



# **Census of Municipalities**

**in Newfoundland and Labrador 2011**

*Our people • Our place • Our potential*



# **Census of Municipalities**

## **in Newfoundland and Labrador**

by

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## **Introduction**

The 2011 Census of Municipalities is Municipalities Newfoundland and Labrador's third census of municipal governments, with previous surveys conducted in 2003 and 2007. The 2011 Census of Municipalities was completed by 219 municipalities, a substantial increase from the 2007 Census, which was completed by 178 municipalities, though a decrease from the 2003 Census that was completed by 254 municipalities. In further comparison, the 2011 Census ranks behind the 2008 Self-Assessment Survey, which was completed by 251 municipalities, though the 2008 Survey was a much larger project with a broader mandate, larger budget, and longer timeframe.

The 2011 Census of Municipalities is a more comprehensive and much longer document than the 2003 and 2007 censuses. In many ways, the 2011 census is similar to the 2008 Self-Assessment survey, though the 2011 census sought only quantitative information, leaving no room for the "to some degree" response that was given as a choice in the Self-Assessment project. Another significant difference in the 2008 and 2011 projects is the exclusion in the 2011 census of questions dealing with community well-being. While an important part of a municipal government, community well-being is difficult to quantify and is subjective. The purpose of the census was to eliminate as much subjectivity as possible. That is why we left no room for general comments anywhere in the census form.

While efforts were made to limit subjectivity, MNL appreciates that subjectivity will filter in to some responses; that is an inherent risk for any survey that covers the broad horizons of municipal government. For example, the final question in section 10 of the census asks, "Does your existing revenue finance all your municipal services?" This question invites a subjective response, as the respondent may think that the municipality would offer more services if it had more revenue, and therefore, the respondent may answer "no" the municipality does not have enough existing revenue. There is little MNL can do to eliminate such subjectivity, nevertheless it should be given its proper consideration when analyzing the results.

MNL is getting better at creating and delivery censuses. The 2011 census builds off the strengths of the 2003 and 2007 questionnaires and the 2008 Self-Assessment Survey. MNL was also able to adjust questions or ideas that could have been improved in past censuses and surveys, allowing it to avoid some previous errors. As well, MNL enhanced some questions by looking at questionnaires and self-assessment surveys of other provinces. The 2011 census questionnaire is long because we are building off of the work that was done previously. MNL's goal is to create something that is comprehensive, as a result, we cannot create something that is brief.

With that said, the questions the 2011 census asked were not perfect. Despite extensive MNL staff attention to the details of the questions, mistakes were made, though they appear to be minor and involve a little timeline overlap in the answer choices in a couple of questions. No one at MNL is an expert at survey creation, and, in an effort to keep costs under control, an outside consultant was not retained. In fact, the 2011 Census of Municipalities was a very cost-efficient project. The entire cost of the census (not accounting for time provided by the permanent staff) was approximately \$1000.00. There is no doubt that this project was worth the cost.

The 2011 Census of Municipalities also represented a significant technological step forward for how MNL interacts with its members. This was the first ever MNL survey/questionnaire that allowed members to enter and submit responses over the Internet. This was due largely to the technology available through *Survey Monkey*, which allowed for the easy creation, delivery, and completion of the census. MNL is making full use of this technology, and has made and will make other surveys, like the current *Regional Government Workbook*, available through *Survey Monkey*. Yes, some municipalities preferred to submit hard copies of the census, but this only accounted for approximately 25% of all respondents.

It is also impossible for MNL to verify the responses provided by the participating municipalities. MNL appreciates that those completing the census did their best to be accurate and honest. Unfortunately, it is certain that some of the information provided is wrong or inaccurate. There is nothing that MNL can do to avoid this problem; the census is an important project for MNL and it must accept the risks involved with soliciting information with no verification method. MNL is also keenly aware that some responses can be misleading. For example, a municipality could reply that it is involved in economic development through its own economic development committee. However, if this committee meets only once or twice a year, it is difficult to classify a municipality as being actively involved in economic development. Again, there is little MNL could do to eliminate these problems without making an already long census questionnaire even longer.

Lastly, MNL wants to thank all municipalities that participated in the 2011 census. The census questionnaire was long, and we appreciate the efforts of those who took the hour or two necessary to complete the questions. The information provided by our member municipalities will assist MNL in formulating policy and in providing services to, and advocating on behalf of, members. MNL also wants to thank the summer students that worked diligently on making the census a success. It was at times difficult work, but they remained committed and performed professionally.

## Census Summary

Before moving into the presentation of the summary results, it is important to note the differences that may exist in the number of municipalities that answered certain questions. Not every question in the census was applicable to every municipality. As a result, not all questions have the same number of respondents. There are also partially completed census questionnaires. Some respondents abandoned the census after a couple of sections. Thus, we have 219 completed census questionnaires, but a total of 231 complete and incomplete questionnaires. This will explain why some questions have more than 219 responses.

### Note on classification of municipalities:

**Small Municipality:** fewer than 1000 residents

**Medium Municipality:** between 1000-4000 residents

**Urban Municipality:** greater than 4000 residents

### Population of Responding Municipalities

This question received 224 responses.

- 334,191 - the total population of the municipalities that answered the census.
- It is important to note that St. John's did not complete the census. The City did review the census, but declined to participate out of concern that its responses would skew the overall results of the census.
- 1519 - the average population of the municipalities that answered to census.
- 550 – the median population of the municipalities that answered the census. The median population number indicates that half of the municipalities that participated in the census had populations above 550, and half had populations below.
- The median population number is more important, as it accurately reflects the significant number of very small municipalities that exist in Newfoundland and Labrador.

Size of responding municipalities and their MNL region	Small Municipalities (165 responses)	Medium Municipalities (46 responses)	Urban Municipalities (20 responses)
Avalon (58 responses)	36	13	9
Eastern (35 responses)	26	6	3
Central (68 responses)	51	15	2
Western (29 responses)	17	8	4
Northern (25 responses)	23	2	0
Labrador (16 responses)	12	2	2



## **SECTION 1: MUNICIPAL COUNCILS AND ELECTIONS**

### **1. Number of seats on Council**

This question received 223 responses.

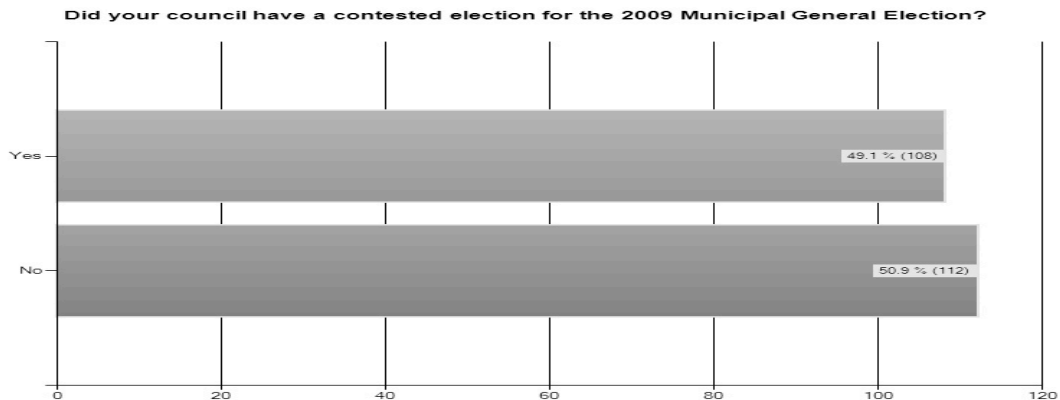
- 67 Councils have 5 seats
- 147 Councils have 7 seats
- 3 Councils have 8 seats
- 4 Councils have 9 seats
- One response noted that its council currently has only 2 sitting members, while another response noted that its council is currently sitting only 4 councillors.

#### **Breakdown by size of municipality**

Number of seats on municipal councils	2 seats	4 seats	5 seats	7 seats	8 seats	9 seats
Small Municipalities (165 responses)	1 (0.6%)	1 (0.6%)	67 (40.6%)	92 (55.7%)	1 (0.6%)	
Medium Municipalities (42 responses)				37 (88.1%)	2 (4.7%)	3 (7.1%)
Urban Municipalities (17 responses)				16 (94.1%)		1 (5.9%)

### **2. Contested Election in the 2009 Municipal General Election**

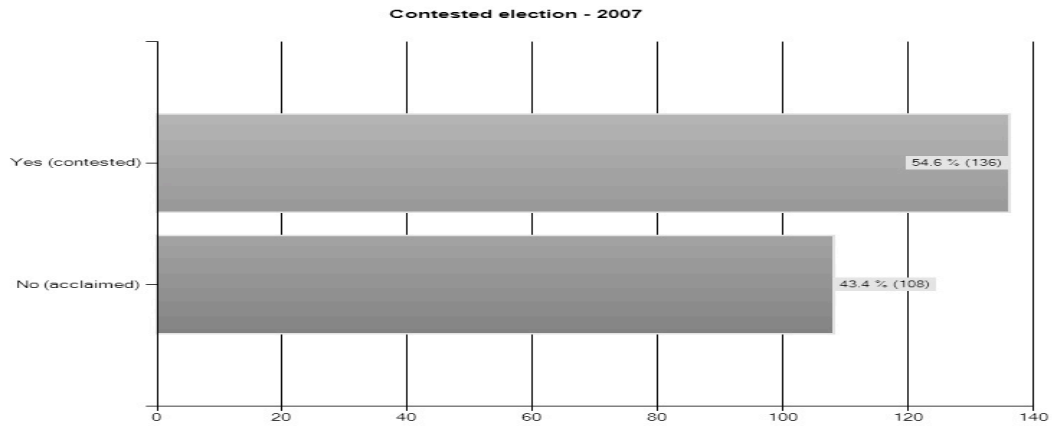
This question received 220 responses.



#### **Breakdown by size of municipality**

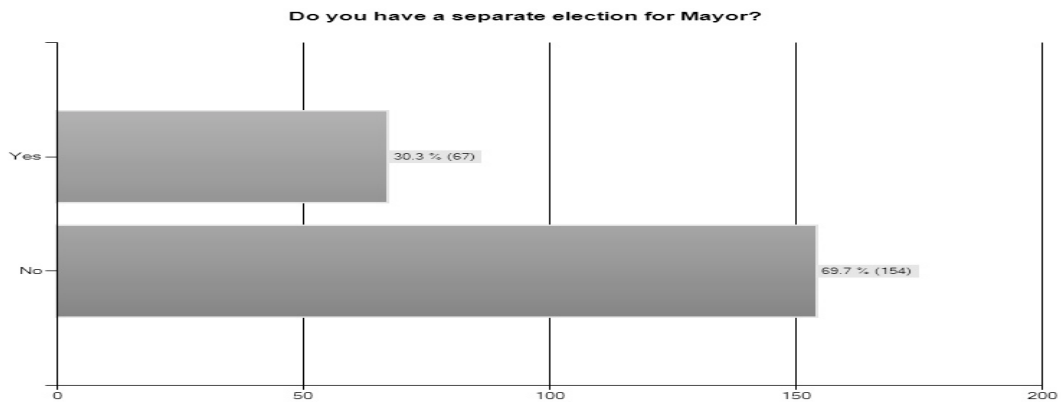
Contested election 2009	Small Municipalities (160 responses)	Medium Municipalities (44 responses)	Urban Municipalities (16 responses)
Yes	66 (41.3%)	28 (63.6%)	14 (87.5%)
No	94 (58.8%)	16 (36.4%)	2 (12.5%)

The above chart should be compared with the contested election results from 2005, which are provided below.

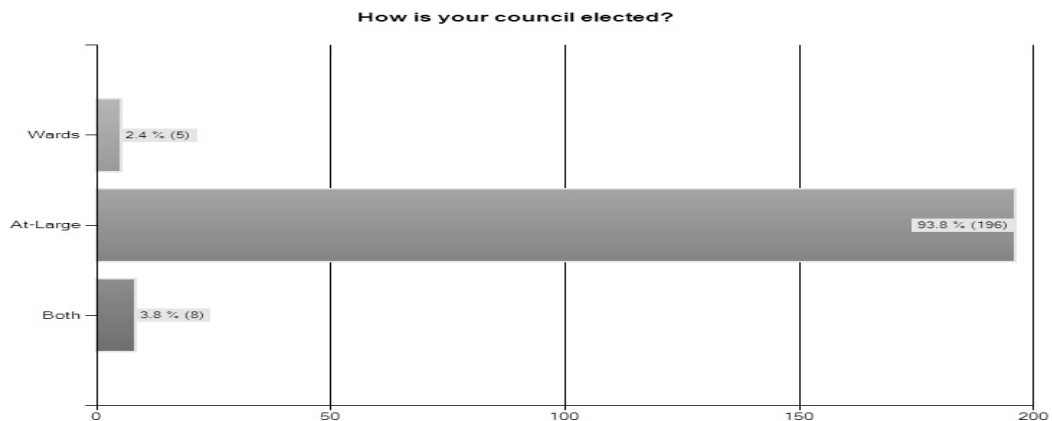


### 3. How Councils are Elected

The separate election for mayor question received 221 responses.



The chart below is based on 209 responses.



#### 4. How many council seats were left vacant after the 2009 General Municipal Election

This question received 220 responses.

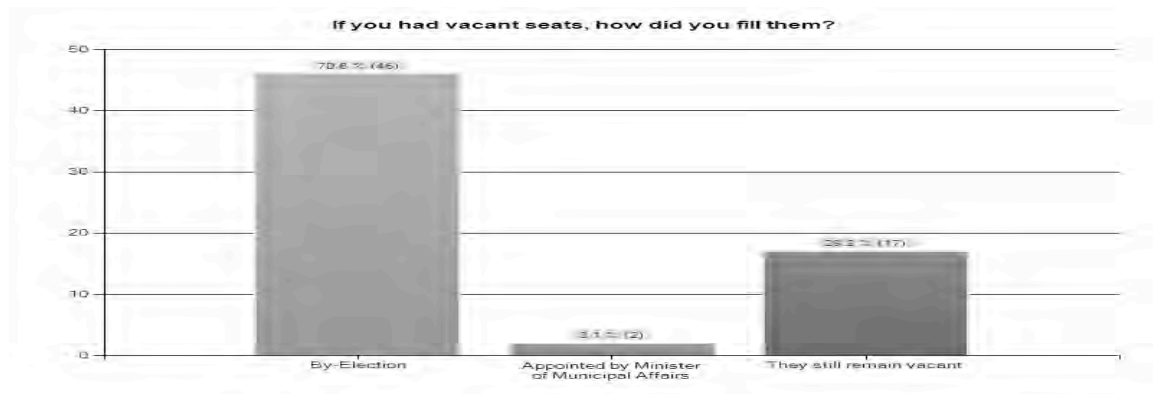
- 76% of respondents reported having no seats left vacant
- 9% reported having 1 seat left vacant
- 9% reported having 2 seats left vacant
- 2% reported having 3 seats left vacant
- 1 municipality reported having 4 seats left vacant.

##### Breakdown by size of municipality

Number of seats left vacant after 2009 election	Small Municipalities (161 responses)	Medium Municipalities (43 responses)	Urban Municipalities (16 responses)
None	116 (72%)	38 (88.4%)	16 (100%)
1 seat	21 (13%)	0 (0%)	0 (0%)
2 seats	18 (11.2%)	3 (7%)	0 (0%)
3 seats	4 (2.5%)	1 (2.3%)	0 (0%)
4 seats	0 (0%)	1 (2.3%)	0 (0%)
5 seats	1 (0.6%)	0 (0%)	0 (0%)

#### 5. How were vacant seats filled?

This question received 65 responses.



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

This questions received 221 responses.

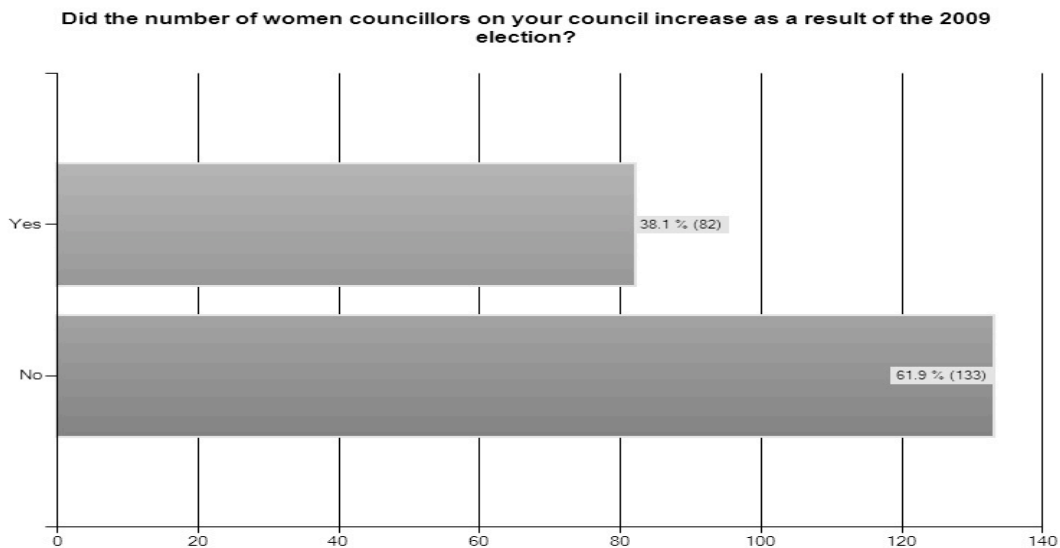
- 14% of all respondents have no women on council.
- 25% of all respondents have 1 woman on council
- 24% of all respondents have 2 women on council
- 21% of all respondents have 3 women on council
- 4% of all respondents have 4 women on council
- 2% of all respondents have 5 women on council
- 1 municipality has 6 women on council, while another municipality is composed entirely of women.

### Breakdown according to size of municipality

The number of women on Council	Small Municipalities (162 responses)	Medium Municipalities (44 responses)	Urban Municipalities (15 responses)
None	22 (13.6%)	8 (18.2%)	2 (13.3%)
1 woman	39 (24.1%)	15 (34.1%)	3 (20%)
2 women	30 (18.5%)	16 (36.4%)	8 (53.3%)
3 women	44 (27.2%)	3 (6.8%)	0 (0%)
4 women	19 (11.7%)	2 (4.5%)	2 (13.3%)
5 women	6 (3.7%)	0 (0%)	0 (0%)
6 women	1 (0.6%)	0 (0%)	0 (0%)

### 7. Did the number of women councillors on your council increase as a result of the 2009 election?

This question received 215 responses.



### Breakdown according to size of municipality

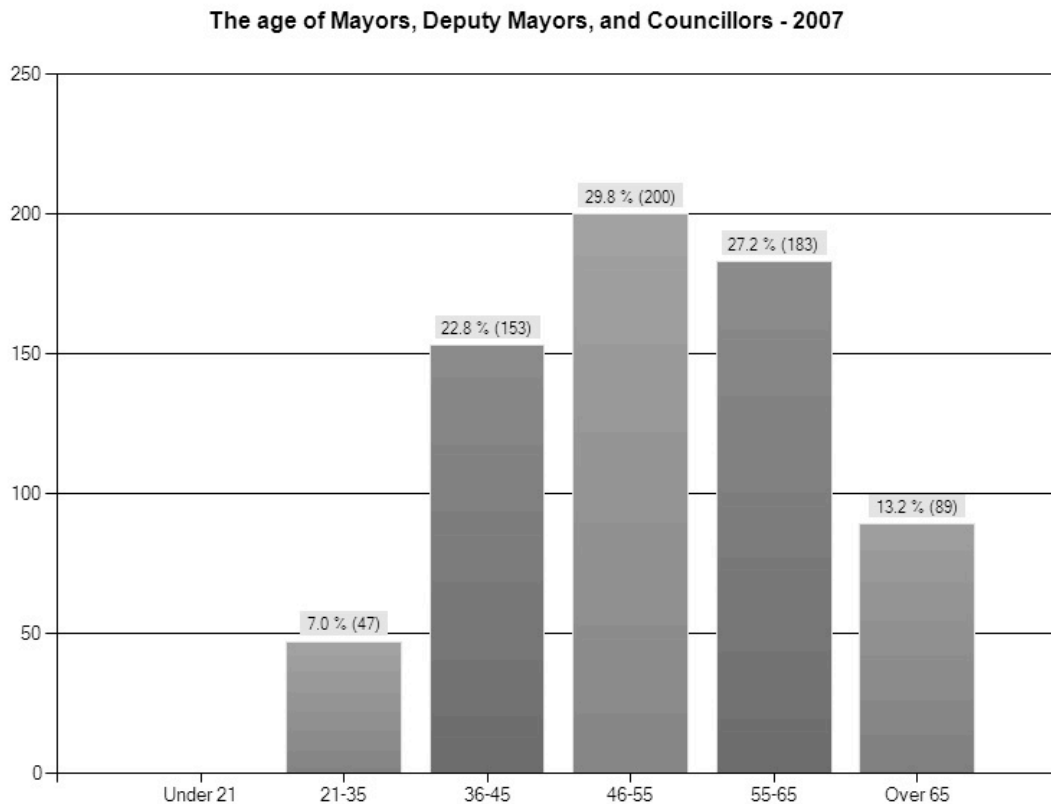
Increase in number of women councillors – 2009 election	Small Municipalities (159 responses)	Medium Municipalities (41 responses)	Urban Municipalities (15 responses)
Yes	55 (34.6%)	17 (41.5%)	10 (66.7%)
No	104 (65.4%)	24 (58.5%)	5 (33.3%)

## 8. The ages of municipal councillors, deputy mayors, and mayors

This question received 223 responses.

Age of Mayors, Deputy Mayors, and Councillors	Under 35 yrs	35 yrs-50yrs	50 yrs-65 yrs	Over 65 yrs
Mayor (223 responses)	1 (0.4%)	54 (24.2%)	134 (60.1%)	34 (15.2%)
Deputy Mayor (221 responses)	11 (5%)	71 (32.1%)	110 (49.8%)	29 (13.1%)
Councillors (945 responses)	35 (3.7%)	345 (36.5%)	461 (48.9%)	104 (11%)
Total of all municipal elected officials (1389 responses))	47 (3.4%)	470 (33.8%)	705 (50.6%)	167 ((12.2%)

Please consider these numbers against the 2007 numbers pulled from the 2007 MNL Survey of Municipal Councillors.

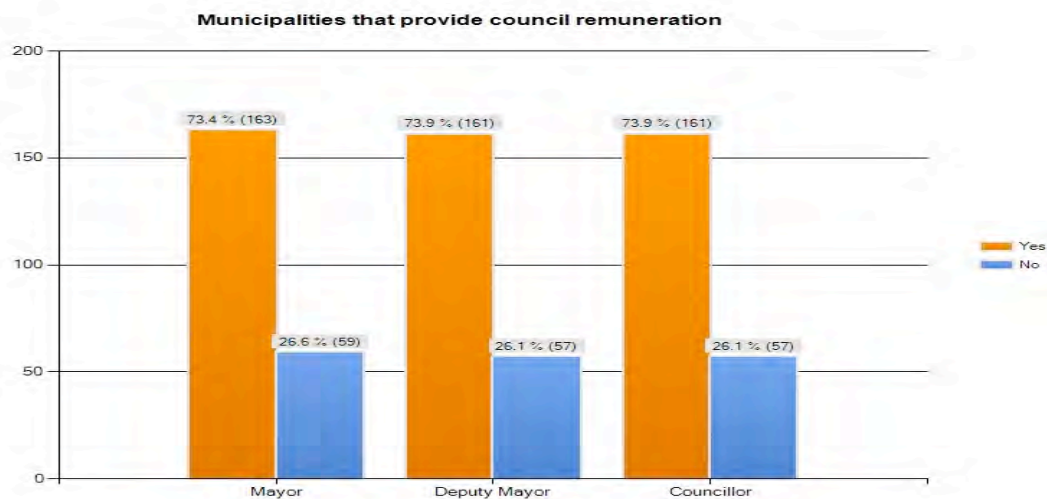


The two important numbers to consider when considering these two charts are:

- The number of elected municipal officials who are 35 years of age or under has remained consistent at 47. It is apparent that more young people are not becoming directly involved in municipal government.
- The number of elected municipal officials who are 65 years of age or older has increased from 89 in 2007 to 138 in 2011, a 55% increase.

## 9. Do members of your municipal council receive remuneration?

This question received 222 responses.



The percentages and values set out in the above chart are misleading and do not provide an accurate reflection of the poor state of councillor remuneration. The census questionnaire also asked for the amount that council members were paid. A total of 163 municipalities declared that their councils receive some remuneration, and 160 provided us with the exact amounts. They are categorized below according to the positions on council.

### Mayors

- 48.1% (75) – less than \$1000 per year
- 19.9% (31) – between \$1000 to \$2000 per year
- 10.9% (17) – between \$2000 to \$3000 per year
- 21.2% (33) – more than \$3000 per year

### Deputy Mayor

- 52.6% (80) – less than \$1000 per year
- 21.7% (33) – between \$1000 to \$2000 per year
- 6.6% (10) – between \$2000 to \$3000 per year
- 19.1% (29) – more than \$3000 per year

### Councillors

- 55% (88) – less than \$1000 per year
- 20.6% (33) – between \$1000 to \$2000 per year
- 8.1% (13) – between \$2000 to \$3000 per year
- 6.9% (26) more than \$3000 per year

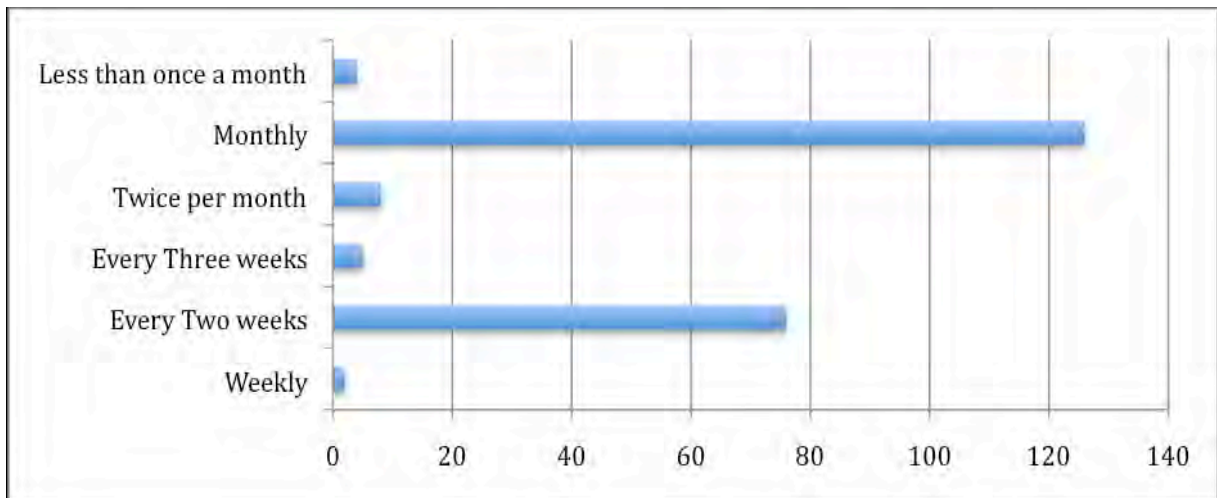
When considered in conjunction with the municipalities that do not pay any council remuneration, it is clear that:

- 74% of responding municipalities pay their mayor between zero and \$2000.00 per year
- 77% of responding municipalities pay their deputy mayors between zero and \$2000.00 per year
- 81% of responding municipalities pay their councillors between zero and \$2000 per year

### **10. How often does your municipal council meet?**

This question received 206 responses

**How Often Do Municipal Councils Meet**



For the municipalities that answered less than once per month, the responses varied from “every 3 months”, to “every two or three months” to “whenever all the councillors are available.”

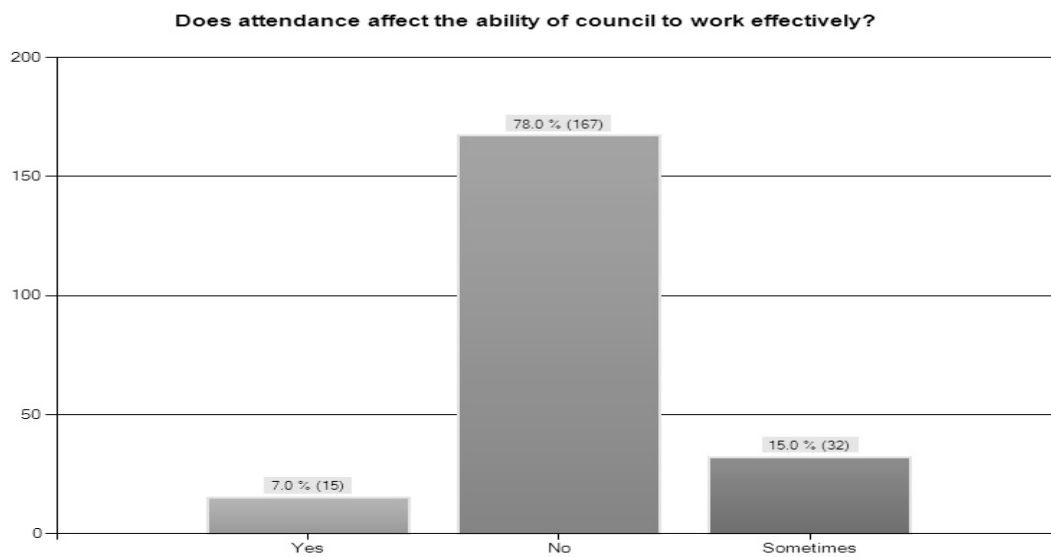
**11. Does your municipality have problems with elected members not attending regular council meetings?**

This question received 221 responses.

- **Yes: 5% (11)** of responding municipalities
- **No: 95% (210)** of responding municipalities

**12. Does the attendance of elected officials affect the ability of council to work effectively?**

This question received 214 responses.



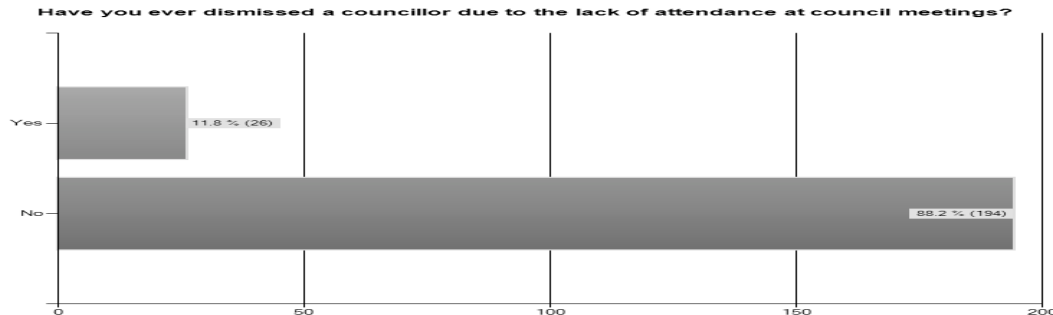
**Breakdown according to size of municipality**

Councillor attendance affect the ability of council to work	Yes	No	Sometimes
Small Municipalities (154 responses)	14 (9.1%)	113 (3.4%)	27 (17.5%)
Medium Municipalities (43 responses)	1 (2.3%)	39 (90.7%)	3 (7%)
Urban Municipalities (17 responses)	0 (0%)	15 (88.2%)	2 (11.8%)



### 13. Have you ever dismissed a councillor due to the lack of attendance at council meeting?

This question received 220 responses.



In the comments section of this question, the reasons behind the dismissals were set forth. It appears that councillor dismissal is not common, and most municipalities that have done so report the dismissal occurring several years ago. Most causes for dismissal were straightforward: a councillor missed three straight meetings without notice, a councillor went out of town to work and did not ask for a leave of absence. One municipality noted that it sent warning letters to a councillor, who eventually resigned.

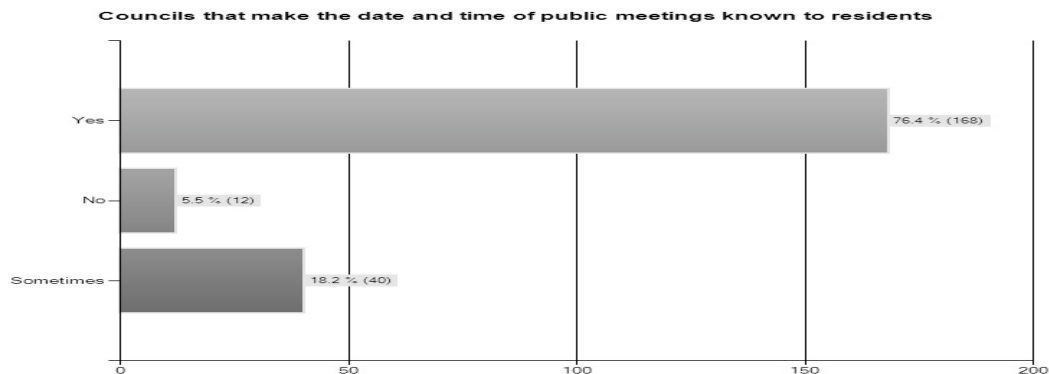
### 14. Are all your councillors residents of your municipality?

This question received 221 responses.

- 100% of all responding municipalities replied that all of their elected officials were residents of the municipality.

### 15. Does your council make the date and time of council meetings known to residents?

This question received 220 responses.



**Breakdown according to size of municipality**

Councils that make the date and time of meetings known to residents	Yes	No	Sometimes
Small Municipalities (159 responses)	110 (69.2%)	12 (7.5%)	37 (23.3%)
Medium Municipalities (44 responses)	41 (93.2%)	0 (0%)	3 (6.8%)
Urban Municipalities (17 responses)	17 (100%)	0 (0%)	0 (0%)

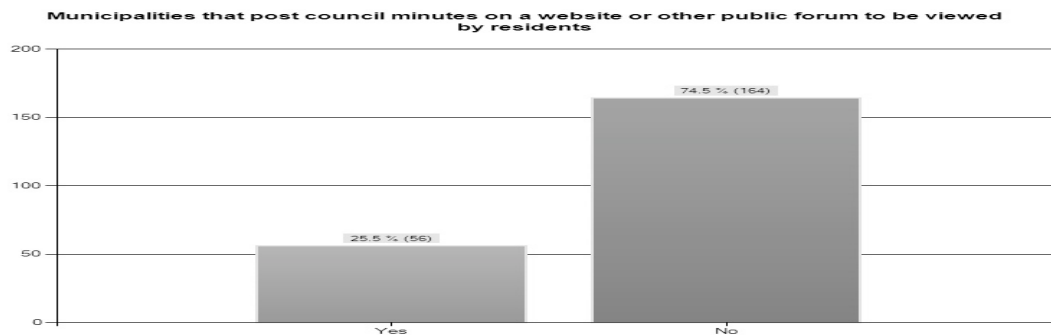
**16. Does your municipality take minutes for each council meeting?**

This question received 222 responses.

- 100% of all responding municipalities confirmed that they take minutes for each council meeting.

**17. Are council minutes posted on a website or other public forum to be viewed by residents?**

This question received 220 responses.

**Breakdown according to size of municipality**

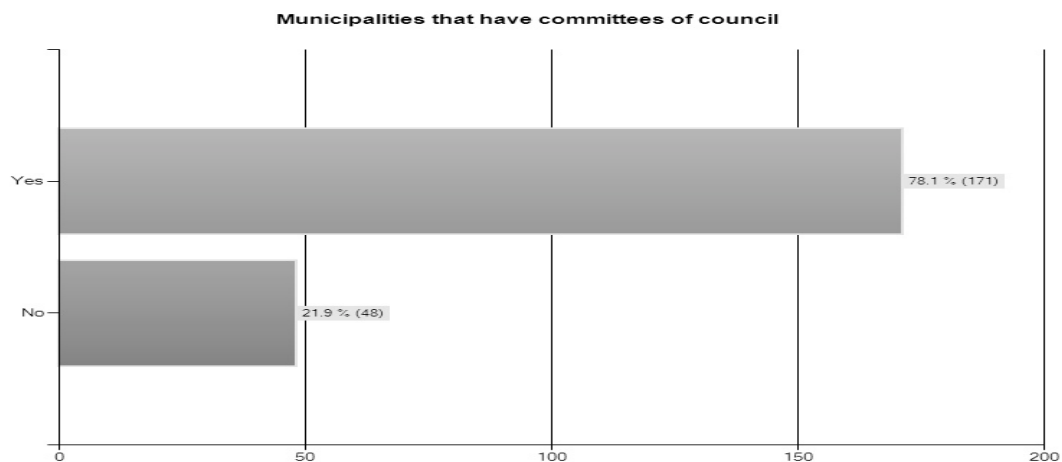
Municipalities that post council minutes on a website or other public forum	Yes	No
Small (160 Respondents)	24 (15.0%)	136 (85.0%)
Medium (43 Respondents)	17 (39.5%)	26 (60.5%)
Urban (17 Respondents)	15 (88.2%)	2 (11.8%)

Of the municipalities that did post minutes in a public place:

- 8% (18) noted that the minutes are posted in the municipal office
- 4% (9) noted that the minutes can be viewed upon request at the town office
- 2% (5) posted the council minutes in a local newspaper or sent them out via newsletter
- 1 municipality posted the minutes in a local business.

## 18. Does your municipality have committees of council?

This question received 219 responses.

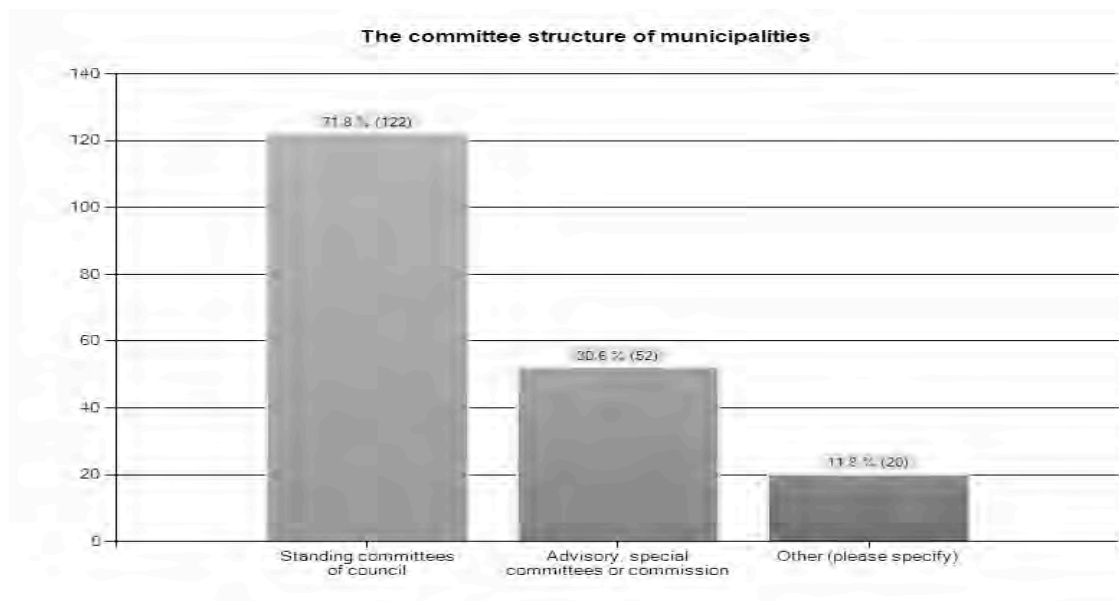


### Breakdown according to size of municipality

Municipalities with committees of council	Yes	No
Small Municipalities (158 Respondents)	111 (70.3%)	47 (29.7 %)
Medium Municipalities (44 Respondents)	43 (97.7%)	1 (2.3%)
Urban Municipalities (17 Respondents)	17 (100%)	0 (0.0%)

## 19. Please describe the committee structure of your municipality?

This question received 170 responses.



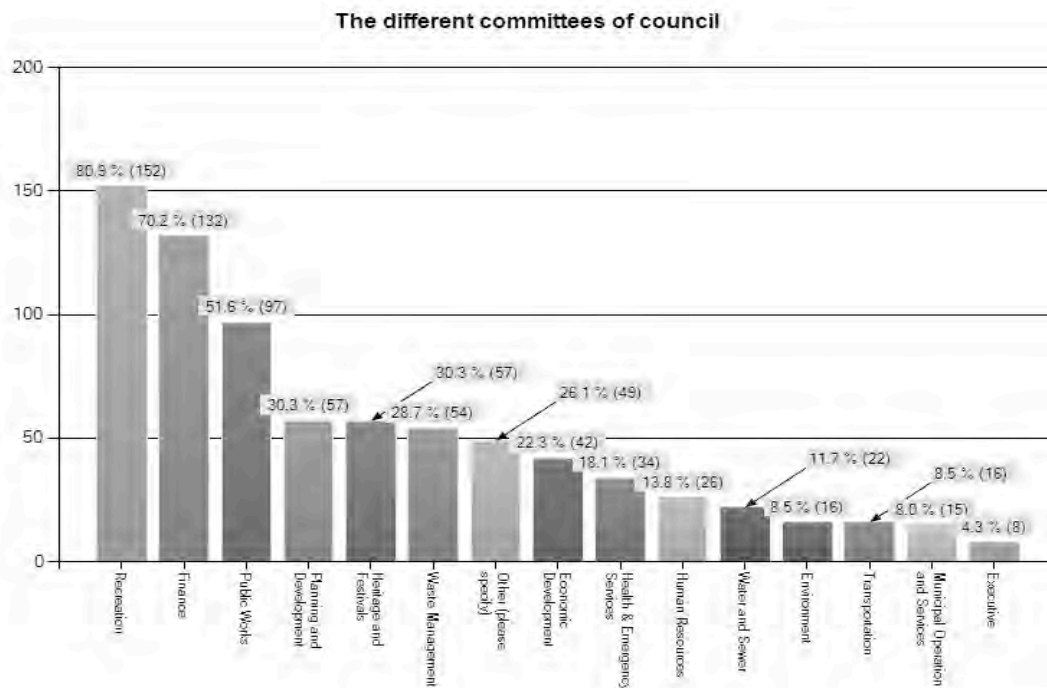
### Breakdown according to size of municipality

Committee structure of municipalities	Standing Committees of Council	Advisory, special committees or commission	Other
Small Municipalities (111 responses)	71 (64.0%)	29 (26.1%)	17 (15.3%)
Medium Municipalities (42 Respondents)	36 (85.7%)	14 (33.3%)	2 (4.8%)
Urban Municipalities (17 Respondents)	15 (88.2%)	9 (52.9%)	1 (5.9%)

Of the respondents who selected “Other”, 3 municipalities stated that they had *ad hoc* committees, while the rest of the answers in the “Other” category either listed the name of committees or confirmed that they had no committees.

