

HIGHLANDS 2018

Annual Report

FISCAL YEAR ENDING DECEMBER 31, 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.



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



District of Highlands 25th Anniversary
Highlands Community Hall
729 Finlayson Arm 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

39 % Parkland
1,478 Hectares



Mayor's Message

On behalf of Highlands Council, I am proud to share the important events and achievements of 2018. It is my hope you'll read through this year's Annual Report as it outlines all the work of Council and dedicated staff in building a strong and resilient Highlands. Yet there is still much to do as we grapple with our changing climate and its effect on our forests and aquifer.

In January, Highlands Council held public consultation sessions on our District's Asset Management Plan. The plan passed formal approval in February. The District is also engaged in ongoing communication with the RCMP about safety issues on roads especially during morning and evening commutes. Council accepted the changed provisions of the Regional Growth Strategy. Council also voted in favour of a review of governance and management of the recreation facilities operated by the West Shore Parks and Recreation Society

As Spring approached, Council buckled down to the hard work of budget planning. This was completed in May and soon after Council approved the updated 2018 District of Highlands Emergency Response Plan. Kudos to Program Coordinators Fire Chief Ford and Assistant Chief Schuttinga for successfully being approved for a grant from UBCM's Community Emergency Preparedness Fund. Protection of our groundwater was enhanced by the Federal Gas Tax Funding Agreement. A grant was also approved from the Federation of Canadian Municipalities "Municipal Asset Management Program" for the 2018 Pavement Management Strategy and Long Term Financial Plan.

On July 22nd, the Highland Parks and Recreation Association celebrated the grand opening of the beautiful community garden located near our community hall on Finlayson Arm Rd.

The General Local Election was held on October 20 and your Highlands Council was acclaimed. We welcome new Councillor Rose Stanton. Council is honoured and deeply humbled to serve the people of Highlands.

Highlands 25th Anniversary of Incorporation (December 7, 2018) was celebrated on November 24th. The party was a huge success and culminated with the premiere of Rob Jirucha's documentary on Highlands history.

We are leaders in the province, not only environmentally, but fiscally. The Canadian Federation of Independent Business has recognized Highlands as the municipality with the lowest operational costs in the province out of 162 municipalities. That's over a ten year period.

We are striving to implement the exciting ideas and vision coming from our community. Thanks to all our staff, councillors, firefighters, community organizations and volunteers who give so much back to our community.





Mayor & Council - 2018



Mayor Ken Williams

Ken was elected as Mayor in 2014, 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 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 Hospital Board
- ♦ Capital Regional District Finance Committee
- ♦ Capital Regional District Planning and Protective Services Committee
- ♦ Capital Regional District Municipal Finance Authority Representative
- ♦ Treaty Advisory Committee



Councillor Leslie Anderson

Leslie 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



Councillor Ann Baird

Ann was elected to Council in 2014

Appointments:

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



Councillor Gord Baird

Gord was elected to Council in 2014

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 - 2018

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

Appointments:

- ♦ Coexisting with Carnivores Alliance
- ♦ Highlands Heritage Committee
- ♦ Greater Victoria Family Court Committee
- ♦ Intermunicipal Advisory Committee on Disability Issues
- ♦ Highlands Sustainable Land Use Select Committee, Alternate

Appointments:

- ♦ Alternate Director: CRD Board and CR Hospital Board
- ♦ CRD Arts Committee
- ♦ CRD Housing Trust Fund Commission
- ♦ CRD Water Commission, Alternate
- ♦ Capital Region Emergency Service Telecommunications



Building Community Connections

District of Highlands



Mayor and Council - November 2018 - 2022

The General Local Election was held on October 20, 2018. District of Highlands Council were elected by acclamation. Council was sworn in at its Inaugural Meeting November 5, 2018.



Mayor Ken Williams

Ken was elected as Mayor in 2018, and previously served a term as Mayor and three terms as a Councillor

Mayoral Appointments:

- ♦ Capital Regional District Board & Hospital Board
- ♦ Capital Regional District Hospitals and Housing Committee
- ♦ Capital Regional District Planning and Protective Services Committee
- ♦ Capital Regional District Municipal Governance and Finance Committee
- ♦ South Island Prosperity Project
- ♦ Te'mexw Treaty Advisory Committee



Councillor Leslie Anderson

Leslie was elected to Council in 2014

Appointments:

- ♦ Capital Region Emergency Service Telecommunications, Alternate
- ♦ Co-Existing with Carnivores, Alternate
- ♦ Highlands Heritage Committee
- ♦ Greater Victoria Family Court Committee, Alternate
- ♦ Te'mexw Treaty Advisory Committee, Alternate
- ♦ West Shore Community Policing Advisory Committee



Councillor Ann Baird

Ann was elected to Council in 2014

Appointments:

- ♦ CRD Climate Action Inter-Municipal Task Force
- ♦ CRD Housing Trust Fund Commission
- ♦ Highlands Social Sustainability Committee, Alternate
- ♦ South Island Prosperity Project, Alternate



Councillor Gord Baird

Gord was elected to Council in 2014

Appointments:

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

Your Mayor and Council - November 2018

Building Community Connections



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



Councillor Rose Stanton

Rose was elected to Council in 2018

Appointments:

- ♦ Coexisting with Carnivores Alliance
- ♦ Heritage Committee, Alternate
- ♦ Greater Victoria Family Court Committee
- ♦ Intermunicipal Advisory Committee on Disability Issues
- ♦ Highlands Sustainable Land Use Select Committee

Appointments:

- ♦ Alternate Director: CRD Board and CR Hospital Board
- ♦ CRD Arts Committee
- ♦ CRD Housing Trust Fund Commission
- ♦ CRD Water Commission, Alternate
- ♦ Capital Region Emergency Service Telecommunications
- ♦ Greater Victoria Public Library

