

GEORGIOS KALKOUNIS FOR MAYOR

Campaign Platform

Effort • Training • Simplicity • Integration

Together for a Better City

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1. Personal Biography

Meet George Kalkounis

Engineer. Business Consultant. Public-Service Professional. Candidate for Mayor.

George Kalkounis has spent his career fixing complex systems, improving public services, and strengthening community engagement through effective local government reform, across both public and private sector environments.

George is not a career politician — he is a builder, a leader, and a disciplined manager who believes Toronto deserves leadership grounded in evidence, accountability, and long-term thinking.

George's career began in engineering. After graduating with honours from **St. Paul Marine Engineering Institute in Piraeus, Greece**, he served as a **Merchant Marine Officer** responsible for propulsion systems on large vessels — a role demanding precision, safety, and composure under pressure. He went on to earn a **B.Sc. in Mechanical Engineering from Ryerson University**, after which he served as Construction Coordinator, Estimator and Quantity Surveyor, and Contracts Administrator, leading complex initiatives in contractual negotiation, regulatory compliance, infrastructure development, operational oversight, and community engagement.

George later served as **Manager of Operational Standards at the Ontario Ministry of Government Services**, where he advanced corporate and government priorities and strengthened accountability and service delivery across provincial operations. As a **Senior Consultant** in telecommunications, government real estate, and infrastructure, he advised organizations including AT&T Canada, MetroNet, Rogers Telecom, Allstream, MTS-Allstream, and the Ontario Realty Corporation, focusing on operational performance, capital planning, and the modernization of public-sector systems.

Today, as **Executive Director of DNC Engineering and Property Management**, and as a **Realtor with Property.ca in Ontario**, George manages real-property transactions, real-estate investment, and operational performance — always with an eye toward community engagement.

Across engineering, construction, power generation, telecommunications, merchant-marine operations, and real-estate management, George has built one consistent reputation: he operates at **peak efficiency** and fixes what is broken, with discipline, clarity, and integrity.

George is running for **Mayor** because he believes **Toronto** can be safer, more affordable, and better managed through effective local government reform — and he is ready to bring engineering discipline, operational clarity, and financial responsibility back to City Hall.

Results you can see and trust. VOTE: Georgios Kalkounis for Mayor of Toronto

2. My Vision

Our city is facing rising crime, higher taxes, and out-of-control debt — and it stops now. As Mayor, I will bring immediate accountability to City Hall, deploying an integrated, efficient budget that cuts waste, tackles debt, and lowers taxes. By focusing on long-term planning and expanding local training programs, we will build a safer, more affordable Toronto that finally delivers true value for your money.

Why I Am Running

As a business consultant and mechanical engineer with several decades of experience in engineering, project management, procurement, contract administration, telecommunications, real estate, and public-service management, I approach Toronto's leadership the way I would approach any organization on a course toward failure: identify root causes, design corrective measures, and chart a sustainable path forward.

The city's most fundamental problem is the persistent confusion of **Performance** with **Leadership**. Performance is tactical — it addresses the immediate task (who installs the bike lanes, how the LED lights are fitted) and generates noise and competition. Leadership is strategic — it sets a long-term destination and is measured by what endures after the noise subsides. Toronto needs Leadership.

The Three Immediate Changes I Will Make

1. Freeze new municipal debt accumulation and launch a department-by-department budget audit targeting a 15% reduction in operating expenditures by 2027, reflecting both emerging priorities and projected revenue pressures (see Pillar 1 for the full rationale). Engage long-term, engineering-based infrastructure and capital planning, with no ad hoc emergency spending.
2. Align intergovernmental coordination, operational simplification, and transparent financial reporting across revenues, expenditures, capital spending, and net income.
3. Reform the social housing system — limiting it to those in absolute, demonstrable need and converting selected facilities into Youth Hubs and training centres (full plan under Housing Strategy, Section 6).

Campaign Taglines

- Safe streets. Low taxes. Total accountability.
- A simpler city. A smarter budget. A stronger future.
- Effort. Training. Simplicity. Integration. — The four principles of enduring leadership.

Where I Would Use Strong-Mayor Powers

Only where strong opposition is encountered to internal and intergovernmental coordination, simplification, and integration, or in doing so is necessary to restrict deficit and debt accumulation.

