

**Government Renewal Initiative  
Public Service Sessions St. John's  
January 29 and February 12, 2016**

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| <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>   |
| Prevention – ensure people are healthy and keep them from getting sick; government is getting revenues from tobacco, alcohol, gambling – these are negative activities that affect people's health and cost more down the road. It's contradictory to what we should be doing.  |
| Why are we spending the most of any province in healthcare? Has a study been done?  |
| Need to look at how to address geographical challenges; we've been doing this over time (e.g. consolidation of school boards); there are difficulties in achieving resettlement; competing viewpoints; rural areas are great for tourism; a lot of tough decisions need to be made; should be easier to resettle (there would be short-term costs, but longer term savings); rural Newfoundland and Labrador is part of our identity  |
| Everybody has a right to a certain level of income (E.g. through social assistance) and a right to certain services   |
| Need to look at what we're doing now that isn't a provincial responsibility (e.g. fisheries research); what we're doing needs to align with our provincial priorities   |
| Need to examine how we give grants to businesses; need to refocus on supporting small businesses; too many times we're giving money to large companies that don't deliver what the money was provided for; focus on microloans and support our own people; small businesses are the backbone of the economy, so why are we propping up the bigger players who can support themselves?   |
| It's not really understood by the public how much it costs to services small towns, per capita; you can still keep your rural identity in resettlement (e.g. by moving to another rural area that's more connected)   |
| The best intervention is face-to-face intervention (e.g. for employment planning), but we may have to do less than that   |
| We need to look at the buildings we have, and co-locate different departments in the same space; need to bring people together to reduce operational costs (e.g. lease costs)   |
| Any cuts (E.g. to education) would have far-reaching effects; can't see anything to stop  |
| Look at social assistance reform; there are people who abuse this program; years ago they had investigators and they don't have those now; the amount of money wasted it ridiculous; we need to bring in foreign workers to fill jobs while people are working under the table while on social assistance; can we better use existing resources to improve case management; if we have more people to ensure the program is well managed, we can save money over the longer term; If you're on government assistance, you should be accountable |
| Need to look at what's a federal responsibility; is it a good thing to be shifting responsibility between federal and provincial?   |
| Cut parental benefits - \$1000 baby amount - consensus across table   |
| Think the question should be less to "stop" something, rather make things more efficient – gauge how much each service costs and the benefit  |
| Relocation vote threshold should be lowered to 75%  |
| Consolidate health boards – biggest expenditure, has to be tackled  |
| Health facilities - have to take a hit. In Ontario, hospitals are within 2 hour travel. Here, it's 30 minutes. Will need to close some hospitals  |
| Don't do full day kindergarten – not ready this year. Schools are full. When implemented in Ontario, it went WAY over budget  |
| Why do we need kindergarten, really? Spending big bucks for small group of people   |

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| Minority opinion: keep half day kindergarten   |
| Class size needs to increase – teacher’s salaries are increasing, class sizes are getting smaller but there are lower results  |
| Consolidate schools in rural areas   |
| Eliminate specific programs  |
| LaMPSS program (used to be delivered federally, now provincially) should be eliminated, or at least modified to benefit only those who need it (not a guy in Labrador who makes \$130Gs a year getting subsidized to come to St. John’s to upgrade/accommodation/books/tuitions)             |
| Hiring freeze and attrition – if cuts mean other workers have to work overtime, that’s not sensible  |
| Nalcor salaries are significantly higher than their national counterparts  |
| Nalcor taking their finance department out to lunch – Christmas parties – Overtime – promotional clothes - all paid for – if they are a crown corporation, they should follow the same rules and guideline as government perks like that should be totally eliminated or at least overviewed |
| Also, Nalcor is still recruiting at higher rate – needs to stop  |
| We pay a lot of money in justice. Consulting fees are way too high   |
| Paying teachers extra because they have a Masters degree should be eliminated. Pensions are based on best 6 years – so they are not paying in enough to sustain that   |
| Look at all the ships that we subsidize to islands – restrict daily travel – could feed into resettlement  |
| Lay off teachers in July, receive Employment Insurance from federal government   |
| MHA pensions – it should be only given for the amount of time you were an MHA. If you were an MHA for five years, get the pension for 5 years. Would be a good message to send to the public in terms do as I do, not do as I say  |
| Glossy booklet for this session, we want to see frugality, no need for pens, we brought ours   |
| Cadillac type of print, hopefully are done with the Queen’s Printers   |
| Access everything online   |
| No need to mail stuff out, especially going to the same spots, mail everything in a block  |
| Credit cards/Master card sent by courier. Expensive, including the PINs  |
| The actual Credit Cards are sent by mail, not couriers   |
| Government travel is arranged through Harvey's (agent on record.) However, school boards travel through LeGrow, for \$30 more. They should be going with the lowest tender   |
| Amalgamation in the small communities, services, travel, staff for only five children, including all personnel. The south coast is a prime example   |
| Noble commitment for earlier child development, however services are subsidized up to 20 dollars/day   |
| Massive costs for education. There should be regular announcements on what we spend our money on   |
| Small communities  |
| Wage enhancements, they are discretionary, operating grants to have make-work projects to qualify for stamps   |
| These funds can be redirected to communities that are sustainable  |
| Political interference   |
| Outport MHAs are always contacted  |
| They pick up only a few people that owe fines, there must be a way to collect the \$30 million on uncollected fines, and not slush Public Service employees  |
| Better coordination of office leasing  |
| Atlantic Place is expensive to lease   |
| Leasing buildings is expensive   |

