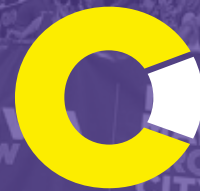


# REAL PROGRESS NOW



**OLIVIA**  
**CHOW**





# A LETTER FROM OLIVIA CHOW

## WHY I WANT TO BE YOUR MAYOR

Dear friend,

I have always been and always will be a committed progressive. For me, that means making a difference in people's lives — especially those most in need. In my city, every person counts — no matter their income, background or the neighbourhood they call home. No-one should be left behind.

That's why I am running to be mayor first and foremost for a group of people who don't pay taxes, who don't have a vote, and whose voices rarely reach those in power: children.

Working to better the lives of children and their families gets me up in the morning. It keeps me going all day. It has been so for my entire career. I want to ensure that everyone can contribute their full potential, which they can't if they go to school hungry. Which too many do in a city with 29% child poverty.

I know what it's like when a family feels helpless and when children are unjustly held back by limited opportunities. I came to Canada with my family from Hong Kong when I was thirteen. My parents struggled to make ends meet as we struggled to start anew. Our journey was not easy, but I also knew many families who faced much greater challenges.

That's why the core of my campaign is to put children and families at the heart of our city. We have an opportunity to say no to four more

years of the Ford-Tory approach and yes to a change in direction.

So we can help build and empower communities.

So we can ensure no child is left behind.

And so we can work for real equality of opportunity, of outcomes and of neighbourhoods.

I worked hard to fit in at school just like kids all over our city do today. When I was a kid, I thought fitting in depended on two things: learning how to skate and getting rid of my accent. I succeeded with skating but not with my accent. That used to bother me, but not anymore. We are a city of many accents. It's one of the things I love about living here.

Our diversity provides us with unique opportunities. I'd like to build on that diversity, as your mayor, respecting and embracing every community and neighbourhood.

Throughout my career, I've worked with many of you to do just that. After six municipalities came together to create today's Toronto, some politicians tried to start a race to the bottom — pushing for the least amount of service for the fewest people. I worked to ensure we raised ourselves up instead. For example, the old city of Toronto helped low-income seniors and children get dental care, but not

East York, Etobicoke, North York, Scarborough or York. With councillors from all political stripes, I worked hard to expand the dental program to include everyone. I'm proud this program still helps people across Toronto today.

We also started after-school recreation programs for kids. These programs help working parents who can't get home early from work. They also help keep kids out of trouble, so they can grow up strong and safe. It's something I'd like to expand. It's worth investing in.

We made 911 services available in 140 languages. And we fought — and are still fighting — for the unique needs of big cities like ours to be respected by the federal and provincial governments. I fought for this recognition as Member of Parliament and will fight for it as mayor. Here's why:

We only get to keep 8% of the taxes our city generates. The remaining 92% goes to Ottawa and Queen's Park, leaving us struggling to build transit, to keep social housing in good repair and to support the infrastructure our growing city needs to remain safe, vibrant and prosperous.

I know it doesn't have to be that way. I know what we have to do at city hall to make those key investments and to make progress one step at a time. This is what my campaign is about: To get council and our city focused on what should always be our key priority — children.

I met a woman and new Canadian at the bus stop this past winter named Maria. A full bus had passed by and

she was worried about getting to work, getting her paycheque and keeping her job. She was worried about earning enough money for her daughter's baby sitter. She was worried about having time to get groceries for her family's dinner. She was worried about the prospects of her son, George, in trying to find a job. As she told me about her concerns, another full bus drove by, leaving her standing.

When I entered this campaign, I asked myself: What can we do now, for a better future for tomorrow? What are the first steps we can take to get there? What is doable and what is pragmatic? Where can we get support on council to make progress for Maria and her family — and for all the families at the heart of our city?

I am a progressive — the only progressive candidate in this race. And I am also a pragmatist. I like to get things done, with realistic, achievable goals. So I have focused on some key priorities:

- I will move the most number of people, the soonest with better public transit right across the city. That's how we will make every neighbourhood count, and I am proud The Toronto Star says my transit policy is the best.
- I will help families with after-school programs for kids, getting nutritious meals into more schools and affordable housing.
- I will create jobs with concrete plans for youth employment, small business support and promotion of Toronto as a global city.

**These priorities and all the planks in my platform will help create a better future for our children.**

**And that's why I am running for Mayor: to get it done. to get results; and to move forward. That is what I love about public office — the opportunity to turn hopes into reality — To give a voice to the voiceless.**

**That is what my platform and my campaign are all about. Children are worth every effort. Every investment we make in them will pay dividends for our entire community.**

**Everything in this platform is realistic, pragmatic and doable. Everything in here will take us forward as a city and provide a major leap for those who need it the most.**

**When today's children are grown, the measure of our success will not be how little we spent but how much we achieved, how much progress we made and how well we have invested for their future. We owe it to Maria's children. We owe it to your children and grandchildren. We owe it to ourselves.**

**All my very best,**

**Olivia Chow**

A handwritten signature in white ink that reads "Olivia Chow". The signature is fluid and cursive, with the first name "Olivia" being more prominent than the last name "Chow".

# TABLE OF CONTENTS

MOVING PEOPLE NOW	7
ACHIEVING EQUALITY	15
BETTER CHILD CARE	21
JOBS AND GROWTH	25
OPEN GOVERNMENT	31
OTHER KEY PRIORITIES	35
CONCLUSION	43





# **REAL PROGRESS ON MOVING PEOPLE NOW**

**If there is any issue the citizens of this city can agree on without reserve; it is that it is time to stop playing politics with transit. It is time to commit to a smart, comprehensive, expert plan. It is time to get the job done.**

**We know what the Ford-Tory agenda means for transit: nothing now, saying no to ready-to-go LRTs and faraway, multi-billion-dollar projects they say you'll never have to actually pay for.**

**We can't afford four more years of this thinking, because it doesn't get people moving now.**

**I support a new and better approach: telling the truth; planning for the whole city; doing everything we can to improve service right now; and building a smart mix of transit services. That's how we will finally get the transit system our city deserves, get people moving now and make sure every neighbourhood counts.**



JANE AND  
WILSON

YONGE  
AND STEELES

ISLINGTON  
AND ELMHURST

EGLINTON  
AND PHARMACY

SCARBOROUGH  
TOWN CENTRE



# REAL PROGRESS ON MOVING PEOPLE NOW

I will get people moving now by investing in buses. I will get more people moving faster with 3 shovel-ready above-ground rail lines. And I will invest for tomorrow with a new subway relief line.

