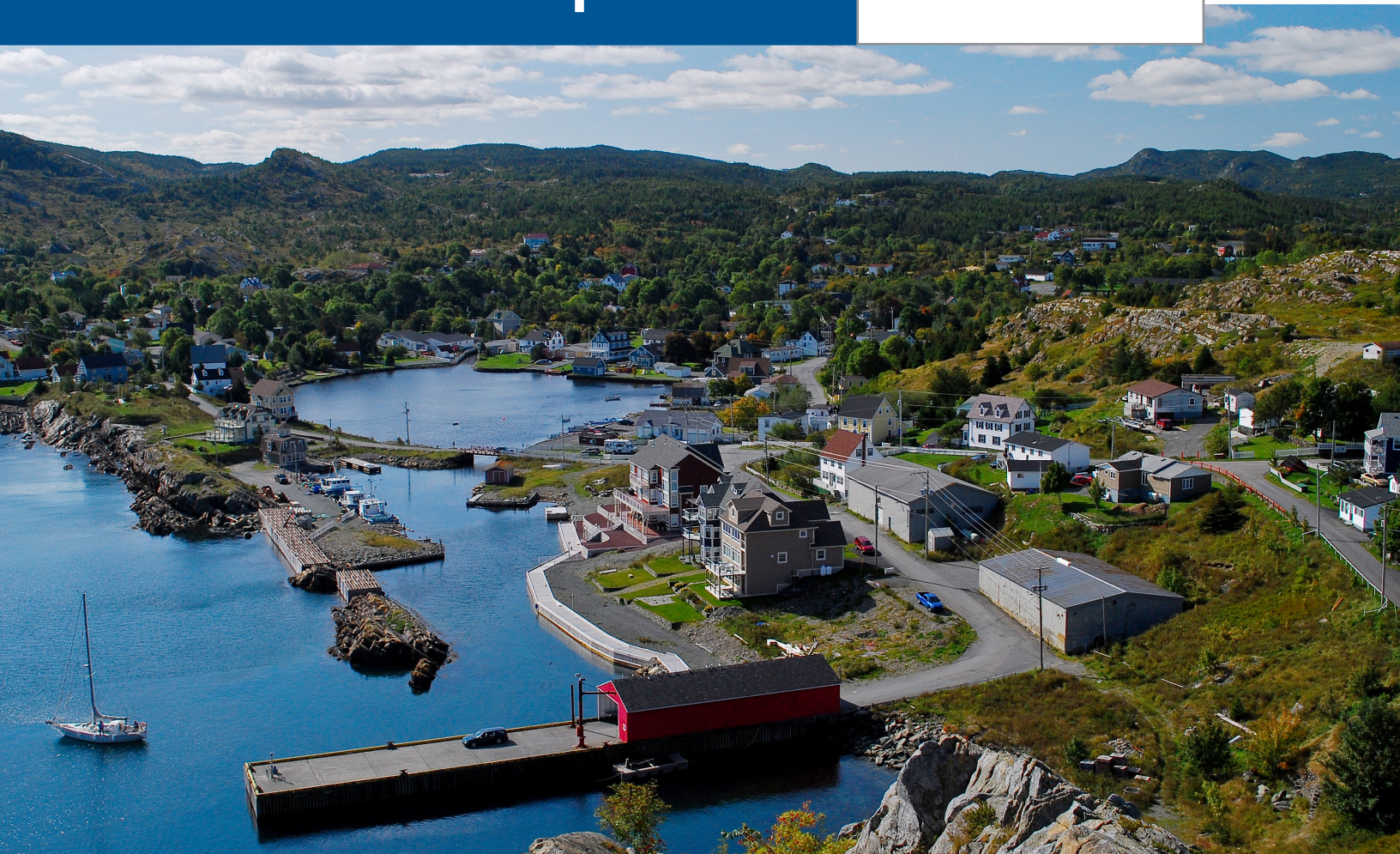


Service NL

# Annual Report

2016-17





## MESSAGE FROM THE MINISTER

I am pleased to submit the 2016-17 Annual Report for Service NL in accordance with the requirements for a Category One entity under the Transparency and Accountability Act. This performance report outlines the Department's activities between April 1, 2016 and March 31, 2017 in achieving the goals and objectives outlined in the 2014-17 Strategic Plan. Promoting a citizen-centered approach to program and service delivery, enhancing business processes to facilitate better service delivery, and continuously evaluating the department's legislative framework were the department's three primary areas of focus during this reporting period. As Minister, I am accountable for the 2016-17 Annual Report and the results reported. I wish to acknowledge the contributions of my colleagues the Honourable Eddie Joyce and the Honourable Perry Trimper, who were the Ministers of Service NL during the reporting period.

This report also highlights other important work completed during 2016-17 with internal and external stakeholders, and identifies opportunities and challenges for the upcoming fiscal year. In 2016-17, the department demonstrated its commitment to: enhancing public safety through improving school bus safety and strengthening impaired driving laws; enhancing consumer protection, as outlined in The Way Forward, by developing legislation to regulate payday loans and advancing initiatives that support The Way Forward's commitments to a digital-by-design approach and enhancing government-wide service delivery.

I would like to thank departmental staff, the public and our partners for the significant progress of this past year. I look forward to continued success guiding Service NL into 2017-18.

A handwritten signature in black ink that reads "Sherry Gambin-Walsh". The signature is written in a cursive, flowing style.

Honourable Sherry-Gambin Walsh  
Minister of Service NL

# Departmental Overview

Service NL was created with the aim of consolidating, where possible, the licensing, permitting, inspection, and regulatory functions within government and providing a single-window point of access to the public for those services. The authority to carry out the Department's mandate is derived from over 175 pieces of legislation, including acts, related regulations, standards and codes of practice.

Service NL is at the forefront of government service delivery and functions as government's primary single-window service delivery mechanism. Service NL delivers citizen protection services to the public in the areas of public health and safety, environmental protection, highway safety, occupational health and safety, consumer and financial interests, the provision and preservation of vital events and documents and also provides printing and micrographic services for Government and the general public.

In February 2017, the Office of French Services (OFS) was moved from the Human Resource Secretariat to Service NL to support government's capacity to deliver services in French.

A brief overview of Service NL's two branches and their respective divisions and operational units is outlined in the 2017-2020 Strategic Plan. A full description of the Department's mandate and lines of business is available online at:

<http://www.servicenl.gov.nl.ca/department/index.html>

## Staff and Budget

Division	# of Employees	Budget
Minister's Office	3	\$230,715
Executive Support Services	14	\$999,500
Government Services Branch	310	\$20,983,575
Regulatory Affairs Branch	113	\$3,873,952
Office of French Services	4	\$107,787
Totals	444	\$26,195,529*

\*This figure does not include the numbers associated with the Workplace Health Safety and Compensation Review Division in the Report on the Program Expenditures and Revenues of the Consolidated Fund.

# Highlights and Partnerships

Service NL has collaborative relationships with several partner departments and agencies and other stakeholders to fulfill its mandate. The following highlights some of the accomplishments completed in conjunction with internal and external partners.

## **School Bus Safety**

Responsibility for school buses in Newfoundland and Labrador is shared between Service NL and the Department of Education and Early Childhood Development. Service NL is responsible for the highway and motor vehicle safety aspects of school bus regulation, including vehicle registration, inspections, carrier safety ratings, driver testing, driver licensing and other regulatory issues. The Department of Education and Early Childhood Development is responsible for funding school transportation, developing school busing policies and reviewing tenders for school bus contracts.

Changes to the Official Inspection Station Regulations announced in 2016 were implemented to improve the safety of school buses in the province. These amendments also apply to all inspections conducted under the Regulations. The amended Regulations give the Minister of Service NL authority to impose longer suspensions and increased fines for Authorized Inspection Mechanics and owners of Official Inspection Stations who are convicted of providing a false inspection certificate. The Minister of Service NL also has increased authority to impose permanent suspensions for repeat offenders and permanent suspensions will be applied to the location of the Official Inspection Station. This is intended to prevent the owner from re-opening under another business name or operator at the same location. The department implemented the proactive disclosure of school bus inspection reports by posting online in 2016-17, as referenced later in this report.

