Peter MacLeod, Chair
Duncan-North Cowichan Citizens’ Assembly on Municipal Amalgamation
Mayor Jon Lefebure
Municipality of North Cowichan

Mayor Phil Kent
City of Duncan
Provide clarity
Create momentum
Ensure everyone feels heard
Make this a productive conversation
The Assembly Team

**MASS LBP ASSEMBLY DESIGN AND FACILITATION TEAM**

- **PETER MACLEOD**
  Assembly Chair

- **RACHEL MAGNUSSON**
  Assembly Coordinators

  Facilitation Team:
  - **MARK ZION**
  - **SUSAN KIM**
  - **FAY WELLER**
  - **REAGAN BURLES**
  - **DARREN LUCAS**

**MUNICIPALITIES**

- **PETER DE VERTEUIL**
  Duncan CAO

- **DAVE DEVANA**
  North Cowichan CAO

  Special Committee of both Councils

  North Cowichan
  - **Cllr MAEVE MAGUIRE**
  - **Cllr AL SIEBRING**

  Duncan
  - **Cllr MICHELLE BELL**
  - **Cllr MICHELLE STAPLES**

**TECHNICAL CONSULTANTS**
How were you selected?

Invitation letters mailed to 10,000 homes in Duncan and North Cowichan

Help shape the future of Duncan and North Cowichan
Volunteer to serve on the Citizens’ Assembly on Municipal Amalgamation

Resident of
101-123 Anywhere Street
Anytown  ON M1N 1M1

Response required by
January 9
Please mail response card today

Invitation letters mailed to 10,000 homes in Duncan and North Cowichan
Joan
Representing Duncan and North Cowichan

WOMEN: 18  MEN: 18

- DUNCAN EAST: 4
- DUNCAN CENTRAL: 4
- DUNCAN WEST: 4
- CHEMAINUS: 3
- CROFTON: 1
- SOUTHEND: 12
- NORTH RURAL: 3
- SOUTH RURAL: 3

Age Groups:
- 18-29: 3
- 30-44: 8
- 45-64: 13
- 65+: 12
You are special, but not the first...
CALGARY COMMISSION ON MUNICIPAL INFRASTRUCTURE INVESTMENT
Here are the members of the Citizens’ Assembly, the Assembly’s facilitation team, and the City of Vancouver’s Grandview-Woodland planning staff at the first meeting of the Assembly on September 20, 2014.

VANCOUVER’S GRANDVIEW-WOODLAND CITIZENS’ ASSEMBLY
CITIZENS’ REFERENCE PANEL ON PHARMACARE IN CANADA
Values

- Accessible
- Advocacy
- Caring
- Timely
- Collaboration
- Clarity & communication
- Holistic
- Transition
- Quality

<table>
<thead>
<tr>
<th>Values</th>
<th>Description</th>
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<tr>
<td>Accessible</td>
<td>Ensure all patients and family members are well informed and educated.</td>
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<tr>
<td>Advocacy</td>
<td>Support and empower patients to advocate for their rights and needs.</td>
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<tr>
<td>Caring</td>
<td>Provide compassionate care and focus on the emotional well-being of patients.</td>
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<tr>
<td>Timely</td>
<td>Deliver care in a prompt and effective manner.</td>
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<tr>
<td>Collaboration</td>
<td>Form a coordinated team to address patient needs efficiently.</td>
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<tr>
<td>Clarity &amp; communication</td>
<td>Emphasize clear and concise communication of patient information.</td>
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<tr>
<td>Holistic</td>
<td>Address the physical, emotional, and spiritual needs of the patient.</td>
</tr>
<tr>
<td>Transition</td>
<td>Ensure a smooth transition of care and ongoing support.</td>
</tr>
<tr>
<td>Quality</td>
<td>Ensure excellent and continuous care.</td>
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Standards of care and excellence are priorities for all aspects of care, ensuring every patient receives the highest level of care.
Economic Issues

Priority:

Tourism Promotion

Recommendations:

We expect that the region enact a more aggressive publicity campaign to better promote and increase the visibility of tourism in Halton region.
Your Mandate

The Citizens’ Assembly is tasked by the City of Duncan and the Municipality of North Cowichan (the Municipalities) to learn about the needs and interests of local residents, examine the implications of creating a new, amalgamated municipal structure, and advise local councillors and their administrations on the conditions under which the Municipalities should proceed.

