



# HIGHLANDS 2017

## Annual Report

FISCAL YEAR ENDING DECEMBER 31, 2017

APPROVED BY COUNCIL JULY 16, 2018





## HIGHLANDS VISION

*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.*



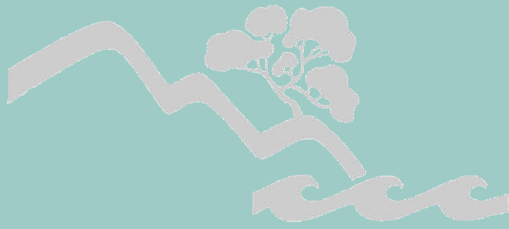
# Table of Contents



*The District of Highlands Annual Report provides an opportunity to highlight the District's accomplishments over the past year and identify priorities for 2018, and is a great resource to help citizens gain an understanding of the District's financial position.*

*The Annual report will also update and provide you with information on municipal services and operations.*

Highlands Vision	Page 2
Connecting with Highlands	Page 5
Community Profile	Page 6
Mayor's Message	Page 7
Mayor and Council	Page 8-9
Strategic Priorities	Page 10 - 19
2017 Highlights	Pages 20-24
Volunteer Recognition	Page 25
2017 Accomplishments	Pages 26-27
Information on Decision Making	Page 27
Looking Forward	Page 28-30
Organization Chart	Page 31
Chief Administrative Officer Message	page 32
Operational Services	Page 33 - 38
Financial Statements 2017	Page 40



*Highlands - A residential community, rural in nature, and blessed with an exceptional abundance of scenic beauty, native plant and animal life, and public park-*





Pike House  
Caleb Pike Heritage Park  
1589 Millstream Road

## Connecting with Community



Online @ Highlands.ca

## Email

Staff Directory:  
<http://www.highlands.bc.ca/201/contact>

## Council Meetings

Regular Council  
Meetings  
1st and 3rd Monday  
of the month  
(except July/August)

Council as Committee  
of the Whole  
2nd Monday of the month  
(except July/August)

Council Agendas may  
Be found on our website  
under "Agenda Centre"

Interested in appearing as a  
delegation at a Council meeting?  
Contact the Corporate Officer  
250-474-1773.

## In Print



Highlands News Council  
newsletter published 4  
times per year.

## In Person

1980 Millstream Road  
Highlands, BC V9B 6H1  
We're open Monday  
through Friday  
8:30am - 4:00 pm.  
Closed on statutory  
holidays.

## By Phone

250-474-1773



## Community Profile

District of Highlands Incorporated in December 1993

**Population**  
**2,225**



**3,745 Hectares**

**Land Area**

**38 % Parkland**

**1,450 Hectares**

**0.9 people**  
**Per Hectare**



## Mayor's Message

On behalf of Council, I am pleased to present the 2017 Annual Report for the District of Highlands. The report contains important information related to the District's operations, including the 2017 financial statements, 2017 highlights and accomplishments. 2017 was a very busy and productive year with considerable progress made including:

- Asset Management Plan process
- Regional Growth Strategy dispute resolution process
- Emergency Plan Update
- Secondary accommodation report
- District Office improvements (kitchen and new boiler)
- Millstream Lake/Ross Durrance Road major repair
- East Fire Hall paving



Early in the year, an amended soil deposit removal bylaw was implemented. Working with the Community Garden Group, Council approved the expenditure of community garden reserve funds for site preparation of the Highlands Community Garden's concept. We thank Highlands Fire Chief Ford and all of our dedicated Highlands Firefighters for putting in a terrific effort on Saturday morning Feb. 4th and qualifying Firestation #1 and #2 for Superior Tanker Shuttle Accreditation. The District of Highlands and the Habitat Acquisition Trust (HAT) partnered for a Western Painted Turtle habitat enhancement project at Eagles Lake. By June, we saw completion of the West Firehall renovations. The West Firehall was completed to post disaster standards. Fifteen District of Highlands property owners benefited from the grant received from the Union of BC Municipalities Strategic Wildfire Prevention Initiative. This program assists communities to advance local planning efforts to mitigate risk from wildfire on private lands within a wildland urban interface. The Highlands Heritage Park Society constructed a new path to the museum from the main path in the park, which will allow for improved access to the museum. Over the summer the issue of road safety percolated in the community and the District doubled down on aggressive drivers. Every effort will continue to be made to calm the traffic. Our rural roads are not designed for high traffic volumes and are a very poor choice for anyone attempting a commuter shortcut. In September, Twinflower Play Park was re-opened with a newly re-designed playground. This facility will provide many hours of entertainment for the children of this area. Due to the need for additional resources in 2017, the District was pleased to engage the services of a subdivision Approving Officer, Michael Dillistone, RPP, MCIP, on a part time basis. This will separate out the subdivision administration function from the regular planning services, which will continue to be provided through staff. The year ended with the successful mediation of the CRD's Regional Growth Strategy.

Council is continually inspired by the amazing dedication, creativity, and effort demonstrated by Highlands volunteers, firefighters, community groups and organizations that give up their valuable time to help others.

# Your Mayor and Council



From left to right: Councillor Karel Roessingh, Councillor Leslie Anderson, Councillor Karen Burns, Councillor Gord Baird, Councillor Ann Baird, Councillor Marcie McLean, Mayor Ken Williams



**Councillor Leslie Anderson**  
Leslie was elected to Council in 2014



**Councillor Ann Baird**  
Ann was elected to Council in 2014



**Councillor Gord Baird**  
Gord was elected to Council in 2014

## Appointments:

- ♦ Capital Region Emergency Service Telecommunications, Alternate
- ♦ Highlands Heritage Committee, Alternate
- ♦ Greater Victoria Family Court Committee, Alternate
- ♦ Treaty Advisory Committee, Alternate
- ♦ West Shore Parks and Recreation Society Representative

## Appointments:

- ♦ CRD Climate Action Inter-Municipal Steering Committee
- ♦ Highlands Social Sustainability Committee
- ♦ South Island Prosperity Project

## Appointments:

- ♦ CRD Climate Action Committee, Alternate
- ♦ CRD Housing Trust Fund Commission, Alternate
- ♦ CRD Water Commission
- ♦ Capital Region Invasive Species Partnership
- ♦ Highlands Emergency Planning Committee
- ♦ Highlands Social Sustainability Committee, Alternate
- ♦ Highlands Sustainable Land Use Committee, Alternate
- ♦ Juan De Fuca Water Commission

# District of Highlands

Building Community Connections



## Mayor & Council



**Mayor Ken Williams**

Ken was elected as Mayor in 2014, and previously served three terms as a Councillor

The Mayor and Council represent the citizens of The District of Highlands, providing community leadership by serving as the legislative and policy making body of the municipality. Mayor and Council approve policy and budgets and provide direction to the Chief Administrative Officer.

Council is comprised of one Mayor and six Councillors. Council meetings are held on the first and third Monday of each month with the exception of July, August and December.

Meetings are held in the Old School House, 1589 Millstream Road at 7pm. Meetings are open to the public, and meeting agendas and minutes can be found on the District's website: [www.highlands.ca](http://www.highlands.ca).

### Appointments:

- ♦ Capital Regional District Board
- ♦ Capital Regional Hospital Board
- ♦ Capital Regional District Finance Committee
- ♦ Capital Regional District Environmental Services Committee Committee
- ♦ Capital Regional District Planning and Protective Services Committee
- ♦ Capital Regional District Municipal Finance Authority Representative
- ♦ Treaty Advisory Committee



**Councillor Karen Burns**

Karen was elected to Council in 2014



**Councillor Marcie McLean**

Marcie was elected to Council in 2008



**Councillor Karel Roessingh**

Karel has served several terms in office as both Councillor and Mayor

### Appointments:

- ♦ Highlands Sustainable Land Use Committee
- ♦ Greater Victoria Library Board
- ♦ Intermunicipal Committee on Disability Issues, Alternate
- ♦ West Shore Community Policing Advisory Committee

### Appointments:

- ♦ Coexisting with Carnivores Alliance
- ♦ District of Highlands Heritage Committee
- ♦ Greater Victoria Family Court Committee
- ♦ Intermunicipal Committee on Disability Issues
- ♦ West Shore Community Policing Advisory Committee, Alternate
- ♦ West Shore Parks and Recreation Society, Alternate

### Appointments:

- ♦ Alternate Director: CRD Board and CR Hospital Board
- ♦ CRD Arts Committee
- ♦ CRD Water Commission, Alternate
- ♦ Capital Region Emergency Service Telecommunications
- ♦ Highlands Emergency Planning Committee, Alternate
- ♦ Juan De Fuca Water Commission, Alternate
- ♦ Regional Housing Trust Fund Commission



# OUR STRATEGIC PRIORITIES

The 2015 – 2018 Strategic Plan is directly connected to the Integrated Community Sustainability Plan thus completing the full integration of the ICSP, our highest level guidance document, into ongoing decision making.