## AS MAYOR, I WILL:

### **Introduce better bus service, right now.**

My plan to get people moving starts right now. I will immediately invest to boost bus service citywide, because it's the fastest way to move the most people. Sixty per cent of all TTC rides include a bus and all those people count.

### **Build above-ground train service.**

People in Scarborough have waited for too long and shouldn't wait any longer. I will keep the current, ready-to-go plan for the above-ground LRT, which is longer and has three more stops than underground rail. Construction can start next year and will be finished four years faster — and save the city a billion dollars. I will also say yes to funded, ready-to-go LRTs along Sheppard East and Finch so these neighbourhoods also get moving faster.

### **TTC #1 priority: subway relief line.**

It is time to get politics, political slogans and stop-and-start shambles out of transit development. The TTC's top priority is a subway relief line, and I will get going on one right away, starting with the engineering

studies. Mr. Tory's priorities may change, and he may think he knows better than experts, but we need politics out of transit planning so we can invest and act on the TTC's priorities.

## ZERO PEDESTRIAN FATALITIES

I will make our city safer through a Target Zero pedestrian safety plan that seeks to end pedestrian fatalities in our city. We need to take action. Last year, 40 pedestrians were killed — a 10-year high — with more than half being senior citizens. We have to make our streets safer for people who are walking.

## AS MAYOR, I WILL:

### **Implement community-led speed limit reductions.**

I will empower local neighbourhoods to request a speed limit reduction of 10km/h on side streets. This is similar to a program started in New York in 2011.

### **Make our 100 most dangerous intersections safer.**

Our city has already identified the 100 most dangerous intersections for pedestrians. I will work with local councillors to revamp these intersections with a goal of completing them in four years. New York is making many of its intersections safer at a rate of about 50 intersections per year. Work includes common-sense fixes such as better lighting, longer signal times for crossing, pedestrian safety islands on wide,



mostly suburban boulevards and incorporating curb extensions into construction as many cities do.

**Pursue open streets initiatives.**

Around the world, these projects — which create lively spaces, usually on Sundays — have been shown to help businesses prosper and create people-friendly neighbourhood places. I will work with neighbourhoods, business improvement associations and staff to help more families enjoy our short summer months outside while supporting local businesses.

**ENDING GRIDLOCK ON OUR ROADS**

Our city needs some practical ideas to improve traffic flow. These include cracking down on unnecessary lane closures, improving technology, stepping up enforcement and changing

the rules for companies that cut into our roads.

**AS MAYOR, I WILL:**

**Beef up enforcement of existing anti-gridlock rules.**

Ask any driver what they think of idling cars on gridlocked streets during rush hour, or vehicles blocking intersections as they rush to make it through a light. Our city already has rules to prevent such traffic nightmares and I will ensure they are enforced. We will crack down on bad drivers who make rush hours even worse. One stopped vehicle can reduce traffic capacity on a block by 50%.

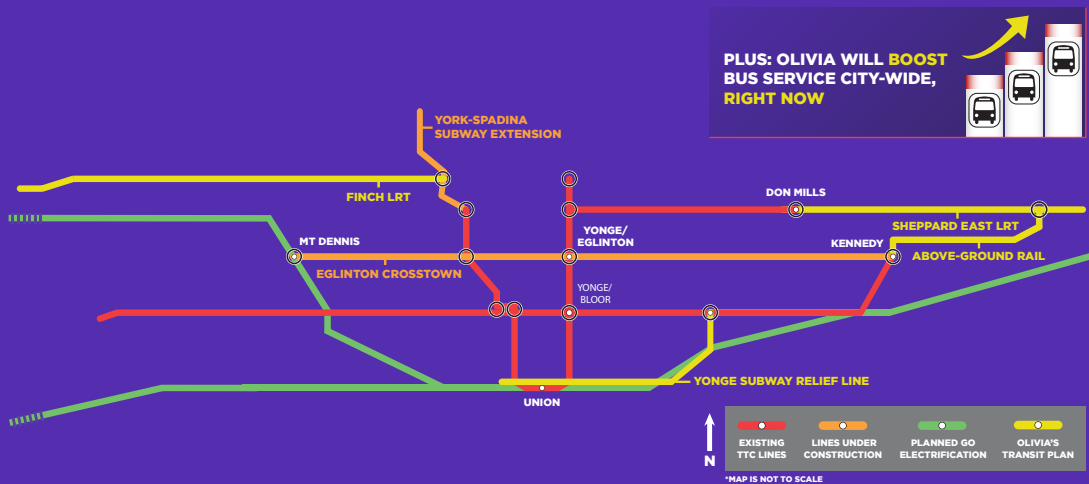
**Reduce unnecessary lane closures caused by building construction.**

Currently, about 85 developments involve lane closures. In Toronto it costs a developer about \$3,500 a





# OLIVIA CHOW'S TRANSIT PLAN



## THE KEY ELEMENTS OF A REAL PUBLIC TRANSIT PLAN

- The subway system is filled out with a relief line, to reduce the crushing congestion at choke-points like the St. George and Bloor/Yonge stations.
- Above-ground lines go where they make the best sense — they can be built quickly; economically; with more stops; with less construction disruption.
- Bus service is improved immediately, so that gridlock is addressed now, not ten years from now like the plans offered by the conservative candidates.
- GO lines are electrified and integrated into the system.
- Signalling is improved to permit more traffic.
- Fare integration allows riders to navigate the system with one payment.

month to shut one lane. In Chicago, it costs about that for one day and after a lane has been closed for 18 months, Chicago charges 300 times more than we do for the permit. I will use financial incentives to limit closures to those absolutely necessary. I will also follow New York's example to create strict embargoes on lane closures on routes commuters are using to avoid other closed lanes.

