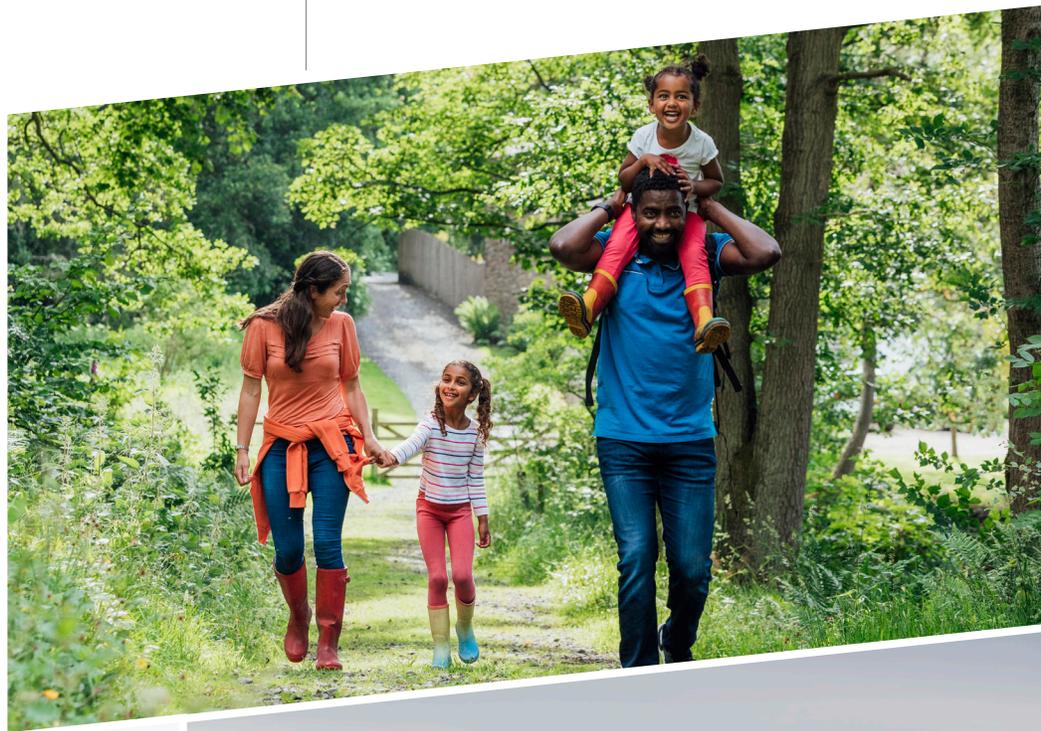


2022-2023 Annual Report

Municipal and Provincial Affairs





MESSAGE FROM THE MINISTER

As Minister responsible for Municipal and Provincial Affairs, I am pleased to present the 2022-23 annual performance report as per the requirements of the **Transparency and Accountability Act** as a category 1 government entity.

This annual report highlights the activities associated with the identified goals and objectives for the April 1, 2022 to March 31, 2023 fiscal year. This information is reflective of the lines of business under the Department of Municipal and Provincial Affairs.

It has been a busy and productive year. Highlights of this past fiscal year include the implementation of the **Municipal Conduct Act** and the provision of funding to communities for Age-Friendly projects.

This year, the Department has worked to continue collaboration and service sharing efforts while also delivering training and information sessions to municipal councils. These sessions help to ensure that all municipalities are knowledgeable and well equipped to conduct business with integrity and professionalism.

The Department has also continued to build on its existing and established relationships with partners, to ensure collaboration on important issues. The support of these partners is key to the development and implementation of the various initiatives outlined.

My signature below indicates my accountability for the reported results.

Sincerely,

A handwritten signature in black ink, appearing to read "John Haggie". The signature is stylized and written over a light blue horizontal line.

Hon. John Haggie
Minister of Municipal and Provincial Affairs

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Departmental Overview

Organizational Structure

The Department of Municipal and Provincial Affairs (the Department) is a category 1 government entity under the **Transparency and Accountability Act** supporting the economic, social, and environmental sustainability of municipalities, communities, and regions through the delivery of effective programs, services and supports to local governments and stakeholders.

