
2020 Department Overview

Corporate Services

Service Description

Mutual Trust and Respect

The Corporate Services Department branches out to touch on all Departments within the County. We understand the diversity of each Department and fulfill our responsibilities with quality customer deliver and customer service. We strive to be considerate and fair in our dealings with all customers.

Honesty and Integrity

We aim to be transparent, align our actions with our values and hold ourselves accountable for our actions.

Collaboration/Communication

The relationship we have with our customers and partners are successful through the sharing of ideas, enhancing collaboration and open, consistent dialogue.

Caring and Supportive

The multi-disciplined Corporate Services Department provides care and support in many different circumstances. Subject matter experts in the department respect and understand the needs of our customers, business partners and constituents and deliver their services in a caring and supportive manner.

Accountability

The Corporate Services team is accountable to all of our customers and to each other, ensuring that we provide a service that is in line with our core values. We are responsible for working in and providing a safe environment and accountable for our actions and the results of our actions.

Innovation and Excellence

We strive to be a 'best practice' department while seeking opportunities to improve our services through innovative ideas, enhanced performance metrics, continuing training and quality work practices.

Mandatory Programs

Clerks Services

The primary role of the County Clerk is to perform the statutory duties assigned to the position by provincial legislation (the *Municipal Act* and other related Acts and Regulations) and assigned by County Council. These include: recording and maintaining the official Council records of agendas, minutes, resolutions, by-laws and other proceedings of Council and Committees, as well as overseeing a broad range of responsibilities related to the function of County Council.

The Clerk reports to the Director, Corporate Services.

All work undertaken is guided by the Northumberland County 2019-2023 Strategic Plan, subscribing to the Plan's Vision, Mission, Values, and Priorities.

- Fulfills the statutory duties assigned to the Clerk under the *Municipal Act*, including (but not limited to): Sections 228, 240, 246, 247, 248, 249, 250, 253, 254, 283, 296, 436.
- Fulfills the statutory duties assigned to the Clerk under the *Municipal Conflict of Interest Act*, including Section 6 and records all declarations of interest made by Council members in minutes of council meetings that are open to the public, and, in meetings that are closed to the public.
- Fulfills the administrative obligations under the *Planning Act*, and all other Acts and Regulations of the Ontario Legislature and County By-laws.
- Clerk's responsibilities to Council and the guidelines that govern Council are defined in the Procedural By-law for the County of Northumberland.
- Appointed "Head" under the *Municipal Freedom of Information and Protection of Privacy Act*. Processes requests for information and appeals, in accordance with the requirements of MFIPPA.
- Performs responsibilities prescribed under the *Commissioners for Taking Affidavits Act*.

Natural & Cultural Heritage

Northumberland's Natural Heritage Services is responsible for managing approximately 2,225 ha (5,500 ac) of mainly forested land, known as the Northumberland County Forest. The forest is a mosaic of:

- Red Pine, White Pine, European Larch, Scotch Pine, Jack Pine, White Pine and White Spruce plantations
- Natural, mixed forest stands including Red, Black and White Oak, Sugar, Red and Silver Maple, Largetooth and Trembling Aspen, White Ash, Basswood, American Elm, Eastern Hemlock, Eastern White Cedar, White Pine, White and Yellow Birch, Black Cherry, American Beech as well as the conifers listed above



- Sand barrens, tallgrass prairie and oak savannah and woodland are all rare ecosystems within the County Forest. Species that depend on these ecosystems are also unique.
- Wetlands including a natural beaver pond along a cold water stream and human-created ponds

The County Forest:

Supports healthy, active lifestyles

- A tourism destination including 118 km of trails and 4 km of accessible trails
- Is attractive to prospective new residents
- Supports potential economic development through production of local renewable resources
- Provides numerous beneficial ecological services
- Is part of Northumberland County's identity
- Has the potential to become self-sustaining or operate at reduced levy contributions
- Provides forested land within an increasingly urbanized and human-altered landscape

Nearly all of the Northumberland County Forest is located on the Oak Ridges Moraine, regulated provincially by the Oak Ridges Moraine Conservation Plan. In addition to the tangible resources such as recreation, hunting and timber harvesting provided by the Northumberland County Forest, other ecosystem goods and services such as:

- Soil stabilization
- Water filtration and storage
- Cultural history conservation
- Air purification
- Carbon sequestration
- Beneficial insects and wildlife (e.g., crop and forest protection and pollination)
- Scenic vistas
- Local climate moderation
- Intrinsic value (value of the existence of forested land)

The Northumberland County Forest is an ecologically and culturally important resource for the residents of Northumberland County. The Northumberland County Forest, in addition to the natural linkages owned by neighbouring landowners such as land trusts, is a very large forest in the fragmented, agriculturally- and urban-dominated landscape south of the Canadian Shield. Forests owned and managed by single authorities are limited to a handful of Municipal/County, Conservation Authority and Land Trust-owned properties.

Large forests have high conservation values for providing habitat for species that depend on large forest expanses and are often the remaining refuges for rare and at-risk habitats,



vegetation and wildlife. As well, the impetus for the acquisition and planting of these large forests, the Northumberland Forest included, was to protect and restore eroding and degraded landscapes and provide ecological services such as floodwater protection. The same large forests are also the only public areas available for forest-based recreation and provide much needed anchor sites for the southern Ontario forest industry, so the pressure for human use within the forests have continued to increase as their nearby urban areas grew.

