
2020 Business Plan & Budget

Clerk (Corporate Services)

2019 Accomplishments

Thriving & Inclusive Communities

- Created content and forms for new County website re: Council Members' Disclosures, Request for Investigation of a Closed Meeting, Freedom of Information and Routine Disclosure Requests.
- Facilitated access to information as the County's designated Head, re: MFIPPA and the legislative requirements.
- Provided input re: governance model, Directors' elections, by-law review, policies and meeting formats re: the Northumberland County Housing Corporation.

Leadership in Change

- Researched and recommended to Council for adoption:
 - revised Governance Model
 - creation of Deputy Warden position
 - Councillor Remuneration changes
 - Procurement education and information session for Council and Alternates
 - Revised Procedural By-law
 - Council Alternate Compensation changes
- Coordinated Council meetings, provision of public notices, preparation of agendas, minutes, resolutions, by-laws, and proclamations.
- Provided governance support and resources, and procedural advice and guidance to Council Members and County staff.
- Communicated Council decisions to member municipalities, Provincial and Federal partners, and staff.
- Maintained and protected the official Council records of the municipality (By-laws, Resolutions, Minutes, Agendas).



Legislative Compliance

- *Bill 68* (Modernizing Ontario's Municipal Legislation Act, 2017) including creation of Members' Disclosure Registry on County Website (re: Declarations of Interest, Transparency Disclosures, Gifts and Benefits Information Statements), Closed Meeting Complaint Process
- Council Meetings in full compliance, including Statutory Public Meetings (e.g. Fees & Charges By-law)
- 0% investigations
- requests made under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) in compliance
 - submitted mandatory annual report to the Information and Privacy Commissioner of Ontario
- Legislative Standards and Authorities, By-laws, and Policies that govern the Clerk include, in part:
 - *Municipal Act, 2001*
 - *Municipal Freedom of Information and Protection of Privacy Act*
 - *Personal Health Information Protection Act*
 - *Municipal Conflict of Interest Act*
 - *Ombudsman Act*
 - *Planning Act*
 - *Commissioner for Taking Affidavits Act*
 - *Accessibility for Ontarians with Disabilities Act*
 - County of Northumberland Strategic Plan
 - Northumberland Council Procedural By-law
 - Provision of Notice Policy By-law
 - Council Remuneration By-law
 - Fees & Charges By-law
 - Confirmatory By-law
 - Northumberland County policies including: Council Code of Conduct, FOI and Protection of Privacy, Routine Disclosure and Active Dissemination, Accountability and Transparency, Delegation of Power and Duties, Commissioner of Oaths and Affidavits, Records Retention Program, and Flag policies
- Commissioner of Oaths services available for the public

Professional Consultation

- Participated in meetings to share knowledge, seek out best practices and efficiencies, and build collaborative relationships:
 - EOWC Clerks Group (13 Counties and Single-Cities)



- Inter-Municipal Clerks and Records Management Group (7 member municipalities and County),
- Networked with Ontario municipalities (other than those listed above) regarding a variety of legislative, governance, and procedural issues.
- Consulted with Integrity Commissioner and Closed Meeting Investigator, and legal counsel as required.

2020 Service Objectives & Initiatives

Thriving & Inclusive Communities

- Fine tune the County's existing Governance Structure to further enhance transparency, public accountability, and community engagement
 - Ensure the public understand the wide range of services and programs provided by the County, and provide opportunities for input and participation
- Review and recommend updates to corporate policies including:*
 - Routine Disclosure and Active Dissemination Policy
 - Accountability and Transparency Policy
- Report from County's Integrity Commissioner and Closed Meeting Investigator (for 2019, and annually thereafter)

Leadership in Change

- iCompass
 - Implement Meeting Manager Pro within County departments for the creation of staff reports to Council, thereby streamlining workflows and the approval process.
 - This project includes training for all users – CAO, Directors, Managers and support staff who create/edit/review Council documents.
 - Maximize functionality and security of iCompass software for dissemination of Council, Committee and Board meeting agendas, minutes, resolutions, and by-laws.
- In-depth Council Procedural By-law Review and rewrite*
- Investigate opportunities for shared services among the member municipalities and the County (within the scope of the Clerk services area) to improve efficiencies, enrich the public's experiences with government, and focus on fiscal responsibility.
- Review and recommend updates to corporate policies including:*



- Delegation of Powers and Duties Policy (general, and specific to Chief Administrative Officer)
- Fees & Charges By-law

*Policy update goals include: strengthening public transparency and accountability, enhancing comprehension through clear and concise language, embracing best practices, and engaging the community.

Long Term Plan & Strategic Objectives

Thriving & Inclusive Communities

- Research and monitor proposed legislation to ensure by-laws and policies are presented to Council for timely adoption and enactment.

Leadership in Change

- Explore new processes and governance best practices to ensure optimal transparency, accountability and engagement for the residents, businesses and visitors in Northumberland County.
- iCompass “Council Portal” software project
 - streamline access and improve experience for external and internal users
- LEAN initiatives

2020 Business Plan & Budget

Health Safety Emergency Planning

Prior Year Accomplishments

Economic Prosperity & Innovation

The Health Safety Emergency Planning Service assisted all departments in tracking WSIB costs through injury investigations and disability case management return to work 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)
- 2018 claims = 82 (\$347,054)
- 2019 claims = 48 (\$214,968) August 31 2019

Sustainable Growth

Health and Safety

- Implemented a Health and Safety Committee at the 600 William Street workplace.
- Supported five County Health and Safety Committees.
- Supported the Disability Case Management Committee to assist worker safe and early return to work after injury or illness; 474 employee visits as of September 2019.
- Conducted or coordinated health and safety training in New Employee Orientation, Defensive Driving, Traffic Control, Ministry of Labour Health and Safety Rep Certification, First Aid, Working Minds Mental Health Training, Supervisor and Lead Hand Due Diligence, Safe Handling of Sharps Waste, Musculoskeletal Disorder Prevention, Working at Heights, and Fork Lift Operation. These courses trained a total of 333 participants as of September 2019.



- Completed Ergonomic Reviews: Road Service Gradall Assessment, Community and Social Services, Provincial Offences, Corporate Services, Hamilton Township Staff, and Sit-Stand Unit Installations; 20 reviews as of September 2019.
- Completed Physical Demands Analysis for positions in the Finance Department, Manager of Legislative Services, and Information Technology Department for a total of 23 positions.
- Established a corporate wide digital chemical management system.
- Coordinated improvement for Customer Care Representative Services.

