

Policy Manual

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SECTION II – COUNCIL ORGANIZATIONS AND PROCEDURES

DISTRICT OF HIGHLAND POLICY MANUAL SECTION II – 103

EFFECTIVE GOVERNANCE GUIDELINES

PURPOSE

To state Council's, and therefore the District of Highlands' commitment to strive toward effective governance in response to its legislative responsibilities and community needs.

POLICY

These are the shared values of both staff and Council members for the District of Highlands:

1. **Informed Decision Making**

To make responsible decisions through full Council debate, public involvement and acceptable quality information.

2. **Positive Interagency Cooperation**

To initiate and maintain cooperative relations with other government jurisdictions and non-government organizations of interest to the District.

3. **Sound Financial Management**

To ensure responsible management of available fiscal resources.

4. **Responsive Development**

To develop policies that are responsive to community and organizational needs.

5. **Meaningful Community Participation**

To encourage community involvement in decision-making and planning processes.

6. Active Community Partnerships

To pursue ways to achieve community needs in co-operation with community organizations.

7. Clear Management Role

To support the role of the Administrator to manage the organization's resources in accordance with Council's policies and direction.

8. Sense of Direction

To provide leadership in setting long term directions and short term priorities in response to community needs.

9. Responsive Governance Role

To respect each Councillor's right to advocate constituent interests through focused decision-making processes. To respect and assist in the implementation of Council decisions.

Resolution No.: 330/97
Amending Motion: 247/00

Certified Correct:

Amended
Date: April 17, 2000

Bruce Woodbury
Administrator

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION II - 104**

COUNCIL POLICY REVIEW

PURPOSE

1. To establish a consistent process for reviewing all Council Policies.

POLICY

1. All Council Policies to be presented to Council in December each year for review, except in municipal election years, when the Policies will be presented to Council in March following the election.

**Resolution No.: 533/98
Amending Motion: 247/00**

Certified Correct:

**Amended
Date: April 17, 2000**

**Bruce Woodbury
Administrator**

DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION II -105

ADMINISTRATIVE FAIRNESS POLICY

1. PURPOSE

The District of Highlands seeks to maximize service to our customers. Through this Administrative Fairness policy, a mechanism is established to provide for appropriate and timely review of decisions and recommendations. It is important to the District of Highlands to have this policy as part of quality assurance and good service to the public. A copy of this policy will be provided to members of the public upon request. Any member of the public who questions the manner in which a decision may be reviewed should also be provided with a copy of this policy in addition to any other relevant information.

2. APPLICATION

The Administrative Fairness policy applies to all staff and those nonCouncil committees and commissions which have decision making and/or recommendation responsibility to Council. Excluded from this policy are those functions for which there is either a statutorily prescribed appeal process or prohibition to local review of the decision, such as the Board of Variance, and Subdivision Approving Officer authority. Also excluded from this policy are those functions which are outside the jurisdiction of the local government. The Freedom of Information and Privacy Act may have a potential effect on this policy.

3. PROCEDURE

Administrative procedure for handling complaints regarding administrative practices, processes and procedures.

(1) Receipt of a Complaint

a) Informal Complaint

Where a public complaint (either verbal or written) is made against a staff decision and cannot be resolved by the decision maker, the complainant should be directed to the supervisor of the person or department from which the complaint has been generated. The supervisor will attempt to resolve the matter in consultation with the decision maker and the complainant. If it cannot be resolved, the complaint should be formalized. The complaint shall remain confidential as well as the complainant's identity.

Where a complaint is made against a decision of a committee or commission, the complainant should be directed to the Administrator who will attempt to resolve the matter in consultation with the chair of the appropriate body and the complainant.

b) Formal Complaint

The complaint should be in writing to the Administrator of the Municipality and be signed by the complainant. The complaint may be on a form provided by the local government or in another written form and must state the nature of the complaint and the name, address and telephone number of the complainant. The complaint shall remain confidential as well as the complainant's identity.

Because some complainants may have difficulty with written communication or may be unable to travel, the complainant will be given the option of submitting concerns in person, by telephone or in writing or some combination of these, however, any allegation of serious impropriety must be in writing.

(2) Record Keeping

An Administrative fairness review file should be established and maintained for all formal complaints received under this Administrative Fairness policy. The file should contain a copy of the formal complaint, notes summarizing any meetings held to attempt to informally resolve the complaint and documentation arising from each stage of the formal process of appeal.

(3) Processing of Formal Complaints

a) Acknowledgement

The complaint is first reviewed by the Administrator who will acknowledge in writing to the complainant receipt of the complaint and will describe to the complainant the various review stages and the appeal process, as well as the time when the complainant may expect to receive a reply.

b) Stage One - Referral/Review

The complaint is then referred to the individual(s) or committee whose decision precipitated the complaint and the immediate supervisor of that person(s) for review. The immediate supervisor is required to invite the complainant to discuss the concerns. Upon completion of the review, the results will be conveyed in writing to the complainant, including reasons for the decision, as well as any legal, legislative, or policy restriction which may have affected the decision. The results should also be copied to the Administrator.

The complainant should be advised at this time that if they are not satisfied with the results the matter can be referred to the next review stage. (This step should be omitted if an informal complaint was made and not successfully resolved.)

c) Stage Two - Review by Administrator

Where the complaint has not been resolved by the previous steps, the complaint will be reviewed by the Administrator who will invite the complainant and, staff or committee to discuss the concerns. Upon completion of this review, the results will be conveyed in writing by the Administrator to the complainant, including the reasons for the decision, as well as any legal, legislative or policy restrictions which may have affected the decision. The complainant should be advised at this time that if they are not satisfied with the results, an appeal can be made.

4. Appeals

In the event the complainant is not satisfied with the efforts of the Administrator to address the complaint, the complainant may file a further complaint with the Council, which must be in writing, and the local government authority must conduct a review "In-Camera".

5. Local Authority Review

- a) When conducting a review, the Council must give reasonable and timely notice to all persons, including the Administrator and the complainant, who might be affected by the review process. All supporting information shall be provided to the local government authority. There may be circumstances where a complainant would prefer to make only a written submission.
- b) The complainant and Administrator shall appear before the Council. However, if the complainant is not comfortable appearing in a formal setting, at the request of the complainant, discussions may be held informally, possibly before an Executive Committee of the Council.
- c) The decision of Council in respect of the review should be made reasonably promptly in all circumstances.
- d) The decision shall be confirmed in writing, outlining the reasons for the decision and noting any legislative, by-law or policy restrictions affecting the decision. This decision will also be copied to the staff member and the supervisor.
- e) The complainant should be advised at this time that if they are not satisfied with the results, the matter can be referred to the Office of the Ombudsman.

Resolution No.: 399/2009

Certified Correct:

Date: April 17, 2000

**Bruce Woodbury
Administrator**

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION II - 107**

DISTRICT RECOGNITION POLICY

PURPOSE

The District of Highlands values the efforts of individuals or families who have significantly contributed to the District of Highlands. Council wishes to provide recognition awards to these outstanding citizens. Council has established this policy to ensure that recognition is available to qualifying recipients and that awards are made in a fair and consistent manner.

TYPES OF AWARDS

Recognition will consist of one or more of the following to be presented at a Council meeting or other appropriate event:

1. A certificate signed by the Mayor or the Mayor's Alternate.
2. An inscribed plaque.
3. Highlands Medal of Honour.
4. "Freedom of the District" honour.
5. Other recognition at the determination of Council.

CRITERIA

Recognition is available to the following:

1. Individuals or families who have made a significant contribution to the District over a period of years.
2. Individuals or families, who through their accomplishments, have brought regional, national or international recognition to the District.
3. Individuals or families who have made a significant volunteer contribution to the District.

NOMINATION PROCESS

Individuals or families may be nominated by a minimum of five fellow citizens. Invitations to nominate will be mailed to District households with annual tax notices. The nomination deadline shall be August 31st annually. Nominations are to include a brief biography of the proposed recipients(s) and a description of how the recipient(s) meet the above criteria. The biography will be placed in a permanent municipal file.

SELECTION

Nominations will be referred to the District of Highlands Community Infrastructure and Services Select Committee for evaluation and recommendation to Highlands' Council. Final determination as to whether an award is to be granted, and with respect to which award, will be at the discretion of Highlands' Council.

Resolution No.: 209/2008

Certified Correct:

Date: May 20, 2008

**C. D. Coates,
Chief Administrative Officer**

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION II- 113**

PROCLAMATIONS

- a) Routine requests for Proclamations may be approved by the Mayor at his discretion.
- b) Proclamations in conjunction with requests for financial assistance shall be referred to the Finance Committee for determination of eligibility pursuant to the District's Grant-In-Aid Policy.
- c) All approved proclamations shall be prominently posted in the Municipal Hall for the duration of the event and a copy forwarded to the proponents. External advertising or promotion of the event shall be at the expense of the proponents.
- d) Notwithstanding (c) above, local government proclamations requiring funds for promotion (i.e. Local Government Awareness Week, Fire Prevention Week, etc) shall be appropriated by the applicable department through the annual budget process.