The Department supported the strategic directions of government by helping to build a climate conducive to economic growth and sustainability, positioning communities for long-term success, and working collaboratively across the multiple sector to improve services and outcomes for residents.

Staff and Budget

The Department’s gross expenditure budget for 2022-23 was \$153,213,400 with planned related revenue of approximately \$33,053,600 for a net expenditure of \$120,159,800.

As of March 31, 2023, the Department had 74 positions (57 permanent, 13 temporary, and 4 contractual) and 60 positions staffed, with employees located in three offices throughout the province.

Region	Positions
Eastern	66
Central	4
Western (Western office is responsible for Labrador)	4

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Division	# of Employees	Net Budget
Executive Support	8	1,020,200
Strategic Financial Management	10	840,200
Policy and Strategic Planning	6	376,900
Municipal (Regional) Support	13	966,600
Municipal Finance	9	671,900
Municipal Support Programs	-	36,318,800
Local Governance and Planning	11	935,700
Canada Community-Building Fund	3	79,029,500

Staffing totals as of March 31, 2023: **60** **\$120,159,800**

Vision

The vision of the Department is strengthened municipalities through sustainable governance that supports vibrant communities and encourages economic development.

Mandate

The mandate of the Department is to advance the economic, social and environmental sustainability of municipalities, communities, regions and the province through the delivery of effective programs, services and supports.

Lines of Business

The Department is organized into five divisions:

Local Governance and Land Use Planning

Supports the vision of viable sustainable communities led by strong local governments. The Division's Land Use Planning section helps promote and support the planned growth of sustainable communities.

Municipal Finance

Provides financial assistance and guidance to municipalities with respect to funding programs, borrowing, debt servicing, and financial compliance. It also provides financial assistance through special assistance grants which provide financial aid to municipalities and related organizations for emergencies and financial difficulties. In addition, municipal finance staff provide general assistance to municipalities beyond the municipal budgetary process including special projects or initiatives involving municipalities, local service district committees or other entities. The Community Enhancement and Employment Program provides short-term employment for workers in rural areas of the province as well as administration of the Canada Community-Building Fund.

Municipal Support

Responsible for the provision of ongoing support and advice on local government issues. Regional offices serve as the primary contact between the department and local governments throughout the province.

Policy and Strategic Planning

Coordinates and supports the Department's policy agenda and is primarily responsible for the development of a policy and planning framework for the Department to help support a system of local government that efficiently provides services to residents of the province. The Division is also responsible for the Department's accountability and transparency requirements, including responsibility for the Departmental Multi-Year Strategic Plan and Annual Reports, and Departmental program evaluation. Finally, the Division is responsible for the coordination of community collaboration and service sharing initiatives including stakeholder outreach and consultations.

Strategic Financial Management

This shared service Division provides the Department and three other Departments and one Agency with financial management and general operations services. The Division is the point of contact for all Agencies, Boards and Commissions (ABC) financial reporting through departments. It is also the main departmental contact for the Department of Finance and Treasury Board Secretariat related to financial functions, budget submissions, public accounts and budget monitoring submitted by departments and ABCs.

Reporting Entities

Under the Transparency and Accountability Act, a number of government entities also prepare plans and annual reports. Entities which report to the Minister include:

- Municipal Assessment Agency
- West Newfoundland Regional Appeal Board (disestablishment on June 1, 2023)
- Central Newfoundland Regional Appeal Board (disestablishment on June 1, 2023)
- Eastern Newfoundland Regional Appeal Board (disestablishment on June 1, 2023)
- Labrador Regional Appeal Board (disestablishment on June 1, 2023)
- North East Avalon Regional Plan Oversight Committee [Inactive]
- Humber Valley Regional Planning Advisory Authority Leadership Committee [Inactive]
- A roster of adjudicators [replacing the four Regional Appeal Boards] (see **Annex A**)

