

Summary Report - 2021 Pre-Budget Consultations

In advance of Budget 2021, residents were invited to share ideas on modernizing government through engageNL, as described in Appendix A.

Participants were given the opportunity to provide their input and feedback on:

- How to increase annual revenues?
- How to decrease annual expenses?
- How to modernize government delivery of programs and services?

As well, an email address was provided for written submissions.

In total, 107 submissions were received from individuals through engageNL, and 103 through email.

The following information is a summary of common themes identified.

Summary - Pre-Budget 2021 Online Submissions

How to increase revenues?

1. Increase corporate taxes
2. Diversify the energy portfolio
 - Invest in green and renewable energy sources
3. Increase income tax for high earners
4. Support new and existing technology companies
 - Invest in technology start-ups
 - Provide incentives for technology companies to set up shop
5. Implement a province-wide property tax

How to decrease expenses?

1. Privatize services of government where it is cost effective to do so:
 - Road maintenance and infrastructure (snow clearing, grading, etc.)
 - Newfoundland Labrador Liquor Corporation
 - Nalcor Energy
 - Hydro
 - Ferry services
2. Work from home options for Government of Newfoundland and Labrador employees who are able to do so productively
3. Identify savings within government departments such as overtime, bonuses, etc.
4. Reorganize government structure, including reduction in:
 - MHA salaries, pensions and number of MHAs
 - number of departments
 - number of public servants
5. Cut and roll back salaries of public servants as well as those in agencies, boards and commissions, particularly high level positions

6. Review of Memorial University of Newfoundland – tuition, positions, infrastructure, subsidy
7. Reduce the number of College of the North Atlantic campuses
8. Centralize services such as health and education – can no longer sustain the service delivery model currently in place to smaller communities
9. Review ferry services to determine what is cost effective
10. Implement basic universal income as opposed to income support programs
11. Review income support system for inefficiencies and cost
12. Regionalization
 - Health care
 - Schools
 - Municipalities
13. More online services and access
14. More accountability for the money that is being spent
15. Review of the structure of NL Hydro, Nalcor and Muskrat Falls
16. Invest in green economy and IT as opposed to oil and gas

How to modernize government delivery of programs and services?

1. Modernize more government services through online and centralization of services:
 - One stop centre for all services online similar to federal government
 - All appointments/reminders should be online, no more appointments mailed out (cost of paper, postage, human resources could be saved)
 - Deliver services online as much as possible
 - E-health and telehealth should be used as much as possible
 - Education
 - MCP card: eliminate for those that have mygovnl account – provide electronic card
2. Ferry services need to be reviewed for what is sustainable
3. Provide incentives to government employees – performance versus seniority
4. Mixed reviews of private-public partnerships:
 - Privatize some government services
 - Some research says they cost more
5. Reduce office expenditures
 - No more landlines - mobile phones, and employees should all be working from laptops and not desktops, to enable working from home
6. Regionalization of municipalities
7. Work from home options for government employees to reduce rental space contracts
 - Provide a suite of options to allow employees choice of the work environment in which they wish to operate
8. Change scheduling and work hours to reduce overtime. Move from a five-day work week to seven-day with 12 hour shifts for areas such as transportation.

Summary - Pre-Budget 2021 Email Submissions

Please note that the following ideas have been categorized by department (in alphabetical order).

Children, Seniors and Social Development

1. Look at measures/alternate models to keep seniors who require care in their home.
2. Charge a fee for child protection record checks conducted by the Department of Children, Seniors and Social Development. The checks are in high demand both within government as well as in the private sector where they are often a prerequisite for employment. They are often also time consuming to conduct.
3. Revenue generation through poverty reduction. Eliminating poverty in Newfoundland and Labrador would generate an additional \$94.8 million in income tax revenue per year. Suggest a combination of increases in minimum wage and the implementation of a basic income as the two most impactful levers.
4. The role of the community sector: Organizations like Stella's Circle play an important role in providing front line services in the health and social sectors. It is difficult to retain staff and have any meaningful planning without long-term funding. Building in agreed upon evaluation measures would help to ensure accountability and set a clear path for the community organization to move forward.
5. The importance of housing as a determinant of health: Providing appropriate supports to people in their own homes is an excellent example of spending some money upfront in order to save on long-term more expensive solutions. Unfortunately, governments tend to focus on short-term and crisis response, versus longer-term thinking. The Governments of Canada and Newfoundland and Labrador signed a bilateral agreement in April 2019 under the National Housing Strategy. How will this funding will be designated to increase affordable housing in the province?
6. A recovery-based focus versus charitable focus when it comes to food: food banks are not a solution to food insecurity and only perpetuate a temporary solution. A recovery-based approach focuses on teaching participants about grocery shopping, nutrition and offering community kitchen type programs.
7. Workforce development for all: government procurement processes that include a social impact can support organizations such as Stella's Circle who operate social enterprises.
8. Explore a partnership with Newfoundland-Labrador Federation of Co-operatives to support the construction of food lockers along the Labrador coast, to aid in food availability.
9. In order to provide sustainable, affordable retirement income arrangements for older Newfoundland and Labrador residents, monitor and parallel forthcoming federal measures to introduce Variable Payment Life Annuities and Advanced Life Deferred Annuities as new retirement income options.

10. Violence and abuse prevention: increase funding for elder abuse prevention, develop and fund a Newfoundland and Labrador Network for the Prevention of Elder Abuse and a provincial strategy to combat and respond to elder abuse and neglect, amend the Family Services Act to include “financial abuse” and fund initiatives to combat financial exploitation of Newfoundland and Labrador seniors.
11. Conduct an investigation and consider cuts to the province's income support program. The system is being abused by those who are able to work but do not, those taking advantage of the medical transportation program and those who are working for cash without reporting the income.
12. Improve the system by which the public communicates with government to report possible abuse of the income support program. Phone lines are constantly tied up. There should be an option to email such complaints.
13. Drop-in centres where people could go for meals, conversation, activities, etc.
14. Examine the income support program to determine if some individuals may be eligible for employment opportunities.
15. Ensure those on income support who cannot work are in fact unable to do so due to medical reasons. The work-for-cash system is prevalent.
16. Crack down on those who work for cash or work and do not declare income, especially those receiving government supports.
17. Implement a reporting system and dedicated investigators to address those receiving social supports who work for cash.
18. Drug card coverage for low income should have a cap on it somehow or even have a lower dispensing fee as a lot of people abuse their drug card.

