Welcome back | Please sit at any table
Acknowledgement of territory...

...Maureen Tommey, General Manager, Cowichan Tribes will join us next Saturday
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.
Our timeline

Jan 21  Feb 2  Feb 4  Feb 25  Initial Findings  Apr 1  Apr 6  Apr 8  Apr 22  Final Report
Our timeline

Jan 21  Feb 2  Feb 4  Feb 25

Initial Findings

Apr 1  Apr 6  Apr 8  Apr 22

Final Report
<table>
<thead>
<tr>
<th>Values</th>
<th>Options</th>
<th>Recommendations</th>
</tr>
</thead>
</table>

**Duncan North Cowichan Citizens’ Assembly Planner Program Overview**

### Values
- Roundtable briefing
- Dialogue 1: How has the economy changed?
- Dialogue 2: What does community mean to you?
- Dialogue 3: What do residents value about living in DNC?
- Dialogue 4: What do residents value about local government?

### Options
- Dialogue 5: Identifying issues
- Dialogue 6: Prioritizing issues
- Dialogue 7: Planning research questions
- Dialogue 8: Observations and outstanding questions from the technical report
- Dialogue 9: Aggregation scenarios

### Recommendations
- Welcome back and recap
- Recap: What we heard from the public roundtable
- Dialogue 10: Draft recommendations
- Dialogue 11: Drafting report
- Dialogue 12: Reading recommendations
- Dialogue 13: Drafting report
- Dialogue 13-cont'd: Drafting report

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**Municipality of North Cowichan**

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**Duncan North Cowichan Citizens’ Assembly**

dnc-cimo.ca
What’s ahead

Apr 1
- Review study with regard to your questions
- Identify unresolved issues and concerns
- Prepare for public meeting

Apr 6
- Hear from Cowichan Tribes and review feedback from public meeting
- Develop status quo and amalgamation scenario
- Assess support for either option
- Consider supporting measures

Apr 22
- Adopt a direction
- Draft recommendations
- Prepare report
Highlights from previous sessions
Only the second step in a long process

2015 Plebiscite → 2017 Citizens’ Assembly

Yes → Both Councils vote

Yes → 2018 Referendum

No → Provincial approval

There will be many opportunities to help shape this decision
Duncan and North Cowichan keeps evolving…

1873: District Municipality of North Cowichan was formed

39 years

1912: City of Duncan incorporated (Smallest city by area in Canada)
(Greenwood, population 676, in Kootenay, BC is smallest by population)

55 years

1967: Cowichan Valley Regional Districts was formed

50 years

2017: DNC Citizens’ Assembly
The provincial role in restructuring

- Technical expertise, input and advice
- Support public and stakeholder consultation, including referendum
- Consultation with First Nations
- Provide and monitor grants

Success hinges on a long-term view and careful project management… planning and execution are key

1. Consolidation vs service integration & the role of regional districts
2. Why service integration reduces consolidation pressure
Amalgamation & service integration are alternative pathways to reform

**Municipal Amalgamation:**
- Focus on a broad range of services
- Seeks to rearrange services into new, larger, fixed boundaries – all at once

**Service integration:**
- Focus on individual functions, or parts of functions
- Acknowledges that no single boundary is best for all services
- Generally unfolds over time – evolutionary in nature
Civic Perspectives Panel

Jean Cardno, Downtown Duncan BIA
Blair Herbert, Royal LePage
Moira Hauk, Duncan Cowichan Chamber of Commerce
Don Hatton, Hatton Insurance
We value local government that (is)

Efficient and cost effective
Provides quality services and infrastructure
Promotes public engagement
Exercises environmental stewardship
Collaborative
Accountable, accessible, approachable
Respectful of local differences
**Consistency of services**
Emergency services (e.g. fire department)
Consistency of services
Water
Social issues - increased lobbying power for services
Overall services and infrastructure investment
How will services be impacted?

**Governance and leadership**
Bylaws
Governance structure
Councils and staffing numbers - approaches
Quality of governance - how big is Council?
What size of staff?
What is the process?
Unity of Vision
Mutual vision and understanding
Integrity of leadership
Equitable representation
Fair representation - will there be?
Style of representation

**Economic development**
Increased industry due to higher population in municipality
Employment? How will it be impacted?
Improved status for both communities - promotion, marketing, economic development, tourism
Economic development (e.g. tourism, population demographics)

**General Concerns**
Necessity of amalgamation
How much progress be impeded by not amalgamating? e.g. population; grant apps; medical
What needs fixing?

