

**DRAFT**



**City of  
Peterborough**

# **2010 SUPPLEMENTARY INFORMATION**

**Organization Charts, Work Programs, Staffing,  
Assessment and Tax Rate, Tax Policy, Glossary**

**(BUDGET BOOK 4 OF 4)**

**NOVEMBER, 2009**

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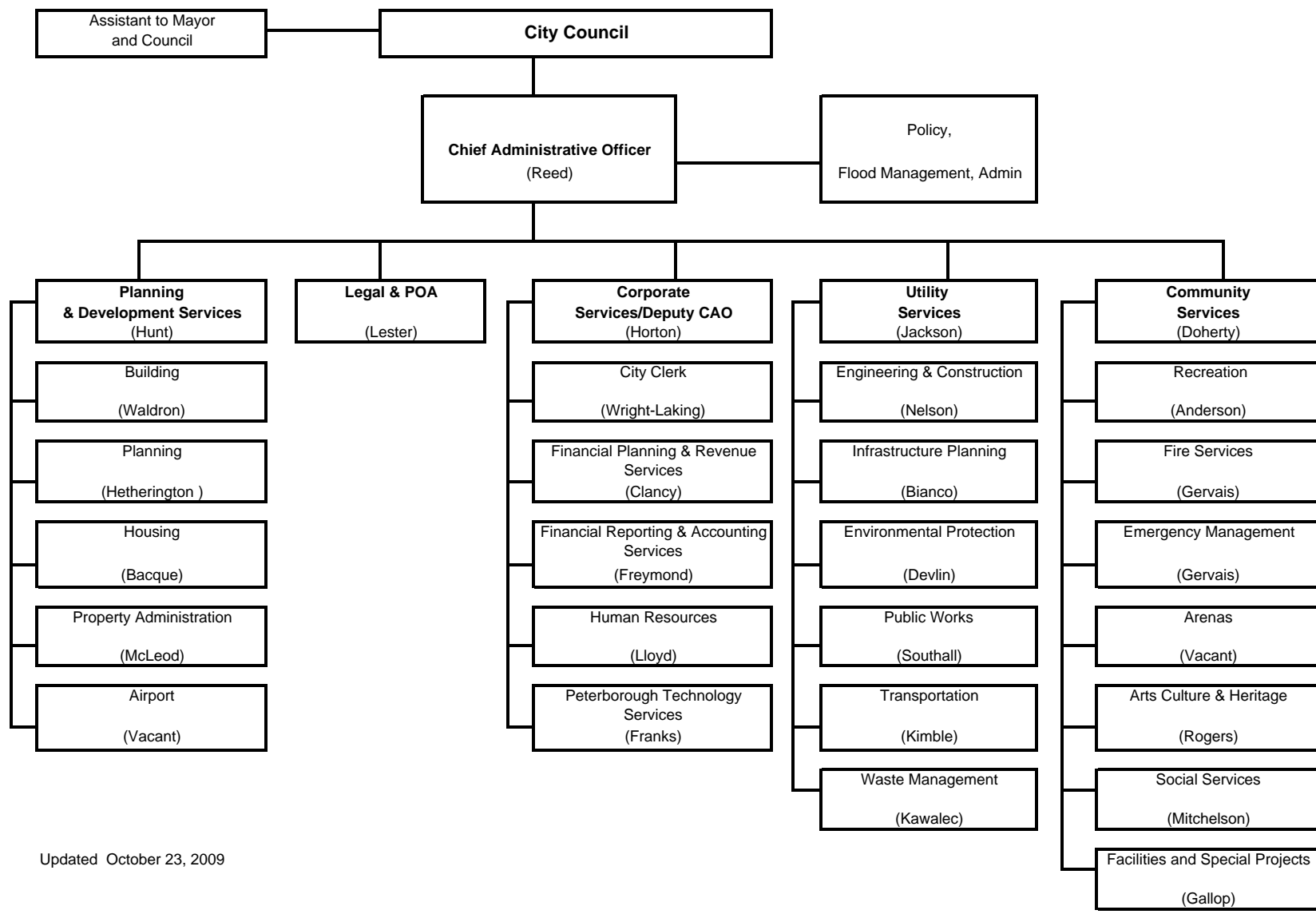
City of  
**Peterborough**

# **2010 BUDGET**

## **Organization Charts**

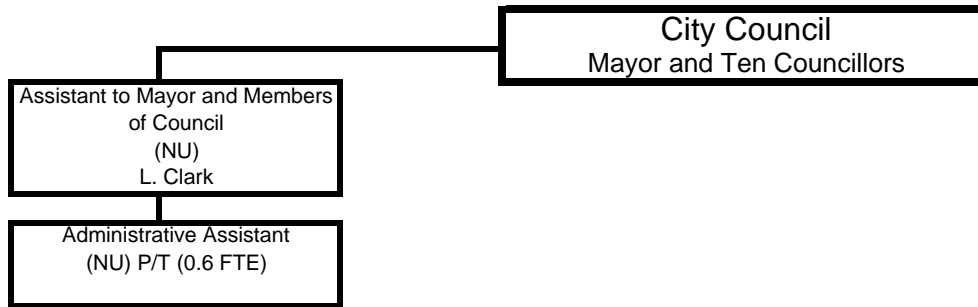
# City of Peterborough

## Organization Chart



Updated October 23, 2009

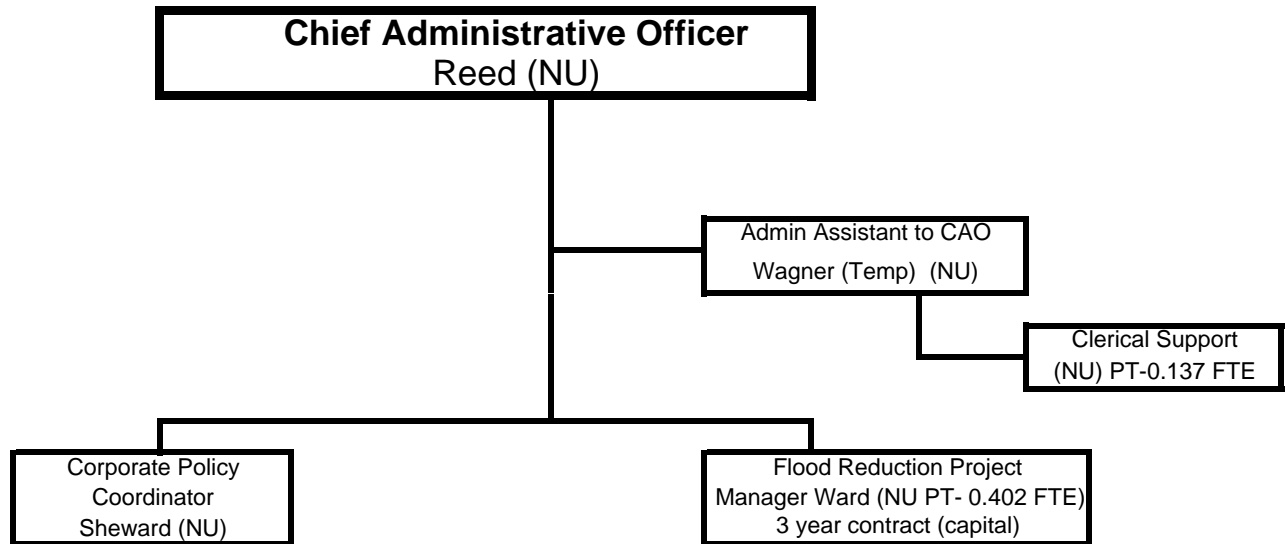
# Council



Staff complement	
Mayor and 10 Councillors	11.000
NU - Mayor's Secretary	1.000
Part Time	0.600
<b>Total</b>	<b>12.600</b>

Updated October 21, 2009

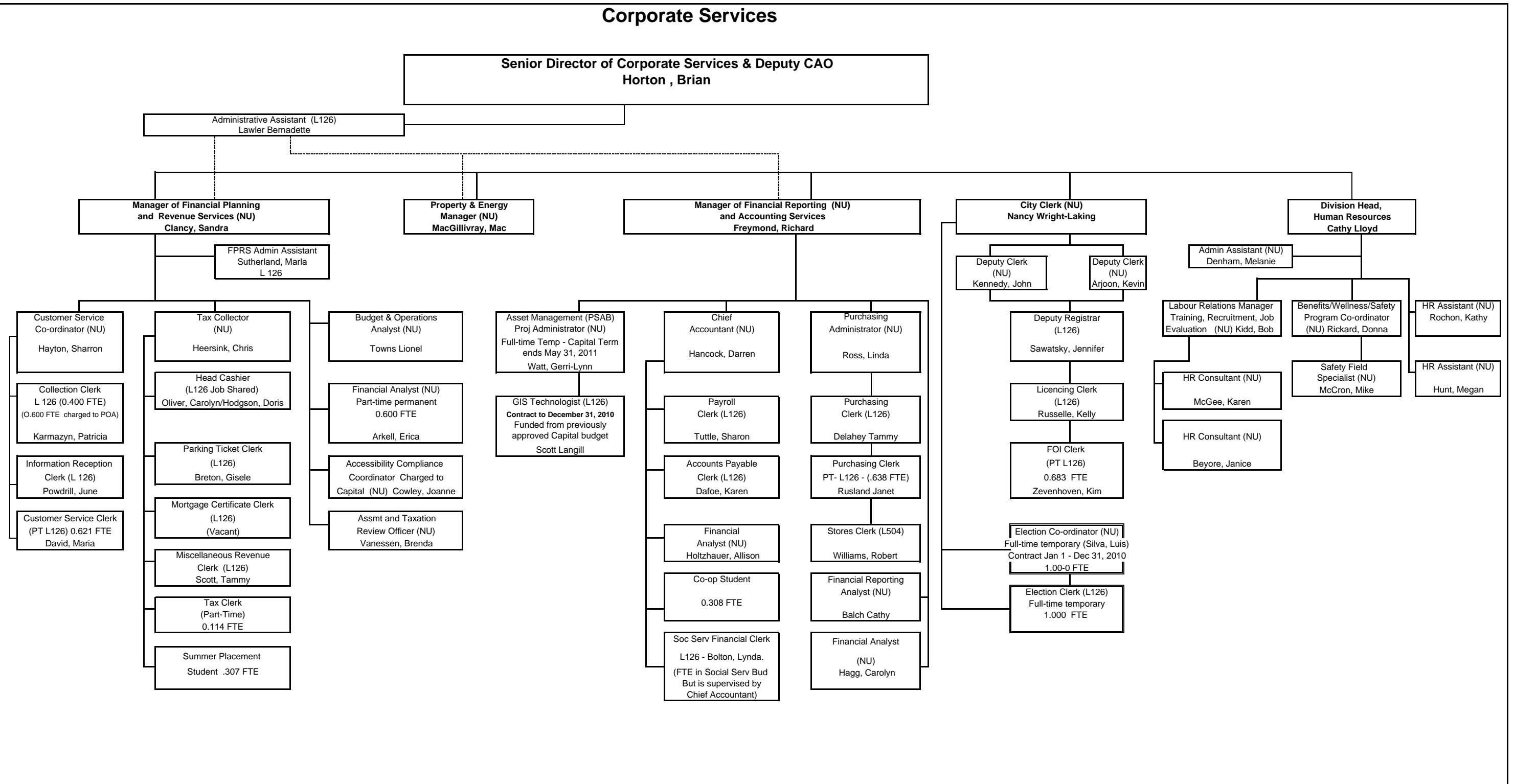
# Chief Administrative Officer



<b>Staff complement</b>	
NU	3.000
Capital	0.402
Operating PT	0.137
<b>Total</b>	<b>3.539</b>

Updated October 21, 2009

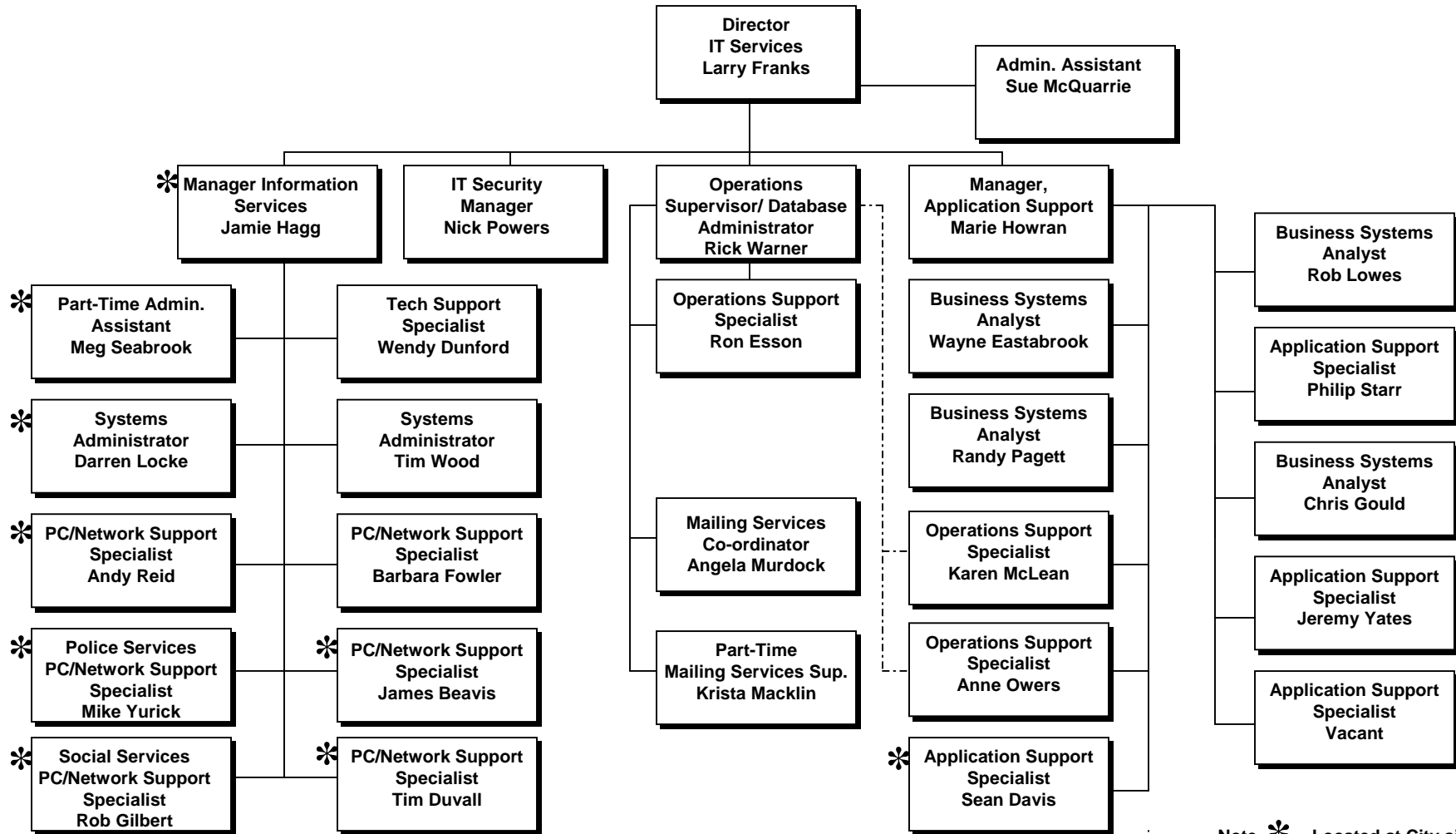
# Corporate Services



Staff Complement (ex SS Fin Clerk)	FPRS	FRAS	Clk	Prop	HR	Total
NU	5.750	6.250	3.000	1.000	9.000	25.000
L126	7.400	3.000	2.000			12.400
L504		1.000				1.000
Subtotal Full Time (Op)	13.150	10.250	5.000		9.000	38.400
Part Time	1.642	0.946	2.683			5.271
<b>Total Full &amp; Part time (Op)</b>	<b>14.792</b>	<b>11.196</b>	<b>7.683</b>	<b>1.000</b>		<b>43.671</b>
Charged to Capital	1.000	2.000				3.000
<b>Total Op and Cap</b>	<b>15.792</b>	<b>13.196</b>	<b>7.683</b>	<b>1.000</b>	<b>9.000</b>	<b>46.671</b>

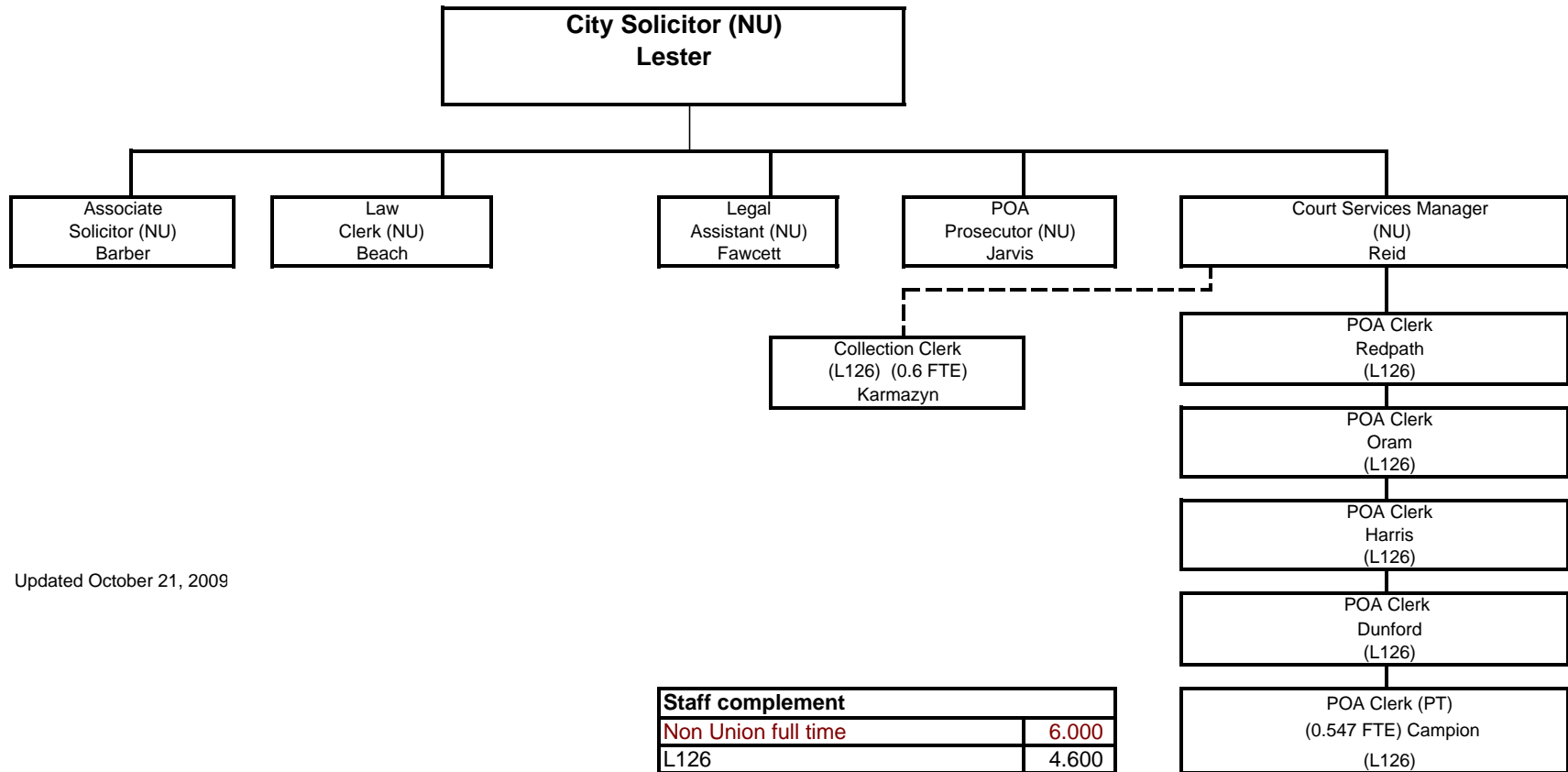
Updated October 23, 2009

# PETERBOROUGH TECHNOLOGY SERVICES ORGANIZATION STRUCTURE



Note \* = Located at City sites.  
 Total FTE = 26.70  
 City FTE = 14.60  
 PUS FTE = 10.60  
 Mailing Services = 1.50  
 Updated May 13, 2009

# LEGAL SERVICES

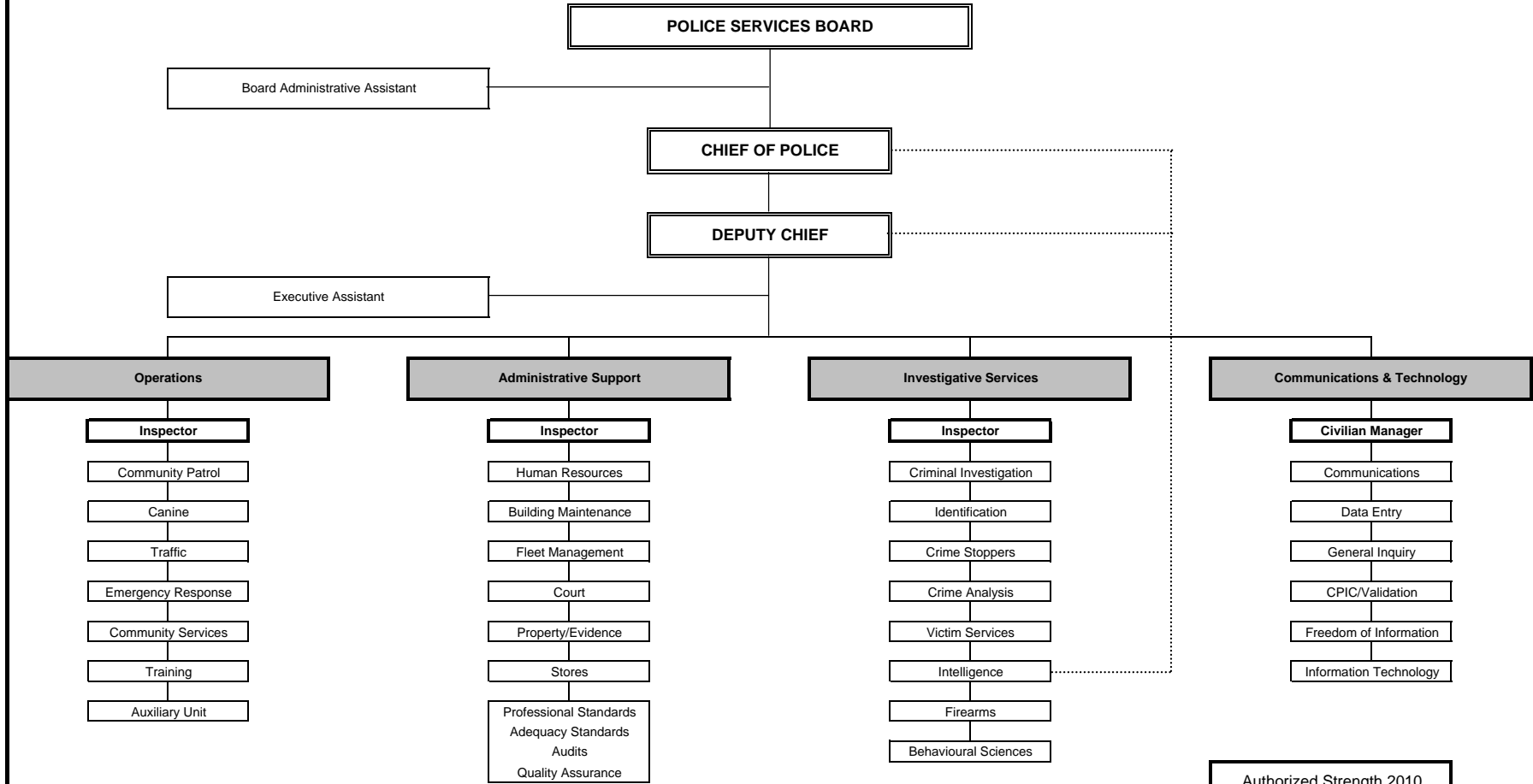


Updated October 21, 2009

<b>Staff complement</b>	
Non Union full time	6.000
L126	4.600
Part-time	0.547
<b>Total</b>	<b>11.147</b>

# Peterborough Lakefield Community Police Service

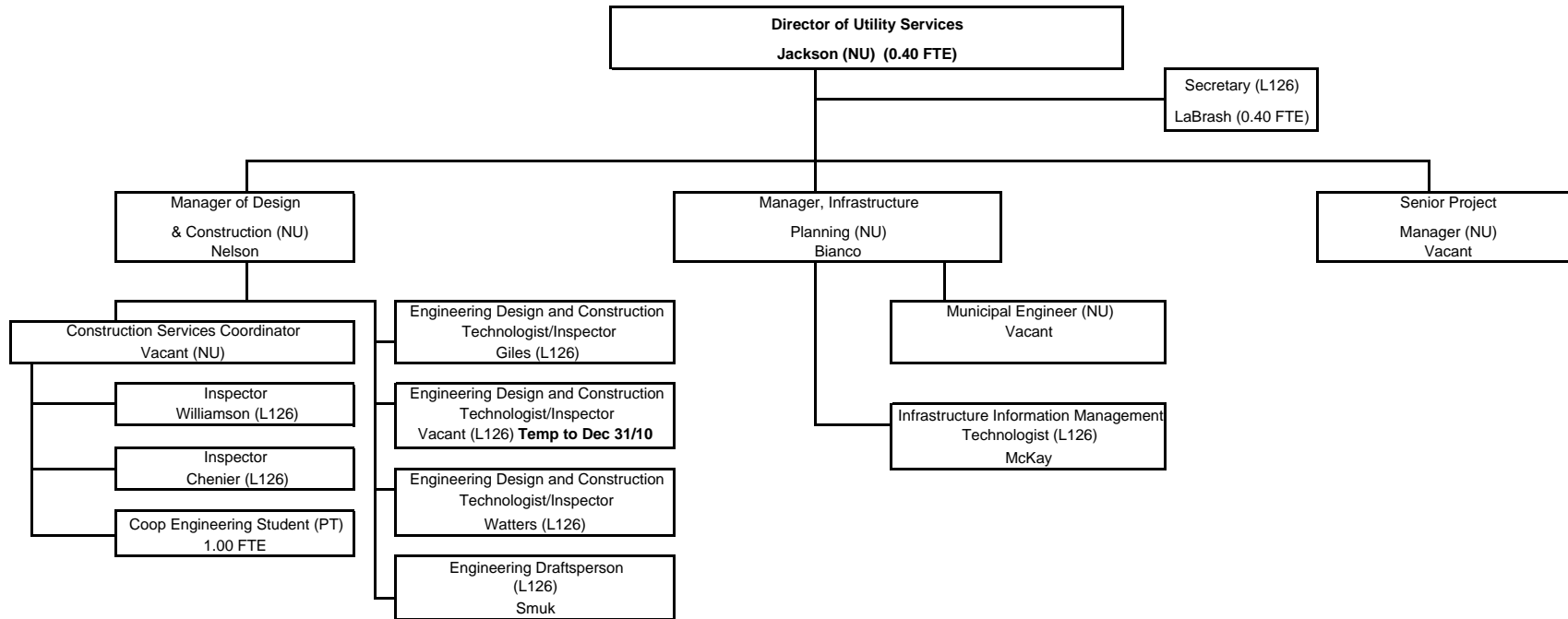
## Organizational Chart 2010



Updated October 21, 2009

Authorized Strength 2010	
Uniform	124
Civilian	48
Part Time	4

**Utility Services**  
**Engineering and Construction**  
**Infrastructure Planning**

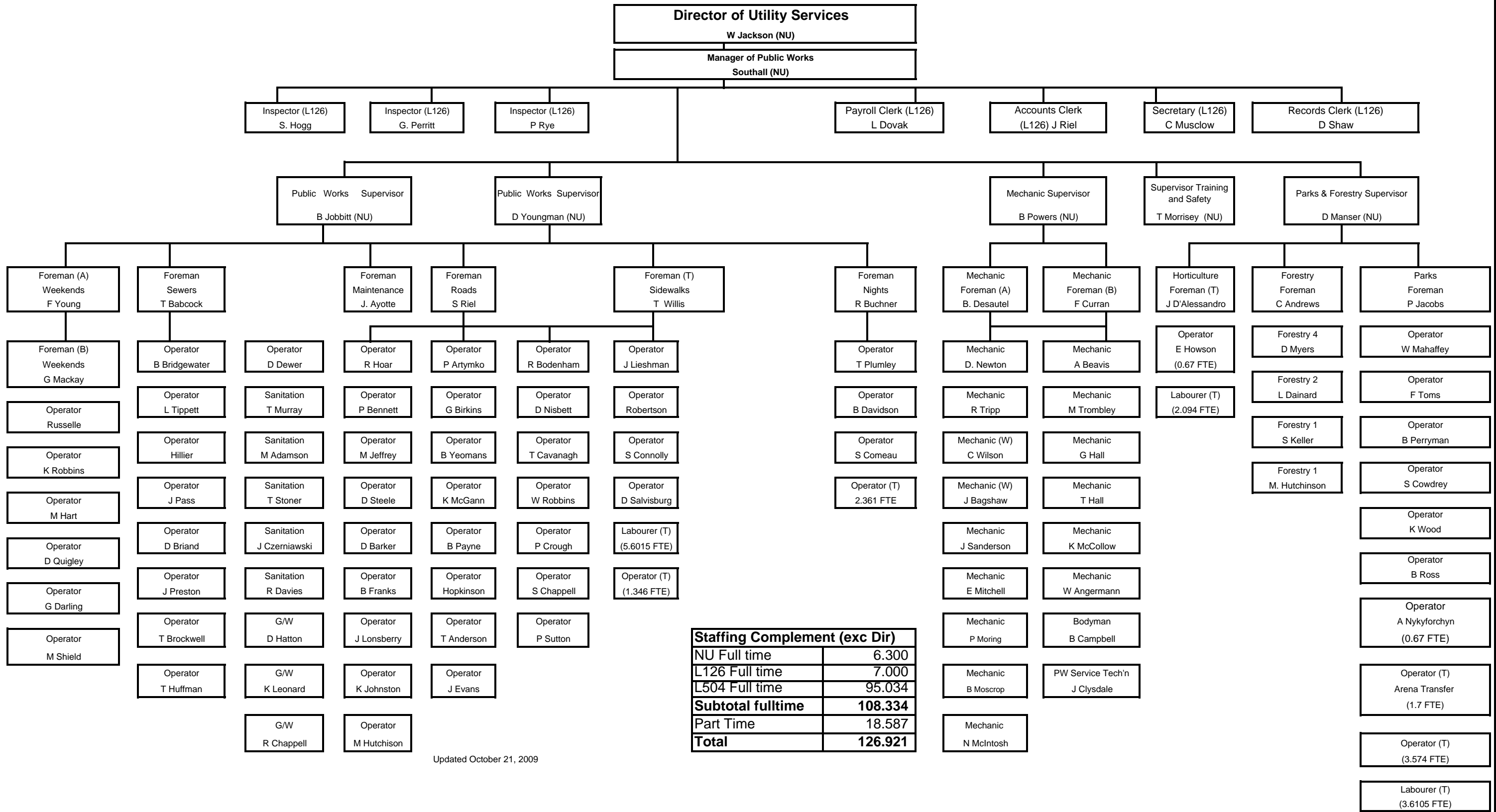


Note: 0.25 FTE Construction Services Coordinator charged to Street Light Program (101 353) and is reflected on that activity Form 1.

Updated October 21, 2009

Staff Complement (Incl. Director and Secretary)	
NU	5.400
L 126	7.400
PT	1.000
<b>Total</b>	<b>13.800</b>

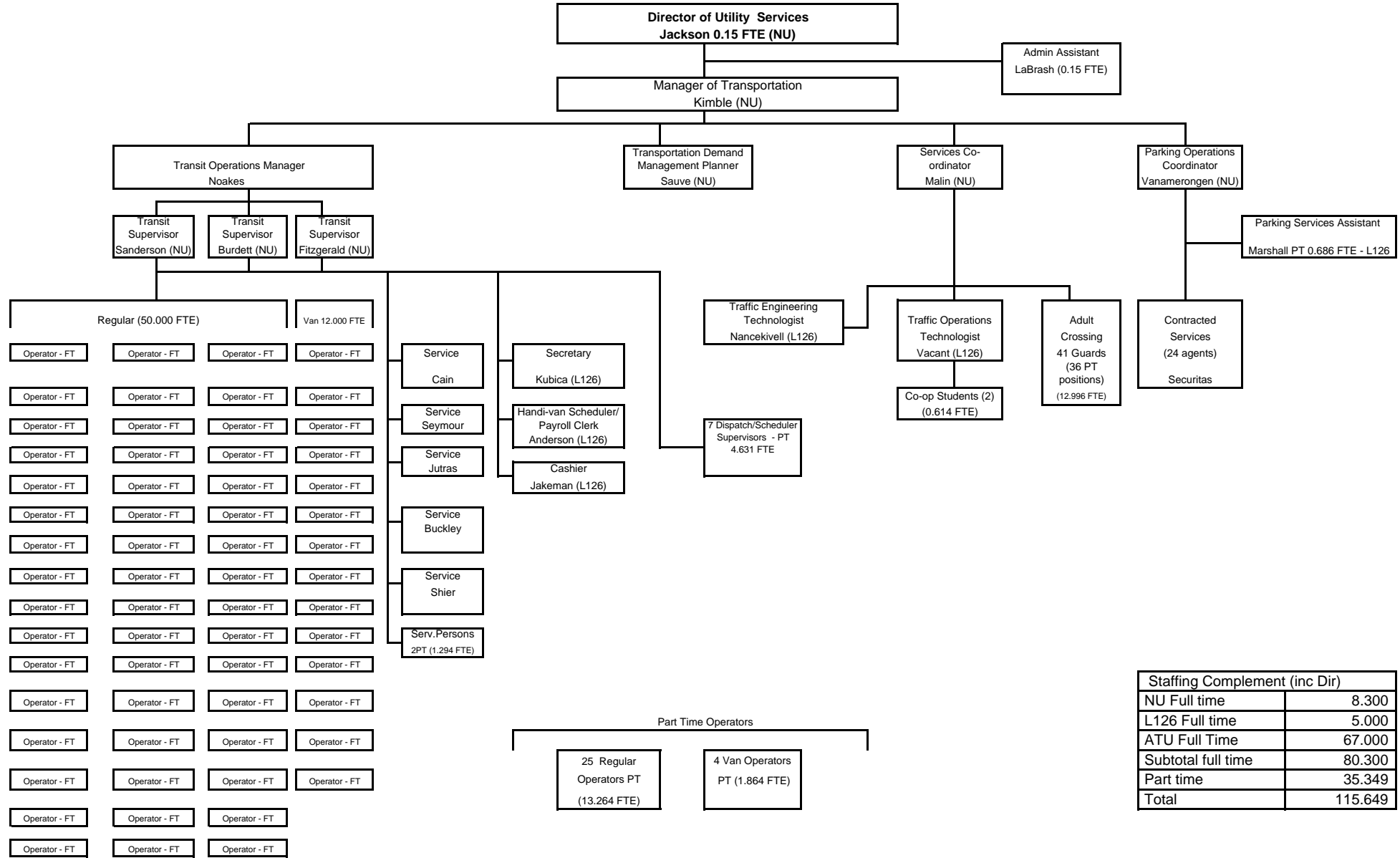
# USD - Public Works Division



Staffing Complement (exc Dir)	
NU Full time	6.300
L126 Full time	7.000
L504 Full time	95.034
<b>Subtotal fulltime</b>	<b>108.334</b>
Part Time	18.587
<b>Total</b>	<b>126.921</b>

Updated October 21, 2009

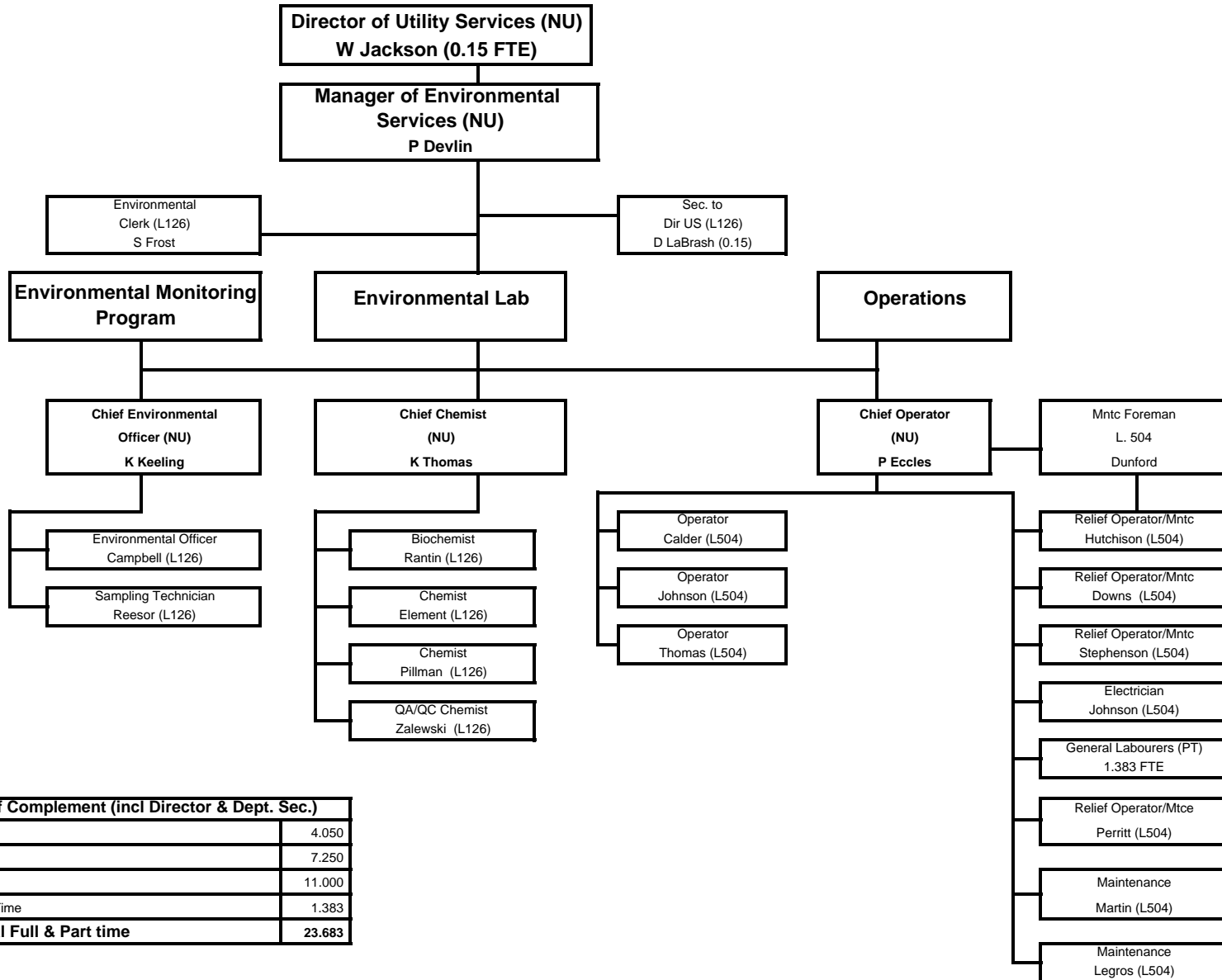
# USD - Transportation Division



Staffing Complement (inc Dir)	
NU Full time	8.300
L126 Full time	5.000
ATU Full Time	67.000
Subtotal full time	80.300
Part time	35.349
<b>Total</b>	<b>115.649</b>