### 20. What committees of council exist in your municipality?

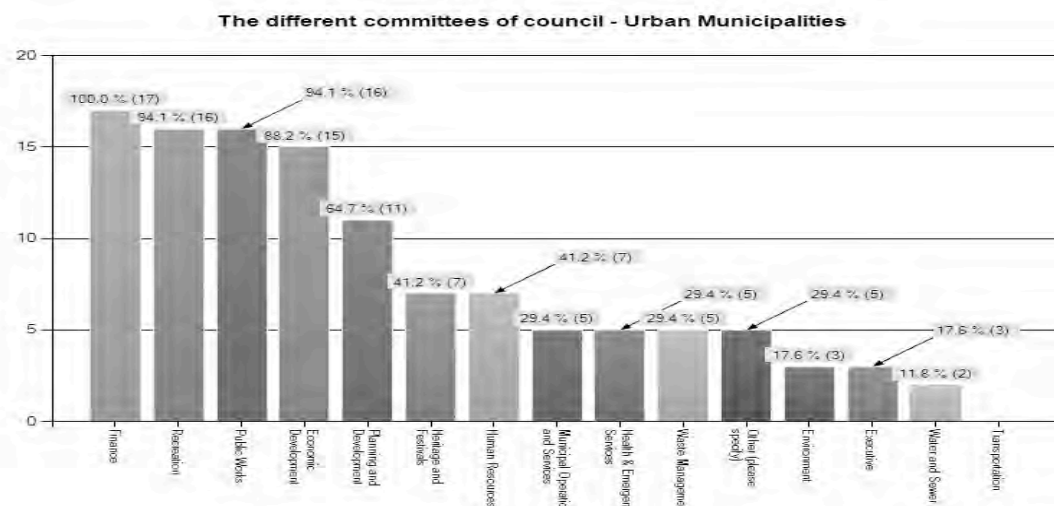
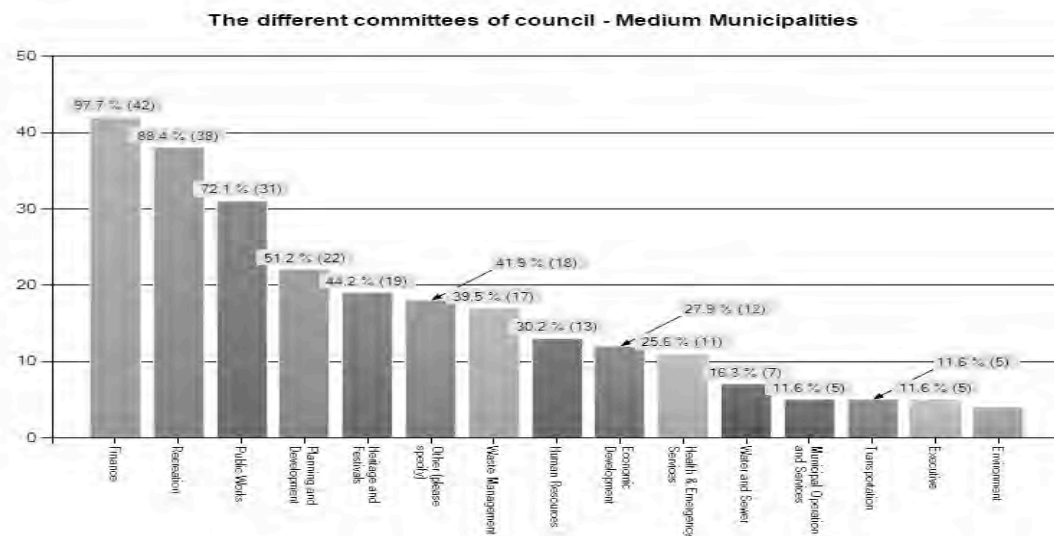
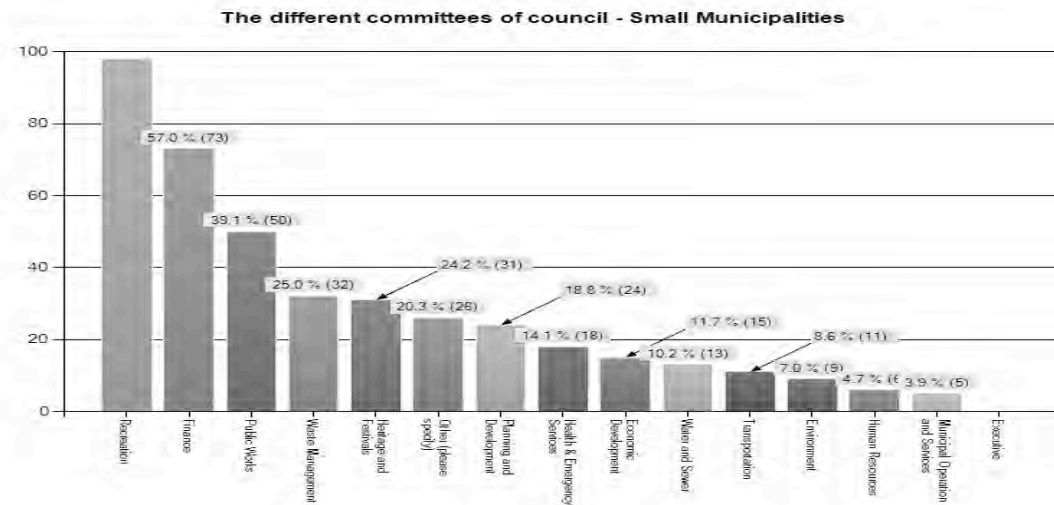
This question received 188 responses.



Of the committees listed under “Other”:

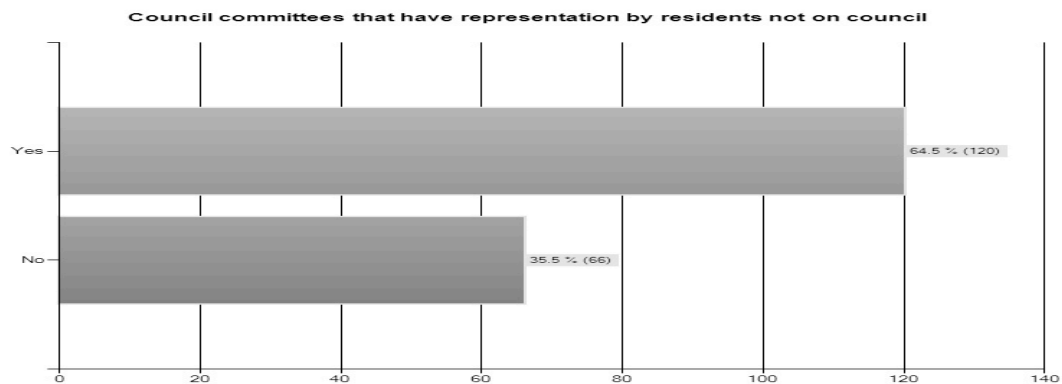
- 7% (14) refer to fire departments
- 2% (4) refer to beautification
- 2% (4) refer to emergency preparedness
- 1% (2) refer to ICSPs
- 1% (2) refer to local 50+ Clubs.

## Breakdown according to size of municipality



## 21. Do some of these committees include residents who are not members of council?

This question received 186 responses.

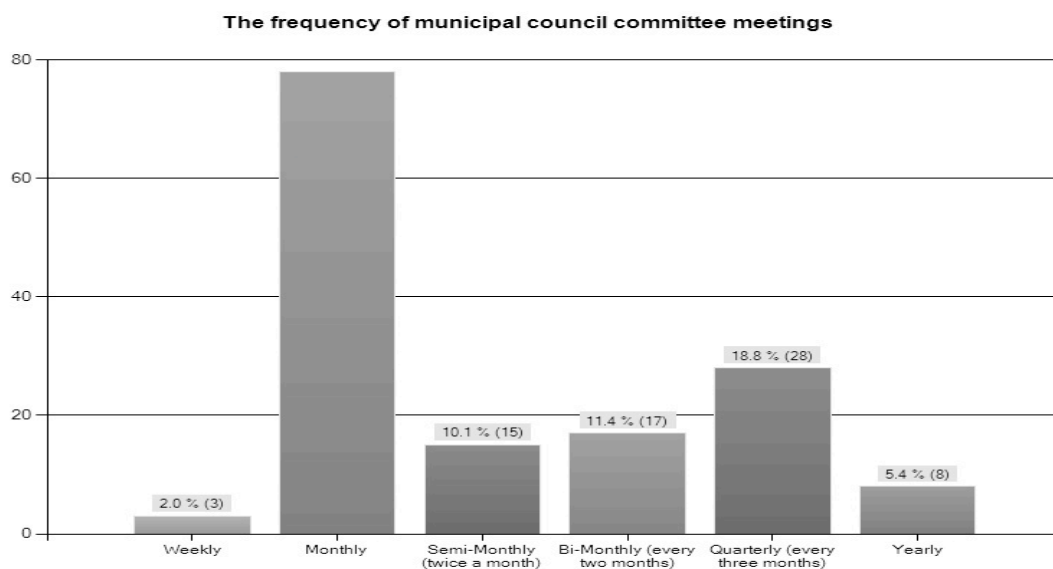


### Breakdown according to size of municipality

Committees that have representation from residents not on council	Yes	No
Small Municipalities (126 Respondents)	84 (66.7%)	42 (33.3%)
Medium Municipalities (43 Respondents)	27 (62.8%)	16 (37.2%)
Urban Municipalities (17 Respondents)	9 (52.9%)	8 (47.1%)

## 22. On average, how often do your committees of council meet?

This question received 149 responses.



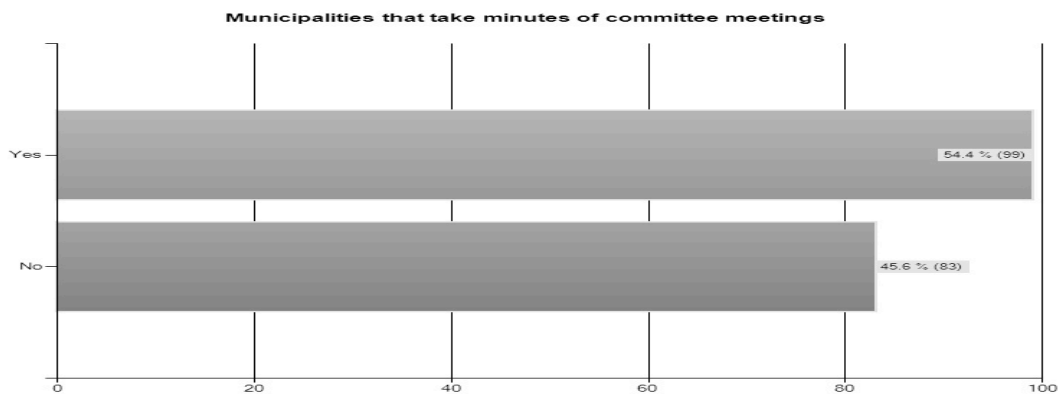
Several respondents selected an “Other” response. Of this group, 11% (21 municipalities in total) stated their committee meet “when required/needed.”

### Breakdown according to size of municipalities

The frequency of council committee meetings	Small Municipalities (103 responses)	Medium Municipalities (33 responses)	Urban Municipalities (13 responses)
Weekly	1 (1%)	1 (3%)	1 (7.7%)
Semi-Monthly	1 (1%)	7 (21.2%)	7 (53.8%)
Monthly	56 (54.4%)	19 (57.6%)	3 (23.1%)
Bi-Monthly	14 (13.6%)	2 (6.1%)	1 (7.7%)
Quarterly	24 (23.3%)	3 (9.1%)	1 (7.7%)
Yearly	7 (6.8%)	1 (3%)	0 (0%)

### 23. Does your council take minutes for committee of council meetings?

This question received 182 responses.



### Breakdown according to size of municipalities

Municipalities that take minutes of committee meetings	Yes	No
Small Municipalities (122 Respondents)	47 (38.5%)	75 (61.5%)
Medium Municipalities (43 Respondents)	35 (81.4%)	8 (18.6%)
Urban Municipalities (17 Respondents)	17 (100%)	0 (0.0%)

### 24. Do your committees report to council on a regular basis through a council liaison/representative?

This question received 171 responses.

Do committees of council regularly report to council	Small Municipalities (112 responses)	Medium Municipalities (42 responses)	Urban Municipalities (17 responses)	Total
Yes	96 (85.7%)	40 (95.2%)	16 (94.1%)	152 (88.9%)
No	16 (14.3%)	2 (4.8%)	1 (5.9%)	19 (11.1%)

## **SECTION 2 – MUNICIPAL STAFF**

### **1. How many full-time staff does your municipality employ?**

- 71.9% (161) of responding municipalities have at least 1 full-time staff

#### **Breakdown according to size of municipality**

The number of full-time municipal staff	1 Employee	2 Employees	3-5 Employees	6-15 Employees	16 or more Employees
Small Municipalities (101 Respondents)	37 (36.6%)	42 (41.6%)	21 (20.8%)	1 (0.9%)	0 (0%)
Medium Municipalities (44 Respondents)	1 (2.3%)	8 (18.2%)	14 (31.8%)	18 (40.9%)	3 (6.8%)
Urban Municipalities (16 Respondents)	0 (0%)	0 (0%)	0 (0%)	1 (6%)	15 (94%)

### **2. How many part-time staff did your municipality employ?**

- 76.3% (171) of responding municipalities have at least 1 part-time staff

#### **Breakdown according to size of municipality**

Number of part-time municipal staff	1 Employee	2 Employees	3-5 Employees	6 to 15 Employees	16 or more Employees
Small Municipalities (125 Respondents)	60 (48%)	40 (32.3%)	20 (16.5%)	5 (4.1%)	0 (0%)
Medium Municipalities (33 Respondents)	10 (30.3%)	6 (18.1%)	11 (33.3%)	5 (15.2%)	1 (3%)
Urban Municipalities (12 Respondents)	0 (0%)	2 (17%)	1 (8.5%)	6 (50%)	3 (25%)

### **3. Does your municipality employ seasonal staff?**

This question received 161 responses. Seasonal staff are predominantly composed of summer students, though others may be employed through JCP or similar programs.

- 74% of respondents employ at least one seasonal employee



### 3a. Is your seasonal staff employed on a full-time basis?

This question received 115 responses.

- 71% of the municipalities that employ seasonal staff employ at least one full-time seasonal staff

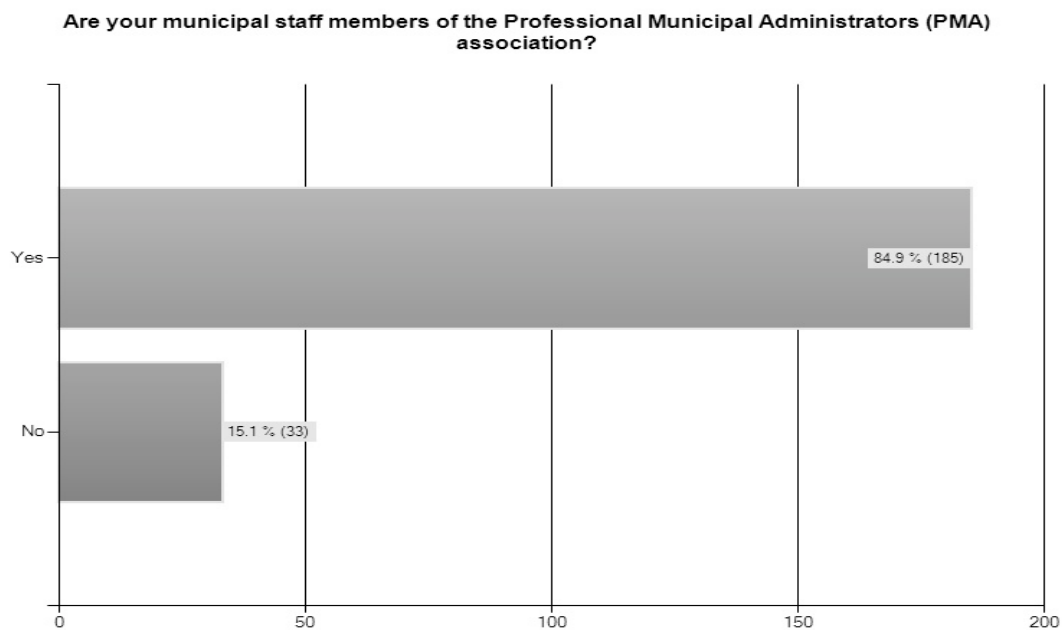
### 3b. Is your seasonal staff employed on a part-time basis?

This question received 115 responses.

- 71% of the municipalities that employ seasonal staff employ at least one part-time seasonal staff.

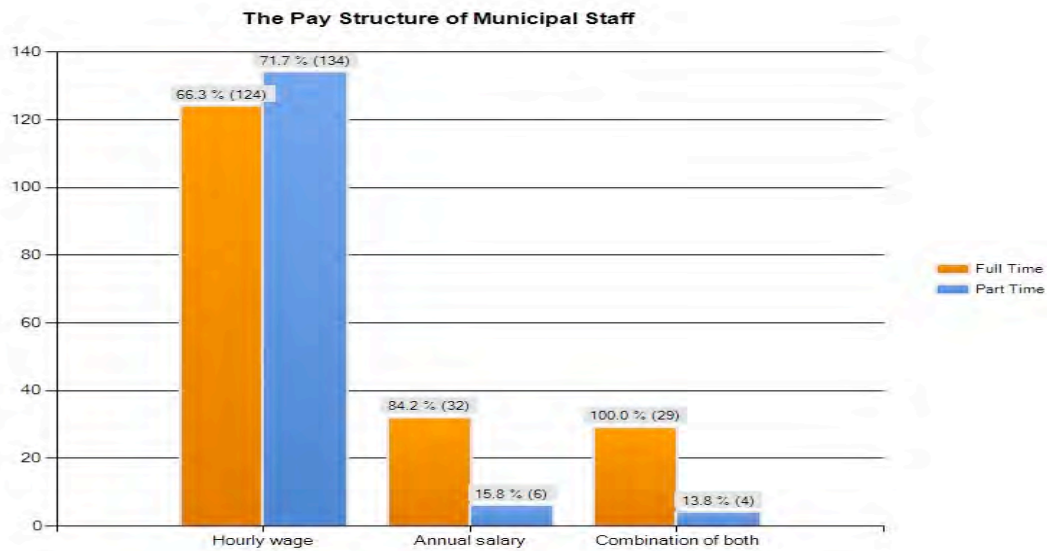
### 4. Are your municipal staff members of the Professional Municipal Administrators (PMA) association?

This question received 218 responses.

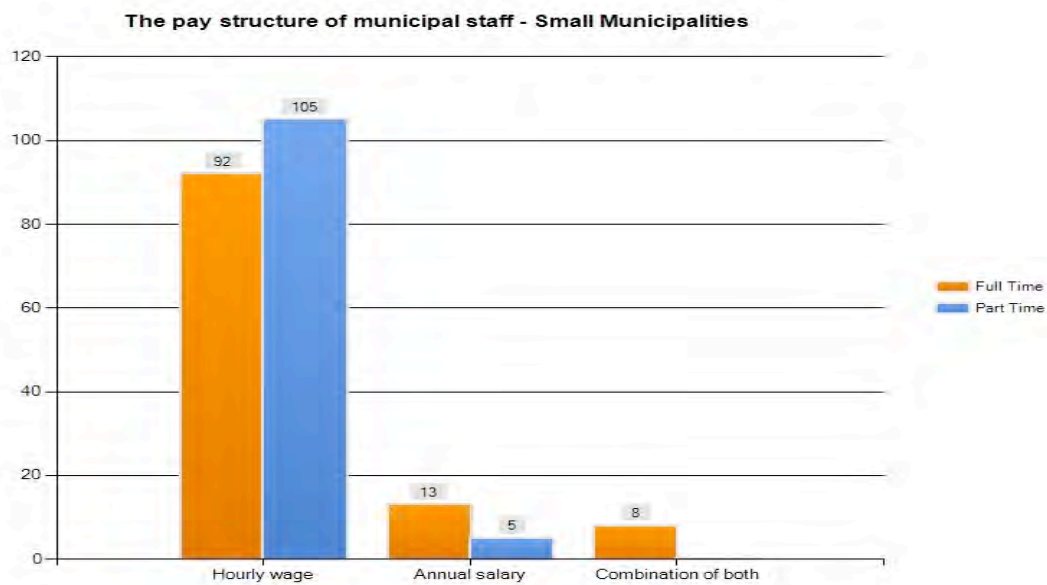


## 5. How is municipal staff paid?

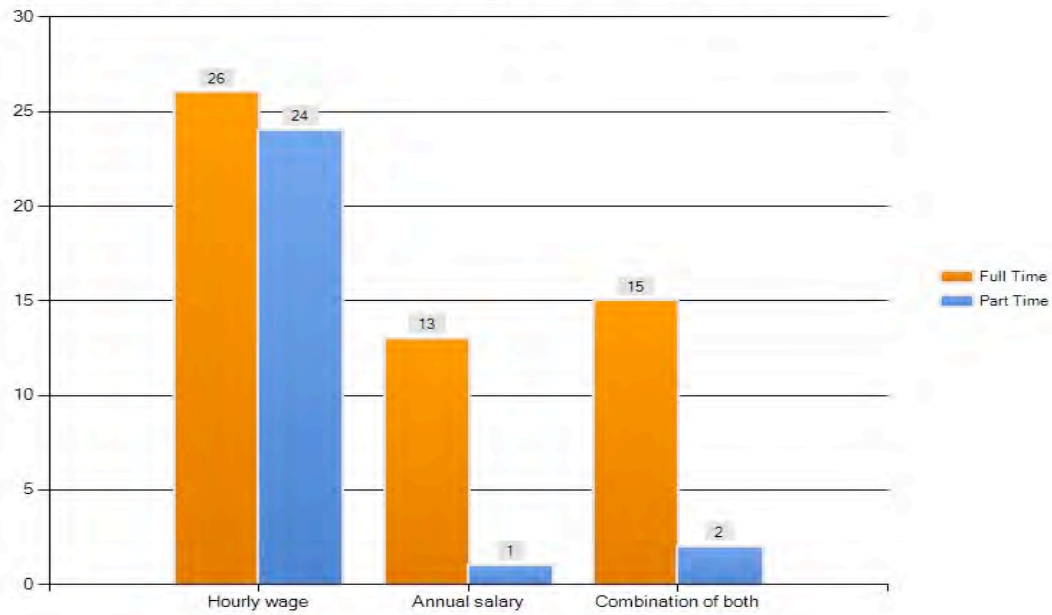
This question received 216 responses.



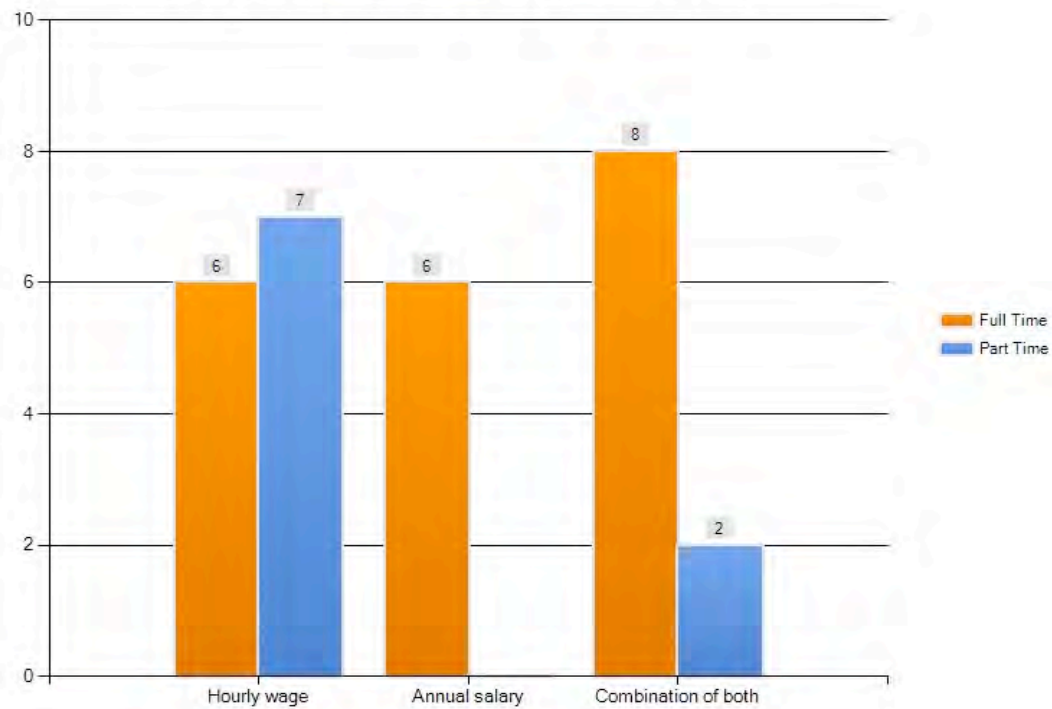
### Breakdown according to size of municipality



**The pay structure of municipal staff - Medium Municipalities**

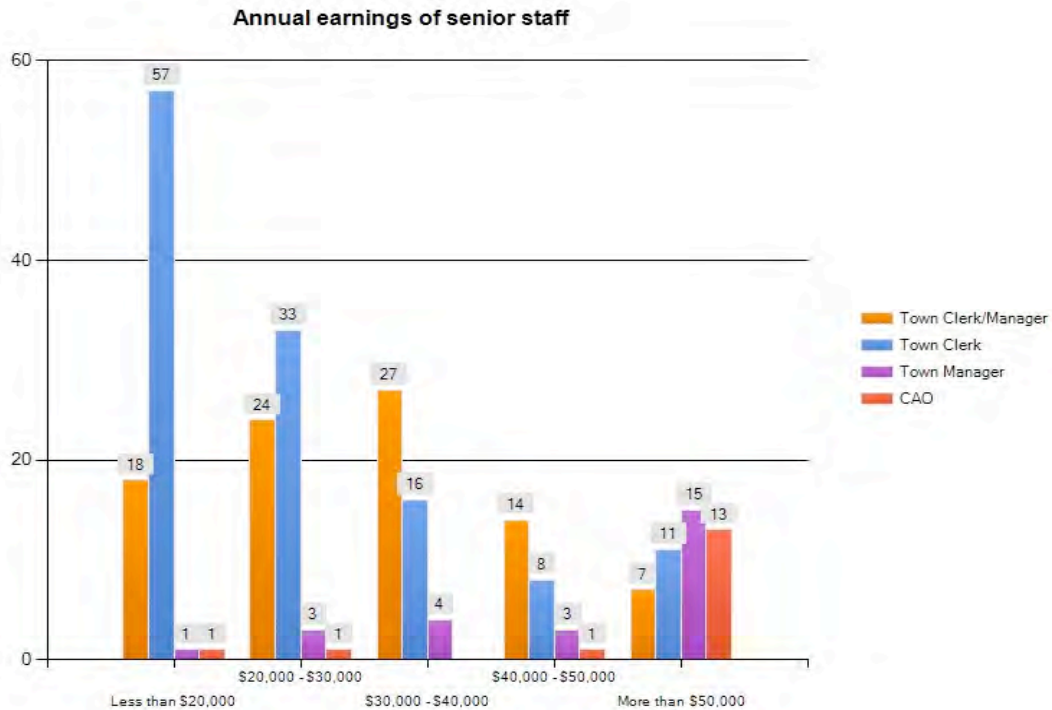


**The pay structure of municipal staff - Urban Municipalities**

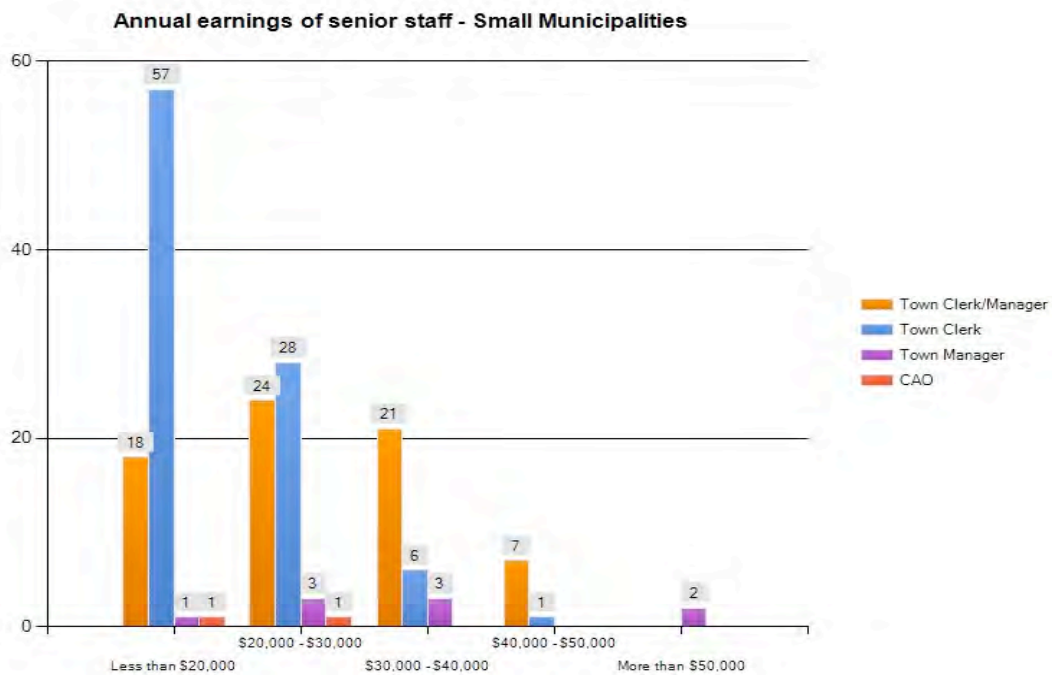


## 6. What are the annual earnings of your municipality's senior staff?

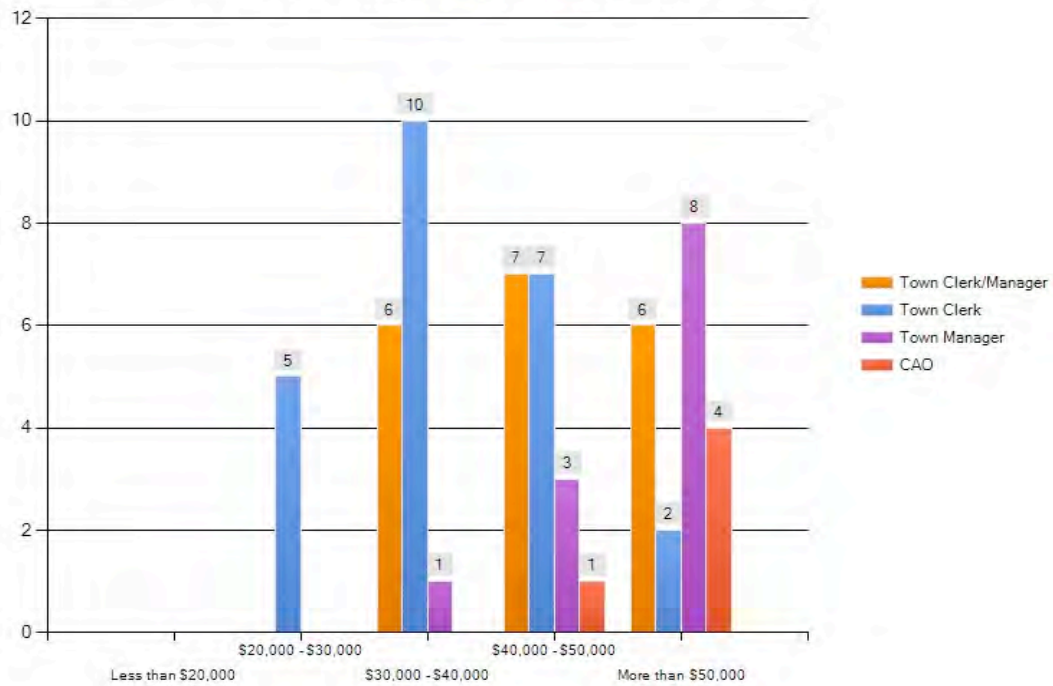
This question received 219 responses. The chart below does not reflect percentages; rather it displays the actual number of staff in each category.



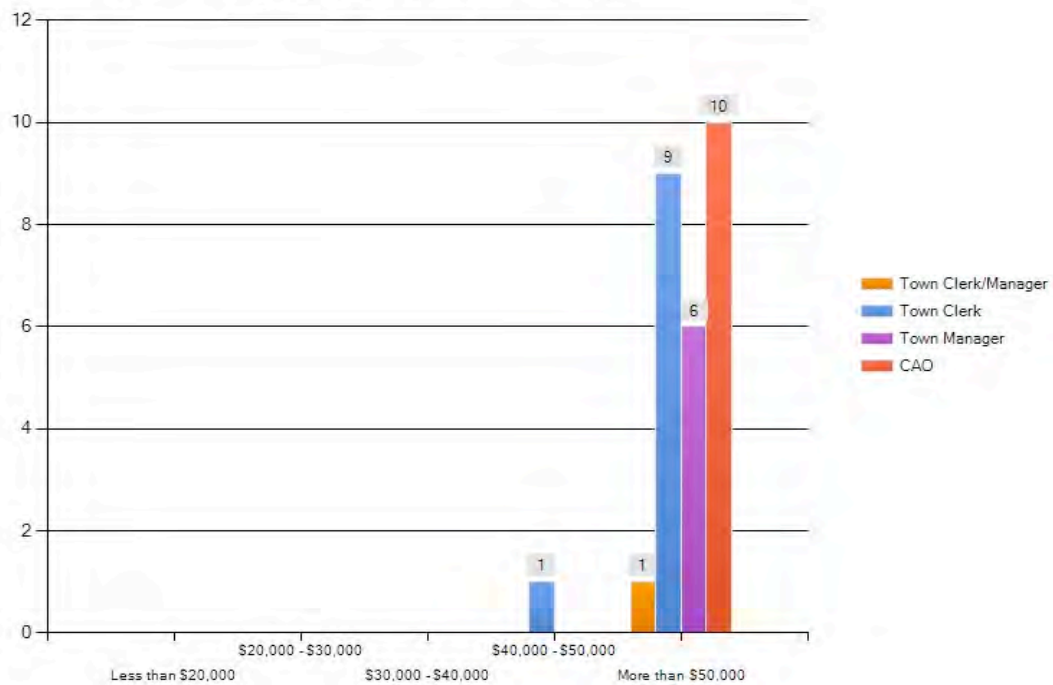
## Breakdown according to size of municipality



**Annual earnings of senior staff - Medium Municipalities**



**Annual earnings of senior staff - Urban Municipalities**



## 7. How many municipalities have staff that is unionized?

This question received 206 responses.

- 72% (149) of responding municipalities have no unionized staff.
- 13% (27) of responding municipalities have between 1 and 5 unionized staff.
- 4% (10) of responding municipalities have between 6 and 10 unionized staff.
- 9% (20) of responding municipalities have 11 or more unionized staff.

### Breakdown according to size of municipality

Municipalities with unionized staff	No Unionized Staff	1-5 Unionized Staff	6-10 Unionized Staff	11+ Unionized Staff
Small Municipalities (146 Respondents)	134 (91/8%)	12 (8.2%)	0 (0%)	0 (0%)
Medium Municipalities (44 Respondents)	14 (32%)	15 (35%)	10 (23%)	5 (11%)
Urban Municipalities (16 Respondents)	1 (6.3%)	0 (0%)	0 (0%)	15 (93.7%)

## 8. How many municipal employees are classified as management?

This question received 202 responses.

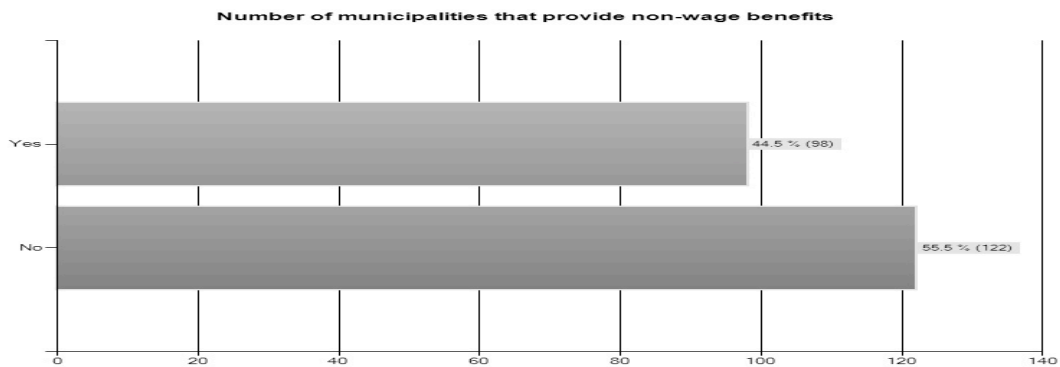
- 27% (55) of responding municipalities have no employees who are management.
- 48% (96) of responding municipalities have 1 employee classified as management.
- 16% (35) of responding municipalities have between 2 to 4 employees classified as management.
- 5% (10) of responding municipalities have between 5 to 10 employees classified as management.
- 3% (6) of responding municipalities have 11 or more employees classified as management.

### Breakdown according to size of municipality

Municipal employees classified as management	Zero Employees	1 Employee	2-4 Employees	5-10 Employees	11+ Employees
Small Municipalities (144 Respondents)	54 (38%)	79 (55%)	11 (8%)	0 (0%)	0 (0%)
Medium Municipalities (42 Respondents)	1 (2%)	17 (40%)	20 (48%)	4 (10%)	0 (0%)
Urban Municipalities (16 Respondents)	0 (0%)	0 (0%)	4 (25%)	6 (37%)	6 (37%)

## 9. Do your municipal employees have non-wage benefits?

This question received 220 responses.

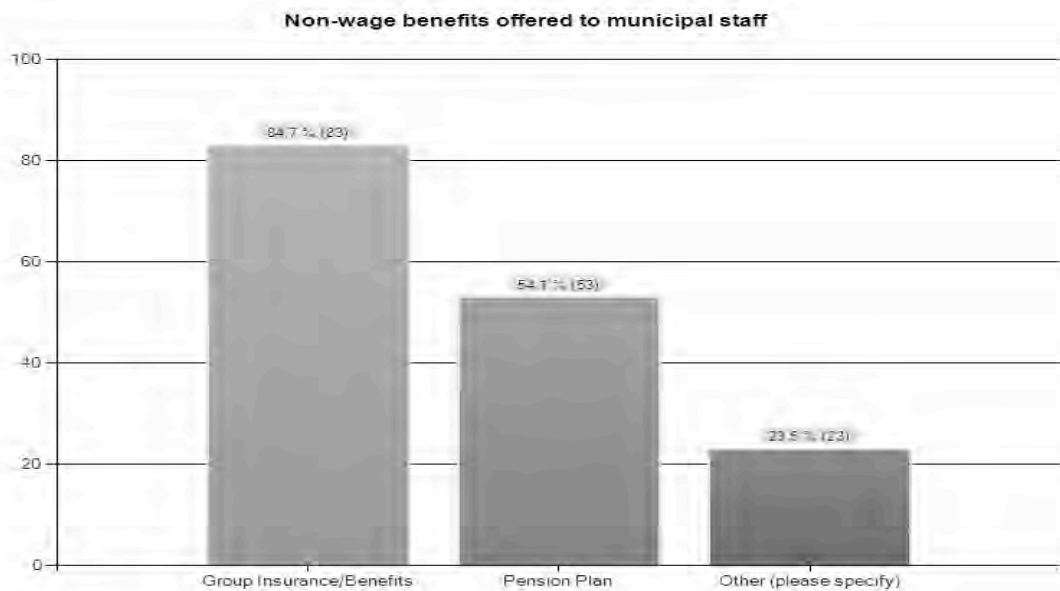


### Breakdown according to the size of municipality

Municipalities that provide non-wage benefits	Yes	No
Small Municipalities (159 Respondents)	43 (27%)	116 (73%)
Medium Municipalities (44 Respondents)	38 (86.4%)	6 (13.6%)
Urban Municipalities (17 Respondents)	17 (100%)	0 (0.0%)

## 10. What non-wage benefits are offered to staff?

This question received 98 responses.



**Breakdown according to size of municipality**

Non-wage benefits offered to municipal staff	Group Insurance/Benefits	Pension Plan	Other
Small Municipalities (43 Respondents)	31 (72.1%)	14 (32.6%)	13 (30.2%)
Medium Municipalities (38 Respondents)	35 (92.1%)	23 (60.5%)	8 (21.1%)
Urban Municipalities (17 Respondents)	17 (100%)	16 (94.1%)	2 (11.8%)

Of the 22.9% of non-wage benefits classified as “Other”, 14% offered RRSP. The remaining “Other” non-wage benefits includes clothing allowances, full-time disability insurance, and sick leave.

**11. If your municipality offers a group plan (pension/medical/disability), how many employees are covered by it?**

This question received 114 responses.

- 24% of responding municipalities provide coverage to between 1 to 2 employees.
- 24% of responding municipalities provide coverage to between 3 to 5 employees.
- 8% of responding municipalities provide coverage to between 6 to 10 employees.
- 6% of responding municipalities provide coverage to 11 or more employees.
- 23% of responding municipalities stated that they have no employees covered by non-wage benefits.

**12. What is the name of your municipality’s group benefit plan provider?**

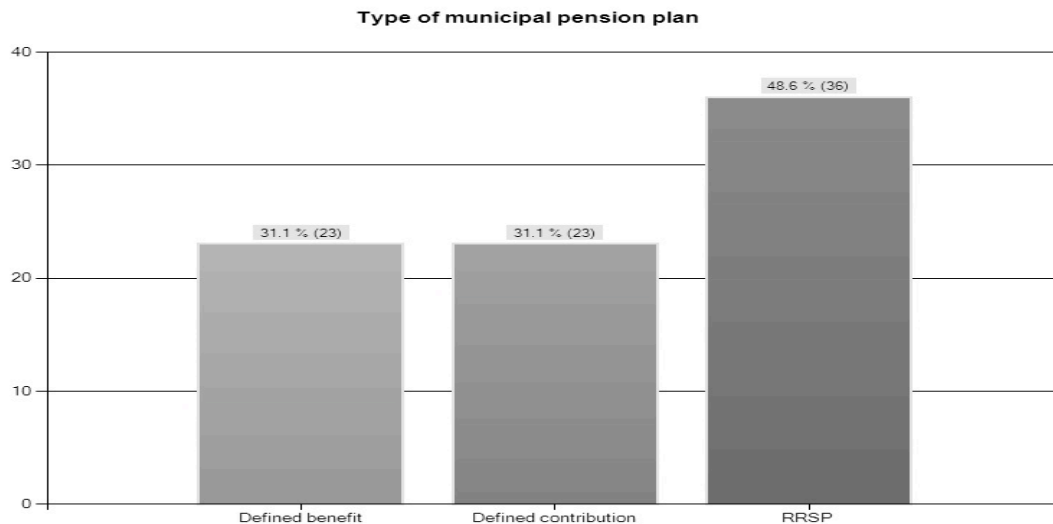
This question received 106 responses.