Emergency Planning

- Continued with department interviews for the Corporate Business Continuity Plan.
- Supported a Corporate Emergency Management Program in compliance with the Office of the Fire Marshall and Emergency Management.

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, and Municipality of Trent Hills for a total of 32 Students.
- Supported Northumberland Safe Communities financially and as a committee member.
- Supported the joint scheduling and maintenance of the Portacount Respirator Fit Testing Program with County Departments, Municipal Fire Departments, Haliburton Kawartha Pine Ridge District Health Unit, Northumberland Hills Hospital, Campbellford Memorial Hospital, and Port Hope Community Health Centre.

Emergency Planning

- Conducted emergency management training including Joint Control Group Training with the Municipality of Brighton with approximately 65 participants, and inter-municipal Basic Emergency Management Training with a total of 30 students.
- Designed and conducted a joint emergency exercise with the Municipality of Brighton, The Township of Cramahe, The County of Hastings, The City of Quinte West, Quinte Healthcare, Central Ambulance Communications Centres in Lindsay and Kingston, Ontario Provincial Police, Red Cross, Salvation Army, St. John Ambulance, Municipal Animal Services, the Community Emergency Assistance Program, Haliburton Kawartha Pine Ridge District Health Unit, and Premier Tech Industries with approximately 300 participants.



- Established an Agreement with Alderville First Nation for the use of Alderville Civic Centre as an evacuation shelter.
- Drafted an operations floor plan for the Keeler Centre as an evacuation shelter.
- Implemented Municipal 511 and Responder 511 to support County wide inter-municipal Emergency Services and Public Works initiatives.

Leadership in Change

Health and Safety

- Introduced the initiative of a SWOT (Strengths, Weakness, Opportunities, and Threats) Analysis for the Corporate Services Department and developed a Corporate Services Strategic Plan.
- Conducted 2 employee Health and Safety Investigations within the Transportation Waste Facilities Department; Roads Service specifically.
- Improved the injury reporting process to include tracking of statistics for types of injuries and internal costs including lost time injury; 109 reported occurrences with internal costs of \$88,890 as of October 2019.
- Continued with the Occupational Health and Safety Strategic Plan by implementing Risk Identification, Assessment, and Prioritization with the Community and Social Service Department, Provincial Offences Administration Department, Information Technology Department, Golden Plough Lodge, and Transportation Division.
- Implemented the Musculoskeletal Disorder Prevention Program and Policy as part of the Ministry of Labor 2018-2020 Ergonomics Initiative.
- Lead the Transportation Waste Facilities Department; Roads Service specifically, in compliance of the Ministry of Labor 2018-2020 Ergonomics Initiative.
- Implemented a Health and Safety Awareness Campaign of News Letters, Safety Talks, Shout out Safety Scout, See Something Suggest Something, and Department Competitions as a means to increase corporate wide Health and Safety culture.
- Implemented a Sharps Policy, draft WHMIS Policy, and draft Respirator Policy.
- Supported Wellness Committee on the initiatives Corporate Yoga, MRF Pilates, Perks Plus Program, Healthy Food Snacks, and Fitbit Competition.
- Membership with Ontario Municipal Health and Safety Representatives Assoc.
- Supported and compensated staff development in health and safety conferences including Partners in Prevention Conference, CSSE Conference, Business Continuity Conference, and Certificate in Health, Safety, and Environmental Process.
- Continued with fourth year of Take Our Kids to Work Day November 6, 2019.
- Amalgamated the Customer Care Representative positions from the Legislative Services to the Health Safety Emergency Planning Service.



Emergency Planning

- Developed a Municipal Donation Management Plan.
- Drafted an Emergency Plan For Vulnerable Populations.
- Supported the Fleming College Emergency Management Program as a course developer and Program Board Member.
- Implemented corporate wide Emergency Preparedness Challenge to promote Emergency Preparedness Week.
- Membership with the Ontario Association of Emergency Managers.

2020 Service Objectives & Initiatives

Economic Prosperity & Innovation

Health and Safety

- Continue to support all departments with a Corporate Health and Safety 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 Growth

Health and Safety

- Support all departments with efficient customer care representation.
- Utilize the WSIB Workwell Audit Tool 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.
- Implement the draft WHMIS Policy, draft Respirator Policy.
- Draft a Personal Protective Equipment Policy and Confined Space Policy.
- Draft a process for response to crisis incidents.
- Support County Health and Safety Committees initiatives and Ministry of Labour compliance.



- Support all departments with health and 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 Economic Development, Planning and Strategic Initiatives Department.
- Continue health and safety training in New Employee Orientation, Defensive Driving, Traffic Control, Ministry of Labour Health and Safety Rep Certification, First Aid, Competent Supervisor Lead Hand Training, and Mental Health Awareness.
- Continue Wellness Committee initiatives such as lunch and learns, healthy eating, body wellness, and fitbit competition.

Emergency Planning:

- Continue to support a Corporate Emergency Management Program in compliance with the Office of the Fire Marshall and Emergency Management.
- Continue to provide staff training in Public Inquiry, Control Group, Emergency Social Services, Basic Emergency Management.
- Continue review for County wide inter-municipal communications systems.
- Develop a Crisis Communications Plan in collaboration with the Communications Department.
- Continue developing response plans for vulnerable populations, donation management, and flooding.
- Continue corporate wide business continuity planning.

Thriving & Inclusive Communities

Health and Safety

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

Emergency Planning:

- Network with the Northumberland Community Emergency Management Coordinators on joint projects such as evacuation sheltering and training initiatives such as Basic Emergency Management.
- 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 Evacuation Committee in developing response plans for evacuation centers.



- Support the Public Education Committee joint initiatives.
- Design and implement an exercise for joint response with the County and the Municipality of Port Hope.
- Support the Fleming College and York University Emergency Management Programs.
- Continue liaison with the Ontario Association of Emergency Managers.

Leadership in Change

Health and Safety

- Continue to support development of the Corporate Service Strategic Plan.
- Continue to implement a corporate wide increase for Health and Safety Culture.
- 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 Health Safety Emergency Planning and Customer Care Staff participation in employee engagement and development initiatives.
- Conduct a mock injury exercise for documentation training and exercise.
- Conduct Disability Case Management training for managers.

Emergency Planning

- Support and compensate staff training in emergency management courses and conferences.
- Conduct a corporate wide Emergency Preparedness Challenge to promote Emergency Preparedness Week.

