

WRAP-UP NOTES TO BUDGET COMMITTEE (December 9, 2011)

2012 - 2021 Recommended Capital Budget and Plan

Tax Supported Programs and Agencies

and Toronto Parking Authority

Summary of Budget Review Process

(\$000s)



PART I : RECOMMENDED FINANCIAL ADJUSTMENTS						
	2012		2013 to 2021		2012 to 2021	
	Gross Exp.	Debt/ CFC	Gross Exp.	Debt/ CFC	Gross Exp.	Debt/ CFC
2012 Staff Recommended Capital Budget & 2013 - 2021 Capital Plan (excluding carry forward funding)	2,370,234	826,608	12,498,213	6,223,583	14,868,447	7,050,191
Tax Supported Programs and Agencies	2,338,092	826,608	12,498,213	6,223,583	14,836,305	7,050,191
Toronto Parking Authority	32,142				14,836,305	7,050,191
2011 Carry Forward Funding (does not impact new debt)	461,922	163,352			461,922	163,352
2012 Staff Recommended Capital Budget & 2013 - 2021 Capital Plan (including carry forward funding) as at December 2, 2011	2,832,156	989,960	12,498,213	6,223,583	15,330,369	7,213,543
Budget Committee Adjustments - December 2, 2011						
None						
Potential Budget Committee Adjustments - December 5, 2011						
<i>Park, Forestry & Recreation</i>	(70)	(70)	(570)	(570)	(640)	(640)
<i>Motion</i> "That City Council request the Deputy City Manager - Cluster A to prioritize on new splashpads to be built as a result of savings on capital cost of five wading pools"						
Should this motion be adopted, funds will be reallocated to new splashpads to be built.	70	70	570	570	640	640
Budget Committee Adjustments - December 6, 2011						
None						
2012 Budget Committee Recommended Capital Budget & 2013 - 2021 Capital Plan (including carry forward funding) as at December 6, 2011	2,832,156	989,960	12,498,213	6,223,583	15,330,369	7,213,543

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Budget Committee - December 2, 2011			
PART II : ITEMS REQUESTED BY BUDGET COMMITTEE			
Agenda Item / Report Name	Requested Action	Status/Response	Action Required
None			
PART III: REPORT BACK BEFORE BUDGET COMMITTEE			
Agenda Item / Report Name	Requested Action	Status/Response	Action Required
None			
PART IV : REFERRALS AND OTHER REPORTS FOR CONSIDERATION			
Agenda Item / Report Name	Requested Action	Status/Response	Action Required
Budget Committee - December 5, 2011			
PART II : ITEMS REQUESTED BY BUDGET COMMITTEE			
Agenda Item / Report Name	Requested Action	Status/Response	Action Required
Economic Development and Culture Briefing Note	That the General Manager of Economic Development and Culture provide a Briefing Note listing which BIA Capital Cost-Share requests have not been recommended for future funding in 2012 Capital Budget, broken down by Ward and BIA.	A Briefing Note entitled "BIA Capital Cost-Share Requests--Funded/Unfunded Projects" was distributed at Budget Committee's meeting on December 9, 2011.	Receive for information
PART III: REPORT BACK BEFORE BUDGET COMMITTEE			
Agenda Item / Report Name	Requested Action	Status/Response	Action Required
None			

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PART IV : REFERRALS AND OTHER REPORTS FOR CONSIDERATION

Agenda Item / Report Name	Requested Action	Status/Response	Action Required
Park, Forestry & Recreation Motion	That City Council request the Deputy City Manager - Cluster A to prioritize on new splashpads to be built as a result of savings on capital cost of five wading pools	This motion was deferred to Budget Committee Meeting on December 9, 2011 The 2012 Staff Recommended Operating Budget for PF&R includes savings of \$0.060 million as a result of closing 5 out of the 106 current City-owned wading pools. All of the selected wading pools require capital investments which will be avoided once these locations are closed, thereby saving an additional \$0.640 million in capital costs and debt funding. If this motion is approved, the capital cost could be reallocated to new splashpads.	Consider

