

Annual Report

For the Period Ending
December 31, 2015

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



The background image shows a lush forest scene. In the foreground, a stream flows over dark, wet rocks, creating a small waterfall. The water is clear, reflecting the surrounding greenery. The banks are covered with fallen leaves in shades of yellow, orange, and brown. In the background, tall trees with green foliage rise up, their branches creating a canopy. A semi-transparent teal box is centered on the page, containing white text.

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.



Table of Contents



Questions

Comments

Community
Building

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 2015	Page 10 - 19
Looking Ahead 2016	Page 20-22
Community Highlights	Page 23
Organization Chart	Page 24
Chief Administrative Officer Message	page 25
Operational Services	Page 26 - 32
Financial Statements 2015	Page 33



Engage with Community





Connecting with Community



Online @ Highlands.ca

Questions

Comments

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
2,120



3,745 Hectares
Land Area

38 % Parkland
1,450 Hectares

0.9 people
Per Hectare



Building Community Connections

District of Highlands



Mayor's Message

On behalf of Council, I am pleased to present the 2015 Annual Report for the District of Highlands. This report contains valuable information related to the District's operations. 2015 was a year filled with excitement, new challenges and a changing of the guard. Council established an ambitious set of goals and worked hard to ensure that thoughtful and consultative processes guided our decisions.

In January, your brand new Highlands Council absorbed a daunting amount of information about Local Government and the "best practices" that help us serve our community. Council focused on linking the nine ICSP strategy areas to our Strategic Priorities Plan. Maintaining our rural character, enhancing groundwater protection, economic diversification in South Highlands, heritage protection and environmental protection were important objectives. Construction of the new Community Hall and new East Firehall continued and was completed in 2015

Eleven year old Rupert Yaklashek came to council in February. He sought and received council support for the "right to a healthy environment".

During March, Council approved staff proceeding with detailed financial planning including options to borrow funds for all or parts of the five year capital funding components for the Fire Department including Superior Shuttle Accreditation.

In May, Council drafted strategic priorities for 2015-2018. We also approved an amendment to the Bear Mountain Partnership Agreement that allowed for the construction of clay tennis courts.

During the summer months our attention turned to implementing the use of the Sustainable Highlands Decision Making Framework as well as setting in motion recommendations from the gap analysis for water regulations. Plans were begun for the new Community Hall and New East Firehall Grand Opening in September. The event was a great success that involved many community members and showcased these wonderful new facilities.

In the Fall, policies for Select Committees were adopted and a Soil Regulation Bylaw reviewed. Our long time CAO Chris Coates moved on to the City of Victoria and was replaced by interim CAO Tim Wood.

On behalf of Council, we look forward to continuing to serve the community during the term ahead. In closing, I would like to thank our staff, councillors, firefighters, community organizations and volunteers for their work, involvement, and especially their collaboration.

Mayor, Ken Williams



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 and August.

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

Appointments:

- ♦ Capital Regional District Board
- ♦ Capital Regional District Environmental Services Committee
- ♦ Capital Regional Hospital Board
- ♦ Capital Regional District Parks Committee
- ♦ Treaty Advisory Committee



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

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

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

Building Community Connections



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
- ♦ 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:

- ♦ CRD Arts Committee
- ♦ CRD Housing Trust Fund Commission
- ♦ CRD Water Commission, Alternate
- ♦ Capital Region Emergency Service Telecommunications
- ♦ Greater Victoria Public Library Board
- ♦ Highlands Emergency Planning Committee, Alternate
- ♦ Juan De Fuca Water Commission, Alternate



OUR 2015 COUNCIL 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.

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 Priorities

CHANGING OF THE GUARD On February 7th, Highlands Volunteer Fire Department members invited the members and builders of the original East Firehall to regale old memories and stories of the building (on the left) before it's final deconstruction.



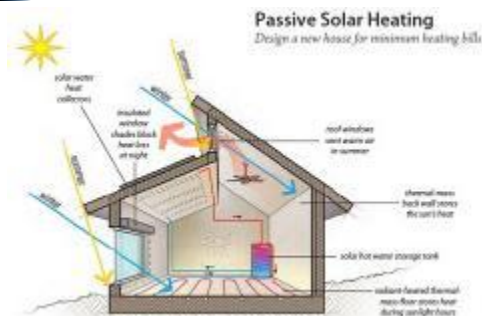
- ♦ Building and Sites
- ♦ Economy and Work
- ♦ Education and Leisure
- ♦ Energy
- ♦ Food
- ♦ Healthy Community
- ♦ Land and Natural Areas
- ♦ Transportation and Mobility
- ♦ Water and Waste

To visit Council's complete Strategic Plan, please visit www.highlands.ca



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.