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3. My Commitment to You

I am not a politician. I am a working, frustrated taxpayer, just like every resident of this city. I have spent decades working hard — as all of you do — and I understand the effort required to earn every dollar. Because of that, I am committed to ensuring City Hall works just as hard to spend those dollars responsibly and effectively.

Sixteen areas of focus, aimed at improving efficiency, strengthening accountability, and directing resources toward people and communities:

1. Less money spent on governance — more resources available to invest in people.
2. Less social dependence support — greater potential for financial independence.
3. Less reliance on social housing — more youth-training and skills-development centres.
4. Less human warehousing in social housing — greater development of renewable human potential.
5. Reduced bureaucracy — more timely and efficient service delivery.
6. Less waste and duplication — stronger public trust in City Hall.
7. Fewer city-appointed directors — more funding available for training and development.
8. Lower debt — a more secure future for our grandchildren.
9. Less focus on drug-injection programs — more emphasis on inspiration, stability, and advancement.
10. Less preferential treatment groups — stronger community integration.
11. Reduced ability to run deficits — stronger incentives for performance and accountability.
12. Fewer committees, advisors, and coordinators — more resources available to address homelessness.
13. Fewer traffic barriers — faster movement for vehicles, pedestrians, cyclists, and transit.
14. Less avoidance of preventive maintenance — longer life expectancy for public assets.
15. Less avoidance of active leadership — greater growth, real-estate stability, affordability, and reduced safety risk, vehicle theft, and disorder.
16. Less surrender of the City's corporate rights and ownership — greater ability to determine the city's future and reaffirm control over landmarks such as Ontario Place, the Science Centre, and PortsToronto.

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4. Guiding Principles

Four non-negotiable principles, drawn from generations of disciplined practice and affirmed through a memorable personal encounter with the Chief Justice of Ontario — who chose simplicity over bureaucracy and led by example — form the foundation of this campaign.

- **EFFORT** — Human effort is the city's greatest renewable resource. Leadership is measured by the effort made, not the volume of photo opportunities.
- **TRAINING** — Personal training and skills development transform social dependency into economic independence and community strength.
- **SIMPLICITY** — Simple regulations, systems, and governance eliminate waste, reduce costs, and restore public trust.
- **INTEGRATION** — All city stakeholders — governments, boards, commissions, communities — must function as one unified system, not competing silos.

Three Strategic Corporate Values

17. Fiscal Accountability, Transparency, and Value for Money — every tax dollar must be traceable, justified, and productive.
18. Community Safety, Training, Inclusion, and Integration — a safe city is built on cohesion, not enforcement alone.
19. Intergovernmental Long-Term Planning with Sustainable Growth — short-sighted decisions made under political pressure are the primary driver of today's debt and dysfunction.

What Equality Means in This Campaign

Equality of social rights and obligations — enforced consistently under every level of government within the city limits — with no preferential treatment, special status, or entitlement for any person or group, regardless of origin, race, colour, wealth, education, religion, gender, political affiliation, or place of residence.

Inclusion and integration into Canadian culture is expected of everyone, in every setting: workplaces, educational institutions, social gatherings, community events, and public spaces. Minority protections should not be legislated through forced behaviour, which historically produces further segregation. Meaningful communication, natural cultural integration, and universal respect for shared rights produce more durable, positive outcomes.

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5. Business Strategy: The Four Strategic Pillars

These four pillars group all major policy areas into a coherent, integrated framework. Each is addressed in full under Policy Positions (Section 6).

Pillar 1 — Fiscal Accountability & Budget Reform

the waste. Freeze the debt. Respect the taxpayer.

Toronto's 2026 operating budget is \$18.9 billion, with a 10-year capital plan of \$63.1 billion. These figures must be significantly reduced to enable emerging priorities and to reflect projected revenue reductions stemming from a stagnating real-estate market, employment restructuring, economic slowdown, rising costs, weakening public confidence, and unstable trade relations with the United States.

A preliminary assessment — subject to detailed audit — indicates that savings in the range of 15% of total budget are achievable through rigorous review of contracted obligations, procurement practices, service delivery efficiency, and administrative consolidation. A 15% reduction in operating expenditures by 2027 is the targeted corrective benchmark.

