

**Department of Municipal Affairs and Environment  
Municipal Legislative Review  
Results – Online Questionnaire – August 2018**

**Introductory Questions**

	<b>Totals</b>
<b>I am answering this question as:</b>	
An elected official of a local government	4
A city, town, or local service district staff member	7
A representative of a professional organization	1
A resident of a city, town or local service district	4
An official or resident of an Inuit Community Government	0
A resident of an unincorporated area	0
Other	0
<b>Total</b>	<b>16</b>

<b>The community I live in has a population of about:</b>	
Less than 500	4
500 - 1,500	4
1,501 - 5,000	3
5,001 - 10,000	2
10,001 - 25,000	1
More than 25,000	2
Not sure	0
<b>Total</b>	<b>16</b>

<b>I would describe my community as:</b>	
Urban	3
Rural	11
Remote	2
Other	0
<b>Total</b>	<b>16</b>

<b>My community is designated as a:</b>	
City	2
Town	13
Local service district	1
Inuit community government	0
Unincorporated area	0
Not sure	0
<b>Total</b>	<b>16</b>

<b>Did you attend an in-person session?</b>	
Yes	5
No	11
<b>Total</b>	<b>16</b>

### Modern Enabling Legislation

<b>The current legislation is too restrictive and creates inefficiencies for municipal operations.</b>	
Strongly agree	5
Agree	5
Neither agree nor disagree	5
Disagree	0
Strongly disagree	1
Prefer not to answer	0
<b>Total</b>	<b>16</b>

<b>Which of the following is more valuable?</b>	
Municipalities have the ability to make their own decisions on local issues.	10
Municipalities have specific instructions on how to manage local issues.	6
Prefer not to answer	0
<b>Total</b>	<b>16</b>

<b>If you have any additional comments on Enabling Legislation, please provide them in the space below:</b>
Have in the legislation that whenever a Councillor or member of the Council bullies, intimidates, discriminates others on the council or staff should be removed from their seat if grounds found that they have discriminated, blocked or prevented others from doing their job.
Municipalities need more flexibility in the process for acquiring funding for projects.
If municipalities have larger support staff such as engineers, municipal planners, etc. they should have greater autonomy. Financial limits in the Act are set too low.

## Municipal Structure

<b>If legislation were to define community structures (e.g. city, town, local service district) based on set criteria, which would be the most useful measures? (Choose up to three)</b>	
Population size	11
Population density	0
Remoteness or isolation factor	3
Taxable property base (total assessed value)	8
Capacity to provide a defined suite of services	9
Feasibility score (short-term viability)	1
Sustainability score (long-term viability)	5
None - set criteria is not useful	2
Other	0
Prefer not to answer	1
<b>Total</b>	<b>40</b>

<b>If criteria for cities, towns, and local service districts were to be set, what should happen if communities do not meet the criteria for their current designation?</b>
Adjustment of status.
The services should be provided no matter what. This is not a good idea....for example to have garbage cleaning within communities....Natuashish is not accessible by road....there is no road!! Yet there was a map that showed having Natuashish, Sheshatshiu, North West River and Happy Valley-Goose Bay to share services.....are you kidding me!!! Look at the map!!
Each community has it own unique conditions for existence. To establish a formula that evaluates 'criteria' would be impossible. The exceptions would be so numerous it would render the formula useless.
The top priority for any community is to be able to offer the essentials of life, i.e. water, sewer, fire protection. If they cannot, alternate options could include such actions as: being placed under the guidance of a regional service board, partnering with another town if there is one close by, or re-location of the residents. All communities should be subject to municipal legislation!
Grandfathering is an option but can't be granted without limits.
Give them a period of time to achieve the criteria, if not re-designate to the appropriate level.