Updated October 21, 2009

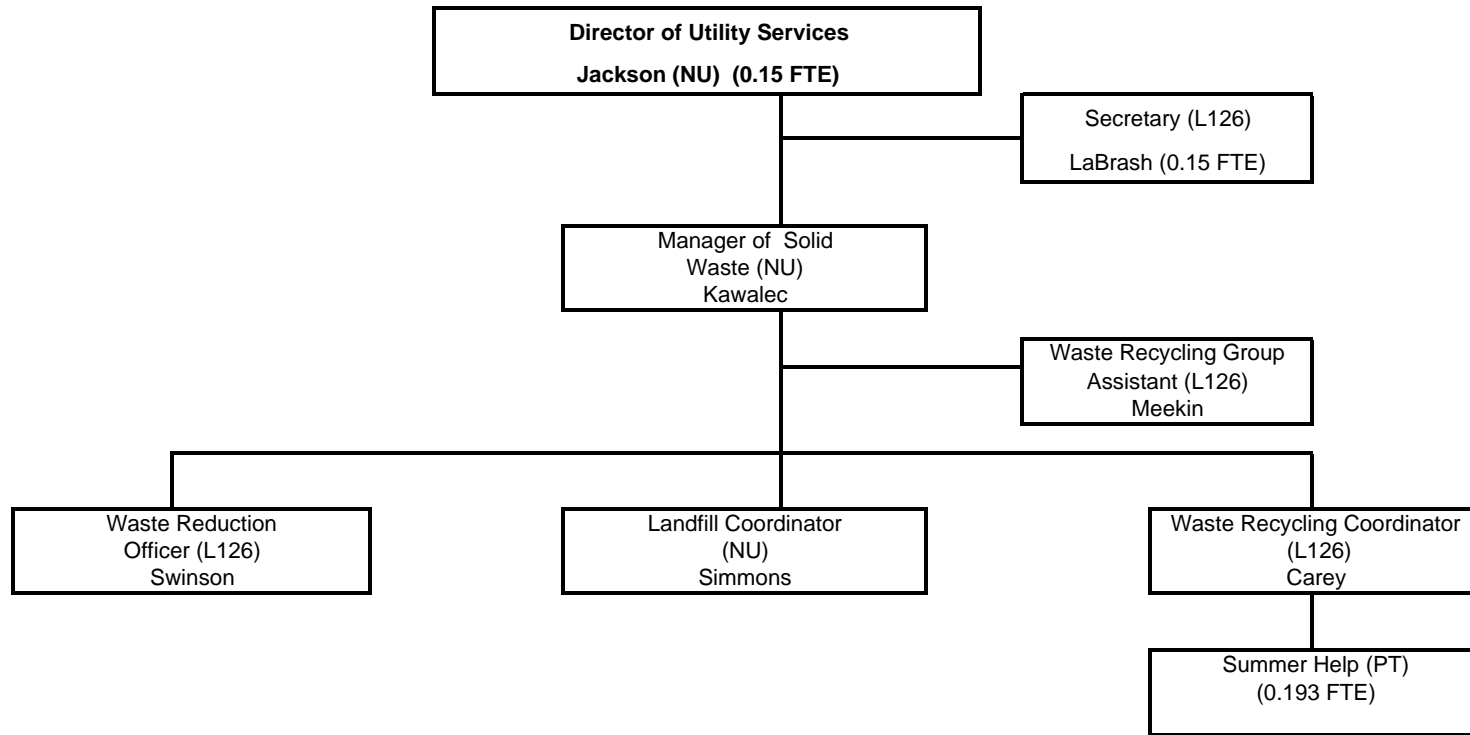
## USD - Environmental Services



Staff Complement (incl Director & Dept. Sec.)	
NU	4.050
L126	7.250
L504	11.000
Part Time	1.383
<b>Total Full &amp; Part time</b>	<b>23.683</b>

Updated June 23, 2009

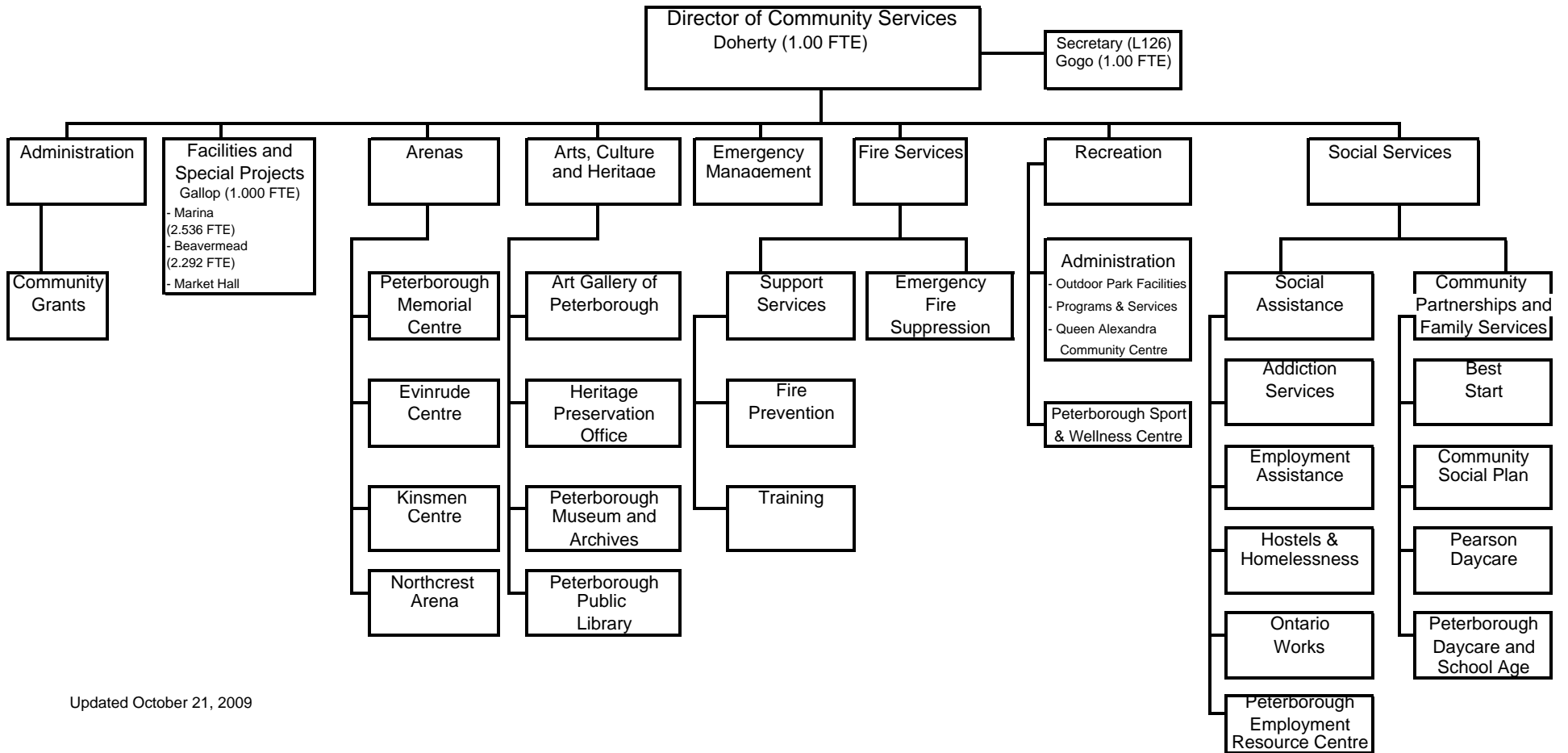
## Utility Services Waste Management



Staff Complement (Incl. Director & Secretary)	
NU	2.150
L 126	3.150
PT	0.193
Total - Operating	5.493

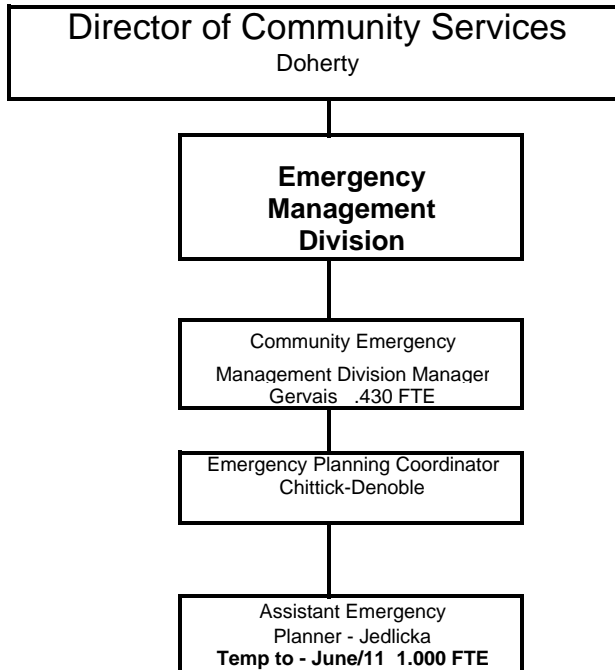
Updated July 28, 2009

# Community Services



Updated October 21, 2009

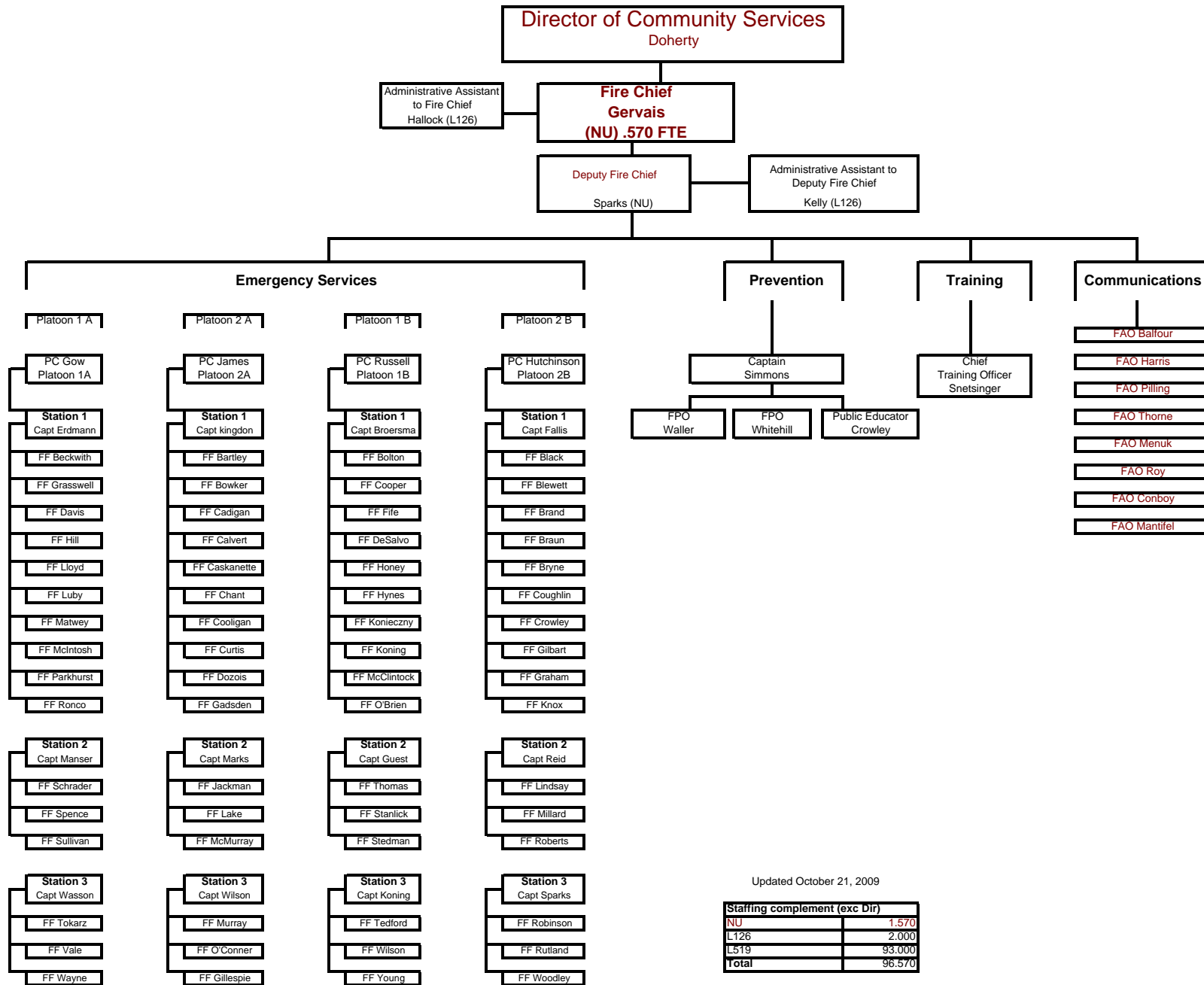
## Emergency Management



Updated October 21, 2009

Staffing complement (exc Dir)	
NU	2.430
L126	0.000
L519	0.000
<b>Total</b>	<b>2.430</b>

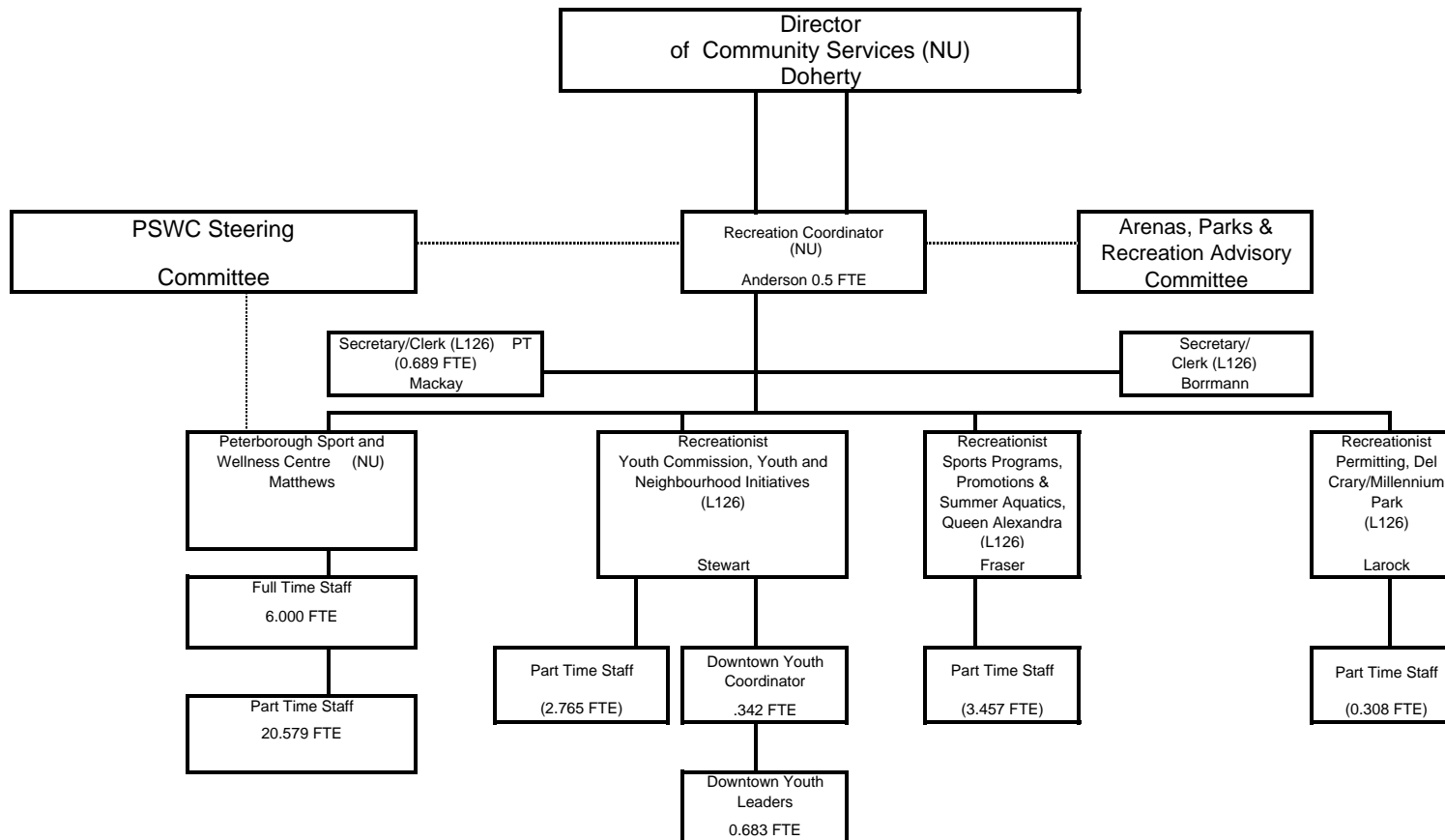
# Peterborough Fire Services



Updated October 21, 2009

Staffing complement (exc Dir)	
NU	1,570
L126	2,000
L519	93,000
<b>Total</b>	<b>96,570</b>

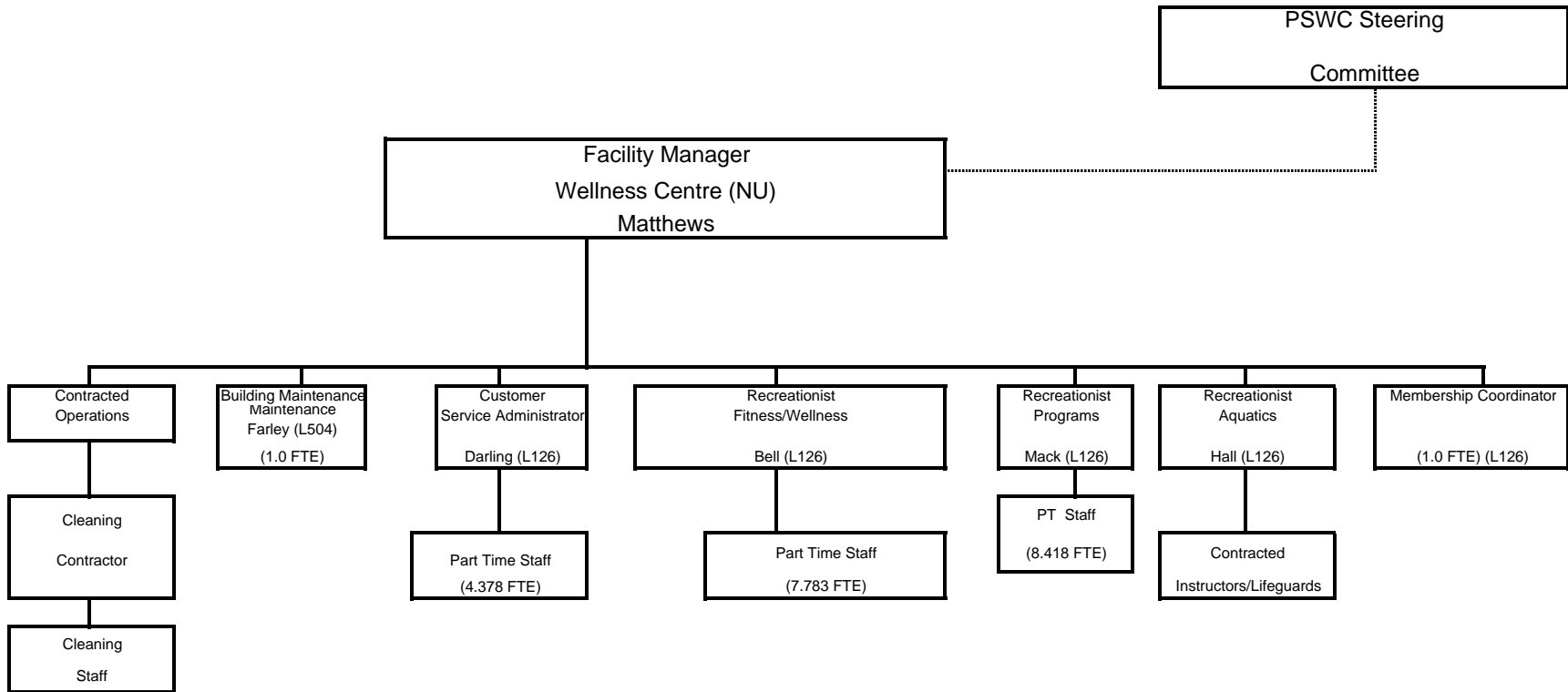
## Community Services Department - Recreation



<b>Staffing Complement (Excl. Dir)</b>	
NU Full time	1.500
L126 Full time	9.000
L504 Full time	1.000
<b>Subtotal full time</b>	<b>11.500</b>
Part time	28.823
<b>Total</b>	<b>40.323</b>

Updated: October 21, 2009

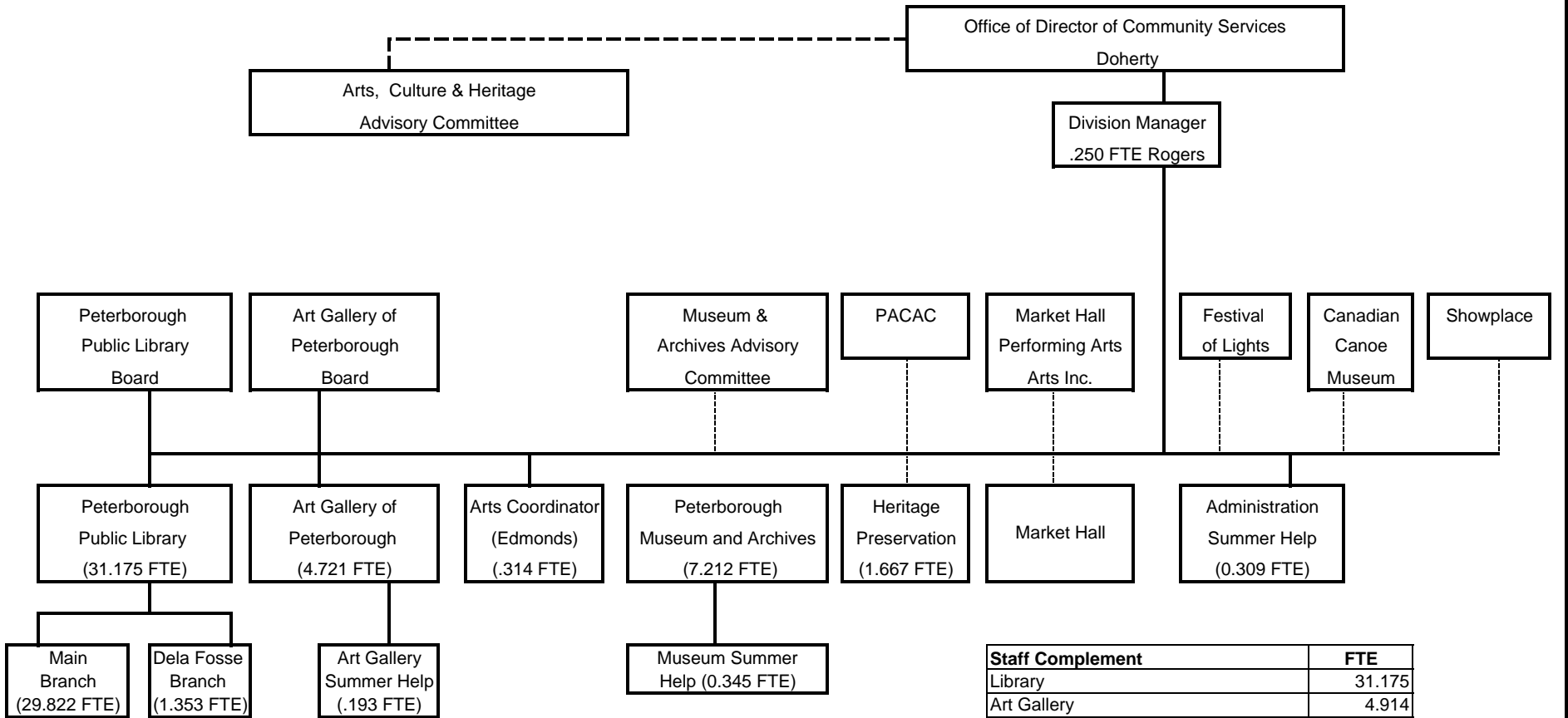
# Community Services Department - Recreation - Peterborough Sport and Wellness Centre



<b>Staffing Complement (Excl. Dir)</b>	
NU Full time	1.000
L126 Full time	5.000
L504 Full time	1.000
<b>Subtotal full time</b>	<b>7.000</b>
Part time	20.579
<b>Total</b>	<b>27.579</b>

Updated October 21, 2009

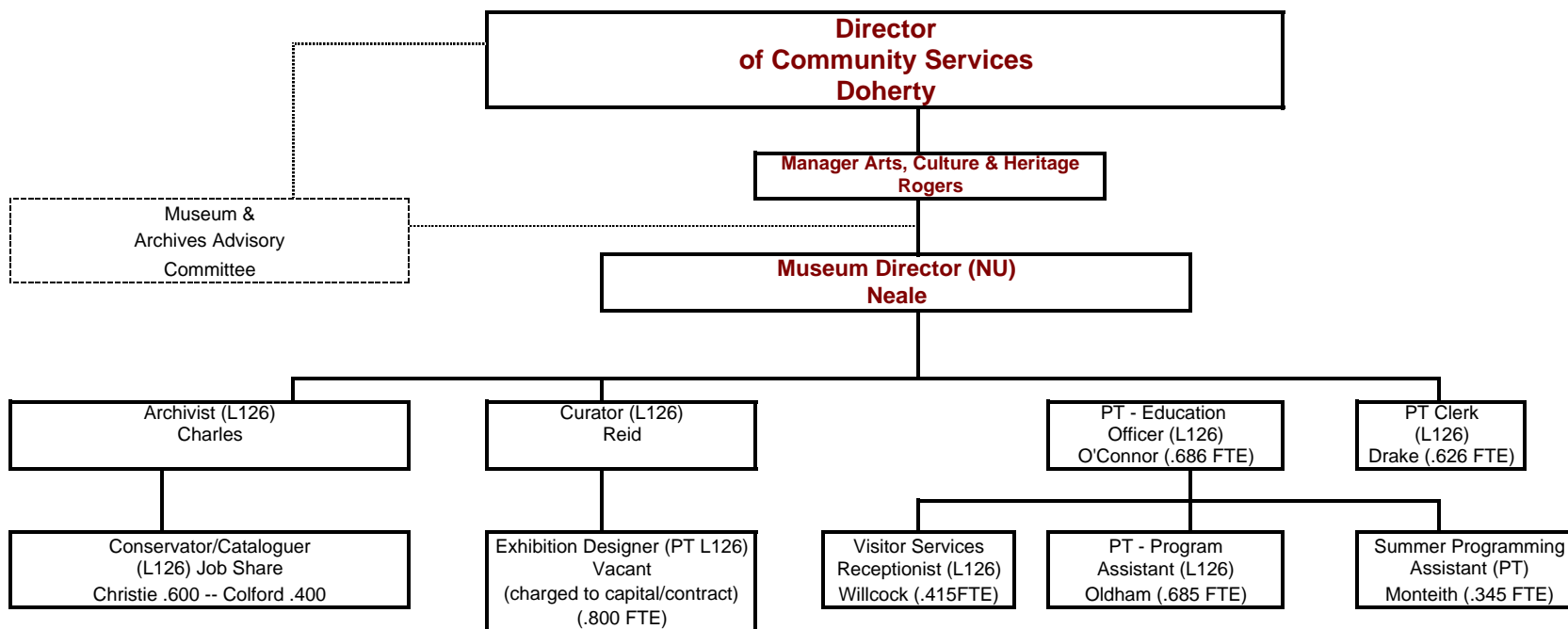
**COMMUNITY SERVICES DEPARTMENT - ARTS, CULTURE & HERITAGE DIVISION**



<b>Staff Complement</b>	<b>FTE</b>
Library	31.175
Art Gallery	4.914
Museum	7.557
Heritage Preservation	1.667
Admin	0.873
<b>Total</b>	<b>46.186</b>

Updated October 21, 2009

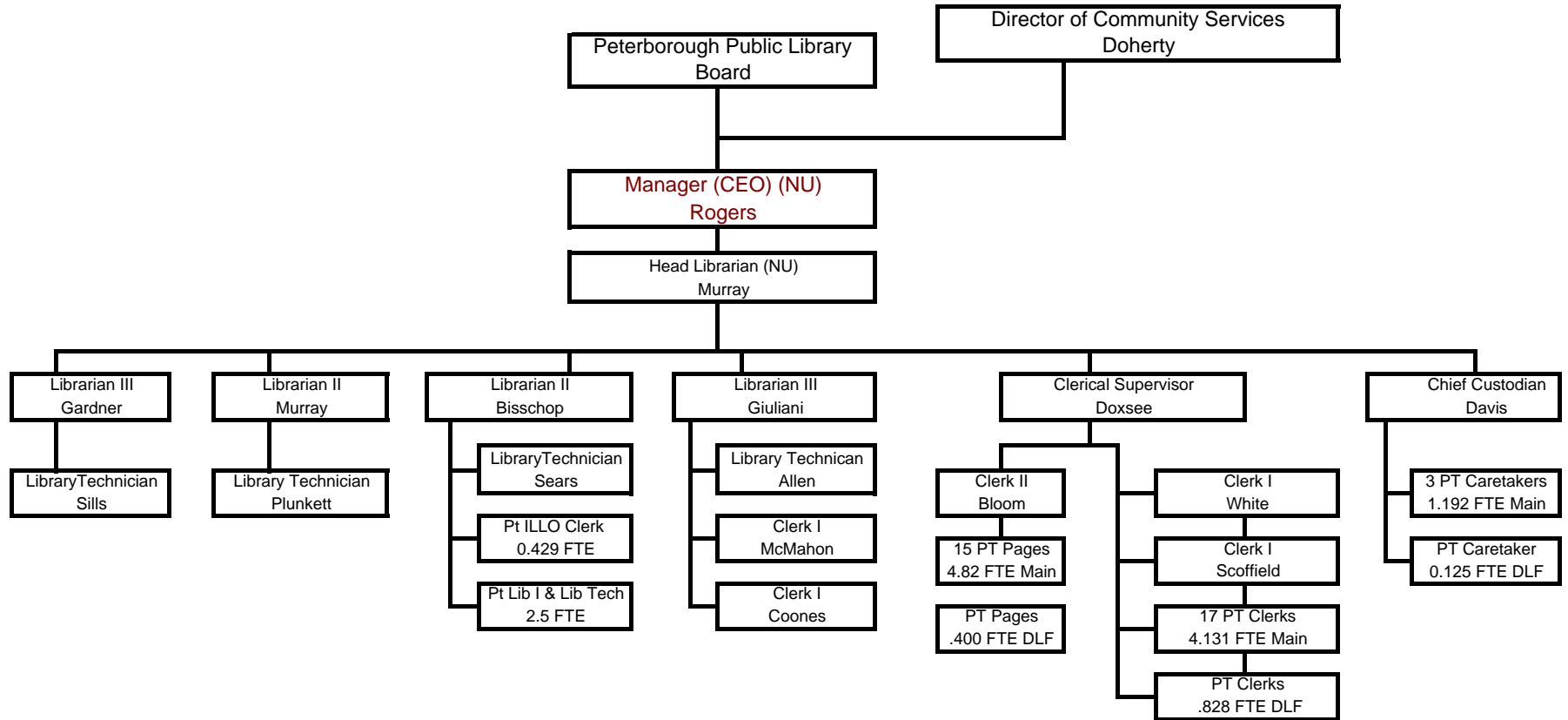
## Community Services Department - Peterborough Museum and Archives



Staff Complement (ex Director & Manager)	
NU	1.000
L126	3.000
<b>Subtotal Full Time</b>	<b>4.000</b>
Part-time / Temporary / Charged to Capital	3.557
<b>Total Full &amp; Part time</b>	<b>7.557</b>

Updated October 23, 2009

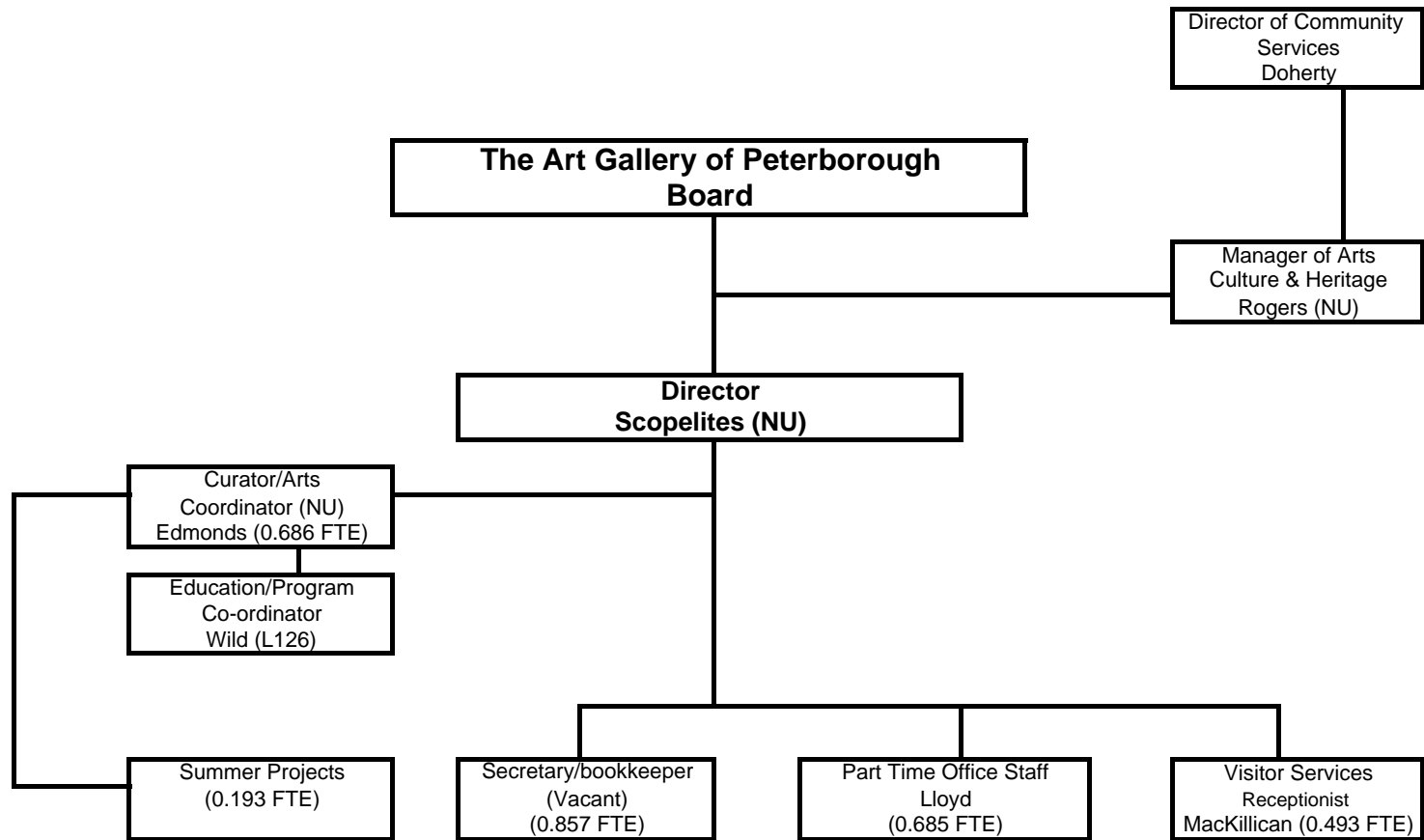
# Community Services Department - Peterborough Public Library Board



<b>Main Branch</b>	
Non Union	1.750
Full-time	15.000
Part-time	13.072
<b>Subtotal Main</b>	<b>29.822</b>
<b>De Lafosse</b>	
Part-time	1.353
<b>Grand total</b>	<b>31.175</b>

Updated June 29, 2008

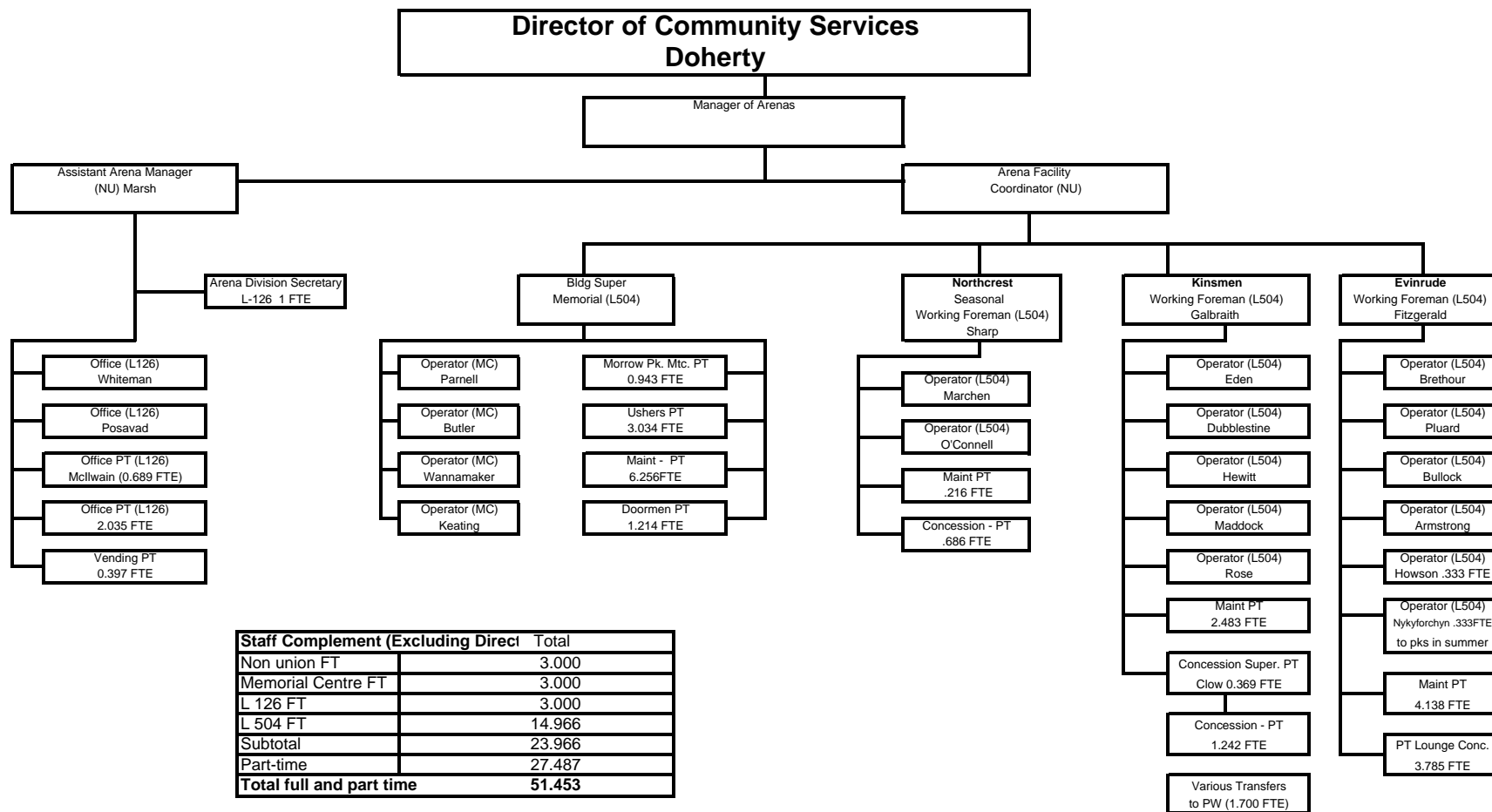
# Community Services Department - Art Gallery of Peterborough