For more information on the Department of Municipal and Provincial Affairs, please visit us online at <https://www.gov.nl.ca/mpa/>

Legislation

Assessment Act, 2006;
Avian Emblem Act;
Building Standards Act;
City of Corner Brook Act;
City of Mount Pearl Act;
City of St. John's Act;
City of St. John's Municipal Taxation Act;
Coat of Arms Act;
Commemoration Day Act;
Crown Corporations Local Taxation Act;
Evacuated Communities Act, 2016;
Family Homes Expropriation Act;
Floral Emblem Act;
Housing Act;
Housing Association Loans Act;
Mineral Emblem Act;
Municipal Affairs Act;
Municipal Authorities Amendment Act, 1991;
Municipal Conduct Act;
Municipal Elections Act;
Municipalities Act, 1999;
Provincial Anthem Act;
Provincial Flag Act;
Regional Service Boards Act, 2012;
Remembrance Day Act;
St. John's Centennial Foundation Act;
St. John's Municipal Council Parks Act;
Standard Time Act;
Taxation of Utilities and Cable Television Companies Act; and
Urban and Rural Planning Act, 2000.

Highlights and Partnerships

Highlights

Professional Planner Legislation

The Department began work towards preparing Professional Planners legislation. This is a very important step in the process of developing professional self-regulating legislation for Professional Planners. The Department will continue working with the Newfoundland and Labrador Association of Professional Planners in 2023-24 on the development of Professional Planner Legislation.

Training

The Department provides training opportunities to municipalities in Newfoundland and Labrador to strengthen and improve the leadership, administrative, operational and other job related skills of municipal councillors, municipal administrators, and other municipal employees.

The primary goal is to provide training and continuing educational opportunities in areas of importance to municipal councils and their staff. Resource materials are also provided for municipalities to use as a guide to improving management and operational capabilities at the local level. The Department looks for opportunities to partner with Municipalities Newfoundland and Labrador (MNL) and Professional Municipal Administrators (PMA) for the delivery of municipal training and professional development.

There have been almost 2,600 registrations of councillors, senior staff and other municipal officials in 49 information and training sessions this past year, which includes mandatory training sessions on the Municipal Conduct Act.

Municipal Conduct Act

The Municipal Conduct Act governs conflict of interest, ethical behaviour and professional conduct for all municipalities and local service districts across the province. It was proclaimed into force on September 1, 2022 and all 270 municipalities have since implemented a code of conduct. The Department has undertaken extensive training efforts to ensure all councillors and senior administrators will complete mandatory training prior to the September 1, 2023 deadline.

Restructuring of Regional Appeal Boards

The Urban and Rural Planning Act, 2000 was amended to improve the land use appeal process by establishing a list of adjudicators, increasing capacity to hear appeals, and creating efficiencies. With the proposed amendments, there will be up to twenty

professionally qualified adjudicators appointed from all regions of the province through the Independent Appointment Commission process. Adjudicators require a recognized professional designation relevant to administrative law and municipal development, such as a lawyer or certified professional land use planner.

Financial Support for Communities

Canada Community-Building Fund (CCBF)

The CCBF provides communities with stable and flexible funding for their infrastructure priorities across a wide range of categories. In 2022-23, 212 projects were approved, valued at \$15 million. Examples of projects include municipal infrastructure; drinking water/wastewater infrastructure; community energy systems; recreational, cultural, tourism, and sport infrastructure; capacity building; and, disaster mitigation investments. Fire halls and fire station infrastructure were added as an investment category for the program. This addition will contribute to the program's objective of building stronger and more resilient communities.

Community Enhancement Employment Program (CEEP)

The CEEP provides funding to eligible sponsors including towns; Inuit Community Governments; regional municipalities; local service districts; community and economic development organizations; and, other non-profit organizations. Individuals can be employed for up to 420 hours in order to become eligible for employment insurance benefits. For this reporting period, \$3,907,515 was expended, covering 201 projects.