Digital Government and Service NL

1. Expand the use of the online public portal currently used for booking flu shots to other government services.
2. Invest in better technology for rural areas to reduce the need to travel for services.
3. Expand the use of the health model and client centered model currently used in healthcare to other government services.
4. Eliminate the NL Landlord Tenant Board as relevant matters should be handled by small claims court.
5. Get more government services online.
6. Red tape reduction, especially for green initiatives such as Electric Vehicle Charging Stations.
7. To modernize government consider adding more services to the MyGovNL website, thereby reducing personnel in registration/renewal services in departments in transportation, environment and fisheries, etc.
8. Investigate restaurants which do not provide proper receipts. They may be underreporting their gross income.
9. Do public-private partnership with a casino company and open a casino in St John's, ideally where the old Grace hospital used to be.
10. The Atlantic Lottery Corporation should not be permitted to advertise within Newfoundland and Labrador. It is unethical and harmful to the citizens of this province.
11. Red tape reduction (de-regulation) for business start-ups.

12. Auto insurance: commit to initiate diagnostic and treatment protocols for Newfoundland and Labrador drivers after first consulting with the insurance industry about how to implement this change.
13. Commercial insurance: Under the Emergency Measures Act, implement temporary liability immunity provisions. In these current circumstances, the government should seriously consider extending protection from civil liability to those businesses that are already undertaking the substantial challenges of attempting to recover from the economic fallout of the pandemic, provided that these businesses are complying in good faith to meet prescribed government guidelines.
14. Motor Vehicle Registration should move all services online.
15. Review workers compensation program as it is currently being abused by many.
16. Broaden the adoption and use of digital payment and payroll systems.
17. Expand the government services digital portals through the use of physical kiosks.
18. Social inclusion: prioritize digital investment in rural, remote and Indigenous communities, invest in programs to support low income seniors to afford internet services and invest in programs that offer inclusive transportation programs for seniors in rural and remote areas.

Education

1. Eliminate the Operating Grant Program to avoid ballooning costs.
2. Eliminate the use of the College of the North Atlantic's Don Wright Building in Stephenville by allowing the approximately 20 employees to work from home. The facility does not house any students and is inefficient in terms of heating.
3. Close rural campuses of the College of the North Atlantic.
4. Keep current College of the North Atlantic online courses permanently online except for a few at the larger campuses.
5. Increase College of the North Atlantic and MUN tuition so that it is comparable to other Atlantic provinces.
6. Consider closing more of the small rural schools with few students.
7. Establish a schools replacement strategy.
8. Only offer college courses for in-demand fields
9. Look at alternate ways to deliver education through remote methods.
10. Put more technologies in secondary school.
11. Provide adequate training to teachers to use online educational tools.
12. Support programs to encourage students to pursue careers in technology and green industries.
13. Support learning programs for MUN and College of the North Atlantic students in technology and green fields of study.
14. Implement paid school upgrading for adults with less than a grade seven or grade eight education.
15. Universal daycare.
16. End the tuition freeze at MUN. I have read in the budget that it costs approximately \$65 million.
17. Reduce the number of school principals by having one principal cover multiple schools in close proximity.

18. Utilize vacant space such as community recreation buildings, churches, and church halls for schooling to disperse students across multiple sites to better adhere to COVID-19 protocols.
19. Have high school teachers teach multiple subjects like they do in elementary school so that one teacher can remain with a specific group of students to better manage COVID-19 transmission.
20. Increase tuition for foreign students.
21. Offer free tuition at MUN and College of the North Atlantic.
22. School busing: the majority of school busing outside the city is managed by the school board as opposed to the private sector. Should this be a role for the school board? Privatizing would save money.
23. School boards could be eliminated. Manitoba did just that recently.
24. The present school board identified 12 schools that should be closed; add another to that.
25. School Lunch Association and the Kids Eat Smart should come together under the one board and one management team. They would be self sufficient; opportunity to create 250 jobs doing that.
26. Teachers on the sunshine list with only a few students. A basic salary with additional pay for extra students should be looked at.
27. The School Board and its maintenance program should be reviewed. The benefits of mini service contracts with local private companies for small jobs would save money, especially in rural areas where crews may have to travel long distances from centralized depots to reach the school. They would also leave government resources to respond to work requirements in larger structures in St John's / CBS/ Torbay. Newfoundland and Labrador Housing Corporation maintenance review required as well.
28. By encouraging and rewarding teachers for not using (abusing) sick leave, substantial savings can be gained. One incentive could be to offer teachers a certain dollar value (\$50-\$100) per day for the unused days at retirement.
29. Increase MUN tuition by 30 per cent and dictate 15 per cent of that to infrastructure and program issues. The remainder to the provincial coffers.
30. Make a university education free for the top 500 students coming out of NL high schools each year; the cost would be about \$5M per year. This includes room and board. It would essentially be a scholarship and would motivate students to get high marks in high school and at MUN. MUN has a bloated administrative and academic structure. Trimming that would make the above possible.
31. Expand the provincial daycare program using a co-operative approach, as modelled in Port aux Basques, and creating a network of co-op daycares across the province.
32. Modernize K-12 education.

Environment and Climate Change

1. Consider environmental factors in government operations by turning off lights and turning down heat in government buildings, buying electric cars, reduce square foot office space, etc.
2. Establish a green marine crown corporation to build electric and hybrid-electric ferries.

3. Challenge the oil and gas industry to go green.
4. Give tax breaks to companies and individuals who invest in green infrastructure or purchase green vehicles.
5. Help gas service stations to install electric vehicle charging stations.
6. Offer incentives to tech and green companies looking to locate to the province.
7. Actively pursue the owners/tenants of the various defunct fish plants, quarries, mills, scrap yards, etc. and force them to clean these places up. Such properties are environmental liabilities and impact tourism.
8. Replace the carbon tax with a cap and trade system in which major industries and polluters would buy “emissions credits” from the provincial government or regulatory agency. If a company exceeds their emissions quota, they have to buy extra credits from another company.
9. Improve the province’s carbon tax to cover emissions more equally (currently it excludes various industries and other sources, covering only 76 per cent of emissions).
10. Use some of these carbon tax revenues to create good jobs in energy efficiency.
11. As opposed to austerity, we should invest in low carbon enterprises and low-cost green energy projects.

