

**Government Renewal Initiative  
St. John's (Capital Hotel)  
February 3, 2016**

<b>Q1. Thinking of all of the things 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>
Dealings with private sector – creating performance based measures for government sector to allow for more accountability. Example. Permit – put on back burner. Projects can be stalled. If personality conflict. Performance indicators – quota that should be met, keep paper work moving.
Have to pay for permits too – more efficient, more processed
Accountability – sometimes the spending that goes on is questionable at best - employees. Follow what auditor general says. Example: Upgrades esthetic to NL Liquor Corporation – not really necessary. If related to improving environmental, different. No need for desks, chairs, etc.
Hear stories about departments with four staff and seven managers. Evaluate levels of management, etc. Necessary.
Allowing people to stay in jobs just because in for number of years – need accountability – not using money wisely. Culture that has been created. Union environment – seniority rewards
MHA forced to take pension while drawing salary – in news today.
Keeping House rules – because two in NDP, considered official party. Both receive additional money to do those jobs – need to be addressed, if for example, need to change legislation
Defined pension contributions – nine years, collecting pension
In government people can build up sick time over two years and take six months off. Either don't need that position or affecting department. Shouldn't be able to carry over so much sick time; at some time, if don't use it, lose it
Hear about people retiring, hear about taking off year – culture we've created, need to change this culture
If position available in government, maybe cross-train or transition if not up to par in own job
Union standards – why not increase responsibility for some people in some positions so can perform broader range of duties. Example: Out of paint, can go buy it; digging a hole – don't need six people standing looking
Efficiency of workers in Muskrat Falls – cost overruns of these projects; have to be much tighter when negotiating these projects. Look at Norway. Point where you cross from fair to being abusive
Pandering with friends. Example: money lost with Coleman contract – contractually obliged
Ended up with overpayment from social services while sick – actually had to tell them. If I had left it, would have kept getting it until they figured it out
Big believer in two tier service. Fee for service should be available for those who want to pay for it – have places set up
Diagnostic tests that can be provided by private sector should be available. Example: Can go around and collect blood samples now – saves trip to hospital, wait times, and creating business
Nurse practitioners should become more important, also in community to provide more care
One in 5 NL agree that we should cut subsidies to commercial seal hunt – coming out of tax payers pockets – going to processors, not individuals
Subsidies in general should be re-evaluated – example: provincial transportations system; example: Bay of Islands? – Less than 1 percent? People want it for summer homes
Cost factor – isolated communities
Government in business of developing and selling lots for cabins – understand not going well – should be looked at; speculation that people playing favoritism; people then flipping lots and making profit
Reduction in staff – some services combined with people taking on duties in certain areas
Heard of someone retiring – and two or three people taking over duties; common sense approach

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Amalgamated school boards – was that cost saving? Health taking so much money – do we need that many regional health authorities – we have four CEOs – each has duplicate infrastructure. Not efficient. How many people availing of Eastern Health not from Eastern Health region.
Government paying home daycare to open up spaces but not childcare centres. Why give to one and not the other? There is also no accountability with no expectation attached to that so paid a business this money and after a year the business decided to close so that should be a personal expense.
Any subsidy that government would give should have some accountability and checkups with it
There may be redundancy on what certain departments might be doing and employing a public servant is more expensive than funding a community sector group
Look into what community groups offer as services to eliminate redundancies
See government swell, like directors with no staff under them, and non for profit is getting squeezed and are often the first to get cut. Look inside first
Core civil servants swell since 2003 and would like to see core civil service go down to 2003 levels and down 10% from that
Government salaries should be brought in line with the market in Newfoundland, not globally
The communications people in government are now receiving salaries way out of line with the market, comparable only with perhaps the oil industry
There needs to be a salary review for the core civil service
Advertising by crown corporations. Research and Development Corporation gives away money. Why does it have to advertise?
NL Liquor Corporation. Why do you have to have sales and get air miles and advertise? There's already a monopoly
There are serious inefficiencies in the allocation of services in health care. An example, if you need an MRI in St. John's you have to wait. If you want one within a week, you can drive out to Harbour Grace that's barely used. The Stephenville hospital needs to be trimmed down to almost a clinic because that's all they need. They really need senior care
We are not getting value for money with health care
Ferry system. We pour lots of money but only see pennies in revenue. Need to discuss whether we want to subsidize people living in remote areas. Take the ferry system and make it a crown corporation and let them run it
Advertising by government departments have to stop. Fed up with going to a movie theatre and there's advertisements from government. They are pointless and useless. Better off going directly to specific and targeted audiences instead of giving it to everybody
No reason to have an Office of Public Engagement and a communications branch within government. They do the same thing. Need to eliminate one at least that's how it looks on paper.
More money has been poured in on a horizontal level but when it comes to cuts we're looking at doing it on a vertical level. We need to look at a long term wage freeze. 20% in 4 years.
There used to be a culture of frugality so at the end of the year there was no rush to spend money at the end of the year
Advertising should be cut but not for tourism. It has to be looked at carefully
We need to be strategic about advertising and cuts to advertising
We need to invest in infrastructure, good roads, good places to eat and stay, rental vehicles. So need to maintain standards of service and will support tourism which also does something for the residential province as well
We now have lots of people that are coming into check childcare facilities, three people doing a job (fire, life and safety) which back in the 90s we only had one person doing that

