Fact Sheet

Water

Figure 1.0
Capital Region Water Infrastructure Service

Water infrastructure in the Capital Region is a vital service found in all thirteen municipalities. The CRD is responsible for water supply infrastructure, reservoirs and in some areas water distribution services. Municipalities in the region are responsible for providing the distribution and storage infrastructure required to connect into the CRD trunk mains.

At the local level the majority of municipalities in the region have developed water master plans that outline local infrastructure needs related to water. Water infrastructure planning carried out by local governments is supported by regional infrastructure planning carried out by the CRD, which maintains and operates several sub-regional water supply and distribution services.
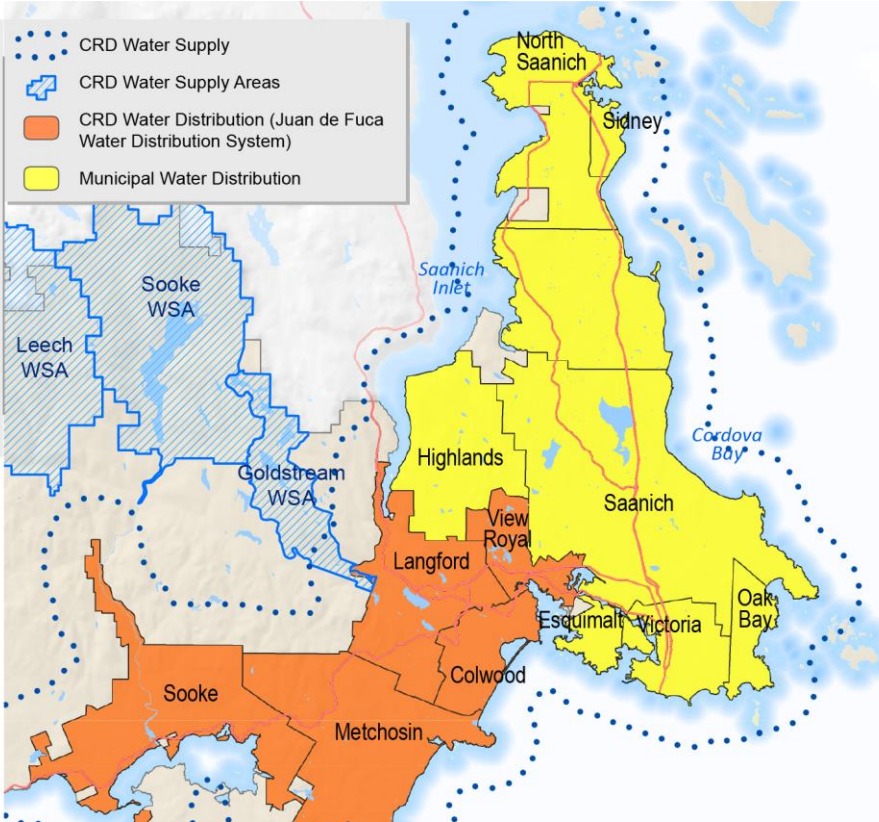
Service Delivery Methods

Capital Regional District (CRD)

Table 1.0 – Capital Region Water Infrastructure Service Providers

	CRD	MUNICIPALITIES
	Primary Service Provider	**Cooperative Service Provider**
Water	• The CRD supplies potable water to the whole region. The CRD owns and manages three reservoirs and their surrounding watershed lands. It also owns and manages the water supply trunk mains in the peninsula and core. • The CRD provides both water supply and water distribution for the western shore communities through the Juan De Fuca Water Distribution System (JDFWDS). These municipalities include: Sooke, Langford, Colwood, Metchosin, View Royal and a portion of Highlands	• Victoria, Saanich, North Saanich, Sidney, Central Saanich, Oak Bay and Esquimalt operate their own water distribution systems, which connect to CRD regional trunk mains. • The City of Victoria operates the water distribution systems for both the City of Victoria and the Township of Esquimalt.

Each municipality in the Capital Region receives its water supply from the CRD regional reservoirs and water supply mains. The CRD supplies water through three sub-regional water systems, which tie into local water systems. Sub-regional services, include:

1. Juan de Fuca Water Distribution Systems (JDFWDS) – supplies water to the Western Shore communities of Sooke, Metchosin, Colwood, Langford, View Royal and a small portion of South Highlands.

2. Core Water System – the CRD supplies water to the core municipalities of Saanich, Victoria & Esquimalt (the City of Victoria owns and maintains the Esquimalt waterworks system) and Oak Bay who each maintain and operate their own water infrastructure.

3. Saanich Peninsula Water System – supplies water to the three peninsula communities of Central Saanich, Sidney and North Saanich.

It should also be noted, that the CRD is also responsible for water distribution in the JDFWDS, and operates a large distribution network directly on the behalf of partner municipalities. Another key strategic role of the CRD is managing the Sooke Lake Reservoir as a primary water supply source and the Goldstream and Leech watersheds and reservoir systems as secondary supply sources.

Municipalities

Municipalities provide local water infrastructure services and planning, and cooperate on regional infrastructure initiatives. The cost of water services varies between municipalities depending on the amount of infrastructure that needs to be maintained. The cost of delivering local infrastructures services is outlined in **Tables 2.0** (below).

Table 2.0 – Cost of Delivering Water Infrastructure Services by Municipality[1]

Organizations	Total Water Expenditure 2015	Population 2015	Population Density (ppl. per km2)	Cost Per Capita Water 2015*
Central Saanich	$3,907,097	16,046	388	$243.49
Colwood**	$2,990,227****	16,955	960	$176.36
Esquimalt***	$2,611,578	16,697	2358	$156.41
Highlands****	$0.00****	2,270	60	$0.00
Langford**	$6,573,914****	37,275	899	$176.36
Metchosin**	$876,875****	4,972	70	$176.36
North Saanich	$2,833,201	10,994	295	$257.70
Oak Bay	$3,037,176	17,474	1659	$173.81
Saanich	$15,047,605	110,803	1071	$135.81
Sidney	$2,048,836	11,065	2161	$185.16
Sooke**	$2,148,272****	12,181	215	$176.36
Victoria***	$15,874,411	84,793	4355	$156.41
View Royal**	$1,910,712****	10,834	754	$176.36

* The actual cost per capita will vary for this service as some residents may not be connected to a water system.
** Water services operated by the CRD and paid for through agreements between participating municipalities and their residents in the Juan de Fuca Water Distribution System (JDFWDS).
*** The City of Victoria operates the water distribution systems for both the City of Victoria and the Township of Esquimalt. Per capita rate based on $15,874,411 in expenditures in 2015.
**** The majority of the District of Highlands is on wells and does not pay for water.
***** JDFWDS communities pay a user fee based on metred water consumption. The following represents a board per capita estimate based on a 2015 budget of $14,500,000 to operate the system. The population of Highlands was not included in this estimate.

Decision Making

The CRD is responsible for the operation and maintenance of the regional components of three water systems. These systems are each governed by a commission, which over sees decision making related to each water service. The Board of Directors for each commission is generally made up of elected officials from participating municipalities (e.g., Saanich Peninsula Water Commission, Juan de Fuca Water Distribution Commission, and Regional Water Supply Commission).

Funding

Projects with a regional significance that cross two or more local government jurisdictions are generally funded with municipal funds collected through general taxation and fees such as Development Cost Charges (DCCs), with cost divisions being done on a case by case basis between local governments.

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[1] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink.

Fact Sheet

Transportation

Within the Capital Region there is a multi-model transportation network that includes cycling, walking, and transit. Transportation services and planning in the Capital Region is conducted on many levels and with varying degrees of coordination amongst local and regional governments and the Province. Residents and businesses of the CRD benefit from a wide array of transportation infrastructure, which includes the following services:

- Local Roads (Local)
- Rural Roads - Unincorporated Areas (Provincial)
- Provincial Highways (Provincial)
- BC Transit (Provincial)

- BC Ferries (Provincial)
- International Ferries (Private) Municipal Cycling and Pedestrian Infrastructure (Local)
- Regional Cycling and Pedestrian Infrastructure (Local)
- Airport (Victoria Airport Authority)
- Port (Victoria Harbour Authority

Table 1.0 (below), outlines key transportation services and which organization(s) are ultimately responsible for the delivery of this service (i.e., the primary service provider) and which organizations support the provision of these services through cooperative and/or consultative roles.

Table 1.0 – Cost of Government Administration Services by Municipality[1]

	Ministry of Transportation and Infrastructure (MoTI)	CRD	BC TRANSIT	MUNICIPALITIES
Provincial Highways (e.g. Arterial Roadways)	**Primary Service Provider** • Planning, design, and priority setting • Maintenance/ Operation • Regulation, oversight and funding	**Consultative Role** • Principally through planning initiatives to achieve sustainable transportation goals for the region	**Cooperative Role** • Transit operations on provincial highways – coordinate planning, transit priority measures and cost sharing with municipalities	**Cooperative Role** • For arterial intersections and interchanges
Regional and Local Roads	**Cooperative Role** • Planning for integration of highway network with local road networks	**Consultative/ Cooperative Role** • Principally through strategic planning initiatives e.g., corridor study, RGS, Pedestrian and Cycling plans	**Cooperative Role** • For transit operating on municipal arterial roads	**Primary Service Provider** • Planning, design, and priority setting • Operation/Maintenance • Regulation, Oversight & Funding (tax base, government grants, etc.)
Regional Transit Network	**Cooperative Role** • For transit operating on provincial highways • Contribution of capital and operating funds	**Consultativ / Cooperative Role** • Principally through strategic planning initiatives e.g., Regional Growth Strategy (RGS), Pedestrian and Cycling plans	**Primary Service Provider** • Planning, design, and priority setting • Operation/Maintenance • Regulation/Oversight • Set budgets, service levels and fares	**Cooperative Role** • Principally through transit route planning initiatives, maintenance of bus stops and shelters and property tax contributions to transit operating

[1] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink.

	Ministry of Transportation and Infrastructure (MoTI)	CRD	BC TRANSIT	MUNICIPALITIES
	Cooperative Role	**Consultative/ Cooperative Role**	**Primary Service Provider**	**Cooperative Role**
Regional Multi-Use Trails	• Leases Galloping Goose right of way to CRD	• Planning, design, operation, maintenance, regulation, oversight and funding of trail system (Galloping Goose, E & N Trail, and parts of the Lochside Trail)	• Supports the integration of active modes of transportation with transit	• Principally through
	Consultative Role	**Primary Service Provider**	**Consultative Role**	**Primary Service Provider**
Land Use Adjacent to Regional Corridors & Network Node	• Principally through policy guidelines and approvals of development applications adjacent to highway corridors	• Principally through land use and transportation policy planning, RGS and EA OCPs	• Principally through transit supporting land use policies recommended in transit plans	• Principally through approval authorities set out in Official Community Plans, zoning bylaws, municipal property taxes & development contributions

Service Delivery Methods

Municipalities

Municipalities provide local transportation services and planning, as well as planning support and funding for regional and provincial transportation initiatives. Core municipal transportation responsibilities include:

- Local roads
- Local pedestrian infrastructure (i.e., sidewalks, street lighting, cycling lanes, etc.)
- Transit route planning and bus shelters

- Operations and maintenance of local transportation infrastructure
- Transportation planning

The cost of these services (see **Table 2.0**) vary widely between municipalities depending on the size of the community and the amount of transportation infrastructure that needs to be maintained. The cost of delivering local transportations services in outlined in the table below.

Table 2.0 – Cost of Delivering Local Transportation Services by Municipality[2]

Organizations	Total Expenditure 2015	Population 2015	Population Density (ppl. per km2)	Cost Per Capita 2015
Central Saanich	$5,270,829	16,046	388	$328.48
Colwood	$4,559,148	16,955	960	$268.90
Esquimalt	$4,140,798	16,697	2358	$248.00
Highlands	$910,112	2,270	60	$400.93
Langford	$10,557,039	37,275	899	$283.22
Metchosin	$1,599,944	4,972	70	$321.79
North Saanich	$3,269,363	10,994	295	$297.38
Oak Bay	$3,286,170	17,474	1659	$188.06
Saanich	$22,712,354	110,803	1071	$204.98
Sidney	$3,575,292	11,065	2161	$323.12
Sooke	$2,705,536	12,181	215	$222.11
Victoria	$20,242,808	84,793	4355	$238.73
View Royal	$4,057,261	10,834	754	$374.49

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[2] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink.

Capital Regional District (CRD)

The CRD provides several regional transportation services and provides a consultative role in transportation planning for major roads, pedestrian networks and cycling infrastructure in regionally significant transportation corridors. To support regional transportation initiatives and coordinate infrastructure investments the CRD has recently completed a Regional Transportation Plan (RTP) and a Pedestrian and Cycling Master Plan (PCMP). The CRD's priority is to support multi-modal travel along major transportation corridors and a key transportation service the CRD provides is the regional trail network, which includes the Galloping Goose, the E & N Trail, and parts of the Lochside Trail.

The CRD works with provincial and municipal partners to advance the actions of the RTP and PCMP. The CRD is authorized to provide planning and policy support through an existing Regional Information Service mandate, as well as a management role for regional trails under the CRD Parks and Environmental Services mandate.

While the CRD's jurisdiction for implementing projects is limited to the Regional Trail System, the PCMP identifies projects to be undertaken by municipal jurisdictions as regional priorities. Under the PCMP the CRD hopes to work with municipalities to support funding applications and promote the development of these projects.

Other Transportation Facilities

The Province is responsible for several key transportations services in the region, including the

- Victoria Regional Transit System (BC Transit);
- Regional Ferry System (BC Ferries);
- Rural Roads (MoTI); and
- Highways (MoTI).

These key provincial transportation services are essential for movement throughout the CRD and Vancouver Island, and between Vancouver Island and mainland British Columbia.