- 55% of responding municipalities receive group benefit coverage from Johnsons/TRIO.
- 4% of responding municipalities receive group benefit coverage from Blue Cross
- 3% of responding municipalities receive group coverage from SunLife
- 2% of responding municipalities receive group coverage from a local chamber of commerce.
- 2% of responding municipalities receive group coverage from Great West Life.
- 2% of responding municipalities receive group coverage from Desjardin.
- 2% of responding municipalities receive group coverage from Manulife.
- Mercers, the Teamsters, Industrial Alliance, The Cooperators, and Lombard Canada each provide coverage for 1 municipality.
- 18% of responding municipalities stated that they provide no group coverage.



### 13. What form of pension plan is offered by your municipality?

This question received 74 responses.



#### Breakdown according to the size of municipality

Type of pension plan offered to municipal staff	Defined Benefit	Defined Contribution	RRSP
Small Municipalities (29 Respondents)	3 (10.3%)	9 (31.0%)	20 (69.0%)
Medium Municipalities (29 Respondents)	8 (27.6%)	10 (34.5%)	14 (48.3%)
Urban Municipalities (16 Respondents)	12 (75%)	4 (25%)	2 (12.5%)

### 14. Does your municipality employ a pension plan consultant?

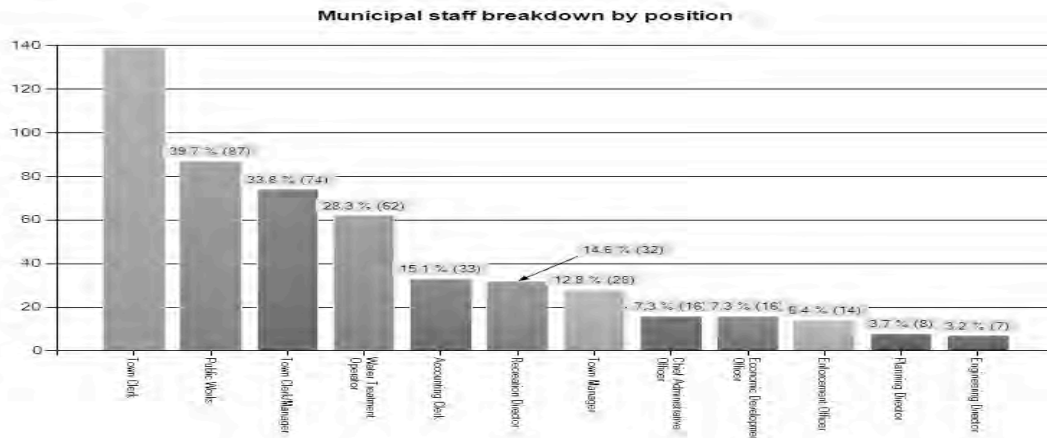
This question received 156 responses.

- **Yes: 4.5% (7)** of responding municipalities
- **No: 95.5% (147)** of responding municipalities

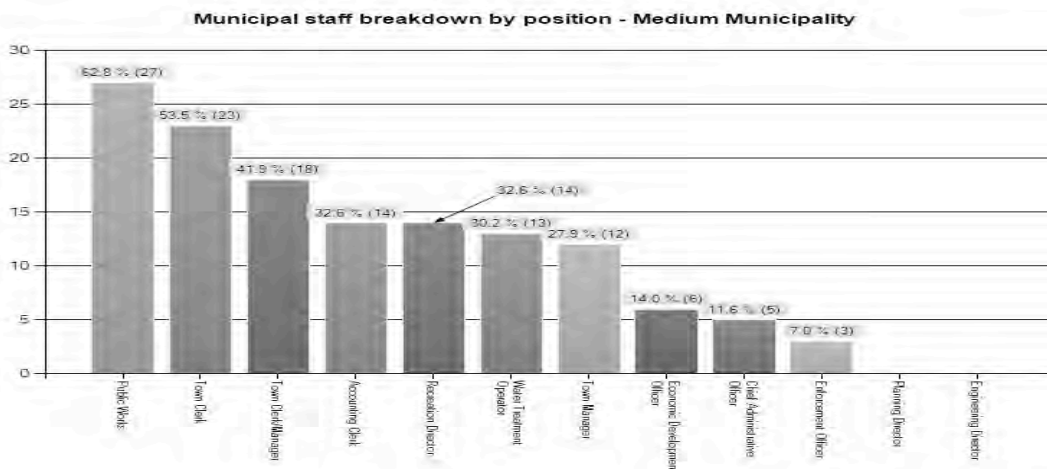
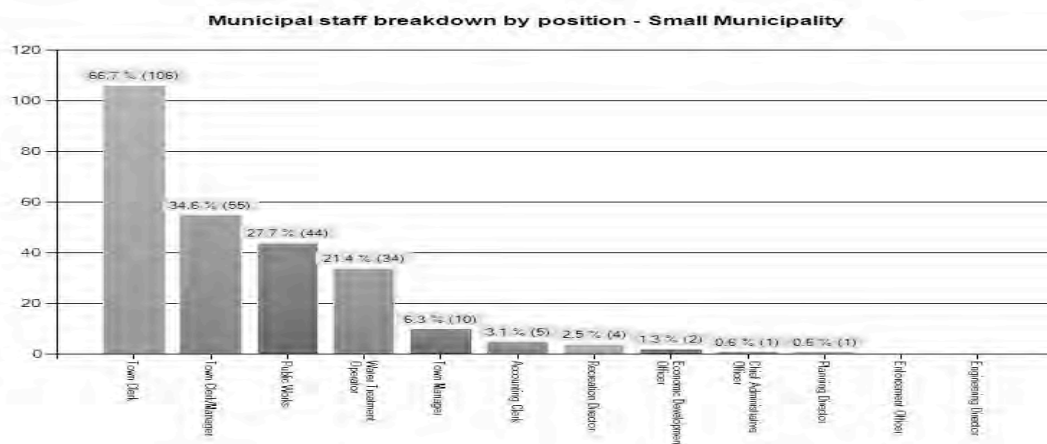
Of the 7 municipalities that do employ a pension plan consultant, the consultants listed include: TRIO, Stoodley Financial Services, Mercer, and SunLife.

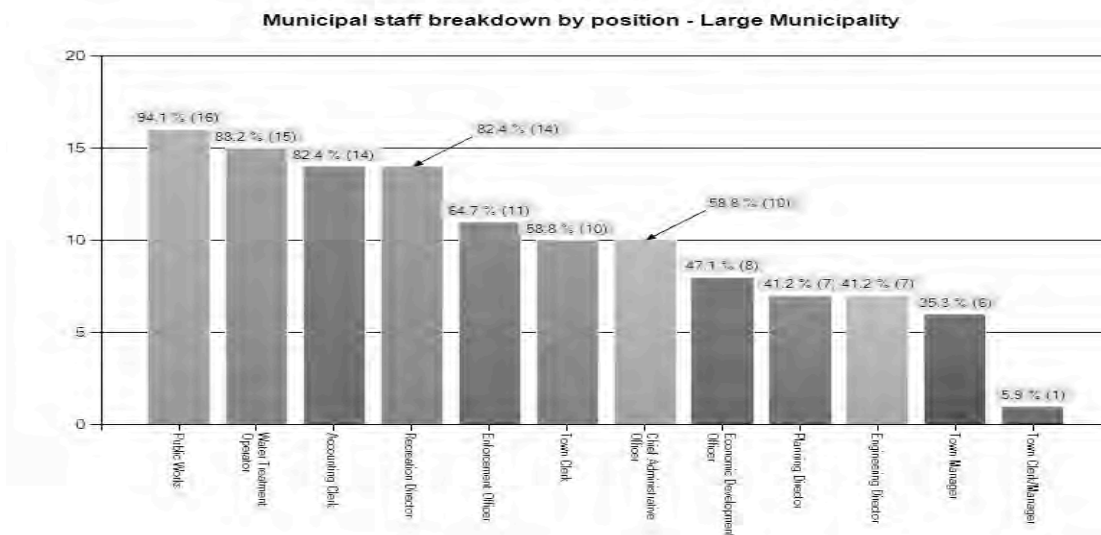
## 15. What positions does your municipality employ?

This question received 219 responses.



## Breakdown municipality according to size of municipality

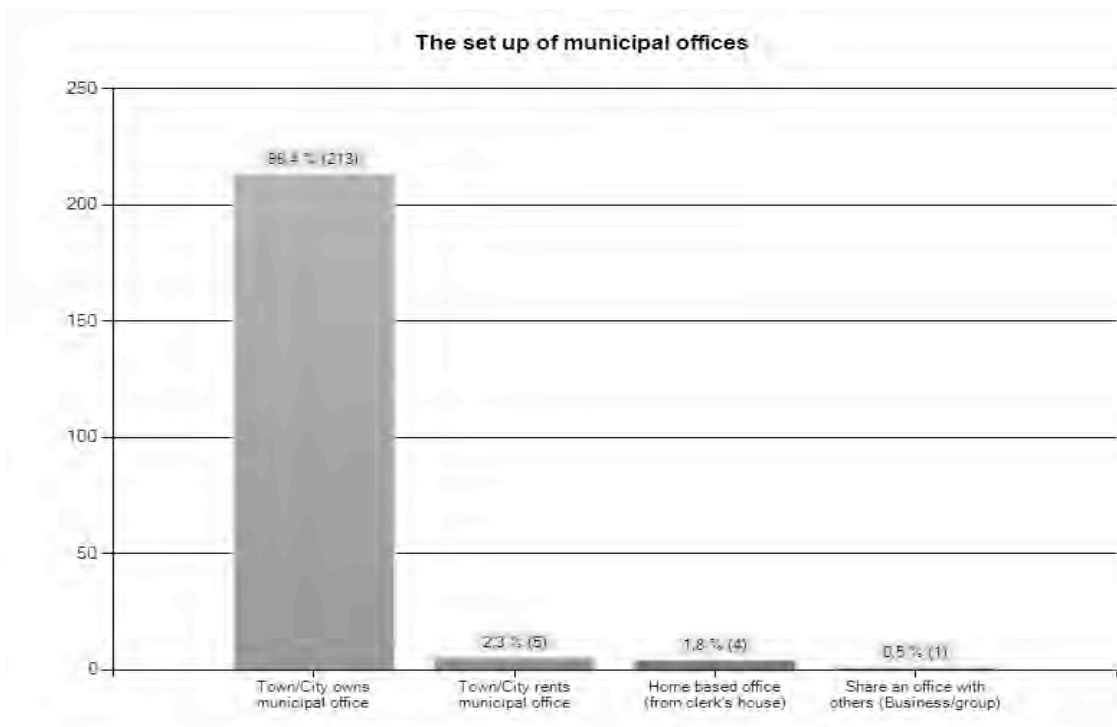




There were 68 responses listed in an “Other” option, where the most common entry was maintenance man. The other positions listed include: assistance town clerk, labourer, director of Heritage and Tourism, dog catcher, fire chief, director of financial operations, garbage collector, manager of emergency services, lifeguards, and equipment operator.

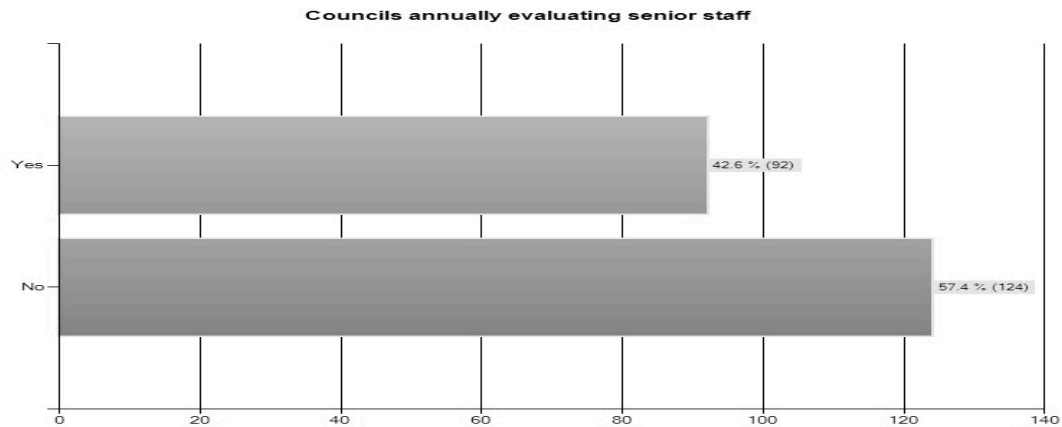
## 16. How is your municipal office set up?

This question received 221 responses.



**17. Does your municipal council annually evaluate the performance of the municipality's senior staff?**

This question received 216 responses.

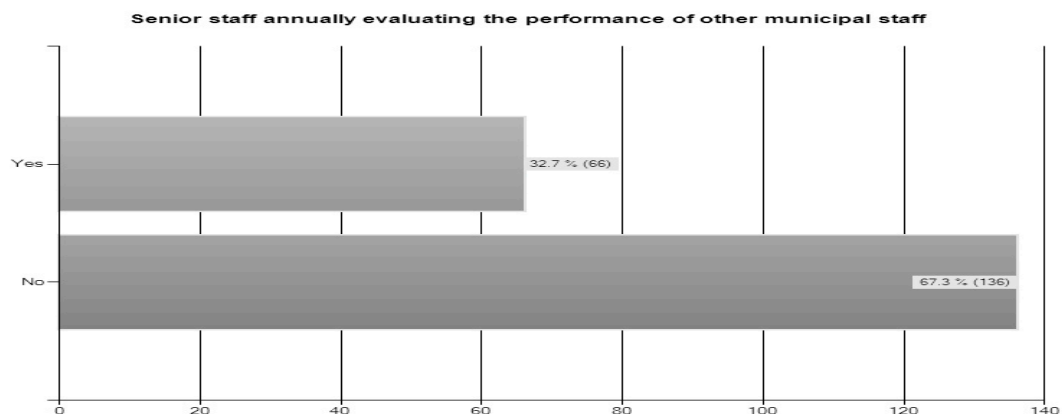


**Breakdown according to size of municipality**

Councils annually evaluating senior staff	Yes	No
Small Municipalities (157 Respondents)	63 (40.1%)	94 (59.9%)
Medium Municipalities (42 Respondents)	21 (50.0%)	21 (50.0%)
Urban Municipalities (17 Respondents)	8 (47.1%)	9 (52.9%)

**18. Does your municipality's senior staff annually evaluate the performance of the remainder of the municipal staff?**

This question received 202 responses.



**Breakdown according to size of municipality**

Senior staff evaluating remainder of municipal staff	Yes	No
Small Municipalities (142 responses)	38 (26.8%)	104 (73.2%)
Medium Municipalities (43 responses)	20 (46.5%)	23 (53.5%)
Urban Municipalities (17 responses)	8 (47.1%)	9 (52.9%)

## **19. How much does your municipality pay in insurance premiums each year?**

This question received 192 responses. The figures below are approximations, as some municipalities only provided approximate figures.

- \$22,621.99: the average insurance premium paid by the responding municipalities.
- \$10,712.01: the median insurance premium paid by the responding municipalities. This means that half of the respondents pay more than \$10,712.01 per year, and the other half pay less.
- \$5483.13: the average insurance premium paid by the responding municipalities that fall below the median payment.
- \$4,343,422.08: the combined total of all insurance premiums paid by the responding municipalities.

### **Small Municipalities**

- \$9045.06: the average insurance premium paid by the responding small municipalities.
- \$7376: the median insurance premium paid by the responding small municipalities.
- \$1016-\$33,000: the range of insurance premiums paid by responding small municipalities.

### **Medium Municipalities**

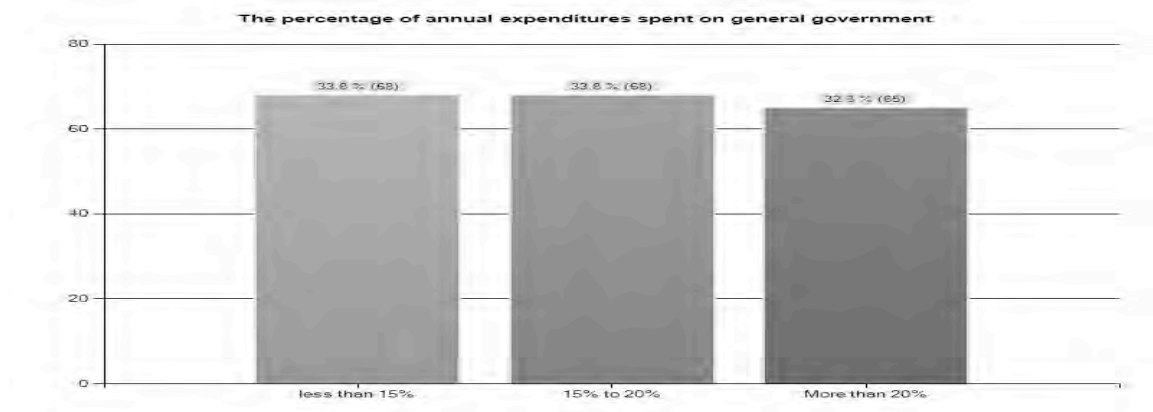
- \$33,278.05: the average insurance premium paid by the responding medium municipalities.
- \$26,725: the median insurance premium paid by the responding medium municipalities.
- \$2200-\$125,000: the range of insurance premiums paid by responding medium municipalities.

### **Urban Municipalities**

- \$132,652.79: the average insurance premium paid by the responding urban municipalities
- \$108,800: the median insurance premium paid by the responding municipalities.
- \$36,000-\$350,000: the range of insurance premiums paid by responding urban municipalities.

**20. What percentage of annual expenditures is spent on general government (employee costs, councillor remuneration, office costs, travel, training, insurance)?**

This question received 201 responses.

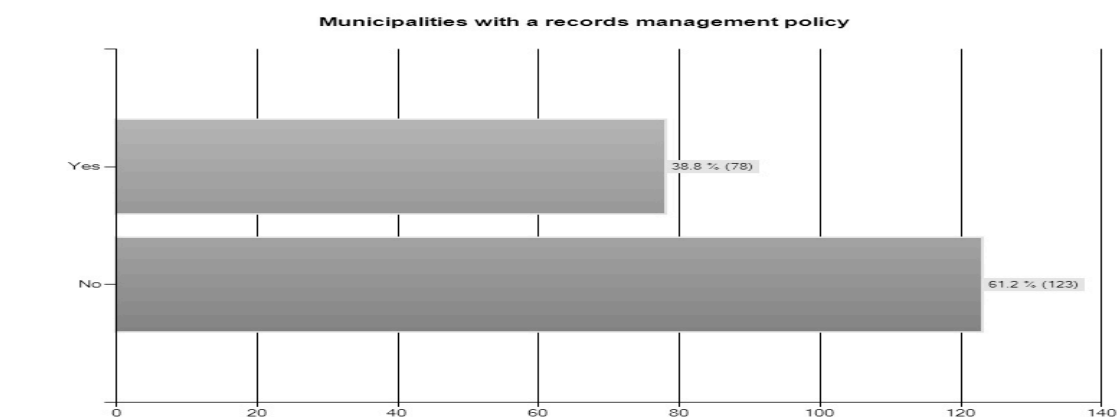


**Breakdown according to size of municipality**

Percent of annual expenditures spent on general government	Less than 15%	15%-20%	More than 20%
Small Municipalities (144 responses)	45 (31.3%)	48 (33.3%)	51 (35.4%)
Medium Municipalities (41 responses)	13 (31.7%)	17 (41.5%)	11 (26.8%)
Urban Municipalities (16 responses)	10 (62.5%)	3 (18.8%)	3 (18.8%)

**21. Does your municipality have a records management policy?**

This question received 201 responses.

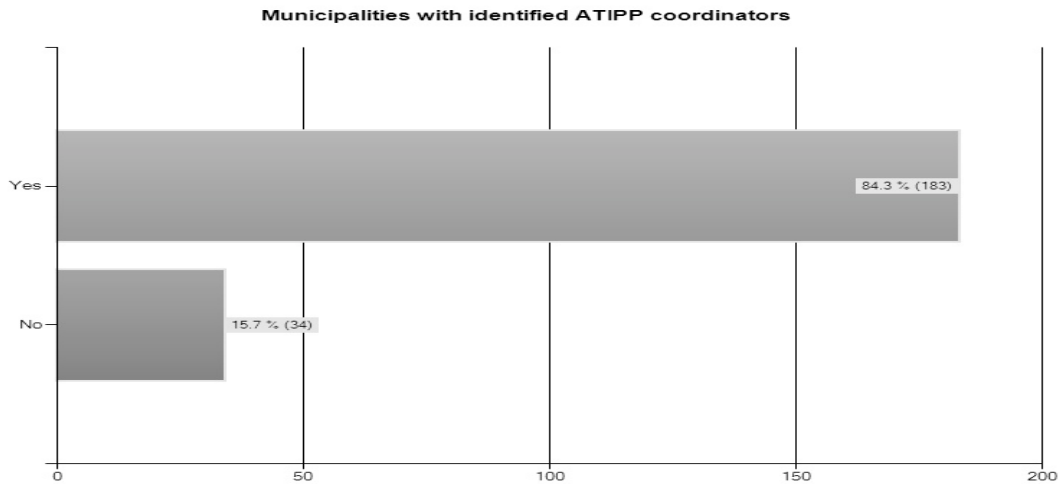


**Breakdown according to size of municipality**

Municipalities with records management policies	Yes	No
Small Municipalities (141 responses)	53 (37.6%)	88 (62.4%)
Medium Municipalities (44 responses)	14 (31.8%)	30 (68.2%)
Urban Municipalities (16 responses)	11 (68.8%)	5 (31.3%)

## 22. Has your council identified its Access to Information and Protection of Privacy (ATIPP) policy coordinator?

This question received 217 responses.



### Breakdown according to size of municipality

Municipalities with ATIPP Coordinators	Yes	No
Small Municipalities (157 responses)	127 (80.9%)	30 (19.1%)
Medium Municipalities (44 responses)	40 (90.9%)	4 (9.1%)
Urban Municipalities (16 responses)	16 (100%)	0 (0%)

## 23. Is your municipality registered with the Workplace, Health, Safety, and Compensation Commission?

This question received 216 responses.

- 98.6% (213) of responding municipalities are registered.
- 1.4% (3) of responding municipalities are not registered.

## 24. Has your municipality established and trained an Occupational Health and Safety Committee?

This question received 216 responses.



## 25. Has your municipality appointed and trained a Workplace Health and Safety representative or designate?

This question received 221 responses.



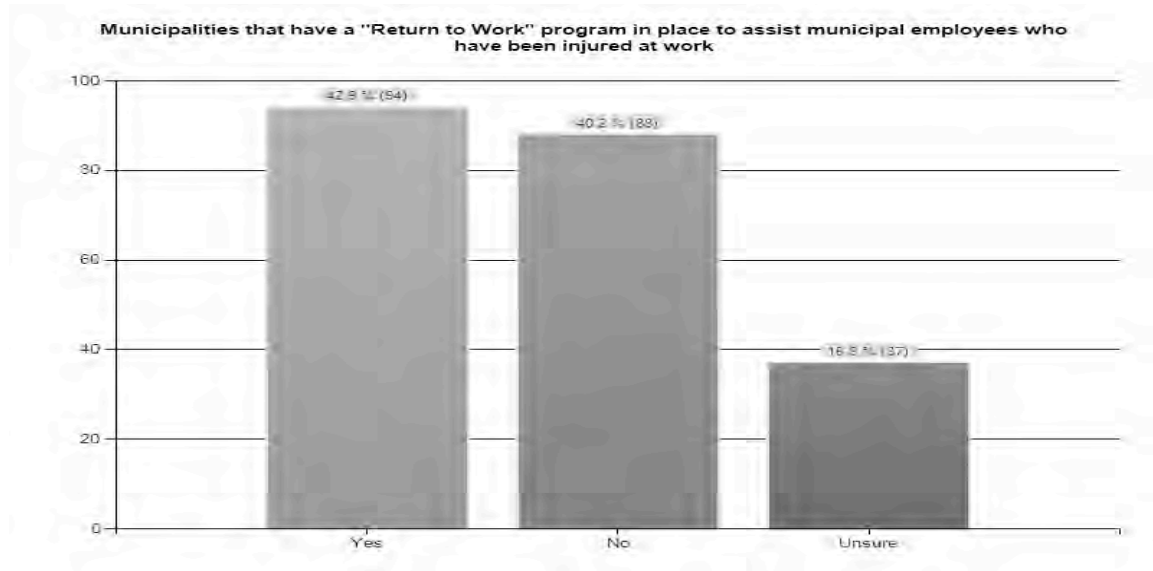
### Breakdown according to size of municipality

Municipalities that have appointed and trained a Workplace Health and Safety representative	Yes	No	Unsure
Small Municipalities (160 responses)	81 (50.6%)	60 (37.5%)	19 (11.9%)
Medium Municipalities (44 responses)	37 (84.1%)	5 (11.4%)	2 (4.5%)
Urban Municipalities (17 responses)	13 (76.5%)	3 (17.6%)	1 (5.9%)



**26. Does your municipality have a “Return to Work” program in place to assist municipal employees who have been injured at work?**

This question received 219 responses.



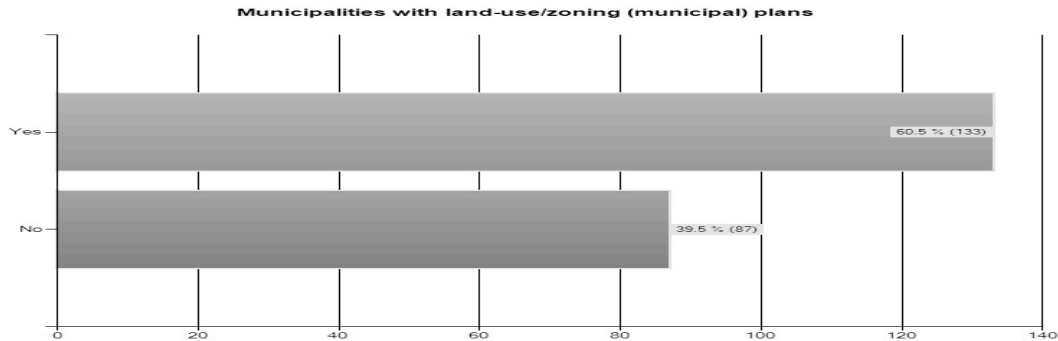
**Breakdown according to size of municipality**

Municipalities that have “return to work” policies	Yes	No	Unsure
Small Municipalities (158 responses)	49 (31%)	77 (48.7%)	32 (20.3%)
Medium Municipalities (44 responses)	31 (70.5%)	9 (20.5%)	4 (9.1%)
Urban Municipalities (17 responses)	14 (84.2%)	2 (11.8%)	1 (5.9%)

### **SECTION 3: MUNICIPAL PLANNING**

#### **1. Does your municipality have a land-use/zoning (municipal) plan?**

This question received 220 responses.



Seventy-one municipalities listed the age of their municipal plans. This group can be broken down as follows (based on the 60.1% of municipalities that have plans):

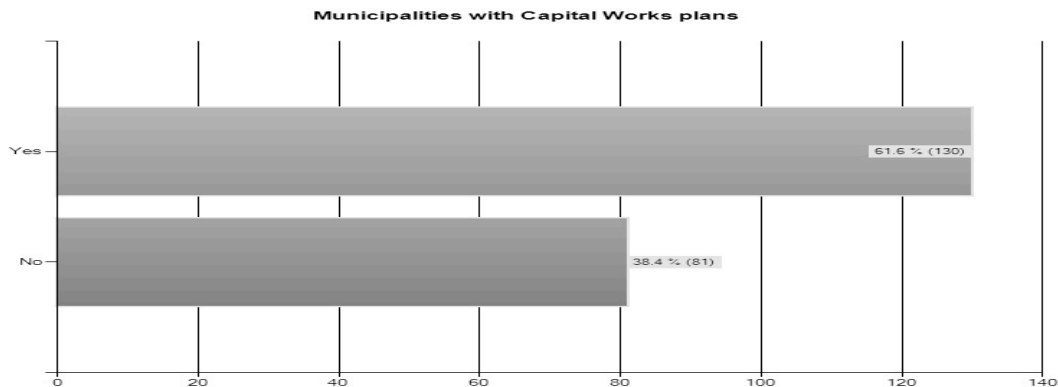
- 13% (30) have plans that are between 1 and 5 years old.
- 7% (16) have plans that are between 6 and 10 years old.
- 3% (7) have plans that are between 11 and 14 years old.
- 8% (18) have plans that are 15 or more years old.

#### **Breakdown according to size of municipality**

Municipalities with land-use/zoning plans	Small Municipalities (160 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	77 (48.1%)	39 (90.7%)	17 (100%)
No	83 (51.9%)	4 (9.3%)	0 (0%)

#### **2. Does your municipality have a capital works plan?**

This question received 211 responses.



Seventy municipalities listed the time frame of their capital works plans. This group of 68 can be broken out as follows:

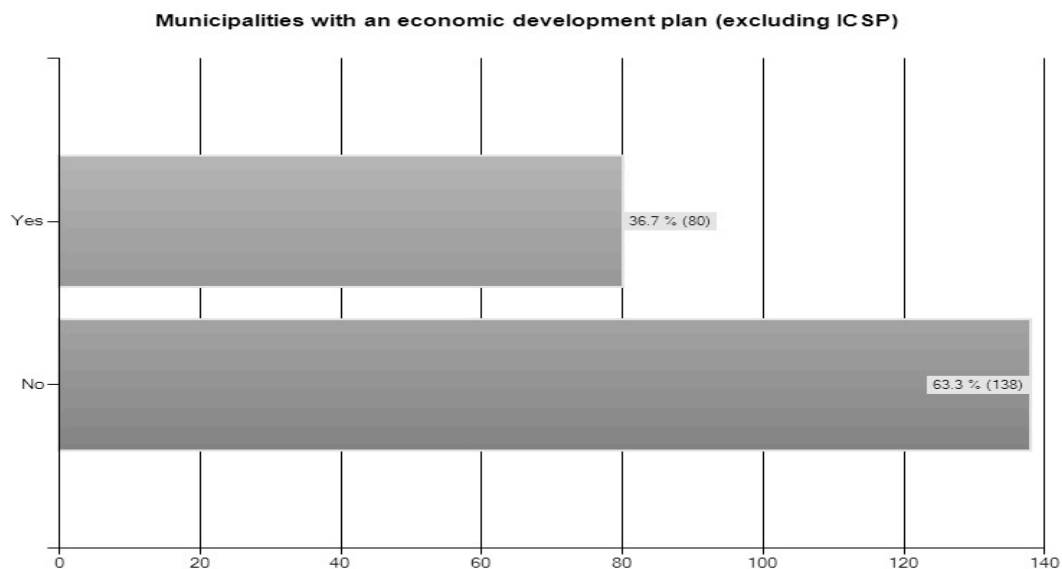
- 5 are one year plans
- 2 are two year plans
- 6 are three year plans
- 4 are four year plans
- 45 are five year plans
- 6 are plans for 6 or more years

#### Breakdown according to size of municipality

Municipalities with Capital Works Plans	Small Municipalities (150 responses)	Medium Municipalities (44 responses)	Urban Municipalities (17 responses)
Yes	77 (51.3%)	37 (84.1%)	16 (94.1%)
No	73 (48.7%)	7 (15.9%)	1 (5.9%)

### 3. Does your municipality have an economic development plan (excluding the ICSP)?

This question received 218 responses.

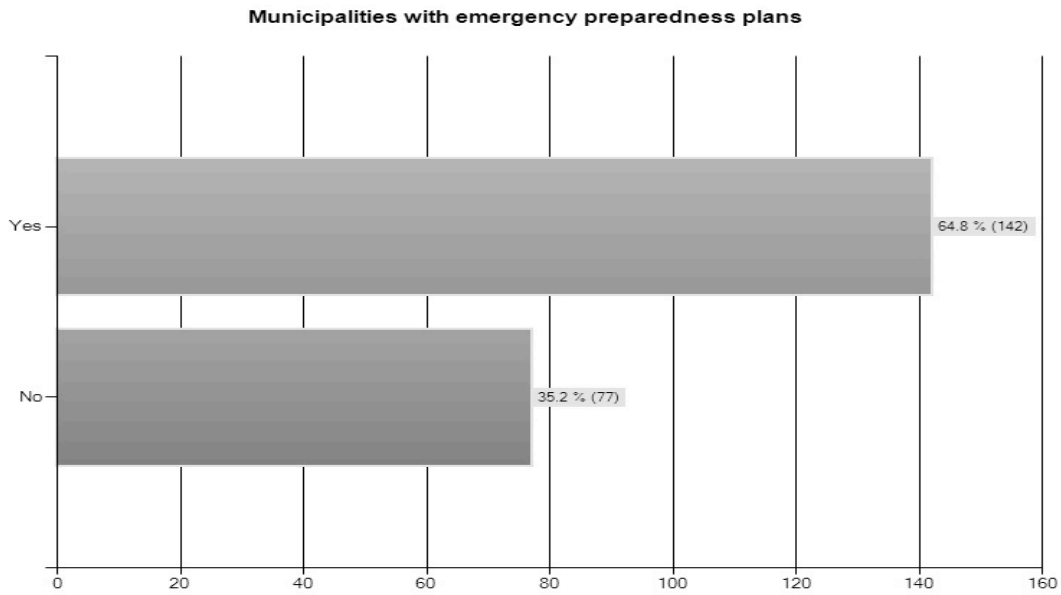


#### Breakdown according to size of municipality

Municipalities with economic development plans	Small Municipalities (157 responses)	Medium Municipalities (44 responses)	Urban Municipalities (17 responses)
Yes	54 (34.4%)	15 (34.1%)	11 (64.7%)
No	103 (65.6%)	29 (65.9%)	6 (35.3%)

#### 4. Does your municipality have an emergency preparedness plan (EPP)?

This question received 219 responses.



#### Breakdown according to size of municipality

Municipalities with EPP	Small Municipalities (159 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	88 (55.3%)	38 (88.4%)	16 (94.1%)
No	71 (44.7%)	5 (11.6%)	1 (5.9%)

#### **SECTION 4: INTEGRATED COMMUNITY SUSTAINABILITY PLANNING (ICSP)**

##### **1. Has your municipality submitted an ICSP to the Department of Municipal Affairs?**

This question received 218 responses.

- **Yes:** 95% (207) of responding municipalities have submitted an ICSP
- **No:** 5% (11) of responding municipalities have not submitted an ICSP

##### **2. Who created your ICSP?**

This question received 216 responses.

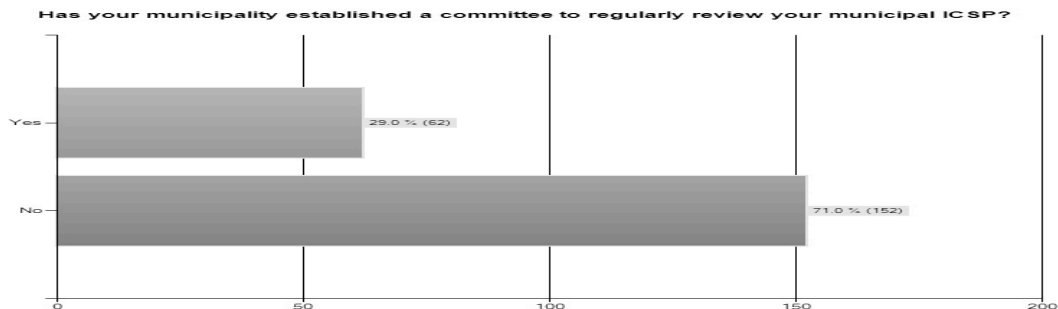
- 37.5% (81) of responding municipalities stated that the council or a council employee created their ICSP
- 62.5% (135) of responding municipalities had their ICSP created by an outside consultant.

##### **Breakdown according to size of municipality**

Who created the ICSPs for municipalities	Small Municipalities (158 responses)	Medium Municipalities (42 responses)	Urban Municipalities (16 responses)
Council/Staff	68 (43%)	8 (19%)	5 (31.3%)
Outside Consultant	90 (57%)	34 (81%)	11 (68.6%)

##### **3. Has your municipality established a committee to regularly review your municipal ICSP?**

This question received 214 responses.

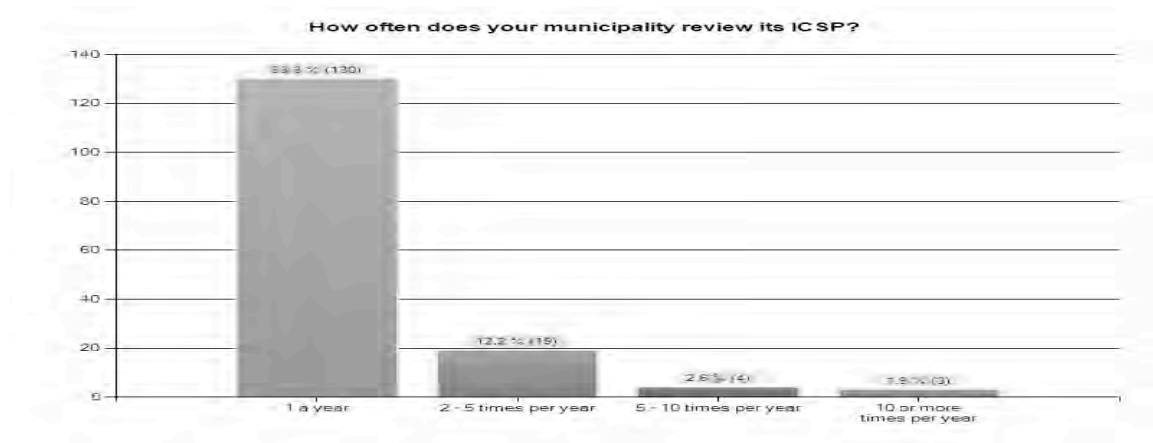


##### **Breakdown according to size of municipality**

Municipalities with committees to review their ICSP	Small Municipalities (160 responses)	Medium Municipalities (43 responses)	Urban Municipalities (16 responses)
Yes	9 (5.6%)	11 (25.6%)	9 (56.3%)
No	151 (94.4%)	32 (74.4%)	7 (43.8%)

#### 4. How often does your municipality review its ICSP?

This question received 197 responses.



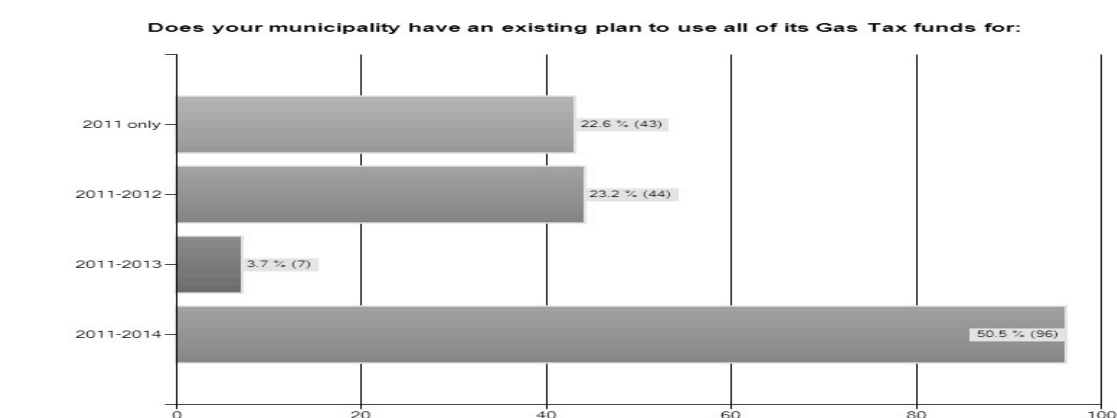
#### Breakdown according to size of municipality

The frequency municipalities review their ICSP	Small Municipalities (116 responses)	Medium Municipalities (28 responses)	Urban Municipalities (12 responses)
Once a year	97 (83.6%)	23 (82.1%)	10 (83.3%)
2-5 times a year	15 (12.9%)	3 (10.7%)	1 (8.3%)
5-10 times a year	2 (1.7%)	1 (3.6%)	1 (8.3%)
10+ times a year	2 (1.7%)	1 (3.6%)	0 (0%)

There were an additional 41 responses that selected an “Other” option. Of this group, 14% (29) of all respondents stated that they have never reviewed their ICSP. The reasons given include that the ICSP is still too new or that the council has had no reason to review the sustainability plan.

#### 5. Does your municipality have an existing plan to use all of its Gas Tax funds?

This question received 214 responses.



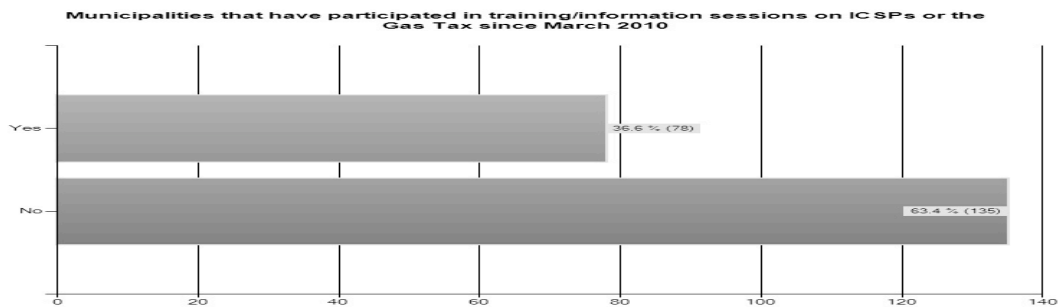
### Breakdown according to size of municipality

Length of municipal plans to use Gas Tax Funds	Small Municipalities (133 responses)	Medium Municipalities (41 responses)	Urban Municipalities (16 responses)
2011 only	32 (24.1%)	8 (19.5%)	3 (18.8%)
2011-2012	32 (24.1%)	7 (17.1%)	5 (31.3%)
2011-2013	5 (3.8%)	2 (4.9%)	0 (0%)
2011-2014	64 (48.1%)	24 (58.5%)	8 (50%)

An additional 22 (10%) respondents stated that they currently have no plan.

### 6. Has your municipality participated in any training/information sessions on ICSPs of the Gas Tax since March 2010?

This question received 213 responses.