<b>Should legislation address uneven capacity across similarly-designated communities?</b>	
Yes	7
No	3
Not sure	6
Prefer not to answer	0
<b>Total</b>	<b>16</b>
<b>If yes, please suggest how to address uneven capacity:</b>	
With a large web of rural communities that lack capacity, the provincial government should have a suite of services available to these communities.	
For local service districts, regional governance may be a benefit.	
Recognize variance and ensure flexibility inside designations. Broad criteria, flexible application within significant parameters.	
Could be based on the organization structure in place - Town manager, Town clerk plus if they have good financial policies, town engineer, planning and development officer. Could also be linked to the types and quality of services the municipality is offering.	
<b>If no, please comment on why not:</b>	
Because there are many unique communities across this province. Labrador in particular with North West River, Happy Valley-Goose Bay are not on a reserve.....Sheshatshiu and Natuashish is.....so it doesn't work for here.	
If you have to define legislation that can deal with varying levels of capacity within this host of communities, you will end up with an Act that is crazy complicated or a set of acts that vary according to capacity.	
Small towns may need more financial support to operate effectively owing to a low tax base, but that is the nature of small communities. That should not, however, affect a town's ability to govern, have authority and autonomy. Any community that cannot, should either join forces with another town or re-settle.	

## Municipal Purposes

<b>In addition to providing good governance, which of the following should be used to define municipal purposes in Newfoundland and Labrador?</b>	
Providing local services and facilities	14
Stewardship of public assets	12
Community safety	9
Community sustainability	15
Facilitating health and well-being	7
Enabling public participation in local issues	11
Local economic development	11
Social and cultural development	8
Environmental protection	9
Other	1
Prefer not to answer	0
<b>Total</b>	<b>97</b>
<b>If other, please explain:</b>	
All these aspects will be critical to some community or all communities at some point in their existence.	

<b>If municipal purposes were defined in legislation, I would have a better understanding of the scope of authority granted to a local government.</b>	
Strongly agree	5
Agree	5
Neither agree nor disagree	5
Disagree	1
Strongly disagree	0
Prefer not to answer	0
<b>Total</b>	<b>16</b>

<b>If you have any additional comments on Municipal Purposes, please provide them in the space below:</b>
Public safety is provincial through justice and EMO. Economic development and health same provincial responsibility. Social/ cultural and environment provincial.

## Municipal Powers

<b>Which of the following broad powers would be valuable to your community? (Choose all that apply)</b>	
Safety, health and welfare	8
People, activities and things in or near public places	9
Nuisances (noise, pollution, waste, dangerous or unsightly, etc.)	11
Maintenance and occupancy standards for buildings and premises	13
Transport and transportation systems	5
Businesses and business activities	9
Facilities, infrastructure and improvements on public or private property	11
Animals (domestic and feral) and animal control	11
Dealings or interest in property including land, buildings, easements, temporary structures, vehicles, etc.	10
The management and control of traffic, parking and pedestrians	7
The management and control of roads, streets and highways, sidewalks and boulevards and all adjacent property	8
Parks and recreation	12
The protection of heritage property	7
Other	1
Prefer not to answer	0
<b>Total</b>	<b>122</b>
<b>If other, please explain:</b>	
Tax collection and municipal services like water, garbage, land use, municipal roads and municipal infrastructure like buildings.	

<b>Would your community benefit from greater flexibility in decision-making authority at the local level? Why or why not?</b>
No. More responsibility means more costs and need for experts. Say we have more by laws, then we need enforcement, and then prosecution, etc. It becomes expensive. Rural communities can barely bring potable water to homes.
Yes and no. I believe the NL Government has a responsibility as well as the municipality at the local government level. We may need input from the provincial level when required to make decisions. It is important to be a team player rather than shifting off responsibility from one level of government to another.
Tough to answer. We are not fully exercising the powers we currently have. There are lots of things that we could act on ourselves, but we don't. With new permissive legislation we would need civic leadership that would use it in a way that is different from the way things have always been done for the last 5 generations. Legislation is great but it must come with people that can use the tools you give us.
No; We do not have the resources available to carry out the decisions. Staff consists of 2 maintenance personnel and a Town Clerk + 1 Office Assistant.
Yes, there are some specific issues related to the community such as rent controls, municipal property sales that would benefit from greater flexibility. Also the ability to set steeper fines than defined in some of the legislation.

<b>My community has the ability to accept more flexibility and autonomy.</b>	
Strongly agree	1
Agree	6
Neither agree nor disagree	4
Disagree	3
Strongly disagree	2
Not sure	0
Prefer not to answer	0
<b>Total</b>	<b>16</b>

<b>If you have any additional comments related to Municipal Powers, please provide them in the space below:</b>
Ours is an ageing community of 60, we do not have the ability or resources to expand our services.
Small communities do not have the administrative thinkers to take on a new range of powers and abilities. They are not fully utilizing the ones they already have. New powers will remain mostly unused as they continue to perpetuate what they have always done. Crack that problem and you have a chance.
Challenge is balancing responsibilities between different levels of government. You can't have one city delivering health care but not another. Worse, you can't have one city delivering a service but that service not feint delivered at all in another city. The variation in services is between the defined communities not within those communities meeting the defined criteria.