- ♦ Building and Sites
- ♦ Economy and Work
- ♦ Education and Leisure
- ♦ Energy
- ♦ Food
- ♦ Healthy Community
- ♦ Land and Natural Areas
- ♦ Transportation and Mobility
- ♦ Water and Waste

## *Council's top three priorities in their Strategic Plan:*

*Consideration of Strategic Parkland Acquisition*

*Ground Water Protection/ Watershed health*

*Secondary Accommodation Policy*

To visit Council's complete Strategic Plan, please visit  
[www.highlands.ca](http://www.highlands.ca)

*Overarching objectives  
identified during the  
strategic planning process*

*Protect  
Highlands  
Rural Values*

*Reduce Green  
House Gases*

*Climate Change  
Adaptation and  
Resiliency*

*Public Health  
& Safety*

*Environmental  
Protection*

*Improved  
Communications*





# Strategic Area 1

## Building and Sites



### GOALS AND OBJECTIVES

*To preserve and promote community heritage; To promote and retain Highlands cultural history; To encourage a range of housing opportunities, entry level through aging in place; To enhance diversity of community demographics; and To ensure accountability and fairness.*

### DESIRED OUTCOME

- ♦ *Public heritage sites and structures identified in Heritage Task Force Report are preserved, and thoughtful conversation with owners of private sites occurs.*
- ♦ *Housing Policy is developed that:*
  - ⇒ *retains community Elders by enabling them to continue to reside in and contribute to the community;*
  - ⇒ *increases family support options;*
  - ⇒ *provides more affordable housing opportunities for younger residents ensuring construction standards are met;*
  - ⇒ *eliminates the proliferation of unauthorized secondary accommodation by establishing clear policy.*
- ♦ *clarifies and manages population impacts to retain Highlands "small community" status.*
- ♦ *Highlands residents understand bylaw enforcement and regulatory issues through increased communication, to the extent appropriate, on enforcement matters.*
- ♦ *Performance is measured through the review of ICSP Description of Success Indicators.*

PRIORITIES	ACCOMPLISHMENTS
Heritage Site Recognition	The Heritage Select Committee continues working with staff to create an informational package as part of the consultation process with landowners of private sites noted to have heritage value. These sites are discussed in the Heritage Task Force report from 2011: "Recommendations for a District of Highlands Heritage Register."
Secondary Suites and Accessory Dwelling Units	Staff have reported to Council twice on secondary suites and accessory dwelling units. The first report was submitted for Council consideration in December, 2017 ( <a href="http://www.highlands.ca/AgendaCenter/ViewFile/Item/3838?fileID=4545">http://www.highlands.ca/AgendaCenter/ViewFile/Item/3838?fileID=4545</a> ). Council received the report and asked that staff bring back additional information. A second report was submitted to Council for consideration in April, 2018 ( <a href="http://www.highlands.ca/AgendaCenter/ViewFile/Item/4140?fileID=4694">http://www.highlands.ca/AgendaCenter/ViewFile/Item/4140?fileID=4694</a> ) and Council motioned to receive the report and directed staff to proceed with an open house. The open house was held on June 6, 2018 and a report with the results of that open house will be forth coming.
Subdivision Regulation Bylaw	An amendment to the Subdivision Bylaw was approved by Council in October 2017. Two notable changes in the amendment bylaw included: Increasing the pumping test time duration from 10 hours to 72 hours, and adding a section on well closure. A full copy of the report to council can be found here: <a href="http://www.highlands.ca/AgendaCenter/ViewFile/Item/3699?fileID=4331">http://www.highlands.ca/AgendaCenter/ViewFile/Item/3699?fileID=4331</a> . The remaining two items for updating are: fire service requirements and specifications, and sanitary sewage collection systems (for example, within the Highlands Servicing Area).



# Strategic Area 2 Economy and Work



## GOALS AND OBJECTIVES

To promote community Official Community Plan vision for economic diversity; To encourage more local employment on commercially zoned properties; To enhance live/ work opportunities in Highlands; To ensure business opportunities are compatible with community values.

## DESIRED OUTCOME

- ♦ Highlands can accommodate a variety of live/ work options.
- ♦ Decision-making reflects community values and neighbourhood compatibility.
- ♦ Highlands entrance gateway opportunities are fully developed in keeping with community visions and values.
- ♦ Performance is measured through the review of ICSP Description of Success Indicators

PRIORITIES	ACCOMPLISHMENTS
Communications Infrastructure	Council continues to support enhanced communications infrastructure offering choices to residents and business.



*Little Bears Daycare - Shelving made from dead trees on property.*





# Strategic Area 3

## Education and Leisure



2017 Winter Craft



Fire Department Training Session

### GOALS AND OBJECTIVES

To consider desirable, significant properties for further park acquisitions; To enhance wildlife and human compatibility; To improve management of existing Municipal Parks; To improve accessibility of Municipal Parks and facilities; To promote Community Hall usage and consider further site planning, development and uses; To increase community engagement; To increase transparency and communications.

### DESIRED OUTCOME

- ◆ Highlands continues to be a significant regional service provider for outdoor parks and recreation opportunities by supporting additions to local and regional parks infrastructure through key land acquisitions.
- ◆ Municipal Parks and Public Spaces are managed consistent with the community's values.
- ◆ The Community Hall is opened with a special event and actively used by residents and the region.
- ◆ The Community Hall property undergoes a site planning exercise to consider other uses of the lands and secure space for further infrastructure.
- ◆ Municipal Parks and Facilities are made accessible.
- ◆ The Community is actively informed, consulted and engaged in important community issues.
- ◆ Residents' activities don't attract or impact wildlife.
- ◆ Performance is measured through the review of ICSP Description of Success Indicators.

PRIORITIES	ACCOMPLISHMENTS
Park Land Acquisition	Council continues to consider park land acquisition (Mary Lake as a priority). The Eagles Lake lot-line adjustment (subdivision) with surveying underway and a hydro geologist hired for well testing.
Accessibility Upgrades	The Highlands Heritage Park Society continues to upgrade the site and structures at the Highlands Heritage Park with safety and accessibility in mind. Access to the museum was accomplished in 2017 along with other safety improvements to buildings.



# Strategic Area 4 Energy



Jurisdiction	Type	Reduction Targets				
		% Emission Reduction over 2007 Emissions by Year...				
Province of BC	Total	...2012	...2016	...2020	...2030	...2050
		6%	18%	33%		80%
Highlands	Previous OCP	Per Capita		20%		60%
		Total		9%		40%
	Current OCP	Per Capita		20%	35%	82%
		Total		9%	26%	80%

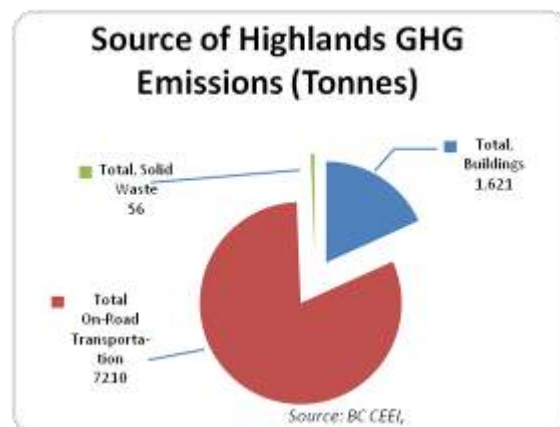


## GOALS AND OBJECTIVES

To decrease Greenhouse Gas Emissions in the District; To increase energy independence and future energy security; To invest in Local Carbon Offsetting.

## DESIRED OUTCOME

- Energy security is established through diversity of community energy options.
- The community is actively engaged in discussion of sustainable energy alternatives.
- The District directs it's carbon offsetting contributions to local projects.
- Council Policy Manual contains energy related policies
- Performance is measured through the review of ICSP Description of Success Indicators.



