

# Public Consultations on Regional Government

## Themes by Region

September – October 2017



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## Baie Verte

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts (LSDs) and unincorporated areas (UIAs) being part of a regional government system?**

- **Advantages:**
  - Sharing services will lead to reduced duplication of services
  - Efficiencies may result in lower costs
  - Greater pool of volunteers to draw from
  - Better/additional services for smaller communities
  - Better able to acquire professional services
- **Disadvantages:**
  - Potential for conflicts among communities
  - Distance between communities may make it difficult to deliver services
  - Higher demand for services

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- All communities need to participate for it to work
- Efficiencies in costs may not be realized if communities opt out
- Ability to avail of some regional services, but opt out of other services
- May result in higher costs for residents in communities that opt in if others can opt out – especially difficult for seniors or those on fixed incomes

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population
- Ability to meet the legislative obligations under the Municipalities Act, 1999 and other applicable legislation
- Debt servicing ratio
- Geography
- Ability to meet local/municipal council election requirements
- Meet minimum staffing requirements
- LSDs or UIAs should fall under the regional government

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Potential for better recreation planning and delivery
- Some services should be mandated while others could be optional
- Potential for higher quality services for a greater number of communities
- Should be a minimum requirement/standard of services provided and each regional government should have the staff/resources to deliver them

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional governments should have a role:**
  - hire an economic development officer
  - partner with Community Business Development Corporation (CBDC), local businesses, federal and provincial governments
  - more being done from a regional perspective, the more attractive we will be to potential business and funding agencies

**Question 6: How should a regional government raise revenue to pay for services?**

- Funds from the Provincial Government
- Fees for service
- Everyone pay a fair share for services received
- All communities taxed – towns, LSDs, UIAs
- Portion of the federal gas tax
- Redistribution of existing revenue
- Use savings from regionalizing services

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Ward system
- If regions were smaller, there could be a representative from each community
- Functional boards should be 12 representatives or less
- Consider population and geography
- All communities should be represented
- Elected representatives

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 6:**
  - Region is too big
  - Split into two regions
  - Proposed map appears reasonable/acceptable compared to other regions

**Question 9: Are there any other issues you would like to raise on regional government?**

- Regional government is necessary
- Needs to be a petition or appeal process for regional government decisions

## Bonavista

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Potential costs savings if communities can share services and pool resources
  - Reduced duplication of services
  - Standardized services
  - May lead to increased/additional services for residents
- **Disadvantages:**
  - Concern that people will have to pay more for services (particularly with an aging population)
  - Services we have in LSDs work well – will this just be another layer of government?
  - Potential that communities won't work well together
  - Potential that additional services may be forced on communities even if they don't want/need them

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Should not be an option to opt out
- If communities opt out, the cost efficiencies will be lower
- Opting out should be based on services
- How will it be determined if a community can opt out?

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Ability to deliver a full slate of candidates for an election/proper governance
- Ability to provide services
- Fiscal sustainability
- No need for criteria – everyone should be a part of regional government
- Population

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Regional government would have to be mandated to provide core services, additional services should be delivered based on need
- Communities should have the ability to determine what they need - different areas have different needs
- Flexibility to opt in/out of the services you need/want
- Taxes should reflect services received; only pay for what you need/want
- Regional government delivering services should not lead to increased costs/taxes for residents
- Will work best if everyone is contributing
- Could provide services that are currently not available, or being delivered poorly, in an area

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional governments should have a role:**
  - encourage/support partnership development
  - establish common goals
  - attract people to the region
  - provide professional services and resources
  - Provincial Government should still play a role
- **No, regional governments should not have a role:**
  - there are community groups dealing with this
  - economic development should not be mandated for each region

**Question 6: How should a regional government raise revenue to pay for services?**

- Fee for service – only pay for what you want/need
- Receive a portion of the HST/ federal gas tax
- Property tax is not the way to go
- Provincial Government needs to contribute
- Need to ensure effective collection mechanisms are in place
- Should only be one tax – not get taxed by both the municipality and regional government
- Need to ensure any taxes or fees are collected fairly – everyone pays the same for the same service

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Larger communities should not have more votes than smaller communities
- Ward system
- Geography and population needs to be considered
- Should not be based on population
- Proportional representation
- Elected officials

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 12:**
  - Need to divide the region in two – see Harris Centre maps
  - Region is too big
  - Two towns providing government services in one area is not a good idea
- Should consider traffic flows
- Should consider the education system
- Should consider socioeconomic status
- Concerns that communities may lose their voice in regions that are too large

**Question 9: Are there any other issues you would like to raise on regional government?**

- Concerns over costs (i.e. administrative costs)
- Concerns over taxation and aging communities

## Carbonear

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Potential for everyone to access the same services and benefits
  - Everyone pays equally for the services they receive
  - Potential for a better tax collection system
  - Reduce duplication of services
  - Lead to increased efficiencies and reduced costs
  - Lead to improved services (i.e. fire and emergency services)
  - Improved/stronger voice for the region
  - Economies of scale
- **Disadvantages:**
  - Communities afraid of losing their identity
  - Concerns about representation (small communities losing their voice)
  - Concerns about double taxation
  - Potential staffing reductions and job losses
  - Potential increased cost for services
  - Potential for loss of services/quality of services

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Participation in regional government should be mandatory, no option to opt out
- Will not work if communities are given the opportunity to opt out – complete buy-in is needed
- No improvement in services
- Cost of service delivery would increase
- Would encourage conflict between communities
- If communities opt out, they should not receive services from government

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population size vs. not population size
- Ability to provide basic services
- Whether a community is self-sufficient or not
- Perform feasibility tests
- Ability to achieve a full town council

**Question 4: What are the impacts of a regional government delivering a set of required services, or being allowed to deliver regional services as determined by communities within their boundaries?**

- The provision of core services could be mandated
- Some basic services could be mandated while other services are flexible or optional
- It simplifies service delivery
- Establishes consistent standards of services
- Should be flexible, as different regions may have different needs

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - coordinate economic development efforts (i.e. promotion of the region)
  - coordinate regional plans
  - play a supportive/advisory role
  - regional economic development office/approach
  - encourage cooperation and reduce competition
- **No, regional governments should not have a role:**
  - regional governments should focus on services
  - different regions may have different requirements

**Question 6: How should a regional government raise revenue to pay for services?**

- Fee for services that all communities must pay
- A combination of fee for services and taxes
- Property tax vs. not property tax
- A formula-based approach
- Income-based tax
- Needs to be a fair and equitable approach to fees/taxes/revenue
- No double taxation
- Financial support from government
- Will be difficult for people to afford more taxes/fees

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Should/should not be based on population
- Representatives from each town/local service district
- Election in a ward based system
- Similar system as joint councils
- No appointments
- Should not be volunteers
- Geography needs to be considered
- Should be fair and balanced