### Provincial Powers

<b>What decision-making authority should rest with the Minister? That is, what should be the role of the Provincial Government in the activities and operations of local government?</b>
Minister should have a veto.
The Minister should be able to resolve decision making that is not resolved at municipal level. Provincial Government should be able to remove individual(s), especially members of the council, who discriminates, bullies, intimidate, etc. to prevent others from doing their job. There needs to be strong emphasis on Respectful Workplace Safety at the Council level and at town management/staff level too. The legislation should have a section where a council member/administration/staff shall be removed from council/administration/work for discrimination, bullying, and intimidation based on evidence submitted.
Provincial government role should be to very clearly give municipalities the authority to carry on their daily operations, however they should have specific enough authority to aid local service districts who do not have the means to carry out as many roles.
Minister will get to fill all the gaps you forget.

<b>What decision-making authority should rest with the Minister? That is, what should be the role of the Provincial Government in the activities and operations of local government?(continued)</b>
I agree that municipal budgets should be submitted to the Minister for transparency and protection of towns. There are other areas where the government could relinquish authority to towns. One specific area that causes problems for towns is access to crown lands. All crown lands within town boundaries should belong to the town to allow flexibility in economic development. Another is the controlled use of gas tax.
As little as possible. As long as the province has some responsibility for municipal debt they must have some authority. If the province is providing policing or similar services they cannot surrender all authority to the municipality. Neither should the province, nor the government of Canada, operate unilaterally in municipal jurisdiction.
The Provincial Government should oversee some things for Towns, such as audits being completed each year and elections but, the towns should have the authority to govern on their own, taxation, borrowing, purchasing, etc.
There should be oversight to budgets and financial audits, fire departments.
Sale of assets should not require approval from minister especially at a level of \$500. Maybe a \$500,000 transaction. Communities should follow a reverse tendering process for disposal of assets with significant value say >\$50,000.

<b>How should the Provincial Government ensure that local governments are complying with legislation while allowing increased flexibility for local decision-making and greater autonomy for local governments? (Choose all that apply)</b>	
Introduce mandatory training for council and administrative staff	11
Continue to offer voluntary training opportunities	10
Investigate complaints and administer penalties	11
Conduct municipal inspections/audits and issues reports with recommendations	10
Conduct municipal inspections/audits and issue reports with orders	6
Engage an independent third party	2
Other	1
Prefer not to answer	0
<b>Total</b>	<b>51</b>
<b>If engage an independent third party, please describe role:</b>	
Ombudsman	
If a council member/administration/staff is found guilty of discrimination, bullying, intimidating others, etc. he or she should be removed from their position or have consequences in place to prevent from further incidents happening again.	
<b>If other, please explain:</b>	
Have an ombudsman.	



<b>If you have any additional comments on Provincial Powers, please provide them in the space below:</b>
Enforcement and order issuing process should be standardized by the provincial government so that all municipalities have a clear understanding of the process and everyone uses the same forms/letters to issue orders in order to ensure consistency.
It is time for communities in NL to take control of the local government.
There are many services municipalities can execute with or on behalf of the province. These can be negotiated and agreed in the context of defined communities.
I find that if you ask Municipal Affairs for their opinion on a matter and they will tell you but, never put it in writing. If a resident asks for an opinion, sometimes it conflicts with what the Town has said.

**Access to Information**

<b>Are there other types of records that municipalities (towns, regions, and cities) should be required to disclose publicly? Please provide examples.</b>
I believe all committee meetings should be in a public forum because I have found that a lot of bullying and harassing behaviors happen behind closed doors. I truly believe all town committees should be open to the public as we deliberate in the meetings. Also, the Council as Whole should not be the place where recommendations from other committees be deferred when one or two councillors try to defer the recommendations from the committee. The Council as a Whole should only be the place for information only for all councillors for what is to take place in the Public Meeting.
The above items are sufficient.
Transparency of decision process is critical. Secret or undisclosed reasoning of decisions will only cause grief.
No.
No.
Towns: Councillor disclosure statements and committee reports.

