

		<h1>Project Charter</h1>
Ganges Fire Hall Repurpose Project – Consultation		
Department / Division:	SSI Parks and Recreation / SSI Electoral Area	
Budget / Account Code:	CX.201.1415	
SharePoint File No.:	5220 Projects – Ganges Fire Hall	
Prepared By:	Dan Ovington	
Last Updated:	Thursday, May 14, 2026	

1. PROJECT BACKGROUND

The former Ganges Firehall at 105 Lower Ganges Road will be vacated in late 2026 following completion of the new Salt Spring Island (SSI) Firehall. At that time, the Capital Regional District (CRD) through the SSI Parks and Recreation Service delegated to the Local Community Commission (LCC) will assume responsibility for the building's operations and maintenance. To inform planning for the site, the LCC engaged a registered professional to assess the structure's compliance with the BC Building Code and to identify the costs and regulatory considerations associated with potential changes in occupancy. The resulting assessment compares the investment required to repurpose the building for assembly uses, such as a community hall or farmers market, with the costs of demolishing the structure to enable future redevelopment.

The assessment concludes that the existing building cannot support assembly occupancy without substantial upgrades, including modernization of building systems, fire and life safety improvements, accessibility enhancements, interior reconfiguration, and full building envelope replacement. Given the site's central location and strong community interest in its future, long term planning and community engagement will be important to identify gaps in community space and guide decisions that align with local priorities and resources. Because the property is situated in an area of high First Nations interest and archaeological significance, early engagement with First Nations will be essential to identifying interests and navigating regulatory requirements. Broader community consultation can then follow to evaluate potential uses and determine ratepayer support for higher-cost redevelopment options.

2. PROJECT PURPOSE

The purpose of this project is to evaluate feasible future options for the former Ganges Fire Hall site either through repurposing the existing building or removing it to enable new development and to support an informed, transparent decision-making process.

3. CRITICAL SUCCESS FACTORS

(S.M.A.R.T. – Specific, Measurable, Agreed-upon, Realistic, Time-Sensitive)

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

- Delivered on-budget, continue to meet or exceed community use and future demand requirements, Universal accessibility, Vandalism resistant, Delivered on-time

4. SCOPE

	In Scope	Status
1	Administration: <ul style="list-style-type: none"> • Draft Project Charter • Stakeholder identification • Review background information (reports) • Complete Privacy Impact Assessment (if required) • Communication plan • LCC to approve project scope / Project Charter <ul style="list-style-type: none"> - Post Request for Proposals and award contract (for community engagement) 	
2	Site Assessments: <ul style="list-style-type: none"> • Survey/ Archaeological • Geotechnical review • Determine any constraints around building/land changes 	
3	Initial Community Input (Listening Phase) * <ul style="list-style-type: none"> • Identify high level options (repurpose, replace, demolish) • Gather feedback on: <ul style="list-style-type: none"> - Community needs and priorities - Perceived value of building • Ideas for repurpose or replace 	
4	Options Development and Evaluation: <ul style="list-style-type: none"> • Prepare three or four options based on community input • Prepare comparative summaries showing implications (cost, timelines, needs, tax implications, benefits, risks, etc.) • Present to LCC for comment /approval prior to making options public 	
5	Community Engagement: <ul style="list-style-type: none"> • Present options back to the community showing how earlier feedback was used / implications of each option • Invite input on preferred option(s) 	
6	First Nations Engagement (ongoing and parallel): <ul style="list-style-type: none"> • Engage Indigenous governments early and throughout the process. • Provide capacity funding to review options and provide input 	
7	Report Back: <ul style="list-style-type: none"> • Compile “What We Heard” summary document (key themes, areas of consensus and disagreement, constraints/implications that inform decision making) • Post publicly, refer to Nations and present to LCC for comments • LCC to recommend preferred option for final comments 	
	Decision Making <ul style="list-style-type: none"> • Develop class D +/-50% cost estimates for preferred option • Present final comments with preferred option to LCC for final comments and consideration. • Draft final report • Post publicly 	

* Engagement details / methods to be specified by consultant.

7. BUDGET

\$30,000 of Community Works Funding was included in the 2025 SSI Parks and Recreation Capital plan to engage a registered professional to complete the repurpose evaluation. The contract for this work came in under budget at \$8,950 leaving \$21,050 in the project fund.

An additional \$40,000 of reserve funding has been allocated in 2026 to support the Firehall Repurpose project bringing the total project budget to \$70,000. It is not anticipated that the full budget amount will be required for this phase of the project. Similar to the repurpose evaluation, any funds remaining will be left in the project fund to support next steps or returned to the CRF.