**Culture and identity**
Identity
Community identities
Competing or conflicting identities - how will these/could these affect?
Quality of life - preservation of neighbourhood character

**Land use and planning**
Integration of zoning bylaws
Enforcement of existing bylaws
Deal with the racetrack
Zoning by-laws (e.g. permitted process, boundaries)
How will this impact Duncan’s urban core?
Regional land use
Regional Official Community Plan (OCP)
Green space and land management
Land use planning
Detailed proactive planning re issues that are truly important to local government
Roads
How will this impact the "greater" built form?

**Environment**
Respect for the environment
Environment
Environment
Environmental policies

**Taxes**
Taxes
Taxes - will they go up/down?
What are the costs?
Taxes

**Efficiencies and savings**
Reducing bureaucracy
Removing certain regulations and simplifying processes
Greater efficiencies through amalgamation
Fiscal efficiency
Costs - savings to government and taxpayer
Issues and interests

1. Consistency of services
2. Governance and leadership
3. Economic development
4. Environment
5. General Concerns
6. Culture and identity
7. Land use and planning
8. Taxes
9. Efficiencies and savings
Your questions

**General**

1) What lessons can Duncan and North Cowichan learn from Abbotsford and Nanaimo? How do the circumstances concerning amalgamation compare?

2) Why consider amalgamation now? Is there a better time or scale at which Duncan and North Cowichan should consider amalgamating?

3) What strategies could an amalgamated municipality adopt to preserve the distinct character and identity of local communities?

4) Is there anything we can learn concerning the development or harmonization of OCPs from other amalgamated municipalities in BC or other provinces?

5) What would be the approximate cost of creating a new Official Community Plan (OCP) for the amalgamated municipality as well as Local Area Plans for each of the communities within an amalgamated municipality, and harmonizing corresponding land use bylaws? What would be a reasonable timeline for completing this work?

6) Is it possible that the province could provide one-time funding to develop a new OCP and LAPs as part of transition funding?

7) How would the by-laws of the two municipalities be harmonized? Would they continue to co-exist, would new by-laws be drafted or would the existing by-laws of one of the two municipalities supersede the other?

8) How have comparable municipalities in Canada changed their council systems following amalgamation? Is there a case for expanding council or implementing a ward or hybrid ward and at-large system? What factors should be considered when determining the appropriate council system for an amalgamated municipality?

**Environment**

9) What environmental regulations would be affected by amalgamation? How would these regulations be harmonized?
Your questions

10) Would an amalgamated municipality be better able to invest in local alternative energy sources, such as biomass, geothermal, tidal, or wind power? Would an amalgamated municipality be better positioned to attract alternative energy investment?

11) Would an amalgamated municipality be better able to influence provincial or federal environmental regulation? How would amalgamation affect our ability to responsibly manage and protect local water sources?

12) Would an amalgamated municipality be better able to protect and advocate for the local bioregion?

Taxation and finances

13) What is the likely impact of amalgamation on tax rates for residents and businesses in Duncan and North Cowichan?

14) What factors related to amalgamation could lead to increased taxes for residents and businesses?

15) Could amalgamation have an adverse impact on low-income residents? If so, what might it be?

16) What provincial funds might be available – for what use, period and amount – to offset transition costs?

17) How would amalgamation change North Cowichan and Duncan’s eligibility for specific provincial and federal funding programs?

Efficiencies, services, infrastructure

18) How would an amalgamated municipality harmonize its services and infrastructure? Where are the widest gaps between existing services and infrastructure affecting residents and businesses of the two municipalities?

19) If amalgamation was to occur, in which areas could local administration and services could be streamlined and what savings are likely to result?

20) Where have previous amalgamations typically found cost savings and improved methods for delivering municipal services?

21) Given anticipated capital expenses in the next 5 - 10 years, how would amalgamation affect the overall costs of these projects and how would it impact the taxes of residents in both Duncan and North Cowichan?

22) Are there any anticipated new capital costs associated with amalgamation?
Your questions

23) What are the anticipated costs of integrating services, governance, bylaws and zoning? How do these costs compare with anticipated savings during both the implementation period and over twenty-five years?

24) How would user fees and parcel fees change for residents if the municipal were to amalgamate?

25) What advantages would an amalgamated municipality enjoy in terms of cost efficiency, quality of services and infrastructure and standing with the provincial and federal government?

26) If the municipalities amalgamate, what would happen to existing service contracts? Are there any specific liabilities with regards to these contracts?

27) How should emergency services be delivered in an amalgamated municipality? What are the likely costs or savings and consequences for services?

