Standing Up For Albertans!
Five Priorities

WILDROSE
Standing Up For Low Taxes, Balanced Budgets and a Savings Plan

Standing Up For Patient-Centred Health Care and Seniors Care

Standing Up For World-Class Education

Standing Up For Democracy and Accountability in Alberta

Standing Up For Rural Alberta
Standing Up For Low Taxes, Balanced Budgets and a Savings Plan
Standing Up For Low Taxes, Balanced Budgets and a Savings Plan

In the 1990s, we took pride in the Alberta Advantage. We had a government that respected taxpayers, balanced budgets regardless of oil prices, lowered taxes and regulations to grow our economy, and stayed out of the marketplace. The model worked and other provinces emulated it.

Wildrose still believes these fundamentals are the key to Alberta’s prosperity.

Sadly, the Alberta Advantage has disappeared. Jim Prentice’s budget, which called for record debt and the biggest tax hike Alberta has ever seen, is the sad conclusion to a ten-year fiscal slide caused by bloated government and cronyism.

Only Wildrose can cut the waste and favouritism in government while protecting the front lines.

Only Wildrose can reverse Prentice’s tax hikes and still get our budget truly balanced.

Only Wildrose can bring back the Alberta Advantage and secure our prosperity for decades to come.
No Tax Increases and Returning to Balanced Budgets

Long-Term Savings Strategy

Cutting PC Waste and Cronyism

- Balance the budget by 2017 without raising taxes or cutting front line services
- Include all capital spending in a transparent budget surplus figure - the PC government left out over $4 billion this year
- Invest 50% of budget surpluses into the neglected Heritage Fund and leave interest to compound, growing it to $200 billion in 20 years
- Invest 10% of budget surpluses in 10/10 MSI, and 15% in other regional infrastructure projects like LRT
- Prohibit all government grants and loan guarantees to corporations
- Eliminate sole-source contracts and guarantee an open tendering and bidding process on all major government procurement and contracts
- Reduce managerial ranks across government and streamline decision-making
- End wasteful "March Madness" spending sprees
- Create an Independent Budget Office to provide independent analysis of budget projections, economic forecasts, and cost estimates
- Invest 25% of budget surpluses in the Contingency Account until it reaches $5 billion, and then into a Debt Repayment Account
- Cap severance agreements for all publicly funded executives
- Reduce government travel and advertising by 50%
- End politicized infrastructure spending by mandating public disclosure of the government’s priority list and the rationale for all infrastructure projects and maintenance
- Protect existing pension benefits for all public sector workers and pensioners

Did you know?
The PC budget has 59 tax and fee increases that will hit Alberta families hard
Restoring the Alberta Advantage

• Take full responsibility for provincial immigration (as Quebec has done) to ensure Alberta can attract the skilled work force needed for our economy
• Work with industry, post-secondary institutions, and self-governing organizations to safely expedite the recognition of foreign credentials
• Reverse Prentice’s tax hikes and commit to no new taxes
• Aggressively negotiate a fairer equalization program in order to keep more of the billions in Albertans’ tax dollars that are now funding the priorities of other provinces
• Reverse Prentice’s tax credit cut on charitable donations
• Promote partnerships with our First Nations and Metis peoples in the development of our provincial natural resources and overall economy
• Measure the red tape and regulatory burdens faced by Alberta entrepreneurs, set a target for reductions, and report the results
• Implement broad-based tax incentives to stimulate research, investment, and economic activity across all sectors without government interference

Creating Jobs, Growth, and Prosperity
## Wildrose Low Tax Savings Plan

(Millions of dollars)