Cost Explanation	Amount (\$)	Funding Source
Architecture assessment	\$8,950	CWF (completed)
Engagement Contractor	\$30,000	CWF/reserves
Professional Assessments	\$10,000	Reserves
First Nation Capacity Funding	\$6,000	Reserves
Miscellaneous (signage, temp. fencing)	\$1,500	Reserves
Project Management (10%)	\$6,000	Reserves
SUB TOTAL	\$62,450	
Contingency (12%)	\$7,550	Reserves
TOTAL	\$70,000	

** Class D estimate + or – 50%, a preliminary estimate which due to little or no site information indicates that the approximate magnitude of costs of the proposed project based on the clients' broad requirements*

8. ADDITIONAL ASSUMPTIONS / CONSTRAINTS

No.	Description
1	It is assumed that the transfer of ownership will proceed as planned.
2	It is assumed that there will be a timely review of plans to meet project milestones.
3	It is assumed that the community and key stakeholders will participate in the engagement.
4	Capacity funding required for First Nation engagement has not been confirmed
5	Right of way on the property for water storage has not been adequately assessed to determine any set back requirements that may limit development options

9. PROJECT TEAM

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

<p>Project Manager (Dan Ovington, SSI Senior Manager)</p>	<ul style="list-style-type: none"> • Provide overall leadership for the project team and accountability for scope, schedule, and budget. • Manage all project procurement, including contract and purchase approvals under \$100,000. • Plan, coordinate, and allocate resources to address issues and maintain project progress. • Identify project risks and implement mitigation strategies. • Lead project status review meetings and maintain effective communication with key stakeholders. • Liaise with the Commission and attend Commission and Board meetings as required, including preparation of staff reports. • Ensure compliance with applicable policies, procedures, and governance requirements. • Collaborate on the final project report.
<p>Project Administration (SSI Administration Staff)</p>	<ul style="list-style-type: none"> • Provide tender and contract administration. • Book venues for open house/public engagement. • Draft communications plan. • Advertise /promote engagement events/materials as required • Field questions related to project. • Ensure compliance with policies and procedures. • Monitor project budget.
<p>Communications (CRD Corporate Communications)</p>	<ul style="list-style-type: none"> • Approve and distribute communication plans as appropriate. • Approve and distribute media release(s) • Share and promote events / activities on social media. • Development/production of publications displays and presentations. • Update website, newsletters/info sheets. • Support public/stakeholder engagement as needed.
<p>First Nations Engagement (CRD FN Relations Department)</p>	<ul style="list-style-type: none"> • Support project team and consultant with FN engagement. • Provide templates and review letters to FN. • Attend quarterly meetings with WSAANICH Leadership Council. • Attend meetings with Nations. • Provide contact information.



10. KEY STAKEHOLDERS

Stakeholder	How Stakeholder is Affected by/Interested in Project	Involvement (see legend below)
CRD CAO / GM	Needs to be kept informed of the project. Commitment and support for project is necessary.	A
Local Community Commission	Needs to be kept informed of the project. Commitment and support for project is necessary. Key decision maker who makes recommendations to CRD Board for final consideration.	A, PD
SSI Chamber of Commerce	Needs to be kept informed of the project. Commitment and support for project is necessary. Key link to surrounding businesses.	I, C
MOTT / Island Trust	Ensure stakeholder requirements are represented on the project. Group's level of concern can have a high level of impact on the decisions. (Zoning, setbacks)	I, C
Market Boards (Sat / Tue)	Ensure stakeholder requirements are represented on the project. Group's level of concern can have impact on the decisions.	I, C
Arts and Event Organizers	Ensure stakeholder requirements are represented on the project. Group's level of concern can have impact on the decisions.	I, C
Park Users	Ensure stakeholder requirements are represented on the project. Group's level of concern can have impact on the decisions.	I, C
SSI Operations Maintenance Staff	Kept informed of the project and provides input on process selections, equipment selections, maintenance issues, daily operational impacts etc.	I, C
SSI Administrative Staff	Keep informed of the project and prepare contract agreements. Receive public comments.	I, C
Adjacent property owners.	Ensure stakeholder requirements are represented on the project. Group's level of concern can have impact on the decisions.	I, C

Legend

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

11. RISK IDENTIFICATION

No.	Risks Identification (Related to scope, schedule, budget, stakeholders, etc.)	Likelihood to Occur (low, medium, high)	Impact if Occurs (low, medium, high)	High Level Risk Response Strategy (if applicable)
1	Environmental / Archaeological/ First Nations	Medium	High	Complete assessments as first step in project to determine any risks and mitigation strategy.
2	Existing Site Conditions	High	High	Ensure site conditions are assessed properly, and site is prepared considering Operations and Maintenance aspects.
3	Project costs are greater than budgeted	Low	High	Need to obtain cost estimates for all the upgrades. A 12% contingency has been included in the budget.
4	Public opposition	Low	High	Ensure effective community communication strategy throughout the process. Develop mitigation action strategies to address issues.
5	Time Overruns	Medium	High	Keep a track on the project timeline to ensure the project is on schedule and update stakeholders if timelines need an adjustment.

12. SIGN-OFF

Position/Title	Print Name	Approval / Motion	Date
Project Manager	BBA, Senior Manager, Salt Spring Island Electoral Area		
Project Sponsor	Salt Spring Island (SSI) Local Community Commission		