**Fight potholes by improving road cut policies.**

Last year, 56,000 permits were given to companies like Rogers to authorize road cuts. Often, these highly profitable corporations badly patch their cuts which can result in potholes. City staff say they have no reliable way to monitor whether road cuts are patched properly. I will make Public Works and Infrastructure committee chair Denzil Minnan Wong's road repair review a priority. It includes financial penalties to impel companies like Rogers do better. Any resulting revenue will be reinvested to address the city's pothole crisis.

**Fine city contractors who block roads with no work.**

We've all seen it — parts of a road closed off for work with no work occurring, for days, weeks, or even months. This is unacceptable. I will put strict penalty clauses into agreements with contractors to provide financial incentives to minimize lane and road closures.

**Expand proven smart traffic light technology that cuts congestion.**

Our city is investing in traffic signal control. Smart traffic lights are coming to the most congested inter-

sections in our city. I will identify the next 10 priority intersections to speed up expansion and help with medium-term planning.

**Better inform neighborhoods and businesses about road closures.**

At the moment, communities are sometimes given as little as four days notice of upcoming closures. That needs to improve. I will ensure fair notice and require updates on why work is needed and when it will end.

**Bring a traffic liaison into the mayor's office.**

Our city has more building construction than any in North America. Over the

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**“I support a new and better approach: telling the truth; planning for the whole city; doing everything we can to improve service right now; and building a smart mix of transit services. That's how we will finally get the transit system our city deserves.”**

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next decade, road and pipe work will double as we catch up on an infrastructure backlog. Along with traffic volume, these two factors are the prime causes of gridlock. The traffic liaison will coordinate and plan with stakeholders to improve traffic flow.

### **BETTER, SAFER CYCLING**

More and more people are choosing to bike as part of a healthy, active, greener way to get around. We need to make it easier and safer to cycle. Chicago is a very bike-friendly city with a similar climate to ours. We can make our streets safer for cyclists, less stressful for drivers and better for our environment.

### **AS MAYOR, I WILL:**

#### **Build 200km of separated and designated bike lanes and boulevards.**

I will fast-track separated bike lane projects. Separated lanes are safer for cyclists and less stressful for drivers. Over four years I'll build 200 kilometres of separated and designated bike lanes and boulevards — delivering the cycling grid our city has been aiming towards for some time. This investment will triple our city's on-street cycling network.

#### **Improve maintenance of bike lanes.**

Unsafe road conditions, like potholes and ice, are very dangerous for cyclists. I will improve maintenance of bike lanes, including repairing potholes and winter snow removal, to serve growing numbers of year-round cyclists.

#### **Build more secure bike parking.**

By building more secure bike parking, around the city and at transit stations, we can make it easier for cycling commuters.

#### **Install side-guards on city-owned trucks.**

As I did as Member of Parliament, I will continue to press Transport Canada to mandate side-guards on trucks to prevent cyclists being sucked into wheel wells. As a first step we will install side-guards on all city trucks.





## **A VIBRANT, ATTRACTIVE AND GROWING WATERFRONT**

Our city's waterfront is improving and giving people more things to do. For many families, visiting the waterfront is an accessible and enjoyable day away from home. It's also home to an airport that's been controversial for air quality, noise and traffic reasons. Recent proposals would bring jets to that airport. I have the courage to say no to bad choices for our waterfront.

### **AS MAYOR, I WILL:**

**Say no to jets or an expansion of Billy Bishop Airport.**

We should leave the Toronto Island Airport as it is. Taxpayers shouldn't spend \$300 million on expanding a runway at the island airport to allow jets. There are many more important priorities.

**Support Waterfront Toronto's plans for a vibrant and beautiful waterfront.**

What was once industrial land is becoming a green, vibrant, dynamic part of our city. I support Waterfront Toronto's plans for mixed-housing, green space, event space, education and recreation along our Lake. This includes protection of parkland around and through the islands.

## **STUDENTS AND TRANSIT**

Our city is home to world-class post-secondary institutions. Our universities and colleges are home to more than 300,000 students. Many of them take transit and the TTC offers discounted Metropass rates.

I will make it easier for post-secondary students to get Metropasses and IDs and get on with their main focus — school.

### **AS MAYOR, I WILL:**

**Give campuses the ability to make TTC post-secondary IDs and sell all post-secondary media fare.**

Right now, if students miss the couple of days that IDs are made on campus, they have to line up for hours with hundreds of other students at Sherbourne Station to get an ID. Our students need better access to the TTC. I'll work with the TTC to ensure students can purchase TTC passes and get access to post-secondary student ID cards right on campus.

# REAL PROGRESS ON EQUALITY

**It's time for a mayor who really stands up for the little guy. All around the world societies are becoming increasingly unequal. A lucky few did very well in the past ten years, but most people haven't had a real raise in a generation. We need a mayor who understands this. But what can we do about it? We can make progress by setting better priorities on things we can directly control — such as transit for poorer neighbourhoods and making healthy, diverse, mixed-neighbourhoods a priority. And we can fight inequality of opportunity by taking better care of our children. The Ford-Tory approach won't do these things. I have, and I will do more.**





# REAL PROGRESS ON EQUALITY

## A FAIRER TAX SYSTEM

Most of the tax money contributed by the citizens of our city goes to other levels of government. Ninety-two cents out of every tax dollar contributed by the people of this city goes to our provincial and federal governments. Our city depends heavily on property taxes to balance our budget.