Appointments:

- ♦ Emergency Planning Committee
- ♦ Intermunicipal Committee on Disability Issues, Alternate
- ♦ Social Sustainability Select Committee
- ♦ West Shore Community Policing Advisory Committee, Alternate



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

Overarching objectives
identified during the
strategic planning process
2015 - 2018

Protect
Highlands
Rural Values

Reduce Green
House Gases

Climate Change
Adaptation and
Resiliency

Public Health
& Safety

Environmental
Protection

Improved
Communications

Council's top three priorities:

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





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 the 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	2018 DELIVERABLE
Heritage Site Recognition	The Heritage Select Committee along with staff created an informational package as part of the consultation process with land-owners 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.” A link to the brochure may be found here on our website: https://www.highlands.ca/DocumentCenter/View/6928/Heritage---Landowner-Pamphlet?bidId=
Secondary Suites and Accessory Dwelling Units	<p>To date there have been several Council meetings held to consider staff reports and receive presentations from the Vancouver Island Health Authority and BC Assessment. The following is a list of reports received by Council:</p> <ul style="list-style-type: none"> ♦ December, 2017 (http://www.highlands.ca/AgendaCenter/ViewFile/Item/3838?fileID=4545). ♦ April, 2018 http://www.highlands.ca/AgendaCenter/ViewFile/Item/4140?fileID=4694 . ♦ September 17, 2018 http://www.highlands.ca/AgendaCenter/ViewFile/Item/4429?fileID=4826 . ♦ October 9, 2018 Committee of the Whole Meeting - Minutes here: http://highlands.ca/AgendaCenter/ViewFile/Minutes/10092018-439 . ♦ DRAFT Policy/Program as well as all staff reports and results of June, 2018 Open House can be found here:https://www.highlands.ca/476/Secondary-Suites-and-Accessory-Dwelling-. <p>Council will continue its discussion on Secondary Suites and Accessory Buildings in 2020.</p>



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	2018 DELIVERABLE
Communications Infrastructure	Council continues to support enhanced communications infrastructure. Several residents in North Highlands were provided with high-speed internet service in 2018.





Strategic Area 3

Education and Leisure



25th Anniversary Celebration



Remembrance Day Flag Raising Ceremony



2018 Winter Craft Fair

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	2018 DELIVERABLES
Park Land Acquisition	Council continues to consider park land acquisition (Mary Lake as a priority). The Eagles Lake subdivision was finalized.
Accessibility Upgrades	The Highland Heritage Park Society continues to upgrade the site and structures at the Highlands Heritage Park with safety and accessibility in mind.



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

- ◆ *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.*

The District continues to achieve Carbon Neutrality (since 2013) through the [Climate Action Revenue Incentive Program](#) (CARIP). This is a conditional grant program that provides funding to Climate Action Charter (Charter) signatories equivalent to 100% of the carbon taxes they pay directly. This funding supports local governments in their efforts to reduce greenhouse gas emissions and move forward on achieving their Charter goals. Typically, the grant is worth between \$700 and \$800 for the District. The District has purchased local carbon offsets since 2013.

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.

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.

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

DPA #6 Process Steps

Review the form.	Complete A & B in 20% R2 checklist.	Review checklist with staff.	Certification of your building permit.
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Design & Planning

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

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?)

- A. Building orientation and access to sunlight: building shape, windows, balconies, solar glazing placement, natural ventilation design, sun oven point.
- B. Roof design: approach to minimize shading, green roof feasible, access to natural light, alternatives for future solar energy.
- C. Efficient items and renewable energy options: building shape, floor area measurement, alternatives for alternative energy systems such as solar or heat pumps.
- D. Efficient and effective exterior lighting: lighting design and fixture types.
- E. Protected transportation: exterior storage and security measures, energy system requirements.
- F. 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 water conservation?)

- G. Building access to sunlight and shading: tree and landscaping retention and/or removal.
- H. Renewable energy system impacts: tree and landscaping retention and/or removal for solar access.
- I. Water flows and management: slope and ground treatments, site soils and water collection approaches.
- J. Constructive materials reuse and recycling: on-site material assessment, and developing plans 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?)

- K. Efficient and effective exterior lighting: lighting controls (timers, motion detectors).
- L. Materials management: re-use, local, non-toxic and durable materials.
- M. Water management and landscaping materials: plant lists, grounds/mowing approaches, plant placement, permeable surfaces 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; To 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.*



2018 UPDATE - Community Garden

The community garden is managed through the Highland Parks and Recreation Society (HPRS) and is located at 729 Finlayson Arm Road. Ten garden boxes were built, installed and rented out in 2018! The HPRS hosted several information sessions in 2018 regarding gardening in the District. The garden continues to expand its content including additional garden boxes fruit trees and other edible items.

Strategic Area 6

Healthy Community



A group of Volunteers came together to plan and execute a 25th Anniversary Celebration for the District of Highlands. The event showcased Highlands history, provided entertainment and light refreshments. Congratulations to all for a successful event.

