

**Government Renewal Initiative
Grand Falls - Windsor
February 1, 2016**

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?
Need to look at the departments, all have different numbers and faxes. Many pages of individuals – need to gut. Too top heavy.
Health boards, opportunities for youth to get jobs [should be considered]
Health departments need to look at the internal inefficiencies. Don't need all deputies and health boards. Eliminate all top heavy. Need more on-hand jobs (front line) and less computer/desk jobs. People need to be back doing the jobs (similar for education). Too much paper work required for the Bureaucracy. Get rid of CEO's or deputies – too many in healthcare
Level of Bureaucracy – too much, waste of time [reduce bureaucracy]
Discuss fee for service. Not always the best services.
Rather than spend the money needed to repair the ferry it is patchwork. Reactive Maintenance vs. preventative maintenance [focus on preventative]
Some sort of regional government or amalgamation of services [should be considered]
Relocation – lower the percentage from 90% to 75%/80%. To promote relocation of smaller/isolated communities. Government need to make the decision.
Transportation – oil changes, lights, tires – being sent out but there are internal mechanics that can do in government's own garage. Need for department to be more accountable.
Reduce cost of print material – glossy paper. MHA's xmas cards – send an email!
Increase use of technology, reduce travel. Cut coffee and muffins for every little meeting
Install a causeway at Long Island – cost to operate is \$3M/year. Ferry overall cost for the next 20 years is \$60M - Causeway costs \$30M to install with little maintenance with government funding.
Resettlement of small rural communities
Cancel full day Kindergarten
Move more essential government services to central Newfoundland – cheaper rent than in St. John's, create more jobs.
Health Care spending
Reduce number of College of the North Atlantic campuses – currently 18. Are there duplicate services at these campuses?
Adjust MHA pensions to time served – should not get a full pension after serving only two terms
Unnecessary travel. Technology should be used more
Cut transportation to smaller centers such as ferry travel to every second day instead of multiple times a day.
Stop implementing all-day kindergarten
Misuse of travel allowance
Is video conferencing being used as much as it should be (instead of travel allowance)? [Increase use of technology]
Examination of civil servant jobs (people just sitting there waiting for retirement)
Back logging of jobs
Job analysis within health authorities is a time consuming entity
People working in Department of Education just waiting to retire
Public service is becoming “bloated”
Roll back hiring that they did to increase public service
There is a lack of “front-liners”. Wages being paid to higher management positions

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Small remote communities such as Little Bay Island—why are we obligated to provide such a broad range of services to people who choose to live in a secluded area?
[Small communities] cannot expect to have all the same services as larger centers while paying less to receive them
Endless meetings in the public sector
Travel, bussing, etc.
School boards—when number of boards were reduced, there was no real change
Is the school board redundant? Some schools haven't needed the assistance of certain school board coordinators at all
Special needs students are allowed to stay in school until they are 21. This is a huge cost
The student-to-teacher ratio is way too high
Mental health round-the-clock care. Facilities would be much more cost effective than private
Full Day Kindergarten should not go ahead at this time
Government are the ones with access to the info and it is difficult for us to get the governments house in order. We do not know what the real issues are
Full day kindergarten is a strain right now. Although feels it is a good idea but not at this time (Infrastructure and support teachers)
Education system – watch the number crunch of staff to child ratio in very rural communities.
Resettlement amongst small communities for educational purposes. Revisit. More regionalization of school services.
De regionalization of some government offices, same as school boards Departments can come down from four to two, consolidate
Corner Brook Hospital [should be] on hold until later
Reduce the civil servants. Start in the confederation building [and move] down. Look at management structure.
Get rid of government building that are not in use but heat left on and insurance. Maintenance [costs are high]. Give it to someone for Grand Falls Academy high school... Botwood Public Building. etc.
Very small communities can no longer expect to get services as in the past. Resettlement even without the vote requirements.
Close schools with very low enrollment
Health Care: too many managers, offices etc. Reorganization/restructuring of administration/middle management has to be reviewed.
Some services in health care not pertaining to health can be privatized (e.g.. janitorial services)
Review paid service (e.g. doctors do not need to be giving flu shots)
Full day Kindergarten needs to be reconsidered
Privatization of post-secondary education (College of the North Atlantic)
Government travel expenses
Don't implement full day kindergarten
Administrative Education Cuts: Reduce and consolidate services in regional school board offices and headquarters in St. John's
Review the lease options with [the NL English School Board] headquarters and Atlantic Place for lower rates or move to a less expensive option; apparently \$500,000 a year to rent space there
Have an appointed school trustees to avoid a provincial wide election which will cost ¼ million dollars. 1 % of the population voted last time.
Review all non-teaching positions in regional offices and travel expenses