<b>Are there other types of records that local service districts be required to disclose publicly? Should disclosure continue to be primarily through an annual meeting?</b>
No and yes.
More items that are required by municipalities should be required for local service districts to ensure transparency for the residents.
Not able to answer.
LSDs should have similar obligations for transparency as other communities.
Meetings should be at least quarterly, and should disclose information publically based on the services they provide.

<b>How should the public be able to access local government records? (Choose all that apply)</b>	
In-person at the council or committee office	12
by mail request	7
By email request	8
Find on-line community website	6
Find on-line on Provincial Government website	4
Local governments should have the ability to determine the best way to make records accessible to local community	8
Access should depend on the type of document	3
Other type of access	0
Prefer not to answer	0
<b>Total</b>	<b>48</b>
<b>If access should depend on the type of document, please explain:</b>	
Minutes of meetings - available to residents anytime. Financial reports - with prior notice.	
Online is good for those who have access to the computer. In person if he or she attends the Town Meeting.	
Some documents are easily provided online or electronically, others, not so much.	

<b>If you have any additional comments on Access to Information, please provide them in the space below:</b>
Financial reports available to all at years end.
There should be a set policy by government on how it can to be requested and accessed.
Once in digital form, information can be copied to any number of sites, local or provincial.
The public should be made aware of the financial and human resources needed to provide information.

### Transparency and Accountability

<b>In my opinion, local governments (city or town councils, local service district committees) are primarily accountable to:</b>	
Provincial government	3
Residents	13
Businesses	0
Other	0
Prefer not to answer	0
<b>Total</b>	<b>16</b>

<b>Which of the following matters could constitute legitimate reasons to hold a closed (privileged or private) meeting of council or committee? (Choose all that apply)</b>	
Personal matters about an identifiable individual	15
Business or commercial information about an identifiable third party	11
Labour relations	12
Ongoing negotiations	14
Ongoing investigations/potential litigation/litigation	15
Access to Information and Protection of Privacy Act request	10
Other	0
Prefer not to answer	0
<b>Total</b>	<b>77</b>

<b>Which of the following matters should require use of a closed (privileged or private) meeting of council or committee? (Choose all that apply)</b>	
Personal matters about an identifiable individual	14
Business or commercial information about an identifiable third party	8
Labour relations	10
Ongoing negotiations	12
Ongoing investigation/potential litigation/litigation	14
Access to Information and Protection of Privacy Act request	9
Other	0
Prefer not to answer	0
<b>Total</b>	<b>67</b>

<b>Should local governments be required to produce multi-year plans and annual performance reports including accomplishments and degree of success in meeting performance objectives?</b>	
Yes	8
No	2
Not sure	6
Prefer not to answer	0
<b>Total</b>	<b>16</b>

**If yes, please explain why:**

See the plan.

I don't think it's a bad idea, but some communities can't afford new infrastructure or development every year. Even with a multi-year plan in place, unexpected expenditures can derail those plans. I often find governments complicate procedures with unnecessary requirements and paperwork which turns everything into a daunting task. If this is deemed as a requirement then it should be coached to municipalities in a way where the procedure becomes a benefit rather than a burden.

<b>If yes, please explain why: (continued)</b>
It gives the public assurance for accountability and demonstration of performance is on task when the plans are achieved the goals are being met at that time.
Measuring performance and evaluating the effectiveness of planning is essential for progress. Unexamined work will lead to travelling the same unproductive paths, to repeating the same mistakes. Evaluation and self-examination leads to general improvement.
To be accountable to its residents and Government
All those involved in local governance are accountable to both their residents and to government. They should be required to be: 1) required to produce multi-year plans and performance reports 2) remunerated for their services (the notion of volunteerism in local governance conveys a message that councillors don't have to do anything but attend meetings and if we want reliable, strong governance, that has to change).
<b>If no, please explain why not:</b>
Ideally they should but surely the accountability is to the voters. If we are going to give municipalities authority over their own affairs that includes the authority to be wrong.