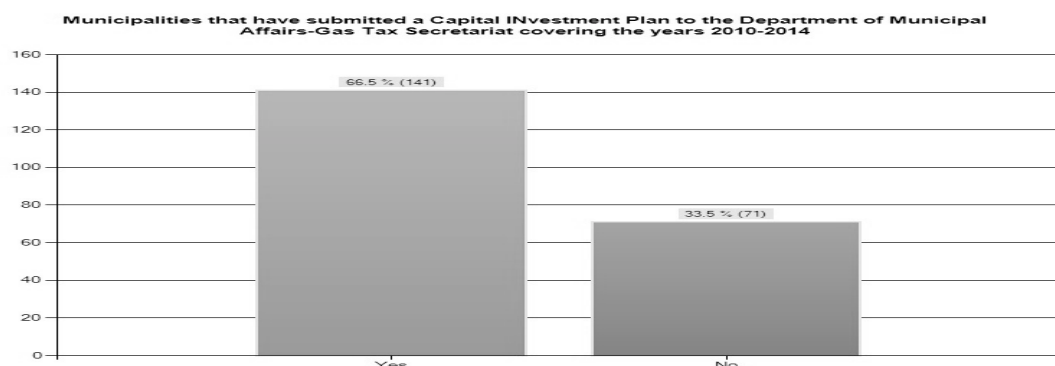


Of those who attended training, 25 respondents stated that they received training from:

- 13 respondents listed the Department of Municipal Affairs
- 8 respondents listed MNL
- 3 respondents listed PMA

### 7. Has your municipality submitted a Capital Investment Plan (CIP) to the Department of Municipal Affairs-Gas Tax Secretariat covering the years 2011-2014?

This question received 212 responses.



**Breakdown according to size of municipality**

Municipalities with submitted CIPs for 2011-2014	Small Municipalities (155 responses)	Medium Municipalities (43 responses)	Urban Municipalities (14 responses)
Yes	97 (62.6%)	33 (76.7%)	11 (78.6%)
No	58 (37.4%)	10 (23.3%)	3 (21.4%)

**8. When was your last Capital Investment plan submitted to the Gas Tax Secretariat?**

This question received 182 responses.

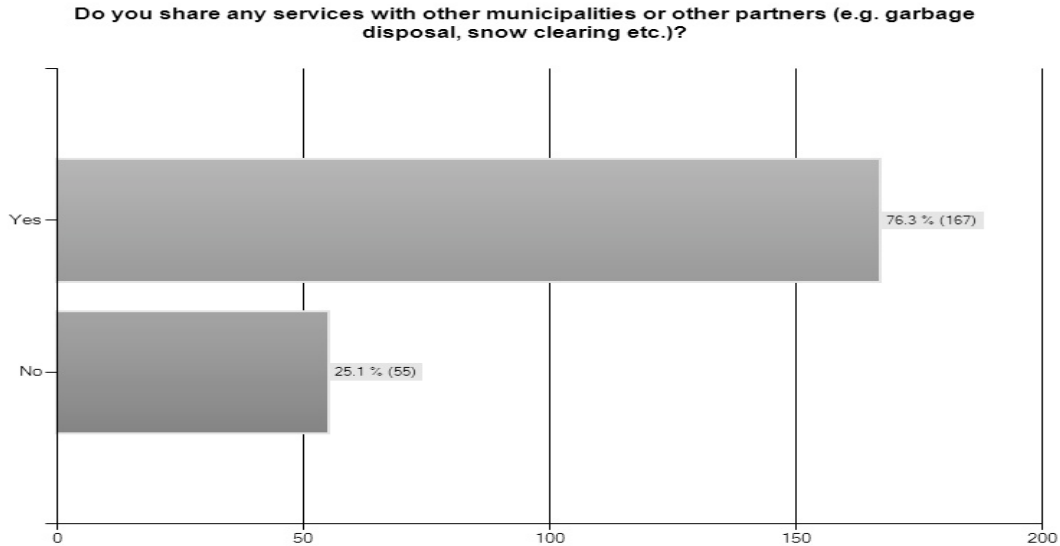
- 7% (13) of responding municipalities answered 2008 or earlier
- 6% (12) of responding municipalities answered 2009
- 37% (68) of responding municipalities answered 2010
- 43% (79) of responding municipalities answered 2011



## **Section 5: Cooperative Initiatives**

### **1. Do you share any services with other municipalities or other partners?**

This question received 219 responses.



#### **Breakdown according to size of municipality**

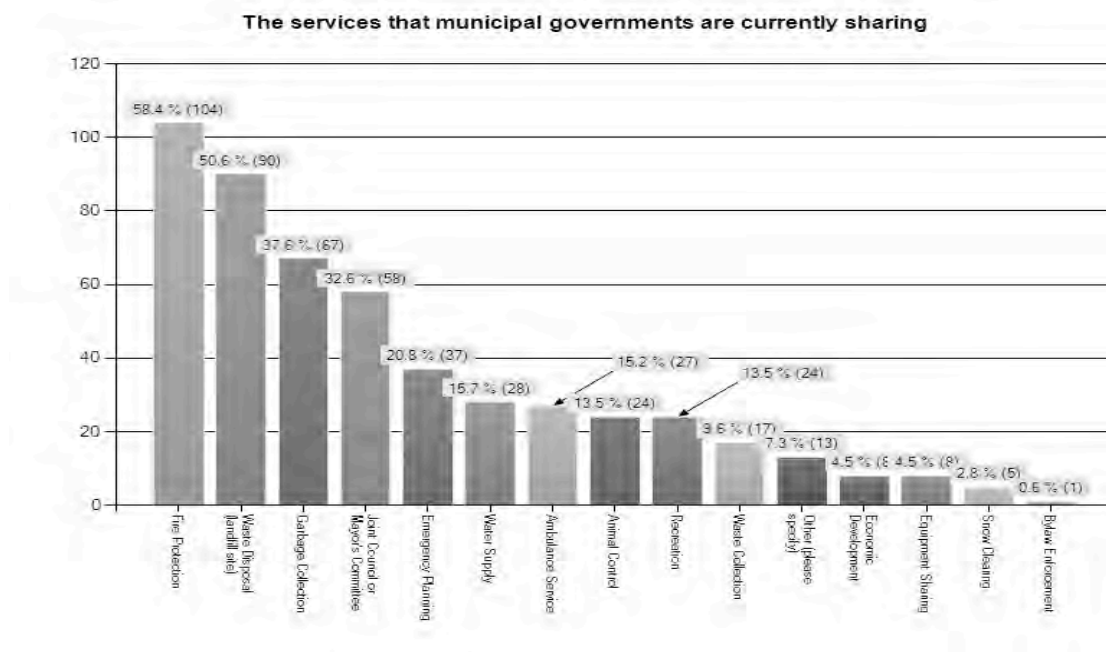
Municipalities that share services	Small Municipalities (159 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	118 (74.2%)	33 (76.7%)	16 (94.1%)
No	44 (27.7%)	10 (23.3%)	1 (5.9%)

#### **Breakdown according to MNL region**

Municipalities that share services	Yes	No
Avalon (58 responses)	45 (88.2%)	8 (15.7%)
Eastern (35 responses)	27 (77.1%)	8 (22.9%)
Central (67 responses)	47 (70.1%)	20 (29.9%)
Western (28 responses)	21 (75%)	7 (25%)
Northern (25 responses)	20 (80%)	5 (20%)
Labrador (14 responses)	7 (50%)	7 (50%)

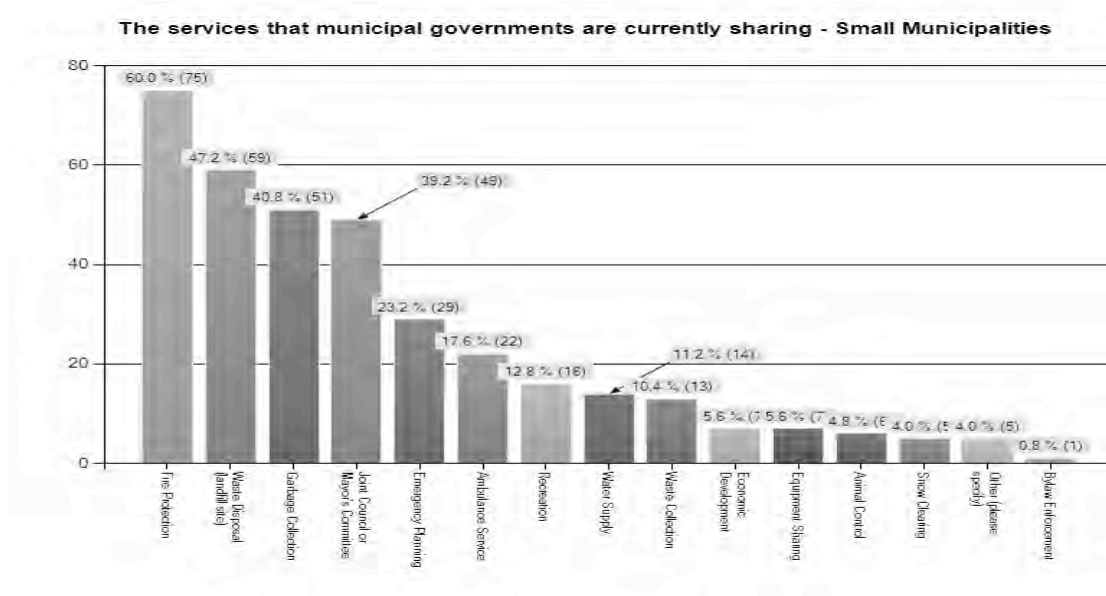
## 2. What services are you currently sharing?

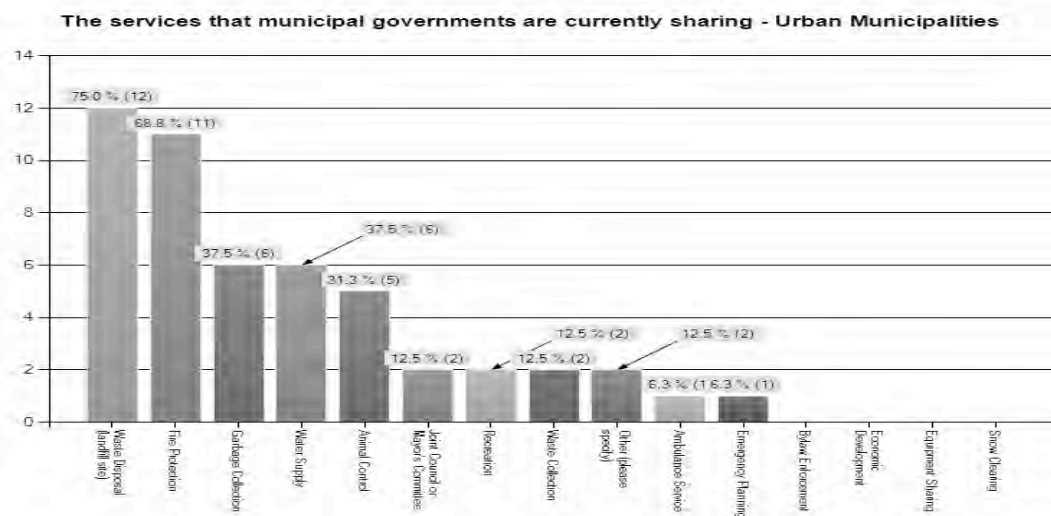
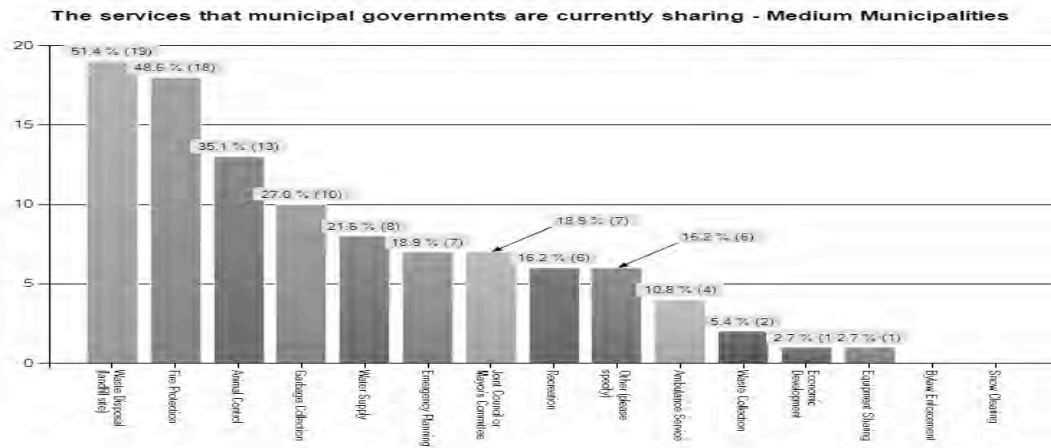
This question received 178 responses



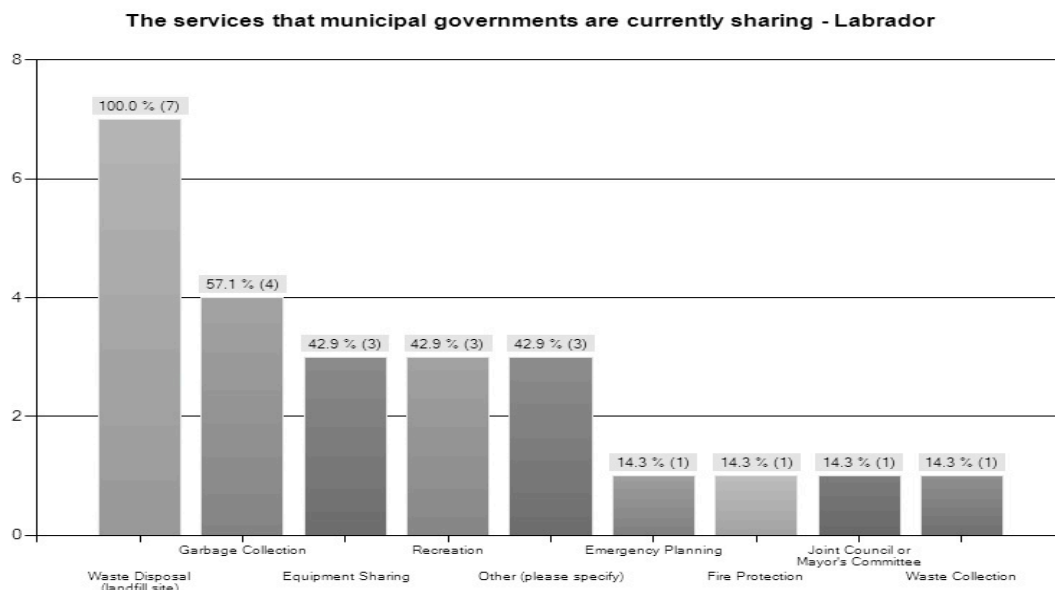
Service sharing arrangements that do not fall into any of the above categories include: regional maintenance workers and the sharing of emergency response equipment (e.g. jaws of life).

### Breakdown according to size of municipality

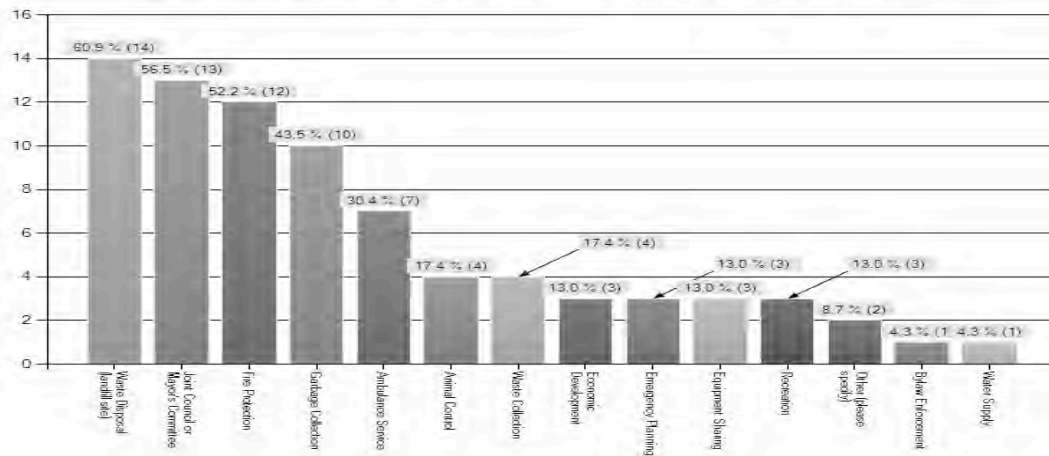




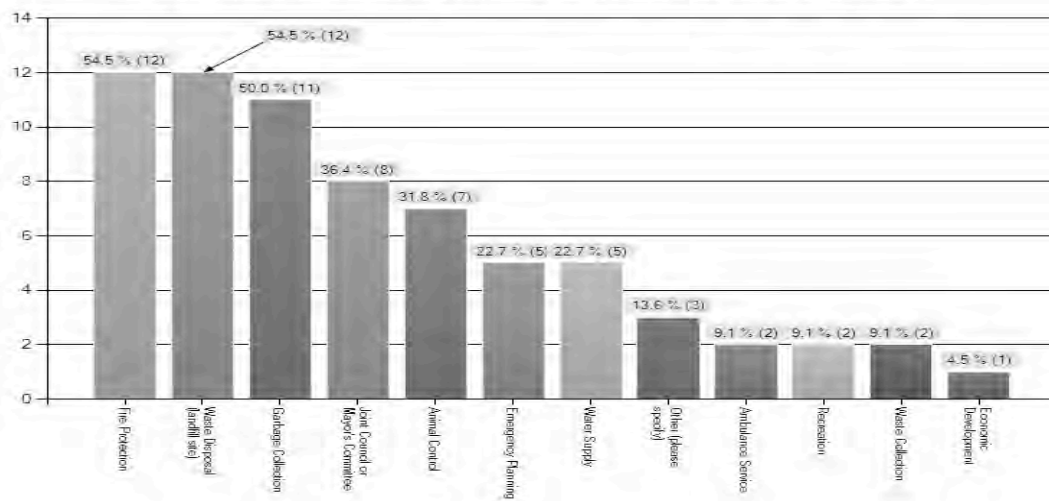
## Breakdown according to MNL region



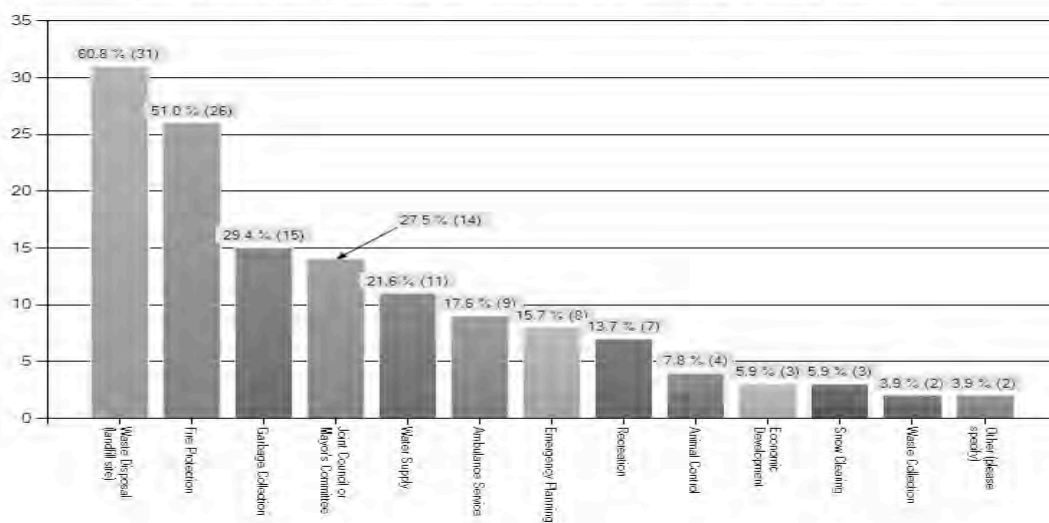
The services that municipal governments are currently sharing - Northern

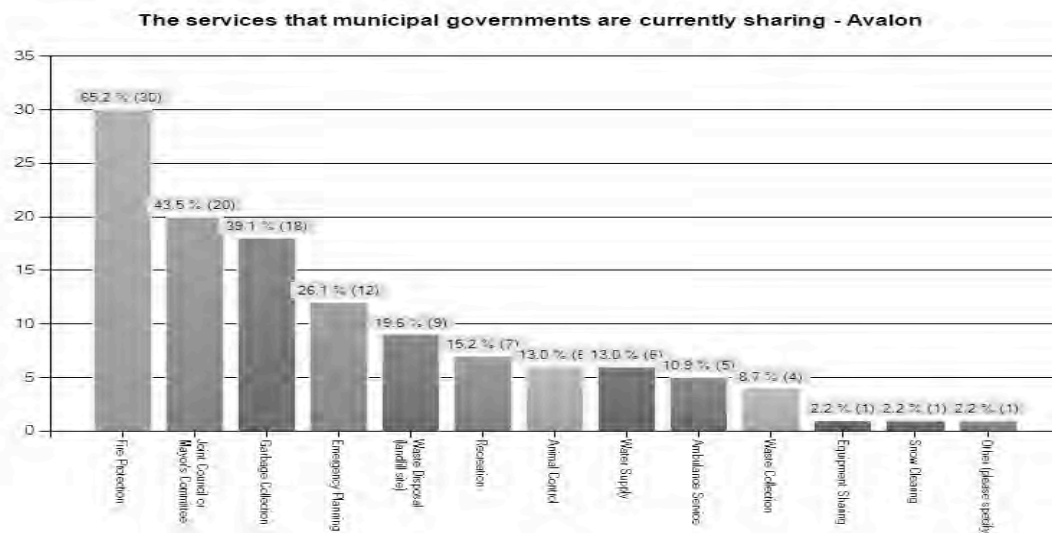
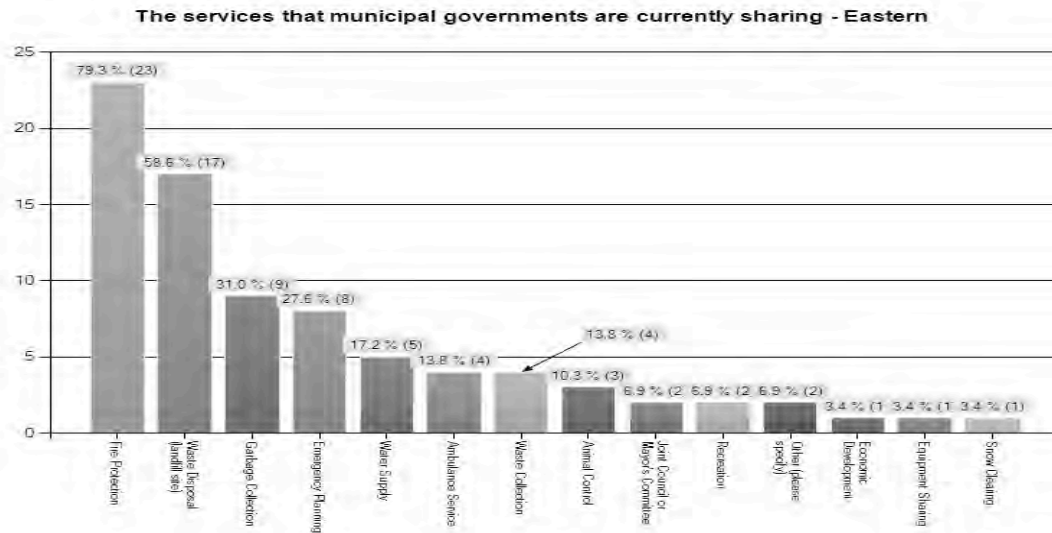


The services that municipal governments are currently sharing - Western



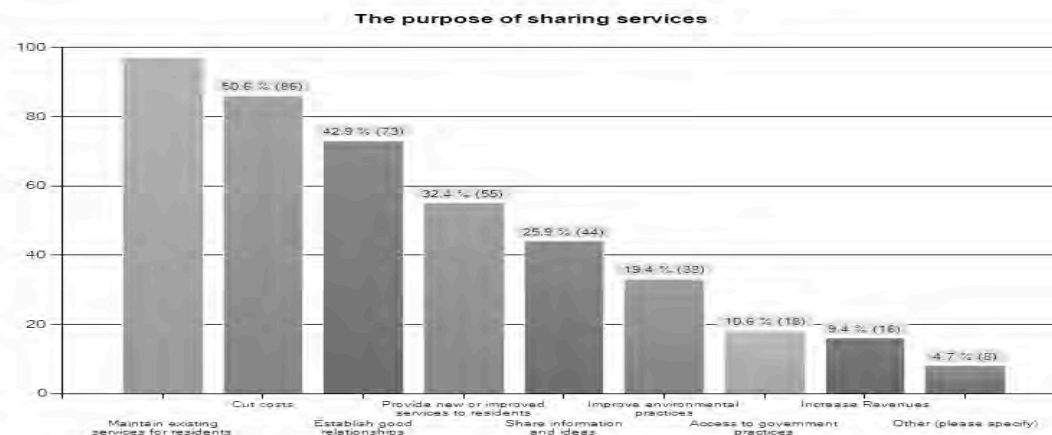
The services that municipal governments are currently sharing - Central





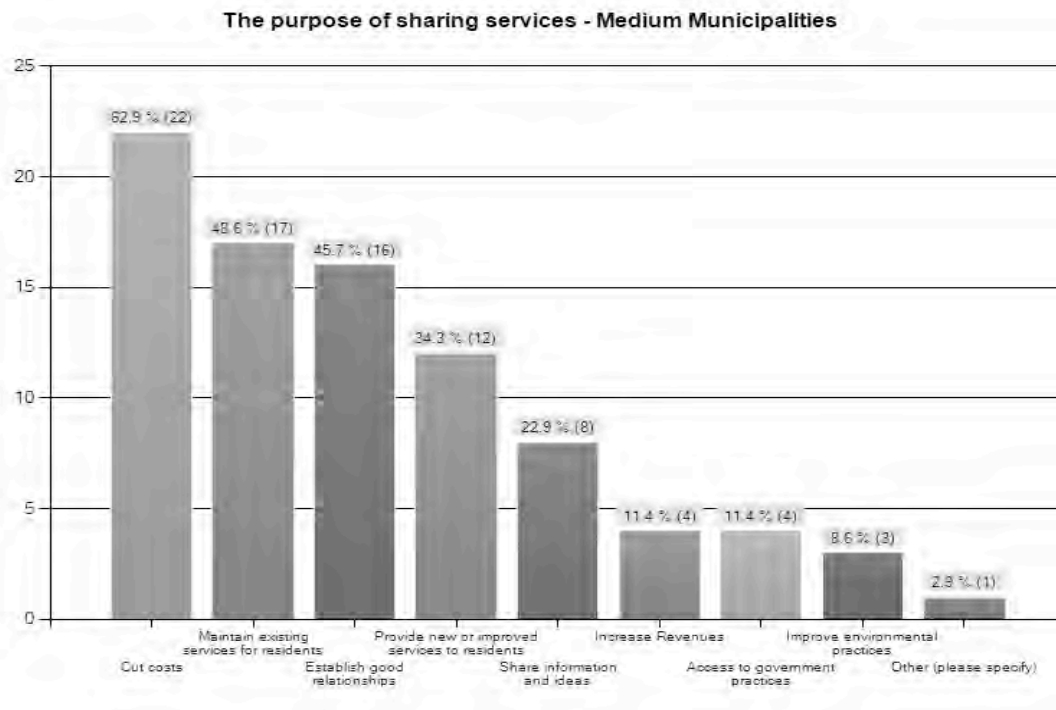
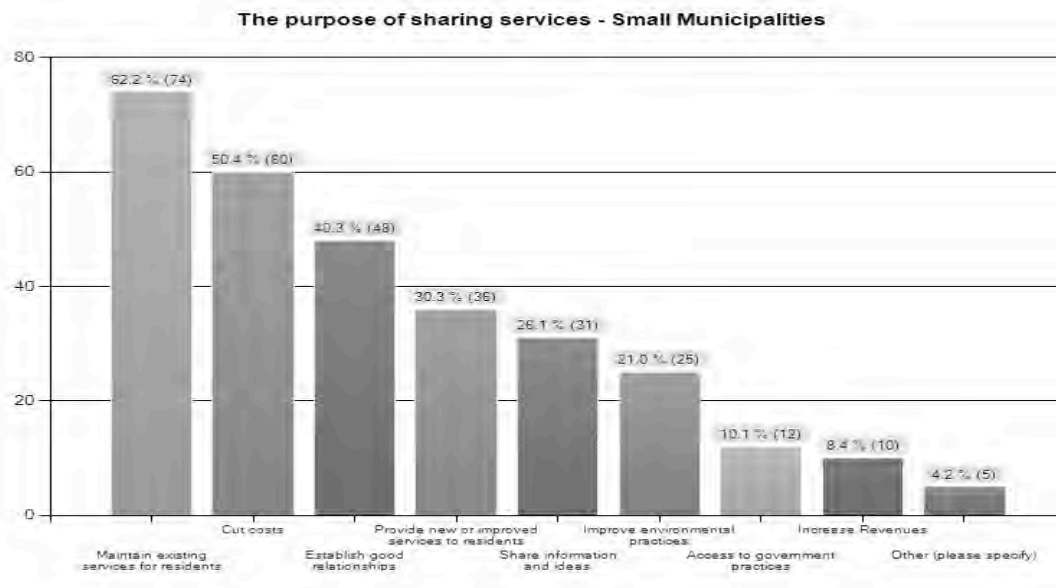
### 3. What is the purpose of sharing these services?

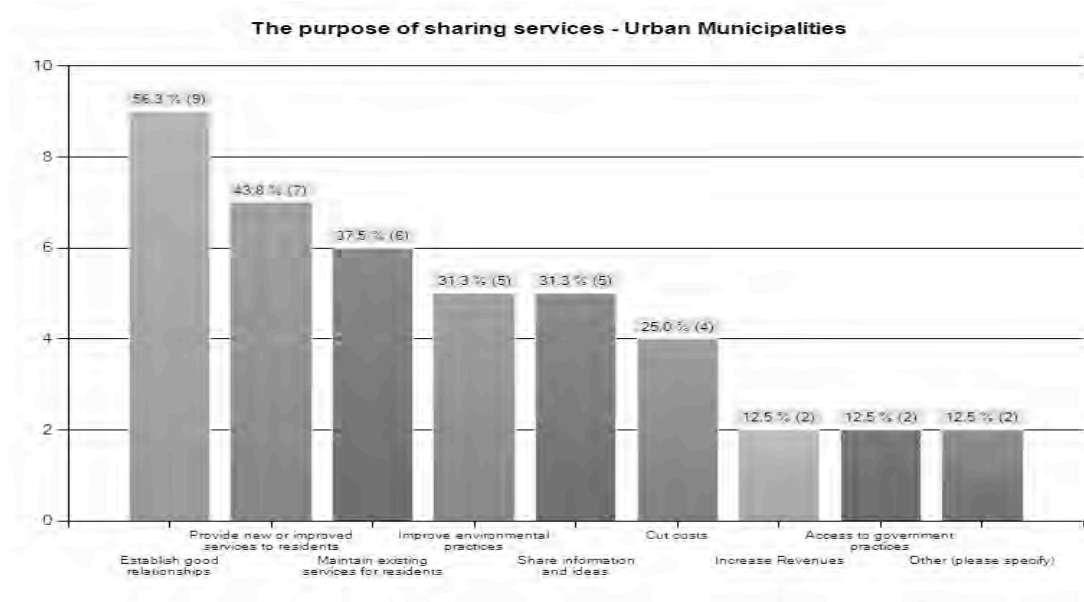
This question received 170 responses.



Of the 8 respondents who selected “Other,” the reasons given were that the municipality was legislatively required to do so or compelled to do so by the provincial government (regional waste management).

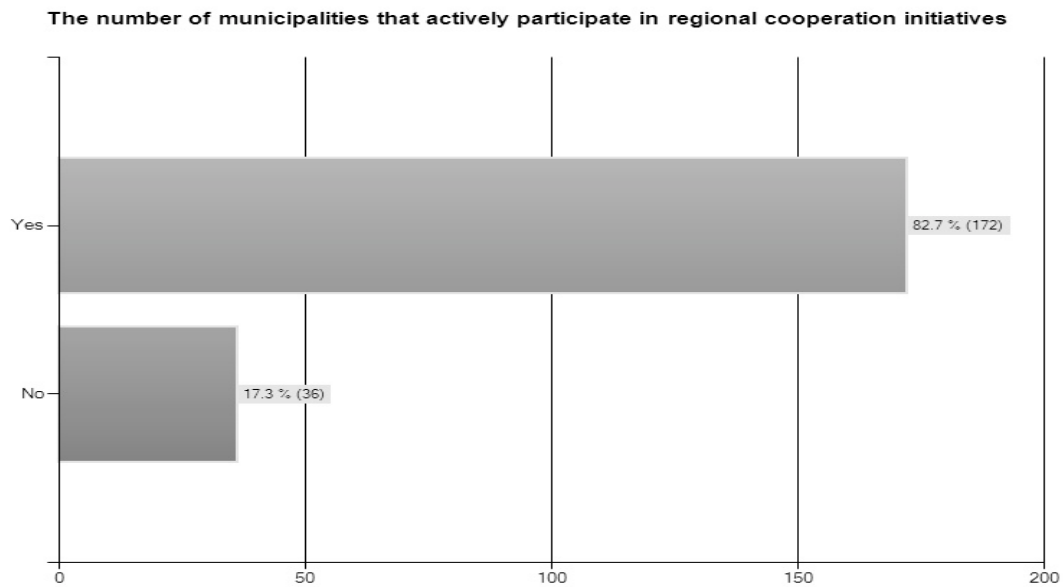
### Breakdown according to size of municipality





#### 4. Does your municipality actively participate in regional cooperation initiatives?

This question received 208 responses.

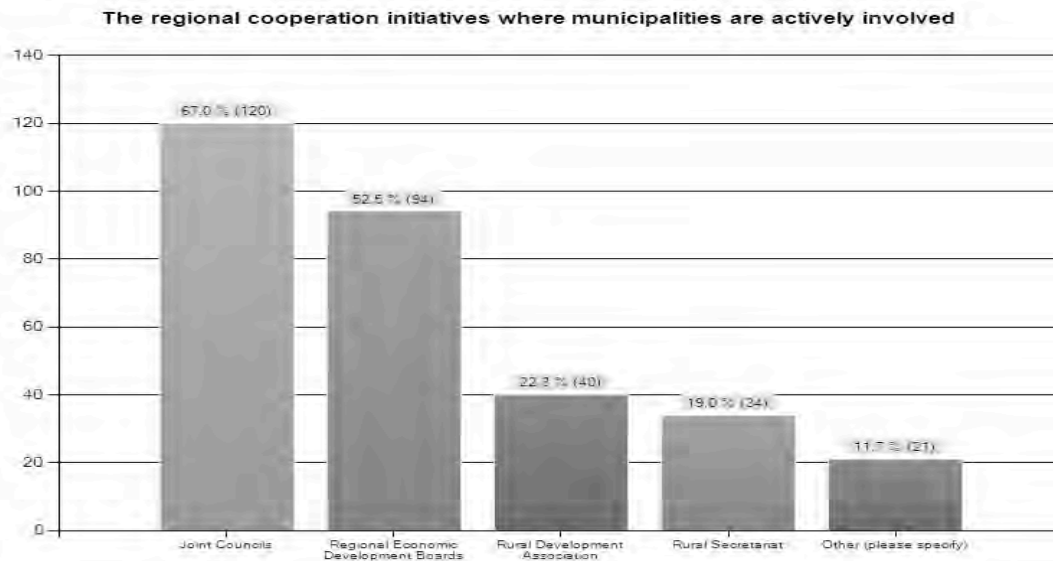


#### Breakdown according to size of municipality

Municipalities that participate in regional cooperation initiatives	Small Municipalities (149 responses)	Medium Municipalities (42 responses)	Urban Municipalities (17 responses)
Yes	117 (78.5%)	38 (90.5%)	17 (100%)
No	32 (21.5%)	4 (9.5%)	0 (0%)

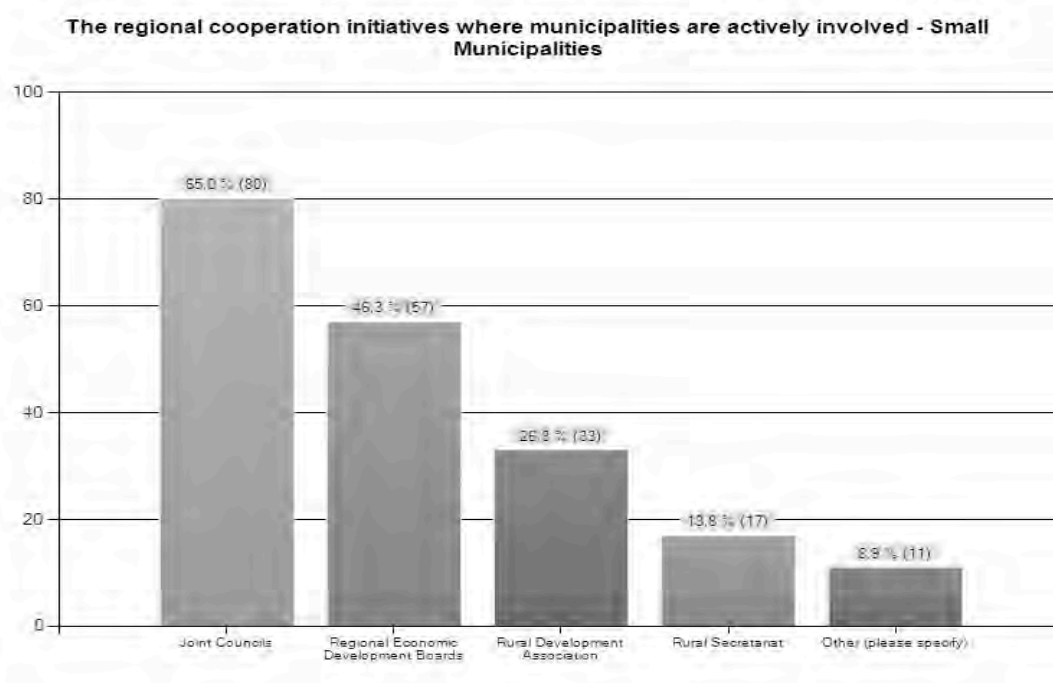
## 5. Which of the following regional cooperation initiatives is your municipality actively involved in?

This question received 179 responses.

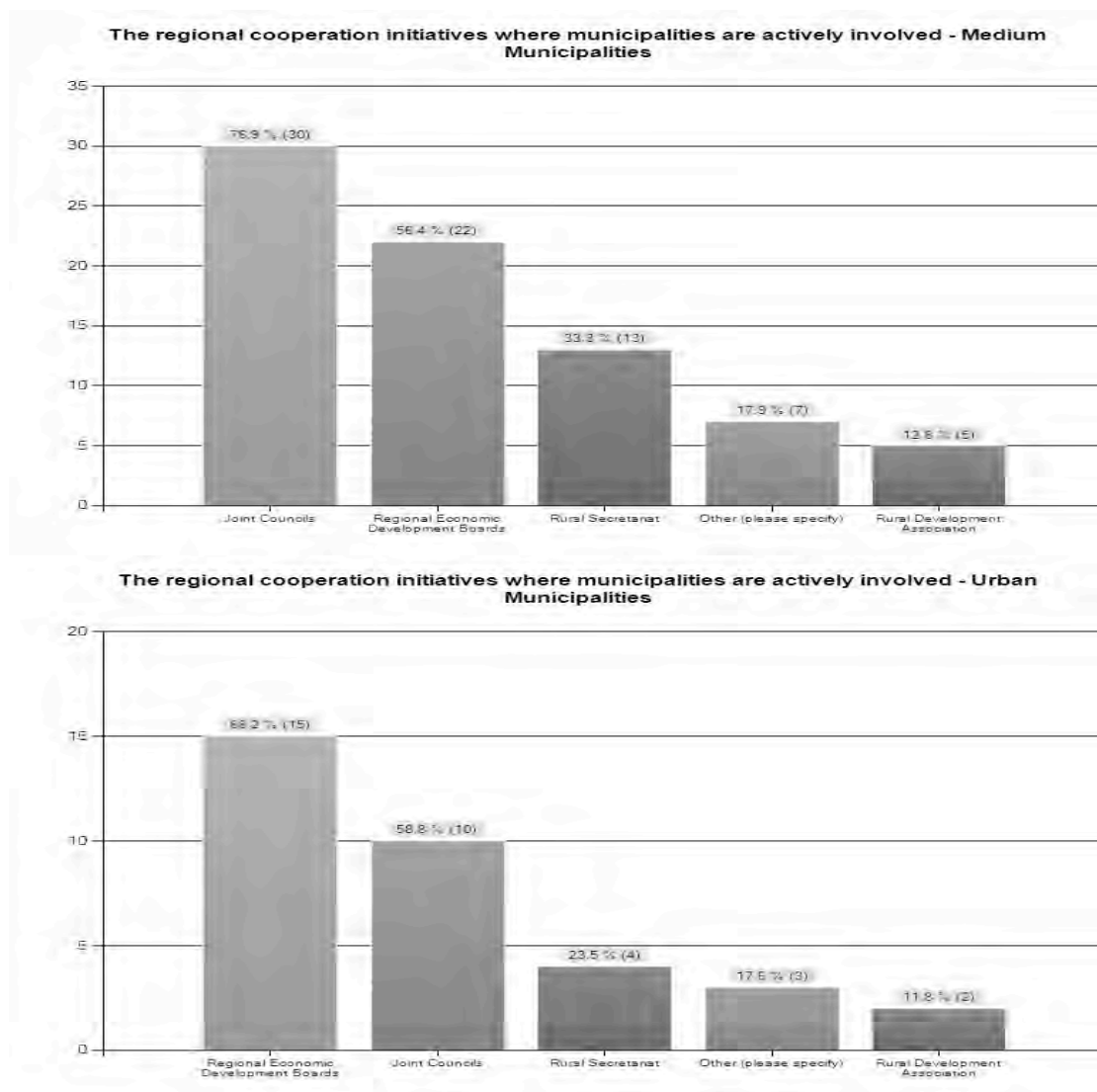


Of the regional cooperation initiatives listed under the “Other” category, the most common was regional waste management, followed by other regional services (water, wastewater, transit), regional committees (heritage) and the regional management of municipal infrastructure (arena/stadium).