Specifically, the Citizens’ Assembly on Municipal Amalgamation will develop:

- A set of values which describe their aspirations for good local governance;
- A list of issues which they believe need to be satisfactorily resolved for municipal amalgamation to merit consideration;
- A detailed recommendation concerning municipal amalgamation, including any conditions which would need to be satisfied if a merger was to proceed.
Your task:

• Learn about local governance and services
• Consider the interests and preferences of local residents
• Understand the implications of greater service integration and amalgamation
• Weigh different options
• Recommend a course of action
Members of the Assembly are asked to:

- Attend all sessions of the Assembly as well as the two Public Roundtable Meetings;
- Work to understand and represent the varied perspectives of all residents in both Municipalities;
- Treat each other with respect and take an active role in the work of the Assembly; and
- Work collaboratively to achieve a strong consensus concerning the Assembly’s recommendations.
To assist the members of the Assembly with their mandate, we will examine:

1. To examine the Municipalities’ respective infrastructure, services, operations, and governance structures;

2. To inform and review the Amalgamation Study being undertaken concurrently with the Citizens’ Assembly

3. To learn from relevant case studies concerning prior, similar municipal amalgamations in British Columbia

4. To consult with and learn from independent experts as well as local residents
6 meetings...
52 hours...
20 speakers…
2 public meetings…

1 final report.
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<th>Jan 21</th>
<th>Feb 2</th>
<th>Feb 4</th>
<th>Feb 25</th>
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<tr>
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<td>Recap</td>
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<td>Welcome from the mayors</td>
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<td>10:00</td>
<td>Member introductions</td>
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<td>11:00</td>
<td>Break</td>
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<td>12:30</td>
<td>Lunch</td>
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<td>1:00</td>
<td>Presentation 1: Demographics</td>
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<td>Dialogue 4: Refining our</td>
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<td></td>
<td>and area</td>
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<td>values</td>
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<td>2:00</td>
<td>Presentation 2: Local history</td>
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<td>Dialogue 5: Identifying</td>
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<td>: Evolution of the area</td>
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<td></td>
<td>Kathryn Gagnon</td>
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<td>3:00</td>
<td>Dialogue 1: How have you seen</td>
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<td></td>
<td>the area change?</td>
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<td></td>
<td>What should everyone know</td>
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<td>about Duncan-North Cowichan?</td>
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<td>Roundtable briefing</td>
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Welcome back and recap

Presentation 11: Report of the technical consultants

Dialogue 9: Amalgamation scenarios

Roundtable briefing

Recap
What we heard from the public roundtable

Presentation 13: Clarifications from the technical consultants

Dialogue 10: Refining amalgamation scenarios

Break

Dialogue 11: Draft recommendations

Dialogue 12: Revising recommendations

Break

Dialogue 13: Drafting report

Dialogue 13 cont’d: Drafting report

Report presentation and recognition of public service
Background Binder

We will post these materials online
You can suggest materials to add
A gentle word about the media, and social media...
Introductions:

- What is your name?
- How long have you lived in Duncan - North Cowichan?
- Why did you volunteer for the Citizens’ Assembly?
Break
Context, Demographics and Community Planning

Kyle Young
North Cowichan Planning Department
Boundaries and Context
Overview

Cowichan Valley Regional District
3,500 km²
Total Population 80,330 (2011)

North Cowichan
195 km²
Population 28,805 (2011)