PRIORITIES	2015 DELIVERABLE
Heritage Site Recognition	Heritage Committee made recommendation to Council on prioritizing next steps from the Heritage Task Force Report.
Bylaw Enforcement Policy Review	Council implemented a new Bylaw Enforcement Policy and Practice which reviews bylaw complaints and concerns in a fair and consistent manner that will be understood by the community and supported by Council and the courts.
Subdivision Regulation Bylaw	Council approved a Subdivision bylaw amendment which concerned itself with two areas of change: onsite sanitary sewage systems and, to a lesser degree, Water Supply Systems as defined by the <i>Drinking Water Protection Act</i> . Island Health, formerly Vancouver Island Health Authority (VIHA), is the jurisdictional authority for on-site sewage systems and smaller level water supply systems. A second amendment will come forward in 2016 which will be provided via a consultant.
Soil Regulation Bylaw	Ongoing work is underway of amendments to the Soil Regulation Bylaw.
Integrated Community Sustainability Plan Indicators (ICSP)	Council established an Implementation Plan for ongoing Indicators reporting for performance measurement.



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	2015 DELIVERABLE
Tax Rate Analysis	Budget process included thoughtful consideration and benchmarking of tax policy considerations to create a balancing of the tax burden with clear objectives and impacts.
Communications Infrastructure	Council to continue support for enhanced communications infrastructure offering choice to residents and business. Council considered and approved an improved communication policy, along with a community handbook, early in 2016.
ICSP Indicators	Council established an Implementation Plan for ongoing Indicators reporting for performance measurement.





Strategic Area 3

Education and Leisure



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	2015 DELIVERABLES
Park Land Acquisition	Staff reported to Council on considerations of future park land acquisition. (note that Land acquisition is managed on a confidential basis during consideration and negotiations.)
Community Hall	The Social Sustainability Committee organized and carried out an exceptional Grand Opening Event for the Community Hall in September 2015. The event was well-attended by the community and ended with a musical performance. Council supported staff to report on marketing options for the Community Hall for active use.
ICSP	Council established an Implementation Plan for ongoing Indicators reporting for performance measurement.



HIGHLANDS ANNUAL CASINO NIGHT - The Highlands Fire Fighters Association host a Casino Night every year in June. This fundraiser, a benefit for Muscular Dystrophy Canada, is always a wonderful night of fun and community spirit. Bring your family, friends and neighbours (a +19 event) and join your hosts, members of the Highlands Fire Fighters Association, for a fun event in aid of this deserving charity.



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 its 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.

PRIORITIES	2015 DELIVERABLES
Carbon Offsetting Analysis	The Sustainable Land Use Committee has provided Council with recommendation to consider regarding carbon offsetting projects.
ICSP Indicators	Council established an Implementation Plan for ongoing Indicators reporting for performance measurement.

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 Areas #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

- Screen the Structure
- Fill in DPA #6 checklist
- Review checklist with staff
- Condition of your building permit

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 items that apply to the work of this phase of your project.

What could you do to help you achieve the benefits of energy and water conservation?

- Building orientation and access to sunlight:** building shape, orientation, windows, doors, glazing placement, solar air intake design, sun and shade paths
- Roof design:** approaches to window shading, green roof features, access to natural light, solar access for future solar design
- Efficient form and renewable energy systems:** building shape, solar air intake placement, alternative for solar energy systems such as solar air intake
- Efficient and effective exterior lighting:** lighting design and fixture types
- Preferred transportation:** solar air intake and access roads, storage systems, requirements
- Material management:** exterior waste storage, storage

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 items that apply to the work of this phase of your project.

What could you do to help you achieve the benefits of energy and water conservation?

- Building access to sunlight and shading:** trees and landscaping selection and placement
- Renewable energy systems:** solar air intake and shading selection and placement
- Water reuse and management:** scope and ground treatment, site area, and water collection approaches
- Construction materials reuse and recycling:** construction material selection, and designating areas for sorting, compost and recycling

Construction & Landscaping

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

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

What could you do to help you achieve the benefits of energy and water conservation?

