

**2011 Budget  
Working Papers**



**City of  
Peterborough**

## **2011 SUPPLEMENTARY INFORMATION**

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

**DECEMBER, 2010**

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City of  
Peterborough

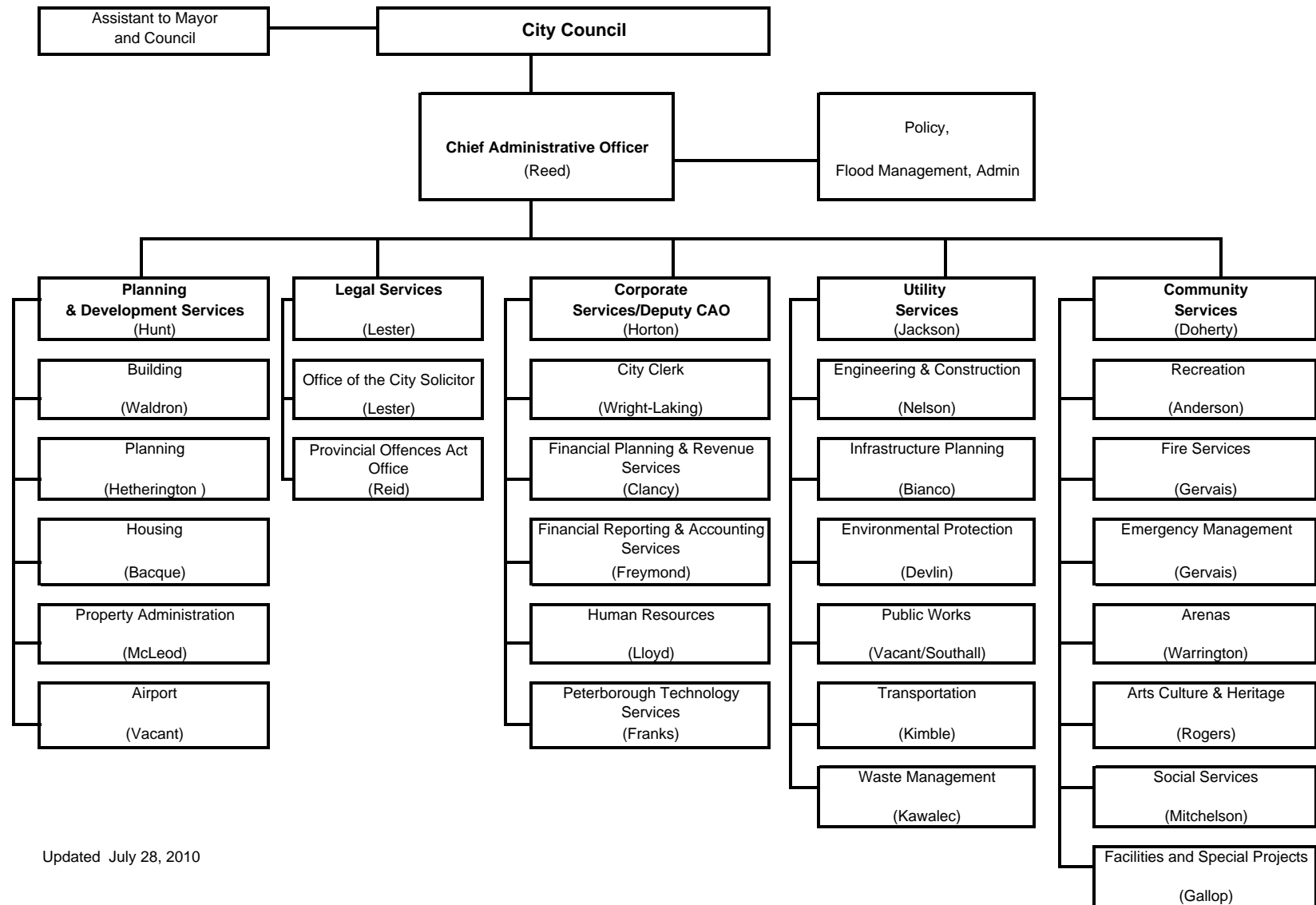
# **2011 BUDGET WORKING PAPERS**

## **Organization Charts Supplementary Information**

**DECEMBER, 2010**

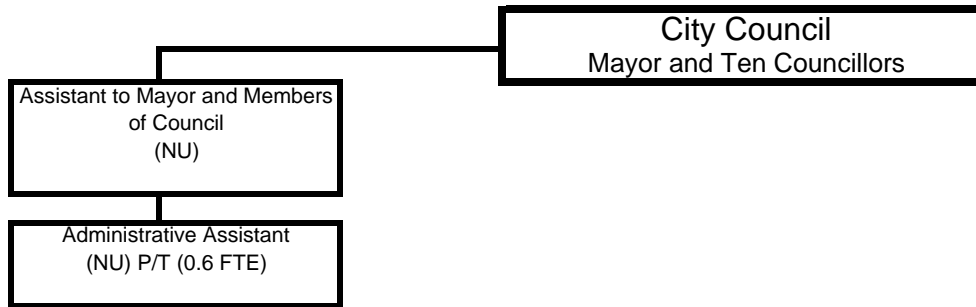
# City of Peterborough

## Organization Chart



Updated July 28, 2010

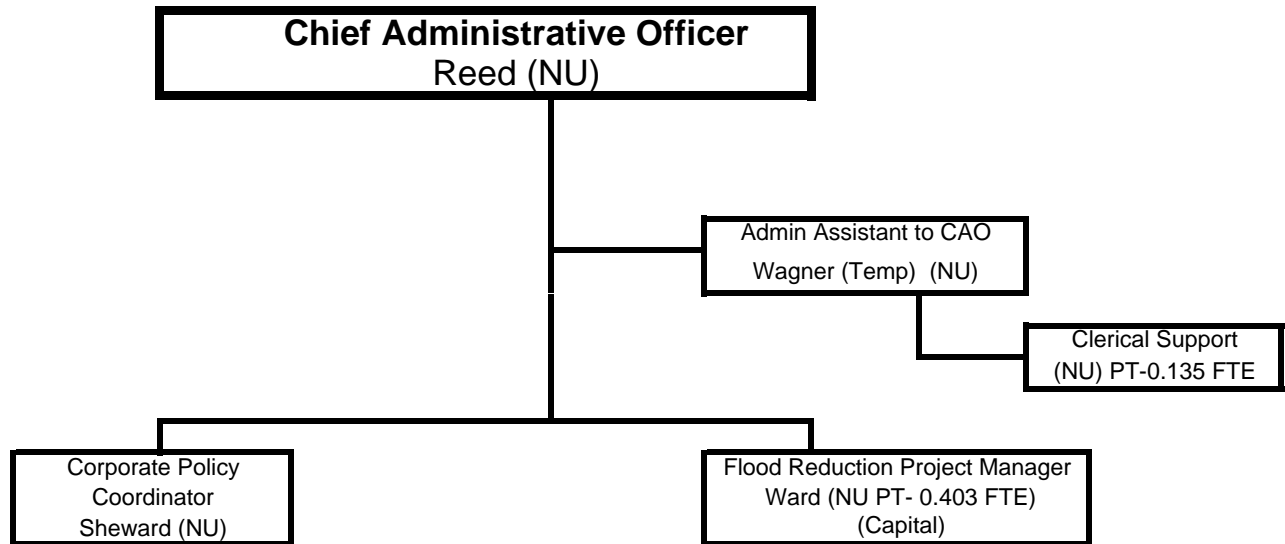
# Council



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 December 8, 2010

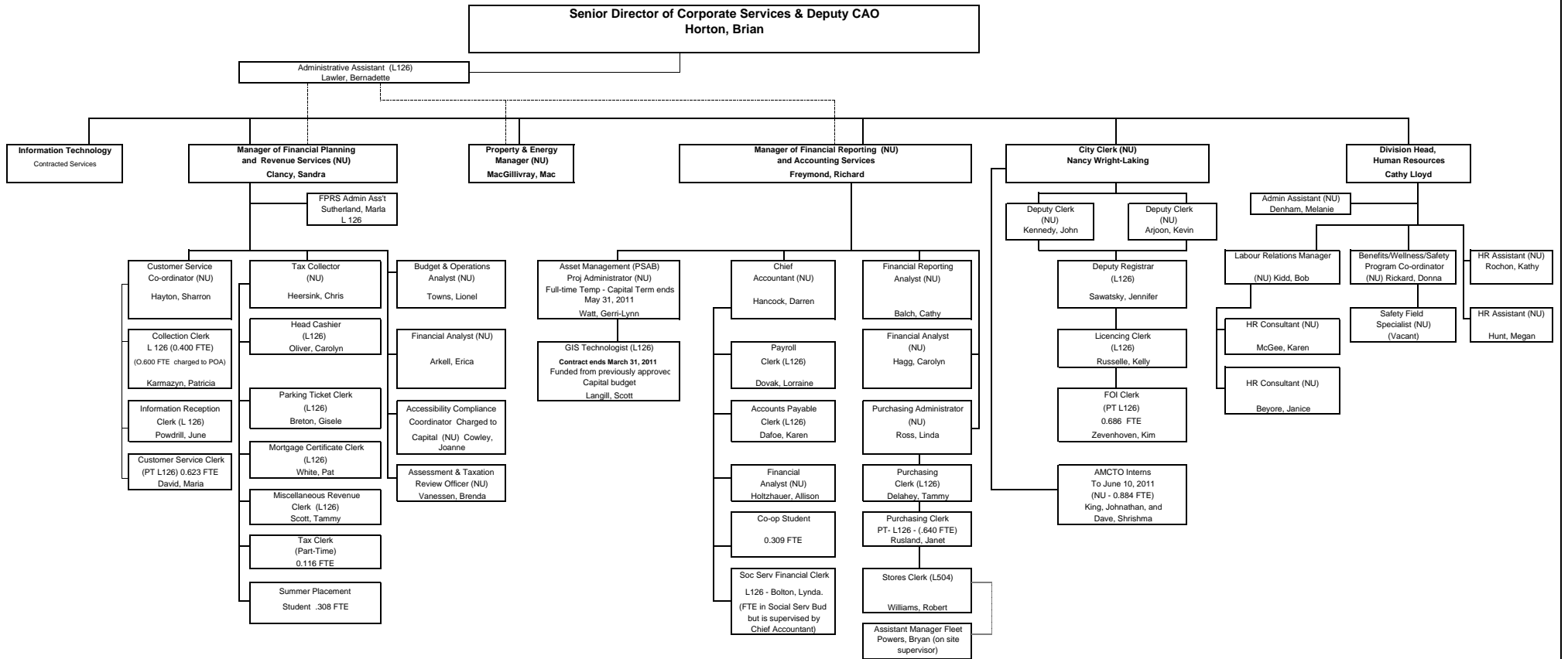
# Chief Administrative Officer



Staff Complement	
NU	3.000
Capital	0.403
Operating PT	0.135
<b>Total</b>	<b>3.538</b>

Updated April 2010

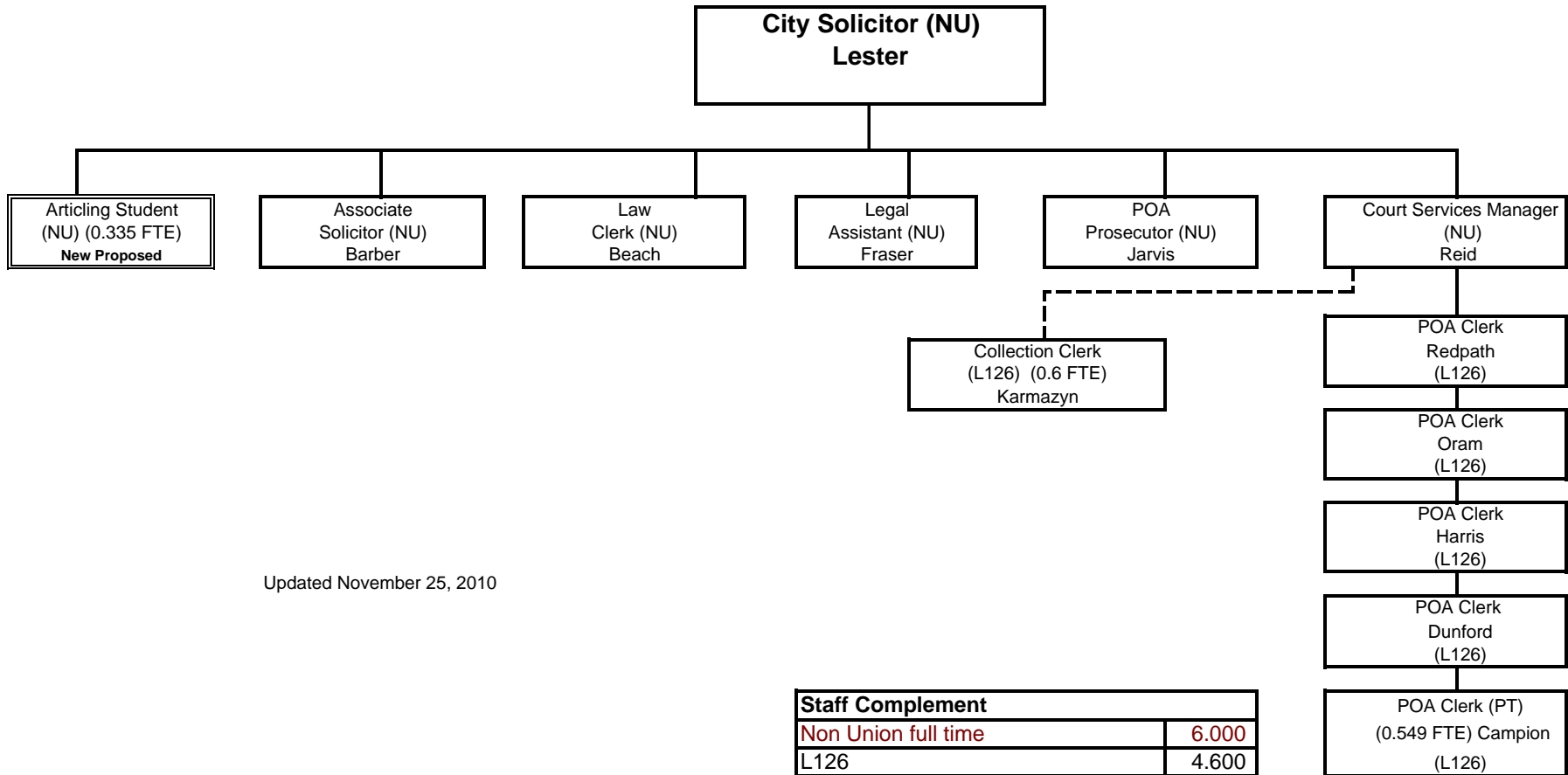
## Corporate Services



Staff Complement (ex SS Fin Clerk)	FPRS	FRAS	Clerk	Property	HR	Total
<b>NU</b>	<b>6.250</b>	<b>6.150</b>	<b>3.200</b>	<b>1.150</b>	<b>9.250</b>	<b>26.000</b>
L126	7.400	3.200	2.000			12.600
L504		1.000				1.000
<b>Subtotal Full Time (Op)</b>	<b>13.650</b>	<b>10.350</b>	<b>5.200</b>	<b>1.150</b>	<b>9.250</b>	<b>39.600</b>
Part Time (NU and L126)	1.047	0.949	1.570			3.566
<b>Total Full &amp; Part time (Op)</b>	<b>14.697</b>	<b>11.299</b>	<b>6.770</b>	<b>1.150</b>	<b>9.250</b>	<b>43.166</b>
Charged to Capital	1.000					1,000
<b>Total Op and Cap</b>	<b>15.697</b>	<b>11.299</b>	<b>6.770</b>	<b>1.150</b>	<b>9.250</b>	<b>44.166</b>

Updated November 25, 2010

# LEGAL SERVICES

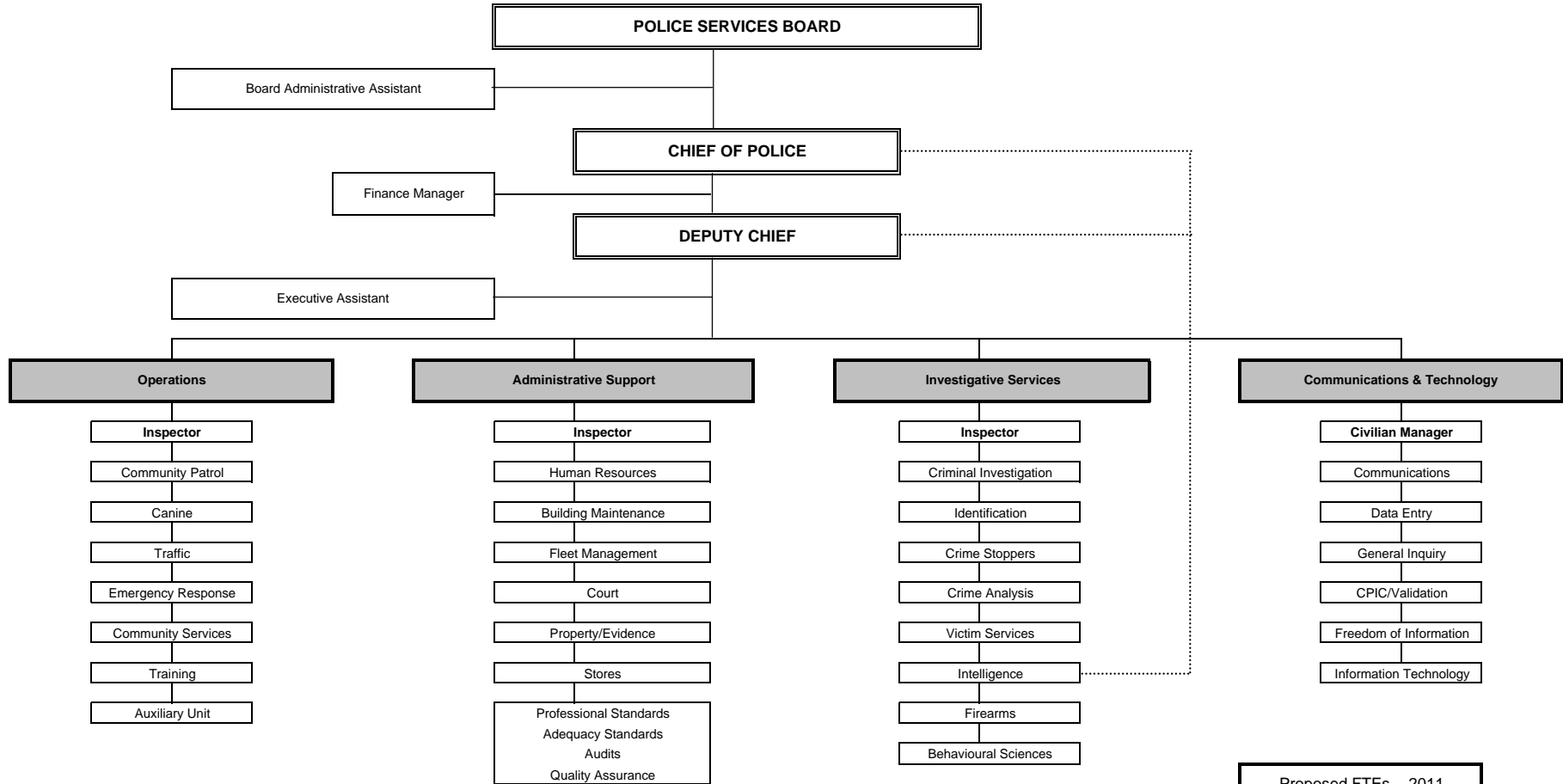


Updated November 25, 2010

<b>Staff Complement</b>	
Non Union full time	<b>6.000</b>
L126	4.600
Part-time (NU and L126)	0.884
<b>Total</b>	<b>11.484</b>

# Peterborough Lakefield Community Police Service

## Organizational Chart 2011

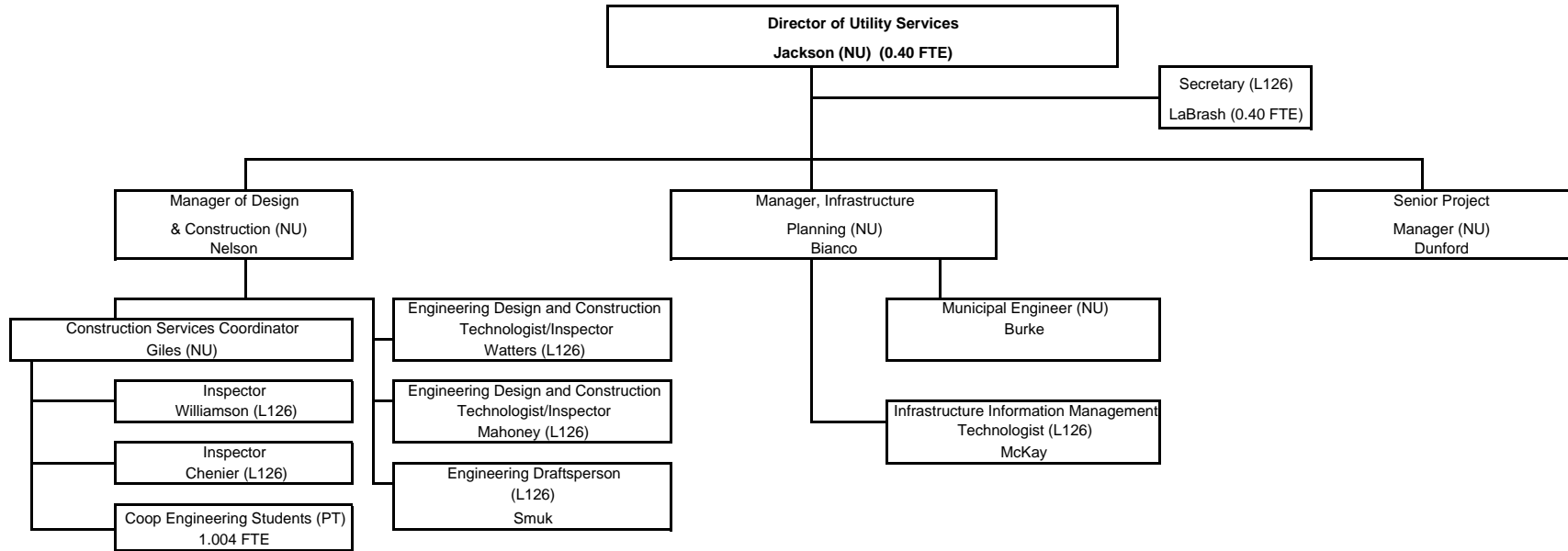


**Note: Proposed FTEs for 2011 have increased by 8.000 over 2010 approved totals (see Police Services Form 1)**

Updated: September 7, 2010

Proposed FTEs - 2011	
Uniform	129
Civilian	51
Part Time	4
<b>Total</b>	<b>184</b>

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

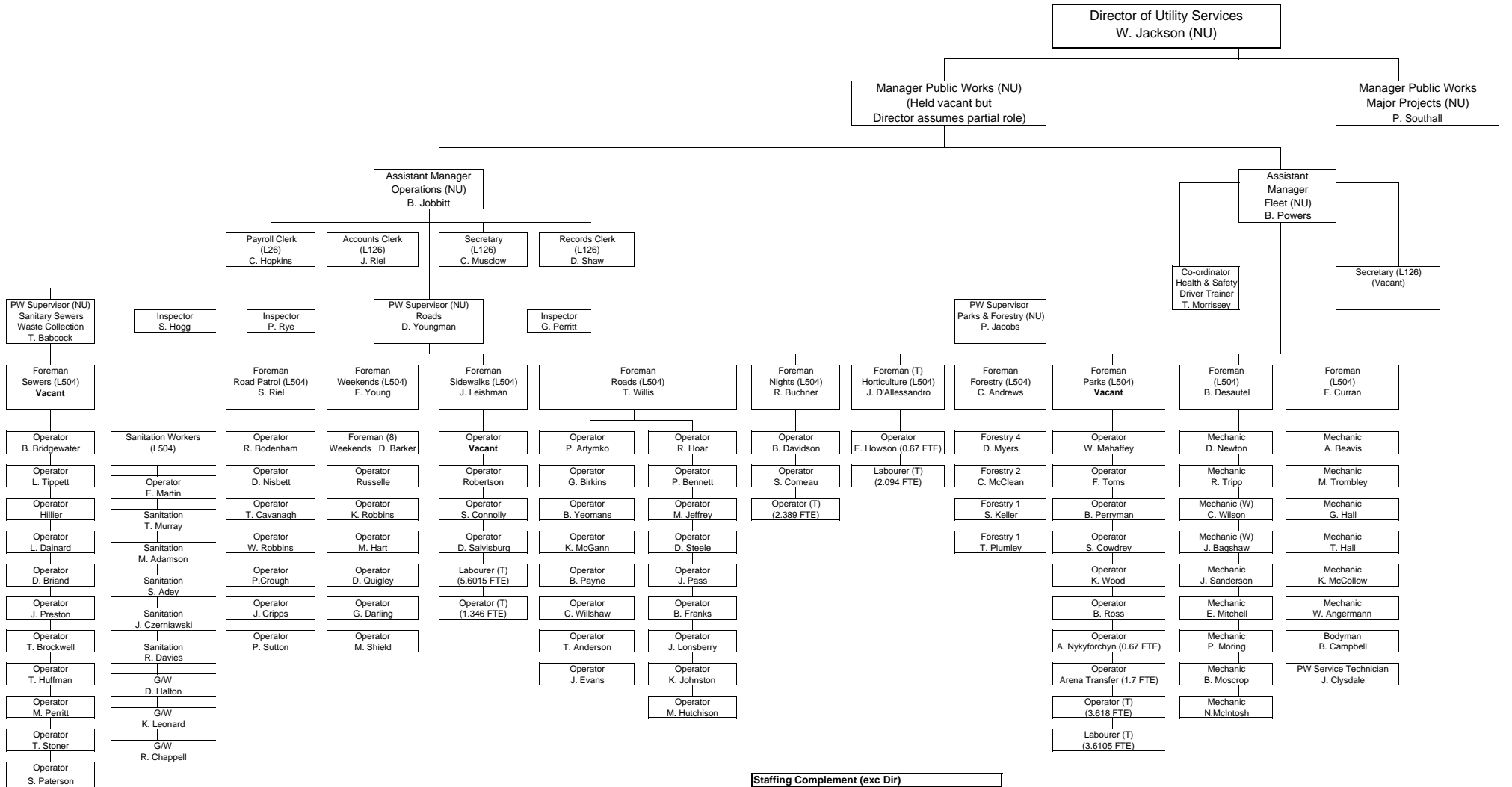


Note: 0.25 FTE Construction Services Coordinator charged to Street Light Program (101 353) and is reflected on that activity Form 1.