28) Would an amalgamated city be in a better position to provide social and affordable housing?

29) How is amalgamation likely to affect local economic activity and growth?

30) How does population and economic growth in Duncan and North Cowichan compare with the province as a whole and comparable municipalities over the past decade?

31) What are the current bylaw and policy differences between Duncan and North Cowichan that led to competitive advantages/disadvantages between municipalities?

32) What are the likely economic or opportunity costs of not amalgamating?

33) What advantages or disadvantages might accrue to local businesses from amalgamation?

34) Without amalgamation, does North Cowichan’s continued growth pose a challenge to the viability of Duncan businesses and its tax base?

35) Would amalgamation strengthen area tourism?
So today…

**Morning:**
Presentation from the technical consultants
Civic perspectives panel

**Afternoon:**
Review study with regard to your questions
Identify unresolved issues and concerns
Prepare for public meeting
How do we each want to feel when we reach the conclusion of this process?

What should we remember as a group as we begin to shape our recommendation?
Amalgamation Technical Consultants

Marina Jozipovic, James Klukas
Urban Systems Inc.
## Our Process

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background Review</td>
<td>February 1-24</td>
</tr>
<tr>
<td>Citizens’ Assembly Meeting</td>
<td>February 25</td>
</tr>
<tr>
<td>Analysis and Draft Reporting</td>
<td>February 27-March 17</td>
</tr>
<tr>
<td>Review and Refinement</td>
<td>March 20-30</td>
</tr>
<tr>
<td>Citizens’ Assembly Meeting</td>
<td>April 1</td>
</tr>
</tbody>
</table>
Acknowledgements

- Municipal Staff in Duncan and North Cowichan
- Advisory Panel Members:
  - Mike Coleman – former Duncan Mayor
  - Jim Dias – former North Cowichan CAO
  - Tom Ireland – former Duncan CAO
  - Mary Beth Mackenzie – former North Cowichan Deputy Clerk and former member of City of Abbotsford staff during their amalgamation era
  - Glen Ridgway – former North Cowichan Councillor
Our Approach

- Two Scenarios
  - Scenario 1 – ‘Automatic Impacts’ of Amalgamation
  - Scenario 2 – ‘Potential Impacts’ of Amalgamation
- One-Time Implementation Expenses
- Risks, Opportunities and Uncertainties
General Government

Per Capita General Government Expenses: 2015*

- Duncan/North Cowichan Combined
- West Kelowna
- Mission
- Campbell River
- Penticton
- Langford
## General Government

<table>
<thead>
<tr>
<th>Annual Impacts</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential Savings</td>
<td>($140,000)</td>
<td>($580,000)</td>
</tr>
</tbody>
</table>
## General Government

<table>
<thead>
<tr>
<th>One-Time Expenses</th>
<th>Allowance (Low)</th>
<th>Allowance (High)</th>
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<tbody>
<tr>
<td>Referendum</td>
<td>$0</td>
<td>$80,000</td>
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<tr>
<td>Amalgamation Implementation Plan</td>
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<tr>
<td>Communications Planning</td>
<td>$50,000</td>
<td>$75,000</td>
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<tr>
<td>General Gov. Policy/Bylaw Harmonization</td>
<td>$50,000</td>
<td>$75,000</td>
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<tr>
<td>Renegotiation of Leases, Contracts, Agree.</td>
<td>$50,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Naming, Branding, Logo, Letterhead</td>
<td>$50,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Signage</td>
<td>$300,000</td>
<td>$600,000</td>
</tr>
<tr>
<td>Integration of Records, IT, Finance</td>
<td>$100,000</td>
<td>$400,000</td>
</tr>
<tr>
<td>Labour Relations</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$650,000+</strong></td>
<td><strong>$1,555,000+</strong></td>
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</table>
General Government
# Planning and Development

<table>
<thead>
<tr>
<th>Annual Impacts</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential Savings</td>
<td>$0</td>
<td>($100,000)</td>
</tr>
</tbody>
</table>
## Planning and Development

<table>
<thead>
<tr>
<th>One-Time Expenses</th>
<th>Allowance (Low)</th>
<th>Allowance (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration of OCPs, Zoning Bylaws, etc.</td>
<td>$200,000</td>
<td>$300,000</td>
</tr>
<tr>
<td>Local Area Planning Initiatives</td>
<td>$400,000</td>
<td>$800,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$600,000</strong></td>
<td><strong>$1,100,000</strong></td>
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</table>
Planning and Development

