

CENSUS OF MUNICIPALITIES

in Newfoundland and Labrador 2007



CC
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Resource
Centre



MUNICIPALITIES
NEWFOUNDLAND & LABRADOR

Community Cooperation Resource Centre

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2007 Census of Municipalities in Newfoundland and Labrador

Executive Summary

The second Census of Municipalities in Newfoundland and Labrador was conducted in the spring and summer of 2007. The census questions were divided into and are reported on in the following sections: Staff, Mayor and Council, Regional Cooperation, Financial/Taxation Issues, Office Equipment/Technology, Services, Equipment, Infrastructure, Regulations, Training and an Other category.

Overall, the 170 responding municipalities employed 2,082 individuals in 2006. Census results help to highlight the capacity needs of small towns around the province. Perhaps the most revealing statistic is that small towns, that make up approximately 75% of municipalities, have an average of 1.2 full-time permanent staff persons. One of the positive notes from the 2007 results is that the total average number of council seats available was 6.4 and the total average number of occupied council seats was 6.1. This indicates that the vast majority of council seats were filled in 2007.

On the topic of regional cooperation, 74% of municipalities report that they were sharing services with neighbouring municipalities or other partners in 2007, rising significantly from 53% in 2003. The most common reason for service sharing is to maintain existing services for residents at 56%, followed by cost cutting at 52%. Another positive indicator that arose from the results was that 58% of municipalities saw their revenues increase from 2006 to 2007.

The total percentage of municipalities with Internet access has improved considerably from 57% in 2003 to 79% in 2007, however 40% of those respondents are still using dial-up service. Only 46% of municipalities have websites, although 76% have an email address.

Fire services are proven to be a priority, with fire halls and fire trucks as being the only major buildings (other than their town halls) and equipment that many small towns own. Fire protection is also the service most commonly shared by multiple communities. The number of municipalities using incinerators for solid waste disposal fell from 34% to 20% from 2003 to 2007 while the number of communities with a recycling program remained similar at 37%. On the economic development front 12 % of respondents said they had an economic development staff person and the majority of municipalities (65%) are active with their Regional Economic Development Boards. Most (81%) municipalities report that over 80% of households are hooked up to a municipal water system while only 12% of municipalities have primary or secondary sewage treatment facilities, 70% relying on an outfall to a water body.

The complete 2007 census report promises to be a valuable tool for further program and policy development for MNL, its members and government agencies with responsibilities related to the municipal sector.

Introduction

Recognizing a gap in basic municipal information in the province and a need for detailed and reliable information on the municipal sector, Municipalities Newfoundland and Labrador (MNL)'s Community Cooperation Resource Centre (CCRC) initiated the first Census of Municipalities in Newfoundland and Labrador in 2003. It included questions relating to the operation of the council, number and type of staff and equipment, infrastructure, services and the prevalence of cooperation between municipal governments. The census was followed-up by a sample survey of municipal elected officials, exploring councillor satisfaction and intent to run again in the next election among other topics.

Since that time MNL has used this invaluable information to inform policy and program development. Results of the 2003 Census were critical to the formation and work of the President's Task Force on Municipal Sustainability in 2005. Demonstrating that cooperation in municipal service delivery was much more prevalent than expected, results have also helped support and shape the growth and development of the CCRC.

The following report presents the results of the second Census of Municipalities in Newfoundland and Labrador, conducted in the spring and summer of 2007. An accompanying report on the 2007 Councillor Survey will be presented at the MNL fall Convention. One important benefit of the census information is that it will allow MNL and its members to demonstrate changes in the municipal sector over time. To facilitate this analysis the following report includes comparisons between 2007 and 2003 Census results.

Methods, Response Rate and Comparing 2003 and 2007 Results

The 2007 Census of Municipalities in Newfoundland and Labrador was mailed to each municipality and Inuit Community Government in the province in May 2007. Responses were accepted by until September 2007. In total, 170 questionnaires were returned, representing 60% of all Newfoundland and Labrador municipalities. Typically the questionnaires were completed by senior administrators, with the exception of six responses that were completed by town mayors. Urban communities were more likely to respond at 83% than small towns at 57%.

In comparing 2003 with 2007 results several changes should be noted. First, several new questions were added and others were reworded in 2007. As a result comparisons are not available for all questions. Analysis of census results by community size is a new feature in 2007. This provides a better understanding of the similarities and differences in the needs and circumstances of small (defined as less than 1000 residents), medium (1000-3999) and urban (population over 4000) municipalities. Analysis by community size was not completed in 2007. Therefore comparisons are only available by region and total responses.

Finally, differences in the methods for delivering the census questionnaire and resulting response rate should be noted. The 2003 survey was delivered partially by telephone (90% response and partially by fax-back form. In 2003, 254 towns and cities responded to the telephone portion of the survey.

In 2007 the decision was made to deliver the census questionnaire by mail and to provide a self-addressed and stamped envelope for their return. While the mail survey was less costly and labour intensive, the response rate for the first part of the questionnaire fell considerably (to 170 municipalities/60%) as a result. Response rates to questions in the fax-back portion of the 2003 survey were similar to 2007. Differences between 2003 and 2007 results are presented with the caution that these differences may in part be due to changes in respondents and response rate.

Census Highlights

Staff

- Overall, the 170 responding municipalities employed 2,082 individuals in 2006.
- On average each municipality employs 12 staff members (including part-time and temporary), ranging from 5 in small to 73 in urban municipalities¹ and from an average of 6 employees in MNL's Northern region to 21 in Labrador.
- Approximately 50% are permanent full-time employees and 50% part-time or temporary/seasonal, 45.5% are covered under a collective agreement (6% in small municipalities, 37% medium, 69% urban).
- Non-wage employee benefits such as group insurance and pension plan are provided by 34% of municipalities, ranging from 20% of small municipalities to 87% of urban.

Mayor and Council

- 74% of municipalities report that they were sharing services with neighbouring municipalities or other partners in 2007, rising significantly from 53% in 2003.
- Of an average of six possible council seats per municipality 96% are occupied, ranging from 95% in small to 100% in urban municipalities.
- In total 28% of councilors are women, ranging from 16.5% in medium-sized municipalities to 33% of councilors in small towns. Labrador has the highest proportion of female councilors (39%), Avalon, Central and Western the lowest (26%).
- Municipalities were more likely to provide remuneration to council members in 2007 than 2003, rising from 64% to 71% of municipalities across the province. While 85% of municipalities in Central provide councilor remuneration, this falls to only 55% in Labrador.
- Average remuneration for mayors rose only slightly from 2003 to 2007 (3%, unadjusted) and ranges significantly from \$100 per year to 33,242 with an average of \$748 per year in small municipalities, rising to \$17,497 in urban. Average councillor remuneration rose by 15.5% (unadjusted) to \$1825 per year in 2007 from 2003, ranging from \$100 to 23,436 per year (\$580 in small, rising to 11,395 in urban) in 2007. Remuneration amounts are highest in Labrador, lowest in the Northern region.
- The majority of municipal councils in the province (55%) meet monthly, 41% meet every two weeks. Only 60% of small municipalities have committees of council, rising to 100% of urban (65% in Central vs. 82% in Labrador).
- The most common type of standing committee is Finance, followed by Environment/Recreation. An estimated 57% of municipalities have committees that include members from the public (outside of council), ranging from 89% of Labrador municipalities to 48% of municipalities in the Eastern region.

¹ Data excludes the City of St. John's.

Regional Cooperation

- 74% of municipalities report that they were sharing services with neighbouring municipalities or other partners in 2007, rising significantly from 53% in 2003.
- Service sharing is most common in urban municipalities (93% vs. 67% of small municipalities) and in Central region (85%), least common in Eastern region (61%).
- Service sharing increased most significantly in the Avalon region, up to 74% from 39% in 2003. The numbers showed decreasing service sharing in Labrador (possibly due to a reduction in respondents from 2003) and increasing in all other regions.
- On average each municipality is involved in two sharing arrangements, most commonly fire protection followed by waste disposal and garbage collection.
- Fee for service is the most common form of service sharing arrangement at 38%, followed by written agreements or contracts at 24%.
- 77% of service sharing arrangements involve two or more municipalities, 29% involve Local Service Districts, 11% communities with no local government.
- The most common reason for service sharing is to maintain existing services for residents (56%), followed by cost cutting (52%).
- Reasons for service sharing vary by municipal size. For small municipalities maintaining services is the most significant factor, for medium municipalities cost cutting while urban municipalities cite the opportunity to establish good relationships as their number one motivation.

Financial/Taxation Issues

- 99% of municipalities charge business tax, the most common local revenue source followed by licenses, fees and permits (93%), poll tax (89%) and property tax (83%).
- 70% of municipalities charge water and sewer tax as part of a fixed amount for all taxes and services, only 9% have a metering system in place (33% of urban).
- 59% have federal buildings and/or property in their municipality and 80% of these receive revenue for these properties, most commonly through a grant in lieu of taxes
- Fewer municipalities at 42% have provincial buildings and/or properties in their community and only 71% of these generate revenues from the province from these properties. In this case water tax is a much more common revenue source.
- For all sizes of municipality, property tax is the most common way of charging business tax (73%), followed by a percentage of gross revenue (55%).
- 71% of municipalities tax home-based businesses, an increase from 62% in 2003.
- Small municipalities most commonly charge home-based business tax as a lump sum payment, while medium and urban communities are most likely to charge as a % of the assessed value of the property used by the business.
- Mill rates in the province range from 4.1 to 15, with 63% between 8.1 and 10.
- Diversity among regions and community sizes in financial well-being are demonstrated by various measures but overall financial circumstances appear to have improved since 2003 (at least on the revenue side, costs not covered but have also continued to rise).
- 58% of municipalities saw their revenues increase from 2006 to 2007.
- Increases were most common in Western region (81%), least common in Northern (45%) and small communities (50%).

- Only 8% of municipalities saw revenue decreases from 2006 to 2007.
- The percentage of municipalities reporting problems with delinquent taxpayers fell from 87% in 2003 to 80% in 2007 (88% in small communities). 78% overall using a collection service in one of the last two years to collect taxes. Use of collection services was highest in the Northern region.
- Percentage of tax revenue outstanding has declined since 2003.
- Rates of outstanding revenue higher in urban than medium or small communities, highest in Labrador and Eastern (3% with 50%+ outstanding in 2007 vs. 7% in 2003).

Office Equipment/Technology

- 96% of municipalities are equipped with a computer, fax machine and printer, 99% have a fax machine.
- 74% of small municipalities have internet access, compared to 87% of medium-sized and 100% of urban municipalities.
- High speed internet access has improved significantly since 2003, with reliance on dial-up access falling from 89% in 2003 to 40% in 2007.
- 43% of municipalities now have DSL access, 14% cable and 3% (4 communities) satellite.
- Small municipalities remain considerably more reliant on dial-up (43% vs. 5% of medium and 0 urban municipalities), as do Central (62.5%) and Northern (50%) regions.
- Labrador municipalities reported the lowest rate of dial-up Internet use (10%).
- 46% of responding municipalities have their own website, a decrease from 54% in 2003.
- While all urban municipalities have websites only 69% of medium and 33% of small municipalities use this tool.
- Websites are most common in Central region and least common in Avalon.
- 76% of municipalities have an email address.

Services

- The number of municipalities that run their own fire department has dropped by 6% while the number sharing a fire department has increased by 5%.
- 95% of fire departments are run by volunteers nearly identical to the 96% recorded in 2003.
- 31% of respondents indicated that they paid an honorarium to volunteer firefighters while 40% of those responded that the amount was \$500 or less.
- The number of municipalities using landfill sites for their solid waste increased by 13% and those using incinerators went down by 14%.
- 37% of respondents indicated there was a recycling program in their municipality.
- 63% of respondents indicated that they contract out some municipal services with garbage collection identified as the number one service contracted out followed closely by snow removal.
- 12% of total survey respondents said that they have their own economic development staff and 65% said they participate in their Regional Economic Development Board.

Equipment

- The most commonly owned piece of equipment owned is a fire truck with 85% indicating that they owned one while 52% said they own a snow plow or other snow clearing equipment, 55% a pickup truck and 29% a garbage truck.
- 15% of respondents said that they share equipment with another municipality, unchanged from 2003, with fire truck as the most shared piece of equipment.

Infrastructure

- 81% of municipalities answered that 81% or more of their residents were hooked up to a municipal water system, only 10% report that 60% or fewer households are hooked up.
- 58% of municipalities answered that 81% or more of their residents were hooked up to a municipal sewer system, 23% report that 60% or fewer are connected to a municipal sewer system (primarily small municipalities).
- 70% of respondents indicated that they dispose of wastewater and sewage via an outfall to a water body whereas 10% had primary treatment and 2% secondary treatment. 47% of municipalities contain properties using private septic systems.
- The most commonly listed municipal property was a fire hall at 80% followed at 78% by parks and playgrounds, 20% have an arena and 13% a swimming pool.

Regulations

- 85% of municipalities indicated that they have regulations for dog control and 50% had regulations on noise and nuisance control.
- 74% indicated that they use a policy and procedures manual for administration and 50% responded that they update the manual regularly, usually by adding new policies as they arise.

Training

- Since 2005 48% of respondents answered that their council had attended municipal training.
- The most popular method for municipal training was the Municipal Training and Development Corporation at 66%, followed by MNL at 57%, use of both organizations' training services up from the 2003 number of 62% and 44% respectively.
- 51% of municipalities indicated that councillors availed of training between 1 and 2 times per year and 47% indicated the same frequency for municipal staff.

Other

- 83% of municipalities responded that they utilize a newsletter for communication purposes with public meetings and brochures also heavily used.

Municipalities Newfoundland and Labrador

2007 Census of Municipalities in Newfoundland and Labrador

A. RESPONDENTS

Region	Small (1-999)	Medium (1000-3999)	Urban (4000+)	Total
Avalon	30	9	6	45
Central	39	8	1	48
Eastern	19	7	2	28
Labrador	8	1	2	11
Northern	10	1	0	11
Western	17	6	4	27
TOTAL	123	32	15	170
% Of Respondents	72%	19%	9%	100%
% of TOTAL Municipalities	57%	68%	83%	60%

B. STAFF AND COUNCIL

1a. How many staff did your municipality employ in 2006?

Region	Permanent FT		Permanent PT		Temporary	
	Avg.	Range	Avg.	Range	Avg.	Range
Avalon	7.2	1-104	2.0	1-28	6.1	1-116
Central	4.8	1-74	2.3	1-24	3.1	1-21
Eastern	3.5	1-23	1.4	1-11	1.4	1-8
Labrador	11.6	1-45	1.7	1-12	7.9	1-50
Northern	1.7	1-10	2.7	1-13	1.7	1-11
Western	10.4	1-170	3.1	1-40	2.7	1-20
TOTAL	6.4	1-170	2.2	1-40	3.7	1-116

Size	Permanent FT		Permanent PT		Temporary	
	Avg.	Range	Avg.	Range	Avg.	Range
Small	1.2	1-12	1.4	1-13	2.2	1-18
Medium	5.6	1-20	2.7	1-11	4.4	1-50
Urban	50.7	4-104	8.5	1-40	14.1	3-116
TOTAL	6.4	1-104	2.2	1-40	3.7	1-116

Region	Permanent FT Total	Permanent PT Total	Temporary Total	Total # of Staff
Avalon	324	89	275	688
Central	231	114	131	476
Eastern	99	39	39	177
Labrador	128	19	87	234
Northern	19	30	19	68
Western	282	84	73	439
TOTAL	1083	375	624	2082
% of Total # of Staff	52%	18%	30%	100%

1b. If you have part-time staff, on average how many hours do they work per week?

Region	Part time staff Hours	
	Avg.	Range
Avalon	13.5	1-35
Central	20.5	5-40
Eastern	18.4	4-40
Labrador	9.7	6-40
Northern	16.7	2-40
Western	19.3	5-45
TOTAL	16.9	1-45

Municipal Size	Part time staff Hours	
	Avg.	Range
Small	15.6	2-45
Medium	21.1	1-40
Urban	23.8	8.6-40
TOTAL	16.9	1-45

1c. How many of these staff are employed on a seasonal basis?

