

Pre-budget Brief

2026

The
recommendations
issued by:

CUPE  *SCFP*

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Introduction

The Canadian Union of Public Employees (CUPE) is Canada’s largest union, with over 800,000 members across the country. **In New Brunswick, CUPE represents close to 30,000 workers** in education, health care, long-term care, municipalities, community services, post-secondary education, and several other public sector and para-public sector workplaces.

The CUPE members have decades of front-line experience in various public sector workplaces: health care, education, social services, corrections, transportation, tourism, and much more. They have knowledge of operational systems in government, viable solutions to problems, and strategies to improve labour relations and working conditions. They have a direct line to dedicated and skilled workers who deliver essential services to New Brunswickers.

What we have been doing these past several years is not working for everyday New Brunswickers.

New Brunswickers are still struggling with the rising cost of living and basic necessities. Workers are living paycheque to paycheque. Public services and social programs that people rely on every day are starved for funding. Meanwhile, two of the top ten wealthiest billionaire families in Canada are based in our province.

We can turn the page and work to improve New Brunswick for workers with fair taxation, cease contracting out, eliminate all forms of privatization of our public services, and invest in frontline public services. The government must stop relying on the private sector to provide essential services. This province has a lot to offer; let’s make it fulfilling for all to live, work, and thrive here.

As stakeholders, we have insight into ways we can improve and transform public finances. We want to collaborate and be part of the discussions. We hope you will take our recommendations seriously.



Iris Lloyd
President, CUPE NB

Summary

CUPE NB workers in Parts I, II, III, and IV provide many of the public services that people rely on every day. They ensure that children arrive at school safely every morning and help them get the education they deserve. They clean and sanitize New Brunswick’s hospitals and medical equipment. They care for our province’s most vulnerable, from children to seniors, plow our roads, work in the skilled trades, and do so much more of the labour that contributes to our economy and to our quality of life in New Brunswick. As stakeholders, they want to collaborate with the government and be included in discussions on labour relations.

This government has made it clear that they want to improve our health care and education systems and make life more affordable in this province. The following recommendations on savings and revenues will require courage and political will. Previous governments have done so in difficult times. New Brunswick can find creative ways to save money and raise our revenues. Now is not the time for austerity. Now is the time to invest in our public services for efficiencies later. Let’s be ambitious. Let’s make this province the best place in this country to live, work, and thrive.

Savings

- **Recommendations**
 - Stop privatizing public services.
 - Invest in frontline public sector workers instead of in a top-heavy management structure.
 - Stop contracting out public services and bring jobs back in-house.
 - Settle grievances before grievance arbitrations are filed.

Revenues

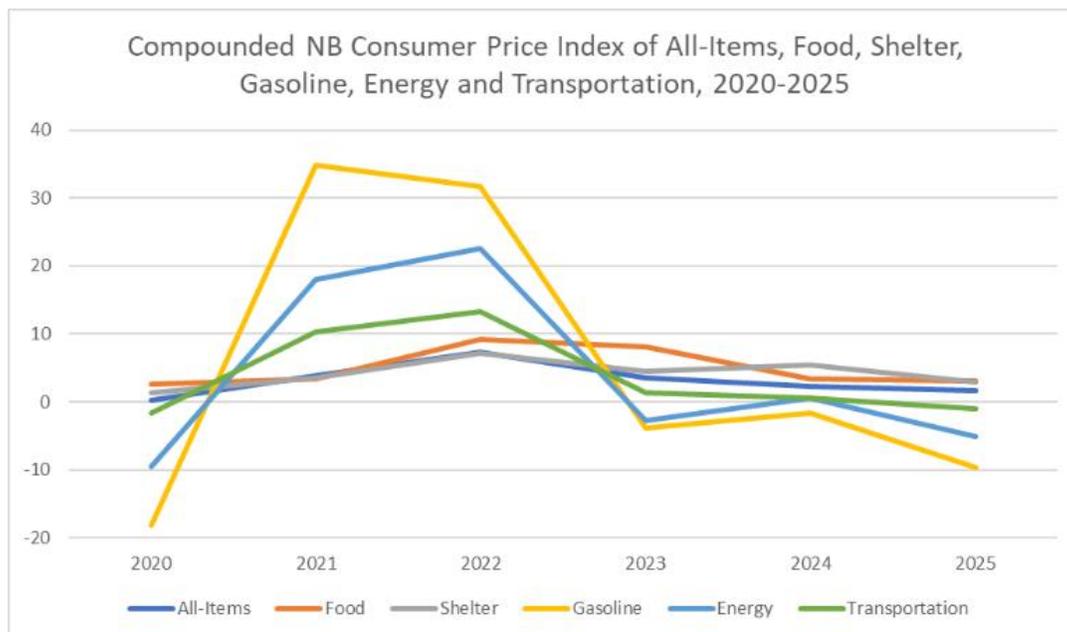
- **Recommendations**
 - Fair and progressive taxation.
 - Increase the corporate income tax to match other Atlantic Provinces.
 - Implement a wealth tax on the wealthiest individuals and families in New Brunswick.
 - Invest in frontline public sector workers to promote economic growth in our communities.



The Context

New Brunswickers are still struggling with the unprecedentedly rising cost of essential goods and services since the pandemic. Too many of our neighbours are living paycheque to paycheque. **In 2025, 41% of workers in the province earned less than the provincial living wage of \$24.77¹.** Homelessness is on the rise in our urban and rural communities². Affordable, safe and accessible housing remains scarce across the province.

The Consumer Price Index (CPI) rose quickly, and wages and fixed incomes fell behind. The soaring price growth in 2021 and 2022 continues to impact the population and workers to this day. The following graph and table illustrate the compounded increases in prices of food, shelter, gasoline, energy, and transportation from 2020 to 2025.