## Development Permit Area #6

The Official Community Plan was amended in November 2013 to include a new development permit area – Development Permit Area (DPA) #6. This DP Area effects the entire District to promote energy and water conservation as well as the reduction of greenhouse gases.

This DP Area only considers exterior elements of a building such as building placement to achieve solar gain, appropriately chosen tree cutting that will accommodate both solar gain and shading effects, landscaping to conserve water, etc.

In addition to the homeowners benefits, DP Area #6 will help the community to reach the provincially mandated and locally determined greenhouse gas reduction targets of a 20% reduction in per capita GHG emissions or a 9% reduction in our overall emissions by 2020.

To learn more please visit our website at : <http://www.highlands.bc.ca/385/Development-Permit-Area-6>

### Promotion of Energy and Water Conservation and Reduction of Greenhouse Gases Guidelines DPA #6

#### DPA #6 Process Steps



#### Design & Planning

The design and planning phase of your project is the most important time to consider each and all of the guideline items.

The following list includes the guideline areas that apply to the work at this phase of your project.

What areas can help you achieve the benefits of energy and water conservation?

- Building orientation and access to sunlight:** building slope, orientation, window sizes, glazing placement, natural ventilation design, sun-shade paths.
- Roof design:** approaches to reduce shading, green roof features, access to natural light, allowances for future solar energy.
- Efficient time and renewable energy options:** building slope, floor area measurement, allowances for optional energy systems such as solar or heat pumps.
- Efficient and effective exterior lighting:** lighting design and fixture types.
- Preferred transportation:** exterior storage and access needs, energy system requirements.
- Materials management:** exterior waste storage needs.

#### Site Layout & Prep

The site layout and prep portion of the project is the opportune time to start implementing some of your building approaches.

The following list includes the guideline areas that apply to the work at this phase of your project.

What areas can help you achieve the benefits of energy and solar conservation?

- Building access to sunlight and shading:** tree and landscaping retention and/or removal for solar access.
- Renewable energy system impacts:** tree and landscaping retention and/or removal for solar access.
- Water reuse and management:** slope and ground features with solar access, and water collection approaches.
- Construction materials reuse and recycling:** construction material assessment, and designating areas for sorting construction materials.

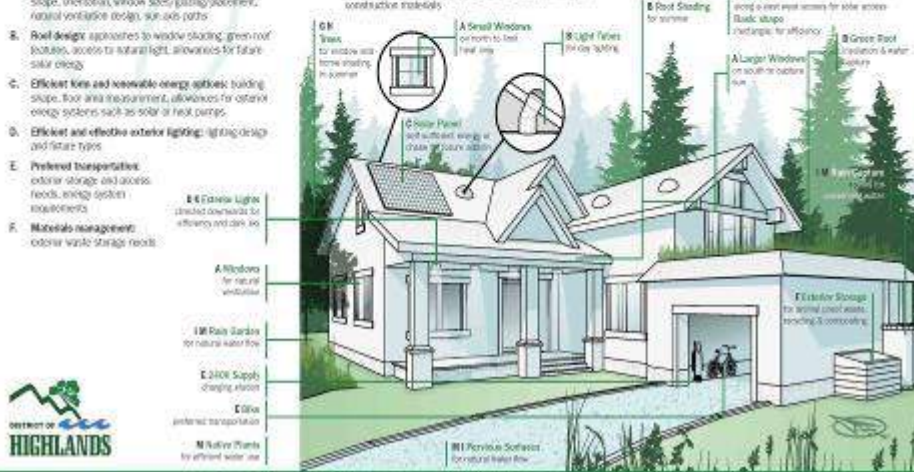
#### Construction & Landscaping

The construction and landscaping portion of the project is where all building approaches are realized.

The following list includes the guideline areas that apply to the work at this phase of your project.

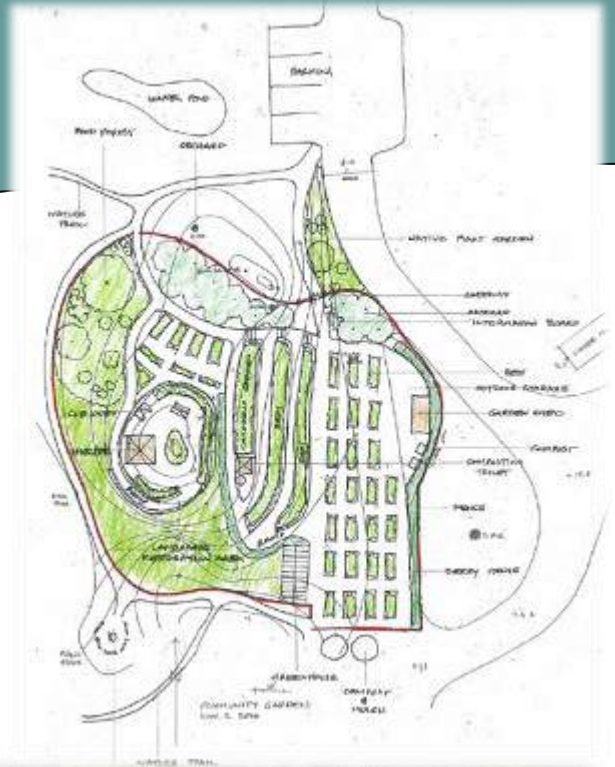
What areas can help you achieve the benefits of energy and water conservation?

- Efficient and effective exterior lighting:** lighting controls (timers, motion detectors).
- Materials management:** to reuse, local, non-toxic and durable materials.
- Water management and landscaping materials:** plant, trees, shrubs, bedding approaches, plant placement, mulch, organic and irrigation.





# Strategic Area 5 Food



## GOALS AND OBJECTIVES

To increase landscape and climate appropriate food production; To increase and promote local food production to encourage:

- ♦ fewer commuter trips, and
- ♦ decrease transportation impacts for the region to provide more food for local purchase.

To improve road safety, To improve climate change resiliency.

## DESIRED OUTCOME

- ♦ Improved guidance on management opportunities through the consideration of community gardens or food forests and potential regulatory tools to enhance food production.
- ♦ Highlands Community Market prospers with additional support from the District.
- ♦ There is a local economy to support local food producers.
- ♦ Residents are more knowledgeable and resilient because of local food security.
- ♦ The natural landscape is not altered to grow food.
- ♦ Performance is measured through the review of ICSP Description of Success Indicators.



Highlands Community Garden  
729 Finlayson Arm Road

# Strategic Area 6

## Healthy Community



### GOALS AND OBJECTIVES

*Confirm Fire Department Service Levels meeting the Office of the Fire Commissioner's new requirements; Pursue Superior Shuttle Accreditation for fire insurance reductions; Support neighbourhood HELP groups with Emergency Preparedness; Protect public health, air and water quality; Reduce fire hazards; Reduce release of contaminants to air and ground; Respond to Amalgamation conversation; Enhance intergovernmental and community to community relations; Balance public safety while protecting the night sky.*

### DESIRED OUTCOME

- ♦ *Public Safety service level is confirmed to comply with provincial requirements and is considerate of financial capacity.*
- ♦ *Community-based emergency preparedness is improved through rejuvenated neighbourhood HELP groups throughout the District.*
- ♦ *Burning Regulations are reviewed to:*
  - ⇒ *provide improved guidance on management tools/options;*
  - ⇒ *define roles, responsibilities and authority;*
  - ⇒ *assess community impacts of regulatory enhancements;*
  - ⇒ *ensure capacity for enforcement.*
- ♦ *Relationships are established with First Nations whose traditional territory includes Highlands.*
- ♦ *The District is respectful to the other government agencies with which there are dealings.*
- ♦ *Local interests are effectively represented and respectfully communicated to other government agencies.*
- ♦ *Regional participation in new ventures is given thoughtful, contextual consideration.*
- ♦ *Council Policy manual contains public health policies in areas where jurisdiction is possible.*
- ♦ *Council establishes a formal policy for exterior lighting on public property.*
- ♦ *Performance is measured through the review of ICSP Description of Success Indicators.*

PRIORITIES	ACCOMPLISHMENTS
Emergency Planning	Council appointed the Fire Chief as the Emergency Planning Coordinator. The District of Highlands website has been updated to provide for easier access to Emergency Planning information. The Highlands District Community Association has been working with the Deputy Emergency Coordinator to re-establish the community HELP groups.
Back Yard Burning	District of Highlands website updated with information provided by the Fire Chief regarding wood stove burning and back yard burning. Find out more information here: <a href="http://www.highlands.bc.ca/472/Wood-Burning-and-Backyard-Burning">http://www.highlands.bc.ca/472/Wood-Burning-and-Backyard-Burning</a>
Volunteer Appreciation	Council approved engaging with District of Highlands volunteers annually at a volunteer recognition event held at the Community Hall. Highlands residents are also asked annually if they would like to nominate a community member under the District of Highlands Recognition Policy. Find out more information here: <a href="http://www.highlands.ca/393/Recognition-Program">http://www.highlands.ca/393/Recognition-Program</a>
Regional Cooperation	Work on the Regional Growth Strategy update continued throughout the year .