Region	Seasonal Basis	
	Avg.	Range
Avalon	2.2	1-25
Central	2.0	1-21
Eastern	1.1	1-11
Labrador	3.9	1-11
Northern	0.7	1-6
Western	2.6	1-40
TOTAL	2.1	1-40

Municipal Size	Seasonal Basis	
	Avg.	Range
Small	0.80	1-21
Medium	3.2	1-24
Urban	9.9	1-40
TOTAL	2.1	1-40

1d. What is the average number of weeks worked per year by seasonal staff?

Region	Avg.	Range
Avalon	11.1	3-45
Central	9.3	2-40
Eastern	9.1	6-40
Labrador	10.9	6-40
Northern	10.4	8-48
Western	7.7	9-40
TOTAL	9.7	2-48

Municipal Size	Avg.	Range
Small	6.2	6-48
Medium	15.4	10-40
Urban	19.3	20-40
TOTAL	9.7	6-48

2a. How many employees are covered by a collective agreement?

Region	Avg.	Range
Avalon	7.0	1-112
Central	3.4	1-77
Eastern	3.3	1-22
Labrador	9.8	11-42
Northern	0.91	1-6
Western	9.5	2-180
TOTAL	5.6	1-180

Municipal Size	Avg.	Range
Small	0.29	1-11
Medium	4.7	1-18
Urban	50.5	7-180
TOTAL	5.6	1-180

2b. How many employees are classified as management?

Region	Avg.	Range
Avalon	2.4	1-38
Central	1.3	1-13
Eastern	1.4	1-6
Labrador	2.8	1-10
Northern	0.18	1-1
Western	2.4	1-35
TOTAL	1.8	1-38

Municipal Size	Avg.	Range
Small	0.57	1-3
Medium	1.8	1-5
Urban	11.5	1-35
TOTAL	1.8	1-35

3a. Do you provide employees with non-wage benefits?

Positive Responses

Size	Number	Percentage of Total Survey Responses
Small	24	20%
Medium	20	63%
Urban	13	87%
TOTAL	57	34%

3b. If yes what non-wage benefits do you offer to your staff?

- A. Group Insurance/Benefits
- B. Pension Plan
- C. Other

Size/Options	A		B		C	
Small	21	17%	13	11%	3	2%
Medium	21	66%	18	56%	4	13%
Urban	15	100%	13	87%	2	13%
TOTAL	57	34%	44	26%	9	5%

3c. If you have a group plan, how many employees are covered by it?

Size	Average	Range	Total
Small	0.46	1-7	56
Medium	5.22	4-20	167
Urban	55.4	11-170	831
TOTAL	6.2	1-170	1054

3d. What is the name of you benefit plan provider?

Type	Number Of towns
Morneau Sobeco(Sunlife)	37
Nlmeb Inc.	4
Great West Life	2
Desjardins	3
Manulife	2
MNL	2
Blue Cross	2
Baine Johnson	1
TOTAL	53

3e. If you have a pension plan is it:

- A. Defined benefits
- B. Defined contribution
- C. RRSP

Size/Options	A		B		C	
Small	2	2%	5	4%	13	11%
Medium	3	9%	8	25%	6	19%
Urban	6	40%	5	33%	3	20%
TOTAL	11	6%	18	11%	22	13%

3f. What is the contribution amount by the municipality?

By Percentage		By Share		By Amount	
%	# of Respondents	%	# of Respondents	\$	# of Respondents
1%	1	50%	9(1+6% RRSP)	\$0.75 per Hr.	1
1.27%	1	56%	1	\$10/week	1
1.29%	2	62%	1	\$20/week \$30/week Staff	1
2%	1	65%	1	\$25/week	1
3%	1	70%	1	\$50/week	1
4.5-6%	1	75%	1	\$61.71	1
5%	6	128.7%	2	\$100/week	1
5.5%	3	129.1%	1	\$500/week	1
6%	5+1(6%+15%)			\$1500	1
7%	2			\$5179.20/ye ar	1
7.5%	1			One weeks pay	1
TOTAL	25	TOTAL	17	TOTAL	11

3g. What is the contribution amount by employee?

By Percentage		By Share		By Amount	
%	# of Respondents	%	# of Respondents	\$	# of Respondents
1%	1	0%	1	\$0.90/Hr- RRSP\$0.50	1
2%	1	25%	1	Min \$10/week	1
3%	1	30%	1	\$25/week	1
5%	7	35%	1	\$50/week	1
5.5%	4	38%	1	\$61.71	1
6%	7	44%	1	\$1000	1
6.67-8.25%	1	50%	8(1 is 6%RRSP)	\$1500	1
7%	3	100%	1	\$1726.40/ye ar	1
7.5%	1			Varied- employee choice	1
TOTAL	26	TOTAL	15	TOTAL	9

3h. What is the name of your pension plan investment manager?

Type	Number Of Towns
CIBC	1
Sunlife Insurance	2
Open Access-BN3	1
Morneau Sobeco	4(1 said WF)
Scotia Bank	3
Allan Stoodley	1
Manulife Financial	2
Desjardins	1
Standard Life	1
Foyston Gordon & Payne	1
Industrial Alliance	2
RBC	1
Investor's Group	2
NLEMB Inc.	3
Linda Evans	1
Mike O'Connel	1
Craig Simms	1
FGI	1
TOTAL	29

3i. Do you employ a pension plan consultant?

Positive Responses

Region/Size	Small	Medium	Urban	Total	% Of Survey Respondents
Avalon	0	0	1	1	2%
Central	1	0	2	3	6%
Eastern	0	0	2	2	7%
Labrador	0	0	2	2	18%
Northern	0	0	0	0	0%
Western	0	0	1	1	4%
TOTAL	1	0	8	9	5%
% of Survey Respondents	0.01%	0%	53%		

3j. If yes, what is the name of your pension plan consultant?

Type	Number Of Towns
Morneau Sobeco	3
Mike O'Connel	3
Linda Evans	2
Heather Shatford	1
Micheal Goodridge	1
Craig Simms	1
William	1
Berkshire Investments	1
TOTAL	13

Note: some respondents have more than one consultant

4. Employee Information

Town/City Manager

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% of Question Respondents
Small	4	2	2	8	7%
Medium	12	0	0	12	39%
Urban	8	0	0	8	53%
TOTAL	24	2	2	28	17%

Town/City Clerk

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	21	41	0	62	51%
Medium	14	3	0	17	55%
Urban	10	0	0	10	67%
TOTAL	45	44	0	89	53%

Town Clerk/Manager

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	40	19	1	60	50%
Medium	16	1	0	17	55%
Urban	3	0	0	3	20%
TOTAL	59	20	1	80	48%

Town/City Deputy Clerk

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	3	2	2	7	6%
Medium	1	1	0	1	3%
Urban	4	0	0	4	27%
TOTAL	8	3	2	12	7%

Chief Administrative Officer

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	2	0	0	2	2%
Medium	0	0	0	0	0%
Urban	5	0	0	5	33%
TOTAL	7	0	0	7	4%

Enforcement Officer

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	0	2	0	2	2%
Medium	0	1	0	1	3%
Urban	11	1	1	13	87%
TOTAL	11	4	1	16	10%

Planning Director/Staff Members

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	0	0	0	0	0%
Medium	0	0	0	0	0%
Urban	8	0	0	8	53%
TOTAL	8	0	0	8	5%

Engineering Director/Staff Member

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	3	0	1	4	3%
Medium	0	0	0	0	0%
Urban	7	0	0	7	47%
TOTAL	10	0	1	11	7%

Director or Superintendent of Public Works

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	28	11	4	43	36%
Medium	16	1	0	17	55%
Urban	14	0	0	14	93%
TOTAL	58	12	4	74	44%

Water Treatment Operator

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	12	33	3	48	40%
Medium	5	0	0	5	16%
Urban	10	1	0	11	73%
TOTAL	27	34	3	64	38%

Recreation Director

Size/Type	Full-Time	Part-Time	Seasonal	TOTAL	% Of Question Respondents
Small	2	2	4	8	7%
Medium	5	1	3	9	29%
Urban	13	0	0	13	87%
TOTAL	20	3	7	30	18%

5. How is your municipal office set up? Check all that apply

- A. Town/city owns municipal office
- B. Town/city rents municipal office
- C. Home based office (from clerk's home)
- D. Share an office with others (Business/group)

Region	A	B	C	D	TOTAL	% Of Total Survey Respondents
Avalon	43	1	1	0	45	100%
Central	44	2	0	2	48	100%
Eastern	27	0	1	0	28	100%
Labrador	11	0	0	0	11	100%
Northern	11	0	0	0	11	100%
Western	26	1	0	0	27	100%
TOTAL	162	4	2	2	170	100%
% of Total Survey Respondents	95%	2%	1%	1%		

5. How is your municipal office set up? Check all that apply

- A. Town/city owns municipal office
- B. Town/city rents municipal office
- C. Home based office (from clerk's home)
- D. Share an office with others (Business/group)

Size	A	B	C	D	Total	% Of Total Survey Respondents
Small	116	3	2	2	123	100%
Medium	32	0	0	0	32	100%
Urban	14	1	0	0	15	100%
Total	162	4	2	2	170	100%

6. Overview of occupied seats by councilors?

Municipal size	Part A – Possible seats			Part B – Occupied seats			Part C - Women		
	Avg.	Range	Total	Avg.	Range	Total	Avg.	Range	Total
Small	6.1	5-7	751	5.8	3-7	716	1.9	1-6	234
Medium	7	7-7	217	6.8	4-7	212	1.1	1-5	35
Urban	7.1	7-9	114	7.1	7-9	114	1.4	1-3	22
TOTAL	6.4	5-9	1082	6.1	3-9	1042	1.7	1-6	291

6a. What is the total possible number of seats on your council?

Region	Avg.	Range	Total
Avalon	6.5	4-7	294
Central	6.6	5-7	318
Eastern	6.1	5-7	170.5
Labrador	6.6	5-7	73
Northern	5.8	5-7	64
Western	6.1	5-7	164
TOTAL	6.2	4-7	1056.5

6b. What is the total number of councilors currently sitting on your council?

Region	Avg.	Range	Total
Avalon	6.1	3-7	276
Central	6.4	4-7	306
Eastern	6.0	3-7	167
Labrador	6.4	3-7	70
Northern	5.6	5-7	62
Western	6.0	4-7	161
TOTAL	6.0	3-7	1015
% Of Total possible Councilors			96%

6c. How many of the councilors currently sitting on your council are women?

Region	Avg.	Range	Total
Avalon	1.6	1-4	71
Central	1.7	1-6	80
Eastern	1.7	1-4	48
Labrador	2.5	1-5	27
Northern	2.1	1-3	23
Western	1.6	1-5	42
TOTAL	1.7	1-6	284
% Of Total Councilors			28%

7a. Do your councilors receive remuneration?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007%	2003%
Avalon	20	5	6	31	69%	64%
Central	32	7	2	41	85%	67%
Eastern	13	6	1	20	74%	66%
Labrador	5	1	0	6	55%	56%
Northern	7	1	0	8	73%	65%
Western	9	2	4	15	56%	58%
TOTAL	86	22	13	121	71%	64%
% Of total by size	70%	69%	87%			

7b. If yes how much for each per year:

A. Mayor

Region	2007 Avg.	2003 Avg.	Range
Avalon	3,238	3,612	240-33,242
Central	1,747	1,357	100-25,728
Eastern	1,636	1,361	300-9,500
Labrador	4,045	4,219	450-15,000
Northern	1,089	987	200-6,500
Western	2,810	3,809	156-20,781
TOTAL	2,413	2,345	100-33,242

Size	Average	Range
Small	748	100-4,000
Medium	3,690	500-8,822
Urban	17,497	7,200-33,242

B. Deputy Mayor

Region	2007 Avg.	2003 Avg.	Range
Avalon	2,505	2,879	100-24,012
Central	1,362	1,141	100-17,542
Eastern	1,336	1,142	300-7,500
Labrador	2,727	2,865	300-10,000
Northern	716	734	200-3,500
Western	1,991	2,750	131-14,843
TOTAL	1,825	1,828	100-24,012

Size	Average	Range
Small	641	100-3,000
Medium	2,755	500-6,403
Urban	12,898	6,150-24,012

C. Councilor

Region	2007 Avg.	2003 Avg.	Range
Avalon	2,505	2,611	100-24,012
Central	1,362	990	100-17,542
Eastern	1,336	952	300-7,500
Labrador	2,727	2,164	300-10,000
Northern	716	625	200-3,500
Western	1,991	2,312	131-14,843
TOTAL	1,825	1,580	100-23,436

Size	Average	Range
Small	580	100-2,500
Medium	2,283	500-4000
Urban	11,395	5,125-23,436

8. How often does your council meet?

Region	Weekly	Bi-Weekly	Monthly	Bi-Monthly	Once Per Year
Avalon	1	19	22	1	1
Central	0	15	32	1	0
Eastern	1	12	15	0	0
Labrador	0	6	5	0	0
Northern	0	5	6	0	0
Western	1	11	15	0	0
TOTAL	3	68	92	2	1

Size	Weekly	Bi-Weekly	Monthly	Bi-Monthly	Once Per Year
Small	1	45	72	2	1
Medium	0	16	15	1	0
Urban	2	10	3	0	0

9a. Do you have committees of council?

Positive Responses

Region/Size	Small	Medium	Urban	Total	% Of Question Responses
Avalon	17	8	6	31	72%
Central	22	6	2	30	65%
Eastern	12	7	1	20	71%
Labrador	6	1	2	9	82%
Northern	5	1	0	6	67%
Western	9	5	4	18	72%
TOTAL	71	28	15	114	
% Of Question Respondents	60%	97%	100%	67%	

9b. Please describe the committee structure in your municipality?

9bi. Standing committees of council

TOTAL Standing Committees of Council		
Committee	TOTAL Municipalities having Committee	
	#	%
Finance	81	71
Environment/ Recreation	78	68
Public works	45	39
Municipal Operations and services	33	29
Economic Development	33	29
Health & Emergency Services	27	24
Planning and Development	23	20
Transportation	14	12
Heritage and festivals	11	10
Waste Management	10	9
Water and Sewer	10	9
Human Resources	9	8
Executive	4	4
TOTAL	378	

Description of Catagories(included topics)

Finance (Finance)

Environment/ Recreation (Beautification, Environment, Habitat, Parks, Rec, Tidy Towns, fitness, Conservation)

Public Works (Public Works, Street & Lights, Maintenance, Roads, Technical Services)

Municipal Operations and Services (Building and renovation, By-laws, Civic Affairs, Community Groups and Services, Corporate Services, Municipal Development, Liaison, Public Protection and Relationships, Town Management)

Economic Development (Economic Development, Fisheries, Housing, Tourism)

Health & Emergency Services (Ambulance, Fire Dept, Health, Harassement)

Planning and Development (Plan Reviews, Planning and Community Pride, Planning and Development, Municipal Development)

Transportation (Transportation, Wharf, Ferry Committee)

Heritage and festivals (Heritage and festivals)

Waste Management (Dump, Incinerator, Waste Management)

Water and Sewer (Water, Water and Sewer)

Human Resources (Work Projects, Employee, Labour Relationships, Human Resources, Personnel)

Executive (Executive)

9bii. Advisory, special committees or commission

TOTAL Standing Committees of Council	
Committee	TOTAL Municipalities having Committee
	#
Environment/ Recreation	68
Heritage and festivals	56
Economic Development	15
Health & Emergency Services	13
Water and Sewer	9
Human Resources	7
Waste Management	6
Policy and planning	3
Joint council	2
TOTAL	179

*Note: All Personal Festivals Committees Where grouped in special committees

Total of responses (47)

of municipalities with committees in these categories

Environment and Recreation (35): recreation (19), arena (3), beautification (3), Tidy Towns (2), parks/parks commission (3), ATV/snowmobile, trail, ecological site, playground, pool, recreation and wellness, harbour clean-up, environment, river/watershed monitoring and management (3), green, teen centre, sports alliance, recreation/cultural, wetlands

Heritage and Festivals (27): festivals and special events (12), heritage (8), Come Home Day (3), heritage advisory (3), museum (2), archives (1)

Economic Development (11): tourism (3), Business Council working group (1), Chamber of Commerce, Coast Tourism, Dover Fault, DRDB, refining liaison, uranium, economic development, Community Futures

Health and Emergency Services (7): fire department (6), ambulance (1)

Waste Management (6)

Water and Sewer (6): water treatment (3), regional water, Exploits Regional, water

Human Resources (5): hiring (2), disciplinary, personnel, employee/employer

Policy and planning (3): policy, feasibility study, strategic planning

Joint Council (2)

Other (1 of each): 50+, library, NMCA, physician recruitment, cemetery, CLC with NLRC, SCFDA, school councils, honour roll society, website, finance

Note: respondents suggest that only 1 of each type of committee exists unless otherwise noted

9c. Do some of these committees include citizens who are not members of council?

