The Way Forward

4th Annual
Premier's Forum
on Local Government

Participant Work Book

Newfoundland
Labrador
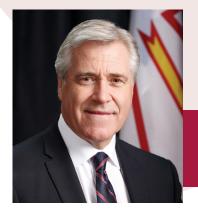
4th Annual Premier's Forum on Local Government
Participant Work Book

Thursday, November 14, 2019
8:00 a.m. – 12:00 p.m.
The Delta Hotel and Conference Centre
St. John's

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MESSAGE FROM THE PREMIER

I am pleased to welcome you to the fourth annual Premier's Forum on Local Government.

The forum brings together municipal leaders and administrators to share ideas and collaborate on key municipal issues affecting our communities. Our government is committed to decision-making that is informed through engagement and thoughtful discussion with our municipal leaders.

The main topic for this year's forum is healthy and diverse communities, which is of critical importance to the residents of Newfoundland and Labrador. The work of municipal leaders has direct impacts on the wellbeing and diversity of our communities. We continue that work today as we gather to talk about ways that we can strengthen our communities while addressing the needs of our municipalities now and into the future.

As we enter into our fourth forum, your contributions will assist us in our efforts to support and improve local governance. As part of our commitment in The Way Forward, our government is strengthening the province's economic foundation and delivering better services and outcomes for residents. The Way Forward outlines all the actions the Provincial Government is taking to achieve and ensure a strong, diversified province with a high standard of living.

I thank you for taking the time to participate in today's forum and for sharing your valuable feedback. I look forward to hearing your thoughts on how we can create healthier and more diverse communities.

Sincerely,

Hon. Dwight Ball
Premier

Premier's Forum on Local Government

The annual Premier's Forum on Local Government is held in partnership with Municipalities Newfoundland and Labrador, the Professional Municipal Administrators, and the Combined Councils of Labrador.

The inaugural forum was held on October 5, 2016, bringing together 35 municipal leaders to discuss important issues impacting our province's communities such as new municipal revenues, aging municipal infrastructure, encouraging participation in municipal elections and opportunities for regional collaboration.

The second forum was held on November 1, 2017, and included 50 municipal leaders. They discussed key issues related to the Way Forward commitment to implement regional governance and/or service sharing pilot(s) by 2019.

Last year's forum, held October 4, 2018, included 44 municipal leaders, and focused on the renewal of municipal legislation, providing valuable insights in the development of a legislative framework.

Communities play a vital role in creating positive environments for residents. Today's agenda will explore opportunities for municipal leaders to enhance decision-making in a way that considers impacts on the health, diversity and inclusiveness at the community level.

Drawing upon experts from a variety of backgrounds within the Government of Newfoundland and Labrador, participants will hear lessons, insights and examples from their work that may help municipal leaders think differently about how to positively impact the health, diversity and inclusiveness of their communities.

Today

This forum has been designed to focus on things to consider when making decisions at the municipal level that enhance health, diversity and inclusion.

A presentation to provide an overview of Health-in-All-Policies, including the workshopping of a potential tool to use in the decision-making process, will be followed by presentations on aging in the community and multiculturalism and diversity.

Polling questions, workshop activities, and facilitated discussion will be used to collect information and opinions from the municipal leaders in this room.

You will be asked to work collaboratively toward solutions related to common scenarios faced by municipalities. You will also have the opportunity to work through practical tools to identify solutions to issues frequently encountered at the municipal level.

Health-in-All-Policies

Background

What Makes Us Healthy?

The World Health Organization defines health as a state of complete physical, mental, and social well-being. The health of our population is shaped more by the social and economic conditions we experience than by our personal choices and access to medical treatment. Decades of research shows that social factors and experiences are the main determinants of what makes us healthy.

The social determinants of health refer to the social and economic conditions that influence the health and well-being of our communities. These determinants include where we live, and our education, socioeconomic status, employment, housing, early life experiences, access to social supports, and food security. When people's experience in relation to these determinants is positive, their health and quality of life is improved.

> **"Health is created and lived by people within the settings of their everyday life; where they learn, work, play and love".**
>
> Ottawa Charter for Health Promotion 1986

> **Determinants of Health: Income and Social Status; Employment and Working Conditions; Education and Literacy; Childhood Experiences; Physical Environments; Social Supports and Coping Skills; Healthy Behaviours; Access to Health Services; Biology and Genetic Endowment; Gender; Culture; Race / Racism.**
>
> Public Health Agency of Canada

Healthy Communities

There are many interconnected aspects of what makes a healthy community and how it is defined. Common features include building upon the social determinants of health, encouraging community participation and engagement, and developing partnerships across sectors. Where we live is important to our health and well-being. Creating vibrant healthy communities for residents requires us to work collaboratively together.

