

**Government Renewal Initiative
St. John's (Roncalli Elementary)
January 27, 2016**

Q1. Thinking of all of the thing government spends your money on to provide residents of the province with services, what are the three things that could be stopped in order to save money?
Electricity – saving energy afterhours (automatic shut-offs, Prince Charles building, old battery building, responsibility of security for turning down electrical, programmable thermostats)
Proactive in health, Emergency Department usage, focus on keeping people well, primary health care
The healthier the population the less costly, focus on prevention
Absenteeism, needing a doctor notes
[Increase opportunities for] health care after hours care to prevent emergency room usage
Outside communities share one doctor for afterhours care
[Utilize] Nurse practitioners instead of a doctor, education about what care practitioners can do
Seniors more active, keeping them healthy, services of Victorian Order of Nurses
Healthy eating [is] expensive, [results in] wastage in grocery stores, prevent this, France has an initiative, examples potentially in Toronto, legal and regulatory
[Increase the number of] programs outside St. Johns to keep people healthy
Focus tourism dollars in target market (USA, not Newfoundland and Labrador)
Cost expenditures of government (gas cards, government vehicles, cell phones, per diems, courses)
Government buildings aren't being used, but there's still power on – turn them off (save energy)
There are a lot of vacant government buildings – rather than renting new spaces, use the current buildings that are vacant (E.g. school board is renting space in Atlantic space when there are empty school buildings); be smart about the types of space we are leasing when we have to)
Reduce management overall, including at the health authorities – have one person as the head of something instead of many – too many managers of managers
Reduce the number of executives – do we need five Assistant Deputy Ministers in health?
Hold implementation of full-day kindergarten; previous programs were never appropriately resourced (e.g. inclusion program) – this won't be able to be resourced either; full-day kindergarten is a good idea, but now is not the right time; can't do full-day kindergarten at the expense of other, existing education programs; do a pilot instead to do a gradual roll-out to slow expenditures and to help identify needs over time; no confidence in implementation right now – should be phased in; another individual disagrees with delaying full-day kindergarten
The conversation should be about generating revenue, not about making cuts
Review the MHA pension fund; reconsider how it's earned and how it's paid for
Reform the public service pension program for new employees
We need to reduce costs on transportation services (e.g. road maintenance an ferry operation) and revisit how to increase resettlement efforts; really need to overcome the geographic challenges of service delivery
Government does a poor job of evaluating the services they provide; we need to ensure all of our programs are being delivered effectively and, if not, more should be re-profiled to other areas; across the board cuts without evaluation are not helpful because starting over is expensive
Implement wage rollbacks, which could help alleviate job losses; instead of cutting 5% of the workforce, rollback wages by that amount across the board
Need to evaluate the \$1000 baby bonus; what's the intent of this? Evaluate it.
We need to look at what we've cut the last time before we make more cuts
Difficult to make cuts from healthcare and education because they are the critical services; they're the reason government exists in the first place

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Look at every department in government to see if we can make cuts; if there's a private company doing an advertising campaign, do we still need all of the public servants?
Stop the implementation of the solid waste management strategy; foolish to send garbage from Bonavista to St. John's; costing government too much money (e.g. tipping fees, transportation costs; install efficient incinerators instead)
Penalties are built into bids on public contracts; need smart contracting; "can't afford to buy cheap"
We need to review the expenditures relating to Muskrat Falls (there's a lot of money being flushed down the toilet)
Look at how to generate revenue from crown lands; need to look at property taxes in certain areas, such as cabins
Community organizations need to get financial audits every year - \$10K every year for an org with \$50K, example – are there reporting requirements that could get the information from community organizations without requiring government to spend extensive amounts of money on audits?
Example – a community organization had 11 audits for a single year, kept all separate because the funding comes from 11 provincial government sources – why not hire an auditor that could do the work for all organizations, and save money for the government?
Hiring a single auditor – smoothes out the process and improves the communication between organizations.
Need to reduce red tape, as it slows down processing of applications and program – know someone in public sector who has to get the Minister to approve travel for them. Why do this?
Public servants often challenged by processes, so they download programs to community organizations, which can be more efficient.
Holding people in a hospital bed while they wait for a long term care bed – waste of resources.
Government needs to determine what are core services, and decide what services are core to society, decide whether the program does what it is intended to do. Propose not to offer services that are not core.
Full day kindergarten – if there are no indications of success, why move forward with it? For us, this will mean increased class sizes, from 17 to 27. Instead, focus on increasing access to daycares, and subsidize them instead of full-day kindergarten.
Need to focus on what represents core programs and services, what was the original intent, and what has it resulted in to date?
Government needs to determine what areas it is unwilling to compromise on, and what areas it considers core – in this environment, do we need to know which hospitals close, which schools close, what services continue to be available?
Number of hospitals – does there need to be a full service hospital in multiple locations, when there could be fewer? Need to assess?
Focus on population density – we have double the landmass, half the population. It affects the provision of services
Need to rephrase question to what problems we need to solve in order to get us to a sustainable situation. Can we afford to stop providing services at a time when economic downturns could place pressure on their access? By stopping doing certain things because of economic downturn, what will be the impacts on the wider society, i.e., Domestic violence going up during economic downturn.
Need to do a review of current programs and services and focus on the core programs.
Are there services that could be delivered more efficiently? We need good measurement, evidence-based decision-making.

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<p>The expectation is that privatizing services could add to savings, but if the non-privatized service is higher costing, it may be necessary to keep the salaries and wages high in the private sector as well to improve employee retention and attraction.</p>
<p>Why do community organizations have to apply for funding to multiple departments and agencies?</p>
<p>Why not have community organizations share space with public servants, e.g.. Provincial Advisory Council sharing space with women's groups, etc.?</p>
<p>User pay component – there are many services that government is providing that are not being compensated for. Ex in a city or municipality taxes cover snow clearing. Whereas areas that are not municipalities do not pay for snow clearing. Government goes down the main road of unincorporated areas but not the side roads. If not those in municipalities are paying for it twice another example is bell island ferry – needs to be more of a correlation between user and cost to provide the service - Other examples road maintenance - Where you choose to live has a price attached to it - In the news about 5 people deciding to stay will require a boat and have a significant cost</p>
<p>Healthcare. The way in which emergency in healthcare is used by people for non-emergency services. User fees for non-emergency services. Inappropriate use – An option is more access to after-hours clinic. Anything that is free ends up being abused</p>
<p>Two tiered system – those that are willing to pay can access services. Ex. If I need a blood test then I should be able to have someone come to my house and take my blood and I pay for that if I am willing. Rather than go and wait at the Health Sciences Centre or Waterford system -</p>
<p>There is an over use of testing on such things like chest x-ray – when other avenues can give same conclusions of a cold</p>
<p>Need to start listening to the people that work in the areas and trenches – what happens on the ground and by the time it gets to the CEOs is not the same</p>
<p>Volunteer fire departments – need to be consolidated and cover an area. Every community should not have a fire truck. Government needs to enforce that communities have to come together to provide the service. Government needs to enforce that collaboration and stop funding an inadequate situation that is costing more and more money</p>
<p>Better use of technology</p>
<p>School board and use of their transportation policy. Example: minivan moving three kids with special needs then government decided that these would be moved by mini busses which has no seat belts. Tender resulted in costing more money than it was to move them by mini van</p>
<p>Full time kindergarten is not a luxury that we can afford – abolish it</p>
<p>NL English School District is renting the highest rental property in the province in Atlantic Place when there are buildings – old schools board buildings. The price is too high. Government should not allow this to be happening</p>
<p>Health care – legalization of midwifery – cost effective way to support population growth and take part of the burden off obstetrics. There are models elsewhere in Canada we could look at.</p>
<p>Health – meaningful change requires looking at the health care system because that's where the money is spent; need efficiencies in the system; a leaner approach.</p>
<p>Health – with Eastern Health, sick time costs are a huge drain. There are lots of factors – Treasury Board needs to look at the provisions in the contracts that for example require lab workers to legitimately have unrecorded sick leave. Could save money in the order of \$50-60M a year and does not include the cost of a replacement.</p>
<p>It's the small things – shut down the colour printers in government, the glossy paper. Stop mailing out moose guides with moose applications to people who have been getting a license every year. They know how to get their application and don't need it mailed to them. You could save a half million alone in stamps and envelopes.</p>