Duncan
2 km²
Population 4,935 (2011)
Demographics
Population in 2011

North Cowichan: 28,805
Duncan: 4,935
Population Projections

- Today:
  - Duncan: Est. 30,000
  - North Cowichan: Est. 5,000

- 2046:
  - Duncan: Est. 40,800
  - North Cowichan: Est. 5,900

Growth:
- 0.5% Growth
- 1% Growth
Education

North Cowichan

Duncan

Percent Population (15 Years and Over) by Level of Education, 2011

Percent Population (15 Years and Over) by Level of Education, 2011
Employment

North Cowichan

Duncan

% Labour Force by Industry, 2006-2011

% Labour Force by Industry, 2006-2011
North Cowichan
Median Household Income: $55,979

Duncan
Median Household Income: $35,703
Community Planning
Community Planning

Vision

Goals & Principles

Policies

Duncan’s Goals

Managed Growth
Thriving Economy and Business Community
Responsible Stewardship of the Environment
Strong Community Connections
Safe, Health Community
Well-Serviced Community

North Cowichan’s Goals

Preserve Rural Setting
Guard Our Environment
Adjust to Climate Change
Encourage Economic Opportunities
Building Strong Communities
North Cowichan Official Community Plan

- **Rural:** 92%
  - ALR: 25%
  - MFR: 25%

- **Urban:** 8%

- **OCPs...**
  - 1987
  - 2002
  - 2011

- Artisan Village
- Bell McKinnon Corridor
- Chemainus Bench Lands
- South Crofton
- Kingsview
- Stonehill

Legend:
- North Cowichan Boundary
- Duncan Boundary
- Highway Service Commercial
- Industrial
- Mixed Use/Commercial Core
- Neighbourhood Commercial
- Regional Shopping Center
- Growth Areas
- Agricultural Land Reserve
- Municipal Forest Reserve
More detailed planning policies for neighbourhoods or communities:

- Chemainus Town Centre Revitalization Plan
- Crofton Local Area Plan
- University Village Local Area Plan
- Bell McKinnon Local Area Plan

**University Village Local Area Plan**
Duncan Zoning

Residential Zones
- Low Density Residential Zone (LDR)
- Medium Density Residential Zone (MDR)
- High Density Residential Zone – 4 Storey (HDR)

Commercial Zones
- Downtown Comprehensive Zone (DTC)
- Neighbourhood Commercial Zone (NC)
- Highway Corridor Commercial Zone (HCC)

Public Use Zones
- Community Services Zone (CS)
- Community Parks Zone (CP)

Legend:
- R-1 URBAN RESIDENTIAL
- R-2 SUBURBAN RESIDENTIAL
- RM-1 LOW DENSITY MULTI-FAMILY RESIDENTIAL
- RM-2 MEDIUM DENSITY (RESTRICTED) MULTI-FAMILY RESIDENTIAL
- RM-3 MEDIUM DENSITY (3 storey) MULTI-FAMILY RESIDENTIAL
- RM-4 MEDIUM DENSITY (4 storey) MULTI-FAMILY RESIDENTIAL
- RM-6 HIGH DENSITY (6 storey) RESIDENTIAL COMMERCIAL
- RM-6-A HIGH DENSITY RESIDENTIAL
- C-1 GENERAL COMMERCIAL
- C-1-A GENERAL COMMERCIAL/MICROBREWERY
- C-1-B GENERAL COMMERCIAL MIXED USE
- C-2 OFFICE COMMERCIAL
- C-3 SERVICE COMMERCIAL
- C-4 TOURIST RECREATIONAL COMMERCIAL
- C-5 LOCAL COMMERCIAL
- P-1 INSTITUTIONAL
- P-2 PARKS AND RECREATION
Transportation

Map showing transportation routes:
- Trans Canada HWY
- CV HWY
- Route to Lake Cowichan
- Route to Nanaimo
- Route to Victoria
- Route to Salt Spring Island
The current modal split for commuting trips is as follows:
- Driver of car, van or truck: 66%
- Passenger of car, van or truck: 11%
- Walking/cycling: 19%
- Transit: 1.7%
- Other: 2%
Questions