Items	Compounded Increases, 2020-2025
All-Items	21.54%
Food	35.78%
Shelter	29.71%
Gasoline	33.24%
Energy	29.74%
Transportation	24.77%

¹ Human Development Council. *Labour in New Brunswick. Data Snapshot 2025.*
https://issuu.com/sjhdc/docs/labour_and_low_wage_employees_infographic_2025

² Human Development Council. *2025 State of Homelessness. What Happened?*
https://issuu.com/sjhdc/docs/what_happened_2025_state_of_homelessness

While there are challenging times ahead, the “province is in a strong position to act³”. The Auditor General reported that the net debt-to-gross domestic product (GDP) is at its lowest ratio in 10 years (25%)⁴. New Brunswick’s net debt-to-GDP ratio is lower than Manitoba, Nova Scotia, and Newfoundland and Labrador⁵. The Minister of Finance and Treasury Board recently highlighted the collective agreements signed with CUPE in 2025 as an economic achievement and stated that,

[...] government is working to deliver a thriving economy in New Brunswick, and progress is being made. On the topic of wages, I am proud to say that we are exceeding our target,” said Legacy. “Earnings growth is not only above our goal but also surpassing the national average.⁶

The government must ensure that all New Brunswickers have their basic needs met and access to public services delivered by CUPE workers. **Any plans to restructure, reform or reduce public services and social programs must involve all stakeholders, including CUPE NB and program users.**



CUPE NB has the following recommendations for the government to explore for savings and revenues.

³ Department of Finance and Treasury Board. (2026, February). Difficult Decisions. Planning for the 2026-2027 Budget. *Government of New Brunswick*. p. 5

⁴ Office of the Auditor General. Province of New Brunswick. (2025, December). Performance Audit, Volume III. https://www.agnb-vgnb.ca/uploads/volume_translations/83/report/agnb-V3-2025-Report_E.pdf

⁵ *Ibid.*

⁶ Finance and Treasury Board. (2026, February 5). *Minister highlights province’s economic achievements*. https://www2.gnb.ca/content/gnb/en/news/news_release.2026.02.0041.html

Savings

Stop the privatization of public services



The government of New Brunswick must stop relying on privatizing public services that public sector workers could deliver.

The government is investing millions of dollars into private companies, whose sole purpose is to make a profit, such as Medavie Blue Cross in the health care system (which runs the Extra-Mural Program and Ambulance NB), and other profit-driven contractors in other sectors. The last Auditor General report (Volume II) paints a scathing picture of inadequate practices to ensure public safety on the roads, and to oversee and audit the condition of highways operated by public-private partnerships (P3s)⁷. The required contractual reports from these P3s are either not delivered to the Department of Transportation and Infrastructure or reviewed by the government. These contracts are worth over \$2 billion. This amount of money could have been invested in our skilled public sector workers over the years to do the work.

The same can be said for our Crown Corporations. Public ownership and delivery also ensure that costs can stay low for affordability, and profits can stay in New Brunswick to be reinvested in improving the services that we all rely on. For example, partial privatization of the Société des alcools du Québec in Québec did not result in lower prices for consumers, but it did result in lower revenues for the provincial government⁸. In 2024-2025, Alcool New Brunswick Liquor (ANBL) generated over \$195 million for the provincial government⁹ to be reinvested in our public services and programs.

⁷ Office of the Auditor General. Province of New Brunswick. December 2025. *Performance Audit, Volume II*. https://www.agnb-vgnb.ca/uploads/volume_translations/81/report/agnb-V2-2025-Report_E.pdf

⁸ Posca, J. (2025, October 20). Société des alcools du Québec et marché de l'alcool au Canada : état des lieux et constats. *Institut de recherche et d'informations socioéconomiques*. <https://iris-recherche.qc.ca/publications/saq-2025/>

⁹ Alcool NB Liquor. *2024-2025 Annual Report*. Tabled October 3, 2025.

Inaccessible services

The privatization of public services increases its inaccessibility, especially for New Brunswickers who are marginalized by society. In health care and long-term care, we have seen increasing two-tiered, for-profit services over the years in many communities across the province. Wealthier individuals pay to “jump the queue” and receive private care (funded in part by the government in some cases) while those without continue to wait for public care.

This is not a solution. Two-tier health care is illegal under the *Canada Health Act* and would only poach personnel and capacity from the already underfunded public system. Comparisons to other provinces and internationally show that two-tiered services do not reduce wait times but rather increase them.

Multiple studies have shown that privatization deteriorates the quality of public services, increases poverty, inflates social, gender, and racial inequities, and, in the long run, does not save money¹⁰.

Recommendation: Invest in frontline public sector services instead of privatization

CUPE NB frontline workers deliver quality public services in Parts I, II, III, and IV, and have been doing so for decades. They are dedicated, skilled, and qualified. They understand the needs of the population and the communities. New Brunswickers across the province, in rural and urban areas, deserve public services provided in their own communities, from schools to health care services to social services to safe infrastructure. **This is not the time to privatize, reduce, or eliminate frontline public services. This is the time to invest in these services. Investing today means efficiencies tomorrow.**

Decades-long underfunded public services and infrastructure have an impact on service delivery and working conditions. Staff shortages increase our members’ workload, affecting their mental and physical health, and leading to overtime, stress, and burnout. Training and onboarding remain inadequate and rushed, putting staff and the population at risk.

Vacancies and staff shortages are at their highest in many CUPE sectors, including health care and long-term care. Nursing homes are operating at 76% due to severe staffing shortages. There are hundreds of vacant beds. While the goal of transferring Alternate Level of Care patients from hospitals to nursing homes for more appropriate care is one that we agree with, this cannot be done without appropriate staffing and proper infrastructure in our local communities.

¹⁰ Karim, A. & Sánchez, J. (2024, May). The Colour of Privatization: A CUPE Report on the Impacts of Privatized and For-Profit Services on Indigenous, Black and Racialized Workers and Communities. *Canadian Union of Public Employees*. https://cupe.ca/sites/default/files/colour_of_privatization_report_en.pdf

Similarly, the results of the public consultations on the future education plans clearly indicate the insufficient amount of student support staff in classrooms (e.g., Educational Assistants, English Additional Language Mentors) and inadequate space in schools for safe learning and working conditions. Closing schools, especially in rural areas, will not reach the goal of improving literacy and numeracy in this province. In fact, this will have major local economic impacts, social impacts, and create “social, emotional, and academic upheaval experienced by students”¹¹.

Almost half of the civil service are non-bargaining employees. Most departments have a top-heavy management structure. Some supervisors have few direct reports. New Brunswickers did not vote for less public services and excessive management positions. CUPE NB recommends investing in frontline public sector workers who deliver essential services to New Brunswickers.

Recommendation: Build publicly owned long-term care homes

The long-term care system in NB is a patchwork delivery system, with several for-profit players. The spectrum of long-term care, which includes currently private community care services, needs an overhaul.