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Review all conferences and professional development
Transportation – increase ferry rates from \$2.00 to \$10.00 to \$20.00. McCallum / Gaultois Ferry fees too low now.
MHA – reduce civil servant salaries by 5% and all public servants by 2%
Increase MHA pension eligibility to at least 2 terms (8 years) not 5 years.
Too top heavy with upper management in healthcare
Reduce cap on Adult Dental Program. Denturists are paid same amount for dentures as Dentists. Abuse of system.
Screen income support recipients
Methadone treatment program/change control and arrangement
Multi Materials Stewardship Board Regional dumpsites [are expensive], [a lot of] fuel emissions to move garbage, what happens with recyclable items/products?
Crown lands, streamline services
Red tape issue, multiple departments [streamline]
40 MHAs – probably only need about 10 offices. Each office in district not necessary. Could be regionalized/centralized: one office. \$ [for] office rent; equipment and salaries would be reduced. Centralize these offices – make more use of technology to coordinate.
Utilize government office space rather than rent space
Contract out consultants – should be done internally by government employees, inquiries multiple (second opinions) not required – redundant
All day kindergarten – put on hold
Too many managers/supervisors
Wellness programs – internal initiatives inside government not essential
Regionalize communities that are in close proximity
Get rid of bottled water in offices and at events where local water meets standards
Social services – cut taxis
Stop rehiring people who have retired from provincial/municipal government
Make reduction at school board offices
Stop full day kindergarten
Review/stop all corporate tax credits as well as funding
Stop external reviews
Ensure MHA pension is funded
Stop [the] directive [that] stopped HST
Reduce Executive Assistant's salaries
Stop second shift snow clearing
Reduce MHA salaries
Don't focus on getting re-elected
Stop the major projects (Corner Brook hospital, etc.)
Don't go ahead with promises just because it was an election promise
MHA advertising eg. Calendars/sponsorship/mailouts should go [to] social media [rather than print copies]
As a province get rid of some communities not sustainable, relocate these residences/isolated communities, volunteers needed for these communities
More regional communities/emergency sharing services

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Health care not front line, high level management jobs/reassessment of these positions
Provincial government to get out of Liquor Corporation [more] privatization
Public/Private Partnership
Lower the majority vote – if the community isn't sustainable then they should be forced to amalgamate or resettle
Stop providing ferry services to these communities
Small communities aren't incorporated they should be paying more and government should pay less, these communities need to pay taxes if they want to continue
Increase resettlement offers
When resources within the community are exhausted – resettle
Private long term care homes/possibly covered my MCP to possibly create competition for employees

