

Progressive
CAMERON
Conservatives

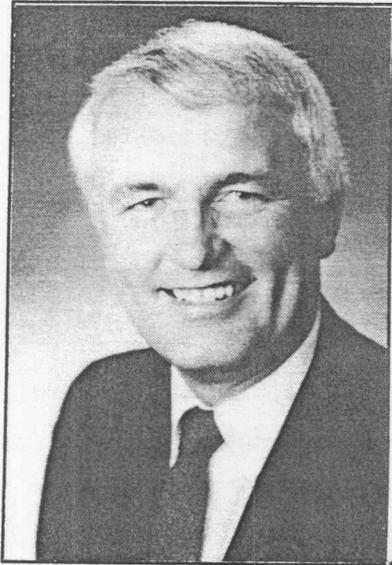
**LEADERSHIP THAT'S
MAKING A DIFFERENCE.**

**Leadership
that's
Making a Difference**

THE CHALLENGE OF LEADERSHIP

- to inspire and encourage every Nova Scotian to reach his or her own potential;
- to create new jobs for our people through economic growth;
- to deliver high quality health, education and social services while reducing the size and cost of government to a level that taxpayers can afford;
- to put an end to annual operating deficits and begin reducing the provincial debt;
- to accomplish these things without adding to the financial burden of taxpayers.

DON CAMERON'S VISION



"My vision of the new Nova Scotia is of a place where ambition, hard work and ingenuity are rewarded, where employment is available to all who are capable of working; and where there is abundant compassion for those less fortunate in our society who, through no fault of their own, are incapable of helping themselves.

My vision of the new Nova Scotia is of a province with a vibrant and growing economy where we encourage and invest in our people and their ideas; where we create sufficient wealth to secure a good standard of living, and to maintain and enhance our province as an attractive location for existing business and new investment.

My vision of the new Nova Scotia is of a community where we support one another in taking risks and achieving success in everything that we do.

My vision of the new Nova Scotia is of a place where families are valued. Where people are encouraged to provide care, respect and a stable home environment for the young and elderly, and where help is available in difficult circumstances.

My vision of the new Nova Scotia is of a place where the experience and contributions of our elderly are recognized, respected, and drawn upon to help build Nova Scotia.

My vision of the new Nova Scotia is of a tolerant, caring and enterprising society where the value of life and the human spirit is treasured; where hopes can be fulfilled, and where the talents of everyone are put to use.

My vision of the new Nova Scotia is of a place where every child grows up knowing optimism and hope. Where differences in race, color and religion are celebrated and not discriminated against. Where that child is assured of receiving the best education he or she is capable of and, with their skills and energy move on to make meaningful contributions to the life of our province through employment and service to the community.

My vision of the new Nova Scotia is of a place where men and women grow up with the knowledge and understanding that they are equal partners in the social and economic life of our province, and where no opportunity is denied because of gender.

My vision of the new Nova Scotia includes a philosophy of conservation and prudence for the resources of our society and respect for those who follow in our footsteps. Our challenge is to act as responsible stewards of the environment, our quality of life and our province's finances.

Because our children will inherit what we leave them it is necessary to put our house in order, achieve our goals and prepare the way of the future."

A handwritten signature in black ink, appearing to read "Dan Cameron". The signature is written in a cursive style with a large, looped initial "D".

THE WAY FORWARD

Since becoming Premier 26 months ago, Don Cameron has pursued a path that defies political tradition. A corner has been turned. For the first time ever, the size and cost of government has begun to shrink. Our economy is recovering. And government is now focused on doing what it does best:

- **creating a climate for economic growth and jobs;**
- **providing high quality health, education and social services; and**
- **striving to create a fair and just society.**

This document is a discussion about the principles and policies which we believe must drive government in Nova Scotia over the next few years.

This paper focuses on:

- building infrastructure;
- enhancing the skills of our citizens;
- supporting those most in need;
- creating opportunities for the private sector to start and expand businesses;
- getting our financial house in order; and
- reducing unnecessary expenditures.

A GROWING ECONOMY

Our future prosperity is entirely dependent on our ability to create new wealth in Nova Scotia. Governments do not create wealth. It is the responsibility of government to provide leadership in creating a climate for jobs and a growing economy.

That is why, since becoming premier 26 months ago, Don Cameron has focused on **economic development and jobs** in targeted areas:

- **bringing the size and cost of government under control;**
- **investing in public infrastructure;**
- **removing barriers to job creation and regional cooperation; and**
- **generating new forms of economic wealth and prosperity.**

→ **Bringing the size and cost of government under control**

A balanced budget will mean more public funds available to invest in our future, instead of paying increasing interest on debt.

Since his first election in Pictou East Don Cameron has stressed the need for government to live within its means because he believes it is a key to making our economy competitive and to job creation. That is why he has made a commitment to achieve a balanced operating budget within three years. **Don Cameron is determined to end deficits.**

Two years ago, we took the hard path toward deficit reduction -- **not because we believe in reducing government's responsibility in society -- but precisely because it is the only way to restore our capacity to do the real job of government -- delivering health, education and social supports.** Borrowing money to balance the budget is not an alternative. The truth is that the only alternative to higher taxes or reduced services is smaller, less costly, more effective government.

Today, in many other provinces, we see taxes being raised and drastic reductions in staff and the quality of service to the public. That will not happen in Nova Scotia under a Cameron-led government because of the difficult decisions taken over the past two years, and because we have a realistic plan for the years ahead.

**EXAMPLES OF
COST CUTTING
IN GOVERNMENT**

Froze MLA salaries. Premier has said that pay frozen for MLAs until the budget is balanced.

Reductions in the size of cabinet.

Amalgamation of ten government departments into five.

Elimination of \$1 million per week subsidy of Sysco operating losses.

Reductions in the civil service through early retirement, attrition, saving \$33 million dollars per year.

No more plants, bottled water or free coffee in government offices or luxury cars for the premier, saving \$375,000 per year.

There have been no tax increases in Nova Scotia since Don Cameron became premier two years ago. **And as long as he is premier, there will be no increases in provincial taxes. In fact, we have begun to implement tax reductions.**

Since taking office two years ago, we have **reduced the cost of running government by \$400,000 per day without affecting services to people.**

REDUCING BARRIERS TO JOB CREATION

A key to the economic growth of Nova Scotia is the removal of barriers. In the last 24 months, Premier Cameron has:

- Resisted tax increases
- Introduced no new taxes
- Cut the small business tax in half
- Deregulated the gas and fuel oil industry
- Dropped tax on 1-800 numbers
- Modernized liquor laws

This has meant less waste and duplication. This has been achieved by reducing the size of the public service through attrition and early retirements, amalgamation of ten departments into five with resulting cost savings and better service, and corresponding reductions in the size of Cabinet. It has meant living within our means and the necessity of a two-year freeze on the wages of public servants.

A spirit of co-operation has been achieved with health professionals and hospital boards which has **enabled our province to put an end to decades of spiralling health care costs.** With the exception of the Pharmacare Program, a zero percent increase in the cost of health care was recorded for the **first time** in Nova Scotia in ten years.

We introduced a **merit-based hiring system** at all levels of government to strengthen the qualifications of those who work for the taxpayer, and we have **eliminated the wasteful practice of patronage** in government hiring and purchasing to ensure that the taxpayer is getting the best professional advice and value for their money in providing goods and services.

We are removing \$2.4 billion of debt from the backs of Nova Scotia taxpayers through **the sale of Nova Scotia Power**, and we have ended subsidies to the **Sydney Steel Corporation** which were costing Nova Scotia taxpayers over \$1 million each week.

In spite of our efforts over the past two years, the province has continued to experience annual deficits due to the effect of the recession on revenues. It is worth noting, however, that under our leadership, the province's spending was **\$20 million less than budgeted** in our first year in government.

Had we not focussed our efforts on reducing the size and cost of government over the past two years, it is frightening to think about where we would be today. If we had not acted then we would be cutting our essential services now or raising taxes because we would have no choice. Strong leadership and action has prevented this and we are continuing measures that will secure essential services and jobs. **And as the international recession eases, Nova Scotia's revenues have begun to turn upward.**

Because of what has been accomplished over the last two years, together with our agenda for a new mandate:

WE WILL ACHIEVE A BALANCED BUDGET WITHIN THREE YEARS WITHOUT RESORTING TO NEW TAXES OR TAX INCREASES.

WE WILL INTRODUCE BALANCED BUDGET LEGISLATION WHICH WILL PROHIBIT OPERATING DEFICITS IN NOVA SCOTIA IN THE FUTURE, EXCEPT DURING A RECESSION AS DEFINED BY STATISTICS CANADA, and

WE WILL REDUCE THE COST OF GOVERNMENT BY TEN PERCENT OR \$400 MILLION OVER THE NEXT FIVE YEARS. THIS MEANS THAT APPROXIMATELY TWO PERCENT WILL BE CUT FROM THE PROVINCE'S EXPENDITURE BASE IN EACH YEAR OF A NEW MANDATE.

The reason we are doing this is to ensure essential services continue to be available to meet public needs now and in the next generation. A senior committee of cabinet has been established to oversee this process of continuing fundamental reform and to achieve these fiscal targets. Business, labour, local governments and community groups will be directly involved in this re-structuring of government.

We are on the threshold of an explosive new era in Information Technology which holds the potential for vast improvements in our ability to deliver government services more efficiently and more cost-effectively.

We have proven that this can be done by our successful **contracting out of the government's data processing to SHL Systemhouse**. The company's new data processing centre in Halifax is creating 100 new jobs to service clients throughout North America, and saving Nova Scotia taxpayers between \$16 million and \$20 million over the next seven years.

