
2019 Business Plan & Budget

Human Resources and Payroll Services

Prior Year Accomplishments

Economic Innovation & Prosperity

The Human Resources and Payroll Services department support all departments in managing their labour costs in a very labour-intensive industry. This is done by offering expertise in employee and labour relations, recruitment and selection, retention, training and development, disability case management, attendance support, and payroll and benefits administration.

Sustainable Infrastructure & Services

Labour Relations:

Collective Bargaining 2018:

- OPSEU Paramedics– Agreement expired March 31, 2018, new Agreement expires March 31, 2021
- ONA – Golden Plough Lodge, contract expired March 31, 2018
- CUPE –Golden Plough Lodge, contract expired December 31, 2017; interest arbitration early 2019
- UFCW – Material Recovery Facility Agreement expired December 31, 2017, new Agreement expires December 31, 2020

Grievances Settled Internally (August 1, 2017 to July 31, 2018)

- CUPE - GPL, 13
- ONA - GPL, 1
- UFCW - MRF, 1

Grievances Settled at Mediation/Conciliation

- CUPE - GPL, 3
- ONA – GPL, 1
- OPSEU - Paramedics - 2

Grievances to Arbitration

- 0



Outstanding grievances as of July 31, 2018:

- CUPE - GPL, 4
- ONA - GPL, 1

Recruitment and Selection, August 1, 2017 to July 31, 2018:

- External recruitments:
 - Economic Development & Tourism, 2
 - Corporate Services, 3
 - Transportation Waste Facilities, 9
 - Golden Plough Lodge, 5
 - Community & Social Services, 6
 - Finance, 1
 - Paramedics, 9
 - Chief Administrative Office, 2
 - Information Technology, 1
 - Communications, 2

Average time to complete recruitment: 6-8 weeks

Number of positions vacant due to market shortages: 2

- Internal job postings:
 - Golden Plough Lodge CUPE, 51
 - Golden Plough Lodge ONA, 13
 - Community & Social Services, 4
 - Provincial Offense, 1
 - Transportation Waste Facilities, 9
 - Paramedics, 6

Payroll & Benefits: 40.1M

- Conducted Council remuneration review and recommended changes in salary structure while also removing the 1/3 tax free exemption to be implemented in 2019.

Training & Development:

- Reviewed and made amendments to Loyalist Managing & Leading in a Municipal Environment program to reflect current issues and trends; launched 20th intake in fall, 2018
- Continued with advancement of LEAN White and Yellow Belt certification
- Launched online platform (HRDownloads) for mandatory training requirements (WHMIS, AODA) and self-directed professional development



- Hosted workshop through Hicks Morley for County employees and Eastern Ontario municipalities on the intricacies of Bill 148 implementation and legalization of marijuana
- Supported staff with funding through the corporate training & development budget in professional development activities including:
 - Queen’s University Industrial Relations Centre - Labour Relations certificate
 - AMCTO – Municipal Executive Diploma
 - AMCTO – Municipal Accounting & Finance Program
 - Advantage Ontario – Administrator Leadership Program

Accessibility for Ontarians with Disabilities Act:

- Updated multi-year plan and finalized annual report
- Marked National Access Awareness Week with a presentation to County Council including successfully requesting a formal proclamation, hosted a workshop on “Conducting Accessible Meeting” and launched awareness campaign called “Disable Disrespect”
- Conducted accessibility review of 2nd floor of 555 Courthouse Road with Accessibility Advisory Committee
- Contracted an external consultant to conduct a review of accessibility compliance
- Conducted accessible document training for new hires and refresher for existing staff

Investigations, Workplace Bullying, Harassment, and Workplace Misconduct (August 1, 2017 to July 31, 2018):

- Completed 6 Workplace Misconduct investigations (JL)
- Coordinated 1 external investigation (JL)

Human Resources Policies & Procedures:

- 1 set of policies were approved by County Council and communicated to staff
 - Updated policies
 - Alcohol & Drugs
 - Bereavement Leave
 - Compressed Work Program
 - Jury & Witness Duty
 - Paid Holidays
 - Personal Leaves of Absence
 - Short Term Disability Plan
 - Vacation Plan
 - Workplace Bullying, Harassment & Violence (annual update)
 - New policy
 - Leaves of Absence – Employment Standards Protected Leaves
 - Retirement Celebrations



- Rescinded policies
 - Distribution and Use of Cell Phones and Electronic Devices (replaced by IT-P-04 Mobile Devices)
 - Emergency Leave (replaced by 4.12.1 Leaves of Absence)
 - Use of the Electronic Network (replaced by IT-P-01 Acceptable Use)
- Reclassified policies
 - Mileage (moved to Finance)

Thriving & Inclusive Communities

- Provided occasional support to member municipalities in regards to payroll and human resources questions and/or challenges
- Guest speaker at employment sessions offered at the Community Training and Development Centre
- Participated in local Job Fair(s)
- Take our Kids to Work Day
- Minister of Labour Delegation AMO

Organizational Excellence

- Rolling out software for staff education and training

2019 Service Objectives & Initiatives

Economic Innovation & Prosperity

- Provide continuous support to all departments in reducing lost time costs through WSIB, Innocent Absenteeism and Short Term Disability.

Sustainable Infrastructure & Services

- Continue LEAN reviews of payroll to identify efficiencies
- Conduct annual non-union compensation review to ensure that we remain competitive with both our internal and external comparators
- Continuously review our policies and processes to ensure we are providing the best customer service possible to our internal and external customers
- Collaborate with department Directors and Managers with regards to Bill 148 and the new on call pay provisions to find a solution to the monetary effect of each department
- Implementation of policy program
- Finalize the implementation of the new HRIS system



- Continuous quality improvement of onboarding program

Collective Bargaining:

- CUPE 1203 – Roads
- CUPE 3725 – Community & Social Services
- CUPE 1748 – GPL
- ONA - GPL

Thriving & Inclusive Communities

- Continue to provide periodic payroll support to our member municipalities
- Continue to provide periodic Human Resources support to our member municipalities
- Continue to address barriers to accessibility in County goods, services and facilities

Organizational Excellence

- Continually look for more efficient ways of completing tasks
- Provide further Lean training and certification
- Streamline processes to reflect Lean methods
- Completion of all non-union job descriptions
- Continue to raise the bar for providing goods, services and facilities in ways that are accessible to all

Long Term Plan & Strategic Objectives

Sustainable Infrastructure & Services

Continue to find efficiencies within payroll and human resources processes using LEAN continuous improvement process.

Finalize implementation of new HRIS software

Continue to monitor changes in our external environment including employment legislation to provide supportive planning.

Continue to mentor and train staff for back-up coverage and succession planning purposes



Organizational Excellence

Continue to gain input from operating departments and staff on current and future support needs to incorporate into our strategic objectives.

Continue to train staff in areas such as Managing and Leading in a Municipal Environment and LEAN.

Continue cross training staff to ensure coverage in emergency situations in accordance with our business continuity plan.

Continue to lead by example under the AODA to help Ontario achieve the goal to become fully accessible by the year 2025.

Continue to find efficiencies in reporting methods and processes to ensure our internal and external customers receive timely and accurate information required for planning, budget and funding purposes

Continue to raise the bar for providing goods, services and facilities in ways that are accessible to all.