Long Term Plan & Strategic Objectives

The Health Safety Emergency Planning Department and Customer Care Services are support services to the County operational departments and the member municipalities. The 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 Prosperity & Innovation

Health and Safety

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

Sustainable Growth

Health and Safety

- Promote Corporate Due Diligence with implementation of reasonable care standards and policies.
- Support County Health and Safety Committees initiatives and Ministry of Labour compliance.
- Continue implementing management processes to document due diligence strategies of Hazard Identification, Analysis, Prioritization, Leading and Lagging Key Performance Indicators, Control Measures, and Training Needs Analysis.
- Continue to update Physical Demands and Cognitive Demands Analysis.
- Liaison with Ontario Municipal Health and Safety Representatives Association.

Thriving & Inclusive Communities

Emergency Planning

- Continue collaborating with the Northumberland Community Emergency Management Coordinators to for joint initiatives such as a joint exercise with the Township of Cramahe in 2021 and a County wide field exercise in 2022.
- Continue implementing the Corporate Emergency Management Program and Business Continuity Plan.

Leadership in Change

- Continue implementing the Corporate Service Strategic Plan.
- Continue implementing the Corporate Occupational Health and Safety Strategic Plan.
- Continue implementing a corporate wide awareness for Health and Safety Culture.
- Continue supporting and compensating staff training in health, safety, and emergency planning courses, certifications, and conferences.
- Continue supporting Health Safety Emergency Planning and Customer Care Staff participation in employee engagement and development initiatives.



2020 Business Plan & Budget

Human Resources and Payroll Services

Division Overview

The role of the Human Resources division is to foster organizational effectiveness by recruiting and maintaining professional, skilled and dedicated staff to allow the County's nine departments to perform as effectively as possible. We believe our people are our most important resource and our goal is to implement programs and practices that align with the County's mission, vision, core values and Strategic Plan.

The payroll division provides accurate and timely payroll processing of employee pay and processing of identified entitlements and deductions including CPP, EI, Income Tax, etc. and benefits administration. The payroll staff also provides customer service support to all County employees and retirees as it relates to payroll services and benefits administration.

Northumberland County Workforce

The County is working to develop public services that are representative of the residents it serves and that support the growth and development of Northumberland County and its lower tier municipalities.

Prior Year Accomplishments

Economic Prosperity & Innovation

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 Growth

Recruitment and Selection (August 1, 2018 to July 31, 2019):

- External recruitments (48 total)
 - Economic Development & Tourism, 5
 - Corporate Services, 5
 - Transportation Waste Facilities, 19
 - Golden Plough Lodge, 6
 - Finance, 1
 - Paramedics, 2
 - Information Technology, 3
 - Court Services, 1

Average time to complete recruitment, 6-8 weeks.

Number of positions vacant due to market shortages, 1.

- Internal job postings (78 total)
 - Golden Plough Lodge CUPE, 47
 - Golden Plough Lodge ONA, 7
 - Community & Social Services, 5
 - Transportation Waste Facilities, 8
 - Paramedics, 9
 - Economic Development & Tourism, 2

Labour Relations (August 1, 2018 to July 31, 2019):

- Collective Bargaining:
 - ONA – Golden Plough Lodge, contract expired March 31, 2018; new agreement expires March 31, 2020.
 - CUPE – Golden Plough Lodge, contract expired December 31, 2017; new agreement expires December 31, 2020.
- Grievances, settled internally:
 - CUPE GPL, 12
 - ONA GPL, 3
 - UFCW MRF, 1
- Grievances, settled at mediation/conciliation:
 - CUPE GPL, 15
 - OPSEU Paramedics, 2
- Grievances to arbitration:
 - 0



- Outstanding grievances:
 - CUPE GPL, 5
 - ONA GPL, 1

Job Evaluations & Pay Equity

- Provided advice and guidance related to proposed departmental reorganization projects and newly approved positions, and performed job evaluations for all departments.
- Reviewed 4 classifications within CUPE 3725 and posted an updated Pay Equity Plan.
- Reviewed 2 updated positions and 4 new positions within the non-union group, and updated the Pay Equity Plan and salary grid.

Payroll & Benefits: 42.8 M

- Negotiated a decrease in benefit premiums of 6.4%.
- Negotiated a decrease in premiums for EFAP program totaling \$50k annually.

Training & Development

- Completed intake #20 of Loyalist Managing & Leading in a Municipal Environment program, and launched intake #21
- Continued to strengthen the County's culture of continuous improvement, and empower staff to work smarter and eliminate waste in their business processes. In total, 123 employees have received formal introductory White Belt training and 60 employees have received the more hands-on Yellow Belt certification.
- Continued to utilize online platform (HRDownloads) for mandatory training requirements (WHMIS, AODA) and self-directed professional development. Began promoting one course per month by posting a review of the course on Jostle.
- Supported staff with funding through the corporate training & development budget in professional development activities including:
 - 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

Accessibility for Ontarians with Disabilities Act:

- Updated multi-year accessibility plan and finalized annual accessibility status report
- Attended the Brighton Accessibility Advisory Committee (September 2019)
- Marked National AccessAbility Week (May 2019) with a presentation to Council including successfully requesting a formal proclamation, launched an awareness campaign "Rethink Access and (dis)Ability featuring motivational and inspirations videos and cartoons curated by the accessibility Advisory Committee and posted on Jostle for staff. Some content was also posted on the County's communication screens at the various County facilities
- Facilitated accessibility training for Council on the Integrated Accessibility Standards Regulation under AODA
- Conducted accessible document training for new hires and refresher for existing staff
- Conducted accessibility review of County Archives (located at Cobourg Library) with Accessibility Advisory Committee
- Responded to 4 accessibility feedback forms related to customer service and hearing loss, difficulty using larger recycling bins, need for additional grab bar in washroom, need for power-door operator at POA courtroom (which was already scheduled to be installed in 2019)
- Revised policy template and Council documents to an accessible format
- Provided accessible documents feedback on a variety of County documents including Digital Strategy
- Participated in the Emergency Exercise Training (October 2019) as evacuees with members of the Northumberland Accessibility Advisory Committee and provided feedback on the accessibility of the emergency shelter facility

Human Resources Policies & Procedures:

- 2 sets of policies were approved by County Council and communicated to staff
 - Updated policies (March 2019)
 - Attendance Support Program
 - Awards for Long Service
 - Leaves of Absences
 - Overtime-Lieu time
 - Retirement celebrations (new)
 - Short-term disability Plan
 - Updated policies (September 2019)
 - Code of Conduct
 - Conflict of Interest
 - Confidentiality



- Workplace Bullying, Harassment & Violence
- Police Record Checks

Thriving & Inclusive Communities

- Provide occasional support to member municipalities in regards to payroll and human resources questions and/or challenges
- Service Agreement in place for Cramahe for Pay Equity update and Collective Bargaining
- Service Agreement in place for Campbellford Memorial Hospital for HR support when required
- Participated in local Job Fair(s)
- Canada Summer Jobs (CSJ) Grant
 - Supported post-secondary students through the CSJ program, which provides students with valuable work experience to complement their formal education.
- Provided support and expertise on accessibility related projects (Archives and museum grant application, facilities upgrades)
- Responded to internal and external feedback related to accessibility of facilities, programs and services
- Provided recommendations and support to departments related to accessible information and communications
- Communications – redesigned and launched the Human Resources website pages to provide enhanced information on human resources programs and services to employees.