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Nobody wants to talk about rural Newfoundland and healthcare. The amount of money spent in very small communities is very large
Fisheries is another issue no one wants to talk about because it's cultural. There's a lot of money that goes into investing in certain industries like aquaculture but then conflicts between them and fishery sector. Doing lots for the sake of saying we're doing something but nothing coming out of it
The Department of Education or colleges more concerned with bricks and mortar so can't close any buildings but want people to kill courses and not looking at where they are offering programs. The number of campuses we have is ridiculous. Can't have less and less happening in more and more campuses.
You can buy an MRI that you can bring around the province and travel, like the old mobile Tuberculosis units. You can have the same functioning 80% of the time. Government doesn't do that, they build buildings.
Don't think all the bloat in health care is because of dispersed populations. Look at Eastern Health, we don't have a problem of health care service. The problem is health care management. They said they couldn't send a scan to anyone outside the regional health authority.
Stop having Government departments working for cross-purposes. For example, policy decisions in the last couple of years saw Advanced Education and Skills taking responsibility for income support, which made it difficult for people to have access to medical transportation. Meanwhile, Health and Community Services provides assistance to people with complex needs, but cannot offer income support assistance. This setup is shortsighted.
Stop spending so much money on Executives on Regional Health Authorities. It's a waste of money to have four health boards with four CEOs. There should only be one CEO for all four boards. The most recent Atlantic Institute of Market Studies report notes that there is too much Government spending on Executive staff. In general, Government doesn't overspend, but in health care, it does. The bulk of health care spending is in salaries, not in services.
Executive-level issue is applicable in numerous departments, duplication of services. For example, violence prevention is done by Women's Policy Office, but the initiative is also housed in Justice and Public Safety and other departments, and also community organizations. Duplication is causing major issues. A community organization could offer the same initiative more efficiently and cost-effectively.
Crisis response approach doesn't work – we only seem to want to fund a service when there is a crisis, but there is a massive cost to stopping doing something. If I leave people to their own devices, they will end up in poverty, homelessness, therefore costing the system more. There is a need for a more integrated, long-term, preventative approach, including in health care
Annualized funding – the bulk of our funding, we've been getting for 25 years, as a community organization. By providing annualized funding, you're causing problems because of the infrastructure involved to prepare accountability reporting and annual reviews and audits. It's causing issues
Automated Records Management System - database system – Government is funding us to pay a private consultant to manage our case management system, but there is a need to move toward open-source database systems.
Electronic health care – stop investing in single databases, until we decide on a single provincial database approach that all departments can integrate in their work
Electronic health care records and documentation – as a small jurisdiction, we shouldn't be struggling to implement e-records infrastructure.
Meditech is old and needs to be turfed. You should be able to log on to a database, and see a patient's full medical record online, not using archaic methods. Electronic health care databases would increase the efficiency of the system
NL Health Information System should be improving their effectiveness at partnering with private

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industry to allow access to their database
Currently, too many unnecessary visits to the Emergency Room. If you have Urinary Tract Infection, you need to treat it quickly. It's not an emergency, but clients have nowhere to go, so they go to Emergency Room at hospitals. Book an appointment with a General Practitioner takes too long. It is leading to backlogs.
Need to work smarter – some people don't have a family doctor, so have to resort to Emergency Room [need more family doctors]
It's important that the service be there for people need to be in Emergency Room – do things differently to help the people who absolutely need the help, not those who could resolve their issue by visiting a nurse practitioner or their family doctor
The new health care policy allowing pharmacists to provide additional services is good, but education is needed for pharmacists to know what they can do, according to the policy. People don't know what can be done
Amalgamating municipalities can save a lot of money- that has to be a provincial initiative
Research and Development Corporation should be looked at by government it's not clear what they are doing , if anything
Extravagant health care costs – implement midwives into health care system
Nurse practitioners should be a regular part of the health care system
Tele-medicine should be used
Abortion services should be provided outside [St. John's and around] the province so people do not have to travel to St. John's
Fee for service should be replaced by salary
Fuel rebate – can do without
Can also do without hearing aid program
Can do without dental program as well
Abuse within the system, social assistance for example, some need it but everyone knows someone on the island who is abusing
Small schools have to go. There are schools with one student - with janitor, teacher and bus driver. Other examples of small schools on the island has to be stopped
Resettlement needs to be addressed, needs to be changed, ferry, etc.
Ferry- 16 crew- with 100 and less people on the island, millions of dollars spent on ferry, has to be stopped
New ferries breaking down and spending thousands of dollars on chopper rides
Studded tires: should be stopped from using them on the roads
Does the Newfoundland and Labrador Liquor Corporation really need a marketing budget?
Stop Muskrat falls, moth ball it and continue when there is money to do so. We have all the power we need here.
Preventive health – more activity, more recreation programs - anything that will get people more healthy – make it easier for people to access program and services
How do we create more jobs, example: fishery, why are we processing fish outside the province and bringing it back here to buy? Why are we still giving it all away?
Increase tobacco tax
Healthcare – if you live on Fogo you have to move to Gander at least six weeks prior to due date - need to hire midwives - make it legal
Some departments have two or three communications officers. No need

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There are too many civil servants, has to be cut and will still get the same amount of work done
Easy to target public service but it has to be done fairly
There is a department in government that has 27 people and 12 or 14 are in management in roles
Cut out the big bonuses at Nalcor
Replacement of bridges
Eliminate severance pay [for] Government of NL
Instead of sick leave/family leave – use system of 25 days paid leave
Small business owner – reduce employees to suit economy, government has to do the same thing
Stop government waste and have less people involved in decision making - Small business owner – does most work for private clients, but some for government , building approved – new minister comes in, wants to do something different
Run government more on a business/cost saving model
Stop spending because politicians want to do something in their district. Political spending. It's bad planning
Hard to pinpoint a specific thing that will really save a lot of money
Look at the number of people who benefit from a specific program/service and base cuts on those
Stop Corporate income tax gifts – tax credits - yes, we understand that you have to attract big business, but that needs to be balanced better
All government programs are done in a very wasteful way –
Health boards – participant heard that contractor is paid by the pound for laundry and they are washing clean clothes
Have to be layoffs, but people assume that if a position is “not filled” after a retirement, that person does nothing. That's not correct
Government workers are doing work, but a lot of it is a duplication of service
Nalcor salaries – easy target, and we understand that you need to attract good people, but it's extravagant
LEAN – doesn't always work. The process becomes more important than the problem
A lot of government programs could be well served by someone external taking a look at their processes to find efficiencies
Costs of by-elections/early elections – reassess the process.
Eastern school district – 2 floors Atlantic place and paying for rent, but there are empty schools around. This goes for all government departments, not just education
Why do we have a separate school board for the francophone community – it's just five schools
We spend 60% on health care, education with smallest population. Positions being cut, benefits
Programs and services have been cut – not sure anything else is to be cut. Example: Grants to community groups everyone trying to get a piece of the same pot.
The approach needs to change not necessarily cuts. Needs to be a regional approach with sharing of services. Example: Grants. Instead of every community putting in a proposal the communities coming together to develop a proposal and that goes into the system
Double standard system where there is no action to be taken
Look at how government is structured. It is divided into regional approaches (Avalon, central, western, etc.) There is no continuity of how regions are aligns and causes issues with delivery of services. Some departments have 5 regions, others 7 – there is an opportunity
Don't need 4 Regional Health Authorities, Don't need 2 school boards – put 1 each and go further by eliminating health boards altogether and put health back to department to handle