Budget Committee - December 6, 2011

PART II : ITEMS REQUESTED BY BUDGET COMMITTEE

Agenda Item / Report Name	Requested Action	Status/Response	Action Required
Transportation Services Briefing Note	That the General Manager, Transportation Services provide a Briefing Note on the list of projects deferred as a result of \$16 million reduction in 2012 Capital Plan from the 2011 Approved Capital Plan	A Briefing Note entitled "Reduction in Transportation Services 2012 Recommended Capital Budget" prepared by the General Manager, Transportation Services was distributed to the wrap-up meeting on December 9, 2011.	Receive for Information
Toronto Transit Commission Briefing Note	That the Chief General Manager, TTC provide a Briefing Note to the wrap-up meeting on the capital requirements and capital forecast implications of staying with current passenger loading standards	A Briefing Note entitled "Capital Implications of TTC's Current Passenger Loading Standards" prepared by the TTC Chief General Manager was distributed to the wrap-up meeting on December 9, 2011.	Receive for Information
Toronto Parking Authority Briefing Note	That the Toronto Parking Authority provide a Briefing Note to the wrap up meeting on how much could be transferred to the operating payments from the Toronto Parking Authority if the number of parking lots in the 2012-2022 Capital Plan were reduced to the number projected in 2011-2021 Capital Plan.	A Briefing Note entitled the "Impact of Removing New Carpark Projects from TPA 2011-2021 Capital Budget on the Availability of Funding" will be distributed at Budget Committee's meeting on December 13, 2011.	Deferred to December 13, 2011 Wrap-up Meeting

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PART III: REPORT BACK BEFORE BUDGET COMMITTEE

Agenda Item / Report Name	Requested Action	Status/Response	Action Required
None			

PART IV : REFERRALS AND OTHER REPORTS FOR CONSIDERATION

Agenda Item / Report Name	Requested Action	Status/Response	Action Required
Transportation Services Motion	That paid duty budget in the Capital budget be no greater than \$200,000.	This motion was deferred to Budget Committee Meeting of December 9, 2011. The Transportation Services' 2012 Recommended Capital Budget has been reduced to reflect Council's approved change in traffic control policy.	Adopt

Budget Committee - December 9, 2011

PART II : ITEMS REQUESTED BY BUDGET COMMITTEE

Agenda Item / Report Name	Requested Action	Status/Response	Action Required
None			

PART III: REPORT BACK BEFORE BUDGET COMMITTEE

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None			

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Agenda Item / Report Name	Requested Action	Status/Response	Action Required
Budget Committee Item (BU20.1f) Fire Services Report	<p>Letter from the Executive Committee (September 6, 2011) referred consideration of the staff report entitled "City of Toronto Lease - 90 Quebec Street Fire Hall at Exhibition Place" to the Budget Committee as part of the 2012 Budget process. The report recommends that:</p> <p>1. City Council approve of a lease with the City for Toronto Fire Services use of the Fire Hall at 90 Quebec Street for a 20-year term based on the terms and conditions outlined in this report and any other terms that may be required by the Chief Executive Officer of Exhibition Place and the City Solicitor.</p>	<p>The rehabilitation of Exhibition Place Fire Station was approved as a Fire Services capital project for \$1 million in 2011 and has a projected 2011 carryforward funding into 2012 of \$0.800 million. Initial design and planning are currently underway.</p> <p>This report seeks to approve a nominal lease of \$1 per year to enable occupancy and renovation/improvement of the property to be used by Fire Services as a year-round fire station. Staff and equipment will be re-allocated from nearby Station 426 to operate from Exhibition Place in order to improve emergency response times in the King West area.</p>	Adopt

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PART IV : REFERRALS AND OTHER REPORTS FOR CONSIDERATION			
Agenda Item / Report Name	Requested Action	Status/Response	Action Required
Budget Committee Item (BU20.1o) Office of the Lobbyist Registrar 2012 - 2021 Capital Plan Report	The report dated November 23, 2011 from the Office of Lobbyist Registrar, entitled "Office of the Lobbyist Registrar - 2012 - 2021 Capital Plan" recommend that: 1. Budget Committee approve the 2012-2021 Capital Budget and Plan for the Office of the Lobbyist Registrar at \$2.000 million as submitted.	The Accountability Offices' 2012-2021 Recommended Capital Plan includes \$2.000 million for upgrades to the Lobbyist Registrar System	Adopt
Budget Committee Item (BU20.1p) Office of the Ombudsman 2012 - 2021 Capital Plan Report	The report dated November 24, 2011 from the Office of Ombudsman, entitled "Office of the Ombudsman - 2012 - 2021 Capital Plan" recommend that: 1. Budget Committee approve the 2012-2021 Capital Budget and Plan for the Office of the Ombudsman at \$1.200 million as submitted.	The Accountability Offices' 2012-2021 Recommended Capital Plan includes \$1.200 million for upgrade to the Case Management System	Adopt