Leadership in Change

The implementation of a new Human Resources Information System (HRIS) was identified as an important component of meeting the organization's needs. A project team was established at the beginning of 2019, with training and roll-out of the new system in October 2019. Some of the notable benefits for the County of Northumberland:

- Greater employee engagement through employee self-service
- Manager self-service
- Mobile functionality
- Expedition of recurring tasks through automation
- Reduction of paper and related materials and storage
- Scheduling optimization
- Reduction of errors in payroll and employee information database
- Process workflows
- Improved time and attendance tracking abilities and accuracy



- Improved data security
- Increase in overall productivity and efficiency

2020 Service Objectives & Initiatives

Economic Prosperity & Innovation

The Human Resources and Payroll Services department will continue to support all departments in managing their labour costs 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 Growth

Collective bargaining will continue with contracts expiring in 2020:

- ONA Golden Plough Lodge
- CUPE Golden Plough Lodge
- UFCW Material Recovery Facility

Other initiatives include:

- Review non-union comparator group and recommend any changes necessary to ensure that we remain competitive with both our internal and external comparators
- Continue to roll-out the scheduling module of the new HRIS system
- Continue to engage a collaborative work environment that supports innovation and learning
- Continue to review and update Human Resources policies

Thriving & Inclusive Communities

- Continue to provide Human Resources and Payroll support to our member municipalities and enter into shared service agreements where appropriate
- Continue to address barriers to accessibility in County goods, services and facilities
- Complete and submit 2019 Accessibility Compliance Report to Ontario Ministry for Seniors and Accessibility
- Prepare 2019 Accessibility Status Update and post on website
- Review and update AODA policies
- Continue to offer training on creating accessible documents



- Continue to review accessibility of County facilities, programs and services

Leadership in Change

- Provide further Lean training and certification
- Continue implementation of strategies for improving communications with internal and external stakeholders
- Continue to implement procedural improvements including the implementation of extended modules in the HRIS (i.e. training and development, extended HR)
- Continue to utilize and promote HRdownloads for training and development
- Continue to offer Managing and Leading in a Municipal Environment (Loyalist College) to County leaders

Long Term Plan & Strategic Objectives

Economic Prosperity & Innovation

- Rebuild the Human Resources and Payroll team following retirements. Review the structure of the service and organize the flow of work to enhance job satisfaction and development.

Sustainable Growth

- Continue to provide strategic advice, information, and guidance to managers to allow them to plan, direct, and manage staff performance to meet operations requirements.
- Implement strategy to fill current and future vacancies in areas where there is a skill shortage and encourage cross transfer of corporate knowledge and skills amongst the multi-generations throughout the organization.

Thriving & Inclusive Communities

- Continue to implement student and youth recruitment and retention initiatives to strengthen the public service and create employment opportunities throughout the County.
- Review and update Northumberland Facility Accessibility Design Standards.



Leadership in Change

- Assist with any staffing changes required for the new Golden Plough Lodge, which includes working with the unions for language in the agreements that supports necessary changes
- Develop a comprehensive HR strategy linking development, training, succession planning and recruitment
- 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.
- Continue to strengthen the workforce reporting and data analysis capacity to inform program and policy development and provide evidence-based decision making to departments.
- Continue to provide proactive and integrated communications to ensure employee and public understanding of human resource programs and services

2020 Business Plan & Budget

Natural Heritage Services

Prior Year Accomplishments

Economic Innovation & Prosperity

- Hosted thirteen events –2 Snowmobile, 10 Hiking and 1 ATV Ride
- Performed 19 Weed Control Act inspections
- Administered 45 permits and 63 site inspections Forest Conservation By-Law permits (August 2019)
- Released and awarded timber tender for 2019

Sustainable Growth

- Employed two summer students
- Continued Forest Master Plan work including open houses, surveys and plan drafting, expected completion date Late 2019/early 2020
- Submitted letter of intent to the Friends of the Greenbelt Foundation
- Maintained four parking lots
- Continued implementation of the 5-year Silvicultural Operations Plan and the 20-year timber supply plan.
- Continued Natural and Cultural Heritage surveys in County Forest including:
 - Breeding birds
 - Mottled Duskywing with University of Guelph
 - Frog populations
 - Common Nighthawk
 - New Jersey Tea
 - Invasive species
 - Game cameras
 - Trail records
 - Conducted Special management zones inventories
- Participated in the On Butterfly SAR Recovery team discussions
- Completed one prescribed burn in a woodland site
- Managed 103.5 ha of conifer plantations through timber harvest operations.
- Tree marked 9463 trees for conifer plantation harvest



- Identified 3 Forest Raptor nests
- Prepared 32 detailed prescriptions for 2019-2020 Conifer Harvest
- Completed 168 forest resource inventory surveys
- Completed 61 Post-Harvest surveys
- Completed 54 Hemlock Woolly Adelgid Surveys
- Completed 8 Black Ash Surveys
- Counted 414 hazardous Ash trees along County roads
- Installed 2 permanent growth plots
- Maintained Forest Stewardship Council® Certification under the Eastern Ontario Model Forest's certificate
- Continued invasive species control:
 - Protected 18 ash trees along the Carstairs Trails and 21 ash trees on County owned properties 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
- Inspected of 525 km of trails, brushed more than 70km of trail, pruned more than 45 km of trail
- Inventoried signage throughout County Forest
- Trail repair:
 - Graded three parking lots
 - Repaired sections at Split Rail Road, Lookout Mountain, Huckleberry, Dunbar and Bowmanton Rd
 - Installed two culverts along the Carstairs Trail
 - Worked with the Great Pine Ridge Snowmobile Club to reroute a trail section
 - Hosted Fleming College Outdoor Education class for 4 days of Trail Design and Construction
- Continued work on implementing the Emerald Ash Borer Strategy for Northumberland County in conjunction with the Roads Department
- Distributed 19,995 trees across Northumberland County with the assistance of the Ganaraska Conservation Authority through the Emerald Ash Borer Replacement Program.
- Administered 45 Forest Conservation By-Law harvest permits and 1 minor relief applications (August 2018)
- Piloted the Chemical Management System SDS RiskAssist

