

## For a Better Ontario **Leadership Matters**



The PC Party Plan  
for Ontario's Future

# A message from John Tory

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In thousands of conversations in communities across Ontario, I've found that people keep talking about three things they want from their government: trust, competence and fairness.

Ontarians are fair-minded, big-hearted people. They don't expect perfection from their politicians. But they're disappointed when they don't get these basic things.

I believe you earn trust by being straight with people – and by keeping your word. You demonstrate competence through good management and good planning. And you show fairness in both how well you listen – and how well you lead.

That's the spirit behind this document. It's not about making unrealistic promises; it's about talking straight. It's not about visions we can't achieve; it's about smart planning and real results that benefit everyone.

In these pages, you'll find some of my party's ideas on investing in stronger communities; on fairness for you and your family; on how we can make government work better for you; and on how we can build a better Ontario. These ideas are the core of the full platform we will take to the people at the next election.

People know that leadership matters – and so they often ask me why I want to be premier.

I know why -- when businesspeople tell me they spend more time on government paperwork than they do on making their products.

-- When hard-working farmers, small-town residents and Northerners look me in the eye and say they worry about their children's future.

-- When doctors, nurses and patients explain that despite a massive, regressive 'health' tax, waitlists are longer... and our \$36 billion health care system remains generations behind in the use of technology that could cut wait times, improve care and save lives.

-- When Ontarians from different ethnic, cultural or religious backgrounds tell me they still face huge barriers to success in our society.

-- When parents raising children with autism have to sue the government and shame their Premier into keeping even part of his promise of fair funding.

-- When I see an environment that's more polluted as a direct result of broken promises and government inaction.



-- When Ontario has lost its historic role as a leader in nation-building to other provinces.

-- And when I hear politicians claim we have to choose between helping businesses grow and helping the needy. That's when I know why I want to be premier.

It's time for a government that's really and truly accountable – that tells the truth about what it taxes and spends, and operates by clear, transparent rules.

It's time for streets that are safer – through better enforcement of crime and investments in vulnerable communities.

It's time for a health care system that's less about how much we spend and more about the outcomes we achieve for people.

It's time for fairness for those whose interests the government has neglected or ignored – such as property taxpayers, farmers, and residents of rural, remote and Northern communities.

It's time for firm, ambitious environmental targets. For an energy supply that's cleaner, greener and more secure. And for an Ontario in which opportunity and prosperity are attainable for all.

It's a time for leadership today – for a better Ontario tomorrow.

I believe we can achieve all these things, because I believe in Ontario and its people. And I will lead a government that will restore trust and competence to public life.

I won't pretend that I have all the answers, and I won't make promises I can't keep. But I will always talk straight. I will keep my word. I will be accountable to the people I serve. And I will plan carefully to make Ontario better for our children.

That's what this document is all about. And that's the kind of leadership I'll bring to Ontario.

Yours sincerely,

A handwritten signature in black ink, which appears to read "John Tory". The signature is stylized and fluid.

John Tory, MPP  
Leader  
Progressive Conservative Party of Ontario

## Introduction

Ontario has so many advantages: we're blessed with abundant resources and outstanding people.

And yet all across our province, the signs of trouble are more visible every day.

Our environment is dirtier. Patients wait longer than ever in emergency rooms. Farmers' children see no future on the farm. Energy costs spiral out of control. Big cities and small towns alike face financial crisis. And in the North, there's a growing sense of despair.

It doesn't have to be this way. Leadership alone can't fix every problem, but it can make an important difference. Yet leadership is what Ontario lacks today.

The McGuinty government's annual spending is \$22.4 billion more today than it was just four years ago. That's \$4,500 in new spending for every household in Ontario, every year.

Ontarians are paying much more – but getting much less than we were promised.

-- Dalton McGuinty promised no new taxes – but raised income taxes to record levels.

-- Dalton McGuinty promised to shut down our coal plants – but the plants are still open, the air is still dirty, and technology that could have made a difference was delayed.

-- Dalton McGuinty promised fair funding to children with autism – but actually went to court to fight the families who tried to get him to keep his promise.

That's just the beginning. It's a record of dithering, delay and denial.

And it shows that to build a better Ontario, leadership matters.

At home, at work, on the farm, or in the community, there are common qualities we expect from our leaders.

Leaders keep their word. Leaders are not afraid to make decisions. And leaders have a plan.

For most of its history, Ontario has been a leader because our province

*Ontario needs a leader who plans for the future, embraces the entrepreneurial spirit, and believes that creating prosperity is essential to provide help to those who need it. John Tory is that kind of leader.*

had leaders.

-- Leaders who planned for the future – measuring success not by how much they spent – but by how much they delivered.

-- Leaders who did not fear the entrepreneurial spirit of Ontario – but embraced it.

-- Leaders with both a deep social conscience and a deep conviction that creating prosperity is essential so that we can help those who need it.

John Tory is that kind of leader. And in this document, you'll see the highlights of his plan for a better Ontario.

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### **A note on the fiscal plan**

John Tory and the Progressive Conservative Party of Ontario have developed the policies in this document with two questions in mind:

- What's needed for a better Ontario? Our paramount consideration is the future needs and priorities of the people of Ontario, as reflected through consultations in communities across the province.
- What's achievable and affordable over the next four years? We have based these policies on conservative assumptions of economic growth, within a commitment to prudent management and balanced budgets.

Almost four years after Dalton McGuinty broke the most fundamental promise in his fiscal plan – no tax increases – John Tory knows that it's essential to rebuild Ontarians' trust in fiscal planning.

As part of this commitment to prudent fiscal management, the PC Party of Ontario will review the Auditor-General's pre-election report on the province's finances, and we will provide taxpayers with four-year estimates of program expenditures so that they can make an informed decision at the next election.



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Ontarians want diverse communities where the streets are safe. Where there's better access to publicly-funded health care. Where public schools open doors and open minds. Where arts and culture thrive. Where there's compassion and support for the most vulnerable citizens of our society. And where young people find opportunities closer to home. These are John Tory's priorities for Ontario's communities.

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Fairness means an Ontario that rewards hard work, entrepreneurship and innovation, respecting taxpayers and giving everyone a chance to participate in the province's prosperity. For John Tory, fairness also means eliminating Dalton McGuinty's regressive, unfair 'health' tax; fixing property tax assessment; and being fair to rural and urban residents alike.

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The McGuinty government is taxing more and spending more -- but who's asking what Ontarians are getting for their hard-earned money? John Tory will ask – and he will act. It's time for the government to follow some basic rules of accountability: that means truth in taxes; an end to the Liberals' secret political slush funds; and ensuring that no one is above the law – or beneath its protection.

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To build a better future, leadership matters. Ontario has fallen behind other provinces on the environment, energy, health care and the economy – due to decisions deferred, and problems denied. John Tory knows it's time to set clear, ambitious environmental targets; to secure clean, green energy systems for the long-term; and to make investments today to ensure jobs and prosperity tomorrow.

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# Investing in stronger communities

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Ontarians want to live in vibrant, diverse communities. Where the streets are safe. Where there's better access to publicly-funded health care. Where public schools open doors and open minds. Where arts and culture thrive. Where there's compassion and support for the most vulnerable citizens of our society. And where young people find opportunities closer to home.

## **To build stronger communities, leadership matters.**

In health care, Dalton McGuinty wouldn't even consider letting a private clinic help to clear the huge waiting list for knee replacement surgery – even when patients would use public funds and pay with their OHIP cards, and even when the costs would be lower than at a hospital. It's tragic that political posturing was more important than ending people's pain.

In education, despite the government's lofty promises, many more children are studying in split grades and portable classrooms, and run-down schools with inadequate supplies. On our streets, Ontarians don't feel safer. The growing problem of poverty escaped Dalton McGuinty's notice until his election-year budget. And in small, rural, Northern and Aboriginal communities, there's a growing sense of despair.

That's why John Tory has unveiled clear policies and committed to making long-term investments in health care, public education, community safety, municipalities, arts and culture, and support for the disadvantaged.

And that's why John Tory has a plan to enhance the success of every community in Ontario – from the large to the small and everything in between.

*John Tory has committed to making long-term investments in health care, public education, community safety, municipalities, arts and culture, and support for the disadvantaged.*





## Better planning for better health care

When it comes to health care, one thing matters most: results. Is the system there for you and your family when you need it? Do you get the quality of care you need at the speed you deserve?

Obviously, the amount of funding put into health care makes a big difference, but that's not how we should define success. Sure, the government has spent more money, but the waiting lists are still too long, doctors and nurses are still stressed out, and many areas of the province still don't have access to important services. More dollars only count when they produce better outcomes.

Electronic health records are a good example. In its first report in the spring of 2006, the Ontario Health Quality Council said electronic health records -- linked to an information management system -- were "the single most important step Ontario can take to support continuous quality improvement." The report noted that while there are many e-health pilot projects underway in Ontario, there is no coherent plan to move everyone under the same roof.

No one can fault the dedication of Ontario's outstanding health care workers, who have worked hard to create pockets of excellence across our system.

What's lacking is the leadership to create a unified plan for a healthier Ontario, from attracting and retaining the skilled people we need to making the most out of every health care dollar. Leadership in health care does not mean more tinkering and yet another round of reorganization. We do not need to shuffle the cards; we need to play them better.

John Tory's plan for better health care is built upon four principles: Timely, universal access. The need for significant, reliable, responsible growth in health spending. A constant search for ways to improve care. And respect for patients and providers alike.

It all starts with a commitment to universal, publicly funded health care -- with predictable funding that is guaranteed to grow.

John Tory's plan targets that funding where it's needed most: to high-growth and underserved areas of our province; to long-term care and care for children; to reducing waiting lists; to modernizing health care facilities. And to the goal of ensuring every Ontarian has access to a family doctor.

It's a plan to give Ontarians full value from every dollar. Patients are tired of seeing governments play politics with health care. As long as universal accessibility is always protected and no one can buy access to better health care in Ontario, we will involve the private sector where there are opportunities

to shorten waiting lists and improve access to high-quality, publicly funded care.

It's a plan for the future – one that will bring Ontario a modern electronic records system, and a comprehensive human resource strategy. Our province is years behind in implementing basic information technology that would make care faster and keep patients safer. And we urgently need smarter investments in training, education, retention and human resources programs to ensure we have the number and quality of nurses, doctors and other health care providers Ontario needs.

And it's a plan that focuses on prevention. A John Tory government will invest in a comprehensive strategy to promote good health and prevent disease.

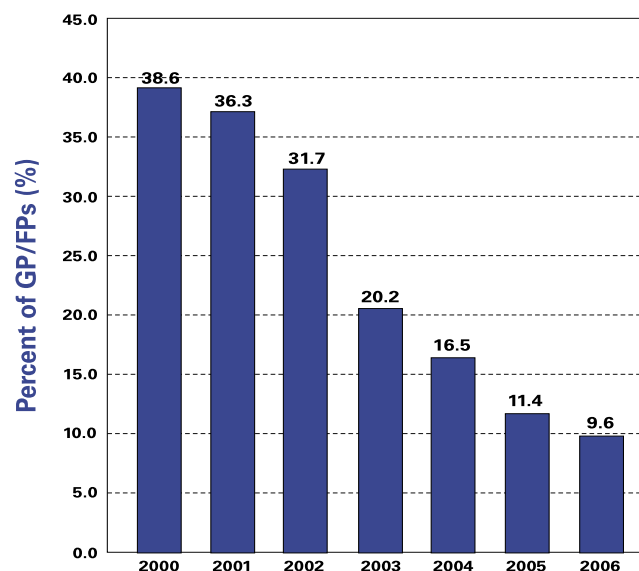
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### *A John Tory government will:*

- **Guarantee growth in health funding.** John Tory will significantly increase health care investments so that by the fourth year of a PC government, spending will be \$8.5 billion more than current annual spending by the McGuinty Liberals. Hospitals and health care providers will be told well in advance how much money they will get every year. Based on the Liberal government's own assumptions and normal economic growth, the health care system can be fully funded without the Liberals' unfair, regressive 'health' tax (see 'Fairness for Taxpayers' on page 22, and 'Truth In Taxes' on page 38).
- **Target health care funding where it is needed most.** Health care professionals are already stretched to the limit and piling on more reforms won't help them do their jobs. We will focus on a number of strategic priorities, set benchmarks, ensure accountability, and measure success. Our priorities include:
  - **Ensure that Ontarians have access to family doctors** by increasing the number of doctors in Ontario, supporting retention and repatriation efforts, and bringing more health care professionals into family health teams.
  - **Modernize and build new health care facilities** through partnerships with communities and the public and private sectors. The aim will be to bring services closer to home for people, increasing capacity and reducing wait and travel times.
  - **'Catch-up' funding for the high-growth areas of Ontario**, such as the 905 region, where health care services have not kept up with population growth, as well as the under-serviced areas where access is not up to provincial standards or people's needs.
  - **Enhance long-term care** by bringing 35,000 below-standard care spaces up to the highest level and ensure access to primary care for seniors. We will eliminate three- and four-bed wards and ensure that all long-term care residents have the dignity of an en-suite bathroom, as well as comfortable facilities to spend time with their families.
  - **Improve health care for children.** Our plan includes linking parental care initiatives with family health teams, investing in health promotion to build on the Healthy Babies, Healthy Children program, and reducing wait times for children's services.