2019 Business Plan & Budget

Health Safety Emergency Planning

Prior Year Accomplishments

Approved Annual 2018 Operating Budget: \$1,041,200

Economic Innovation & Prosperity

Assisted all departments in tracking WSIB costs through disability case management return to work and injury/property damage investigation initiatives.

- 2010 claims = 35 (\$374,547)
- 2011 claims = 40 (\$186,319)
- 2012 claims = 42 (\$114,491)
- 2013 claims = 37 (\$158,558)
- 2014 claims = 45 (\$119,149)
- 2015 claims = 47 (\$102,388)
- 2016 claims = 55 (\$114,671)
- 2017 claims = 62 (\$299,797) including new PTSD support
- 2018 claims = 28 (\$182,625 August 2018)

Sustainable Infrastructure & Services

Health and Safety

- Supported 5 County Health and Safety Committees;
- Health & Safety Training: New Employee Orientation, Defensive Driving, Traffic Control, MOL Health and Safety Rep Certification, First Aid, Working Minds Mental Health Training, Tick Hazards, Injury Reporting
- Conducted Safety Corporate Safety Talks:
 - Role of Occupational Health for the Social Service Department
 - Critical Injury Reporting for the Transportation Department
- Completed Ergonomic Reviews: GPL , POA, Paramedic Administration, Administration Staff, Sit-Stand Unit Installations, Gradall
- Completed Physical Demands Analysis for positions at the Corporate Service and Community and Social Service Departments



- Updated Injury Reporting Process
- Continued with the Occupational Health and Safety Strategic Plan - promotion of Risk Identification, Assessment, and Prioritization – Transportation Division.
- Introduced a draft Musculoskeletal Disorders Program as part of the Ministry of Labour 2018-2020 Ergonomics Initiative
- Reviewed WSIB Workwell Audit as part of a WSIB request.
- Partner with Paramedics to purchase Sibata Respirator Fit Tester.

Emergency Planning

- Continued with Winter Storm Hazard Plan.
- Began review for implementation of Transportation Plan with focus on vulnerable populations.
- Updated the Emergency Social Service Annex to coordinate assistance with the Health Safety Emergency Planning Department
- Upgraded the emergency van for cost effective joint usage of the van with the Health Safety Emergency Planning and Social Service Departments; thus eliminating one vehicle.

Thriving & Inclusive Communities

Health and Safety:

- Provided Health and Safety Orientation and Traffic Control to students of the Township of Alnwick/Haldimand, Township of Cramahe, Municipality of Trent Hills and Town of Cobourg.
- Supported Northumberland Safe Communities financially and as a committee member.
- Provided WHMIS2015 training to staff at Township of Alnwick/Haldimand

Emergency Planning:

- Conducted emergency management training: Joint Control Group Training with Township of Alnwick/Haldimand, Inter-municipal Basic Emergency Management Training
- Network with Alderville First Nation: use of Alderville Civic Centre evacuation shelter
- Continued County wide inter-municipal communications: Emergency Services and Public Works with implementation of Municipal 511 and Responder 511
- Continued as Co-chair for the Severn Sector of the Office of the Fire Marshall and Emergency Management Ontario
- Completed Joint municipal initiatives for Public Education: Radio, Print (2018 Emergency Preparedness Guide)
- Designed and conducted Emergency Exercises: Joint Functional Emergency Exercise with the Township of Alnwick/Haldimand, table top exercise with Municipality of Brighton



- Coordinated Emergency Sheltering for the evacuees of the 48 Wellington Street Port Hope fire and the evacuees of the Hope Street Terrace Retirement Home electrical fire/power outage.
- Supported Town of Cobourg Emergency Planning with “Master of Disaster” kid’s camp.

Organizational Excellence

Health and Safety

- Supported Wellness Committee on the initiatives Wellness Fair, Corporate Yoga, MRF Pilates, Perks Plus Program, Healthy Food Snacks, Fitbit Competition, Couch to 5km Training.
- Membership with Ontario Municipal Health and Safety Representatives Assoc.
- Provided Working Minds Training in support of Mental Health Training to staff in the GPL, Transportation and Waste, MRF, Community Social Service Departments
- Conducted WHMIS 2015 training (GPL, Transportation, MRF, Paramedics); Implemented HRDownloads for WHMIS 2015 online version
- Supported and compensated staff training in health and safety courses (Partners in Prevention Conference, CSSE Conference, MOL Health and Safety Certification, Working at Heights)
- Reviewed high visibility decaling for vehicles in the Transportation Waste Department and Community and Social Service Department.
- Supported participation in Lean Training;
- Continued with 3rd year of Take Our Kids to Work Day November 1, 2018

Emergency Planning

- Implemented a Mini-BEM Course for Community and Social Service Staff and GPL Staff.
- Supported and compensated staff training emergency planning courses (Business Continuity Audit Training, Business Continuity Conference, Provincial Flood Forecasting)
- Reviewed high visibility decaling for vehicles in the Transportation Waste Department and Community and Social Service Department.
- Support the Fleming College Emergency Management Program; Instructor, Course Developer, and Program Board Member
- Collaborated with Fleming Information Technology Program to develop an Emergency Preparedness App.
- Implemented corporate wide Emergency Preparedness Challenge to promote EP Week
- Supported OFMEM as Severn Sector Chair/Alternate Chair
- Co-chair IMS Redesign Committee with OFMEM
- Membership with Ontario Association of Emergency Managers
- Implemented health safety and emergency planning awareness using workplace digital signage.



2019 Service Objectives & Initiatives

Annual 2019 Operating Budget Proposal:

Annual 2019 Operating Budget \$1,091,405

Economic Innovation & Prosperity

Health and Safety:

- Continue to support all departments with a Corporate H&S Program to reduce worker injury, WSIB costs, and non-WSIB costs as a participant in the Disability Case Management Committee.

Emergency Management

- Continue to support member municipalities with cost effective Emergency Management Strategies

Sustainable Infrastructure & Services

Health and Safety:

- Continue implementing the Musculoskeletal Disorders Program within the Strategic Plan and as directed by the Ministry of Labour 2018-2020 Ergonomics Initiative
- Continue utilizing the WSIB Workwell Audit to further enhance the Corporate Health and Safety Program.
- Continue implementing corporate due diligence strategies with documenting reasonable care standards, policies, hazard identification, analysis, prioritization, leading/lagging key performance indicators, control measures, and training needs analysis. Pilot with the Transportation Waste Department.
- Support County Health and Safety Committees initiatives and MOL compliance.
- Support all departments with Health & Safety initiatives to reduce worker injury using control measures of job hazard analysis, protective training, and ergonomic reviews.
- Implement Physical Demands and Cognitive Demands Analysis for the Finance Department.
- Continue Health & Safety Training: New Employee Orientation, Defensive Driving, Traffic Control, MOL Health and Safety Rep Certification, First Aid, Competent Supervisor Training, Mental Health Awareness
- Continue Wellness Committee initiatives: lunch/learns (healthy eating, body wellness), wellness fair, elder support program, healthy food snacks, and fitbit competition.