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How many web site managers do we have? [Consider decreasing the number of web managers]
Cell phones can be looked at. Used to be everyone had one, then only ministers, then they realized they couldn't reach anyone and now everyone has one again.
Need to look at postage costs in government. No one seems to know these costs. Get someone in the bowels of the bureaucracy to look at these types of costs like mail.
Muskat Falls is the elephant in the province. It sucks out a lot of money we will never get back. If the private sector won't invest in this, why is the public sector?
Why does it take a government employee to take your picture for your driver license? Contract out road maintenance and liquor sales. Same for food service providers for hospitals and prisons. Governments cannot do these things more cheaply than the private sector. The private sector is doing all these things already.
Mental health and addictions – do things at the front end (investments) that will take away from the costliness of having people incarcerated for extensive periods of time. Prevention will save costs in the long run.
Privatize liquor sales.
Get rid of grants to businesses. Replace them with loans. If the province does not have money, why are we giving it for free?
We cannot spend all the money that is set aside for business investment. Need to look at this and use the money differently.
Stop topping up pensions. Government is spending billions on pensions. Government's share is too high; employees need to pay more for their benefits.
At least give people an invoice [when they use a government service such as a doctor] so they know the cost to the system of their visit.
Executive Council is too big. Used to be 50 people, now the whole East Block is practically Executive Council.
Nalcor – need to look at cost overruns etc. --- The Auditor General needs access, are we getting value for money?
Muskat Falls – ensure still the lowest cost option? Not a matter of what we already know, the whole project needs to be evaluated and assessed and is it really going to help us?
Health Services by far biggest item - everybody assumes they need the latest test done. Need to look at what test are necessary as opposed elective tests. Sometimes people who are 'symptom free' requesting tests that are not necessary.
Review all operations under the Government of NL budget, departments, post-secondary, Nalcor, etc. A close look, not superficial.
Why do we have multiple hospitals in certain areas? Gander and Grand Falls-Windsor for example.
Dismantle the Canadian Centre Health Information and bring those functions within Department of Health and Community Services (i.e. savings through streamlining of executive functions, real estate, etc.). Explore options generally to save money and improve efficiency of this entity.
Expand the Auditor General's functions to actually identify potential efficiencies in budgets.
We cannot afford Corner Brook Hospital and Waterford Hospital.
Common costs re: infrastructure (e.g. roads, bridges, sand and salt, wharves, physical infrastructure generally) what can we do to improve long-term operations and spending? More research required. Consider construction techniques and materials.
Need to look at healthcare and education, two biggest expenses.
Regional/rural hospitals they have become "old age" homes, and thus unavailable for standard services. Address long-term care.

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<p>Consider the role of non-profits providing critical services on behalf of government. They often report to multiple people within government, creating great bureaucracy challenges, etc. Need to consider efforts to improve how non-profits interface with government. Change the reporting. Streamline all the grants (Child Youth and Family Services, Health and Community Services, Advanced Education and Skills, etc.) - eliminate red tape for non-profit sector providing critical service.</p>
<p>Also, consider seniors employment alternatives (e.g. interns). Provides many benefits: social aspects for seniors, intergenerational working groups, help those on fixed incomes, etc. - provide businesses with skilled workers.</p>
<p>Sell off some businesses Government of NL currently runs (NL Liquor Corporation)</p>
<p>Seems to me that sometimes, governments have a tendency to do things that might be done more efficiently in the non-profit sector, there are times when our organizations could do a more streamlined process. One fantastic example of that is Stella's Circle who provide mental health support, housing and so on with hundreds of people. Government funds them, but I would think this would be more expensive [to provide the same service] within government. That's an example of something working reasonably well.</p>
<p>When I talk about things being done more efficiently [within non-profits], that doesn't mean that those positions should be paid less. The efficiencies shouldn't come from lower wages [for nonprofit employees]</p>
<p>The salary base is not astronomical in the public service. Is there some way that it might be offered more efficiency? Using innovation or efficiency. We've been doing it for years but are there areas in health care that we can do it? For example, pharmacists can offer vaccines now. There's got to be an efficient way to do it. The bureaucracy has to act as watchdogs and govern the sector.</p>
<p>One area I would like to speak about is motor registration. They are open from 8:30 to 4:30 which is not feasible for someone who works the same hours. Perhaps a business could take the photo for the license without having to take annual leave. That's an example of how to use the private sector, without the lines.</p>
<p>Alberta you can go to kiosk in the mall and get your license plate, on site at a third of the cost in minutes. They are part private and part public. We may not have the technology but it should be pretty simple. Its not just about our fiscal situation. But providing a better service.</p>
<p>[Privatizing programs] can't happen without layoffs.</p>
<p>Muskrat falls and the upper Churchill. The Upper Churchill contract is for 198 years. This year, there is a certain provision of the contract is up for renewal. That will allow for a greater recall. However, its my understanding, we will not have a right of recall if we develop Muskrat Falls. The Right of Recall only pertains to resource we need. We will still be responsible for development, but it will be expensive. Developing Muskrat Falls is throwing the baby out with the bathwater.</p>
<p>I'd like to learn some lessons from what we've done in the past. In 2005, NL Power energy was turned into Nalcor. We have spent tremendous money on seismic surveys and drilling holes on the northern peninsula. All of the money went to the US. What we got is some data, for a cash strapped province, there is no place for cash strapped province to spend money like that. Nalcor is still doing it, with no restrictions by government. Go back to NL Hydro, leave oil and gas to government bureaucracies, and then we don't need additional Vice Presidents. The amount of money spent on Oil and Gas is huge. That's just one example. I hope we learn from what we've done.</p>
<p>Government could stop having high cost physicians; do they really need to be giving flu shots in the health care system? When you have people who need complex care. There's tons of research out there that indicate that the best way to invest healthcare dollars is in immunizations. Pharmacists can now give vaccinations. If you get a shot from a doctor you don't have to pay for it. But for those who trust their pharmacist and want to get their shot there, they have to pay for it. Premier Ball said "that's</p>