- **Help people remain in their homes** by expanding investment in home care services and improving the quality of care by integrating systems to provide more seamless service.
- **Expand mental health services** with increased funding, including programs to improve access to mental health assessment and treatment; we must also encourage greater support for those with mental illness, and provide targeted tax relief to employers who provide employee mental health programs.
- **Improve mental health service capacity in Aboriginal communities**, in partnership with Aboriginal peoples and the federal government.
- **Get the most from every dollar**, in order to help the most people in the most places as quickly as possible. Our plan in this area includes:
  - **Improve access to services**, decreasing wait times and increasing capacity by working with both public and private sector partners. A John Tory government would open the door to innovative partnerships, provided that services are paid for by OHIP, meet provincial standards and do not allow queue jumping or patients paying from their own pockets.
  - **Introduce new courses in cost-effective medicine** at post-secondary institutions so that care providers can help reduce costs without affecting the quality of care.
- **Plan for the future and support health professionals** with Ontario's first comprehensive human resources plan for health care. John Tory will use the best planning and talent development practices to make sure we develop, attract and retain the skilled health workers Ontario needs. For example:

### General Practitioners and Family Physicians Accepting New Patients in Ontario

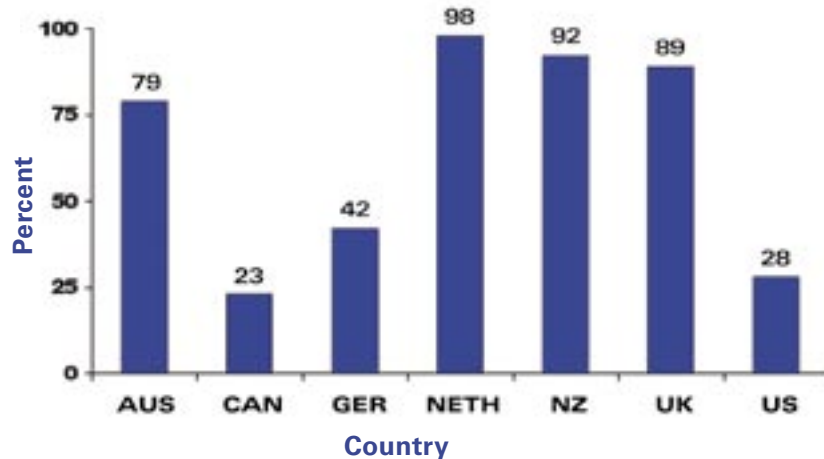


Source: College of Physicians and Surgeons of Ontario, March 2007

Since 2003 about 50% fewer general practitioners and family doctors are accepting new patients in the province of Ontario.

- **Strengthen support for nurses** with a commitment to 70% full-time employment for registered nurses in all sectors by 2010, and to the '80/20' strategy that allows newly graduated nurses to develop their skills by being mentored by those with more experience.
- **Help ensure Ontario has enough doctors**, through a comprehensive long-term physician recruitment strategy. We will expand the capacity of our medical schools and defer loan payments for medical graduates during residency. We will work to retain the doctors we have now and give them flexible alternatives to retirement. At the same time, we will attract experienced doctors from outside Canada through a better system for recognizing their foreign credentials, and create incentives for Canadian doctors to return.
- **Invest in training and education programs** for health care professionals in under-served communities. The physician and specialist shortages in these areas will also be reduced using technology to improve remote access and improve the quality of care.
- **Enable health professionals to work closer to their full scopes of practice.** For example, this could include allowing pharmacists to make sensible decisions about extending prescriptions, as they do in Alberta, and making greater use of nurse practitioners.
- **Improve long-term planning** with accurate forecasts of current health human resources shortages and future health care demands.
- **Give each Ontarian a secure, private lifetime record** of their patient history and care. This will enable doctors and nurses to spend less time on paperwork and more time with patients. Patients will have the right to control their personal information, and to opt out if they so desire. It's about getting the right information in the right hands at the right time to support personal health, health care decision-making and health system sustainability. This will allow more patients to be treated with fewer mistakes and less duplication of effort, saving hundreds of millions of dollars and improving health care. Notwithstanding Ontario's late start on this front, it would be realistic to achieve this goal by 2014.
- **Make Ontario healthier by helping our next generation develop healthy habits** and by giving better support to those with chronic diseases. We will:
  - **Help children develop healthy lifestyles** by supporting daily exercise for school-aged children, investing in parks, recreation and community centres, and enabling more schools to be open to their neighbourhoods for evening and weekend programs. We will also work with community groups to help more low-income children access healthy activities.
  - **Support Ontarians with chronic disease** in maintaining their independence and staying healthy through prevention, early detection and self-management. This will include piloting seven nurse-led clinics to provide help within Ontario communities. We will partner with the many dedicated volunteer groups in our province to improve quality and access to care.

## Primary Care Doctors' Use of Electronic Records



Source: 2006 Commonwealth Fund International Health Policy Survey of Primary Care Physicians

**Canada is behind other industrialized countries, and Ontario lags behind other provinces.**

### Electronic health records: Under McGuinty, Ontario lags behind

The Ontario Health Quality Council has called electronic health records “the single most important step Ontario can take to support continuous quality improvement” in health care. They’re right – and governments across Canada agree.

- Quebec has a \$547 million plan to create a province-wide electronic health record by 2011.
- BC is investing \$150 million to develop a province-wide electronic health record by 2009.
- Alberta has added \$116 million to existing investments aimed at delivering electronic health records for all Albertans by 2008.
- PEI has launched a \$13 million project to provide an electronic health record for doctors’ offices, hospitals and pharmacies.
- The federal government is providing up to \$612 million in a Patient Wait Times Guarantee Trust; \$400 million through Infoway, an organization working with provinces and territories to implement electronic health records; and \$30 million over three years to help provinces and territories with pilot projects related to establishing guarantees.

Under Dalton McGuinty, spending in this area has reached \$500 million, but next to nothing has been accomplished.

Ontario is missing in action – and missing out on federal funding. That will change fast under a John Tory government. He’ll give these critical tools to Ontario’s dedicated healthcare workers – and the patients they serve.

## Investing in public education

Education is one of the most important investments our society can make. It helps young people unlock their potential and reach for their dreams; and by creating more knowledgeable, skilled and conscientious citizens, it strengthens both our economy and our society.

When the education funding system is broken, schools are run down, and standards are dropping, government must take immediate action on behalf of students and their collective future.

Unfortunately, the McGuinty government has chosen the easier route of sweeping these problems under the rug. Instead of fixing the fundamental problems, they have relied on gimmicks and slogans. One result was an inflexible classroom cap program that needs to be improved.

Without proper funding in place, maintenance is being deferred and schools need hundreds of millions of dollars in repairs. And instead of working to raise student achievements, the Liberals have chosen to lower the standards.

Just like education itself, the solution starts with the basics. A John Tory government will show leadership, make education a priority, and invest the money needed to get the job done. John Tory's plan calls for an \$800 million increase in funding for public education over 2006/07, climbing to an increase of at least \$2.4 billion by the final year.

Schools across the province will be able to count on stable, multi-year funding and enough flexibility to meet their local needs. That includes rural and Northern areas where schools are the hearts of communities and should be kept open where practical and possible.

Those schools that need repairs will get them. No child should have to learn in a substandard building.

Once the basics are in place, we will start to re-build the quality of our education system. Ontario schools should boast higher standards, not lower ones, and inspire greater achievements from our students.

A John Tory government will strengthen the teaching profession and offer more support for teachers and principals. Decades of fruitless disputes prove that nobody wins when teachers and government are in conflict; everyone loses – especially students.

We will also tackle the issues that parents care about most – the homework burden on young children; slipping standards; support for special-needs students; and bullying and violence.

*Instead of fixing fundamental problems, Dalton McGuinty has relied on gimmicks. Now, schools need hundreds of millions of dollars in repairs. And instead of raising standards for student achievement, the Liberals have lowered them.*



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### *A John Tory government will:*

- **Fix the education funding formula.** One expert after another has reported on what needs to be done – sufficient funding and a fair, flexible formula. A John Tory government will:
  - **Improve the formula** and keep it up to date. We must provide short-term help to schools in financial trouble, smaller and rural schools in danger of closing, and schools that need more flexibility to meet local needs such as more ESL funding. We must also review it every year and make temporary adjustments to deal with crisis situations or urgent needs.
  - **Move to a better, more sensible way to reduce class sizes.** The key is allowing local flexibility so that school boards can decide the best way to use their resources. Dalton McGuinty's "hard" cap resulted in more split classes and greater use of portables, which is hurting students instead of helping them. We will commit to getting advice from teachers, trustees and parents before moving ahead.
  - **Fix the gaps** that have left some school boards worse off today than they were ten years ago, including fair funding for school operations and maintenance, and enough funding to cover the real costs of non-teaching staff and transportation.
  - **Provide stable, long-term funding** so that educators can plan for the future with confidence.
- **Manage education spending to focus on priorities** and get the most out of the system. We will:
  - **Fix substandard schools.** Fair funding for maintenance is a good start, but many schools need extensive repairs and upgrades. We will set the priorities, timetables and funding system to meet the most urgent needs first, and not stop until all Ontario schools are up to standard.
  - **Spend smarter:** Although enrolment is dropping, costs keep going up. We can change this by using the buying power of the entire system for more province-wide or regional purchasing, and by increasing sharing of resources between public and separate boards.
  - **Open up more schools to the community** for evening and weekend activities. Under John Tory's Open Schools program, we will work to resolve the union and liability issues that stop Ontario from making better use of these public resources.
- **Demand quality education.** The McGuinty government has been quietly lowering education standards to make the standardized test scores look better. That's a cop-out, not a solution. Ontario students and parents deserve better. That's why we will:
  - **Raise standards for our students,** and provide parents with an honest assessment of how well their children and schools are performing.
  - **Expand standardized testing.** Standardized tests are an effective measure of how students measure up to Ontario's standards, as long as such tests supplement but never replace hands-on evaluation by





a teacher. Some people have valid concerns about schools ‘teaching to the test’; however, if the test reflects the curriculum and students are prepared properly, then standardized testing at more points in a student’s education can be a valuable tool to help teachers and parents gauge student achievement.

- **Measure the performance of our schools** to see which are improving and meeting their local challenges best. Those that meet performance targets will receive special recognition and additional funding to support their activities.
- **Support teachers and principals** by strengthening their profession and treating them with respect. We will:
  - **Listen to the opinions of teaching professionals** through a new teachers’ survey and by giving teachers and administrators a greater say in planning and decision-making.
  - **Provide all teachers with adequate class materials** and resources. We will also make course materials available to students and parents over the Internet to increase family involvement with learning.
  - **Improve the links with volunteers**, community partners and agencies that can help support teachers and our schools.
  - **Support principals** by focusing on leadership to build strong teams of educators, and by restoring the local priorities grant to give principals more funding flexibility.
- **Address parents’ concerns** about how their children are treated in the education system. We will:
  - **Limit the homework burden** on young children to the recommended ten minutes per grade level. Children need a life outside of school – time with family and friends, not an extra two hours of stress at the end of the day.
  - **Ensure a safe, secure learning environment** for students and staff at our schools. We will create a secure system for students and parents to report incidents to their schools, and work with schools on a system for mandatory responses. Local parent councils will be allowed to make decisions about funding school safety and anti-violence programs, so that local needs are met. A John Tory government will also create alternative programs for students who have been excluded from regular classes and find alternatives to expulsion.
  - **Provide healthy exercise** and food to students to fight rising obesity

and health problems. Right now, Ontario schools only provide 20 minutes of physical activity per day, instead of the hour that children require, and funding restrictions mean many schools do not have a full-time physical education instructor. Our plan would increase compulsory physical activity right through high school (with alternatives for schools that do not have gyms), offering healthy recreational activities on evenings and weekends, establishing nutritional standards for school food, and promoting walking and biking to school.

- **Help children with special needs** to succeed in school. Nearly 41,000 Ontario students are waiting for special education support. One-third of elementary schools report they have identified students who are not receiving recommended support. We will invest more in special education and ensure that students and schools don't lose their support because of changes in the funding formula. There must be transparency and accountability to ensure we are succeeding in helping students and families.
- **Continue to invest in early childhood education**, building on the success of the early learning centres.
- **Ensure English as a Second Language (ESL) programs help those who need it.** According to the 2007 People for Education Report, there has been a 24% increase in the number of students who need ESL instruction in the last five years, but no such increase in the number of teachers. ESL demand is increasing due to immigration, but students are being denied instruction due to funding shortages, and school boards are not required to spend their ESL funding on that service. We will reverse this policy and put students first, requiring ESL funds to be used only for that purpose, and closing the loophole that allows services to be withdrawn from students for funding reasons.