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PART IV : REFERRALS AND OTHER REPORTS FOR CONSIDERATION			
Agenda Item / Report Name	Requested Action	Status/Response	Action Required
Budget Committee Item (BU20.1q) Toronto Police Services 2012 - 2021 Revised Capital Plan Request Report	<p>The report dated October 14, 2011 from the Chair, Toronto Police Services Board, entitled "Toronto Police Services - 2012 - 2021 Revised Capital Plan Request " recommend that:</p> <p>1. The Budget Committee approve the 2012-2021 revised capital program with a 2012 net request of \$24.7M (excluding cash flow carry forwards from 2011), and a net total of \$316.8M for 2012-2021, as detailed in Attachment A, contained in Appendix A.</p>	<p>The Board approved 2012-2021 Capital Plan for the Toronto Police Service of \$316.8 million is \$40.0 million greater than the City Recommended 2012-2021 Capital Plan for the Toronto Police Service of \$276.8 million. The difference is the result of the City's removal of \$40.0 million for the Future Use of 330 Progress Avenue Placeholder project contained in years 2018-2021.</p>	<p>Receive</p>

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Budget Committee - **December 9, 2011**

PART II : ITEMS REQUESTED BY BUDGET COMMITTEE

Agenda Item / Report Name	Requested Action	Status / Response	Action Required

PART III : REPORT BACK BEFORE BUDGET COMMITTEE

Agenda Item / Report Name	Requested Action	Status / Response	Action Required

PART IV : REFERRALS AND OTHER REPORTS FOR CONSIDERATION

Agenda Item / Report Name	Requested Action	Status / Response	Action Required
Budget Committee Item (BU20.1a) Auditor General's Office Letter	Letter from the Audit Committee (July 5, 2011) entitled "Auditor General's Office - 2012 Operating Budget" recommend to the Budget Committee that: 1. The Auditor General's Office budget for 2012 be maintained at the same level as the 2011 Auditor General's Office budget.	The 2012 Staff Recommended Operating Budget for the Auditor General's Office is \$4.271 million and is consistent with the recommendations of the Audit Committee at its meeting on July 5, 2011.	Adopt
Budget Committee Item (BU20.1b) Office of the Integrity Commissioner Report	Report from the Integrity Commissioner (November 23, 2011) entitled "Office of the Integrity Commissioner - 2012 Operating Budget" recommended that: 1. Budget Committee approve the 2012 Operating Budget of \$211.0 thousand for the Office of the Integrity Commissioner and forward it to the Executive Committee.	Funding in the amount of \$0.211 million is included in the 2012 Staff Recommended Operating Budget. This is consistent with the Integrity Commissioner's recommendation.	Adopt
Budget Committee Item (BU20.1c) Office of the Lobbyist Registrar Report	Report from the Lobbyist Registrar (November 23, 2011) entitled "Office of the Lobbyist Registrar - 2012 Operating Budget" recommended that: 1. Budget Committee approve the 2012 Operating Budget of \$1,052.3 thousand net for the Office of the Lobbyist Registrar and forward it to the Executive Committee.	Funding in the amount of \$1.061 million gross and \$1.052 million net is included in the 2012 Staff Recommended Operating Budget. This is consistent with the Lobbyist Registrar's recommendation.	Adopt

