

Your guide to municipal institutions in Canada

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FEDERATION OF CANADIAN
MUNICIPALITIES
International Centre for Municipal Development

FCM

Preface

Overview of the Document

Every society sets up services that respond to the specific needs of its local communities. These services take on a wide variety of forms and functions and are, to a large extent, delivered by municipal institutions. The geographical area in which municipal governments operate is smaller in size than that of central or provincial government and, for this reason, municipal government is located at the heart of the community it serves.

This publication aims to present the special characteristics of Canadian municipal institutions and to describe the similarities between the various types of municipal government, such as cities, districts, towns or townships. Beyond the wide variety of traditions, institutions and realities that are unique to each Canadian province, common features may be identified in their structures, processes and standards, as well as in their political and administrative practices.

The guide is divided into five parts:

1. An overview of Canada's public institutions as a whole. This section highlights the close link between municipal government and the government of each province;
2. A profile of Canadian municipalities and their range of responsibilities;
3. A snapshot of the major structures present at the local, regional and metropolitan levels;
4. A description of municipal taxation mechanisms, particularly in the areas of the budget cycle and the assessment of municipal governments' financial autonomy;
5. An analysis of decision-making and democratic processes.

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Your Guide to Municipal Institutions in Canada

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About FCM and its International Programs

The Federation of Canadian Municipalities (FCM) is the national association of municipal governments in Canada. Since 1901, it has represented the interests of all Canadian municipal governments on policy and program matters within federal jurisdiction. FCM has over 1,200 members that include Canada's largest cities, small urban and rural communities and the major provincial and territorial municipal associations. Its mission is to improve the quality of life in all communities by promoting strong, effective and accountable municipal government.

FCM's international programming began in 1987. Since then, through its International Centre for Municipal Development (ICMD), FCM has represented Canadian municipalities internationally and has been the main source of Canadian municipal practitioners and resources for international work. FCM's ability to deliver successful international programming is demonstrated by its portfolio of partnerships, projects and initiatives focusing on management capacity building, service delivery strengthening, and decentralization policy development. FCM is currently managing programs and projects in Africa, Asia, Latin America, the Caribbean and the Middle East. Most of FCM's international programming is funded by the Canadian International Development Agency (CIDA).

Introduction

The character of Canada is reflected in its municipalities. Municipalities are where ideas, people and capital coalesce, where services are delivered daily to support the quality of life of its citizens, and where the foundations of Canada's economic sustainability and social cohesion are to be found.

Canada's system of governance – its interweaving of federal, provincial/territorial and municipal governments – has been relatively stable, successful and adaptable over the past 140 years. The issues have changed and the roles of the various governments have become more interconnected and complex, yet federal, provincial/territorial and municipal governments have met their obligations, thus enabling Canadians to enjoy one of the highest standards of living in the world.

Furthermore, Canada has a well-organized municipal sector. Provincial/territorial associations represent municipal interests and concerns with their respective provincial and territorial governments, while FCM enables the municipal sector to speak with a single, strong voice at the federal level. FCM members represent approximately 80 per cent of the Canadian population. They encompass all of Canada's big cities, most of its small and medium-sized municipalities, as well as many small, remote and rural municipalities. FCM's success enables municipal governments in Canada to share knowledge and experiences, and develop innovative and highly effective programs to support their mandate to deliver quality services to their communities.

Canadian municipal governments, like most others around the world, carry a general mandate to plan, manage and maintain communities, infrastructure and land. They take direct, often immediate action to solve problems and provide the basic conditions for a good quality of life. They plan, manage and deliver essential services, develop long-term plans, establish policies and implement programs for local economic development, as well as social and environmental sustainability.

And like most municipalities worldwide, Canadian municipal governments face numerous challenges. Their search for new ways of delivering services is motivated by the same pressures: inadequate revenue and restricted authority accompanied by growing responsibilities. Citizens and national governments expect municipalities to address the issues of development: poverty and disease, environmental degradation, social decay, safety and security concerns, emergency measures, infrastructure breakdown, and stress on the basics of public transportation, solid waste management and provision of potable water.

Canadian municipal governments are also actors on the international stage and thus reflect Canada's character to the world. They receive international delegations and send their staff overseas to learn from others. They form direct relationships with other communities, are members of international associations such as Metropolis and United Cities and Local Governments, and represent Canada's municipal experience in international events.

They also contribute to the development of others. Through programs such as those implemented by FCM's International Centre for Municipal Development, Canada's municipalities share their experiences and approaches to assist others in finding appropriate ways to solve their own issues and problems.

This publication is the starting point for an exploration of the commonalities and differences between the Canadian municipal experience and that of other countries. It is designed to direct this dialogue towards those elements of the Canadian system that provide the most promise for exchanges of knowledge and skills that will ultimately help in our common agenda - to strengthen municipal government and therefore improve the quality of life in communities around the world.



Brock Carlton
Director
FCM's International Centre for Municipal Development



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1. Canada in three acts

Within Canadian federalism, there are three orders of government: federal, provincial – comprising ten provinces and three “territories”¹ – and municipal. These orders of government make up a complex structure within which governmental responsibilities are distributed.

1.1 Federal (or Central) Government

The country's central authorities are responsible for maintaining the peace, order and good government of Canada. More specifically, the federal authorities are responsible for issues related to the country's international role (including international trade), its domestic security, currency, postal service and navigation, as well as a large number of issues surrounding citizenship, criminal law, communications, the economy and environmental protection. The federal government also has the general power to spend public funds when it is deemed in the country's best interest.



1.2 The Provinces and Territories

Provincial and territorial authorities are responsible for issues of education, culture, health, natural resources, agriculture and municipal affairs – a subject to which we will pay particular attention in this publication. Provincial and territorial governments are also responsible for a large number of economic, environmental protection and housing issues.

1.3 The Municipalities

Municipalities make up the third order of Canada's government structure, and responsibilities may be delegated to them by provincial authorities. In Canada, the term “municipality” refers to all authorities that have municipal responsibilities, such as local administrations, metropolitan and regional municipalities, as well as a variety of sectoral and multisectorial organizations. For example, there are towns, townships, cities, regional county municipalities, metropolitan municipalities, as well as numerous others. Each provincial government establishes its own terminology.