# Strategic Area 7

## Land and Natural Areas



### GOALS AND OBJECTIVES

*To protect Highlands nature and values; To ensure density increases are consistent with Regional Growth Strategy; To ensure a transparent and clear development application process; To ensure ICSP decision making tools are fully utilized; Compensation for ecosystem loss from development, To protect public health, To protect ecosystem health; To improve wildfire safety; To protect biodiversity from invasive species; Rural land uses are protected from more intensive uses.*

### DESIRED OUTCOME

- ♦ Land use decisions fully consider rural values by limiting density outside RUCSPA boundary and are mindful of densities within it.
- ♦ There is ongoing monitoring and reporting of permitted density under current zoning restrictions.
- ♦ Development application consideration procedures are clear and balanced to identify both the intent of development proposals and the requirements of the application process.
- ♦ The ICSP tools are fully integrated in to the land use decision-making process.
- ♦ Public and environmental health is addressed in regulations for products applied to land.
- ♦ Funding is provided for invasive species management and education.
- ♦ There is a buffer area between rural and more urban or commercial land uses.
- ♦ Performance is measured through the review of ICSP Description of Success Indicators.

PRIORITIES	ACCOMPLISHMENTS
Growth Projections and Limits	Council received a staff report from the Municipal Planner entitled "New Housing Units Possible Under Current Zoning Regulations". The report can be found here: <a href="http://www.highlands.ca/AgendaCenter/ViewFile/Item/3837?fileID=4544">http://www.highlands.ca/AgendaCenter/ViewFile/Item/3837?fileID=4544</a>
Sustainability Appraisal Form	Staff provided orientation session to Council and Committee members. Information can be found here: <a href="http://highlands.ca/AgendaCenter/ViewFile/Item/3395?fileID=3692">http://highlands.ca/AgendaCenter/ViewFile/Item/3395?fileID=3692</a>
Asset Management	Council awarded the development of a Sustainable Asset Management Plan and Policy to the Brentwood Advisory Group. The Plan and Policy were approved by Council in February, 2018. Information on the Plan and Policy can be found here: <a href="http://www.highlands.ca/AgendaCenter/ViewFile/Item/3976?fileID=4612">http://www.highlands.ca/AgendaCenter/ViewFile/Item/3976?fileID=4612</a> .
Review of Fees	Council approved Bylaw 401 and 403 which increased development application fees and Municipal Ticket Information Fines.

# Strategic Area 8

## Transportation and Mobility



### GOALS AND OBJECTIVES

*To improve regional connectivity; To increase road safety through traffic regulations, signage and enforcement; To improve multi-mode transportation opportunities; To seek funding opportunities to develop new roadside trails and cycle lanes; To maintain / improve existing roadside trails within the District's financial capacity; To promote "Highlands appropriate" transit opportunities.*

### DESIRED OUTCOME

- ♦ *Highlands residents have multiple transportation options for travelling within the District.*
- ♦ *Highlands roads form an integral connection internally and externally and are safe to drive, walk, cycle and ride .*
- ♦ *Speed limits encourage safety and alternative vehicle usage.*
- ♦ *Wildlife conflicts are minimized.*
- ♦ *There is ongoing communication with the RCMP about safety issues on roads including local programs to monitor and educate.*
- ♦ *Performance is measured through the review of ICSP Description of Success Indicators.*

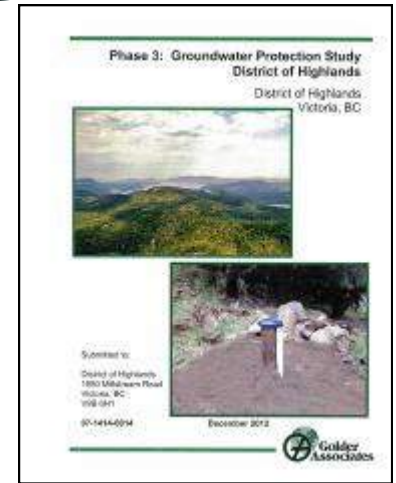
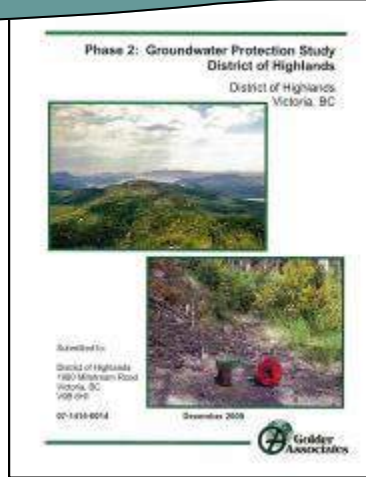


PRIORITIES	ACCOMPLISHMENTS
Asset Management	Asset management policy and plan approved by Council in early 2018 which incorporated natural capital assets where possible.
Traffic Regulation Bylaw	West Shore RCMP presence is increased in the Millstream Lk./ Ross Durrance Road area responding to concerns from area residents. This increased presence of RCMP to continue into 2018. Council passed several motions regarding traffic issues in the Ross Durrance and Millstream Road area. The full report may be viewed here: <a href="http://www.highlands.ca/AgendaCenter/ViewFile/Item/3928?fileID=4575">http://www.highlands.ca/AgendaCenter/ViewFile/Item/3928?fileID=4575</a>
Transit	Council continues to engage BC Transit to establish an active dialogue on transit issues



# Strategic Area 9

## Water and Waste



### GOALS AND OBJECTIVES

To protect groundwater quality and quantity; To protect surface water quality and quantity; To protect eco systems health and services; To create a Servicing Area Policy; To monitor waste management operations.

### DESIRED OUTCOME

- ♦ Water quality and quantity is preserved for future generations through sound decision-making with full consideration to impacts on water.
- ♦ Biodiversity and carbon sequestration are maintained by emphasizing preservation and protection of the natural environment in decision-making.
- ♦ Improved guidance on management opportunities is created through the clarification of regulatory authority establishing clear lines of authority.
- ♦ Improved climate change resiliency results by considering climate change impacts in decision-making.
- ♦ A Policy is established to address servicing within the Regional Urban Containment and Service Policy Area (RUCSPA) boundary.
- ♦ The District monitors and is provided with updates on the operation of waste management facilities within and adjacent to the District boundary.
- ♦ Performance is measured through the review of ICSP Description of Success Indicators.

PRIORITIES	ACCOMPLISHMENTS
Groundwater Protection Plan Implementation	Council authorized applying to the Federal Gas Tax Strategic Priorities Fund, Capacity Building Stream to obtain an implementation and work plan for groundwater protection. Funding approved in 2018. Information on the application may be found here: <a href="http://highlands.bc.ca/AgendaCenter/ViewFile/Item/3506?fileID=3937">http://highlands.bc.ca/AgendaCenter/ViewFile/Item/3506?fileID=3937</a>





# 2017 Highlights

## West Firehall Extension and Upgrade

# Community Highlights

District of  
Highlands



## Events

2017

### Annual Easter Egg Hunt (April 2017)

The Community gathers at Caleb Pike Heritage Grounds to hunt out surprises left by the Easter Bunny

### Broom Bash (April 2017)

Volunteers and residents diligently cut broom and trucked it to the Community Hall site for chipping - to be used as landscaping material.

### Highlands Community Clean UP (May 2017)

Volunteers organize the annual clean up of Highlands main roadsides and municipal parks.

### Casino Night (June 2017)

A fundraiser event to benefit Muscular Dystrophy Canada.

### Twinflower Park Grand Re-opening and Highlands Fling (September 2017)

A celebration of the reopening of Twinflower Park and annual HDCA's Highlands Fling celebrated with musical performances, games and activities for all.