- Flatter government structure is preferred – don't want too many levels of government
- Concern that smaller communities won't be represented

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 16:**
  - Good as is
  - Trinity Bay South should be a region on its own
  - Consider existing shared services
- Should be different boundaries depending on the services being shared
- Take provincial electoral boundaries into consideration
- Regions are too large (population and geography) and too many regions
- Consideration should be given to water supplies

**Question 9: Are there any other issues you would like to raise on regional government?**

- More education and awareness was needed prior to sessions and before implementation
- We need to move forward with some form of regional government
- All services need to be paid for by users

## Clareville

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Potential for shared services and increased efficiencies/reduced costs
  - Opportunity to provide increased number of services to small areas
  - Could lead to a larger, more diverse group around the decision making table
- **Disadvantages:**
  - It is another level of government
  - Potential for increased costs to people (more/increased taxes)
  - Potential for small communities to lose their voice

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Should not be an option to opt out
- All communities have to be involved for regional government to work
- Cost efficiencies will be lower if some communities are allowed to opt out
- Some communities may want to opt out if they have everything they need, see no benefit to them or feel they may encounter higher costs

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population size vs. not population size
- Geography
- Ability to meet legislative requirements
- Good governance structure in place
- Sound fiscal management
- Ability to maintain services/service delivery
- Need to establish performance standards

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Regional government needs to be flexible in its service delivery
- Communities need to be able to choose the services they want/need
- Some services should be mandated (i.e. waste management, fire services)
- Potential for reduced costs for communities

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - this is a key area where regional government can have a positive impact
  - use the regional economic development board (REDB) model for economic development
  - need to have paid staff, not volunteers
  - but the Provincial Government should still play a role

**Question 6: How should a regional government raise revenue to pay for services?**

- **Taxation:**
  - property tax vs. not property tax
  - income-based tax
  - consumption tax
  - surtax
  - hybrid of taxes
- Provincial Government needs to contribute
- Fees for services

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Proportional representation
- No appointments – should be elected
- Ward system
- Need to consider population and geography
- One community cannot have enough voting power to control decision-making

- Smaller communities need a voice
- Should not be too big

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 12:**
  - Arnold's Cove should not be with Whitbourne
  - Use the old Discovery Board geographical area
- Areas are too large – smaller regions would be better
- Use the TCH corridors
- Should consider economic development, cultural/historical ties, existing shared services
- Regions need a larger service centre

**Question 9: Are there any other issues you would like to raise on regional government?**

- Will this cost more?
- Maybe it is time for a regional system
- Encourage amalgamation before introducing regional government

## Corner Brook

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Potential for increased and improved shared services (e.g. fire protection, enforcement, land use planning and engineering)
  - Creates a larger tax base
  - Fairer cost/expense allocation
  - Creates economies of scale for service delivery and purchasing
  - Consistent service standards
  - Larger volunteer base could help avoid burnout
- **Disadvantages:**
  - Taxes may increase/additional taxes
  - We already share services
  - Difficulty in getting everyone to agree and work together
  - LSD residents will have to pay for their own services
  - Smaller towns may not receive a fair share of funds and services
  - Communities have different needs
  - Duplication of administration (staff and buildings)
  - Whole new level of government

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Opting out sets the system up for failure
- May create geographical gaps/difficulties in terms of sharing services
- Could eliminate economies of scale
- May increase conflict amongst communities
- Remaining towns will pay more to receive services
- Government should mandate to opt in only
- Self-sufficient communities should be able to opt out

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population vs. not population
- Capacity of local community to be sustainable - financial management, attracting councilors/volunteers, compliance with legislation, providing services, infrastructure
- Geography – distance/remoteness
- Connections between communities – culture, language and common interests
- Willingness to cooperate
- Depends on the region

**Question 4: What are the impacts of a regional government delivering a set of required services, or being allowed to deliver regional services as determined by communities within their boundaries?**

- Hybrid – some core services (e.g. fire protection, water, road clearing) should be provided/mandated with flexibility based on capacity of community, and additional services could be available fee for service
- Flexibility – different communities have different needs requiring different services
- All regions should have the same services
- Noted impact was duplication of services

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - engage or share the role with the private sector
  - most communities are too small to do/afford economic development on their own
  - create an environment that fosters economic development
  - a coordinating role (e.g. global marketing), reducing competition
  - promoting regional economic development
- **No, regional governments should not have a role:**
  - should be left to provincial and federal governments
  - communities are already sharing economic development
  - province does this already, avoid duplication
  - stick to providing basic services

### Question 6: How should a regional government raise revenue to pay for services?

- Fees for service
- **Taxes:**
  - property tax
  - all residents pay a tax
  - increase in provincial taxes
- Provincial Government grants funded through existing provincial taxes

### Question 7: How should a regional government council be composed and how should regional representatives be selected?

- One representative per town, no matter the size
- Municipality – one representative, Ward system – one representative (equal voices)
- Limit number of representatives – if the council is too large, it will not function
- A ward system would work (i.e. nine wards for this region)
- Support for a weighted system while others feel it would be unfair
- Eligible voters would elect representatives (not current councilors or committee members)

### Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?

- **Draft Region 3:**
  - It's too large
  - Suggested sub-regions: North Shore, South Shore, City of Corner Brook, Humber Valley
  - Need to include Deer Lake, Hampden, Jackson's Arm, Cormack – Codroy
  - Corner Brook should be on its own
  - Agriculture areas are split
- All areas are too large
- Additional criteria should be considered besides population (i.e. geography, necessary services, ability to work together, agricultural areas)

### Question 9: Are there any other issues you would like to raise on regional government?

- We're doing fine as we are and don't want regional government
- We should approach regional government gradually – start small
- Expand service sharing in regions but don't implement regional government

## Ferryland

### Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?