Some private companies administer the services, but they are overseen by the Department of Social Development. This led to many coordination issues during the COVID-19 pandemic and uncertainties regarding health and safety standards, given all the different players involved. What’s more is that these private companies are exempt from many transparency rules, making it difficult to hold them accountable, yet many still receive government funding.

CUPE NB supports the call for nursing homes to be publicly owned and operated under the Health Department to insure proper oversight, accountability, and integration in our broader health care system. We believe that community care and long-term care services should be publicly funded as part of a universal health care service, like visiting a hospital or a family doctor. Access to publicly owned long-term care homes would be more affordable for all New Brunswickers.

Stop contracting out public services

The government of New Brunswick must stop contracting out public services that public sector workers currently deliver or could deliver.

¹¹ Haynes, M. (2022). The impacts of school closure on rural communities in Canada: A review. *The Rural Educator*, 43(2), 60-74. <https://doi.org/10.55533/2643-9662.1321>

Contracting out is costly



Contracting out is costly for taxpayers and for the government. The goals of private contractors are to make money and boost profits. Their expenses will be higher, and they will cut corners on service quality to make a profit. They offer unrealistically low bids and may raise their fees to provide the service. They may engage in questionable practices to increase profits. Cancelling a contract with a private company proves costly. There are hidden costs of contracting out: to administer the contract, to monitor the contractors' performance, and to deal with delays. This erases any promised savings. The quality of services is also lower and the public pays for the mistakes. For example, many times, CUPE tradespeople in the health care system repair or clean up the work that was contracted out. The government is essentially paying twice for the service, instead of assigning the work to qualified public sector workers or filling vacancies.

Lack of accountability

Private companies answer to stakeholders (e.g., Board of Directors) not to the community, the residents, the voters, the Members of the Legislative Assembly, the Ministers, or the Premier.

The government has no influence over what private contractors do within their own company or who they hire, if they are qualified and certified for the work. Contractors may stop or slow down the work due to financial reasons, which can leave the province and our communities without essential services. These private companies do not have the capacity to respond to community needs like public sector workers, who understand community needs and are accountable to the public.



Recommendation: Bring jobs back in-house

We recommend bringing jobs back in-house to deliver higher-quality public services by qualified and skilled workers who understand the needs and priorities of New Brunswickers, their families, and their communities. They are quicker to respond to changing needs of the population or an emergency. This

saves money. Public sector workers do not cut corners. They follow safety protocols and policies and are accountable to the public. They do not answer to shareholders to make a profit. The government and public sector employers ensure the funds are used to make public services more universally accessible. It also means that the government is not locked into long-term contracts that prove difficult and costly to cancel.

CUPE NB recommends that departments and agencies, like the Department of Transportation and Infrastructure, the Department of Health/Regional Health Authorities, the Department of Social Development, and the Department of Education and Early Childhood Development, bring jobs back in-house rather than contracting out public services.

Address the arbitration backlog

The CUPE locals in New Brunswick have faced increasing disregard for long-standing collective agreements, leading to unnecessary prolonged workplace conflicts and grievances piling up. Employers are inconsistently interpreting the collective agreements, causing multiple violations. The consistent application of collective agreement language must be reinforced. Management and human resources must respect collective agreements and have the knowledge and training on the arbitration process.

Recommendation: Settle arbitrations before grievances are filed

CUPE NB supports open and honest conversation between management and employees to settle many issues before grievances are filed. This is a cost-saving method of dealing with issues in the workplace and would also prevent the clogging of the system, already lacking resources.



Revenues

Fair and progressive taxation

To generate more revenue for the province, we must be creative with our corporate income tax and personal income tax systems.

Recommendation: Increase the corporate tax rate to 15%

If the government is seeking additional ways to increase its revenues, **larger corporations could be taxed appropriately**. New Brunswick's general corporate tax rate in 2025 was 14%.

CUPE NB recommends increasing the corporate income tax to 15%, to match Newfoundland and Labrador and Prince Edward Island's highest rates at 15%. More revenues could come in from Corporate Income Tax (5.0%, second quarter of 2024-2025) than Personal Income Tax (18.3%, second quarter of 2025-2026)¹².

Recommendation: Implement a wealth tax

Currently, income taxes on individuals are capped at 19.5% when taxable income is \$190,060 or more – this means that whether a New Brunswicker makes \$190,000 annually or \$1 billion annually, the tax percentage is the same. Given that New Brunswick is home to some of the Canadian billionaire families¹³ instituting a wealth tax is a decision supported by voters across all political parties. In 2026, we should not have super-rich families in this province hoarding wealth while New Brunswickers struggle to make ends meet, one pay cheque away from homelessness.

Organizations across Canada advocate for a wealth tax on the super-rich. Even high-net worth Canadians as part of the Patriotic Millionaires group, advocate for increasing taxes on the wealthiest in the country¹⁴. In July 2020, the Parliamentary Budget Officer (Federal Government) studied what a tax of 1% of net wealth above \$20 million for Canadian Families would provide in revenue to the government. They estimated that 13,800 families would pay this wealth tax, and it would generate \$5.6 billion in 2020-21¹⁵.

¹² Department of Finance and Treasury Board. (2026, February). Difficult Decisions. Planning for the 2026-2027 Budget. *Government of New Brunswick*. p. 11

¹³ Maclean's. (2025, November 10). The Rich List. <https://macleans.ca/longforms/the-rich-list/>

¹⁴ Patriotic Millionaires. *About Us*. <https://patrioticmillionaires.ca/about-us>

¹⁵ Office of the Parliamentary Budget Officer. (2020, July 8). *Costing Note: Net wealth tax on Canadian resident economic families*. https://www.pbo-dpb.gc.ca/web/default/files/Documents/Reports/RP-2021-017-M/RP-2021-017-M_en.pdf

The organization Canadians for Tax Fairness proposes a progressive wealth tax: 1% for wealth over \$10 million, 2% for wealth over \$100 million, and 3% for wealth over \$1 billion, for a total of \$20 billion generated annually¹⁶.

Other organizations, like the BC Policy Solutions, presented a different progressive wealth tax: 1% above \$10 million, 2% above \$50 million, and 3% above \$100 million. Over 99% of Canadians would not pay extra taxes. If implemented in 2026, this would generate almost \$40 billion in the first year and keep growing over a 10-year period as wealth continues to grow¹⁷.