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<tr>
<td><strong>Show Leadership at the top:</strong></td>
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<td>Reduce number of Ministers and size of Premier’s Office</td>
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<td>Roll back Cabinet and MLA pay raises &amp; reduce expenses</td>
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<td>Limit public sector executive pay</td>
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<td>Limit severance pay</td>
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<td>Reduce GOA managers by 33% over 3 years</td>
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<td>Reinstate the 3-year salary freeze on remaining managers in GoA</td>
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<tr>
<td><strong>For savings of:</strong></td>
<td>134</td>
<td>221</td>
<td>308</td>
<td>308</td>
<td>308</td>
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<tr>
<td><strong>Carefully review spending for savings that protect front line services:</strong></td>
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<tr>
<td>End sole-source contract cronyism (10% savings)</td>
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<td>Eliminate corporate grants subsidies</td>
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<td>Zero-based budgeting</td>
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<td>Auditor General value for money audits</td>
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<td>Establish a wastebuster program</td>
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<td><strong>For savings of:</strong></td>
<td>845</td>
<td>1100</td>
<td>1355</td>
<td>1405</td>
<td>1455</td>
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<td><strong>50% less of:</strong></td>
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<tr>
<td>AHS managers</td>
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<tr>
<td>AHS consultants</td>
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<tr>
<td>GoA travel</td>
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<td>GoA advertising</td>
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<tr>
<td>Conference budgets</td>
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<td>GoA communications staff</td>
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<tr>
<td>New laptop and computer purchases</td>
<td></td>
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<td><strong>For savings of:</strong></td>
<td>197</td>
<td>247</td>
<td>297</td>
<td>297</td>
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<tr>
<td><strong>Lower Capital Debt Servicing Costs (debt $13b lower) for savings of:</strong></td>
<td></td>
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<tr>
<td>Added Expense: Covering cancelled School Fees</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
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<tr>
<td><strong>Net operational savings:</strong></td>
<td>1133</td>
<td>1621</td>
<td>2236</td>
<td>2455</td>
<td>2524</td>
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<tr>
<td><strong>Stretch 5 year capital plan to 6</strong></td>
<td>1071</td>
<td>739</td>
<td>1296</td>
<td>937</td>
<td>872</td>
</tr>
<tr>
<td><strong>Total Wildrose Savings:</strong></td>
<td><strong>2204</strong></td>
<td><strong>2360</strong></td>
<td><strong>3532</strong></td>
<td><strong>3392</strong></td>
<td><strong>3396</strong></td>
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Alberta can have low taxes, good services and a balanced budget.

Alberta spends $2000 more (8%) per capita than BC.
## Wildrose 5-year Fiscal Plan
(Millions of dollars)

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<tr>
<td>Government Revenue projection</td>
<td>43,397</td>
<td>45,828</td>
<td>49,827</td>
<td>53,964</td>
<td>58,777</td>
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<td>PC Plan Expenses</td>
<td>48,388</td>
<td>48,875</td>
<td>49,118</td>
<td>50,684</td>
<td>51,919</td>
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<td>PC claimed Surplus/Deficit</td>
<td>-4,991</td>
<td>-3,047</td>
<td>709</td>
<td>3,280</td>
<td>6,858</td>
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<tr>
<td>Less PC tax and fee hikes</td>
<td>1,482</td>
<td>2,156</td>
<td>2,437</td>
<td>2,663</td>
<td>2,684</td>
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<tr>
<td>Add WR Operational Savings</td>
<td>1,133</td>
<td>1,621</td>
<td>2,236</td>
<td>2,455</td>
<td>2,524</td>
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<tr>
<td><strong>Wildrose Balance</strong> (under government accounting)</td>
<td>-5,340</td>
<td>-3,582</td>
<td>508</td>
<td>3,072</td>
<td>6,698</td>
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<tr>
<td>PC Capital Plan</td>
<td>6,431</td>
<td>6,235</td>
<td>5,979</td>
<td>5,624</td>
<td>5,233</td>
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<td>Wildrose Capital Plan</td>
<td>5,360</td>
<td>5,496</td>
<td>4,683</td>
<td>4,687</td>
<td>4,361</td>
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<tr>
<td><strong>Total Wildrose Savings</strong></td>
<td>2,204</td>
<td>2,360</td>
<td>3,532</td>
<td>3,392</td>
<td>3,396</td>
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<td>PC True Cash Balance*</td>
<td>-6,905</td>
<td>-4,667</td>
<td>-1,047</td>
<td>1,637</td>
<td>5,738</td>
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<td>(including all Capital and other adjustments)</td>
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<tr>
<td>Wildrose True Cash Balance*</td>
<td>-6,183</td>
<td>-4,463</td>
<td>48</td>
<td>2,366</td>
<td>6,450</td>
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* A Cash Balance is superior to other accounting calculations because it more accurately compares the true balance between the spending decisions of the government in a given year to the actual revenues they receive, and also indicates the amount that can actually be allocated elsewhere without debt. In particular, the Capital Investment amount ($4.3b in 2015) should be included in expense, but offset by amortization ($2.2b in 2015) and Inventory Consumption. For revenues, Income Retained by Funds and Agencies is not something the government can spend, and neither is funds for inflation-proofing the Heritage Fund, and are therefore not Cash Revenues.