- **Advantages:**
  - potential for lower operating costs
  - could be a benefit for improved economic development
  - shared services could mean improved services
  - more efficient services

- **Disadvantages:**
  - may be difficult for communities to work together
  - increase in cost/taxes
  - will communities have to pay for services they don't receive?
  - concerns about losing community identity
  - there are no advantages, we're fine the way we are

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- If some are given the option to opt out, the system will not work
- All in or all out
- May be increased costs for those who are part of the regional government
- Communities should be given the option, have a vote and let the people say yes or no to regional government
- Identify mandatory services. If a community can deliver those services, they should be able to opt out

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population
- Financial stability
- Geography
- Criteria/standards should be the same across the province
- Ability to deliver core services as per the Municipalities Act, 1999

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- There needs to be flexibility – will be different needs in different areas
- Communities should be able to decide what they need
- Nothing should be imposed on a community
- Will lead to consistent services
- Potential for cost savings and new services
- Some services are needed by everyone and should be mandated (e.g. fire and emergency services)
- May provide services that a community is unable to provide/afford on its own

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - tourism development could be good at a regional level
  - needs to be handled by economic development professionals – not volunteers
  - we need employment and growth, this could be integrated with regional government
  - promote regional development
- **No, regional governments should not have a role:**
  - fear that not all communities will be treated fairly

**Question 6: How should a regional government raise revenue to pay for services?**

- Fees for services
- Not through property based taxes
- Provincial Government needs to provide funding/subsidies (e.g. federal gas tax, Municipal Operating Grants cost sharing arrangements)

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Every community should have a representative
- Every community needs to have a voice
- Representatives should be elected
- The more people on the board, the more complicated it may be
- Smaller regions to ensure all communities can be represented
- Ward system could work
- Representation based on population

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 18:**
  - Should only be the Southern Shore
  - Should go from Mobile to Trepassey
  - Should include Bay Bulls and Witless Bay
  - Bauline South to Bay Bulls
- Regional boundaries should consider where people work, where they go to school and where they shop
- Regions need to be smaller – too big and geographically not feasible (e.g. travel distances for meetings, accessing services such as obtaining permits)
- Should be a minimum population size

**Question 9: Are there any other issues you would like to raise on regional government?**

- Calvert is fine and they do not need or want regional government
- There should have been more information available before the session
- More education is needed around regional government before it's implemented
- Pilot needs to produce measurable results – interest in seeing what the results of the pilot will be

## Gander

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Economies of scale – more can be done with the money and better purchasing power
  - Opportunity for better regional efforts (e.g. economic development, attracting doctors)
  - UIAs would benefit from having a government structure
  - Better access to and sharing of equipment and services
  - Everyone would have a voice
- **Disadvantages:**
  - Increased costs for smaller communities
  - Distance could be an issue (e.g. fire services)
  - Smaller communities would be swallowed up by larger ones
  - Loss of community identity and autonomy
  - Concern that communities will start getting and paying for services they don't need

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- If communities are allowed to opt out, the initiative will fail
- Participation should be mandatory; opting out should not be an option
- Will impact overall efficiency
- **If larger communities opt out:**
  - remaining communities have more in common; they share the same issues
  - may be an inability to provide certain services efficiently
  - revenue would be lost, and it will cost more to support small communities
- Possible scenarios for opting out include: cabin/cottage areas and geographically isolated communities
- May increase conflict among communities
- Some services should be mandatory for all communities, while other services should be optional

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population/tax base
- Geography
- Community interest or request
- Inability to function independently (i.e. financially unstable; lack of leadership/people to run for council; cannot provide basic services to quality standards)
- Conduct a feasibility test to determine a community's functionality
- No community should be governed only at a regional level

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Could be a combination of mandated and optional services (hard vs. soft services)
- Services may be affected
- People should have input into the services they receive
- If services are varied within regions, they should pay per service
- Different areas of the province may need different levels of required services or may have unique service needs (e.g. island communities)
- Regions should have the legislative authority to deliver services but choose those services based on their needs
- Mandated services from a regional government would help some LSDs that are struggling

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - market the region and attract businesses to the region
  - reduce competition between communities
  - identify regional strengths and opportunities
  - provide experienced staff
  - better able to identify funding sources and prioritize spending on projects that could work well in the region
- **No, regional governments should not have a role:**
  - regional government should better prioritize the use of funds
  - regional economic development is already happening; why pay someone?
  - the Provincial Government has a responsibility for economic development

**Question 6: How should a regional government raise revenue to pay for services?**

- Fees for services – no service, no fee
- **Taxes:**
  - not through property based taxes
  - property tax
  - poll tax
- A portion of a town's taxes should be paid to regional government for regional services
- Raise funds through economic development
- Municipal operating grants should remain with communities
- Additional funding is needed from the provincial and federal governments

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Ward system
- Weighted positions based on population

- Elected positions
- Appointed vs. not appointed by municipalities
- Every community should have a representative, but then there would be too many people
- Regional government cannot be too large
- Need to consider geography, population and size of regions

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 11:**
  - Boundary is appropriate and manageable
  - Charlottetown should be part of this region
  - Region should include Gander, Glovertown, Eastport and around the Loop
  - People use services in both Gander and Clarenville
- Consider electoral districts
- Consider watershed management areas

**Question 9: Are there any other issues you would like to raise on regional government?**

- Would have liked to have more information and examples from other areas
- Concerns about loss of community autonomy
- Feels like an attempt by government to get rid of LSDs
- Concerns about increased costs and the reasons behind the push for regionalization

## Grand Falls-Windsor

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Increased likelihood that everyone will pay their fair share for services
  - Smaller communities can share service delivery expenses
  - Smaller communities will have access to higher quality/more services
  - Potential to access a larger pool of government funding
- **Disadvantages:**
  - Potential loss of autonomy for larger communities
  - Larger towns may have to take on an unfair share of service delivery/expenditures
  - Another level of government

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Mandatory participation – communities should not be able to opt out
- Opting out should be an option for communities that are economically viable
- LSDs and smaller communities should be required to join

- If communities opt out, other towns will end up carrying them
- Who decides if a community can opt in or out?

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population/tax base
- Ability to fill seats during election
- Ability to adequately deliver services
- Financial viability
- Geography - proximity to other communities
- Feasibility test
- Establish a set of performance standards/minimum requirements

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- The services provided by regional government have to be mandated
- Services should be tailored specifically to each region
- An regional government should operate like a municipality
- Mandate a required set of services, additional services would be optional
- Regional governments should have control and decide what services to provide

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional governments should have a role:**
  - should lead economic development
  - can only work at a regional level – smaller communities don't have the capacity
  - planning, vision and marketing support
  - could reduce competition between communities
  - could partner with industry for knowledge and expertise
  - regional economic development is needed to attract investment
- **No, regional governments should not have a role:**
  - municipalities should not give up control of economic development

**Question 6: How should a regional government raise revenue to pay for services?**

- Fees for services
- All those part of regional government should pay taxes, everyone should pay
- Should not be additional taxes – reallocate existing taxes
- Property tax
- Financial support from the provincial government
- Mil rate based on population

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Not by appointments
- Equal representation from each community
- Ward system
- Representatives should come from existing town councils
- Separate election for regional government councils
- Proportional representation
- Hybrid system
- Amalgamate before jumping into regional government

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 7:**
  - Fine as is
  - We already identify as this region and historically work well together
  - Too large for service provision and governance
- The regions are too large
- Boundaries are not appropriate from a service provision perspective

**Question 9: Are there any other issues you would like to raise on regional government?**

- Start small or try amalgamation before implementing regional government
- Concerns about taxation
- Concerns about an additional level of government

## Happy Valley-Goose Bay

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Opportunities to pool resources and share services
  - Reduce duplication
  - Consistency in services and policies amongst communities
- **Disadvantages:**
  - Communities are culturally different and may be difficult to bring together
  - Happy Valley – Goose Bay is the biggest community and may bear most of the weight
  - Concerns about conflict and loss of independence
  - Huge costs associated with delivering services across the region

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Some communities may have to opt out (i.e. fly-in communities)
- In this region, people would understand and accept communities opting out
- Band councils, larger communities may want to opt out
- Cooperation/collaboration is already happening

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- People have to agree
- The region should determine the criteria
- Geography

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Core and optional services
- Services should not be mandated
- The region is diverse and communities have different needs; the services should be determined by the people
- Concerns about job loss under a regional model

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - Encourage/promote agriculture and tourism
  - Create and coordinate regional priorities and funding
  - Other levels of government would have to be involved
- **No, regional governments should not have a role:**
  - Question whether regional government needs to be responsible for economic development advancement.