Executive Council

1. Reduce government employee compensation by 15 per cent.
2. Cut elected officials pay to lead by example.
3. Implement a gainsharing program to incentivize government employees to propose cost-saving measures.
4. Offer incentive to government workers eligible for retirement.
5. Five per cent wage decrease across all government departments, including crown corporations.
6. Reduce government travel expenses by using Skype and Zoom for government meetings.
7. Increase the number of government employees working from home.
8. Test the money management skills of potential government managers before hiring them.
9. More IT training.
10. Increase virtual meetings and connections to provide information to the public more efficiently.
11. Include the public in decision making at the community level.
12. Consolidate, restructure or eliminate as many as 2100 civil service positions per year over the next four years.
13. Continue to use public-private partnerships to construct/finance new infrastructure.
14. Establish an online community assistance model to advise the public on legal and non-legal problems.
15. Foster an environment which fosters creativity and innovation.
16. Enter into a managed print contract with Ricoh Canada as opposed to the current contract with Xerox.
17. Eliminate fax machines and implement fax lines for desktop computers and fax electronically.

18. Offer retirement after 30 years of service regardless of employee's age.
19. Consider fee increases only for services in which existing fee is small and thus increases have lesser impact.
20. Consider implementing small fees for services which are currently free.
21. Educate the public on the provincial debt to increase the likelihood of them supporting measures to address it.
22. Privatize as many government operations as possible.
23. Raise retirement age, reducing benefits.
24. Ensure everyone in the province has access to good internet services.
25. Stop all travel for public servants with travel budgets.
26. Challenge non-profit organizations to be more creative with their operations, e.g., cost-share, combine programs and services, to reduce their reliance on government funding.
27. Look to the federal government for ideas on modernizing service approach.
28. Increase in old age security, pensions, family allowance, income support and employment insurance.
29. Use procurement best practices to achieve quality, innovation and long-term savings. (The provincial government should require best-value or qualifications-based selection, not lowest price, for the professional engineering services it procures.)
30. Local outsourcing of professional engineering services (help build a sustainable private engineering industry by locally outsourcing more of engineering needs.)
31. Ensure government webpages are compatible with Google Chrome to avoid the use of other, outdated and unsafe web browsers, and to ensure accessibility.
32. Civil Service: civil service is larger per capita than any other province in Canada. Need a plan to address this issue.
33. Reduce the number of provincial civil servants through early retirements, attrition, and layoffs.
34. Privatize every function that is not a core government service (eg: road maintenance/repair).
35. Pursue P3s when financially beneficial.
36. Union members should have the same leave as management. That is, vacation, bereavement, family and sick leave should total no more than 30 days a year.
37. Freeze wages for civil servants including doctors.
38. Eliminate waste/inefficiencies in government departments and agencies including staffing and operations.
39. Reward management when they operate their departments under budget.
40. Government departments, such as transportation, should reduce employees from full time to part-time and layoff where applicable when a department requires less personnel in summer.
41. The pension plan for public employees should be changed to a defined contribution versus a defined benefit. It's not as radical as suggested as the public service has lost faith in the future viability of the plan and massive amounts of retirees are taking the commuted value.
42. A 20 per cent salary reduction to anyone earning over \$200,000 on the "sunshine list".

43. Realize that the population is in fact, very open to sensible reductions, and do not cater to small but vocal opposition to government decisions.
44. The number of MHAs need to be substantially reduced and maybe some districts need to be amalgamated in an effort to curb costs.
45. Austerity time.
46. Cuts to public service and create health care regions.
47. Wage freeze and cut in pay 10 percent across the board for all public servants including politicians.
48. Revisit COVID-19 relief measures to businesses as the high cost of leasing and parking challenges had already resulted in many businesses moving or closing pre-COVID-19. Is it right to keep businesses afloat during COVID-19?
49. Utilize private/government partnerships, for example, the NL Liquor Corporation.
50. Layoffs at NL Housing, Nalcor, Confederation Building, etc. All are over staffed.
51. Stop paying bonuses to government and crown corporation employees. Their salaries, health benefits, vacation, pensions and sick leave are very good.
52. Offer public sector employees one extra week vacation time per year unpaid. Make this extra week voluntary so that if someone can't afford to take an extra week off per year unpaid, they are not forced to do so. Have the people remaining at work fill-in at no extra cost for the taxpayer.
53. Reduce the number of paid holidays, sick days and family days that government employees have.
54. Offer those whom are within two to three years of retirement a package and let them retire and not fill the position.
55. Top heavy with managers and supervisors. There is no need to have a supervisor over two and three people crews.
56. Develop an incentive program for managers in all government departments, including healthcare, to save money while maintaining high service levels. Example, for every \$100,000 saved, pay a bonus two percent to the manager.
57. Utilize more outside contractors as they are more cost effective than government doing the work on its own.
58. Reduce programs and staff that are unnecessary.
59. Hire a financial consultant to devise an incentive program for all government employees to find and submit measures for the government to save money WITHOUT having to cut any jobs. Employees would receive - if their ideas were implemented - a percentage of the money saved by the government as a pay bonus.
60. Sell off government assets to raise money.
61. Consider evaluating if a portion of government employees can work from home indefinitely. This arrangement would result in fewer emissions, less paper usage, reduced electricity demand and require less physical buildings.
62. Government workers still on payroll but not working. Give them a layoff and use the COVID-19 relief money like other employers had to do.
63. A great way to save tax dollars would be to get rid of pensions for politicians. They are excessive. Switch to a match RRSP contribution the same as you'd get in a private company.
64. Offer early retirement to those in their last two to three years of public service.

65. Given our aging and declining populations, services and programs must be more centralized. Reduction of schools, hospitals and government offices is a necessity.
66. Follow the Economic Recovery Task Force recommendations following a very short public consultation - lead by solid decision, not popular choice.
67. Cut all salary increases in the public sector for three years.
68. Hold public professions accountable for abuse of overtime and income loop holes that only benefit the individual.
69. A freeze on contractor consultation or commissioning reports for three years.
70. All public departments must set up expense approval processes that any expense over \$1000 needs assistant deputy minister approval (or reporting delegate).
71. All public services will continue to use remote/virtual tools to continue with their duties where possible.
72. Opportunities for modernized service delivery through 1) learning the right lesson from the pandemic: government processes were accelerated, made more flexible, and made more inclusive of community input and 2) streamlining reporting frameworks between government and community organizations.
73. Reduce the retirement age back to 55 years of age, instead of 58. Then don't fill all the positions of the employees that retire, thus reducing layoffs in government and the amount of money given out in salaries yearly.
74. Privatization, contracting out, and P3s are not a solution. They are simply cuts by another name.
75. Adopt an approach similar to the recent Quebec approach requiring all employers above a certain size (five employees, in the case of Quebec) to offer some form of workplace retirement plan.
76. Convene a rapid solutions taskforce of small and medium businesses to tackle process and administrative challenges within government.
77. Deploy a customer service curriculum within the public service.
78. Eliminate redundant administrative bodies and corporations.
79. Implement departmental key performance indicators (KPIs)
80. Invest in formal and on-the-job leadership training and learning within the public service.
81. Launch a pride in public service campaign to inspire new talent to join the ranks and excite current public servants to embrace new initiatives focused on performance and learning.
82. The private sector has no incentive to perform for the public good, just to its shareholders, and thus P3s should be avoided.

