

COMMISSIONERS REPORT

APRIL 1995

THE AMALGAMATION OF RODDICTON, ENGLEE AND BIDE ARM

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## PREFACE

The "Feasibility Study" into the Amalgamation of Bide Arm, Englee and Roddicton, as the name implies, is a working document. The commissioner has shared an open flexible spirit in the challenge to address the important issue of how communities can work together.

Throughout the province there has been a true consolidation of energies toward working together. Relentless assurance in their efforts has brought the Towns of Bide Arm, Englee and Roddicton to a point when they feel amalgamation is for the betterment of all three communities. This report is an endeavour to implement the stimulating ideas, both orally and in written form at the public hearing. It is hopeful that the report will provide the Department of Municipal and Provincial Affairs and the towns, a framework for amalgamation.

The aspirations expressed herein may not be totally compatible with political decisions, however, the commissioner is fully cognizant of the ramifications of such. Thorough examination of this document will enable those who read the recommendations to become aware of the relationship of social and economic issues that influence life in Newfoundland and Labrador.

## ACKNOWLEDGEMENTS

Being a volunteer in our complex society provides a variety of gratifications no matter what form it may take. John Rushkin writes "The highest reward for man's toil is not what he gets for it but what he becomes because of it." I am indebted to the Honourable Arthur Reid for the opportunity to serve in this regard. It was an honour and the information gained will always be treasured.

Without the good graces of the Town Councils of Bide Arm, Englee and Roddicton, their Town Clerks and Town Managers, and other concerned citizens who gave me information, I would not have realized the wealth of information presented to me.

For their support and direction I sincerely thank Mr. John Moore, Director, Local Government Administration Division and Mr. Carl Cull Acting Manager, Western Division, Department of Municipal and Provincial Affairs. As well, I wish to express my appreciation to the citizens who attended the hearing and provided me with valuable information.

Finally I wish to thank the good people of Bide Arm, Englee and Roddicton who made my stay in their community a valuable, informative and pleasurable one.

## INTRODUCTION

The evolution of Newfoundland and Labrador as we know it, has been long and arduous. The people who live here have managed to survive under difficult circumstances yet the positive outlook they have on life has created a unique setting which is not easily defined.

Historical analysis has provided a means of identifying economic, social, geographical, religious, racial, and political factors which shaped Newfoundland and Labrador. Political systems models such as that of Easton (1965a, 1965b) and the modifications of it as noted by Dubnick and Bards (1983) suggest a framework within which we can gain a greater understanding of the current environmental factors which help to shape decision making and policy determination at the local level.

Easton defines the social system as including all actions, activities, and relationships that operate within communities. His model portrays the political system as responding to environmental inputs or demands which may alter or modify it.

Support for the system takes the form of loyalty, participation, and law-abiding behaviour on the part of citizens. At the same time, information about the impact of political action or outputs feed back to authorities through a process referred to as feedback loop. Consequently, authorities make efforts to adjust and adapt their behaviour according to the level of satisfaction of their decisions.

Dubnick and Bards (1983) agree that Easton's model has made a significant contribution to the study of society as we know it. They conclude however, that "... it provides a broad and somewhat abstract view of what the political life of a society involves" (p. 154). They place merit in what they refer to as the "political systems" version of Easton's earlier work. The policy system model outlined by Dubnick and Bards (pp.154-155) provides a more specific classification of environmental forces brought to bear on Councils and communities in general. These forces are classified as physical, such as climate or terrain features; socio-economic, such as per capita income or education level of the population; psychological, including ideological climate and public attitudes; and historical, referring to such things as customs and tradition. While Easton's political systems model recognizes the impact of environmental forces on policy formation, the policy systems model provides a more useful and detailed classification of the forces that shape decisions in municipalities.

It is within this context that this study was undertaken. For not only must change be seen as positive, but must be seen by the people to be a positive alternative to what is currently taking place in individual communities.

#### TIME LINE

October 12 1994

- The Honorable Arthur Reid met with Mr. Wayne Fillier, mayor of Englee, Mr. Wade Reid mayor of Bide Arm and Mr. Travis Gillard mayor of Roddicton.

November 25 1994

- Notice of a Feasibility Study regarding the proposed amalgamation of Englee, Bide Arm and Roddicton was given.

January 19 1995

- Honourable Arthur Reid advised the Mayors of Bide Arm, Englee and Roddicton that a Feasibility Study, in accordance with Section 10 (2) and 263 (2) of the Municipalities Act, would take place.

January 31 1995

- Notice of Intent respecting the Feasibility study regarding the amalgamation of Bide Arm, Englee and Roddicton was published in the Northern Pen Newspaper.

February 1 1995

- Profiles of the Towns of Bide Arm, Englee and Roddicton were completed and the mayors of Bide Arm, Englee and Roddicton were forwarded copies.

February 7 1995

- A Commissioner was appointed to undertake the Feasibility study in accordance with the Municipalities Act and the Municipalities Feasibility Reports Regulations, 1980.

February 16 1995

- A Public Hearing was held at Evelyn Collegiate Roddicton.

## 1.0 - Purpose of the Study

The purpose of this study is to determine the feasibility of amalgamating the towns of Bide Arm, Englee and Roddicton in accordance with the Municipalities Feasibility Reports Regulations, 1989, Section 8 and 9.

## 2.0 - Background

This study was commissioned as a result of a meeting held at

St. John's on October 12, 1994. The mayors of Bide Arm, Englee and Roddicton met with the Honourable Art Reid, Minister, Municipal and Provincial Affairs. At that meeting the concept of amalgamation of the three communities was discussed. As a result of this meeting Mr. Reid appointed a commissioner to undertake a Feasibility Study into the amalgamation of the three municipalities. Consequently a public hearing was held on February 16, 1995 at Evely Collegiate.

### 3.0 - The Community of Roddicton, the Town of Englee and the Community of Bide Arm

In January of 1995 a Profile of the Towns of Roddicton and Englee and the community of Bide Arm was prepared by Mr. John Moore of the Department of Municipal and Provincial Affairs. Following is a summary of the existing situation in Roddicton, Englee and Bide Arm.

The Towns of Roddicton and Englee and the Community of Bide Arm are located on the eastern side of the Great Northern Peninsula along Route 433. The Town of Englee, located at the southern end of Route 433, is approximately 19 km south of Roddicton with the Community of Bide Arm located between Roddicton and Englee approximately 10 km from Englee and 9 km from Roddicton. Roddicton and Bide Arm currently share a Municipal boundary as does Bide Arm and Englee. (Appendix A1)

Roddicton was incorporated as a municipality in 1953, Englee in 1948 and Bide Arm in 1970. Roddicton and Englee currently



operate with seven member councils which are elected every four years with the most recent election having been held in 1993. Bide Arm currently operates with a five member council which is elected every two years, with the most recent election having taken place in 1994.

The population of all three municipalities declined between 1986 and 1991, with Roddicton experiencing a decline of 2.8%, Englee 5.7% and Bide Arm 4.7%, with an overall decline for the three communities of 4.4%. At the time of the 1991 census, the total population in the three communities was 2,462 and in 1994, the number of households totalling 642.

The Towns of Roddicton and Englee and the Community of Bide Arm provide a full range of municipal services. Roddicton and Englee have Municipal Plans and Development Regulations. Bide Arm controls development within its municipal planning area through an Interim Development Order and Regulations. All three municipalities contract with the private sector for garbage collection with disposal at a regional incinerator site. Roddicton has a swimming pool, softball field and two municipal playgrounds; Englee has a stadium, a softball field and a municipal playground; and Bide Arm has a municipal playground. All three municipalities are served by their own volunteer fire departments. Roddicton's fire department is equipped with a 625GPM Pumper Truck; Englee's with a 625GPM Pumper Truck as well as an air compressor; and the fire department of Bide Arm is equipped with a pumper truck as well as a fire fighting package.

While all three municipalities are 100% serviced with water, only Bide Arm is 100% serviced with sewer also. Roddicton is 70% serviced with sewer and Englee 33%. Roddicton contracts with the private sector for snow clearing services while Englee provides this service with its own resources. Snow clearing is provided to the Community of Bide Arm by the Provincial Department of Works, Services and Transportation on a cost recovery basis.

#### 4.0 - Public Hearing

The feasibility public hearing was held at the Evelyn Collegiate gymnasium at Roddicton on February 15, 1995 beginning at 7:00 pm with 40 citizens attending. (Appendix B)

#### 4.1 - Written Briefs

Five written briefs were presented at the hearing. In order of presentation they were:

1. Laura M. Rowsell of Roddicton
2. Mr. Travis Gilliard mayor of Roddicton
3. Carla Gillard of Roddicton
4. Mr. Wayne Fillier mayor of Englee
5. Mr. Wade Reid mayor of Bide Arm

#### 4.2 - Oral Presentation

One oral brief was presented by Mr. Ross Decker of Roddicton. Mr. Decker subsequently followed up with a telephone call to the commissioner on February 20, 1995.

## 5.0 - Record of Briefs

Five written briefs were presented at the public hearing on February 15, 1995. Copies of these briefs are attached to this document as Appendix C.

### 5.1 - Highlights of Briefs

#### (i) Laura M. Rowsell

This brief noted that while amalgamation is important the concept would have received greater interest if the sequence of events were different. She felt that the process was flawed and that a public meeting should have been held before any public hearing was undertaken.

Among the issues raised in this brief were:

1. Since amalgamation is a very big step it should not be rushed, all pros and cons should be addressed.
2. The size of communities must be addressed under a new structure to determine the representation on council of each town.
3. The effect of current debt load must be examined to determine the feasibility of future projects and the prioritization of future capital works.
4. Town Plans will have to be examined to ensure that the current philosophies are protected.
5. Tax structures will have to be examined to ensure that there is a unified rate and that there will not be an undue amount imposed on the different municipalities.

#### (ii) Town of Roddickton

This brief, which was presented by Mayor Travis Gillard, posed

the question, Why Amalgamate? Through an approach that the Mayor choose to call "Push and Pull Factors", an argument was presented that supported the amalgamation of Roddicton, Englee and Bide Arm. Mayor Gillard indicated that "Push" factors would for the most part fall under the fiscal category. He indicated that the Town of Roddicton had been able to balance their 1995 Budget by employing significant austerity measures. While these reductions were significant he felt that as tax collection becomes more difficult the balancing of the budget in future years will be a greater task.

Mayor Gillard also pointed to the recent Fereral Budget and the upcoming Provincial Budget indicating that there will be significant changes in the amount of monies being given to councils. Another factor that related significantly to the fiscal position of the town was the decline in population which puts a greater strain on the towns that are striving to maintain fiscal stability.

The mayor then addressed "Pull" factors that directed the towns toward analgamation. He stressed that the towns were in very close proximity and thus there was a natural tendency toward amalgamation. Another factor that was dicussed was the boundaries of the three communities. Since they were adjacent there would be no need to change existing boundaries. As well he pointed to the fact that an amalgamated town would have more political clout. "We belive ... that one amalgamated town with a combined population of 2,600 people, would provide us with a very strong case for many of the benefits of being a designated growth centre for this Economic

Zone."

Mayor Gillard stressed that the town was attempting to acquire funding from the province to hire an economic development officer. He felt that there would be a better chance of obtaining funds if they were an amalgamated town.

The other "pull factors" that were identified were:

1. The financial burden of operating three town halls and the cost of operating three furnaces during the winter months.
2. The interrelationships which exist among the people of the three communities. This positive relationship has fostered commuting to work and school as well as the growth of the White Bay Central Joint Council.
3. Such developments as the new health centre, the regional incinerator and the regional approach to the paving of roads, and the acquiring of a new regional arena are positive reasons why amalgamation can work.

Mr. Gillard stressed that, "in order to get a mandate to proceed with these changes, we would wish to carry out a public vote ... in the near future."

(iii) Ms. Carla Gillard

In her brief, Ms. Gillard agreed that amalgamation could be beneficial to all three communities because:

1. The area would have a stronger political voice.

Some successes have been:

- a. getting the communities ... connected by pavement
- b. getting the Health Centre

- c. getting the Incinerator
- d. getting the arena
- 2. More jobs could be created.
- 3. Operation costs would be reduced

Significant questions that have to be answered are:

- 1. How will the needs of the communities be met?
- 2. What will be the structure of the council?
- 3. Where would the Town Council Building be located?
- 4. Will jobs be lost due to amalgamation?
- 5. How will the boundaries be affected?
- 6. When will amalgamation take place?

