Questions may include the following to assist the consulting team in their data gathering: • *What do people prioritize within their neighborhood?* • *What is missing?* • *How do people get around?* • *What factors and elements affect people's safety and enjoyment of walking?*	Offers early and ongoing dialogues and collaboration with the communities, interest-holders, First Nations, ministries, agencies, local organizations on policy development and land use bylaw changes that help achieve the collective goals identified earlier in the process. Questions and comments will be focusing on: • Housing • Public amenities • Transportation and infrastructure • Walkability • Cultural and archeological protection, etc.	Seek feedback on the draft OCP policies and potential land use regulations that reflect input from Phase I and Phase II.	Begins the formal referral and public comment process on the draft OCP bylaw and potential land use bylaws, and the subsequent public meetings and legislative process.

SCOPE OF WORK

The OCP-LUB project aims to help guide the development of a complete community with policies and regulations to address housing, climate resiliency planning, infrastructure servicing, and environmental protection, and to advance the Trust Council's Reconciliation Declaration that support the First Nations tradition and culture and respect their territorial interest on Salt Spring Island.

Early First Nations Engagement

Task 1 - First Nations communities' engagement

- The engagement are designed to ensure meaningful engagement and collaboration with First Nations. Early engagement will start in the Complete Community Assessment, and led by an Indigenous engagement expert with high professionalism, experience, integrity, confidentiality, and expertise to facilitate dialogue with the local First Nations communities on the island. This early engagement effort intends to establish a meaningful dialogue with the First Nations communities to ensure respect for the Free, Prior, and Informed Consent of Indigenous People. The engagement process itself will be reflective of the Trust Council adopted policy on First Nations Engagement Principles, the foundation documents of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Truth and Reconciliation Commission Calls to Action. The engagement process will ensure that the rights, interests, priorities, and concerns of the First Nations communities on the island are acknowledged and respected. The process will be guided by considerations and responses from First Nations on how to proceed in a mutually respectful, collaborative, relationship-building framework.

Public, Local Organizations, and Governance Partners Engagement

Task 1 - An Equitable Public Engagement Program

- An equitable public engagement program is designed to ensure that members of the community impacted by a decision have the opportunity to inform decision-making by removing barriers to their participation by providing resources and opportunities to address historic and ongoing disadvantages faced by marginalized groups. An early engagement process intends to identify elements supporting a complete community for Salt Spring Island. The process will be guided by the principles established in the Equity in Public Engagement – A Guide for Practitioners by Simon Fraser University Centre for Dialogue. The process should also be designed to ensure equity and accommodate a progression of dialogues throughout the life of the project and promote the following principles:
  - *Principle 1: Invite participation within an authentic and accountable engagement process*
  - *Principle 2: Plan early and proactively*
  - *Principle 3: Establish respectful relationships with Indigenous Peoples*
  - *Principle 4: Engage the internal diversity of a community*
  - *Principle 5: Work in reciprocal relationship with communities*
  - *Principle 6: Tailor engagement plans to the context*
  - *Principle 7: Commit to ongoing learning and improvement*
  - *Principle 8: Advance systemic equity*
- The Engagement Plan will be developed in accordance with the International Association for Public Participation (IAP2) engagement framework, and designed to incorporate its *Diversity, Equity, and Inclusion* principle

Task 2 - Public communication and engagement tools

- The essential communication and engagement tools provided by Islands Trust are listed below. Additional tools and methods may be proposed and negotiated within the project budget and schedule by a successful project consultant.

- Communications and engagement capabilit9ies, including limited advice and local procedural support, media outreach, social media management, and local survey tool coordination.
- A Salt Spring Island email newsletter is available for notification and other push notification.

Task 3 - Agencies Collaboration

- A Technical Working Group (TWG) consists of staff from various ministries and other governance agencies. Islands Trust staff will work with the TWTG to promote cross-government policy alignment.

Task 4 - Interest Holders and Local Organizations

- In addition to the consultant-led community meetings, collaborate with the community groups and interest holders.
- Explore options for community-led engagement.
- Establish relationships for frequent consultation or collaboration, potentially through recurring meetings, with organizations or registered non-profit organizations that represent a target or highly affected audience or may be based on geographical communities on particular issues or sector interests.
- A preliminary list of key interest holders is outlined in the *Preliminary Contact* table.

