

Government Renewal Initiative

Marystown

February 22, 2016

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| 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? |
| Government legislative branch was reduced to 12 MHAs, can we also reduce the amount of legislative staff. Reduce the cost of running the legislature |
| Social housing units that are unoccupied could be sold to a private investor. For low income housing |
| Seniors cottages should not be cost shared with the government. Owner should cover 100 percent of the construction costs and not 1/3 1/3 1/3 |
| Analyze the cost of each of the government contract per region. Should be the same compared/comparable to each region |
| Duplication in government. Costing a lot of overtime |
| Public transportation. Too many government vehicles compared to the amount of work to be done. Government cards for gas with vehicles left running |
| School busing, too many buses for the number of kids |
| Road work, to fill pot hole, throwing good asphalt in a wet pot hole, instead of cut square, dry out, and tar. Need to be done right the first time, do not redo the job again and again |
| Subpar material in asphalt causing a need for more and repeated road work |
| Be more preventative in health, education, and crime...invest in recreation |
| Review of the top school board salaries, and management salaries across government |
| Stop the color printing – Eastern Health implemented this policy in January 2015 |
| Changing from blue to red in terms of stationary, etc. when one government goes out and a new one goes in |
| Take a look at upper management of the health authorities |
| Not moving existing services that are doing well in communities to create another facility in another community |
| Forget building the new Waterford hospital and the Corner Brook hospital |
| Do we need the Office of Public Engagement? |
| Forcing communities to spend the Community Enhancement Employment Program grant moneys by project end instead of putting the money in the kitty |
| Stop the full day kindergarten |
| Community Enhancement Employment Program projects need to be scrutinized more |
| Local Service districts - regionalization |
| When ministers go out of province – shouldn't need to take an entourage with him/her |
| Wage freeze |
| Muskat Falls – not fully stop, but slow down the project |
| In lieu of layoffs take the following 3 days after boxing day without pay |
| Closing of industries needs to be stopped: Fish plants; In Mooring Cove, the building was even removed. Oil companies don't want the fishery maintained. Mines are closing. Ferries being built outside out province; even at lower price, this type of work should be happening in our province. Tax dollars were lost on this. Fish quotas have been given to companies and the resource is leaving. These quotes should go to the communities (Fish Food and Allied Workers Adjacency Program) |
| Department of Health should be running health; why do we even have hospital boards? |

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| Doctors have too much power: Doctors are clogging up the health care system by demanding that there only be one issue per appointment. Having people going to emergency or making multiple appointments is costing the government money. There should be super nurses writing prescriptions |
| Eliminate redundancies and retrain staff where necessary (Example of NL Housing putting carpenter/painter positions into one) |
| Ferries and Internet service, etc. are big demands to provide for small populations. Counter point: If I'm a taxpayer of the province, I should have services. Some of the communities named above have much investment happening and are bringing dollars to the province |
| Fewer consultant projects |
| Government needs to stop ignoring geography: The authorities (Health, Education) are too large; Avalon Peninsula might make sense, but not all of Eastern Health. Likewise, Corner Brook and Labrador ought not to be under the same authority. Travel and such makes for inefficiencies operationally |
| Lack of communication between departments leads to wastage: A standard staffing arrangement may need to be introduced. There should be an increase in the number of staff per managerial position |
| Many municipalities don't collect taxes: On the Bonavista Peninsula, for example, there are many unincorporated communities. Elimination of local service districts might reduce road maintenance costs for the province. Local service districts also present issues for fire departments, for example. Municipal assessments were increased too heavily this year |
| Muskrat Falls should be brought under direction of another firm |
| Privatization of services limits quality of services, and reduces wage distribution |
| Provision of services for outport communities: Relocation of communities could be reduced in percentage required; Bell Island, Fogo, St. Brendan's, etc... these communities have to recognize that the services won't always be the same; Counter point: This could lead to having small communities eliminated |
| Schools with one student, etc. should be eliminated |
| Stop inefficiencies: Stop the practice of budget burning at the end of the year (spending for the sake of ensuring you get it the next year) |
| Zero-based budgets should be introduced for departments: Funds to departments should be based on demonstrated need. |
| Stop renting space in high end buildings – we own cheaper ones |
| Health care – can we use private homes for elder care – would require regulatory change – nor necessarily privatization – not critical care (phase one) – no need to build new units |
| Spend money to combat drug abuse, put customs check in ferry terminals. Save a lot of health care \$, social care etc. |
| Not put in all day kindergarten – waste and detrimental to children. Low hanging fruit |
| Regarding Canada health act – only medically necessary procedures – de list abortion save \$800 - \$1000 for Canadian 1000 procedures per year |
| Review all corporate tax credits including those on printed list - review private sector as well as public sector as part of the solution |
| Trimming public service will affect marginal in society – social justice issue |
| Problem with able bodies using social services |
| find a way to control social services abuse |
| Need to look at social services – mandatory drug testing |
| Cut baby bonus |