Finance

1. Cut all income tax bills by \$317.3 million to boost household disposable income.
2. Move towards a cashless society to capture lost tax revenue.
3. Establish an audit team of business and financial professionals to audit every division and position in government.
4. Establish a new tax structure which would give civil servants a Provincial Employee Tax Credit equivalent to 100 per cent of their provincial component of personal income tax.
5. Remove the provincial portion of the HST on the sale of healthy lifestyle goods.

6. Remove the provincial portion of the HST on the sale of pre-owned vehicles.
7. Initiate a residential and commercial property transfer tax.
8. Tax increases.
9. Avoid any new tax increases for 2021 (the COVID-19 pandemic has already had a significant economic impact on consumers and this is not the time to impose additional costs on the population).
10. Adopt a balanced approach to the regulation and taxation of vaping products and recognize their reduced harm potential for adult smokers.
11. Eliminate the "Payroll Tax", also known as the "Health and Post Secondary Education Tax". This tax is hurting an employer's ability to pay their employees adequate wages and salaries as the money that could have been put in employee pockets are diverted to this outdated tax.
12. Do not increase taxes to increase revenue.
13. Increase taxes on luxury items and reduce tax loopholes for the rich.
14. Sell NL Liquor Corporation.
15. Increase revenues by adding a "fat" tax of 2-5% to all fast food sales.
16. I'd like to see a forensic audit published about how much Labrador contributes to the economy versus the cost of services.
17. Ensure unincorporated areas are taxed at the same level as those within municipal boundaries. On the west coast, expensive houses are being built minutes away from incorporated communities to avoid paying required taxes.
18. Increase HST by 1 per cent for the next two years.
19. Increase sin taxes by 0.75 per cent (alcohol and tobacco).
20. Address taxation discrepancy between NL and other provinces. NL rate of taxation is a deterrent to those looking to return to the province and a reason for those living in NL to leave.
21. Provide an easy to use tool to those labourers in NL that perform cash services, like handyman jobs and those that the creation of a company would be unrealistic, to pay 15 per cent tax on their earnings. Then construct penalties of 30 per cent for services rendered that were not reported.
22. Increase tax on tobacco 25 per cent.
23. Increase corporate tax five per cent.
24. Increase personal income tax for earners over \$500K gross by 5 per cent.
25. Negotiate federal debt reduction payment to lower debt charges.
26. Increase the marginal tax rate for the top two income brackets (those above \$135,432) by 2 per cent each. This would bring in \$42 million / year.
27. Reduce the incomes thresholds for the top two tax brackets to match Nova Scotia's thresholds. This means a larger percentage of high incomes will actually be taxed at the high rates.
28. Introduce a new bracket or a surtax for incomes over \$1 million.
29. Require that those with high incomes pay least some amount of tax every year.
30. Create a new wealth tax on the richest.
31. End the special deal for capital gains income as compared to wage income.
32. Institute an estate tax for the wealthy.
33. Restore the provincial corporate income tax (CIT) rate for large corporations to 17 per cent.

34. Create a new higher CIT rate for the largest corporations.
35. Require firms to employ a certain number of people to qualify for the discounted small business tax rate of 3 per cent.
36. Extend the 6 per cent capital tax on financial institutions to all large corporations.
37. Close loopholes and change the law so corporations (and individuals) cannot use tax havens to avoid paying taxes.
38. Eliminate the provincial corporations Political Contributions Tax Credit.
39. Evaluate how the province could institute a potential one per cent HST rate increase (which raises about \$110 million to \$120 million a year).
40. Implement a 20 per cent luxury tax on the purchase of luxury cars, as in BC, as well as recreational boats and private aircraft of value over \$100,000, which could raise \$16 million in revenues per year.
41. Adopt an automation tax strategy to encourage employment, and address shrinkage of the tax base caused by worker replacement technologies.
42. Develop a tangible plan to reduce, and eventually eliminate, tax on life and health insurance premiums.
43. Enable automatic plan participation to make it easier for Newfoundland and Labrador residents to achieve lifetime financial security through higher retirement income, improving the province's productivity, competitiveness and health outcomes.
44. Incentivize hiring across all employers by eliminating or reducing the payroll tax.
45. Launch a specialized provincial bond program to help raise capital.
46. Economic security: implement a provincial refundable tax credit during COVID-19 that can help offset increased costs for deliveries, transportation, and support services for people over the age of 60 for up to three years, work to enhance pension security, and invest in economic programs to reduce workplace barriers for older employees.
47. Stop the taxation of medical cannabis and enable its distribution through pharmacies.
48. Increasing taxation on high income earners.
49. Reduce spending.
50. To help reduce our debt and deficit, we must use our resources to leverage partnerships with the federal government and other provinces to control interest costs and become more financially stable.
51. Consolidate debt where penalties are not prohibitive.
52. The province does not have a spending problem but a revenue problem. Rather than cutting public services and programs, and potentially putting the economy into a tailspin, the government could take the more cool-headed and even-handed approach of spreading the cost of addressing the deficit over a large number of revenue sources.
53. Implement a levy on junk food, such as chips and chocolate bars.

Fisheries, Forestry and Agriculture

1. Aquaculture industry in the province is under-monitored and underfunded.
2. Need to increase licencing fees as NL charges \$1.00 per metric tonne vs \$27,000 - \$33,000 per metric tonne in Norway.
3. More studies into the use of seaweed.