Building Age-Friendly Community Grants

The Department funded 138 projects through an investment of \$2,030,812 to municipalities and Inuit Community Governments. These grants assisted communities in upgrading community property for senior accessibility. Grants were funded at a cost shared ratio of 90/10 up to a maximum of \$20,000 for individual applications. Regional applications were eligible for up to \$25,000 per community at 90/10.

Special Assistance Grants

The Special Assistance Fund provides financial aid to support municipalities and related organizations for: emergencies related to health and/or of a life safety nature; assistance to municipalities experiencing financial difficulties; general assistance to municipalities beyond the municipal budgetary process; and, special projects or initiatives involving municipalities, local service district committees or other entities.

During this reporting period, the Department provided 63 grants for assistance, totaling \$1,494,321.

Municipal Operating Grants

For this reporting period, \$22,000,000 was allocated through municipal operating grants and \$7,100,000 through the provincial shared gas tax program. These grants are provided to municipalities based on a formula that utilizes a municipality's or Inuit Community Government's number of occupied households from the most recent Census data and a Remoteness Index. This index measures a community's (municipality or Inuit Community Government) accessibility to various government and community services within the province. Municipal operating grants are limited to municipalities and Inuit Community Governments with populations less than 11,000. For 2023-24, municipal operating grants have increased by \$3,000,000 for a total of \$25,000,000 to be allocated.

Partnerships

Community Collaboration and Service Sharing

The Department is focusing on expanding regional services, working with local governments to identify service and administrative gaps, and working with communities to encourage service sharing and community collaboration. To ensure successful outcomes, communities will be encouraged to initiate inter-community relationship building, which can lead to increased community cooperation and collaboration. The Department will encourage, incentivize and where possible facilitate community cooperation and collaboration through three primary actions:

1. \$500,000 for initiatives that help address service gaps and build capacity through a collaborative, shared services approach.

2. A review of the Regional Services Boards Act, 2012, including stakeholder and public consultations, to determine if there is a renewed role for the boards to improve access to services and service delivery.
3. A community self-assessment tool to be completed by all municipalities and Local Service Districts to identify gaps and opportunities for collaboration.

Regional Water and Wastewater Operator Program

The Department provided \$240,000 to support the Regional Water and Wastewater Operator Program in Newfoundland and Labrador.

The program is focused on building local capacity and knowledge for the delivery of water services. Under the program, regional operators work with communities to address challenges associated with operating and monitoring modern drinking water and wastewater systems.

There are currently three regional water operators working in 56 communities across the province. The Regional Water and Wastewater Operator Program was initiated in 2015 and is delivered by the Eastern, Central, and Western Regional Service Boards.

Report on Performance

This document reports on the strategic goals and annual objectives for the final year of the Department's 2021-23 Strategic Plan. The sections below identify the key issues in the Department's plan, as well as the corresponding goals and results.

Issue 1: Supporting Local Governments through Enhanced Processes and Legislation

The Department is committed to exploring solutions that will meet the needs of local governments. This includes providing local governments with the necessary tools to explore new and innovative ways for the delivery of municipal services to residents, support community capacity and encourage economic activity.

Goal

By March 31, 2023, the Department will have modernized municipal legislation, made recommendations on reforming the municipal election process, and improved service delivery that supports strong local governance, builds community capacity and encourages economic activity.

1. Amended municipal legislation, regulations and/or policies as identified by the Department.

The Department undertook consultations with the Towns and Local Service Districts, to draft new legislation to replace the **Municipalities Act, 1999**. Drafting is now underway for the new legislation which will be then followed by a new act for cities and the City of St. John's. The Department introduced the **Municipal Conduct Act**, which provides clarification on conflict of interest and establishes a common set of rules for all municipalities. The Department amended the **Urban and Rural Planning Act, 2000** (URPA) provisions of the appeal boards and amended the legislation to replace the regional appeal boards with a roster of professional adjudicators to hear appeals.

2. Enhanced capacity for effective and sustainable local governance, including regional collaboration and shared services opportunities.