- Development Cost Charges

CITY OF DUNCAN

BYLAW NO. 3148, 2015

A BYLAW TO PROVIDE A REDUCTION OF DEVELOPMENT COST CHARGES FOR DEVELOPMENTS DESIGNED FOR LOW ENVIRONMENTAL IMPACT

WHEREAS the Council has adopted a Development Cost Charge Bylaw;

AND WHEREAS the Council may, under s. 933.1 of the Local Government Act, reduce a development cost charge for an eligible development, as defined by bylaw, by an amount or rate of reduction described in the bylaw;
Planning and Development

- Bylaw and Parking Enforcement
Public Works and Engineering

<table>
<thead>
<tr>
<th>Annual Impacts</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential Savings</td>
<td>$0</td>
<td>($150,000)</td>
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</tbody>
</table>
# Public Works and Engineering

<table>
<thead>
<tr>
<th>One-Time Expenses</th>
<th>Allowance (Low)</th>
<th>Allowance (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination of Asset Management</td>
<td>$50,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Infrastructure Modelling Integration</td>
<td>$100,000</td>
<td>$200,000</td>
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<tr>
<td>Harmonized Public Works/Eng. Bylaws</td>
<td>$75,000</td>
<td>$100,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$225,000</strong></td>
<td><strong>$400,000</strong></td>
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</table>
Public Works and Engineering
## Public Works and Engineering

<table>
<thead>
<tr>
<th>Duncan Water</th>
<th>Within City</th>
<th>Outside City</th>
<th>Theoretical Harmonized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Metered Rate per 6,000 cubic feet (semi-annual)</td>
<td>$105.27</td>
<td>$159.92</td>
<td>$129.48</td>
</tr>
</tbody>
</table>
## Public Works and Engineering

<table>
<thead>
<tr>
<th>Assets</th>
<th>Replacement Value</th>
<th>% Life Remaining</th>
<th>Infrastructure Deficit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duncan</td>
<td>$122M</td>
<td>27%</td>
<td>$53M</td>
</tr>
<tr>
<td>North Cowichan</td>
<td>$693M</td>
<td>45%</td>
<td>$75M</td>
</tr>
</tbody>
</table>
# Protective Services

<table>
<thead>
<tr>
<th>Annual Impacts</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policing (8 or 12 FTE)</td>
<td>$1,370,000</td>
<td>$2,060,000</td>
</tr>
<tr>
<td>Fire Protection</td>
<td>$0</td>
<td>$600,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,370,000</strong></td>
<td><strong>$2,660,000</strong></td>
</tr>
</tbody>
</table>
Duncan’s future population > 5,000?
Protective Services

- Capital project for new detachment
Protective Services

- Future fire protection staffing model?
Protective Services

- Insurance

Fire Underwriters Survey™
A SERVICE TO INSURERS AND MUNICIPALITIES
Protective Services

- Dog Licences
Environmental Health

▪ Variations in Service Levels and Fees

North Cowichan Curbside Collection
2016-2018 Schedule

We’ve gone digital

North Cowichan has teamed up with ReCollect to create a smartphone app available for Apple iOS and Android. Receive notifications directly on your device, as well as search the Waste Wizard for acceptable items and alternative disposal locations.

Visit www.northcowichan.ca/curbside for links to download the app, explore the Waste Wizard, view a customized collection schedule for your property, and more.

Want to stay informed? Sign up for Emergency Alerts by visiting our website at www.northcowichan.ca/alert and subscribe to updates on current projects and events at www.northcowichan.ca/subscribe.

Curbside Collection guidelines

For a full list of acceptable items, use your smartphone app or visit www.northcowichan.ca/curbside for the Waste Wizard.

Kitchen Organics
Collected every week.
Use specified green bin - 16 kg (35 lbs) maximum weight for bin plus contents.
Continue your backyard composting and visit CVRD Insecti Deateto for free disposal of yard waste.
Newspaper is preferred bin liner. Pliing bags they must show one of these logos to be acceptable.