**Question 6: How should a regional government raise revenue to pay for services?**

- Create industry, jobs and revenue
- Corporate taxes
- Population/increase the tax base
- Through funds saved by eliminating duplication
- Redistribute what is already being paid and everyone sharing a new rate
- Create a formula for each community

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Mayor from every community; elected representatives for communities without a mayor
- A job competition to ensure representatives have the appropriate skills and qualifications
- One representative for each community

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 20:**
  - It does not make sense
  - Indigenous communities add another layer
  - Labrador should be one region

**Question 9: Are there any other issues you would like to raise on regional government?**

- It can make sense for some services; we should look at where duplication exists and where communities can benefit
- Concerns raised about the Regional Government Advisory Committee
- Labrador does not get enough representation

## Harbour Breton

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Bigger pool of money
  - Sharing of services
- **Disadvantages:**
  - UIAs would now have to pay money
  - difficult to maintain fairness amongst entities under the regional government – who gets what, when, where
  - could be less efficient/more expensive with an additional layer of government
  - concern that service quality could decline under regional government/shared services model
  - fear of double/additional taxation
  - fear of closing/reducing existing services if they are duplicated within the region

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- If given the opportunity to opt out, people in those communities will still use regional infrastructure
- If some communities are able to opt out, it will increase the costs for those that are in
- If proof exists that a community can be self-sufficient for 10 years, they should be able to opt out

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- If the community is self-sufficient
- If the community can deliver and/or access essential services
- If the community can get a full complement of councillors
- Population/tax base
- Geography - whether or not an area can “join up” with another community/group of communities

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Should be uniform to ensure that competition between communities is reduced/eliminated
- If you leave it up to each community to decide, what is the point of regional government?
- Most services listed on the polling slides would best be delivered by a regional government
- Certain services should be mandated to keep everyone on the same level, others could be shared (e.g. economic development)
- Needs to be flexible in order to deliver services specific to the needs of the region

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - the zone boards worked - kept the region together
  - different things work in different areas - particularly with regards to regional economic development
  - share regional economic development officers
  - consider geography and input from communities
  - could along with businesses, Provincial Government, academia, and industry associations
  - encourage the Federal Government to provide funding
  - would need a budget for promotional materials/marketing, staff and resources

**Question 6: How should a regional government raise revenue to pay for services?**

- No double taxation
- Provincial Government funding still has a role to play
- Pay a fee to regional government
- 75/25 federal-provincial funding contribution with 0 from citizens in region
- UIA and LSD residents would have to pay

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Mayors and/or deputy mayors should sit on the regional government board/council
- LSDs/UIAs would need representation on regional government
- Representation by population (e.g. 1 per 500 residents)
- Elected officials

- Additional elections will not work - already low turnout
- Elected and appointed
- Geography should determine the size of a regional council
- Considerations of size (i.e. size should not be legislated, cannot be too big, and need an odd number of representatives)
- Need guidelines and criteria
- Will be hard to balance the needs of smaller areas, they could be outnumbered by representatives from larger areas

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 8:**
  - Map is appropriate, nothing to change
  - Conne River is the exception – it is an autonomous area
  - Focus on the ability of communities to cooperate and share services

**Question 9: Are there any other issues you would like to raise on regional government?**

- Amalgamation is an option, but will not work if forced
- Concerns about meetings in the region (e.g. travel time/frequency, volunteer burnout, remote meetings and internet connectivity)
- Concerns about increased costs and declining populations
- May be easier for some regions (ones with a less dispersed population) to implement regional government - one size does not fit all
- Communities strongly want to protect their individuality

## Labrador City

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Everyone paying their fair share
  - Reduce competition between communities (e.g. funding)
  - Economies of scale may be achieved; cost savings
  - Access to a greater pool of volunteers
  - Pool resources and share services
  - Regional model will open up more opportunities
  - Educational opportunities around loss of identity
- **Disadvantages:**
  - Not everyone will experience same level of benefits
  - Large communities could end up with little benefits by taking on UIAs
  - Possible loss of identity
  - Do not see the advantages for Labrador; we already share services

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Weakens the whole system if opt-outs are allowed
- If given the option, everyone would opt out and the process would not work
- Everyone has to be included in order for regional government to work
- Would create a negative environment for shared service delivery

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population size
- Geography (e.g. waste management/ watershed areas)
- What services are being offered at the local level? Would there be duplication?
- Current/past council participation rates; lack of candidate diversity
- Ability to meet legislative requirements – assess communities using Municipalities Act, 1999

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Should be a core set of services (e.g. fire services, land use planning, waste management) and service standards
- Combination of required and flexible services (e.g. recreation)
- Expectations for core service standards should be consistent province-wide
- The priority should be on safety

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - needs to be a shared tax base for it to work
  - bring communities together
  - lobbying for businesses to come to region
  - should work with the Provincial Government to help guide and work with the regions to advance regional goals

**Question 6: How should a regional government raise revenue to pay for services?**

- **Taxes:**
  - Portion of income tax
  - Fairer version of property tax (e.g. flat property tax per house)
  - Portion of sales tax
- Services fees
- Tax based on economic reality – Municipal Assessment Agency needs to go
- Replace and increase Municipal Operating Grants
- Regional government should not be paid for off the backs of people

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Elected, never selected
- Elected through a ward system would be ideal for our region
- Proportional representation
- Appointed from existing elected councils

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 19:**
  - Region is too vast and it is not sensible
  - It is not possible to provide services to Churchill Falls
  - How are cottage/cabin areas going to be dealt with?
- Need to determine criteria to identify the regions

**Question 9: Are there any other issues you would like to raise on regional government?**

- There are areas of the province where this will work, but it may not work here
- There is a lot of uncertainty on how this will work, it will need to be rolled out carefully
- There are overlapping land claims in the proposed region