Positive Responses

Region/Size	Small	Medium	Urban	Total	% of Towns with Committees (9bii)
Avalon	11	5	3	19	58%
Central	13	2	1	16	50%
Eastern	6	3	1	10	48%
Labrador	6	1	1	8	89%
Northern	2	0	0	2	40%
Western	7	2	3	12	71%
TOTAL	45	13	9	67	
% of Question Respondents	58%	48%	69%	57%	

9d. On average, how often do your committees meet?

Size	Bi-weekly	Monthly	Bi-Monthly	1-2 per year	3-4 per year	5-6 per year	Total
Small	4	29	3	4	11	2	53
Medium	4	12	0	0	3	1	20
Urban	7+1 weekly	4	1	0	0	2	15
TOTAL	15+1 weeweekly	45	4	4	14	5	88
% Of Respondents	18%	51%	5%	5%	16%	6%	100%

*Note: only one town replied weekly in urban and they were identified as bi weekly

C. Cooperative Initiatives

10a. Do you share any services with other municipalities or other partners (e.g. garbage disposal, snow cleaning etc.)?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007 %	2003 %
Avalon	19	8	5	32	74%	39%
Central	30	7	2	39	85%	66%
Eastern	11	5	1	17	61%	50%
Labrador	4	1	2	7	64%	74%
Northern	7	1	0	8	80%	62%
Western	11	5	3	19	73%	48%
TOTAL	82	27	13	122	74%	53%
% of Question Responses	67%	84%	93%	74%		

10b. Please describe your service sharing arrangements

- 1 Ambulance service
- 2 Animal control
- 3 Bylaw enforcement - other
- 4 Economic development (includes tourism)
- 5 Emergency planning
- 6 Equipment sharing
- 7 Fire protection
- 8 Garbage collection
- 9 Joint Council or Mayor's Committee
- 10 Recreation
- 11 Snow clearing
- 12 Waste disposal
- 13 Water supply
- 14 Other

Region	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Total
Avalon	5	7	0	1	2	3	17	10	12	2	3	10	10	2	84
Central	11	2	0	3	3	3	22	14	7	5	3	25	9	0	107
Eastern	3	2	0	0	1	0	14	3	2	1	1	10	3	1	41
Labrador	1	0	0	0	1	1	2	2	1	2	1	4	0	1	16
Northern	2	2	0	1	2	0	4	5	3	0	2	3	1	0	25
Western	1	6	0	1	3	1	11	8	6	1	0	7	5	0	50
TOTAL	23	19	0	6	12	8*	70	42	31	11	10	59	28	4	323

Size	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Total
Small	19	6	0	4	5	5	50	31	22	9	9	37	17	2	216
Medium	3	7	0	1	4	0	13	9	5	1	0	13	6	0	61
Urban	1	6	0	1	3	3	7	2	4	1	1	9	5	2	46
Total	23	19	0	6	12	8*	70	42	31	11	10	59	28	4	323
% of total Respondents	14	11	0	3	7	5	41	25	18	6	6	35	17	2	
% Total Town that Answered 10b.	18	14	0	5	9	6	54	33	24	9	8	46	22	3	

Other: (information technology, joint tendering)
 Total # of services shared per community Range: 1 – 8
 Avg: 2 (1.85)

Service sharing arrangements – overall

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Other	Total
Avalon	5	6	34	9	8	2	64
Central	17	7	30	17	23	2	96
Eastern	1	1	14	11	7	0	34
Labrador	0	4	2	2	3	0	11
Northern	1	0	8	6	3	0	18
Western	3	3	13	19	5	1	44
TOTAL	27	21	101	64	49	5	267

Size	A	B	C	D	E	Other	Total
Small	24	13	65	34	40	2	178
Medium	2	6	16	13	7	2	46
Urban	1	2	20	17	2	1	43
TOTAL	27	21	101	64	49	5	267
% of Total Arrangements (265)	10%	8%	38%	24%	18%	2%	

*Note: more than one answer applies to some arrangements

Other: each have separate garbage contracts

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	51	16	7	2	0	1	77
Central	67	34	8	4	1	3	117
Eastern	26	6	3	6	0	1	42
Labrador	11	0	4	0	0	0	15
Northern	16	12	4	2	0	0	34
Western	34	8	3	4	1	4	54
TOTAL	205	76	29	18	2	9	339

*Note: some sharing arrangements have multiple partners

Size	A	B	C	D	E	F	Total
Small	140	59	24	12	0	3	238
Medium	33	11	1	2	0	1	48
Urban	32	6	4	4	2	5	53
TOTAL	205	76	29	18	2	9	339
% of Total Arrangements Described (266)	77%	29%	11%	7%	1%	3%	

10b.1 Ambulance service

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Other	Total
Avalon	0	0	2	0	0	1	3
Central	2	0	4	0	2	1	9
Eastern	0	1	1	0	0	0	2
Labrador	0	0	0	0	0	0	0
Northern	0	0	1	0	0	0	1
Western	0	0	0	0	0	1	1
TOTAL	2	1	8	0	2	3	16

Size	A	B	C	D	E	Other	Total
Small	2	0	8	0	2	1	13
Medium	0	1	0	0	0	1	2
Urban	0	0	0	0	0	1	1
TOTAL	2	1	8	0	2	3	16

Other: town owns service (1), community board (1), private (1)

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	2	1	1	1	0	0	5
Central	5	0	0	1	0	1	7
Eastern	2	1	0	0	0	0	3
Labrador	0	0	0	0	0	0	0
Northern	2	1	0	0	0	0	3
Western	0	0	0	0	0	0	0
TOTAL	11	3	1	2	0	1	18

Size	A	B	C	D	E	F	Total
Small	10	3	1	1	0	1	16
Medium	1	0	0	0	0	0	1
Urban	0	0	0	1	0	0	1
TOTAL	11	3	1	2	0	1	18

10b2. Animal control

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	F	Total
Avalon	0	0	5	1	0	1	7
Central	0	0	1	0	0	1	2
Eastern	0	0	0	2	0	0	2
Labrador	0	0	0	0	0	0	0
Northern	0	0	0	0	1	0	1
Western	0	0	4	2	0	0	6
TOTAL	0	0	10	5	1	2	18

Size	A	B	C	D	E	F	Total
Small	0	0	3	0	1	1	5
Medium	0	0	3	2	0	1	6
Urban	0	0	4	3	0	0	7
TOTAL	0	0	10	5	1	2	18

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	6	0	0	0	0	0	6
Central	2	0	0	0	0	0	2
Eastern	2	0	0	0	0	0	2
Labrador	0	0	0	0	0	0	0
Northern	2	1	0	0	0	0	3
Western	5	0	0	0	0	0	5
TOTAL	17	1	0	0	0	0	18

Size	A	B	C	D	E	F	Total
Small	5	1	0	0	0	0	6
Medium	6	0	0	0	0	0	6
Urban	6	0	0	0	0	0	6
TOTAL	17	1	0	0	0	0	18

10b.3 Bylaw enforcement – other

*Note No municipality responded to this question

10b.4 Economic development (includes tourism)

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	0	1	0	0	0	1
Central	2	1	0	0	2	5
Eastern	0	0	0	0	0	0
Labrador	0	0	0	0	0	0
Northern	0	0	0	0	0	0
Western	1	0	0	0	0	1
TOTAL	3	2	0	0	2	7

Size	A	B	C	D	E	Total
Small	2	1	0	0	2	5
Medium	0	1	0	0	0	1
Urban	1	0	0	0	0	1
TOTAL	3	2	0	0	2	7

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	0	0	0	0	0	0	0
Central	2	2	0	0	0	0	4
Eastern	0	0	0	0	0	0	0
Labrador	0	0	0	0	0	0	0
Northern	1	1	0	0	0	0	2
Western	1	0	0	1	0	1	3
TOTAL	4	3	0	1	0	1	9

Size	A	B	C	D	E	F	Total
Small	3	3	0	0	0	0	6
Medium	0	0	0	0	0	0	0
Urban	1	0	0	1	0	1	3
TOTAL	4	3	0	1	0	1	9

10b.5Emergency planning

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	0	1	1	0	0	2
Central	0	0	0	0	0	0
Eastern	0	0	0	1	0	1
Labrador	0	0	0	0	1	1
Northern	0	0	0	0	1	1
Western	1	1	0	1	0	3
TOTAL	1	2	1	2	2	8

Size	A	B	C	D	E	Total
Small	1	0	0	0	0	1
Medium	0	1	1	0	2	4
Urban	0	1	0	2	0	3
TOTAL	1	2	1	2	2	8

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	1	1	0	0	0	0	2
Central	0	1	0	0	0	0	1
Eastern	1	0	0	0	0	0	1
Labrador	1	0	0	0	0	0	1
Northern	1	2	0	0	0	0	3
Western	2	0	0	1	1	1	5
TOTAL	6	4	0	1	1	1	13

Size	A	B	C	D	E	F	Total
Small	2	2	0	0	0	0	4
Medium	2	2	0	0	0	0	4
Urban	2	0	0	1	1	1	5
TOTAL	6	4	0	1	1	1	13

10b.6 Equipment sharing

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	0	0	1	0	1	2
Central	1	0	2	0	0	3
Eastern	0	0	0	0	0	0
Labrador	0	0	0	0	1	1
Northern	0	0	0	0	0	0
Western	0	0	0	0	1	1
TOTAL	1	0	3	0	3	7

Size	A	B	C	D	E	Total
Small	1	0	1	0	3	5
Medium	0	0	0	0	0	0
Urban	0	0	2	0	0	2
TOTAL	1	0	3	0	3	7

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	1	0	0	0	0	0	1
Central	2	1	0	0	0	0	3
Eastern	0	0	0	0	0	0	0
Labrador	1	0	0	0	0	0	1
Northern	0	0	0	0	0	0	0
Western	1	0	0	0	0	0	1
TOTAL	5	1	0	0	0	0	6

Size	A	B	C	D	E	F	Total
Small	4	0	0	0	0	0	4
Medium	0	0	0	0	0	0	0
Urban	1	1	0	0	0	0	2
TOTAL	5	1	0	0	0	0	6

10b.7 Fire protection

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	0	1	11	1	4	17
Central	4	1	7	1	8	21
Eastern	0	0	6	3	4	13
Labrador	0	1	0	1	1	3
Northern	0	0	2	2	0	4
Western	0	1	1	6	2	10
TOTAL	4	4	27	14	19	68

Size	A	B	C	D	E	Total
Small	4	3	18	7	16	48
Medium	0	1	4	3	3	11
Urban	0	0	5	4	0	9
TOTAL	4	4	27	14	19	68

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	11	6	4	0	0	0	21
Central	16	12	2	0	1	0	31
Eastern	10	1	2	1	0	0	14
Labrador	3	0	1	0	0	0	4
Northern	4	2	1	0	0	0	7
Western	5	3	1	1	0	0	10
TOTAL	49	24	11	2	1	0	87

Size	A	B	C	D	E	F	Total
Small	37	18	8	2	0	0	65
Medium	7	5	1	0	0	0	13
Urban	5	1	2	0	1	0	9
TOTAL	49	24	11	2	1	0	87

10b.8 Garbage collection

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	0	0	4	1	0	5
Central	3	0	7	1	0	11
Eastern	0	0	1	1	0	2
Labrador	0	1	1	0	0	2
Northern	1	0	3	2	0	6
Western	0	0	3	4	0	7
TOTAL	4	1	19	9	0	33

Size	A	B	C	D	E	Total
Small	4	1	17	5	0	27
Medium	0	0	1	3	0	4
Urban	0	0	1	1	0	2
TOTAL	4	1	19	9	0	33

Other: One town in Avalon said 1/3 cost operation, Green bay waste, Regional service, Contract each of the 2 communities

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	5	1	1	0	0	1	8
Central	10	4	1	1	0	1	17
Eastern	3	1	1	1	0	0	6
Labrador	1	0	1	0	0	0	2
Northern	4	3	2	0	0	0	10
Western	4	3	1	0	0	1	9
TOTAL	27	12	7	2	0	3	51

Size	A	B	C	D	E	F	Total
Small	24	11	6	2	0	1	44
Medium	1	0	0	0	0	1	2
Urban	2	1	1	0	0	1	5
TOTAL	27	12	7	2	0	3	51

Other: Have contract with some people

10b.9 Joint Council or Mayor's Committee

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	3	2	1	0	3	9
Central	1	1	0	1	3	6
Eastern	0	0	0	0	2	2
Labrador	0	0	0	0	0	0
Northern	0	0	0	0	0	0
Western	1	1	0	1	1	4
TOTAL	5	4	1	2	9	21

Size	A	B	C	D	E	Total
Small	4	2	1	1	7	15
Medium	1	1	0	1	1	4
Urban	0	1	0	0	1	2
TOTAL	5	4	1	2	9	21

Other: Part of isthmus joint town, Members 2, In the process, Great humber joint

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	9	4	0	0	0	0	13
Central	6	3	0	0	0	0	9
Eastern	1	0	0	0	0	0	1
Labrador	1	0	0	0	0	0	1
Northern	0	0	0	0	0	0	0
Western	4	1	1	0	0	0	6
TOTAL	21	8	1	0	0	0	30

Size	A	B	C	D	E	F	Total
Small	16	5	0	0	0	0	21
Medium	3	2	0	0	0	0	5
Urban	2	1	1	0	0	0	4
TOTAL	21	8	1	0	0	0	30

10b.10 Recreation

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	0	0	0	0	0	0
Central	0	0	1	1	2	4
Eastern	0	0	0	0	1	1
Labrador	0	1	0	0	0	1
Northern	0	0	0	0	0	0
Western	0	0	0	1	0	1
TOTAL	0	1	1	2	3	7

Size	A	B	C	D	E	Total
Small	0	1	1	1	2	5
Medium	0	0	0	0	1	1
Urban	0	0	0	1	0	1
TOTAL	0	1	1	2	3	7

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	0	0	0	0	0	0	0
Central	1	2	1	0	0	0	4
Eastern	2	0	0	0	0	0	2
Labrador	1	0	1	0	0	0	2
Northern	0	0	0	0	0	0	0
Western	1	0	0	0	0	0	1
TOTAL	5	2	2	0	0	0	9

Size	A	B	C	D	E	F	Total
Small	2	2	2	0	0	0	6
Medium	2	0	0	0	0	0	2
Urban	1	0	0	0	0	0	1
TOTAL	5	2	2	0	0	0	9

10b.11 Snow clearing

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	0	0	0	1	0	1
Central	0	0	1	2	0	3
Eastern	0	0	0	1	0	1
Labrador	0	0	0	0	0	0
Northern	0	0	0	2	0	2
Western	0	0	0	0	0	0
TOTAL	0	0	1	6	0	7

Size	A	B	C	D	E	Total
Small	0	0	1	6	0	7
Medium	0	0	0	0	0	0
Urban	0	0	0	0	0	0
TOTAL	0	0	1	6	0	7