Thriving & Inclusive Communities

- Held the 2nd annual Oaktober event to raise awareness of the activities within and the management of the County Forest (October)



- Started Volunteer Initiative program in collaboration with Sir Sandford Fleming Forestry Program
- Hosted International Forestry Thesis Student
- 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
- Discussed collaborations with local municipalities and the Ganaraska Region Conservation Authority
- Collected Trail Access Information along more than 30 km of trail using the High Efficiency Trail Assessment Process
- Delivered two presentations regarding Emerald Ash Borer to local residents
- Advised Alderville Black Oak Savana and Alderville First Nation on trail sustainability and repair options
- Assisted the Tourism Department with logistics and planning of Lookout Mountain photo shoot
- Hosted two Fleming Forestry student field days

Leadership in Change

- Collaborated with other departments on the Lean Procurement project
- Learning and development and training that staff completed were :
 - Fire in Eastern Oak Conference
 - Trail Management
 - Invasive Species
 - Volunteer Management
 - Health and Safety Training
 - Ontario Trail Council Risk and Liability Working Group
 - Leadership and management training
 - Butternut Health Qualification
 - Oak Wilt Qualification
 - LEAN training
 - First aid training
 - Tree Risk Assessment



2020 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
- Formalize with the Tourism department, criteria for use of the forest by film crews
- Evaluate the existing County Forest Scout Camp property for redevelopment as a Natural Heritage staffing location and outreach location
- Evaluate granting opportunities that align with Natural heritage needs

Sustainable Growth

- Website updated and forms added for Special Events, Weed and Tree By – law requests to reduce redundancies.
- Employ summer students for forestry, trail and ecological work
- Continue hazard tree management
- Continue to implement signage and recreational trail standards
- Finalize the Forest Master Plan and implement recommendations
- 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)
- Work with motorized user groups to finalize a Land Use Permit
- 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
- Continue Woodland and Savannah management drawing on best practices from the United States and Canada.
- Evaluate boundary, safety and liability issues within the Forest

Thriving & Inclusive Communities

- Continue developing volunteer program with pilots in Trail Monitoring and Tree Marking
- Evaluate needs/opportunities for new trails, rerouting of existing trails



- Work with the Township of Alnwick/Haldimand to update the management agreement with respect to the Forest
- Continue improving the safety and recreational experience of County Forest Trails through regulatory signage, interpretive signage, mapping and brochures
- Continue public engagement through open houses, speaking opportunities and public information booths
- Establish collaboration with Ganaraska Region Conservation Authority and other organizations to share resources and experiences.

Leadership in Change

- Attend Professional Trail Builders Association Conference
- Attend Forests Ontario Annual Meeting
- Attend Annual Weed Inspector conference
- Attend Natural Areas Conference
- Attend Community Forest Meeting
- Attend Invasive species training/workshop
- Be the best practices leader with respect to science, stewardship and management of the Forest
- Promote natural heritage within the County

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 such as the Scout Camp redevelopment
- 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 including raising awareness of natural assets and natural capital which the forest provides.



- Seek to grow the Forest land base and generate revenue from that land through the harvest of renewal 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, developing new partnerships where possible and enhancing current partnerships
- Seek opportunities for sharing services between Natural Heritage and other County departments as well as member municipalities and partner organizations.
- Grow awareness of Natural Heritage and Cultural Heritage, through internal and external communication
- Work with fire departments and emergency personal to maintain a high level of safety consideration for the forest, including the establishment of emergency numbers for trailhead parking lots.
- 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 through all levels of education
- 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
- Explore GIS opportunities to provide users the ability to report issues within the forest and access trail mapping
- Work with Roads department to further the Emerald Ash Plan Implementation in the eastern part of the County
- Carry out surveys in areas where there are issues associated with liabilities and safety with the Forest and rectify these issues
- Ensure appropriate staffing for all aspects of Natural Heritage 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



- Continual collaboration with Ganaraska Region Conservation Authority and other municipalities 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

Leadership in Change

- Ensure that employees have opportunities for learning, development and networking and Natural Heritage is a best practices leader
- 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



2020 Issue Paper

Addressing liabilities and safety concerns within the Northumberland County Forest

Purpose

To reduce liabilities and safety concerns in areas under the hydro line, along the Forest boundary within the Northumberland County Forest.

Background

Northumberland County Forest is a 5,500 acre forest that provides users with ecological services, forestry resources, and recreational opportunities. The County began acquiring land for the Forest in 1924 in partnership with the Ontario Ministry of Natural Resources as a means to stabilize and restore degraded agricultural lands. In 2009, the County examined trail use in the Forest, bringing together user groups and establishing trail rules. Since then the County has established trail and signage standards for the trail.

Key priorities identified in the Northumberland County 2019-2023 Strategic Plan that correspond to this issue are:

- Demonstrating leadership in environmental stewardship (Sustainable Growth)
- Demonstrate leadership in public safety (Thriving and Inclusive Communities)

Liability and safety issues occur are discussed below.

Under Hydro Line

The hydro line that runs across County Forest property was examined in detail within the trail network study of 2009. The proposed trail system included the one existing multi use trail and another non-motorized trail. Currently, many issues occur under the hydro line. These include:

Illegal truck use	Vandalism
Illegal hunting	Damage to sensitive habitat and species
Illegal tree removal	Paint ball games
Illegal construction of ramps	Illegal trail creation
Illegal target practice	Confrontations between users



Dumping	Camping
Motorized Racing	Noise issues
Fireworks	Wildfire
Injuries and accidents involving motorized vehicles	

This area contains sensitive tallgrass and sand barren habitat including habitat and feeding plants for the endangered Mottled Duskywing.

Northumberland County has an easement agreement with Ontario Hydro. Typically Ontario Hydro maintains the vegetation (trees and larger shrubs) on a 5 year cycle, by cutting and treating the stumps to prevent growth.

There is one County Forest trail that is managed to trail standards just east of County 45 across the hydro line lands. All other trails on County land under the hydro line are not monitored or maintained. Many of these trails have dangerous erosion and sightlines resulting in large liability issues. The Northumberland and District ATV club has one trail that runs through this area and the Great Pine Ridge Snowmobile club (GPRSC) has a trail that runs through this area as well. The GPRSC have used fluorescent posts to direct their members to follow a single path.