### Highlands Volunteer Recognition Event (October 2017)

A celebration of District of Highlands volunteers.

### Highlands Fire Department Halloween Event (October 2017)

Gather at the Highlands Community Hall for hot dogs, drinks and Fireworks!

### Annual Highlands Winter Craft Fair (November 2017)

An annual winter craft fair held on the Caleb Pike Grounds and the Highlands Community Hall.



### Building Community Connections





*Council receives a quilt block from Carolyn Acs to commemorate the Capital Regional District's 60th anniversary.*



Our fire protection district has been added to the list of accredited agencies for the delivery of Superior Tanker Shuttle Services and the appropriate changes have been made to the fire insurance grading agencies. This is the equivalency of hydrant protection.

## SUPERIOR SHUTTLE ACCREDITATION

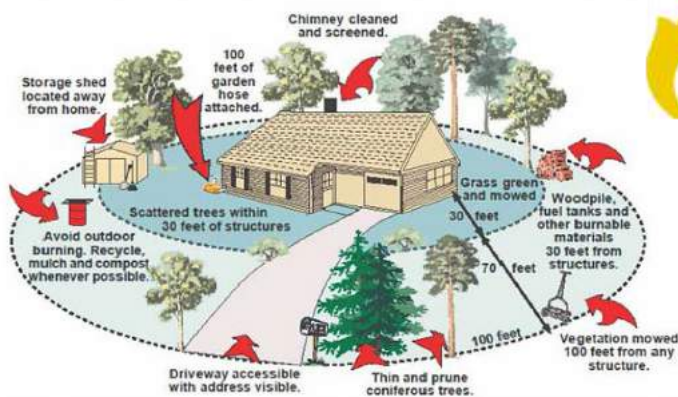
District of Highlands receives Superior Shuttle Accreditation in February 2017.





## EAGLES LAKE TURTLE HABITAT PROJECT

Highlands and the Habitat Acquisition Trust partnered for a Western Painted Turtle enhancement project on Eagles Lake.



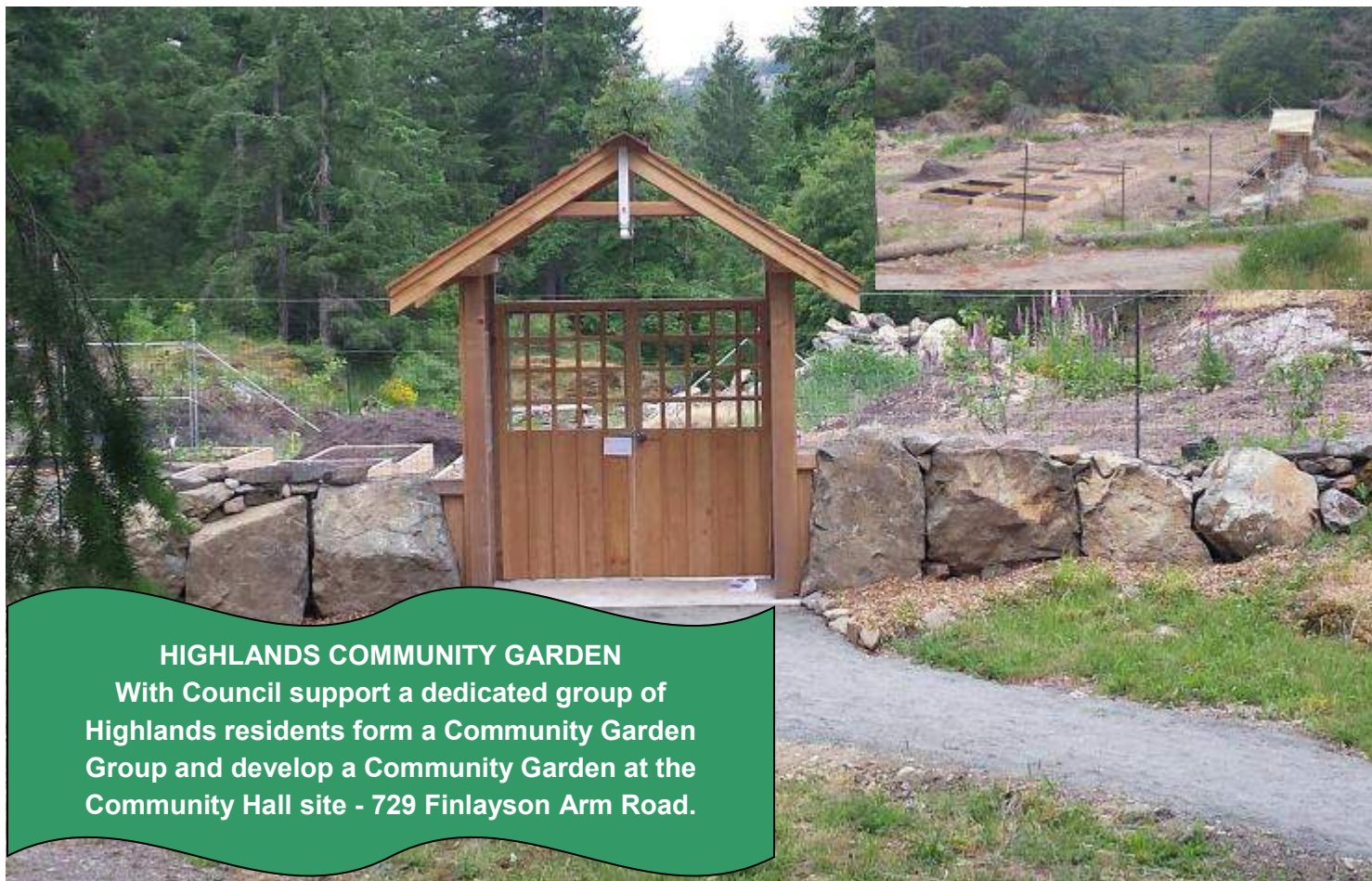
# FireSmart

Fifteen District of Highlands Property Owners benefited from the grant received from the Union of BC Municipalities Strategic Wildfire Prevention Initiative. This program assists communities to advance local planning efforts to mitigate risk from wildfire on private lands within a wildland urban interface.

*Creating defensive spaces around structures help protect from wildfires.*

**ACCESSIBLE PATHWAY CONSTRUCTED AT CALEB PIKE HERITAGE PARK**  
Highland Heritage Park Society members and volunteers installed a new accessible pathway to the museum at the Caleb Pike Heritage Park.





### **HIGHLANDS COMMUNITY GARDEN**

With Council support a dedicated group of Highlands residents form a Community Garden Group and develop a Community Garden at the Community Hall site - 729 Finlayson Arm Road.

### **TWINFLOWER PARK UPGRADE**

New playground equipment is installed at Twinflower Park. The upgrade was a joint project with Highlands and Canada 150 Community Infrastructure Program.



# Volunteer Recognition



## NOTEWORTHY 2017 ACCOMPLISHMENTS

**SUSTAINABLE ASSET MANAGEMENT PLAN** - Highlands was successful in securing a matching grant for up to \$10,000 to develop a policy and plan for asset management. The Policy and Plan was presented to Council in December 2017 and approved in February 2018.

Asset Management is an integrated process bringing together planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risks and provide satisfactory levels of service to community users in a socially, environmentally and economically sustainable manner.

The approved plan may be viewed here:

Plan: <http://www.highlands.ca/DocumentCenter/View/6902/Final-Report---Asset-Management>

Policy: <http://www.highlands.ca/DocumentCenter/View/6903/Asset-Management>

**HIGHLANDS ORAL HISTORY PROJECT** - Do you have memories about living in the Highlands, or old photos or maps that you would like to share? The Highlands Heritage Select Committee began work on the Highlands Oral History Project and would like the opportunity to interview you about your experiences and perspectives of the Highlands. If you are interested in participating in the Highlands Oral History Project, or would like to have more information please contact: Sally Gose | Chair Heritage Select Committee | [sgose@telus.net](mailto:sgose@telus.net) | 250 474-3403.

**HIGHLANDS EMERGENCY LOCAL PREPAREDNESS “HELP”** Work took place to re-established the HELP groups with the assistance of the Highlands District Community Association and the Assistant Fire Chief, Jason Shuttinga. Up to 10 groups of 10 – 30 households each are ‘up and running’. These are the communities of: Ross Durrance Road; Hazlitt Creek Road; Millstream Lake Road (north of Munn); Upper Munn Road; Compton Road; Lakeridge Place; Stewart Mountain Road; Lost Lake Road; and Martlett / Upper Millstream Road. Obviously many more HELP Groups are needed in our other Highlands neighbourhoods. If you are prepared to step forward to lead (or co-lead) a group in your part of the Highlands please contact the District Office.