Staff Complement (ex Director & Manager)	
NU	1.686
L126	1.857
<b>Subtotal Full Time</b>	<b>3.543</b>
Part-time	1.371
<b>Total Full &amp; Part time</b>	<b>4.914</b>

Updated October 21, 2009

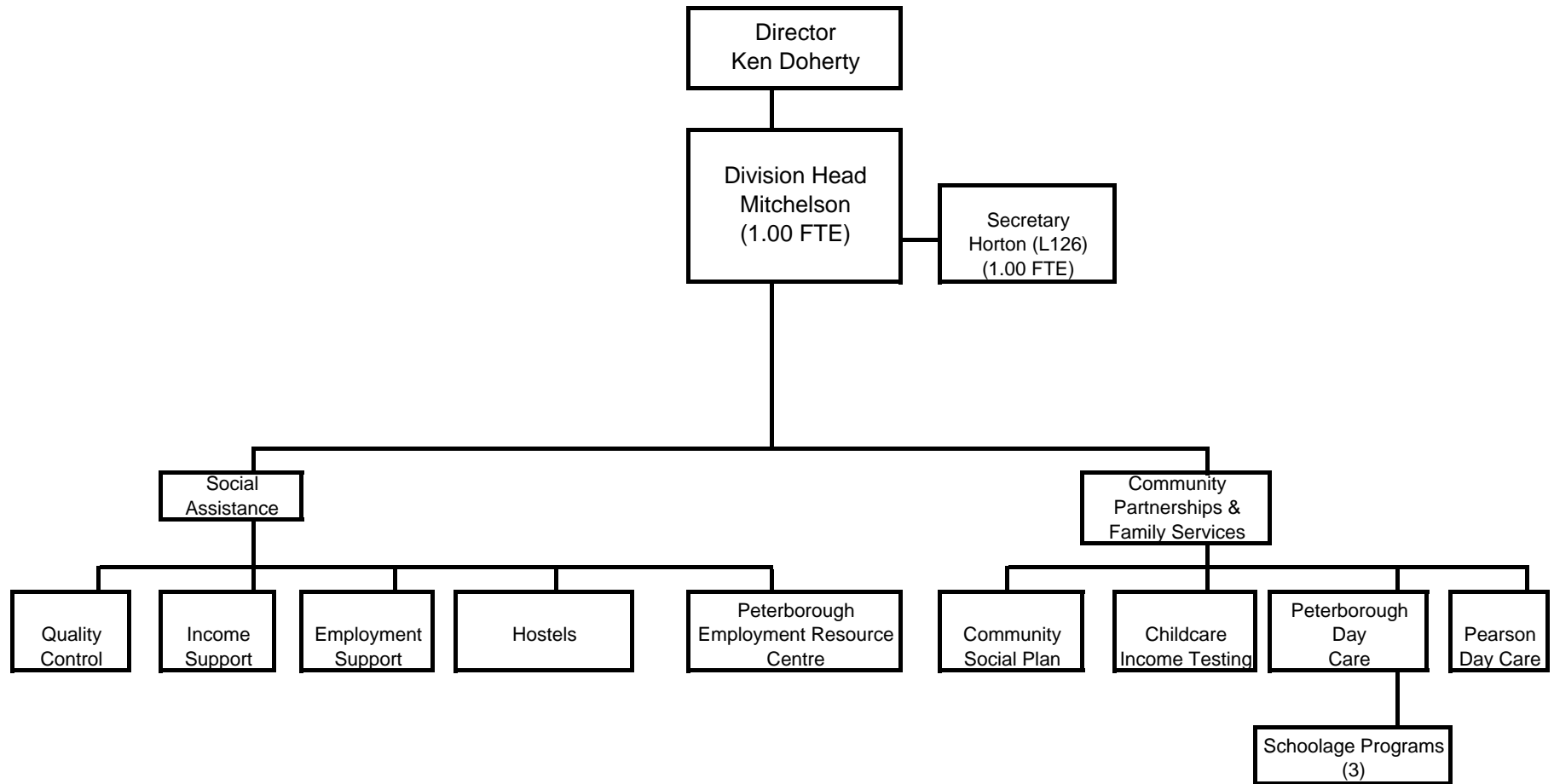
## Community Services Department - Arenas Division



Staff Complement (Excluding Direct)		Total
Non union FT		3.000
Memorial Centre FT		3.000
L 126 FT		3.000
L 504 FT		14.966
Subtotal		23.966
Part-time		27.487
<b>Total full and part time</b>		<b>51.453</b>

Updated October 23, 2009

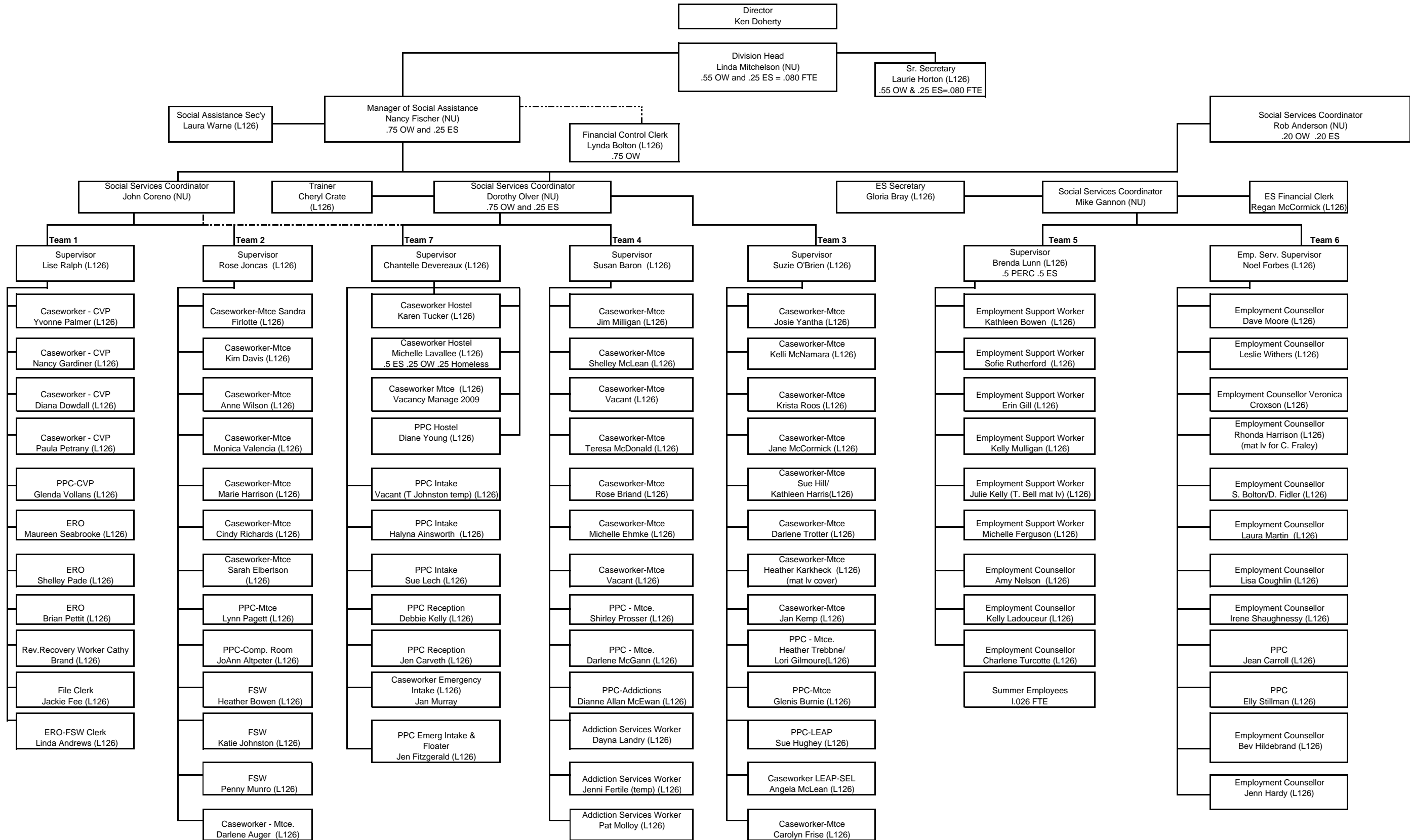
# SOCIAL SERVICES



Updated October 21, 2009

STAFF COMPLEMENT	Social Assistance	CPFS	Total
NU	5.200	2.300	7.500
L126	94.550	19.779	114.329
F/T Sub			
<b>Total</b>	<b>99.750</b>	<b>22.079</b>	<b>121.829</b>
P/T	1.026	5.325	6.351
<b>TOTAL</b>	<b>100.776</b>	<b>27.404</b>	<b>128.180</b>

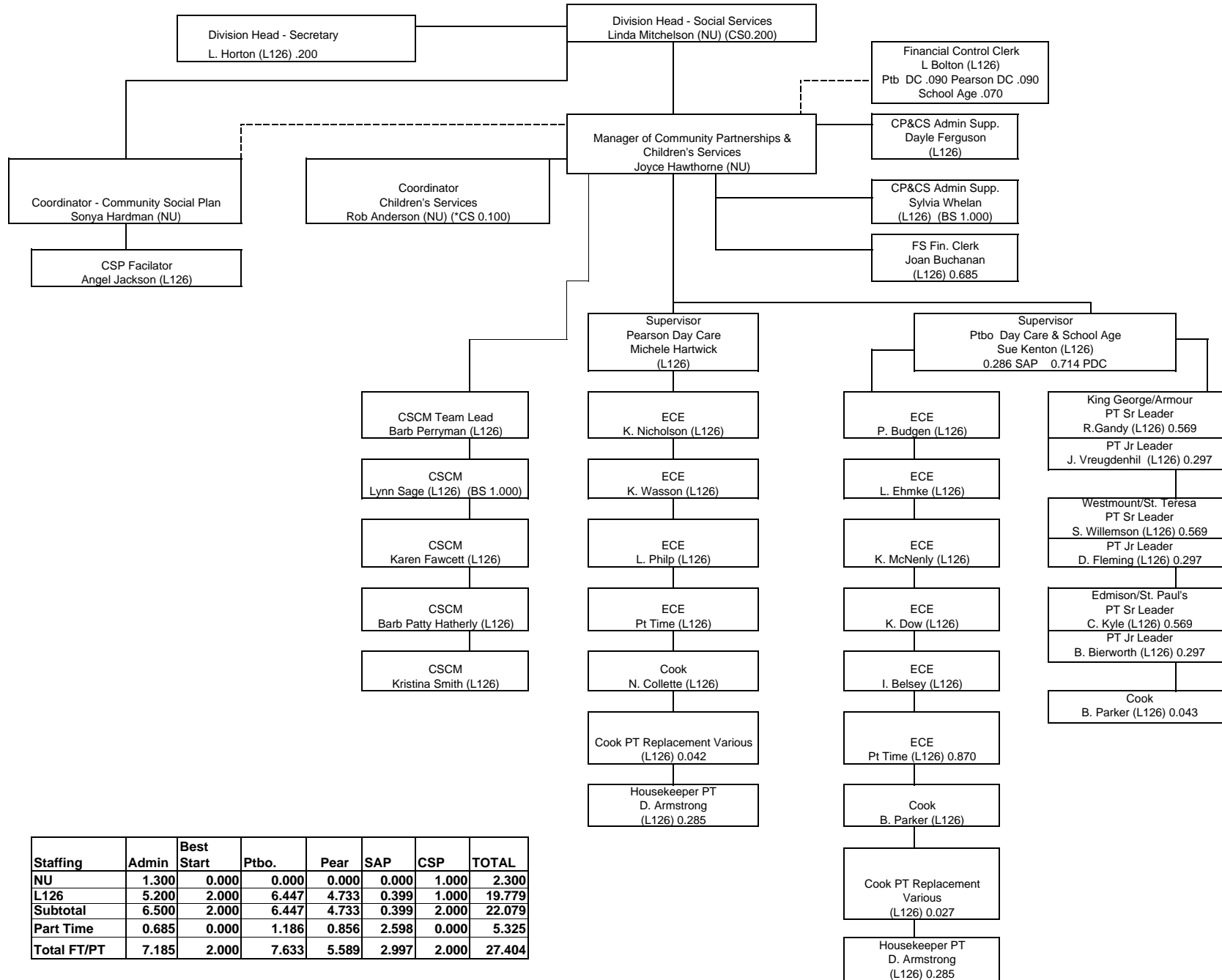
**SOCIAL ASSISTANCE**



Updated October 21, 2009

STAFFING	OW Admin	ES incl LEAP	Additions	CVP	Other	PERC	Homelessness	TOTAL
NU	3.250	1.950	0.000	0.000	0.000	0.000	0.000	5.200
L126	57.550	22.250	4.000	2.000	2.000	6.500	0.250	94.550
F/T Sub Total	60.800	24.200	4.000	2.000	2.000	6.500	0.250	99.750
P/T	1.026	0.000	0.000	0.000	0.000	0.000	0.000	1.026
<b>TOTAL</b>	<b>61.826</b>	<b>24.200</b>	<b>4.000</b>	<b>2.000</b>	<b>2.000</b>	<b>6.500</b>	<b>0.250</b>	<b>100.776</b>

## Social Services Division - Community Partnerships and Children's Services

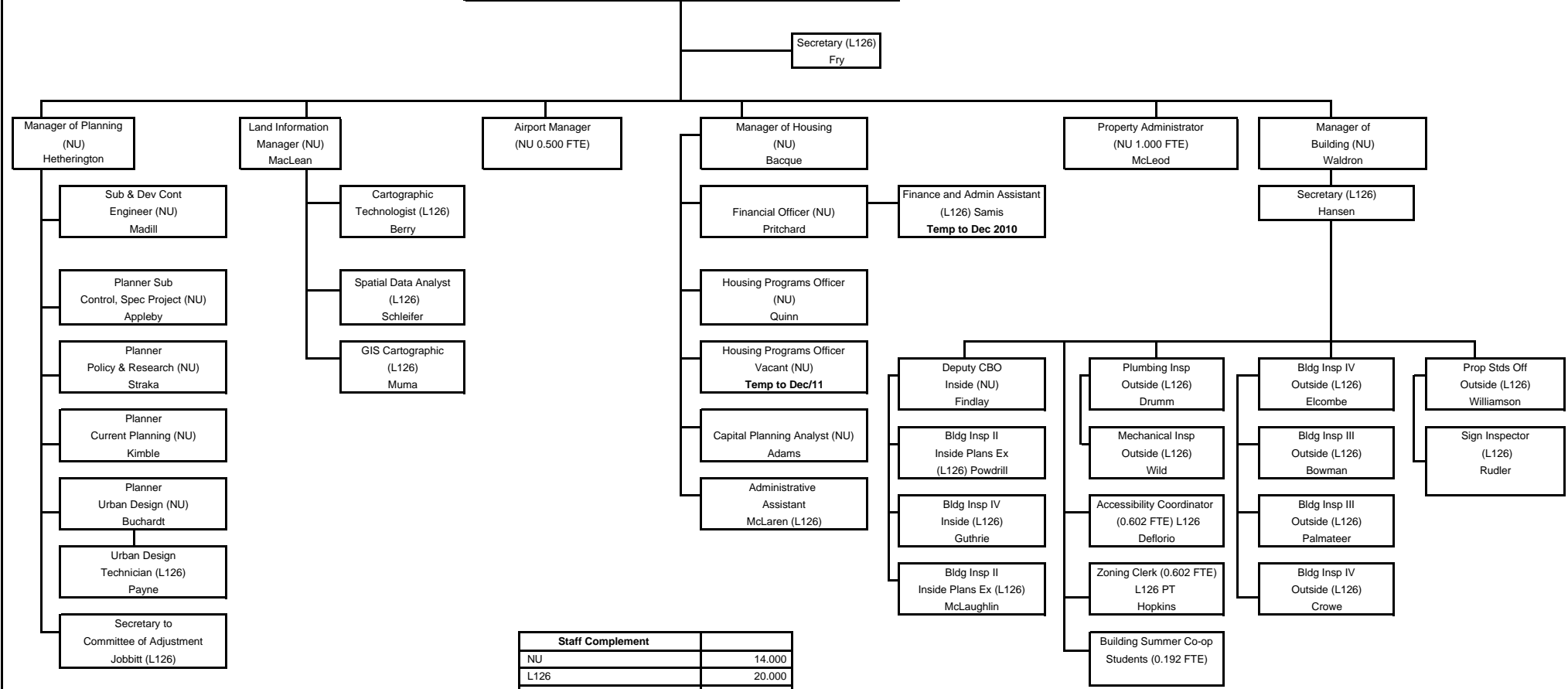


Staffing	Admin	Best Start	Ptbo.	Pear	SAP	CSP	TOTAL
NU	1.300	0.000	0.000	0.000	0.000	1.000	2.300
L126	5.200	2.000	6.447	4.733	0.399	1.000	19.779
Subtotal	6.500	2.000	6.447	4.733	0.399	2.000	22.079
Part Time	0.685	0.000	1.186	0.856	2.598	0.000	5.325
Total FT/PT	7.185	2.000	7.633	5.589	2.997	2.000	27.404

Updated October 21, 2009

## Planning and Development Services

**Director of Planning and Development Services (NU)**  
Hunt



Staff Complement	
NU	14,000
L126	20,000
L 504	0,000
<b>Subtotal Full Time (Op)</b>	<b>34,000</b>
Part-time	1,896
NU Contract	1,000
L126 Contract	1,000
<b>Total Full &amp; Part time (Op)</b>	<b>37,896</b>
Contract charged to Capital	0,000
<b>Total Op and Capital</b>	<b>37,896</b>

Updated October 21, 2009





City of  
Peterborough

# **2010 BUDGET**

## **Work Programs**

## 2010 Work Program

### Department: Chief Administrative Officer's Office

Item	Description of Work	Start	End	Comments	Present Status
1	Fulfill the responsibilities of the Chief Administrative Officer as set out in Provincial legislation and municipal by-law	Ongoing	Ongoing	Working with each Department of the Corporation, as well as corporate partners, to ensure the responsibilities of the Office are met.	Ongoing
2	Flood Reduction Master Plan oversight	2005	Ongoing	Ensure the Master Plan is implemented in accordance with Council's direction.	Ongoing
3	Policy development	2007	Ongoing	The Policy Unit provides oversight and coordination of corporate policies to ensure an acceptable program of review and maintenance of all corporate policies.	Ongoing

**2010 Work Program**  
**Department: Corporate Services**  
**Division: City Clerk's Office**

Item	Description of Work	Start	End	Comments	Present Status
<b>Core Duties of Clerk's Office</b>					
1	Legislated Duties of City Clerk		Ongoing	<p>The Clerk fulfills legislated duties as set out in Section 228 of the <u>Municipal Act 2001</u> which include: (a) to record, without note or comment, all resolutions, decisions and other proceedings of the council; (b) if required by any member present at a vote, to record the name and vote of every member voting on any matter or question; c) to keep the originals or copies of all by-laws and of all minutes of the proceedings of the council; (d) to perform the other duties required under this Act or under any other Act; and (e) to perform such other duties as are assigned by the municipality. 2001, c. 25, s. 228 (1).</p> <p>The Clerk's office is responsible for the preparation and distribution of all agendas and minutes for all Council and standing Committees.</p>	Ongoing
2	November 8, 2010 Election		Ongoing	The Clerk is responsible for conducting Municipal Elections in accordance with Section 11 of the <u>Municipal Elections Act</u> ; preparing for the election; preparing for, and conducting, a recount in the election; and maintaining peace and order in connection with the election.	Ongoing
3	Municipal Lottery and Business Licenses		Ongoing	Provide information/answer inquires, prepare, issue and process municipal lottery and business licenses. A review of the business licensing by-law is mandatory in 2009 under the Municipal Act.	Ongoing
4	Deputy Registrar Duties in Carrying Out the Statutory Duties Required by the Marriage Act and the Vital Statistics Act		Ongoing	Register Vital Statistics by recording deaths and stillbirths within the City of Peterborough, and issue marriage licenses and burial permits. The Province, through the Office of the Registrar General, will assume birth registrations in Peterborough in January of 2009.	Ongoing

**2010 Work Program**  
**Department: Corporate Services**  
**Division: City Clerk's Office**

Item	Description of Work	Start	End	Comments	Present Status
5	Municipal Freedom of Information and Protection of Privacy	Ongoing	Ongoing	The City Clerk administers requests filed under Municipal Freedom of Information and Protection of Privacy Act. The Clerk's office receives initial requests, co-ordinates the gathering of the records, ultimately decides on the timing, cost and information that can be released under the Act, and issues a final decision. Compliance and annual reporting matters are subject to the Information and Privacy Commissioner of Ontario. MFIPPA cost recovery is limited only to the fees specified in the legislation and does not reflect the resources required to process requests.	Ongoing
6	Road Closures	Ongoing	Ongoing	Working under the provisions of By-Law 05-083, being a By-law relating to temporary road closures, the City Clerks office works to: coordinate all road closure/special events in the City of Peterborough; provide assistance to event applicants; establish contracts/agreements for the use of City property and highways, between the event applicant and the City; recover all direct costs related to services provided by the City; and annually review the process.	Ongoing
7	Commissioning of Oaths	Ongoing	Ongoing	The Clerk and Deputy Clerks are granted the right to act as Commissioners by virtue of office, as set out in the Commissioners for Taking Affidavits Act, R.S.O. 1990. Both the City Clerk and Deputy City Clerks act as Commissioners of Oaths, on behalf of the City, providing such service to the public at a fee. Documents applicable under the Vital Statistics Act, and passport documents, are commissioned free of charge.	Ongoing
8	Claims Against the City	Ongoing	Ongoing	The City Clerks office is the contact for all claims submitted against the City. Claims are reviewed, logged and communicated to the appropriate Departments and the insurance adjuster as required. All liens against the City are also received at the City Clerks office.	Ongoing

**2010 Work Program**  
**Department: Corporate Services**  
**Division: City Clerk's Office**

Item	Description of Work	Start	End	Comments	Present Status
<b>Special Projects – Where Clerk's Office contribute, but not the lead</b>					
9	Corporate Policy Project	Jan 2009	Ongoing	Participate in the Corporate Policy project that is being led by the CAO's Office where there is a requirement to determine the structure of all of the Corporation's policies and a plan to update existing, and create new, policies.	Ongoing
10	Business Continuity Plan	June 2009	Ongoing	The Clerk's Office will participate in developing Business Continuity Plans for the Clerk's Office and will be participating at a Steering Committee Level.	Ongoing
11	Emergency Planning		Ongoing	The City Clerk is the Alternate Community Emergency Management Co-ordinator and, as such, plays a key role in developing and holding training exercises and participating in real emergencies.	Ongoing
12	Compliance with Accessibility for Ontarians with Disabilities Act, 2005 (AODA)		Ongoing	<p>The Province is developing mandatory accessibility standards that will identify, remove, and prevent barriers for people with disabilities in key areas of daily living.</p> <p>The Standards Development Committees are developing proposed standards in five key areas:</p> <ol style="list-style-type: none"> <li>1. The Accessible Customer Service Standard</li> <li>2. Accessible Information and Communications</li> <li>3. Accessible Build Environment</li> <li>4. Employment Accessibility</li> <li>5. Accessible Transportation</li> </ol>	This project is being lead by Corporate Services - Finance staff. The City's Accessibility Compliance Coordinator will lead the project. Compliance with the Information and Communications Standard will be the main focus in 2010.

## 2010 Work Program

### Department: Corporate Services

### Division: Financial Reporting and Accounting Services and Financial Planning and Revenue Services

Item	Description of Work	Start	End	Comments	Present Status
<b>Core Duties of Financial Reporting and Accounting Services and Financial Planning and Revenue Services Divisions</b>					
1	Provision of legislated duties of City Treasurer including: collecting and depositing money; paying all debt; administering accounts payable; maintaining accounting records; providing financial advice to Council; making investments and ensuring that they comply with Council Policy.		Ongoing	The Municipal Act 2001 stipulates that Council must appoint a Treasurer who is responsible for handling all of the financial affairs of the municipality on behalf of, and in the manner directed by, the council of the municipality, including: (a) collecting money payable to the municipality and issuing receipts for those payments; (b) depositing all money received on behalf of the municipality in a financial institution designated by the municipality; (c) paying all debts of the municipality and other expenditures authorized by the municipality; (d) maintaining accurate records and accounts of the financial affairs of the municipality; (e) providing the council with such information with respect to the financial affairs of the municipality as it requires or requests; (f) ensuring investments of the municipality are made in compliance with the regulations made under section 418. 2001, c. 25, s. 286 (1).	Ongoing
2	Participate as a member of the Administrative Staff Committee to review other departments' reports to Council from a Corporate Services perspective and to ensure compliance with approved budgets, and the Purchasing Policy		Ongoing	The Administrative Staff Committee meets weekly to review reports to be presented to the Council. In addition to attending the weekly meeting, the Senior Director of Corporate Service reads all reports prior to the meeting, and undertakes necessary research to verify the Budget and Financial implication section of each report and where applicable the Purchasing By-Law has been followed. Including the meeting itself, the Director spends about 5 hours each week preparing and attending the meetings.	Ongoing
3	Provision of Payroll Services		Ongoing	Provide payroll services for the City and issue approximately 41,500 pay cheques annually for approximately 750 full time employees and 450 part-time employees.	Ongoing
4	Annual Audited Financial Statement Preparation		Ongoing	The Province of Ontario requires annual Audited Consolidated Financial Statements. During the first six months of 2010, staff will prepare the statements as of December 31, 2009 and work with the City auditors to ensure reporting compliance.	Ongoing
5	Quarterly Financial Report Preparation for Council		Ongoing	Present Quarterly Financial Reports to Council.	Ongoing
6	Operating and Capital Budget Preparation		Ongoing	Oversee the preparation of the annual operating and capital budget process including the preparation of all budget documents. During 2010, staff will complete the 2011 budget process.	Ongoing

## 2010 Work Program

### Department: Corporate Services

### Division: Financial Reporting and Accounting Services and Financial Planning and Revenue Services

Item	Description of Work	Start	End	Comments	Present Status
7	Tax Billing/Payments and Miscellaneous Revenue Processing		Ongoing	Prepare and issue approximately 53,000 tax bills each year and process tax payments and adjustments. Staff also process and deposit all major sources of revenues, including parking tickets.	Ongoing
8	Issuance and Administration of Requests for Tenders, Proposals and Quotes		Ongoing	Prepare (in consultation with originating departments), issue, advertise, and administer approximately 100 formal competitive procurement processes to buy goods and services for the City during a typical year. Ensure compliance with the City's Purchasing Policy by-law 06-175 and train staff on the related policies and procedures.	Ongoing
9	Customer and Electronic Services Delivery Strategy		Ongoing	Continue to implement the comprehensive Customer and Electronic Services Delivery Strategy as adopted by Council at its July 14, 2003 meeting. This project includes providing a Customer Service focus and corporate assistance to all Departments. This project also includes: coordinating and ensuring timely, accurate and appropriate information on the Internet and Intranet; providing assistance to Departments that are introducing new customer service oriented systems; and coordinating media releases and telephone messaging.	The main focus for the Customer Service Coordinator in 2010 will be their role on the team ensuring the City meets the Information and Communication Standard of the AODA, 2005.
10	Managing and Seeking out Provincial/Federal Grant Programs	Jan 2010	Ongoing	This is a growing task as various Provincial/Federal grant programs become available which need to be investigated, applied for, and managed with progress reported back to the funding source. The City is currently involved in the following programs: <ul style="list-style-type: none"> <li>-Provincial Gas Tax</li> <li>-Federal Gas Tax</li> <li>-Federal Public Transit Funds</li> <li>-Federal Public Transit Capital Trust</li> <li>-COMRIF</li> <li>-OBRP</li> <li>-MIII</li> <li>-MTO 2007 Fall Economic Statement Transit Funding</li> <li>-Municipal Roads/Bridges Infrastructure Investment Grant</li> <li>-Build Canada</li> </ul>	Working with other Departments to meet current reporting deadlines and always seeking new opportunities.

## 2010 Work Program

Department: Corporate Services

Division: Financial Reporting and Accounting Services  
and Financial Planning and Revenue Services

Item	Description of Work	Start	End	Comments	Present Status
<b>Special Projects – Where Financial Reporting and Accounting Services take lead</b>					
11	Public Sector Accounting Board (PSAB) Tangible Capital Assets Accounting and Recording and the Establishment of a Capital Asset Management Program	Jan 2007	Dec 2013	<p>This is a multi-year project to account for, and report on, the City's Tangible Capital Assets on the Statement of Financial Position, according to the Public Sector Accounting Standards Board (PSAB) requirements for the year ending December 31, 2009, with comparable amounts for 2008.</p> <p>Phase 1 involves compliance with the accounting standard; phase 2 is the implementation of an Asset Management program.</p> <p>With the exception of assisting asset stewards in the management of certain city facilities, phase 2 of the program has been deferred and will be reassessed for 2011.</p>	The City has complied with the PSAB 3150 standard.
<b>Special Projects – Financial Planning and Revenue Services take the lead</b>					
12	Accessibility Standards for Ontarians with Disabilities	Jan 2009	Dec 2025	<p>The Province is developing mandatory accessibility standards that will identify, remove and prevent barriers for people with disabilities in key areas of daily living.</p> <p>The Standards Development Committees are developing proposed standards in five key areas:</p> <ol style="list-style-type: none"> <li>1. The Accessible Customer Service Standard.</li> <li>2. Accessible Information and Communications.</li> <li>3. Accessible Built Environment.</li> <li>4. Employment Accessibility.</li> <li>5. Accessible Transportation.</li> </ol>	<p>Public sector organizations are required to comply with the Accessibility Customer Service standard by January 2010.</p> <p>The next standard to be implemented is the Information and Communications Standard. This will be the main focus for 2010 as well as keeping abreast of, and providing feedback on, the other three upcoming standards.</p>
13	Update Purchasing By-law	Jan 2010	Nov 2010	As per Part 16 of the Purchasing By-law, a detailed review and report to Council of the by-law and any recommended amendments.	To be commenced
<b>Special Projects – Where Financial Planning and Revenue Services and Financial Reporting and Accounting Services contribute, but not the lead</b>					
14	Flood Reduction Management Project	Jan 2010	Dec 2010	Involvement includes participation on the Steering Committee and updating a tracking spreadsheet for Manager's review.	Ongoing - started in 2004

## 2010 Work Program

Department: Corporate Services

Division: Financial Reporting and Accounting Services  
and Financial Planning and Revenue Services

Item	Description of Work	Start	End	Comments	Present Status
15	Corporate Policy Project	Jan 2009	Dec 2010	Participate in the Corporate Policy project that is being led by the CAO's Office where there is a requirement to determine the structure of Finance related policies and a plan to update existing, and create new, policies.	Staff working on Financial related policies as time permits.
16	Airport Development Program	Jan 2009	Dec 2013	A \$7.3 M Airport Development Program was approved by Council through Report PLPD08-044 in May 2008. A Steering Committee and Project Team have been formed of which two Corporate Services staff are members to oversee the project.	As approved by Council through Report CPFPRS09-008, dated April 27, 2009, the City has applied for Building Canada funding towards a much larger Airport Capital improvement which includes an expanded runway. It is not known yet if this application has been successful.
17	Labour Negotiations	Sept 2009	Mar 2010	To assist with any labour negotiations, specifically the CUPE Local 504 (Outside employees), 126 (inside employees) and 1833 (Library employees) collective agreements which all expire at the end of December 2009.	To be commenced
18	Transportation Plan Master Plan Update	July 2008	Ongoing	USD staff are undertaking a Transportation Master Plan Update and Financial Services staff are expected to participate on a Steering Committee and provide some financial analysis.	Ongoing
19	Business Continuity Planning	March 2008	Ongoing	The City of Peterborough Business Continuity Planning (BCP) project is intended to establish logistical plans for how Departments will recover and restore partially or completely interrupted critical function(s) within a predetermined time after an unplanned and extended disruption or emergency, such as a building fire, weather related or human health emergencies. The BCP project will be an organizational learning effort that will also help to identify the Corporation's critical services, as well as operational risks that should be addressed through the City's risk management practices. Undertaking this process will provide the City with the opportunity to strengthen key business processes and improve the City's resilience in order to help enable it to achieve its objectives. The Project is led by a Steering Committee that is comprised of the CAO, Emergency Management, Peterborough Technology Services and Corporate Services staff. Other staff within the two Financial Services Divisions of Corporate Services will be required to develop Continuity Plans.	Steering Committee established. RFP for consulting services issued and awarded during 2008.

**2010 Work Program**

**Department: Corporate Services**

**Division: Financial Reporting and Accounting Services  
and Financial Planning and Revenue Services**

<b>Item</b>	<b>Description of Work</b>	<b>Start</b>	<b>End</b>	<b>Comments</b>	<b>Present Status</b>
20	Implement changes required to accommodate the Harmonized Sales Tax effective July 1, 2010	Jan 2010	June 2010	<p>In the 2009 Ontario Budget tabled March 27, 2009, the Ontario Liberal government announced changes to the Province's retail sales tax (RST) system. The government proposed effective July 1, 2010, that Ontario will move to a single value-added sales tax. The RST would be harmonized with the federal goods and services tax (GST) to create a federally administered single taxation rate. At current rates, this harmonized tax would be implemented at 13%, the provincial and federal portions being 8% and 5% respectively.</p> <p>Cayenta - the City's financial system will need to be modified to accommodate the proposed tax changes.</p>	An update was provided to Council through Report CPFRAS09-014, dated September 28, 2009.

**2010 Work Program**  
**Department: Corporate Services**  
**Division: Property Maintenance**

Item	Description of Work	Start	End	Comments	Present Status
<b>Core Duties</b>					
1	Maintain City Hall and Police Station Facilities and Monitor Energy Consumption		Ongoing	Provide Maintenance Management of City Hall and the Police Station including day-to-day repairs, maintenance management, grounds keeping, contract cleaning, budgeting for future operating and capital maintenance repairs, monitoring energy consumption and providing assistance to other City and Police Services as required. Total square footage maintained is 85,200.	Ongoing
2	Maintain City Rental Properties		Ongoing	Provide Maintenance and Property Management for 20 properties that are owned by the City and rented out to tenants including liaison with tenants and initiating maintenance repairs and regulatory requirements as required.	Ongoing
3	Manage Maintenance and Regulatory Programs for Other City Facilities and Provide Assistance to Facility Managers As Required.		Ongoing	Implement and manage annual maintenance and annual regulatory programs for City Facilities. Meet with other Facility Managers and provide assistance with maintenance issues and capital projects as required. Maintain the Asbestos Management Database for all City facilities. Manage and review energy usage data for all City facilities and provide reports to Department Managers. Implement and manage a life cycle cost analysis for all City facilities to project 20 plus years costs for major Capital maintenance and replacement projects (building envelope, roofing, life safety, mechanical and electrical). Manage and oversee the design, tendering and construction of the identified projects on an annual basis.	Ongoing
4	Undertake various capital projects related to facilities management function		Ongoing	Implement various capital projects related to facilities management.	Ongoing

**2010 Work Program**  
**Division: Information Technology Services**

Item	Project Name	Start	End	Description / Comments	Current Status
1.	Technical Security Audits	Q1 2010	Q2 2010	Implement recommendations from annual technical Security Audit.	Identified in the 2010 budget process.
2.	Develop IT Security Framework	Q1 2010	Q2 2010	Develop a corporate IT Security framework including policies, procedures and IT standard operating procedures.	Work plan to be developed based on the 2008 Management Control Audit.
3.	Payment Card Industry Compliance	Q1 2010	Q3 2010	Complete 2010 PCI assessment to become PCI compliant by September 2010.	Ongoing.
4.	MS Office Migration	Q1 2010	Q4 2010	Migrate City computer users from MS Office 2000 Suite to MS Office 2007.	Preparing a project plan.
5.	Provide Police Services with PTS Staff Resources	Q1 2010	Q4 2010	Police Services and PTS have an annual agreement that will see PTS provide Police Services 1.0 of a PC/Network Support Specialist's time.	Agreement for 2009 is for 1.0 of a PC/Network Support Specialist's time.
6.	Installation of New and Replacement Desktop Computers and Monitors	Q2 2010	Q4 2010	To maintain and manage the replacement of computers on an approximate 4 year cycle. This is an annual task.	Numbers of units currently being determined in budget process.
7.	Municipal Election	Q1 2010	Q4 2010	Provide IT support to the Clerk's office to prepare for, and to support, the Municipal Election.	Clerks Office to initiate.
8.	Corporate IT Infrastructure Upgrades	Q1 2010	Q4 2010	Replacement and upgrade of corporate data storage, backup, servers, and data communications equipment as required.	Compiling list of computers to be replaced.
9.	Financial Asset Management Planning System	Q2 2010	Q4 2010	Select and implement Financial Asset Management Planning System.	Identified in 2009 and 2010 budget processes.
10.	HR-Efficiencies Audit	Q2 2010	Q2 2010	Ensure that the City is using the Cayenta HR and Payroll software to its potential. This should include improvements to business processes.	Identified in the 2010 budget process.
11.	Upgrade VTAX software	Q2 2010	Q2 2010	Upgrade the VTAX software to the latest version.	Identified in the 2010 budget process.
12.	Secure Identity Management	Q1 2010	Q4 2010	Secure management of how users are identified, and how system resources and networks are accessed.	Part of a multi-year project.
13.	Upgrade of Backup and Recovery Capacity	Q2 2010	Q3 2010	Upgrade to accommodate full DR recovery and more production capacity.	Currently in planning stage.