Order of Government	Number in Canada	Examples	Responsibility (Number of Citizens)
Federal	1	1	30,000,000
Provincial and Territorial	13	Ontario British Columbia	11,000,000 4,200,000
Municipal (Urban and Rural)	3,664	Urban: Toronto, Gatineau, Winnipeg, Iqaluit Rural: Chester	Toronto: 4,000,000 + Chester: 10,600

Source: Canada Info Link Web Site: <http://www.canadainfolink.ca/government.htm>

Three Orders of Government ... Three Levels of Expenditure

Canada's annual public expenditure is distributed between the provinces and territories (42%)², federal government departments and agencies (50%) and municipalities of all categories (8%)³.

It is noticeable from this data that the provinces control most of Canada's public service resources. Furthermore, although public expenditure is recognized as being the main indicator of the importance of government activities, we also have to consider how responsibilities are shared (including a budget analysis) and understand how relations between the different orders of government are shaped.

The organization and general distribution of public responsibilities in Canada are structured in such a way that responsibility for social and education issues is only a small part of the overall mandate of a municipal government.

Firstly, the management of social issues and health programs is not part of a municipality's mandate, but is rather the responsibility of local and regional bodies governed by a Board of Directors. However, provinces are increasingly requiring municipal governments to fund social services at the local level, and so there is an evolution in the sharing of responsibilities.

¹ Although they are not equivalent to the provinces under Canadian constitutional law, the three territories are the responsibility of territorial authorities and, ultimately, the federal government. The three territories occupy considerable space in the north of the country and are home to mainly First Nations communities.

² Federation of Canadian Municipalities, *Building Prosperity from the Ground Up: Restoring Municipal Fiscal Balance*, 2006.

³ It should be noted that School Board expenses are, almost exclusively, met at the provincial level. School Boards draw their resources, for the most part, from provincial subsidies. School taxes are based on property value and are collected locally, but this represents less than one per cent of the annual budget.

Sectoral Responsibilities of Municipal Governments in Canada

			Sectoral Responsibilities of Municipal Governments in Canada												
			British Columbia	Yukon	Northwest Territories	Alberta	Saskatchewan	Nunavut	Manitoba	Ontario	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	Newfoundland and Labrador
			MUNICIPAL	PROVINCIAL/TERRITORIAL	PROVINCIAL/MUNICIPAL SHARE	FEDERAL	FEDERAL/PROVINCIAL SHARE	FEDERAL/MUNICIPAL SHARE	ALL JURISDICTIONS	NOT APPLICABLE or NOT AVAILABLE					
Social Development	Health	Hospital/Health Care							*						
		Hospital Capital	■				■		*						
		Public Health	■				■		*						
	Social Services	Social Assistance						■		*					
		Social Housing Assistance	■												
	Housing	Immigrant Settlement				■			*						
		Regulations	■												
	Local Democracy	Public Consultation and Equity													
		Managing Local Elections	■												
	Public Safety	Police	■												
		Fire Protection	■												
		Ambulance Services						***							
		Emergency Response													
Environmental Sustainability	Transportation	Highways, Primary Road Systems													
		Urban Streets	■												
		Rural Roads													
		Urban Public Transit	■												
		Road System Lighting	■												
		Airports	■												
		Harbours	■												
	Environment	Air Quality													
		Drinking Water Quality Standards				■					*****				
		Water Supplies	■												
		Sewers and Storm Drains													
		Wastewater Treatment									*****				
		Garbage Removal and Disposal													
	Land Use Planning and Development	Planning and Zoning By-laws							****						
		Preservation of Agricultural Land													
		Property Assessment													
Economic Well-Being	Finances and Taxation	Preparation, Approval and Auditing of Budgets	■												
		Borrowing Approval							**	****					
		Economic Development													
	Local Economic Development	Community Income Generation	■												
		Poverty Reduction Programs	■												

* provincial but municipalities are mandated to finance all or portion of provincial programs

** municipal, but through the Ontario Municipal Board

*** several communities contracted by Health Canada to provide health services

**** provincial approval required

***** norms established by province

FCM would like to thank the municipal associations from the respective provinces and territories for their help in compiling and checking this data.

Secondly, Canadian municipalities are not responsible for the management of schools or education programs. At the primary and secondary levels, the responsibility lies with independent local or regional authorities called “School Boards”, who are directly answerable to a provincial ministry responsible for education as a whole.

The fact that the areas of education, social services and health services are not included in Canadian municipal governments' responsibilities has, to a large extent, limited their role, and also limited their share of public expenditure. Indeed, if municipalities were to assume responsibility for primary education and primary health care (as is the case in many countries), their share of Canada's public expenditure would be considerably higher.

1.4 Intergovernmental Relations

Under the terms of the Canadian constitution, the federal and provincial governments have clear areas of responsibility. However, some of these areas overlap or are closely linked to municipal responsibilities.

Housing, for example, is at times considered to be the responsibility of the provincial Ministry of Municipal Affairs and, at other times, is seen as being an economic development issue (which is a provincial and federal responsibility – and increasingly becoming a municipal one). Another example is transportation, which has different functions at the local and national levels.

In the context of globalization, with the redefinition of the role of the state and the challenging of the traditional sharing of responsibilities within the country, several provinces have given birth to advocacy movements. Municipalities want more autonomy, not only at the policy level, but also in their relationship with the federal government.

When dealing with the federal government, Canadian municipalities may voluntarily join an association that will represent them and act as their “voice”. This is the role of the Federation of Canadian Municipalities (FCM). Municipalities may also join similar municipal associations at the provincial level, which represent their points of view and interests in dealings with provincial authorities.

FCM and the provincial associations of municipalities have become key stakeholders for the federal and provincial governments, who consult them on legislation affecting municipal and urban issues.

For example, municipalities recently negotiated the transfer of \$5 billion in gas tax funding over five years with the Government of Canada. This sum will be assigned to ecologically sustainable municipal infrastructures . See www.infrastructure.gc.ca/faq/ndcc_e.shtml for further information.



2. Municipalities

In Canada, the legislative assembly of each province creates municipalities and modifies their boundaries as needed. For this reason, the legislation and regulations that guide municipalities vary considerably from one Canadian province to another, and take into account the province's individual characteristics, especially its geography, demographics and economy.

In each **province**, a **Ministry of Municipal Affairs** is responsible for the application of, and compliance with, the general rules surrounding municipal operations and taxation. The ministry has a guardianship role over what actions a municipality can take. This causes a certain amount of dissatisfaction amongst municipal governments, who want greater autonomy. Many local municipalities – especially cities – would prefer to be exempt from provincial standards, as this would enable them to implement their operations more quickly and have greater flexibility in their discussions with economic developers.