### $3.5 Billion in spending reductions in 2017-18

### $13 Billion in debt savings
### Wildrose 5-year Fiscal Plan
(Millions of dollars)

#### Wildrose Surplus Allocation Strategy

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<td>10/10 and Regional Infrastructure Fund (25%)</td>
<td>12</td>
<td></td>
<td>592</td>
<td></td>
<td>1,613</td>
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<tr>
<td>Contingency / Debt retirement deposit (25%)</td>
<td>12</td>
<td>592</td>
<td></td>
<td></td>
<td>1,613</td>
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<tr>
<td>HSTF deposit (50%)</td>
<td>24</td>
<td>1,183</td>
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<td>3,225</td>
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#### HSTF Estimated Balance

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<tbody>
<tr>
<td>PC Plan</td>
<td>15,257</td>
<td>15,501</td>
<td>15,780</td>
<td>16,095</td>
<td>17,146</td>
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<td>Wildrose Plan</td>
<td>15,257</td>
<td>15,501</td>
<td>15,804</td>
<td>17,935</td>
<td>22,236</td>
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#### Capital Debt Comparison

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<td>PC Plan</td>
<td>5,795</td>
<td>5,685</td>
<td>5,440</td>
<td>3,017</td>
<td>338</td>
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<tr>
<td>Wildrose Plan</td>
<td>2,600</td>
<td>2,546</td>
<td>0</td>
<td>0</td>
<td>0</td>
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End all corporate welfare subsidies

Reduce AHS managers and consultants
Standing Up For Patient-Centred Health Care and Seniors Care
Standing Up For Patient-Centred Health Care and Seniors Care

Albertans have been paying more and more for health care, but are not getting better results. Our system ranks near the bottom in Canada when it comes to wait times for most critical health care treatments and procedures. Simply put, we have a broken, bureaucratic, inefficient, and wasteful health care system.

Alberta’s centralized bureaucracy prevents patient care decisions from being made by the professionals actually treating patients. We know there is a better solution, but the PC government continues to return to the same failed playbook.

Wildrose will sit down with doctors and nurses to make sure that the concrete changes they are asking for really happen. We need a system that cures the patient, rather than focusing on the procedure, provider, and bureaucracy.
• Expand the patient-care based funding model to include community-based out-patient health services, primary care services, and publicly contracted community based surgical service facilities, allowing health care funding to follow the patient to the provider of their choice, and encouraging greater use of non-hospital services.

• Empower patients to take control of their health care experiences by creating a publicly accessible and secure patient health care portal so patients are able to access their own health care records, referrals, appointments, publicly-paid billing fees, and other pertinent information.

• Reduce wait times by finding savings in extravagant Alberta Health Services executive pay, perks, severance and wasteful bureaucracy, and reinvesting the savings directly into funding additional surgeries and other health procedures.

• Reallocation funding for home care, supported housing, assisted living, long-term care facilities, and palliative care hospices to provide patient-friendly choices and needs-based alternatives to hospital care.

• Establish a system to track and report, in real-time, health care system performance measures, surgical and emergency room wait times, bed availability, and other important health care metrics.

• Attach this performance measure tracking system to the Patient Health Care Portal to allow patients personalized and real-time updates on wait times and availability for the services and treatments they personally require.

• Focus on preventative care and strategies to drive down long term health costs and deal with chronic care.

Lower Wait Times

• Implement a ‘Wait Time Guarantee’ that will reduce surgical and specialist wait times by funding needed services for Alberta patients outside the provincial system should timely access to medically necessary procedures be unavailable; the cost up to the Government rate to have that same procedure performed in the public system would go to the health provider.