In the short term I believe our taxes should be made fairer and more progressive — wealthier citizens can afford to contribute more than people living on modest incomes. The proceeds can help get healthier food to more children who need it, expand bus service to service low-income areas and get going on the engineering work for the TTC's top priority — a subway relief line.

### AS MAYOR, I WILL:

**Make the land transfer tax fairer by adding one percentage point on homes sold for more than \$2 million**

Toronto currently charges 0.5% for sales up to \$55,000; 1% for value between \$55,000 and \$400,000; and 2% for sales over \$400,000. My proposal will add a new 3% tier for sales over \$2 million.

## AFFORDABLE HOUSING

In my teenage years we had one income from my mother's work in the laundry. We struggled for money and I grew up in rental housing. During these years I learned then how vital it is to make sure all of our fellow citizens have access to

housing they can afford. About half the people in our city rent and we need to be innovative in making these neighbourhoods more vibrant and safe.

We've also seen a building boom lately. I want to keep this amazing energy going and work in partnership with developers to build new affordable units to address our affordability crisis. I'll work to help create more, and better, affordable housing including 15,000 new affordable rental units over four years. I'll introduce policies designed to expand our existing stock of affordable homes and introduce a pilot project to decentralize management of some TCHC buildings.

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**“In my teenage years we had one income from my mother's work in the laundry. We struggled for money and I grew up in rental housing. During these years I learned then how vital it is to make sure all of our fellow citizens have access to housing they can afford.”**

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These are first steps towards the important ultimate goal of eliminating homelessness in our city in ten years.

**AS MAYOR, I WILL:**

**Get 15,000 new affordable housing units built in four years.**

I will expand mixed-income neighbourhoods by introducing a mandate of 20% affordable units in new residential buildings. Targets like this are in widespread use across North America, including Montreal, New York and San Francisco. Over four years this will create 15,000 new, affordable rental units.

**Use development charge deferrals to help developers pay for the inclusion of affordable housing into all new development.**

To help finance construction of new affordable housing, I will defer development charges for these units for ten years. This deferral would be renewed if the units remain affordable.

**Renew our 1,200 existing private rental housing towers with new zoning, with an eye to encouraging lively street-level commerce and public spaces.**

Improvements can include infill housing, farmers' markets, community gardening, child care, improved energy efficiency and more welcoming public spaces. Private rental towers are where the greatest improvements can happen in the next four years. As a first step I will fast-track changes to residential apartment zoning to remove restrictive rules that prohibit businesses and community spaces operating around towers.

I will also review zoning rules to allow better-built, better-looking density in these neighbourhoods. Allowing more intensification of existing rental apartment sites, where appropriate, is key to helping landlords improve them without large rent increases.



### **Speed up regulatory approvals.**

I will work to speed up the city's regulatory approval process, so that affordable housing proposals get the green light and shovels get into the ground faster. My goal will be to approve projects within 12 months; down from the current three to four years.

### **Improve governance in public housing by establishing a pilot project to allow a more decentralized, tenant- and community-driven approach.**

The pilot project will focus on specialized seniors' housing, which I propose be managed by a stakeholder-governed seniors' community public housing corporation. If this pilot proves successful I would look at empowering residents and communities elsewhere in the public housing system.

### **Abolish the Ontario Municipal Board.**

I support abolishing the Ontario Municipal Board (OMB). Our city is undergoing unprecedented growth in neighbourhoods city-wide. An official plan guides how the city grows and the city should have more control. I will petition the Provincial government to do away with the OMB to protect local democracy.

### **STANDING UP FOR TENANTS**

We make sure that our restaurants and beauty salons are inspected regularly. We need to make an equal commitment to the rental housing stock in this city. City enforcement records show that over half of orders to fix problems — leaky pipes, broken appliances, cockroach infestations, and more — take two years or more





to resolve. Follow-up enforcement of these long-standing problems is almost non-existent.

### **AS MAYOR I WILL:**

#### **Improve tenant housing conditions through increased enforcement.**

Right now tenants in some buildings are waiting for months, and in many cases, years, for their landlord to fix problems in their apartment. And those are just the ones that get enforcement. I will create response time standards and ensure that follow-up inspections and enforcement happen including taking repeat offenders to court in order to make sure the problems get fixed. The point is to ensure, through effective enforcement, that tenants have safe, healthy homes in which to live.

#### **Increase fines and penalties for landlords who don't comply.**

Most landlords in our city are responsible. They know that looking after their tenants pays off in many ways. But unfortunately, most does not mean all. I will increase the penalties for those landlords who don't fix up their properties within a reasonable period of time. As it stands landlords almost never get fined. When they do, the cost of the fine is oftentimes much lower than the cost of the repairs. This has to change: only real enforcement can ensure tenants get action.

#### **Create a dedicated unit for enforcing apartment standards.**

I will create a dedicated unit whose sole purpose is to work with tenants and landlords to improve housing conditions. This includes

fixing long-standing problems inside apartment units and making housing conditions better now — not two years from now.

#### **Give tenants the information they need to make choices about housing.**

We will develop an app that gives prospective tenants easy, mobile-friendly access to clear information about apartment buildings, including the inspection history, outstanding orders and other compliance efforts. Just like the clear red-yellow-green information provided by the DineSafe program, this system will ensure tenants know how responsive their landlord will respond to their concerns. And just like restaurants, landlords will be required to provide a space to post audit results so all tenants know what repairs need to take place when.

# **REAL PROGRESS TOWARDS BETTER CHILD CARE**

**Childcare is an essential part of a city that works for everyone. If we can't support working families and care for our children we won't succeed as a community or an economy. Working families, newcomer parents, two-income households — in fact, every family — should have access to these services. I will work within the city and across levels of government to ensure that they do. I will be a tireless advocate for better child care. There are some important first steps the city can take now.**





# REAL PROGRESS TOWARDS BETTER CHILDCARE

## CHILD CARE

### AS MAYOR, I WILL:

**Invest in 3,000 more child care spaces, and provide 1,500 more affordable childcare subsidies.**

These new spaces will be funded through a close partnership with the Government of Ontario, building on \$20 million the Province recently allocated for this purpose in its 2014 budget.