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illogical, we have to change that” we should free up the doctor time and have pharmacist do it.
Also, you need to make an appointment to get a vaccine from the doctor [but with pharmacists you can just walk in], now not all pharmacies do it, but many do. [Government should support pharmacists to give vaccines, there should be no cost to patient]
I really like the clinics that do hundreds [of vaccines] a day. That would be difficult for pharmacies to do it. [Consider alternative health care delivery models]
Fund [pharmacists giving vaccinations], so that pharmacies can do it at convenience.
In certain parts of the province, pharmacies are available [to do vaccines] and doctors are not. And government funds it! Talk about efficiency. [Government should fund pharmacies to give vaccines]
Tourism marketing, Premier Ball said he is not going to decrease marketing. I don't think we need a new [marketing video] every year. They are fantastic, but we don't need a new one every year.
If businesses and federal/Provincial government set up a committee if we could contact American Airlines to help market and do direct flights. Market icebergs. Just cover the cost of the airport. Use the funding you'd normally spend on marketing, and reclassify it. Stop the arduous travel that people are doing to get to our attractions. It's a reverse private-public partnership.
When you go to Iceland, when you get there, instead of getting hit with expensive tickets you are getting here now, the tickets are cheap so that you get taken into the areas for much cheaper. [Try a similar strategy in NL]
We encountered someone who drove because stayed less time because the ferry cost so much. [Decrease travel costs for tourists]
Government provides a lot of money to private and non-profit sector that requires annual reports, annual applications, and we should stop those because it requires so much effort that it takes away from the other activities of the organization.
Where is money being allocated? Money doesn't seem to be going to frontline services.
Ban studded tires and allow for exceptions for people in certain areas that are rural
What is the final cost of Muskrat Falls? Once known that lets you know the full picture of finances. Not saying to stop. Is there a cap on the costs and funding for Muskrat?
How many offices are used and the rent and that could be replaced by work at home, telecommute in some case.
Large number of vacant used buildings owned by government. There may be some really good uses for some of those buildings. Repurposed and could see some savings.
Hoyles Escasoni need to heat and plow, etc. why not sell it?
Provide grants to organizations for them to fix and repair these buildings and they can then rent the space
Let the private sector decide whether profitable to remove [government-owned] unused buildings.
Can there be an advisory committee of volunteers to figure out what to do with [unused government-owned] buildings?
Do an assessment of the ferry fleet to see if worth repairing some of these (referring to repairs to old ferries going from 500k to 5M)
Could do a fixed link which would be a benefit forever and could eliminate ferries which can encourage settlement which if you look at places like Norway it has seen increases in population which leads to more income. Like the PEI bridge, at the end of the contract, bridge goes back to the province and can result in tremendous economic value, increased visitors.
\$100M is the cost to fix two wharves and get new boats. Still going to have the same costs to maintain these ferries and ports.
What about putting a cap on cost per person in remote communities for transportation?

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Examine all the subsidies for alternate energy particularly in light of low cost energy. If we are going to have this project move forward in Labrador, maybe we should see whether it makes sense for green energy.
Stop management and delivery of 1-800 lines (EI info, etc.) you have people answering the phone and not doing a great job either. Diverting all of that money and time to a 211 info referral line because cost saving in two years would be massive. What percentage is spent on promotional materials and how much does this contribute to people's awareness on the programs and services?
Amalgamating our rural communities and encourage where possible the merger of municipalities and there are a lot of communities and huge cost for these.
Regional governments and regional services are really what is necessary right now. You can still keep the same sign for your community. Need to regional administration and services, similar to county system in other provinces
It's easier to do regionalization than merging. Saw this in Quebec.
Regional governments join together and buy in bulk both on service side and supply side
Try to regionalize with carrots, not sticks and get them to come onside than fight with them
Once you go over 7000 residents, you have to pay extra 10% to access capital works funding
The format [of the engagement session] was a surprise, an open format may generate more ideas.
Salary reduction
Management and executive positions to take less payment
Reducing the overall size of government
Accelerated attrition
Retirement incentive packages for senior employees
Empty buildings , selling government assets, Escasoni can generate revenue
Vacant government land , to be sold to the private sector, especially on the North East Avalon
Health sector, Waterford Hospital
Fiscally responsible, but the vacant buildings have to go
Encourage the oil companies to start develop stats [on] oil, government should encourage new development for those discoveries, even though royalties may not be as high.
Need to diversify the economy
Muskkrat Falls created diversity
The oil helps us upgrade roads, schools, other infrastructure
Diversification plus new oil development
Windfarms need to [be] postponed
The cuts have to happen at the top, and the priority front line services do not suffer
Close look at the Public Service programs and trim those with low enrollment, particularly colleges
Lower foreign students enrollment
Do we pay more for the Qatar program, than generating revenue? What's the exchange, do we have any benefits?
Wind Energy
Should not stop the Lower Churchill Project
decrease bureaucracy – more frontline workers
Too much executive
Stop changing government departments
Stop playing colour change – when government changes

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Enact tendering act and get (political hats) out of the equation
Government should stop giving stuff away for free – local service districts (aren't paying for anything) costs government \$3.2 Million last year). St. John's spent \$15 Million for snow clearing
It cost more to take metro bus than to take a ferry in this province
Local service districts – issue they are getting a free ride and aren't paying their share. Most communities in north east Avalon are paying their share.
Government should start working like a business and be more productive – wastage in public service
Stop making political decisions – not willing to say no. Keep government decisions depoliticize
Depoliticize services. Why do we have a hospital in Port aux Basques, Stephenville and Corner Brook?
Review decisions (e.g. school districts) are they more cost effective?
Long term public servants don't understand reality. Give public servants tools to do better (e.g. propose better solutions) don't need to gut the public service just do things differently
Grand Bank hospital – still needed to be remediated government was told but didn't do it. Retendered and cost more. Incompetence
There is also lots of excellence going on in the public service
Inject some different skill sets into the public service
Transportation and Works doesn't hire anyone with experience (can't get an engineer for \$69K)
Change union attitude
System designed to serve the system itself
Challenge the status quo of the public service – give them the tools
The public tendering act is asinine
Information Technology – design and build that are self-preserving solutions when there are cheaper solutions
Cheaper Information Technology solutions out there
Let private groups do more
Learning Disabilities association can be utilized more
157 museums - have you ever seen one featured in a commercial (2000 volunteers, 1000 employees)
Need to recognize value of Not For Profits
Broaden discussion on Not For Profits
Government should get out of business – they aren't good at it. And community groups are better equipped to do it.
Government should stick to core business
Wastage in building (e.g. Eastern Health)
School boards have buildings that are too big for population
Takes guts to stand behind a decision
Don't react to open line. Make decisions based on evidence/need (e.g. ferry running with 3 people)
Full cost recovery (on ferry's service, districts, etc.)
Amalgamating our rural communities and encourage where possible the merger of municipalities and there are a lot of communities and huge cost for these.
Administrative bloating – top level salaries should be reduced (e.g. MUN, Health Authority, Newfoundland and Labrador Liquor Corporation, etc.)
Stop unoccupied property from remaining vacant. Utilize many of the vacant/unused government buildings that are prevalent throughout the province – many buildings could be used for community organizations

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Stop redundancy by some government services
Minority comment: question should be structured to obtain answers to long-term solutions to our needs. Present question seems to address the short-term issues
Too many government buildings are vacant
Appointments for medical tests often go unused as notification to patients is inconsistent. Many are given wrong dates or dates are changed without notifying the patient
Chose one of Central Newfoundland hospitals
Shut down Centre for Health Information
Some minor health issues might be handled by nurse practitioners in private practice
Community organizations [can be used to deliver programs rather than government]
Motor Registration Division – Alberta [has] kiosk in mall
Muskrat Falls – Upper Churchill [should be examined]
Flu shot [can be given by medical professionals other than doctors]
Tourism marketing [expand to other jurisdictions]
Multi-year funding for non-profits