### **Take action to bring faith-based schools into the public system.**

This is a question of fairness. John Tory and the PC Party believe that we need to achieve more effective integration of Ontario's increasingly diverse student population into the mainstream of our province. That's why we are committed to creating an opportunity for non-Catholic, faith-based schools to choose to join our publicly funded education system the same way Catholic schools have already done. Our policy will apply only to faith-based schools and we believe that the best results would be achieved through direct funding rather than through tax credits.

- With this direct public funding will come strict criteria and accountability requirements. These criteria will include the expectation that participating schools:
  - fully incorporate the complete requirements of Ontario's common curriculum, just as in the Catholic system;
  - participate in Ontario's standardized testing program and agree to published results; and
  - appropriately address teacher credentialing.

## Fair funding for children with Autism

Dalton McGuinty failed children with autism and their parents. After promising them fair funding to get their votes in 2003, he broke his promise -- and even fought these families in court to avoid keeping his word.

### *A John Tory government would restore that promise and keep it:*

- Every family on the waiting list for autism treatment for children under 6 will be eligible for direct funding. Every child diagnosed will get immediate funding for clinical assessments. No child with autism will be stuck on a waiting list.
- All school-aged children with autism will have access to the supports they need (including ABA and IBI when recommended by a professional).
- Parents will have real choice in treatment options – regional service providers or direct funding for accredited providers elsewhere.
- We'll back up these key steps with more investments in training professionals for our schools, streamlined rules that make it easier to obtain appropriate service at any age, and more money for respite programs to support families.

## Making communities safer

In a safe community, people have confidence that the justice system is on guard for them and their families. They know that police have the resources they need to do the job, that criminals will be punished, and that victims will get support and help.

When a community is safe, people know that there is one law for everyone. No one is above the law, no one is beyond it, and no one is beneath the notice and mercy of our justice system.

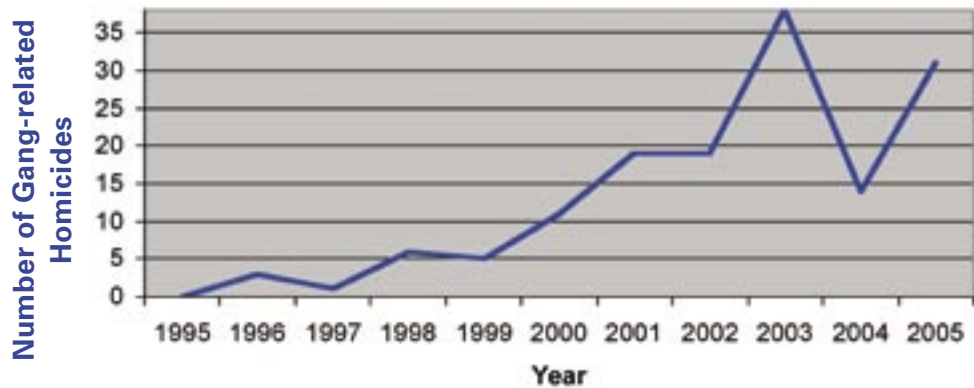
And for a community to be truly safe, crime prevention starts early – through mental health programs, social services and opportunities for disadvantaged young people.

In Ontario today, that ideal seems far away.

All too often, we see 'catch-and-release' justice in Ontario: the police make an arrest, and they have barely filled out the paperwork before high-risk offenders are back on our streets. Our dedicated officers lack the resources to do their jobs. And victims' interests are ignored.



## Gang-Related Homicides in Ontario



Source: Statistics Canada, Canadian Centre for Justice Statistics, 2005, 2006

..... **The largest increase of gang-related homicides in Canada was in Ontario; doubling from the previous year.**

Ontarians believe the system just isn't working. While many crime rates have fallen, violent crime continues to claim the lives of far too many young people. In the last four years, Ontario has seen the highest increase in gang-related homicides in the country; these more than doubled between 2004 and 2005.

John Tory believes it's time to restore people's faith in the justice system -- and to act decisively through both strict enforcement and proactive prevention.

.....  
*A John Tory government will:*

· **Focus on key areas where crime is growing** or of most public concern. These include:

- **Drugs:** The skyrocketing number of drug-growing and processing operations in Ontario (i.e., marijuana grow-ops and drug labs) are feeding a cycle of crime, violence and addiction. They endanger neighbourhoods with hazardous chemicals and our entire province with their addictive products. We will advocate for mandatory minimum sentences that will provide real deterrents for people to host or run these operations. We will also protect Ontario families by establishing a registry to inform potential homeowners or renters that a property has been used as a grow-op.
- **Violent youth crime:** Most serious youth violence is linked to youth gangs defending their drug business, 'turf' or reputations. The *Youth Criminal Justice Act* must be strengthened to reflect the new, violent reality of these gangs. Any second chances for first offenders should be accompanied by demonstrations of how seriously we take their crimes, including home visits from probation and police officers.
- **White-collar crime:** Non-violent crimes can be just as devastating to their victims -- whether it's a business investor ripped off by fraud, or ordinary people swindled out of their life savings, their homes and their hope. A John Tory government will recognize these crimes for what they are -- attacks on our society. We will create a new white-collar

court with specialist judges to handle these criminals. To better protect people's savings and investments, we will create a securities fraud tribunal with the power to order restitution to victims.

· **Strengthen programs that focus on early intervention and prevention**, starting from the belief that hope and opportunity can overcome temptation and alienation. We will:

- **Create more jobs** and opportunity by working with community groups to bridge the gaps that can prevent youth from achieving their potential. This is not just a matter of building up education and skills training; it is also a question of educating employers and eliminating misunderstanding and prejudice.
- **Provide more positive experiences for young people** by investing in recreational and community centres, and working with community groups to help more low-income children access healthy activities. Our Open Schools program will help open more schools to community activities on evenings and weekends.
- **Support drug education programs**, including the voluntary efforts of serving and retired police officers in our schools, better training for guidance counsellors, and more coordination of youth and community programs to provide consistent and effective messages to our youth.

· **Protect communities from criminals** by putting the safety of law-abiding citizens at the very top of our priority list. We will:

- **Keep more dangerous offenders behind bars** by using special prosecutors who will navigate the complex process of getting a dangerous-offender order in place.
- **Go after bail and probation violators.** Offenders who breach bail or probation too often have their offences plea-bargained away. We won't allow that practice for any offence that involves guns, sexual assault or domestic violence. Those who post bail for the accused will face added responsibility; we'll go after every penny, every time. Finally, we will force the system to face up to its mistakes and order an automatic inquest any time someone on bail, probation, parole, etc. causes a death.
- **Demand that the federal government improve the National Sex Offender Registry** by automatically adding designated offenders, and making the registry available 24/7 to law enforcement officers so they can better track high-risk offenders.
- **Appoint more Justices of the Peace** as soon as possible, to avoid having more charges thrown out of court because there is no JP available.

· **Teach children about internet safety:** inform children of the power of the internet, while ensuring that they are taught about the risks of on-line predators and loss of privacy that can arise from the improper use of social networking sites.

· **Support police** with programs that recognize how crime and enforcement has changed in Ontario. We will:

- **Enhance support for police officers**, including funds to pay for

counselling to help front-line officers handle the psychological and physical strains of modern policing.

- **Work with the federal government** to increase police on the streets.
- **Improve information sharing** between police forces so that cases do not fall between the cracks, and work with communities to provide the latest information and education programs for law enforcement.
- **Work with the police** to enhance 24/7 policing, recognizing that most crimes now take place between midnight and 4:00 a.m. When you and your family members are out late, you need to know that police have enough resources in place.
- **Enhance the openness of the justice system** through a *Truth and Transparency in the Justice System Act* that would require annual public reports on the activities of our courts. These reports would cover key areas such as how many people are being charged with gun and other violent crimes, how long people are waiting for trials, what kind of plea-bargaining deals are being made, bail violations, etc. Ontarians deserve to know when the system is working and when it is failing, and they expect government to be accountable and learn from mistakes.
- Apply the law equally to everyone. As explained on page 32, we will stand for the principle that all Ontarians are equally subject to our laws, without exception. No one is above the law – or beneath its protection.

## Fighting poverty

There's a wise old saying that each of us is only 24 hours, three meals and a bed from desperation. In other words, the potential for suffering the stress, dangers and indignity of poverty lies in each of our lives. It is not something that only happens to other people; it is a condition that any one of us may face.

Whatever reasons or circumstances may lead people into poverty must not be allowed to rob them of their rights to hope, opportunity, dignity, government services and protection under the law.

As the former volunteer chair of the United Way in Toronto, John Tory believes that every Ontarian who is prepared to work should be able to have a job – or training that will lead to a job. And he believes that no-one with a full-time job should have to live below the poverty line. That principle means Ontario must have a realistic minimum wage, and more opportunities to earn a living income.

Our plan for fighting poverty starts from the premise that creating more jobs will give more people opportunities to escape poverty. However, it also recognizes that some people, trapped by circumstances, will not be able to seize those opportunities. For them, government services and support are vital lifelines.

While it is disappointing that the Liberal government waited until this election year to answer Ontarians' calls for action against poverty, John Tory welcomes these investments and will maintain them.

We must take additional action to bring education, health care, security and hope for people in poverty, as well as the stronger economy that will bring opportunities for a better future.



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*A John Tory government will:*

- **Work to revitalize vulnerable communities:** The revitalization of Regent Park and Don Mount Court in Toronto will transform aging housing that's cut off from public streets into dynamic, mixed neighbourhoods with open access to public roads. We will work with our municipal partners and the private sector to extend these successful revitalization projects to other public housing projects in Toronto and other communities across Ontario.
- **House the homeless:** Too often, municipal agencies supporting the homeless through the shelter system do not have the flexibility to use their funding to find permanent housing for the homeless. We will provide the flexibility they need.
- **Grow the supply of co-operative housing:** We will work with the Co-op Housing Federation and our municipal partners to develop strategies to build new co-ops by leveraging the assets of existing co-ops, particularly in disadvantaged neighbourhoods.
- **Set a realistic minimum wage** that allows Ontarians at that income level to live in dignity. We agree that the minimum wage must be increased. What is needed is a realistic schedule of how much and when those increases should take place, giving employers time to adjust and avoiding job losses, particularly for young people. A John Tory government would seek advice annually on Ontario's minimum wage policy from social, economic, labour and business experts.
- **Break down the barriers** that keep many skilled immigrants in poverty, including faster recognition of foreign credentials and more help for new Ontarians to settle in their new homes and to upgrade their skills and education. See 'Welcoming skilled immigrants' on page 42.
- **Provide equal protection for vulnerable people.** Crimes against vulnerable people, whether they are drug addicts, prostitutes, the homeless or anyone else, must be seen as equally important in the eyes of our justice system. We will work with police, prosecutors and social agencies to make sure that cases involving vulnerable people, including evidence of serial crimes, are not allowed to fall between the cracks. And while we better protect the innocent, we will crack down on the criminal gangs, youth crime and drugs plaguing many disadvantaged neighbourhoods.
- **Improve access to health care** for people in poverty by working to give every Ontarian access to a family physician, and by building and modernizing



more health care centres in the places they are needed most, close to the people who use them. Our plan for 'Better health care', explained on page 2, also includes improvements in services for mental health, vulnerable children and families, home care and long-term care for the aged.

- **Provide good education** and decent schools for our disadvantaged neighbourhoods and children. A John Tory government will fix the broken education funding formula and invest more than \$800 million in new money for public education. Our priorities include fixing Ontario's growing number of substandard schools, raising educational quality and standards, and giving schools, teachers and principals the resources to do their jobs. Targeted steps for the disadvantaged include more funding for ESL education, school safety programs, and programs for healthy eating and exercise for all Ontario children.
- **Help community groups** find space through our Open Schools program. Community activities can be a lifeline for people in poverty – and their children. But too often, community groups are unable to access space available in schools because they do not have the ability to obtain liability insurance. Working through community partners, we will assist emerging groups to obtain liability insurance – making it easier for them to access community use space in the public school system. We will also assist in cutting red tape that creates barriers to access.
- **Work with Ontario's Aboriginal peoples** to address the deplorable conditions in many Aboriginal communities. The terrible conditions at Kashechewan brought home the continued failure of government policy towards our Aboriginal peoples. Education, health, social services, and infrastructure needs continue to be unmet. The government of Ontario can provide an important function in representing the needs of Ontario's Aboriginal communities to the federal government.

## Helping municipalities succeed

Ontario is blessed with a wide variety of communities, from small towns to the fifth-largest city in North America. The province must consider the best interests of all communities – and we have a duty to help them all succeed.

Different communities have different needs. And as our communities have changed and grown, the government's old-fashioned, one-size-fits-all systems have fallen further behind reality.

The McGuinty government has allowed Ontario municipalities' problems to grow. There's a province-wide infrastructure deficit, inequities in access to health care and education, and too much reliance on local property taxes to fund too many services.

