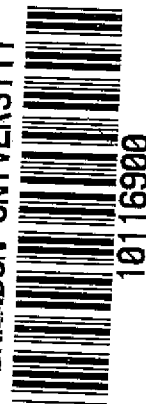


Gary Filmon's

# PLAN MANITOBA

*A Vision for the Future*

BRANDON UNIVERSITY



JL  
197.  
P67M33

Gary Filmon  
MANITOBA  
STRONG

MANITOBA PROGRESSIVE CONSERVATIVES

# *The* **FILMON VISION** Pathways to **A Strong Manitoba**

Our people, our ideas, and our collective potential are the greatest strengths Manitoba can rely on as we face the economic and social challenges of our future.

Perhaps now, more than ever before, *political leadership will determine how well Manitoba will succeed* in defining its own future in this world of profound change.

The role of government is to provide the underpinnings necessary to permit a society to successfully adapt to changing circumstances. Success in narrow economic terms is not enough. We must also succeed in broader human terms.

Our key concern is to build a Manitoba where each generation can live as healthy and productive citizens.

Manitobans have expectations of their economy and society. We expect the economy to generate jobs and to provide fair opportunity for all Manitobans to participate in the building of a strong Manitoba.

We also expect our economy to generate the resources to provide a safety net for those who are unable to provide for themselves.

**"WE CAN DEFINE  
OUR OWN FUTURE...  
WE CAN BE THE BEST  
AT WHATEVER WE CHOOSE....  
WE CAN DO ANYTHING WORLD CLASS  
FROM RIGHT HERE IN MANITOBA."**

The lessons of the past have taught us that these expectations cannot be achieved through a continuous program of deficit financing, high taxes and high debt. Deficits, taxes and debt, and the lower productivity they cause, only lower our standard of living over the long term. This limits the ability of the next generation to sustain the quality of life and essential services that we have enjoyed.

*Clearly, consistent leadership is the key to sustainable growth.*

**Our goal is simple:  
To make Manitoba the best  
place anywhere in which to  
live, to work, to invest and to  
raise a family.**

The Filmon government has created an agenda that will serve as a model for other governments across Canada, and throughout North America. It is a long term plan for sustainable job creation and income growth and prioritizing spending in health, education and family services that will make Manitobans proud and strong.

This plan empowers individuals and taps the talents of the community. Working together, we have already achieved an incredible "turnaround" from the early 1980's, when the NDP saddled Manitobans with the largest tax and debt increases in the history of the province.

In only six years, the NDP **tripled** the debt it previously took 112 years to accumulate! As a

result, interest payments **quadrupled** and taxes spiralled out of control. That is a past we have worked hard to put behind us.

Under the leadership of Premier Gary Filmon, Manitoba has built a model of responsible government, unmatched by any government in North America.

### The Filmon Record has . . .

- provided Manitobans with the longest running freeze on major taxes in recent history -- a tax freeze that the NDP has opposed in six consecutive budgets and the Liberals have opposed in eight consecutive budgets.
- won national and international approval and built a momentum of fiscal responsibility across our province.
- brought spending under control without increasing taxes in order to protect our vital services and revitalize our economy.

Despite going through the worst worldwide recession since the 1930's, the Filmon government has not increased any major taxes for seven consecutive years. Almost every single additional program dollar was directed to spending priorities of health care, education and family services. Capital spending on productive assets such as highways, health care facilities, schools and other infrastructure increased to record levels. Deficits were lowered and finally eliminated *and* more people are working!

### The Results:

- The first Balanced Budget in over 20 years, a full year ahead of schedule, without any increase in major taxes.
- The strongest Balanced Budget legislation in the nation, to ensure that Manitobans will enjoy all the advantages and opportunities of deficit - free government into the future. This includes legislative prohibition against any increases in income taxes, sales taxes and payroll taxes unless Manitobans first give their approval in a province-wide referendum.
- A manageable plan to eliminate the province's outstanding debt.
- Manitobans have progressed from paying among the highest income taxes in the country in 1987 to now paying among the lowest. Personal disposable income, (what we have left in our pockets to spend) in Manitoba is projected to exceed the national average in 1994 and again this year.
- Tax breaks have been targeted to those most in need; low-income families and seniors actually pay lower taxes today than they did in 1987.
- The creation of more than 12,000 new jobs in the last year alone and 15,000 new full-time jobs in the past two years, the third best growth of any province since 1992.
- An unemployment rate which is the second lowest in the country, one of only two provinces in Canada to have fewer unemployed today compared to April 1988.

### A VISION FOR A PROSPEROUS FUTURE

**I**t is 1995. We are five short years away from a new Millennium. Our challenges are diverse and many. But so too are our opportunities and talents.

The NDP and Liberals would take us back to the days of spiralling government spending, debt and higher taxes - saying "yes" to every special interest group in society.

They must not be allowed to drag our society back to those tax-and-spend days.

We must stop them - for our children's sake.

### Our vision is based on...

- secure and satisfying jobs, for everyone who is able to work and who values the dignity of employment.
- a government that manages our public finances responsibly and keeps taxes under control.
- a health care system that is high quality, accessible and well managed.
- equipping our children with the skills they need to be productive and healthy citizens in the future.
- streets and neighbourhoods that are safe, day and night, for young and old alike.
- a full and equal partnership in a strong and united Canada. A country in which all regions are treated with respect and fairness.

## STRONG ECONOMY, STRONG SOCIETY

A strong economy and a strong society, built in parallel, will result in more jobs, high quality health, education and social services, and a safe living environment.

Government alone cannot accomplish this. Strong leadership and a sound long-term policy framework are required to tap the spirit and inventiveness of our communities.

It is not just government's challenge, but society's challenge to re-think how we can better invest our human and financial resources.

Our approach has been, and always will be, to work in partnership toward solving community problems and to encourage building individual capacity and alliances within the community.

Policies must be based on the capacities, skills, assets and values of our citizens and must provide them with more choice and freedom.

That is why our economic initiatives have concentrated on providing business and communities with the tools to facilitate their success

- a hand up, not a hand out.

- From Grow Bonds, in partnership with rural communities, to the Crocus Fund, in partnership with labour, we have put in place venture capital instruments that are helping Manitobans help themselves.
- Through Making Welfare Work initiatives, we are providing job training -- to help welfare recipients make the shift from dependence to independence.
- We have shifted our health care focus from institutional to community-based health care and home care.
- Our education policy provides for more parental involvement and choice in their childrens' schools.
- We are implementing serious consequences for criminal offenses. We have a right to feel secure in our homes, in our neighbourhoods and in our playgrounds.

## THE NEXT POLICY AGENDA

The stage has been set. We have worked hard to establish the foundation on which Manitoba can build a solid and prosperous future.

Manitoba is well on its way to building a stronger economy and a stronger society. The Filmon government will continue to provide strong leadership in shaping and managing this change.

Building on our progress to date, the next policy agenda will focus further initiatives under the four interrelated pillars of a prosperous society.

### The Four Pillars of a Prosperous Society

- Jobs and The Economy:  
*"Pathways to Jobs and Prosperity"*
- Education and Skills Training:  
*"Pioneering Tomorrow's Education Frontier"*
- Law and Order:  
*"Living in Safer Communities"*
- Health and Family Services:  
*"Building Healthy Communities"*

THE FILMON VISION

MANITOBA STRONG!

## SHARE THE FILMON VISION

- Building the capacity of each generation to live as healthy and productive citizens lies at the heart of the Filmon vision. This is a vision of Manitoba as the best place anywhere in which to live, to work, to invest and to raise a family.
- We strongly believe that we can do anything world class from right here in Manitoba. Manitobans are proving that every day.
- The Filmon Team has the vision and the leadership Manitoba needs to conquer challenges, build new opportunities and put us on the road to new prosperity. To make this vision a reality, we have put in place a long term plan for sustainable job creation and income growth.

## The FIVE STAR PLAN

### FOR SUSTAINABLE JOB CREATION AND INCOME GROWTH



A Balanced Budget and legislation introduced to ensure balanced budgets into the future.



The longest running tax freeze in North America. Only Premier Gary Filmon has the will and determination to deliver an 11 year tax freeze.



Record-level investment in productive assets such as highways, communications, education and health infrastructure.



Redirection of almost all new program spending into the priority areas of Health, Education and Family Services.



More Manitobans working. This is a model of responsible government. This is the Manitoba model.

THE FILMON VISION

MANITOBA STRONG!

# *The* **FILMON VISION** Pathways to Jobs & Prosperity

**T**he objectives of the Filmon Team's jobs and economic strategy are clear:

- Job creation
- Greater private investment and trade
- Living within our means
- Managing finances without increasing taxes
- Maintaining essential social programs
- Preserving our high quality of life

Government alone cannot create jobs and wealth. However, leadership and a sound long-term policy framework can provide a favourable and competitive economic climate for the growth of jobs and the economy.

**"A STRONG, GROWING ECONOMY IS ESSENTIAL TO CREATING JOBS, TO SUSTAINING OUR HEALTH CARE, EDUCATION AND SOCIAL SERVICES, TO BUILDING SAFE AND HEALTHY COMMUNITIES, AND TO IMPROVING OUR HIGH QUALITY OF LIFE."**

The right climate is based on having a long-term strategy, accountable and responsible fiscal management, focusing on creating jobs and wealth in the private sector and working in partnership with community.

It is also based on applying the principles of sustainable development to ensure that we manage our resources and the environment for the benefit of present and future generations.

The challenge for Manitoba is to continue to increase jobs and wealth-creating activities in the private sector. At the same time we need to continue to spend smarter in the public sector to maintain many of the services that contribute to our high quality of life.

Before any other government in Canada, the Filmon government recognized that to protect our vital services and revitalize our economy, we had to get spending under control without increasing taxes.

Despite going through the second worst world-wide recession this century, the Filmon government has not increased any major tax rates for seven consecutive years. Almost every additional program dollar went to spending priorities of health care, education and family services. Capital spending on assets such as highways, schools and health care facilities

increased to record levels. Deficits were substantially lowered and now Manitoba will balance its budget in 1995/96 and thereafter. More Manitobans are working. Under the leadership of Gary Filmon, Manitoba is a model of responsible fiscal management without tax increases -- a record unmatched by any government in North America.

SHIFTING TO THE PRIVATE SECTOR

We have created a positive environment and provided businesses and communities with the tools to launch their ideas and create jobs.

Under the Filmon government, the Manitoba economy has markedly shifted to more private sector jobs. There were 29,000 more private sector jobs in 1994 than when we took office in April 1988.

Today, the private sector accounts for 81% of the jobs in our economy.

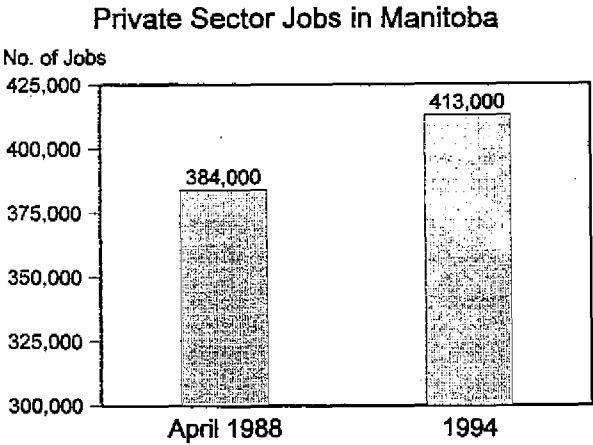
A growing share of these jobs are long-term, high-skilled and high-paying jobs.

In the past two years, Manitoba has gained

15,000 more full-time jobs, virtually all of them in the private sector. This is the third best growth of any province since 1992.

Job growth has been particularly strong in the past year. Our unemployment rate is down to 7.3% -- second lowest in Canada. Manitoba is one of only two provinces where unemployment is lower today than in April 1988.

A number of economic forecasts are projecting strong job growth of close to 2% annually for each of the next two years. This will result in close to 20,000 more jobs in Manitoba by the end of 1996. These will be more new jobs for our families and strong hope for our future.



Source: Statistics Canada; Manitoba Bureau of Statistics

FRAMEWORK FOR ECONOMIC GROWTH

In 1990, the Filmon government outlined a 10-point policy framework aimed at long-term economic growth. In 1993, the strategy was continued with the release of the Framework for Economic Growth, which outlined the building blocks we had put in place and the next steps for moving forward. The steps we outlined in 1993 are implemented or well in progress. We have proven

that we deliver on our commitments. Our work-in-progress continues.

The Filmon Team has a bold new vision and new plans within the context of our 10-point economic framework. As a strong Manitoba moves forward, we will keep adjusting to changes.

10-Point Policy Framework

Rural Economic Development	Capital Market Formation	Business Networks
Export Diversification	Sectoral Strategies	Employee-Owned Enterprises
Innovation	Skills Training	Infrastructure Investment
Fiscal Management		

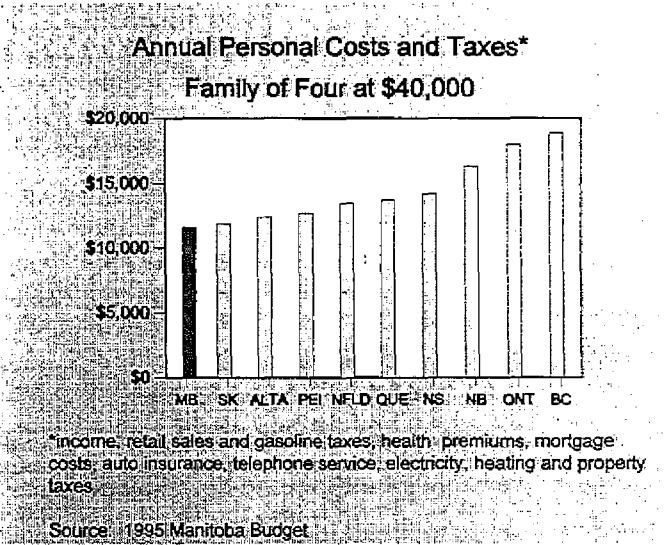
1. FISCAL MANAGEMENT

Responsible fiscal management is the underlying foundation of our jobs and economic growth strategy.

The Filmon government has led the nation in controlling taxes and spending.

For seven straight years, all major taxes have been frozen, moving Manitoba from being among the highest taxed provinces in Canada to among the lowest in just seven years.

These tax freezes and reductions have left more money in the pockets of Manitobans.



For seven consecutive years, the Filmon government has kept its promise not to raise any major taxes -- personal income tax, corporate income tax, capital tax and the sales tax. In fact, personal income and the small business corporate tax rates were reduced. No other government in Canada or North America can make this claim. Through our determination to hold your taxes down, set priorities, spend smarter, lower deficits and balance budgets, Manitoba is a model of long-term, stable fiscal management.



## NEXT STEPS

***"Responsible fiscal management, holding the line on taxes and efficient and accountable use of your tax dollars are essential ingredients for jobs and economic growth."***

### No Increase in All Major Taxes

Like other Manitobans, the government must live within its means. Major taxes will continue to be frozen. By 1999, Manitoba will be in the 11<sup>th</sup> year of the longest freeze of personal income tax, business tax and sales tax rates in North America. This will further improve our competitive tax and cost position, putting more money in the pockets of Manitobans. **No tax increases means more jobs.**

### Balanced Budgets Starting This Year

Ongoing deficits lead to higher debt, higher interest rates and growing interest payments which severely limit our ability to create jobs and fund vital services. The 1995 Budget introduced the first balanced budget in Manitoba in over 20 years. In addition, the budget contains the largest budget surplus in Manitoba's history.

To ensure that future generations of Manitobans continue to benefit from the advantages and opportunities made possible by deficit-free government, the Filmon government has introduced the toughest Balanced Budget Legislation in Canada.