## **BizPaL Continues to Grow**

BizPaL offers a self-service, web-based tool that allows entrepreneurs to generate a customized list of permits, licences and other approvals that they require from all three orders of government (federal, provincial and municipal). In support of The Way

Forward's commitment to digital-by-design, as of March 31, 2017, BizPaL has expanded to include 90 municipalities, an increase of 10 from the previous year. The following communities were added to BizPaL in 2016-17: Red Bay, Charlottetown (Labrador), Mary's Harbour, Port Hope Simpson, Forteau, L'Anse au Clair, Greenspond, L'anse au Loup, Victoria and Hant's Harbour. For additional information on BizPaL, visit [www.bizpal.gov.nl.ca](http://www.bizpal.gov.nl.ca)

### **Strengthened Impaired Driving Laws**

Bill 68, which strengthens the province's impaired driving laws, was developed through extensive consultation with Mothers Against Drunk Driving (MADD) Canada, the Royal Newfoundland Constabulary and the Royal Canadian Mounted Police. Bill 68, which received Royal Assent on March 21, 2017, expands the province's vehicle impoundment program, making it mandatory for a police officer to order the vehicle of an impaired driver to be impounded. This amendment will reduce the ability of impaired drivers to commit repeat impaired driving offences. Bill 68 also includes a mandatory ignition interlock program as a condition for driver's licence reinstatement following a conviction for impaired driving. Additionally, drivers under the age of 22 years will be required to maintain blood alcohol content of zero percent.

### **Payday Loans**

As outlined in The Way Forward: Realizing Our Potential, Government is committed to implementing new measures to enhance consumer protection and protect consumers against fraud or bad business practices. In support of that commitment, amendments to the Consumer Protection and Business Practices Act were made to regulate payday lenders. Bill 52, An Act to Amend the Consumer Protection and Business Practices Act, which received Royal Assent on December 14, 2016, requires payday lenders in the Province to be licensed and imposes certain restrictions and obligations on payday lenders for the protection of borrowers. This legislation will enhance consumer protection by limiting the total cost of borrowing for payday loans; requiring payday loan agreements to include specified terms, information and disclosure statements; giving borrowers early cancellation rights; providing for certain payday lender practices to be prohibited by regulation; and providing borrowers with remedies for payday lender contraventions.

# Report on Performance

## **Outcomes of 2014-17 Goals**

This section describes the outcomes of the department's objectives for the final reporting year of its 2014-17 Strategic Plan, fulfilling requirements outlined in the Transparency and Accountability Act to report on the department's progress for fiscal year 2016-17. Additional information on the outcomes of these objectives is outlined in Service NL's 2014-15 Annual Report and 2015-16 Annual Report.

## **Strategic Issue 1: Citizen-Centred Approach to the Delivery of Programs and Services**

This issue supports the department's primary objective to enhance program and service delivery through enhanced customer service capacity and improved client services. Service NL provides Newfoundlanders and Labradorians with a single point of access for a wide range of required permits, licences and registrations. The commitment and effort of every employee is critical to satisfactorily serve client's needs, whether through an in-person counter visit, via the internet, by mail, or by telephone. From front line service representatives to policy and decision-makers, there has to be a continuous focus on the needs of clients who avail of the department's services every day. The department supports and encourages an atmosphere that recognizes fostering a culture of citizen-centred service delivery underscores the vital role employees play in improving the everyday lives of the residents of Newfoundland and Labrador.

**Goal One:** By March 31, 2017, Service NL will have improved client service through a citizen-centred approach to the delivery of programs and services.

**Measure:** Improved client service.

### **Indicators:**

- Management participated in service management training.
- Client service training developed and incorporated as a component of departmental staff orientation procedures.

- Clear policies and procedures to ensure consistent service delivery developed and communicated to staff.
- Opportunities for measuring client satisfaction explored.

### **Results Achieved:**

The following details the department's progress toward the achievement of the planned results for 2014-17 as they relate to the strategic issue 'Citizen-Centred Approach to the Delivery of Programs and Services'.

#### **Indicator 1: Management participated in service management training**

In 2014-15, most directors and managers with Service NL completed the Institute of Citizen Centred Services' Certified Service Manager Training Program delivered by the Centre for Learning and Development. The Certified Service Manager Training Program is a multi-unit, two level training program designed to support improved client service. Service NL partnered with the Human Resource Secretariat to have departmental staff engage in professional development training with a specific focus on service delivery. Service NL employees participated in four separate courses delivered by the Human Resource Secretariat: the Introduction to Service Delivery course; the Challenging Calls course; the Effective Listening Skills course; and the Call Control Workshop.

#### **Indicator 2: Client service training developed and incorporated as a component of departmental staff orientation procedures**

Service NL completes numerous transactions involving personal information on a daily basis. The protection of privacy is paramount in providing client service and mitigating the risk of privacy breaches. In December 2015, in an effort to reinforce the existing government-wide confidentiality and privacy requirements, Service NL introduced its own Privacy, Confidentiality and Security of Information Policy. The policy is available on the department's intranet and explanation and discussion of the policy has taken place in every division of the department. It has also been incorporated as a component of orientation for new staff, and new hires are required to acknowledge in writing that



they have read, understand, and agree to adhere to the policy. Service NL houses a significant amount of personal information; inappropriate exposure of this information could have serious implications on the public's physical safety, mental well-being and financial security.

### **Indicator 3: Clear policies and procedures to ensure consistent service delivery developed and communicated to staff**

#### **Customer Queuing Improvements**

In August 2015, the Motor Registration Division in Mount Pearl implemented an innovative priority system for customer queuing based on transaction type. All front-line staff in that office have been trained on the new policies and procedures, which has streamlined service delivery. The new priority system reduced overall wait times by allocating service wickets for clients with shorter, less complex transactions. The function is used when client volumes exceed 400. Data indicates that average and maximum wait times have been reduced substantially, in some cases by as much as 50 minutes.

#### **Review Procedures**

In April 2015, Motor Registration Division implemented internal and external review procedure to ensure all inquiries made on personal information on file with Motor Registration Division are completed in accordance with Service NL and government privacy protocols. These new measures are also meant to prevent and detect unauthorized access and unintentional error. The review process is designed to ensure that inquiries made are for legitimate purposes related to employee job functions and to ensure that proper procedures and protocols are being followed.

#### **Queen's Printer / Printing and Micrographic Services Division**

The Division has developed an improved job-tracking system to quickly provide clients with information about the status of their print order. This system has been implemented with staff training and written standard procedures.

#### **Indicator 4: Opportunities for measuring client satisfaction explored**

Several opportunities for measuring client satisfaction were explored during the reporting period in an effort to identify areas where changes could be made and improvements achieved. Discussions were held with the NL Statistics Agency to develop and implement a customer satisfaction survey and with the Office of Public Engagement on the feasibility of other opportunities for measuring client satisfaction such as focus groups, exit surveys, other survey tools and consultation with relevant stakeholders. A Request for Proposals related to measuring client satisfaction using focus groups was developed and issued but was subsequently withdrawn for further refinement.

During 2015-16, Service NL contracted MQO Research to develop and conduct an in-person client satisfaction survey with clients of Motor Registration Division in Mount Pearl. This research approach was designed to inform Motor Registration Division on clients' perceptions of service delivery, with an emphasis on in-person services, the web-based vehicle renewal services and the toll-free telephone service. MQO assessed the pre-service and post-service experiences of Motor Registration Division clients. Highlights included a high level of satisfaction with staff, but wait times were identified as a concern along with the hours of operation.

#### **Discussion of Results**

The performance indicators for Issue 1, as identified in the 2014-17 Strategic Plan, focused on identifying opportunities to assess and enhance service delivery for clients. Specific issues identified were addressed with improvements made in many areas. The indicators for 2014-17 were achieved and work will continue to advance these and other initiatives in 2017-18.

#### **Strategic Issue 2: Enhanced Program and Service Delivery**

This issue supports the department's objective to enhance program and service delivery through the development of online service projects and expanded single-window delivery access. Improving access to programs and services is an ongoing priority for

the department. It coincides with the department's mission statement and its basic premise is that of enhancing customer service capacity. Service NL recognizes the importance of ensuring citizens of our province receive the best possible program and service delivery. Strengthening and improving the delivery and quality of programs and services, as well as increasing access in these areas is therefore a key area of focus for the department. The department places particular emphasis on service delivery capacity by providing seamless integrated services, multiple channels of delivery and convenience for the people of Newfoundland and Labrador.

Greater utilization of technology, the evaluation and streamlining of business processes and continued commitment to the single window service delivery model will help contribute to an increase in the quality of and access to the programs and services delivered by the department.