CUPE NB recommends a wealth tax on New Brunswick's wealthiest individuals and families. The provincial government could generate over \$100 million annually by introducing a 1% tax on the net wealth of just the province's two wealthiest families. It is time for the wealthiest in this province to pay their fair share of taxes.

Recommendation: Invest in frontline public sector workers to promote economic growth in our communities

Investing in frontline public sector services is a fiscally responsible choice. It is not a waste of resources. In fact, it stimulates economic growth and employment, especially for people who have been historically marginalized by the labour market¹⁸. According to Desrochers and Schepper, “[T]he public sector is a tool that governments can use to achieve full employment, by providing high-quality jobs that have a beneficial effect on economic growth in general and on the resilience of regions [Atlantic Canada] that are less diversified in particular.¹⁹”

Public sector investment is an important driver of economic growth, productivity growth, and shared prosperity. They create good-paying jobs with benefits. They stimulate our local economies. Workers have spending and purchasing power, and the population and communities have access to public sector services opportunities.



¹⁶ Anderson, J. (2022, March 23). Explainer: What is a Wealth Tax? *Canadians for Tax Fairness*. <https://www.taxfairness.ca/en/resources/explainers/explainer-what-wealth-tax>

¹⁷ Hemingway, A. (2025, June 4). A wealth tax could raise half a trillion dollars for a stronger, fairer Canada. BC Policy Solutions. <https://bcpolicy.ca/2025/06/04/wealth-tax/>

¹⁸ Desrochers, F. & Schepper, B. (2019, September). The Public Services: an important driver of Canada's Economy. *Institut de recherche et d'informations socio-économiques*. https://iris-recherche.qc.ca/wp-content/uploads/2021/03/Public_Service_WEB.pdf

¹⁹ *Ibid.*

SUBMISSIONS FROM LOCALS FOR THE GOVERNMENT'S BUDGET MEMORANDUM

CUPE 1190 - General Labour and Trades, Part I

Efficiencies having a direct impact on CUPE Local 1190- General Labour and Trades

- Avoid contracting out and, at a minimum, have a maximum budget per year for contracting out. We know work done within GNB is more economical. Vehicle Management Agency should stop towing assets to private mechanics, totalling hundreds of thousands of dollars, to limit costs by addressing the recruitment issues within mechanics, which would be much cheaper.
- Timely negotiations with proper stakeholders should be completed within 45 days as per legislation.
- Employer and union explain and present the new tentative agreement to Management, Senior Leadership, and HR to ensure consistency at the onset.
- Ensuring management, senior leaders, and human resources have labour relations experience or, at a minimum, provide training and education (with the help of unions who are Stakeholders). This would foster collaborative relationships, fewer grievances, etc.
- Hold mediation opportunities to help resolve the backlog of grievances/ arbitrations, i.e., mediator, employer (decision makers), and union. Present, discuss and attempt to resolve current grievances in a 1-3-day meeting, for example.
- Invest in the purchase of assets, limit repairs on outdated assets. Local is always informed of all assets in the Vehicle Management Agency that are either not operational or have safety concerns.
- The assessed cost of leasing vehicles vs. purchasing vehicles: The Vehicle Management Agency is currently leasing a high number of $\frac{1}{2}$ and $\frac{3}{4}$ ton trucks.
- Bringing leveling (patching crews for chip seal) back in-house to save huge amounts in costs.
- Bringing road leveling and pulverizing projects back in-house to save multiple times the costs; also, if the division maintenance cost budget were reduced, this would allow money to be placed back in that budget to maintain job security.

General efficiencies

- Invest in mental health and addictions prevention. Offer programs linked to Skilled Trades to connect citizens experiencing these issues, build skills, and be employed.
- Properly assess and support the potential workforce, i.e. persons on social assistance, single parents. What supports do they require to be able to work, i.e. childcare, transportation (vouchers), etc.?
- Civil Service is top-heavy (45% management non-union). With proper consultation with employees who are on the ground doing the work, more practical and feasible solutions can be identified. Why are there so many assistant deputy ministers, directors, hr consultants, and specialists? With the

online meeting options, etc., we no longer require all these positions in every work location. One person can support and work from another work location.

- Government should look at creating 1 Department, 1 point of entry to deliver services more efficiently and consistently, i.e., 1 Health authority, 1 Education, combine CCNB & NBCC (1 Collective Agreement, rather than two). Since 2020 (Covid), the government has leaned more into online meetings, etc., which will facilitate these decisions and functioning.
- ERP – Fusion pay system has shown to cost incredible amounts of money with many inefficiencies, i.e. inability to properly implement new tentative agreement, saying “system cannot do it,” i.e. pay new premiums. Employees not being able to confirm whether they have been paid properly, some being underpaid by hundreds of dollars, extended length of time to resolve matters. "Resolving these issues often takes an excessive amount of time, requiring significant staff involvement, resources, and associated costs."
- Politicians willing to pass up campaigning money, by not providing contracting out (private contracts) opportunities to donors, etc.
- Campaigns and fairs at high schools to help recruit talent and future employees.
- Campaigns to help build a workforce in Skilled Trades, i.e. women (see Kent buildings radio ads). Recruit and maintain employees to be able to do work in-house that is much cheaper than contracting out.
- Make Department budgets and expenses transparent to the public and unions. This could help stimulate additional ideas to help recommend efficiencies. Current practice is to request through the Right to Information, which is tedious and inefficient.
- Including unions in the discussions or, at very least, giving a heads up and the ability to read upcoming memos, policies, etc., to provide input and another perspective. This has proven to be very beneficial with the Department of Transportation and Infrastructure/ CUPE Local 1190, i.e. 5 versions of a document in order to achieve the released version, which limits complications and the need to walk things back. "The union has the on-the-ground knowledge of how the work gets done and is accustomed to fielding calls and questions. Because of that, they bring a proactive perspective to the process."

Optimizing revenue sources:

- This can easily be done by having proper taxation on industries.
- Limit closures or restructuring of NB Liquor by maintaining NBLC stores vs agency stores.
- Look at promoting and properly staffing provincial parks to see even more revenue.
- Increasing wages to give NBers more spending power.