OVER THE NEXT FIVE YEARS, WE WILL IDENTIFY OTHER OPERATIONS OF GOVERNMENT THAT CAN BE HANDLED THROUGH GOVERNMENT/PRIVATE SECTOR PARTNERSHIPS. THE OBJECTIVE WILL BE BETTER SERVICE TO TAXPAYERS AT A LOWER COST.

In the last two years our government has privatized some activities which have helped to reduce the size and cost of government while providing a stimulus for growth in the business community. Reorganization of the Department of Transportation and **privatization of the paving plant, crack filling, chipseal and sandseal operations and the materials lab** unit has resulted in revenue of about \$6.5 million from the privatization of assets and sale of real estate. **The departmental reorganization has also resulted in annual savings of more than \$10 million.**

Dedicated professionals in the public service are important service providers, but government must recognize those things which it does best and those which can be done better and at a reduced cost by business.

THAT IS WHY THE CAMERON GOVERNMENT WILL SEEK PROPOSALS OF INTEREST FOR PRIVATE MANAGEMENT OR PRIVATE OWNERSHIP OF INDIVIDUAL ASSETS AND SERVICES OR PACKAGES TO INCLUDE:

- **LISCOMB LODGE,**
- **DIGBY PINES & GOLF COURSE,**
- **NORTHUMBERLAND GOLF & COUNTRY CLUB,**

- **KELTIC LODGE, GOLF COURSE & SKI HILL,**
- **CHECK-INNS**
- **UPPER CLEMENTS THEME PARK.**

→ **Investing in infrastructure**

Public infrastructure provides the firm foundation upon which a successful economy is built. Infrastructure includes everything from highways, schools, hospitals, sewer and water systems to telecommunications and energy systems.

Over the last two years, we have concentrated capital investments on infrastructure projects that have **created important jobs during a recessionary period**, and at the same time, helped ensure that we are in a position to invite industries to locate here and employ future generations of Nova Scotians.

We believe many Nova Scotians will welcome the opportunity to invest in their province and replace some of our borrowings in international markets.

IN JANUARY, 1994, THE FIRST ISSUE OF NOVA SCOTIA SAVINGS BONDS WILL BE OFFERED TO THE PUBLIC.

This money will be dedicated to investments in infrastructure.

When the Port of Halifax began losing business to more competitive ports in Montreal and New York, Premier Cameron appointed former Nova Scotia Premier Gerald Regan to review the issue and recommend changes. The province also invested \$12 million to allow for the installation of **double-stacked container rail cars**. The cars were built in Nova Scotia, **creating 400 jobs**. With the future of the Port now more secure, a new inter-modal facility is being built by Canadian National in cooperation with the Port and the Province.

These two measures have added to the port's competitiveness. By example, **Atlantic Container Line has returned to Halifax** after its departure to Montreal in 1991, and **Maersk Canada Inc.** has increased its business through the Port. The turnaround at the Port of Halifax reinforces the importance of infrastructure to Nova Scotia's competitive position.

In recent years, Nova Scotia has become a destination of choice for cruise ships. Cruise ship vacations are one of the fastest growing segments of the tourism market worldwide, particularly the "adventure" and "educational/historic" cruise market.

On average, more than 80 cruise ships visit the Port of Halifax annually during our peak and shoulder seasons, with 500 to 1500 passengers (each of whom spends, on average, \$150 to \$200 during their visit ashore, which lasts anywhere from 1 to 1-1/2 days). In order to maintain and attract more cruise ship business, it is necessary to provide more attractive terminal facilities, located with high visibility, directly in the downtown central business and tourist area.

OUR GOVERNMENT WILL BE SEEKING PROPOSALS FROM PRIVATE AND PUBLIC SECTOR PARTICIPANTS FOR THE DEVELOPMENT OF A CRUISE SHIP TERMINAL.

Our government is actively exploring the potential for establishing the Port of Halifax as the eastern North American gateway for European cargoes destined for North America and the Pacific Rim, via what is known-as the "American land bridge".

The Port of Halifax has all the natural and infrastructure advantages to assume this role.

Halifax is the closest North American deep water, ice-free port to Europe - a full day to day and a half sailing time closer than competing U.S. ports.

The government's work to realize its promise of **twinned highways** and **major upgrades to our 100-series highways** in the last two years is vital to our economy and is having an immediate impact, creating over 1500 construction jobs per year. This initiative is consistent with advice from Voluntary Planning's economic development strategy.

Good air links are essential to a healthy and vibrant tourism industry, to getting our exports to market and in recruiting new businesses to the province. We need to strengthen air links to major markets in New England and Europe as an important step in reinforcing Halifax's position as the gateway for trade to and from North America.

Federal regulations are the single biggest factor preventing further development of our airport and specifically to allowing an American Air Carrier to call regularly at the Halifax airport.

OUR GOVERNMENT IS COMMITTED TO HAVING THE FEDERAL GOVERNMENT REMOVE THESE REGULATORY BARRIERS WHICH HINDER THE ECONOMIC DEVELOPMENT OF OUR PROVINCE.

In today's world, communications infrastructure is as important as transportation infrastructure in attracting and developing industry, and in delivering services - including government services - to people more effectively and at reduced cost.

Over the last two years, Voluntary Planning and government have been working with Maritime Tel and Tel to address the private sector's telecommunications concerns.

Many Nova Scotians may not be aware of the highly advanced state of communications infrastructure in this province. M.T.&T. presently has two fibreoptic routes leaving the province through New Brunswick, and operates the longest underwater non-repeated fibre cable in the world between Cape Breton and Newfoundland. There is sufficient built-in capacity today to meet any future demand. As well, Nova Scotia is the eastern termination point for the longest cellular corridor in the world, stretching from Cape Breton to Ontario. Nova Scotia is also home to Teleglobe's fibre optics landing point for telecommunications traffic to Europe.

Early in the new mandate our government will:

BECOME A KEY PARTNER WITH THE INFORMATION TECHNOLOGY (I.T.) SECTOR IN DEVELOPING A "PUBLIC TELECOMMUNICATIONS HIGHWAY" THAT WILL ENABLE GOVERNMENT TO PROVIDE SERVICE IN THE MOST EFFICIENT AND EFFECTIVE MANNER POSSIBLE, AND WILL LINK NOVA SCOTIA BUSINESS USERS WITH CUSTOMERS AROUND THE WORLD.

It has been identified that if government, M.T.&T. and the information technology sector pooled their telecommunications needs, they can achieve the

economies of scale necessary to build an integrated voice, video and high speed data public telecommunications highway to serve all Nova Scotians.

A recent Price Waterhouse survey of 4,000 European executives from 10 distinct business sectors found that the availability of telecommunications facilities was a first or second priority in their search for new business locations.

Government's primary role as a partner in developing the new "telecommunications highway" will be as a primary customer. Since there is no new money, we must clearly examine and set out where the savings to taxpayers will take place, and over what period of time, and phase-in government's participation accordingly.

However, just as the public telephone network was and continues to be a critical business tool in the 20th century, we agree that a telecommunications highway providing for integrated voice, video and high speed data transmission will be the single most important commercial tool of the 21st century.

Making this a priority now will enable **Nova Scotia to become the first jurisdiction in North America** to develop a broad publicly accessible telecommunications highway, giving us an important competitive edge.

Our most fundamental infrastructure - indeed the very foundation of our quality of life and our vital resources is our **natural environment**: our air; land; and water resources. That is why over the last two years, Nova Scotia has been recognized as a leader among Canadian Provinces in important areas of environmental protection and development.

It is why we are encouraging the development of home-grown expertise in environmental engineering and sustainable technologies. There will be considerable international potential for Nova Scotia to export these knowledge-based environmental industries.

We are determined to ensure that our laws and regulations continue to protect our environment. We also recognize that those laws and regulations cannot unreasonably stifle economic activity.

ENVIRONMENT REFORMS

All government departments now must show in detail expected environmental impacts of any major economic or development proposals. New policy integrates sustainable development into the everyday decision-making of government in a consistent manner.

Major expansion of programs under the Resource Recovery Fund. Almost all recycling programs currently operating in the province have a substantial portion of their costs paid by this fund.

In February, 1991, with passage of the Ozone Layer Protection Regulations, Nova Scotia became the first jurisdiction in North America to enact legislation requiring the mandatory capturing and recycling of CFC's - and the first province in Canada to successfully prosecute a company under the act.

Canada/Nova Scotia Co-operative Agreement on Sustainable Economic Development, signed in March, 1991, was the first agreement of its kind in Canada. Goal: To work towards achieving sustainable economic development in Nova Scotia while taking full advantage of the business and economic opportunities associated with the conservation and protection of the province's environment.

Nova Scotia Action Strategy on Global Warming. Goal: To stabilize man-made greenhouse gas emissions derived primarily from the production and utilization of energy resources at 1990 levels by the year 2000, or within a time frame consistent with national and international consensus.

Our government's primary environmental objectives for the new mandate include:

STREAMLINING ENVIRONMENTAL ASSESSMENT PROCEDURES TO CREATE CLEARER UNDERSTANDING, AND ACHIEVING CO-OPERATION WITH THE FEDERAL GOVERNMENT TO CLEARLY SET OUT AREAS OF JURISDICTION FOR PROVINCIAL AND FEDERAL ENVIRONMENTAL ASSESSMENTS. AN OBJECTIVE OF THIS EFFORT WILL ALSO BE TO MAKE THE PROVINCIAL AND FEDERAL ASSESSMENT PROCEDURES AND REQUIREMENTS AS SIMILAR AS POSSIBLE.