Updated November 25, 2010

Staff Complement (Incl. Director and Secretary)	
NU	5.400
L 126	6.400
PT	1.004
<b>Total</b>	<b>12.804</b>

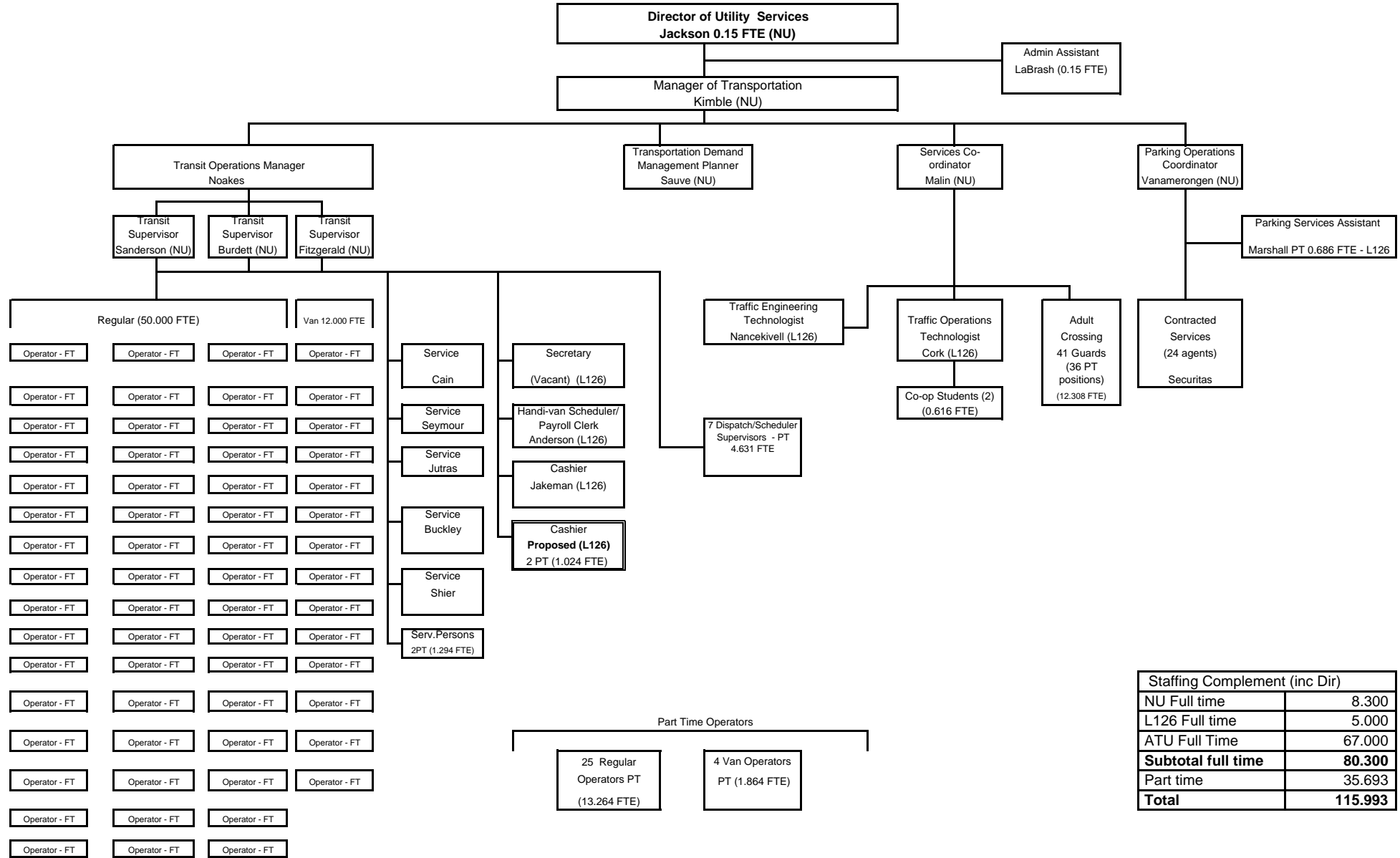
## USD - Public Works Division



Staffing Complement (exc Dir)	
NU Full time	7.150
L126 Full time	8.150
L504 Full time	98.034
<b>Subtotal fulltime</b>	<b>113.334</b>
Part Time	18.659
<b>Total</b>	<b>131.993</b>

Updated: November 25, 2010

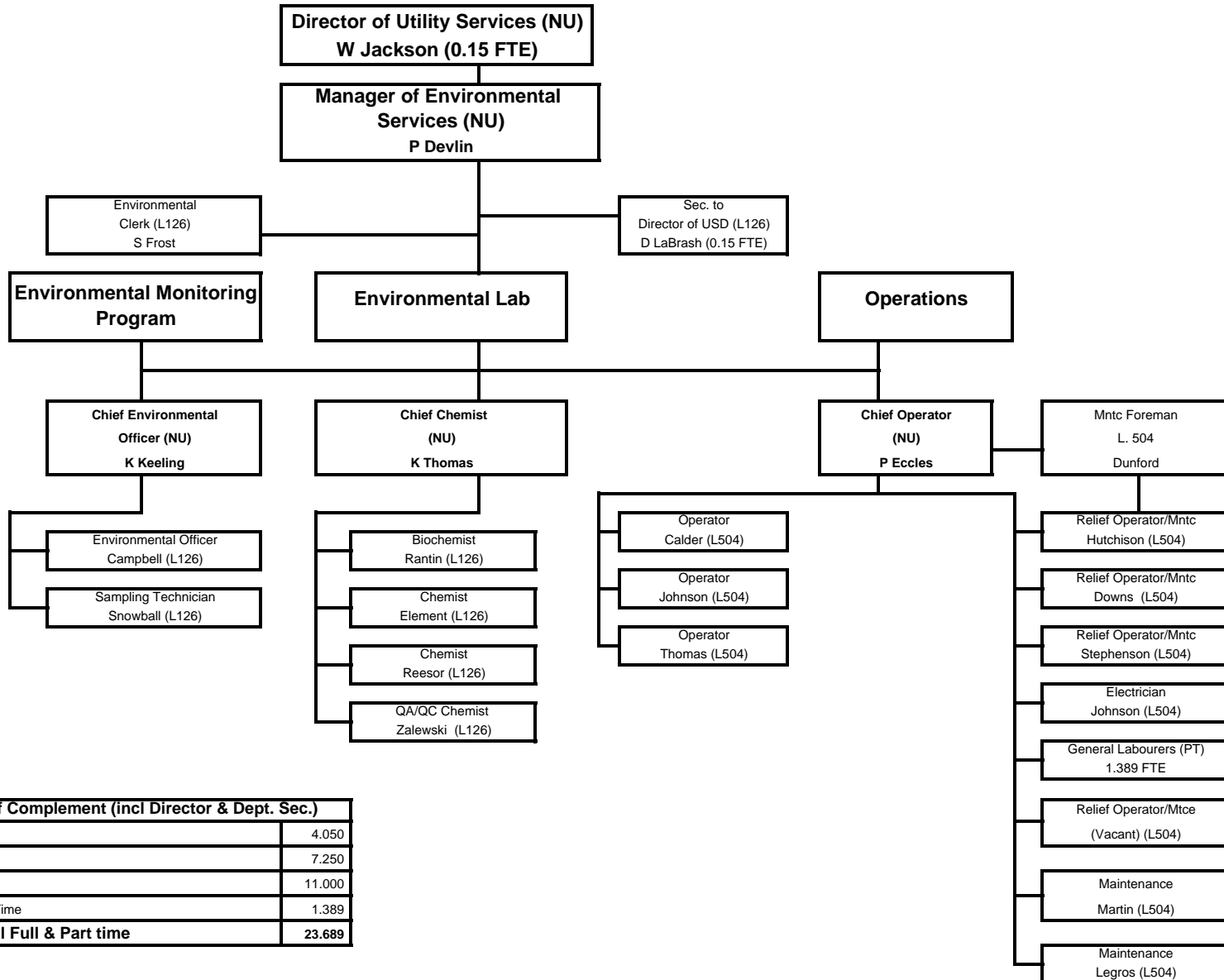
# USD - Transportation Division



Staffing Complement (inc Dir)	
NU Full time	8.300
L126 Full time	5.000
ATU Full Time	67.000
<b>Subtotal full time</b>	<b>80.300</b>
Part time	35.693
<b>Total</b>	<b>115.993</b>

Updated: November 25, 2010

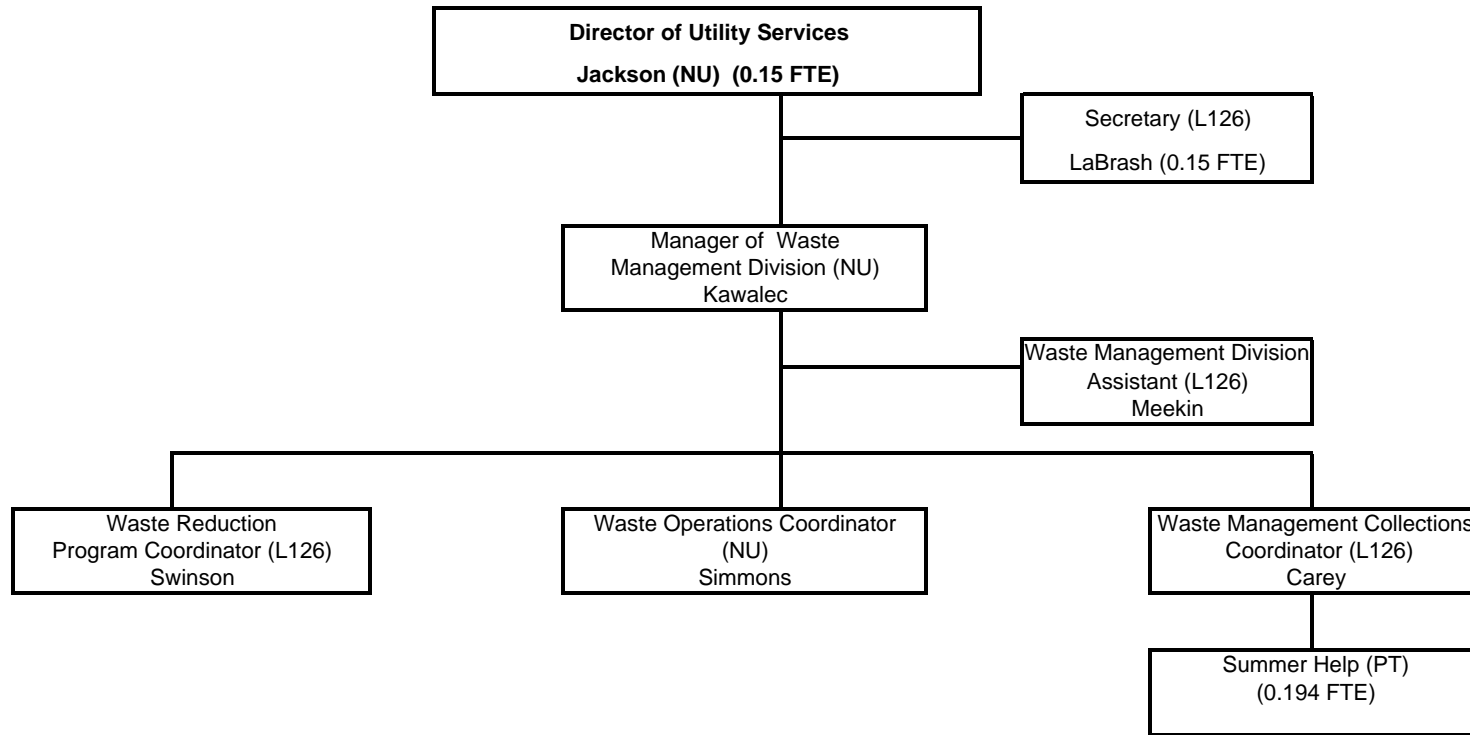
## USD - Environmental Services



Staff Complement (incl Director & Dept. Sec.)	
NU	4.050
L126	7.250
L504	11.000
Part Time	1.389
<b>Total Full &amp; Part time</b>	<b>23.689</b>

Updated November 25, 2010

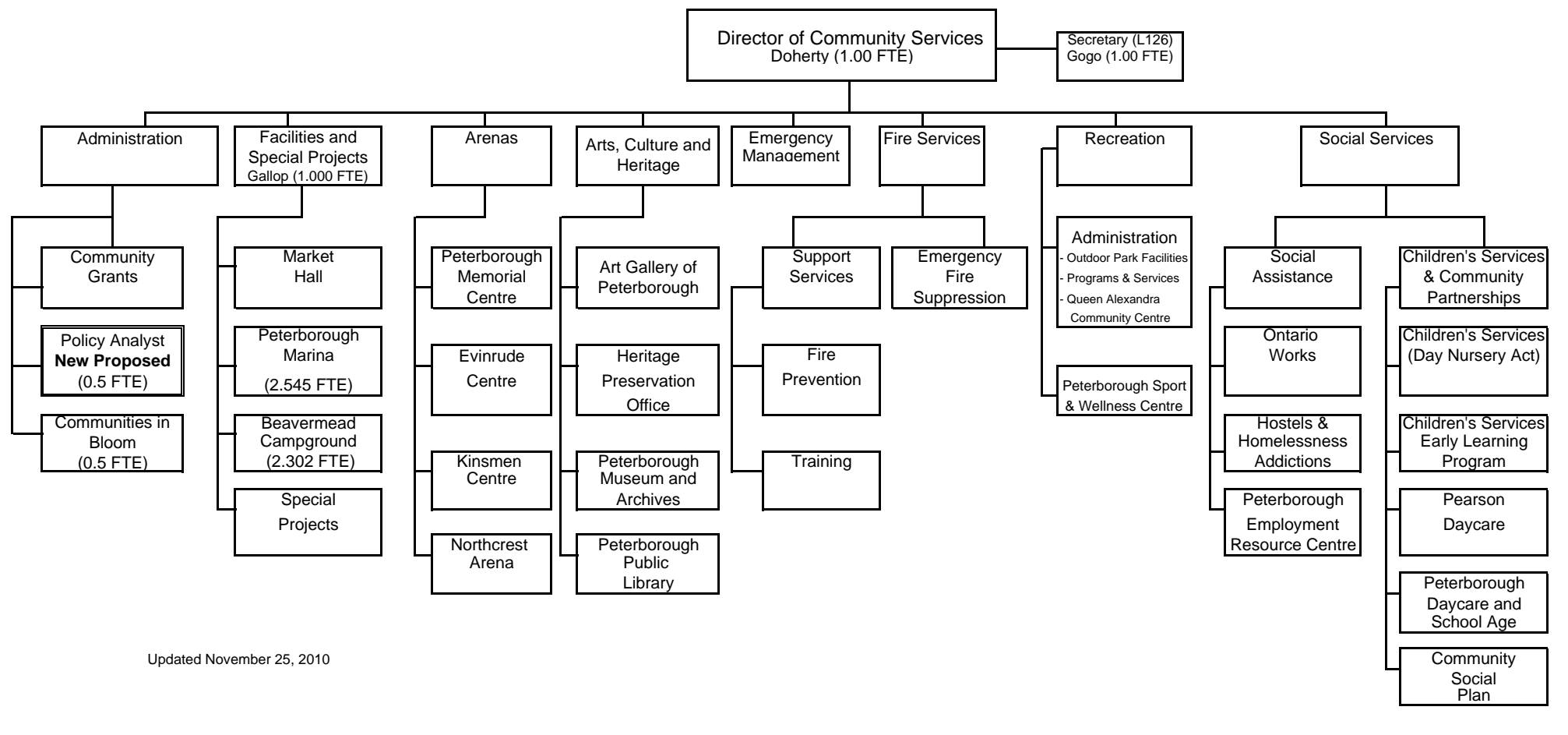
## Utility Services Waste Management



Staff Complement (Incl. Director & Secretary)	
NU	2.150
L 126	3.150
PT	0.194
Total - Operating	5.494

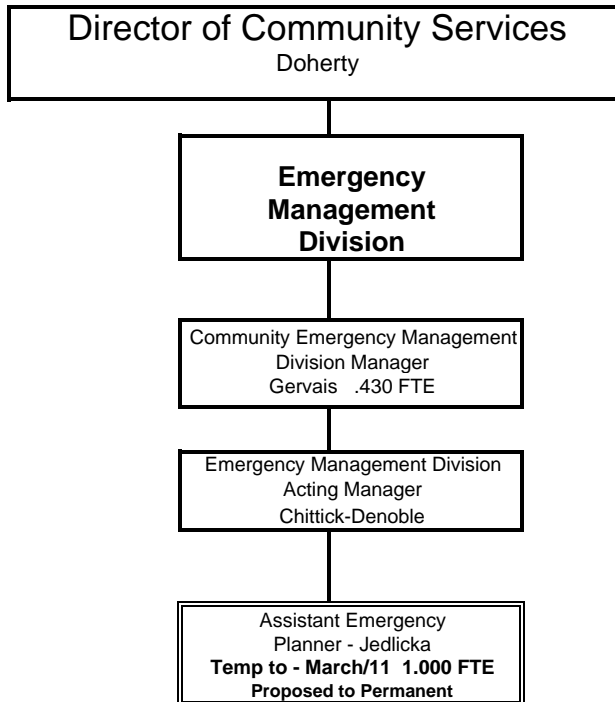
Updated April 29, 2010

## Community Services



Updated November 25, 2010

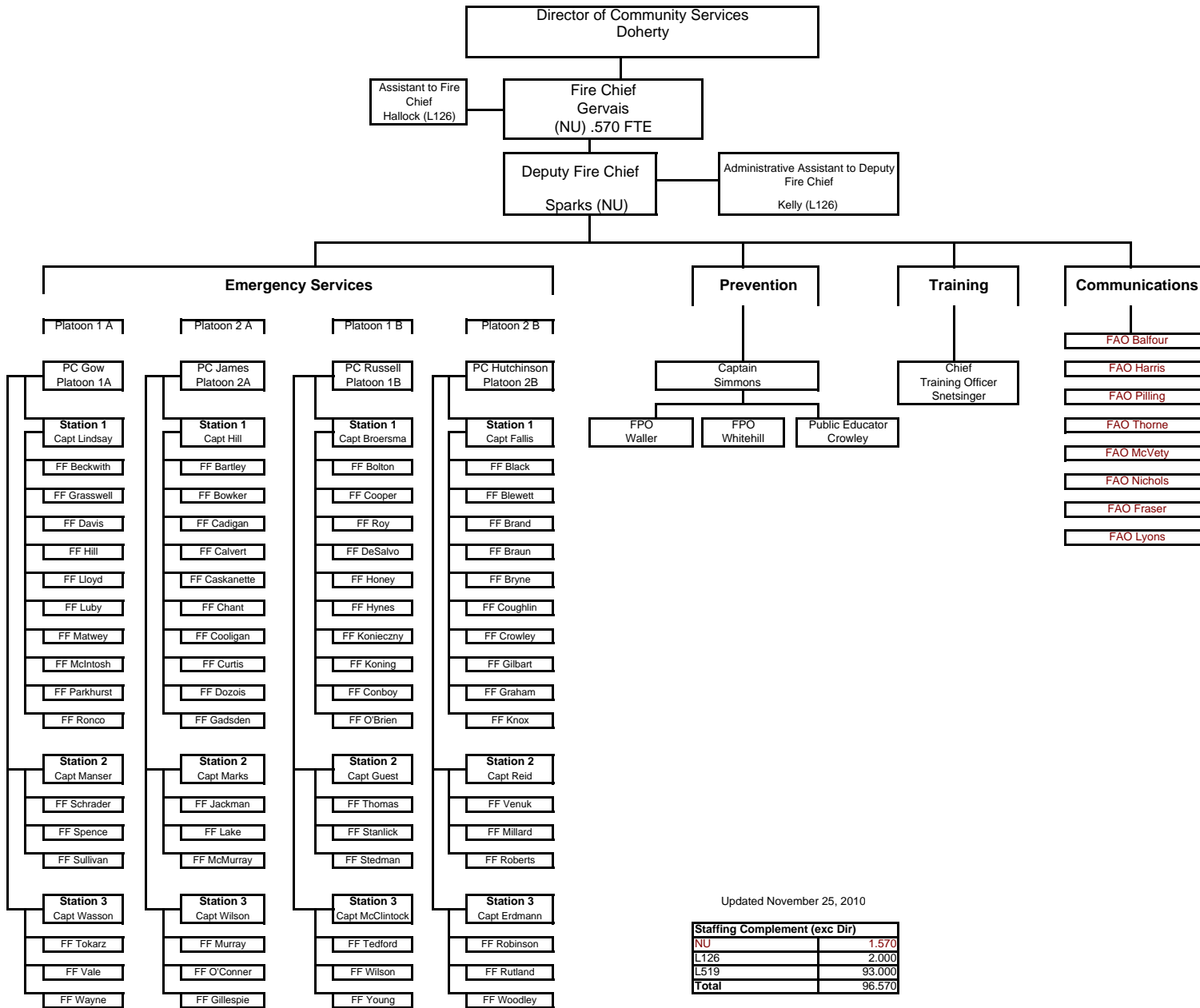
# Emergency Management



Updated: November 25, 2010

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

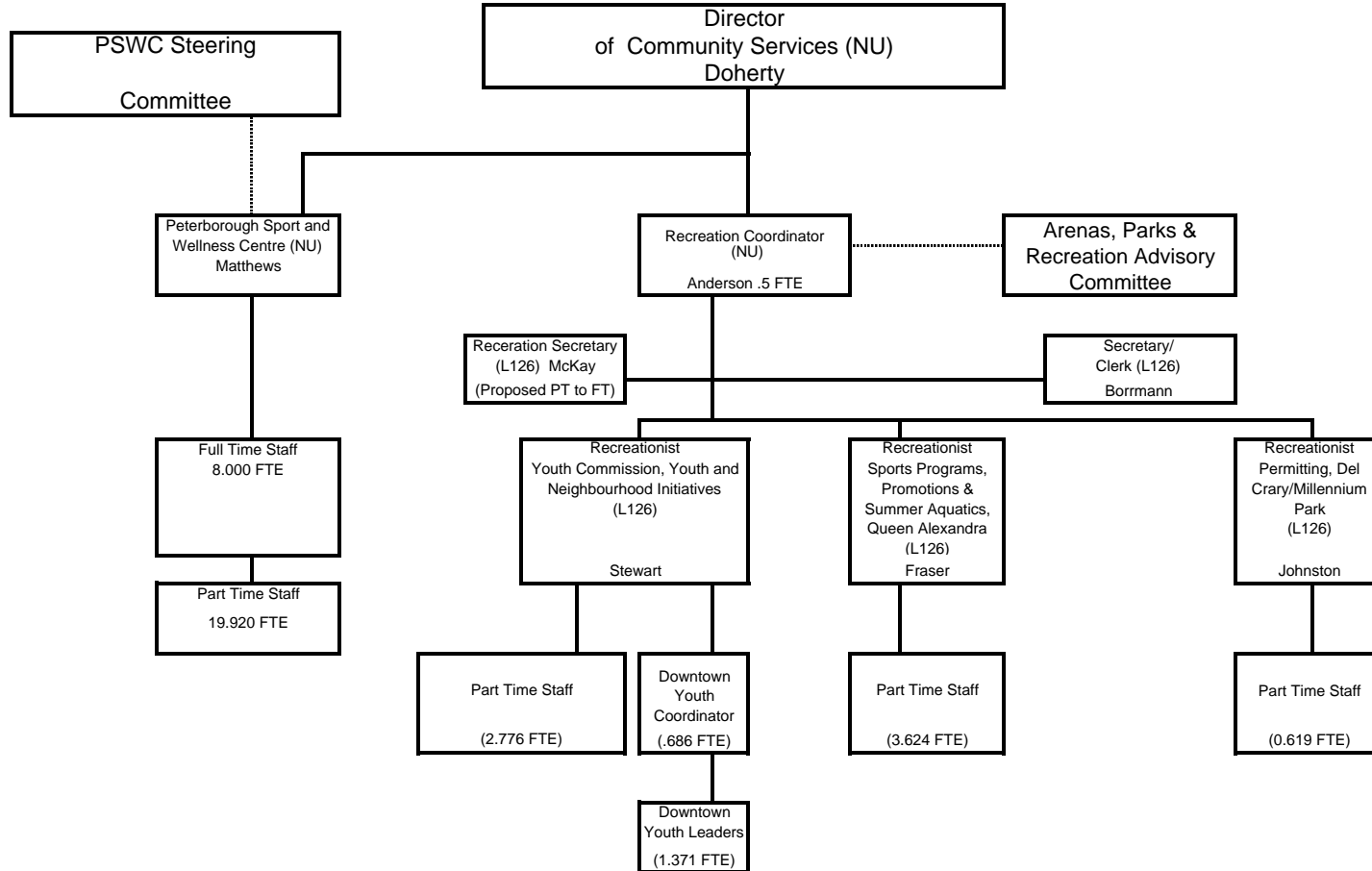
# Peterborough Fire Services



Updated November 25, 2010

Staffing Complement (exc Dir)	
NU	1.570
L126	2.000
L519	93.000
<b>Total</b>	<b>96.570</b>

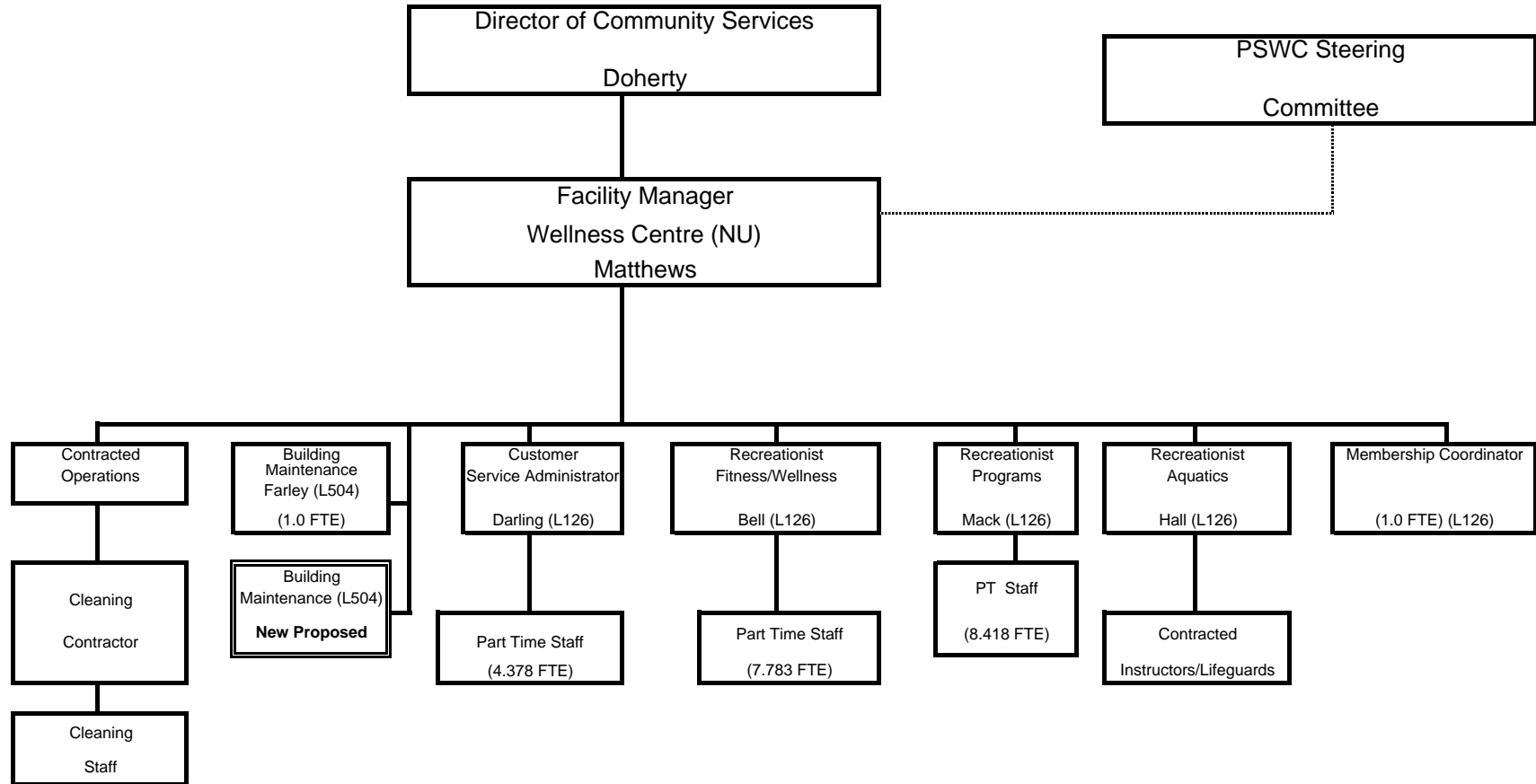
## Community Services Department - Recreation



<b>Staffing Complement (Excl. Dir)</b>	
NU Full time	1.500
L126 Full time	10.000
L504 Full time	2.000
<b>Subtotal full time</b>	<b>13.500</b>
Part time	28.996
<b>Total</b>	<b>42.496</b>

Updated: November 25, 2010

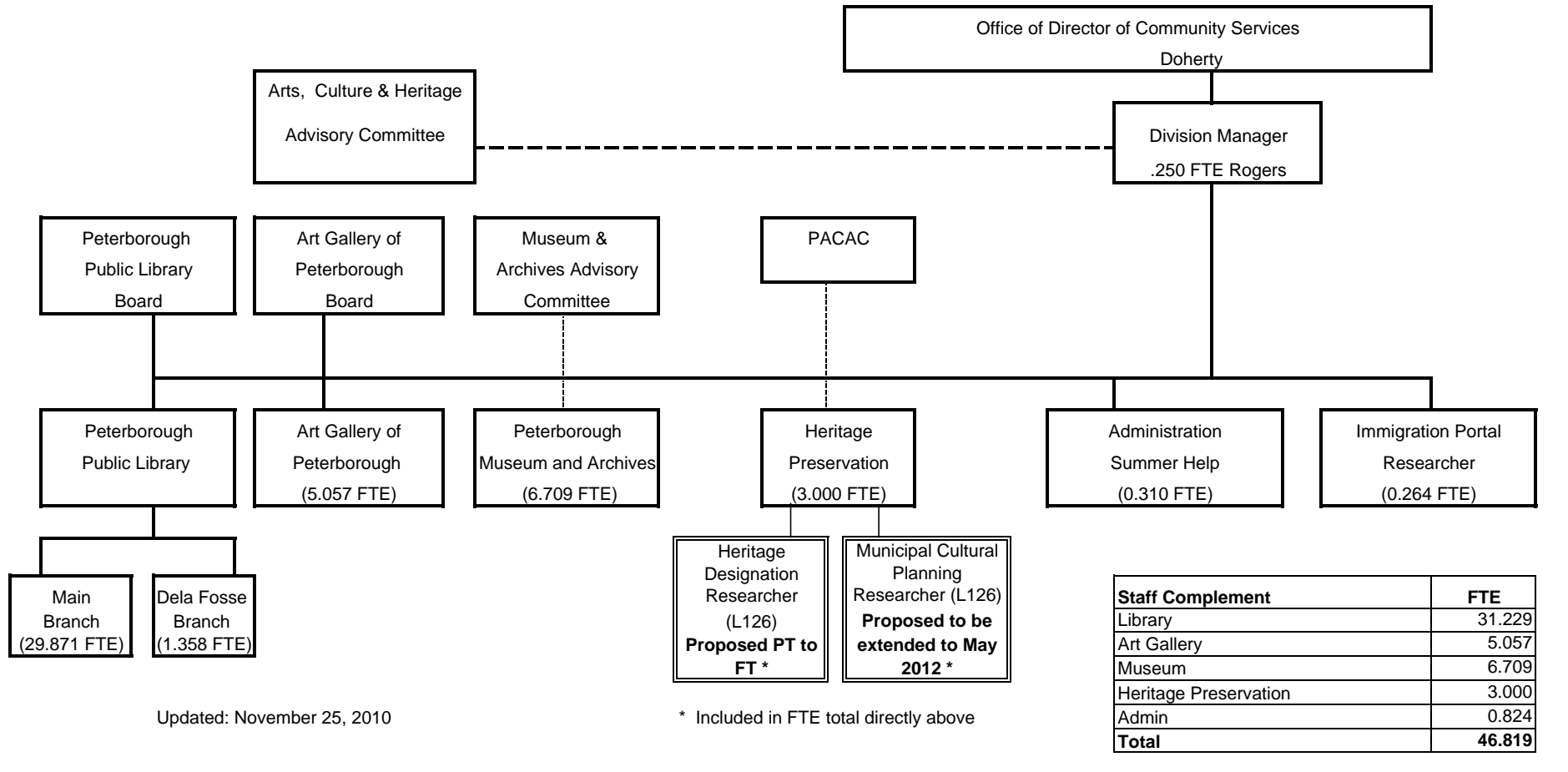
# Community Services Department - Recreation - Peterborough Sport and Wellness Centre