Dalton McGuinty had four years to address the urgent need for reform of the provincial-municipal relationship and the chronic funding shortfalls that come from not having revenue sources that grow with the economy. The McGuinty solution: commission a report that defers the problem until after the next election.



To help municipalities succeed, leadership matters. John Tory has a realistic plan to tackle these issues. He recognizes that no government can solve all of them tomorrow, and that we need to start today not by pointing fingers, but by pointing the way to solutions. This means that Queen's Park and Ontario municipalities must come together as partners to set priorities, restore fairness and help every community succeed.

Here are some of the key steps we will take:

- **Begin to reform the provincial-municipal relationship** in time for the 2008 budget. Ontario communities don't need another study to sit on the shelf and gather dust; they need action now. That's why John Tory will speed up the existing review process so that it yields a report by December 31, 2007. He will then produce a realistic plan for fair funding and effective delivery of services. Two guiding principles: (1) local property taxes should be used principally for local needs, not to pay for provincial programs unfairly imposed on a community; and (2) there should be long-term, multi-year funding arrangements to enable predictability and intelligent planning for the future.
- **Start building Ontario again** with major investments in infrastructure – particularly public transit, roads, highways and bridges. Many people would be surprised to know that the Ontario government collects far more from gas and fuel taxes than it actually spends on transit and road systems. We will take a huge step forward by dedicating gasoline and fuel tax revenue to its intended purpose of fixing and building transportation and transit systems within five years. In particular, we will:
  - **Tackle gridlock** in the Greater Toronto Area, which costs the economy more than \$1.6 billion a year, increases pollution and commuter frustration, and hurts communities across the province. In the short term, a John Tory government will invest in an intelligent transportation system that will smooth traffic flow and build on the successful Markham model of traffic management. In the long term, innovative partnerships can help meet the massive capital and operational needs. We will work with public and private partners to implement a five-year action plan across the region, building more transit and transportation capacity where it is needed most.
  - **Fix Northern and rural roads and bridges**, the lifelines for people and businesses.
  - **Partner with the federal government** to extend and improve the Eastern Ontario Development Program, which is aimed at addressing socio-economic challenges in the region.



*John Tory recognizes that Queen's Park and Ontario municipalities must come together as partners to set priorities, restore fairness and help every community succeed.*

- **Invest in high-speed Internet access** for remote areas so that all Ontarians have the opportunity to upgrade their skills and education, access public and private services, and do business with the world.
- **Tailor standards to local needs**, instead of imposing provincial standards that don't make sense or that miss an opportunity to create infrastructure that will better attract tourists or business investors.
- **Move provincial government jobs into more communities** across Ontario through decentralization. Our plan to relocate 10% of government offices to boost the economies of hard-hit communities is explained in more detail on page 32.
- **End unfair 'pooling' of program costs**. It's simply not fair to demand that other communities around Toronto pay extra taxes to fund that city's government programs. A John Tory government will end this practice and take back funding responsibility as part of our overall effort to bring fairness back to provincial-municipal relations.
- **Build a new economic foundation** for the North. John Tory will create a new fund that will support R&D at Northern Ontario colleges and universities. Starting in 2008 and eventually growing to \$100 million, this unique fund will be a catalyst for Northern development, resulting in new ideas, new innovations and new opportunities to attract and retain jobs and investment over the next 25 years.
- **Ensure access to health care**. Our 'Better health care' plan on page 2 explains how we will make sure that all Ontarians, from the biggest cities to the smallest towns, have access to a family doctor and the health care services they need.
- **Streamline infrastructure funding** for both urban and rural municipalities. The need for investment in infrastructure is critical, and yet municipalities often face frustrating bureaucracy and lack of clarity when trying to access provincial infrastructure funding. It's like a lottery, with little predictability and stability. That's why a PC government will streamline the application process and work toward a comprehensive inventory of projects and outcomes to allow for better long-range planning.

## Promoting arts & culture in Ontario

Arts and culture are more essential than ever – not just to our society, but to our economy. Experts agree that creativity is the single most important element of modern economic growth. The new creative class seeks out communities that value diversity, quality of life and a rich cultural environment – and major industries follow.

So, supporting arts and culture is not a frill or a handout. It is an investment, just as much as funding for any other sector of our economy. However, no other sector can do what arts and culture does – not just creating jobs and economic activity, not only attracting tourists, but also enriching our lives.

We cannot take the arts for granted: many artists face a daily struggle. Although they are typically in the top 25% of Canadians in education, they fall into the bottom 25% in income.

In a free society, governments do not control or create culture, but they have a critical role to play in fostering its vitality, viability and cultural diversity. Government must set the stage, through strategic investments in the arts and artists, and through policies that encourage arts and culture to flourish.

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### *A John Tory government will:*

- **Improve support for working artists** by continuing to enhance funding for the Ontario Arts Council. We would protect the current and future funding commitments (increased funding by \$15 million by 2009-10). We will also ensure the OAC receives three-year commitments from the government for its excellent programs.
- **Help artists deal with the cyclical and sporadic nature of their incomes** by working with the federal government to adjust the tax system to enable income-averaging over time.
- **Top up funding of the Ontario Cultural Attractions Fund**, which promotes our cultural events nationally and internationally. We will make an initial investment of \$5 million in the first year, and \$2.5 million annually for the rest of our mandate.
- **Make three-year funding commitments** for arts institutions and major cultural attractions across Ontario.
- **Establish a Premier's Council on Arts, Culture and Creative Cities and Towns** to create a stronger, more direct link between government and the creative community.
- **Enable more private donations to the arts** through the Ontario Arts and Culture Fund. This would be administered through the provincial income tax system; on their Ontario tax forms, people would have the option of making a direct donation to the arts.
- **Foster closer collaboration between arts organizations and schools** throughout Ontario, to give young people early exposure to the arts – particularly in disadvantaged communities where inspiration is desperately needed.



# Fairness for you and your family

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Fairness is a basic value for Ontarians – one that has many dimensions.

It means that people who work hard, take risks and innovate should be rewarded.

It means that government should respect Ontarians by taxing them fairly and being careful with their money – something we haven't seen in the McGuinty government's four years of waste and mismanagement.

And fairness also means equalizing opportunity – so that those in less fortunate circumstances --or less fortunate communities -- get a fair chance to participate in the province's prosperity.

## **To ensure fairness for you and your family, leadership matters.**

That's why John Tory has announced major initiatives to deliver more fairness for Ontario's hard-working families. These include eliminating Dalton McGuinty's regressive, unfair 'health' tax, fixing property tax assessment, and being fair to rural and urban residents alike.

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## Fairness for taxpayers

Income tax can be a fair, progressive form of taxation when it's based on how much money people earn, instead of their savings or the value of their home.

However, income tax is also the single biggest government burden on people and their families. While governments need tax revenue to deliver services, every dollar taken by government is one that families cannot spend or save for their own needs and priorities. Higher income taxes also can prevent businesses from investing, employers from hiring, and consumers from spending.

So, income taxes should be kept to a fair level – enough to fund our shared priorities.

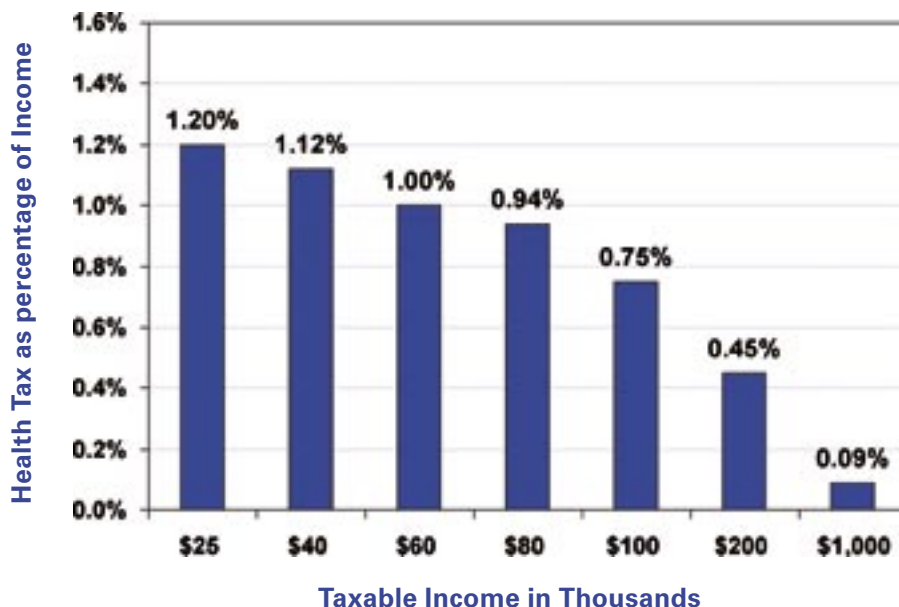
Unfortunately, Ontario saw the biggest income tax hike in history in 2004, when Dalton McGuinty broke his 'no new taxes' promise. Not only did he increase our taxes by \$2.6 billion a year, but he did so with an unfair, regressive tax that places a disproportionate burden on lower-income people.

The McGuinty government falsely labelled this tax hike a 'health premium,' even though the money was not specifically dedicated to health care.

In the name of fairness to taxpayers, honesty to voters and economic growth and job creation – this tax hike must be eliminated.

Is this affordable? Yes. The government's own surplus projections and normal economic growth assumptions suggest that this dishonest tax can be phased out gradually without affecting health care funding, risking future deficits or damaging other government programs.

### Health Tax versus Income



Source: Ontario Ministry of Finance; Ontario PC Party, 2007

**Under the so-called "health" tax, lower and middle income Ontarians actually pay a higher percentage for health care than those with higher incomes.**

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### *A John Tory government will:*

- **Phase out the unfair, regressive ‘health’ tax.** As John Tory eliminates this unfair, regressive tax gradually and responsibly, this money will help to stimulate the economy, while giving the government time to wean itself off the extra revenue.
- **Replace high taxes by finding savings and efficiencies.** Ask yourself if there’s room for the Ontario government to become 2% more efficient over the next four years. John Tory thinks there is. After all, even Dalton McGuinty claimed he had found more than \$800 million in annual savings by finding ‘efficiencies.’ With his strong leadership and management skills, John Tory knows how to find \$1.5 billion in savings – less than 2% of government spending over four years.
- **Invest more in health care** than under the Liberals’ plan. Our ‘Better health care’ plan on page 2 shows how we will improve access and quality of care for Ontarians with larger, smarter investments than those being made by Dalton McGuinty.
- **Balance the budget.** Based on the Liberal government’s own assumptions and normal economic growth, the government will be in a surplus position. We can lower your taxes, invest more in health care and help stimulate economic growth and job creation – in contrast with the Liberal plan to increase the size and cost of government using your tax money.

## **Fair property taxes**

The idea of property taxes is that wealthier people, who own higher-valued property, should pay more taxes than those with less money. Unfortunately, it doesn’t always work that way: big increases in property value can hit those on fixed incomes much harder than those with high incomes.

Ontario’s Ombudsman has reported that property assessments have skyrocketed in recent years; the average assessed home in Ontario leapt from about \$179,000 in 2003 to nearly \$233,000 in 2006. As a result, many people saw their property tax bills skyrocket - in many cases more than doubling in a short period. This caused particular hardship for seniors and people who rely on fixed incomes.

Dalton McGuinty’s solution? Deferrals, delays and denial of the problem.

Ontario homeowners deserve better. They deserve protection from sudden huge shifts in their property tax. Increases should be fair and reasonable, not based on a system that is blind to the impact on older people on fixed incomes, on farmers and on the working poor.

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*A John Tory government will:*

- **Put a 5% cap on annual assessment increases** for as long as an individual owns her or his home. That will include property transfers to a spouse; for example, when a widow inherits the family house from her late husband. This will protect people on lower and fixed incomes from massive hikes.
- **Put the rights of homeowners first.** Instead of demanding that people prove why their assessment is too high, the onus should be on the Municipal Property Assessment Corporation to justify any increases.
- **Fix the system or scrap it.** The Ombudsman's report recommended many steps to help fix the current assessment system. If all of those serious problems cannot be repaired, then it will be time to admit that the system simply does not work and needs to be replaced.

## Fairness for farmers

It's true that big cities are the economic engine of Ontario, but more people (and politicians) need to remember these engines are 'fueled' by farmers and the food they grow and raise. And sadly, farming in Ontario faces a crisis today.

Across Canada, provinces offer different kinds and levels of support for their farmers. Quebec, for example, can teach Ontario lessons about how to help farmers manage risks and keep their heads above water. Quebec farmers benefit from a separate deal their province has struck with the federal government. There is no reason why Ontario cannot do the same. What's required is leadership.

Fairness for Ontario farmers requires a made-for-Ontario plan – one that puts our farmers and our province first; one that offers meaningful support – not the meaningless words farmers get from the McGuinty government today.

This will mean a change in attitude at Queen's Park. Ontario farmers and their products will take on a new importance under a John Tory government, which will lead the way in promoting Ontario food – within Ontario, and around the world.