She suggested that the new Town Council building be centered between the existing communities and that buildings that may become vacant be used by the various colleges. This would enable people to stay in the area while furthering their education.

(iv) The Town of Englee

This brief was presented by Mayor Wayne Fillier. In his brief mayor Fillier presented some "guiding ideas." He stated that

- 1. Amalgamation is a partnership.
- 2. We are building on our past successes.
- 3. It is a "structure which best positions us to obtain optimal benefits for all partners."
- 4. Amalgamation .. is "an act of aspiration."
- 5. "The political and economic structures we have operated

change (negative) behaviour."

Mayor Fillier carried on to give strong reasons why amalgamation can work in the area. He indicates that the following are positive factors that must be considered.

1. Proximity - There is less than 20 km distance between Englee and Roddickton.
2. Shared Values
3. Transportation and Communications Systems
4. Telephone Service
5. Water and Sewer - A major portion of the towns are serviced with water and sewer.
6. The Town of Englee will retire a major portion of debt charges by 1999. Of the more than \$300,000.00 current yearly debt charges at the end of 1999 the yearly payment will be less than \$100,000.00.
7. The towns have well equipped and well trained fire departments.

Mr. Fillier stressed that there are significant benefits that can come from amalgamation. He placed these into five categories.

1. Economic
  - a. duplication of services
  - b. development of a Strategic Plan
  - c. broader tax base
2. Political
  - a. stronger voice when lobbying
  - b. alignment with New Regional Economic Zones
  - c. improve the capacity to deliver services

3. Social

- a. self-determination
- b. equality
- c. participation

4. Operating Plan

- a. What are the implications of this partnership?
- b. What are our responsibilities and obligations?
- c. How will this new partnership operate?
- d. What will this partnership look like?
- e. What time frame are we dealing with?

5. Staffing

- a. The challenge of responding to increased demands in a time of scarce resources.
- b. The extraordinary demand upon human resources.
- c. How to meet the demand of Community Economic Development.

Mr. Fillier ended by stating, "now is the time to break (away) from the reactive approach and move toward a more pro-active approach."

(v) The Town of Bide Arm

Mayor Reid began his brief by stating he is bringing a "unified voice" and a sense of awareness for a new and fresher approach to the... "difficult circumstances that are continually pressed upon municipalities." He went on to give a community history of Bide Arm and the benefits it received during the resettlement program. He gave a brief outline of the concerns of



his community with particular emphasis on debt load and accountability as he pondered the question, "Why Amalgamate?"

Mr. Reid indicated that the greatest achievements in his area have come when the towns worked together. He pointed to the regional incinerator, the newly built White Bay Central Health Centre and the paving of roads as examples of the benefit of working together. Currently they are lobbying government for a Regional Recreation Centre.

To answer the question "Why Amalgamate" Mayor Reid stressed that

1. It is our contention that there is strength in unity or numbers.
2. We also consider it to be a political positive in that we will be able to speak with one voice.
3. Another positive would be the development of an action plan for mutual benefit of the area as verses community minded.
4. We are presently a very connected area sharing boundaries that border on each others communities. Family ties cross all boundaries and each community share basically the same region.
5. The potential of increase in jobs in our view is ... positive.
6. Improve services for the residence in such areas as:
  - a. Education
  - b. Hospital/Chronic Care
  - c. Recreation
7. Another positive would be that it creates a more level playing field against larger centres that are competing for government services and jobs.
8. There is the positive feeling that taxes would be more stable in the future.

9. It is our belief that the ability to better provide service for the area will improve the social well being of the people.

Mayor Reid concluded by stating, " We propose to leave no doubt ... that the members of Bide Arm council are fully in favor with the concept of amalgamation."

## 5.2 - Oral Brief

One oral brief was presented by Mr. Ross Decker a long time resident of Roddicton. His remarks were to some degree critical of the process of amalgamation. He stated that he had no feeling for or against amalgamation. He pointed out that he would have liked to have had more information before a Commissioner came to the area. He felt that there was not enough information available about the financial position of Englee and Bide Arm therefore it would be difficult for him to support amalgamation at this time.

Mr. Decker pointed to other questions that would need to be answered before amalgamation takes place. Among them were:

1. Will taxes increase?
2. Who will clear the roads of snow when amalgamation takes place?
3. How can we make the area attractive to tourists?
4. How can modern technology such as computers benefit the area?

## 6.0 - General

The written briefs and oral comments that were presented at the hearing have been examined. As well, detailed discussion with

some residents and employees have been undertaken. The information obtained as a result of the comments have been carefully considered in arriving at the conclusions contained in this report.

For the most part the views of the presenters were very positive toward amalgamation. Having reviewed all of the ideas that were presented, the Commissioner feels that the towns of Roddickton, Englee and Bide Arm have a great deal in common and due to their proximity to one another, amalgamation can bring benefits to them and at the same time, the major concerns identified by the three communities can be overcome.

#### 6.1 - Financial

When one examines the 1995 budgets of Roddickton, Englee and Bide Arm it can be seen that the mill rate charged is, on the average, consistent with the rest of the province. Both Roddickton and Englee have a mill rate of 8 while Bide Arm charges 7 mills. Total long term capital debt for Roddickton is \$1,500,400.21, Englee \$1,045,199.39 and Bide Arm \$284,900.06. In 1995 total debt charges for Roddickton is \$418,369.00 which accounts for 59.72% of the budget. Council's share of debt charges is \$187,785.00 which accounts for 26.81 percent of the budget. In the case of Englee the debt charges for 1995 is \$335,953.00 which accounts for 53.21% of the budget. Council's share of debt charges is \$118,721.00 which accounts for 18.80% of the budget. The community of Bide Arm shows 1995 debt charges of \$46,462.00 which accounts for 48.64% of their budget. Council's share of debt charges is \$30,054.90 which

accounts for 31.47% of their budget. (Appendix D)

If the budgets of these three towns are combined, the total revenue will be \$1,330,689.00. An amalgamation of the towns would result in a tax base that would enable the new town to function efficiently. As well the new town would have more flexibility to acquire technical services such as a computer network which would allow the new town to be managed more effectively.

Currently each community has a staff which work effectively for the size and scope of each town. While the new amalgamated municipality would require only one Town Clerk and one Town Manager, positions could be consolidated. However, this should not result in any significant cost. All employees currently employed by the towns would remain, however some job descriptions may have to change to meet the needs of the new municipality.

The three municipalities now have volunteer Fire Departments and modern fire fighting equipment. These departments could be combined and improved. An efficient communications system could be put in place and a concerted effort be placed on training volunteers, particularly in the areas of First Aid and fire fighting techniques.

#### 7.0 - Criteria evaluated in the Report

The following criteria is specifically evaluated as required by the Municipalities Feasibility Reports Regulations, 1980, as amended.

(i) Access of the people to elected and appointed officials

Access of elected and appointed officials would not be affected as the three communities are adjacent to one another and not very large. Also if the new council is comprised of a ward system, there would be councillors living in each of the three communities and these would be equally available, as are present councillors, to the people. Also access will be easy because residents are close enough together and can easily travel anywhere within the new municipality.

(ii) Representation in accordance with the distribution of population

A new community with a population of 2,400 people is large enough to have a ward system with wards in accordance with the per capita population. It would seem that the new administration might best be served with four councillors from Roddicton, three from Englee and one from Bide Arm. A mayor would be elected at large.

(iii) Community Identity

While not a major concern in this area of the province, the matter of community identity was raised. There is no reason to assume that the amalgamation of the three communities should lead to a loss of community identity. Each of the communities would maintain their individual names and would continue to be listed by their official names on maps and other documents. The new municipality would adopt a common name such as the Town of Roddicton, Englee, Bide Arm (by size) or the Town of Bide Arm,

Englee, Roddicton (alphabetically).

(iv) Suitability and need of the area for municipal servicing

Since each of the communities have extensive infrastructure in place future municipal servicing throughout the area should not pose major problems. All three municipalities are fully serviced by water, only Bide Arm is 100% serviced with sewer also. Roddicton is 70% serviced with sewer and Englee 33%.

The area is served by a Regional Incinerator, local fire protection services and municipal buildings. As well Roddicton and Englee have a Municipal Plan while Bide Arm has Interim Development Control Regulations. Each of the communities have some recreation facilities. Roddicton has a swimming pool, softball field and two municipal playgrounds; Englee has a stadium, softball field and a municipal playground while Bide Arm has a municipal playground. Future needs should be identified by the new council and a new comprehensive five year capital works plan developed for the new municipality.

(v) Physical Constraints to municipal servicing

The only obvious physical constraints to the provision of municipal services is the distance between communities. Because of this there could be problems that must be addressed by the new municipality. It would be wise to fully discuss and agree upon such things as snow clearing and future priorities for water and sewer projects.

(vi) Administrative capability of the municipality

The three councils currently have experienced staff both full and part time. The creation of a new municipality would have no negative effect on staff. All current staff would be retained and part time maintenance persons would continue to be employed based on experience.

(vii) Co-ordination of municipal services and functions throughout the area concerned

There should be little difficulty for a new municipality to coordinate the delivery of municipal services and functions throughout this area, as they are connected by a main road and are well serviced by local roads. There are some areas however, that could be operated more efficiently and economically. Currently there are three municipal buildings where one could serve the new municipality. Careful consideration would have to be given to where the town hall should be located. Because of the nature of volunteer fire departments care should be taken when attempting to combine this service. While combining them may appear to be more efficient, local community spirit may be enhanced if the volunteer fire departments remain in place. The matters of garbage collection services appears to be effective. Snow clearing and ice control is adequate but the new municipality should ensure that the Department of Works, Services and Transportation continue to provide these services as they currently do.

(viii) Cost Efficiency of the type of administration proposed for the scale of services required

It is somewhat difficult to determine whether a support staff similar to that which is in place in the three towns is deemed to be cost effective. The new council should decide whether to contract out municipal services or if it is more practical and cost efficient to carry out any of those using its own staff.

With regards to support staff it would be prudent to examine the remuneration package that would be presented to the employees. If the new town should have one centrally located town hall this could create some problems due to travel and centralizing computer services and would have to be addressed. One could assume that the cost of snow clearing and ice control would not increase dramatically in the immediate future. The services now provided by the Department of Works, Services and Transportation is probably as cost efficient now as is possible and should remain in place.

(ix) Feasibility in terms of revenues and expenditures

As has been previously stated, should the budgets of the three towns be combined, the total revenue and expenditure would exceed 1.3 million dollars. The new municipality would have to determine the new tax rates. Combined, these budgets will provide a larger revenue to provide expanded municipal services.

The new town would set one standard mill rate for property tax. While tax rates are currently slightly lower than the provincial average with Roddicton and Englees at 8 mills and Bide



Arm at 7 mills these amounts are currently adequate to balance the 1995 budget. The new town council would have to address the tax rate in their new five year plan. Currently the three towns are meeting their financial commitment to NMFC. Care will have to be taken in projecting debts that may be affected by future government policy that will improve revenue but at the same time would not be a burden to the residents of the communities. Of particular concern is the possible reduction of Municipal Operating Grants in the next three years.

- (x) Equity in terms of both the taxpayer's ability to pay and the benefits he receives

Like all rural communities in Newfoundland and Labrador the towns of Roddickton, Englee and Bide Arm are experiencing difficult times. The downturn of the fishery and the decline of employment opportunities have placed a heavy burden on the people of this area. It appears that at present the level of service provided is within the ability of the residents to pay and reflects their service requirements. However, very careful attention will have to be paid to future tax increases should amalgamation take place. One can assume that property tax, water and sewer tax and poll tax will remain stable should the towns amalgamate.

- (xi) Response of tax yields to changes in economic activity

The new town should put a plan in place that would ensure the development of the three communities. There should be enough flexibility to adjust service levels somewhat due to external

economic factors which might impact on their ability to meet future needs. The economy of the province especially in rural communities is limited, however, the level of services are such that the town could adjust ability to offset normal variances in national, provincial and local economic activity.

(xii) Equality among adjoining municipalities considering their different needs and assets

Careful planning should allow the three communities to develop in a satisfactory manner. Since the municipalities are similar in character and development and their needs are much the same, proper planning could foster development in a fair, equitable and coordinated manner.

