

**Government Renewal Initiative
Happy Valley - Goose Bay
February 8, 2015**

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?
Review the use/replacement of a contracted medevac jet that is stationed in St. John's. The contract is a contractor that isn't from the province and therefore not any return to the province from the company. Also, there is no medevac team stationed in Goose Bay at the time. If a medevac is required in Churchill Falls, a Twin Otter must leave Goose Bay to St. Anthony to pick up a team to go back to Churchill Falls. Is there any analysis on the extra costs associated with picking up a team in another location to back track to the medevac location? Is it still financially responsible to have the medevac located in Goose Bay when it is difficult to recruit a team?
Vacant buildings that are still being heated and lighted without use. [Build an] inventory of all provincial government buildings and rental costs
Decrease the amount of government owned vehicles per department [agency, or crown corporation], specifically Nalcor
Review/cost analysis of using contracts (private service) vs government such as snow clearing
Private public partnerships – need to think outside the box
Contract out services
Cradle to grave expectations need to change that mentality
Other places like Detroit have already gone through this and maybe they have some learnings for us. Someone has already invented the wheel
The sale of maintenance facilities will save money (buildings, transportation and works)
Government needs to learn how to say no! The first one is the hardest but then it gets easier. Do it now and people will have forgotten by next election
Seems to be a lot of duplication in health authorities. They can better talk to each other to share innovative ideas. Perhaps one position could serve the whole province
Integration of services could go beyond healthcare to all departments
Get rid of paper, install scanners in all offices
We spend a lot of money incarcerating prisoners, maybe we can get them to do work around our community. Have to give back so much
Keeping people behind bars and in the hospital is very expensive [review this]
Tuition freeze at MUN. Maybe not such a good idea anymore, already at above capacity of students. An increase could net millions, it can still be cheaper tuition
Focus more on the nurse practitioners in small communities. Take nurses out of the office, too many coordinators and middle managers. Tackle the nurses' union
Expanded scope of pharmacists
What costs can be saved by focusing on retention of doctors and nurses? Turnover costs must be huge
Become self-reliant. Do we know the efficacy of the many programs that government runs?
One size doesn't fit all, blanket policies are not smart. Need flexibility, can't always cover your butt sometimes you have to take a risk
Too much red tape, cut down on bureaucracy and streamline access to services
Better links to online conferencing and teleconferencing. Less travelling
If we had better broadband in our most remote communities then you can save on the travel costs
Multiyear funding would be much better. Not proposal driven funding
Resettlement of outlier communities
Medical travel is very expensive

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Why does Bell Island need a ferry? Can't they make do with a boat service and leave their cars on the other side?
Do a review of health authorities to make sure that they are running efficiently. See the recent efficiency review report
Why do employees get paid for 7 hours a day in the summer when they only work 6.5?
Cut the civil service. Look at top management and not front line workers. Take issue with the concept of attrition. Should do a review of government employment and see where attrition works and does not work. Too much management. Managers looking after management
Stop "cost plus" contracts. Projects should be completed for the posted price
Stop Muskrat Falls. Is it on the table? Methyl-mercury is a health issue for local people. There is a risk around the collapse of the North Spur. There is a risk to the safety of local children in the Lake Melville. The project is doomed to fail. There are millions being spent on the project each day. The project is too expensive. Power rates will be too high
Better access to care through nurse practitioners. More efficient access to health care
Waste of government resources. Close certain buildings. Too much bureaucracy. If job is necessary keep it. If not, cut it
A review of corporate tax credits to see that they are working as they were intended
A review of government use of consultants
A review of MHA pension plans. Structure the plan so that it is less lucrative and more fair to everybody. Stop doubling up on pensions
Liquor privatization, would save money on benefits. Stop advertising and promoting European products
Reduce the cost of institutional care. Care at home would save money and provide more care
Nalcor should stop drilling for oil. No exploratory exercises
Pensions for ex politicians and their benefits plans. Should be reviewed immediately
Analysis on every different department. Need a different lens. Someone external to Government. External review. Project managers, accountants
Measurables put in place internally – developed by senior bureaucrats with a target
Accountability, knowledge of what is being spent on what? More efficiencies to be gained by private infrastructure. Flat rate for rent across the province – negotiate
Good reporting back to the public. Readable language
Expenditures increased with the centralization of the school boards to include Labrador
Education, Health, MUN, need to be looked at closely
More specifics on where the big dollars are going, i.e., health care, more detail
Cut down on non-elected committees, look at ABCs. What do you need?
Rental of equipment to care for roads
Duplication of services (not necessarily direct government organizations) and having organizations take over some of the services i.e. Combined Councils
Designated Government accommodations in St. John's
Improved broadband could improve video conferencing and reduce travel costs
Some people can work from home (depending on their jobs) and this will cut down on government-rented space
Regional positions that require travel (i.e. in the Health Boards) and some of the middle management positions in Health Boards should be eliminated
Retirees with pensions should be capped in terms of pensions they can draw