- Efficient and effective exterior lighting:** lighting controls, fixture, location, shielding
- Material management:** reuse, sort, storage and storage area
- Water management and landscaping materials:** plant types, growth, building approaches, plant placement, water capture and irrigation

Key Features and Notes:

- 1. Solar Panel:** solar panel array on roof
- 2. Solar Panel:** solar panel array on roof
- 3. Solar Panel:** solar panel array on roof
- 4. Solar Panel:** solar panel array on roof
- 5. Solar Panel:** solar panel array on roof
- 6. Solar Panel:** solar panel array on roof
- 7. Solar Panel:** solar panel array on roof
- 8. Solar Panel:** solar panel array on roof
- 9. Solar Panel:** solar panel array on roof
- 10. Solar Panel:** solar panel array on roof



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, 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.
- ♦ Performance is measured through the review of ICSP Description of Success Indicators.
- ♦ The natural landscape is not altered to grow food.



PRIORITIES	2015 DELIVERABLES
Require Food Production in Land Development	The Social Sustainability Committee has made recommendations to Council. In June 2016 Council considered a zoning amendment which included Community Garden Use in all P2 zones in The Highlands.
Highlands Community Market	The Highlands Market ran the last Sunday of the month from May to September.
ICSP Indicators	Council established an Implementation Plan for ongoing Indicators reporting for performance measurement.

Strategic Area 6

Healthy Community

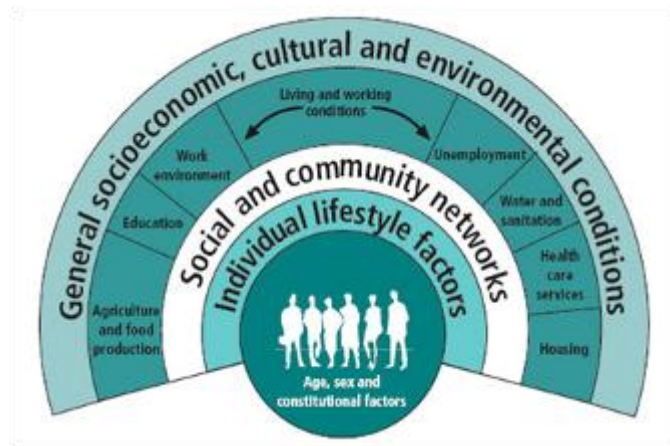


GOALS AND OBJECTIVES

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.



PRIORITIES	2015 DELIVERABLES
Fire Department Service Level Review	Fire Chief reported to Council on new service level requirements from the Office of the Fire Commissioner.
Superior Shuttle Accreditation	Superior Shuttle Accreditation is well underway. The desire is to have the accreditation by the Fall of 2016.
Regional Cooperation	Council to continue First Nation's relationship building. Council respond to Amalgamation conversation when appropriate. Council has submitted two responses to the Capital Regional District on: 1) The draft Regional Sustainability Strategy; and 2) in 2016 on the draft Regional Growth Strategy
Exterior Lighting Policy	Staff reported to Council on previous information about street lighting at Millstream /Hanington Road intersection. A policy will be presented to Council in 2017.
ICSP Indicators	Council established an Implementation Plan for ongoing Indicators reporting for performance measurement.



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.
- ♦ Performance is measured through the review of ICSP Description of Success Indicators.
- ♦ There is a buffer area between rural and more urban or commercial land uses.

PRIORITIES	2015 DELIVERABLES
ICSP Decision Making Framework	Policy implemented for ICSP Decision Making Framework.
Sustainability Appraisal Form	Policy implemented for Sustainability Appraisal Form .
Invasive Species Management	Council member is actively participating in CRISP. Invasive species removal funded in budget. Annual Broom Bash well-attended
ICSP Indicators	Council established an Implementation Plan for ongoing Indicators reporting for performance measurement.

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

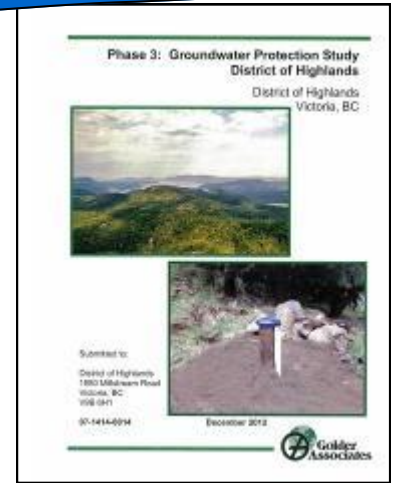
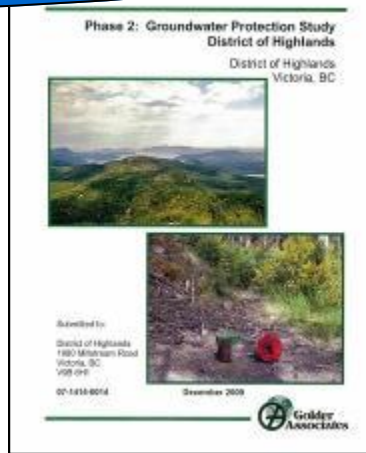
- ◆ Highlands residents have multiple transportation options for travelling within the District.
- ◆ Highlands roads form an integral connection internally and externally and are safe to drive, walk, cycle and ride .
- ◆ Speed limits encourage safety and alternative vehicle usage.
- ◆ Wildlife conflicts 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	2015 DELIVERABLES
Transit	<p>Social Sustainability has provided recommendations for Transit related issues including ride share and park and ride. Discussion at a future Strategic Planning session will take place regarding a potential survey.</p> <p>Council continues to engage BC Transit on transit issues.</p>
ICSP Indicators	<p>Staff to report to Council to establish an Implementation Plan for ongoing Indicators reporting for performance measurement.</p>



