

## COMMON THEMES FROM 2011-2012 PRE-BUDGET CONSULTATIONS

	Theme	Examples of Actions / Initiatives
<b>ASSETS</b>	Don't sell assets (particularly profitable ones)	<ul style="list-style-type: none"> <li>- Report on the mandate and future of NB Liquor is being prepared including how alcohol is, and may be, distributed and sold in NB.</li> <li>- Being reviewed through Government Renewal process.</li> </ul>
	Leave provincial parks alone	<ul style="list-style-type: none"> <li>- A marketing and modernization strategy for provincial parks has been implemented or is underway.</li> <li>- Being reviewed through Government Renewal process.</li> </ul>
	Only sell non-profitable assets	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process.</li> </ul>
<b>TAXES/REVENUE</b>	Put tolls on roads	<ul style="list-style-type: none"> <li>- Government is reviewing the issue of tolls. The introduction of tolls would require a referendum.</li> </ul>
	Add a "junk food" tax	<ul style="list-style-type: none"> <li>- Being explored. Administratively costly.</li> </ul>
	Increase user fees	<ul style="list-style-type: none"> <li>- Fee increases of \$3.5 million were approved in January 2011. User fees are reviewed annually.</li> </ul>
	Increase HST	<ul style="list-style-type: none"> <li>- Government has committed to not increasing the HST. An increase to the HST would require a referendum.</li> </ul>
	Reverse previous government income tax cuts	<ul style="list-style-type: none"> <li>- The 2011-2012 Budget discontinued roll-out of previously announced PIT and CIT tax cuts.</li> </ul>
	Raise corporate taxes	<ul style="list-style-type: none"> <li>- Government did not allow the scheduled CIT rate decrease thus ensuring a competitive corporate tax structure and revenue.</li> </ul>
	Higher income tax for higher earners	<ul style="list-style-type: none"> <li>- The 2011-2012 Budget raised taxes for high income earners.</li> </ul>
	Increase "sin" taxes	<ul style="list-style-type: none"> <li>- The 2011-2012 Budget increased tobacco taxes, which are estimated to provide an additional \$25 million in revenue in 2011-2012. NB Liquor was directed to increase its net profits.</li> </ul>
	Don't raise taxes	<ul style="list-style-type: none"> <li>- Government raised some taxes in the 2011-2012 Budget consistent with ideas raised in pre-budget consultations.</li> </ul>
	Increase royalties for natural resources	<ul style="list-style-type: none"> <li>- Government has begun a review of all the royalty structures and the potential for increased revenues from royalties.</li> <li>- A natural gas steering committee was formed in January 2011 and created a framework for preparing an Action Plan for managing exploration, development and utilization of natural gas.</li> </ul>
<b>HUMAN RESOURCES</b>	Reduce MLA pay, pension plan, perks	<ul style="list-style-type: none"> <li>- MLAs in midst of third year of wage freeze. Pension revisions implemented in spring 2011.</li> <li>- Legislative Offices subject to review through Government Renewal process.</li> </ul>
	Government too top-heavy; too much middle management	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process.</li> </ul>
	Reduce size of civil service (attrition; retirement)	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process but hiring restrictions are currently in place.</li> </ul>
	Reform public pension plans	<ul style="list-style-type: none"> <li>- Public pension review underway.</li> </ul>
	Control salaries; salaries too high	<ul style="list-style-type: none"> <li>- Two-year wage freeze implemented for non-bargaining employees, no retirement allowances for new employees and re-earnable bonuses suspended.</li> <li>- Twelve union contracts negotiated with two years of 0% increase; remaining 11 contracts will be negotiated with similar provision.</li> <li>- Being reviewed through Government Renewal process.</li> </ul>