<b>Staffing Complement (Excl. Dir)</b>	
NU Full time	1.000
L126 Full time	5.000
L504 Full time	2.000
<b>Subtotal full time</b>	<b>8.000</b>
Part time	19.920
<b>Total</b>	<b>27.920</b>

Updated: November 25, 2010

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

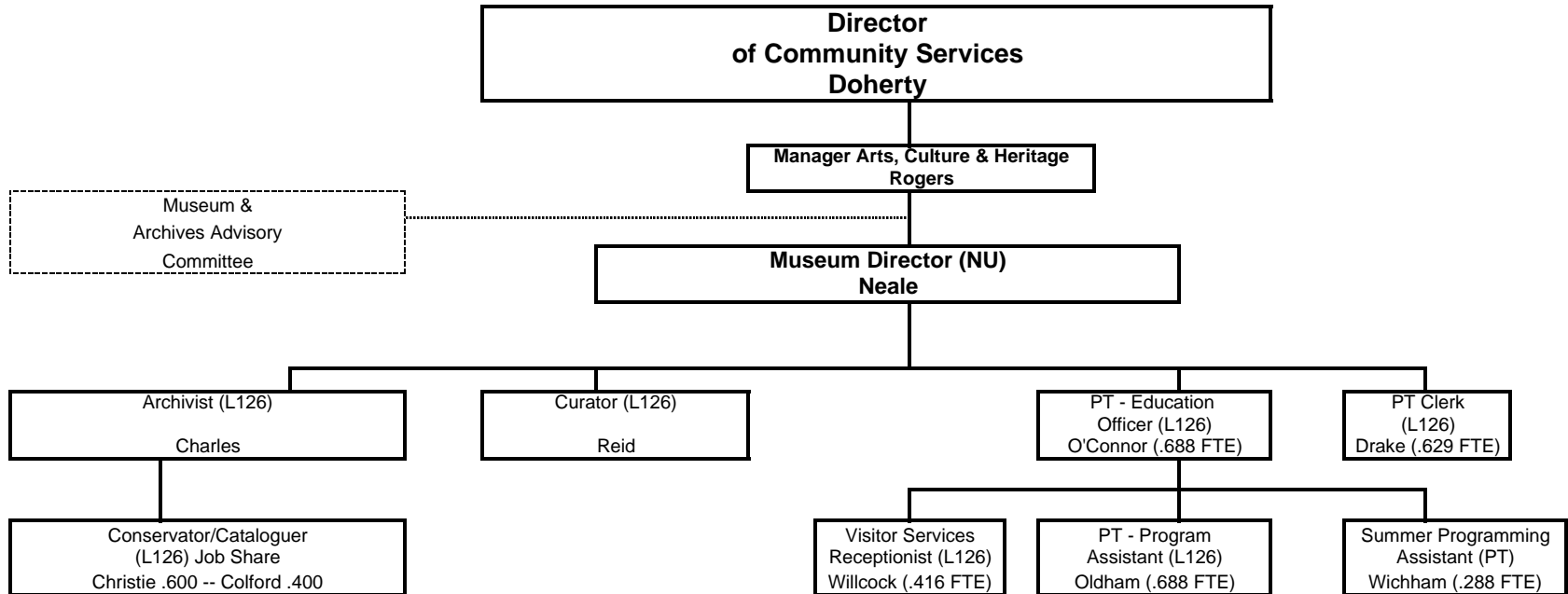


Staff Complement	FTE
Library	31.229
Art Gallery	5.057
Museum	6.709
Heritage Preservation	3.000
Admin	0.824
<b>Total</b>	<b>46.819</b>

Updated: November 25, 2010

\* Included in FTE total directly above

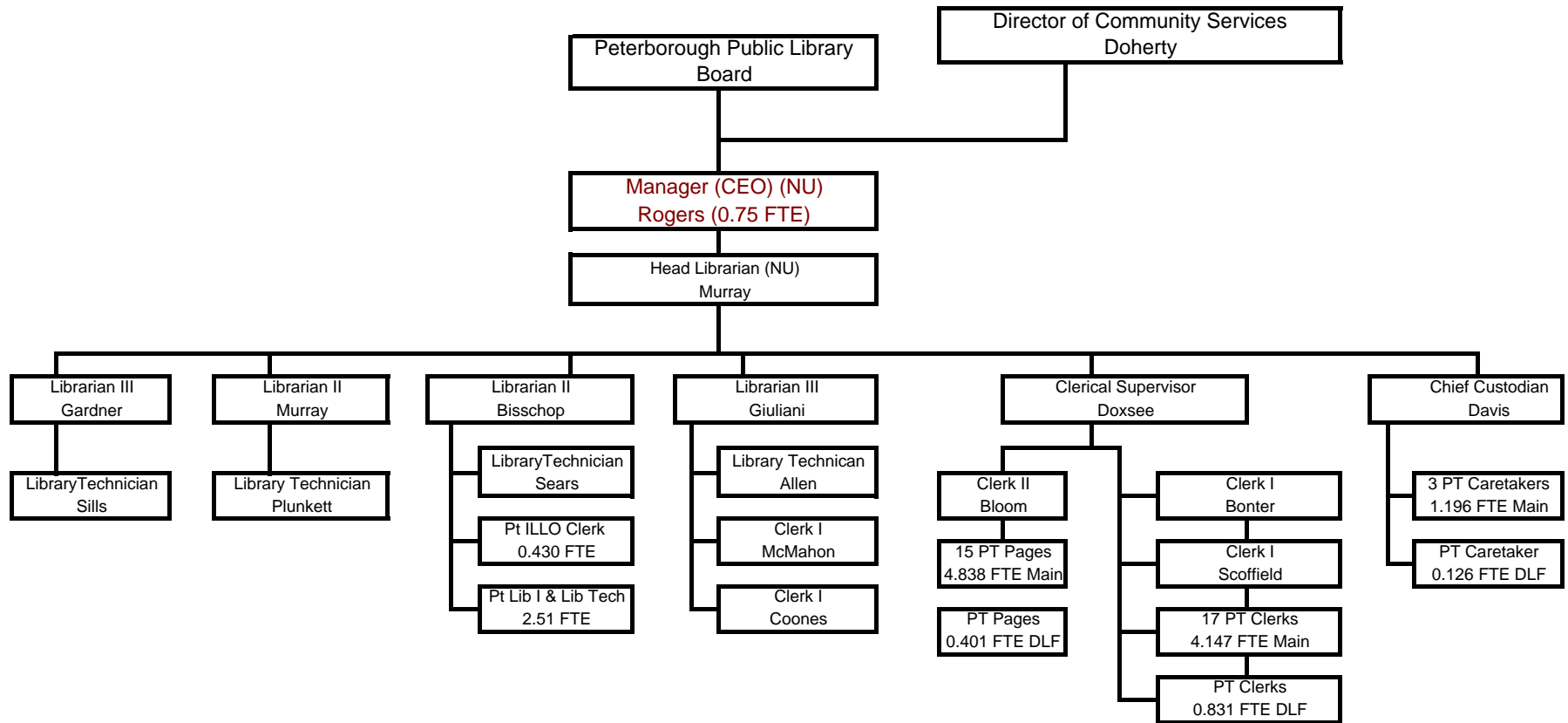
## Community Services Department - Peterborough Museum and Archives



<b>Staff Complement (ex Director &amp; Manager)</b>	
NU	1.000
L126	3.000
<b>Subtotal Full Time</b>	<b>4.000</b>
Part-time / Temporary / Charged to Capital	2.709
<b>Total Full &amp; Part time</b>	<b>6.709</b>

Updated: November 25, 2010

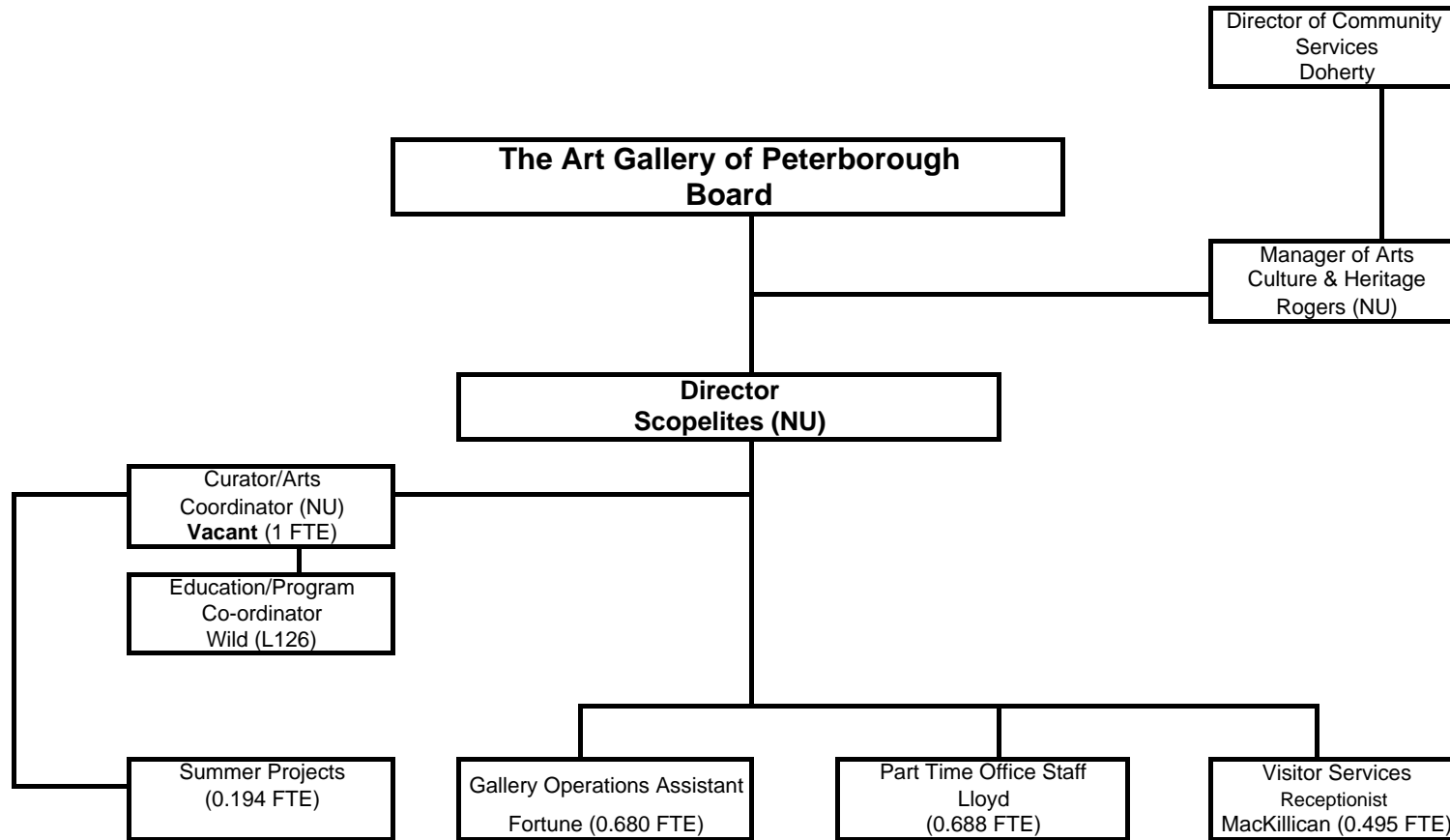
# Community Services Department - Peterborough Public Library Board



<b>Main Branch</b>	
Non Union	1.750
Full-time	15.000
Part-time	13.121
<b>Subtotal Main</b>	<b>29.871</b>
<b>De Lafosse</b>	
Part-time	1.358
<b>Grand total</b>	<b>31.229</b>

Updated: November 25, 2010

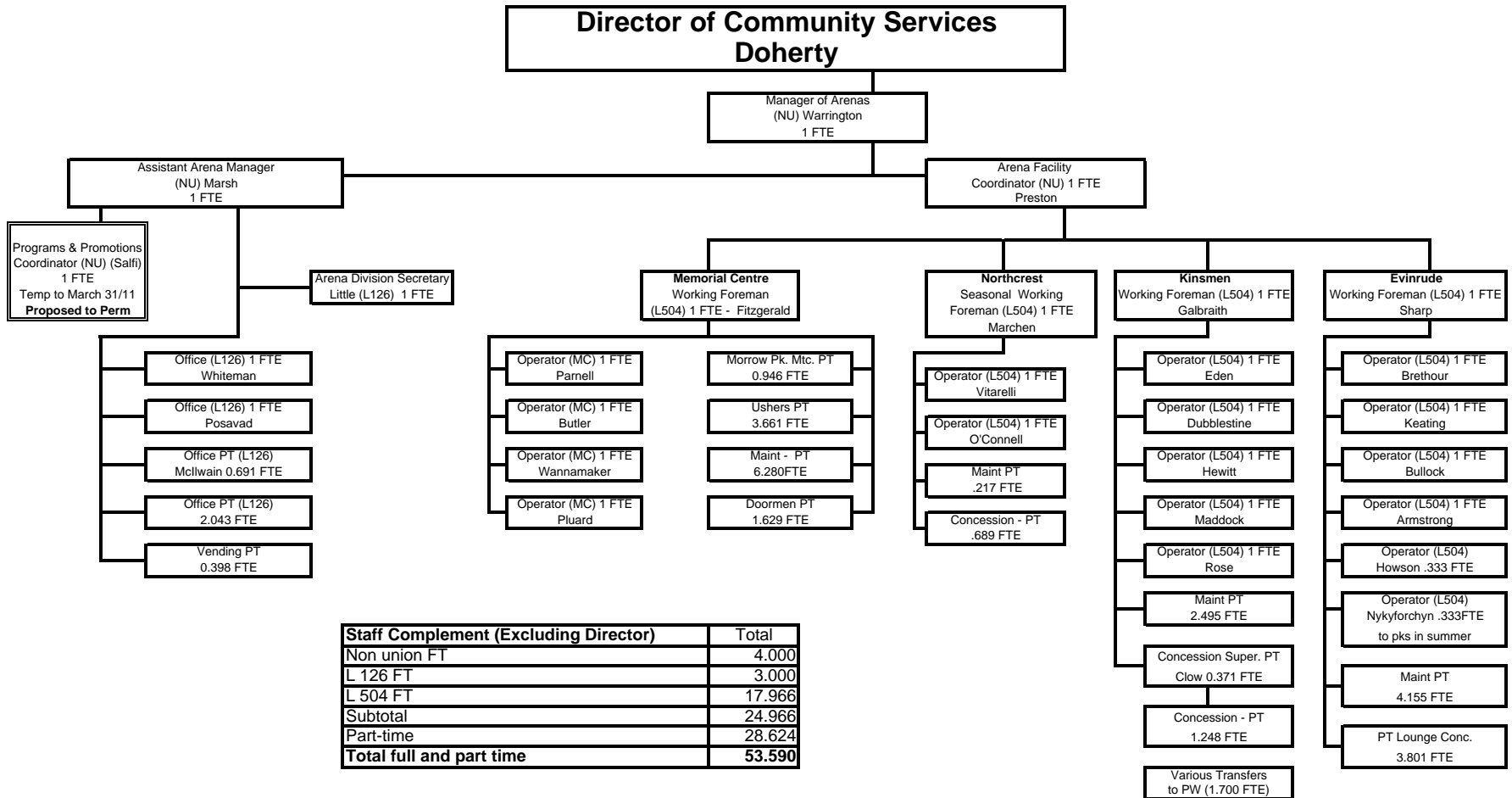
# Community Services Department - Art Gallery of Peterborough



Staff Complement (ex Director & Manager)	
NU	2.000
L126	1.000
<b>Subtotal Full Time</b>	<b>3.000</b>
Part-time	2.057
<b>Total Full &amp; Part time</b>	<b>5.057</b>

Updated: August 10, 2010

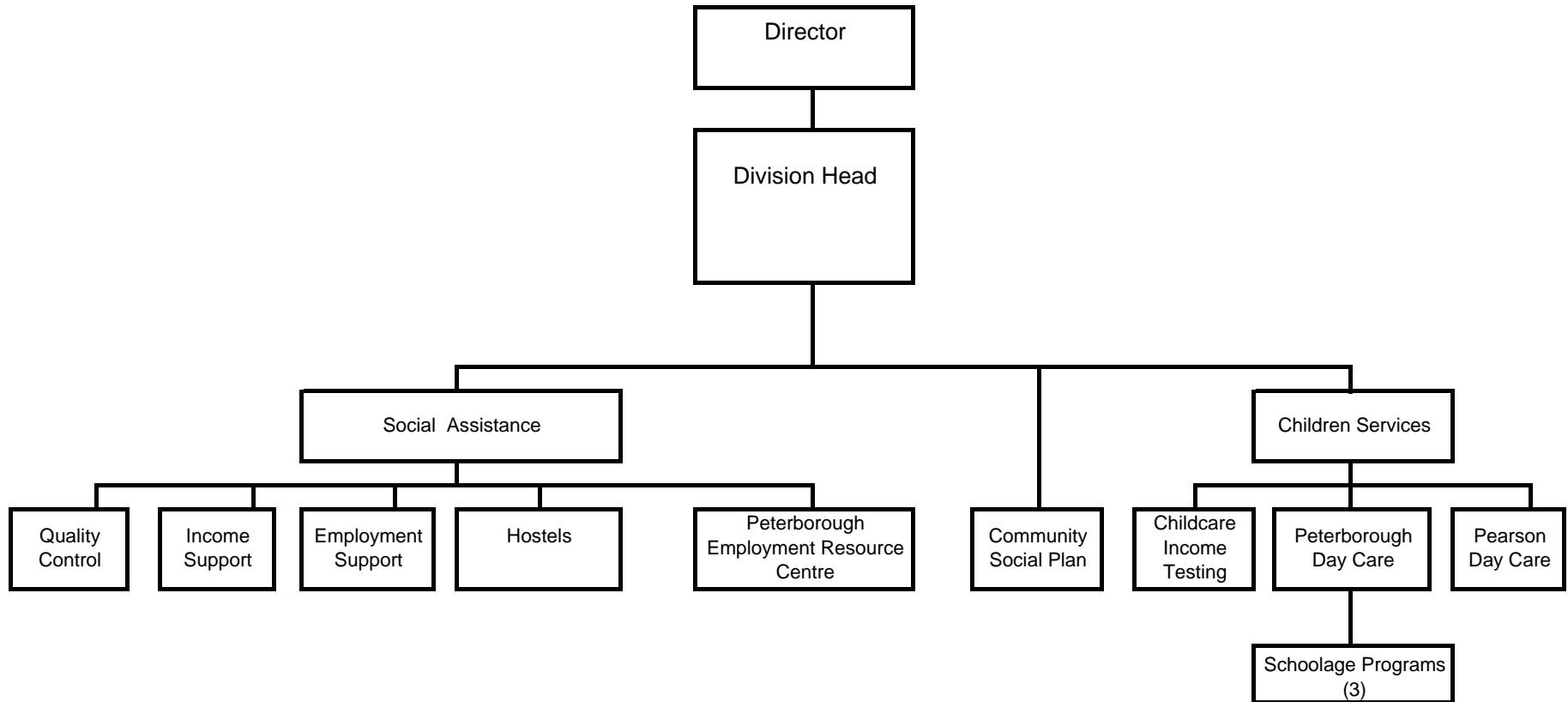
# Community Services Department - Arenas Division



Staff Complement (Excluding Director)	Total
Non union FT	4,000
L 126 FT	3,000
L 504 FT	17,966
Subtotal	24,966
Part-time	28,624
<b>Total full and part time</b>	<b>53,590</b>

Updated: August 10, 2010

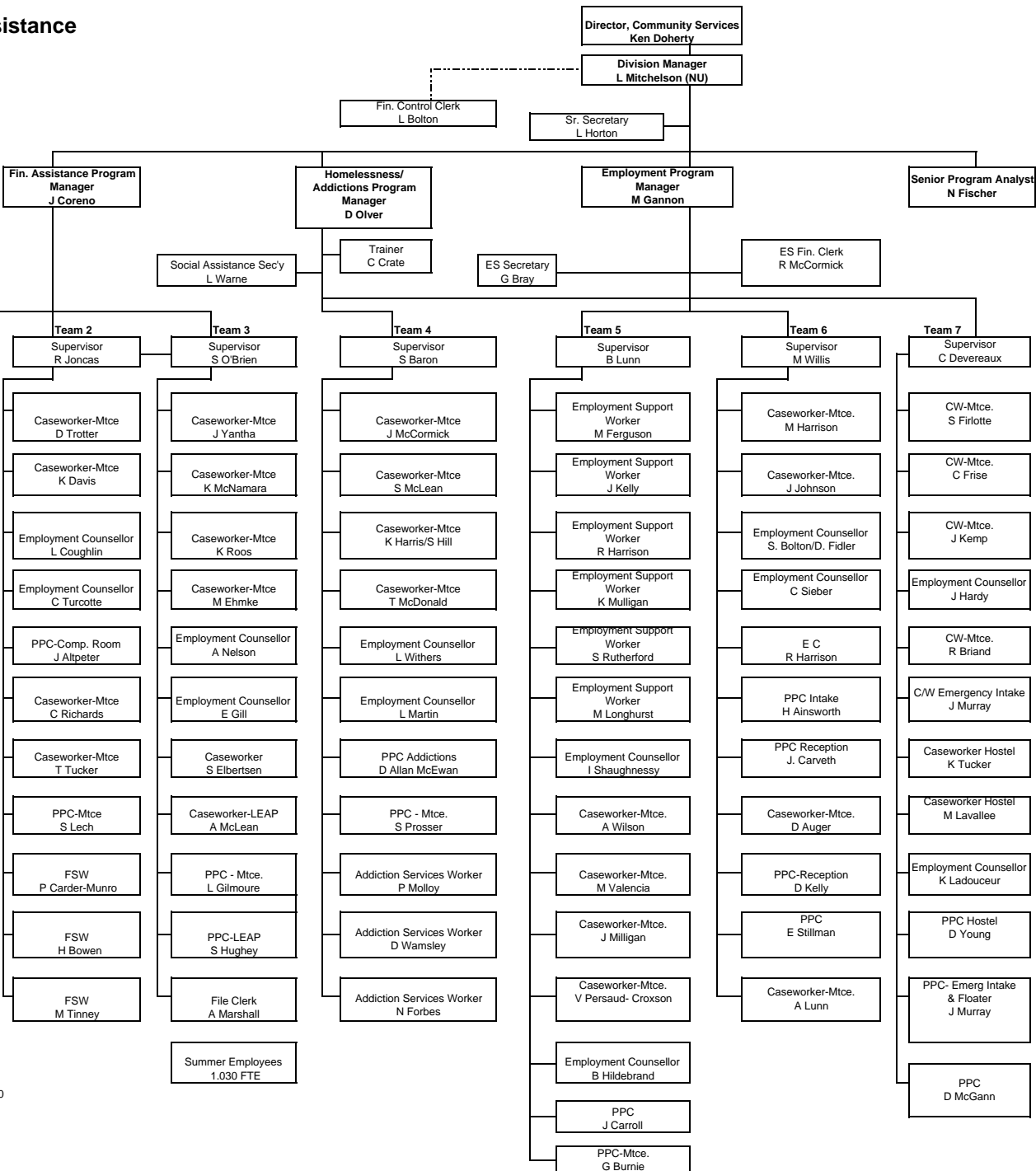
## SOCIAL SERVICES



<b>STAFF COMPLEMENT</b>	<b>Social Assistance</b>	<b>Children Services</b>	<b>CSP</b>	<b>PERC</b>	<b>Total</b>
NU	4.850	1.650	1.000	0.000	7.500
L126	88.000	18.586	1.000	6.500	114.086
<b>Full Time Sub Total</b>	<b>92.850</b>	<b>20.236</b>	<b>2.000</b>	<b>6.500</b>	<b>121.586</b>
Part Time	1.030	5.344	0.000	0.000	6.374
<b>TOTAL</b>	<b>93.880</b>	<b>25.580</b>	<b>2.000</b>	<b>6.500</b>	<b>127.960</b>

Updated: November 25, 2010

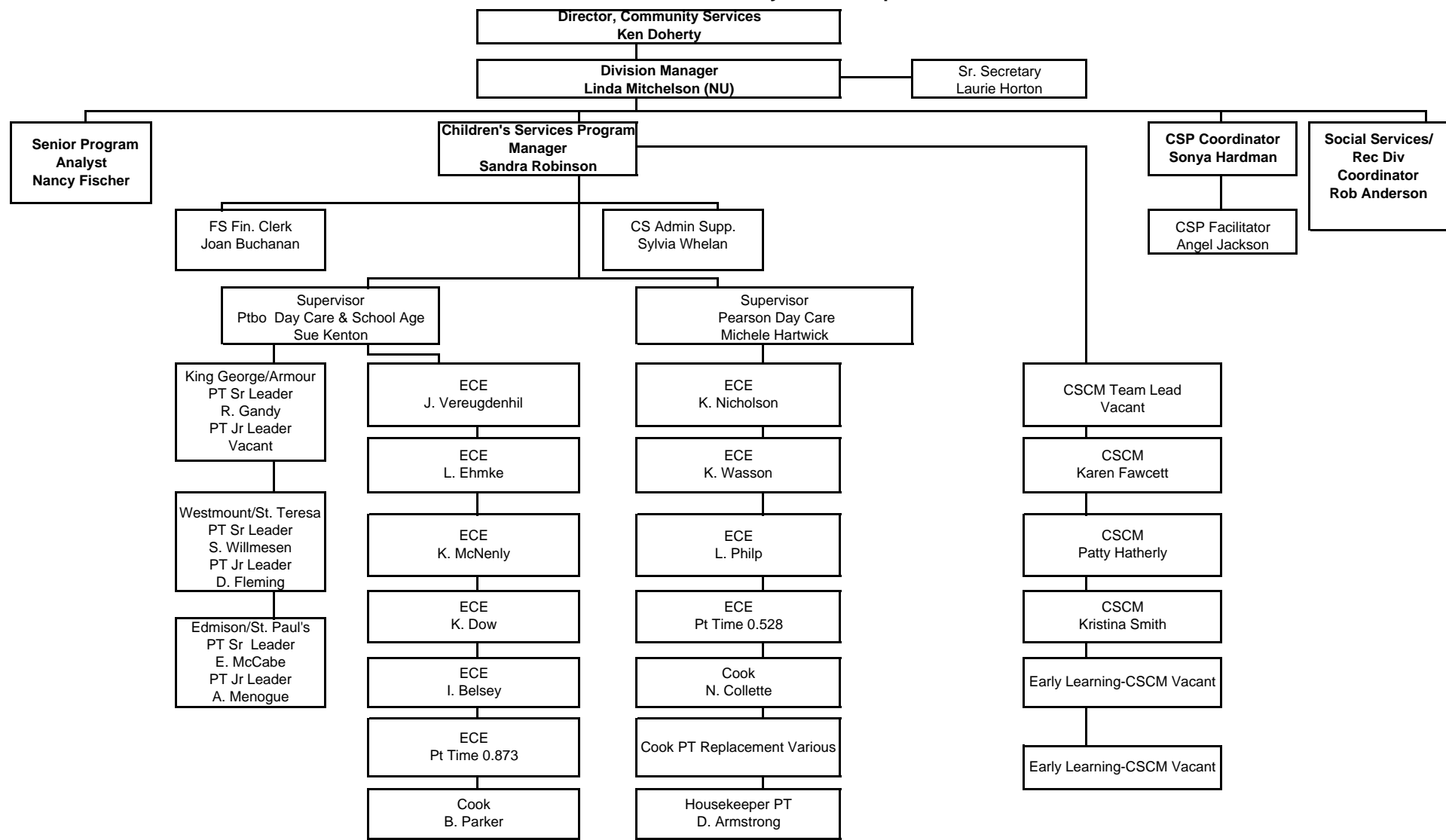
# Social Assistance



Staffing Complement	OW Admin	ES incl LEAP	Additions	PERC	Homelessness	TOTAL
NU	3.100	1.750	0.000	0.000	0.000	4.850
L126	61.450	22.300	4.000	6.500	0.250	94.500
<b>F/T Sub Total</b>	<b>64.550</b>	<b>24.050</b>	<b>4.000</b>	<b>6.500</b>	<b>0.250</b>	<b>99.350</b>
P/T	1.030	0.000	0.000	0.000	0.000	1.030
<b>TOTAL</b>	<b>65.580</b>	<b>24.050</b>	<b>4.000</b>	<b>6.500</b>	<b>0.250</b>	<b>100.380</b>