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Don't need 40 MHAs – need to increase benchmark more than 30% to cut those. Do not need parliamentary secretaries, don't need as many Deputy Ministers, Assistant Deputy Ministers and directors. This is a top heavy system and needs to be reduced. Do not cut the middle or front line
Don't build new nursing homes. Put money into being innovative of providing this at all levels Level 1, 2, 3
Close airstrips in Labrador that are connected via road particularly the coast
Let bay of islands move
Privatize the transport depots
Regionalization could also cost more – have small areas that people are responsible for. Ex. Certain section of community or highway and contract out to private. This can be done at municipality level away
One person on 10 waitlists there is duplication. Counteracts individuals from getting services that they require. Need to get actual numbers in hand – to be able to target those services. Could be done through home equity pay where by people in housing to work on make work contracts. Need to maneuver the barricades to enable people
Look at the existing k-12 schools that exist. What does it cost per student to maintain and have that school? There may be opportunities to look at innovative ways to provide and transport students to other schools. Example: Trepassey, St. Mary's and St. Catherine's should only be one k-12 school in this area
Way too many fire departments – need to be rationalized in a regional framework. Amalgamation seems to be a dirty word but participants did not feel that it was. It is a good thing. We need to pay attention to the demographic shift
Employers council report – look at the services that government provides and what could be privatized. For example: Getting a renewal of driver's license
Need to know what land is owned – this will allow us to know of
Alternate delivery systems
Public private partnerships to provide services and programs
Stop providing certain health services – privatize it. Example: Pap clinics, blood collection. There is too much wastage of using the system. Nurses doing administrative systems and less at nursing. Paying nurse salary for administration. Waste of money
What is the minimum of service needs to be determined. Living in a place of 50 people cannot have the same level of service in a place with a much larger population.
Smaller hospitals years ago were better for service
Look at Muskrat Falls in a different way. Continuing Muskrat Falls is making a dire situation worse. Muskrat Falls should be stopped immediately. Unsure what to do with the current Muskrat Falls infrastructure. Willing to take a loss to save for future. Muskrat Falls [is the] elephant in the room.
Hospitals sending appointments in the mail. Postage seems to be unnecessary and inefficient. Move towards email notification of appointments/tests.
Stop supporting rural communities at all costs
Stop tax cuts offered to corporations—increase corporate tax rates
Government need to move away from Non-core ex. Public college transportation works clear snow easily done by local guy
Stop duplication of service – regionalization of service (health) See Harris Centre
Rural NL will say regionalization is there (Dialysis example)
Better efficiencies
Rural lens – roads, up keep, is there a better way (Resettlement)

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Health care – regions specialization in (Cardiology, cancer care)
Look to other provinces for best practices (private industries)
Health Care (blood collection privatization as an example)
Clinic specializes reduce wait times and cost
Long hard look at health care
Surgeries waiting for clean-up is what is slowing
Highest per capita and lowest health
How many managers do you need in health care? [Eliminate management positions]
System is health – not all the same, not talking to one another [increase cooperation]
Internal Information Technology resources - can be outsourced
Need options from nurses and others and how to fix issues
Need external review
Education – guidance counsellors and Physical Education. Too much administration, too much red tape
Testing for kids takes a long time [improve process]
Are all the people needed, are the best resources used?
How much it costs to have people around the table to make a decision
Layers of management – how many levels – red tape
How does this meeting affect the end users? Needs to be a shift in thinking
Incentives to have partnerships
Focus on core and allow partnerships to be done by private industries
Highly over skilled people in entry level jobs within government
Outsider can say do it the most efficient way
Government website as an example of inefficiencies
Private industry does not have same cost for systems (communication)
Increase in size of public service need a correction to 2009 levels to allow for sustainability. Can use attrition, do creative things, give options to do work 3-4 days (mentoring needs to happen, succession planning) Remote workforce, work from home less costs for building and other options
Wage freezes, roll back (bandage solution) what we need is long term fix, re-engineering model of government works. The longer it takes the more painful it will be. Culture and thinking needs to change
Lessons from Saskatchewan, New Brunswick, etc. Set up for future
This is an opportunity to do this properly
Public service not the only way
Ferries don't work – communities who live on islands need to look at costs of keeping these communities viable
Look at sustainable communities
Little Bay Island – look at resettlement
Regional services needs to be looked at
College of the North Atlantic – can't get students to fill seats in rural area, can't sustain model
Health care: Top level are paid so high, their wages can be spread among many Health care professionals for the money spent for one professional. It is an complex area, however old computers, the whole system needs to be overhauled
Surgeries are delayed for cleaning the equipment, the room, etc. while the docs wait and paid well
Home care: Directing the care services, care planner, in the home, the physicians, the Licensed Practical Nurse, the workers, etc., we need compassionate care

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Aging population: to keep them at home, cook for them at place, financial burden, whoever, the no tax breaks and so much saving in the system, Not every individual fad family and friends, cheaper and affordable to keep people at home [this is what the] home care system is based on
See the results where the money goes. Every penny is accountable for, accountability is more effective
Kids participation: funding school equipment
We do not know what the Government of NL is doing
The Auditor General report
The Health Authorities spend a lot and only handling food, which is insignificant
# of staff and not only one with a huge salary
Government is afraid to show everything
People rely mostly on media to tell what is
Stop the define benefit pensions: for MHA and public employees
Define contribution plan: investment is in the free market. The taxpayer should not have the responsibility to pay define benefits
Define contribution free from liability [redefine pension plans]
We receive more money but we do not have it, the issue is the spending
Public cost benefit analysis should be done before we spend on a ferry
The Little Bay Islands: Ratio on relocation has to be changed: Values, look at the values, too. It is impossible to provide the services equally in rural and urban, but we have the right to
But we can't [pay for the same services in rural as in urban] do it, someone has to say it!
Our shot history of oil
Health care is a key to be revised. Unsustainable
NL patient advocacy is poor. What do they need to access the technology ( e.g., dialysis)
Share the care for elderly, or I know how I could help you
Community health Nurse: if this works for you, if the family is willing to share
We could learn a lot from community nurses
[Community health nurses] could provide support to navigate the system E.g. We need advice on how to move an elderly person to an apartment
Community Health Professionals can reduce the health care cost is the individual chooses not to go to the emergency
School counsellors: mental health issue, help to reduce [mental health concerns]
Drug addiction : is not only a speech at the school , need community support
Look at Government, Deputy Ministers, Assistant Deputy Ministers and bunch of Directors and all others Managers and supervisors
Stop investing equity into the oil and gas industry. Discontinue this as it is highly risky portfolio for government and it is not the role of government, not a service providing industry. We are currently committed significant investments (e.g. Hebron) that pose potential expenses as cost go up on those projects
Stop trying to pick winners and losers in business. Stop investing in businesses that speculative at best. When government stops doing this it can shut down an entire business line, and eliminate all associated costs
Stop the subsea cables across the strait of Belle Isle, the cables themselves are risky part of the overall project. If a tunnel could be built this would be a better option (cables become accessible if damaged). Determine if cost of a tunnel is feasible (also factoring in ferry costs that would be saved). Get a cost on the tunnel option; conduct a Request For Proposals for a turnkey operation on the tunnel (compare to