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| Can no longer tender for space for legitimate reason  |
| Perfectly good buildings are vacant, those office spaces are rented   |
| Administration on Health Care is huge, Carmelite house is only administration   |
| Front line workers: how do we present info to the public?   |
| What looks better? 120k for 3 jobs, or 1, and that could be the most productive workers   |
| Travel managers   |
| Directors with no staff, no meetings. managers, too. What value is extracted, they can't sign up anything   |
| Can't maintain all staff. Needs a serious review  |
| Every document is generated online and in print, need to be document managed, retention schedule 2 and 7 years, printing is inefficient   |
| Short staffing  |
| Closing paper mills   |
| Blackberries are \$1000 a month, directors can use a telephone program, bundle can be cut   |
| Switch to personal phone (but is considered unsecure)   |
| IT changes frequently   |
| Needs investment for upgrade, similar to MUN  |
| Regional Boards working together  |
| Outfitters are benefitting, but does not have huge benefit for the community  |
| Sick note policy costs a lot of money. 4,500 people x2 sick notes a year equals a lot of billing to MCP   |
| There are a lot of buildings government is leasing that they don't need to as government has empty buildings that could be used (e.g. Hoyles is empty)  |
| Bottled water – perhaps installing filters on taps would be cheaper   |
| Need to better organize government as a whole   |
| Paying for voice mail when we have secretaries  |
| Do people with cells also need a land line?   |
| How can we best look at expenditures to cut down on them need more efficiencies?  |
| Government vehicles and how they are managed should be looked at but need to think bigger   |
| Subsidies for ferries – cost needs to be looked at - increase ferry fees for people who continue to live in those places. infrastructure cost (e.g. polls for places where there are too few people). Need to be careful as ferry is subsidized by federal government |
| 1 <sup>st</sup> question is too restrictive   |
| Depoliticize decisions  |
| Resettlement  |
| Cost of helicopters when ferries are down – should only be used for emergencies   |
| Cut the phones for short term employees – due to privacy (3 year contract)  |
| Too many managers with no staff under them and everyone else is working 2-3 jobs  |
| No one knows what some managers/directors do – need more accountability   |
| Sick leave – develop a policy that provides an incentive at the end of their career for not having used it. Same could be done for paid leave   |
| More flexible work space – could use an iPad and phone as some employees travel a lot – use a mobile work space. Save office space and shrinks need for office space  |
| Do away with old school clock watching management style as opposed to performance (but do something about the arrive late, leave early people as well)  |
| Need better leaders who stop mismanaging  |

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| Save money on travel – executive meetings shouldn't require travel and food. Use Microsoft Lync – it is not being used. Use it for long distance  |
| Salaries – and efficient use of human resources (\$50K for travel for one executive could be used to keep someone else's job)   |
| We are aware of the things not on the table   |
| HST would save approximately 3,000 jobs of people making \$50,000 who would spend money   |
| Virtual training  |
| Health care needs to be looked at   |
| Has to be a blended approach – number of things in education that could be stopped that will stop services in the k-12 system almost all the budget is classroom teachers   |
| There is nothing to save within the actual education system – unless the public is willing to accept a reduction of softer courses only option is a wage roll back of salaries  |
| by not providing full day kindergarten would save approximately 150 teaching units – quick win just deferred. And the 150 teaching units that you save and will also save units through attrition   |
| Reverse the HST decision and increase it  |
| Put a freeze on hiring and really put a freeze on it – do not hire positions unless it is a life and death situation that there is an absolute need to be done – rework positions and reorganize in the division - use people from within government now  |
| Look at the central agencies under Executive Council – are they really necessary? There is room to combine regulatory reform  |
| Why is the government supplementing private industry – if a business cannot make it on their own then government should not be bailing them out – let them close down. Government should be in the business of governing not about creating jobs  |
| Conversation rebuttal is if government don't do that then people in that town would not have work and end up in system – conversation went to people have to get over that they have to move and work in other areas need to get away from  |
| Should be a certain level of hospital service across the province and specialties should not be in every major area throughout the province   |
| In Nova Scotia when they cut public service they allowed a combined approach so that it is flexible to enable flexibility with job arrangements   |
| In some positions there is similarity with positions across departments – could have job rotation to enhance the skills and experience of those that are in the system which will benefit the way we do business – will be able to trim down the process  |
| We need to have more online forms, need to streamline process to reduce people and efficiencies of getting the same job done by online mechanisms. Which will result in upfront cost but through attrition minimal positions would be redundant but could use that position to be more efficient in other area of programming and servicing |
| From private industry do budgets to making a profit government is not about making profit   |
| If applying for an electrical permit – should be able to do that whereby it can be paid and printed by the individual   |
| What is the purpose of the Office of Chief Information Officer? Is it to lead innovation, should be saying that system need to be upgraded to next level. Are they allowed to fulfill their [purpose]?  |
| Disorganized accounting methods and amount of time being spent on administration – example receive form electronically, then someone prints it, then it gets filed, then sent for storage after year to a building that we pay to have the records stored out   |
| Not a short term fix – there are short term fixes but more long term strategy   |

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| Review all of the incremental initiatives that came about during the “fat” years when money was good. Review all the strategies that were being used – maybe need to review. Need to look at central agency are there some of these that could be part of regular department business?   |
| Crown corporations need to be looked at – the result of having an arms length agency end up being a duplicate of positions and tasks   |
| In 2013, lost about 20% of staff but never lost any vehicles with cuts in that year. How many vehicles are owned by government – can do this by paying mileage instead of having fleet or don’t brand the vehicle by department and just have government logo on. There may be more opportunity to be able to book this electronically of government |
| Coffee and treats brought in for executive meetings should be eliminated   |
| Need to start at the top and look for savings start right at Premier’s Office. Lead by example cut back on their perks   |
| Way in which health care is having to pay overtime because of people calling in sick – need to look at how scheduling is being done so that less money is being paid in overtime   |
| WASH (Weekend and Statutory Holidays) courts should be eliminated [INCLUDING] Secretaries, Legal Aid defense, clerks, paralegal staff, sheriff officers, technicians for the paper work, police offers, records reader, judges, etc.   |
| There is an argument that this practice [Weekend and Statutory Holidays courts] is according to the Criminal Act, However, other province have eliminated the WASH (Weekend and Statutory Holidays) courts   |
| [Attrition and layoffs] is worth it even a lot of money, the work has to be done   |
| The police can release [suspects over the weekend]. The release docs can be completed and work can resume on Monday [to prevent the usage of Weekend and Statutory Holidays courts]  |
| Review police officers’ work, doing desk jobs [that] can be done by [a] civilian, [however, officers are] paid a very high [salary]. All civilian [positions] can complete the [desk] job  |
| Review the sergeant positions, [The Department of Justice is] very top heavy   |
| They could reduce [high paid] positions  |
| Student employment discretion spending is used all the time [if it is discretionary, why use it all the time?]   |
| Vehicle management, taxi [is being] used [inappropriately. Use government-owned vehicles instead]  |
| Telephone needs to be cut when a position is vacant  |
| Cell phones and land lines are not needed if the Government of NL pays for your phone  |
| Cut [from] the top   |
| Amalgamation, NALCOR can go to Natural Resources, School Boards, Health boards, Municipal Affairs, Housing, CEOs and [their] secretaries   |
| Empty buildings, however Government of NL rents space  |
| Attrition may be good. But the work still needs to be done [don’t cut so many people that the work cannot be completed]  |
| Remove full day care   |
| Payroll department has be one [department rather than separate divisions in each entity]   |
| Consultants are not needed, as we have the expertise in the departments  |
| Top earners salaries need to “spread around” [cut high salary positions and hire or preserve more low salary positions with that funding]  |
| Mandatory retirement may have to be revisited  |
| Crown corporation bonuses should not be paid, no CEOs needed   |
| Cut Deputy Minister’s bonuses. They are doing what is part of their duties   |