Health-in-All-Policies

All levels of government play a role in shaping our population health and well-being. A Health-in-All-Policies approach aims to incorporate health considerations into government decision-making, whether for new legislation, programming, or spending in order to help prevent illness and create the healthy environments needed to promote and support a healthy population.

Local government decisions, policies, programs, and partnerships help in creating health supportive environments. Being mindful of opportunities to incorporate the social determinants of health into local government decision-making can have considerable positive impact on the health and well-being of your communities.

> **A healthy city is one that is continually creating and improving those physical and social environments and expanding those community resources which enable people to mutually support each other in performing all the functions of life and developing to their maximum potential.**
>
> World Health Organization

Snapshot of Local Healthy and Inclusive Community Initiatives

The following is a snapshot of initiatives or partnerships at the community level that have included provincial, local governments, regional health authorities, and community participation.

- **Community Health Assessments**: Community Health Assessments are carried out by the regional health authorities to identify a community's strengths and needs. They help guide establishing priorities to improve the health status of the population. They provide information about local areas as well as contribute to a broader understanding of health and wellness. The Community Health Assessment process can also enhance local participation and engagement and strengthen partnerships between community stakeholders. These are carried out in a phased approach every three to five years by the regional health authorities for each primary health care service area within their boundaries. Final reports are made available publicly on each regional health authority's website.

> **Western Health Primary Health Care Needs Assessment in the Deer Lake/White Bay area to identify strengths and needs of the community from a primary health care perspective. Through this process, Western Health consulted with key stakeholders in the community to validate the findings and to help identify completed community priorities. Municipalities were engaged in this work including representation from the Towns of Hampden, Deer Lake, Pasadena, Reidville, Howley and Jackson's Arm, and from Municipalities Newfoundland and Labrador. This session allowed key stakeholders the opportunity to influence the priorities for improvements to primary health care.**

- **Baby-Friendly Council of Newfoundland and Labrador:** Communities and municipalities can help to create environments that support families in achieving their breastfeeding goals. Municipalities contribute to the cultural normalization of breastfeeding. Space for Everyone – Communities Supporting Breastfeeding is an initiative of the Baby-Friendly Council whereby municipalities are invited to create environments that support breastfeeding families by making their municipality a "Breastfeeding-Friendly Community". This initiative aims to remove barriers around breastfeeding in public spaces. With support from the Department of Children, Seniors and Social Development, the Baby-Friendly Council developed a community toolkit designed to support municipalities in creating supportive environments for breastfeeding families, including resolutions, policies and practices.

  > Across the province, a number of municipalities are working with the Baby-Friendly Council including in St. John's, Carbonear, Clarenville, Grand Falls-Windsor, Gander, Lewisporte, Stephenville, Corner Brook, Pasadena, St. Anthony, Labrador City, and Happy Valley-Goose Bay. The Baby-Friendly Council is working to enhance supports to these municipalities and continue to engage more towns in the project.

- **Community Advisory Committees:** Community Advisory Committees are a way to meaningfully involve communities and citizens in prioritizing, developing, implementing, and delivering local health and community services. By providing a venue for informed discussion and participation, Community Advisory Committees help create sustained partnerships.

- **Family Practice Networks:** A Family Practice Network is a group of physicians working together with a collective voice to address common practice and patient needs, and local population health needs, contributing to improved population health outcomes. There are four Family Practice Networks in the province.

  > Eastern Health, in keeping with its renewed focus on both mental health and addictions and access to primary health care, has been collaborating with the towns of Grand Bank, St. Lawrence, Burin and St. Bernard's on mental health initiatives. Community consultations identified mental health as the number one concern on the peninsula. The grassroots work has resulted in redesigned mental health services and strong community collaborative. partnerships.

- **Healthy Built Environment Linkages Toolkit:** The built environment addresses many of the social determinants of health. While the relationship between the built environment and our health outcomes is complex, local governments are an important partner in designing health supportive communities and neighbourhoods. The built environment is made up of the constructed spaces where we live, learn, work, play and commute. It includes homes, schools, workplaces, community recreation centres, buildings, roads, walkways, parks and trails, and the policies and programs that influence how our communities are designed.