**2010 Work Program**

**Division: Information Technology Services**

Item	Project Name	Start	End	Description / Comments	Current Status
14.	Compliance With Accessibility for Ontarians With Disabilities Act, 2005 (AODA)	Jan. 2009	Ongoing	<p>The Province is developing mandatory accessibility standards that will identify, remove and prevent barriers for people with disabilities in key areas of daily living.</p> <p>The Standards Development Committees are developing proposed standards in five key areas:</p> <ol style="list-style-type: none"> <li>1. The Accessible Customer Service Standard</li> <li>2. Accessible Information and Communications</li> <li>3. Accessible Built Environment</li> <li>4. Employment Accessibility</li> <li>5. Accessible Transportation</li> </ol>	<p>This project is being lead by Corporate Services staff. The City's Accessibility Compliance Coordinator will lead the project. Compliance with the Information and Communications Standard will be the main focus in 2010.</p>

**2010 Work Program**  
**Department: Corporate Services**  
**Division: Human Resources**

Item	Description of Work	Start	End	Comments	Present Status
<b>Employee Wellness/Safety</b>					
1.	To continue to promote the well being and safety of all employees including the identification and management of employee related risk	Ongoing	Ongoing	<p>The Human Resources Division ensures that the organization complies with all applicable statutes and regulations relating to WSIB and Occupational Health and Safety including the promotion of the well-being and safety of all employees, and the identification and management of employee related risk. Policies/procedures are developed and staff training is provided.</p> <p>In addition, Human Resources manages all employee work related injury, STD and LTD claims, as well as the Return to Work and Attendance Awareness Programs.</p>	Ongoing
2.	To ensure corporate compliance to new Ministry of Labour Regulations	Ongoing	Ongoing	Human Resources is responsible for developing, implementing and maintaining programs to meet Ministry of Labour requirements, and for orienting appropriate City staff/Divisions to those requirements.	Ongoing
3.	To develop, implement and maintain new policies, and update existing policies, in the Corporate Health and Safety Manual to ensure that the content achieves full legislative compliance and provides effective direction to all City employees	Ongoing	Ongoing	<p>The City of Peterborough must comply with all applicable legislation and statutes relating to employee health and safety. It is important that the City has policies and programs in place that facilitate the well-being of employees in the workplace.</p> <p>In 2010 new requirements will be incorporated into the City's policies and, as required, new policies will be developed.</p>	To be completed
4.	Monitor employee attendance	Ongoing	Ongoing	Assist all Departments to manage attendance. Strengthen the attendance management program.	Ongoing

**2010 Work Program**  
**Department: Corporate Services**  
**Division: Human Resources**

Item	Description of Work	Start	End	Comments	Present Status
<b>Employee/Labour Relations</b>					
5.	To ensure that the provisions of Collective Agreements are administered in a fair and consistent manner	Ongoing	Ongoing	Human Resources ensures corporate compliance with all applicable statutes and regulations relating to labour relations, human rights, and employment law. It also leads the collective bargaining process with all City unions and provides advice to the Police Services Board in the areas of collective bargaining and other employment issues. Ongoing activities include: advice to managers on the interpretation of collective agreements, facilitation of problem solving and dispute resolution processes, management of the grievance processes; and facilitation of labour/management meetings.	Ongoing
6.	Collective Bargaining	September 2009	Ongoing	CUPE Local 126 (Indoor Workers), CUPE Local 504 (Outside Workers) and CUPE1833 (Library) contracts expire December 31, 2009, and negotiation preparation will be undertaken in the last quarter of 2009. Some of this may carry over into early 2010.  Additionally, the Fire Contract (IPPPA #519) expires on December 31, 2009. Negotiations with the Fire Division will likely extend into 2010.	To be completed
7.	Develop, implement and maintain Human Resources policies/ procedures to ensure compliance with legislation and employment law	Ongoing	Ongoing	Human Resources must ensure that policies, practices and procedures are consistent with current needs and are compliant with legislation.	Ongoing
<b>Organization/Staff Development</b>					
8.	Finalize a Corporate Succession Planning Process	Ongoing	Ongoing	Succession Planning is a centrally facilitated process that is implemented by Department Directors. It is designed to ensure the continued effective performance of an organization, Department, Division or work team, by making provisions for the continuity, development and replacement of key people/positions over a period of time. Due to a significant number of retirements in all functional areas, there is a need to ensure the continuity of effective people in management throughout the organization.	To be completed

**2010 Work Program**  
**Department: Corporate Services**  
**Division: Human Resources**

Item	Description of Work	Start	End	Comments	Present Status
9.	On going recruitment	Ongoing	Ongoing	Human Resources staff play a lead role in recruitment processes.	Ongoing
10.	To develop a general orientation program for new employees	Ongoing	Ongoing	Due to the number of staggered recruitments throughout the year, it has been difficult to staff regularly scheduled general orientation programs for new employees. Human Resources will develop an orientation program for new hires that may result in an interactive computer program. HR staff will prepare specific modules which will cover the essential areas such as employee benefits, Attendance Awareness Program, Health and Safety, IT Security and Use of Computers, and the Employee Code of Conduct.	To be completed
<b>Benefits &amp; Compensation</b>					
11.	Manage the employee benefits programs	Ongoing	Ongoing	Human Resources will investigate the use of the Cayenta system for recording employee benefit coverage.	To be completed
12.	Market Benefit Plans	Jan 2010	Apr 2010	In 2009, the HR Division issued an RFP for Benefits Consulting. The consultant helps the City administer the Group Life, Accidental Death and Dismemberment, Long Term Disability, Hospital, Health, Drug and Dental Care Plans, as well as, the actual costs of the benefits and an administration fee charged by the benefit providers.  The Consultant will be requested to market the City's benefit plans to obtain the best cost.	To be completed
13.	Benefits – Administration changes	Apr 2010	July 2010	Currently, the City uses employee social insurance numbers as the individual certificate numbers for the benefit programs. Due to privacy concerns, the City will change this practice and convert each membership number to a unique number.	To be completed
14.	Compensation Policies	Jan 2010	June 2010	The HR Division will develop compensation policies and procedures for employees working outside of their regular hours of work during a business disruption.  The HR Division will develop alternate, or work at home, polices and procedures that could be used during a business disruption.	To be completed

**2010 Work Program**  
**Department: Corporate Services**  
**Division: Human Resources**

Item	Description of Work	Start	End	Comments	Present Status
<b>Other Projects Where Human Resources Contribute but Are Not the Lead</b>					
15.	Business Continuity Planning	March 2008	Ongoing	<p>The City of Peterborough Business Continuity Planning (BCP) project is intended to establish logistical plans for how Departments will recover and restore partially or completely interrupted critical function(s) within a predetermined time after an unplanned and extended disruption or emergency, such as a building fire, weather related or human health emergencies. The BCP project will be an organizational learning effort that will also help to identify the Corporation's critical services, as well as operational risks that should be addressed through the City's risk management practices. Undertaking this process will provide the City with the opportunity to strengthen key business processes and improve the City's resilience to help enable it to achieve its objectives. The Project is led by a Steering Committee Comprised of the CAO, Emergency Management, Peterborough Technology Services and Corporate Services. HR staff within Corporate Services will be required to develop Continuity Plans.</p>	To be completed
16.	Compliance with Accessibility for Ontarians with Disabilities Act, 2005 (AODA)	January 2009	Ongoing	<p>The Province is developing mandatory accessibility standards that will identify, remove and prevent barriers for people with disabilities in key areas of daily living.</p> <p>The standards will apply to private and public sector organizations across Ontario.</p> <p>The Standards Development Committees are developing proposed standards in five key areas:</p> <ol style="list-style-type: none"> <li>1. The Accessible Customer Service Standard</li> <li>2. Accessible Information and Communications</li> <li>3. Accessible Build Environment</li> <li>4. Employment Accessibility</li> <li>5. Accessible Transportation</li> </ol>	This project is being lead by Corporate Services staff. The City's Accessibility Compliance Coordinator will lead the project. Compliance with the Information and Communications Standard will be the main focus in 2010.

## 2010 Work Program

### Division: Legal Services and Provincial Offences Act Office

Item	Description of Work	Start	End	Comments	Present Status
1.	General legal services	Ongoing	Ongoing	Day-to-day legal business of the Corporation, as well as specific legal assistance on major projects such as the County/City Waste Management Facility and various Municipal Housing Facilities.	Ongoing
2.	By-law review, including property standards, signage, etc.	Ongoing	Ongoing	Property standards by-law must be revised and updated as a result of changes to the Building Code Act. The City's Property Standards By-law has not been updated since 1988. Legislation changes, operational policies and procedures, identified inefficiencies and weaknesses demonstrate the need for amendments to the current by-law.	Weaknesses and concerns have been identified to be considered in the development of the first draft of a revised by-law.
3.	Comprehensive review of Official Plan	2008	Ongoing	In cooperation with Planning.	Ongoing
4.	Collective bargaining with PPF and CUPE	2008		In cooperation with Human Resources.	Not yet begun
5.	General court services administration	Ongoing	Ongoing	The day-to-day business of the Provincial Offences Act Office is to accept, process and receive payment for Part 1 (tickets), Part 2 (parking) and Part 3 (Informations), set and coordinate trials or first attendance meetings, and schedule appeals and re-openings. The Clerk prepares the courtroom and maintains proper protocol and operation of the courtroom during POA hearings, meetings and trials. The POA office is responsible for prosecutions and appeals for proceedings commenced under Part 1 and Part 2 of the Act.	Ongoing
6.	On-going upgrading/cross training for existing POA staff	Ongoing	Ongoing	Upgrade to Web-based ICON will be required in 2010. Continuous training is required to enable the staff to work at all of the workstations and assist with financing reporting.	Ongoing
7.	Enforcement/collection policies	Ongoing	Ongoing	Internal enforcement procedures are continually being streamlined, including coordination with external collection agency.	Ongoing
8.	Monitoring of on-line fine payments	Ongoing	Ongoing	The POA Office will monitor the effectiveness of on-line fine payments.	Ongoing
9.	Performance management reporting to Ministry of Attorney General (MAG)	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	Prepare and submit annual performance management report for compliance with Memorandum of Understanding to Ministry of Attorney General.	Ongoing
10.	Review office facility needs	1 <sup>st</sup> quarter	4 <sup>th</sup> quarter	Current lease runs until October, 2010, and we need to determine whether to renew or relocate.	Ongoing

**2010 Work Program****Division: Legal Services and Provincial Offences Act Office**

<b>Item</b>	<b>Description of Work</b>	<b>Start</b>	<b>End</b>	<b>Comments</b>	<b>Present Status</b>
11.	POA Streamlining	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter	Implement POA streamlining initiatives legislated by the Ministry of the Attorney General	Not yet begun

## 2010 Work Program

### Department: Utility Services: Administration

Item	Description of Work	Start	End	Comments	Present Status
1.	<b>Departmental Administrative Priorities</b>				
	Day-to-Day Administration of USD	On going	On going	Administration of USD including report scheduling, work load monitoring and work quality reviews.	This is a continuous process.
2.	<b>Divisional Co-ordination and Support</b>				
	Intra Divisional Co-ordination	On going	On going	Maintain regular Departmental meetings; provide regular feedback on work performance and priorities; undertake site visits as required.	This is a continuous process.
3.	<b>Major Operational Programs</b>				
	Manage Implementation of Public Works Strategic Plan	2007	2011	The Recommendations from the Strategic Plan are in various forms of review.	Discussions are on going for some of the more significant recommendations.
	Develop Level of Services Standards for Various Operational Issues	2008	2011	Level of Service Standards are required to guide the operation and budgeting of the Department.	A Winter Services Operations Policy was approved by Council through Report USPW08-013, dated November 19, 2008. Other areas of service will be examined and recommendations will be brought forward to Council in future Reports.
	Begin Implementation Process for Public Works Yard Relocation	On going	On going	The Public Works yard is undersized and beyond its economic life. A move to a larger, more up-to-date site is imperative.	A Yard Relocation Study was undertaken to determine the best site for a new yard.
4.	<b>Development Industry</b>	On going	On going	Provide overview and management of USD development application responses. Maintain currency with Development activities, both within and outside of the City that will impact USD.	This is a continuous process.
5.	<b>Represent Department</b>				
	Support Various Corporate Initiatives	On going	On going	Represent USD on various Corporate Committees as required and co-ordinate Department involvement as necessary.	This is a continuous process.
	Support Projects in Other Departments	On going	On going	Represent USD on various projects in other City Departments and co-ordinate Departmental involvement as necessary.	This is a continuous process.
6.	<b>Compliance with Accessibility for Ontarians with Disabilities Act, 2005 (AODA)</b>	2009	2025	All areas of the Utility Services department will be impacted by the new AODA standards.	Project is being lead by Corporate Services and, as the province develops standards, staff must implement required changes.

## 2010 Work Program

### Division: Utility Services Department – Engineering and Construction

Item	Description of Work	Start	End	Comments	Present Status
1	Street Light Program – Infrastructure Assessment and Asset Management Project	May 2010	Dec 2010	Project will identify all City owned street light assets and their condition as well as the development of a maintenance/replacement program.	None
2	Implement Capital Program	May 2010	Dec 2010	Implement Capital Program including tender/RFP preparations, contract administration, and construction supervision.	Ongoing
3	Administer Engineering and Construction Division	Jan 2010	Dec 2010	Day-to-day administration, including development of engineering standards and engineering response to various stakeholders.	Ongoing
4	Represent Division	Jan 2010	Dec 2010	Support both Corporate and other City Departments and Divisions as necessary.	Ongoing

## 2010 Work Program

### Division: Utility Services Department – Infrastructure Planning

Item	Description of Work	Start	End	Comments	Present Status
1	Administer Infrastructure Planning Division	Jan 2010	Dec 2010	Day-to-day administration including infrastructure planning, development review and stormwater management.	Ongoing
2	Implement Sanitary and Stormwater Maintenance Projects	May 2010	Dec 2010	Implement Maintenance Projects including tender/RFP preparation, contract administration, and construction supervision.	Ongoing
3	Represent Division	Jan 2010	Dec 2010	Support both Corporate and other City Departments/Divisions as necessary.	Ongoing

**2010 Work Program**  
**Division: Public Works**

Item	Description of Work	Start	End	Comments	Present Status
1.	Inspection, Maintenance and Repair City of Peterborough Infrastructure	January	December	The core functions for Public Works are directed to inspection and repair of municipal infrastructure, winter control operations and the maintenance of parks and care of the urban forest.	Ongoing
2.	Sidewalk Inventory and Maintenance Management Software Application	March	November	In 2007, PTS and Public Works completed the development of software to inventory sidewalk and access ramps. In 2010, Public Works will continue to collect data to populate the database.	Ongoing
3.	Work Order Management System for Utility Cuts in the Right of Way (ROW)	March	December	Public Works performs, on average, approximately \$1,000,000 of restorative service for other utilities that undertake work on their infrastructure within the ROW. Currently, Public Works manages Work Orders with a semi-computerized record system. In 2008, PTS and Public Works developed a software application for a Work Order Management System for Utility Cuts in the Right of Way. In 2010, the new software will be tested in order to ensure its capability to manage the database.	Finalizing software application package.
4.	Urban Forest Resources: Strategic Plan	Ongoing	October	In 2008, Public Works initiated a project to prepare an Urban Forest Strategic Plan. The development of strategic objectives will be designed to sustain and enhance this resource. The project will continue in 2010.	Plan update initiated and discussions with stakeholders ongoing.
5.	Grass Cutting, Trimming and Litter Control of an Additional 229 Acres of City Parkland	January	March	In 2008, CUPE Local 504 began a two year pilot project to cut 229 acres of City parkland that was previously cut by contracted services. The pilot project will be completed in late 2009. In early 2010, a report will be presented to Council to compare the performance standards and costs between in-house vs contracted services.	Turf being cut according to Council's direction.
6.	Public Works Facility	January	December	In 2008, the City completed a review of potential sites for a new and/or expanded Public Works Facility. In 2010, preliminary cost estimates will be advanced to construct a new facility.	Nearing award of RFP for consultant to help with site selection.
7.	Fleet Services	March	November	The Strategic Business Plan for Public Works made recommendations to improve Fleet Service delivery. These strategies were designed to improve the financial sustainability of Fleet Services and included Fleet Depreciation, Unit Replacement, Parts Inventory Management and Client Group Costing. In 2010, these cost recovery strategies will be examined in detail.	Data being readied to help in review and development of strategies.

**2010 Work Program**  
**Division: Transportation / Parking**

<b>Item</b>	<b>Description of Work</b>	<b>Start</b>	<b>End</b>	<b>Comments</b>	<b>Present Status</b>
PRK 1	Surface Lots Reconstructed	June 2010	Nov 2010	Provide pavement, pedestrian areas, equipment and landscaping upgrade requirements for Library and Downie Lots.	Design and construction
PRK 2	Implement Recommendations from Downtown Strategic Parking Study	Jan 2010	Dec 2010	Downtown Strategic Parking Study yielded numerous recommendations to be implemented by the Transportation Division.	Review, evaluate and determine implementation time line for recommendations from Downtown Strategic Parking Study.

**2010 Work Program**  
**Division: Transportation / Traffic**

<b>Item</b>	<b>Description of Work</b>	<b>Start</b>	<b>End</b>	<b>Comments</b>	<b>Present Status</b>
TRF 1	Comprehensive Transportation Plan Update	July 2008	June 2010	As recommended in the implementation portion of the 2002 Comprehensive Transportation Plan. Completion of a five-year update to the Plan by revisiting base travel assumptions, updating the travel model and updating the Master Plan, including Road Network recommendations.	This project is on-going.
TRF 2	Traffic Signal Upgrades for Persons With Disabilities	May 2005	Ongoing	In cooperation with the Committee for Persons with Disabilities and the CNIB, transportation staff will identify and prioritize traffic signal locations to be upgraded with Audible Pedestrian Signals.	Initiated in 2006, this project is ongoing and will see the installation of Audible Pedestrian Signals in at least one new location in 2010.
TRF 3	Trail and Bicycle Lane Improvements	Jan 2007	Ongoing	Program to implement trail and bicycle lane improvements in accordance with the City's trail guidelines. In 2010, Transportation staff will focus on trail crossings and pavement markings with respect to on-street bicycle lanes.	Focus will be on upgrading the Trail crossing on the Rotary Trail at Nassau Mills Road and the Ravenwood Drive crossing at Parkhill Road to the Jackson Creek Trail.

## 2010 Work Program

### Division: Transportation / Transportation Demand Management

Item	Description of Work	Start	End	Comments	Present Status
TDM 1	Trail Development	On-going	On-going	Continue to assist staff leading trail development projects. Trail development projects are integral to implementing recommendations, related to the cycling network, in the Transportation Plan. Chair the Inter-departmental Trail Committee.	Interdepartmental Trails Committee meets regularly to co-ordinate trail activities.
TDM 2	Active and Safe Routes to School (ASRTS) and Community Projects	On-going	On-going	Ecomobility funding from Transport Canada has been received for the Car Free (formerly monthly IWALK) program and the school travel maps. Funding extends from 2009-2011. Peterborough Green-Up and Health Unit are project partners. Implementation of monthly Car Free Day program at additional schools. Continue to introduce public transit to elementary students through "On the Bus" workshops conducted by Peterborough Green-Up. Grade 8 March Break Transit pass initiative to be undertaken again in 2010. Create two new school travel maps.	Pilot successful at two schools. Monthly IWALK being renamed to Car Free Day and introduced Citywide in 2009-10 school year (goal of 4-8 new schools). Program implementation underway for all other ASRTS initiatives including: Transit Quest, On the Bus workshops and school travel maps.
TDM 3	Transit Promotion	On-going	On-going	Creation of detailed route schedules to make it easier for transit users to know when the bus will arrive. Ecomobility funding from Transport Canada includes bus stop signs with detailed schedules for 40 stops.	Developing data set to be used in timetable.
TDM 4	Shifting Gears Transportation Challenge and TDM Workplace Program Development	March 2004	On-going	Shifting Gears was first introduced in 2004. Ecomobility Funding has been received from Transport Canada to administer and expand this program, both at workplaces and to develop a community Shifting Gears Challenge.	2009 Shifting Gears introduced several new program elements, which will be evaluated, and the 2010 challenge will reflect successes from 2009.
TDM 5	Transportation Plan Update Implementation	2009	2010	Assist with the implementation of Transportation Plan to update cycling network, pedestrian and cycling policies.	To be completed.
TDM 6	Trail and Bikeway Signage	2009	2010	Provincial TDM funding has been received to design and install way-finding signage for the trail and bikeway system.	Sign location mapping underway and sign standard being developed.

## 2010 Work Program

### Division: Transportation / Public Transit

Item	Description of Work	Start	End	Comments	Present Status
TST 1	Electronic Stop Announcement System	June 2010	December 2010	Review, purchase and install Electronic Stop Announcement System to replace existing manual stop announcement system (initiated in September of 2008).	Initial review and project scope analysis was completed in 2008. Prepare RFP, procure, install and be on-line by the end of 2010.
TST 2	Electronic Fare Collection System	June 2008	June 2010	Review and prepare for the purchase of Electronic Fare Collection System to replace existing system that was installed in 1990. Change to smart card technology for fare verification from passes system. Lead to RFP and initial purchase in 2009.	RFI completed and sent out in May of 2009. Prepare RFP, procure, install and be on-line by the end of the second quarter of 2010.
TST 3	Transit Training Programs	January 2007	Ongoing	To deliver job-related training programs to Transit staff, including: Defensive Driving, Air Brake Endorsement, Skills Assessment (Smart-Drive) and AODA compliance training.	Continued program delivery starting in 2007. All new recruits, and existing operating staff, to be trained in transit operator specific training.
TST 4	Complete RFP and Award Trans-Cab Contract	June 2010	December 2010	Contract has expired. As part of Operations Review, determine the need for on going program delivery.	RFP and contract to be prepared. To be recommended to Council.
TST 5	Bus Storage and Maintenance Facility	June 2007	December 2012	Initiate needs analysis and review of bus storage opportunities. Current 24,000 sq.ft. facility was built to accommodate 42 vehicles. Current fleet of 58 buses and vans has outgrown the existing facility.	Project initiated in 2007. Design phase for upgraded facility to be initiated in 2010; construction through 2011 and 2012.

**2010 Work Program**  
**Division: Environmental Protection**

Item	Description of Work	Start	End	Comments	Present Status
1	Operation of WWTP	January	December	The City of Peterborough WWTP is a Class 4 (highest level that can be achieved) facility as designated by the MOE. In 2010, the existing staff will process 23 million cubic metres of sewage and 80,000 – 90,000 cubic metres of landfill leachate.	Ongoing
2	WWTP Process Audit for Plant Re-rating	Fall 2008	February 2010	The current work program will be completed and all results will be tabulated and finalized along with a detailed report. With the assistance of RV Anderson, the production of a final report will be submitted to the Ministry for re-rating approval.	Monitoring and sampling, stress testing ongoing at the plant.
3	Nutrient Management Act and Associated Regulations	January 2009	December 2010	Continued implementation of the Nutrient Management Act, its Regulations, and amendments under the Act, must take place. The Ontario Ministry of Agriculture and Food (OMAF) have approved a Nutrient Management Strategy for the wastewater treatment plant. Changes in the final disposal of the dewatered biosolids will result in a new strategy submission to OMAF. Implementation of the strategy will continue throughout 2009.	Annual report to OMAF will be completed by January of 2010.
4	Source Water Protection Act – Storm Water Monitoring and Data Collection	Summer 2006	Ongoing	In conjunction with ORCA, monitoring and data collection of major storm outfalls into the Otonabee River system has begun as part of compliance measures outlined in the Act. Terms of Reference will be issued in August of 2009 for our watershed.	Ongoing for the remainder of 2009, and throughout 2010, to build up the database for the Otonabee watershed.
5	National Pollution Release Inventory (NPRI) - Federal and Provincial Mandatory Reporting Submission	Winter 2009	Summer 2010	Ongoing reporting to Environment Canada and the Ministry of Environment of all subject pollutants identified under the NPRI regulations.	Data collection for the remainder of 2009, and first quarter of 2010, with reporting deadline of June 1, 2010.
6	Environmental Assessment for Plant Capacity and Inflow and Infiltration Mitigation at the Wastewater Treatment Plant	Fall 2009	Through 2010 and beyond	Growing concerns of clean water coming to the plant using capacity and higher frequency of sewage by-passes will facilitate the need to conduct an EA to address these concerns.	Report to Council in the Fall of 2009 to identify the need to proceed with EA.

## 2010 Work Program

### Division: Waste Management

Item	Description of Work	Start	End	Comments	Present Status
1	Integrated Waste Management Strategy	Fall 2009	Summer 2010	Municipal Blue Box Recycling Program Funding is paid to the City based on Best Practices currently in place. The City must update our Integrated Waste Management Strategy to maximize our Provincial funding grant. A consultant will be hired to develop the strategy.	Proposed
2	Lifecycle Costing Analysis	Fall 2009	Winter 2010	Critically review life cycle costing (operating and capital) for landfill site. A consultant will be hired to lead this project.	Proposed
3	Centralized Compost Facility	Ongoing	Fall 2010	The Harper Road Composting Site is nearing capacity. To accommodate growth of green waste and the future implementation of the Citywide organics collection program, a new centralized composting facility is proposed to be located adjacent to the landfill site. OPA and rezoning as well as application to the MOE for Certificate of Approval will be sought in 2010. Council approval for construction and program implementation are still required.	Ongoing
4	Convert the Landfill Gas Flare to an Electrical Generating Facility	Ongoing	December 2010	PUI developing Landfill Gas Utilization Facility to produce electricity from methane generated at the landfill site. Facility scheduled for construction Spring of 2010, commissioning scheduled for Fall 2010.	Ongoing
5	North Fill Area Development	Fall 2009	September 2010	Tender for construction of NFA – Utilities awarded; construction to take place Fall 2009. Tender for construction of NFA - Cell 2 to be issued spring 2010; construction to take place summer 2010. Cell 2 scheduled to be receiving waste by September 2010.	Construction to commence in Fall of 2009
6	Redevelopment of Bensfort Road	Ongoing	September 2011	As part of the City/County/Township of Otonabee-South Monaghan agreement, Bensfort Road is scheduled for reconstruction to bring it up to County Road standards one year after receiving garbage at the NFA landfill. The County will lead the EA and construction, which is scheduled for completion by September 2011.	Ongoing
7	Implementation of Municipal Household and Special Waste (MHSW) Program – Phase II	January 2010	April 2010	With the launch of the Provincially directed MHSW Program, Phase I began in July of 2008. The implementation of Phase II is scheduled for January of 2010, if not earlier. Additional special and hazardous waste products will be added to the list of recyclable material.	Will commence in Spring of 2010 if not earlier
8	Implementation of Waste Electrical and Electronic Equipment (WEEE) – Phase II	January 2010	April 2010	With the launch of the Provincially directed WEEE Program, Phase I was implemented in April of 2009. The implementation of Phase II is scheduled for April of 2010. The HHW Depot will require renovations to accommodate the increase in materials accepted.	Will commence in 2010
9	2011 Calendar	June 2010	December 2010	Annual Waste Reduction and Conservation calendar to be developed, to educate residents/businesses on waste collection programs.	Annual project; scheduled for December distribution
10	Waste Management Guide	June 2010	Sept 2010	Update annually as programs are amended.	Annual project

## 2010 Work Program

### Department: Community Services: Administration

Item	Description of Work	Start	End	Comments	Present Status
A	<b>Maintain Principled Community Planning</b>				
A1	Lead/Support Corporate, Cross Departmental or Departmental Projects and Initiatives	Ongoing	Ongoing	Lead and/or support corporate projects or initiatives affecting several Departments; represent CSD on various projects within other City Departments; coordinate Departmental involvement.	Currently includes: Asset Management, Corporate Policy, Municipal Cultural Plan, Official Plan Review, Morrow Park Master Plan, Trails.
A2	Support Divisional and Institutional Strategic Plans	Ongoing	Ongoing	Coordinate and support various strategic planning and policy development initiatives including: Municipal Cultural Plan, Library Strategic Plan, Fire Master Plan, Art Gallery planning, and Departmental planning and policy coordination.	Ongoing
A3	Complete Little Lake Master Plan	Fall 2008	Ongoing	Prepare comprehensive master plan of Little Lake/Otonabee River from Hunter Street Bridge to Lansdowne; develop terms of reference for consultant review; extensive stakeholder consultation; begin formal study in 2009.	Community consultation completed; plan presented to Council; will begin preliminary implementation in 2010.
A4	Compliance with Accessibility for Ontarians with Disabilities Act, 2005 (AODA)	2009	2025	All areas of the Community Services department will be impacted by the new AODA standards.	Project is being lead by Corporate Services and as the province develops standards, staff must implement required changes.
B.	<b>Enhance Organizational Effectiveness</b>				
B1	Consolidate Department and Create Common Corporate Identity	Summer 2008	Ongoing	Build management team through regular bi-monthly Departmental meetings with Divisional managers; attend more Divisional and staff meetings; develop Departmental vision, beliefs/values statement and promotional material.	Completed Departmental staff survey on mission, beliefs and values.
B2	Improve Staff Communication and Performance	Summer 2006	Ongoing	Maintain regular meetings with Division managers and all staff directly supervised by Director in accordance with their needs; provide regular feedback/mentoring; visit sites.	Ongoing; continue coaching opportunities.
B3	Improve Communications with Council and Joint Services	Spring 2009	Ongoing	Improve community consultation, research and report writing skills to ensure balanced and comprehensive information is made available to make informed decisions; establish more regular and responsive communications with City and County Councils.	Presented 3 Departmental workshops on report writing.
B4	Support Boards/ Advisory Committees	Ongoing	Ongoing	Advise and support: Art Gallery Board; Library Board; Arena Parks and Recreation Advisory Committee; Arts, Culture and Heritage Advisory Committee; Museum and Archives Advisory Committee; PACAC; Wellness Centre Steering Committee; and Cenotaph Committee.	Periodically attend meetings on rotational basis or as needed.

## 2010 Work Program

### Department: Community Services: Administration

Item	Description of Work	Start	End	Comments	Present Status
B5	Resolve Personnel Matters	Ongoing	Ongoing	Direct, advise, support, mentor and develop managers on HR opportunities and challenges; deal with disciplinary matters, attendance and grievances as required; participate in Joint Union/Management meetings and contract negotiations; assist with Recruitment of Senior Departmental and Corporate staff.	Ongoing
B6	Lead/Support Job Evaluation Committees	Ongoing	Ongoing	Appointed by CAO as Chair on NU Job Evaluation Committee; evaluate positions as required; represent management on Library Job Evaluation Committee.	NU job evaluation ongoing; for Library, resumed regular meetings.
C.	<b>Sustain Fiscal Growth</b>				
C1	Manage Community Grants Program	Winter 2006	Ongoing	Department assigned responsibility for Project Grants, Investment Grants and Service Grants; Coordinate CSD staff, staff grant committee and Community Advisory Committee; prepare recommendation Reports; review and revise process as needed. Comprehensive review scheduled for 2010.	2009 grant run completed; incorporation workshop completed; hosted fund-raisers network; completed service agreements with all service grant recipients.
C2	Encourage Environmental Sustainability	Winter 2008	Ongoing	Establish a joint City/County/community based Steering Committee to research environmental sustainability and secure Federation of Canadian Municipalities funding for Community Sustainability project.	Sustainable Peterborough formed; City funding approved for 2009; application for FCM funding submitted.
D	<b>Nurture Community Lifestyle and Identity</b>				
D1	Lead and Coordinate Department in Provision of Facilities, Programs and Services	Ongoing	Ongoing	Core function: CSD is responsible for broad range of services that directly affect the quality of life for local residents and visitors. Arenas, Arts/Culture/ Heritage (ACH), Recreation and Social Services Divisions directly affect lifestyle; ACH and Recreation Divisions celebrate and preserve community identity; participate in corporate or community projects as needed.	Programs and services ongoing.
E	<b>Maintain Security of People and Property</b>				
E1	Lead and Coordinate Department in Provision of Programs and Services	Ongoing	Ongoing	Core Function: CSD is responsible for broad range of services that directly affect security of people and property through Emergency Management, Fire Services, and Social Services; target service delivery for: youth, seniors and homeless.	Programs and services ongoing; coordinate senior services; establish downtown youth centre.
F	<b>Manage Infrastructure Responsibly</b>				
F1	Advise and Support Corporate, Departmental, Divisional and Facility Capital Projects	Ongoing	Ongoing	Anticipated projects include: Market Hall project; Soccer Field Development; Arena upgrades; Marina dock replacements; Fire Station relocations; Wall of Honour.	Details in Divisional work plans and capital budget projections.

## 2010 Work Program

### Department: Community Services - Facilities and Special Projects

Item	Description of Work	Start	End	Comments	Present Status
	<b>CAPITAL WORKS</b>				
1	Market Hall Restoration	Spring 2002	Ongoing	Supervise the Infrastructure Stimulus Fund project for restoration of the exterior façade and renovation of the interior theatre space.	The George Street façade is complete; balance of the work will be tendered in early 2010.
2	Soccer Complex	September 2004	Ongoing	Staff have completed the outdoor light project on Hogan pitch at Eastgate Memorial Park. Construction of new rectangular fields will commence once land and resources have been secured.	A design-build RFP package has been prepared.
3	Marina Rejuvenation – Dock Replacement	April 2008	Ongoing	Marina docks have exceeded their maximum life cycle (20 years) and require replacement over the course of the next three years. Staff will undertake the work based upon the greatest need.	The replacement of docks is a priority, as a risk mitigation measure, in the 2010 capital budget program.
4	Structural Work on Wharfs and Boat Launches in Little Lake	April 2008	Ongoing	As a follow up to the ramps and wharfs study which took place in 2008, removal of the Mark Street Wharf in Little Lake is recommended in 2010. The wharf will be replaced with a public boat launch.	An environmental study has been completed.
5	Roger's Cove Accessible Water Play Park	January 2010	Ongoing	A new washroom/change facility, and an accessible children's water splash park, is recommended for the site of the former marbleworks plant. Funds from the Tollington Park Trust fund will be used to support the costs of the water splash park.	A handicapped accessible dry playground was installed in the park in the Spring of 2008 and is well used.
6	Urban (Downtown) Basketball Courts	April 2009	July 2010	This project proposes the construction of two, high quality, lighted, outdoor basketball courts, with ergonomic surfacing, in the downtown core. A community citizen is raising \$20,000 to assist with costs for this project.	Funding was made available through a Recreation Infrastructure Grant and the project will be completed by the Summer of 2010.
7	Bonnerworth Park Washroom Facility	2007	September 2010	The washroom facility requires replacement. The existing facility has structural issues including the existence of mould.	Funding was made available through a Recreation Infrastructure Grant and the project can start in the Spring of 2010.
8	West 49 Skateboard Park	September 2010	October 2010	Make remedial repairs to preserve the concrete surface and address risk management issues.	This facility requires periodic investment to maintain the asset.
	<b>SPECIAL PROJECTS</b>				
9	Little Lake Master Plan	September 2008	Ongoing	A Little Lake Master Plan is recommended to guide future development decisions. The study area includes the Otonabee River from the Hunter Street Bridge to Lansdowne Street. The plan will recommend a number of outcomes for the Little Lake study area.	The consultant has completed the design phase and will be presenting a draft plan early in 2010 to City Council.

## 2010 Work Program

### Department: Community Services - Facilities and Special Projects

Item	Description of Work	Start	End	Comments	Present Status
10	Corporate Volunteer Policy	September 2008	Ongoing	Develop a corporate volunteer policy and procedures, in conjunction with the Corporate Policy Officer, to guide staff on the recruitment, training, and supervision of corporate volunteers of the City of Peterborough.	A draft policy has been created. Staff will be working on procedures that will augment the policy.
11	Municipal Cultural Plan	May 2009	Ongoing	Work with a staff committee to develop a Municipal Cultural Plan.	A consultant has been hired to lead the project.
12	Del Crary Park Design Plan	February 2010	Ongoing	Develop an RFP for a Design Plan for Del Crary Park as an outcome of the Del Crary Park Functional Study of 2007 and the Little Lake Master Plan of 2009.	Once budget resources have been approved, staff will initiate an RFP to hire expertise for a design initiative.
13	Smoke Free Parks	January 2009	Ongoing	To develop a by-law that prohibits smoking in parks with playgrounds, sport fields, shelters, and performance areas. This is a joint initiative with the PCCHU.	A survey is being tabulated to gauge public support.
	<b>OPERATIONAL INITIATIVES</b>				
14	Market Hall Operations	March 2008	Ongoing	In the 1 <sup>st</sup> quarter, oversee the lease agreement with Market Hall Performing Arts Centre. In 2 <sup>nd</sup> – 4 <sup>th</sup> quarters, liaise with MHPAC to ensure their operations are supported while Market Hall is under construction. Liaise with Peterborough Square on shared facility issues.	Supervision of operating expenses for the facility.
15	Marina Operations	July 2005	Ongoing	Operate the Peterborough Marina in an effort to build the marina business and increase tourism. Opportunities to promote and market the Marina and its services will be undertaken to make Peterborough an attractive visitor destination.	Develop a stronger seasonal and transient boater base.
16	Beavermead Campground Operations	September 2009	Ongoing	Integrate the Beavermead Campground operations into the Marina operations.	Staff are reviewing campground operations and looking for efficiencies with the Marina.
17	Facility Management Support	March 2008	Ongoing	Provide technical advice and guidance to Facility Managers in the Community Services Department.	Support staff as required with facility and building enquiries.