These ambitions do not necessarily fit in with the provincial governments' view of things, since provincial governments want to maintain direct control over activities in municipalities, especially in the areas of economic development, urban planning, urban transportation and environmental protection, to ensure that their policies are respected.



2.1 A Variety of Structures

There are nearly 3,700 municipal, intermunicipal, regional and metropolitan authorities that deliver public services to local communities in Canada (see Table 1). A range of factors, including culture, tradition, geography and the economy, leads to great differences in the boundary sizes of these municipalities. There are many small municipalities, especially around urban agglomerations and in rural and northern regions, and many very large municipalities, especially in urban and metropolitan areas.

Of the twenty-five (25) metropolitan areas in Canada, only two cities have a population of more than one million: Toronto (2.3 million) and Montreal (1.6 million). The vast majority of municipalities are therefore small in size.

Northern municipalities, indigenous territories and First Nations reserves represent nearly 20% of Canada's municipal institutions. Although there are relatively few of them, the demographic weight of Canada's large cities is far greater than the total sum of the small communities. In these conditions, federal and provincial governments have to achieve a fine balance between their development policies for large metropolitan areas (where the vast majority of Canada's population lives) and their policies for outlying areas (which is where the vast majority of municipalities are located).

TABLE 1: Municipalities and Population by Province (2003)

Province	Number of Municipalities ¹	Population ²	Urban/Rural Split ³ (%)
Newfoundland and Labrador	291	520,170	57.7/42.3
Prince Edward Island	75	137,941	44.8/55.2
Nova Scotia	55	936,878	55.8/44.2
New Brunswick	55	750,4605	0.4/49.6
Quebec	1,141	7,503,502	80.4/19.6
Ontario	464	12,280,731	84.7/15.3
Manitoba	201	1,164,135	71.9/28.1
Saskatchewan	812	995,003	64.3/35.7
Alberta	338	3,164,400	80.9/19.1
British Columbia	179	4,158,649	84.7/15.3
Yukon, Northwest Territories, Nunavut	53	102,768	49.9/50.1
TOTAL	3,664	31,714,637	79.7/20.3

Sources: Number of Municipalities¹: Taken from Treff, Karin, David B. Perry, Finances of the Nation 2002: A Review of Expenditures and Revenues of the Federal, Provincial and Local Governments of Canada, Toronto Canadian Tax Foundation, 2003. Pp 1:5 to 1:13; Population by Municipality²: Statistics Canada, Demographic Statistics as of October 1, 2003, <http://www.statcan.ca/Daily/English/031218/d031218c.htm>; Urban/Rural Split³: Statistics Canada, Population Counts, for Canada, Provinces and Territories, and Census Divisions by Urban and Rural, 2001 Census, <http://www12.statcan.ca/english/census01/products/standard/popdwell/Table-UR-D.cfm?T=1&SR=1&S=1&O=A&PR=10>

Municipal institutions can be split into two large categories, depending on their responsibilities and boundaries within which they operate. The first category refers to organizations called **single-tier** or **lower-tier municipalities**⁴, which have full responsibility for municipal public services throughout their geographic boundaries. The vast majority of Canadian municipal institutions, such as cities, towns and townships, fall into this category. The second category includes **upper-tier municipalities**, whose mandate covers a wider territory comprising several lower-tier municipalities, such as districts, counties and urban agglomerations. These are known as **regional municipalities** or **metropolitan municipalities**.



⁴ Single-tier municipalities differ from lower-tier municipalities in that they do not form part of an upper-tier body.

2.2 Single-tier (Lower-tier) Municipalities

Single-tier or lower-tier municipalities are responsible for many areas, including:

- Urban transportation;
- Road maintenance and snow removal;
- Protection of persons and property;
- Cultural and recreational activities;
- Urban and land use planning;
- Local economic development;
- Potable water supply;
- Wastewater treatment;
- Construction and maintenance of domestic, industrial and storm drains;

- Treatment of solid waste (collection, incineration, landfill operations, recycling, recovery); and
- Consultation with the local population and the organization of municipal elections.

The level of priority given to these areas varies according to provincial policies and programs, as well as local context, needs and traditions. Breaking down the expenditure into “categories” is an excellent way of evaluating these priorities (see Table 2). This indicator shows that Transportation and Communication is at the head of the list, accounting for 11.3% of municipal government expenditure.

TABLE 2: Revenue and Expenditures – Local Governments (2004)

Sectors	Millions of \$	%
Education ⁵	39,238.8	41.2
Transportation and Communication	10,796.3	11.3
Environment	10,051.8	10.6
Protection of Persons and Property	9,269.3	9.7
Recreation and Culture	6,825.1	7.2
Social Services	5,655.0	5.9
General Government Services	4,889.0	5.1
Debt Charges	2,966.7	3.1
Housing	2,072.2	2.2
Health	1,378.8	1.4
Resource Conservation and Industrial Development	1,043.5	1.1
Regional Planning and Development	1,025.3	1.1
Other Expenditures	55.6	0.1
Total	95,267.6	100

Source: Statistics Canada: Public Sector Statistics, Financial Management System 2004-2005;
Catalogue No. 68-213-XIE

⁵ The figure for the “Education” sector reflects all expenditures in this category. However, municipalities are only responsible for a small part of this total. School Boards are responsible for the rest.

Nearly 10% of municipal resources are dedicated to the protection of persons and property, and a similar figure is spent on the protection of the environment. Less technical areas, such as recreation, culture and social services, make up between 5% and 7% of local government expenditure. Other categories, such as housing, health, urban and regional planning, and resource conservation and industrial development, are allocated a smaller portion.

Increasingly, municipal authorities entrust the delivery of certain services to private companies by means of a contract between the local authorities and the selected company (called “subcontracting”). Services such as public parking, waste collection or snow removal are often subcontracted in this way. This method is regularly used for services with user fees.

FCM has produced a policy paper on this subject called the Municipal Role in Private Sector Development. This document demonstrates that municipal governments in Canada have successfully developed strategies and programs to support private sector development.

2.3 The Regional Level

From the very beginning, municipalities have had to work together with their neighbours to tackle issues of regional interest. Provincial authorities have set up various types of **intermunicipal** authorities or boards, whose areas of operation extend beyond the boundaries of individual municipalities. In general, these intermunicipal authorities carry out their duties in collaboration with the lower-tier municipalities of which they are composed. These authorities are run along similar lines to a business, have no powers of direct taxation, and their approach is more administrative than political. There are three types of authority:

- Those with several areas of responsibility, or “multi-purpose”;
- Those with a single area of responsibility, or “special purpose”;
- Those with responsibilities for planning at the regional level.