Q2. Given the financial challenges facing our province, what three things do you think government could do to raise money (increase revenue)?
Increase focus on tourism to increase revenue
Concern about taxation: make sure it isn't so prohibitive that businesses fold or pass cost onto the consumer
Focus on the US market to attract tourism because of the low dollar
Use tourism dollars smartly with the US, play up our strengths, food fishery example
Focus on combination of traditional and new market (i.e. social media)
Public Private Partnership for motor registration (cost benefit) – kiosks, security concerns, would need to look at best practices
Focus on the fishery, marketing arm for fishery, focus on US market, focus on value added here in the province
Why is corporate income tax the second lowest in the pie?
More energy into collecting fees owed to the province
Review the corporate tax credits and the breaks they are provided
Enhance government businesses
Privatization (e.g. of motor vehicle registration, liquor corporation); services can be improved
Cut ferry fees to improve tourism revenues; basically subsidizing the cost to get here; with the Canadian dollar, this is the perfect time to do it; costing an arm and a leg to cross the gulf
Need to reconsider the 2% HST increase; that was an area of revenue; I'd rather pay more on what we buy instead of cutting services and hurting our quality of life; Most people didn't even notice when the 2% was cut; won't really affect purchases; it's not a difference maker; really strong consensus at the table on this issue
Some of our higher tax brackets are below the national average; we need to bring them up; "that would affect me, but I'm good with it to have the kind of society we have"; put up the income taxes on the highest earners
We have the lowest corporate taxes in Atlantic Canada; bring it up to Nova Scotia[']s tax level] at least

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Implement an escalating tax on gas; almost like a cushion to normalize the price of gases and revenues; people are going to drive regardless
Can we really afford to have the cheapest tuition? Everyone could pay a little bit more? Some disagreement because while tuition is stable, other fees are really going up (e.g. resident fees); we can still have the lowest tuition in Canada, but it doesn't have to be as low as it is now; our low pricing for international students makes us look like a lesser university; keep loan forgiveness; it's not good to have students going to MUN just because it's so cheap – are they really going to stick around afterwards?
Need to reduce the exemption for business taxes; some disagreement about this as businesses aren't happy (Someone else notes that no matter what we do, someone's going to be unhappy)
We need to look at how we compare to other provinces to ensure our taxes are on-par with everyone else
Implement a tax on sugar; for example a .10 tax on soft drinks would raise a lot of money that can go to supporting healthy living and offset the cost of buying healthy foods
Need to be growing more of our own food in this province
Need to raise money by looking at the transport trucks that come in and ensure they buy fuel here, or they should be charged a fee for fuel they don't buy here; cutting the costs at the gulf could help offset this
Need to increase federal transfers; the provinces are having the exact same issue; the federal government needs to step in
When marijuana is legalized, it should be done through the liquor corps; why not have government profit from it instead of criminals; one person at the table disagrees because it would be bad for kids; others think it would be safer and would give government more control over the health issues; don't think it will change consumption habits, but some have concerns that it will increase consumption; marijuana needs to be taxed like anything else; could spur economic growth
Need to improve cost recovery for provincial ferries; don't need to jack up fees, but they can be increased a little; everyone needs to share the burden; needs to be controlled
Increase taxes on liquor
There is a beautiful section of land for growing wind turbines just off of Trepassey – it's too windy for anything but the turbines. It could produce significant amounts of energy – private owners of wind turbines could be invited to rent the land, or government could find investors to develop it further. The wind resource in the Trepassey area is 100 times more energy-rich than that of Muskrat Falls. The wind is consistent and reliable – 100 Gigawatts of power could be produced, 60 Gigawatts on average. Government could bring local investors and invite them to develop the project, link it to the US – Government wouldn't spend money on the project, other than the servicing of the area. Example: someone in NY wanting to place a wind turbine somewhere, they could come to Trepassey area. It would also be a positive development for climate change concerns – a monster size farm may slow the wind down.
Increasing the personal income taxes for higher earners – NL is among the lower personal income tax jurisdictions in Atlantic Canada. In the last ten years, we lost \$700 million.
HST should have been raised by 2 per cent, if it means government would have had greater revenue.
Sales tax is the most regressive form of taxation – income tax may be the only tax that could be raised.
Higher income bracket should be taxed more.
Good time to begin the conversation on taxes – what about carbon taxes as a solution to problems of obesity and of over usage of cars?
"Fat tax" - could work if it were revenue neutral, and every cent earned from the tax were invested in supporting healthy eating.
Need to focus on taxing higher earners more.

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Investing and spending money on programs and services now will generate revenue in the future.
Need to focus on population growth – a higher population will generate revenue.
Make business starting easier for new entrepreneurs, it will generate revenue in the mid- to long-term.
It took us 3.5 months to get permits and develop a business – it shouldn't take that long.
A lot of development funding for commercialized businesses, not enough for the development stage.
Increase the taxes – HST increase, personal and corporate income taxes need to increase
More family oriented
Invest the money in tourism.
Preventive health care is essential – looking at the child obesity, elderly can't afford medications etc. the cost on the healthcare system – this is not something that we will see the benefit tomorrow but will cut down on cost to healthcare system in the future
Strategies of keeping seniors in their homes vs putting them in long term care where this costs a lot more than keeping them in their homes – this would save money. Not something you will [see] immediately but in the long run
Given the price of oil today – put tax on gas.
Exploration of more oil and gas – get investors to contribute to this. This is the time for investors to invest with the price of oil being low. Government can put more into that
More provincial bingos
Re-invest in the fishery to diversify and expand
Going forward government needs to come up with a rationale number for oil. That number is a constant – any time that number goes above that then that goes towards debt to pay it down and when it goes below it you borrow – above it you pay off debt
Legalize marijuana – a real revenue opportunity.
Tuition – MUN's is artificially low. Something has to give. There's no way to keep grants and tuition where they are. There are program-specific top-up rates in other provinces – this is a model to look at.
Need to ensure everyone has a right to education but still we have to see that everyone has to play their part and tuition is no exception.
You cannot under the Public Tender Act submit a confidential unsolicited proposal. Who protects your idea? Need protection for people with good ideas. Some companies could use these ideas to do things to generate revenue but are afraid to bring them forward.
We talk about resource royalties, but where are we with other resources, how do we diversity and get economic rent from them?
We have to stop looking for the next big thing like oil or hydro. We need to look at agriculture and diversify.
The tax system needs be looked at. It might have been good politically to not do the HST hike, but I think we need it.
Rethink the taxation deal with municipalities.
Tourism – there is an opportunity for experiential tourism; other jurisdictions with similar climates are doing a better job. Need to expand this industry. These tourists spend their money here in restaurants and hotels and pay taxes as well.
Resource rents beyond natural resources – why not small-scale hydro.
Community forestry projects: Let communities harvest acreage for their needs. You cannot run a saw mill for others on your own land even if you have enough wooded land. This is still prohibited. Why? This might be a revenue source for people in some communities.
We don't have a revenue problem in this province – we have a spending problem.