OVER THE NEXT TWO YEARS, WE WILL WORK ON A SECTOR-BY-SECTOR BASIS TO IMPLEMENT THE PROVINCE'S SUSTAINABLE DEVELOPMENT STRATEGY.

WE WILL CREATE A MORE RATIONAL, EFFICIENT, AND USER FRIENDLY FRAMEWORK FOR ENVIRONMENTAL MANAGEMENT IN

NOVA SCOTIA, FOR BOTH THE CITIZENS OF THE PROVINCE AS A WHOLE, AND THE BUSINESS COMMUNITY, BY ENACTING COMPREHENSIVE, NEW ENVIRONMENTAL LEGISLATION.

A new Nova Scotia Environment Act is now being drafted that will replace the existing 16 Acts and 40 sets of regulations. Early in the new mandate, the draft Act will be taken to the public for consultation, redrafted to reflect public input and taken to the legislature in the Spring of 1994.

Among other things, the new Act will expedite the issuance of a broad range of environmental permits, and help to make Nova Scotia more competitive in the pursuit of economic development opportunities.

OUR GOVERNMENT IS IMPLEMENTING RECOMMENDATIONS FROM FOUR RECENT TASK FORCES IN THE AREAS OF WATER, AIR, SUSTAINABLE DEVELOPMENT AND ENFORCEMENT.

→ **Removing barriers to job creation**

Over the last two years, we have seen successful results from **cutting in half the tax on small business - from ten percent to five percent** - and **deregulation of the gasoline industry**. Gasoline prices have dropped from the highest in Canada to among the lowest. The **removal of the tax on 1-800 numbers** was responsible for Sears Canada locating its new catalog centre here and creating 200 jobs.

Over the last two years, we have focused our efforts on improving our province's competitiveness vis à vis other jurisdictions in North America. We will continue this effort.

We will continue to use tax policy to create a better business environment and to stimulate jobs.

WE WILL REMOVE PROVINCIAL CORPORATE INCOME TAX FOR NEW COMPANIES IN FOUR SECTORS -- COMPUTERS, PHARMCEUTICALS, AEROSPACE AND TELECOMMUNICATIONS.

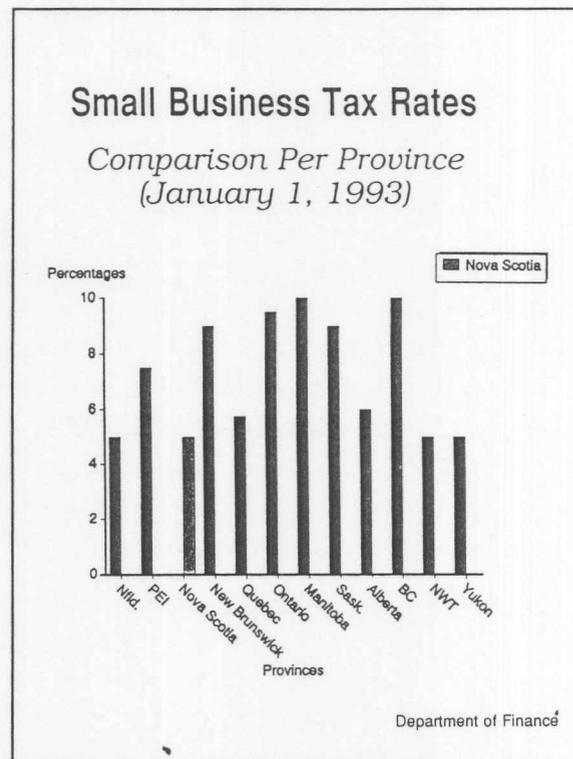
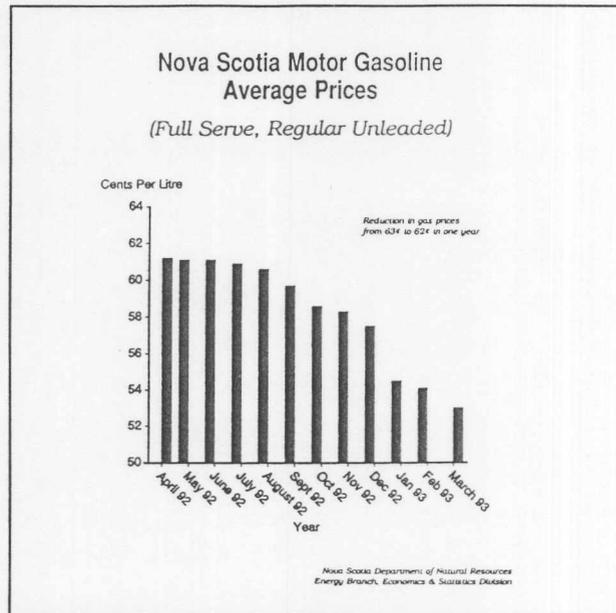
THESE BUSINESSES WILL PAY NO PROVINCIAL CORPORATE INCOME TAXES FOR TEN YEARS, PROVIDED THEY CREATE AND MAINTAIN NEW JOBS. BUSINESSES ESTABLISHING IN CAPE BRETON WILL NOT PAY TAX FOR UP TO 12 YEARS.

A major advantage of this incentive is that we are investing in successful businesses. A company is only eligible for this program once it establishes in Nova Scotia and creates jobs.

Jobs created in our province as a result of this policy directly benefit our communities.

We see important potential for this program to help further develop Nova Scotia's base in high-tech jobs.

We will work with municipal governments through complementary tax credits to help enhance economic recovery and job creation in areas where unemployment is the highest.



→ **Community Economic Development**

Most new jobs are being created by small businesses in towns and villages across the province. The strength of this sector is evident in that it generates 92 percent of the jobs in our province.

In the last two years, the Cameron government has focused government resources on creating a climate in which all businesses can compete. Our whole economic strategy supports the community economic development concept.

We also understand that small businesses encounter additional barriers which require specific attention, capital, infrastructure, management training, marketing.

The Cameron government last fall undertook to modernize and strengthen small business through community based economic development. Our government developed a discussion paper which has been circulated province-wide. So far, over 800 individuals representing more than 40 groups have responded to this document. We look forward to implementing recommendations of this report which will be ready this spring.

Meanwhile, all existing economic development assistance programs are being examined and restructured to make the most of available funds for business assistance.

It's a fundamental fact of life that the only way we can hope to improve our standard of living and end dependence on transfer payments in Atlantic Canada is through the creation of new wealth and sustainable employment in new industries, both large and small.

Job creation at the community level was pioneered in Antigonish in the 1930s when Dr. Moses Coady helped thousands of Nova Scotians in rural and coastal communities create their own wealth by working together through cooperative action in fisheries, agriculture and forestry. Eventually the concept was extended to retail sales and finances. We will build on that tradition of cooperation.

We will place special emphasis on developing the talents and capabilities of people in communities to chart their own economic future.

→ **Better Government Through Regional Co-operation**

Over the last two years we have worked with our neighbouring provinces to improve economic co-operation.

Trade and economic integration have received a boost through the signing of the **Atlantic Procurement Agreement**. Under the Agreement, any Atlantic company can tender equally on government purchases of goods over \$25,000, designated services over \$50,000, and construction contracts over \$100,000.

In partnership with professional and trades groups in the Maritimes, we are working towards the **elimination of barriers to employment mobility**.

In another move to make business more efficient and reduce the size and cost of government, a system of automatic registration has been proposed whereby **companies registering in one province would be registered automatically in all three provinces**.

As well, **Atlantic Canada now speaks with a strong and united voice** in emphasizing to the federal government that **regional economic development** must remain a priority for our country's future.

And these initiatives are just the beginning.

IMMEDIATELY, WE WILL SEEK GREATER VALUE AND COST SAVINGS FOR TAXPAYERS BY PURSUING REGIONAL ECONOMIC CO-OPERATION IN THE FOLLOWING AREAS:

- **CO-OPERATION IN SPECIFIC TRAINING AND HIGHER EDUCATION AREAS TO AVOID DUPLICATION;**
- **EXTERNAL ECONOMIC PROMOTIONS; and**
- **EXPANSION OF COOPERATION ON THE ATLANTIC PROCUREMENT AGREEMENT TO INCLUDE MUNICIPALITIES, UNIVERSITIES AND SCHOOL AND HOSPITAL BOARDS.**

→ **Looking Outward**

An overall objective of our economic development plan is to further enhance the potential of our traditional resource industries to add value, expand export markets and create jobs in the new economy. Exports represent nearly \$2.3 billion to the provincial economy, up 7.8 percent from last year and representing 20,000 direct jobs.

We must be outward-looking. We must sell more goods and services beyond our borders. **Wherever possible, we must convert apples into pies, fish into frozen dinners -- adding value to everything we produce means prosperity.** More and more we will be moving from simply producing raw materials to more value-added processing and knowledge-based high skilled industries and jobs.

Increased trade is essential to a stronger economy.

Service-producing industries	270
Service	137
Goods producing industries	71
Trade	62
Manufacturing	36
Public Administration	31
Transportation, communication & other utilities	27
Finance, insurance & real estate	17
Construction	13
Other primary industries	13
Agriculture	6

Statistics Canada, March 1993

To build on Nova Scotia's export strengths, we need **to encourage investment and promotion.**

One of the most valuable resources available to Nova Scotia in its business promotion efforts is the knowledge and experience of senior business people and their network of business associates living and working within the province and throughout the world. The **Nova Scotia Investment Council** and the **Nova Scotia Ambassadors' Program** have been established to tap into this resource to secure investment opportunities for the province.