Respectfully submitted,

Jonathan Guimond
President CUPE Local 1190

CUPE 1418 - N.B. Rehabilitation, Therapy and RCPO

CUPE 1418 Rehab and Therapy has the responsibility of "case management" whereby people are homeless, unsure of their next meal, while oftentimes feeling defeated and unworthy. Needless to say, this has a huge impact on mental illness, and oftentimes is exacerbated by addictions. The thought of doing more and more with less and less is very scary for our group. People are dying as they are. We recognize that there is a continued effort by the government for change, but those initiatives are not able to fly unless those programs are resourced properly.

As a social worker, I've relied heavily on Maslow's Hierarchy of Needs - people (and of course, children included) are not able to feel:

- Safe and secure unless their basic needs (e.g., food and shelter) are met.
- People are not able to feel a sense of belonging and love without a sense of security and safety.
- Without a sense of belonging and being loved, people are unable to learn or advance themselves in skills, and
- If they are not able to learn, they're not able to reach their full potential...

And as a result, people face more trauma, and the government systems become more strained... More people look to the overburdened safety nets like emergency rooms and hospitals, jails, food kitchens, etc. Some of these necessities are funded through charity, but as people donate less, the non-profit sector's income decreases.

The bottom line is that these tragedies will continue until we throw everything required to meet basic safety and learning needs. It is only then that we can expect people to reach higher potential, which can only positively impact the province's financial situation.

As a helping professional, it has always been a frustrating point to know examples of gross injustice - for example, knowing what wealth some of our elite (Irving, McCain, etc.) has while child poverty is rampant and people are dying while living in tents.

CUPE 1418 Rehab and Therapy has witnessed more and more dire situations in New Brunswick than ever. A balanced budget shouldn't be a priority when people are needlessly dying. Fair taxation is a must. The corporate sector shouldn't be able to continue to grow its wealth while New Brunswickers are dying needlessly.

Respectfully submitted,

Shawna Morton
President, CUPE Local 1418

CUPE 1840 - Provincial Court Stenographers

1. Management Bloat

- a. Reduce the many layers of management, supervisors, team leads, team coordinators and clerks; and
- b. Eliminate duplicate roles across the regions/departments.

2. Technology failures and duplicate systems

- a. Multiple systems that do not talk to each other
- b. Re-entering the same data across different platforms, and
- c. Artificial Intelligence or “automation” projects that add work instead of reducing it.

3. Inefficient facilities and real estate

- a. Storage and records space that could be digitized.

4. Payroll and administrative errors

- a. Chronic payroll mistakes create:
 - i. Retroactive payments
 - ii. Manual corrections
 - iii. Staff time chasing fixes

5. Retention Is Cheaper Than Replacement

- a. Recruitment → Training → Underperformance → Burnout → Exit → Repeat.

6. Pilot Projects that never end

- a. Temporary initiatives that become permanent without evaluation.
- b. Projects layered on top of existing work instead of replacing it.
- c. No sunset clauses.

7. Using attrition as “savings”

8. Attrition is deferred spending and causes:

- a. Burnout
- b. Overtime, spikes
- c. Quality decline
- d. Recruitment and training costs later

Bottom line

In Justice and Public Safety, the most effective way to reduce costs is to prevent delay, duplication, and error. Cutting frontline capacity does not save money — it increases legal risk, adjournments, appeals, and downstream costs across the justice system.

Respectfully submitted,

Jennifer Oliver
President, CUPE Local 1840

CUPE 1253 - New Brunswick Council of School District Union

Here are a few submissions from CUPE 1253:

- Reduce the number of management positions through attrition.
- Creation of an unused classification in the 1253 agreement instead of high-paying employer management.
- Condense district offices into one, as was done in the Anglophone School District West.
- Hire trade workers instead of contracting out work.
- Use the Government of NB fleet vehicles instead of rental car companies.
- Districts stop paying for in-service lunches and breaks for general meetings.
- Audit the financials of the districts.
- Reduce the number of bureaucrats in EECD as they have no authority nor provide direct service to Districts/Students.
- Hire more mechanics (CUPE 1190) to service the backlog.

Respectfully submitted,

Will Thibodeau
President, CUPE Local 1253

CUPE 2745 - Educational Support Staff

1. The adjudication process is too costly and long. Let's try the mediation process or have an expedited process. Stop fighting the battles in court with our Local! Let's Talk and resolve our issues.
2. The work the Behavioural Intervention Mentors are doing is the same as the School Intervention Workers', and the wages they get are higher. Reinstate the SIWs.
3. 55% vs. 45% Union to management ratio. Way too high for management.
4. Combine the school systems into one system.
5. VIOLENCE in schools needs to be addressed. This impacts WorkSafe claims, sick days, and casual replacements.
6. Revamp Policy 701. Timelines are costly, as replacements are needed. Quicker investigations would save a lot of money.
7. English Additional Language Mentors: some of them are still earning \$42 per hour, partly because we have no CA.

Respectfully submitted,

Theresa McAllister
Provincial President, CUPE Local 2745

Education support staff - We make a difference!
Le personnel de soutien en éducation fait toute la différence!

In the Au  of Education
de l'éducation
CUPE-SCFP
local Section locale **2745**

CUPE 1252 – New Brunswick Council of Hospital Unions

Finding Efficiencies in Healthcare NBCHU, CUPE Local 1252

The following is only a glance of at the inefficiencies identified by CUPE 1252 locals that can find significant savings in the healthcare systems. This list is not inclusive of all savings that can be found, but it is a start.