<b>If local governments publicly released annual performance reports, would the need for Provincial Government oversight be reduced?</b>	
Yes	5
No	4
Not sure	7
Prefer not to answer	0
<b>Total</b>	<b>16</b>

<b>If you have any additional comments on Transparency and Accountability, please provide them in the space below:</b>
I do believe the Provincial Government needs to ensure that municipalities are on par to what they need to be doing to keep their towns/cities on task and within budget.
Transparency and accountability will have a tough time flourishing in Newfoundland. These two traits are typically not found in the current political culture. Nepotistic, clanish politics where buddies make deals with each other and justify after the fact when it is too late to make changes is the political norm in this province. Good luck changing that.
The challenge is how much the province prescribes. Cooperative programs, joint funding, delegated authority to deliver provincial services can demand public disclosure.

## Conflict of Interest

<b>How should an interest be defined? (Select all that apply)</b>	
An interest should only exist where there are personal financial implications of a decision.	9
An interest should exist where there are any personal implications of a decision.	11
An interest should include personal interests of close relatives to a councillor (spouse, parent, child or ward, sibling, and sibling's spouse).	10
An interest should include personal interest of members of a councillor's household (persons cohabitating with councillor).	10
An interest should include personal interest of the councillor only and exclude personal interests of relatives and cohabitants.	2
A list of exemptions where an interest is not considered to exist even where some benefit may result (e.g. public services received by a councillor also received by other members of the public) should be included in the definition of an interest.	8
Other	2
Prefer not to answer	0
<b>Total</b>	<b>52</b>

### **If other, please explain:**

As the communities get smaller and more inter-related, the level of interest overlap increases. At some point conflict of interest is guaranteed. Proper adjudication and evaluation of conflict is an area where the ministry can help.

In a one industry town with 1 significant employer, the conflict of interest is difficult because most councillors have a connection on a personal level to that company or the suppliers to the major employer. The decisions made by the council regarding the largest employer affect everyone. In Labrador City and Wabush, the entire council could potentially be in conflict.

### **How can conflict of interest rules be improved? Please be as specific as possible.**

Have them available to the public and monitored by provincial government.

Bring in a mediator to resolve any type of conflict of interest. If councillor is not abiding by the rules then the consequence is to vacate the seat. Or a fine.

As a staff member who does not attend council meetings, my only suggestion would be to ensure that if there is a vote it is final and no questions are asked, no motion to rescind, nothing can be done. Once voted a conflict then it is considered a conflict. Conflicts should also address friends of councillors who may benefit.

The current definition has very specific family references. People use these specific references to avoid conflict. Son-in-law is not listed ... therefore funnelling things through the son-in-law is perfect.

Recording existing reports of conflicts of interest could help guide councils.

Have someone at MNL for Councillors and at PMA for staff responsible to hear complaints and work with councils to determine whether a conflict exists.

Having a list of consequences that municipalities would have the authority to invoke.

<b>How can conflict of interest rules be improved? (continued)</b>
Disclosure allows the public to decide and act accordingly at the next election. Councils should not be responsible to adjudicate: personalities, partisanship, too big an onus. Provide for an independent public arbitrator but avoid long, drawn out, quasi-judicial processes. Keep it transparent, quick and as informal as possible.
Minister to rule on conflict of interest once formal report is presented.
Better define financial gain/loss.
List of exemptions.
It should be left up to Council members to consider who or if a councillor is in a conflict.
Not sure, but mandatory training with some very good examples would help.

### **Professional Conduct**

<b>How should a code of conduct be addressed by legislation?</b>	
A detailed Code of Conduct should be prescribed	8
Legislation should require municipalities to establish a Code of Conduct and provide guidance on the content	7
Legislation should allow municipalities to establish a Code of Conduct if they choose to, and provide guidance on the content	1
Legislation should be silent regarding professional conduct	0
Prefer not to answer	0
<b>Total</b>	<b>16</b>

<b>What topics should be included in a Code of Conduct? (Select all that apply)</b>	
Core values	14
Standards of behaviour	15
Conflict of interest	15
Harassment/bullying	16
Human rights/discrimination	14
Confidentiality/protection of privacy	14
Whistleblower protection	11
Gifts and personal benefits	10
Other	0
Prefer not to answer	0
<b>Total</b>	<b>109</b>

<b>What should the procedures for addressing Code of Conduct violations look like?</b>
Trained person from provincial government available to assist towns.
Code of Conduct should be easily understandable, not open to many interpretations.
Vacate the seat
Fine
Letter of apology
Public apology through the media
Have cases reviewed by neighbouring municipality.
There should be a code of conduct for both councillors and staff (staff adapted to fit employees & labour relations standards) with consequences that might include (for councillors): 1) a verbal reprimand with a note that the reprimand occurred 2) A written reprimand placed on file 3) a report made to the Minister/or designate 4) A motion of council to vacate seat
Not sure. Procedures need to be transparent and consistent. Ultimately councils will have to be responsible and accountable for their codes but can secure provincial support.
Council as a Whole will investigate violations; and submit a detailed report with findings to the Minister. Minister to hold the power to dismiss Councillors based on findings and pattern of behaviors
Discipline needs to be somewhat dependent/flexible on the degree of the breach. Also needs to be progressive in the case of repeats.