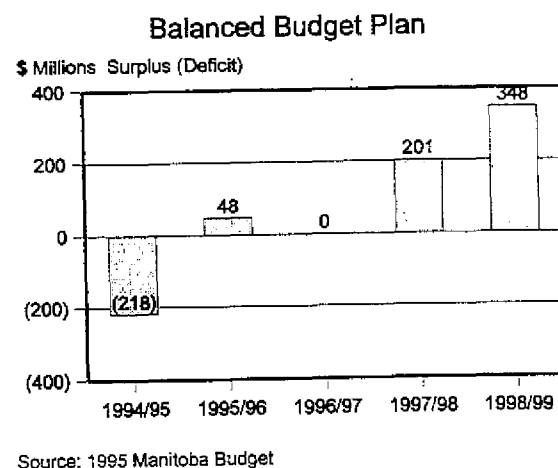
The *Balanced Budget, Debt Repayment and Taxpayer Protection Legislation* will strongly bind the province to continue to achieve balanced budgets. The legislation will achieve balanced budgets, maintain expenditures without increasing taxes and set out a debt repayment plan to reduce the burden of interest costs. The legislation also applies penalties to ensure compliance, including a 20% reduction in Ministerial compensation for the Premier and all Cabinet Ministers should a deficit

occur. In addition, the legislation prohibits any increases in major taxes unless Manitobans give their approval in a province-wide referendum.

Balanced budgets allow us to sustain vital services for future generations, and balanced budgets mean jobs.

### Spending Smarter

In the Balanced Budget Plan, the Filmon government will freeze overall spending at a level of \$4,465 million until 1998/99. At the same time,



we will continue to spend smarter and improve service delivery through the use of innovative management techniques, information technology, performance measurement, reducing red tape and working with communities. Government needs to spend smarter and get more value for taxpayer dollars, not spend more.

**All new initiatives outlined in this plan that require expenditures will be financed through re-allocations within this overall spending target.**

### Performance Measurement

The Filmon Team will continually evaluate the performance of its programs and their value for public tax dollars. The Filmon government will introduce Performance Measurement Accountability to formalize our ongoing commitment to focusing all program expenditures on outcomes and results. Beginning in 1996/97, all departments will be required to prepare operational plans, including performance measurement targets. To improve accountability to the public, all departments will be required to report on performance progress as part of their Annual Report.

### Customer Service Standards

In conjunction with performance measurement, all government departments and agencies that deliver direct services to the public will develop Customer Service Standards. Standards will be developed in consultation with customers. Departments and agencies will benchmark their performance, periodically survey their customers' satisfaction and include the results as part of their annual plan and report.

### Expanding Cost Recovery

The Filmon government has been a leader in Canada in establishing Special Operating Agencies (SOAs), entrepreneurial organizations within government which are expected to be self-sustaining. For example, since the creation of the Fleet Vehicles SOA, government transportation needs today are being met with 729 fewer vehicles than in 1987 with annual savings of approximately

\$3 million. Full cost recovery has been implemented for occupancy costs, postal and legal services. This provides incentive for more careful use of such services. Special Operating Agencies and internal cost recovery will be expanded to other areas of government as practical opportunities are identified.

### Reducing Boards and Commissions

Currently the Manitoba government has approximately 400 Boards and Commissions. The number of Boards and Commissions will be reduced by 100 to save money and substantially reduce the number of Order-in-Council appointments.

### Ongoing Program Review

The Filmon government has rationalized and consolidated programs to focus government resources on priority areas, reduce overlap and duplication, and improve service delivery. For example, skills training programs have been consolidated and re-organized under the Department of Education and Training. In other areas, programs were eliminated, others were re-focused, and the accountability and registry of individuals and firms receiving assistance has been greatly improved.

These efforts will continue through ongoing program review and performance measurement. Fewer, but more focused programs will meet our on-going objectives to reduce administration, overlap and red tape, and to improve accountability and service delivery.

## 2. SKILLS TRAINING

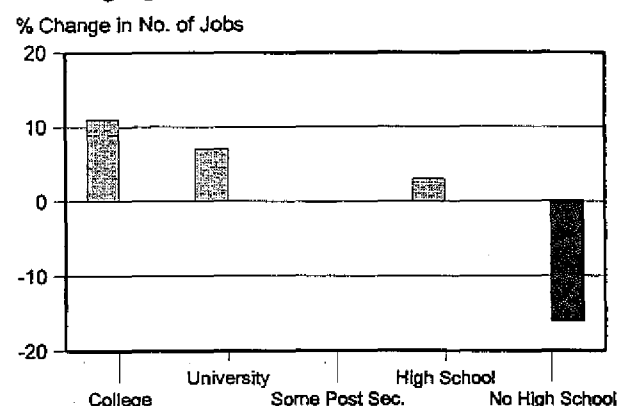
Skills training is a cornerstone of the Filmon government's jobs and economic strategy. Skills must be relevant to local industry needs and responsive to a changing economy. Our education investment must be channelled into meaningful training that leads to more high-paying skilled jobs for Manitobans and their children. **Education and training means jobs.**

***"Dynamic economies do not inherit but instead create the most important factor of production - skilled human resources."***

The Filmon government has taken action to make skills training more responsive to the changing needs of Manitobans. In 1989, labour market partners were brought together to develop a "made-in-Manitoba" skills training strategy. Since May 1991, over 110,000 Manitobans have received training or retraining under Workforce 2000. Funding for adult literacy programs has tripled since 1989. Last year, nearly 5,000 students and youth were provided jobs through our youth training programs, and our placement services helped to locate jobs for another 10,000 youth.

Community colleges are now governed by their own boards, providing more flexibility and partnerships with industry to meet their training needs. Post-secondary funding increases have shifted towards colleges. The government is working with universities to implement recommendations of the University Education Review Commission.

Changing Job Requirements in Manitoba\*



Source: derived from Statistics Canada data

\* represents percentage gain or loss of jobs in Manitoba from 1990 to 1994 depending on level of education

To better prepare our students, the Filmon government is undertaking fundamental reforms in primary and secondary education, including standards in core subjects, safer classrooms, expansion of distance education and greater parental involvement and choice.

In the 1990's, higher education has meant access to more jobs. This trend will accelerate in the future. The largest job gains have been by Manitobans with a college certificate.

## NEXT STEPS

### Post-Secondary Initiative

The Filmon government will continue to increase the capacity of our community colleges. Our support to colleges over the next five years will be targeted to providing additional spaces for courses of higher market demand.

Following the recommendations of the University Education Review Commission, universities will be encouraged to consolidate their programs and services. Universities will need to develop programs of specialization and work with industry to link education more closely to labour demands.

We will work with universities and colleges to ensure that credits are transferable, providing students with greater access and choice in post-secondary education.

### Lifelong Learning

The Filmon government will continue to work with business, labour, educators and the community to develop a province-wide commitment to skills training and lifelong learning. We are very concerned that the federal Liberal government cut funding to post-secondary education. The Filmon government will work with students, educators, institutions and communities in adjusting to these changes together.

Our goal is to ensure Manitobans have as much access and choice in their education plans as possible within the context of fiscal realities.

The Filmon government will introduce initiatives to support and encourage increased literacy and learning in Manitoba.

An estimated 30% of Manitoba households now have computers. The Filmon government will also encourage computer literacy among our children.

### Youth Training

The Filmon government will consolidate youth programs to focus our efforts and encourage more

work experience partnerships with the private sector.

We will introduce a pilot project to provide training opportunities in information technology and computer-related jobs for our youth. "Youth Works" will provide youth aged 16 to 24 with information technology and computer-related jobs. Eligible private sector companies will receive a \$2 per hour incentive plus an upfront contribution for initial training costs.

Apprenticeship training will focus resources on high-demand sectors. We will strengthen the linkage between the apprenticeship option at high schools and community colleges. Apprenticeship opportunities will be expanded for women in non-traditional fields.

*(Further details in education and training is contained in Section 3)*

## 3. INNOVATION

Through organizations like the Economic Innovation and Technology Council, the Filmon Team is working in partnership with our communities to bring the full potential of the information economy to all Manitobans. The development of the information highway and innovative applications will shape the way people live, work and interact with each other.

Much of our economic growth and jobs for our children will depend upon our ability to utilize information technology – to innovate, to apply ideas and knowledge and to develop new products and services. **Innovation means jobs.**

The Filmon government's policies to facilitate the further development of the information highway have been shaped by four guiding principles to provide jobs, more choice and better service – competition, universal access, compatibility of networks, and addressing privacy concerns. Access to information means access to opportunity.

## NEXT STEPS

Many of our next steps in this section not only represent innovation, but are also strategic infrastructure investments.

### Manitoba Advisory Council on the Information Highway

The Filmon government will establish the Manitoba Advisory Council on the Information Highway, with representatives from business (e.g.,

***"In today's rapidly changing economy, Manitoba's competitiveness depends on our capacity to continually innovate and upgrade."***

telecommunication carriers, cable companies, computer industry), health care, education and consumer groups. This council will facilitate partnerships in developing the Manitoba information highway, establish priorities and advise the government on policy matters related to the information highway.

**The goals of the advisory council will be:**

- to recommend ways to foster information highway innovation and investment that contribute to economic growth and new jobs in all parts of Manitoba; and
- to ensure that the information highway provides universal access at reasonable cost and contributes to our quality of life.

### Information Privacy Protection

In consultation with the Advisory Council on the Information Highway, measures to protect privacy and confidentiality will be implemented. These will



balance the need to protect individual rights to privacy with the legitimate need for public information, as well as the need to develop information economy jobs and opportunities.

#### Assistance for Freenets

"Freenets" provide free, limited time access to information network users and offer local bulletin boards, and other local community services. Their use is growing tremendously across the world and are rapidly developing as communication mechanisms in Manitoba. The Filmon government will provide start-up assistance toward establishing local freenet services for interested communities.

#### Information Technology Leadership in Government

The Filmon government has increasingly applied information technology in government to improve services and internal operations. The Manitoba

Information Highway Team was set up to coordinate these efforts and to stimulate the development of the Information Highway through strategic procurement. The Filmon government will announce new initiatives to accelerate these efforts.

The new provincial data transmission network will provide a backbone for the information highway throughout Manitoba and increase access to advanced telecommunication services.

#### New Convenient Services

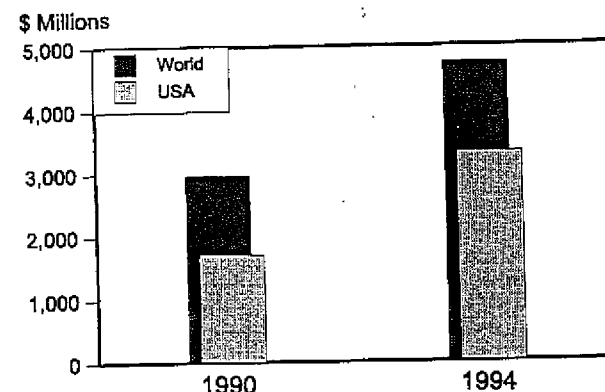
The Filmon government has introduced several practical, innovative applications utilizing the information highway such as the Drug Program Information Network, distance education projects and rural library automation. We will be introducing new practical applications and services including the renewal of licenses from your home or office. The government's Information Highway Team will work with departments and agencies in developing plans for the introduction of such services.

### 4. EXPORT DIVERSIFICATION

Manitoba relies heavily upon exports for sustained economic growth. Manitoba is a trading province, exporting over one-half of the goods it produces. Many thousands of Manitoba jobs depend directly on exports.

***"Future growth will be determined by our ability to expand the range of products and services we export, as well as our export markets."***

Manitoba Exports to the World



Source: Statistics Canada

Our economic strategy is to expand world trade and diversify Manitoba exports. **Exports mean jobs.**

Our efforts have been driven by focusing on key sectors and emerging markets in Asia, Europe and North America, aggressive marketing, trade missions with private sector companies, and supporting freer trade. Premier Filmon and the Manitoba government led the pursuit of a comprehensive agreement to reduce interprovincial trade barriers in Canada, signed by all provinces in July 1994.

THE FILMON VISION

MANITOBA STRONG!

The Filmon government's efforts have paid off. In 1994, world exports boomed to a record level of \$4.7 billion, a remarkable increase of 29% over the previous year, the best performance of any province in Canada. Since 1990, exports to the U.S., our major trading partner, have increased 86% under the Free Trade Agreement.

Major gains have occurred in value-added sectors such as food products and wood products, and in manufacturing and high-tech sectors such as information technology, health care products, transportation equipment and agricultural machinery. While agriculture and resource-based products are our most important offshore exports, strong gains in value-added activity have led to more diversified exports. More and more small businesses are exporting. Manitobans are proving that we can do anything world-class from right here.

### NEXT STEPS

#### Manitoba Trading Corporation

A reactivated Manitoba Trading Corporation will serve as our focal point for trade activities. An advisory board with private sector representatives will help guide our trade efforts and ensure a strong partnership with the private sector. The Trading Corporation will coordinate activities such as trade information and promotion, incoming and outgoing trade missions, and developing strategic alliances and opportunities.

#### Trade Assistance Program

Existing provincial trade programs of the Department of Industry, Trade and Tourism will be rolled into the Trade Assistance Program, providing one-stop, flexible trade assistance. This program will continue to provide cost-shared assistance for trade and marketing initiatives, but will also re-focus its efforts to support export-ready small businesses.

#### Mid-Continent Trade Corridor

Manitoba is part of the Mid-Continent Trade and Transportation Association, an alliance with U.S. states and Mexican states to support greater trade and commerce through the heart of North America. Manitoba will work with this alliance to develop specific strategies for greater trade links throughout the mid-continent trade corridor and between this region and the world.

#### Pan-American Trade and Tourism 1999

To capitalize on Manitoba's success in attracting the Pan-Am Games and on new trading opportunities, the Filmon government is launching Pan-American Trade and Tourism 1999. Within its overall budget and leveraging support from other organizations, the Manitoba Trading Corporation will lead efforts to identify opportunities for Manitoba companies, coordinate trade missions, participate in trade and tourism events in the region and aggressively market Manitoba to our friends throughout North and South America.

### 5. BUSINESS NETWORKS

Manitoba small business should have every opportunity to capture local markets and attract local investment. Small businesses can miss opportunities in their home market because of a lack of information on the part of both producers and purchasers.

***"New information sources can bring buyers and sellers, investors and entrepreneurs together."***

The Filmon government has taken action to encourage business networks and awareness of

Manitoba products. We opened a provincial office in Ottawa to encourage the federal government to

THE FILMON VISION

MANITOBA STRONG!

buy a greater share of supplies and services from Manitoba. To improve awareness of Manitoba-made products, the provincial government has developed a registry of Manitoba Industrial Capabilities and capability profiles for key sectors including: health care products, food products, agricultural equipment, aerospace, software and environmental industries.

As recommended by the Manitoba Task Force on Capital Markets, federal and provincial financing programs and services for small business are briefly described on one "Small Business Pathfinder" through the Canada Business Service Centre. Further information on individual provincial and federal business programs are now available on one-page faxables. On-line information and electronic tendering is now available on government procurement. We have established a Manitoba government presence on the Internet. The Economic Innovation and Technology Council has facilitated industry partnerships through coordinating several forums. **Industry partnerships mean jobs.**

## NEXT STEPS

### Small Business - Investor Networks

In response to the Manitoba Task Force on Capital Markets, the Economic Innovation and Technology Council is coordinating *Invest Manitoba '95* in the fall of 1995. This event will bring together small

business and investors. Invest Manitoba '95 will provide a kick-start to connecting small business with investment opportunities and expanding business - investor networks.

### Improving Access to Business Information

The Filmon government will expand on-line government information services to include relevant business information available electronically such as the Registry of Manitoba Industrial Capabilities, sector profiles, guides to developing business plans and detailed trade data. Timely, accessible information will assist small business in identifying opportunities where goods could be competitively produced locally as substitutes for imports as well as increasing the opportunity for purchasers to buy more local products. More information will also help entrepreneurs and small business extend their business networks.

### Promoting Manitoba

The Manitoba government and other organizations have produced a number of videos on the advantages of Manitoba. These are important tools but we need to cooperate closely and upgrade our efforts for an increasingly sophisticated and competitive business market. The Filmon government will work with interested companies and organizations to market Manitoba around the globe.