Victoria Regional Transit System – BC Transit

BC Transit operates the Victoria Regional Transit System under the direction of the Victoria Regional maintenance of all highways throughout the Province, as well as local roads in unincorporated areas. The Ministry also plays a cooperative role in enhancing and integrating local road and transportation networks with

Figure 1.0
Regional Transportation Facilities

Figure 2.0
Other Transportation Facilities in the Capital Region
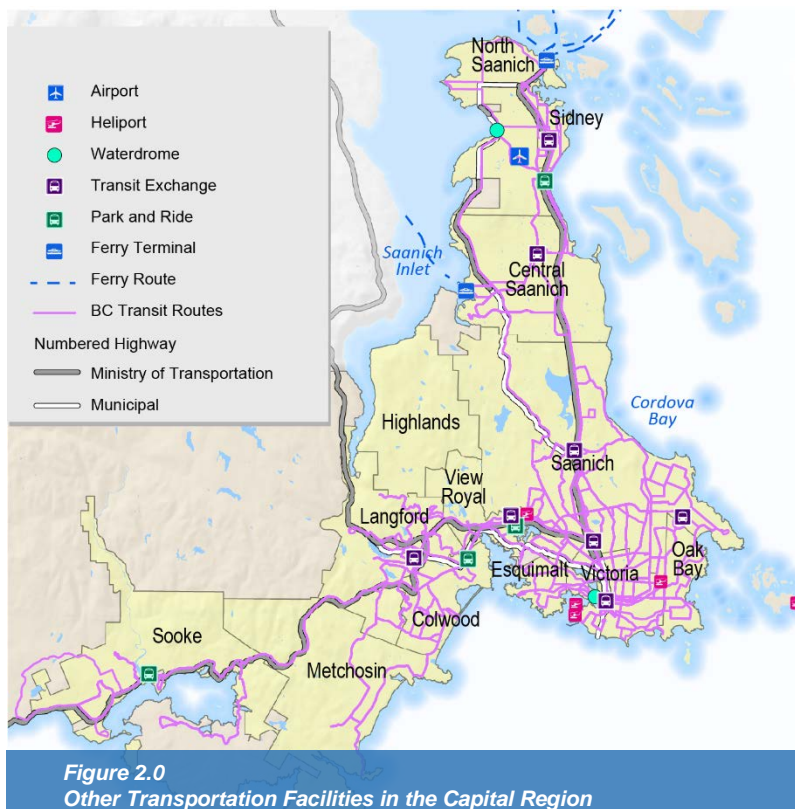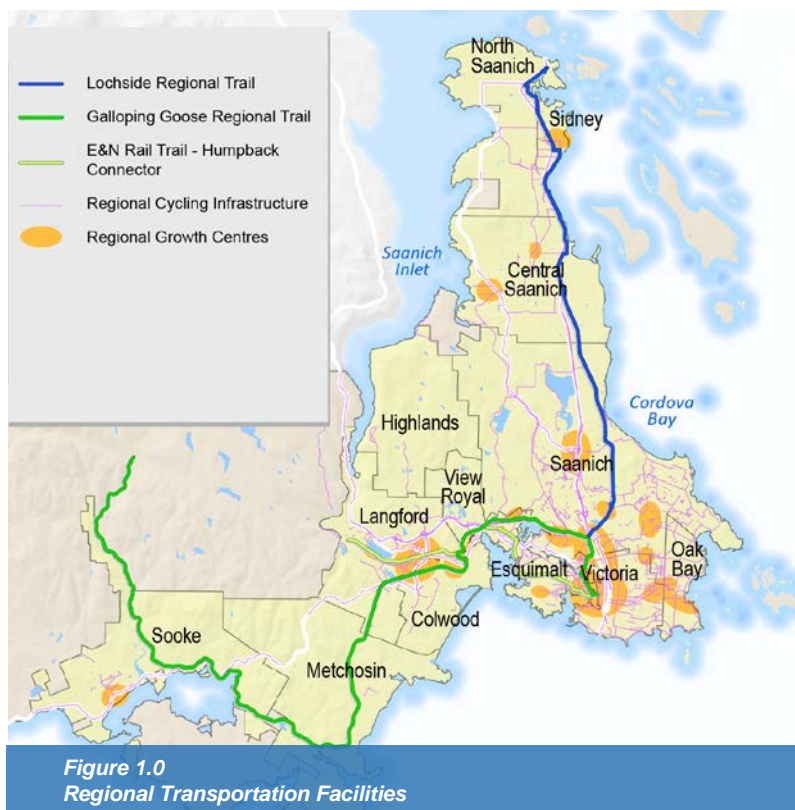
the Provincial Highway Systems. Key provincial highways in the CRD, include:

- Highway 17 (Patricia Bay Highway) serves as the primary north-south corridor supporting inter-municipal travel between the core area and the Peninsula. Hwy 17 is the responsibility of Victoria south of Tolmie Avenue.
- Highway 1 (TransCanada Highway) serves as the primary east-west corridor, supporting travel between the Downtown and the West Shore communities before continuing up-island. Hwy 1 is the responsibility of Victoria south of Tolmie Avenue.
- Highway 14 (Island Highway) serves as the primary corridor to and from Metchosin, Juan de Fuca and Sooke, with connections to Langford and Colwood.

It should be noted, that MoTI also coordinates with BC Transit in regards to transit services operating on provincial highways and works with local municipalities to facilitate development along provincial highway corridors.

BC Ferries

In 2003, BC Ferries was transformed from a Crown corporation into an independent, commercial organization and is now governed by an independent board of directors appointed by the B.C. Ferry Authority. The regional ferry system functions as a key part of the Province's highway network. BC Ferries is responsible for operating ferries throughout the province, including year-round vehicle and passenger service on 24 routes to 47 terminals, with a fleet of 34 vessels.[3] This system is critical to the Capital Region and Vancouver Island's transportation network, and represents the region's key connection to mainland British Columbia. The region's main ferry terminal is located at the north tip of the Saanich Peninsula at Swartz Bay. The Swartz Bay Ferry terminal connects Vancouver Island to the Gulf Islands and the BC mainland at Tsawwassen.

Decision Making

Municipalities have decision-making powers in regards to local roads, cycling networks and pedestrian infrastructure, and elected officials in each jurisdiction can make decisions in regards to those services. This includes investments in regional transportation infrastructure.

The CRD has limited decision-making powers expect with regards to the regional trail system, for which it is mandated to operate, maintain and enhance.

The Province has independent decision-making powers and may make decisions in regards to provincial investments in highway and road infrastructure, though it generally coordinates with local municipalities in this respect. BC Transit under the direction of the VRTC makes decision regarding investments in transit and transit infrastructure. The VRTC is appointed by the Lieutenant Governor in Council from persons holding elected office, chosen from municipalities specified in the BC Transit Act.

Funding

The Province, BC Transit and local governments own, operate and maintain the majority of their own infrastructure, much of which is funded through general taxation. However, there is a substantial amount of funding for transportation in the Capital Region provided to local governments by senior government at the provincial and federal level through mechanisms like the federal gas-tax fund.

Projects of regional significance, which cross local government jurisdictions, are generally funded with municipal funds with cost divisions being done on a case by case basis between local governments. With regional transportation investments, there are opportunities for local governments, the CRD and senior governments to coordinate potential funding streams to support these regional transportation initiatives. For example, BC Transit coordinates with municipalities on spending for transit services.

It should be noted that the CRD and municipalities also have the option of imposing Development Cost Charges (DCCs) on new development or other cost recovery mechanisms as a means of raising funding for transportation projects that support new growth in the region.

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[3] BC Ferries. (2016). Corporate Profile. http://www.bcferries.com/about/More_Information.html

Fact Sheet

Stormwater Management

Figure 1.0
Liquid Waste Management Planning Areas

Stormwater management is carried out in some degree by all thirteen municipalities. The CRD supports Stormwater Quality Management initiatives in the eleven largest municipalities under three liquid waste management plans. Municipalities in the region are responsible for providing the infrastructure required to manage stormwater in their jurisdictions. However, the CRD can regulate what can be discharged into stormwater systems.

As shown by **Table 1.0**, the planning and provision of stormwater management in the Capital Region is coordinated by the CRD and carried by local governments. At the local level the majority of municipalities in the region have developed infrastructure masters plans that outline local infrastructure needs related to stormwater.
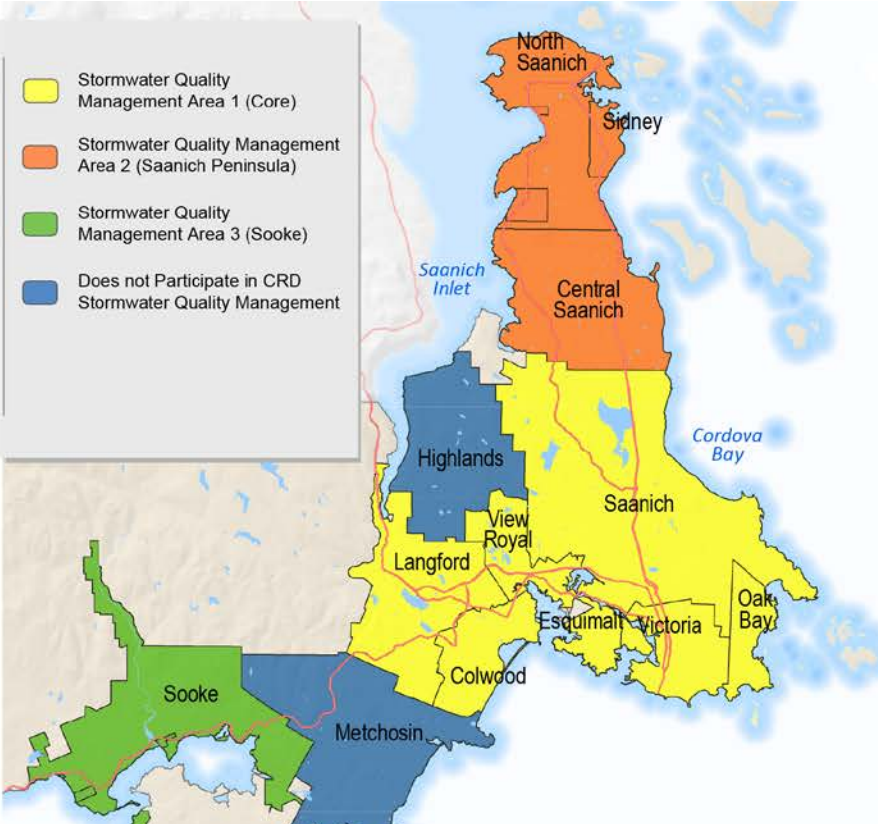
Infrastructure planning carried out by local governments is often supplement or reinforced by regional infrastructure planning carried out by the CRD.

Service Delivery Methods

Table 1.0 – Capital Region Stormwater Service Providers

CRD	MUNICIPALITIES
Cooperative Service Provider	**Primary Service Provider**
Stormwater • The CRD collaborates with municipalities on stormwater Quality Management and facilitates liquid waste management planning and annual reporting in three sub-regional areas: – Peninsula – North Saanich, Sidney, and Central Saanich – Core Area – Saanich, Victoria, Langford, Esquimalt, Oak Bay, Colwood, View Royal – Sooke	• Municipalities work with the CRD to plan and mange stormwater and waste water, but are responsible the development of municipal infrastructure in their jurisdictions. • Metchosin and Highlands do not participate in the CRD Stormwater Management programs, but manage stormwater within their respective jurisdictions.

Capital Regional District (CRD)

BC Regulation 65/90 provides the CRD with the direct authority to regulate what can be discharged into municipal stormwater systems. The CRD's Integrated Watershed Management Program (IWMP) works with municipalities, First Nations and the community to maintain a healthy environment. Stormwater monitoring is conducted within the Integrated Watershed Management Program as a service for all municipalities (except Highlands and Metchosin), under three liquid waste management plans (Core Area, Saanich Peninsula and Sooke). The liquid waste management plans are implemented through four bylaws each covering a different areas of Greater Victoria:

1. Core Area (Colwood, Esquimalt, Langford, Saanich, Oak Bay, Victoria, View Royal) (Bylaw 2567)
2. Saanich Peninsula (Central Saanich, North Saanich, Sidney) (Bylaw 3642)
3. District of Sooke (Bylaw 2453)
4. Victoria and Esquimalt Harbours, Esquimalt Lagoon, Gorge Waterway and Portage (Bylaw 3743)

These four bylaws enable stormwater quality management services and are derived from the liquid waste management plans (in the Core Area, Saanich Peninsula and Sooke) and the minimum requirements for those services as defined in those plans.

Municipalities

At the municipal level local government are responsible for the planning and development of infrastructure required to manage stormwater in their jurisdictions. Further, communities engaged in Stormwater Quality Management at the regional level must adhere to the minimum requirements for those services as defined in the applicable liquid waste management plans and associated bylaws and defined by the CRD through BC Regulation 65/90.

Decision Making

The IWMP, the body responsible for coordinating regional Stormwater Quality Management, reports to the CRD's Environment Services Committee, Saanich Peninsula Wastewater Commission, and District of Sooke Council . These organizations oversee regional Stormwater Quality Management. The Board of Directors for the CRD's Environment Services Committee and Saanich Peninsula Wastewater Commission are made up of representatives and elected officials from participating municipalities. Each local government is responsible for their own delivery of storm water planning and infrastructure.

Funding

The Integrated Watershed Management Program's budget is provided through an annual CRD tax requisition.

Projects within local government jurisdictions are generally funded with municipal funds collected through general taxation and fees such as Development Cost Charges (DCCs), with cost sharing for inter-jurisdictional projects being done on a case by case basis between local governments.

Fact Sheet

Solid Waste Management

Solid waste services vary between Capital Region municipalities with the CRD being the core service provider for solid waste management. Solid waste management services can be broken into three broad categories:

- Garbage
- Recycling, and
- Organics (Kitchen Scraps and Yard Waste)

Though the CRD is the primary facilitator of solid waste management services it does not provide garbage and organics collection; it only provides collection for the "blue box" recycling to all residents. Residential garbage and household food waste collection is provided by some municipalities either through a contracted collection company (i.e. Waste Management) or through a dedicated municipal service; waste collected is then brought to the CRD operated Hartland Landfill. Many municipalities do not offer garbage and organics waste collection giving residents the option to either pay for collection through a private company or take care of waste disposal themselves.