2.3.1 Regional Multi-purpose Authorities

Regional districts and **counties** are the most common types of multi-purpose cooperation. They operate under the authority of a council, which may be made up of either elected municipal officials that are delegated by each member municipality or persons elected for the specific purpose.

Deciding who will be Chair of these regional authorities is a challenge, since it is important to maintain cohesion and harmony among municipalities within the regional boundaries. The Chair is also the region’s spokesperson, in particular in dealings with other orders of government.

If the Chair of these authorities is elected by universal suffrage, which is unusual in Canada, the person will have strong legitimacy. This, by extension, helps strengthen the authority of the institution itself.

Multi-purpose authorities have decision-making powers in several areas and have their own administration and professional resources. In some cases, the regional council is responsible for approving the capital plans or budgets of its member municipalities. This ensures that planned activities can be carried out, especially in the area of infrastructure.



In general, these authorities provide several types of service, including:

- Medium- and long-term planning and development in various areas, including public transportation, household waste management, urban infrastructure, water, sewers, regional roads and public safety;
- Direct interventions as service providers within municipal boundaries (for example, as the public transport provider or regional incinerator operator);
- Acting as a coordination hub for municipal operations within their boundaries.

For further information about the role and composition of regional authorities, visit the web site of the Regional Municipality of Niagara, Ontario, at www.regional.niagara.on.ca or the Regional Municipality of Halifax, Nova Scotia, at www.halifax.ca.

2.3.2 Special-purpose Authorities

Provincial authorities often opt for a more flexible approach, leaving room for greater local autonomy. In this way, they adopt measures authorizing municipalities that so desire to take the initiative and create authorities called “**special districts**” or “**boards**”. These bodies receive their mandate under an intermunicipal agreement and are headed by a Board of Directors, made up of elected officials delegated by municipalities that are party to the agreement.

The annual budget estimates – prepared by the intermunicipal body – are submitted for approval to the municipal council of each member municipality, as each municipality has to make a financial contribution from its own revenues to make up the revenues of the authority.

Authorities are often used to deliver a specific service to a group of municipalities. As an example, the Essex-Windsor Solid Waste Authority (EWSWA) is a municipal agency created by the County of Essex and the City of Windsor to provide waste management programs and facilities for the residents and businesses in the County and the City. These include: landfill sites, transfer stations, blue box recycling collection, household chemical waste management facilities and programs, white goods collection, recycling and other waste reduction and public education programs.

For further information, visit the web site of the Essex-Windsor Solid Waste Authority at <http://www.ewswa.org/pages/home.html>

Many of an intermunicipal special-purpose authority’s responsibilities are in the areas of environmental protection, especially household waste management, and wastewater and potable water treatment. Special-purpose authorities also operate in the areas of public safety (i.e., the police and fire services) and culture and recreation.

These authorities are characterized by the flexibility of the support they receive from municipalities, who join on a voluntary basis. However, this way of working together can make the organization vulnerable and unstable, especially if one of the major municipal members decides to withdraw its support. In this way, the very autonomy of the members can threaten the stability of the authority and, ultimately, the quality of the service it provides.

The special-purpose approach is often chosen because local leaders favour the organizational methods used by profit-making organizations. Some see special-purpose bodies as being less complex, with simpler bureaucratic processes that make them easier to control. Often, however, the management system can cause coordination problems, making the holistic approach that is essential to planning and integrated development more difficult to achieve.

2.3.3 Metropolitan Communities

Provincial authorities set up metropolitan governments or **metropolitan communities** to provide large urban areas, with a horizontal structure, for cities, towns and regional municipalities within their boundaries. Examples of this are the Quebec Metropolitan Community, Quebec, and the Greater Vancouver Regional District, British Columbia. This approach is designed to respond to specific circumstances, such as a region that is home to a provincial capital or an urban area made up of several cities with common issues.

These metropolitan communities are therefore cooperating authorities whose boundaries stretch to the limits of census metropolitan areas. They are headed by a **metropolitan council**, made up of elected officials delegated by member municipalities. The Chair of this council is a mayor chosen from among the delegated members. The body is responsible for policies relating to regional planning, economic development, solid waste management, public transport and equipment and infrastructure for the metropolitan region.

The efficiency of these large metropolitan communities depends primarily on their ability to act as a place for strategic consultation, to face the challenges confronting urban areas that have been brought about by the globalization of the economy. However, when carrying out their mandates, metropolitan communities must take into account service providers operating within their boundaries.

For further information about the role and composition of metropolitan governments, visit the web sites of the Greater Vancouver Regional District at www.gvrd.bc.ca and the Quebec Metropolitan Community at www.ville.quebec.qc.ca/en/organisation/commune_métropolitaine.shtml.

2.4 First Nations Communities

The First Nations form **territorial communities** that are separate from municipal administrations. They are subject to their own specific federal and provincial legislation and not to the same legal and regulatory framework as other municipalities or populations. Each territory, known as a **reserve**, is governed by a **band council**, whose members are democratically elected. The band council has the same function as a municipal council, but also has responsibility for social and educational programs. The band council manages service delivery with the assistance of financial support from the relevant government authority.

Band councils are increasingly partnering with municipalities in their urban areas, as they often have common interests in environmental and land use planning issues. Examples of these territorial communities include the Wemindji nation in Quebec, the Eskasoni nation of Nova Scotia, and the Skidegate nation of British Columbia.

However, a significant portion of the indigenous population lives outside the reserves, in urban areas. Their living conditions are often difficult because of problems adapting to the local economy, and this represents a major challenge for the municipal governments of large cities. The largest indigenous populations (as a percentage) living in urban centres are found in Thompson, Manitoba, Prince Rupert (British Columbia), Prince Albert (Saskatchewan), Yellowknife (Northwest Territories), and Portage la Prairie (Manitoba)⁶.

For further information about these band councils and other First Nations, visit the following web sites: Wemindji (www.wemindji-nation.qc.ca), Eskasoni (www.eskasonibc.ns.ca) and Skidegate (www.skidegate.ca).

⁶ Source: Adapted from Statistics Canada, “Profile of citizenship, immigration, birthplace, generation status, ethnic origin, visible minorities and Aboriginal peoples, for Canada, provinces, territories, census divisions and census subdivisions – 20% sample data, 2001 Census”, Catalogue no 95F0489XCB2001001.

3. Municipal taxation

The executive committee and senior management team of a municipality have to develop and approve expenditure and annual revenue projections that meet the provincial government's objective of a balanced budget. This process often includes public consultation, particularly with the business sector and citizens' committees.