## L'Anse au Loup

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Provides long-term sustainability
  - Cheaper to deliver services
  - Increased community cooperation may lead to higher service quality (i.e. access to experts/professionals, better training for fire services)
  - Access to a larger pool of electoral nominees
  - Increased tax base
- **Disadvantages:**
  - Could lead to unequal benefits or costs
  - Concerns about losing services
  - May place additional strain on communities already struggling

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Regional government cannot exist if communities opt out
- Could lead to unfairness (e.g. costs, quality of service delivery)
- Isolated communities should be given the option to opt out
- With everyone participating, cooperation would increase

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- LSDs should become part of a regional system
- Conduct feasibility tests
- Town has to demonstrate and maintain viability over time
- Ability to attract volunteers
- If a community receives services but does not pay property tax

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Regional governments should be required to provide a core set of services (e.g. fire protection, watershed and wastewater management, waste management, and land use planning), while others are optional or shared (e.g. infrastructure planning, engineering services)
- Regionally, things like civic addressing, wastewater management and watershed management will not work here because the geographic area is too large
- A high level of flexibility is required for this to work as different areas have different needs
- Equipment/personnel in place everywhere, but training could be regionalized

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - Provide planning services
  - Provide an economic officer, a person who is solely responsible for economic development
  - Increase access to resource people
  - Communities cannot afford this on their own, but sharing financial resources will allow communities to encourage regional economic development
  - Regional governments should create jobs through economic development

**Question 6: How should a regional government raise revenue to pay for services?**

- Fees for services
- Everyone has to pay
- Province must provide financial assistance/subsidies; divert Municipal Operating Grants to the regions
- Flat fees per property in LSDs and UIAs
- Remit part of municipal taxes to regional government
- Implement consistent mil rate across region

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- One person per community; 12 person maximum
- Mixture of proportional representation
- Appointed by councils where they still exist vs. elected by the community in a separate election

- Size of council should depend on the size of the region
- Ensure that no one community has control; every community needs a voice
- LSDs and UIAs should be elected via a ward system

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

• **Draft Region 21:**

- It is too big
- Should be two to three sub-regions
- Cartwright is too far to be included in regional waste management
- Consider municipal boundaries
- Consider planning boundaries

**Question 9: Are there any other issues you would like to raise on regional government?**

- The proposed areas are too big to work
- Need more consultations, training and resources, communities cannot be expected to come up with the process to implement regional government

## Lewisporte

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

• **Advantages:**

- Cost savings
- Sharing resources; less duplication
- More efficient and effective services

• **Disadvantages:**

- Another layer of government
- Difficulty getting volunteers
- Increased costs associated with regional services
- Concerns about increased taxes and fees, especially for UIAs and LSDs
- Needs of LSDs may be different than needs of municipalities

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Everyone needs to be part of a regional system; it should be mandatory
- There will be cost increases if everyone is not involved
- Opting out removes/reduces regional authority
- Fees for services need to be considered if communities cannot opt out

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population; tax base
- A feasibility test for community sustainability
- Ability to meet electoral requirements; enough people to run for council/committee
- Ability to provide a minimal level of standard services
- Financial stability
- Ability to meet legislative requirements

**Question 4: What are the impacts of a regional government delivering a set of required services, or being allowed to deliver regional services as determined by communities within their boundaries?**

- Mandatory services throughout the province
- Combination of mandatory services and optional services
- Different regions will provide different services depending on the region – regions should have the ability to choose what they want/need
- Not all regions need the same or all services – where services are not needed/wanted, they should not be imposed

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - provide an economic development officer
  - market the region
  - allows LSDs and UIAs to have a say in economic development
  - better lobbying position with the provincial and federal governments
  - enhanced ability to access money, time and people at a regional level compared to a community level
- **No, regional governments should not have a role:**
  - A larger geographic region may make economic development more difficult

**Question 6: How should a regional government raise revenue to pay for services?**

- Taxes – property tax, poll tax, redistribution of existing taxes
- Fees for service
- Generate economic stimulus – tourism, attracting people to the area, generating business taxes
- Operating grants from federal and provincial governments
- Taxes and fees based on population or number of dwellings

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Appointments from councils
- Elected officials

- Proportional representation
- Fear that small towns will not be heard
- Create a ward system for smaller communities
- Every community should be represented, but the board would be too big

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 9:**
  - It is too big and should be divided into two regions
  - Use Gander Bay Road as a boundary
- Geography is an important consideration for regional boundaries
- Culture and economic priorities need to be considered in the development of regional boundaries

**Question 9: Are there any other issues you would like to raise on regional government?**

- Start with amalgamation instead of regionalization
- There needs to be political will for this to happen
- Needs to be good communication and transparency
- UIAs should be included in the closest community
- Communities that are struggling to function should be dealt with directly instead of trying to change the whole system

## Marystown

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Opportunity to share services and save costs
  - Could act as collection agencies for all communities
  - Could fill some of the gaps created by the elimination of the Regional Economic Development Boards
  - May be beneficial for fire services
- **Disadvantages:**
  - Potential for increased costs as experienced with the regional service boards
  - Another layer of government
  - Concerns about increased costs for the same level of service

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Will not work if communities are given an option to opt out
- Need to do a cost analysis or develop criteria to determine whether to opt in or out
- Everyone needs to participate for the system to be fair
- More communities participating should lead to lower costs

- If large towns opt out, it will reduce the tax base to deliver services
- Opting out may mean that some people are receiving services and not paying for them

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Residents of a community should decide
- Government should determine which communities are not meeting their legislative requirements and deal with them
- Population should/should not be a factor
- Properly functioning council
- Ability for a community to provide essential services

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Potential for increased taxes
- Less autonomy/control for communities
- Some services should be mandatory in all regions (e.g. fire services, civic addressing)
- Needs to be flexible – different needs in different communities/regions

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional governments should have a role:**
  - it is essential at a regional level
  - could ensure the region has what it needs to support initiatives
- **No, regional governments should not have a role:**
  - because they do not agree with regional government
  - Regional Economic Development Boards did not work, so this will not work either
  - other entities (e.g. Chamber of Commerce; Provincial Government) are already doing this work
  - would cost more than it is worth

**Question 6: How should a regional government raise revenue to pay for services?**

- Do not want additional taxes
- All communities should pay the same tax for the same services received
- Fees for service
- Property tax vs. no property tax
- Needs to be fair and equitable

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Each community should have elected representatives
- No appointments vs. appointed council members/mayors
- Not interested in/do not agree with the concept of regional government
- A large board could be problematic, may create conflict

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 13:**
  - Include everyone on the Burin Peninsula
  - Current region is too big to service
- Do not agree with the regional boundaries because do not agree with regional government

**Question 9: Are there any other issues you would like to raise on regional government?**

- Needed more education and awareness for this process
- No appetite for regional government on the Burin Peninsula
- Burin is already doing well and sharing services
- Do not want another level of taxation, but people who are not paying should be paying
- Citizens need to have access to local government to influence policy and decisions and ensure accountability
- Local government is a better system than regional government