Note: *credible signals point to elevated inflation risk over the near term, compounded by high market leverage and deteriorating fiscal flexibility. This environment may force tighter financial conditions at all levels of government. The city must prepare accordingly.*

Pillar 2 — Community Safety & Zero-Tolerance Crime

A city cannot thrive if its residents live in fear. Safety is a basic human right, not a political talking point.

Toronto's police services budget stands at \$1.1 billion — roughly 9% of total city expenditure and the single largest line item. Despite this investment, public-safety concerns persist, driven by rising social disorder, mental-health calls, and the proliferation of drug-supply infrastructure in residential communities. The strategy is not simply to spend more on policing, but to deploy smarter, integrated safety resources — redirecting police effort away from social-service functions it was never designed to perform, and toward genuine crime prevention and community presence.

Pillar 3 — Housing, Infrastructure & Transit

Residential housing is a home — not a government revenue tool, not a commodity, and not a platform for political patronage.

Toronto's housing crisis is compounded by decades of policy misalignment across all three levels of government. The solution is not more government-built social-housing towers; it is a fundamentally different model — one that removes bureaucratic barriers, enables proactive government oversight, engages the private sector and non-profits, and treats housing as the foundation of personal stability rather than a mechanism for political favour.

Pillar 4 — Training, Technology & Youth Investment

The city's greatest asset is its people. Invest in them and Toronto will thrive for generations.

Toronto's future economic strength lies not in further government expansion, but in the development of its human capital. Every dollar invested in training, skills development, and youth programming delivers a measurable return in reduced social costs, increased productivity, and stronger community cohesion.

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6. Policy Positions

Fiscal Management & Budget Reform

Policy Position: No residential tax increase in 2027. No TTC fare increase in 2027. Launch a full budget audit targeting a 15% reduction in 2027 operating expenditures.

Key Fiscal Objectives

- Protect essential services while eliminating redundancy and waste.
- Maintain fiscal sustainability through maximized revenues and minimized expenditures.
- “Maximized revenue” does not mean increased residential property taxes or parking fees at government facilities.
- “Minimized expenditures” means genuine efficiency gains — not reduced service quality.
- Remove the \$300 million “Equity Injection” from the city’s contribution to Toronto Hydro; direct Toronto Hydro to fully utilize the \$5.1 billion capital funding approved by the Ontario Energy Board.
- Increase provincial and federal funding transfers to reflect the full cost of services delivered on their behalf.
- Claim 100% provincial and federal funding for replacement of Ontario Place and the Ontario Science Centre with larger, more comprehensive successor facilities.

Contracted Services

All contracted services must be subject to competitive procurement, compliance with established industry standards, defined performance benchmarks, and demonstrated value for money. Preliminary assessment suggests savings of approximately 15% of total budget are achievable through procurement reform alone.

Parking Fees

Parking fees at all government-owned or government-controlled facilities within city limits — federal, provincial, and municipal buildings, parks, sports centres, libraries, hospitals, medical centres, and detention facilities — will be eliminated, pursued through negotiation with all relevant stakeholders.

Housing Strategy

Policy Position: Treat residential housing as shelter, not a revenue instrument. Minimize social-housing dependency. Maximize private-sector and non-profit involvement. Eliminate bureaucratic barriers to development.

Residential Housing

- Apply consolidated intergovernmental effort to stabilize and restore confidence in the residential housing market.
- Reduce accumulated government fees, charges, and development costs that have artificially inflated housing prices.

- Control the policy levers that most directly influence housing-market stability.

Social Housing

Current social housing concentrates poverty, increases localized crime, and traps residents in a cycle of dependency without a path to economic mobility. Reforms:

- Minimize social housing to those in absolute and fully justifiable need — not to reward political supporters or promote permanent dependency.
- Transfer suitable existing social-housing assets to non-profit, co-operative, or similar organizations under special limited-time ownership arrangements, with recipients responsible for upkeep.
- Repurpose selected social-housing facilities as Youth Hubs and training centres, enabling personal growth rather than human warehousing.
- Mandate on-site Community Opportunity Hubs in all new municipal housing partnerships, providing career training, financial literacy, and trade-skill certification.