  The Healthy Built Environment Linkages Toolkit is an evidence-based resource that links planning principles to health outcomes to encourage the development of healthy built environments. The toolkit is intended to support the inclusion of health considerations within community planning and design. It is designed as a quick reference to the body of research evidence, which describes how our built environment can influence population health. The toolkit addresses healthy neighborhood design, transportation networks, natural environments, food systems and housing. With funding from the Department of Children, Seniors and Social Development, the Building Healthy Communities Collaborative facilitated training workshops on the toolkit and supported implementation.

- **Regional Wellness Coalitions**: There are six regional wellness coalitions across the province funded by the Department of Children, Seniors and Social Development. These coalitions bring together individuals, community partners, regional health authorities, schools, and the Department of Children, Seniors and Social Development to work on common health and wellness areas in their regions. Coalitions provide networking and capacity building opportunities, community workshops and events, and education and training. Regional Wellness Coalitions support in communities has included community gardens, cooking classes, physical activity programs for older adults, wellness cafes in high schools, mental health initiatives, food and fun camps, and strengthening community partnership workshops.

- **Eat, Great and Participate**: Recreation, sport and community facilities and events provide a place for community members of all ages to come together to enjoy a healthy active lifestyle. Supported by the Department of Children, Seniors and Social Development, Eat Great and Participate (Recreation NL) promotes healthy eating to children and youth and works to increase access to healthy food and beverage choices in recreation, sport and community facilities, and at events across Newfoundland and Labrador. Partnerships have been formed with recreation committees, town councils, arena/facility managers, community groups, parents, volunteers, youth, schools, and sport teams from across the province to explore new and creative ways to promote healthy eating and to make the healthy choice the easy choice!

> **Eastern Health nutritionists, in collaboration with Eat, Great and Participate, are working with a number of municipalities in the region to assist in the development municipal level healthy eating policies and implementation plans.**

Health-in-All-Policies Workshop Activity

Discussion Question 1a

- Your council has decided it will be developing a community park. How would the sample Health Supportive Environments Checklist help you in factoring health and well-being considerations into your planning and decision-making process?

Discussion Question 1b

- What initiatives are happening in your community that are not necessarily focused on health (e.g. infrastructure investments, capital works plans, etc.), but would benefit from applying a tool like this or by working with another community partner? What do you think is the best way to assist Council to consider health and well-being in its planning and decision-making processes (e.g. municipal training)?

Sample Worksheet: Creating Health Supportive Environments

Healthy Eating	Yes	Working Towards	No	Potential Partners
1. Does the community have access to healthy foods (e.g. supermarket, healthy corner store, farmer's market, community garden/freezer)?				
2. Does Council's Town Plan consider how the food outlets outlined above are accessed by the community (e.g. walking, biking, public transport, community van, and/or car)?				
3. Is nutritious food grown or produced in your community?				
4. Are there community gardens/freezers accessible and convenient to the public, schools, or other community groups? If so, is the food available to the community?				
5. Does Council promote or support edible planting (e.g. fruit trees or shrubs) in public areas?				
6. Does Council promote or support healthy eating and breastfeeding initiatives?				

Healthy Eating	Yes	Working Towards	No	Potential Partners
7. Does Council have a healthy eating and/or breastfeeding friendly policy that applies to all Council owned and operated facilities?				
8. Does Council work to maximize availability of healthy food options with its partners?				
9. Does Council promote or support food skills development such as growing, cooking or preserving through community kitchens or other types of knowledge-sharing initiatives?				
Physical Activity	**Yes**	**Working Towards**	**No**	**Potential Partners**
1. Does Council have or maintain public open spaces (e.g. green spaces, trails, splash pads, or playgrounds) to meet recreational, play, and social connection needs of the community regardless of age, ability or income?				
2. Does Council's Town Plan seek to build linkages between walking, cycling, and public transport routes to facilitate safe active modes of transportation?				
3. Does Council consider opportunities for active outdoor play in its public open spaces?				
4. Does Council provide, enable, or support a range of sport, recreation, and community facilities that are accessible and inclusive?				
5. Does Council seek to maximize community interaction with the natural environment (e.g. green spaces) when developing local parks, recreation, or public spaces?				
6. Does Council promote or support opportunities to be in nature as a way to increase healthy active living and to build social connection within the community?				