Dave Pady – Duncan Planning – dpady@duncan.ca  250-746-6126
Kyle Young – North Cowichan Planning – kyle.young@northcowichan.ca  250-746-3178
Understanding our history

Kathryn Gagnon

Cowichan Valley Museum and Archives
Archival photos withheld upon request
Lunch
Municipal Functions

Peter de Verteuil, CAO, City of Duncan
Dave Devana, CAO, Municipality of North Cowichan
Overview

1. Traditional Federal, Provincial, Municipal Responsibilities
2. Power and Limits of Municipalities
3. Overview of Council Governance
4. Duncan overview
5. North Cowichan overview
6. Regional District and Other Shared Services
7. High Level Budget Overview of both municipalities
1. Overview of Responsibilities

Federal Government

- Defense
- Foreign Trade
- Shipping & Navigation
- Rail

- Air Travel (aeronautics)
- Fisheries
- Welfare
1. Overview of Responsibilities

Provincial Government
- Healthcare
- Schools
- Provincial Highways and Transportation
- Roads in Rural areas such as Cowichan Bay, Mill Bay
- Policing in Rural areas and Municipalities smaller than 5,000 population
- Provincial Economic Development
1. Overview of Responsibilities

Regional Districts

• Regional Services
• Sub Regional Services
• Some direct services like water in rural areas like Shawnigan Lake
• Will cover in further detail later
1. Overview of Responsibilities

Municipalities

• Water, Sewer, Storm
• Garbage and Recycling
• Roads and Sidewalks
• Recreation and Parks
• Policing (if municipality is over 5,000 population)
• Local Economic Development
• Building Inspections and Fire Protection
1. Overview of Responsibilities

Municipalities

- And Community Planning and Zoning which includes:
- Restricting types of development to certain properties or areas
- Signage regulations
- Enforcing land use issues (like noise, unsightly properties, unauthorized uses)
- and Helping people “get along”...like dogs at large, parking
1. Overview of Responsibilities

Municipalities

On average, the Municipal and Regional District portion of Property Taxes amount to just 6.3% of all taxes and fees paid by a resident.
2. *Power and limits of Municipalities*

- Municipalities are children of the Province
- Municipalities get their authority to act through provincial legislation
- 2008 *Community Charter* gives broader authority
- Must have balanced budgets
- Limitations to borrowing
- Elector approval for borrowing unless a Municipality has so little debt that they are in the assent free zone
3. Overview of Council Governance

- Municipalities are different!
- Rarely have “slates” like NDP or Liberal
- Majority of 161 BC municipalities have politicians that receive very low pay
- They run because they want to make their community better
- The Role of Mayor is leader and chief spokesperson. The Mayor is one of seven Councillors and has no more power than the other Councillors, with very few exceptions
3. Overview of Council Governance.

- Council has one employee, the CAO
- CAO provides professional advice
- Council make decisions as a whole
- Staff do not play favourites, we take our direction from Council as a whole
- New Council means new bosses, and sometimes changes in direction; sometimes small, sometimes large
4. Duncan Overview

• Incorporated in 1912 separating from North Cowichan not long after the Railway improved access to the area and marine transport was no longer the primary access. Quickly became the commercial centre for the Cowichan Valley.
4. Duncan Overview

- Incorporated in 1912 separating from North Cowichan not long after the Railway improved access to the area and marine transport was no longer the primary access. Quickly became the commercial centre for the Cowichan Valley.
4. Duncan Overview

- Mayor and 6 councillors
- Population just under 5,000
- Population in 1926 was 2,000
- Established as a City prior to creation of a threshold for City status
- Do not pay for policing costs, other than small Provincial levy
4. Duncan Overview