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	2018 DELIVERABLES
Emergency Planning	In 2018 Council approved an updated Emergency Response Plan as well as funding for developing an Emergency Program Strategic Plan. Both of these plans can be found here on the District's website: https://highlands.bc.ca/DocumentCenter/View/6897/Highlands-Emergency-Response-Plan---2018 .
Back Yard Burning	District of Highlands website provides information regarding wood stove burning and back yard burning. Find out more information here: http://www.highlands.bc.ca/472/Wood-Burning-and-Backyard-Burning
Volunteer Appreciation	Annually District of Highlands volunteers are recognized at an 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: http://www.highlands.ca/393/Recognition-Program
Neighbourhood HELP Groups	Currently the Highlands has 13 active HELP groups involved in emergency preparedness throughout the Highlands with a goal to bring this number up to 20 within the next year. HELP groups are run by the HDCA and help prepare their neighbourhoods in case of emergency, assist in emergencies by checking on neighbours, and distribute timely information throughout their area



Strategic Area 7

Land and Natural Areas

Information on invasive species and what may be done for treatment can be found of both of the sites listed to the left. (links in logos)

Annually the Highlands District Community Association with the District of Highlands organizes a Broom Bash which encourages home owners to cut broom and leave it curbside for pick up. Watch for signs in April & May annually or watch the District 's website for more information.

CRISP is a collaborative partnership of local governments within the Capital Region mainland. We work on priority invasive species issues and public outreach.

CRISP provides:

- Regional public outreach on priority invasive species
- Regional early detection rapid response (EDRR) program



The Invasive Species Council of BC (ISCBC) is a collaborative-based organization committed to reducing the spread and impacts of non-native species within BC. Working together with a large group of partners, Regional Committees, ISCBC members and government agencies and industry, we succeed in our mission by:

Organizing and Uniting Efforts | Educating and Informing | Researching | Training

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	2018 DELIVERABLES
Asset Management	Council approved its Asset Management Plan and Policy in February, 2018. Since that time, the District secured grant funding from the Federation of Canadian Municipalities (FCM) Municipal Asset Management Program to develop a pavement management strategy, integrate asset management into a long term financial plan, develop a Reserves and Surplus Policy and to support staff training and mentoring in relation to asset management. The District contracted the Brentwood Advisory Group to carry out this work. The pavement assessment results were reported to Council and the Reserves and Surplus Policy was approved by Council in March 2019. Information regarding Asset Management can be found here on the District's website: https://www.highlands.ca/480/Asset-Management .

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.



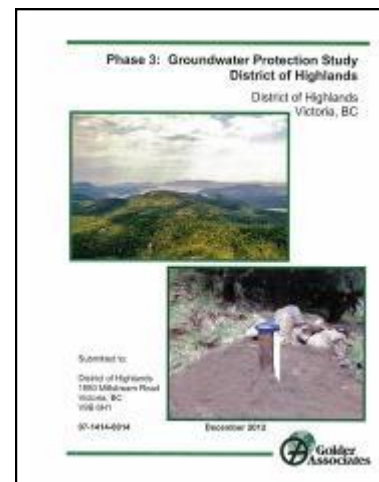
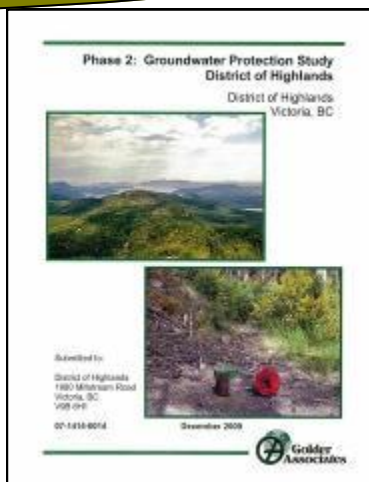
PRIORITIES	2018 DELIVERABLES
Traffic Regulation Bylaw	<p>Council considered several recommendations contained in a report on traffic safety and regulation. A special Committee of the Whole meeting was held to obtain input from residents in this regard. A significant outcome that arose through communication and collaboration with the West Shore RCMP, was increased police presence and traffic enforcement throughout 2018. The full report may be viewed here: http://www.highlands.ca/AgendaCenter/ViewFile/Item/3928?fileID=4575</p>





Strategic Area 9

Water and Waste

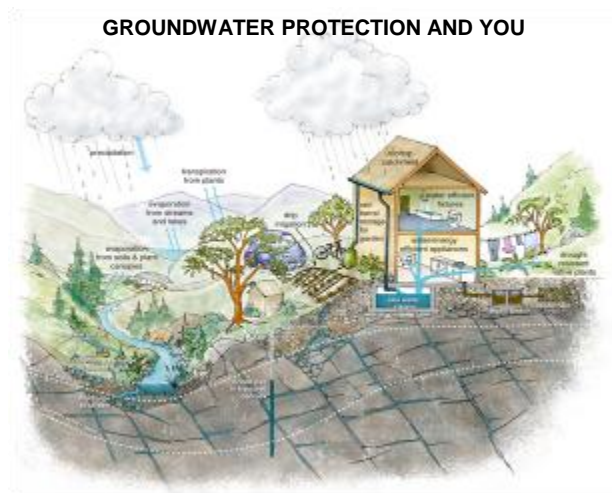


GOALS AND OBJECTIVES

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



Please refer to the online brochure to learn more about what we can do to protect the quantity and quality of groundwater. Link to brochure here: <https://www.highlands.ca/DocumentCenter/View/6118/2016-Groundwater-Pamphlet---SLUSC?>

PRIORITIES	2018 DELIVERABLES
Groundwater Protection Plan Implementation	Grant funding was approved in 2018 from the Federal Gas Tax Strategic Priorities Fund, Capacity Building Stream. Council endorsed Terms of Reference for the project in December 2018. A consultant has now been engaged to create an implementation and work plan for groundwater protection. Information on the application may be found here: https://www.highlands.ca/AgendaCenter/ViewFile/Item/4594?fileID=4898

Strategic Priorities 2019 - 2022



The **Council Strategic Plan** is guided by the Official Community Plan and the Integrated Community Sustainability Plan (ICSP) which provide the long term vision and path for the decision making of the Council.