## 2010 Work Program

### Division: Emergency Management Division

Item	Description of Work	Start	End	Comments	Present Status
1	Community Emergency Management Program	Jan/10	Ongoing	Emergency Management Ontario's framework for comprehensive community emergency management includes the following: mitigation, preparedness, response and recovery plans, and programs related to identified hazards; the development of community partnerships to promote disaster resiliency; and advanced exercise, training and education program development.	The City is compliant with the legislative requirements of the Emergency Management and Civil Protection Act. Additional hazard specific plans and community partnerships will be developed in 2010 to promote community readiness and resiliency.
2	Training and Exercises	Jan/10	Ongoing	Training is one of the core pillars of the City's emergency management program. Training is provided on an annual basis to Emergency Control Group members, Public Inquiry Centre staff, Emergency Social Services (Reception Centre) staff, and community partners.	EMD will provide three small-scale training exercises, as well as four Public Inquiry training sessions. Training courses will include Basic Emergency Management (BEM), Incident Management System, Emergency Social Services, Business Continuity, Crisis Communications, Critical Incident Stress Management and Note-Taking.
3	Public Education	Jan/10	Ongoing	Ontario practices a bottom up approach to emergency management. Community residents need to be taught how to look after themselves and their families for at least 72 hours following a large-scale emergency. Community agencies/organizations must be encouraged to develop Emergency Plans and Business Continuity plans, specifically those who serve vulnerable populations.	A variety of training and educational materials will be used to promote 72-hour personal preparedness to staff, community partners and residents. Emergency Planning, and Business Continuity Planning advice and guidance, will be provided to community partners and businesses.
4	Provincial Nuclear Emergency Response Plan (PNERP) - Arrangements with Emergency Management Ontario (EMO) and Ontario Power Generation (OPG)	Jan/10	Ongoing	In the Provincial Nuclear Emergency Response Plan, the City of Peterborough is a host community for evacuees from Durham Region in the event of a significant nuclear incident at the Darlington or Pickering Nuclear Power Plants.	The City will participate in the Provincial Nuclear Emergency Response Committee and the Nuclear Evacuation Coordinating Committee meetings with EMO and OPG. Staff will meet with OPG staff to discuss plans specific to the Reception Centre and vehicle decontamination service requirements at Fleming College.

## 2010 Work Program

### Division: Emergency Management Division

Item	Description of Work	Start	End	Comments	Present Status
5	Emergency Social Services (ESS) – Reception/Evacuation Centre Management	Jan/10	Ongoing	Emergency Social Services (ESS), including the provision of emergency food, clothing, lodging, personal services (i.e. financial support, counseling, health care) and registration and inquiry are important response and recovery services following large-scale emergencies/disasters. The City's Reception Centre Management Plan sets out how these five core service areas will be delivered in the event of an emergency.	EMD staff will continue to enhance existing plans and acquire necessary ESS supplies. EMD will train City staff and community partners to fulfill the various roles and responsibilities in the ESS plan. An ESS exercise will take place to test the plan. Staff will participate in the Ontario Central Emergency Social Services Committee, and the National Municipal Emergency Social Services Network, to share ideas/best practices, specifically as they relate to serving vulnerable populations during emergencies.
6	Pandemic Planning	Jan/10	Ongoing	EMD staff has developed a Human Health Supporting Plan, which is an appendix to the City's all-hazards Emergency Plan. EMD staff sit as members of the Peterborough County-City Interagency Pandemic Planning Committee, coordinated by the Peterborough County-City Health Unit (PCCHU). The Committee has developed a community wide pandemic plan.	The PCCHU Community Pandemic Plan has been developed. Staff will continue to work with the Health Unit, PRHC, Family Health Teams, pharmacists and other community agencies to enhance the existing plan, specifically the patient assessment and care models that are to be employed during a pandemic.
7	Business Continuity Planning	Jan/10	Ongoing	A corporate-wide Business Continuity Planning (BCP) project was initiated in 2008. A corporate level BCP plan, and several Division BCP plans, have been developed for critical services and functions. The EMD is responsible for coordinating ongoing Divisional plan development, maintenance and testing for all BCP's.	The EMD will focus on enhancing the BCP plans for the 65 critical processes that were identified in 2009. Training and support will be provided to all City Departments to promote divisional readiness in the event of a disruption/emergency. BCP plans will be tested in 2010 and will be amended as required. The EMD will work with the BCP project Steering Committee to enhance the Corporate level BCP plan and the development of related policies and procedures.

## 2010 Work Program

### Division: Emergency Management Division

Item	Description of Work	Start	End	Comments	Present Status
8	EOC / Reception Centre Information Management Software Development	Jan/10	Ongoing	Development of EOC and Reception Centre Information Management software program will allow the City to effectively manage information and communications during an emergency, and will provide an official electronic record of key decisions, deployment and expenses related to the emergency.	Staff will work with PTS to develop the EOC and Reception Centre software program. Features will include a searchable database, key decision event logs, GIS mapping, link to PIC, Reception Centre capacity tracking, Registration and Inquiry, business cycle reports/forms, financial tracking and report generation capabilities. Training will be provided to EOC and ESS staff upon completion of the software program.
9	Risk Management	Jan/10	Ongoing	A corporate Risk Management Advisory Committee was re-established in 2008. The EMD is responsible to coordinate the work of the Committee and the development and implementation of corporate risk management policies and initiatives.	EMD will continue to coordinate the Risk Management Committee and work with Departments to identify, assess and mitigate risks. A standardized process for tracking incidents/claims will be utilized to help assess the costs associated with risk, and to evaluate insurance policies and deductible limits. The primary training / education focus will be driver/operator training.

## 2010 Work Program

### Division: Peterborough Fire Services (PFS)

Item	Description of Work	Start	End	Comments	Present Status
1	Public Relations Program Implementation	Aug/09	Mar/10	Create and implement a public relations program that educates Council, the public and other agencies on the services offered by Fire Services.	The public relations plan has been identified and prioritized on internal work plans.
2	Response Time Protocols and Fire Hall Replacement(s)	July/09	June/12	Staff will be presenting recommendations to Council to establish a response time protocol for the City. The established protocols will determine the station locations to serve the City into the future. Phase two of the replacement study will be a second recommendation to Council for the replacement of Station(s). As part of the process, staff are working on a mandate to stay within the \$4.5M as budgeted. Phase 3 of the project will be the design and construction of a Fire Station(s).	Staff are working with industry standards, best practices and the GIS Division in preparing the recommendation to present to Council.
3	Master Fire Plan	July/09	July/10	A Master Plan is being created to help identify the direction that PFS will need to progress toward in the next 10 years to best serve the residents of Peterborough. The Master Plan is based on several factors including anticipated growth, as well as industry standards and best practices.	Staff are currently reviewing work completed to date as well as adding timelines to the process for public meetings.
4	Communications Centre	Jan/10	Ongoing	Communications will continue to provide dispatch service to the City and County. Staff will be performing a review of the current way the Centre is operating and adopt changes as required.	Staff are currently revamping the hiring process and reviewing all policies surrounding the Centre.
5	Fire Prevention and Education	Jan/10	Ongoing	Inspection/Investigation staff will continue to perform inspections as required with an emphasis on high-risk occupancies. Fire Prevention will continue to inspect and investigate fires and incidents as required. Staff will continue to proceed with all public education programs including the home smoke alarm programs.	Staff has started the home inspections program. Crews will visit 2,800 homes every year to educate the public on this program. Staff continue to inspect properties to ensure compliance. Fire investigations continue as required.

## 2010 Work Program

### Division: Peterborough Fire Services (PFS)

Item	Description of Work	Start	End	Comments	Present Status
6	Training Division	Jan/10	Ongoing	<p>Courses will be offered to current and future officers. The courses will educate the members on current legislation, procedures, communications and incident command.</p> <p>The Training Division is responsible for ensuring that all staff of the PFD receives the appropriate training. Training will review the current hiring processes and investigate hiring and retention issues.</p> <p>The implementation of a web based training program will be initiated.</p>	<p>The Training Division is currently working on the 2009 recruitment process.</p> <p>Acting Captain upgrades and the preparation of a Captains competition is also in progress.</p>
7	Suppression Division	Jan/10	Ongoing	<p>Suppression will continue to respond to emergencies, as well as assisting with public education initiatives and public relations, to raise the profile with the Community, agencies and other Departments within the City.</p>	<p>Suppression staff, when not responding to calls and in training, are working in the Community on the home fire inspection program.</p>

**2010 Work Program**  
**Division: Recreation**

<b>Item</b>	<b>Description of Work</b>	<b>Start</b>	<b>End</b>	<b>Comments</b>	<b>Present Status</b>
1	VISION 2020: A Strategic Plan for Recreation, Parks and Culture	January 2010	Ongoing	Vision 2010 has expired. There is a need to undertake a full community review of programs, services and facilities in 2010 in order to plan for the next ten years. By undertaking community consultation, the City is ensuring that public service delivery of recreation, parks and culture is not duplicated, is highly needed, and is appropriately planned for future generations.	Incorporated into the 2010 work plans and budget requests.
2	Signage and Bench Program	February 2007	Ongoing	The VISION 2010 Strategic Plan recommended an investment in municipal parks through signage and benches. A survey indicated that many residents were not aware of the name of their neighbourhood park. Other residents complained that the City does not sign parks and, when they contain a sports field, they are difficult to find without proper signage. The respondents of the resident survey also indicated that they would visit their park more often and/or spend more time in the park, if there were places to sit and rest.	Staff recommends priority locations, to the Arenas Parks and Recreation Advisory Committee, on an annual basis.
3	Community Assistance	September 2005	Ongoing	Staff will be working with neighbourhood and sport groups to redevelop and/or improve municipal greenspaces.	On-going. Specific projects are recommended to the Arenas Parks and Recreation Advisory Committee on an annual basis.
4	Downtown Space for Youth	March 2007	Ongoing	The Youth Commission identified the creation of a downtown space for youth as a priority. Recreation staff undertook a survey of youth and investigated opportunities in the downtown to create a dedicated space for youth. Council has supported the inclusion of a Downtown Youth Centre as an "above the line" budget item for 2010.	A steering committee has been established to develop community partnerships. A request for funding is being made during the 2010 budget process.

**2010 Work Program**  
**Division: Recreation**

Item	Description of Work	Start	End	Comments	Present Status
5	Peterborough Sports Council	January 2008	Ongoing	The Mayor and Council declared Peterborough to be a "True Sport Community" in 2009 (Report CSRS09-001). As part of this movement, Staff will facilitate the creation of a Sports Council to ensure better communication, coordination, leadership development, shared planning, and the development of programs, services and facilities in amateur and competitive sports in the City.	In 2009, City Council approved staff taking the lead in establishing a local sport Council. The first meeting took place in September of 2009. Meetings will continue in 2010 as the Council establishes its mission.
6	Delivery of Instructional Sports		Ongoing	The Recreation Division offers twelve instructional sport activities for children, youth and adults.	Instructional sports were well attended in 2009. Ball hockey, tennis and lacrosse were fully subscribed. All other activities reached at least 85% enrollment, with the exception of Power skating for 11 – 13 year olds.
7	Children and Youth Programming		Ongoing	<p>The Recreation Division offers the following children and youth programs:</p> <ul style="list-style-type: none"> <li>• Junior Parks, which provides summer recreation activities for children 4-8 years of age; and</li> <li>• Neighbourhood youth centres for 13-18 year olds, offered at 6 locations during the school year.</li> </ul> <p>The City of Peterborough is a certified "High Five" organization.</p>	<p>Junior Parks is offered at 6 locations, for half-day sessions, over a 2 – 6 week period during the summer. The youth centres continue to be popular and are well attended. The program at Alexander court was expanded through an after school recreation program grant from the Ministry of Health Promotion. Recreation staff continues to facilitate services through the Peterborough Youth Commission and Youth Council.</p>

**2010 Work Program**  
**Division: Recreation**

Item	Description of Work	Start	End	Comments	Present Status
8	Outdoor Park Facilities		Ongoing	<p>Recreation staff support the operations of parks and sport fields, through the scheduling and permitting of all community activities in City owned facilities as well as School Board fields in which the City has a joint use agreement.</p> <p>The Recreation staff also manages lease agreements with business owners that are operating within City owned parks.</p>	<p>Sport fields played host to over 240 events and sport league/ tournament play. There are food service contracts in place at Millennium Park, Beavermead, and Nassau Mills Road.</p>
9	Recreation Subsidy Program		Ongoing	<p>The Recreation Division administers \$90,000 in subsidy funds to low-income individuals and families that are accessing community recreation for their children.</p>	<p>Over 600 recreation opportunities were made possible, as a result of this program, in 2009.</p>

## 2010 Work Program

### Division: Recreation – Peterborough Sport & Wellness Centre

Item	Description of Work	Start	End	Comments	Present Status
1	Facility Survey	Jan 2010	Spring 2010	With current programs and services usage is at an all time high, staff will be consulting with members and users to consider future building expansion. This is the next stage of the previous work plan in 2009 on facility usage.	Developing surveys
2	Free Health Programs for Children	Jan 2010	Ongoing	Staff will be developing free drop in programs for children ages 5-12 that will focus on the High Five principles as well as healthy lifestyles through games and activities. Part of the subsidy fund will be re-allocated to pay for the staff and supplies.	Developing the programs
3	Program Schedules	Ongoing	Ongoing	Staff will be assessing programming schedules to look for efficiencies to manage continued growth.	Reviewing Fall/Winter schedules
4	Replacement of Ten Treadmills	Jan 2010	Summer 2010	The original ten treadmills that were purchased in 2005 are coming to the end of their lifecycle. Due to their age and usage there is considerably more service time and repairs required to keep them functional.	Reviewing new models
5	Aquatic Centre-Replacing Stairwell Entrance With Accessible Ramp	Jan 2010	Fall 2010	Staff will be seeking input on the re-design of the stairway leading into the Leisure Pool with the consideration of replacing it with an accessible ramp for the users. This would eliminate the need for an aging wheelchair lift at the side of the pool.	Obtaining quotes and ideals
6	Marketing and Promotions	Ongoing	Ongoing	Focus on continued partnerships to enhance marketing dollars.	Reviewing current initiatives
7	Completion of Gym Audit	Ongoing	Spring 2010	Staff commissioned an audit of the Gym to be completed to identify areas that potentially could be a hazard and to set up a maintenance plan on the movable wall, curtain, bleachers and nets.	Analysis has been completed and recommendations are currently being implemented.
8	Parking Expansion	Ongoing	Fall 2010	With the continued growth of programs and services, staff will be assessing areas to accommodate additional parking for users.	Input through staff and users.

**2010 Work Program-  
Division: Arts Culture & Heritage: Administration**

Item	Description of Work	Start	End	Comments	Present Status
1	Municipal Cultural Planning	Summer 2004	Ongoing	-Complete Municipal Cultural Plan for City of Peterborough including: Cultural mapping, Community Development/Engagement, Strategic Planning and the development of appropriate Performance Measures/Indicators. -Integrate arts, culture and heritage as "Cultural Lens" into broader City planning and development activities including Official Plan revisions. -Continue Peterborough's involvement and support of Municipal Cultural Planning Partnership.	Project is being led by Erik Hanson and Mary Gallop with a cross-divisional City staff committee.
2	Public Art	Winter 2005	Ongoing	-Develop annual capital budget and Public Art Policy; undertake annual public art projects.	Work with appropriate City staff and the Public Art Advisory Committee to identify and complete future projects.
3	Advise and Support Institutional Capital Projects and Provide General Administrative Support		Ongoing	-Anticipated projects include: Redevelopment of permanent gallery components at the Museum; Museum facility upgrade to provide barrier free access; Art Gallery feasibility study, implementation of Archaeology Policy and Library Facility Improvements. -Provide advice and support to Library, Art Gallery, Museum, Heritage Preservation Office and Arts Coordinator on Reports to Council, Human Resources and Finance issues, special projects, etc.	Ongoing
4	Arts Week	Spring 2005	Ongoing	-Artsweek has taken place annually since 2005 and, as it matures, it is being further developed and enhanced through external funding.	Ongoing
5	Support Grants to Local Arts, Culture and Heritage Organizations	Fall 2005	Ongoing	Meet with community organizations receiving service grants from the City - New Canadian Centre; Canoe Museum; PACAC; Canoe Museum; and Hutchison House. Provide support to the Community Calendar of Events developed in 2008/2009 with Ministry of Culture funding.	Ongoing  Ongoing
6	Manage Immigrant Portal Project – Report CSD09-005	2 <sup>nd</sup> qrt 09	2 <sup>nd</sup> qrt 10	Provide on going support and funding for Immigration Services web-based portal developed in partnership with the Community Opportunity and Innovation Network and other community partners.	Project approved and funded by Ministry of Immigration; City to provide ongoing support.
7	Recognition Plaque Policy	2003	Ongoing	-Coordinate process for selection and installation of annual Heritage Recognition Plaques. -Update inventory of heritage plaques.	As required

**2010 Work Program-  
Division: Arts Culture & Heritage: Administration**

Item	Description of Work	Start	End	Comments	Present Status
8	Support and Participate in Annual Awards Process		Ongoing	<ul style="list-style-type: none"> <li>- Ontario Heritage Foundation Award</li> <li>- OHF Youth Award</li> <li>- Civic Awards</li> <li>- ACHAC representative sits on selection committee; submit nominations for arts, culture and heritage recognition.</li> </ul>	As required
9	Represent Sector		Ongoing	-Represent arts, culture and heritage sector in community planning, cross sectoral projects and initiatives; participate on Provincial/National boards and committees.	As required
10	Presentations to Promote Sector, Role of Municipal Government and Peterborough's Best Practices		Ongoing	-Division staff are regular speakers and participants in provincial and national conferences, workshops, policy and planning sessions.	As required
11	Staff Communication and Performance		Ongoing	-Maintain regular meetings with facility and program coordinators in accordance with their needs; provide regular feedback.	As required
12	Personnel Administration		Ongoing	-Provide direction, advice and support to facility and program managers on a range of HR opportunities and challenges.	As required
13	Divisional, Board, Advisory Committee Meetings		Ongoing	<ul style="list-style-type: none"> <li>-Encourage and attend regular Divisional meetings.</li> <li>- Advise and support Art Gallery Board; Library Board, Arts, Culture and Heritage Advisory Committee; Museum and Archives Advisory Committee; PACAC; Canadian Canoe Museum; Showplace Peterborough; Festival of Lights.</li> </ul>	As required
14	Participate in City Projects		Ongoing	Asset Management Program, Health and Safety, Business Continuity Planning and Corporate Policy Program.	Participate as required

## 2010 Work Program

### Division: Arts Culture and Heritage- Heritage Preservation Office

Item	Description of Work	Start	End	Comments	Present Status
1	Heritage Property Tax Relief Program	1 <sup>st</sup> qtr.	Ongoing	Oversee enrolment of new properties in program. Review properties for compliance. Undertake review of program impact and effectiveness.	5 new applications for 2009 tax year. 5 New properties estimated for 2010.
2	Municipal Cultural Plan	1 <sup>st</sup> qtr.	4 <sup>th</sup> qtr.	Production of master plan for supporting and enhancing cultural resources within the City.	Completion of phase one scheduled for Spring of 2010.
3	Heritage Designation	1 <sup>st</sup> qtr.	Ongoing	Target 'at risk' Category A buildings for designation. Begin background study for heritage conservation districts.	5 designations passed by Council in 1 <sup>st</sup> quarter of 2009. 5 new designations pending with PACAC.
4	Municipal Register of Eligible Properties	1 <sup>st</sup> qtr.	Ongoing	Continue evaluation of properties City-wide for inclusion on municipal register. Undertake consultation with other relevant Divisions regarding impact of Register of eligible properties.	Property evaluations will continue in 2010 as student grant funding permits.
5	Archaeology	1 <sup>st</sup> qtr.	Ongoing	Continue to administer provision of archaeology consulting for corporate undertakings. Operationalize funding for provision of archeological services within the Corporation.	Archaeological mitigation for new soccer fields on Pioneer Road and Rogers Cove. Creating partnership with Trent University archaeological field school to provide research services.
6	Promotion and Presentations	1 <sup>st</sup> qtr.	Ongoing	Continue to make presentations as requested regarding success of Heritage Property Tax Relief Program and municipal cultural planning.	Presentations to Trent and Fleming students planned for 2010. Provincial and national presentations as requested.
7	PACAC Support	1 <sup>st</sup> qtr.	Ongoing	Continued staff support for Doors Open, publications, community outreach and Heritage Act obligations.	Ongoing
8	Naming Committee	1 <sup>st</sup> qtr.	Ongoing	Staff support for City Naming Policy Committee.	Policy still in review.
9	Canadian Register Of Historic Places	1 <sup>st</sup> qtr.	Ongoing	Nomination of eligible properties to Register as required. Outreach to owners of designated properties regarding compliance with federal guidelines.	Nominations now automatic with designation Heritage Researcher trained in nomination process.
10	Veterans Memorial	1 <sup>st</sup> qtr.	4 <sup>th</sup> qtr.	Support working committee.	Appeal dropped. Construction drawings and tender packages underway. Construction to be completed by Spring of 2010.
11	Cenotaph Committee	1 <sup>st</sup> qtr.	Ongoing	Provide staff support for Cenotaph Committee and oversee conservation of monument.	Stonework restoration scheduled for Summer of 2010. Committee is being brought up to full complement.

## 2010 Work Program

### Division: Arts Culture and Heritage- Heritage Preservation Office

Item	Description of Work	Start	End	Comments	Present Status
12	Little Lake Cemetery	On-going	On-going	Provide staff oversight for protection of heritage features.	Liaise with Little Lake Cemetery to ensure compliance with terms of Conservation Plan.
13	Divisional Support	1 <sup>st</sup> qtr.	Ongoing	Participation in corporate policy restructuring process and technical advisory committee for Urban Forest Strategy.	Ongoing
14	Miscellaneous Projects	1 <sup>st</sup> qtr.	Ongoing	Creation of policy for: minimum property standards for heritage properties, boarding of vacant properties, and architectural salvage. Adoption of heritage permitting process. Formalization of commenting process regarding demolition applications, site plan approval and zoning amendments. Continued involvement in Fleming College Museum Management and Curatorship Program.	On-going

## 2010 Work Program

### Division: Arts, Culture & Heritage Division, Museum & Archives

Item	Description of Work	Start	End	Comments	Present Status
<b>1. Museum</b>					
1.1 Exhibits	Temporary exhibition installations (on and off-site)	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Heideman Gallery exhibition installations (4); Feature exhibitions (4); off-site exhibitions (as invited)	In planning stages
	Redevelopment of permanent exhibition gallery components	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Phased capital project (commenced in 2008) – several components per year are researched, designed, developed and installed	In progress
1.2 Museum Collection	Rehousing and relocation of specified collections	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	(1) rocks and minerals; (2) currency and trade; (3) jewelry; selected for off-site storage at Peterborough Public Library due to composition, stability and portability	In progress
	Rehousing of doll collection	3 <sup>rd</sup> qtr	4 <sup>th</sup> qtr	Fragile dolls and marionettes to be stabilized and stored in acid-free boxes on appropriate shelving	Deferred from 2009
1.3 Museum Projects	Circulate national traveling exhibitions	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Book, ship and support traveling exhibitions: (1) Voices of the Town: Vaudeville in Canada – cross-Canada venues; (2) Noble Experiment: Temperance and Prohibition – local venues	In progress
<b>2. Archives</b>					
2.1 Archival Exhibitions	Assist with photographic components of exhibitions	1 <sup>st</sup> qtr	3 <sup>rd</sup> qtr	All temporary and permanent Museum exhibitions and externally, as requested	In planning stages
<b>3. Programming</b>					
3.1 Educational Programs	Development and delivery of new school programs	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	New school programs will be researched, developed and delivered, to supplement core programs and in conjunction with Museum temporary exhibitions (4)	In planning stages
3.2 Public Programs	Community public programs	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Revenue generating programs: MUSE Film Series; March Break; Summer Discovery	In planning stages
	"Make and Do" Sundays <i>(working title)</i>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Monthly Sunday afternoon family days in support of temporary exhibitions (12)	In planning stages
3.3 Special Projects	Volunteer program	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Professional development and appreciation events (2)	In planning stages
	Exhibition celebration	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	"Sports", in partnership with Fleming College Museum Management and Curatorship program (Museum is satellite campus for MMC program)	In planning stages

## 2010 Work Program

### Division: Arts, Culture & Heritage Division, Museum & Archives

Item	Description of Work	Start	End	Comments	Present Status
<b>4. Administration</b>					
4.1 Special Projects	Facility upgrade: provide barrier free access	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Manage the design and building renovations required to provide barrier-free access (for examples, doorways, washrooms, aisles, lighting) in compliance with the associated legislation and its deadline (2010)	In planning stages
	Balsillie Collection of Roy Studio Images	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Continued focus on preservation and facilitating public access	Ongoing
	Divisional projects	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Throughout the year, Corporate and community projects develop and require dedicated time (e.g., CLASS Working Group/s, Snofest, D-Day Service, Doors Open, etc.)	Ongoing
4.2 Fundraising	External funding applications	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Source and submit applications for external funding where available and appropriate	Ongoing

## 2010 Work Program

### Division: Arts, Culture and Heritage - Library

Item	Description of Work	Start	End	Comments	Present Status
1.	Programs and special events at Main and DelaFosse Branch	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Plan and deliver programs and performers for children and adults as appropriate.	Ongoing
2.	System Replacement	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Support automated system upgrade.	New contract with vendor includes 6 years maintenance.
3.	Collection Development and Support of Collection Development Operations	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Provide new formats to match marketplace and patron needs/expectations including electronic databases.	Ongoing – identified as an initiative in Strategic Plan.
				Maintain a 48 hour turn around for all new materials from LSC and other suppliers, withdraw materials identified in weeding projects, and continue to develop processing methods for materials in new formats.	Ongoing
				Weed collection at both branches and make scheduled inventory an integral part of annual collection management/development.	2010 Weed will start in Fall. Identified in Strategic Plan.
				Continue with expanded Collections budget according to comprehensive Collection Development budget strategy that was developed in 2004.	On hold for 2010. Re-evaluate for 2011 budget.
				Participate in, and promote, Knowledge Ontario - Provincial funding provides access to a greater range of electronic materials and services.	Electronic materials available through Library website. Volume of use is increasing.
4.	Support Technology and Systems	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Work with PTS as they continue support of Discover stations and other technology. Consult with PTS in IT planning and support.	Ongoing – identified as an initiative in Strategic Plan.
				Staff will require training on the upgraded system software and hardware. This is an ongoing process.	Ongoing
				The TekDesk 24/7 training centre in the basement provides a space for ESL Summer school, overflow space for room rentals, and a venue for Library programs. The library will explore additional rental and programming opportunities in 2010.	Ongoing use of Training Centre identified as an initiative in Strategic Plan.
				The Library will participate in the Community Calendar project.	Ongoing
5.	Relations with External Organizations	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Continue involvement with community and school events and committees as appropriate.	Ongoing – identified in Strategic Plan.
				Work with the New Canadians Centre to develop support services for immigrants to Peterborough.	
				Continue partnership with New Canadians Centre and Parent-Child Mother Goose.	
				Healthy Families Centre now an integral part of Library operation. Provide modest staff support and venue for workshops.	
				Natural Blends Café/Management Committee established to review operations quarterly.	
				Provide staff support and leadership to Foundation and Friends of the Library.	
				Sit on external library committees such as the Small Library Committee, AMPLO and FOPL.	

## 2010 Work Program

### Division: Arts, Culture and Heritage - Library

Item	Description of Work	Start	End	Comments	Present Status
6.	Continue Implementation of Strategic Plan Including City Communications	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Implement strategies that will fit in with the 2010 budget focusing on services to seniors and immigrant community. Make at least one presentation/ progress report to Council annually.	Ongoing
7.	Repair and Maintain Main and DelaFosse Buildings	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Main: Continue window replacement, replace toilets. DelaFosse: Install Handicap doors, replace public toilets.	As required
8.	Maintain and Develop Publicity Opportunities	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Continue the Peterborough Examiner column and participate in other community projects to publicize the library. Develop publicity for use on website and donor wall. Use website as tool to promote access to library collections and programs.	Identified as a priority in Strategic Plan.
9.	Branch Libraries	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Analyze possible locations and feasibility based on the Library Strategic Plan, Central Area Master Plan and Planning Peterborough to 2031, Official Plan review and other related master plans.	Ongoing
10.	Grants and Government Projects	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Participate in the Ministry of Culture/SOLS \$15 Million Investment in Public Libraries, in particular programs to under-serviced groups such newcomers and seniors. Respond to other opportunities as they arise.	Ongoing
11.	Trent Centre for Community Based Education	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Continue to work with TCCBE to maintain their collection records and identify others in the community who are interested in similar partnerships on a fee-for-service basis.	TCCBE renewed contract for 2010.
12.	Planning and Policy Development	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Work with Corporate Policy Coordinator to update library policies and procedures.	As required
13.	Participate in and Support City Projects	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Projects include PCI Compliance, Health and Safety, Asset Management and Business Continuity Planning.	Participate as required.

## 2010 Work Plan

### Division: Arts, Culture and Heritage - Art Gallery of Peterborough

Item	Description of Work	Start	End	Comments	Present Status
<b>1</b>	<b>Programmes: Exhibitions - Education</b>				
	Exhibitions: Main Gallery, Lower, Middle and Upper Ramp	Ongoing	Ongoing	Research and produce six exhibitions for each exhibition area with a grand opening reception, promotional information and supporting education activities.	In preparation
	Publications	Ongoing	Ongoing	Produce catalogues and broadsheets in conjunction with in-house, curated Main Gallery exhibitions.	In preparation
	Lectures	Ongoing	Ongoing	Develop lectures in relation to exhibition programme and include the annual lecture named for former AGP volunteer Lois Carter.	In preparation
	Education Programmes: Tours and Workshops	Ongoing	Ongoing	Offer curriculum based tours and workshops for a variety of educational institutions, primary and secondary schools, as well as organizations throughout Peterborough and the surrounding area.	Ongoing
	Art Classes and Workshops	January	December	Offer selection of classes for adults and youth, entry level to experienced.	In preparation
	Camps – March Break and Summer Camps	Ongoing	Ongoing	Interdisciplinary Arts program taught by artists and educators, both indoors and outdoors.	In preparation
	Family Days	Ongoing	Ongoing	Organize parent and children art making program.	Ongoing
<b>2</b>	<b>Permanent Collection</b>				
	Acquisitions and Donations	Ongoing	Ongoing	Quarterly meetings with Acquisitions Committee to assess new purchases and donations of artwork for AGP permanent collection. Review and revise acquisitions policies.	Ongoing
	Acquisitions Funding	January	December	Prepare grants from Canada Council's Acquisitions Grants for matching funding.	As required
	Collections Maintenance	Ongoing	Ongoing	Continue to photograph and digitalize permanent collection records.	Ongoing
<b>3</b>	<b>Community and Communications</b>				
	Kawartha Autumn Studio Tour	January	September	Continue annual studio tour program including brochure, exhibition, sponsors and marketing.	In preparation
	Gallery Shop	Ongoing	Ongoing	Purchase and sell works by local artisans, and other gift items, to public. Improve and implement new displays and layout.	Ongoing
	Art Rental and Sales	Ongoing	Ongoing	Organize and maintain Art Rental and Sales Gallery offering rental and sales of works by local artists to general public, local businesses and organizations.	Ongoing
	Public Art Program	Ongoing	Ongoing	AGP Director and Curator/Arts Coordinator will continue to implement the City of Peterborough's Public Art Program.	Ongoing
	Newsletters and Invitations	Ongoing	Ongoing	Assemble exhibition, education and other information for the publication of a bi-monthly bulletin for members and the public.	Ongoing
	AGP Website	Ongoing	Ongoing	Continue to work on upgrade of gallery website in order to archive exhibits, create online resources and promote programs.	Ongoing
	AGP Marketing Plan	Ongoing	Ongoing	Produce and distribute a printed brochure, and ads as appropriate, for gallery programs and services.	Ongoing

## 2010 Work Plan

### Division: Arts, Culture and Heritage - Art Gallery of Peterborough

Item	Description of Work	Start	End	Comments	Present Status
4	<b>Fundraising</b>				
	Art Auction and Sale	May	October	Organize the collection of art for annual AGP Art Auction and Sale. Secure sponsorships, prepare and publish promotional literature, entertainment and refreshments.	In preparation
	Spring Simmer 4	January	April	Organize and execute this annual fundraiser featuring gourmet soups donated by local restaurants and bowls by Kawartha Potters Guild.	In preparation
	Membership and Corporate Sponsor Campaign	Ongoing	Ongoing	Corporate sponsor program for Main Gallery exhibitions, and donation campaign, will be investigated and implemented.	In preparation
5	<b>Administration</b>				
	Annual Operating Grant for Arts Organizations	Ongoing	Ongoing	Assemble programming, financial and structural information for an annual operating assistance grant application from the Ontario Arts Council and the Canada Council for the Arts.	In preparation
	Project Funding	Ongoing	Ongoing	Source and submit application for external projects as available and appropriate.	As available
	Governance	Ongoing	Ongoing	AGP staff work with Board of Directors regarding governing policies and gallery direction as well as special event coordination and sponsorship. Monthly meeting and quarterly reports produced.	Ongoing
	Volunteer Program	Ongoing	Ongoing	Management of volunteer programme: Docent training, visitor services, special events, education and other volunteer driven events and initiatives.	In preparation
	Facility Management	Ongoing	Ongoing	Maintain environmental controls and standards for galleries, collection storage and studio as well as workplace.	Ongoing
6	<b>Special Projects</b>				
	Maintain AGP Reference Collection	Ongoing	Ongoing	Development of the Heideman collection of books and gallery publications.	In preparation
	Building Improvements	Ongoing	Ongoing	Upgrade/replace air conditioning system due to system failure.	In preparation
	Upgrade Digital Security System	Ongoing	Ongoing	A closed circuit system to be installed to upgrade building security and monitoring. With increased programming and attendance, and a collection growing in value and size, it is important that the gallery upgrade its indoor and outdoor surveillance.	In preparation
	Feasibility Study	January	December	Develop a long-term plan for the facility, which incorporates the objectives set out on the gallery's programming, acquisitions policies as an outcome of the Three Year Strategic Plan that was completed in the Spring of 2009.	In preparation
	Class Programme Registration	January	December	Develop AGP registration process for online registration utilising Class system; implement and train staff.	In preparation

## 2010 Work Program

### Division: Arena Division - Evinrude, Kinsmen, and Northcrest

Item	Description of Work	Start	End	Comments	Present Status
1	Repave Parking Lot - Kinsmen Centre	Mar 2010	Aug 2010	Kinsmen Centre parking lot has deteriorated to the point where potholes are appearing regularly. Large cracked and damaged areas are located throughout. Repaving is the best option as current pavement is 38 years old.  Laneway (Kinsmen Way) was done in late 1990s and does not need to be done at this time.	A request has been made in this year's capital budget for funds to repave this lot.
2	Compressor Overhauls in All Three Community Arenas and Re-calibration of Ammonia Detection Systems	Mar 2010	Jun 2010	Work involved consists of selected compressor inspections and overhauls based on a maintenance schedule and annual re-calibration of ammonia detectors.	To be done during spring shut downs.
3	Replace Exterior Block Walls At Kinsmen Centre – East Pad	Feb 2010	Aug 2010	A 2007 structural investigation indicated that no significant structural difficulties existed. However, it did point out problems with deteriorated outside concrete block walls. These block walls are not structural components of the building, but need to be replaced for aesthetic and insulation purposes. The plan will be to replace the east sidewalls in 2010 and the west side walls in 2011.	A request has been made in this year's capital budget for funds to replace this unit.
4	Replace Ice Resurfacer- Kinsmen	Jan 2010	Dec 2010	Kinsmen Centre's ice resurfacer will have gone through eight full seasons of use by the time it can be replaced. It will have approximately 6,100 hours of use by that time. At this age, maintenance issues, including major parts replacements and increased breakdowns, result in service disruptions and reduced ice quality for patrons.	A request has been made in this year's capital budget for funds to replace this unit.
5	Replace Zamboni Room Garage Doors- Kinsmen	Jan 2010	Apr 2010	Current doors have worn to the point that constant repairs are necessary. Smooth operation of the doorways are essential for ensuring staff health and safety, as they become quite heavy and difficult to lift when they are malfunctioning.	A request has been made in this year's capital budget for funds to replace these units.
6	Replace Dehumidifiers -East Pad Kinsmen Centre	Jan 2010	Apr 2010	Current dehumidifiers have been installed after being removed from the Peterborough Memorial Centre, during its 2003 renovation. They are now failing regularly causing wet, damp conditions in the building, especially in the Spring and Fall seasons.	A request has been made in this year's capital budget for funds to replace these units.