The Department undertook an extensive review of shared services and regional collaboration models. Planning for a review of the **Regional Services Boards Act, 2012**, including stakeholder and public consultations, has commenced. The review will help determine if there is a renewed role for the boards to improve access to services and shared service delivery. The Department undertook other initiatives such as the launch of the Age Friendly Community Grants to facilitate sustainable communities.

3. Identified opportunities to modernize operations and deliver services more efficiently.

The Department undertook a thorough review of its services and developed an inventory of services. Additionally, it modernized operations by replacing the regional appeal boards with the roster of professional adjudicators that can hear appeals virtually. This will streamline the appeal process, remove delays, and provide convenience to the clients. The Department also delivered virtual training sessions to large groups of municipal councilors across throughout the province on the **Municipal Conduct Act**, demonstrating efficient service delivery.

2022-23 Objective

By March 31, 2023, the Department of Municipal and Provincial Affairs will have updated municipal legislation, provided recommendations on regionalization, determined best practices on incentivizing cooperation and updated service delivery procedures.

Planned Indicator	Actual Results
Modernized municipal legislation by advancing work on a new Municipalities Act .	The Department undertook extensive consultations leading to modernizing the municipal legislation. It commenced drafting new enabling municipal legislation to replace the existing Municipalities Act, 1999 . This will provide all municipalities with increased flexibility and autonomy, while also ensuring appropriate levels of accountability. The Department is also consulting with the three cities - City of St. John's Act, City of Mount

	<p>Pearl Act, and City of Corner Brook Act, to review and amend these Acts.</p>
<p>Implemented the new appeal board process and make necessary consequential amendments.</p>	<p>The Department amended Section VI of Urban and Rural Planning Act, 2000 (URPA). The Bill was introduced in the House of Assembly in the Spring 2022 and received royal assent on June 1, 2022. The amendments resulted in changes to appeal boards and the appeal hearing process. It enabled a more efficient appeals process by appointing a roster of professional adjudicators across the province to hear appeals. The Adjudicators are appointed through the Independent Appointments Commission.</p>
<p>Launched mandatory training as required in the new Municipal Conduct Act, including in person, virtual and on demand e-learning.</p>	<p>The Department introduced mandatory training which included providing municipal councillors and municipal officials both in-person and virtual training session. Mandatory training sessions included the following modules: Roles and Responsibilities of Councillors and Chief Administrative Officer, Council Meetings and Procedures of Council, Conflict of Interest, Council Budgets and Financial Management, and ATTIP Training. These sessions ensure that all municipalities are knowledgeable and well equipped to conduct business with integrity and professionalism.</p> <p>During the reporting period there were 37 training sessions (for mandatory training) offered both in person and virtually.</p>

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<p>Continued to further the required legislation for the recognition of the Newfoundland and Labrador Professional Planners Association</p>	<p>The Department consulted with the Newfoundland and Labrador Professional Planners Association to seek their feedback on the self-regulating legislation and provide them with the list of questions for their input to the Department, to use it as guidance tool. Additionally department consulted with other government departments such as DGSNL to seek their feedback. Department will continue to undertake consultations with NLPA and its stakeholders to develop the legislation for the professional planners in NL.</p>
<p>Continued supporting the annual Premier’s Forum on Local Government in order to provide a venue that highlights challenges and opportunities for strong local government initiatives.</p>	<p>The Premier addressed participants at the Municipalities Newfoundland and Labrador Fall Forum in October 2022.</p>
<p>Reviewed and defined select program service delivery standards</p>	<p>The Department reviewed its program service delivery and prepared an inventory of services. It continues to review delivery standards for policy on relocation and expropriation. It reviewed and implemented processes to modernize operations and deliver services more efficiently such as training municipal councilors through virtual sessions and hearing appeals virtually by the adjudicators.</p>

Issue 2 – Regionalization of Local Governance and Service Sharing

Goal

By March 31, 2023, the Department will have reviewed the Joint Working Group report and associated recommendations to determine a regionalization model for local governance and shared services.

1. Worked within government mandate to ensure that programs are leveraged to support regionalization.

The Department prepared and analyzed the Joint Working Group report and associated recommendations. The Department continued to work and review regional collaboration models and to review programs that can be leveraged to support regionalization.

