



WINNER



## Red Tape Leadership

**Nominees:** *Hon. Brian Pallister, Premier of Manitoba*

*Hon. Cameron Friesen, Manitoba Minister of Finance*

**The problem:** Just two years ago, Manitoba ranked last in CFIB's Red Tape Report Card with an "F" grade and had no clear plan to address unnecessary, redundant or overly burdensome regulation.

**The fix:** In 2016, Premier Pallister committed to making Manitoba "the most improved province for regulatory accountability by 2020", and legislated a plan of attack in 2017. With Bill 22, the government set up the measurement, tracking, reporting and reduction goals. This includes an aggressive 2-for-1 red tape reduction rule to remove two regulations for every new regulation added. The government identified over 906,000 different regulatory requirements and began streamlining and removing the red tape.

With Bill 24, the government took action in specific 15 areas - from oil handling at mechanic shops to storage methods for hog farmers. A Red Tape Reduction Task Force was also created which included business and non-profit leaders to identify hundreds of red tape headaches facing Manitobans. These ground-breaking efforts have positioned Manitoba as an emerging leader in North America for red tape reduction.



Jonathan Alward, Director of Provincial Affairs, Manitoba with Hon. Cameron Friesen, Minister of Finance.



## Honourable Mention



## Purging Paperwork

**Nominee:** *Hon. Diane Lebouthillier, Minister of National Revenue*

**The problem:** Small businesses were required to print every T4 slip, creating mounds of unnecessary paperwork.

**The fix:** The Canada Revenue Agency (CRA) is moving more services online. With Budget 2017, CRA is allowing small business owners to distribute T4s electronically to their employees. This new initiative will save employers both time and money. The Canadian Payroll Association estimates employers will save \$5 per T4 slip, amounting to over \$100 million in savings annually.



Hon. Diane Lebouthillier, Minister of National Revenue, for allowing small business owners to distribute T4s electronically to their employees.

## Honourable Mention



### Common Sense Progress

**Nominee:** *Ms. Dominique Vien, Quebec's Minister of Labour*

**The problem:** Voluntary construction work anywhere in Quebec had to be done by card-carrying unionized workers and therefore paid according to Quebec construction laws. This means that business owners doing minor renovation work in their own business, by themselves, operated illegally and could be fined if they were not holding the proper competency card.

**The fix:** Minister Vien announced changes to the construction industry's rules to make them more flexible to account for voluntary construction work. In spite of pressure from unions, Quebec's new regulation on voluntary construction work came into force in 2017. Now, an exception covering construction workers entitlements and construction sites allows owners of businesses with fewer than 10 employees to do simple renovations themselves such as sanding a hardwood floor or repainting a wall. This change is saving SMEs staggering amounts of unnecessary costs.



Hon. Dominique Vien, Quebec's Minister of Labour, for loosening an inflexible rule around voluntary construction work.

## Honourable Mention



### Sailing through Red Tape

**Nominees:** *Nova Scotia Office of Regulatory Affairs and Service Effectiveness - Business Navigation Service*

*Joan Penney, Executive Director, Customer Service and Project Implementation*  
*Heather Brokken, Senior Service Advisor*  
*Ashley Swain, Business Navigation Analyst*  
*Andre MacLean, Business Navigator*  
*Annie Baxter, Business Navigator*

**The problem:** Business owners were spending countless hours trying to navigate multiple government departments in an attempt to hunt down necessary information to start or run a business.

**The fix:** Nova Scotia's Business Navigation Service is helping businesses register, secure business names, prepare for inspections, find information on permits and licenses, secure status updates of applications, and connect businesses to in-house experts providing high-quality, personal service. Business owners simply need to contact a navigator, tell them what they need to know or what they want help with and the navigator does the rest.

Since its launch as a pilot program in 2017, the Business Navigation Service has helped 850 Nova Scotia businesses, saving, on average, 40 hours of work for each business. Feedback on service from business owners has resulted in a consistent 10 out of 10 rating.



Nova Scotia Office of Regulatory Affairs and Service Effectiveness - Business Navigation Service, for pioneering innovative, personalized ways to help small businesses comply with regulations.

## Finalist



### Removing Roadblocks

**Nominees:** *Michael Kline, Lead (Saskatchewan Government Insurance - Permit office)*

*Tiffany Mohns (Ministry of Highways and Infrastructure)*

*Amy Yule (Ministry of Highways and Infrastructure)*

*Zahir Aldulaymi (Ministry of Highways and Infrastructure)*

**The problem:** Trucking companies or farmers needing to transport an oversized load on a route without bridges were required to apply for a permit and wait days for Ministry of Highways & Infrastructure engineers to confirm there were not, in fact, any bridges.

**The fix:** The Ministry of Highways and Infrastructure now gives the Saskatchewan Government Insurance (SGI) permit office the power to simply review the route and if there are no bridges, issue the permits immediately. Even though the Ministry is only open during business hours Monday through Friday and closed on statutory holidays, the SGI Permit Office is open seven days a week from 6 a.m. to 10 p.m., only closing on Christmas Day, Boxing Day and New Year's Day.