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<p>Fishery – we are given this resource away more and more to large corporations who do little processing, etc. within the province. To do for creating revenue: review our model --- trace when the fish comes out of the water until it gets to market, who is benefiting from this resource? Strengthen rural NL.</p>
<p>Increase the tax rate for those making \$150,000 annually.</p>
<p>Gasoline tax – increase this while the price at the pumps is so low.</p>
<p>Process/refine our own oil instead importing from other places.</p>
<p>No more knee-jerk reacting to the budget situation, focus on long-term solutions.</p>
<p>Mega projects that we currently have: we’re dealing with the big things (e.g. royalty regimes, getting work done in province), do not get the impression that we are looking beyond that for example, what are we doing to create legacies? Legacies would refer to a ‘generation fund’, invest in international co-op education in post-secondary facilities (allows students to make contacts, income, experience, and go international), research and development initiatives.</p>
<p>Business, Tourism, Culture and Rural Development – invests in businesses around NL. Traditionally the dept. has focused on only a few sectors, look at changing the constraints in how they invest this money. Invest in sectors that have a strong business case which may be smaller in scope and scale than larger operations. Consider negative implications of taxes on small businesses. Criteria should include social enterprises (Fogo Island Co-op).</p>
<p>The government takes the stance that we have too many plants, but we have too many of the wrong type of plants (fish) --- focus should be on smaller operations and ‘white elephants’.</p>
<p>Institute user fees for certain medical tests or elective procedures (health).</p>
<p>Maybe there should be a test, sometimes a little bit of money spent a certain way allows for a lot more money from other organizations. A small amount of money from the provincial government allows [an organization] to get money from other organizations. What is the capacity of this funding to leverage that money to gain other funds? Businesses can do it, as well as non-profits. Will the money help leverage opportunities?</p>
<p>We have water bombers, why aren’t they down in areas that we don’t use in the winter? We could lease them to Australia or California. We could lease any equipment we don’t use.</p>
<p>Why don’t we bottle water? We’d have lots of jobs and you’d come keep some of the revenue on hand to build a salmon farm and release them up the affected river. Employment, salmon, revenue.</p>
<p>Cut the bureaucracy by 30%. Our bureaucracy is 10% larger than other parts of Canada and we are flat broke. People on the bottom and some good ones on top are doing good but there's a massive bubble. Take the top and take the bottom and don't leave much in the middle. We have a small number of people spread over a large geographical area, and we are flat broke. The only way we get the money is if people in the international market are loaning us money. Significant change needs to be made</p>
<p>You know the possibility of the hospital in Corner Brook, every government across Canada is cutting. If NL hired the medical doctors we could have all provincial surgeries done in 18 months. We could let other provinces and the US come in and travel from all over the world to do surgeries. It could be revenue. If we could determine exactly how many we need to do, we could get all the foreigners to come in and get revenue. One issue is recruiting the doctors. That’s an innovative way for NL to get money, but we would really have to pay a higher salary in order to recruit them. If we built the best hospital [that would help] Don’t look at other specialists, just strictly surgery.</p>
<p>For me, because gasoline is so cheap, I think we should increase the tax on gasoline. Raise taxes on gasoline immediately, because gas is really, really cheap.</p>
<p>Some campuses across NL have very low attendance – 40 or 50 students per building. I understand its part of the economy, but how can we afford to keep it open? Memorial University should be trimmed as well. There is 1 admin for every 3 students.</p>
<p>Maybe we should be thinking about raising personal income tax, if we are in a bind, we have to be</p>

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careful not to hurt families with children.
I think Premier Ball did the wrong thing in not continuing with the HST hike. I think consumers will probably bark about it for a few weeks and then they are gone and no one will think of it. I think consumer taxes, like gas or PST [should be raised] (Responses: People outside NL will not stay here because of the tax rate, That's not true, our tax rate is best in Atlantic Canada)
If you go to Vancouver today, you get a bill in the mail quarterly that shows how much it costs to go see your doctor.
It seems to me we don't need three communication specialists for each department.
Maybe it wouldn't be a bad idea to have a little fee, 2\$ or 3\$ every time you see a doctor in many places where there is a good healthcare system, you do have to pay a little fee. It is being abused by a small number. Some people just go for the sake of going to the doctor, and getting a doctor note. What a waste of doctor's time! Push it back to the users or abusers, but make it fair for those that [really need it]
Department heads should be moved to the seat of government. Centralize all high government positions.
If we come back to health and education, they have to find ways to save money. Hospitals are dirty, if management would take a grasp on certain things, and take a handle on the professional side, and make it more efficient.
Let doctors run the hospital. With bureaucrats running the healthcare system and doctors not involved, its killing the healthcare system. And now they are going to lower taxes and increase health care with the initial problem in place.
Is there a way to generate revenue from Qatar? Maybe we should have more foreign campuses.
What else have we got that we could sell?
One thing NL could be doing if we knew how to do it well...I bet we have a lot of strategic opportunities if we wrapped our head around it well. We are isolated...we could do all sorts of experiments here...like the Rural Secretariat and the Strategic Social Plan...if we could get our people on the road to act as consultants in other areas. Usually we don't have this included in our planning. If we built in innovation and sharing and we have never applied that kind of research and development in our province. We should seriously have a look at...we have a Research and Development Corporation...legislation is broad but the way we deliver it doesn't allow for that kind of social ingenuity. If we were to sit down and put the best heads and apply them.
It doesn't have to be bricks and mortar, it can be our ideas!
Provincial Airlines is a great example of marketing themselves.
Sometimes we need to apply [our] ingenuity.
We have a skillset for trades training [expand]
Many artists and professionals from NL do very well in other parts of the world.
Need to grow our population and grow our tax base. It is really important to maintain tuition freeze so we can attract people here and when people graduate they aren't saddled with large debt. Advocate for freeze to get education and skills necessary, get a good job, not a lot of debt, pay taxes, start a family.
Need to consider an additional tax on car gasoline and should be in addition to any current taxes and structured with a formula as the province's oil revenues increase or decrease, need formula to adjust automatically every quarter that if revenue go back up we can eliminate the tax.
Put a floor on the price of tax. So many people have come up with this and think this is a good idea. Maybe \$1.20 per litre.
HST increase. Depending on how bad price of oil is, could even be 3,4,5%
Approach the federal government and ask to buy Hibernia back.

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Ask the federal government to intervene and let us have a power corridor and make Quebec give us a power corridor.
The power corridor is a fallacy. We are selling our power over the lines of Quebec into the American market. Quebec has said if you want to fund the cost of putting in the infrastructure, they said go for it.
Previous government brought in lots of tax credits. Some we might leave alone but others we may need to start reducing or eliminating the tax credits.
Some of the new programs need to be reviewed and consider clawing back.
When revenue gets to a certain point, we can eliminate some additional taxes at a time when we need it.
We can look at restore services and reduce taxes when revenue improves.
In Quebec had a special tax on gas, they've done that for a long time. If you increase the tax where and why, that can be related to education and health people understand more and happier.
Quebec put a tax on hotel rooms for tourists. The dollar is low and people will travel more.
Look to decrease fees for planes to come here to help increase tourism. To make NL more affordable for people that would be good.
Should create a credit for business to a certain level to give back to them for a too big increase or give money to
We need more people. Bigger tax base.
We have the fastest aging population in the country.
Subsidy road tunnel between Newfoundland and Labrador that allows people to come here for a small toll will see 100Ks come to this island
There is ability to have revenue from 211 data from research and policy decisions and can sell the data. It would have a database of all services and programs in the province. In other jurisdictions the data is sold to research companies.
Special media tax for cable, can we have an extra tax
Look at toll highways. This is done in many other places. Do it on high speed highways and if people don't want to pay, they can take slower roads. If there's enough traffic, might be able to build highways privately and not by government.
Separate Bell Island and become island independent and create a fiscal paradise (tax haven) for businesses.
New business that can export
Cannot subsidize new businesses/industry in a big way
Encourage the oil companies to start develop stats oil government should encourage new development for those discoveries, even though royalties may not be as high. As an interim measure restaurants, landlords,
Not to have all
Need to diversify the economy.
Muskrat Falls created diversity
The oil helps us upgrade roads, schools, other infrastructure
Diversification plus new oil development
Windfarms
Income tax increase for the highest earners
Increase taxes on tobacco and possibly alcohol
In Manitoba, driver's license, MCP, and other cards, are consolidated, separate cards are expensive, MCP cards expire, one stop shop.