4. More emphasis on aquaculture training and identifying new sites.
5. More training/utilization of the forestry sector.
6. Need to eliminate waste with respect to all fishery products harvested. Don't catch what we can't use. Use everything we catch.
7. NL needs to do as much value-added processing as possible.
8. Undocumented discards should be eliminated. Nothing should be thrown back unless it is within regulations and properly documented and reported.
9. Continue efforts to protect cod stocks.
10. Need to understand why cod stocks collapsed and why it hasn't come back.
11. Rectify the situation that allows foreign fleets to scrape the Nose and Tail of the Grand Banks and the Flemish Cap bare.
12. Enhanced agricultural programs to combat food insecurity.
13. Add a manufacturing component to the province's agricultural industry to produce products from crop yields.
14. Expand the trout season. It's closed from April 15th to May 15th, which is revenue lost.
15. Increase Crown Land sales and speed up the Crown Land application process.
16. Increase efforts to further develop the province's forestry industry.
17. Secondary processing of fish.
18. We are importing fish food from Norway and New Brunswick for our salmon aquaculture which could be produced here.
19. The pet food industry is worth \$1.5 B and we could produce some of this with NL fish offal.
20. Increase tax a minimum of 10 per cent on all fish processing exports outside of the province.
21. Engage the Newfoundland-Labrador Federation of Co-operatives and local producers to set up agricultural producer co-operatives across the province to help facilitate local food production, storage of goods, and distribution of goods.
22. Revenue generation through food system business growth. There are several low-cost or revenue-neutral levers government could use to support this growth, including making environmental health regulatory processes more consistent and open to new entrants, facilitating faster and more flexible access to crown lands for agriculture, facilitating better local access to locally caught seafood, and reforms to institutional procurement.
23. Investigate the possibility of manufacturing paper products such as toilet paper and paper towels at Corner Brook mill.

Health and Community Services

1. Merge healthcare human resources and administration.
2. Increase the use of IT in the healthcare system, e.g., Tele-Health.
3. Address the abuse of sick leave in the healthcare system.
4. Privatize some healthcare services.
5. Open 24 or 18 hour urgent care centres to reduce costly visits to emergency rooms.
6. Find efficiencies in the healthcare system.
7. Move towards a preventative approach to healthcare.
8. Expand the 811 health line service.

9. Universal pharmacare (medications, eye glasses, dentures, wheel chairs, walkers, hearing aids).
10. Better conditions at seniors' buildings.
11. Do not admit persons with dementia to personal care homes.
12. Build a healthcare model driven by value and increase funding to innovative therapies in support of the goal of dependable public healthcare (move away from a siloed approach in favour of one that encourages collaboration with private sector innovators, build value-based outcome agreements, invest in clinical trial infrastructure, innovative medicines and the Newfoundland and Labrador Prescription Drug Program).
13. Increase funding for heart valve disease treatments, especially Transcatheter Aortic Valve Implantation (TAVI).
14. Develop a provincial strategy that works to prioritize the treatment of heart valve disease patients, through both traditional surgery and minimally invasive options, when elective procedures can safely resume.
15. Implement an automated client intake system for the Medical Transportation Assistance Program to help improve customer service standards, save time and screen clients to ensure those who require immediate assistance are given priority.
16. Cottage hospitals (those less than an hour from regional centres): close those which are less than an hour away from regional centers and use the savings to invest in the regional centers and for debt servicing.
17. Consolidate Regional Health Authorities.
18. Reclassify and reduce unnecessary management positions in healthcare and hire more nurses (i.e. dialysis, chemo) and tech (ultrasound, cat scan) personnel as necessary. This would reduce unnecessary expense and at the same time provide more effective health care services.
19. Have pharmacies provide many services that family doctors now provide.
20. Doctor visits that require prescriptions or minor follow up, etc. should be done virtually to reduce costs.
21. Have ambulance services included within fire stations.
22. One hospital for example on Burin Peninsula.
23. Search for more cost effective sources of medical supplies for long term care.
24. Utilize nurse practitioners as opposed to physicians whenever possible.
25. Utilize licenced practical nurses as opposed to registered nurses whenever possible.
26. Continue to explore the potential of virtual/telemedicine.
27. Stop spending money on home supports without having objective assessment by occupational and physical therapists.
28. In healthcare, a lot of money is wasted in sending out reminders to people for their appointments. Look at the savings this would be for labour, postage, paper and envelopes.
29. Cut back on healthcare employees' overtime hours if possible.
30. Examine healthcare staffing as nurses are often understaffed while management and supervisor positions are abundant.
31. Develop a program in schools to promote healthier eating and lifestyle. Review food, snacks and beverage offerings in schools.

32. Stop sending workers from St. Clare's hospital to get the COVID-19 vaccine at the Health Sciences hospital when nurses are giving shots at St. Clare's. Taxi rides are paid by government.
33. Medical clinics: encourage these to offer services such as blood collections, X-rays, EKGs, ultrasounds.
34. Implement preventative healthcare measures such as educating the public about healthy lifestyles, or a more aggressive approach, such as taxing foods that are directly linked to cancer (e.g., alcohol and processed meats), or offering tax rebates for those who engage in healthy lifestyles.
35. Implement a ban on advertising harmful substances such as alcohol and processed meats.
36. Change MCP billing structure to allow family physicians to address more than one issue per appointment.
37. Given that health care counts for 37.7 per cent of our expenses, work to find economies of scale and efficiencies. Health and wellness of the NL people must be a priority for the government. Otherwise, expenses in health care will continue to rise. For example, providing low income families access to healthy food and wellness programs, placing more emphasis on healthy lifestyles in schools must also be a priority, and the use of remote meeting technology for patient-doctor consultations is one way to reduce patient travel and time.
38. Digitize ALL health records and processing systems. There should be NO physical paperwork involved in medical care.
39. Implement a fine system for missed appointments or late cancellations, without cause, in the health care system.
40. Combine health care sector with other social sector expenses that would benefit from synergies.
41. Methadone treatment is costing a lot of money. Look at putting a cap or expiration date on the treatments (a year or two).
42. Respond to mental health and/or addictions issues: The closure of the Waterford Hospital and opening of a new mental health facility with fewer beds, means that community services for this population will need to increase. This will require additional funding and is a much more cost-effective approach rather than housing people in institutions.
43. Enact a Co-Pharm Pilot Program to alleviate the health care burden of 30 of citizens without medical coverage, working with the Newfoundland-Labrador Federation of Co-operatives to rollout the program across the province.
44. Ensure that Newfoundlanders and Labradorians continue to have access to affordable prescription drugs by supporting workplace and individual drug plans that currently provide hundreds of thousands of residents with comprehensive access to medicine; bring down costs and enhance access to high-cost medicines.
45. Progressive and planned integration of technology into the home care sector.
46. Public health education.
47. Expand investments in home and community-based care.
48. High quality services and programs focused on social determinants of health.