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	1	0	0	1	0	0	2
Central	1	0	0	1	0	1	3
Eastern	0	0	0	1	0	0	1
Labrador	1	0	0	0	0	0	1
Northern	0	0	0	2	0	0	2
Western	0	0	0	0	0	0	9
TOTAL	3	0	0	5	0	1	19

Size	A	B	C	D	E	F	Total
Small	2	0	0	5	0	1	8
Medium	0	0	0	0	0	0	0
Urban	1	0	0	0	0	0	1
TOTAL	3	0	0	5	0	1	9

10b.12 Waste Disposal

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	0	1	6	3	0	10
Central	2	4	7	4	4	21
Eastern	1	0	4	2	0	7
Labrador	0	1	1	1	0	3
Northern	0	0	1	0	1	2
Western	0	0	4	2	1	7
TOTAL	3	6	23	12	6	50

Size	A	B	C	D	E	Total
Small	2	5	13	5	5	30
Medium	1	1	5	3	0	10
Urban	0	0	5	4	1	10
TOTAL	3	6	23	12	6	50

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	8	3	1	0	0	0	12
Central	14	9	4	1	0	0	28
Eastern	3	3	0	1	0	1	8
Labrador	2	0	1	0	0	0	3
Northern	2	1	1	0	0	0	4
Western	7	1	0	0	0	0	8
TOTAL	36	17	7	2	0	1	63

Size	A	B	C	D	E	F	Total
Small	22	13	7	1	0	0	43
Medium	8	2	0	1	0	0	11
Urban	6	2	0	0	0	1	9
TOTAL	36	17	7	2	0	1	63

10b.13 Water supply

Type of arrangement: A. Incorporated joint service provider; B. Unincorporated joint service provider/committee; C. Fee for service; D. Written agreement (e.g. contract, MOU); E. Informal/verbal agreement

Region	A	B	C	D	E	Total
Avalon	2	0	3	2	0	7
Central	2	0	0	5	2	9
Eastern	0	0	2	1	0	3
Labrador	0	0	0	0	0	0
Northern	0	0	1	0	0	1
Western	0	0	1	2	0	3
TOTAL	4	0	7	10	2	23

Size	A	B	C	D	E	Total
Small	4	0	2	7	2	15
Medium	0	0	2	1	0	3
Urban	0	0	3	2	0	5
TOTAL	4	0	7	10	2	23

Other: town connector to city water supply

Type of partners: A. Other Town/City; B. Local Service District; C. Community with no local government; D. Provincial government; E. Federal government; F. Local business

Region	A	B	C	D	E	F	Total
Avalon	7	0	0	0	0	0	7
Central	8	0	0	0	0	0	8
Eastern	2	0	0	2	0	0	4
Labrador	0	0	0	0	0	0	0
Northern	0	1	0	0	0	0	1
Western	4	0	0	1	1	1	7
TOTAL	21	1	0	3	1	1	27

Size	A	B	C	D	E	F	Total
Small	13	1	0	1	0	0	15
Medium	3	0	0	1	0	0	4
Urban	5	0	0	1	1	1	8
TOTAL	21	1	0	3	1	1	28

10C. What is the purpose of sharing these services? Check all that apply

- A. Maintain existing services for residents
- B. Provide new or improved services to residents
- C. Cut costs

- D. Increase revenues
- E. Access to government Practices
- F. Improve environmental Practices

- G. Share information and ideas
- H. Establish good relationships
- I. Other

Region	A		B		C		D		E		F		G		H		I		Total Respondents	2007 %
Num/Per	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Avalon	21	62	15	44	19	56	6	18	3	9	11	32	13	38	18	53	2	6	34	76
Central	22	54	17	41	18	44	5	12	3	7	19	46	9	22	11	27	7	17	41	85
Eastern	10	59	5	29	8	47	4	23	2	12	4	24	3	18	6	35	1	6	17	61
Labrador	3	43	1	14	5	71	0	0	1	14	1	14	4	57	3	43	0	0	7	64
Northern	6	75	5	63	5	63	2	25	2	25	5	63	2	25	3	38	0	0	8	73
Western	9	47	8	42	11	58	0	0	1	5	5	26	2	11	5	26	1	5	19	70
TOTAL	71	56	51	40	66	52	17	13	12	10	45	36	33	26	46	37	11	9	126	74

Size	A		B		C		D		E		F		G		H		I		Total Respondents	2007 %
Num/Per	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Small	55	65	34	40	45	53	11	13	8	9	29	34	22	26	29	34	8	9	85	69
Medium	10	38	11	41	15	56	5	19	2	7	9	33	6	22	6	22	2	7	27	84
Urban	6	43	6	43	6	43	1	7	2	14	7	50	5	36	11	79	1	7	14	93

Note: Percentage is out of total question respondents for each region for example Avalon a 21/34 is 62%

D. FINANCIAL/TAXATION ISSUES

11. What are the sources of local revenue in your municipality?

- | | | |
|---------------------------------|----------------------------------|---|
| A. Property tax | F. Business tax | K. Tax agreements |
| B. Poll tax | G. Local improvement assessments | L. Revenue from other towns for shared services |
| C. Water tax only | H. Service fee | M. Utility business tax |
| D. Sewage tax only | I. Licenses, fees and permits | N. Consumer municipal utility tax |
| E. Combined water and sewer tax | J. Grants in lieu of taxes | O. Other |

Size	A		B		C		D		E		F		G	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Small	95	78	116	95	88	72	25	20	81	66	120	98	3	2
Medium	31	97	28	88	21	66	9	28	27	84	32	100	1	3
Urban	15	100	7	47	7	47	6	40	14	93	15	100	3	20
2007	141	83%	151	89%	116	69%	40	24%	122	72%	167	99%	7	4%
2003	208	82%	234	92%	222			88%			245	97%	3	1%

Size	H		I		J		K		L		M		N		O		% Of Survey Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Small	29	24	111	91	47	39	21	17	29	24	107	88	3	2	11	9	122	99%
Medium	7	22	31	97	27	84	12	38	12	38	24	75	1	3	2	6	32	100%
Urban	8	53	14	93	14	93	7	47	7	47	11	73	0	0	5	33	15	100%
2007	44	26	157	93	88	52	40	24	48	28	142	84	4	2	18	11	169	99%
2003	na	na	199	79	93	37	55	22	na	na	na	na	na	na	32	13	253	99%

*Note: Percentages are out of question respondents

12. How do you charge water and/or sewage tax?

- A. Fixed amount for all services/taxes
- B. Separate mill rate for water and/or sewage
- C. Fixed amount for water and/or sewage in addition to the mill rate
- D. Metered rate
- E. Other

Size	A		B		C		D		E		# of Survey Respondents	
	#	%	#	%	#	%	#	%	#	%		
Small	78	70	5	5	30	27	7	6	2	2	111	90%
Medium	21	72	2	7	9	31	2	7	0	0	29	91%
Urban	9	60	1	7	5	33	5	33	2	13	15	100%
TOTAL	108	70	8	5	44	28	14	9	4	3	155	91%

13. How do you charge business tax?

- A. Percentage of the business's gross revenue
- B. Business property tax
- C. Commercial water tax/fee
- D. Commercial sewer tax/fee
- E. Grant in lieu of taxes
- F. Other

Size	A		B		C		D		E		F		% Of Question Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%		
Small	67	56	78	65	29	24	17	14	19	16	19	16	120	98%
Medium	18	58	29	94	15	48	13	42	11	35	3	10	31	97%
Urban	7	47	15	100	10	67	10	67	6	40	1	7	15	100%
Total	92	55	122	73	54	32	40	24	36	22	23	14	166	97%

14a. Do you tax home-based businesses

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007%	2003%
Avalon	17	7	6	30	71	67
Central	27	5	2	34	74	66
Eastern	8	5	1	14	50	51
Labrador	7	1	2	10	91	53
Northern	5	1	0	6	55	56
Western	14	5	4	23	85	70
Total	78	24	15	116	71	62
% of Question Respondents	67	80	100	71		

14b. How do you charge home business taxes

A. Percentage of the business's gross revenue

B. Percentage of the assessed value of the property used by the business

C. Lump sum tax

D. Other

Size	A		B		C		D		Total Responses to Question	
	#	%	#	%	#	%	#	%	#	%
Small	23	52	25	57	27	61	14	31	44	36
Medium	4	15	11	42	10	38	2	8	26	81
Urban	2	13	8	53	5	33	1	7	15	100
2007 TOTAL	29	34	44	52	42	49	17	20	85	50
2003 TOTAL	35	22	42	26	78	49	15	9	160	63

15. What is the mill rate in your municipality?

Region	4.1-5	5.1-6	6.1-7	7.1-8	8.1-9	9.1-10	10.1-11	11.1-12	12.1-13	13.1-14	14.1-15	Total Responses	
Avalon	0	1	5	1	12	10	0	1	0	0	0	32	71%
Central	0	2	3	5	15	14	2	2	0	0	1	43	90%
Eastern	0	3	1	1	10	4	1	0	0	0	0	20	71%
Labrador	0	1	1	1	3	1	2	1	0	0	1	11	100%
Northern	0	0	1	0	5	3	0	0	0	0	0	8	73%
Western	1	1	5	2	6	5	1	2	1	1	0	25	93%
TOTAL	1	8	16	10	50	37	6	6	1	1	2	139	82%

Size	4.1-5	5.1-6	6.1-7	7.1-8	8.1-9	9.1-10	10.1-11	11.1-12	12.1-13	13.1-14	14.1-15	Total Responses	
Small	1	5	11	7	39	23	2	3	1	1	1	95	77%
Medium	0	2	5	3	7	6	3	2	0	0	1	30	94%
Urban	0	1	0	0	4	8	1	1	0	0	0	14	93%
TOTAL	1	8	16	10	50	37	6	6	1	1	2	139	82%
% Of Question Responses	1	6	12	7	36	27	4	4	1	1	1		

16. Compared to 2006, how has your local revenue changed in 2007?

Region	Decreased			No change			Increased			Total Responses	% Of Survey Respondents	
	#	2007%	2003%	#	2007%	2003%	#	2007%	2003%		2007%	2003%
Avalon	2	5	5	19	44	44	22	51	51	43	96	100
Central	5	11	6	16	35	49	25	54	45	46	96	95
Eastern	4	14	17	7	25	38	17	61	45	28	100	100
Labrador	1	10	22	4	40	28	5	50	50	10	91	95
Northern	0	0	4	6	55	38	5	45	58	11	100	100
Western	2	7	3	3	11	53	22	81	50	27	100	91
TOTAL	14	8	8	55	33	44	96	58	49	165	96	97

Size	Decreased		No change		Increased		Total Respondents	% Of Survey Respondents
	#	%	#	%	#	%		
Small	11	9	48	40	60	50	119	97
Medium	3	10	5	16	23	74	31	97
Urban	0	0	2	13	13	87	15	100

*Note: % Are by Respondents to the question

17a. Did you have a problem with delinquent taxpayers in 2006?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007%	2003%
Avalon	22	8	3	33	80	90
Central	32	7	2	41	85	90
Eastern	17	3	1	21	75	95
Labrador	7	1	2	10	100	68
Northern	10	1	0	11	100	85
Western	15	3	3	21	81	73
TOTAL	103	23	11	132	80	87
% of Question Respondents	88	72	73	80		

17b. Have you used a collection service to collect taxes in the past two years?

Positive Responses

Region/Size	Small	Medium	Urban	Total	% of Question Respondents
Avalon	24	8	4	36	84
Central	29	7	2	38	83
Eastern	17	5	1	23	85
Labrador	5	1	1	7	64
Northern	9	1	0	10	91
Western	11	4	2	17	63
TOTAL	95	26	10	127	78
% of Question Responses	82	84	67	78	

17c. Based on your estimate, what percentage of your tax revenue from 2006 remains outstanding?

Region	≤10		11-20		21-30		31-40		41-50		51-60		61-70		≥71		2007 %	2003 %
	2007	2003	2007	2003	2007	2003	2007	2003	2007	2003	2007	2003	2007	2003	2007	2003		
Avalon	20	16	7	9	6	3	0	4	0	5	2	1	0	2	0	1	78	67
Central	21	27	8	10	6	9	1	2	0	2	0	1	0	1	0	3	75	75
Eastern	10	11	8	9	3	3	2	4	0	2	0	1	0	0	1	1	86	73
Labrador	6	4	3	1	0	0	0	1	0	1	0	0	1	0	0	0	91	38
Northern	5	9	0	4	2	3	1	0	0	1	0	0	0	0	0	1	73	69
Western	7	12	8	5	3	4	0	1	3	1	0	0	0	0	1	0	81	70
TOTAL	69	79	34	38	20	22	4	12	3	12	2	3	1	3	2	6	79	69
% of Question Respondents	51	45	25	22	15	13	3	7	2	7	1	2	1	2	1	3		

Size	≤ 10	11-20	21-30	31-40	41-50	51-60	61-70	≥71	Total	
Small	39	29	18	4	2	1	1	2	96	78%
Medium	18	4	2	0	1	1	0	0	26	81%
Urban	12	1	0	0	0	0	0	0	13	87%

18a. Do you have any federal buildings/property in your municipality?

Positive Responses

Region/Size	Small	Medium	Large	Total	2007%	2003%
Avalon	15	8	6	29	64	54
Central	16	6	2	24	51	64
Eastern	9	6	1	16	59	50
Labrador	4	1	2	7	63	74
Northern	5	1	0	6	55	65
Western	8	3	4	15	58	52
TOTAL	57	25	15	97	58	59
% of Survey Respondents	48	78	100	58		

18b. If yes, do these facilities generate any revenue for your municipality?

Positive Responses

Region/Size	Small	Medium	Urban	Total	% Of Survey Respondents To 18a
Avalon	9	6	5	20	69
Central	13	5	2	20	83
Eastern	7	6	1	14	88
Labrador	4	1	2	7	100
Northern	5	1	0	6	100
Western	5	3	3	11	73
TOTAL	43	22	13	78	
% of Survey Respondents To 18a	75	88	87	80	

18c. If yes, how are these revenues charged?

- A. Grant in lieu
- B. Water Tax
- C. Other

Region	A	B	C	Total Respondents	Size	A	B	C	Total Respondents
Avalon	21	13	3	25	Small	36	26	9	50
Central	16	17	2	22	Medium	24	11	1	25
Eastern	13	5	4	16	Urban	12	8	1	13
Labrador	6	1	0	7					
Northern	4	3	2	6					
Western	12	6	0	12					
Total	72	45	11	88					

19a. Do you have any provincial buildings/property in your municipality?

Positive Responses

Region/Size	Small	Medium	Urban	Total	% Of Question Respondents
Avalon	6	2	4	12	27
Central	16	6	2	24	52
Eastern	5	3	1	9	35
Labrador	4	1	2	7	64
Northern	3	1	0	4	40
Western	5	3	4	12	50
Total	39	16	13	68	
% of Question Respondents	34	52	87	42	

19b. If yes, do these facilities generate any revenue for your municipality?

Region/Size	Small	Medium	Large	Total	% Of Survey Respondents To 19a.
Avalon	6	1	2	9	75
Central	10	5	2	17	71
Eastern	4	2	1	7	78
Labrador	3	1	1	5	71
Northern	2	1	0	3	75
Western	3	1	3	7	58
Total	28	11	9	48	
% of Survey Respondents	72	69	69	71	

19c. If yes, how are these revenues charged?

- A. Grant in lieu
- B. Water Tax
- C. Other

Region	A	B	C	Total Respondents
Avalon	3	9	1	9
Central	0	17	1	18
Eastern	1	7	5	9
Labrador	1	4	1	5
Northern	1	3	0	3
Western	3	4	1	8
Total	9	44	9	52

Size	A	B	C	Total Respondents
Small	4	24	6	30
Medium	2	12	1	13
Urban	3	8	2	9

E. OFFICE EQUIPMENT/TECHNOLOGY

20a. Do you have the following pieces of office equipment?