• Investigate and examine ways to address the more than $1 billion of estimated annual fraud in our health care system.
Mental Health and Addictions Strategy

Empower Local Decision Makers and Front Lines

• Encourage health care professionals to come forward when they see waste or fraud by protecting whistleblowers
• Gradually decentralize the delivery of health care services to the local or facility level

• Reallocate funds for proven community and non-profit organizations that work to prevent, assist and treat those suffering from addiction, abuse and other mental health issues
• Invest in preventative care strategies that reduce overall system costs
• Establish community counselling services in existing health facilities that offer same-day access and service for those seeking mental health and addictions treatment

• Create a single unified electronic health care record allowing and records to flow quickly and without barriers between health care professionals within Alberta and nationally

• Reallocate more dedicated mental health beds to offer an improved level of care and to reduce the unnecessary use of acute care beds
Standing Up For World-Class Education
Wildrose believes every child in Alberta should receive an education that is second to none. This means adequate facilities, support for teachers, the best curriculum, and a system that focuses resources where they matter most: on students.

Wildrose is proud of the educational choice for parents offered by our education system. This diversity is a strength, and we will protect the model that offers families a variety of options.

Growth in our province has created intense pressures to build schools, and bad government planning has led to a massive backlog in school construction. Wildrose will reform the tendering and design process so schools can be built on time, on budget, and based on objective needs, not electioneering.

Alberta’s students are slipping in terms of global achievement. This is a result of unproven strategies and philosophies being imposed on teachers.

Wildrose supports innovation, but we must preserve the fundamentals that have served us so well for so long.

If we get education right, everything gets easier in the long-run. Wildrose believes in schools where there is a place for every student, and where every student can reach their full potential.
Building Schools On Time and On Budget

- Ensure that new school projects, modernizations, and modular classrooms are approved in a transparent and consistent way, and aligned with the priorities determined by school boards, not the Minister.
- Speed up completion of new schools and major projects and save money by improving the tendering and design process so that more builders are eligible.
- Empower local boards to find efficiencies by coordinating with developers and community facilities such as recreation centres and libraries.

Getting Back to Basics In Curriculum and Grading

- Clearly identify the knowledge and skills required for each grade level and entrust teachers to choose the method of instruction for their classrooms.
- Develop a consistent provincial grading standard with traditional letter or percentage grades for Grade 5-12 students and support the practice of teachers who give a grade of zero for incomplete work.
- Improve transparency concerning student results so parents have the information they need to make decisions regarding their child’s education.

Protecting Choice and Equality

- Eliminate mandatory school fees.
- Protect a parent’s right to choose what school their child attends (Public, Catholic, Francophone, Public Charter, Private, or Homeschool) and maintain the current model for school funding.
- Review funding and government supports to help schools be more sustainable in small communities.
- Recognize that meeting the needs of special needs students means improving the supports for their families and teachers.
- Work with all partners to make sure that every child, regardless of gender, disability, race, religion, sexual orientation, appearance or any other characteristic, has a bully-free educational experience.
- Ensure adequate funding follows each special needs student and is used in a way that best meets the individual needs of the child.
- Facilitate students who would benefit from greater inclusion, but ensure adequate supervision and support is provided so the classroom is a healthy learning environment for everyone.
Standing Up For Democracy and Accountability in Alberta
Standing Up For Democracy and Accountability in Alberta

After 44 years of one-party government, Albertans’ faith and trust in their government and the democratic system has been lost.

Frustrated by countless scandals involving the abuse of tax dollars and the entitlement of senior government officials, Albertans are looking for new leadership to clean up the provincial government and restore basic ethics and integrity to the democratic process.

Serving the public is a privilege that should be taken seriously. Wildrose will eliminate lavish entitlements for politicians and other government officials by limiting pay and perks to competitive private sector levels, establishing true transparency and reporting for expenses, and ending cronyism.

But ending entitlements is only part of the equation. We will also improve accountability and restore balance to our democratic institutions by strengthening our legislative watchdogs, increasing reporting and loosening the grip on public information, prohibiting floor-crossing without a byelection, and passing legislation that puts more power in voters’ hands.