Housing becomes a launching pad, not a permanent destination.

Private Rental & Capital Housing

- Capital investment in rental housing is a private-sector responsibility, supported by long term, simplified governmental leadership rather than public funds.
- Reduce development charges, registry fees, and ongoing taxes to make private rental development commercially viable.
- Make government land available on reasonable long-term leases for private-sector and non-profit rental development.
- Convert the accumulated inventory of unsold condominium units into rental housing, contributing to gradual market recovery.

Streamlined Approvals — The Affordable Express Lane

Outdated zoning laws and red tape routinely stall affordable-housing projects for years, inflating costs ultimately passed to taxpayers. An “Affordable Express Lane” will automatically fast-track zoning variances and building permits for mixed-income or affordable housing meeting preapproved criteria. Target: 50% reduction in approval timelines at zero additional taxpayer cost.

Scatter-Site Integration Policy

Concentrating low-income housing in large, isolated complexes creates pockets of poverty that drive up local crime and strain police resources. Smaller affordable units will be mandated to integrate into existing market-rate developments across the city, protecting neighbourhood safety, improving social cohesion, and maintaining property values.

Community Safety & Zero-Tolerance Crime

Policy Position: Establish Toronto as a Zero-Tolerance Crime Zone under a pilot project with special municipal authority, enhanced enforcement, severe and irrevocable penalties, and full intergovernmental coordination.

Police Services Reform

The \$1.1 billion Toronto Police Services budget (9% of total city expenditure, funded primarily through property taxes) must be aligned with a reformed service model that focuses capacity where it is most needed.

- Shift police resources away from social-disorder calls (mental health, homelessness, addiction) toward genuine crime prevention and community engagement.
- Expand integrated crisis-response teams pairing police with mental-health clinicians, and develop non-police crisis teams for appropriate non-criminal calls.
- Deploy digital evidence management, body-worn cameras, and data-driven deployment tools to maximize officer effectiveness.
- Integrate Community Safety and Well-Being Plans with police budget planning.
- Pursue provincial funding for digital evidence systems and mental-health crisis response.

Zero-Tolerance Pilot Project

- Formally designate Toronto a Zero-Tolerance Crime Zone under a multi-level government agreement.
- Establish citywide training programs and clear public communication of severe, irrevocable penalties for criminal offences.
- Negotiate reduced insurance premiums with industry as a direct result of demonstrably reduced theft and property crime.

Youth Crime Prevention — The Training Alternative

Every drug-injection outlet and supervised-consumption site currently operating in Toronto represents a failure of community investment. The long-term strategy replaces these with Youth Hubs (full description under Training, Libraries & Youth Investment, below) — offering young residents an evidence-based alternative to criminal pathways.

Transit & Traffic

Policy Position: Reliability and affordability govern TTC operations. No fare increases in 2027. Traffic management is data-driven, evidence-based, and free of revenue-motivated gimmicks.

- Assure reliability through effective Planned Preventive Maintenance Programs on all TTC assets — rolling stock and fixed infrastructure alike.
- Achieve affordability through administrative simplification and value-for-money implementation across all TTC operations.
- Continue service expansion modestly, guided by current and projected transit demand, sound engineering and financial principles, verified contract milestones, and budget constraints.
- Eliminate unjustified vehicular restrictions on city roads and highways — including snow accumulation delays, pavement-degradation closures, ad hoc construction barriers, and bike-lane restrictions — except those properly permitted as essential to service delivery.

AI-Driven Traffic Management

A citywide Artificial Intelligence traffic-control system will be designed and implemented to continuously monitor traffic patterns, instantly control signals, and dynamically reroute congestion. Target: a minimum 15-minute reduction in daily commute times, particularly for downtown-bound traffic.

Speed Cameras

Politicians' calls to reinstate Speed Cameras do not solve underlying traffic-safety problems. The claim is not supported by credible, independent sources, reports, or traffic-engineering studies. In practice, speed cameras function primarily as a revenue tool — a cash grab benefiting those who profit from their installation, operation, and ticketing — rather than a genuine road-safety measure.

Policy Position: Oppose reinstatement of speed cameras in the absence of independently verified, evidence-based studies demonstrating meaningful safety benefit. Redirect any associated capital and operating costs toward engineering-based traffic-calming measures with demonstrated results.