The Forest's conservation or ecological stewardship program will continue to focus on maintaining and improving habitat, particularly by focusing on landscape restoration and invasive species removal. We will continue to take a science-based approach and will seek partnerships to increase scientific understanding and improved techniques for landscape management. We will continue to target being model stewards of rare remnant Black Oak Woodland, as well as the removal of invasive exotic species. Some of these projects overlap between ecological stewardship and general forest protection such as management of forest fire hazards. Vegetation and wildlife surveys will also continue to ensure that we have information-based stewardship objectives and to document changes as the Forest's lands mature. We will continue to seek partnerships with other organizations to help fund and facilitate these projects as well as share information on both successful and ineffective techniques.

Selective and well-planned timber harvesting will continue to be a focus of Northumberland County Forest's management for ecological stewardship, revenue generation to offset County levy costs and economic development based on renewable resources. Timber harvesting can benefit the forest by promoting the succession of monoculture or low-diversity conifer plantations to natural mixed-deciduous forest. This can reduce the risk of damage by pests, disease, and forest fire, increase forest biodiversity. The County is a partner organization with the Eastern Ontario Model Forest to become FSC (Forest Stewardship Council) certified. This certification identifies that the County Forest is managed using good forestry practices, increasing the marketability of wood products being harvested as many businesses such as major building supply centers are moving towards the sale of certified wood only.

We will continue to partner with organizations such as the Eastern Ontario Model Forest and with the network of Community Forest Owners to ensure best-management practices are being followed and to improve the marketability and value of wood-product resources. Additionally, we are committed to evolving our management techniques with the aim to reduce the impact to the land that results from these operations.

Forest Conservation By-Law

The County's Forest Conservation By-Law was created to promote good forestry practices and the maintenance of Northumberland's woodlands. Maintaining forest cover benefits



Northumberland County's community by providing many ecosystem services such as, but not limited to, water retention and filtration, air filtration, beneficial insects and wildlife and climate regulation. In addition, similar to a building code, the Forest Conservation By-Law helps ensure that works are undertaken with a long-term view to maintaining forest resources.

Permits are required for the destruction of trees within woodland greater than 1 ha for non-personal use or unless another exemption to the By-Law is met. Permits may be granted for the use of good forestry practices whereby a harvest plan (prescription) is prepared by a registered professional forester, harvesting where trees are greater than a threshold circumference limit and maintains a minimum amount of forest cover or is for relief from the By-Law to permit the owner to destroy trees for a reason other than what is allowed through an exemption. The Forest Conservation By-Law Officer reviews and approves permits (relief applications are council-approved) and performs regular inspections of the harvest site. As well, Forest Services provides some direction to landowners who inquire about the overall process of pursuing harvest activities on their property.

Weed Control Act

Ontario's Weed Control Act dictates that every upper tier must appoint weed inspectors to enforce the Weed Control Act. Northumberland County receives inquiries from residents and lower-tier municipalities about noxious weeds on private and public property. Typically, inquiries are made regarding poison ivy, but since being added to the noxious weeds list, more calls are being received for Giant Hogweed and Dog-Strangling Vine. When a weed control act violation or the presence of Giant Hogweed is suspected the County's weed inspector will perform an inspection and make a recommendation which could include an order for the destruction of weeds.

Information Management & Cultural Heritage

Information Management, including management of corporate archival records, is a mandatory program as outlined under the Ontario Municipal Act. Under section 254, municipalities shall retain and preserve the records of the municipality and its local boards in a secure and accessible manner. Fulfillment of this requirement means that the records can be retrieved within a reasonable time and that the records are in a format that allows the content of the records to be readily ascertained by a person inspecting the records.

The information management program provides leadership and operational support across the corporation with respect to the comprehensive management of corporate information assets and ensures departments are in compliance with their duties related to information legislation and regulations. Responsibilities include:



- Governance – the development, implementation, maintenance, and promotion of policies and procedures that employ appropriate access and control, classification, retention and disposition of all information resources in all media formats
- Training and Resource Development – analyzing and implementing information resources and training required for staff to perform their specific functions in compliance with information related legislation and regulations;
- IM Processes – overseeing lifecycle management of active, inactive and vital Corporate records in all media formats; overseeing maintenance of records inventories & databases; reviewing and managing yearly updates and changes to retention schedule in response to changing legislation/regulation and evolving business unit needs; leading business change initiatives associated with new techniques in records and information management;

Access & Privacy – supporting records searches and retrievals in response to Freedom of Information requests under MFIPPA and PHIPPA, and routine disclosure

Health & Safety:

The Corporation of the County of Northumberland is guided by the Corporate Health and Safety Strategic Plan to meet and exceed where appropriate all of its legislative responsibilities to provide a safe and healthy working environment by adhering to the requirements of all legislation and regulations relevant to occupational health and safety. Such legislation is outlined later in the report.