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| Crown land system – many people don't pay taxes. Need more local service districts |
| Municipalities have no control over properties within their boundaries |
| Crown lands records are antiquated |
| Have to go to St. John's to register some land – should be done at municipalities |
| Unpaid taxes. People don't pay taxes for years then suddenly have a historical claim on it and only have to pay one year's taxes |
| Too much red tape. Go through too many hands to get a decision. Reduce amount of "middle men" |
| When a building is abandoned, difficult for municipalities to recoup |
| Golden opportunity to make some of the changes which need to be made |
| Cost for travel of public sector travelling for 2 hour meetings. Take advantage of technology. Common in international business. Big waste of money |
| Time wasted in travel as well as the cost of travel |
| Politicians need to lead by example. Don't really need large entourage to make an announcement. And other photo opportunities |
| Difficulty in getting small things done due to red tape |
| Able bodied people collecting social assistance – have no interest in going to work. Not talking about those who can't work. Those who can work should contribute to the community. Unfortunate part of our culture – long term objective |
| Consultation process is good but they better be listening |
| Unincorporated communities not paying their fair share. Should be looked at. Not all Local Service Districts are the same. Some do pay for services |
| Provincial government has too much of a big brother attitude toward small communities |
| In theory amalgamation makes sense but very unpopular idea. Good for municipalities |
| MUN & Grenfell. High ratio between administration and faculty and students. This gap needs to be looked at |
| Streamlining in education system as well |
| Sick leave – need to find an innovative way to deal with it |
| A lot of statutory holidays |
| Healthcare boards – do we need 4? |
| Better use of current government facilities/government owned buildings. E.g. in Marystown, this session could have been held in a school. Too many vacant buildings in communities/towns not being used. Paying rent in other private buildings should be stopped |
| Targeted tax credits – these should be reviewed to see if the return value is beneficial |
| Consultants – is this duplication where underutilized government employees could do the work? |
| Hospitals beds are down from 75 to 25. There should be more utilization of services/coordinated efforts |
| Administration of [hospital] programs could be better utilized. For example, Methadone treatments only cost \$5, but there are the other peripheral costs that drive the cost of this program up, such as taxis, pharmacy fees, doctors' fees, etc. |
| [Hospital] programs need to be revamped. For example, in original planning, methadone clients were only supposed to be in program for two years, but they are still on it after ten years |
| Travel costs. Is it necessary for government employees to do all that travel to other countries? |
| Pensions. Public Service Pension and NL Teacher Association pensions have already been addressed with half the associated debt reduced by half. Short tenure MHAs is a problem |

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| Better use of lower cost telecommunication (e.g. skype and teleconferencing). Is not essential for workers to drive from rural communities to St. John's for two-hour meetings and have to claim travel costs (per diem's mileage, hotels) |
| Health care. Main hospitals are watered down. Cut back on satellite hospitals |
| Centralization/resettlement. Look at small communities and revisit this idea |
| Stop making political decisions associated with electoral votes |
| RCMP contracts vs RNC. Is there a difference in cost? Would it be cheaper to expand internal RNC force |
| Don't school board and school board association. This is duplication. Also could be using vacant school space for offices/meetings |