## New-Wes-Valley

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Sharing services, skilled people, and equipment
  - Increase the level of services
  - Cost savings due to shared services and equipment
  - Strength in lobbying efforts
  - Better planning for recreation and economic development
  - Regional government is able to step in if a community runs into trouble
- **Disadvantages:**
  - Small communities could fall through the cracks
  - Not having equal services throughout a region
  - Losing the sense of community
  - Possibility of increased taxes
  - Communities with services could be looking after those who cannot provide adequate services

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Should not be given the option to opt out
- It would weaken the system, fracture economic benefits, and services would be duplicated
- There should be consequences for opting out
- It would be more difficult to deliver services if communities opted out
- Everyone has to be in for it to work

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Distance/geography – if the region is too large, how can services be shared effectively? Need to be able to easily share equipment
- Population vs. not population
- Finances

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Services should be determined by the needs of the region
- Onus on municipalities to decide what services they require
- Flexibility of services
- Combination of mandatory services and optional services
- Criteria is needed for the delivery of services (i.e. fire services – how quickly can they get to a fire in the region?)

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - hire professional staff to assist with economic development (e.g. an economic development officer)
  - increase lobbying power to provincial and federal governments, cellular and internet providers
  - coordinate and prioritize projects among the various communities
  - Increase cooperation rather than competition
- **No, regional governments should not have a role:**
  - Need to be aware of the needs of small communities compared to larger ones

**Question 6: How should a regional government raise revenue to pay for services?**

- Seed funding for the first five years
- Taxes
- Grants from provincial and federal governments
- Use the money saved from sharing services
- Fees for service
- Redistribute existing revenues
- Eliminate other forms of government and only have regional governments

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Representation should be dependent on population size
- Every community should have a voice
- Elected positions
- Ward system

- Concern that bigger communities would out-vote smaller communities
- Geography, size of regions and cost of travel should be considered

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 10:**
  - It is too big, especially with Fogo Island
  - Could be split into two regions
  - Fogo Island issues are different from other communities in the region
  - Bigger or smaller - it depends on the services that will be provided
- The regions should all have a hub like Gander
- Don't have enough information to make educated decisions

**Question 9: Are there any other issues you would like to raise on regional government?**

- Not sure how to make decisions or what decisions to make without having a model or more information
- Regionalization and shared services are needed but do not need additional government

## Placentia

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Potential for regional economic development
  - Potential for cost savings/service sharing and increased efficiencies
  - Potential for improved services
  - Everyone should pay the same amount for services
- **Disadvantages:**
  - Perception that communities will lose their identities
  - Geography (i.e. long distances between communities) may make it difficult to share services
  - May see higher taxes
  - Some communities may expect services that are not possible

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Will not work if communities are given the option to opt out
- Either all in or all out
- Efficiencies will not be realized if opting out is an option
- Smaller communities may not get what they need
- Every community should decide what they want
- If a community is secluded or completely self-sufficient, maybe they could have the option to opt out

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population is not a good criterion
- Financial stability and revenue generation
- Ability to provide local and/or mandatory services

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Some services should be mandatory while others should be optional – different communities/ regions may have different needs
- Enforcement of by-laws – all communities have different by-laws; a regional government could assist with the development of a common set of by-laws for all
- Improved services throughout a region
- Needs to be driven from the bottom-up and not top-down – communities should determine what services they need/want

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - an economic development officer could be beneficial on a local and regional level
  - supports local efforts
- **No, regional governments should not have a role:**
  - it will never work because there is too much competition between communities
  - regional government should focus on service delivery
  - perception that a business only benefits the town where it is located

**Question 6: How should a regional government raise revenue to pay for services?**

- Fees for services – determine the costs and set the fees
- All communities need to pay – share the costs
- Funds from government (e.g. federal gas tax, Municipal Operating Grants, Crown corporations)
- Can cost savings from sharing services help cover costs?
- Questions about administrative costs.

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Elected representatives, no appointments
- Follow the British Columbia model
- Inclusive – everyone needs to be represented
- Size of the board should not be too large – increased costs for travel
- Ward system based on geography

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 18:**
  - Should include the isthmus, Burin Peninsula, Markland, Whitbourne, Blaketown, New Harbour and extend up to Whiteway
  - Should not include the Southern Avalon
  - Should not include the Southern Shore
  - Should extend to the TCH
  - Should come in Route 202 and go out Salmonier Line
- Cannot only be based on population
- Geography needs to be considered
- Too many regions – regions should be larger and fewer
- Community Business Development Corporation regions may be a good place to start

**Question 9: Are there any other issues you would like to raise on regional government?**

- More education and awareness was needed before this session and before it gets implemented
- Concerns about the cost of regional government

## Port Aux Basques

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Better and more consistent services
  - Services could be delivered more effectively and efficiently
  - Increase funding and development opportunities
- **Disadvantages:**
  - There are no advantages
  - Do not want to pay more taxes
  - Are fine the way we are
  - Will cause conflict and cost more
  - Geographic area is too big and diverse
  - Lost sense of community
  - Jobs will be lost

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- We do not want anything to do with regional government
- Everyone has to be in or everyone has to be out
- Will cause divisions and conflict between communities
- Costs would be divided between fewer residents

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Will of the people, communities should be able to choose
- Population
- Geography (e.g. distances for service delivery)
- Finances (e.g. if communities are struggling to provide services)

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Do not want to pay for services they do not need or want
- Some services should be mandated while others are optional
- Needs to be flexible – communities should be able to decide what they need

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **No, regional governments should not have a role:**
  - it has not worked in the past and is a waste of money
  - should be left to private enterprise
  - we already have government advancing regional economic development and do not want to pay more for it
- **Yes, regional government should have a role:**
  - it could provide opportunities to pool resources and enhance development
  - could encourage cooperation and reduce competition
  - government needs to provide the resources (e.g. economic development officer)
  - should play an advisory role
  - works well for tourism (e.g. bird sanctuary)

**Question 6: How should a regional government raise revenue to pay for services?**

- Fees for services; user fees
- **Taxes:**
  - property tax vs. no property tax
  - poll tax/head tax
  - flat tax on services
- Provincial/federal governments provide funding (e.g. regional operating grants)
- Reduce Provincial Government spending and invest savings in regional government
- Community fundraisers

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Concerns that small communities will lose their voice and be dominated by larger communities
- Fair representation from each community; one representative per community

- Elected representation, no appointments
- Hybrid model – councils appoint one representative, wards elect a representative
- Councils should have an odd number of members and should not be too large

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 5:**
  - It is too big
  - It is an appropriate size
  - Port aux Basques should not be included with the Codroy Valley