(xiii) Simplicity of proposed municipal structure

The municipal structure proposed, comprising of a ward system, is a standard system in the province and provides for reasonable representation in relation to the percent of population in each community. This should be in place for the first town council. After this a new council should decide whether to continue with a ward system or to modify it to some other arrangement. The combination of these three towns would create a better defined town. The new town would be geographically self-contained and for the most part would be fairly well serviced.

The boundaries of the three towns have evolved over time and were adequate when the towns were first settled. A more realistic boundary would have to be developed for the new town that would

reduce the boundaries to a more manageable level.

(xiv) Acceptability of proposals at local and regional levels

All three towns heartily embraced the concept of amalgamation at the hearing and through subsequent telephone calls. Those who presented independent briefs or oral briefs posed a number of questions but did not state that they were against amalgamation. The questions posed by them are presented elsewhere in this document. While these questions are relevant, they are not sufficiently negative to inhibit amalgamation of the three communities.

## 8.0 Recommendations

(1) That the towns of Roddicton and Englee and the Community of Bide Arm be amalgamated into a single town in accordance with the criteria outlined in the Municipalities Feasibility Report Regulations, 1989 as amended.

(2) That a Transition Team be put in place as per regulations.

(3) That the name of the new town be Roddicton/Englee/Bide Arm.

(4) That the council of the new town be comprised of nine members. The new town would have four representatives from Roddicton, three from Englee and one from Bide Arm with a mayor to be elected at

large.

(5) That the boundary of the town be similar to that indicated in Appendix A2. This boundary should reflect the historic boundaries of the present towns yet allow for future development of the area.

(6) That a new Town Plan be developed by the first council and used for future development. This Town Plan should take into account local sensitivities.

(7) That the new town should immediately develop a five year plan that would take into consideration the capital works projects that need priority.

(8) That the Department of Works, Services and Transportation continue to maintain any roads that are currently serviced by them. This would include repairs and snow and ice control on the main road between the municipalities.

(9) That the existing staff of the three communities be retained. However, where necessary staff should be retrained to fill positions with the new town.

(10) That the new town take responsibility for all assets and liabilities of the three communities.

(11) That the fire departments of the three towns be retained. The new town would make every effort to coordinate the allocation of new equipment and firefighter training.

(12) That the new town decide on the appropriate use of existing buildings and equipment currently owned by the three towns.

(13) That services provided by the Federal and Provincial governments remain in place. This would mean that Post Offices, Law Enforcement Agencies and any other such service would remain as they are at present.

(14) That services such as street lighting, garbage collection and disposal, snow clearing and ice control and road maintenance be coordinated by the new town council.

(15) That the new town encourage the formation of a regional recreation board that will coordinate and expand recreation services in the community.

(16) That the proposed incorporation be effective January 1, 1996.

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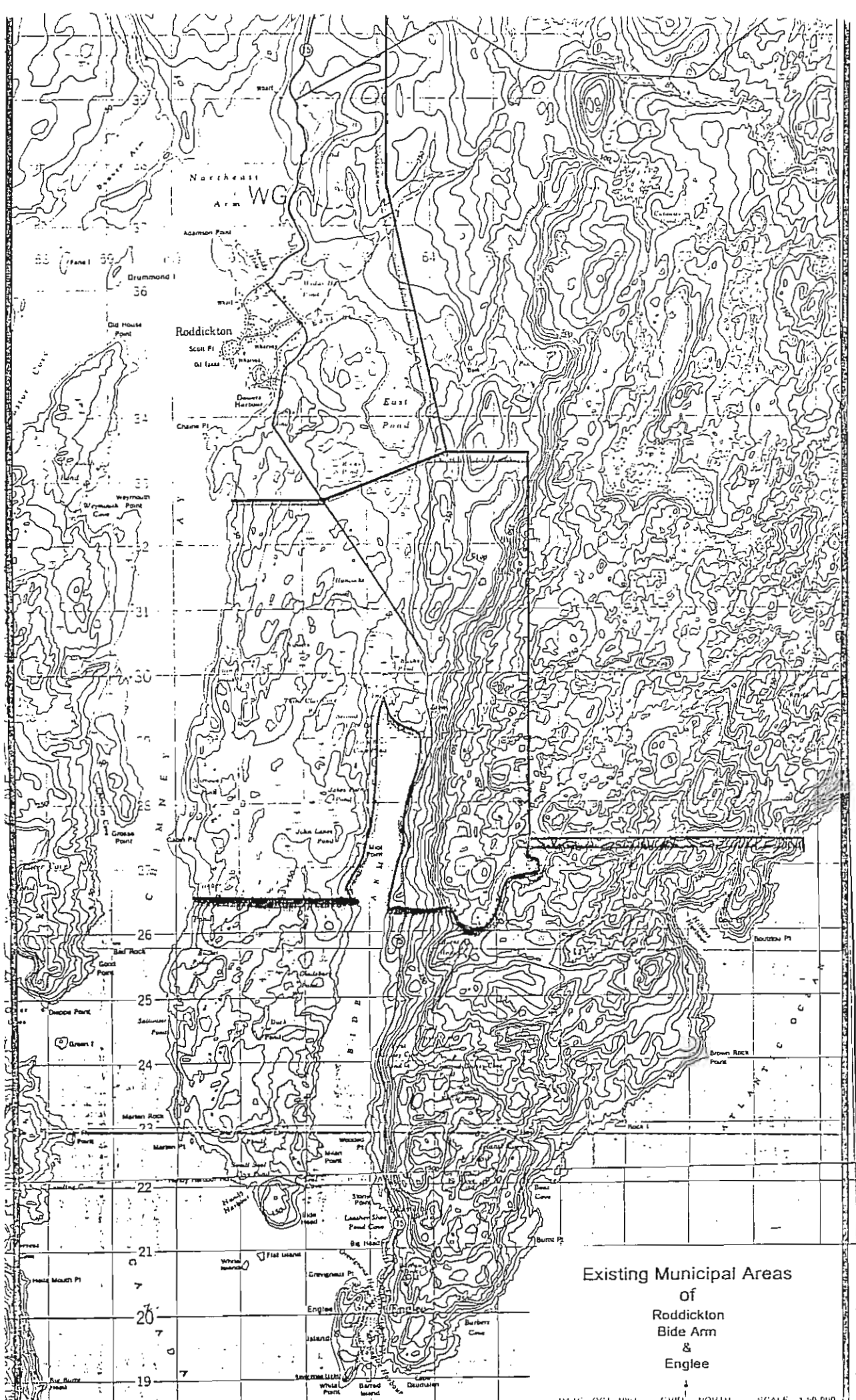
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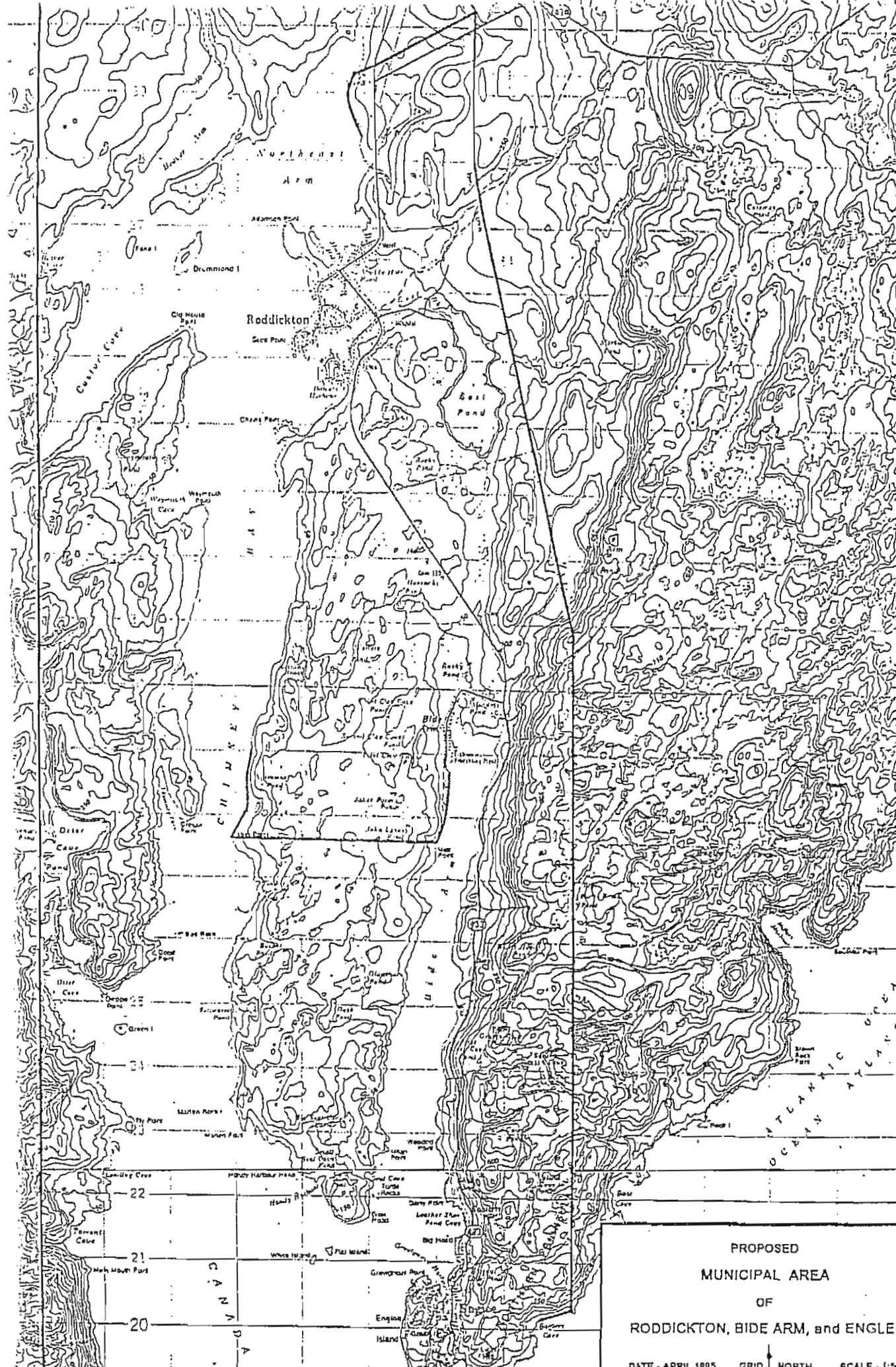
## APPENDICES

## APPENDIX A1





Existing Municipal Areas  
of  
Roddickton  
Bide Arm  
&  
Englee



PROPOSED  
MUNICIPAL AREA  
OF  
RODDICKTON, BIDE ARM, and ENGLEE

DATE - APRIL 1995    GRID    NORTH    SCALE - 1:50

## APPENDIX A2

## APPENDIX B

NAME

TOWN

James Ellord	Roddickton
Ross Decker	"
Michael Acker	"
Therese Gandell	Bide Arm.
Randy Gandell	Bide Arm.
Linda Gandell	Bide Arm.
ART LOCKE	Roddickton
DORIS RANDALL	ENG LEE
Wayne Lillis	ENG LEE
Wade Lill	Bide arm
Lennie Cassel	(( )) (( ))
Hubert Humby	Roddickton
Sherlock Reir	Bide Arm
Lalla Gullard	Roddickton
Louain Pittman	Roddickton
Ada Canning	Roddickton
Sharon Compton	Roddickton
Mona Patey	Roddickton.
Sammy Canning	Roddickton
Beatrice Lillis	Rodd.
Mary Compton	Rodd.
Ed Lillis	Rodd.
Robert Gullard	Eng Lee
Classie Gullard	Eng Lee
Josephine Cull	Eng Lee
Reing Bonclay	Bide Arm
Leary M. Fagell	Roddickton
Hubert Randall	Bide Arm
Neil Niffen	Roddickton
Gannon Oline	The Northern Pa

NAME

TOWN

Von Hemphall  
Esau Hopkins  
Josephine Hopkins  
Nancy Penell  
Clarence Goddard  
Stewart H. H. H.  
Vince POKER  
Dennis Karsch  
C. J. J. J.  
Phyllis J. J.  
Sharon Karsch

Bide Arm  
ENGLEB  
Engle  
Engle  
Rodd  
Rodd  
RODD.  
Bide Arm  
Roddickton  
Roddickton  
Roddickton

## APPENDIX C

# 1  
L. R.

# AMALGAMATION

Roddickton ---Bide Arm---Englee

Respectfully submitted by:

*Laura M. Russell*



Amalgamation is a very big step ! It means exactly what it suggests---- to unite, to combine, to become one. It is not to be rushed ! It is not to be taken lightly ! There are many questions to be answered. There are pros and cons. There are advantages and disadvantages---positives and negatives. We must know who stands to gain the most and who stands to be the loser -- to this night, we have not seen any figures or any type of information necessary for decision making. Are we going to voluntarily accept this new structure merely to follow government's agenda, or is there a real, long-term benefit in this deal ?