Emergency Planning:

- Continue to support a Corporate Emergency Management Program and compliance with the Office of the Fire Marshall and Emergency Management
- Staff Training: IMS, Public Inquiry, Control Group, Emergency Social Services, Basic Emergency Management
- Exercises: Joint County / Municipality of Brighton
- Continue review for County wide inter-municipal communications systems
- Continue implementing a Transportation Plan with focus on vulnerable populations.
- Continue corporate wide business continuity planning

Thriving & Inclusive Communities

Health and Safety

- Continue to collaborate with member municipalities to offer training initiatives (student orientation, health and safety awareness, ergonomic reviews, mental wellness)
- Continue to support Northumberland Safe Communities
- Continue liaison with Ontario Municipal Health and Safety Representatives Association

Emergency Planning:

- Network with the CEMC's - joint projects and training initiatives.
- Collaborate with member municipalities with training initiatives (Basic Emergency Management)
- Continue to support the Fleming Emergency Program.
- Collaborate with the Northumberland County Fire Chiefs, Chief Administrative Officers, and Eastern Ontario Regional Network for a dedicated County wide inter-municipal emergency services communication system.
- Support the Emergency Information Committee joint initiatives.
- Support the Evacuation Committee in developing evacuation centers; continue potential agreement for Alderville First Nation Community Centre
- Support the Public Education Committee joint initiatives
- Design and implement an exercise for joint response with the County and Township of Alnwick/Haldimand / Alderville First Nations

Organizational Excellence

Health and Safety

- Continue to implement the Corporate Occupational Health and Safety Strategic Plan.
- Support Wellness Committee on the initiatives of employee work life balance and mental health.



- Support and compensate staff training in health and safety courses, certification, and conferences.
- Support participation in employee engagement/development initiatives.
- Conduct a mock injury / documentation training and exercise.
- Conduct Disability Case Management training for managers.
- Implement digital documentation of hazardous materials.

Emergency Planning

- Support and compensate staff training in emergency management courses and conferences.
- Conduct a corporate wide Emergency Preparedness Challenge to promote EP Week.
- Support the Fleming College Emergency Management Program.

Long Term Plan & Strategic Objectives

The Health Safety and Emergency Planning (HSEP) Department is a support service to the County operational departments and the member municipalities. The HSEP Department identifies with the long term objectives of those operational areas and offers support under the umbrella of the County's vision, mission, and values.

Economic Innovation & Prosperity

Health and Safety:

- Continue to support all departments with a Corporate H&S Program to reduce worker injury and WSIB costs as a participant in the Disability Case Management Committee.

Sustainable Infrastructure & Services

Health and Safety:

- Promote Corporate Due Diligence with implementation of reasonable care standards and policies.
- Support County Health and Safety Committees initiatives and MOL compliance.
- Continue implementing management processes to document Due Diligence strategies of Hazard Identification, Analysis, Prioritization, Leading/Lagging Key Performance Indicators, Control Measures, and Training Needs Analysis. Pilot the Transportation Waste Department.
- Continue to conduct Physical Demands and Cognitive Demands Analysis:
 - 2020 Economic Development and Tourism
- Liaison with Ontario Municipal Health and Safety Representatives Association



Thriving & Inclusive Communities

Emergency Planning:

- Continue implementing Corporate Emergency Management Program and business continuity
- Liaison with Ontario Association of Emergency Managers

Organizational Excellence

- Continue to implement the Occupational Health and Safety Strategic Plan.
- Guide the Corporation to Canada's Safest Employer initiative.
- Continue to support initiatives of employee work life balance.
- Continue to support and compensate staff training in health, safety, and emergency planning courses, certifications, and conferences.
- Support participation in employee engagement/development initiatives.

2019 Business Plan & Budget

Legislative Services/Clerk, Records Management and Archives

2018 Accomplishments

Clerk

Organizational Excellence

- Attended meetings of Council requiring the taking of minutes and giving of advice on procedural matters.
- Communicated Council decisions and directives to: member municipalities, community agencies, association advocates, Federal and Provincial partners, and County Departments.
- Ensured the municipality's compliance with Provincial Legislation as it relates to Council processes and access to municipal records.
- Analyzed budget and developed Issue Papers and long term plan (2019-2018).
- Led planning process for formal Orientation Session for 2018-2022 Members of Council.
- Developed on-boarding information session for new Council Members.
- Provided Departments with support in agenda preparation and minute taking and guidance regarding Council processes.
- Worked collaboratively with Corporate Services management team to further objectives.
- Trained and mentored Deputy Clerk & Executive Assistant to CAO.

Research and Policy Development

- Appointment of Integrity Commissioner and Closed Meeting Investigator
- Restricted Acts of Council and Delegation of Authority
- Elimination of Tax Exemption for Council Members' Salaries
- Council Compensation Review
- New Council Orientation Plan
- Recording & Live Streaming Council Meetings
- Procedural By-law Revisions



- Defined Council agendas and minutes step-by-step processes
- Bill 68 (Modernizing Ontario's Municipal Legislation Act, 2017) Implementation Plan, including: Code of Conduct, Conflict of Interest/Registry, formal Complaints Process

Legislative Compliance

- Council Meetings in full compliance
- 0% Investigations
- Requests under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) in full compliance.
- Signing authority for Plans of Subdivision under the *Planning Act*
- *Bill 68* readiness

Document Preparation & Management

- By-laws
- Council agendas, minutes and resolutions
- Closed session agendas, minutes and resolutions
- Council reports
- Council proclamations
- Department meeting agendas and minutes
- Policies
- Freedom of Information requests, research and responses
- Commissioner of Oaths
- Document research and retrieval

Provide Professional Consultation

- Inter-municipal committees, internal and external customers

Records Management and Archives

Economic Innovation & Prosperity

- Submitted application to National Heritage Digitization Strategy (NHDS) for \$15,000 to digitize the County's military collection.



Sustainable Infrastructure & Services

- Installed mobile, high-density shelving system at 600 William Street Mezzanine to increase on-site storage capacity from 190 to over 1,000 boxes, allowing for the permanent removal of boxes stored at Iron Mountain, increasing accessibility for staff and reducing annual spending on third party contracts.
- Contributed to planning and design processes for the construction of a dedicated Archives facility at the County's new long term care home (Golden Plough Lodge); project to be completed in 2022.
- Provided archival services for member municipalities and current organizations through Council's adoption of service agreements' inclusion on the County levy.
- Hired full-time Records and Archival Services Assistant to support the activities of the Records Management and Archives program. Assistant increased ability to provide records management support and enhanced community engagement initiatives.
- Hosted 1, full-time co-op student from Algonquin College Museum Studies program from January to April. She led historical significance assessment of Northumberland County artifacts currently stored and displayed at Victoria Hall, Cobourg.
- Recruited and hired 2018 summer Archives Assistant.
- Recruited 3 volunteers to support a range of archival activities, including enhancement of the accessibility of the Archives' collection.

Thriving & Inclusive Communities

Designed and installed temporary displays at 555 Courthouse Rd. Exhibits featured artifacts loaned from member municipality heritage societies and local community members.

- Hosted over 150 students - grades 2 through college, from multiple schools including Durham College, C.R. Gummow, Notre Dame Catholic School.
- Partnered with member municipalities to plan Doors Open 2019 event.
- Provided research assistance and resources for commemorative events, exhibitions (e.g. Armistice'18, Sifton-Cook, etc.)
- Speaking engagements (Cobourg Museum Foundation).