Make Toronto Moving Again

Road and traffic-lane closures will be planned based on accurately analyzed, data-driven traffic flow patterns, and scheduled during off-peak hours — not during rush hour, where closures cause unnecessary congestion and commuter frustration.

Policy Position: No traffic-lane closure proceeds without a documented traffic-flow analysis and an off-peak implementation schedule. Closures that ignore this protocol will be reversed or rescheduled.

Infrastructure & Capital Planning

Policy Position: Long-term, engineering-based capital planning. Effective preventive maintenance. Transparent public communication. No ad hoc emergency spending.

- Roads, bridges, and water infrastructure capital plans governed by sound engineering and financial principles, with accurate assessment of current and future needs, full consideration of alternatives, strict timelines, and economic sensitivity.
- Capital plans extended well beyond the 10-year horizon, supplemented by Planned Preventive Maintenance Programs to maximize the useful life of aging municipal assets.
- Public inconvenience caused by construction planned well in advance, clearly communicated, and actively managed to minimize traffic disruption, business losses, and public frustration.

Renaming Streets or Areas

Renaming a street or area does not solve underlying problems. On the contrary, it strains public resources — staff time, signage, administration, and public communication — that could otherwise serve the public interest promptly and directly.

Policy Position: No street or area renaming proceeds without a demonstrable, evidence-based strategy that solves an actual, identified problem. Symbolic gestures alone do not qualify.

Toronto Hydro

Policy Position: Remove the \$300 million city Equity Injection. Utilize the OEB-approved \$5.1 billion capital funding. Implement efficiency consolidation across power generation and distribution stakeholders.

Toronto Hydro is the sole electricity distributor for approximately three million residential and business customers, representing 18% of Ontario's total electrical consumption. Its current budget includes a \$300 million "Equity Injection" from the city that is neither justified nor necessary, given that the Ontario Energy Board has approved \$5.1 billion in capital funding sufficient to meet investment requirements. Savings from new technology, efficiency improvements, and consolidation of administrative and operational functions across the broader sector can offset any shortfall from removing the city's contribution. The practice of classifying routine, scheduled maintenance under multiple confusing budget categories must end; capital replacement and emergency storm-related work are distinct and should be funded accordingly.

PortsToronto & Waterfront

Policy Position: Align PortsToronto's strategic priorities with the city's. Prioritize intergovernmental coordination, operational simplification, and transparent financial reporting.

PortsToronto (formerly the Toronto Port Authority) operates under the Canada Marine Act and manages Billy Bishop Toronto City Airport — its primary revenue generator — as well as port operations, the Outer Harbour Marina, and significant real-estate holdings.

- Align PortsToronto's multi-year capital planning, economic development, and environmental commitments with the City's long-term plans.
- Implement simplified, consolidated, and integrated governance across all federal, provincial, and municipal stakeholders with an interest in the waterfront.
- Prioritize the "One Waterfront" community vision: coordinate port, airport, and marina operations with broader waterfront redevelopment to eliminate land-use conflicts.
- Ensure full transparency in revenues, expenditures, capital spending, and net income.
- Address airport noise, emissions, and community-impact concerns through a structured, evidence-based approach balancing growth with environmental commitments.
- Invest in climate resilience and shoreline protection, given that rising lake levels and severe storms pose material risk to port and airport assets.

Training, Libraries & Youth Investment

Policy Position: Maximize funding for personal training where clear outcomes are documented. Transform libraries into technology-enabled community learning hubs. Convert social-dependency infrastructure into Youth Hubs.

Youth Hubs

Youth Hubs serve as community centres for training, technical-skills practice, experience exchange, motivational programming, group activities, and innovation planning. The aspiration is that every supervised-consumption site currently operating in Toronto will, in time, be

converted to a Youth Hub — producing more positive, lasting, and measurable community outcomes.

Libraries

Toronto's library network will be enhanced with current technology to become destinations of genuine interest, particularly for youth. Integration of libraries with Youth Hubs will consolidate training, information access, and community programming under a single, accessible roof.