Our towns have varying populations.. Roddickton with just an edge over Englee but with Bide Arm much smaller. Bide Arm has community status whilst the other two towns have town status. In terms of a new structure, what would make up a council ? How many from each town ? Are we talking equal representation or per capita ratio ? If this Amalgamation were to happen, what is the time frame ?

Each town now has its own office. What are the plans if consolidation should come about? How does each town operate in terms of its daily routine ? There are always numerous inquiries and daily situations which require attention.

Roddickton has the largest tax base of the area – probably doubling that of Englee. This comes about because of its central location and its service center status. If we are all contributing to the one revenue pool, does it suggest that the funds will be devied up equally amongst the participants ? A per capita basis would give Englee & Roddickton practically the same --- quite evident who loses here.

What happens in terms of incurred debt ? We have varying debt loads due to our infrastructure projects. What kinds of figures are we looking at for all three towns ? Will some of us end up paying more than our share ? In terms of future projects, how will they be prioritized ? Even though we may be combined , we are still miles apart and have different or similar needs at any given time. The commercial area of Roddickton is still without water and sewer connections. Park St. is without sewer. Englee requires a greater percentage of water

and sewer infrastructure. This is just an example to question how decisions will be made to continue the up-grading of each town.

What happens to our town plan(s) ? If we are to become one, will the request for a lounge(s) be denied for Roddickton ? It's rather hypocritical to be satisfied to dip into a central revenue pool which contains tax from lounges at Englee and continue to disallow such a business to operate at Roddickton or Bide Arm.

Services like that of Canada Post could certainly dwindle. Amalgamation would give them the real choice of replacing three Post Offices with one. If we are talking Amalgamation, we had better be prepared to accept, without argument, such a claw back.

What happens to our tax rates ? Will there be a unified rate ? Again, there will be losers. For example, would not Bide Arm with its Community status incur higher taxes ? Even when we combine, there is still that certain amount of debt that must be paid. Unless government were to become generous and forgive some of it, it is a fact that we must pay a fixed amount annually for many years to come.

My concerns are not meant to be derogatory. I have great respect for the people of the neighbouring towns. I have worked with many of the municipal leaders that are here tonight. I have a great admiration for people who continue to serve on councils in these difficult monetary times. However, in my case, this is my birth place, my work place, and my retiring place. I will endeavour to scrutinize and support that which will continue to make it a good place in which to live.

I have attempted to bring some questions to the floor for the sake of information and clarification. I have barely touched the surface. None of us can knock the plan, though, until we have had dialogue and understanding. It is not acceptable to expect tax-payers to listen to the argument that everything will fall into place once we have amalgamated. We have heard other towns vigourously turn down this type of structure. They did not oppose for the sake of opposing. They found real reasons to be skeptical. They found weaknesses. It most certainly

is beneficial to government-- they wouldn't be promoting it otherwise. Now, all we need is to be convinced that it is good for us.

BRIEF  
TO  
DR. FRANK CLARKE

AMALGAMATION  
BETWEEN  
ENGLEE, BIDE ARM AND RODDICKTON

MARCH 16, 1995

7:00 P.M.

AT  
RODDICKTON -

by

Mayor Wayne Fillier  
Town of Englee

Dr. Clarke: As you are already familiar with the statistics for the Town of Englee there is no need to present them at this time.

You may recall from material and information presented to you by the Hon. Arthur Reid the three towns approached the Honourable Minister in 1994 hoping to get a " REGIONAL COUNCIL" for the three towns. However, after discussing this idea with the Minister, he informed us that the Regional Government approach was not the right one for our area since it would only be creating another level of government, and should involve 25-30 towns. His suggestion to the three mayors was to look at amalgamation for the towns.

#### Appendix:

- (a) Copy of letter to Mayor Travis Gillard
- (b) Copy of letter to Mayor Wade Reid
- (c) Copy of reply from Town of Roddickton
- (d) Copy of reply from Community of Bide Arm
- (e) Copy of letter to Minister of Municipal Affairs
- (f) Copy of reply from Minister
- (g) Copy of letter from Minister
- (h) Minutes of meeting of March 9th

#### GUIDING IDEAS:

- . Amalgamation is a partnership, designed for a specific purpose, built on trust through open and honest communication with all stakeholders.
- . We are not advocating something new, rather we are building on our past success (i.e.) Joint Council efforts in obtaining pavement and the incinerator - in essence adding value
- . This partnership (amalgamation) is not a panacea for all our municipal problems but rather a structure which best positions us to obtain optimal benefits for all partners.
- . While the difficulty in maintaining our current level of services was a motivating factor in exploring amalgamation. This is not an act of desperation but rather an act of aspiration.
- . The political and economic structures we have operated within in the past has been a significant factor in our underdevelopment. The side effects have been strife, open conflict, and an inability to reach agreement on a Strategic Plan. By changing the structure we will change this behaviour.

Some conditions which presently exist enables us to explore this partnership.

- . Proximity - There is less than 20 kms distance between Englee and Roddickton, Bide Arm is mid distance from either end.

- . Shared values - Ancestry  
- Beliefs

- . Transportation and communication systems

- paved roads - all of the roads between the three towns are paved
- telephone services - there is no long distance charges incurred for telephone calls between the three towns.

- . Water and sewer - a major portion of the towns are serviced with water and sewer

- . The Town of Englee will retire a major portion of debt charges within the next five years. Of the more than \$300,000. current yearly debt charges at the end of 1999 the yearly payments will be less than \$100,000.

- . The towns have well equipped fire departments staffed by volunteers, a lot of whom are highly trained. (i.e. Englee has five volunteers who have the 1001 course.)

What are the benefits of this partnership?

Economic benefits:

- duplication of services

The Town of Englee is fully computerized with all the necessary programs to administer the financial affairs of the town including accounts receivable and accounts payable. This system is quite capable of handling this service for all of the three towns.

- development of a Strategic Plan for the area. The area is currently developing services through the Industrial Adjustment Services Committee. This committee is a volunteer group made up of volunteers working together for better economic growth for the area from Main Brook to Englee and all communities in between.

- the three towns combined will provide a broader tax base for the area.

Political:

- stronger voice

The three towns combined will have a much stronger voice when lobbying if it is done as one voice rather than each individual town on its own.

- alignment with the New Regional Economic Zones. The three towns combined will have a much larger population.

- improve the capacity to deliver services.



### Social:

It is hoped this partnership will provide a frame work for the social well-being of the residents. As this process will involve the principles of social well-being 1. self-determination 2. equality 3. participation. We have previously stated in our guiding ideas that this process is an act of aspiration and self-determination is about pursuit of aspiration and making choices to realize these aspirations.

Equality is inherent in this partnership - we are three becoming one.

For this council forming this partnership is a major decision, a decision which will affect all our lives. The final decision will be made with a great deal of public participation. It is our belief that the benefits of this participation will go beyond municipal government.

### Operating Plan:

Recently the three councils met and I have to commend all who participated for the display of trust, open and honest communication. It was no surprise that a consensus was reached to begin in earnest the process of forming this partnership. This council is able to conceptualize what we are trying to achieve. In order to maintain this momentum and move forward with active participation of our residents - we need an operating plan to address basic questions:

- What are the implications of this partnership
- What are our responsibilities and obligations
- How will this new partnership operate
- What will this partnership look like
- What time frame are we dealing with

What are we expecting from this feasibility study is the formation of an operating plan.

### Staffing:

The challenge for councils/staff is responding to increased demands in the context of scarce resources ( knowledge, information, financial, personnel). At Englee this challenge is beyond the capacity of the current system - evident by the extraordinary number of hours in addition to the normal working hours to perform work to get minimal results. It is our belief that the overuse of this resource - staffing will be a factor in our decline. When the Community Economic Development Report states, that smaller communities ( less than 2,000 people) lack resources to employ their own development officer or conduct significant development activities by council or other staff (page 107) ) Our council has an affinity with this statement.

The new reality is municipalities will be given a new mandate - Community Economic Development. This mandate means splintering the workload of the staff and will have a negative impact on their performance. By tackling this, tasks which is beyond our capacity we feel that we will do irreparable damage to ourselves and our community.

To obtain optimal benefits from this partnership we must increase our capacity to respond to the new challenges. This would be accomplished by having workers develop specialized competence.

#### CONCLUSION:

This council can identify many positive changes occurring in the region. However, the limitation of the current structure is the inability to meet the new social, economic and political reality. This council recognizes the need to continue to improve on everything we do. Hence, our willingness to seek new solutions regarding municipal problems. With restructuring (i.e. Regional Economic Zones), now is the time to break from the reactive approach and move toward a more pro-active approach.

Page 116 of Community matters reads as follows.

The key to success in the process before us in the identification of our common values and goals, and open communication and exploration of the alternatives to achieve them. We must build trust between individuals, enterprises, organizations and communities. Never has the need for concerted action been so clear for all to see. We have the means within our reach to realize our goals. We need only dare to build on our strengths in new ways, suited to new times. p

A BRIEF TO  
COMMISSIONER OF HEARING  
DR. FRANK CLARKE

INTO THE PROPOSED AMALGAMATION  
FOR THE TOWNS OF RODDICKTON  
ENGLEE AND COMMUNITY OF BIDE ARM.

SUBMITTED BY: BIDE ARM  
COMMUNITY COUNCIL  
P.O. BOX 420  
BIDE ARM, NF  
AOK 1J0

MARCH 16, 1995

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We are appreciative of the opportunity given us so that we may present some input into the examination of the issue of amalgamation for the community of Bide Arm with the towns of Roddickton and Englee. We trust our contribution will benefit the commissioner in determining his recommendation to government.

We consider it a great opportunity to be able to corporate and join forces with the other towns, recognizing in this area after many years of independent municipal government. We come to this hearing with a unified voice and a sense of awareness for a new and fresher approach to the ever increasing and difficult circumstances that are continuously pressed upon municipalities of our size.

While the past has treated us very good in our delivery of municipal services, individually we believe that the trend is indeed changing. This is due to a different set of circumstances in which our provincial government finds itself regarding the state of the fishery and the economy as a whole.

The future seems somewhat dimmer than the past has been and in order for us to fully avail of the present limited opportunities and those that may arise, we are persuaded that the approach of amalgamation is the one that will best serve us. It will put us on equal footing with larger centers of this region which is so desperately needed. It is in light of those views that we now present this brief.

It was in the year of 1969 that the community of Hooping Harbour was resettled to an area known as Bide Arm, with people coming from other costal communities, surrounding areas and some as far as Labrador. During the period of resettlement Bide Arm feared very well, because of resettlement we were provided with good community infrastructure services.

Those services were equal to only what was available in larger urban centres. We were provided with a good water and sewer system, a good road, electricity and street lighting. Our community was given its own school which was unique in that it had its own school board. We had our own municipal playground and a fish plant to employ the residence.

In 1970 Bide Arm was incorporated and a community council was formed. It was no doubt due to the act of resettlement that this new council found itself in a good position, by not having to lobby the government for basic infrastructure services against larger centres.

Up to this present time with good accountable municipal government and a majority working population the community has done better than most communities of its size. However, in the last seven (7) years or so the community has found itself steadily increasing in debt loads due to the fact that the water and sewer system had to be upgraded, paving of community road and by becoming a partner in a new garbage disposal system for the area.

In the past we had several years of growth that is now stopped and today we are on the decline with an ever increasing percentage of out migration. At one point we had a school that consisted of three (3) classrooms but that had to close due to a large decrease in enrollment. Since closing our children has been attending school at Roddickton which seems to be operating very well.

It is because of our past success and abilities that we have advanced but with this new trend developing ever so swiftly we now step back and look at the question that is posed "WHY AMALGAMATE"?

It is indeed to our past we look for the answer to this ever pressing question. While as individual communities or towns we consider our accomplishments to have been greatly successful. However, it should be noted that the greatest achievement for the people of this area has been when we have been able to speak with a unified voice, i.e., we presently share services of an incinerator that could not be financed and supported by any one of the communities.