- Top-heavy management. Every day, there is more management being announced while the front-line staff are being eliminated.
- Healthcare bonuses.
- When ERs are overflowing, patient rooms are used as office space, resulting in space utilization.
- Horizon Health Network (HHN) has rented the top floor of The Rodd Hotel in Miramichi for office space.
- The lack of resources, such as mental health facilities, programs to assist individuals in reintegrating into society, and social development resources, results in ER revisits.
- Urgent care facilities could be open 24/7 to take pressure off emergency rooms, freeing up beds in the ER.
- The daily cost of contracting out bargaining unit work for both capital budgetary and day-to-day work is four times higher than internal staff salaries.
- Supply chain waste is a result of over-ordering and overstocking supplies that get outdated and are thrown out.
- During Extra Mural Program home visits, too many supplies are brought in that cannot be used for another patient, are contaminated, discarded, or thrown out.
- Extra Mural Programs, excessive ordering of supplies, stockpiling that becomes outdated, and thrown out, i.e. one box of gray vacuum dressings cost \$2000, and four boxes were thrown out.
- Excessive supplies taken and not utilized in the isolation room are being thrown out, costing \$500 to \$1000 each time.
- Department to Department, room to room moves, then the patient is identified as isolation; all rooms where the patient may have been contaminated; everything has to be discarded and thrown out.
- Rethermalization of the food system causes: astronomical waste of food; food is being thrown out every day, i.e. juice; individual mini cups ordered for meal trays are tossed out at each meal. Having juice machines to give drinks to patients when they ask could reduce costs.
- Gripper socks for patient safety to eliminate falls; taken off patients and thrown out, not laundered, is a waste.
- Supplies ordered for specialists, i.e., orthopedic surgeons, hundreds of thousands of dollars worth of plates, screws, etc. Then that specialist leaves the facility left the overstock that no one else will use, wasted.

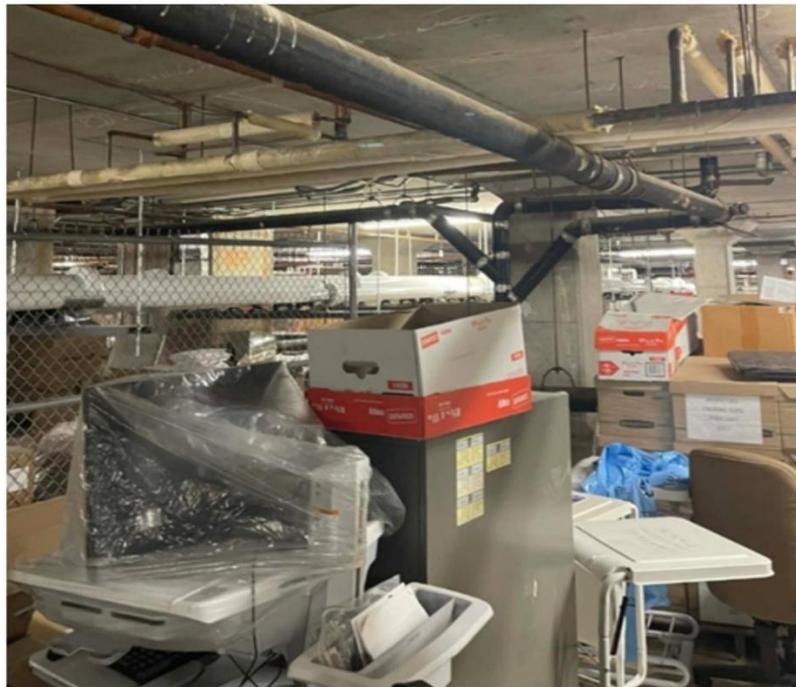
- Regional Health Authorities (RHA) are throwing out over \$100,000 worth of equipment, i.e. metal racks, beds, etc., on the floor, contaminated, and they can't be used.
- Boxes of gloves in the halls of healthcare facilities; when staff take gloves out, several falls.
- Renting warehouses to store equipment that is not useful is expensive.
- Discarding of equipment, i.e. IV pumps, poles, laundry hampers, etc. Items sent for repair, but thrown out and new ones ordered, not utilizing the onsite staff to repair items.
- Small equipment repairs are being contracted out, i.e. battery change, when the trades staff are qualified to do this work—Environmental Services (EVS) Taskis.
- Ambulance New Brunswick (ANB) — redeployment cost — gas to move ambulances around the province.
- Regional Health Authorities' (RHAs) failure to post vacant positions results in excessive overtime. CUPE 1252 currently has multiple vacant positions throughout the province.
- Private travelling staff agencies.
- For weeks without use, the Extra Mural Program rents vehicles parked on the office lots and pays for their rental fees.
- Excessive amounts of paper forms are ordered and printed when everything is online, which incurs additional costs associated with printing.
- Mattress, curtains, and linens are not repaired when they are an easy fix; they are thrown out, and new ones are purchased.
- Private contracts with Bellboy to replace carpets at the doors on a weekly basis, as Environment Services (EVS) did in the past.
- Private delivery services to deliver blood products.
- Taxi Services
- Areas of the hospital utilized for training but never used - space utilization - Dalmed in Miramichi.
- Supply chain contracts.
- Snow removal by private companies, when employees always did this work and had the equipment to do it.
- Laundry system—linens come back with remaining fesses on them, urine stains, etc., all rolled in a ball in a bag. When linens are pulled out, several end up on the floor that can't be used. This is not caused by the laundry service staff, but by the systems being used.
- Disposable items, such as bed pans, urinals, basins, etc., are thrown out thousands and thousands of times.
- Equipment purchased years ago that is still not installed.
- Environment Services (EVS) supplies, i.e. several garbage bags put in the bottom of a can, if the bag rips, all the bags in the bottom are contaminated.
- AI—the cost associated with the storage, space, waste, privacy breaches, etc.
- Heating, lighting, and securing buildings that are not used by anyone.
- Staff shortage is causing increased workload, which often leads to injuries, excessive overtime, stress, and burnout.
- Workforce adjustment in Environmental Services departments, reducing the number of Full-Time Equivalents (FTEs) when infections are present in facilities, ongoing isolations, etc...

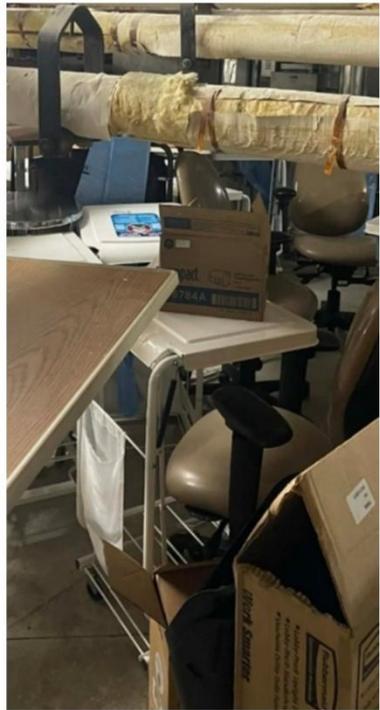
Staffing should be enhanced, not reduced. The square footage of facilities is too large for the allocated staff numbers to maintain safe, healthy, and clean buildings.