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More focus on prevention than reaction – intervention services that save money down the road in justice, health care, housing etc.
Invest money in home care and personal care in smaller communities to keep people home before having to move to long term care
Lack of affordable housing filters into other issues that costs government more money
Regional Governance
40 kids from communities in Hopedale and Nain in foster care - need to address ground-level problems first - basic needs
Need to invest in the communities especially in housing in order to build capacity and operate more efficiently. Need for initial investment in the systems that aren't working currently
Long Term Care - seniors aging in place - need level 1 facility
Muskrat Falls
Alternating way services can be delivered
Stopping fly in fly out, use resources in the community

Q2. Given the financial challenges facing our province, what three things do you think government could do to raise money (increase revenue)?
Must obtain a license plate at the motor vehicle for each vehicle you buy/own. If the vehicle is sold, the license plate must be returned to motor vehicle. Therefore a person with fines would have to pay fees before being able to register a vehicle
Collect the outstanding fines for tickets, etc. Put a policy in place to collect
Increase sales tax
Restore the financial/funding from the federal government in terms of healthcare funding
Costs of ferries and other services could be raised, or less subsidized
Increase fines and collect them! Increase cost to get an ID, drivers licenses, and registration of vehicles
Bring back vehicle inspections after your vehicle is so old
Raise the sales tax
Increase the cost of alcohol and tobacco
Auctioning off government assets when no longer needed. Government offices could donate to not for profits things like office furniture etc.
Land and offices that [government] could better utilize
Privatization of the NL Liquor Corporation. What was the Alberta experience?
Shared services – for phone, Information Technology etc. technical support
Royalties should be reviewed (oil and mining)
Corporate Income Tax Rate should be increased
Raising the HST. A mistake to cancel it. More people would pay less that way, more efficient
Tax on burning fuel such as wood stoves
A carbon tax
Better return on crown lands
Better recovery of fines
Tax on junk food
Continue to develop the tourism industry. E.g. Increased infrastructure

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Provincial government crown land /assets to drive economic development
Provincial government assets to be used as economic driver. Examples – to support the port
Lobby federal government to cut Marine Atlantic rates
Raise the gas tax
Tourist tax
Diversify the economy i.e. High tech
Companies coming into NL for contract work should have to pay taxes here and take away the advantage that out-of province companies get
Value added industries in the resource section should be maximized and encouraged (with possible tax incentives)
Give a tax break to companies who want to invest and employ people
Resource companies should have to support local community infrastructure
Privatizing can be a good idea for some services with the right kind of oversight
Broadband could bring in companies that utilize web-based economies and in health care
Invest in small people - small businesses - to hell with big projects, and money pits
Environmentally sound businesses - especially for the north
Promote tourism by reducing the ferry costs
New York tourists are coming for Fogo Island, small projects, etc.
More diversity when they were growing up in terms of tourism
Fish camps are filling up already
To me, I feel like the economy is going to start going down because we feel like we are more valuable than others - how can we have rich lives but not base it totally on money?
Good infrastructure- for tourism
Food security - people used to know how to farm here - lets relearn and increase jobs
HST increase by 2%
Taxes on cigarettes, tobacco and alcohol
Marijuana - tax
Communications infrastructure
Invest in the fishery