Apart from these efforts and other existing programs aimed at attracting industry to Nova Scotia, our government believes that the idea of incentives for attracting industry is worth pursuing as well.

Therefore, we will introduce:

**A SYSTEM OF REWARD FOR INDIVIDUALS OR CORPORATIONS WHO
INTRODUCE NEW COMPANIES TO NOVA SCOTIA.**

Such a program will relate directly to the value of newly created business and personal tax revenue achieved in both the construction and operational stages of the business and/or a percentage of the value of the jobs created -- whichever is more appropriate.

We believe its important to have a presence in emerging markets. Joint efforts among provinces and funding from ACOA offer a cost-effective alternative for funding trade offices.

Our government will:

**CONTINUE DISCUSSIONS WITH OUR MARITIME PARTNERS TO
PURSUE OPPORTUNITIES FOR INTERNATIONAL INVESTMENT
THROUGH MARITIME TRADE OFFICES IN STRATEGIC LOCATIONS.**

Since 1986, over 700 business immigrants have invested approximately **\$123 million in Nova Scotia**. Nova Scotia ranks ahead of all provinces other than Saskatchewan, British Columbia, Manitoba and Quebec in terms of funds committed under the Investor Immigration Program. Nova Scotia's share of business immigrants has increased by **500 percent**.

**WE WILL SEEK TO NEGOTIATE A NEW IMMIGRATION AGREEMENT
WITH THE FEDERAL GOVERNMENT, AND SET A TARGET OF
INCREASING IMMIGRANT INVESTORS UNDER THE
ENTREPRENEURIAL IMMIGRATION PROGRAM BY 300 PERCENT
OVER THE NEXT THREE YEARS.**

As a direct result of the Cameron government's efforts to promote Nova Scotia as a good place to invest and do business a number of new high-tech industries are setting up shop here. **RAM Batteries** came to Amherst and is **creating 300 jobs**. **Systemhouse** became a partner with MT & T and government in managing the provinces's data processing, creating **100 new high-tech jobs**. **Efamol Research**, a

world class pharmaceutical research company, expanded its operations in Kentville and Mulgrave. **Dynatek**, one of Canada's fastest growing computer product companies, is coming to Metro creating **250 jobs**. **Ballastronix Inc**, a manufacturer of lighting ballasts, is creating 150 jobs in Amherst. In all, over 1,650 new high technology jobs have been created.

Around the world, Digby scallops, Nova Scotia lobsters, Annapolis Valley apples, Cumberland blueberries, Lunenburg Christmas trees and other commodities have a reputation for quality which has resulted in jobs and revenue for our economy.

One thing that will never change is the fact that quality determines the success of a product or service in the marketplace. Our industries that successfully create lasting jobs are known for their uniqueness and standard of quality.

IN CONJUNCTION WITH THE PRIVATE SECTOR AND OUR OTHER ECONOMIC PARTNERS OUR GOVERNMENT WILL ACT AS A FACILITATOR IN ENCOURAGING QUALITY IN ALL ASPECTS OF MARKETING NOVA SCOTIA AND ITS PRODUCTS.

Today's emphasis on quality in all aspects of business and service delivery demands that we cast aside the old adversarial method of labour management relations.

The first fact about progressive management is that it involves all the players -- management and labour -- operating not as adversaries, but in team relationships.

Voluntary Planning's economic thrust has both recognized this reality and acted by establishing the **Labour/Management Forum** as an important first step. However, in order to be successful in competing in the new world order, this forum must move far beyond its current position to begin to shape the new approaches and the new relations that are required in the workplace of tomorrow.

The labour movement has proud roots in Nova Scotia where management learned the hard way that people must be respected in the workplace. In today's economy, where levels of management are being removed and workers and supervisors are working more closely than ever before, **the traditional adversarial approach no longer makes sense**. It serves neither workers nor employers well.

Workers, employers and customers recognize that the principles of excellence in the workplace provide the best opportunity for job security, better salaries and long-term economic growth.

WORLD-CLASS EDUCATION

The primary purpose of our education system must be to equip students for jobs.

Our government will provide leadership to create a clear understanding among all partners that **a world-class education system must be the cornerstone of a successful economic strategy**. Everyone will be called upon to contribute to the necessary improvements to maximize life-long learning and educational achievement for students of all ages.

In the last 26 months we have started to change the way we educate our young people. While not all changes are complete, the initial reforms show how we are working toward a world-class education system.

In today's world, creativity, knowledge and ideas are the most important commodities in creating and sustaining jobs and building our society.

Three themes connect the components of our education strategy -- **excellence, accountability and partnership**.

The changes we are making put students first. Despite difficult financial pressures on government, we have maintained our \$1 billion dollar commitment to education in Nova Scotia.

In the new educational structure, we expect improved accountability from teachers, students, school boards, administrators and government. The changes we envision will empower administrators, school principals, teachers and parents to address the challenges of educating our students for the 21st century.

We will re-orient the system to challenge our best students, teachers and administrators. We will seek to ensure that students who fall behind respond to setbacks not by giving up, but by trying again and be provided new opportunities for learning and training. Educated and skilled people contribute to society. People without education and skills cannot contribute to their full potential.

We want to send a signal to all students and educators that the world in which we function requires excellence, rewards excellence and competes for excellence. This is the standard of education our people want and deserve for their children. The heart of excellence emphasizes the student first.

The introduction of **standardized testing at grades 3, 6, 9, and 12** is an important component of the accountability chain. By participating in national and international standardized testing we can compare ourselves with the best countries in the world. Other methods will also be developed to provide as complete an assessment as possible of all components of our system.

By making **test results public** we can identify our strengths and weaknesses, build upon what works well and address problems as they emerge. We will know where we stand and ensure we are providing our students with the best opportunities for learning in the world.

EDUCATION REFORMS

Now require standardized testing at grades 3, 6, 9, & 12 with results made public.

Opened Technology Assessment and Development Centre, which provides computer-related training to persons with disabilities.

Promoted business-education partnerships to encourage computer literacy.

Established non-partisan committee to determine school construction priorities to ensure schools are built where students need them, not politicians.

Drafted provincial discipline policy for consideration by school boards and parents.

Adopted new process for funding education that recognizes the financial needs of school boards with growing populations and distributes all available dollars more fairly.

Provided fairer transition assistance for school boards with declining enrollments.

Implemented fully elected school boards and reduced the number school board members, resulting in \$1 million in administrative savings.

Amended the Education Act to guarantee French first-language students their Charter rights to be taught in French.

Pursued cost-saving initiatives, such as bulk-purchasing and resource-sharing, which frees up more money that can directly benefit students in the classroom.

Resolved the unfunded liability in the teachers' pension plan -- a 44 year-old problem that was growing by more than \$350,000 a day.

Adopted core education program focused on reading, writing, math and science.

To further improve accountability, a **non-partisan committee** has been established to set school construction priorities rather than allowing politics to make these important decisions involving our limited provincial resources. Our government builds schools based on a criteria which pinpoints where schools are needed most in the province.

School boards in Nova Scotia are now fully-elected to provide

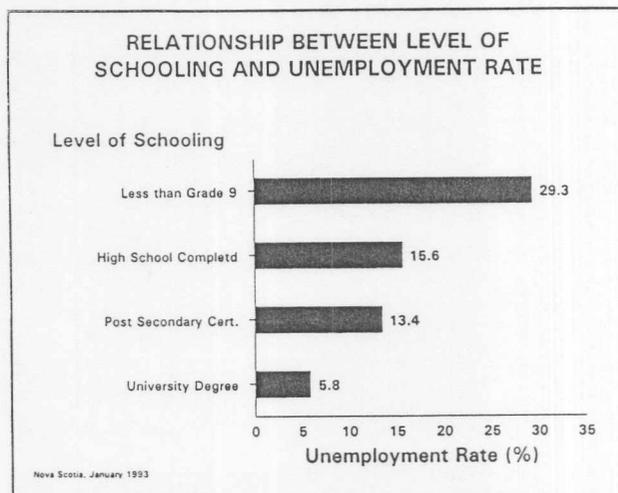
maximum local input. When we brought in fully-elected school boards, the number of school board members was reduced by one-third for a saving of \$1 million a year in administration costs. That is a million dollars which is now available to our students in the classroom. The closer association between the community and elected school board members creates a foundation for a strong and dynamic partnership which will be felt at the front line in the classroom. In addition, we are establishing school advisory committees to enable Nova Scotians to participate more fully in education at the local level.

→ **The Public School System**

Nova Scotians and Canadians spend more on education than any other major industrialized country, and we have much to be proud of in our public education system.

However, too many of our graduates are emerging from the system without the fundamental knowledge, skills and attitudes that will make them competitive and productive employees and business people in the global marketplace.

Our system of education must celebrate, reward and nurture individual initiative and excellence and also be flexible enough to help at-risk students.



Our reforms encourage a much more predominant role for parents in the education system:

BY EXPANDING THE ROLE OF PARENTS IN PLANNING AND EVALUATING PUBLIC SCHOOL PROGRAMS AND PERFORMANCE.

COMMUNITY CABLE PRESENTS AN EFFECTIVE MEANS OF COMMUNICATION THAT CAN BE DEVELOPED TO BRING THE MOST CREATIVE METHODS OF EDUCATION INTO EVERY HOUSEHOLD IN NOVA SCOTIA.

Members of the business community will be encouraged to strengthen their partnership with students and educators.