***"Capital is the engine of business and employment growth."***

Our approach has been to help Manitobans invest in themselves. Our business programs have leveraged well over \$400 million in new investment, helping to create over 7,500 jobs. **Access to capital means jobs.**

We have already taken steps to help Manitobans invest here at home:

- We helped establish the Vision Capital Fund and the Crocus Investment Fund, privately managed sources of venture capital for Manitoba business. These two funds now have a capital base of over \$50 million targeted for investment in Manitoba companies.
- We established Hydro Bonds and Builder Bonds. Some 125,000 Manitobans have contributed close to \$2 billion to these bonds which have generated nearly \$300 million in interest payments to Manitobans — money that otherwise would have been paid to lenders outside the province.
- In 1994, we established the private sector Manitoba Task Force on Capital Markets to recommend ways to generate more local capital investment in Manitoba.

## NEXT STEPS

The Manitoba government has created or facilitated the creation of new instruments to improve access to capital for small business and provide a wider range of financing options. Our approach to broadening the capital base is to increasingly attract investment into privately-managed pooled funds which provide small business financing on commercial terms.

### Leveraging Pension Funds to Support Small Business

Based on recommendations of the Manitoba Task Force on Capital Markets, we will introduce measures to attract investment of a larger portion of the \$5 billion in public pension fund assets and billions more in private pension funds back into Manitoba.

The Filmon Team will establish a new pooled investment fund for small and medium-sized business. Investment from pension funds and other sources would be leveraged into the Manitoba Capital Fund. Financing, including subordinated debt, would be targeted to business projects in the \$250,000 to \$1 million range. To attract pension fund investment, the provincial government will loan \$5 million to the fund, and seek federal government (Western Diversification) commitment of an equal contribution, with the government funds serving as a reserve pool. The Manitoba Capital Fund is expected to facilitate the creation of over 1,000 jobs. The Manitoba Capital Fund will fill a void in the marketplace, and provide an important new source of capital to help small and medium-sized businesses in Manitoba expand their operations and create new jobs.

### Going Public

Another option for small or medium-sized business seeking to raise capital is to sell part of their business or list on a public stock exchange. Deciding to "go public" is a difficult and important decision for a growing company. Small business needs information on the potential benefits, trade-offs and costs.

In response to the Task Force on Capital Markets and in partnership with industry, the Filmon government will encourage greater awareness of the steps required to go public. We will continue to work with industry and the Manitoba Securities Commission to take appropriate steps to facilitate more private placements and public offerings.

We will encourage the business and investment communities to make the commitment and investments necessary to increase activity on the Winnipeg Stock Exchange. Increasing the number of local public companies and local shareholders will lead to more interest among Manitobans in investing in small business.

## 7. EMPLOYEE-OWNED ENTERPRISES

**M**uch of the success of Manitoba's industry is the result of entrepreneurs who turned their ideas and abilities into their own businesses, and expanded one employee at a time.

In response to a changing economy, displaced workers are once again drawing on Manitoba's spirit of entrepreneurship in record numbers, and creating their own jobs and opportunities. Information technology has facilitated this small business growth, as have changing views about how and where people work.

At the same time, the Filmon government recognizes the potential for employee ownership to be introduced to existing businesses. When a plant or firm faces closure for reasons other than bankruptcy or low productivity, employee ownership through succession planning, a buy-out, equity infusion or co-operatives can be a progressive way to retain jobs and capital in Manitoba. This allows employees to put their savings to work for their own economic interest, and to gain a greater say in the operation of the firm for which they work. **More employee-owned enterprises means jobs.**

The Filmon government has encouraged the establishment and growth of home-based business and employee-owned enterprises by providing the tools and services to help people launch their dreams, working to find new ways for business to access capital, streamlining the regulatory process to reduce red tape, and supporting the development of the Crocus Investment Fund.

### NEXT STEPS

#### Building on the Crocus Investment Fund

The Filmon Team will help to build on the success of the Crocus Investment Fund.

***"Employee-owned enterprises are playing an increasingly important role in our province ... creating jobs, and spurring entrepreneurship and business growth."***

Manitobans have invested in themselves at record levels through the Crocus Fund. This year Crocus' share sales were more than double those of last year. As a result, Crocus is now poised to make significant investments that will retain and create jobs for Manitobans, support growth of Manitoba companies, and retain capital in the province. We will work with Crocus to target investment in Manitoba companies looking to grow and expand.

#### Reducing Red Tape

The Filmon Team is committed to undertake, with input from the business community, a detailed review of existing business regulations to streamline where appropriate and eliminate regulations which are outdated. This will help reduce red tape for home-based businesses and small employee-owned firms.

#### Employee Share Ownership Plans

Encouraging federal legislation for Employee Share Ownership Plans is a priority for a new Filmon government. Using the U.S. Employee Stock Ownership Plan model as a starting point, the Filmon government will press the Federal Government to advance legislative amendments that would create a similar investment option for Manitoba employees.

## 8. RURAL ECONOMIC DEVELOPMENT

**T**he Filmon government understands the unique needs and recognizes the contributions of rural and northern communities. The Filmon government has been very active in supporting rural development. Our approach has consistently been to work in partnership with communities.

Through innovative Filmon Team programs such as Community Choices, Rural Economic Development Initiative (REDI) and Grow Bonds, local communities invest in themselves to start or expand local business. REDI and Grow Bonds have brought \$180 million in new investment and 1,400 new jobs to rural communities. Rural youth training programs have generated over 2,100 part-time positions for youth since 1992 and are helping young Manitobans follow their own entrepreneurial path.

Government operations have been decentralized to rural areas, bringing jobs and services closer to the people who need them. Major infrastructure investments have been made across rural Manitoba.

Mining exploration, new forestry operations and hydro-electric development have facilitated investment and jobs in the North.

Rural Forums have brought together rural business and community leaders to share ideas, display their products, build new partnerships and develop strategies for a stronger rural Manitoba. This grassroots approach resulted in "Strong People Building a Strong Tomorrow", a strategy incorporating the unique needs and aspirations of rural Manitobans and complementing the government's overall economic strategy.

We strongly believe in the vision developed together with rural leaders in the Rural Strategy: "A vision of rural Manitoba is one of more vibrant and healthier communities that build upon regional strengths and diversity. Business, community

***"Stronger rural communities mean a stronger Manitoba."***

organizations, individuals and all levels of government will work together, as partners, to develop and employ innovative means of achieving environmentally sound sustainable economic renewal and an enhanced quality of life".

### NEXT STEPS

#### Building the Community-Based Approach

The Filmon government will continue to extend tools to rural Manitoba to help communities invest in themselves and encourage entrepreneurship and innovation.

The successful REDI and Grow Bonds programs will continue to provide new investment and job opportunities. Accessibility to government services will be further improved. Substantial investments will be made in rural infrastructure from roads and highways to distance education projects.

Agricultural policy will continue to encourage diversification and value-added activities in rural areas.

Our resources will continue to be used and developed in an environmentally sound and economically sustainable manner. Public participation and more community decision-making will be promoted.

The Filmon government will continue to hold an annual Rural Forum. This has developed into an institution, bringing rural leaders together and showcasing products of Manitoba businesses.

Community Works Loan Program

Community leaders in rural Manitoba have indicated that local communities are best able to determine their own economic development needs and assess local projects. As a new initiative under REDI, the Filmon government will establish the Community Works Loan Program to make community-based loans to small business in rural and northern Manitoba. This program will be modelled after the success of the Winkler Industrial Development Corporation which has provided community-based loans since 1962.

REDI will provide an initial interest-free loan to encourage communities to establish their own local pooled investment funds.

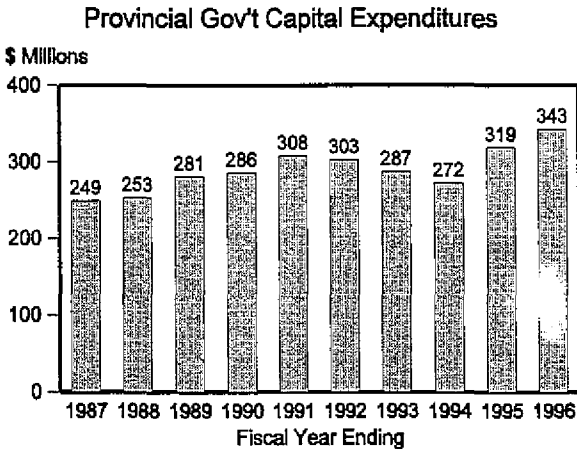
Each community would disburse small individual loans to local small businesses according to community priorities and needs. This program will enable communities to take a direct role in sustaining their economic future and providing capital to start-ups, home-based enterprises and small business to create new jobs in their communities.

The program will provide \$3 million over five years and help create 3,000 new jobs in rural Manitoba.

9. INFRASTRUCTURE INVESTMENT

The Filmon government has made substantial investments in infrastructure projects, including highways, roads, sewer and water infrastructure, airports, hospitals, medical research facilities, personal care homes, schools, libraries, distance education, hydro-electric transmission lines to remote communities, arts, recreation and sport facilities, the Forks, telecommunications and the information highway. **Infrastructure investment means jobs.**

Despite going through the second worst recession this century, the Filmon government continued to place a high priority on infrastructure investment. For 1995/96, total public sector capital spending in Manitoba will exceed \$1 billion with direct provincial government capital spending to be \$343 million -- a record high level. Our average annual capital investments have been nearly \$300 million per year, compared to levels of around \$250 million in 1986 - 1988.



Source: Manitoba Budgets

***"A vital factor in Manitoba's ability to compete internationally is its infrastructure ties with North America and the rest of the world."***

Average annual expenditures for the construction and upgrading of highways have been \$104 million, 16% more than the previous administration.

Premier Filmon led the call for a national infrastructure program. To date, 371 projects totalling over \$188 million have been announced under the \$204 million Canada-Manitoba Infrastructure Works program, expected to create about 3,500 jobs across the province. Manitoba has led the country in implementing projects under this program. Premier Filmon has also led the call for

broadening our national approach to infrastructure

to include strategic investments such as developing the information highway and our research, education and social infrastructure.

NEXT STEPS

Five-Year Capital Spending Commitment

The Filmon government will continue substantial levels of capital investment in assets such as highways, health care facilities, education and training institutions and the information highway. The Filmon government will invest \$1.5 billion in provincial capital expenditures over the next five years. This will maintain capital spending around \$300 million annually, all within the context of our commitment to a balanced budget.

The Filmon government is also renewing its commitment for capital expenditures on highway construction to average at least \$100 million annually over the next five years. This substantial level of investment will create over 25,000 jobs over the next five years, mostly during construction phases.

Building and maintaining our infrastructure will also improve our transportation and communication links with the world, improve our communities and leave a lasting legacy for our children. The Filmon government will also encourage innovative public-private partnerships in infrastructure development and investments.

Municipal Water Infrastructure Program

The Canada-Manitoba Partnership Agreement on Municipal Water Infrastructure (PAMWI), introduced

in 1990, is providing \$90 million from three levels of government over eight years to improve water and sewage facilities in 23 rural centres in southern Manitoba. PAMWI is scheduled to expire in 1997.

The Filmon government will negotiate a new Water Infrastructure Agreement with municipal governments.

National Highways Program

The Filmon government will continue to champion the call for a National Highways Program to improve transportation infrastructure across Canada and create new jobs for Manitobans.

Expanding economic and trade activity will require improvements in our highway links both east-west and north-south. The federal government decision to completely withdraw transportation payments under the Western Grain Transportation Act increases the urgency and federal obligation to help improve our highway infrastructure.

Improved Procurement Procedures

Our government has made significant efforts to improve government procurement of public works projects, however, industry organizations and companies have suggested a number of further improvements.

In response to these demands, and consistent with our obligation of keeping one of the fairest and most open procurement systems in Canada, the Filmon government will introduce adjustments to improve the tendering process.

10. SECTORAL STRATEGIES

With limited fiscal resources, Manitoba's economic development efforts have to be strategically targeted to sectors offering emerging job opportunities while maintaining our traditional industries and regional strengths. Working in partnership with industry, the Filmon government

***"Manitoba must encourage promising new industries while building on regional strengths."***



re-organized and re-engineered its efforts to target key sectors. Economic programs were shifted away from grants and towards repayable loan financing. Above all, government policies have been directed to providing the right environment for economic innovation, growth and competitiveness in all sectors.

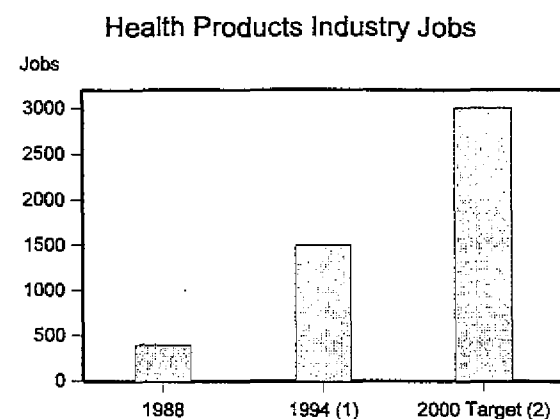
The Filmon government identified six sectors of emerging opportunities: health care products, aerospace, information and telecommunications, environmental industries, agri-food processing and tourism. In parallel, we identified six traditional sectors to build upon: agriculture, farm machinery and supplies, hydro-electric power, mining, forestry products and transportation.

The Filmon government has proven that targeting strategic sectors in partnership with the private sector can work. **Focusing on key sectors means jobs.** The Filmon government will set bold targets in areas of growth opportunities. We will continue to focus on working with the 12 identified sectors as well as encouraging new opportunities in other sectors.

### Health Care Industry

The health care products industry is a clear example of where we have proven that targeting a strategic sector works. The health care products industry has grown from a handful of companies and 400 jobs in 1988 to over 1,500 jobs today. Investment has resulted in substantial growth in diversified areas such as medical supplies, pharmaceuticals, world-class medical research, and facility design and engineering.

Through the Health Industry Development Initiative, and the Department of Health, the Filmon government will facilitate new investments and



Source: Industry, Trade and Tourism

(1) based on bi-annual surveys of all companies in health care products industry; 1994 includes medical research labs

(2) provincial target by the year 2000

target 3000 jobs in the health products industry by the year 2000.

Our world-class research facilities such as the new Canadian Laboratory for Disease Control, the St. Boniface General Hospital Research Centre, the Manitoba Cancer Treatment and Research Foundation, the Health Sciences Centre and the Institute for Biodiagnostics, present growing opportunities.

The Filmon government will work with the health industry to increase the level of medical research and clinical testing in Manitoba.

### Information and Telecommunications

The Filmon government's intensive efforts to attract tele-service and tele-marketing centres to Manitoba have helped secure an impressive number of new investments and new jobs in North America's fastest growing sector. New operations announced over the past two years such as Fanueil, ISG, Canada Post, CP Rail, CN Rail, AT&T Transtech Canada and GWE are creating over 3,000 jobs in this sector. Last year, 10 call centres were established or expanded.

The Filmon government will further accelerate growth in this dynamic sector. The Manitoba Call Centre Team, with representatives from the provincial government, Winnipeg 2000 and the Manitoba Telephone System, is targeting 10,000 tele-service centre jobs in Manitoba by the year 2000.

To support this rapid job growth, the Filmon government will work with industry and educational institutions to develop essential training courses. In addition to tele-service centre activity, the Filmon government will continue to facilitate the development of a dynamic cluster of information technology companies.

### Tourism

Manitoba offers a wide range of tourism products, such as heritage, culture, outdoor and adventure, touring, recreation and sport, eco-tourism and many seasonal events. Tourism provides approximately 22,000 jobs in Manitoba. Manitoba now has the infrastructure in place so that all regions of Manitoba can reach their tremendous potential for tourism.

Last year, the number of international travellers clearing customs in Manitoba increased nearly 28%, the best growth in Canada (two years in a row). Overnight visitors from the U.S. were up 10%, second best of the provinces.