Resolution No.: 99/94

Certified Correct:

Date: March 7, 1994

**Bruce Woodbury
Administrator**

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION II- No. 114**

PUBLIC HEARING GUIDELINES

The following rules of procedure shall apply to all public hearings and shall be read out by the Chair at the opening of the Public Hearing.

1. The Administrator will introduce and describe each bylaw in turn.
2. The Applicant will have a time limit of up to 10 minutes to comment on their application.
3. Members of the public who feel they may be affected by the application will be given a maximum of 5 minutes each to speak to the proposal and may provide written submissions. The public is asked to please refrain from applause, or other expressions of emotion so that no person feels discouraged from making their views known.
4. People speaking at the Hearing are asked to clearly state their name and address for the record.
5. Comments must be specifically related to the subject of the bylaw and must be addressed to the Chair of the hearing.
6. Speakers will not be permitted to debate the comments of other speakers
7. Members of Council may ask questions of the speakers in order to seek clarification of points raised.
8. Council will not debate the merits of the proposal, state their opinions about the proposal, nor enter in a dialogue with a member of the public during the hearing.
9. The Public Hearing may be adjourned at any time, to reconvene at a specified date, time and place.
10. The Chair will call three times for any further comments before closing the public hearing.
11. Once all representations have been heard, the Public Hearing will be closed.

12. No further submissions may be received by Council after the close of the Public Hearing.
13. Council may then at a regular meeting:
 - a. adopt or defeat the bylaw; or
 - b. alter then adopt the bylaw provided that the alternation does not alter the use, increase the density, or without the owner's consent, decrease the density or any area from that originally specified in the bylaw. (LGA sec. 894)

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION II - 122**

ESTABLISHING SELECT COMMITTEES POLICY

PURPOSE

1. To establish a consistent process for establishing Select Committees to Council.

1.0 ROLE

1. The Council utilizes the following Select Committee types:
 - Select Committee - an ongoing committee created by Council to consider or inquire into any matter and to report its findings and opinion to the Council; and,
 - Task Force - a temporary committee created by Council to provide advice on a specific topic.
2. The Select Committee structure listing (as attached) is intended to achieve the following aims:
 - provide an expanded perspective of the District's needs and views;
 - encourage citizen involvement and awareness of the District's decision-making activities;
 - access a diverse range of locally available expertise and knowledge;
 - help Council to deal with a large volume and complex range of policy and planning matters.

2.0 PRINCIPLES

The benefits of a Select Committee structure are more likely to be achieved if the following basic principles are followed:

1. All Select Committees must be created by Council.
2. Select Committees shall be provided with clear terms of reference by Council.
3. Generally an Select Committee shall consider and discuss items referred to it by Council and shall respond as per their terms of reference.
4. Generally an Select Committee shall not be created to provide specific direction to staff. This responsibility shall rest with the Administrator at his/her direction or at the direction of Council.
5. Task Forces shall not be established unless they are governed by clear terms of reference along with a sunset clause indicating when the appointed body shall cease to exist.
6. The role of the Council Liaison shall be to provide updates and information from Council to the Select Committee but not to actively participate in deliberations of the Select Committee.
7. All recommendations from an Select Committee shall be referred as per their terms of reference.

3.0 ASSESSMENT

1. Annually, during the month of December, Council shall evaluate its Select Committee structure with a view to:
 - avoiding duplication of effort among Committees and recommending an integrated approach among Committees where appropriate;
 - ensuring Committees are operating within their mandate;
 - clarifying terms of reference as required;
 - reviewing the effectiveness of the Committee and Committee meetings; strive for diverse community representation among Committee Members; promote effective Council and Committee relations;
 - determining required staff or fiscal resource requirements.
2. Annually, during the month of December, the Council will make Select Committee appointments as well as at other times as required at its discretion.

4.0 SELECT COMMITTEE APPOINTMENTS AND REAPPOINTMENTS PROCEDURES

REAPPOINTMENTS:

In Mid-October of each year a letter shall be sent to those Select committee members whose term expires, advising them that if they wish to re-apply that they should send a letter to the Municipal Clerk indicating their desire to serve a further term by the Wednesday, prior to the 2nd Council Meeting in November.

NEW APPOINTMENTS:

An advertisement shall be placed in the Highlands Newsletter and the Goldstream Gazette early in October soliciting applications from new applicants interested in serving on Select committees. The advertisement shall:

- include a list of the Select committees;
- inform those interested in applying that they are required to submit a detailed resume outlining their qualifications and experience or relevant background along with a letter indicating which Select committee they are interested in being appointed to; and
- that all applications must be received at the municipal office by the Wednesday prior to the 2nd Council Meeting in November of each year.

At the second Council Meeting of November of each year, requests for re-appointments and new appointments to Select committees will be listed in a report and presented to Council for consideration along with a copy of each committee listing. The report shall also state the number of vacancies that will exist as of December 31st of the current year.

Prepare ballots (if required):

In circumstances where the number of applications for vacant positions on a Select Committee exceed the number of vacancies, the appointments shall be determined by secret ballot conducted by the Administrator and/or Municipal Clerk who, subsequent to conducting and counting the vote, shall announce only the names of the successful candidates.

Notification of Appointments:

Letters of appointment, prepared by staff for the Mayor's signature, will be prepared as soon as possible following the Council Meeting.

Committee Listings:

Update Committee listings will be prepared as soon as possible after the Council meeting and distributed to Members of Council, staff and each Select Committee Members, along with the Council Procedure Bylaw and information on Conflict of Interest.

COMMITTEE LIST

Fiscal and Environmental Public Select Committee (FEPA)

- Terms of Reference attached as Schedule 'A'

Community Infrastructure & Services Public Select Committee (CIS)

- Terms of Reference attached as Schedule 'B'

Committee of the Whole (Priorities and Policies Committee)

- Terms of Reference attached as Schedule 'C'

OTHER COMMITTEES or COMMISSIONS (ESTABLISHED BY BY-LAW) Advisory

Planning Commission

Board of Variance

Emergency Planning Committee

New Policy No. 122

CERTIFIED CORRECT

Council Resolution: No. 222/06

Administrator



Schedule `A`

**FISCAL AND ENVIRONMENTAL PUBLIC SELECT COMMITTEE (FEPA)
TERMS OF REFERENCE****PURPOSE:**

To review and provide advice to Council on matters regarding:

- Fiscal sustainability of the District;
- Environmental consideration regarding proposed new developments; Environmental sustainability; and
- On any other related matter as referred to the committee by Council.

CAO (Chief Administrative Officer) OR DESIGNATE:

The CAO (and/or his/her designate) shall be in attendance at these committee meetings and be responsible for:

- Providing committee members with all the relevant and available background on matters referred to the committee by Council;
- Responding to the questions of committee members (within legislation and the policies and bylaws of the District); and
- Update Committees on Council business and results of Committee recommendations.

ROLE OF THE COMMITTEE:

- The committee meetings will be Advisory in nature and meet to discuss matters referred to the Committee by Council and provide recommendations to Council; and
- May refer an item to the CAO (and/or his/her designate) for more information or clarification; and
- Identify Emerging Issues for Council's Direction.

ROLE OF THE CHAIR:

- Arrange and/or cancel bookings for meeting place venues;
- Ensure the committee meeting has a quorum;
- Ensure that a recording secretary for the meeting has been appointed; During discussion keep members on agenda topics;
- Provide all members with a reasonable opportunity to express their points of view;
- Ensures committee minutes, reports, or recommendations are forwarded to the CAO in a timely manner;
- Shall arrange for him/her and/or delegate of the Committee to attend the Council Meetings to which their committee has forwarded a report/or recommendation to;
- Attend Council and Policies and Priorities Committee meetings as required; and
- Advise committee members of any meeting date changes or cancellations.

ROLE OF THE RECORDING SECRETARY:

- Take the minutes of the Committee meeting;
- Ensure that the minutes are legibly recorded;
- Ensure that the minutes are signed by the Chair and Secretary and provided to District Administration for inclusion on the next Council agenda for receipt and ratification of recommendations;
- Ensure that the minutes are included on the next committee agenda for adoption.

REQUIREMENTS:

1. Appointments to the Committee shall be made annually or at the discretion of Mayor and Council. The Committee shall consist of up to nine (9) and no fewer than five (5) voting members with at least one member being a member of Council.
2. Members shall consist of residents and non-resident property owners and shall be appointed for a two-year term. Appointments shall be staggered to minimize turnover in any one year. A council member will be appointed annually by Council.
3. No committee member shall serve more than two consecutive years as Chair.
4. The Committee shall appoint a Chair and a Vice Chair in January of every year. The Vice Chair will act as Chair in the Chair's absence.
5. If any member of the Committee shall be or has been absent from three consecutive regular meetings in a twelve month period without leave of the Chair, the Council may declare the office of such absent Committee member to be vacant.
6. Committee members shall provide advance notification to the Chair if they are unable to attend a Committee meeting.
7. Council members and Staff resource persons attending do not have voting rights.
8. No committee member has the power to pledge the credit of the municipality or commit the municipality to any particular action.
9. The committee members will nominate a recording secretary for the Committee. The meetings shall be recorded in sufficient detail (including recommendations and/or a listing of options with a preferred alternative) to enable all Council members to be conversant with the recommendations/action items required whenever a report appears before Council.
10. No member of the Committee shall give specific direction to any staff member at the Committee meetings. The responsibility for giving specific direction to staff shall reside with the CAO.