Organizational Excellence

- Tracked and compiled monthly data re: records management and archives requests, and traffic.
- Released updated retention schedule.
- Provided information management training sessions – departmental, new staff orientation, one- on-one collaboration to address specific needs.



- Worked with Communications department to enhance content available on County website.

2019 Service Objectives & Initiatives

Clerk Services

Organizational Excellence

- Provide on-boarding information and orientation program for 2018-2022 Members of Council.
- Implement Bill 68 legislation including: Council Code of Conduct, amendments to the Municipal Conflict of Interest, and, amendments to the Procedural By-law.
- Work with appointed Integrity Commissioner and Closed Meeting Investigator to assist the public and Council Members.
- Provide governance support and resources to elected officials.
- Provide procedural advice and guidance to administration.
- Ensure legislative requirements are met, and assist Directors and Managers to meet their reporting commitments to Council through effective processes.
- Maintain and protect the official corporate records of the municipality.
- Support corporate records management systems.
- Research best practices regarding pending legislation to ensure full compliance.
- Collaborate with member municipal Clerks to share knowledge and seek efficiencies.
- Maximize functionality and security of iCompass for dissemination of agendas, minutes, and resolutions.
- Proactively seek out developmental opportunities that benefit the department and corporation.

Thriving & Inclusive Communities

- Facilitate access to information as the Corporation's MFIPPA Head, and as per legislative requirements.
- Maximize functionality of the Council Portal for ease of public access.
- Improve access, accountability and transparency through: routine disclosure practices, participation in the corporate website re-design, and Local Government Week.

Sustainable Infrastructure and Services



- Champion the dedicated County Archives project that will be housed in the new Golden Plough Lodge. Ensure the design will be a welcoming community resource, a renowned genealogy tourism facility, and home to the archival collections of member municipalities' and local organizations. .
- Work with Communications and I.T. to re-design County website to ensure information is easily accessible.
- Work with Finance to implement customer service database in new Asset Management software.

Records Management and Archival Services

Economic Innovation & Prosperity

- Research grants, funding opportunities for digitization, capital projects etc.

Sustainable Infrastructure & Services

- Participate in and provide guidance to the detailed planning process for the design and construction of the new Archives facility.
- Implement collections management software.
- Build relationships with post-secondary institutions (Durham, Mohawk, Fleming, Algonquin, and University of Toronto).
- Collaborate with all departments to find cost-saving initiatives and efficiencies that relate to the creation, storage, and retrieval of records.
- Work with I.T. department to build awareness surrounding information security and information management.
- Phase out the use of Iron Mountain storage services.
- Provide information management support and training to all departments.

Thriving & Inclusive Communities

- Plan and execute Doors Open 2019
- Collaborate with GPL Life Enrichment team to develop meaningful programs and experiences for residents that promote connection, fun, and wellness.
- Build relationship with Alderville First Nation.
- Attend community heritage events, speaking engagements.
- Host crowdsourcing event (improve richness of collections information), school groups, research nights.
- Provide diverse volunteer opportunities.



Organizational Excellence

- Plan and analyze needs for the relocation of the Archives facility.
- Improve accessibility of collection through digitization initiatives, creation of finding aids, and continue inventory and arrangement.
- Enhance content availability on Archives website.
- Review and update records management policy.
- Partner with I.T. to build digital preservation strategy.
- Assist staff with inventory and classification of “legacy” files.
- Collaborate with Community & Social Services – Customer Service Unit to establish departmental shared drive framework.

Long Term Plan & Strategic Objectives

Clerk Services

Organizational Excellence

- Research best practices and monitor proposed legislation to ensure policies and procedures are presented to Council for adoption.
- Implement LEAN practices to maximize efficiencies.

Records Management and Archival Services

Economic Innovation & Prosperity

- Research and implement alternate methods of revenue generation for Records Management and Archives programs.
- Consider community partnerships (Brighton Digital Archives, Port Hope Archives), shared services etc.

Sustainable Infrastructure & Services

- New Archives facility - provide excellence in preservation, access, research services, programs, exhibitions.
- Promote and plan for the division of the Records Management and Archives area, to ensure their distinct needs are met and supported by specialized staff.
- Collaborate with member municipalities to research and implement EDRMS system.
- Lead by example in the field of digital preservation.



Thriving & Inclusive Communities

- Provide collaborative, innovative participatory education and lifelong learning opportunities.
- Build relationships and trusts, heritage and cultural groups throughout Northumberland County.
- Develop unique opportunities for citizens to contribute knowledge and skills.

Organizational Excellence

- Achieve a proactive records management program status Corporation wide.
- Make Archives collection fully accessible online.

2019 Issue Paper

Archival Collections Management Software

Purpose

To seek approval for the purchase of archival collections management software to improve the management and accessibility of the County's archival collection.

Background

The Archives is committed to providing access to the County Archives' collection. The implementation of collections management software is fundamental to the efficient management and dissemination of archival collection information.

The County Archives will relocate with 400,000 collection materials to a new, dedicated facility in 2022 or 2023. Managing the physical and intellectual arrangement of thousands of archival materials is complex. It becomes an even more complicated task to relocate thousands of archival materials while maintaining the relationships between the physical materials and the information about them. Our current rudimentary management "system" is inadequate to prepare for the pending logistical challenges and accessibility responsibilities associated with relocating the Archives from the Cobourg Public Library to the new Archives facility at the new Golden Plough Lodge.

Currently, the Archives stores collections' information disparately between physical paperwork, electronic forms, and location inventory spreadsheets. Additionally, the collection is not available online; researchers may only access the collection in person with significant staff support within the Archives during operational hours or by appointment. The temporary closure of the Archives while materials are moved will render the collection completely inaccessible to the public. A searchable online portal will help ease access concerns until the Archives facility is open again.

Benefits of collections management software

Collections software is a powerful tool for data retrieval and has complex search capabilities that will help staff, volunteers, and researchers comprehensively explore and utilize the collections of Northumberland County. The implementation of this software will:



- Capture Collections information in a centralized location, enhancing input and retrieval efficiencies;
- Allow staff to track changes and authenticate data to improve accuracy and accountability, using audit controls;
- Improve quality and accuracy of data and research and enable informed decision-making;
- Provide complex information retrieval and reporting capabilities that are currently not possible;
- Improve researchers' ability to conduct independent explorations of online collection portals;
- Promote preservation of materials by reducing the need to access original documents; accessing digitized collection materials ultimately increases the life of the articles.

Consultation/Options

A needs assessment for archival collections management software was performed by Archives staff to determine the necessary features and modules that will support the Archives' activities.

Core archival activities supported by collections software include: inventory generation and audit controls, acquisition and loan processing, data arrangement, cataloguing and metadata entry, conservation and exhibition documentation, digital file uploads, digital preservation, and the support of an online collections portal that provides researchers the opportunity to access archival collection images and information from anywhere in the world.

Multiple options have been researched and there are suppliers that can provide the desired services and modules. Quotes were obtained from vendors who match our selection criteria.