Science, Technology & Innovation Displays

Toronto will host permanent interactive modules and displays in science, technology, medicine, astronomy, agriculture, and related fields, equipped with hands-on systems that let youth experience, explore, and connect with future career pathways — starting blocks for the next generation's vision and ambition.

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7. Implementation Plan — The Voter Promise

The following measurable commitments form the basis on which voters may hold this administration accountable. Each objective is Specific, Measurable, Achievable, Relevant, and Time-Bound.

Commitment	Measurable Target	Timeline
No residential tax increase	0% increase in 2027 residential property tax levy	2027 Budget
No TTC fare increase	Fares frozen at 2026 levels	2027 Budget
Budget audit & reduction	15% reduction in operating expenditures	End of Year 1
Procurement reform savings	20% savings on contracted services (preliminary estimate)	End of Year 2
Remove Hydro equity injection	Part or all of \$300M removed from Toronto Hydro contribution	End of Year 1
Pothole & road repair	80% of high-traffic potholes repaired	First 100 Days
Housing approval fast-track	50% reduction in affordable housing approval timelines	End of Year 1
AI traffic management	15-minute average reduction in daily commute times	End of Year 2
Traffic-flow lane-closure protocol	All new lane closures backed by documented traffic-flow analysis and off-peak scheduling	First 100 Days
Speed camera policy review	Independent evidence review completed before any reinstatement decision	First 100 Days
Renaming policy standard	Demonstrable problem-solving rationale required for all renaming proposals	First 100 Days
Zero-tolerance pilot launch	Formal multi-government agreement signed	First 100 Days
Commitment	Measurable Target	Timeline

Youth Hubs (Phase 1)	Minimum 5 Youth Hub facilities operational	End of Year 2
Parking fee elimination	Elimination at all city-controlled facilities	End of Year 1
Insurance premium reduction	Negotiations initiated; measurable reduction achieved	End of Year 3

This roadmap demonstrates that the platform is realistic, funded through internal savings and reallocation, and sequenced to deliver visible results at each milestone. **No new taxes are required to fund these initiatives.**

Phase 1 — First 100 Days

- Initiate comprehensive budget audit across all city departments.
- Commence removal of unjustified vehicular restrictions on city roads.
- Launch the Zero-Tolerance Crime Pilot Project; begin intergovernmental negotiations.
- Begin negotiations with provincial, and municipal stakeholders on parking-fee elimination.
- Commission design study for the AI-driven citywide traffic-management system.
- Adopt the traffic-flow analysis and off-peak scheduling protocol for all lane closures, and commission an independent evidence review of speed-camera effectiveness.
- Adopt the evidence-based standard for street and area renaming proposals.
- Issue request for proposals for Youth Hub pilot facilities.
- Announce the “Affordable Express Lane” zoning reform; initiate the legislative process.
- Freeze all non-essential new contracted-service obligations pending audit completion.

Phase 2 — First Year

- Present revised 2027 operating budget incorporating the 15% reduction target.
- Confirm no residential tax increase and no TTC fare increase for 2027.
- Implement the Affordable Express Lane for housing-development approvals.
- Launch procurement reform: competitive bidding standards and performance benchmarks for all major contracted services.
- Open the first wave of Youth Hub facilities (minimum 3).
- Issue directive removing the \$300 million city Equity Injection from Toronto Hydro.
- Eliminate parking fees at city-controlled facilities, pending stakeholder agreements.
- Complete removal of unjustified vehicular restrictions on city roads.
- Launch the integrated Community Safety & Well-Being response program.

Phase 3 — Years 2 and 3

- Deploy Phase 1 of the AI traffic-management system; target a 15-minute commute reduction.
- Achieve 15% contracted-services savings; reallocate to priority programs.
- Complete a minimum of 10 Youth Hub facilities across the city.
- Achieve measurable insurance-premium reductions through zero-tolerance crime outcomes.
- Advance PortsToronto waterfront realignment and intergovernmental coordination.
- Expand the library technology-enhancement program.
- Begin repurposing of identified social-housing assets.