In other areas along the hydro line, where private farmland or land trust land exists, fences have been installed to block access. Hydro also owns some of the land under the hydro line.

The majority of the users in this areas are motorized as many hikers and horse riders have concerns with vehicle speed and sightlines. Motorized users are members of established groups as well as individual nonmember riders.

Boundary issues

In some areas along the County Forest boundary, there are old fences, barriers or posts denoting the property line. In other areas, there is no indication of property boundaries. Currently, there are 25 km of areas with boundary concerns located in 28 different sections across County Forest property that have been identified. Without an accurate property boundary demarcation, encroachment, dumping and illegal harvesting of timber has and will continue to occur. As an example, the County has been working with Pinnacle Park Trailer camp to correct a boundary issue next to their property. This involved the trailer park completing a survey of the boundary. In the past in the forest, surveys have been done to establish locations of paths, for securement purposes and to determinate property borders.



Consultation/Options

Options/information on each of the liability issues is noted below.

Under Hydro Line Liability Reduction

1) Not do the work.

This is an option but without exposes the County to high liability. These are hot spots for issues, and without dedicated enforcement staff, it is hard to police this area. Additionally, the trail is unofficial and does not follow the trail design or sign standards.

2) Develop a new trail system

The area under the hydro line is sandy and typically has two to five trails crisscrossing the area. In some sections, sandy areas have been enlarged and are used for parties and by motorized users. Keeping the area open but directing users to use one trail will not work unless all other trails are revegetated and users are kept off them. This would require an extensive budget for restoration and watering of the area, with no guarantee that users would not revert to these trails.

3) Fence and gate issue areas

Issue areas would be signed, gated and fenced. Ontario Hydro, emergency vehicles and staff would have access to these areas. In the one area where there is an official County trail, a fence and gates would be established parallel to the trail and trail use would continue. Snowmobiles and groomers would be allowed under the hydro line in the winter, provided they follow the County Forest Bylaws, Trail Signage and Trails standards documents and connect with County Forest Staff. Fence and gate installation would be spread out over multiple years.

Under Hydro Line Liability Reduction Costs

Year	Area	Number of Fences	Distance of fence - feet	Cost per foot	Total cost of Fence	Number of Gates	Cost for gate purchase and installation	Total gate installation costs	Total gate and fence installation costs
2020	1	0	0	1.65		2	\$ 500	\$ 1,000.00	\$ 1,000.00
	2	2	853	1.65	\$ 1,407.45	3	\$ 500	\$ 1,500.00	\$ 2,907.45
2021	3	2	853	1.67	\$ 1,428.56	2	\$ 507.50	\$ 1,015.00	\$ 2,443.56
	4	2	853	1.67	\$ 1,428.56	2	\$ 507.50	\$ 1,015.00	\$ 2,443.56
2022	5	2	853	1.68	\$ 1,428.82	2	\$ 515.11	\$ 1,030.22	\$ 2,459.04
	6	2	853	1.68	\$ 1,428.82	2	\$ 515.11	\$ 1,030.22	\$ 2,459.04
Grand Total (2021 and 2022 have and addition of 1.5% for inflation)									\$ 13,712.65



To divide the cost up over multiple years, two areas would be completed per year which will cost \$3,907.45 in 2020, \$4,887.12 in 2021 and \$4,918.08 in 2022. Funding will come from the Levy.

Boundary Issue

The potential for inappropriate and illegal issues occurring along the boundary of the County Forest are high. Demarcation of the boundary is important to ensure adjacent landowners and users are aware of the boundaries. Therefore, there are several options below, presented by issue:

- 1) Not do the work.
This is an option but choosing it exposes the County to high liability and potential damage to County property.
- 2) Complete the work through the following steps.
 - a. Prioritize liabilities along each of the 28 sections
 - b. Connect with adjacent landowners at each section and produce a brochure entitled Living beside the Northumberland County Forest. This brochure will highlight important County Forest use bylaw and issues to avoid living beside the County Forest, such as no dumping, collecting plants, encroaching or cutting trees.
 - c. Where necessary, a Land survey will be done to denote the property boundary
 - d. Small Northumberland County Forest property signs will be installed to ensure the boundary line is identified.
 - e. If required, establishment of fencing maybe required.

Boundary Liability Reduction Costs

Survey and Fencing Establish a reserve for Land surveys and fencing	\$15,000 per year, until land surveys are complete or reserve reaches \$70,000.
Design and print signage denoting Northumberland County Forest boundary (one time design and printing)	\$10,000 one-time cost
Staff time to visit site and prioritize sections and to install signage	Done with students and staff as part of work in the Forest
Design and print Living next to Northumberland County Forest Pamphlet (one time design and printing)	\$4,000 one-time cost.
TOTAL	\$15, 000 per year, \$14,000 one-time cost

A reserve would be set up to cover costs noted above through an increase in the levy. To ensure that cost are divided out over numerous years, based on the issue assessment, only limited numbers of land surveys and fencing would be completed each year.



Risk Considerations

The liability aspect of injury and damage from trails along the hydro line on County property is high. Encroachment, removal of trees and dumping are occurring along boundary areas where the County Forest property isn't identified. Without addressing all these high priority liability issues, the County is exposed to risk.