Elected officials establish budget priorities that are identified according to the areas needing a larger allocation of available resources or those requiring urgent attention. These decisions are submitted to the municipal council for approval in December, before the start of the fiscal year.

TABLE 3: Local Government Revenue in Canada (2004)

Sectors	Millions of \$ CDN	%
Own Source Revenue	55,687.57	60.4
Consumption Taxes	96.17	0.1
Property and Related Taxes	37,296.37	40.4
Other Taxes	674.95	0.7
Sales of Goods and Services	14,335.80	15.5
Investment Income	2,479.31	2.7
Other Revenue from Own Sources	804.97	0.9
Revenue from Government Transfers	36,548.56	39.6
General Purpose Transfers	1,575.87	1.7
Specific Purpose Transfers	34,972.69	37.9
Total Revenue	92,236.13	100

Source: Statistics Canada: Public Sector Statistics, Financial Management System 2004-2005; Catalogue No. 68-213-XIE

⁷ Known as "property tax".

Taxes represent 40.4% of municipal revenues. The "Related Taxes" category in the table includes special taxes on every homeowner (for example, for refuse collection) or on residential and commercial properties (notably for the removal of snow from sidewalks and adjacent streets).

3.1 Local Revenue

Federal and provincial governments obtain a major source of their funding from personal income tax and taxes on private corporations. Municipalities cannot do this.

The primary source of local funding is the property tax (see Table 3). This tax on **real estate assets**⁷ targets all property within the municipality's boundaries, and it is the responsibility of local political authorities to set taxation levels in accordance with their annual expenditure.

The sale of goods and/or service charges is another main source of municipal income, accounting for 15.5% of revenues. This can include services that a municipality provides for its citizens in exchange for payment, for example, recreational activities. The importance of revenues from services provided varies enormously from municipality to municipality, depending on the decision to charge user fees (or not). Financing activities through municipal budgets will generate less revenue, but is fairer for the municipality's less affluent citizens.

Revenues from services can also vary according to a municipality's capacity to provide services to its neighbouring partners. To this end, towns or cities can "sell" services to the suburbs, to neighbouring rural municipalities, and even to some businesses.

Diversifying local sources of revenue enables a municipality to reduce the amount of property tax it charges and to move part of the financial burden onto the users of its services. For some, this situation highlights the urgent need to provide municipalities with new sources of funding.

3.2 Government Transfers

While local sources of revenue account for a large part of annual funding for some municipalities, many will receive financial support from the government. In some cases, the funding is conditional on its use for activities targeted by government programs⁸. Other government payments are unconditional and are mainly provided for those municipalities that are unable to generate sufficient revenue from property taxes⁹. Government transfers that are attached to specific capital projects take the form of loans, which can be repaid over 20, 30 or even 40 years.

3.3 New Sources of Revenue

To address the growing need for revenues brought about by increased responsibility and, as a consequence, ever-increasing administration costs, many municipalities choose other sources of funding and opt to outsource to the private sector.

As a result, the strain on municipal budgets is lightened and elected officials avoid adding to the financial burden of taxpayers. However, municipalities have to be careful about choosing this option, as the expected benefits do not always materialize and the accountability that has to accompany public management is often sacrificed.

Municipalities in Canada have to make sure that new sources of revenue are both sustainable and efficient. Some large cities, such as Toronto, are attempting to develop a formal policy to this end. Municipalities are also seeking to obtain a share of federal and provincial taxes. The recent \$5-billion gas tax agreement is a good example of this.

Municipal governments often have to innovate to generate revenue. For example, new property taxes are a way of funding the public costs of a rehabilitation or redevelopment project. Adding a portion of the school tax from the property tax could double the funding pool that is available and make feasible some of the more ambitious or difficult-to-achieve projects¹⁰.

⁸ For example, public transport or social services programs.

⁹ These equalization programs aim to lessen regional disparities and enable municipalities in need to provide basic public services without having to raise local taxes to intolerable levels.

¹⁰ Source: Web Site of the Ontario Ministry of Municipal Affairs and Housing: www.mah.gov.on.ca/userfiles/HTML/nts_1_7425_2.html

4. Who decides?

Every municipality may set up a variety of bodies to develop policy, discuss alternatives and make decisions.

4.1 The Municipal Council

The municipal council is the main decision-making and policy-making body that determines the municipality's general guidelines for intervention, and passes all budgets, policies and programs that the administration will be responsible for implementing.

The municipal council is made up of a **mayor** and **municipal councillors**. The size of the council is decided by the provincial authorities in accordance with the size of the municipality. Municipal elections take place on a set date, with majority voting and a first-past-the-post system. Terms of office last for three or four years, depending on the province, and voting takes place simultaneously in all municipalities in the province, but never at the same time as a federal or provincial election. Elections are subject to provincial regulations, in particular the Municipal Elections Act.

The mayor's position is filled by universal ballot. The fact that the whole municipal electorate is involved in the process gives the mayor strong legitimacy, which some have called "almost presidential". To elect municipal councillors, the municipality is divided into electoral districts, with each councillor being elected in a district.

All locally elected officials receive **compensation** for their public service from the municipality's public funds. In principle, this compensation is to ensure that the elected officials can be released from their professional careers and devote the necessary time to their representational responsibilities. In small municipalities, the mayor is often able to keep up his/her full time employment in tandem with the elected position. This is not the case in larger municipalities, where the sheer number of demanding tasks requires mayors to abandon other professional activities for the duration of their term of office. In this perspective, the question of adequate compensation for the mayor becomes essential. The compensation must allow the mayor to fully dedicate himself/herself to the task of an elected official, while at the same time maintaining financial independence and reducing the risk of corruption that can arise from an uncertain financial situation. Adequate compensation for the mayor's position is also seen as a way of recruiting from a wider and more varied set of candidates, ones that are from outside the traditional political community.

The responsibilities linked to the position of mayor are very different from those of a municipal councillor. The mayor is responsible for:

- Representing the whole of the municipality;
- Chairing municipal council meetings;
- Signing documents on behalf of the municipality;
- Ensuring that municipal council decisions are implemented;
- Representing the municipality on intermunicipal and regional bodies; and
- Being part of the municipality's executive committee, without chairing it.

In short, the mayor is the main political and administrative contact for the municipality, responsible for reporting municipal council decisions to citizens and ensuring that they are carried out. The mayor acts as the municipality's spokesperson and, as such, has to communicate municipal council decisions to the public. The mayor is also a central figure in local community debates and, for this reason, has more human and financial resources at his/her disposal than municipal councillors. However, the mayor is subject to the same financial and ethical rules governing public expenses as anyone else. In cities of a certain size, the mayor will have a **cabinet**, similar to those in federal or provincial governments.