Service Delivery Methods

The CRD Environmental Resource Management Division is part of the Parks & Environmental Services Department, and is responsible for the management of solid waste in the Capital Region. The two major services the CRD provides under solid waste management include:

- Hartland Landfill & Recycling Facility
- Curbside Blue Box Recycling

The remaining services are delivered in combination with municipal collection programs and facilities. It should also be noted that there are a wide variety of private enterprises dealing in solid waste, such as recycling facilities.
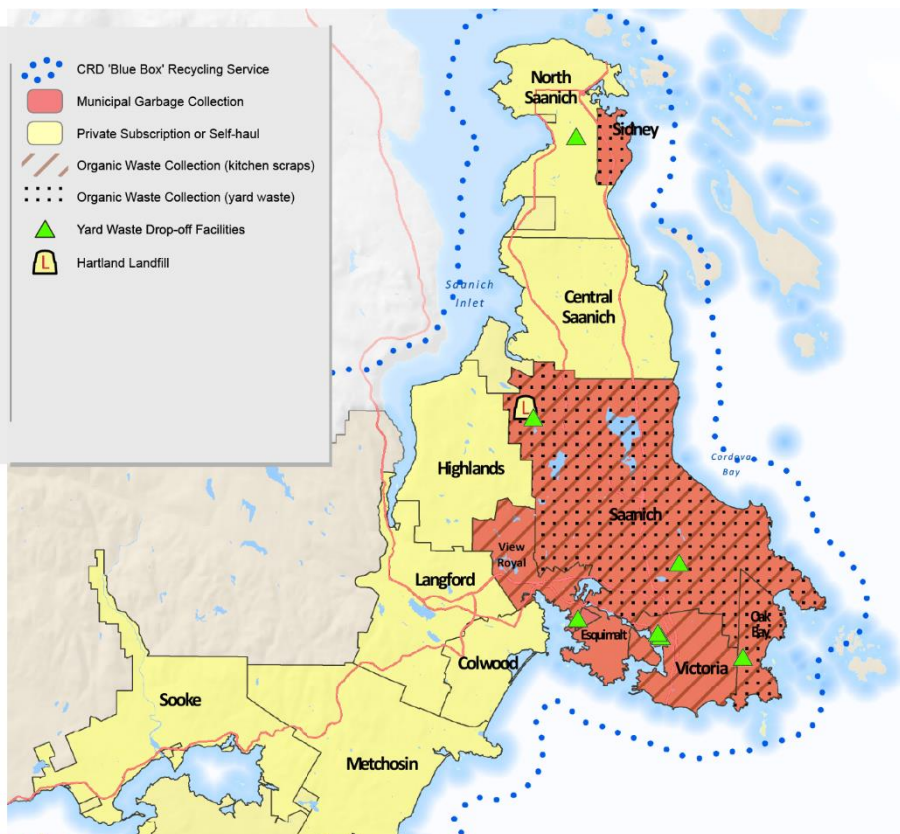

Figure 1.0
Distribution of Solid Waste Management Services Capital Region

Garbage

The provision of garbage collection is either a municipal service, as is the case in Esquimalt, Oak Bay, Saanich, Sidney, Victoria and View Royal, or it is managed directly by the home owner. In areas without municipal garbage collection, residents must bring their garbage to a local disposal facility, or they can hire a private garbage collection service on a subscription basis. Typically, municipalities that provide garbage collection do not provide collection services to multi-family buildings. However, in cases where multi-family buildings can be serviced with the same equipment as single-family residences the municipality may provide service. In Saanich and Victoria, all multi-family residential buildings must provide proof of private collection in order to opt out of municipal collection. The industrial, commercial and institutional (ICI) sector typically contracts privately for waste collection.

Organic Waste

Currently, there is limited municipal curbside collection of organic waste (yard waste and kitchen scraps) in the Capital Region. Sidney provides a monthly collection service and Oak Bay, Victoria and Saanich provide an annual collection service. The municipalities of North Saanich, Oak Bay, Saanich, and Victoria provide yard waste drop-off depots, as does the CRD at the Hartland Landfill. In addition to these services there are several private yard waste drop-off locations within the Capital Region.

Recycling

The CRD provides blue box curbside collection services to all single family homes (113,000 homes) in the Capital Region, with the exception of the CRD Electoral Areas. Approximately 19,500 tonnes of recyclable material are collected through the curbside collection program.[1] For recycling services, multi-family buildings are considered commercial buildings and are responsible for hiring their own recycling collection contractors. ICI buildings are serviced by private sector collection companies. While the collection of recyclables is not mandatory, the CRD's disposal bans provide the incentive for the ICI sector to have their recyclables collected.

Decision Making

The CRD became responsible for solid waste disposal, for the region, in 1973 when the Province of British Columbia directed all regional districts to take control of solid waste disposal within their borders. Solid waste services are governed by the CRD Solid Waste Management Plan (SWMP). The solid waste function of the CRD reports to the Environment Services Committee (ESC). The ESC is supported by advisory committees which provide feedback to ESC on solid waste operational issues, local solid waste and resource management issues and the implementation of the SWMP. Decisions regarding municipal collections and drop-off services for garbage and organic waste are made by elected officials in those municipalities that provide these services. In some case municipalities may share a service in which case they share decision making; such is the case with View Royal and Esquimalt that jointly provide a drop-off centre for household compost and organic waste.

Service Delivery Costs

It should be noted the following comparison does not take into account the level of service and therefore should not be thought of as a direct comparison.

Table 1.0 – Cost of Delivering Solid Waste Services by Municipality[2]

Organizations	Total Expenditure 2015	Population 2015	Cost Per Capita 2015*
Central Saanich	$0	16,046	$0
Colwood	$0	16,955	$0
Esquimalt	$584,856	16,697	$35.03
Highlands	$0	2,270	$0
Langford	$0	37,275	$0
Metchosin	$0	4,972	$0
North Saanich	$64,882	10,994	$5.90
Oak Bay	$1,236,897	17,474	$70.78
Saanich	$6,153,436	110,803	$55.53
Sidney	$692,105	11,065	$62.55
Sooke	$0	12,181	$0
Victoria	$7,517,370	84,793	$88.66
View Royal	$368,081	10,834	$33.97

*The actual cost per capita will vary for this service as not every resident may be paying for and / or connected to this system.

Funding

In the Capital Region, all regional solid waste diversion programs (i.e., blue box, Hartland Landfill) are funded through tipping fee revenues from Hartland Landfill and from the sale of recyclable materials. No funding is drawn from the regional or municipal tax system. Municipalities that provide collection and drop-off services fund these services in a variety of ways, including municipal taxation. Other revenue generating programs and potential sources of funding for municipalities may include tipping fees from disposal, sale of compost, public private partnerships and more.

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[1] Capital Regional District. (2016). Blue Box Program. https://www.crd.bc.ca/service/waste-recycling/reduce-reuse-recycle/blue-box-program
[2] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink.
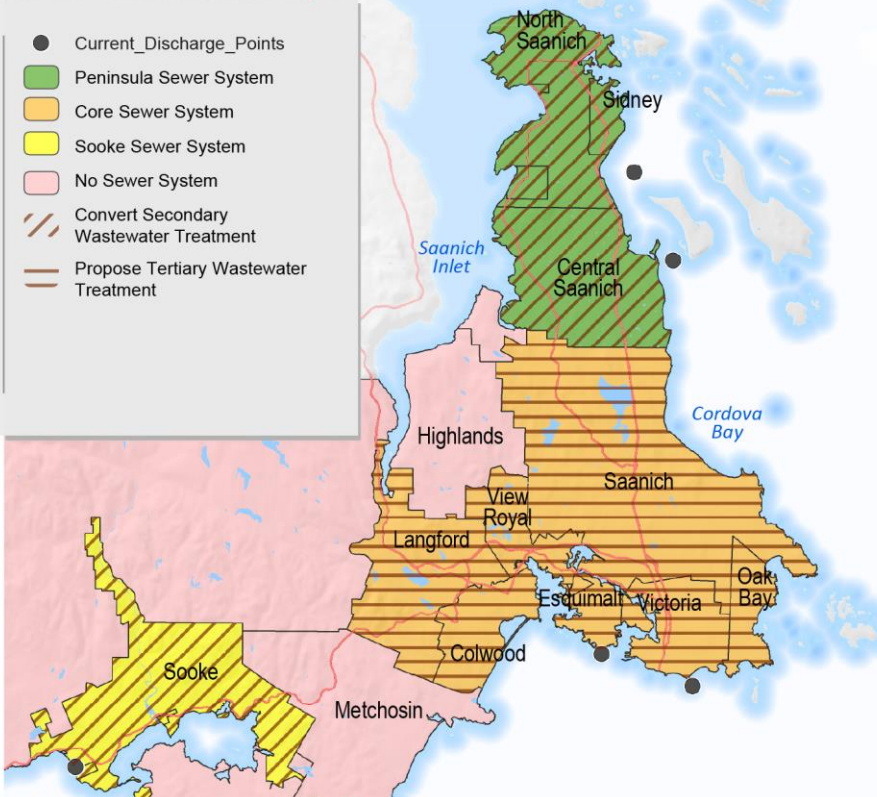
Fact Sheet

Sewer

Figure 1.0
Capital Region Sewer Infrastructure Service

Sewer infrastructure in the Capital Region is an important service found in eleven of the thirteen Capital Region municipalities; though only in a portion of Colwood. The CRD is mostly responsible for sewer trunk collection and wastewater treatment systems. Municipalities in the region are responsible for providing the collection infrastructure required to connect into the CRD's trunk sewer system.

As shown by **Table 1.0**, the planning and provision of sewer infrastructure services in the Capital Region is conducted on both the municipal and regional levels with a high degree of coordination amongst local and regional governments. At the local level several of municipalities in the region have developed sewer master plans that outline local infrastructure needs related to sewer. Sewer infrastructure planning carried out by local governments is supported by regional infrastructure planning carried out by the CRD, which maintains and operates two sub-regional sewer collection services. It should be noted that only the peninsula system currently has wastewater treatment.

Table 1.0 – Capital Region Sewer Infrastructure Service Providers

	CRD	MUNICIPALITIES
	Cooperative Service Provider	**Primary Service Provider**
Sewer	The CRD operates two sewer systems in the region 1. The peninsula system, which services the communities of North Saanich, Central Saanich and Sidney, provides regional trunk collection and secondary wastewater treatment infrastructure. 2. The core sewer system provides services to Langford, Colwood (portion of only), View Royal, Victoria, Saanich, Esquimalt and Oak Bay. This system includes regional trunk infrastructure and basic screening. The CRD is currently in the process of developing tertiary wastewater treatment facility in Esquimalt.	• The core and peninsula municipalities provide sewer collection infrastructure, which connects to CRD regional sewer trunk infrastructure and wastewater treatment facilitates. • Sooke operates its own sewer system and wastewater treatment facility independently • Metchosin, Highlands and the Juan de Fuca Electoral area do not currently have sewer infrastructure.

Service Delivery Methods

CRD – As discussed the CRD maintains two sub-regional trunk sewer systems that collect wastewater from homes and businesses around the region for treatment and disposal. The CRD's regional trunk system supports municipal sewer pipes, which move wastewater from local businesses, residence and institutions to the CRD's regional trunk systems. The majority of municipalities in the CRD maintain a municipal sewer system; Highlands and Metchosin are the only municipalities without a sewer system. All municipal sewer systems, with the exception of Sooke, are connected to the regional trunk sewer system, which is designed, constructed and maintained by the CRD.

- The regional trunk system is connected to the core communities of Langford, Colwood, View Royal, Esquimalt, Saanich, Oak Bay and Victoria. Sewage produced by these

communities is currently only screened and not treated before being released into the ocean via outfalls at Macaulay Point and Clover Point. The Macaulay Point Outfall conveys wastewater from Colwood, Langford, View Royal, Esquimalt, Saanich and Victoria.

- A sewer system also exists on the Saanich peninsula, which serves North Saanich, Sidney and Central Saanich. The peninsula system is connected to a wastewater treatment plant that provides secondary sewage treatment.

- Sooke independently maintains and operates its own sewer system, which is connected to a wastewater treatment facility that provides secondary sewage treatment.

Local Government – Municipalities provide local sewer infrastructure services and planning, and cooperate on regional sewer infrastructure initiatives. Key municipal infrastructure responsibilities include primarily sewer collection and planning. The cost of delivering local

Table 2.0 – Cost of Delivering Sewer Infrastructure Services by Municipality[1]

Organizations	Total Sewer Expenditure 2015	Population 2015	Cost Per Capita 2015*
Central Saanich	$2,604,179	16,046	$162.29
Colwood	$1,084,407	16,955	$63.96
Esquimalt	$1,092,489	16,697	$65.43
Highlands	$0	2,270	$0.00
Langford	$727,474	37,275	$19.52
Metchosin	$0	4,972	$0.00
North Saanich	$1,935,667	10,994	$176.07
Oak Bay	$2,041,262	17,474	$116.82
Saanich	$13,928,531	110,803	$125.71
Sidney	$1,938,619	11,065	$175.20
Sooke	$2,107,023	12,181	$172.98
Victoria	$3,542,039	84,793	$41.77
View Royal	$519,320	10,834	$47.93

*The actual cost per capita will vary for this service as some residents may not connect to the local sewer system (e.g. Only of portion of Colwood is serviced by a sewer)

Decision Making

The CRD operated sewer systems are governed by a number of commissions, which over see each sewer service. The Board of Directors for each commission are generally made up of representatives and elected officials from participating municipalities, and include: the Saanich Peninsula Wastewater Committee; Core Area Liquid Waste Management Committee; Core Area Wastewater Treatment Program Commission; and, Core Area Wastewater Treatment Project Board.