- Staffing levels
- 8 exempt staff
- 24 unionized staff (FTE, PTE)
- 5 students
- 38 paid-on-call firefighters within one fire hall
4. Duncan Overview

- All the municipal services mentioned earlier
- Water Utility provides service to approximately 14,000 people – Includes Cowichan Tribes, portions of north Cowichan, and the CVRD areas of Eagle Heights, Industrial park and around the Old Farm Market and Red Arrow Brewing.
- Provide Fire Services to Cowichan Tribes and those same CVRD Areas.
- Provide Sewer Collection to some areas of North Cowichan and Cowichan Tribes
- As the community grew around the City, the City made a common municipal mistake of providing services outside its boundaries without requiring the user to join the City.
4. Duncan Overview

City Water Service Areas
• Green – North Cowichan
• Blue – Duncan
• Purple – Cowichan Tribes
• Brown – CVRD
• Red – TCH and Trunk Road
5. North Cowichan Overview

- Incorporated in 1873
- 4th oldest municipality in BC
- City of Duncan seceded from North Cowichan and incorporated in 1912
- 20,433 ha
- 25% (approx. 12,000 acres) owned and managed as Municipal Forest Reserve
5. North Cowichan Overview

- Municipal services provided to South End, including University Village, Maple Bay, Genoa Bay, Crofton and Chemainus
- Population of 28,807 (2011 Census)
- Council comprised of mayor and six councillors
- Provide overall policy direction to CAO
- CAO responsible for overall management of operations of municipality
5. North Cowichan Overview

• Staffing levels
• 25 exempt staff
• 238 unionized staff (FTE, PTE and casuals)
• 35 students
• 145 paid-on-call firefighters within four fire halls
5. Departments and % of Expenditures

- **General Government** 11.6%
  - CAO
  - Communications
  - Corporate Services
  - Human Resources
  - Finance
  - Information Services

- **Protective Services** 26.6%
  - Bylaw
  - RCMP
  - Fire

- **Transportation Services** 18.3%
- Garbage, Forestry and Cemetery 9.4%
- Development Services 6.9%
  - Building
  - Planning
- Recreation, Parks and Culture 27.2%

---

100%
5. North Cowichan Utilities

- 3 water utilities
- South End – approx. **6003** connections, plus City of Duncan services approx. 1250
- Crofton – approx. **1059** connections
- Chemainus – approx. **2437** connections
5. North Cowichan Utilities

- 4 sewer utilities
- JUB – approx. 7085 connections in MNC (2014)
- Maple Bay – approx. 19 connections (2014)
- Crofton – approx. 988 connections (2014)
- Chemainus – approx. 2411 connections (2014)
6. Regional District & Shared Services

1. Includes all 4 Municipalities
2. Includes unincorporated areas
3. Board is made up of 15
   - 9 representatives from the unincorporated areas
     e.g. Cobble Hill, Youbou, Shawnigan Lake
   - 3 representatives from the municipalities: Duncan, Ladysmith and Lake Cowichan (each have 1 representative)
   - 3 representatives from North Cowichan due to its larger population
6. Regional District & Shared Services

Regional districts created in the 70s with the intent to provide a mechanism for sharing services between municipalities and unincorporated areas.
6. Regional District & Shared Services

1. Some regional services are provided by the CVRD
   Economic development, Tourism, Emergency preparedness, 911, transit, and solid waste management facilities such as Bings Creek.

2. Some sub regional services such as:
   Recreation for the Cowichan Lake area, recreation for the South End, some recreation in the Core area such as the Island Savings Centre, and some sub regional parks as well.
6. Regional District & Shared Services

3. Some individual services to some but not all unincorporated areas such as:
   - Water or sewer, garbage and or recycling, and fire services

4. Some regional services only provided to the unincorporated areas, such as:
   - Bylaw Enforcement, Planning and Land Use, Building Inspection, and some small community parks in some unincorporated areas.
6. Regional District & Shared Services

While the advent of Regional Districts have provided some successful examples of cost sharing; because of the common approach of each area “opting” into a particular service, some services have inconsistent partners to what might commonly be considered.

