

**Government Renewal Initiative  
Corner Brook  
January 26, 2016**

<b>Q1. Thinking of all of the thing government spends your money on to provide residents of the province with services, what are the three things that could be stopped in order to save money?</b>
In healthcare – sick time use / abuse – used as vacation time – change the old sick time plan/benefits – change to an insurance or paid leave time. Avoid the “final year off” with sick leave. Does Employer need to manage sick leave – positions in healthcare to manage it. Hard to manage absenteeism. Probably carries over to the education system and general public service
Paradigm shift needed with regards to sick leave. “sick leave left on the books” insurance , not a benefit. Balance is needed. Loss of productivity because of “presenteeism” – coming in sick when they should stay home. Need to adopt a culture of performance.
There are other models out there to manage sick leave in the private sector. Indemnity.
40% of budget in healthcare –yet worst health outcomes – i.e. money spent is not working [evaluate outcomes and costs]
An anti-business culture in NL – a socialist environment – we expect everything for free – Business is viewed as “parasitic”, yet public wants services. Need to change the culture and encourage more business / innovation
Affordable and sustainable public service is an oxymoron – no accountability [improve accountability in the public service]
Have to create the wealth somewhere - diversification is needed to grow the “pot”
Adopt a more business model for the public sector
Government in economic development creates a “false economy” – can’t force or tailor an economy - too limited – have to be “open for business” vs. too focused e.g. Marble Mountain Development Master Plan
NL can be too territorial
Important to have an understanding of inventory/assets in region
Local economy is relying on retirement cheques – economy is going down – need growth to maintain, let alone move forward
Long term care – not right care level and extra, unnecessary expenses – Long term care in Acute care beds = mismatch. Costs are higher than it should be. Ripple effect on the system.
Costs to administer flu shots - \$25 per shot for Dr. = can Pharmacists do it, or other practitioners.
[Consider] partnerships with other Provinces when purchases [are] within our healthcare, education systems.
NL does not charge apprentices to take exams, other province across Canada charges for these exams. [Consider charging a fee for apprenticeship exams]
Duplication of services with federal government, ex: fishery research done by both the federal government and provincial. Why would we [be] the one to pay for federal services?
Bring the communities together for regionalization, less staff would run these services. Municipalities NL are promoting this idea.
[Eliminate] cost overruns at Muskrat Falls
Privatize healthcare, physicals or medical exams. Look at the models around the world to find the balance. Maybe mobile dialysis, proactive approach for health care.
Hard to stop a service, it’s easier to dial it back.
[Stop] waste in government spending.
Bottle water in government offices (water coolers) could be cut
1.5 years ago there was a cost savings program, how [effective was it?]
Rebate program have expanded over the past few years, oil, electricity, why is this program still on going, and is it necessary – oil has dropped quite a bit, perhaps could be an area of cost savings. Based