Funding

Sewer projects of a regional significance that cross local government jurisdictions are generally funded with municipal funds collected through general taxation and fees such as Development Cost Charges (DCCs), with cost divisions being done on a case by case basis between local governments. For regional infrastructure investments there are opportunities for local governments, the CRD and senior governments to coordinate potential funding streams to support these regional infrastructure initiatives, such as the proposed tertiary wastewater treatment facility in Esquimalt.

[1] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink.

Recreation

Recreation and cultural services are provided on the local and sub-regional scales with several municipalities sharing sub-regional recreation facilities. Major institutional entities also provide recreation facilities to the general public (e.g., UVIC, Royal Roads, Camosun Collage, Canadian Forces Base (CFB) Esquimalt, etc.).

Core municipalities of Victoria, Esquimalt, Saanich and Oak Bay all maintain their own recreation facilities and services, while collaborating on some broader "core" community recreation and cultural functions (i.e., staff training, equipment sharing, the Royal Theater, art grants, etc.). The remaining municipalities share recreation service responsibilities through three sub-regional recreation services agreements, including:

- West Shore Parks & Recreation – governed by the West Shore Parks & Recreation Society Board, provides shared recreation services to View Royal, Highlands, Langford, Metchosin and Colwood;
- Peninsula Recreation Commission – is a body of the CRD and a recreation partnership between the municipalities of Sidney, North Saanich and Central Saanich; and
- Sooke Electoral Area Parks and Recreation Commission (hereafter referred to as SEAPARC) – is a body of the CRD and a recreation partnership between the municipality of Sooke and the western communities of the Juan de Fuca Electoral Area

Shared Sub-services

Throughout the region several specialized recreation services are shared between several communities, with most municipalities collaborating on key community-wide and region wide initiatives. Twenty shared services were identified in total, these services include but are not limited to sport field renovations, equipment sharing, the inter-municipal recreation committee, and more.
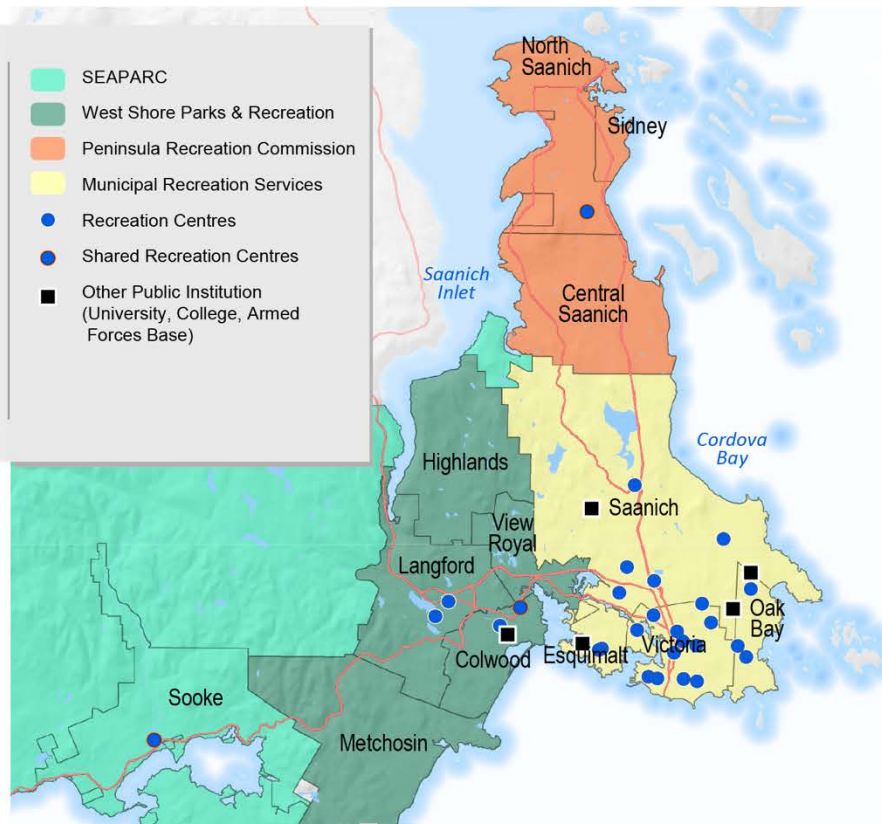
Figure 1.0
Distribution of Recreation and Cultural Services Capital Region

Service Delivery Methods

Core municipalities of Victoria, Esquimalt, Saanich and Oak Bay all fund and maintain their own recreation facilities and services. The remaining municipalities share recreation service responsibilities through three sub-regional recreation commissions (e.g., the West Shore Parks & Recreation Society Board, Peninsula Recreation Commission, and SEAPARC)

Core municipalities of Victoria, Esquimalt, Saanich and Oak Bay also share the responsibility of delivering several shared or specialized recreation services carried out jointly and collaborating on the key issues. Major institutions notably UVIC, Royal Roads, Camosun Collage, and CFB Esquimalt provide recreation facilities to the general public for a fee.

Decision Making

As with park services, for municipalities that fund and maintain their own recreation services, elected officials in each jurisdiction can make decisions in regards to those services. In those municipalities that share recreation services, decisions are guided by the sub-regional recreation commissions. The Board of Directors for each commission is made up of elected representatives from each community or municipality that contributes toward the operation of these recreation facilities. The Board of Directors is able to make decisions on shared sub-regional recreation programs and facilities development. Board members are also responsible for consulting with and informing their respective Councils of decisions related to shared recreation services.

Service Delivery Costs

Table 1.0 highlights the combined cost of delivering both parks and recreation services in each of the CRD municipalities. Parks and recreation have been shown together in **Table 1.0** as these items are traditionally covered under the same budget and the specific cost of each of these services is not broken down. It should be reiterated that the cost of recreation facilities varies substantially based on the size and location of facilities.

Table 1.0 – Cost of Delivering Parks and Recreation Services by Municipality[1]

Organizations	Total Expenditure 2015	Population 2015	Cost Per Capita 2015
Central Saanich	$2,671,991	16,046	$166.52
Colwood	$3,640,461	16,955	$214.71
Esquimalt	$9,361,436	16,697	$560.67
Highlands	$700,941	2,270	$308.78
Langford	$13,090,461	37,275	$351.19
Metchosin	$1,290,863	4,972	$259.63
North Saanich	$1,253,774	10,994	$114.04
Oak Bay	$11,760,796	17,474	$673.05
Saanich	$38,635,385	110,803	$348.69
Sidney	$2,767,498	11,065	$250.11
Sooke	$1,115,949	12,181	$91.61
Victoria	$23,233,514	84,793	$274.00
View Royal	$2,751,226	10,834	$253.94

Funding

Recreation and cultural services in each jurisdiction are funded through property taxation. However, many of these services benefit from secondary funding through user fees. In jurisdictions where recreation services are independent and provided by the municipality the municipality is responsible for 100% of the cost of these services; which are typically funded through general taxation and user fees. Municipal responsibilities can include staffing, operations and maintenance, facility development and providing recreation programs. In jurisdictions where recreation services are provided jointly each municipality contributes towards recreation services on a proportional basis. Municipalities with larger populations, and therefore more potential recreation facility patrons, contribute more. Many of the shared recreation facilities generate a substantial amount of their funding through user fees.

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[1] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink.

Fact Sheet

Police Services

Figure 1.0
Distribution of Police Services Capital Regional District (CRD)

Police services in the Capital Region are either provided independently by municipalities or through contract with the RCMP **(see Figure 1.0)**. Independent municipal police forces can be shared (e.g., Victoria and Esquimalt) or not shared (e.g., Oak Bay, Saanich, and Central Saanich). In the Capital Region, municipalities contracting polices service from the RCMP, through the Province, generally share these services with neighbouring communities. The service delivery mechanism for policing is ultimately the decision of each municipal council and based on the relative policing needs of each community.

Throughout the Capital Region several specialized police services are also shared between the communities with municipal police forces collaborating on specialized crime task forces, which focus on key community-wide and region wide initiatives (e.g., Forensic identification services, K9 units, Organized Crime Special Enforcement Unit, etc.)

Service Delivery Methods

Municipal Councils are required to provide policing and law enforcement under Section 15 of the Police Act. Under the Police Act, communities with populations 5,000 and over must provide their own law enforcement. Jurisdictions can choose their preferred option for law enforcement, which can include:

- Forming their own police department;
- Contracting with an existing police department; and
- Contracting with the provincial government for RCMP police services.

Decision Making

Municipal police departments, policing and law enforcement are governed by a municipal police board, including:

- the mayor of the council;
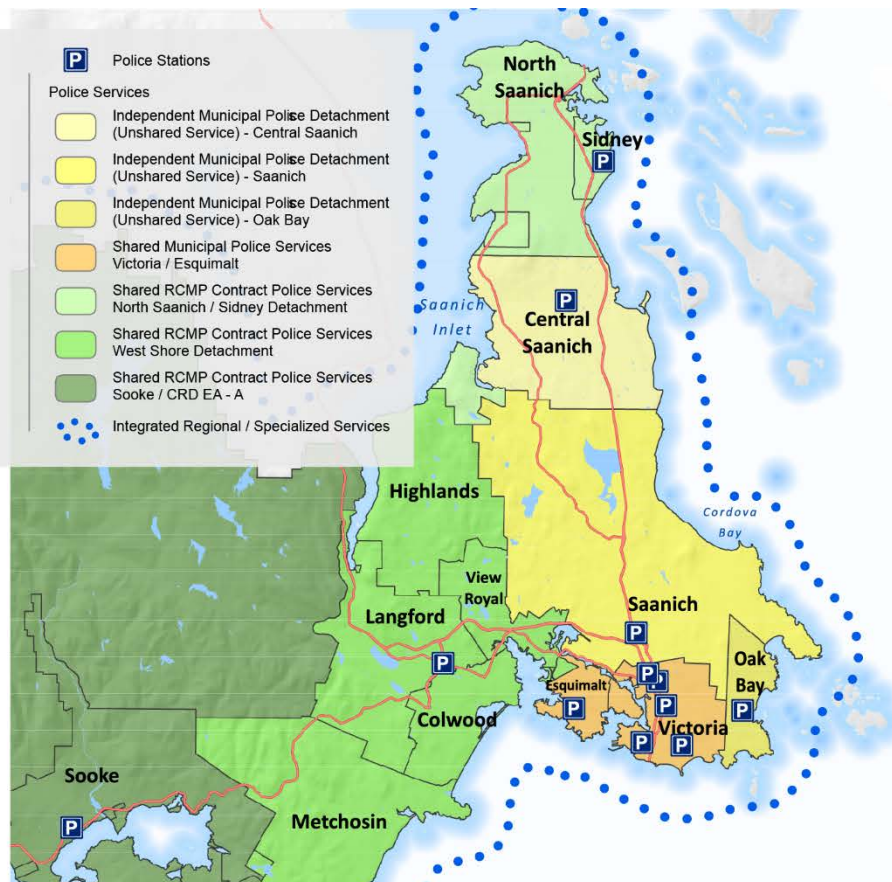- one person appointed by the council;

- not more than 7 persons appointed, after consultation with the Director of Police Services, by the Lieutenant Governor in Council.

The municipality and the police board make decisions in regards to police services, including budgets, and how police services should be delivered.

Municipalities that contract police services from the RCMP do so through Police Services Agreements. Through these agreements municipalities are responsible for outlining the duties and responsibilities of the RCMP in financial, operational and administrative areas; within the provisions of the provincial and municipal policing services. This includes establishing the level of resources, budget and policing priorities in consultation with the RCMP.

Service Delivery Costs

The cost of delivering police services in each of the Capital Region municipalities is outlined in **Table 1.0** (below). Generally, the cost of delivering police services varies widely between municipalities based on the size, population and demographics of that community, as well as the unique local circumstances contributing to community level policing needs (i.e. Victoria is responsible for policing the downtown core). It should be noted the following comparison does not take into account the level of service and therefore should not be thought of as a direct comparison.

Table 1.0 – Cost of Delivering Police and Protective Services by Municipality[1]

Organizations	Total Expenditure 2015	Population 2015	Cost Per Capita 2015
Central Saanich	$6,979,638	16,046	$434.98
Colwood	$3,181,721	16,955	$187.66
Esquimalt	$7,332,628	16,697	$439.16
Highlands*	$754,026	2,270	$332.17
Langford	$5,927,341	37,275	$159.02
Metchosin*	$1,137,721	4,972	$228.83
North Saanich	$1,632,227	10,994	$148.47
Oak Bay	$4,401,950	17,474	$251.91
Saanich	$35,154,473	110,803	$317.27
Sidney	$2,386,267	11,065	$215.66
Sooke	$1,531,039	12,181	$125.69
Victoria	$48,643,985	84,793	$573.68
View Royal	$1,250,251	10,834	$115.40

* As Highlands and Metchosin have populations under 5,000 they pay the Police Tax, therefore, the budget estimates and expenditures on police services provided in Table 2.0 were retrived from their 2015 Statement of Financial Information.

Funding

Police services in each jurisdiction are funded either through property taxation (>5,000 people) or the Police Tax (<5,000 people). In jurisdictions where policing services are independent and provided by the municipality the municipality is responsible for 100% of the policing costs, which are typically funded through general taxation. The municipal responsibilities include the detachment building, detaining cells, and costs for civilian support staff and furniture. In jurisdictions where police services are provided by the RCMP on a contract basis, the police service costs are paid by each jurisdiction on a proportional basis. Costs are apportioned to communities based on a formula that combines property assessment values and population. Taxpayers in jurisdictions and municipalities with less than 5,000 people pay a Police Tax that covers less than 50% of the Province's costs, calculated on a provincial basis. For communities under

5,000 people the Province's costs represent 70% of the total costs for sworn officers and their associated equipment (not including specialty services such as police dogs, homicide units, or marine units), with the other 30% of the total costs covered by the Government of Canada. In jurisdictions with between 5,000 and 14,999 people and an RCMP contract, the jurisdiction is responsible for 70% of the local policing cost-base. The federal government pays the remaining 30%. Finally, municipalities with populations of 15,000 or more pay 90% of policing costs and the federal government pays the remaining 10%. For communities with 15,000 people or more the local policing cost-base includes costs such as members' pay, employer contributions to pension and benefits, transportation, professional and special services, equipment, recruit training costs, a portion of administration costs and the costs of the local detachment building.