**Add 40 neighborhoods to Toronto's after-school programs.**

This will bring the total number of neighbourhoods to 81. The program will also be broadened to include community partnerships such as the YMCA and Boys and Girls Clubs. After-school recreation programs will cover at least 1,200 additional children in 40 more neighbourhoods and will also create 200 jobs for young people.

Currently, of the 180,000 children in Toronto aged 6-12, only 14 per cent have access to after-school programs. Giving kids more to do helps them grow up strong and stay out of trouble. And it helps the many parents for whom arranging babysitters, enrolling in other programs and relying heavily on family and friends is impractical or too expensive.

Our city's needs have grown. After-school programs should grow, too. They help kids learn skills through sports, music, arts and teamwork. These are great ways to develop a child's physical and mental capacity. The expansion of these programs, in partnership with many other fine programs offered by community organizations and childcare providers, will create a citywide network of after-school programs.

## BETTER CHILDHOOD NUTRITION

As a recent report to city council underlines, poverty in our city is at unacceptable levels. There is much that needs to be done. An important



first step is to make sure none of our children are in school hungry. Kids don't do well if they are hungry. If nutritious food is made available to students they learn better and grow up healthier.

I helped start school nutrition programs when I was a school trustee in 1989. Later, as the city's children's advocate on council, I worked to expand them across the city, spreading the reach from 34,000 to 120,000 children. I will expand student nutrition programs to meet a growing need.

#### **AS MAYOR, I WILL:**

**Partner with other levels of government, foundations and non-profit organizations to provide an additional 36,000 students with healthy, nutritious food at school by the end of my first term.**

The Toronto Board of Health has adopted a five-year strategy, which started 2013, to strengthen and expand student nutrition programs. Toronto city council funded the strategy in its 2013 and 2014 budget, but has made no commitment to future years. I will continue that investment to 2018.

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**“As a recent report to City Council underlines, poverty in our city is at unacceptable levels. There is much that needs to be done. An important first step is to make sure none of our children are in school hungry.”**

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# **REAL PROGRESS ON JOBS AND GROWTH**

**Another excellent way to reduce inequality is to work together to create more opportunity. My conservative opponents dismiss this. They believe our city has no serious role to play in growing our city's economy. We have to look at successful ideas in other great cities like Los Angeles and Vancouver. By working together, directly and in partnership with our city's business community and civil society, we can make a real difference promoting job creation and greater prosperity.**





# REAL PROGRESS ON JOBS AND GROWTH

## CREATING JOBS FOR YOUNG PEOPLE AS MAYOR, I WILL:

Youth unemployment in our city is an unacceptable 22.5%. One in five young people cannot find a job. Overall unemployment is up since the Ford era began, and child poverty is a disgraceful 29%. We cannot afford four more years of the Ford-Tory approach that sees no role for the city to act. Instead, we need a change of direction.

**Negotiate community benefits agreements for all major infrastructure and capital projects to include apprenticeships and jobs for young people.**

These agreements will leverage city spending to ensure we invest in ourselves. For instance, one such agreement in the first phases of the \$485 million Regent Park





redevelopment helped create more than 500 jobs for local residents. It has worked well in Vancouver and Los Angeles.

Over the next decade, the city projects about \$18.6 billion in capital spending. I will work with contractors to ensure training and opportunities for young people are part of their work. This practical idea can create significant training and employment opportunities for our young people. A reasonable target is 5,000 new apprenticeships and jobs for young people over the next four years — almost doubling the number of young people helped into work by the city.

**Build on the city's direct youth employment programs.**

Already, the city is one of Canada's largest employers of young people. Parks and Recreation alone hires more than 5,000 young people each year. I will work to ensure city programs are more active employers of young people. I will approach our city's business community and ask it to match these efforts. By working with the business community and asking private employers to match the city's efforts we'll create even more opportunities.

**BUILDING OUR ECONOMY**

We live in an increasingly global world that requires us to be innovative and savvy in order to bring investment, businesses and jobs to our city. I have advocated for Canadian businesses in trade missions to China. I know how to sell our city and I will do so as mayor.

**AS MAYOR, I WILL:**

**Create Global Toronto to be the smart, fast and multilingual agency that builds our global competitiveness**

Global Toronto will operate in global business languages including Chinese, French, Portuguese and Urdu with a global outreach strategy to compete directly with cities such as Chicago, Los Angeles London and Sydney. In Canada, Montreal International is the closest comparison; Chicago uses a similar model. I will invite private sector voices such as the Toronto Region Board of Trade and Toronto Financial Services Alliance to propose the closest possible partnerships so that all bodies working to build our economy reinforce each other. I will also reach out to neighbouring municipalities to make the case that we all win when our region succeeds and invite them to participate too.

**Set up a Mayor's Council on the Economy and Jobs to tap into our best thinkers from the business, academic and civil society worlds.**

Set up a Mayor's Council on the Economy and Jobs to tap into our best thinkers from the business, academic and civil society worlds. The council will look at barriers that need to be dropped, rules changed and investments made to help us become even better at innovation and entrepreneurship.



**Work closely with the financial services industry to build a role for Toronto as the North American hub for trading of the Chinese currency.**

China is going to be a big part of our future as the world's most populous country becomes its largest economy. Trusted and respected on both sides of the Pacific and already a world leader in financial services, our city should work hard to compete for a key role in the growing trade between China and our continent.

### **PROMOTING SMALL BUSINESS**

Small businesses are important job creators in our city. I know that these are vital parts of our economy and I will support small business. By reducing red tape, supporting entrepreneurs and lowering taxes, we can create an environment where businesses prosper and create more jobs

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**“Small businesses are important job creators in our city. I know that these are vital parts of our economy and I will support small business.”**

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### **AS MAYOR, I WILL:**

**Cut small business taxes by a further \$3 million year.**

The city already has a small business tax class; however, its tax cuts expire in 2015. I will extend these tax cuts to 2020 to help our biggest job creators create more jobs.