### Breakdown according to size of municipality







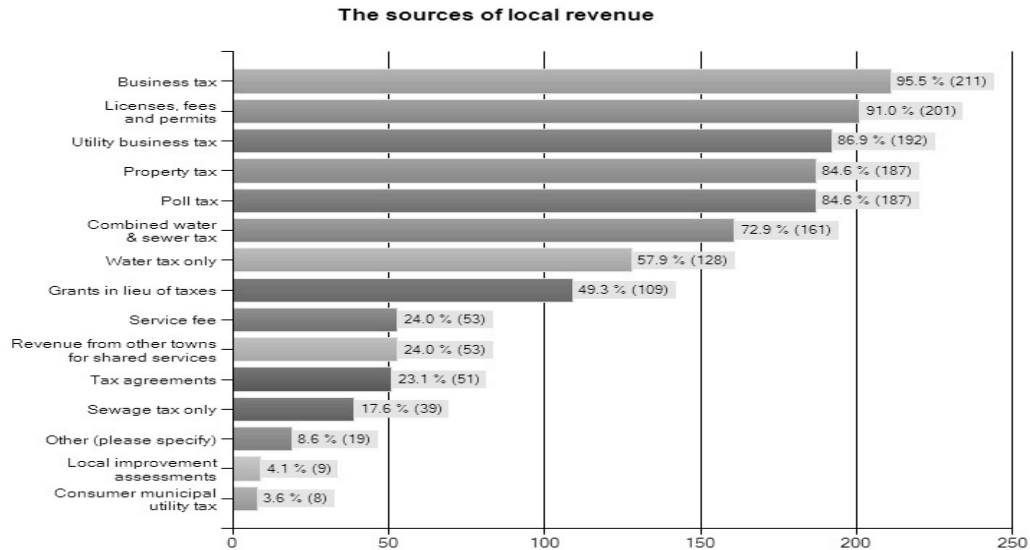
#### Breakdown according to MNL region

Regional Cooperation of municipalities	Joint Councils	REDB	Rural Development Associations	Rural Secretariat	Other
Avalon (46 responses)	38 (82.6%)	22 (47.8%)	11 (23.9%)	4 (8.7%)	4 (8.7%)
Eastern (26 responses)	10 (38.5%)	16 (61.5%)	9 (34.6%)	10 (38.5%)	6 (23.1%)
Central (52 responses)	30 (57.7%)	23 (44.2%)	12 (23.1%)	9 (17.3%)	6 (11.5%)
Western (20 responses)	18 (90%)	11 (55%)	1 (5%)	2 (10%)	2 (10%)
Northern (22 responses)	20 (90.9%)	11 (50%)	6 (27.3%)	8 (36.4%)	2 (9.1%)
Labrador (13 responses)	4 (30.8%)	11 (84.6%)	1 (7.7%)	1 (7.7%)	1 (7.7%)

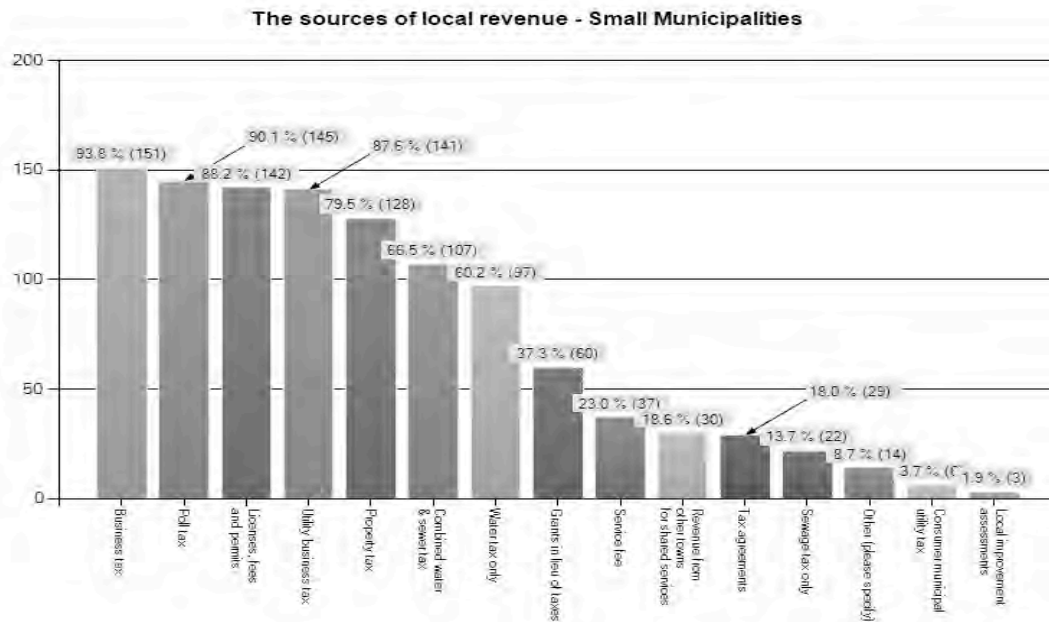
## **SECTION 6: TAXATION AND MUNICIPAL FINANCE**

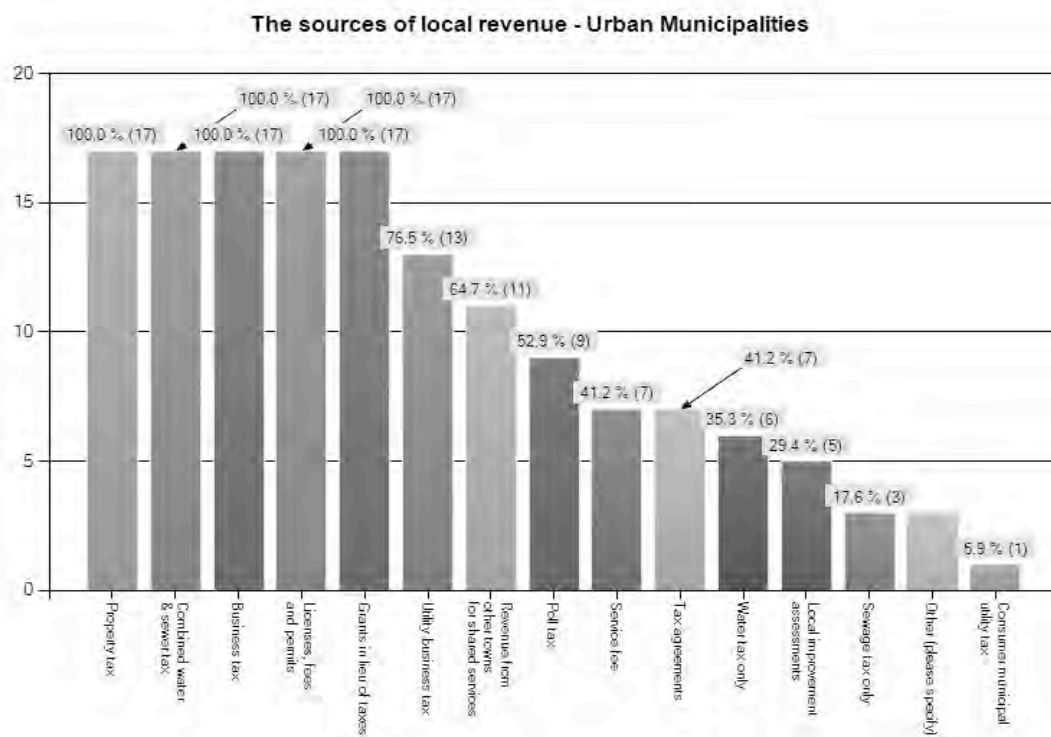
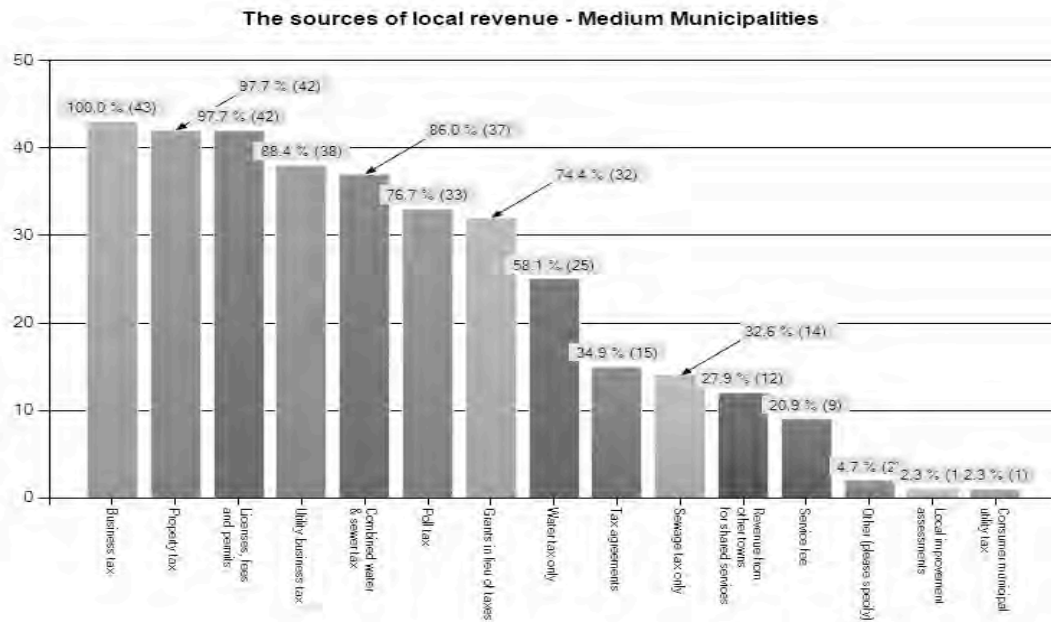
### **1. What are the sources of local revenue for your municipality?**

This question received 221 responses.



### **Breakdown according to size of municipality**

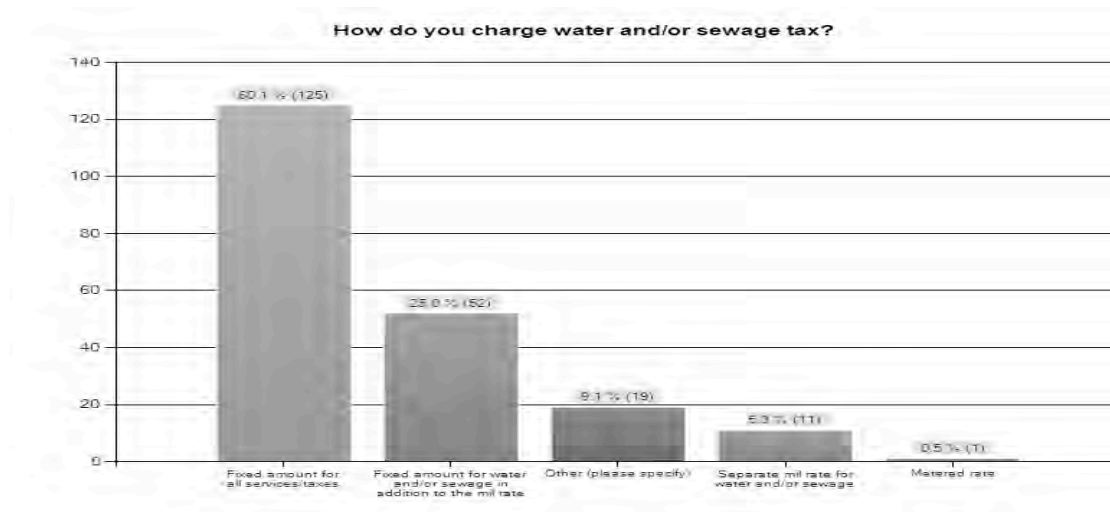




The “Other” category included: tipping fees, rental of municipal buildings, recreation fees, land sales, and permits to operate.

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

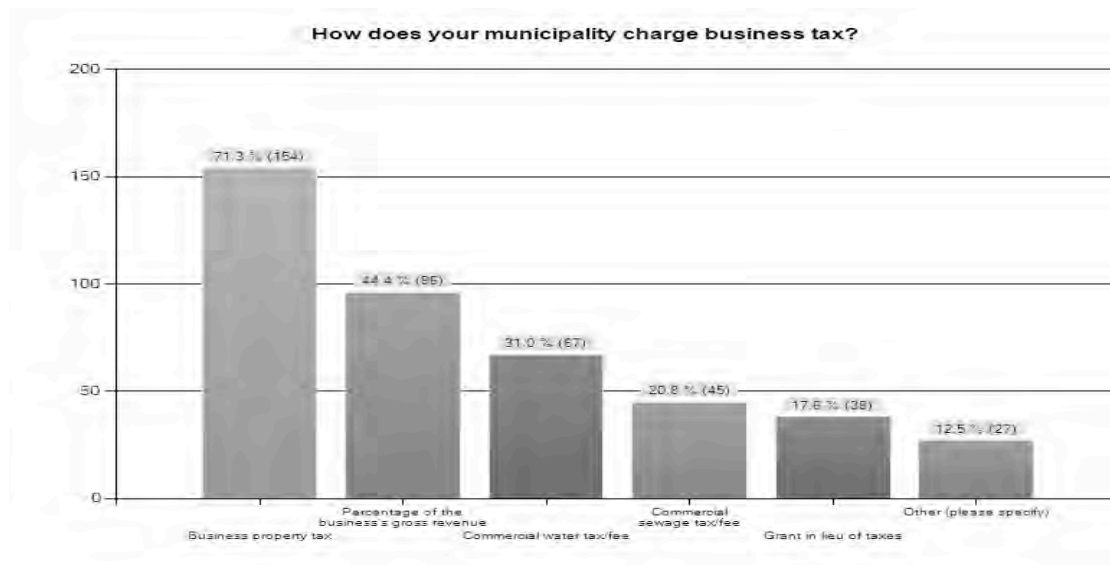
This question received 208 responses.



Listed under the “Other” classification, some respondents stated that they charge a mixture of metered and fixed rates, with a metered rate charged for certain local businesses like fish plants.

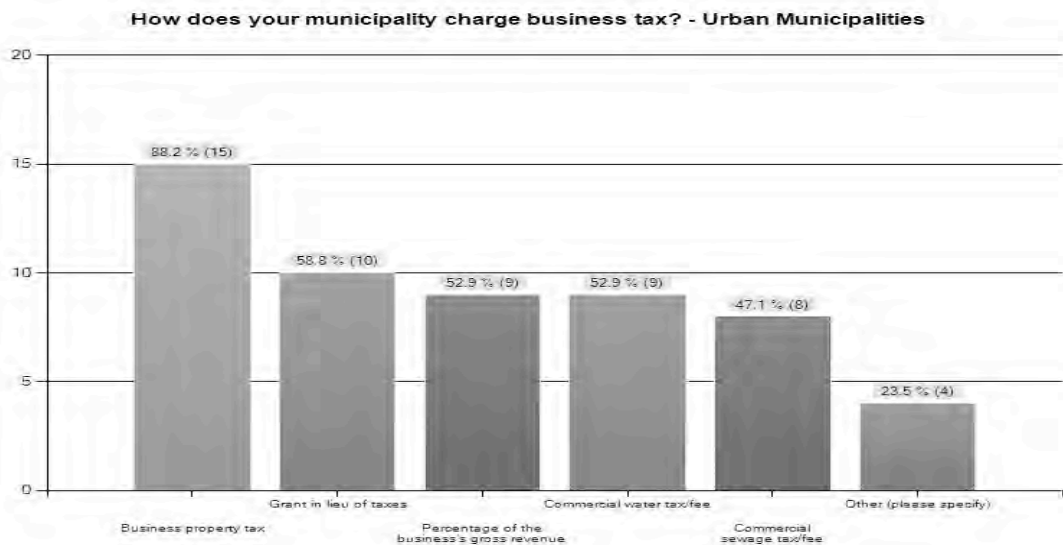
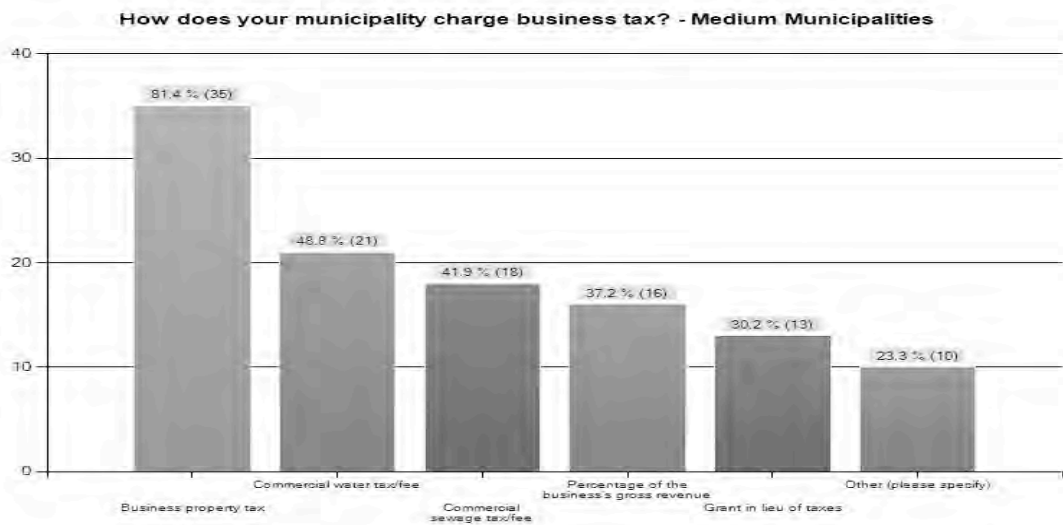
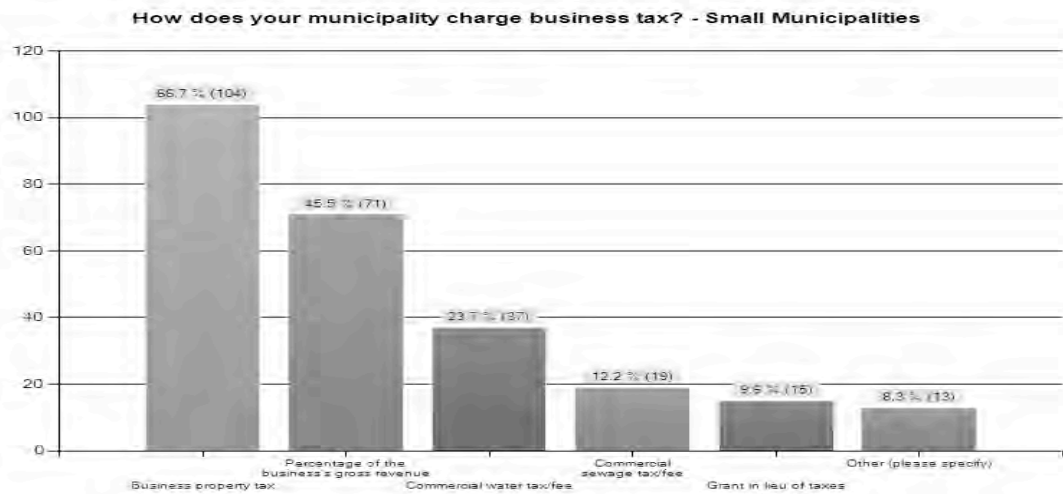
## 3. How does your municipality charge business tax?

This question received 216 responses.



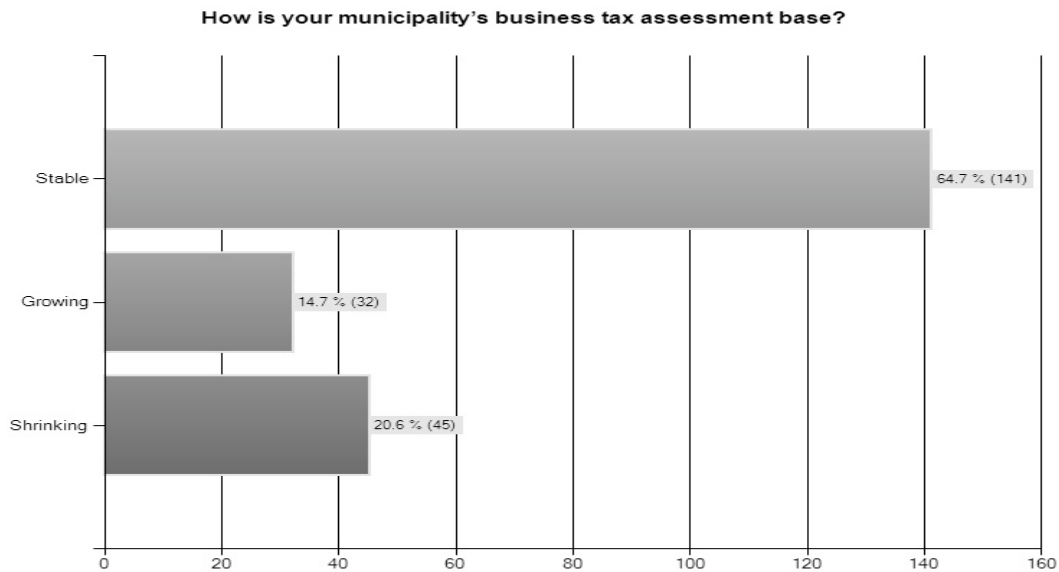
Municipal governments also charge business tax by using a flat tax, a minimum business tax, different levels of taxation depending on the business, or by charging the same mil rate as is applied to residential properties.

## Breakdown according to size of municipality



#### 4. How is your municipality's business tax base?

This question received 218 responses.



##### Breakdown according to size of municipality

The state of the tax base of municipalities	Small Municipalities (158 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Stable	105 (66.5%)	29 (67.4%)	7 (41.2%)
Growing	13 (8.2%)	9 (20.9%)	10 (58.8%)
Shrinking	40 (25.3%)	5 (11.6%)	0 (0%)

#### 5. Do you tax home-based businesses?

This question received 212 responses.

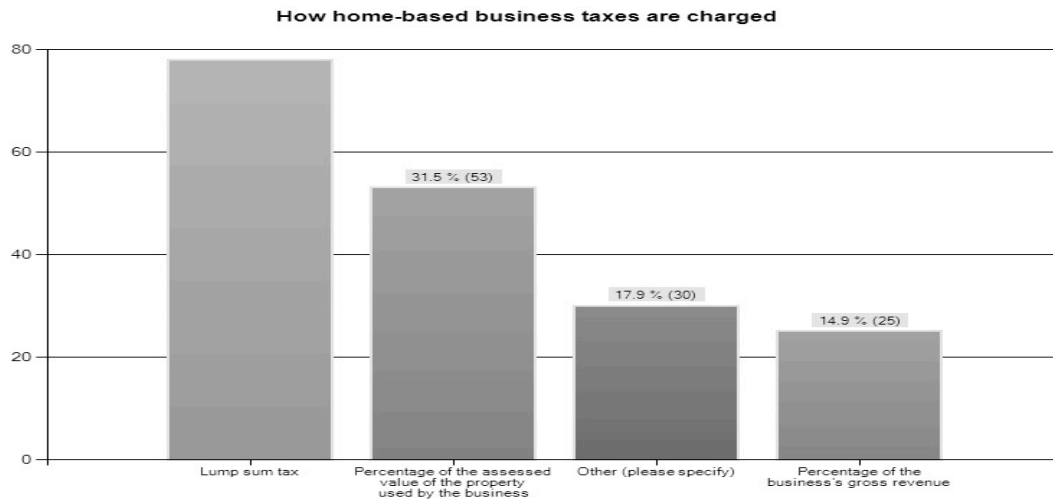
- 76.6% (160) of responding municipalities tax home-based businesses.
- 23.4% (49) of responding municipalities tax home-based businesses.

##### Breakdown according to size of municipality

Municipalities that tax home-based businesses	Small Municipalities (152 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	108 (71.1%)	38 (88.4%)	17 (100%)
No	44 (28.9%)	5 (11.6%)	0 (0%)

## 6. How do you charge home-based business taxes?

This question received 168 responses.



## 7. What is your municipality's mil rate?

This question received 202 responses.

- 8.54 mils: the average mil rate of the responding municipalities.
- 9 mils: the median mil rate of the responding municipalities.
- 2.5-16 mils: the range of the mil rates provided by responding municipalities.

### **Small Municipalities**

- 8.57 mils: the average mil rate of the responding small municipalities
- 9 mils: the median mil rate of the responding small municipalities
- 2.5-16 mils: the range of the mil rates of the responding small municipalities

### **Medium Municipalities**

- 8.64 mils: the average mil rate of the responding medium municipalities
- 9 mils: the median mil rate of the responding medium municipalities
- 5.5-11 mils: the range of the mil rates of the responding medium municipalities

### **Urban Municipalities**

- 8.49 mils: the average mil rate of the responding urban municipalities
- 8.75 mils: the median mil rate of the responding urban municipalities
- 4.35-9.5 mils: the range of the mil rates of the responding urban municipalities

## 8. How long has this been your municipality's mil rate?

This question received 182 responses.

- 53% (97) of responding municipalities said 1 to 2 years
- 11% (21) of responding municipalities said 3 to 4 years
- 9% (17) of responding municipalities said 5 to 7 years
- 16% (30) of responding municipalities said 7 or more years
- 9% (17) of responding municipalities said "not applicable" or "unknown"

How long has this been your municipality's mil rate?	Small Municipalities (110 responses)	Medium Municipalities (39 responses)	Urban Municipalities (16 responses)
1-2 years	61 (55.5%)	23 (59.9%)	13 (81.3%)
3-4 years	13 (11.8%)	7 (17.9%)	1 (6.3%)
5-7 years	13 (11.8%)	3 (7.8%)	1 (6.3%)
7 or more years	23 (20.9%)	6 (15.4%)	1 (6.3%)

## 9. What was the previous mil rate of your municipality?

This question received 174 responses.

- 8.6 mils: the previous average mil rate of the responding municipalities
- 8.5 mils: the previous median mil rate of the responding municipalities
- 2-14 mils: the range of the previous mil rates of responding municipalities

### **Small Municipalities**

- 8.46 mils: the previous average mil rate of the responding small municipalities
- 8.5 mils: the previous median mil rate of the responding small municipalities
- 2-14 mils: the range of the previous mil rates of the responding small municipalities

### **Medium Municipalities**

- 9.02 mils: the previous average mil rate of the responding medium municipalities
- 8.75 mils: the previous median mil rate of the responding medium municipalities
- 5-14 mils: the range of the previous mil rates of the responding medium municipalities

### **Urban Municipalities**

- 8.88 mils: the previous average mil rate of the responding urban municipalities
- 8.95 mils: the previous median mil rate of the responding urban municipalities
- 6.75-11.25 mils: the range of the previous mil rates of the responding urban municipalities

The comparison of current mil rates to previous mil rates illustrates that municipal governments are not attempting to be revenue neutral. The property assessment increases

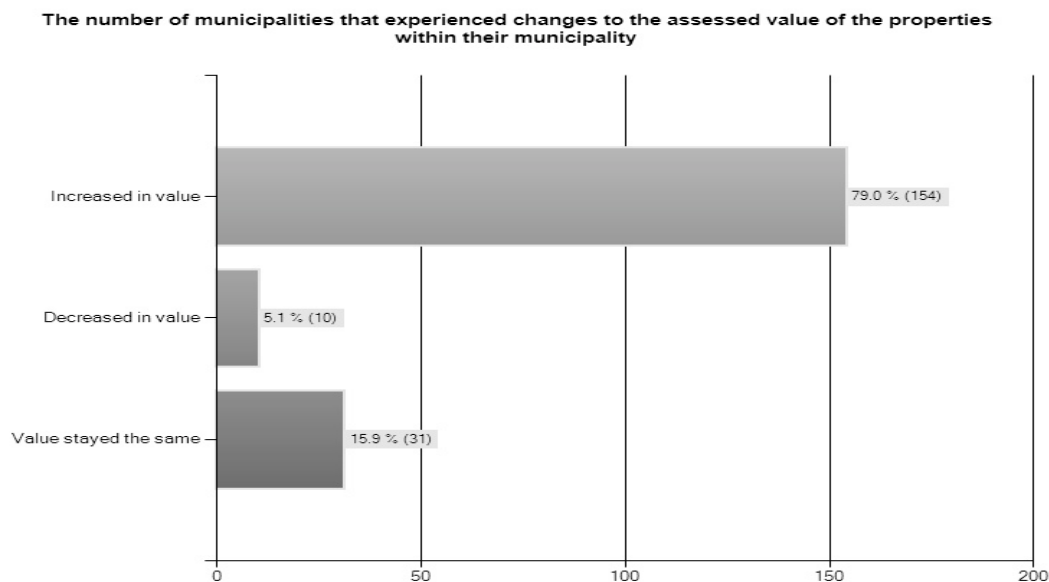


of 2009 did not result in significant corresponding changes to property tax rates. The average property tax rate has dropped, but only by a mere 0.06 mils, and this is solely the result of reductions by medium and urban municipalities; the average mil rate of small municipalities increased by 0.1 mils. Moreover, the decrease in the mil rate for urban and medium municipalities has little impact on the operational capacity of these municipalities, as only 3 of the 60 medium and urban municipalities do not have the capacity to take on additional debt (please see question 7, section 7).

Meanwhile, the median mil rate in the province increased by 0.5 mils and the range of mil rates increased at the low end – from 2 to 2.5 mils – and at the high end – from 14 to 15 mils. Municipal governments appear to be taking advantage of increased property assessments.

#### 10. On average, did the assessed value of the properties in your municipality increase or decrease within the past three years?

This question received 195 responses.

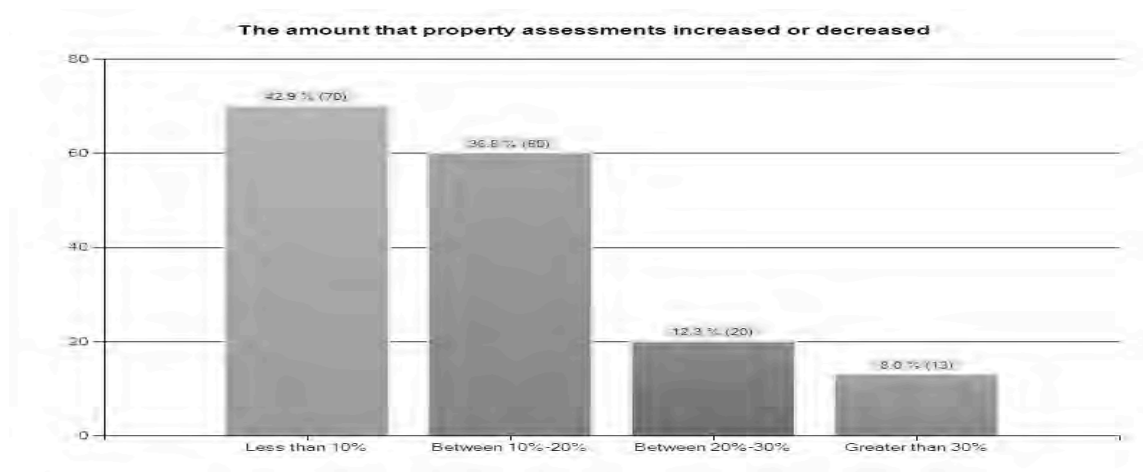


#### Breakdown according to the size of municipality

The number of municipalities that experienced changes in the assessed value of properties	Small Municipalities (136 responses)	Medium Municipalities (42 responses)	Urban Municipalities (17 responses)
Increased in value	97 (71.3%)	40 (95.2%)	17 (100%)
Decreased in value	9 (6.6%)	1 (2.4%)	0 (0%)
Value remained the same	30 (22.1%)	1 (2.4%)	0 (0%)

## 11. By how much did the property values increase or decrease in your municipality?

This question received 163 responses.

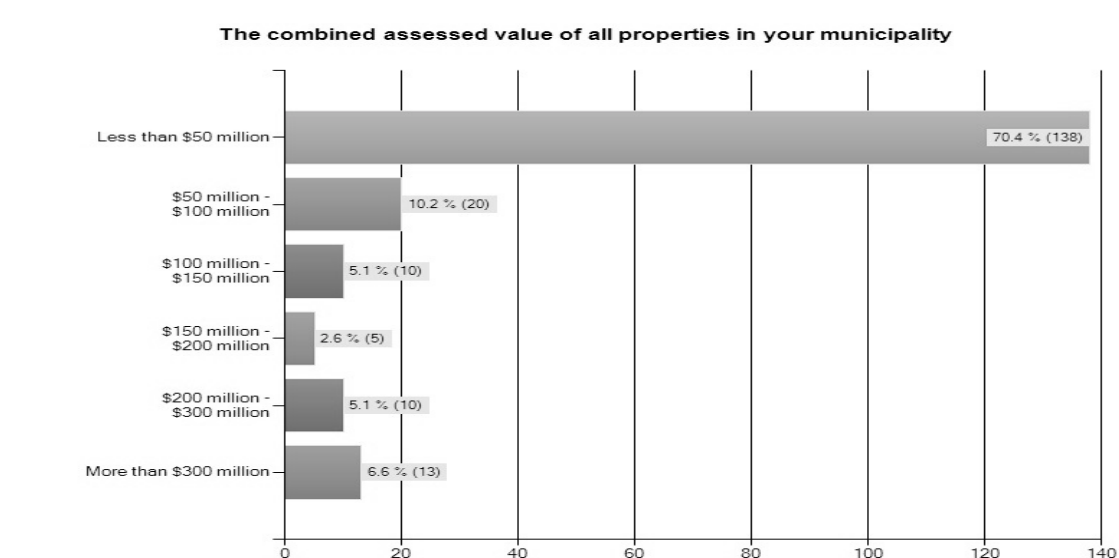


### Breakdown according to size of municipality

The amount that property assessments increased or decreased	Small Municipalities (106 responses)	Medium Municipalities (41 responses)	Urban Municipalities (16 responses)
Less than 10%	54 (50.9%)	14 (34.1%)	2 (12.5%)
Between 10-20%	36 (34%)	18 (43.9%)	6 (37.5%)
Between 20-30%	9 (8.5%)	7 (17.1%)	4 (25%)
Greater than 30%	7 (6.6%)	2 (4.9%)	4 (25%)

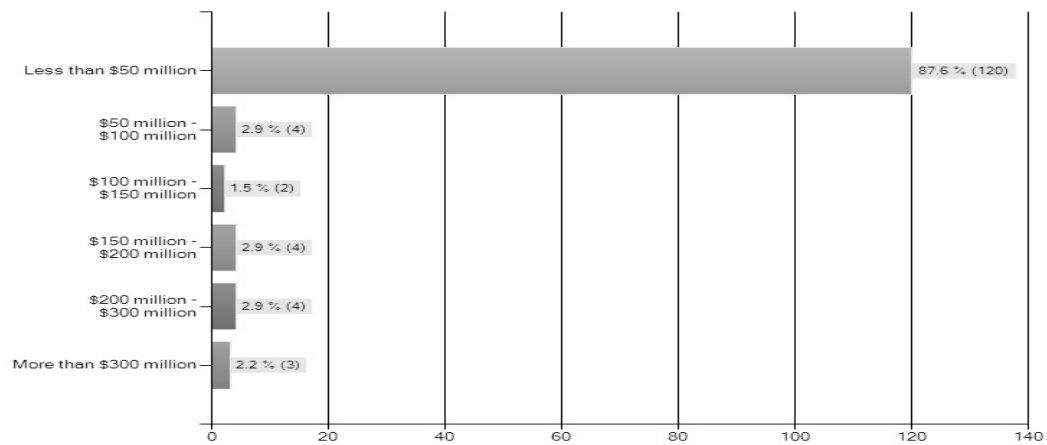
## 12. What is the combined assessed value of all properties in your municipality?

This question received 196 responses.

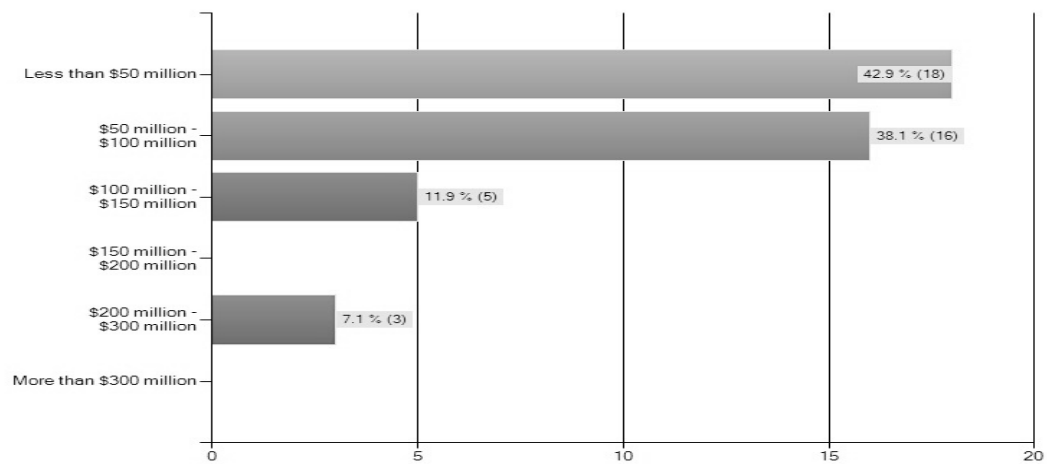


## Breakdown according to size of municipality

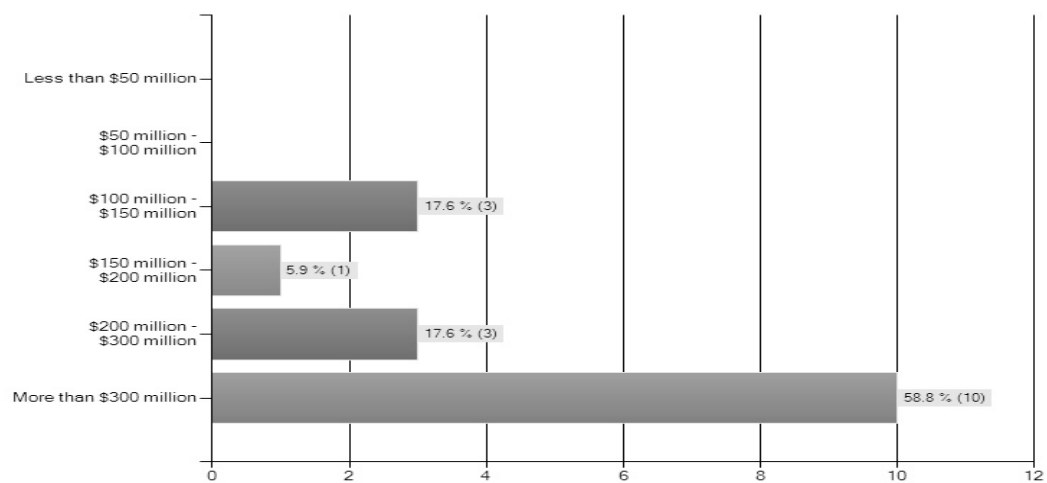
**The combined assessed value of all properties in your municipality - Small Municipalities**



**The combined assessed value of all properties in your municipality - Medium Municipalities**



**The combined assessed value of all properties in your municipality - Urban Municipalities**



### 13. Compared to 2009, did your local revenue change in 2010?

This question received 175 responses.

- 88% (154) of responding municipalities reported an **increase** in local revenue
- 12% (21) of responding municipalities reported a **decrease** in local revenue

#### Breakdown according to size of municipality

Municipalities that experienced changes in local revenue in 2010	Small Municipalities (118 responses)	Medium Municipalities (41 responses)	Urban Municipalities (16 responses)
Increase in revenue	100 (84.7%)	40 (97.6%)	14 (87.5%)
Decrease in revenue	18 (15.3%)	1 (2.4%)	2 (12.5%)

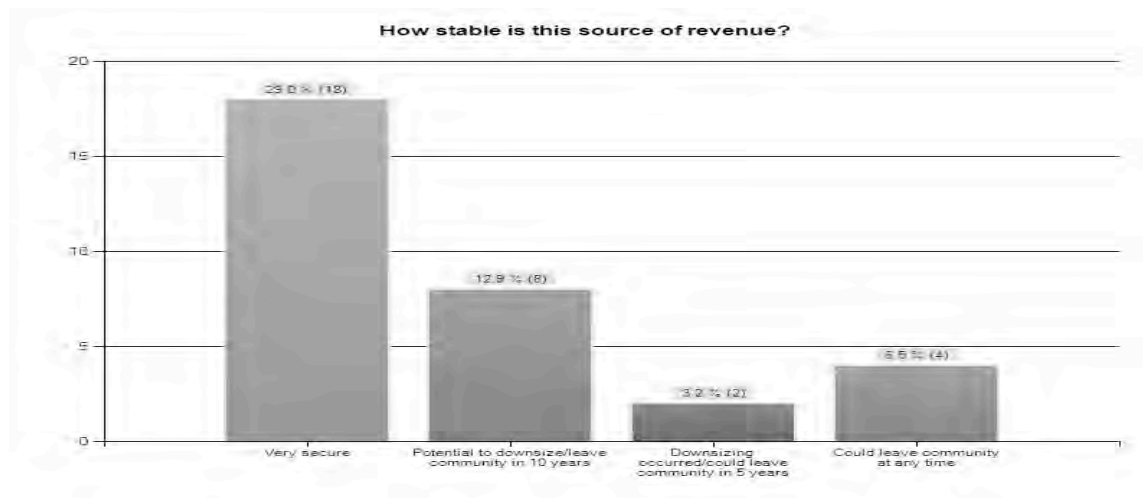
### 14. Does the single largest tax payer account for more than 20% of your total municipal revenue?

This question received 208 responses.

- 91.3% (190) of responding municipalities answered **No**.
- 8.7% (18) of responding municipalities answered **Yes**.

### 15. If you answered yes to question 14, how stable is this source of revenue?

This question received 32 responses.



### 16. Did you have a problem with delinquent taxpayers in 2010?

This question received 220 responses.

- **Yes:** 70% (154) of responding municipalities
- **No:** 30% (66) of responding municipalities

#### Breakdown according to size of municipality

Municipalities with problems with delinquent taxpayers in 2010	Small Municipalities (160 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	119 (74.4%)	27 (62.8%)	8 (47.1%)
No	41 (25.6%)	16 (37.2%)	9 (52.9%)

#### 17. Did your municipality use a collection service to collect taxes in the past two years?

This question received 220 responses.

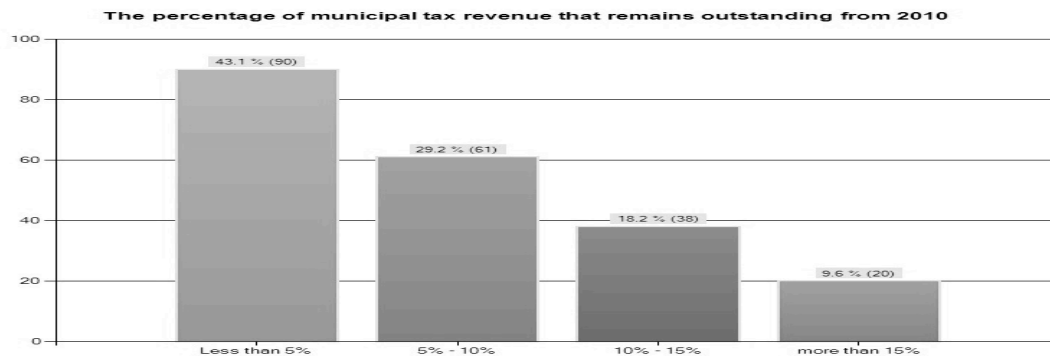
- **Yes:** 64.5% (142) of responding municipalities
- **No:** 35.5% (78) of responding municipalities

#### Breakdown according to size of municipality

Municipalities that have used collection services in the past 2 years	Small Municipalities (161 responses)	Medium Municipalities (42 responses)	Urban Municipalities (17 responses)
Yes	99 (61.5%)	31 (73.8%)	12 (70.6%)
No	62 (38.5%)	11 (26.2%)	5 (29.4%)

#### 18. Based on your estimate, what percentage of your tax revenue from 2010 remains outstanding?

This question received 209 responses.