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[1] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink

Fact Sheet
Planning and Economic Development

Figure 1.0
Planning and Economic Development Services in the Capital Region

Planning and economic development in the Capital Region is primarily carried out at the local and regional level. The majority of municipalities in the region, with the exception of Metchosin, have dedicated full-time planning staff working with the community. Larger municipalities generally maintain a larger in-house planning staff, as well as dedicated staff working on specialized planning issues, such as economic development. In smaller communities, planners may be required to carry out tasks related to economic development alongside the general planning work. Economic development is also carried out at the regional scale through the recently initiated South Island Prosperity Project. The South Island Prosperity Project (SIPP) is a partnership between 10 municipalities, 1 First Nations and serval institutional (UVic, Camosun, Royal Roads) and business entities.

Shared Sub-services

Throughout the region several specialized services related to planning and economic development are shared between several communities, with municipalities collaborating on key community-wide and region wide initiatives. In total fifteen shared planning and economic development services were identified, these include but are not limited to CRD Community Planning, climate action, the Regional Growth Strategy (RGS), regional information services, and more.

Service Delivery Methods

Local Planning

Planning services are grounded in the development and implementation of planning strategies to guide and manage growth and development; including informing and advising the public and municipal Councils on trends, challenges, opportunities and choices that will enhance sustainability and quality of life. Planning services range from high level strategic planning related to the implementation of each community's Official Community Plan to the processi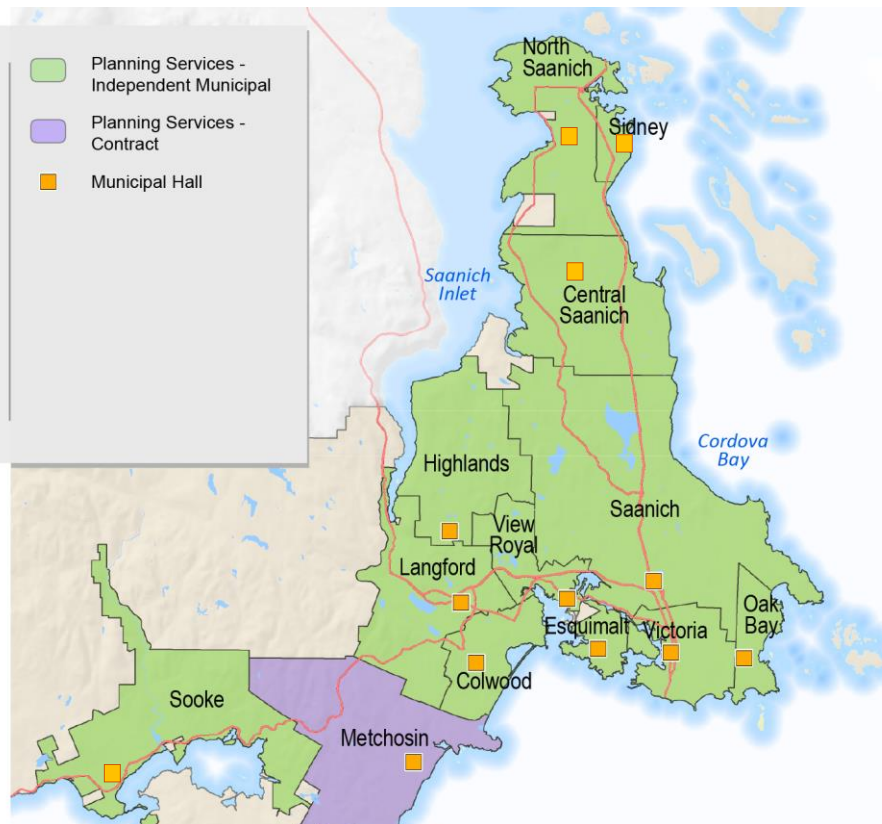ng of development applications and rezoning requests. Each municipality that provides planning services has planning staff that assist residents and developers with a variety of planning requests (e.g. development applications, re-zoning applications, etc.), as well as working with elected officials and senior administration to develop high-level strategic plans.

Regional Planning

The CRD plays an important role in coordinating regional planning amongst the region's municipalities, as well as providing local planning services for its electoral areas. Importantly, it is responsible for the administration of the Regional Growth Strategy (RGS), which provides key direction on regional growth management. The RGS is a vision for the future of the Capital Region. It is an agreement developed by local governments and the Regional District in partnership, and adopted by the CRD Board as a bylaw. It should be noted, that the RGS is currently under review and an updated bylaw will likely be adopted in the near future.

Economic Development

The Capitals Region's largest employment sectors, include technology, tourism, marine engineering, government, and education. Economic development is also carried out in varying degrees by all municipalities in the region.

Economic development in the region is based on the objective of municipalities to attract and retain businesses and investment in their communities. The municipalities in the region are increasingly starting to facilitate and coordinate regional economic development efforts through

their support of regional economic development organization, such as the Greater Victoria Economic Development Agency and the SIPP. The SIPP initiative represents several municipalities, institutions and businesses in the region. Municipal partners include:

- View Royal
- Victoria
- Oak Bay
- Sidney
- Colwood
- Central Saanich
- Saanich
- Esquimalt
- Highlands
- North Saanich

Despite greater regional cooperation municipalities in the region still remain somewhat competitive in trying to attract and facilitate investment in their communities. Larger municipalities have full-time staff dedicated to economic and business attraction initiatives.

Decision Making

Local planning decisions are made by municipal councils, generally based on the advice and direction provided by planning staff and public input. Elected officials and staff also make decisions in regards to economic development activities being pursed at the local level. The CRD is beginning to play and active role in facilitating regional economic development decision making in order to reduce competition between municipal entities and to determine the best suit for investments in the region's economic infrastructure. The Greater Victoria Economic Development Agency also plays an important role in facilitating economic development and advocating for businesses at both the local and regional level.

Service Delivery Costs

It should be noted that the following cost comparison of planning services represents the total cost of 'Development Services' as defined by the Local Government Data Entry Forms. Further, this comparison does not take into account the level of service and therefore should not be thought of as a direct comparison.

Table 1.0 – Cost of Delivering Planning and Economic Development Services by Municipality[1]

Organizations	Total Expenditure 2015	Population 2015	Cost Per Capita Water 2015
Central Saanich	$342,520	16,046	$21.35
Colwood	$685,129	16,955	$40.41
Esquimalt	$761,132	16,697	$45.58
Highlands	$120,662	2,270	$53.16
Langford	$933,389	37,275	$25.04
Metchosin	$119,997	4,972	$24.13
North Saanich	$871,576	10,994	$79.28
Oak Bay*	$0	17,474	$0.00
Saanich	$2,483,844	110,803	$22.42
Sidney	$375,017	11,065	$33.89
Sooke	$659,211	12,181	$54.12
Victoria	$2,947,511	84,793	$34.76
View Royal	$385,596	10,834	$35.59

*Oak Bay did not have a dedicated planner on staff until 2016

Funding

Planning and economic development services in each jurisdiction are funded through property taxation. Municipal responsibilities can include staffing, operations and administration. In jurisdictions without planning and economic development services, these services are outsourced for a substantial cost.

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[1] Local Government Data Entry Forms for Development Services. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink.

Fact Sheet

Parks

Figure 1.0
Distribution of Park Services Capital Region

Parks in the Capital Region are provided on three scales local, regional and provincial. In general, all municipalities administer and maintain local park services independently. Municipalities in the CRD also contribute to the maintenance and operation of regional parks, which is a service carried out by the CRD Regional Parks & Trails Department.

Independent municipal park departments, include:

- City of Victoria
- District of Oak Bay
- Township of Esquimalt
- Town of Sidney
- District of Saanich
- City of Langford
- District of Sooke
- Town of View Royal

Some smaller communities do not have dedicated parks departments due to their size (e.g., Colwood, Central Saanich, North Saanich, Highlands and Metchosin). The maintenance and administration of parks in these communities is generally grouped under larger departments, such as planning or public works.

CRD Regional Parks protects and manages more than 13,000 hectares of natural areas in 33 regional parks and trails. The CRD also facilitates a wide range of specialized regional park services ranging from campground operation to environmental restoration to general maintenance.

Shared Sub-services

Throughout the region several specialized park services are shared between several communities, with most municipalities collaborating on key community-wide and region-wide initiatives. Eleven shared services were identified in total, these services include, but are not limited to, staff training, parks planner meetings, by-law enforcement, etc. These shared services are generally shared between several municipalities and the CRD, with
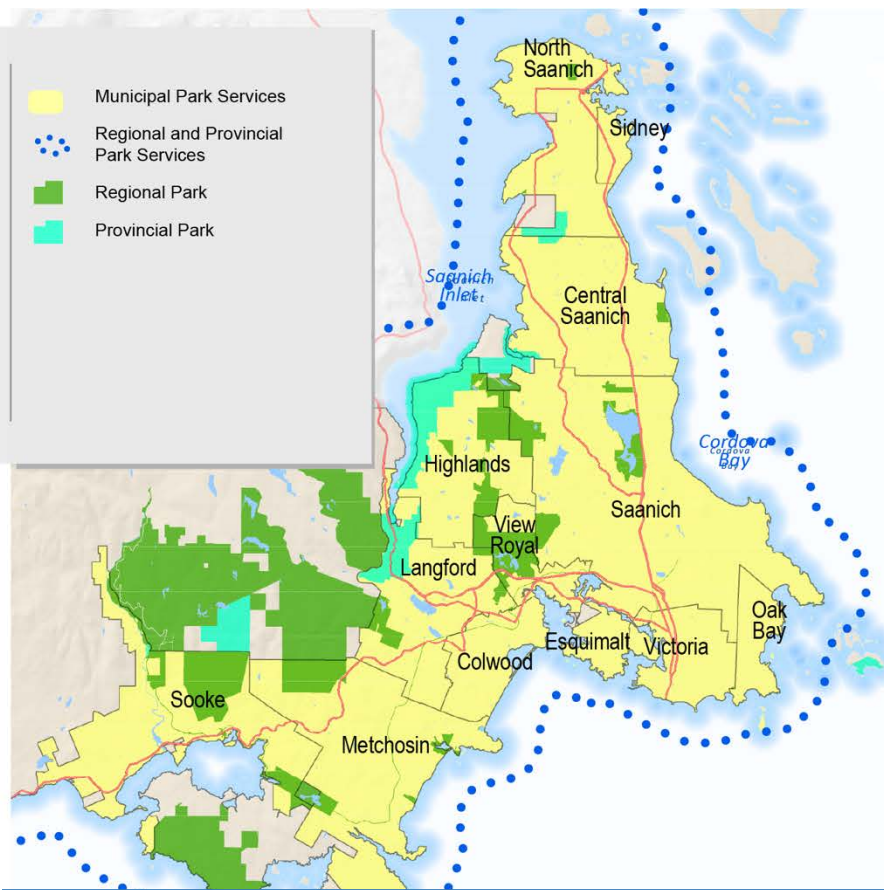
many specialized services being shared between core municipalities of Victoria, Saanich, Esquimalt, and Oak Bay; many key services area shared by all local governments.

Service Delivery Methods

Each municipality provides basic administration and maintenance services for local parks. The West Shore Parks & Recreation Society Board and the Sooke Electoral Area Parks and Recreation Commission (hereafter referred to as SEAPARC) manage some sub-regional parks generally in connection to recreation facilities. CRD Regional Parks and Trails is responsible for delivering regional park services to local municipalities, including administration, facilities, bylaw enforcement, environmental services and maintenance. The Province is responsible for the administration and maintenance of provincial parks and associated park services in the region.

Decision Making

In municipalities that fund and maintain their own park and recreation services, elected officials in each jurisdiction can make decisions in regards to those services.

In those municipalities that share park and recreation services, decisions are guided by the sub-regional

commissions. The Board of Directors for each commission is made up of elected representatives from each community or municipality that contributes, through tax requisition, toward the operation of parks. The Board of Directors is able to make decisions on shared sub-regional park land acquisitions, and facilities. Board members are also responsible for consulting with and informing their respective Councils of decisions related to shared parks services.

CRD Regional Parks & Trails and the CRD Regional Board is responsible for making decisions related to regional parks and trails, and associated services.

Service Delivery Costs

Table 1.0 below, highlights the cost of delivering parks and recreation services in each of the CRD municipalities. Parks and recreation have been shown together as these items are traditionally covered under the same budget. It should be noted the following comparison does not take into account the level of service and therefore should not be thought of as a direct comparison as costs for parks vary substantially in relation to the size, location and attributes of the parks.

Table 1.0 – Cost of Delivering Parks and Recreation Services by Municipality[1]

Organizations	Total Expenditure 2015	Population 2015	Cost Per Capita 2015
Central Saanich	$2,671,991	16,046	$166.52
Colwood	$3,640,461	16,955	$214.71
Esquimalt	$9,361,436	16,697	$560.67
Highlands	$700,941	2,270	$308.78
Langford	$13,090,461	37,275	$351.19
Metchosin	$1,290,863	4,972	$259.63
North Saanich	$1,253,774	10,994	$114.04
Oak Bay	$11,760,796	17,474	$673.05
Saanich	$38,635,385	110,803	$348.69
Sidney	$2,767,498	11,065	$250.11
Sooke	$1,115,949	12,181	$91.61
Victoria	$23,233,514	84,793	$274.00
View Royal	$2,751,226	10,834	$253.94

Funding

Municipalities are responsible for 100% of the cost of local park services, which are typically funded through general taxation. Parks in the Capital Region also benefit from substantial volunteerism. The municipal responsibilities can include staffing, operations and maintenance, land acquisition, ecological restoration programs and more. CRD Regional Parks & Trails are also funded through general taxation paid to the CRD, as well as secondary funding through fees and fines.