The Corporation of the County of Northumberland must comply with the requirements of the legislation. The mandatory programs encompass workplace specific hazard identification, training, and control measures. The topics include:

1. Health and Safety Program and Corporate Occupational H&S Policy
2. General Safety Rules
3. Joint Health and Safety Committees
4. Hazard Identification
5. Accident Investigation / Injury Reporting
6. Early Safe Return to Work Program
7. Modified Work
8. Training / Orientation
9. Worker Rights
10. Work Refusal
11. First Aid
12. Infection Control
13. Personal Protective Equipment



14. Lockout-Tag-out
15. Equipment Purchase and Operation
16. Confined Space
17. Hot Work
18. Visitor / Contractor
19. Preventative Maintenance
20. WHMIS
21. Wellness Program
22. Air Quality
23. Emergency Assistance
24. Working at Heights
25. Mental Health Program
26. Musculoskeletal Disorders Prevention Program

Emergency Planning:

The Corporation of the County of Northumberland is committed to meeting and exceeding where appropriate, all of its legislative responsibilities to provide a disaster resilient community by adhering to the requirements of all legislation and regulations relevant to emergency management Ontario. The mandatory programs encompass community specific hazard identification, training and control measures.

The mandatory program items are:

1. Assigning and training a Community Emergency Management Coordinator
2. Developing an Emergency Management Program Committee
3. Adopting an Emergency Management Program by By-law
4. Maintaining a Community Risk Profile
5. Maintaining an Emergency Response Plan
6. Adopting the Emergency Response Plan by By-law
7. Maintaining an Emergency Operations Center and appropriate communications
8. Maintaining a list of Critical Infrastructure Identification
9. Annual Community Control Group training
10. Annual Community Control Group exercise
11. Designation of the Emergency Information Officer
12. Maintaining a Public Education Program
13. Annual review of the Emergency Management Program

The Corporation of the County of Northumberland administers Fire Dispatch for all the member municipalities and 911 call services on behalf of the Township of Hamilton, Township of Alnwick/Haldimand, Township of Cramahe, Municipality of Brighton, and Municipality Trent Hills.



Human Resources/Payroll

The following items are mandatory through the payroll process. The annual costs paid by the County, based on our annual payroll, are as follows:

Employment Insurance (EI)	\$648,499
Canada Pension Plan (CPP)	\$1,361,674
OMERS	\$3,021,008
Employment Health Tax (EHT)	\$621,390
Workplace Safety Insurance Board (WSIB)	\$329,485
Total Employer Costs	\$5,982,056

Northumberland Accessibility Advisory Committee

The Northumberland Accessibility Advisory Committee (NAAC) is a standing committee of County Council and provides advice, recommendations and support to Council and all County departments regarding the development, implementation and maintenance of an Accessibility Plan in accordance with the *Accessibility for Ontarians with Disabilities Act (AODA)*.

The Committee consists of a chairperson as chosen by the members. Committee membership includes representatives of community agencies, local business representative and residents of the County with an interest in removing barriers to those with disabilities. The majority of committee members must have a disability as defined under the AODA.

Inter-Municipal Accessibility Committee

The mandate of the Inter Municipal Accessibility Committee is to share information, best practices, research and collaboratively develop policies, practices and procedures in order to meet the compliance requirements of the various standards of the *Accessibility for Ontarians with Disabilities Act (AODA)*.

The formation of the Inter Municipal Accessibility Committee is in direct response to the request of the County and member municipal CAO's to:

- Identify the impact of the Standards on the County and its member municipalities
- To review and evaluate the Standards, Policies and Procedures for the AODA and provide feedback to the member municipalities and the County CAO's.
- Share AODA information and research

Discretionary Programs

Clerks Services

- Prepares agendas and minutes for Council meetings, and ensures these documents and by-laws are available on the County website for public access through the Council Portal.
- Ensures accurate and timely communications between Council, the senior management team, departments and committees.
- Maintains and updates County website related to Council and Public Notices as required by legislations.
- Conducts research and prepares by-laws, reports, resolutions, proclamations, as required, and as requested by Council and staff.
- Researches legislative changes to the *Municipal Act* and provides advice to internal customers.
- Responds to enquiries regarding legislative-related questions from the public, municipalities, and provincial ministries by interpreting County By-laws and relaying decisions of Council.
- Provides procedural advice to Council and senior management team, in accordance with the *Municipal Act*, and the Council Procedural By-law.
- Prepares agendas and minutes for departmental meetings, inter-municipal committees, and Northumberland County Housing Corporation Board of Directors' meetings, and attends meetings as Recording Secretary, and ensures follow up on actionable items as required.
- Researches and recommends changes to Procedural By-law as required.
- Prepares and administers budget for the Clerk's division.
- Provides advice to staff regarding MFIPPA legislation, policies and procedures.
- Assists with special projects as required.
- Researches emerging issues and opportunities, and implements new methodologies as appropriate regarding the use of electronic agendas, minutes, and templates for County Council meetings and committees.

Natural & Cultural Heritage

Cultural Heritage

The County Archives is a discretionary program that is supported by the County. While management of County corporate archival records is a mandatory program outlined by the Ontario *Municipal Act*, management of a community archives that can be designated as another municipality's official repository and accept historical documents from local community



groups is discretionary. Member municipalities, community agencies and boards and groups that wish to designate the County Archives as their official repository should contact the County Archives for assistance in understanding the parameters of such a transition.