THE BUSINESS COMMUNITY WILL BE ENCOURAGED TO FORM PARTNERSHIPS WITH SCHOOLS TO LEND, DONATE OR PROVIDE ACCESS TO EDUCATIONAL TOOLS SUCH AS COMPUTERS; TO GIVE PRESENTATIONS ON RELEVANT ASPECTS OF THEIR BUSINESS TO STUDENTS; TO PROVIDE APPRENTICESHIP TRAINING OPPORTUNITIES AND OTHER FORMS OF HANDS-ON WORKPLACE EXPERIENCE.

We are all stakeholders in the future of our youth and, as a community, we must dedicate ourselves to working with our children to keep them in school and attaining their full potential.

Too often, teachers find themselves hamstrung by the rigidity of the system, dictated to by bureaucratic regulations at the school board and education department levels, unable to enforce order and discipline in the classroom, and prejudged by parents, administrators and students.

BY ENCOURAGING GREATER ACCOUNTABILITY AT EACH LINK IN THE EDUCATION CHAIN, EVERYONE WILL KNOW THEIR AREAS OF RESPONSIBILITIES AND THE RESULTS WHICH ARE EXPECTED.

WE WILL NEGOTIATE A FAIR EVALUATION AND MONITORING SYSTEM FOR PERFORMANCE BY TEACHERS AND ADMINISTRATORS TO ENSURE ALL PARTNERS ARE ACCOUNTABLE FOR MEASURABLE RESULTS

INSTEAD OF SIMPLY HAVING THEM COMPLY WITH RULES AND REGULATIONS.

No good idea on how we can get the best results in our system of education will be rejected without full consideration by all partners.

Continuing the pace of restructuring in all aspects of the education system will require massive training and this must be reflected in our budget and the school year schedule.

TEACHING TIME WITH STUDENTS MUST BE THE CORNERSTONE OF A GOOD SYSTEM OF EDUCATION. IN-SERVICE OPPORTUNITIES FOR TEACHERS ARE CRITICAL TO THE RESTRUCTURING OF THE EDUCATION SYSTEM, BUT THEY MUST BE ORGANIZED OUTSIDE THE REGULAR SCHOOL DAY.

Our goal is to empower individual teachers to educate and build upon the success of our best and brightest teachers in the system.

Difficult home situations, substance abuse and a wide array of social and economic circumstances are everyday facts of life for many of our students.

WE WILL ENSURE BETTER COORDINATION BETWEEN HEALTH, COMMUNITY SERVICES AND EDUCATION IN PUTTING THE FULL RESOURCES OF THE GOVERNMENT AT THE SERVICE OF THE YOUNG PEOPLE OF OUR PROVINCE.

We must make changes to allow teachers to teach and students to learn. We must empower teachers and principals with authority to achieve the best possible results for their students.

WE WILL DEVELOP A FIRM AND ENFORCEABLE POLICY ON DISCIPLINE - ONE THAT EVERYONE KNOWS AND UNDERSTANDS.

A first step has been taken this year with the circulation of a draft policy document for input from all partners in education. The next step is to define specific guidelines and regulations, based on comprehensive input from everyone.

Technology in schools

The tremendous advances in technology over the last 20 years have not been matched in the classroom and many students who graduate from high school today don't understand even basic elements of computers. This is changing with the announcement last week on the plan to install a computer network in every high school in the province.

As a first step, government has allocated \$50,000 per school board in this year's budget for technology advancement. Those with innovative ideas will receive even more. Nothing can be more important than helping students develop their reading, mathematical and scientific skills. Computers are an important tool in accomplishing this.

A Cameron Government will:

EXPAND THE NUMBER OF COMPUTERS AVAILABLE IN OUR CLASSROOMS, WITH A GOAL OF ENSURING THAT DURING THE SCHOOL DAY, STUDENTS HAVE ACCESS TO COMPUTERS ON A REGULAR BASIS.

MAKE THE NECESSARY TRAINING AVAILABLE TO EQUIP TEACHERS TO FULLY UTILIZE AND INSTRUCT IN THE NEW TECHNOLOGY.

We will challenge every student to do their best, and make every effort to keep students from dropping out. Our government will:

ENCOURAGE TEAMS OF STUDENTS, PARENTS, RETIRED TEACHERS AND OTHER COMMUNITY VOLUNTEERS TO IDENTIFY AND SUPPORT AT RISK STUDENTS BOTH WITHIN AND OUTSIDE THE FORMAL SCHOOL SETTING.

IN CASES WHERE A STUDENT IS DOING WELL, BUT CAN DO BETTER, AND SIMILARLY, IN CASES WHERE A STUDENT IS HAVING TROUBLE, A SCHOOL-BY-SCHOOL INVENTORY WILL BE KEPT OF PEOPLE WHO ARE WILLING AND ABLE TO HELP OUT AS TUTORS AND COUNSELLORS.

Since the bulk of tomorrow's jobs will be created in the small business sector, many in information technology, our government will take the necessary steps to foster an entrepreneurial mentality at every level of the education system.

RECOGNIZING THE SUCCESS OF JUNIOR ACHIEVEMENT IN DEVELOPING BUSINESS AND LEADERSHIP SKILLS, WE STRIVE TO HAVE THIS PROGRAM IN EVERY SCHOOL IN NOVA SCOTIA.

We will work with the local Junior Achievement organization to bring to match schools with corporate sponsors to establish and support the program.

POST SECONDARY EDUCATION

We are fortunate to have more post-secondary institutions per capita than any other province in Canada, but the challenge we face today is to make sure that we are making the most of these existing assets by offering programs that are up to date, and by ensuring that areas of duplication and redundancy are identified and eliminated.

Earlier this year, our government made a commitment that any student with the ability to receive post-secondary education will not be limited due to financial constraints.

We looked at various ways to improve the **provincial student aid package** and after discussions with the Student Union of Nova Scotia and other groups decided to move from a bursary-loan program to an all-loan program.

The changes we made mean every Nova Scotian who wants to can now get a post-secondary education.

The old system only allowed a student access to a maximum of \$5,660.

The new guidelines provide students with the option of borrowing up to \$8,160 for 32 weeks of study through the combined federal and provincial loan program. This is equal to the average cost of a full year of post secondary education. Students who borrow more than \$6,500 in any given year will have that excess loan forgiven on successful completion of the academic year. With respect to loan repayment, an interest relief program has been established which takes into account both when

students find work and how much money they make when they do.

→ **Universities**

The Cameron government has demonstrated leadership over the last two years in focussing constructive attention on Nova Scotia's post secondary institutions with the aim of promoting "excellence" and eliminating duplication in programming and administration. This has included change in the authority and power of the Nova Scotia Council on Higher Education, the appointment of a chairperson with a mandate for implementing change, and the development by the council of a **framework for the rationalization of the university system**. As an important first step, a **common form and procedure for individuals applying to Nova Scotia universities** has just been developed for our 13 degree-granting institutions.

In order to make the system more responsive to students, more responsible to taxpayers, and more effective and efficient in an administrative sense, an important element in the overall focus for the future will be to identify and pursue ways and means of establishing common goals and common purposes among the province's universities.

Our government will immediately:

- **ESTABLISH COMMON RECOGNITION OF COURSES AMONG NOVA SCOTIA UNIVERSITIES, ENABLING STUDENTS TO MORE EASILY TRANSFER CREDITS FROM ONE INSTITUTION TO ANOTHER;**
- **ESTABLISH A COMMON STUDENT INFORMATION SYSTEM FOR UNIVERSITY ADMINISTRATION;**
- **IDENTIFY AREAS WHERE TARGETED FUNDING CAN BE FUNNELLED INTO SHARED PROJECTS AMONG INSTITUTIONS, RATHER THAN INDIVIDUAL UNIVERSITIES DUPLICATING SIMILAR PROJECTS;**
- **ESTABLISH A COLLABORATIVE SYSTEM FOR GRADUATE STUDIES WHICH WOULD OFFER STUDENTS IN GRADUATE PROGRAMS AT ONE UNIVERSITY ACCESS TO PROFESSORS AND OTHER RESOURCES FROM OTHER UNIVERSITIES IN THE PROVINCE, AND POSSIBLY BEYOND.**

We recognize, as well, that more work is needed to establish links between universities, the business community, and research establishments, and it is a fundamental goal of the Cameron government to act as a facilitator in this vital area.

In recent years, we have witnessed the successful emergence **of co-op programs in some Nova Scotia universities. Experience has shown that students in co-op programs achieve better overall results than those in mainstream programs**, and are more successful in finding rewarding employment upon graduation.

The institutions which have experienced the greatest success with co-op programs are those which have put in place full-time industry liaison personnel to promote the program among the private sector, whose cooperation with and commitment to the programs is vital to their success.

Our government believes that the success of the co-op experiments to date should be built upon, and that there is considerable potential to broaden the use of the co-op model in our universities.

WE WILL ENCOURAGE UNIVERSITIES IN NOVA SCOTIA TO ESTABLISH STANDING LIAISON COMMITTEES WITH REPRESENTATION FROM ADMINISTRATION, FACULTY, ALUMNI AND STUDENTS WITH THE AIM OF FORGING NEW AND BETTER LINKS BETWEEN UNIVERSITIES AND THE BUSINESS COMMUNITY, AND SPECIFICALLY TO BROADEN PARTICIPATION IN CO-OP PROGRAMS.

We recognize that the make-up of the student body in our universities has changed dramatically in recent years, and we must ensure that our institutions and structures are responsive to the varying requirements of today's changing student population.