## 2010 Work Program

### Division: Arena Division - Evinrude, Kinsmen, and Northcrest

Item	Description of Work	Start	End	Comments	Present Status
7	Host the Canada Wide University Science Fair at Evinrude Centre	May 2010	May 2010	Evinrude Centre will provide the venue for the Canada Wide University Science Fair competitions, hosted by Trent University, in May of 2010. The event will utilize the entire Evinrude complex and is scheduled for May 15 through May 23, 2010.	Planning Stage
8	Host a Banquet for the World Dragon Boat Championships at Evinrude Centre	June 2010	June 2010	Evinrude Centre will provide the banquet venue for the World Dragon Boat Races to be held in Peterborough during June 2010. Again, the entire facility will be necessary to service the anticipated 2,000 people expected to attend.	Planning Stage
9	Meet or Exceed Rental Revenue Expectations.	Jan 2010	Dec 2010	Maintain a broad range of activities, using ice, floor and banquet rooms, in all the facilities of Evinrude, Kinsmen, and Northcrest Arenas, to ensure that operating revenue projections are met or exceeded.	Ongoing
10	Perform Review of Concession and Bar Operations in Evinrude, Kinsmen and Northcrest	Jan 2010	Dec 2010	Increased hourly wages for part time employees, and lower demand for products, have reduced profits in the Community Arenas concessions. Less demand for league game times, and increased demand for league practice times, have resulted in less people in attendance that would seek concession service at Kinsmen and Northcrest. A study will be conducted to review the service delivery options.	Planning Stage

## 2010 Work Program

### Division: Memorial Centre/Morrow Park - Arena Division

Item	Description of Work	Start	End	Comments	Present Status
	<b>Memorial Centre</b>				
1	Marketing and Promotions Strategy for Memorial Centre and Morrow Park	Jan 2010	Dec 2010	In January of 2008 we began a one-year agreement with On Top Marketing and have extended the agreement for one additional year. We will continue to examine our marketing and promotional strategies and ways to increase sponsorship opportunities. In 2010 we will prepare a new Request for Proposals in order to incorporate Suite and Home Show sales and marketing into this role.	Agreement with On Top Marketing will end on January 17, 2010.
2	Special Event Bookings	Jan 2010	Dec 2010	Continue our annual, ongoing process of securing return business and generating new rental opportunities. Working directly with artist agents, promoters and event coordinators to achieve our goal of increasing the number of special events in the Memorial Centre and Morrow Park.	Communication with annual event organizers to confirm next year's dates. Communication with agents and promoters to secure new events.
3	Suiteholder Renewals and Relationship Building	Jan 2010	Sept 2010	Continue to communicate and build our relationship with our suiteholders to ensure that they are satisfied with their suite and with the entertainment opportunities offered. The economic slowdown has added pressure to the challenge of suite lease renewals and most renters are hesitant to renew for long terms. In response to this challenge, we are creating a survey to determine items that are important to suite holders in order to encourage renewals and are also designing a streamlined suite pricing structure.	In process.
4	North End Glass Support Replacement	Apr 2010	Aug 2010	Glass support replacement program began in 2007 and continued in 2008. Final one-third of north end support replacement to be completed in 2010.	In process
5	Memorial Centre Energy Saving Initiatives	Jan 2010	Mar 2010	Based on the Energy Efficiency Audit that was completed in 2007, several energy-reducing projects have been identified for completion. We will work with our electrician to gather more information in order to add energy-saving projections to the data in this report and to prioritize the projects.	Municipal Eco Challenge Fund (MECF) was discontinued by the Provincial Government in 2009. Data has been collected by staff and electrician, and is being organized to assist in projecting energy savings.
6	Rooftop Compressor Replacement Program	Apr 2010	Aug 2010	HVAC Contractor annually inspects the 22 rooftop units and will make a recommendation regarding any required replacement.	To be completed

## 2010 Work Program

### Division: Memorial Centre/Morrow Park - Arena Division

Item	Description of Work	Start	End	Comments	Present Status
7	Compressor Room Safety Valve Replacement and Annual Overhaul	Apr 2010	June 2010	In addition to the regular annual overhaul of the compressors, the safety valves are scheduled to be replaced in 2010, and every 5 years thereafter.	To be completed.
8	Suite, Club and Restaurant Furniture Refinishing	Apr 2010	Aug 2010	The original furniture (barstools and dalia chairs at railing and table chairs) in the Suites, Club and Restaurant, is City owned and was purchased in 2003. Continue with the annual rotational refinishing and replacement program that was started in 2009 to prolong the life of the furniture.	Continuation of the program that was started in 2009.
9	Suite Area Carpeting Replacement Program	Apr 2010	May 2010	Year 1 of a 2 year replacement program from original 2003 installation.	To be completed.
10	Motor Control Panel Replacement – Compressor Room	Apr 2010	Aug 2010	Main electrical feed original wiring was replaced in 2009. Upgrade of electrical panel and electronic controls of compressors continues in 2010 and 2011.	To be completed.
11	Replacement Flag Poles and Mechanisms	Jan 2010	June 2010	Explore alternative flagpole options and placement locations to enable easier access to changing the flags when damaged. Currently, Fire Services uses an extension ladder on their large truck in order to reach the damaged flags for replacement. Also review alternative lower locations for flagpoles.	Flags changed at least 2 times per year, more often in harsh weather. Dependant upon availability of Fire Services staff to change flags.
12	Maintain the level of programming and rentals for the ice and floor.	Jan 2010	Dec 2010	Maintain constant communication with clients to ensure repeat bookings of the ice and floor as well as develop new contacts and relationships with potential clients. Constantly monitor booking schedule and availability to ensure maximum rentals achieved on an ongoing basis.	Client communication starts in Spring with letters asking for the coming season's requirements.
	<b><u>Morrow Park</u></b>				
13	Grandstand Annual Inspection and Remedial Repairs	Apr 2010	May 2010	Third year of the three-year grandstand rehabilitation that was started 2008 to prolong its life. Carry out annual inspection of grandstand and complete remedial repairs as recommended by engineer following inspection.	To be completed.
14	Morrow Park Master Plan – Phase I	Jan 2010	Dec 2010	Following completion of the Morrow Park Master Plan in October 2009, begin Phase I of the implementation plan. This phase should include an assessment and evaluation of Morrow Park buildings to determine maintenance costs and life expectancy.	Final Master Plan to be complete in the first quarter of 2010.

## 2010 Work Program

### Division: Memorial Centre/Morrow Park - Arena Division

Item	Description of Work	Start	End	Comments	Present Status
15	Morrow Park Electrical Upgrade	Apr 2010	Aug 2010	Original panels need to be replaced and two replacement panels are required. These panels are at least 20 years old.	To be completed.
16	Morrow Building Door Replacement	Apr 2010	June 2010	Replacement of the original 10 single exit doors and two sets of double exit doors. Doorframes will not be replaced but new hardware is required.	In 2009, this item was deferred to 2010.

**2010 Work Program**  
**Division: Social Services**  
**Program: Social Assistance**

Item	Description of Work	Start	End	Comments	Present Status
<b>Core services</b>					
1	Employment Support	Ongoing	Ongoing	Provide employment supports to Ontario Works and Ontario Disability Support Program participants to increase employability, obtain employment and increase earnings.  Supports are provided through job coaching, skills training, volunteer placements, employment placements and appropriate referrals.	In June 2009, providing support to 3,321 clients representing 5,566 individuals.
2	OW Income Support	Ongoing	Ongoing	Established caseload average is 125 per worker but, with projected increases, this number will exceed 165 per maintenance worker by the end of 2010. Workload will be monitored, and strategies examined, to improve efficiency of processes. Shifting work responsibilities will be considered.	Develop phased in approach of service options and process improvements to align with anticipated caseload growth in last half of 2009.
3	Family Support	Ongoing	Ongoing	Assist families on Ontario Works to pursue spousal and child support. The Ministry has established two incentive targets earn an additional \$50,000 in revenue. Anticipate increased workload and less revenue as payors have less ability to pay support.	Consistently meet the incentive targets.
4	Eligibility Review and Appeals	Ongoing	Ongoing	Establish a priority ranking for alleged social assistance fraud. Complete appeal submissions and represent the Municipality at the Social Benefits Tribunal. Will continue evaluating and implementing recommendations from the 2007 operational review.	Year to date to May 31 <sup>st</sup> there have been 459 referrals to the Eligibility Review Program and 31 appeal submissions completed.
5	Addiction Services	Ongoing	Ongoing	Shelter outreach is an ongoing part of the Addiction Services Initiative and contracted services. A new contract will be negotiated for 2010. The ASI program will be monitored to ensure the program is conducted in the most effective way. With an expected increase in caseload, there is a need to monitor the ability to continue to deliver an intensive case management model. Before ASI caseloads go beyond 50 cases per Addiction Services Worker, develop a protocol for referring cases to community supports for more intensive supports.	Shelter outreach is ongoing and caseloads are increasing.
6	Provincial Service Plans for 2010-11 for Ontario Works	February 2010	May 2010	Completion of the next two-year service plan reflecting the practical strategy for achieving improved employment outcomes within current economic environment while providing for a full range of employment assistance activities.	Not started.

**2010 Work Program**  
**Division: Social Services**  
**Program: Division Wide Initiatives**

Item	Description of Work	Start	End	Comments	Present Status
1	Web Improvements	2008	Ongoing	The Social Services Division will continue to improve the Division's public web site and ensure general information about service is updated regularly. Further planning will be undertaken in preparation for the anticipated Ontario Works on-line application process.	Web site has been updated with general information about programs and forms.  Information from On Line Pilots not yet available.
2	Divisional Human Services Integration Planning	Spring 2009	Ongoing	Extend integration of services beyond the Division to collaborate with Recreation and the City Housing Division.  Develop plan for Human Service Mapping project and stakeholder engagement with various community service partners.	Internal staff working group has completed review of business process. Recommendations were processed with Staff through August and September Implementation will start in the third quarter of 2009 and will continue into 2010.
3	Design and Development of Scheduling Software to Replace Client Booking System	Spring 2009	December 2011	Working with PTS to develop a project definition document and continue to include product requirements. Continue project development in 2010 with implementation expected in 2011.	Current system will not be able to be supported beyond 2010. An effective booking system that can be accessed by all program areas in the Division will help to streamline customer service.
4	Contract Review	January 2010	December 2010	Participate in the Building Security contract review in conjunction with Corporate Services.	No action to date.
5	Training	January 2010	December 2010	Division wide in-house training using the competency based curriculum Supportive Approaches through Innovative Learning (SAIL). Coaching, communication and problem solving approaches that are outlined in the curriculum will form core components of expectations across the Division and will be effectively demonstrated and promoted by the leadership team.	Management training is complete. Implementation planning for SAIL will occur June-September with some staff training commencing in the Fall of 2009. Bulk of training will occur throughout 2010.

**2010 Work Program**

**Division: Social Services**

**Program: Division Wide Initiatives**

Item	Description of Work	Start	End	Comments	Present Status
6	Business Continuity Project	Fall 2008	2010	Review of the October 2009 training exercise, to integrate lessons learned and amend plan as necessary, will occur in 2010. Division BCP team will develop process for regular review and maintenance of the plan, and training of staff, as necessary.	In addition to the Social Service responsibilities in Emergency Operations and Reception, Social Assistance is an "A process". Initial Training and development of the BCP plan has occurred. A standing division BCP team has been established.

## 2010 Work Program

### Division: Social Services

### Program: Peterborough Employment Resource Centre (PERC)

Item	Description of Work	Start	End	Comments	Present Status
<b>Core Services</b>					
1	PERC-Service Delivery Main Location and Outreach Activities	January 2010	December 2010	<p>Continue to provide supports for self-directed job seekers in the City and County of Peterborough through the main office located at 178 Charlotte St. and weekly outreach locations throughout the County.</p> <p>PERC staff will continue to work with the Community Social Plan, and area service providers, to identify and address employment needs through existing outreach locations.</p>	<p>In 2008, combined PERC activities provided service to 12,362 job seekers through 31,534 visits across all locations.</p> <p>Weekly outreach services are currently scheduled in Buckhorn, Douro-Dummer, Smith/Ennismore, Havelock, Keene, Millbrook and Norwood.</p>
2	Employment Ontario Restructuring - Renegotiate PERC Contract	January 2010	December 2010	<p>PERC is funded through a 100 % provincial grant. The City, as the PERC operator, is one of an estimated 1,200 service delivery agents contracted by the Ministry of Training Colleges and Universities (MTCU) to provide training and employment supports, under the umbrella of Employment Ontario.</p> <p>MTCU is currently in the process of reviewing existing employment and training services. The outcomes of the MTCU program reviews have been delayed due to the current economic conditions. Once completed, it is anticipated that there will be fewer delivery agents providing a broader range of programs. PERC service levels and funding are expected to remain the same through 2010.</p>	<p>Continue to participate in MTCU sponsored consultations regarding the restructuring of Employment Ontario services.</p> <p>Continue to work with Community Employment Resource Partnership (CERP) member agencies, in support of improved access and coordination of Employment Ontario programs and services at the local level.</p>

**2010 Work Program**  
**Division: Social Services**  
**Program: Hostels and Homelessness Program**

Item	Description of Work	Start	End	Comments	Present Status
<b>Core Services</b>					
1	Consolidated Homelessness Prevention Programs	Ongoing	Ongoing	The Province continues to provide 100% funding under the Consolidated Homelessness Prevention Program (CHPP) to fund initiatives to prevent homelessness and help the homeless to secure housing.	CHPP funding will go to various programs and services. Almost half will go to the Semi-Independent Living Program at Cameron House. There will be 8 semi-independent living beds and the goal is to see 15-20 women go through the program. The balance of the CHPP funding will be issued to various community agencies to address community gaps and meet CHPP goals as determined through the 2009 consultation process.
2	Hostel Services	Ongoing	Ongoing	<p>To support hostel services in the community.</p> <p>To develop strategies in collaboration with community partners to assist homeless clients in obtaining and retaining permanent or transitional housing.</p> <p>To improve upon homelessness prevention strategies and assist clients that are at "imminent risk" of homelessness. This will continue to involve other community partners such as the Housing Resource Centre, the City's Housing Division and other member agencies of the Housing Workers Network.</p> <p>A review of the hostel system was completed in 2009 that may impact hostel programs in 2010.</p>	<p>Currently 3 hostels operate in the City of Peterborough and serve both City and County residents.</p> <p>The first quarter of 2008 saw 3,594 bed nights with an average stay of 10 days. The first quarter of 2009 showed 4,607 bed nights with an average stay of 12 nights. The trend shows an increase in usage and this may continue through 2009 and 2010.</p> <p>As of April 2009, two caseworkers (instead of three) work with hostel staff and residents to secure and retain accommodations for shelter residents. These staff members also support a client-led housing forum called "Gaining Residential Opportunities With Us" (GROW).</p>

## 2010 Work Program

### Division: Social Services

#### Community Partnerships and Children's Services

Item	Description of Work	Start	End	Comments	Present Status
1	Best Start Network (BSN)	January 2010	Ongoing	The BSN is working towards integration with the Peterborough Children's Services Committee as members of the Early Intervention and Prevention Committee (EIPC). THE BSN will continue to develop the Peterborough Children's Integrated Report when requested by the Ministry of Children and Youth Services (MCYS).	BSN integration with EIPC could occur before the end of 2009.
2	Raising the Bar	January 2010	December 2011	With the support of the Peterborough City County Child Care Network, Five Counties Children's Centre and the Ontario Early Years Centre, the requirement for year 1 – Bronze Level for Raising the Bar will be finished by March 31, 2010. As part of the project, the childcare community will move towards beginning year 2 Silver Level requirements.  Raising the Bar supports the childcare community to ensure the provision of quality early learning, and care services, to the children and families that they serve.	Year one community training continuing. Year 2 community training being organized.
3	Fee Subsidy Program	January 2010	June 2010	Work will continue on the review of the Children's Services Income Testing Policy and Procedure Manual.  It is anticipated that MCYS will complete a 2008 Income Test Audit during 2009. Actions required by the audit might also result in further policy updating.	2007 Audit completed in 2008 – had no recommendations or action sheets for completion.
4	2009 Wage Subsidy Program Reconciliation	March 2010	August 2010	The annual reconciliation of each service provider's various wage subsidy allocations.  It is anticipated that MCYS will complete a 2008 Wage Subsidy Audit during 2009. Actions required by the audit might also result in further policy updating.	Presently working on 2007 reconciliation. Have not started 2008.

## 2010 Work Plan

### Division: Social Services

#### Community Partnerships and Children's Services – Peterborough Community Social Plan (CSP)

Item	Description of Work	Start	End	Comments	Present Status
1	Community Partnership Development	January 2010	April 2010	Continue the partnership building process and community capacity development with existing and upcoming projects. Address socio-economic issues and opportunities in Peterborough City and County.	Networking at local socio-economic planning tables in rural communities. A review of the strategic directions will be revisited with the County in the Fall of 2009.
2	Community Help Centre Development	January 2010	December 2010	Continue to work with the CAO's and the elected officials in Havelock-Belmont-Methuen and Galway-Cavendish-Harvey. Organize workshops and/or information sessions and further assess the current needs within these communities.	Monday morning in the Galway-Cavendish-Harvey community. Thursday afternoon and evening in the Havelock-Belmont-Methuen community.
3	New Developments Community Help Centre(s)	January 2010	Ongoing	Re-examine Help Centre model to determine if some type of service can be made available in each Township. Continue partnerships with Peterborough Employment Resource Centre and other community agencies.	Reviews to commence in the Fall of 2009.
4	Policy and Procedures	January 2010	Ongoing	Continue to work with each community to develop "community specific handbooks" and to address current and changing community needs.	Updating with United Way to determine if Handbook meets Township needs.
5	Funding Partnerships	Ongoing	Ongoing	Continue to look for other funding sources and assist Townships to complete applications.	Ongoing
6	United Way Partnership	January 2010	December 2010	Work with United Way, and some of their member agencies, to support specific needs identified in the Townships.	Specific United Way member agencies have been identified.
7	Transportation	January 2010	December 2010	The Community Social Plan will continue to work with the townships to coordinate transportation to and from the City for rural residents.	Ongoing
8	Youth	January 2010	December 2010	The Community Social Plan will continue to work in partnership with Havelock-Belmont-Methuen and Galway-Cavendish-Harvey to pursue healthy engagement of Youth in the communities.	Ongoing
9	Seniors	January 2010	December 2010	Work with Townships to identify opportunities for engagement of Seniors in the communities.	Ongoing

## 2010 Work Program Division: Planning

Item	Description of Work	Start	End	Comments	Present Status
1	Planning Process Administration	January 2010	December 2010	The Planning Division's core business function is to guide the municipal planning program including the development and interpretation of municipal planning policies and the processing of all planning applications. The Division also oversees the purchase and sale of municipal property and the management and development of the City's industrial parks and airport.	This is an annual activity and represents the Planning Division's core responsibilities and principal work program priorities.
2	Corporate Initiatives	January 2010	December 2010	Planning Division staff support many Corporate-wide initiatives as participants on various committees, as active contributors responsible for specific deliverables, and in leadership capacities. Corporate initiatives include:  Asset Management, Flood Reduction Master Plan, Urban Forestry Strategy, Emergency Planning, Corporate Policy Project, Quarterly Reporting, Corporate Strategic Planning, Accessibility Standards for Customer Service, Document Management and Records Inventory.	This is an annual activity and represents the Planning Division's core responsibilities and principal work program priorities.
3	Interdepartmental Projects	January 2010	December 2010	The Planning Division supports many projects that are led by other Departments. Interdepartmental projects in process, and anticipated to carry into 2010, include:  Public Works/Transit Facility Review, Transportation Environmental Assessments, Little Lake Master Plan, Heritage Property Tax Review, Soccer Field Development, Heritage Districts, Rogers Cove Play Area, Federal Wharf Review, Vision 2010 Review, Fire Hall Location Review, and Morrow Park Master Plan.	This is an annual activity and represents the Planning Division's core responsibilities and principal work program priorities.

## 2010 Work Program Division: Planning

Item	Description of Work	Start	End	Comments	Present Status
4	Central Area Master Plan - Implementation Phase	May 2009	December 2010	<p>An update of the Downtown Master Plan was required by the City's Official Plan to account for sweeping changes to the policy directions and opportunities in the Central Area. The Central Area Master Plan was completed in May of 2009. The Master Plan identifies a number of implementation strategies for the ongoing advancement of the Central Area. This project will extend over consecutive years. Planned strategies in 2010 include:</p> <p>a) Implementation of a Community Improvement Plan for the Central Area as part of the larger CIP for Schedule "H" of the Official Plan.</p> <p>b) Preparation of neighbourhood plans for residential areas of the Transitional Uses Sub-Areas of the Official Plan.</p> <p>c) Preparation of an Urban Design Program for Gateways to the Downtown.</p> <p>d) Preparation of an Urban Design Study for a public square.</p>	To be completed.
5	Official Plan Five Year Review: Implementation Phase	January 2010	December 2010	<p>The Planning Act requires the City to hold a public meeting to evaluate the relevance of the Plan's policies and to determine the need for amendments to the Official Plan. An extensive public consultation program was completed in the 4<sup>th</sup> quarter of 2009. Council will establish a priority program for policy renewal arising out of the OP Review in early 2010. This project represents the implementation phase of the policy renewal program.</p>	To be completed.
6	Peterborough's Response to the Provincial Growth Plan: Implementation Phase	January 2010	December 2010	<p>The necessary Official Plan Amendment, to bring the City's Official Plan into compliance with the Growth Plan for the Greater Golden Horseshoe, was approved in August of 2009. The policy framework adopted into the Official Plan identified the need to undertake future studies and strategies to implement the new policy direction. This project will extend over consecutive years. Planned strategies for 2010 include:</p> <p>a) Implementation of a Community Improvement Plan for the area identified on Schedule "H" of the Official Plan.</p>	To be completed.

## 2010 Work Program Division: Planning

Item	Description of Work	Start	End	Comments	Present Status
7	Road Network Review and Major Transportation Plan Amendments	October 2007	December 2010	The planning program in the City's growth areas is constrained without a timely resolution of the Major Transportation Plan. The Official Plan must be amended accordingly. The update of the Transportation Plan will be lead by USD. The companion Official Plan policy update will be lead by the Planning Division.	This project was identified in the 2008 work program but is largely being carried over to 2009 and 2010.
8	Carnegie and Coldsprings Planning Areas: Secondary Plan Completion	Ongoing	December 2010	Secondary plans are intended to resolve the major development issues in areas that were annexed in 1998 and 2008. Functional Planning studies identify all of the relevant planning issues for incorporation into the secondary land use planning process. Secondary Plans for the Liftlock and Chemong Planning Areas were completed in 2009. The Carnegie Secondary Plan has been delayed by resolution of Council pending the development of a North end transportation solution. A Secondary Plan for the Coldsprings Planning Area was delayed due to the completion of the Coldsprings Transportation Study to the satisfaction of the MTO.	The Functional Planning Study for Carnegie was completed approximately 4 years ago. The Functional Planning Study for Coldsprings was completed in 2009.
9	Lily Lake Functional Planning Study	June 2009	August 2010	The Lily Lake Planning Area is the last growth area to be subjected to a comprehensive planning review, largely due to the fact that it was not annexed until January 1, 2008. Development interests are seeking the commencement of the functional planning program in anticipation of an accelerated development process. Prior to the update to the Area Specific Development Charges in 2008, there were no 'study' funding dollars within the area-specific development charge. This funding has been secured in the 2008 update to the Area Specific Charges.	To be completed.
10	Charlotte Street Streetscape: Phase 1	October 2006	December 2010	Aging infrastructure, transportation planning, flood damage reduction and economic development opportunities is the context for an urban design study on the functional role of Charlotte Street between Water Street and Park Street. Phase 1, which consisted of an Urban Design Study and Class EA approvals, was completed in 2009. The detailed design will be completed in 2010 and construction of a comprehensive streetscape program for Charlotte Street will be phased in over multiple years as funding is available. For each phase the Planning Division coordinates the urban design program and obtains the capital funding.	The Urban Design Study and Class EA was completed in 2009. Implementation will occur over multiple years as capital funding is made available.

## 2010 Work Program Division: Planning

Item	Description of Work	Start	End	Comments	Present Status
11	Trail Development <i>(This project consolidates several trail initiatives into a more comprehensive response to alternative forms of transportation as detailed in the Transportation Plan)</i>	Ongoing	TBD	<p><u>Project A: Trans Canada Trail (TCT)</u> - Lansdowne Street East to Technology Drive - finalization of land acquisition, design of trail and construction.</p> <p><u>Project B: Trans Canada Trail</u> - Bonaccord to Bethune - regrade existing dirt/stone dust trail, pave surface and cut curbs at cross streets, implement trail lighting pilot project.</p> <p><u>Project C: Trans Canada Trail</u> - Maria Street/CPR Bridge to Rogers Cove – Trails Committee has identified a route evaluation study and analysis of the CPR Bridge as a priority for 2010.</p> <p><u>Project D: Trans Canada Trail</u> - Hunter Street West - (see Hunter Street Streetscape).</p> <p><u>Project E: Rotary Trail</u> - North of Nassau Mills Road – new trail link to connect Nassau Mills to University campus. Connecting links from pedestrian bridge to Nassau Mills Road was completed in 2009. Engineering and design of connection north through the Trent east campus section completed in 2009 with construction scheduled for 2010.</p> <p><u>Project F: Otonabee River Trail</u> - Del Crary Park to Little Lake Cemetery - (see Otonabee River Trail project).</p> <p><u>Project G: Willowcreek Wetland Trail</u> - New trail connection from Willowcreek subdivision to Farmcrest Ave, with future connection to Ashburnham Drive.</p>	<p>A: Not currently a trail priority. TCT Foundation funding for 10% of all TCT construction was approved.</p> <p>B: To be completed</p> <p>C: Route evaluation study and CPR Bridge analysis to be completed in 2010.</p> <p>D: Completed with Phase 3 - will be finalized with future Hunter Street phases.</p> <p>E: Construction of high level bridge completed in 2006/7 (PLPD06-006). South link completed in 2009 and north link scheduled for 2010.</p> <p>F: Engineering survey and preliminary design completed in 2008.</p> <p>G: Detailed design and construction completed in 2009.</p>

## 2010 Work Program Division: Planning

Item	Description of Work	Start	End	Comments	Present Status
11	Trail Development ( <b>continued</b> )		2009	<u>Project J: Trans Canada Trail</u> - link on north side of Parkhill Road from Ravenwood Drive to Trans Canada Trail in Jackson Park - includes interim construction until Parkhill Road is reconstructed	J: To be completed
12	Internal Process Review for Planning Approvals	January 2010	December 2010	The complexity of the planning process, and the demonstrated need for a more interactive process within City administration, necessitates a full review of internal processes. There is a need to find the right balance between communication and the streamlining of the planning process.	To be completed
13	Otonabee River Trail Phase III CPR Bridge to Del Cray Park (Stage 2)	November 2007	June 2010	This project includes the completion of the Otonabee River Trail (ORT) from the CP Rail bridge to Del Cray Park in conjunction with the financial participation of the Holiday Inn. Stage 1 of the project includes a cantilevered walkway constructed adjacent to the Otonabee River shoreline immediately behind the Holiday Inn. Stage 2 includes a pedestrian crossing of the CPR mainline, and a fully accessible bridge over Jackson Creek, to complete the link between the CPR corridor and Del Cray Park.	Stage 1 was completed in May 2009 due to time sensitive in-water work. Funding for Stage 2 was required to complete Stage 1. Stage 2 is intended to be substantially completed by the Summer of 2010 subject to funding.
14	Long Range Industrial Land Needs Strategy	Ongoing		All options, for the next serviced industrial park for Peterborough, will be investigated.	Ongoing review
15	Otonabee River Trail Sherbrooke Street Entrance	January 2010	December 2010	Key entrances to the Otonabee River Trail from the downtown are planned at Sherbrooke Street, Charlotte Street and Simcoe Street. The Charlotte Street entrance was completed in 2009.	Not yet started
16	Compliance with Accessibility for Ontarians with Disabilities Act, 2005 (AODA)	January 2009	Ongoing	The Province is developing mandatory accessibility standards that will identify, remove and prevent barriers for people with disabilities in key areas of daily living.  The Standards Development Committees are developing proposed standards in 5 key areas: 1. The Accessible Customer Service Standard 2. Accessible Information and Communications 3. Accessible Built Environment 4. Employment Accessibility; and 5. Accessible Transportation.	This project is being lead by Corporate Services. The City's Accessibility Compliance Coordinator will lead the project. Compliance with the Information and Communications Standard will be the main focus in 2010.

**2010 Work Program**  
**Division: Land Information Services**

Item	Description of Work	Start	End	Comments	Present Status
1	Spatial data maintenance and GIS program development	Jan/10	Dec/10	Key roles of LIS are to ensure the integrity of the spatial data being used by the corporation as well as the ongoing development of new applications such as the Web based mapping tool. Maintaining spatial data ensures core applications can have the most up to-date GIS information (e.g. fire and police dispatch).	Ongoing
2	Corporate GIS/mapping requests	Jan/10	Dec/10	Corporate requests for GIS analysis, or requests for map products, are a daily task for LIS staff.	Ongoing
3	Easement Report	Sept/09	July/10	The Easement Report provides an inventory of all registered easements in a municipality including County, municipal and utility easements. The Report's property attributes include PIN, Instrument Number, Registration Date, Legal Description, Party From and Addressing. This data will be integrated with the corporate GIS.	Ongoing
4	A complete entity relational diagram of all databases and outlining business procedures	Nov/09	June/10	As LIS grows, there is a need to better document the relationship of the GIS database and its internal, as well as external, linkages to other databases as well as how business procedures are related.	Ongoing
5	Asset Management	Jan/10	Dec/10	It is estimated that staff resources will be required to help other Divisions integrate GIS with their asset management requirements.	Ongoing
6	PIN to Plan Index	Sept/09	Dec/10	The PIN-Plan Index represents an electronic record of Registered Plan Information, which provides a correlation of Registered Plans to the Property Identification Number. The Index can be merged with the City of Peterborough's parcel fabric in the GIS to identify the Plan(s) registered against a property and can be hyperlinked to the Municipality's server so staff can easily access an image of the Plan(s) from their computer.	Ongoing
7	Stats Canada	Jan/10	Dec/10	Working with Planning to develop a spatial database to incorporate Statistics Canada data for Peterborough.	Not started
8	WebMap Enterprise	July/10	Dec/10	An upgrade to our corporate WebMap. This upgrade will give end users the ability to maintain their own point data in WebMap and offer better security to the database.	Not started

**2010 Work Program**  
**Division: Housing**

Item	Description of Work	Start	End	Comments	Present Status
1	Administration of the Social Housing Portfolio		Ongoing	<p>The Social Housing portfolio consists of approximately 2,000 units within the City and County that operate under 5 different program models. Administration includes:</p> <ol style="list-style-type: none"> <li>1) Monitoring 21 providers for financial and program compliance pursuant to the Social Housing Reform Act as well as operating agreements and risk management practices</li> <li>2) Setting and evaluating local policy as well as holding quarterly meetings</li> <li>3) Providing guidance to the various Boards and administrators that provide day to day property management</li> <li>4) Making regular payments and settlements to providers</li> <li>5) Reporting to province on funding levels and service level standards</li> <li>6) Participating/leading in service manager forums (Central East and Provincial); and</li> <li>7) Providing special payments for repairs and emergencies.</li> </ol>	<p>This is an annual activity and represents the Housing Division's core responsibilities. New repair funding program guidelines released by the Province in late June of 2009.</p>
2	Housing Allowance/Rent Supplement Program		Ongoing	<p>Provide funding to PHC and other providers for:</p> <ol style="list-style-type: none"> <li>1) Housing Allowance Program to 2013</li> <li>2) Strong Communities Rent Supplement to 2023; and</li> <li>3) Commercial rent supplement (ongoing).</li> </ol>	Ongoing
3	New Affordable Housing Development		Ongoing	<p>Encourage new affordable housing development by:</p> <ol style="list-style-type: none"> <li>1) Selecting new providers for receipt of available funds, monitoring construction and occupancy of rental/supportive units</li> <li>2) Completing AHP homeownership program</li> <li>3) Using other available tools (eg. Municipal Housing Facilities By-law, Official Plan); and</li> <li>4) Annual program compliance.</li> </ol>	<p>Ongoing</p> <p>New development funding program guidelines released by the Province in late June of 2009.</p> <p>All previously funded AHP projects occupied by September of 2009.</p>

**2010 Work Program**  
**Division: Housing**

Item	Description of Work	Start	End	Comments	Present Status
4	Housing Policy Development	January 2010	December 2010	"Housing First for Peterborough City and County" – a strategic plan with recommendations for housing and homelessness initiatives (carried over from 2009) to be considered by Council.	The Housing Division is engaged in consultations with housing stakeholders. The Affordability and Choice Today program (ACT) funded charette occurred in the third quarter of 2009.
5	Specialty Programs (Energy)		Ongoing	Support provider use of available energy retrofit programs and sustainability programs.	Ongoing
6	Related Housing Programs		Ongoing	<p>The Housing Division delivers homeless prevention programs through Service Agreements with community agencies, specifically:</p> <ol style="list-style-type: none"> <li>1. Rent Bank</li> <li>2. Housing Resource Centre core funding; and</li> <li>3. Housing Project Social Worker Program.</li> </ol> <p>The Housing Division also supports community capacity building initiatives such as Housing forums, provider training workshops, the Peterborough Poverty Reduction Network, and supports AHAC in all administrative aspects of the functioning of this committee and related sub committees.</p>	Ongoing
7	Compliance with Accessibility for Ontarians with Disabilities Act, 2005 (AODA)	January 2009	Ongoing	<p>The Province is developing mandatory accessibility standards that will identify, remove and prevent barriers for people with disabilities in key areas of daily living. The standards will apply to private and public sector organizations across Ontario.</p> <p>The Standards Development Committees are developing proposed standards in five key areas:</p> <ol style="list-style-type: none"> <li>1) The Accessible Customer Service Standard</li> <li>2) Accessible Information and Communications</li> <li>3) Accessible Built Environment</li> <li>4) Employment Accessibility; and</li> <li>5) Accessible Transportation.</li> </ol>	This project is being lead by Corporate Services staff. The City's Accessibility Compliance Coordinator will lead the project. Compliance with the Information and Communications Standard will be the main focus in 2010.

## 2010 Work Program

### Division: Building

Item	Description of Work	Start	End	Comments	Present Status
1	Administer and Enforce the Ontario Building Code Act, the Ontario Building Code and Other Applicable Law	Jan/10	Dec/10	The Building Division's core function is to administer the municipality's statutory obligations under the Building Code Act by enforcing the Ontario Building Code and other applicable law. This includes a broad range of activities from processing building permit applications to performing inspections of new construction and renovations, as well as issuing orders for non-compliance.	Ongoing. This is an annual activity and represents the Division's primary responsibility and principal work program priority.
2	By-law Enforcement	Jan/10	Dec/10	The Building Division is responsible for the enforcement of several municipal by-laws, including the Zoning By-law, Property Standards By-law, Property Maintenance By-law, Pool Enclosure By-law, Sign By-law, Lodging House By-law and sections of the Licensing By-law.	Ongoing. This is an annual activity and represents a major responsibility of the Division and a significant work program priority.
3	Building Inspection Staff Training for 2010	Jan/10	Dec/10	A new Building Code was introduced on January 1, 2007. Many technical areas have been substantially revised and many new technical provisions have been added. New training will be ongoing and required to maintain provincial qualifications. New staff, and staff promotion, will require additional training. Cross training is required to ensure all categories of qualification are covered during vacations, absences, etc. Ongoing training is also required for CBCO certification maintenance (Certified Building Code Official).	Training for the new 2006 OBC, that was introduced on January 1, 2007, was rolled out over 2007 - 2009 and will continue in 2010. Objective Based Codes, and revised legal, structural and energy management (resource conservation) requirements will be priorities.
4	Revised Property Standards By-law	Jan/10	Dec/10	The City's Property Standards By-law has not been updated since 1988. Legislation changes, operational policies and procedures, identified inefficiencies and weaknesses demonstrate the need for amendments to the current by-law.	Weaknesses and concerns have been identified to be considered in the development of the first draft of a revised by-law.
5	Compliance with the Accessibility for Ontarians With Disabilities Act, 2005 (AODA)	Jan/09	Ongoing	<p>The Province is developing mandatory accessibility standards that will identify, remove and prevent barriers for people with disabilities in key areas of daily living.</p> <p>The Standards Development Committees are developing proposed standards in five key areas:</p> <ol style="list-style-type: none"> <li>1. The Accessible Customer Service Standard</li> <li>2. Accessible Information and Communications</li> <li>3. Accessible Built Environment</li> <li>4. Employment Accessibility</li> <li>5. Accessible Transportation</li> </ol>	This project is being lead by Corporate Services staff. The City's Accessibility Compliance Coordinator will lead the project. Compliance with the Information and Communications Standard will be the main focus in 2010.

**2010 Work Program**  
**Division: Airport**

Item	Description of Work	Start	End	Comments	Present Status
1	Airport Capital Development Program	January 2010	December 2010	Completion of the Airport Development Program as per Report PLPD08-044. This project includes: <ul style="list-style-type: none"> <li>▪ Resurfacing of Mel O'Brien Way realignment</li> <li>▪ New terminal building and parking</li> <li>▪ Tie-down area</li> <li>▪ Recreation and industrial lot preparation</li> <li>▪ General aviation access road (asphalt)</li> </ul>	Staff continue working on the development program. Industrial and recreation lot preparation is underway. Private hangers are presently being relocated. Work related to servicing, and the new access road to the General Aviation area, has been tendered and started in September.
2	Implement Airport Management Plan	January 2010	May 2010	The Peterborough Airport has employed different management models over the past 15 years to suit municipal restructuring decisions and the skills of personnel. At the same time the airport has been transformed into a fully serviced aviation-focused industrial park.	Operational management plans are on hold pending the completion of the master plan project.
3	Business Plan For Infrastructure Development Implementation	January 2010	Ongoing	To implement the business plan as developed by LPS Consulting. Purposes of the plan include the support of economic activity and local job creation as well as planning for the potential upgrading of the infrastructure at the Peterborough Municipal Airport.	The business case has been completed. This Report was presented to Council. It is being used in an effort to secure infrastructure funding.

## 2010 Work Program

### Division: Airport

Item	Description of Work	Start	End	Comments	Present Status
4	Airport Master Plan Update	January 2010	Ongoing	<p>The airside infrastructure of the Airport, including the main runway, the parallel taxiway and the ramp area, was established in an earlier era when there were lower expectations of airport activity. The City has been guided by a Master Plan for the Airport, that was developed in 1994, and investment decisions have followed the Master Plan. However, the recent growth of the Airport has not only fulfilled the growth expectations of the 1994 Master Plan, but the Airport is now being challenged to move to the next level</p> <p>LPS Consulting was contracted to create the Airport's Master Plan. In 2010, after Council adoption, Airport staff will begin implementation of the Master Plan.</p>	Report CPFPRS09-008 was presented to Council. This Report was seeking permission from Council to proceed with a Build Canada fund grant. If funding is approved, this project will start immediately with a completion date of March 2011. Staff are currently meeting to determine how to interface this project with the existing development project.
5	Emergency Exercise	October 2010	October 2010	As part of Transport Canada regulations, Airports are required to perform annual exercises.	Staff performed a tabletop exercise, to evaluate the revised Emergency response plan, in fourth the quarter of 2009.
6	Tree Cutting and Surveying	May 2010	October 2010	Transport Canada requires that tree heights stay within a certain distance in a specified perimeter. In 2010, the Airport will once again conduct a survey to determine what work will be required of the next few years.	Staff worked over the past several months doing extensive tree cutting to satisfy Transport Canada guidelines.





City of  
**Peterborough**

# **2010 BUDGET**

## **Staffing**

### **Supplementary Information**

## **Staffing Complement and Dollars**

### **Total staff complement is 935 FTE - \$57.1 million**

The draft 2010 Budget reflects a complement of 778.186 full-time equivalents and 157.183 part-time equivalents. The dollar value of direct compensation related to the complement is \$52.1 million for full-time and \$5.0 million for part-time positions for a total straight salary cost amounting to \$57.1 million. This represents a \$2.1 million (3.8%) increase over the 2009 levels. The increase covers regular grid steps, the annualized impact of any 2009 hires and a provision for salary and wage settlements.

### **Benefit costs to increase by \$0.4 million to \$14.5 million**

Benefit costs are expected to be \$14.5 million in 2010 and are up by \$0.4 million over the \$14.1 million for 2009. Benefit costs include a number of legislated benefits such as Canada Pension Plan Premiums, Unemployment Insurance Premiums, and OMERS premiums plus a number of negotiated benefits such as extended health, life insurance, and dental coverage.

Benefit costs will be charged out to departments by applying a 27% benefit overhead rate on all full-time labour and a 10% benefit rate on all part time labour.

### **Total compensation to be \$71.7 million in 2010 up \$2.6 million – 3.8%**

When the 27% benefit rate in effect for 2010 for full time salaries, and the 10% benefit rate for part-time salaries are added, the total gross compensation for 2010 is \$71.7 million. The \$71.7 million represents 35.6% of the City's total \$201.5 million gross expenditures and is a \$2.6 million (3.8%) increase over the \$69.1 million total compensation reflected in the 2009 estimates.