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cancelled 15 year ferry contract). Cables would last longer in the tunnel
Rural drinking water – should be a greater emphasis on regional solutions to drinking water solutions - share between municipalities. Involves Municipal Affairs grants
Government should get out the liquor business. Privatize the NLC, collect tax revenue.
Reduce the size of the civil service (include all sectors)
Institute a wage freeze
Streamline/review civil service positions and why certain classification attain 'x' salary dollars while others do not.
Muskrat Falls could be stopped, we do not need to finish it right now. There is plenty of recall power in the Upper Churchill. Muskrat Falls project could be restarted in the future. Another factor to consider is future water rights --- future judicial decisions may come down against on this issue
This process (current budget consultation) is focused only on current account. Need to capital account impacts, should be looking at both
Need to consider population decline and impact of smaller tax base
Privatize Motor Vehicle Registration
Prices to transfer vehicle too high
Needing to drive too far [for services]
Insurance in mandatory anyway, so it makes sense to be done through insurance
Blue zone permits could be administered through a community based organization
Privatizing liquor stores -some contrary viewpoint that it is a source of revenue -control liquor anyway, don't need to own the building that sells it. You can still charge a tax -there are costs associated with maintaining employees e.g. pensions
Increase tax on liquor
Look into where the money comes from in the sale of liquor
Tender government contracts to local companies e.g. Muskrat falls done by Italian company
Could do without department of highways
Health care – too many managers
Funding plumbing courses when there are no jobs in plumbing
Giving a receipt when people go to hospital so they are aware of cost of health care. Would reduce frivolous use, better appreciate system. We are all becoming obese, not cooking at home
Government should start regulating restaurants, reduce high calorie foods
Stop using foreign credit rating agencies
Health care and education should remain public
Eventually we will have to charge user fees for health care. Like a deductible. Need to either reduce costs of increase revenue
Get rid of bottled water in offices (widespread agreement)
Charge for school buses per year. Should have a small access fee, maybe \$50 a term
Availability of doing a General Education Diploma over computer in St. John's
Try to access stabilization fund

<b>Q2. Given the financial challenges facing our province, what three things do you think government could do to raise money (increase revenue)?</b>
Lived in Alberta, everyone pays Alberta healthcare – a fee annually – that's fair – don't get MCP unless you pay that. Probably some can't afford, so should be based on means, ex. income - under poverty

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reduction, keep health benefits
Almost if on income support, get subsidized to take minimum wage job
On income support – no incentive to get off of it. If come off income support [lose benefits. Provide incentives to get off income support]
Resource sector – grant program in place now for exploration; really isn't a lot, but good to spread among companies; should broaden parameters to include infrastructure such as road building sparking more investment by companies
Reinstate HST increase; back to what it was; obviously no hesitation about promises during election – job loss on table; foolish to stop it – how much did that cost? HST IT adjustments implications – started to adjust
If company going through application process, should be defined service standards – can know what to expect. Seem to have tried – but very difficult to meet
Raise membership fees for music industry associations, rather than cutting back on grant money
Inflation has increased, no reason not to increase fees marginally – it all adds up
Increase tax for cigarettes, etc.
A lot of reports say that non-profit sector can provide programs and services parallel to government, but can do it for a lot less cost. Invest in non-profit sector. Studies in social sector – Alberta statistics [show] \$1 non-profit = \$6 government
Don't do things because that's how you've always done it – resistant to change
Look at what other Provinces/Territories or countries [are] doing
Energy sector – huge resources – wind, hydro – look at what Germany is doing. If you had smart grid system, can send it where needed
Policy needs to change about private sector being able to sell energy
Start on small scale – subsidies so that if individual exists in infrastructure in home, reducing [barriers]
Access to eastern seaboard
Increase personal income taxes right across the board
Make money from mass people [across the board taxes]
Corporate taxes (more of a minority opinion)
Money banks are making [higher taxes]
Policies related to food wastage – currently organizations restricted; non-profits not allowed to take food left over at venue for event – could bring to shelter, choices for youth
Grocery stores should have to donate items removed from shelves
Subsidy- Nalcor getting huge subsidies, but do they need it? Company with so many assets and infrastructure – so they need it? New government, new minister – need to reevaluate Nalcor – do they need the subsidies? If wastage in a crown corporation, should be known. Muskrat Falls, Bull Arm – these facilities – need to look at performance. Do an audit
I think HST should be increased. How is that bad for other people?
Every point you raise HST in NL gives you \$120 million
Increasing HST will not kill things being produced in the province because we don't really produce anything here
Government did say we will freeze fees that we can charge parents for childcare. This makes it affordable for parents but it costs a private childcare business money. Government shouldn't be involved in childcare business