**HERITAGE PARK IMPROVEMENTS** occurred over the summer of 2017. With funds from a Canada 150 grant, stonework around the base of the museum was completed, and stonework and railings have been added to the two sets of exterior stairs in the park. Small downcast LED lights were installed in the stonework to improve safety. The parking area was also improved to allow for a HandyDART to safely drop off and pick up passengers.

**SECONDARY SUITES AND ACCESSORY DWELLING UNITS** - Staff have reported to Council twice on the issues. The first report was submitted for Council consideration in December, 2017. Council received the report and asked that staff bring back additional information. A second report was submitted to Council for consideration in April, 2018 and Council motioned to receive the report and directed staff to proceed with an open house to solicit input on the proposed draft policy/program and regulatory framework.

**HIGHLANDS EMERGENCY PREPAREDNESS** - Fire Chief Ford was appointed Emergency Coordinator and Lieutenant Jason Schuttinga was appointed Deputy Emergency Coordinator. Together they have over 39 years of experience in emergency services and are looking forward to assisting neighbourhood H.E.L.P. (Highlands Emergency Local Preparedness) groups, radio operators, local, regional and provincial planning organizations to help residents of the Highlands feel safer and be more prepared.

In August Council approved engaging consulting services from Smart Risk Control to update the District of Highlands Emergency Plan.

## NOTEWORTHY 2017 ACCOMPLISHMENTS

**2014 INDICATORS REPORT** - Council received the 2014 Indicators report in April, 2017. The main implementation item of the Highlands Integrated Community Sustainability Plan (ICSP) is for the District to regularly conduct measurements of selected statistics in order to determine if the District is achieving its sustainability goals over time. By doing this, the District can either maintain its course of actions or change course to improve its success on achieving its vision of sustainability. These regular and selected measurements are called, "indicators." The 2014 Indicators Report is the second in the series and may be viewed in its entirety here:

<http://www.highlands.bc.ca/DocumentCenter/View/6430/Indicators-Report---2014?bidId=>

**TRAFFIC CONCERNS** - Council requested increased RCMP presence along Ross Durrance/ Millstream Lake road area to assist with concerns from local residents regarding increased commuter traffic issues. Concerns from residents included excessive speed and aggressive drivers. Residents have noted an improvement with the increased RCMP presence.

West Shore RCMP offer the following advice regarding reporting after-the-fact traffic incidents:

- ♦ Record the description of the vehicle
- ♦ Record the license plate
- ♦ Record the location of the alleged offence
- ♦ Record the description of the driver



### Public Participation - how do you become involved in the decisions of the District?

**WE ARE ALL PART OF THIS COMMUNITY** - Many of the important decisions that affect you, your family and neighbours on a daily basis are made at the local government level. The community, as a whole, benefits when there is a strong working partnership between citizens, Council and staff. At the District we recognize that providing citizens with knowledge and tools about public process and encouraging public participation is an integral part of good governance. The more informed and involved citizens and community groups are, the better able we are to build the

community we want. Involving the public improves the quality of decisions and ensures diverse opinions, information and experiences are considered in the decision making process.

Residents may have a better understanding of how to become involved through the "Public Process Handbook" which will provide information about the District and outline some strategies for how we can successfully work together.

The handbook may be found here:

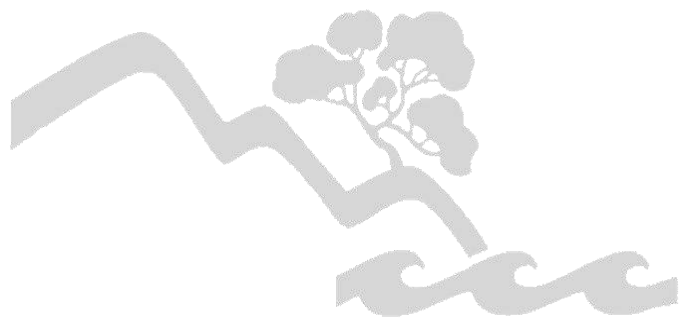
<http://www.highlands.ca/DocumentCenter/View/6562/Public-Consultation-Handbook?bidId=>



# Looking Forward...



A look at planned projects for 2018, under the Direction of Council in the designated strategic priority areas.



With many priorities identified in the 2014-2018 Strategic Plan, moving forward Council has chosen to focus on:

1. Consideration of Strategic Parkland Acquisition
2. Groundwater Protection/Watershed Health
3. Secondary Accommodation Policy Review

A number of other deliverables as described below continue to remain priorities.

## Building and Sites 2018



Heritage Site Recognition

Staff to continue working with and supporting the Heritage Select Committee's work.

Council Priority

Deliverable

Secondary Accommodation Policy Review

Council to review public input from the June 6th, 2018 open house and make decision on how to move forward.

Subdivision Regulation Bylaw

Consultant to do further work regarding fire service requirements and specifications and sanitary sewage collection systems.

Home Based Business Regulation Review

Staff to provide Council with recommendations to update Zoning Bylaw Home Based Business Regulations including commercial vehicles.

## Education and Leisure 2018

Council Priority	Deliverable
Parkland Acquisition	Council to continue to consider strategic parkland acquisition with Mary Lake as a priority.
Community Hall	Staff to prepare and provide to Council a terms of reference for site planning analysis for future uses of the community hall site referencing previous Community Hall Centre Task Force Recommendations.
Wildlife Co-Existence	Prepare information on the best practices for reducing conflicts with wildlife.
Municipal Parkland Management Plan	Staff to report to Council with a Twinflower Park Bylaw and recommended priorities for further management plans.
Accessibility Upgrades	Report to Council to review accessibility issues on municipal properties and recommend upgrades where applicable.

## Healthy Community 2018

Council Priority	Deliverable
Backyard Burning	Staff to report to Council on a public education initiative
Exterior Lighting Policy	Staff to report to Council with a draft Street Lighting and Public Property Lighting Policy
Regional Cooperation	Council to continue to pursue First Nation's Relationship building

## Land and Natural Areas 2018

Council Priority	Deliverable
Tree Cutting Bylaw	Staff to report to Council on recommended changes to existing bylaw to reduce overall loss of trees and ensure aquifer protection
Blasting Bylaw	Staff to report to Council on recommended changes to modernize bylaw
Covenant Enforcement	Staff to report to Council on current practice and policy and options/implications for expanded enforcement
Eco System Offsetting	Staff to report to Council on the potential for offsets to eco system loss from development
Pesticide/Herbicide Regulation	Staff to report to Council with regulatory guidelines for pesticide and herbicide application to land
Amenity Policy	Report to Council on possible amendment to the OCP and Amenity Policy regarding non-density amenities