### **Portion of total compensation recovered from non-tax sources**

The net tax supported salary and benefits will be less than the \$71.7 million dollars due to other non-tax sources of financing such as provincial subsidies, the County's share for services that are City/County shared and sewer surcharge. It is estimated that \$0.2 million of the total \$2.6 million increase in total compensation costs is recoverable from non-tax sources.

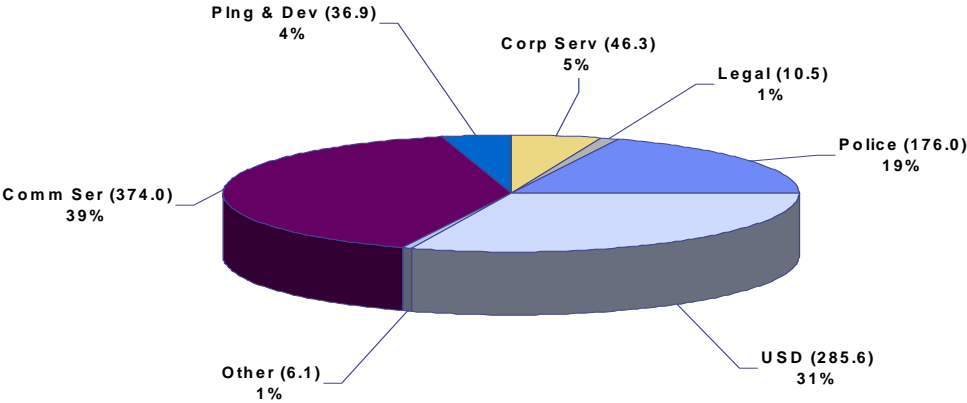
The chart below shows the comparative payroll dollar amounts and FTE by Employee group for the years 2009 and 2010.

## FTE and Gross Dollar Change by Employee Group

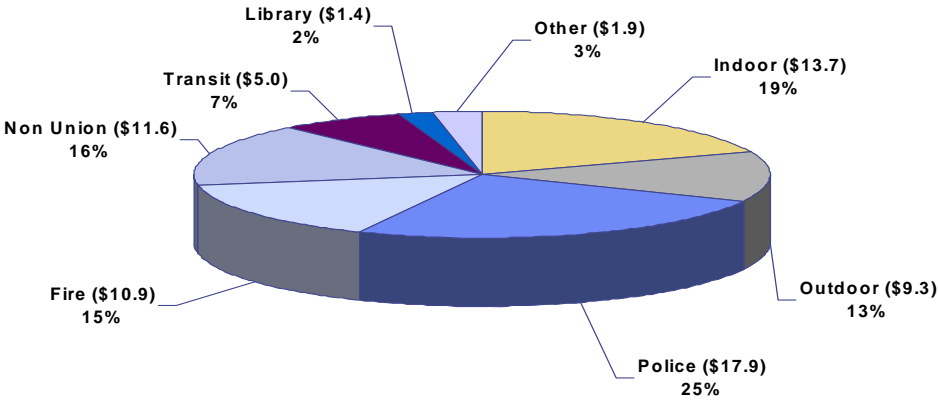
Group C1	2009							2010						Total	% change	\$ change
	Full time		Part-time		Total		Total	Full time		Part-time		Total		Including	Including	Including
	FTE C2	Amount C3	FTE C4	Amount C5	FTE C6	Amount C7	Inc Ben C8	FTE C9	Amount C10	FTE C11	Amount C12	FTE C13	Amount C14	Benefits C15	Benefits C16	Benefits C17
Police	172,000	13,274,445	4,000	149,350	176,000	13,423,795	17,022,830	172,000	13,950,354	4,000	149,350	176,000	14,099,704	17,881,235	5.0%	858,405
Local 126	202,186	9,787,304	18,314	712,560	220,500	10,499,864	13,213,692	202,186	10,092,911	18,831	756,683	221,017	10,849,594	13,650,348	3.3%	436,656
L504	123,000	6,316,007	24,171	885,792	147,171	7,201,799	8,995,700	123,000	6,525,320	24,708	922,079	147,708	7,447,399	9,301,443	3.4%	305,743
Fire	93,000	8,315,415			93,000	8,315,415	10,560,577	93,000	8,555,776			93,000	8,555,776	10,865,836	2.9%	305,259
Non Union	105,000	8,441,506	8,800	496,621	113,800	8,938,127	11,266,996	103,000	8,656,314	9,610	587,102	112,610	9,243,416	11,639,331	3.3%	372,335
ATU	67,000	3,292,437	19,158	733,329	86,158	4,025,766	4,988,057	67,000	3,420,620	16,422	635,472	83,422	4,056,092	5,043,207	1.1%	55,150
Library	15,000	707,375	14,425	457,456	29,425	1,164,831	1,401,568	15,000	735,272	14,425	465,602	29,425	1,200,874	1,445,958	3.2%	44,390
Mem Centre	3,000	144,117	11,514	210,224	14,514	354,341	414,275	3,000	147,651	10,901	212,210	13,901	359,861	420,948	1.6%	6,673
Other			48,983	1,024,360	48,983	1,024,360	1,126,796			53,063	1,213,776	53,063	1,213,776	1,335,153	18.5%	208,357
Concessions			5,223	98,446	5,223	98,446	108,291			5,223	105,425	5,223	105,425	115,968	7.1%	7,677
<b>Total</b>	<b>780,186</b>	<b>50,278,606</b>	<b>154,588</b>	<b>4,768,138</b>	<b>934,774</b>	<b>55,046,744</b>	<b>69,098,782</b>	<b>778,186</b>	<b>52,084,218</b>	<b>157,183</b>	<b>5,047,699</b>	<b>935,369</b>	<b>57,131,917</b>	<b>71,699,427</b>	<b>3.80%</b>	<b>2,600,645</b>

Note: \$0.2 million of Column 17 will be recovered from non-tax sources

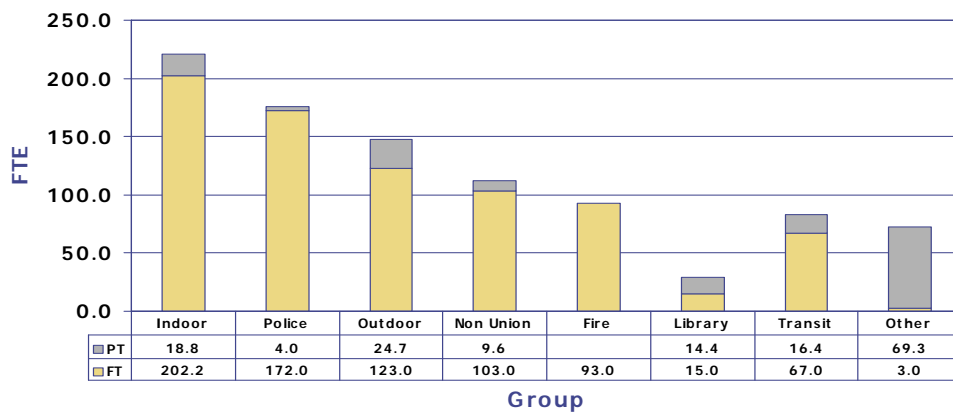
### 2010 Full and Part time FTE by Department (935.4)



### 2010 Allocation of total compensation costs by Employee Group (\$71.7 million)



## Total 2010 FTE By Employee group (935.4)



## OMERS

The Ontario Municipal Employees Retirement System (OMERS) continues to be a defined-benefit plan, equally funded by employers and contributing members.

## OMERS Contribution rates

	YMPE	NRA 65 Up to YMPE	over YMPE	NRA 60 Up to YMPE	over YMPE	RPP Max
2010	*	6.40%	9.70%	7.90%	13.10%	*
2009	46,300	6.30%	9.50%	7.70%	12.80%	137,848.25
2008	44,900	6.50%	9.60%	7.90%	10.70%	131,820.25
2007	43,700	6.50%	9.60%	7.90%	10.70%	125,859.75
2006	42,100	6.50%	9.60%	7.90%	10.70%	119,764.25
2005	41,100	6.00%	8.80%	7.30%	9.80%	113,871.25
2004	40,500	6.00%	8.80%	7.30%	9.80%	105,335.25
2003	39,900	2.10%	2.60%	2.43%	2.93%	99,577.25
2002	39,100	0.00%	0.00%	0.00%	0.00%	99,307.25
2001	38,300	0.00%	0.00%	0.00%	0.00%	99,037.25

\* not released yet

## Staffing changes proposed in the 2010 budget

### Full-time staff complement decreases by 2 to 778.186

No new staffing requests are included in the 2010 budget. The full-time staff complement will decrease by 2 to 778.186 as follows:

### Reconciliation of full-time FTE change 2009 to 2010

Ref	Position and comments	Union	Op Cap	Type	FTE
C1	C2	C3	C4	C5	C6
1.00	2009 Approved FTE				780.186
2.00	<u>Requested new full-time permanent</u>				
	<b>Subtotal</b>				<b>0.000</b>
3.00	<u>Existing part-time proposed to become full-time</u>				
	<b>Subtotal</b>				<b>0.000</b>
4.00	<u>Proposed New Temporary Full Time Positions</u>				
	<b>Subtotal</b>				<b>0.000</b>
5.00	<u>Existing temp proposed to be extended</u>				
5.01	GIS Technologist (Proposed to December 2010)	L126	Cap	FT-Temp	
5.02	Design and Construction Technologist/Inspector (Proposed to December 2010)	L126	Cap	FT-Temp	
5.03	Assistant Emergency Planner (Proposed to June 2011)	NU	Op	FT-Temp	
5.04	Financial & Admin Assistant - Housing (Proposed to December 2010)	L126	Op	FT-Temp	
5.05	Best Start Admin Assistant (Temp to March 31/10)	L126	Op	FT-Temp	
5.06	Best Start Child Care Assessment Officer (Temp to June 30/10)	L126	Op	FT-Temp	
	<b>Subtotal</b>				<b>0.000</b>
	<b>Total additions all types</b>				<b>0.000</b>
6.00	<u>Full Time Positions eliminated as part of 2010 budget process</u>				
	Asset Management Project Co-ordinator	NU	Cap	FT-Temp	(1.000)
	Special Projects - CAO Office	NU	Op	FT	(1.000)
	<b>Subtotal</b>				<b>(2.000)</b>
7.00	<b>Total Full-time FTE per 2010 budget documents</b>				<b>778.186</b>

## Annualized impact of Temporary positions proposed to be extended

The following two charts list the temporary positions that are proposed to be extended through the Operating and Capital Budgets. For each position, Columns 10 through 18 show annualized salaries and benefits, offsetting revenues, if any, and the annualized net tax levy impact.

### Full-time temporary extensions reflected in the Operating Budget

Position and comments	Dept	Op Cap	Type	FTE	Annualized impact if in 2010 capital budget for whole year												Estimated Permanent Hire Date	Days to charge to 2010	2010 Net Tax Levy Impact		
					Gross expenditures			Sal&Ben	Revenues					Net Tax							
					Grp	Cls	Lvl	Salary	Benefits	Total	Subsidy	County	Other	Specify	Total	Levy Impact					
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19	C20		
<b>Existing temp proposed to be extended as full-time temp</b>																					
GIS Technologist (Proposed to December 2010)	Corp Serv	Cap	FT-Temp	1.000	L126		8	2	48,560	13,111	61,671			61,671	Capital Funding	61,671	-	1-Jan-10	260	-	
Design and Construction Technologist/Inspector (Proposed to December 2010)	Utility Serv	Cap	FT-Temp	1.000	L126		9	1	49,789	13,443	63,232			63,232	Capital Funding	63,232	-	1-Jan-10	260	-	
<b>Total</b>				<b>2.000</b>					<b>98,349</b>	<b>26,554</b>	<b>124,903</b>	<b>-</b>	<b>-</b>	<b>124,903</b>		<b>124,903</b>	<b>-</b>	<b>-</b>		<b>-</b>	
<b>Notes</b>					<b>Total</b>																
1 Actual costs may vary depending on level and actual hire dates.					NU	0.000				-	-	-	-	-		-	-			0	
2 Benefit calculations are based on the 27% benefit rate					L126	2.000				98,349	26,554	124,903	-	-	124,903		124,903	-		0	
3 The actual hire dates may vary from those shown depending on the length of the recruitment process and urgency of filling the position.					L504	0.000				-	-	-	-	-		-	-			0	
					L519	0.000				-	-	-	-	-		-	-			0	
4 It is assumed capital financing would be used for something else if capital funded positions were not rec					ATU	0.000				-	-	-	-	-		-	-			0	
					POL	0.000				-	-	-	-	-		-	-			0	
					<b>Total</b>	<b>2.000</b>				<b>98,349</b>	<b>26,554</b>	<b>124,903</b>	<b>-</b>	<b>-</b>	<b>124,903</b>		<b>124,903</b>	<b>-</b>			<b>0</b>

**Full-time temporary extensions reflected in the Capital Budget**

Position and comments	Dept	Op Cap	Type	FTE	Annualized impact if in 2010 operating budget for whole year													Estimated Hire Date	Days to charge to 2010	2010 Net Tax Levy Impact
					Gross expenditures			Sal&Ben	Revenues					Net Tax						
					Grp	Cls	Lvl	Salary	Benefits	Total	Subsidy	County	Other	Specify	Total	Levy Impact				
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19	C20	
<b>Existing temp proposed to be extended</b>																				
Assistant Emergency Planner (Proposed to June 2011)	Comm Ser	Op	FT-Temp	1.000	NU		2	4	55,146	14,889	70,035			33,600	Grants	33,600	36,435	30-Jun-10	132	18,427
SH Financial & Admin Assistant (Proposed to December 2010)	Pln & Dev	Op	FT-Temp	1.000	L126		6	3	43,491	11,743	55,234		29,108			29,108	26,126	1-Jan-10	260	26,026
Best Start Admin Assistant (Temp to March 31, 2010)	Comm Ser	Op	FT-Temp	1.000	L126		6	3	43,491	11,743	55,234	55,234				55,234	-	31-Mar-10	197	-
Best Start Child Care Assessment Officer (Temp to June 30, 2010)	Comm Ser	Op	FT-Temp	1.000	L126		7	3	46,122	12,453	58,575	58,575				58,575	-	30-Jun-10	132	-
<b>Total</b>				<b>4.000</b>					<b>188,250</b>	<b>50,828</b>	<b>239,078</b>	<b>113,809</b>	<b>29,108</b>	<b>33,600</b>		<b>176,517</b>	<b>62,561</b>	<b>161,165</b>		<b>44,453</b>
<b>Notes</b>																				
<b>Total</b>																				
1 Actual costs may vary depending on level and actual hire dates.			NU	1.000					55,146	14,889	70,035	-	-	33,600		33,600	36,435			18,427
2 Benefit calculations are based on the 27% benefit rate			L126	3.000					133,104	35,939	169,043	113,809	29,108	-		142,917	26,126			26,026
3 The actual hire dates may vary from those shown depending on the length of the recruitment and urgency of filling the position.			L504	0.000					-	-	-	-	-	-		-	-			0
			L519	0.000					-	-	-	-	-	-		-	-			0
4 It is assumed capital financing would be used for something else if capital funded position			ATU	0.000					-	-	-	-	-	-		-	-			0
			POL	0.000					-	-	-	-	-	-		-	-			0
<b>Total</b>				<b>4.000</b>					<b>188,250</b>	<b>50,828</b>	<b>239,078</b>	<b>113,809</b>	<b>29,108</b>	<b>33,600</b>		<b>176,517</b>	<b>62,561</b>			<b>44,453</b>

**Existing full-time temporary positions charged to the Operating Budget and proposed to be extended as full-time temporary (4.00 FTE - \$44,453)**

- **Assistant Emergency Planner (1 FTE)**  
This position has been in place in a temporary capacity for several years to assist in meeting the mandatory requirements set out by Emergency Management Ontario. The amount of work required to accomplish compliance goes far beyond what current staffing levels can handle given the existing workload as set out in the Emergency work plan.
- **Housing Finance and Admin Assistant (1 FTE)**  
This position was initially requested as part of the 2005 Budget process. It is still needed due to the growing administration and complexity of the existing portfolio. In order to limit the financial risk to the City, many of the providers require close monitoring and considerable staff resources.
- **Best Start Administrative Assistant (1 FTE)**  
This position is 100% funded from Best Start funding. The contract for this position will end on March 31, 2010.
- **Best Start Child Care Assessment Officer (1 FTE)**  
This position is 100% funded from Best Start funding. The contract for this position will end on June 30, 2010.

**Existing full-time temporary positions charged to Capital proposed to be extended as full-time temporary (2.00 FTE)**

- **Design and Construction Technologist/Inspector (1 FTE)**  
The temporary position of Engineering Design and Construction Technologist/Inspector should be extended for another year to ensure the Department is able to quickly respond to work load issues if necessary. It may not be filled but the funds will be available if the position is needed.
- **GIS Technologist (1 FTE)**  
This position was hired on a contract basis during 2008 and is recommended to be extended to December 31, 2010 to help ensure continued compliance with PSAB.





City of  
**Peterborough**

# **2010 BUDGET**

**Assessment and Tax Rate**

**Supplementary Information**

## **Taxable Assessment**

### **Re-assessment four year cycle continues**

As part of the 2007 Ontario Budget, the Liberal government announced plans to improve the property tax system to make it “fair, predictable and sustainable”. These plans included a four-year reassessment cycle. Initially, all properties in Ontario were reassessed, as of January 1, 2005, for the 2006 taxation year. Reassessments were planned to take place annually thereafter. However, in 2006, when the Ontario Ombudsman reviewed the Municipal Property Assessment Corporation (MPAC), he made a number of recommendations. To give MPAC sufficient time to review and implement the recommendations, the Province declared a two-year freeze on reassessments for the 2007 and 2008 property tax calculations.

The freeze was over, effective for the 2009 tax year, and a reassessment took effect for the year 2009 based on market value as of January 1, 2008. To provide stability and predictability to taxpayers, the subsequent reassessments will be conducted every four years, coupled with a mandatory phase-in program every time a reassessment occurs.

### **Mandatory phase-in of assessment**

In order to mitigate the impact of reassessments, changes to property values for 2009 are being phased-in equally over a four-year period at a rate of 25% per year. This phase-in program is administered by MPAC as it provides the applicable phased-in assessed values to Municipalities each year in the assessment rolls.

This phase-in program applies to all property classes, but only those properties within each class that experience an assessment increase. All increases are subject to the phase-in regardless of the amount. By the 2012 taxation year, all properties will be paying taxes on their full “destination assessment”, that being the January 1, 2008 value.

An example helps illustrate. A residential property, where the January 1, 2005 value was \$200,000 and the January 1, 2008 destination value has increased to \$240,000, experienced an overall value increase of \$40,000, or 20%. In past reassessments, the \$40,000 CVA increase would have been realized in one year. Under the phase-in program, the final destination value of \$240,000 is not attained until year four. The following chart shows the affect of this sample assessment phase-in.

**Sample Phase-in for a Property where the Assessment is increasing from \$200,000 to \$240,000.**

<b>Taxation Year</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Valuation Date</b>	Jan 1, 2005	Jan 1, 2008	<b>Jan 1, 2008</b>	Jan 1, 2008	Jan 1, 2008	Jan 1, 2012
<b>CVA</b>	\$200,000	\$240,000	<b>\$240,000</b>	\$240,000	\$240,000	--
<b>Phase-In</b>	--	25%	<b>50%</b>	75%	100%	--
<b>CVA for Taxation</b>	\$200,000	\$210,000	<b>\$220,000</b>	\$230,000	\$240,000	--

Properties that experienced a decrease in value between the two-reassessment years received their decrease immediately in 2009 that carries forward through to and including 2012.

**Taxable assessment for 2010 – estimated 6% increase**

Taxable assessment for 2010 is estimated to increase by 6.0% over the 2009 budget level. The 6% figure is comprised of the second phased-in increase resulting from the re-assessment as described above plus an adjustment for any real growth that has occurred. Because the 2009 final assessment roll, for 2010 taxation purposes, will not be available until December 8, 2009, staff had to estimate both numbers.

The second year phase-in impact of the re-assessment impact has been estimated at 5.0%. based on the same re-assessment percentage impact that occurred 2008-2009.

Staff have estimated real growth to be 1% for the Residential, Multi-Residential and Commercial tax classes, and have assumed no real growth for the Industrial, Farmland or Pipeline classes.

It has also been estimated that the median residential assessment for a single family dwelling (not on water) for 2010 will be \$189,500, representing a 4.7% phased-in assessment increase over the \$181,000 median value used for of 2009.

## 2010 Budget - Assessment and Tax Rate Supplementary Information

The Chart below reflects the estimated 2010 taxable assessment by class and subclass and the 2009 budgeted amounts. The chart also includes a "Residential Exempt" line that is used in conjunction with taxable assessment to calculate garbage tax levies on exempt properties.

### 2009 - 2010 Estimated Taxable CVA by Class & Sub-class

Description	2009 Approved	2010 Recommended	Variances 2009 - 2010 Budget	
			Over (Under) 2009 Budget %	Over (Under) 2009 Budget \$
<b>CURRENT VALUE ASSESSMENT</b>				
<b><u>Residential</u></b>				
Residential (Taxable)	4,793,595,754	5,061,869,739	5.6%	268,273,985
Residential (Exempt for Garbage)	167,340,003	174,300,187	4.2%	6,960,184
Multiresidential	385,338,383	413,802,505	7.4%	28,464,122
New Multi-residential	17,645,693	18,412,592	4.3%	766,899
Farm Property/Farm Land Awaiting Development	4,694,655	5,041,295	7.4%	346,640
<b>Subtotal Residential</b>	<b>5,368,614,488</b>	<b>5,673,426,318</b>	<b>5.7%</b>	<b>304,811,830</b>
<b><u>Commercial</u></b>				
Commercial Class	755,803,838	818,142,141	8.2%	62,338,303
Commercial Class, Excess Lands & Vacant Units	10,468,693	11,532,155	10.2%	1,063,462
Commercial Class, Vacant Land	14,054,600	14,980,796	6.6%	926,196
<b>Subtotal Commercial</b>	<b>780,327,131</b>	<b>844,655,092</b>	<b>8.2%</b>	<b>64,327,961</b>
<b><u>Industrial</u></b>				
Industrial Class	95,952,388	102,470,982	6.8%	6,518,594
Industrial Tax Vacant Unit/Excess	2,604,643	2,787,272	7.0%	182,629
Industrial Class, Vacant Lands	2,354,525	2,524,850	7.2%	170,325
<b>Subtotal Industrial</b>	<b>100,911,556</b>	<b>107,783,104</b>	<b>6.8%</b>	<b>6,871,548</b>
<b>Pipeline</b>	<b>12,646,250</b>	<b>12,979,000</b>	<b>2.6%</b>	<b>332,750</b>
<b>Grand Total</b>	<b>6,262,499,425</b>	<b>6,638,843,514</b>	<b>6.0%</b>	<b>376,344,089</b>
<b>Excluding Exempt</b>	<b>6,095,159,422</b>	<b>6,464,543,327</b>	<b>6.1%</b>	<b>369,383,905</b>

## 2010 Budget - Assessment and Tax Rate Supplementary Information

The chart below shows both the estimated re-assessment and real growth assessment increases over 2009 budget amounts.

### 2009 - 2010 Taxable CVA Growth Components by Class and Sub-class

Description	2009 Approved	2010 Recommended	Re-assessment Related \$ Change Over 2009	Re-assessment Related % Change Over 2010	Growth-related \$ Change over 2009	Growth Related % Change over 2009
<b>CURRENT VALUE ASSESSMENT</b>						
<b>Residential</b>						
Residential (Taxable)	4,793,595,754	5,061,869,739	220,338,027	4.6%	47,935,958	1.0%
Residential (Exempt for Garbage)	167,340,003	174,300,187	5,286,784	3.2%	1,673,400	1.0%
Multiresidential	385,338,383	413,802,505	24,610,738	6.4%	3,853,384	1.0%
New Multi-residential	17,645,693	18,412,592	590,442	3.4%	176,457	1.0%
Farm Property/Farm Land Awaiting Development	4,694,655	5,041,295	346,640	7.4%		
<b>Subtotal Residential</b>	<b>5,368,614,488</b>	<b>5,673,426,318</b>	<b>251,172,631</b>	<b>4.7%</b>	<b>53,639,199</b>	<b>1.0%</b>
<b>Commercial</b>						
Commercial Class	755,803,838	818,142,141	54,780,265	7.3%	7,558,038	1.0%
Commercial Class, Excess Lands & Vacant Units	10,468,693	11,532,155	958,775	9.2%	104,687	1.0%
Commercial Class, Vacant Land	14,054,600	14,980,796	785,650	5.6%	140,546	1.0%
<b>Subtotal Commercial</b>	<b>790,327,131</b>	<b>844,655,092</b>	<b>56,524,690</b>	<b>7.2%</b>	<b>7,803,271</b>	<b>1.0%</b>
<b>Industrial</b>						
Industrial Class	95,952,388	102,470,982	6,518,594	6.8%		
Industrial Tax Vacant Unit/Excess	2,604,643	2,787,272	182,629	7.0%		
Industrial Class, Vacant Lands	2,354,525	2,524,850	170,325	7.2%		
<b>Subtotal Industrial</b>	<b>100,911,556</b>	<b>107,783,104</b>	<b>6,871,548</b>	<b>6.8%</b>		
<b>Pipeline</b>	<b>12,646,250</b>	<b>12,979,000</b>	<b>332,750</b>	<b>2.6%</b>		
<b>Grand Total</b>	<b>6,262,499,425</b>	<b>6,638,843,514</b>	<b>314,901,619</b>	<b>5.0%</b>	<b>61,442,470</b>	<b>1.0%</b>
<b>Excluding Exempt</b>	<b>6,095,159,422</b>	<b>6,464,543,327</b>	<b>309,614,835</b>	<b>5.1%</b>	<b>59,769,070</b>	<b>1.0%</b>

### Real growth equates to \$0.8 million tax levy

The estimated real growth in taxable assessment times the 2009 municipal tax rates generates \$848,171 tax levy dollars.

**Risk associated with estimating assessment**

The 2010 estimated assessed values are a key component of the tax rate calculations and directly impact the 4.3% all-inclusive residential municipal and education tax on assessment plus sewer surcharge increase reflected in the 2010 Operating Budget.

The 4.3% all-inclusive municipal, education and sewer surcharge levy increase reflected in the draft 2010 Operating Budget will be affected by any change in a 2010 assessment levels as shown in the following chart.

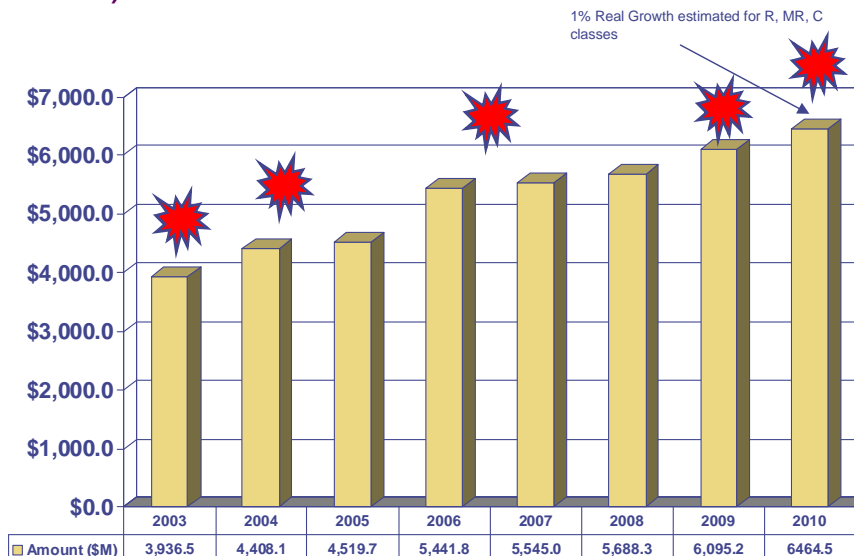
**Impact of various assessment % increases on all-inclusive Residential Municipal, Education, and Sewer Surcharge Levies**

	2010 CVA As per Draft	Assuming 0.00% For All Classes	Assuming 0.25% For All Classes	Assuming 0.50% For All Classes	Assuming 0.75% For All Classes	Assuming 1.00% For All Classes	Assuming 1.50% For All Classes	Assuming 2.00% For All Classes
Combined Res Mun and Ed Tax on Assessment PLUS Sewer Surcharge % change over 2009	4.3%	5.0%	4.8%	4.6%	4.4%	4.2%	3.9%	3.5%

**CVA growth 2003-2010**

The following chart shows the total taxable assessment changes for over the years 2003 through to 2010.

**CVA for the years - 2003 to 2010 (millions)**

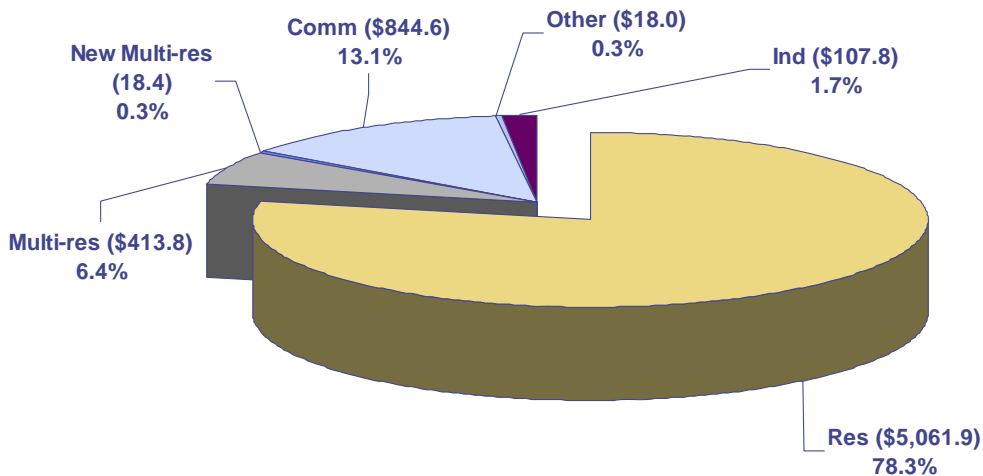


 Affected by re-assessment

The following chart shows the relative breakdown of the total \$6.5 billion 2010 taxable assessment by type.

### 2010 Taxable CVA by Class

## 2010 CVA by Class (\$6,464.5 million)



### Tax Ratios and Tax Rates

Tax ratios are applied to current value assessment to determine weighted value assessment that is, in turn, used to calculate municipal tax rates.

Section 308 of the Municipal Act 2001 requires single tier municipalities to pass a by-law to establish the tax ratios for each property class no later than April 30 each year.

Tax ratios have a direct bearing on the tax rate calculations and ultimately determine the relationship that industrial, commercial, and multi-residential municipal tax rates have to the residential tax rate.

## 2010 Budget - Assessment and Tax Rate Supplementary Information

The draft 2010 Operating Budget reflects the tax ratios shown below based on Council direction at its April 14, 2009 Council meeting when discussing Report CPFPRS09-005 (Tax Policy) which was presented to the April 6, 2009 Budget Committee.

### Tax Ratios – 2009- 2010

2010 Operating Budget Summaries				
Description	2009 Approved	2010 Recommended	Variances 2009 - 2010 Budget	
			Over (Under) 2009 Budget %	Over (Under) 2009 Budget \$
<b>TAX RATIOS</b>				
<b><u>Residential</u></b>				
Residential	1.00000000	1.00000000		
Multiresidential	2.01110000	1.94721000	-3.2%	(0.0638900)
New Multi-residential	1.00000000	1.00000000		
Farm Property/Farm Land Awaiting Development	0.25000000	0.25000000		
<b><u>Commercial</u></b>				
Commercial Class	1.82040000	1.78035000	-2.2%	(0.0400500)
Commercial Class, Excess Lands & Vacant Units	1.27428000	1.24625000	-2.2%	(0.0280300)
Commercial Class, Vacant Land	1.27428000	1.24625000	-2.2%	(0.0280300)
<b><u>Industrial</u></b>				
Industrial Class	2.59760000	2.46040000	-5.3%	(0.1372000)
Industrial Tax Vacant Unit/Excess	1.68844000	1.59926000	-5.3%	(0.0891800)
Industrial Class, Vacant Lands	1.68844000	1.59926000	-5.3%	(0.0891800)
<b><u>Pipeline</u></b>				
	1.27060000	1.27060000		

The 2010 ratios reflect the first of an eight-year tax ratio reduction program Council resolved to implement at its April 14, 2009 meeting. Under the program, over the eight-year period 2010-2017 the tax ratios for the Multi-residential, Commercial and Industrial classes are reduced each year by the amount shown in the above chart so that by the year 2017, a 1.50 tax ratio for each of the classes has been achieved.

## Weighted Taxable Assessment

Current Value Assessment, multiplied by the applicable tax ratios, generates Weighted Taxable Assessment as shown on the following chart that is ultimately used to calculate tax rates for each property class.

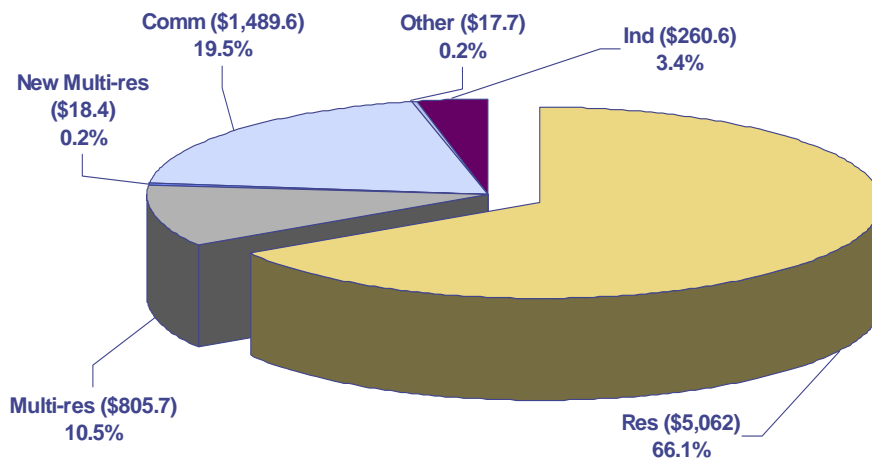
### Weighted Taxable Assessment – 2009- 2010

Description	2009 Approved	2010 Recommended	Variances 2009 - 2010 Budget	
			Over (Under) 2009 Budget %	Over (Under) 2009 Budget \$
<b>WEIGHTED CURRENT VALUE ASSESSMENT</b>				
<b><u>Residential</u></b>				
Residential	4,793,595,754	5,061,869,739	5.6%	268,273,985
Residential (Exempt for Garbage)	167,340,003	174,300,187	4.2%	6,960,184
Multiresidential	774,954,022	805,760,376	4.0%	30,806,354
New Multi-residential	17,645,693	18,412,592	4.3%	766,899
Farm Property/Farm Land Awaiting Development	1,173,664	1,260,324	7.4%	86,660
<b>Subtotal Residential</b>	<b>5,754,709,136</b>	<b>6,061,603,218</b>	<b>5.3%</b>	<b>306,894,082</b>
<b><u>Commercial</u></b>				
Commercial Class	1,375,865,307	1,456,579,361	5.9%	80,714,054
Commercial Class, Excess Lands & Vacant Units	13,340,046	14,371,948	7.7%	1,031,902
Commercial Class, Vacant Land	17,909,496	18,669,817	4.2%	760,321
<b>Subtotal Commercial</b>	<b>1,407,114,849</b>	<b>1,489,621,126</b>	<b>5.9%</b>	<b>82,506,277</b>
<b><u>Industrial</u></b>				
Industrial Class	249,245,923	252,119,604	1.2%	2,873,681
Industrial Tax Vacant Unit/Excess	4,397,783	4,457,573	1.4%	59,790
Industrial Class, Vacant Lands	3,975,474	4,037,892	1.6%	62,418
<b>Subtotal Industrial</b>	<b>257,619,180</b>	<b>260,615,069</b>	<b>1.2%</b>	<b>2,995,889</b>
<b>Pipeline</b>	<b>16,068,325</b>	<b>16,491,117</b>	<b>2.6%</b>	<b>422,792</b>
<b>Grand Total</b>	<b>7,435,511,490</b>	<b>7,828,330,530</b>	<b>5.3%</b>	<b>392,819,040</b>
<b>Grand Total excluding exempt</b>	<b>7,268,171,487</b>	<b>7,654,030,343</b>	<b>5.3%</b>	<b>385,858,856</b>

The 2010 Weighted Taxable Assessment by class is shown in pie chart form below.

### 2010 Weighted Taxable CVA by class

### 2010 Weighted CVA by Class \$7,654 (millions)



## **Municipal tax rate calculation**

The 2010 Residential Municipal Tax Rate is calculated by dividing the total net tax levy requirements for the year (\$93.3 million) by the total Taxable Weighted Assessment (\$7.654 billion). The residential tax rate is then multiplied by each of the other classes' applicable tax ratios to determine the tax rates for the other classes.

For example, the 1.21941% Residential tax rate for 2010 is calculated as follows:

A – Total 2010 net tax levy = \$93,334,005

B – Total Weighted Taxable Assessment = \$ 7,654,030,343

C – Residential tax rate = 1.21941% ( $\$93,334,005 / \$7,654,030,343$ ) X 100

The tax rates for the other classes are then calculated by multiplying the residential tax rate by the tax ratio for the class and subclass. As an example, the 2.374470% Multi-Residential tax rate for 2010 is calculated then by multiplying the 1.21941% Residential tax rate times the 1.94721 Multi-residential tax ratio.

The fact that the tax ratios for the Multi-residential, Commercial and Industrial classes have changed, along with the reassessment phase-in impact and the real growth assessment impact, means the 2010 municipal tax rates have changed by varying percentages. All but the Residential, Multi-residential and Pipeline class rates have decreased.

2010 Budget - Assessment and Tax Rate Supplementary Information

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The resulting 2009 and 2010 tax rates for each class are shown in following table.