#### Breakdown according to size of municipality

Municipal tax remaining outstanding from 2010	Small Municipalities (150 responses)	Medium Municipalities (43 responses)	Urban Municipalities (16 responses)
Less than 5%	59 (39.3%)	20 (46.5%)	11 (68.8%)
Between 5-10%	41 (27.3%)	15 (34.9%)	5 (31.3%)
Between 11-15%	32 (21.3%)	6 (14%)	0 (0%)
More than 15%	18 (12%)	2 (4.7%)	0 (0%)

## 19. Do you have any federal buildings/property in your municipality?

This question received 219 responses.

- **Yes:** 56.6% (124) of responding municipalities
- **No:** 43.4% (95) of responding municipalities

### Breakdown according to the size of municipality

Municipalities with federal buildings	Small Municipalities (159 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	72 (45.3%)	36 (83.7%)	16 (94.1%)
No	87 (54.7%)	7 (16.3%)	1 (5.9%)

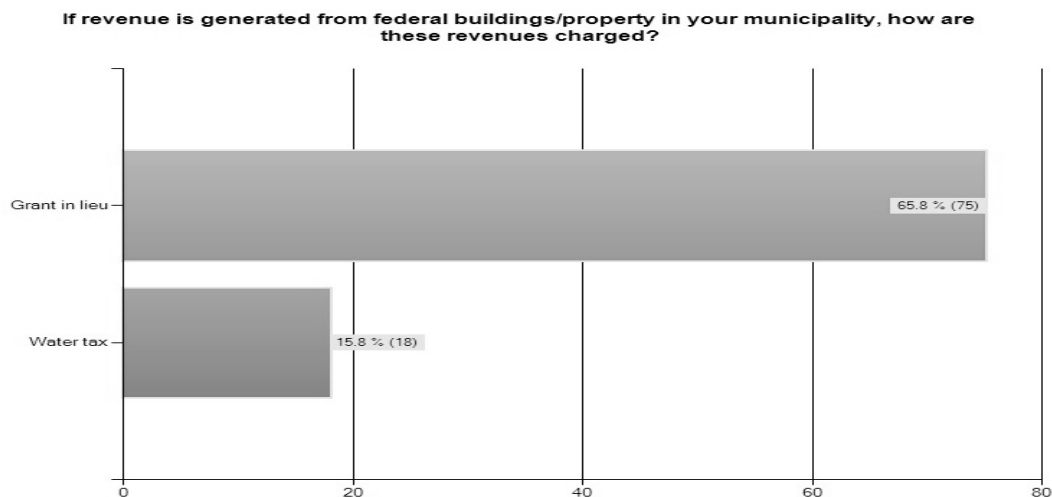
## 19(a) If yes, do these buildings/property generate any revenue for your municipality?

This question received 87 responses.

- **Yes:** 86.4% (75) of responding municipalities
- **No:** 13.6% (12) of responding municipalities

## 20. If revenue is generated from federal buildings/property in your municipality, how are these revenues charged?

This question received 114 responses.



An additional 12% (14) of responding municipalities stated that they receive both a grant-in-lieu and a water tax.

**21. Does your municipality have any provincial buildings/property in your municipality?**

This question received 211 responses.

- **Yes:** 37.4% (79) of responding municipalities
- **No:** 62.6% (132) of responding municipalities

**Breakdown according to size of municipality**

Municipalities with provincial buildings	Small Municipalities (151 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	44 (29.1%)	22 (51.2%)	13 (76.5%)
No	107 (70.9%)	21 (48.8%)	4 (23.5%)

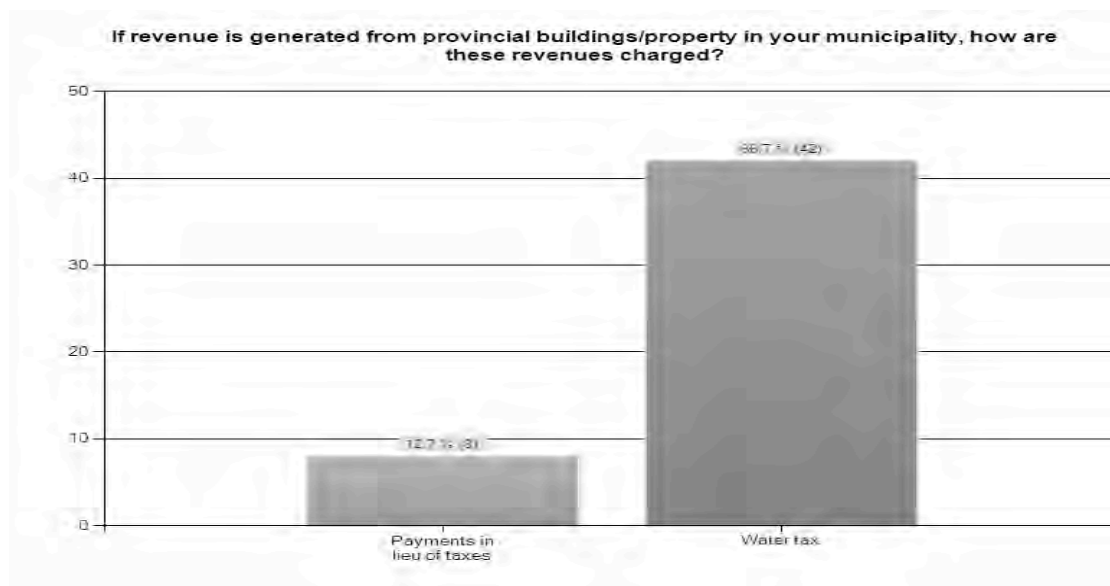
**21(a). If yes, do these buildings/property generate any revenue for your municipality?**

This question received 51 responses.

- **Yes:** 75% (38) of responding municipalities
- **No:** 25% (13) of responding municipalities

**22. If revenue is generated from provincial buildings/property in your municipality, how are these revenues charged?**

This question received 50 responses.



## **SECTION 7: FINANCIAL MANAGEMENT**

### **1. Does your municipal council adopt an annual budget?**

This question received 220 responses.

- **Yes:** 100% (220) of responding municipalities

### **2. What is your municipality's total annual operating budget?**

This question received 200 responses.

- \$1,610,150.05: the average budget of responding municipalities
- \$425,880.00: the median budget of responding municipalities. Half of the respondents have budgets greater than this number, and half are less
- \$4110 - \$37,500,000: the range of budgets provided by responding municipalities
- \$323796695.50: the combined amount of all budgets of the responding municipalities

#### **Small Municipalities**

- \$369,323.26: the average budget of responding small municipalities
- \$310,143.82: the median budget of responding small municipalities
- \$4110 - \$1,804,719: the range of budgets provided by responding small municipalities
- \$52,813,225.59: the combined amount of all budgets of the responding small municipalities
- \$762.74: per capita spending of all responding small municipalities (based on a population of 69,242)

#### **Medium Municipalities**

- \$1,647,523.29: the average budget of responding medium municipalities
- \$1,200,000: the median budget of responding medium municipalities
- \$644,000 - \$5,867,750: the range of budgets of the responding medium municipalities
- \$65,900,931.58: the combined amount of all budgets of the responding medium municipalities



- \$754.77: per capita spending of all responding medium municipalities (based on a population of 80,705)

#### **Urban Municipalities - 17 responses**

- \$12,063,678.73: the average budget of responding urban municipalities
- \$7,400,000: the median budget of responding urban municipalities
- \$2,500,000 – 37,500,000: the range of budgets provided by responding urban municipalities
- \$205,082,538.40: The combined amount of all budgets of the responding urban municipalities
- \$1,168.44: per capita spending of all responding urban municipalities (based on a population of 175,518)

### **3. Did your municipal council submit a budget to the Department of Municipal Affairs by December 31<sup>st</sup>, 2010?**

This question received 218 responses.

- **Yes:** 89.9% (196) of responding municipalities
- **No:** 10.1% (22) of responding municipalities

### **4. Is your municipality in compliance with the Public Sector Accounting Board (PSAB) rules?**

This question received 219 responses.

- **Yes:** 97.7% (214) of responding municipalities
- **No:** 2.3% (5) of responding municipalities

### **5. Is your debt-servicing ratio within the provincial benchmark of 30%**

This question received 206 responses.

- **Yes:** 91.7% (189) of responding municipalities
- **No:** 8.3% (17) of responding municipalities

**6. Is your municipality currently able to meet its debt payments without special government assistance?**

This question received 205 responses.

- **Yes:** 92.2% (189) of responding municipalities
- **No:** 7.8% (16) of responding municipalities

**7. Does your municipality have the fiscal capacity to take on additional debt?**

This question received 210 responses.

- **Yes:** 70% (147) of responding municipalities
- **No:** 30% (63) of responding municipalities

**Breakdown according to size of municipality**

Municipalities able to take on more debt	Small Municipalities (150 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	90 (60%)	40 (93%)	17 (100%)
No	60 (40%)	3 (7%)	0 (0%)

**8. Does your existing revenue finance your municipal services to meet the needs of residents?**

This question received 215 responses.

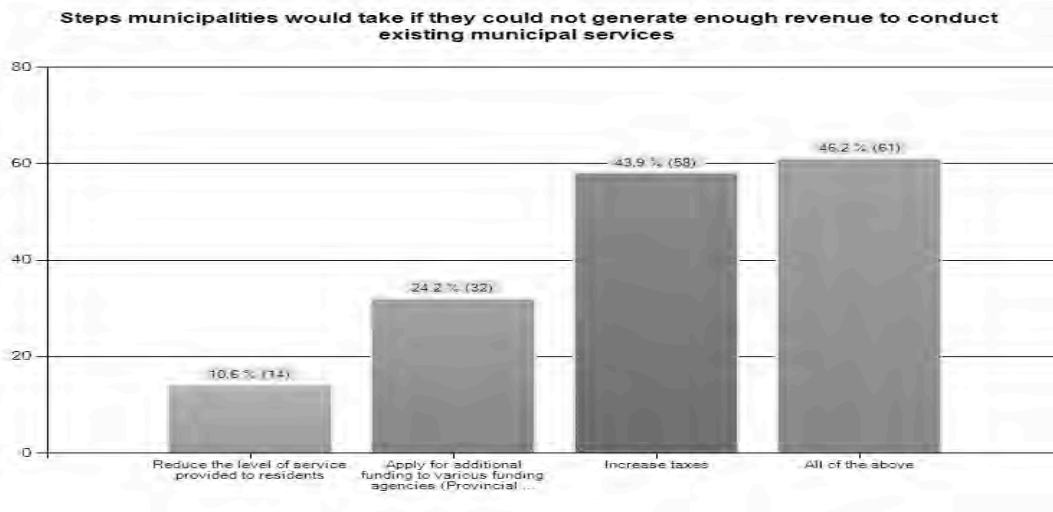
- **Yes:** 84.2% (181) of responding municipalities
- **No:** 15.8% (34) of responding municipalities

**Breakdown according to size of municipality**

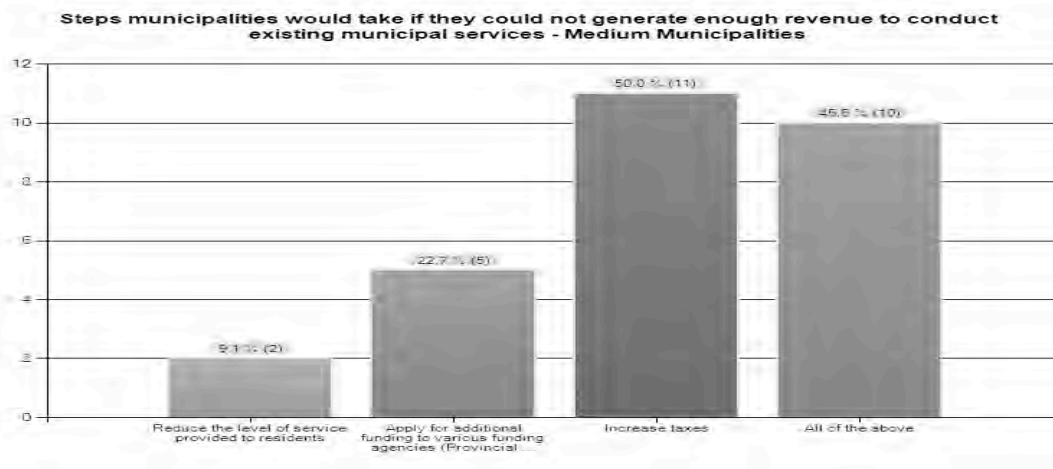
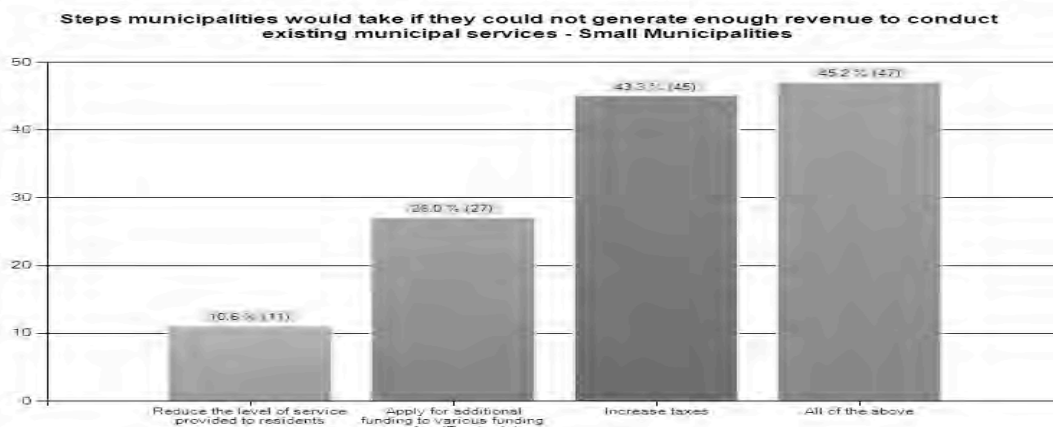
Sufficient municipal revenue to meet residents' service needs	Small Municipalities (155 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	127 (81.9%)	39 (90.7%)	15 (88.2%)
No	28 (18.1%)	4 (9.3%)	2 (11.8%)

## 9. If your municipality cannot generate enough revenue to conduct existing municipal services, what steps would your municipality take?

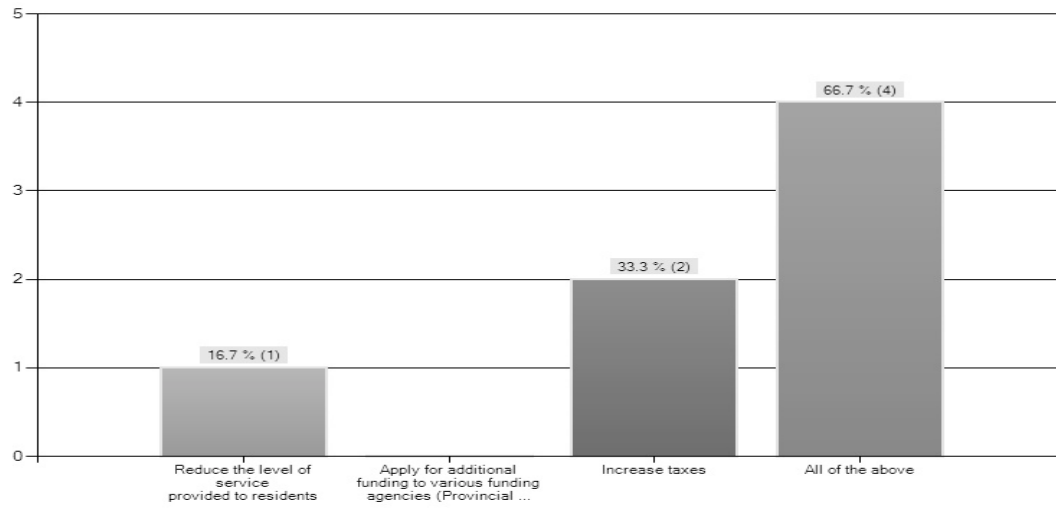
This question received 131 responses.



### Breakdown according to size of municipality



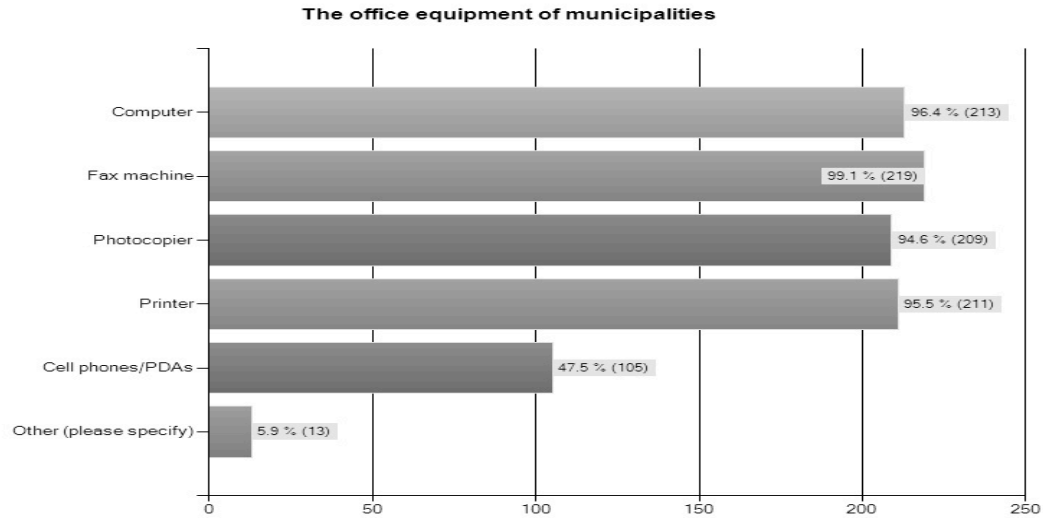
**Steps municipalities would take if they could not generate enough revenue to conduct existing municipal services - Urban Municipalities**



## **SECTION 8: OFFICE EQUIPMENT AND TECHNOLOGY**

### **1. Does your municipality have the following pieces of office equipment?**

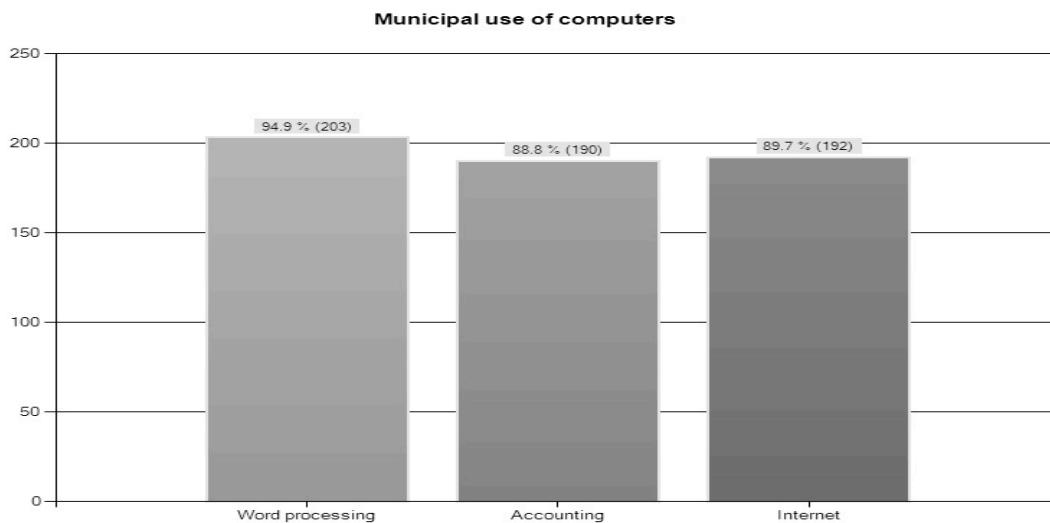
This question received 221 responses.



Listed within the “Other” option were: iPads, iPods, pagers, laptop computers, VHF radios, and mail processing machines.

### **2. If your municipality has a computer, what do you use it for?**

This question received 214 responses.



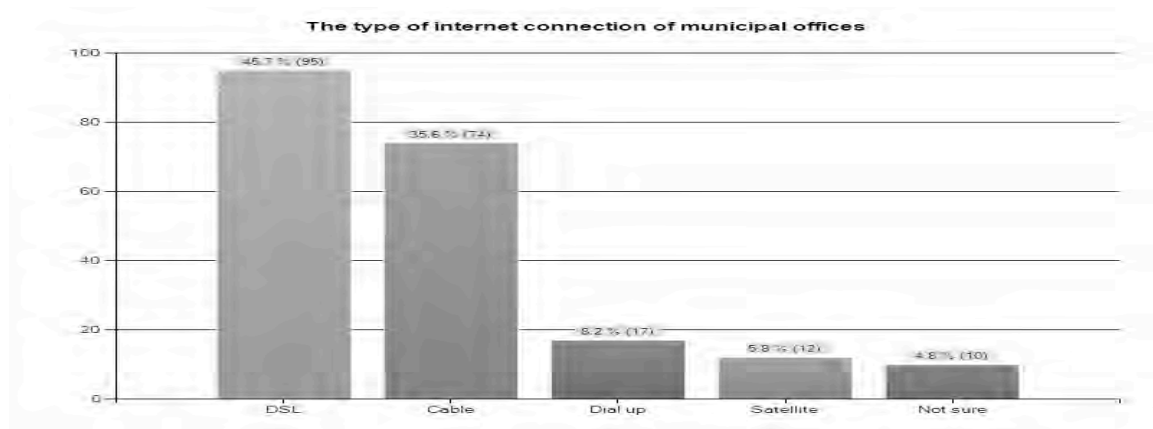
### 3. Does your municipality have internet access?

This question received 220 responses.

- **Yes:** 94.5% (208) of responding municipalities
- **No:** 5.5% (12) of responding municipalities

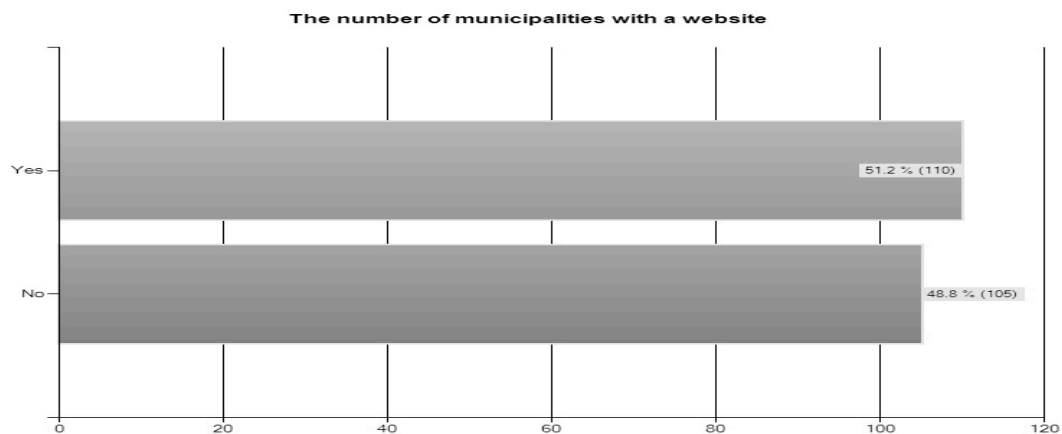
### 4. How is the Internet provided to your municipal office?

This question received 208 responses.



### 5. Do you have a website for your municipality?

This question received 215 responses.



#### Breakdown according to size of municipality

Municipalities with website	Small Municipalities (156 responses)	Medium Municipalities (42 responses)	Urban Municipalities (17 responses)
Yes	56 (35.9%)	37 (88.1%)	17 (100%)
No	100 (64.1%)	5 (11.9%)	0 (0%)

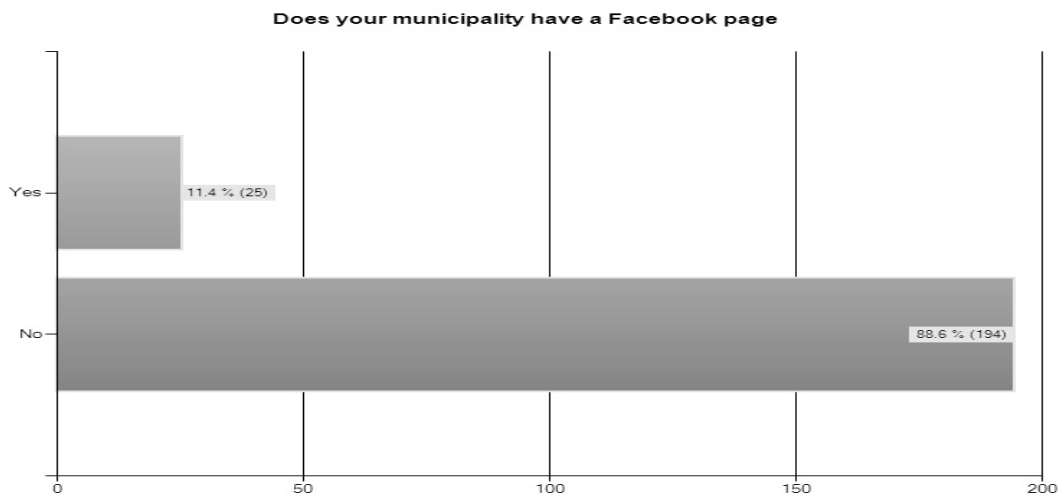
## 6. Does your municipality have an email address?

This question received 219 responses.

- **Yes:** 91.8% (201) of responding municipalities
- **No:** 8.2% (18) of responding municipalities

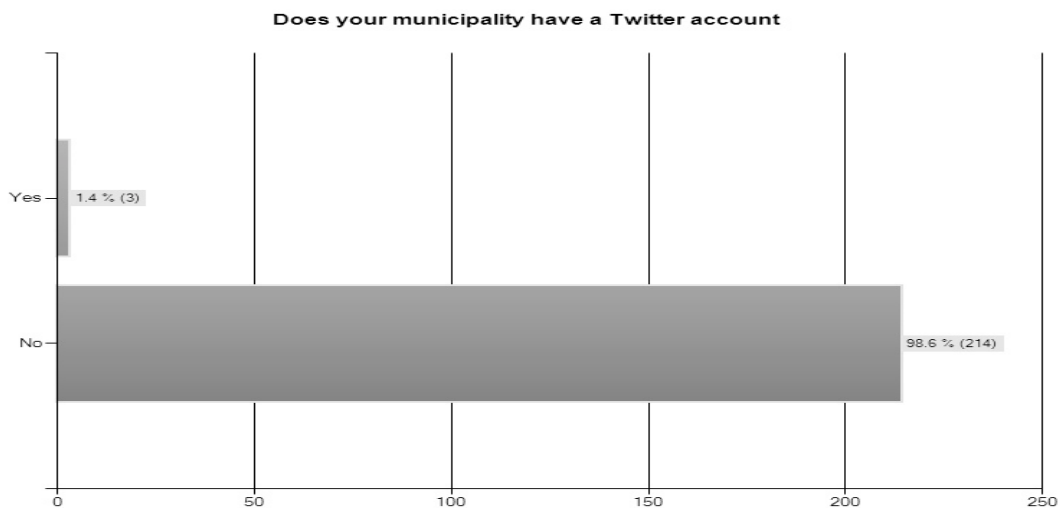
## 7. Does your municipality have a Facebook page?

This question received 219 responses.



## 8. Does your municipality have a Twitter account?

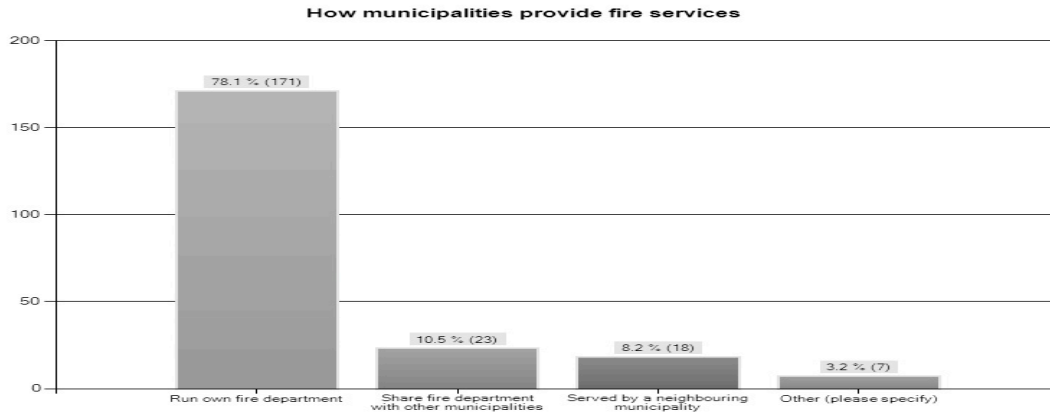
This question received 217 responses.



## **SECTION 9: MUNICIPAL SERVICES**

### **1. How does your municipality provide fire services?**

This question received 219 responses.



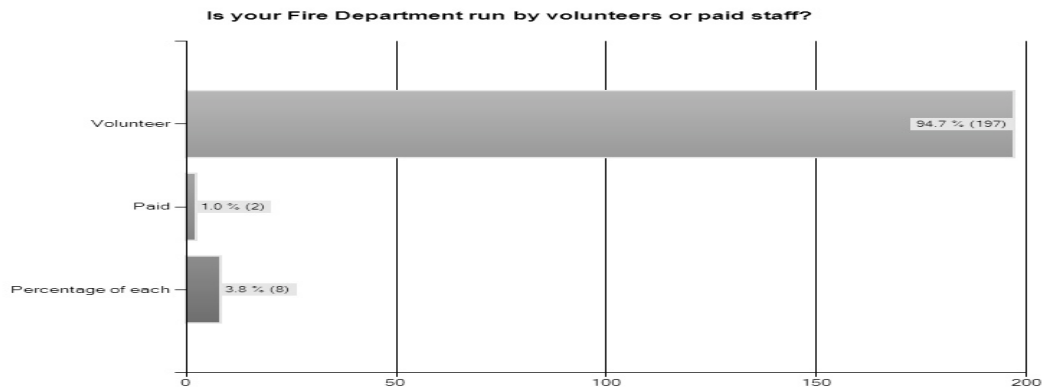
Listed within the “Other” option were two municipalities who cited regional fire services.

#### **Breakdown according to size of municipality**

How municipalities provide fire services	Small Municipalities (159 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Run own department	118 (74.2%)	39 (90.7%)	14 (82.4%)
Share fire department with other municipality	20 (12.6%)	2 (4.7%)	1 (5.9%)
Served by a neighboring municipality	16 (10.1%)	1 (2.3%)	1 (5.9%)
Other	5 (3.1%)	1 (2.3%)	1 (5.9%)

### **2. Is your fire department run by volunteer or by paid staff?**

This question received 208 responses.





### 3. Does your municipality pay your volunteer fire department an honorarium?

This question received 199 responses.

- **Yes:** 36.5% (72) of responding municipalities
- **No:** 63.5% (125) of responding municipalities

#### Breakdown according to size of municipality

Municipalities that pay the fire department an honorarium	Small Municipalities (143 responses)	Medium Municipalities (40 responses)	Urban Municipalities (14 responses)
Yes	32 (22.4%)	26 (65%)	14 (100%)
No	111 (77.6%)	14 (35%)	0 (0%)

Of the 59 municipalities that provided the amount of the honorarium given to their volunteer firefighters, only 3 municipalities provided honorariums that were greater than the new volunteer firefighter tax credit.

### 4. Does your municipality pay your Fire Chief a different amount?

This question received 181 responses.

- **Yes:** 20.4% (37) of responding municipalities
- **No:** 79.6% (144) of responding municipalities

### 5. Does your municipality's volunteer fire department receive any other benefits?

This question received 190 responses.

- **Yes:** 16.3% (31) of responding municipalities
- **No:** 83.7% (159) of responding municipalities

Of the 16.5% of municipalities that provide other benefits, 9% list insurance, 1% snow clearance, and 1% an annual banquet.

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

This question received 214 responses.

- **Landfill:** 94% (202) of responding municipalities
- **Incinerator:** 5.6% (12) of responding municipalities

## 7. Does your municipality have a recycling program?

This question received 216 responses.

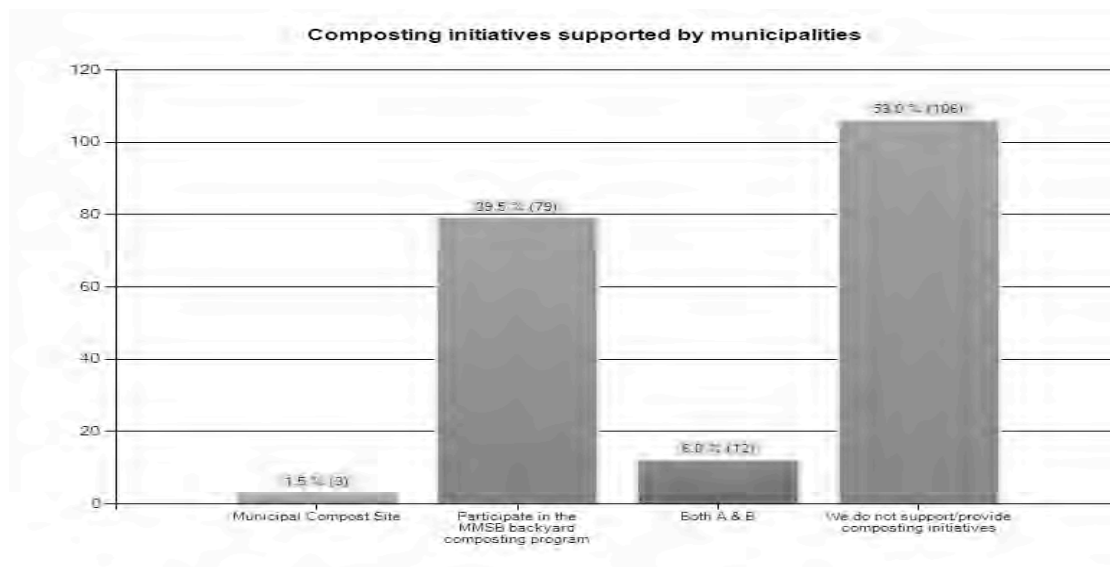
- **Yes:** 41.2% (89) of responding municipalities
- **No:** 58.8% (127) of responding municipalities

### Breakdown according to size of municipality

Municipalities with recycling programs	Small Municipalities (157 responses)	Medium Municipalities (43 responses)	Urban Municipalities (16 responses)
Yes	63 (40.1%)	15 (34.9%)	11 (68.8%)
No	94 (59.9%)	28 (65.1%)	5 (31.3%)

## 8. What composting initiatives does your municipality support/provide?

This question received 200 responses.

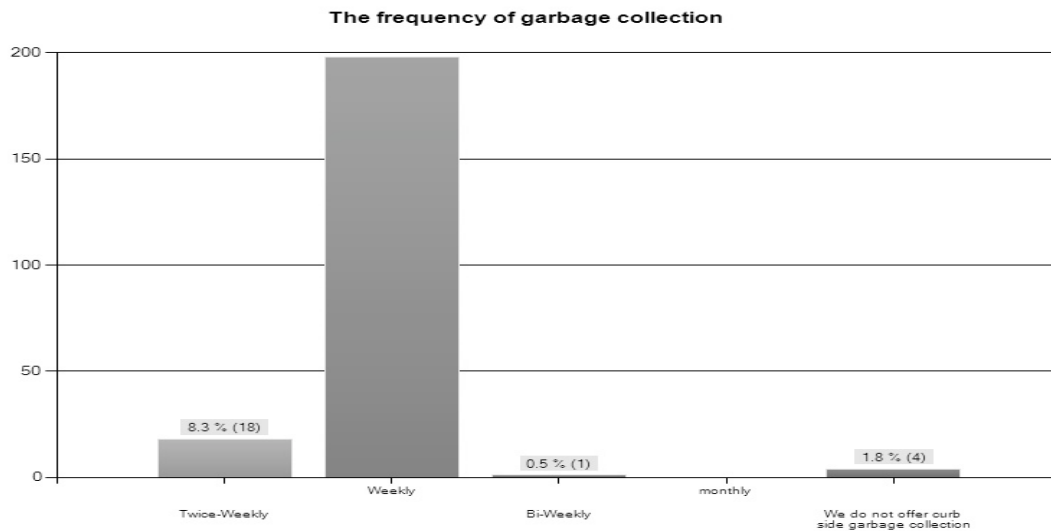


### Breakdown according to size of municipality

Composting initiatives supported by municipalities	Small Municipalities (142 responses)	Medium Municipalities (41 responses)	Urban Municipalities (17 responses)
Municipal Compost Site	2 (1.4%)	1 (2.4%)	0 (0%)
Participate in the MMSB backyard composting program	47 (33.1%)	21 (51.2%)	11 (64.7%)
Both A & B	7 (4.9%)	2 (4.9%)	3 (17.6%)
We do not support/provide composting initiatives	86 (60.6%)	17 (41.5%)	3 (17.6%)

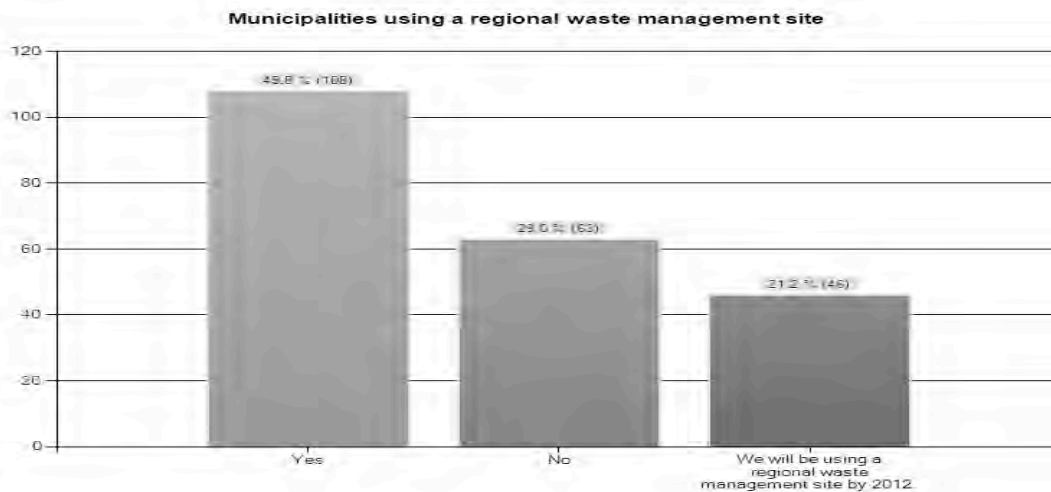
## 9. How often is garbage collected in your municipality?

This question received 218 responses.



## 10. Is your municipality using a regional waste management site?

This question received 217 responses.