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Eliminate bonuses	<ul style="list-style-type: none"> <li>- CEO and Deputy Minister bonuses were suspended; re-earnable bonus pay for non-bargaining employees was also suspended.</li> <li>- Being reviewed through Government Renewal process.</li> </ul>
Eliminate political patronage	<ul style="list-style-type: none"> <li>- Changes were made to the <i>Public Service Labour Relations Act</i> with respect to casuals now being eligible for union membership and seniority.</li> </ul>
<b>NB POWER</b>	
Sell NB Power	
NB Power too top-heavy / salaries too high / restructure	<ul style="list-style-type: none"> <li>- As part of new plan for the energy sector, government will amalgamate the NB Power group of companies into a single vertically integrated Crown utility, review electricity market policies and implement structural and operational changes, including the dissolution of the NB System Operator and migration of system operator functions back to NB Power.</li> <li>- Being reviewed through Government Renewal process.</li> </ul>
Sell Lepreau / recoup costs from AECL	<ul style="list-style-type: none"> <li>- Lepreau refurbishment is scheduled to be complete in the fall of 2012 and will form an integral part of the NB Power generation system.</li> </ul>
Eliminate bonuses	
<b>ECONOMIC DEVELOPMENT</b>	
Eliminate grants, loans and handouts to business; more stringent criteria for government support	<ul style="list-style-type: none"> <li>- BNB regularly reports to government on its financial portfolio to ensure accountability. To better protect public investments, the province has moved to a model whereby financial incentives are provided after the company meets agreed upon objectives.</li> <li>- Being reviewed through Government Renewal process.</li> </ul>
Focused economic development plan required	<ul style="list-style-type: none"> <li>- A new economic development strategy is being developed as part of Government Renewal with a focus on strategic growth sectors.</li> <li>- Invest NB was operationalized in summer 2011 as a Crown Corporation. It has developed a strategic plan that includes objectives to generate \$300 million in incremental GDP by the end of 2013, create 3,000 jobs and 12 new investments.</li> </ul>
Support for small business and start-ups	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process and will be part of the Economic Development Strategy.</li> </ul>
Fewer economic enterprise / development agencies	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process.</li> </ul>
<b>HEALTH</b>	
Reduce number of hospitals	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process.</li> </ul>
Less management; more front-line workers	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process.</li> </ul>
Increased emphasis on home, extramural and collaborative care	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process.</li> </ul>
Invest in health care	<ul style="list-style-type: none"> <li>- Increased investments in health and senior care.</li> </ul>
Duality in health system	
Eliminate duplication / bureaucracy in health system	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process.</li> </ul>

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Reevaluate billing numbers / how doctors are paid	<ul style="list-style-type: none"> <li>- Medicare billings are being more closely monitored through increased audit resources.</li> <li>- Guidelines developed and implemented for salaried doctors.</li> <li>- Being reviewed through Government Renewal process.</li> </ul>
User fees for doctor and hospital visits	<ul style="list-style-type: none"> <li>- Not permitted under the <i>Canada Health Act</i>.</li> </ul>
Focus on long-term care to ease burden on hospitals	<ul style="list-style-type: none"> <li>- Staff ratios have been adjusted to save dollars by establishing Alternative Level of Care (ALC) transition units in hospitals.</li> <li>- Joint initiatives are being developed by Health and Social Development and recommendations to government will be forthcoming.</li> <li>- Being reviewed through Government Renewal process.</li> </ul>
Improve delivery of health care (e.g., nurse practitioners vs doctors)	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process.</li> </ul>
Privatization within health care system	
Keep ambulance fees	<ul style="list-style-type: none"> <li>- Examining ways to operate Ambulance New Brunswick more efficiently.</li> </ul>
More efficient Prescription Drug Program/Methadone programs	<ul style="list-style-type: none"> <li>- Working on eliminating generic drug rebates.</li> <li>- Being reviewed through Government Renewal process.</li> </ul>
Need for catastrophic drug program	<ul style="list-style-type: none"> <li>- Being explored in part by the Health Benefits Committee as part of the Economic and Social Inclusion Corporation.</li> </ul>
One health authority	<ul style="list-style-type: none"> <li>- Overall management structure must be evaluated to ensure maximum efficiencies.</li> </ul>
Invest in wellness and prevention	<ul style="list-style-type: none"> <li>- A 25% budget increase was allocated towards the provincial Wellness Strategy. As well, ongoing investments support strategic action in schools, communities, workplaces and homes.</li> </ul>
Control salaries; salaries too high	<ul style="list-style-type: none"> <li>- Being reviewed through Government Renewal process.</li> </ul>
<b>EDUCATION</b>	
Duality in education system	<ul style="list-style-type: none"> <li>- Constitutional requirements.</li> </ul>
Reduce number of schools	<ul style="list-style-type: none"> <li>- Being addressed via the Government Renewal process.</li> </ul>
Invest in K-12	<ul style="list-style-type: none"> <li>- More funding was provided in 2011-2012 Budget.</li> </ul>
Invest in post-secondary education	<ul style="list-style-type: none"> <li>- An additional \$4M was provided to public universities in 2011-2012, increasing their operating grant by 2%. Additional funding of \$4.25M provided to help community colleges increase seat capacity by 425 seats. Also, \$1M in new bursaries was introduced to help students from low-income families pursue post-secondary studies.</li> </ul>
Districts and Education Department top-heavy	<ul style="list-style-type: none"> <li>- Eliminated a number of executive director positions in 2011-2012 Budget and reduced staffing complement.</li> <li>- Being addressed via the Government Renewal process.</li> </ul>
Duality in busing system	<ul style="list-style-type: none"> <li>- Efficiencies in student transportation are being addressed via the Government Renewal process.</li> </ul>
Reduce number and staffing of school districts	<ul style="list-style-type: none"> <li>- Being addressed via the Government Renewal process.</li> </ul>
Focus resources on teaching and not mentors, specialists, etc	<ul style="list-style-type: none"> <li>- Being reviewed as part of the Government Renewal process.</li> </ul>
More efficient use of school facilities	<ul style="list-style-type: none"> <li>- Being addressed via the Government Renewal process.</li> </ul>