Garbage
Collected on alternating weekends.
MAX bin limit - 36 kg (80 lbs) maximum weight for bin plus contents and 77 (200 Gal) maximum container size.
Additional container tags can be purchased for $8 at the Municipal Hall (maximum 2 bags per cycle per house).
Pet waste must be double bagged.
No diapers, syringes or broken glass unless securely wrapped.
For more information and FAQs, visit www.northcowichan.ca/organics

Garbage
Collected on alternating weekends.
MAX bin limit - 36 kg (80 lbs) maximum weight for bin plus contents and 77 (200 Gal) maximum container size.
For more information and FAQs, visit www.northcowichan.ca/garbage

Recycling
Collected on alternating weekends.
Recycling quantity is unlimited.
Multiple bins and yellow municipal recycling bags are acceptable.
120 l (30 Gal) maximum container size.
Multi-Material BC changed the list of acceptable recyclables in 2015 allowing for more items to be collected.
For more information and FAQs, visit www.northcowichan.ca/recycling

- URBAN systems
Parks and Recreation
Parks and Recreation
# Summary of Potential Annual Financial Impacts

<table>
<thead>
<tr>
<th>Item</th>
<th>Scenario 1 Variance from 2016 General Fund*</th>
<th>Scenario 2 Variance from 2016 General Fund*</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Gov’t</td>
<td>($140,000)</td>
<td>($580,000)</td>
</tr>
<tr>
<td>Planning &amp; Dev’t</td>
<td>-</td>
<td>($100,000)</td>
</tr>
<tr>
<td>Public Works/Eng</td>
<td>-</td>
<td>($150,000)</td>
</tr>
<tr>
<td>Protective Serv.</td>
<td>$1,370,000</td>
<td>$2,660,000</td>
</tr>
<tr>
<td>Env. Health</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Small Community Grant (Elim)</td>
<td>$510,000</td>
<td>$510,000</td>
</tr>
<tr>
<td><strong>Net Additional Revenue Req’d</strong>*</td>
<td><strong>$1,740,000</strong></td>
<td><strong>$2,340,000</strong></td>
</tr>
</tbody>
</table>

*Also, no Duncan Provincial Police Tax ($280,000) and Police Bridging Capital Levy ($770,000)
# Summary of Potential Annual Financial Impacts

<table>
<thead>
<tr>
<th>Item</th>
<th>Scenario 1 General Municipal Tax Requirements</th>
<th>Scenario 2 General Municipal Tax Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Combined General Municipal Tax Revenue*</td>
<td>$29,780,000</td>
<td>$29,780,000</td>
</tr>
<tr>
<td>Net Additional Revenue needed for General Fund</td>
<td>$1,740,000</td>
<td>$2,340,000</td>
</tr>
<tr>
<td>Post-Amalgamation Required General Municipal Tax</td>
<td>$31,520,000</td>
<td>$32,120,000</td>
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</tbody>
</table>

*Does not include Duncan Provincial Police Tax ($280,000) and Police Bridging Capital Levy ($770,000)
Summary of Potential One-Time Financial Impacts

<table>
<thead>
<tr>
<th>One-Time Expenses</th>
<th>Allowance (Low)</th>
<th>Allowance (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$1,475,000+</td>
<td>$2,955,000+</td>
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</table>
### Tax Ratios (2016)

<table>
<thead>
<tr>
<th>Property Class</th>
<th>Duncan</th>
<th>North Cowichan</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Utilities</td>
<td>8.40</td>
<td>7.87</td>
<td>8.14</td>
</tr>
<tr>
<td>Supportive Housing</td>
<td>n/a</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Major Industry</td>
<td>n/a</td>
<td>6.60</td>
<td>6.60</td>
</tr>
<tr>
<td>Light Industry</td>
<td>2.59</td>
<td>4.07</td>
<td>3.33</td>
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<tr>
<td>Business</td>
<td>2.52</td>
<td>2.20</td>
<td>2.36</td>
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<tr>
<td>Managed Forest Land</td>
<td>n/a</td>
<td>4.03</td>
<td>4.03</td>
</tr>
<tr>
<td>Rec/Non-Profit</td>
<td>1.00</td>
<td>0.81</td>
<td>0.90</td>
</tr>
<tr>
<td>Farm</td>
<td>1.00</td>
<td>0.97</td>
<td>0.99</td>
</tr>
</tbody>
</table>
## Potential Tax Impacts – Res.

<table>
<thead>
<tr>
<th>Representative Residential Property</th>
<th>Current 2016 Total Taxes and Fees</th>
<th>Scenario 1 Total Taxes and Fees</th>
<th>% Change</th>
<th>Scenario 2 Total Taxes and Fees</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duncan $240,000 Property</td>
<td>$2,934</td>
<td>$2,910</td>
<td>(0.8%)</td>
<td>$2,932</td>
<td>(0.1%)</td>
</tr>
<tr>
<td>North Cowichan $310,000 Property (South End)*</td>
<td>$3,551</td>
<td>$3,542</td>
<td>(0.2%)</td>
<td>$3,570</td>
<td>0.6%</td>
</tr>
<tr>
<td>North Cowichan $310,000 Property (North End)**</td>
<td>$3,455</td>
<td>$3,506</td>
<td>1.5%</td>
<td>$3,535</td>
<td>2.3%</td>
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</table>
### Potential Tax Impacts – Bus.