Library Services

Figure 1.0
Distribution of Library Services Capital Regional District (CRD)

There are two library services in the Capital Region the Greater Victoria Public Library (GVPL) and the Vancouver Island Regional Library (VIRL). These two services have defined service catchments, with the Greater Victoria Public Library servicing core and Western Shore municipalities and the Vancouver Island Regional Library servicing Sidney, North Saanich and Sooke, as well as the CRD Electoral Areas.

The GVPL has 11 branches located in the CRD, which all residents of member municipalities can access. The VIRL has three branches in the region, located in Port Renfrew, Sooke and Sidney.
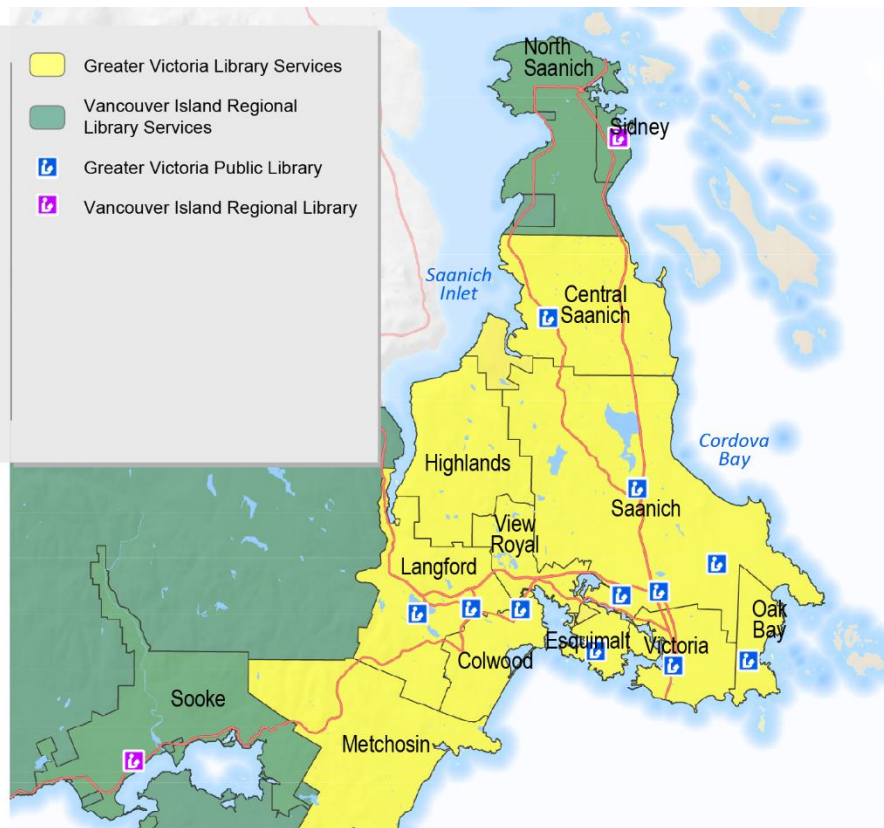
Service Delivery Methods

Each library service is responsible for providing library services to their respective catchment areas. There is a significant difference between geographic areas serviced by each library service. The GVPL is responsible for providing library services to over 318,000 people in the Capital Region, these services are provided to a large number of people in a relatively small area. By contrast the VIRL's library services are more spread out making it more difficult to coordinate between branches.

Greater Victoria Public Library
The GVPL provides library services at no charge to residents of Central Saanich, Colwood, Esquimalt, Highlands, Langford, Metchosin, Oak Bay, Saanich, Victoria and View Royal. The library also provides varying levels of services to various non-residents and businesses, including business property renters, First Nations and visitors.

Vancouver Island Regional Library
The VIRL provides library services in a similar manner to the GVPL. The VIRL covers a much broader service area and essentially operates libraries in every community on Vancouver Island outside of Greater Victoria. The VIRL provides

library services to 430,000 people on Vancouver Island, Haida Gwaii and the Central Coast (Bella Coola) through 39 branches, and their eLibrary. The VIRL's administrative offices are located in Nanaimo.

Decision Making

Greater Victoria Public Library
The GVPL is governed by a Board of Trustees established in accordance with provincial legislation, the Library Act, and the Library Operating Agreement (2014-2016). The Greater Victoria Public Library Board is a municipal library board and operates through an agreement between the member municipalities. The Board consists of 19 members appointed by the councils of the member municipalities.

Vancouver Island Regional Library
The Vancouver Island Regional Library Board of Trustees guides and supports the operation of all public library services in VIRL's service area. In addition to governance, two of its primary functions are lobbying and advocacy to ensure that resources are available to fulfill the mission, vision and values of the Vancouver Island Regional Library. Each municipal council and each regional district board appoints a representative and an alternate representative each December at the first meeting of the municipal council or regional district board.

Service Delivery Costs

The cost of delivering library services are fixed on a per capita basis, so costs are based on population size. It should be noted the following comparison does not take into account the level of service and therefore should not be thought of as a direct comparison. For the GVPL municipal contributions totaled $ 15,636,801 in 2015 and for the VIRL the total operating budget was $20,372,451.

Table 1.0 – Cost of Delivering Library Services by Municipality[1] [2]

Organizations	Total Expenditure 2015	Population 2015	Cost Per Capita 2015*
Central Saanich	$788,660	16,046	$49.15
Colwood	$833,338	16,955	$49.15
Esquimalt	$820,658	16,697	$49.15
Highlands	$111,571	2,270	$49.15
Langford	$1,832,066	37,275	$49.15
Metchosin	$244,374	4,972	$49.15
North Saanich	$261,052	10,994	$23.75
Oak Bay	$858,847	17,474	$49.15
Saanich	5,445,967	110,803	$49.15
Sidney	$266,238	11,065	$24.06
Sooke	$294,120	12,181	$24.15
Victoria	$4,167,576	84,793	$49.15
View Royal	$532,491	10,834	$49.15

* Cost Per Capita estimates based on the population based methodology used by GVPL and VIRL to determine the cost of library services in their respective jurisdictions.

Funding

Both library services receive provincial funding, as well as contributions from local municipalities. A small proportion of funding is also provided through library fees paid by non-local users, donations and late charges.

The GVPL is primarily supported by its 10 member municipalities who contribute to funding library services on a per capita basis. The monies provided by each municipality are funded through general taxation.

Although the VIRL is provided some provincial funding it is primarily supported by its 38 member municipalities and regional districts. Provincial funding represented 5% of the library's funding in 2016, down from 21% in 1986. The cost of providing library services to member communities is shared, as required by the Library Act of BC. Cost sharing is broken down by the following method:

- 50% based on converted value of land and improvements; and
- 50% based on the population of each municipality and each electoral participating area of each regional district.

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[1] Vancouver Island Regional Library. (2015). 2016 - 2020 Financial Plan Meeting Our Service Standards. http://virl.bc.ca/sites/default/files/documents/Reports/Financial%20Statements/2016-2020-Financial-Plan-(Adopted)-WEB-reduced.pdf
[2] Greater Victoria Public Library. (2015). 2015 Statement of Financial Information. http://gvpl.ca/wp-content/uploads/2016/05/SOFI-2015-GVPL_complete.pdf

Housing

Figure 1.0
Housing Services in the Capital Region

Housing in the Capital Region is carried out at both the local and regional level. Although some municipalities have local level affordable housing strategies (e.g., Victoria) the majority of municipalities in the region, with the exception of Langford and Colwood, are partners in the Capital Region Housing Corporation (CRHC). CHRC partners make financial contributions to the Regional Housing Trust Fund (RHTF). Using funding from the RHTF the CRHC develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities. The CRD is responsible for planning and delivering housing services through the CRHC.

Service Delivery Methods

Housing service delivery is primarily coordinated at the regional level through the CRHC. Participants in the CRHC programs have a mandate to develop a coordinated approach within the region to increase the supply of affordable housing by identifying how municipalities, funding agencies and the non-profit sector can work together to meet the housing needs of the region's citizens. Eleven out of the thirteen municipalities participate in the CRHC's housing program, which is implemented by the CRD. Through this arrangement the CRD is responsible for the following aspects of housing service delivery:

- implementing the Regional Housing Affordability Strategy (RHAS) as identified by the Regional Growth Strategy;
- administering the Regional Housing Trust Fund (RHTF);
- administering the Homelessness Partnering Strategy program on behalf of Employment and Social Development Canada;
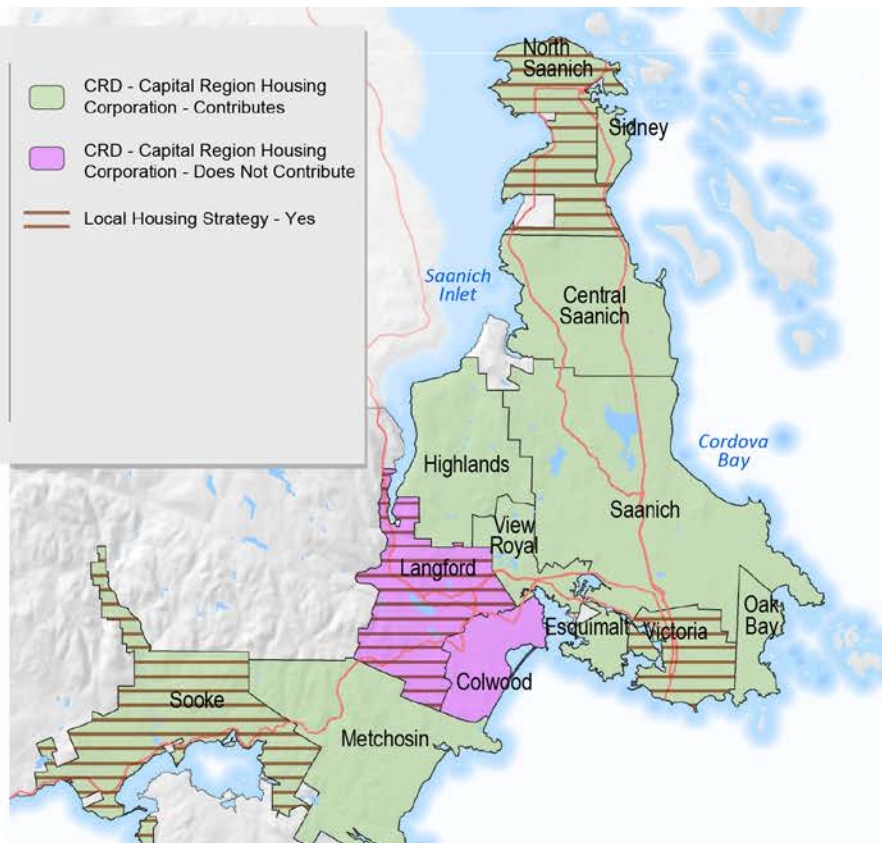- providing expertise on affordable housing policy, planning and development to municipalities, electoral areas, housing agencies, the private development industry and other funders; and
- working with other non-profits and sector organizations to promote social and affordable housing in the Capital Region.

The CRHC is also responsible for managing hundreds of existing affordable housing units in the region, including:

- 45 townhouse and apartment communities totalling 1286 units of affordable housing; and
- 127 units that it provides property management support on behalf of non-profit organizations.

It should also be noted, that several municipalities also have local level affordable housing strategies. Langford operates its own affordable housing program and does not participate as a partner in the CRHC. North Saanich, Sooke and Victoria participate in CRHC, but have also implemented local housing strategies to supplement the CRHC's efforts.

Decision Making

The Capital Region Housing Corporation (CRHC) is owned by the Capital Regional District, and is governed by a Board of Directors which includes members of the community and directors from the Capital Regional District Board.

Municipal affordable housing strategies are administered at the local level and municipal councils make decisions in regard to the implementation of these strategies.

Service Delivery Costs

As of 2015, the 11 municipalities and 2 Electoral Areas funding the RHTF, contributed just under $1,000,000 per year. This equals an approximate cost of $2.70 per person per year.

Funding

The RHTF is funded by the CRD and partner municipalities and provides capital grants for the acquisition, development and retention of housing that is affordable to households with low or moderate incomes in the Capital Region. The CRHC also supplements member contributions by pursuing grants and other funding opportunities.

Colwood, Langford and Juan De Fuca Electoral Area do not participate in the Regional Housing Trust Fund.

Fact Sheet

Government Administration

Government administration services include a wide range of services required to facilitate government operations, including administrative professionals, finance, purchasing, business licensing, human resources, information technology and a wide range of other administrative services. Government administration services are present at both the regional and local levels providing executive direction within the CRD and all 13 municipalities in the Capital Region.

The CRD and larger municipalities generally maintain larger administrative staffs, addressing a wider range of specialized administrative tasks in-house. Smaller municipalities in the region may only have a couple administrative staff members, requiring them to either collaborate with regional partners on administrative issues or outsource more specialized administrative task (e.g., human resources) to contractors or consultants.

Shared Sub-services

The wide range of administrative capacities amongst municipalities in the Capital Region means that many smaller municipalities share services or rely on the CRD to support them in specialized administrative tasks. Throughout the region several specialized services related to government administration are shared between several communities. In total thirty-seven shared administrative services were identified, these include but are not limited to:

- Area CAO Meetings
- Corporate Officers Group
- Greater Victoria Labour relations Association
- Finance Directors Meetings
- Computer Training Courses
- Inter-municipal Business Licences
- Municipal Information Systems Association
- IT Advice and Guidance
- GIS related advice and information
- GIS Municipal Group

- Human Resource Services
- Safety Training
- Animal Control
- Dog Licensing
- Greater Victoria Joint Purchasing Group

Generally, the sharing of services was not concentrated in one particular area of the region. Many of the municipalities in the region took part in collaborative regional administration initiatives. The overall level of sharing of government administration service area is high compared to other services with all municipalities participating in at least 65% of the thirty-seven shared administrative services in the region; many of which are jointly coordinated. The sharing of some services, such as purchasing, allows municipalities in the region to benefit from economies of scale and the joint purchasing of services and equipment.