Q3. How can government be more innovative or efficient to provide quality services at lower costs?
Fixed link across the Straits. The fixed link should be classified as a federal transportation system versus just provincial
Nurse practitioners utilized in communities, especially with the challenge of recruiting doctors
Review of privatization of several services such as medical transportation assistance and motor vehicle services
Expanding postal services to include some provincial services
East/West power grid for Labrador. Business/province partnership
Review at eliminating shipping from Lewisporte and trucked into Cartwright or Goose Bay
Sharing services – printing, scanners
Allowing more access to better ways of reaching people i.e. social media. Is often blocked at health authorities

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Sharing of government vehicles – for seasonal professions perhaps departments could share vehicles
Contract out snow clearing and highway maintenance use the Labrador model throughout the province
Managing of assets like vehicles
Salaries based on performance ability to get rid of “dead wood”
Sharing of clerical services
Scale back on printing and faxing. Go digital and scan stuff
Small game licenses should be online not only paper. Over time then the paper can be phased out. Increase the cost of these licenses as well
Stay away from mega projects
Professionalization and development of Labrador tourism. Remote tourism in Northern coastal Labrador is a good example
Better infrastructure in Labrador
Health promotion is eating up too much money. Better administration of health care
Consider attracting people to the province for people who truly want to be here
Cutting wood and just letting it rot. Wood pellet fuel could be produced here
Regionalize services, i.e., Medical services
Allow Labrador to run Labrador
Better use of technology, even for health services
Create an atmosphere within the public service, that maximizes work ethic
Revitalize the civil service/energize – people have to feel like they have an impact
Drug plan – use of generic drugs
Increase the population – immigration
Inefficiencies in the justice system
Video conferencing for health services where appropriate
Reduce unnecessary duplication: No need for four Health Boards – when government did the consolidations of education boards, schools, etc., the government could also use a similar approach to reducing the number of health centers
Keep the services on the ground in communities but get rid of the excessive management
House similar types of government departments and agencies in the same building – it would also help centralize services for an aging population. It would cut down on the cost of rent
Also on the coast, purchase homes for stationed social service workers/teachers instead of paying really high rent. Ultimately government should work towards replacing stationed workers with local workers
Have a bank of government vehicles available in major centers rather than having everyone renting cars
Reduce duplication in government consulting – and in contracted research. Also opportunities to share research
Long term vision
Invest in local resources (people)
Invest in what we have
Restructuring
Efficiencies and accountability
Sick leave
Different benefits packages and workplace philosophies for the province rather than cutting \$\$\$ - look at different types of packages

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Filling vacant positions in engineering, etc. offering competitive packages to attract the top employees
Attrition is not necessarily effective - we need the right people in the right positions
Reduce stress in the workplace
Private Public partnerships (P3) - can result in wasted money
If we turn things over to private sector- will people be paid properly?
Increase the technology around things - places where you can make services simpler- especially in regards to aging population
Reduce the government service centres in smaller communities and increase online
Ask civil servants what tasks they consider redundant - how could staff self-identify the ways that they waste their time
Increase connectivity and reliance on technology
Reopen smart Labrador- for the size of the province we need more travel

Q 4. Is there anything else that you would like to suggest/add to the discussion?
We encourage you to make the tough decisions
Expand the clean energy sector
Invest in the future not right now. Soon people won't even drive their own vehicles, people won't ever put pen to paper. Look to the trends coming down the line
Salaries \$33 to be a carpenters assistant
Invest in efficient public transit even for small towns, encourage people to use this more than their own cars. Plan our towns to be friendly for other modes of transportation
Build a railroad line from Labrador West with branch lines into the coastal communities. This would help with transportation and tourism
Investment in education has to be maintained
Stop using salt on the highway and revert to sand
Resource extraction is significant. Return more to Labrador
Prisoners should be more engaged with public and society in general. Doing public works
Investment in fisheries and agriculture