



District of Highlands Strategic Plan 2019 - 2022



THE PURPOSE OF THIS PLAN

The strategic priorities set out in this document guide the work of the District for the next four years and articulate Council's focus and outcomes for the term. The Council Strategic Plan is guided by the Official Community Plan and the Integrated Community Sustainability Plan (ICSP) which provide the long term vision and path for the decision making of the Council.

The District's 2019-2022 Strategic Plan outlines the priorities for the Council term and projects the resource needs and planning required to complete the priorities within available resources and time.

Reviews will be conducted annually to ensure progress is being made, changing circumstances are responded to and opportunities are considered. As well, the financial implications of the strategic priorities are thoughtfully reviewed in conjunction with the District's annual and longer term financial planning process.



WHERE ARE WE GOING?

DISTRICT OF HIGHLANDS OFFICIAL COMMUNITY PLAN (OCP) VISION STATEMENT

The OCP vision statement describes the community's aspirations for the future. It creates a picture of the future and answers the question, "Where does the community want the District to be in 10-20 years?" As noted in the current District of Highlands OCP, "This OCP amendment incorporates and reflects the sustainability objectives and Descriptions of Success articulated in the ICSP. The result is clear direction toward sustainability that fits within the 2007 vision statement."

OCP Vision Statement:

The Highlands is a primarily residential community, rural in nature, and blessed with an exceptional abundance of scenic beauty, native plant and animal life, and public parkland. Those of us who live here place high value on the natural environment and our rural lifestyle. Highlanders are actively involved in the community, which fosters a spirit that is both self-reliant and cooperative.

The Highlands will strive to diversify its economy while preserving our natural systems, including the aquifers on which we depend so heavily. Land use decisions will be guided by a community plan, with the ongoing involvement of residents.

As stewards of our unique natural environment, we will protect its integrity. We will retain sufficient lands in their natural state to permit a diversity of plant and animal life to flourish and to ensure that the rural lifestyle we enjoy today can be experienced by future generations. We believe in the value of open and green space, trail systems, and outdoor recreational opportunities, both to enhance life in the Highlands and to contribute to the well-being of southern Vancouver Island as a whole.

We will provide for an adequate tax base, including light industrial, related commercial and nature-related recreational uses in some areas of the Highlands, in order to support basic, affordable municipal services and facilities. We will encourage alternative transportation choices, housing choices, and a community hall.

New development in the Highlands will be in keeping with the rural character of the community and carefully designed to protect sensitive environmental conditions. The pace of change should be gradual, and the type of development should leave a small footprint on the land.



WHAT WE DO

DISTRICT OF HIGHLANDS MISSION STATEMENT

A mission statement describes the fundamental purpose of the organization. It answers the question, “Why does the organization exist?”

“The District of Highlands provides good governance, services, stewardship of public assets, and fosters the economic, social and environmental well-being of the community for current and future generations.” Based on the Community Charter sec. 7 Municipal purposes



CORE SERVICES

WHAT WE DO

Cores services are the foundation of the work of the District and consume the vast majority (90% - 95%) of all the District's human and financial resources. The smooth delivery of these essential services generally goes unnoticed, but they are at the very heart of what the District does on behalf of citizens. The core work of the District includes:

- Governance (Council);
- Administration and finance;
- Building and inspections;
- Bylaw enforcement;
- Fire services and emergency management;
- Planning and development;
- Transportation; and
- Facility and asset management.

This Strategic Plan does not detail the ongoing core work of the District but rather identifies those specific areas Council identified as key areas of focus for the 2018-2022 term of office.

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OVERARCHING GOALS AND PRIORITIES

Council identified five overarching goals or strategic focus areas for the 2019-2022 Strategic Plan.



RESPONDING TO CLIMATE EMERGENCY*



EMERGENCY PLANNING



PROTECTING WATER RESOURCES AND THE ENVIRONMENT



PROTECTING AND ENHANCING RURAL VALUES



PROTECTING PUBLIC HEALTH & SAFETY

**Working toward Carbon neutrality by 2030, adaptation and resiliency*



THE DISTRICT PRIORITIES FOR THE 2019-2022 COUNCIL TERM ARE SUMMARIZED IN THE FOLLOWING TABLE:

Initiative	2019				2020				2021				2022				2023			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
South Highlands Local Area Plan (Includes Amenity Policy with Heritage Amenities)																				
Groundwater Protection Implementation and Work Plan																				
Emergency Program Strategic Plan Implementation																				
Asset Management Plan Implementation (Becomes Operational in 2020)																				
Facilities Management Plan and Maintenance Program																				
Well Water Systems Maintenance Plan																				
Climate Leadership Plan (CLP)																				
CLP Implementation: Step Code Implementation/Building Bylaw Review																				
CLP Implementation: Secondary Suites/Bylaw Enforcement																				
District of Highlands Firearms and Bow Hunting Bylaw No. 145																				
Community Hall Landscaping																				
Tree Bylaw Review																				
Official Community Plan Review																				
Operational Items Priorities Timeline																				
Records Management																				
Revised OCP Regional Context Statement																				
District Office Space Planning - COMPLETE																				
Emergency Program Strategic Plan Implementation																				
West Shore Parks and Recreation Society Board of Directors - COMPLETE																				
Roads Maintenance Contract - COMPLETE																				

	Council Priorities
	Becomes Operational/New Work
	Research

Timeline Revised January, 2022



INITIATIVES REQUIRING SCOPING & PARKING LOT

Two items were identified as needing additional scoping prior to consideration by council for inclusion in the Strategic Plan. They are:

- Bylaw amendment to restrict backyard burning
- Community hall site and landscape planning

There were several items that Council identified as being beyond the current capacity of the District but felt should be noted for future reference. These are:

- Wildlife education – web page additions/amendments?
- Municipal Parks Management Plan – to be placed in the parking lot for future consideration
- Accessibility upgrades - to be addressed in the Facility Management Plan
- Blasting regulation changes – to be addressed through ground water protection initiative and to be placed in the parking lot for future consideration
- Conservation Covenant enforcement policy - to be placed in the parking lot for future consideration
- UVic Gap Analysis – to be considered within the ground water protection initiative
- Traffic safety – operational – to be communicated to the RCMP
- Trail construction and maintenance policy
- Organizational Review – to highlight necessary staff resources
- Noise Suppression Bylaw Review
- Woodstove Smoke Regulations
- Potential incorporation of a natural Drainage Asset Plan
- Development Application Fees Review