2. Developed an incentive regime to support regionalization and shared services initiatives.

The Department developed Community Collaboration Grants to assist with a regionalization approach and to advance community sustainability and viability through service sharing and commitment of continued, long-term collaboration. These grants will be aimed at helping to address service gaps and building capacity through a collaborative, shared services approach, including multiple communities. For example: shared water operator or road maintenance services or shared economic development opportunities. The Department also launched the Building Age-Friendly Communities Grant, which provide funding to Municipalities and Inuit Community Governments to assist in upgrading community property for senior's accessibility such as upgrades to trails, parks, community buildings and parking lots. This initiative support collaboration among communities as Municipalities/Inuit Community Governments may partner with

other nearby Municipalities/Inuit Community Governments to file a joint application.

3. Amended legislation to allow for local governance regionalization and shared services agreements.

The Department worked with communities in developing shared service opportunities. One such example is the navigation and opportunity identification support provided to the towns of Labrador City and Wabush in the development of their Regional Recreation Committee to grow and develop recreation in the Labrador West region. The Department also provided support to the towns of Harbour Main-Chapels Cove-Lakeview, Conception Harbour, Avondale, and Colliers in the development of a regional memorandum of understanding with the goal to pool resources to provide more efficient and cost effective local services to their residents.

2022-23 Objective

By March 31, 2023, the Department will have developed legislative amendments to advance implementation of the chosen regional governance model.

Planned Indicator	Actual Results
Completed the review and analysis of the Joint Working Group Report and recommendations.	The review and analysis of the Joint Working Group Report on Regionalization was completed. It was determined that the province does not have sufficient population density to support a two tier regional governance model. The recommendations were not considered a feasible regional solution for the province.

<p>Advanced a regionalization or shared service model for consideration.</p>	<p>A regionalization approach focusing on collaboration and service sharing among communities has been advanced. This includes:</p> <ol style="list-style-type: none"> 1. \$500,000 for initiatives that help address service gaps and build capacity through a collaborative, shared services approach. 2. A review of the Regional Services Boards Act, 2012, including stakeholder and public consultations, to determine if there is a renewed role for the boards to improve access to services and service delivery. 3. A community self-assessment tool to be completed by all municipalities and Local Service Districts to identify gaps and opportunities for collaboration.
<p>Commenced the review of the necessary legislation to make recommendations to encourage regionalization and enhanced regional service sharing.</p>	<p>A review of the Regional Services Boards Act, 2012, including stakeholder and public consultations, has commenced to determine if there is a renewed role for the boards to improve access to services and service delivery</p>
<p>Continued working with and engaging Municipalities Newfoundland and Labrador, Professional Municipal Administrators, communities across the province and other</p>	<p>The Department has continued working with communities to identify service gaps, and where they exist, assist communities to identify solutions, such as cost sharing for specific services.</p>

<p>stakeholders on regionalization and shared services.</p>	<p>The Department also continued working with and engaging MNL, PMA, communities across the province and other stakeholders on regionalization and shared services through attendance at conferences and consultation on regionalization efforts. This included attending both fall and spring conventions of partner organizations.</p>
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Issue 3 – Provincial Monuments, Observances and Coat of Arms

The Department is participating in the interdepartmental working group that focuses on provincial monuments and observances. Through public engagement and close consultation with Indigenous Governments and Organizations, this working group will provide recommendations on how best to recognize and commemorate the province’s history. This will be the basis for reviewing names of historical and commemorative sites, statutory holidays and other areas of cultural importance.

Goal

By March 31, 2023, the Department will have collaborated with other stakeholder Departments on designation or re-naming commemorative sites, statutory holidays and areas of cultural significance, recommended amendments to the provincial Coat of Arms, and based on guidance from the Department of Transportation and Infrastructure, unveiled the statue commemorating the Beothuk people.