**Goal Two:** By March 31, 2017, Service NL will have enhanced the delivery of its programs and services.

**Measure:** Enhanced program and service delivery.

**Indicators:**

- Streamlined business processes in select areas.
- Identification and development of online service delivery options.
- Increased number and quality of services/information available online.

**Results Achieved:**

The following details the department's progress toward the achievement of the planned results for 2014-17 as they relate to the strategic issue 'Enhanced Service and Program Delivery'.

**Indicator 1: Streamlined business processes in select areas**

**Residential Tenancies**

The Residential Tenancies Disputes System is used for various applications within the daily operations of the Residential Tenancies Division. In 2015, to address capability

limitations and expand access beyond the St. John's Office the system was upgraded and a shared drive was made available to the other two offices in Gander and Corner Brook. The upgrades include: access province wide; weekly documents can be prepared in 20 minutes instead of half a day; statistical information such as number of hearings; enhancements to the search/file retrieval capabilities; and improvements to the hearing scheduling processes. In 2015-16, mediation agreements, amortization tables with payment options and some form letters were added to the system. These system improvements have streamlined processes, increased efficiencies in operational processes, improved service delivery and increased accuracy and accountability.

### **Consumer Affairs**

In 2015-16, a review of the statistical information collected within the Consumer Affairs Division was completed and considerable enhancements were made. Complaints are now recorded directly into a database and supporting reports have been created to calculate statistical information from the database. Previously, staff would have to manually count the different categories of complaints at the end of each month or quarter. This new system has led to more accurate and timely reporting of information.

### **Government Services Branch**

In an effort to enhance program and service delivery, several innovative LEAN initiatives were identified and implemented to streamline business processes. Initiatives include: changing the administrative process of the Elevating Devices Inspection program; implementing the 5S approach (streamline, sort, sanitize, standardize and sustain) in printing services; initiating discussions with Crown Lands regarding the Crown lands and protected road zone permitting process to streamline and create efficiencies; posting fillable pdf application forms online; streamlining inventory management processes; and implementing changes to increase the efficiency of the electrical program, using a value stream mapping technique.

### **Mobile Inspection Process**

In November 2015, Service NL piloted a project for a select number of inspection programs to test the feasibility of a mobile inspection process. The project was

successful and was implemented in the Fire and Life Safety Inspection program. This eliminates the need for hand written paper forms and allows inspectors to produce electronic inspection reports. The transition to mobile reporting improves the efficiency of the inspection process, thereby reducing response times to clients and improves productivity of inspection staff.

## **Indicator 2: Identification and development of online service delivery options**

### **Forms and Intranet**

Throughout 2015-16 and 2016-17, the department developed approximately 60 electronically fillable forms in various areas to improve functionality for both clients and staff by eliminating any issue of legibility and increasing access to services. In-person service delivery is better facilitated as well, as clients now visit a Government Service Centre with a completed form instead of completing it onsite. Service NL also developed an upgraded intranet system which has improved communication to staff regarding processes and procedures and provides a single-point of access to standardized materials, particularly policies and forms.

### **Queen's Printer / Printing and Micrographic Services**

Work was initiated to provide online ordering and payment for products available through the Queen's Printer. In addition, Service NL partnered with the Department of Finance to explore the possibility of providing an online ordering and payment for frequently purchased items from the Queen's Printer Bookstore using Central Web Receipting via Government's website. The development of a presence on the website for internal clients to access information about printing services and download a fillable PDF Internal Printing Requisition was also initiated. This is intended to streamline the process and increase service access across the province.

### **Companies and Deeds Online (CADO) System Enhancements**

Throughout 2014-17, Service NL and the Office of the Chief Information Officer (OCIO) partnered on an initiative to replace the document management system for Companies and Deeds Online (CADO) to improve client access for any web browser used by client. Scheduled technical tasks slightly delayed project implementation beyond March 31, 2017.

## **Digitization of Paper-Based Deeds Registrations**

Throughout 2014-17, the Commercial Registrations Division, in collaboration with the Queen's Printer, continued to work on a project to digitize paper-based deeds records from 1981 back to 1825. This digitization initiative provides a number of benefits such as document protection and preservation and increased access. Once the digital records are made available through the CADO system, clients will have a larger record repository to access via the Internet. The department continues to work on the digitization project.

## **Indicator 3: Increased number and quantity of services/information available online**

### **Buildings Plan Submission Process**

The Buildings Plan submission process has been streamlined by facilitating the online electronic submission of plans and providing clients with the option to pay fees via government's Central Web Receipting System. This eliminates the requirement to travel or mail plans to a Government Service Centre or pay fees in person. Clients no longer have to incur the cost of printing and mailing large format drawings; they can now create Adobe format plans from their drafting software and can email the files to the regional Government Service Centre for approval.

### **School Bus Inspection Reports**

Beginning in September each year, 100 per cent of school buses are subject to mandatory inspections by Service NL Highway Enforcement Officers. Also, beginning in January each year, a minimum of 30 per cent of each school bus operator's fleet is selected at random for additional inspections by Service NL. At any time throughout the year, Service NL may choose to do additional inspections of a school bus operator's fleet, especially in cases where a complaint has been received. In December 2016, Service NL began publishing mandatory school bus inspection reports online. All school

buses are inspected a minimum of three times per year to ensure they continue to meet all provincial and federal safety standards. The reports provide information on each school bus operator and individual school bus, identifying whether the vehicle passes, is to be placed on restricted service, or fails. The report also indicates when a school bus returns to service after necessary repairs are completed and proof of repair has been verified by Service NL. The results of the inspections are published on the department's website twice a year.

### **Food Service Inspection Reports Expanded**

Environmental Health Officers with Service NL conduct thousands of food establishment inspections annually on behalf of the Department of Health and Community Services, which is responsible for the Food Premises Regulations under the Food Premises Act. Restaurant inspection reports have been available online since 2012. These reports are posted online on a monthly basis. During 2014-15, the department initiated work to extend this service to inspection reports for other food service facilities as well as food product and manufacturing facilities. Online food service inspection reports were expanded in 2015-16 and now includes food services facilities in schools, personal care homes and other institutions and food product and manufacturing facilities.

### **Proactive Data Sharing**

The department is also committed to providing statistical data from its various programs online which increases access for use by the public. During 2015-16 and 2016-17, Service NL uploaded 17 datasets to the Open Government website or the departmental website. These statistics included information from all areas of the department including: the number of vehicle registration renewals; the number of births, marriages and deaths; charitable gaming licences; commercial vehicles weighed; Motor Registration Division conviction statistics; the number of licenced drivers and vehicles; septic system approved designers and designs submitted; the number of accessible parking permits; a list of electrical contractors and electrical permits issued, a list of registered pension plans; and statistics on commercial vehicle and school bus inspections.

## **Discussion of Results**

The performance indicators for Issue 2, as identified in the 2014-17 Strategic Plan, focused on identifying opportunities to enhance program and service delivery for clients. Improvements were made in many areas. The increase in services and information available online in various program areas may benefit rural areas of the province where previously clients may have had to travel to make payments or access certain services. The indicators for 2014-17 were achieved and work will continue to advance these and other initiatives in 2017-18.

## **Strategic Issue 3: Legislative and Regulatory Framework**

This issue supports the department's goal to enhance program and service delivery through the modernization of legislation. Service NL is principally mandated to protect the public and the environment generally, and the citizen as a consumer. Providing such protection is a considerable responsibility that is primarily achieved through the establishment of timely and relevant standards and enforcement practices designed to ensure compliance. The authority to carry out these functions comes from more than 175 pieces of legislation for which the Department is either solely responsible, or jointly responsible with other departments through agreements and Memoranda of Understanding (MOUs). The Department recognizes there is a need to continuously ensure that its legislative and regulatory framework is relevant, meaningful and necessary.

**Goal Three:** By March 31, 2017, Service NL will have continued to strengthen consumer, worker, public and environmental protection through an improved legislative and regulatory framework.

**Measure: Improved legislative and regulatory framework.**

### **Indicators:**

- Legislative and regulatory framework reviewed and changes implemented in select areas.
- Departmental Legislative Review Policy reviewed and necessary changes implemented.



### **Indicator 1: Legislative and regulatory framework reviewed and changes implemented in select areas**

An assessment of the department's legislative inventory occurs regularly and legislative review meetings are held on at least an annual basis as required by the departmental Legislative Review Policy. Relevant issues are discussed in relation to the legislation, including but not limited to the following: changes in other jurisdictions; current issues requiring policy considerations; whether the objectives of the legislation can be achieved by alternative and more effective means; whether the legislation duplicates, overlaps or conflicts with another Act or regulations; and the effectiveness of meeting the public policy objective. During the 2014-17 reporting period, 16 Acts and 10 Regulations were amended or newly enacted. Some of the highlights include new legislation to merge the accounting professions; requiring bicycle helmets; increasing fines for cell phone use and passing school buses; regulating payday lenders; and, strengthening impaired driving laws.