Staff consulted with the I.T. team to understand the benefits and challenge of hosting versus purchasing software. Implementing and maintaining fully integrated collections management software involves a significant amount of work in the areas of consultation, software support, and maintenance. I.T. recommends that the County should enter into a hosting agreement with the chosen vendor.

Financial Impact

One time implementation costs include:

- Initial development of software (consultation, development, customized theming)
- Costs for data transfer/migration (consultation, staff training)
- Staff training (use of software)

One-time costs for the implementation of the software program are estimated to be \$8,500.



On-going annual costs include:

- Hosting (yearly lease, 25GB)
- User and technical support, consultation

Annual costs for hosting, and user and technical support are estimated at approximately \$6,500.

Total project costs for the implementation of collections management software is approximately \$15,000.

Risk Considerations

The current management system is rudimentary and inadequate to prepare for the pending logistical challenges and accessibility responsibilities associated with relocating the Archives from the Cobourg Public Library to the new Archives facility at the new Golden Plough Lodge.

Without a centralized system to track location changes for thousands of materials in over 500 collections, and without an updated system to maintain relationships between the physical materials and the descriptors for them, information critical for the retrieval and accessibility of these materials could be lost.

The temporary closure of the Archives while materials are being relocated will render the collection completely inaccessible to the public. A searchable online portal will help ease access barriers until the Archives facility is open again. A searchable portal will allow anyone quick and easy access to the County's vast archival collections.

Impacts to Member Municipalities/Partners

- The web-based collections portal will allow member municipalities' staff and residents to search their own municipal records and Northumberland County's collection from the comfort of their home or office.
- Students will be able to easily access learnings resources and teachers will be able to access local primary source documentation.
- Increased availability of historical resources online can cultivate cultural and community pride and awareness.
- Engaged online users can contribute to richer, more accurate documentation of local cultural collections.



Included in 2018 Long Term Plan: No

A specific statement regarding the purchase of archival collections management software was not included in the 2018 Long Term Plan. However, the implementation of this software aligns with the long term goals of the records management program to achieve pro-active records management status across all County departments – including within the Archives. The need for collections management software has become an urgent requirement as the County prepares for its dedicated Archives facility.

2019 Issue Paper

Create Reserve for Integrity Commissioner Investigations

Purpose

To request that Council approve the creation of a Reserve specifically to fund formal investigations by the Integrity Commissioner, and that an annual amount of \$7,000 be budgeted for this reserve, starting in 2019 and carried forward by by-law, in the long term plan.

Background

Bill 68 – Modernizing Ontario’s Municipal Legislation Act, 2017 requires, in part, that every municipality in the Province of Ontario appoint an Integrity Commissioner (or is able to use the services of another municipality’s Integrity Commissioner). The legislation also requires municipalities to establish codes of conduct for members of municipal council and certain local boards, which include rules that guide the ethical conduct of those members. I.C.s have powers to investigate conflict of interest complaints. The Integrity Commissioner’s services are available to the public, municipal Councillors, and County staff.

In 2018 Northumberland County appointed Principles Integrity as its Integrity Commissioner and Closed Meeting Investigator. The annual retainer fee for the I.C. is nominal, and the hourly fees charged for consultations, training, and informal investigations are in line with other Integrity Commissioners.

Integrity Commissioners are required to conduct formal investigations when a situation warrants it. Formal investigations are not planned; unexpected circumstances and complaints can arise that trigger a formal investigation process. Investigations can be complex and time consuming. They often involve substantial research and interviews with the parties involved. Written reports are created for Council’s consideration.

Consultation/Options

Staff consulted with Finance staff, municipal clerks, the County’s Integrity Commissioner, and researched the issue. The CAO and the Corporate Services Director reviewed this Issue Paper and support it.



Financial Impact

2019 will be the first budget year that a separate line is created for the Integrity Commissioner and Closed Meeting Investigator. The Long Term Plan will include estimates for: the annual retainer fee, hourly rates and per diems for training costs, consultations, informal investigations.

An estimate for one average formal investigation ranges from \$4,000 to \$10,000. While municipalities may not anticipate formal investigations, they should be prepared for such an event. A Reserve contingency fund is a practical solution. Staff recommends that \$7,000 be placed in a Reserve, and that the Reserve be capped at a maximum of \$21,000. In any year that monies are used from the reserve to pay for investigations, the amount will be replaced in the next budget year, to top it up.

Risk Considerations

While formal investigations are not the norm, and may not be required in any given year, planning for them is important; to not plan would pose a risk. It is prudent to create a dedicated Reserve that will be available should complaints require formal investigations.

As outlined, formal investigations can be costly. If complaints warrant formal investigations, and monies have not been set aside, the Clerk budget could be in a deficit situation.

Impacts to Member Municipalities/Partners

No anticipated impacts to member municipalities or community partners.

Included in 2018 Long Term Plan: No

This was not included in the 2018 Long Term Plan as the County had not appointed an Integrity Commissioner at that time, and costs for formal investigations were unknown.

2019 Issue Paper

Recording & Streaming Council Meetings

Purpose

To request approval to fund software, hardware, licensing and staff training to record and stream County Council meetings.

Council has not passed a resolution regarding the recording and/or streaming of meetings, and a staff report has not been prepared. However, interest has been informally expressed by Councillors, and some municipalities provide this service to the public. Any purchase of software, hardware and licensing would be undertaken through the County's procurement process.

Background

Some lower tier, upper tier and single tier municipalities record and/or live-stream their Council meetings for broadcast. Some large municipalities receive television coverage, usually from a local or public broadcaster. Smaller municipalities offer the service on You Tube, often through direct links from their websites.

Consultation/Options

Various options exist including: live streaming, video links embedded in agendas and minutes, ability to set screen options to assist viewers with low bandwidth internet connections, automate closed captioning, add timestamps to items to easily access content of interest.

If County Council decides to provide video coverage of Council meetings, the quality of the finished product is important. Viewers and listeners must be able to clearly see and hear the proceedings. The AODA (Accessibility for Ontarians with Disabilities Act) standards must be considered. Due to the size and configuration of the County Council Chamber, several cameras could be required, to capture Council, delegates, screened presentations, and staff.

Recording Council meetings for public viewing would increase accountability and transparency. Currently the County experiences challenges: media coverage of County Council is low (at best), local newspapers have disappeared in recent years, and social media bloggers may or may not



accurately capture Council proceedings. As a result, County Council news is either not reported, or is sometimes inaccurately characterized. Interested constituents (both residents and businesses) would benefit from being able to get their information from the source itself. Public engagement may be enhanced, including education regarding the services and programs offered by the County. Many members of our community are unable to attend Council meetings; recordings or live-streaming would provide them with an opportunity to follow specific issues that interest them.

Full details would be included in a staff report to Council, including: best practices, benefits and challenges, costing, required changes to the Procedural By-law and recommendations.

Staff met with the Director of I.T., and sought input from member municipalities and current service providers. Staff met with a consultant who specializes in this field, to identify the options that would work for the County Council Chambers' unique configuration and design.

The CAO and the Corporate Services Director reviewed this Issue Paper and support it.