1. Consulted with stakeholders and indigenous governments and organizations on areas of cultural significance.

In July 2021, the Department consulted with municipalities on whether they have monuments and observances that may use colonial language or celebrate people/events without appropriate context, thereby perpetuating racist ideologies and systemic racism. Municipalities submitted this information to assist in developing an inventory of monuments/observances to be reviewed.

2. Participated in the working group to confirm names for commemoratives sites.

An interdepartmental working group lead by the Department of Tourism, Culture, Arts and Recreation was struck to review and make recommendations. The Department participated in the working group and was consulted in the review of commemoratives sites in the province.

3. Established, through collaboration, with stakeholder departments, a process to review, confirm, or rename commemorative sites and statutory holidays.

The Department met with other stakeholder departments to share the list of monuments/observances that was collected from municipalities. A process of collecting similar lists from other stakeholder department was undertaken by the lead Department of Tourism, Culture, Arts and Recreation. Informed by the review undertaken by stakeholder departments, the statutory holiday of June 24 is no longer referred to as the Discovery Day holiday.

2022-23 Objective

By March 31, 2023, the Department will have participated in recommended name changes to monuments and observations and contributed to the installation of the commemorative Beothuk statue.

Planned Indicator	Actual Results
Continued working with the interdepartmental working group and other stakeholders to prepare recommendations related to the designation or re-naming commemorative sites, statutory holidays and areas of cultural significance	The Department participated in the interdepartmental working group. The group met three times during the reporting period. The working group reviewed list of commemorative sites. The lead Department of Tourism, Culture, Arts and Recreation in consultation with the interdepartmental working group makes recommendations regarding statutory holidays, monuments and areas of cultural significance.
Contributed as part of the interdepartmental committee, to advance recommendations for a monument commemorating the Beothuk people.	The Department contributed in the interdepartmental working group to advance recommendations regarding a monument/ Beothuk Statue commemorating the Beothuk people.
Contributed as part of the interdepartmental committee towards planning the unveiling of a statue commemorating the Beothuk based on guidance from the Department of Transportation and Infrastructure	The Department contributed in the interdepartmental working group with respect to planning the unveiling of a statue commemorating the Beothuk people based on guidance from the Department of Transportation and Infrastructure.

Opportunities and Challenges

Through collaboration and service sharing efforts, there is tremendous opportunity at this time throughout Newfoundland and Labrador for increased growth and sustainability of communities. The Department is taking actions to encourage communities to collaborate, enabling them to build capacity beyond what a single, small community can offer.

Complementing this work, the Department, through its mandate, will introduce modern, enabling legislation to support councils in their work to govern effectively, and to provide the services residents need.

This requires leadership from all stakeholders. The Department will continue to encourage and support community leaders in their efforts and to communicate the importance of collaborative efforts in securing strong local governments.

Financial Information

Department of Municipal and Provincial Affairs

		2022-23 Budget	2022-23 Expenditures
1.1.01 - Minister's Office	A570		
Salaries	M01	208,500	214,418
Employee Benefits	G02	100	-
Transportation & Communication	G03	45,800	31,074
Supplies	G04	700	196
Professional Services	G05	-	-
Purchased Services	G06	1,400	50
Property, Furnishings & Equipment	G07	-	-
Operating Accounts	M02	48,000	31,320
	Total	256,500	245,738
1.2.01 - Executive Support	A571		
Salaries	M01	616,700	571,847
Employee Benefits	G02	900	-
Transportation & Communication	G03	18,900	8,922
Supplies	G04	3,900	2,526
Professional Services	G05	-	-
Purchased Services	G06	12,700	4,022
Property, Furnishings & Equipment	G07	500	48
Operating Accounts	M02	36,900	15,518
Related Revenue	M27		
	Total	653,600	587,365
1.2.02 - Administrative Support	A572		
Salaries	M01	11,200	5,769
Employee Benefits	G02	27,500	28,461
Transportation & Communication	G03	29,300	9,033
Supplies	G04	17,000	10,139
Professional Services	G05	-	-
Purchased Services	G06	20,900	18,689
Property, Furnishings & Equipment	G07	9,200	7,957
Operating Accounts	M02	103,900	74,279
Related Revenue	M27	(5,000)	-