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In the last 10-12 years, we have lower taxes in the Atlantic provinces, including income and corporate taxes. We rented them through oil revenues and the lease is up and now we have to do something about it. This is money you can count on because it doesn't fluctuate up and down like oil revenues
We eliminated taxes on home heating fuel a while back. That was regressive. Maybe bring that back into play
Why are we going forward with all-day kindergarten? It really is a shocker when really it's just subsidizing daycares. Subsidize daycares instead of all-day kindergarten
One of the industries least invested in but brings in significant revenues is the arts industry. For every dollar invested, \$12 comes into the province. It's people-driven. It's an incredible investment and hope government sees the amazing work that has been done by just even staying the course. Something like \$660 million generated in the arts industry
Break up and sell the liquor corporation why are we in the alcohol business? You can make just as much money by taxing private businesses that sell alcohol
Research and Development Corporation gives away money. Why is it a corporation? A corporation is something like Nalcor. Research and Development Corporation should be folded back into the business portfolio. There are extremely high managerial costs with Research and Development Corporation
There are a lot of fines that are never collected by the government. If you add that up, that's quite a lump sum out there. If you can't collect, community service instead of fines
Make this province attractive for immigration. The provincial nominee program and you have to meet a number of criteria in order to be approved to immigrate here. There's a department that can be a response to an aging province, for people who leave, etc. so bring in young families from other countries. The department that handles this is very small and case load is terrible. They can't cope. They need the resources to enact the strategy
Need to stop pushing away privatization of health care because it could potentially attract smart people, ambitious medical professionals, and would decrease the health care spending currently being made in the health care sector
There should be a private option available. Waiting in emergency room currently entails waiting for hours – there aren't enough staff to assist. I have no objection to paying a nominal fee for access to an Emergency Room doctor
We need to take advantage of intelligent, enthusiastic people coming out of MUN who leave the province – they are highly educated, ambitious, but they leave. They are a great revenue source. If they work and pay taxes, they will contribute to the local economy
In the Department of Health and Community Services, there is a team of staff who do nothing but recruit doctors – and yet none of my Psychiatrist friends who graduated medical school were approached by a single regional health authority in NL
NL is a good place to raise a family – new graduates should be easier to retain
I would like to lead a group in this province, whereby we do nothing but attract health research investment – not Research and Development funding, floating money around the province, but new investment coming from abroad. We have some of the most desirable health research in NL, and yet we do not promote the province at all
Scientists want to do their research within the province – if the Genesis Centre, the IBM project, and the NL Health Information Research partnered, they could make this possible. Research funding is down 30% - needs to be increased
We need three focus areas for health research – psoriasis, diabetes, and colorectal cancer are three areas where we have a unique genetic profile, and could sell this data for significant investments
We could do a road show in San Francisco to promote the current opportunities
Social enterprise represents a significant opportunity – good to see the government commit to it;

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Manitoba already has one
The Social Enterprise Strategy needs to be big, bold, ambitious
An Energy efficiency retrofit program could help support local economy and households at the same time. It would increase the revenues multifold because households would save money. In combination with social enterprise, the benefits would be even bigger
If the Public Tendering Act were amended to include preferences for social enterprises, it would make it easier for local organizations to benefit, and would also support positive outcomes. Nova Scotia just did this with their legislation and programming
Huge opportunity for social enterprises in the province, but need to have it done right
Need to focus on living here, not just visiting here – tourism campaign is about short-term tourist season
Secondary processing in the fishery
Tobacco tax
Luxury tax should be applied to large scale items, big houses that crash the grid or big trucks
Tolls should be on roads
Government organization should be run more like private business: to make money. Government [is] too wasteful
having a lot of unemployed people is not going to save money
Frontline workers let go in previous years didn't help much
Contract workers and consultants are a waste of money. It happens at the university and at College of the North Atlantic as well
Stop sticking band aids on problems and start solving problems
Loss of jobs will not help the economy
Agriculture and tourism needs more focus. Focus on East Coast Trail and other unique attractions
Go back to the basics, forestry fishery and farming, go back to the basics. Last government put all the eggs in one basket
Government system creates delays, needs to be more efficiency internally to government
Wind power needs to be explored in this province – future is in wind energy
Sell off crown land
Wind turbines should be used, more smaller projects
Can't be putting all of our eggs in one basket – Muskrat Falls is a prime example – that's why we have no money now
Should be charging for plastic bags – especially [at] liquor store
Why don't we recycle glass? PEI is recycling everything, why aren't we?
Why can't we process our own plastic?
HST should be increased by 2 %
The tax system should be reviewed. Stop giving tax breaks to rich people
Should have a carbon tax
Diverse energy sources should be explored and implemented
I wouldn't mind paying more taxes if I had a more efficient government
Increase corporate and personal income tax
Higher tax on junk food – use that extra money to subsidize healthy food
Escalating tax on gas – straight up cost for gas, increase/decrease tax as needed
More accountability at the top – treat the Deputy Minister as CEO. Publish their performance reviews

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Keep working on tourism – enhance the spending on tourism. Work with the industry to create things that will bring them here. One of our biggest assets. Allow the recreational food fishery to be expanded to allow tourists to catch fish
Reinstating the HST would be valuable. Table split on this. Some felt that income tax should be increased instead
Be competitive in the world market in terms of aquaculture (specifically around regulations)
Advocate the federal government to pony up on the health side of things
Information Technology sector – a lot of opportunity in terms of film industry etc. Small business support in these sectors. Coding very important
Triple the prices of cigarettes
Legalization of marijuana has many opportunities for the economy
Charge Local Service Districts and unincorporated areas money for services that they are receiving services for like snow clearing. They should pay for these services
Social improvement bonds is an opportunity to generate revenue
Raising of taxes – no one wants to see these raised
Raise HST needs to be reinstated
Fees need to go up slightly
Forest industry diversification – all that fiber is sitting out there. Lots of trucks leaving here going back to the mainland empty
Fishery – why are there foreign fishers out there when our NL fishers are struggling? Have experiences based tourism and bring tourists out to hand line a fish or lobster fishing, touting
Government assets that could be sold such as vacant buildings or schools at reasonable price
Seasonal people who have property and only live here less than 6 months of the year should pay premium taxes
Private liquor corporation – let them all compete against each other – should not be one sole or box store that controls it. Allow is to be sold in convenience stores and regular stores
Selling the crown land but need to have a land registry is needed. Should be compulsory to register land
Transfer payments formula needs to be revised – we were a have province but now \$2 Billion in debt need to revisit the transfers from federal government. Need something like the federal government is offering Alberta
Bring back retirement packages to get people out and retire. Will cost money to do this but will save money in the long run
How can the federal government contribute? Is there leverage here to get money from federal government? Has to be something that we can measure and contribute to the economy.
Focus on providing services to areas in hubs not in every community
Unload the pasture lands within this province – use them for sheep farming – we have the second best tasting sheep in the world
Increase in arts and culture to diversify the economy and increase tourism
Capitalize on the low Canadian dollar to encourage US/foreign tourism
Encourage the development of small business/entrepreneurship
HST is a viable opportunity to increase revenue. HST increase to harmonize with Atlantic Provinces. Add 2%
Increase the corporate taxation to the pre-Danny levels
Income tax rates can be looked at
Corporate tax rates can be reviewed