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| Amount of money we spend on annual reports – could we have one annual report for all of government? Do we actually need to print them?   |
| We need to look at level of service. In Transportation and Works, we have the ferry running 20 trips back and forth to Bell Island today. Could that be reduced to 10? Critical look at the services we have become accustomed to and where we could reduce  |
| Another example - 24 snow clearing – could we reduce?  |
| In Cupids we see one truck doing the plowing and salting at the same time – saving money   |
| Look at how the smaller municipalities are balancing their books too with services we're providing here  |
| Some municipalities seem to have services provided to residents without cost. All citizens should pay for all services at some level   |
| Complete audit of all services provided to the public through provincial government. Prioritize, then look at them for inefficiencies, and duplication (triplication)  |
| Public may have to adjust expectations of schedule of services provided and the cost of those services   |
| Politically-motivated decisions. For example, the Domestic violence court – started, stopped, and started again, all politically driven. Those people could be serviced just as well in regular court and other services for treatment. We need to be looking critically at why we are maintaining certain things. Public or policy?   |
| Duplication of services within departments – Transportation and Works, Education and Municipal and Intergovernmental Affairs all have a department or division that looks at designing of roads. Beyond duplication – might be up to 10 departments  |
| Nalcor – why are we spending so much on the project this year? Do we need to be going full force on Nalcor right now when we don't exactly need that energy today? We have cheaper oil right now – isn't it the right time to burn the oil vs. build up new sources of energy?   |
| Scrap it, stop paying for Nalcor   |
| Paving fiasco in Labrador – Humber Valley – they got out of their contract and we didn't expect them to pay back their money. If we can't afford Nalcor right now, why can't we be given the same space to get out of the contract?  |
| Drag the Nalcor project out further; renegotiate the contract  |
| Look at how to prioritize services. We need to look critically at what is getting us a return on our investment  |
| Respect the lobbying of the special interest groups, but we need to move beyond political promises if it is jeopardizing our future  |
| Oversight to how politicians make political promises and spend in advance of an election year  |
| Issue with indoor air quality in schools years ago – had people going off with headaches – found out it was actually from the glare from the lighting. Solution was to cut one of the light rows in each of the rooms, but is that still being implemented? No. We need energy audits that we think will reveal at least a 33% savings in unnecessary lighting in schools and government buildings. Put LEED standard on top of this and we've got more expensive light bulbs currently being implemented and then kept on unnecessarily and then the cost of people off sick from the headaches we've seen. |
| Beyond current energy audit – how are we actually building the buildings?  |
| St. Brendan's – serviced by ferry that costs \$30 million for 140-150 people. Roads aren't paved, there's a school with 1-2 kids, Transportation and Works has an operator who plows and sands the roads... can we afford to providing a \$30 million dollar service to this number of people? Could it be replaced with a smaller passenger ferry?  |
| Review the resettlement vote requirement. 89.9% can't keep people on the island. 10% of the people shouldn't be able to dictate the cost spent   |

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| In Ireland – instead of a ferry, they use a barge. No need for elaborate ferries or more space for multiple cars to these small communities. Let's do more runs. Level of service   |
| Stop financing private business interests, for example: tourism businesses, paving contractors, road builders, lobby groups   |
| If students are missing information in student aid were sent to students [aid] now they use email and text – this could be used across the board, keeping in mind that all regions, communities don't have access to internet |
| Lot of paper in child care subsidy and most correspondence now done by email, using so much paper has to be stopped   |
| Applications and other forms could easily be done online - leave hard copy as an option   |
| People on medication have to go back to the doctor to get prescriptions filled. Why can't docs just send prescriptions to pharmacy? Makes no sense  |
| People in hospital beds waiting on tests and taking up beds, once they have the tests they can be released - why is this not a priority get the tests done and get them out?  |
| Sometimes people have to wait too long for surgery. They get sicker and recovery is longer [improve wait times for surgery]   |
| Not sure what the issues are with some of the healthcare wait time, etc. but has to be investigated   |
| If you get a fine or a ticket you should have the option to pay on the spot   |
| Clinics should be available outside of regular hours, outside of 9-5. Emergency is filling up with people who could be seen at clinics if they were accessible  |
| Nurse practitioners could and should be doing more  |
| Hospitals should be specialized, like heart surgery. Each hospital should have a specialty area   |
| People should have the option of going to a hospital for services where they have the support they need   |

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| <b>Q2. Given the financial challenges facing our province, what three things do you think government could do to raise money (increase revenue)?</b>  |
| Increase fees and fines; especially fees that are specific to certain activities (e.g. pay more to go to parks); near consensus on this issue; some disagreement because it should be free to people to engage in healthy activities  |
| Increase sin taxes (E.g. tobacco, alcohol)  |
| Look at new taxes (e.g. a free tax for clear cutters; companies are getting rewarded for destroying forests; can't do it in the logging industry, but you can do it in construction)  |
| Need to be incentives and disincentives to encourage smart design to have smarter service delivery of the long term (i.e.. investing in population density)   |
| Increasing sales tax is spreading the pain; it could be increased somewhat; when it comes to taxation, this is one of the more fair areas to do it; hard to increase business taxes – can't negatively affect their contribution to the economy, but we should look at it and ensure it's competitive |
| You used to have yearly inspections on vehicles; now we have unsafe vehicles on the road  |
| Need to ensure we are collecting fines when they're due; it's in the news every week that people have thousands of dollars in outstanding fines; reduce red tape; ensure we're tracking the information and we're collecting the money  |
| Tuition should be increased (for non-residents) to what they would have to pay somewhere else – keep some incentive, but we are paying a lot less than other provinces  |
| A small increase in tuition fees for residents  |