**Question 9: Are there any other issues you would like to raise on regional government?**

- We're fine the way we are; if it isn't broken, don't fix it
- More information, education, awareness and consultations are needed
- Increased costs are a concern
- Regionalization needs to be organic and not forced

## Rocky Harbour

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Could work in smaller areas with adjacent communities
  - LSDs and UIAs could be a part of a regional system
- **Disadvantages:**
  - Increasing costs/taxes as more services are provided
  - Disproportionate distribution of economic benefits/costs across region
  - Another layer of government
  - Disproportionate influence by larger communities over smaller ones
  - Taking on other communities' debt/collection problems
  - Sharing of services is already happening as a matter of necessity and it is working well

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- In order to work effectively, all would have to be included
- If given a choice, many would opt out
- Would create more division amongst communities
- **If you are not able to opt out and all are forced into regional government:**
  - communities will lose their culture
  - smaller communities will reduce volunteer efforts
  - some may boycott services in neighbouring communities

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Being a sustainable community (meeting legislative and safety requirements)
- If a community does not have a local government and has services provided, it needs to be under a regional government
- Obtain agreement from all communities
- Willingness to cooperate
- Geography and distance should be considered

**Question 4: What are the impacts of a regional government delivering a set of required services or being allowed to deliver regional services as determined by communities within their boundaries?**

- Offer a set of core mandated services (e.g. water/sewer, fire, snow clearing)
- Services should be tailored to the region - different regions have different needs
- Better if regions can determine their own services
- Flexibility and a suite of choices is needed

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - help with planning, development, economic strategies and government applications
  - pool resources – share personnel, achieve administrative efficiencies
  - hire economic development officers
  - fairer distribution of economic benefits
  - small communities would get support
- **No, regional governments should not have a role:**
  - the Provincial Government should be doing this
  - can be accomplished amongst communities themselves; already sharing services
  - creates duplication of services already being provided by provincial and federal governments

**Question 6: How should a regional government raise revenue to pay for services?**

- Provincial Government should fund regional governments
- Through cost savings – regional government system should not be introduced unless it is going to create savings
- Federal money
- Fees for services
- Subsidies
- Pay taxes vs. not paying taxes

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Appointments from councils; elected representatives from UIAs
- Not by population - every community should have one representative

- Same number of votes from all communities; otherwise larger communities will have a greater say than smaller ones

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 2:**
  - Too large
  - Should be split into four areas
  - Communities are too different in terms of service needs
- The draft regions are too large
- Areas have to be smaller to share services effectively

**Question 9: Are there any other issues you would like to raise on regional government?**

- In favour of shared services, but not of regional government
- Already sharing services, no need for regional government
- Should not be an additional layer of government

## St. Anthony

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - More and better services and access to funding for LSDs
  - Everyone in the region will pay and have the same services
  - Everyone will have a voice
  - Could increase participation amongst residents and attract people to the region
  - Potential for increased commitment by volunteers
- **Disadvantages:**
  - Increased costs (e.g. providing water systems for communities that do not have them)
  - Increased taxes and fees
  - Too many views and ideas
  - Boards could be too large to manage/handle
  - Disproportionate services (e.g. one centre could get services over another)

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- If a community is functional/self-sufficient, it should be able to opt out (proven with guidelines)
- Towns, UIAs and LSDs should not be able to opt out
- Only municipalities should be able to opt out
- **If communities are able to opt out:**
  - provincial investment will be lacking
  - service delivery will be reduced

- less money available to run regional governments
- will create conflict

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Feasibility study or assessment
- Insufficient representation, administrative capacity, financial stability, ability to provide or access services
- Population should not be considered a factor
- Proximity to a larger center and proximity to other communities
- All members in a community are in agreement
- LSDs and UIAs should be part of regional governments

**Question 4: What are the impacts of a regional government delivering a set of required services, or being allowed to deliver regional services as determined by communities within their boundaries?**

- Mandated to deliver a set of services (e.g. water, waste, recreation, fire services); other service delivery should be flexible based on the region (hybrid model)
- Communities should have a say in what services are provided
- Smaller regions need different services than larger ones
- Develop different models to fit each region

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - Provide economic development officers
  - Bring back Regional Economic Development Boards
  - Connecting complementary businesses/stakeholders in different regions
  - Realizing untapped opportunities
  - One-stop shop for funding projects/applications
- **No, regional governments should not have a role:**
  - There may be disproportionate benefits for larger communities, small communities don't want to pay for regional economic development

**Question 6: How should a regional government raise revenue to pay for services?**

- Every resident pays a set fee/flat rate
- Local revenue generation through lottery tickets, chase the ace, fundraising.
- **Taxes:**
  - Property (but this may be problematic to impose fairly)
  - Municipal taxes
  - Poll tax, sales tax

- Provincial and federal governments should provide a portion of the HST, federal gas tax, income tax to regional governments
- Fees for service; users pay (e.g. water metering)
- Provincial Government pay through municipal or regional operating grants based on population
- Give Crown land to the region to sell

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Based on population vs. not based on population
- Based on geography
- Small community voices would be drowned out if it's based on population
- One representative per community
- Council cannot be too large (nine to 11 representatives)
- Representation through ward system; create sub-regions, which have a vote based on equally divided population
- Elected representatives vs. appointed representatives
- Population determines the number of reps while towns, LSDs and UIAs appoint their representative

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 1:**
  - It is too big
  - Should be three or four regions
  - St. Anthony Basin Resources Inc. region; Eddies Cove East – Castor River South; Main Brook to Englee; Eddies Cove West to River of Ponds (NorPen waste management sub-regions)
  - Population and geography has to be workable
- Rural areas need to be considered differently than urban areas

**Question 9: Are there any other issues you would like to raise on regional government?**

- The Provincial Government needs to provide more information about regional governments and their benefits
- Cooperative efforts are needed not necessarily regional government
- Regions should be smaller
- The Northern Peninsula would be a good pilot area

## St. John's

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**

- Economies of scale can be achieved leading to improved services and better value for money spent
- Potential for all communities to have greater access to expertise (e.g. land use planners) and services

- **Disadvantages:**

- A two-tier system may not be more efficient – will it cost more?
- May cost residents more and cost government more
- Fear that control in small communities and small town culture will be lost

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Everyone needs to be part of a regional system
- There should not be an option to opt out
- Ability to opt out will reduce overall buy-in
- If municipalities with economic security opt out, the entire region will be negatively affected
- The Northeast Avalon may be an exception – regionalization is more important for areas outside the Northeast Avalon
- Depending on the criteria, opting out should be allowed

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- If a community will achieve efficiencies by participating in regional government, it should have to participate
- Ability to provide adequate administrative functions
- Ability to provide adequate basic services
- Ability to achieve a balanced budget
- Ability to produce a full slate of candidates for an election
- Population size should not be a consideration
- Use the criteria that the Department of Municipal Affairs and Environment already uses for municipal legislative compliance
- One size does not fill all

**Question 4: What are the impacts of a regional government delivering a set of required services, or being allowed to deliver regional services as determined by communities within their boundaries?**

- Could be a mix of mandated and optional services
- Services may be mandated but not needed by a community in a region

- Would eliminate duplication of services/lead to improved coordination
- Will reduce the ability to accommodate unique needs of each community (different communities may have differing values/needs)
- Human health and safety services should be mandated.