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| Q2. Given the financial challenges facing our province, what three things do you think government could do to raise money (increase revenue)? |
| Reinstate HST increase |
| Building boats in NL |
| Invest in our own people |
| Build a casino |
| Marijuana legalization |
| Investigate the return from Atlantic lotto |
| Eliminate the NL ferry, and make a connection via tunnel, lead to increased tourism |
| Bridges in place of the short NL ferry trips, Mclaascs Ferry |
| Resettlement of the small communities like rencontre east, change islands, and other isolated towns/villages |
| Private Public Partnerships (P3s) – private ferries leased to the government |
| HST be uniformed across Atlantic Canada |
| Small increase in personal income tax |
| Casino |
| Motor Registration Division: mandatory inspections, charge for the road guide handbooks, charge for the written exams, driver education should be mandatory |
| Anything that requires engineering services needs to be looked at by government |
| Toll Highways |
| Property taxes charged to everyone homeowner in province, everyone should have a share to pay |
| The underground economy – example: contractors |
| Increase tolls on the provincial ferries |
| HST should be increased back to 15% Counter: This will hurt the poor the most |
| Wages within province should be frozen |
| Taxation should be increased for high income earners |
| NL Liquor Corporation should never be privatized |
| Rural works initiative of Fish Food and Allied Workers is a good program that will benefit small communities |
| Regionalizing communities; amalgamation would reduce municipal operating grants |
| Marine Atlantic issue is impeding tourism; the ferry rates should be reduced and that should be supported by the federal government |

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| Farm industry should be developed in order to offset costs of importing food; food security should be enhanced within the province |
| Diversifying the economy is a nice idea, but the government can't do it alone. Red Tape reduction is important to this. Small business/micro-industries are the country's largest employers; encouraging entrepreneurship; business incubation |
| Government has to listen to what business people are saying – especially younger people |
| Chambers are trying to have a larger say in terms of education |
| Some sort of consultation in terms of entrepreneurship. High school students should be learning about entrepreneurship from business owners and large businesses |
| Our oil should be refined in our province – at least the amount we're using |
| Industrial facilities in place should be used for other operations and not removed |
| Increase HST |
| Increase sin tax |
| Put up gas back to where it was ----but the same across the province - tie to royalties |
| Tax lotto tickets... does profit go to general coffers? |
| Raise corporate tax to level in other Atlantic provinces decrease business exemption to \$350k as in Nova Scotia...with special exemptions for Small and Medium Enterprise startups, local economies |
| Allow fetuses to live to be taxpayers |
| Pursue population growth |
| Raise income tax |
| Resettlement? |
| Toll booth as long as there is a route choice and \$ go into road |
| Taxes |
| Municipalities shouldn't have to pay HST |
| HST is on everyone. Everyone should pay. Share the pain. Maybe not all the same – should support the lower income |
| If you spend more, you can pay more |
| Collecting fines |
| Sin taxes – may encourage illegal activity |
| Newfoundland is out of whack – need to be both cutting and increased tax |
| Health – get a nurse in every community – connected to a doctor |
| Need to have flexibility within setting up appointments – don't need to take 2 days off |
| Waste of money – sitting waiting for jury duty |
| Gas tax. Raise to be equal to \$1.25 ish - not a permanent tax but one with a formula based on oil or for a fixed period |
| Size of public service – reduce and use technology |
| Wage freeze for public service – effective but doesn't spread the pain to all people |
| Ferry fares. Ridiculously low. Replacing ferries with helicopters |
| Building the ferry in Romania was a bad idea |
| Shortened work week. Voluntary basis. Won't work for everyone. May result in cuts in the public |
| Nurses should be working 8 hour shifts – would reduce sick leave |
| Waitlists – healthcare |
| Overtime – is it necessary – can it be reduced? |