Municipal councillors have to attend council meetings and promote the interests of their constituents. They have an extremely important role as agent for their constituency. They also inform their constituents of municipal decisions that concern their constituency and make sure, through public consultation, that they are fully aware of the local issues that they will bring forward to the municipal council. Councillors vote on draft regulations and resolutions that require a simple majority. Councillors are members of the municipal council's thematic committees and commissions.

The municipal council holds regular meetings – at least once a month – and council members may be asked to attend special meetings if necessary. The agenda for these meetings is drawn up by the **mayor**, in consultation, if needed, with the **executive committee**. Council meetings are open to the public, while executive council meetings are generally held in camera. Council members vote by show of hands and a simple majority is required for a decision to be made.

The municipal council approves resolutions concerning current administrative decisions. The council also approves **by-laws**, which must be preceded by a "Notice of Motion" and followed by a "Notice of Proclamation". By-laws deal with any major administrative issue, or any issue with a financial impact. In some cases, where loans are concerned, for example, these by-laws must also be submitted to the public for approval.

Municipal council meetings are recorded by the municipal **clerk** in council **minutes**. This document becomes public once it has been approved by the municipal council. The minutes of a municipal council meeting may be published on the municipality's web site. To see examples of these minutes, visit the City of Ottawa's web site at the following address: <http://ottawa.ca/cgi-bin/docs.pl?lang=en>.

4.2 The Executive Committee

In large municipalities, the executive committee is responsible for receiving proposals from the municipal administration and preparing draft resolutions and by-laws that are then submitted to council for approval. The executive committee has the authority to make decisions on everyday municipal issues to lighten the workload of the municipal council. It is also responsible for implementing council decisions. Executive committee members are usually chosen by the municipal council on the mayor's recommendation.



The set of provisions governing the executive committee has traditionally been the subject of provincial regulations. Some provinces now feel that there should be a way of increasing municipal autonomy in this respect by allowing municipalities to change the functions of their executive committee or even to abolish it. To see an example of how an executive committee operates (from the City of Pickering, Ontario), visit the following web site: <http://www.cityofpickering.com/standard/business/index.html>

4.3 Committees and Commissions

Municipal council members are required to belong to thematic **standing committees**, which are where draft policies are developed. This is a way of involving all elected officials and enabling them to make a direct and personal contribution to the decision-making process. These working committees report at municipal council meetings. The most common themes for these committees are the municipal budget, urban planning, public works and sporting and recreational activities.

As well as elected officials, thematic **commissions** can bring together experts, representatives of community groups and members of the public, all of whom are appointed by the municipal council. This is where **elected officials and the public can debate** issues. The most common themes for these commissions are environmental and planning issues. Commissions can also reflect on the best ways of including certain social groups, such as youth, women or First Nations, when deciding on municipal policies.

4.4 Municipal Administration

Every municipality has a **public administration** that enables it to fulfil its responsibilities and make sure that municipal council decisions are implemented. To this end, the municipality hires executive staff, professionals, technicians, office staff and public works employees, either full-time, or part-time. All staff can have a permanent position, but the municipality will also use temporary staff on an ad hoc basis.

The municipal public administration is unique to each municipality and is not connected to any federal or provincial public service. The executive managers (chief administrative officer, city manager, clerks, secretary general, treasurer and departmental managers) are recruited by the municipal council, while staff members are hired by either the executive committee or the municipal council, depending on the case. Hiring is carried out in accordance with public administration regulations.

At the head of the municipal administration is the **Chief Administrative Officer** or **City Manager** who is responsible for the municipality's overall services and has authority over all municipal staff, including executives. The Chief Administrative Officer or City Manager is a member of the municipality's executive committee and dialogues with elected officials on any issue concerning the administration of services.

The municipal administration can be divided into main areas of activity, including:

- General administration and support services (including human resources, finances and communications);
- Land use and urban planning;
- Public works and major municipal public installations;
- Public safety (including the municipal police force and firefighting); and
- Culture and recreation.



Municipalities may choose to use their own employees to provide services or use one of the following alternatives:

- a) Delegation to a neighbouring municipality, which is considered to be an efficient solution for medium and small-sized municipalities. This alternative prevents the proliferation of redundant services in neighbouring municipalities and promotes efficient management.
- b) Contracting to a private company, which entails developing partnerships with private service providers. This is particularly found in areas such as household waste collection.



5. Local democracy

The exercise of democracy at the local level is unavoidably characterized by the representation of citizens by elected officials and the participation of citizens in the debates – and even the decisions – that affect them. Making political representation and public participation work together smoothly is therefore at the very heart of local democracy.

5.1 Elections

First of all, it should be noted that elections are subject to an organizational framework that is developed by the provincial governments. This includes criteria for setting electoral boundaries, the date of elections, the length of the electoral campaign, authorized electoral expenditures, citizens' financial contributions to candidates' campaign funds, conditions of eligibility, and persons qualified as electors.

As with the other orders of government, the **right to vote at municipal elections** is granted to all persons aged 18 years and over who are Canadian citizens. Furthermore, to be able to vote, a person must be a resident or a property owner, or conduct a business within the municipality's boundaries. The same conditions apply to any person wishing to be a candidate in the election. Candidates must also gather a minimum number of voters' signatures to support their candidacy¹¹.

The dates of local elections never coincide with those of federal, provincial or territorial elections. This is to ensure that the issues on which a local election is fought are not clouded by other electoral campaigns. This advantage is somewhat lessened by the negative impact that continual elections have on the interest of voters. Voter turnout is significantly lower at the municipal level than at the federal or provincial levels. However, voter turnout is much higher when major issues are at stake.

The **relationship between elected officials and voters** varies according to the size of the community. For this reason, the exercise of electoral democracy is more consensual in rural municipalities than in cities. Quite often, the mayor of a small municipality can be elected without opposition, whereas in more urban areas, elections are more structured and involve several candidates.

In Canada, municipal politics are "non-partisan", meaning that political relationships are not structured along political party lines as in federal or provincial elections.

The majority of Canadian municipalities are governed by men and women who are chiefly elected for their individual qualities and reputation. However, it would be wrong to assume that local politics are completely disconnected from the partisan networks that are active at the federal and provincial levels. Nevertheless, the philosophy that leads to a more administrative than political approach is widespread.