With a level playing field and a fair chance, Ontario farmers and their products can compete against the best in the world. It's about time the Ontario government created that fair opportunity to compete, and demonstrated its support for the people who provide our food and anchor our rural economy.

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*A John Tory government will:*

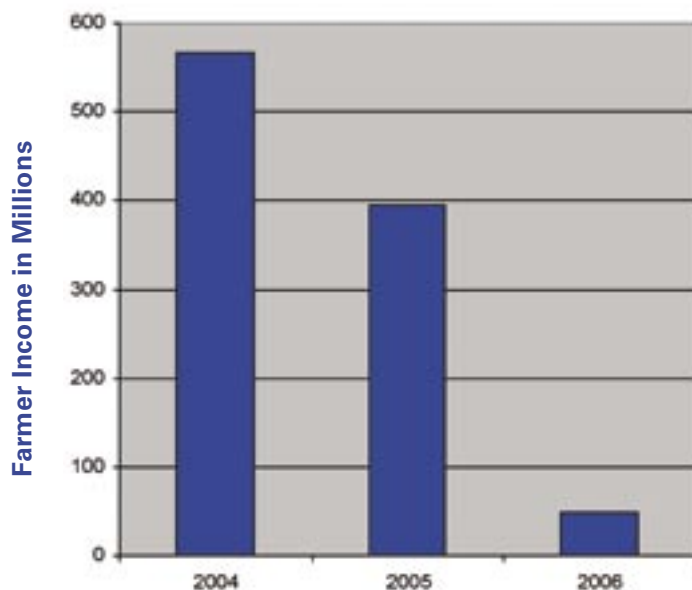
- **Boost support for farmers by raising safety net payments and making the funding permanent.** Those payments will include resources for grains and oil seeds, fruit and vegetable growers and livestock farmers. This will be substantially higher than what the McGuinty government provided last year.
- **Level the playing field** with Quebec by creating a made-for-Ontario risk management and support plan. The programs will be based on the Quebec



model, but flexible enough to reflect the diversity of Ontario's agriculture and deal with any crisis in any sector. We would insist that the federal government be prepared to give Ontario farmers the same deal as the farmers of Quebec. Rather than impose solutions on farmers, we will work in concert with them to use the additional funding to develop commodity-specific support tailored to their specific needs.

- **Market Ontario food better.** First, we'll sharpen the definition of 'grown in Ontario' for marketing purposes. Then, we'll update and expand the 'Buy Local' Foodland Ontario campaign to include meat, to establish Ontario Foods sections in stores, and to better promote the benefits of Ontario food to consumers.
- **Show leadership.** If the government wants people to buy Ontario food, it should lead by example. Market mechanisms need to be developed to give Ontario farmers better access to government buyers of food for hospitals, schools and other public institutions. The government and the agencies it funds should be pushed to 'buy Ontario'. John Tory will be a leader in campaigning for Ontario products and supporting our farmers, our economy and our health. That's how we'll ensure fairness for farmers – and greater prosperity for Ontario.

### Total Net Income for Ontario Farmers



Source: Statistics Canada, Agriculture Economic Statistics, May 28, 2007.

- **Farmer Income in Ontario has declined significantly under Dalton McGuinty; our farmers need real support.**



# Government that works for you

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There are many things that are working well in Ontario... but government is not one of them.

Dalton McGuinty kicked off his four-year term by breaking his most fundamental promise to the people of Ontario: that he would not raise taxes.

After introducing a massive, regressive, multi-billion-dollar 'health' tax, the McGuinty government went on a four-year spending binge. In 2003, total government spending was \$69 billion. Today, it's more than \$91 billion.

Ontarians are reasonable people; they see the need for government investments, but they get understandably frustrated when no one asks what we're getting for this additional \$22 billion of our hard-earned money.

John Tory will ask – and he will act. **Because to get government that truly works for you, leadership matters.**

It's time for the government to follow some basic rules of accountability. That means truth in taxes – no more taking money from the taxpayer's pocket for one thing and using it for another.

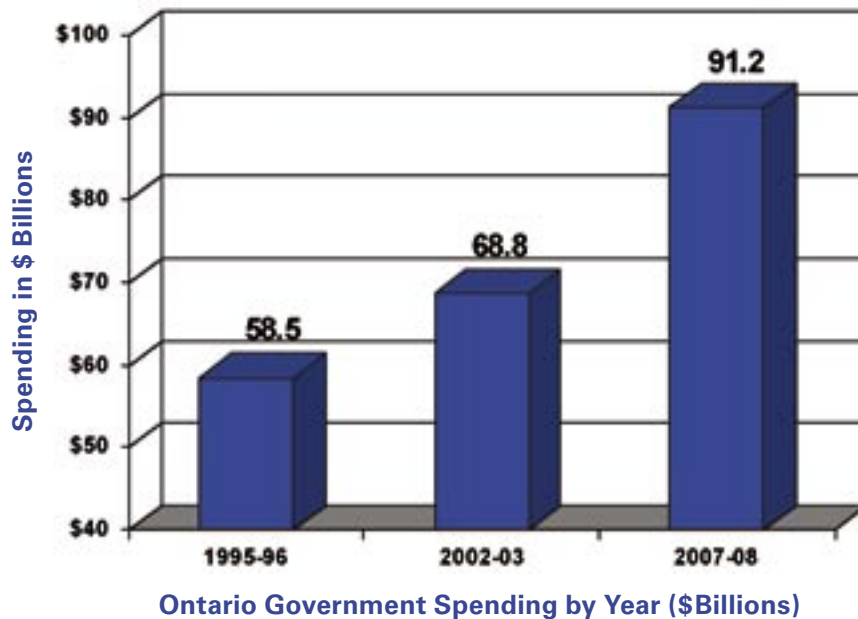
It means an end to the Liberals' secret political slush funds and year-end spending madness, in which public funds have been distributed with no rules, and no accountability.

And it means ensuring that no one is above the law – and that no one is beneath its protection.

*After introducing a massive, regressive, multi-billion-dollar 'health' tax, Dalton McGuinty went on a spending binge. Ontarians see the need for new investments, but they get frustrated when no one asks what we're getting for the extra \$22 billion.*



## Dalton McGuinty's \$22 Billion Spending Spree



Source: Ontario Budget, Ontario Public Accounts, 2007.

**Spending has skyrocketed by over \$22 billion dollars under Dalton McGuinty government.**

## Accountable, transparent government

There's a simple principle at work here – if you pay for something, you deserve to get good value for your money. This is just as true for government as it is for anything else; taxpayers' hard-earned money has to be treated with respect, and spent efficiently and effectively.

Just as important, your government must be able and willing to prove that it is spending your money wisely. As the people footing the bill, you should not be asked to just take government's word for it.

Under the McGuinty government, accountability has become a thing of the past. This year, taxpayers have been outraged by stories about year-end grants given to groups, many with Liberal party connections. These have totaled hundreds of thousands of dollars. It's taxpayers' money, handed out with no application forms, no formal process and no accountability.

There are also growing public concerns, echoed by Ontario's Ombudsman, about apparent attempts to suppress revelations of insider fraud at the Ontario Lottery and Gaming Corporation.

Taxpayers deserve better. What's missing today is leadership. Real leaders are accountable. They take responsibility for how money is spent, and share the numbers with the public – those footing the bill.

That is where John Tory's integrity and experience as a business leader will prove invaluable. He will bring good business practices and an attitude of customer service and stakeholder accountability to government.

This strong leadership will be backed up with clear, consistent rules for creating an accountable, transparent government. We will close up the loopholes that have allowed governments to hide your money, move it around, or waste it.

John Tory believes that Ontario's dedicated public servants will welcome a higher level of transparency and accountability – and rise to the occasion.

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*A John Tory government will:*

- **Change the orientation of government to focus on performance – and results.** We will be firm in ensuring that government follows good management practices (e.g., expenses are in order, processes are transparent and fair and projects are completed); but we must go further. Every government program should be reviewed regularly to ensure that it is achieving the original public policy goals; in addition, we will adopt a philosophy of enriching programs that deliver better value for the taxpayer's dollar, rather than penalizing them with less funding as is too often the case today.
- **Change government accounting practices.** For example, there should be quarterly financial statements from every Ministry, with a comparison to the previous year's numbers. This can help expose and discourage the longstanding practice of year-end spending sprees. To improve accountability to Ontarians, public accounts should be completed within 90 days of year-end.
- **Update business planning practices** to require multi-year strategic plans for the entire government, as well as service plans for each Ministry and improved 20-year reports.
- **Adopt new accountability practices.** Appoint chief financial officers, just like the position in corporations with responsibility for tracking and managing money. Create an independent Legislative Budget Office that will prevent the government from distorting budget numbers, while demonstrating more accountability to elected parliamentarians.
- **Make the regulatory process more transparent,** so that proposed regulations are pre-published for public review, not just passed in secret by the Cabinet. In May 2007, Ontario's Information and Privacy Commissioner said that government officials are not living up to the Premier's promise of "a more open and transparent government."
- **Enforce the new rules** through accounting officers and an accounting review panel.
- **Work with MPPs to reform Ontario's provincial parliament,** based on four principles: (1) enhancing the role of the individual MPP; (2) making government more accountable by using the legislature more effectively; (3) encouraging greater emphasis on consensus as opposed to confrontation to improve the productivity of the Legislature and respect for MPPs and the parliamentary process; and (4) encourage more diversity and gender balance through family- and MPP-friendly reforms.

## Truth in taxes

When you buy an expensive blender and take the box home, the last thing you'd expect is to open that box and find a cheap toaster inside. What you pay for should be what you get. Anything else is simply dishonest.

Applying that basic business principle to government means putting an end to misleading practices and offering truth in taxes.

For example, provincial gas tax revenue is supposed to build, repair and maintain our roads, bridges, highways and public transit systems. Funds collected for hunting and fishing licences are supposed to go towards conservation initiatives.

In reality, all the gas tax money goes into the general revenue pot, and Queen's Park spends only part of that revenue on what it's being raised for. In other words, you're paying for the fancy blender, but getting the cheap toaster.

The 'health' tax imposed by Dalton McGuinty is another example. It's the biggest income tax hike in Ontario history, but the money raised has not been dedicated to health care.

So, instead of lower taxes and a budget surplus, Ontarians got higher taxes and broken promises. All to avoid admitting that the so-called 'health' tax had nothing to do with health.

For John Tory, truth in taxes means rejecting these cynical paths – and eliminating 'bait and switch' schemes to label a tax with a specific name while spending the revenue elsewhere.

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### *A John Tory government will:*

- **Eliminate Dalton McGuinty's unfair, regressive 'health' tax** gradually and responsibly while increasing investments in health care (see page 2 for details on our plan for more investment and better results in health care). Just by reversing this broken promise, we will lower the overall tax burden significantly – putting money back into taxpayers' pockets and Ontario's economy.
- **Spend your tax money as advertised.** Money from fuel taxes will be spent on road and transit; money from pollution fines will be spent on the environment; money collected from hunting and fishing licenses will support conservation. Within five years, we will be in a position to invest the revenue collected from gasoline and fuel taxes into Ontario's roads and transit systems.
- **Tell the truth about taxes.** We'll stop the cynical practice of government giving a tax a false name to make it sound better while secretly using it as a revenue grab.

## Services and jobs -- closer to home

Ontarians are proud people – proud of their province and proud of their hometowns. Given the choice, many people would like to stay home in small towns and rural areas. Many more would like to move away from the big cities of the South to enjoy the great lifestyle, environment and recreational opportunities offered by smaller communities.

The one factor that makes these choices difficult is the shortage of good careers. So, young people end up leaving their homes in rural and remote parts of Ontario to look for better careers in the larger cities of the South. People who would love to live elsewhere do not dare leave the cities and their job marketplaces.

There have been efforts across the province to diversify the Northern and rural economies and reverse these trends. However, there is a major, innovative step that the Ontario government could take to share the wealth created by government jobs – decentralization.

Decentralization means moving some government offices to smaller communities, offering new employment opportunities, strengthening local economies and bringing public services closer to the people.

This is not about saving money: the government's own studies have shown that relocation costs and savings from rural operations will cancel each other out. This is not about forcing anyone to move: many government employees would jump at the chance to return to their home regions, or to move to a small town for the quality of life. John Tory has pledged to work with public sector unions to ensure fair treatment of workers.

John Tory's plan would distribute thousands of jobs and more than a million square feet of office space across the province. It would revitalize communities with more job opportunities, more working people and more economic activity. It would involve building or renovating government office buildings as attractive public buildings and local landmarks. It would improve government services by bringing them closer to the people. And it would be good for the environment, cutting down on commuting time for thousands of workers and reducing gridlock in the GTA.

*John Tory's plan would revitalize communities with more job opportunities, more working people and more economic activity*



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### *A John Tory government will:*

- **Move 10% of the government office space in Toronto** (about 1.1 million square feet) and thousands of jobs to smaller communities affected by job losses in the last four years. John Tory will also ensure these jobs remain where they are moved.
- **Ensure the plan is revenue neutral.** The government of Ontario has 11 million square feet of space in Toronto, with high values and servicing costs. New or renovated space in smaller communities will be much cheaper, and the savings will at least balance out the costs of relocating the people and offices.
- **Make all relocations voluntary.** We'll work with employees and their unions to ensure that no-one is forced to leave their job or their home.