Northumberland County recognizes that Archives are vital concentrators of knowledge that exist to make historical investigation possible and promote accountability, transparency and diversity. Likewise, museums, created in the public interest, engage visitors to facilitate a deeper understanding of authentic cultural and natural heritage.

In May 2019, the Northumberland County Archives was rebranded to become the Northumberland County Archives and Museum (NCAM) in order to more accurately reflect the program's current collection, services, and business strategy.

Management of County corporate archival records is a mandatory program outlined by the Ontario *Municipal Act*, however, management of a community archives and museum that can be designated as another municipality's official repository and accept historical documents from local community groups is discretionary. Member municipalities, community agencies and boards and groups that wish to designate the County Archives and Museum as their official repository should contact the County Archives for assistance in understanding the parameters of such a transition.

The Northumberland County Archives and Museum ensures the responsible management of archival records and artefacts created or received through corporate duties and activities of the County or acquired from participating member municipalities and private sources. Through the establishment of policies and procedures, the Archives and Museum Program provides a standard for the acquisition, preservation, exhibition, access, and storage of all archival records and artefacts entrusted to the care of the County.

Archival and museum services responsibilities include:

- Curatorial –
 - Overseeing all actions related to collection donations and purchases;
 - Building the permanent collection in accordance with the Archives' collections plan and accession policy;
 - Initiating and perpetuating collection development activities by maintaining donor contacts, conducting field surveys, and appraising potential collections;
 - Working with municipal staff to establish policies and procedures to ensure the continued designation of archival material for long-term preservation;
 - Researching intellectual content of both new and existing artefacts and archival materials for preparation of contextual metadata descriptions;
- Collections Management –
 - coordinating appraisal, registration and processing of acquisitions;



- determining appropriate intellectual and physical arrangement;
- overseeing proper inventories, finding aid development, digitization and conservation of collections; oversee maintenance of inventories, indices & databases according to controlled vocabularies, and exercising quality control of the software, equipment and metadata records; prepare transfer documentation for new acquisitions and internal and external loans
- Care of collections –
 - assessing and applying preventive conservation strategies;
 - completing condition reports; tracking environmental and pest management monitoring results;
 - preparing custom storage solutions for acquisitions;
 - maintaining cleanliness and organization of collections storage and reading room areas
- Customer & research services, statistics –
 - facilitating visitor's search for meaning and relevance in relation to the collection and exhibits;
 - analyzing records inventories and archival materials to locate desired information for patrons;
 - responding in timely, professional manner;
 - collecting payment for services if applicable;
 - providing direction for handling and use of records;
 - acting as link between researchers/departments researching same/similar topics;
 - coordinating collection and analysis of user statistics
- Education, programming & outreach –
 - overseeing research development, design, and delivery of interactive, multi-dimensional programs that cater to a wide variety of age groups, interest levels and visitor types based on educational theory and Visitor Services research and, if relevant, the Ontario curriculum;
 - collaborate with interest group leaders to meet curriculum requirements, group interests, learning outcomes, special needs;
- Exhibition development –
 - coordinating and overseeing the scheduling, acquisition, design, fabrication, installation, and maintenance of all exhibits;
 - maintaining exhibits through monitoring of display case micro-climate, lighting levels etc. and their effect on artefacts, archival materials and panels to make adjustments as necessary;



- Governance –
 - establishing, reviewing, and enforcing application of program policies, plans and procedures including collections management policy, education policy, exhibition policy, volunteer program policy, emergency preparedness policy and plan, marketing plan and social media strategy.

Natural Heritage

The Northumberland County Forest is a major recreational resource in Northumberland County, providing residents and tourists with a variety of recreational opportunities. The designated trail network provides opportunities for:

- Hiking and walking
- Snowshoeing
- Cross-Country Skiing
- Mountain Biking
- Horseback Riding
- Dog Sledding
- Off-road Motorcycling
- ATVing
- Snowmobiling

Additionally, the Northumberland County Forest is used for recreational pursuits that are not necessarily trails based such as:

- Nature (plants and wildlife) appreciation and viewing
- Art such as photography, sketching, painting
- Hunting
- Non-commercial harvest of non-timber forest products (e.g., berries, mushrooms)

Recreation infrastructure includes (some of which is owned by Alnwick/Haldimand and managed under agreement with the County):

- A total of 112 km of trail
- 36 km of non-motorized double-track trails
- 6 km of non-motorized single-track trails
- 47 km of motorized double-track trails and roads
- 7 km of motorized single-track trails
- 15 km of hiking only trails
- 4 km of accessible pedestrian trails

Additionally, the Northumberland County Forest trail network includes approximately:



- 6 km of strategic access roads that are closed to recreation
- 105km of closed trails
- To support the recreational services, the Northumberland County Forest provides:
- 5 maintained parking areas
- 4 accessible outhouses
- Trailhead signage
- Trail markings

Other County Forest infrastructure includes the leased lands of the Cobourg Scout Reserve and the County-owned communication tower.