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<thead>
<tr>
<th>Representative Business Property</th>
<th>2016 Total Taxes and Fees</th>
<th>Total Taxes and Fees</th>
<th>% Change</th>
<th>Total Taxes and Fees</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duncan $490,000 Property</td>
<td>$13,877</td>
<td>$13,160</td>
<td>(5.2%)</td>
<td>$13,265</td>
<td>(4.4%)</td>
</tr>
<tr>
<td>North Cowichan $760,000 Property (South End)*</td>
<td>$16,595</td>
<td>$17,419</td>
<td>5.0%</td>
<td>$17,583</td>
<td>6.0%</td>
</tr>
<tr>
<td>North Cowichan $760,000 Property (North End)**</td>
<td>$19,156</td>
<td>$20,024</td>
<td>4.5%</td>
<td>$20,188</td>
<td>5.4%</td>
</tr>
</tbody>
</table>
KEY LESSONS
History of Amalgamation

- High-profile, forced amalgamations:
  - City of Toronto (1998)
  - City of Ottawa (2001)
  - City of Hamilton (2001)
- Amalgamation are rare in BC
Case Studies

- Abbotsford (1995)
- Nanaimo (1975)
KEY CONSIDERATIONS
Community

- Municipality Name
- Community Identity
Governance

- Council Size
- Election Process
- Provincial-Local Government Relations
- Size of Municipality
Transition Process

- Provincial Transition Assistance
- Staffing of an Amalgamated Municipality
- Labour Relations
- Communications
Community Vision, Planning, and Development

- Council Decisions
- Land Use Planning and Development
- Economic Development
- Harmonization of Bylaws and Regulations
Social and Environmental Goals

- Environment and Climate Change
- Social Planning
Thank you!

Citizens’ Assembly
April 1, 2017

Marina Jozipovic
James Klukas
Break
Civic Perspectives Panel

Bernie Jones, President, Chemainus Residents Association

Inspector Ray Carfantan, North Cowichan/Duncan RCMP

Mélie De Champlain, Director, Community Integration, Island Health

Chief Scott Henning, North Cowichan Fire Department, (South End Hall)

Chief Mike McKinlay, City of Duncan Fire Department
North Cowichan/Duncan RCMP

Police Services & Costs for the City of Duncan
Overview of Presentation

• Current policing area of responsibility
• Overall Detachment Statistics
• City of Duncan specific statistics
• Costs associated to police service
• Current census numbers 4944
• When the City of Duncan population reaches 5000
• Questions?
Detachment staff consists of:
• 59 officers, 31/24/4
• 19 support staff and 8 casual employees
• (8.5 PS, 9 ME)
• 4 full-time guards and 5 casual guards

Also working from the Detachment:
• 3 Victim Services workers
• 1 Restorative Justice worker

The Detachment is supported by:
• 7 Auxiliary Constables
• The Manager of Cowichan Community Policing Volunteer Programs and Services, 39 Community Policing volunteers and the 7 board members of the Cowichan Community Policing Advisory Committee
The Detachment’s Front Counter staff handle:

• Front Counter Visits
  • 2016 had 12,800 people attend the front counter for service
  • That translates to 53 people per weekday

• Telephone Calls Received at the Front Counter
  • 2016 had 19,000 phone calls being received
  • This is an average of 77 phone calls per weekday handled by front counter staff

That means every 3.5 minutes Front Counter Staff are handling a new request from the public!
North Cowichan/Duncan Detachment
Calls for Service

- 2012 – 15,565 files
- 2013 – 15,741 files
- 2014 – 16,343 files
- 2015 – 17,498 files
- 2016 – 20,207 files

- 2016 saw a 15% increase in files over 2015
Distribution of calls for service
The chart below illustrates calls for service within our Detachment area in 2016.
North Cowichan/Duncan Detachment

2012 Year end
City of Duncan Files 2845 of 16,580

North Cowichan/Duncan Detachment, 15,565 Files as of Dec. 31, 2012

- North Cowichan: 7916 files (51%)
- Detachment: 797 files (5%)
- City of Duncan: 2360 files (15%)
- CVRD: 1647 files (11%)
- First Nations Reserves: 2845 files (18%)