Updated: November 25, 2010

## Children's Services and Community Partnerships

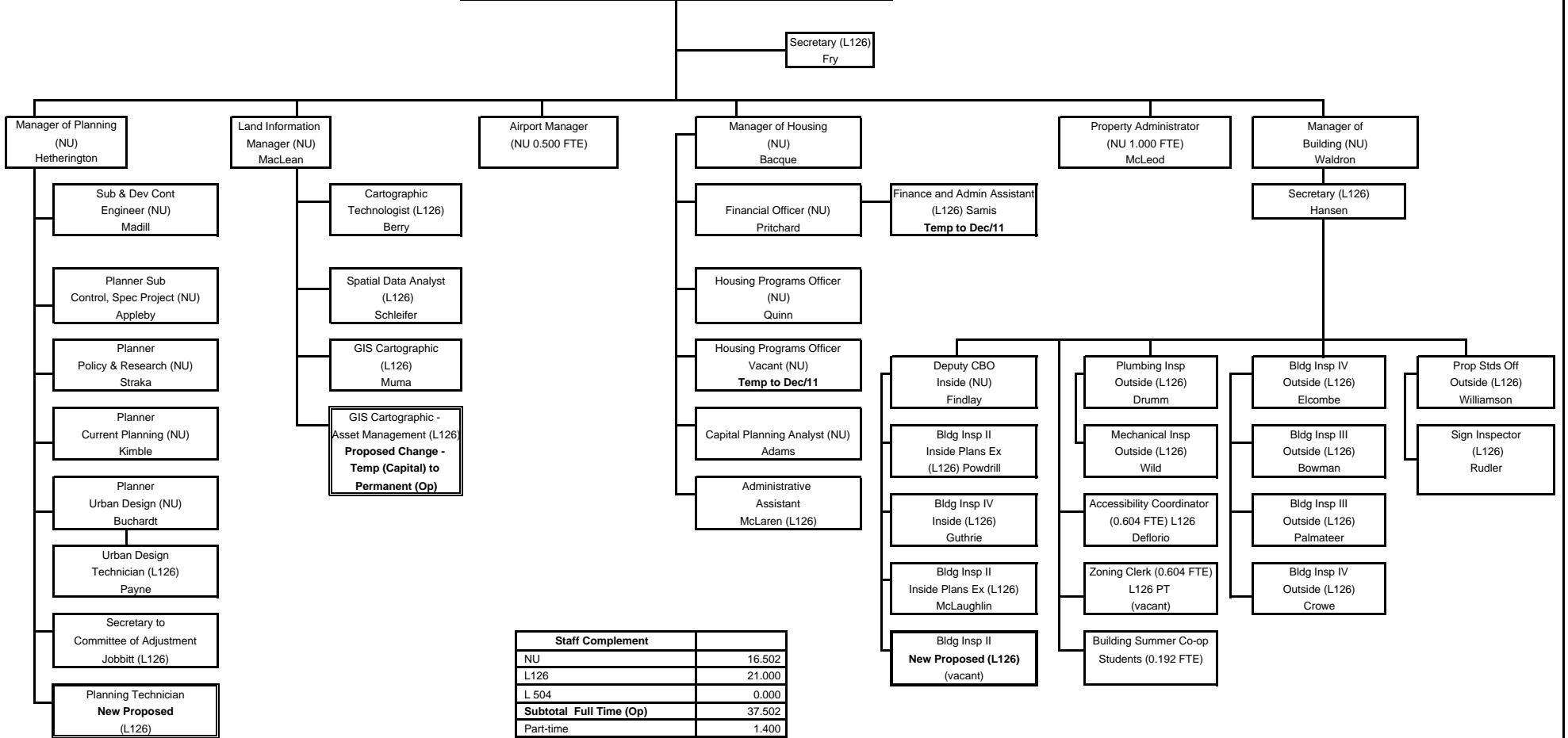


STAFFING	CS Admin	PTBO DC	Pearson	SAP	CSP	TOTAL
NU	1.650	0.000	0.000	0.000	1.000	2.650
L126	7.200	6.407	4.693	0.286	1.000	19.586
<b>Full Time Sub Total</b>	<b>8.850</b>	<b>6.407</b>	<b>4.693</b>	<b>0.286</b>	<b>2.000</b>	<b>22.236</b>
Part Time	0.688	1.190	0.859	2.607	0.000	5.344
<b>TOTAL</b>	<b>9.538</b>	<b>7.597</b>	<b>5.552</b>	<b>2.893</b>	<b>2.000</b>	<b>27.580</b>

Updated: November 25, 2010

## Planning and Development Services

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



Staff Complement	
NU	16.502
L126	21.000
L 504	0.000
<b>Subtotal Full Time (Op)</b>	<b>37.502</b>
Part-time	1.400
NU Contract	1.000
L126 Contract	1.000
<b>Total Full &amp; Part time (Op)</b>	<b>40.902</b>
Contract charged to Capital	0.000
<b>Total Op and Capital</b>	<b>40.902</b>

Updated: November 25, 2010



City of  
Peterborough

# **2011 BUDGET WORKING PAPERS**

## **Work Programs Supplementary Information**

**DECEMBER, 2010**

## 2011 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

**2011 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	Clerks Office Day to Day Responsibilities		Ongoing	<p>Municipal lottery and business licenses</p> <p>Deputy registrar duties in carrying out the statutory duties required by the Marriage Act and the Vital Statistics Act</p> <p>Municipal Freedom of Information and Protection of Privacy</p> <p>Road closures</p> <p>Commissioning of oaths</p> <p>Insurance claims against the City</p>	Ongoing

**2011 Work Program**  
**Department: Corporate Services**  
**Division: City Clerk's Office**

Item	Description of Work	Start	End	Comments	Present Status
3	Election Responsibility		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. Although the last election occurred October 25, 2010, preparation for the 2014 election is an ongoing requirement. Resource requirements will be greatly reduced in the years 2011-2013 and will peak during the 2014 election year.	Ongoing
4	Civic Awards		Ongoing	The Clerk's Office is responsible for organizing the annual Civic Awards event. This includes the preparation of all relevant documents prior to the ceremony and event coordination of the awards ceremony.	Ongoing
5	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 actual emergencies.	Ongoing
6	Electronic Document Management	2011	2013	This is a corporate project to establish an electronic document management system for records within the City of Peterborough. Some work commenced in 2008. The project was put on hold during 2009 and 2010, however, as City Clerk Office staff focused on the 2010 election, and the original project coordinator left the City. During 2011 Contracted Services and some Peterborough Technology Services labour will be used to complete the inventory of records and to research suitable software to implement a solution.	On hold pending 2011 Budget approval

**2011 Work Program**

**Department: Corporate Services**

**Division: Financial Reporting and Accounting Services, Financial Planning and Revenue Services and Property Maintenance**

Item	Description of Work	Start	End	Comments	Present Status
<b>Core Duties of Financial Reporting and Accounting Services</b>					
1	Provision of the following: collecting and depositing money; paying debt; administering accounts payable; provision of payroll services; maintaining accounting records; preparation of annual audited financial statements; preparation of quarterly financial Reports to Council; 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
<b>Core Duties of Financial Planning and Revenue Services Division</b>					
2	Operating and Capital Budget Preparation; Property Tax billing and payment processing; issuance and administration of Requests for Tenders, Proposals and Quotes; customer service strategy; managing federal and provincial grant programs.		Ongoing	Oversee the preparation of the annual operating and capital budget process. Prepare and issue 54,000 property tax bills annually. Issue (in consultation with originating Departments), advertise and administer approximately 125 formal competitive procurement processes, ensuring compliance with Purchasing By-law 06-175. Coordinating and ensuring timely, accurate and appropriate information on the Internet and Intranet, coordinating media releases, telephone messaging and assisting Departments with new customer service options and systems. Regular reporting and submission of claims for federal and provincial funding.	Ongoing

**2011 Work Program**

**Department: Corporate Services**

**Division: Financial Reporting and Accounting Services, Financial Planning and Revenue Services and Property Maintenance**

Item	Description of Work	Start	End	Comments	Present Status
<b>Core Duties of Property Maintenance Division</b>					
3	Maintaining City Hall, Peterborough Lakefield Community Police Services headquarters and city rental properties; managing maintenance and regulatory programs for other City facilities and provide assistance to Facility Managers as required; undertake various capital projects.		Ongoing	Maintaining buildings includes day-to-day repairs, maintenance management, grounds keeping, contract cleaning, budgeting for future operating and capital repairs, monitoring energy consumption, liaison with tenants. Involvement with other City facilities include meeting with facility managers, providing assistance, maintaining the Asbestos Management Database, managing and reviewing energy usage data, and implementing and managing a life-cycle cost analysis. Manage and oversee the design, tendering and construction of certain identified projects.	Ongoing
<b>Special Projects – Where Financial Reporting and Accounting Services take lead</b>					
4	Public Sector Accounting Board (PSAB) Tangible Capital Assets Accounting and Recording and the establishment of a Capital Asset Management Program	Jan 2007	Dec 2013	Phase 1 has been completed and the City is in compliance with the new accounting standard PS3150; phase 2, which is the implementation of an Asset Management program, has been deferred.  The Asset Register comprises approximately \$500M of tangible capital assets across a wide range of asset categories. Staff will continue to ensure compliance of the standard across the corporation, provide leadership to, and working in partnership with, Departments to record and report tangible capital assets.	On-going
5	Electronic Document Management	Sept 2011	June 2012	This product will readily allow for retrieval of Cayenta Financial Reports such as: Vendor invoices, Accounts Payable Cheques and related Purchase Orders.  The product could also be used to provide Electronic Pay Stubs to City employees.	To be started

## 2011 Work Program

Department: Corporate Services

Division: Financial Reporting and Accounting Services, Financial Planning and Revenue Services and Property Maintenance

Item	Description of Work	Start	End	Comments	Present Status
<b>Special Projects – Financial Planning and Revenue Services take the lead</b>					
6	Compliance With Accessibility for Ontarians With Disabilities Act, 2005 (AODA)	Jan. 2009	Ongoing	The Accessible Customer Service Standard was implemented as of January 1, 2010. The Integrated Accessible Standard has been released that combines the Accessible Transportation Standard, Accessible Information and Communications Standard and the Accessible Employment Standard. Feedback was received by the Province up to October 16, 2010 and once any accepted changes are made, the regulation will become law. The final Built Environment Standard has been released and will be law in either December 2010 or June 2011.	The changes proposed for 2011, under the Integrated Accessible Standard, are related to the Transportation regulation. Staff will work through the changes to meet compliance. The 2011 requirements are not major changes nor do they require additional funds.
7	City-Wide Engineering Development Charge Study Update	July 2011	Dec 2011	At its meeting held December 14, 2009, based on recommendations outlined in Report CPFPRS09-041, Council adopted Development Charges By-laws 09-166 and 09-167 to establish new development charge rates for the City-wide General Services and for the City-wide Engineering Services. The rate for the General Services is in effect for the period January 1, 2010 to December 31, 2014. The portion of the City-wide development charge rate for Engineering Services is only in effect to December 31, 2011 as it was held at the same rate as in the previous by-law awaiting the Transportation Study results. During 2011 a consultant will be hired to work with staff to revise the City-wide rate for Engineering Services rate once the Transportation Study is complete.	Not started
<b>Special Projects – Where Financial Planning and Revenue Services and Financial Reporting and Accounting Services contribute, but not the lead</b>					
8	Flood Reduction Management Project	July 2004	Dec 2011	Involvement includes participation on the Steering Committee and updating a tracking spreadsheet for Manager's review.	Ongoing
9	Corporate Policy Project	Jan 2011	Dec 2011	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.

**2011 Work Program****Department: Corporate Services****Division: Financial Reporting and Accounting Services, Financial Planning and Revenue Services and Property Maintenance**

<b>Item</b>	<b>Description of Work</b>	<b>Start</b>	<b>End</b>	<b>Comments</b>	<b>Present Status</b>
10	Airport ISF Major Infrastructure Project and Airport Development Capital Project	Jan 2009	Mar 2011	On October 16, 2009, the Province approved a \$21.0 M ISF application for an Airport Major Infrastructure Project. On October 26, 2009, through Report CPFPRS09-034, Council approved the project and amended the initial Airport Development Project to reflect a \$7.6M budget. A Steering Committee and Construction Committee have been formed, of which two Corporate Services staff are members, to oversee the project as well as an extensive tracking spreadsheet of all the costs and commitments.	Reporting and claims submissions to ISF will continue in 2011 up until April 15, 2011, which is the final reporting date. The roles on the two committees, and tracking costs, will occur until the end of both projects.
11	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

**2011 Work Program**  
**Division: Information Technology Services**

<b>Item</b>	<b>Project Name</b>	<b>Start</b>	<b>End</b>	<b>Description / Comments</b>	<b>Current Status</b>
1.	Daily Items	Q1 2011	Q4 2011	Provide support service to various City Departments and Police Services  Installation of New and Replacement Desktop Computers and Monitors  Corporate IT Infrastructure Upgrades  Complete 2010 PCI assessment by September 2011 to maintain PCI compliant status  Implement recommendations from annual technical Security Audit	Ongoing
2.	Implement Security Incident and Events Monitoring Solution	Q1 2011	Q3 2011	Evaluate, select and implement a Security Incident and Events Monitoring (SIEM) solution to evaluate the current state of information security within the organization.	Requires Budget Approval
3.	Information Identification, Classification and Handling - Phase 2 (Classification and Handling)	Q2 2011	Q4 2011	This is a project lead by Corporate Services with significant contributions from IT Services. This project is to address our current lack of records management processes.	Requires Budget Approval
4.	Electronic Document Management System	Q2 2011	Q4 2011	Assist Finance with implementing a system that will provide vendor invoices, accounts payable cheques, PO's and pay stubs electronically.	Requires Budget Approval
5.	Point of Sale Implementation to Community Arenas	Q1 2011	Q4 2011	Implement CLASS Point of Sale to provide improved inventory management and reporting in the balance of concession areas of the Arena division.	Requires Budget Approval
6.	Traffic Inventory / Work Order Management	Q2 2011	Q4 2011	Assist Traffic Division with implementation of a Traffic Inventory / Work Order Management system.	Requires Budget Approval
7.	Mobile CAD Expansion	Q1 2011	Q1 2011	Assist Fire Services with expanding Mobile CAD system to provide first responders during emergencies with real time building information and street mapping.	Requires Budget Approval

**2011 Work Program****Division: Information Technology Services**

<b>Item</b>	<b>Project Name</b>	<b>Start</b>	<b>End</b>	<b>Description / Comments</b>	<b>Current Status</b>
8.	Expansion of Portal	Q1 2011	Q4 2011	Add an improved file access system and additional applications to the City's Portal based on the priorities identified in the Business Continuity Planning process.	Requires Budget Approval
9.	Back-up Internet Feed	Q1 2011	Q3 2011	Implement a second Internet feed that will provide the City with its own dedicated feed and provide back-up in the event of a service disruption to one of the internet feeds.	Requires Budget Approval
10.	Storage Area Network (SAN) Replacement	Q2 2011	Q4 2011	Replacement of SAN to accommodate corporate data storage.	Requires Budget Approval

**2011 Work Program**  
**Department: Corporate Services**  
**Division: Human Resources**

Item	Description of Work	Start	End	Comments	Present Status
1.	Daily Human Resources Activities	Ongoing	Ongoing	<p>Promote the well being and safety of all employees including the identification and management of employee related risk including all employee work-related injury, short and long term disability claims, as well as WSIB claims and Return to Work.</p> <p>Ensure corporate compliance with various Legislation</p> <p>Develop, implement and maintain new policies, and update existing policies, in the Corporate Health and Safety Manual</p> <p>Assist all Departments to manage attendance</p> <p>Ensure that the provisions of Collective Agreements are administered in a fair and consistent manner</p> <p>Play a lead role in recruitment processes</p> <p>Manage the employee benefits programs</p>	Ongoing
2.	Collective bargaining	Ongoing	Ongoing	<p>Although the Fire Contract (IPPPA #169) expired on December 31, 2009, there are still outstanding items with the Arbitrator that have yet to be resolved (from most recent round of bargaining). The Association would prefer not to start negotiations until the final award is received. Therefore, it is highly likely that negotiations for this group will extend into 2011.</p>	Ongoing

**2011 Work Program**  
**Department: Corporate Services**  
**Division: Human Resources**

Item	Description of Work	Start	End	Comments	Present Status
3.	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.	Ongoing
4.	Market benefit plans	Mar 2011	June 2011	In 2010, 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

## 2011 Work Program

### Division: Office of the City Solicitor and Provincial Offences Act Office

Item	Description of Work – Office of the City Solicitor	Start	End	Comments	Present Status
1.	General legal services	Ongoing	Ongoing	Day-to-day legal business of the Corporation (contract, purchasing process reviews, legal opinions), as well as specific legal assistance on major projects such as the Airport capital project, various Municipal Housing facilities projects and collective bargaining.	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.	Ongoing
3.	Execution of Documents Bylaw	1 <sup>st</sup> Quarter	3 <sup>rd</sup> Quarter	Development of by-law listing "routine" document execution in compliance with past Council authorization and the City's Purchasing policy.	Not yet begun
4.	Land Titles Act – Easement Expiration Project	1 <sup>st</sup> Quarter	3 <sup>rd</sup> Quarter	Legislation dictates that all easements are deemed to expire after 40-year period. Internal Staff working group formed to develop a database to track old, existing and new easements.	Not yet begun
	<b>Description of Work – Provincial Offences Act Office</b>				
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) Offences, set and coordinate trials or first attendance meetings, and schedule appeals and re-openings. The Clerk of the court 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.	Enforcement/collection policies	Ongoing	Ongoing	Internal enforcement procedures are continually being streamlined, including coordination with external collection agency.	Ongoing with annual review undertaken by POA and Finance.
7.	POA streamlining	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter	Implement POA streamlining initiatives legislated by the Ministry of the Attorney General i.e. Clerk of Court ability to now reschedule trials; adding clients to the municipal tax role for collections purposes.	Ongoing
8.	POA Office/Courtroom	Ongoing	Ongoing	Review the necessity of combining POA office and courtroom facilities in alternate rental space, pending negotiations with the Ministry of the Attorney General.	Ongoing

## 2011 Work Program

### Department: Utility Services: Administration

Item	Description of Work	Start	End	Comments	Present Status
	<b>Departmental Administrative Priorities</b>				
1	Day-to-Day Administration of USD	On going	On going	Administration of USD including report scheduling, work load monitoring and work quality/performance reviews. Establish Divisional priorities. Provide overview and management of USD development application responses.	This is a continuous process.
	<b>Major Operational Programs</b>				
2	Fleet Review and Analysis	2010	2011	This review will examine all aspects of the management of the existing fleet including life cycle costing, shop rates and cost recovery.	Preliminary discussions have been held. The majority of the work will be undertaken in 2011.
3	Establish Asset Management as a Departmental Priority	On going	On going	Asset Management for all infrastructure under the purview of the Utility Services Department is an on-going priority of the Department that, for some asset classes, is dictated by Provincial regulations.	This is a continuous process that may result in Reports to Council as required.
4	Begin Implementation Process for Townsend Street Yard Relocation	On going	On going	The Townsend Street yard is undersized and beyond its economic life. A move to a larger, more up-to-date site is imperative.	Council, at its meeting of April 12, 2010, approved the recommendations outlined in Report USPW10-001 thereby identifying the municipal properties No. 1800 and 1801 Fisher Drive, at the intersection of Airport Road and Fisher Drive, as the location for the new Municipal Operations Yard.  Council, at its meeting of August 9, 2010, approved the recommendations outlined in Report USPW10-014 awarding the EA for the development of a new Municipal Operations Yard to Stantec Consulting Limited.
	<b>Represent Department</b>				
5	Support Various Corporate Initiatives	On going	On going	Represent USD on various Corporate Committees such as Emergency Planning, AODA, Document Management, etc and co-ordinate Departmental involvement as necessary.	This is a continuous process.
6	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.

## 2011 Work Program

### Division: Utility Services Department – Engineering, Construction & Infrastructure Planning

Item	Description of Work	Start	End	Comments	Present Status
1	Day to Day Administration of Divisions	On going	On going	Day-to-day administration, including development of engineering standards and engineering response to various stakeholders. Implement Capital Program including tender/RFP preparations, contract administration, and construction supervision. Develop maintenance management systems for road and sewer (storm and sanitary) systems. Provide Engineering comments on development applications.	This is a continuous process
2	Support Corporate and Other Departmental Projects	On going	On going	Support both Corporate and other City Departments and Divisions as necessary. In 2011, an important Corporate project will be the review of Development Charges.	This is a continuous process
3	Street Light Program – Infrastructure Assessment and Asset Management Project	Fourth Quarter 2010	Dec 2011	Project will identify all City owned street light assets and their condition as well as the development of a maintenance/replacement program.	Ongoing

**2011 Work Program**  
**Division: Public Works**

Item	Description of Work	Start	End	Comments	Present Status
1.	Inspection, Maintenance and Repair City of Peterborough Infrastructure including garbage collection and winter control	January	December	The core functions for Public Works are directed to inspection and repair of municipal infrastructure, winter control operations, 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 2011, 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 2011, the new software will be put into field use.	Initiation of field use of work order system.
4.	Urban Forest Resources: Strategic Plan	Ongoing	December	A draft Urban Forest Strategic Plan has been completed. The development of strategic objectives will be designed to sustain and enhance this resource. The project will continue in 2011 with presentations to various stakeholders culminating in a presentation and report to Council in the 4 <sup>th</sup> quarter of 2011.	Draft Plan is ready to present and discuss with stakeholders; ongoing.
5.	Municipal Operations Centre	January	December	On April 12, 2010 Council adopted the municipal properties identified as No. 1800 and 1801 Fisher Drive as the site for the new Municipal Operations Centre. On August 9, 2010 Council awarded RFP P-29-10 to Stantec Consulting Limited for an EA process to develop cost estimates and site preparation works for the new location.	Work has begun on the EA with an expected completion date in the second quarter of 2011.
6.	Fleet Services	March	November	The intention is to improve Fleet Service delivery by improving the financial sustainability of Fleet Services. Items to be reviewed will include, but not be limited to, Fleet Depreciation, Unit Replacement, Parts Inventory Management and Client Group Costing.	Data being readied to help in review and development of strategies.
7.	Establish GPS Tracking of Winter Control and Solid Waste Collection Vehicles	March	December	GPS tracking will enable Public Works to monitor vehicle location and operations. This will help in routing efficiencies and also with Risk Management issues.	Capital request

## 2011 Work Program

### Division: Transportation / Parking, Traffic, Transportation Demand Management

Item	Description of Work	Start	End	Comments	Present Status
PRK 1	Testing Solar On-Street Parking Pay and Display Payment Program	Jan 2011	June 2011	Testing of solar parking payment machines will occur during the 2010 winter months and, if successful, machines will be installed on-street mid in 2011.	Agreement has been drafted to provide machines for testing at no cost to the City for approximately 4 months.
PRK 2	Parking Surface Lots Reconstructed	June 2011	Nov 2011	Provide pavement, pedestrian areas, equipment and landscaping upgrade requirements for Gas Works or old Food Bank Lot.	Design and construct.
PRK 3	Downtown Strategic Parking Study	Jan 2011	Dec 2011	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.
TRF 4	Comprehensive Transportation Plan Update	Jan 2011	Ongoing	Program to implement the recommendations of the 2010 Comprehensive Transportation Plan. The first phase is to plan, budget and program infrastructure improvements as determined via the Transportation Plan Update for all modes of travel (auto, cycling, pedestrian and transit).	Not started
TRF 5	Trail and Bicycle Lane Improvements	Jan 2011	Dec 2011	Program to implement trail and bicycle lane improvements in accordance with the City's trail guidelines. In 2011, Transportation staff will focus on trail crossings and pavement markings with respect to on-street bicycle lanes.	Following the completion of the Parkhill Road Environmental Assessment, Transportation Division Staff will work with Engineering Division Staff to design and implement the Ravenwood Drive trail crossing at Parkhill Road connecting the Jackson Creek Trail.  In addition to this, Staff will focus on the Rotary Trail crossing at Nassau Mills Road South of Trent University's Ferron Bridge.
TDM 6	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. Projects for 2011 include: improvements to the rail bridge just north of the Holiday Inn, and establishing a link on the Rotary Trail between the Tollington bridge and where the Lakefield section begins.  Chair the inter-departmental Trail Committee.	Interdepartmental Trails Committee meets regularly to co-ordinate trail activities.

## 2011 Work Program

### Division: Transportation / Parking, Traffic, Transportation Demand Management

Item	Description of Work	Start	End	Comments	Present Status
TDM 7	Sidewalk Plan Evaluation	April 2011	Sept 2011	The purpose of the Sidewalk Strategic Plan is to create a process for, and to prioritize, sidewalk projects within the City of Peterborough. It was developed in 2008, and re-evaluations of the tool are scheduled for every three years.	Not started
TDM 8	Ecomobility Programs	April 2009	March 2012	<p>Transport Canada provides Ecomobility funding for a three-year program from 2009 to 2012. The funding goes towards 7 distinct projects:</p> <ol style="list-style-type: none"> <li>1. Shifting Gears Workplace Transportation Challenge</li> <li>2. Shifting Gears Community Transportation Challenge</li> <li>3. Shifting Gears Youth Transportation Challenge</li> <li>4. IWALK Challenge</li> <li>5. Cycling Skills training</li> <li>6. Intersection bike detection pilot; and</li> <li>7. Bus stop schedule info posts.</li> </ol> <p>Peterborough Green-Up and the Health Unit are project partners. Ambassadors for the Shifting Gears as well as Active and Safe Routes to School programs have been hired with this funding, which has resulted in sizeable increases in program participation.</p>	Shifting Gears, IWALK and Cycling Skills projects are all on-going. The bike detection pilot and bus stop info posts are planned to commence and finish in 2010.

## 2011 Work Program

### Division: Transportation / Parking, Traffic, Transportation Demand Management

Item	Description of Work	Start	End	Comments	Present Status
TDM 9	Day to Day TDM Program Delivery	On-going	On-going	<p><b>1) Shifting Gears Work Place Challenge</b> introduced in 2004. Expanded in 2010, adding: Shifting Gears Community Challenge, and Shifting Gears Youth Challenge.</p> <p><b>2) Active and Safe Routes To School</b> activities include the Car Free Day (formerly monthly IWALK) program and the development and printing of school travel maps.</p> <p><b>3) Active and Safe Community Routes</b> a committee of community organizations promoting safe public spaces for pedestrians and cyclists in the City and County.</p> <p><b>4) Transit Quest</b> a Grade 8-specific program, geared to attracting youth to city transit system during their March Break.</p> <p><b>5) On-The-Bus</b> a program that introduces elementary classes to public transit through workshops led by Peterborough Green-Up.</p> <p><b>6) Transit Promotion</b> Creation of detailed route schedules to make it easier for transit users to know when the bus will arrive. Ecomobility funded.</p>	<p>Continue to build through 2011 and 2012</p> <p>Participating schools now up to 10, with requests from more. A new school travel map (Prince of Wales) will be developed in 2011, to bring the total to three.</p> <p>ASCR has assisted in the development of a new Bridgenorth Trail (north end of Hilliard) and in securing funding for improvements to Trans-Canada Trail (Bethune to Bonnaccord).</p> <p>Passes used for 18% more bus trips in 2010 over 2009; more schools participated in 2010.</p> <p>Program completely full in past years, waiting list in place.</p> <p>Developing GIS and GPS coordinates data set to be integrated into interactive timetable.</p>

## 2011 Work Program

### Division: Transportation / Public Transit

Item	Description of Work	Start	End	Comments	Present Status
TST 1	Day to Day Transit Training Program Delivery	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 that was started in 2007. All new recruits, and existing operating staff, to be trained in transit operator specific training.
TST 2	Municipal Operations Centre/Transit Storage Facility	September 2010	June 2013	In concert with the development of the new Municipal Operating Centre complete needs analysis and review of bus storage opportunities. Current 24,000 sq.ft. facility was built to accommodate 42 vehicles. Current fleet of 60 buses and vans has outgrown the existing facility.	Work flow processes, and planning and design phase for new Municipal Operations Centre/Transit Facility initiated in 2010. Construction to continue through 2012 with the facility coming on-line in 2013.
TST 3	Complete RFP and Award Trans-Cab Contract	September 2010	March 2011	Currently working month to month. 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 4	Electronic Runcutting/Scheduling System	March 2011	December 2011	Review, purchase and install Electronic Runcutting/Scheduling system software, replacing existing manual transit operator roistering and scheduling systems for both conventional and specialized transit operations.	Initial review and project analysis was completed in 2008. Plan to prepare RFP, procure, install and be on-line by the end of 2011.
TST 5	Enhancements to VOIP Computerized Telephone System	January 2011	June 2011	Review need and complete upgrade to present VOIP computerized telephone system at public transit to include call tracking and call monitoring.	Current system is 6 years old and requires enhancements to improve customer service and customer satisfaction, specifically with Handi-Van scheduling.
TST 6	MTO Licensing Signing Authority	March 2011	September 2011	To have Staff trainers certified to complete in-house provincial licensing for transit operators, to enable license renewals and upgrades.	Currently reviewing and training specifications required.
TST 7	Compliance With Accessibility for Ontarians With Disabilities Act, 2005 (AODA)	Jan. 2009	Ongoing	The Accessible Customer Service Standard was implemented as of January 1, 2010. The Integrated Accessible Standard has been released that combines the Accessible Transportation Standard, Accessible Information and Communications Standard and the Accessible Employment Standard. Feedback was received by the Province up to October 16, 2010 and once any accepted changes are made, the regulation will become law.	The changes proposed for 2011 are related to the Transportation regulation. Staff will work through the changes to meet compliance. The 2011 requirements are not major changes nor do they require additional funds.