## One law for everyone

There is only one law for all of us.

No one is above the law. Not governments, not white collar criminals, not big corporations.

No one is beneath the law – and its protection. Not the homeless, not street people, not the poor.

And no one is beyond the law. Criminal gangs should not be immune to the power of the law, politics should not prevent the enforcement of court orders, and victims of crime must not be beyond the mercy of justice.

Ontarians know that everyone deserves equal protection under the law, but that all of us are also subject to equal responsibility for obeying the law. A John Tory government will ensure that there is one law for everyone. We will:

- **Support the enforcement of laws and court orders.** We will follow all appropriate legal steps to ensure court orders are respected. All Ontarians must be subject equally to the law.
- **Double the support for victims of crime.** The 48 front-line Victim Crisis Assistance and Referral Services, the vital first point of contact to help victims of crime, have been dealing with rising demand without any new resources. We will end that financial crisis by doubling the provincial funding for front-line victims' support services.
- **Provide equal protection for vulnerable people.** Crimes against vulnerable people, whether they are drug addicts, prostitutes, the homeless





or others, must be seen as equally important to our justice system. We will work with police, prosecutors and social agencies to make sure that cases involving vulnerable people, including evidence of serial crimes, are not allowed to fall between the cracks. We must also ensure that people pursuing human rights cases are treated fairly, and that the system works efficiently for them.

- **Make it a priority to resolve Aboriginal land claims**, working in a spirit of partnership with Aboriginal peoples and the federal government. There has been insufficient progress made over many decades, and it is a time for new ideas and new action.
- **Apply the law equally to government.** No-one, including government, should be allowed to ignore individual rights. For example, while government has the right to change land use for the greater good, several principles must be followed first: if government policies or regulations change the existing use of your property, you should be able to apply for some form of compensation; if government intends to change the existing or permitted use of your property, you should receive advance notice and the opportunity to make your opinion known before the change takes place; and if a government decision hurts your ability and your family's ability to earn a living, there should be an opportunity to appeal.

Our 'Making Communities Safer' section on page 11 goes into more detail on how we will reduce and prevent crime.



# Building for Ontario's future

Ontario has some of the most talented, innovative and hard-working people in the world. That's why throughout history, Ontario was never the 'little engine that could;' we were the 'big engine that did.'

Yet in virtually every area that's critical to Ontario's future success, our province is now lagging behind: in environmental protection; in the readiness of our energy and health systems; and, most critically, in the economy.

Since January 2005, Ontario has lost more than 140,000 manufacturing jobs. In 2006, 30,000 Ontarians fled our province for Alberta. And in early 2007, a Royal Bank forecast placed Ontario dead last in Canada in economic growth.

Ontario's environment is dirtier than ever, and our energy supply remains in jeopardy. In 2003, Dalton McGuinty made a rash promise to eliminate coal-fired generating stations by 2007. Today, the plants are still open... and because of the uncertainty, critical investments in cleaner technology were delayed.

Under Dalton McGuinty, critical decisions have been deferred. And critical problems have been denied.

## **In building for Ontario's future, leadership matters.**

John Tory believes that Ontario can be a world leader again. His experience – in business, in government and in the community – has taught him that the biggest job of a leader is to plan for the future.

That's why it's time to set clear, ambitious environmental targets; to secure clean, green energy systems for the long-term; to welcome more skilled immigrants; to rebuild our infrastructure; and to make investments today to ensure jobs and prosperity tomorrow.

*Throughout history, Ontario was never the 'little engine that could;' we were the 'big engine that did.' John Tory believes that Ontario can be a world leader again.*



## Jobs for today and tomorrow

A great place to live. A great place to do business. The two goals are far from opposites. In fact, they're two sides of the same coin.

Economic and social experts agree: the most successful places in today's world combine these twin goals and compete as a good home for both business and families.

In today's global economy, thanks to information technology and the rise of knowledge-based industries, skilled workers and job-creating entrepreneurs can locate virtually anywhere on the globe. For Ontario to compete, our province must offer a hospitable place to invest and a high quality of life for skilled workers and their families.

On the flip side, Ontario needs a strong and prosperous economy so that we can afford to invest in that quality of life – and in support for the poor and vulnerable. It's a virtuous circle, with each aspect strengthening the other.

Once Ontario had a leadership role in Canada's economy. But this leadership position has waned:

- Globalization and tougher competition from developing countries around the world have taken manufacturing jobs offshore.
- A higher dollar has eroded the competitive advantage of our manufacturers.
- The reliability of our supply of electricity – once a competitive advantage – is in doubt.
- High personal and business taxes have eroded our competitiveness.
- The heavy regulatory burden and lack of proactive economic policy have hurt Ontario businesses.

In four years in office, the McGuinty government has been paralyzed and powerless. They have failed to act.

Creating jobs in Ontario requires real know-how, and real leadership.

John Tory's plan to build a more prosperous Ontario will address both sides of the coin – providing the strong business fundamentals that make investors choose our province, and investing in the cultural, educational, health care and environmental benefits that make people choose Ontario as their home.

*John Tory will strengthen Ontario's business fundamentals and invest in the cultural, educational, health and environmental benefits that make people choose Ontario as their home.*

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### *A John Tory government will:*

- **Encourage the creativity and growth** needed for success in the knowledge-based economy. To do this, we will:
- **Reduce the regulatory burden on small businesses**, which create most of today's jobs. A John Tory government will bring the successful British Columbia model of regulatory review to Ontario. It turns the usual government practice on its head: instead of imposing regulation and forcing business to adjust, we will require government to justify every new regulation created. Every Ministry will have to show how much red tape it generates, have a rolling three-year plan to reduce that burden, and report publicly on its progress.
- **Introduce a 'smart regulation' system** to measure the potential impact of new rules, track how they are affecting people and businesses, and report on how effectively they are working. Regulations that protect public health and safety, or that are working fairly, will always be preserved and enhanced as required. Rules that kill jobs or impose unfair burdens will be fixed. The public interest can be protected without killing jobs. As a highly successful business operator, John Tory knows the importance of providing a stable and consistent set of rules for businesses and will work to roll out the red carpet for investors while rolling up the red tape.
- **We will seek to join the inter-provincial free trade agreement** between British Columbia and Alberta, and explore a similar arrangement with Quebec. Ontario must lead the national charge for the reduction of inter-provincial trade barriers across Canada.
- **Promote investment in our productive capacity.** We will:
  - **Help create a more skilled workforce** through a greater emphasis on trades, vocational skills, training and apprenticeship. Our education system must respond to the severe shortage of skilled trades and provide more training opportunities, and better links to the marketplace and the business community. A John Tory government will also welcome the skilled immigrants we need to fill our employment shortages and build a stronger economy (see below).
  - **Work with Ontario's auto sector** to encourage skills development and investment in new, environmentally friendly technologies.
  - **Stimulate business investment** in machinery and equipment.
  - **Remove barriers to investment** by favouring taxes that are predictable and share the burden as broadly and progressively as possible. We will:
    - **Eliminate the job-killing capital tax**, on an accelerated timetable if possible.
    - **Lower taxes for individuals** by eliminating the Liberals' regressive, unfair 'health' tax. This will stimulate economic growth and put money back into people's pockets and our economy.
    - **Provide a stable, affordable supply of electricity.** This is one of the basic requirements of business, particularly for manufacturers and

technology industries. Our 'Building Energy' section on page 47 shows how we will invest in the generation, transmission and conservation of electricity so that the lights stay on for all Ontario residents and businesses.

- **Build a new economic foundation** for the North through the creation of a 25-year plan to support innovation and economic development in the North. More details are in the 'Helping Municipalities Succeed' section on page 16.
- **Invest in a more livable society** - from the basics of good education, health care and safe streets, to cultural and recreational opportunities and more dynamic communities for tourists and residents alike. This means:
  - **An education system with the resources and leadership it needs to provide all young people a chance to succeed** (see 'Investing in Education' on page 7).
  - **A health care system backed by stable, guaranteed funding** that provides the access and quality your family needs, starting with access to a family physician for all Ontarians (see 'Better health care' on page 2).
  - **A justice system that protects the rights of victims** of crime and law-abiding people, metes out real justice to criminals and tackles the root causes of crime (see 'Making communities safer' on page 11).
  - **Support for parks, recreation and healthy living.**
  - **Support for arts and culture**, including the Ontario Cultural Attractions Fund and a long-term funding increase for the Ontario Arts Council. For more details, please see 'Promoting arts and culture' on page 19.
- **Revitalize downtowns and main streets** in Ontario cities by building spectacular architecture and new landmarks that reflect local character. The government can provide seed funding for international competitions to design new public or private buildings. When complete, these buildings could also display parts of the vast collections of the Art Gallery of Ontario and the Royal Ontario Museum. This type of initiative has been very successful in adding vitality to Barcelona, Birmingham and other cities around the world.
- **Promote Ontario with new initiatives** to boost tourism and tell more people about the great opportunities to live and work in our great province. Instead of killing the Ontario Tourism Recovery Program and writing off the American tourist market, as the McGuinty government has done, we will:
  - **Provide stable funding for the tourism sector**, with five- and ten-year commitments. Tourism is a \$20 billion industry that employs 250,000 Ontarians – investing in this sector makes good economic sense.
  - **Make sensible, short-term investments** to help sustain key events and attractions, such as the Luminato Festival of Arts and Creativity in Toronto.
  - **Increase our advertising budget** to be in line with other provinces, spending at least 75% of the tourism budget on getting the word out to the world. By advertising for the whole province the whole year-round, with a focus on the American market, we will be more effective promoters.

- **Improve Canada-U.S. border crossings** and work with the United States to find an alternative to the new American passport requirements that are hurting both our economies.
- **Work in partnership with tourism operators** to open the door to smaller businesses and volunteer organizations, to improve training for tourism workers and to clarify regulations and legal terms in the industry.
- **Strengthen the finance sector**, which now contributes almost 8 percent of Ontario's GDP and is a huge employer not just in Toronto, but also in small and rural communities across the province. More than 220,000 people work in the sector, many in well-paying, high-value jobs. We will:
  - **Work with Ontario's business and financial services sector** to develop a strong growth strategy to support increased economic growth from financial services jobs and investment in Ontario. This includes identifying the best-in-class growth strategies used by other international financial centres and adapting them for use in Ontario; and identifying key market niches for our financial services sector and develop a marketing and promotion strategy to sell our expertise worldwide.
  - **Undertake a regulatory red-tape review** of all provincial legislation that affects financial services. We'll ensure that regulations provide effective consumer protection, while promoting the international competitiveness of the sector.
  - **Push for a national securities regulator** and work with our provincial partners to remove or harmonize other regulatory barriers to financial services.
  - **Work to encourage the harmonization of property and casualty insurance rules** across the country.
  - **Meet financial services human resource needs by:**
    - **Expanding job internship programs and language training programs**, specifically targeted to help skilled immigrants break into the financial services job market.
    - **Working with our post-secondary and training institutions offering financial services degrees and designations** to ensure that they have the information necessary to train leading-edge graduates with the innovative skills needed to drive business success in financial services.
    - **Helping to promote financial services careers to young people, in partnership with the finance and the educational sectors.**



### Ontario's opportunity: Bridging the 'prosperity gap'

In Gross Domestic Product, the measure of a country's competitiveness and prosperity, Canada – and Ontario -- trail the United States, by \$9,200 per capita, according to the 2007 report of the Institute for Competitiveness and Prosperity, entitled *Agenda for Canada*.

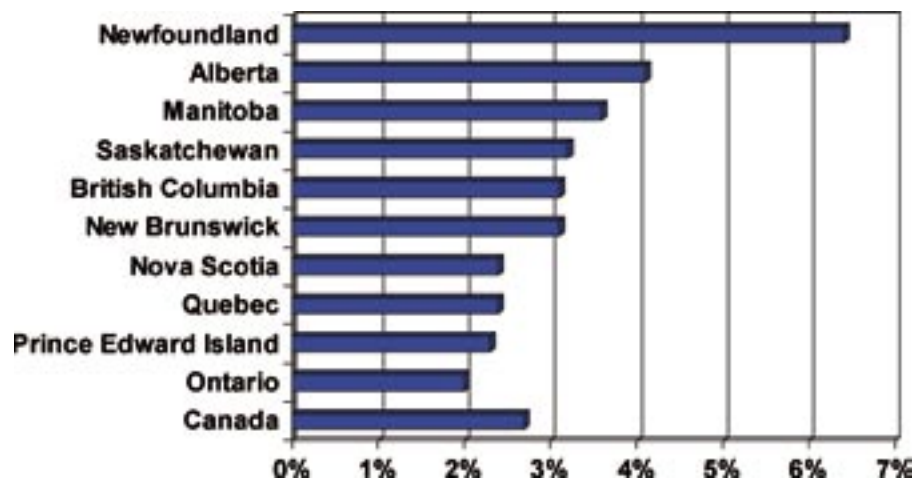
This "prosperity gap" represents the unmet potential of every resident of Canada, and Ontario.