Q2. Given the financial challenges facing our province, what three things do you think government could do to raise money (increase revenue)?
Lotto like the hospital
We got a lot of \$ from oil....why wasn't it invested into more sustainable options (i.e. wind energy) Invest money wisely.
Do the individuals we are electing have the skills to make the decisions? There is a civil service to support – they have the experience, knowledge to provide the decision makers. Bureaucrats are protecting their own interest and not providing the necessary information/direction.
Raise taxes – correct way
Sell crown land – what other things can government sell? Let communities have control of crown land inside municipal boundaries.
Deficient sales tax (sliding scale) on gas purchases
Drug testing for income support. Investigating misuse or fraud on individuals on income support – inappropriate use or shouldn't be eligible
Is there a way to link Job Creation Partnerships and income support recipient? [Implement a] penalty for refusal.
Review financing ratios to communities based on size. Government can enforce efficiencies (regional fire department vs. individuals).
Privatization of health services is not going to save money
User fees should be look at
Need to grow the economy. Casino.
Municipalities to increase taxes on utility companies.
Increase taxes on alcohol (luxury taxes)
Examine raising taxes to tourists
Lease government equipment and building. Stop leasing from others.
All government employees (Premier - down to middle management) take a 5% decrease. Unions could negotiate funds when deficit is gone
Reduce number of managers in government departments – not enough front line workers
Help small businesses to create jobs
Keep resources in the province i.e. why export fish only to have it shipped back for sale
Promote tourism in the province

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Put HST back up to 15%
Agriculture – grow our own
Extend hunting season and increase licensing fee
Tear down vacant buildings (i.e. schools, and other government buildings)
Increase HST to 15%
Sell crown land
Bring in initiatives that will bring business and \$\$\$ (ex. Mandatory yearly vehicle inspection)
Only 11 medical marijuana plants in Canada - Facility to supply the island - Use cheap power
Increase HST back to 15%
There should be a uniform tax structure in all Atlantic Canada
Get rid of old school buildings that are not being used. They are a drain on government funds
Buildings that are being used for nothing but storage could be sold by government for profit.
Analyze properties that are costing the government \$ to keep up
Reinstate mandatory vehicle inspections, this is the only province in Canada that doesn't have mandatory vehicle inspection, keeps safe vehicles on the roads
Sell crown lands at fair market value
Make requirement for properties to be brought up to code for septic
Impound vehicles if fees not paid then sell vehicle if not paid within certain amount of time
Crunch down on unpaid driving fines including vehicle registration
Allow people to purchase vanity license plates
Places that are already zoned for industrial work can be used for medical marijuana plants
Implement wage freezes, people would rather have job with frozen wage than no job at all
Use the government owned power
Raise HST attached to royalty payout. Rise and fall with the times
Income tax increase
Local service districts that are not being taxed but still getting services (60 000) approximately.
Look at the pension plan of MHA's
Government do their own satellite cable internet TV cell phone
Medical Marijuana Investment
Government is not a business, they generate revenue through taxes
Taxes to cabin owners/dwelling areas outside of service areas
Regionalization of local service districts
Toll fees for ferry system or review of the subsidization by government
School fees in-light of full day kindergarten
HST: agree with increase
Tax on alcohol, tobacco products, gas
Collect outstanding fine violations (\$30 thousand owing in province?)
User fees for some health services
Sell empty buildings they own and paying heat etc. (e.g. Maple school building)
Offer incentives to generate new business to the province
Review the funding awarded to organizations such as NL Housing for Community Centers
Introduce medical user fees