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| Tuition should be indexed to inflation – consensus across the table   |
| Raise the HST – 2 points – agreement across the board   |
| Health and post secondary education tax is currently 2%. Bumped it up to 1.2 million – should be back to 1 million  |
| Increase the gas tax to 3.5 cents a litre   |
| Any tax increases can be sliding depending on oil revenues – when oil comes back up, it can be decreased again  |
| Personal income tax should be increased 1.5% on each range. the federal rate is going to go down, so if we raised personal taxes a little, there would be no change in take home income, but province could take the extra  |
| Raise [HST] a little, but it will negatively affect the sales tax and spending etc.   |
| Corporate tax needs to be increased   |
| Take all municipal taxes and have it all administered by the Department of Finance – there are areas across the province that don't pay taxes on property – if the department of finance collected municipal taxes, every property owner would pay property tax. Money fed back out to each municipality based on monies collected for that municipality. Downside - town clerks/staff job loss |
| Increase driver's license validation to ten years   |
| Take drivers license picture in with you like a passport.   |
| Fees can be increased on things like moose licenses   |
| Consider selling a small portion of the interest in Nalcor – selling a portion of the equity stake – is it a good time to do this? Probably wouldn't do it right now, considering the economy   |
| 5-10-15% sold – they would have to disclose annual report/expenses/be more accountable  |
| Privatize the liquor corporation – no advertising   |
| Legalize marijuana!   |
| Increase of HST with 2% to 15%  |
| HST increase would be 2-3 cents on your morning coffee, we were able to afford the lesser percentage when oils price was up   |
| Gas tax   |
| Income tax to pay for World War 1 celebrations at the Rooms   |
| Tax E-cigarettes  |
| Separate higher tax on Junk food (e.g., chips, coke, Pepsi)   |
| Keep emphasis on tourism  |
| Five dollar fee for frequent visit to the doctor  |
| Fundraising, partnerships, generate tourism products beyond the overpass, political pressure  |
| Agency that generate product with benefits for small communities, with regional interest  |
| Sustainable lumber harvesting for 80 years, no benefit for all region, after the mill closure, including secondary processing. Ex. Fishery, paper, mining   |
| To attract investment for the forest industries, (birch biomass) look at exporting , stove palette industry is not sustainable  |
| Isolation should be looked as an opportunity to partner with Goose Bay, as it is geographically closer.   |
| Additional investment on tourism, look at Scandinavia, geography and climate and similar  |
| Government and Municipal venture, Partners, create a desire for people to come  |
| Government services, licenses, MCP cards, copies  |
| Increase HST  |

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| Public Private Partnerships   |
| Health Clinics with alternative hours – (pay fee) and saves emergency room visits   |
| Need more Doctors to work alternate hours   |
| Tolls (e.g. for Brad Gushue highway). The Trans Canada is deplorable  |
| Put a toll bridge to Bell Island  |
| Tolls on highways (.10 a day or \$1.00) look at best practice   |
| Increase gas tax when gas is low  |
| Increase tax on alcohol and cigarettes  |
| Lottery – need to be aware of social issues. Not a good idea  |
| Raise tuition at MUN and College of the North Atlantic  |
| Review tax cuts and reinstate them so they are on par with Atlantic Canada  |
| Diversify the economy – cucumbers, fishery but no market, pulp and paper – not really, etc.   |
| Build in more efficiencies  |
| Opportunities – resolve natural capacity. Do we have the right people providing the right services in the right places?   |
| Need to be aware of costs to society with cuts and increases to taxes, costs, etc.  |
| Economic diversification – construction, etc. need people to work and spend money. Can't build in the middle of nowhere   |
| Communities need to work together   |
| Amalgamate City of St. John's and Mount Pearl or at least work together on Gushue highway   |
| Regional cooperation  |
| Co-pays for universal health care (based on ability to pay)   |
| Transportation (ambulance fees) need to look at efficiencies  |
| Free market economy doesn't work when you have no money or when you are afraid you are going to lose your job   |
| Attract business (holiday on taxes to encourage companies to move here. Need to compensate for increased travel costs)  |
| Financial services – need to be taxed   |
| Are we the highest taxed province?  |
| Remove little perks and that will save money (move conferences, etc.)   |
| Essential vs non-essential  |
| Nova Scotia provides incentives to film makers – is offset by increased employment. Need to do that here for more industries  |
| Need more manufacturing   |
| Vanity license plates – offer people the opportunity to buy these   |
| Fees that are charged to industry example register to be a real estate agency should be increased. The permit for Muskrat Falls cost approximately \$500 for such a massive project   |
| Any industry should have to pay an environmental bond and government keep the interest  |
| The research that government does why not have that available to industry for purchase. Should have a virtual online library. Need adequate data base of research. TRIM and SharePoint are available within government and could be easily used as a database |
| Increase HST by 2% , increase personal taxes and corporate. Debate at the table that personal taxes should not increase   |
| Generate another \$300 Million through corporate and personal income taxes  |