Strategic Area 9 Water and Waste



GOALS AND OBJECTIVES

To protect groundwater quality and quantity; To protect surface water quality and quantity; To protect ecosystems 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.

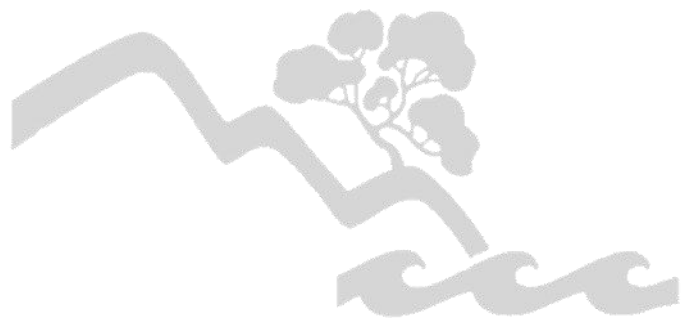
PRIORITIES	2015 DELIVERABLES
Groundwater Protection Plan Implementation	Sustainable Land Use Select Committee produced a Community Water Conservation/ Education Pamphlet based on information contained within the Golder Associates reports. Recommendations from Sustainable Land Use Committee on implementation of Groundwater Protection Plan and UVIC Environmental Law Group Gap Analysis forwarded to Council for consideration.
Waste Management Operations	Council has been updated on compliance issues with Highwest and Hartland landfills and ongoing reporting frequency will be provided with staff reporting which is done three times per year.
ICSP	Council established an Implementation Plan for ongoing Indicators reporting for performance measurement.



LOOKING AHEAD 2016



A look at planned projects for 2016, under the Direction of Council in the designated strategic priority areas.



Building and Sites 2016



Council Priority	Deliverable
Secondary Accommodation Policy Review	Staff to provide a policy by canvassing policies from comparable municipalities and develop a draft policy for
Subdivision Regulation Bylaw	Consultant to do further updating and staff to report back to Council on Groundwater recommendations by SLUSC
Soil Regulation Bylaw	Staff to finalize bylaw amendments for Council review

Education and Leisure 2016

Council Priority	Deliverable
Municipal Parkland Management Plan	Staff to report to Council on a Twinflower Park Bylaw
Communication and Citizen Engagement	Public Engagement Policy Implemented along with a citizens handbook.



Food 2016

Council Priority	Deliverable
Require food production in Land Development	Community Garden Group engaged with District regarding community garden possibilities - work is ongoing



Healthy Community 2016



Council Priority	Deliverable
Superior Shuttle Accreditation	Accreditation process well underway - purchase of fire tender and construction of apparatus bay at West Fire Hall scheduled to take place in 2016.
Emergency Planning	Improve support for neighbourhood HELP Groups.

Land and Natural Areas 2016

Council Priority	Deliverable
Growth Projection and Limits	Staff to report to Council on new housing units possible under current zoning regulations.
Development Procedures Bylaw and Policy	Staff to report to Council with review of current development approvals process procedures and policies.



Water and Waste 2016



Council Priority	Deliverable
Groundwater Protection Plan Implementation	Staff to report back to Council on recommendation provided by SLUSC. Implementation of Groundwater Protection Plan is ongoing.
RUCSPA Servicing Policy	Staff to prepare a draft policy to address sewer servicing within the RUCSPA Boundary.



Community Highlights

District of
Highlands



Events

2015

Annual Easter Egg Hunt (April 2015)

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

BroomBusters 2015 (April 2015)

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

Casino Night (June 2015)

A fundraiser event to benefit Muscular Dystrophy Canada.