Potential Engagement Toolkit and Methods

Town Hall	When to use
To be hosted by LTC with relevant information and agendas. An open assembly where people come to share their views and concerns and provide information. Typically organized as an in-person event but can also be conducted in an online format.	• To disseminate information or raise awareness of an issue • To seek views or reactions • To reach a large number of people in a single event • Have resources and time to promote
Web streaming	**• When to use**
Use of online channels such as live streaming or social media discussions that allow people to share information with their followers and friends. Islands Trust currently does not have the capability, but the consulting team may be able to accommodate.	• To disseminate information • To raise awareness of a specific or set of issues
Online discussion forums	**When to use**
Web-based discussion forums to allow for discussion and interaction between participants. Depending on the design, participants can be anonymous or self-declare their identities when they opt in to participate; they may be required to register.	• To disseminate information • To obtain feedback in a public forum • Limited budget • To access a broad audience and allow conversations across time and place
Workshop	**When to use**
In-person sessions focused on obtaining feedback or collaborating on a specific topic. While there are a number of ways to run workshops, they are characterized by facilitation and interaction.	• For discussions on criteria or analysis of alternatives • To provide opportunity for interaction and relationships between participants • Have access to good facilitators
Roundtables (experts and/or public)	**When to use**
It often involves a short presentation by the host and/or invited experts, followed by dialogue and discussion designed to answer specific focus questions or examine a particular issue.	• Focus on a thorough discussion of an issue • Often with known audiences • Have access to good facilitators
Collaborative planning processes	**When to use**
A process that brings together a range of people to discuss and make determinations on relatively narrow issues. Discussions are analytic, reflective, and results-oriented focusing on collaboratively developing solutions rather than participants responding to established proposals (online or in person).	• To generate ideas • To develop plans • To enhance public support for government decision-making
Advisory panel	**When to use**
An appointed body of individuals convened to meet to provide advice to a decision-maker, with whom final authority and accountability rests. Participant selection may be targeted to those with relevant subject matter expertise or experience.	• To inform decision making • When expert advice is sought, with an expectation of a high degree of influence over recommendations, decisions or outcomes • When there is a need for consensus on available evidence or information
Deliberative dialogue	**When to use**
Deliberative dialogue can be defined as a process of collective and procedural discussion where an inclusive and representative set of participants consider facts from multiple perspectives, converse with	• When you are working with a complex, political issue with high degree of uncertainty • When one of your goals is to find common ground for action

one another to think critically about options, and refine and enlarge their perspectives, opinions and understandings. For example, Study Circles and Dialogue-to-Change processes combine organizing, deliberative dialogue, and action strategies to facilitate multiple types of change, from public policy to volunteerism.	• When there is sufficient time and resources for planning preparation, and participation
Standing forums	**When to use**
Standing Forums build formal relationships for frequent consultation or collaboration, often with an organization or authority representing a target or highly affected audience. May be based on geographical communities; or particular issues or sector interests. The timeframe for this method is long-term and ongoing i.e. bilateral mechanisms with First Nations, youth forums, etc.	• To inform decision-makers of the views and interests of partners, stakeholders, rights holders or citizens • To ensure long-standing working relationships and/or partnerships • To engage with hard to reach groups • To fulfill legal or statutory requirements
Oral histories	**When to use**
Oral histories are at the heart of Indigenous teaching and learning. They educate the listener about cultural traditions, beliefs, values, customs, rituals, history, practices, relationships, and ways of life (being-knowing-and doing). Oral histories have often been passed down through many generations and are carefully held and shared by a recognized knowledge holder. Relationships are established between the teacher and the learner through the passing of knowledge in oral history. Patience and trust are essential for preparing to listen and learn. Oral histories that have been received should be treated with respect and can only be shared with permission, per the community or Nation protocols.	• As a foundation for holistic learning, relationship building and experiential learning • In partnership with the First Nations communities, and with appropriate protocols
Circle work	**When to use**
Circle Work encourages dialogue, respect, the co-creation of learning content, and social discourse. The nuance of subtle energy created from this respectful approach to talking with others provides a sense of communion and interconnectedness that is not often present in the common classroom communication methods. Circle Work is an encompassing term that includes the circle teachings of facilitators and practitioners from diverse cultural backgrounds. Talking or Sharing Circles is a specific practice used by Indigenous peoples in discussion, deliberation, and decision-making. Talking or Sharing Circles will be carried out differently depending on the traditional practices of each Nation or community.	• When the intention is to open hearts to understand and connect with one another • To make sure all voices are heard in a respectful manner • In partnership with the First Nations communities, and with appropriate protocols
Public hearings	**When to use**
They are open forums where citizens are invited to hear proposals from public authorities and are given the opportunity to respond.	• Upon LTC endorses a draft bylaw • Feedback is being sought from people with high influence/interest • To identify potential political and legal obstacles