Financial Impact

Estimated costs for: annual retainer/license, software, hardware, training

Option A – Basic: Approximately \$10,000

Option B – Enhanced: Up to \$75,000

Risk Considerations

Accountability and transparency are increasingly highlighted by Integrity Commissioners, the Information and Privacy Commissioner, and the Provincial Ombudsman. The Ombudsman routinely recommends that municipalities make audio or video recordings of all open and closed meetings. Recorded Council meetings can provide benefits for the public, Council Members, and staff, as they provide factual and detailed accounts of what transpired, that are not subject to interpretation or memory.

Some small and rural municipalities that record and/or stream Council meetings report very low interest; some report viewer numbers in the single digit range. There is a real possibility that very few individuals would tune in to watch or listen to County Council meetings. Thus, a substantial outlay of money may not produce a good return on investment, if citizen engagement is the measure of success.



Impacts to Member Municipalities/Partners

No anticipated impacts to member municipalities or community partners.

Included in 2018 Long Term Plan: No

Consideration of this initiative was not contemplated in previous years, and thus not included in the 2018 long term plan.

2019 Issue Paper

Summer Student - Vacation & Training Coverage for Customer Service Representative

Purpose

To request a Corporate Services summer student position annually from May until September, to provide support to the Legislative Services Manager / Clerk, including coverage for the Customer Service Representative (during vacation and training & development).

Background

A full-time Customer Service Representative (CSR) works at the main reception area at 555 Courthouse Road, handling a variety of responsibilities, including serving the public and assisting County departments. This position is a key role within the organization; it is the first person that many constituents, business people, tourists, community partners and elected representatives connect with, when they call, visit or email the County.

The CSR requires coverage for lunch and break times. In the past, several administrative support staff were trained in Customer Service duties and they provided daily coverage. However, some of these staff have moved to off-site locations, and others are unable to regularly provide coverage, due to their department's workloads. This poses challenges, especially during summer months, when staff take vacation. The CSR participates in developmental opportunities (e.g. customer service workshops, health and safety training) and coverage is then required during these absences. A summer student would provide the stable coverage that is required to ensure excellent service for our external and internal customers.

When not providing coverage for the CSR, a summer student position would assist the Legislative Services Manager / Clerk with various projects and tasks that would benefit Council, the Corporation, and County residents.

Consultation/Options

Staff consulted with the Finance Manager, Payroll Manager and the CSR team members. The CAO and the Corporate Services Director reviewed this Issue Paper and support it.



Financial Impact

The cost for a summer student (May to August) in 2019, paid at Salary Grid A, would be \$15,300 (this includes wages and benefits). Using an average annual increase of 2%, the financial impact for the long term plan is:

Summer Student (May to August), Salary Grid A

2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
\$15,300	\$15,606	\$15,918	\$16,236	\$16,561	\$16,892	\$17,230	\$17,575	\$17,926	\$18,285

Risk Considerations

When the Customer Service Representative takes vacation, participates in training, or is absent due to illness, it can be difficult to find back-up coverage. The CSR position can never be left vacant – not for a day or even an hour. A trained staff person is always required to be in this role to serve the public and employees.

Impacts to Member Municipalities/Partners

No direct impacts to the member municipalities or our community partners.

Included in 2018 Long Term Plan: No

This is a new initiative and it was not included in the 2018 long term plan. Providing coverage for the CSR has always been challenging, but staff have managed to utilize existing employees. However, this has become increasingly difficult in recent years due to the reasons outlined.

2019 Business Plan & Budget

Forest Services

Prior Year Accomplishments

Economic Innovation & Prosperity

- Hosted three events – Turkey Trot (October) Snowmobile Event (November) and Mountain Bike Event (September)
- Performed 24 Weed Control Act inspections (August 2018)
- Administered 34 permits and 61 site inspections Forest Conservation By-Law permits (August 2018)

Sustainable Infrastructure & Services

- Continued Forest Master Plan
- Renovated trail section at Lookout Mountain trails area to meet or exceed trail standards., other updates on trails
- Maintained four parking lots
- Continued implementation of the 5-year Silvicultural Operations Plan and results of the 20-year timber supply analysis.
- Continued Natural and Cultural Heritage surveys in County Forest including
 - Breeding birds
 - Mottled Duskywing with University of Guelph
 - Inventoried New Jersey Tea populations
 - Game cameras
 - Trail records
 - Trent University frog research at ponds
 - Common Nighthawk
 - Conducted Special management zones inventory
- Managed 99 ha of conifer plantations through timber harvest operations.
- Prepared detailed prescriptions for and marked hardwood area for woodland/savannah restoration
- Updating forest resource inventory data



- Maintained Forest Stewardship Council® Certification under the Eastern Ontario Model Forest's certificate
- Treated restoration areas with herbicide to remove invasive species
- Conducted a survey of Wild Parsnip along County Roads and worked with the Roads Department and contractors with respect to a culvert installation in Wild Parsnip
- Continued invasive species control in the County Forest:
 - Protected 18 ash trees off of the Morris Trailhead from Emerald Ash Borer using TreeAzin insecticide
 - Continued treatment of Dog-Strangling Vine, Garlic Mustard and Black Locust in Beagle Club Road area
- Continued large-scale removal of hazard trees from forest roads (as of August 2018)
- Brushed and pruned corridors on more than 70 km of trails
- Performed signage inventory throughout County Forest – updated signs
- Trail repair:
 - Performed grading of forest roads
 - Graded three parking lots
 - Repaired section at Split Rail Road, Lookoug Mountain and the Red Pine Loop
- Continued work on implementing the Emerald Ash Borer Strategy for Northumberland County in conjunction with the Roads Department
- Administered 34 Forest Conservation By-Law harvest permits and 1 minor relief application (August 2018)
- Continued with tasks as per the Signage Standard for forest trails and the Recreational Trail Standard

Thriving & Inclusive Communities

- Established a new Oaktober event to raise awareness of the activities within and the management of the County Forest
- Continued work on the Volunteer strategy and piloted a Volunteer Trail inspector program (October)
- Connected with municipalities regarding Noxious weeds and their location and best management practices
- Worked with the Forest Advisory Committee to raise awareness of recreation and natural heritage conservation
- Spoke to the Northumberland Agricultural committee on Tree conservation and the Tree By-Law
- Collaborate with Ganaraska Region Conservation Authority



Organizational Excellence

- Staff attended:
 - Natural Areas Conference (Nov 2018)
 - Public Lands Alliance Conference
 - North American Invasive species conference (Nov 2018)
 - Annual Weed Inspector Conference
 - Forests Ontario Annual Symposium
 - Community Forest Meeting
 - Canadian Institute of Forestry Conference
 - Leadership and management training
 - LEAN training
 - First aid training
 - Chainsaw training
 - Trail Risk workshop

2019 Service Objectives & Initiatives

Economic Innovation & Prosperity

- Continue Weed Control Act and Forest Conservation By-Law administration and enforcement duties
- Continue general enforcement duties within the forest especially with respect to non-motorized trail openings and closings

Sustainable Infrastructure & Services

- Continue hazard tree management
- Continue to implement signage and recreational trail standards
- Finalize the Forest Master Plan
- Continue implementation of Silvicultural Operations Plan including establishment of Permanent Survey Plots
- Prepare material for 2021-2025 Silvicultural Operations Plan
- Continue collecting data on natural and cultural heritage (ex. species-at-risk, farmstead locations)
- Continue stewardship in areas of conservation value including habitat restoration through plantings and invasive species removal
- Continue administration and enforcement of the County Forest Conservation By-Law



Thriving & Inclusive Communities

- Continue developing volunteer program
- Continue improving the safety and recreational experience of County Forest Trails through signage, mapping and brochures
- Continue public engagement through open houses, speaking opportunities and public information booths
- Establish collaboration with Ganaraska Region Conservation Authority to share resources and experiences.