2016 Year end
City of Duncan Files 4026 of 20,200

North Cowichan/Duncan Detachment
January 1, 2016 to December 31, 2016
20,207 Files

- North Cowichan: 10265 files (51%)
- Detachment: 2733 files (13%)
- City of Duncan: 2038 files (10%)
- CVRD: 1155 files (6%)
- First Nations Reserves: 4026 files (20%)

Legend:
- North Cowichan: Officers funded
- Detachment: City of Duncan
- CVRD
- First Nations Reserves: ***
General Duty Staffing Analysis

General Duty (Uniform Patrol) Staffing Analysis (GDSA)

• A General Duty Staffing Analysis has been completed at North Cowichan/Duncan Detachment. We are the first detachment in Island District to undergo this process. The assessment process has been successfully utilized in Lower Mainland detachments for determining general duty (uniform patrol) resource requirements. All of the Detachments on Vancouver Island will soon undergo the same review process.

• To achieve optimal response times for the types of calls for service, the assessment analyzes data from different components, and then calculates the number of resources needed to respond to the calls for service being received within an appropriate time. Detachment Managers will have the ability to evaluate both the minimum number of police resources required to respond to calls, as well as the optimal deployment (shift scheduling) of uniform patrol resources on duty.
North Cowichan/Duncan GDSA

• The completed GDSAS results indicate that we require 7 additional uniform bodies to respond to the current level of calls for service. This does not include support staff (1-4 ratio) or other specialized police (CP/Traffic)

• Requested 4 additional Provincial resources through RCMP

• Will be requesting additional from the Municipality of North Cowichan
When the City of Duncan exceeds 5000 pop.

• Current census is 4944
• Duncan accounts for 18-20% total calls for service.
• 55 current, plus 7 recommended = 62
• 20% of current staff is 12.25 Members
• A basic police establishment would require 12 police officers to respond to calls in the City
City of Duncan Population over 5000
Impact upon Police Costs

• Communities under 5000 do not pay for service, there is a Provincial Police tax rate $282,000 for the Duncan in 2016.
• Once a City exceeds 5000 population, it must pay 70% of the total policing costs for all police incidents in its boundaries, the Province pays the remaining 30%.
• Over 15000 90/10 cost share
• One officer with all costs benefits, mandatory training and equipment costs approximately 165,000 per year.
• \(12 \times 165,000 = 1.98 \text{ Million Dollars annually.}\)
• 70% of 1.98 million = 1.386 million.
• *This does not include any School Liaison, Traffic, GIS/SCU, Police Dog etc. Simply uniforms who respond to calls.
Major Crime Investigations

- A single homicide investigation where the suspect is not immediately identified can cost several hundred thousand dollars to investigate.
- Many communities have contingency funds for Major Crimes or homicides, as they are cost prohibitive.
- Currently a Homicide that occurs in the City of Duncan is paid for by the Province.
North Cowichan Policing Costs

• Community over 15000 population.
• Police costs are funded at 90% Municipal, 10% Provincial.
• Current total North Cowichan budget for policing is 5,298,000
• 90% of that cost translates to 4,769,000
Additional Considerations

• Costs associated to policing not specified:
• Support staff, 1-4 ratio
• Prisoner costs
• Detachment building costs, construct a new building vs rent to be paid to the landlord, either the Province or Municipality
Our Cowichan Communities Health Network
Community profiles
Strategies

• EPIC Eldercare Project in Cowichan
• The Air shed strategy
• Home First
• Physical Literacy
• FETCH
Determinant of Health Key Indicators

- Health Status
- Income & Social Status
- Social Support Network
- Education & Literacy
- Employment & Working Conditions
- Social Environments
- Physical Environments
- Personal Health & Coping Skills
- Healthy Childhood Development
- Biology & Genetic
- Gender
- Culture
Population Health

• Health promoting community
• Thriving non-profit volunteer community
• Growing and substantially integrated aboriginal community
• Divers & growing economy
• Rich art & culture scene
Where should we pay attention?
Health Status

• Teen mothers, preterm births, low weight babies & the proportion of women who smoke during pregnancy;
• High rate of child hospitalisations for injuries and poisoning Lake Cowichan –Cowichan LHA);
• High rate of child respiratory diseases hospitalisation (Ladysmith-Cowichan LHA);
• High rate of heath disease (Ladysmith-Cowichan LHA);
• High rate of alcohol related deaths (all LHA).
Income & Social Status

• Income inequality increased in the City of Duncan, lake Cowichan & Northern Electoral Areas;
• First Nations economic diversity is declining.
• City of Duncan had the highest proportion of household who spend 30% or more in their total income on shelter.
Social Support network