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| Department of Environment should be able to ticket people/corporations rather than go through the huge process of charging people. Same thing for Occupational Health and Safety, food services that do not meet the codes, etc. |
| Education – foreign student recruitment in the K-12 system. Government needs to get a bigger share of this. Foreign students in the k-12 system pay upwards of \$9000 per semester to be in the k-12 system and participate      |
| Consequences for missing appointments without notice – also need to consider being reminded electronically of appointments   |
| Should have to work for your welfare for those that are abled individuals – need to earn their cheque  |
| Raise HST to 15%, people were ready to [raise them. Go ahead with it]  |
| Service fees increase  |
| Give nothing away [don't do any services for free. Even minimal fees would help]   |
| 4 day week has to be made optional   |
| Doctors are paid with Great West life, forms to be filled out, the Pharmacists can do this   |
| How much do we pay doctors and dentists? Sick notes are paid [by government, as they pay the doctors. If private businesses require sick notes, they should pay the doctors themselves]  |
| Healthcare: the doctors are paid over and over again [for services that could be done by other medical staff]  |
| Levels of management in the health care system [too many levels, cut it off]   |
| Charge minimal fee for low impact services [including medical, but not only medical]   |
| [There shouldn't be] fees for visiting a doctor  |
| Increase MUN and College of the North Atlantic tuition [by a minimal amount, for example \$100.00] as Government of NL is subsidizing those entities   |
| Increase income tax on higher earners  |
| Increase foreign student tuition   |
| Better manage processes [in government, need to be streamlined. For example, instead of getting a signature in person, use an electronic signature]  |
| Minimal increase [to all fees may bring a lot of revenue]  |
| NL students still pay less [tuition], we are contributing to students from other provinces   |
| Government officials travel [abroad]: do we collect taxes paid in foreign countries?   |
| Collect all fines  |
| [Re-]institute the NL school taxes, [everyone should be charged] \$4.00 per pay day  |
| Sell vacant land and vacant buildings  |
| Lottery licenses need to [be] fined and someone has to administer [them. No one is doing this work at this time]   |
| Standing offer should be in place and up to date   |
| Tenders [have to be] more friendly to NL businesses. Local preference policy needs to be reinstated!   |
| Corporate taxes are paid here [so we should be awarding tenders to tax payers in our province]   |
| Federal government transfers: why [do] we have [to] fight? Obtain them ASAP  |
| Private company should be on the hook for paying doctors [if] they require sick note   |
| Cap the paid leave as the leave goes up every year, cannot be banked. Especially at retirement time the amount is high   |
| MHA pension plan should be adjusted to indexing and should be long term  |
| Cut out extra salaries for MHAs and assistants   |
| Drop the penalties of 30% so people can afford retirement  |

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| Powerball draw in the states. The amount of revenue raised by that came from all over the world. Balancing the budget with our current debt load is impossible with the current number of people we have in the province right now, need to go worldwide. Put \$1 billion of the debt/budget into a lottery and sell it worldwide. 100 prizes of \$1 million and sell it all over the world |
| We need to be focusing on bringing money in from outside  |
| Need to spend money to make money. We can't expect the 200k working people in NL to sustain what we need. Needs to come from outside the province and not just from the few dollars we make off of each tourist   |
| Are the cruise ships actually bringing in a lot of money for us to use them as a decision making priority?  |
| Maybe we should be putting a higher tax on cruise ships and tourists where they won't notice it with the Canadian dollar right now  |
| Which departments are actually making money for the government? In Natural Resources, directors are so overworked and understaffed that they aren't processing applications to bring money into the government. We need to prioritize and take care of the departments who are actually making money and maximize their ability to do it  |
| Imbalance of spending the most money on healthcare and not getting anything back from it. Huge problems in misuse of the system for rides. In rural communities a free ambulance ride brings you to the city for a day of shopping. Is there a tiny fee or taxation that we could put on the people who are using these services for free?  |
| "Use it or lose it" approach to end-of-year budgets is absurd and costing us in the long run. The spending at the end of the year so that budgets aren't cut is ensuring waste and underhanded business practices at the end of the fiscal  |
| Do we have the potential to invest in our healthcare system to attract people from other places in the world? Newfoundlanders are travelling to Halifax; people are coming from all over the world to Toronto. Is there anything here we can specialize in to attract people (while better taking care of our people?)  |
| In Halifax they use volunteers to bring people around the hospital instead of nurses, saving money ensuring that nurses continue to be nurses, not doing tasks that don't require their training  |
| Doing work you don't need to do adds to overworking of healthcare professionals which we know leads to less job satisfaction, performance, and health. Sick days are bringing in other people at 1.5 time   |
| Department of Health can't keep people and are needing to look outside for new staff  |
| We will need to increase taxes. Increase taxes on luxury items: cars, yachts, cruises. Alcohol and cigarettes. Tax stuff that is not a necessity  |
| Disagree in the raising of taxes until it can be proven that the system is running efficiently and there is no abuse of the system. How is Frank Coleman forgiven on a \$7 million project and you're asking us to increase our personal taxes?   |
| In Cuba – you have to pay \$25 to leave   |
| Healthcare – aging population and home support – is there a place where we can look at caring for seniors better, making the system more efficient? Knowing this will be a major issue moving forward and is a huge area of spending and really focus on making this part work the best   |
| What's the division between administration of healthcare and the core program itself?   |
| There needs to be an incentive to keep money in our budgets at the end of the year, let them flow over into the next year   |
| Water bombers could be leased out to other countries during downtimes   |
| Specialized surgeries could be done for outsiders to come in to pay for services  |
| Charge fees for food services inspection  |
| Charge for septic system inspections, this is currently done for free to new home construction  |

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| Charge people for minor visits to the doctor – cut out unnecessary visits – be very careful  |
| Look at how doctors charge with MCP  |
| Licensed childcare spaces – every dollar spent on childcare is returned to the system –might be longer term but money will be returned – \$50 A day is not affordable to try to get people to go to work |
| Schools should be open to communities, there should be childcare at every primary school   |
| Full day kindergarten is going to help people ‘women’ go to work sooner  |
| Have to build schools with early childcare in mind, should be in every school  |
| Issues about schools not being accessible can be solved, not insurmountable  |
| We do not need to reinvent the wheel on childcare - look at how other provinces work   |
| Water bottling should be done here, we have the natural resources to do this   |
| Selling natural or iceberg water is more of a specialty could/should be bottled and marketed   |