Mental Health and Social Wellbeing	Yes	Working Towards	No	Potential Partners
1. Does Council work to ensure accessible and inclusive public and green spaces are available to residents to socialize, be active, relax, and reflect regardless of age, ability, or income?				
2. Does Council consider population aging in community design to maximize opportunities for aging in community?				
3. Does Council promote or support community events that encourage social connection, including festivals, art and cultural projects, or events promoting diversity?				
4. Does Council promote or support programs or activities that encourage social connection through community centres, libraries, or neighbourhood meet-ups (e.g. barbecues)?				
5. Does Council promote or support programs or services addressing mental wellbeing and social connection across the life span (e.g. parenting programs, walking programs, or aging in place)?				
6. Does Council's Town Plan consider social isolation?				
7. Does Council work with sport, recreation, and community groups to provide a welcoming and inclusive environment for all residents?				
Smoking (Tobacco and Vaping)	Yes	Working Towards	No	Potential Partners
1. Does Council promote smoke- and vape-free environments in outdoor public spaces?				
Alcohol and Other Substances	Yes	Working Towards	No	Potential Partners
1. Does Council review the design of public areas to ensure sufficient lighting, garbage cans, sharps disposal containers, and public washrooms are available?				
2. Does Council promote or support safe alcohol use programs or activities?				

Aging in the Community

Background

Age-Friendly Newfoundland and Labrador Communities Program

An age-friendly community is one where the physical and social environment enable people to live in a secure setting, enjoy health and continue to participate in society regardless of age. We all want equitable access to the things and places that are important to us. We all want to age well in place.

The Age-Friendly Newfoundland and Labrador Communities program offers funding to communities to support planning for changing demographics. The program takes a multigenerational approach that supports sustainability and long-term planning.

An age-friendly community assessment is an opportunity for all of us to be part of a conversation about the physical and social environments we live in, and want to live in. The assessment looks at eight areas in these environments:

- **Outdoor Spaces and Buildings**
- **Transportation**
- **Housing**
- **Respect and Social Inclusion**
- **Social Participation**
- **Communication and Information**
- **Civic Participation and Employment Opportunities**
- **Community Support and Health Services**

Discussion Question 2a

- What barriers to participation (e.g. social isolation, lack of transportation, lack of information) exist in your community?

Discussion Question 2b

- What assets, including policies and programs, services and facilities, already exist in your community to address these barriers? How can these be better promoted? What else is needed?

Multiculturalism and diversity

Background

Increasing immigration and providing supports for immigrants allows newcomers to build on skills, provide fresh perspectives and offer global connections that help grow the economy and enrich our communities. Newcomers make valuable economic, social and cultural contributions to the communities where they live.

Baccalieu Trail – Welcoming Communities

Originally housed under the Mariner Resource Opportunities Network, sustainability became a challenge following the discontinuation of the Regional Economic Development Boards, and now the municipality of Carbonear is planning a reinvestment into the initiative.

Volunteers from the original project have kept some aspects going - a Welcome Package is given to those moving into the area when they receive referrals. The town also continues to host the Multiculturalism Week celebrations. This past year, multicultural cooking classes were offered in the community for school-aged kids, as well as college students, and the public.

The 2019 Multiculturalism Week evening celebration was well-attended, with newcomers from as far as Clareville and Placentia joining for the celebration as they had heard about it from colleagues. The Town of Carbonear is moving to re-launch the Welcoming Communities Initiative. The town plans to incorporate a craft and storytelling component to Multiculturalism Week in March 2020.

By 2022, Newfoundland and Labrador will welcome approximately 1,700 immigrants annually. The Office of Immigration and Multiculturalism is responsible for numerous initiatives related to immigration in the province. These include:

- Administering the Newfoundland and Labrador Provincial Nominee Program and the Atlantic Immigration Pilot Program
- Building awareness of the benefits of immigration
- Promoting Newfoundland and Labrador as a destination of choice to prospective immigrants
- Promoting diversity and multiculturalism throughout the province
- Supporting retention through enhanced settlement and integration services, including liaising with communities, government departments and external stakeholders on Foreign Qualification Recognition, international graduate retention, migrant worker protection, education, and health care, amongst others.
- Leading the implementation of The Way Forward on Immigration in Newfoundland and Labrador

Communities play an important part in attracting and retaining newcomers (immigrants, refugees, and international students and graduates). Feeling welcomed in their new communities provides the best opportunity for newcomers to successfully settle and integrate. At the local level, valuable opportunities can be created for newcomers to make social connections with longstanding residents, particularly through recreation and leisure activities. Enhancing awareness and understanding of the benefits of multiculturalism and diversity and addressing myths about immigration and diversity assists communities in addressing barriers to retention and creates openings for social connections between newcomers and longstanding residents. Recognizing that increasing immigration to the province is integral to the prosperity of Newfoundland and Labrador, we must ensure that our communities are welcoming and supportive places for newcomers to call home.