Health & Safety

The Corporation of the County of Northumberland is committed to maintaining a healthy workplace for its employees. In the interest of reducing and preventing illness and injury, the corporation undertakes to promote and maintain safe and healthy living practices through the Wellness Committee. The committee continuously solicits employee input on requirements for wellness to develop programs and wellness initiatives based on employee feedback. The topics include:

1. Lunch n' Learn Sessions
2. Health and Wellness Fair
3. Healthy Snack Program
4. Yoga/Pilates
5. Mental Health
6. Elder Care Support Program
7. Fitbit Fitness Coach
8. Weight Loss Program

Occupational Health Services

Together with Human Resources, Health & Safety continue to place a concentrated effort on reducing the number of workplace related incident/illnesses. All forms of absenteeism are costly and directly affect the productivity and culture of the workplace. Disability management is an integrated and systematic strategy to reduce absenteeism, whatever the reason.

The Corporation is legislated through Workplace Safety and Insurance Act to accommodate injured workers; however the method of disability management is discretionary. The Occupational Health Services position is an approved position on the Organization Chart,



however the County contracts out the Occupational Health function in order to ensure that the program is an 'arms-length' program with respect to confidentiality, employer entitlements etc. The following are some of the key responsibilities fulfilled by the Occupational Health Nurse and Doctor.

- Ensure that the organization is in compliance with all applicable statues and regulations relating to the Workers' Safety and Insurance Board return to work process.
- Liaise with WSIB representatives, health professionals, managers/supervisors and staff to ensure return to work program and legislated obligations are met.
- Co-ordinate/collaborate with managers/supervisors, health care providers, and staff on all employee return to work placements.
- Together with the Occupational Health Doctor recommend appeal strategies against WSIB.
- Submit written appeals to WSIB on behalf of the County.
- Administer annual Influenza Vaccination campaign for County staff
- Establish early and safe return to work plans for injured/ill employees.
- Liaise with operating departments to develop modified work plans for occupational and non-occupational illnesses/injuries.
- Participation and promotion of Employee Wellness Committee

Together with Occupational Health, the County's management continues to be aggressive in ensuring employees were returned to work in a timely fashion or returned to WSIB in order to allow the Board to facilitate a return to work process.

Emergency Planning

The Corporation of the County of Northumberland is committed to assist the member municipalities with developing emergency management programs in Northumberland County. Northumberland County continues to assist with response initiatives in the following:

1. Continuous networking through the Northumberland Emergency Management Coordinator (CEMC) Committee.
2. Development of the Northumberland Evacuation Strategic Committee to establish response plans for dedicated evacuation shelters
3. Development of networking and training for response plans for public inquiry centers
4. Development of the Northumberland Emergency Information Committee to establish a guide by which emergency information is communicated from municipal staff to the public during different levels of a crisis.



5. Development for joint publications of emergency management advertising of public awareness and education information.

Human Resources & Payroll

Human Resources and Payroll Services support all County departments in managing their labour costs in a very labour intensive industry. This is done by offering expertise in employee and labour relations, recruitment & selection, employee retention, training & development, disability case management, attendance support, payroll and benefit administration. Additionally the Human Resources department provides support to Cramahe Township and Campbellford Memorial Hospital.

Corporate Training & Development

The County continues to place a large focus on team dynamics and building/enhancing workplace relationships. Building competencies in “soft skills” or interpersonal skills has been a positive factor in developing our supervisors and management teams. We have identified the Managing and Leading in a Municipal Environment certificate program through Loyalist College as a key component of this initiative, along with the Masters Certificate in Municipal Management and several other learning opportunities through AMCTO, OMHRA, LEAN Management etc.

The Accessibility for Ontarians with Disabilities Act presents further mandatory training requirements for all County employees. Employees have received specific training on the Accessible Customer Service standard and Integrated Accessibility Standards Regulation (the IASR). More in-depth training on the specific requirements of the IASR continues with staff responsible for creating and approving information and communication on behalf of the County receiving accessible Word and PDF document training as well as training on accessible websites.

Other examples of training that is funded through the Corporate Training fund are as follows:

- Silver Meridian Director of Care/ Associate Director of Care Leadership Certificate
- Masters Certificate in Municipal Leadership
- Volunteer Management Leadership certificate
- Advanced Care Paramedic graduate certificate
- Practical Nursing Diploma
- Culinary Skills
- Digital Media Certificate
- Bachelor of E Commerce
- AMCTO – Municipal Clerks Institute
- AMCTO – Executive Diploma in Municipal Management



- AMCTO – Municipal Accounting and Finance
- AMCTO Employment Law and Human Resources Program
- Queen’s University Industrial Relations Centre - Labour Relations certificate

Partnerships

Clerks Services

The Clerk liaises with member municipalities, provincial and federal ministries, MPs and MPPs (and their staff), Eastern Ontario municipalities, and networks with members of AMO and AMCTO.

Natural & Cultural Heritage

Information Management

The Corporation of the County of Northumberland networks with its member municipalities to provide records related assistance whenever requested and County staff are also involved with the Inter-Municipal Clerks & Records Management Committee which consists of the Clerks, Deputy Clerks and Records Staff from member municipalities. Staff are also active members of the Association of Records Managers and Administrators (ARMA).