While the bulk of university students still come directly from high school, we see that men and women of all ages are taking up the challenge of life-long learning. Mature students, part-time students and single parents make up the fastest growing segments of student populations in our universities. There is room for improvement in our funding programs, and flexibility in course offerings to accommodate the

requirements of these people.

Modern communications and information technology offers the single most important source of potential for flexibility in education. Distance education saves money by making expertise more readily available to all Nova Scotians at a time that is convenient to students and to a broader audience than could be achieved through the traditional lecture format.

Some of our universities already offer courses through distance education and substantial success has been achieved in offering university level courses in both French, through College de l'Acadie, and in English to students in their homes.

Distance education makes the concept of a "university without walls" a reality. With today's technology, courses originating from one university can be delivered to students on other university campuses, or in the home.

Similarly, we recognize the need for greater cooperation between our universities and community colleges. **The system should more readily offer students the option of choosing a course of study that blend the technical and academic skills provided by both community college and university courses and demanded by the labour market.** We will be focussing attention on the ease of access between the two systems, and generally creating better ties between universities and community colleges.

→ **Quality and accessibility in trades and apprenticeship training**

To be successful economically, Nova Scotians need a system of trades and apprenticeship training where they can realistically expect to acquire the knowledge and skills that will lead to meaningful employment.

Between 1990 and 1993, enrolment in the Nova Scotia Community College grew from 7522 to 8503 students, a 13.4 percent increase. We will continue to increase access to our institutions each year by looking at ways to cost-effectively increase capacity, such as holding more evening classes and using technology.

A priority of our education plan is to provide more opportunities for students without a high school completion to gain employable skills. In the last three years,

enrolment in academic upgrading courses has more than tripled, increasing from 307 to 1,124 students. Of total community college enrolment, 13.2 percent of students are now enrolled in academic upgrading. Fifty-percent of these students go on for further training and skills development.

OUR GOVERNMENT IS COMMITTED TO CREATING A WORLD-CLASS TRADES AND APPRENTICESHIP TRAINING SYSTEM. THIS WILL INVOLVE MAJOR REFORMS IN THE CONTENT, DELIVERY AND ACCESSIBILITY TO COMMUNITY COLLEGE PROGRAMS.

All of the necessary changes will not happen overnight, but over the past year, our government has taken the all important first steps of critically examining the existing system to identify its strengths and weaknesses, and embarking on a course of action for reform and change.

A REVITALIZED PROVINCIAL APPRENTICESHIP BOARD WILL BE RESPONSIBLE FOR EXPANDING EMPLOYER PARTICIPATION IN APPRENTICESHIP TRAINING.

Effective communication and coordination among the various sectors within the apprenticeship training system is crucial to the success of the system.

OUR PROGRAM WILL FOCUS ON DEVELOPING FORMAL WORKING AND REPORTING RELATIONSHIPS AMONG ALL SECTORS OF THE APPRENTICESHIP SYSTEM. WE WILL PROVIDE ANNUAL FORUMS WHERE TRADES, EMPLOYERS, LABOUR ORGANIZATIONS, EDUCATIONAL INSTITUTIONS AND THE DEPARTMENT OF EDUCATION CAN IDENTIFY APPRENTICESHIP TRAINING NEEDS, ESTABLISH A PLAN OF ACTION AND ASSIGN ACCOUNTABILITY AND TIME FRAMES FOR IMPLEMENTATION.

The curriculum for many of the apprenticeship and pre-employment trades programs offered by the Nova Scotia Community College requires review.

Our government will:

DEVELOP A MORE STANDARDIZED FORMAT AND CURRICULUM THROUGHOUT THE NOVA SCOTIA COMMUNITY COLLEGE.

We believe that new approaches to curriculum development must be generated to enhance existing resources. With this in mind:

WE WILL EXPLORE WAYS TO PROVIDE ACCESS TO CURRICULUM IN OTHER JURISDICTIONS, AND ENSURE THAT CHANGES IN CURRICULUM ARE ACCOMPANIED BY IN-SERVICE TRAINING FOR AFFECTED TEACHERS.

As noted earlier in this document, we believe that there are elements of trades and apprenticeship training that are worth pursuing in a regional context.

On a provincial basis, our existing apprenticeship training system requires government and private sector support that is increasingly being constrained.

WE WILL STRIVE TO HAVE THE COUNCIL OF MARITIME PREMIERS INITIATE AN EXAMINATION OF THE OPPORTUNITIES THAT AN INTEGRATED MARITIME APPRENTICESHIP SYSTEM WOULD OFFER EACH OF THE PROVINCES.

Program review is already receiving greater emphasis than it has in the past, and will be an on-going process within the system.

The Department of Education has moved to term appointments and short-term contracts for instructors to enhance the responsiveness of Community Colleges to changing training needs. The need to provide innovative, short-term training and more accessible training that responds directly to the needs of employers and apprentices will be recognized in discussions between the Department of Education, the NSGEU and the NSTU.

Procedures for monitoring the relationship between apprenticeship training and market demand are now being explored and will be put in place during the new mandate.

RE-DEFINING GOVERNMENT

While taxpayers everywhere today are concerned about the size and cost of government, they also recognize the essential role government plays in creating a climate for economic growth and in looking after people in the areas of health, education and training, justice and social services.

It is time to radically change the way government operates -- to shift from top-down bureaucracy to an entrepreneurial government that empowers employees, citizens and communities to change our province from the bottom up. **The answer for every problem must not always be another program or more money.**

We believe that government has a role to play both as an example to others in its use of technology, and as a demanding consumer for the private sector to satisfy. We believe quality service should be as important in government as it is in business, and we are committed to forging partnerships with the private sector and with labour to embrace new technologies with the aim of achieving further improvements in the delivery of services to people.

Already important steps to reform government have been taken. Some examples include the privatization of data processing services to SHL Systemhouse; the privatization and rationalization of functions within the Department of Transportation and Communication; the sale of Nova Scotia Power; the Municipal Reform Program, university rationalization, combining regulatory boards into one Utility Review Board.

OPEN, ACCOUNTABLE GOVERNMENT

New open tendering process implemented - creating greater opportunities for our businesses within Maritime Canada.

Strongest conflict-of-interest guidelines in Canada for MLAs and Civil Servants.

Expense accounts of ministers and executive assistants made public each month.

Non-partisan process adopted for selection of auditor general.

Municipal reform will reduce overall cost to taxpayers.

Combining regulatory boards into one Administrative Board.

We must reward people and ideas that work and not be afraid of changing those which do not. This will mean that some programs and services will no longer be delivered or they will be delivered very differently, possibly through fewer formal departments of government.

ALL NEW PROGRAMS AND SERVICES WILL INCLUDE A SUNSET CLAUSE TO ALLOW FOR MAXIMUM FLEXIBILITY IN ADDRESSING THE ACTUAL NEEDS OF OUR SOCIETY. AN AUTOMATIC RE-EVALUATION WOULD TAKE PLACE EVERY THREE YEARS.

As a further example of our commitment to reducing the cost of government while making the system more responsive and effective, our government will:

CONSOLIDATE THE BUDGETARY FUNCTIONS OF MANAGEMENT BOARD WITH THE DEPARTMENT OF FINANCE.

TO FOCUS ON QUALITY, SERVICE AND CAREER DEVELOPMENT WITHIN THE PUBLIC SERVICE, WE WILL COMBINE THE HUMAN RESOURCE FUNCTIONS OF MANAGEMENT BOARD AND THE CIVIL SERVICE COMMISSION.

New technology offers the potential for many government services to be accessed 24 hours a day, seven days a week. Further potential exists to access many services from one central location in the community, creating efficiencies and convenience for both government and the public who would no longer have to go to three or four locations to get what they need.

Building on the concept of front-line customer service, we will invite private proposals to finance and establish:

"NOVA SCOTIA ON-LINE", A TELECOMMUNICATIONS AND DATA BASE SYSTEM THROUGH WHICH NOVA SCOTIANS WILL BE ABLE TO DIRECTLY ACCESS A WIDE RANGE OF GOVERNMENT INFORMATION AND SERVICES.

This technology will be used to provide direct access to needed information and programs such as birth certificates, MSI cards, licenses, permits and certifications of

registration, company information, education and training information, inspection and monitoring information, health information and more.

Together, these efforts are designed to save money for taxpayers and to make government more service-oriented.

→ **Serving the taxpayers**

Government must be professional and focused on customer service. Accordingly, the new merit-based hiring system is designed to strengthen the professional qualifications of those who work for the taxpayer. The **elimination of patronage** is designed to ensure that the taxpayer gets the best value and expertise.

We have begun the process of reform in the way government functions in Nova Scotia but there is still more work to be done.

A CABINET COMMITTEE WITH ADVICE FROM TAXPAYERS, BUSINESS AND OTHERS HAS ALREADY BEEN FORMED TO LEAD A PROCESS OF FUNDAMENTAL CHANGE IN GOVERNMENT. IT WILL DECIDE WHAT THE PROVINCIAL GOVERNMENT SHOULD FUND, WHAT IT CAN AFFORD TO FUND AND WHAT PROGRAMS WILL BE RELEVANT TO NOVA SCOTIANS IN THE FUTURE, AND THEN MAKE THE NECESSARY CHANGES WITHIN THE SYSTEM.

In the past 26 months, many people in the public sector have talked about changes which must be made within government. These people are dedicated to the goal of good government, they are creative and talented but too often their good ideas get bogged down in bureaucratic red-tape.