## Transportation and Mobility 2018

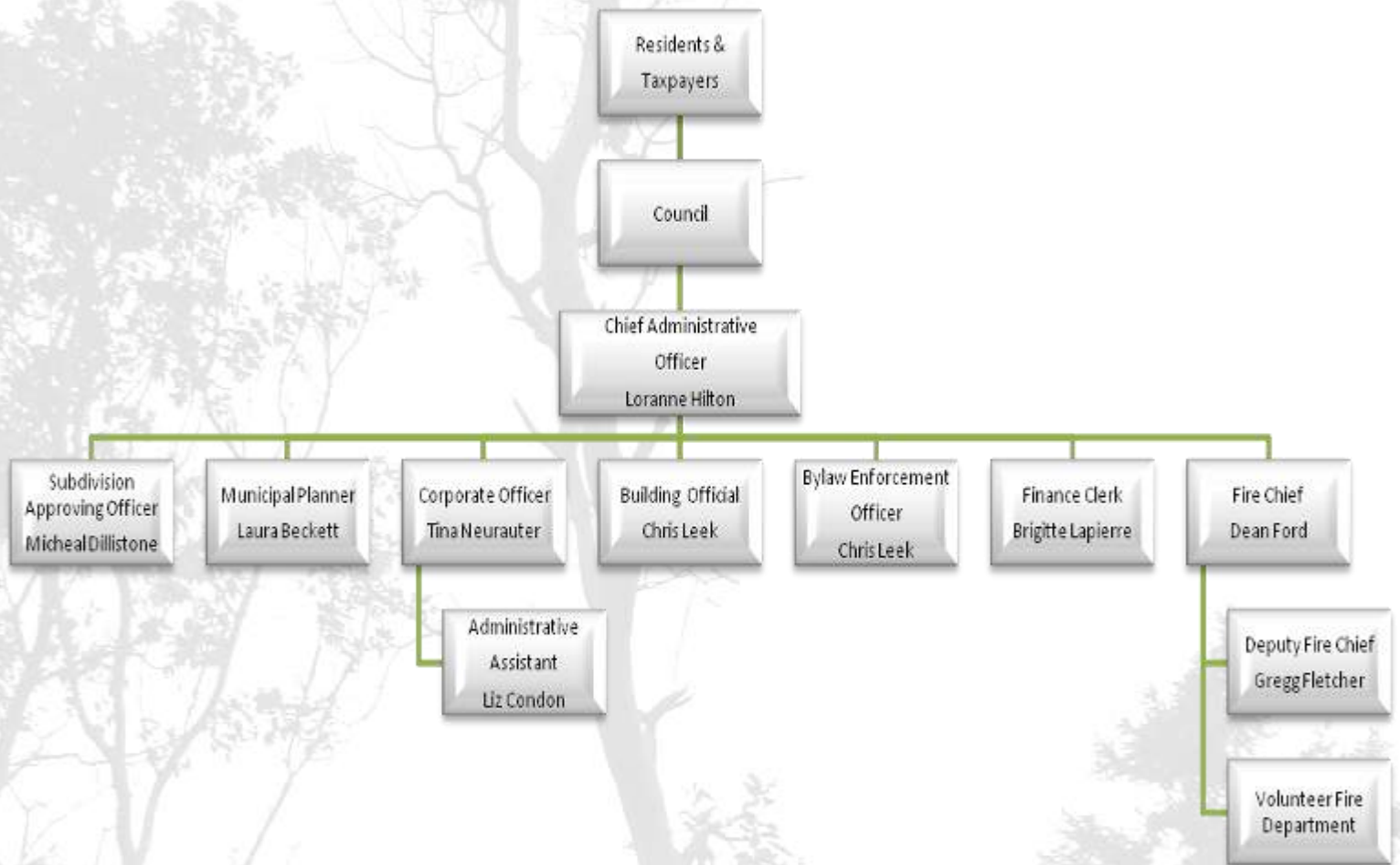
Council Priority	Deliverable
Roadside Trails	Staff to report to Council on history of this item and to perhaps have further discussion on what the best choice would be with respect to roadside trails, and to review existing roadside trails to identify maintenance and management issues.

## Water and Waste 2018

Council Priority	Deliverable
Groundwater Protection Plan Implementation	Engage consultants to prepare an implementation and work plan for groundwater protection.
Waste Management Operations	Council will continue to be updated on the landfill operation at 1943 Millstream Road and Hartland Landfill operations

# Organizational Chart

Organizational Structure - Mayor and Council are responsible for setting the direction and establishing the strategic priorities for the District of Highlands. The Chief Administrative Officer's responsibility is to ensure that direction is followed and to manage the affairs of the organization in accordance with the policies and programs approved by Council and the *British Columbia Community Charter* and *Local Government Act* and other relevant statutes and regulations.





## Chief Administrative Officer Loranne Hilton



I am very pleased to be able to present the District of Highlands' 2017 Annual Report.

With our dedicated staff working collectively, we have continued to administer the services delivered to residents and property owners of the District, and to assist District Council in achieving priorities as set out in its Strategic Plan.

There are many noteworthy accomplishments for 2017. To name a few, the upgrade of Twinflower Park was completed, the Emergency Program model was changed to incorporate the Volunteer Fire Department and an update to the Emergency Plan was embarked upon, an Asset Management strategy was created, and we participated in the Regional Growth Strategy process.

A number of capital projects were completed, including the unanticipated major repair of a portion of Millstream Lake Road, and chip sealing of Davies Road.

Staff were actively involved with the Community Garden group volunteers to help them achieve their vision for a community garden to open in 2018.

In terms of Council's Strategic Plan priorities, traffic safety was focused on, we undertook a grant application process to help fund a ground water protection implementation and work plan, which was successful, and options for secondary housing policy were introduced.

For 2018, staff will continue to work towards operational and strategic priorities, while continuing to provide quality services to the Highlands community.

I would also like to extend my appreciation to Council for its support over the year and to all of our staff for their ongoing commitment to Council, the organization and the community as a whole.

Loranne Hilton, Chief Administrative Officer

lhilton@highlands.ca | 250-474-1773



## *Fire and Rescue Services*

### *Fire Chief - Dean Ford*





WOW...What a year the Highlands Fire Department had in 2017. The department acquired the Superior Shuttle Accreditation, took on the responsibility for the Highlands Emergency Program, Finished the expansion to the West Hall, and attended 128 calls

**Superior Shuttle** - The Highlands Fire Department ability to transfer water from a static water source to a fire scene was tested by the Fire Underwriters Survey on February 4<sup>th</sup> 2017. After months and months of training in preparation for this testing, our department members were flawless in their execution, and the Superior Shuttle Accreditation (SSA) test was considered a success in under an hour. With this SSA accreditation in place, a letter was sent out to the residents of the Highlands recommending they contact their home insurance providers, as a large discount in their fire insurance premiums may be immediately available. To date the largest SSA savings a

resident has reported to the district is \$1,278 a year. With the average insurance savings coming in around \$550 a year.

**Highlands Emergency Program** - The Highlands as the Fire Department has now assumed the responsibility for the emergency program/emergency coordinator position and Assistant Chief Jason Schuttinga has been named as the Deputy Emergency Coordinator to assist Chief Ford in his role as Emergency Coordinator. Both Asst. Chief Schuttinga and Chief Ford have been working with Jim LaMorte of Smart Risk to have a draft updated emergency plan prepared for presentation to the Emergency Planning Committee in the first quarter of 2018.

**West Hall Addition** - The addition to the West Fire Hall is now complete and the frontline engine and our fire fighters have moved into the new bay. The heatpump conversion at the West Hall was completed in November and we are excited on how much less our heating bills will be now that we are off the electric heaters!

**Response to Emergencies** - Our call volume for 2017 saw an 13% increase in calls over 2016 with a total call volume of 128 calls, which is now the most calls the department has attended in 1 year. The calls broke down as; 43 Medical, 7 Fires, 2 Structure Fires, 1 Vehicle Fire, 20 MVI, 5 Rescues, 16 Hydro, and 34 Miscellaneous calls (alarm bells, burning complaints, etc.)

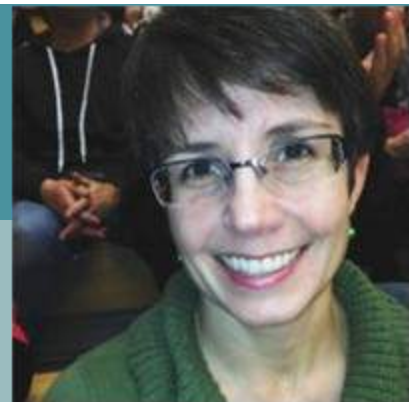
Our closet call to a major wildfire this year occurred on September 17<sup>th</sup> when members attend a brush fire in Gowlland Todd Park. The fire was approximately a 20-minute hike down the trail to McKenzie Bight, but thankfully with Car-1 and Brush-2 both being 4x4's we were able to access the area with both vehicles and set up a water supply from the ocean and quickly bring the fire under control. But our busiest day by far was definitely December 19<sup>th</sup> when members attended 10 calls in one day!

**Membership/Training** - 2017 had 4 members in our recruit program who were diligently working towards their exterior fire fighter status before entering the interior training program in 2018. All regular members spent 2017 honing their skills in all aspects of the department ( Live fire training, medical, interior team leader, etc.) and in total spent over 8000 hours training on nights and weekends in 2017.

Our recruiting efforts are constantly underway, in hopes of attracting 2 more members for the West hall, and at least 4 more members for the East firehall as numbers in this hall continue to remain lower than desired.