Highlands Fling (September 2015)

This annual event organized by the HDCA to celebrate Highlands with musical performances, children's performers, games and activities for all.

Highlands Museum Grand Opening (Sept 2015)

After two years the museum opened with historical displays.

Community Hall Grand Opening (September 2015)

The community and local businesses gathered to celebrate the opening of the Community Hall with display tables and food, ending with an evening of music.

East Fire Hall Grand Opening (September 2015)

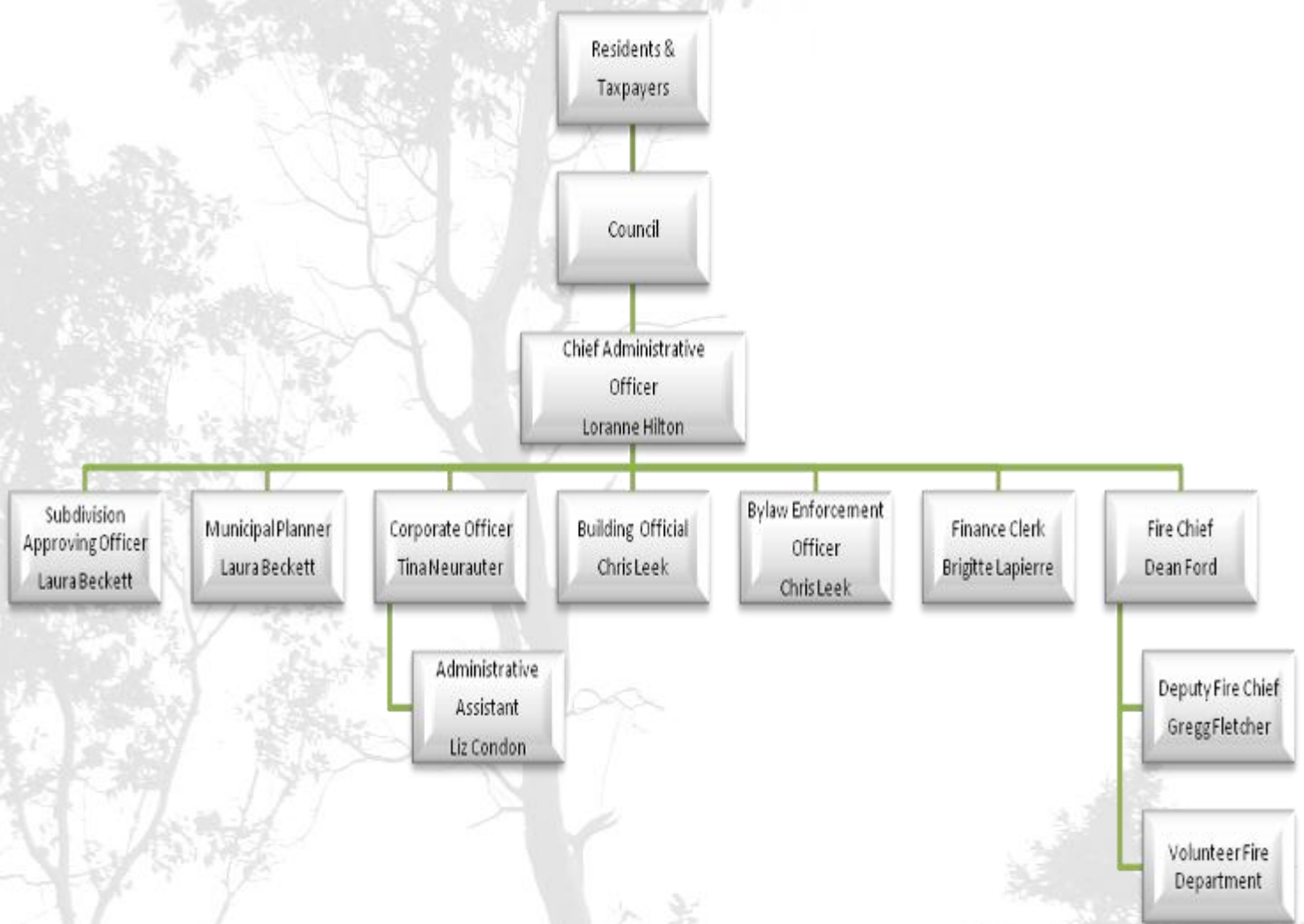
Volunteer firefighters and community members celebrated the construction of a new East fire hall.