49. Optimal health and wellness: provide specific new investment in surgical and diagnostic imaging to better serve rural, remote, Northern, and Indigenous communities, increase public funding and service expansion for low-income seniors requiring dental and vision care and treatment, increase funding for seniors' mental health and addiction services, and invest in sector capacity building for geriatric specializations.
50. Infection prevention and disaster response: Designate people 60+ immunocompromised and prioritize COVID-19 vaccinations for this population, fund 1) specifically-formulated seniors' influenza vaccine for all people 65+, 2) all people 50+ for the best-in-class shingles vaccine and 3) the entire list of immunocompromised conditions for pneumococcal conjugate (PCV13) vaccine and fund and create a Provincial Seniors' Emergency Response Plan.
51. Caregiving, long-term care, home care and housing resources: invest in faster, more urgent deployment of COVID-19 vaccinations for seniors, essential caregivers and health care providers in long-term, congregate and community settings, immediately and significantly increase funding to long-term care to address challenges with infection outbreaks, inadequate resident care, and needed building upgrades, immediately commit to mass-hire and train personal support workers and other needed long-term care staff, and invest in providing increased quantity and quality of care at home.
52. Develop and implement a coordinated plan to address COVID-related backlog of joint replacement surgeries.
53. Improve access to care and ensure access to a range of treatment options for people living with arthritis.
54. Maintain the two-hour cap on homemaking hours announced in the FY16-17 provincial budget.
55. Maintain the maximum client contribution of 18 per cent announced in the FY16-17 provincial budget.
56. Enhance clinical assessment tools to improve the appropriateness of hours of supports recommended and publicly funded.
57. Implement service levels in agency agreements and achieve a level of consolidation to drive cost efficiencies with home support agencies.
58. Lower the financial eligibility ceiling from an annual income level of \$150,000 to the median provincial annual income of approximately \$35,000.
59. Improve promotion of the Provincial Home Support Program across all care settings to support the appropriate referral of clients to the program.
60. Establish a centralized provincial intake and application process to improve program consistency and efficiency.
61. Implement agency agreements with service levels to improve accountability and oversight.
62. Consolidate the number of agencies to improve agency sustainability through economies of scale and support monitoring of service levels.
63. Implement policies, processes and technology enablers that improve client monitoring and care team collaboration.
64. Segment competencies and qualifications required to provide home support services to improve the quality care provided to clients with complex needs.

65. Implement a performance management framework to improve the ability of Health and Community Services and the regional health authorities to monitor and evaluate program outcomes.
66. The system which places elderly into personal care homes is too complex and the process lengthy. Placement takes far too long after paperwork is done. Place tenants in the homes and do the paper work after.

Immigration, Population Growth and Skills

1. Paid and volunteer on the job training with meals and transportation costs covered.
2. Paid job creation.
3. Stop the underground labour market of people working for cash.
4. Include clauses in contracts that require local qualified workers to be hired first.
5. Stop giving government money to non-profits that are not really of any value and provide duplicate services. Or stop managing student work programs and pass those programs to non profits to manage. Use government employees another way.
6. Bolster population in the island by moving people back.
7. Increase income support amounts for families.
8. Funding education and research and development must be seen as an investment not an expenditure.
9. Single abled bodied people should be given a time frame of going to work. The way the current income support program runs now, there is no incentive for people to get off assistance.
10. Entertain Collective Interchange's proposal to the Office of Immigration regarding sustainability of immigrant-owned food businesses in Newfoundland & Labrador.
11. Accelerated pathways to immigration and training for new Canadians.
12. Raise the minimum wage by at least \$1.00/hr.
13. Universal living wage.
14. Institute wage fairness in order to boost the revenues of lower income people from personal income tax, HST, and other taxes. A \$15 minimum wage (and then a living wage) and pay equity for women would boost tax revenues.
15. Prioritize employment. Creating jobs to reduce unemployment by three per cent (to match the Atlantic average) would boost personal income tax revenues by roughly \$48 million per year, and HST revenues by millions more.

Industry, Energy and Technology

1. Replace business subsidies with business tax cuts to stimulate all industries.
2. Sell Muskrat Falls.
3. Increase funding for mining exploration and training.
4. More funding towards renewable energy, especially tidal energy.
5. Pursue policies which will enhance growth prospects through business development.
6. Invest in start-up research and development.
7. Get Muskrat Falls up and running.
8. Implement the provincial small business loan guarantee program.
9. More money for businesses.
10. Provide incentives (tax) to homeowners to perform net electricity metering.

11. Utilize wind power to offset the cost of electricity which would provide stable income for farmers and land owners, training for new high-value jobs, improve our GDP and make NL more desirable destination for others who want to live a more green lifestyle.
12. Strip the PUB of its power to set electricity and fuel prices and have the price setting powers handed over to the Department of Industry, Energy and Technology or create an independent agency.
13. Install cellular phone towers where needed on the island and in Labrador and rent them to large providers such as Bell and Telus. It's a steady source of revenue once installation costs have been covered and it provides cellular access to areas that would otherwise not have any.
14. Start promoting and developing hydro power, and stop buckling under the public pressure of those uneducated on the energy sector and promoting energies which cannot be effectively harvested in the province, such as wind and solar. Hydro power is the only clean and viable energy resource that can supply future electrical demand.
15. Develop the Gull Island project. It will stimulate the economy and promote green renewable energy.
16. Support and provide financial relief for oil and gas workers.
17. Any company doing business in Newfoundland, for example Bell Aliant, Rogers, etc., should have to establish a local call centre in Newfoundland. This would certainly create jobs.
18. Give the Public Utilities Board more power over organizations.
19. Within Nalcor, combine NL Hydro with Power Supply.
20. Restructure Nalcor, including layoffs.
21. Examine closely and apply austerity measures to Nalcor.
22. Entrepreneurial Exit Strategy: any public service employee can apply and if eligible, would receive 52 weeks continued salary after their employment end date to start a business.
23. NL Hydro and Power Supply needs to get control the amount of monies being spent on the Labrador coast.
24. Examine staffing within Nalcor as there are quite a few supervisors.
25. Wind power: there was a proposal presented in 2006 to create 600 MW of power which would have resulted in the closure of Holyrood generating station. This should be investigated again.
26. Given the lack of reliability of Muskrat Falls, purchase NL Power and shut down Nalcor with the idea of letting NL Power manage the power in the province.
27. Open up the marijuana market. Make it much easier and more profitable to sell. Roll back regulations, increase profits and watch the jobs increase ten-fold. Make your money back from tourism and jobs and not taxing the product to death.
28. Nalcor salaries are outrageous, please review.
29. The Muskrat Falls union contract was outrageous; high salaries and over paid for things like overtime, travel and meals. Have a better team doing union contracts in the future.