The report recommends a goal of reducing the gap over a 15 year period – and concludes that if we were successful, annual personal disposable income for the average Canadian household would go up by almost \$12,000.

This would:

- increase our ability to invest in housing, education, and retirement savings.
- make Ontario an even better place to work and invest.
- create more economic opportunities for the disadvantaged in our society
- generate new revenue for government to invest in helping the needy and building needed infrastructure

### Ontario's Economy Falling Behind



Real GDP Growth by Province (Percentage) 2007

Source: The Conference Board of Canada *Provincial Outlook*, Spring 2007

... **Under Dalton McGuinty, Ontario's once-thriving provincial economy has fallen to last place in Canada.**



## Strengthening post-secondary education

Statistics Canada tells us that between 2004 and 2008, 65% of retirements in Canada will occur in positions that require a post-secondary education. At the same time, the projections are that the absolute number of college-age Canadians will begin to decline around 2011. Meanwhile, the pace of the global labour market is expanding at an unprecedented rate and developing countries now have 70% of post-secondary students.

These realities mean that maintaining a highly educated workforce is going to be a major challenge in the coming years.

John Tory believes every qualified student should be offered a space in our post-secondary system, that cost should not be a deterrent to education, and that our students should graduate equipped with the strengths and skills they will need to compete and prosper in the 21st century.

We need to work with our educators, our colleges and our universities to establish realistic goals and sustainable funding. Close cooperation among educational institutions, government and non-governmental agencies and the private sector are critical to creating excellence.

John Tory believes that collaboration and flexibility are critical for many reasons: in enabling Ontario to compete in the internationally competitive research world; in addressing our escalating skills shortage; in delivering vocational training in an era where education is not just for the young, but also for people affected by manufacturing job losses, or interested in entering a second career.

A collaborative spirit will also ensure we have the doctors, engineers, scientists and scholars that are so critical in a modern, competitive and compassionate society.

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### *A John Tory government will:*

- **Collaborate with post-secondary institutions** to give more people opportunities for lifelong learning by making education more accessible – anywhere, anytime, for everyone. We will work together to improve the accessibility of education and training where Ontario's citizens need it – on campus, at work, or via computer; at any stage in a person's life, at convenient times during the day; and to everyone who is qualified for a university or college program.
- **Provide stable, long-term funding** to ensure our students receive the best education. New per-capita funding for post secondary education and labour market agreements will be negotiated between Ottawa and the provinces. John Tory is committed to securing the best outcome for Ontario.
- **Work with institutions to help students move more easily between universities and colleges**, and vice-versa. This is an ongoing challenge that must be addressed for the benefit of our students, their families, our communities and our economy.
- **Make Ontario's community colleges centres for life-long learning.** We will build on the legacy of Bill Davis and provide funding to work with

individuals, employers and other stakeholders to create new approaches to lifelong learning.

- **Continue planned investments in graduate education** and position Ontario to attract the best faculty and students in the world.
- **Work with universities, colleges and other partners** to facilitate provincial, national and global partnerships and attract national and international centres of excellence to Ontario. Such relationships can enhance access, excellence, the student experience and Ontario's prosperity and competitiveness by encouraging collaborative research, discovery and delivery of new thinking in such areas as health care, engineering, the environment, energy, new media, business and the humanities and social sciences.
- **Support retraining of older workers.** We will survey adults in their 50s and 60s to determine what types of work they aspire to do following their primary careers and work with our institutions to provide innovative ways of training and job-placement support in these areas. We will also support students who wish to transfer from high school into a skilled trades program at a community college.
- **Work with Aboriginal peoples,** the federal government, employers and our colleges and universities to promote and enhance access to our college and university programs by Aboriginal students.
- **Strengthen the education of health professionals.** John Tory will work with our universities, colleges and specialized post-secondary health care institutions to ensure that Ontarians have better access to nurses, doctors, nurse practitioners and other key health professionals.
- **Work with our post-secondary sector** to foster a greater sense of student engagement. Students want direct experience solving real-world problems by connecting internationally, working with other students and employers through co-op and internship programs, using up-to-date equipment, and accessing part-time jobs that relate to their studies.

## Welcoming skilled immigrants

Immigrants built Ontario. The hard work and loyalty of generations of arrivals in this province have made possible our lives and prosperity today. Their diversity of culture and experience has made Ontario a richer place in every sense of the word.

Today, Ontario needs the energy and skills of people from around the world more than ever. Our economy is being held back by a severe shortage of skilled tradespeople, from machine operators and plumbers to computer technicians and communications technologists.

Yet, the McGuinty government has not done enough to break down the barriers that allow these skilled workers to contribute to our society and economy.

It's time to open the doors to those who will help build the next vision of a prosperous Ontario.

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### *A John Tory government will:*

- **Break down the credentials barrier.** We need new Ontarians practicing their skills, not working at inadequate jobs while fighting to get their foreign credentials recognized. We will simplify the process of credentialing and make every attempt to accredit newcomers before they arrive in Ontario. If necessary, we will amend employment legislation to get around the 'Canadian experience' barrier. Immigrants that need to upgrade their education and skills will be eligible for student loans, just like any other Ontarian.
- **Help immigrants to settle in their new home** with stable, long-term funding for bridging programs, career mentoring, and better supports for ESL and other pre-employment training. Their contributions are needed right across Ontario, so we will also encourage skilled workers to settle in communities beyond the GTA.
- **Run these programs effectively and efficiently** through a new Ontario Job Market Opportunity Secretariat – dedicated to finding out what kind of skilled workers we need, helping attract them to Ontario, and aiding them in getting their credentials approved before immigrating.
- **Strengthen Ontario's immigration agreement** with the federal government, to give our province a greater say in selecting the skilled people we need.

## **A cleaner environment**

The world's climate is changing and Ontario must change its environmental policies to meet public and scientific concerns.

There is no more time for delays or shallow announcements; we need real action and real results to make our province cleaner and healthier. It's no accident that under the McGuinty government, Ontario's Environmental Commissioner entitled his 2005-06 annual report *Neglecting Our Obligations*.

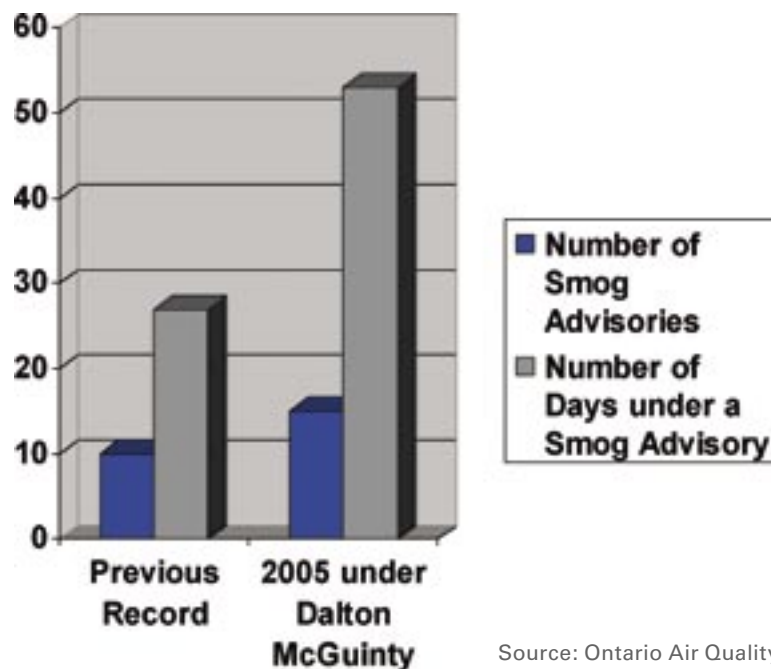
Once again, leadership matters: the willingness and ability to set clear goals, be accountable for results and make the decisions to see the plan through. John Tory will provide that leadership – and that plan.

John Tory's plan is both realistic and ambitious. It starts with immediate action to stop greenhouse gas emissions and pollution from getting worse, and then implements a long-term strategy to make Ontario an environmental leader.



*It's time to build Ontario again –  
time to stop coasting on the energy  
and efforts of generations past and  
create our own solid legacy for the  
generations ahead.*

## Smog Days in Ontario



**Under Dalton McGuinty, Ontario has seen record levels of smog days.**

The most important point is having the courage to establish strong targets, and the flexibility to find the best ways of getting there.

Environmental responsibility is not a choice; it is a necessity. This is the new normal. That means our plan has to work with the economy, not against it, and harness the power of incentives and innovation. The increased responsibility will be shared by business, government and individual Ontarians.

John Tory will tackle all aspects of the environmental challenge... air pollution and greenhouse gases, conserving green spaces for future generations, protecting our water supply and reducing toxic contaminants. Clean energy is one of the keys to success and a cornerstone of the energy plan explained in the next section of this paper.

There must also be a role for individuals to play, through both regulations and incentives for environmentally responsible behaviour – such as more efficient vehicles, technologies and appliances, and homes that use energy more efficiently and are constructed with environmentally friendly building materials.

A realistic, ambitious environmental plan must balance many different interests. It is, however, critical to get it right to achieve the cleaner environment Ontario needs today – and that our children deserve tomorrow.

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*A John Tory government will:*

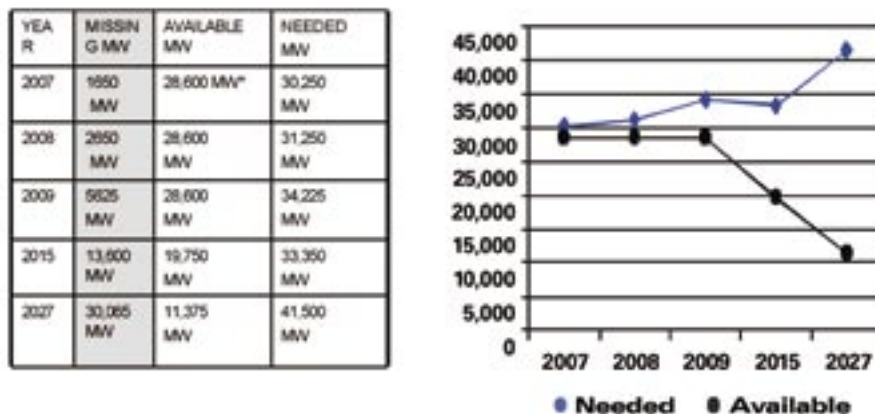
- **Reduce greenhouse gases (GHGs)** created in Ontario, which are responsible for approximately 30% of Canada's emissions. We will:
  - **Set strong short- and long-term targets** for the province – 10% below 1990 levels by 2020 and 60% below 1990 levels by 2050.
  - **Build a clean energy system** in Ontario, using a mixture of co-generation, renewable energy sources and nuclear power. We will move immediately to clean up Ontario's coal-fired power plants, taking the steps delayed by the McGuinty government's broken promises. 'Building a Clean Energy System' on page 47 goes into more detail on how Ontario can have clean, affordable and reliable energy.
  - **Make GHG reductions a priority for industry**, using the tax system to provide incentives for investments in energy efficiency. The industrial sector has a great track record for improving efficiency in the face of competition; now it needs to direct that same energy to reducing greenhouse gas emissions. We will help by removing the barriers to co-generation, allowing many industries to produce their own clean power. Other steps will include stricter requirements in industrial and commercial building codes, and encouraging industries that share the processing of waste products to locate near one another.
  - **Help individuals contribute to the solution.** We will offer consumer incentives to reduce GHG emissions, including rebates on buying more efficient vehicles, technologies and appliances (and scrapping the old ones). In order to achieve our targets, we must require Ontario's new homes to be significantly more energy efficient. There must also be appropriate help for the industry and its workers as they adjust to the new rules. For those in existing homes, we will offer incentives for efficiency upgrades, including solar power, and promote voluntary energy audits.
  - **Lead by example** with programs to purchase more green power for government use, making new government buildings 30% more energy efficient, reducing energy use in our offices by a further 10% over four years, and eliminating high-emission government vehicles.
  - **Support the use of ethanol** and other fuels that produce fewer GHG emissions. Government fleets will be converted to the E85 standard to kick start demand for ethanol stations, and we will provide tax credits for gas stations that convert their operations.
  - **Research and develop new technologies** and improvements to existing ones. Ongoing improvements in fuel efficiency, particularly for trucks, will be a big help in reducing GHG emissions. Fuel cell technology and lightweight materials hold much promise for cars, while micro utilities can reduce the energy demands of homes and office buildings. We will support research into these and other promising areas.