Phase 4 — End of Four-Year Term

- City operating budget reduced by a minimum of 15% from the 2026 baseline.
- Zero-tolerance crime pilot delivering measurable, documented crime reduction.
- Full AI traffic-management system operational citywide.
- Affordable-housing approvals reduced from years to months.
- Youth Hub network operational in all major neighbourhoods.
- Municipal debt accumulation halted; trajectory reversed.
- Toronto positioned as a model city: a prototype of fiscal discipline, community investment, and long-term planning.

Funding the Plan

All platform initiatives are funded through non-tax sources:

- Budget audit savings: preliminary 15–20% reduction in operating expenditures.
- Procurement reform: competitive bidding, performance-benchmarked contracts, elimination of redundant consulting.
- Toronto Hydro equity-injection removal: \$300 million returned to general reserve.
- Increased provincial and federal funding transfers for services delivered on their behalf.
- 100% provincial and federal funding for the significantly larger Ontario Place / Science Centre replacements.
- Administrative simplification: consolidation and integration of overlapping functions.

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8. Comprehensive Position Summary

A quick-reference summary of the candidate's stated positions on 27 key issues.

Position	Issue
NO	Residential tax increases in 2027
NO	TTC fare increase in 2027
NO	Preferential social services for politically favoured groups
YES	Government efficiency, respect, transparency, competitiveness, and value for money
NO	Special rights, status, or benefits beyond those granted equally to all Canadians
YES	Equity in social rights and respective obligations for all residents
YES	Inclusion and integration into Canadian culture
YES	Regulatory simplicity in all municipal operations and services
MINIMIZE	Funding for social housing; redirect toward training and personal growth programs
MAXIMIZE	Funding for personal training where outcomes are clearly documented
MINIMIZE	Municipal debt; halt accumulation and reverse trajectory
MAXIMIZE	Long-term planning; public-asset preservation; integration and simplification
ELIMINATE	Day-to-day ad hoc planning; replace with predictive, preventive planning
IMPLEMENT	Effective preventive maintenance programs across all municipal assets
INCREASE	Funding for Community Safety and Neighbourhood Quality programs
INCREASE	Relief for low-income seniors, persons with disabilities, and small businesses
ELIMINATE	Parking fees for the public attending hospitals and municipal facilities within the city
ELIMINATE	Unjustified vehicular restrictions on all city roads and highways

OPPOSE	Reinstatement of Speed Cameras absent independently verified, credible safety evidence
REQUIRE	Documented traffic-flow analysis and off-peak scheduling for any road or lane closure
REQUIRE	A demonstrable, evidence-based problem-solving rationale before any street or area renaming
Position	Issue
NEGOTIATE	Significant insurance-premium reductions from expected reduced theft and crime
INCREASE	Municipal funding through increased provincial and federal contributions and transfers
CLAIM	100% provincial and federal funding for a larger replacement Ontario Place and Science Centre
REMOVE	Partial or total \$300 million city Equity Injection into Toronto Hydro funding
LAUNCH	Zero-Tolerance Crime Pilot Project designating Toronto a zero-crime zone
DEPLOY	AI-driven citywide traffic-management system to reduce commute times by 15 minutes

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9. Talking Points

Responses to common positions taken by other candidates.

Opening Statement

The biggest problem facing our city is not taxes, crime, or debt — it is the persistent confusion of Performance with Leadership. Performance deals with the immediate task; Leadership is measured by what remains after the noise stops. Toronto needs a Leader. I am asking to be that leader.

On Taxes, Debt & Accountability

- Other candidates treat every problem as a reason to reach into your wallet. The solution is a smarter budget, not a bigger one.
- You cannot tax a city into prosperity, and you cannot borrow your way out of a debt crisis.
- **Our city's debt** is an anchor on our children's future. I will cut bureaucratic waste to sink that debt — not your family budget.
- **Our city's annual Service Cost for the City's Accumulated Debt is EQUAL to the annual POLICE services operating budget.** How was ever allowed to reach that point? - I will cut such huge bureaucratic waste and place the emphasis on those who “**really serve the city**”.
- You work hard for your money; City Hall should work just as hard to spend it. Every tax dollar must deliver real value, not fund another redundant committee.
- Other candidates want to talk about new programs. I want to talk about basics: efficiency, effectiveness, and pay-back criteria in capital planning. We do not need more taxes — we need more accountability.