Service Delivery Methods

Basic administrative services related to the day-to-day operation of a municipality are carried out in a standardized fashion. However, the larger government organizations become the more complex their administrative service also become. Large governments in the region generally have more comprehensive and specialized administrative services in-house (i.e., human resources, IT, communications, etc.).

Decision Making

Decision making in regards to government administration services is generally conducted by each organization's Chief Administrative Officer (CAO) and executive directors who are responsible for the day-to-day administration of each government agency's organization. The CAO is the executive responsible for overseeing general government operations at the both the regional and local level.

Service Delivery Costs

Table 1.0 (below) highlights the cost of delivering administrative services in each of the capital region municipalities. As shown, the cost of delivering administrative services varies widely between municipalities based on their size, the municipality's staff and the range of administrative services provided in-house. It should be noted that the following comparison does not take into account the level of service and therefore should not be thought of as a direct comparison.

Table 1.0 – Cost of Government Administration Services by Municipality[1]

Organizations	Total Expenditure 2015	Population 2015	Cost Per Capita 2015
Central Saanich	$2,959,031	16,046	$184.41
Colwood	$3,363,331	16,955	$198.37
Esquimalt	$3,829,668	16,697	$229.36
Highlands	$667,029	2,270	$293.85
Langford	$4,523,245	37,275	$121.35
Metchosin	$691,262	4,972	$139.03
North Saanich	$2,876,900	10,994	$261.68
Oak Bay	$4,760,797	17,474	$272.45
Saanich	$14,589,225	110,803	$131.67
Sidney	$2,195,906	11,065	$198.46
Sooke	$2,208,603	12,181	$181.32
Victoria	$43,306,348	84,793	$510.73
View Royal	$1,954,133	10,834	$180.37

As shown by **Table 1.0**, there are a large range of administrative costs for municipalities in the region. The cost administrative services were shown to range from $121 to $294, with the exception of the City of Victoria, which was an obvious outlier at $511. The high administration costs of the City of Victoria are not due to one factor, but a general result of being the host of the downtown core and the many specialized administration issues associated with managing a wide range of institutional, business and social interests.

Funding

Administrative services in each jurisdiction are funded through property taxation. The municipal responsibilities related to government administration services include staffing and operations. As discussed, generally, municipalities with larger populations, and therefore more resources, have large administrative organizations and staff.

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[1] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink.

Fire Services

Figure 1.0 – Fire Services in the Capital Region

Fire services can be separated into two categories primarily professional fire departments and primarily volunteer fire departments. The professional fire departments generally have a large contingent of full-time professional fire fighters, by contrast the primarily volunteer fire departments may only have a few full-time paid professional firefighters supported by a large number of both paid and unpaid volunteers. Professional fire services are present in core municipalities (e.g., Saanich, Victoria, Oak Bay and Esquimalt). The remaining communities have primarily volunteer fire departments. Several municipalities also have shared services and mutual assistance agreements (e.g., agreements to provide assistance to neighbouring fire departments outside of municipal boundaries).

Throughout the region there are several specialized fire services which are shared between communities. The majority of municipalities collaborate on specialized education, prevention, and rescue services, which focus on key community-wide and region wide initiatives (e.g., extreme weather protocol, hazardous material incident response, community wildfire protection planning, etc.).

Service Delivery Methods

Each municipality is responsible for delivering their own fire services, which include staffing, training, fire halls and equipment. Many communities have also entered into mutual aid agreements to increase the efficiency and coverage of their own municipal fire squads. There are currently six mutual aid agreements between capital region municipalities (see Figure 2.0):
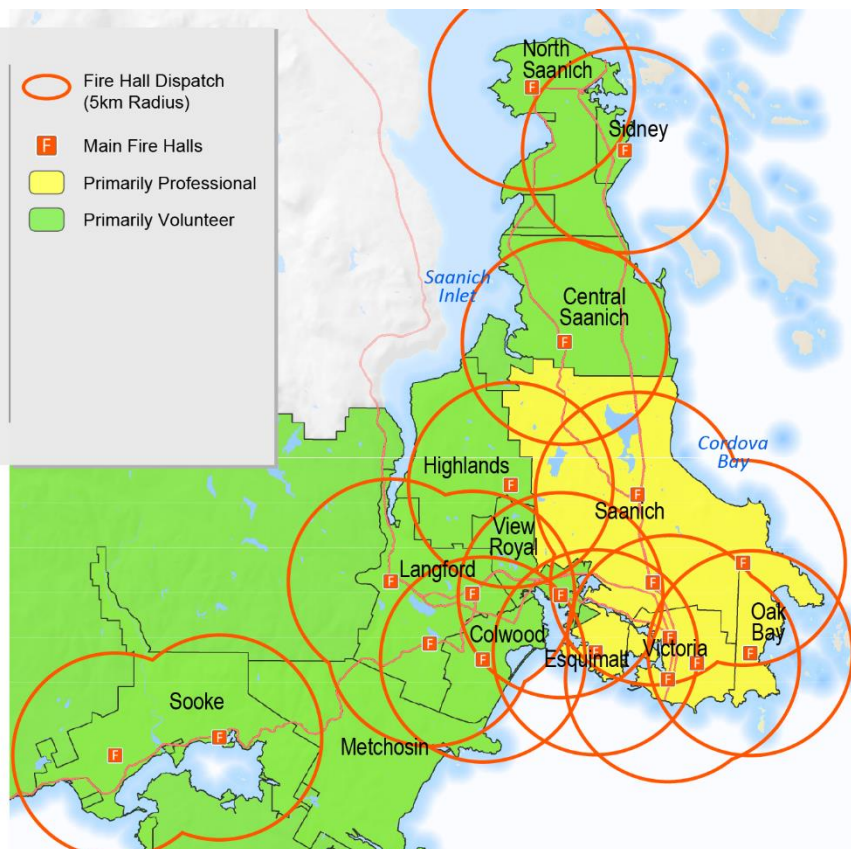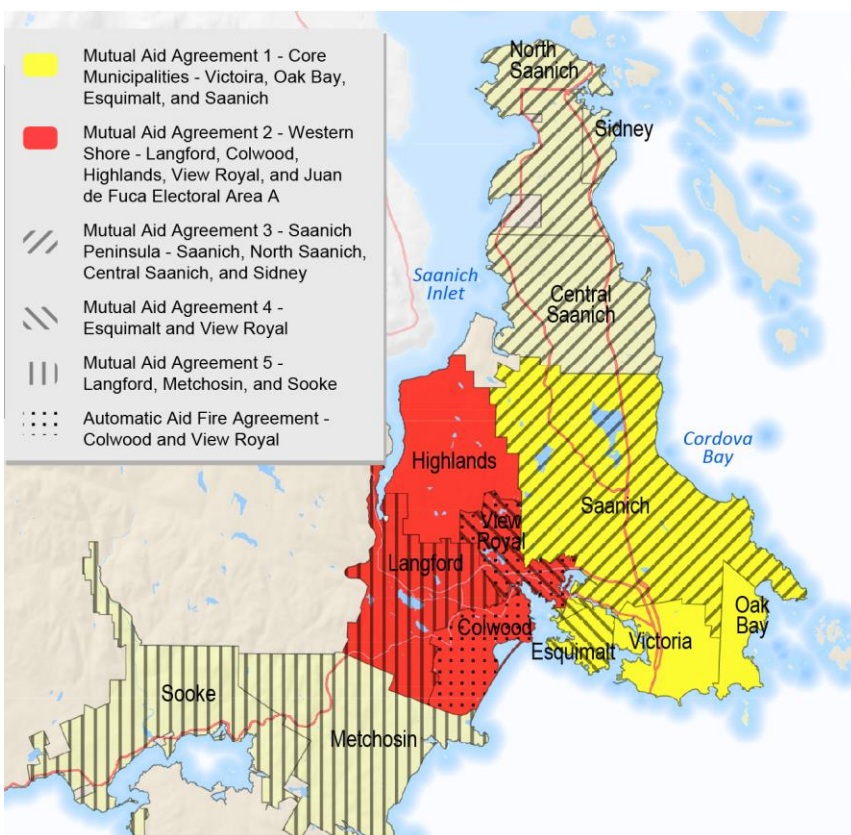

Figure 2.0 – Mutual Aid Agreements in the Capital Region

Decision Making

Elected officials in each jurisdiction can make decisions in regards to Fire services. Fire services generally operate independently with the fire chiefs in each jurisdiction being responsible for delivering fire services within a budget approved by their Council. The mutual aid and fire service agreements provide the fire chiefs in each respective jurisdiction with the ability to collaborate on inter-jurisdictional operations and servicing.

Service Delivery Costs

The cost of delivering fire services varies widely between municipalities as outlined in Table 1.0 (below). It should be noted the following comparison does not take into account the level of service and therefore should not be thought of as a direct comparison.

As shown in **Table 1.0** a professional fire department has an average cost per capita of approximately $167.97, by comparison a primarily volunteer fire department has a per capita cost $90.53; approximately 54% that of a professional force.

Table 1.0 – Cost of Delivering Fire Services by Municipality[1]

Organizations	Total Expenditure 2015	Population 2015	Cost Per Capita 2015*
Central Saanich**	$1,481,483	16,046	$92.33
Colwood	$1,605,677	16,955	$94.70
Esquimalt	$3,508,647	16,697	$210.14
Highlands	$166,593	2,270	$73.39
Langford	$2,836,359	37,275	$76.09
Metchosin	$471,478	4,972	$94.83
North Saanich	$905,336	10,994	$82.35
Oak Bay	$3,758,657	17,474	$215.10
Saanich	$16,106,282	110,803	$145.36
Sidney	$1,042,346	11,065	$94.20
Sooke	$1,325,170	12,181	$108.79
Victoria	$15,219,329	84,793	$179.49
View Royal	$1,263,960	10,834	$116.67

*The actual cost per capita will vary for this service as some residents may not receive fire services.
**Central Saanich was shown to have $0 in Fire Services costs in the 2015 Local Government Data Entry Forms, so estimates for Fire Services costs were retrieved from 2015 financial statements

Funding

Fire services are paid for by municipalities through general taxation and shared services are split between participating jurisdictions. Fire services in many jurisdictions receive substantial benefits from a high level of volunteerism, as well many department undertake fundraising opportunities to pay for equipment upgrades.

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[1] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink.

Fact Sheet

Emergency Planning

The BC Emergency Program Act requires every municipality and regional district in the province to develop an emergency plan for disaster response and recovery in their jurisdiction. Therefore, the CRD and each municipality in the region has developed emergency plans to assist with strategic decision-making and emergency service deployment during an emergency event (e.g. flooding, extreme weather, fires, disease, earthquakes).

The CRD through the Local Government Emergency Program Advisory Commission (LG EPAC) and Regional Emergency Coordinators Advisory Commission (RECAC), works towards greater coordination of regional emergency planning.

In addition to the regional coordination efforts of the CRD the Capital Region Emergency Service Telecommunications (CREST) provides centralized emergency communications and related public safety information services to municipalities, the regional district, provincial and federal agencies, and emergency service organizations throughout the Capital Region.

Service Delivery

Each emergency plan provides the basic tools to help governments and emergency service providers respond to emergencies in the region. Ideally, these plans will assist decision makers identify refuge areas, shelters for displaced people, distribution of emergency supplies, etc.

In the CRD there are currently 11 local emergency programs that would respond during an emergency situation. Regional resource and information sharing systems established by the CRD will help to ensure these local emergency plans will work together in the event of an emergency. Local emergency programs, include:

1. Metchosin Emergency Program
2. Saanich Emergency Program
3. Victoria Emergency Management
4. Sooke Emergency Plan

5. Oak Bay Emergency Program
6. Langford Emergency Preparedness
7. Esquimalt Emergency Program
8. Peninsula Emergency Management Organization (PEMO) (Central Saanich, Sidney & North Saanich)
9. View Royal Emergency Preparedness
10. Colwood Emergency Plan
11. Highlands Emergency Preparedness

The CRD also has several responsibilities in regards to emergency planning in the region, including:

- CRD Utility/Services Emergency Planning – as a key service provider of water, sewer and solid waste services the CRD prepares emergency plans for each service area supported by the CRD's Emergency Operations Centre (EOC).
- Regional Resource and Information Sharing – to ensure that all local government programs for emergency management are working together, the CRD's Service for Emergency Program Support helps to coordinate, support, and facilitate regional emergency planning initiatives.
- Personal Preparedness – the CRD also develops emergency preparedness programs to encourage emergency preparedness amongst individuals.

The Province also plays a role in assisting municipalities and the region with emergency planning. Emergency Management BC (EMBC) works with the Province to develop strong communication links between local governments, the CRD and the Provincial Emergency Program (PEP) for both emergency planning and response.

The CRD and municipalities in the region also participate in CREST, which provides emergency radio communications for 50 emergency response agencies in the Capital Region. This includes fire departments, police departments and ambulance services.

Decision Making

Emergency plans are ultimately the responsibility of the Mayor (or designated authority) to ensure the implementation of emergency plans. At the local level the administration of emergency plans and programs is usually the responsibility of the fire chief and/or fire department.

The CRD supports regional decision making on emergency planning through a regional emergency coordination service with a mandate to provide an information and resource management system to coordinate with municipal emergency programs to support local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster. This service is coordinated by two advisory commissions (Local Government Emergency Program Advisory Commission (LG EPAC) and Regional Emergency Coordinators Advisory Commission (RECAC)), which are engaged in working towards greater coordination of information and resources during an emergency event.

Emergency Management BC is the Province's coordinating agency for all emergency management activities, including planning, training, testing and exercising.

Decision making related to CREST is carried out by the CREST Board of Directors. CREST has 20 shareholders, each of which holds a position on the Board of Directors

- BC Ambulance Service
- BC Transit
- Juan De Fuca EA
- Salt Spring Island EA
- Southern Gulf Islands EA
- City of Colwood
- City of Langford
- City of Victoria
- District of Oak Bay
- District of Central Saanich
- District of Highlands
- District of Metchosin
- District of North Saanich
- District of Saanich
- District of Sooke
- Province of BC
- RCMP
- Town of Sidney
- Town of View Royal
- Township of Esquimalt

Service Delivery Costs

The cost of delivering emergency planning services varies between municipalities typically based on the responsibilities associated with each jurisdiction. For regional services, such as CREST, stakeholders share in funding ongoing operations and any additional costs relating to capital assets are contributed based on each government's a Members' Agreement.