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Budget Committee Item (BU20.1d) Office of the Ombudsman Report	<p>Report from the Ombudsman (November 24, 2011) entitled "Office of the Ombudsman - 2012 Operating Budget" recommended that:</p> <ol style="list-style-type: none"> 1. Budget Committee approve the 2012 Operating Budget of \$\$1,421.1 thousand gross and net for the Office of Ombudsman and forward it to the Executive Committee. 	<p>Funding in the amount of \$1.421 million is included in the 2012 Staff Recommended Operating Budget. This is consistent with the Ombudsman's recommendation.</p>	Adopt
Budget Committee Item (BU20.1e) Non-Program Report	<p>Report from the Deputy City Manager Cluster B (November 25, 2011) entitled "Development Application Review Fees - 2012 Operating Budget" recommended that:</p> <ol style="list-style-type: none"> 1. City Council adopt the Fee Schedule for Planning Applications set out in Appendix 1 to this report effective April 1, 2012 and that the Municipal Code Chapter 441-4 be amended accordingly. 2. City Council authorize the City Solicitor to introduce the necessary bills to give effect to these recommendations. 	<p>The City's 2012 Recommended Non-Program Budget includes \$6.6 million of net revenues for the collection of direct and indirect costs. The remaining \$0.150 million for capital costs will be directed to City Reserves.</p>	Adopt
Budget Committee Item (BU20.1g) Fire Services Letter	<p>Letter from the City Clerk (May 27, 2011) transmitting a report entitled "Fire Services Master Plan, 2007 - Implementation Status - 2012 Operating Budget" from the Community Development and Recreation Committee to the Budget Committee that:</p> <ol style="list-style-type: none"> 1. Community Development and Recreation Committee forwarded the report (May 10, 2011) from the Fire Chief and General Manager, Toronto Fire Services, to the Budget Committee for information. 2. Community Development and Recreation Committee requested the Fire Chief and General Manager, Toronto Fire Services to include the staffing levels required to meet NFPA standard 1710 in the 2012 Fire Services multi-year budget submission for consideration by Council. 	<p>The staff report was referred for consideration with the 2012 Recommended Fire Services Capital and Operating Budgets to Budget Committee's meeting of December 6, 2011.</p> <p>Due to affordability constraints, the 2012 Recommended Operating Budget for Fire Services does not include any new funding that would provide additional staff to comply with the NFPA Standards.</p>	Receive

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Budget Committee Item (BU20.1h) Toronto Police Service Report	<p>Report from the Chair, Toronto Police Services Board (October 25, 2011) entitled "Toronto Police Service - 2012 Revised Operating Budget Request" recommended that:</p> <ol style="list-style-type: none"> The Budget Committee approve the Toronto Police Service's 2012 net operating budget request of \$936.3 Million (M), which achieves \$43.1M of the \$93M (or 4.6 of the 10%) City reduction target. The Budget Committee approve the deferral of the increased contribution to the City's Sick Pay Gratuity Reserve, on the condition that any Service surpluses in 2011 (up to \$6.5M) be allocated to the City Sick Pay Reserve. 	<p>The Toronto Police Services Board approved a 2012 net Operating Budget for the Service of \$936.3 million.</p> <p>The City's 2012 Recommended Operating Net Budget for the Service of \$933.7 million reflects a further reduction of \$2.547 million consisting of an increased recovery from the Court Security Uploading and reduced salary expenses pending the Senior Officer salary settlement as provisions have been set aside, outside from the Toronto Police Service's Operating Budget.</p>	Receive
Budget Committee Item (BU20.1i) Toronto Police Services Board Report	<p>Report from the Chair, Toronto Police Services Board (October 25, 2011) entitled "Toronto Police Services Board - 2012 Operating Budget Request" recommended that:</p> <ol style="list-style-type: none"> The Budget Committee approve a net 2012 operating budget request of \$2,251,600 which is a decrease of 5.2% over a projected 2011 budget of \$2,374,100. 	<p>The Toronto Police Services Board approved a 2012 net Operating Budget for the Board of \$2,251,600.</p> <p>The City's 2012 Recommended Operating Net Budget for the Board of \$2,208,700 reflects reduced salary expenses pending the Senior Officer salary settlement as provisions have been set aside, outside from the Toronto Police Services Board's Operating Budget.</p>	Receive
Budget Committee Item (BU20.1j) Toronto Police Service - Parking Enforcement Unit Report	<p>Report from the Chair, Toronto Police Services Board (October 14, 2011) entitled "Toronto Police Service - Parking Enforcement Unit: 2012 Operating Budget Request" recommended that:</p> <ol style="list-style-type: none"> The Budget Committee approve a 2012 net operating budget request of \$42.1 Million (M), a \$1.6M increase over the adjusted 2011 net budget. 	<p>The 2012 Staff Recommended Operating Budget of \$42.1 million net for the Toronto Police Service Parking Enforcement Unit is consistent with the recommendation by the Police Services Board at its meeting on October 14, 2011.</p>	Adopt