On Crime & Safety

A city cannot thrive if its people live in fear. Safety is not a political talking point — **it is a basic human right.** We do not just need more spending on policing; we need smarter, integrated policing, with paperwork streamlined so officers are on the street, not behind desks.

We will be tough on crime and smart on prevention: investing in training and personal growth gives our youth a ladder to a better future, not a path to the courtroom.

On Social Housing & Capital Development

- Other candidates look at social housing and see a photo opportunity. I look at the record and see a failure of project management — overpromised, overspent, and rarely delivered on time or on budget.
- We do not need more failed, top-down government housing projects that warehouse people. We need long-term planning that works with local builders to create real, attainable homes for working families.

- A capital development plan run the old way is a guaranteed way to enrich consultants while taxpayers wait a decade for results.

On Traffic, Speed Cameras & Civic Symbolism

- Bringing back speed cameras does not fix traffic; it fills a revenue line. No credible study or report justifies it as a safety measure — it is a cash grab for those who profit from the cameras.
- Closing traffic lanes during rush hour, without analyzing real traffic-flow data, is not infrastructure planning — it is congestion by accident. Plan closures for off-peak hours, based on evidence.
- Renaming a street does not house anyone, hire a single officer, or fix a pothole. It spends public resources that should go toward solving real problems.

On Leadership vs. Performance

Leadership maps the destination; performance manages the daily steps. Toronto has had plenty of performance — announcements, photo ops, symbolic gestures. What it lacks is a destination. I am not running to manage the city. I am running to lead it.

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10. Conclusion: The Call to Action

I strongly believe that the city's strength lies in its people. Invest in them — in their training, their growth, their safety, and their dignity — and the city and country will thrive.

My goal is for our grandchildren to inherit a Toronto free of debt, proud of its predecessors, and recognized worldwide as a prototype city: an ideal place to live, raise a family, succeed in business, and gratefully pass on to the next generation.

The principles guiding this plan are not new. They have been tested across generations of human endeavour and reaffirmed, memorably, by the quiet example of a Chief Justice who chose the simplest path and then reached out with his own hands to help move a desk.

Those four principles are:

- **EFFORT**
- **TRAINING**
- **SIMPLICITY**
- **INTEGRATION**

When you place your X on the ballot, I ask you to vote not merely for a candidate, but for the city your grandchildren deserve.

Results you can see and trust. VOTE: Georgios Kalkounis for Mayor of Toronto

Appendix A — Notes on Content Accuracy

The following items in this platform have been incorporated as stated in various source materials, publicly available documents, and city reports, and are flagged for verification.

- **Budget Figures:** The 2026 operating budget of \$18.9 billion and 10-year capital plan of \$63.1 billion are cited as provided and should be verified against the most current City of Toronto budget documents.
- **Police Services Budget:** The figure of \$1.1 billion (9% of total budget) is cited as provided and should be confirmed against the current approved Toronto Police Services Board budget.
- **Toronto Hydro Equity Injection:** The \$300 million figure is cited as provided. The OEB approved \$5.1 billion capital-funding figure should be confirmed with the Ontario Energy Board's most recent determination.
- **Procurement Savings Estimate:** The preliminary estimate of 15% savings potential from procurement reform is identified as a preliminary estimate, subject to detailed analysis, and is not presented as a firm commitment until a detailed audit is completed.
- **Housing Approval Fast-Track Target:** The 50% reduction in approval timelines is a policy target, not a confirmed outcome.
- **AI Traffic Management “15-Minute” Claim:** This target requires support from a transportation-engineering study before it can be considered a guaranteed outcome.
- **Speed Camera Position:** The position that speed cameras function primarily as a revenue tool reflects the candidate's assessment of the absence of credible, independent supporting evidence at the time of writing, and should be reviewed against the most current peer-reviewed traffic-safety research and municipal reporting.
- **Reference to gtatoday.ca:** Source material referenced “city of Toronto gtatoday.ca” in the context of reducing funding. The nature of this entity and its budget allocation requires verification.
- **Ontario Hydro Historical Reference:** Source material contains strong characterization of the Ontario Hydro breakup and the role of minority groups. This characterization reflects the candidate's opinion and is framed as such.

Results you can see and trust. VOTE: Georgios Kalkounis for Mayor of Toronto