**2009 - 2010 Municipal Tax Rates**

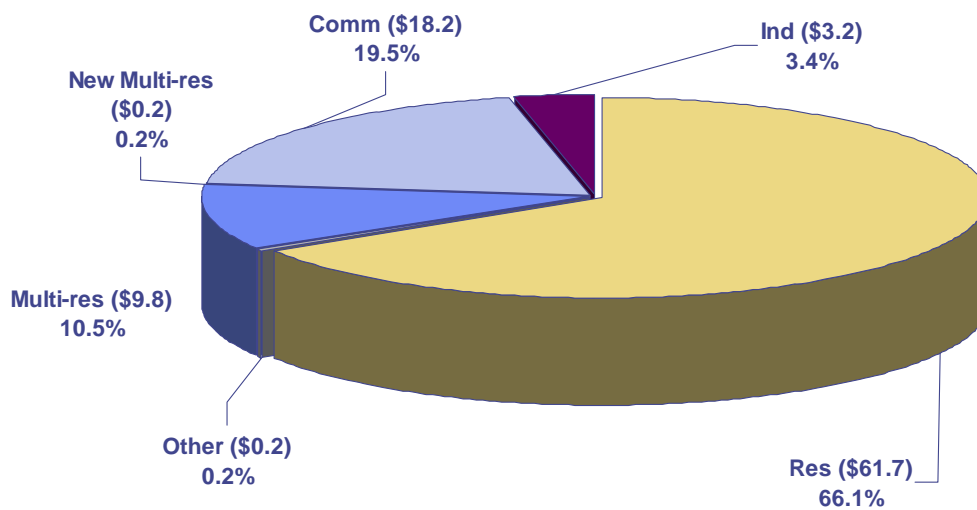
Description	2009 Approved	2010 Recommended	Over (Under) 2009 Budget %
<b>MUNICIPAL TAX RATES</b>			
<b><u>Residential</u></b>			
Residential	1.2128320%	1.2194100%	0.5%
Residential garbage (Included above)	0.0363160%	0.0364640%	0.4%
Multiresidential	2.4391260%	2.3744470%	-2.7%
New Multi-residential	1.2128320%	1.2194100%	0.5%
Farm Property/Farm Land Awaiting Development	0.3032080%	0.3048530%	0.5%
<b><u>Commercial</u></b>			
Commercial Class	2.2078390%	2.1709770%	-1.7%
Commercial Class, Excess Lands & Vacant Units	1.5454880%	1.5196900%	-1.7%
Commercial Class, Vacant Land	1.5454880%	1.5196900%	-1.7%
<b><u>Industrial</u></b>			
Industrial Class	3.1504520%	3.0002360%	-4.8%
Industrial Tax Vacant Unit/Excess	2.0477940%	1.9501540%	-4.8%
Industrial Class, Vacant Lands	2.0477940%	1.9501540%	-4.8%
<b><u>Pipeline</u></b>			
	1.5410240%	1.5493820%	0.5%

## Municipal Tax Levy By Class

The combination of CVA, tax ratios, weighted assessment, and tax rates results in municipal taxes levied by class as depicted in the following Chart.

## 2010 Municipal Tax Levy By Class

### 2010 Mun Tax Levy (\$93.3 million) by Class



## **Education Tax Rates**

### **Residential, Multi-residential and Farm**

Since 1998, a uniform education tax rate has been established by the Province to be levied against Residential, Multi-residential and Farm property, regardless of its location in Ontario. In reassessment years, the Province has adjusted the uniform residential/farm education rate to achieve a province-wide revenue neutral tax yield from these classes. Each municipality is affected differently depending on how market values in their area have increased or decreased relative to province-wide market change averages.

As a result of the phased-in assessment for 2010 taxation purposes, it is anticipated that the Province will again reduce the province-wide Residential and Multi-residential education tax rates. While Council is not involved in the decision, the 2010 education rates do impact the total tax on assessment City taxpayers will pay in 2010 and impacts the amount of total taxes each class pays. The 4.3% increase in the all-inclusive tax and sewer levy reflected in the 2010 budget is impacted by the education rate.

For 2009, the education tax rate for the Residential and Multi-residential class was 0.252% and the Farm class education rate was 25% of the 0.252% rate or 0.063%. All of the rates were 4.5% lower than they were in 2008. The same 4.5% reduction is estimated for 2010, which results in a 0.2407% education tax rate for the Residential and Multi-residential tax classes and a 0.0602% Farm class education rate.

### **Business Education Property Tax Rates**

When the Province first assumed responsibility for establishing education tax rates in 1998, each municipality had different Business Education Tax (BET) Rates depending on their 1997 education tax levels that had been set by the individual school boards. As a result, there are a wide range of BET rates throughout the province.

Business representatives across the province criticized high BET rates as being unfair and being a barrier to economic competitiveness stating they put many regions of the province at a disadvantage compared to others.

In the 2007 Ontario Budget, the Province announced a plan to reduce the BET rates to a target maximum rate of 1.60% by the year 2014. This new maximum has been further reduced to 1.52% as a result of the latest province-wide reassessment.

For the 2009 taxation year, the ceiling rates for existing properties were set at 2.30% for Commercial properties and 2.70% for the Industrial class. Each year, the annual ceiling rates will be reduced until they reach the target maximum BET rate of 1.52 in 2014.

## 2010 Budget - Assessment and Tax Rate Supplementary Information

### Estimated 2010 Business Education Rates

The City's 2010 BET rates will not be regulated by the Province until late 2009 or early 2010. City staff have estimated, however, the 2014 targeted BET rates for 2014 will be reduced to 1.44% as the result of the second year of the phased-in market value assessment and estimated the 2010 BETs.

The following table shows the 2009 and 2010 Municipal and Education Tax Rates assuming all of the above assumptions.

### Municipal and Education Tax Rates 2009-2010

Ref	Class	2009 Rates			2010 Rates			% Change in rates		
		Tax rates as approved per by-law			Tax rates as per draft 2010 Budget					
		Mun	Ed	Total	Mun	Ed	Total	Mun	Ed	Total
C1	C2	C5	C6	C7	C8	C9	C10	C11	C12	C13
	<b><u>Residential</u></b>									
1	Residential	1.2128320%	0.2520000%	1.4648320%	1.2194100%	0.2407000%	1.4601100%	0.5%	-4.5%	-0.3%
2	Multi-residential	2.4391260%	0.2520000%	2.6911260%	2.3744470%	0.2407000%	2.6151470%	-2.7%	-4.5%	-2.8%
3	New Multi-residential	1.2128320%	0.2520000%	1.4648320%	1.2194100%	0.2407000%	1.4601100%	0.5%	-4.5%	-0.3%
	<b><u>Commercial</u></b>									
4	Commercial Occupied	2.2078390%	1.8035900%	4.0114290%	2.1709770%	1.7242320%	3.8952090%	-1.7%	-4.4%	-2.9%
5	Commercial Occupied New Construction	2.2078390%	1.5200000%	3.7278390%	2.1709770%	1.4400000%	3.6109770%	-1.7%	-5.3%	-3.1%
6	Commercial Vacant Units	1.5454880%	1.2625130%	2.8080010%	1.5196900%	1.2069624%	2.7266524%	-1.7%	-4.4%	-2.9%
7	Commercial Vacant Units - New Construction	1.5454880%	1.0640000%	2.6094880%	1.5196900%	1.0080000%	2.5276900%	-1.7%	-5.3%	-3.1%
8	Commercial Vacant Lands	1.5454880%	1.2625130%	2.8080010%	1.5196900%	1.2069624%	2.7266524%	-1.7%	-4.4%	-2.9%
9	Commercial Vacant Lands - New Construction	1.5454880%	1.0640000%	2.6094880%	1.5196900%	1.0080000%	2.5276900%	-1.7%	-5.3%	-3.1%
	<b><u>Industrial</u></b>									
10	Industrial Occupied	3.1504520%	2.6598900%	5.8103420%	3.0002360%	2.3540027%	5.3542387%	-4.8%	-11.5%	-7.8%
11	Industrial Occupied New Construction	3.1504520%	1.5200000%	4.6704520%	3.0002360%	1.4400000%	4.4402360%	-4.8%	-5.3%	-4.9%
12	Industrial Vacant Units	2.0477940%	1.7289290%	3.7767230%	1.9501540%	1.5301018%	3.4802558%	-4.8%	-11.5%	-7.8%
13	Industrial Vacant Units - New Construction	2.0477940%	0.9880000%	3.0357940%	1.9501540%	0.9360000%	2.8861540%	-4.8%	-5.3%	-4.9%
14	Industrial Taxable Vacant Land	2.0477940%	1.7289290%	3.7767230%	1.9501540%	1.5301018%	3.4802558%	-4.8%	-11.5%	-7.8%
15	Industrial Vacant Lands - New Construction	2.0477940%	0.9880000%	3.0357940%	1.9501540%	0.9360000%	2.8861540%	-4.8%	-5.3%	-4.9%
16	Pipeline taxable	1.5410240%	1.3957010%	2.9367250%	1.5493820%	1.3957010%	2.9450830%	0.5%	0.0%	0.3%
17	Farm Property Taxable Full/Farmland Awaiting	0.3032080%	0.0630000%	0.3662080%	0.3048530%	0.0601750%	0.3650280%	0.5%	-4.5%	-0.3%
18	Managed Forests	0.3032080%	0.0630000%	0.3662080%	0.3048530%	0.0601750%	0.3650280%	0.5%	-4.5%	-0.3%

#### Note

1. 2010 Education Rates are estimates only. Actual rates will not be known until published by the Province.





City of  
**Peterborough**

# **2010 BUDGET**

## **2010 Tax Policy**

### **Supplementary Information**

## TAX POLICY SUPPLEMENTARY INFORMATION

### Tax Ratios and Tax Rates

The 2010 tax ratios in the Operating Budget reflect the following recommendations adopted by Council at its April 14, 2009 meeting when dealing with Report CPFPRS09-005 (Tax Policy) which was presented to the April 6, 2009 Budget Committee.

“That the following changes be made to Tax Policies effective for the 2009 and 2010 taxation years:

- i) That the Tax Ratio Reduction Program be accelerated so that over the eight-year period 2010-2017 the tax ratios for the Multi-residential, Commercial and Industrial classes are reduced each year (from the approved 2009 amounts) by the amount shown below so that by the year 2017, a 1.50 tax ratio for each of the classes has been achieved.

Class and Subclass	2010- 2017 Annual Tax Ratio Change
Multi-residential	-0.06389
Commercial Occupied	-0.04005
Commercial, New Construction	-0.04005
Commercial Excess Lands and Vacant Units and Vacant Land	-0.02804
Industrial Occupied	-0.13720
Industrial Excess Lands and Vacant Units and Vacant Lands	-0.08918

- ii) That the 2009 tax ratios be established as follows:

Class and Subclass	2009 Ratios
Residential	1.00000
Farm Property	0.25000
Multi-residential	2.01110
New Multi-residential	1.00000
Commercial Occupied	1.82040
Commercial, New Construction	1.82040
Commercial Excess Lands and Vacant Units and Vacant Land	1.27428
Industrial Occupied	2.59760
Industrial New Construction	2.59760
Industrial Excess Lands and Vacant Units and Vacant Lands	1.68844
Pipelines	1.27060

iii) That the 2010 draft budget reflects the following tax ratios

Class and Subclass	2010 Ratios
Residential	1.00000
Farm Property	0.25000
Multi-residential	1.94721
New Multi-residential	1.00000
Commercial Occupied	1.78035
Commercial, New Construction	1.78035
Commercial Excess Lands and Vacant Units and Vacant Land	1.24624
Industrial Occupied	2.46040
Industrial New Construction	2.46040
Industrial Excess Lands and Vacant Units and Vacant Lands	1.59926
Pipelines	1.27060

iv) That the 2010-2017 Tax Ratio Reduction Program be reviewed each year as part of the annual budget approval process”

The following table shows the comparative 2009-2010 tax ratios for the main property classes.

**2009-2010 Tax Ratios**

Description	2009 Approved	2010 Recommended	Over (Under) 2009 Budget %	Over (Under) 2009 Budget \$
<b>TAX RATIOS</b>				
<b><u>Residential</u></b>				
Residential	1.00000000	1.00000000		
Multiresidential	2.01110000	1.94721000	-3.2%	(0.0638900)
New Multi-residential	1.00000000	1.00000000		
Farm Property/Farm Land Awaiting Development	0.25000000	0.25000000		
<b><u>Commercial</u></b>				
Commercial Class	1.82040000	1.78035000	-2.2%	(0.0400500)
Commercial Class, Excess Lands & Vacant Units	1.27428000	1.24625000	-2.2%	(0.0280300)
Commercial Class, Vacant Land	1.27428000	1.24625000	-2.2%	(0.0280300)
<b><u>Industrial</u></b>				
Industrial Class	2.59760000	2.46040000	-5.3%	(0.1372000)
Industrial Tax Vacant Unit/Excess	1.68844000	1.59926000	-5.3%	(0.0891800)
Industrial Class, Vacant Lands	1.68844000	1.59926000	-5.3%	(0.0891800)
<b><u>Pipeline</u></b>				
	1.27060000	1.27060000		

## Tax Ratio change impacts 4.3% all Inclusive Tax and Sewer levy change by 0.8%

The 2010 tax ratio changes do not impact tax levy requirements. They alter the municipal tax rates for each class and ultimately impact the 4.3% all-inclusive residential tax and sewer levy increase proposed in the 2010 Budget by 0.8%. In other words if there was no change to the tax ratios in 2010, the all inclusive residential tax and sewer levy increase would be 3.5% as opposed to 4.3%.

## Tax Rate impact of tax ratio change

The following chart shows the 2010 tax rates as presented in the 2010 Budget that reflect the Eight-year Tax Ratio Reduction Plan compared to what the 2010 rates would be if there was no change to the tax ratio policy.

### 2009 to 2010 Tax Rate Comparison With and without change to Tax Ratio Policy

Description	2009 Approved	2010 As Presented		2010 If no Change to Ratios	
		2010 Tax Rate	% Change From 2009 Budget	2010 Tax Rate	% Change From 2009 Budget
<b>Residential</b>					
Residential	1.2128320%	1.2194100%	0.5%	1.2076710%	-0.4%
Residential garbage (Included above)	0.0363160%	0.0364640%	0.4%	0.0361210%	-0.5%
Multiresidential	2.4391260%	2.3744470%	-2.7%	2.4287470%	-0.4%
New Multi-residential	1.2128320%	1.2194100%	0.5%	1.2076710%	-0.4%
Farm Property/Farm Land Awaiting Development	0.3032080%	0.3048530%	0.5%	0.3019180%	-0.4%
<b>Commercial</b>					
Commercial Class	2.2078390%	2.1709770%	-1.7%	2.1984440%	-0.4%
Commercial Class, Excess Lands & Vacant Units	1.5454880%	1.5196900%	-1.7%	1.5389110%	-0.4%
Commercial Class, Vacant Land	1.5454880%	1.5196900%	-1.7%	1.5389110%	-0.4%
<b>Industrial</b>					
Industrial Class	3.1504520%	3.0002360%	-4.8%	3.1370460%	-0.4%
Industrial Tax Vacant Unit/Excess	2.0477940%	1.9501540%	-4.8%	2.0390800%	-0.4%
Industrial Class, Vacant Lands	2.0477940%	1.9501540%	-4.8%	2.0390800%	-0.4%
<b>Pipeline</b>					
	1.5410240%	1.5493820%	0.5%	1.5344670%	-0.4%

### Notes

1. By changing the tax ratios in 2010, the Residential tax rate increases by 0.5%. If there were no change in tax ratios, the residential rate would decrease by 0.4%.
2. By changing the tax ratios in 2010, the Commercial tax rate decreases by 1.7%. If there were no change in tax ratios, the Commercial rate would decrease by 0.4%.
3. By changing the tax ratios in 2010, the Industrial tax rate decreases by 4.8%. If there were no change in tax ratios, the Industrial rate would decrease by 0.4%.

## Tax Ratios 2010 - 2017

The following chart shows what the tax ratios will be for the period 2010 through to 2017 if Council continues with the Eight-year Tax Ratio Reduction Plan as approved April 14, 2009.

<b>Tax Ratios 2009-2017 Under 8-Year Tax Ratio Reduction Plan 2010-2017 Adopted by Council April 14, 2009</b>									
Description	2009 Ratios	2010 Ratios	2011 Ratios	2012 Ratios	2013 Ratios	2014 Ratios	2015 Ratios	2016 Ratios	2017 Ratios
<b>Residential</b>									
Residential	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000
Multiresidential	2.01110	1.94721	1.88332	1.81943	1.75554	1.69165	1.62776	1.56387	1.49998
New Multi-residential	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000
Farm Property/Farm Land Awaiting Development	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000
<b>Commercial</b>									
Commercial Class	1.82040	1.78035	1.74030	1.70025	1.66020	1.62015	1.58010	1.54005	1.50000
Commercial Class, New Construction	1.82040	1.78035	1.74030	1.70025	1.66020	1.62015	1.58010	1.54005	1.50000
Commercial Class, Excess Lands & Vacant Units	1.27428	1.24624	1.21820	1.19016	1.16212	1.13408	1.10604	1.07800	1.04996
Commercial Class, Vacant Land	1.27428	1.24624	1.21820	1.19016	1.16212	1.13408	1.10604	1.07800	1.04996
<b>Industrial</b>									
Industrial Class	2.59760	2.46040	2.32320	2.18600	2.04880	1.91160	1.77440	1.63720	1.50000
Industrial Tax Vacant Unit/Excess	1.68844	1.59926	1.51008	1.42090	1.33172	1.24254	1.15336	1.06418	0.97500
Industrial Class, Vacant Lands	1.68844	1.59926	1.51008	1.42090	1.33172	1.24254	1.15336	1.06418	0.97500
<b>Pipeline</b>									
	1.27060	1.27060	1.27060	1.27060	1.27060	1.27060	1.27060	1.27060	1.27060

## Alternative to approved Eight-year Tax Ratio Reduction Plan

Report CPFPRS09-005 (Tax Policy) indicated there were almost limitless options Council could consider to amend its tax ratio policy and the report showed the impact of several options.

After considerable discussions, and listening to several delegations at the time, Council ultimately adopted the Eight-year Tax Ratio Reduction Plan covering the years 2010 through 2017.

## Change Industrial ratio to equal Commercial ratio - then reduce over 8 years

The 2010 Budget reflects Council's April 14, 2009 direction, but there are many alternatives that could be considered.

Some members of Council have expressed a desire to provide more immediate relief to the Industrial Class based on the fact the 2010 Industrial Ratio is about 1.4 times greater than the 2010 Commercial ratio.

One way of doing that is a two-step process whereby an adjustment is made to the 2010 Industrial ratio to make it equal the 2010 Commercial ratio and then reduce both ratios by the same reduction over the eight-year period 2011 to 2017.

The resulting tax ratios for 2010-2017 under such a scenario are shown in the following table

<b>Tax Ratios</b> <b>2009-2017</b> <b>If 2010 Industrial Ratio changed to equal 2009 Commercial Ratio as first step</b> <b>Then both ratios adjusted over 8-year period 2010-2017</b>									
Description	2009 Ratios	2010 Ratios	2011 Ratios	2012 Ratios	2013 Ratios	2014 Ratios	2015 Ratios	2016 Ratios	2017 Ratios
<b>Residential</b>									
Residential	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000
Multiresidential	2.01110	1.94721	1.88332	1.81943	1.75554	1.69165	1.62776	1.56387	1.49998
New Multi-residential	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000
Farm Property/Farm Land Awaiting Development	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000
<b>Commercial</b>									
Commercial Class	1.82040	1.78035	1.74030	1.70025	1.66020	1.62015	1.58010	1.54005	1.50000
Commercial Class, New Construction	1.82040	1.78035	1.74030	1.70025	1.66020	1.62015	1.58010	1.54005	1.50000
Commercial Class, Excess Lands & Vacant Units	1.27428	1.24625	1.21821	1.19017	1.16213	1.13409	1.10605	1.07801	1.04997
Commercial Class, Vacant Land	1.27428	1.24625	1.21821	1.19017	1.16213	1.13409	1.10605	1.07801	1.04997
<b>Industrial</b>									
Industrial Class	2.59760	1.78035	1.74030	1.70025	1.66020	1.62015	1.58010	1.54005	1.50000
Industrial Tax Vacant Unit/Excess	1.68844	1.15723	1.13120	1.10517	1.07914	1.05311	1.02708	1.00105	0.97502
Industrial Class, Vacant Lands	1.68844	1.15723	1.13120	1.10517	1.07914	1.05311	1.02708	1.00105	0.97502
<b>Pipeline</b>									
Pipeline	1.27060	1.27060	1.27060	1.27060	1.27060	1.27060	1.27060	1.27060	1.27060

If the amended Industrial Ratio option was implemented for 2010, the tax rates and percentage they change from the 2009 approved amounts would be as shown in the following chart.

### 2009-2010 Tax Rate Comparison Accelerated Industrial Change

Description	2009 Approved	2010 Recommended	Variances 2009 - 2010 Budget		I=C 8 Yr Reduction	Variances 2009 - 2010 Budget	
			Over (Under) 2009 Budget %	Over (Under) 2009 Budget \$		Over (Under) 2009 Budget %	Over (Under) 2009 Budget \$
<b>MUNICIPAL TAX RATES</b>							
<b>Residential</b>							
Residential	1.2128320%	1.2194100%	0.5%	0.006578%	1.2309950%	1.5%	0.018163%
Residential garbage (Included above)	0.0363160%	0.0364640%	0.4%	0.000148%	0.0368030%	1.3%	0.000487%
Multiresidential	2.4391260%	2.3744470%	-2.7%	-0.064679%	2.3970060%	-1.7%	-0.042120%
New Multi-residential	1.2128320%	1.2194100%	0.5%	0.006578%	1.2309950%	1.5%	0.018163%
Farm Property/Farm Land Awaiting Development	0.3032080%	0.3048530%	0.5%	0.001645%	0.3077490%	1.5%	0.004541%
<b>Commercial</b>							
Commercial Class	2.2078390%	2.1709770%	-1.7%	-0.036862%	2.1916020%	-0.7%	-0.016237%
Commercial Class, Excess Lands & Vacant Units	1.5454880%	1.5196900%	-1.7%	-0.025798%	1.5341280%	-0.7%	-0.011360%
Commercial Class, Vacant Land	1.5454880%	1.5196900%	-1.7%	-0.025798%	1.5341280%	-0.7%	-0.011360%
<b>Industrial</b>							
Industrial Class	3.1504520%	3.0002360%	-4.8%	-0.150216%	2.1916020%	-30.4%	-0.958850%
Industrial Tax Vacant Unit/Excess	2.0477940%	1.9501540%	-4.8%	-0.097640%	1.4245440%	-30.4%	-0.623250%
Industrial Class, Vacant Lands	2.0477940%	1.9501540%	-4.8%	-0.097640%	1.4245440%	-30.4%	-0.623250%
<b>Pipeline</b>							
Pipeline	1.5410240%	1.5493820%	0.5%	0.008358%	1.5641020%	1.5%	0.023078%

#### Notes

1. Under this option the Industrial Tax Rates would decline by 30.4% in 2010 as opposed to the 4.8% reduction as per the draft 2010 Budget.
2. The Residential rate would increase by 1.5% as opposed to the 0.5% increase as per the draft 2010 Budget. Although not shown on the Chart, the 4.3% all-inclusive Municipal Tax, Education, and Sewer Surcharge increase would increase to 5.0% under this option.
3. The Commercial rate would decrease by 0.7% as opposed to the 1.7% reduction as per the draft 2010 Budget.

#### City required to pass a 2010 tax ratio by-law

Section 308 of the Municipal Act 2001 requires single tier municipalities to pass a by-law to establish the tax ratios for each property class no later than April 30 each year.

**It is recommended that a by-law be passed to establish the 2010 tax ratios for each property class as set out in the 2010 Operating Budget.**

## **Other tax policies to be considered**

Council approved a number of other tax policies at its April 14, 2009 meeting in addition to the tax ratio policy with little discussion. The recommendations essentially maintained the status quo in a number of tax policy areas.

**It is recommended the following tax policies be approved:**

**A system of graduated tax rates within the Commercial and Industrial classes not be implemented for 2010.**

**That the capping policy for 2010 for the Multi-residential, Commercial and Industrial classes be as follows:**

- i. Capping be based on a maximum increase threshold at the greater of 10% of the previous year's annualized capped taxes and 5% of the previous year's annualized CVA tax for the eligible property.**
- ii. No capping credit be applied for properties where the required billing adjustment is within a \$250 credit of the properties' CVA tax; affected properties would be billed at their full CVA tax level.**
- iii. That properties that achieved CVA tax in 2009 remain at CVA tax from 2010 forward regardless of how reassessment affects the property.**
- iv. That properties that cross over from the clawback to the capping category or vice versa from 2009 to 2010 be taxed at CVA tax.**

**The threshold on the tax level for eligible new construction be 100%.**

**Tax ratio reductions for mandated subclasses of vacant units remain at 30% for the Commercial class and 35% for the Industrial class.**

**The 2010 tax rate for farmland awaiting development subclasses be 25% of the residential rate.**



City of  
**Peterborough**

# **2010 BUDGET**

## **Glossary of Budget Terms and Acronyms**

### **Accrual Accounting**

The City's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the City's budget.

### **Allowance**

A provision for an expected loss or reduction in the value of an asset, in order to reduce the reported value of the asset to a value, which reflects its estimated realizable value. Examples of an allowance are: Allowance for Doubtful Accounts, and Allowance for Uncollectable Taxes.

### **Annualized**

This is the amount required to bring a program or service allocation to a full year's expenditure cost or revenue realization. Most often referenced where new staff were approved in the previous year's budget and required only a partial year's salary and benefits, but in the following year a full year's budget allocation is required.

### **Approved Budget**

The Council will consider the budget recommendations for approval as received from the Budget Committee. Following consideration of the recommendations received, Council, in formal session, will approve a budget for the fiscal year and pass the necessary bylaws to adopt the budget and set property tax rates for the fiscal year.

### **Association of Municipalities of Ontario (AMO)**

AMO works with and for municipal governments. Traditional activities include inter-government relations and policy development, information gathering and disseminating on all issues affecting municipalities.

### **Assessment**

A value established by the Municipal Property Assessment Corporation (MPAC) for real property for use as a basis for levying property taxes for municipal, and education purposes.

### **Assessment Cycle**

The annual valuation date for property assessment conducted by MPAC. Assessments used for the 2010 taxation year are based on January 1, 2008 valuations.

### **Base Budget**

The base budget reflects the prior years' approved budget allocation for programs and services with adjustments made to reflect one-time allocations, annualizations, salary and benefits increases, etc.

### **Budget**

A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for the provision of various municipal programs and services, approved by Council.

### **Budget Time Table**

The schedule of key dates which the City follows in the preparation, review, presentation and adoption of the budget.

### **Budget Documents**

The official documents prepared by administration which presents the proposed budget for the fiscal year to City Council and which outlines principal budget issues and highlights against the background of financial experience in recent years and presents recommendations made by senior administration, for the consideration of the Budget Committee and Council. The City's budget includes four distinct documents including the 2010 Budget Highlights Book, and three supporting documents which include the 2010 Current Budget Estimates, the 2010-2019 Capital Budget Estimates and the 2010 Supplementary Information.

### **Capital Budget**

A plan of proposed capital expenditures to be incurred in the current year and over a period of subsequent future years [long-term] identifying each capital project and the method of financing.

### **Capital Projects**

Projects, which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

### **Consumer Price Index (CPI)**

The measurement of price changes experienced by consumers in maintaining a constant standard of living. This index is developed and published on a monthly basis by Statistics Canada.

### **Construction Price Index**

The measurement of price changes for construction materials experienced in maintaining a constant standard. This index is developed and published on a monthly basis by Statistics Canada.

### **Cost Driver**

Factors that may significantly impact on expenditures for a program or service. Ontario Works and Ontario Disability caseloads are good examples.

### **Current Taxes**

Property taxes that are levied and payment due within the fiscal year.

### **Debenture Debt**

The payment of interest and repayment of principal to holders of the City's debt instruments, used to finance capital projects.

### **Debt Capacity**

Each municipality's amount of annual debt repayment is limited to not more than 25% of its own source revenue fund revenues. This is prescribed by the Municipal Act and is subject to Regulation.

### **Department**

A basic organizational unit of the City, which is functionally unique in its delivery of services. Directors of Departments report directly to the City Administrator. They include Corporate Services, Legal Services, Utility Services, Community Services, Planning and Development Services.

### **Estimated Revenue**

The amount of projected revenue to be collected during the fiscal year. The amount of revenue budgeted is the amount approved by Council.

### **Federation of Canadian Municipalities (FCM)**

A national organization representing the interests of municipalities FCM has been the national voice of municipal governments since 1901. It is dedicated to improving the quality of life in communities by promoting strong, effective and accountable municipal government.

### **Full Time Equivalents (FTE's)**

The measurement of staff resources based on a full time workweek. It is useful for quantifying part time staff. As an example the City may use two individual part-time staff in an area, who work half of the hours worked by a full-time employee. Although there are two part time employees working there would be only one FTE recorded.

### **Fiscal Year**

The twelve-month accounting period for recording of financial transactions. The City's fiscal year is January 1 to December 31.

### **Fund Balance**

The balance sheet identifies the assets of that fund and the liabilities it owes. The difference between the fund's assets and liabilities equals the "fund balance." A positive fund balance represents a financial resource available to finance expenditures of a following fiscal period. A deficit fund balance can only be recovered by having revenues exceed expenditures in a following fiscal period.

### **Grant**

A monetary contribution by one governmental unit or other organization to another. Typically, the Provincial and Federal Governments make these contributions to local governments. The City of Peterborough makes grants available to various local cultural, sports and community organizations and for assistance to seniors and others.

### **MMAH**

Ministry of Municipal Affairs and Housing

### **Municipal Property Assessment Corporation (MPAC)**

The entity responsible for the property assessment function in Ontario, in accordance with Provincial legislation passed in 1997.

### **Long-Term Debt**

Long-term debt is used to finance capital projects, having a maturity term of more than one year. Debt repayment forms part of the annual operating budget.

### **Ontario Structure Inspection Manual (OSIM)**

The Ontario Structure Inspection Manual is published by the Ministry of Transportation (O. Reg. 160/02, s. 2 (2)). It is the legislation under which the structural integrity, safety and condition of every bridge is to be determined through the performance of at least one inspection every two years under the direction of a professional engineer.

### **Operating (Current) Budget**

The budget containing allocations for such expenditures as salaries and wages, materials and supplies, utilities, and insurance to provide basic government programs and services for the current fiscal year.

### **Operating (Revenue) Fund**

The fund reflecting general activities of the City. The principal sources of revenue are property taxes, grants and service charges. All line and staff departments are financed through this fund with the largest expenditures going for Public Works, Fire and Parks and Recreation.

### **OSIFA**

Ontario Strategic Infrastructure Financing Authority

### **Payments in Lieu of Taxes (PIL's)**

The payment to municipalities by other governments of an amount equal to the tax for properties located within the municipality, which are exempt from taxation.

### **Pay-as-You-Go Policy**

The concept that has been historically chosen by City Council for financing capital projects and has thereby reduced the need for long-term borrowing. This policy requires the City to fund its share of the cost of capital projects from reserves, reserve funds, available subsidies and, to a fairly high extent, current operations (also referred to as Capital Levy).

### **PSAB**

Public Sector Accounting Board

### **Requested Budget**

The initial budget developed and submitted by departments for consideration by the City Administrator and Finance team.

### **Recommended Budget**

This is the budget as presented in the draft budget documents submitted to the Budget Committee as the administrations' proposed budget. The Budget Committee then begins its deliberation of the recommended budget followed by at least one public meeting to hear delegations on the budget. Upon conclusion of their deliberations, the Budget Committee will put forward a recommended budget for the Council's consideration and approval.

### **Reserves**

An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. These are established by Council and may be expanded, based on recommendations from the Treasurer. Examples of the City's Reserves are Vehicle and Equipment Reserves, Insurance Reserve, and various Social Services Reserves

### **Reserve Fund**

Assets segregated and restricted to meet the purpose of the reserve fund. They may be: **Obligatory** - created whenever a statute requires revenues received for special purposes to be segregated. e.g. Development Charges Reserve Fund or can be **Discretionary** - created whenever a municipal council wishes to earmark revenues to finance a future project for which it has authority to spend money.

### **Revenue**

Funds that a government entity receives as income. It includes such items as property tax payments, fees for specific services, receipts from other governments, fines, grants and interest income.

### **Sewer Surcharge**

The dollar amount generated when the sewer surcharge rate is applied to eligible water charges. The City's budget documents quantifies the sewer surcharge payable for a typical single family dwelling owner (\$393 for 2010) and also quantifies the total sewer surcharge collected for the City (\$14.2 million for 2010)

### **Sewer Surcharge Rate**

The rate (100% for 2009 and 2010) applied to eligible water charges as billed by the Peterborough Utilities Commission to raise sewer surcharge revenues to be used by the City to pay for operating and capital sanitary sewer works.

### **Taxable Assessment**

The Current Value Assessment upon which the tax rates can be applied to generate the required annual tax levy as determined through the City's annual budget process.

### **Tax Burden**

The amount of taxes each property class generates and is most often described as a percentage of the total tax collected. As an example, for 2010 the residential property class will generate \$61.7 million (66%) of the total \$93.3 million municipal tax levy.

### **Tax Levy**

The tax levy represents the total amount of revenue to be raised by property taxes for operating and debt service purposes. The City of Peterborough is also responsible for levying taxes for the Boards of Education and the local Business Improvement Areas.

### **Tax Rate**

The rate levied on each real property according to the assessed property value as established by MPAC and the property class. Are often expressed as a percentages.

### **Tax Ratio**

A number applied to total taxable current value assessment by class to determine weighted taxable assessment for the class. The total tax levy requirement is then divided by the total weighted taxable assessment to derive tax rate for the residential class. The residential tax rate is then multiplied by each class' tax ratio to determine the tax rate for the class.

### **Tax Supported (TS)**

Tax Supported refers to the portion of long-term debt that is funded from a draw against general property tax revenue.

### **Weighted Taxable Assessment**

The total of taxable assessment for each class multiplied by the class tax ratio. For 2010 total weighted taxable assessment is \$7.6 billion. Weighted Taxable Assessment is also used to allocated the cost of some joint services between the City and County of Peterborough such as Social Housing and Provincial Offences.

### Acronyms used in budget documents

Abbreviation	Definition
AODA	Accessibility for Ontarians with Disabilities Act, 2005
ATRO	Assessment and Taxation Review Officer
CCF	Central Composting Facility
CCP	Community Care Peterborough
CCRC	Community Counselling and Resource Centre
CHPP	Consolidated Homelessness Prevention Program
CMSM	Consolidated Municipal Service Manager
COPHI	City of Peterborough Holdings Inc.
CPI	Consumer Price Index
CRF	Community Reinvestment Fund
CRRC	Community Race Relations Committee
CSP	Community Social Plan
CVA	Current Value Assessment
CVP	Consolidated Verification Process
DBIA	Downtown Business Improvement Area
DC	Development Charges
DFO	Department of Fisheries and Oceans
DNA	Deoxyribonucleic Acid
EA	Environmental Assessment
EDP	Electronic Data Processing
EMP	Environmental Monitoring Program
EMS	Emergency Medical Services
EOC	Emergency Operations Centre

<b>Abbreviation</b>	<b>Definition</b>
EPD	Environmental Protection Division
FOL	Festival of Lights
FRMP	Flood Reduction Master Plan
FRMPRCL	Flood Reduction Master Plan Reserve Capital Levy
FRMPRSS	Flood Reduction Master Plan Reserve Sewer Surcharge
FTE	Full Time Equivalent
FUSE	Fund for Utility Service Emergencies
GIS	Geographic Information Systems
GPAEDC	Greater Peterborough Area Economic Development Corporation
HAP	Housing Access Peterborough
HPO	Heritage Preservation Office
HR	Human Resources
HRSDC	Human Resources and Skills Development Centre
HVAC	Heating, Ventilation and Air Conditioning
IT	Information Technology
ITMS	Integrated Traffic Management System
JSSC	Joint Services Steering Committee
KLLiC	Kawartha Lakeshore Library Information Consortium
LEAP	Learning Earning and Parenting
LED	Light Emitting Diode (lamps)
LIS	Land Information Services
LSR	Local Services Realignment
MBIP	Major Bennett Industrial Park
MCSS	Ministry of Community and Social Services

<b>Abbreviation</b>	<b>Definition</b>
MCYS	Ministry of Children and Youth Services
MECF	Municipal Eco Challenge Fund
MHSW	Municipal Household and Special Waste
MMAH	Ministry of Municipal Affairs and Housing
MOH	Ministry of Health
MOU	Memorandum of Understanding
MPAC	Municipal Property Assessment Corporation
MRF	Material Recycling Facility
MTCU	Ministry of Training, Colleges and Universities
MTE	Municipal Tax Equity (Consultants)
MTO	Ministry of Transportation Ontario
NCB	National Child Benefit
NFA	North Fill Area (Landfill Site)
NFP	Not For Profit (organizations)
OBCA	Ontario Building Code Act
OBRP	Ontario Bus Replacement Program (replaced OTVP)
OCB	Ontario Child Benefit
ODA	Ontarians with Disabilities Act
ODRAP	Ontario Disaster Relief Assistance Program
ODSP	Ontario Disability Support Program
OHRC	Ontario Human Rights Commission
OMERS	Ontario Municipal Employees Retirement System
OMPF	Ontario Municipal Partnership Fund (replaces CRF)
ORCA	Otonabee Region Conservation Authority

<b>Abbreviation</b>	<b>Definition</b>
OSIM	Ontario Structure Inspection Manual
OTVP	Ontario Transit Vehicle Program (prior to OBRP)
OW	Ontario Works
PACAC	Peterborough Architectural Conservation Advisory Committee
PCHDC	Peterborough Community Housing Development Corporation (now Home Grown Homes)
PCSP	Peterborough Community Social Plan (overlap with CSP)
PDI	Peterborough Distribution Incorporated
PERC	Peterborough Employment Resource Centre
PFS	Peterborough Fire Services
PHC	Peterborough Housing Corporation
PIL	Payment in Lieu
PMA	Peterborough Museum and Archives (formerly Peterborough Museum and Archives)
POA	Provincial Offences Act
PRHC	Peterborough Regional Health Centre
PSAB	Public Sector Accounting Board
PSWC	Peterborough Sport and Wellness Centre
PTS	Peterborough Technology Services
PUC	Peterborough Utilities Commission
PUI	Peterborough Utilities Incorporated
PUSI	Peterborough Utilities Services Incorporated
RFP	Request for Proposals
RGI	Rent-Geared-to-Income
SDMT	Service Delivery Model Technology

<b>Abbreviation</b>	<b>Definition</b>
SFA	South Fill Area (Landfill Site)
SFDNOW	Single Family Dwelling (not on water)
SHRA	Social Housing Reform Act 2000
<b>SS</b>	Sewer Surcharge
TDM	Transportation Demand Management
TS	Tax Supported
UMA	UMA Consultants (Engineering)
USD	Utility Services Department
VBIA	Village Business Improvement Area
WMRF	Waste Management Reserve Fund
WSIB	Workplace Safety and Insurance Board
WWTP	Waste Water Treatment Plant
YES	Youth Emergency Shelter