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Consumption tax
High wage earners will leave if taxes are too high
Attracting business is hard enough; look at shifting services to private industry. More consumers more growth
NL Hydro – sell off assets
Look at Nalcor (salaries, structure, etc.)
Rural education needs to be looked at
Resettlement needs to be looked at
Federal government infrastructure spending – partner with federal government give us a boost in economy in the short term has to be strategic (goods, service and Information Technology)
Investment to Airports, fiber optics, ports
Look to other Provinces and Territories for how to work through this
More money will not make us happier. The American style of life does not incent happiness
More flexible work
[Increase] sales tax
Takes more for the wealthy
No tax on food
A new car or cheaper car [for government owned vehicles]
The bigger chunk [of tax] comes from the wealthier
I hear only the worst rates on everything for NL, and detrimental news
Society expects government to solve all individual choices
There is government responsibility to shift attitudes to have healthier choices
Can you afford to eat healthy? [Consider food costs]
Should [put] money [towards a plan] to change fishery policy, to be able to buy directly from fishermen
Look at what we use and produce what we need, start producing ourselves, investment in the agriculture
Green houses, if buying from local farmers will be healthier
Reflect the culture of this place
Keep it local!
No electricity and no heat for the green houses has been the argument [against growing our own food. Consider this during planning]
Produce at least one agricultural product and export to the other provinces and locally
Government always goes after the industrial model [diversify]
It is easier to change things in NL than in other provinces
Increase tobacco tax
Legalize marijuana
Arts have to be better funded, change will happen through connecting people, invest in local industry
Small cod fishery
Healthcare the biggest expenditure item. Should move forward with looking at user fees, a pay system. Implement a scale for certain procedures, i.e. above a certain threshold 100% covered
More user fees across the board, really up to government to identify areas. Do this instead of blanket taxes. Would better target the users of those services (e.g. sports subsidies such as that for Mile One Entertainment/Icecaps)

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Move away from subsidization of certain services such as the ferry services. People elsewhere in the province have to for instance pay the cost of importing a good into the province, there is additional cost that are additionally subsidized in some areas
Consider impact that certain subsidies (e.g. childcare) have upon the economy and workforce, as people may be forced out the workforce due to childcare costs
Government should consider family friendly initiatives that also have the additional impact of positive impacts on the economy/workforce
Encouraging business to engage in family friendly practices
Explore opportunities for employers to build daycares
Government needs help doing this fiscal review exercise. Consultations are a good start. Will need more analysis, e.g. if they are changing the structure of the health boards how can/will this be done to actually save money? Public policy research should be pursued asking such questions about what measure/actions could be undertaken that may (or may not) save money, engage advice from MUN experts and other jurisdictions that have engaged in similar exercises in the past. How to cut \$2 billion without ruining the province in the process?
Consider raising HST up to 15%.
Personal income tax rate should go up accordingly
Raise taxes for alcohol and cigarettes
Keep license plate when you sell a car, this forces you into a process where you have to pay your fines
NL Liquor Corporation - Selling will increase cash flow. You will sell assets but still charge tax
Increase fuel tax -concerns about this one - better than a tax on groceries, would encourage people to walk more, bike more, food should not be taxed
Too much control over food production, need to encourage people to fish more, grow their own vegetables
Concern that if there are too many layoffs, people will be on welfare; however, others said that if people are on unemployment, some people will create something, forcing them to do something for themselves (disagreement on this issue)
Charge for health care cards. \$ 5-15 bucks, small drop in the bucket for the benefits. Exemption for income support? Maybe. A lot of staff time is spent replacing the cards. If you charge \$5 for renewal, it will bring in revenue, reduce the number of people losing them. When time is factored in, it costs a lot
Opposed to privatizing health care and education. There are places where it could be more efficient
Need to not let uncertainty hang too long. 16 months is too much time for decision making. People want a strong leader. Given the data they have now, they can do something now
If Muskrat Falls did not exist, would we be in the same boat? Maybe not, but can't cancel it now. It was brought up that green energy is part of the picture
Charge for peak hours of energy use (see Nova Scotia and Alberta)
Adjust water tax based on consumption. Baseline use, but if people use a lot they should pay more

<b>Q3. How can government be more innovative or efficient to provide quality services at lower costs?</b>
Non-profit – increasing financing to non-profit sector to provide services at lower cost than if provided by government
Non-profit would know specific needs of clients
Non-profit – don't do just one year funding. Can't keep staff. Duplicate training and recruitment costs. Gaps in service
Evaluate government agency by agency – where do you have duplicate services, eliminate redundancies

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Four regional health authorities – Why? Duplications. Eastern Health has adult acute care hospitals – what percentage of patients are outside of Eastern Health area?
Trying to find a model where they measure performances; accountability – not about 37.5 hours per week. About job you were hired to do – performance standards, incentives
One person leaving, three replacing him - likely a productivity issue
Outsourcing services to non-profit – social return on investment; rather than cutting services, skilled non-profit sector can do these services
Performance based sector – so many applications, so many should be processed; keeping level of accountability
Heard that top heavy – maybe some redundancy – amalgamation of responsibilities
Why not do a pilot project for full-day kindergarten in rural NL where they have the infrastructure and then can work on getting the infrastructure in place in other regions over a period of years before implementing. A phased introduction. We don't have the infrastructure in the urban areas right now
Daycare and kindergarten is one of the biggest barriers for many woman to entering the workforce
See this in the workplace where people have to stop their day at work to go pick up children whereas full-day kindergarten would reduce that
Affordable childcare, as opposed to full-day kindergarten. The Quebec model is what I look to. It is the good model. They are making it work
Eastern Health. In one simple area is the flow of information between various staff. You come in at Health Sciences Centre. You line up and give info to person at the desk. They ask for all this information. They do it every time. It appears that they either don't take the notes or they have no capacity for storing them. Then you get down to the hematology department and they ask the same questions. That information should be sent immediately from front desk to the department
St. Clare's emergency room. First went to family doctor who gave me a note to go to emergency. Brought to emergency room and the nurse then took it and handwrote it on a form on my chart that went to the doctor. Why did that information have to be input three times? It is a huge waste of paper if nothing else
Every time you go to Health Sciences, you are asked for your MCP card and your health card. Government maintains two separate unconnected databases of patient information and have to pay for both, equipment, people to keep this going. In Nova Scotia they have one card which also has a magnetic stripe on it so it can record more information. So they can swipe the card and get all the information on a patient. Privacy is my least concern. I want everyone in the hospital to know what is going on with me so they can help me
I called the hospital and they said they would mail me a letter with appointment information in it. I asked them to email it and they said no because of privacy
The monitoring of doctors in clinics needs to be more because there is some abuse. I have a doctor that only allows me to speak about one issue at an appointment. I have to rebook to discuss another issue. That is so she can bill MCP each time
Not enough of the health care budget is allocated to the provision of health care but the people providing it
Use computer systems for everything. I can buy and sell real estate online through email in the states but here it's manual and slow and inefficient
I travel a lot with my position in a non-profit organization – challenges in NL are extensive
Three schools within 30 minutes of each other – Port Hope Simpson, St. Lewis, and Charlottetown. One of those schools is new, and yet it only serves 30 students because the school was built for political reasons