11. All recommendations arising from the Committee meeting shall be referred to the CAO for review prior to final consideration by Council.
12. All management reports going to the Committee will be sent first to the office of the CAO by the respective department head and will be initialed by the CAO to signify that these reports have been seen by the CAO. The CAO shall endorse the report or may wish to submit a separate covering memo to the report indicating why he/she is unable to endorse it.
13. The agenda, along with agenda items will be prepared by Municipal staff and circulated to all members of the Committee and Members of Council as per the terms in the Council Procedure Bylaw.
14. The Committee and its members are only empowered to perform duties on behalf of the District as stipulated in these Terms of Reference.
15. The public has the right to attend any portion of the Committee meetings.
16. The Chair and/or delegate of the Committee should attend the Council Meetings to which their Committee has forwarded a report and/or recommendation.
17. The Committee shall approve their Committee's minutes at the following Committee meeting by a majority vote of the Committee.

PROCEEDINGS:

1. The Committee is authorized to meet once a month, except during July, August and December when the Committee may stand adjourned except to meet at the call of the Mayor. The Committee Meetings are not to be scheduled on a date that conflicts with Council Meetings, Committee of the Whole (Policies and Priorities Committee Meetings), the **Select** Planning Commission Meetings or Fire Practice Evening.
2. Meeting procedures shall be conducted in a fair and orderly manner. Council's Procedure By-Law and the most recent edition of Roberts Rules of Order will be employed.
3. A quorum for the Committee shall be one more than half of the total number of Committee Members, one of whom must be the Chairperson or Vice-Chairperson.
4. The protocol is to vote, but consensus is encouraged.

REPORTING PROTOCOL:

1. Each report (including all recommendations of the Committee) should be forwarded through the CAO (and/or his/her designate) to Council by the Chair of the Committee at least six days prior to the Council Meeting. The Chair or his/her designate of Committee shall attend any Council Meeting to which their committee has forwarded a report.
2. Whether or not the District Administration agrees with the committee recommendations, these should not be altered in any way by the Administration. The District Administration may forward a separate report on any matter to Council with a copy forwarded to the Committee Chair.
3. The Council, through its Administration, shall advise the Committee of the disposition of their issues by Council.

CONFLICT OF INTEREST:

1. If a member of the Committee attending a Committee meeting, considers that he or she is not entitled to:
 - (a) participate in the discussion of the matter; or
 - (b) vote on a question in respect of a matterbecause the member has a direct, or indirect, pecuniary interest in the matter or for any other reason including acting as an agent or consultant for an applicant, the member must declare this and state the general nature of which the member considers this to be the case.
2. After making the declaration, the member:
 - (a) must immediately leave the meeting or that part of the meeting during which the matter is presented and under consideration;
 - (b) must not take part in the discussion of the matter and is not entitled to vote on any question in respect of the matter; and
 - (c) must not attempt in any way, whether before, during or after the meeting, to influence the voting on any question in respect of the matter.
3. When the declaration is made:
 - (a) the minute taker must record the member's declaration and the reasons for it; and
 - (b) the person presiding at the meeting must ensure the member is not present at the meeting at the time of discussion or voting on the matter.

Schedule 'B'

**COMMUNITY INFRASTRUCTURE & SERVICES PUBLIC SELECT COMMITTEE (CIS)
TERMS OF REFERENCE****PURPOSE:**

To review and provide advice to Council on matters regarding:

- Provision and maintenance of trails, roads and parks;
- Special Events;
- Leisure Services;
- Issues of public safety including the Fire Master Plan & Emergency Services Response Plan;
- Any other related matter as referred to the Committee by Council; and
- Financial implications of any of the above.

CAO (Chief Administrative Officer) OR DESIGNATE:

The CAO (and/or his/her designate) shall be in attendance at these committee meetings and be responsible for:

- Providing committee members with all the relevant and available background on matters referred to the committee by Council;
- Responding to the questions of committee members (within legislation and the policies and bylaws of the District); and
- Update Committees on Council business and results of Committee recommendations.

ROLE OF THE COMMITTEE:

- The committee meetings will be Advisory in nature and meet to discuss matters referred to the Committee by Council and provide recommendations to Council; and
- May refer an item to the CAO (and/or his/her designate) for more information or clarification; and
- Identify Emerging Issues for Council's Direction.

ROLE OF THE CHAIR:

- Arrange and/or cancel bookings for meeting place venues;
- Ensure the committee meeting has a quorum;
- Ensure that a recording secretary for the meeting has been appointed;
- During discussion keep members on agenda topics;
- Provide all members with a reasonable opportunity to express their points of view;
- Ensures committee minutes, reports, or recommendations are forwarded to the CAO in a timely manner;
- Shall arrange for him/her and/or delegate of the Committee to attend the Council Meetings to which their committee has forwarded a report/or recommendation to;
- Attend Council and Policies and Priorities Committee meetings as required; and
- Advise committee members of any meeting date changes or cancellations.

ROLE OF THE RECORDING SECRETARY:

- Take the minutes of the Committee meeting;
- Ensure that the minutes are legibly recorded;
- Ensure that the minutes are signed by the Chair and Secretary and provided to District Administration for inclusion on the next Council agenda for receipt and ratification of recommendations;
- Ensure that the minutes are included on the next committee agenda for adoption.

REQUIREMENTS:

1. Appointments to the Committee shall be made annually or at the discretion of Mayor and Council. The Committee shall consist of up to nine (9) and no fewer than five (5) voting members with at least one member being a member of Council.
2. Members shall consist of residents and non-resident property owners and shall be appointed for a two-year term. Appointments shall be staggered to minimize turnover in any one year. A council member will be appointed annually by Council.
3. No committee member shall serve more than two consecutive years as Chair.
4. The Committee shall appoint a Chair and a Vice Chair in January of every year. The Vice Chair will act as Chair in the Chair's absence.
5. If any member of the Committee shall be or has been absent from three consecutive regular meetings in a twelve month period without leave of the Chair, the Council may declare the office of such absent Committee member to be vacant.
6. Committee members shall provide advance notification to the Chair if they are unable to attend a Committee meeting.
7. Council members and Staff resource persons attending do not have voting rights.
8. No committee member has the power to pledge the credit of the municipality or commit the municipality to any particular action.
9. The committee members will nominate a recording secretary for the Committee. The meetings shall be recorded in sufficient detail (including recommendations and/or a listing of options with a preferred alternative) to enable all Council members to be conversant with the recommendations/action items required whenever a report appears before Council.
10. No member of the Committee shall give specific direction to any staff member at the Committee meetings. The responsibility for giving specific direction to staff shall reside with the CAO.

11. All recommendations arising from the Committee meeting shall be referred to the CAO for review prior to final consideration by Council.
12. All management reports going to the Committee will be sent first to the office of the CAO by the respective department head and will be initialed by the CAO to signify that these reports have been seen by the CAO. The CAO shall endorse the report or may wish to submit a separate covering memo to the report indicating why he/she is unable to endorse it.
13. The agenda, along with agenda items will be prepared by Municipal staff and circulated to all members of the Committee and Members of Council as per the terms in the Council Procedure Bylaw.
14. The Committee and its members are only empowered to perform duties on behalf of the District as stipulated in these Terms of Reference.
15. The public has the right to attend any portion of the Committee meetings.
16. The Chair and/or delegate of the Committee should attend the Council Meetings to which their Committee has forwarded a report and/or recommendation.
17. The Committee shall approve their Committee's minutes at the following Committee meeting by a majority vote of the Committee.

PROCEEDINGS:

1. The Committee is authorized to meet once a month, except during July, August and December when the Committee may stand adjourned except to meet at the call of the Mayor. The Committee Meetings are not to be scheduled on a date that conflicts with Council Meetings, Committee of the Whole (Policies and Priorities Committee Meetings), the **Select** Planning Commission Meetings or Fire Practice Evening.
2. Meeting procedures shall be conducted in a fair and orderly manner. Council's Procedure By-Law and the most recent edition of Roberts Rules of Order will be employed.
3. A quorum for the Committee shall be one more than half of the total number of Committee Members, one of whom must be the Chairperson or Vice-Chairperson.
4. The Protocol is to vote, but consensus is encouraged.

REPORTING PROTOCOL:

1. Each report (including all recommendations of the Committee) should be forwarded through the CAO (and/or his/her designate) to Council by the Chair of the Committee at least six days prior to the Council meeting. The Chair or his/her designate of Committee, shall attend any Council Meeting to which their committee has forwarded a report.
2. Whether or not the District Administration agrees with the committee recommendations, these should not be altered in any way by the Administration. The District Administration may forward a separate report on any matter to Council with a copy forwarded to the Committee Chair.
3. The Council, through its Administration, shall advise the Committee of the disposition of their issues by Council.