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

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



Council's 2019 Strategic Planning Sessions. See Council full plan here:

<https://www.highlands.ca/160/Strategic-Plan>



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

Initiative	2019				2020				2021				2022				2023			
Timeline/Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
South Highlands Local Area Plan (Include Amenity Policy with Heritage Amenities)																				
Mary Lake Preservation (Externally Driven) / Eagles Lake Residential Lot Sale			?	?	?	?	?	?	?	?	?	?	?	?	?	?				
Groundwater Protection Implementation and Work Plan						+	+	+	+	+	+	+	+	+	+	+				
Building Bylaw Review and Step Code Implementation																				
Emergency Program Strategic Plan Implementation																				
Asset Management Plan Implementation (Becomes Operational in 2020)																				
Facilities Management Plan and Maintenance Program																				
Well Water Systems Maintenance Plan																				
Climate Adaptation Risk Assessment																				
Community Hall Landscaping																				
Tree Bylaw Review																				
Secondary Suites/ Bylaw Enforcement																				
Official Community Plan Review																				
Operational Items Priorities Timeline																				
Records Management																				
Revised OCP Regional Context Statement																				
District Office Space Planning																				
Emergency Program Strategic Plan Implementation (Details as per Plan)																				
West Shore Parks and Recreation Society Board of Directors																				
Roads Maintenance Contract																				

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

Spring time in the District....



Winter Craft Fair in the District....



Remembrance Day Flag Raising



Beaver in east Highlands



Road repair in the District



Winter 2018/2019

Annual Reporting: Public Participation/ Community Engagement



Public Engagement - as stated in the Public Participation/ Community Engagement policy, the District of Highlands believes that decisions are improved by engaging citizens and other stakeholder groups. Therefore the District is committed to undertaking public participation on issues that affect citizen's lives and their municipality, guided by the principles of inclusiveness, transparency, access, respect and honesty.

Here is the public participation framework:

LET'S TALK!
**Secondary Suites and
Accessory Dwelling Units**
DISTRICT OF HIGHLANDS

*Community Meeting
Come and tell us what you think*

WHAT? Council has asked for community input regarding secondary suites and accessory dwelling units.
WHEN? Wednesday, June 6, 2018 from 3pm - 7pm
WHERE? Highlands Community Hall, 725 Finlayson Ave. Road

For more information call: (250) 474-1773 or visit: www.highlands.ca

DISTRICT OF HIGHLANDS
1880 Bessie Street Road
Highlands, BC V0G 6H5
250-474-1773
www.highlands.ca

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
OBJECTIVES OF THE PUBLIC PARTICIPATION	<ul style="list-style-type: none"> To provide balanced and objective information to support understanding by the public 	<ul style="list-style-type: none"> To obtain feedback on analysis, alternatives, issues and/or decisions 	<ul style="list-style-type: none"> To work with the public to ensure that concerns and aspirations are understood and considered 	<ul style="list-style-type: none"> To facilitate discussions and agreements between public parties to identify common ground for action and solutions 	<ul style="list-style-type: none"> To place final decision making in the hands of the public
DISTRICT OF HIGHLANDS COMMITMENT	<ul style="list-style-type: none"> To inform the public by way of the District website, Highlands Newsletter or other social media opportunities 	<ul style="list-style-type: none"> To listen to and consider the public's concerns 	<ul style="list-style-type: none"> To work with the public to exchange information, ideas and concerns 	<ul style="list-style-type: none"> To seek advice and innovations from amongst various public parties 	<ul style="list-style-type: none"> To work with the public to implement agreed upon decisions
EXAMPLES OF ISSUES/ TECHNIQUE THAT MIGHT FALL IN THESE	<ul style="list-style-type: none"> Repair or replace existing park asset Open House Notice of construction/ repair 	<ul style="list-style-type: none"> Change of program format Mapping Update Capital project planning or designing 	<ul style="list-style-type: none"> New park asset such as new playground or new trail Climate Change Adaptation Plan Roadside Trail Network 	<ul style="list-style-type: none"> Strategic Plan Integrated Community Sustainability Plan 	<ul style="list-style-type: none"> Referendum Election/ by-election Alternate approval process
PARTICIPANT'S RESPONSIBILITY	<ul style="list-style-type: none"> To become informed 	<ul style="list-style-type: none"> To provide feedback 	<ul style="list-style-type: none"> To be open to other points of view and work with staff and other members of the public 	<ul style="list-style-type: none"> To put aside personal agendas and participate in discussions 	<ul style="list-style-type: none"> To work with staff to implement agreed upon decisions



Public Participation/ Community Engagement Continued

2018 Public Participation Activities:

At every Council meeting, members of the public have the opportunity to address Council on issues of concern to them. Committee of the Whole meetings are another opportunity for public input on agenda items before the Committee.

Beyond the regular opportunities at Council and Committee of the Whole meetings to hear from the public, there are other more specific opportunities that are provided for public participation and community engagement



Greg and Bessie Nuk receiving Community Service Award from Mayor Williams at a Council meeting.

Type of Public Participation Activity	Frequency	Subject
Committee of the Whole meeting (advertised)	One	Traffic Safety
Committee of the Whole meeting (advertised)	Two	Financial Plan Review
Open House	One	Secondary Accommodation Policy
Committee of the Whole meeting (advertised)	One	Secondary Accommodation Policy
Open House	One	Asset Management Plan
Highlands Newsletter	Quarterly	Advise of Current District initiatives and decisions and Community Activities
Highlands Website	Updates weekly	News Items; calendar and event postings; agendas
Public Hearing	One	Recreational cannabis regulation
Formation of Joint Subcommittee - Social Sustainability Select Committee members and HDCA members	Multiple meetings	To organize the District's 25 th Anniversary Celebration
Newspaper publication	One	Property Tax Exemption – Mary Lake



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. Assets included in the plan are manufactured assets such as buildings and roads and will also include the Districts groundwater resource.