Cultural Heritage

Archives & Museum staff partner with a number of external groups, associations, and institutions to share and discuss industry best practices, policies, procedures, and training, develop exhibitions, participate in community events, mentor students and emerging professionals, and overall, promote cultural heritage. Northumberland County Archives and Museum staff liaise and partner with:

- Member municipalities
- Four Mississauga First Nations of the Williams Treaties including: Alderville First Nation, Curve Lake First Nation, Hiawatha First Nation, and Mississauga of Scugog Island First Nation
- Local community groups, societies and service clubs
- Volunteers
- Local elementary, secondary and post-secondary schools
- Network of local and distant cultural institutions

Staff are active members/participants of:

- Durham Region Area Archives Group and Toronto Area Archives Group,



- Municipal Archives Interest Group
- Archives Association of Ontario and Association of Canadian Archivists
- Ontario Museum Association and Canadian Museum Association

Natural Heritage

Management of the County Forest requires knowledge in a variety of management techniques and actions. To carry out these activities using best-practices requires that the Natural Heritage staff have access to resources such as information-sharing partnerships. Natural Heritage works with:

- The Rice Lake Plains Joint Initiative – a group of natural heritage conservation organizations that manage natural areas within the area around the County Forest and meet on a quarterly basis to discuss management activities, opportunities for collaboration and new science. This partnership includes: the Nature Conservancy of Canada, Alderville Black Oak Savannah, Willow Beach Field Naturalists, Lone Pine Marsh Trust, Northumberland Land Trust, Ontario Parks, Lower Trent Conservation, Ganaraska Region Conservation Authority, Tallgrass Ontario, Sir Sandford Fleming College
- The Eastern Ontario Model Forest – The Forest Service is a member of the Eastern Ontario Model Forest’s Forest Stewardship Council certification group which meets regularly to discuss forest management options and activities. This certificate includes many municipal forests, conservation authorities and private industry from the eastern border of the province to Norfolk County. Local Schools, colleges and universities to raise awareness of Natural Heritage and to teach future generations about the importance of the Forest and work on projects that provide joint benefits

Health and Safety

Managing the Safety Program requires liaison with external agencies to develop baselines, share policies and training, and to network regarding legislative compliance. The Health Safety Emergency Planning department partners with:

1. The Ontario Municipal Health and Safety Representatives Association
2. Health and Safety Ontario (Workplace Safety & Prevention Services, Public Services Health & Safety Association, Infrastructure Health & Safety Association)
3. Workers Health & Safety Centre
4. Ontario Ministry of Labour

Emergency Management

Managing the Emergency Planning Program requires liaison with external agencies to develop baselines, share policies and training, and to network regarding legislative compliance. The Health Safety Emergency Planning department partners with:



1. The municipalities encompassing the Severn and Loyalist Community Sectors of the Office of the Ontario Fire Marshall and Emergency Management.
2. Office of the Ontario Fire Marshall and Emergency Management
3. Ontario Association of Emergency Managers

Human Resources & Payroll

In order to ensure the Human Resources & Payroll staff stay current with policies and legislation they liaise with external agencies to determine best practice, share and develop policies, training, networking on legislative compliance etc. The Human Resources and Payroll staff are active members of:

- Eastern Ontario Human Resources Group,
- Inter-Municipal Human Resources Group,
- Human Resources Professionals Association of Ontario,
- Ontario Municipal Human Resources Association,
- Canadian Payroll Association,
- Inter Municipal Accessibility Committee
- Northumberland Accessibility Advisory Committee

Environmental Scan

Population & Demographics

Clerks Services

The services provided by the Clerk touch every area of the organization in some way; the Clerk is the link between the Corporations elected politicians and its administration.

The Clerk provides services to Council, staff, external organizations and the public during regular business hours, after-hours when required, and in the event of an emergency.

Natural & Cultural Heritage

Information Management

Information is an essential corporate asset; as such, the management of the creation, capture, use, security, retention, retrieval and disposition of information and its supporting technologies should be considered on a comprehensive, holistic level. An effective Information Governance structure and supportive information management program helps leverage information assets



for maximum value, while reducing the costs and risks associated with using and governing these assets. The information management program provides leadership and operational support across the corporation with respect to the comprehensive management of corporate information assets and ensures 9 County departments are in compliance with their duties related to information legislation and regulations.

The consistent growth of information and new software and technologies is changing the way the County of Northumberland does business. The County must be prepared to assess the impact of evolving business processes and technology on information management practices and recommend solutions that address organizational requirements and meet compliance standards that ensure information assets are secure and accessible over time and managed according to legislative and regulatory requirements.

Management provides services to County departments 5 days a week and after-hours in the event of an emergency.

Cultural Heritage

The Northumberland County Archives and Museum is the only cultural institution representing the documentary and material culture of Northumberland County. The Archives and Museum is open to the public two afternoons a week from September to May, and four days a week from June to August. When requested, archival and historical presentations are available to community groups, schools, and municipal councils, and are designed in consultation with organizers to meet the interests and learning objectives of the audience.

The rate of NCAM visitor attendance and research requests is steadily growing, with an increase between 2016 and 2018 of 57% and 73%, respectively. While the majority of NCAM visitors and/or research requests originate from residents living within Northumberland County, it is important to recognize that between 2016 and 2018, NCAM also experienced a 4% increase in Cultural Heritage Tourism. This growth has been accomplished with minimal promotion expense.