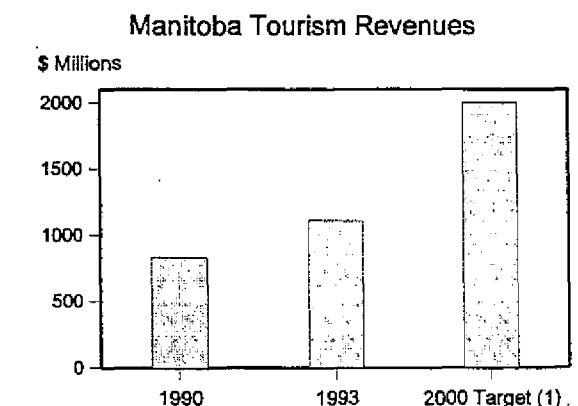
The Filmon government is committed to working with the industry to double tourism revenues to \$2 billion by the year 2000. The Filmon government will continue working with the industry to implement strategies developed at the Exploring Manitoba Forum last November.

### Agriculture

Agriculture plays a vital role in our economy. A healthy farm economy is important to all of Manitoba. The agricultural industry and associated activities is estimated to provide one of every eight jobs in Manitoba. Manitoba produces and exports quality agricultural commodities and food products to customers around the world.

The Filmon government has provided considerable support to agriculture to expand markets and encourage innovation, diversification and value-added processing activities. Manitoba agriculture today is significantly more diversified than seven years ago. In the last four years, agricultural commodity exports have increased by one-third and value-added food products have grown at a faster pace of over 50%. The new world trade environment affords Manitoba's agricultural industries new opportunities to develop higher

valued products for export markets. The need to produce higher valued processed products is accelerated by the recent federal government decision to terminate transportation payments under the Western Grain Transportation Act.



Source: Industry Canada

(1) provincial target by the year 2000

We have tremendous opportunities to build on our strong agricultural sector, and we need to do more. To stimulate diversification, value-added activity and jobs, the Filmon government will establish a \$10 million Agricultural Diversification Fund through the Manitoba Agricultural Credit Corporation. The fund will provide loan guarantees of up to 25 percent to encourage farmers to diversify from

cereal grains to produce higher-valued agricultural products. The fund will be provided within the current budget of the provincial government and will be expanded in consultation with the farm community and financial institutions.

The Filmon government will also work with other governments in Canada to establish a new "whole farm" program. We will ensure this program is fair, comprehensive, encourages diversification, and is in the best interests of Manitoba farmers.

The Filmon government will also work with the agri-food sector to expand Manitoba's efforts in marketing our quality food products to the world.

### Mining

The Filmon government has lowered mining taxes and introduced exploration incentives which have encouraged increased exploration and mining activity in the province. The Filmon government has repositioned Manitoba from having the highest provincial mining taxes to being among the lowest today.



Last year, production rose 15% and mining exploration expenditures were estimated to be one-third higher than the previous year. Manitoba's mineral exploration claims have jumped 500% in the last two years. Sales of Crown oil and gas rights were at their highest level in a decade.

New exploration in Flin Flon, Lynn Lake and Thompson provide evidence that our incentive programs and mining tax structure are working to the advantage of Manitoba.

Gold production has resumed in the province, with one new mine already open and two new mines slated to open this year.

The Filmon government will work with industry to double the value of mineral production in the province by the year 2000.

Building on our mineral exploration incentives, the Filmon government will continue to attract an increasing share of mining exploration in Canada.

#### Transportation

Manitoba has historically been the transportation centre of Canada. The transportation sector

employs over 25,000 Manitobans, the highest level per capita of any province.

Manitoba is now positioning itself as a world-class transportation and distribution centre for the movement of goods throughout North America.

To support our transportation centre, the Filmon government has lowered aviation and railway fuel taxes, and Manitoba truckers have the second-lowest diesel fuel tax in Canada.

The Filmon government is supporting the Northern Hemisphere Distribution Alliance, a Manitoba business consortium of transportation firms that is undertaking a development plan to establish Winnipeg as an international multi-modal cargo centre for the northern hemisphere.

The Filmon government is also supporting the creation of a Local Airport Authority to manage the Winnipeg International Airport for the benefit of all Manitobans.

The Filmon government will undertake new initiatives to support the growth of Manitoba as a world-class transportation centre.

## SHARE THE FILMON VISION

- We strongly believe that we can do anything world-class from right here in Manitoba. Manitobans are proving it every day. Manitoba's success in the new economy will be determined by our confidence and our will to shape our own destiny. Building on our strengths and the capacity and talents of our people, Manitoba can be stronger than ever.
- We will continue to provide a stable and competitive environment, in which our families and children can dream their dreams and pursue a promising future with pride.
- The Filmon Team has shown the leadership and consistency Manitoba needs to conquer challenges, build new opportunities and put us on the pathways to new prosperity.
- The Filmon Team has the vision and leadership Manitobans can rely on for new jobs and prosperity and to always stand strong for Manitoba.
- The Filmon vision is to make Manitoba the best place anywhere to live, to work, to invest and to raise a family.
- We invite all Manitobans to share in our vision and work together for more jobs, a strong economy and a strong society . . . a proud and strong Manitoba.

THE FILMON VISION

MANITOBA STRONG!

## The FILMON VISION Pioneering Tomorrow's Education Frontier

Our education system is of great importance to all of us. The learning that takes place in our schools, colleges, universities, training centres and workplaces greatly affects our society, our economy and our quality of life.

Today, nearly one in every four Manitobans are students in our education system.

The knowledge, education and skills of our people are fundamental to economic opportunity, personal security and responsible citizenship.

The choices we make now in improving our education system will determine the future strength of Manitoba in the global economy. Just as the world is changing, so too must Manitoba's education system. We must adapt and grow, learn and move forward.

And we must work in partnership with parents,

**"WE MUST ENSURE THAT STUDENTS POSSESS BASIC SKILLS. A MEANINGFUL EDUCATION EMPOWERS INDIVIDUALS TO READ, WRITE, COMPUTE AND PROBLEM SOLVE. THESE ARE SKILLS THAT BUILD A SECURE FUTURE FOR OUR CHILDREN AND OUR PROVINCE."**

the community, teachers and leaders in our schools, colleges and universities.

#### The Education Investment

Canada as a whole spends more on public education per person than almost any other country in the world. Today, the Manitoba government spends approximately \$1 billion a year on our education system. This represents over one in every five dollars of provincial program expenditures.

**"Our challenge is to be continually innovative in education....Our plan is to be at the forefront of education reform, in partnership with parents, students, educators, taxpayers, industry and the community."**

THE FILMON VISION

MANITOBA STRONG!

It's becoming increasingly clear, that it's not how much money we spend but how much our children are learning.

As we prepare for the next century, the challenges to do better within existing resources has never been greater. While in Manitoba, we have been increasing our investment in education, federal funding for post-secondary education and health care has fallen dramatically, from about one-half of total costs in 1980/81 to approximately one-third today. The federal plan is further limiting access to post-secondary education and health care. Funding for these social programs will be reduced by \$147 million in 1996/97 and \$220 million in 1997/98.

In Manitoba, we will continue to be guided by the fundamental question - Are today's students receiving a meaningful and relevant education that prepares them for their future?

How we answer that question is important to every Manitoban.

#### We believe:

- the role of parents in making education choices for their children must be strengthened.
- accountability throughout the education system can be assured through higher standards that provide essential feedback to students, parents and educators.
- access to education is both a privilege and a responsibility that parents and students should exercise with pride and confidence.
- because educators are so valuable to the future and development of our children, they should be empowered to teach in an atmosphere of order and respect.

#### The Changing Workforce

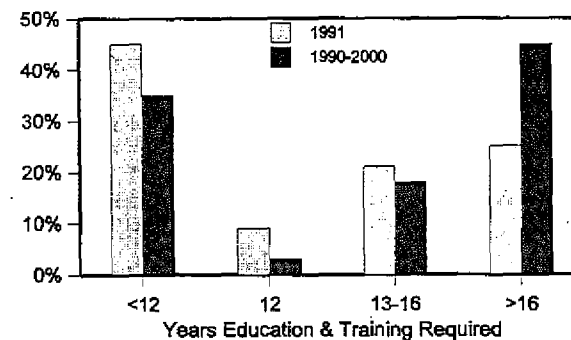
Rapid economic change has caused a continual increase in the number of people requiring advanced education. The skills we receive today and tomorrow must be relevant to local industry needs and be consistent with an economy driven by innovation, knowledge and ideas.

Our challenge is to develop and match the talents of Manitobans with emerging business and other economic opportunities. We must also encourage the development of skills which are essential to entrepreneurship and self-employment.

During the 1990's, it is estimated that 45 percent of the new jobs created in Canada will require over 16 years of formal education and training.

Changing Education Requirements: Canada

New Jobs: 1990 - 2000 vs. 1991



Source: Human Resources Development Canada, Canadian Occupational Projection System, 1993

Although there is a definite shift to higher skilled occupations, there will still be a significant number of jobs for those unable to obtain advanced education and training. New jobs will require a higher level of skills.

Manitobans with a college certificate have experienced the greatest increase in jobs, while there has been a substantial decline in jobs for those without a high school diploma.

The Filmon government is committed to innovation and ongoing improvement in our education system.

#### Our plan will:

- ensure all students can read, write, compute and problem-solve at a high level;
- have Manitoba students achieve higher standards and score higher on national and international education tests;
- lower the drop-out rate among our high school students;
- increase the number of Manitobans attending post-secondary education and training courses of their choice;
- ensure that education and training is relevant to the existing and emerging needs of industry;
- get better value from the substantial investments Manitobans are making in our schools and educational institutions; and
- ensure a province-wide commitment to knowledge and lifelong learning.

#### MAKING EDUCATION MORE ACCESSIBLE

In the future, productive citizenship and economic security will flow from knowledge, innovation, skills and a commitment to continuous learning.

The major challenge for Manitoba lies in the development of a knowledge and learning culture which provides encouragement and which overcomes barriers to education. We need to help those who have been unable to participate in today's economy become active participants in tomorrow's economy.

For example, our \$10 million Making Welfare Work initiatives are helping welfare recipients make the shift from a cycle of dependency to economic independence and self-reliance. Economic opportunity and the dignity of a job are the best form of personal and economic security.

We will improve access to education by:

- utilizing information technology to remove the barriers of physical impairment and distance. The information highway will

increasingly be used to bring education and training into our homes, schools, libraries and community centres in rural and urban areas. Distance education technology is a key component of improving access to education and Manitoba has been a leader in this field. Distance from the source of education will not be an obstacle.

- shifting resources from institutions to individuals.
- encouraging young women and men, to pursue occupations which have had a traditional gender bias but which have real opportunity for early employment. For example, the trucking and garment industries are experiencing significant unfulfilled demand today.
- increasing the availability of educational upgrading to improve language and technical literacy regardless of age and cultural differences.

- forging a working partnership between our educational organizations as well as between industry and educational institutions.
- providing parents and the community a greater say and more choice in important education decisions affecting their children.
- helping individuals understand that

increased choice and empowerment must be accompanied by individual commitment and responsibility.

We need to think of education as an instrument of economic and personal security much the same way as we thought of pensions and unemployment insurance in the last generation.

## CONTINUING IMPROVEMENTS IN PRE-SCHOOL TO HIGH SCHOOL

The K-S4 (kindergarten to Grade 12) education system must provide students with all of the fundamental skills necessary to prepare them for jobs, responsible citizenship and life-long learning.

Having listened to the concerns of parents, educators, industry and the community, the Filmon government has identified the real need for schools to re-connect with community, focus on training and learning, ensure a safe learning environment in the classroom and give parents a greater say and more choice in the education decisions affecting their children.

We can no longer take the risks associated with having schools operate as isolated institutions, lacking accountability to the taxpayers and the communities that fund them.

Extensive consultations have been held with education stakeholders and parents. The first-ever Parents' Forum on Education, attended by some 400 participants from across the province, provided valuable input for the government's K-S4 education plan.

"Renewing Education: New Directions" provides the blueprint for change that will ensure all students in Manitoba can read, write, compute and problem-solve at a high level.

### Highlights of the Filmon Government's Education Renewal

- Guidelines for Advisory Councils for School Leadership will give parents and guardians a greater voice in the education of their children. The Advisory Councils will work with schools in the development of school programming, school budget planning, curriculum and outside activities.
- For the 1995/96 school year, parents will be able to choose any school within their own school division for their child (given available space). In 1996, a change in legislation is planned to allow parental choice of schools between school divisions for the 1997/98 school year.
- Foundation skill areas -- literacy and communications, problem solving, human relations and technology -- will be applied to every subject in every grade.
- Core subject areas will be language arts, mathematics, science and social studies with a greater emphasis on Canadian history. More time will be allotted to each of these compulsory core subject areas. By June 1996, revised curricula for these subjects will be released and mandated for use in all schools. Manitoba is working with the other western provinces to develop common core curricula.
- Provincial standards and testing will be set at Grade 3, Grade 6, Senior 1 (grade 9) and Senior 4 (grade 12) for core subject areas. Starting in

the 1995/96 school year, report cards will be required to state marks as percent scores in all subject areas from grade 6 to Senior 4.

- Legislative amendments will increase the authority of principals and teachers to preserve order in the classroom and address school violence through the suspension of disruptive students and increased fines for trespassers. Protocols will be developed.
- In senior years, students will have greater flexibility in choosing courses compatible with their post-secondary plans, including apprenticeship options to make education more responsive to market demands.
- A review and reform of teacher education and certifications will be implemented.
- The Manitoba Distance Education and Technology Council has been established to advise the government on the development and coordination of distance education initiatives.
- Considerable investment is being made in distance education and technology projects to further increase access to educational opportunities.

## NEXT STEPS

### Commitment to K-12 Education Renewal

"Renewing Education: New Directions" The Filmon Team will continue to implement the plan,

that has been developed in partnership with the community with a special emphasis on:

- Standards to measure student progress and achievement.
- A stronger voice for parents and the community in the school system.
- Steps to ensure our schools are safe, secure learning environments for teachers and students.
- Ensuring our children have the basic reading, writing, math, computer and problem solving skills they need to prepare them for their futures.

**The Filmon government will continue to seek the invaluable advice of educators, parents, students and the community in the implementation of these changes.**

We are conducting an in-depth review of the report of the Boundaries Review Commission, chaired by former Mayor Bill Norrie. The Filmon Team will ask school boards and other education players to do the same to ensure that we meet our goal of directing dollars to the classroom rather than administration.

We are committed to reducing the number of school divisions from the current 57, but will do so in further consultation with the public and the education system.

The Boundaries Review Commission also made it abundantly clear that boundary changes do not mean school closures.

## CREATING NEW EDUCATION - BUSINESS LINKS

Business has a fundamental role to play in Manitoba's education system - as important members of the community, as mentors and as potential employers.

The Filmon government has worked closely with business in promoting training partnerships. For example, over 110,000 Manitobans have received

training or re-training under Workforce 2000.

We work closely with business on our job programs for youth, apprenticeship, programs for disadvantaged or disabled persons, and our Making Welfare Work initiatives. There is more to do. Business can and should play a greater role in education and training.

## NEXT STEPS

### Business Advisory Group on Education

The Filmon government will establish a Business Advisory Group on Education to assist with curriculum development and business-education issues in general.

The advisory group will be comprised of 10 business representatives chosen with the assistance of business organizations and will:

- provide input into course and program delivery and high school linkages with business, such as co-op programs.
- be encouraged to develop mentorship programs whereby business people visit and speak to students in our schools.

### Post-Secondary Education-Business Links

The University Education Review Commission, chaired by former Premier Duff Roblin, noted in its report the weak links between internally

unsponsored self-directed research at Manitoba's universities (\$60 million in 1993/94) and Manitoba's strategic economic interests.

There is a strong need to improve the commercialization of technology and contract research between universities and business.

The Roblin commission issued several recommendations to improve the linkages between post-secondary education institutions and Manitoba's business community. The Filmon Team will facilitate these linkages through the Economic Innovation and Technology Council so that industry can assist universities and colleges in upgrading education curriculum and education facilities, including the educational research support and research equipment for our builders of the future.

The Filmon government will task the EITC with developing specific strategies to strengthen these linkages, encourage technology commercialization and product development, and promote research projects relevant to strategic sectors of our economy.

## GIVING YOUNG MANITOBBANS OPPORTUNITIES

The Filmon government understands that today's youth must become better prepared as they enter the workforce.