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Increase gas tax by 5 cents a litre. When the oil rebounds to 40 – 50 dollars per barrel we would reduce the gas tax by 1 cent per litre. This would be a sliding scale as the price of oil per barrel fluctuates
Tax on junk food. Pop and potato chips 20%. Monies saved should go back to other areas of health care
Increase tuition @ MUN (different rates for different students i.e., Newfoundlanders one rate, outside NL another rate, and international a third rate).
Increase taxes – HST and personal taxes; what about raising corporate taxes. Why do corporations paying 15% (small business rate) whereas we pay more personally
Start taxing vehicles (registration) by size. The bigger the truck/vehicle the more you pay for a 1 year registration
For the new all day kindergarten, non-educational activities can be led by Early Childhood Education staff who receive less pay than Full Time teachers.
Crown lands have several offices taking care of different issues. Stream line the services and reduce staff
Too many deputy assistants and associate deputy ministers; too many departments and agencies
Cut upper management; not enough frontline workers for the amount of work involved. Too many managers.
Cut out “Speed of Trust” – Human Resources comes in 2 or 3 days a week. You have to pay travel, food, hotel
Increase HST
Increase corporate tax of big business, banks, sectors
Use small business for Community Enhancement Employment Program/Job Creation Partnership keeping people off government money
Better use of natural resources. Lumber major for area
GST put back in (2%)
Fee for MCP cards (we are only province that doesn’t charge)
Taxes (property) unincorporated towns should pay
Raise license fees – moose/rabbit/motor vehicle
Hospitals should have parking fees/meters – also any other provincial/municipal office building
Legalize marijuana
Increase ferry rates
Increase HST
Increase royalties
Increase tax on unhealthy foods
Collect outstanding debts
Raise corporate tax rates
Decrease business exemptions (\$500,000 -> \$350,000)
Increase tax on gasoline as it goes down (floating scale)
Institute a county government
Tax unincorporated town/communities
Explore/investigate on utilizing the wood fibre/resources
Concentrate on exploiting the fishery on smaller scale operation
Local service districts should pay for services and taxed
Government should stop bailing these communities [Local Service Districts] out
Tax every property (provincial government to collect)
Increase taxes on liquor, cigarettes, gambling

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Provide more services such as theatre
Consumption tax such as HST
Increase taxes short term for a specific item
Minimum individual tax increase/income tax
Increase tuition at MUN – hasn't changed since 2002, 3 tier system – NL students, away students, international students, refine the focus and public costs
College of the North Atlantic – re-evaluate courses that are offered, giving students more opportunity for employment
Adult Basic Education – reduce government sponsorship
Review the mandates of the government institutions
Increase ferry fees for passengers
Tax vehicle registration by size, bigger vehicles should pay more

Q3. How can government be more innovative or efficient to provide quality services at lower costs?
Regionalization
Consolidation of services. Several departments explore consolidation
Let managers make decisions and do the jobs they were hired to do. Not to have to go through 3-4 managers
Let's get the workers back to the front line. Too top heavy – need to get back to more front line. Wrong people are making the decisions
No consequences for taking government supplies/equipment. Things disappear but there is no accountability. Things don't wear out that quick
Decentralization. Cheaper to have office in Grand Falls or Springdale vs. St. John's (i.e. MCP)
Vehicles rentals. Huge cost. Explore paying employees kilometres
Managers commuting within health authority – paying to travel 2 hours each day.
Ask front line workers – they can tell you where the problem is, where they can make changes, and where they can save or spend money. If managers would ask, it would make their job easier and save money in the process.
Regionalizing of services
Public Private Partnerships
Summer maintenance is non-existent – hire more staff to ensure work is done when the problem arises – not when it deteriorates (preventative maintenance)
Have a 15 year plan – i.e. tenders, infrastructures, etc.
Look at productivity issues. The system clogs productivity with processes that are unnecessary (ex. Too many steps involved in certain services that should be cut out). Adding layers to give people jobs is just creating less productivity
Too many people involved in the government hiring process. Should be a limit of 1 -2 people in a room during an interview
Goes back to the use of technology and how it could be of benefit
Education – use front line people like teachers. There are too many levels of educational jobs
System lacks performance based measurements
Sick leave is being abused
Offer incentive at end of career for sick leave not used
If people didn't use their sick leave or vacation, it could be their choice how they use it