Cultural Heritage Tourism is a growing market. According to the 2015 Government of Canada's Survey of Heritage Institutions report, over 61.8 million people visited heritage institutions and over \$2.12 billion in revenue was generated by heritage institutions in 2013.

Through taking into consideration the growing demand for NCAM programs and services, planned expansion of programs and services and implementation of a robust marketing strategy, as well as feedback garnered from interviewing other municipal archives/museums throughout Ontario that have recently completed a facility construction project, it is conservatively estimated that:



- From 2019-2022, there will be a 10% annual increase in total number of visitors and research requests.
- In 2023, there will be a 500% increase in total number of visitors and research requests given that new programming initiatives will be underway and public interest will be high in the first year the new facility is open.
- From 2024-2026, there will be a 10% annual increase in total number of visitors and research requests as initial interest in the new facility levels off.

Natural Heritage

The Northumberland County Forest serves Northumberland County residents and tourists. Surveys have shown that approximately 80% of the forest users are Northumberland County residents and that the remainder are visitors, mostly from within southern Ontario. The average user spends 3 hours in the County Forest. As Tourism is economically important to Northumberland County and outdoor activities, historic sites and provincial parks are the main activities for that tourism (Ministry of Tourism 2009), the Northumberland County Forest can be an important tourist location. Based on counts from trail counters in the Forest, we estimate that there are approximately 50,000 trail uses per year.

Health, Safety & Emergency Planning

Managing the Safety Program involves the liaison with all internal staff, municipal member staff, provincial inspectors, and safety professionals to utilize internal best practice operational procedures. Managing the Emergency Program requires the liaison with all internal staff, municipal member community emergency management coordinators, and provincial officers to develop mutual assistance plans.

Both programs have similar issues of risk management functions that recognize hazards and develop methods to safely deal with the hazards. The administration of the Division is shared by the team of the Manager and Associate.

Health & Safety:

The Corporation of the County of Northumberland encompasses 599 employees within nine departments, which operate in multiple work sites across the county. All levels of workers are responsible for ensuring that work is performed in a healthy and safe manner. Five Health and Safety Committees form joint management/employee consultative groups, with the aim of identifying and resolving occupational health and safety issues, as well as monitoring the progress of the safety management plan. Overall implementation of the Corporate Health and Safety Program and coordination of safety training is achieved through the Health, Safety and Emergency Management Division.



Emergency Planning:

The Corporation of the County of Northumberland networks with its member municipalities to develop programs for emergency management. All County services are dedicated to assisting the member municipalities to prepare for and act in times of emergencies. The Community Emergency Management Coordinators network to share training and planning exercises. The Emergency Information Staff network to share communication procedures and Public Inquiry training. The Emergency Social Service staff network to develop operational plans for evacuation sheltering. The Public Works Staff have Mutual Aid Agreements for sharing resources. The Paramedic Service liaises with the Medical Officer of Health and area hospitals. Overall implementation of the Corporate Emergency Management Program and coordination of emergency training is achieved through the Health, Safety and Emergency Management Services.

Human Resources & Payroll

599 Employees County Wide (418 FTE's)

- Paramedic 24/7 – 122 employees
- Golden Plough Lodge 24/7 – 217 employees does not include casuals
- Community & Social Services – 43 employees includes 1 student
- Transportation & Waste – 136 employees includes 10 students and 10 seasonal staff
- Administration – 81 employees, includes 6 students - Finance, Human Resources & Payroll, CAO, Legislative Services, Records Management/Archives, Forest Services, Health Safety & Emergency Planning, Land Use Planning, Provincial Offenses, Business & Entrepreneurship Centre, Economic Development, Tourism, Ontario Agri-Food Venture Centre

Funding

Natural Heritage

Prior to 2000, the Northumberland County Forest, owned by the County of Northumberland, had been managed under agreement with the Ontario Ministry of Natural Resources. The management goal under the agreement was to manage for forestry purposes which included recreation within its definition; however there was little investment into the recreational trail infrastructure. While timber management was being performed well, other facets were not being managed. A user committee was created in 1992 and was active for approximately 10 years, but it had little County or management oversight.



When management responsibility was transferred to the County, some attention was given to management, but mostly for forestry purposes. In 2006, an intern was hired to begin management of other aspects of the County Forest including recreation and natural heritage resources. Recreation, by this time, was occurring throughout the forest and some trails were poorly planned being too dense, situated on steep, easily eroded hills, and entering environmentally sensitive areas. Given that 82 years had gone by with little recreational oversight there is a gap between the current recreational trail system condition and an idealized system.

Funding for the Northumberland County Forest is a mixture of forestry revenues and County tax levy. As a commodity, forest revenues fluctuate and are difficult to predict.

We continue to seek funding for natural and cultural heritage conservation, recreational trail management, and timber and non-timber resource opportunities when funding programs are available.

Health, Safety and Emergency Planning

The Health, Safety and Emergency Planning objectives are funded within an annual budget funded by the County Levy.