In addition to acquiring the best education possible, actual work experience will give young Manitobans an advantage in today's job market.

It also means that industry will have to become more involved in the education of our young people while they work towards their degrees or diplomas.

Last year, provincial youth training programs and services assisted over 15,000 young Manitobans find the necessary work experience to help launch their careers and to help pay for their education.

In 1994/95, close to 5,000 students and youth were

provided jobs through the province's youth employment programs, including CareerStart, Partners with Youth and the Green Team.

In addition, our placement services helped over 10,000 youth and students obtain jobs in 1994/95. Many youth also benefitted from workplace-based training under our innovative Workforce 2000 program.

## NEXT STEPS

### Focus Youth Programs and Services

- all youth programs and services will be consolidated under one focused strategy and administration.

THE FILMON VISION

MANITOBA STRONG!

- program linkages with industry will be strengthened. Through focused efforts and more efficient service delivery, we will continue to assist approximately 15,000 youth annually in obtaining work experience.
- access to information on labour market trends and opportunities will be made available on-line to schools and libraries across Manitoba to assist youth in making better choices and locating job and training opportunities.

### Starting Information Careers for Youth

A pilot called Youth Works will provide training opportunities for information technology and computer-related jobs for our youth. Information technology, computer and software companies and internet providers will receive an incentive of \$2 per hour to hire youth to input data, provide services and learn the trade.

Youth Works will create over 300 summer jobs for youth to gain valuable work experience and will be expanded based on industry demand.

### Apprenticeship Training

Apprenticeship Training will re-focus resources on developing and upgrading curriculum and trades training in priority high-demand sectors and industries which actively participate in advancing apprenticeship training. An apprenticeship model for the aboriginal community has been developed in consultation with northern Manitoba communities.

We will strengthen the linkages between the apprenticeship option at high schools to the Apprenticeship Training program and to community colleges. Apprenticeship opportunities will be expanded for women in non-traditional fields and for aboriginal people.

### Young Leaders of Tomorrow

To develop future leaders in business, the volunteer sector and government, we will facilitate a Young Leaders of Tomorrow initiative. The Filmon government will facilitate and provide funding for an inaugural meeting. The initiative will be delivered outside schools by youth and community interests.

## POST-SECONDARY EDUCATION

There are over 70,000 Manitobans enrolled at Manitoba's four universities and three community colleges. In addition, a number of trade and vocational schools offer courses and certification programs. Nearly three-quarters of students in post-secondary education are 18 to 25 years old. They are a central part of our future.

Our post secondary institutions have provided Manitobans with high quality education for decades. They represent a key economic and social asset in our province. Universities and colleges must keep pace with the changing economy to provide young Manitobans with the same educational advantages of previous generations.

The Filmon government believes that while universities must continue their essential role as centres of knowledge and learning in our community, they need to establish more practical ties to industry, the economy and career opportunities.

The Filmon government is committed to rebuilding our educational institutions to face current and future challenges. The Filmon government proclaimed The Colleges Act in 1993 which incorporated Manitoba's three community colleges under their own Boards of Governors to provide flexibility in decision-making and to be responsive to industry in meeting training needs. The University Education Review Commission was established to

THE FILMON VISION

MANITOBA STRONG!



address the challenges facing our post-secondary education system.

Post-secondary institutions and the government are working to address these challenges. The challenges go beyond finances. The province now provides in excess of \$260 million in support to post-secondary education, a significant investment.

The Filmon government has maintained its commitment to post-secondary education, while other jurisdictions, particularly the federal government, are cutting support. In line with the recommendations of the University Education Review Commission, the 1995 Budget provided community colleges with an additional \$2.6 million (a 6.4 percent increase) to enhance training opportunities in areas of high demand.

Overall operating support to universities remains virtually unchanged. The Roblin Commission concluded that universities can make better and more effective use of available resources.

The fiscal reality is that there will be little new money added to the system. At the same time, the federal government's reductions in support to post-secondary education further accelerates the need to address these challenges.

Based on the Roblin Commission's recommendations, challenges in our post-secondary institutions include: re-defining the role of universities; re-setting program priorities; identifying areas of specialization; connecting research to Manitoba's social, cultural and economic interests; expanding the role and number of graduates of community colleges; developing a provincial tuition policy; reducing duplication among institutions; greater program recognition and credit transfer among different institutions; more interprovincial cooperation; improving accessibility; and developing an accountability framework.

In its response to the Commission's report, the Filmon government is challenging Manitoba's post-secondary institutions to re-engineer and redesign themselves. The Filmon government has established a new Universities Incentive Fund to foster these changes.

## NEXT STEPS

### Expand the Capacity of Colleges

The Filmon government will continue to shift additional resources in post-secondary education to community colleges. An additional \$2.5 million will be directed next year to creating 500 new spaces at Manitoba's community colleges over the next two years. This is in addition to the \$2.6 million colleges received in the current budget to increase enrolment by approximately 500 spaces.

A new funding arrangement will target more spaces for students who enter colleges directly from high school and focus on courses of high labour market demand.

### Expanding Access to Certification Exams

The Filmon government will work with colleges to institute a policy whereby an individual with related experience, but no formal training in a particular trade, could challenge exams for technical certification or credentials.

### Credit Transfer

The Filmon government will work with universities and colleges to ensure that credits earned can be transferred between the universities and colleges so that students can have access to diverse and flexible post-secondary education.

### Centres of Excellence and Program Specialization

The Filmon Team will work with universities to modernize to meet the challenges and changes of the next century. This will involve identifying centres of excellence and program specialization related to sectors of emerging opportunity in our economy. All educational institutions will be encouraged to recognize each other's programs in order to reduce duplication. Distance education will

allow our institutions to share courses and programs among institutions.

Under college governance, our community colleges are moving toward offering more specialized training linked to industry demand. In addition, technical and vocational schools have fulfilled a growing role as centres of excellence and program specialization.

We encourage these developments of matching specialized training to the needs of key sectors of our economy.

### Council on Post-Secondary Education

As recommended by the Roblin Commission, the Filmon government will amalgamate the current Colleges Secretariat and the Universities Grants Commission. This integrated entity will have a broader, pro-active mandate for developing system priorities, planning and budgeting, and helping to build community relationships for all post-secondary institutions.

### Tuition Fee Policy

This year the Filmon government imposed a cap on individual tuition fees at universities and colleges to limit increases to a maximum of 5 percent.

The Filmon government will review this policy annually and impose a cap when necessary to ensure that costs are not unfairly or unjustifiably passed to the students.

### Learning Incentive

- To encourage learning, and in response to the federal government's decision to cut funding for post-secondary education, the Filmon government will introduce the *Manitoba Learning Tax Credit* which will increase the current federal and provincial tax deduction on tuition fees to a 36 per cent tax saving/credit.
- The Filmon government will be the first province

to provide a dedicated provincial tax credit to further offset tuition costs. The Manitoba Learning Tax Credit of 10 percent will be applied against tuition fees at eligible institutions (all universities, colleges and technical training centres) starting in 1996.

- This \$8 million additional investment in post-secondary education will mean about \$300 extra in tax credits for students paying \$3,000 in tuition, bringing total tax credits to \$1,080.
- The tax credit will be transferable to a spouse, supporting parent, guardian or grandparent.
- Approximately 75,000 Manitoba full-time and part-time students and their families will benefit from this major investment in education and training by the Filmon government.

### Literacy

Literacy, in reading, math and technology, will play a growing role in our economy. Together, we must ensure that Manitobans are capable of performing the functional tasks that will be needed to increase their opportunities in the future. Since the release of the Literacy Task Force report in 1989, the Filmon government has established a Literacy Office and tripled adult literacy programming.

The Filmon government intends to continue to increase the number of literacy training spaces for adult Manitobans. These funds will be re-allocated within Education and Training.

### Computer Literacy

An estimated 30 percent of Manitoba households now have computers, and computer use at the home and in our schools is growing rapidly. The Filmon government will work in partnership with the community and industry to encourage computer literacy among our children. We will support a volunteer driven project to place more computers in the classroom, with emphasis on aboriginal communities and inner city schools.



### Premier's Reading Recognition Certificate

To encourage early childhood interest in reading, children in primary grades who read a prescribed number of books will receive a congratulatory certificate from the Premier. As a society, we need to honour and encourage the achievements of our youth.

### Foreign Language Courses and Exchanges

Language skills are increasingly important to job and business opportunities given Manitoba's growing international trade. More Manitobans must be equipped to take full advantage of these opportunities. Emerging trade with Asia-Pacific and

Latin America present opportunities for more Manitobans to learn Spanish and Asian languages. This demand is also creating more opportunities for language educators.

The Filmon government will encourage broader language training in our education institutions and facilitate foreign language exchanges for students and business persons. The new Learning Tax Credit provides an additional incentive for adult Manitobans to take language training at post-secondary institutions.

## SHARE THE FILMON VISION

### PIONEERING TOMORROW'S EDUCATION FRONTIER

- In this increasingly competitive world, Manitoba will put its vision, resolution and institutional strengths to the test. To meet this challenge, we must attract and motivate the best minds in our education system to pursue achievement and excellence in advancing fields and technologies critical to Manitoba's future.
- We have defined the parameters of the education frontier as we enter the next century. Together we will explore and further develop the frontiers of the 21st Century – advancing science, technology and enterprise, and building innovative institutions and systems that enable greater access to the vast new resource of knowledge.
- Through a strong commitment and high value shared by the community to education, we will have a stronger Manitoba. Our children will be better prepared to face the future and to be able to realize their dreams.

THE FILMON VISION MANITOBA STRONG!

## The FILMON Living in VISION Safer Communities

The Filmon Team is strongly committed to a safer society -- in our homes, in our neighbourhoods, in our schools and in our playgrounds.

The Filmon government has developed a series of initiatives and programs to protect Manitobans in their homes and communities. The Filmon government leads the country in ensuring that criminal offenders are held accountable for their actions, whether it be violence against women and children, crimes by young offenders or impaired driving.

We will continue to use every means within provincial jurisdiction to implement tougher penalties for crime.

And our approach to public safety will continue to ensure that the rights of victims remain a high priority.

Law enforcement must remain a visible and integral part of the community. We will ensure that our capacity to enforce the law and protect innocent citizens and their property remains strong.

We will continue to lead the nation in ensuring that those who need maintenance payment support receive it, to ensure that family responsibilities are fulfilled.

We will continue to reform our court system to ensure that it deals fairly and efficiently with prosecutions and is accountable to Manitobans.

**"THE SAFETY AND SECURITY  
OF THE INDIVIDUAL,  
OUR FAMILIES AND  
OUR COMMUNITIES,  
IS VITAL TO THE QUALITY  
OF OUR LIFE."**

### OUR APPROACH TO CRIME REVOLVES AROUND FOUR PRINCIPLES

- Criminals must be held accountable and pay the consequences for their criminal acts;
- The rights of victims are of paramount consideration;
- The justice system must continue to be fair and accountable to the people of Manitoba; and
- Manitoba families and communities have a role and a responsibility to help make this province a safer and better place to live.

THE FILMON VISION MANITOBA STRONG!

## HOLDING CRIMINALS RESPONSIBLE

The Filmon government leads the country with its initiatives to toughen penalties for crime, and ensure that those who engage in criminal acts against Manitobans suffer the consequences.

### We have introduced :

#### The Toughest Drunk Driving Legislation in Canada

As a result of the Filmon government's legislation cracking down on impaired driving, the number of reported cases of impaired driving in Manitoba has dropped by more than 50% since 1989 - from over 2,000 to 952.

In 1994, further revisions increased suspensions for convicted drunk drivers to one year for the first offense and to five years for the second offense.

#### Rigorous Confinement

A strict new regimen has been introduced for those serving time in provincial institutions. We have expanded the daily work requirements for provincial inmates, restricted phone calls and television viewing, and increased the amount of community service work that is expected of those serving time. Year-round schooling has been introduced for young offenders.

The Filmon government is pioneering the concept of wilderness and boot camps for young offenders, to bring discipline to their daily lives and deter them from future acts of crime.

We have tightened the criteria for earned remissions of prison sentences, so that any reduction of time served is truly earned by adherence to discipline and satisfaction of work requirements.

## NEXT STEPS

### Tougher Penalties

- The Filmon government will continue to use every mechanism within its jurisdiction to increase the penalties for serious crimes. We will not hesitate to apply civil penalties above and beyond the sanctions in the Criminal Code.
- Those soliciting sex from prostitutes will have their vehicles seized. If convicted, the owner of a vehicle used in soliciting a prostitute will permanently forfeit that vehicle.
- We will review the use of confiscation of property used by criminals to commit other crimes such as in drug offenses. We will continue to use other means within provincial jurisdiction, such as drivers' license suspensions, to augment federal criminal penalties.
- Under the terms of the Canadian Constitution, the federal government is responsible for establishing the penalties associated with crime. The Filmon government will continue to press the federal government to strengthen the penalties associated with serious crimes.
- We will also press the federal government for measures to make it more difficult to obtain early parole.

### Tougher Young Offenders Act

- The Young Offenders Act is not strong enough nor flexible enough to deal with violent or repeat young offenders.
- The Filmon government has taken the toughest stance in Canada in pressing the federal government for stronger sentences and provisions in the *Young Offenders Act*.

- We will continue to urge the federal government to strengthen the Act by improving the mechanisms for bringing serious offenders into the adult justice system for more effective punishment.

- The disclosure provisions under the Act should be amended to better protect the public, by establishing criteria for releasing the names of convicted young offenders where this publication would be in the public interest. The Young Offenders Act should also provide a wider range of sentencing options and consideration of parental responsibility for a young offender's actions.

- There have been numerous violent acts committed by youth under the age of 12 which are not even covered by the Young Offenders Act. We will recommend that, in certain circumstances where public safety is seriously threatened, repeat and serious youth offenders under the age of 12 be held accountable for their actions.

We will recommend the establishment of a category of dangerous young offenders, to allow tougher sentences for violent and repeat young offenders.

## Young offenders must pay the consequences for their criminal acts.

### Addressing Child Prostitution

- The Filmon government will also urge the federal government to strengthen the penalties associated with child prostitution. We will support life imprisonment for pimps who use children for the purposes of prostitution, and minimum sentences for customers of child prostitutes.
- The destruction of children's lives in this way should, in our view, carry the maximum penalty available under Canadian law.
- Anyone convicted of soliciting sex from a prostitute, where the person solicited is under the age of 16, will be deemed to be a child abuser and will be required to undergo similar treatment required of other child abusers.

A community-based process will be established to enable publication of the names of those convicted of soliciting minors for sex.

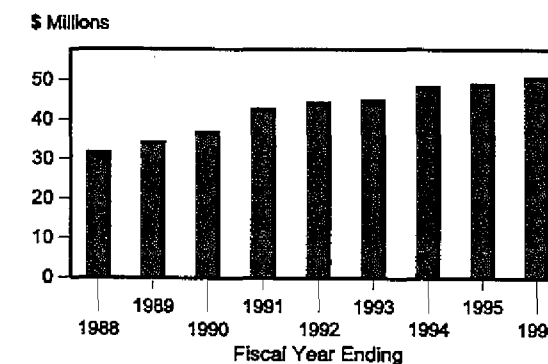
## LAW ENFORCEMENT

The Filmon government believes in a strong and effective system of law enforcement, to help ensure that those who break the law are held accountable.

Our police represent the first line of defense for our public safety, and they must be visible and accessible in our communities. In addition to ensuring that our laws are enforced, the police provide a number of invaluable services such as crime prevention and victim's counselling.

In an era of limited public resources, the Filmon government has made law enforcement a high funding priority. The provincial government is responsible for helping to fund the RCMP in rural Manitoba. In addition, rural municipalities receive funding through provincial/municipal tax sharing arrangements to help pay for their separate police services or to help pay for RCMP services in their communities. The provincial government also provides considerable unconditional operating

Provincial Funds Allocated to the RCMP



Source: Department of Justice

grants to the City of Winnipeg for public services including police protection.

The Filmon government demonstrated its commitment to public safety by increasing provincial funds allocated to the RCMP by nearly 60 percent since taking office. In February 1995, an additional \$5 million over four years was committed to hire 16 additional RCMP officers over the next two years, and to develop a new telecommunications system.