Building
Community
Connections



Organizational Chart





Chief Administrative Officer - Lorraine Hilton



It is my pleasure to present the District of Highlands' 2015 Annual Report. The District is fortunate to have a dedicated staff team that, under the leadership of former CAO Chris Coates, was responsible for carrying out the mandate of Municipal Council and ensuring the day to day operations of the District were attended to over the past year. Facilitating the creation of Council's Strategic Plan, completing the East Fire Hall, and placing final touches on the Community Hall were among the significant projects undertaken over 2015.

I feel fortunate to have joined this team of professionals early in 2016, and we all look forward to the opportunity to serve Council and the community through the coming year.

Thank you for your interest in reviewing the District's activities for 2015.

Sincerely,



Lorraine Hilton, Chief Administrative Officer

lhilton@highlands.ca

250-474-1773



Highlands Fire Services





Fire and Rescue Services

Fire Chief - Dean Ford

2015 has proven to be the busiest year on record for the Highlands Fire Department!

In total we had 127 calls in 2015, which is a 63% increase over 2014 (78) and 53% increase over 2013 (83) call volumes. The largest increase in call volume was for fire related emergencies at 42 calls, which is a 110% increase over 2014. The call breakdown was as follows; 42 fire related, 31 medical, 22 MVI, 2 Hydro, 1 Hazmat and 29 Fire Chief only incidents (public assistance, complaints, etc.)

Unfortunately this year one of our fire calls was to an abandoned structure fire on Millstream Rd in the middle of July. Thankfully due to the quick response and

hard work of our members, the department was able to contain the fire to the structure only. Given the extreme forest fire conditions at the time of this fire, the fact that this fire was contained to the structure only likely saved a potential Wildfire.

In the middle of May the department officially moved into the new East Fire Hall with 4 fire trucks. This fire hall now contains 1 engine, 1 tender (tanker), 1 quick response brush vehicle and 1 utility/fuel truck. The new East hall is proving to be a substantial upgrade for the departments training, as the new bays provide a large dry area for members to hone their skills during the wet and cold weather.

Seven of our ten new members were able to complete the full year of training and became full interior fire fighters. This year we are starting a new recruit class with 5 fire recruits and 1 First Responder, AND for the first time ever, I had to turn down an applicant for the west fire hall, as we are above full capacity for this hall. We are still actively recruiting members for the East fire hall as this side of the district tends to have a smaller membership, and could use five to eight new members.

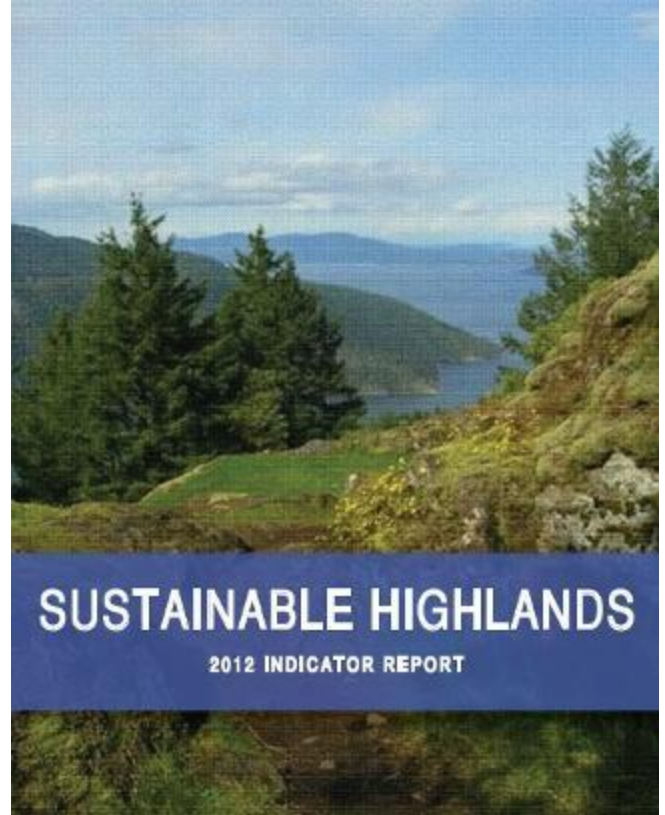
All regular fire fighters obtained their interior fire fighter status, which put the departments level of service in line with the playbook requirements from the Office of the Fire Commissioner, and in line with the level of service bylaw approved by Council. Throughout 2015 the members continued to practice their water shuttle skills in preparation for the Superior Shuttle testing, which is tentatively planned for mid to late 2016, the District has also upgraded the fire pond on Red Cedar to meet the Fire Underwriters requirements for certified water sources. After the upgrades were completed the water source was not only able to hold more water, but was also made 100% safer for entering and leaving the dry hydrant by incorporating an improved gravel surface into the upgrade.