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on tax bracket, so it is means tested.
Cost of servicing small out-port communities, is higher than larger center. How long can we maintain these communities? Get a list of communities where this disparity is largest i.e., where the cost is quite high, and there is not a large population. Perhaps, it is not about resettling people, but don't allow new people to settle, or buy property in an area, or pass it on [in these] communities
More use of technology instead of traveling, to allow people to meet. Savings [would be met] through hard costs, as well as time saved.
Implementation of services, example of child support, instead of going to court to get an order to decrease or increase child support, there is 3 phases to make a change, on top of court. Stream line the process, and have a single office do the work, and also use technology to help EI calculate
More enforcement for child support, if you cut officers they can't enforce payments to children, where more people would then access Advanced Education and Skills [funding]
Cut back on using snail mail, and use technology to cut back on paper mail
Grant applications [are] time consuming, and then managing the grant, in terms of the amount of paper work the government requires i.e. reports regarding spending. Also the number of people looking at the application, reduce and streamline the process, including the reporting process. Savings of time, for person, and saves time for government offices.
Government salaries and benefits should not exceed comparative jobs positions in private sector/enterprise
Elimination of full-time kindergarten – wait until better financial position - half day worked so far
Privatize health care services (outsourcing)
Revisit the structure of health boards (potentially one board)
Wait until can afford the Corner Brook hospital to build
Registration for vehicles stickers – new technology to eliminate stickers
Post-secondary – 11% - lowest tuition costs
Liquor stores – privatization – sell the NL Corp – generate revenue – sold to General public eg. Margaret Thatcher – England)
Eliminate high school public exams
Education expenses increased substantially - \$6000/student now more than double – review to see where the money was spent – seems to be admin and support staff
Elimination of March madness – i.e. spending for sake of losing or reducing the budget – spending a need base not want base
Reduce travel costs – maximize technologies
Health care – sick time – provincial paid sick time not used upon retirement [should be accessed for savings]
When an employee retires, [they] should not be able to go back to work – double dipping
Eliminate severance pay
Question need for drug card
School teachers [get] lay off in summer and retire in September [should not be allowed]
super dumps – should be eliminated
Full day kindergarten [will] bring in 140 jobs [that's] not going to get 30% savings. Teaching salary is probably two times that of front line staff in government
Management in some government departments is too top heavy - [cut management staff]
Engage the front line people in each department to identify cost savings in each department, not to be determined by management

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Coastal ferry service - do we need to look at relocation of these isolated communities?
2 ferries built in Russia for \$51,000,000, could have been built in Poland for \$20,000,000? [Use cheapest options]
Government services reduction i.e. Lawn, maintenance and Snow
Royalty position – safety in oil and gas as oppose to stakeholder
Nalcor structure has six Public Relations personnel – too many [cut some Public Relations positions at Nalcor]
Social welfare overhaul [is needed]
Kindergarten all day? [Consider not implementing full day kindergarten]
Government must stay away from royalty plays. Allow private sector.
Stop providing federal front government services in fishery
Provincial grants to fishery - plants must stop.
College of the North Atlantic 17 campuses, restructure and reduce campuses
[Use of] telecommunication in the public sector [should be increased]
Research and Development Council – duplication of services [streamline]
Full day kindergarten - elimination - wait [to implement]
Cross train government employees
Cut out office water delivery
Cut full day kindergarten
Cut out travel - use more technology
Replace 4 out of 10 workers through attrition 10 out 4 in attrition
No layoffs! Attrition only! [Attrition] will only stall economy and exodus from NL
Relocate or stop funding to all communities <1000 people
[Implement a] cap on individual health care
[Consider] reducing health boards into 1
[Consider a] 10% wage rollback [of wages, which] will deliver more money (300 million) than layoffs or attrition. Also the 10% is really only %7 because of taxes) could give tax credit for years to offset
Stop hiring within the public service
Less travel, better use technology
[Stop using] Event brite – US company, civil servants could do it
Interesting to see how much is spent on travel within government [look for savings in government travel]
Private Use of Government vehicle [should be eliminated]
Be proactive in health, deliver services within communities instead of hospitals
Really need a hospital in Corner Brook
Stop giving away our resources
Stop highballing the oil prices
Stop generalizing poverty reduction to everyone (breakfast programs, free books) [stop universal means programs]
Resettlement needs to be looked at - Lower threshold for resettlement (50%=1/75% instead of 90%) [should be considered]
Tuition needs to be raised (especially people from outside the province because they don't stay in the province or put in conditions)
Stop hiring retirees instead of young people – stop double dipping

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Stop investing in infrastructure in communities that are not sustainable (Ferries)
Spend money in the province (build boats in the province) – know what you are getting
Stop MCP abuse – double billing
Incorporate the whole province – regional government
Cap salary increases to inflation
Stop high end bonuses for underperforming crown corporations