30. A change in the government's "culture of no" as it pertains to business start-ups. Government responses to new businesses is all too often, "what do you know about the subject?", "what makes you qualified?", "you can't do that", and "why should I help you?"
31. The delivery of government services and programs can be improved through the better use of technology and hiring young tech savvy people to examine current systems to see where improvements can be made.
32. To improve revenues, the government must partner with the business community to create more jobs and improve existing industries and support new ones.
33. Following the Oil and Gas Recovery Task Force recommendations to build and sustain the oil and gas sector as fast as possible.
34. Negotiate a share agreement with the federal government or private entity, like Fortis, to reduce the debt burden on Muskrat Falls.
35. Move all royalties from the offshore industry into an investment fund.
36. Industry promotion: the Newfoundland and Labrador offshore oil and gas industry needs an entity with its first purpose to be championing offshore exploration and development for the maximization of benefits for residents of the province.
37. Exploration: the provincial government must now evaluate the current exploration initiative to determine if it has been effective and if changes are required for it to effectively attract offshore exploration.
38. Development incentive: should the Government of Canada not be willing to allow offshore oil and gas projects to requalify for the Atlantic Investment Tax Credit, the provincial government should establish its own development incentive.
39. Local content: the principal beneficiary and full and fair opportunity principles of the Atlantic Accord with respect to the participation of local companies in the offshore supply chain should be strictly adhered to and the Canada-Newfoundland and Labrador Offshore Petroleum Board should be provided enhanced regulatory authority to uphold these principles, including the ability to impose penalties upon organizations that do not adhere to these principles.
40. Land sale process: A focused evaluation of the Norwegian land sale process where providing maximum benefit to the people of Norway through jobs and local content is a consideration when awarding offshore parcels.
41. Policy and regulation: The development of a clear and consistent policy and regulation regime for the NL offshore oil and gas industry that is globally competitive. While significant strides have been made, much work remains.
42. Eliminate fossil fuel industry subsidies, and establish a system to maximize public revenues for the sale of non-renewable resources (minerals and fossil fuels).
43. Establish manufacturing co-operatives in key areas of the province to assist with primary and secondary manufacturing of goods such as: household paper products, fish products, seal products, and fish food.
44. Monetize the Upper Churchill Project by issuing bonds for the future sale of power post 2041.

Justice and Public Safety

1. Mount a fact-based Supreme Court challenge regarding Marine Atlantic ferry rates.
2. Provide more online justice/court services designed using human centred design principles.
3. Streamline all administrative tribunals into one specialized permanent tribunal with an online component.
4. Make cuts to law enforcement.
5. Work rehabilitation program for those incarcerated.
6. Increase fines for drunk driving.
7. Establish a robust illegal tobacco enforcement regime, taking into account the successful models in Quebec and Manitoba.
8. Demand federal action to address illegal tobacco.
9. Provide increased funding and programming to meet current and future RCMP staffing levels in Newfoundland and Labrador, including the creation of a new 12 Member Relief Team to fill vacancies and guarantee safety and health.
10. Increase the number of RCMP members to meet current and future projection needs.
11. Ensure that the federal government prioritizes cadet training levels at depot with increased funding to escalate training capacity.
12. Ensure all levels of government have planned accordingly with respect to financial impacts of competitive RCMP pay, including the financial impacts of a new collective agreement.
13. Invest and expedite the process to build a new system and modernize Newfoundland and Labrador's Public Safety Radio System.
14. Complete the modernization in a timely manner and consult with stakeholders to assess and address the needs of police officers and first responders in general.
15. Government should consistently seek and recover damages from the at-fault party's insurance for damaged guardrails resulting from automobile accidents.
16. Provincial Courts should increase sentences for drug crimes and violent crimes, especially repeat offenders, to more than two years. Get them out of the penitentiary and send them to mainland. This is a big strain on finances for our government. Also speed up the process from time charged to time sentenced. This delay is just a very expensive game.
17. Refuse legal aid to habitual criminals or push their cases through the court system more quickly.
18. Lobby the federal government for a federal penitentiary with a wing for a provincial penitentiary. This would provide efficiencies during construction as well as for operations.
19. Women in corrections at a gender-biased disadvantage: There is currently no correctional facility for women in Labrador and no half-way house for women in the province. This makes programs such as temporary absences, parole and bail supervision to be much more unattainable for women. Instead, they are housed in a more costly prison system with limited opportunities for rehabilitation.
20. Scaling up fines (e.g., speeding, parking) based on wealth and income.

Municipal and Provincial Affairs

1. Delay funding for any non-critical municipal projects for up to two years.
2. Move to online service provision as much as possible.
3. Unincorporated towns / communities: the existence of such communities results in the rest of us footing the bill for things such as road maintenance and snow clearing etc. These communities should either be forced to amalgamate, a municipal tax scheme introduced to cover expenses or residents of these communities should be subject to a type of poll tax on their provincial tax returns.
4. Reform our inefficient civic governance system in which basic services are more expensive and tax revenue is lost and replace it with a town, district, county, city, and regional municipality model similar to Alberta, Quebec, and Nova Scotia. All communities within their boundaries benefit from larger tax revenue pooling, lower basic civic services costs, less duplication, and greater economies of scale. Best of all, no more worries about unincorporated communities as everyone within its boundaries have to pay taxes.
5. Amalgamate inefficient, non-viable municipalities.
6. Further incentivize the non-viable, rural settlements to move.
7. Start taxing local improvement districts
8. End the resettlement program. Dozens of small communities are clinging on in hope of a "big" payout. With it gone, the migration of people to larger centres will accelerate.
9. Tax rural Newfoundland and Labrador on snow clearing (individual seems to be referring to unincorporated areas).
10. Give unincorporated municipalities the choice of incorporating or amalgamating with the closest incorporated town - to remove the provincial burden of providing for municipal responsibility.
11. All residents outside of municipal boundaries will only receive services (fire, snow clearing, garbage, etc.) with a structured fee with the closest municipality, of which the provincial government will provide a template and arbitration if necessary.
12. Look at regionalization in NL and combine services.
13. Regionalization must simultaneously maintain healthy levels of citizen representation, amalgamate service and electoral districts, and establish special economic zones to drive targeted and rapid growth.

Tourism, Culture, Arts and Recreation

1. Work with regions, municipalities, tour operators, Indigenous peoples, the arts sector and other stakeholders to develop a provincial tourism plan.
2. Increase supports to the arts sector.
3. Offer an incentive to tourists to travel to the province in the form of a prepaid gift card or gas card given to private vehicles arriving at Port Aux Basques or Argentia. This offer would not apply to commercial vehicles or vehicles with NL licence plates. This could be partly paid for by scaling back the amount of print and TV advertising that the province purchases.
4. Allow mountain biking on Marble Mountain when the hill is not open for skiing as an additional source of revenue.