The District's Asset Management Plan outlines a long term approach for capital renewal investment. To provide clarity and transparency, as a next step an Asset Management Levy will be introduced to the tax notice in 2019. This levy will identify the portion of the property taxes that are dedicated to infrastructure renewal. This will need to increase over a ten or fifteen-year period to reach sustainable levels. Council will be considering a policy approach to funding asset management in 2019.

The Plan and Policy have been approved by Council and may be found here: [Plan](#) | [Policy](#)

The Districts taxation policy was updated in 2018 and envisions a fifteen-year program of increased funding from taxation equal to a 1% increase to the average homeowner to gradually reach sustainable replacement funding levels.

In 2018 the District owned assets with a replacement cost of \$193 million and an average annual replacement cost of \$692,000. The District currently funds approximately 50% of this requirement.

Component	Estimated Asset Life	Value at current replacement cost	Average Annual Replacement	Current Funding Level
Land	Indefinite	\$ 102 Million	\$ Not required	\$ Not required
Groundwater Aquifer	Indefinite	\$ 47 Million	\$ Not required	\$ Not required
Roads	15 to 80 Years	\$ 42 Million	\$ 250,000 (min)	\$ 20,000
Bridges	50 to 75 Years	\$ 1 Million	\$ 22,000	\$ 0
Facilities	50 plus Years	\$ 4 Million	\$ 176,000	\$ 117,000
Parks Improvements	25 to 75 Years	\$ 1 Million	\$ 13,000	\$ 0
Vehicles & Equipment	Varies	\$ 3 Million	\$ 232,000	\$ 215,000
Total		\$ 193 Million	\$ 692,000	\$ 352,000

During the year the District focused on refining its Pavement Management Plan and completed a road base survey. This new information will be incorporated into an updated 2019 Asset Management Plan.

In 2019 the District plans to align the Asset Management Plan with the budget process, a separate infrastructure tax levy, a new reserves policy and a Long-Term Financial Plan.



Finlayson Arm Road Bridge



Twinflower Park Field



More about Asset Management

One of the first projects undertaken regarding asset management was a pavement condition survey. This developed into a Pavement Management Plan, which can be found here:

<https://www.highlands.ca/AgendaCenter/ViewFile/Item/4854?fileID=5025>

In 2019 Council will be presented with a Reserve and Surplus Policy.



Infrastructure Replacement Report Card The District maintains basic levels of asset condition information ranging from formal groundwater monitoring and bridge condition engineering assessments and annual road top reviews during maintenance activities; to an informal annual assessment of equipment, playground structures and buildings by staff. Fire vehicles and equipment are maintained by the Fire Department. Since it is unrealistic to scientifically rate every asset for a high-level Infrastructure Condition Report, a simplified system has been used for each asset component grouping. Assets are evaluated on a simplified component-by-component basis.

Although every rating system is subjective, this process improves accuracy since it incorporates the anecdotal asset knowledge of employees and contractors. The approach suggested is a combined assessment of **‘Condition and Performance,’ ‘Capacity versus Need’** and **‘Funding versus Need’**.

District of Highlands - 2018 Infrastructure Report Card

Asset Group	Rating	Comments
Land	B	Reasonable condition. No additional funding needed.
Groundwater Aquifer	B	Natural condition based on 2016 Golder and Associates Assessment. No additional funding needed.
Roads	C	Reasonable condition. Road profile assessment and PMP needed. Funding needed.
Bridges	B	Good condition based on Herold Engineering Assessment. Funding needed.
Facilities	B	Reasonable condition. Funding needed.
Park Improvements	B	Reasonable and natural condition. Modest increase in funding will maintain rating
Vehicles and Equipment	B	Reasonable condition. Modest increase in funding will maintain rating.
OVERALL	B	GOOD RATING. FUNDING NEEDED.



Community Highlights

Photos from 25th Anniversary Celebration and 2018
Winter Craft Fair

District of
Highlands



Events

2018

Annual Easter Egg Hunt (April 2018)

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

Highlands Community Clean UP (May 2018)

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

Broom Bash (April - May 2018)

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

Fiddle Fun in the Highlands (September 2018)

Music concert support by District of Highlands, West Shore Arts Council, BC Arts Council, and Victoria Conservatory of Music.

Highlands Fall Fling (September 2018)

Community Fall Fair celebrated every year in September at the Highlands Heritage Park.

Annual Highlands Winter Craft Fair (November 2018)

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

Highlands 25th Anniversary (December 2018)

Community celebration of 25 years as a municipality.