This venture stands as a model of success in a unified approach. Another example was the paving of the two (2) towns, namely the towns of Roddickton and Englee and the community of Bide Arm. This agreement also happened to be a first in the province where three (3) communities, by the efforts of a joint council were successful in lobbying government for one (1) contract to pave roads in three (3) communities. This contract helped to lower the cost by contracting all roads to one (1) contractor.

Another achievement that meet with success because of such corporative effort was the newly built White Bay Central Health Centre. It was provided by the government mainly because of the lobbying efforts of the joint councils of the area.

Presently we have joined efforts once again to collectively lobby government regarding the need for a Regional Recreation Centre for the area. It is our belief that because of this approach we will once again be successful in our mission.

Knowing the trend of out-migration in our communities, the collapse of the fishery and the pressure presently experienced by all other sectors of the economy regarding their future. With those concerns in our minds we are prepared to look at other aspects that we consider positive in the question posed, "WHY AMALGAMATE"?

- 1.) It is our contention that there is strength in unity or numbers.
- 2.) We also consider it to be a political positive in that we will be able to speak with one voice.
- 3.) Another positive would be the development of an action plan for mutual benefits of the area as verses community minded.
- 4.) We are presently a very connected area sharing boundaries that border on each others communities. Family ties cross all boundaries and each community share basically the same religions.
- 5.) The potential of increase in jobs in our view is one of positive.



- 6.) Improve services for the residence in such areas as:
  - A.) Education
  - B.) Hospital/Chronic Care
  - C.) Recreation
- 7.) Another positive would be that it creates a more level playing field against larger centres that are vying for government aid, services and jobs.
- 8.) There is the positive of future lower taxes.
- 9.) To conclude, it is our belief that the ability to better provide service for the area will improve the social well being of the people.

We propose to leave no doubt in the mind of the commissioner and those present that the members of Bide Arm council are fully in favour with the concept of amalgamation. That support is based upon knowledge as we see the future unfolding and the concern that we carry for the people whom we have been elected to represent.

With the ever looming possibility of a future resettlement because of a decreasing population and an unstable economy, we hope as leaders of today to be able to advert such a happening. It is to this end that we pursue the idea of amalgamation.

Our concern is generated out of hope that as a collective voice heading into a new century, the people of our community and this area will not suffer unduly.

Finally it is our hope that the people of the community whom we represent will see the benefit of amalgamation as we do and realize that it is for them and our only objective is to secure our future, the future of our people.

COUNCIL MEMBERS

WADE REID	(MAYOR
HUBERT RANDELL	(DEPUTY MAYOR)
ELLWOOD RANDELL	(COUNCILLOR)
SHERLOCK REID	(COUNCILLOR)
TENNIS CASSELL	(COUNCILLOR)

# To be marked back

I'm Carla Gillard and I'm speaking on behalf of some Reddickton residents. We agree that amalgamation could be beneficial to all three communities because

① The area as a whole would have a stronger political voice

Some examples of how the three communities have worked together to achieve a common goal are

① getting the communities in this area connected by pavement

② getting the Health Centre for this area

③ getting the incinerator

④ getting the arena (which is currently in the weeds)

⑤ The sharing of ideas could create more jobs by attracting outside businesses. There is a common phrase that states "two heads are better than one". So how much better would three heads be.

⑥ Since there would only be one council, the cost of running it would be significantly lower than running all three, therefore services could be improved and new services added because of money saved.

After making these statements we have some questions that need to be answered.

① What will be the structure of the council? Who will serve on this council?

② How will you meet the needs of each community?

~~What will you do to improve the area?~~

③ Where would the Town Council building be located?

④ Will there be jobs lost because of this amalgamation?

⑤ Will the boundaries be affected? If so, how?

⑥ What is the time frame for this ~~amalgamation~~ amalgamation to take place.

After stating our concerns and questions we would like to offer you some suggestions.

① The town council building be centered between the three communities

② Use the vacated town council buildings as outreach centers for various colleges eg. Westviking, Career Academy, CompCollege so people who want to further their education can stay in this area.

Thank-you for listening to our views and concerns.

Without the necessary information, how does one begin to address this important issue of amalgamation ? At this point in time , I cannot refute the idea nor can I accept it. As a citizen of Roddickton, I feel that I have been unfairly placed in an awkward position because the sequence of events leading to this meeting tonight have not unfolded as they should have.

My first concern is one of PROCESS. In order for citizens to be informed, it was necessary for each Town Council to have held in their respective towns --a public meeting in which the amalgamation idea would have been presented before a formal request was delivered to government. We are now involved in a hearing without any public meetings. We now have to show up and try to find out the facts from a chairman who has to complete a report and make a recommendation. It seems to be a very rational and reasonable priority for any town administration to involve its citizens right from the beginning. From my perspective, the process has been flawed. We are doing things in the reverse. This is far too important to jump into and hope to push through before people become fully aware of what is happening.

I am well aware of the many aspects of a municipality and its administration. Having spent ten years as a councillor, deputy-mayor, and mayor, it tends to lend a perspective that may differ from one who as not, yet, been there. We have seen a great improvement in services since the incorporation of our town. We have made great strides in procuring water and sewer as well as pavement just to mention a couple items--- all these improvements came about through collective efforts by the many people who served on every elected council since we received town status.

I have also served with the White Bay Central Joint Council. I understand fully the strength that comes with numbers. I promoted, supported and chaired the regional council and it thrived for years under the leadership of different individuals. All towns knew the value of co-operative effort. and it was a means of applying pressure for each other when the need arose. However, each town continued to carry out its own business and was master of its own destiny: each with its own priorities, debts, tax-structure, etc, etc...

**A  
BRIEF  
TO**

**DR. FRANK CLARKE  
COMMISSIONER**

**FEASIBILITY STUDY INTO AMALGAMATION**

**RODDICKTON, ENGLEE & BIDE ARM**

**BY**

**RODDICKTON TOWN COUNCIL**

**March 16, 1995**

Dr. Frank Clarke  
Commissioner,  
Feasibility Study into Amalgamation  
Roddickton, Englee and Bide Arm

March 16, 1995

Sir:

In June of 1994 the councils of Roddickton, Englee and Bide Arm began to investigate the idea of coming together to form a Regional Council to work on initiatives which would be mutually beneficial.

In <sup>OCTOBER</sup> ~~September~~, 1994 the mayors of our three towns were asked to go and meet with the Honourable. Arthur Reid, Minister of Municipal and Provincial Affairs. As a result of this meeting we discovered that a Regional Council was viewed as another level of government, and therefore would not be looked on favourably unless we were talking about a Regional Council for a much larger area.

Government's idea of a Regional Council would include most of the Northern Peninsula as a region. This was not what we had envisioned. We discovered that the only existing mechanism that would allow the towns to pool their resources together legislatively, was amalgamation, and government offered to commission a feasibility study into the matter if we so desired.



This was brought back to our respective councils and it was decided that we should indeed study the issue thoroughly.

On Thursday, March 9, 1995 there was a joint meeting of the three municipal councils to discuss amalgamation. The purpose of this meeting was to try to come to some consensus as to where we stood on the matter, and to air concerns or questions one town may have in relation to another.

After some extensive discussion regarding the possible pros and cons of amalgamation, the meeting culminated in the passing of a unanimous resolution by all present which supported, in principle, the concept of amalgamation.

## **WHY AMALGAMATE?**

Of course, this all begs the question - why? Why amalgamate?

To answer this question fully we have to take into account that most major changes, whether they be individual or corporate, are precipitated by both push and pull factors. Perhaps we should identify what some of those factors are.

## **PUSH FACTORS**

Factors that are pushing us to consider amalgamation would largely fall under the fiscal category. Anyone who has been involved in municipal politics in recent years, or for that matter, anyone who has been keeping abreast of the news, will

realize that it has been getting harder and harder for towns to keep taxes under control, maintain adequate levels of services, and still balance their budgets. To elaborate on this we will go into a little detail on the Roddickton Budget.

In 1994 Roddickton's budget amounted to \$736,900.00 . Our 1995 municipal budget amounts to \$700,588.00, more than a \$36,000.00 reduction from the previous year. That is a very significant cut in the budget.

Despite this, we managed to still adopt a balanced budget without raising taxes and without reducing services. We accomplished this by initiating a series of austerity measures. In other words, through cutbacks. For example, we chopped the travel budget in half; we cut the telephone budget by one-half; and we cut the number of weeks of employment for our Town Clerk significantly.

Even though we were able to balance our budget this year and thereby avoid many of the things that happened in such communities as Catalina, Bonavista, Elliston, Conche, and Main Brook, the question which needs to be asked (and answered) is what will happen in subsequent years if this trend continues?

#### FEDERAL BUDGET:

The Honourable Paul Martin in his recent budget, announced that transfers to the provinces will now be "block" transfers. The net effect is that there will be approximately several millions of dollars less coming into the provincial treasury.

This is a classic case of the Federal Government trying to solve their financial problems by downloading on the provincial governments. If the Provincial Government has less dollars to deal with, they are going to download some of their financial pressures onto the municipalities.

Approximately \$355,000.00 (or 48%) of our revenues come from the province in the form of Municipal Operating Grants and Debt Financing. With a significant reduction in transfers to the provincial government from the federal government, municipalities can expect to see the provincial share of their budgets shrink. When this happens, and it surely will, we have no one to download on. We will have to deal with this ourselves.

Another major consideration on the topic of finances is the fact that each of the three municipalities has a declining population base. Between 1986 and 1991 Englee's population declined by 5.7%; Bide Arm's 4.7%; and Roddickton's 2.8%. Of course, as populations decline there are more and more strains placed upon those of us who strive to maintain the financial capabilities of our towns to operate on a day to day basis.

These would be some of the factors 'pushing' us to consider amalgamation at this time.

#### **PULL FACTORS:**

On a more positive note, there are also many factors which are 'pulling' us to consider amalgamation. We will now take a few moments to discuss some of these.

Roddickton, Englee and Bide Arm are in relatively close proximity to each other. The upgrading and paving of the highways between the communities has made driving much more pleasant and somewhat shorter in duration. In a sense, this has seemed to bring the communities closer together. It would probably take longer to drive across the city of Corner Brook than it would to drive between Roddickton and Englee.

One factor which we were unaware of until recently is that the boundaries of the three communities are adjacent to each other. The municipal boundary of Roddickton is flush with that of Bide Arm, and Bide Arm's boundary line is flush with Englee's. Therefore, amalgamation would not require any change in the existing outer boundaries.

It is the view of our council that amalgamation would also give us much more political clout. It would allow us to lobby governments much more effectively. This is particularly important in light of the recent developments in the field of community economic development.

The recently released report "**COMMUNITY MATTERS: The New Regional Economic Development**" recommends that the province be partitioned into 19

economic zones. Each zone would have a board of between 7-15 members. Apparently, these boards will have a tremendous amount of power in disbursing government funds.

It has also been recommended that each board designate a "growth centre" for each zone. This growth centre would be the centre for government offices, financial institutions, educational institutions, and etc. Already we have seen some movement afoot from other areas of this district for recognition as being the growth centre in this economic zone. We believe however, that as one amalgamated town with a combined population of about 2,600 people, would provide us with a very strong case for many of the benefits of being a designated growth centre for this economic region. The possibilities exist for the benefits of a designated growth centre to be shared with other more-heavily populated areas of the same economic region. In any event, as one amalgamated municipality we would be in a much stronger position to lobby for much needed funds to further develop our communities.

Over the past number of months Roddickton has been attempting to secure interim funding from the province to hire an economic development officer. We have been experiencing significant difficulties in convincing government to do this due to the fact that we are one town with only 1,153 people. We are certain we would stand a much better chance of securing the services of an economic development officer if we approached government as one town of 2,600 people.

The main objective of municipal amalgamation is to create more viable local

government units, which will be effective and efficient in administering programs and delivering services, thus reducing overall operating expenses. Allow me to give you an example of this.

Each community presently operates their own town hall. This is a tremendous financial burden on each town. Roddickton has three furnaces practically going year-round. There is insurance, electricity, maintenance, cleaning, etc. On the other hand if the three municipalities shared one town hall to serve those needs, the overall savings could easily be in the thousands of dollars. These savings, coupled with the savings realized in other areas, could be put to use in improving and expanding services and infrastructure in our towns; or, in the very least help to lessen the blow of any future cutbacks in government transfers to the towns.