**Help entrepreneurs from abroad set up and existing businesses to export.**

We should emulate other cities' programs for assisting immigrant entrepreneurs, like Vancouver's SUCCESS program, to help new Canadians start businesses in Toronto. Existing small businesses will also benefit from these relationships as immigrant newcomers help open doors to markets abroad. We should also have multi-lingual forms available for businesses.

**Bring business approvals into the 21st century by putting services online and in more locations.**

Currently, prospective new business owners have to physically go to East York between 8.30 and 4 p.m. Provincial business registration, as well as in cities Vancouver and Calgary, can be done online. I will also ensure existing Enterprise Toronto locations in North York, Scarborough and the old city of Toronto can get new businesses up and running faster.

**Speak up for provincial action to stop our city's businesses paying 12 to 40 per cent more education tax than businesses in the 905.**

In 2007, the province promised fairness for the business education tax — set provincially — but has not followed through. I will work to see that the province keeps its promise. Businesses would save \$1,000 a year for every \$1 million in assessed property value.

## INVESTING IN THE CREATIVE INDUSTRIES

We need to do a better job supporting and promoting one of our key economic pillars: the creative sector. We are the capital of Canada's creative industries. We deserve better leadership and support. The economic benefit from cultural activities is huge. As just a few examples: the Caribbean Carnival generates \$438 million in economic activity; Pride generates \$286 million; and the Toronto International Film Festival generates \$189 million. In 2011, council unanimously adopted a plan for the sector called Creative Capital Gains that relies on the mayor taking a leadership role in building our cultural capital. We haven't seen this leadership.

### AS MAYOR, I WILL:

#### Establish the Toronto Music Office.

Like Austin, Texas, a smaller city with a vibrant music scene, we can benefit from a music office similar to the existing Toronto Film, Television

and Digital Media Office. I will also restore the full-time film office commissioner position. Both will serve to increase the effects of our unparalleled cultural capital.

#### Increase arts funding to \$25 per capita per year.

This was a recommendation by the Creative Capital Gains report and is indicated in the city's current budget. We currently spend \$22.25 per capita. Montreal spends \$55. I will see us increasing our investments to \$25 per capita, per year.

#### Support cultural spaces.

I will work with partners like developers and Artscape to ensure access to affordable, sustainable cultural spaces.

#### Sell our cultural sector to the world.

I will promote our cultural sector as a key pillar of our economy. I will be an active participant in building the sector and positioning the city as a leading global competitor.



# **REAL PROGRESS ON OPEN GOVERNMENT**

**It is time to rebuild the public's trust in city council's ability to represent your interests. We can make some real progress toward open and accountable government.**





# REAL PROGRESS ON OPEN GOVERNMENT

## SHORTER AND FAIRER ELECTIONS

Having almost a full year of campaigning doesn't benefit our city. We elect federal governments in 36 days and provincial ones in 28. It shouldn't take 299 days to choose a mayor. Major cities in other provinces are also holding municipal elections this year. In Vancouver, registration begins on September 30th for voting day on November 15th. In Winnipeg, registration opened on May 1th for an election day of October 22th.

### AS MAYOR, I WILL:

#### Shorten election campaigns.

I propose we reduce the length of mayoral election campaigns by asking the province to open registration for municipal offices on the first business day after Canada Day.

#### Implement a ranked ballot voting system.

I support amending election rules to provide for a ranked ballot, allowing voters to vote for municipal candidates in order of preference. This preferential voting system allows second and third choices to count requiring a winning candidate to have a majority of votes. Every federal party elects leaders by using it and the city should too, so every vote counts.

## OPEN AND ACCOUNTABLE GOVERNMENT

A mayor should lead the way in transparency and accountability.

I believe in empowering our top chiefs of accountability: the integrity commissioner and the lobbyist registrar. With them we can ensure councillors and others are following the rules. City council recently reprimanded Councillor Mammoliti for taking \$80,000 at a fundraiser that broke the code of conduct, but the punishment didn't match the crime. We can do better.

### AS MAYOR, I WILL:

#### Bring accountability in the mayor's office.

I will release a regular, accurate schedule that will be available to the media. I will continue the practice of posting the mayor's expenses online for any person to see and scrutinize.

#### Give the integrity commissioner the ability to undertake proactive investigations, not just ones that react to public complaints.

The commissioner will also be charged with improving the city's role in ensuring council members abide by conflict of interest rules. As experts agree, the province's Municipal Conflict of Interest Act is outdated and insufficient. Changes can be made to the city's code of conduct to create more explicit rules around conflicts of interest. The integrity commissioner will be given the power to take councillors to court for breaches to the Municipal Conflict of Interest Act on the public's behalf.

### **Introduce greater transparency on lobbying.**

The city's lobbyist registrar sheds needed light on who is lobbying councillors and staff and sets rules about those relationships. Right now, a number of city agencies are exempt including the Toronto Police Services, Toronto Hydro and Toronto Community Housing. Together, these three organizations spend billions of public dollars on contracts. I am committed to expanding the lobbyist registrar's reach to include more city agencies, boards and commissions, starting with the Toronto Police Services, Toronto Hydro and Toronto Community Housing.

### **Strengthen the Code of Conduct.**

Given the remarkable events of the past four years, I will ask each councillor to sign a statement at the beginning of each term that affirms they have read, understood and will abide by the code of conduct. I will also seek greater authority for city council to penalize members for breaches of the code. Under the City of Toronto Act, the stiffest penalty council can apply is a suspension of pay for 90 days, which amounts to a \$26,000 fine. I will therefore ask the province to amend the City of Toronto Act so that city council can seek full restitution if a councillor breaks the rules for financial or personal gain.