**2011 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 2011, the existing staff will process 18 million cubic metres of sewage and 80,000 – 90,000 cubic metres of landfill leachate.	Ongoing
2	Federal Wastewater Systems Effluent Regulations	February 2011	Ongoing	Beginning February 2011, the WWTP will phase in new Federal Wastewater regulations. These regulations will have more stringent sampling, monitoring and reporting requirements than our existing provincial Certificate of Approval for the WWTP.	Implementation Phase in early 2011.
3	Nutrient Management Act and Associated Regulations	January 2010	December 2011	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 2011.	Annual report to OMAF will be completed by January of 2011.
4	Biosolids Master Plan	Summer 2011	Winter 2015	This Master Plan will be undertaken in conjunction with the Composting/Biosolids project in the Waste Management Division.	Proposed
5	National Pollution Release Inventory (NPRI) - Federal and Provincial Mandatory Reporting Submission	Winter 2010	Summer 2011	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 2010, and first quarter of 2011, with reporting deadline of June 1, 2011.
6	Sanitary Sewer Environmental Assessment for Plant Capacity and Inflow and Infiltration Mitigation at the Wastewater Treatment Plant	Spring 2010	Through 2011 and beyond	Growing concerns of clean water coming to the plant and using capacity, and higher frequency of sewage by-passes, will facilitate the need to conduct an EA to address these concerns. It is anticipated that final solutions to mitigate and manage these extraneous flows will be presented in the summer of 2011.	Ongoing

## 2011 Work Program

### Division: Waste Management

Item	Description of Work	Start	End	Comments	Present Status
1	Integrated Waste Management Strategy	Fall 2010	Fall 2011	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	Summer 2010	Spring 2011	Critically review life cycle costing (operating and capital) for landfill site. A consultant will be hired to lead this project.	Proposed
3	Construction of an Electrical Generating Facility to Convert Landfill Gas Flare	Spring 2011	Winter 2011	PUI developing Landfill Gas Utilization Facility to produce electricity from methane generated at the landfill site. Facility scheduled for construction in the spring of 2011; commissioning is scheduled for winter of 2011.	Ongoing
4	South Fill Area Closure	Summer 2011	Summer 2012	Once the SFA landfill reaches final contours, the remaining cells will be closed as per the closure plan.	Proposed
5	Redevelopment of Bensfort Road	Spring 2011	September 2012	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 of 2012.	Ongoing
6	Composting and Biosolids	Fall 2011	March 31, 2015	Initiate a search for composting and biosolids processing technology as a future public-private partnership in conjunction with Biosolids Master Plan project in the Environmental Protection Division.	Proposed
7	Operate Waste Management Facility, Recycling Programs, HHW Facility, Composting Facility, Public Space Recycling, Promotion and Education, including the annual Waste Reduction Calendar, operations of associated programs and facilities	Ongoing	Ongoing	Day to day operations of waste management programs, services and facilities. We will continue to maximize opportunities to increase diversion and minimize waste going to landfill.	Ongoing
8	Waste Collection By-law Consolidation	Fall 2010	Summer 2011	Update the waste collection by-law to reflect the changes in the waste collection system.	Ongoing

## 2011 Work Program

### Department: Community Services: Administration

Item	Description of Work	Start	End	Comments	Present Status
1	Lead/Support Corporate, Cross Departmental or Departmental Projects and Initiatives	Ongoing	Ongoing	Lead and/or support corporate projects or initiatives affecting several Departments such as Asset Management, AODA, Document Management, etc; represent CSD on various projects within other City Departments; coordinate Departmental involvement.	Completed Little Lake Master Plan
2	Support Divisional and Institutional Strategic Plans	Ongoing	Ongoing	Coordinate and support various strategic planning and policy development initiatives.	Municipal Cultural Plan, Library Strategic Plan, Fire Master Plan, Art Gallery planning
3	Build CSD Management Team and Create Common Corporate Identity	Summer 2008	Ongoing	Build management team through regular bi-monthly Departmental meetings with Divisional managers; develop Departmental vision, beliefs/values statement and promotional material.	Completed Departmental staff survey on mission, beliefs and values
4	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
5	Improve Communications with Council and Joint Services	Spring 2009	Ongoing	Improve community consultation, research and report writing skills.	Presented 3 Departmental workshops on Report writing
6	Support Boards/ Advisory Committees	Ongoing	Ongoing	Advise and support boards, advisory committees and special project committee within Department as required; coordinate Arenas Parks and Recreation Advisory Committee.	Periodically attend meetings on rotational basis or as needed
7	Resolve Personnel Matters	Ongoing	Ongoing	Direct, advise, support, mentor and develop managers; deal with disciplinary matters, as required; participate in Joint Union/Management meetings and contract negotiations; assist with recruitment of Senior Departmental and Corporate staff.	On-going
8	Lead/Support Job Evaluation Committees	Ongoing	Ongoing	Appointed by CAO as Chair on NU Job Evaluation Committee; evaluate positions as required; also serves on Library JEC.	On-going
9	Manage Community Grants Program	Winter 2006	Ongoing	Coordinate Project Grants, Investment Grants and Service Grants programs; conduct comprehensive review in 2010.	Completed grant review, incorporation workshop; hosted fund-raisers network meeting
10	Encourage Environmental Sustainability	Winter 2008	Ongoing	Chair Sustainable Peterborough and assist with project coordination and oversight.	Received \$200,000 from FCM, \$29,000 from Rural Secretariat and \$128,974 from Trillium; started study
11	Lead/Support Corporate, Cross Departmental or Departmental Capital Projects	Ongoing	Ongoing	Advise and support Corporate, Departmental, Divisional and facility Capital Projects.	Market Hall and Wall of Honour projects completed; Relocation of Fire Station 3 approved

## 2011 Work Program

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

Item	Description of Work	Start	End	Comments	Present Status
	<b>CAPITAL WORKS</b>				
1	Little Lake Shoreline Design Study	September 2008	Ongoing	Undertake an engineering shoreline study to address erosion of critical areas of Little Lake, particularly at Beavermead Park.	Pending Council approval for 2011 capital budget resources
2	Del Cray Park Design Plan	February 2010	Ongoing	Develop an RFP for a Design Plan for Del Cray Park.	Pending Council approval for 2011 capital budget resources
3	Beavermead User and Cost Benefit Analysis (Camping)	March 2011	December 2011	Develop and implement a cost benefit and user analysis of the camping functions and lands at Beavermead Park.	Pending Council approval for 2011 capital budget resources
4	Little Lake Master Plan Steering Committee	June 2010	Ongoing	To address the recommendations of the Little Lake Master Plan.	Committee is determining future priorities and staging
5	Market Hall Operations	March 2008	Ongoing	Development of a maintenance management contract with the Market Hall tenant.	Pending Council approval
6	Marina Operations	July 2005	Ongoing	Supervision of the Peterborough Marina.	Developing a stronger seasonal and transient boater base
7	Beavermead Campground Operations	September 2009	Ongoing	Supervision of the Beavermead Campground operations.	Developing a stronger seasonal and transient boater base
8	Facility Management Support	March 2008	Ongoing	Provide support to Facility Managers in the Community Services Department.	Support staff as required with facility and building enquiries
9	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.	Project is in its final stages of completion
10	Soccer Complex	September 2004	Ongoing	Development and construction of a new soccer complex.	A design-build RFP package has been prepared for issue
11	Marina Rejuvenation – Dock Replacement	April 2008	Ongoing	Replacement of “C” docks at the Peterborough Marina.	Pending Council approval for 2011 capital budget resources
12	Removal and Reconfiguration of Mark Street Wharf	April 2009	Ongoing	Demolition of the existing wharf and installation of a new boat launch and floating dock.	Work is underway
13	Roger’s Cove Changeroom and Storage facility	February 2011	Ongoing	A new washroom/change facility with storage to relocate Brownsea Base to Roger’s Cove.	Pending Council approval for 2011 capital budget resources

## 2011 Work Program

### Division: Emergency Management Division (EMD)

Item	Description of Work	Start	End	Comments	Present Status
1	Business Continuity Planning	Jan/11	Ongoing	A corporate-wide Business Continuity Planning (BCP) project was initiated in 2008 with corporate, and several divisional, BCP plans for critical services and functions. The EMD will coordinate ongoing plan development, maintenance and testing.	EMD will work with Division Directors / Managers to review and update BCPs, and make policy recommendations in support of BCPs (i.e. succession planning).
2	Risk Management	Jan/11	Ongoing	A corporate Risk Management Advisory Committee was re-established in 2008. EMD is responsible to coordinate the work of the Committee and the development and implementation of corporate risk management policies and initiatives.	EMD will coordinate corporate risk management mitigation and response strategies. The Acting Manager helped Utility Services Department address CVOR concerns and will continue to assist.
3	Emergency Management Program	Jan/11	Ongoing	The Emergency Management and Civil Protection Act sets out that municipalities must establish Emergency Management programs that include mitigation and preparedness activities, and response and recovery plans, to promote disaster resiliency.	EMD will develop and implement training, education, exercises and plan development to promote community emergency readiness and resiliency.
4	Training and Exercises	Jan/11	Ongoing	Training is one of the core pillars of the City's emergency management program. Training is provided on an annual basis to the Emergency Control Group, Public Inquiry Centre Team, Emergency Social Services (Reception Centre) Team, Airport Emergency Command Centre representatives, and community partners.	EMD will provide two training exercises: one with Fleming College and one for the Airport. Training will include Public Inquiry, Basic Emergency Management, Critical Incident Stress Management, Emergency Information, Incident Management System, Emergency Social Services, and 72-hour personal preparedness.
5	Provincial Nuclear Emergency Response Plan (PNERP)	Jan/11	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.	EMD will participate with appropriate Nuclear Agencies and organization's Committee to plan response and recovery strategies for nuclear events.
6	Emergency Plans	Jan/11	Ongoing	The City of Peterborough all-hazards Emergency Response Plan sets out emergency response guidelines. The Emergency Social Services Plan details the provision of emergency food, clothing, lodging, registration/inquiry and personal services. Hazard-specific plans include a Human Health Supporting Plan, Community Pandemic Plan, and Flood Response Plan.	EMD will develop an Evacuation/Mass Notification Plan, and an Emergency Financial Management Plan. EMD will work with the PCCHU and other community agencies to enhance the Pandemic Plan.

## 2011 Work Program

### Division: Peterborough Fire Services (PFS)

Item	Description of Work	Start	End	Comments	Present Status
1	Master Fire Plan	Nov/10	Dec/11	A Master Plan is being created to help identify the direction that PFS will need to progress toward in the next ten 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 other master fire plans in the industry as well as working with the Office of the Fire Marshal to determine the best format for the plan.
2	Communications Centre	Jan/11	Ongoing	Communications will continue to provide dispatch service to the City and County. Staff will be performing a review of the current manner in which the Centre is operating and adopt changes as required.	Staff are currently working on the implementation of linking the computer aided dispatch system to front line pumpers.
3	Training Division	Jan/11	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.</p> <p>Training will review the current hiring processes and investigate hiring and retention issues. Training will also host another firefighter recruitment for the 24 month list.</p> <p>Acting Captain standards will be implemented.</p>	<p>The Training Division is currently working on implementing the web based training models.</p> <p>Acting Captain upgrades are now in progress.</p> <p>Staff are working on the development of the specialty rescue training programs and revamping response requirements.</p>
4	Response Time Protocols and Fire Hall Replacement(s)	Jan/11	Mar/11	Staff will be commissioning the new Station 3 and decommissioning the Monaghan Road Station and placing it up for sale.	The City has selected a Project Manager who will assist in the selection of a Project Architect. Tender documents for construction will be issued early in 2011.
5	Fire Prevention and Education	Jan/11	Ongoing	<p>Inspection/Investigation staff will continue to perform inspections as required with an emphasis on high-risk occupancies.</p> <p>Fire Prevention will continue to inspect and investigate fires and incidents as required.</p> <p>Staff will continue to proceed with all public education programs including the home smoke alarm programs.</p>	<p>Staff have started the home inspections program. Crews will visit 2,800 homes every year to educate the public on this program.</p> <p>Staff continue to inspect properties to ensure compliance.</p> <p>Fire investigations continue as required.</p>
6	Suppression Division	Jan/11	Ongoing	Suppression will continue to respond to emergencies, as well as assisting with public education initiatives and public relations, to raise this profile with the Community, agencies and other Departments within the City.	Suppression staff, when not responding to calls or in training, are working in the community on the home fire inspection program.

**2011 Work Program**  
**Division: Recreation**

Item	Description of Work	Start	End	Comments	Present Status
1	VISION 2010: A Strategic Plan for Recreation, Parks and Culture	2007	Ongoing	Many recommendations of the Vision 2010 Plan have been accomplished. However, it will take approximately 5 years to fulfill the remaining desired outcomes.	Ongoing
2	Signage and Bench Program	February 2007	Ongoing	There is public concern that the City has not signed all parks and, when they contain a sports field, they are difficult to find without proper signage.	Park signage is the focus of this program for 2011.
3	Community Assistance	September 2005	Ongoing	Staff works with neighborhood and sport groups to redevelop and/or improve municipal green spaces. Annually, projects are recommended to the Arenas Parks and Recreation Advisory Committee.	Ongoing
4	Delivery of Instructional Sports		Ongoing	The Recreation Division offers twelve instructional sport activities for children, youth and adults.	Program registration continues at a minimum of 85% of capacity.
5	Children and Youth Programming		Ongoing	The Recreation Division offers children and youth programs, such as Junior Parks, six Neighbourhood Youth Centres, a Downtown Youth Space, and an After School Recreation Program.	Ongoing – funding for the after school program is in place until March of 2011.
6	Outdoor Park Facilities		Ongoing	Recreation staff manages various lease agreements with food service operators, who conduct business within City owned outdoor facilities. Staff also manage the scheduling and permitting of community activities in City owned outdoor facilities and specific sport fields owned by the school boards.	Ongoing - Annually, over 240 events are scheduled and permitted by Recreation.
7	Recreation Subsidy Program		Ongoing	The Recreation Division administers \$90,000 in subsidy funds to low-income individuals and families that are accessing community recreation opportunities.	Ongoing - This program supported over 600 recreation opportunities in 2010.

## 2011 Work Program

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

Item	Description of Work	Start	End	Comments	Present Status
1	User Surveys	On-going	On-going	Through user surveys, feedback forms, community forums and participating in classes, events staff will be able to remain in the forefront of the latest trends and needs of the consumer.	On-going
2	Effective Asset Management	On-going	On-going	Continued evaluation and replacement of equipment as it ends lifecycle. Aggressive preventive maintenance program.	On-going
3	Facility Expansion	On-going	On-going	Staff are currently undertaking a feasibility study to assess the current and future needs of the facility to ensure services can meet increased user demands. From this study, staff will be submitting a Report to Council for consideration in early 2011.	Currently undertaking in-house feasibility study to be completed in October of 2010.
4	Evaluating Staff Requirements	On-going	On-going	Assessing current services and user growth demands to ensure effective deployment of staff and resources. Recommending additional 504 FTE.	Budget request for 2011
5	Staff Training	On-going	On-going	Continue to enhance the staff-training program to ensure staff are familiar with new initiatives such as AODA, and current policies. Promote peer mentoring among senior and junior staff.	On-going
6	Environmental Sustainability	On-going	Winter 2011	Continued replacement of inefficient equipment and lighting through cost analysis program. Past replacements include gym and pool lighting.	On-going
7	Review Fee Structure and Service Delivery to Maximize Potential Revenue Growth. Eliminate Inefficient Operations	On-going	On-going	Assess current fee structure and put in place sustainable increases. Eliminate inefficient programs and services.	On-going
8	PCI Compliant, Privacy Act, Working Alone, Bill 168 on Workplace Violence	On-going	On-going	Staff training programs to make staff aware of new initiatives. Reviewing current report mechanisms.	On-going

## 2011 WORK PROGRAM

### Division: Arts Culture and Heritage: Administration/ Heritage Preservation Office

Item	Description of Work	Start	End	Comments	Present Status
1	Municipal Cultural Planning	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Complete Municipal Cultural Plan including: Cultural mapping, Community Development/ Engagement, Strategic Planning and development of appropriate Performance Measures/Indicators.</li> <li>- Integrate arts, culture and heritage as "Cultural Lens" into City planning and development including Official Plan revisions.</li> <li>- Continue to support Municipal Cultural Planning Partnership.</li> </ul>	<p>Project is being led by ACH staff with a cross-Divisional City committee.</p> <p>Received \$63,625 funding from Creative Cities Prosperity Fund.</p>
2	Support and promote initiatives to attract immigrants to the city	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Continue participation on the Peterborough Partnership Council on Immigrant Integration (PPCII).</li> <li>- Support and develop the Municipality's Immigration Portal.</li> </ul>	<p>Ongoing</p> <p>Phase 1 of Portal completed. Ongoing support is required.</p>
3	Provide advice and support for Division operations and planning activities, and promote cross Divisional initiatives	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Support the Division organizations in meeting their strategic goals and objectives.</li> <li>- Encourage facilities to develop cross-facility programming during March and Summer Breaks.</li> </ul>	Ongoing
4	Support Division Staff	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Maintain regular meetings with facility and program coordinators in accordance with their needs; provide regular feedback.</li> <li>- Provide direction, advice and support to facility and program managers on Human Resources opportunities and challenges.</li> </ul>	Ongoing
5	Improve Divisional operations as well as Facility Board and Advisory Committee activities	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Encourage and attend regular meetings with individual facilities.</li> <li>- Advise and support Art Gallery Board; Library Board; Arts, Culture and Heritage Advisory Committee; Museum and Archives Advisory Committee; and PACAC.</li> </ul>	Ongoing
6	Provide support for Departmental and Municipal projects and master plans	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Participate in projects such as Market Hall and Little Lake Master Plan.</li> <li>- Encourage facilities to participate in cross Departmental activities and projects.</li> </ul>	Ongoing
7	Participate in City Projects	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- AODA, Workplace Violence, Health and Safety, Business Continuity Planning and Corporate Policy Program.</li> </ul>	Participate as required.
8	External funding and grants	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Seek funding for Division projects when available.</li> </ul>	As circumstances allow.
9	Support activities of local Arts, Culture and Heritage Organizations	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Coordinate activities for programs such as Artsweek, Annual Awards, recognition plaques, etc.</li> <li>Provide support to the Community Calendar of Events.</li> </ul>	Ongoing
10	Public Art	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Develop annual capital budget and Public Art Policy; undertake annual public art projects.</li> </ul>	Work with appropriate City staff and the Public Art Advisory Committee to identify and complete future projects.

## 2011 WORK PROGRAM

### Division: Arts Culture and Heritage: Administration/ Heritage Preservation Office

Item	Description of Work	Start	End	Comments	Present Status
11	Advise and Support Institutional Capital Projects	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> </ul>	Ongoing
12	Municipal Cultural Plan Strategic Priorities: A	1 <sup>st</sup> qtr.	2nd qtr.	<ul style="list-style-type: none"> <li>- Project supervision for production of Municipal Cultural Plan for the Corporation.</li> </ul>	Tender out; consultant hired in summer of 2010.
13	Divisional Support Strategic Priorities: B	1 <sup>st</sup> qtr.	Ongoing	<ul style="list-style-type: none"> <li>- Staff support for Cenotaph Committee and Naming Committee; presentations as requested.</li> <li>- Staff support for ACH initiatives as required.</li> </ul>	New Cenotaph By-law in place; repairs to Cenotaph took place in summer of 2010.
14	Policy Strategic Priorities: B			<ul style="list-style-type: none"> <li>- Creation of policy to support heritage preservation; creation of Corporate Archaeology Policy; updating of Naming Policy.</li> </ul>	Drafts of Archaeology and Naming Policy complete.
15	Veterans Wall of Honour Strategic Priorities: F	1 <sup>st</sup> qtr.	Ongoing	<ul style="list-style-type: none"> <li>- Project supervision.</li> </ul>	Monument under construction; installed summer of 2010.
16	Administration of City's Heritage Activities Strategic Priorities: D	1 <sup>st</sup> qtr.	Ongoing	<ul style="list-style-type: none"> <li>- Designation of heritage properties and enrolment/participation in Heritage Property Tax Relief Program.</li> <li>- Curriculum delivery for Fleming College Museum Management and Curatorship Program.</li> <li>- Administer provision of archaeology consulting for corporate undertakings.</li> <li>- Staff support for PACAC and Doors Open.</li> <li>- Nomination of eligible properties to Canadian Register</li> <li>- Outreach to owners of designated properties.</li> </ul>	Designation and HPTRP registration ongoing. Archaeology support ongoing. Fleming Partnership set for each fall. Support for Doors Open and PACAC ongoing.

## 2011 Work Program

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

Item	Description of Work	Start	End	Comments	Present Status
	<b>Maintain Principled Community Planning</b>				
1	Visitor Services Development	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Given renovated public spaces, enhance visitor services delivery and develop social networking	In planning stages
	<b>Enhance Organizational Effectiveness</b>				
2	Preventive Conservation Program	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Systematic collection assessment and reconfiguration of permanent collection storage	In planning stages
3	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
	<b>Sustain Fiscal Growth</b>				
4	Community Public Programs	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Revenue generating programs: MUSE Film Series (2); March Break camps; Summer Discovery camps	In planning stages
5	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
	<b>Nurture Community Lifestyle and Identity</b>				
6	Temporary Exhibition Installations (on and off-site)	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Heideman Gallery exhibition installations (4); feature exhibitions; off-site exhibitions (as invited)	In planning stages
7	Circulate National Traveling Exhibitions	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Promote, book, ship and support: (1) Voices of the Town: Vaudeville in Canada; (2) Noble Experiment: Temperance and Prohibition	In progress
8	Development and Delivery of Educational Programs	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	New school programs (3) will be researched, developed and delivered, to supplement core programs and in conjunction with Museum temporary exhibitions	In planning stages
9	Adventure on the Hill	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Series of Sunday afternoon family events (6) in support of temporary exhibitions	In planning stages
10	Word on the Hill	1 <sup>st</sup> qtr	3 <sup>rd</sup> qtr	Sunday afternoon lecture series (2), in partnership with Trent University	In planning stages
11	Corporate 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., Snofest, D-Day, Doors Open, etc.)	Ongoing
12	Volunteer Program	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Promote, train and support meaningful volunteer opportunities for youth and adults, including professional development and appreciation events (2)	In progress
	<b>Maintain Security of People and Property</b>				
13	Archives Upgrade – Stage 1	2 <sup>nd</sup> qtr	3 <sup>rd</sup> qtr	Develop plan for an upgrade: (1) compact storage; (2) fixtures and fittings	In planning stages
14	Satellite Campus of Fleming College	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	Develop, encourage and support applied projects for post-graduate students in the Museum Management and Curatorship Program	In planning stages
	<b>Manage Infrastructure Responsibly</b>				
15	Facility Maintenance		Ongoing	Prioritize, initiate and oversee facility maintenance as required, including facility partnership with Fleming College (on site modular building)	Ongoing

## 2011 Work Program

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

Item	Description of Work	Start	End	Comments	Present Status
1.	Maintain principled community planning <ul style="list-style-type: none"> <li>Do a feasibility study for Library Expansion</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>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.</li> </ul>	Schedule feasibility study for 2011.
2.	Enhance organizational effectiveness <ul style="list-style-type: none"> <li>Planning and policy development</li> <li>Participate in, and support, City projects</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>Comply with City policies and work with Corporate Policy Coordinator to update library policies and procedures.</li> <li>Participate in, and support, City projects such as Health and Safety and Asset Management.</li> </ul>	Ongoing
3.	Sustain fiscal growth <ul style="list-style-type: none"> <li>Grants and Government projects</li> <li>Budgeting and fiscal responsibilities</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>Explore possible grants and Government projects. Respond to other funding opportunities as they arise.</li> <li>Prepare budget and expend budgeted funds according to Library and City policies.</li> </ul>	Ongoing
4.	Nurture community lifestyle and identity <ul style="list-style-type: none"> <li>Programs and special events at Main and DelaFosse Branch</li> <li>Collection development and support of collection development operations</li> <li>Relations with external organizations</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>Offer library programs and events that are viable and that meet community needs.</li> <li>Provide materials in all formats that match marketplace and patron needs/expectations.</li> <li>Continue with, and develop, new partnerships with community organizations, library organizations and schools for the purpose of offering programs and services for the community.</li> </ul>	Ongoing
5.	Maintain security of people and property <ul style="list-style-type: none"> <li>Maintain library buildings and property</li> <li>Participate in City and Provincial initiatives</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>Maintain library buildings and property to ensure public safety.</li> <li>Comply with City and Provincial initiatives and policies such as AODA and Violence in the Workplace.</li> </ul>	Ongoing
6.	Manage infrastructure <ul style="list-style-type: none"> <li>Support technology and systems</li> <li>Regular maintenance and repair of library buildings</li> <li>Planned maintenance projects</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>Work with SirsiDynix and PTS to support, maintain and plan all networks, software and hardware in the library environment.</li> <li>Repair and maintain Main and DelaFosse buildings as needs arise.</li> <li>Plan maintenance projects as identified in City's facilities audit.</li> </ul>	Ongoing

## 2011 Work Plan

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

Item	Description of Work	Start	End	Comments	Present Status
1	Maintain principled community planning <ul style="list-style-type: none"> <li>• Receive and assess results of building audit</li> <li>• Proceed with feasibility and functional analysis study</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>• Audit of the AGP building will provide the basis to plan ongoing repairs and maintenance and will also provide detailed facility information for the feasibility study</li> <li>• Assess growth potential for gallery operations and programs; define facility and location to best support the initiative</li> </ul>	Striking Committee to prepare RFP to launch study in 2011
2	Enhance organizational effectiveness <ul style="list-style-type: none"> <li>• City Agreement, Policies and Bylaws</li> <li>• Administrative practices</li> <li>• Communications</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>• Review of agreement between City and AGP Board; modify AGP bylaws and policies to reflect current status</li> <li>• Continue to implement improved administrative procedures</li> <li>• Continue to develop our online and printed communications</li> </ul>	Ongoing
3	Sustain fiscal growth <ul style="list-style-type: none"> <li>• Operating and project grants</li> <li>• Sponsor and membership program</li> <li>• Education program</li> <li>• Gallery Shop and Art Rental program</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>• Prepare annual grant applications and explore project opportunities</li> <li>• Develop membership campaign and define sponsorship opportunities to encourage participation and support</li> <li>• Develop a diverse offering of education opportunities for all ages and levels of expertise</li> <li>• Maintain gallery shop representation of regional art and fine craft</li> </ul>	Ongoing
4	Nurture community lifestyle and identity <ul style="list-style-type: none"> <li>• Exhibition development</li> <li>• Participate and support City and Community projects</li> <li>• Public Art Policy</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>• Provide opportunity for emerging artists, children and youth to exhibit and enjoy a learning experience in the visual arts</li> <li>• Seek partnerships opportunities within the City and community organizations</li> <li>• Work with the City and Public Art Committee to coordinate the public art policy and implement projects</li> </ul>	Ongoing
5	Maintain security of people and property <ul style="list-style-type: none"> <li>• Staff and volunteer training</li> <li>• Permanent collection</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>• Provide Health and Safety training for staff, volunteers and workshop instructors</li> <li>• Ensure safe handling and environmentally sound, secure space for the permanent collection</li> </ul>	Ongoing
6	Manage infrastructure <ul style="list-style-type: none"> <li>• Facility maintenance</li> </ul>	1 <sup>st</sup> qtr	4 <sup>th</sup> qtr	<ul style="list-style-type: none"> <li>• Prioritize, initiate and oversee facility maintenance as required</li> </ul>	Ongoing

## 2011 Work Program

### Division: Arenas Division

Item	Description of Work	Start	End	Comments	Present Status
1	Master Plans – Morrow Park – Implement Phase I	Jan 2011	Dec 2011	Following completion of the Morrow Park Master Plan in the spring of 2011, 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.	Master Plan process started in April of 2009, recessed in fall of 2009 and restarted in fall of 2010.
2	Tenant and User Group Relationships	Jan 2011	Dec 2011	Continue to improve communication and build solid relationships acting as the City liaison between tenants and user groups of the Arena Division. Encourage cross-promotion between the groups as well as with the City.	Communication with tenants and major user groups across Division: Petes, Jr. and Sr. Lakers, PFSC, Hall of Fame, Agricultural Society, Gym Club, Day Care, Farmers' Market, Flea Market, Peterborough Stars, Crowley Hockey School, PCCHL, etc.
3	Represent City and Region Promoting Tourism and Economic Development	Jan 2011	Dec 2011	Represent Arena Division and the City of Peterborough by: being involved in the Community Sports Council and the Chamber of Commerce; and participating with the GPA EDC on the Tourism Advisory Committee (TAC) and the Regional Tourism Organization (RTO) to promote local and regional tourism.	Monthly TAC and RTO meetings.
4	Represent Arena Division at the Arena Parks and Recreation Advisory Committee Level	Jan 2011	Dec 2011	Bring issues of community concern from Arena Division to the Advisory Committee's attention by participating in the agenda setting meetings and monthly Advisory Committee meetings.	Current issues brought up at quarterly meetings.
5	Community Event Promotion and Coordination	Jan 2011	Dec 2011	Assist and/or provide leadership to the coordination and execution of community events. Creation of resource templates and components required to eventually build a Community Events Policy including procedures.	Development of marketing and promotion templates, involvement in community events – i.e. Communities in Bloom.
6	Community Profile of Arena Division Facilities	Jan 2011	Dec 2011	Explore options to properly represent all Arena Division facilities in a community-conscious manner including a review of facility usage.	Develop a review process for facility usage.
7	Special Event Bookings	Jan 2011	Dec 2011	Annual, ongoing process of securing return business and generating new rental opportunities for all Division facilities. Working directly with artist agents, promoters and event coordinators to achieve our goal of increasing the number of special events in the Division. Explore co-promoting opportunities with event promoters in order to increase the number of annual events and maximize potential event revenue.	Continuous communication with event promoters and organizers.