CONFLICT OF INTEREST:

1. If a member of the Committee attending a Committee meeting, considers that he or she is not entitled to:
 - (a) participate in the discussion of the matter; or
 - (b) vote on a question in respect of a matterbecause the member has a direct, or indirect, pecuniary interest in the matter or for any other reason including acting as an agent or consultant for an applicant, the member must declare this and state the general nature of which the member considers this to be the case.
2. After making the declaration, the member:
 - (a) must immediately leave the meeting or that part of the meeting during which the matter is presented and under consideration;
 - (b) must not take part in the discussion of the matter and is not entitled to vote on any question in respect of the matter; and
 - (c) must not attempt in any way, whether before, during or after the meeting, to influence the voting on any question in respect of the matter.
3. When the declaration is made:
 - (a) the minute taker must record the member's declaration and the reasons for it; and
 - (b) the person presiding at the meeting must ensure the member is not present at the meeting at the time of discussion or voting on the matter.

COUNCIL COMMITTEE OF THE WHOLE
(POLICIES AND PRIORITIES COMMITTEE)
TERMS OF REFERENCE

PURPOSE

To provide the following decision-making framework:

- Review and acceptance of reports;
- Review of proposed new policies;
- Discussion of status updates on requests by Councillors for information;
- Review of reports from the Public Select Committees;
Hearing of delegations (as directed by Council); and Power to make recommendations to Council.

ROLE

The Policies and Priorities Committee may:

- Hear from delegations and/or refer these on to Council; Review matters forwarded to it by the CAO or by Council;
- Consider matters placed on its agenda by members of Council (as determined by resolution of Council) or by referral by the CAO and may refer such issues to the CAO for a report;
- Refer any matter on to a regular meeting of Council which is not the subject of current policy (including new statements of policy);
- Review reports or minutes from external boards and committees so that there is some degree of consistency as to how each is treated by the Council;
- Determine to meet in-camera on a vote of the committee at the conclusion of a meeting. Note — in-camera matters are limited as per legislation;
- Meet principally as a forum for discussion rather than as a decision-making arena. This enables all of Council to review and discuss key issues without the requirement to decide on an issue;
- Refer an item to the CAO for more information or clarification but must move the issue forward to Council for its consideration and decision upon receipt of the clarifying information. (In other words, the referral process if used is intended to be brief yet thorough.)

REQUIREMENTS

1. The Committee shall consist of members of Council.
2. The Committee of the Whole (Policies and Priorities Committee) meeting will be Advisory in nature (unless otherwise designated by Council) with recommendations forwarded to Council.
3. The agenda items shall be circulated to all members of Council as per the terms in the Procedure Bylaw.
4. Minutes of all Committee of the Whole (Policies and Priorities Committee) meetings are to be recorded and shall be forwarded to the next Council meeting.
5. All recommended actions or decision items from Committee of the Whole (Policies and Priorities Committee) meetings shall be placed on the agenda of the regular Council meeting and be subject to the discussion and debate of the Council at that time.
6. The Committee of the whole (Policies and Priorities Committee) and its members are only empowered to perform duties on behalf of the District as stipulated in these Terms of Reference.
7. The Mayor will choose who will chair this committee and may rotate the chair once every 12 months. The Mayor shall designate which member of Council will serve as Acting Chair in the event that the Chair is absent.

PRINCIPLES OF OPERATION

1. With the exception of any emergency issues brought to the attention of Council by the CAO, new policy issues will be considered by the Committee of the Whole (Policies and Priorities Committee) prior to consideration by Council.
2. Any member of Council may request a matter to be discussed at a Committee of the Whole (Policies and Priorities Committee) meeting and that such a matter will be voted on by the Committee as to whether or not the item will be added.
3. The CAO has the liberty to re-draft any of its items placed on the Committee of the Whole (Policies and Priorities Committee) based on the feedback received.
4. The public has the right to attend any portion of the Committee of the Whole (Policies and Priorities Committee) meeting with the exception of any portion wherein the Committee decides on a majority vote (and within the parameters recommend by its legal counsel) to go in-camera. The public portion of meetings should be held on a regular basis beginning no earlier than 7:00 p.m.

5. Special purpose bodies and/or Council-appointed task forces, commissions and public advisory committees may report to the Committee of the Whole (Policies and Priorities Committee) who may, in turn, refer their request to the CAO for comment prior to dealing with their report and or minutes.
6. Written requests by delegations will be reviewed by the office of the CAO and Clerk who will determine whether or not the delegation should be heard by the Committee of the Whole (Policies and Priorities Committee) or by Council at its next regularly scheduled meeting. All delegations must comply with the provisions of the Procedure Bylaw with regard to providing briefing materials to Council in advance of any meeting with Council (or one of the its committees).

PROCEEDINGS

1. The Committee of the Whole (Policies and Priorities Committee) shall meet publicly at 7:00 p.m. on the alternate weeks to that of regular Council meetings and shall meet no less than once every 2 weeks except during the July, August and December when the Committee may stand adjourned except to meet at the call of the Mayor. When such meeting falls on a statutory holiday, it shall be held on the next day that the District office is open following which is not a statutory holiday.
2. The Mayor will choose who will chair this committee and may rotate the Chair once every 12-24 months. The Mayor shall designate which member of Council will serve as Acting Chair in the event that the Chair is absent.
3. A regular scheduled meeting of the Committee of the Whole (Policies and Priorities Committee) may be cancelled at the discretion of the Mayor or at the call of the Chair. The Clerk shall post a notice at the Public Notice Posting Place which indicates any revisions to the date, time and place or cancellation of the Policies and Priorities Committee Meetings.
4. Meeting procedures shall be conducted in a fair and orderly manner. Council's Procedure By-Law and the most recent edition of Roberts Rules of Order will be employed at the discretion of the Chair.
5. A quorum for regular and special meetings of the Committee shall be one more than half of the total number of Committee Members, one of whom must be the Chairperson or Vice-Chairperson.

CONFLICT OF INTEREST:

1. If a member of the Committee of the Whole (Policies and Priorities Committee) attending a Committee of the Whole (Policies and Priorities Committee) meeting, considers that he or she is not entitled to:
 - (a) participate in the discussion of the matter; or
 - (b) vote on a question in respect of a matter

because the member has a direct, or indirect, pecuniary interest in the matter or for any other reason including acting as an agent or consultant for an applicant, the member must declare this and state the general nature of which the member considers this to be the case.
2. After making the declaration, the member:
 - (a) must immediately leave the meeting or that part of the meeting during which the matter is presented and under consideration,
 - (b) must not take part in the discussion of the matter and is not entitled to vote on any question in respect of the matter, and
 - (c) must not attempt in any way, whether before, during or after the meeting, to influence the voting on any question in respect of the matter.
3. When the declaration is made:
 - (a) the Minute taker must record the member's declaration and the reasons for it; and
 - (b) the person presiding at the meeting must ensure the member is not present at the meeting at the time of discussion or voting on the matter.

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION II - 141**

BY-LAW ENFORCEMENT GUIDELINES

REASON

To comply with Section 22 (2)(f) of the Freedom of Information and Protection of Privacy Act.

POLICY

1. Reasonable attempts shall be made to secure voluntary compliance with By-Laws prior to initiating any manner of enforcement action.
2. Enforcement action with regard to By-Laws shall only be entertained under circumstances where there exists a clearly identified complainant who is directly affected by the alleged violation, and further, where the complainant is the District itself, only under circumstances where a lack of compliance represents a real and substantial harm to the District's interest.
3. In administering By-Law Enforcement, ALL complainants shall be advised that the substantive details of their complaints will be made known to the alleged violators, but the complainants' identity will be received, and held, by the Municipality in absolute confidence unless required to be revealed through any ensuing legal process.
4. If the complainant, whose identity is required to be made known before enforcement action may proceed, or continue, refuses to have their identity revealed, any action required by, or resulting from their complaint will be abandoned.

Resolution No.: 482/95

Certified Correct:

Date: October 2, 1995

**Bruce Woodbury
Administrator**

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION II - 169**

**CIRCULATION OF COUNCIL AND COMMITTEE AGENDAS AND AGENDA
PACKAGES:**

1. Prior to each Council, Committee of the Whole and Advisory Committee Meeting, staff will prepare an agenda as per the District's Procedure Bylaw.
2. The full agenda package and all back-up material will be copied (*with the exception of In-Camera*) and distributed for the News Group Goldstream News, members of Council and senior management staff. A copy of the full agenda package and all back-up material will be made available for public viewing at the municipal hall on noon Friday prior to a Council, Committee of the Whole and Advisory Committee Meeting.
3. A Copy of the Agenda page for Council (*with the exception of In Camera*), Committee of the Whole and Advisory Committee meetings will be posted at the municipal hall as per the District's Procedure Bylaw and posted on the District's website. Special Council Meeting notices will also be posted at the District office and posted on the District's website.
4. Copies of the Agenda page (only) for Council (*with the exception of In-Camera*), Committee of the Whole and Advisory Committee meetings will be made available to the public at the Council or Committee Meeting.
5. Those persons requesting a copy of a portion of the Council (*with the exception of InCamera*), Committee of the Whole or Advisory Committee Agenda Package, must do so in person at the municipal hall and will be charged for the copies as per the District's Fees and Charges Bylaw.