In the largest Canadian cities, such as Toronto, Montreal, Winnipeg and Vancouver, municipal political parties are active during municipal elections and exert an influence on the representative function of their elected members. Such organizations are often created because of a desire to promote certain values, support a certain candidate's mayoral campaign, or propose a new political alternative. The presence of parties makes it easier to recruit candidates, reducing the number of candidates returned by acclamation and increasing electoral competition and the accompanying debates. However, the municipal political parties that have been created in this way in cities are not affiliated to federal or provincial political parties.

Finally, in many provinces, Quebec being an exception, elections are often accompanied by referendums. Voters are asked certain "questions" on the same ballot they use to cast their vote. These questions can concern a proposed loan to finance municipal services and/or public installations, or proposed changes to municipal institutions. The results of such referendums can either be of an executory nature (where loans are concerned) or of a consultative nature (where opinions are asked about a municipal council initiative).

5.2 Citizen Participation

Some conditions are more favourable than others for the exercise of participatory democracy at the municipal level. **Information** – one of the most important aspects of democracy – promotes and supports interest, motivation and the development of strategies for citizen mobilization. The information can come from the political body and the municipal administration (trickle-down communication) or from the local population (trickle-up communication).

Many municipalities themselves take on the role of providing information for their citizens, either by publishing a municipal newsletter or bulletin, or developing a web site. In this way, municipalities can disseminate official information, such as the calendar and agendas for municipal council meetings, enrolment dates for recreational activities, as well as information about other official events. A large number of municipalities have also developed electronic communication tools that provide on-line services, such as access to databases and public archives.

There are several ways for citizens – either individually or in groups – to make their points of view known to decision-makers:

- Asking questions during municipal council meetings;
- Oral presentations by groups affected by specific issues on the agenda of council meetings;
- Tabling a petition.



¹¹ For example, in Quebec, the number of signatures required is very low: only five signatures are required in a municipality with a population of under 5,000, ten are required for a municipality with a population between 5,000 and 20,000, and 25 signatures are required for municipalities with populations of more than 20,000.

Other opportunities exist for the public to discuss municipal policy direction and alternatives, as well as planned urban projects. These forums for public debate take the form of **public consultations** or **public meetings (town hall meetings)**, during which the community and community groups can provide feedback to projects tabled by public or private developers with the aim of improving them and making them acceptable to the local community. If these projects cannot be reconciled with the quality of life objectives of local communities, the public consultations can prevent them from going ahead.

These community participation mechanisms are often used to discuss more significant issues such as the draft annual operations budget, long-term capital plans, urban development plans or urban zoning regulations¹². They can also concern private urban developments such as condominiums, social housing or shopping malls.

The relationships that elected officials and municipal administrations develop with local non-governmental organizations (such as business and community groups) also enrich discussions between the local administration and civil society.

Finally, various groups (such as religious or recreational groups) were originally created to provide community services to citizens. Even though these services have often been taken over by municipalities in an effort to extend their level of responsibility and make them more professional, community groups still maintain an active role in municipal life. These groups act as “incubators” for volunteer resources, which are essential for the survival of recreational and cultural activities.

5.3 Women in Municipal Government

Canada needs more women in government, and the Federation of Canadian Municipalities (FCM) wants their numbers to increase from the current 21.4 per cent of municipal councils to 30 per cent by 2026.

The United Nations defines 30 per cent as the minimal percentage of women required for government to reflect women's concerns. Women represent 12.9 per cent of mayors and 22.9 per cent of councillors in Canada, for an average of 21.4 per cent, and a total of 5,242 women out of a total of 24,542 mayors and councillors.

Based on current statistics, Canada would need 2,120 more women in elected office today to reach the 30 per cent target. That means increasing the number of women in municipal government by roughly 100 every year for the next 20 years.

To support this effort, FCM has developed a set of strategies and tactics that municipal councils can use to further the involvement of women in municipal government. These are based on discussions in a series of workshops and events held across the country in 2005-2006.



Current conditions

Women make up 52 per cent of the Canadian population but only 21.4 per cent of municipal councils. That puts Canada behind Sweden (45.3 per cent), Finland (37.5 per cent), Spain (36.0 per cent) and New Zealand (32.2 per cent)¹³.

Even at 21.4 per cent, Canada's municipal councils have a higher percentage of women than the House of Commons (20.8 per cent). In the 2006 federal election, 380 women ran as candidates, but only 64 were elected—two fewer than were elected in 2004.

Male – Female Municipal Statistics 2006¹⁴

PROVINCE/TERRITORY	MAYORS		COUNCILLORS	
	Male	Female	Male	Female
Alberta	288	59	1178	373
British Columbia	150	37	822	377
Saskatchewan	745	65	3203	508
Manitoba	191	8	859	126
Ontario	380	63	2157	656
Quebec	1033	154	5679	1901
New Brunswick	90	15	403	137
Nova Scotia	52	4	293	87
Prince Edward Island	63	12	273	109
Newfoundland	227	52	985	371
Northwest Territories	17	6	74	51
Nunavut	20	5	92	54
Yukon	5	3	21	9

Source: Federation of Canadian Municipalities, Getting to 30% by 2026

FCM, with support from Status of Women Canada, initiated a project to increase women's participation in municipal government. The first phase of the project took place in 2004. Participatory research was carried out in six Canadian communities, and 152 FCM member municipalities took part in a national survey on women's participation. The information collected was used to produce FCM's Increasing Women's Participation in Municipal Decision Making Report and Resource Kit.

¹² Zoning refers to the regulations about issues such as land use density, the sort of activities allowed in a zone, building height etc.

¹³ Source: Federation of Canadian Municipalities, Getting to 30% by 2026
¹⁴ Ibidem.

Women interviewed for the report identified a number of reasons why they were not involved in municipal politics. These included: 1. inadequate information about how to get involved; 2. lack of connections between municipality and women's groups; 3. the perception that volunteer groups afford women better opportunities to make a difference; 4. family responsibilities; 5. a lack of inclusive policies; and 6. discrimination.

FCM's response to these findings was to initiate the second phase of the project, again with support from Status of Women Canada, to increase women's participation in municipal government. This phase has several goals: First, to highlight the need for action to get more women elected to local government. Second, to lay the groundwork for local groups that will take up this issue, foster local understanding, and bring about change in each community. And third, to develop and implement a National Strategic Action Plan to increase women's participation in municipal life.

It also has two components: a mobilization tour and a series of workshops. The focus of the mobilization tour was to build support for increasing women's political participation by using the national media to raise awareness and by building local networks for change. FCM Past President, New Glasgow Mayor Ann MacLean led the mobilization tour.