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<b>OTHER SOCIAL</b>	Overhaul of welfare system	- Being reviewed through Government Renewal process.
<b>GENERAL GOVERNMENT ADMINISTRATION</b>	Better management of government spending	- The 2011-2012 Budget provided for approximately \$220 million in spending restraint and program efficiencies. - Being reviewed through Government Renewal process.
	Find efficiencies within government (e.g., reduce travel, employee expenses, BlackBerry, increase technology usage)	- Review of the costing and acquisition of BlackBerry devices was undertaken with approximately \$450,000 in savings. - Measures were implemented to reduce travel and technology expenditures across a number of departments. - Expense reduction targets were realized by NB Liquor through reduced store hours and openings, and reorganization of staff and functions. - Reduction in government operations during the Christmas holiday season. - Being reviewed through Government Renewal process.
	Reduce vehicle fleet	- Being reviewed through Government Renewal process.
	Reduce administration in school system, health and civil service	- Regionalization and centralization of services has occurred across all departments of government for Accounts Payable, Payroll and Information Technology services. There are another 17 services that are under review. - A 2% reduction was required from school districts and central office. Expenditures were cut at the school district level. - Being reviewed through Government Renewal process.
	Comprehensive program review	- Comprehensive Government Renewal process underway.
	Eliminate end-of-year spending	- Government examining means to curb end-of-year spending.
	Reduce advertising	- Government Renewal is looking at ways to get better value for our advertising dollar.
	Reduce contracting-out of services	- Being reviewed through Government Renewal process.
	Reduce use of consultants	- Being reviewed through Government Renewal process.
	Reduce printing costs	- NBISA implementing a print optimization program.
<b>OTHER</b>	Reduce energy costs in government facilities	- Government has implemented an energy retrofit program and energy reduction/monitoring projects are being funded. - Government facilities are encouraged to keep heating, water and electricity costs to a minimum.
	More efficient use of office space	- Space requirement of government was identified as a Government Renewal project. This project is also examining the optimal space acquisition strategy and whether to lease or own.
	More efficient management of Crown lands	- The provincial government will consider information from a variety of sources, including the Crown Land Task Force and the Private Land Task Force as well as comments received in reaction to them, as it works to set timber objectives for Crown land and to establish the next management plan for Crown forests to take effect in 2012. - Being reviewed through Government Renewal process.
	Examine renewable energy options	- As part of new plan for energy sector, government will increase provincial Renewable Portfolio Standard to a minimum of 40% of NB Power's total sales by 2020 and support small-scale renewable projects. Additionally, it will integrate wind generation in the most cost-effective and efficient manner, and support promising solar, bio-energy and other emerging renewable energy technologies. - Being reviewed through Government Renewal process.

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Reform local governance (e.g., amalgamations)	<ul style="list-style-type: none"><li>- Consultation on Local Governance was held in spring 2011 and included property taxation and property assessment.</li><li>- Government released an <i>Action Plan for a New Local Governance System in New Brunswick</i>, including the establishment of 12 regional service commissions by January 2013 and support to help communities restructure.</li></ul>
Streamline government red tape	<ul style="list-style-type: none"><li>- Government continues to examine how to reduce regulatory red tape.</li></ul>
Privatize highway maintenance	
Atlantic procurement / regionalization of services	<ul style="list-style-type: none"><li>- Being reviewed through Government Renewal process.</li></ul>
More efficient procurement practices	<ul style="list-style-type: none"><li>- Government is developing a new <i>Public Procurement Act</i> that is designed to allow NB preferences in many areas as permitted under the applicable Trade Agreements that NB is party to.</li><li>- Being reviewed through Government Renewal process.</li></ul>
Invest in green economy	<ul style="list-style-type: none"><li>- Investments are being made in energy efficiency, renewable energy, waste management and reduction, certifications, infrastructure and public transportation.</li></ul>