Healthy
Communities



Highlights 25th Anniversary



Highlights Community Garden



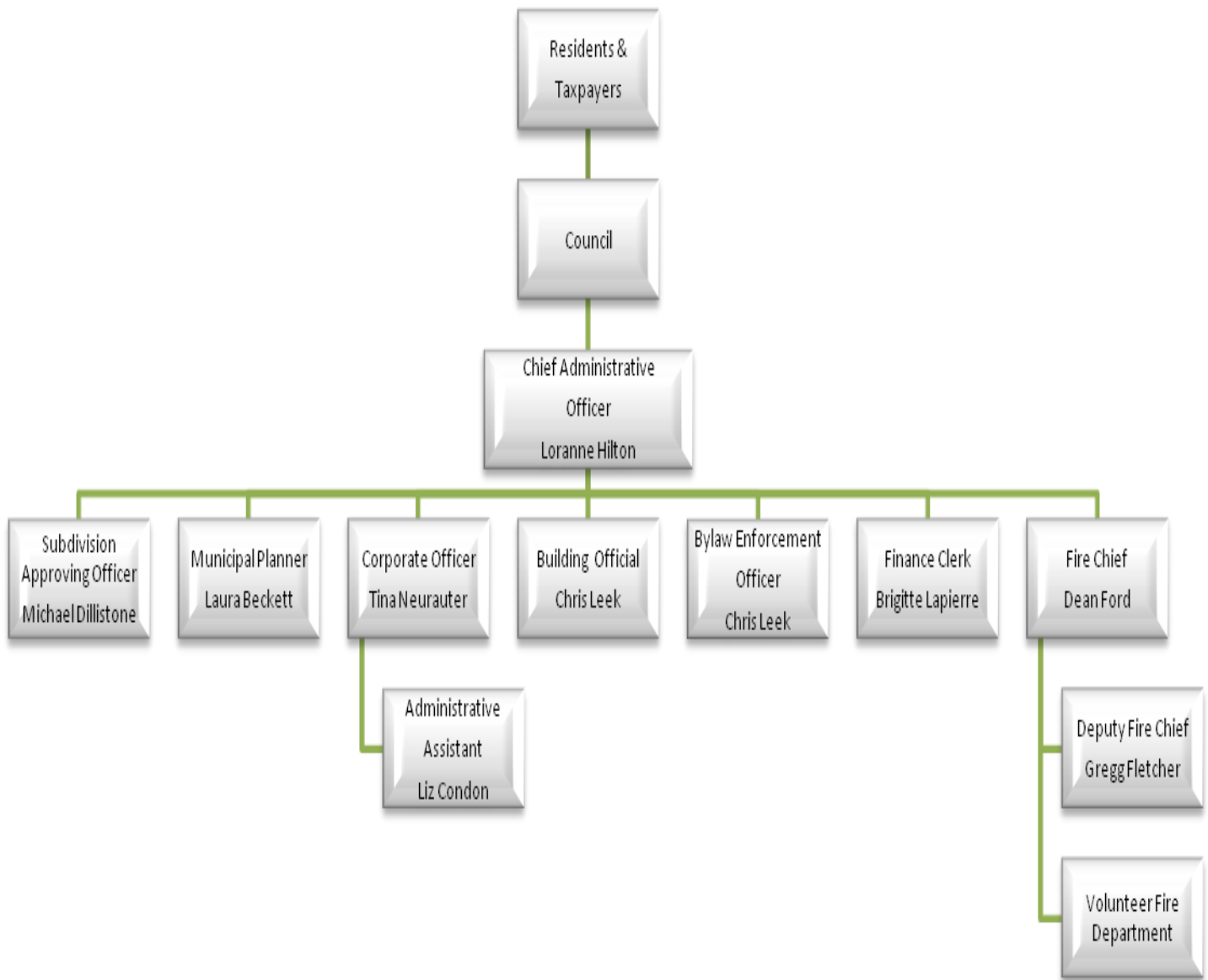
Council's Inaugural Meeting - November 2018

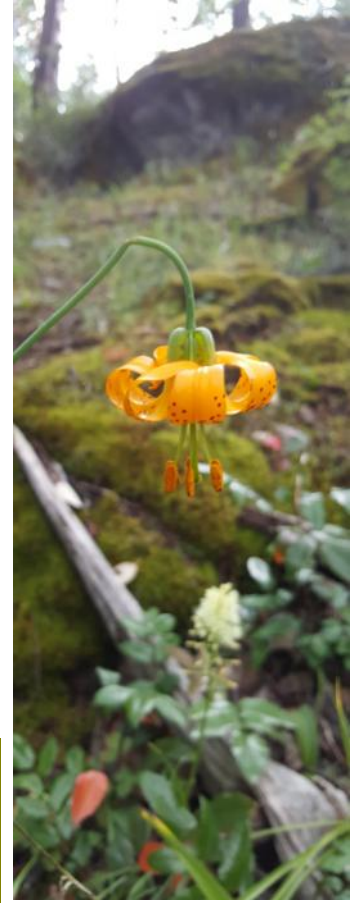


Highlands Organizational Chart

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.





Highlands Chief Administrative Officer



The year 2018 was a memorable year, and it is my pleasure to present the District of Highlands Annual Report. District staff were committed to administering the services delivered to residents and property owners of the District. This core work included administration and finance, building and inspections, bylaw enforcement, fire services and emergency management, planning and development, transportation, and facility and asset management. Beyond their core work, staff also assisted Council in achieving priorities as set out in the Strategic Plan.

A few of staff's noteworthy undertakings were furthering our work in respect to implementing the Council approved Asset Management Plan, developing an Emergency Program Strategic Plan, participating in planning for the District of Highlands' 25th Anniversary celebrations, and conducting a general local election for the School Boards. Staff also focused on setting the groundwork for engaging consultants to carry out the Groundwater Protection Implementation and Work Plan project, following the award of a grant through the Union of British Columbia Municipalities.

Looking forward to 2019, staff will continue to work towards operational priorities, and assist the new Council in developing and implementing a Strategic Plan for 2019 to 2022.

Thank you to staff for your work over the past year and your continued dedication to Council and the District of Highlands community, and to Council for your support of the work staff does on the community's behalf.

Sincerely,

Loranne Hilton, Chief Administrative Officer
lhilton@highlands.ca
250-474-1773



Highlands Fire Services

Volunteer Fire Fighter
receiving a 20 year
Service Medal.



Fire and Rescue Services

Highlands Fire Chief - Dean Ford

FIRE DEPARTMENT

2018 saw a major safety upgrade for its members in the form of new Self-Contained Breathing Apparatus units (SCBA) for the fire department. With these new SCBA, the fire department is now compliant with the most current NFPA safety recommendations for firefighters SCBA. These new units are lighter, give longer usage times, and most importantly have more safety features than ever before!