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| <b>Q3. How can government be more innovative or efficient to provide quality services at lower costs?</b>   |
| Privatization; most services we can't stop; it wouldn't even be able to stop park services; how much more can we transition to the private sector without negatively affecting services?  |
| Need to ensure core government services are delivered publicly, but other services may be candidates for privatization; needs to be considered carefully  |
| Not sure privatization saves money; it can create a lot of turmoil; sometimes it may be a good idea in smaller areas  |
| We need to look at rural areas where it's excessively high to deliver services; we need to look at sharing services among communities; really need to emphasize greater sharing of services; need to push ahead with more of that   |
| Need to keep the grants programs for students; don't think you should roll back the grants, but look at them to ensure they're performance-based; it's about inclusion and we need to keep it that way  |
| We need to teach everyone, particularly students, financial literacy and healthy living, etc., to support prevention and a healthier future socially and economically; needs to be in the curriculum  |
| Look at the specialized services, how we run them, and how we can improve them (e.g. through regionalization)   |
| Look at intensive case management for services that connect various government programs and services (E.g. housing, healthcare, social assistance), which will ensure it's all coordinated, quality services, with a view of reducing costs and service use over time; this approach is intensive, but maybe we can focus on the highest users of services; need better coordination and to be collaborative – look at how we can leverage technologies |
| Economic diversification – e.g. we need to find innovative farming practices to address food security, which could grow the economy and reduce costs to households; this is a broader trend (people want to know where their food comes from; restaurants are going local)  |
| Need to ensure we're working collaboratively with non-profit and community organizations; communities are delivering a lot of good programs (e.g. employment readiness services); we started taking funding away and we need to look at that again; sometimes it's not about moving services to businesses, it can be to community organizations  |
| Need to look at how services align (e.g. NL Provincial Drug Program and Income Support) and how they're accessed  |
| Focus on delivering quality services  |
| There are a lot of upper and middle management, including managers who don't manage anyone; we  |

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| need to look at that  |
| Job Evaluation System was a major expense and it's still a mess; it was intended to fix issues, but has it? Implementation is costing a fortune   |
| Need to plan instead of thinking as we go along; we're too behind in using technologies and innovative approaches; we're 20 years behind in streamlining processes (e.g. we're months behind in Motor Vehicle Registrations; why can't we stagger days that registrations are due so it can be rolled out more consistently; it's done elsewhere)   |
| We need to learn from others and share best practices; even among agencies and across departments we can do better; we need top-down leadership   |
| What are the other provinces doing in delivering healthcare? Why is it costing us so much more? How are others finding efficiencies   |
| What about implementing a user fee when you go over a certain number of visits to the doctor? Too many people go to the doctor too often. Maybe we need more nurse practitioners. Look at who is appropriate to deliver services. Maybe get rid of policies requiring sick notes – drain of resources to get a note for a cold. Emergency room visits are expensive and we should look at how to reduce them  |
| Stronger primary healthcare is an area where we can find efficiencies; find the right care providers, such as nurse practitioners; more walk-in clinics to reduce emergency room visits   |
| Need to reconsider when we're hiring consultants to do work that can be done internally – if we keep cutting public servants, we're going to need to hire more consultants to do the work and this is just deferring the costs to a different line item   |
| It's easy to say salaries account for a large part of expenditures, but we should break that down and explain how much of this comes from management, executive, etc.; people need to be informed if they're going to be suggesting solutions   |
| Consider selling a small portion of the interest in Nalcor – selling a portion of the equity stake – is it a good time to do this? Probably wouldn't do it right now, considering the economy   |
| 5-10-15% sold – they would have to disclose annual report/expenses/be more accountable  |
| Privatize the liquor corporation – no advertising   |
| Increase driver's license validation to ten years   |
| Take driver's license picture in with you like a passport   |
| Compare ourselves with other provinces – see what is working, what isn't  |
| Child poverty – we were the worst, now the best. Maybe we should have shot for the national average? Social workers have been increased, while population has not.  |
| Back to teacher's salaries. Too much. Go back to classrooms for student with special needs instead of extra positions for one on one  |
| Go back to basic math – we modeled Alberta, then Alberta changed back to basic, but we didn't.  |
| Software. Doesn't matter what we use – we use singularly most expensive Operating System – windows. Not secure. Free, open source software is just as good  |
| More rotation in management – people stay in director positions until retirement. Post Secondary higher level staff are assigned for specific terms and then go back to other, lower level positions. People stay in provincial government director levels for a long time, sometimes become complacent, don't change things and are not innovative. Maybe make director position terms 5 years. The federal government rotates directors – lateral moves. Also serves for higher level staff to understand government more |
| Human Resources model could use improvement   |
| Seniority reigns supreme in government – not merit. Should be able to promote without seniority taking top priority   |

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| Instead of interviewing 8 people for a position, shorten that to 4   |
| Job designation – if you are actually managing people, fine. But many people are being paid at a managerial level without actually managing anyone   |
| Record management is not being enforced. Inconsistent implementation. Information Management is a support service, are not client facing. Spend hours to look through paper, need investment for efficient process                                   |
| Sometimes incentives are needed to be forces to generate cooperation,  |
| IT: Internet services  |
| Huge spending to have internet connection, In Ontario they have 30 year plan to sustain small families   |
| Resettlement should not be based on referendum, can't afford to pay the 270K, As in Ontario announce that services will be cut after   |
| Cross- train people and eliminate position. A lot of people are on stress leave, doing the work of 5 people  |
| Newfoundland ranger was a social worker, security, and other roles in the small communities  |
| Inequities in work loads, redistribution of work, Union considerations   |
| Job reviews do not involve the actual person doing the jobs  |
| Discussions and cooperation needed between Government of NL and Unions   |
| Decision needs to be taken not to have paper files   |
| Taxi Chits are work related however needs to be revised  |
| Operating efficiencies of MUN and College of the North Atlantic (new buildings when others are empty, etc.)  |
| Business process maps  |
| Look at inefficiencies in the pies government is making – look at all business processes step by step and division of labour, etc. Results in reduced duplication. It is too rational for government and accountability (and gets rid of favourites) |
| If lay-offs are coming do it based on a business process map   |
| Need performance appraisals – demand it from community groups but not from ourselves   |
| Not everyone is working to their pay scale (some directors not working hard, 13 week assignments for people who come in from nowhere, GS 37 ordering supplies, etc.)   |
| Staff layoffs did not impact managers – too many cuts  |
| Eliminate penalties and provide bridging to get people who could retire to retire. Provide some incentives to get people to retire or use them to their full capacity as opposed to letting them take up space/put out to pasture                    |
| Use of technology (e.g. virtual home care, etc.)   |
| Mobile workspaces  |
| Work 4 days – and still be in the pension plan   |
| Duplication of services, redundancies, evaluations all need to be looked at (e.g. 5 agencies doing similar work, providing grants to same groups)  |
| Specialist/Doctors provide reminders of appointments so they aren't missed (hotels can do it why not health)   |
| Online health care – log on for results, etc.  |
| Need more innovation in government – they currently get lost   |
| Sponsorship for Income Support clients to go to school need to be accountable  |
| Review if there is a need for the scale of hospitals that are within rural areas – need to look at what is the basic level of service required. So that you do not have an underutilized operating room  |