· **Clean up our environment with reductions in pollutants and toxins**, and safeguarding our air, water and land. We will:

- **Work with the federal government to define a list of high-risk chemicals in Ontario**, and require businesses that use the listed chemicals to inform themselves of innovative opportunities to phase them out or replace them entirely. We will support business in meeting this challenge and examine the idea of grants or targeted tax credits. While our plan draws from successful programs in other jurisdictions, it will be a made-for-Ontario strategy that respects the unique nature of our economy.
  - **Conserve green spaces for the future**, including the greenbelt area around the GTA, which we will preserve with its present boundaries. We will create a Land Conservation Challenge Fund to help people near the greenbelt deal with its impact, and to fund projects across the province that protect ecological features. We will also extend tax incentives for conservation easements and treat all types of conservation land equally.
  - **Protect Ontario's clean water supply** by fully implementing all of the recommendations of the O'Connor Commission into contaminated water. Lake Simcoe and the Great Lakes will be the focus of our plan for conservation and protection. We will also take action across the province, eliminating every single site where primary treated sewage is released into water courses by 2015, and tackling the entire Ontario Areas of Concern list of water pollution problems.
  - **Create a special commission with just one job** – to make current environmental legislation work faster and more efficiently. Too often, regulations designed to protect the environment can prevent green innovations. We will fast-track effective green projects and make it easier to conserve and protect our environment today.
  - **Implement an integrated waste management strategy** in Ontario. It's now 2007 and our diversion rate is only half what Dalton McGuinty promised by this time. We will focus on increasing diversion and using new technologies to improve the management of the remaining waste.
- **Protect and enhance our natural resources**, and restoring pride and purpose to our Ministry of Natural Resources and Conservation Officers. We need to ensure that unscrupulous people don't exploit our fish and wildlife or endanger people's lives in the outdoors and that they do protect and respect the environment. We will:
- **Match annual angling and hunting licence revenue contributions** with new investments.
  - **Put more Conservation Officers in the field** to promote better enforcement of the rules and enhance protection of our resources and the environment.
  - **Dramatically increase the fines** for the worst offenses against our natural resources.

- **Foster respect among Ontario's youth** for our natural resources and our environment by modernizing the Junior Forest Rangers Program and other youth programs to make them relevant to today's Ontario.
- **Create an Outdoors Caucus** and will support the thousands of volunteers in Ontario who work year after year to support our environment and protect our resources.
- **Reorganize and increase funding to the Community Fish and Wildlife Involvement Program**
- **Work with fish and wildlife representatives** to develop opportunities for new species stocking, hunting and greater protection for animals held in captivity.
- **Encourage innovation, partnership and investment** in Ontario's forestry sector.

## Reliable Supply: The Missing MegaWatts



Source: Ontario Power Authority, Integration Paper, Nov. 2006

\*numbers rounded and not including "committed" resources

**As the amount of power we need to keep Ontario running into the future increases each year, the amount of power available is sharply decreasing.**

## Building a clean energy system

We need clean, reliable and affordable energy in Ontario.

**Clean:** We have ambitious goals for clean air and reducing greenhouse gas emissions that cause global warming. To meet these goals, we have to generate clean power.

**Affordable:** For our peace of mind as individuals, and our competitiveness as an economy, we need to be able to rely on stable and affordable prices.

**Reliable:** No one in Ontario should have to worry about "running out" of electricity. No Ontario business should ever feel it has to relocate because our energy supply is unreliable.



All three of these goals are in jeopardy. In recent years, lack of confidence by business in the security, reliability and price stability of our electricity supply has been a factor in businesses leaving, or declining to settle, in Ontario.

And Ontario's coal-fired plants are still as dirty as ever, even though Dalton McGuinty promised to close all of them by 2007. He stood in the Legislature and warned us that dirty air contributed to more than 1,800 premature deaths each year, and that the annual cost to the health care system was a billion dollars.

He said that's why we would have cleaner air by 2007, "come hell or high water." Well, it is now 2007. The coal plants are still open, the air is still dirty, and new technologies that could help us make a real difference remain a prisoner of Mr. McGuinty's coal fiction.

Leadership matters. John Tory will demonstrate the leadership it takes to transform Ontario's energy system to meet the goals of clean, reliable and affordable energy.

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#### *A John Tory government will:*

- Build a real conservation culture in Ontario that includes:
  - **Leading by example** in government with programs to purchase more green power for government use, making new government buildings 30% more energy efficient, reducing energy use in our offices by 10% over four years, and eliminating high-emission government vehicles.
  - **Offering tax incentives** for business and consumers to invest in energy efficiency.
  - **Implementing stricter efficiency guidelines** for industrial and commercial buildings, homes and appliances.
  - **Removing barriers to technological innovation.** Almost every day, we hear about rules that get in the way of innovation, be it obsolete rules that block co-generation, or billing practices that threaten the viability of solar thermal generation projects – we will focus on removing regulatory barriers that are no longer meeting the purpose for which they were intended. We will send the message that innovation is welcome here.
  - **Requiring home energy audits before every sale of a house** – so that the market will reward homes which are energy efficient. This will be a signal to homeowners that they will get a return on energy investments in their homes.
  - **Expanding financial incentives that encourage conservation.** Rebates to get old machines unplugged and recycled are already succeeding. We need to determine which ones work the best, so that we can focus our resources on them.
  - **Introducing smart meters** where and when they make sense and will actually save energy, without forcing them on consumers.
  - **Involving tenants in energy conservation** by scrapping the Liberal rules that stop individual metering of apartments – an opportunity for Ontario's 3.5 million tenants to participate in a conservation culture in a meaningful



*John Tory's plan is both realistic and ambitious. It starts with immediate action to stop greenhouse gas emissions and pollution from getting worse, and then implements a long-term strategy to make Ontario an environmental leader.*

way that saves both energy and money through better energy use.

- **Improving energy transmission** so that we can actually access all of the electricity we generate. A John Tory government will recognize that transmission is just as important as generation and build a stronger system (including an improved east-west grid) to ensure that all areas of Ontario get the electricity they need.
- **Embrace renewable energy sources**, the path to a green future for our energy system and our environment. We will:
  - **Expand the role of all renewable energy sources**, including wind power (particularly off-shore systems for Ontario's thousands of lakes), solar power (especially the promising thermal systems), natural gas, bio-mass power that helps turn waste into a resource, and geothermal and ground source heat pumps that draw on energy from the Earth itself.
  - **Support co-generation that recycles waste energy**. We will remove the main barriers to the development of co-generation to be fed into the provincial power grid.
- **Replace Ontario's aging fleet of nuclear stations**. Ontario's nuclear power is safe, reliable, affordable and greenhouse-gas free. Mr. McGuinty has dithered for four years. We must meaningfully advance the process for building new nuclear capacity right away to replace the capacity that is reaching the end of its operational life.
- **Clean up Ontario's coal-powered plants**, something that should have been done years ago. Dalton McGuinty has refused to take this key environmental step, insisting that he was going to close the coal plants instead – an unrealistic promise that no-one was surprised to see him break. The reality is that independent authorities tell us we're going to be still relying on coal for a while yet. That's why we will:
  - **Install clean air technology**, such as scrubbers, at least at Nanticoke, where it can do the most good.
  - **Look at how we can use the latest technologies** being developed and used in other jurisdictions, such as gasification and carbon sequestration, to reduce those emissions and pollutants even more.
  - **Adopt a realistic plan to replace dirty coal power** with clean alternatives, with the understanding that it would be irresponsible to reduce our energy capacity without a plan for its replacement.

## Infrastructure for Ontario's future

It's time to build Ontario again – time to stop coasting on the energy and efforts of generations past and create our own solid legacy for the generations ahead.

It has been too easy for governments to put off creating new infrastructure and maintaining existing stock, diverting the money to other spending.

The result is clear across Ontario: we see our infrastructure deficit in every crumbling bridge, every over-crowded transit system, and every highway stopped dead in rush-hour gridlock.

In too many communities, this gridlock is getting worse. It costs jobs and productivity. It steals time from our lives at home. And when cars idle, they are at their worst for creating greenhouse gas emissions. We simply have to improve our transportation and transit network.

Pressure on funding municipal transit is a major source of concern for municipalities trying to keep service levels up and property taxes down.

Despite these growing needs and their impact on our economy and quality of life, the McGuinty government continues to collect more money in fuel taxes than it spends on our roads and public transit. This must change.

For roads, that means doing better with the ones we have, by investing in measures that will allow traffic to move more efficiently. We will invest in creating new high-occupancy lanes and synchronized signaling measures that allow traffic to move more smoothly, building on the successful Markham model of traffic management. This also means making strategic investments in roads that are missing from our existing network – like completing the 407.

And it means creating alternatives by investing in our public transit systems.

There is no shortage of transit proposals in Ontario. There is a shortage of action. The Greater Toronto Transit Authority was created by the government and given the task of sorting out the best elements of all the plans that are out there. They are still a year away from presenting a plan – and have been given no funding stream to build it when it's done.

We will provide both leadership and practical funding – and then work with the GTTA to turn the plan into action. Together, we will plan, build and finance the rapid transit system that Ontario needs and deserves.

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### *A John Tory government will:*

- **Spend gasoline and fuel taxes the way they are supposed to be spent:** on our roads, bridges, highways and transit systems. Within five years, the funds collected from these taxes will be spent on transportation and transit building, repair, maintenance and improvement. For more information about our 'Truth in Taxes' policy, see page 30.
- **Expand GO Transit's network** of intercity rail service to better reach unserved and underserved communities.
- **Expand service on GO Transit's network** of existing rail routes where possible – with a view to creating regular two-way service.

- **Expand the network of inter-city bus routes** to provide flexible and responsive service. We would support the creation of new lanes dedicated for bus-ways, wherever practical. We also need improved bus terminals with the parking facilities necessary to make them attractive alternatives to commuters.
- **Plan for a new east-west inter-regional rapid transit line** to relieve pressure on Union Station.
- **Support the investments of local transit authorities** in initiatives along their high-volume corridors.
- **Make transit easier to use.** Hubs have to be true “commuter gateways” that offer easy fare payment, seamless connections and improved options for cycling and car park-and-ride. Together, we need to create a culture of service and reliability that makes public transit ‘the way to go.’
- **Build transit beyond the GTA.** About 80 of Ontario’s municipalities operate public and community transit systems. We will work with authorities across the province to ensure that they can better meet the needs of their communities.

Of course, building Ontario again means even more than today’s transit, transportation and water and sewer systems. It also means investing in tomorrow’s infrastructure – the information infrastructure that can open new doors for people in remote areas and improve the quality of our health care.

With a renewed building campaign, Ontario can revitalize communities, stimulate our economy and restore the pride of achievement in our accomplishments. We will:

- **Invest in high-speed Internet access** for remote areas so that all Ontarians have the opportunity to upgrade their skills and education, access public and private services, and do business with the world.
- **Invest in electronic health records** to provide a secure, private lifetime record of patient history and care. This will allow more patients to be treated with fewer mistakes and less duplication of effort, saving hundreds of millions of dollars and improving your care. For more details, see our plan for ‘Better health care’ on page 6.
- **Take advantage of the opportunities created by our decentralization plan** (see page 31) to use great architecture to help renew and revitalize critical downtown areas across Ontario. New or renovated buildings can serve as community icons as well as community centres for business, education, arts and tourism. We’re going to build Ontario again, so let’s make it both smart and beautiful.
- **Tailoring standards to local needs**, instead of imposing provincial standards that don’t make sense or that miss an opportunity to create infrastructure that will better attract tourists or business investors.



# The choice on October 10th

In the last four years, Ontario has lacked leadership.

When there's no leadership, you get bad management. And when there's bad management, you get bad outcomes for ordinary people.

Longer waiting lists for health care. Not enough doctors. Substandard classrooms in our schools. Growing gridlock on our roads. An energy system in chaos. A dirtier environment. Fading hope on our farms, in our North, and in our small towns. And 140,000 lost manufacturing jobs.

By breaking all of his major promises – from taxes to coal plants to class sizes and much more – Dalton McGuinty has made Ontarians more sceptical than ever about politics.

It's tempting to throw up your hands and say all politicians are the same – and that government can't make a positive difference in people's lives.

But there is hope. There is a difference. And there is a clear choice.

Dalton McGuinty thinks it's OK to break his most fundamental commitments.  
**John Tory believes your word is your bond.**

Dalton McGuinty measures success by how much he spends.  
**John Tory measures success by how much he achieves.**

Dalton McGuinty sees businesses and entrepreneurs as sources of tax revenue.  
**John Tory sees them as the keys to Ontario's prosperity.**

Dalton McGuinty says we have to choose between strengthening the economy and helping the needy.  
**John Tory says these things must always go hand in hand.**

Dalton McGuinty accepts – and excuses – the decline in Ontarians' standard of living.  
**John Tory believes Ontario can be great again.**

Dalton McGuinty denies problems, dithers on decisions and delays action.  
**John Tory is a leader of integrity, ability, strength and compassion – a leader who will take action today to build the Ontario of tomorrow.**

Ontario has a great history. And we can have a better future.  
But leadership matters.

On October 10th, choose better leadership – for a better Ontario.

# **The Ontario PC Party**

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