### **Indicator 2: Departmental Legislative Review Policy reviewed and necessary changes implemented**

Service NL implemented the Legislative Review Policy in June 2013 to create a uniform and transparent legislative review process within the department. The policy required a comprehensive evaluation of the policy in 2014. A questionnaire containing both closed-ended and open-ended questions was developed and distributed to employees involved with the review process and meetings were had with departmental staff to discuss potential areas for improvement. Feedback on the established review process was positive while several recommendations to assist in improving the process were received. The policy was amended to improve the legislative review process in February 2015. The policy is an evolving document that requires additional reviews at least every five years.

## Outcomes of 2016-17 Objectives

The following section describes the outcomes of the department's 2016-17 objectives, the third and final year of its 2014-17 Strategic Plan.

### Strategic Issue 1: Citizen-Centred Approach to the Delivery of Programs and Services

2016-17 OBJECTIVE	By March 31, 2017, Service NL will have implemented measures for the enhancement of the citizen-centred approach.
Measure	Measures for citizen-centred approach implemented.
Indicator	Customer Flow Management at Motor Registration Division implemented.
Indicator	Training in accessibility and inclusion for staff in the delivery of services for persons with disabilities implemented.
Indicator	Clear policies and procedures implemented.

#### Indicator 1: Customer Flow Management at Motor Registration Division Implemented

Service NL is continually seeking ways to improve service delivery. The Customer Flow Management System is an innovative system that manages in-person service to clients through the use of a numbering (ticketing) system. This system improves customer service by allowing people waiting for in-person service to be seated rather than standing in line. By assigning separate tickets for different services, it optimizes client flow, thereby reducing wait times. It is another example of our Government fulfilling its promise to enhance service delivery by adopting a digital by design approach and enhancing government wide service delivery, as set out in The Way Forward.

In April 2016, the Motor Registration Division implemented phase one of the Customer Flow Management System. In Phase one, the ticketing management system was replaced, which also provided the ability for clients to select the reason for visiting and see where they are in the queue for the service. These measures improved customer flow and service times with a reduction in wait times for clients. Throughout 2016-17, Service NL worked towards implementation of phase two. Phase two of the Customer Flow Management System is the introduction of on-line appointment booking feature that minimizes disruption to personal schedules and a text messaging option to allow clients to leave and conduct other business if the queue size indicates there will be a long wait time. While the necessary work was all completed during 2016-17 to implement phase two, full implementation of phase two was not implemented in 2016-17 due to system stability issues.

**Indicator 2: Training in accessibility and inclusion for staff in the delivery of services for persons with disabilities implemented**

A training module of best practices for delivering client services to persons with disabilities was developed by the Centre for Learning and Development (CLD) for government employees and implemented in February 2017. Given that was late in the reporting period, staff training was unable to be completed by March 31, 2017. Service NL has discussed education and training opportunities with the CLD and will take advantage of the Services with Dignity, Fairness and Respect training in 2017-18 to support a citizen-centred approach and focus on accessibility and inclusion in delivering programs and services.

**Indicator 3: Clear policies and procedures implemented**

**Motor Registration Division**

The Motor Registration Division developed and implemented an enforcement policy manual that sets several standards for the group and officers, ranging from dress and conduct, to number of inspections required per officer. It is an all-encompassing document that provides direction and guidance to enforcement officers on their role, conduct, expectations for performance, and how tasks are to be completed. The Code of Practice section includes outlines for the officers' code of conduct, the protocol on

interaction with the public, and court attendance, and outlines what is required to achieve professional service delivery and command a high degree of trust and confidence from the public. The manual also provides guidance on issues not covered in Safe Work Procedures such as vehicles failing to stop at an inspections station.

### **Accessible Parking Permits**

Motor Registration Division issues Accessible Parking Permits to individuals who are not able to walk more than 50 meters without assistance. Until recently, the program was administered only from the Mount Pearl office for the entire province. In January 2017, the Motor Registration Division expanded the locations for issuance to the Government Service Centres in Grand Falls-Windsor and Corner Brook. This service improvement has resulted in expedited service for clients in these regions. The Motor Registration Division intends to expand the service to the remaining Government Service Centres in the Fall of 2017.

### **Vehicle and Driver's Licence Renewals**

Vehicle and Driver's Licence renewal transactions can be conducted by visiting a Motor Registration Division/Government Service Centre office, online, by paying at the bank or credit union, or by mailing in the transaction request. Previously, transactions paid at a bank, credit union or by mail were processed at the Mount Pearl location only. In August 2016, the Motor Registration Division implemented a workload balancing initiative and started redistributing transactions from the bank, credit union and mail to other offices in the province. Credit union transactions are sent directly from the credit union to the closest Motor Registration Division/Government Service Centre office. This has resulted in expedited service for clients for these transactions and improved other service areas within Motor Registration Division in Mount Pearl.

### **Printing Services**

The Printing and Micrographic Services Division continued to refine its policies and procedures using process data collected and analyzed by industrial engineering work-term students from the College of the North Atlantic under the direction and guidance of

a Government LEAN Consultant. Conclusions from this data analysis provided a number of opportunities for improvement in policies and procedures in 2016-17. Some things were implemented in 2016-17. For example, the daily production meetings were moved from the front office to the plant floor with a white board used for production planning. As well, in 2016-17 an improved job tracking system was implemented to enable efficiencies and provide clients with information about the status of their printing orders. A log book was implemented in the stock room to provide production employees with an up-to-the-minute record of material arrivals.

### **Lotteries Licensing**

In 2016-17, due to an influx of activity relating to the Chase the Ace game of chance, Service NL chaired an Atlantic committee to establish common rules for play. This involved the development of a new application, rules of play and best practices document. The new standard will considerably reduce the administrative burden that previously existed within the lottery scheme.

### **Handling of Cash**

In 2016-17, the Consumer Affairs Division developed new policies and procedures respecting the transfer of money to eliminate risk to staff safety. The new procedure requires the use of armoured vehicles for cash transactions, and the use of Central Web Receipting to reduce the amount of cash onsite. Previously, money collected at the end of the business day was transported to Central Cash by staff using private vehicles.

### **Discussion of Results**

The performance indicators for Strategic Issue 1, as identified in the 2014-17 Strategic Plan, focused on identifying opportunities to assess and enhance service delivery for clients. Specific issues that were identified were addressed with improvements made in many areas. The indicators for 2016-17 were achieved and work will continue to advance these and other initiatives in 2017-18.

## Strategic Issue 2: Enhanced Program and Service Delivery

2016-17	By March 31, 2017, Service NL will have continued to implement changes and enhancements to improve the overall quality of, and access to, its programs and services.
OBJECTIVE	
Measure	Changes and enhancements to improve program and service delivery implemented.
Indicator	Mobile inspections implemented in select areas.
Indicator	Increase in interactive online forms.
Indicator	LEAN processes implemented in select areas.

### Indicator 1: Mobile Inspections Implemented in Select Areas

#### Occupational Health and Safety Inspections

In 2016-17, Occupational Health and Safety (OHS) Inspection officers were provided more flexibility with preparing and delivering inspection reports while operating in remote locations. All officers were equipped with Blackberry cell phones, which allowed them access to employee training records while in the field. As well, In-Reach devices that use two-way satellite communications were made available to all officers. This allows officers to send and receive messages from anywhere in the province (global coverage, with no black-out zones), provides officers access to topographical maps, and equips them with additional safety features, such as communication with a 24/7 search and rescue monitoring center, an SOS trigger, and the ability to send GPS coordinates to cell phones, emails, and social network sites. These new enhancements are in addition to the laptops and mobile printers the officers already use. These new measures improve efficiency in the enforcement process and allow officers to provide employers with any requisite information in a timely manner.

## **Fire and Life Safety Inspections**

Building on a 2015-16 pilot project, the Engineering and Inspection Services Division implemented a mobile inspection process in the Avalon region for the fire and life safety inspection program in 2016-17. This provides the ability to electronically complete and email inspection reports in the field, eliminating the need for handwritten paper forms and inspection reports. Approximately 500 inspections are conducted annually. The project has improved the efficiency of the inspection process for both clients and inspectors, reduced response times to clients and improved productivity of inspection staff. The inspection process is expected to be expanded to officers in other locations of the province in 2017-18.