<b>If you have any additional comments on Professional Conduct, please provide them in the space below:</b>
All council members should sign a code of conduct form outlining the code of professional behaviors, if rules are broken, he or she should be reprimanded by the Minister of Municipal Affairs, vacate the seat, or a severe fine and must take a Respectful workplace workshop before being allowed to come back on the council (should not be allow to sit for three consecutive public town meetings), place the letter on file, must apologize in public and a letter to the victim, and/or not be allow to run for the next two elections based on the severity of the complaint.

**If you have any additional comments on Professional Conduct, please provide them in the space below: (continued)**

A code of conduct for councillors should contain the following:  
 Councillors are committed to teamwork and effective decision-making. Towards this end Councillors will:

- Endeavour to represent the broader interests of members and/or stakeholders
- Seek to balance their contribution as both an advisor and learner.
- Be honest with others and true to themselves
- Refrain from trying to influence other Councillors outside council meetings that might have the effect of creating factions and limiting free and open discussion
- Be willing to be a dissenting voice, endeavor to build on other councillor’s ideas, offer alternative points of view as options to be considered and invite others to do so too
- On important issues, be balanced in one’s effort to understand other councillors and to make oneself understood
- Once a council decision is made, support the decision even if one’s own view is a minority one
- Not disclose or discuss differences of opinion on the Council with those who are not on council. The Council should communicate externally with “one voice”
- Respect the confidentiality of information on sensitive issues, especially in personnel matters

**Municipal Services**

<b>Minimum standards for local services should be established to improve consistency of service delivery throughout the province.</b>	
Strongly agree	7
Agree	6
Neither agree nor disagree	3
Disagree	0
Strongly disagree	0
Prefer not to answer	0
<b>Total</b>	<b>16</b>



<b>What minimum core services should residents be able to expect from a LOCAL SERVICE DISTRICT? (Choose all that apply)</b>	
Clean drinking water	11
Sewage system	9
Fire protection	11
Garbage collection/disposal	12
Animal control	2
Snow clearing/road maintenance	10
Recreational facilities	2
Public libraries	1
Public transportation	1
Other	0
<b>Total</b>	<b>62</b>

<b>What minimum core services should residents be able to expect from a TOWN? (Choose all that apply)</b>	
Clean drinking water	14
Sewage system	14
Fire protection	13
Garbage collection/disposal	14
Animal control	7
Snow clearing/road maintenance	16
Recreational facilities	12
Public libraries	3
Public transportation	2
Other	0
<b>Total</b>	<b>97</b>

<b>What minimum core services should residents be able to expect from a CITY? (Choose all that apply)</b>	
Clean drinking water	14
Sewage system	14
Fire protection	14
Garbage collection/disposal	14
Animal control	14
Snow clearing/road maintenance	14
Recreational facilities	13
Public libraries	12
Public transportation	12
Other	0
<b>Total</b>	<b>123</b>

**If you have any additional comments on Municipal Services, please provide them in the space below:**

The consultation that went through the province was NOT A GOOD IDEA!!! We need the province to help with all services....NOT cut back services! Labrador is not like other communities that are closer together on the island that can come together to utilize the services. It may work for Newfoundland but not for Labrador. Labrador is distinctive that it is not like the communities on the island that are closer together. It does NOT WORK for Labrador....as our communities are too far apart. You must be mindful that Sheshatshiu is a reserve community, they handle their own affairs, they don't allow others to do business on their reserve unless they invite you or approve it. Mud Lake is another community that is separated by water. We can't drive over to Mud Lake to take care of their municipal services. They are pretty much on their own because of isolation.

Define what each of the three is expected to provide. There should be a clear policy on what services the province will provide so that there are no gaps and there is greater consistency across the province.