Organizational Excellence

- Attend Professional Trail Builders Association Conference
- Attend Forests Ontario Annual Meeting
- Attend Annual Weed Inspector conference
- Attend Natural Areas Conference
- Attend Fire in Eastern Oak Forest Conference
- Attend Community Forest Meeting

Long Term Plan & Strategic Objectives

Economic Innovation & Prosperity

- Improve outreach of invasive species and develop strategies for early identification.
- Pursue opportunities for forest and natural area economic development initiatives that benefit the economy and the environment
- Explore options for Carbon sequestration/Carbon credits and to reduce greenhouse gas emissions

Sustainable Infrastructure & Services

- Continue implementation of high-level plans such as the Silvicultural Operations Plan
- Implement the asset management strategy for Forest Service Infrastructure.



- Seek to grow the Forest land base and generate revenue from that land through the harvest of renewable resources
- Consider other revenue generating opportunities that will not negatively affect conservation of the County Forest (e.g., carbon market, sponsorship and gifts)
- Maintain and foster multi-agency partnerships
- Seek opportunities for sharing services between the Forest Department and other County departments as well as member municipalities and partner organizations.
- Host an emergency response exercise in the Forest involving EMS, OPP, Fire and the Northumberland County Community Control Group
- Support and foster the development of volunteer and supportive organizations
- Pursue opportunities for research programs that would inform forest management and highlight the ecological value of the Forest
- Improve understanding of forest use through refined trail user counters and satisfaction surveys.
- Carry out ecological conservation and restoration activities that meet targets identified in plans (e.g., plantings, herbicidal treatments, prescribed burns, invasive treatments)
- Ensure staff are using the most up to date GIS and mapping products and devices
- Update website to incorporate user forms for Weed and Tree By – law requests to reduce redundancies.
- Work with Roads department to further the Emerald Ash Plan Implementation
- Carry out surveys in areas where there are issues with the forest boundary
- Ensure appropriate staffing for all aspects of Forest Service work
- Evaluate properties as they become available for increasing the size of the County Forest and to establish a field office/centre in the Forest
- Seek opportunities to raise awareness of the County Forest, its natural capital, the management activities, recreation, culture, species and habitats present.

Thriving & Inclusive Communities

- Foster programs that provide Forest-based opportunities for the public, particularly programs that remove barriers to accessing the Forest including social and economic barriers
- Continually re-evaluate potential recreational opportunities such as new trails that will not negatively affect conservation of the County Forest’s natural and cultural heritage
- Continually collaborate with Ganaraska Region Conservation Authority with respect to outreach, shared equipment, forestry and recreation opportunities
- Undertake an economic impact assessment of Northumberland County’s natural heritage assets and infrastructure with a specific focus on the County Forest



Organizational Excellence

- Ensure that employees have opportunities for learning, development and networking
- Continually improve procedures that ensure workplace safety
- Maintain participation on committees such as the Rice Lake Plains Joint Initiative and Eastern Ontario Model Forest's Certification Working Group
- Ensure staff are using the best technology to be the most efficient in their job duties

2019 Issue Paper

Forestry Service Public Event

Purpose

Establish a reserve to provide for Forestry Service public events.

Background

Northumberland County Forest hasn't had an open house event to tell the story of Forest, stewardship and the user groups. Other departments such as the Material Recovery Facility have tremendous success with their annual spring open house events. In 2017, the trail opening for the Universal Heritage trail at Beagle Club was well attended and received good feedback. The Forest is an important part of the County and well used by residents. But not all users and residents are aware of the Forest, its diversity, management of the Forest and the user groups that are present there. Based on the past activities, there have been conflicts between user groups. Hosting an open house that brings together these users to share what they do and how they respect the Forest would help increase understanding and improve relationships. Staff provided a report to Council on June 20, 2018 requesting \$6,900 to be withdrawn from County Forest Reserves to cover a fall public event. This motion was accepted and was held on Oct 13, 2018.

The fall event would take place at a County Forest trailhead. Details of the event are noted below:

Goal

Increase awareness among target audience about – and support for – the value of the Northumberland County Forest from:

- A recreation perspective
- A stewardship perspective

Objective

- Move 'low awareness' residents to state of high awareness and interest in regularly accessing Forest trails.
- Move regular Forest trail users to register as volunteers.
- Raise awareness of invasive species, species at risk and forest management



Features:

- 'Trade Show' set up of Forest User Groups and County information tables at main hub (Beagle Club). Purpose: learn more about structured and unstructured recreational opportunities in the Forest by connecting with club participants and County staff.
- Adult activity: pick-up a form with a list of questions from the County table and obtain answers by asking the designated question of each User Group table. Submit completed form at County table for chance to win a door prize.
- Guided experiences – several run concurrently throughout event at different trail heads:
- Children's activity: scavenger hunt – either during guided family hike or independently if families choose to go on their own before conclusion of event. Pick up a form from the County table and submit it completed for swag give-away. Sign a ('friend of the forest-style') pledge card, get a sticker badge.
- Brochure on volunteering with the Forest and submission form to sign-up to receive more information about becoming a volunteer.
- BBQ and drinks

Consultation/Options

The fall event has been discussed at Forest Advisory Committee (FAC) meetings and with the Director of Communications. The FAC members will have displays events.

Financial Impact

Staff are proposing that a levy of \$8,000 be added yearly to the Forest Reserve to fund the project outlined. \$6,900 will be withdrawn yearly from the Forest Reserve and the difference (\$1,100) will be retained in the Forest Reserve to be utilized in future years where there are multiple and/or larger events. Should there be extra funds received from the logging process, those monies would also be allocated back to the Forest Reserve dependent on the anticipated overall County surplus/deficit for the year. It is anticipated that the cost of the event will remain similar year to year.

Public Event

Approximate Costs:

- | | |
|---------------|---------|
| 1. Food | \$1,500 |
| 2. Promotions | \$2,150 |
| 3. Rentals | \$2,500 |
| 4. Supplies | \$ 750 |

Total estimate for a Forestry public event is \$ 6,900



Risk Considerations

Raising awareness of the County Forest is part of the strategic plan. This includes health, recreational, ecological and the management and stewardship of the Forest. Hosting an event that delivers on these goals and brings user groups together is important for the County and Forest Service.

Impacts to Member Municipalities/Partners

Municipalities will benefit from having the County Forest profiled and the awareness increased of the Forest and user groups.

Included in 2018 Long Term Plan: YES/NO

Events have taken place in the past such as trail openings but establishing a reserve to cover costs associated with running these events hasn't taken place. This will help to ensure these events take place and have money to cover their cost.

2019 Issue Paper

Summer staff additional positions

Purpose

To increase the number of Forest Service summer staff from three to four summer students.