Summary of the Engagement Strategies

	Government-to Government (not part the OCP-LUB project)	First Nations Communities	Public Engagement	Technical Working Group	Local groups	Appointed Groups
Timing	ASAP	Upon budget approval	Feb – May 2024	Ongoing in 2024	Ongoing in 2024	Ongoing
Parties involved	SS LTC and 13 First Nations' Chiefs and Councils	Local First Nations communities in SS	General public	Ministries/CRD/ Agencies	Registered non-profit/charity groups	Advisory Planning Commissions
Format	Big Fest/Individual fests	Distinctive-based/collaborative meetings	Virtual/in-person open houses or workshops electronic/online interactive programs	Recurring zoom meetings	zoom	in-person
Facilitators	First Nations/ LTC/MLA	Indigenous consultant familiar with local First Nations communities	Consultants	Islands Trust staff	Islands Trust staff and consulting team	Islands Trust staff
Budget	Islands Trust/project budget	Project budget/grant	Project budget/Grant	N/A	Project budget	Project budget

First Nations with treaty and territorial interest	Ministries/agencies	Community groups/organizations
• Ts'uubaa-asatx (Lake Cowichan) First Nation • Lyackson First Nation • MÁLEXEȽ (Malahat) Nation • Penelakut Tribe • Stz'uminus (Chemainus) First Nation • W̱JOȽEȽP (Tsartlip) First Nation • SȾÁUTW̱ (Tsawout) First Nation • W̱SIḴEM (Tseycum) First Nation • BOḰEĆEN (Pauquachin) First Nation • W̱SÁNEĆ Leadership Council • Halalt First Nation • Cowichan Tribes	• CRD • NSSWD • School District (SD64) • Salt Spring Fire and Rescue (SSIFR) • Agricultural Land Commission (ALC) • Ministry of Transportation and Infrastructure • Health Service Agencies VIHA (Salt Spring Island Health Unit) • BC Housing • Ministry of Municipal Affairs • Islands Trust Conservancy • FLRNORD - provincial authority of crown leases) • Coast Guard (federal authority)	• Wagon Wheels Society • Salt Spring Conservancy • Development community • Salt Spring Island Arts Council • Salt Spring Island Housing Council Society • Salt Spring Island Watershed Protection Alliance (SSIWPA) • Water Preservation Society • Green Community Design • Community Services • Salt Spring Island Harbour Authority • Chamber of Commerce • others

Formal Referral

Formal referrals of land use bylaws to agencies, organizations, and First Nations typically occur at the time of first reading. Statutory notification of any proposed bylaw will be made in accordance with Section 475 of the *Local Government Act* at the time of the public hearing. Notification will be sent to the following agencies and organizations when the timing of the formal referral process has been determined:

Public Agencies	*Islands Trust/Local Government*	*First Nations**
▪ BC Assessment Authority ▪ CRD – All Referrals ▪ CRD – SSI Economic Sustainability Commission ▪ CRD – SSI Building Inspection ▪ CRD – SSI Director ▪ CRD – SSI Transportation Commission ▪ CRD – Housing Secretariat ▪ Vancouver Island Health Authority ▪ Ministry of Transportation and Infrastructure (MOTI) ▪ Agricultural Land Commission	▪ Galiano Island Local Trust Committee ▪ Mayne Island Local Trust Committee ▪ North Pender Island Local Trust Committee ▪ Thetis Island Local Trust Committee ▪ Cowichan Valley Regional District ▪ Islands Trust Bylaw Enforcement and Compliance ▪ Islands Trust – Trust Conservancy Board *Community Agencies/Groups* ▪ BC Ambulance Service ▪ North Salt Spring Waterworks District ▪ RCMP ▪ SSI Fire-Rescue ▪ SSI Advisory Planning Commission ▪ SSI Agricultural Advisory Planning Commission ▪ Housing Action Program Task Force	▪ Cowichan Tribes ▪ Halalt First Nation ▪ Lake Cowichan First Nation ▪ Lyackson First Nation ▪ Penelakut Tribe ▪ Stz'uminus First Nation ▪ Malahat First Nation ▪ Pauquachin First Nation ▪ Tsartlip First Nation ▪ Tsawout First Nation ▪ Tseycum First Nation ▪ Semiahmoo First Nation ▪ Tsawwassen First Nation ▪ Hul'qumi'num Treaty Group *(for information only)* ▪ Te'Mexw Treaty Association *(for information only)* **And others as determined by SIPA & Ministry of Municipal Affairs*

PROJECT PROCESS SUMMARY

The outcomes of the engagement processes help build the foundation of the policy development and land use regulations update of the OCP-LUB project. The kick-off of the legislative process begin once the draft policies of the OCP has been developed.

TARGET TIMELINES

Activities/Tasks	2023 (A M J J A S O N D)	2024 (J F M A M J J A S O N D)	2025 (J F M A M J J A S O N D)
Grant applications: Complete Community Grant / CMHC HAF	M (around Jul–Aug 2023)		
Business case approval	M (Sep 2023)	D (Mar 2024)	
Draft Scope of Services & Terms of Reference	(A–S 2023) D		
Develop Project Charter		(Feb 2024)	
LTC/FNs endorsement of Project Charter		M (Apr 2024)	
PART I: Data Collection/Analysis			
Data collection/analysis and Geospatial Mapping		(Feb–Jun 2024)	
Ongoing review of consultants' data and progress		(Feb–Jun 2024)	
Data assessment		M (May 2024)	
LTC review of consultation results/policy options		D (Aug 2024)	
PART II: Early First Nations Engagement			
Government-to-government		M (May 2024)	
First Nations communities		(Feb–Jun 2024)	
PART III: Public Engagement			
Develop communication material: project webpage, brochures, postcards		(Feb–Jun 2024)	
Launch public engagement program		(Feb–Jun 2024)	
Assist in community-led discussion groups		(Feb–Jun 2024)	
Coordinate with TWG and APCs		(Feb–Jun 2024)	
Policy development stage			
Draft policies & regulations		(Sep 2024 – Feb 2025)	
FNs and public engagement on policy development		(Nov–Dec 2024)	
Revision /1st reading		M	(Feb–Mar 2025)
Early referral/legal review			
Public outreach on draft policies			
Revision/2nd reading			D
Public outreach/CIM on proposed bylaw/public hearing			(Apr–Jun 2025) D
3rd reading/Executive Committee/Ministry			
Final adoption			D M
Procedural updates/communication			

Legend:
SS LTC Decision Points — D
Project Milestones — M

BUDGET

Item Descriptions	Total Budget Cost
Early and ongoing consultation with 13 First Nations with territorial interests on SSI	$26,000
Consultant to conduct and facilitate a robust and inclusive public engagement program	$28,000
Draft and review of Plan Amendment bylaws	$30,000
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications, facilities rental, public hearing costs	$9,000
Technical and staff support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings	$3,000
	$96,000

PROJECT CHANGE MANAGEMENT

A change management structure is proposed to ensure that the project is achieving its intended objectives and outcomes on time and on budget. Any changes that would affect the project budget or timeline outlined in this terms of reference will be reviewed and brought to LTC by the Regional Planning Manager for approval. The evaluation will assess the following, as necessary:

- Budget and schedule impacts;
- Alignment to the project objectives
- Contract implications
- Relational implications (public, inter-governmental)
- Feasibility and benefits of the change
- Complexity and/or difficulty of the change options requested
- Scale of the change solutions proposed
- Risk to the project in implementing the change
- Risk to the project in not implementing the change
- Impact on the project in implementing the change (time, resources, finance, quality)

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