## 2011 Work Program

### Division: Arenas Division

Item	Description of Work	Start	End	Comments	Present Status
8	Development of Divisional Sales and Marketing Strategy	Jan 2011	Dec 2011	Develop a Sales and Market Strategy with the goal of increasing revenue generation and sustainability of Division facilities.	Development of new suite lease sales and renewal program including new pricing strategy. Development of performance metrics. Development of sponsorship programs.
9	Realignment of Division Tasks	Jan 2011	Dec 2011	Standardize processes for efficiency and take into consideration processes of similar operations within the Corporation. This includes continuing to fine-tune the centralized facility booking process that was started in 2010 and working closely with staff to maximize all available ice and floor space in a proactive and efficient manner.	Assessing how system is allowing for more efficient operations. Ensuring tax-added pricing is in line with other Divisions and Departments according to Finance Cash Handling policies.
10	Improve Staff Communication and Performance	Jan 2011	Dec 2011	Regularly meet with management team and supervisors to lead the supervising and communication process with all levels of staff within the Division to enhance staff performance based on Divisional objectives.	Regularly meet to perform high-level review of issues to be rolled out to all levels of staff (i.e. health and safety initiatives implemented by legislation).
11	Computerize Manual Operations and Leverage Information Technology Applications	Jan 2011	Dec 2011	Stay current with existing software applications by implementing upgrades and enhancements when available. Implementation of Class Point of Sale system in concession areas of Arena Division in order to computerize manual applications and to standardize cash handling procedures. This will result in tighter financial controls due to the inventory management system, fixed inventory price controls and standardized reporting features.	Implementation of Class POS systems across Division. Planning of software upgrades – AudienceView. Planning of website upgrades.
12	Energy Saving Initiatives	Jan 2011	Dec 2011	Work with contracted electricians, specialists and City staff in order to identify energy efficient equipment and operations for facilities. Research applicable government programs being offered that relate to the conservation of energy.	Continue to research government programs for eligibility.
13	Facilities Capital Equipment Rehabilitation	Jan 2011	Dec 2011	Work with the City's Property and Energy Coordinator to identify equipment to be listed on the Tangible Capital Asset list in order to properly project the appropriate life span and corresponding maintenance and replacement requirements, and budget accordingly.	Consult with Property and Energy Coordinator to determine categories of capital projects to be under that position's control (i.e. rooftop HVAC units, fire suppression systems, etc.).
14	Lead Divisional Capital Projects	Jan 2011	Dec 2011	Lead and advise on all Capital Projects for Arena Division ensuring adherence to the City's Purchasing Bylaw and approved budget allocation.	Status of progress on current capital projects.

**2011 Work Program**  
**Division: Social Services**  
**Program: Social Assistance**

Item	Description of Work	Start	End	Comments	Present Status
1	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.
2	Improved use of technology to increase service delivery options	Ongoing	Ongoing	Expand use of remote access to allow for community based service delivery (e.g. Neighbourhood Hubs, Rural Access, Co-location with other Service providers). Explore portal file access solutions. Develop on line tools, self guided form/applications processes. Implement telephone recording and call monitoring for use in training/ staff development to ensure quality customer service.	Remote access now available and being piloted in Hostels. Further use through 2010 and 2011 is planned. Corporate review of portal options in process.
3	Financial Assistance: Provides basic benefits to eligible residents to assist with food, shelter, clothing, health and non-health related items and services	Ongoing	Ongoing	Social services processes and business practices will continue to be streamlined to support improved customer service and Human Services Integration. It is expected that declining labour market conditions will result in caseload growth in 2011 with a year-end forecast of 4,273. Improved processes will help to maintain service levels and minimize delays in determining eligibility.	Integrated service teams have been implemented to increase efficiencies, improve collaboration between functional groups and enhance customer service. In August 2010, program was providing support to 3,721 cases representing 6,339 individuals.
4	Employment Support: Assists participants to increase employability through active job search, coaching, job-specific skills training, job placement, volunteer placement, basic education and upgrading	Ongoing	Ongoing	Provide employment supports to Ontario Works and Ontario Disability Support Program participants to increase employability, obtain employment and increase earnings. Planned activities will focus on strengthening linkages between OW sponsored training programs, job placement services and area employers.	By the end of 2010, employment service activities are forecasted to support approximately 4,436 participants in pre-employment training and job search planning.

**2011 Work Program**  
**Division: Social Services**  
**Program: Social Assistance**

Item	Description of Work	Start	End	Comments	Present Status
5	<p>Peterborough Employment Resource Centre (PERC)  Provides area residents with job search supports including resume workshops, computers and resource library</p>	Ongoing	Ongoing	<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>Continue to participate in MTCU sponsored consultations regarding the restructuring of Employment Ontario services.</p> <p>Assess impact on operating budget and service delivery beyond March 31, 2011.</p>	<p>In 2009, PERC served 13,660 job seekers through 36,068 visits across all locations. Outreach locations are Buckhorn, Douro-Dummer, Smith/Ennismore, Havelock, Keene, Millbrook, and Norwood.</p>
6	<p>Homelessness Interventions and Addiction Services:  Connects homeless individuals or families at risk to community services to obtain and maintain longer-term housing.</p> <p>Addiction Services Initiative (ASI)  Provides an intensive case management delivery model to 150 –165 people with addictions as a barrier to employment.</p>	Ongoing	Ongoing	<p>The Province continues to provide 100% funding under the Consolidated Homelessness Prevention Program (CHPP).</p> <p>Through committee work, the Social Services Division will strengthen the links with the Homelessness Partnership Strategy (HPS). The Community Advisory Board of HPS will be reconvening to update the homelessness Community Plan for Peterborough City and County in order to assist in community planning for 2011.</p> <p>Plans for reinvestment from Hostel Budget for Homelessness Prevention Initiatives will be developed by March 31, 2011 with a priority on programs that are aimed at assisting clients in obtaining and retaining permanent or transitional housing.</p> <p>Continue to achieve successful outcomes in ASI including graduating 45 people per year and have 75 people also participate in other employment assistance activities to increase their employability.</p> <p>As the OW caseload increases, there may be a need to adopt strategies to manage the demand: Implement a wait list, increase the 50:1 ratio with the ASI worker or defer part of the case management back to the OW case manager.</p>	<p>Two CHPP programs for 2011: The Semi-Independent Living program at Cameron House and the Reducing Rural Poverty and Homelessness Program operated by the Housing Resource Centre.</p> <p>Two caseworkers work with hostel staff and residents to secure and retain accommodations for shelter residents. The first quarter of 2010 showed 4,337 bed nights with the average stay of 14 nights.</p> <p>Shelter outreach is ongoing and caseloads are increasing. Consequently, benefits being issued are increasing. The ASI budget will be monitored closely over the course of 2010.</p>

## 2011 Work Program

### Division: Social Services

### Children's Services and Community Partnerships

Item	Description of Work	Start	End	Comments	Present Status
1	Best Start Network (BSN) and the Early Intervention and Prevention Committee (EIPC)	Ongoing	Ongoing	The BSN and the EIPC continue to work toward an integrated system of services that is responsive to the needs of all community members in the City and County of Peterborough. In consultation with the municipality, this integrated committee will support the development of the Peterborough Child Care Service Plan when requested by the Ministry of Children and Youth Services (MCYS).	BSN integration with EIPC will be complete in 2010.
2	Investing in Quality - Raising the Bar is an accredited initiative designed to improve and maintain quality in child care settings in the City and County of Peterborough	January 2011	December 2011	With the continued support of the Peterborough City and County Supervisor's Network, Five Counties Children's Centre and the Ontario Early Years Centre, participating child care agencies achieved the Bronze level (Phase One) in March of 2010. Agencies will continue to build on the required standards of phase one as they begin to work on phase two (Silver) standards.	Phase two will continue through to December of 2010. Phase three to begin in 2011.
3	Early Learning Program (ELP) (Phase 1 and 2) - ELP is a comprehensive plan for children from infants to 12 years old and includes a full school day for 4 and 5 years olds and a fee-based extended day	January 2011	December 2011	Phase one of this initiative will be complete in the 2010 school year and will involve five schools in the City and County of Peterborough. Planning for phase two (2011 school year) is well underway. The municipality is working in collaboration with local school boards to support the implementation of the ELP. MCYS has committed to providing stabilization funding to help maintain stable childcare services for children 0 – 4 years. The municipality will work with the childcare community to develop a stabilization plan.	Phase one will be complete in 2010. Phase two will be complete in 2011. Stabilization planning for childcare services is in the early stages of development.
4	Fee Subsidy Funding to Support Children and Families	Ongoing	Ongoing	Continue to provide financial support for the child care system including parent fees subsidies, wage subsidies for licensed child care programs and resources for children with special needs. Continue to keep abreast of funding shortfalls and pressures as the Early Learning program unfolds.	Consulting regularly with the Child Care Business Partners to keep abreast of current and anticipated pressures.

## 2011 Work Plan

### Division: Social Services

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

Item	Description of Work	Start	End	Comments	Present Status
1	Community Asset Mapping	January 2011	Ongoing	Conduct a systematic assessment and inventory of community assets including people, as well as organizational and institutional resources across Peterborough City and County. Results will form the basis for broader service planning and coordination.	Reviewing the existing community inventories produced by COIN in 2009.
2	Community Help Centre/ Service Hub Development	January 2011	December 2011	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 to enhance service availability in Peterborough County.  Support community agencies and groups to identify and reduce service overlap and enhance organizational sustainability.	Monday morning in the Galway-Cavendish-Harvey community. Thursday afternoon and evening in the Havelock-Belmont-Methuen community.
3	Employment Services Coordination	January 2011	December 2011	Coordinate the planning and implementation of Employment Ontario Service Transformation throughout Peterborough County. Assist identified service providers to establish outreach locations in rural areas for the delivery of MTCU-funded employment and training programs.	Ongoing
4	Work on Priorities Identified Through Ongoing Community Consultations Including: <ul style="list-style-type: none"> <li>• Transportation</li> <li>• Youth</li> <li>• Seniors</li> <li>• Food Security</li> </ul>	January 2011	December 2011	Continue to attend the Rural Transportation Working Group and work with the Townships to coordinate transportation to and from the City for rural residents.  Work in partnership with Townships to identify and share best practices in youth engagement, and to pursue initiatives that will encourage youth participation and the development of youth leadership skills.  Work with Townships to identify local issues affecting Seniors and promote the healthy engagement of Seniors. Participate in a Corporate Advisory Committee and coordinate municipal response to Seniors issues.  Encourage dialogue on rural food issues and develop partnerships that address community needs relating to food access, affordability, nutrition, community gardening/ agriculture projects and food bank usage.	Ongoing  Working with Havelock-Belmont-Methuen to establish a youth council and Galway-Cavendish-Harvey to establish a youth issues committee.  Working in Galway-Cavendish-Harvey to establish a community services working group and organize a Services Expo for Seniors in partnership with Community Care.  Drafting recommendations for a coordinated municipal response on Seniors issues.  Participate in the Community Garden Network and the Community Food Network.  Promote the Gleaning program.  Establishing a food issues working group in Galway-Cavendish-Harvey.

## 2011 Work Program Division: Planning

Item	Description of Work	Start	End	Comments	Present Status
1	Planning Process Administration	January 2011	December 2011	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 2011	December 2011	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, AODA, 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 2011	December 2011	The Planning Division supports many projects that are led by other Departments. Interdepartmental projects in process, and anticipated to carry into 2011, include: Public Works/Transit Facility Review, Transportation Environmental Assessments, Housing Strategy, Heritage Property Tax Review, Soccer Field Development, Heritage Districts, Federal Wharf Review, Vision 2010 Review, Morrow Park Master Plan, and various parks planning projects.	This is an annual activity and represents the Planning Division's core responsibilities and principal work program priorities.

## 2011 Work Program

### Division: Planning

Item	Description of Work	Start	End	Comments	Present Status
4	Central Area Master Plan - Implementation Phase	May 2009	December 2011	<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 2011 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; and</p> <p>e) Preparation of a Tourism Development Strategy in partnership with the DBIA.</p>	<p>a) A draft CIP was prepared in 2010. Implementation of recommended programs is dependent on budget approval.</p> <p>b) The preparation of 3 neighbourhood plans was initiated in 2010 and will be completed in 2011.</p> <p>c) Design program was initiated in the fall of 2010 with the issuance of an RFP. To carry over into 2011.</p> <p>d) Design study initiated in the fall of 2010 with the issuance of an RFP. To carry over into 2011.</p> <p>e) To be completed.</p>
5	Official Plan Five Year Review: Implementation Phase	September 2010	December 2011	<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 planned for the 4<sup>th</sup> quarter of 2009 and 2010. However, in discussions with a public facilitator, a revised work program for the review was developed. The consultation program was initiated in September 2010 and will carry into late 2011. A formal public launch will occur in January 2011. Council will establish a priority program for policy renewal arising out of the OP Review in late 2011.</p>	To be completed.
6	Peterborough's Response to the Provincial Growth Plan: Implementation Phase	January 2010	December 2011	<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 2011 include:</p> <p>a) Implementation of a Community Improvement Plan for the area identified on Schedule "H" of the Official Plan; and</p> <p>b) Completion of intensification studies for key areas and corridors in accordance with the Official plan and Provincial Growth Plan.</p>	<p>a) A draft CIP was prepared in 2010. Implementation of recommended programs is dependent on budget approval.</p> <p>b) To be completed.</p>

**2011 Work Program  
Division: Planning**

<b>Item</b>	<b>Description of Work</b>	<b>Start</b>	<b>End</b>	<b>Comments</b>	<b>Present Status</b>
7	Road Network Review and Major Transportation Plan Amendments	October 2007	June 2011	The planning program throughout the City and in particular the City's growth areas is constrained without an update of the Major Transportation Plan. The update of the Transportation Plan will be led by USD. The companion Official Plan policies to implement the Transportation Plan update will be led by the Planning Division as concurrent activities.	The Transportation Policies of the Official Plan cannot be updated until the Transportation Plan Update develops a preferred Road Network plan.
8	Lily Lake Secondary Plan	January 2011	September 2011	The Lily Lake Planning Area is the last growth area to be subjected to a comprehensive planning review and a secondary plan adopted as an Official Plan Amendment, largely due to the fact that it was not annexed until January 1, 2008. The Lily Lake Functional Planning Study, which serves as the basis for the Secondary Plan, was completed in September 2010 and the Secondary plan process will be carried out in 2011.	To be completed.
9	Charlotte Street Streetscape: Phase 1 Reconstruction	April 2011	December 2011	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 consists of an Urban Design Study and Class EA approvals, including a detailed design, was initiated in 2010 and will be completed in 2011. Construction of a comprehensive streetscape program for Charlotte Street will be phased in over multiple years as funding is available. Phase 1, the section from Water Street to Aylmer Street, including the east side of George Street across Market Hall, is planned for 2012, pending budget approval. For each phase the Planning Division coordinates the urban design program and obtains the capital funding.	The Urban Design Study and Class EA was initiated in 2010 and will be completed in 2011. Implementation will occur over multiple years, as capital funding is made available. Phase 1 is planned for 2012.

**2011 Work Program**  
**Division: Planning**

Item	Description of Work	Start	End	Comments	Present Status
10	Trail Development <i>(This project consolidates several trail initiatives into a more comprehensive response to alternative forms of transportation as detailed in the 2002 Transportation Plan)</i>	Ongoing	2006/2007	<u>Project A: Trans Canada Trail (TCT)</u> - Hunter Street West from Aylmer Street to Queen Street	A: Completed
			2009/2010	<u>Project B: Trans Canada Trail (TCT)</u> - Bonaccord to Bethune	B: Completed
			Ongoing	<u>Project C: Trans Canada Trail (TCT)</u> - Lansdowne Street East to Technology Drive	C: Not currently a trail priority due to outstanding land requirements.
			Ongoing	<u>Project D: Trans Canada Trail (TCT)</u> - Maria Street/CPR Bridge to Rogers Cove	D: Route evaluation study and CPR Bridge analysis was completed in 2010. Work to revamp trail linkage along rail bridge will be completed, as funding is available.
			Ongoing	<u>Project E: Rotary Trail</u> - North of Nassau Mills Road	E: Construction of high level bridge completed in 2006/7. South link completed in 2009; engineering and design of connection north through the Trent east campus section to be completed in early 2011 with construction scheduled for 2011.
			2010/2011	<u>Project F: Otonabee River Trail</u> - Del Cray Park to Little Lake Cemetery - (see ORT Project)	F: Engineering survey and geotechnical work completed in 2010. Design to be completed in association with Del Cray Park Master Plan in 2011.
			2009/2010	<u>Project G: Willowcreek Wetland Trail</u> - Willowcreek Subdivision to Ashburnham Drive.	G: Completed
			2011	<u>Project H: Trans Canada Trail (TCT)</u> - Ravenwood Dr. linkage north of Parkhill Road	H: To be completed once Parkhill Rd. is reconstructed.

**2011 Work Program**  
**Division: Planning**

<b>Item</b>	<b>Description of Work</b>	<b>Start</b>	<b>End</b>	<b>Comments</b>	<b>Present Status</b>
11	Internal Process Review for Planning Approvals	January 2011	December 2011	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
12	Long Range Industrial Land Needs Strategy	Ongoing		All options, for the next serviced industrial park for Peterborough, will be investigated.	Ongoing review
13	Otonabee River Trail CPR Bridge to DelCrary Park (Stage 3 of Holiday Inn Phase)	May 2011	October 2011	This project represents the logical connection of the Otonabee River Trail to George Street. The entrance is key to connecting the waterfront to the Downtown's main street. Sufficient property has been secured to create a generous linkage with plantings and lighting that also provides a safer separation between the rail activity and pedestrians.	Stage 1 was completed in May of 2009. Funding for Stage 2 was required to complete Stage 1. Stage 2 was initiated in the fall of 2010 and will be completed in early 2011. Stage 3 to be completed by the fall of 2011; will complete this Phase of the ORT project.

**2011 Work Program**  
**Division: Land Information Services**

Item	Description of Work	Start	End	Comments	Present Status
1	Spatial data maintenance and GIS program development	Jan/11	Dec/11	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/11	Dec/11	Corporate requests for GIS analysis, or requests for map products, are a daily task for LIS staff.	Ongoing
3	Asset Management	Jan/11	Dec/11	LIS continues to maintain assets to assist the Corporation in meeting the reporting requirements of the Public Sector Accounting Board.	Ongoing
4	A complete entity relational diagram of all databases and outlining business procedures	Jan/11	June/11	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 - how business procedures are related.	Ongoing
5	Update Orthophotography	Jan/11	Dec/11	Orthophotography is the creation of digital air photos that are compatible with the City's GIS. Orthophotography is an invaluable tool that many Departments rely on to visualize what actually exists on the ground.  Land Information Services relies on the Orthophotography to keep the topographic map data, such as sidewalks and buildings, up to-date.	Not Started
6	Google Map/GeoMedia WebMap Integration	Jan/11	Dec/11	Intergraph's GeoMedia WebMap is the City's web based interactive mapping application. Although the technology is powerful, there have been many complaints about the slow speed of WebMap. This lack of speed is turning users away and not encouraging them to utilize the multiple data sets available.  The proposed new application software from Intergraph works with WebMap and will speed it up by utilizing the same technology used by Google Maps or Bing Maps.	Not Started
7	WebMap notification	Jan/11	Dec/11	Notification is an application that can be programmed into the corporate GIS WebMap software.  It will allow users to identify a geographic area on the map and the software will automatically produce mailing labels. This application is useful for any circulation of public notices such as: applications for site plan, rezoning, subdivision, etc.	Not Started

**2011 Work Program**  
**Division: Housing**

Item	Description of Work	Start	End	Comments	Present Status
1	Administration of the Social Housing Portfolio, including Rent Supplement Programs		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 and holding quarterly meetings with all providers</li> <li>3) Provide guidance on property management to the various Boards and administrators</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 housing forums (Central East and Provincial); and</li> <li>7) Providing special payments for repairs and emergencies.</li> </ol> <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>	This activity represents the Housing Division's core responsibilities
2	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>	As funding opportunities are available
3	Housing Policy Development		Ongoing	<p>"Housing Strategy" – a strategic plan with recommendations for housing and homelessness initiatives (carried over from 2010). Implementation of recommendations to be considered by Council. In addition, the City will begin to develop a local Strategic Plan for Social Housing as recommended by the Provincial Office of the Auditor General.</p>	Ongoing

**2011 Work Program**  
**Division: Housing**

Item	Description of Work	Start	End	Comments	Present Status
4	Specialty Programs (Energy)		Ongoing	Support provider use of available energy retrofit programs and sustainability programs.	Ongoing
5	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

## 2011 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/11	Dec/11	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/11	Dec/11	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 2011	Jan/11	Dec/11	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 - 2010 and will continue in 2011. Objective Based Codes, and revised legal, structural and energy management (resource conservation) requirements, will be priorities.
4	Revised Property Standards By-law	Jan/11	Dec/11	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 Accessibility for Ontarians With Disabilities Act, 2005 (AODA)	Jan/09	Ongoing	The Accessible Customer Service Standard was implemented as of January 1, 2010. The Integrated Accessible Standard has been released that combines the Accessible Transportation Standard, Accessible Information and Communications Standard and the Accessible Employment Standard. The final Built Environment Standard has also been released and will be law in either December 2010 or June 2011.	The Accessibility Coordinator is on the Accessibility Standing Project Team and will work with City staff to ensure the City is compliant with the 2011 requirements under these regulations.

**2011 Work Program**  
**Division: Airport**

Item	Description of Work	Start	End	Comments	Present Status
1	Airport Capital Development Program	May 2010	March 2011	<p>Completion of the Airport development/build out.</p> <p>This project includes:</p> <ul style="list-style-type: none"> <li>▪ Runway expansion to 7,000 feet</li> <li>▪ New terminal building and parking</li> <li>▪ Tie-down areas, aprons and taxiways</li> <li>▪ Recreation and industrial area construction; and</li> <li>▪ Paving of interior roads.</li> </ul>	Airport Road, in the vicinity of the runway and taxiway expansion, has been closed. Aecon Construction has been awarded the contract and has begun the Airport Construction.
2	Implement Airport Management Plan	May 2011	December 2011	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 airport capital development program.
3	Emergency Exercise	October 2011	December 2011	As part of Transport Canada regulations, Airports are required to perform annual exercises. A tabletop exercise will be conducted in the 4 <sup>th</sup> quarter of 2011.	Staff performed a tabletop exercise, to evaluate the revised Emergency response plan, in the 4 <sup>th</sup> quarter of 2010.
4	Safety Management System	January 2010	March 2012	Transport Canada regulations require the Airport to have a Safety Management System (SMS). The SMS system has 4 components and all 4 must be completed by March of 2012.	Staff have completed the first 2 components and will be completing the 3 <sup>rd</sup> by March of 2011, and the 4 <sup>th</sup> by March of 2012.



City of  
**Peterborough**

# **2011 BUDGET WORKING PAPERS**

## **Staffing**

### **Supplementary Information**

## Staffing Complement and Dollars

### Total staff complement is 954 FTE - \$59.2 million

The 2011 Budget Working Papers reflect a complement of 796.786 full-time equivalents and 157.589 part-time equivalents. The dollar value of direct compensation related to the complement is \$53.9 million for full-time and \$5.3 million for part-time positions for a total straight salary cost amounting to \$59.2 million. This represents a \$2.0 million (3.6%) increase over the 2010 levels. The increase covers regular grid steps, the annualized impact of any 2010 hires and a provision for salary and wage settlements.

### Benefit costs to increase by \$0.5 million to \$15.1 million

Benefit costs are expected to be \$15.1 million in 2011 and are up by \$0.5 million over the \$14.6 million for 2010. 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 are charged out to departments by applying a 27% benefit overhead rate on full-time labour and a 10% benefit rate on part-time labour.

The \$0.5 million increase in benefit costs does not include a temporary 3-year OMERS contribution rate increase that was recently announced. Rates will increase, for both employees and employers by 1% in 2010, 1% in 2012 and 0.9% in 2013. The overall impact to the City of Peterborough is estimated to be \$480,000. The \$480,000 has been placed in contingency and will be allocated to Department budgets once the 2011 budget is approved. The OMERS rate increase will drive the 27% overhead rate on full-time labour up to 28% for 2011.

The following chart shows the OMERS contribution rates for 2011 and for the past ten years.

### OMERS Contribution rates

	YMPE	NRA 65 Up to YMPE	over YMPE	NRA 60 Up to YMPE	over YMPE	RPP Max
2011	*	7.40%	10.70%	8.90%	14.10%	*
2010	47,200	6.40%	9.70%	7.90%	13.10%	140,652.00
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						

**Total compensation to be \$74.3 million in 2011 - up \$2.6 million or 3.6%**

When the 27% benefit rate in effect for 2011 for full time salaries, and the 10% benefit rate for part-time salaries are added, the total gross compensation for 2011 is \$74.3 million. The \$74.3 million represents 36.3% of the City's total \$204.8 million gross expenditures and is a \$2.6 million (3.6%) increase over the \$71.7 million total compensation reflected in the 2010 estimates.

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

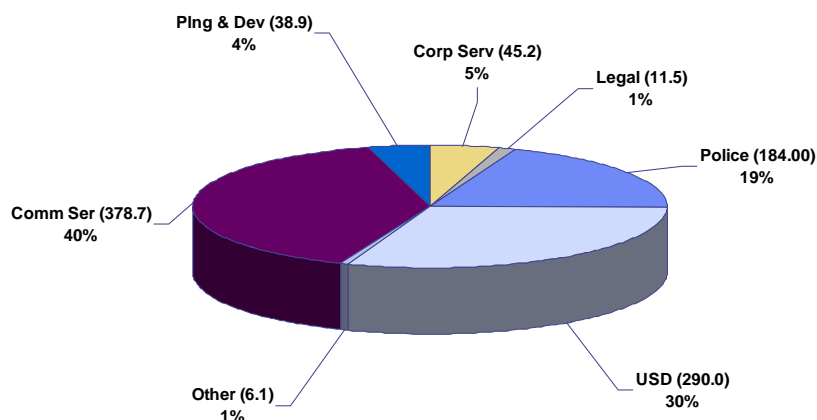
The net tax supported salary and benefits will be less than the \$74.3 million dollars due to other non-tax sources of financing such as provincial subsidies, the County's share for services that are City/County shared and sewer surcharge. It is estimated that \$41,000 of the total \$2.6 million increase in total compensation costs is recoverable from non-tax sources.

The following chart shows the comparative payroll dollar amounts and FTE by Employee group for the years 2010 and 2011.