Background

Three summer students for Forest Services were approved in the 2014 budget. Funding for these positions came from a reduction in contractor services and increase to the levy.

Northumberland County Forest is a 2,225 ha (5,500 acre) area with 112 km of trail, 6 km of strategic access roads and 5 maintained parking areas. The County Forest budget was approximately \$536,892.00 in 2018. Given the amount of infrastructure requiring management and maintenance, there is a significant amount of work to be completed. Students assist our Forestry Technician and Trail Coordinator with work within the County and the Forest. This includes the following work:

- parking lot maintenance (grass/weed trimming, litter and debris clean-up)
- regular garbage pick-up from waste containers
- downed tree clearing from trails
- hazard tree removal
- regular brushing and pruning of trails
- trail re-routing, reclamation and surface amendment
- sign installation/removal and inventories
- documenting cultural features
- helping the Trail Coordinator for tasks that require two people for safety (e.g., chain sawing)
- invasive/noxious plant monitoring and treatment (Weed By – Law)
- assist the Forestry Technician with tree marking and inspections (Tree By-Law)

Hiring summer students is a cost effective method to perform annual, recurring maintenance.

Invasive species populations and the number of forestry and weed by – law calls has increased thereby increasing staff visit time and administration. Noxious weed site visits have risen over 242% to date, since last year. This has meant more time visiting locations across the County, inspecting sites and



following up with landowners and other municipalities. Invasive species have also increased in the forest as well, with treatment being completed by staff and contractor. As part of the Forest Service's Strategic Plan 2016-2020, one of the priority actions is to improve outreach for invasive species and develop strategies for their identification, management and for early detection of new invasive species that can have negative economic impacts. This has been done through site visits, websites and communication. As this continues, the interest in and reports of invasive plants will increase.

Tree by law calls and visits have increased over 162% to date, since last year. This is a result of more harvesting of wood within the County. This increases site visit time, monitoring and reporting time for staff. In addition, marking of mixed wood harvests within the County Forest (savannah/woodland thinning - to help maintain and enhance globally significant habitat) have been added to the management of the forest. This results in additional contractor and pre site monitoring visits. New forest plots and restoration plots have been established within the Forest, to document changes and for long term monitoring. These plots require additional staff time to set up, record and report on.

With the council approved Northumberland County Forest Signage Standards and Recreational Trail Standards, staff have signage replacement timelines and trail inspection schedules. Having additional summer staff would ensure that these deliverables are met.

Therefore additional work/duties in 2019 will be:

- Increased Weed and Forest By law administration and monitoring.
- Increased tree marking of savanna/woodland areas for thinning.
- Installing forestry growth and restoration plots in various locations across the Forest.
- Adhering to timelines and deliverables noted in the Council approved Signage and Recreational Trail Standards. This will be a major focus of summer staff.
- Assisting in the monitoring of Emerald Ash Borer cutting across County Roads in Northumberland County as the EAB Implementation program begins.
- Increased invasive species treatment within the Forest.
- Increased public awareness and outreach of invasive species.

Having a crew that is trained and able to focus on the day to day maintenance of the forest allows permanent staff to concentrate on the other priority issues. It also allows the work to be completed within the growing season. Having one other summer student would allow for two teams of two (one Forestry, one Invasive/Recreation) throughout the summer, thereby increasing efficiency and addressing LEAN criteria. Also, a crew of two ensures a partner in the field to ensure safety protocols are met.



Financial Impact

Additional funding support would be required for the 2019 budget to hire one more summer staff. Fundraising and grant programs may be able to support this additional need. Currently, the three summer students are supported by federal grants. The cost of one student without federal grants including overhead costs and cost of living would be approximately \$15,300 in 2019. Additional funding for the fourth summer student would be through the same grant as 2018 with the rest coming from an increase to the Levy. Staff will continue to research and pursue additional funding/grant opportunities.

Risk Considerations

Invasive species are becoming more prevalent in the forest and noxious weeds in the County and more staff time is needed to deal with these and maintain the high service standards for the County. The County is also in charge of the Tree By-Law. Timelines and criteria for sign and trail maintenance have been set in the Council approved Northumberland County Forest Signage Standards and Recreational Trail Standards. Failure to maintain these standards as well as uphold the Tree By - Law will result in the loss of biodiversity and native species and a reduction in service standards. Summer students are essential to assist in the completion of this work and allow for permanent staff to focus on priority planned and unplanned items.

Impacts to Member Municipalities/Partners

All residents of Northumberland County benefit from having a healthy County Forest, and a successful Tree and Weed By- Law program.

Included in 2018 Long Term Plan: YES/NO

The positions were not noted in the 2018 plan as the large increase in invasive, noxious (Weed By-Law) and Tree By – Law calls and visits was not predicted. This increase is not expected to decrease in the future as education, outreach and awareness of the species increases. Invasive species typically become more dominant without treatment.

In addition, there will be increased workload to ensure the signage and recreational trail standards are met.

Additionally management of woodland and savanna areas through harvest has been shown recently to be the best way to maintain and enhance these communities along with prescribed



fire. This was not planned in the 2018 budget, but the harvest will generate funds, monitoring and marking the trees will require staff time.

2019 Issue Paper

Winter Maintenance Reserve

Purpose

Establish a reserve to cover winter parking lot maintenance cost fluctuations.

Background

Staff contracted the plowing of four trailhead parking lots (Beagle Club, Carstairs, Morris and Woodland) through the addition of the sites to the 2015 road plowing tender. In total, the four sites receive over 14, 000 visitors from November to March. Last year was a fluctuating year for weather conditions with rain, snow and ice. The parking lots are salted and sanded and snow is removed. Typically the sanding of the lot is the most frequent cost as the rain, ice and alternating warm and cold temperatures create a slick, icy condition. Without a coat of sand, these lots can become a serious health and safety concern.

Consultation/Options

There are several options to the issue. One would be to close the parking lots. This would reduce but not prevent the use of these parking lots. The locations are important recreation locations for walking and skiing trails for residents and visitors. If the areas were closed, visitors would continue to visit the trail, but they would park along the roadside, thereby creating safety and liability issues. It would also reduce the public enjoyment, health and recreation activities of the County Forest and the trail.

Financial Impact

In 2016, the cost of winter plowing was \$36,000, in 2017, \$19, 200 and so far in 2018 the cost has been \$16,000 (January to March). The current budget for 2018 is \$12,000. Predicting the amount to be spent in the winter 2018/2019 is problematic and it depends on the amount of rain, snow, and freezing and thawing during the winter season. It is proposed that the levy be increased and \$10,000 be added to the forest reserves annually to cover winter maintenance fluctuations. The reserve will be capped at \$50,000.



Risk Considerations

Not plowing parking lots would create health and safety and liability issues, as visitors would park along roads, even if the lots are closed to use.

Impacts to Member Municipalities/Partners

No impacts to member municipalities or partners. Walking and skiing can continue all winter season with the parking lots plowed.

Included in 2018 Long Term Plan: YES/NO

Park lot maintenance has been within the annual budget. Yearly fluctuations have caused overages in budgets in the past year due to weather conditions. Therefore, establishing a reserve to deal with these fluctuating costs is needed.