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Overuse of substitutes due to abuse of sick leave by teachers
New employees already getting lower benefits due to abuse of benefits by past employees
Pay out sick leave at end of year instead of carrying over
Look into processes that other provinces need to carry out that can be shared (regional services)
Advanced Education and Skills becoming regionalized—other services can follow suit
Redundancies within local departments?
Continuous bumping is happening within the public sector
Mentoring to increase productivity before [position bumping]
Union issues contributing to bumping
Nursing—can't release nurses into new positions because there is no one to fill the old ones
Look at other provinces that have remote locations and learn from their practices
Improving services by focusing on quality of employees instead of quantity is going to mean job loss but may be worth it in the long run
Have public health nurses give the flu shots and not doctors and drugs stores unless there are no other options in area
Consolidate services and spread all over the province. Shared space for like-minded organizations and services... Colleges etc. More efficiencies can be found by bringing services together
Municipal Affairs, Duplication across NL. And not putting everything in St. John's
Transportation costs across the local communities. Fees paid to taxi for services from Social Services... doctor appointment, etc. children in care, hospital visits
Consultants costs have to be brought down i.e., Corner Brook Hospital
Review of cost of housing and efficiencies for children in care. Taxis to and from supervised home visit across long distances, hire drivers with efficient vehicles
Wind farms for hydroelectric projects
All government supplies can they be put to tender? Specifically, everything government want from toilet paper to ploughs... office supplies etc.
Look at what government rents. Can building be reused schools, hospitals? Work projects so government doesn't have to rent
Government buildings particularly storage and services be outside the overpass. Cheaper land and construction costs
When we get to a peak time again please save for a rainy day
Stop spending money on consultations and just do it
Regionalization (too many fire departments, equipment, councils etc.)
Review administrative salaries in all Departments (Government, Health, and Education) Need to be restructured or realigned. Too many managers and middle management.
Need to review and deal with the 'abuse' of the social services system
More applications of technology in patient care and administrative duties
Evacuation of smaller communities. Lower 90% vote rule; that's too hard to attain
Restructure healthcare – 38% of costs is high; but need to spend wisely
Ask frontline public service workers. They have first –hand experience. For example, The amount of phone calls MCP receives asking questions regarding eligibility - astronomical. Letters of eligibility needs to be revamped. It is not clear to recipients
Streamline departments/services [eliminate] red tape
[Look at] healthcare [to find savings]

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Improve employee management/reduce overtime hours
Attrition
Management reduction
An excess of employees
Revisit supports available to social service recipients
Municipalities – amalgamation
Overtime to deal with backlog. Give employees quotas on daily/weekly basis to eliminate backlog
Peak season needs workers but seasonal workers not always available when needed. Pay out annual leave at end of season
Incentives to employees not to use (abuse) sick leave
Human resources should be more proactive dealing [with] sick leave
Take personal phone usage away from workers. Too much time spent on non-related work
Use vacant provincial space instead of leasing
License vehicle every 2, 3 or 4 years
Consider health care modules used in other countries. Full care
One health care board
Public Private Partnership
Police services- RCMP should be subsidized with RNC 100% from province in some areas
Federal government to provide more RCMP services
Use electronic media/not paper/polling stations can/should be done online
More voters will participate if able to vote online
Loss of jobs? I.e., Motor Vehicle Registration most services can be done online/disperse through service Canada office
Online services
Re-evaluate government departments
Amortize infrastructure funding/loans – longer time to pay back (higher costs/lower rate)
Prioritize infrastructure/what versus when. Use – location & publicize these statistics
Centralize government services – spread it across the island i.e.,: central/west/east health care, school boards, MCP, Home Heat rebate – bring this under or private corporation – move commercial/services locally located to reduce overhead costs
Look to strengthen the partnership with the other Atlantic Provinces
Increase commercial economic development funds

Q 4. Is there anything else that you would like to suggest/add to the discussion?
What is paid to employees for essential travel is questionable. Needs to be reviewed and a common understood definition – needs monitoring and enforcement (traveling multiple times per week for 5-10 min activities that are not necessary)
Options to retire early. Job loss through attrition
Hold full day kindergarten. Need a new hospital and Waterford (could be smaller)
Do not shut dismantle Duck Pond Mill – lots of deposits in the area around the mill
Eliminate provincial answering system
Allow private business to apply for grants/employee projects