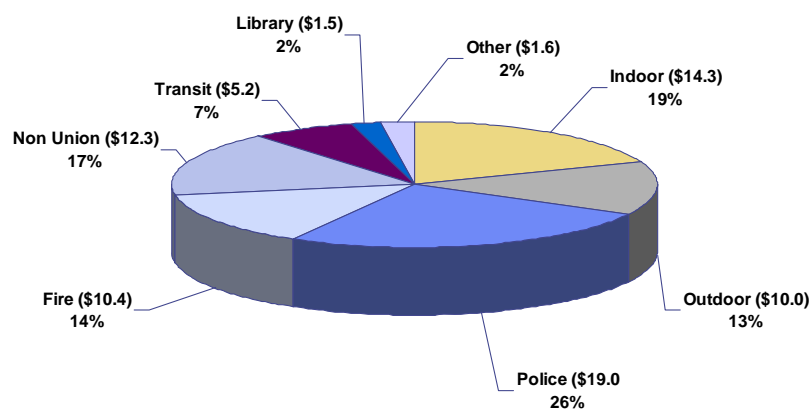
**FTE and Gross Dollar Change by Employee Group**

Group C1	2010							2011							Total Including Benefits C15	% change Including Benefits C16	\$ change Including Benefits C17
	Full time		Part-time		Total		Total Inc Ben C8	Full time		Part-time		Total					
	FTE C2	Amount C3	FTE C4	Amount C5	FTE C6	Amount C7		FTE C9	Amount C10	FTE C11	Amount C12	FTE C13	Amount C14				
Police	172.000	13,859,148	4.000	149,350	176.000	14,008,498	17,765,403	180.000	14,804,305	4.000	220,878	184.000	15,025,183	19,044,433	7.2%	1,279,030	
Local 126	202.329	10,056,728	24.735	969,009	227.064	11,025,737	13,837,954	206.286	10,470,483	22.817	911,271	229.103	11,381,754	14,299,911	3.3%	461,957	
L504	129.000	6,851,527	24.708	923,291	153.708	7,774,818	9,717,059	130.000	7,046,320	24.805	941,760	154.805	7,988,080	9,984,762	2.8%	267,703	
Fire	93.000	8,205,339			93.000	8,205,339	10,420,781	93.000	8,197,321			93.000	8,197,321	10,410,598	-0.1%	(10,183)	
Non Union	105.000	8,927,155	10.878	576,427	115.878	9,503,582	11,971,557	105.500	9,190,866	10.010	543,737	115.510	9,734,603	12,270,510	2.5%	298,953	
ATU	67.000	3,420,620	16.422	635,472	83.422	4,056,092	5,043,207	67.000	3,504,175	16.411	669,673	83.411	4,173,848	5,186,943	2.9%	143,736	
Library	15.000	735,270	14.425	465,581	29.425	1,200,851	1,445,932	15.000	752,939	14.479	475,660	29.479	1,228,599	1,479,459	2.3%	33,527	
Mem Centre			10.901	212,210	10.901	212,210	233,431			11.968	239,823	11.968	239,823	263,805	13.0%	30,374	
Other			48.365	1,118,058	48.365	1,118,058	1,229,864			48.612	1,179,307	48.612	1,179,307	1,297,237	5.5%	67,373	
Concessions			4.467	88,725	4.467	88,725	97,598			4.487	92,090	4.487	92,090	101,299	3.8%	3,701	
<b>Total</b>	<b>783.329</b>	<b>52,055,787</b>	<b>158.901</b>	<b>5,138,123</b>	<b>942.230</b>	<b>57,193,910</b>	<b>71,762,786</b>	<b>796.786</b>	<b>53,966,408</b>	<b>157.589</b>	<b>5,274,199</b>	<b>954.375</b>	<b>59,240,607</b>	<b>74,338,957</b>	<b>3.60%</b>	<b>2,576,171</b>	
Note: \$41,000 of Column 17 will be recovered from non-tax sources																	
Council		325,428				325,428	357,971		328,914				328,914	361,805	1.10%	3,834	
<b>Grand Total</b>	<b>783.329</b>	<b>52,381,215</b>	<b>158.901</b>	<b>5,138,123</b>	<b>942.230</b>	<b>57,519,338</b>	<b>72,120,757</b>	<b>796.786</b>	<b>54,295,322</b>	<b>157.589</b>	<b>5,274,199</b>	<b>954.375</b>	<b>59,569,521</b>	<b>74,700,762</b>	<b>3.6%</b>	<b>2,580,005</b>	

## 2011 Requested Full and Part time FTE by Department (954.4)

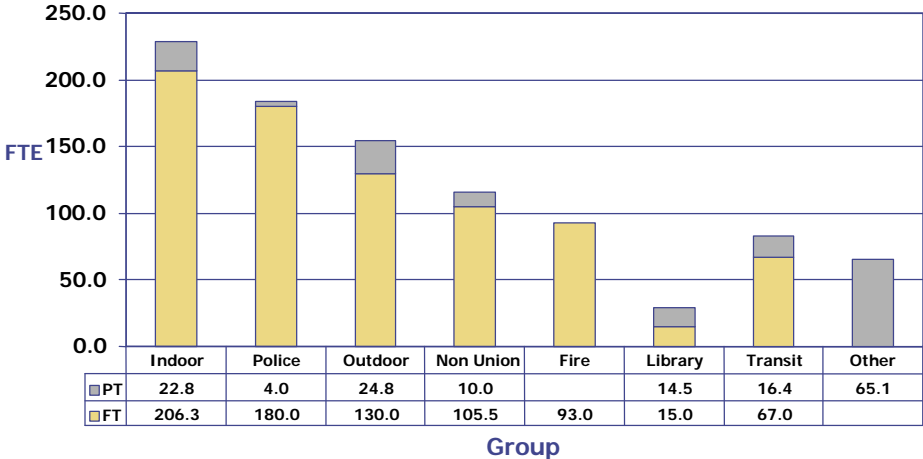


## 2011 Allocation of total compensation costs by Employee Group (\$74.3 million)



An amount for Fire Settlements has been placed in Contingency

## Total 2011 FTE By Employee group (954.4)



## **Staffing changes proposed in the 2011 Budget Working Papers**

### **FTEs increase by 12.091**

There are 12.500 new full-time positions requested in the 2011 Budget Working Papers. Police Services has requested 8.000 new FTEs, 1.500 requested positions are needed to maintain existing levels of service and 3.000 requested positions are supported by increased revenue. Two positions are proposed to move from part-time to full time which would result in a net increase of 0.634 FTEs. Two full-time positions have been eliminated as part of the 2011 budget process resulting in a decrease of 1.043 FTEs. This results in a net increase of 12.091 as set out in the following chart:

FTE change proposed in 2011 Budget Working Papers

Ref	Position and comments	Group	Op Cap	Type	Net Budget Impact (\$)	Net FTE
C1	C2	C3	C4	C5	C6	C7
<b>1.00</b>	<b>Police</b>					
	<b>Requested new full-time permanent</b>					
1.01	Police - Data Entry Clerk (January 1)	POL	Op	FT	65,163	1.000
1.02	Police - Victims Services Assistant (January 1)	POL	Op	FT	65,163	1.000
1.03	Police - Traffic Officers (January 1)	POL	Op	FT	130,327	2.000
1.04	Police - Drug Unit (May 1)	POL	Op	FT	87,720	2.000
1.05	Police - Drug Unit (Sept 1)	POL	Op	FT	43,609	2.000
1.06	<b>Net FTE Increase - Police</b>				<b>391,982</b>	<b>8.000</b>
	<b>Other Proposed Positions (excluding Police)</b>					
<b>2.00</b>	<b>Requested new full-time permanent - Needed to Maintain Level of Service</b>					
2.01	Planning Technician	L126	Op	FT	52,100	1.000
2.02	Policy Analyst (Community Services)	NU	Op	FT	51,872	0.500
2.03	<b>Subtotal</b>				<b>103,972</b>	<b>1.500</b>
<b>3.00</b>	<b>Requested new full-time permanent - Revenue Supported</b>					
3.01	Building Inspector II	L126	Op	FT		1.000
3.02	Programs and Promotions Co-ordinator (Mem Centre)	NU	Op	FT		1.000
3.03	Wellness Centre Operator 2	L504	Op	FT	10,293	1.000
3.04	<b>Subtotal</b>				<b>10,293</b>	<b>3.000</b>
<b>4.00</b>	<b>Existing part-time proposed to become full-time</b>					
4.01	Recreation Secretary (Part Time FTE's decrease by 0.689)	L126	Op	FT	18,895	0.311
4.02	Heritage Designation Researcher (Part Time FTE's decrease by 0.677)	L126	Op	FT	22,000	0.323
4.03	<b>Subtotal</b>				<b>40,895</b>	<b>0.634</b>
<b>5.00</b>	<b>Existing Temp proposed to become permanent</b>					
5.01	GIS Technologist - LIS	L126	Op	FT		
5.02	Assistant Emergency Planner	L126	Op	FT		
5.03	<b>Subtotal</b>					
<b>6.00</b>	<b>Existing temp proposed to be extended</b>					
6.01	Municipal Cultural Planning Researcher (Proposed to May 2012)	L126	Cap	FT-Temp		
6.02	<b>Subtotal</b>					
<b>7.00</b>	<b>Full Time Positions eliminated as part of 2011 budget process</b>					
7.01	Capital Asset Project Administrator - Corporate Services	NU	Cap	FT-Temp	(46,534)	(1.000)
7.02	Day Care Cook	L126	Op	FT-Temp	(1,908)	(0.043)
7.03	<b>Subtotal</b>				<b>(48,442)</b>	<b>(1.043)</b>
<b>8.00</b>	<b>Net FTE Increase - Other Positions (excluding Police)</b>				<b>106,718</b>	<b>4.091</b>
<b>9.00</b>	<b>Total Net FTE Increase (line 1.06 plus line 8.00)</b>				<b>498,700</b>	<b>12.091</b>

### Annualized impact of Requested New Full-Time Permanent Positions

The following chart lists the full-time permanent positions that are proposed to be added to the 2011 Budget Working Papers. For each position, Columns 10 through 18 show annualized salaries and benefits, offsetting revenues, if any, and the annualized net tax levy impact. Additions to the Police Services staff complement account for 8.000 of the total 12.500 requested new full-time permanent positions. The annualized net tax levy impact of the proposed Police Services additions is \$521,307 while the net tax levy impact of the balance of the new full time positions is \$114,265.

### New Full-time Permanent Positions Reflected in the 2011 Operating Budget Working Papers

Ref	Position and comments	Dept	Op Cap	Type	FTE	Grp	Cls	Lvl	Annualized impact if in 2011 operating budget for whole year									Estimated Hire Date	Days to charge to 2011	2011 Net Tax Levy Impact	
									Gross expenditures		Sal&Ben	Revenues					Net Tax				
									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	C21	
<b>A</b>	<b>Proposed new full-time permanent</b>																				
A.1	Building Inspector II	PD	Op	FT	1.000	L126	8	1	47,878	12,927	60,805			60,805	Building Inspection Revenue	60,805	-	1-Apr-11	196	-	
A.2	Planning Technician	PD	Op	FT	1.000	L126	5	2	41,024	11,076	52,100					-	52,100	1-Jan-11	260	52,100	
A.3	Police - Data Entry Clerk (January 1)	Police	Op	FT	1.000	POL			53,364	14,408	67,772			2,609	Lakefield Cost Sharing	2,609	65,163	1-Jan-11	260	65,163	
A.4	Police - Victims Services Assistant (January 1)	Police	Op	FT	1.000	POL			53,364	14,408	67,772			2,609	Lakefield Cost Sharing	2,609	65,163	1-Jan-11	260	65,163	
A.5	Police - Traffic Officers (January 1)	Police	Op	FT	2.000	POL			106,729	28,817	135,546			5,219	Lakefield Cost Sharing	5,219	130,327	1-Jan-11	260	130,327	
A.6	Police - Drug Unit (May 1)	Police	Op	FT	2.000	POL			106,729	28,817	135,546			5,219	Lakefield Cost Sharing	5,219	130,327	1-May-11	175	87,720	
A.7	Police - Drug Unit (Sept 1)	Police	Op	FT	2.000	POL			106,729	28,817	135,546			5,219	Lakefield Cost Sharing	5,219	130,327	1-Sep-11	87	43,609	
A.8	Policy Analyst (Community Services)	CSD	Op	FT	0.500	NU	5	Special	40,844	11,028	51,872					-	51,872	1-Jan-11	260	51,872	
A.9	Programs and Promotions Co-ordinator (Mem Centre)	CSD	Op	FT	1.000	NU	4	1	67,366	18,189	85,555			85,555	Decr. In Contractual Serv.	85,555	-	1-Jan-11	260	-	
A.10	Wellness Centre Operator 2	CSD	Op	FT	1.000	L504			48,714	13,153	61,867			33,280	Decreased Cleaning Exp	51,574	10,293	1-Jan-11	260	10,293	
														10,294	College Cost Split						
														8,000	Decr Rep and Maint Exp						
	<b>Subtotal</b>				<b>12.500</b>				<b>672,741</b>	<b>181,640</b>	<b>854,381</b>	<b>-</b>	<b>-</b>	<b>218,809</b>		<b>218,809</b>	<b>635,572</b>			<b>506,247</b>	

## **New Full-time Permanent Positions Charged to the Operating Budget (12.500 FTE - \$506,247)**

- **Police Services (8.000 FTE)**

In accordance with the Police Services Act, the Peterborough Lakefield Community Police Service has completed the required Business Planning process; the current Business Plan was received by Committee of the Whole on March 15, 2010.

The Business Plan identifies, for the 2011 budget submission, an additional complement necessary to bring the 'Police Officer to Citizen Ratio', back to historic levels, in an effort to mitigate erosion of operational capacity and compliance with Policing Standards. Positions requested for 2011 include two civilian positions (Data Entry Clerk and Victim Services Assistant) and six uniform positions (two Traffic Officers and four Drug Unit Officers). The Business Plan also identifies the need for an additional eleven positions for future years: four civilian staff to implement/operate a complaint /dispatch reporting system, a Secretary for the Chief of Police, a Computer Specialist, an additional Data Entry Clerk and four Beat Officers for the downtown.

- **Building Inspector II (1.000 FTE)**

Due to its current workload, the Building Division has had difficulty in providing services within legislated time frames. This problem is compounded by a serious situation with regard to succession planning. There are 4 senior building officials (out of a total of 11) that are at or very near retirement eligibility.

To manage corporate risk and liability, with these potential retirements and current service level issues, an additional building inspector is recommended to ensure the City has access to qualified and experienced Building Officials on an on-going basis.

- **Planning Technician (1.000 FTE)**

This position would undertake independent research, provide options and recommendations for planning policies and special studies, and support public consultations on a number of policy initiatives such as conformity with the Growth Plan, 5-year review of the Official Plan and implementation of the Central Area Master Plan. The position would also play a lead role in the implementation of new planning policies including Central Area Master Plan strategies, such as developing a Community Improvement Plan, creating and recommending neighbourhood plans for distinct residential areas, and Growth Plan conformity requirements. This position would be available to offer assistance to other Divisions in the Planning and Development Department. Knowledge of GIS applications would provide the ability to complete very detailed analysis in

support of planning initiatives and provide the Department with a mapping back up position.

- **Policy Analyst – Community Services (0.500 FTE)**

A Policy Analyst position has been requested to provide an additional Department resource for researching, writing, editing, proofreading, and otherwise coordinating the production and implementation of complex reports.

- **Programs and Promotions Co-ordinator – Memorial Centre (1.000 FTE)**

This position is responsible for creating, developing, promoting, implementing and evaluating revenue-generating programs and services for the Arenas Division including: the Peterborough Memorial Centre, the Morrow Building, Morrow Park and other Community Arenas; and to plan, coordinate and/or serve as a resource person for Corporate-led or supported events. The salary and benefits are offset by the current contract in the Marketing account.

Approval from the CAO was received to introduce this as a contract staff position for the period April 1, 2010 to March 31, 2011. This is a request for this current contract position to become permanent.

- **Wellness Centre Operator 2 (1.000 FTE)**

The Peterborough Sport and Wellness Centre is open 18 hours per day, 364 days of the year with only one full-time Operator 2 position to monitor critical functions of the Aquatic Centre, Fitness equipment and the overall facility mechanical units. To continue to be compliant with 565 regulations and maintain current facility standards, staff require an additional CPO certified L504 position to be present during operating hours. This position would be shared with Fleming College.

### Annualized Impact of Existing Part-time Positions Proposed to Become Full-time

The following chart lists existing part-time positions that are proposed to become full-time. The annualized net tax levy impact of the change to full-time status would be \$40,895 and the net increase in FTEs (addition to existing part-time FTEs) would be 0.634.

### Part-time Positions Proposed to Become Full-time in the 2011 Operating Budget Working Papers

Position and comments C2	Dept C3	Op Cap C4	Type C5	FTE C6	Grp C7	Cls C8	Lvl C9	Annualized impact if in 2011 operating budget for whole year								Estimated Hire Date C19	Days to charge to 2011 C20	2011 Net Tax Levy Impact C21		
								Gross expenditures			Sal&Ben	Revenues							Net Tax	
								Salary C10	Benefits C11	Total C12	Subsidy C13	County C14	Other C15	Specify C16	Total C17				Levy Impact C18	
<b>Existing part time proposed to become full time</b>																				
Recreation Secretary (Part Time FTE's decrease by 0.689)	CSD	Op	FT	1.000	L126	3	3	36,896	9,962	46,858				27,963	Decrease In PT Sal and Be	27,963	18,895	1-Jan-11	260	18,895
Heritage Designation Researcher (Part Time FTE's decrease by 0.677)	CSD	Op	FT	1.000	L126	5	2	41,024	11,076	52,100				30,100	Decrease In PT Sal and Be	30,100	22,000	1-Jan-11	260	22,000
<b>Subtotal</b>				<b>2.000</b>				<b>77,920</b>	<b>21,038</b>	<b>98,958</b>	<b>-</b>	<b>-</b>	<b>58,063</b>			<b>58,063</b>	<b>40,895</b>			<b>40,895</b>

**Existing Part-time Positions Proposed to Become Full-time (0.634 FTE)**

- **Recreation Secretary (0.311 FTE)**  
A full time position is needed to respond to additional workload issues relating to clerical support needs for two functional areas within the Facilities and Special Projects Division (Peterborough Marina and Beavermead Campground). This would result in an increase of 0.311 FTEs.
- **Heritage Designation Researcher (0.323 FTE)**  
To respond to additional workload issues of a clerical nature, and relating to an increase in the number and scope of special events within the Heritage Division, a move to full-time status is needed for this position. This would result in an increase of 0.333 FTE.

### Annualized Impact of Existing Full-time Temporary Positions Proposed to Become Permanent

The following chart lists existing full-time temporary positions that are proposed to become permanent. For each position, Columns 10 through 18 show annualized salaries and benefits, offsetting revenues, if any, and the annualized net tax levy impact.

### Part-time Positions Proposed to Become Full-time in the 2011 Operating Budget Working Papers

Position and comments	Dept	Op Cap	Type	FTE				Annualized impact if in 2011 operating budget for whole year										Estimated Hire Date	Days to charge to 2011	2011 Net Tax Levy Impact
					Grp	Cls	Lvl	Gross expenditures		Sal&Ben	Revenues					Net Tax				
								Salary	Benefits	Total	Subsidy	County	Other	Specify	Total	Levy Impact				
C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19	C20	C21	
<b>Existing full-time temp proposed to become permanent</b>																				
GIS Technologist (Contract to March 31, 2011)	PD	Op	FT	1.000	L126	8	1	47,878	12,927	60,805			11,785	Capital Funding	11,785	49,020	1-Jan-11	260	49,020	
Assistant Emergency Planner (Contract to March 1, 2011)	CSD	Op	FT	1.000	NU	2	5	58,442	15,779	74,221			25,000	OPG Grant	25,000	49,221	1-Jan-11	260	49,221	
<b>Subtotal</b>				<b>2.000</b>				<b>106,320</b>	<b>28,706</b>	<b>135,026</b>	<b>-</b>	<b>-</b>	<b>36,785</b>		<b>36,785</b>	<b>98,241</b>			<b>98,241</b>	

## **Existing Full-time Temporary Positions Proposed to Become Permanent (2.000 FTE)**

- **GIS Technologist (1.000 FTE)**  
The additional time required to maintain asset records, to meet PSAB legislation, has added an additional workload equal to one FTE in the Land Information Services Division. A current contract position is being funded from the Asset Management Capital Budget but it is recommended that this position be fully funded from the LIS operating budget starting in 2011.
- **Assistant Emergency Planner (1.000 FTE)**  
The Assistant Emergency Planner position has been a contract position since October of 2005 and performs an integral role in: enabling the Emergency Management Division to meet the legislated requirements under the Emergency Management and Civil Protection Act; maintaining the City's comprehensive emergency management program; and fulfilling responsibilities under the Provincial Nuclear Emergency Response Plan. The Assistant Emergency Planner also prepares regular updates to emergency and business continuity plans, coordinates logistics for training courses and exercises, and is heavily involved in information management with respect to the City's incident and claims tracking program.



City of  
**Peterborough**

# **2011 BUDGET WORKING PAPERS**

**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	Jan 1, 2008	<b>Jan 1, 2008</b>	Jan 1, 2008	Jan 1, 2012
<b>CVA</b>	\$200,000	\$240,000	\$240,000	<b>\$240,000</b>	\$240,000	--
<b>Phase-In</b>	--	25%	50%	<b>75%</b>	100%	--
<b>CVA for Taxation</b>	\$200,000	\$210,000	\$220,000	<b>\$230,000</b>	\$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 2011 – estimated 7.0% increase**

Taxable assessment for 2011 is estimated to increase by 7.0% over the 2010 budget level. The 7% figure is comprised of the third phased-in increase resulting from the re-assessment as described above plus an adjustment for any real growth that has occurred. Because the 2010 final assessment roll, for 2011 taxation purposes, will not be available until December 14, 2010, staff had to estimate both numbers.

The third year phase-in impact of the re-assessment impact has been estimated at 4.9% based on preliminary assessment figures from MPAC.

Staff have estimated real growth, from the 2010 approved budget to the estimated 2011 assessment, to be an average of 2.1%.

It has also been estimated that the median residential assessment for a single family dwelling (not on water) for 2011 will be \$197,500, representing a 4.2% increase over the \$189,500 median value used for of 2010.

2011 Budget Working Papers - Assessment and Tax Rate Supplementary Information

The Chart below reflects the estimated 2011 taxable assessment by class and subclass and the 2010 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.

**2010 - 2011 Estimated Taxable CVA by Class & Sub-class**

Description	2010 Approved	2011 Recommended	Variances 2010 - 2011 Budget	
			Over (Under) 2010 Budget %	Over (Under) 2010 Budget \$
<b>CURRENT VALUE ASSESSMENT</b>				
<b><u>Residential</u></b>				
Residential (Taxable)	5,061,869,739	5,394,813,599	6.6%	332,943,860
Residential (Exempt for Garbage)	174,300,187	181,329,973	4.0%	7,029,786
Multiresidential	413,802,505	430,057,611	3.9%	16,255,106
New Multi-residential	18,412,592	26,399,596	43.4%	7,987,004
Farm Property	5,041,295	5,258,850	4.3%	217,555
<b>Subtotal Residential</b>	<b>5,673,426,318</b>	<b>6,037,859,629</b>	<b>6.4%</b>	<b>364,433,311</b>
<b><u>Commercial</u></b>				
Commercial Class	818,142,141	902,980,533	10.4%	84,838,392
Commercial Class, Excess Lands & Vacant Units	11,532,155	15,948,566	38.3%	4,416,411
Commercial Class, Vacant Land	14,980,796	15,304,469	2.2%	323,673
<b>Subtotal Commercial</b>	<b>844,655,092</b>	<b>934,233,568</b>	<b>10.6%</b>	<b>89,578,476</b>
<b><u>Industrial</u></b>				
Industrial Class	102,470,982	105,196,003	2.7%	2,725,021
Industrial Tax Vacant Unit/Excess	2,787,272	2,964,952	6.4%	177,680
Industrial Class, Vacant Lands	2,524,850	2,029,194	-19.6%	(495,656)
<b>Subtotal Industrial</b>	<b>107,783,104</b>	<b>110,190,149</b>	<b>2.2%</b>	<b>2,407,045</b>
<b>Pipeline</b>	<b>12,979,000</b>	<b>13,086,830</b>	<b>0.8%</b>	<b>107,830</b>
<b>Grand Total</b>	<b>6,638,843,514</b>	<b>7,095,370,176</b>	<b>6.9%</b>	<b>456,526,662</b>
<b>Excluding Exempt</b>	<b>6,464,543,327</b>	<b>6,914,040,203</b>	<b>7.0%</b>	<b>449,496,876</b>

## 2011 Budget Working Papers - Assessment and Tax Rate Supplementary Information

The chart below shows both the estimated re-assessment and real growth assessment increases over 2010 budget amounts.

### 2010 - 2011 Taxable CVA Growth Components by Class and Sub-class

Description	2010 Approved	2011 Recommended	Reassessment Related \$ Change Over Over 2010 Budget	Reassessment Related % Change Over Over 2010 Budget	Growth Related \$ Change Over Over 2010 Budget	Growth Related \$ Change Over Over 2010 Budget
<b>CURRENT VALUE ASSESSMENT</b>						
<b>Residential</b>						
Residential (Taxable)	5,061,869,739	5,394,813,599	226,855,310	4.5%	106,088,550	2.1%
Residential (Exempt for Garbage)	174,300,187	181,329,973	5,286,784	3.0%	1,743,002	1.0%
Multiresidential	413,802,505	430,057,611	23,384,796	5.7%	(7,129,690)	-1.7%
New Multi-residential	18,412,592	26,399,596	920,407	5.0%	7,066,597	38.4%
Farm Property	5,041,295	5,258,850	332,749	6.6%	(115,194)	-2.3%
<b>Subtotal Residential</b>	<b>5,673,426,318</b>	<b>6,037,859,629</b>	<b>256,780,046</b>	<b>4.5%</b>	<b>107,653,265</b>	<b>1.9%</b>
<b>Commercial</b>						
Commercial Class	818,142,141	902,980,533	55,450,953	6.8%	29,387,439	3.6%
Commercial Class, Excess Lands & Vacant Units	11,532,155	15,948,566	961,819	8.3%	3,454,592	30.0%
Commercial Class, Vacant Land	14,980,796	15,304,469	931,854	6.2%	(608,181)	-4.1%
<b>Subtotal Commercial</b>	<b>844,655,092</b>	<b>934,233,568</b>	<b>57,344,626</b>	<b>6.8%</b>	<b>32,233,850</b>	<b>3.8%</b>
<b>Industrial</b>						
Industrial Class	102,470,982	105,196,003	5,877,643	5.7%	(3,152,622)	-3.1%
Industrial Tax Vacant Unit/Excess	2,787,272	2,964,952	190,622	6.8%	(12,942)	-0.5%
Industrial Class, Vacant Lands	2,524,850	2,029,194	133,617	5.3%	(629,273)	-24.9%
<b>Subtotal Industrial</b>	<b>107,783,104</b>	<b>110,190,149</b>	<b>6,201,882</b>	<b>5.8%</b>	<b>(3,794,837)</b>	<b>-3.5%</b>
<b>Pipeline</b>	<b>12,979,000</b>	<b>13,086,830</b>	<b>310,170</b>	<b>2.4%</b>	<b>(202,340)</b>	<b>-1.6%</b>
<b>Grand Total</b>	<b>6,638,843,514</b>	<b>7,095,370,176</b>	<b>320,636,724</b>	<b>4.8%</b>	<b>135,889,938</b>	<b>2.0%</b>
<b>Excluding Exempt</b>	<b>6,464,543,327</b>	<b>6,914,040,203</b>	<b>315,349,940</b>	<b>4.9%</b>	<b>134,146,936</b>	<b>2.1%</b>

### Real growth equates to \$1.7 million tax levy

The estimated real growth in taxable assessment times the 2010 municipal tax rates generates \$1,748,476 tax levy dollars.

**Risk associated with estimating assessment**

The 2011 estimated assessed values are a key component of the tax rate calculations and directly impact the 3.2% all-inclusive residential municipal and education tax on assessment plus sewer surcharge increase reflected in the 2011 Budget Working Papers.

The 3.2% all-inclusive municipal, education and sewer surcharge levy increase reflected in the 2011 Budget Working Papers will be affected by any change in the estimated 2011 assessment levels as shown in the following chart.

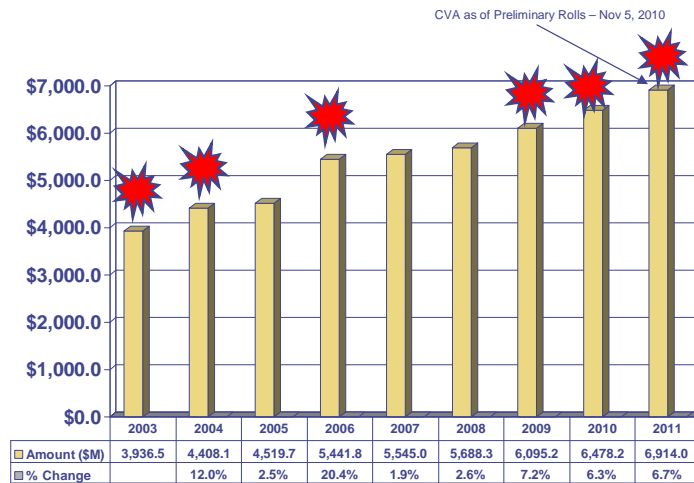
**Impact of various assessment % increases on all-inclusive Residential Municipal, Education, and Sewer Surcharge Levies**

	2011 CVA As per Working Papers	Assuming 0.25% Change for All Classes	Assuming 0.50% Change for All Classes	Assuming 0.75% Change for All Classes	Assuming 1.00% Change for All Classes	Assuming 1.25% Change for All Classes	Assuming 1.50% Change for All Classes
Combined Res Mun and Ed Tax on Assessment PLUS Sewer Surcharge % change over 2010	3.2%	3.0%	2.8%	2.6%	2.5%	2.3%	2.1%

**CVA growth 2003-2011**

The following chart shows the total taxable assessment changes for over the years 2003 through to 2011.