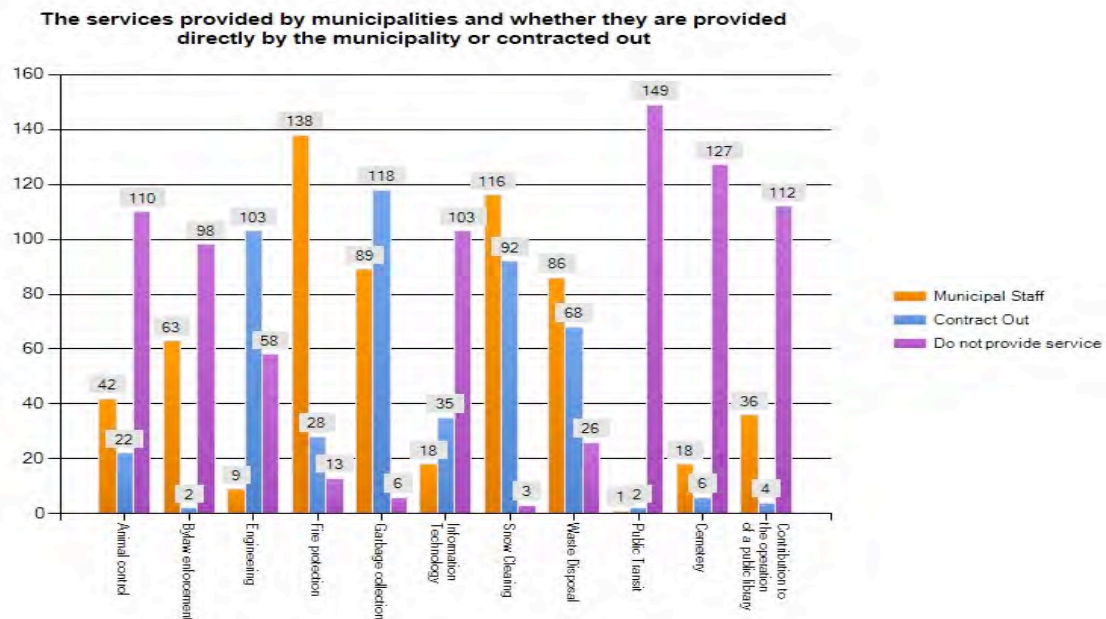


### Breakdown according to MNL region

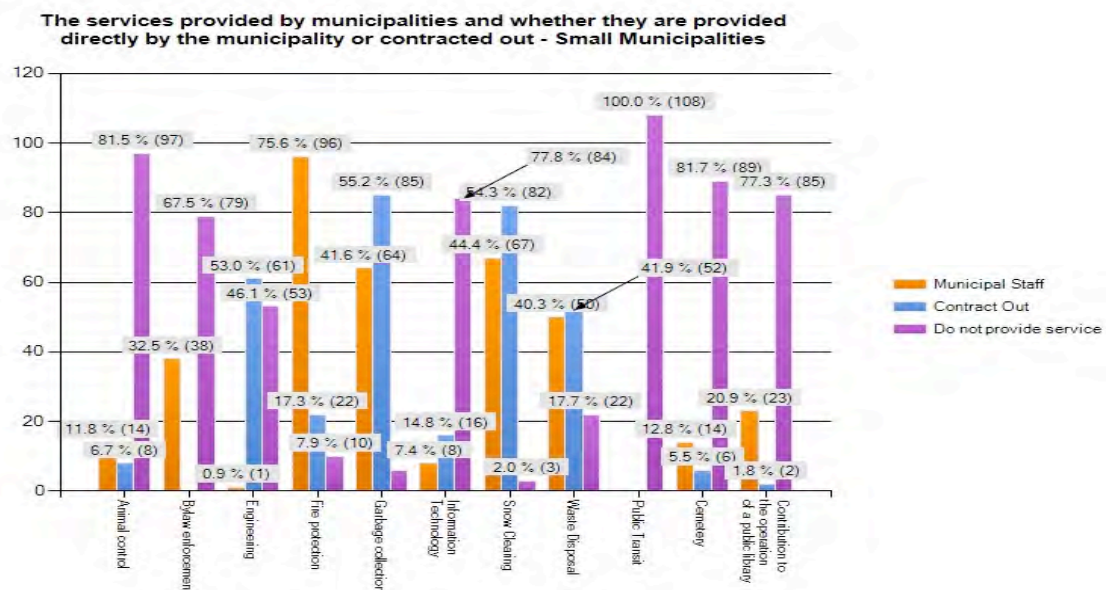
Municipalities using a regional waste management site	Yes	No	Will be using regional site by 2012
Avalon (52 responses)	45 (86.5%)	3 (5.8%)	4 (7.7%)
Eastern (35 responses)	5 (14.3%)	21 (60%)	9 (25.7%)
Central (66 responses)	22 (33.3%)	21 (31.8%)	23 (34.8%)
Western (27 responses)	10 (37%)	10 (37%)	7 (25.9%)
Northern (24 responses)	21 (87.5%)	1 (4.2%)	2 (8.3%)
Labrador (13 responses)	5 (38.5%)	7 (53.8%)	1 (7.7%)

# **11. Of the following list of services, please indicate which you provide to your residents either by your municipal employees or by contracting out the service?**

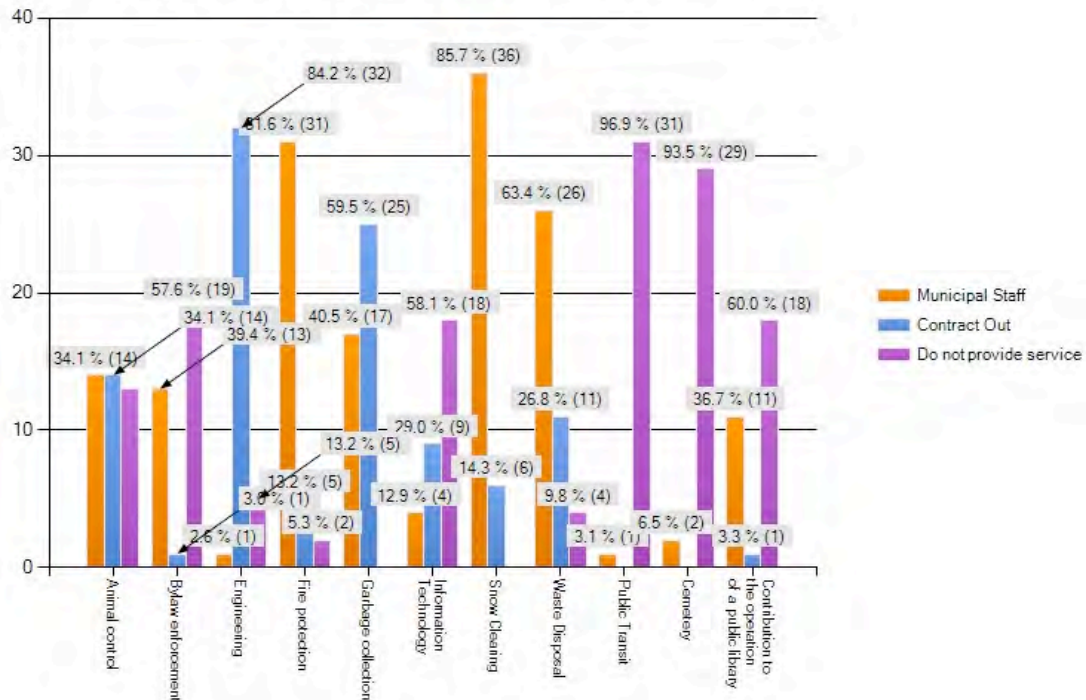
This question received 218 responses.



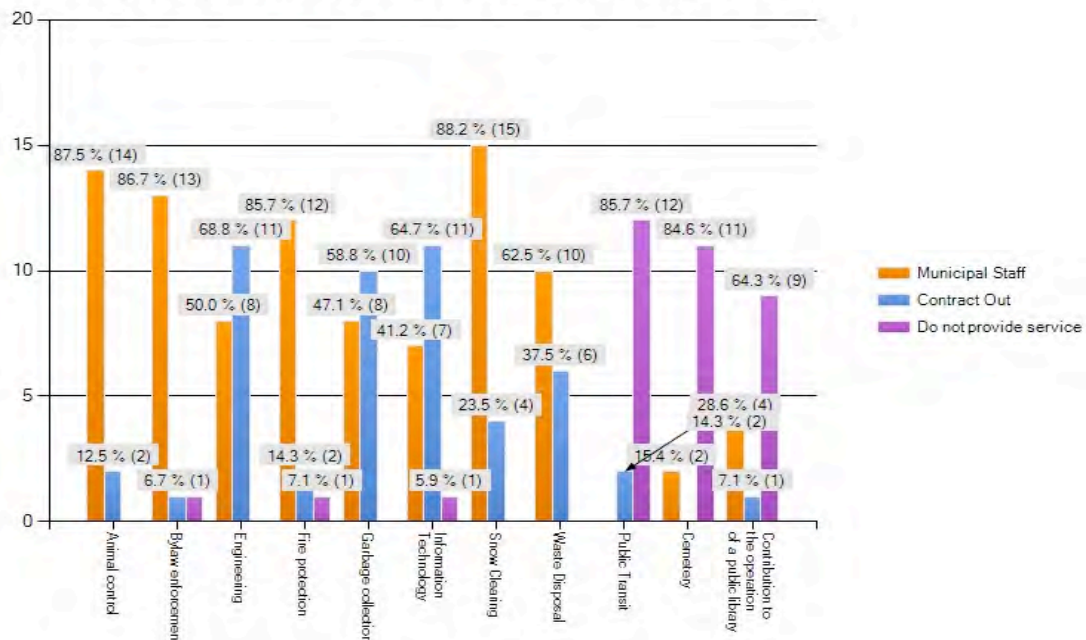
## **Breakdown according to size of municipality**



**The services provided by municipalities and whether they are provided directly by the municipality or contracted out - Medium Municipalities**

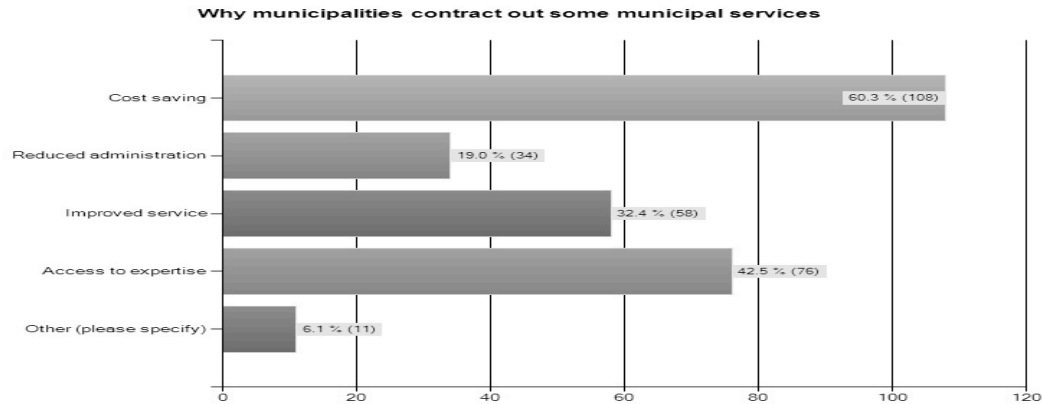


**The services provided by municipalities and whether they are provided directly by the municipality or contracted out - Urban Municipalities**



## 12. If your municipality does contract out these services, what is the purpose of contracting out these services?

This question received 179 responses.



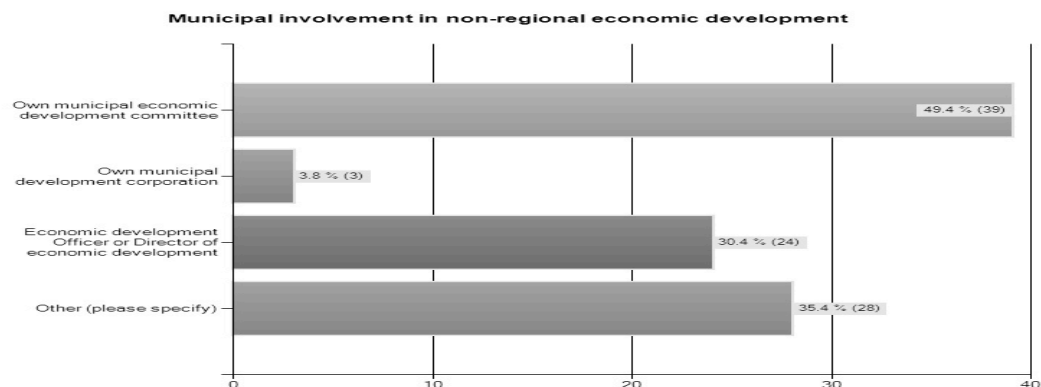
### Breakdown according to size of municipality

Purpose of contracting out municipal services	Small Municipalities (127 responses)	Medium Municipalities (35 responses)	Urban Municipalities (17 responses)
Cost Saving	77 (60.6%)	22 (62.9%)	9 (52.9%)
Reduced Administration	16 (12.6%)	12 (34.3%)	6 (35.3%)
Improved Services	39 (30.7%)	15 (42.9%)	4 (23.5%)
Access to expertise	41 (32.3%)	23 (65.7%)	12 (70.6%)
Other	9 (7.1%)	1 (2.9%)	1 (5.9%)

The “Other” option indicates that the municipality did not have the equipment to provide the service and that the service is taken over by an outside agency, particularly Eastern Waste Management.

## 13. Is your municipality involved in economic development in any of the following ways?

This question received 51 responses.



**Breakdown according to size of municipality**

Municipal involvement in non-regional economic development	Small Municipalities	Medium Municipalities	Urban Municipalities
Own municipal economic development committee	14	12	13
Own municipal development corporation	0	2	1
Economic development officer or director of economic development	9	6	9

**Breakdown according to MNL region**

Municipal involvement in non-regional economic development	Own municipal economic development committee	Own municipal development corporation	Economic development officer or director of economic development
Avalon	9	1	4
Eastern	9	0	1
Central	13	2	8
Western	3	0	5
Northern	4	0	3
Labrador	1	0	3
<b>Total</b>	<b>39</b>	<b>3</b>	<b>24</b>

**14. Does your municipality run a recreation program?**

This question received 214 responses.

- **Yes:** 62.1% (133) of responding municipalities
- **No:** 37.9% (81) of responding municipalities

**Breakdown according to size of municipality**

Municipalities that run a recreation program	Small Municipalities (154 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	77 (50%)	39 (90.7%)	17 (100%)
No	77 (50%)	4 (9.3%)	0 (0%)

**15. Does your municipality's existing revenue finance all of your municipal services?**

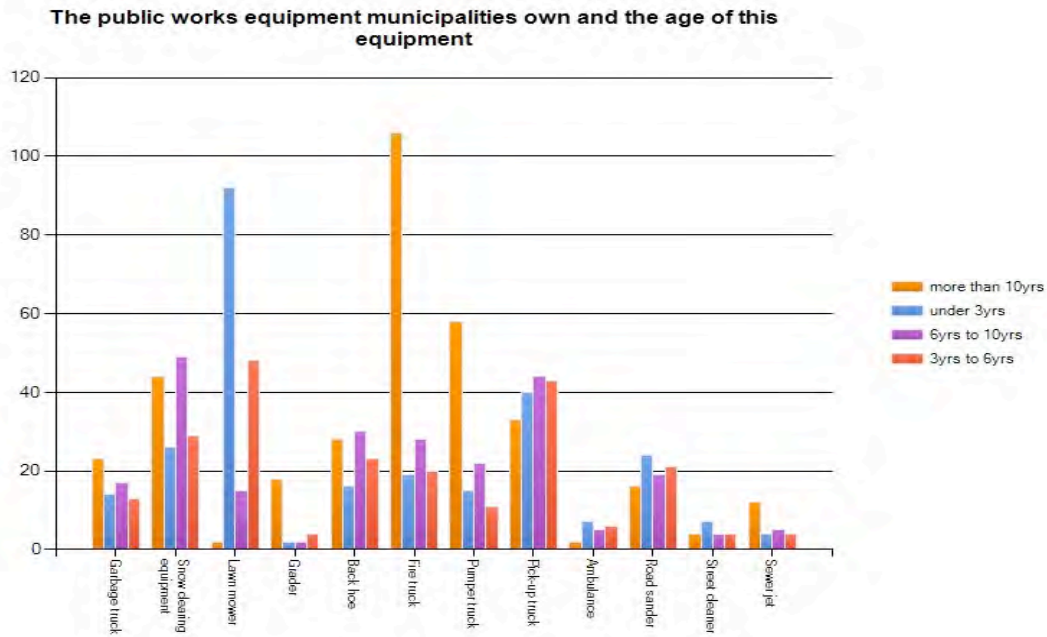
This question received 215 responses.

- **Yes:** 91.6% (197) of responding municipalities
- **No:** 8.4% (18) of responding municipalities

## SECTION 10: MUNICIPAL EQUIPMENT

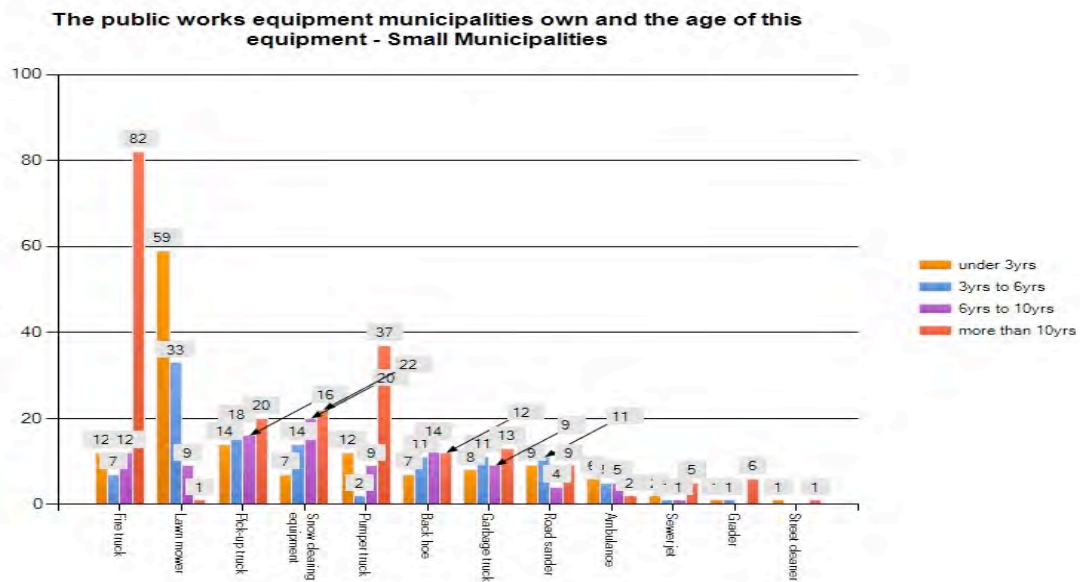
### 1. What public works equipment does your municipality own and how old is it?

This question received 206 responses.

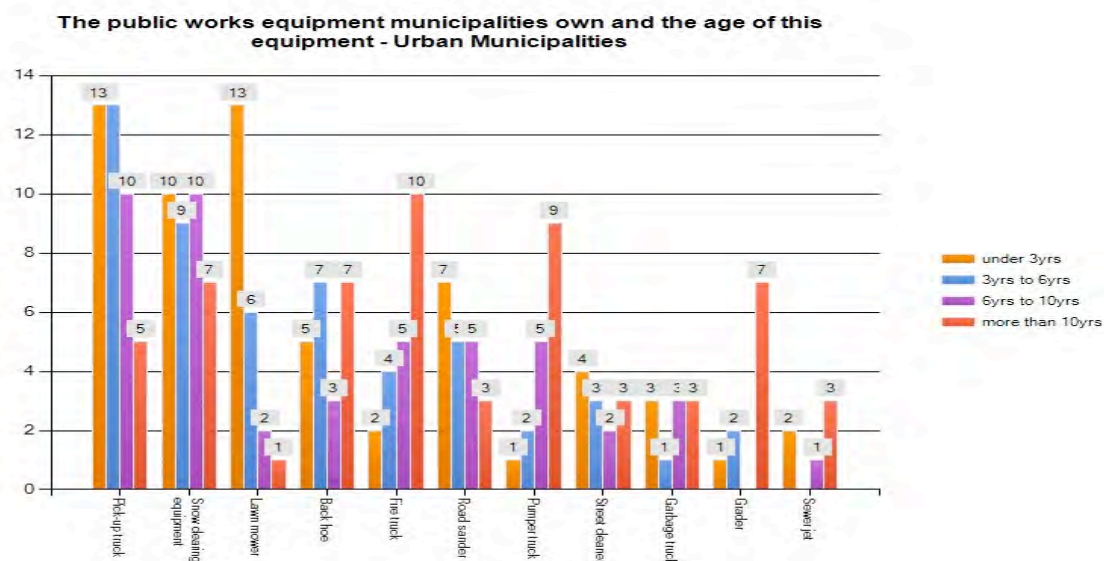
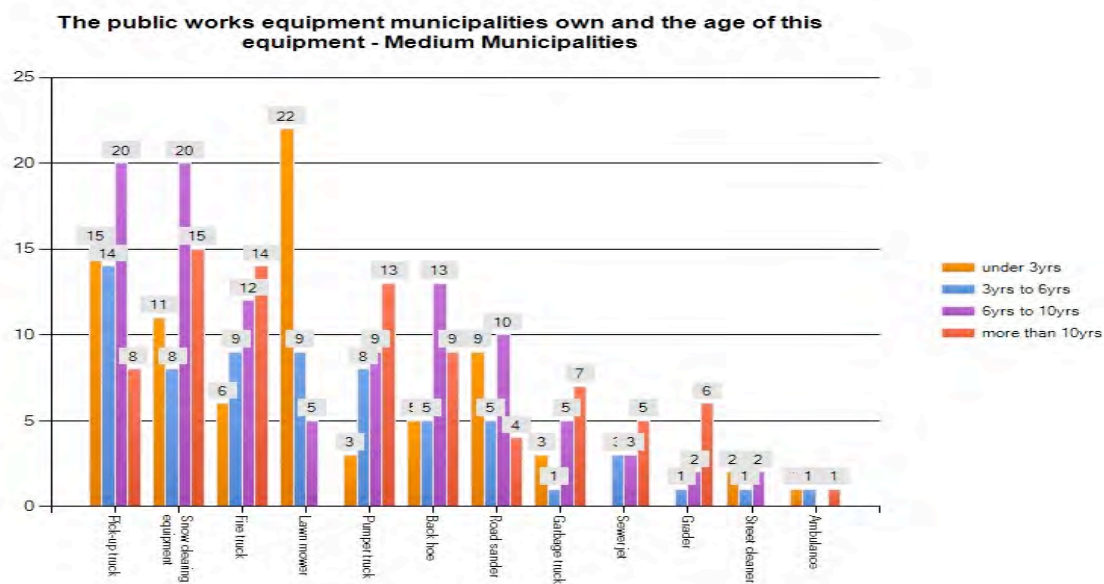


Listed within the “Other” option were a groomer, a generators, an excavator, and a wood chipper.

### Breakdown according to size of municipality







## 2. Does your municipality share any equipment with any other municipality?

This question received 209 responses.

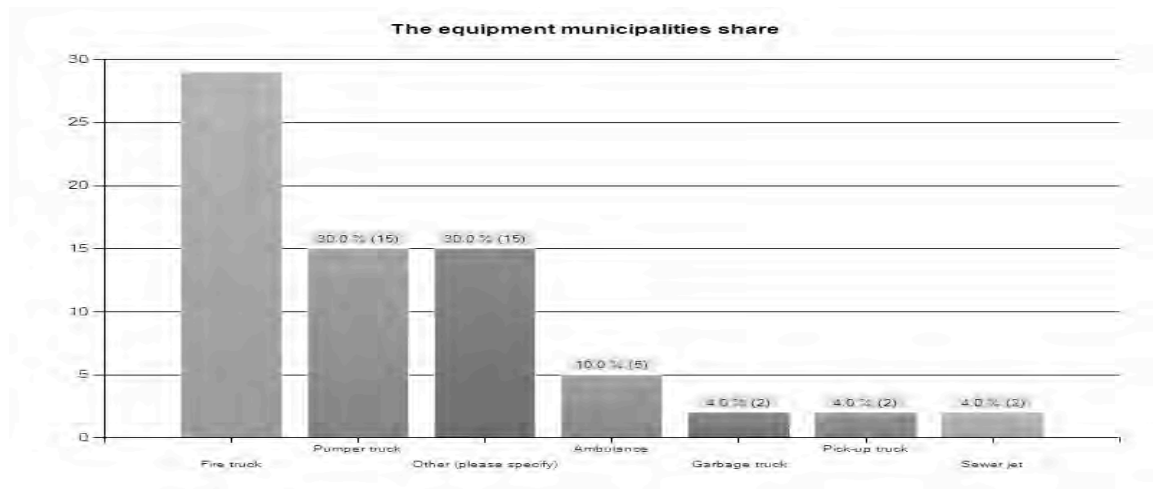
- **Yes:** 14.8% (31) of responding municipalities
- **No:** 85.2% (178) of responding municipalities

### Breakdown according to size of municipality

Municipalities that share equipment	Small Municipalities (151 responses)	Medium Municipalities (41 responses)	Urban Municipalities (17 responses)
Yes	22 (14.6%)	7 (17.1%)	2 (11.8%)
No	129 (85.4%)	34 (82.9%)	15 (88.2%)

### 3. What equipment does your municipality share with other municipalities?

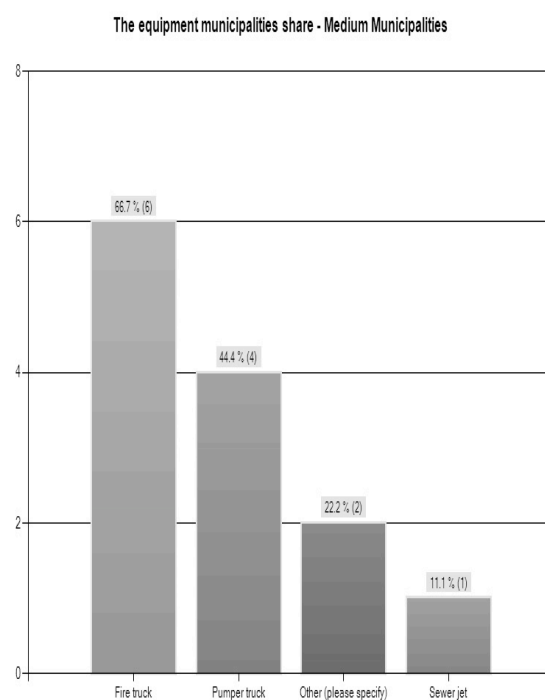
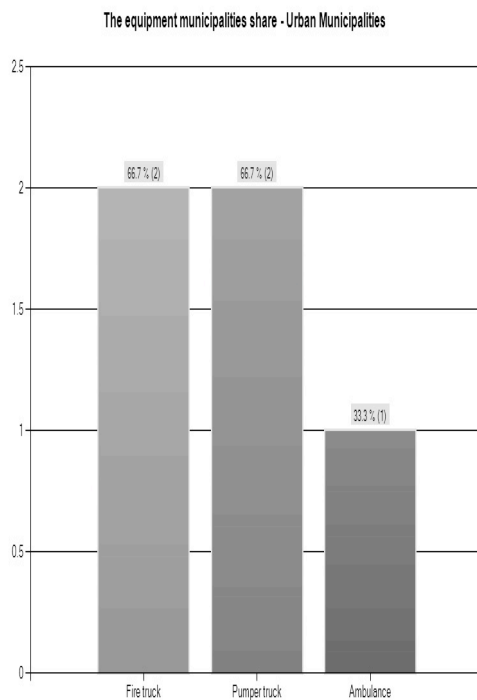
This question received 50 responses.

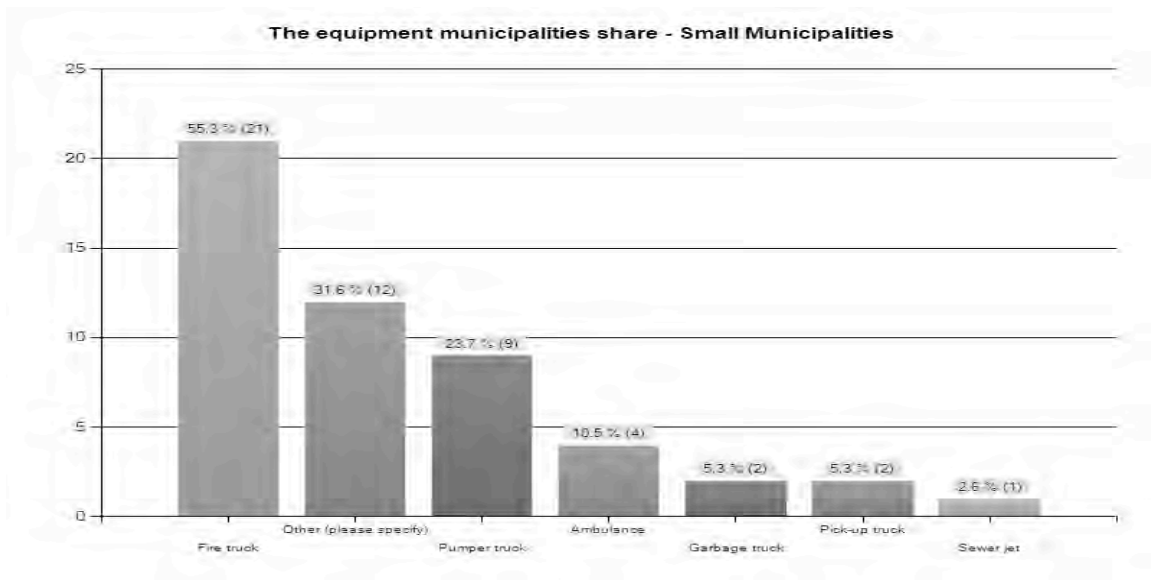


The “Other” option includes leak detection equipment and a maintenance truck.

The large percentage of answers listed in “Other” is misleading, as most state “not applicable” to the question.

#### Breakdown according to size of municipality

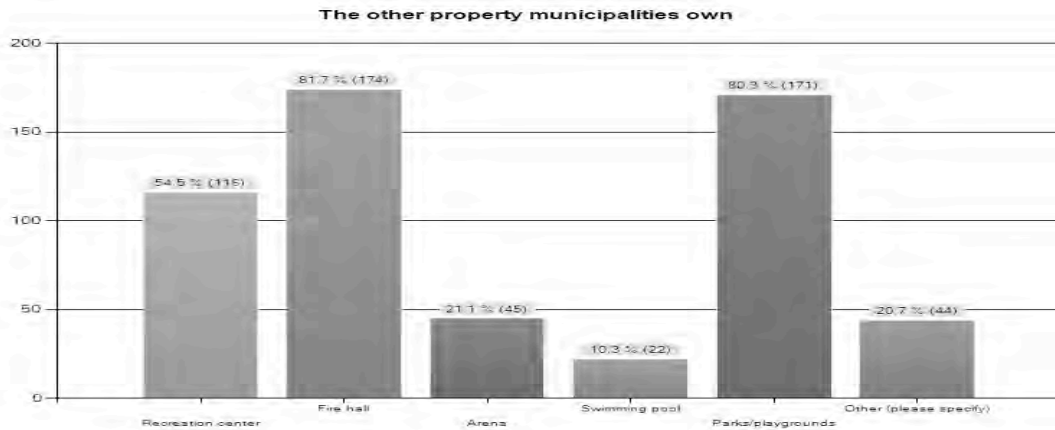




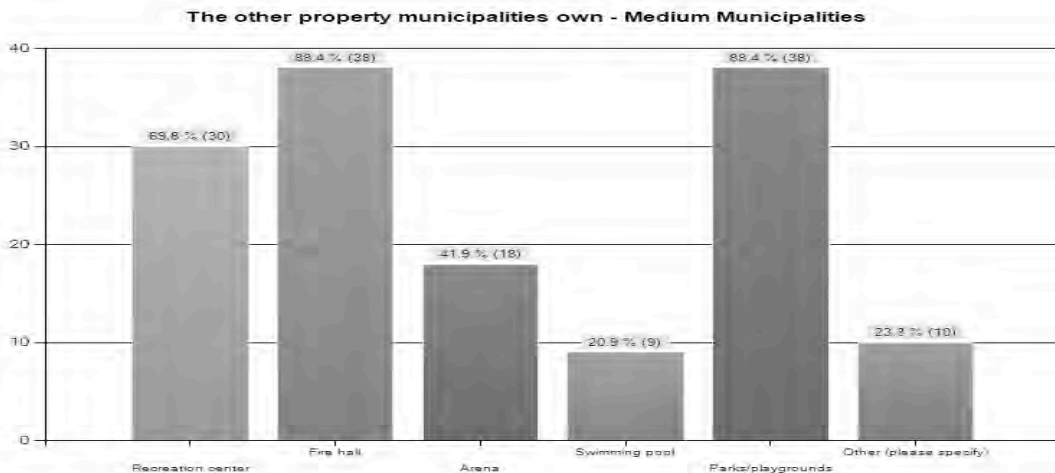
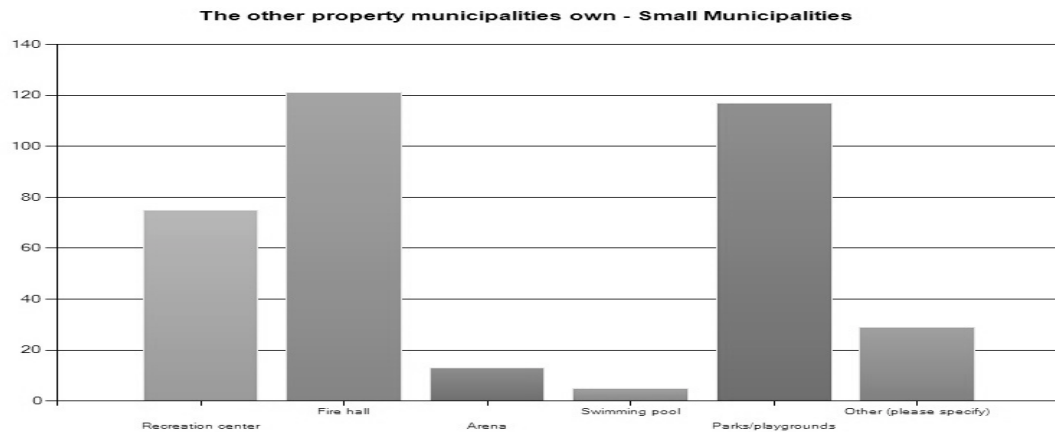
## **SECTION 11: MUNICIPAL INFRASTRUCTURE**

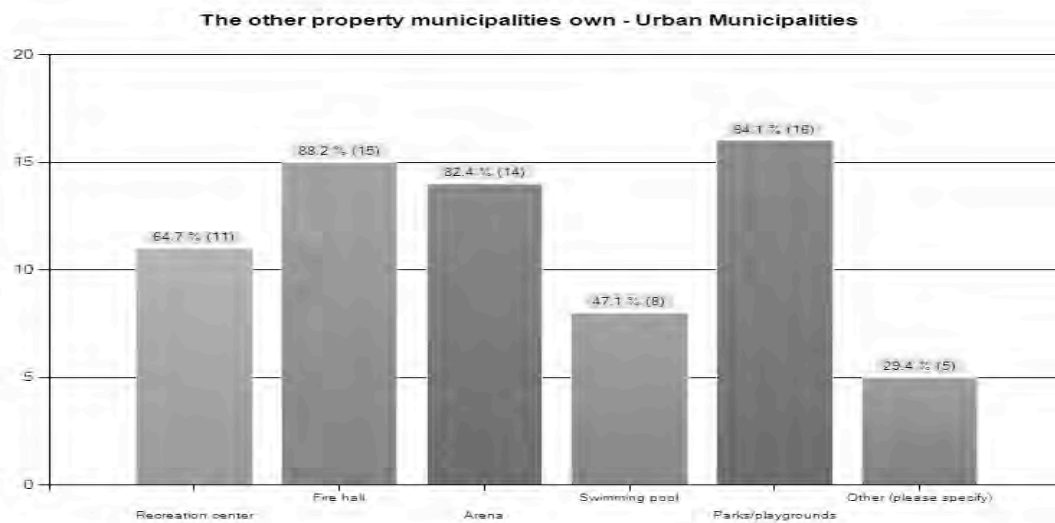
### **1. What other property does your municipality own?**

This question received 213 responses.



### **Breakdown according to size of municipality**

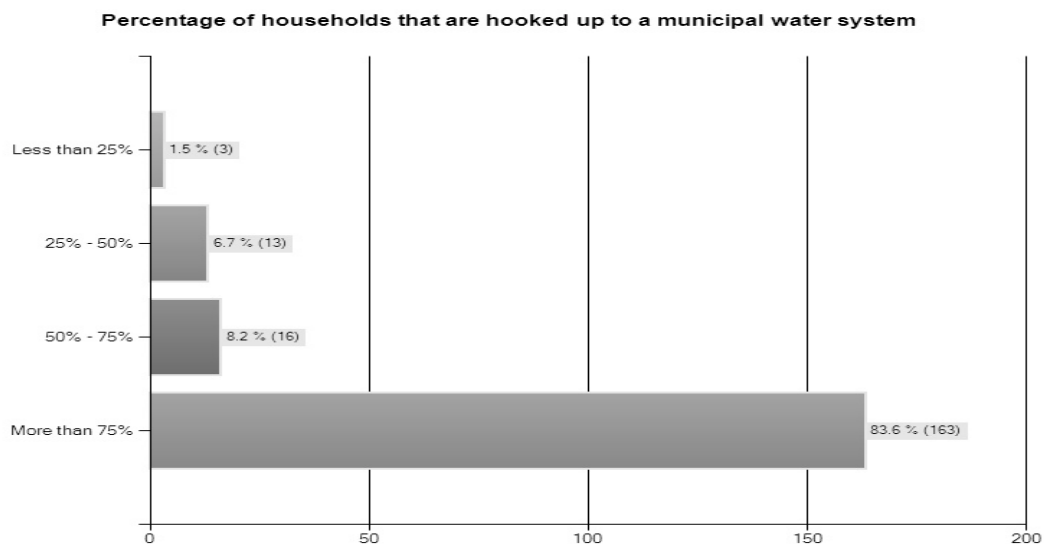




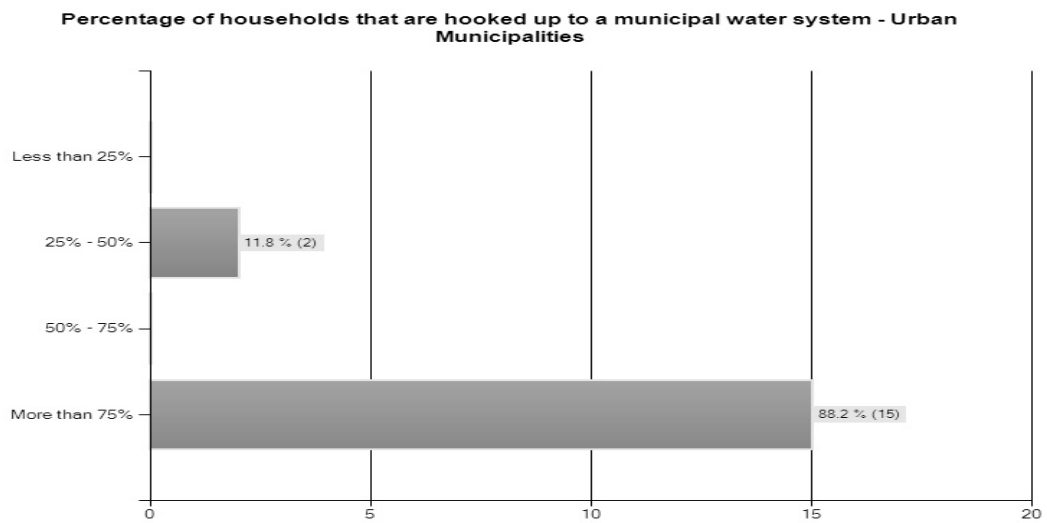
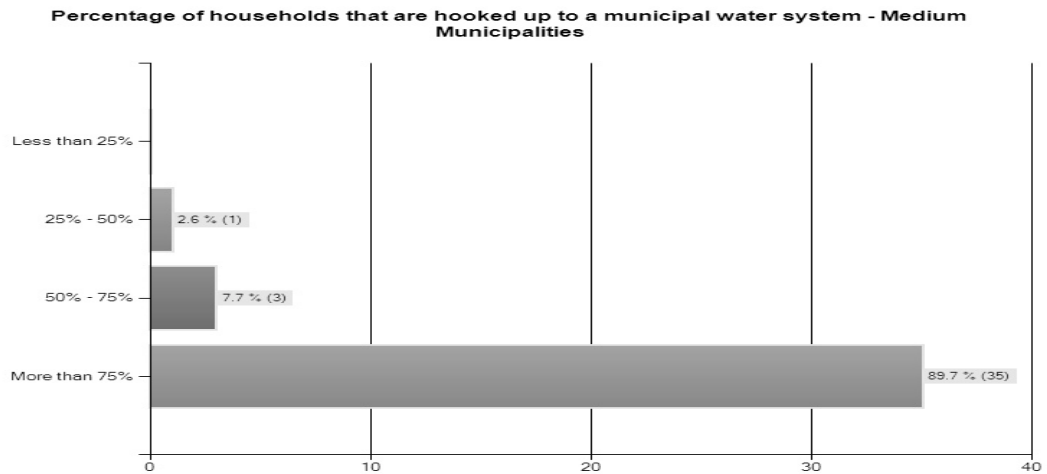
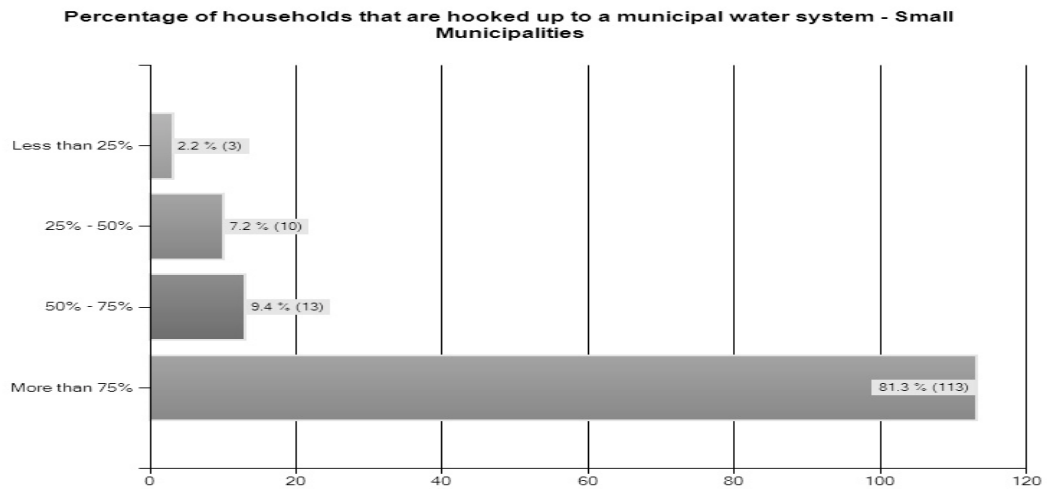
Listed within the “Other” option were other recreational facilities (18), which includes ball fields, basketball courts, curling rinks, fitness centres, outdoor rinks, town garages (6), heritage and tourist buildings (7), trails (6) and industrial parks (3).

## 2. What percentage of your municipality’s households are hooked up to a municipal water system?

This question received 195 responses.

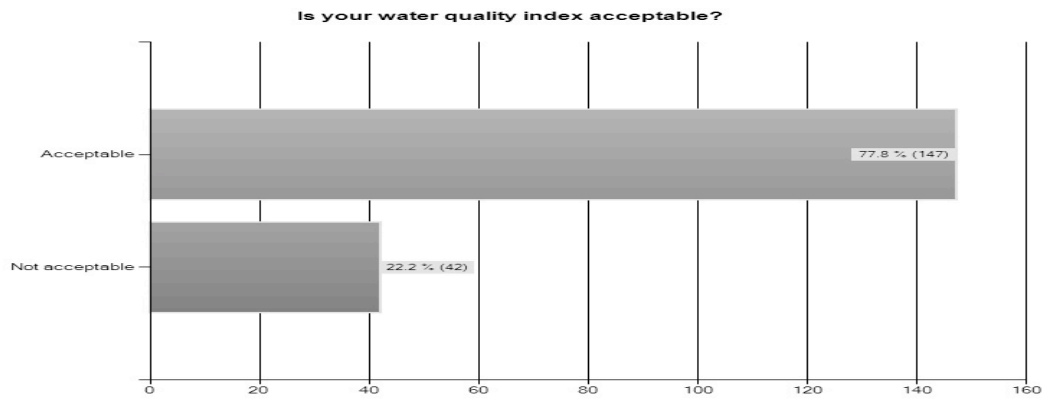


## Breakdown according to size of municipality



### 3. Is your municipality's water quality index acceptable?

This question received 189 responses.



#### Breakdown according to size of municipality

Municipalities with an acceptable water quality index	Small Municipalities (135 responses)	Medium Municipalities (37 responses)	Urban Municipalities (17 responses)
Yes	100 (74.1%)	31 (83.8%)	16 (94.1%)
No	35 (25.9%)	6 (16.2%)	1 (5.9%)

### 4. Does your municipality have a permit to operate its water system?

This question received 187 responses.

- **Yes:** 96.3% (180) of responding municipalities
- **No:** 3.7% (7) of responding municipalities

### 5. Does your municipality meet the system operating and maintenance requirements of this permit?

This question received 178 responses.

- **Yes:** 95.5% (170) of responding municipalities
- **No:** 4.5% (8) of responding municipalities

### 6. Is your municipality's water system tested daily in two locations?

This question received 189 responses.