The Filmon government established a First Nations Policing Policy. Giving Manitoba's band councils more authority over their own policing brings law enforcement closer to the community, and it is an important step toward aboriginal self-government. Tripartite agreements have been negotiated with six communities to date. Consultations and negotiations are underway with 56 other communities.

## NEXT STEPS

The Filmon government will ensure the continued strength of Manitoba's law enforcement system.

### Annual Review of Police Staffing in Rural Manitoba

Building on our recent additional funding provided to increase staff of the provincial RCMP to

adequate levels, the Filmon government will review appropriate staffing levels on an annual basis with the RCMP, the City of Brandon, and rural municipalities with separate police forces.

### Dedicated Support for More Police Officers in Winnipeg

To complement the significant increase in resources provided to the RCMP, the Filmon government will ensure that policing is given a high priority in the City of Winnipeg. We will dedicate \$2 million more to support the addition of more police officers to the Winnipeg Police.

These funds will pay for salaries and other costs of additional officers on the streets to focus on combatting crimes against people and property and youth violence. None of the dedicated funds will be allocated for administrative costs.

### First Nations Policing

We will continue the process of transferring the responsibility and accountability for law enforcement on reserves to aboriginal communities, following the process of consultation and negotiation established over the past several years.

## PROTECTING PROPERTY

Protecting Manitobans against property crimes will be a significant part of the Filmon government's law and order strategy. A key part of that strategy is our commitment to putting more police officers on the street to combat property crime, as well as support services for community-based organizations such as crime watch groups.

The Filmon Team strategy to address property crime will consist of a combination of increased enforcement effort and deterrence.

One focus of the strategy will be deterring automobile theft. Automobile theft has been on the rise across the country with these incidents often involving young offenders and occurring in combination with the commission of other crimes.

The Manitoba Public Insurance Corporation established the Combat Auto Theft program in Winnipeg which includes over 10,000 registered vehicles and recently expanded the program to communities across the province.

## NEXT STEPS

### Auto Theft Pilot Project

The Filmon government will work with the enforcement agencies to target the apprehension of those involved in auto thefts. This effort will be based on a pilot initiated in the City of Winnipeg and will draw on the experience of similar enforcement efforts in other cities. This enforcement initiative will be proactive, involving the gathering of intelligence through surveillance of known thieves, youth gang leaders and high crime areas.

### Property Crime Prosecution

A Crown prosecutor will be dedicated to auto theft and major property crime prosecutions. Options to increase the penalties associated with these offenses will be reviewed, particularly in the area of restitution from convicted offenders. The Filmon government will also spearhead the effort to coordinate information between police, corrections, insurance companies and Crown prosecutors.

### Expanded Support for Community Crime Prevention

Community organizations will continue to receive support to assist with law enforcement efforts with

an expansion of Neighbourhood Watch, Crimestoppers, and similar organizations to mobilize communities against crime.

Building on the Filmon government's strong partnerships with community-based groups and the RCMP, those communities and neighbourhoods currently not participating in community-based initiatives will be encouraged to become involved, and those in place will be assisted with additional information and services.

The Filmon government will create a centralized provincial registry of crime prevention and community safety programs and services. This registry will enable community-based organizations to have access to a wide range of crime prevention information, thereby enhancing their effectiveness.

Standard training programs will be enhanced for communities or neighbourhoods interested in establishing crime watch groups.

### Parental Responsibility

The Filmon government will, where reasonable, make parents financially responsible for the property crimes of their children. Parents will not be held responsible if they have taken every reasonable measure to control the behaviour of their child. Provisions will also be made for payments based on the parents' ability to pay.

## COMMUNITY SUPPORT TO PREVENT CRIME

The Filmon Team recognizes that the family and community are the first and best social support system, and that preserving and strengthening families is a critical element of prevention. The Filmon government has placed more emphasis on prevention and early intervention in our child and family support system. Community-based supports

have been put in place to assist families in resolving their problems.

Significant strides have also been made to mobilize community resources to deal with crime and crime prevention. **Youth Justice Committees** are volunteer groups which provide a variety of services

to help communities reduce crime, including court liaison, mediation, victim/offender reconciliation, and alternative sentencing such as fine option and community service.

The fundamental focus of these committees is crime prevention through the development of community resources. Programs such as Neighbourhood Watch, Block Parent and Safe Grad are often initiated by these committees. Their mere presence in the community raises the profile of community efforts to reduce crime and serves as a deterrent.

The Filmon government has been a strong supporter of this approach, and has increased the number of Youth Justice Committees in Manitoba from 28 to 67 over the past seven years. A province-wide consultation process was carried out in order to ensure that these committees continue to operate successfully.

The Filmon government has also encouraged high school students to develop anti-violence plans, using an innovative approach involving the police, community leaders, corporate sponsors and peer groups. Another school-based prevention program, **Option Start**, was initiated as a pilot to steer high school students away from crime and reduce the drop-out rate.

## NEXT STEPS

### Coordination of Child and Family Support Services

Improving services to children and families will continue to be a high priority. The provincial Crime Prevention Council will continue to seek the advice of experts on the development of community crime prevention initiatives.

We will continue to expand the network of Youth Justice Committees in communities across Manitoba.

Our education strategy is committed to lowering the school drop-out rate and strengthening programs to encourage our youth to stay in school.

Coordination of services between government agencies is an essential component of efforts to support children and families. The Filmon government has established the Children and Youth Secretariat to improve communications and coordination between departments and agencies in the fields of justice, family services, health and education.

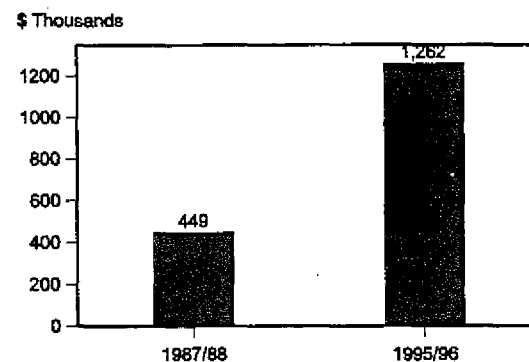
*Encouraging individuals, families and communities to take responsibility for preventing and dealing with crime will continue to be a central theme in the Filmon government's approach.*

## MAINTENANCE ENFORCEMENT

When individuals obliged to pay support fail to meet their obligations, it impacts on all Manitobans. Mothers and children can be forced onto social assistance or into poverty, and left with fewer educational and employment opportunities. Society as a whole pays dearly for defaults in maintenance support payments.

The Filmon government has brought forward a number of new measures aimed at improving the collection of maintenance enforcement payments.

Maintenance Enforcement Program Funding



Source: Department of Justice

Under the Filmon government, funding for the Maintenance Enforcement Program has nearly tripled and program staff have been increased from 14 to 27.

The Filmon government is taking the strongest measures in Canada for the payment of maintenance orders on behalf of Manitoba families and children.

## NEXT STEPS

### Implementing Maintenance Enforcement Legislation

A broader range of assets will be accessible to those seeking to collect from defaulters, including measures to seize assets and accumulated pension benefits. Penalties for defaulting on these payments have been significantly increased, including:

- suspending and refusing drivers' licenses and motor vehicle registration;
- increasing the minimum jail term from 30 to 90 days; and
- doubling fines to \$1,000 for avoiding payment.

## PROTECTING THE VULNERABLE

The Filmon government has established a national reputation for giving priority to the rights of potential victims over those of criminals. The Filmon government has led the country with its initiative to notify communities when dangerous offenders are released on parole or on bail.

A new advisory panel, the first of its kind in Canada, reviews the case histories of sex offenders who are due to be released. In the case of those deemed likely to re-offend, the advisory panel will recommend a course of action designed to notify the individuals or communities that could be affected by the release. The police will decide on the extent of public release of this information and notify past victims and all police forces.

Maintenance collection rules will continue to be toughened, especially with respect to improving the coordination of the enforcement efforts between provinces.

### Pressing the Federal Government for Stronger Action on Maintenance Enforcement

Much more can be done at the federal level to combat this problem. The Filmon government will press the federal government to enhance our ability to locate defaulting spouses by accessing federal tax records, and by shortening the time requirements for employers to register new employees who may be defaulters.

We will also urge the federal government to review their statutes with a view to enhancing the ability of provincial governments to enforce maintenance payments. Several provisions in the legislation governing banking, bankruptcy, assets on reserves and military personnel could be amended to improve this enforcement effort.

In 1991, the Filmon government stepped up its campaign against domestic abuse with a zero tolerance policy that directed police to lay charges and required prosecutions in all cases of partner abuse where evidence exists. Also, mandatory education programs for domestic violence offenders were instituted at correctional and probation facilities.

*We will continue to bring in tougher penalties for offenders and repeat offenders of domestic violence.*



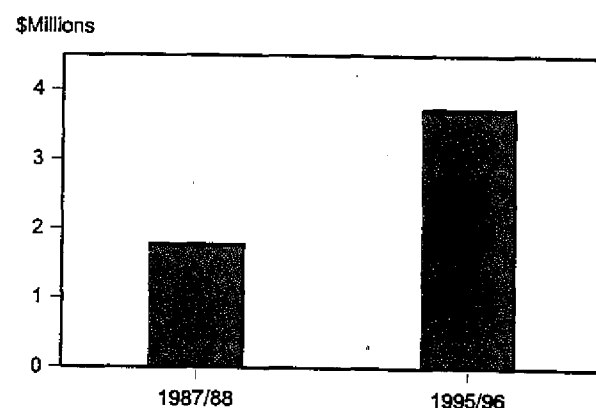
## Victims Assistance

The Filmon government has brought in strong measures to help protect victims of domestic violence and stalking.

Since entering office, the Filmon government has doubled funding for victims assistance programs in the Department of Justice. In addition, since entering office, we have increased expenditures for women's crisis shelters and support by 150 percent to \$5.6 million, and have expanded second-stage housing.

We are supporting organizations such as the RCMP, to continue a Victims Services pilot project; the Women's Post Treatment Centre, to improve services for victims of childhood abuse; and the Family Centre of Winnipeg for an early intervention and prevention pilot program.

Victims Assistance \*



Source: Department of Justice

\*provincial funding to victim's assistance program and the Criminal Injuries Compensation Board

## NEXT STEPS

The Filmon government will continue to look for ways to ensure that the rights of victims of crime are given top priority by the judicial system.

### Pressing the Federal Government for Stronger Action to Protect Victims

We will continue to press the federal government to toughen the Criminal Code provisions that govern anti-stalking laws, using reverse onus before accused stalkers can make bail.

The Filmon Team will push for new proposals to deal with high-risk offenders. While many prevention and treatment initiatives are being reviewed by the federal and provincial departments of health, several complementary alternatives are available through the justice system to keep track of these potentially dangerous individuals.

We will recommend that the federal government create a regimen for the long-term supervision and tracking of dangerous offenders who have a likelihood of re-offending.

### Expanding Victims Assistance

The Filmon government will continue to reallocate more resources to victims assistance programs and services and work closely with community organizations.

We will work with community groups to ensure maximum services are made available to victims of crime in Manitoba and raise the awareness of assistance which is available.

We will continue to explore new pilot projects with community organizations.

## REFORMING OUR COURTS

The Filmon government has taken a number of initiatives to make the justice system more efficient and accountable.

The amendments to the Provincial Court Act established a process to deal effectively and impartially with complaints involving provincial court judges.

We decentralized regional court operations to ensure sensitivity to rural needs, established trial coordinators to better serve regional litigants, streamlined administration and improved provincial service standards between Winnipeg and regional courts.

Financial limits to Small Claims Court were increased to \$5,000 and procedures were refined to improve public access to the court.

The Family Division in the Court of Queen's Bench has been increased from five judges in 1988 to nine judges today.

The Filmon government established the Family Violence Court in 1991, which has increased the court time dedicated to cases of family violence and has achieved substantial improvements in processing despite an increase in the volume of cases arising due to our campaign against domestic violence.

This year the Filmon government announced a pilot project to operate two youth night courts to deal with the screening and disposition of youth cases, resulting in less disruption to school attendance and work schedules of parents.

## NEXT STEPS

The Filmon government will continue to look for ways to reform the judicial process and to ensure fairness and increase the efficiency and accountability of the administration of both civil and criminal justice.

### More Community Magistrates

To bring more judicial services to rural Manitoba, the Filmon government will increase the number of community magistrates in rural Manitoba. We will work with rural communities in this process.

### Reducing Wasteful Litigation

Civil procedures will be examined to find ways to encourage the speedy and cost-effective resolution of litigation, and to find more ways to reduce wasteful litigation which ties up valuable court time.



## SHARE THE FILMON VISION

### *Living in Safer Communities*

- The Filmon government has worked in partnership with the police, crime prevention organizations, the justice system, victim's services, municipalities and community organizations to make Manitoba a safer place.
- The safety and security of the individual, their families and their communities is essential to our quality of life.
- Manitoba's neighbourhoods must be protected from those who threaten our personal safety. We will continue to develop and implement the most innovative and stern new approaches to ensure personal security in Canada.
- We will continue to pursue strong law and order. Law-abiding people must be kept safe and free from the fear of being victimized. That is our goal, and public safety is a high priority of the Filmon government.

## *The* **FILMON** Building Healthy **VISION** Communities

A strong society is one which is distinguished by active, community-minded people and a social fabric characterized by mutual respect, trust and cooperation. It is a society in which the quality of both government and community matters to people's lives. It is a society in which we feel connected to a focused and shared vision.

The Filmon government has consistently maintained its commitment to achieving community-based objectives, whether it be with respect to preserving and protecting the health of Manitobans, educating our children, fighting crime, creating jobs or encouraging family values.

Manitobans are becoming increasingly aware that, because people and ideas are the major sources of competitive advantage in this new economy, the skill, health and well-being of people living throughout our province are quickly becoming the most significant factors in building a stronger, healthier, more prosperous Manitoba.

It creates high levels of effective collaboration and successful cooperation, trust and collective well-being. It strengthens all of us. We believe that Manitobans are prepared to place a great deal of trust and confidence in themselves and one another

**"Manitobans who understand and value the importance of maintaining a strong society are aware of the need to tap and develop the potential of all our citizens."**

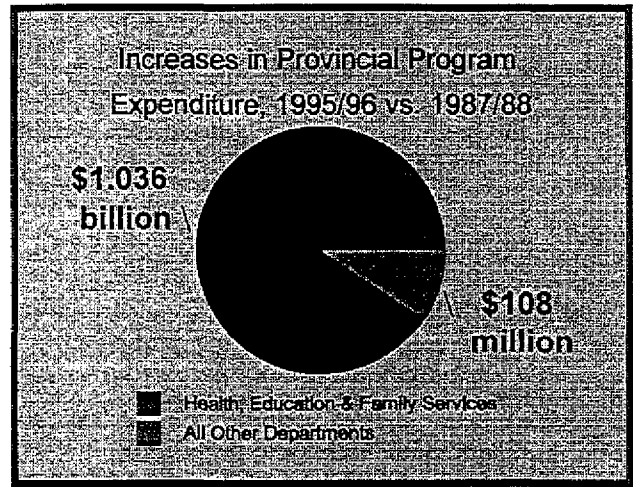
as we learn to compete and succeed in the new idea-driven, knowledge-based economy.

Manitobans who understand and value the importance of maintaining a strong society are aware of the need to tap and develop the potential of all our citizens. The Filmon government will do all it possibly can to empower people to make the most of their lives.

We do not believe that our job description includes building bureaucracies. Rather, we must bring government closer to the people it is meant to serve. Our social responsibility in government is to be a reliable partner for those Manitobans who want to help themselves and one another.

We believe that success ought to be measured not in the number of laws we pass, but rather in the results that are achieved in building healthy communities — where the health care system is focused on wellness, disease prevention and high-

quality patient care; where people are better served by their government; where neighbourhoods are safer; where families are stronger; and where children are learning to meet the challenges of the 21st century.