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Budget Committee Item (BU20.1k) Toronto Transit Commission Conventional Letter	<p>Letter from the General Secretary, Toronto Transit Commission (June 16, 2011) entitled "2012 Toronto Transit Commission Operating Budget" recommended that the Budget Committee approve the following:</p> <ol style="list-style-type: none"> The preliminary 2012 Transit Operating subsidy to the TTC. Confirmation of the establishment of an additional long-term subsidy receivable in the amount of \$13.68 million to cover post-retirement benefit non-cash expenses for 2012 consistent with previous accounting treatment approved by Council. Confirmation of the establishment of an additional long-term subsidy receivable in the amount of \$14.0 million to cover accident claims non-cash expenses for 2012 consistent with previous accounting treatment approved by Council as noted in (b) above. 	<p>The June letter reflects TTC's preliminary 2012 Operating Budget and does not include the reductions incorporated into the 2012 Recommended Operating Budget of \$1.441 billion gross and \$404.101 million net.</p>	<p>Receive</p> <p>Refer to City Treasurer</p> <p>Refer to City Treasurer</p>										
Budget Committee Item (BU20.1l) Wheel-Trans Letter	<p>Letter from the General Secretary, Toronto Transit Commission (June 16, 2011) entitled "2012 Wheel-Trans Operating Budget" recommended that the Budget Committee approve the following:</p> <ol style="list-style-type: none"> Approve the preliminary 2012 Wheel-Trans Operating Budget as described in this report and summarized on Appendix A (attached). Note that the 2012 Wheel Trans Operating Budget includes a shortfall of \$6.9 million as summarized below: <table style="margin-left: 40px; border-collapse: collapse;"> <tr> <td style="padding-right: 20px;">Expenditures</td> <td style="text-align: right;">\$103.6 million</td> </tr> <tr> <td>Revenues</td> <td style="text-align: right;"><u>\$5.7 million</u></td> </tr> <tr> <td></td> <td style="text-align: right;">\$ 97.9 million</td> </tr> <tr> <td>2011 City Operating Subsidy</td> <td style="text-align: right;"><u>\$91.0 million</u></td> </tr> <tr> <td>Shortfall</td> <td style="text-align: right;"><u>\$6.9 million</u></td> </tr> </table>	Expenditures	\$103.6 million	Revenues	<u>\$5.7 million</u>		\$ 97.9 million	2011 City Operating Subsidy	<u>\$91.0 million</u>	Shortfall	<u>\$6.9 million</u>	<p>The June letter reflects Wheel-Trans' preliminary 2012 Operating Budget and does not include the reductions incorporated into the 2012 Recommended Operating Budget, which is \$95.207 million gross and \$89.882 million net.</p>	<p>Receive</p>
Expenditures	\$103.6 million												
Revenues	<u>\$5.7 million</u>												
	\$ 97.9 million												
2011 City Operating Subsidy	<u>\$91.0 million</u>												
Shortfall	<u>\$6.9 million</u>												

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Budget Committee Item (BU20.11) Wheel-Trans Letter (Cont'd)	<p>3. Note that the Wheel-Trans Service Plan encompasses the following key factors:</p> <ul style="list-style-type: none"> • Eligibility Criteria and Application Process remain unchanged • Active registrant base increasing by 16% to 52,000 • Customer trips increasing to 3.1 million reflecting a 7% increase in demand • Accommodating 98% of trips • No provision included in this budget for the financial impact of the yet-to-be determined collective bargaining agreements effective April 1, 2011 • No provision made in the budget for any increase in the City of Toronto's sedan taxi meter rates • Further integration with the conventional transit system • Community Bus routes remain at five (5) • Building upon scheduling enhancements and AVL technology • Operating Budget Workforce remains unchanged at 532 positions at December 31, 2011 • The service area does not increase beyond the City of Toronto boundaries • No impact from AODA Transportation Standards until 2013 		
Budget Committee Item (BU20.1m) Toronto Public Health Letter	<p>Letter from the Board of Health (September 13, 2011) entitled "Toronto Public Health 2012 Operating Budget Request" recommended to the Budget Committee that:</p> <ol style="list-style-type: none"> 1. City Council approve the Toronto Public Health 2012 Operating Budget request of \$228,226.7 thousand gross / \$41,137.4 thousand net as summarized in Table 1, "2012 Operating Budget Request". 2. City Council approve the list of base budget adjustments included in Table 5, "Overview of 2012 Operating Budget Request" of this report totalling an increase of \$1,999.8 thousand gross and \$818.5 thousand net. 3. City Council approve 2012 Reduction Options of \$8,242.6 thousand gross and \$4,458.4 thousand net as outlined in Table 3, "2012 Requested Reduction Options Budget". 	<p>The 2012 Recommended Operating Budget for Toronto Public Health is \$0.379 million net over the Board of Health recommended 2012 Operating Budget for Toronto Public Health due to the following:</p> <ul style="list-style-type: none"> - a reduction to corporate overhead charges of \$0.790 million gross and \$0.198 million net is not recommended. - the 2012 Recommended CPIP Budget for Aids and Drug Prevention program was reduced by 10% or \$0.242 million to \$2.177 million (as compared to the BOH recommended budget of \$2.419 million) resulting in a corresponding reduction of \$0.181 million in provincial funding (75% Provincial share) from \$1.814 million to \$1.633 million to maintain the cost-sharing ratio 75%/25% between the City and the Province. 	<p>Receive</p>