- Frontline staff continue to be eroded to save budgets; these poor decisions are not in the best interest of the public, staff, or GNB.

This is only scratching the surface of the reality of the waste in healthcare. Attached are photos of the waste I've identified. What is the cost associated with the disposal? What is the environmental impact???

Stop the waste that is causing inefficiencies.





Respectfully submitted,

Norma Robinson
President, CUPE Local 1252

CUPE 963 - N.B. Liquor Corporation

CUPE 963 is a provincial local representing Alcohol New Brunswick Liquor employees, working at both the warehouse and corporate stores across the province. They are comprised of approximately 560 members.

Suggestions to Generate Revenue:

Expand products: ANBL is uniquely positioned to expand the licensed products it sells. With staff trained in social responsibility and extensive product knowledge, ANBL could expand to sell Lottery tickets, tobacco, and crossover with CannabisNB products.

Invest in Profit: By investing in ANBL Corporate stores over tenders for Agency stores, ANBL would be investing in the sales with higher profit for ANBL- the sales from Corporate stores.

Open earlier: ANBL's competitiveness with grocery and agency stores would improve by extending its morning hours while still maintaining its social responsibility and reducing risks associated with extended hours.

Rewards Programs: Rewards programs are seen to incentivize customers for shopping at the retail outlet. By implementing a rewards program (i.e. Aeroplan or Scene+) at Corporate stores, they would attract customers back to the higher profit retail outlets. Other provincial liquor boards utilize this model (Ontario, Quebec, Manitoba, etc).

Separate promotions for Corporate and Agency stores: Promotions are increasingly being offered at both Corporate and Agency stores, where previously there would be two distinct promotions. By keeping separate promotions, it would encourage customers to shop at their Corporate store for specific promotions. Additionally, offering "better" promotions at Corporate stores would direct business to those locations.

"Manager's Choice" promotions: Reintroduce "Manager's Choice" promotions. This promotion was placed in high-traffic areas at Corporate stores, and companies paid to have their product elevated in that display. Stores found this to be a successful promotion that increased sales, and companies paid for the additional promotions, generating revenue.

Agency Stores pay for shipping: Agency stores are not currently paying for products to be shipped to them from the ANBL warehouse. By charging a fee for shipping, this could generate revenue for ANBL.

Offer Special Orders to the general public: Currently, special orders are only available to licensees. Special Orders could be offered to the general public, with pre-payment required upon ordering. This service is offered in Nova Scotia, Ontario, Quebec, and other provinces.

Expand Non-alcoholic beverages: Stores are seeing increased sales of non-alcoholic beverages. By expanding the selection, customers can meet their needs for shopping for both alcoholic and non-alcoholic beer, wine, and liquor.

Opimian Wine Storage: Opimian Wine Club is currently storing their orders for free, for extended periods of time, in the ANBL warehouse. ANBL could initiate a fee for storage that extends beyond four (4) weeks.

Savings

Fill trailers before shipping: Currently, trucks are being sent out to ship half-full trailers. With increasing costs of fuel and wear and tear on vehicles, there would be cost savings if trailers were full when shipping.

Reduce Marketing Team: The Marketing team at ANBL continues to expand as they take on roles in marketing for Agency stores. By refocusing their efforts on corporate stores, the team would require fewer resources overall.

Reduce Bonuses for Non-bargaining Employees: Bonus amounts are released annually, showing that non-bargaining Employees are receiving significant bonuses. While bonuses may incentivize performance, this is not inherent nor fiscally responsible in the Public Service to provide performance bonuses.

Respectfully submitted,

Jamie Agnew
President, CUPE Local 963

CUPE 1866 - Workplace Health Safety and Compensation Commission

- WorkSafeNB, as a Part IV Crown Corporation, needs to be kept at “arm’s length” and allowed to continue the critically important business of keeping our province safe, healthy and work-ready. The organization has been going through a multi-year transformation since 2019, which has resulted in streamlined processes and proper decision-making, leading to some of the lowest compensation rates in the country. We are proud to be employees of WorkSafeNB and are continually striving to be the best and most efficient employer in New Brunswick.
- Protecting frontline services and organizational sustainability are critical for Local 1866 and WorkSafeNB. With previous governments, hiring freezes and job cuts have been implemented, which has resulted in a backlog of claims, which leads to increased costs on the organization (via overtime and an increase in claims appeals), but more importantly, leads to worse outcomes and higher healthcare-related costs for injured workers. Recent increases to frontline staff are proving that investing in your human resources works, as the organization now meets or exceeds key performance indicators, time to claim adjudication, worker return-to-work statistics and worker satisfaction with the compensation system.
- Subcontracting of work has been a long-term issue with WorkSafeNB and all the public services. It has been proven time and time again that our frontline staff have the knowledge and competencies to get the work done, for less cost than sending work to external providers.
- More resources for the WCAT (Workers’ Compensation Appeal Tribunal): While this organization is external to Local 1866 and WorkSafeNB, it is important to note that their decisions on workers’ claims have a direct impact on the day-to-day operations. More resources are desperately needed for the WCAT so that workers’ appeals can be heard in a timely manner (not one year after the appeal has started and a claim may have been stopped), so that Local 1866 members and WorkSafeNB can quickly and efficiently implement those decisions, resulting in better outcomes for injured workers.
- Local 1866 also fully supports the shared efficiencies brought forward by all CUPE Locals, such as:
 - Addressing the arbitration backlog: investing in labour relations for management and Human Resource Professionals, so that many issues can be resolved before going to costly arbitrations. Also, addressing inequities between labour *Acts* regarding an expedited process would also help grievances be heard in a timely manner, resulting in smaller awards and fewer costs for the Employer.
 - Antiquated Labour language: Specifically, Local 1866 continually has issues with the *Public Service Labour Relations Act*, Section 24(2.1), where confusion and a lack of

guidance has lead to the misclassification of hundreds of employees. If the process of classifying employees were clearer, and the *Act* actually defined the occupational categories, it would lead to much greater efficiencies in labour relations and decreased arbitration and Labour Board hearing costs. However, the largest issue with the PSLRA is Section 62. This section is extremely unclear, disadvantageous to most Crown Corporation unions, and needs more concrete timelines. For example, Local 1866 entered into a tentative agreement with its employer on March 25th, 2025, and the tentative agreement was not approved by Cabinet until October 2025, for reasons which have never been explained to the Local. Negotiations need to be concluded in a timely manner, and if so, would result in decreased costs and overall better labour relations.