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	Net Total	110,100	80,048
1.2.03 - Strategic Financial Management	A57A		
Salaries	M01	824,400	733,901
Employee Benefits	G02	1,400	-
Transportation & Communication	G03	5,500	3,621
Supplies	G04	1,600	1,523
Professional Services	G05	-	-
Purchased Services	G06	6,800	3,447
Property, Furnishings & Equipment	G07	500	300
Operating Accounts	M02	15,800	8,891
	Gross Total	840,200	742,792
1.2.04 - Policy and Strategic Planning	A57J		
Salaries	M01	359,300	467,331
Employee Benefits	G02	200	-
Transportation & Communication	G03	6,700	3,868
Supplies	G04	300	558
Professional Services	G05	-	-
Purchased Services	G06	-	-
Property, Furnishings & Equipment	G07	200	1,692
Operating Accounts	M02	7,400	6,118
Grants & Subsidies	M10	10,200	10,109
	Total	376,900	483,558
2.1.01 - Regional Support	A59F		
Salaries	M01	914,800	1,019,595
Employee Benefits	G02	300	-
Transportation & Communication	G03	40,200	36,878
Supplies	G04	5,100	4,680
Professional Services	G05	-	-
Purchased Services	G06	5,900	1,968
Property, Furnishings & Equipment	G07	300	3,988
Operating Accounts	M02	51,800	47,514
	Net Total	966,600	1,067,109
2.1.02 - Municipal Finance	A59G		
Salaries	M01	657,500	670,331

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Employee Benefits	G02	800	-
Transportation & Communication	G03	8,300	4,947
Supplies	G04	1,200	524
Professional Services	G05	-	
Purchased Services	G06	3,800	1,615
Property, Furnishings & Equipment	G07	300	-
Operating Accounts	M02	14,400	7,086
	Gross Total	671,900	677,417
2.2.01 - Municipal Debt Servicing	A580		
Grants & Subsidies	M10	9,800	21,705
2.2.02 - Municipal Debt Servicing - Principal	A58A		
Grants & Subsidies	M10	230,300	443,868
2.2.03 - Municipal Operating Grants	A581		
Grants & Subsidies	M10	22,000,000	21,636,407
2.2.04 - Special Assistance	A582		
Grants & Subsidies	M10	2,014,000	10,167,902
2.2.05 - Community Enhancements	A594		
Grants & Subsidies	M10	4,964,700	3,873,884
2.2.06 - Provincial Gas Tax Sharing Program	A57H		
Grants & Subsidies	M10	7,100,000	6,871,076
2.3.01 - Local Governance and Planning	A59E		
Salaries	M01	792,100	846,054
Employee Benefits	G02	1,700	432
Transportation & Communication	G03	24,000	35,254
Supplies	G04	3,300	3,051
Professional Services	G05	33,000	29,620
Purchased Services	G06	22,600	21,098
Property, Furnishings & Equipment	G07	-	8,060
Operating Accounts	M02	84,600	97,515
Grants & Subsidies	M10	88,500	24,575

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Related Revenue	M27	(29,500)	(9,800)
	Total	935,700	958,344
2.3.02 - Canada Community-Building Fund	A596		
Salaries	M01	331,400	257,978
Employee Benefits	G02	500	-
Transportation & Communication	G03	11,600	1,609
Supplies	G04	2,000	-
Professional Services	G05	32,900	15,750
Purchased Services	G06	6,500	6,284
Property, Furnishings & Equipment	G07	1,500	706
Operating Accounts	M02	55,000	24,349
Grants & Subsidies	M10	111,662,200	25,289,196
Related Revenue	M27	(33,019,100)	(33,019,089)
	Total	79,029,500	(7,447,566)
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Gross Budget		153,213,400	73,438,536
Revenue		(33,053,600)	(33,028,889)
Net Budget		120,159,800	40,409,647
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Annex A – Inactive Entities

The Eastern, Central, Western, and Burin Appeal Boards are now defunct, and will be replaced by adjudicators as of June 1, 2023.