Source: 1995 Manitoba Budget

The Fiscal Challenge

Over the past seven years, the Filmon Team has increased our investment in children and families in health, education and family services. Yet, we face many challenges. The federal Liberal government has served notice in its 1994 and 1995 budgets that federal funding for health, education and social services in Manitoba will be reduced by \$24 million in 1995, \$147 million in 1996, and \$220 million in 1997.

*The Filmon Team has increased the share of each program dollar devoted to these priority areas from 66 cents in 1987 to 72 cents today. Since we entered office, over 90 percent of all new program spending has gone to these three vital services.*

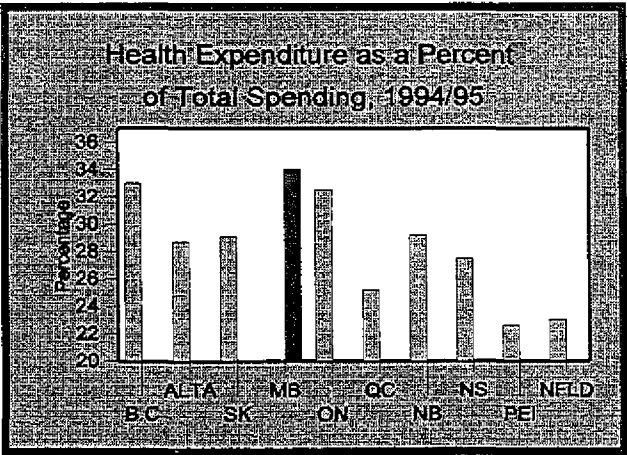
With respect to Manitoba's health care system, the Filmon government's first objective is to protect the health and well-being of every Manitoban. Our focus is on patient care. We are committed to preserving Medicare. We will bring health care closer to people, in their homes, neighbourhoods and communities.

Manitoba spends more of its budget (over one-third) on health care than any other province in Canada. This year, the Filmon government will spend \$1.85 billion on health care -- over \$500 million or 38 percent more than when we took office. Governments across Canada agree that if we are to sustain our high-quality health care system and social services for the benefit of future generations, the challenge will be to renew the system by getting better results from the substantial dollars we already invest.

Shifting to Community

As a reliable partner in building a stronger economy and a stronger society, the Filmon government will create community-based initiatives to align the efforts of key stakeholders within our communities in solving local problems.

The Filmon Government will facilitate effective ways of employing all available public, private, and voluntary resources to build healthy, safe and sustainable communities from within. We will encourage leadership within and across organizations to provide inspiration, direction and support for community strategies.



This will require collaboration based on a new set of understandings between a number of community

networks with a shared interest in the long-term health, safety and well-being of everyone in our community, especially those families and children who are at risk.

This new set of understandings between community, responsible citizens, families and government will be about finding new ways to strengthen the social fabric, to promote healthy child development and to provide responsible

assistance to those Manitobans attempting to achieve their full potential in the community.

The emphasis will be on parental responsibility and parental accountability, as we work toward designing social service models which are consistent with responsible, positive, healthy social values.

These efforts will transform our broader social service systems and networks to bring government much closer to the people it is meant to serve.

A HEALTHY CHILD DEVELOPMENT STRATEGY

Manitobans share a common vision for the healthy development and well-being of all our children.

We know children grow and thrive best within families and communities that take their responsibilities to heart, allowing for the dignity, security, respect and love that children require and deserve.

Our policies reflect a holistic approach to meeting the needs of every child, whether those needs mean taking preventive measures, early intervention for children at risk, or supporting families as they exercise their responsibilities as primary caregivers, including creating economic opportunities for parents.

Our health, education, and social services must be child-focused if we are going to make a positive difference in the lives of our children as they develop into healthy, competent, responsible citizens, who will participate in enhancing the quality of life in communities throughout Manitoba.

The Filmon government takes an innovative, but practical community approach to ensuring that every service to help children in need, whether delivered directly by the government or by the community, is inclusive, accessible, effective, comprehensive, responsive and accountable to

*"Our children represent the future; they are the next generation of leaders, workers, and parents. They are the most fundamental social investment we make in our society."*

children, families and communities.

Partnerships with Community

Well-intentioned governments across Canada commit increasingly enormous sums of money to social services. Despite immense public investment, government has not adequately solicited community involvement and commitment. As a result, more children and families are in need of help. But now, against the economic reality of very serious financial constraints, it is essential that we work together to find more effective ways of employing all available public, private and voluntary resources -- not just money.

**Our commitment to innovation, collaboration, cooperation, and coordination will involve closely examining**

how we can make better use of these scarce resources. This will no doubt mean changing the way government provides support for families and children. Furthermore, these changes are likely to have broad implications for legislation, planning, resource allocation, program design, service deliverability, and accountability.

The Filmon government believes that, as we fundamentally re-think how to better use our existing resources, a collaboration on a number of fronts is essential. This means collaboration between community volunteer networks, government departments, employers and non-government organizations. The common ground is a shared commitment and responsibility to the healthy development, education, safety and well-being of all of our children.

This collaboration must be based on the belief that unless our children are healthy, nurtured, safe and well-educated, they are at risk of an unnecessarily diminished quality of life and opportunity. We must find ways to better use our community-based resources to promote healthy development and overall well-being of families, and to find more effective strategies for aboriginal children and those living in poverty.

#### Addressing the Issues

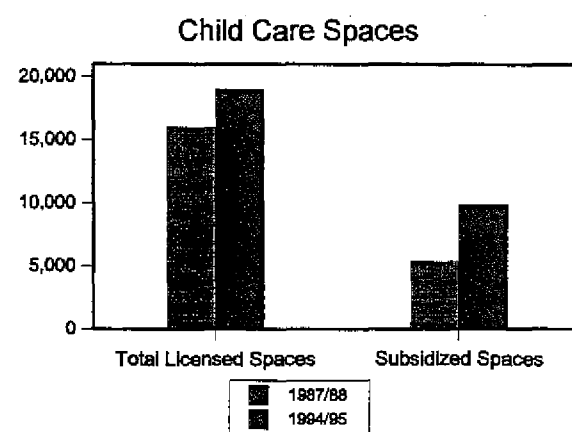
We have begun a thorough review of our service network so as to more effectively serve children and families in need of support.

We made changes to the tax system to alleviate the financial burden on low-income families. In 1989, the Manitoba Tax Reduction for personal income tax was substantially increased from \$50 per child to \$250 – one of the most generous child tax benefits in Canada. This has meant that taxes paid by low-income families in Manitoba are among the lowest in Canada.

We have also taken a number of child-focused measures to address a range of needs. These include:

- The development of a Healthy Start program dedicated to pre-natal and post-natal nutrition;
- The coordination of services and policies for medically fragile children;
- A new Child and Adolescent Treatment Clinic which provides additional treatment for children with acute psychiatric needs;
- A province-wide approach to fetal alcohol syndrome and fetal alcohol effect children;
- A commitment to develop a sudden infant death syndrome diagnostic laboratory;
- The establishment of the Pediatric Centre of Excellence at Children's Hospital at the Health Centre in 1993; and
- The establishment of the Children and Youth Secretariat to provide a strong cross-government focal point to coordinate policies and services for children.

In addition, we have recently launched an initiative called Taking Charge!, a pilot project designed to provide a broad range of community-based supports for welfare dependent single parents, who want to become self-reliant and economically independent.



We have increased spending to child care by 73 percent since 1987/88 to an annual budget of \$47 million, and increased the number of subsidized child care spaces by 84 percent.

In the broader context of health care renewal, we are moving services back into the community so they are much closer to the children and families they are intended to serve.

We also believe it is critical that the role of schools be strengthened as a primary site for the provision of health promotion, health maintenance and education, and primary care services.

And we have already begun to take the next steps. Health, education, social service professionals and community stakeholders were brought together to develop a coordinated Child Health Strategy that will form the basis of a strategy to fundamentally restructure services to children.

### NEXT STEPS

#### Children First

The Filmon Team will implement a Children First strategy, based on recommendations from the Child Health Strategy report developed by over 50 community stakeholders. Already, more than one-third of the 115 recommendations are in the process of being implemented.

This approach to putting Children first will result in the coordination of services for children, and it will re-direct funding toward preventive measures, early intervention and direct services to children and their families. The emphasis will be on quality, accountability and community-based service delivery.

This restructuring will include:

- Investing \$4.5 million through the Winnipeg Development Agreement to test innovative, community-based approaches to providing early intervention for children and families at risk.

• Refocusing the system to bring services to where the children are, including strengthening the school as a primary site of contact for health, nutrition and education service.

• Re-focusing and strengthening public health approaches. Public health nurses, health educators, and home economists will also be more directly involved with neighbourhoods and the community in providing prevention and early intervention supports.

• Developing and targeting strategies for community-based coordination, prevention and early intervention for adolescent pregnancy, fetal alcohol syndrome, and children at risk.

• Developing community-based approaches to address childhood asthma and respiratory problems, as well as injury reduction and safety issues.

• Piloting an early child development strategy for low income, high risk pre-school children. We will work with communities to pilot neighbourhood projects that focus on providing an active learning environment for preschool children while working with parents through information, supports and volunteer experiences to strengthen their abilities to care for children. Based on the successful Head Start models in the United States, these pilots will be overseen by parents and will link child care centres with other community resources.

• Increasing the flexibility of child day care arrangements to ensure adequate care for non-traditional work hours and to increase access to subsidized space for children of working parents striving for self-reliance.

• Implementing community-based prenatal and child nutrition strategies through local sites such as Community Nurse Resource Centres and Community Health Centres, to provide families with advice about nutrition, cooking and meal planning, and budgeting. These strategies will link professionally-based services such as public health nurses with community-based family supports.

- Working with the Aboriginal community to build on cultural and community strengths to address specific child health-related issues.
- Re-focusing specialized medical services to children, including a review of the childhood immunization program.
- Implementing a service coordination strategy for children with severe medical conditions that include a central referral and intake system that will ensure that services throughout government are accessible to the families of these children. As well, the existing service network for children and adolescents with emotional and behavioral disorders will be coordinated by the Children and Youth Secretariat.

In addition, the community will be invited to submit pilot project proposals to provide innovative and better services to children. The Filmon government will work together with the community to provide more opportunities for community-based organizations to deliver children's services.

The funding for this initiative will be re-allocated within the departments that provide services to children and families. As outlined earlier, \$4.5 million has been dedicated under the Winnipeg Development Agreement to innovative community-based approaches for providing early intervention for children and families at risk.

## IMPROVING HEALTH CARE SERVICES

Most people think of health care as medical treatment for sick people or a response to emergencies.

However, in Manitoba, hospitals and health care providers are becoming very innovative and they have demonstrated a new understanding of their larger, more inclusive role in our communities. Our health care system is increasingly recognizing the relationship between healthy individuals and healthy communities, and they are now emphasizing wellness and a variety of creative prevention strategies.

Our health care service providers are recognizing that supporting the building of healthy communities actually contributes to their professional and institutional well-being. The vast resources in our hospitals and health care facilities can serve as catalysts to help build healthy communities for all Manitobans.

As most of us have experienced, the greatest assets hospitals and health care facilities have are their personnel. Typically, these are highly-skilled

people who have a great many duties and responsibilities. Our health care facilities are encouraging their staff to play even more active roles in the surrounding life of Manitoba's communities. They are not just places with beds in them; they are places where talented and caring people work in a variety of meaningful ways throughout our communities and neighbourhoods.

These are professionals who reach out and become involved in a variety of ways in the life of the broader community, as members of community associations and organizations of various kinds, providing help in areas such as child care and the development of community-based prevention strategies and much more.

We appreciate the richness of these relationships, where the skills and talents that are located in our hospitals and health care facilities are found to be working in a meaningful way with other leaders in the community to build stronger, healthier communities throughout Manitoba.

## Promoting Wellness

As lifestyles and attitudes about personal health change, the providers of health services must shift their focus toward "wellness". Health promotion, disease prevention and delaying the onset of disabilities are three components of the "wellness" model that will not only improve the health of Manitobans, but will also help reduce the demand for expensive hospital services.

Examples of the Wellness Approach in Manitoba are:

The new \$11 million Wellness Institute at Seven Oaks Hospital designed to promote health and well-being through a variety of illness prevention and rehabilitation programs. Funded through "Infrastructure Works", the institute will provide community outreach and education, cardiac rehabilitation, rehab services, fitness, sports and injured workers' services.

A women's health initiative through Misericordia Hospital and the Manitoba Cancer Treatment and Research Foundation that includes a provincial breast cancer screening service, a high-risk post-natal program for rural and northern women, a combined pregnancy and childbirth education service and a breast disease clinic. This complements a new province-wide breast cancer screening program for 100,000 Manitoba women between the ages of 50 and 70, who will receive screening every two years at centres in Winnipeg, Brandon and Thompson. The Filmon government is also developing a provincial screening program for cervical cancer for women in Manitoba.

Developing midwifery to provide women greater alternatives for childbirth. Considerable preparation has been done and a midwifery implementation council has been appointed to recommend legislation, and provide direction on education, practice, equity and access.

Ambulatory Cardio-Vascular Educational Projects at Brandon and Carman hospitals targeting post-heart attack patients, encouraging them to make lifestyle changes, delay the onset of heart disease, prevent complications and avoid hospitalization for hypertension.

## NEXT STEPS

The Filmon Team will continue its campaign to stop smoking. Legislation has been implemented that restricts cigarette sales to people under 18 years of age, and eliminates smoking in most public buildings. The strategy is designed to keep young people from picking up the habit and to curb the negative health effects of inhaling second-hand smoke. The Smoke-Free Grads project involves more than 40,000 Manitoba school children in a program aimed at graduating a smoke-free high-school class by the year 2000.

Reducing substance abuse by Manitoba's youth is the goal of the Youth Addictions Prevention and Education Fund, which supports more than 50 community initiatives annually, ranging from student workshops and teacher training to a drug abuse prevention video produced by Manitoba students.

Support has been provided to the University of Manitoba Sport and Exercise Research Institute to study aging, obesity, the role of physical activity and diet in osteoporotic fractures, cardiovascular disease and diabetes.

The Filmon government will continue to provide a more responsive health care system that emphasizes prevention.

The Filmon government will also introduce incentives to encourage a healthier workplace for all Manitobans. We will encourage the Workers' Compensation Board to extend discounts on employer premiums for employers that reduce WCB claims and who implement wellness campaigns in the workplace.

### Bringing Services Closer to Home

The "wellness" approach also underlies the Filmon government's approach to expanding community-based services.

Community Nurse Resource Centres, which are planned for St. Vital, Transcona, the Norman and Parklands region, will link health promotion and disease prevention strategies within the broader



scope of housing, social services, education and training. Nurses will deliver primary health care services in a community setting rather than in larger institutions.

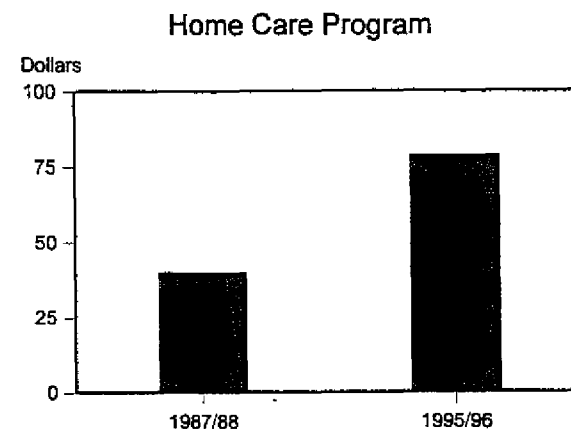
One of the largest undertakings in the health system since 1988 has been the establishment of a province-wide community-based mental health system that encourages independent living by providing crisis intervention and self-help programs close to home. This initiative has resulted in a more equitable range of mental health services throughout the province, compared to the heavily institutionalized and centralized system of the past.

A greater shift toward independent living has resulted in progressive changes in the home care field. A highly successful pilot project, involving Seven Oaks Hospital and We Care Health Services, designed to provide convalescent care in patients' homes rather than hospital, has spawned additional projects to investigate the possibility of providing intravenous therapy at home, temporary acute care in personal care homes and alternative housing arrangements for panelled patients awaiting personal care home placement.