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Offer higher discounts for online services
Layoffs may occur, they will reduce the spending power
Difficult to reduce spending when you live on island
Spending cuts cut services
Greater incentives for resettlement
Lower the percentage for decision and increase the incentive.
Cost of serving those communities are very high. It is not peoples' fault to reside there.
Healthcare and other services are expensive and inconsistent there.
Land value has increased over the years, old schools, Booth memorial, School for the Deaf, the School on Bennett's Avenue, the Nurses Residence, the Grace Hospital lot, etc.
Selling empty buildings
Lay-offs in the Public Service will have a snow ball effect on the whole economy
Public-private Partnerships for developing the land, may help resolve the affordable housing issue and may generate some revenue
Other provinces (e.g., Alberta) use cameras to generate revenue from traffic violations and increases safety
Minimum property tax for everyone (charge local service districts)
Don't cut taxes – put it back up to 15%
Increase tax on cigarettes and alcohol and increase gas tax while prices are low
Casinos
Increase corporate taxes
Every municipalities should at least pay for essential services (e.g. water, sewer, fire)
50% delinquency rate of property taxes
Collect fines, seize assets
Muskrat Falls – anything that could get put on hold
Provincial lottery
Immigration investor program – ramp it up
Competitive business rates – isn't getting people to set up here
Dr's make them accountable
Tax incentives for corporations to have headquarters here
Fixed period from having to pay taxes for new businesses for a set period time (tiered rate)
Highway or bridge tolls
Land sale like what we have offshore – sell all vacant and expired crown buildings for private at market value
Video Lottery Terminals bring in a lot of \$
Agricultural business – invest. Be more creative than just cranberries
Streamlining assets of government
Why is government renting when they own so many places – would reduce rental rates
Let Not For Profits stay in empty government buildings/spaces and provide services for cheaper
Where are social transfers going
User fees for some medical services
Basic user fee for all government services (e.g. libraries, medical, etc.)
Need equitable access
Cost of necessities

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User fees for non-necessities
Preventative health care
Tuition costs are too low
Cheapest education – that gets them here not the quality of education
End the tuition freeze
Put market value on things – e.g. tuition – market value then full cost recovery
Ferry fees – raise them
GoBus is \$25 aid only providing \$2.50 – government using it as opposed to taxis as it is cheaper
Charge HST on everything (consultants, dues, services, etc. no exemption for dues or services, fees, insurance, etc.) No free rides
Don't get in this situation again
Diversify the economy (e.g. tourism , agriculture, etc.)
Heritage is under represented and an industry like any other (spend some \$ to make some)
Treat it like it is our money not government's
Identify Learning disabilities earlier as it will save money in the long term
Early childhood education – do more with this as it will pay for itself in the long term
Incremental Income tax increase
Invest in the arts – as it increases tourism
No basic infrastructure – no cell phone coverage
Given the wind in this province why don't we have more wind and tidal energy
Enable the energy warehouse
Invest in the Not For Profit/volunteer sector
Need to grow our population and grow our tax base. It is really important to maintain tuition freeze so we can attract people here and when people graduate they aren't saddled with large debt. Advocate for freeze to get education and skills necessary, get a good job, not a lot of debt, pay taxes, start a family.
Raise HST to 15%
Introduce hydrocarbon tax and reinvest \$ in green industry/technology (e.g. wind power, tidal power) – create green jobs
Invest in post-secondary education – grow tax base (post-graduation), lower tuition fees (implies less student debt)
Re-examine the income tax system especially for the highest income earners
Increase tax base (increase population) This problem will get worse as our population is aging. This could be addressed partially by providing affordable, accessible child care. Make it less difficult to raise children in NL. Also, increase immigration
Increase tax rate on people earning over \$150,000 per year.
Increase provincial tax on gasoline
Sell off some of the businesses that government currently runs
Institute users fees for certain medical tests or procedures
Growing flowers in the sewage treatment facilities – Nova Scotia has/had an example of this
Return on Investment, revenue generator – put that lens on funding for programs
Lease water bombers during winter
[Potential for] water bottling [should be explored]
Increase gas tax
Increase HST

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Cut bureaucracy at Memorial

Q3. How can government be more innovative or efficient to provide quality services at lower costs?
Public Private Partnership (P3) initiative to keep people at home longer
Why not look at Public Private Partnership (P3) for services and not just physical buildings
Concern about Public Private Partnership (P3) because of current understanding, education needed on benefits
Refer to consultations on keeping people at home, People living longer
Decrease travel and use innovation technologies learning
Efficiencies within the four regions, look for duplication
Could services be delivered in health care differently that are more efficient but still accessible?
Cost of running large building and perhaps smaller sites would be more efficient
Joint buying Regional Health Authorities for equipment materials, and joint buying with Atlantic Provinces
Province trying to be all things to all people, maybe some tough choices have to be made
Regional Health Authorities what was the experience of amalgamated? Did they realize savings? Should we merge to one?
Did merging Education boards save money?
A balance of school size (concern about health of students in big and tiny schools)
How do municipalities get funded? Taxation and operating grant. Unincorporated towns costs on government as a result. Where might the discussion be going for small towns?
Private sector to provide programs like Victorian Order of Nurses
You can't cut where it's already really hurting because it will have a disproportionate impact; won't be felt the same in an area already cut; rural areas are already hurting; can penalize some departments and not target the wasteful ones if cuts are made across the board
Need a thorough audit across government to see where there is wastage; all departments should not have to make the same cuts
If you're going to cut costs, you need to recognize that some services are going to be lost. For example, if we cut funding to schools, we need to understand that we're not providing certain services.
Look at the layers of bureaucracy; do we need all of those layers? The more layers, the less efficient government is.
Combine the English and French school districts; only need one board; make them more efficient; some are suggesting smaller boards may be most cost-effective; look at models in other jurisdictions
Need to have a public servant or a private third party onsite to keep contractors on task, reduce cost overruns; contractors are going to do what benefits them and it costs government more
Government needs to listen to frontline employees and hear their ideas; do we need all of the outside consultants doing reports that just get filed away? It's not right that we always need outside reports to tell us what needs to be done. People are too afraid to make decisions. It's foolish that people have to follow a rigid hierarchy to express their ideas; need to listen to employees;
Government would rather listen to a consultant than its own employees; this costs money
Need to pursue more social enterprises that can generate revenues while contributing to broader social goals
The purpose of the voluntary non-profit secretariat is questionable; seems to be an entity that just serves as photo ops for ministers; do we need it?