### **Municipal Revenue Sources**

<b>Considering financial independence and sustainability, municipalities should be required to raise own-source revenues adequate for: (Choose all that apply)</b>	
Providing municipal services	12
Compensating staff	12
Compensating council	9
Administrative services	10
Professional services (e.g. engineering, planning, etc.)	11
Developing/building infrastructure	11
Maintaining infrastructure	12
Local improvements	8
There should be no requirement for municipalities to raise revenue	3
Other	0
Prefer not to answer	1
<b>Total</b>	<b>89</b>

<b>Municipalities should be required to collect property taxes.</b>	
Strongly agree	9
Agree	4
Neither agree nor disagree	2
Disagree	0
Strongly disagree	0
Prefer not to answer	1
<b>Total</b>	<b>16</b>

<b>Are there circumstances where municipalities should have the ability to levy taxes or fees on individuals, businesses, or properties residing outside of municipal boundaries but using municipal services? Please be as specific as possible.</b>
Yes - if a LSD uses services of town or city charge them, gone are the days of a free lunch.
Yes, for fire protection services.
No
Only if a municipality provides a specific service to the individual, such as snow clearing or water/sewer.
Yes, for fire, recreation, etc.
Yes - especially for life dependent services such as fire protection and water supply. It is questionable as to whether outsiders should be charged for using recreation facilities or businesses. Outsiders (being charged the same as resident users) only creates more use of the facilities which makes the facilities more cost effective. The fact that a car dealership services 35,000 residents rather than the 12,000 who live in their town only enhances services for the residents.
Commercial use of water or similar resources should demand compensation but a toll booth at the "overpass" is nonsense.
Water/Sewer if extended outside the municipal boundary. Fire department services.

<b>Poll tax should be eliminated as a revenue source for municipalities.</b>	
Strongly agree	8
Agree	4
Neither agree nor disagree	3
Disagree	0
Strongly disagree	1
Prefer not to answer	0
<b>Total</b>	<b>16</b>

<b>Municipalities should have the authority to apply tax exemptions or discounts for: (Choose all that apply)</b>	
Early payment	7
Financial hardship (low-income individuals/households)	12
Property occupied seasonally	3
Vacant land	4
Incentives to use and maintain heritage property	8
Incentives for economic development	9
Other	1
Prefer not to answer	3
<b>Total</b>	<b>47</b>
<b>If other, please explain:</b>	
Municipalities should have the ability to provide tax relief to not-for-profits operating in the municipalities.	

<b>What provisions or mechanisms are needed to facilitate the recovery of unpaid taxes and/or fees?</b>
Income tax deduction/hold back or seizure of land/assets when over \$25,000
Grace periods, payment plans, consideration for undue hardships
Email reminder
Invoice through the mail
Court order
Shut off the water/sewer services if it is prolonging the recovering of unpaid taxes and/or fees.
Individuals should not be able to receive any Provincial licence's (i.e. Driver's Licence) if they have tax arrears. Also tax arrears should be collectable when they file their Personal Income Tax return.
Not sure.

<b>If you have any additional comments on Municipal Revenue Sources, please provide them in the space below:</b>
None.
There should be no exemptions or discounts for taxes. Provincial government should be closely monitoring tax and fee structures to ensure there is no discrimination in the current discounts offered. Churches should also pay taxes like every other property owner in a municipality.

### **Additional Comments**

<b>If you have any other comments to add about any aspect of municipal legislation, please list those below:</b>
Seriously need a legislation to implement a Code of Conduct for Councillors who must sign off - no harassment, discrimination, bullying, intimidating, etc. towards other Council members, administration or staff of the Town/City. Municipal Affairs Minister must remove the councillor(s) from the council if found guilty of discriminatory, bullying, harassment, etc. towards others. The consequences should have the councillor vacate the seat, take a course in Safe and Respectful Workplace, be removed from three consecutive Town Hall Meetings before being allowed back on the council, write a letter of apology to the victim, and publicly apologize to the victim through the media.
Enforcement and penalties need to be updated to realistic penalties and processes.
The concept of regional service delivery and even shared responsibility amongst communities should be incorporated in any legislation and future policy development.
All communities above an agreed size should be incorporated.
There should not be differences in the scope of activity in each class of community; they don't have to avail of all the powers but they should be available.