Another "pull" factor in amalgamation is the interrelationships which exist among the people of our three communities. For instance, many of the early settlers of Roddickton came from Englee. Also, today many people may live in one community but commute to another to go to work or obtain specific services. People in Bide Arm have been sending their children to school in Roddickton for several years now. It is perhaps as a result of these interrelationships that we saw the towns begin to work more closely together in the early 80s. As a result of this closer working relationship, we saw the emergence of the White Bay Central Joint Council. Those who pioneered this organization are to be commended for their efforts and foresight, as we believe that it was their work in bringing the towns closer together, that we are now able to begin looking at charting a new

course for our futures. They have shown us what can be done if we begin to cooperate and work with and for one another.

Such developments as the new health centre, the regional incinerator, the regional approach to the paving of our town roads, and hopefully a new regional arena, were great accomplishments. But, we now feel that we are ready to take the concept of the Joint Council one step further, and to try and build upon the good work started by our predecessors over a decade ago.

Let me say that we know there are questions and wrinkles which need to be ironed out during the months ahead, in order for this concept to become a reality. But, we feel confident that all concerns can be addressed and resolved if we approach them in a rational and a conciliatory manner. This is a suggestion; a blueprint; a vision for the future; a way to deal with some of the complex issues that we are faced with; and a way to build upon our strengths.

Obviously, such a fundamental change in our structure would have to get the nod of approval from our citizens. In order for us to get a mandate to proceed with these changes, we would wish to carry out a public vote on this matter in the form of a plebiscite in the near future. *after much public debate and consideration.*

**CONCLUSION:**

APPENDIX D





GOVERNMENT OF  
NEWFOUNDLAND AND LABRADOR  
Department of Municipal and Provincial Affairs

MUNICIPAL BUDGET

OF

Reddickton  
(Name of Municipality)

FOR THE CALENDAR YEAR 19 95

ESTIMATES CONTAINED HEREIN WERE APPROVED BY THE

MUNICIPALITY OF

Reddickton

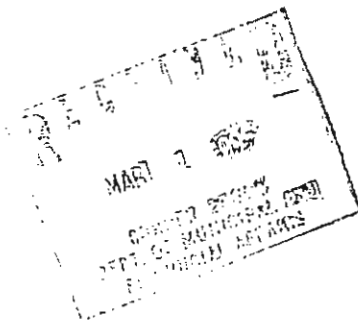
AT A MEETING HELD ON THE

29

DAY OF

December

19 94



[Signature]  
Mayor

[Signature]  
Clerk/Manager

ADOPTION DATE

— December 1st of year prior to year covered by Budget.

SUBMISSION DATE  
TO DEPARTMENT

— December 31st of year prior to year covered by Budget (four  
copies to Regional Office).

NOTE

— All amounts budgeted as Provincial Government Grants and  
Subsidies are subject to review by Department and/or to  
official independent audits.

## ESTIMATED WATER &amp; SEWER 1995

## (1) Debentures 1990 and Before (Govt. Subsidy)

## (A) Govt. Subsidy 1995 (Unadjusted)

1994 Debt Charges \$ 204,405 / 311 H.H. = \$ 657 per H.H.  
 1st \$750 - \$ 657 x 60% = \$ 394  
 Over \$750 - \$ 0 x 100% = \$ 0  
                     657                      394 x 311 H.H. = \$ 122,534  
                     =====                      =====

## (B) Govt. Subsidy 1995 (Adjusted) (to col. 2)

(Cannot Exceed 1994 Subsidy of 132,498) 122,534  
 (Cannot be less than 1995 Commitments of 0) 122,534 \$ 122,534

## (2) SUMMARY

Type of Debt	(1) Debt Chgs 1995	(2) Govt. Subsidy 1995	(3) Council 1995	(4) Per H.H.
(A) Debentures 1990 and Before	204,405	122,534	81,871	263
(B) Debentures Dec 7/90-May 27/94 (Refinancings)				
(a) Dec 7, 1990				
(b) June 6, 1991				
(c) Dec 5, 1991 (\$ 117,145)	16,681	10,009	6,672	21
(\$ 200,687)	28,577	17,146	11,431	37
(\$ 28,148)	4,008	2,405	1,603	5
(d) May 14, 1992				
(e) May 21, 1992				
(f) Dec 30, 1992 (\$ 62,681)	8,566	0	8,566	28
(\$ 161,411)	22,059	18,120	3,939	13
(g) May 28, 1993				
(h) Dec 17, 1993				
(i) May 27, 1994 (\$ 49,353)	6,652	6,652	0	0
(C) Outstanding Bank Loans (Expected Refinancings) Note 1:				
(a) Nov 15, 1994				
(b) May 15, 1995				
TOTALS (1995 BUDGET)	\$ 290,948	176,866	114,082	367

(3) Maximums-Greater Of (When Debt Charges come due on new  
W/S debt approved after 1990)

(a) \$335 x 311 = \$ 104,185  
 (b) Contribution 1994 = 100,368  
 (c) 25% x (LR 353,300 + MOG 103,030 in 1994) = 114,082

Council to pay 1995 (Estimated)

114,082 367

NOTE 1: It is assumed that (a) all remaining outstanding loans approved in 1993  
 ===== will be refinanced in November, 1994, and (b) all loans approved in 1994  
 will be refinanced in May, 1995, at an interest rate of 10.00% over a 15  
 year period. Actual data will be determined after the refinancings have  
 been effected, and may result in changes to the estimated figures above.

RODDICKTON

Estimated Municipal Operating Grant 1995

(i) Equalization Component

(a) Property value per household -  
 $\$ 11,705,000 / 311 = \$ 37,637$   
 % of Provincial Average -  
 $\$ 37,637 / 51,611 = 73 \%$   
 Deficiency from  
 Provincial average =  $27 \%$   
 Grant calculation -  
 $27 \% \times 130,000 \text{ P.T. Revenue} = \$ 35,100$   
 (b)  $\$40 \times$  Households =  $0$

(ii) Households Component

$\$ 85 \times 311 \text{ H.H.} = 26,435$

(iii) Local Revenue Incentive Component(LRIC)

$\$ 353,300 / 311 = \$ 1,136$   
 =====  
 $\$ 0 - \$ 250 = 0 \% = \$ 0.00$   
 $251 - 500 = 15 \% = 37.50$   
 $501 - 750 = 25 \% = 62.50$   
 $751 - 1,000 = 40 \% = 100.00$   
 $311 \text{ H.H.} \times \$ 200.00 = 62,200$

(iv) Roads Subsidy Component

$\$ 500 \times 9.4\text{km} = 4,700$   
 $128,435$   
Less Grant Reduction  
 $17.84 \% \times \$ 62,200 \text{ LRIC} = 11,094$   
Estimated M.O.G. 1995(For Budget)  $\$ 117,341$   
 =====

- NOTES(1) The Roads Subsidy Component for 1995 remains at the rate of \$ 500 per kilometer.  
 (2) Since the total of the four grant components exceeds the total funding of \$41,500,000, the 1995 M.O.G. for all councils is reduced by 17.84 % of the LRIC, in order to stay within the total funding cap.  
 (3) The final adjustment to the 1994 M.O.G., of which Council has already been informed, is not reflected in the above figures for 1995, but should be provided for in Council's 1995 Budget. Appropriate payments or deductions for the 1994 adjustment will be made quarterly during the calendar year 1995, in conjunction with payment of the regular quarterly grants.  
 (4) The above grants for 1995 are 'estimates' only, and will be revised in the spring of 1995. Adjustments determined at that time will be paid or deducted on a quarterly basis during the following calendar year, 1996.

REVENUES			AMOUNT (Round off to Nearest Dollar)
	\$		\$
<b>1. LOCAL REVENUES</b>			
A. Property Tax (general mill rate = <u>.008</u> ) .....	135,000.00		
B. Business Tax .....	60,000.00		
C. Poll Tax (annual rate \$ <u>175.00</u> ) .....	24,000.00		
D. Water & Sewer Tax (annual rate = <u>          </u> ) .....	75,000.00		
E. Grant in Lieu of Taxes (Specify <u>Hydra. &amp; Fed. Gov. Property</u> ) .....	16,000.00		
F. Tax Agreement Grants (Specify) .....			
			310,000.00
<b>2. PROVINCIAL GOVERNMENT GRANTS AND SUBSIDIES</b>			
A. Municipal Operating Grant .....	121,976.00		
B. Province's Share of Debt Charges (Details Page 4 — Column 5) (Subject to review by Department):			
(i) Water and/or Sewer .....	176,866.00		
(ii) Paving .....	12,808.00		
(iii) Other (Specify) .....	40,908.00		
	230,582.00		
C. Miscellaneous (Specify) .....			
.....			
.....			
.....			
.....			
			352,558.00
<b>3. OTHER REVENUES</b>			
A. Local Improvement Assessments .....			
B. Licences & Permits .....	500.00		
C. Miscellaneous (Specify) .....	12,000.00		
Bldg. Rental; Land sales; W/S Installations, Sundries .....	17,500.00		
Estimated interest revenues on Accounts Receivable .....	8,000.00		
			38,000.00
<b>4. TOTAL REVENUE .....</b>			<b>700,558.00</b>

EXPENDITURES		AMOUNT (Round off to Nearest Dollar)		
	\$	\$		
5. ADMINISTRATION				
A. Salaries .....	28,499.00	82,305.00		
B. Office Expense .....	10,665.00			
C. Remuneration for Councillors .....	3,850.00			
D. Other (Specify) U.I.C., C.P.P., W.C.B., Interest; Office fuels & electricity; Travel; Janitor; Lawyer Fees; Newspaper Ads; & other misc. costs.	39,291.00			
6. PROTECTION TO PERSONS & PROPERTY				
A. Fire Protection .....	8,760.00	20,260.00		
B. Police Protection .....				
C. Street Lighting .....	11,500.00			
D. Other (Specify) .....				
7. PUBLIC WORKS				
A. Maintenance of Roads & Bridges .....	6,560.00	40,090.00		
B. Snow Clearing .....	33,530.00			
C. Other (Specify) .....				
		25,031.00		
8. GARBAGE COLLECTION .....				
9. RECREATION				
A. Stadium (Attach details) Engineering & Planning new arena	2,892.00	17,042.00		
B. Swimming Pool (Attach details) Labour & operational costs	14,150.00			
C. Other (Specify) .....				
10. OPERATION & MAINTENANCE OF WATER AND/OR SEWER SYSTEM				
A. Labour .....	7,500.00	47,463.00		
B. Power & Pumping .....	31,000.00			
C. Other (Specify) Chlorine, repairs & Etc.	8,963.00			
11. DEBT CHARGES (Details Page 4)				
A. Water and/or Sewer .....	Council	Province	Total	418,367.00
	114,082.00	176,866.00	290,948.00	
B. Paving .....	33,579.00	53,716.00	87,295.00	
C. 1994 Arrears .....	40,124.00		40,124.00	
TOTALS .....	187,785.00	230,582.00	418,367.00	
12. CONTRIBUTIONS TO CAPITAL (Specify)				
Office Computers .....	3,000.00			3,000.00
13. OTHER EXPENDITURES (Specify)				
1994 Deficit .....	40,000.00			47,000.00
Misc. & sundry Expenses .....	7,000.00			
14. TOTAL EXPENDITURES				700,558.00