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Every court case in Burin Peninsula is heard in Grand Bank, and yet all other services are in Marystown. All those lawyers, judges, and witnesses are reimbursed for their costs to travel to Grand Bank. Why not regionalize services and provide them in a central hub, rather than having the services disconnected, in multiple communities?
There is a need for political courage to address those opposed to decisions to close services in small communities that no longer avail of them, i.e. k-12 schools in communities that are now inhabited by seniors
In Manitoba, there is a smoking cessation program supported by government – they increased tobacco taxes by 5 cents, and used the funds to support individuals interested in quitting smoking. The increase contributed to \$2 million in growth in smoking cessation program funding. For every patient that stops smoking, you improve health outcomes and expenditures. It wouldn't cost government money, because this would be a tax on tobacco smokers. That profit would pay for public education programs, and lead to improved health outcomes.
Need to think about long-term plans – not about focusing on single-year planning. Five- to ten-year planning is important to think about long-term outcomes. Knowing about pit stops, knowing about what are the things we're trying to achieve, and what we need to get there
There is a 30% no-show rate for addictions services in the province – Need to focus on things to do support the needs of the people in the province that 30 per cent of the time. What could we do to help people when they need our support the most? Their absence at therapy could cost us multifold
Services government is still delivering that the non-profit sector could deliver. For example, youth services. Youth respond better to community-oriented approach, not 9-to-5 government approaches
Decision-makers should consider replicating the model of Research Triangle Park in North Carolina – started by non-profits to change the future outlook of North Carolina at a time when they were facing economic uncertainties. They attracted businesses from across the US, including IBM, to open offices and services there
Law school in the province badly needed – there are so many side benefits, including public interest, low cost to free legal services to vulnerable segments of the population. Opportunities to create a law school that specializes in aspects of law not covered by law schools in other provinces
Sealskin production and seal meat should be considered to be brought back
Privatize the ferry service
Invest in the not for profit and cultural, every dollar invested will be returned tenfold, in great, Non-Governmental Organizations do a lot of the support work for government, they should be invested in
Should be growing locally, and buying locally
Aboriginal affairs should be - cost of food is too high - situation with store owners making too much money on food, problem for a long time, this should be considered and explored and fixed
Community centre all community had membership – membership has to be used ten times in the first two months in order to keep it, could try similar program to encourage people to eat better, cooking classes, etc.
Rein in Nalcor, put more controls in place
LEAN processing – specifically with Human Resources processes, there can be improvements on these and efficiencies
Provincial court – everything booked for 9:30 a.m., doesn't matter when your time is. Then you have to wait for the judge to get there to start. Paying salaries for court staff, lawyers, etc. and it's a waste of money. Judge is not accountable and usually late
Administrative/procedural things that you shouldn't have to get in front of the judge for – have the judge sign off on some things

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Modernize processes
No government will ever be as efficient and innovative as private practice – public private partnerships are necessary – we are the only province who doesn't do this. One table participant was fine with using those for building, etc., but was concerned about using them for service programs, particularly for health services. Large discussion around Public Private Partnerships (P3s) at table and how they can work well for us. If services suffer, that's not good for the people who paid for it. In NL, it costs \$10,000/month for a personal care bed. In Vancouver, under a Public Private Partnership (P3), it's \$6-7,000/month
The not for profit sector should be included in this Public Private Partnerships (P3) model
Airport in Gander, under government of NL operation, was losing money in early 90s. made changes, still owned by government, but operated by private business
Again, one person at table was all for this model, but was very adamant about concerns for health care service delivery
Put citizens first
Standardize education through online teaching
Look at prairies in way in which education is delivered through online and mobile teacher
Too many levels of management in health care – communication from top down. More levels of management the less communication
Centralization of health care services
Modernize how government does and provides services and programs and look at options to privatize especially in health and education
Put all core services in a hub by bringing in the things that will create employment and services will be delivered
We could make money on bees
Agriculture is an opportunity. Cormack produces 3 times the amount of potatoes than PEI. Need to remove the barriers that people in this province face in accessing land
Need a strategic investment in tourism. There is an opportunity to do coastal mountain biking. Got the longest ATV trail in NL
Trailway is worth a fortune – bring people from the rail bed to George street
Vision to have a coach pick up 50 people at airport and spend 5-7 days experience for a vacation
Newfie bullet – government to take over and have sub contracts could have mini hotels along the way which are privately owned whichever way people choose to travel that trailway
Old age homes are dying breed – need to go to smaller hubs where you have community based hospitals that provide varying levels of services
More privatization – there are others that can do things better than government
Collaborate among Atlantic Provinces—Information Technology infrastructure, group buying for drugs, marketing for agriculture/fishery
Move away from mail and postage to electronic communication
Restructure the department of government [responsible for] streamlin[ing] public access to service
Look for efficiencies through automation—automated services at Motor Vehicle Division
Look at ways to go “green” among the departments.
4 Health Authority need to be looked at
Education Boards mirrors department
Silos need to be torn down
Same hospitals doing the same things (Gander/ Grand Falls Windsor as example)