- A. Computer
- B. Fax machine
- C. Photocopier
- D. Printer

Size	A		B		C		D		Total Respondent
	#	%	#	%	#	%	#	%	
Small	115	95	120	99	115	95	114	94	121
Medium	32	100	32	100	32	100	32	100	32
Urban	15	100	15	100	15	100	15	100	15
Total	162	96	167	99	162	96	161	96	168

20b. If you have a computer what do you use it for?

- A. Word Processing
- B. Accounting
- C. Internet
- D. Other

Size	A		B		C		D		Total Respondents
	#	%	#	%	#	%	#	%	
Small	110	96	93	81	87	76	7	6	115
Medium	29	91	32	100	27	84	3	9	32
Urban	15	100	15	100	15	100	3	20	15
Total	154	95	140	86	129	80	13	8	162

21a. Do you have Internet access?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007 %	2003 %
Avalon	22	8	6	36	80	54
Central	28	5	2	35	74	55
Eastern	12	6	1	19	68	50
Labrador	8	1	2	11	100	84
Northern	7	1	0	8	73	62
Western	13	6	4	23	88	55
Total	90	27	15	132	79	57
% of Question Responses	74	87	100	79		

21b. Is your Internet access:

Region	Dial Up		Cable		DSL		Satellite		Total	
	2007	2003	2007	2003	2007	2003	2007	2003	2007	2003
Avalon	12	25	10	3	14	4	0	0	36	32
Central	20	37	2	1	8	1	2	0	32	39
Eastern	7	18	1	1	8	2	2	0	18	21
Labrador	1	14	1	1	8	1	0	0	10	16
Northern	3	16	0	0	3	0	0	0	6	16
Western	5	16	3	2	11	0	0	0	18	18
TOTAL	48	126	17	8	52	8	4	0	120	142
%Of Question Respondents	40	89	14	6	43	6	3	0		

Size	Dial Up	Cable	DSL	Satellite	Total
Small	43	13	25	3	84
Medium	5	4	12	1	22
Urban	0	0	15	0	15
TOTAL	48	17	52	4	120
% of Question Responses	40%	14%	43%	3%	100%

21c. Do you have a web site address for your municipality?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007%	2003%
Avalon	5	3	6	12	30	63
Central	16	6	2	24	55	48
Eastern	5	6	1	12	52	40
Labrador	2	1	2	5	45	79
Northern	3	1	0	4	44	62
Western	4	5	4	13	52	44
TOTAL	35	22	15	70	46	54
% Of Survey Responses	33	69	100	46		

22. Do you have an e-mail address for your municipality?

Positive Responses

Region/Size	Small	Medium	Urban	Total	% Of Question Responses
Avalon	19	8	6	33	75
Central	23	5	2	30	65
Eastern	13	6	1	20	77
Labrador	7	1	2	10	91
Northern	8	1	0	9	82
Western	12	6	4	22	88
TOTAL	82	27	15	124	
% Of Question Respondents	71	84	100	76	

F. SERVICES

23. How does your municipality provide fire services?

- A. Run own fire dept.
- B. Share the fire dept. with other municipalities
- C. Served by a neighboring municipality
- D. Other

Region	A			B			C			D			Total
	#	2007%	2003%	#	2007%	2003%	#	2007%	2003%	#	2007%	2003%	#
Avalon	33	72	72	8	17	13	3	7	15	2	23	0	46
Central	37	71	85	9	17	7	5	10	7	1	2	1	52
Eastern	21	72	78	2	7	12	6	21	12	0	0	0	29
Labrador	11	100	100	0	0	0	0	0	0	0	0	0	11
Northern	6	55	73	2	18	15	1	9	12	2	18	0	11
Western	22	88	94	4	16	6	0	0	0	1	4	0	25
TOTAL	130	75	81	25	14	9	15	9	9	6	3	1	174

Size	A	B	C	D	Total
Small	88	21	15	5	129
Medium	30	2	0	0	32
Urban	12	2	0	1	14
TOTAL	130	25	15	6	171

Other : St. John's regional fire dept, Muttal Aid for area, Share with LSD, Amalgamated Fire dept., Volunteer

24. Is your Fire Department run by volunteers or paid staff?

- A. Volunteer
- B. Paid
- C. Combination
- D. Other

Region	A			B			C			D		Total Respondents to Question		
	#	2007 %	2003 %	#	2007 %	2003 %	#	2007 %	2003 %	#	2007%	#	2007 %	2003 %
Avalon	38	95	96	0	0	6	2	5	0	0	0	40	89	89
Central	42	93	99	0	0	0	2	4	1	1	2	45	94	93
Eastern	22	96	95	0	0	3	1	4	3	0	0	23	82	88
Labrador	10	91	89	0	0	0	1	9	5	0	0	11	100	100
Northern	10	100	100	0	0	0	0	0	0	0	0	10	91	88
Western	24	92	94	1	4	6	1	4	0	0	0	26	96	100
TOTAL	146	95	96	1	1	3	7	5	1	1	1	155	91	92

Size	A		B		C		D		Total Respondents to Question	
	#	%	#	%	#	%	#	%		
Small	108	100	0	0	0	0	0	0	108	88%
Medium	32	100	0	0	0	0	0	0	32	100%
Urban	6	43	1	7	7	50	1	7	15	100%
TOTAL	146	95	1	1	7	5	1	1	155	91%

25a. Does your municipality pay your volunteer firefighters an honorarium?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007%	2003%
Avalon	2	5	2	9	23	18
Central	8	5	2	15	34	60
Eastern	2	6	1	9	39	26
Labrador	1	1	1	3	27	21
Northern	1	1	0	2	20	6
Western	3	2	3	8	32	15
TOTAL	17	20	9	47	31	23
% of Respondent with Volunteers	16	63	69	31		

25b If yes, how much?

Region	≤ 500	501-1000	1001-5000	5001-10,000	10,001-20,000	20,001-30,000	≥30,001	Total Respondents
Avalon	4	2	2	0	0	0	1	9
Central	7	2	3	2	0	0	0	14
Eastern	2	1	1	2	1	1	1	9
Labrador	1	2	0	0	0	0	0	3
Northern	1	0	0	0	1	0	0	2
Western	3	0	2	3	0	0	0	8
TOTAL	18	7	8	7	2	1	2	45

Size	≤ 500	501-1000	1001-5000	5001-10,000	10,001-20,000	20,001-30,000	≥30,001	Total Respondents
Small	10	3	2	1	0	0	0	16
Medium	8	1	4	4	2	1	0	20
Urban	0	3	2	2	0	0	2	9
TOTAL	18	7	8	7	2	1	2	45
% of Question Responses	40	16	18	16	4	2	4	

26. Do your fire department volunteers receive any other benefits?

Positive Responses

Region/Size	Small	Medium	Large	Total	2007%	2003%
Avalon	3	1	1	5	13	9
Central	8	3	0	11	25	14
Eastern	1	4	1	6	26	38
Labrador	0	1	2	3	27	22
Northern	1	0	0	1	10	9
Western	2	0	1	3	12	21
TOTAL	15	9	5	29	19	18
% of Respondents with Volunteers	14	28	38	19		

27. How does your municipality dispose of its collected solid waste?

- A. Landfill
- B. Incinerator
- C. Other

Region	A			B			C			Total Respondents To Question		
	#	2007%	2003%	#	2007%	2003%	#	2007%	2003%	#	2007%	2003%
Avalon	33	77	67	8	19	33	3	7	0	43	96	98
Central	47	98	76	2	4	25	2	4	1	48	100	99
Eastern	21	75	61	7	25	39	1	4	0	28	100	98
Labrador	8	73	95	2	18	5	1	9	0	11	100	100
Northern	7	78	38	2	22	62	0	0	0	9	82	100
Western	18	67	67	13	48	45	1	4	0	27	100	100
TOTAL	134	81	68	34	20	34	8	5	0.4	166	98	99

Size	A		B		C		Total Respondents	
	#	%	#	%	#	%	#	%
Small	100	84	19	16	8	7	120	98%
Medium	21	66	12	38	0	0	32	100%
Urban	13	93	3	21	0	0	14	93%
TOTAL	134	81	34	21	8	5	166	98%

28. Do you have a recycling program in your municipality?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007%	2003%
Avalon	7	3	6	16	36	33
Central	20	2	2	24	53	55
Eastern	2	1	0	3	11	19
Labrador	4	0	0	5	45	53
Northern	1	0	0	1	10	15
Western	6	1	4	11	42	19
TOTAL	40	7	12	60	37	35
% Of Question Responses	34	23	80	37		

29. Does your municipality provide any of the following services?

- A. Public transit
- B. Cemetery
- C. Contribution to the operation of a public library

Size	A		B		C		Total Respondents	
	#	%	#	%	#	%		
Small	0	0	43	84	12	24	51	41%
Medium	0	0	9	53	14	82	17	53%
Urban	2	17	4	33	9	75	12	80%
TOTAL	2	3	56	70	35	44	80	47%

30a. Do you contract out some of your municipal services?

Positive Responses

Region/Size	Small	Medium	Urban	Total	% of Question Responses
Avalon	13	6	3	22	59
Central	24	1	0	25	54
Eastern	18	3	1	22	79
Labrador	3	1	1	5	45
Northern	5	0	0	5	71
Western	9	6	3	18	75
TOTAL	72	17	8	97	
% of Question Responses	65%	57%	62%	63%	

Which services are contracted out?

30b.1 Animal Control

A. Private sector; B. Another municipality; C. Provincial government; D. Federal government; E. Non-government organization; F. Other

Region	A	B	C	D	E	F	Total
Avalon	0	1	0	0	0	0	1
Central	1	0	0	0	0	0	1
Eastern	5	0	0	0	0	0	5
Labrador	0	0	0	0	0	0	0
Northern	0	1	0	0	0	0	1
Western	1	5	0	0	0	1	7
TOTAL	7	7	0	0	0	1	15

Size	A	B	C	D	E	F	Total
Small	3	4	0	0	0	1	8
Medium	2	3	0	0	0	0	5
Urban	2	0	0	0	0	0	2
TOTAL	7	7	0	0	0	1	15

30b.2 Bylaw Enforcement-other

*Note: There were no responses to this question

30b.3 Engineering

A. Private sector; B. Another municipality; C. Provincial government; D. Federal government; E. Non-government organization; F. Other

Region	A	B	C	D	E	F	Total
Avalon	8	0	2	0	1	1	12
Central	4	0	1	0	0	0	5
Eastern	4	0	0	0	0	0	4
Labrador	2	0	0	0	0	0	2
Northern	1	0	0	0	0	0	1
Western	6	0	0	0	1	0	7
TOTAL	25	0	3	0	2	1	31

Size	A	B	C	D	E	F	Total
Small	15	0	2	0	0	0	17
Medium	4	0	1	0	2	1	8
Urban	6	0	0	0	0	0	6
TOTAL	25	0	3	0	2	1	31

30b.4 Fire Protection

A. Private sector; B. Another municipality; C. Provincial government; D. Federal government; E. Non-government organization; F. Other

Region	A	B	C	D	E	F	Total
Avalon	0	2	0	0	0	0	2
Central	0	3	0	0	0	0	3
Eastern	0	5	0	0	0	0	5
Labrador	0	0	0	0	0	0	0
Northern	0	0	0	0	0	0	0
Western	0	0	0	0	0	0	0
TOTAL	0	10	0	0	0	0	10

Size	A	B	C	D	E	F	Total
Small	0	8	0	0	0	0	8
Medium	0	1	0	0	0	0	1
Urban	0	1	0	0	0	0	1
TOTAL	0	10	0	0	0	0	10

30b.5 Garbage Collection

A. Private sector; B. Another municipality; C. Provincial government; D. Federal government; E. Non-government organization; F. Other

Region	A	B	C	D	E	F	Total
Avalon	18	0	0	0	0	0	18
Central	9	0	0	0	2	3	14
Eastern	18	0	0	0	0	0	18
Labrador	4	0	0	0	0	0	4
Northern	2	0	0	0	0	0	2
Western	12	1	0	0	0	1	14
TOTAL	63	1	0	0	2	4	70

Size	A	B	C	D	E	F	Total
Small	44	0	0	0	2	3	49
Medium	13	1	0	0	0	1	15
Urban	6	0	0	0	0	0	6
TOTAL	63	1	0	0	2	4	70

*Other: Green bay authority

30b.6 Information Technology

A. Private sector; B. Another municipality; C. Provincial government; D. Federal government; E. Non-government organization; F. Other

Region	A	B	C	D	E	F	Total
Avalon	4	0	0	0	1	0	5
Central	0	0	0	0	0	0	0
Eastern	0	0	0	0	0	0	0
Labrador	1	0	0	0	0	0	1
Northern	0	0	0	0	0	0	0
Western	1	0	0	0	0	0	1
TOTAL	6	0	0	0	1	0	7

Size	A	B	C	D	E	F	Total
Small	0	0	0	0	0	0	0
Medium	2	0	0	0	1	0	3
Urban	4	0	0	0	0	0	4
TOTAL	6	0	0	0	1	0	7

30b.7 Snow Clearing

A. Private sector; B. Another municipality; C. Provincial government; D. Federal government; E. Non-government organization; F. Other

Region	A	B	C	D	E	F	Total
Avalon	12	0	2	0	0	0	14
Central	9	1	5	0	0	1	16
Eastern	14	0	4	0	0	1	19
Labrador	1	0	2	0	0	0	3
Northern	3	0	0	0	0	0	3
Western	4	0	2	0	0	1	7
TOTAL	43	1	15	0	0	3	62

Size	A	B	C	D	E	F	Total
Small	36	1	15	0	0	3	55
Medium	5	0	0	0	0	0	5
Urban	2	0	0	0	0	0	2
TOTAL	43	1	15	0	0	3	62

30b.8 Waste Disposal

A. Private sector; B. Another municipality; C. Provincial government; D. Federal government; E. Non-government organization; F. Other

Region	A	B	C	D	E	F	Total
Avalon	3	2	0	0	0	0	5
Central	1	1	0	0	1	2	5
Eastern	3	1	0	0	0	1	5
Labrador	1	0	0	0	0	0	1
Northern	0	0	0	0	0	0	0
Western	3	2	0	0	0	0	5
TOTAL	11	6	0	0	1	3	21

Size	A	B	C	D	E	F	Total
Small	7	3	0	0	1	3	14
Medium	1	1	0	0	0	0	2
Urban	3	2	0	0	0	0	5
TOTAL	11	6	0	0	1	3	21

30c. What is the purpose of contracting out these services?