Resolution No.:

Certified Correct:

Date: November 1, 2004

**Heinz Burki
Administrator**

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION II - 142**

SAANICH INLET WATER LEASE APPLICATION REFERRALS

Letter from the Executive Director, Capital Regional District
Re: Saanich Inlet & Policies for Processing of Water Lease Application Referrals:

The District of Highlands ESTABLISH A POLICY to voluntarily circulate water lease application referrals from the Ministry of Crown Lands to the Capital Regional District for comments before Council provides municipal input to the Ministry, as requested in a letter from the Executive Director, Capital Regional District dated June 30th, 1994, and as recommended in a report from the Administrator dated June 14th, 1994.

Resolution No. 328/94:

Certified Correct:

Date: July 18, 1994

**Bruce Woodbury
Administrator**

Capital Regional District

JUN 30 1994
LTC

524 YATES ST. P.O. DRAWER 1000 VICTORIA, B.C. V8W 2S6 Tel. (604) 360-3000
Office of the Executive Director

June 30, 1994

Mr. Bruce Woodbury
Administrator
District of Highlands
1564 Millstream Road
Victoria, British Columbia V9B
5T9

Dear Mr. Woodbury:

RE: Saanich Inlet & Policies For Processing Of
Water Lease Application Referrals

As you are aware, the Ministry of Crown Lands circulates land/water lease applications to affected local government organizations for comments and, after reviewing all input received, the Ministry finalizes the approval or disapproval of the applications.

The CRD Board is concerned with land/water leases on the Saanich Inlet because the Inlet is a very particular body of water with multiple jurisdictional interests and, therefore, any applications should be considered with caution.

In response to the above concerns, the Board adopted the following policy at a meeting held on June 29, 1994:

- (1) That staff **circulate all water lease application referrals in the Saanich Inlet to the District of Central Saanich, District of North Saanich, District of Highlands and the Cowichan Valley Regional District to solicit their input;**
- (2) That the Councils of **the District of Central Saanich, District of North Saanich, District of Highlands and the Board of the Cowichan Valley Regional District be requested to voluntarily circulate water lease application referrals from the Ministry of Crown Lands to the CRD for comments before they provide municipal input to the Ministry."**

Accordingly, this letter is a request to place the above policy before your Council for their review and consideration.

Yours sincerely,

A handwritten signature in black ink, appearing to read "W. M. Jordan". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

W. M. Jordan
Executive Director

WMJ/es

copy: Mr. Y. Chee, Manager
CRD Municipal Services Department

SECTION III – COUNCIL ORGANIZATIONS AND PROCEDURES

DISTRICT OF HIGHLANDS POLICY MANUAL SECTION III – 1004

ROLES AND RESPONSIBILITIES GUIDELINES

PURPOSE

To clarify the roles and responsibilities of both Council and staff as well as the relationship between the two.

POLICY

It is recognized that both staff and Council have different needs in performing their roles within the Municipality:

Council	Staff
<ul style="list-style-type: none">• Reliable quality information• Well research and presented options• Respect for public and political views• Manageable workload	<ul style="list-style-type: none">• Manageable workload• Clear directions• Adequate resources to do job• Feedback on performance• Acknowledgment of their input

1.0 ROLES

The fundamental roles of Council and staff involve:

Council	Staff
<ul style="list-style-type: none">• Give direction• Make policy decisions• Represent the public interest (s)	<ul style="list-style-type: none">• Implement Council's direction• Provide decision-making information and advice• Communicate client needs

2.0 RESPONSIBILITIES

2.1 TO MAKE INFORMED DECISIONS

Council

- To consider organizational goals, the public interest, available resources, existing legislation, current policies and jurisdiction when making decisions.

- To provide effective referral direction by clarifying the problem, desired outcomes, scope of required analysis and response timeframe.

Staff

- To provide a comprehensive overview of related information, background, issues defined, key outcomes, available options, a recommended response and time frames

Tools

- Council Committee Referrals - to reflect the public interest
- Standard Decision Request - consistent format for information reports
- Item Referral Format - checklist of required information for Council

2.2 TO MAKE AND IMPLEMENT POLICY

Council

- To thoroughly investigate issues and implications and involve staff prior to making policy decisions to ensure they are responsive and implementable.

Staff

- To review legislation, policies and Council precedents when providing policy advice.

Tools

- Resolution Index - catalogue of Council decisions for easy reference
- Policy Manual - easy retrieval of existing policies

2.3 TO LIAISE WITH OTHER AGENCIES

Council

- To promote cooperative relations with other agencies - government, not-for-profit and private sector.

Council Members

- To provide timely reports on agency liaison activities.
- To obtain Council direction on significant issues raised by another agency via a poll of Councillors, Special Meeting, etc., if necessary.
- To represent the interests of the District based on existing policies, budget and strategic plan.

Tools

- Agency Liaison List - to manage and monitor agency liaison.
- Agenda Item - to report on agency liaison as appropriate.

2.4 TO LIAISE WITH COUNCIL COMMITTEES

These are standing or ad-hoc committees composed primarily of Council Members.

Council

- To ensure that the activity referred by Council is consistent with the Committee's mandate and to provide Council Committees with clarification of Council's direction and to monitor follow-up of Council referrals.

Committee Chair

- To present an update on Council Committee activities and to facilitate the presentation of Committee recommendations.

Staff

- To recommend required resources and assistance to support committees and to provide the same upon Council's direction.

Tools

- Standard Council Committee Terms of Reference - outline the role and responsibilities of Council Committees.
- Establishing Council Committee Policy - processes and procedures for the creation of Council Committees.
- Standard Committee Report Format - highlights of activities and requests of Council.

2.5 TO ALLOCATE RESOURCES

Council

- To establish a budget and to allocate resources that is commensurate with expectations of the District's work programs.
- To ensure a linkage between the budget process and the strategic plan process. Staff
- To advise Council on the staff, material and fiscal implications of all Council decisions as appropriate.

Tools

- Budget Process Guidelines - steps and milestones for establishing the annual operating and capital budgets.
- Capital Plan - long term requirements of the District.

2.6 TO SET A DIRECTION

Council

- To consider the organization's capacity and the public interest to develop short term priorities and longer term directions.
- To periodically review and update the implementation of priorities and directions.

Staff

- To advise Council of the relevance of Council's decisions to the District's strategic plan.
- To keep Council informed on progress, recommended changes and new matters for the strategic plan and work programs.

Tools

- Strategic Plan - Mission, Vision, Longer Term Directions
- Corporate Priorities Work Program - to monitor the implementation of significant Council matters
- Operational Strategies Work Program - to monitor significant administrative matters
- Strategic Sessions - discussion of major issues outside of a regular business meeting

2.7 TO EFFECTIVELY UTILIZE STAFF RESOURCES Council

Council

- To make requests of staff with the following in mind:
 - available information only - direct by a Councillor to staff
 - research - direct by a Councillor to staff and may require direction from the Administrator or Council; and
 - direction - direct from Council via the Administrator.

Staff

- To advise the Councillor or the Administrator if a request will create a significant workload impact.

- To provide information to all of Council when deemed appropriate in responding to one Councillor.

Tools

- Request for Decision - reference to staff implications of decisions
- Job Descriptions - clear understanding of staffs role, activities and capacity.

2.8 TO ENSURE GOOD SYSTEMS AND PROCESSES

Council

- To periodically review the efficiency and effectiveness of organizational systems and processes.

Staff

- To periodically report on operational activities.

Tools

- Briefing Sheet - highlights on matters arising between meetings.
- Administration Report - regular update on significant operational matters.
- Schedule - Calendar listing of meeting dates, staff time off booked, Council Members absent
- Council Read File — a binder containing selected incoming correspondence for members of Council to access at any time, designed to save staff time and resources.

Resolution No.: 330/97

Amending Motion: 561/00

Certified Correct:

Amended

Date: September 18, 2000

**Bruce Woodbury
Administrator**

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION III – 1601**

GRANT IN AID

1. PURPOSE

- a) Although the District of Highlands (District) is not obligated to fund charitable or non-profit organizations, Council will consider complete applications for Grants in Aid on an annual basis. Such organizations are generally expected to support their own programs through fund raising efforts rather than continued assistance from the District.
- b) Council recognizes there are organizations and groups in our community who provide programs and services to our residents. It is in the best interest of the community to ensure that these services continue to be provided. A municipality can not be expected to support those organizations that provide services, which could be reasonably considered to be the responsibility of senior level of governments.
- c) Council will consider on an annual basis, allocating funding in the Financial Plan for Grants in Aid for community projects.
- d) Applicants are encouraged to submit their applications (application form attached) to the District by January 31 of the funding year.