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Third party review –Drummond Report as example
Technology needs to be looked at
Partnership – Digital government (Ireland as example 21 different run out of one company)
Infusion of technology use partnerships to grow economy
Procurement legislation
Contestability – Health Authority both private and public improve
Accountability – what are we getting for our money (outcome lens)
2009 services need to be where we are
Renewal of management at highest level some are good some need to be looked at, need professional managers (nurses should not be managing other departments as example)
Union – making ourselves noncompetitive (Long Harbor dragged out project) look at processes of large projects and how we are viewed
Artist working with doctors too
How arts can generate revenue?
Arts make people mentally healthy
Even a small increase will have an effect
Improve quality of living
Cuts may bring finances in line, however quality of life in the NL is important
Restorative Justice: In Nova Scotia schools have better outcomes, do things differently, without spending more money
Identify services and funding that may be duplicating
Cut services by looking with critical eye
Innovation Award: May be unpopular : innovation of civil service provide a proposal that will cut to be presented to management through management
If you can save, should be financial award. And be financially rewarded for proposing big saving
Big money need to be spent on grass root level
Be realistic
Another innovation award: Any citizen should be able to do it. Incentive that it is not going to be thrown in the garbage.
Innovation ideas: Metcalf Foundation set by Government, like in Ontario
Efficiencies: Centralize services: Home care, the home, support for mental health, and not to go to main places. E.g., abusive relationship, call one number and will navigate you through
One group together: you need a home transition housing , looking at things as a whole
Cuts have be done in concert with fluid and responsive bureaucracy
Increase the distance between politics and public service
Spread the money spent on Midwifery – government has put money into doing research, plans for implementation have not gone forward. Midwives are a more cost efficient option for women not needing surgery/additional care. Option opens more positives for rural healthcare delivery, women's health. Can be implemented in clinical settings. Efficiency of home births has been established in other jurisdictions. There would be some startup costs.
Options for increasing scope of allied health professionals such that people will need to visit a doctor for minor clinical needs

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Fixed link tunnel could be done through a private sector contribution (similar to PEI's Confederation Bridge), other funds would be identified through the current, and future spending on ferry services across strait of belle isle. Public-private partnership options such that company would run and maintain the tunnel. Advantage to government is a set cost amount (predictable) for 30-35 years
Things have grown too complex for government. Need to be more innovative, involve partnerships (private sector, non-profits). Example: When polio reappeared a private philanthropist (Bill Gate) took the challenge on, can we find similar champions? Or keeping community libraries running, this could be done in partnership with local champions
Seeking outside advice, use expertise at Memorial. Does it make sense to consolidate the hospital boards? Consider other similar important policy questions. Harris Centre is positioned to broker such partnerships
MUN can be reinvented to save money as a smaller, more focused institution
Tons of things can be contracted out to community organization e.g. blue zone permits
Research can be done more quickly, less infrastructure costs - more subject to competition - if more work is bidden on and proposed, it is more efficient -wage disparity - you get better at it
Government can have a mismatch of skills, people move around, so their skills may not reflect the job
More regular audits and ratings. See where we are compared to other provinces
Make sure that location of a service makes sense, streamline services, offer services online
People on welfare should not be getting a cheque (disagreement on that concern, the system is only abused in limited cases). Food stamps suggested. Cut down on abuse. However, concerns were raised that too much oversight will increase bureaucracy. Concern that people are beating the system. It was pointed out that rich people buck the tax system every deal (debate).
Environmental legislation so that companies that pollute have to look after it. Companies should be responsible for clean up. Stop corporate welfare. Increase transparency for their payments

<b>Q 4. Is there anything else that you would like to suggest/add to the discussion?</b>
When it comes to generating new revenue streams, need to diversify. Continue in oil, but also mineral
How we can hedge stake and market to rest of country and elsewhere
One of the biggest ecosystems off coast with Grand Banks – perhaps should take back custodial management of fishery. In a sustainable way that we can market to the rest of the world. Create an industry for NL – not offshore dragging – we have the skill and expertise here – a lot of those people will be gone in 30 years or so
Fund health care to be reactive rather than proactive. Why don't we change focus?
Building subdivisions – not one trail system in any new developments – people pay the fines and then don't have to meet standards – allows them to make more money
Create a performance based system for developing – accountability for those with the departments
Diversification – look at renewable resources
Public Private Partnership (P3) report that came out from Clift and Cooper. That should be required mandatory for every minister and Deputy Minister and Assistant Deputy Minister. They define exactly how they work and what the issues are with respect to this province and how this can operate.
Why can't you get a driver's license in small kiosks or stores? Why can you only go to one place and sit there for most of the day and pay for all the wages and benefits and eventual pension liabilities
Why can you only register your vehicle for one year? Why not for multiple years?
You can't get your registration online. You need to get it in person if for instance it is stolen with your

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wallet
Government should continue to consult with the people
Zero deficit budget loss – you cannot present a budget that is not balanced
Introduction of gradual increase in new taxes for various income levels. If done with zero deficit budgeting then excess money goes to one time investments
Get your own house in order – reduce the cost of government MHAS, and being top heavy
We actually do need all hands on deck and support government in making the hard decisions
Change the way in which the voting system is done – modernize it
Quality, affordable daycare
Review the level of bureaucracy associated with the delivery of programs and services—for example home care services
Review the level of hierarchy and purpose of Nalcor
Review the bureaucracy and structure of school boards
Review and reduce duplication of services
Increase post-secondary tuition, especially for foreign students (mixed opinion at table)
Cultural shift in thinking – entitlement needs to stop
Act now! Be decisive. Now!
Sick leave costs \$55M a year in Eastern Health
Social Programs for business - 55 programs
Pension plan
Sick leave
Cross department alignment
Performance based - key indicators
Justice is a nightmare – can't get thought the system
Population issue is the elephant in the room, needs addressing
Services are going to have to be cut and taxes will have to go up. Public needs to recognize that some services are going to suffer
Reduction of services should come with identifying areas that will be stopped in full
Need to control healthcare costs
Regional services and cooperation required
Where possible phase out ferries, look at other options including tunnels or fixed links
Resettlement program needs to be reviewed
16 months is too long for the process. Too much uncertainty.
Need more awareness of the costs of health
Small fees attached to services so that people have more appreciation for the services they are receiving. E.g. If you lost MCP Card.
Community groups have the opportunity to be contracted. It is a win-win because community groups need money, they have specialty. Contracting out community based to take pressure off government
Making decisions – 16 months way too long. Uncertainty is problematic