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Need a tunnel from Newfoundland to Labrador
They're looking at building a new railway for a mining operation; why not have the railway go to goose bay
Cost of childcare is expensive; pay one parent in a family to stay home to reduce child care costs, spur population growth, etc.
Public-private partnerships, understanding that not all services work as partnerships, but that there is a need to make the approaches measured.
Guaranteed annual income – need to introduce it, so people have reliable income over the year, rather than being provided assistance in the form of income support; this would mean, however, cutting jobs in income support, and certain programs.
Discouraging residents from proposing ideas that may have costs involved has been an ongoing trend – clear direction on investing in the short term will lead to rewards in the long term.
Working with frontline workers and seeking their ideas on efficiencies may be more effective than asking managers for feedback and input.
Take creativity regarding efficiency out of the hands of managers, and give it to the people on the ground, the frontline workers
Need to have more appetite for pilot projects, and the need to test a project in one community, not the whole province – the cookie-cutter approach requirement to apply the same project throughout the province doesn't work because different parts of the province have unique contexts
There is a reluctance and general discouragement around innovation in the community sector because if a project isn't as successful as Government may have expected, it won't ever be funded again. But in business, government continues to invest in ideas ceaselessly, without fear.
Need to be open-minded and encourage everyone to suggest ideas at any level.
Need to look at if people are performing what they need to perform – ex Registered Nurses spending time on things that they shouldn't be.
More online services for services provided by government
Amount of time spent in vehicles by government employees because of regionalization. There is a lot of time being spent in vehicles to visit the site which requires a site visit. There has to be a better way to do it. Needs to be effective regionalization so that so much time is not being spent on travel time and actually on site visit.
Invest the money and time in the short term to have an impact on the long term. Are we using people effectively
You cannot just look at going in [to] cut positions
Do you need all those communication positions – does every single department and minister need to have one each? Is there a way to centralize that?
Do you need Human Resource people in every single department?
Look at the inefficiencies within departments to determine where we can become efficient. But this needs to be done by all employees to identify the inefficiencies not those at the management and upper level
There are too many managers and not enough to provide the front line services. More managers managing the program than those that are required to deliver the program to the client
Need ongoing red tape regulation processes – if you introduce a regulation, you remove one. Regulations have jobs attached to them, which is why there are so many of them.
Private sector delivery of health care needs to be looked at. If it can be done more efficiently, why not do it. If a company can do imaging, why is a government doing it?

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<p>There should be pre-tender consultations with the people who can do the work so the actual tender reflects the industry's ability to do the work. This does not happen often. The Public Tender Act may need to be reviewed.</p>
<p>We have to get over this fear that electronic means of doing things can breach privacy. It's more efficient and secure than things like mailing things out.</p>
<p>Privatize. Government needs to identify its core functions and do it well and leave the things they do less well to others. Government needs to identify its mandate.</p>
<p>Give pharmacists most authority on prescription renewals so people don't have to go see their doctor. More Licensed Registered Nurses; fewer doctors.</p>
<p>Ferry services – the private sector could not run them any worse than the public sector is.</p>
<p>Can we not use an open source email provider or web service instead of paying for Microsoft products?</p>
<p>Need a patient portal so everyone can log in to get their information instead of all the money spent on printing reports. Look at banking – it's all online. Why can't we do the same with health care? It's all transactions.</p>
<p>Consider the job classification system --- conduct an audit, align responsibilities with proper salary levels.</p>
<p>Interns both senior and co-op students bring many benefits. Seniors can bridge gap for younger workers too accustomed to working with tech, teach other ways to solve problems. Youth bring their own benefits.</p>
<p>Many years ago a new model of public service appeared federally – small group of people, in essence, with much of the work contracted out (e.g. policy, etc.). This cost a lot, work can be done internally when capacity is there. Do not want people (contractors or internally in government) coming in with knee jerk reactions to real problems. Consider the morale of the public service.</p>
<p>Public service needs good leadership.</p>
<p>Work with unions to change the base performance metrics. Increase performance through target setting.</p>
<p>Two police forces, Dept. of Justice provides some funding to RCMP to carry out specific tasks. Efforts should be undertaken to expand RNC operations to limit/eliminate funding to the RCMP to carry RNC relevant duties. Additionally benefit of strengthening provincial control over policing.</p>
<p>Explore contracting out services to non-profit groups that often provide these services efficiently and cheaper than the department.</p>
<p>Make innovation and efficiency a part of every public service employee's performance review.</p>
<p>Put more money into disease prevention such that we reduce the amount of money and resources put into addressing sickness in very expansive primary care facilities.</p>
<p>On health care seek out how other jurisdictions do things more efficiently and for less money.</p>
<p>[NL has] cold water expertise.</p>
<p>Maybe there's some sort of communal marketing opportunity. For example, the ads. If that's available to the provincial government. We've got great ideas that we could market, but a lot of people don't have the marketing skills.</p>
<p>NLers take pride in their hard work.</p>
<p>In the US they vote whether or not a tax should increase.</p>
<p>Because we are a small place, dependence on government is huge.</p>
<p>A couple of days ago I got a reminder for a mammogram, I booked a year ago. There aren't many other areas where they give you a reminder. I think there is a huge capacity there for savings, for a specialist whose time is booked.</p>

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<p>Adoption, there are people on a waitlist for ten years to adopt a child. We now have a number of newcomers. Maybe government should go over with boots on the ground and see if there are any orphans that would be available to be raised by a NL family.</p>
<p>Didn't we do that in education system, people going to other countries and encouraging them to come here? When foreign students come here they pay significantly more than students from NL</p>
<p>In September, legislation was passed that allowed pharmacists to provide prescriptions for certain ailments. If you have a minor ailment, those small issues take up time in the doctor's office...if you go there and you need a prescription the doctor will do it. However, if you go into the pharmacy you have to pay them a 20\$ fee. A lot of pharmacies are doing all kinds of business with that now; a lot of people are bypassing that option because of that fee. Premier Ball has said we will use medical professionals to the full scope of their expertise, and pharmacists are not being used to the full extent of their expertise.</p>
<p>College of the North Atlantic should have a program for pharmacy technicians.</p>
<p>If you were to get the collective heads together to discuss large scale issues like how to deal with the flu or hospital wait times. You often have to wait 6 or more hours.</p>
<p>Efficiency in providing quality services – the issue of providing services through the non-profit sector or by encouraging social enterprise</p>
<p>And [the community sector can] also leverage [provincial government] funds to get other funds [and thus, the return on investment is higher]</p>
<p>Some of the tourism venues have very short seasons. I'm sure there are creative things we can do to push those seasons, government depts. aren't always in sync.</p>
<p>If you take all the elementary schools and then allow a company to come in after school to become a daycare. It should be in all the schools.</p>
<p>Investing more in preventative measures, health and education. Students who struggle with mental health and a lot of that could be better supported in K-12 system with more counsellors. Need to invest in preventative measures.</p>
<p>Public private partnerships in providing infrastructure to meet some needs, affordable housing, seniors housing. Could still have public servants run the facilities.</p>
<p>Joint procurement between large entities (health care, universities, school boards). [Internet] broadband in government. That whole realm, having separate districts for this is an increased cost. Joint procurement.</p>
<p>Everyone has a landline on desk and a cell phone on their hip. Choose one. Keep it at \$50 a month.</p>
<p>Microsoft outlook is the best you can get and most expensive. Consider something a bit lesser (maybe Lotus notes). Buy what you need.</p>
<p>Office of the Chief Information Officer has gone from internal to contracts and consultants and back again. It's a juggernaut and out of control. Should we consider training programmers in a number of years, we could have people trained to program our own applications instead of paying big dollars with expensive software.</p>
<p>Through Workplace NL can only use Microsoft Explorer and so can't open the file.</p>
<p>The whole theme of preventative measures is so important. The amount of money saved to help seniors stay at home instead of ending up in an expensive seniors residence.</p>
<p>Government facilitates discussions with community groups to collaborate on finding ways to save money.</p>
<p>Give property tax credits to landlords who put a rent cap on their rental properties which can help renters have more spending power if paying less rent. Those people aren't eating well, not getting out and costing a lot in health care.</p>