5. Let Newfoundlanders and Labradorians be the ones to support the tourism industry though vacationing at home as opposed to financial relief from government. If government insists on spending money on the tourism industry then do it through offering residents rates on staycations.
6. Continue to invest in the provincial tourism industry.
7. Focus NL's business model on people, culture, hospitality, music and scenery as opposed to oil.
8. Increase the bottle deposit from \$0.08 to \$0.25 and put the difference in general revenue.

Transportation and Infrastructure

1. Reduce ferry services by reducing the number of trips and using one vessel to service more areas.
2. Negotiate an assumption of service agreement for NL to take over as shareholder of record for Marine Atlantic.
3. Reinstate motor vehicle safety inspections.
4. Eliminate contracts and purchase items based on pricing, e.g., book flights for travel based on seat sales.
5. Sell real estate that no longer of value to the province.
6. Consider closing or selling off government buildings where maintenance costs are greater than the salaries of those employed there.
7. Offer vanity licence plates to increase revenues.
8. Use automated photo enforcement for speeding on the Trans Canada Highway.
9. Long term infrastructure planning: government should take advantage of federal stimulus funding programs to the fullest extent possible.
10. Start construction on a road along the South coast from Port Aux Basques to the Terrenceville area. This road would drastically cut the travel time from Port Aux Basques to the Avalon Peninsula and would provide a "loop" for tourism instead of what we currently have which is one way back and forth across the island. South coast communities could be tied in to this highway and the numerous expensive ferries could be eliminated and savings put towards maintenance of the road.
11. Provincially owned ferries: those which are not self-sufficient (most, if not all) should have usage fees increased, operations privatized or areas in which they operate resettled.
12. An overhaul of the ferry service contract: we spend \$80 million a year on ferries, most of which is salaries. Overtime is a massive part of that. A small reduction in service would not harm coastal communities and save a lot.
13. Signs on every ferry, bus and any other publicly subsidized mode of transport showing how much each trip or ride is paid for by the government.
14. Save money by not printing receipts and mailing them to dealerships each time a vehicle is registered online.
15. Close the Foxtrap Transportation and Infrastructure garage and relocate all staff to White Hills garage or build a new energy efficient garage in Donovans or Foxtrap and relocate all garage staff from White Hills and Foxtrap under one roof and in a central location to service the area.

16. Use one ferry for the Bell Island service instead of two.
17. Repairs required to highway infrastructure should be completed promptly.
18. Greater supervision and enforcement of tow/recovery operators to ensure accident scenes are cleaned appropriately and in a timely manner so government does not incur costs to further clean the scene.
19. Downsize current rental office space all over the province and cut out unnecessary rental properties entirely by permanently adopting work from home practices for government employees.

Appendix A

Engage NL – Opportunity to Share Ideas Prior to Budget 2021

Help modernize government

Overview

We are inviting you to share your ideas on how to modernize government in advance of Budget 2021. Solutions are needed to address long-standing structural issues such as the high cost of providing services to nearly 600 communities across a large geography, chronic deficits, dependence on volatile oil revenues, as well as a declining and aging population.

The economic impact of the global COVID-19 pandemic has deepened an already difficult financial situation. The deficit in 2020-21 is projected to be \$1.84 billion. Annually, we are spending more than we are making in revenue and we have limited capacity to absorb further borrowing given our current debt load.

We are bringing together expertise from residents and stakeholder groups to hear big bold ideas focused on:

- making a positive financial impact on government's annual deficit situation;
- minimizing impact on public services; and
- contributing to a diversified and growing economy.

This insight, as well as the recommendations of the Premier's Economic Recovery Team and Health Accord NL, will inform our path.

Health Accord NL will reimagine the health care system in order to best deliver services to meet the needs of people in communities across the province. They have launched a series of regional consultations. More information is available at <https://healthaccordnl.ca/>.

We have a strong foundation and much potential.

- Innovative people and businesses
- Educated labour force
- More than 2000 new tech jobs expected to be in demand over the next three years
- Increasing number of immigrants (nearly doubled since 2015)
- Successful technology start-ups (e.g., Verafin, Kraken, Genoa Design and others)
- Abundant natural resources
- Offshore oil and gas: new discoveries in the Flemish Pass, tieback opportunities to existing projects, and significant resource potential of 63.6 billion barrels of oil and 224.1 trillion cubic feet of gas in just 10 per cent of the province's offshore
- Mining: gross value of mineral shipments forecast to be \$4.2B in 2020
- Fisheries: valued at approximately \$1.4B; employs 15,000 people in over 400 communities

- Aquaculture: major new projects expected to more than double the size of the industry
- Agriculture: valued at \$250 million; employs more than 3,000 people
- Tourism: unique physical environment, \$1 billion in spending and a significant employer
- Success and potential in Newfoundland and Labrador's film and television sector
- Our financial challenges are real.

COVID-19 economic impacts

- Lower oil price: \$39 (\$US per barrel) budgeted for 2020-21
- Net debt \$16.4B
- Continued annual deficits based on status quo, including current year projected deficit \$1.8B, leading to higher debt and increasing annual debt expenses (\$1.1B for 2020-21)
- Geographically dispersed: nearly 600 communities connected by almost 10,000 kilometres of roads
- Declining population: more deaths than births since 2012; increasing concentration of NL's population in larger urban centres; 529,426 as of July 1, 2016; 522,103 as of July 1, 2020

How can you get involved?

Given our financial situation is unsustainable, what would you do to:

- Increase annual revenues
- Decrease annual expenses
- Modernize government's delivery of programs and services

Submit your ideas online or by emailing Budget2021@gov.nl.ca.

Feedback will be accepted until April 30, 2021.

Insight from residents and stakeholder groups, as well as recommendations from the Premier's Economic Recovery Team and Health Accord NL, will inform our path.

How will your input be used?

The information we receive will be reviewed by Department of Finance, along with other relevant government departments. Feedback will be considered as the Provincial Government explores how to modernize government in advance of Budget 2021.

Privacy Statement

The collection of information is done under the authority of section 61(c) of the Access to Information and Protection of Privacy Act, 2015 for the purpose of collecting public feedback on the how to modernize government in advance of Budget 2021. Please do not provide unnecessary personal information in your submissions.

Any personal information that may be received will be governed in accordance with the Access to Information and Protection of Privacy Act, 2015 and will only be used for the purpose of providing a response to submissions received and informing public engagement results at the end of the process.