<b>Q2. Given the financial challenges facing our province, what three things do you think government could do to raise money (increase revenue)?</b>
Promoting and building a culture of business
More investment in education – allow more students to come in. International students want to come here and work here – cuts to education (tuition rates) will lower enrollments and reduce revenues
Lot of wealth from older population (short term) - needs to be freed up. People need to pay, reasonable, equitable way
Identify resources / assets, recognize local valuable things (ex. Geology)
Need a better ways to identify opportunities and then maximize them – make sure ideas have synergy and work in cooperation with others
Government has to figure out where to spend \$ on to develop more opportunities - invest in the right things.
Tourism in western NL has lots of potential [further develop]
[Look into] partnership opportunities (eg. International Application Trail with European Union – opportunities in other sectors too – arts, forestry, culinary)
[Invest in] 250th anniversary of Captain Cook – big opportunity
Reinstate 2% HST decrease - raise HST by 2% - shortsighted to keep that promise HST is a consumptive tax – fairest way to tax
[Implement] a different tax regime on gasoline
Increase personal income tax
Raise corporate income tax to level as in other Atlantic provinces
Decrease business exemption from \$500,000 to \$350,000 on corporate income tax = go to 16% as in NS
Sell government assets - privatize Newfoundland and Labrador Liquor Corporation - get out of businesses that government is in that it should not be
Watch needs vs. demands – government responds to needs, business will respond to market demand
Low level user fees for raising money may also decrease the demand on the service.... Blood collection.
Provincial adjacency with services and fees.
Allowing other medical professionals [to] deal with smaller medical treatments, use pharmacist or nurse practitioner.
Build the Tunnel with private partnership into Labrador require Quebec to finish the north shore, and this would generate funds into the province.
Draw from our history for sustainability. Invest within the tourist industry and the agriculture industry. Tourism & agriculture & fishery sustainability.
Trouting fees, there is no cost for residents [consider implementing a fee]

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Charge the federal government for providing services that we provide to them..... Inland fishery monitoring
Increase the HST – provincial portion. At one time it was 12 and 7 to 19%. They did away with 15% sales tax on insurance premiums – no ice allowing them tax.
Increase taxes – sin tax – tobacco & alcohol.
Selling un-used assets, schools, building, offices – vacant - O’Connel Center sits empty. Sell properties. Also stop renting spaces for government departments, Advanced Education and Skills , combine the government departments in a single building, and stop renting spaces, use what they have – school buildings for instance. Develop an inventory of the un-used buildings. Saves maintenance, heating, property tax. [Compile into a] Vacant Building Registry
[Implement a] floating tax on gas, when prices are low, taxes would go up, and prices are high, the tax would drop.
Increase tax on capital, for instances financial institutions, credit unions, insurance companies.
Government vehicles, look at [use] by department, enforcement, forestry, road workers, they need them to work, but directors, managers, higher management don’t necessarily need them, cut them.
Target income tax increases, instead of HST- would hurt less people, and the less disadvantaged
Open casino
Sell marijuana
Invest more in tourism, and the fishery which brings money into local economies
Education, university, students would come to Newfoundland for the low tuition, and if they keep cutting university services drop, and money increase. A high % of students who come from out of province, stay, and leave – don’t increase international students tuition
Increase HST
Sell shares unto liquor corporation
[Create] toll booths – nominal fees
Gas tax – increase temporarily when barrel of oil is low & reduce when barrel of oil is higher
Greater recruitment for international students – province is competitive on global scale
\$50 annual fee on MCP card, small fee to visit doctors, can attach [doctor fee] to MCP card
Elimination of tuition freeze
Long-term - business tax break to attract new potential businesses to the province
Aquaculture development
Increase taxation on higher earner corporation – put a levy on them
Some provincial fees [could be increased]
Put another 10 cents a liter on gas until tourism season then when deficit is in line, put the cost back down
[Implement] toll gate system to help pay for roads
Forestry – explore smaller sawmills and look at ways to create jobs
NL Power got 140,000.00 they are supposed to give back to its customers (for 3 years now) – give it to the government
Pull the plug on Churchill Falls
We have gull island, wind energy to develop
Independent power development [should be allowed]
Increase income tax on higher incomes
Government real estate assets, for example, old hospital in corner brook, could be sold off
Put university students to work – we have highest incidents of cancer and multiple sclerosis on the