For example, Regional Recreation is a service that has long been debated as to the correct cost sharing approach, and in 2017 the CVRD is undertaking a comprehensive review of this once again.
6. Regional District & Shared Services

Cost sharing

• When it comes to Cost sharing, no two jurisdictions partner and cost share more than North Cowichan and the City of Duncan: Sewage Lagoons, Aquatic Centre, Sportsplex)

• Through the CVRD Sub-regional functions: ISC, Community Policing, Victim Services, Cowichan Theatre)

• Through the CVRD Regional functions: Transit, Commuter Transit, 911, Economic Development, regional tourism, environmental initiatives, Emergency Planning, Regional Parks, Kinsol Trestle, parkland acquisition, Safer Futures, Social Planning, solid waste management)
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<th>Column 1 Description</th>
<th>Column 2 2016</th>
<th>Column 3 2017</th>
<th>Column 4 2018</th>
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</tr>
<tr>
<td>17</td>
<td>General Capital</td>
<td>17,847,409</td>
<td>18,105,570</td>
<td>17,923,580</td>
<td>6,929,080</td>
<td>6,554,022</td>
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<td>18</td>
<td>Sanitary Sewer Capital</td>
<td>2,606,761</td>
<td>3,312,496</td>
<td>12,397,773</td>
<td>784,342</td>
<td>1,741,624</td>
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<tr>
<td>19</td>
<td>Water Capital</td>
<td>2,489,000</td>
<td>2,162,708</td>
<td>2,320,000</td>
<td>1,352,200</td>
<td>1,568,244</td>
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<td>20</td>
<td></td>
<td>22,943,170</td>
<td>23,580,774</td>
<td>32,641,353</td>
<td>9,065,622</td>
<td>9,863,890</td>
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<tr>
<td>21</td>
<td>Proceeds from Borrowing</td>
<td>(2,238,576)</td>
<td>(11,500,000)</td>
<td>(11,500,000)</td>
<td>0</td>
<td>0</td>
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<tr>
<td>22</td>
<td>Principal Payments on Debt</td>
<td>1,158,586</td>
<td>1,563,276</td>
<td>1,917,245</td>
<td>1,915,399</td>
<td>1,921,468</td>
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<td>23</td>
<td>Transfers to or between Reserve Funds</td>
<td>(333,936)</td>
<td>1,644,106</td>
<td>242,385</td>
<td>796,665</td>
<td>1,371,541</td>
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<td>24</td>
<td>Transfers to or between Accumulated Surplus</td>
<td>(4,052,903)</td>
<td>(3,409,415)</td>
<td>(3,898,393)</td>
<td>1,086,213</td>
<td>348,766</td>
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<tr>
<td>25</td>
<td></td>
<td>(5,466,829)</td>
<td>(11,702,033)</td>
<td>(13,238,763)</td>
<td>3,798,277</td>
<td>3,641,775</td>
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<td>26</td>
<td>Financial Plan Balance</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Revenues</td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td></td>
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<tr>
<td>----------------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
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<tr>
<td>Property Taxes</td>
<td>3,820,182</td>
<td>3,917,756</td>
<td>4,048,787</td>
<td>4,188,370</td>
<td>4,328,808</td>
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<tr>
<td>Parcel Taxes</td>
<td>43,900</td>
<td>43,900</td>
<td>43,900</td>
<td>43,900</td>
<td>43,900</td>
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<tr>
<td>Sales of Service</td>
<td>3,466,869</td>
<td>3,737,623</td>
<td>3,887,209</td>
<td>4,044,773</td>
<td>4,172,658</td>
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<td>Other</td>
<td>2,240,295</td>
<td>2,914,010</td>
<td>1,371,688</td>
<td>1,565,799</td>
<td>1,620,198</td>
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<tr>
<td></td>
<td>9,571,246</td>
<td>10,613,289</td>
<td>9,351,584</td>
<td>9,842,842</td>
<td>10,165,564</td>
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<table>
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<tr>
<th>Expenses</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<tr>
<td>General Operating</td>
<td>3,956,039</td>
<td>4,051,773</td>
<td>3,968,833</td>
<td>4,013,322</td>
<td>4,099,194</td>
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<tr>
<td>Sewer Operating</td>
<td>777,156</td>
<td>796,193</td>
<td>770,548</td>
<td>783,440</td>
<td>797,322</td>
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<td>Water Operating</td>
<td>1,195,066</td>
<td>1,261,013</td>
<td>1,285,858</td>
<td>1,311,200</td>
<td>1,337,050</td>
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<td>Interest on Debt</td>
<td>56,945</td>
<td>56,945</td>
<td>56,945</td>
<td>56,945</td>
<td>121,082</td>
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<td>Amortization</td>
<td>1,536,366</td>
<td>1,567,093</td>
<td>1,574,070</td>
<td>1,605,551</td>
<td>1,637,662</td>
</tr>
<tr>
<td></td>
<td>7,521,572</td>
<td>7,733,017</td>
<td>7,656,254</td>
<td>7,770,458</td>
<td>7,992,310</td>
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</tbody>
</table>