WelcomeNL Project – Corner Brook

The WelcomeNL is a two-year pilot project intended to mobilize municipal capacity to support newcomer attraction, and importantly retention. The project, led by Municipalities Newfoundland and Labrador and funded by the Department of Advanced Education, Skills and Labour, has sought to foster municipal leadership and engagement in fostering inclusive and welcoming communities. The project has been operating in Grand Falls-Windsor, Corner Brook, Happy Valley-Goose Bay, and Labrador City to date, with municipal leadership in other parts of the province expressing an interest in participating.

The City of Corner Brook has been a strong partner in efforts to mobilize communities to support newcomer attraction and retention. The mayor serves on the WelcomeNL steering committee and assists in the activities of the committee, including community events and mobilizing community and private sector groups to express their support for immigration and diversity.

The City has been an active partner in the WelcomeNL activities, opening city spaces to various community activities in support of diversity, including local parks, the city hall, and Remembrance Square. A recent event held as part of the National Multiculturalism Day at Remembrance Square attracted over 150 participants, through promotion by the city, in-kind and staff contributions, ensuring public awareness of the City's support for diversity and immigration.

Discussion Question 3a

- What efforts can municipal leaders make to create a more welcoming environment for newcomers?

Discussion Question 3b

- What barriers currently exist to making newcomers feel at home in your community?

Further Information

Office for the Status of Women

The Office for the Status of Women within the Government of Newfoundland and Labrador supports the development of programs and policies to advance the status of women in the province. The Office for the Status of Women is also the lead department for the Violence Prevention Initiative. The initiative is the Government of Newfoundland and Labrador's, multi-departmental commitment to reduce the occurrence of violence in the province.

Community partners of the Office of the Status of Women include Women's Centres and Violence Prevention NL organizations across the province. These organizations work with town councils to plan and promote awareness events including PRIDE and Take Back the Night marches and many others. This collaboration allows for regional events to take place that would otherwise not be able to occur.

Disability Policy Office

The Disability Policy Office works with all government departments and agencies to support the development of policies and programs that include people with disabilities and that are barrier free. This work is important to make sure everyone has the same opportunities.

There are many barriers that can get in the way when people with disabilities try to access a service, program or opportunity. Whether it is going to school, finding a job, playing sports, or volunteering in a local event, people with disabilities should not be excluded. The Disability Policy Office works with community organizations, businesses and other government groups to break down all sorts of barriers: in buildings, attitudes, and policies.

The Disability Policy Office works in partnership with various disability community organizations to support capacity building initiatives. This has included various initiatives specifically geared towards municipalities around accessibility and universal design. A grant from the Disability Policy Office supported the work of The Coalition of Persons with Disabilities Newfoundland and Labrador to develop a website and interactive tool on universal design and deliver webinars and presentations to Municipalities Newfoundland and Labrador and Professional Municipal Administrators to promote universal design. Another initiative supported by the Disability Policy Office was the development of Shared Responsibility: An Inclusive Emergency Planning Guide with the purpose to ensure inclusivity in emergency response situations.

Resources

Health-in-All-Policies

- **Healthy Built Environment Toolkit**
  http://www.bccdc.ca/health-professionals/professional-resources/healthy-built-environment-linkages-toolkit

- **Wellness Coalitions**
  https://www.cssd.gov.nl.ca/healthyliving/wellnesscoalitions.html

Diversity

- **Toolbox of Ideas for Smaller Centres**
  http://www.icavictoria.org/welcome-centre/resources/toolbox-of-ideas/

- **St. John's Local Immigration Partnership**
  http://www.stjohns.ca/st-johns-local-immigration-partnership

- **My New St. John's – Service Mapping Database**
  https://mynewstjohns.ca/

- **Office of Immigration and Multiculturalism Settlement Link**
  https://www.gov.nl.ca/immigration/settlement-and-other-resources/overview/

- **WelcomeNL Project**
  https://welcomenl.ca/

Gender

- **Office for the Status of Women site:**
  https://www.exec.gov.nl.ca/exec/wpo/index.html