Funding

Municipalities are responsible for developing and funding their own emergency plans and programs. Funds to create and maintain these plans are garnered through general taxation and provincial funding.

The CRD obtains funding for it emergency planning and preparedness programs through regional funding requisitions. The CRD also contracts with Crest to provide an emergency communications system for the region. Crest is largely funded through user agency fees applied to those organizations using the system. User fees are based on:

- geographic size of the area they serve,
- population of the area,
- number of radios required, and
- amount of radio traffic generated.

Fact Sheet

Emergency Dispatch

Figure 1.0
Emergency Dispatch Services in the Capital Region

Emergency dispatch (9-1-1) for first responders (e.g., fire, police and ambulance services) is a shared service with three dispatch centres in the Capital Region; including Saanich, Langford, and the CRD dispatch service located in the Langford Fire Hall.

Emergency dispatch services are part of the continuum of emergency communications which starts with a member of the public seeking assistance, and ends when that event has been responded to and dealt with by the relevant emergency service.

The CRD provides emergency dispatch for Juan de Fuca, Metchosin, Sooke, Highlands and Langford. The service operates out of Langford Fire Hall #1 utilizing contracted Langford Fire Department staff. Back-up services for the fire dispatch are provided through the BC Ambulance Service (BCAS) dispatch centre in Langford. The District of Saanich has its own emergency dispatch centre that receives, processes and dispatches emergency and non-emergency calls for Saanich and several municipalities (see **Figure 1.0**).

Service Delivery Methods

In British Columbia, delivery of 9-1-1 services is a local government responsibility.

For the emergency dispatch service provided by the Regional District the CRD Board delegates authority to the Planning, Transportation, and Protective Services Committee (PTPS) to operate emergency fire dispatch for Metchosin, Sooke, Highlands, Langford and CRD electoral areas.

The District of Saanich, under the direction of Council, delivers dispatch services to the District and client municipalities on a contract basis (i.e., Oak Bay, Esquimalt, Central Saanich, North Saanich, Sidney, Colwood, and View Royal).

In Langford, the BC Ambulance Service operates a Dispatch Centre, which manages the receipt of all
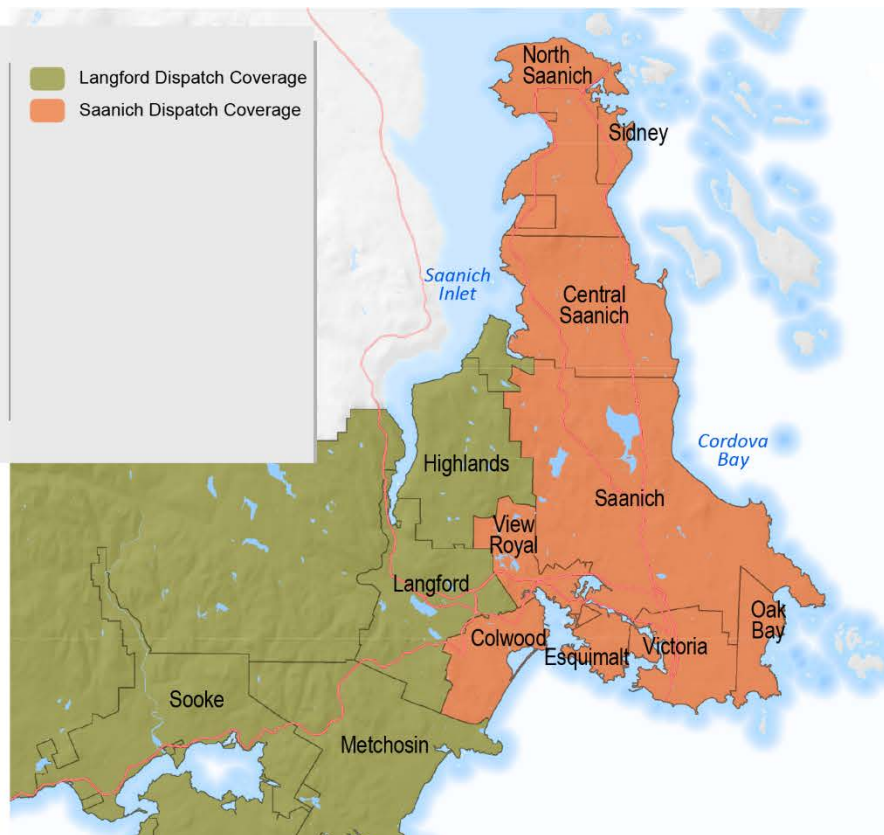
911 calls and coordinates all responses to those calls; this provides a back-up to other dispatch centres in the region.

The delivery of emergency dispatch services is highly standardized with two recognized sets of standards, those established by the National Emergency Number Association ("NENA") and those established by the National Fire Protection Association ("NFPA").

NENA is a professional organization focused on 9-1-1 policy, technology, operations and education issues. NENA has established a call answering standard and model for 9-1-1 services which covers five areas:

- Operational level of service;
- Order of answering priority;
- Answering Protocol;
- Information gathering; and
- Call Transfer.

The NFPA has established comprehensive standards for 9-1-1 call taking and dispatch by emergency services. The NFPA is a professional organization which develops consensus standards for use by fire and other emergency services. Various NFPA standards already have been mandated by the Province and by WorkSafe BC for use by the fire service, so they are applied in a standardized fashion to all 9-1-1 Services.

Decision Making

For CRD dispatch services the Planning, Transportation, and Protective Services Committee (PTPS) makes decision in regards to emergency fire dispatch for the CRD Electoral Areas, Metchosin, Sooke, Highlands and Langford.

Elected officials through adopted bylaws make decisions regarding Saanich's dispatch service and work with client jurisdictions to deliver dispatch services.

Funding

Emergency services in each jurisdiction are funded through property taxation. In many cases municipalities that contract their dispatch service through the regional district or the District of Saanich, the amount paid varies depending on the level of service required. Generally, larger jurisdictions will pay more for emergency dispatch services, due to higher call volumes coming from these jurisdictions, as well as the costs associated with the operation of 9-1-1 services – including civic addressing and maintenance of appropriate digital mapping.

In the CRD funding for this service is provided by requisition of participating local governments and the authority is obtained through Legislation (Bylaw 3854). Further, it should be noted the CRD going to referendum to borrow for centralized emergency dispatch centre.

The emergency dispatch centre BC Ambulance Service operates is funded by the Province.

Fact Sheet
Bylaw Enforcement and Building Inspection

Figure 1.0
Bylaw Enforcement and Building Inspection Services

Bylaw enforcement and building inspection in the Capital Region is carried out exclusively at the local level. The majority of municipalities in the region have their own bylaw enforcement staff, with the exception of Metchosin and Highlands, who contract with the CRD for bylaw enforcement services. Bylaw enforcement staff are responsible for the application of the municipal bylaws adopted by their councils.

Building inspection services are provided by all local governments in the Capital Region, the CRD provides building inspection services for electoral areas. Building inspection services are responsible for overseeing the construction, alteration, repair or demolition of buildings by ensuring the construction complies with the BC Building Code – with respect to the health, safety, fire and structural integrity of buildings and structures.

Shared Sub-services

The municipalities in the Capital Region and the CRD collaborate on the bylaw enforcement standards and the administration of building inspection services. These sharing activities include the Building & Plumbing Officials monthly meeting and CRD Development & Planning Advisory (Staff) Committee.

Service Delivery Methods

Building Inspection

Each municipality in the Capital Region and the CRD is responsible for the delivery of building inspection services under the British Columbia Building Code. The British Columbia Building Code applies to the construction of buildings; including extensions, substantial alterations, buildings undergoing a change for occupancy, "green" building specifications, and upgrading of buildings to remove unacceptable hazards. Each incorporated municipality in the CRD is serviced by a building inspection office. A building inspection is
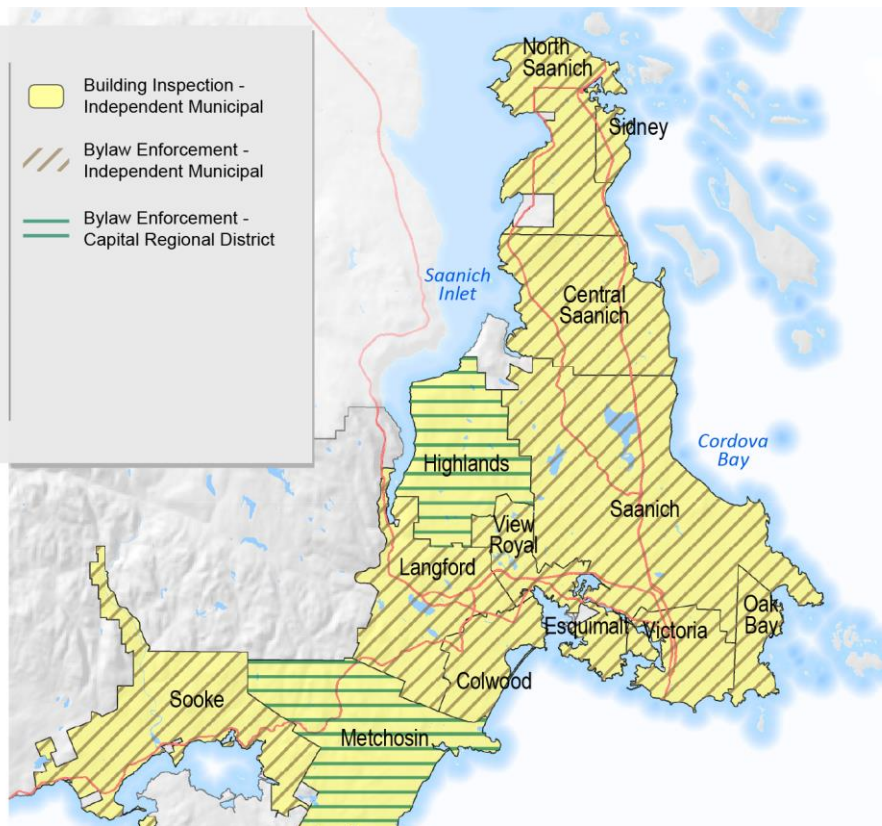
triggered when an application is submitted for a building permit and it is the permit holder's responsibility to call for inspections and ensure that all inspections are carried out.

Bylaw Enforcement

Bylaw enforcement services are provided by the CRD and 11 of the 13 local governments in the Capital Region; Metchosin and Highlands contract bylaw enforcement services from the CRD. Bylaw enforcement services ensure the regulations stated in adopted bylaws are adhered to. Therefore, bylaw enforcement services vary substantially from community to community with the potential to cover a wide range bylaw related issues and infractions depending on the bylaws adopted in each community. Some common bylaw enforcement issues, include:

- Animal control
- Business licensing
- Signage
- Building
- Soil deposit and removal
- Noise
- Blasting
- Parks Management
- Parking

Decision Making

Building Inspection

The design and construction of buildings and structures in the Capital Region are governed by:

- Community Charter/ Local Government Act
- British Columbia Building Code;
- Current Building Bylaws;
- Current Mobile Home Bylaws; and
- Zoning Bylaws.

British Columbia Building Code provides construction standards for the alteration, repair or demolition of a particular building or structure. Building inspectors makes decisions on whether or not construction complies with the BC Building Code with respect to health, safety, fire and the structural integrity of buildings and structures.

Bylaw Enforcement

Decision making related to bylaw enforcement services are stated in the applicable bylaws that have been adopted in each community. For municipalities and the CRD the adoption of bylaws is the direct decision of Council or the Regional Board respectively. Municipalities and the CRD get their authority to adopt, amend and repeal bylaws from both the Local Government Act and the Community Charter. The bylaw officers in each community are able to enforce bylaws at their own discretion. Bylaw enforcement in the region is typically complaint driven.

Service Delivery Costs

The cost of delivering bylaw enforcement services in each of the Capital Region municipalities is outlined in **Table 1.0** (below). Generally, the cost of delivering bylaw enforcement services varies widely between municipalities based on the level of regulation and number of bylaws in place. It should be noted the following comparison does not take level of regulation into account and therefore should not be thought of as a direct comparison. Building inspection services are primarily funded through fees charged for service.

Table 1.0 – Cost of Delivering Bylaw Enforcement Services by Municipality[1]

Organizations	Total Expenditure 2015	Population 2015	Cost Per Capita 2015
Central Saanich*	$170,920	16,046	$10.65
Colwood	$265,064	16,955	$15.63
Esquimalt	$326,266	16,697	$19.54
Highlands	$43,284	2,270	$19.07
Langford	$702,084	37,275	$18.84
Metchosin	$87,273	4,972	$17.55
North Saanich	$51,600	10,994	$4.69
Oak Bay	$520,890	17,474	$29.81
Saanich	$326,664	110,803	$2.95
Sidney	$432,881	11,065	$39.12
Sooke**	$0	12,181	$0.00
Victoria	$3,109,249	84,793	$36.67
View Royal	$93,873	10,834	$8.66

* Central Saanich was shown to have $0 in bylaw enforcement costs in the 2015 Local Government Data Entry Forms, so estimates for bylaw enforcement costs were retrieved from 2015 financial statements
** Sooke was shown to have $0 in bylaw enforcement costs in the 2015 Local Government Data Entry Forms, although bylaw services are provided in this jurisdiction cost estimates could not be provided.

Funding

Both bylaw enforcement and building inspection are primarily funded through general taxation and an approved municipal budget formalized through an annual tax requisition. Bylaw enforcement services receive additional funding through fines (i.e., parking fines, etc.). Building inspection services receive additional funding through fees paid for building inspection services.

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[1] Local Government Data Entry Forms. (2016). Local Government Statistics. Ministry of Community Sport and Cultural Development and Responsible for TransLink