POLITICAL REFORM

As Premier, Don Cameron has demonstrated his commitment to the new politics by introducing:

Public disclosure of donations to political parties'

Strict guidelines on party finances

Accountability on ministers' expenses

The most stringent conflict-of-interest laws in the country.

The Cameron Government will:

REWARD INNOVATION, EXCELLENCE AND THRIFT IN THE PUBLIC SERVICE. FOR ANY IDEA THAT SAVES THE TAXPAYER MONEY, WE WILL OFFER A BONUS OF FIVE PERCENT OF THE FIRST YEAR'S SAVING UP TO A MAXIMUM OF \$2,000 FOR EACH MONEY SAVING CONCEPT ADOPTED.

Nova Scotians care deeply about their province, the way the political process operates, and its affect on them and their families. Many feel the political process needs further effective reform. Nova Scotians are ready for more political reform and Don Cameron has already demonstrated a strong commitment to this goal in the last 26 months.

People are tired of the traditional partisan approach to politics. Don Cameron has been a leader in **adopting a non-partisan approach to issues**. During the **constitutional discussions**, with the **appointment of the auditor general** and **in the selection of the committee to design a new electoral map for the province**, an all-party approach was used.

WE WILL EXPAND OPPORTUNITIES TO WORK WITH OTHER PARTY LEADERS IN DRAFTING LEGISLATION AND ADDRESSING OTHER IMPORTANT PUBLIC ISSUES.

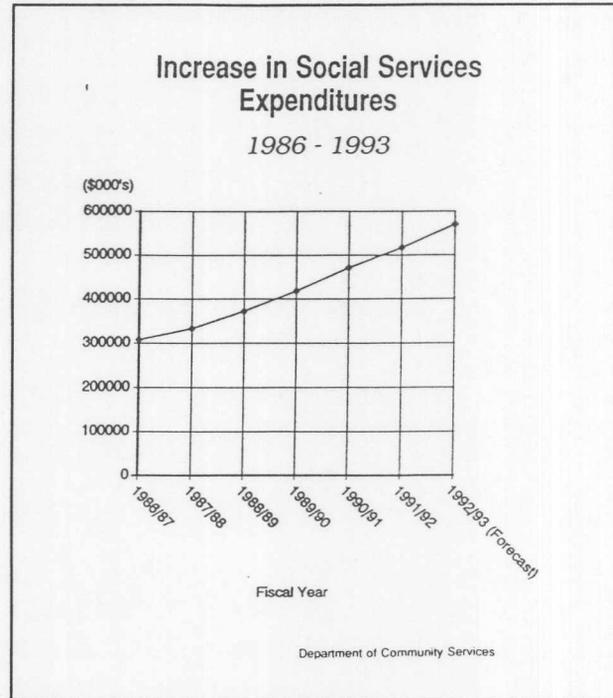
RESTRUCTURING SOCIAL ASSISTANCE

Nova Scotians share a strong commitment to help one another and are justifiably proud of the network of social supports available to help the most needy people in our communities. The commitment is even stronger when you consider the constraint placed on the Province's overall fiscal capacity due to the recession. In fact, **Community Services was the only department of government to receive a substantial budget increase in the last two years.**

Most Nova Scotians want to work and contribute to the economic well being of their families and communities.

However, the patchwork system of social assistance, unemployment insurance and other programs does not encourage Nova Scotians to seek independence. It is vital that the system be changed to better support individual initiative, to remove internal barriers to flexibility and to encourage wherever possible all those who wish to participate in training and employment.

As a measure of the Cameron government's commitment to real change, we have recently created a Task Force on Employability which has a one-year mandate to develop a variety of **programs which help social assistance recipients get into the workforce.**



In one pilot project, already announced by the Taskforce, 750 single parents in receipt of Family Benefits are being given the opportunity to make the transition to paid employment. Candidates are being provided with intensive counselling, training and job placement services so that they can find secure employment.

To build on this progressive approach, the Cameron Government will:

- **IMPROVE SERVICE TO CLIENTS TO ENSURE THE EARLY IDENTIFICATION AND COUNSELLING OF THOSE WHO CAN BENEFIT FROM TRAINING OR EMPLOYMENT. THIS WILL INVOLVE SIMPLIFYING CLIENT CATEGORIES FOR ASSISTANCE, MAKING BETTER USE OF STAFF, AND THE INNOVATIVE USE OF TECHNOLOGIES.**
- **INTEGRATE THE PROVINCE'S TRAINING AND EMPLOYMENT SERVICES WITH THOSE OPERATED BY MUNICIPALITIES AND EXPAND EMPLOYMENT AND TRAINING OPPORTUNITIES TO HELP RECIPIENTS ACHIEVE INDEPENDENCE.**

SOCIAL REFORMS

Pharmacare coverage extended to include individuals receiving family benefits and children and dependents of disabled persons.

Family Maintenance Support Program restructured to ensure the custodial parent receives child care support.

Pilot project developed to provide treatment services for women recovering from substance abuse.

100 new subsidized child care spaces approved in 1992-93 budget.

New affirmative action guidelines adopted for government.

Employability Task Force established to help social assistance recipients make the transition to the paid workforce.

Greater flexibility for Housing Authorities to accept people with special needs in public housing.

Development of parenting education and parent support groups.

Administration of Home Care transferred to Department of Community Services for better coordination.

Establishment of the Task Force on the Economic Integration of Women with Disabilities which will report in June.

Development of the Family Violence Prevention Initiative coordinating government response to family violence by linking with departments and community organizations to work together to find solutions.

Commissioned report "Youth Exploited for the Sex Trade", resulting in safe house and commitment to a secure treatment facility.

- **ENHANCE WORK INCENTIVE PROVISIONS WITHIN THE FAMILY BENEFITS SYSTEM BY REMOVING BARRIERS TO INDEPENDENCE SUCH AS CHILD CARE COSTS AND TRANSPORTATION.**

- **DESIGN MEASURES TO IMPROVE CLIENT AND PUBLIC INPUT IN CHANGING THE SYSTEM.**

Times of economic restraint make the task of implementing change even more difficult and require from those interested in an issue a greater measure of innovation and commitment.

Government alone cannot shoulder the burden in making these changes. Unless we tackle the problem together, the future quality of life for ourselves and our children will undoubtedly be compromised.

→ **Home Care Programs**

Earlier this year, responsibility for Nova Scotia's Home Care program was transferred to the Department of Community Services.

Home Care saves money by reducing long-term stays in nursing homes and provides a higher level of personal care.

It is recognized that people, either ill or with special needs, are more comfortable and happier in home surroundings than in institutional settings.

WE WILL SUPPORT AND IMPLEMENT THE RECOMMENDATIONS OF THE GOVERNMENT'S LONG-TERM CARE REVIEW TO BETTER LINK GOVERNMENT SERVICES IN THE CONTINUUM OF CARE. SAVINGS FROM THE REDUCED NEED FOR INSTITUTIONAL CARE WILL SUPPORT THIS COMMITMENT.

SENIORS

Our government, together with the seniors' community has built one of the best networks of senior citizen programs in the country. The whole thrust of our approach is to help those seniors who are most vulnerable by providing support to allow individuals to live independently and in dignity.

Leadership in the seniors' community and the Senior Citizens' Secretariat are keeping pace with the changing needs of seniors and keeping government informed of these needs.

Seniors recognize the current programs and services they have come to depend on in their later years, particularly health care, home care, the increasing demand for nursing homes and the need for private boarding homes, and income maintenance programs are costly to provide.

KEY GOVERNMENT PROGRAMS & SERVICES FOR SENIORS

- Pharmacare
- Special Assistance
- Property Tax Rebate
- Rental Assistance Program
- Family Benefits
- Municipal Social Assistance
- Home Care
- Homes for Special Care
- Senior Citizens' Public Housing
- Access-A-Home
- Senior Citizen Housing Units
- 1-800 telephone line

Seniors accept the fact that provincial programs and services must continue to tailored to serve those most in need thus enabling seniors to maintain freedom and independence.

HEALTH

Two themes have guided the current restructuring of our health care system - **quality and effectiveness**. Nova Scotians recognize and are accustomed to first-class health care, and we understand the quality of this service would be jeopardized if costs were not controlled.

In the last two years, a strong partnership has been achieved with the medical community which has resulted in a solid commitment to end decades of spiralling health costs.

The challenge for the future is to build on this momentum to ensure that Nova Scotians continue to benefit from the first-class health care to which we have become accustomed.

The Nova Scotia Health Council, in consultation with the general public, have developed health goals for the province.

In implementing these goals, we support:

- **increasing community control over the health system;**
- **encouraging the adoption of a wellness approach to health which emphasizes disease prevention, positive lifestyles and community-based health programs; and**
- **promoting the coordination and integration of health services to provide a more responsive and efficient health system.**

In a new mandate, our government will continue its commitment to the achievement of these goals with a view to accomplishing longer term, improved health status for Nova Scotians and a more efficient, better integrated health care system.

**RESTRUCTURING TO PROTECT
THE QUALITY OF
HEALTH CARE TO NOVA SCOTIANS**

Cigarette Ban - Nova Scotia was the first province to take an aggressive stance to limit the sale of cigarette packages containing less than 15 cigarettes.

A 1-800 smokers' "Helpline" was setup in cooperation with the Lung Association of Nova Scotia and Smoke Free Nova Scotia.

Working Group on Mental Health Services has reviewed and made recommendations on mental health services in the province.

Better coordination of Home Care Services -- homes for special care transferred to Department of Community Services

Uniform Training Program being developed for ambulance attendants

Community Health Promotion Fund established to support health promotion & illness prevention projects at the community level and through community based projects.