# *Planning Services*

## *Laura Beckett, Planner*



### **2017 HIGHLIGHTS IN PLANNING AND SUBDIVISION INCLUDE THE FOLLOWING ACCOMPLISHMENTS:**

- ♦ Work on the Regional Growth Strategy update continued throughout the year in earnest, especially in December.
- ♦ There was continuing work on land acquisition/disposition for potential parkland around Mary Lake. The subdivision of the property continued throughout 2017, and will result in the eventual purchase of a portion of the property by CRD Parks. This Strategic Plan item also involves a lot line adjustment between Eagles Lake Park and the adjacent District-owned residential property. The result will be to have the lake fully on the Eagles Lake Park parcel.
- ♦ Staff provided an orientation to the Sustainability Appraisal Form for Council, the Select Committees and the public at large.
- ♦ Council updated approval data with respect to water wells for subdivisions.
- ♦ The 2014 Indicator Report was completed.
- ♦ The District's annual groundwater monitoring program continues.
- ♦ The District contracted a new Approving Officer, who is also providing Planning Department support.
- ♦ Fees for various land development applications including subdivision boundary adjustments were updated.
- ♦ The District provided financial support for the Heritage Select Committee to send a member to the Heritage BC Conference.
- ♦ The District received grant money to create an implementation plan for the District's Comprehensive Groundwater Study.
- ♦ Council received a report that calculated total new housing units possible under current zoning.
- ♦ A process around considering regulating secondary suites and accessory dwelling units was introduced.
- ♦ During the year, there were up to 6 active subdivision files, with one approved and one expired.
- ♦ While there were 3 rezoning applications active throughout most of the year, none were approved.
- ♦ 3 covenant amendments were made, one of which involved the "cottage" area at Rivers Crossing.
- ♦ 20 development permits were approved, mostly related to Building Permit Applications and DPA #6.
- ♦ 4 development variance permits (or development permits with variance) were approved.



## **Chris Leek**

### ***Building Official and Bylaw Enforcement***

**The Building Department saw a decrease in construction values in 2017 from 2016.**

**Construction permit fees for 2017 totaled \$51,320 while in 2016 construction permit fees totaled \$139,595.**

The Building Inspector administers the BC Building Code and ensures that all buildings in the District of the Highlands are constructed to the standards of the National Building Code.

The Building Inspection Department can help with the following:

- Issuing building, plumbing, chimney, soil deposit and soil removal, tree cutting and blasting permits
- Building permits - the building inspector processes building applications and reviews plans to ensure compliance with the BC Building Code, municipal bylaws and policies
- Inspections - inspections are performed at various stages of construction and include:
  - ♦ foundation and footing forms (before concrete is poured);
  - ♦ installation of perimeter drain tiles and damp-proofing (prior to backfilling);
  - ♦ rough-in of all chimneys and fireplaces and solid fuel burning appliances;
  - ♦ rough-in plumbing;
  - ♦ insulation and vapour barrier;
  - ♦ health and safety aspects of the work prior to occupancy; and
  - ♦ a final inspection is required upon completion of a project and before an occupancy permit can be issued
- Site Inspections - site inspections are required to determine that conditions set out in the permit have been satisfied



## Corporate Officer Tina Neurauter



The Administration Department provides legislative and administrative functions to Council, its Committees and the municipal organization in general, ensuring that statutory requirements are met and that Council policies and directives are accomplished.

Some of the typical duties of the department include:

- ♦ making recommendations to Council on a broad range of policy and administrative issues
- ♦ efficient management of the municipal workforce
- ♦ ensuring that Council's directions and policies are carried out
- ♦ encourage open communication with the community to create a better understanding and appreciation of Council's role, its policies and its statutory responsibilities
- ♦ providing statutory support and organizational services to Council and the municipal organization in general
- ♦ preparation of Council and Committee agendas, minutes and correspondence
- ♦ municipal bylaws
- ♦ records management
- ♦ Freedom of Information and Protection of Privacy



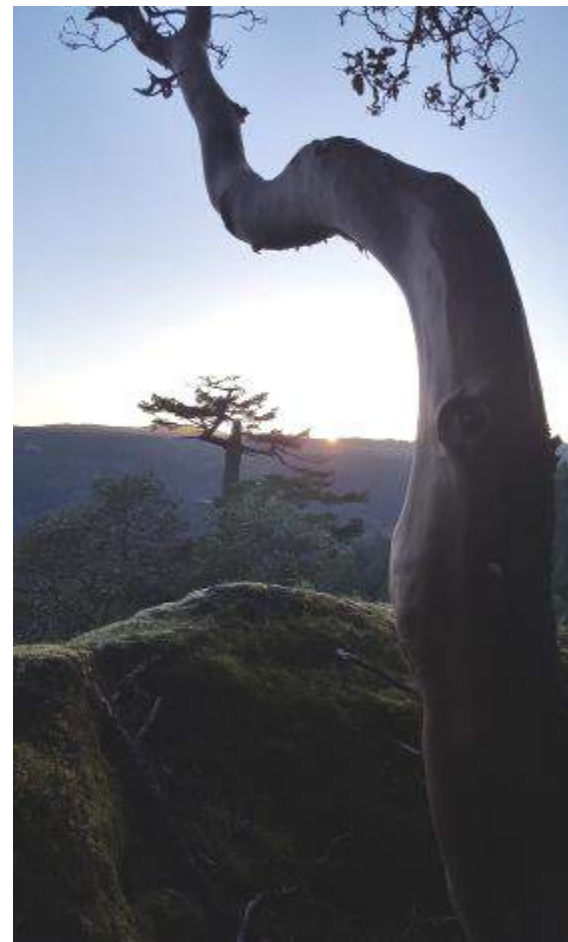
## Finance Department

### Treasurer - Lorraine Hilton

*The Finance Department oversees the financial operations of the District, develops and implements sound financial policies and practices, and coordinates the budgeting process.*

Following deliberation at a number of budget meetings, and in line with previous tax policy, Council approved a 2% general tax increase for every residential property in the District for 2017 while Fire Service taxes did not increase. Council gave detailed consideration to tax apportionment, and continued with its plan adopted in 2015 to increase the multiples for class 5 (light industrial) and class 6 (business) over a four year period.

A number of capital projects were accommodated within the Financial Plan and carried out over the year, and we continued to make strides in building reserves for future infrastructure replacement. A major focus moving forward will be to incorporate asset management planning and policy into a long term financial plan.



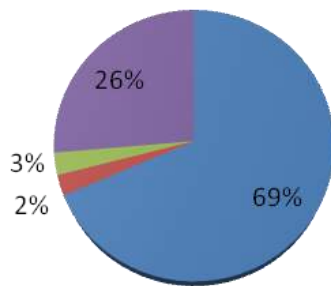
# YOUR 2017 TAX DOLLARS AT WORK

## Taxes paid by a typical Highlands Residential Property – 2017

<b>ASSESSMENT OF TYPICAL PROPERTY</b>	<b>\$665,000</b>
<b>Municipal Taxes</b>	
General Property	\$1292
Specified Area (Fire Protection)	558
<b>Total Highlands Taxes</b>	<b>\$1,850</b>
<b>Property Taxes Collect for Other Governments</b>	
School	\$1,108
Capital Regional District	194
Regional Hospital	174
Regional Transit, BC Assess., MFA	168
Police Tax	149
<b>Total Taxes for Other Governments</b>	<b>\$1,793</b>

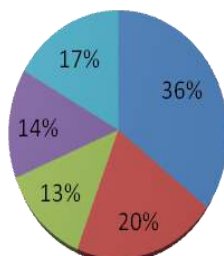
### Operating Revenues

- Taxation
- Other Revenue
- Sales of Services
- Grants and Contributions



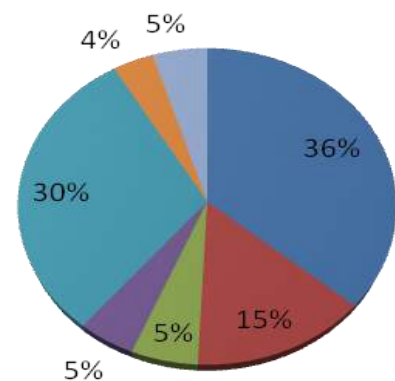
### Operating Expenses

- General Govt Services
- Transportation Services
- Recreation and Cultural Services
- Protective Services
- Planning Services



### Where Do Your Tax Dollars Go?

- District of Highlands
- District of Highlands Fire
- Regional District
- Hospital District
- School
- Police
- BC Transit, BCAA, MFA





# Financial Statements