2. ELIGIBLE ORGANIZATIONS

- a) An organization considered by Council to be contributing to the general interest and advantage of the District;
- b) A body organized to advance the general interest of Municipal Affairs, or celebrating an event of public interest;
- c) A Board of Trade or Chamber of Commerce;
- d) A tourist or other association that provides information about the advantages of the District such as: manufacturing business, educational, residential, or tourist centre;
- e) An arts or cultural centre maintained in the District;
- f) A society or association organizing a public exhibition, game or contest involving athletic skills or sports, where private or professional gain is absent, and which in Council's opinion would be for the District's advantage;
- g) Agriculture or Horticulture societies holding exhibitions in the District;
- h) Artist societies holding exhibitions in the District; and
- i) Art, culture, heritage, recreation, and education related organizations

3. APPLICATION GUIDELINES

- a) Approval of all Grant requests shall be subject to the availability of sufficient funding within the District's Annual Operating Budget.
- b) Unless otherwise determined by a unanimous vote of Council, the maximum grant available for any purpose under Section 2 shall be the aggregate of the District's latest Federal Government census multiplied by a per capita rate of \$0.50.
- c) Grants are generally intended for "not for profit" organizations which provide a direct benefit to the citizens of the District.
- d) Organizations should rely on their own resources to continue their operations rather than continual on-going assistance from the District.
- e) Grants are for one year only, and are for the year of the application only.
- f) The deadline for receipt of completed grant applications is established at February 28, of each year to be advertised in January of each year.
- g) Upon request, applicants will be afforded the opportunity to make a brief presentation to Council.
- h) Council reserves the right to discontinue funding of any or all Grant in Aid to specific organization.
- i) Applications approved or denied by Council shall be confirmed in writing to the organization by the District of Highlands.

APPLICATION FOR GRANT IN AID

ORGANIZATION:	DATE:	
DATE OF INCORPORATION:	BC SOCIETY ACT REG. NO.:	
REVENUE CANADA CHARITABLE REG. NO.:	DATE OF REGISTRATION:	
BOARD OF DIRECTORS:		
ADDRESS:	CONTACT PERSON:	
MAILING ADDRESS:	ALTERNATE CONTACT:	
PHONE:	FAX:	
EMAIL:	ALTERNATE CONTACT PHONE:	
GEOGRAPHIC AREA SERVED BY THE ORGANIZATION:		
MEMBERS IN GOOD STANDING:	HIGHLAND MEMBERS:	
NO. OF FULL TIME STAFF:	NO. OF PART TIME STAFF:	
NO. OF COMMUNITY VOLUNTEERS:	NO. OF VOLUNTEER HOURS PER YEAR:	
CLIENTS SERVED LAST YEAR:	CLIENTS SERVED, THIS YEAR (PROJECTED):	
NO. OF HIGHLAND RESIDENTS:	NO. OF HIGHLAND RESIDENTS (YOUTH):	
CURRENT BUDGET:	INCOME:	
EXPENSES:	REQUESTED GRANT:	
SIGNATURE:	TITLE/POSITION:	DATE:
<p>NOTE: YOUR ORGANIZATION'S MOST RECENT AUDITED FINANCIAL STATEMENTS, CURRENT FINANCIAL STATEMENT AND BALANCE SHEET AND INCOME STATEMENT MUST BE ATTACHED TO THE APPLICATION FORM.</p>		

1. Provide a brief history of your organization:

2. Objectives/ purpose/ mandate/ mission statement of your organization:

3. Outline the services and/or facilities your organization has provided in the District of Highlands:

4. What is the intended use of the funds:

5. List of other organizations contacted and amount of funds requested:

- 6. Has your organization applied for a grant from the District of Highlands previously:
 YES NO

If yes, please provide details:

Project:	Year:	\$ Received:
Project:	Year:	\$ Received:
Project:	Year:	\$ Received:

- 7. Details relative to recent efforts the organization has made to make it self-supporting:

- 8. Provide a description (and date) of this project or special event, its objectives, and its budget.

- 9. Provide a brief summary of the benefits of your project which are directly or indirectly going to affect the District of Highlands residents:

- 10. Does your organization wish to make a presentation to Council?

YES NO

If yes, provide presenter and contact number: _____

11. DECLARATION:

The following declaration must be completed by a signing director/ officer of the organization:

On behalf of the organization, I hereby declare that all information presented and provided with this application to be true and correct.

_____	_____
Name	Position
_____	_____
Signature	Date

Submit you completed application to:
District of Highlands
1980 Millstream Road
Victoria, BC V9B 6H1

Please Note:

- 1) Grant in Aid funds approved by Council will not be issued until July of each year;
- 2) Unused grant funds received by any organization shall be refunded to the District of Highlands; and
- 3) Council reserves the right to discontinue funding of any or all Grant in Aid funding to specific organizations.

Resolution No. 35/ 2008

Date: February 4, 2008

CERTIFIED CORRECT
CHRIS COATES, CHIEF ADMINISTRATIVE OFFICER

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION III – 1602**

ARTS – RELATED GRANT REQUESTS

POLICY

1. That capital and operating arts-related grant requests be referred to the CRD Arts Committee pending completion of the Capital Region Arts Strategic Plan.

Resolution No. 52/02

Date: March 18, 2002

CERTIFIED CORRECT

**Bruce Woodbury,
Administrator**

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION III – 1705**

PURCHASING OF GOODS AND SERVICE

1. PURCHASING OF GOODS AND SERVICE

1. Purchases in amounts up to \$1,000.00 may be made by the Administrator.
2. Purchases in amounts from \$1,000.00 to \$5,000.00 shall be by competitive quotations of which at least three should be received. The lowest quote shall be accepted except where there may exist differences in availability or quality. Notwithstanding this policy, where circumstances warrant, the Administrator may approve a purchase where three quotations have not been received. Pursuant to this Policy, Schedule "A", as attached, shall be used for all purchases in amounts of \$2,000.00 to \$5,000.00.
3.
 - a) Purchases in excess of \$5,000.00 shall be by way of written tenders unless otherwise approved by Council. Tenders may be solicited by the Municipality by means of selective invitations to particular suppliers or by public advertising. The method of tender will be determined by the Administrator.
 - b) The Administrator will be responsible for the preparation of all tender documents.
 - c) Tenders or quotations received pursuant to article 3(a), are to be opened in the presence of a Council Member and the Administrator.
 - d) The Administrator may award contracts to a value of \$20,000.00. Details of the tender and contract award shall be submitted to Council for their information.
 - e) Contracts in excess of \$20,000.00 must be awarded by Council for which purpose the Administrator shall submit a report and recommendation to the Council.
4. The Administrator shall have the authority to by-pass normal procedures, as outlined above, in the event of disaster, emergency or where the cost or delay to the Municipality would be prohibitive. Where an item is only available from a single supplier, the Administrator is authorized to take whatever action is necessary to secure the most beneficial contract for the Municipality.

5. No letters of exclusivity are to be signed.

2. LEGAL SERVICES,

1. The Deputy Clerk and the Planning Technician are authorized to request legal services on matters lying within their area of responsibility, subject to the availability of budgeted funds for such services.
2. The Administrator is to be advised of all requests for legal services.

3. LITIGATION

1. In circumstances where the alleged infraction of a municipal bylaw or regulation has reached the point where the next step is the initiation of legal action against the offending party, a complete written report detailing all aspects of the case is to be submitted to the Administrator.
2. The Administrator, after reviewing the matter, will submit the written report, together with his recommendation, to Council which will make the final determination to proceed with litigation.

4. LEGAL: OBTAINING INFORMATION

1. In matters which have been referred to the Municipal Solicitor, the Administrator will act as the District's contact person. Any Member of Council or staff desiring information on such matters is to obtain the information desired through the Administrator.

Resolution No.: 645/97 and 646/97 and 559/98	Certified Correct:
Amending Motion	Bruce Woodbury,
Date: October 19/ 98	Administrator

SCHEDULE "A"

GOODS AND SERVICES PURCHASING POLICY

(Amounts from \$1,000.00 to \$5,000.00)

(At Least 3 Quotes)

SUPPLIER

QUOTE

1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____

EXPLANATION WHY LESS THAN THREE QUOTES WERE OBTAINED:

APPROVED BY ADMINISTRATOR: _____

REASON WHY LOWEST BID WAS NOT ACCEPTED:

NO PURCHASE ORDERS OVER **\$1,000.00** WILL BE PROCESSED
WITHOUT THIS FORM ATTACHED

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION III – 1710**

CORPORATE SERVICES - WHISTLE BLOWER POLICY

The District of Highlands is committed to the highest standard of moral, ethical and legal conduct of its employees and officers. As such it is considered important to establish a mechanism whereby an open dialogue by members of the organization can occur in good faith, without fear of reprisal.

The District's internal controls and procedures are considered to be appropriate given the size of the organization, to detect, prevent and deter improper activities. However even the best systems cannot provide total security.

1. The District encourages its employees and officers to report improper activities to the Chief Administrative Officer. If the matter involves the Chief Administrative Officer it should be reported to the Mayor or Corporate Officer.
2. Examples of improper conduct include forging documents, fraudulent financial reporting, receiving compensation for hours not worked, misuse of District facilities, assets and funds.
3. An employee or officer reporting an alleged impropriety will be assured confidentiality and that individual's identity will be protected to the fullest extent possible. A report under this policy, made in good faith will not result in any adverse consequences to the individual making the report. Conversely, the individual reporting must ensure that there are reasonable grounds for making such a report. Any allegations that are proven to be made on malicious grounds will be viewed as a serious disciplinary offense.
4. Allegations will be investigated in a timely manner, and appropriate action taken when necessary.
5. All employees and officers have a duty to cooperate with the investigation of reports of potential violations, or of retaliation resulting from the reporting or investigation of such matters.