- **Regional Status of Women Councils:**
  https://www.exec.gov.nl.ca/exec/wpo/regionalstatus/index.html

- **Violence Prevention Newfoundland and Labrador Organizations:**
  https://www.gov.nl.ca/vpi/become-involved/violence-prevention-newfoundland-and-labrador-organizations/

Accessibility

- **Accessible Communications Policy**
  https://www.cssd.gov.nl.ca/disabilities/pdf/Accessible_Communications_Policy.pdf

- **Inclusive Public Engagement**
  https://www.cssd.gov.nl.ca/disabilities/pdf/Inclusive_Public_Engagement.pdf

- **Words with Dignity**
  https://www.cssd.gov.nl.ca/disabilities/pdf/Words_with_Dignity.pdf

- **Alternate Formats**
  https://www.cssd.gov.nl.ca/disabilities/pdf/alt_format_info.pdf

- **Universal Design**
  www.universaldesignnl.ca

- **Emergency Preparedness**
  https://codnl.ca/emergency-preparedness/

- **Emergency Preparedness (2)**
  https://www.canada.ca/en/employment-social-development/programs/enabling-accessibility-fund.html

Age-Friendly Communities

- **Public Health Agency of Canada's (PHAC)**
  Age-Friendly Communities in Canada: Community Implementation Guide https://www.canada.ca/en/public-health/services/publications/healthy-living/age-friendly-communities-canada-community-implementation-guide.html

- **PHAC's Age-Friendly Communities Implementation Toolbox**
  https://www.canada.ca/en/public-health/services/publications/healthy-living/age-friendly-communities-canada-community-implementation-guide-toolbox.html

- **Age-Friendly Communities Evaluation Guide**
  https://www.canada.ca/en/public-health/services/health-promotion/aging-seniors/friendly-communities-evaluation-guide-using-indicators-measure-progress.html

- **Age-Friendly Communication: Facts, tips and ideas**
  https://www.canada.ca/en/public-health/services/health-promotion/aging-seniors/publications/publications-general-public/friendly-communication-facts-tips-ideas.html

- **Age-Friendly Rural and Remote Communities Guide**
  http://www.phac-aspc.gc.ca/seniors-aines/alt-formats/pdf/publications/public/healthy-sante/age_friendly_rural/AFRRC_en.pdf

- **Coalition for Persons with Disabilities NL**
  https://codnl.ca/

- **Universal Design Network of Newfoundland and Labrador**
  https://universaldesignnl.ca/

- **Empower NL**
  https://www.empowernl.ca/

- **Universal Design Network of Canada**
  https://universaldesign.ca/

- **Centre for Excellence in Universal Design**
  http://universaldesign.ie/

- **Social Isolation of Seniors - Volume 1: Understanding The Issue And Finding Solutions**
  https://www.canada.ca/en/employment-social-development/corporate/partners/seniors-forum/social-isolation-toolkit-vol1.html

- **Social Isolation of Seniors - Volume 2: Ideas Exchange Event Toolkit**
  https://www.canada.ca/en/employment-social-development/corporate/partners/seniors-forum/social-isolation-toolkit-vol2.html

- **World Health Organization Age-Friendly World**
  https://www.who.int/ageing/age-friendly-world/en/

- **World Health Organization Global Network of Age-friendly Cities and Communities:**
  https://extranet.who.int/agefriendlyworld/who-network/

Annex A: Update on 2018 Forum

Municipal Legislative Review

The topic for the third Annual Premier's Forum on Local Government was the ongoing review of municipal legislation. Delegates worked collaboratively through questions and activities related to conflict of interest, code of conduct, and enabling legislation. These issues were selected due to their complexity. During the discussions, we heard a wide diversity of views expressed on these issues.

Delegates strongly agreed that fairness, flexibility, and clarity should be the core principles for developing conflict of interest and code of conduct frameworks. Delegates also identified opportunities and challenges associated with enabling legislation and offered suggestions for mitigating the challenges. The collective experience and expertise in the room provided substantial benefit to the review process.

Since last year's forum, the Department of Municipal Affairs and Environment has continued work toward completing the legislative review. The outcomes of the forum, together with the nearly 2000 ideas and suggestions generated through consultation and the results of cross-jurisdictional research, are helping to develop recommendations for effective and modernized legislation for our municipalities.

Municipal Affairs and Environment
Government of Newfoundland and Labrador
P.O. Box 8700, St. John's NL
A1B 4J6