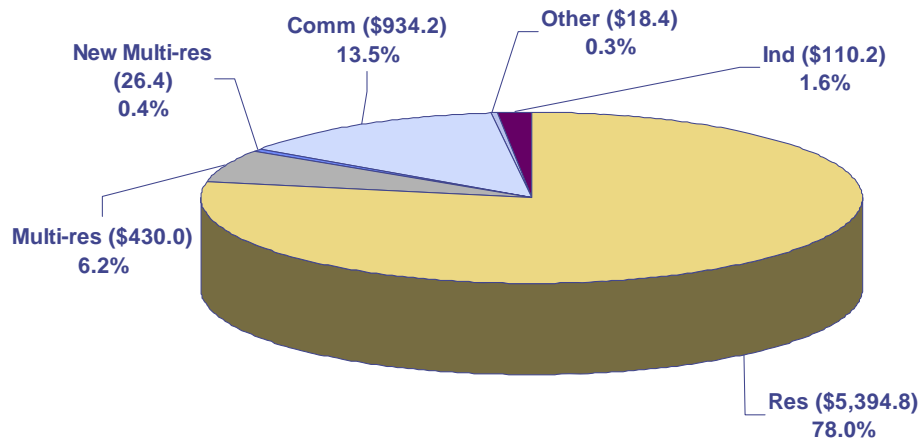
**CVA for the years - 2003 to 2011 (millions)**



Affected by re-assessment

The following chart shows the relative breakdown of the total \$6.9 billion 2011 taxable assessment by type.

## 2011 CVA by Class (\$6,914.0 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 of 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.

2011 Budget Working Papers - Assessment and Tax Rate Supplementary Information

The 2011 Budget Working Papers reflect the tax ratios shown below based on Council direction at its December 14, 2009 Council meeting when approving the 2010 Budget.

**Tax Ratios – 2010- 2011**

Description	2010 Approved	2011 Recommended	Variances 2010 - 2011 Budget	
			Over (Under) 2010 Budget %	Over (Under) 2010 Budget \$
<b>TAX RATIOS</b>				
<b><u>Residential</u></b>				
Residential	1.00000000	1.00000000		
Multiresidential	1.94721000	1.88332000	-3.3%	(0.0638900)
New Multi-residential	1.00000000	1.00000000		
Farm Property	0.25000000	0.25000000		
Farm Land Awaiting Development	0.25000000	0.35000000	40.0%	0.1000000
<b><u>Commercial</u></b>				
Commercial Class	1.78035000	1.74030000	-2.2%	(0.0400500)
Commercial Class, Excess Lands & Vacant Units	1.24625000	1.21821000	-2.2%	(0.0280400)
Commercial Class, Vacant Land	1.24625000	1.21821000	-2.2%	(0.0280400)
<b><u>Industrial</u></b>				
Industrial Class	2.46040000	2.32320000	-5.6%	(0.1372000)
Industrial Tax Vacant Unit/Excess	1.59926000	1.51008000	-5.6%	(0.0891800)
Industrial Class, Vacant Lands	1.59926000	1.51008000	-5.6%	(0.0891800)
<b>Pipeline</b>	1.27060000	1.27060000		

The 2011 ratios reflect the second year 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

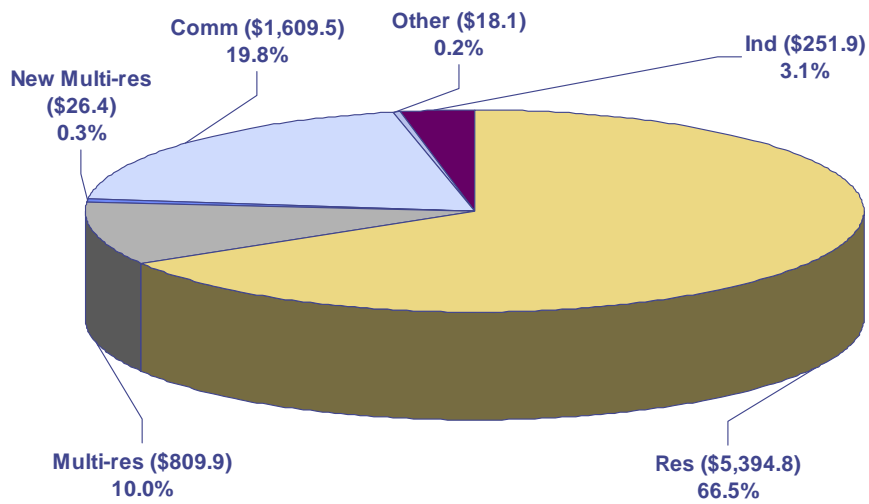
Current Value Assessment, multiplied by the applicable tax ratios, generates Weighted Taxable Assessment as shown on the following chart that is ultimately used to calculate tax rates for each property class.

### Weighted Taxable Assessment – 2010- 2011

Description	2010 Approved	2011 Recommended	Variances 2010 - 2011 Budget	
			Over (Under) 2010 Budget %	Over (Under) 2010 Budget \$
<b>WEIGHTED CURRENT VALUE ASSESSMENT</b>				
<b><u>Residential</u></b>				
Residential	5,061,869,739	5,394,813,599	6.6%	332,943,860
Residential (Exempt for Garbage)	174,300,187	181,329,973	4.0%	7,029,786
Multiresidential	805,760,376	809,936,100	0.5%	4,175,724
New Multi-residential	18,412,592	26,399,596	43.4%	7,987,004
Farm Property	1,260,324	1,314,713	4.3%	54,389
<b>Subtotal Residential</b>	<b>6,061,603,218</b>	<b>6,413,793,981</b>	<b>5.8%</b>	<b>352,190,763</b>
<b><u>Commercial</u></b>				
Commercial Class	1,456,579,361	1,571,457,022	7.9%	114,877,661
Commercial Class, Excess Lands & Vacant Units	14,371,948	19,428,703	35.2%	5,056,755
Commercial Class, Vacant Land	18,669,817	18,644,057	-0.1%	(25,760)
<b>Subtotal Commercial</b>	<b>1,489,621,126</b>	<b>1,609,529,782</b>	<b>8.0%</b>	<b>119,908,656</b>
<b><u>Industrial</u></b>				
Industrial Class	252,119,604	244,391,354	-3.1%	(7,728,250)
Industrial Tax Vacant Unit/Excess	4,457,573	4,477,315	0.4%	19,742
Industrial Class, Vacant Lands	4,037,892	3,064,245	-24.1%	(973,647)
<b>Subtotal Industrial</b>	<b>260,615,069</b>	<b>251,932,914</b>	<b>-3.3%</b>	<b>(8,682,155)</b>
<b>Pipeline</b>	<b>16,491,117</b>	<b>16,628,126</b>	<b>0.8%</b>	<b>137,009</b>
<b>Grand Total</b>	<b>7,828,330,530</b>	<b>8,291,884,803</b>	<b>5.9%</b>	<b>463,554,273</b>
<b>Grand Total excluding exempt</b>	<b>7,654,030,343</b>	<b>8,110,554,830</b>	<b>6.0%</b>	<b>456,524,487</b>

The 2011 Weighted Taxable Assessment by class is shown in pie chart below.

## 2011 Weighted CVA by Class \$8,110.6 (millions)



## **Municipal tax rate calculation**

The 2011 Residential Municipal Tax Rate is calculated by dividing the total net tax levy requirements for the year (\$96.8 million) by the total Taxable Weighted Assessment (\$8.1 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 1.193895% Residential tax rate for 2011 is calculated as follows:

A – Total 2011 net tax levy = \$96,831,524

B – Total Weighted Taxable Assessment = \$8,110,554,830

C – Residential tax rate = 1.193895% ( $\$96,831,524 / \$8,110,554,830$ ) 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 2.248486% Multi-Residential tax rate for 2011 is calculated then by multiplying the 1.193895% Residential tax rate times the 1.88332 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, causes the 2011 municipal tax rates to change by varying percentages.

2011 Budget Working Papers - Assessment and Tax Rate Supplementary Information

The resulting 2010 and 2011 tax rates for each class are shown in following table.

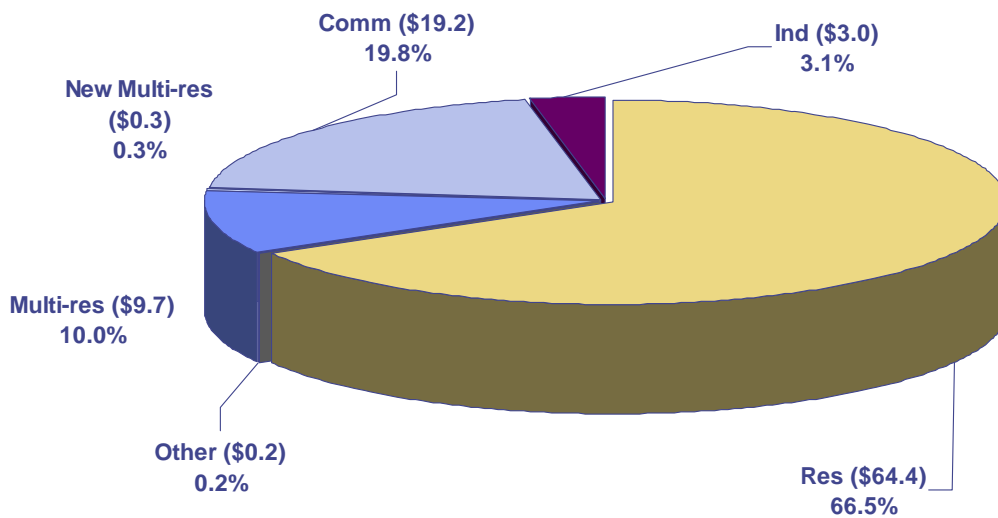
**2010 - 2011 Municipal Tax Rates**

Description	2010 Approved	2011 Recommended	Variances 2010 - 2011 Budget	
			Over (Under) 2010 Budget %	Over (Under) 2010 Budget \$
<b>MUNICIPAL TAX RATES</b>				
<b><u>Residential</u></b>				
Residential	1.1970150%	1.1938950%	-0.3%	-0.003120%
Residential garbage (Included above)	0.0355190%	0.0315740%	-11.1%	-0.003945%
Multiresidential	2.3308400%	2.2484860%	-3.5%	-0.082354%
New Multi-residential	1.1970150%	1.1938950%	-0.3%	-0.003120%
Farm Property	0.2992540%	0.2984740%	-0.3%	-0.000780%
Farm Land Awaiting Development	0.2992540%	0.4178630%	39.6%	0.118609%
<b><u>Commercial</u></b>				
Commercial Class	2.1311060%	2.0777350%	-2.5%	-0.053371%
Commercial Class, Excess Lands & Vacant Units	1.4917800%	1.4544150%	-2.5%	-0.037365%
Commercial Class, Vacant Land	1.4917800%	1.4544150%	-2.5%	-0.037365%
<b><u>Industrial</u></b>				
Industrial Class	2.9451360%	2.7736570%	-5.8%	-0.171479%
Industrial Tax Vacant Unit/Excess	1.9143380%	1.8028770%	-5.8%	-0.111461%
Industrial Class, Vacant Lands	1.9143380%	1.8028770%	-5.8%	-0.111461%
<b><u>Pipeline</u></b>				
	1.5209270%	1.5169630%	-0.3%	-0.003964%

## 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.

### 2011 Mun Tax Levy (\$96.8 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 2011 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 2011 education rates do impact the total tax on assessment City taxpayers will pay in 2011 and impacts the amount of total taxes each class pays. The 3.2% increase in the all-inclusive tax and sewer levy reflected in the 2011 Budget Working Papers is impacted by the education rate.

For 2010, the education tax rate for the Residential and Multi-residential class was 0.241% and the Farm class education rate was 25% of the 0.241% rate or 0.06025%. All of the rates were 4.4% lower than they were in 2009. A 4.5% reduction is estimated for 2011, which results in a 0.2302% education tax rate for the Residential and Multi-residential tax classes and a 0.05755% 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. The target maximum rate was set at 1.43% in 2010.

## 2011 Budget Working Papers - Assessment and Tax Rate Supplementary Information

### Estimated 2011 Business Education Rates

The City's 2011 BET rates will not be announced by the Province until early 2011. However, City staff have estimated that the targeted BET rates for 2014 will be reduced to 1.36% as the result of the second year of the phased-in market value assessment and estimated the 2011 BETs.

The following table shows the 2010 and 2011 Municipal and Education Tax Rates assuming all of the above assumptions.

### Municipal and Education Tax Rates 2010-2011

Ref	Class	2010 Rates			2011 Rates			% Change in rates		
		Tax rates as approved per by-law			Tax rates as per 2011 Budget Working Papers					
		Mun	Ed	Total	Mun	Ed	Total	Mun	Ed	Total
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11
	<b>Residential</b>									
1	Residential	1.1970150%	0.2410000%	1.4380150%	1.1938950%	0.2302000%	1.4240950%	-0.3%	-4.5%	-1.0%
2	Multi-residential	2.3308400%	0.2410000%	2.5718400%	2.2484860%	0.2302000%	2.4786860%	-3.5%	-4.5%	-3.6%
3	New Multi-residential	1.1970150%	0.2410000%	1.4380150%	1.1938950%	0.2302000%	1.4240950%	-0.3%	-4.5%	-1.0%
	<b>Commercial</b>									
4	Commercial Occupied	2.1311060%	1.6809920%	3.8120980%	2.0777350%	1.5935804%	3.6713154%	-2.5%	-5.2%	-3.7%
5	Commercial Occupied New Construction	2.1311060%	1.4300000%	3.5611060%	2.0777350%	1.3600000%	3.4377350%	-2.5%	-4.9%	-3.5%
6	Commercial Vacant Units	1.4917800%	1.1766944%	2.6684744%	1.4544150%	1.1155063%	2.5699213%	-2.5%	-5.2%	-3.7%
7	Commercial Vacant Units - New Construction	1.4917800%	1.0010000%	2.4927800%	1.4544150%	0.9520000%	2.4064150%	-2.5%	-4.9%	-3.5%
8	Commercial Vacant Lands	1.4917800%	1.1766944%	2.6684744%	1.4544150%	1.1155063%	2.5699213%	-2.5%	-5.2%	-3.7%
9	Commercial Vacant Lands - New Construction	1.4917800%	1.0010000%	2.4927800%	1.4544150%	0.9520000%	2.4064150%	-2.5%	-4.9%	-3.5%
10	<b>Total Commercial</b>									
	<b>Industrial</b>									
11	Industrial Occupied	2.9451360%	2.4500000%	5.3951360%	2.7736570%	2.1143500%	4.8880070%	-5.8%	-13.7%	-9.4%
12	Industrial Occupied New Construction	2.9451360%	1.4300000%	4.3751360%	2.7736570%	1.3600000%	4.1336570%	-5.8%	-4.9%	-5.5%
13	Industrial Vacant Units	1.9143380%	1.5925000%	3.5068380%	1.8028770%	1.3743275%	3.1772045%	-5.8%	-13.7%	-9.4%
14	Industrial Vacant Units - New Construction	1.9143380%	0.9295000%	2.8438380%	1.8028770%	0.8840000%	2.6868770%	-5.8%	-4.9%	-5.5%
15	Industrial Taxable Vacant Land	1.9143380%	1.5925000%	3.5068380%	1.8028770%	1.3743275%	3.1772045%	-5.8%	-13.7%	-9.4%
16	Industrial Vacant Lands - New Construction	1.9143380%	0.9295000%	2.8438380%	1.8028770%	0.8840000%	2.6868770%	-5.8%	-4.9%	-5.5%
17	<b>Total Industrial</b>									
18	Pipeline taxable	1.5209270%	1.3618190%	2.8827460%	1.5169630%	1.3618190%	2.8787820%	-0.3%	0.0%	-0.1%
19	Farm Property Taxable Full	0.2992540%	0.0602500%	0.3595040%	0.2984740%	0.0575500%	0.3560240%	-0.3%	-4.5%	-1.0%
20	Farmland Awaiting Development	0.2992540%	0.0602500%	0.3595040%	0.4178630%	0.0575500%	0.4754130%	39.6%	-4.5%	32.2%
21	Managed Forests	0.2992540%	0.0602500%	0.3595040%	0.2984740%	0.0575500%	0.3560240%	-0.3%	-4.5%	-1.0%

#### Note

1. 2011 Education Rates are estimates only. Actual rates will not be known until published by the Province.



City of  
**Peterborough**

# **2011 BUDGET WORKING PAPERS**

## **2011 Tax Policy**

### **Supplementary Information**

## TAX POLICY SUPPLEMENTARY INFORMATION

### Tax Ratios and Tax Rates

The 2011 tax ratios in the Operating Budget Working Papers 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

- 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 2010-2011 tax ratios for the main property classes.

### 2010-2011 Tax Ratios

Description	2010 Approved	2011 Recommended	Variances 2010 - 2011 Budget	
			Over (Under) 2010 Budget %	Over (Under) 2010 Budget \$
<b>TAX RATIOS</b>				
<b><u>Residential</u></b>				
Residential	1.00000000	1.00000000		
Multiresidential	1.94721000	1.88332000	-3.3%	(0.0638900)
New Multi-residential	1.00000000	1.00000000		
Farm Property	0.25000000	0.25000000		
Farm Land Awaiting Development	0.25000000	0.35000000	40.0%	0.1000000
<b><u>Commercial</u></b>				
Commercial Class	1.78035000	1.74030000	-2.2%	(0.0400500)
Commercial Class, Excess Lands & Vacant Units	1.24625000	1.21821000	-2.2%	(0.0280400)
Commercial Class, Vacant Land	1.24625000	1.21821000	-2.2%	(0.0280400)
<b><u>Industrial</u></b>				
Industrial Class	2.46040000	2.32320000	-5.6%	(0.1372000)
Industrial Tax Vacant Unit/Excess	1.59926000	1.51008000	-5.6%	(0.0891800)
Industrial Class, Vacant Lands	1.59926000	1.51008000	-5.6%	(0.0891800)
<b><u>Pipeline</u></b>				
	1.27060000	1.27060000		

### Tax Ratio change impacts 3.2% all Inclusive Tax and Sewer levy change by 0.8%

The 2011 tax ratio changes do not impact tax levy requirements. They alter the municipal tax rates for each class and ultimately impact the 3.2% all-inclusive residential tax and sewer levy increase proposed in the 2011 Budget Working Papers by 0.8%. In other words, if there was no change to the tax ratios in 2011, the all inclusive residential tax and sewer levy increase would be 2.4% as opposed to 3.2%.

## Tax Rate impact of tax ratio change

The following chart shows the 2011 tax rates as presented in the 2011 Budget Working Papers that reflect the Eight-year Tax Ratio Reduction Plan compared to what the 2011 rates would be if there was no change to the tax ratio policy.

### 2010 to 2011 Tax Rate Comparison With and without change to Tax Ratio Policy

Description	2011 As Presented			2011 If No Changes to Ratios	
	2011 Recommended	Over (Under) 2010 Budget %	Over (Under) 2010 Budget \$	2011 Tax Rate	% Change From 2010 Budget
<b>MUNICIPAL TAX RATES</b>					
<b><u>Residential</u></b>					
Residential	1.1938950%	-0.3%	-0.003120%	1.1823210%	-1.2%
Residential garbage (Included above)	0.0315740%	-11.1%	-0.003945%	0.0312740%	-12.0%
Multiresidential	2.2484860%	-3.5%	-0.082354%	2.3022270%	-1.2%
New Multi-residential	1.1938950%	-0.3%	-0.003120%	1.1823210%	-1.2%
Farm Property	0.2984740%	-0.3%	-0.000780%	0.2955800%	-1.2%
Farm Land Awaiting Development	0.4178630%	-0.3%	-0.001092%	0.4138120%	-1.2%
<b><u>Commercial</u></b>					
Commercial Class	2.0777350%	-2.5%	-0.053371%	2.1049450%	-1.2%
Commercial Class, Excess Lands & Vacant Units	1.4544150%	-2.5%	-0.037365%	1.4734680%	-1.2%
Commercial Class, Vacant Land	1.4544150%	-2.5%	-0.037365%	1.4734680%	-1.2%
<b><u>Industrial</u></b>					
Industrial Class	2.7736570%	-5.8%	-0.171479%	2.9089830%	-1.2%
Industrial Tax Vacant Unit/Excess	1.8028770%	-5.8%	-0.111461%	1.8908390%	-1.2%
Industrial Class, Vacant Lands	1.8028770%	-5.8%	-0.111461%	1.8908390%	-1.2%
<b><u>Pipeline</u></b>					
	1.5169630%	-0.3%	-0.003964%	1.5022570%	-1.2%

#### Notes

1. By changing the tax ratios in 2011, the Residential tax rate decreases by 0.3%. If there were no change in tax ratios, the residential rate would decrease by 1.2%.
2. By changing the tax ratios in 2011, the Commercial tax rate decreases by 2.5%. If there were no change in tax ratios, the Commercial rate would decrease by 1.2%.
3. By changing the tax ratios in 2011, the Industrial tax rate decreases by 5.8%. If there were no change in tax ratios, the Industrial rate would decrease by 1.2%.

## Tax Ratios 2010 - 2017

The following chart shows the tax ratios for 2009-2010 and what they will be for the period 2011 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

### Change Industrial ratio to equal Commercial ratio - then reduce over 7 years

The 2011 Budget Working Papers reflect 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. In the past, the Industrial Ratio has been about 1.3 times greater than the 2011 Commercial ratio. One way of doing that is a two-step process whereby an adjustment is made to the 2011 Industrial ratio to make it equal the 2011 Commercial ratio and then reduce both ratios by the same reduction over the eight-year period 2011 to 2017.

The resulting tax ratios for 2011-2017 under such a scenario are shown in the following table

<b>Tax Ratios 2010-2017</b> <b>If 2011 Industrial Ratio changed to equal 2010 Commercial Ratio as first step</b> <b>Then both ratios adjusted over 8-year period 2011-2017</b>								
Description	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
Multiresidential	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
Farm Property	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000	0.25000
Farm Land Awaiting Development	0.25000	0.35000	0.35000	0.35000	0.35000	0.35000	0.35000	0.35000
<b>Commercial</b>								
Commercial Class	1.78035	1.74030	1.70025	1.66020	1.62015	1.58010	1.54005	1.50000
Commercial Class, New Construction	1.78035	1.74030	1.70025	1.66020	1.62015	1.58010	1.54005	1.50000
Commercial Class, Excess Lands & Vacant Units	1.24625	1.21821	1.19017	1.16213	1.13409	1.10605	1.07801	1.04997
Commercial Class, Vacant Land	1.24625	1.21821	1.19017	1.16213	1.13409	1.10605	1.07801	1.04997
<b>Industrial</b>								
Industrial Class	2.46040	1.74030	1.70025	1.66020	1.62015	1.58010	1.54005	1.50000
Industrial Tax Vacant Unit/Excess	1.59926	1.13120	1.10517	1.07914	1.05311	1.02708	1.00105	0.97502
Industrial Class, Vacant Lands	1.59926	1.13120	1.10517	1.07914	1.05311	1.02708	1.00105	0.97502
<b>Pipeline</b>								
	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 2011, the tax rates and percentage they change from the 2010 approved amounts would be as shown in the following chart.

**2010-2011 Tax Rate Comparison  
Accelerated Industrial Change**

Description	2010 Approved	2011 As Presented			2011 with I and C Ratios Equal		
		2011 Recommended	Over (Under) 2010 Budget %	Over (Under) 2010 Budget \$	I=C 7 Year Reduction	Over (Under) 2010 Budget %	Over (Under) 2010 Budget \$
<b>MUNICIPAL TAX RATES</b>							
<b>Residential</b>							
Residential	1.1970150%	1.1938950%	-0.3%	-0.003120%	1.2032730%	0.5%	0.006258%
Residential garbage (Included above)	0.0355190%	0.0315740%	-11.1%	-0.003945%	0.0318160%	-10.4%	-0.003703%
Multiresidential	2.3308400%	2.2484860%	-3.5%	-0.082354%	2.2661480%	-2.8%	-0.064692%
New Multi-residential	1.1970150%	1.1938950%	-0.3%	-0.003120%	1.2032730%	0.5%	0.006258%
Farm Property	0.2992540%	0.2984740%	-0.3%	-0.000780%	0.3008180%	0.5%	0.001564%
Farm Land Awaiting Development	0.2992540%	0.4178630%	39.6%	0.118609%	0.4211460%	40.7%	0.121892%
<b>Commercial</b>							
Commercial Class	2.1311060%	2.0777350%	-2.5%	-0.053371%	2.0940560%	-1.7%	-0.037050%
Commercial Class, Excess Lands & Vacant Units	1.4917800%	1.4544150%	-2.5%	-0.037365%	1.4658390%	-1.7%	-0.025941%
Commercial Class, Vacant Land	1.4917800%	1.4544150%	-2.5%	-0.037365%	1.4658390%	-1.7%	-0.025941%
<b>Industrial</b>							
Industrial Class	2.9451360%	2.7736570%	-5.8%	-0.171479%	2.0940560%	-28.9%	-0.851080%
Industrial Tax Vacant Unit/Excess	1.9143380%	1.8028770%	-5.8%	-0.111461%	1.3611420%	-28.9%	-0.553196%
Industrial Class, Vacant Lands	1.9143380%	1.8028770%	-5.8%	-0.111461%	1.3611420%	-28.9%	-0.553196%
<b>Pipeline</b>							
Pipeline	1.5209270%	1.5169630%	-0.3%	-0.003964%	1.5288790%	0.5%	0.007952%

**Notes**

1. Under this option the Industrial Tax Rates would decline by 28.9% in 2011 as opposed to the 5.8% reduction as per the 2011 Budget Working Papers.
2. The Residential rate would increase by 0.5% as opposed to the 0.3% decrease as per the 2011 Budget Working Papers. Although not shown on the Chart, the 3.2% all-inclusive Municipal Tax, Education, and Sewer Surcharge increase would increase to 3.8% under this option.
3. The Commercial rate would decrease by 1.7% as opposed to the 2.5% reduction as per the 2011 Budget Working Papers.

**City required to pass a 2011 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 of each year.

**It is recommended that a by-law be passed to establish the 2011 tax ratios for each property class as set out in the 2011 Budget Working Papers.**

## **Farmland Awaiting Development**

Section 313 of the Municipal Act, 2001 also requires municipalities to establish a percentage reduction for farmland awaiting development. The minimum reduction is 25% of the residential rate, which is the reduction the City has established in the past. A municipality can increase the percentage by up to 10 percentage points each year to a maximum of 75%. While there are presently no properties in the City of Peterborough in this category, a higher percentage reduction would be a fairer tax rate, should there be some properties assessed as Farmland Awaiting Development in the future.

**It is recommended that the 2011 tax rate for farmland awaiting development subclasses be 35% of the residential rate.**

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

There are a number of tax policy decisions that need to be confirmed each year through by-law. Staff assume Council does not want to change long established policies, and it is recommended the following tax policies be approved:

**That a system of graduated tax rates within the Commercial and Industrial classes not be implemented for 2011.**

**That the capping policy for 2011 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 2010 remain at CVA tax from 2011 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 2010 to 2011 be taxed at CVA tax.**

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

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



City of  
**Peterborough**

# **2011 BUDGET WORKING PAPERS**

## **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 2011 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 Working Papers include four distinct documents, the 2011 Budget Highlights Book, and three supporting documents which are the 2011 Operating Budget, the 2011-2020 Capital Budget and the 2011 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 is 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 Chief Administrative Officer. 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 they are two part time employees, it is consider one FTE.

### **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.

### **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 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.

## **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).

## **Requested Budget**

The initial budget developed and submitted by departments for consideration by the Chief Administrative Officer and Finance team.

## **Recommended Budget**

This is the budget as presented in the Budget Working Papers submitted to the Budget Committee as 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 Working Papers quantify the sewer surcharge payable for a typical single family dwelling owner (\$384 for 2011) and also quantifies the total sewer surcharge collected for the City (\$13.5 million for 2011).

## **Sewer Surcharge Rate**

The rate (95% for 2010 and proposed for 2011) 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 2011 the residential property class will generate \$64.4 million (66%) of the total \$96.8 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. Tax rates 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 the 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 2011 total weighted taxable assessment is \$8.1 billion. Weighted Taxable Assessment is also used to allocate the cost of some joint services between the City and County of Peterborough such as Housing and Provincial Offences.

### Acronyms used in budget documents

Abbreviation	Definition
AODA	Accessibility for Ontarians with Disabilities Act, 2005
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
EPD	Environmental Protection Division

<b>Abbreviation</b>	<b>Definition</b>
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
MCYS	Ministry of Children and Youth Services

<b>Abbreviation</b>	<b>Definition</b>
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
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
OSIM	Ontario Structure Inspection Manual
OTVP	Ontario Transit Vehicle Program (prior to OBRP)
OW	Ontario Works

<b>Abbreviation</b>	<b>Definition</b>
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
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
SFA	South Fill Area (Landfill Site)
SFDNOW	Single Family Dwelling (not on water)
SHRA	Social Housing Reform Act 2000
SS	Sewer Surcharge

<b>Abbreviation</b>	<b>Definition</b>
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