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| Online options  |
| Have to adopt a more flexible approach to work arrangements. Need to be flexible about the people that are here. Allow people to take up the slack.   |
| Centre for Learning and Development seem to offer a lot of courses tailored to soft courses. Centre for Learning and Development should be offering nuts and bolts course   |
| Government has gone through 20% cut – cutting more it is just as well for you to eliminate programs and services because at the bare bones now. The mental health of individuals in this environment is so low  |
| Need to review what are the services/programs that government should provide to the public and everything else is icing on the cake. Need to scale it back that the cake will only have some of the icing   |
| Each department has its own Access to Information and Protection of Privacy records office – why not move this more centralized and trim management. Some departments that do not receive a lot of Access to Information and Protection of Privacy requests should be centralized. Same thing can be done with the TRIM system and preparing annual reports – there is opportunity to consolidate |
| Transparency and accountability, regulatory reform, Office of Public Engagement should be just a regular part of department business  |
| Make more use of technology internally and externally. Need to offer more self service options  |
| Website of government is horrible for information and even navigation. Website is not functionally arranged   |
| Motor vehicle registration – use technology to eliminate paper. Have license plate scanners   |
| Public private partnerships – waste management  |
| Regional and County governance is needed  |
| Use e signatures instead of real ones, It is time consuming   |
| Fax lines can be done electronically [scan and email instead of faxing]   |
| Heavy process for change a date a number, another amendment and minute taking [streamline government processes]   |
| Streamline [the process], directors are responsible for the budget, why [can they not] sign?  |
| [Government] travel should be limited   |
| Lync is not user friendly, Adobe Connect is better  |
| Online conversing instead of travel   |
| Payroll: how much time is left and look at my own record [difficult process to understand own record, should be electronic instead]   |
| Eliminate steps for (re)approvals for days off, Compensation and Benefits should not be involved  |
| PeopleSoft should be available to all departments   |
| Health care is the largest cost, services are not [getting] better [despite the high costs]   |
| The whole Avalon population goes to one spot [for health care provision at the Health Sciences]   |
| Streamline system to receive reports from doctors, do not need to take time off, to wait there to be told that everything is fine   |
| Better scheduling services in health care   |
| Community nurse services have to be better utilized   |
| Cancer Foundation has to be operating every day of the week including weekends, and not divert [patients to emergency]  |
| Increase the scope of what the Registered Nurses and Pharmacists can do   |
| Take the thoughts of the health care workers [consult stakeholders]. What can be streamlined?   |
| Minimal Gas price increase  |

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| <p>One payroll, one pension, six Human Resource staff and just within the resource sector they've got 6-7 departments and agencies. Every time there is a cabinet shuffle, it's a whole mess administration wise within the sector. Every time there is a change there is a whole ripple administratively – something as small as changing the name of the department can be a huge cost. E.g. to change letterhead is \$300k to change in some cases</p> |
| <p>Maybe government to structure departments based on where the money goes. Look at the pie chart of where we're spending money and focus based on that, rather than having departments with 30-40 people in it</p>   |
| <p>In Justice, they keep increasing management. In the last few years they've added regional managers that weren't there before and aren't necessary and they actually have staff cuts below it and don't need this top-heavy/middle-management issue</p>   |
| <p>Forensic audit from and outside firm would find so many issues</p>   |
| <p>For years people have said that an administrative model for Human Resources should be looked at.</p>   |
| <p>Years and years of consultation data – where is it? Can we look at that again for this process now this year?</p>  |
| <p>We need overall, centralized guidance when it comes to administrative functions (e.g. Human Resources, but more than that)</p>   |
| <p>Way too top heavy</p>  |
| <p>Asking each group to cut 30% makes no sense. In some cases you need to cut more, and in others you need to maybe add 30% because they're the group who is making money</p>   |
| <p>Administrative systems for decision making. If we need to travel for \$100 for a meeting, why does it need to be approved by manager, director, Assistant Deputy Minister, Deputy Minister, and Minister? What's our cutoff for what decisions [that we can] just make? By the time they say no, we've spent triple the \$100 [it] would have cost. Need to increase the trust in decision making below a certain level</p>                            |
| <p>Can we talk through a handful of common processes within government and play them out and ask if they're as efficient as they could be? How much are they costing us? Small travel, education opportunities, cell phone usage</p>  |
| <p>What is our cell phone plan? Why are we paying for calls at all? Is it really the best option?</p>   |
| <p>ECMS [travel claim system for Government of NL] claims – in other places, travel claims are done in an excel spreadsheet and they are complicated. Sit down every Friday and go through the travel and it went like this: Did you travel? Within province/territory? Northern Canada? Western Canada? After 5 minutes looking at a week's worth of travel, the cheque would be administered and employees would have it within a week</p>              |
| <p>Our ECMS [travel claim system for Government of NL] processes are so long and slow that we are wasting massive resources</p>   |
| <p>Whole pay system – getting paid two weeks in advance is a nightmare all the time, because people are getting paid for time they might not even work and so we are overpaying constantly. We could be submitting time sheets or submitting exception sheets</p>   |
| <p>Could we come up with incentives for nutrition, activity, etc. with an older population?</p>   |
| <p>Could we offer some incentives to people to retire out of the public service? What would those numbers actually look like?</p>   |
| <p>Caution – If they give up a good enough package, we could end up with no one to run the government.</p>  |
| <p>Part of this ongoing process needs to be better succession planning</p>  |
| <p>Reduce hours of work and allow people to taper off and bridge retirement</p>   |
| <p>It's not all or nothing – there are opportunities to move people into retirement immediately or slowly that would save us money in the long run and who would make them more happy to be out of the</p>  |