• The City of Duncan reported the highest proportion of seniors living alone, above the provincial average.
• The City of Duncan and First Nations communities had the highest proportions of single mothers in the region.
• First Nations communities in the Cowichan Valley Regional District (CVRD) had the highest proportion of single fathers, above the provincial average.
Education & Literacy

• High school graduation rates in the Nanaimo Ladysmith School district remain little changed since 2008. Although the rate is improving, many of the aboriginal population are without a high school diploma.
Employment and Working Conditions

The CVRD has a low labour force replacement ratio. Many young adults are leaving the area for jobs outside of the region.
Social Environments

• The region’s first homelessness survey identified a number of individuals facing absolute homelessness, a larger population fitting the definition of living in “precarious housing,” and identified a need for more culturally appropriate housing.
• The number of senior residential care spaces in the CVRD is disproportionally small and there are a sizable number of seniors waiting for placement in residential care facilities at any given time.
• Reported incidents of violence against women in the Cowichan Valley are twice the provincial average.
• The proportion of children in need of protection is significantly higher in the Cowichan Local Health Area (LHA) than the provincial and Vancouver Island average.
• The Cowichan and Ladysmith LHAs had over twice as many children in care than the provincial rate.
• The low density sprawling character and automobile dependency of the CVRD contributes to social isolation and limited access to services for many.
Physical Environments

- Settlement patterns in the region are primarily low density with a limited number of areas with sufficiently high densities and land use mixes to support and encourage active forms of transportation such as walking and cycling.
- Close to half of survey respondents reported there were no safe and accessible pedestrian routes in their community and over half of respondents reported there were no safe and accessible bike lanes or routes.
- The majority of daily commuters in the CVRD drive vehicles alone to work, which contributes to a larger per capita carbon footprint. Of the respondents who take transit, only a small minority have access to convenient transit services and routes that get them where they need to go in a reasonable time frame.
- A minority of respondents reported that bike lanes or routes were available in their community but they were either unsafe or inaccessible.
- Air and water quality are important environmental concerns.
- Survey respondents identified poor air quality due to backyard burning, chimney smoke, vehicle exhaust, air pollution from industry, and dust.
- Survey respondents believe groundwater quality is compromised by manure run-off and polluting contaminants.
- A sizable number of respondents from the City of Duncan, the Electoral Areas, and First Nations communities reported that tap water was not safe to drink. Most of the wells located in First Nations communities have boil water advisories.
- The City of Duncan has the highest number of property and violent crimes per 1,000 people.
- Serious juvenile crime rates in the Cowichan and Lake Cowichan LHAs were above the provincial average.
- The proportion of housing in need of major repair is significantly higher in First Nations communities.
Healthy Childhood Development

- The Lake Cowichan LHA saw a dramatic worsening in the Early Development Index (EDI) indicator in recent years with an increasing number of kindergarteners rated vulnerable in one or more categories (physical, social, emotional, language, and communication), placing it well above the BC average.
Biology & Genetic Endowment

• No relevant issues were identified for this project.
Health Services

• Less than half of applicable survey respondents reported getting recommended regular check-ups for pap smears and mammograms in the past year.

• The Ladysmith LHA had higher proportions of emergency visits per 1,000 for every age group compared to the Vancouver Island average.
Gender

• It is noted that women’s median income earnings are lower than men’s, a trend that is similar to provincial and national norms.
Culture

• The aboriginal population faces many challenges in retaining their cultures and languages. Approximately half of all survey respondents had some participation in the collection of their own food (grow, hunt, gather).
Lunch
Review your group’s six questions

Does the report provide answers?
If yes, what does the report conclude and are the answers satisfactory?
If no, what can we speculate or suggest?
Are there other related issues or questions that need clarification?

A
General: Q1-3
Land Use & Planning: Q4-6

B
Governance: Q7-8
Environment: Q9-12

C
Taxation and finances
Q13-17

D
Efficiencies, services, infrastructure
Q18-23

E
Efficiencies, services, infrastructure
Q23-28

F
Economic growth
Q29-36
What do you think residents most need to know about our process and from what we’ve learned?

What do we need to know from residents to proceed in our work as an Assembly?
Thursday April 6: Public Roundtable Meeting

Please arrive at 6:30

Island Savings Centre, Multi-purpose room, 2nd floor: 7-9pm

Please remember that the technical report is to remain confidential until we release our final report in May.

Saturday April 8: 5th session