2015 proved to be one of the hottest and driest summers for the Highlands, and during the peak of the heat the District forest fire hazard rating remained in extreme for over 4 continuous weeks!! During this extended period of extreme forest fire hazard the department and district CAO restricted the use of heavy equipment and blasting within the district boundaries as a means of mitigating the wildfire risk to the Highlands. We made it through the entire fire season without any major wildfire incidents, and I would like to give thanks to the many residents that helped keep the district safe through their careful burning practices, adherence to the burning restrictions, and watchful eye for smoke. With 2016 setting up to be another record breaking fire season the department looks forward to working with the residents and council to keep our hills green.

Sincerely,

A handwritten signature in black ink, appearing to be 'D Ford'.

Dean Ford, Fire Chief
FireChief@Highlands.ca
250-920-6970



Planner Laura Beckett



2015 was a significant year for the Planning and Subdivision Department. Perhaps the most significant activities were subdivision approval of most of the Rivers Crossing development (38 new single family parcels), and the beginning of two rezoning applications for two properties in the southern Highlands for potentially industrial/commercial uses. Other notable activities involve the extensive use of the District's newest development permit area, "DPA #6 - Energy and Water Conservation and Reduction of Greenhouse Gases". It is hoped that the efforts put in now by home builders will be realized in years to come with reduced water and energy use, ultimately resulting in lower community greenhouse gas emissions.

Sincerely,

Laura Beckett

Laura Beckett, Planner
lbeckett@highlands.ca
250-474-1773



Emergency Program Coordinator - Ryan Hobbs



In 2015 the Highlands Emergency Program focus was in two main areas. The first area of focus was to continue to support the Emergency Radio program within the Highlands. In 2014 we started to expand and rebuild the radio program and this year the goal has been to support and stabilize the radio operations. The equipment has been updated where required and the radio operators, lead by Ted Nawrocki (Emergency Radio Operator), take part in regular weekly radio calls with other Emergency radio operators in the region. At this time all of the radio operators have been trained to the appropriate level and will be looking to take any additional training to remain current when required.

My second area of focus has been with community awareness. This has been done through community events as well as social media outlets such as twitter. I attended the Highland Fling and the grand opening of the Highlands community hall. At these events I was able to hand out Emergency planning booklets as well as answer any questions people had with respect to the emergency program and general emergency preparedness. I have also authored 3 short articles around emergency preparedness which are located on the highlands.ca website.

The Local Government Emergency Program Advisory Committee (LGE PAC) meetings are still taking place and I am monitoring the output of those meetings. I attend when there are topics of concern to the District of Highlands. This is a monthly meeting of the Emergency Coordinators/Planners from across the CRD to plan activities, share information, and keep up regional awareness on any emergency related activities or actions.

In 2015 there was a meeting of the Highlands emergency committee for the first time in many years. This meeting will happen with a greater frequency now and is designed to raise and resolve issues around Emergency Preparedness in the Highlands.

In the coming months the goal is to continue to develop articles for the highlands.ca website as well as maintain the emergency radio program.

Sincerely,

Ryan Hobbs, Emergency Coordinator
rhobbs@highlands.ca





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

The Building Department saw somewhat similar construction values in 2015 as 2014. Construction totals for 2014 totaled \$2, 694,904 while in 2015 construction values were \$2, 175, 418, with permit fees totaling \$53, 440.

Chris Leek, Building Official
cleek@highlands.ca
250-474-1773

Chris Leek
Building Official



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

Tina Neurauter, Corporate Officer
tneurauter@highlands.ca
250-474-1773



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.

Council approved a 2.5% (2% general tax - 4% fire tax) overall increase for every residential property in the District for 2015.

Council gave detailed consideration to the District's tax policy making some changes to how taxes are apportioned. This is noted in the Tax Policy.

Major expense for capital projects in 2015 included \$480,000 for the completion of the East fire hall (May, 2015). In addition, the District is continuing to move towards Superior Shuttle Accreditation for the fire department, which if achieved, is expected to result in a significant decrease in fire insurance costs for property owners. Work was done to upgrade dry hydrants to meet the requirements along with consideration of necessary equipment upgrades which would be necessary to receive the full accreditation.