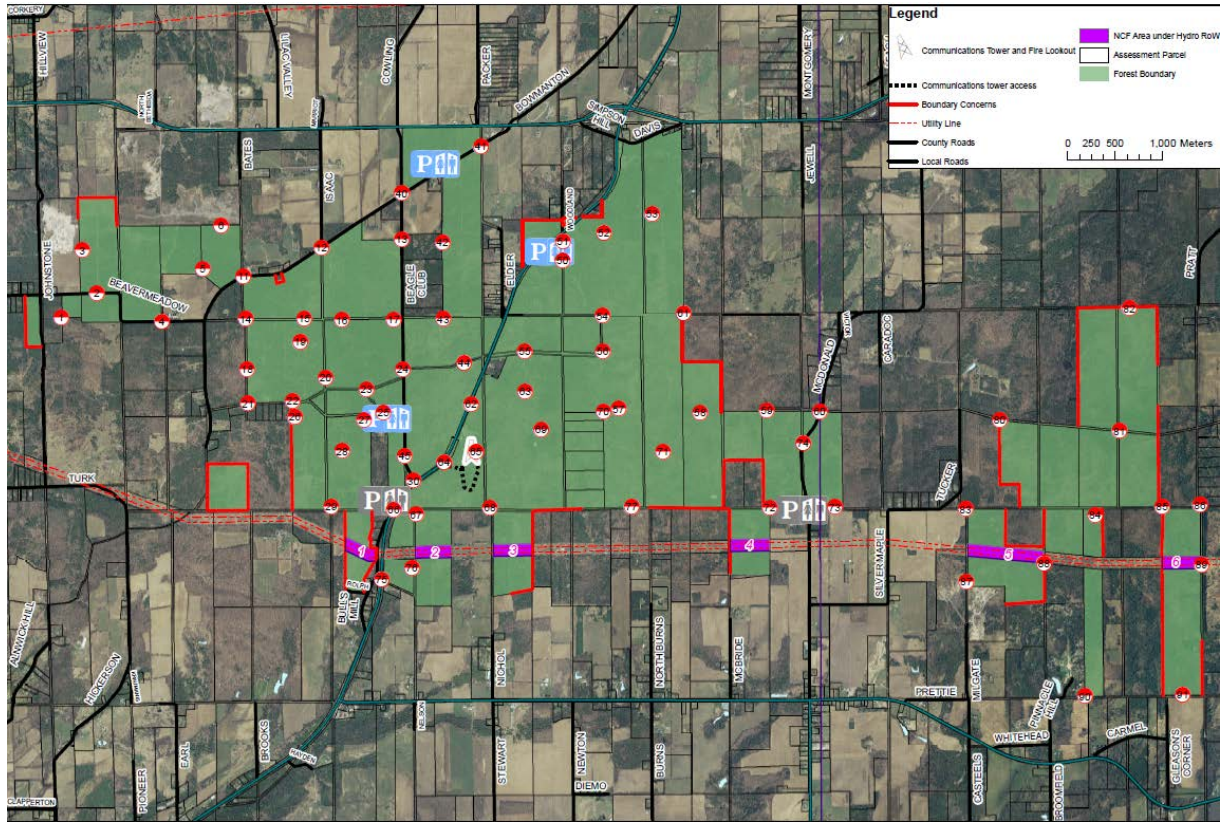
Impacts to Member Municipalities/Partners

All residents of Northumberland County benefit from having a safe visitor experience in the County Forest.

Included in 2019 Long Term Plan: NO

The boundary concerns were identified in the Silvicultural Operations Plan, but no money or timelines were attached to the completion of this task. The issue and actions to correct County property under the hydro line were not noted in previous documents.

Map of High Liability Issues within the County Forest



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2020 Issue Paper

Conservation Stewardship Technician

Purpose

To create a two-year contract split over three years (year one six months, year two twelve months, year three six months) for a Conservation Stewardship Technician position, within Natural Heritage in the Corporate Services Department, that will perform ecological management and stewardship of Northumberland County Forest, assist with Northumberland County Forest By-law enforcement and Weed inspector duties, and the implementation of volunteer activities.

Background

Northumberland County Forest is a 5,500 acre forest that provides users with ecological services, forestry resources, and recreational opportunities. The County began acquiring land for the Forest in 1924 in partnership with the Ontario Ministry of Natural Resources as a means to stabilize and restore degraded agricultural lands.

Natural Heritage within Corporate Services manages the Northumberland County Forest including the ecological program. The Natural Heritage manager works with the Forestry Technician and the Forest Trails Coordinator to complete on the ground ecological activities. This includes inventory and monitoring of species at risk, and invasive species management in the Special Management Zones and throughout the forest. Volunteer staff management along trails is carried out by the Forest Trails Coordinator. Volunteer work in the County Forest away from trails, is overseen by the Forest Trails Coordinator and the Natural Heritage Manager.

A key priority identified in the Northumberland County 2019-2023 Strategic Plan that correspond to this issue is:

- Demonstrating leadership in environmental stewardship (Sustainable Growth)

With the amalgamation of Natural Heritage and Cultural Heritage, the time for the Manager to conduct ecological work on the ground will be limited. Strategically having the manager conduct the field work is not the most efficient use of skills and time. Instead, the Manager's time should be focused on writing and directing operational plans, budgeting and overseeing work that is appropriate



to the position. This will also allow the manager to address work on the Forest Master Plan, the Silvicultural Operations Plan, the Restoration Operations Plan and the Integrated Pest Management plan and other strategic plans and duties.

County Forest staff make decisions on management based on forest inventory and trail inventories. A full inventory of the mammals, plants and invasive species has not been completed. In addition, there is a need for a restoration operation plan (addressing planting, prescribed burns) and an integrated pest management plan (addressing invasive populations and their control in the Forest and other habitats). On the ground, work must be completed prior to producing these plans that help direct the management of the County Forest.

County Forest Bylaw enforcement is done by the Natural Heritage Manager, the Forestry Technician and the Forest Trails Coordinator after completion of other duties.

Throughout the County, there has been an increase in Weed Bylaw requests and the desire for information on treatment of noxious and invasive weeds. Populations of invasive species and reports of sightings have been increasing from residents and municipalities. This includes such species as wild parsnip, giant hogweed, dog strangling vine, Japanese knotweed and emerald ash borer.

Looming threats such as oak wilt, hemlock woolly adelgid and beech leaf disease are now being reported in Ontario and/or New York State and Michigan. These species will have significant impacts to the County, municipalities and landowners.

Consultation/Options

Since the change in the workload of the Natural Heritage Manager, on the ground work will not be able to be done as it has in the past. Therefore, several options to address this issue exist, including:

1) Not do the work.

This is an option but invasive species will continue to grow and species at risk and unique species and habitats that are globally important will disappear from the County Forest. Without ecological work being completed in the Forest, the quality of the habitats will suffer. The risk and liability associated with choosing this option would be extremely high.

2) Hire consultants to complete the work

The County Forest has hired contractors in the past to address invasive issues in targeted Special management zones work within the forest beyond the trails. This has been done as the amount of work is beyond what the Forest Trail Coordinator and staff can do. As invasive species increase, this workload also increases. Hiring of a consultant to complete Conservation Stewardship Technician duties, would be much more expensive. The hiring of a Conservation Stewardship Technician wouldn't remove this need for contracts but it would



allow dedicated staff to oversee, plan and monitor the work. The restoration operations plan and integrated pest management plan documents would be completed by the Natural Heritage Manager but the Conservation Stewardship Technician would complete the ground work for these plans. The skill set and collaboration requirement with staff requires that the person be on staff and not a contractor.