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west coast- maybe they could do a study on why this is happening
[Support] Beothuk wind energy – [could provide] 600 direct 400 direct [jobs], west coast needs them
Increase sin tax alcohol and tobacco
Force private sector to have medical insurance
Consider private healthcare
Raise HST
[Implement] gas tax
Public sector roll back and with down the road tax credit on time credit
Sell equity stake in oil and gas
Sell Muskrat Falls
[Develop a] strategy in green energy sector
[Develop a] Forestry and farming 5 year strategy to support business sector 12.166% min .6 oil and gas tax break
Raise HST
Raise money at gas pumps
Increase corporate tax and capital
Sell off unused assets - audit all government offices for spare space
Increase fines
Tax prisoners during their time inside
HST
[Implement a] gas tax (dedicate [proceeds] to roads)
Health fees [could be implemented]
[Introduce] new industries
Do more with less – more non-profits, less public service
[Increase] efficiency
Put people to work – will increase the tax dollars
Decrease the price of ferry crossing (Marine Atlantic) – need to get people here
Take over Marine Atlantic – then it will work for us
Need to spend money in bad times
Need to look at long term
Fixed link – fixed cost that can be recaptured (toll), ferries are a continual cost (food dependencies – unreliable source 3-21 days ) , connection to Labrador
Spending more money for tourism
Need to think outside of St. John's
Complete breakdown of costs of Health care (service providers vs. administration)
Charge small fees for doctor visit - Stop abuse of system – need basis
Use technology, phone instead of visits when it is just a check-up, routine medication renewals – less fee for MCP
Don't burden people who are already vulnerable
Better share in the Hibernia management Corporation
More of a spending issue as oppose to a revenue
More young people working
More user fees

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Political will to spend
Too many regulations on safety (very important but gone too far) – fear mongering
Stop doing studies on everything
Raise tuition for people outside the province

<b>Q3. How can government be more innovative or efficient to provide quality services at lower costs?</b>
Education - is a separate francophone school board for 5 schools = does not make sense – can it be run out of Department of Education?
Give consideration to relocation of NL English School District offices to vacant Government NL offices/business vs. in ScotiaCentre
Better use of government buildings – better management of government assets
Eliminate “march madness” – budget burn-off – get rid of the mentality that need to spend \$ to avoid getting reduced. Create incentive for better use of funds, not punitive.
Leadership needed to make government departments more accountable.
Need fundamental change in management – politics plays a role – different between strong leadership and good leadership
Term limits on governance – avoid spending to buy votes at election time
Fair representation on Hospitality NL board / Tourism Board - need more representation from MUN, Culture, Geology,
[Study] all day kindergarten – is it just a childcare solution? Does it provide an educational advantage?
Healthcare – 2 hospitals 1 hour apart (Corner Brook – Stephenville) more efficiency in re-allocation of services - eliminate duplication of services – focus on centres of excellence – tele-health could be better used - need to take advantage of more technologies.
Need to incentivize efficiency and leadership – need some “tough love”
Partnerships with other provinces with purchasing and facilitating the health boards to work together to streamline services and partnerships in purchases.
Increase regionalization for many services.
Public & Private partnerships for larger projects and service with oversight by government.
For government to be more efficient there is a problem with unions, the union blocks the way to make changes they are too strong with in the public sector.
Tendering act does not allow for bad or faulty products from being able to rebid on other tenders.
Adoption of more E-government services
Opportunity to work more with partners or organizations they fund, people they fund, find innovative ways to work with people i.e., Culture tourism, investments in, money can go much further, p3's public private partnerships.
Duplicated services, combine services to ensure there is no overlap, cut down on the process, to stream line a service. How the service is provided to the
Expanding the role of the nurse practitioner, to be able to service small communities, also expand their scope of practice to treat more problems
Pay for service for sick notes, [and] for [other] non-essential services like that
Start a small fee for service for seeing doctors to cut down on un-sick people visiting.
Bulk buying medication, or partner with another province to purchase medication – nationalized drug plan. Better negotiate prices with large drug manufactures and partner with other provinces in doing so.