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| system. We need to be creative in creating a system to move people out  |
| Don't force it or take the choice away, but incentivize them to stay, or give them an incentive to not stay (e.g. a maximum amount of paid leave at a certain point, they can't keep accumulating it)   |
| Look at the number of services that are provided. For example, does NL having an office of climate change do anything? Is there a better way to deliver the office of French services? A better way to amalgamate policy offices and have experts on minorities work together to deliver policies vs. having specific policy shops (women and disability) |
| How can we work together and merge together?  |
| Again, the 30% request is absurd – how can we all arbitrarily save 30% across departments? This is not how you find the creative and sustainable solutions  |
| We are paying a 12% administration fee to workers compensation but not paying much out of it, paying less than a million in Resource Sector. But up to \$2 million in Transportation and Works  |
| We need to hand our books over to an independent Forensic Auditing Firm. Full disclosure of findings, assess position. Particularly need to look at cost of consultants, contract employees vs. staff. Initiate legislation based on findings to ensure financial sustainability  |
| Fish farms could be at the base of the rivers so that when fishing season opens they can release into the rivers  |
| Why are we not promoting fishing as big part of our tourism?  |
| Cost to get in and out of the province is toooooo high for tourists. Ferry is too expensive for larger vehicles and trailers – schedule is not conducive to attracting tourists – change it   |
| Gander airport should be promoted more to attract people – promote tourism more in rural – direct flights should be increased to gander – direct flights from Boston, Philly, NY at \$99...this can be done! It's done elsewhere, why not here? Tourism would blossom   |
| Airport should be more user friendly, should be cleaner, not a good impression  |
| More signage for the province - people say they want to come here but they don't know how. [There] should be signs everywhere   |
| Ferry should be part of TCH, should be free! It deters local people let alone attracting tourists, tourists are deterred by the ferry   |
| If you want to bring in young families - have to support the expenses of moving here  |
| Cap on cost of gas: cap gas at .80 and additional revenue could go to government  |
| Only change gas price at the end of each month  |
| Fee for rental complaints – lot of the complaints are bogus. There is a lot of work by government going into complaints, charge a \$25 fee if you are income support you get that money back, lot of complaints are personal disputes   |
| Lot of properties sitting there, not able to use them, regulation should allow for more use of buildings  |
| There should be a system in place for public servants to be contacted by government and provide them with information and support necessary to retire   |
| Pension options need to be offered to retirees  |
| There needs to be experienced 'in house' people to support potential retirees – provide them with accurate information and advice   |
| Government not reaching out to potential retirees to have discussions about retirement. There are people who want to go but don't feel they have the information they need to make an informed decision   |

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| <b>Q 4. Is there anything else that you would like to suggest/add to the discussion?</b>   |
| Need transparency and accountability throughout the process; if we could see more clearly what everyone was doing across departments, we may have collective ideas to address challenges   |
| Government needs to be careful and think through any changes and the outcomes that we need to achieve before any changes are made  |
| When it comes to significant decisions that affect all of us, we need meaningful consultation on how money is spent not just the appearance of consultation; this requires providing everyone with good information; departments need to open up their books to the public |
| Cuts should be program based – not 30% across the board.   |
| The public needs to be more aware that this is a province-wide problem, but laying off public service is not the answer.   |
| Public education: the economic squeeze affects the whole province and should not be on the shoulders of the core civil service as all programs the government offers need money like teachers, social services programs  |
| Need a plan – people’s opinions matter and should be brought forward to premier  |
| Government needs to realize that cutting the public service is not the solution. Need to keep young people in the government   |
| Can’t afford to lose our young employees as they are smart and innovative. Provide bridging programs to people to retire   |
| Need to keep quality of programs and services and frontline workers can’t do more as they are doing too much   |
| Cutting the public service is not the panacea. Needs to be evidence based  |
| Muskrat Falls  |
| Overall efficiencies and cost to pay for services  |
| Increase provincial income tax to compensate for cuts to federal income tax  |
| Got little towns that we are spending on infrastructure that we are spending on water and sewer especially when town is going to be “dead” in 20 years   |
| Local Service Districts and unincorporated areas needs to be paying for services that people in municipalities have to pay for   |
| Do not sell NL Hydro or Nalcor – cash generator  |
| Reduce Government of NL’s Funding [to outside organizations]   |
| Motion sensor lighting everywhere, including the washrooms and the kitchen areas   |
| More cubicles to be occupied, i.e. cut off the top   |
| We had a referendum that passed with 49/51. How are we now using 90/10 for resettlement? This needs to be revisited absolutely. The cost of keeping people who want to resettle where they are is huge   |
| Offshore royalties is so minor in our budget for such a major resource. How can we better leverage what we have access to? Our royalty regime is the worst negotiated in the world   |
| Emphasize spending on the Nalcor project as needing to be revisited  |
| Communication. We are going to these sessions yearly and what happened to what we said years ago? Instead of What We Heard, what about What We Did/Are Doing?  |
| Inevitable that we’re headed toward loss of communities and while resettlement has a bad connotation, but we need to pay people to move to stop what they’re not doing (mining, fishing). We need to help them move on and get to it                                       |
| Question the logic of paying someone to stop doing something that’s not viable anymore. Particularly if they’ll be paid because they bought a summer home in a small community. Resettlement needs   |

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| assistance – need to focus on permanent residents   |
| Abuse of sick leave – incentive to receive a partial payout to leave there might be less abuse  |
| Legislation enacted to hold the government to spending only a percentage of what revenues come in.<br>Force savings   |
| If we were to eliminate the penalty on retirement it would allow multiple people (so many in this room) to retire now   |
| Need to create a creative suite of options for folks to retire at the point that works for them. Like when you renew a mortgage   |
| Knowledge is not in the system – compensation and benefits doesn't have the expertise to advise folks nearing retirement as to their current options. People are staying simply because they don't know |