In October, the fire department also saw the arrival of its first off road trail rescue vehicle in the form of a Kawasaki 6-seater Mule side by side. 14 Members received training on its safe driving operation, as well as it's unique convertible seating arrangement, which allows for either 6 seats and some cargo space or 3 seats and a large cargo area. This vehicle went into service in November, and its expected usages will be trail rescues, wildfires (people and equipment), and transportation during an emergency event where typical vehicle travel would not be possible.

RESPONSE TO EMERGENCIES

Call volume for 2018 was slightly lower than 2017 but still above average with a total call volume of 111 calls. The calls broke down as; 40 Medical, 9 Fires (80% increase), 18 Motor vehicle incidents, 4 Rescues, 7 Hydro, and 33 Misc. calls (alarm bells, burning complaints, etc.)

This response change is more significant than it appears, as BC Ambulance service has recently changed its dispatching protocols, and no longer routinely dispatches the fire department for assistance on 911 calls that are not immediately life threatening (falls, minor bleeds, breaks, etc.). All of which prior to June 2018, the fire department was responding to and providing initial patient care.

MEMBERSHIP

Our recruiting efforts are constantly underway, and we are hoping to attract more members that are available to respond during the daytime. We have positions available for **anyone interested in firefighting, medical only, traffic control,**

Sincerely,



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



Highlands Planner

Laura Beckett



2018 was a busy year for the Planning and Subdivision Department.

Highlights for 2018 included:

- ♦ The update to the Regional Growth Strategy was finalized. The process started in late 2010.
- ♦ The fee for lot line adjustment subdivisions was changed to match that of subdivisions wherein additional parcels are created. This was done to reflect the staff time involved in lot line adjustment subdivisions.
- ♦ Land use application fees were adjusted to better reflect the staff time involved.
- ♦ Park-trail routing for the proposed subdivision at 1704, 1720 and 1724 Millstream road was approved by Council.
- ♦ Progress was made on the draft policy/program for secondary suites and additional dwelling units:
 - ♦ An open house was held in June to solicit public input.
 - ♦ Throughout the year, Council discussed the draft policy/program at four Council meetings and two Committee of the Whole meetings.
- ♦ Eagles Lake: The lot line adjustment subdivision enlarging Eagles Lake Park to 6.27 hectares and reducing the residential parcel to two hectares was completed in September.
- ♦ Mary Lake:
 - ♦ Work towards the subdivision of 1772 Millstream Road was undertaken by both Council and staff. The subdivision was approved in June. One of the parcels, almost 11 hectares in size, was purchased by the CRD for park.
 - ♦ Discussions regarding potential parkland at this location continued throughout the year.
- ♦ Work towards the groundwater implementation plan continued by creating a terms of reference for the project in order to conduct a request for proposals from qualified consultants.
- ♦ The annual groundwater monitoring program continued.
- ♦ The District publicly reported its corporate greenhouse gas emissions and was able to claim the CARIP (Climate Action Revenue Incentive Program) Grant. The District also purchased offsets and used balancing credits from the CRD's Organics Diversion program in order to be considered "carbon neutral" for reporting year 2017.
- ♦ Two amendments to the Zoning Bylaw occurred:
 - ♦ Allowing a daycare use at 1927 Millstream Road.
 - ♦ Resulting from the enactment of the Federal *Cannabis Act*, the growing of cannabis was essentially prohibited. This does not supplant the provincial regulation allowing a household to grow up to four plants, nor federal regulation controlling medical cannabis.
- ♦ 28 development permits were approved.
- ♦ Four development variance permits were approved.

Sincerely,

A handwritten signature of Laura Beckett in cursive script.

Laura Beckett, Planner
lbeckett@highlands.ca





Highlands Emergency Program Coordinator Fire Chief Dean Ford



On January 30 Chief Ford and Assistant Chief Schuttinga applied for an Emergency Operation Centre (EOC) grant in the amount of \$25,000 under the Community Emergency Preparedness Fund (CEPF). On April 3rd staff received a letter from UBCM indicating that Highlands grant application had been approved for the full requested amount of \$25,000! The grant application requested funding to create a mobile stockpile of EOC supplies that included everything that would be required to operate an EOC (pens, phones, tables, etc.) anywhere in the DOH to meet the needs of various emergencies, while still maintaining the ability to conduct day to day municipal operations. The Emergency Operation Center supplies that were purchased arrived and were put into service in a mobile trailer.

In June, the DOH finalized a major review and update of our Emergency Response Plan to align it with current legislative requirements, and the ever-changing risks and hazards facing the District. A copy of the updated plan is available at <https://www.highlands.ca/DocumentCenter/View/6897/Highlands-Emergency-Response-Plan---2018>.

To test the efficacy of the Districts emergency notification systems, a test of the current notification system and methods was conducted on November 25th. This test included Highlands "Notify Me", Facebook, Twitter and included the HELP Group leader notifications and phone tree system. Reminder to sign up for these notifications and/or sign up to your neighbourhood HELP groups. <http://highlands.bc.ca/448/Emergency-Information>.

One of the more significant issues identified in the Emergency Plan review was the logistics and feasibility of a large-scale evacuation of the Highlands. In November, the DOH applied for another CEPF grant to hire a consultant to assist in a comprehensive review, test and update of the Districts evacuation plan...Stay tuned in 2019 for a good news update on this...

Sincerely,

Dean Ford,
Emergency Coordinator





Construction of Highlands Community Hall

Chris Leek Highlands Building Official

The Building Department saw a decrease in construction values between 2018 and 2017.

Construction values in 2017 totaled \$2,552,625 while in 2018 construction values were \$1,604,095, with permit fees in 2018 totaling \$49,001.