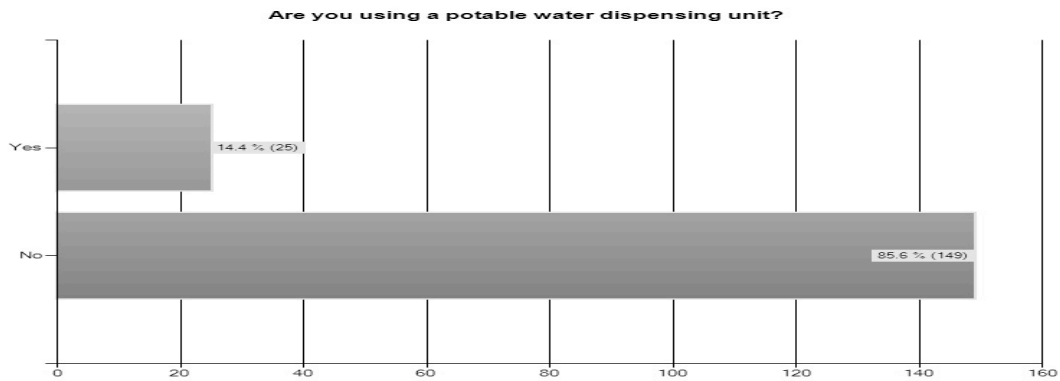
- **Yes:** 81% (153) of responding municipalities
- **No:** 19% (36) of responding municipalities

### Breakdown according to size of municipality

Municipalities testing water system in two locations	Small Municipalities (133 responses)	Medium Municipalities (39 responses)	Urban Municipalities (17 responses)
Yes	100 (75.2%)	36 (92.3%)	17 (100%)
No	33 (24.8)	3 (7.7%)	0 (0%)

### 7. Are you using a potable water dispensing unit?

This question received 174 responses.

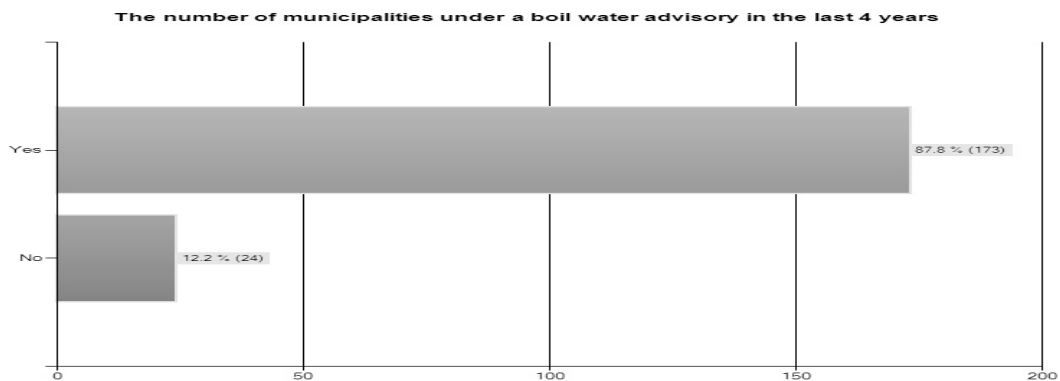


### Breakdown according to size of municipality

Municipalities using portable water dispensing unit	Small Municipalities (121 responses)	Medium Municipalities (38 responses)	Urban Municipalities (15 responses)
Yes	10 (8.3%)	9 (23.7%)	6 (40%)
No	111 (91.7%)	29 (76.3%)	9 (60%)

### 8. Has your municipality been under a boil water advisory anytime in the last 4 years?

This question received 197 responses.





**Breakdown according to size of municipality**

Municipalities under boil water advisory anytime in the last 4 years.	Small Municipalities (140 responses)	Medium Municipalities (40 responses)	Urban Municipalities (17 responses)
Yes	129 (92.1%)	31 (77.5%)	13 (76.5%)
No	11 (7.9%)	9 (22.5%)	4 (23.5%)

**9. If yes, for how long? Answer in months. If less than 1 month, please answer in days.**

This question received 162 responses.

- **Less Than 1 month – 51% (83)** of responding municipalities
- **Between 1-3 months – 14% (23)** of responding municipalities
- **Between 4 and 12 months – 11% (19)** of responding municipalities
- **More than 1 year – 20% (34)** of responding municipalities

**Breakdown according to size of municipality**

Length of time municipality has been under boil water advisory	1-3 months (23 responses)	4-12 months (19 responses)	Less than 1 month (83 responses)	More than 1 year (34 responses)
Small	19 (16%)	17 (15%)	52 (44%)	29 (25%)
Medium	3 (11%)	1 (3%)	20 (69%)	5 (17%)
Urban	1 (8%)	1 (8%)	11 (84%)	0 (0%)

**10. Does your municipality have an operations and preventative maintenance schedule/plan for its water system?**

This question received 180 responses.

- **Yes:** 68.3% (123) of responding municipalities
- **No:** 31.7% (57) of responding municipalities

**Breakdown according to the size of region**

Municipalities with an operations and preventative maintenance schedule/plan for water system	Small Municipalities (126 responses)	Medium Municipalities (37 responses)	Urban Municipalities (17 responses)
Yes	81 (64.3%)	28 (75.7%)	14 (82.4%)
No	45 (35.7%)	9 (24.3%)	3 (17.6%)

**11. Does your municipality's water operator have adequate training as recommended by the Department of Environment and Conservation?**

This question received 183 responses.

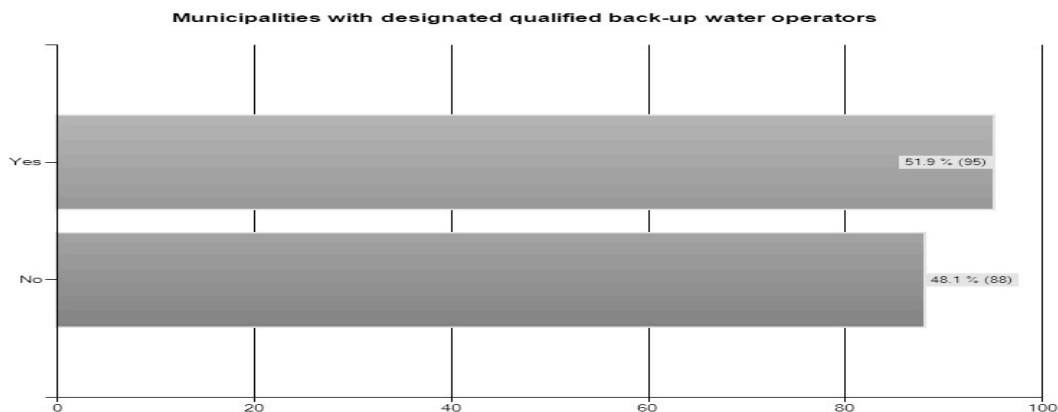
- **Yes:** 81.4% (149) of responding municipalities
- **No:** 18.6% (34) of responding municipalities

**Breakdown according to size of municipality**

Municipalities with adequately trained water operator	Small Municipalities (129 responses)	Medium Municipalities (37 responses)	Urban Municipalities (17 responses)
Yes	97 (75.2%)	35 (94.6%)	17 (100%)
No	32 (24.8%)	2 (5.4%)	0 (0%)

**12. Has your municipal council designated a qualified back-up water operator?**

This question received 183 responses.



**Breakdown according to size of municipality**

Municipalities with designated qualified back-up water operator	Small Municipalities (129 responses)	Medium Municipalities (37 responses)	Urban Municipalities (17 responses)
Yes	55 (42.6%)	24 (64.9%)	16 (94.1%)
No	74 (57.4%)	13 (35.1%)	1 (5.9%)

**13. Does your municipality have a water records management program in place?**

This question received 184 responses.

- **Yes:** 72.3% (131) of responding municipalities
- **No:** 27.7% (51) of responding municipalities

#### Breakdown according to size of municipality

Municipalities with water records management program	Small Municipalities (130 responses)	Medium Municipalities (38 responses)	Urban Municipalities (16 responses)
Yes	104 (80%)	31 (81.6%)	14 (87.5%)
No	26 (20%)	7 (18.4%)	2 (12.5%)

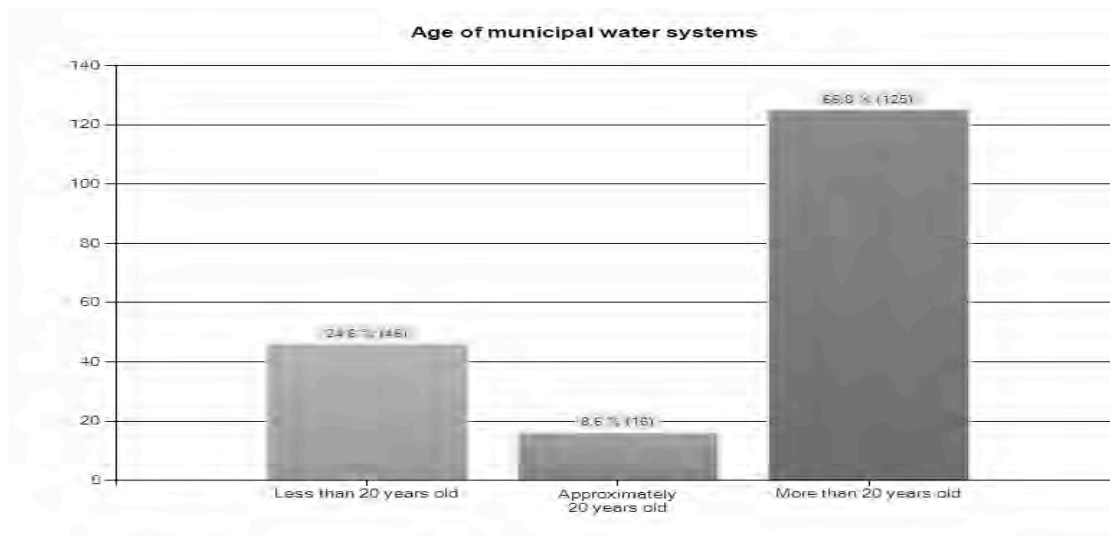
#### 14. Does your municipality have a plan for the protection of the watershed that provides your municipality's drinking water?

This question received 184 responses.

- **Yes:** 84.2% (155) of responding municipalities
- **No:** 15.8% (29) of responding municipalities

#### 15. How old is your municipal water system?

This question received 187 responses.

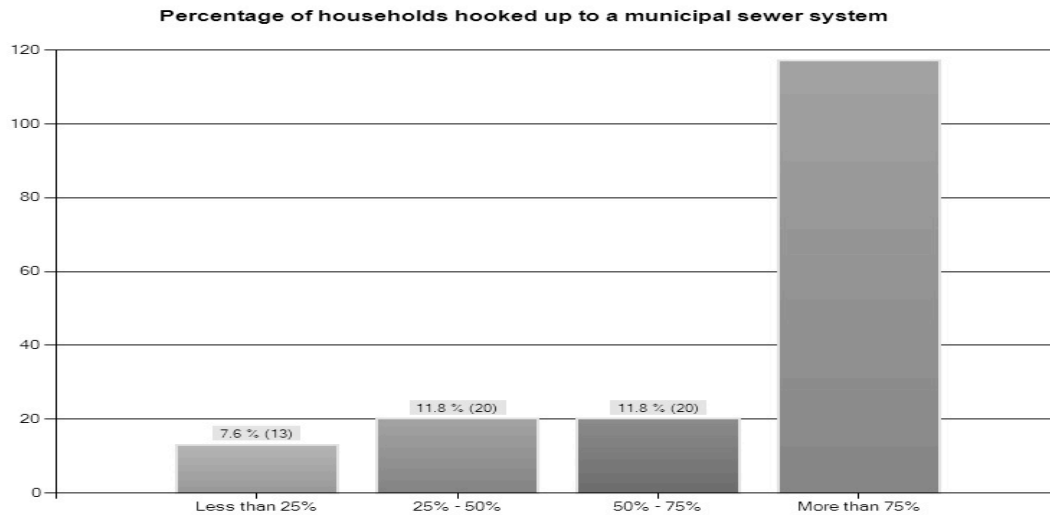


#### Breakdown according to size of municipality

Age of municipal water systems	Small Municipalities (132 responses)	Medium Municipalities (38 responses)	Urban Municipalities (17 responses)
Less than 20 years old	35 (26.5%)	7 (18.4%)	4 (23.5%)
Approx. 20 years old	11 (8.3%)	2 (5.3%)	3 (17.6%)
More than 20 years old	86 (65.2%)	29 (76.3%)	10 (58.8%)

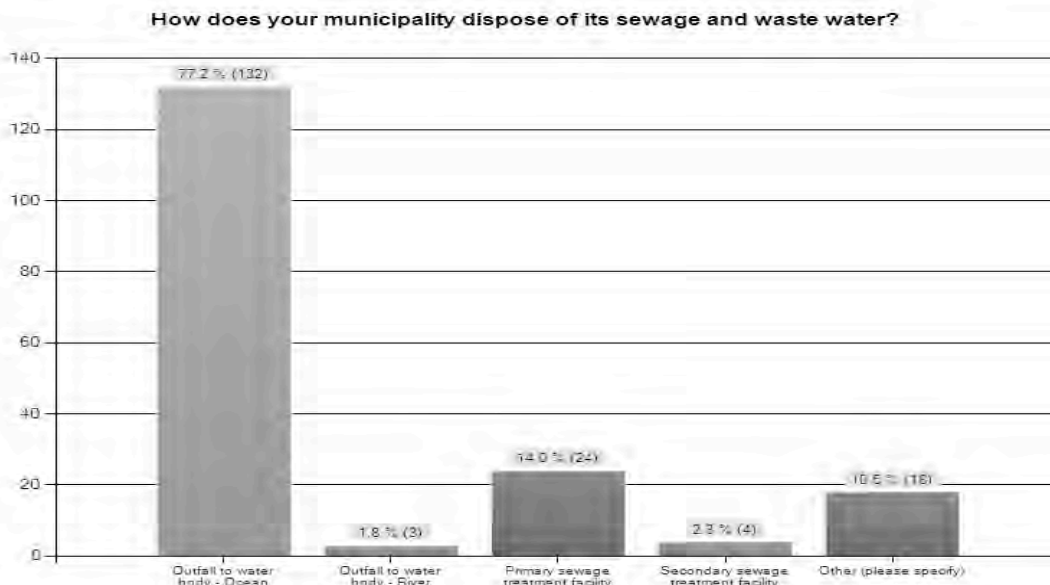
**16. What percentage of your municipality's households are hooked up to your municipality's sewer system?**

This question received 170 responses.



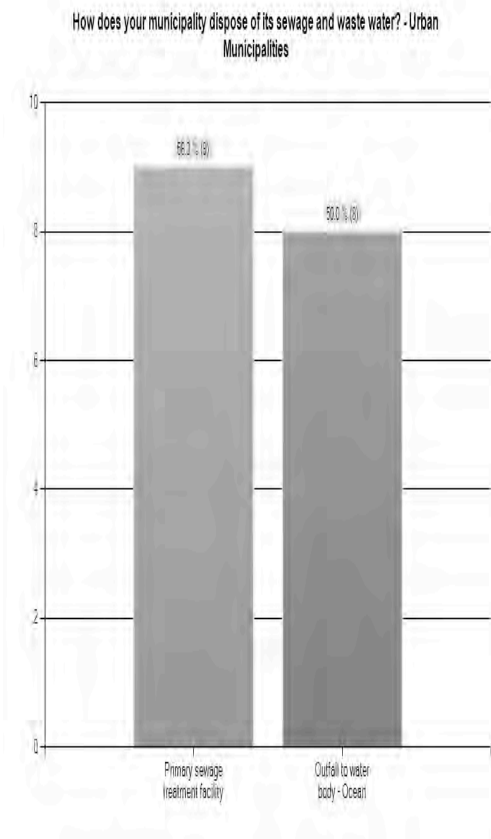
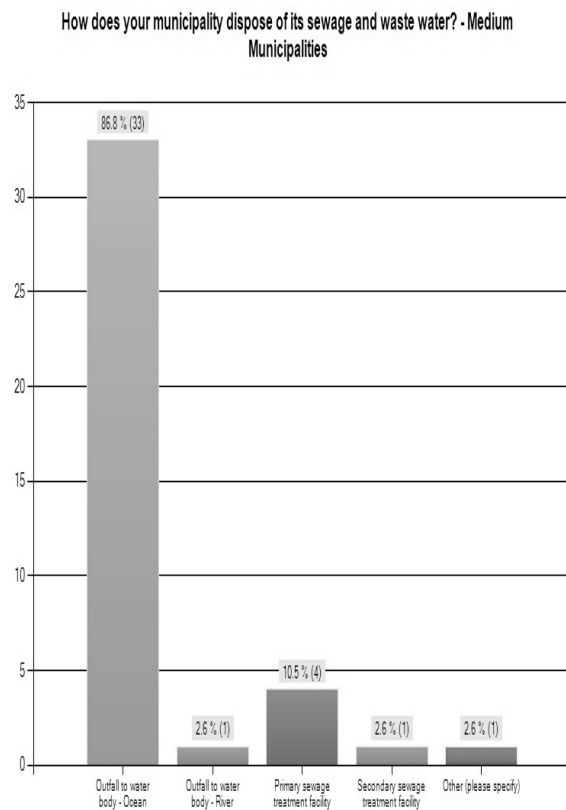
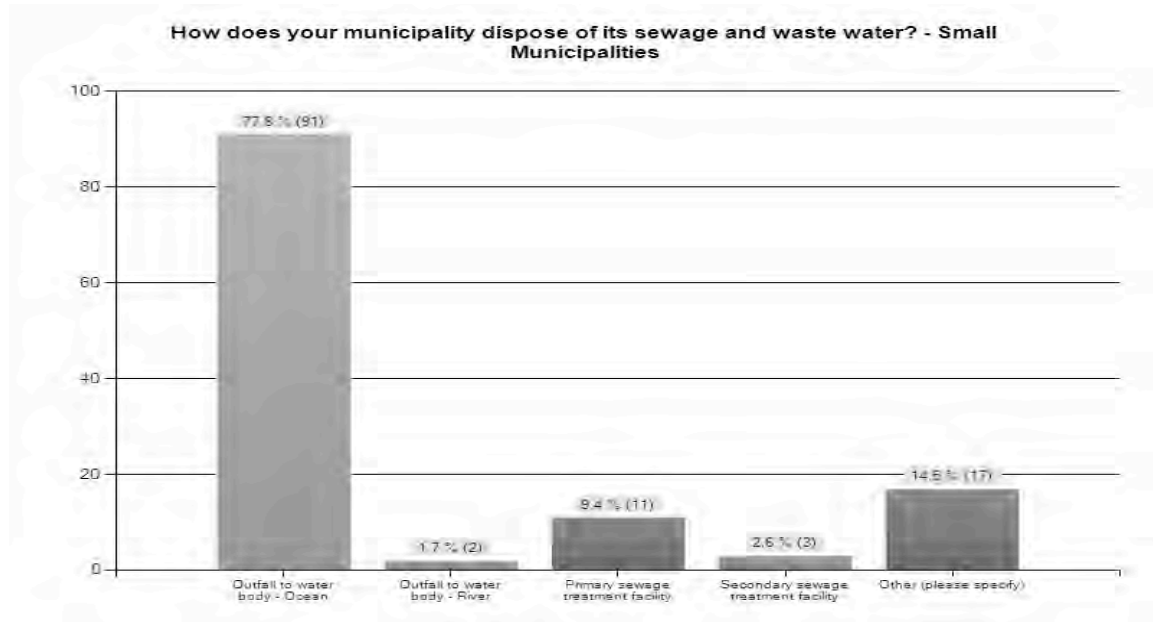
**17. For those municipalities with sewage systems, how does your municipality dispose of its sewage and waste water?**

This question received 171 responses.



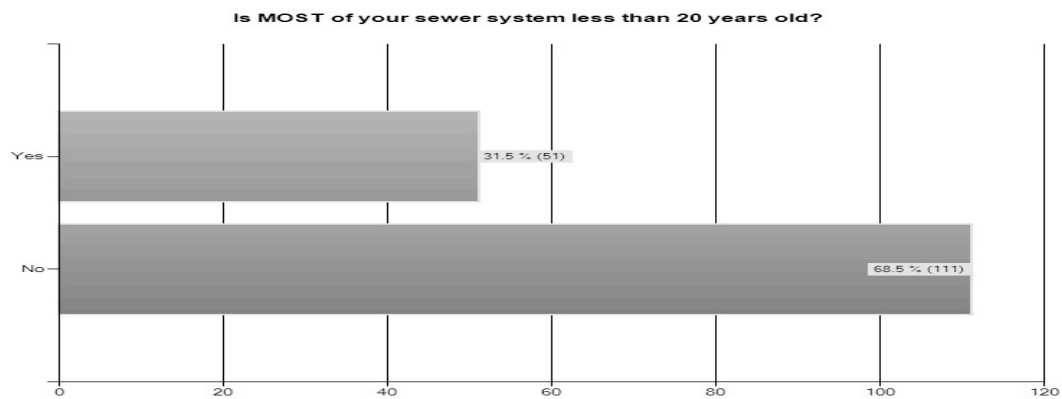
Listed within the "Other" classification, respondents stated that their residents used septic tanks.

## Breakdown according to size of municipality



### 18. Is most of your sewer system less than 20 years old?

This question received 162 responses.

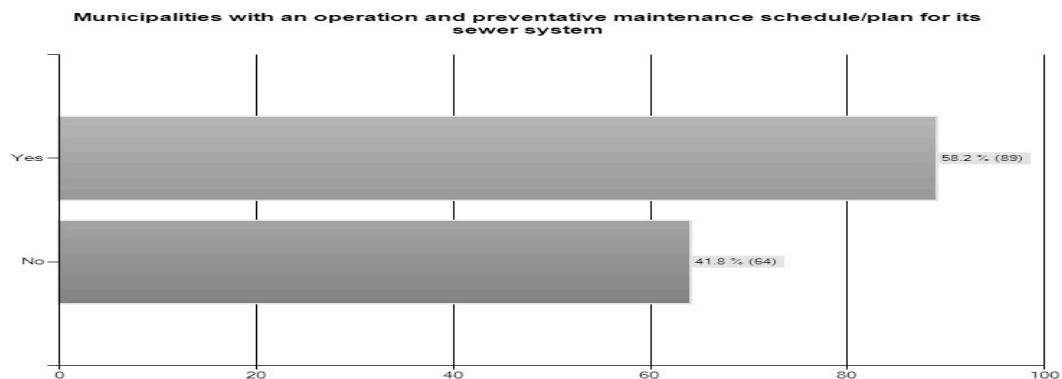


#### Breakdown according to size of municipality

Is most of your sewer system less than 20 years old?	Small Municipalities (108 responses)	Medium Municipalities (38 responses)	Urban Municipalities (16 responses)
Yes	39 (36.1%)	8 (21.1%)	4 (25%)
No	69 (63.9%)	38 (78.9%)	12 (75%)

### 19. Does your municipality have an operations and preventative maintenance schedule/plan for its sewer system?

This question received 153 responses.



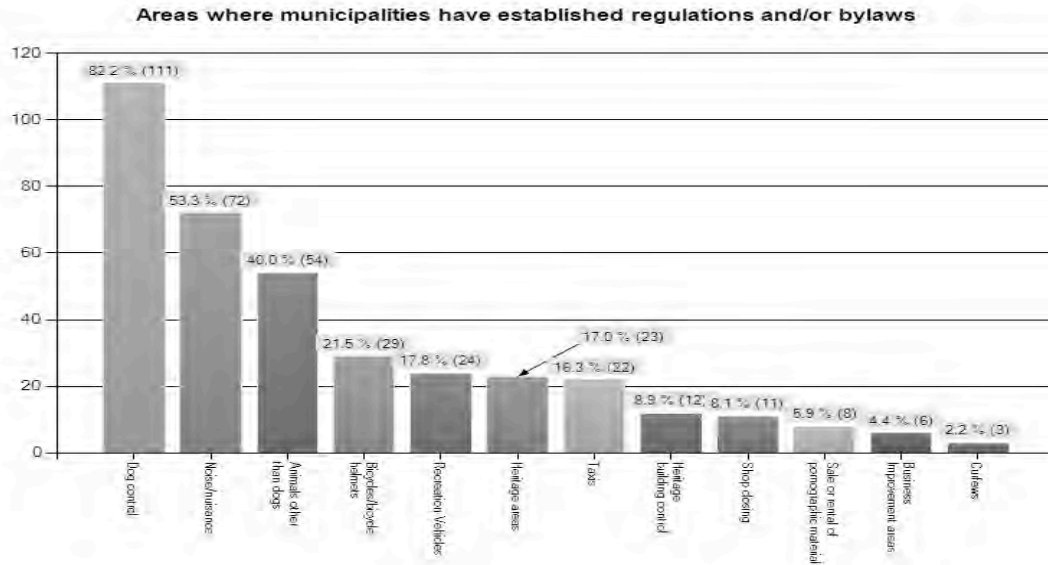
#### Breakdown according to size of municipality

Municipalities with operations and preventative maintenance schedule plan for sewer systems	Small Municipalities (100 responses)	Medium Municipalities (38 responses)	Urban Municipalities (15 responses)
Yes	51 (51%)	24 (63.2%)	14 (93.3%)
No	49 (49%)	14 (36.8%)	1 (6.7%)

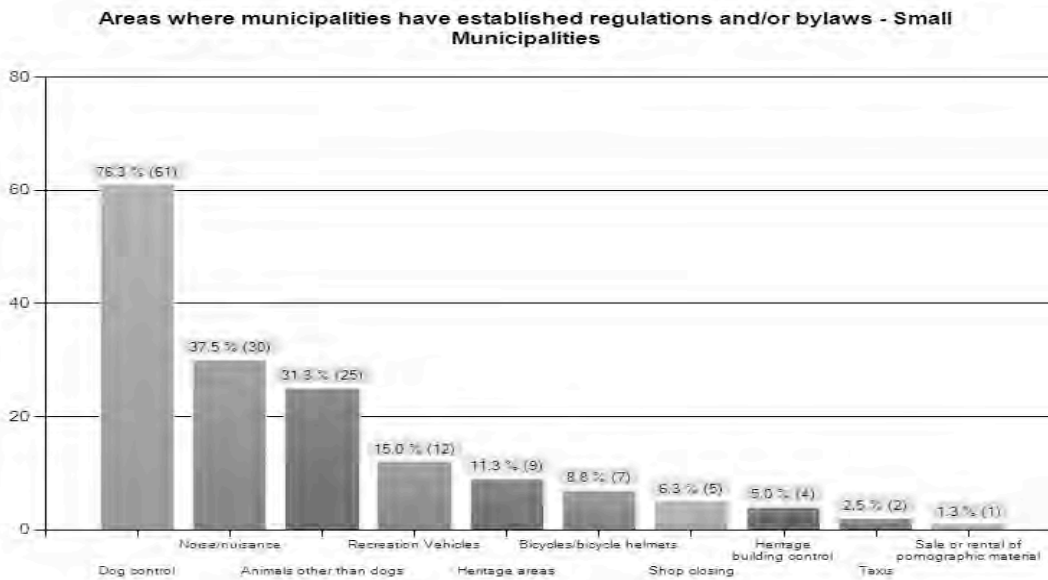
## **SECTION 12: REGULATIONS**

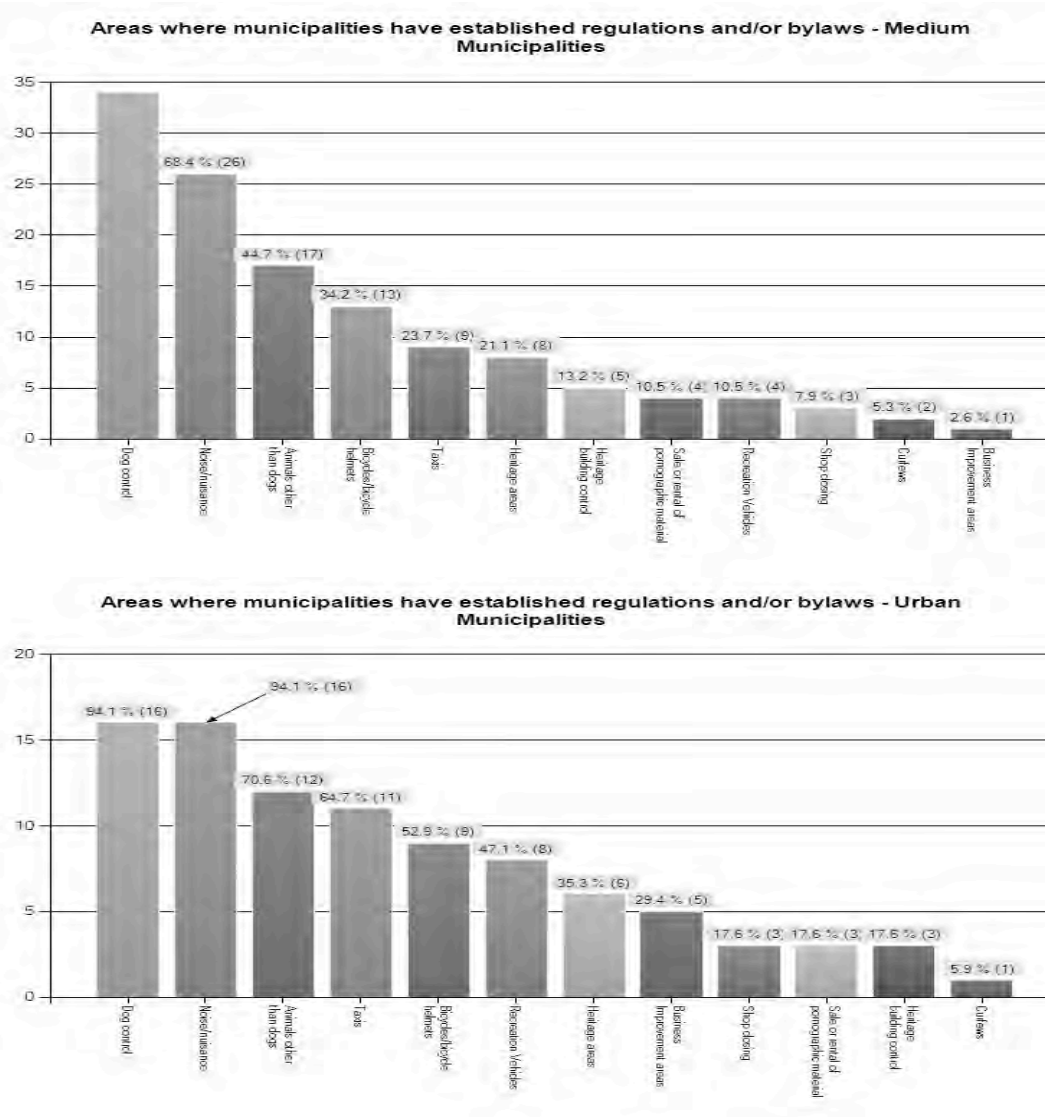
### **1. In which of the following areas has your municipality established regulations and/or by-laws?**

This question received 135 responses.



### **Breakdown according to size of municipality**





## 2. Does your municipality have enough resources to enforce its regulations/by-laws?

This question received 181 responses.

- **Yes:** 26.5% (48) of responding municipalities
- **No:** 73.5% (133) of responding municipalities

### Breakdown according to size of municipality

Municipalities with enough resources to enforce bylaws/regulations	Small Municipalities (123 responses)	Medium Municipalities (41 responses)	Urban Municipalities (17 responses)
Yes	28 (22.8%)	9 (23.1%)	11 (64.7%)
No	95 (77.2%)	30 (76.9%)	6 (35.3%)



### **SECTION 13: POLICY AND PROCEDURES**

#### **1. Does your municipality employ a policy and procedures manual for administration?**

This question received 214 responses.

- **Yes:** 54.7% (117) of responding municipalities
- **No:** 45.3% (97) of responding municipalities

#### **Breakdown according to size of municipality**

Does your municipality employ a policies and procedures manual?	Small Municipalities (154 responses)	Medium Municipalities (43 responses)	Urban Municipalities (17 responses)
Yes	73 (47.4%)	27 (65.9%)	15 (88.2%)
No	81 (52.6%)	14 (34.1%)	2 (11.8%)

#### **2. Do you regularly renew/update the above policy and procedures manual?**

This question received 170 responses.

- **Yes:** 52.9% (90) of responding municipalities
- **No:** 47.1% (80) of responding municipalities

## **SECTION 14: TRAINING**

### **1. Has your municipal council attended any training related to its municipal roles and responsibilities since the last municipal election?**

This question received 213 responses.

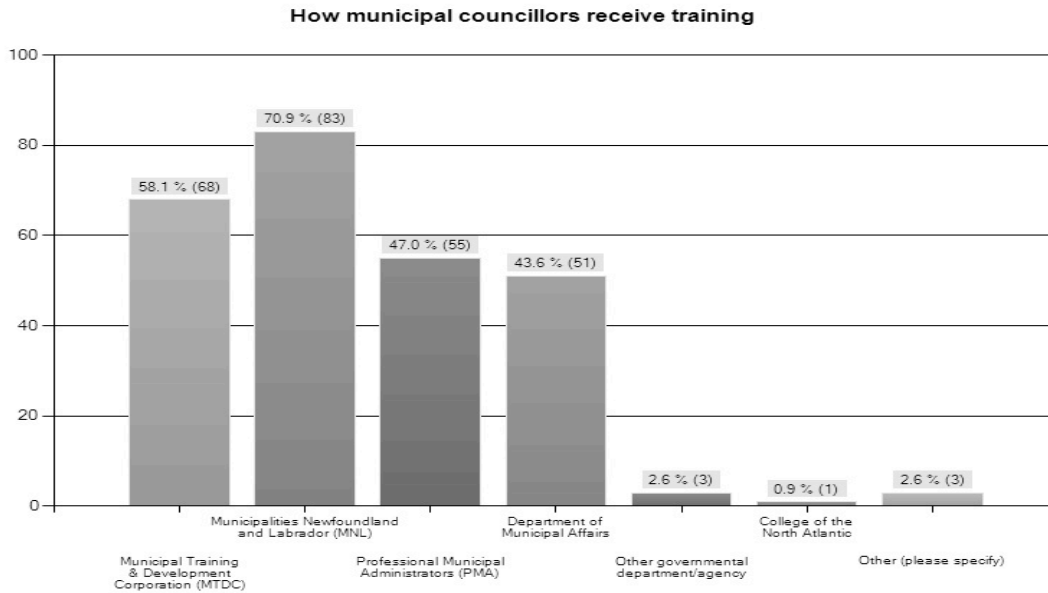
- **Yes:** 56.3% (120) of responding municipalities
- **No:** 43.7% (93) of responding municipalities

#### **Breakdown according to size of municipality and MNL region**

Has your council attended training since the last municipal election?	Small Municipalities		Medium Municipalities		Urban Municipalities	
	Yes	No	Yes	No	Yes	No
Avalon (52 responses)	16	17	10	2	5	2
Eastern (35 responses)	14	12	6	0	3	0
Central (65 responses)	23	26	10	4	2	0
Western (25 responses)	6	8	6	1	4	0
Northern (23 responses)	8	15	1	0	0	0
Labrador (11 responses)	3	5	1	0	1	0
<b>Total</b>	70	83	34	7	15	2

### **2. If your council has attended training, how did it receive this training?**

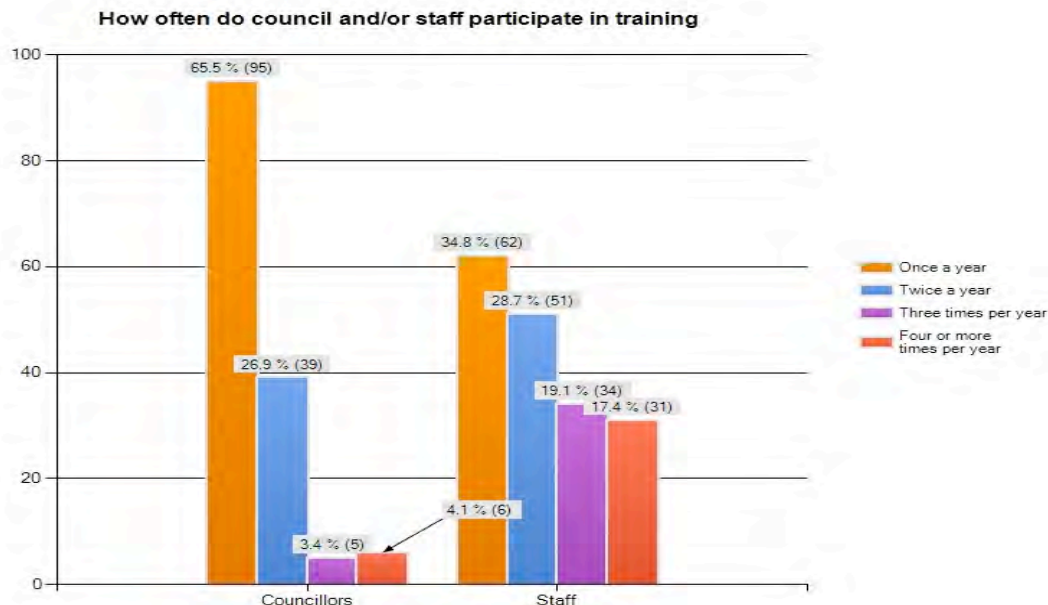
This question received 117 responses.



Included in the “Other” option was the Federation of Canadian Municipalities and the Canadian Association of Municipal Administrators.

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

This question received 186 responses.



#### Council

##### Breakdown according to size of municipality

How often does council attend training	Once a year	Twice a year	Three times a year	Four or more times a year
Small Municipalities (96 responses)	61 (63.5%)	28 (29.2%)	3 (3.1%)	4 (4.2%)
Medium Municipalities (33 responses)	22 (67.7%)	7 (21.2%)	2 (6.1%)	2 (6.1%)
Large Municipalities (16 responses)	12 (75%)	4 (25%)		

#### Staff

##### Breakdown according to size of municipality

How often does staff attend training	Once a year	Twice a year	Three times a year	Four or more times a year
Small Municipalities (123 responses)	51 (41.5%)	27 (22%)	23 (18.7%)	22 (17.9%)
Medium Municipalities (38 responses)	6 (15.8%)	16 (42.1%)	9 (23.7%)	7 (18.4%)
Large Municipalities (17 responses)	5 (29.4%)	8 (47.1%)	2 (11.8%)	2 (11.8%)

#### 4. How much does your municipality annually budget for training?

##### **Council:**

- 12.5% (18) budget \$0.00 a year for councillor training
  - 11.1% (16) budget between \$1 and \$999 a year for councillor training
  - 18.1% (26) budget between \$1000 and \$1999 a year for councillor training
  - 18.1% (26) budget between \$2000 and \$2999 a year for councillor training
  - 9% (13) budget between \$3000 and \$3999 a year for councillor training
  - 15.9% (23) budget between \$4000 and \$5999 a year for councillor training
  - 18.1 (26) budget more than \$6000 a year for councillor training
- 
- Range: \$0 to \$60,500
  - Total spent on training: \$661,800.00
  - Median amount spent on training per council: \$2000
  - Average amount spent on training per council: \$4471.62

##### **Breakdown according to size of municipality**

How much spent on councillor training	Average	Median	Range
Small Municipalities (101 Responses)	\$2049.52	\$1500.00	\$0.00 - \$10,000.00
Medium Municipalities (29 Responses)	\$5308.33	\$5000.00	\$0.00 - \$15000 One response – “unlimited”
Large Municipalities (14 Responses)	\$21042.86	\$20,050.00	\$2000 - \$60,500.00

##### **Staff:**

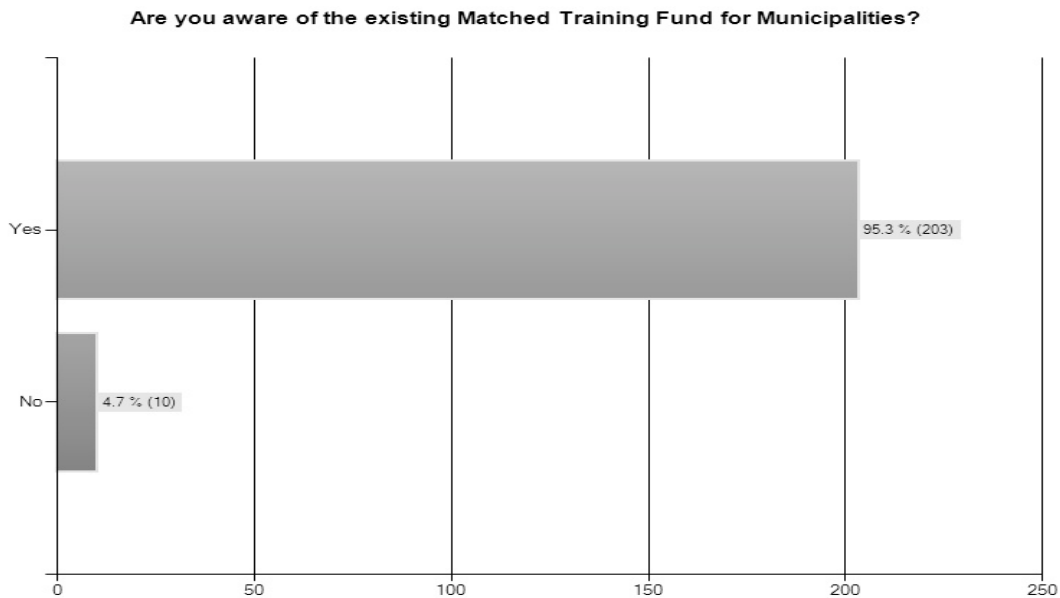
- 8.2% (14) budget \$0.00 per year for municipal staff training
  - 13.5% (23) budget between \$1 and \$999 a year for municipal staff training
  - 22.9% (39) budget between \$1000 and \$1999 a year for municipal staff training
  - 17.6% (30) budget between \$2000 and \$2999 a year for municipal staff training
  - 8.2% (14) budget between \$3000 and \$3999 a year for municipal staff training
  - 12.9% (22) budget between \$4000 and \$5999 a year for municipal staff training
  - 15.7% (27) budget more than \$6000 a year for municipal staff training
- 
- Range: \$0 to \$130,000
  - Total spent on staff training: \$1,170,035.00
  - Median amount spent on training per municipality: \$2000
  - Average amount spent on training per municipality: \$6923.28

### Breakdown according to size of municipality

How much spent on municipal staff training	Average	Median	Range
Small Municipalities (120 Responses)	\$1868.25	\$1500.00	\$0.00 - \$9000.00
Medium Municipalities (34 Responses)	\$5557.42	\$4000.00	\$1000.00 - \$20000.00 One response – “Unlimited”
Large Municipalities (16 Responses)	\$48,150.00	\$43,000.00	\$5000 - \$130,000.00

### 5. Is your municipality aware of the existing Matched Training Fund for municipalities?

This question received 213 responses.





# Census of Municipalities

## in Newfoundland and Labrador 2011

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