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**“Given the remarkable events of the past four years, I will ask each councillor to sign a statement at the beginning of each term that affirms they have read, understand and abide by the code of conduct.”**

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# **REAL PROGRESS ON KEY PRIORITIES**



# REAL PROGRESS ON OTHER KEY PRIORITIES

## PROMOTING SAFER COMMUNITIES

We can make communities safer all across our city. I will lead by implementing a broad, multi-disciplinary, preventative approach to crime that focuses on young people. We'll build stronger, safer neighbourhoods together. I will help kids grow up strong and stay out of trouble. Together, we'll prevent problems and produce more role models for others to follow.

### AS MAYOR, I WILL:

**Create police-community partnerships across the city to better identify and prevent problems.**

This model is used in Canada, the US and Britain bringing together community service providers, provincial and city departments and police to allow a full network to resolve problems. In Glasgow, violent crime fell by more than 25% after policing was paired with social supports.

This concept has been exported to Prince Albert, Saskatchewan, where police come together with partners twice a month to achieve double-digit drops in violent crime. There is currently a pilot project in Etobicoke, which I support expanding.

**Expand the use of interdisciplinary teams to better deal with complex issues, such as situations involving people with mental illnesses.**

Each year, police officers are called to about 20,000 incidents involving

people with a mental health crisis. Recently, some of these have been dealt with through a Mobile Crisis Intervention Team, which pairs an officer with a mental health nurse — allowing the nurse's expertise to help diffuse potentially volatile situations. A recent study by St. Michael's Hospital showed the approach reduces arrests and emergency room admissions. Over time, the exposure to the nurses by a growing number of officers expands the pool of officers with the skills to deal with similar situations even if a nurse isn't present.

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**Focus on young people, offering as many as possible clear pathways away from trouble, including after-school and summer programs that we know work.**

Work itself is key. In this platform I set out specific policies to hire and train 5,000 young people through a proven program that leverages the city's capital spending to require that contractors hire and train young people.

With the prime time for youth crime falling between 3 and 6 p.m., we need to do more to keep young people active in those hours. I propose doing this by focusing on at-risk youth and making sure they know about all the programs available to them. This initiative is informed by







experiences in Chicago, where youth outreach officers link youth with all available services.

#### **Advocate for a handgun ban.**

I also believe the mayor has a responsibility to advocate for federal laws that make cities safer. As such, I will advocate for a ban on handguns and for better action to control the flow of guns across the border.

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**“Every citizen has the right to be respected on our streets including freedom from random ‘carding’ by police officers. I will end the practice of ‘carding’.”**

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#### **Restore our fire protection services**

I will restore the cuts to fire protection services ensuring families and businesses have equal access to this essential service in every neighbourhood.

#### **End “carding”.**

Every citizen has the right to be respected on our streets including freedom from random “carding” by police officers. I will end the practice of “carding”.

#### **BEAUTIFUL, WELCOMING PARKS**

We like to think of ourselves as a city within a park. We have parks so people can enjoy them. I’ll make it easier to do just that.

#### **AS MAYOR, I WILL:**

Simplify the process to use parks and public spaces.

People shouldn’t have to navigate a complicated maze to get the right permits to use parks. I’ll make it quicker and easier for families and neighbourhoods to enjoy our parks. I will also make it easier for neighbourhoods to work with staff to improve parks.

**Put permits for common activities online to make things quicker and simpler.**

Currently, people who want to have a birthday party, eat a picnic, take wedding photographs or book a tee time at a city golf course have to fill out paper forms. It’s 2014, and people should be able to get permits online, as well as buy tickets online for island ferries. We should also enhance online information with interactive maps and other features.

#### **Cut red tape for large events.**

We have a lively city with a great variety of large events such as parades, festivals, markets and arts events. These make our city more livable and generate significant tourism activity. Currently, if an event uses a park, sidewalk or street, the organizers have to deal with two sets of staff, fill out two forms and pay two fees. This makes no sense and I will ensure the city simplifies the process.

**Make it easier for friends-of-parks groups to improve parks.**

In recent years, “friends of” parks groups, which augment work done by staff, have become more popular. They allow people who live near a park to improve it and hold community events there. I will make it easier for these groups to make our parks more lively and beautiful, and help them use parks for more uses including farmers’ markets, food events and pumpkin parades around Halloween. I would also waive fees and cover insurance costs for their fundraising events held in parks. Citizens shouldn’t be out-of-pocket when they are making communities stronger.

**Help citizens inform the city about problems in parks by posting the name and contact information of the staff person responsible.**

I am committed to making it easier for people to let the city know about vandalism, unusual amount of litter or drug-related activities in parks.

**Establish a Mayor’s Public Art Foundation to beautify our city.**

Other cities, such as New Zealand’s capital, Wellington, have public art foundations. They raise funds from companies and citizens to commission public art that is donated to the city. I would introduce such a foundation to our city to make public spaces more welcoming and to showcase the talents of our vibrant arts community members.

**HELPING PEOPLE WITH DISABILITIES**

People with disabilities are valued and equal members of our communities. I will work with partners across our city to ensure that the voices and needs of those with disabilities are heard. We’ve lost these key voices at city hall over the last four years. We need them back.

**AS MAYOR, I WILL:**

**Re-launch the Disabilities Improvement Committee.**

I support the renewal and re-launch of Toronto’s Disabilities Improvement Committee, with a strong mandate to work towards a more accessible city.

**LOOKING AFTER OUR SENIORS**

Caring for our seniors is a very important part of Toronto’s culture and a top priority for a many families in our city. Many of my proposals speak directly to the needs of seniors.

**AS MAYOR, I WILL:**

**Implement a zero-pedestrian fatalities policy.**

The Chief Coroner of Ontario recently found that pedestrian deaths are disproportionately high among seniors. My plan will rebuild a hundred dangerous intersections with good fixes such as longer walking times, advanced signaling and pedestrian safety islands. These improvements will help keep our children, seniors and the disabled safer.