Respectfully submitted,

Tammy Daigle
President, CUPE Local 1866

CUPE 5017 & 5026 - NB Community College (NBCC) Collège Communautaire du N.-B. (CCNB)

Here are the points brought up from both CCNB et NBCC about finding efficiencies. This can be a joint submission.

1. Hire more casual staff.
2. Combine CCNB and NBCC under the same management
3. Reduce the number of managers.
4. Stop contracting out and hire trades.
5. Move part-time positions to full-time.
6. Fill the vacant positions to reduce overtime.
7. Acknowledge experience and competency.

Respectfully submitted,

Pierre Bourgeois
President, CUPE Local 5017

Eric Ravelojaona
President, CUPE Local 5026

NBCNHU - NB Council of Nursing Home Unions

- Stop contracting Long-Term Care (LTC) out to private for-profit organizations (i.e. Shannex)
- Consult with NBCNHU to fix the Nursing Home Essential Services Act, which has had implementation problems since it came into effect in 2009. This could eliminate the Charter Challenge and all associated legal costs.
- Move Nursing Homes from Social Development to its own LTC branch/Ministry & establish an HR department and align them with healthcare.
 - Eliminate the Nursing Home Association of NB
 - This will ensure that the inconsistent interpretation of the collective agreement; currently, the NBANH has no ability to ensure consistent interpretation and application of the collective agreement and often does not provide legal services to many of the Nursing Homes.
 - Many Nursing Homes are hiring external law firms instead of using the NBANH. For example, Rocmaura and Turnbull Nursing Home are using Vanbuskirk Law, and Victoria Glen Manor is using Cox & Palmer. Kenneth E. Spencer Memorial Home uses a lawyer from PEI.
- Staffing Restructure
 - Registered Nurses are not doing direct care of residents; their duties have become administrative, or they are doing management duties. Reallocate these hours to direct care of the residents.
 - Millcove Nursing Home is still using staffing agencies and has created several unnecessary management roles: Quality Control Manager, IT positions, Food Services Manager, Environmental Services Manager, and Resource Nurse.
- Some Nursing Homes are sharing an Administrator, for example:
 - Kingsway Care Center and Kennebec Manor share an Administrator.
 - Villa Providence and Villa De Repos share an Administrator.
 - St. Isidore and Villa Saint-Joseph share an Administrator
- Additional Homes that are in proximity that could share an Administrator and eliminate unnecessary high-paid positions
 - Foyer Notre-Dame de Saint-Leonard Inc. and Grand Falls Manor Inc.
 - River View Manor Inc., Victoria Glen Manor Inc. and Tobique Valley Manor Inc.
 - Foyer Ste. Elizabeth Inc. and Les Residences Jodin Inc.
 - The United Church Home for Senior Citizens, Drew Nursing Home and Foyer St. Thomas de la Vallee de Memramcook Inc.
 - Dalhousie Nursing Home Inc. (Villa Renaissance) and Campbellton Nursing Home Inc.
 - Résidences Mgr. Chiasson Inc. and Résidences Lucien Saindon Inc.
 - Church of St. John and St. Stephen Home Inc. and Turnbull Nursing Home Inc.
 - Résidences Inkerman Inc. and Villa Beauséjour Inc.
 - Villa Providence (undergoing a name change) and Villa Du Repos Inc.

- Oceanview Nursing Home and Fundy Nursing Home
- Passamaquoddy Lodge Inc. and Lincourt Manor Inc.
- Foyer Notre-Dame de Lourdes Inc. and Villa Sormany Inc.
- Central New Brunswick Nursing Home Inc. and Nashwaak Villa Inc.
- Dr. V.A. Snow Center Inc. and Kiwanis Nursing Home Inc.
- Villa Maria Inc. and Foyer Assomption Enrg.

NBCNHU Efficiency Recommendations

- Stop contracting long-term care (LTC) services out to private for-profit organizations (e.g., Shannex).
- Consult with NBCNHU to address issues with the Nursing Home Essential Services Act, aiming to resolve implementation problems and eliminate related legal costs.
- Move nursing homes from Social Development to a dedicated long-term care branch/Ministry, establish HR, and align them with Healthcare.
- Eliminate the Nursing Home Association of NB to ensure consistent interpretation and application of the collective agreement.
- Many nursing homes are hiring external law firms instead of using the New Brunswick Nursing Homes Association; examples include Rocmaura Inc., Turnbull Nursing Home Inc., Victoria Glen Manor Inc., and Kenneth E. Spencer Nursing Home Inc.
- Restructure staffing: Registered Nurses are primarily performing administrative or management duties; recommend reallocating these hours to direct resident care.
- Mill Cove Nursing Home continues to use staffing agencies and has created unnecessary management roles (e.g., Quality Control Manager, IT, Food Services Manager, Environmental Services Manager, Resource Nurse).
- Some nursing homes share an administrator; additional homes in close proximity could also share administrators to eliminate high-paid positions.
- Specific pairs of homes suggested for shared administration include:
 - Kingsway Care Center Inc. and Kennebec Manor
 - Villa Providence and Villa De Repos Inc.
 - Villa St. Isidore and Villa Saint-Joseph Inc.
 - Foyer Notre-Dame de Saint-Léonard Inc. and Grand Falls Manor Inc.
 - River View Manor Inc., Victoria Glen Manor Inc. and Tobique Valley Manor Inc.
 - Foyer Ste. Élisabeth Inc. and Les Résidences Jodin Inc.
 - Drew Nursing Home and Foyer St. Thomas de Memramcook Inc.
 - Dalhousie Nursing Home Inc. and Campbellton Nursing Home Inc.
 - Résidences Mgr. Chiasson Inc. and Résidences Lucien Saindon Inc.
 - Church of St. John and St. Stephen Home Inc. and Turnbull Nursing Home Inc.
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- Central New Brunswick Nursing Home Inc. and Nashwaak Villa Inc.
- Dr. V.A. Snow Center Inc. and Kiwanis Nursing Home Inc.
- Villa Maria Inc. and Foyer Assomption Enrg.

Respectfully submitted,

Sharon Teare

Provincial President, New Brunswick Council of Nursing Home Unions

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