- A. Cost saving
- B. Reduced administration
- C. Improved service
- D. Access to expertise
- E. Other

Region	A		B		C		D		E		Total Respondents	
	#	%	#	%	#	%	#	%	#	%		
Avalon	26	79	4	12	11	33	11	33	3	9	33	73%
Central	17	65	4	15	8	31	5	19	3	12	26	54%
Eastern	17	74	5	22	7	30	5	22	4	17	23	82%
Labrador	4	80	0	0	2	40	4	80	1	20	5	45%
Northern	4	57	1	14	0	0	2	29	2	29	7	64%
Western	11	55	3	15	6	30	6	30	1	5	20	74%
TOTAL	79	69	17	15	34	30	33	29	14	12	114	67%

Size	A		B		C		D		E		Total Respondents	
	#	%	#	%	#	%	#	%	#	%		
Small	57	67	13	15	23	27	21	25	12	14	85	69%
Medium	15	83	3	17	8	44	5	28	0	0	18	56%
Urban	7	64	1	9	3	27	7	64	2	18	11	73%

31a. Is your council involved in economic development in any of the following ways?
Check all that apply

- A. Own municipal economic development committee
- B. Own municipal development corporation
- C. Economic development Officer or Director of economic development

Region	A	B	C	Total Responses
Avalon	9	1	5	11
Central	10	1	5	14
Eastern	7	1	0	7
Labrador	3	0	3	4
Northern	1	0	3	3
Western	3	1	4	8
TOTAL	33	4	20	47
% of Total Survey Responses	19%	2%	12%	28%
% of Question Responses	70%	9%	43%	100%

Region	A	B	C	Total Responses
Small	7	2	6	15
Medium	29	2	9	17
Urban	11	1	9	13
TOTAL	47	5	24	45

31b. Does your council participate in any of the following economic development organizations

- A. Regional Economic Development Board
- B. Rural Development Association
- C. Chamber of Commerce
- D. Community Business Development Corporation
- E. Other

Region	A		B		C		D		E		Total Question Respondents	
	#	%	#	%	#	%	#	%	#	%		
Avalon	14	67	5	24	11	52	6	29	1	5	21	47%
Central	20	61	12	36	16	48	4	12	1	3	33	69%
Eastern	13	76	7	41	8	47	2	12	0	0	17	61%
Labrador	6	67	2	22	4	44	1	11	1	11	9	82%
Northern	6	67	4	44	3	33	2	22	0	0	9	82%
Western	9	56	4	25	9	56	2	13	1	6	16	59%
Total	68	65	34	32	51	49	17	16	4	4	105	62%

Size	#	%	#	%	#	%	#	%	#	%	Total Question Responses
Small	41	62	26	39	22	33	8	12	1	2	66
Medium	15	60	5	20	17	68	5	20	1	4	25
Urban	12	86	3	21	12	86	4	29	2	14	14

G. EQUIPMENT

32. What public works equipment does your municipality own?

- | | | |
|--------------------------------------|------------------|-------------------|
| A. Garbage truck | F. Fire truck | J. Sander |
| B. Snow plow/snow clearing equipment | G. Pumper truck | K. Street cleaner |
| C. Lawn mower | H. Pick-up truck | L. Sewer jet |
| D. Grader | I. Ambulance | M. Other |
| E. Back Hoe | | |

Size	A		B		C		D		E		F		G	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Small	27	24	42	37	71	63	4	4	27	24	91	81	50	44
Medium	10	31	26	81	29	91	5	16	22	69	32	100	25	78
Urban	9	60	15	100	15	100	11	73	13	87	13	87	13	87
TOTAL	46	29	83	52	115	72	20	13	62	39	136	85	88	55

Size	H		I		J		K		L		M		Total Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Small	46	41	11	10	22	19	0	0	6	5	9	8	113	92
Medium	27	84	3	9	19	59	2	6	6	19	2	6	32	100
Urban	15	100	1	7	14	93	12	80	7	47	4	27	15	100
TOTAL	88	55	15	9	55	34	14	9	19	12	15	9	160	94

33a. Do you share equipment with any other municipality?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007 %	2003 %
Avalon	0	1	3	4	9	15
Central	6	1	1	8	17	10
Eastern	1	2	0	3	11	26
Labrador	3	0	0	3	27	0
Northern	3	0	0	3	27	23
Western	3	1	0	4	15	18
TOTAL	16	5	4	25	15	15
% of Question Respondents	14	16	27	15		

33b. What equipment did you share with others?

A. Garbage truck D. Grader G. Pumper tank J. Sander M. Other
 B. Snow plow/snow clearing equipment E. Back Hoe tank H. Pick-up truck K. Street cleaner
 C. Lawn mower F. Fire truck I. Ambulance L. Sewer jet

Size	A		B		C		D		E		F		G	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Small	1	5	2	11	0	0	1	5	3	26	14	74	6	32
Medium	0	0	0	0	0	0	0	0	0	0	3	50	3	50
Urban	0	0	0	0	0	0	0	0	0	0	3	60	3	60
2007 TOTAL	1	3	2	7	0	0	1	3	3	10	20	67	12	40
2003 TOTAL	10	24	1	2	0	0	0	0	1	2	26	63	14	34

Size	H		I		J		K		L		M		Total Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Small	1	5	1	5	0	0	0	0	1	5	1	5	19	15
Medium	0	0	3	50	0	0	0	0	1	17	0	0	6	19
Urban	0	0	0	0	0	0	2	40	1	20	1	20	5	33
2007 TOTAL	1	3	4	13	0	0	2	7	3	10	2	7	30	18
2003 TOTAL	4	10	9	22	0	0	0	0	na	na	7	0	41	16

H. INFRASTRUCTURE

34. What percentage of your households are hooked up to a municipal water system?

Region	≤ 20		21-40		41-60		61-80		≥ 81		Total Respondents	
	#	%	#	%	#	%	#	%	#	%		
Avalon	2	7	1	3	5	17	4	13	19	63	31	67%
Central	0	0	1	2	2	5	2	5	38	88	43	90%
Eastern	0	0	1	4	1	4	3	13	19	79	24	86%
Labrador	0	0	0	0	0	0	2	18	9	82	11	100%
Northern	0	0	1	9	0	0	0	0	10	91	11	100%
Western	0	0	0	0	1	4	1	4	22	92	24	89%
Total	2	1	4	3	9	6	12	8	117	81	144	85%

Size	≤ 20		21-40		41-60		61-80		≥ 81		Total Respondents	
	#	%	#	%	#	%	#	%	#	%		
Small	2	2	4	4	8	8	9	9	81	78	104	84%
Medium	0	0	0	0	1	4	2	7	24	89	27	84%
Urban	0	0	0	0	0	0	1	8	12	92	13	87%
Total	2	1	4	3	9	6	12	8	117	81	144	85%

35. What percentage of your households are hooked up to municipal sewer system?

Region	≤ 20		21-40		41-60		61-80		≥ 81		Total Respondents	
	#	%	#	%	#	%	#	%	#	%		
Avalon	1	4	2	8	7	28	2	8	13	52	25	56%
Central	2	5	2	5	2	5	6	16	25	68	37	77%
Eastern	0	0	3	14	1	5	7	33	10	48	21	75%
Labrador	0	0	0	0	2	20	2	20	6	60	10	91%
Northern	1	14	0	0	0	0	3	43	3	43	7	64%
Western	1	6	2	11	1	6	3	17	11	61	18	67%
Total	5	4	9	8	13	11	23	19	68	58	118	69%

Size	≤ 20		21-40		41-60		61-80		≥ 81		Total Respondents	
	#	%	#	%	#	%	#	%	#	%		
Small	5	6	7	9	11	14	19	24	38	48	80	65%
Medium	0	0	2	8	2	8	1	4	20	80	25	78%
Urban	0	0	0	0	0	0	3	23	10	78	13	87%
Total	5	4	9	8	13	11	23	19	68	58	118	69%

36. How does your municipality dispose of its sewage and waste water?

- A. Outfall to water body
- B. Private septic system
- C. Primary sewage treatment facility
- D. Secondary sewage treatment facility
- E. Other

Region	A		B		C		D		E		Total	Total Respondents	
	#	%	#	%	#	%	#	%	#	%			
Avalon	23	55	25	60	4	10	1	2	1	2	54	42	93%
Central	35	76	21	46	8	17	2	4	0	0	66	46	96%
Eastern	23	82	15	54	0	0	0	0	1	4	39	28	100%
Labrador	8	73	2	18	2	18	0	0	1	9	13	11	100%
Northern	10	91	3	27	0	0	0	0	0	0	13	11	100%
Western	14	64	9	41	2	9	1	5	1	5	27	22	81%
TOTAL	113	70	75	47	16	10	4	2	4	2	212	160	94%

Region	A		B		C		D		E		total	Total Respondents	
	#	%	#	%	#	%	#	%	#	%			
Small	81	70	57	50	6	5	2	2	2	2	148	115	93%
Medium	24	80	15	50	4	13	0	0	1	3	44	30	94%
Urban	8	53	3	20	6	40	2	13	1	7	20	15	100%

*Other: Lift station, ABYDOZ environmental system (pilot project 30 hours), Holding Tanks, Lagoon

37. What other properties does your municipality own?

- A. Recreation Center D. Swimming Pool
 B. Fire Hall E. Parks/playgrounds
 C. Arena F. Other

Region	A		B		C		D		E		F		Total Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%		
Avalon	24	55	32	73	5	11	6	14	33	75	12	27	44	98%
Central	26	55	38	81	11	23	6	13	37	79	10	21	47	98%
Eastern	12	44	23	85	4	15	4	15	23	85	8	30	27	96%
Labrador	7	64	10	91	4	36	2	18	7	64	1	9	11	100%
Northern	5	45	8	73	3	27	1	9	7	64	1	9	11	100%
Western	15	58	23	88	7	32	3	12	22	85	4	15	26	96%
TOTAL	89	54	134	80	34	20	22	13	129	78	36	22	166	97%

Size	A		B		C		D		E		F		Total Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%		
Small	60	50	92	77	8	7	6	5	84	71	21	18	119	98%
Medium	20	63	29	91	14	44	9	28	30	94	8	28	32	100%
Urban	9	60	13	87	12	80	7	47	15	100	7	47	15	100%

I. REGULATIONS

38. Please indicate in which of the following areas your municipality has established regulations

- | | | |
|--|----------------------------|-------------------------------|
| A. Taxis | E. Dog control | I. Heritage areas |
| B. Shop closing | F. Animals other than dogs | J. Heritage building control |
| C. Sale or rental of pornographic material | G. Bicycles | K. Business improvement areas |
| D. Curfews | H. Recreational vehicles | L. Noise/nuisance |

Size	A		B		C		D		E		F		G	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Small	2	3	4	5	0	0	0	0	58	77	19	25	4	5
Medium	7	27	2	8	3	12	0	0	26	100	9	35	6	23
Urban	11	73	1	7	3	20	0	0	15	100	12	80	9	60
TOTAL	20	17	7	6	6	5	0	0	99	85	40	34	19	16

Size	H		I		J		K		L		Total Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%
Small	8	11	12	16	5	7	1	1	28	37	75	61
Medium	3	12	4	15	1	4	2	8	17	65	26	81
Urban	10	67	4	27	1	7	2	13	13	87	15	100
TOTAL	21	18	20	17	7	6	5	4	58	50	116	68

J. Policy and Procedures

39a. Does your municipality use policy & procedures manual for administration?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007%	2003%
Avalon	10	3	5	18	43	27
Central	16	3	2	21	48	20
Eastern	7	5	1	13	52	12
Labrador	3	1	2	6	55	50
Northern	2	1	0	3	33	24
Western	5	5	3	13	52	21
TOTAL	43	18	13	74	47	23
% of Question Responses	39	60	87	47		

39b. Do you regularly renew/update the above policy and procedures manuals?

Positive Response

Region/Size	Small	Medium	Urban	Total	% Of Responses to 39a
Avalon	7	3	3	13	72
Central	8	1	2	11	52
Eastern	3	5	1	9	69
Labrador	3	1	2	6	100
Northern	1	1	0	2	67
Western	3	3	3	9	69
Total	25	14	11	50	
% of Respondents to 39a	58	78	85	68	

39c. How do you keep your policy and procedures manual current?

Small		Medium		Urban	
Option	Number	Option	Number	Option	Number
Enter New policy as they arise	5	Review Annually	7	Enter new policy as they arise	5
Review Annually	5	Enter new policy as they arise	3	Review Annually	3
Meetings	5	Responsibility of town Clerk	1	Responsibility Of Town Clerk	1
Municipal Affairs	2	Uses Application Updates	1	Staff Assigned	1
Type it up	1	Policy committee	1		
On CD	1	Meetings	1		
Still under amendment	1	Use NLAMA handbook and municipal councilors handbook	1		
TOTAL	20	TOTAL	15	TOTAL	10

K. TRAINING

40a. Has your council attended any training related to municipal roles and responsibilities since the 2005 election?

Positive Responses

Region/Size	Small	Medium	Urban	Total	2007 %	2003 %
Avalon	8	5	4	17	39	52
Central	19	3	2	24	51	33
Eastern	8	5	1	14	50	50
Labrador	4	1	1	6	55	47
Northern	5	1	0	6	55	38
Western	6	6	4	16	62	61
Total	50	21	12	83	48	46
% of Question Respondents	42	66	80	48		

Unsure Responses: Avalon(5), Central(3), Eastern(0), Labrador(2), Northern(1), Western(3)

40b. How did your council receive this training?

- A. Municipal Training & Development Corporation (MTDC)
- B. Municipalities Newfoundland and Labrador (MNL)
- C. Newfoundland and Labrador Municipal Administrators Association (NLAMA)
- D. Provincial Department
- E. College of the North Atlantic
- F. Other

Region	A			B			C			D		E		F			Total Respondents		
	#	2007 %	2003 %	#	2007 %	2003 %	#	2007 %	2003 %	#	2007 %	#	2007 %	#	2007 %	2003 %	#	2007 %	2003 %
Avalon	15	68	75	11	50	50	7	32	29	1	5	3	14	0	0	4	22	49	39
Central	13	50	43	16	62	39	9	35	30	5	19	2	8	1	4	4	26	54	32
Eastern	10	71	67	7	50	33	4	29	22	4	29	1	7	1	7	11	14	50	43
Labrador	5	83	44	3	50	44	2	33	11	1	17	1	17	0	0	22	6	55	47
Northern	8	89	75	5	56	75	5	56	75	1	11	2	22	0	0	0	9	82	31
Western	12	67	67	12	67	40	6	33	20	3	17	6	33	2	11	7	18	67	45
TOTAL	63	66	62	54	57	44	33	35	44	15	16	15	16	4	4	7	95	56	38

Size	A		B		C		D		E		F		Total Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%		
Small	41	68	29	48	26	43	10	17	11	18	1	2	60	49%
Medium	14	64	14	64	4	18	4	18	1	5	1	5	22	69%
Urban	8	62	11	85	3	23	1	8	3	23	2	15	13	87%

41. Generally, how often does your council or staff participate in training?

A. Councillors

Region	More Than 2 times a year		1-2 times a year		1 every 2-5 years		Whenever Possible or Applicable		Rarely		Never		Total Survey Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Avalon	0	0	12	41	5	17	3	10	3	10	6	21	29	64
Central	2	6	15	47	5	16	1	3	1	3	8	25	32	67
Eastern	1	5	14	64	1	5	0	0	1	5	5	23	22	79
Labrador	0	0	3	43	2	29	1	14	0	0	1	14	7	64
Northern	0	0	4	57	0	0	2	29	0	0	1	14	7	64
Western	1	7	9	60	1	7	2	13	0	0	2	13	15	56
2007 TOTAL	4	4	57	51	14	13	9	8	5	4	23	21	112	68
2003 TOTAL	9	6	78	56	0	0	7	5	9	6	36	26	139	55

Region	More Than 2 times a year		1-2 times a year		1 every 2-5 years		Whenever Possible or Applicable		Rarely		Never		Total Survey Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Small	2	3	37	46	12	15	4	5	4	5	21	26	80	65
Medium	1	5	11	58	2	11	3	16	0	0	2	11	19	59
Urban	1	8	9	69	0	0	2	15	1	8	0	0	13	87

B. Staff

Region	More Than 2 times a year		1-2 times a year		1 every 2-5 years		Whenever Possible or Applicable		Rarely		Never		Total Survey Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Avalon	5	15	8	24	3	9	13	38	4	12	1	3	34	76
Central	7	17	21	51	4	10	5	12	3	7	1	2	41	85
Eastern	6	24	12	48	3	12	3	12	0	0	1	4	25	89
Labrador	0	0	4	57	1	14	1	14	0	0	1	14	7	64
Northern	0	0	5	56	0	0	4	44	0	0	0	0	9	82
Western	2	9	15	65	0	0	5	22	1	4	0	0	23	85
2007 TOTAL	20	14	65	47	11	8	31	22	8	6	4	3	139	82
2003 TOTAL	28	18	82	53	0	0	25	16	3	2	17	11	155	61

Region	More Than 2 times a year		1-2 times a year		1 every 2-5 years		Whenever Possible or Applicable		Rarely		Never		Total Survey Respondents	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Small	15	15	45	45	9	9	21	21	6	6	4	4	100	81
Medium	2	8	14	54	1	4	8	31	1	4	0	0	26	81
Urban	3	23	6	46	1	8	2	15	1	8	0	0	13	87