DEBT CHARGES

(1)	(2)	(3)	(4)	(5)	(6)
Name of Creditor NMFC/MDLB/CMIHC/ Bank, etc.			Council's Minimum Contribution For Year (See Schedule)	Province's Payment For Year (Subject to Review by Department)	Total Debt Charges For Year
Section A. <i>Water and Sewer</i>	Original Principal	Due Date	\$	\$	\$
N.H.F.C.	16,137.67	01/02/95		1,172.38	1,172.38
Ia.		01/08/95	1,172.38		1,172.38
N.H.F.C.	54,553.40	01/02/95	3,963.25	3,963.25	3,963.25
b.		01/08/95			3,963.25
N.H.F.C.	538,000.00	15/02/95	14,287.67	34,133.03	34,133.03
2a.		15/08/95		19,865.36	34,133.03
N.H.F.C.	88,753.93	20/03/95	8,351.57		8,351.57
b.		20/09/95			8,351.57
N.H.F.C.	193,274.75	20/03/95	6,586.77	11,500.00	18,186.77
3a.		20/09/95	7,186.77	11,000.00	18,186.77
N.H.F.C.	50,000.00	03/05/95	3,090.47		3,090.47
b.		03/10/95	3,090.47		3,090.47
N.H.F.C.	250,000.00	16/05/95	11,635.38	4,980.00	16,615.38
4.					
N.H.F.C.	49,353.46	27/05/95	3,325.78		3,325.78
5.		27/11/95	3,325.78		3,325.78
N.H.F.C.	28,148.68	03/06/95	2,004.11		2,004.11
6.		03/12/95	2,004.11		2,004.11
N.H.F.C.	117,145.36	03/06/95	8,340.44		8,340.44
7.		03/12/95	3,336.00	5,004.44	8,340.44
N.H.F.C.	200,687.35	05/06/95	2,893.00	11,393.41	14,288.41
8.		05/12/95	2,893.00	11,393.41	14,288.41
N.H.F.C.	40,000.00	18/06/95	2,658.46		2,658.46
9.		18/12/95	2,658.46		2,658.46
N.H.F.C.	50,000.00	18/06/95	4,441.37		4,441.37
10.		18/12/95	4,441.37		4,441.37
N.H.F.C.	62,681.67	30/06/95		4,283.11	4,283.11
11.		30/12/95		4,283.11	4,283.11
N.H.F.C.	161,411.95	30/06/95		11,029.46	11,029.46
12.		30/12/95		11,029.46	11,029.46
N.H.F.C.	405,000.00	15/09/95	3,963.82	31,830.89	35,794.71
13.					
TOTALS			114,082.00	176,865.31	290,947.31
			\$		
Section B. <i>Paving</i>	Original Principal	Due Date	\$	\$	\$
N.H.F.C.	46,638.58	30/06/95	4,066.16		4,066.16
I.		30/12/95	4,066.16		4,066.16
N.H.F.C.	73,453.88	30/06/95		6,404.04	6,404.04
2.		30/12/95		6,404.04	6,404.04
N.H.F.C.	148,947.34	30/06/95	12,723.60		12,723.60
3.		30/12/95	12,723.60		12,723.60
N.H.F.C.	239,443.19	30/06/95		20,454.08	20,454.08
4.		30/12/95		20,454.08	20,454.08
5.					
TOTALS			33,579.52	53,716.24	87,295.76
			\$		
Section C. <i>Other (Inc. non- guaranteed Water and Sewer Bank Loans)</i>	Original Principal	Purpose	\$	\$	\$
1.					
2.					
3.					
4.					
TOTALS			\$		
GRAND TOTALS (A + B + C)			\$		
			147,661.52	230,581.55	378,243.07



GOVERNMENT OF  
NEWFOUNDLAND AND LABRADOR

Department of Municipal and Provincial Affairs

MUNICIPAL BUDGET

OF

ENG-LEE

(Name of Municipality)

FOR THE CALENDAR YEAR 19 95

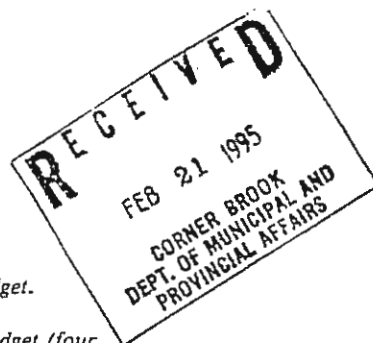
ESTIMATES CONTAINED HEREIN WERE APPROVED BY THE

MUNICIPALITY OF ENG-LEE

AT A MEETING HELD ON THE 1 DAY OF February 19 95

*William Lee*  
Mayor

*Cloris M. Randue*  
Clerk/Manager



ADOPTION DATE

— December 1st of year prior to year covered by Budget.

SUBMISSION DATE  
TO DEPARTMENT

— December 31st of year prior to year covered by Budget (four  
copies to Regional Office).

NOTE

— All amounts budgeted as Provincial Government Grants and  
Subsidies are subject to review by Department and/or to  
official independent audits.

## ESTIMATED WATER &amp; SEWER 1995

## (1) Debentures 1990 and Before (Govt. Subsidy)

## (A) Govt. Subsidy 1995 (Unadjusted)

1994 Debt Charges \$ 114,553 / 256 H.H. = \$ 447 per H.H.  
 1st \$750 - \$ 447 x 60% = \$ 268  
 Over \$750 - \$ 0 x 100% = \$ 0  
           447                   268 x 256 H.H. = \$ 68,608  
       =====

## (B) Govt. Subsidy 1995 (Adjusted) (to col. 2)

(Cannot Exceed 1994 Subsidy of 66,742) 66,742  
 (Cannot be less than 1995 Commitments of 0) 66,742 \$ 66,742

(2) SUMMARY	(1)	(2)	(3)	(4)
=====	Debt	Govt.		
Type of Debt	Chgs	Subsidy	Council	Per
	1995	1995	1995	H.H.
(A) Debentures 1990 and Before	114,553	66,742	47,811	187
(B) Debentures Dec 7/90-May 27/94 (Refinancings)				
(a) Dec 7, 1990 (\$ 15,000)	2,402	1,441	961	4
(b) June 6, 1991				
(c) Dec 5, 1991				
(d) May 14, 1992				
(e) May 21, 1992				
(f) Dec 30, 1992 (\$ 61,151)	8,357	0	8,357	33
	(\$ 210,642)	28,787	156	28,631
	(\$ 211,975)	28,969	28,969	0
(g) May 28, 1993				
(h) Dec 17, 1993				
(i) May 27, 1994				
(C) Outstanding Bank Loans (Expected Refinancings) Note 1:				
(a) Nov 15, 1994				
(b) May 15, 1995 (\$ 90,300)	5,874	5,874	0	0
TOTALS (1995 BUDGET)	\$ 188,942	103,182	85,760	335

## (3) Maximums-Greater Of (When Debt Charges come due on new W/S debt approved after 1990)

(a) \$335 x 256 = \$ 85,760  
 (b) Contribution 1994 = 83,968  
 (c) 25% x (LR 200,955 + MOG 85,362 in 1994) = 71,579

Council to pay 1995 (Estimated) 85,760 335

NOTE 1: It is assumed that (a) all remaining outstanding loans approved in 1993 will be refinanced in November, 1994, and (b) all loans approved in 1994 will be refinanced in May, 1995, at an interest rate of 10.00% over a 15 year period. Actual data will be determined after the refinancings have been effected, and may result in changes to the estimated figures above.



## ENGLEEE

## Estimated Municipal Operating Grant 1995

## (i) Equalization Component

(a) Property value per household -  
 $\$ 6,411,200 / 256 = \$ 25,044$   
 % of Provincial Average -  
 $\$ 25,044 / 51,611 = 49 \%$   
 Deficiency from  
 Provincial average = 51 %  
 Grant calculation -  
 $51 \% \times 57,800 \text{ P.T. Revenue} = \$ 29,478$   
 (b)  $\$40 \times$  Households = 0

## (ii) Households Component

$\$ 85 \times 256 \text{ H.H.} = 21,760$

## (iii) Local Revenue Incentive Component (LRIC)

$\$ 200,955 / 256 = \$ 785$   
 =====  
 $\$ 0 - \$ 250 = 0 \% = \$ 0.00$   
 $251 - 500 = 15 \% = 37.50$   
 $501 - 750 = 25 \% = 62.50$   
 $751 - 1,000 = 40 \% = 14.00$   
 $256 \text{ H.H.} \times \$ 114.00 = 29,184$

## (iv) Roads Subsidy Component

$\$ 500 \times 9.0\text{km} = 4,500$   
 - 84,922  
Less Grant Reduction  
 $17.84 \% \times \$ 29,184 \text{ LRIC} = 5,205$   
Estimated M.O.G. 1995 (For Budget)  $\$ 79,717$   
 =====

- NOTES (1) The Roads Subsidy Component for 1995 remains at the rate of \$ 500 per kilometer.  
 (2) Since the total of the four grant components exceeds the total funding of \$41,500,000, the 1995 M.O.G. for all councils is reduced by 17.84 % of the LRIC, in order to stay within the total funding cap.  
 (3) The final adjustment to the 1994 M.O.G., of which Council has already been informed, is not reflected in the above figures for 1995, but should be provided for in Council's 1995 Budget. Appropriate payments or deductions for the 1994 adjustment will be made quarterly during the calendar year 1995, in conjunction with payment of the regular quarterly grants.  
 (4) The above grants for 1995 are 'estimates' only, and will be revised in the spring of 1995. Adjustments determined at that time will be paid or deducted on a quarterly basis during the following calendar year, 1996.

REVENUES		AMOUNT (Round off to Nearest Dollar)
	\$	\$
<b>1. LOCAL REVENUES</b>		
A. Property Tax (general mill rate = <u>8 mills</u> )	59,995	
B. Business Tax ..... <u>40 "</u>	32,474	
C. Poll Tax (annual rate \$ <u>175.</u> )	40,250	
D. Water & Sewer Tax (annual rate = <u>198.2</u> <u>288.2</u> <u>150 R</u> <u>278 R</u> )	52,926	
E. Grant in Lieu of Taxes (Specify)		
F. Tax Agreement Grants (Specify) <u>COMPAN: SeaPro 78</u>	15,080	
		200,725
<b>2. PROVINCIAL GOVERNMENT GRANTS AND SUBSIDIES</b>		
A. Municipal Operating Grant	79,717	
<u>M.O.G. adj</u>	3,231	
B. Province's Share of Debt Charges (Details Page 4 — Column 5) (Subject to review by Department):		
(i) Water and/or Sewer	103,182	
(ii) Paving	97,028	
(iii) Other (Specify) <u>INCINERATOR</u>	13,464	
<u>Recreation</u>	3,540	217,214
C. Miscellaneous (Specify) <u>Sales &amp; Service</u>	15,000	
<u>93 &amp; earlier Taxes</u>	50,000	
<u>Interest</u>	10,000	
	75,000	371,931
<b>3. OTHER REVENUES</b>		
A. Local Improvement Assessments	1,000	
B. Licences & Permits <u>Rental</u>	18,000	
C. Miscellaneous (Specify) <u>Incinerator Debtors</u>	4,988	
<u>Garbage Collection</u>	33,275	
<u>Incinerator Loan</u>	1,452	58,715
<b>4. TOTAL REVENUE</b> ..... \$		
		631,371
		1-311 1-02

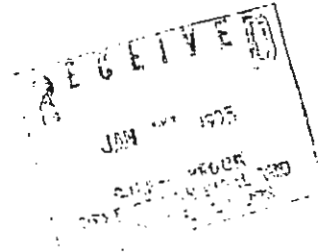
EXPENDITURES		AMOUNT (Round off to Nearest Dollar)	
	\$		\$
5. ADMINISTRATION			
A. Salaries .....	30,500.		
B. Office Expense .....	27,000.		
C. Remuneration for Councillors .....	3,400.		
D. Other (Specify) .....	Travel		
Asmt. dues, fees, Prop. Asmt. chgs. ....	1,500.		
	3,000.		65,400.
6. PROTECTION TO PERSONS & PROPERTY			
A. Fire Protection .....	6,500		
B. Police Protection (Contract) Willis Thorneley .....	25,500		
C. Street Lighting .....	12,000		
D. Other (Specify) .....	Bldg. maint.		
	Insurance		
	2,570		
	10,000		56,570
7. PUBLIC WORKS			
A. Maintenance of Roads & Bridges .....	6,750		
B. Snow Clearing .....	26,000		
C. Other (Specify) .....	LOAN (LOANER)		
	4 (furnace)		
	31,900		65,880
	1,200		
			58,850
8. GARBAGE COLLECTION			
9. RECREATION			
A. Stadium (Attach details) .....			
B. Swimming Pool (Attach details) .....			
C. Other (Specify) .....	2,000		
			2,000.
10. OPERATION & MAINTENANCE OF WATER AND/OR SEWER SYSTEM			
A. Labour .....	23,000		
B. Power & Pumping .....	800		
C. Other (Specify) .....	9,636		33,436
11. DEBT CHARGES (Details Page 4)			
A. Water and/or Sewer .....	\$		
B. Paving .....			
C. Other (Specify) .....			
TOTALS \$			
	Council	Province	Total
	85,760	103,182.	188,942
	24,718	97,028	121,746
	8,243	13,464	25,247
	118,721	217,214	335,935
			335,935.
12. CONTRIBUTIONS TO CAPITAL (Specify) .....			
13. OTHER EXPENDITURES (Specify) .....			
	Loan (sub-div.)		
	" Incinerator		
	11,000		
	2,300		13,300
14. TOTAL EXPENDITURES			
			631,371.