## **Environmental Health Inspections**

Inspection staff in the Environmental Health program conducted trials using electronic mobile reporting devices in 2016-17. Results from the trials identified challenges with the current data management system that require further investigation and evaluation, which delayed full implementation beyond March 31, 2017. Service NL is currently working with the OCIO to implement an upgrade of the current data system to allow for integration of data from a mobile device. Mobile food premises inspection reports were included in the pilot project and are included in the planned data system upgrade.

## **Indicator 2: Increase in interactive online forms**

Service NL continued its initiative to increase the number of interactive online forms in 2016-17, which supports Government's commitment to digital-by-design and enhancing government wide service delivery as outlined in The Way Forward.

## **Vital Statistics Division**

The Vital Statistics Division is responsible for registering and issuing certificates for vital events, including: birth, marriage, death, legal name changes, adoptions and gender changes. Annually, there are approximately 12,000 registrations filed and 27,000 certificates issued. Of the approximate forty forms associated with these functions,

thirty-one were reviewed, converted to electronic fillable format and made available to the public in 2016-17. This initiative supports Government's digital by design commitment as outlined in The Way Forward.

### **Consumer Affairs**

During 2016-17, the Consumer Affairs Division successfully completed an initiative to integrate with Government's online payment portal. The ability to accept all fees and payments for Residential Tenancies, Lotteries and Security Guard activity online enhances access to services, eliminating the need for clients to visit Consumer Affairs offices or store fronts for payments. Those who do not wish to use these digital services can still visit Service NL offices for in-person services.

### **Pension Benefit Standards Division**

In 2016-17, the Pension Benefit Standards Division updated its manual paper-based mail out process for sending blank Annual Information Returns and reminder letters and implemented an electronic process. A database of email addresses for pension plan contacts was compiled and is used to email monthly reminders, saving time and costs associated with mailing.

### **Indicator 3: LEAN processes implemented in select areas**

In keeping with actions outlined in The Way Forward, Service NL implemented LEAN process improvements to improve services and reduce waste in various program areas.

### **Residential Tenancies**

During 2016-17, the Residential Tenancies Division sought input from its staff to suggest a LEAN initiative that would improve efficiency for both clients and staff. It was determined that the process for certifying orders when a mediation has failed would realize the most significant benefit of applying the principles of LEAN. In March of 2017, an automated system was implemented that eliminated repeat office visits for clients, reduced the risk of a privacy breach and removed the need for duplication in data entry. Preparation time that previously took hours now has been reduced to minutes.



## **Office of the Queen's Printer / Printing and Micrographic Services Division**

Late in 2015-16, the Printing and Micrographic Services Division partnered with the College of the North Atlantic for Engineering Technology Program work term students to study the current workflow procedures, gather time and motion study data, and make recommendations for work flow and productivity improvements. Implementation of 5S Visual Workplace practices continued throughout 2016-17 with the reorganization of equipment and inventory areas, which has resulted in efficiencies in productivity, thereby improving service times.

The Value Stream Mapping process led to the acquisition of a Management Information System in 2016-17, that is planned for implementation in 2017-18. This system will further streamline the business process and provide online ordering for printing services as well as health related publications printed and distributed to Regional Health Authorities, hospitals and clinics on behalf of the Departments of Health and Community Services and Children, Seniors and Social Development.

## **Occupational Health and Safety**

In 2016-17, the Occupational Health and Safety (OHS) Division purchased computer software for preparing communication, such as hazard alerts and guidance information to stakeholders. The goal is to improve efficiency and provide timely feedback to stakeholders. The implementation of a new electronic records management and advanced workflow system (HPRM) in July 2016 will improve the quality and efficiencies of internal processes and as a result will enhance access to OHS programs and services. The Division has also implemented a new electronic record management system that improves efficiencies for the registration of radiation producing equipment.

## **Government Service Centres**

The Electrical Contractors application process has been streamlined to remove a requirement to submit a notice of qualification. This information would previously have been recorded by the Department and eliminates duplication for the client.

## **Motor Registration Division**

In 2016-17, the Motor Registration Division commenced the process of moving the Driver Records and Medicals paper based filing system to TRIM. The transition from paper to electronic filing will streamline the file review process. It will expedite file review and decision-making, resulting in a timely response to clients on their status. Implementation of TRIM will also reduce filing errors and eliminate manual filing of documents, thus reducing office space requirements.

In 2013, the Motor Registration Division conducted a review of the Highway Enforcement Program to assess effectiveness and determine potential enforcement gaps. The review identified a number of areas where there were opportunities for enhancement and recommendations were made from the analysis. In 2016-17, on the basis of the review and recommendations the reclassification of Highway Enforcement Officers and Weigh Scale Inspectors was implemented to streamline service delivery and facilitate timeliness of inspections. This has resulted in: an increase in the number of commercial vehicle inspections being conducted, as the Division can focus resources and due to the inherent operational flexibility of one occupation; improved level of enforcement as officers work in pairs more frequently; a reduction in the school bus inspection cycle by one month and completion of inspections two months earlier; an increase in staff morale; additional enforcement tasks, such as facility audits, are being conducted; and provincial level standardized work is occurring.

## **Engineering and Inspection Services**

In 2016-17, a new process was implemented that requires licensed contractors to supply payment for the registration of pressure piping systems at the same time they apply for a permit application. This is meant to eliminate the process of invoicing related to pressure piping system registration. It eases the workload on administrative staff, eliminates a potential source of error in a second financial transaction and provides benefits to clients. There are plans to expand this process to other licensed contractors. The licensed contractors who have adopted the program so far are pleased with the changes. It allows them to bill the clients without delay in waiting for their invoice.

In 2016-17, the Engineering and Inspection Services Division conducted a review of the Septic System Design Process to eliminate unnecessary steps and improve efficiencies. A standardized application process for sewage treatment systems handling an effluent discharge of greater than 4546 litres was developed and implemented, and plans are now accepted electronically. This has changed the process by making it easier to track all required information, making email submissions more readily available and thereby decreasing the need to drop information directly to the office. It also provides new payment options for the client, decreasing the need to bring cheques to the office.

### Discussion of Results

The performance indicators for Strategic Issue 2, as identified in the 2014-17 Strategic Plan focused on identifying opportunities to assess and enhance service delivery for clients. Specific issues that were identified were addressed with improvements made in many areas. The indicators for 2016-17 were achieved and work will continue to advance these and other initiatives in 2017-18.

### Strategic Issue 3: Legislative and Regulatory Framework

2016-17 OBJECTIVE	By March 31, 2017, Service NL will have implemented changes in select areas to enhance its legislative and regulatory regime.
Measure	Implemented changes in select areas.
Indicator	Continue to implement the Legislative Review Policy.
Indicator	Assess the departmental legislative inventory.
Indicator	Recommend changes resulting from the legislative review.

### **Indicator 1: Continue to implement the Legislative Review Policy**

Implementation of the Legislative Review Policy continued in 2016-17. The review checklists compiled in this period and the meetings with divisional designates assisted the planning of the department's legislative agenda. While a vacancy in the position primarily responsible for coordinating the review, affected the review slightly in 2016-17, assessment of the legislative inventory and work on identified priorities enabled the department to maintain a robust legislative agenda. This position is now filled and in March 2017, meetings with divisional delegates were undertaken as part of the 2016-17 review process. These divisional delegates are designated by their respective Assistant Deputy Minister as being the content expert to direct the legislative review function of the division. This work will continue into the 2017-18 reporting period.

### **Indicator 2: Assess the departmental legislative inventory**

Service NL maintains a legislative inventory in order to guide its priorities during the year. While this process has been aided through the implementation of the Legislative Review Policy the department is continuously assessing the inventory throughout the year. Assessment includes determining whether the objectives of the legislation can be achieved by alternate and more effective means; whether the legislation duplicates, overlaps or conflicts with another Act or regulations; and the effectiveness of meeting the public policy objective. After consideration, the inventory contains a list of priority legislation and information on its amendment history. In 2016-17, assessment of the departmental inventory facilitated legislative changes made by the department in 2016-17, noted below, as well as the identification of departmental legislative priorities identified in The Way Forward.

### **Indicator 3: Recommend changes resulting from the legislative review**

In 2016-17, progress was made in carrying out legislative amendments. Priorities were identified through the review process and through the assessment of the department's legislative inventory. The following Bills were developed and passed in 2016-17.