Adolescent treatment centre developed for drug dependency called CHOICES to serve Nova Scotia youth.

Reached an agreement with the Medical Society for a 5 year contract which includes a managed growth strategy for expenditure on physician services.

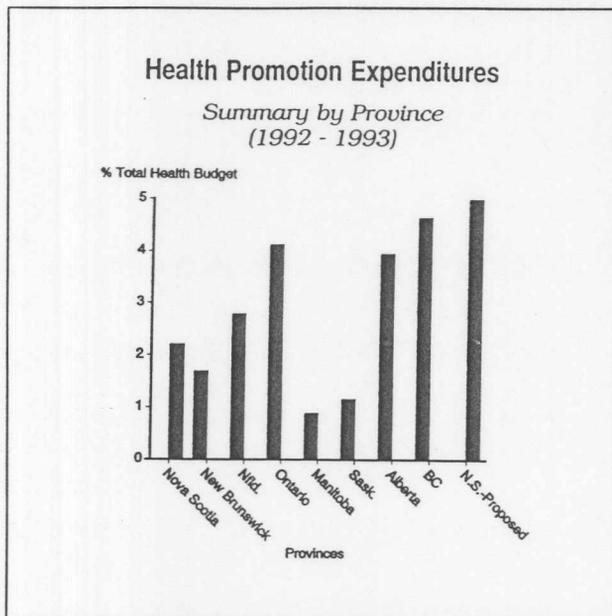
Task Force on Primary Health Care asked to identify health care needs of communities with regard to regional and local resources.

**BY 1997, THE PROVINCE
WILL HAVE MADE THE
TRANSITION IN SHIFTING
RESOURCES FROM
CARING FOR PEOPLE
WHEN THEY ARE SICK
PRIMARILY, TO KEEPING
PEOPLE HEALTHY
THROUGH HEALTH
PROMOTION AND
EDUCATION, AND
DISEASE PREVENTION.**

There is no question that the single most important factor affecting our health care system will be the personal lifestyles of our people. Our government wants to help people break free of destructive habits and lead healthier, more fulfilling lives. With this in mind, we will:

**DEDICATE FIVE PERCENT OF
THE HEALTH BUDGET TO
TEACHING PEOPLE HOW TO
STAY HEALTHY -- THIS
AMOUNTS TO \$70 MILLION OF
THE TOTAL \$1.4 BILLION.**

Opportunities and support will be provided for everyone to participate in decisions about our health and the health care system. All decision-makers are accountable to the public for their actions.



In the last 26 months, comprehensive dialogue has taken place on many of the components of our health care delivery system: primary care, physician services, nursing and mental health.

We recognize that poverty, unemployment, racism, illiteracy, violence, rural isolation and other social issues, make it more difficult for some people to be as healthy as others. Our policies address these factors that affect our health.

In a new mandate, our government will continue its absolute commitment to community hospitals.

ANY CHANGE OF SERVICES OR THE ROLE OF A COMMUNITY HOSPITAL WOULD OCCUR ONLY IN TANDEM WITH FULL COMMUNITY CONSULTATION AND PARTICIPATION IN THE PROCESS.

Commitment to the expansion of Community Health Grants such as those in Cheticamp and Hants County will continue.

Non-traditional and innovative funding of community-based programs, such as Red Door and the J.L. Ilesley Teen Health Centre, will continue and the need for expansion to other communities will be evaluated.

WE WILL NOT INTRODUCE USER FEES FOR ANY SERVICES COVERED UNDER THE CANADA HEALTH ACT.

To provide better accountability within the system and better service to health care users, we will:

INTRODUCE A UNIQUE IDENTIFIER CARD FOR EACH NOVA SCOTIAN. IF A PATIENT VISITS A HOSPITAL ANYWHERE IN NOVA SCOTIA, THEIR MEDICAL RECORDS CAN BE ACCESSED BY COMPUTER. THIS AVOIDS UNNECESSARY TESTING SUCH AS X-RAYS AND BLOOD WORK.

OUR PARTY SUPPORTS IN PRINCIPLE THE CONCEPT OF NURSES EXPANDING THE ROLE OF NURSES IN PROVIDING OTHER HEALTH CARE SERVICES IN ACCORDANCE WITH THE RECOMMENDATIONS OF THE TASK FORCE ON NURSING, WHICH WILL REPORT TO GOVERNMENT THIS JUNE.

Health education will be made available in conjunction with the Department of Education to increase awareness of disease prevention and health promotion. This health education will be made available in part through community television.

Nova Scotia has been a leader in Canada in establishing the first pilot **environmental clinic** in the country.

Our government will:

SUPPORT AND FOLLOW THROUGH ON THE REPORTS OF TWO INDEPENDENT COMMITTEES WHICH ARE EXPECTED TO BE DELIVERED IN THE SPRING OF 1993.

The Victoria General is already spending \$175,000 on the pilot project. Depending on the reports and recommendations of the committees, additional funding will be found to support this project on a permanent basis. New money will not be required.

PROTECTION FOR OUR PEOPLE

In a progressive society, it is vital that people feel secure in the knowledge that their rights and their safety are protected by law and by a system of justice that is fair, responsive and effective.

Our government is determined to impress upon the federal government the urgent need to **implement changes** to the **Young Offenders Act** which are necessary, both for the protection of the lives and property of our people, and to improve the prospects for rehabilitating young offenders.

Our Attorney General has proposed that changes to the Young Offenders Act be placed on the agenda for discussion at the upcoming meeting of Justice Ministers, and the Premier has similarly requested this issue be placed on the agenda for the upcoming premiers' conference this summer in Baddeck.

SPECIFICALLY, THE ACT SHOULD BE AMENDED TO PROVIDE FOR:

- **GREATER FLEXIBILITY ON THE MATTER OF MINIMUM AGE. UNDER THE EXISTING ACT, ANYONE UNDER THE AGE OF 12 IS COMPLETELY IMMUNE FROM LAW ENFORCEMENT.**
- **GREATER FLEXIBILITY WITH RESPECT TO DISCLOSURE PROVISIONS FOR THE RECORDS OF YOUNG OFFENDERS. PEOPLE SUCH AS SCHOOL OFFICIALS SHOULD BE PRIVY TO ESSENTIAL**

JUSTICE REFORMS

Introduced the most progressive human rights legislation in Canada

Established an independent process for selecting judges. Judges are now appointed solely on the basis of merit.

Implementing recommendations of the Marshall Inquiry, including appointment of an Independent Public Prosecutor - the first in Canada.

Appointed Special Prosecutor for Sexual Assaults to ensure sensitivity in the handling of these cases.

Involved all parties in the selection of the province's Ombudsman and Auditor General. This was the first time in Nova Scotia's history that this approach was taken.

Established a safe house for young victims of prostitution, in keeping with recommendations of the Task Force on Prostitution.

Developed standards of policing for Municipal Police Departments

Enacting legislation to force parents to live up to their child support obligations

Participant on Working Committee on Prostitution

Expansion of services to victims of crime

Family Violence Prevention Initiative

Enacting legislation to combat abuse

Formed Race Relations Police Advisory Committee

Undertook the most comprehensive court reform in 130 years

Spousal Homicide Study established to review incidents of violent death in the province.

Family Violence Tracking Project established to help develop a research base for enforcement agencies and support groups.

INFORMATION WHICH THEY REQUIRE ON A DAY-TO-DAY BASIS. AS WELL, RECORDS OF YOUNG OFFENDERS SHOULD BE AVAILABLE FOR USE BY THE COURTS FOR AS LONG AS THE COURTS DEEM THEM TO BE OF ANY SIGNIFICANCE.

- **WE ALSO BELIEVE THAT DISCLOSURE OF THE IDENTITY OF A DANGEROUS YOUNG PERSON SHOULD BE MORE EASILY AVAILABLE THAN IT IS UNDER THE PRESENT PROVISIONS OF THE ACT.**

While we support the basic principles of the Young Offenders Act -- making young people take responsibility for their actions, and providing a meaningful alternative to incarceration for first-time offenders -- we believe it is time for a comprehensive review of the Act to address these and other concerns.

Early intervention programs aimed at young offenders and young people at risk have proven very successful, and we will place additional emphasis on this area.

Nova Scotians have a right to expect safe streets and neighbourhoods and police protection, and we believe that the law should help police officers fulfil their duties, and not hinder them.

We have already undertaken a review of sentencing, and by early in the new mandate we will be able to implement recommendations for sentencing that more appropriately suit the crime.

Dear fellow Nova Scotian:

This platform paper has allowed me to share with you our position and thinking on key areas of concern to the people of our province. It has also provided an opportunity to review those key decisions taken by our government over the past two years. Since my becoming leader, we have outlined why these decisions were taken and how they will affect the future quality of life in our province.

I think it is also important that the people of Nova Scotia know the critical issues we would be dealing with in the future.

They are highlighted in this platform paper because we have consulted with many Nova Scotians, through discussions and open-line radio and cable shows over the past two years. Clearly these are the areas of concern most often indicated as those which people want our government to take decisive action and provide the necessary leadership to accomplish.

I ask for your support in these initiatives and together I truly believe we can and will build a better and stronger Nova Scotia as we move towards the 21st century.

On May 25th, you will be asked to decide who has the best economic plan to lead us out of our current situation; who is the best leader to create the economic climate that will secure the jobs we have now and create more jobs for us and our children.

In closing, I thank all Nova Scotians who willingly shared their thoughts and ideas with us and continue to welcome your advice and comments on any matter affecting our province.

Yours truly,



Don Cameron