3) Hire a Conservation Stewardship Technician

This is the recommended option as it will ensure staff with the proper skill set are hired and dedicated to this important element of the County Forest. In addition, the position will assist with increasing Weed Bylaw inquiries and when available, with enforcement of the bylaw for the County Forest and increase the collaboration and broaden the skills within the County. It is anticipated that the position would be within the Grade B on the non –union salary grid.

Tasks to be completed for this position include:

- Habitat and species monitoring
- Species at risk surveys
- Enforcement and Weed Bylaw assistance
- Recreation and Forestry assistance
- Volunteer staff supervision
- Education and outreach of the ecology of the Forest
- Inventories of plants and animals
- Site restoration planning and on the ground stewardship work

Financial Impact

Staff has consulted with Human Resources and the estimated financial expense for the Conservation Stewardship Technician position, including benefits and employer costs. The following is a breakdown of the position’s expected costs:

	Year One Costs 6 month contract	Year Two Costs 12 month contract	Year Three Costs 6 month contract
Conservation Stewardship Technician (salary and employer costs)	\$30,702.00	\$62,325.06	\$31,629.97
Equipment and uniform	\$4,000.00		
Learning and Development	\$8,000.00	\$2,000.00	\$2,000.00
Rental vehicle and fuel	\$3,996.00	\$8,111.88	\$4,116.78
Purchase UTV and fuel	\$20,000.00	\$2,000.00	\$2,000.00



TOTAL for Two Year Contract	\$66,698.00	\$74,436.94	\$39,746.75
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(Year two and year three have an addition of 1.5% for inflation)

The applicants are not expected to come with all the skills needed, so additional training would supplement their experience. These costs are captured within the Learning and Development within the two-year contract would include the following:

- Ontario Naturalist training (\$2,000)
- Ecological Land Classification training (\$2,000)
- Bylaw Training (\$1,500)
- Restoration Training and workshops (\$2,000)
- Weed Act Training and conference (\$1,000)
- First aid Training (\$500)
- Safety Training and Licensing (\$1,000)

As well, the contract position will require the rental and fueling of an additional vehicle during the summer months and a UTV. Currently the Forestry Technician and the Trails Coordinator have dedicated vehicles that are used daily. The Manager uses their own vehicle, which is problematic as some of the areas require a truck and access is difficult. The additional vehicle would be used by the new position and the Manager.

To fund this new contract position, staff proposes using surplus timber harvest revenue from 2019, 2020 and 2021. Capital costs would be covered from the Forest reserves.

The Forest reserves were set up in 2015 and are in the process of being evaluated by Finance and Natural Heritage staff. Since the reserves establishment, there have been many changes to the Section and the Forest, which has resulted in reserve fund categories for capital and unforeseen items needing refinement. Moving forward the reserve funds will be updated to reflect the needs of the section.



The following is a breakdown of the funding for the position:

Staffing Costs	Year One Costs 6 month position	Funding Sources	Year Two Costs 12 months position	Funding Sources	Year Three Costs 6 months position	Funding Sources
Conservation Stewardship Technician (salary and employer costs)	\$30,702.00	<u>Year one</u> – covered by Timber Revenue surplus	\$62,325.06	<u>Year two</u> – covered by Timber Revenue surplus	\$31,629.97	<u>Year three</u> – covered by Timber Revenue surplus
Equipment and uniform	\$4,000.00	<u>Levy</u> – No Cost		<u>Levy</u> – No Cost		<u>Levy</u> – No Cost
Learning and Development	\$8,000.00		\$2,000.00		\$2,000.00	
Total	\$42,702.00	\$42,702.00	\$64,325.06	\$64,325.06	\$33,629.97	\$33,629.97

(Year two and year three have and addition of 1.5% for inflation)

Capital Costs	Year One Costs	Funding Sources	Year Two Costs	Funding Sources	Year three Costs	Funding Sources
Rental month vehicle rental and fuel	\$3,996.00	Reserves - \$23,996.00	\$8,111.88	Reserves \$10,111.88	\$4,116.78	Reserves \$6,116.78
Purchase UTV and fuel	\$20,000.00		\$2,000.00		\$2,000.00	
Total	\$23,996.00	\$23,996.00	\$10,111.88	\$10,111.88	\$6,116.78	\$6,116.78

(Year two and year three have and addition of 1.5% for inflation)

Risk Considerations

Invasive species are becoming more prevalent in the County Forest as are noxious weeds in the County. More staff time is needed to deal with these and maintain high service standards. Maintenance of trails is completed by students and the Forest Trails Coordinator. Silviculture (managing, marking and overseeing the conversion of plantation to native forests) within the Forest is completed by the Forestry Technician. Work completed within the Special Management Zone and beyond the trails does not have dedicated staff.

From a LEAN perspective, on the ground work should be completed by the Conservation Stewardship Technician, which will allow the manager to focus time on this time on work such as writing and directing operational plans, budgeting and overseeing work appropriate to a manager position. This includes but is not limited to the following:



- Forest Master Plan
- Silvicultural Operations Plan
- Restoration Operations Plan
- Integrated Pest Management plan
- Addressing safety and liability issues
- Wildfire Assessments and management
- Volunteer operations and management
- Integrated Pest Management plans
- Natural and Cultural Heritage Plans
- Natural Asset Management, ecosystem goods and services and natural capital of the Forest
- Golden Plough Lodge and Archives and Museum build.

Growing the awareness of Natural and Cultural heritage, including what it is, how County staff are managing it, why it is important and the benefits to residents of the County are key items. Without an increase in staff and a changing role of the Manager from doing the majority of Natural Heritage field work to directing the work, this will not be possible and the habitat will suffer.

Impacts to Member Municipalities/Partners

All residents of Northumberland County benefit from having a healthy County Forest that is restored, inventoried and monitored with a successful Weed Bylaw program.

Included in 2019 Long Term Plan: NO

The position was not noted in the 2019 long term plan. Recent changes in the role of the Natural Heritage Manager require this modification due to the increasing workload with the combining of Natural and Cultural Heritage. In strategic plans, it has been documented that there is the need for a position addressing the on the ground ecology and stewardship needs of the County Forest to match the staffing and focus on trails and forestry. Also, there has been a large yearly increase in invasive species stewardship, restoration requirements, noxious (Weed By-Law) calls and visits, enforcement, and volunteer requirements in the County Forest. These issues are not expected to decrease in the future as forest use, ecological outreach and awareness needs increase. The Conservation Stewardship Technician will have a significant impact on these needs.