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

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



Tina Neurauter Highlands Corporate Officer

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

Following deliberations over a series of meetings, Council implemented policy reflecting a 2% combined General and Fire Protection property tax increase for the average residential property. Council policy also implemented increases to the class 5 (light industry) and class 6 (business) in line with intentions set out in 2015 in this regard.

In terms of Capital expenditures, there was focus on the Fire Department including replacing the Fire Department's Self Contained Breathing Apparatus (SCBA), and installing a new SCBA filling station. A new Fire Department utility vehicle was also purchased.

Implementation of the Asset Management Plan continued, including undertaking a pavement assessment to inform future road paving projects, and work on developing a new surplus and reserves policy that works towards sustainable infrastructure renewal.

Capital Projects Included:

- ♦ Community Hall - Hose Bib - \$2, 800
- ♦ Community Hall AV Equipment - \$1,700
- ♦ Community Garden - \$7,500
- ♦ Community Sign Boards - \$1,900
- ♦ Fire Service Utility Vehicle - \$25,000
- ♦ Fire Department Self Contained Breathing Apparatus - \$190,000
- ♦ Fire Equipment - General - \$17,000
- ♦ River Road Slope Stability—\$5,600

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

Finance Department

Treasurer - Lorraine Hilton

District of Highlands		Consolidated Five Year Financial Plan				
	2018	2019	2020	2021	2022	
	Budget	Budget	Budget	Budget	Budget	
Operating Revenues						
Taxation	1,895,000	1,929,300	2,016,100	2,029,400	2,074,500	
Sales of Services	67,600	67,600	67,600	67,600	67,600	
Other Revenue	74,000	58,700	58,700	58,700	58,700	
Grants and Contributions	729,000	579,000	579,000	579,000	579,000	
Total Operating Revenues	2,765,600	2,634,600	2,721,400	2,734,700	2,779,800	
Operating Expenses						
General Government Services	785,900	787,400	795,200	804,500	811,100	
Protective Services	453,300	444,800	448,200	451,700	455,200	
Transportation Services	285,000	245,000	247,000	247,000	247,000	
Planning Services	317,000	210,300	184,700	184,700	184,700	
Recreation and Cultural Services	375,200	380,400	384,600	385,100	385,100	
Total Operating Expenses	2,216,400	2,067,900	2,059,700	2,073,000	2,083,100	
Net from Operations	549,200	566,700	661,700	661,700	696,700	
Add						
Surplus Used for Capital and Projects	40,300	30,000	30,000	30,000	30,000	
Equity for Amortization	862,200	862,200	862,200	862,200	862,200	
Reserves Used for Capital	456,700	145,000	783,400	195,000	220,000	
Proceeds of Debt	-	-	-	-	-	
Deduct						
Capital Expenses	509,000	170,000	843,400	255,000	280,000	
Amortization Expense	862,200	862,200	862,200	862,200	862,200	
Transfer to reserves	476,300	510,800	570,800	570,800	605,800	
Debt Servicing	60,900	60,900	60,900	60,900	60,900	
Total Budget for the Year	-	-	-	-	-	

Community Grants and Permissive Tax Exemptions

Recipient	Grant	Tax Exemption
Greater Victoria Bike to Work Society	\$200	
Greater Victoria Greenbelt Society		
Highland Heritage Park Society	\$2500	
Highland District Community Association	\$3000	
Highlands Parks and Recreation Association	\$2000	
Habitat Acquisition Trust	\$800	
IACDI - Intermunicipal Advisory Committee on Disability Issues	\$200	
JDF Performing Arts Centre	\$400	
M'akola Housing Society	\$800	
NEED2 Suicide Prevention	\$500	
Peninsula Streams Society	\$1000	
Royal Canadian Legion #91	\$300	
Vancouver Island South Film Commission	\$100	
West Shore Arts Council	\$500	
West Shore RCMP Crime Prevention - Community Policing	\$1500	

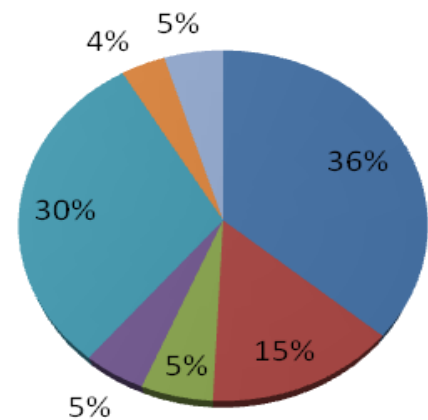
YOUR TAX DOLLAR AT WORK

Taxes paid by a typical Highlands Residential Property – 2018

ASSESSMENT OF TYPICAL PROPERTY		\$791,700
Municipal Taxes		
General Property		\$1298
Asset Management		50
Specified Area (Fire Protection)		543
Total Highlands Taxes		\$1,891
Property Taxes Collected for Other Governments		
School		\$1,181
Capital Regional District		210
Regional Hospital		181
Regional Transit, BC Assess., MFA		176
Police Tax		167
Total Taxes for Other Governments		\$1,915

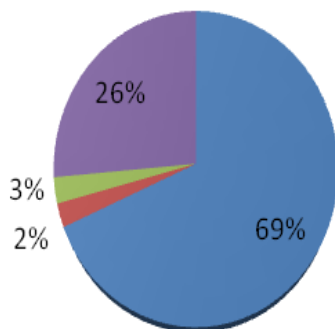
Where Do Your Tax Dollars Go?

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



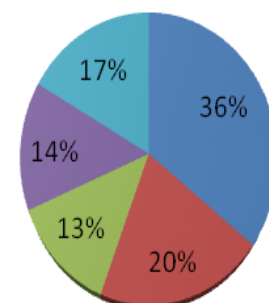
Operating Revenues

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



Operating Expenses

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





Financial Statements