## DEBT CHARGES

(1)	(2)	(3)	(4)	(5)	(6)
Name of Creditor NMFC/MDLB/CMHC/ Bank, etc.			Council's Minimum Contribution For Year (See Schedule)	Province's Payment For Year (Subject to Review by Department)	Total Debt Charges For Year
Section A. <del>Water and Sewer</del> PAVING	Original Principal	Due Date	\$	\$	\$
1a. "	8703.40	MAR		824.16	824.16
b. "	614,345.17	"		56,867.90	56,867.90
2a. "	48,013.40	Ju. Dec.	8369.72		8,369.72
b. "	76,320.42	" "		13,307.12	13,307.12
3a. "	6,202.31		1,091.50		1,091.50
b. "	9,739.43			1,689.26	1,689.26
4. "	89,360.65		15,267.00		15,267.00
5. "	142,404.51			24,329.40	24,329.40
6. "					
7. "		TOTALS	24,718.22	97,027.64	121,745.56
8. "					
9. "					
Section A. Water and Sewer	Original Principal	Due Date	\$	\$	\$
1a. "	33,953.67		6,389.74		6,389.74
b. "	600,000.00		24,268.46	51,864.70	76,133.16
2a. "	119,873.64		13,560.20	7,735.74	21,296.14
b. "	15,000.00		961.00	1,441.44	2,402.44
3a. "	61,151.15		8,357.06		8,357.06
b. "	211,975.39			28,969.00	28,969.00
4. "	210,642.76		28,631.00	156.00	28,787.00
5. "	104,349.16		3,592.40	7,141.59	10,733.99
6. "	90,300.00			5,874.00	5,874.00
7. "					
8. "					
9. "		TOTALS	85,760.06	103,182.77	188,942.73
Section C. Other (Inc. non- guaranteed Water and Sewer Bank Loans)	Original Principal	Purpose	\$	\$	\$
1. INCINERATOR	48,000.00		8,242.78		8,242.78
2. "	78,406.66			13,464.34	13,464.34
3. Recreation	20,719.93			3,539.94	3,539.94
4. "					
TOTALS			\$ 8,242.78	17,004.28	25,247.06
GRAND TOTALS (A + B + C)			\$ 118,721.00	217,214.65	335,935.65



GOVERNMENT OF  
NEWFOUNDLAND AND LABRADOR  
Department of Municipal and Provincial Affairs



MUNICIPAL BUDGET  
OF

Bide Arm.  
(Name of Municipality)

FOR THE CALENDAR YEAR 19 95.

ESTIMATES CONTAINED HEREIN WERE APPROVED BY THE

MUNICIPALITY OF Community of Bide Arm

AT A MEETING HELD ON THE 23 DAY OF January 19 95.

Wade Reid  
Mayor

Thylias Randall  
Clerk/Manager

ADOPTION DATE

— December 1st of year prior to year covered by Budget.

SUBMISSION DATE  
TO DEPARTMENT

— December 31st of year prior to year covered by Budget (four  
copies to Regional Office).

NOTE

— All amounts budgeted as Provincial Government Grants and  
Subsidies are subject to review by Department and/or to  
official independent audits.

## BIDE ARM

## Estimated Municipal Operating Grant 1995

## (i) Equalization Component

(a) Property value per household -  
 $\$ 2,359,800 / 75 = \$ 31,464$   
 % of Provincial Average -  
 $\$ 31,464 / 51,611 = 61 \%$   
 Deficiency from  
 Provincial average = 39 %  
 Grant calculation -  
 $39 \% \times 13,000 \text{ P.T. Revenue} = \$ 5,070$   
 (b)  $\$40 \times$  Households = 0

## (ii) Households Component

$\$ 85 \times 75 \text{ H.H.} = 6,375$

## (iii) Local Revenue Incentive Component (LRIC)

$\$ 55,288 / 75 = \$ 737$   
 =====  
 $\$ 0 - \$ 250 = 0 \% = \$ 0.00$   
 $251 - 500 = 15 \% = 37.50$   
 $501 - 750 = 25 \% = 59.25$   
 $751 - 1,000 = 40 \% = 0.00$   
 $75 \text{ H.H.} \times \$ 97.00 = 7,275$

## (iv) Roads Subsidy Component

$\$ 500 \times 2.2\text{km} = 1,100$   
 - 19,820  
Less Grant Reduction  
 $17.84 \% \times \$ 7,275 \text{ LRIC} = 1,298$   
Estimated M.O.G. 1995 (For Budget)  $\$ 18,522$

- NOTES (1) The Roads Subsidy Component for 1995 remains at the rate of \$ 500 per kilometer.  
 (2) Since the total of the four grant components exceeds the total funding of \$41,500,000, the 1995 M.O.G. for all councils is reduced by 17.84 % of the LRIC, in order to stay within the total funding cap.  
 (3) The final adjustment to the 1994 M.O.G., of which Council has already been informed, is not reflected in the above figures for 1995, but should be provided for in Council's 1995 Budget. Appropriate payments or deductions for the 1994 adjustment will be made quarterly during the calendar year 1995, in conjunction with payment of the regular quarterly grants.  
 (4) The above grants for 1995 are 'estimates' only, and will be revised in the spring of 1995. Adjustments determined at that time will be paid or deducted on a quarterly basis during the following calendar year, 1996.

ESTIMATED WATER & SEWER 1995

(1) Debentures 1990 and Before (Govt. Subsidy)

(A) Govt. Subsidy 1995 (Unadjusted)

1994 Debt Charges \$ 0 / 75 H.H. = \$ 0 per H.H.  
1st \$750 - \$ 0 x 60% = \$ 0  
Over \$750 - \$ 0 x 100% = \$ 0  
0 x 75 H.H. = \$ 0

(B) Govt. Subsidy 1995 (Adjusted) (to col. 2)

(Cannot Exceed 1994 Subsidy of 0)  
(Cannot be less than 1995 Commitments of 0) 0 \$ 0

(2) SUMMARY

Type of Debt	(1) Debt Chgs 1995	(2) Govt. Subsidy 1995	(3) Council 1995	(4) Per H.H.
(A) Debentures 1990 and Before	0	0	0	0
(B) Debentures Dec 7/90-May 27/94 (Refinancings)				
(a) Dec 7, 1990 (\$ 10,000)	1,602	961	641	9
(b) June 6, 1991				
(c) Dec 5, 1991				
(d) May 14, 1992				
(e) May 21, 1992				
(f) Dec 30, 1992				
(g) May 28, 1993 (\$ 18,581)	2,452	0	2,452	33
(\$ 55,598)	7,337	0	7,337	98
(\$ 104,604)	13,804	0	13,804	184
(h) Dec 17, 1993				
(i) May 27, 1994				
(C) Outstanding Bank Loans (Expected Refinancings) Note 1:	8,432	1,540		
(a) Nov 15, 1994 (\$ 57,750)	7,513	5,621	892	12
(b) May 15, 1995 59,625				
TOTALS (1995 BUDGET) \$	33,627 <del>32,708</del>	8,501 <del>7,583</del>	25,125	335

(3) Maximums-Greater Of (When Debt Charges come due on new W/S debt approved after 1990)

(a) \$335 x 75 = \$ 25,125  
(b) Contribution 1994 = 24,233  
(c) 25%x(LR 55,288+MOG 16,152 in 1994) = 17,860

Council to pay 1995 (Estimated)

25,125 335

1 TE 1: It is assumed that (a) all remaining outstanding loans approved in 1993 will be refinanced in November, 1994, and (b) all loans approved in 1994 will be refinanced in May, 1995, at an interest rate of 10.00% over a 15 year period. Actual data will be determined after the refinancings have been effected, and may result in changes to the estimated figures above.

REVENUES		AMOUNT (Round off to Nearest Dollar)
	\$	\$
<b>1. LOCAL REVENUES</b>		
A. Property Tax (general mill rate = <u>7 mills</u> )	12 000.00	
B. Business Tax	15 000.00	
C. Poll Tax (annual rate \$ <u>110.00</u> )	9 000.00	
D. Water & Sewer Tax (annual rate = <u>150.00</u> )	11 250.00	
E. Grant in Lieu of Taxes (Specify)	4 300.00	
F. Tax Agreement Grants (Specify)	300.00	
		52 050.00
<b>2. PROVINCIAL GOVERNMENT GRANTS AND SUBSIDIES</b>		
A. Municipal Operating Grant	13 522.00	
B. Province's Share of Debt Charges (Details Page 4 — Column 5) (Subject to review by Department):		
(i) Water and/or Sewer	3 501.00	
(ii) Paving	7 906.00	
(iii) Other (Specify)		
	16 407.00	
C. Miscellaneous (Specify)		
		34 929.00
<b>3. OTHER REVENUES</b>		
A. Local Improvement Assessments		
B. Licences & Permits	550.00	
C. Miscellaneous (Specify) <u>GST rebate</u>	2 000.00	
<u>Town Hall Rental</u>	5 000.00	
<u>Fire Dept. Loan</u>	1 000.00	
		8 550.00
<b>4. TOTAL REVENUE</b>		<u>95 529.00</u>



EXPENDITURES		AMOUNT (Round off to Nearest Dollar)
	\$	\$
5. ADMINISTRATION		
A. Salaries .....	8500.00	
B. Office Expense .....	9420.00	
C. Remuneration for Councillors .....	900.00	
D. Other (Specify) .....		
		18 820.00
6. PROTECTION TO PERSONS & PROPERTY		
A. Fire Protection .....	3000.00	
B. Police Protection .....		
C. Street Lighting .....	3500.00	
D. Other (Specify) .....		
		6500.00
7. PUBLIC WORKS		
A. Maintenance of Roads & Bridges .....	1847.00	
B. Snow Clearing .....	2460.00	
C. Other (Specify) .....		
		4247.00
8. GARBAGE COLLECTION .....		
		9500.00
9. RECREATION		
A. Stadium (Attach details) .....		
B. Swimming Pool (Attach details) .....		
C. Other (Specify) .....		
10. OPERATION & MAINTENANCE OF WATER AND/OR SEWER SYSTEM		
A. Labour .....	3300.00	
B. Power & Pumping .....	6700.00	
C. Other (Specify) .....		
		10,000.00
11. DEBT CHARGES (Details Page 4)		
A. Water and/or Sewer .....	Council	Province
	25 126.00	8501.00
B. Paving .....	49 28.90	7906.00
C. Other (Specify) .....		
TOTALS \$	30 054.90	16 407.10
		46 462.00
12. CONTRIBUTIONS TO CAPITAL (Specify) .....		
13. OTHER EXPENDITURES (Specify) .....		
14. TOTAL EXPENDITURES .....		
		95 529.00

deficit

662.00

DEBT CHARGES					
(1)	(2)	(3)	(4)	(5)	(6)
Name of Creditor NMFC/MDLB/CMHC/ Bank, etc.			Council's Minimum Contribution For Year (See Schedule)	Province's Payment For Year (Subject to Review by Department)	Total Debt Charges For Year
Section A. Water and Sewer	Original Principal	Due Date	\$	\$	\$
1a. NMFC	10,000	June 7			
b.		Dec 7	641.00	961.00	1602.00
2a.					
b.					
3a. NMFC	18581	May 28	1226.03		
b.		Nov 28	1226.03		2452.00
4.					
5. NMFC	104604	May 28	6901.93		
6.		Nov 28	6901.93		13804.00
7.					
8. NMFC	55,598	May 28	3668.45		
9.		Nov 28	3668.45		7337.00
10.					
11. NMFC	59,625	June 30			
12.		Dec 30	892.00	7340.00	8432.00
13.					
TOTALS			\$ 25,126.00	8501.00	33,627.00
Section B. Paving	Original Principal	Due Date	\$	\$	\$
1. NMFC	28849.78	June 15	2464.45		
2.		Dec 15	2464.45		4928.90
3.					
4.	46275.93	June 15		3953.05	
5.		Dec 15		3953.05	7906.10
TOTALS			\$ 4928.90	7906.10	12,835.00
Section C. Other (Inc. non- guaranteed Water and Sewer Bank Loans)	Original Principal	Purpose	\$	\$	\$
1.					
2.					
3.					
4.					
TOTALS			\$		
GRAND TOTALS (A + B + C)			\$ 30,054.90	16,407.10	46,462.00