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We have highest healthcare spending in Canada because we have so many rural communities and provide so much to specialists to provide these services. Need to do more services by professionals other than the specialists, for example pharmacists; to do bloodwork. Mobile dialysis for example.
Alternate health care delivery we should give a try and see if it can work
Midwives and nurse practitioners should be considered.
Community groups should be encouraged toward more social enterprise, rather than relying on government funding.
Government leadership is needed to start the process and provide the initial funding.
Temporarily Increase cost for recreational activities, fishing and game license until oil royalties start to increase
No way we could save on transportation, we are an island
Transportation
Cost are not so bad since the fuel cost are low
Increase the incentive for communities for resettlement and will decrease services
Introduce the train, the mistake was to eliminate the trailway system
New technology may allow for shipping goods, damage of the roads from the big trucks
Listen to the service providers
Publically funded work is safe but government workers don't care. Need a public oversight committee
Need an Atlantic provincial/regional groups to provide volume based discounts (e.g. drugs, education, etc.)
Seek expertise in community when making decisions
Get rid of privacy – it makes no sense as everything should be public Costs too much. Wastes too much time and money.
Need to look at more online services – telemedicine, tele-counselling. As consumers we need to accept that
Leaders need to demonstrate innovation needs to be top down
Amalgamating health authorities like school boards
Allocate health services appropriately in health (e.g. surgery on palliative patients)
Governing guidelines that prevent heavy spending to get elected.
Look at resettlement
Base services around Walmart's
Providing supports to people who wish to stay at home and not move to long-term care facilities
Alternative health care services to meet the needs of people. Provide better palliative care services at home
Full scope of practice of nurse practitioners need to be used
Use already existing [health] clinic space after hours
Mental health and addiction programs need to be strengthened
Meaningful partnerships with the community sector (non-profit) for delivering services
Invest in preventative healthcare
Work with nonprofits to find ways to collaborate and serve their clients more efficiently
Invest money to people to “age in place!” this is much cheaper than hospitals and seniors homes.
Put more money into disease prevention such that we reduce the amount of \$ and resources put into addressing sickness in expensive primary care facilities
On health care – seek out how other jurisdictions do things more efficiently and for less money

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Epson Paper Recycling Machine (prototype) – current cost of third-party shredding and recycling – paper can be recycled in-house in 3 minutes – ready to use recycled paper available in just 3 minutes. Need to weigh costs of outsourcing versus cost of machine over time
Research and Development Corporation [could be eliminated]
Minor ailments [could be treated by pharmacists]
Health care [should provide] reminders [to cut down on unattended visits]
[international] adoption [should be better promoted]

Q 4. Is there anything else that you would like to suggest/add to the discussion?
Need to look at the expenditures and efficiencies at Hydro/Nalcor, including salaries
Need to look at the districts for municipal services; everyone should pay property taxes for services; everything needs [to] be fairly paid for
Consider regionalization of service delivery
Need multi-year funding for non-profits because the number of paperwork and staff time it takes to process it every year takes a lot of money and it's hectic for organizations
Look at grouping together non-profits into the same building; could reduce costs and spur innovation; can we use empty schools?
We need to look at what we want and what we need very carefully before we make any cuts
Resettlement policy is social and cultural genocide
Look at reducing the cost of contracts
We have a lot of higher paid management and it can be reduced
The number of people on low income and living in poverty has increased – now that income inequality has grown worse, let's not make the people living in poverty in the province be worse off. They were disadvantaged by the boom, let's not disadvantage them by the bust.
Process comment – need to allow public servants to provide feedback during these consultations without fear or concern of discipline from managers.
Process comment – I prefer individual presentations to dialogue sessions, as there are times when questions are set out using such rigid language, it doesn't allow for a proper presentation. This would be more time-consuming, but would result in people being properly heard. It would be more effective to address a Minister and MHAs directly.
Need to break down silos in Government and encourage collaboration between departments and agencies.
Need to think about the short-term and long-term socio-economic consequences of cutting or introducing programs and services.
Raise taxes and cut jobs
Come up with strategy for how to determine the services that are provided if they are needed
There are a lot of ways you could go with attrition and lay-offs. It's a fine balance to strike so as not to drive down the economy. We cannot go into economic depression as a result.
Meaningful change requires really knowing where the money goes.
Need to identify what a reasonable serviceable deficit for government is.
The size of our geography should not result in 40-50% higher per capita costs for service delivery.
If we have 20% fewer students in the province than years ago, why do we have more teachers?
Just Govern
Be prepared to make strong decisions, just do it.

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Gas tax
Opening up boundaries to other regions...what we've got we can sell
Being creative about the resources we have
A lot of money is spent on analyzing where money goes and what it is used for and the time spent producing reports on how money is being spent. One of the abilities of 211 is analyze the data based on callers with the software a click of a button will show you where there are gaps in services, barrier tracking feature on the software. This can save a tremendous amount of money and time and give them a tool to report on service use.
Major corporations have decided to eliminate corporate bonuses for executive because the time and expense for setting up criteria and evaluation is no longer reasonable to do this. Lots of money spent in preparing criteria and evaluation of bonuses and the granting of bonuses.
Some people saw the setting and left
The format of the event and questions should have [been] distributed in advance
Need more private sector workers in government who know what they are doing and they will save \$
Teachers in confederation building have been out of the class room forever bring in some fresh young people
Second government workers out and in to freshen things up and build skills
Staff morale – fix it
Job evaluations of staff
Reduce the number of MHA
Public servants need incentive
Services should reflect the public cost
Government doesn't understand risks (e.g. tendering, contracts, etc.) Need to understand risk.
As long as we don't deal with poverty it will continue to get worse and increase costs (e.g. justice)
Cost share with federal government - Her Majesty's Penitentiary and Waterford. Could then sell the Her Majesty's Penitentiary
Tonight is exciting – continue it and don't let it die off.
There are public servants working their asses off and not all should be tarred with the same brush. Transportation and Works staff not the best
People would like to see some meaningful implementation of the suggestions [from this session]
More nurse practitioners need to be employed to ease the burden of emergency rooms especially after hours
Get midwives licensed to practice in NL
Nurse practitioner – Government needs to hire Nurse Practitioners in city and rural areas to provide needed services to the people of this province and decrease the emergency room visits
Wind power generation – maintain low prices for power for NL residents – sell surplus power to other provinces and/or USA – example Bullfrog Power in Nova Scotia
Create easy net metering set-up for residents who set-up their own wind power generation
Review: Hibernia, power corridor, unwind Progressive Conservative roll backs (income tax, insurance tax, textbooks, etc.), HST, Gasoline, Infrastructure \$'s