Resolution No. 48/ 2008

Date: February 4, 2008

CERTIFIED CORRECT

SECTION IV – COMMUNITY SERVICES

DISTRICT OF HIGHLANDS POLICY MANUAL SECTION IV – 2005

HANDICAPPED PARKING ONLY SIGNAGE

REASON:

To establish guidelines for providing "Handicapped Parking Only" Signage.

POLICY:

1. That a "Handicapped Parking Only" space be marked with a sign:
 - (i) at polling stations during municipal elections; AND,
 - (ii) at public events occurring at either fire hall and the Caleb Pike House.

Resolution No.: 80/97

Certified Correct:

Date: May 5/ 97

**Bruce Woodbury,
Administrator**

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION IV – 2001**

**PARKS MAINTENANCE AND OPERATIONS
PLAYGROUND EQUIPMENT**

Inspection:

The Municipality shall ensure that the Twinflower Park and Playground is inspected on a monthly basis in an attempt to identify and alleviate noticeable risk to the users of the park. The monthly inspection carried out by the District shall not include the inspection of hazardous trees.

The Municipality shall ensure that maintenance is carried out to ensure that all hazards identified during inspection are dealt with and in a timely manner subject to availability of resources.

Where financial or staffing resources are not available to the District at the given time of identifying a hazard, the District will prioritize such hazards and identify a reasonable time frame upon which the hazards will be rectified.

An inspection log shall be kept which will include any noted deficiencies in the park and any repair work or additions carried out by the District or its agents.

Resolution No.: 544/04

Certified Correct:

Date: December 6, 04

**Scott Coulson,
Administrator**

DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION V — 3101

PUBLIC CONSULTATION ON MAJOR ROAD PROJECTS

INTENT

As each project for major road work is unique it is likely that each project will require its own specific public consultation process. By establishing a general policy regarding public consultation Council has the flexibility to establish an appropriate level of consultation for a particular project and at the same time indicates to the public, staff and consultants that consultation will be required.

POLICY

Prior to any major road projects being undertaken Council will determine on a case by case basis what level of public consultation will be carried out in relation to a particular project or projects.

Council may use the following checklist in determining who will be consulted, how consultation will occur and when the consultation occurs.

Who

- All residents
- Road users
- Only those residents that live on the particular road
- Only those residents that live on that part of the road where work is to be done

How

- Walkthrough(s)
- List of Frequently Asked Questions and Answers
- Mail out(s)
- Public Meeting(s)
- Computer System - BBS/Internet
- Community Newsletter
- Newspapers

- Phone in information systems
- Roads Advisory Committee Meeting (s)
- Door to door visits
- Posting of sign/notices
- Council Meeting (s)
- Handout (s) at municipal office

When

- During the preliminary project planning stage
- _____ Day or _____ weeks or _____ months before commencement of the project work
- Part way through the project work
- After the project is complete
- Such other times as Council may determine

Resolution No.: 270/ 00	Certified Correct:
Date: April 17, 2000	Bruce Woodbury, Administrator

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION V - Policy No. 3102**

INSPECTION OF DISTRICT OF HIGHLANDS ROAD BRIDGES

Inspection:

The Municipality shall ensure that:

Bellamy Bridge;
Corry Bridge;
and Edwards Bridge

are inspected on an annual basis by a Structural Engineer in an attempt to identify and alleviate noticeable risk to the users of the bridges:

The municipality shall ensure that maintenance to the bridges is carried out to ensure that all hazards identified during inspection are dealt with and in a timely manner subject to the availability of resources.

Where financial or staffing resources are not available to the District at the given time of identifying the hazard, the District will prioritize such hazards and identify a reasonable time frame upon which the hazards will be rectified.

An inspection report shall be provided to the District which will include any noted deficiencies with respect to the bridges and will identify any repair work required.

Resolution No.: 1107/ 04

Certified Correct:

Date: December 20, 2004

**Scott Coulson,
Administrator**

DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION V - Policy No. 3103

SAFETY CONCERNS RELATED TO THE MILLSTREAM LAKE/ROSS-DURRANCE ROAD REGION

Resolution of the Council of the District of Highlands

- A. Whereas the Council of the District of Highlands (the "Council") is aware of safety concerns related to the Millstream Lake/Ross-Durrance Road region, as detailed in the report by IAO Municipal Consulting Services dated June 1, 2001 (the "Report");
- B. Whereas the Council, due to financial and other constraints, is unable or unwilling to undertake all the recommendations made in section 5.6.2 of the Report; and
- C. Whereas the Council wishes to make the amelioration of the safety concerns identified in the Report a Council priority.

Therefore the Council establishes the following interim policy guidelines regarding the safety concerns raised in the Report:

- 1. The Council shall immediately initiate a study of the feasibility and costs of the implementation of the 3-part plan relating to Ross/Durrance Road that was endorsed by Council resolution at a regular meeting of Council on July 17, 2000.
- 2. The Council shall, within 6 months of this resolution:
 - (i) initiate a study to determine accident rates in the Millstream Lake/Ross-Durrance Road area;
 - (ii) initiate a study to determine the costs of bringing the Millstream Lake/Ross-Durrance Road up to a standard that would ensure adequate fire protection services;
 - (iii) initiate a study to determine whether the Millstream Lake/Ross-Durrance Road region should be declared a "fire limit area";
 - (iv) reduce the permitted motor vehicle speed on the Millstream Lake/Ross-Durrance Road to 25 km/hr;
 - (v) instruct District staff to install road signage in the Millstream Lake/Ross-Durrance Road region designed to increase motorist awareness of any safety concerns; and
 - (vi) recommend to the Highlands Fire Department that it embark on regular driver training in the Millstream Lake/Ross-Durrance Road region.

3. That Council shall review the studies and shall undertake to determine, as soon as is practicable, what its long term plans should be to reduce the safety concerns relating to the Millstream Lake/Ross-Durrance Road that are raised in the Report. Council will conduct a public consultation process with the District of Highlands residents with respect to the work to be carried out. In no case shall the Council wait more than one year from the date of this resolution to consider its long term plans.

Resolution No.: 242/05

Resolution No.: 321/05

Date: May 16, 2005

Amended Date: July 4, 2005

Certified Correct:

**Scott Coulson,
Administrator**

DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION V - Policy No. 3501

DEVELOPMENT PROCESS SCHEDULE

INTENT

1. To create an ordered method of application, community awareness and involvement, examination, decision and development and to maximize the seasonality of specific process components (public consultation, environmental assessments, construction, etc.).
2. Balance staff and advisory committee workloads by forecasting major events in the application processes.
3. To be followed by Council and staff and strongly recommended to applicants.
4. To allow flexibility since there are several types of applications that need not follow the schedule completely (i.e. those that propose a legitimization or alteration of an existing use or those that involve a relatively small area of land).

POLICY - DEVELOPMENT PROCESS SCHEDULE

- AUGUST Applicant consultation with municipal staff; familiarization with documents (OCP, Zoning, Subdivision Servicing By-Laws, environmental information), and processes (municipal organization, key contacts, process schedule, meetings, applicant obligations, amenity offers etc.).
- SEPTEMBER Site surveying, identification of major landscape features (boundaries, watercourses, trails, etc.) and placement of reference markers on site.
- OCTOBER Rezoning application submitted with preliminary reports as needed (bioinventory, parks, roads, ground water, drainage, fire hazard, amenity offer), and a conceptual design showing desired land uses and density. Revision or refinement to OCP EPA mapping is provided. Application and staff report submitted to Council for initial consideration. Council referral of application to Advisory Committees and other agencies. Municipal Councillors, staff and volunteers inspect site.
- NOVEMBER, Applicant meetings and presentations to Advisory Committees and staff. Potential public meeting sponsored by applicant. Advisory Committee and staff reports submitted to Council for consideration.

- DECEMBER Council consideration of 1st Reading OF PROPOSED By-Laws, which are referred to relevant agencies for comment and recommendation.
- JANUARY Potential impacts of drainage, erosion, landslip, windfall are investigated and reported.
- FEBRUARY Commencement of bioinventory which identifies sensitive environments, rare or threatened species and wildlife habitat.
- MARCH On-site sewage disposal testing (percolation tests and soils analysis).
- APRIL Preliminary reports are amended (if necessary), and submitted with bioinventory report. Conceptual design (amended as necessary) is submitted showing sensitive areas, parkland dedications, road and trail corridors, and approximate locations for dwelling unit sites, septic fields and driveways. Potential public meeting sponsored by applicant.
- MAY Reports and conceptual design submitted to Council which gives 2nd reading to the proposed By-Laws and sets a date for a public hearing.
- JUNE Public Hearing. Council amendment of proposed By-Laws (if required) and By-Law adoption. Subdivision proposal submitted with required reports (ground water, drainage, environmental assessment) and plans. Proposal referred to agencies for comment. Proposed Layout Comments (PLC) issued by Planning staff.
- Development Permit application (if any) and staff report submitted to Council for issuance. Detailed parcel, park and roadway surveying. Tree Cutting Permit applications submitted for driveways & dwelling unit sites. Road and driveway clearing and building.
- JULY Road building involving stream crossings, if any. Submission of Subdivision Application for final examination by Approving Officer.