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - encourage cooperation between communities
  - assist with planning that reduces competition between communities
  - develop infrastructure that facilitates economic development
  - seek out opportunities for private investment, economic development, and tourism
  - needs to be flexible
- **No, regional governments should not have a role:**
  - must come from the private sector
  - not in all regions

**Question 6: How should a regional government raise revenue to pay for services?**

- Fees for services
- Not through property based taxes
- Income taxes
- The province does not have the tax base to support a regional government system

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Hybrid of appointments and elected officials
- Everyone needs to be represented
- Ward system
- Population and geography should be considered
- Larger communities may have more control, smaller communities may feel they are not being heard

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 17:**
  - St. John's and surrounding area is its own region, already collaborating on service delivery
  - Too big and too many people
  - Could be split into three regions
- Take advantage of natural boundaries (e.g. Humber Valley)
- Consider population vs. do not consider population
- Look at Alvin Simms's work on functional labour market regions
- Align the boundaries by water supply/water sheds
- Focus on the ability of communities to cooperate and share services

**Question 9: Are there any other issues you would like to raise on regional government?**

- Look at Nunatsiavut as an innovative regional government model
- Can we afford to do this right now? Can the Provincial Government NL provide a cost estimate?
- Needs to result in reduced costs
- Is this simply another layer of government?

## Stephenville

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Ability to share services/resources, if run properly
  - Create efficiencies
  - Additional services may be available (e.g. emergency services, animal control, recreation, waste management)
  - More people contributing to the tax base
- **Disadvantages:**
  - Creating an additional tier of government
  - Duplication of administration and increased costs
  - Loss of community autonomy, culture, uniqueness and independence
  - Possibility of increased taxes
  - Larger areas/communities will dominate smaller ones
  - Large geography of regions could result in service unfairness

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- There should be no opting out
- It would not be efficient and would increase cost burdens
- Delivery of services would be more difficult
- Could make regional governments weaker
- Loss of access to equipment and expertise

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Population vs. not population
- Geography - planning areas may be too big
- Long-term viability/sustainability and ability to deliver services
- Isolation, culture, unique identity, relationship between communities
- Should/should not be absence of government
- Agreement by residents

**Question 4: What are the impacts of a regional government delivering a set of required services, or being allowed to deliver regional services as determined by communities within their boundaries?**

- Flexibility is needed as different regions/communities may require different services
- No set of mandated services should be imposed by the Provincial Government
- Services should be determined by communities

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - can provide services/resources/expertise and support to communities (e.g. to small communities with limited resources)
  - could hire an economic development officer
  - would be a benefit to LSDs and UIAs
- **No, regional governments should not have a role:**
  - should be driven by business
  - this was not successful in the past

**Question 6: How should a regional government raise revenue to pay for services?**

- Fees for service
- **Taxes:**
  - Property tax vs. no property tax
  - Combined household income tax vs. non income based tax
  - Taxes based on population
- Government grants (e.g. regional operating grants)

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- No appointments to the board – only elected representatives
- Appointed representatives
- Every community, LSD and UIA should have a representative
- Regional government councils should not exceed 10 or 12 members
- Employ a ward or county system
- Proportional representation
- Consider geography and population

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 4:**
  - Too big, cannot be serviced efficiently
  - Include Peter Strides area
  - Gallants should be included in the Corner Brook area

- Separate Burgeo, Ramea and South Coast
- Port au Port Peninsula should be its own region (language, culture, etc.)
- Redraw boundaries based on proximity, adjacency, common interests, needs and issues

**Question 9: Are there any other issues you would like to raise on regional government?**

- We do not want regional government
- It would have been helpful to have a model to discuss
- Too many unanswered questions – need more information

## Twillingate

**Question 1: What are the advantages and disadvantages of all municipalities, local service districts and unincorporated areas being part of a regional government system?**

- **Advantages:**
  - Potential for more/increased services
- **Disadvantages:**
  - May lead to increased taxes for residents
  - May lead to a decline in volunteer efforts/candidates
  - Will be another level of government

**Question 2: What are the impacts for the regional government system if certain communities are given the ability to opt out?**

- Opting out may result in less services provided/received
- All communities should have the choice to opt in or opt out
- Will not work if communities are given the option to opt out

**Question 3: What criteria could determine whether communities are governed at the local level by a regional government?**

- Fiscal stability
- Use the criteria currently legislated for municipalities
- Difficult to identify criteria when the structure is not known

**Question 4: What are the impacts of a regional government delivering a set of required services, or being allowed to deliver regional services as determined by communities within their boundaries?**

- Essential services need to be mandated
- Combination of both mandated and optional services
- Complete a cost benefit analysis on services provided to see what should be mandatory or optional

**Question 5: Should regional governments have a role in regional economic development? If yes, what role should it be? If no, why not?**

- **Yes, regional government should have a role:**
  - regional approach to winter tourism development
  - would benefit the region and communities that could not afford economic development on their own
- No, regional governments should not have a role

**Question 6: How should a regional government raise revenue to pay for services?**

- Everyone must pay the same amount for services provided/received
- Redistribute existing funds for more efficient/shared services
- Need a fair assessment process to determine how much people pay
- Follow current assessment agency process – but tweak it

**Question 7: How should a regional government council be composed and how should regional representatives be selected?**

- Should be a member for each community
- Board would be too big with a member from each community
- Ward system
- Hybrid - larger communities should have appointed representatives and wards to represent smaller communities
- BC model
- Concerns that representatives will act on behalf of their community and not the larger area they represent

**Question 8: Review the distributed proposed regional government maps. Are the draft boundaries appropriate? If not, what changes would you make and why?**

- **Draft Region 9:**
  - Too big geographically
  - Boyd's Cove to Crow Head share a common history
  - Boyd's Cove to Crow Head, Fogo Island, Change Islands, Stoneville, Port Albert and Horwood have more in common than the proposed boundary
  - Residents travel to Gander for services it is not included in this region.

**Question 9: Are there any other issues you would like to raise on regional government?**

- Do not want regional government
- Would like to see a model presented and the benefits

If you have any questions about this consultation process,  
or would like to access any of the materials in alternative  
formats, please call 1-709-729-5473  
or email [regionalgovernment@gov.nl.ca](mailto:regionalgovernment@gov.nl.ca)

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