The Filmon government has increased funding to Home Care Assistance by over 90 percent since entering office, to over \$79 million.

The successful Self-Managed Care Pilot Project has now been formalized to include 120 Manitobans with disabilities, enabling them to hire and manage staff who provide attendant, personal care and household tasks. A Home Care Appeal Panel has been established to ensure that clients are treated fairly and equitably. A Continuing Care Advisory Committee is monitoring issues and trends as well as identifying further options to improve delivery.

To enable Manitoba's senior citizens to maintain their independence at home, the highly effective Support Services to Seniors program has been expanded. More than 21,000 Manitobans now receive meals and other home supports which are necessary to maintain independent living. In addition, a major expansion of the Adult Day Care Program announced in 1994 with a 52 percent increase in funding and 26 additional sites means over 2,600 Manitobans receive assistance to help them live at home and to remain active in the community.



Source: Manitoba Budgets

Serving the special needs of the inner city, the Filmon government supported improvements to the Health Action Centre, enhancing the community health clinic, dental clinic and educational areas, to

provide better ambulatory care, health services for the elderly and outreach programs for the core area. The movement of StreetStation AIDS prevention and education program to Mount Carmel Clinic provides a natural extension of the clinic's service to inner city residents. A mobile van brings the program to people who may not otherwise go to a clinic.

Addiction services have also improved, with expanded community outreach in rural Manitoba, a greater range of services and a full continuum of residential programs. A 12-bed hostel for teenagers at the St. Norbert Foundation has been created to treat drug dependency closer to home. In the past, clients were sent out of province for treatment.

A new five-station kidney dialysis unit in Portage la Prairie is the latest addition to the province-wide dialysis program. Patients who formerly had to travel to Winnipeg three times a week for dialysis are now receiving treatment closer to home.

## NEXT STEPS

The Filmon government will continue to shift more resources to community-based health services. Bringing health care closer to home means better care. We will expand the number of Community Nurse Resource Centres and other health services that bring health promotion, prevention and care services directly to neighbourhoods and communities.

***The Filmon government will continue to expand support services for seniors and self-managed home care.***

### Modernizing the System

Modern facilities, equipment and systems are integral to the development of an effective and reliable health care system. The Filmon government has invested \$412 million to build and upgrade Manitoba hospitals, personal care homes and other health facilities. More than 700 personal care home beds have been added to the system, with 450 more presently in construction.

Some examples include:

- Major improvements to Winnipeg hospitals including a new 60-bed chronic care unit at Concordia Hospital; a \$35 million expansion and redevelopment at Grace Hospital; a new psychiatric building, a major ambulatory care redevelopment and emergency department expansion at the Health Sciences Centre; a new location for Klinik Community Health Centre; a new ophthalmology eye-care centre at Misericordia Hospital; a major redevelopment at St. Boniface Hospital providing new operating theatres, laboratory and oncology facilities; day surgery improvements to Seven Oaks Hospital; and upgrading the extended care unit and out-patient department at Victoria Hospital.
- New hospitals built in Altona, Gillam, Minnedosa and Virden. Personal care homes were built or expanded in seven communities while joint hospital/personal care facilities were built in four

communities. Brandon Hospital received a new radiology building and CT scanner, and improved day surgery, psychogeriatric and ultrasound units.

Sixteen projects, worth \$181 million, are presently in construction, including the redevelopment of the Riverview Health Centre in Winnipeg, and another 24 projects, worth \$192 million have been approved for construction, including major developments at Brandon Hospital, Health Sciences' William Avenue project, and a new Red Cross building.

While bricks and mortar provide the physical setting for quality health care, state-of-the-art equipment ensures Manitobans receive the best diagnostic and treatment tools available. For example, the Magnetic Resonance Imaging (MRI) Unit at St. Boniface Hospital, the first in Manitoba, is the most sophisticated of its kind. New Computer Assisted Tomography (C.T.) scanners at Concordia, Grace, Misericordia and Seven Oaks hospitals have been added with the help of local fund-raising. Through reductions in inter-hospital transfers, and adherence to firm protocols, affordability is assured.

The Filmon government has also invested \$6.5 million at St. Boniface Hospital, in the latest in radiotherapy treatment for cancer, and \$1.6 million for an angiography unit at Brandon Hospital which allows heart patients from Westman to receive this imaging service closer to home.

Several changes involving re-allocation of funds and shifts in program delivery have brought additional benefits to Manitobans without a corresponding increase in cost. Bone marrow and lung transplant programs have been established and are funded by savings that result from the fact that patients no longer have to travel outside the province for these services.

Funding re-allocation was also key to the new Ophthalmology-Eye Care Centre of Excellence at Misericordia General Hospital, consolidating eye care programs in Winnipeg and eliminating duplication of administration. Six hundred additional cataract surgeries have been performed and over \$1 million has been saved in administrative costs.



## NEXT STEPS

With the successful reduction in waiting lists for ophthalmology, the Filmon government is now working at shrinking waiting lists for hip and knee replacements, radiation oncology treatment, cardiac surgery and MRI scans.

Crowding in Winnipeg's emergency wards will be reduced through the establishment of a provincial trauma centre, central bed registry, inter-facility patient transportation system and a coordination unit for the system. Eight pilot projects will target specific emergency ward issues, including the special needs of seniors, including those with psychiatric problems, heart problems, respiratory disease and other medical needs.

With modern facilities, equipment and programs, Manitoba requires a contemporary, secure health information system to make certain that patient records are secure, accurate, current and accessible by medical professionals. This system will provide physicians and health care professionals with crucial treatment information and avoid expensive duplication of tests and services. The system will build on the success of the Drug Program Information Network, which links 246 Manitoba pharmacies by computer to provide instant Pharmacare rebates, immediate warnings of potentially harmful drug interactions and reduce fraud and abuse of the program.

The Filmon government will continue to modernize our health care system through effective use of computer networks, the information highway and technology. These efforts improve access to services, choice of services, discourage abuse and assist our health care professionals.

### World-Class Research

Research will provide an important base for planning health care well into the next century and acting as an economic stimulus to Manitoba's growing health industry. The Manitoba Centre for Health Policy and Evaluation, a world-class research centre, was established in 1991 to survey provincial health data to help health planners and

policy-makers make those decisions which are designed to improve the health of Manitobans.

In 1990, the Filmon government also made medical research a high priority, increasing its annual funding by 65 percent to the Manitoba Health Research Council. By federal-provincial agreement, the Strategic Health Research and Development Fund, invested another \$4 million over four years for health care improvement and health care business development projects.

The Filmon government worked hard to help attract the federal Laboratory Centre for Disease Control and the National Research Council's Institute for Biodiagnostics to Winnipeg. Other world-class health research centres include the St. Boniface General Hospital Research Centre, the University of Manitoba Faculty of Medicine, the Health Sciences Centre, the Manitoba Cancer Treatment and Research Foundation, and Atomic Energy of Canada near Pinawa. The Filmon government introduced a 15 percent provincial research and development tax credit in 1992 to further facilitate research investment.

Manitoba contributed \$1.2 million over four years to the Manitoba Cancer Treatment and Research Foundation as part of a World Health Organization study on quality of life in cancer care. The Heart and Stroke Foundation and University of Manitoba also conducted a five-year, \$2 million Heart Health Project, jointly funded with the federal government, to determine the prevalence of cardiovascular risk factors and to test strategies promoting heart health.

With an injection of several million dollars from lottery revenues, the Health Services Innovations Fund was established to promote innovation in the delivery of health services and new health promotion and disease prevention initiatives. Successfully funded projects include: a new outpatient centre at St. Boniface Hospital, cardiovascular education programs in Brandon and Carman, enhancement of the provincial dialysis program in Morden, Brandon, Dauphin, The Pas, Flin Flon and Winnipeg, and several pilot projects to test community-based mental health services.

Most recently, a long-term provincial "Burden of Illness" study has been initiated to determine the best use of resources and education services to serve the 50,000 Manitobans who have diabetes.

Despite having developed a number of internationally recognized research programs, Manitoba's health research community has faced increasing competition for research revenues.

Health research provides substantial social and economic returns. Currently, more than 700 individuals are directly involved in provincial health research organizations.

Approximately \$35 million is expended annually on health research in Manitoba. Research and development expenditures for pharmaceuticals has grown to over \$6 million annually, but represents a very small proportion of Canada's R&D, as the large patent pharmaceutical companies concentrate their efforts in Quebec and Ontario.

## NEXT STEPS

The Filmon Team will introduce a new Health research Initiative to lever private sector and out-of-

province health research into Manitoba. Our efforts will increase both the level of research and economic opportunities through the commercialization of those innovations.

This incentive will be based on providing a share of operational support to reward research centres for attracting external and industrial health research and increasing the level of research investment in Manitoba.

The benefits will include:

- Ensuring long-term viability and continued excellence in health research in Manitoba;
- Assisting our health centres in meeting their expenses;
- Attracting and retaining leading scientists;
- Promoting Manitoba more competitively both nationally and internationally; and
- Providing jobs and substantial economic benefit. Each \$1 million of research investment secures an additional 25 to 30 high-skilled research jobs.

The program will be implemented at a major research centre on a one-year pilot basis and then expanded to other Manitoba health research centres.

## COMMUNITY-BASED CHILD & FAMILY SERVICES

All Manitobans share a common responsibility to promote strong, healthy families as the most caring and nurturing environment for children.

Parents, as primary caregivers, have the greatest responsibility for their children. However, society also has a role in sharing that responsibility by supporting parents and providing care where parents are unable to support their children.

For any number of complex reasons, some families have serious problems which require a range of supports to help address the issues they are facing. In circumstances where a family finds itself at risk or in crisis and unable to provide for the safety and

care of their children, we believe their children should have the sanctuary of a secure and nurturing environment.

Since 1988, we have taken a broad approach to supporting children and families. We have also implemented a zero tolerance policy with respect to family violence and violence against children. In addition, we have improved the quality and accountability of services to children and families. And we have developed a province-wide system of services to women and children who are in need of leaving abusive relationships. Since 1988, funding in this particular area has increased 150 percent to support a range of shelters, women's resource

centres, crisis lines and second stage programs across Manitoba.

At the same time, we fully acknowledge the tremendous efforts that have been made by individual citizens, volunteer and community groups in finding better, more supportive solutions for children and their families.

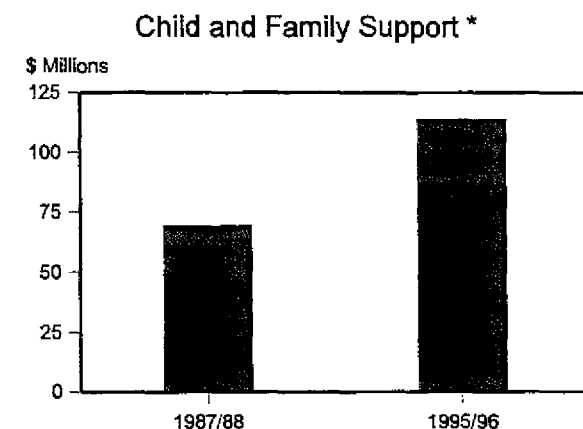
In concert with community, the Filmon government will maintain its ongoing commitment to finding and implementing more effective ways to successfully keep families together, rather than intervene by taking children into direct, formal care.

**The Filmon approach is guided by the following principles:**

- **Where possible, the family should be preserved and the parents should receive support and encouragement to exercise their responsibilities for their children.**
- **The safety and care of children is of paramount concern. In situations where the family is unable to provide such care, the children should be placed in a safe, supportive environment.**
- **Future public investments should meet the test of how effective they are at supporting rather than replacing the care of family, friends and community.**
- **Expanded services to families and children facing these issues should be accessible, flexible and responsive to their individual needs.**
- **These services should always be accountable, not only to the families and children receiving these supports, but to the community and taxpayers.**

Since the Filmon government entered office, expenditures in child and family support services have increased by 50 percent to more than \$114 million annually.

We have undertaken a number of innovative approaches to help families stay together. This represents a strategic shift toward finding solutions rather than simply taking children into care.



Source: Manitoba Budgets

\*Includes Support to Child & Family Service Agencies, Seven Oaks Centre, Family Conciliation & Family Dispute Services

Initiatives focused on family support, preservation and responsibility, include more flexible funding to social service agencies and putting \$2.5 million into the Family Support Innovation Fund.

We have also introduced a new adoption strategy to expand efforts at finding permanent homes for children, who are older than one year and in the permanent care of child and family services. This strategy brings together government, child and family service agencies and the adoption community to reach out to prospective adoptive families to more quickly facilitate adoptions.

The Filmon government has taken positive steps toward improving both the quality and accountability of the child and family services system by creating such initiatives as:

- Implementing a province-wide automated service information system to enable the system to track children;
- Establishing the Office of the Children's Advocate;
- Instituting a quality assurance program;

- Working with First Nations and participating on a Task Force of First Nations Child and Family Services dedicated to improving services; and
- Supporting front-line workers by investing in competency-based training, and implementing a High Risk Estimation assessment tool, which was developed in Manitoba to better assess high risk children and families.

The Children and Youth Secretariat is a cross-government body focused on coordinating policies, programs and services to children and families.

## NEXT STEPS

### Restructuring Family Services

The Filmon government will continue to restructure services in ways that better meet the needs of children, families, neighbourhoods and communities.

We will undertake a fundamental, community-based renewal of our child and family services system, including a comprehensive review of the Child and Family Services Act. Professional service providers, families and communities will be asked to help develop a more effective framework to better serve children and families in crisis.

We will also invest in new approaches to keeping families together. The Family Support Innovation Fund will continue to pilot new service approaches to returning children who are in care to their families, as well as working with high-risk families. A new and innovative family support program, which is part of the Winnipeg Development Agreement, will test community-based prevention and early intervention services.

We will implement a community-based approach in coordinating and re-focusing services to adolescent parents. The Community-Based Adolescent Parent Strategy will focus on creating community supports around teen pregnancy prevention, early intervention, strengthening parenting skills and high school completion for young parents.

We will re-organize the service delivery system to make it more accessible, relevant and accountable to families, neighbourhoods and the community.

The Filmon government will work together with the community to provide more opportunities for community-based organizations to deliver family services. This will include having agencies and community organizations provide services on a competitive basis. Contracts will be tied to performance and the achievement of positive results.

We will also launch a community coordination strategy, which is an adjunct of the cross-government coordination of services managed by the Children and Youth Secretariat. Community groups, service providers and other funders will be asked to work together to develop a community-based inventory of services and resources, as well as a service plan designed to more effectively put those resources to use in meeting the needs of children and families. The Filmon government is committed to helping the most vulnerable Manitobans to live as independently as possible in their communities.

We will continue to build on our successful Making Welfare Work initiatives. We believe the best form of security is a job. Through innovative pilot projects we will continue to find more effective ways to develop employment and work experience for Manitobans on social assistance, helping them with transition from dependency to economic independence.

**SHARE THE FILMON VISION**

## ***Building Healthy Communities***

**The Filmon government has worked hard to establish the foundation on which Manitoba can build a solid and prosperous future. Our goal is to make Manitoba the best place anywhere in which to live, to work, to invest and to raise a family.**

With our fiscal house in order, the leadership that has been responsible for the remarkable turnaround in Manitoba's economic environment will be focused on integrating the social and economic agendas to make sustainable improvements in our living standards.

**We must look at economic issues in a social context and social issues in an economic context. The policies that shape our society and the places in which we live and work are fundamental to economic success. Clearly, the debate about deficits, taxes and economic growth is incomplete unless we also talk about health, well-being, families and children.**

**The Filmon policy agenda sees family needs -- particularly childrens' needs -- as the cornerstone of a social policy that seeks to build an innovative, productive and prosperous society.**

**Manitobans want and deserve to live in healthy, empowered, economically and socially viable communities where all of our strengths and capacities are held in high esteem. This is a place where we can feel and know that we are connected in healthy, productive ways to other people in our neighbourhoods and communities.**

JL197.P67M33  
GARY FILMON'S PLAN MANIT

DOCS

M8C-02-00323627-0

## DATE DUE

[illegible]

BRODART, CO

Cat. No. 23-221-003