Capital Projects Included:

- ◆ District Office Computer System Upgrade - \$20,000
- ◆ Completion of East Fire Hall - \$480,000
- ◆ Fire Equipment - \$18,000
- ◆ Road Works - \$100,000
- ◆ Twinflower Park Play Equipment - \$30,000
- ◆ Community Hall - \$60,000
- ◆ Caleb Pike Heritage Park - \$21,000

YOUR TAX DOLLAR AT WORK

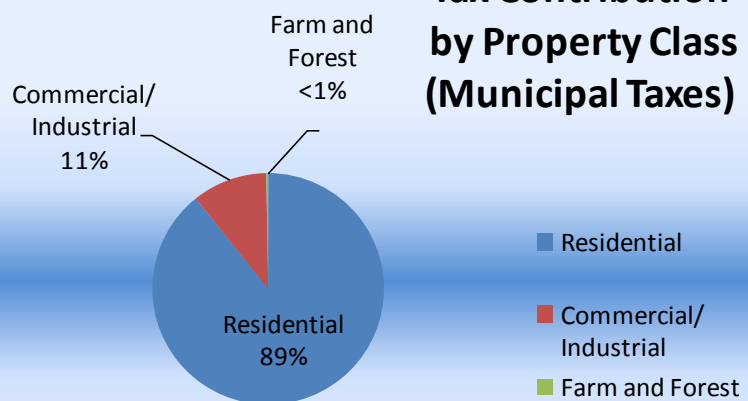
FEDERAL GAS TAX TRANSFER REPORT:

The District received \$137,308 in 2015 from the Gas Tax Transfer Agreement with the Federal Government. Funds from this transfer are eligible to be used on certain expenditures. In 2015, the District spent \$200,000 of these gas tax funds to pay for the mechanical and energy systems for the new East Fire Hall. The remaining funds are set aside in a reserve for future expenditures. The current reserve balance for these funds totals \$317,235.

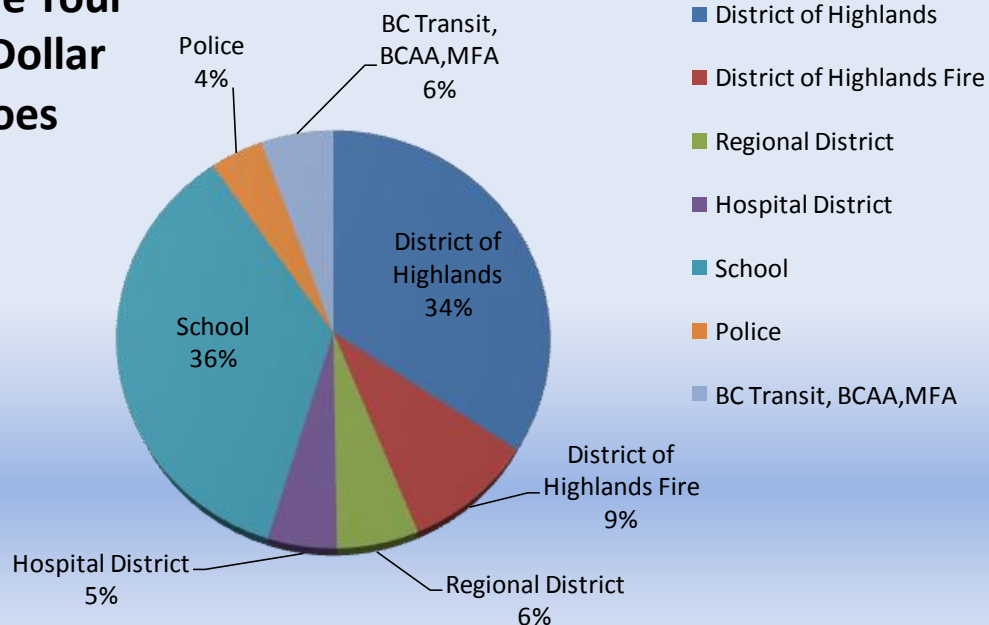
Taxes paid by a typical Highlands Residential Property – 2015

ASSESSMENT OF TYPICAL PROPERTY		\$607,000
Municipal Taxes		
General Property		\$1279.68
Specified Area (Fire Protection)		576.35
Total Highlands Taxes		\$1,856.03
Property Taxes Collect for Other Governments		
School		\$1,161.01
Capital Regional District		207.90
Regional Hospital		176.82
Regional Transit, BC Assess., MFA		184.77
Police Tax		147.56
Total Taxes for Other Governments		\$1,878.06

Tax Contribution by Property Class (Municipal Taxes)



Where Your Tax Dollar Goes





Financial Statements