Annual Surplus/Deficit            | 2,049,674 | 2,880,272 | 1,695,330 | 2,072,384 | 2,173,254 |

Add back: Amortization            | 1,536,366 | 1,567,093 | 1,574,070 | 1,605,551 | 1,637,662 |
<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<tbody>
<tr>
<td>Capital Expenditures</td>
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<tr>
<td>General Capital</td>
<td>3,997,734</td>
<td>2,940,674</td>
<td>1,161,212</td>
<td>1,174,203</td>
<td>1,151,840</td>
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<td>Sewer Capital</td>
<td>1,314,994</td>
<td>1,457,306</td>
<td>6,756,430</td>
<td>583,831</td>
<td>390,221</td>
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<tr>
<td>Water Capital</td>
<td>1,549,152</td>
<td>2,538,843</td>
<td>2,107,017</td>
<td>1,097,509</td>
<td>1,024,605</td>
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<td></td>
<td>6,861,880</td>
<td>6,936,823</td>
<td>10,024,659</td>
<td>2,855,543</td>
<td>2,566,666</td>
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<tr>
<td>Proceeds from Borrow</td>
<td>(230,000)</td>
<td>-</td>
<td>(6,317,053)</td>
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<td>Principal Payments on</td>
<td>86,338</td>
<td>86,338</td>
<td>86,338</td>
<td>86,338</td>
<td>177,420</td>
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<tr>
<td>Transfers to/from reser</td>
<td>(1,878,606)</td>
<td>(992,079)</td>
<td>640,724</td>
<td>736,054</td>
<td>1,066,830</td>
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<tr>
<td>Transfers to/from Surp</td>
<td>(1,253,572)</td>
<td>(1,583,717)</td>
<td>(1,165,268)</td>
<td></td>
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<tr>
<td></td>
<td>(3,275,840)</td>
<td>(2,489,458)</td>
<td>(6,755,259)</td>
<td>822,392</td>
<td>1,244,250</td>
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<tr>
<td>Financial Plan Balance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tbody>
</table>
Break
DISCUSSION A

1. How have you seen the Cowichan Valley change?

2. What should everyone know about Duncan and North Cowichan?
DISCUSSION B

1. What do residents value about local government in Duncan and North Cowichan?
Public Roundtable Meeting:

Thursday, February 2, Island Savings Centre
6:30-9:00 Assembly Members
7:00-9:00 Residents

Don’t worry. Don’t fester.
Call us:

1-844-610-5672

Saturday, February 4th | 9am - 4pm
Duncan Meadows