Albertans have to be able to trust their leaders. Wildrose will fight for honest government and present a new kind of leadership that works to earn Albertans’ trust every single day.
Ending PC Entitlement

Improving Transparency and Accountability

Strengthening Democracy

• Roll back the 30% Cabinet pay increase and the 8% increase for MLAs that were passed behind closed doors right after recent elections
• End sole-sourced contracting and improve conflict of interest legislation to ensure contracts are awarded appropriately
• Strengthen the independent Offices of the Legislature such as the Auditor General, Ethics Commissioner, Chief Electoral Officer
• Provide easier, fairer, and more affordable public access to Freedom of Information requests by reducing the grounds on which the government can withhold information and ensuring the Information and Privacy Commissioner has the tools she needs
• Get big money out of politics by phasing out large corporate and union donations
• Restore representative democracy by mandating all final votes in the Legislature be free and reported to the public
• Pass legislation banning MLAs elected under one party from crossing to another without a byelection
• Improve democracy in the Legislature by implementing reforms to the legislative process like opposition days and having all-party committees review and amend legislation
• Mandate that all travel expenses of elected officials and senior staff be fully and publicly disclosed in a detailed online report
• Pass legislation to limit severance packages for all political staff and senior government and agency officials and make all severance agreements transparent
• Strengthen whistleblower legislation to protect all direct and indirect government employees or contractors who report unethical, wasteful, or other wrongful behavior
• Implement full disclosure of all financial expenditures of public funds by all ministries and arms-length boards and agencies
• Guarantee an open tendering and bidding process on all major government sanctioned and approved procurement and contracts to eliminate sole-source contract cronyism
• Legislate true fixed dates for provincial elections, the opening of legislative sessions, and the presentation of the budget and quarterly updates
• Use more teleconferencing to reduce executive travel by 50%
Standing Up For Rural Alberta
Outside Alberta’s cities are an abundance of natural resources upon which our entire economy relies. While the cities may now contain more people, it is still the case that rural Alberta provides the lifeblood of our province’s economy and character. When it comes to fairly allocating resources and determining priorities, too often our government loses sight of this or ignores the unique challenges our rural communities face.

Recent land use and energy bills pushed through by the PC government have been an affront to rural property owners and municipalities, and to the rule of law in general. Bills like 2, 19, 24, 36, and 50 gave the PC Cabinet unprecedented powers to rule by decree, usurping not just property rights, but the role of the courts, municipal autonomy, and the ability of those directly affected to protect their economic rights.

Bill 24, for example, blatantly confiscated all pore space from landowners so government could implement its carbon storage scheme without dissent. The Land Stewardship Act (Bill 36) is now being used to centrally plan all activities and development across the province. It gives Cabinet the power to make binding decisions over people, businesses, and municipalities without established criteria, without legislative oversight, and without recourse to the courts.

Wildrose understands the unique challenges faced by our rural communities. Whether it is our Municipal Infrastructure, Agriculture, or Property Rights policies, we recognize that the long-term health of Alberta depends on ensuring our rural industries and communities have the support they deserve.
• Improve rural ambulance response times by decentralizing service delivery, and using non-emergency vehicles for transferring patients

• Implement the Wildrose 10/10 MSI plan so rural municipalities are immune from the threats, promises, politics, and unpredictability of provincial politicians

• Within the Wildrose 10/10 MSI plan, commit to doubling water and waste water funding for the next 5 years

• Assemble and publish an online “Alberta Infrastructure Priority List” outlining the rationale and ranking of all capital projects across the province to ensure no parts of Alberta are being ignored for political reasons

• Pass a motion to entrench the property rights of Albertans in the Canadian Constitution, guaranteeing all Albertans recourse to the courts against the government

• Repeal Bill 24, the Carbon Capture and Storage Act

• Amend Bill 36, the Land Stewardship Act, to protect individual property rights, provide checks on Cabinet’s central planning, and include more decision-making power for local authorities

• Provide more fairness and clarity to farmers and ranchers regarding their access to and use of land, water, and other private property

• Amend the Alberta Energy Regulator’s legislation (Bill 2) to ensure Albertans’ rights to notification, hearing, and independent appeal are respected

• Ensure that all road maintenance is done according to objective prioritization and that contractors are meeting all performance measures

• Ensure that viability evaluations for hospitals and schools take into consideration the role of these institutions in rural communities

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