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Midwives – use of instead of doctors.
[Use more] technology – reduce travel costs – video conferencing
Online self-services [should be expanded]
Outsourcing health services (MRI/blood work) less pressure on the system
Private health insurances didn't cover costs of a room instead MCP covered the costs – health professionals didn't ask if private could cover [ask if private insurance covers service before covering with MCP]
Allow private/public health services - options for people
Education - eliminate tuition freeze
Partner with private institutions for Adult Basic Education – very successful
Private Public Partnerships in general [Education]
Private dollars (investment) to build infrastructure and rent/lease space (no upfront costs)
Interprovincial services for health services – reduce wait time/costs
Government buildings (rent/lease costs) – consolidation of buildings/services – office space – don't pay same square footage in St. Anthony as in St. John's
Urgent care centres (private) or possible public – unless life threatening you go to these centres – outsourcing- independent services priorities – would MCP cover a smaller portion to subsidize
Look at the arrangements of Adult Basic Education & look for more opportunities – regulate it (government) as doing with Adult Basic Education
Good example of cost saving and maintaining quality services
Media campaign – people are paying taxes for all services to realize
Put more applications on-line – have more concentrated online usage
Front line people are better equipped than management to identify cost saving areas [engage front line staff]
There is duplication of government services with more than one department dealing with the same things. Sometimes an agency deals with one part of a project while a department deals with all of it, except one part [reduce duplication]
[Reduce] red tape associated with Health and Safety for business. If one step is not completed properly, the business is 100% penalized. Makes it very problematic for business.
Give work to local people. Right now there is a company from Ontario changing light bulbs in the Provincial Government buildings
Utilize community groups to deliver services i.e. mental health
Is there duplication of Advanced Education and Skills and Department of Education? Redundancy [Investigate duplication of services]
Health care boards should be one
Department of Education and Advanced Skills [should] combine
Overtime [should be] cut
Reserve tender accounting for procurement
Merge regions and Local Service Districts must merge
Reduce mail as much as possible
Utilize technology more
Have managers manage more than one department
More nurse practitioners - expand scope - pharmacists - more scope
Buy generic medications (non-branded). Buying Power.
Bring in midwives for baby delivery.



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Four day work week [should be implemented]
Use community/interest groups/Non-government Organizations to deliver program (i.e. mental health, diabetes education)
More accountability on social assistance – recipient and providers, feed the family but not addiction
Stop enabling poverty
Government department [need] to work better together- very hard to get anywhere, competing with each other, reduce red tape
Application process needs to be better
Tendering act needs to be completely overhauled for efficiencies
Sick time is out of control in - abuse of sick time in public service [look at sick time for government employees]
P3 (public private partnership) route need to be looked [at] – Human resource issues are reduced
Double time for sick time fill-in [should be investigated]
More delivery of program in a non-profit manner
Regulation – nonprofit model - Analysis of, can government can provide a service more efficiently than using a non-profit model?

<b>Q 4. Is there anything else that you would like to suggest/add to the discussion?</b>
Invest in the aquaculture
Co-ops with the communities around the aquaculture industries similar to the model used years ago, the older fishing industry.
Added comments on tuition, and increasing it for students. Students now come out with a large amount of debt, reducing their amount of spending.
Analysis of all goods coming to island, might be opportunity where a large amount of a certain product is being brought in, which could be streamlined with regards to shipping costs, or how it is shipped.
Crown land. Currently crown land leased by private citizens can be sold to another citizen for profit – i.e., person A leases several blocks of land, then can sell a leased block to Person B for profit. Land not developed should not be permitted to be sold, and should be turned back to government
Tuition freeze lifted
Government parking increases province wide
Online services must increase to save government money
Privatize liquor board
Fishery streamline and allocation quotas ground fish must go outside summer months
Driver's license and plates [fees should] go up
Introduce vehicle inspections
Centralization of services – doesn't have to be in St. John's
Information technology department is cheapest in this region doing the same in the province
Compare apples to apples