- Bill 7, An Act to Amend the Vital Statistics Act, 2009, which removed the requirement for transsexual surgery in order to change the sex designation on a birth registration.

- Bill 8, An Act to Amend the Change of Name Act, 2009, which lowered the age requirement for applying for a change of name from the age of majority to 16.
- Bill 12, An Act to Amend the Highway Traffic Act, which strengthened provisions relating to school bus and school/construction zone safety.
- Bill 30, An Act to Amend the Co-operatives Act, which amended the Co-operatives Act to allow for the name of a co-operative in French.
- Bill 33, An Act to Amend the Highway Traffic Act, no. 2, which increased the fines for using a hand-held cellular phone while driving a motor vehicle.
- Bill 42, An Act to Amend the Highway Traffic Act, no. 3, which provided for longer licence suspensions where a person is convicted of certain impaired driving offences.
- Bill 50, An Act to Amend the Vital Statistics Act, 2009, no. 2, which provides the registrar with general authority to release information to other jurisdictions.
- Bill 52, An Act to Amend the Consumer Protection and Business Practices Act, which regulates the payday loan industry in the province.
- Bill 60, An Act to Amend the Highway Traffic Act, no. 4, which allowed for the registration and operation of certain three-wheeled vehicles.
- Bill 67, An Act to Amend the Public Safety Act, which decommissioned the inactive Boiler Pressure Vessel Advisory Board.
- Bill 68, An Act to Amend the Highway Traffic Act, no. 5, which strengthened impaired driving laws by imposing zero tolerance of alcohol for drivers under 22; imposing mandatory ignition interlock; and allowing for vehicle impoundment measures.

In addition, amendments were made to the Official Inspection Station Regulations to increase school bus safety and regulate certain three-wheeled vehicles.

## **Discussion of Results**

The implementation of the legislative review policy and continuous assessment of the legislative inventory have enabled Service NL to maintain an active and robust legislative agenda. Service NL is committed to continuing to review legislation and advancing legislative amendments to enhance consumer protection and safety for workers and the public.

# Opportunities and Challenges

Service NL is continuously looking at ways to improve the delivery of programs and services. As referenced a number of times throughout this report, there were several notable achievements during the 2016-17 fiscal year. Looking forward, the department intends to continue this trend in 2017-18 by making further enhancements to consumer protection and worker and public safety.

## **Review of Automobile Insurance**

Service NL will initiate an automobile insurance review with the goal of modernizing the system to provide greater benefits and better value to residents of the province. As noted in Action 2.55 of *The Way Forward: Realizing Our Potential*, one of the things this review will explore is practices in other jurisdictions on applying a cap to automobile insurance claims for minor injury non-economic loss claims.

## **Strengthen Consumer Protection**

As referenced in Action 2.55 of *The Way Forward*, Government will continue implementing a series of consumer protection measures to protect consumers against fraud or bad business practices. In 2017-18, Service NL will develop regulations to the Consumer Protection and Business Practices Act for payday loans, and will also work with the Department of Health and Community Services to implement food safety training requirements for food service workers employed in commercial food service establishments.

## **Other The Way Forward Related Priorities**

On November 9, 2016, the Government of Newfoundland Labrador released *The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador*, based on input received from stakeholders and residents. Government proceeded with Phase 1 of the vision “Securing Our Footing,” which focused on a variety of actions aimed at reducing spending and supporting economic growth. Phase 2 of the vision, *The Way*

Forward: Realizing Our Potential was launched in March 2017. In addition to the consumer protection measures and review of automobile insurance noted above, Service NL is leading other actions outlined in Action 2.55 and is also involved in Actions 2.38, 2.56, 2.47 and 2.48 as outlined in the Way Forward, along with partner departments.

### **Occupational Health and Safety**

Service NL will commence a review of the Radiation Health and Safety legislation. This will include extensive consultation with professional stakeholders on key issues to ensure the Act and regulations are modernized to reflect best practices in this area. Service NL will continue with the review process of the Workplace Hazardous Materials Information Systems (WHMIS) Regulations with the goal of implementing the new regulations. The transition from the old to the new may present some challenges to employers as well as the regulator, Occupational Health and Safety.

The Labrador West Medical Audit by Horizontal Occupational Solutions is to be completed and released in 2017-18. The study monitored the effects of silica dust exposure at mining properties in Labrador West. The report identifies various recommendations with the goal of improving medical health surveillance for these workers. During 2017-18, Service NL will work with the study's steering committee to develop an action plan to implement the report's recommendations.

### **Pension Benefit Standards**

The Pension Benefit Standards Division is responsible for the administration and enforcement of the Pension Benefits Act, 1997 which governs employer-sponsored pension plans established in respect of Newfoundland and Labrador employees. Service NL will continue to be active in protecting the interests of pension plan members in this complex and challenging area. In 2017-18, this activity will include working with pension plan sponsors in relation to pension funding, such as creating an innovative and unique solution for the plans of Corner Brook Pulp and Paper to address long term pension funding while also providing enhanced protection for the plan members. Service NL will also continue to be involved in matters related to the pension plans of Wabush Mines, including a reference under section 13 of the Judicature Act to the Newfoundland and Labrador Court of Appeal regarding deemed trust provisions.



Protecting the pension promise has become increasingly challenging in recent years, especially in situations such as Wabush Mines where the employer is liquidated or insolvent. Service NL will continue to look at opportunities to provide enhanced pension protection.

# Financial Information

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2017.

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR  
Statement of Expenditure and Related Revenue  
FOR THE YEAR ENDED 31 MARCH 2017

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>MINISTER'S OFFICE</b>			
<i>CURRENT</i>			
<b>1.1.01. MINISTER'S OFFICE</b>			
01. Salaries	211,750	212,200	193,200
Operating Accounts:			
<i>Employee Benefits</i>	-	500	500
<i>Transportation and Communications</i>	17,872	29,000	29,000
<i>Supplies</i>	122	2,500	2,500
<i>Purchased Services</i>	971	3,000	3,000
<i>Property, Furnishings and Equipment</i>	-	200	200
02. Operating Accounts	18,965	35,200	35,200
<b>Total: Minister's Office</b>	<b>230,715</b>	<b>247,400</b>	<b>228,400</b>
TOTAL: MINISTER'S OFFICE	230,715	247,400	228,400
<b>GENERAL ADMINISTRATION</b>			
<i>CURRENT</i>			
<b>1.2.01. EXECUTIVE SUPPORT</b>			
01. Salaries	1,619,126	1,776,800	1,526,800
Operating Accounts:			
<i>Employee Benefits</i>	2,735	2,400	2,400
<i>Transportation and Communications</i>	19,159	29,300	46,300
<i>Supplies</i>	2,051	9,500	9,500
<i>Professional Services</i>	5,500	12,600	20,000
<i>Purchased Services</i>	12,700	19,000	19,000
<i>Property, Furnishings and Equipment</i>	4,036	2,500	2,500
02. Operating Accounts	46,181	75,300	99,700
	1,665,307	1,852,100	1,626,500
02. Revenue - Provincial	(943,857)	(1,040,000)	(1,040,000)
<b>Total: Executive Support</b>	<b>721,450</b>	<b>812,100</b>	<b>586,500</b>

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>GENERAL ADMINISTRATION</b>			
<i>CAPITAL</i>			
<b>1.2.02. ADMINISTRATIVE SUPPORT</b>			
Operating Accounts:			
<i>Property, Furnishings and Equipment</i>	<u>278,050</u>	349,800	200,300
02. Operating Accounts	<u>278,050</u>	349,800	200,300
	<u>278,050</u>	349,800	200,300
02. Revenue - Provincial	<u>-</u>	(160,000)	(160,000)
<b>Total: Administrative Support</b>	<u>278,050</u>	189,800	40,300
TOTAL: GENERAL ADMINISTRATION	<u>999,500</u>	1,001,900	626,800
TOTAL: EXECUTIVE AND SUPPORT SERVICES	<u>1,230,215</u>	1,249,300	855,200
<b>REGULATORY AFFAIRS</b>			
<b>CONSUMER AND COMMERCIAL AFFAIRS</b>			
<i>CURRENT</i>			
<b>2.1.01. CONSUMER AFFAIRS</b>			
01. Salaries	<u>838,610</u>	839,700	735,700
Operating Accounts:			
<i>Employee Benefits</i>	<u>469</u>	500	500
<i>Transportation and Communications</i>	<u>30,055</u>	24,000	24,000
<i>Supplies</i>	<u>6,773</u>	10,000	10,000
<i>Purchased Services</i>	<u>9,582</u>	20,000	20,000
<i>Property, Furnishings and Equipment</i>	<u>569</u>	3,300	3,300
02. Operating Accounts	<u>47,448</u>	57,800	57,800
	<u>886,058</u>	897,500	793,500
02. Revenue - Provincial	<u>(20,057)</u>	(16,000)	(16,000)
<b>Total: Consumer Affairs</b>	<u>866,001</u>	881,500	777,500