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| Check cellphones at the door at work |
| Divest assets such as vacant buildings. Government buildings are not paying taxes to municipalities |
| Muskrat Falls – seek out private investor; public/private partnership |
| Nalcor, NL Liquor Corporation, NL Housing. Numbers indicate these government enterprises are raising more revenue than generated by them through taxes. Government of NL should develop more enterprise |
| Dependency on Marine Atlantic and other ferries. Investigate fixed link between Newfoundland and Labrador as an alternative – this would increase traffic, which in turn would: save millions annually; grow economies; improve quality of life; improve tourism all year round; encourage investment; provide easier access to services; facilitate movement of resources; and serve as a stable route for travel within the province |
| Equalization. Expedite getting the province back on. Oil relief is infrastructure money |
| Invest money in facilities such as shipyard in Marystown. Facilities are not being used to capacity |
| Legislate prescription monitoring (doctors and patients). Long term effects would result in: crime reduction; fewer addictions in youth; less prostitution. (Look to NS as example - only \$900,000 to implement) |
| Revert back to 15% GST/HST. Would generate \$200M and save 10% of deficit |
| Trickle down economies are a fallacy/myth – they don't work. Corporate tax rate doesn't translate into increased employment or revenue. Only results in greater profits for the company. Our business exemption is higher than other provinces (\$500K vs \$300 in other Atlantic provinces). Companies in other provinces where exemption is lower proves a higher exemption doesn't impact whether a company relocates or not |

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| Q3. How can government be more innovative or efficient to provide quality services at lower costs? |
| Doctor needs to deal with each patient, instead of each issue. Currently is one issue per visit, therefore each issues is a separate MCP charge |
| Online prescription renewal for long term conditions like insulin |
| More permits online, burning, fire, building, etc. |
| More nurse practitioners |
| Reduction in the engineering costs to replace equipment. Reduce the number of engineering studies to replace with the same equipment |
| Complete more tasks at a Service NL office |
| Use more technology within government for meetings (skype, and other technology) |
| Cap classroom sizes and review teacher to student ratio, use technology within the classroom. Review curriculum. |
| Stop running everything from St. John's (school board, health boards are less efficient since they have been combined) |
| To have sustainability – every community should be sustainable, bringing the Regional Economical Development Boards back properly |
| Wind farms - Nalcor said they didn't need the wind energy, green energy |
| PUB - waste of money |
| Mandatory retirements in all government departments |
| Reduce red tape |

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| Government should be more supportive to volunteer organizations that provide many services in the province. Every year it becomes more difficult to obtain funding a staffing. It's almost closing down not-for-profit corporations. |
| Make directors' positions on Crown Corporations volunteer; replace the existing boards with volunteers. |
| Loans from government should be tied to key performance indicators (numbers of jobs and such). Companies that do not fulfill expectations should be penalized in this regard. |
| Eliminate Executive-level positions |
| Ferry project overages are costing the province, whereas the company should be held accountable as part of the warranty involved |
| Public-Private Partnerships are making for lower wages in the communities, versus community-based sponsorships. Example: TJ MacDonald House was replaced with Blue Sky, where people make lower wages. The Employment Assistance Services offices funded through the Labour Market Development Agreement were preferable to Advanced Education and Skills conducting the work |
| A Royal Commission should investigate the Marine Atlantic ferry system |
| Road paint should be oil based in order to last longer |
| Shorter time period for fiscal review. Why 16 months? This should be finished within six months |
| Fabricators should diversify products. For example, septic tanks for developing countries |
| Resettlement? |
| Use technology more |
| Reduce government travel |
| Use local resources (people) at first level rather than bring in from outside |
| Use more nurse practitioners |
| Invest in government businesses....ex NL Liquor Corporation |
| Privatize? |
| Do we need a French school board (roll it into one board) |
| School opening time coordination to minimize use of private busses. |
| Eliminate some middle managers |
| Stop wasting money ensuring we're not wasting money |
| Consolidate Human Resource services in Government (not by department) |
| Cross – appoint individuals to serve multiple functions in rural areas (e.g. environment, fishery, agriculture) |
| Inefficient use of facilities. Schools should be used. Libraries should be in schools |
| Principles should not have control over school usage |
| Rental of outside office space. Should be an audit of the spaces |
| Happening throughout the province. Long term leases of buildings |
| Should look at available space in government buildings |
| Don't be too quick to go into Public Private Partnerships (P3s) |
| Government should enable business not be in business – Liquor stores – go to corner stores or grocery stores |
| Buy what appreciates and rent what depreciates |
| Long term health care – maybe some aspects – dietary, etc. – not everyone in agreement |
| Board memberships – travel and other costs |
| Announcements – rentals and food costs |