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**“Caring for our seniors is a very important part of Toronto’s culture and a top priority for a many families in our city. Many of my proposals speak directly to the needs of seniors.”**

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**Give seniors more control over their homes.**

I see a key role for seniors in the governance of seniors’ housing. I propose a separate community-run housing corporation for the city’s senior housing — giving seniors more control over their own homes. This recognizes that seniors have unique needs that they know how to best address.

**Provide better bus service for seniors.**

I have proposed a significant improvement in bus service, which will directly benefit tens of thousands of seniors who rely on TTC buses for their transport. To make sure bus service is as helpful as possible to seniors I will ask the TTC to offer seniors “request stop service” during off-peak hours so that they have less distance to walk.

**Keeping property taxes affordable for seniors.**

Most seniors live on a fixed-income. Their property taxes should not continuously go up beyond their ability to pay. I support the city’s Property Tax Increase Cancellation Program.

Right now, the income threshold to qualify does not change over time. I will automatically tie the threshold to inflation so that those seniors on low- and fixed-incomes, who depend on this program, can continue to receive it. Seniors who have seen drastic increases in their property assessment values over the decades will benefit from my plan.

**MORE TREES, LESS POLLUTION**

Our city’s tree canopy has been devastated by storms, beetles and budget cuts. We used to have 40% tree cover, but now that’s down to 20%. The city committed to restoring the canopy five years ago, but this was gutted. Our trees clean more than a million tons of carbon a year, help with storm runoff and deliver cleaner air by filtering air pollution. They also make our city better and more livable, and we deserve better than a mayor who thinks they don’t count. We need to do better.



**AS MAYOR, I WILL:**

**Double Toronto's tree canopy.**

Every year we will employ 500 youth to plant 100,000 more trees. This is part of a larger target of planting 1,000,000 new trees over the next decade.

**Ensure polluters pay.**

To pay for this important renewal of our tree canopy we will change the way polluting businesses pay for the city to treat environmentally harmful discharges in the sewage system. Currently, businesses that discharge easily treatable pollutants like nitrogen or phosphorous pay the city to deal with them. But the city loses about \$3.5 million a year because the charge doesn't cover the true cost. I will ensure full cost recovery.

**NO OIL SANDS BITUMEN**

Bitumen is highly corrosive, and therefore, prone to serious leaks — an environmental and economic risk we have no reason to run. I will stand up for protecting our environment.

**AS MAYOR, I WILL:**

**SAY NO THANKS ON LINE 9**

I oppose the transport of bitumen through our city along a reversed Line 9 pipeline. Opposing this potentially dangerous line is a practical way our city can take its place as a strong voice in reducing carbon emissions and the effects of climate change.

# CONCLUSION

## A BETTER LIFE FOR MARIA AND HER FAMILY

It is 2018, and four years have passed since Olivia met Maria at a bus stop where two full buses had passed by without stopping. On that spring day in 2014 Maria was wondering how she would get to work on time, if she could earn enough to pay for the baby sitter and get groceries to make dinner for her family. Her husband owns a printing business with his sister and her partner and it's a real struggle. They work long hours to make a go of it and keep up with the paperwork.

For a look to the future of how Toronto might be changed by the investments proposed in this platform, let's think of how Maria's life has changed.

Maria is getting ahead at her job because she's getting to work on time with better bus service. On her way to work she can see real progress on the construction of a light rail service which is almost finished. That means she will soon save almost half an hour every day using the LRT and subway. Nowadays, there are often seats available on the subway as trains run faster because of signal upgrades. The subway relief line is slated to start construction soon.

Maria is now able to devote more time to her job with fewer worries. She doesn't need to race back or worry about an after-school babysitter for her daughter, Erin. Erin is enrolled in excellent sports and music classes — affordable after-school programs offered at the local community centre.

Maria knows Erin has had a good meal because there are nutritious, inexpensive meals available at her school. She no longer worries about her daughter ditching the sandwiches she packs for lunch and getting junk food instead. Nor does she worry so much about Erin walking home because the streets have lower speed limits, safer intersections and fewer accidents. The neighbourhood is safer as local youth are picking up jobs and a real sense of hope. Social agencies are working with police and youth groups to come up with crime prevention initiatives that are working well and keeping guns off the street.

Erin's marks are getting better, she's healthy and she's having fun.

Maria's son, George, graduated from college in 2016 and found a good job recently — with a company that is doing business with the city and signed a community benefit agreement. Many other young people are finding good jobs and training too.

Maria's father-in-law is not inseniors' housing. He had been on a waiting list for several years and got a space now that there are more affordable units around.

Developers in the area, who are landlords, are finding financial incentives to upgrade their buildings. Maria's sister-in-law says the elevators don't break down much in her building anymore, and she heard a neighbour living in another building say that because the city is doing more inspections, there are faster repairs. More rental housing is being built with faster approvals and incentives.



Maria's whole neighbourhood is looking better than it did in 2014. There is a new community garden and a market nearby. The parks have more trees and some beautiful creative art installations (arranged through the mayor's Public Art Foundation). The parks are used more often as her residents' association is finding it easier to book space for neighbourhood BBQs and cultural celebrations. And the local community center and library are bustling with activity. There are more music and cultural events in the area for her family to enjoy.

Maria's husband, his sister and her partner are seeing some returns from their business. Their tax burden has been reduced, and it's a lot easier to deal with City Hall now that services are available online. Business has picked up as the neighbourhood has begun to thrive.

Since her family no longer has to spend so much on babysitting and helping out with their in-laws, they have a few dollars left over to go out and enjoy the growing number of local restaurants and shops in their revitalized community.

And this is happening across the city, as new jobs, investments and entrepreneurs are attracted by the mayor's new team called Global Toronto, which promotes the city overseas.

In 2018, Maria's quality of life has changed for the better. And so has our city.

More people have good reasons to be hopeful and optimistic.

We're making real progress...



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