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>REGULATORY AFFAIRS</b>			
<b>CONSUMER AND COMMERCIAL AFFAIRS</b>			
<i>CURRENT</i>			
<b>2.1.02. FINANCIAL SERVICES REGULATION</b>			
01. Salaries	896,519	900,000	1,106,000
Operating Accounts:			
<i>Employee Benefits</i>	500	2,500	2,500
<i>Transportation and Communications</i>	22,541	25,000	25,000
<i>Supplies</i>	5,670	7,700	7,700
<i>Professional Services</i>	25	5,000	5,000
<i>Purchased Services</i>	55,799	44,500	37,500
<i>Property, Furnishings and Equipment</i>	29	500	500
02. Operating Accounts	84,564	85,200	78,200
<b>Total: Financial Services Regulation</b>	<b>981,083</b>	<b>985,200</b>	<b>1,184,200</b>
<b>2.1.03 PENSIONS BENEFIT STANDARDS</b>			
01. Salaries	228,590	228,600	228,600
Operating Accounts:			
<i>Employee Benefits</i>	1,120	1,000	1,000
<i>Transportation and Communications</i>	2,302	5,000	5,000
<i>Supplies</i>	479	500	500
<i>Purchased Services</i>	3,267	3,000	3,000
<i>Property, Furnishings and Equipment</i>	-	500	500
02. Operating Accounts	7,168	10,000	10,000
<b>Total: Pensions Benefit Standards</b>	<b>235,758</b>	<b>238,600</b>	<b>238,600</b>
<b>2.1.04. COMMERCIAL REGISTRATIONS</b>			
01. Salaries	1,303,824	1,316,500	1,471,500
Operating Accounts:			
<i>Employee Benefits</i>	4,184	900	900
<i>Transportation and Communications</i>	76,873	80,500	80,500
<i>Supplies</i>	20,491	25,000	25,000
<i>Purchased Services</i>	824,279	818,100	801,100
<i>Property, Furnishings and Equipment</i>	20,664	24,000	24,000
02. Operating Accounts	946,491	948,500	931,500
<b>Total: Commercial Registrations</b>	<b>2,250,315</b>	<b>2,265,000</b>	<b>2,403,000</b>
<b>TOTAL: CONSUMER AND COMMERCIAL AFFAIRS</b>	<b>4,333,157</b>	<b>4,370,300</b>	<b>4,603,300</b>

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>REGULATORY AFFAIRS</b>			
<b>OCCUPATIONAL HEALTH AND SAFETY INSPECTIONS</b>			
<i>CURRENT</i>			
<b>2.2.01. OCCUPATIONAL HEALTH AND SAFETY INSPECTIONS</b>			
01. Salaries	3,198,327	3,517,900	3,631,900
Operating Accounts:			
<i>Employee Benefits</i>	29,927	30,000	30,000
<i>Transportation and Communications</i>	305,036	349,000	349,000
<i>Supplies</i>	92,963	120,000	120,000
<i>Professional Services</i>	118,907	99,000	99,000
<i>Purchased Services</i>	420,470	470,900	470,900
<i>Property, Furnishings and Equipment</i>	22,549	30,000	30,000
02. Operating Accounts	989,852	1,098,900	1,098,900
	4,188,179	4,616,800	4,730,800
02. Revenue - Provincial	(4,672,057)	(4,730,800)	(4,730,800)
<b>Total: Occupational Health and Safety Inspections</b>	<b>(483,878)</b>	<b>(114,000)</b>	<b>-</b>
TOTAL: OCCUPATIONAL HEALTH AND SAFETY INSPECTIONS	<b>(483,878)</b>	<b>(114,000)</b>	<b>-</b>
<b>FINANCIAL ASSISTANCE</b>			
<i>CURRENT</i>			
<b>2.3.01. ASSISTANCE TO ST. LAWRENCE MINERS' DEPENDENTS</b>			
09. Allowances and Assistance	29,250	35,000	35,000
<b>Total: Assistance to St. Lawrence Miners' Dependents</b>	<b>29,250</b>	<b>35,000</b>	<b>35,000</b>
<b>2.3.02. ASSISTANCE TO OUTSIDE AGENCIES</b>			
10. Grants and Subsidies	5,000	10,000	10,000
02. Revenue - Provincial	(9,577)	(10,000)	(10,000)
<b>Total: Assistance to Outside Agencies</b>	<b>(4,577)</b>	<b>-</b>	<b>-</b>
TOTAL: FINANCIAL ASSISTANCE	<b>24,673</b>	<b>35,000</b>	<b>35,000</b>
TOTAL: REGULATORY AFFAIRS	<b>3,873,952</b>	<b>4,291,300</b>	<b>4,638,300</b>

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>GOVERNMENT SERVICES</b>			
<b>MOTOR VEHICLE REGISTRATION</b>			
<i>CURRENT</i>			
<b>3.1.01. ADMINISTRATION</b>			
01. Salaries	<b>660,712</b>	667,900	688,700
Operating Accounts:			
<i>Employee Benefits</i>	<b>233</b>	1,400	1,400
<i>Transportation and Communications</i>	<b>1,002,674</b>	983,800	924,500
<i>Supplies</i>	<b>61,478</b>	80,000	34,500
<i>Professional Services</i>	<b>50</b>	-	-
<i>Purchased Services</i>	<b>169,866</b>	169,500	244,200
<i>Property, Furnishings and Equipment</i>	<b>4,867</b>	4,500	2,500
02. Operating Accounts	<b>1,239,168</b>	1,239,200	1,207,100
10. Grants and Subsidies	<b>35,796</b>	38,000	38,000
<b>Total: Administration</b>	<b>1,935,676</b>	1,945,100	1,933,800
<b>3.1.02. SERVICE - LICENCE AND REGISTRATION</b>			
01. Salaries	<b>2,958,757</b>	2,958,800	3,210,600
Operating Accounts:			
<i>Employee Benefits</i>	<b>56,915</b>	45,000	33,000
<i>Transportation and Communications</i>	<b>50,449</b>	47,500	47,500
<i>Supplies</i>	<b>316,477</b>	332,400	317,400
<i>Professional Services</i>	<b>9,975</b>	-	-
<i>Purchased Services</i>	<b>1,776,804</b>	1,780,800	1,625,000
<i>Property, Furnishings and Equipment</i>	<b>5,552</b>	13,000	10,000
02. Operating Accounts	<b>2,216,172</b>	2,218,700	2,032,900
<b>Total: Service - Licence and Registration</b>	<b>5,174,929</b>	5,177,500	5,243,500

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>GOVERNMENT SERVICES</b>			
<b>MOTOR VEHICLE REGISTRATION</b>			
<i>CURRENT</i>			
<b>3.1.03. ENFORCEMENT</b>			
01. Salaries	<b>2,979,546</b>	2,979,600	2,895,600
Operating Accounts:			
<i>Employee Benefits</i>	<b>7,682</b>	8,900	3,900
<i>Transportation and Communications</i>	<b>111,160</b>	121,400	132,000
<i>Supplies</i>	<b>188,506</b>	191,500	190,500
<i>Professional Services</i>	<b>1,873</b>	9,400	20,000
<i>Purchased Services</i>	<b>74,531</b>	97,100	103,700
<i>Property, Furnishings and Equipment</i>	<b>29,094</b>	15,000	6,000
02. Operating Accounts	<b>412,846</b>	443,300	456,100
	<b>3,392,392</b>	3,422,900	3,351,700
01. Revenue - Federal	<b>(188,964)</b>	(191,500)	(191,500)
<b>Total: Enforcement</b>	<b>3,203,428</b>	3,231,400	3,160,200
TOTAL: MOTOR VEHICLE REGISTRATION	<b>10,314,033</b>	10,354,000	10,337,500
<b>PERMITTING AND INSPECTION SERVICES</b>			
<i>CURRENT</i>			
<b>3.2.01. SUPPORT SERVICES</b>			
01. Salaries	<b>2,373,588</b>	2,374,000	2,321,000
Operating Accounts:			
<i>Employee Benefits</i>	<b>14,411</b>	3,500	3,500
<i>Transportation and Communications</i>	<b>267,779</b>	300,000	300,000
<i>Supplies</i>	<b>39,083</b>	40,000	40,000
<i>Professional Services</i>	<b>285</b>	5,000	5,000
<i>Purchased Services</i>	<b>782,962</b>	800,000	800,000
<i>Property, Furnishings and Equipment</i>	<b>890</b>	5,000	5,000
02. Operating Accounts	<b>1,105,410</b>	1,153,500	1,153,500
09. Allowances and Assistance	-	69,000	69,000
	<b>3,478,998</b>	3,596,500	3,543,500
02. Revenue - Provincial	<b>(1,436,226)</b>	(1,498,400)	(1,498,400)
<b>Total: Support Services</b>	<b>2,042,772</b>	2,098,100	2,045,100



REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>GOVERNMENT SERVICES</b>			
<b>PERMITTING AND INSPECTION SERVICES</b>			
<i>CURRENT</i>			
<b>3.2.02. REGIONAL SERVICES</b>			
01. Salaries	7,545,397	7,557,100	7,669,100
Operating Accounts:			
<i>Employee Benefits</i>	32,390	28,900	28,900
<i>Transportation and Communications</i>	465,312	440,700	436,700
<i>Supplies</i>	141,084	160,000	160,000
<i>Purchased Services</i>	98,144	120,000	120,000
<i>Property, Furnishings and Equipment</i>	11,339	20,000	20,000
02. Operating Accounts	748,269	769,600	765,600
	8,293,666	8,326,700	8,434,700
02. Revenue - Provincial	(2,152,889)	(2,339,800)	(2,339,800)
<b>Total: Regional Services</b>	<b>6,140,777</b>	<b>5,986,900</b>	<b>6,094,900</b>
<b>TOTAL: PERMITTING AND INSPECTION SERVICES</b>	<b>8,183,549</b>	<b>8,085,000</b>	<b>8,140,000</b>
<b>OTHER SERVICES</b>			
<i>CURRENT</i>			
<b>3.3.01. VITAL STATISTICS REGISTRY</b>			
01. Salaries	805,443	805,500	768,100
Operating Accounts:			
<i>Employee Benefits</i>	186	10,000	10,000
<i>Transportation and Communications</i>	64,051	70,000	70,000
<i>Supplies</i>	9,341	9,500	9,500
<i>Purchased Services</i>	65,730	54,500	54,500
<i>Property, Furnishings and Equipment</i>	1,860	5,000	5,000
02. Operating Accounts	141,168	149,000	149,000
	946,611	954,500	917,100
01. Revenue - Federal	(61,298)	(50,000)	(50,000)
02. Revenue - Provincial	(20,120)	(50,000)	(50,000)
<b>Total: Vital Statistics Registry</b>	<b>865,193</b>	<b>854,500</b>	<b>817,100</b>

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>GOVERNMENT SERVICES</b>			
<b>OTHER SERVICES</b>			
<i>CURRENT</i>			
<b>3.3.02. QUEEN'S PRINTER</b>			
01. Salaries	46,774	46,800	44,800
Operating Accounts:			
<i>Employee Benefits</i>	-	500	500
<i>Transportation and Communications</i>	1,480	1,800	1,800
<i>Supplies</i>	836	1,900	1,900
<i>Purchased Services</i>	8,653	15,000	15,000
02. Operating Accounts	10,969	19,200	19,200
	57,743	66,000	64,000
02. Revenue - Provincial	(71,483)	(115,500)	(115,500)
<b>Total: Queen's Printer</b>	<b>(13,740)</b>	<b>(49,500)</b>	<b>(51,500)</b>
<b>3.3.03. PRINTING AND MICROGRAPHIC SERVICES</b>			
01. Salaries	853,784	864,200	912,200
Operating Accounts:			
<i>Employee Benefits</i>	659	-	-
<i>Transportation and Communications</i>	6,972	9,500	9,500
<i>Supplies</i>	293,578	263,400	263,400
<i>Purchased Services</i>	473,382	534,000	534,000
<i>Property, Furnishings and Equipment</i>	6,165	9,500	9,500
02. Operating Accounts	780,756	816,400	816,400
<b>Total: Printing and Micrographic Services</b>	<b>1,634,540</b>	<b>1,680,600</b>	<b>1,728,600</b>
TOTAL: OTHER SERVICES	2,485,993	2,485,600	2,494,200
TOTAL: GOVERNMENT SERVICES	20,983,575	20,924,600	20,971,700

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>WORKPLACE HEALTH, SAFETY AND COMPENSATION REVIEW</b>			
<b>WORKPLACE HEALTH, SAFETY AND COMPENSATION REVIEW</b>			
<i>CURRENT</i>			
<b>4.1.01. WORKPLACE HEALTH, SAFETY AND COMPENSATION REVIEW</b>			
01. Salaries	834,141	864,900	864,900
Operating Accounts:			
<i>Employee Benefits</i>	3,635	2,400	2,400
<i>Transportation and Communications</i>	27,662	30,000	30,000
<i>Supplies</i>	11,890	22,300	22,300
<i>Professional Services</i>	68,143	142,200	142,200
<i>Purchased Services</i>	157,577	167,200	167,200
<i>Property, Furnishings and Equipment</i>	2,613	3,500	3,500
02. Operating Accounts	271,520	367,600	367,600
	1,105,661	1,232,500	1,232,500
02. Revenue - Provincial	(1,111,087)	(1,232,500)	(1,232,500)
<b>Total: Workplace Health, Safety and Compensation Review</b>	<b>(5,426)</b>	-	-
TOTAL: WORKPLACE HEALTH, SAFETY AND COMPENSATION REVIEW	(5,426)	-	-
TOTAL: WORKPLACE HEALTH, SAFETY AND COMPENSATION REVIEW	(5,426)	-	-

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>FRENCH LANGUAGE SERVICES</b>			
<b>FRENCH LANGUAGE SERVICES</b>			
<i>CURRENT</i>			
<b>5.1.01. FRENCH LANGUAGE SERVICES</b>			
01. Salaries	343,160	343,200	328,800
Operating Accounts:			
<i>Employee Benefits</i>	210	900	900
<i>Transportation and Communications</i>	5,983	13,200	13,200
<i>Supplies</i>	5,470	14,500	14,500
<i>Professional Services</i>	120,925	135,800	135,800
<i>Purchased Services</i>	26,139	55,600	70,000
<i>Property, Furnishings and Equipment</i>	-	900	900
02. Operating Accounts	158,727	220,900	235,300
10. Grants and Subsidies	4,000	4,000	4,000
	505,887	568,100	568,100
01. Revenue - Federal	(398,100)	(400,000)	(400,000)
<b>Total: French Language Services</b>	<b>107,787</b>	<b>168,100</b>	<b>168,100</b>
TOTAL: FRENCH LANGUAGE SERVICES	107,787	168,100	168,100
TOTAL: FRENCH LANGUAGE SERVICES	107,787	168,100	168,100
TOTAL: DEPARTMENT	26,190,103	26,633,300	26,633,300

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

DEPARTMENT OF SERVICE NEWFOUNDLAND AND LABRADOR (CONTINUED)

Summary of Gross Expenditure and Unexpended Balances

	\$
Original estimates (net)	26,633,300
Add (subtract) transfers of estimates	-
Addback revenue estimates net of transfers	<u>11,834,500</u>
Original estimates of expenditure	38,467,800
Supplementary supply	<u>-</u>
Total Appropriation	<u>38,467,800</u>
Total net expenditure	26,190,103
Add revenue less transfers and statutory payments	<u>11,085,715</u>
Total gross expenditure (budgetary, non-statutory)	<u>37,275,818</u>
Unexpended balance of appropriation	<u><u>1,191,982</u></u>

Summary of Cash Payments and Receipts

	<u>Payments</u>	<u>Receipts</u>	<u>Net</u>
	\$	\$	\$
Current Account	36,997,768	11,085,715	25,912,053
Capital Account	<u>278,050</u>	-	<u>278,050</u>
Totals	<u><u>37,275,818</u></u>	<u><u>11,085,715</u></u>	<u><u>26,190,103</u></u>

SEAN DUTTON  
Deputy Minister  
Service Newfoundland and Labrador