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| Centralized ordering of supplies in health care, education |
| Home care supplies continue when someone dies. Can't be returned. Tena on sale on kijiji |
| There is no follow-up |
| Are things being done efficiently? Look at how things are done in small units without repetitive staff |
| New method of registering driver's licenses on line is good |
| Ferry system - aging fleet – build new rather than refurbish. For example, Sound of Islay is 40-50 years old with a shelf life of about 5 years. Cost of refurbishing is already at \$5M and the ship hasn't even been taken out of the water to determine what the real problems are. Costs to transport people while ferry is out of service haven't been factored in either. Build new in Marystown |
| Consultants shouldn't be used to figure out what's needed in towns/communities. Send government workers. Consultants show up, write their report and move on. Government workers have a more invested interest |
| Health – prevention. Not enough emphasis on early detection of chronic conditions. People are waiting to long to get CT scans. Earlier scanning would save in the long run. Healthcare is the province's biggest cost. Should payout I on the front end to get bigger dividends on the back end. Applies to physical and mental health. Should introduce nutrition and physical fitness as preventative measure to school age children. Bricks and mortar don't help in the long run |
| Everything in government is focused on short term. Program planning and implementation should be iterative process for long term. For example, we are not ready for fulltime kindergarten, but government is going to go ahead with it even though we are not ready – planning hasn't been completed and required resources are not in place |
| Concentrate on regions, not communities |
| Keep ferry replacement in the province. We have the facilities. No need to go to other parts of the world |
| Is it essential to have two school boards (English and Francophone)? Francophone is small – could it fall under the department instead? There are no student supports for French immersion students |
| Costs associated with standardization assessments in schools. Need to think about spending areas in school system that can be stopped. Bussing – students outside 1.6 Km could use a pod system to reduce bus contracts |
| Internal economies condition. There should be a complete review of government operations and logistics. For example Lorraine Michaels collecting pension and salary |

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| Q 4. Is there anything else that you would like to suggest/add to the discussion? |
| What works in St. John's doesn't necessarily work out in the rest of the province |
| Invest in the arts and cultural sector |
| Review the costs of transportation, maintenance, number of vehicles, road infrastructure |
| Review the doctor visits |
| Eliminate the payments to the third party if they haven't reached third party status |
| Promote and protect the environment |
| Attract more tourism, spend to upgrade existing tourism infrastructure |
| MUN - Tuition fees should be straight across the board for all students, minor increase in tuition fees, leave the housing increase alone as this mostly only applies to students outside the overpass. |
| [MUN Residence] Meal plan review |
| Full review of Income Support Program, mandatory drug tests |

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| If there is any influx of money - there needs to be a plan in place to manage the funds and it needs to continue for future years, not just the short term |
| When all public consultations are concluded – publish a report of the common ideas so that the whole province can see |
| Find ways to grow economy – e.g. remove agriculture barriers (slaughter house regulations) |
| Don't see slash and cut as being effective – will hurt economy, and can't provide services either |
| Can't change the geography nor the problems it brings – need to find a better way around it |
| Money is not always the greatest motivator for everyone. Sense of doing something important |
| Employees value being part of the organization. And being valued for their contribution |
| Education needs to address the culture of only want to work 14 weeks. Change the mindset (long term goal) |
| What do we want? What kind of student do we want to produce? |
| Oil is only part of the answer. Shouldn't burn our boats |
| Need to diversify. Norway or Iceland could teach us a lot. Used their oil without selling out their fishery |
| In short term need to be aware of what is happening in fishery. Big business and off shore fleet are putting rural NL at risk |
| Government trying to find quick fixes. Need continuity of fisheries ministers so they understand the industry |
| Cuts from the top down |
| Election cycles. What's popular isn't always what's right |