L. OTHER

42. Which if any, of the following tools do you use for communications?

- A. Newsletter C. Public meetings
B. Brochure D. other

Region	A		B		C		D		Total Respondents	
	#	%	#	%	#	%	#	%		
Avalon	37	90	6	15	17	41	9	22	41	91%
Central	39	85	9	20	18	39	12	26	46	96%
Eastern	21	75	6	21	13	46	9	32	28	100%
Labrador	9	82	4	36	8	73	4	36	11	100%
Northern	8	73	3	27	6	55	3	27	11	100%
Western	20	80	3	12	10	40	7	28	25	93%
Total	134	83	31	19	72	44	44	27	162	95%

Size	A		B		C		D		Total Respondents	
	#	%	#	%	#	%	#	%		
Small	93	80	18	16	52	45	25	22	116	95%
Medium	28	90	4	13	9	29	10	32	31	97%
Urban	13	87	9	60	11	73	9	60	15	100%

43. What If any, Municipally run festivals/celebration does your municipality host

Month	Town	Festival Name	Date
June	Stephenville Crossing	Molson/Kinsmen	June 24 th
June	Cambelton	Cambelton Day	June 30th
June	Happy Valley Goose Bay	Labrador Soccer Cup	June
June	Happy Valley Goose Bay	Aboriginal Day	June
June	Wabush	Wabush Family Day	June
June-July	Marystown	Shinning Seas	June29th-July1st
June-July	Marystown	Shinning Seas Summer Festival	June29th-July1st

July	St. Anthony	St. Anthony Day	July 30th
July	Corner Brook	Corner Brook Day	July
July	Isle Aux Morts	Ann Harvey Days	July 13th-15th
July	Meadows	Party in the park	July 14th
July	Mount Moriah	Mount Moriah Day	July
July	Elliston	Bird Island Puffin Festival	3 rd Week in July
July	Little Cateline	Little Cateline Day	July 28th
July	Torbay	Town Days/Hillside festiva	July13th-23th
July	Upper Island Cove	UIC day Festival	July 7th
July	Wabana	Bell Island Day	July 22th
July	Whitbourne	Regatta	July 21th
July	Whiteway	Whiteway Day Celebration	July 30th
July	Winterton	Scilly Cove Festival	July21th-23th
July	Bonavista	Bonavista Days	July27th-29th
July	Burin	Dory Races	July 1st
July	Clanenville	Clanenville Day	July 25th
July	Conception Bay South	Kelligrews Soiree	July5th-8th
July	Cupids	Cupids Cove Soiree-	July 19th-22th
July	Ferryland	Southern Shore Shamrock-	July21th-22th
July	Mount Peal	City Days	July
July	Peterview	Peterview Day	July
July	Dover	Dover Fault Festival	Last week in July
July	Glenwood	Glenwood Summer Festival	July26th-30th
July	Kings Point	Trail Soiree	Last week in July
July	La Scie	Crab Festival	July21th-28th
July	Miller Town	Miller Town Days	July27th-30th
July	Pacquet	Pacquet Day	July 1 st
July	Seldom-Little-Seldom	Fishermen's Festival	July 17th-22th
July	Cartwright	Sandwich Bay Heritage Festival	July27th-30th
July	Daniel's Harbour	Come Home Year	July12th-15th
July	Grand Falls-Windsor	Salmon Fest	July19th-23th

July	Baytona	Baytona Day	July 6th
July	Carmanville	Carmanville Day	July 25th
July	Bishops Falls	Fallsview Festival	July
July-August	English Harbour	English Harbour Day	July-August
July-August	Bay Roberts	Klondyke Festival-	July 24th-August 6th
July-August	Grand Bank	Grand Bank Summer festival	July28th-August 4th
July-August	Channel-Port Aux Basques	Come Home Year	July-August
July-August	Corner Brook	Sounds Of summer	July-August
August	Mary's Harbour	Crab fest-	August 3rd-5th
August	Happy Valley Goose Bay	Labrador Canoe Regatte	1 st Weekend In August
August	Triton	Triton Caplin Cod Festival	August 4th
August	Long Harbour & Mt.Arlinton	Long Harbour Day-	August 11th
August	Logy Bay-Middle Cove –Outer Cove	Festival of Friends	2 nd weekend in August
August	Brigus	Blueberry Festival	2 nd Weekend in August
August	Paradise	Sun-Splash-	August
August	North River	River Fest-	August
August	Mount Pearl	Blue Grass Festival	August
August	Burin	Burin Heritage Weekend	August
August	Port Saunder	Summerfest	1 st weekend in August
August	Leading Ticks	Leading Ticks Day	1 st weekend of August
August	Lushes Bright-Beaumont	Long Island Day	August 25th
August	Norris Arm	Flying boat Festival	August 2nd-7th
August	Northern Arm	Northern Arm Day	August 4
August	St.Anthony	Traditional NL Music	August 4th

August	Channel-Port Aux Basques	Astrolobe Days-	August
August	Ramea	Rock Island Music Festival	2 nd Weekend In August 10th-12th
August	St.Lawrence	Civic	August
August	Trinity	Trinity Festival Committee	August 17th-19th
August	Badger	Badger Drive Festival	1 st weekend in August
August	Baie Verte	Spree By the Sea-	August 11th
August	Burlington	Burlington Day	August
August	Indian Bay	Indian bay salmon river days	August 6th-12th
August	Hermitage-Sandyville	Rum Runner's festival	August 18th
August	Happy Adventures	Community Day	August 18th
August	Gander	Festival of flight-	August 1st-6th
August	Gambo	Smallwood Day	August 2nd-6th
August	Eastport	Seafest	1 st weekend in August
August	Joe Batt's Arm	J.B.S Festival	August 3rd-5th
August	Charlottetown	Shrimp Festival	August 17th&18th
August	Point Lance	Garden party	August
September	Springdale	Craft & trade Show-	September
September	West St.Modete	Partidge Berry Festival-	Last Week in September
November	Grand Falls-Windsor	Red Maple Fest	November
November	Port Blandfort	Christmas Fair	November
November	Fox Cove	Bon fire	November
December	Sandy Cove	Annual Christmas Party	December 15th
December	Bay Roberts	Winter lights	December
December	Bay De Verde	Christmas in the	December 26th
December	Small Point	Santa Clause Parade	December 69
December	Small Point	Christmas tree	December

December	Small Point	Christmas tree lighting	December
December	Fox Cove	Santa Clause Parade	December
December	Fortune	Tree lighting Ceremony	December
December	Rushoon	Santa Visits with kids	1 st or 2 nd Sunday in December
December	Rushoon	Seniors Christmas Party	1 st or 2 nd Week in December
February	Conception Bay South	Winter fest	February
February	Corner Brook	Winter Carnival-	February
February	Pasaden	Winter Carnival-	February
February	York Harbour	Blow Me Down Days	February
February	Remea	Winter Carnival	February
February	Port Blandfort	Winter Carnival	February
February	Placentia	Winter Carnival	February
February	Paradise	Snow and Ice	February
February	Mount Pearl	Frost Festival	February
March	Gander	Winter Carnival	March 2nd-4th
March	Port Saunders	Winter Carnival	1 st Weekend in March
March	Wabush	Wabush Winter fun Week	March
May	Norris Point	Trails, Tales, Tunes	May
May	Wabush	Wabush Volunteer Banquet	May
May	Old Perlican	Bobber Race-	May 24th

Appendix A

Municipalities Newfoundland and Labrador

2007 Census of Municipalities in Newfoundland and Labrador

Please be assured that the results of your individual survey will be confidential and will not be published. Only a summary of the results of all surveys will be compiled in the Census report.

Bonus: *Complete this survey and return to our office along with your Councillors
Surveys before 30th June and get a chance to win \$500!!*

A. BACKGROUND INFORMATION

Municipality: _____
Telephone: _____
Fax: _____
Email: _____
Website: _____

Person Supplying the Data (Title): _____

B. STAFF AND COUNCIL

- 1a. How many staff did your municipality employ in 2006?
1 Permanent full-time _____
 Permanent part-time _____
 Temporary _____
- 1b. If you have part-time staff, on average how many hours do they work per week? _____
- 1c. How many of these staff members are employed on a seasonal basis? _____ (if 0 proceed to Q2)
- 1d. What is the average number of weeks worked per year by seasonal staff? _____
- 2a. How many of your employees are covered by a collective agreement? _____
- 2b. How many of your employees are classified as management? _____
- 3a. Do you provide employees with non-wage benefits? *If no, proceed to question 4.*
☐ Yes
☐ No

3b. If yes, what non-wage benefits do you offer to your staff? *Check all that apply.*

- ☐ Group Insurance/Benefits
☐ Pension Plan
☐ Other _____

3c. If you have a group benefit plan, how many employees are covered by it? _____

3d. What is the name of your benefit plan provider? _____

3e. If you have a pension plan is it:

- ☐ Defined benefit
☐ Defined contribution
☐ RRSP

3f. What is the contribution amount by the municipality (employer)? _____

3g. What is the contribution amount by the employee? _____

3h. What is the name of your pension plan investment manager? _____

3i. Do you employ a pension plan consultant?

- ☐ Yes
☐ No *If no proceed to Q4*

3j. If yes, what is the name of your pension plan consultant? _____

4. Employee information. *Please indicate your staff by checking each appropriate box.*

Title	Full-time	Part-time	Seasonal
Town/City Manager			
Town/City Clerk			
Town Clerk/Manager			
Town/City Deputy Clerk			
Chief Administrative Officer			
Enforcement Officer			
Planning Director/staff member			
Engineering Director/staff member			
Director or Superintendent of Public Works			
Water Treatment Operator			
Recreation Director			

5. How is your municipal office set up? *Please check all that apply.*

- ☐ Town/city owns municipal office
- ☐ Town/city rents municipal office
- ☐ Home based office (from Clerk's home)
- ☐ Share an office with others (business/group)

6a. What is the total possible number of seats on your council? _____

6b. What is the total number of councillors currently sitting on your council? _____

6c. How many of the councillors currently sitting on your council are women? _____

7a. Do your councillors receive remuneration?

- ☐ Yes
- ☐ No

7b. If yes, how much for each per year:

7b.1 Mayor \$ _____

7b.2 Deputy Mayor \$ _____

7b.3 Councillor \$ _____

8. How often does your council meet? Please specify: _____

9a. Do you have committees of council?

- ☐ Yes
- ☐ No *If no, proceed to Q10.*

9b. Please describe the committee structure in your municipality (i.e. Finance Committee, Recreation Committee)?

i) Standing committees of council

Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____

ii) Advisory, special committees or commissions

Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____
Committee name	_____	total number on committee	_____

9c. Do some of these committees include citizens who are not members of council?

- ☐ Yes
☐ No

9d. On average, how often do your committees meet?

Please specify: _____

C. COOPERATIVE INITIATIVES

10a. Do you share any services with other municipalities or other partners (e.g. garbage disposal, snow cleaning etc.)?

- ☐ Yes
☐ No *If no, please go to Q11*

10b. Please describe your service sharing arrangements

	<i>Check all that apply.</i>	For each service shared please indicate what type(s) of cooperation arrangements you have in place: a. Incorporated joint service provider / organization b. Unincorporated joint service provider/committee c. Fee for service d. Written agreement (e.g. contract, MOU) e. Informal/verbal agreement	For each service shared please indicate what types of partners you cooperate with: a. Other Town/City b. Local Service District c. Community with no local government d. Provincial government e. Federal government f. Local business
Ambulance service			
Animal control			
Bylaw enforcement - other			
Economic development (includes tourism)			
Emergency planning			
Equipment sharing			
Fire protection			
Garbage collection			
Joint Council or Mayor's Committee			
Recreation			
Snow clearing			
Waste disposal			
Water supply			
Other:			

--	--	--	--

10c. What is the purpose of sharing these services? *Check all that apply.* **Yes=1 No=0**

- ☐ Maintain existing services for residents
- ☐ Provide new or improved services to residents
- ☐ Cut costs
- ☐ Increase revenues
- ☐ Access to government funding
- ☐ Improve environmental practices
- ☐ Share information and ideas
- ☐ Establish good relationships
- ☐ Other *please specify*: _____

D. FINANCIAL/TAXATION ISSUES

11. What are the sources of local revenue in your municipality?

- ☐ Property tax
- ☐ Poll tax
- ☐ Water tax only
- ☐ Sewage tax only
- ☐ Combined water and sewer tax
- ☐ Business tax
- ☐ Local improvement assessments
- ☐ Service fee
- ☐ Licenses, fees and permits
- ☐ Grants in lieu of taxes
- ☐ Tax agreements
- ☐ Revenue from other towns for shared services
- ☐ Utility business tax
- ☐ Consumer municipal utility tax
- ☐ Other *please specify*: _____

12. How do you charge water and/or sewage tax? (*skip if you do not charge water and/or sewage tax*)

- ☐ Fixed amount for all services/taxes
- ☐ Separate mill rate for water and/or sewage
- ☐ Fixed amount for water and/or sewage in addition to the mill rate
- ☐ Metered rate
- ☐ Other *please specify*: _____

13. How do you charge business tax? *Check all that apply (skip if you do not charge business tax).*

- ☐ Percentage of the business's gross revenue
- ☐ Business property tax
- ☐ Commercial water tax/fee
- ☐ Commercial sewer tax/fee
- ☐ Grant in lieu of taxes
- ☐ Other (*please specify*): _____

- 14a. Do you tax home-based businesses?
- ☐ Yes *If yes, please go to Q14b, otherwise skip*
☐ No
- 14b. How do you charge home based business taxes?
- ☐ Percentage of the business's gross revenue
☐ Percentage of the assessed value of the property used by the business
☐ Lump sum tax
☐ Other *please specify:* _____
15. What is the mill rate in your municipality? (*skip if you do not charge property tax*)
- Please specify: _____
16. Compared to 2006, how has your local revenue changed in 2007?
- ☐ Decreased
☐ No change
☐ Increased
- 17a. Did you have a problem with delinquent taxpayers in 2006?
- ☐ Yes *If yes, please go to Q17b-d, otherwise skip to Q18*
☐ No
- 17b. Have you used a collection service to collect taxes in the past two years?
- ☐ Yes
☐ No
- 17c. Based on your estimate, what percentage of your tax revenue from 2006 remains outstanding?
- Please specify estimate: _____%
- 18a. Do you have any federal buildings/property in your municipality?
- ☐ Yes
☐ No
- 18b. If yes, do these facilities generate any revenue for your municipality?
- ☐ Yes
☐ No

18c. If yes, how are these revenues charged?

- ☐ Grant in lieu
- ☐ Water tax
- ☐ Other (*please specify*) _____

Q19. Do you have any provincial buildings/property in your municipality?

- ☐ Yes
- ☐ No

19b. If yes, do these facilities generate any revenue for your municipality?

- ☐ Yes
- ☐ No

19c. If yes, how are these revenues charged?

- ☐ Grant in lieu
- ☐ Water tax
- ☐ Other (*please specify*) _____

E. OFFICE EQUIPMENT/TECHNOLOGY

20a. Do you have the following pieces of office equipment? *Check all that apply*

- ☐ Computer
- ☐ Fax machine
- ☐ Photocopier
- ☐ Printer

20b. If you have a computer what do you use it for (*check all that apply*):

- ☐ Word processing
- ☐ Accounting
- ☐ Internet
- ☐ Other (*please specify*) _____

21a. Do you have Internet access?

- ☐ Yes *If yes, please go to Q21b-d*
- ☐ No *If no, please proceed to Q22*

21b. Is your Internet access:

- ☐ Dial up
- ☐ Cable
- ☐ DSL
- ☐ Satellite
- ☐ Other *please specify*: _____

21c. Do you have a web site address for your municipality?

- ☐ Yes
- ☐ No

22d. Do you have an e-mail address for your municipality?

- ☐ Yes
- ☐ No

F. SERVICES

23. How does your municipality provide fire services?

- ☐ Run own fire department
- ☐ Share the fire department with other municipalities
- ☐ Served by a neighbouring municipality (*If selected, please skip to Q27*)
- ☐ Other *please specify*: _____

24. Is your Fire Department run by volunteers or paid staff?

- ☐ Volunteer
- ☐ Paid (*If selected skip to Q27*)
- ☐ Combination
- ☐ Other *please specify*: _____

25a. Does your municipality pay your volunteer firefighters an honorarium?