Clerk/Information Management/Cultural Heritage, Human Resources & Payroll

The above support services are considered a corporate overhead expense and therefore the cost for the delivery is allocated to each operating department

The Archives & Museum is funded through internal chargebacks to County Departments and through the sale of goods and services to the public. Staff will continue to collaborate with the Grant Writer to identify and pursue funding opportunities in alignment with NCAM projects/mandate (CMOG (Canadian Museum Operating Grant, MAP (Museum Assistance Program), CCSF (Canada Cultural Spaces Fund), NHDS (National Heritage Digitization Strategy) etc. A grant application is also made annually to cover a portion of the Summer Student's wage.

As a requirement of the Municipal Freedom of Information and Protection of Privacy Act and the Ontario Municipal Act, the County must retain and preserve the records of the municipality in a secure and accessible manner.



Legislative

Clerk Services

As a requirement of the *Municipal Act 2001* the County shall appoint a Clerk for specific duties under the act.

- Fulfills the statutory duties assigned to the Clerk under the *Municipal Act*, the administrative obligations under the *Planning Act*, and all other Acts and Regulations of the Ontario Legislature and County By-laws.
- Appointed “Head” under the *Municipal Freedom of Information and Protection of Privacy Act*.
- Performs all responsibilities prescribed under the Commissioners for *taking Affidavits Act*.

Natural Heritage & Cultural Heritage Information Management

- Ontario Municipal Act, 2001
- Municipal Freedom of Information and Protection of Privacy Act, 1990
- Personal Health Information and Protection Act, 2004
- Personal Information Protection and Electronic Documents Act, 2000
- General Data Protection Regulation, 2016
- Northumberland County By-law 27-12

Cultural Heritage

- Ontario Municipal Act, 2001
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Health Information and Protection Act, 2004
- Freedom of Information and Protection of Privacy Act, 1990
- Personal Information Protection and Electronic Documents Act, 2000
- Education Act, 1990
- Copyright Act of Canada, R.S.C., 1985, c. C-42

Natural Heritage

Management of the Northumberland County Forest is subject to- and influenced by- (but not limited to) the following legislation:

- Endangered Species Act, 2007 (Provincial)



- Fish and Wildlife Conservation Act, 1997 (Provincial)
- Forestry Act, 1990 (Provincial)
- Greenbelt Act, 2005 (Provincial)
- Highway Traffic Act, 1990 (Provincial)
- Migratory Bird Conventions Act, 1994 (Federal)
- Motorized Snow Vehicles Act, 1990 (Provincial)
- Oak Ridges Moraine Conservation Act, 2001 (Provincial)
- Occupiers' Liability Act, 1990 (Provincial)
- Off-Road Vehicles Act, 1990 (Provincial)
- Species At Risk Act, 2002 (Federal)
- Trespass to Property Act, 1990 (Provincial)
- By-Law 31-09: Camping and Alcohol (County)
- By-Law 21-10: County Forest Land Use and Recreation (County)

In addition to the County Forest, weed inspection duties are legislated by Ontario's Weed Control Act and forestry by-law enforcement is governed by County By-Law 2015-27: Forest Conservation By-Law.

Health, Safety & Emergency Planning

Ontario Occupational Health and Safety Act
Awareness Training Ontario Regulation 297/13
Confined Spaces - Ontario Regulation 632/05
Construction Projects - Ontario Regulation 213/91
Critical Injury - Ontario Regulation 834/336
Health Care and Residential Facilities - Ontario Regulation 67/93
Industrial Establishments - Ontario Regulation 851
Training Requirements for Certain Skill Sets & Trades - Ontario Regulation 572/99 / 678
Window Cleaning Ontario Regulation 859
Workplace Hazardous Materials Information System Ontario Regulation 860
First Aid Requirements Ontario Regulation 1101/731
Designated Substance - Asbestos on Construction Projects and in Buildings and Repair Operations - Ontario Regulation 278/05
Needle Safety - Ontario Regulation 474/07
The Ontario Building Code
The Ontario Fire Code
The Transportation of Dangerous Goods Act and Regulations
Workplace Safety and Insurance Act
Accessibility for Ontarians with Disabilities Act and Regulation 429/07



The Emergency Management and Civil Protection Act R.S.O. 1990 Chapter E.9
Ontario Regulation 380/04
Northumberland County By-law 2017-45
Northumberland County By-law 2018-03

Human Resources & Payroll

The Human Resources Service operates within the guidelines established through the

- Ontario Employment Standards Act,
- Labour Relations Act,
- Ontario Human Rights Code,
- Occupational Health & Safety Act
- Pay Equity Act,
- Accessibility for Ontarians with Disabilities Act and Regulation.

Economic Factors

Natural Heritage

Reductions in wood prices would mean less timber revenues from the County Forest. Conversely, an increase in wood prices will increase the amount of wood being harvested within the County. This will mean more site visits and an increase in administration time for our staff through the Tree Conservation By-Law.

An increase in invasive species, which will happen if they are not treated, will increase the control work required both within the County Forest and an increase in administration work within the County as Forestry staff oversee the Weed By-Law.

As the use of the forest increases, challenges will increase with enforcement, visitor experience and protection of the habitat. Monitoring of trail use, trail impacts, user numbers and impact to the natural environment are necessary. Enforcement costs may increase as more users discover the Northumberland County Forest.