Resolution No.: 487/97

Certified Correct:

Date: August 18, 1997

**Bruce Woodbury,
Administrator**

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION V - 3502**

NEW WATER LEASE APPLICATIONS - SAANICH INLET

1. That Council respond to new water lease applications for the Saanich Inlet, (referred to Council for comment by the Capital Regional District) expressing concern due to the cumulative degradation of the Inlet, whether the application is approved or disapproved. (See sample letter attached.)

Resolution No.: 648/97

Certified Correct:

Date: November 3, 1997

**Bruce Woodbury,
Administrator**

SAMPLE LETTER

District/Municipality and
The Water Management Division, Lands Branch
Ministry of Environment, Lands & Parks
(address)
(city)
(postal code)

Dear ():

We are in receipt of Water' Lease application # _____ , and would like to express our concern at the granting of any new facilities on the Saanich Inlet.

According to the Saanich Inlet Study, commissioned by the Ministry of Environment, Lands and Parks in 1996, small changes/developments on the Inlet can have a cumulatively degrading effect over time. The Saanich Inlet's fragile ecosystems, including the foreshores, need to be maintained and protected, and the "Precautionary Principle must apply where there is uncertainty or missing information".

We urge the Ministry's Lands Branch, to seriously consider ceasing to allow further development of any kind on the Saanich Inlet. Just as ecosystems recognize no political boundaries, they do not live or die at any particular time boundary. Little by little they disappear, until eventually we realize we have lost them entirely.

Each small decision affects the health and life of the Inlet.

Thank you for considering our concerns.

Yours truly
DISTRICT OF HIGHLANDS
(name)
(title)

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION V - 3503**

NOTIFICATION SIGN POLICY

REASONS

1. To ensure that land owners and developers involve Highlands's residents in decisions at an early stage in the preparation of development designs and applications.

POLICY

1. A proponent of a rezoning application and subdivision application will be required to post a sign on the land that is the subject of the application, to advertise the proposed development or subdivision. The applicant will erect a sign on each street frontage which is subject to the application.
2. The sign shall be posted not less than five days prior to consideration by the Advisory Planning Commission, Select Committee, Committee of the Whole, or Council, as the case may be.
3. In the case of subdivision application, the applicant will be asked to post the sign within one week of the subdivision approving officer receiving the application.
4. The sign shall remain posted until:
 - i. in case of rezoning application, after the public hearing; and
 - ii. in case of subdivision application, after final approval of subdivision.
5. Signs are to be easily visible from a vehicle and posted on the shoulder of each road fronting the property that is subject to the application.
6. The applicant shall deposit with the District a deposit of \$50.00 for each sign, of which \$30.00 shall be returned to the applicant upon return of the sign in good condition.
7. The applicant shall maintain the sign(s) in good order and will undertake to return them to the District upon completion of the application.
8. Reusable 3' x 5' signs are to be used.
9. Examples of the signs to be posted are attached.
10. The sign(s) shall be issued to the applicant upon receipt of the application.

Resolution No.: 399/2009

Certified Correct:

Date: November 2, 2009

**C.D. Coates,
Chief Administrative Officer**

DEVELOPMENT APPLICATION SIGNS

To ensure that land owners and developers involve Highlands's residents in decisions at an early stage in the preparation of development designs and applications, a proponent of a rezoning application and subdivision application will be required to post a sign on the land that is the subject of the application, to advertise the proposed development or subdivision. The applicant will erect a sign on each street frontage which is subject to the application.

- The sign shall be posted not less than five days prior to consideration by the Advisory Planning Commission, Select Committee, Committee of the Whole, or Council, as the case may be.
- In the case of subdivision application, the applicant will be asked to post the sign within one week of the subdivision approving officer receiving the application.
- The sign shall remain posted until:
 - i. in case of rezoning application, after the public hearing; and
 - ii. in case of subdivision application, after final approval of subdivision.
- Signs are to be easily visible from a vehicle and posted on the shoulder of each road fronting the property that is subject to the application.
- The applicant shall deposit with the District a deposit of \$50.00 for each sign, of which \$30.00 shall be returned to the applicant upon return of the sign in good condition. The applicant shall maintain the sign(s) in good order and will undertake to return them to the District upon completion of the application.

File No. _____

Receipt No. _____

Type of application:

_____ rezoning

_____ subdivision

This Declaration confirms that I have received _____ sign (s) giving notice of this application.

Date: _____

(Signature of Applicant)

Date Returned: _____

Eligible Refund: \$ _____

Purchase Order: _____

(Signature of Official)

DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION V - 3504

SUBDIVISIONS INVOLVING LOT AVERAGING

REASON:

To provide clarification of the requirements for minimum and average lot areas in the Zoning By-Law.

POLICY:

1. Requirements for minimum and average lot areas in the Zoning By-Law shall be measurements of density.

Resolution No.: 342/98

Certified Correct:

Date: June 15, 1998

**Bruce Woodbury,
Administrator**

DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION V - 3505

AMENITY ZONING PRO-FORMA

REASON:

To provide guidelines for all rezoning applications proposing to establish a zone that would provide a public amenity in exchange for increased density.

WHEREAS clarification of the intent of the procedural statements contained in Official Community Plan By-Law No. 94, Appendix A, Public Amenities, Section B 2. and B 3. is deemed appropriate:

POLICY:

That all rezoning applications proposing to establish a zone that would provide a public amenity in exchange for increased density:

- a) be required to submit, as a minimum, a financial pro-forma utilizing the Development Approach Summary attached hereto and forming part of this policy indicating the net increase in value expected to accrue to the property as a result of the increased density level being requested.

Resolution No.: 237/99

Certified Correct:

Date: April 19, 1999

**Bruce Woodbury,
Administrator**

Amenity Zoning ProForma

Current Land Value \$ _____

Current Zoning _____

Development Approach Summary # Lots \$ per lot # metres \$ per m

Gross Sales Estimate

Projected sales (net of GST) \$ -

Deduct Allowed Sales Commission at ___% \$ -

Effective Proceeds \$ - \$ -

Deduct

Subdivision Costs

Roads - ___metres @ \$___/m \$ - \$ -

Water - ___wells @ \$___/well \$ -

Water - Distribution System ___metres @ \$ ___/ m \$ -

Sewer - Septic Systems ___lots @ ___/lot \$ -

Sanitary Sewer System ___metres @ \$ ___/m \$ -

Storm Drainage \$ -

Hydro/Tel \$ -

Trail Construction \$ -

Planning Studies and Reports \$ -

Surveying \$ -

Engineering \$ -

LTO registration \$ -

Subdivision Fees \$ -

Legal Fees \$ -

Other \$ -

Other \$ -

Total Hard Costs \$ -

Add contingency allowance 10% \$ -

Sub Total \$ -

Add GST on costs \$ -

Deduct GST input tax credit \$ -

Sub Total of Costs \$ -

Deduct

Development financing cost and interim funds

at _ % per annum, ___months time \$ -

Total Costs \$ -

Residual Value \$ -

New Zoning _____

<u>Development Approach Summary</u>	<u># Lots</u>	<u>\$ per lot</u>	<u># metres</u>	<u>\$ per m</u>	
Gross Sales Estimate					
Projected sales (net of GST)				\$	-
Deduct Allowed Sales Commission at ___%				\$	-
Effective Proceeds				<u>\$</u>	<u>-</u>
<u>Deduct</u>					
Subdivision Costs					
Roads - ___metres @ \$___/m				\$	-
Water - ___wells @ \$___/well				\$	-
Water - Distribution System ___ metres @ \$ ___/ m		\$	-	\$	-
Sewer - Septic Systems ___lots @ ___/lot		\$	-	\$	-
Sanitary Sewer System ___ metres @ \$ ___/m				\$	-
Storm Drainage				\$	-
Hydro/Tel				\$	-
Trail Construction				\$	-
Planning Studies and Reports				\$	-
Surveying				\$	-
Engineering				\$	-
LTO registration				\$	-
Subdivision Fees				\$	-
Legal Fees				\$	-
Other				\$	-
Other				\$	-
Total Hard Costs				<u>\$</u>	<u>-</u>
Add contingency allowance 10%				\$	-
Sub Total				<u>\$</u>	<u>-</u>
Add GST on costs				\$	-
Deduct GST input tax credit				\$	-
Sub Total of Costs				<u>\$</u>	<u>-</u>
Deduct					
Development financing cost and interim funds					
at _ % per annum, ___months time				\$	-
Total Costs				<u>\$</u>	<u>-</u>
Residual Value					<u>\$</u> -
Increase in Residential Value					<u>\$</u> -

**DISTRICT OF HIGHLANDS
POLICY MANUAL
SECTION V — 3601**

FIRE PROTECTION ASSISTANCE TO THE MINISTRY OF FORESTS

PURPOSE

To outline the responsibilities of the District of Highlands Fire Department for fire suppression outside of the District of Highlands Specified Fire Protection Area, but within the boundaries of the District of Highlands.

POLICY

1. The District of Highlands Fire Department is authorized to take wildfire suppression action for fires outside the Specified Fire Protection Area in accordance with the Operating Guideline of the Ministry of Forests Wildland Fire Service — Coastal Fire Centre, titled *Wildfire Suppression and Local Government, O.G. #1.06.01*.

Resolution No.: 237/99

Certified Correct:

Date: April 19, 1999

**Bruce Woodbury,
Administrator**