- Yes
- No

25b. If yes, how much \$ _____

26. Do your Fire Department volunteers receive any other benefits (e.g. snow clearing, tax incentives)?

- ☐ Yes
- ☐ No

Please specify _____

27. How does your municipality dispose of its collected solid waste (residential garbage, industrial, etc.)?

- ☐ Landfill
- ☐ Incinerator
- ☐ Other (*please specify*): _____

28. Do you have a recycling program in your municipality?

- ☐ Yes
- ☐ No

29. Does your municipality provide any of the following services (*check all that apply*):

- ☐ Public transit (public transportation system)
- ☐ Cemetery
- ☐ Contribution to the operation of a public library

30a. Do you contract out some of your municipal services?

- ☐ Yes *If yes, complete Q30b and c*
- ☐ No *If no, skip to Q31*

30b. Which services are contracted out?

	<i>Check all that apply.</i>	For each service contracted out please indicate the type(s) of contractor used: b. Private sector c. Another municipality d. Provincial government e. Federal government f. Non-government organization g. Other (please specify)
Animal control		
Bylaw enforcement - other		
Engineering		
Fire protection		
Garbage collection		
Information technology		
Snow clearing		
Waste disposal		
Other:		

30c. What is the purpose of contracting out these services (vs. delivering in-house):

- ☐ Cost savings
- ☐ Reduced administration
- ☐ Improved service
- ☐ Access to expertise
- ☐ Other (*please specify*) _____

31a. Is your council involved in economic development in any of the following ways? *Check all that apply.*

- ☐ Own municipal economic development committee
- ☐ Own municipal development corporation
- ☐ Economic Development Officer or Director of Economic Development

31b. Does your council participate in any of the following economic development organizations:

- ☐ Regional Economic Development Board
- ☐ Rural Development Association
- ☐ Chamber of Commerce
- ☐ Community Business Development Corporation
- ☐ Other (*please specify*): _____

G. EQUIPMENT

32. What public works equipment does your municipality own? *Check all that apply*

- ☐ Garbage Truck
- ☐ Snow Plow/Snow Cleaning Equipment
- ☐ Lawn Mower
- ☐ Grader
- ☐ Back Hoe
- ☐ Fire Truck
- ☐ Pumper Truck
- ☐ Pick-up Truck
- ☐ Ambulance
- ☐ Sander
- ☐ Street Cleaner
- ☐ Sewerjet
- ☐ Others *please specify*: _____

33a. Do you share equipment with any other municipality?

- ☐ Yes *If yes, please go to Q33b, otherwise skip to Q34*
- ☐ No

33b. What equipment did you share with others? *Check all that apply.*

- ☐ Garbage Truck
- ☐ Snow Plow/Snow Cleaning Equipment
- ☐ Lawn Mower
- ☐ Grader
- ☐ Back Hoe
- ☐ Fire Truck
- ☐ Pumper Truck
- ☐ Pick-up Truck
- ☐ Ambulance
- ☐ Sander
- ☐ Street Cleaner
- ☐ Sewerjet
- ☐ Others *please specify*: _____

H. INFRASTRUCTURE

34. What percentage of your households are hooked up to a municipal water system?

Please specify: _____

35. What percentage of your households are hooked up to a municipal sewer system?

Please specify: _____

36. How does your municipality dispose of its sewage and waste water?

- ☐ Outfall to waterbody
- ☐ Private septic systems
- ☐ Primary sewage treatment facility
- ☐ Secondary sewage treatment facility
- ☐ Other (*please specify*): _____

37. What other properties does your municipality own?

- ☐ Recreation centre
- ☐ Fire hall
- ☐ Arena
- ☐ Swimming pool
- ☐ Parks/playgrounds
- ☐ Other (*please specify*): _____

I. REGULATIONS

38. Please indicate in which of the following areas your municipality has established regulations (*check all that apply*)

- ☐ Taxis
- ☐ Shop closing
- ☐ Sale or rental of pornographic material
- ☐ Curfews
- ☐ Dog control
- ☐ Animals other than dogs
- ☐ Bicycles
- ☐ Recreational vehicles
- ☐ Heritage areas
- ☐ Heritage building controls
- ☐ Business improvement areas
- ☐ Noise/nuisance

J. POLICY AND PROCEDURES

39a. Does your municipality use a Policy & Procedures Manual for administration?

- ☐ Yes *If yes, please go to Q39b and c, otherwise skip to Q40.*
☐ No

39b. Do you regularly renew/update the above Policy and Procedures Manual?

- ☐ Yes *If yes, please go to Q39c, otherwise skip to Q40.*
☐ No

39c. How do you keep your Policy and Procedures Manual current?

Please specify: _____

K. TRAINING

40a. Has your council attended any training related to municipal roles and responsibilities since the 2005 election?

- ☐ Yes *If yes please go to Q40*
☐ No *If no, skip to Q41*
☐ Unsure

40b. How did your council receive this training?

- ☐ Municipal Training & Corporation Development (MTDC)
☐ Municipalities Newfoundland and Labrador (MNL/NLFM)
☐ Newfoundland and Labrador Municipal Administrators Association (NLAMA)
☐ Provincial department
☐ College of the North Atlantic (CONA)
☐ Other (please specify): _____

41. Generally, how often does your council or staff participate in training? (i.e., once a year, every 2 years, never)

Councillors _____
Staff _____

L. OTHER

42. Which, if any, of the following tools do you use for communications (check all that apply):

- ☐ Newsletter
☐ Brochure
☐ Public meetings (outside regular council meetings)
☐ Other (please specify) _____

43. What, if any, municipally run festivals/celebrations does your municipality host?

Please specify or leave blank if not applicable

Festival Name	Annual Festival	Date

SUGGESTIONS & COMMENTS

44. Please provide examples of new ways your municipality and a neighbouring municipality could cooperate:

45. Additional Comments:

Appendix B

Name	Region
Town of Admiral's Beach	Avalon
Town of Anchor Point	Northern
Town of Appleton	Central
Town of Aquaforte	Avalon
Town of Arnold's Cove	Eastern
Town of Avondale	Avalon
Town of Baie Verte	Central
Town of Badger	Central
Town of Baine Harbour	Eastern
Town of Bauline	Avalon
Town of Bay Bulls	Avalon
Town of Bay de Verde	Avalon
Town of Bay L'Argent	Eastern
Town of Bay Roberts	Avalon
Town of Baytona	Central
Town of Beachside	Central
Town of Bellburns	Northern
Town of Belloram	Central
Town of Bide Arm	Northern
Town of Birchy Bay	Central
Town of Bird Cove	Northern
Town of Bishop's Cove	Avalon
Town of Bishop's Falls	Central
Town of Bonavista	Eastern
Town of Botwood	Central
Town of Branch	Avalon
Town of Brent's Cove	Central
Town of Brighton	Central
Town of Brigus	Avalon
Town of Bryant's Cove	Avalon
Town of Buchans	Central
Town of Burgeo	Western
Town of Burin	Eastern
Town of Burlington	Central
Town of Burnt Islands	Western
Town of Campbellton	Central
Town of Cape Broyle	Avalon
Town of Cape St. George	Western
Town of Carbonear	Avalon
Town of Carmanville	Central
Town of Cartwright	Labrador
Town of Centreville-Wareham-Trinity	Central
Town of Chance Cove	Eastern
Town of Change Islands	Central
Town of Channel-Port aux Basques	Western
Town of Chapel Arm	Eastern
Town of Charlottetown	Labrador
Town of Clarenville	Eastern

Town of Clarke's Beach	Avalon
Town of Coachman's Cove	Central
Town of Colinet	Avalon
Town of Colliers	Avalon
Town of Come By Chance	Eastern
Town of Comfort Cove-Newstead	Central
Town of Conception Bay South	Avalon
Town of Conception Harbour	Avalon
Town of Conche	Northern
Town of Cook's Harbour	Northern
Town of Cormack	Western
City of Corner Brook	Western
Town of Cottlesville	Central
Town of Cow Head	Northern
Town of Cox's Cove	Western
Town of Crow Head	Central
Town of Cupids	Avalon
Town of Daniel's Harbour	Northern
Town of Deer Lake	Western
Town of Dover	Central
Town of Duntara	Eastern
Town of Eastport	Central
Town of Elliston	Eastern
Town of Embree	Central
Town of Englee	Northern
Town of English Harbour East	Eastern
Town of Fermeuse	Avalon
Town of Ferryland	Avalon
Town of Flatrock	Avalon
Town of Fleur de Lys	Central
Town of Flower's Cove	Northern
Town of Fogo	Central
Town of Fogo Island Region	Central
Town of Forteau	Labrador
Town of Fortune	Eastern
Town of Fox Cove-Mortier	Eastern
Town of Fox Harbour	Avalon
Town of Frenchman's Cove	Eastern
Town of Gallants	Western
Town of Gambo	Central
Town of Gander	Central
Town of Garnish	Eastern
Town of Gaskiers Point La Haye	Avalon
Town of Gaultois	Central
Town of Gillams	Western
Town of Glenburnie-Birchy Head-Shoal Brook	Northern
Town of Glenwood	Central
Town of Glovertown	Central
Town of Goose Cove East	Northern

Town of Grand Bank	Eastern
Town of Grand Falls Windsor	Central
Town of Grand Le Pierre	Eastern
Town of Greenspond	Central
Town of Hampden	Western
Town of Hant's Harbour	Avalon
Town of Happy Adventure	Central
Town of Happy Valley-Goose Bay	Labrador
Town of Harbour Breton	Central
Town of Harbour Grace	Avalon
Town of Harbour Main-Chapel's Cove-Lakeview	Avalon
Town of Hare Bay	Central
Town of Hawkes Bay	Northern
Town of Heart's Content	Avalon
Town of Heart's Delight-Islington	Avalon
Town of Heart's Desire	Avalon
Town of Hermitage - Sandyville	Central
Town of Holyrood	Avalon
Hopedale Inuit Community Government	Labrador
Town of Howley	Western
Town of Hughes Brook	Western
Town of Humber Arm South	Western
Town of Indian Bay	Central
Town of Irishtown-Summerside	Western
Town of Isle aux Morts	Western
Town of Jackson's Arm	Western
Town of Joe Batt's Arm	Central
Town of Keels	Eastern
Town of King's Cove	Eastern
Town of King's Point	Central
Town of Kippens	Western
Town of La Scie	Central
Town of Labrador City	Labrador
Town of Lamaline	Eastern
Town of L'Anse Au Clair	Labrador
Town of L'Anse au Loop	Labrador
Town of Lark Harbour	Western
Town of Lawn	Eastern
Town of Leading Ticks	Central
Town of Lewin's Cove	Eastern
Town of Lewisporte	Central
Town of Little Bay	Central
Town of Little Bay East	Eastern
Town of Little Bay Islands	Central
Town of Little Burnt Bay	Central
Town of Little Catalina	Eastern
Town of Logy Bay - Middle Cove - Outer Cove	Avalon
Town of Long Harbour & Mt. Arlington Hgts.	Avalon
Town of Lord's Cove	Eastern

Town of Lourdes	Western
Town of Lumsden	Central
Town of Lushes Bight-Beaumont	Central
Town of Main Brook	Northern
Makkovik Inuit Community Government	Labrador
Town of Mary's Harbour	Labrador
Town of Marystown	Eastern
Town of Massey Drive	Western
Town of McIvers	Western
Town of Meadows	Western
Town of Middle Arm	Central
Town of Miles Cove	Central
Town of Millertown	Central
Town of Milltown-Head of Bay D'Espoir	Central
Town of Ming's Bight	Central
Town of Morrisville	Central
Town of Mt. Carmel-Mitchell's Brook-St. Catherine's	Avalon
Town of Mount Moriah	Western
City of Mount Pearl	Avalon
Town of Musgrave Harbour	Central
Town of Musgravetown	Eastern
Nain Inuit Community Government	Labrador
Town of New Perlican	Avalon
Town of New Wes Valley	Central
Town of Nipper's Harbour	Central
Town of Norman's Cove-Long Cove	Eastern
Town of Norris Arm	Central
Town of Norris Point	Northern
Town of North River	Avalon
Town of Northwest River	Labrador
Town of Northern Arm	Central
Town of Old Perlican	Avalon
Town of Pacquet	Central
Town of Paradise	Avalon
Town of Parker's Cove	Eastern
Town of Parsons Pond	Northern
Town of Pasadena	Western
Town of Peterview	Central
Town of Petty Harbour-Maddox Cove	Avalon
Town of Pilley's Island	Central
Town of Pinware	Labrador
Town of Point Leamington	Central
Town of Point of Bay	Central
Town of Pool's Cove	Central
Town of Placentia	Avalon
Town of Point au Gaul	Eastern
Town of Point Lance	Avalon
Town of Point May	Eastern
Town of Port Anson	Central

Town of Port au Choix	Northern
Town of Port au Port East	Western
Town of Port au Port West-Aguathuna-Felix Cove	Western
Town of Port Blandford	Eastern
Town of Port Hope Simpson	Labrador
Town of Port Kirwan	Avalon
Town of Port Rexton	Eastern
Town of Port Saunders	Northern
Town of Portugal Cove South	Avalon
Town of Portugal Cove-St. Phillips	Avalon
Postville Inuit Community Government	Labrador
Town of Pouch Cove	Avalon
Town of Raleigh	Northern
Town of Ramea	Western
Town of Red Bay	Labrador
Town of Red Harbour	Eastern
Town of Reidville	Western
Town of Rencontre East	Central
Town of Renews-Cappahayden	Avalon
Rigolet Inuit Community Government	Labrador
Town of River of Ponds	Northern
Town of Riverhead	Avalon
Town of Robert's Arm	Central
Town of Rocky Harbour	Northern
Town of Roddickton	Northern
Town of Rose Blanche-Harbour Le Cou	Western
Town of Rushoon	Eastern
Town of St. Alban's	Central
Town of St. Anthony	Northern
Town of St. Bernard's-Jacques Fontaine	Eastern
Town of St. Brendan's	Central
Town of St. Bride's	Avalon
Town of St. George's	Western
Town of St. Jacques-Coombs Cove	Central
City of St. John's	Avalon
Town of St. Joseph's	Avalon
Town of St. Lawrence	Eastern
Town of St. Lewis	Labrador
Town of St. Lunaire-Griquet	Northern
Town of St. Mary's	Avalon
Town of St. Paul's	Northern
Town of St. Shott's	Avalon
Town of St. Vincent's - St. Stephen's - Peter's River	Avalon
Town of Salmon Cove	Avalon
Town of Salvage	Central
Town of Sandringham	Central
Town of Sandy Cove	Central
Town of Seal Cove (Fortune Bay)	Central
Town of Seal Cove	Central

Town of Seldom-Little Seldom	Central
Town of Small Point-Broadcove-Blackhead-Adams Cove	Avalon
Town of South Brook	Central
Town of South River	Avalon
Town of Southern Harbour	Eastern
Town of Spaniard's Bay	Avalon
Town of Springdale	Central
Town of Steady Brook	Western
Town of Stephenville	Western
Town of Stephenville Crossing	Western
Town of Summerford	Central
Town of Sunnyside	Eastern
Town of Terra Nova	Central
Town of Terrenceville	Eastern
Town of Tilt Cove	Central
Town of Tilting	Central
Town of Torbay	Avalon
Town of Traytown	Central
Town of Trepassey	Avalon
Town of Trinity	Eastern
Town of Trinity Bay North	Eastern
Town of Triton	Central
Town of Trout River	Northern
Town of Twillingate	Central
Town of Upper Island Cove	Avalon
Town of Victoria	Avalon
Town of Wabana	Avalon
Town of Wabush	Labrador
Town of West St. Modeste	Labrador
Town of Westport	Central
Town of Whitbourne	Avalon
Town of Whiteway	Avalon
Town of Winterland	Eastern
Town of Winterton	Avalon
Town of Witless Bay	Avalon
Town of Woodstock	Central
Town of Woody Point	Northern
Town of York Harbour	Western