The workshops took place in rural and urban communities with the participation of women and men representing a broad range of community interest groups, including community organizations, academic institutions, municipal government and other orders of government. Information for the development of the national strategic action plan was collected during nine workshops and one mobilization event. The workshop process was integral to determining how to effect change. Participants were asked to consider the barriers to women's participation and then to brainstorm to come up with ways to overcome the barriers.

Adopting strategies to increase women's participation in municipal decision-making supports FCM's mandate to improve the quality of life in all communities by promoting strong, effective and accountable municipal government.

Other organizations

Some provincial municipal associations organize campaign schools that provide mentoring and training to women and familiarize them with the political skills, strategies and tactics necessary for running and winning a campaign.

Wilfrid Laurier University runs a Women in Municipal Government Campaign School in conjunction with the City of Brantford, Ontario, and the Wilfrid Laurier University Women's Club. The school provides information on how to organize a municipal election campaign and encourages women to get involved in order to provide leadership, redefine political priorities, place new ideas on the agenda and provide new perspectives on mainstream issues.

The Union of Nova Scotia Municipalities (UNSM) provides a good example of how a provincial municipal association can work to increase women's involvement in political life. UNSM produced Untapped Resources: Women and Municipal Government in Nova Scotia¹⁵, a detailed report that provides recommendations for future steps to reduce the democratic deficit. The UNSM Web Site also actively features the issue of gender inequality¹⁶.

There are also a number of women's organizations in Canada that are also addressing this issue. Equal Voice, a national multi-party group dedicated to increasing the proportion of women elected in all orders of governments has developed an online campaign school, with the support of Status of Women Canada. Entitled "Getting to the Gate," the course is aimed at women interested in getting involved in political life. The course is free of charge and open to all (www.gettingtothegate.com).



¹⁵ Union of Nova Scotia Municipalities Untapped Resources: Women and Municipal Government in Nova Scotia, UNSM, 2005

¹⁶ Union of Nova Scotia Municipalities Web Site:
<http://www.unsm.ca/women-in-local-government.html>

6. Find out more...

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Useful Links:

Government of Canada

Atlas of Canada: Political Divisions (interactive):

http://atlas.gc.ca/site/english/maps/reference/national/politicaldivisonsinteractive/interactivemap_view?mapsize=428+380&scale=41953025.267029&mapxy=424053.9185163551+1860861.9822368421&mode=zoomin&layers=

Government of Canada, Privy Council Office, Intergovernmental Affairs:

<http://www.pco-bcp.gc.ca/aia/>

Intergovernmental Relations by Sector:

<http://www.pco-bcp.gc.ca/aia/default.asp?Language=E&page=relations>

Aboriginal Affairs:

<http://www.pco-bcp.gc.ca/aia/default.asp?Language=E&page=relations&sub=aboriginalaffairs>

Department of Indian and Northern Affairs Canada:

http://www.ainc-inac.gc.ca/index_e.html

Statistics Canada: <http://www.statcan.ca/>

Provincial Governments

Ministry of Community Services, British Columbia:

<http://www.mcaws.gov.bc.ca/lgd/>

Ministry of Municipal Affairs, Alberta:

<http://www.municipalaffairs.gov.ab.ca/>

Municipal Relations Division, Government Relations, Saskatchewan: <http://www.municipal.gov.sk.ca/>

Intergovernmental Affairs and Trade, Manitoba:

<http://www.gov.mb.ca/ia/index.html>

Ministry of Municipal Affairs and Housing, Ontario:
http://www.mah.gov.on.ca/scripts/home.asp?action=31&P_ID=1&N_ID=1&PT_ID=2&U_ID=0&OP_ID=2

Ontario Municipal Board:
http://www.mah.gov.on.ca/userfiles/HTML/nts_1_23647_1.html

Ministry of Municipal Affairs and Regions (Ministère des Affaires municipales et Régions) Quebec (French only): <http://www.mamr.gouv.qc.ca/>

Community and Cultural Affairs, Prince Edward Island: <http://www.gov.pe.ca/commcul/pais-info/index.php3>

Environment and Local Government, New Brunswick: <http://www.gnb.ca/0009/index.htm>

Service Nova Scotia and Municipal Relations: <http://www.gov.ns.ca/snsmr/>

Municipal and Provincial Affairs, Newfoundland and Labrador: <http://www.mpa.gov.nl.ca/mpa/>

Department of Community and Government Services, Nunavut:
<http://www.gov.nu.ca/Nunavut/English/departments/CGT/>

Municipal Knowledge Network, Nunavut:
http://action.attavik.ca/home/mto/public/en_links.shtml?scroll_robot=2&AA_EX_Session=9bf1ae559fc47f3e7f76a41b17eec5bf

Department of Community Services, Yukon:
<http://www.community.gov.yk.ca/>

Department of Municipal and Community Affairs, Northwest Territories: <http://www.maca.gov.nt.ca/>

Municipalities

Federation of Canadian Municipalities (FCM):
<http://www.fcm.ca/>

International Centre for Municipal Development (ICMD): <http://international.fcm.ca>

Association of Yukon Communities:
<http://www.ayc.yk.ca/>

NWT Association of Communities Online:
<http://www.nwtac.com/>

Nunavut Association of Municipalities:
<http://www.nunavutcommunities.ca/>

Union of British Columbia Municipalities:
<http://www.civicnet.gov.bc.ca/>

Alberta Association of Municipal Districts and Counties: <http://www.aamdc.com/>

Alberta Urban Municipalities Association:
<http://www.munilink.net/>

Saskatchewan Urban Municipalities Association:
<http://www.suma.org/>

Saskatchewan Association of Rural Municipalities:
<http://www.quantumlynx.com/sarm>

Association of Manitoba Municipalities:
<http://www.amm.mb.ca/>

Association of Municipalities of Ontario:
<http://www.amo.on.ca/>

Union des municipalités du Québec, Quebec (French only): <http://www.umq.qc.ca/>

Fédération québécoise des municipalités, Quebec (French only): <http://www.fqm.ca/>

Union of Nova Scotia Municipalities:
<http://www.unsm.ca/>

Federation of Prince Edward Island Municipalities:
<http://www.fpeim.ca/>

Association francophone des municipalités du Nouveau-Brunswick, New Brunswick (French only):
<http://www.afmnb.org/>

Newfoundland and Labrador Federation of Municipalities: <http://www.nlfm.nf.ca/>



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