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Budget Committee Item (BU20.1m) Toronto Public Health Letter (Cont'd)	<p>4. The Toronto Public Health 2012 Operating Budget submission be adjusted to include two 100% provincially funded (0% net to the City) public health nurses to work on health issues for newcomers and for at-risk communities.</p> <p>5. The 10% savings in the 2012 Toronto Public Health Operating Budget be reinvested in public health services to protect and promote health and maximize provincial funding.</p>	<p>This recommendation was adopted by City Council on September 21, 2011 and TPH's 2011 Operating Budget has been adjusted by \$0.170 million gross and \$0 net, and an increase of 2 positions.</p> <p>City Programs, Agencies, Boards and Commission were to submit reduction options to achieve a 10% reduction target. Given the overall financial challenges, re-investing TPH's savings is not recommended at this time.</p>	
Budget Committee Item (BU20.1n) Toronto Transit Commission and Wheel-Trans Letter	<p>Letter from the General Secretary, Toronto Transit Commission (September 20, 2011) entitled "Amended 2012 TTC and Wheel-Trans Operating Budgets" advising that the Toronto Transit Commission approved the recommendations in the staff report as follows:</p> <p>1) Approve the amended 2012 TTC and Wheel-Trans Operating Budgets as outlined in this report, noting that:</p> <ul style="list-style-type: none"> • The \$85 and \$16 million shortfalls (a total of \$101 million) included in the preliminary 2012 TTC and Wheel-Trans Operating budgets respectively, have been reduced significantly to \$21 and \$8 million (a total of \$29 million) through a series of measures including expenditure reductions, staff reductions and, adjustments to service loading standards; • Subject to further budget discussions and a review of all core, efficiency and user fee recommendations, staff recommend Commission support, in principle, for a 10 cent fare increase, which if implemented January 1, 2012, would generate approximately \$30 million in 2012 to address the remaining shortfall, noting that the formal recommendation on a fare increase will be presented to the Commission in December following the results of the City's Core Service and Service Efficiency Reviews; • Staff has commenced activity to pursue contracting out opportunities; 	<p>The September letter includes the requested 2012 TTC and Wheel-Trans Operating Budget and incorporates reductions of \$64 million for TTC and reductions of \$8 million for Wheel-Trans. The staff recommended 2012 Operating Budgets for TTC and Wheel-Trans is consistent with this report and reflects all the reductions approved by the Commission. The 2012 Recommended Operating Budget for TTC is \$1.441 billion gross and \$404.101 million net. The 2012 Recommended Operating Budget for Wheel-Trans is \$95.207 million gross and \$89.882 million net.</p> <p>In addition to the Commission approved reductions, City staff recommend a 10 cent fare increase which will generate \$30 million in revenue and is included in the 2012 Non-Program Revenue Budget.</p>	<p>Receive for Information</p>

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Budget Committee Item (BU20.1n) Toronto Transit Commission and Wheel-Trans Letter (Cont'd)	2) Approve the recommendations contained in the confidential attachment, noting that this information will remain confidential until such time as all the recommendations and related matters are completed to the satisfaction of the TTC General Counsel; 3) Approve the development of a multi-year fare, service, subsidy strategy in conjunction with the City of Toronto, taking into consideration appropriate targets for ridership levels, service initiatives and revenue/cost ratios; 4) Forward this report to the City of Toronto Budget Committee for confirmation of the 2012 Transit Operating subsidies for the TTC and Wheel-Trans; 5) Forward this report to the Ontario Minister of Transportation, the Ontario Minister of Energy and Infrastructure, and the Ontario Minister of Finance, for information; 6) Forward this report to the Federal Minister of Transport, Infrastructure and Communities, for information, and; 7) Forward this report to Metrolinx for information.		