For example, on one particular day there were 150 relevant permit applications, of these, 96 were for routes without bridges, so they were approved immediately. Approving permits on the spot eliminates unnecessary waiting time with an estimated cost savings of \$440,000 annually.

## Finalist



### Permitting Progress

**Nominee:** *Mr. André Drolet, Quebec's Parliamentary Assistant to the State minister of Small and medium enterprises, of Regulatory burden reduction and of Regional economic development.*

**The problem:** Quebec's alcohol and gaming authority required business owners to have redundant, multiple permits for each and every room and every establishment category (bar, restaurant, patio, etc.) served at the business.

**The fix:** Mr. Drolet did work that garnered a lot of attention and brilliantly managed to modernize the Régie des alcools, des courses et des jeux du Québec. This modernization has been a long time coming and Mr. Drolet's work led to a substantial simplification of the alcohol permitting system in Quebec. In 2017, the Alcohol permit reforms reduced the permitting requirements to a "one permit by category only" approach. As a result, multiple rooms in the same category can now operate under the same alcohol permit. 5,700 establishment operators in Quebec applauded this reform which cut overall alcohol permits from 22,000 to 14,000. While this is good progress, CFIB will be encouraging the government to move toward a "one permits only per establishment" principal.

## Finalist

### Managing by Measuring

**Nominee:** Premier Brad Wall, Government of Saskatchewan

**The problem:** The Government of Saskatchewan had no way of costing their regulatory proposals or regulatory reviews.

**The fix:** The Premier mandated the use of the Direct Cost Estimator (DCE) across government, which is among the most comprehensive cost estimation tools in Canada. The DCE is a standardized approach used to estimate the cost of proposed and existing regulation, examine alternatives, estimate the impact of regulatory reviews and provide annual reporting. This means government is required to measure the impact of regulation with the goal of making better decisions on the best policy alternative at the lowest possible cost and report the impact of the cost to business. Over the past three years, the use of the DCE has already resulted in over \$90 million in red tape savings to both business owners and the government, far exceeding the government's target of \$5 million annually.



## Finalist

### Serving up less Red Tape

**Nominee:** Andrew MacMillan,  
CEO, PEI Liquor Control Commission (LCC)

**The problem:** All liquor licenses had to be approved by the Liquor Control Commission (LCC) board before they could be issued to a restaurant or bar. Since the board only meets once a month, some unlucky businesses found themselves waiting weeks to have a routine permit approved.

**The fix:** The need for board approval has been removed, giving authority to PEI LCC officials to make decisions. Liquor licenses are now typically processed in 1-2 days. A published service standard requires complete liquor license applications to be completed within one week. The PEI LCC is making the process easier for applicants, with online forms for license applications and personal history. Additionally, the LCC also removed the Micro-Brewery "Free-Standing" Premises regulation, meaning micro-breweries can now also have a distillery on site. A full legislative review is also being conducted with regulatory modernization and red tape reduction at the heart of the review.



## Finalist

### Out of the Ashes-Rebuilding by Cutting Red Tape

**Nominee:** *The Planning and Development Department and Wildfire Recovery Task Force of the Regional Municipality of Wood Buffalo.*

**The problem:** Existing municipal permitting processes were creating logjams in reconstructing 2,400 residential buildings and businesses destroyed in the 2016 Fort McMurray wildfire.

**The fix:** Realizing existing red tape hurdles would drag out reconstruction, the municipality retrained Planning and Development staff to approve permits much more efficiently. 120-hour permit approval times dropped to 48 hours. Demolition permits were consolidated resulting in more than 4,500 fewer permits being required. In addition, the municipality amended Land Use Bylaws allowing exact rebuilds even if they didn't comply with newer Bylaws. These changes are saving business owners and residents significant amount of time and money. The municipality also removed all fees for wildfire-related permits.

## Finalist

### Pinpointing Pain

**Nominee:** *Hon. Brad Duguid, Minister of Economic Development and Growth*

**The problem:** Locating the red tape that most affects business owners.

**The fix:** Ontario's Red Tape Challenge launched a fact-finding mission in seven business sectors to pinpoint red tape pain points from those who know it best: business owners. The consultation gave employers an opportunity to submit their red tape issues and propose solutions directly to government. The government published reports identifying the red tape and how it planned to fix it.

Government received 1,021 comments on 257 different pieces of legislation resulting in action on 79 different problems. Some of the improvements include: moving environmental approvals processes online, reducing review times by half; a health and safety checklist created for small businesses; harmonizing propane handling requirements with the Ontario Fire Code; harmonizing the classification and labeling of chemicals with a globally-recognized system; and more online options being created to communicate with government agencies and Crown corporations.

Work continues in the Red Tape Challenge on an additional 92 measures.